

# Memorandum



CITY OF DALLAS

DATE August 18, 2023

TO Honorable Mayor and Members of the City Council

SUBJECT **Dallas Housing Policy 2033 Implementation Schedule**

This memorandum provides an overview of completed and planned activities related to implementing Dallas Housing Policy 2033 (DHP33). Staff collaborated with TDA Consulting Inc. to develop the attached presentation which highlights the following key components:

- Community Engagement
- Inclusive Housing Task Force
- Selection of Equity Strategy Target Areas
- Development of Agreements with City Departments
- Compliance Policies and Procedures
- Program Rollout

The implementation activities will be completed over a 12-month period which began in June 2023. Staff will continue to provide updates throughout the implementation phase.

Should you have any questions or require any additional information, please contact David Noguera, Director, Department of Housing & Neighborhood Revitalization at [David.Noguera@Dallas.gov](mailto:David.Noguera@Dallas.gov) or 214-670-3619.

A handwritten signature in blue ink, appearing to read 'Majed A. Al-Ghafry'.

Majed A. Al-Ghafry, P.E.  
Assistant City Manager

c: T.C. Broadnax, City Manager  
Tammy Palomino, Interim City Attorney  
Mark Swann, City Auditor  
Biliera Johnson, City Secretary  
Preston Robinson, Administrative Judge  
Kimberly Bizer Tolbert, Deputy City Manager  
Jon Fortune, Deputy City Manager

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



**City of Dallas**

# **DHP33 Implementation Schedule**

**Housing and Homelessness  
Solutions Committee  
August 22, 2023**

David Noguera, Director  
Department of Housing & Neighborhood Revitalization  
City of Dallas

# Presentation Overview



- DHP33 Background
- Scope of Implementation
- Task Schedules
- Next steps

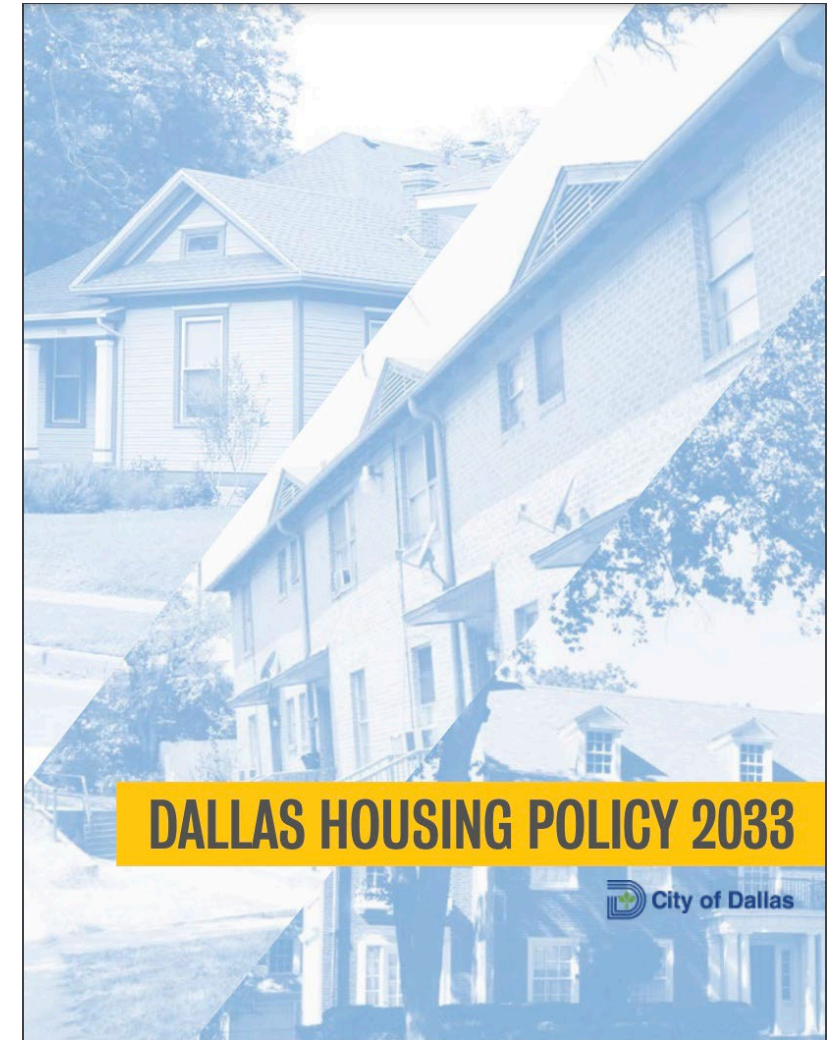


# DHP33 Background



## Dallas Housing Policy 2033

- Approved by City Council on April 13, 2023
- Replaces the Comprehensive Housing Policy
- Includes Seven Pillars of Housing Equity





