

Memorandum



CITY OF DALLAS

DATE November 29, 2018

TO Honorable Mayor and City Council

SUBJECT **Taking Care of Business – November 27, 2018**

Update Items

[Deck the Plaza: City Hall Lights](#)

As previously communicated, Deck the Plaza, an inaugural holiday event for the city of Dallas will be held on November 30, 2018 from 4:30 pm to 8:00 pm and will feature an official illumination of City Hall Plaza, including a 40-foot tree, an appearance by Santa Claus, musical entertainment by Dallas Winds, the Castro Band, and special guest Nia Franklin, Miss America 2019. The official program will begin at 5:30 pm.

Deck the Plaza is a free event open to the public that kicks off our activation of City Hall Plaza as the City's official gathering place for special events. To reserve seating, please submit your RSVP to Genesis D. Gavino (genesis.gavino@dallascityhall.com) no later than November 28, 2018. Should you have any questions or concerns, please contact Kimberly Bizer Tolbert, Chief of Staff.

[Encampment Resolution Schedule – November 27, 2018 and December 4, 2018](#)

The Office of Homeless Solutions (OHS) has scheduled the following sites for homeless encampment resolution on Tuesday, November 27, 2018 and December 4, 2018:

November 27, 2018	December 4, 2018
<ul style="list-style-type: none">• Central Expressway at Forest Lane (District 11)• Central Expressway at Lyndon B Johnson Freeway (District 11)• Stemmons Freeway at Northwest Highway (District 6)• Stemmons Freeway at Medical District (District 6)	<ul style="list-style-type: none">• Interstate I-20 at Bonnieview Road (District 8)• Interstate I-30 at Jim Miller Road (District 7)• Interstate I-75 at St. Augustine (District 7)• Interstate I-30 at St Francis (District 7)

OHS Street Outreach team will continue to engage with homeless individuals to provide notice of clean-up and connect to resources and shelter. OHS Community Mobilization staff are meeting with stakeholders to determine long-term sustainability of encampment sites and will provide periodic updates. Should you have any questions or concerns, please contact Nadia Chandler Hardy, Assistant City Manager and Chief Resilience Officer or Monica Hardman, Managing Director of Office of Homeless Solutions.

[Office of Community Care – Senior Listening Sessions](#)

The Office of Community Care is coordinating Senior Listening Sessions to inform seniors of the services offered by the City of Dallas. The Sessions are intended to generate a greater awareness of senior issues & available resources.

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Throughout the year, Senior Affairs commission and staff have hosted multiple sessions in various districts, and additional sessions are being scheduled (see below). City Council members, Senior Affairs Commissioners and community organizations selected by the Commissioners are invited to serve as co-hosts. Should you have questions or concerns, please contact Nadia Chandler Hardy, Assistant City Manager and Chief Resilience Officer, or Jessica Galleshaw, Director of the Office of Community Care.

Date	Council District	Location
December 4, 2018 10:00-11:00am	3	Thurgood Marshall Recreation Center 5150 Mark Trail Way Dallas, TX 75232

New Items

[Kay Bailey Hutchinson Center \(KBHCCD\) Private Management Contract](#)

The procurement process for the KBHCCD private management contract continues to progress. Although staff had forecasted a December 5, 2018 briefing to City Council, we will instead initiate the public discussion with a briefing to the Quality of Life, Arts and Culture Committee on January 14, 2019. City Council briefing and action would follow in February 2019. Should you have any questions or concerns, please contact Joey Zapata, Assistant City Manager.

[Availability & Disparity Study Update](#)

On September 26, 2018, City Council authorized the professional service contract with MGT Consulting Group to begin the availability and disparity study. The study is officially underway, and MGT Consulting Group anticipates completion by March 2020. Currently, the Office of Business Diversity (OBD) is in the 'data gathering' phase of the study and the development of a community outreach plan. OBD plans to use all accessible communication outlets such as online, TV, Facebook live, phone townhall, and in-person to ensure that all stakeholders are aware of the study approach and timeline. The first outreach session is planned for January 2019 (after the holidays). The official City of Dallas Availability & Disparity study website will be live by the first week of December which will include a frequently asked questions section and a place for businesses to provide anonymous feedback. Should you have any questions or concerns, please contact Zarin Gracey, Interim Managing Director of the Office of Business Diversity.

