



Racial Equity Plan

City Council Briefing
August 3, 2022

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Agenda



1. REP Overview Update
2. Community Engagement
3. Operationalizing Equity Across City Government
4. Big Audacious Goals
 - a. Action Targets
 - b. Department Progress Measures
5. Communication, Transparency and Accountability
6. Next Steps



2019 Equity Indicators Report





1

Racial Equity Plan Overview



What is the Racial Equity Plan?



- Strategic framework to support the City in understanding and **addressing disparities** across Dallas
- Developed in **collaboration with communities**
- Guide city departments and offices to enhance current plans, policies, and initiatives with **measurable goals and aspirational goals** addressing racial, ethnic, and socioeconomic equity



REP Purpose & Vision



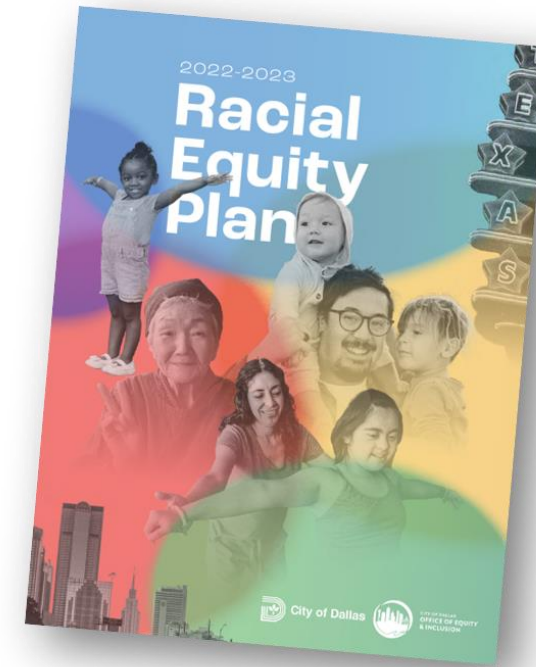
The REP will provide City leaders ***with actionable levers*** – by establishing short-, mid-, and longer-term goals – to minimize inequities for Dallas residents and to inspire and sustain our commitment to economic inclusion and shared prosperity.



What is in the Racial Equity Plan?



- I. Introduction
- II. A Historical Lens
- III. The Voices of Dallas Residents
- IV. Big Audacious Goals and Department Progress Measures
- V. Communication, Accountability, and Transparency
- VI. Appendices





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Community Engagement



Community Engagement Summary

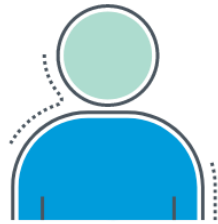


Our engagement efforts focused on reaching community members that have been most impacted by long standing disparities.



8,030

WEBSITE
VIEWS



2,395

EVENT
PARTICIPANTS



808

ONLINE
PARTICIPANTS



23,476

PARTNER
NEWSLETTERS



290

COMMUNITY
POSTERS



Marketing, Outreach & Participation Efforts



A multi-channel, multilingual marketing and outreach approach utilized, leveraging targeted outreach with community partners and Council as well as broad, traditional promotion strategies.

Dear friends of Metrocare: our partners at the City of Dallas are building a Racial Equity Plan. Give your input and learn more: www.WeAreOneDallas.org

RACIAL EQUITY PLAN TOWN HALL
Lend your voice to help build the City of Dallas' Racial Equity Plan

Can't attend? Share your thoughts via <https://weareonedallas.org/survey>

CM Paul Ridley District 14 | CM Jesse Moreno District 2

Citywide Racial Equity Plan Community Meeting

PRESENTED BY Casey Thomas, II Dallas Council Member District 3

Saturday, May 21, 2022 @ 10AM
True Lee Missionary Baptist Church,
3907 Robert L. Parish, Sr. Ave,
Dallas, Texas 75210

Purpose: To get input from the South Dallas/ Fair Park community about what should be included in the racial equity plan and updates on what's taken place so far.

To find out more, go to www.weareonedallas.org.

RACIAL EQUITY PLAN PUBLIC MEETING
with District 10, 11, 12, & 13

Join your North Dallas City Councilmembers and staff to discuss the plan for racial equity across Dallas. Understand racial equity and the impact on the City of Dallas.

Adam McGough District 10 | Jaynie Schultz District 11

Cara Mendelsohn District 12 | Gay Donnell Willis District 13

Jewish Community Center
7900 Northaven Rd. Dallas, TX 75230

Tuesday May 31, 2022
6:30 pm - 8:00 pm

Masks Are Encouraged

WE NEED TO HEAR FROM YOU!

Help Develop Dallas' First Racial Equity Plan
May 26, 2022
Stop by anytime between 11 A.M. to 6 P.M.
Dallas Central Library
1515 Young St., 6th Floor

Join the City of Dallas for an Open House format to:

- Learn more about the Racial Equity Plan
- Give your input on the drafted Department Progress Measures

We look forward to seeing you there!
VISIT: WEAREONEDALLAS.ORG

ONE DALLAS SPEAKS
Conversación comunitaria sobre el Plan de Equidad Racial

Por favor acompañanos para Una conversación comunitaria organizada por el miembro del consejo del Distrito 3, Casey Thomas, UNT Dallas, Harmony CDC y la Ciudad de Dallas.

31 de marzo de 2022
6:00 PM - 7:30 PM
EL CAMPUS DE UNT DALLAS + TRANSMITIDO VIRTUALMENTE

Regístrate en: bit.ly/onedallas

City of Dallas | HARMONY COMMUNITY DEVELOPMENT CORPORATION | UNT DALLAS UNIVERSITY OF NORTH TEXAS AT DALLAS

WEAREONEDALLAS.ORG/ENGAGE

RACIAL EQUITY PLAN TOWN HALL
Lend your voice to help build the City of Dallas' Racial Equity Plan

CM Paula Blackmon District 9
214-671-8916

Well Grounded Coffee Community
9219 Garland Rd Dallas TX 75218

June 10, 2022 10 am



Racial Equity Plan Website



Multiple Engagement points:

- Resident Surveys
- Comment Box
- Telephone Line
- Event Request



weareonedallas.org



Inclusive Engagement Efforts

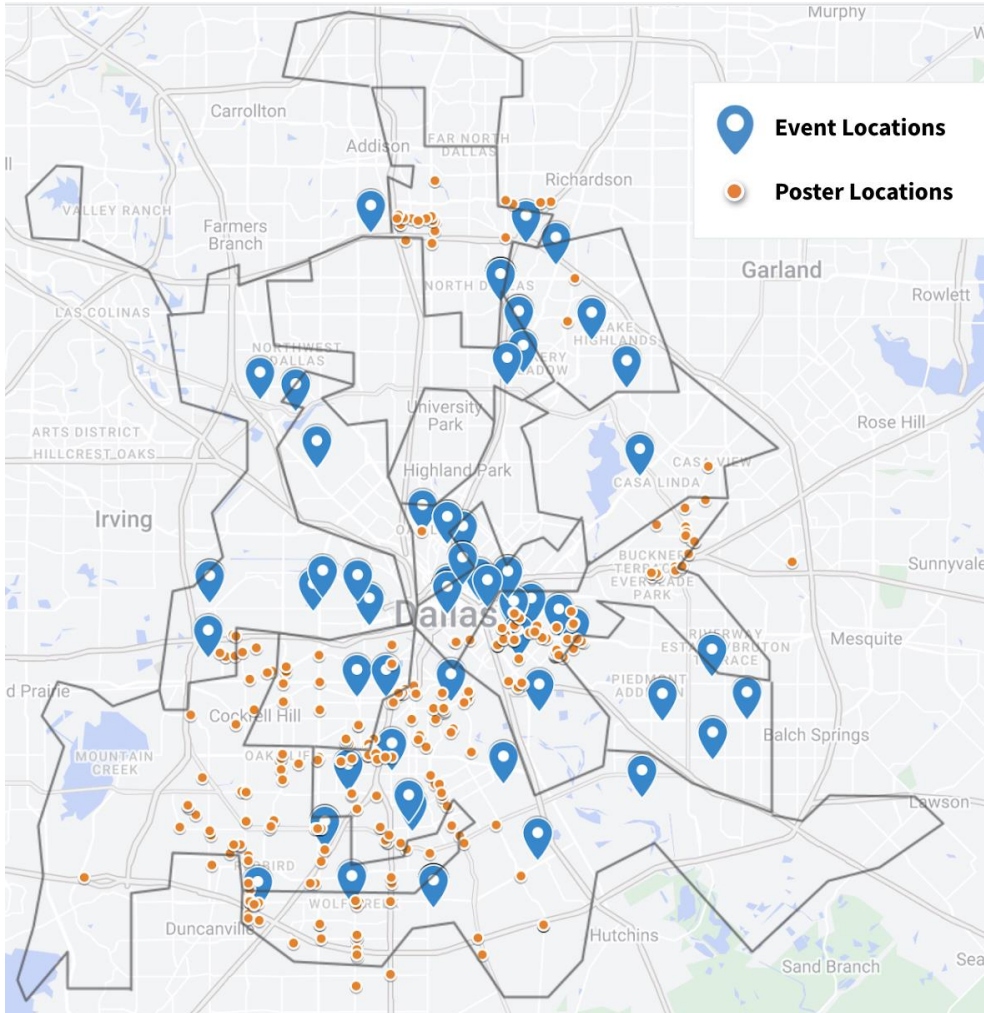


- Spanish-only events*
- Refugee & Immigrant focus groups
- Barbershop talks
- Council Member Community Town Halls
- Urban League: State of Black Dallas
- The Concilio: Power of Latinos DFW Summit
- Asian American & Chinese Chamber of Commerce
- American Indian Community Conversation
- Faith Forward Dallas
- Cultural Centers, Libraries and Multi-purpose Centers
- Dallas Truth and Racial Healing Transformation (DTRHT): Black Women in Non-Profit Leadership Cohort



**Spanish language support at 100% of events. All languages available on virtual engagements.*

Increasing Access & Building Trust



Events were hosted or attended at 73 community locations such as:

- Latino Cultural Center
- Arcadia Park Library
- Jaycee Zaragoza Rec Center
- Park South YMCA
- Oak Cliff Boys and Girls Club
- Trinity River Audubon Center
- Pleasant Grove Branch
- Well Grounded Coffee
- Life in Deep Ellum
- Thanks-Giving Square
- Jewish Community Center
- Mosaic Family Service
- Oak Lawn United Methodist
- Polk-Wisdom Library
- West Dallas Multi-purpose Center

Posters and flyers were shared at 290 community locations such as:

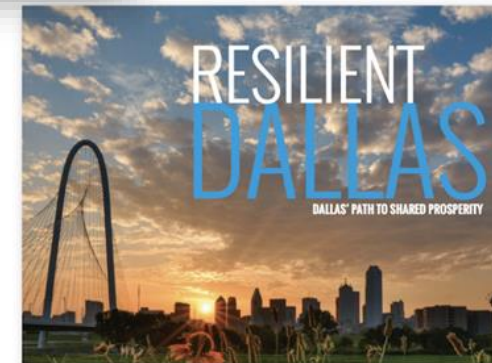
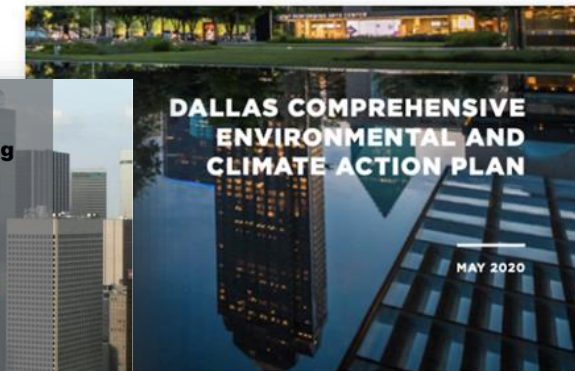
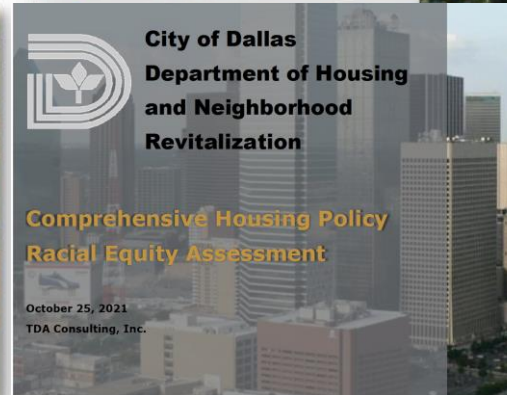
- Mr. Wong's Chicken & Rice
- Guerrero's Taqueria
- MetroPCS
- Cliff Check Cashing
- Wash & Dry Lavanderia
- Southdale Apt,
- EZ Pawn
- Lisa's Soul Food Café



Engagement on Previous Plans



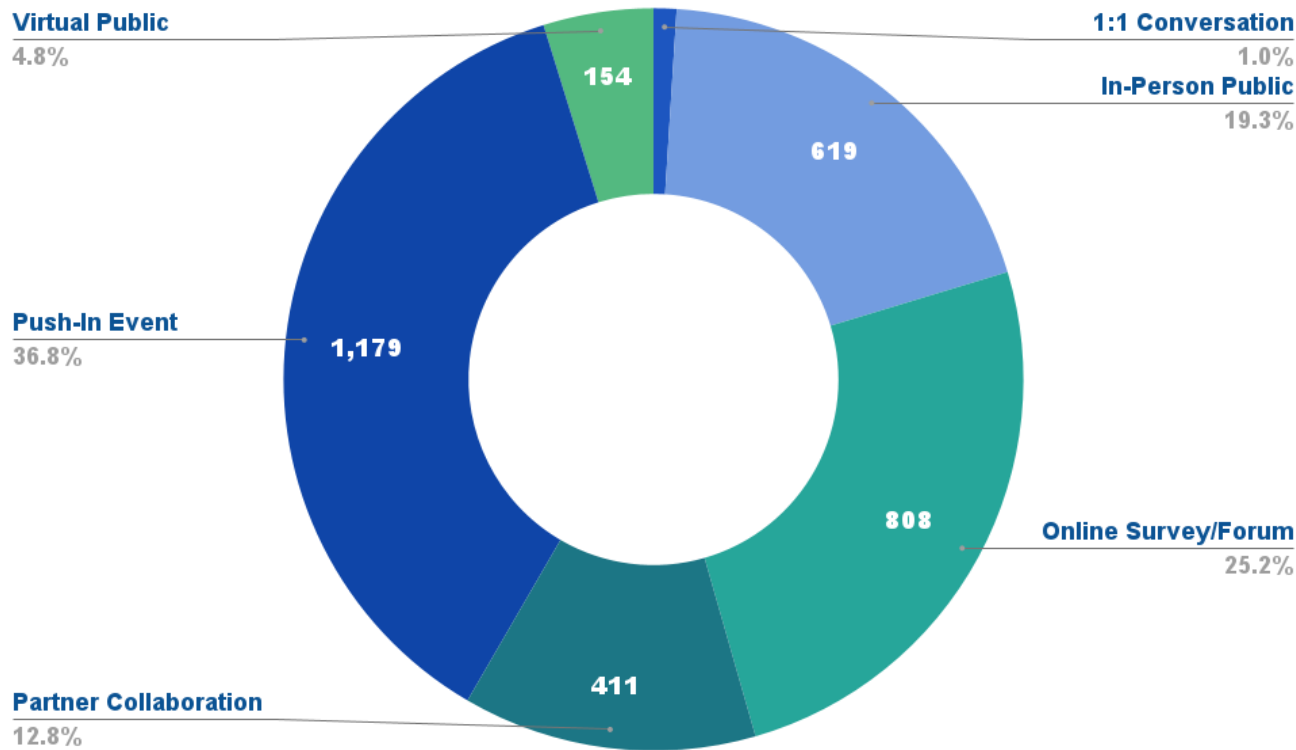
The REP seeks to leverage existing City plans that received feedback from over 22,000 residents and apply equity assessment.



