

Memorandum



CITY OF DALLAS

DATE September 21, 2018

TO Honorable Mayor and Members of the City Council

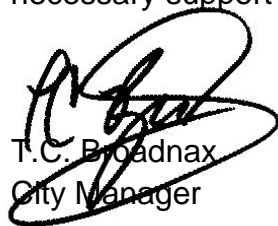
SUBJECT **Acceleration of Atmos Energy's Infrastructure Replacement**

After Atmos Energy announced a plan earlier this year to accelerate replacement of their cast iron pipe in 3 years instead of 4 years, the Mayor requested information on what it would cost and potential rate implications of a more expedited schedule.

On August 16, 2018, a City of Dallas team, comprised of staff from the City Attorney's Office and the Public Works Department, met with several members of Atmos Energy's leadership team to discuss the Mayor's request for a more expedited replacement schedule for Atmos Energy's infrastructure. While Atmos Energy has accelerated its cast iron and steel pipe replacement programs, at the end of the August 16th meeting, it was understood that the sparse availability of qualified crews and construction materials, and not necessarily rate implications, are the driving factors with not being able to further accelerate replacement of Atmos Energy's infrastructure.

During the meeting, the Atmos Energy team provided further details on the plan to ramp up the number of crews by 40% to approximately 180 by the end of 2019. The increase of crews will help Atmos to achieve replacement of all cast iron and a majority of its steel service lines in the City of Dallas by the end of 2021. During the August 16th meeting, Atmos Energy also discussed its risk model and its influence on the sequence of areas in which Atmos Energy will next work.

As Atmos Energy has identified the availability of qualified crews and construction materials as major barriers to further accelerate their infrastructure replacement programs, City of Dallas staff will continue to ensure that Atmos Energy has all of the necessary support in the coordination of their infrastructure replacement programs.



T.C. Broadnax
City Manager

c: Chris Caso, City Attorney (I)
Craig D. Kinton, City Auditor
Billerae 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
Nadia Chandler Hardy, Assistant City Manager and Chief Resilience Officer
M. Elizabeth Reich, Chief Financial Officer
Directors and Assistant Directors

Memorandum



CITY OF DALLAS

DATE September 21, 2018

TO Honorable Mayor and Members of the City Council

SUBJECT **Welcoming Plan Recommendations and Resolution**

The Office of Welcoming Communities and Immigrant Affairs (WCIA) seeks a City Council Resolution to accept the recommendations of the Welcoming Plan Task Force and to seek recognition as a certified welcoming city. This item will be considered by Council on an upcoming Council agenda.

Background

The City of Dallas is located in North Texas in the heart of the largest metropolitan area in the South and the fourth largest in the U.S. According to the U.S. Census Bureau's *2016 Population Estimates*, the Dallas-Fort Worth (DFW) Metropolitan Area, has a population of 7.2 million covering a 13-county area, with the City of Dallas accounting for of 1.3 million of this population (see **Attachment 1**, map for geographic boundaries). For more than a decade, the City of Dallas, like the surrounding DFW region, has experienced a robust and diversified economy that has attracted one of the highest concentrations of corporate headquarters of any region in the U.S. Because of DFWs' relatively low cost of living, healthy employment sector, and other amenities, the area led the U.S. in population growth from 2015-2016, receiving 143,435 new residents during a twelve-month period. Dallas' population growth has included native born U.S. citizens migrating from other U.S. cities and states, as well as foreign born individuals from all over the world. Of Dallas' 1.3 million residents, 317,756 (24 percent) are foreign born. Below are some general characteristics of this population.

Country of Origin	#	%
Mexico	196,373	62%
El Salvador	17,794	6%
Honduras	8,897	3%
India	8,579	3%
Ethiopia	5,084	2%
Other	81,028	26%
Total	317,756	100%

Naturalization Among Dallas Foreign Born		
Naturalized US Citizens	85,098	26%
Not naturalized US Citizen	232,658	73%
Total	317,756	

Source: *New Americans in Dallas: A Snapshot of the Demographic and Economic Contributions of Immigrants in the City, New American Economy, Feb. 2018*

See **Attachment 2**

DATE September 21, 2018
SUBJECT Welcoming Plan Recommendations and Resolution

Dallas is the destination of numerous immigrants from around the world with the greatest number of immigrants coming from Latin America and the majority having entered the U.S. prior to 2000. As Table 1 indicates, sixty-two percent of Dallas' current immigrant population comes from Mexico (196,373 of the estimated 317,756). According to the New American Economy, in 2016 immigrants in Dallas earned \$7.9 billion of which \$1.9 billion went to federal taxes, leaving these immigrant families with \$5.4 billion in spending power.

Additionally, since the passage of the Refugee Act of 1980, Dallas has been the destination for the resettlement of thousands of refugees. In recent years, owing to the availability of jobs, cost of living and mild climate, Texas has resettled the largest number of refugees, outpacing California and New York. Among the three refugee resettlement agencies in Dallas, approximately 2,500 refugees are resettled in Dallas on any given year. In Fiscal Year 2017, 1,478 refugees had been resettled in Dallas by these three agencies. The New American Economy reports the median household income for Dallas refugees is \$39,000.

Although the foreign-born population of Dallas has dramatically increased over the past forty years, no municipal level function was ever created to foster and promote the contributions made by immigrants and refugees in Dallas. In 2006, a community effort led by the Dallas Chapter of the National Council of Jewish Women under the "One Voice Coalition" sought to persuade the then-Mayor of Dallas to establish an office of immigrant concerns. This year-long effort brought together non-profit immigrant service organizations and other stakeholders. The group identified several local contemporary issues, however, the coalition's overarching goal of establishing an immigrant affairs office within the City of Dallas was years away. In retrospect, the community coalition's efforts were seminal in the establishment of the Dallas WCIA a little more than a decade later in 2017.

The Office of Welcoming Communities and Immigrant Affairs (WCIA) was established in March 2017, following a recommendation of the Mayor's Task Force on Poverty in its September 2016, report to the Council, "Reducing the Epidemic of Poverty and Ending the Opportunity Gap". Among other findings related to poverty in Dallas, the report identified drivers of poverty specifically impacting Dallas' immigrant residents including: limited English proficiency, scarcity of ESL, GED and workforce development programs, predatory lending practices, barriers to immigration status, and low participation in the U.S. naturalization process.

On March 20, 2017, Liz Cedillo Pereira began her role as Director of WCIA. During its first quarter of operation, under Ms. Cedillo-Pereira's leadership, WCIA conducted a survey of civic leaders who interact or lead organizations serving immigrants and refugees. Those surveyed were asked to identify the barriers facing immigrants in Dallas and what Dallas could do to mitigate these barriers and be a more welcoming city. Barriers identified by responders included: 1) fear of immigration enforcement; 2) lack of English language skills; 3) poverty and lack of resources; 4) transportation; and 5) affordable housing.

When asked what Dallas can do to address related issues, respondents stated that Dallas can take the following action steps: 1) conduct community outreach by law enforcement and community leaders to provide accurate and timely information; 2) acknowledge and celebrate contributions made by immigrants in Dallas; 3) provide and scale ESL instruction, workforce readiness skills and U.S. citizenship instruction; 4) support diversity initiatives and include immigrants; and 5) make Dallas an equitable city by breaking down economic and social barriers.

DATE September 21, 2018
SUBJECT Welcoming Plan Recommendations and Resolution

In September 2017, WCIA was selected as a Gateways for Growth (G4G) awardee by the New American Economy (NAE). The G4G program is a competitive opportunity available to local governments, chambers of commerce, and non-profit organizations seeking to develop multi-sector strategic plans for attracting, retaining and integrating immigrants and international talent into civic life.

Shortly after the announcement of the award, WCIA began to receive tailored guidance and technical assistance from staff at the NAE and Welcoming America. NAE and Welcoming America have mentored dozens of U.S. cities to develop welcoming plans that harness the economic, civic and cultural contributions of new Americans. Concurrent with the NAE technical assistance, researchers at NAE began an in-depth analysis of key economic indicators for the City of Dallas that are attributable to immigrants. The research resulted in the release of the NAE brief “New Americans in Dallas”, which was shared with stakeholders at the Federal Reserve Bank of Dallas on February 28, 2018.

On December 15, 2017, WCIA assembled its first meeting of the Welcoming Plan Task Force. Eighty-five community leaders, representing a cross section of organizations, attended and agreed to volunteer their time and talent to the Task Force. Task Force members each selected one of five subgroups in which to target their attention: Leadership and Communications; Equitable Access; Safe, Healthy and Connected Communities; Civic Engagement; and Economic Opportunity and Education.

During the following six months (January – June 2018) the Task Force subgroups conducted extensive research in their respective subgroup topic areas and developed recommendations for consideration by WCIA. WCIA staff attended Task Force subgroup meetings and provided guidance to them in their deliberations.

On August 6, 2018 Liz Cedillo-Pereira provided a briefing to the Human and Social Needs Committee which included a summary of the recommendations contained in the Welcoming Plan for the City of Dallas. A full copy of the Plan, including the “New Americans in Dallas” research brief was provided to Committee Members.

On August 10, 2018 the NAE research brief and a summary of the Welcoming Plan for the City of Dallas was also presented at the Dallas Regional Chamber event, “Economic Inclusion and Innovation: A Snapshot of Immigrants in Dallas,” at which Mayor Rawlings presided.

Conclusion

The present immigration-related challenges facing the City of Dallas are significant and unprecedented. The passage of state legislation and federal immigration enforcement policy changes creates new challenges to community policing, public safety, human and social needs, as well as a direct and deleterious economic impact on Dallas’ economy. In addition, there have been discussions about ending well-established immigration programs and legislative measures curtailing migration. While global migration of refugees around the world is at historical levels, the number of refugees being resettled in the U.S. is its lowest level since the enactment of the Refugee Act of 1980. Absent progressive and comprehensive immigration reform on the horizon, the need for community-driven leadership to address longer-term solutions and policies that foster inclusion and diversity become even more important.

Attachment 1

City of Dallas Geo Facts



City of Dallas Quick Facts	
Population	1.3 million
Land Coverage	340.9 sq. miles
Dimensions	31.1 miles wide and 24.4 miles tall
Counties located in	Dallas County, Rockwall County, Collin County, Kaufman County, Denton County
Congressional Districts	TX 30 th , TX 32 nd , TX 33 rd , TX 3 rd , TX 5 th , TX 4 th
Unemployment Rate	4% (May 2017)
Median Home Sale Price	\$236,500
Cost of Living Index	100.4 (2016)
HIS Small Business Jobs Index	102.10 (June 2017)



New Americans in Dallas

A Snapshot of the Demographic and Economic Contributions of Immigrants in the City¹



State & Local

POPULATION GROWTH



Immigrant share of the population, 2016

Between 2011 and 2016, the population in the city grew 4.2%.