[Diversity University](#)

On Thursday, November 29, 2018, the Office of Business Diversity will host its third installment of Diversity University. This session will be a three-part procurement simulation series. Instead of talking about doing business with the City, business owners will experience a simulated request for proposal. In addition to preparing an actual proposal, they will be coached by City staff as well as experience peer review evaluations. Should you have any questions or concerns, please contact Zarin Gracey, Interim Managing Director of the Office of Business Diversity.

[November 28, 2018 Agenda Item – GARE Contract](#)

On Wednesday, November 28, 2018, Mayor and City Council will be asked to authorize the execution of a contract with Governmental Alliance for Racial Equity (GARE) in the amount of \$178,500. The goal is to operationalize equity and be equipped to utilize the equity tools provided by GARE in our internal and external service delivery. GARE is a national membership organization of jurisdictions working to achieve racial equity and advance opportunities for all.

GARE is standing by to help the City of Dallas embark on and sustain a racial equity effort. GARE has a proposed a process that:

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- Engages City of Dallas department heads in an Advancing Racial Equity workshop to build their awareness and support for integrating racial equity into city operations.
- Surveys employees to identify a baseline of where staff are in their awareness of the importance for racial equity and the progress of departments in operationalizing racial equity.
- Builds and sustains a Core Team to operate across departments to increase employee awareness and build support for organizational change that embraces racial equity as a desired objective for the city.
- Develops a Racial Equity Action Plan and staff expertise in using racial equity tools to assess and refine departmental processes, policies and practices so that community-level racial equity outcomes and internal departmental goals are achieved.

Additionally, the contract provides additional funding to conduct intensive accelerated training for the Office of Cultural Affairs after staff identified a need for training during the development of the Cultural Plan. Please see attachment for additional information regarding the breakdown of costs for the GARE contract that will be presented to City Council. Should you have any questions or concerns, please feel free to contact Nadia Chandler Hardy, Assistant City Manager and Chief Resilience Officer, and Beverly Davis, Director of Office of Equity and Human Rights.

[State Finalizes Allocations for Volkswagen Settlement](#)

On Friday, October 16, 2018 Texas Commission on Environmental Quality (TCEQ) released the Final Beneficiary Mitigation Plan outlining the regional allocations and uses of Volkswagen (VW) Settlement Funds. The DFW region will receive \$33.3 million, which is an increase from the \$29 million proposed under the draft plan released on August 8, 2018. City staff has been tracking this issue since the settlement was first announced in 2017, and the City of Dallas has submitted comments several times both in person and in writing.

VW Settlement funds are tightly restricted, can be used to repower or replace vehicles and other equipment to reduce NOx emissions, and for infrastructure for zero-emission vehicles. Other expenses, such as air monitoring, are not allowed. Funding is expected to be available in early 2019 for cities to apply for grants, and Fund Development staff will coordinate any applications with the appropriate departments. Should you have any questions or concerns, please contact Brett Wilkinson, Managing Director of the Office of Strategic Partnerships and Government Affairs.

[Media Inquiries](#)

As of November 27th, the City has received media requests from various news outlets regarding the following topics:

- Curious Questions about Oak Cliff's Boundaries
- 2012 Bond Projects
- California Wildfires (DFR)
- North Dallas Apartment Complex Fire (DFR)

Please see the attached document compiling information provided to the media outlets for the week of November 20th – November 26th for your reference and in the event you are contacted by the press. Should you have any questions or concerns, please contact Kimberly Bizer Tolbert, Chief of Staff.