Engagement Methods & Reach



A variety of engagement opportunities offered to accommodate language, schedule, access, digital divide, and comfort-level.



In-Person Public	REP presentation and community feedback session hosted at libraries, civic centers, public spaces
Virtual Public	REP presentation and community feedback session feedback hosted on weareondallas.org, open to the public
1:1 Conversation	Interview style review of REP and progress measures seeking feedback from Dallas leaders
Partner Events	Specific REP event hosted in collaboration with nonprofits/ community-based organizations (focus groups, round tables, etc.)
Push-in Events	Meeting people where they're at by joining pre-existing community events
Online Survey/Forum	Online survey, forum boards, and voicemail number where residents could share their feedback at their convenience

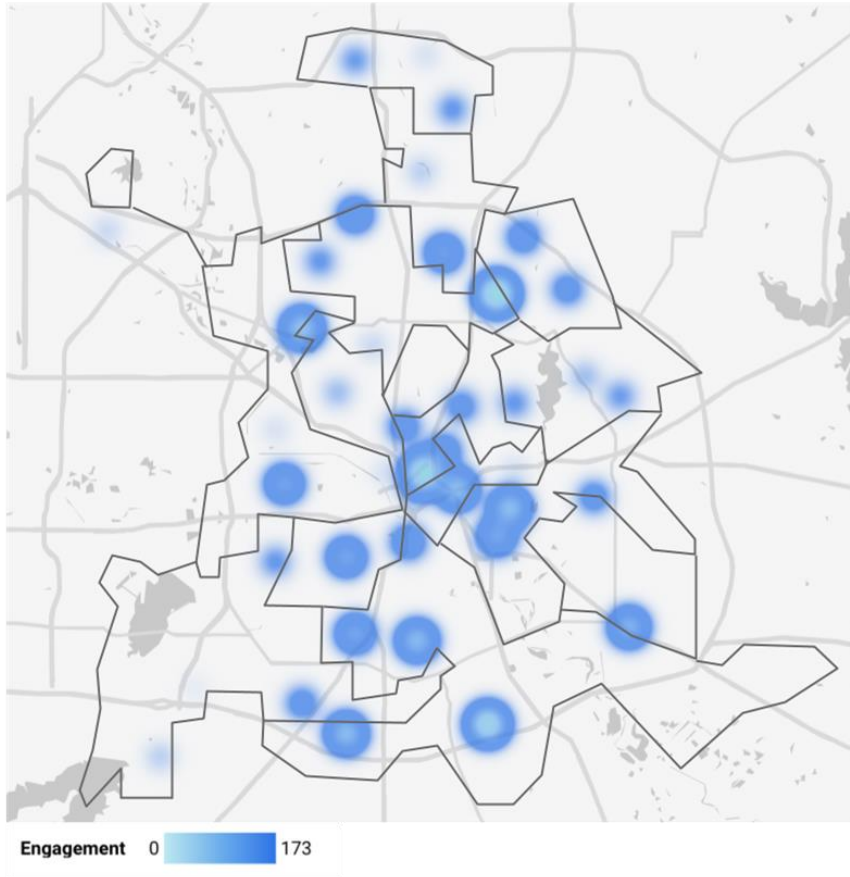


Engagement By Council District & ZIP

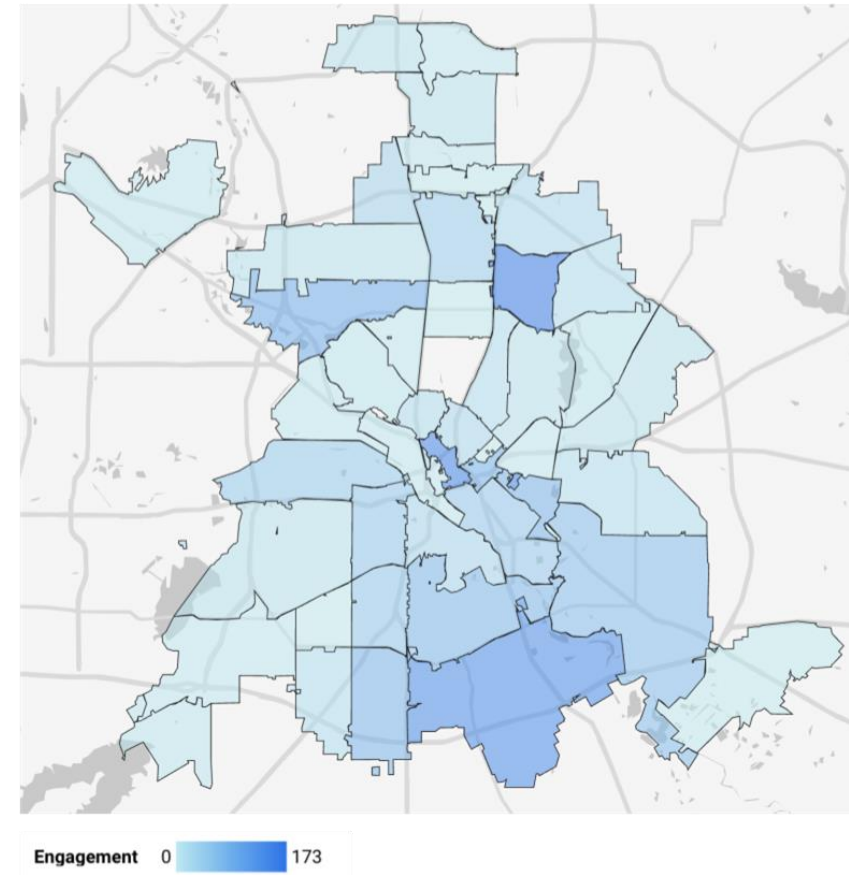


Residents from across the city shared their insights and experiences.

REP Engagement by Council District



REP Engagement by ZIP Code



Overarching Key Themes: Community Feedback



1

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

2

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

3

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



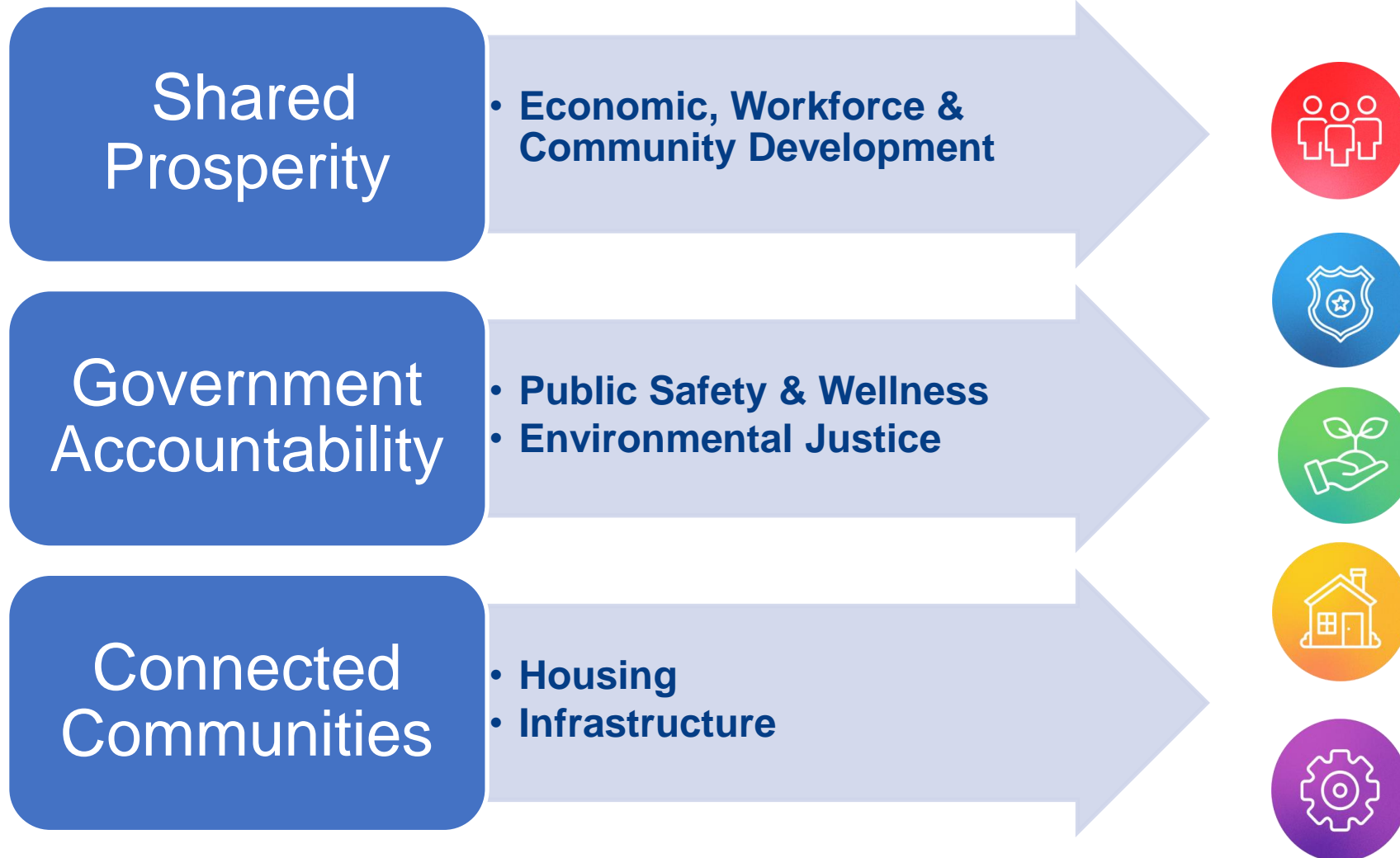


3

Operationalizing Equity Across City Government



Key Themes & Goal Setting



Equity Progress Measures Development



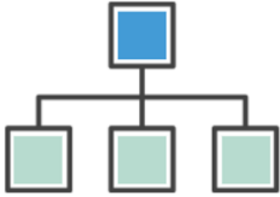
Round 1	Round 2	Round 3 & 4 (as needed)	Action Targets
<p>REP Team reviewed existing reports & best practices to draft initial equity progress measures for City department consideration</p> <p>Hosted initial City department meetings</p> <p>Department homework: Draft equity progress measure commitments</p>	<p>REP Team reviewed and provided feedback on draft measures</p> <p>Second round of meetings with departments to review equity progress measures</p> <p>Draft measures shared with community, residents to seek feedback</p>	<p>Community feedback and additional resources shared with City departments</p> <p>Third round of meetings held to support further development among City departments</p>	<p>Received City Council and community feedback</p> <p>Met with key departments individually and collectively to established Big Audacious Goals</p> <p>Considered cross department collaborations, current and future investments</p>



Department Engagement



Department leaders were provided individualized meetings, resources, and support to help craft their first equity progress measures.



42

DEPARTMENTS



150+

MEETINGS



213

**DEPARTMENT
PROGRESS
MEASURES**

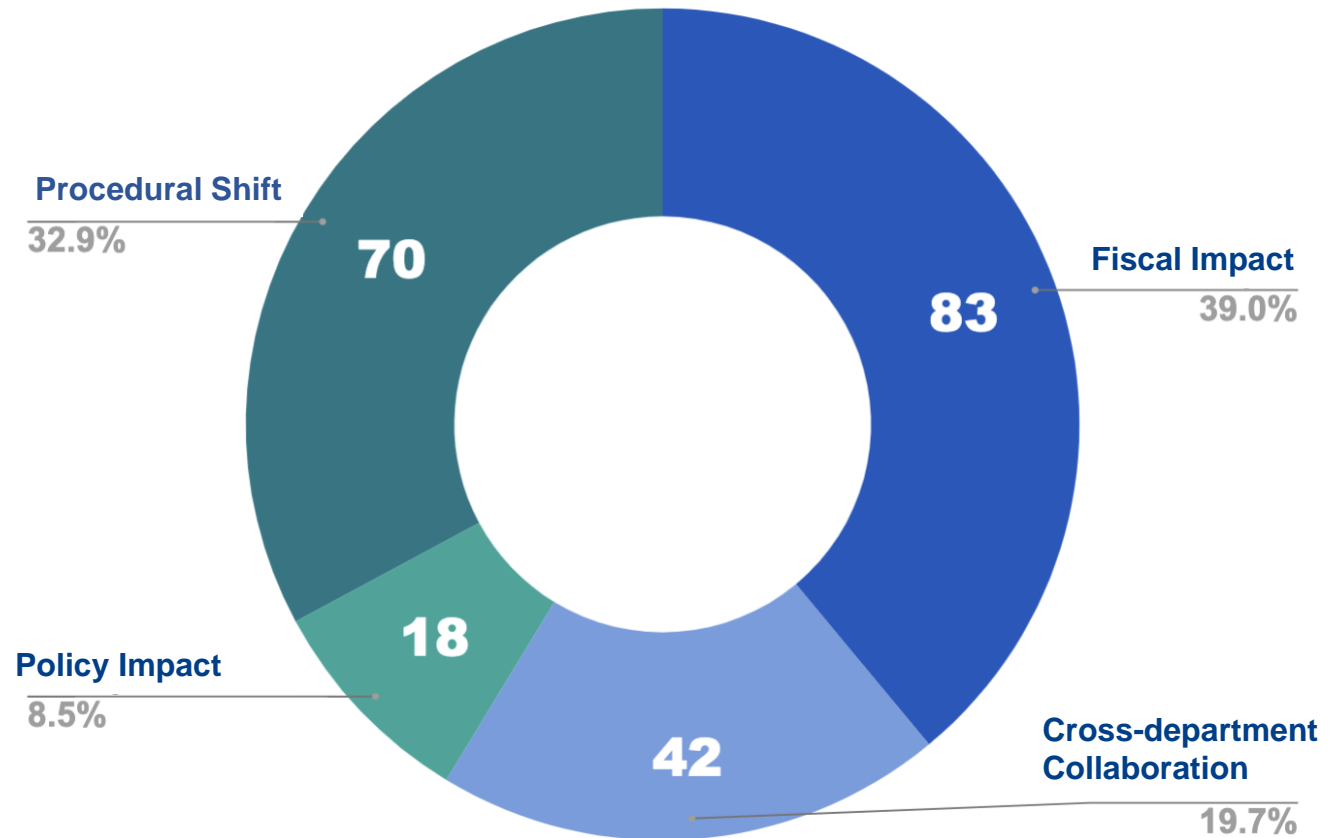


Individual Department Progress Measures



Of the 213* draft progress measures:

- Approximately 59% have a fiscal impact and/or a cross department collaboration (staff time)
- Less than 10% have a possible policy implication
- 70 measures require addressing current practices and procedures





4

Big Audacious Goals



Equity is both a process and outcome



Moving Towards Equity



Big Audacious Goals (BAGs)



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

Action Targets



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

Department Progress Measures (DPM)



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

Most Equitable U.S. City

Adoption of the Racial Equity Plan



REP Big Audacious Goals



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.