The immigrant population increased 7.2%.

Total population
1,268,905 → 1,321,656



Immigrant population
296,520 → 317,756



Growth in the foreign-born population accounted for



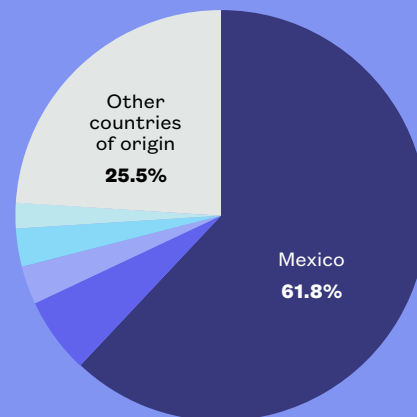
40.3%
of overall population growth during that period.

Number of immigrants living in Dallas in 2016:

317,756

Top five countries of origin for immigrants living in the city:

- 1 Mexico61.8%
- 2 El Salvador 5.6%
- 3 Honduras 2.8%
- 4 India2.7%
- 5 Ethiopia.....1.6%



SPENDING POWER & TAX CONTRIBUTIONS

Given their income, immigrants contributed significantly to state and local taxes, including property, sales, and excise taxes levied by state or municipal governments.

Amount earned by immigrant households in 2016:

\$7.9B

\$1.9B went to federal taxes.²

\$591.1M went to state and local taxes.³

Leaving them with

\$5.4B

in spending power.⁴

Immigrants also support federal social programs.

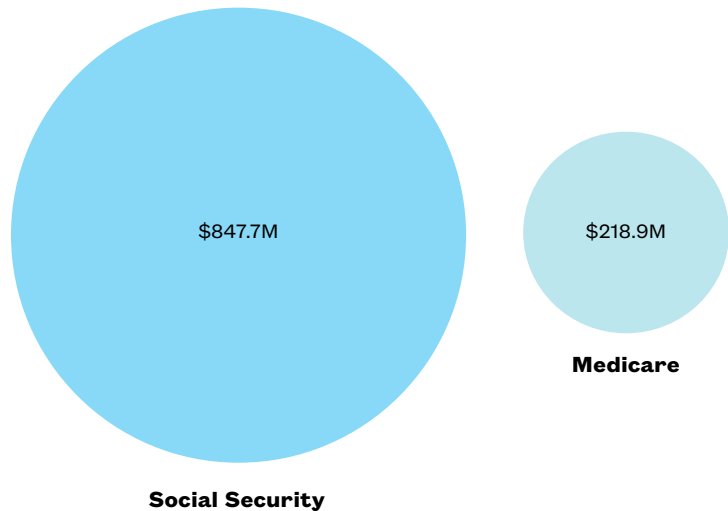
In 2016, they contributed

\$847.7M

to Social Security and

\$218.9M

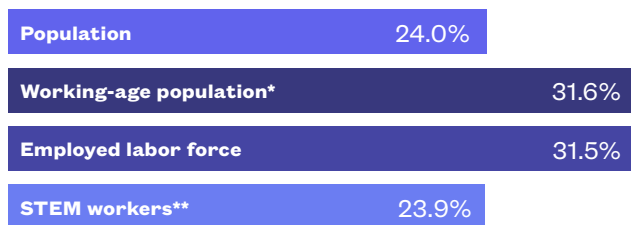
to Medicare.



LABOR FORCE GROWTH

Although the foreign-born made up **24%** of the city's overall population, they represented **31.6%** of its working-age population, **31.5%** of its employed labor force, and **23.9%** of its STEM workers in 2016.

Immigrant shares of the...



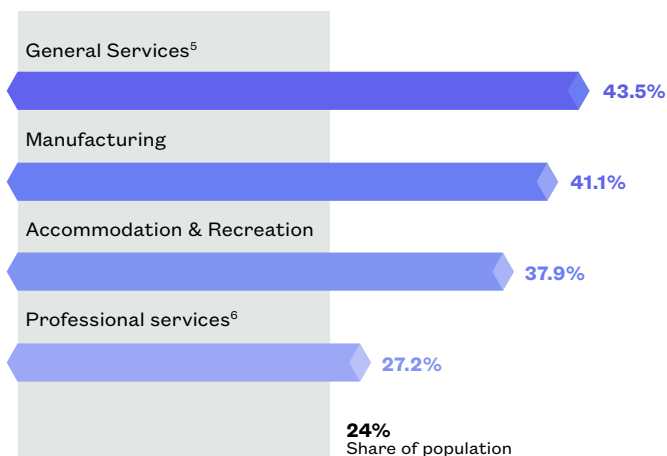
* Working-age refers to people ages 16-64 years old.

** STEM refers to Science, Technology, Engineering, and Math fields.

Immigrants play a critical role in several **key industries** in the city. This includes:



Share of workers in the industry who were foreign-born in 2016



SPOTLIGHT ON

Walter Nguyen

ED, Mosaic Family Services

In 1982, at age 31, Walter Nguyen made his fifth and final attempt to escape Vietnam. Prior attempts had landed him in jail, but he did not have a choice. Food was scarce, and because he had worked as a press officer for U.S.-backed South Vietnamese forces, the communist government had a target on his back. "I was constantly being spied on," says Nguyen. "So I looked for a way to escape, and find freedom, and rebuild my life."

America gave him that opportunity. In Wisconsin, where he first settled, Nguyen became a bilingual social worker and earned a master's degree in social work. He later received a PhD, as well as a distinguished alumni award, from the University of Texas at Arlington.

Nguyen had moved to Texas in 1989 to be close to his fiancé and brother. He got a job as a program manager at the East Dallas Counseling Center, and in 1993 was promoted to executive director. During his tenure, he launched an ambitious expansion in which he started a refugee health and emergency services program; added a 30-bed shelter for domestic violence victims; formed an anti-human trafficking initiative; and created a counseling department and a legal unit to guide people through family and immigration court. Today, the organization is called Mosaic Family Services and serves over 15,000 north Texans, a quarter of whom were born in the United States.

"I consider what I do social entrepreneurship," he says. "I apply a business model toward social services, promoting results, effectiveness, and efficiency. But our bottom line is people, not money."

Nguyen attributes the organization's success to his background as a refugee. "Services are most effective when the provider understands the culture and the language of the client," he says. "They instantly gain trust if they know you've shared their experience." His background as a refugee also taught him perseverance. "If you can overcome the initial adjustment and lack of resources to obtain an education—that's powerful. The American dream is always there," he says. "As long as you work hard and are helpful to others."

LABOR FORCE GROWTH CONT.

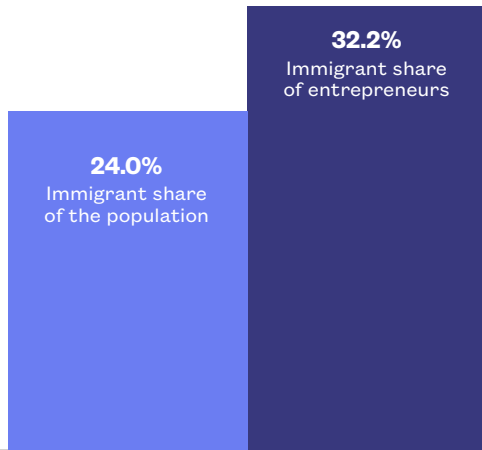
Because of the role immigrants play in the workforce helping companies keep jobs on U.S. soil, we estimate that, by 2016, immigrants living in the city had helped create or preserve...

14,617 local manufacturing jobs

that would have otherwise vanished or moved elsewhere.⁷

ENTREPRENEURSHIP

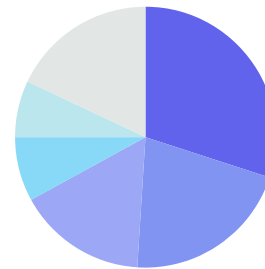
Despite making up **24%** of the overall population, immigrants represented **32.2%** of the entrepreneurs in Dallas in 2016.



About **20,405** immigrants worked for their own businesses in 2016, generating **\$495.9M** in business income.

Immigrant **entrepreneurs** tended to concentrate in these industries in 2016:

- 1 Construction Workers 29.7%
- 2 General services⁸ 21.1%
- 3 Professional services⁹ 15.9%
- 4 Transportation 7.7%
- 5 Retail Trade 6.7%
- 6 Other 18.9%



Dallas Businesses, 2012	Sales Revenue, 2012	Number of Paid Employees, 2012 ¹⁰
African American-owned	\$1.3B	7,928
Asian-owned	\$5B	27,050
Hispanic-owned	\$3.5B	20,278

SPOTLIGHT ON

Alex Medrano

Financial Planning Advisor

Alex Medrano was 11 years old when his mother brought him to the United States from Mexico in search of a better education, an opportunity Medrano fast took advantage of. By his sophomore year of high school, he was taking college classes, and by graduation he had 62 hours of college credit and was tutoring peers in algebra and trigonometry. His mother, who had fled a violent husband, single-handedly supported her two children by cleaning houses.

Medrano’s goal was to become an electrical engineer. He enrolled at the University of Texas at Arlington after high school, but had to drop out due to financial barriers. To help fund college and support his family, Medrano began working as a teller at Wells Fargo. As he advanced—he became a personal banker after just eight months—he developed a new focus: helping people in the community improve their financial situation.

“One of my biggest passions is helping people who don’t realize they can do so much with their lives, to buy a house or build credit,” Medrano says. “I love getting them through the process. It’s amazing how much you can change a life.”

Medrano—who has since re-enrolled in school—now advises small businesses and entrepreneurs on launching their projects. He also volunteers financial planning advice to members of the Hispanic Contractor’s Association and the Dallas Chamber of Commerce.

“Since 2014, I’ve been creating a little bit of a career,” he says. Medrano is now leaning toward more community-oriented work. “I volunteer at a food pantry and attend city council meetings to share updates with my customers. I would love to work for a nonprofit and educate people in need about their finances.”

Unfortunately, Medrano’s ability to continue offering his financial services could be at risk. Medrano is one of more than 226,000 Texans who have Deferred Action for Childhood Arrivals (DACA), a program that provides qualifying undocumented immigrants brought here as children with temporary legal status but that is slated to end in March 2018.

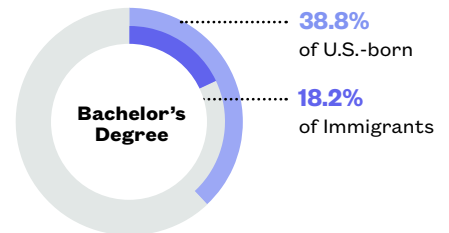
“We want to develop ourselves here and make this country better,” Medrano says. “If we lose that opportunity, there’s a lot of potential lost.”