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Look Ahead

City Council Briefings

December 5, 2018

- 5-Year HUD Consolidated Plan Part 2
- Fleet Services Management Study Update



T.C. Broadnax
City Manager

c: Chris Caso, City Attorney (I)
Carol A. Smith, City Auditor (I)
Biliera Johnson, City Secretary
Preston Robinson, Administrative Judge
Kimberly Bizer 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
Nadia Chandler Hardy, Assistant City Manager and Chief Resilience Officer
M. Elizabeth Reich, Chief Financial Officer
Directors and Assistant Directors



**City of Dallas
Public Affairs & Outreach
Media Requests
November 15 – November 26**

Nov.26, 2018, Miguelangel Pinero Alvarez: This is a new case that I'm working on. Residents at Castle Place Apartments (3637 Almazan Dr, Tx 75220) are complaining about rats. According to them, the situation started four months ago with no definitive action taken so far for this problem to be solved. Even though residents assure they have reported several times, the Assistant Management of the complex told me either there was no report (Apt 102) or dogs have impeded them from executing inspections (Apt 101). I want to know whether the City is aware on this and the city's position about this situation. (Potential measures) As always, thank you very much.

City Response:

Nov. 26, 2018, Luke Ranker, Reporter, Star-Telegram: I'm working a possible story exploring payday loan ordinances and the lack of one in Fort Worth. I understand Dallas had the first in Texas. I was hoping to talk to someone your city's law, how it came about and what impact it has had. I don't have tight deadline, but sometime this week would be best. I can be reached at this email or either number below.

City Response:

Attached is information about Dallas' current payday loan ordinances. One is the regulation of credit access businesses in Chapter 50, "Consumer Affairs," the other is the regulation of alternative financial establishments as a land use in Section 51A-4.207 of the Dallas Development Code.

ARTICLE XI. CREDIT ACCESS BUSINESSES
ARTICLE IV. ZONING REGULATIONS

Nov. 19, 2018, Lori Brown, Reporter FOX 4: Is there a city department that regulates parking garages? For example, someone had to pay \$20 to get out of a garage they were in for only a few minutes (it did not have any spaces left). They are now unable to contact the owner of the garage to get a refund. Is there a city department that provides business licenses for the garages that they can complain to?

City Response:

The City does not regulate the pricing to park in garages and the amount of time in said garage. However, the city requires parking garage businesses to obtain a Certificate of Occupancy (CO) through Sustainable Development and Construction. You may search for the CO at the link below:

<https://developdallas.dallascityhall.com/Default.aspx?PossePresentation=SearchForAddresses>



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Nov. 16, 2018, Elvia Limon, Engagement Reporter, Dallas Morning News: *The Dallas Morning News* has received a few [Curious Texas questions](#), which are questions our readers ask that we then answer, and I was wondering if you would be able to get some of the answers and get me in touch with someone who could talk more about these questions.

- What are Oak Cliff's boundaries?
- Why does the city mow the grass between the Trinity River levees?

City Response:

- What are Oak Cliff's boundaries?

The boundaries of Oak Cliff are roughly Interstate 30 on the north, Loop 12 and Spur 408 on the west, Interstate 35 on the east, the Trinity River on the northeast and Interstate 20 on the south.

- Why does the city mow the grass between the Trinity River levees?

The City of Dallas mows the Dallas Floodway Levee System (the levees, sumps and floodways) as part of our maintenance responsibilities under the U.S. Army Corps of Engineers for levee ownership and federal regulatory requirements associated with the levees and flood risk mitigation. Mowing prevents invasive plants and other species from growing inside the floodway, aids in visibility for routine visual inspections as well as meets the criteria for appropriate conveyance of river and flood waters.

Nov. 15, 2018, Joe Setyon, Associate Editor, Reason: I'm Joe Setyon, a reporter for *Reason* magazine. I read this recent story about legal fees approved by the city council for a lawsuit against former officer Amy Wilburn.

<https://dfw.cbslocal.com/2018/11/14/dallas-725k-defend-former-officer-shot-unarmed-man/>

I was looking for a bit more information about the council's decision yesterday to approve the legal fees. The civil lawsuit is against Wilburn, correct? Why did the council ultimately decide to spend this money?