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



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



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



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



Economic, Workforce, & Community Development Goal



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



Example Action Target 1.2:

- Building a pipeline of diverse contractors, vendors, and suppliers to increase economic stability and workforce development.



Example Department Progress Measure OPS.2:

- Increase procurement educational training in equity priority areas from 0 to 4 annually by May 2024 (0-2 annually by May 2022 and 2 to 4 annually by May 2023). [\$] [Ei 1, 2]



Environmental Justice Goal



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



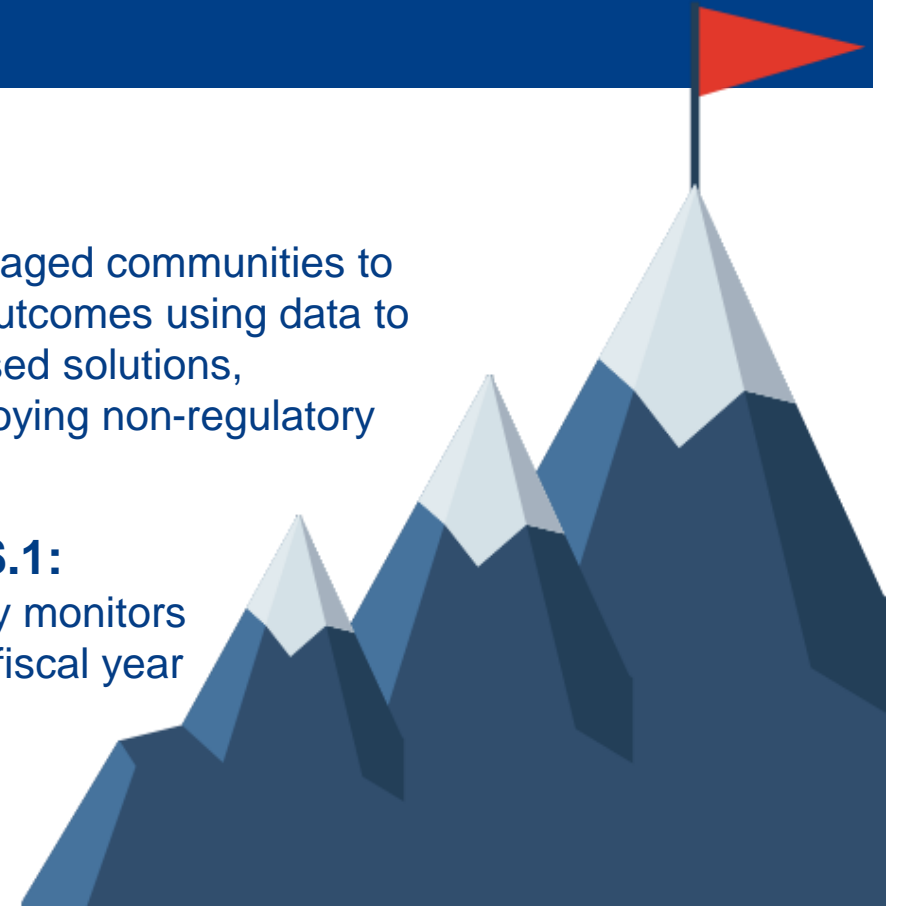
Example Action Target 2.3:

- Improve air and water quality in historically disadvantaged communities to promote equitable environmental and public health outcomes using data to assess trends and areas of concern (e.g., nature-based solutions, neighborhood air quality monitoring program by deploying non-regulatory air monitors in overburdened communities).



Example Department Progress Measure OEQS.1:

- Increase the amount of neighborhood level air quality monitors in historically disadvantaged communities by end of fiscal year 2025 (Baseline to be developed). [\$] [Ei 52]



Housing Goal



Close the homeownership gap and secure housing stability.



Example Action Target 3.1:

- Target affordable housing investments and neighborhood revitalization in stronger housing markets (MVA), underserved communities, and in one of the 15 federally designated Opportunity Zones (areas where it is possible to drive capital to support new businesses and investments by providing deferred capital gains taxes, among other tax benefits) to address long standing inequities.



Example Department Progress Measure HOU.5:

- Designate three to five Neighborhood Revitalization Strategy Areas and collaborate with community members, City of Dallas services, developers, nonprofits, and other organizations to bring \$100 million of investment to equity priority areas by December 2027. [\$] [Ei 25,31]



Infrastructure Goal



Close infrastructure gaps where intentional historical disinvestment previously occurred.



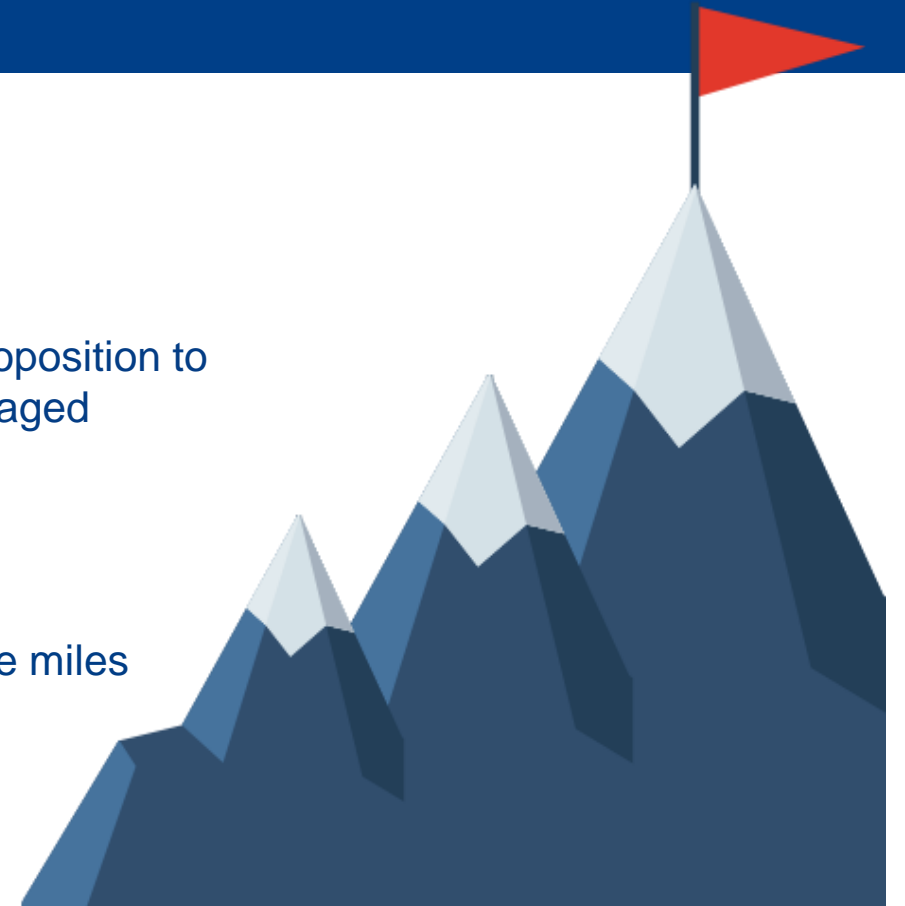
Example Action Target 4.1:

- Prioritize the FY 2023-24 Infrastructure Bonds Package/Proposition to address Infrastructure investments in historically disadvantaged communities.



Example Department Progress Measure PBW.1:

- Refine paving model to complete a minimum of 20% of lane miles in equity priority areas starting in FY 23. [Ei 32]



Public Safety and Wellness Goal



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



Example Action Target: 5.9

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



Example Department Progress Measure OCPO.2

- Increase the number of community-based organizations serving as OCPO Complaint Intake sites in (historically disadvantaged communities). [Ei 39]





4

Communication, Transparency and Accountability



Racial Equity Plan Dashboard



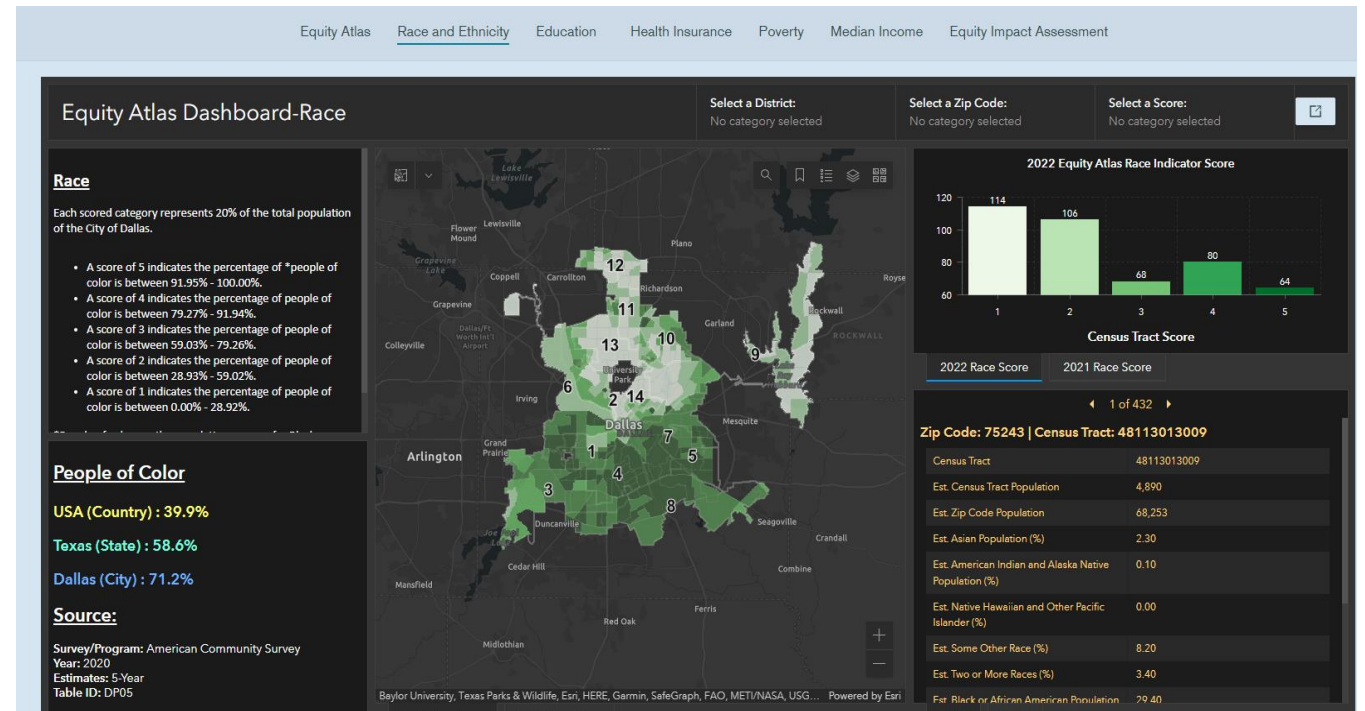
- Contains translation tool with over 100 language options to increase accessibility.
- Mobile accessible, print friendly, and easily shareable via social media.



Dallas Equity Atlas



- Proactive interactive tool that can be used by departments, residents, businesses, non-profits, and elected officials.
- Data can be broken down by council districts, zip code, census tract, or Equity Impact Assessment score.
- The Equity Atlas will support the City to align service deliver with communities with the greatest need.



Next Steps



- Seek REP adoption from City Council on August 24, 2022
- Launch the Accountability Dashboard and Equity Atlas with ongoing Council and community feedback
- Complete Equity Indicators Report with new Environmental Justice Indicators
- Begin Implementation of Department Progress Measures
- Advance the Big, Audacious Goals via ongoing collaboration with local and national partners



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City of Dallas

VI. APPENDIX

- A. INDIVIDUAL DEPARTMENT PROGRESS MEASURES
- B. BIG AUDACIOUS GOALS
- C. RELATED CITY PLANS
- D. DEPARTMENT ACRONYMS
- E. EQUITY INDICATORS WITH SCORES
- F. GLOSSARY




RACIAL EQUITY PLAN

DEPARTMENT PROGRESS MEASURES

APPENDIX A. DEPARTMENT PROGRESS MEASURES

311 CUSTOMER SERVICE CENTER


Strategic Priority: Government Performance

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

APPENDIX A. DEPARTMENT PROGRESS MEASURES

AVIATION

Strategic Priority: Transportation & Infrastructure

 <p>Key Department Actions:</p>	<ul style="list-style-type: none"> Provide operation and maintenance of Dallas Love Field, Dallas Executive Airport, and the Dallas Vertiport
 <p>Aligned Equity Indicators:</p>	<ul style="list-style-type: none"> Indicator 5 - Unemployment: Ratio between the percentages of Black and White adults aged 25-64 who are unemployed. Indicator 6 - High-Growth, High-Paying Employment: Ratio between the percentages of Asian and Hispanic adults aged 25-64 in high-growth, high-paying occupations. Indicator 9 - Median Household Income: Ratio between the average number of businesses in racially diverse and majority-Black neighborhoods. Indicator 36 - Transit Frequency: Ratio between the average number of public transit trips available to majority-Hispanic and majority-Black neighborhoods on Monday between 4:30 a.m. and midnight.
 <p>Progress Measures:</p> <p>Key Department Actions: \$ = Fiscal Impact ✓ = Policy Impact DEPT = Collaborating Department(s) Ei # = 2019 Equity Indicator Report Number</p>	<ol style="list-style-type: none"> Expand recruiting efforts to increase the diversity of collegiate interns, particularly focusing on recruitment among historically disadvantaged students. [\$] [HR, CVS] [Ei 6] By December 2023, make a recommendation to DART to run earlier (4:30am) dedicated routes to Love Field and Dallas Executive Airport [✓][Ei 5, 36] Increase the number of annual recruitment trips to HBCUs and HACs from 0 to 2 by December 2023 [\$][HR, CVS] [Ei 6]

APPENDIX A. DEPARTMENT PROGRESS MEASURES

AVIATION

Strategic Priority: Transportation & Infrastructure



Progress Measures:

Key Department Actions:
 \$ = Fiscal Impact
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4. Increase the number of marketing communication around aviation employment in high unemployment areas in proximity to airports from 0 to 2 by December 2023 **[\$] [Ei 5]**
5. Increase the number of job and career fairs hosted in high unemployment areas in proximity to the airports (DAL and DEA) from 3 to 6 a year by December 2024 **[\$] [Ei 5]**
6. Increase number of outreach events hosted at ethnic Chambers of Commerce and Contractor's Associations to hold Aviation opportunities sessions for prospective vendors from 4 to 6 by December 2026 **[Ei 9]**

APPENDIX A. DEPARTMENT PROGRESS MEASURES

BOND & CONSTRUCTION MANAGEMENT

Strategic Priority: Transportation & Infrastructure



Key Department Actions:

- Lead the oversight of the City's Bond Programs to ensure delivery of infrastructure improvements.



Aligned Equity Indicators:

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



Progress Measures:

Key Department Actions:
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1. 1. Provide strategic recommendations to expedite 2017 Bond projects that experience delays within or near Racially or Ethnically Concentrated Areas of Poverty (R/ECAPs) – in accordance with civil rights and fair housing laws – monthly beginning October 2022 to ensure all project funds are committed by September 2023. **[Ei 25, 31]** (BCM will prepare a monthly report to relevant directors that includes project updates from staff responsible for implementation of the 2017 Bond projects located in R/ECAP census tracts to ensure that the City remains on schedule with committing funds and completing projects within an acceptable timeframe. This project management process will be implemented in future programs.)

APPENDIX A.