# Seven Pillars of Housing Equity



## 1. Equity Strategy Target Areas

Identify specific disparities in housing opportunities and reduce them utilizing a targeted approach

## 2. Citywide Production

Increase production to improve housing affordability for a broad mix of incomes in all areas of the city

## 3. Citywide Preservation

Increase preservation to improve housing affordability for a broad mix of incomes in all areas of the city

## 4. Infrastructure

Prioritize infrastructure investments in equity strategy target areas

## 5. Collaboration and Coordination

Align strategies and resources to maximize the impact of partnerships with internal and external stakeholders

## 6. Engagement

Cultivate diverse avenues of communication with residents across all neighborhoods to guide City's housing investment decisions

## 7. Education

Develop a city-wide, collaborative campaign to increase YIMBYism (Yes in My Back Yard) for housing affordability and the people who need it



# Scope of Implementation



- Contract with TDA Consulting, Inc. approved by City Council on May 9, 2023
- Six related tasks are part of scope:
  1. Community Engagement
  2. Inclusive Housing Task Force
  3. Selection of Equity Strategy Target Areas
  4. Development of Agreements with City Departments
  5. Compliance Policies and Procedures
  6. Program Rollout



# Community Engagement



- Since contract execution TDA has:
  - Met with ten of fourteen City Council members
  - Received feedback from City Council members on key stakeholders and preferred methods of communication
  - Met with internal city departments to understand larger communication strategies and priorities
- Next Steps
  - Complete meeting with City Council members
  - Develop and launch engagement to gather feedback around proposed equity target areas



# Community Engagement



Activity	Start Date	End Date	Status
Conduct an initial review of existing efforts and engaged segments of the community	5/29/2023	7/30/2023	Complete
Carry out meetings with individual City Council Members	6/05/2023	8/31/2023	Underway
Development of a design that includes, but is not limited to, the following segments of the community - Residents; Local businesses; Community leaders; Nonprofit organizations; Educational institutions; Faith based organizations; Representations from key business sectors such as Banking, Development, Technology, Recreation	6/9/2023	8/31/2023	Underway
Establish a frequency of meetings and protocols for managing each meeting	7/1/2023	8/31/2023	Underway
Development of a communication strategy that embraces existing City platforms and builds upon them to maximize information access	7/1/2023	8/31/2023	Underway
Launch of the engagement strategy , including facilitation of in-person as well as virtual sessions with city staff on an ongoing basis	8/31/2023	4/1/2024	Not Yet Started
Launch online surveys and public online space. Initial survey tools will be focused on capturing priorities and interests. Additional targeted surveys will be launched over the course of the engagement.	8/31/2023	4/1/2024	Not Yet Started
Public announcement of focus group / stakeholder interest group meetings. The City should anticipate there will be 15 Focus Groups/Listening Sessions and 8 Citywide Listening Sessions  At least 2 of the eight citywide sessions and 3 of the focus groups will be held in Spanish.	8/31/2023	9/15/2023	Not Yet Started
Individual interviews and meetings. The City should anticipate 40 individual interviews (in person and by zoom depending on individual preference)	8/31/2023	9/30/2023	Not Yet Started
Ongoing Reporting and Communication, including monthly written report and quarterly briefings to Housing and Homelessness Solutions Committee	7/15/2023	4/1/2024	Underway





# Inclusive Housing Task Force



- Since contract execution TDA has:
  - Met with Individual City Council Members and city staff to discuss key stakeholders and the design of Inclusive Housing Task Force
  - Developed an initial draft proposal for structure
- Next Steps
  - Finalize recommendation for structure and work with City staff to identify potential participants and carry out initial selection process



# Inclusive Housing Task Force



Activity	Start Date	End Date	Status
TDA will work with the City to identify, develop and launch a structure for a housing task force which will advise the City on implementation of DHP33.	5/22/2023	8/22/2023	Underway
TDA will work with the City to identify potential participants, carry out the selection process and launch the initial meetings of the body.	8/22/2023	9/30/2023	Not Yet Started
Once launched, TDA will remain in a support role to City staff through April 2024.	10/1/2023	4/01/2024	Not Yet Started