The American dream is always there,” he says. “As long as you work hard and are helpful to others.”

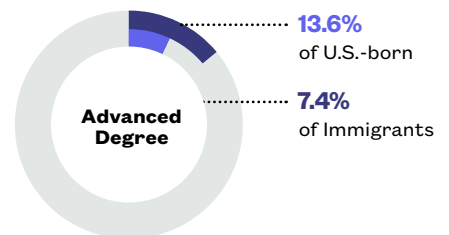
EDUCATION

Immigrants are less likely to have a **bachelor’s degree** or higher.

Share of population over age 25 with an **advanced degree**:



Share of population over age 25 with an **advanced degree**:



3,179

students who were enrolled in Dallas colleges and universities during the fall of 2015 were temporary residents.¹¹ International students supported...

1,962

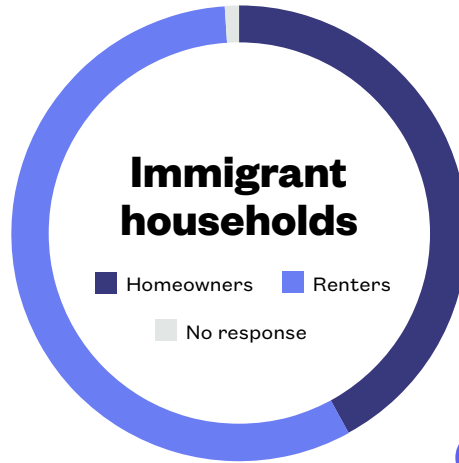
local jobs and spent...

\$150.3M

in the 2016-2017 academic year.¹²

HOUSING WEALTH

In 2016,
42.2%
of immigrants in
Dallas owned
their own homes,
compared with
57.2%
who rented.



The total property
value of immigrant
households was
\$11.2B.
Their total
annual rent was
\$734.1M.

43.6% of the U.S.-born owned their own homes.

NATURALIZATION

26.8%
Naturalized

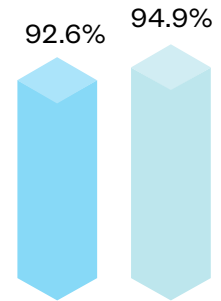
Share of immigrants in Dallas who were naturalized citizens in 2016. This constituted **85,098** people.

20.3%
Potentially eligible

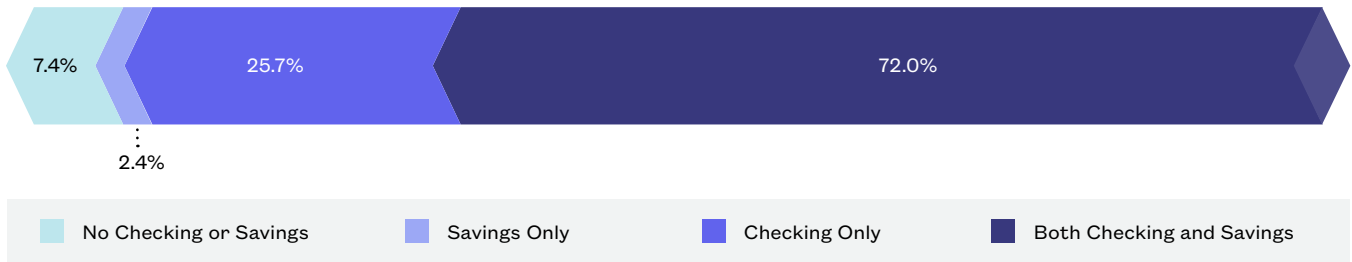
Share among those who were not citizens but potentially eligible for naturalization in 2016. This constituted **47,288** people.

BANKING¹³

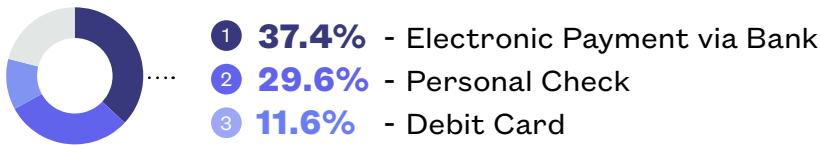
In 2015, **92.6%** of immigrant households in Dallas had bank accounts, compared with **94.9%** of U.S.-born households.



FOREIGN-BORN



Main methods of paying bills as cited by immigrants, 2015

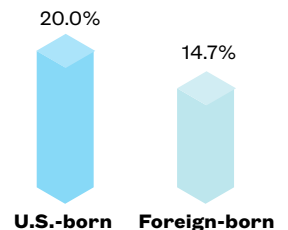


The income of immigrant households in the city remains relatively stable.

In 2015, **70.2%** of immigrant households reported their income remained roughly the same each month.

26.9% of immigrant households stated that their monthly income has **small variation** month to month.

In 2015, these shares reported having applied for a **bank loan or line of credit** the previous year:



CONTRIBUTIONS OF THE DACA-ELIGIBLE

63,396

Number of DACA-eligible living in the Dallas metro area in 2016

93.4%

Employment rate of DACA-eligible living in the Dallas metro area in 2016

Given their income, DACA-eligible immigrants contributed significantly to state and local taxes, including property, sales, and excise taxes levied by state or municipal governments.

Amount earned by DACA-eligible households in 2016:

\$859.7M

\$89M went to federal taxes.

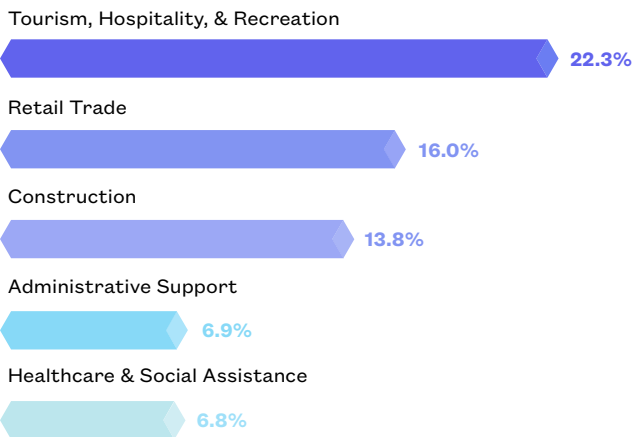
\$72.0M went to state and local taxes.

Leaving them with

\$698.6M

in spending power.

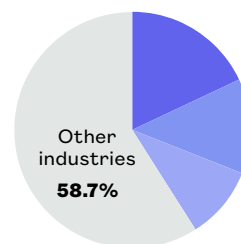
Top 5 Industries for the DACA-Eligible in the Dallas Metro Area:



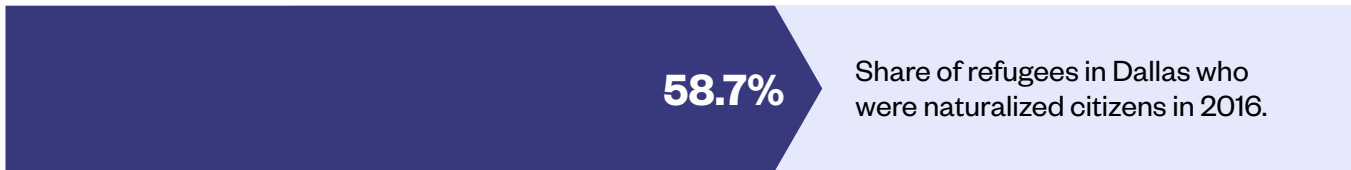
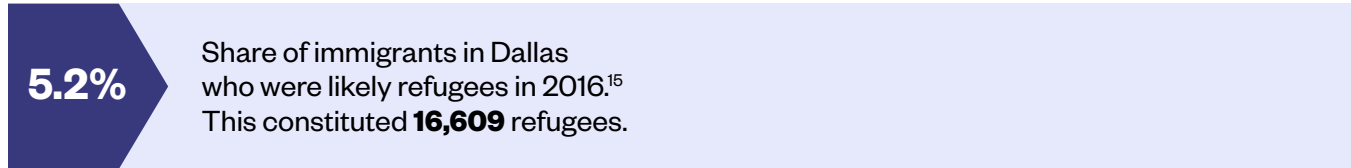
About **10.7%** of the DACA-eligible population ages 25 and above had at least a bachelor's degree in the metro area.

The DACA-eligible population with a **bachelor's degree or above** tend to concentrate in these industries in the metro area:

- 1 Educational Services17.9%
- 2 Finance and Insurance.13.0%
- 3 Professional Services¹⁴10.4%



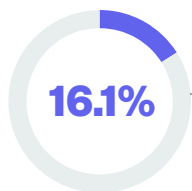
REFUGEES



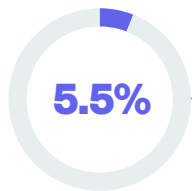
The median household income of the refugees in the city was

\$39,000

in 2016.



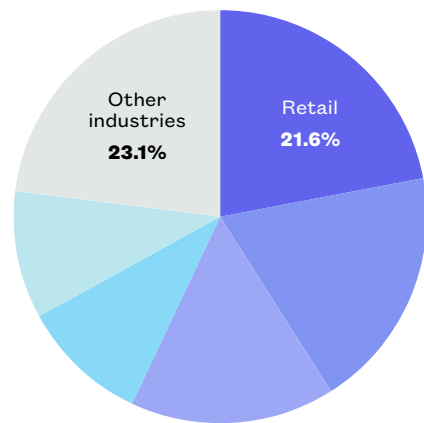
Share of refugees in Dallas with a bachelor's degree or higher, 2016



Share of refugees in Dallas with an advanced degree, 2016

Refugees in Dallas tend to concentrate in these industries in the city:

- 1 Retail21.6%
- 2 Manufacturing18.9%
- 3 Healthcare16.4%
- 4 Transportation10.4%
- 5 Professional Services¹⁶ 9.6%



REFUGEE WORKERS

For more city, district, and state-level data,
visit MapTheImpact.org and explore our interactive map.