City response: The City Attorney's Office has no comment beyond what is listed on the Agenda Information Sheet on the Council Agenda. You may find that here: https://dallascityhall.com/government/Council%20Meeting%20Documents/Final%20Combined%20Agenda_Addendum_November%202014,%202018.pdf Please refer to agenda item #4.



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Nov. 15, 2018, Giles Hudson, Assignment Editor, CBS DFW: Is the water department seeing an uptick in water main breaks like today because of the cold?

City Response: City of Dallas Water Utilities administers an average 1,300 pipeline repairs annually (approx. four daily) within its 4,984-mile water pipeline network. Recently, DWU has averaged three pipeline repairs daily.

Nov. 14, 2018, Maria Guerraro, Reporter, NBC 5:

City Response: The project you see coming into fruition is from a 2012 Bond Street Improvement program and covers - Jefferson Blvd from Zang to Adams.

The 2017 Bond covers street improvements on Jefferson Blvd from Adams to S. Polk. Residents and business owners may petition their Councilmember or the appropriate City Official to have their street concerns addressed during the generation of the next bond cycle.

Nov. 13, 2018, Maritza Esquivel, Reporter, Assignment Editor, Univision: We were wondering if the city had announced any plans in regards to the freezing weather alert for tonight. Do you have any plans of implanting the extension of shelters or offering any other resources?

City Response: The City of Dallas Office of Emergency Management is monitoring the weather situation overnight and will be ready to respond to any situations that occur overnight.

If necessary, a shelter can quickly be activated should an emergency (such as a power failure) occur. Residents and guests that need relief from the cold weather visit any City facility during normal operating hours. We encourage residents and guests to report any icy road conditions, downed limbs or trees, and power outages to 3-1-1 so the appropriate resources can be dispatched. Residents should also promptly report power outages to Oncor for service restoration.

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City of Dallas
Dallas Fire-Rescue Department
Media Requests: November 12 – 25, 2018.

Monday, November 12th: All local media outlets – May we have information about DFR deploying to California to help with the wildfires?

City Response: DFR held a 1:00 p.m. press conference at the Training Facility to brief members of the local media on the information contained in the summary below.

Dallas Fire-Rescue to Assist with Southern California Wildfires

The State of California requested assistance from the State of Texas, through the Emergency Management Assistance Compact (EMAC), in battling the wildfire outbreak in the Southern part of their State. In response, the North Texas Branch of the Texas Department of Emergency Management, through the Texas Intrastate Fire Mutual Aid System (TIFMAS), is coordinating the deployment of a Strike Team, consisting of personnel and equipment from multiple area departments, to assist with the efforts. As part of the response, Dallas Fire-Rescue (DFR) will be sending one (1) Type I Engine, two (2) Type III Brush Trucks, one (1) Type VI Booster Engine, one (1) tactical tender, and Task Force Leader Vehicle and 16 firefighters to wildfire ravaged areas in Southern California. Though there is no defined time for which assistance will be needed, the initial strike team is prepared to be in place for no longer than 14-days. If resources are required beyond the initial response, a new team will be sent in relief, until assistance is no longer needed.

Members are expected to deploy on Monday, November 12th, at 3:00 p.m., from the DFR Training and Maintenance Facility, located at 5000 Dolphin Road, to go on their estimated 24 – 36 hour drive.

Overall Deployment: As part of this State-wide emergency management request, 200 Texas firefighters, representing multiple fire departments, will deploy to Southern California to help with the wildfires. Those individuals will make up 20 task forces, and will be staffing 50 fire engines, of varying Types, while on assignment.

Tuesday, November 13th: Don Peritz and Jack Highberger, NBC 5 – Can you verify that the apparatus bay doors at Fire Station 24 are broken, and that the City's contract with Overhead Door is expired; resulting in a delay in getting the door repaired.

