

# Memorandum



DATE December 5, 2025

CITY OF DALLAS

TO Honorable Mayor and Members of the City Council

**Upcoming Agenda Items #25-2552A – Drivers of Opportunity Policy, #25-2341A-  
SUBJECT DRIVE- Dallas Regional and Inclusive Vendor Enterprises Policy, #25-3452A-  
Omnibus Resolution, #25-3453A- Omnibus Ordinance**

On December 10, 2025, City Council will consider the following items:

**#25-2552A** - Authorize adoption of a Drivers of Opportunity Framework aligned around five identified drivers of economic mobility, public safety and community empowerment – Financing: No cost consideration to the city.

**#25-2341A** - Authorize the adoption of the Dallas Regional and Inclusive Vendor Enterprises Policy – Financing: No cost consideration to the city.

**#25-3452A** - \*Omnibus Resolution includes those policies and plan identified requiring modification to ensure compliance with federal directives. – Financing: No cost consideration to the city.

**#25-3453A** - \*Omnibus Ordinance includes those codes identified requiring modification to ensure compliance with federal directives. – Financing: No cost consideration to the city.

\*Office of Economic Development and Planning and Development will bring additional items to City Council following a required public hearing early in 2026.

## **Background**

Beginning in January 2025, the federal executive branch issued a series of executive orders and federal grant requirement changes that seek to limit or eliminate diversity, equity and inclusion policies. These directives require recipients of federal grants to cease implementation of certain policies to remain eligible for federal funding. On June 25, 2025, the City Council directed the City Manager to develop a plan to comply with the issued federal directives. On June 26, 2025, the City Manager established the Federal Grant Compliance Task Force – a cross-departmental team charged with conducting a comprehensive and careful review of existing policies and programs pursuant to Resolution No. 25-1081. As part of this effort, City departments completed a self-assessment of its plans, programs, and policies to identify where changes were needed and then reviewed by the City Attorney's Office and executive leadership.

The culmination of these efforts will be presented to City Council on December 10<sup>th</sup>, 2025, through Omnibus Resolution (Agenda item #25-3452A) and the Omnibus Ordinance

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(Agenda item #25-3453A), which together clarify how the City will implement federal requirements across adopted plans, policies, and City Code provisions.

Within this broader effort, City leadership and senior staff began meeting with executive leaders from key institutions in early 2025 to develop a strategic direction. These consultations contributed directly to the creation of the **Drivers of Opportunity Policy Framework**, designed to carry forward the City's commitment to advancing economic mobility, public safety, and community empowerment and **DRIVE – Dallas Regional and Inclusive Vendor Enterprises**.

## **Framework and Next Steps**

### **DRIVERS OF OPPORTUNITY**

The Drivers of Opportunity Policy Framework draws on established research and evidence-based tools from organizations such as the Urban Institute. It identifies a set of core drivers of opportunity, including **gainful employment, high-quality education, opportunity-rich neighborhoods, healthy environments and access to healthcare, and public safety and wellbeing**. Critically, this new Framework shifts the City's focus from "what holds us back" to thinking about "what moves us forward".

To ensure that the Framework reflected broad community perspectives, staff convened and participated in more than a dozen public meetings. Input from these engagements, along with survey findings, guided refinements to the draft Framework.

Following adoption of the Framework, staff will begin developing measurable goals and performance metrics associated with each driver across departments. Ongoing engagement with community members and stakeholders will help identify priority focus areas for both the City and its partners. As part of this work, staff will develop a partner matrix to distinguish between City-led initiatives and those led by external organizations. Additionally, staff will establish a **community opportunity index** and collaborate with internal City departments to develop data-driven, opportunity-aligned departmental goals that support the overall Framework.

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## **DRIVE – Dallas Regional and Inclusive Vendor Enterprises**

The Dallas Regional and Inclusive Vendor Enterprises (DRIVE) Policy establishes a federally compliant, data-driven framework to expand opportunities for small and local businesses across the region. The policy modernizes the City's former Business Inclusion & Development (BID) approach by aligning eligibility with Small Business Administration size standards, strengthening regional collaboration, and ensuring participation goals reflect actual market availability. DRIVE is designed to enhance vendor access, build long-term business capacity, and support a more competitive procurement environment while maintaining compliance with recent federal directives.

As presented to City Council on December 3rd, DRIVE focuses on broadening access to procurement opportunities through recognition of SBE, HUB, and SBA 8(a) certifications; using category-based aspirational SBE utilization benchmarks; and setting contract-specific goals based on availability, capacity, and scope. The policy also incorporates updated evaluation criteria that reward meaningful subcontracting, local economic impact, and demonstrated engagement with certified vendors. In addition, DRIVE advances capacity-building through the First Look Program, the Dallas Capacity-Building Collaborative, and the Mentor-Protégé Program.

Following adoption of the DRIVE Policy, staff will begin implementing the program through finalization of procedures and forms, training for City departments and vendors, targeted communication and outreach, and establishment of performance metrics. Staff will provide ongoing technical assistance throughout implementation and will return to City Council in August 2026 with a comprehensive update on program progress and SBE utilization.

Should you have any questions or concerns, please contact us and we will be pleased to discuss.

Service First, Now!



Liz Cedillo-Pereira  
Assistant City Manager



Donzell Gipson  
Assistant City Manager

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c: Kimberly Bizor Tolbert, City Manager  
Tammy Palomino, City Attorney  
Mark Swann, City Auditor  
Biliera Johnson, City Secretary  
Preston Robinson, Administrative Judge  
Baron Eliason, Inspector General (I)  
Dominique Artis, Chief of Public Safety  
Dev Rastogi, Assistant City Manager

Alina Ciocan, Assistant City Manager  
Robin Bentley, Assistant City Manager  
Jack Ireland, Chief Financial Officer  
Ahmad Goree, Chief of Staff to the City Manager  
Directors and Assistant Directors