# Equity Strategy Target Areas



- Since contract execution TDA has:
  - Created initial “data catalog” for City-specific data sources and reviewed approaches taken by other jurisdictions in defining “equity target areas”;
  - Defined key City goals and priorities for application of the index to drive the methodology chosen for this project.
  - Developed initial data overlays and set of decision points for City consideration
- Next Steps
  - Finalize proposed equity target areas based on City’s decision points
  - Work with Community Engagement to design community-oriented presentation of data



# Equity Strategy Target Areas



Activity	Start Date	End Date	Status
Phase 1 - Data/Strategy Development including Determine set of specific “equity target area” questions for inclusion in community survey; mine Equity Goals to be reflected in Target Areas; Catalog Data Availability; Develop Technological Approach	6/1/2023	7/20/2023	Complete
Phase 2 - Development of Initial Set of Key Metrics and Target Areas ; Connect Equity Strategy Goals to Available Data ; Map Initial 10-15 potential target areas	7/15/2023	8/30/2023	Underway
Phase 3 - Develop Community Engagement Presentation and Tools; Hold series of in-person/virtual sessions to review presentation material and collect community feedback on equity strategy methodology; Work with City staff to finalize final selection strategy and transition to launch of pilot areas; finalize selection of 5 areas.	9/1/2023	11/8/2023	Not Yet Started
Phase 4 - Develop “permanent” internal resources/tools to be shared across City departments and “permanent” external resources/tools to display selected equity target areas (allowing for specific address-lookup functionality); Create internal and external “Ask a question” resource to clarify community questions on target area boundaries and methodology	11/15/2023	1/12/2024	Not Yet Started
Phase 5 – Transition lead roles to City Staff	2/1/2024	2/29/2024	Not Yet Started



# Develop Agreements with City Departments



- Since contract execution TDA has:
  - Identified with City potential key partners for initial outreach
- Next Steps
  - Based on identified equity target areas finalize list for initial outreach and begin process





# Develop Agreements with City Departments



Activity	Start Date	End Date	Status
Identify 5 initial agencies to begin conversation with	6/5/2023	8/30/2023	Underway
TDA will work with City staff to create the first 5 interagency agreements with other City departments around existing and anticipated efforts. This will include meeting with departments such as those listed below and working with each of them individually to identify areas of alignment and mutual benefit.	8/1/2023	10/30/2023	Not Yet Started
Identify 5 additional agencies	9/15/2023	10/30/2023	Not Yet Started
TDA will work with City staff to create the next 5 interagency agreements with other City departments around existing and anticipated efforts. This will include meeting with departments such as those listed below and working with each of them individually to identify areas of alignment and mutual benefit.	10/1/2023	12/31/2023	Not Yet Started
TDA will draft agreements to be shared with community stakeholders, the City Council and added to the Dallas Housing Resource Catalog.	8/15/2023	4/1/2023	Not Yet Started



# Compliance Policies and Procedures



- Since contract execution TDA has:
  - Worked with City staff to identify priority areas for development of policies and procedures
- Next Steps
  - Continue work with City staff to frame out procedures that have been prioritized by City staff



# Compliance Policies and Procedures



Activity	Start Date	End Date	Status
Collect written descriptions of current compliance policies/procedures	6/1/2023	6/15/2023	Complete
Receive priorities from City team	6/1/2023	7/15/2023	Complete
Map priority compliance policies/procedures	06/16/23	8/31/23	Underway
Draft complete narrative of compliance policies/procedures	08/01/23	10/31/23	Underway
Support narrative with forms, tools and other documentation, as appropriate	11/01/23	12/31/23	Not Yet Started



# Program Rollout



- Since contract execution TDA has:
  - Worked with City staff to identify priorities for program design
  - Began drafting of program design for New Construction & Substantial Rehabilitation
- Next Steps
  - Continue drafting of program design and ongoing meetings with City staff for feedback and decision points



# Program Rollout



Activity	Start Date	End Date	Status
TDA will review processes and protocols for executing programs and offer recommendations for improvement such as application intake, process management and document management. This will focus on the New Construction & Substantial Rehabilitation Program and Emerging Developers Program	6/1/2023	12/31/2023	Underway
<b>Dallas Housing Resource Catalog</b> <ul style="list-style-type: none"><li>• Reformat into 3 sections-development, preservation, and community investments</li><li>• Each section should have its own distinctive color, basic overview of its contents, with graphics where possible</li><li>• TDA should offer recommendations for consolidating programs.</li></ul>	10/1/2023	12/31/2023	Not Yet Started





# Next Steps



- Continue to implement DHP33
  - Meet in person with Department Directors and key city staff August 21-23, 2023
  - Potential Target areas identified by 8/30/2023
  - Community feedback on potential target areas
  - Finalization of design for Inclusive Housing Task Force
- Ongoing reports to City Council





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