DEPARTMENT PROGRESS MEASURES

BOND & CONSTRUCTION MANAGEMENT

Strategic Priority: Transportation & Infrastructure



Progress Measures:

Key Department Actions:
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- By December 2023, develop a Community Outreach Strategy that engages residents through neighborhood meetings, social media, surveys, and other mediums to create an effective two-way communication channel between City staff and residents to focus the infrastructure needs of historically disadvantaged communities in the future bond program. [Ei 37]
- Based on the equity-driven selection framework recommend an increase of future bond allocation to address housing needs in Racially or Ethnically Concentrated Areas of Poverty (R/ECAPs) – in accordance with civil rights and fair housing laws – in the next Bond program. [Specific amount to be updated in by December 2023.] [\$] [✓] [Ei 25]

APPENDIX A.

DEPARTMENT PROGRESS MEASURES

BUDGET & MANAGEMENT SERVICES

Strategic Priority: Government Performance & Financial Management



Key Department Actions:

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



Aligned Equity Indicators:

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



Progress Measures:

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

APPENDIX A.

DEPARTMENT PROGRESS MEASURES

BUILDING SERVICES

Strategic Priority: Transportation & Infrastructure


 <p>Key Department Actions:</p>	<ul style="list-style-type: none"> Provides facility services to customer departments in support of their service to residents, visitors, and businesses of Dallas.
 <p>Aligned Equity Indicators:</p>	<ul style="list-style-type: none"> Indicator 5: Unemployment: Ratio between the percentages of Black and White adults aged 25-64 who are unemployed. Indicator 52 - Chronic Disease: Ratio between the percentages of White adults and adults of color diagnosed with a chronic disease. Indicator 59 - Physical Activity: Ratio between the percentages of Hispanic and White respondents who report not participating in physical activity or exercise outside of their regular job. Air Quality Monitor Indicator Under Development
 <p>Progress Measures:</p> <p>Key Department Actions: \$ = Fiscal Impact ✓ = Policy Impact DEPT = Collaborating Department(s) Ei # = 2019 Equity Indicator Report Number</p>	<ol style="list-style-type: none"> 1. Improve the indoor air quality at City buildings in historically disadvantaged communities with high asthma rates by installing HEPA filtration into 20% (35) buildings by October 2024 [\$] [Ei 52] 2. Decrease the number of non-emergency repairs required at parks and recreation centers in historically disadvantaged communities by December 2024 [baseline to be established by EOY 2022] [Ei 59] 3. BSD will identify positions to be allocated to the City's FreshStart program, providing a living wage and on-the-job training opportunities to individuals from historically disadvantaged groups by 2024.[\$, SBC] [Ei 5]

APPENDIX A.

DEPARTMENT PROGRESS MEASURES

CITY CONTROLLER'S OFFICE

Strategic Priority: Government Performance & Financial Management

 <p>Key Department Actions:</p>	<ul style="list-style-type: none"> Financial reporting and audits of state and federal grants, Dallas Water Utilities, Love Field Airport Modernization Corporation, and other related entities. Managing all bank accounts and processing a billion dollars in annual payroll for 13,000 employees and oversight and management of employee assets in the deferred compensation plans Updating and managing all Administrative Directives, paying vendor invoices and contract management compliance. (Pending Director Approval)
 <p>Aligned Equity Indicators:</p>	<ul style="list-style-type: none"> Indicator 2: Business Ownership: Ratio between the percentages of White and Black adults aged 25-64 who are self-employed (i.e., own an incorporated or unincorporated business) Indicator 9: Median Household Income: Ratio between the median household incomes for White and Black households. Indicator 27: Home Loan Denials: Ratio between the percentages of home loan application denials to Black and White applicants.
 <p>Progress Measures:</p> <p>Key Department Actions: \$ = Fiscal Impact ✓ = Policy Impact DEPT = Collaborating Department(s) Ei # = 2019 Equity Indicator Report Number</p>	<ol style="list-style-type: none"> 1. Increase by 25% the number of annual audits for suppliers with contracts exceeding \$500k regarding compliance with the living wage on general services contracts by 2022. [Ei 9] 2. Increase invoices paid via electronic fund transfer to M/WBE vendors by 2024. [Ei 2] (Paying M/WBE vendors electronically promotes equity because it allows them to get paid for the goods or services provided by the city within 1-2 days of the invoices being processed increasing cash flow for their operations.)

APPENDIX A.

DEPARTMENT PROGRESS MEASURES

CITY CONTROLLER'S OFFICE

Strategic Priority: Government Performance & Financial Management



Progress Measures:

Key Department Actions:
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 Ei # = 2019 Equity Indicator Report Number

3. CCO will increase from 0 to 1 socially responsible banking factor during the procurement of banking services, starting in 2024. [Ei 27]
4. Per the Responsible Banking Ordinance, CCO will become an annual recipient of a report from the City's depository bank detailing the institution's statement of work, including factors related to socially responsible banking according to section 2-78 including commitment to long-term community reinvestment strategies, anti-predatory lending practices, community banking needs, community involvement, homeownership and consumer credit needs, small business lending and other community development services in historically disadvantaged communities in Dallas by 2025. [Ei 27]
5. Increase the percent of invoices (that are eligible for payment) to M/WBE vendors paid within 30 days from 80% to 95% by 2025. [Ei 2]

APPENDIX A.

DEPARTMENT PROGRESS MEASURES

CIVIL SERVICE

Strategic Priority: Government Performance and Financial Management



Key Department Actions:

- Provide staffing, hiring, and promotional solutions to client departments
- Oversee hearing process for employees to appeal charges of discrimination and unfair application of rule and regulations.



Aligned Equity Indicators:

- **Indicator 5 - Unemployment:** Ratio between the percentages of Black and White adults aged 25-64 who are unemployed.
- **Indicator 6 - High-Growth, High-Paying Employment:** Ratio between the percentages of Asian and Hispanic adults aged 25-64 in high-growth, high-paying occupations
- **Indicator 9: Median Household Income:** Ratio between the median household incomes for White and Black households.



Progress Measures:

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

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

APPENDIX A.

DEPARTMENT PROGRESS MEASURES

CIVIL SERVICE

Strategic Priority: Government Performance and Financial Management



Progress Measures:

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

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

APPENDIX A.

DEPARTMENT PROGRESS MEASURES

CODE COMPLIANCE

Strategic Priority: Quality of Life/Arts & Culture



Key Department Actions:

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



Aligned Equity Indicators:

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



Progress Measures:

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

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

APPENDIX A. DEPARTMENT PROGRESS MEASURES

CODE COMPLIANCE

Strategic Priority: Quality of Life/Arts & Culture



Progress Measures:

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

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

APPENDIX A. DEPARTMENT PROGRESS MEASURES

COMMUNICATIONS, OUTREACH, & MARKETING SERVICES

Strategic Priority: Workforce, Education and Equity



Key Department Actions:

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



Aligned Equity Indicators:

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

APPENDIX A.

DEPARTMENT PROGRESS MEASURES

COMMUNICATIONS, OUTREACH, & MARKETING SERVICES

Strategic Priority: Workforce, Education and Equity



Progress Measures:

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

1. Increase number of outreach events to interfaith and multicultural organizations including information on how to apply for board and commission vacancies to 12 by December 2023 [baseline to be established in 2023 progress shown in FY2024].[\$] [Ei 38]
2. Increase the number of outreach deliverables supporting M/WBE vendor recruitment by December 2023 [baseline set this FY2022-23]. [Ei 2]
3. Increase the number of communication deliverables supporting recruitment of historically disadvantaged women and community members in the City of Dallas by December 2023 [baseline set this FY2022-23]. [Ei 39]
4. Audit existing methods for targeting and engaging residents in order to inform a standardized policy for cross-departmental communication, outreach and engagement by 2024. [Ei 37]
5. Increase views of City department-created original content in Spanish by 5-10% yearly by 2025. [Ei 39]
6. Increase subscribers to Spanish text and social channels by 5-10% yearly by 2025. [Ei 39]
7. Increase investment in advertising in Spanish and Asian language and Black media outlets as percentage of all departmental advertising Citywide by 2025. [\$] [Ei 39]

continued on next page

APPENDIX A.

DEPARTMENT PROGRESS MEASURES

COMMUNICATIONS, OUTREACH, & MARKETING SERVICES

Strategic Priority: Workforce, Education and Equity



Progress Measures:

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

8. Increase investment in marketing City programs and services through paid advertising and in-kind support for nonprofits partners serving historically disadvantaged communities by December 2026 [baseline to be established in FY2022-23]. [\$] [Ei 2]

APPENDIX A. DEPARTMENT PROGRESS MEASURES

CONVENTION & EVENT SERVICES

Strategic Priority: Economic Development



Key Department Actions:

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

APPENDIX A. DEPARTMENT PROGRESS MEASURES

CONVENTION & EVENT SERVICES

Strategic Priority: Economic Development



Aligned Equity Indicators:

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



Progress Measures:

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

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

APPENDIX A.

DEPARTMENT PROGRESS MEASURES

CONVENTION & EVENT SERVICES

Strategic Priority: Economic Development



Progress Measures:

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

4. Increase the percent of historically disadvantaged businesses contracted through VisitDallas from 16.4% to 18.4% by October 2025, and 21.6% by 2027. **[\$] [Ei 2]**
5. Through the IAVM partnership, increase the number of historically disadvantaged hotel employees participating actively provide mentorship opportunities from 0 to 120 by December 2027 **[\$] [Ei 9]**
6. Procure 50% historically disadvantaged business participation through contracts related to the master plan by October 2027. **[\$] [Ei 2]**
7. Further diversify and expand recruiting efforts to include historically disadvantaged women and groups in the Convention Center Internship program with a 3% increase per year through 2027 (By end of 2023- First 20) **[\$, CVS, HR] [Ei 8]**

APPENDIX A.

DEPARTMENT PROGRESS MEASURES

COURT & DETENTION SERVICES

Strategic Priority: Public Safety



Key Department Actions:

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



Aligned Equity Indicators:

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

APPENDIX A.

DEPARTMENT PROGRESS MEASURES

COURT & DETENTION SERVICES

Strategic Priority: Public Safety



Progress Measures:

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

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

APPENDIX A.

DEPARTMENT PROGRESS MEASURES

DALLAS ANIMAL SERVICES

Strategic Priority: Quality of Life/Arts & Culture



Key Department Actions:

- Enforce animal-related laws and ordinances and ensure public safety.



Aligned Equity Indicators:

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



Progress Measures:

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




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

APPENDIX A.

DEPARTMENT PROGRESS MEASURES

DALLAS FIRE & RESCUE

Strategic Priority: Public Safety


 <p>Key Department Actions:</p>	<ul style="list-style-type: none"> • Fire, Emergency, and Medical Services • Fire Prevention, Education, and Investigation • Communications, Recruiting, and Information Technology
 <p>Aligned Equity Indicators:</p>	<ul style="list-style-type: none"> • Indicator 6 - High-Growth, High-Paying Employment: Ratio between the percentages of Asian and Hispanic adults aged 25-64 in high-growth, high-paying occupations. • Indicator 7 - Median Full-Time Income: Ratio between the median annual incomes for currently employed White and Hispanic adults aged 25-64 working 30+ hours per week. • Indicator 19 - College Readiness: Ratio between the percentages of White and Hispanic students rated college-ready in English and math. • Indicator 53 - Mortality: Ratio between the percentages of deaths for White and Hispanic residents.
 <p>Progress Measures:</p> <p>Key Department Actions: \$ = Fiscal Impact ✓ = Policy Impact DEPT = Collaborating Department(s) Ei # = 2019 Equity Indicator Report Number</p>	<ol style="list-style-type: none"> 1. Improve DFR's female diversity composition 50% with an inclusive candidate pool by October 1, 2027. [Ei 6, 7] 2. Increase the number of fire safety training/educational program deliveries and smoke alarm installations by 5%, to reduce the number of civilian fire fatalities in historically disadvantaged communities by October 1, 2027.[\$] [Ei 53]

APPENDIX A.

DEPARTMENT PROGRESS MEASURES

DALLAS FIRE & RESCUE

Strategic Priority: Public Safety

 <p>Progress Measures:</p> <p>Key Department Actions: \$ = Fiscal Impact ✓ = Policy Impact DEPT = Collaborating Department(s) Ei # = 2019 Equity Indicator Report Number</p>	<ol style="list-style-type: none"> 3. Assess and recommend strategies to code enforcement for improving signage and lighting of multi-family dwellings (apartment complexes) in historically disadvantaged communities to help improve response times by an average of 10 seconds by October 1, 2027. [Ei 53] 4. Utilize the Pathways in Technology Early College High School (P-Tech) program in the Dallas independent School District to employ 5% of their graduates into the Dallas Fire Rescue Department by October 1, 2027. [Ei 19]
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APPENDIX A.

DEPARTMENT PROGRESS MEASURES

DALLAS POLICE DEPARTMENT

Strategic Priority: Public Safety



Key Department Actions:

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



Aligned Equity Indicators:

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

APPENDIX A.

DEPARTMENT PROGRESS MEASURES

DALLAS POLICE DEPARTMENT

Strategic Priority: Public Safety



Progress Measures:

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

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

APPENDIX A.

DEPARTMENT PROGRESS MEASURES

DALLAS PUBLIC LIBRARY

Strategic Priority: Priority: Workforce, Education & Equity



Key Department Actions:

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



Aligned Equity Indicators:

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

APPENDIX A.

DEPARTMENT PROGRESS MEASURES

DALLAS PUBLIC LIBRARY

Strategic Priority: Priority: Workforce, Education & Equity



Progress Measures:

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

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

APPENDIX A.

DEPARTMENT PROGRESS MEASURES

DALLAS WATER UTILITIES

Strategic Priority: Government Performance & Financial Management



Key Department Actions:

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



Aligned Equity Indicators:

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

APPENDIX A.

DEPARTMENT PROGRESS MEASURES

DALLAS WATER UTILITIES

Strategic Priority: Government Performance & Financial Management



Progress Measures:

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

1. In collaboration with the Office of Cultural Affairs, construct the Memorial for Victims of Racial Violence public art project at Martyr’s Park contributing a total of \$812,000 for this public art space by December 2022. **[\$] [OAC] [Ei 38]**
2. Stormwater flood gates project with \$100,000 in public arts funding for 2 public art installations to be installed within the 75207 and 75215 zip codes by 2023. **[\$] [OAC] [Ei 37]**
3. Complete an inventory of all city owned lines and provide outreach and free lead and copper testing programs at private schools in historically disadvantaged communities with the greatest need by 2023. **[Ei 39]**
4. Increase the investment in water and wastewater infrastructure improvements to all occupied, unserved areas from \$3.5 million annually for ten years to \$34.7 million (ARPA) by December 2025, reducing the implementation time by 70%. **[\$] [Ei 30]**
5. In partnership with the United States Army Corps of Engineers, over the next 4-5 years design and construction of multiple flood risk reduction projects will be performed to enhance the Dallas Levee System. The Dallas Levee System protects over 400,000 people, most of whom are from historically disadvantaged communities. Continue to increase the flood risk mitigation for Council Districts 4, 5, 6 and 7 by Fall of 2026. The projects combined cost estimates exceed \$350M. **[\$] [Ei 28]**

APPENDIX A.

DEPARTMENT PROGRESS MEASURES

DEVELOPMENT SERVICES

Strategic Priority: Economic Development


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

APPENDIX A.