- 1 Unless otherwise specified, data comes from 1-year samples of the American Community Survey from 2011 and 2016 and figures refer to the City of Dallas.
- 2 U.S. Congressional Budget Office. 2016. "The Distribution of Household Income and Federal Taxes, 2013."
- 3 Institute on Taxation and Economic Policy. 2015. "Who Pays? A Distributional Analysis of the Tax Systems in All Fifty States."
- 4 Estimates are based on federal tax rates from the U.S. Congressional Budget Office, and state and local tax rates from the Institute on Taxation and Economic Policy.
- 5 General services include personal services (e.g. laundry services, barber shops, and repair and maintenance), religious organizations, social services, and labor unions.
- 6 Professional services: Most of these industries include professions that require a degree or a license, such as legal services, accounting, scientific research, consulting services, etc.
- 7 Vigdor, Jacob. 2013. "Immigration and the Revival of American Cities: From Preserving Manufacturing Jobs to Strengthening the Housing Market." New American Economy. This report found that every 1,000 immigrants living in a county in 2010 created or preserved 46 manufacturing jobs there. We apply that multiplier to the size of the foreign-born population in Dallas in 2016 to produce our estimates. Jobs in the manufacturing sector are defined by the North American Industry Classification System, which includes a wide range of industries such as food, machinery and electronic manufacturing.
- 8 General services include personal services (e.g. laundry services, barber shops, and repair and maintenance), religious organizations, social services, and labor unions.
- 9 Professional services: Most of these industries include professions that require a degree or a license, such as legal services, accounting, scientific research, consulting services, etc.
- 10 2012 Survey of Business Owners, U.S. Census Bureau
- 11 Data on total student enrollment in the county is derived from the Integrated Postsecondary Education Data System maintained by the National Center for Education Statistics. Temporary residents refer to people who are not U.S. citizens or permanent residents. Schools counted in the City of Dallas analysis include the Art Institute of Dallas; Dallas Baptist University; Dallas Christian College; Dallas Community College District, El Centro College; Dallas Community College District, Mountain View College; Dallas Community College District, Richland College; Dallas Theological Seminary; Parker University, College of Chiropractic; Paul Quinn College; Southern Methodist University; The University of Texas Southwestern Medical Center; and Wade College.
- 12 Economic data is derived from the International Student Economic Value Tool maintained by NAFSA, the association of international educators.
- 13 2015 Current Population Survey, U.S. Census Bureau
- 14 Professional services: Most of these industries include professions that require a degree or a license, such as legal services, accounting, scientific research, consulting services, etc.
- 15 New American Economy. 2017. "From Struggle to Resilience: The Economic Impact of Refugees in America."
- 16 Professional services: Most of these industries include professions that require a degree or a license, such as legal services, accounting, scientific research, consulting services, etc.

WELCOMING DALLAS STRATEGIC PLAN

PLAN FOR CIVIC, ECONOMIC, LINGUISTIC
AND SOCIAL INTEGRATION & INCLUSION

2018-2021



Dear Friends, Colleagues and Neighbors:

As Mayor, I am pleased to support Dallas' efforts to become a welcoming, inclusive city for all its residents, whether they were born in Texas, another state, or a distant country. Our diversity is a true asset.

Research shows that immigrants are a major part of our growing economy. They account for more than 40 percent of Dallas' overall population growth since 2011 and contribute to our vitality by starting and building businesses, investing in neighborhoods, and coaching youth sports, volunteering at schools and expanding our cultural offerings.

I applaud the Welcoming Plan Task Force, created by the Dallas Office of Welcoming Communities and Immigrant Affairs, for the thoughtful recommendations it developed to make Dallas more inclusive and supportive of immigrants and refugees. The recommendations in this report will help Dallas integrate new residents from around the world into the social fabric of our city, so that we can benefit from their talents and experiences as soon as possible.

Best Regards,

Michael S. Rawlings - *Mayor of Dallas*





Dear Fellow Dallasites:

When I first became Dallas City Manager, I learned quickly that this city is home to a large, diverse, vibrant immigrant population. Today, one in four Dallas residents was born in another country, and 42% of Dallas households use a primary language other than English.

Immigrants comprise one-third of our employed labor force. This significant, and relatively rapid, demographic change brings challenges, but it also brings energy and optimism and entrepreneurship. People want to live and work in Dallas, and that's a good thing.

In recognition of the important role that immigrants play in the life of our City, and to underscore Dallas' commitment to inclusivity and diversity, the City of Dallas established the Office of Welcoming Communities and Immigrant Affairs (WCIA) in March 2017. Its role is to promote and advance the economic, civic and social engagement of immigrants and refugees residing in Dallas. I am glad to be working hand-in-hand with the WCIA team and with individuals throughout Dallas to create a more inclusive, resilient and welcoming community for all residents.

We thank you for joining us in our efforts to be a city of Empathy, Ethics, Equity and Excellence and look forward to working with the residents of Dallas and our team at the City to become a nationally certified welcoming city.

To longtime residents and to newcomers, I say, welcome to a more welcoming Dallas!

TC Broadnax - *City Manager*







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DALLAS IS WELCOMING WHEN WE EMBRACE OUR DIVERSITY



INTRODUCTION

A welcoming community is one in which diversity is acknowledged, celebrated and harnessed to improve the social, economic and cultural opportunities of all residents. Dallas is actively working across sectors to establish a local welcoming framework to integrate and engage immigrants and refugees in every aspect of city life. The City of Dallas is partnering with leaders and representatives of local government, businesses, nonprofit agencies, philanthropic enterprises, academia, service providers, faith-based groups and first responders to build awareness of the economic and social benefits of being a welcoming community, and to develop strategies to realize that goal.

Nearly one-quarter of Dallas' current residents were born outside of the United States. Between the years 2011 and 2016 Dallas' foreign-born residents accounted for 40 percent of Dallas' population growth. The integration of foreign-born residents is critical to the social, cultural and economic future of Dallas.

But newcomers cannot integrate into communities by themselves. Integration requires a partnership. Immigrants must do their part – learn English, navigate the job market, understand and follow the law – and the receiving community must offer inclusion, hospitality and hope. The idea is simply that Dallas residents, from natives to newcomers, must work together to nurture and sustain a vibrant city that offers rich cultural, educational and economic opportunities to all. The purpose of this document is to recommend a series of goals and strategies that will help Dallas achieve that vision.



IMMIGRATION IN DALLAS

Half of Texas' total population growth between 2010 and 2016 can be attributed to migration. Net domestic migration represented approximately 32 percent of the total increase, and net international migration accounted for 19 percent. Almost one in five (19.6 percent) of those immigrants to Texas live in Dallas.

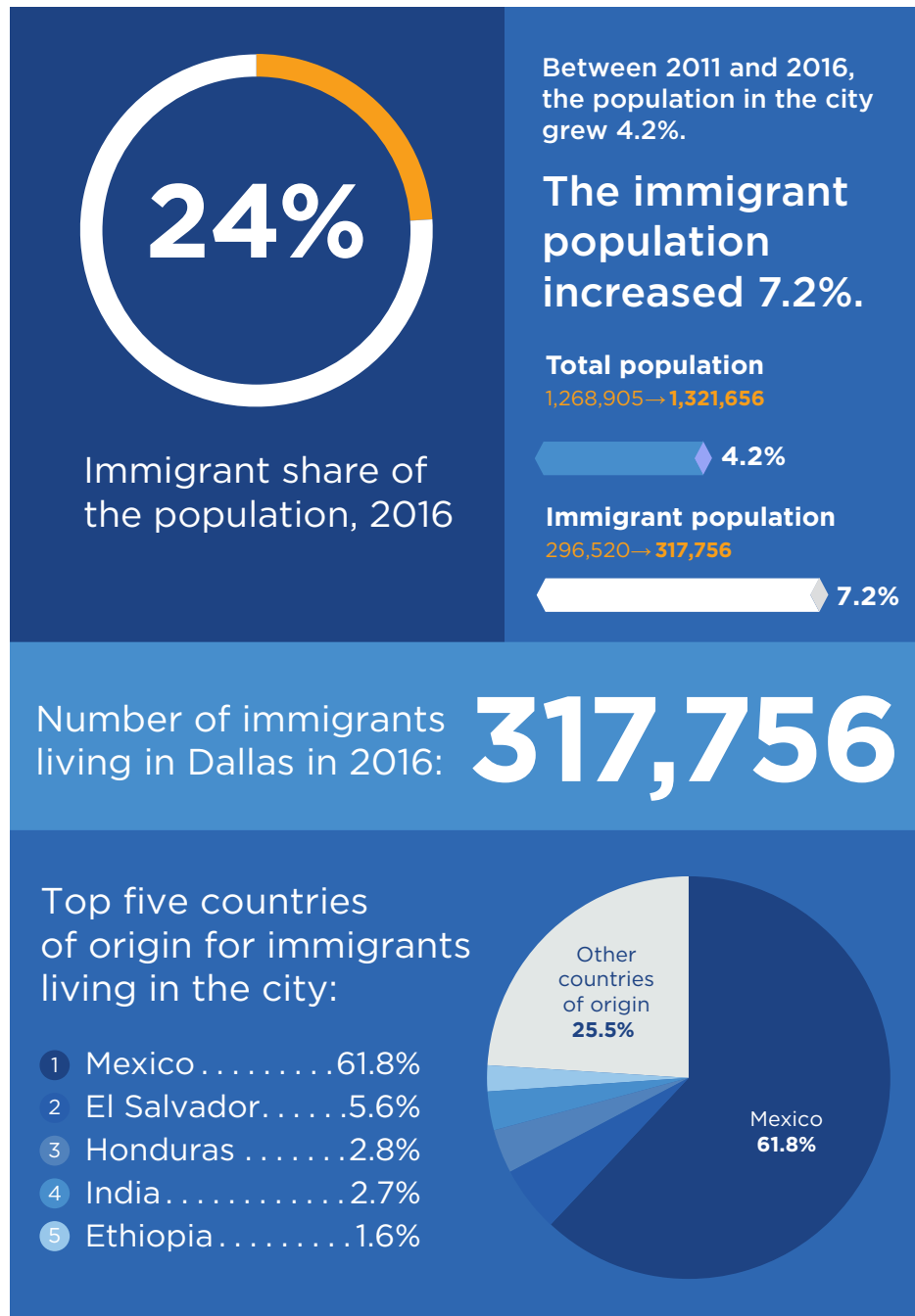
WHERE IMMIGRANTS LIVE IN TEXAS

Texas Cities	Percentage
Houston	32.5
Dallas	19.6
Fort Worth/Arlington	7.4
Austin/Round Rock	6.3
San Antonio	6.2
McAllen/Edinburg/Mission	5.4
El Paso	5.0
Other	17.4

Between 2011 and 2016, the population in the City of Dallas grew 4.2 percent, with the foreign-born population accounting for 40 percent of that total growth. As of 2016, approximately 318,000 of Dallas' 1.3 million residents were immigrants. Until 2017, Dallas was a major refugee resettlement location, with close to 2,500 refugees arriving to Dallas annually. The largest percentage of foreign-born residents are from Latin America, and most of those entered the country prior to 2000. The most common countries of origin are Mexico, followed by El Salvador, Honduras, India and Ethiopia. More than 70 languages are spoken within the Dallas Independent School District.