City Response: Yes, one of the apparatus bay doors at Fire Station 24 is currently not working. We have reached out to Overhead Door, and they already have a representative responding to address the issue. If you are looking for more information on the status of the City's contract, you'll need to reach out to Procurement. The reporters were advised that the broken door was reported around 7:00 a.m., and fixed around 1:00 p.m. It was also noted that the status of the contract caused no delay in the door getting fixed.

The City PAO released this statement on behalf of Procurement:



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The contract for overhead maintenance and repair is currently expired and the replacement service contract is scheduled to be considered on the December 12, 2018 City Council agenda. In the interim, all service needs are handled on an as needed basis. Please note there was no delay in getting the door serviced and our interim service procedures worked effectively. There was no delay or public safety hazard to our knowledge.

Saturday, November 17th: All Local Media Outlets – Can we have more information on a 2-alarm fire DFR is responding to on Amanda Lane?

City Response: At [11:29](#) Dallas Fire-Rescue units were assigned to a 911 call for a structure fire at an apartment complex, located at 11330 Amanda Lane, in Northeast Dallas.

First arriving companies reported out with fire and smoke coming from the second floor of a three-story apartment building. They were able to mount an offensive fire attack using hand-lines, and despite a second-alarm response, knock the fire down in about half an hour.

There were no reported injuries to any of the residents as they had self-evacuated prior to the arrival of first responders.

The fire damage was mostly isolated to one second-floor unit, with an unspecified number of others having sustained varying degrees of smoke and/or water damage. The American Red Cross and apartment management are working together to accommodate the needs of an unknown number of displaced residents, and the cause of the fire is undetermined.

Sunday, November 18th: All Local Media Outlets – Can we have more information on a 2-alarm fire DFR is responding to on Chariot Drive?

City Response: At [17:19](#) Dallas Fire-Rescue units were dispatched to a 911 call for a structure fire at an apartment complex, located at 8030 Chariot Drive, in Southeast Dallas.

When first responding companies arrived at the scene, they observed flames coming through the roof of a two-story apartment building. Firefighting efforts were mostly defensive from the onset, as a request for a second-alarm was subsequently transmitted for manpower.

Thanks to the tireless efforts of approximately 50 firefighters, using hand-lines and ladder-pipes to contain and drown out the flames, the fire was declared extinguished almost 2 hours later.

There were a total of 28 apartment units (an unknown number of which were vacant) in the building. An unknown number of residents were displaced from these units, but the American Red Cross was called out to assist them with their needs. Thankfully, there were no injuries reported.

According to one witness, who was watching television when the fire began, the power in his apartment went out; and when he went outside to investigate, he saw flames coming from the roof of the building.



City of Dallas

The cause of this fire is undetermined.

Wednesday, November 21st: All Local Media Outlets – May we have more information on an apartment fire, involving injuries and trapped residents, DFR is responding to?

City Response: At [7:02](#) Dallas Fire-Rescue units responded to a 911 call for a structure fire at the Meadows at Ferguson Apartments, located at 11760 Ferguson Road, in Northeast Dallas.

When first responding companies arrived at the scene, they observed heavy fire coming from the roof of a three-story apartment building. Though a brief quick attack was made, efforts were mostly defensive in nature. A second alarm was transmitted, and with the efforts of approximately 50 firefighters, the fire was ultimately extinguished.

Despite the excellent work of firefighters, the real heroes showed up prior to the arrival of DFR. Dallas Police Officers in the area, along with some of the residents of the complex, began running through the breezeways and knocking on doors to wake people up. At one point they noticed residents still trapped inside apartments on the third floor. Realizing the residents had no other means of escape, the officers (and residents helping) grabbed mattresses from some of the apartment units to create a cushion on the ground for the trapped residents to jump onto. Six residents, including a baby who had to be caught, jumped to safety from the third floor.

A total of 24 units were in the building; displacing an unknown number of residents, but the American Red Cross was called out to assist. Two residents were taken to local hospitals with non-life-threatening injuries. Additionally, one firefighter was taken to a local hospital with non-life-threatening burn injuries. Later in the afternoon, he was discharged from the hospital and sent home.

