

# Memorandum



CITY OF DALLAS

DATE March 14, 2019

Honorable Mayor and Members of the City Council:  
TO Mayor Pro Tem Casey Thomas, II (Chair), Deputy Mayor Pro Tem Adam Medrano  
(Vice Chair), Councilmember Omar Narvaez, Councilmember Mark Clayton,  
Councilmember B. Adam McGough, Councilmember Carolyn King Arnold

SUBJECT **Equity Implementation Update**

## Summary

On March 18, 2019, you will be briefed on Equity Implementation for the City of Dallas. The briefing materials are attached for your review.

## Background

On November 28, 2018 the Dallas City Council approved a contract with Race Forward dba Government Alliance on Race and Equity (GARE). The contract provides membership in a National Consortium, training, consulting services and technical assistance to successfully implement an equity framework within the City of Dallas. Staff will provide you with an update on Equity Implementation with GARE.

Should you have any questions or concerns, please contact myself or Beverly Davis, Director of the Office of Equity and Human Rights.

A handwritten signature in blue ink, appearing to read 'Nadia Chandler-Hardy'.

Nadia Chandler-Hardy  
Assistant City Manager and Chief Resilience Officer

c: T.C. Broadnax, City Manager  
Chris Caso, City Attorney (Interim)  
Carol A. Smith, City Auditor (Interim)  
Biliera Johnson, City Secretary  
Preston Robinson, Administrative Judge  
Kimberly Bizzor Tolbert, Chief of Staff to the City Manager

Majed A. Al-Ghafry, Assistant City Manager  
Jon Fortune, Assistant City Manager  
Joey Zapata, Assistant City Manager  
M. Elizabeth Reich, Chief Financial Officer  
Laila Alequresh, Chief Innovation Officer  
Directors and Assistant Directors

# Equity Implementation Update

**Human and Social Needs  
City Council Committee**

**March 18, 2019**

**Beverly Davis, Director  
Office of Equity & Human  
Rights**

**Nadia Chandler-Hardy  
Assistant City Manager  
Chief Resilience Officer**



# City of Dallas

# Presentation Overview

- Background
- Equity Roadmap
  - Context Setting
  - Skill Building
  - Implementation
- Upcoming Activities

# Background

- October 1, 2018 - The Office of Equity and Human Rights was established.
- November 5, 2018 - the Human and Social Needs Committee was briefed on the new office and future plans for Equity Implementation.
- November 28, 2018 - the Dallas City Council approved a contract with the Race Forward dba Governmental Alliance on Race and Equity (GARE) to provide consulting services, technical assistance and membership in a consortium of jurisdiction to implement an equity framework within the City of Dallas.

# GARE Implementation

- GARE is a membership organization of over 102 city, county, and state jurisdictions in the United States that are connected by a commitment to advance racial equity in government.
- GARE provides a customized roadmap for City and other local government organizations to build the capacity to advance racial equity goals through proven techniques and national best practices.

# Context Setting with Senior Leadership

- GARE visited with the City Manager and Executive Leadership Team in January.
- Provided an overview of the GARE process of equity implementation and sought feedback on concerns and priorities.
- Met with Police, Fire, Human Resources and Welcoming Communities and Immigrant Affairs.

# Context Setting - Employee Equity Assessment

- Citywide Equity Assessment Survey is now underway
- Establishes a baseline of where the organization is as it relates to equity.
- Each department responsible for developing a plan to ensure opportunity for all staff to take the survey.
- Survey is voluntary and confidential. Results will be reported at the aggregate level.
- GARE will provide management with a summary of survey results in May.

## Skill Building: Advancing Racial Equity Training

- Six workshops to train approximately 300 executives, managers, and budget staff on the framework needed to advance racial equity.
- Provides a historical foundation and perspective by outlining history of institutional and systematic racism in the United States.
- Opportunity to develop skills to normalize conversations on race.
- Provides training on Implicit Bias.
- Introduces Racial Equity Tool.
- Attended by City Manager departments, as well as City Attorney, City Auditor, Judiciary, City Secretary, and Civil Service departments.



# Implementation: Racial Equity Core Team

- Leadership Team composed of up to 50 total formal and informal leaders.
- Responsible for designing, coordinating, and organizing racial equity plans across the organization.
- Serve as champions and advocates for equity.
- Composed of employees who are diverse across generations, race, ethnicity, gender identity.
- Will develop racial equity action plans for respective departments.
- Will receive additional training on racial equity tool.
- Direct communication access to City Manager Broadnax and Executive Leadership Team

# Implementation: Racial Equity Budget Team

- Composed of budget staff in Office of Financial Services (OFS) and budget staff in city departments.
- Received additional training on utilizing Racial Equity Tool for budget preparation.
- Included instructions for preparation of upcoming budget utilizing racial equity framework.
- Recommendations will submitted for upcoming budget approval.

# Racial Equity Tool Process



# Implementation: Equity in Budget

- Commit more resources to areas and populations where needs are greater, often areas that have been largely ignored for decades
- FY2020-21 Biennial Equity Budget Focus
  - Dallas Animal Services
  - Department of Code Compliance Services
  - Department of Public Works
  - Dallas Public Library
  - Office of Community Care
  - Office of Environmental Quality & Sustainability
  - Office of Homeless Solutions

# Equity Timeline

- **February**
  - **March**
  - **March-August**
  - **May**
  - **August**
  - **November**
  - **December 2019-'20**
- Executive Training (Completed)**  
Core Team/Pilot Area Selection  
All Staff Equity Assessment Survey  
Budget Staff Training on Equity Tool  
Dallas Equity Core Team Training  
Equity Assessment Report Dallas  
Equity Action Plan
- Train the Trainer  
FY2020-21 Equity in Budgeting  
Equity Symposium  
Training for all Dallas Employees

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