A recent study by New American Economy revealed immigrants' tremendous economic contributions to Dallas and the region:



- **Immigrant households in Dallas earned \$7.9 billion in 2016.**
- **Foreign-born households contributed \$1.9 billion in federal taxes and \$591.1 million in state and local taxes.**
- **Foreign-born workers contributed \$847.7 million to Social Security and \$218.9 million to Medicare.**
- **Immigrants make up about one-third of Dallas' employed labor force and 24 percent of its science, technology, engineering and math workers.**
- **Immigrants are overrepresented among the city's entrepreneurs; they are 24 percent of the population and one-third of its entrepreneurs.**
- **The 20,405 immigrants who own their own business generated \$495.9 million in business income.**
- **Immigrants helped to create or preserve 14,617 local manufacturing jobs in 2016.**
- **The population eligible for the Deferred Action for Childhood Arrivals (DACA) program held nearly \$700 million in spending power.**
- **In 2016, the 63,396 DACA-eligible immigrants in the Dallas area—of whom 93.4 percent were employed — paid \$89 million in federal taxes and \$72 million in state and local taxes.**
- **International students, including many from China, India and Burma, supported 1,962 local jobs and spent \$150.3 million in the 2016-2017 academic year.**

In recognition of the important presence of immigrants and refugees in Dallas, and upon recommendation of the 2016 Mayor's Task Force on Poverty, the City of Dallas established the Office of Welcoming Communities and Immigrant Affairs ("Dallas WCIA") in March 2017. It aims to promote the civic, social and economic engagement of immigrants in Dallas and to build bridges between Dallas' diverse immigrant communities and long-term residents. The director of Dallas WCIA reports directly to the Dallas City Manager.



THE DALLAS OFFICE OF WELCOMING COMMUNITIES AND IMMIGRANT AFFAIRS AND THE WELCOMING PLAN TASK FORCE

NATIONAL PARTNERSHIPS

The City of Dallas WCIA office has searched for, and found, resources to help develop its capacity to fully integrate immigrants. It became a member of Welcoming America, a national organization leading the movement to create more immigrant-inclusive communities. WCIA has received technical assistance through its membership in Welcoming America, and collaborated with Cities for Action, the New Americans Partnership and the Cities for Citizenship Campaign. As a result of active participation in these networks, and its work with local leaders across a broad spectrum of business, faith-based, civic, social service and academic organizations, Dallas earned a Gateways for Growth Challenge award from New American Economy and Welcoming America. The award included original research that resulted in a recent report, *New Americans in Dallas*, which appears in Appendix A.

**IMMIGRANTS ACCOUNT FOR NEARLY ONE THIRD
OF THE CITY'S ENTREPRENEURS. THE 20,405
IMMIGRANTS WHO OWN BUSINESS GENERATED
\$495.9 MILLION IN BUSINESS INCOME.**

COMMUNITY ENGAGEMENT IN DALLAS

While these national partnerships offer ideas, encouragement and technical assistance, the actual work of integration takes place within communities and neighborhoods and schools. From March 2017 to June 2018, Dallas WCIA has participated in 343 community events, meetings, fairs, panel discussions and other activities, reaching approximately 23,030 attendees. Dallas WCIA staff also has sought insights from community leaders who regularly welcome and work with immigrants and refugees. An initial survey with faith-based, legal, and other service providers and educators detailed the barriers facing immigrants and what Dallas can do to help improve the quality of life for immigrant residents.

PRELIMINARY SURVEY RESULTS

BIGGEST BARRIERS

- 1 Fear of immigration enforcement
- 2 Lack of English language skills
- 3 Poverty/Lack of resources
- 4 Transportation
- 5 Affordable housing

TOP 5 GREATEST NEEDS

- 1 Knowledge of rights and preparedness information
- 2 Access to civil immigration legal services
- 3 Access to and utilization of available services & benefits
- 4 ESL, Literacy and Citizenship instruction
- 5 Promotion of U.S. Citizenship

WHAT CAN DALLAS DO?

- 1 Community outreach between law enforcement & government leaders
- 2 Celebrate contributions of immigrants & refugees
- 3 Promote & provide ESL & U.S. Citizenship instruction
- 4 Support diversity initiatives & include immigrants
- 5 Break down social & economic barriers

After that initial outreach, Dallas WCIA formed a Welcoming Plan Task Force to develop formal recommendations to integrate immigrants fully into city life. The Dallas WCIA Welcoming Plan Task Force includes 85 members from a wide variety of backgrounds and professions, many of whom had not met previously. Tailoring efforts to the Dallas community, the task force sub-divided into five committees that address the issue areas required for Welcoming America's national certification as a welcoming community: Civic Engagement; Economic and Educational Opportunity; Safe, Healthy and Connected Communities; Leadership and Communications; and Equitable Access.

The full task force met monthly beginning in December 2017 to learn about issues impacting the Dallas immigrant and refugee communities, city policy initiatives, existing city services and barriers to equitable access and participation. Task Force members engaged with Dallas residents through listening sessions, site visits and informational interviews. These listening sessions revealed the following barriers that prevent immigrants in Dallas from fully integrating into the community:

- Fear of going about daily activities due to heightened federal immigration enforcement policies
- Language barriers
- Lack of acceptable identification
- Difficulty in understanding “paperwork” such as leases, contracts, bills
- Lack of awareness of or access to information about topics such as starting a business, organizing a neighborhood group, etc
- Lack of knowledge of legal rights
- Lack of civics knowledge; awareness about engagement with city leaders

From this community-driven process, task force members developed a set of detailed recommendations, summarized below and explained fully at the end of this report, to encourage equitable access to city and educational services and full integration into civic and social life.

LEADERSHIP AND COMMUNICATIONS

GOAL

Local government is committed to being inclusive and welcoming, and plays a central role in building local capacity while advancing inclusion of diverse communities within its own agencies and bodies.

RECOMMENDATIONS

1. Develop community awareness about the economic, social and cultural contributions immigrants make, and the benefits Dallas derives from being an inclusive community.
2. Develop and maintain a comprehensive directory/database of services and resources for immigrants and refugees.
3. Create partnerships with local, state and federal agencies, the business community and philanthropic entities to address changing needs related to evolving immigration policy.
4. Enhance understanding and trust between long-term residents of Dallas and immigrant communities.

SAFE, HEALTHY, AND CONNECTED COMMUNITIES

GOAL

Welcoming communities build relationships among diverse communities, including newcomers and longer-term residents. They also foster trust and build relationships between diverse communities and local law enforcement and safety agencies.

RECOMMENDATIONS

1. Provide training about diverse populations and establish ongoing dialogue with first responders and public safety officials to foster trusting relationships between immigrants and law enforcement.
2. Educate immigrants about their rights and responsibilities and raise awareness through on-going education throughout the community of sensitive locations pursuant to federal policy guidance.
3. Improve health care accessibility and understand and address needs of immigrants and refugees.
4. Convene a coalition of mental health care experts to coordinate and address services provided in the City of Dallas.
5. Partner with philanthropy to provide civil immigration services and rights information programs.
6. Bring diverse groups together to celebrate and foster cultural, artistic and recreational interaction between Dallas' long-term and newer residents.

EQUITABLE ACCESS

GOAL

Welcoming communities reduce barriers to services and participation so that opportunities in the community are available to all residents.

RECOMMENDATIONS

1. Develop and utilize data-driven approaches to conduct equity analyses for decision-making processes and ensure implementation of inclusive policies for Dallas residents in coordination with other relevant offices.
2. Implement and oversee a City language access plan, including access to safety services/alerts and staff training.
3. Support efforts by the City to simplify and increase access to city services for all residents of Dallas by implementing a multi-use city identification card.
4. Work in partnership to improve housing accessibility and work to prevent housing discrimination.
5. Work in partnership to foster partnership programs to achieve equitable access to health care.
6. In partnership with mobility solutions experts, work to improve transportation accessibility in Dallas.

CIVIC ENGAGEMENT

GOAL

Welcoming communities actively ensure that diverse populations fully participate in civic life, including increasing access to leadership, citizenship and community participation.

RECOMMENDATIONS

1. Increase the number of Dallas immigrants who become naturalized U.S. citizens.
2. Increase knowledge of how local government works and how to access services for immigrant communities in Dallas.
3. Enhance levels of civic participation and leadership among immigrants in Dallas.
4. Promote participation in the 2020 Census to ensure maximum participation.
5. Promote voter education and registration among new citizens.
6. Raise awareness in immigrant communities of the unauthorized practice of immigration law and other predatory practices impacting immigrant consumers.

ECONOMIC OPPORTUNITY AND EDUCATION

GOAL

Welcoming communities harness the full potential of all their residents. Everyone has the skills and assets to thrive, and economic development systems are prepared to leverage new and existing talent. Welcoming communities also ensure everyone has the education needed to succeed in school and the workforce.

RECOMMENDATIONS

1. Establish welcoming hubs as community gathering and educational centers for immigrants to access information, resources and opportunities.
2. In partnership, bring to-scale workforce systems that increase skill development and career pathways to improve immigrant integration in the economy.
3. Remove barriers to immigrant families to ensure full access in all educational opportunities that exist in the City of Dallas and promote learning at all levels.
4. Participate in partnership opportunities to support the financial literacy needs of immigrants.





THE WAY FORWARD

Moving forward, Dallas is striving to become a certified “Welcoming City” by the national certifying non-profit organization, Welcoming America. There are currently three certified cities in the nation (Dayton, Louisville, and Salt Lake City) and Dallas WCIA is working diligently to become the next.

While national immigration policy focuses on interdiction and deportation, communities like Dallas are working to demonstrate the longtime American ideal of welcoming immigrants. For decades, people around the world have revered the United States for its hospitality and its opportunities. Dallas will continue to honor that tradition. This city has many compatriots in this effort: according to Welcoming America, one in eight Americans lives in places considered to be welcoming communities, places that actively seek to include and engage their foreign-born residents.

Full integration does not happen without effort, from both the receiving population and the newcomers. It takes work and good will. We can find common ground by sharing our arrival stories — most Americans have one — of grandparents who fled pogroms in Russia, an ancestor forced onto a slave ship, a parent who crossed the Rio Grande with a goal of finding work. We find hope by reaching out, acknowledging our shared humanity, learning about our different customs and cultures, and realizing we all want to live in a safe, vibrant, compassionate city where children grow up in peace and families prosper. No matter where we came from, we are all neighbors now. E Pluribus Unum.