The damage left behind by the fire was so severe that management ultimately decided to demolish the building. The damage also prevented investigators from making safe entry to conduct their investigation; and as a result, the fire will more than likely remain undetermined.

Wednesday, November 21st: Sent this information to All Local Media Outlets – After conducting various operations, to include mopping up hot-spots and assisting residences in different capacities, the strike team has been demobilized and is expected to arrive back in Dallas on Wednesday afternoon. While we are excited to welcome our members back home, we are that much more grateful that they can be with their families for the Thanksgiving holiday.

Note – The team arrived back in Dallas, around 2:30 p.m., and we invited the media to come out to get b-roll and sound from the team members.



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Sunday, November 25th: All Local Media Outlets – May we have more detail about multiple vehicle fires overnight at a North Dallas apartment complex?

City Response: Just after midnight, Dallas Fire-Rescue units responded to a 911 call for a fire at an apartment complex, located at 4200 Horizon North Parkway, near the intersection of the Dallas North Tollway and President George Bush Turnpike. When firefighters arrived on the scene they observed multiple vehicles on fire underneath a car port. The flames were well advanced upon arrival; but firefighters made quick work of the matter, as they declared the fire extinguished in just under half an hour.

According to Investigators, the fire was accidental in nature and began in a van that was parked near several vehicles. Evidently, over-heated equipment, which was being used for unspecified work, inside the van caused it to catch fire and subsequently expose an unspecified number of other vehicles.

There were no injuries reported, and the quick response of firefighters kept the flames from impacting any residential structures.



LOCAL AND REGIONAL
GOVERNMENT ALLIANCE ON
RACE & EQUITY

race forward & *Csi* CENTER FOR
SOCIAL INCLUSION

October 29, 2018

Beverly Davis, Equity and Human Rights Office Director
City of Dallas, 1500 Marilla Street
Dallas, TX 75201

Dear Ms. Davis:

Thank you for your interest in working with the Government Alliance on Race and Equity (GARE). We have appreciated talking with you over the past few weeks. This letter includes background information on GARE and a proposed scope of services designed to build employee racial equity awareness and the capacity of the city's departments to proactively advance racial equity.

GARE is standing by to help the City of Dallas embark on and sustain a racial equity effort. We have discussed a process that:

- Engages City of Dallas department heads in an Advancing Racial Equity workshop to build their awareness and support for integrating racial equity into city operations.
- Surveys employees to identify a baseline of where staff are in their awareness of the importance for racial equity and the progress of departments in operationalizing racial equity.
- Builds and sustains a Core Team to operate across departments to increase employee awareness and build support for organizational change that embraces racial equity as a desired objective for the city.
- Develops a Racial Equity Action Plan and staff expertise in using racial equity tools to assess and refine departmental processes, policies and practices so that community-level racial equity outcomes and internal departmental goals are achieved.

GARE has worked with over 150 jurisdictions in 30 states to begin embedding racial equity into local government practice. We are very familiar and experienced with providing the services desired by City of Dallas, and we deliver them with care, expertise and full appreciation of the challenges encountered and support needed when doing organizational change.

BACKGROUND

The [Government Alliance on Race and Equity](#) (GARE) is a core project of [Race Forward](#) and the [Haas Institute for a Fair and Inclusive Society](#) at the University of California Berkeley. We are a national network of government working to achieve racial equity and advance opportunities for all. We use a three-prong approach:

1. We are a membership organization that supports national and regional networks of jurisdictions that are at the forefront of work to achieve racial equity
2. We offer pathways for new jurisdictions to begin doing racial equity work, including

150 Broadway, Suite 303
New York, NY 10038

Tel: (212) 248-2785
Fax: (212) 248-6409

www.centerforsocialinclusion.org
<http://racialequityalliance.org>

- contractual technical assistance and year-long learning cohorts
3. We support and build local and regional collaborations that are broadly inclusive and focused on achieving racial equity

Government has the potential to leverage significant change and set the stage for achieving racial equity in our communities. GARE is building a national movement for racial equity; we share and expand best practices, tools and resources. If government is to advance racial equity, we must recognize its legacy of having created and maintained racial inequity, explicitly from the founding of our country, and implicitly for the past half century. We work with government because achieving racial equity will not occur unless government serves as an agent for creating an inclusive multi-racial democracy.