DEPARTMENT PROGRESS MEASURES

DEVELOPMENT SERVICES

Strategic Priority: Economic Development

 <p>Progress Measures:</p>	<ol style="list-style-type: none"> Increase participation of diverse developers, contractors, architects, from historically disadvantaged communities to be a part of the Building Code development process. [Ei 9] Streamline permitting processes for small business owners within historically disadvantaged communities. [Ei 2, 3] Track and increase trainings on the permitting process with historically disadvantaged contractors, developers, residents from 0 to 25% by December 2023. [\$] [Ei 2, 31] Decrease average number of days to complete first review of residential permit application in historically disadvantaged communities from 12 to 4 weeks by May 2024. [Ei 31] Streamline permitting process for affordable housing developers to reduce the amount of time to build affordable housing from 12 weeks to 4 weeks by May 2024. [Ei 25, 31]
<p>Key Department Actions: \$ = Fiscal Impact ✓ = Policy Impact DEPT = Collaborating Department(s) Ei # = 2019 Equity Indicator Report Number</p>	

APPENDIX A. DEPARTMENT PROGRESS MEASURES

ECONOMIC DEVELOPMENT

Strategic Priority: Economic Development



Key Department Actions:

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



Aligned Equity Indicators:

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

APPENDIX A. DEPARTMENT PROGRESS MEASURES

ECONOMIC DEVELOPMENT

Strategic Priority: Economic Development



Progress Measures:

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

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

APPENDIX A. DEPARTMENT PROGRESS MEASURES

EQUIPMENT & FLEET MANAGEMENT

Strategic Priority: Transportation & Infrastructure



Key Department Actions:

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



Aligned Equity Indicators:

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

APPENDIX A. DEPARTMENT PROGRESS MEASURES

EQUIPMENT & FLEET MANAGEMENT

Strategic Priority: Transportation & Infrastructure



Progress Measures:

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

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

APPENDIX A. DEPARTMENT PROGRESS MEASURES

HOUSING & NEIGHBORHOOD REVITALIZATION

Strategic Priority: Housing & Homeless Solutions



Key Department Actions:

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



Aligned Equity Indicators:

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

APPENDIX A. DEPARTMENT PROGRESS MEASURES

HOUSING & NEIGHBORHOOD REVITALIZATION

Strategic Priority: Housing & Homeless Solutions



Progress Measures:

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

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

APPENDIX A. DEPARTMENT PROGRESS MEASURES

HUMAN RESOURCES

Strategic Priority: Government Performance, Workforce

 <p>Key Department Actions:</p>	<ul style="list-style-type: none"> Maintain a diverse, talented, innovative, and engaged workforce delivering services to the residents of Dallas
 <p>Aligned Equity Indicators:</p>	<ul style="list-style-type: none"> Indicator 14 - Early Education Enrollment by Income: Ratio between the percentages of three- and four-year-olds in the top and middle-income groups enrolled in pre-K. Indicator 37 - Sense of Community: Ratio between the average scores reported by Asian and Black residents for “sense of community” on the City’s biannual Community Survey Indicator 50 – Health Insurance: Ratio between the percentages of Hispanic and White residents without health insurance.
 <p>Progress Measures:</p> <p>Key Department Actions: \$ = Fiscal Impact ✓ = Policy Impact DEPT = Collaborating Department(s) Ei # = 2019 Equity Indicator Report Number</p>	<ol style="list-style-type: none"> Improve engagement of employees in the childcare subsidy program through refinement of existing program criteria, educational programs and outreach to eligible participants. Initiatives will be designed to gain potential participant input in all aspects of program. [Ei 14] HR will develop outreach initiatives designed to better educate and increase enrollment of lower-wage employees in the health plan by a minimum of 1–3% by 2027. [Ei 50] Increase the percentage of diverse and hourly employees positively responding to questions related to “sense of community” in the City of Dallas Employee Engagement survey 1-3% annually beginning FY2022 thru 2027. [Ei 37]

APPENDIX A. DEPARTMENT PROGRESS MEASURES

INFORMATION & TECHNOLOGY SERVICES

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

APPENDIX A.

DEPARTMENT PROGRESS MEASURES

INFORMATION & TECHNOLOGY SERVICES

Strategic Priority: Government Performance & Financial Management



Progress Measures:

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

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

APPENDIX A.

DEPARTMENT PROGRESS MEASURES

MAYOR & CITY COUNCIL

Strategic Priority: Government Performance & Financial Management



Key Department Actions:

- Provide policy, communications and administrative support to the Mayor and 14 City Council members.
- Initiate community outreach opportunities for the elected body on City initiatives.
- Organize neighborhood events and annual budget town hall meetings.



Aligned Equity Indicators:

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



Progress Measures:

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

1. Devote annual professional development funds for City Council, Commissions and Boards to hire external non-profits and organizations to conduct trainings and provide resources associated with implicit bias and inclusive governing. [\$] [Ei 39]
2. By December 2022, make a recommendation to City Council to adopt a policy end goal that boards and commissions would represent the demographics of those most impacted by the decisions. [✓] [Ei 38]
3. Increase the number of cross-city Council events focused on an equity-indicator from 0 to 14 by December 2023. [Ei 39]

APPENDIX A.

DEPARTMENT PROGRESS MEASURES

INFORMATION & TECHNOLOGY SERVICES

Strategic Priority: Government Performance & Financial Management



Progress Measures:

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

4. Increase the number of relationships with social justice-oriented non-profits and organizations to strengthen the civic engagement of historically disadvantaged community members in government from 0 to 5 by 2023. **[Ei 38]**
5. By December 2024, make recommendations to council members for equity-focused expenditures. Each council district shall show at least 3 equity indicators on their purchase card spend dashboard by year-end and increase the spend that benefits historically disadvantaged communities by 10 percent. **[\$] [✓] [Ei 39]**
6. Increase the number of cross-collaborative council partnerships focused on equity-focused initiatives from 10 per year to 30 per year by December 2025. **[Ei 39]**

APPENDIX A.

DEPARTMENT PROGRESS MEASURES

OFFICE OF ARTS & CULTURE

Strategic Priority: Quality of Life, Arts & Culture



Key Department Actions:

- Fund Programs for artist, nonprofits, and Dallas residents
- Manage Public Art Programs
- Manage Cultural Venues



Aligned Equity Indicators:

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

APPENDIX A.

DEPARTMENT PROGRESS MEASURES

OFFICE OF ARTS & CULTURE

Strategic Priority: Quality of Life, Arts & Culture



Progress Measures:

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

1. In collaboration with Dallas Water Utilities, construct the Memorial for Victims of Racial Violence public art project at Martyn's Park contributing a total of \$812,000 for this public art space by December 2022. **[\$] [OAC] [Ei 38]**
2. Increase percentage of cultural services funding to historically disadvantaged artists and organizations from 25% to 35% by FY 2023-24 **[\$] [Ei 2]**
3. Celebrate the many international cultures and people that make Dallas thrive by increasing the City's support dollars for historically disadvantaged community programming by 2023. **[\$] [Ei 37]**
4. Increase the number of historically disadvantaged community equity-specific works of art that confront historical racism commissioned for or donated to the Public Art Collection from 18 to 23 (of ~300 pieces total) by 2024. **[Ei 2]**
5. Increase historically disadvantaged community representation on arts boards from an average of 34% diversity to 39% diversity by 2025. **[Ei 38]**
6. To add and develop a historical committee to civil rights and racial equity. **[Ei]**

APPENDIX A.

DEPARTMENT PROGRESS MEASURES

OFFICE OF COMMUNITY CARE

Strategic Priority: Workforce, Education & Equity



Key Department Actions:

- Invest in Early Childhood and Out of School Time Services
- Manage Fresh Start Assistance Programs
- Deploy Senior Services
- Offer Social Services Support for temporary financial crisis



Aligned Equity Indicators:

- **Indicator 9 - Median Household Income:** Ratio between the median household incomes for White and Black households.
- **Indicator 10- Child Poverty:** Ratio between the percentage of Black and White children living at or below 100% of the poverty threshold.
- **Indicator 12 - Working Poverty:** Ratio between the percentages of Hispanic and White adults aged 25-64 currently employed 30+ hours per week and living at or below 200% of the poverty threshold.
- **Indicator 13 - Early Education Enrollment by Race:** Ratio between the percentages of White and Hispanic three- and four-year-olds enrolled in pre-K.
- **Indicator 39 - Government Service Satisfaction:** Ratio between the average local government satisfaction scores reported by Asian and Hispanic residents on the City's biannual Community Survey.
- **Indicator 58 - Child Food Insecurity:** Ratio between the percentages of Black and White households with children under 18 that received SNAP benefits in the past 12 months.

APPENDIX A.

DEPARTMENT PROGRESS MEASURES

OFFICE OF COMMUNITY CARE

Strategic Priority: Workforce, Education & Equity



Progress Measures:

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

1. The Financial Empowerment Center will serve a minimum of 400 residents through professional financial coaching and financial capability clinics in historically disadvantaged communities by September 2023. [Ei 9]
2. Vital Statistics will maintain a staffing ratio of at least 50% of full-time staff being bilingual (English plus another language) to ensure service accessibility by September 2023. [Ei 39]
3. Support local providers in early childhood and out of school time programs with grants to increase the numbers of available quality childcare slots in historically disadvantaged communities by Goal: 20 facilities served.
4. Host four (1 per quarter) food service community engagement events in historically disadvantaged communities to provide 400 nutritional meal packages specifically targeting Single female-headed households, with children under 18 by October 2023. [Ei 10, 58]
5. Serve 500 families with cash transfers of \$250/mo. for one year, including case management as needed and additional wraparound supports by July 2024, as permitted by law. [Ei 12]
6. Through the Early Childhood/Out of School Time (ECOST) Program, increase the number of children served residing in historically disadvantaged communities from 94 to 127 by July 2024. [Ei 13]
7. Increase the monthly number of WIC clients receiving nutrition services by 25% in historically disadvantaged communities areas by July 2024. [Ei 10, 58]

APPENDIX A.

DEPARTMENT PROGRESS MEASURES

OFFICE OF COMMUNITY POLICE OVERSIGHT

Strategic Priority: Public Safety



Key Department Actions:

- Provide operative support to the Community Police Oversight Board
- Receive external civilian complaints and recommend outcomes to DPD: mediation, Internal Affairs investigation, or Divisional Referral investigations
- Community engagement on police matters and police issues that erode the public trust.
- Monitor DPD investigations regarding complaints, critical incidents, and other related issues.
- Review DPD policies and make recommendations regarding changes, updates, and/or items that may need to be removed from the General Orders and/or standard operating procedures for various departments.



Aligned Equity Indicators:

- **Indicator 37 – Sense of Community:** Ratio between the average scores reported by Asian and Black residents for “sense of community” on the City’s biannual Community Survey.
- **Indicator 39 - Government Service Satisfaction:** Ratio between the average local government satisfaction scores reported by Asian and Hispanic residents on the City’s biannual Community Survey
- **Indicator 40 - Fines and Fees:** Ratio between the average amounts of fines and fees paid by Black and Asian defendants for cases adjudicated guilty by City of Dallas Municipal Courts.
- **Indicator 42 - Juvenile Detentions:** Ratio between the number of detentions, internal placements, and external placements of Black and Asian juveniles (under age 18) per 10,000.
- **Indicator 45 - Traffic Stops and Searches:** Ratio between the percentages of traffic stops of Black and Asian drivers that result in a search.

APPENDIX A. DEPARTMENT PROGRESS MEASURES

OFFICE OF COMMUNITY POLICE OVERSIGHT

Strategic Priority: Public Safety



Progress Measures:

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

1. Increase the number of community-based organizations serving as OCPO Complaint Intake sites in [historically disadvantaged communities]. [Ei 39].
2. Increase partnerships with organizations serving youth and young adults serving as OCPO Complaint Intake sites in [historically disadvantaged communities]. [Ei 42]
3. Increase the number of organizations serving LGBTQ+ residents from historically disadvantaged communities serving as OCPO Complaint Intake sites in historically disadvantaged communities]. [Ei 37]
4. Increase the number of organizations serving immigrant residents serving as OCPO Complaint Intake sites in [historically disadvantaged communities]. [Ei 37]
5. Increase the number of organizations serving senior residents in historically disadvantaged communities as OCPO Complaint Intake sites. [Ei 37]
6. By December 2024, make a recommendation to DPD to extend the time to make a complaint from 60 days to 90 days. [✓] [Ei 40]
7. Increase the number of community-based organizations serving as OCPO Complaint Intake sites from 0 to 20 by December 2027; to include the following:
 - Increase the number of outreach and education efforts by the Community Outreach & Engagement Manager in historically disadvantaged communities from 12 to 25 by May 2024. [Ei 45]
 - Decrease the time between the occurrence of an incident and filing of complaint made by May 2027. [Baseline to be established] [Ei 39]

APPENDIX A. DEPARTMENT PROGRESS MEASURES

OFFICE OF EMERGENCY MANAGEMENT

Strategic Priority: Public Safety



Key Department Actions:

- Provide planning, training, and exercise assistance to City departments and stakeholders responsible for mitigation, prevention, response, and recovery activities
- Utilize existing technology to ensure emergency management initiatives are efficient and effective
- Adopt an all hazards approach in planning, training, and exercising, to give the City of Dallas an enhanced ability to respond to and recover from disasters



Aligned Equity Indicators:

- **Indicator 26 - Evictions:** Ratio between the eviction rates in majority-Hispanic and majority-White neighborhoods.
- **Indicator 28 - Housing Cost Burden:** Ratio between the percentages of Black and White households with housing costs exceeding 30% of income.
- **Indicator 31 - Long-Term Residential Vacancies:** Ratio between the percentages of long-term residential vacancies in majority-Black and majority-White neighborhoods.
- **Indicator 39 - Government Service Satisfaction:** Ratio between the average local government satisfaction scores reported by Asian and Hispanic residents on the City's biannual Community Survey.
- **Indicator 53 - Mortality:** Ratio between the percentages of deaths for White and Hispanic residents.

APPENDIX A.

DEPARTMENT PROGRESS MEASURES

OFFICE OF EMERGENCY MANAGEMENT

Strategic Priority: Public Safety



Progress Measures:

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

1. By December 2023, in partnership with Code Compliance, make a formal recommendation to update policies and codes related to increased disaster safety in multi-unit dwellings [✓] [CODE] [Ei 31]
2. Increase the number of Community Emergency Response Team (CERT) participants historically disadvantaged communities from 134 to 168 by December 2025 (25%) [Ei 53]
3. Translate 100% of our digital emergency preparedness outreach materials into the five most commonly spoken languages in the City of Dallas by December 2024.[\$] [Ei 39]
4. Increased number of community partnerships supporting renters' insurance in historically disadvantaged communities areas from 0 to 20 by May 2025 [Ei 28]
5. Increase number of partnerships with landlords of multi-dwelling units in historically disadvantaged communities from 0 to 40 by May 2025 [Ei 39]
6. Decrease the yearly number of displaced residents seeking shelter after apartment fines historically disadvantaged communities from 235 to 188 by May 2027 [Ei 26]

APPENDIX A.