And we know that when one person moves forward in Dallas, we all move forward. *Cuando uno de nosotros sigue adelante en Dallas, todos seguimos adelante.*





WELCOMING PLAN RECOMMENDATIONS

The Welcoming Standard, as developed by the Welcoming America organization, provides a comprehensive guide for building more cohesive and equitable communities and fostering connections between newer immigrants and long-time residents. It also sets benchmarks for accountability and innovation so that city efforts can be scaled and measured in relation to established priorities that include:

- **Public Safety**
- **Mobility Solutions, Infrastructure and Sustainability**
- **Human and Social Needs**
- **Quality of Life**
- **Government Performance and Financial Management**

The Welcoming Standard includes strategies for sustaining a welcoming plan, such as:

- **Engaging longer-term residents**
- **Setting goals, monitoring impact and adjusting strategies as needed**
- **Designing for equity and inclusion.**
- **Implementing in partnership**

The Dallas Welcoming Communities Task Force produced the following recommendations and strategies for implementing a Welcoming Plan in the City of Dallas.

LEADERSHIP AND COMMUNICATIONS

Commitment on behalf of city leaders to being inclusive and welcoming by advancing local capacity building efforts while advancing inclusion of the diverse community within the City.

RECOMMENDATIONS

1

Develop a community awareness campaign about the economic, social and cultural contributions immigrants make, and the benefits Dallas will derive from being an inclusive community

STRATEGIES

- Hold listening sessions and focus groups with immigrants and refugees to understand the challenges and benefits of living in Dallas.
- Enlist partners, including the business and philanthropic sectors, to launch a community awareness campaign, #WelcomingDallas and #BeGolden, to emphasize the ways immigrants and refugees enrich our city and contribute to the local economy.
- Identify key messages for different audience segments and the most effective media channel for reaching those audience segments.
- Enlist influential leaders in the receiving community (business and civic leaders, etc.) to serve as spokesmen and women who can explain the benefits of being a welcoming community.
- Actively seek out or create opportunities for media coverage of immigrant-related stories, such as holding naturalization ceremonies at City Hall, etc.
- Promote welcoming and inclusive culture via public proclamation or resolution.

2

Develop a Directory/Database of Services and Resources for Immigrants and Refugees as a welcoming guide that helps newcomers more easily access services and resources

STRATEGIES

- Survey the landscape to learn what already exists.
- Identify immigrant and refugee leaders, including youth leaders, to serve as community ambassadors to help identify needs and provide resource information.
- Find a “home” or administrator for the directory, so that it is regularly updated and reviewed for accuracy, etc.

3

Create partnerships with local, state and federal agencies, private sector and philanthropic organizations to address changing needs related to evolving immigration policy

STRATEGIES

- Brief City Council members and commission members on demographics and local immigrant and refugee issues and serve as a resource when elected officials need information.
- Build relationships with other partners, including city staff and other public agency officials, such as Dallas and Richardson ISD, Parkland Health & Hospital System leaders, Dallas County, etc.
- Develop opportunities to work with business associations or chambers of commerce, professional societies, etc.
- Engage with other citywide, grass-roots organizations to discuss the benefits of becoming a welcoming city and fully integrating newcomers.

4

Enhance understanding and trust between long-term residents of Dallas and immigrant communities by creating shared experiences

STRATEGIES

- Hold annual Thanksgiving dinners to bring newcomers and long-term residents together to celebrate a cherished American tradition.
- Coordinate volunteer opportunities for diverse communities to collaborate and work together.
- Sponsor community gardens in partnerships, use transit systems to explore the city, hold cultural celebrations, art exhibits and engage in community clean-up, soccer tournaments, Ciclovía and other activities that allow groups to become more familiar with diversity beyond their immediate neighborhoods, place of worship, and workspace.
- Participate in recreational events in Dallas for families to gather on multiple weekends throughout the year and use as an opportunity to raise awareness about community and family services.
- Work in partnership to welcome international guests to Dallas with protocol office.

PARTNERS

Business and philanthropic sectors, Dallas residents, Dallas media outlets, elected officials, service providers, local, state and federal officials.

EQUITABLE ACCESS

Welcoming Dallas reduces or eliminates the barriers to accessing services, programs and activities, so that the opportunities of the community are available to all residents.

RECOMMENDATIONS

1

Develop and utilize data-driven approaches to conduct equity analyses for decision-making processes and work to ensure implementation of inclusive policies for Dallas residents in coordination with other relevant offices

STRATEGIES

- Review city policies concerning government leadership, equitable access, civic engagement, cultural inclusion, education, economic development, neighborhood development, and public safety for implicit bias and ensure equitable consideration of immigrant residents and visitors.
- Undertake a systematic review of local laws, codes, policies, and practices to determine whether such policies (i) exclude or disenfranchise immigrants; or (ii) exclude residents based on facets of the identity, including gender, race, ability, age, religion or sexual orientation.
- Revise any policies found to run counter to ((i)-(ii)) above.
- Implement a process to regularly review and improve local policies to strengthen immigrant inclusion.



2

Implement and oversee a City language access plan to remove linguistic barriers to participating in Dallas life and community engagement, while providing staff training

STRATEGIES

- Improve language access to information and services.
- Ensure language access across city departments with the goal of expanding equitable access to programs, services, and activities.
- Undertake an assessment of the language needs of the community with the goal of providing access to (i) important information including safety, emergency, and alert services; (ii) housing, transportation and health information and services; (iii) all City services; (iv) legal and non-profit resources; (iv) educational and work force training opportunities. Implement and operationalize a language policy that meets the needs identified.
- Publicize and market the policy in a way that emphasizes the diversity and inclusiveness of our community. Upgrade, enhance, and publicize existing services such as 311, 211texas.org, northtexasfamilies.org, helpfinders.org.
- Create partnerships with others who can assist in translation and resources.

3

Support effort by the City to simplify and increase access to city services for all residents of Dallas by implementing a multi-use city identification card

STRATEGIES

- Conduct an assessment of the ways a multi-use City ID would improve the quality of life for Dallas residents.
- Determine the financial costs and other feasibility issues in developing a multi-use City ID card.
- Seek wide community support for a multi-use City ID card.
- Provide funding and the authority to administer a multi-use City ID program to be accepted by the City for enumerated city services.

4 Improve access to Housing in partnership with community-based organizations, Dallas Fair Housing, Texas Fair Housing Authority

STRATEGIES

- Ensure that the comprehensive housing plan includes the integration of immigrants and other diverse populations into all neighborhoods of Dallas.
- Dedicate a portion of affordable housing development requirements for the unsubsidized population and require developers to incorporate unsubsidized low-income housing into all financing plans.
- Promote the value of working with immigrants in providing low-income housing; remove barriers to renting apartments.
- Support tenant efforts to hold owners accountable for substandard properties and assist in disseminating discrimination policies and access to legal remedies.

5 In partnership, actively work to foster partnership programs to achieve equitable access to health care

STRATEGIES

- Host dialogues on how to address fear and toxic stress that are impacting daily life and well-being of Dallas families.
- Establish a network of accessible community-based primary care clinics, in under-served areas and areas with high immigrant concentrations.
- Advocate for language access services during medical and behavioral health visits.

6 Improve mobility and transportation options for all Dallas residents and include immigrants in the inclusion process; this would be done in partnership with Dallas Office of Transportation, DART, corporate philanthropy, and community organizations

STRATEGIES

- Expand services and seek a reduction in fare prices to provide supportive public transportation to all low-income residents of Dallas.
- Better utilize existing city and community resources in addressing transportation needs.

PARTNERS

Service providers, City of Dallas departments, philanthropic sectors, Dallas residents, elected officials, public transit authorities, public housing authorities, real estate associations, tenant associations, service providers, local, state and federal officials.



SAFE, HEALTHY AND CONNECTED COMMUNITIES

Welcoming Dallas builds relationships among diverse communities, including newcomers and longer-term residents. It also fosters trust and builds relationships between diverse communities and local law enforcement and safety agencies.

RECOMMENDATIONS

1

Implement and Increase access to justice for immigrants and refugees

STRATEGIES

- Create an informational clearinghouse for information and access to legal and non-profit assistance and engagement with the law enforcement community.
- Overcome language barriers in the court system and the prosecutor's office.
- Create public/private partnerships to provide civil immigration legal services for indigent respondents.

2

Facilitate and strengthen relationships between public safety departments and Dallas immigrant communities through a "Safe Connections RoundTable" series while providing training on interacting with diverse populations

STRATEGIES

- Monthly meetings between the DPD, DFD, and Dallas WCIA staff; secure approval and cooperation from DPD Chief and DFD chief.
- Establish the topics and data to be covered and provided at each meeting.
- Establish time and place for the meetings for the calendar year.
- Promote education/hold classes on municipal laws, human trafficking, and U visa policy to educate the immigrant community on issues that impact their quality of life in Dallas.
- Coordinate in partnership Dallas Resident Police Academies in multiple languages.

3

Educate communities about their rights and responsibilities as well as federally designated sensitive locations

STRATEGIES

- Map the sensitive locations and resource materials that explain the meaning of being a sensitive location for community distribution.
- In partnership, convene classes about legal rights and responsibilities.

PARTNERS

First responders, public safety officials, service providers, City of Dallas departments, philanthropic sectors, Dallas residents, elected officials, service providers, local, state and federal officials.



Across city departments, Dallas WCIA actively engages in outreach and dialogue to help build bridges within the community and to inform community members about the importance of reporting crime and options that may exist for victims of crime. Community engagement with collaborative partners like the Dallas Police Department Unidos program to alleviate fears and increase the quality life of Dallas residents.

CIVIC ENGAGEMENT

Welcoming Dallas actively ensures that diverse populations fully participate in civic life, including increasing access to leadership, citizenship and community participation.

RECOMMENDATIONS

1

Increase the number of Dallas immigrants who become naturalized U.S. citizens by hosting bi-annual citizenship workshops with community collaborators

STRATEGIES

- Coordinate the #MyDallas Citizenship Campaign with key partners throughout the City.
- Conduct free, large-scale naturalization workshops at the Dallas Public Libraries and other venues on a quarterly or semi-annual basis where a diverse group of volunteers can assist immigrants to apply for naturalization.
- Establish Citizenship Corners in all Dallas Public Library branches and equip Citizenship Corners with wide a range of information helpful to immigrants and refugees.
- Maintain active membership with national partner organizations also dedicated to promoting U.S. citizenship, such as: New Americans Campaign (NAC), Cities 4 Citizenship (C4C), National Partnership for New Americans (NPNA) and U.S. Citizenship and the Immigration Services Citizenship Grant Program.
- Partner with businesses to assist lawful permanent resident employees with the process of citizenship, using New American Workforce as a model.
- Create citizenship loan programs by working with credit unions and lending circles to establish low-interest loans to pay for naturalization application fees.
- Encourage release time for City of Dallas employees to participate in WCIA-sponsored events, including City Hall Naturalization Ceremonies; Citizenship and DACA application workshops; and other large-scale events.
- Include in City of Dallas' Texas Legislative Agenda a request for state funding for naturalization promotion efforts as exists in numerous other states with large immigrant populations.