GARE has effective approaches for building the capacity of organizations and institutions to eliminate institutional and structural racism and advance racial equity. We offer training and organizational development, either in introductory workshops, specific topics or via an extended learning curriculum.

Our workshops include:

- **Interactive and experiential components.** Adult learning styles vary. We use varied forms (including exercises and small group discussions) to share information to ensure learning objectives are met.
- **Explicit conversation and facilitation to illuminate the connection between individual, institutional and structural racism.** Our training methodology allows participants to make connections between individual experiences and the broader societal and structural ways in which race is constructed. We focus on institutional and structural strategies, as those are most effective for leveraging change.
- **Strong, expert facilitation.** Conversations about race can sometimes be difficult. We have a team of expert facilitators who not only are prepared to lead and guide conversation but to re-design activities in the moment to ensure participants' time and experience is maximized.
- **Applied learning.** Racial equity concepts can, at times, be abstract. Our workshops focus on the application of learning in the work place. *Doing* is often the best teacher.

GARE recognizes the importance of responding to unique situations. Context matters. We tailor workshops and learning activities to best meet the needs of participants and organizations. Our workshops are informed by context setting to understand how best to tailor content and exercises and interviews with key stakeholders to ensure design meets needs and expectations of participants.

What Creates Change: National Best Practice

Leadership and staff must **normalize** racial equity as a key value and have clear understanding and shared definitions, **operationalize** equity via new policies and by transforming the underlying culture of our organizations, and finally, **organize**, both internally and in partnership with other institutions and the community. The elements and actions are based on our understanding of your desired direction.

SCOPE OF WORK

Context setting

GARE recognizes that this project will benefit from additional context setting in the form of an assessment of the current level of understanding and skills of employees. We will conduct an on-line Employee Equity Assessment to analyze employee understanding of racial equity and their competencies for operationalizing racial equity. We will also work with you to identify a set of core staff who will form a “Core Team” for this project, leading efforts to operationalize racial equity in the City of Dallas. GARE will moderate the selection process in partnership with the City.

Normalize

Normalizing conversations about race includes developing and sharing a racial equity framework as well as operating with urgency and accountability. The first level of understanding would be developed with City leadership and key staff across departments. GARE will provide six workshops, five for Dallas leadership and another for the Core Team. A high-level description is as follows:

- ***Advancing Racial Equity: The Role of Government (full day workshop, to be provided twice)*** – This workshop provides an orientation to the role, responsibilities and opportunities for government to advance racial equity. We focus on normalizing racial equity as a core value with clear definitions of key terminology, operationalizing racial equity via new policies and institutional practice, and organizing, both internally and in partnership with other institutions and the community. We introduce a racial equity tool that can be used in decisions relating to policies, practices, programs and budget and share effective communications strategies. Participants gain increased understanding of racial equity terminology, including implicit and explicit bias and individual, institutional, and structural racism; gain skill at identifying and addressing institutional and structural racism; and increase capacity to advance racial equity in the work place.

Operationalize and Organize

After the initial workshops, GARE will lead four additional sessions with the Core Team, thereby creating the foundations of the internal infrastructure needed to organize and share effective practice across departments. This Core Team will be an early adopter by piloting the use of a racial equity tool, using data to develop and track racial equity strategies and developing racial equity action plans. The sessions will take place over the course of approximately six months with additional work and guidance (as needed) from the GARE team between sessions. The content of the sessions will again be informed by the context setting phase. The GARE curriculum will be used to support the Core Team’s work, with one full day workshop and two half day workshops that integrate the following topics:

- ***Using a Racial Equity Tool*** – This content provides information on how to use a racial equity toolkit within policy, program and budget decision-making processes. Team members will gain skills by using the tool with their own lines of business that they would like to assess from a racial equity perspective.
- ***Communicating for Racial Equity*** – Communicating about race can sometimes be a challenge, but preparation and strategy make a big difference. This content provides tools for both interpersonal communication and communicating with the media and broader outside audiences.
- ***Tools for Organizational Change*** – This workshop provides hands-on exercises to discuss moving organizational change within government, including building organizational infrastructure across the breadth (all functions) and depth (up and down hierarchy). Content is tailored to meet participants’ needs, and will include topics such as stakeholder analysis, power and politics, and tipping point theory.