DEPARTMENT PROGRESS MEASURES

OFFICE OF ENVIRONMENTAL QUALITY & SUSTAINABILITY

Strategic Priority: Environment & Sustainability



Key Department Actions:

- Air Pollution Control and Air Quality
- Stormwater Management Compliance
- Comprehensive Environmental Climate Action Plan



Aligned Equity Indicators:

- **Indicator 30 - Utility Expenses:** Ratio between the percentages of household income going to electricity, gas, heating fuel, and water in Hispanic and Asian households.
- **Indicator 39 - Government Service Satisfaction:** Ratio between the average local government satisfaction scores reported by Asian and Hispanic residents on the City's biannual Community Survey.
- **Indicator 52 - Chronic Disease:** Ratio between the percentages of White adults and adults of color diagnosed with a chronic disease.
- **Indicator 58 - Childhood Food Insecurity:** Ratio between the percentages of Black and White households with children under 18 that received SNAP benefits in the past 12 months.

APPENDIX A.

DEPARTMENT PROGRESS MEASURES

OFFICE OF ENVIRONMENTAL QUALITY & SUSTAINABILITY

Strategic Priority: Environment & Sustainability



Progress Measures:

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

1. Increase the amount of neighborhood level air quality monitors in historically disadvantaged communities by end of fiscal year 2025 [Baseline to be developed] **[\$] [Ei 52]**
2. Provide access to community solar opportunities for qualified households with the greatest need by December 2025. **[Ei 30]**
3. Increase acreage of neighborhood growing sites (e.g., commercial, community, and resident gardens) serving historically disadvantaged communities from 7 acres to 17 acres by December 2027. **[\$] [Ei 58]**
4. Increase the number of environmental outreach materials translated into [Asian-Pacific languages] from 1 annually to 8 annually (1 per quarter) by June 2027 **[\$] [Ei 39]**

APPENDIX A.

DEPARTMENT PROGRESS MEASURES

OFFICE OF EQUITY & INCLUSION

Strategic Priority: Workforce, Education & Equity



Key Department Actions:

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



Aligned Equity Indicators:

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

APPENDIX A. DEPARTMENT PROGRESS MEASURES

OFFICE OF EQUITY & INCLUSION

Strategic Priority: Workforce, Education & Equity



Progress Measures:

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

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

continued on next page

APPENDIX A. DEPARTMENT PROGRESS MEASURES

OFFICE OF EQUITY & INCLUSION

Strategic Priority: Workforce, Education & Equity



Progress Measures:

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

7. Increase number of Fair Housing education and outreach programs from 5% to 20% by May 2024 (Outreach presented to various housing providers to address the issue of housing discrimination and the housing providers role to eliminate the problem and ancillary issues). **[Ei 26]**
8. Annually, increase the percent of progress reporting on REP implementation across departments to WEE Committee and the Equity Indicators Symposium. **[Ei 39]**
9. In partnership with DPL, increase the number of residents who access the Enhanced Library Card from 0 to 13,000 by December 2027 **[\$] [LIB] [Ei 37]**

APPENDIX A. DEPARTMENT PROGRESS MEASURES

OFFICE OF GOVERNMENT AFFAIRS


Strategic Priority: Government Performance

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

APPENDIX A. DEPARTMENT PROGRESS MEASURES

OFFICE OF GOVERNMENT AFFAIRS

Strategic Priority: Government Performance

 <p>Progress Measures:</p> <p>Key Department Actions: \$ = Fiscal Impact ✓ = Policy Impact DEPT = Collaborating Department(s) Ei # = 2019 Equity Indicator Report Number</p>	<ol style="list-style-type: none"> 1. Increase number of community engagement activities to gather feedback on the City's federal and state legislative priorities in historically disadvantaged communities from 0 to 4 by December 2022.[\$] [Ei 39] 2. Seek diversity by increasing the number of referrals to departments for grants and other resources that support equity-focused initiatives in historically disadvantaged communities by May 2023. [baseline to be established EOY 2022] [All Depts] [Ei 38] 3. When adopting the City's federal and state legislative programs, provide a corresponding report to the City Council on those specific legislative initiatives that impact historically disadvantaged communities by March 2023. [Ei 39] 4. Increase number of community members engaged in providing feedback on the City's federal and state legislative priorities in historically disadvantaged communities by December 2024. [Baseline to be established EOY 2022] [\$] [Ei 39] 5. Track the City's lobbying efforts against federal and state legislative initiatives/programs that could negatively impact historically disadvantaged communities by December 2024. [Ei 39]
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APPENDIX A. DEPARTMENT PROGRESS MEASURES

OFFICE OF HISTORIC PRESERVATION

Strategic Priority: Economic Development



Key Department Actions:

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



Aligned Equity Indicators:

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

APPENDIX A. DEPARTMENT PROGRESS MEASURES

OFFICE OF HISTORIC PRESERVATION

Strategic Priority: Economic Development



Progress Measures:

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

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

APPENDIX A. DEPARTMENT PROGRESS MEASURES

OFFICE OF HOMELESS SOLUTIONS


Strategic Priority: Housing & Homeless Solutions

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

APPENDIX A. DEPARTMENT PROGRESS MEASURES

OFFICE OF HOMELESS SOLUTIONS

Strategic Priority: Housing & Homeless Solutions

 <p>Progress Measures:</p> <p>Key Department Actions: \$ = Fiscal Impact ✓ = Policy Impact DEPT = Collaborating Department(s) Ei # = 2019 Equity Indicator Report Number</p>	<ol style="list-style-type: none"> By December 2022 formalize a partnership between HOU, OCC, MDHA, and Dallas County to address permanent supportive housing for residents with no to low income. [\$] [HOU, OCC] [Ei 28] In partnership with OGA and OEI, recommend a source of income discrimination legislation by December 2023. [OGA, OEI] [Ei 39] By July 2024, in partnership with HOU, OCC, MDHA, and Dallas County create a city-wide plan for permanent supportive housing for residents with no- to low-income. [\$] [HOU, OCC] [Ei 28] Decrease the number of unsheltered among those populations that exhibit the greatest need by 2025. [Ei 39] In partnership with HOU, OCC, MDHA, and Dallas County add an additional 248 units to the availability of permanent supportive housing stock by December 2027. [\$] [✓] [HOU, OCC] [Ei 28] Decrease the average placement time for program enrollment to housing placement for historically disadvantaged residents in Dallas REAL Time Rapid Rehousing from an average of 77 days to an average of 59 days by December 2027. [Ei 39]
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APPENDIX A. DEPARTMENT PROGRESS MEASURES

OFFICE OF INTEGRATED PUBLIC SAFETY SOLUTIONS

Strategic Priority: Public Safety



Key Department Actions:

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



Aligned Equity Indicators:

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

APPENDIX A. DEPARTMENT PROGRESS MEASURES

OFFICE OF INTEGRATED PUBLIC SAFETY SOLUTIONS

Strategic Priority: Public Safety



Progress Measures:

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

1. Through Crisis Intervention Teams, increase number of eligible referrals for access to mental health resources in historically disadvantaged communities from 400 to 800 by December 2027 **[new program - baseline to be established EOY 2022] [DPD] [41, 43]**
2. Increase the percent of eligible behavioral health calls responded to by RIGHT Care teams in predominately historically disadvantaged communities from 60% to 80% by December 2025 **[DPD] [Ei 41, 43]**

APPENDIX A. DEPARTMENT PROGRESS MEASURES

OFFICE OF INTEGRATED PUBLIC SAFETY SOLUTIONS

Strategic Priority: Public Safety



Key Department Actions:

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



Aligned Equity Indicators:

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

APPENDIX A. DEPARTMENT PROGRESS MEASURES

OFFICE OF INTEGRATED PUBLIC SAFETY SOLUTIONS

Strategic Priority: Public Safety



Progress Measures:

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

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

APPENDIX A. DEPARTMENT PROGRESS MEASURES

OFFICE OF RISK MANAGEMENT

Strategic Priority: Government Performance & Financial Management


	<p>Key Department Actions:</p> <ul style="list-style-type: none"> Protect the City of Dallas' assets Guard against risk and safety hazards that could adversely impact City operations
	<p>Aligned Equity Indicators:</p> <ul style="list-style-type: none"> Indicator 39: Government Service Satisfaction: Ratio between the average local government satisfaction scores reported by Asian and Hispanic residents on the City's biannual Community Survey.
	<p>Progress Measures:</p> <ol style="list-style-type: none"> Increase the number of trainings offered outside of regular hours (multi-shift schedule) from 85 to 95 by December 2022. [Ei 39] Increase the number of trainings offered in Spanish from 14 to 18 by December 2022 and from 18 to 36 by December 2023 (if new position is approved). [Ei 39]

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

APPENDIX A. DEPARTMENT PROGRESS MEASURES

PARK & RECREATION

Strategic Priority: Quality of Life/Arts & Culture

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

APPENDIX A.

DEPARTMENT PROGRESS MEASURES

PARK & RECREATION

Strategic Priority: Quality of Life/Arts & Culture



Progress Measures:

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

1. Recommend amendments to governing policy and PKR guidelines to allow for the permitting of mobile food units to include pushcarts and Palateros on park property by Fall 2023. [✓][Ei 2]
2. Increase out of school programming in historically disadvantaged communities by 10% by May 2024. [Ei 10, 39, 59]
3. Increase the percentage of residents enrolled in Park & Recreation active/fitness programming in historically disadvantaged communities by 10% of baseline by May 2024. [Ei 59]
4. Increase the percent of historically disadvantaged communities with access to parks within a 10-minute walk from 73% to 78%, impacting 46,000 plus residents by May 2027. [Ei 33]

APPENDIX A.

DEPARTMENT PROGRESS MEASURES

PLANNING & URBAN DESIGN

Strategic Priority: Economic Development, Housing, Environment & Sustainability



Key Department Actions:

- Manage Land Use & Zoning
- Support Citywide & Area Planning
- Oversee Neighborhood Development + Planning



Aligned Equity Indicators:

- **Indicator 25 - Homeownership:** Ratio between the percentages of White and Black households who own their home.
- **Indicator 31 - Long-Term Residential Vacancies:** Ratio between the percentages of long-term residential vacancies in majority-Black and majority-White neighborhoods.
- **Indicator 37: Sense of Community:** Ratio between the average scores reported by Asian and Black residents for “sense of community” on the City’s biannual Community Survey.
- **Indicator 38 - Representation in Government:** Ratio between the proportional representation of White and Hispanic residents on boards and commissions.

APPENDIX A.

DEPARTMENT PROGRESS MEASURES

PLANNING & URBAN DESIGN

Strategic Priority: Economic Development, Housing, Environment & Sustainability



Progress Measures:

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

- 1. The P+UD will host a minimum of 5 capacity building training modules in historically disadvantaged communities by December 31, 2022. Capacity building modules will include Navigating City Services, Data is Power, Neighborhood Organization Guide and Let's Plan Together. [Ei 37]
2. Work with MCC to develop training programs for new and existing Commissions, Boards, and committee members, under coordination of PUD, that build their knowledge base and equity awareness to improve decision making and outcomes by the end of the FY22-23. [Ei 38]
3. Work with MCC to develop training for community members, related to serving on boards and commissions, to reflect the City population in accordance with the City Charter by end of FY22-23. [MCC] [Ei 38]
4. Work with MCC to recommend changes to the City's Zoning ordinance and rules and procedures for boards and commissions to better describe the qualifications and to reflect the city's population in accordance with the City Charter by end of FY22-23. [✓][MCC] [Ei 38]

continued on next page

APPENDIX A.

DEPARTMENT PROGRESS MEASURES

PLANNING & URBAN DESIGN

Strategic Priority: Economic Development, Housing, Environment & Sustainability



Progress Measures:

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

- 5. Make land use recommendations to HOU, ECO and City Council, as needed, to increase the developability of historically disadvantaged communities, with high residential vacancies, at the end of the ForwardDallas Policy development process (estimated June 2023). [✓][HOU, ECO, City Council] [Ei 31]
6. Identify through ForwardDallas, mixed-use land uses in historically disadvantaged communities and rezone to increase walkable and affordable housing and economic development, specifically near transit to reduce overall housing and transportation costs by End of ForwardDallas Project Close Estimated July 2023. [Ei 25]

APPENDIX A.

DEPARTMENT PROGRESS MEASURES

PROCUREMENT SERVICES

Strategic Priority: Government Performance & Financial Management



Key Department Actions:

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



Aligned Equity Indicators:

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

APPENDIX A.

DEPARTMENT PROGRESS MEASURES

PROCUREMENT SERVICES

Strategic Priority: Government Performance & Financial Management



Progress Measures:

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

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

APPENDIX A. DEPARTMENT PROGRESS MEASURES

PUBLIC WORKS

Strategic Priority: Transportation & Infrastructure



Key Department Actions:

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



Aligned Equity Indicators:

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

APPENDIX A. DEPARTMENT PROGRESS MEASURES

PUBLIC WORKS

Strategic Priority: Transportation & Infrastructure



Progress Measures:

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

1. Paving model will be refined to have a minimum of 20% of lane miles come from historically disadvantaged communities starting in FY 23. **[Ei 32]**
2. Reconstruct or provide maintenance in historically disadvantaged communities in FY 2023, increasing from 70 lane miles to 153 lane miles. **[\$][Ei 25, 39]**
3. Updates to the Sidewalk Masterplan will include 20% of the projects in historically disadvantaged communities by 2027. **[Ei 32]**
4. Increase the percent of sidewalk maintenance projects completed in historically disadvantaged communities from 5% to 20% by 2027. **[\$][Ei 59]**

SANITATION SERVICES

Strategic Priority: Quality of Life/Arts & Culture



Key Department Actions:

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



Aligned Equity Indicators:

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

SANITATION SERVICES

Strategic Priority: Quality of Life/Arts & Culture



Progress Measures:

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

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

APPENDIX A. DEPARTMENT PROGRESS MEASURES

SMALL BUSINESS CENTER


Strategic Priority: Workforce, Education & Equity

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

APPENDIX A. DEPARTMENT PROGRESS MEASURES

SMALL BUSINESS CENTER

Strategic Priority: Workforce, Education & Equity

 <p>Progress Measures:</p>	<ol style="list-style-type: none"> 1. Annually track how many MWBE subcontractors transition to become Primes in the City of Dallas on a year over year basis. [Ei 2, 6,7] 2. Increase spending by 25% with M/WBE subcontractors in accordance with the city's Business and Inclusion Development plan. [Ei 2, 6,7] 3. By 2024, breakdown and publicly publish the percentages within the City's M/WBE Categories. [Ei 1,6, 7] 4. Increase the number of M/WBE businesses engaged in the mentor protege program from 10 to 20 by December 2024. [Ei 4,5, 6, 7]
<p>Key Department Actions: \$ = Fiscal Impact ✓ = Policy Impact DEPT = Collaborating Department(s) Ei # = 2019 Equity Indicator Report Number</p>	

APPENDIX A. DEPARTMENT PROGRESS MEASURES

TRANSPORTATION

Strategic Priority: Transportation & Infrastructure

 <p>Key Department Actions:</p>	<ul style="list-style-type: none"> • Manage citywide system of traffic signals and signs. • Implement neighborhood traffic calming • Generate parking tickets and collect ticket fees • Respond to Service Requests for Traffic Issues • Implement Vision Zero Action Plan
 <p>Aligned Equity Indicators:</p>	<ul style="list-style-type: none"> • Indicator 32 - Street Quality: Ratio between the average pavement condition index (PCI) ratings in racially diverse and majority-White neighborhoods • Indicator 45 - Traffic Stops and Searches: Ratio between the percentages of traffic stops of Black and Asian drivers that result in a search. • Indicator 47 - Violent Crime: Ratio between the number of violent crimes reported by Black and Asian individuals per 1,000 residents.
 <p>Progress Measures:</p> <p>Key Department Actions: \$ = Fiscal Impact ✓ = Policy Impact DEPT = Collaborating Department(s) Ei # = 2019 Equity Indicator Report Number</p>	<ol style="list-style-type: none"> 1. In partnership with Office of Integrated Public Safety Solutions, implement 30 new street lighting projects in historically disadvantaged communities by May 2023 (from 40 to 70). [\$] [OIPSS] [Ei 47] 2. Increase implementation of traffic calming projects as noted in the Vision Zero Action Plan in historically disadvantaged communities from 7 to 10 by May 2023. [\$] [DPD] [Ei 32,45] 3. Increase number of street lighting projects in historically disadvantaged communities to 100 by May 2024 (from 70). [\$] [Ei 47]

APPENDIX B.