- Involve the Mayor of Dallas and Councilmembers in high-profile activities that underscore the importance of U.S. citizenship, such as speaking at naturalization ceremonies, giving media interviews or participating in PSA.
- Establish a Community Ambassadors Program to include new citizens to further promote the #MyDallas Citizenship Campaign.
- Engage with immigrants and refugees in coordinating and promoting citizenship civics classes and ESL classes

2

Increase Knowledge of Local Government among Immigrant Communities of Dallas

STRATEGIES

- Create an Outreach Speakers Bureau of long-term U.S. citizens and public officials (mayor, city manager, city councilmembers, police chief, sheriff, judges, district attorney, city attorney) to educate new immigrants on major aspects of local government including: city and county roles and jurisdictions; relationship to state and federal government; law enforcement organization and roles; courts structure and organization; and many other topics.
- Promote the free Text4Refugees text messaging platform.
- Collaborate with Dallas Police Department UNIDOS community policing speakers and expand program to include other cultural leaders and languages.
- Partner with 311 and other city departments to communicate topical information about city life.



3

Enhance Levels of Civic Participation and Leadership Among Immigrants

STRATEGIES

- Create a City of Dallas New Citizens Leadership Academy, modeled after New American Leaders, as a learning opportunity for new citizens to master skills necessary to:
 1. Run for local, state, and/or federal office
 2. Hold community leadership positions
 3. Advocate for public policies supportive of immigrant families
- Develop community councils, comprised of a cross section of immigrants and refugees from around the City to gather input and recommendations from their respective community for presentation to City Council and the Mayor.
- Promote community service opportunities for immigrants and refugees through linkages to existing volunteer placement programs, such as Corporation for National and Community Service (CNCS), AmeriCorps, VISTA, Senior Corps, Volunteer Now and others.
- Encourage immigrants and refugees to volunteer at naturalization workshops.
- Involve new citizens in voter registration drives in their own immigrant communities.
- Establish a WCIA Volunteer Coordinator position to match immigrants and refugees with nonprofit organizations where they will learn skills to enhance their employability.
- In partnership with City protocol office, develop and foster existing relationships with sister cities around the world.

4

Promote Participation in the 2020 Census to Ensure Maximum Participation

STRATEGIES

- Participate in all activities of the Mayor’s Complete Count Committee.
- Conduct early and widespread outreach to familiarize immigrants and refugees with the 2020 Census and the importance of it.
- Coordinate efforts with counterpart Immigrant Affairs offices throughout the U.S. to identify effective strategies and best practices for ensuring participation in the 2020 Census and privacy protections.

- Bring together key stakeholders and “influencers” into the 2020 Census outreach efforts early to deliver positive messages about the census.

5

Promote Voter Education and Registration Among New Citizens

STRATEGIES

- Assist in the coordination of Citizenship Corners at Dallas Public Library to ensure they are well-supplied with voter registration and educational materials.
- Promote voting through existing mass mailings such as utility bills, and other local government mailings.
- Coordinate with community organizations dedicated to promoting the right to vote.
- Participate at voter registration booths at USCIS Naturalization Ceremonies and other public events.



MyDallas Citizenship Application Workshop held at the central library in downtown Dallas. Promotion of citizenship is integral to the work of inclusion. Research shows that individuals, families and the communities where they live stand to gain through naturalization. Dallas WCIA and its partners are expanding citizenship efforts in Dallas to simplify the process and improve the lives of Dallas residents.

6

Raise Awareness in Immigrant Communities of the Unauthorized Practice of Immigration Law (UPL) and other predatory practices impacting immigrant consumers

STRATEGIES

- Maintain constant and repetitive messaging warning immigrants and refugees about “notaries” and the unauthorized practice of immigration law.
- Regularly update and circulate the Dallas WCIA pamphlet, “Guide to Immigration Legal Service Organizations in North Texas Recognized by the U.S. Department of Justice”.
- Ensure that Dallas Public Libraries’ Citizenship Corners are stocked with materials advising about the unauthorized practice of law and immigration scams.
- Build relationship with consumer-related prosecuting entities such as the State Bar Unauthorized Practice of Law Committee, the Texas Attorney General’s Office, the Federal Trade Commission and others.

PARTNERS

First responders, public safety officials, service providers, City of Dallas departments, philanthropic sectors, educators, Dallas residents, elected officials, service providers, local, state and federal officials.



DACA is a Prime Example of Integration and Inclusion

The Dallas metropolitan area has the third largest number of residents with Deferred Action for Childhood Arrivals (DACA) across the United States. Given their income, DACA-eligible immigrants contribute significantly to state and local taxes, including property, sales and excise taxes. They are highly engaged in community affairs and the employment rate of DACA-eligible living in Dallas in 2016 is 93.4%. As part of the #MyDallas campaign, WCIA plans to expand efforts to include coordinating DACA Renewal clinics with nonprofit and philanthropic partners so that all eligible recipients apply to receive protection from deportation, work authorization, and the ability to continue contributing in the formal economy.

ECONOMIC OPPORTUNITY AND EDUCATION

Welcoming Dallas harnesses the full potential of all residents. Everyone has the skills and assets to thrive, and economic development systems are prepared to leverage new and existing talent. Welcoming Dallas ensures everyone has the education they need to succeed in school and the workforce.

RECOMMENDATIONS

1

In partnership, bring to-scale workforce systems that increase skill development and career pathways to improve immigrant integration in the economy

STRATEGIES

- Help immigrant and refugee service providers augment services and resources tailored to assisting immigrants and refugees in breaking barriers to workforce entry.
- Leverage existing resources in Dallas County to improve job training and promote entrepreneurial development.
- Work in partnerships, to provide credential evaluation to transition qualified immigrants into stable jobs/trades and skill appropriate workforce involvement.
- Increase immigrant and refugee involvement across the full spectrum of newcomer services and agencies focusing on economic and educational opportunities.
- Leverage partnerships to create opportunities for immigrant and first generation college youth to apply for internships and apprenticeships.
- Conduct asset mapping of economic, educational, and transportation access gaps for immigrant residents.
- Work in partnership to promote workforce and skills development.
- Work in partnership with economic development chambers and other partners to encourage and provide technical assistance to small and minority-owned businesses to become vendors to bid on City projects.
- Promote growth for immigrant and minority businesses and work with EB5 Program to stimulate economic development in opportunity areas.

- Develop a plan to support current and future immigrant- owned businesses.
- Conduct outreach on resources for starting business in Dallas and facilitate programs that augment entrepreneurial initiatives in immigrant communities.
- Support efforts to fight wage theft cases for immigrants.
- Develop curriculum in technological skills and competencies in multiple languages.
- Participate in partnership opportunities to support the financial literacy needs of immigrants.

PARTNERS

Workforce Solutions of Greater Dallas, DCCCD, Texas Workforce Commission Adult Education and Literacy programs, philanthropy, employers, city and county.



City of Dallas is committed to “service first” philosophy to all its residents.

2

Establish welcoming hubs

STRATEGIES

- Assess welcoming locations to create a human-centered digital platform of resources.
- Create a community space for collaboration/awareness of existing resources among community-based organizations and service providers.
- Create a network of community organizations by county.
- Develop an online portal for all Dallas residents interested in international affairs, providing calendars of events and useful resource guides.
- Promote the availability of quality information and counseling to immigrant families regarding higher education and vocational opportunities.
- Provide information on civil rights and legal resources.
- Publish a basic guide for newcomers.
- Provide workshops to help parents understand pathways to college.
- Establish one-stop shops where immigrant entrepreneurs can get information on navigating licensing and other processes
- Support immigrant entrepreneurs in the tech economy by working with universities and private industry to access information and networks.
- Provide reliable information on important issues and service needs, such as: tax preparation, authorized immigration legal services, proper vs predatory lending, how to avoid real estate and healthcare scams, how to recognize predatory for-profit educational programs and many others.

3

Remove barriers to immigrant and refugee families to promote learning and ensure full access in all educational opportunities that exist in the City of Dallas

STRATEGIES

- Work in partnership to provide expanded subsidized preschool/daycare and early childhood programs servicing diverse populations.
- Work in partnership to provide parent workshops about education and college opportunities throughout the City in multiple languages.
- Ensure that English language learning opportunities are available throughout the City in convenient and safe locations.
- Utilize public libraries and welcoming hubs as a center point to promote the resources available for newcomers in different languages.
- Partner with educational service providers to promote a covered college education for Dallas high school students.
- Organize events to encourage the international community to share experiences/knowledge.
- Create mentorship opportunities between seasoned immigrant professionals and newcomer families.
- Help immigrant students transition into the U.S. school system, enabling them to engage with the appropriate curricula and succeed academically.
- Work with Parent Teacher Associations (PTAs) in public schools to be more encouraging and inviting of immigrants and refugees.

PARTNERS

RISD/DISD's Newcomer's program to ensure services are provided to volunteers, teachers, and administrators, Dallas Public Library, schools, colleges universities nonprofit after school organizations, and business development training centers.



TIMEFRAME

The Welcoming Dallas Plan includes a broad set of actions that are prioritized as short-term, mid-term and long-term and grouped in three categories.

SHORT TERM 1-2 YEARS

WELCOME, NEIGHBOR

- Launch community awareness campaign and actively seek out opportunities for media coverage for immigrant related stories
- Host naturalization ceremonies
- Enhance understanding and trust between long-term residents of Dallas and immigrant communities by creating shared experiences
- Maintain comprehensive directory
- Increase the number of Dallas immigrants who become naturalized U.S. citizens
- Promote participation in the 2020 Census
- Ensure that English language learning opportunities are available throughout the City in convenient and safe locations

CONNECTING DALLAS

- Establish a city office to house immigrant integration efforts
- Establish a welcoming city employee resource group
- Expand Dallas civic engagement and leadership opportunities
- Establish and maintain ongoing dialogue with first responders and public safety officials
- Increase knowledge of local government for immigrant communities in Dallas

FORWARD TOGETHER

- Engage local, governmental, business, and civic leaders to elevate the myriad benefits of being a welcoming and diverse city
- Create partnerships to address changing needs related to evolving immigration policy
- Participate in partnership opportunities to support the financial literacy needs of immigrants

MID TERM 2-3 YEARS

WELCOME, NEIGHBOR

- Establish welcoming hubs
- Revitalize sister city relationships
- Create youth taskforce on welcoming & promote next-gen leadership
- Promote higher education and workforce opportunities
- Enhance levels of civic participation and leadership among immigrants

CONNECTING DALLAS

- Raise awareness throughout the community of the federally-designated sensitive locations
- Develop and oversee a language access plan
- Support endeavors to research & launch a City ID program
- Identify & revise policies that may exclude or discriminate
- Partner with philanthropy & service providers regarding civil immigration services and rights information programs
- Raise awareness of the unauthorized practice of immigration law and other predatory practices
- Utilize data-driven approaches to conduct equity analyses with other relevant offices
- Implement and increase access to justice for immigrants and refugees

FORWARD TOGETHER

- Promote voter education and registration among new U.S. citizens
- Raise awareness of and improve immigrant integration in workforce systems and improve U.S. professional licensing processes
- Promote growth for immigrant and minority businesses
- Engage local, governmental, business, and civic leaders to elevate the myriad benefits of being a welcoming and diverse city
- Create partnerships to address changing needs related to evolving immigration policy
- Create partnership opportunities to support the financial literacy needs of immigrants

LONG TERM 3+ YEARS

WELCOME, NEIGHBOR

- Remove barriers to immigrant and refugee families to ensure full access in all educational opportunities that exist in the City of Dallas

CONNECTING DALLAS

- Improve housing accessibility
- Improve transportation accessibility
- Collect data to conduct an equity analysis for decision making processes
- Improve health care accessibility
- Collect and utilize data-driven approaches to conduct equity analyses for decision-making processes with other relevant offices

FORWARD TOGETHER

- Review and revise as needed

ACKNOWLEDGMENTS

WCIA thanks the following Dallas leaders for their commitment and contributions to developing the Welcoming Plan Recommendations for the City of Dallas.