- **Developing a Racial Equity Action Plan** – Introductory training is not enough; the city of Dallas will want to put ideas and understanding into action, including and strategies that are designed to advance racial equity.

To ensure that lessons from the Core Team’s work are shared broadly across the city, GARE will work with the team to design and facilitate a broader internally focused information-sharing session at the end of the contract period. This half-day session will feature the work of the Dallas Core Team and supported by GARE work happening across the region.

The total cost and timeline for Dallas’s work with GARE is \$178,500 (summary below).

Activity/Deliverable	Total cost
1. Context setting and assessment <ul style="list-style-type: none"> • In-person, introductory meeting • Employee Equity Assessment • Interviews with 5 to 10 key stakeholders Deliverable – summary memo of assessment results	\$10,000
2. Leadership Normalizing: Five full-day workshops on Advancing Racial Equity-The Role of Government for 250 senior leaders and department directors Deliverable – participant packet and PowerPoint from workshops	\$50,000
3. Core Team <ul style="list-style-type: none"> a. Normalizing: Day and a half workshop on Advancing Racial Equity-The Role of Government b. Operationalizing / Organizing: Three full day workshops-Using a Racial Equity Tool(2 days) and one full day emergent workshop (1 day); and One half-day workshop- Prep for Cumulative Summary Symposium Deliverable – participant packet and PowerPoint from workshops	\$50,000 15,000 35,000
4. Technical assistance/coaching and support for Core Team members and as well as guidance on homework assignments Deliverable – Written Feedback for Homework/Racial Equity Action Plan	\$5,000
5. Cumulative summary symposium to share the results of the project with leadership and other key stakeholders Deliverables – participant packet and PowerPoint from symposium, final report with highlights and recommendations from the project	\$5,000
6. 1 year annual GARE Core membership	Complimentary
	120,000
Supplemental	
7. Train-the-Trainer: <ul style="list-style-type: none"> a. One half-day Advancing Racial Equity Workshop for non-core team members b. One full-day Train-the-trainer workshop for Core Team members and other staff who will assist with the delivery of training for employees Deliverable – participant packet and PowerPoint from workshop	\$15,000 5,000 10,000
8. Office of Cultural Affairs	\$35,000

Activity/Deliverable	Total cost
a. Normalizing-1 full day workshop Advancing Racial Equity	10,000
b. Organizing/Operationalizing- 2 full day workshops Using a Racial Equity Tool and Developing a Racial Equity Action Plan	20,000
c. Technical Assistance, Coaching, and Support as well as guidance on homework assignments	5,000
Sub-total	\$170,000
Administration (5 %)	\$8,500
Total	\$178,500

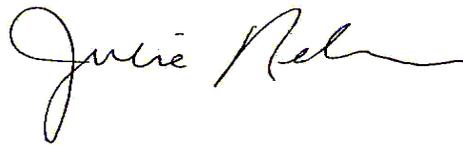
This project will support the creation of deeper shared understanding among leadership, a Racial Equity Action Plan and greater staff capacity for implementation of racial equity across key departments. Our approach incorporates proven practices and replicates success, changing the norm of what is expected and possible from government.

We have appreciated your leadership, and are excited about the possibility of moving this work forward. Please contact Shawna Davie, sdavie@raceforward.org or 404-919-0351 with questions or to discuss next steps.

Sincerely yours,



Glenn Harris, President
Race Forward



Julie Nelson, Senior Vice President
Race Forward
Government Alliance on Race and Equity Co-Director