BIG AUDACIOUS GOALS



APPENDIX B.

BIG AUDACIOUS GOALS, CON'T



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

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

ECONOMIC OPPORTUNITY

ACTION TARGETS

- 1.1** Integrate Economic Development Policy equity efforts across multiple departments.
- 1.2** Increased procurement accessibility by building a pipeline of diverse contractors, vendors, and suppliers to increase economic stability and workforce development.
- 1.3** Improving small to large scale development where food insecurity and predatory lending institutions have further marginalized residents from historically disadvantaged communities.
- 1.4** Implement new economic incentive policies to address commercial developments in need of economic incentives.
- 1.5** Enhance economic vitality for historically disadvantaged communities to encourage mid- and long-term growth placing all residents in opportunities to thrive with increased economic and workforce development.
- 1.6** Pilot “prepared meal opportunities” for historically disadvantaged families to help working parents overcome cost barriers to serving nutritious foods.
- 1.7** Invest in community gardens and urban agriculture with capacity for meaningful production of produce and edible goods.

- 1.8** Support alternative community-based retail, like community farmers markets, corner stores, community- owned/co-op food stores, etc.
- 1.9** Increase access to quality, affordable, nutritious options for food and meals by aligning social services, nutrition education, urban agriculture, and financial investments in communities with greatest barriers to access.
- 1.10** Engage residents through arts and cultural programs that fully integrate neighborhoods and historically disadvantaged communities into civic life and create a community ecosystem where art and culture are valued in every neighborhood.
- 1.11** Invest with small businesses and entrepreneurs to support and increase banking transactions in historically disadvantaged communities.
- 1.12** Implement Workforce Dallas with leadership from the Mayor’s Workforce Czar to address young adult male residents (18-24 years of age) from historically disadvantaged groups and communities with workforce re-entry skills, FreshStart opportunities, upskilling and on-the-job training employment requirements.
- 1.13** Economic Development Agency Fellow Opportunity

APPENDIX B.

BIG AUDACIOUS GOALS, CON'T



2. BIG AUDACIOUS GOAL ENVIRONMENTAL JUSTICE

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

NEIGHBORHOOD AND INFRASTRUCTURE; 5: PUBLIC HEALTH

ACTION TARGETS

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

APPENDIX B.

BIG AUDACIOUS GOALS, CON'T



3. BIG AUDACIOUS GOAL Housing

Close the homeownership gap and secure housing stability.

ECONOMIC OPPORTUNITY; 3: NEIGHBORHOOD AND INFRASTRUCTURE

ACTION TARGETS

- 3.1** Target affordable housing investments and neighborhood revitalization in stronger housing markets (e.g., Market Value Analysis – MVA), underserved communities to address longstanding inequities in one of the 15 federally-designated Opportunity Zones; areas where it is possible to drive capital to support new businesses and investments by providing deferred capital gains taxes, among other tax benefits.
- 3.2** Deploy anti-displacement strategies in transitioning neighborhoods (e.g., gentrification) to address longstanding inequities by ensuring zoning is inclusive of historically disadvantaged communities to encourage sustainability and thriving opportunities.
- 3.3** Improve and build stable housing communities for unhoused populations that contribute to neighborhood safety and economic opportunity.
- 3.4** Address properties in areas with identified environmental rehabilitation challenges (e.g., new Brownfields programs, the Texas Voluntary Cleanup Program, and other ways of addressing site contaminants) to ensure future development is protective of human health and the environment.

- 3.5** Address pre-development costs (e.g., rehabilitation) in historically disadvantaged communities.
- 3.6** Revitalize and renovate existing housing stock that currently does not meet code requirements.
- 3.7** Integrate photovoltaic solar panels, electric vehicle charging infrastructure, energy efficiency measures, and weatherization into development of new homes and renovation of existing homes through city programs.
- 3.8** Provide resources to purchase and maintain homes and improve availability and access to mortgage financing services throughout the City regardless of location.
- 3.9** Provide construction financing and other incentives for affordable and mixed income housing projects.

APPENDIX B.

BIG AUDACIOUS GOALS, CON'T



4. BIG AUDACIOUS GOAL Infrastructure

Close infrastructure gaps where intentional historical disinvestment previously occurred.

NEIGHBORHOOD AND INFRASTRUCTURE

ACTION TARGETS

- 4.1** Prioritize the FY 2023-24 Infrastructure Bonds Package/Proposition to address Infrastructure investments in historically disadvantaged communities (e.g., Jeffries-Meyers, The Bottoms, 5-Mile, etc.).
- 4.2** Build and improve infrastructure services to support increases in historically disadvantaged communities who have been burdened by floods and high energy utility costs.
- 4.3** Address infrastructure needs to ensure future development of affordable and mixed-market homes.
- 4.4** Ensure capacity for current and future developers to recognize the advantage of developing South of I-30 (Specific areas to be identified). This target is here to highlight the economic good and benefit of implementing infrastructure equity (e.g., attracting businesses).
- 4.5** Work with the City of Dallas, DISD, and DART to transition the bus and light duty fleet to 100% electric by 2040.

- 4.6** Work with DART to improve bus shelter amenities in historically disadvantaged communities.
- 4.7** Increase Electric Vehicle (EV) charging infrastructure in historically disadvantaged communities.
- 4.8** Utilize partnerships to increase access to micro-mobility services in historically disadvantaged communities (e.g., buses, biking trails, scooters, etc.).
- 4.9** Work with DART to fund and construct mobility hubs in historically disadvantaged communities.
- 4.10** Plans for I-345 (the highway segment connecting US75 and I-45) on the east and I-30 on the south of Downtown will dramatically change our urban core for the next generation. City's components of these projects include I-345/City Street grid improvements, I-30/City street grid improvements, and D2/I-345 /City street grid improvements.

APPENDIX B.

BIG AUDACIOUS GOALS, CON'T



5. BIG AUDACIOUS GOAL

Public Safety and Wellness

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

JUSTICE AND GOVERNMENT

ACTION TARGETS

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

5.2 Decrease the number of detentions, internal and external placements of historically disadvantaged juveniles.

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

5.4 Reduce number of gun violence incidents.

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

5.6 Create alternatives in the criminal justice system to positively impact outcomes for historically disadvantaged groups.

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

5.8 Prioritize community impact to mitigate low level offenses through partnerships with outside entities, associations, and organizations.

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

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

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

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

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



APPENDIX C. RELATED CITY PLANS

APPENDIX D. LIST OF DEPARTMENT ACRONYMS

APPENDIX E. EQUITY INDICATORS SCORES

APPENDIX F. RACIAL EQUITY PLAN GLOSSARY

APPENDIX C. RELATED CITY PLANS

INFRASTRUCTURE CITY PLANS/INITIATIVES

- [Neighborhood Plus](#)
- [Forward Dallas](#) - 2000 residents engaged
- [Complete Streets Design Manual](#) - 518 interviews
- [Connect Dallas: Strategic Mobility Plan](#) - 8,806 residents engaged
- [Dallas Park and Recreation Comprehensive Plan](#) - 1,200 responses to public survey

HOUSING RELATED CITY PLANS/INITIATIVES

- [Comprehensive Housing Policy](#) - 98 participants for in-person town hall; 38,690 participants for virtual town hall
- [Housing Policy Audit](#) - 93 residents; 20 events
- [Fair Housing Analysis](#) - 400 participants in public meetings; 1500+ via survey
- [Dallas Collaborative for Equitable Development](#) - 150 participants in outreach events/info sessions

PUBLIC SAFETY CITY PLANS/INITIATIVES

- [DPD Violent Crime Reduction Plan](#) - N/A
- [RIGHT Care Teams](#) - N/A
- [Office of Community Police Oversight](#) - N/A
- [Mayor's Task Force on Safe Communities](#) - N/A
- [Dallas Risk Terrain Modeling](#) - N/A
- [Audit of City Boards and Commissions](#) - N/A

ECONOMIC, WORKFORCE, & COMMUNITY DEVELOPMENT CITY PLANS/INITIATIVES

- [Strategic Engagement Plan](#) - N/A
- [Economic Development Policy](#) - N/A
- [Dallas Economic Development Entity](#) - N/A
- [Dallas Blueprint](#) - N/A
- [Industry Profiles](#) - N/A
- [Community Driven Growth](#) - 4,337 surveys; 550 residents/stakeholders participated in 20+ events

ENVIRONMENTAL JUSTICE CITY PLANS/INITIATIVES

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

APPENDIX D. LIST OF DEPARTMENT ACRONYMS

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

APPENDIX E. EQUITY INDICATORS SCORES

SUMMARY OF INDICATORS AND SCORES

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

APPENDIX E. EQUITY INDICATORS SCORES

Indicator Scores			Topic Scores			Theme Scores			City Scores		
2018	2019	Change	2018	2019	Change	2018	2019	Change	2018	2019	Change
40	40	0									
33	37	4	49.67	50.33	0.67						
76	74	-2									
65	62	-3									
40	39	-1	42.67	40.33	-2.33						
23	20	-3				39.67	40.75	1.08			
40	40	0									
42	41	-1	40.67	39.67	-1.00						
29	28	-1									
22	24	2									
29	47	18	25.67	32.67	7.00						
15	17	2									
48	48	0									
68	75	7	58.67	54.33	-4.33						
60	60	-10									
53	63	10									
28	31	3	30.67	33.33	2.67						
1	1	0				32.42	38.50	6.08			
20	35	15									
40	78	38	24.33	45.00	20.67						
13	22	9									
1	1	0									
20	32	12	16.00	16.33	0.33						
17	15	-2									
40	39	-1									
29	27	-2	35.33	32.33	-3.00						
37	37	0									
47	46	-1									
28	23	-5	41.33	35.00	-6.33						
49	42	-7				50.50	47.42	-3.08	38.75	39.77	1.02
16	15	-1									
51	57	6	50.00	48.33	-1.67						
42	43	1									
75	72	-3									
76	76	0	75.33	74.00	-1.33						
73	74	1									
60	60	0									
12	12	0	56.67	56.67	0.00						
76	78	2									
02	03	1									
1	1	0	21.67	20.67	-1.00						
1	1	0				32.17	32.25	0.08			
1	1	0									
34	35	1	23.67	23.33	-0.33						
26	24	-2									
54	54	0									
23	30	7	26.67	28.33	1.67						
1	1	0									
37	40	3									
24	29	5	39.67	41.67	2.00						
56	58	2									
26	25	-1									
16	17	1	26.67	26.33	-0.33						
28	27	-1									
27	28	1				39.00	39.92	0.92			
6	7	1	28.00	28.67	0.67						
41	41	0									
19	20	1									
68	69	1	61.67	63.00	1.33						
97	100	3									

APPENDIX E. EQUITY INDICATORS SCORES

#	Indicator Name										
		Asian	Black	Hispanic	White	Other*	Male	Female	< 100% Poverty	100-185% Poverty	> 185% Poverty
1	Business Establishments	-	80126	15673	1,589,00	165276	-	-	-	-	-
2	Business Ownership	6.90%	3.70%	8.00%	0.80%	10.10%	10.40%	6.90%	-	-	-
3	Long-Term Business Vacancies	-	9024%	8.44%	10.22%	5.57%	-	-	-	-	-
4	Labor Force Non-Participation	23.05%	23.8%	21.2%	18.50%	19.4%	12.70%	21.2%	-	-	-
5	Unemployment	4.90%	6.00%	2.8%	2.8%	1.00%	3.3%	1.0%	-	-	-
6	High-Growth, High-Paying Employment	53.3%	24.0%	11.5%	45.9%	39.2%	20.5%	39.0%	-	-	-
7	Median Full-Time Income	\$54,480	\$21,950	\$28,200	\$60,450	\$50,379	\$40,304	\$30,270	-	-	-
8	Median Hourly Wage	\$22.22	\$14.82	\$12.84	\$24.79	\$21.40	\$17.8	\$15.81	-	-	-
9	Median Household Income	\$60,455.28	\$38,760.04	\$54,409.78	\$78,591.87	\$42,285.70	\$60,455.28	\$45,341.46	-	-	-
10	Child Poverty	11.00%	29.70%	10.90%	12.90%	16.50%	26.00%	11.30%	-	-	-
11	Senior Poverty	18.00%	18.0%	10.10%	6.50%	12.1%	9.00%	10.0%	-	-	-
12	Working Poverty	14.10%	26.70%	18.80%	8.70%	17.6%	22.60%	22.80%	-	-	-
13	Early Education Enrollment by Race	33.8%	87.4%	35.6%	64.5%	56.3%	45.4%	46.3%	-	-	-
14	Early Education Enrollment by Income	-	-	-	-	-	-	-	41.4%	40.6%	55.1%
15	Kindergarten Readiness	-	52.80%	58.8%	79.8%	87.5%	58.0%	63.8%	-	-	-
16	Third-Grade Reading Proficiency	77.30%	54.6%	87.4%	87.4%	-	-	-	-	-	-
17	Elementary and Middle School Academic Quality	20.50%	24.90%	28.70%	60.7%	-	-	-	-	-	-
18	Middle School Suspensions	210	30532	17450	28091	-	-	-	-	-	-
19	College Readiness	401%	14.0%	12.0%	62.80%	-	-	-	-	-	-
20	High School Dropouts	11.0%	8.20%	7.40%	8.50%	-	-	-	-	-	-
21	Distinguished Achievement Program (DAP) Graduation	34.83%	3.55%	4.4%	21.0%	-	-	-	-	-	-
22	Adults with No High School Diploma	12.46%	9.82%	44.9%	4.2%	8.3%	22.0%	19.0%	-	-	-
23	High School Graduates Living in Poverty	11.6%	19.40%	12.5%	5.20%	3.8%	-	-	-	-	-
24	College-Educated Adults	66.50%	21.7%	11.0%	60.1%	47.3%	34.30%	34.80%	-	-	-
25	Homeownership	45.0%	27.0%	48.0%	58.9%	27.4%	47.9%	43.50%	-	-	-
26	Evictions	-	0.97%	3.0%	0.8%	2.7%	-	-	-	-	-
27	Home Loan Denials	17.0%	19.5%	12.0%	7.7%	-	-	-	-	-	-
28	Housing Cost Burden	24.7%	32.6%	35.5%	17.9%	25.0%	18.00%	35.30%	-	-	-
29	Internet Access	5.2%	22.0%	27.8%	6.9%	5.9%	17.20%	20.30%	-	-	-
30	Utility Expenses	2.5%	4.2%	4.5%	2.5%	2.6%	3.0%	3.9%	-	-	-

APPENDIX E. EQUITY INDICATORS SCORES

#	Indicator Name										
		Asian	Black	Hispanic	White	Other*	Male	Female	< 100% Poverty	100-185% Poverty	> 185% Poverty
31	Long-Term Residential Vacancies	-	5.10%	2.1%	0.90%	1.1%	-	-	-	-	-
32	Street Quality	-	65.70	64.0	63.60	66.0	-	-	-	-	-
33	Access to Parks	-	1.84	0.99	0.99	0.9%	-	-	-	-	-
34	Private Vehicle Availability	0.90	0.80	0.91	1.01	0.93	0.90	0.90	-	-	-
35	Coverage Time	26.44	27.88	26.40	24.90	24.00	27.90	25.81	-	-	-
36	Taxist Residency	-	62.8	74.2	78.40	77.2%	-	-	-	-	-
37	Sense of Community	2.65	2.40	2.44	2.51	-	-	-	-	-	-
38	Representation in Government	0.01	0.83	0.21	2.22	0.25	1.31	0.70	-	-	-
39	Government Service Satisfaction	2.86	2.55	2.48	2.54	-	-	-	-	-	-
40	Fines and Fees	\$951	\$370	\$290	\$201.54	\$295	-	-	-	-	-
41	Jail Admissions	4	68	20	29	-	-	-	-	-	-
42	Juvenile Detentions	3	124	44	27	-	-	-	-	-	-
43	Arrests	7	88	26	28	-	-	-	-	-	-
44	Police Force Diversity	146	121	0.53	1.57	-	1.47	0.52	-	-	-
45	Traffic Stops and Searches	6.22%	18.80%	10.30%	10.9%	-	-	-	-	-	-
46	Property Crime	-	43	29	27	26	-	-	-	-	-
47	Violent Crime	3	54	7	4	-	-	-	-	-	-
48	Domestic Violence	17	29.38	371	609	242	-	-	-	-	-
49	Health Care Provider	-	28.40%	58.80%	23.00%	-	-	-	-	-	-
50	Health Insurance	12.50%	19.0%	32.2%	8.0%	11.30%	22.00%	19.0%	-	-	-
51	Prenatal Care	-	42.00%	51.4%	71.0%	88.70%	-	-	-	-	-
52	Chronic Disease	-	-	-	24.70%	9.0%	-	-	-	-	-
53	Mortality	-	0.73%	0.30%	1.2%	0.2%	-	-	-	-	-
54	Opioi-Related Deaths	-	0.4%	2.40%	1.9%	-	-	-	-	-	-
55	Infant Mortality	-	1.3%	0.5%	0.6%	-	-	-	-	-	-
56	Teen Pregnancy	-	3.80%	4.40%	0.50%	-	-	-	-	-	-
57	Low Birth Weight	-	13.9%	1.0%	7.9%	8.4%	-	-	-	-	-
58	Child Food Insecurity	12.8%	34.2%	25.5%	6.9%	24.20%	12.1%	25.4%	-	-	-
59	Physical Activity	-	88.50%	80.0%	49.00%	-	-	-	-	-	-
60	Smoking	-	-	-	12.5%	12.30%	-	-	-	-	-

APPENDIX E. EQUITY INDICATORS SCORES

#	Indicator Name											
		Asian	Black	Hispanic	White	Other*	Male	Female	< 100% Poverty	100-185% Poverty	> 185% Poverty	
1	Business Establishments	-	821.00	1,203.07	1,590.00	1,664.00	-	-	-	-	-	
2	Business Ownership	3.62%	4.9%	3.22%	10.70%	7.70%	10.90%	6.50%	-	-	-	
3	Long-Term Business Vacancies	-	10.42%	11.96%	10.09%	9.69%	-	-	-	-	-	
4	Labor Force Non-Participation	20.87%	25.31%	21.58%	17.29%	15.38%	12.27%	29.00%	-	-	-	
5	Unemployment	3.01%	7.20%	3.1%	3.27%	3.28%	3.80%	4.7%	-	-	-	
6	High-Growth, High-Paying Employment	15.55%	17.20%	11.94%	46.53%	27.12%	20.20%	24.70%	-	-	-	
7	Median Full-Time Income	\$54,716	\$34,380	\$30,326	\$42,694	\$50,163	\$41,257	\$40,448	-	-	-	
8	Median Hourly Wage	\$27.76	\$16.47	\$13.22	\$26.27	\$21.81	\$8.50	\$17.43	-	-	-	
9	Median Household Income	\$63,205.62	\$33,672.69	\$45,026.86	\$76,560.88	\$60,679.34	\$62,300.49	\$48,334.64	-	-	-	
10	Child Poverty	16.9%	26.20%	27.60%	11.9%	15.6%	26.0%	24.20%	-	-	-	
11	Senior Poverty	12.25%	25.76%	18.76%	8.6%	9.6%	10.30%	15.80%	-	-	-	
12	Working Poverty	11.20%	26.40%	34.40%	5.9%	7.8%	21.30%	19.60%	-	-	-	
13	Early Education Enrollment by Race	73.0%	55.4%	34.0%	82.6%	47.3%	48.7%	43.0%	-	-	-	
14	Early Education Enrollment by Income	-	-	-	-	-	-	-	22.4%	42.8%	52.9%	
15	Undergarten Readiness	-	21.52%	43.37%	63.54%	26.00%	44.6%	49.1%	-	-	-	
16	Third-Grade Reading Proficiency	32.0%	27.7%	74.30%	94.0%	-	-	-	-	-	-	
17	Elementary and Middle School Academic Quality	45.9%	27.3%	64.0%	85.3%	-	-	-	-	-	-	
18	Middle School Suspension	26.34	289.82	140.90	212.60	-	-	-	-	-	-	
19	College Readiness	41.50%	17.60%	24.20%	67.40%	-	-	-	-	-	-	
20	High School Dropouts	6.60%	7.90%	7.40%	7.50%	-	-	-	-	-	-	
21	Distinguished Achievement Program (DAP) Graduation	24.7%	4.5%	17.9%	26.3%	-	-	-	-	-	-	
22	Adults with No High School Diploma	9.1%	8.42%	44.5%	3.7%	5.3%	22.1%	16.1%	-	-	-	
23	High School Graduates Living in Poverty	8.2%	15.3%	11.0%	6.2%	9.2%	-	-	-	-	-	
24	College-Educated Adults	68.3%	20.5%	10.9%	60.7%	40.0%	30.0%	35.8%	-	-	-	
25	Homeownership	45.6%	24.5%	44.3%	58.4%	20.2%	47.0%	42.2%	-	-	-	
26	Evictions	-	6.0%	2.0%	0.42%	1.7%	-	-	-	-	-	
27	Home Loan Denials	12.4%	16.7%	14.0%	7.9%	-	-	-	-	-	-	
28	Housing Cost Burden	23.8%	39.8%	26.0%	19.2%	27.0%	20.0%	30.4%	-	-	-	
29	Internet Access	1.9%	27.2%	20.7%	5.9%	7.5%	14.5%	15.4%	-	-	-	
30	Utility Expenses	2.1%	4.4%	4.2%	2.4%	2.1%	2.8%	3.7%	-	-	-	

APPENDIX E. EQUITY INDICATORS SCORES

#	Indicator Name											
		Asian	Black	Hispanic	White	Other*	Male	Female	< 100% Poverty	100-185% Poverty	> 185% Poverty	
31	Long-Term Residential Vacancies	-	5.1%	2.2%	6.8%	1.4%	-	-	-	-	-	
32	Street Quality	-	65.68	63.81	82.76	87.01	-	-	-	-	-	
33	Access to Parks	-	1.84	0.99	0.99	0.95	-	-	-	-	-	
34	Private Vehicle Availability	0.86	0.81	0.83	1.02	0.90	0.96	0.89	-	-	-	
35	Commute Time	28.24	30.66	30.29	25.46	28.21	29.57	26.67	-	-	-	
36	Forest Frequency	-	64.6	79.04	79.21	77.48	-	-	-	-	-	
37	Sense of Community	2.95	2.40	2.44	2.51	-	-	-	-	-	-	
38	Representation in Government	0.81	0.82	0.81	2.23	0.25	1.31	0.76	-	-	-	
39	Government Service Satisfaction	2.86	2.55	2.48	2.54	-	-	-	-	-	-	
40	Fines and Fees	\$243.85	\$268.72	\$217.00	\$268.22	\$216.71	-	-	-	-	-	
41	Jail Admissions	5	71	49	26	-	-	-	-	-	-	
42	Juvenile Detentions	8	105	48	29	-	-	-	-	-	-	
43	Arrests	7	82	33	28	-	-	-	-	-	-	
44	Police Force Diversity	6.71	1.25	6.15	1.52	-	1.46	0.5%	-	-	-	
45	Traffic Stops and Searches	6.40%	10.1%	9.22%	10.0%	-	-	-	-	-	-	
46	Property Crime	-	40	39	21	24	-	-	-	-	-	
47	Violent Crime	4	14	7	5	-	-	-	-	-	-	
48	Domestic Violence	1.83	24.97	2.14	6.79	1.2	-	-	-	-	-	
49	Health Care Provider	-	-	40.50%	23.00%	-	-	-	-	-	-	
50	Health Insurance	11.50%	16.10%	25.80%	9.50%	12.00%	24.10%	20.20%	-	-	-	
51	Prenatal Care	-	48.00%	57.00%	72.80%	52.70%	-	-	-	-	-	
52	Chronic Disease	-	-	-	20.20%	2.30%	-	-	-	-	-	
53	Mortality	-	0.74%	0.21%	1.24%	0.31%	-	-	-	-	-	
54	Opoid-Related Deaths	-	0.20%	1.17%	1.00%	-	-	-	-	-	-	
55	Infant Mortality	-	1.22%	0.94%	0.24%	-	-	-	-	-	-	
56	Teen Pregnancy	-	2.30%	4.30%	0.50%	0.90%	-	-	-	-	-	
57	Low Birth Weight	-	11.0%	6.8%	6.0%	8.5%	-	-	-	-	-	
58	Child Food Insecurity	12.22%	29.54%	24.98%	7.7%	9.48%	13.99%	20.74%	-	-	-	
59	Physical Activity	-	59.50%	66.00%	49.00%	-	-	-	-	-	-	
60	Smoking	-	-	-	15.00%	11.00%	-	-	-	-	-	

APPENDIX E. EQUITY INDICATORS SCORES

RATIO			RATIO			RATIO		
FROM	TO	SCORE RANGE	FROM	TO	SCORE RANGE	FROM	TO	SCORE RANGE
0	1004	100	138	1399	60	32	3249	32
1005	1009	99	14	149	65	335	3499	31
101	1014	98	142	1429	64	35	3649	30
1015	1019	97	144	1439	63	365	3799	29
102	1024	96	146	1479	62	38	3949	28
1025	1029	95	148	1489	61	395	4099	27
103	1034	94	15	1524	60	41	4249	26
1035	1039	93	1525	1549	59	425	4399	25
104	1044	92	155	1574	58	44	4549	24
1045	1049	91	1575	1599	57	455	4699	23
105	1054	90	16	1624	56	47	4849	22
1055	1059	89	1625	1649	55	485	4999	21
106	1064	88	165	1674	54	5	5249	20
1065	1069	87	1675	1699	53	525	5399	19
107	1074	86	17	1724	52	55	5749	18
1075	1079	85	1725	1749	51	575	5999	17
108	1084	84	175	1774	50	6	6249	16
1085	1089	83	1775	1799	49	625	6399	15
109	1094	82	18	1824	48	65	6749	14
1095	1099	81	1825	1849	47	675	6999	13
11	119	80	185	1874	46	7	7249	12
112	1139	79	1875	1899	45	725	7499	11
114	1159	78	19	1924	44	75	7749	10
116	1179	77	1925	1949	43	775	7999	9
118	1199	76	195	1974	42	8	8249	8
12	1219	75	1975	1999	41	825	8399	7
122	1239	74	2	2499	40	85	8749	6
124	1259	73	215	2299	39	875	8999	5
126	1279	72	22	2449	38	9	9249	4
128	1299	71	245	2599	37	925	9499	3
13	1319	70	26	2749	36	95	9749	2
132	1339	69	275	2899	35	975	10,000+	1
134	1359	68	29	3049	34			
136	1379	67	305	3199	33			

APPENDIX F. RACIAL EQUITY PLAN GLOSSARY

Accountability: Being responsive to the needs and concerns of those most impacted as demonstrated by the Equity Indicators Report.

Community Engagement: Relationship building and communication; methods of engagement to help heal and repair community-government relation. Four levels of engagement include inform, collaborate, consult and shared decision making.

Disaggregated Data: Information broken down into smaller sub-populations, for instance, race, ethnicity, socioeconomic status, age or gender. *The use of Qualitative and quantitative disaggregated data demonstrates an understanding of unique needs and helps departments to understand root causes of disparities.

Disparities: A measure that indicates a difference between specific groups or populations; the difference is usually unfair.

Diversity: A representation of many different types of individuals across dimensions including but not limited to race, gender, ability, religion, sexual orientation, and socioeconomic status.

Equity: Each person has the resources and services necessary to thrive in each person's own unique identities, circumstances, and histories; reducing disparities while improving outcomes for all.

Equity Lens/Framework: A way of analyzing policies, practices, and procedures through data, community engagement and accountability.

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

Ethnicity: A term that refers to an individual's cultural attributes including but not limited to nationality, language, and ancestry.

Historically Disadvantaged Communities: A term often used in the United States to refer to communities with the greatest need, communities of color, lower-income neighborhoods, or those neighborhoods that lack access to needed resources including health care, infrastructure, economic opportunities, and retail stores, among others. Least resourced communities.

Implicit Bias: Stereotypes or attitudes towards marginalized populations that unconsciously impact one's understanding, actions, or decisions. Acting without implicit bias does not equate to acting equitably.

Inclusion: The intentional act of welcoming various populations and creating an environment that allows marginalized individuals to feel included.

Individual Racism: is pre-judgment, bias, or discrimination by an individual based on race and it incorporates both internalized and interpersonal racism.

APPENDIX F.

RACIAL EQUITY PLAN GLOSSARY

Inequitable/inequities: Lack of fairness or justice. Favoritism or bias. An unfair circumstance or proceeding.

Interpersonal Racism: occurs between at least two people. It is the bias that happens when individuals interact with others and their personal racial beliefs affect their public interactions.

Intersectionality: A way of understanding race, gender, class, sexual orientation, nationality and other identities and circumstances as combining to socially advantage and disadvantage various individuals differently.

Marginalized: A reference to a person or group who have been systemically isolated from resources necessary to thrive, often by means of segregation, separation, and lack of access.

Prejudice: is an uninformed opinion or belief established without thoughtful reason regarding ethnic, racial, or socioeconomic people groups.

Privilege: A systemic valuing, favoring, or enhancing that only certain populations benefit from based on the group of which they are a part.

Qualitative Data: Descriptive data, expressed in language rather than numerical values; answers the “why” or “how” behind the numbers.

Quantitative Data: Data expressing a certain quantity, amount, or range; statistical, can be counted, and given a numerical value.

Race: A social construct that categorizes individuals based on their physical characteristics, particularly skin color and hair texture.

Racial Equity: A situation that is achieved when people are thriving, and race no longer determines or predicts one’s social outcomes or ability to thrive.

Specificity: Used to demonstrate, evaluate, and support the accuracy of information.

Underserved: A reference to people or places who have historically or contemporarily not received equitable resources in health, education, justice, or socioeconomic systems.

2022-2023

Racial Equity Plan