WELCOMING PLAN TASKFORCE

Ghazwan Abdullah, Seek the Peace
Hanna Alexander, Equal Justice Center
Luis Arango, J.D., Catholic Charities of Dallas
Nicolas Argueta, American Salvadoran Association
Virginia Arteaga-Haid, Global Economic Development
Dallas County Community College District
Ann Badmus, Esq., Immigrant Journey Awards
Charles Barker, MD, Compassionate DFW
Karen Bassett, League of Women Voters
Graham Bateman, Justice for Our Neighbors
Syl Benenson, National Council of Jewish Women
Bill Bernstein, Mosaic Family Services
Bill Betzen, The School Archive Project
Dr. Watt Black, Southern Methodist University, Simmons School
Ing. Erik Burgos, North Texas Dream Team
Felicitas Cadena, UNIVISION
Victor Carrillo, Zion Oil & Gas
Jason Clarke, Seek the Peace
Laura Collins, Esq., George W. Bush Institute
Isabelle Collora, Homeward Bound
Isabel Colunga, Injury Prevention Center of Greater Dallas
Harry Davis, First Unitarian Church of Dallas
Catrina Dawson, Unite Greater Dallas
Angela Downes, UNT Dallas College of Law
Lenita Dunlap, Heart House
Linda Abramson Evans, United Nations Association Dallas
Hector Flores, League of United Latin American Citizens
Sara Fox, Richardson Independent School District
Alfonso Franco, Proyecto Inmigrante
Juan Garcia, SMU Dedman School of Law student
Dr. Patty Garcia, Latino Center for Leadership Development

Prisma Garcia, Social Venture Partners
Yolette Garcia, Southern Methodist University, Simmons School
Michelle Garza Pareja, RAICES
Tom Gibbons, Compassionate DFW
Dr. Jessica Gomez, Momentous Institute
Rebecca Greenan, Esq., UNT Dallas College of Law
Christina Hanger, Dallas Afterschool
Claudia Hermann, Asociación de Mujeres Empresarias y Profesionales
Jin-Ya Huang, Break Bread Break Borders
Larry James, CitySquare
Tiffany Jelke, International Rescue Committee
Kavita Khandekar Chopra, Esq., Human Rights Initiative
Irma Kusuma, Greater Dallas Asian American Chamber
Brenda Kirk, The National Immigration Forum
Brenda Lepenski, Foundation Communities
Dr. Hilda Loria, UT Southwestern Medical Center and Children's Health
David Lozano, Cara Mia Theater
Rene Martinez, League of United Latin American Citizens
Mark Masepohl, UNIVISION
Cheryl McCarver, Community Council of Greater Dallas
Dr. Margo McClinton Stoglin, CRM & Associates, LLC; Advising and Consulting Services
Regina Montoya, Esq., Dallas Mayor's Poverty Task Force
Lissette Moreno, Peace & Justice Ministry
Janet Morrison-Lane, PhD, Vickery Meadow Youth Development Foundation
Jennifer Nagorka, Freelance Writer
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Dr. Javier Olguin, Eastfield College

Mirjana Omeragic, Mosaic Family Services
Sarah Papert, Literacy Achieves
Edurne Pineda, Consulate General of Mexico
Cheryl Pollman, National Council of Jewish Women
Dr. Alina Ponce, Momentous Institute
Angelica Portillo, Dallas Afterschool
Maria Powers, The Wilkinson Center
Daniel Prescott, Transformance
Nina Rafiq, Parkland Hospital
Diana Ramirez, Workers Defense Project
Leonid Regheta, Project Start
Cristal Retana, Children's Health
Edward Retta, Cross Culture Communications
Sr. Patricia Ridgely, Sisters of St Mary of Namur
Marissa Rodriguez, Injury Prevention Center
Daley Ryan, International Rescue Committee
Jaynie Schultz
Blake Schwarz, Park Cities Presbyterian Church
Joel Schwitzer, American Jewish Committee Dallas
Dr. Irwin Segal, Family Medical Physician
Dr. Michael Sorrell, Paul Quinn College
Shellie Stephens Stidham, Injury Prevention Center
Martha Stowe, Vickery Meadow Youth Development Foundation
Jamila Thomas, Dallas Independent School District
Claudia Torrescano, Dallas Independent School District
Nubia Torres, Catholic Charities of Dallas
Leticia Tudon, The Concilio
David Villalobos, Texas Organizing Project
Rev. Michael Walsh, Dallas Area Interfaith
Kasey Yanna, Dallas Independent School District

MANY THANKS TO OUR CITY LEADERS FOR SUPPORT AND LEADERSHIP

Mayor: Mike Rawlings

Mayor Pro Tem/District 3: Casey Thomas II

Deputy Mayor Pro Tem/District 2: Adam Medrano

District 1: Scott Griggs

District 4:

District 5: Rickey D. Callahan

District 6: Omar Narvaez

District 7: Kevin Felder

District 8: Tennell Atkins

District 9: Mark Clayton

District 10: B. Adam McGough

District 11: Lee Kleinman

District 12: Sandy Greyson

District 13: Jennifer Staubach Gates

District 14: Philip T. Kingston

City Manager: TC Broadnax

**City Manager's Office Executive Team, City Departments,
and Mayor's Staff**

Office of Welcoming Communities and Immigrant Affairs

Director: Mary Elizabeth (Liz) Cedillo-Pereira, Esq.

Senior Program Manager: Vanna Slaughter, LCSW

Community Outreach Specialist: Yolanda Ramirez

2018 Interns/Next Gen Leaders: Mirka Estrada, Jenny Yuhun Myung, John Reaves, Alice Vyukusenge

Welcoming America, New American Economy and
all collaborating partners, Felicia Carrillo Escobar and
Monica Fuentes

Photography: Kael Alford, Rooha Haghar

Design: El Creative Advertising & Design, Jessie Martinez,
Jacob Johnstonbaugh





Memorandum



CITY OF DALLAS

DATE September 21, 2018

TO Honorable Mayor and Members of the City Council

SUBJECT **Update on Delayed Garbage and Recycling Collections**

Recently, I added the newly created department of Equipment & Fleet Management to my executive portfolio. As you know, some of our customers are experiencing late or delayed garbage and recycling collection, due to fleet availability. I wanted to update you on how we are responding to fleet issues affecting sanitation and give a timeline for improvement.

We plan to fully restore service within the next 120 days. Equipment & Fleet Management and Sanitation Services are working together to monitor and prioritize repairs to meet minimum daily availability needs. When we first notified Council of this issue, Sanitation's daily fleet availability was at approximately 80 percent of the minimum daily need. Over the past three weeks, minimum daily availability has improved to over 90 percent of the minimum daily need.

Approximately 25 percent of the Sanitation fleet requires daily turnaround times on repairs, in addition to scheduled periodic maintenance. Sanitation has a fleet of 357 collection units; a specific complement of 266 are needed each day to cover collection activities. Of the 266 units, 130 units are needed specifically for garbage and recycling collection. On average, more than 90 units are turned in each day for repairs or maintenance. Some daily turned in units require major repairs or parts, preventing the asset from being returned to service. These major repairs typically include suspension, electrical system, power train issues, and body repairs.

Several initiatives to provide enhanced maintenance support to Sanitation Services are currently underway. These include:

- Utilizing targeted overtime; specifically, additional labor hours on Saturday and Sunday when Sanitation operations are not in service
- Realigning staff resources to create a third (late night) shift at the NW Service Center which has the largest contingent of Sanitation fleet that needs next day turnaround
 - Implementation began September 12 with full service delivery expected on September 26
- Evaluating redeploying decommissioned Sanitation fleet
 - Surveying vehicles with the greatest potential for repair or reliable salvage parts
 - Working expeditiously to secure third-party repairs as needed

DATE

September 21, 2018

SUBJECT

Update on Delayed Garbage and Recycling Collections

- Purchasing incoming equipment with FY 17-18 funding
 - 4 new rearloaders have arrived, with 16 more scheduled for delivery before the end of the year
 - As the new fleet arrives, incumbent equipment will not be retired immediately but instead left in-service as reserve
 - Retention of these vehicles will assist meeting Sanitation's minimum daily needs
- Changing maintenance location for some non-Sanitation fleet from NW Service Center to NE Service Center to rebalance the workload
 - This will allow NW to provide greater focus on Sanitation Services fleet
 - Upon evaluation, NE has the capacity to service additional vehicles and maintain a high vehicle availability level
 - Estimated launch on October 15, 2018

There are also existing or planned EFM initiatives that will have a significant impact on maintenance support over the long term.

- Staffing levels for EFM have remained relatively consistent with 11 percent turnover for the past 5 years, however:
 - We are aggressively working to fill 25 mechanic positions
 - EFM is also developing a potential contract for temporary hire of mechanics
- The FY 2018-19 budget includes the addition of 6 mechanics that will be solely dedicated to Sanitation fleet
- Increased safety and multi-point inspection checks on Sanitation equipment to holistically improve the health of the aging fleet until it can be replaced
- Acceleration of the FY 2018-19 purchase of Sanitation fleet
 - Sanitation, EFM, and Procurement Services are meeting to develop an expedited timeline for City Council consideration
 - Staff anticipates Council consideration by the end of 2018.
- Staff is developing specifications to increase third party maintenance capacity and parts availability with Council consideration anticipated for first quarter of 2019

In summary, fleet availability should improve incrementally over the coming months due to maintenance initiatives and the deployment of newly purchased Sanitation equipment. In the interim, staff will continue to notify affected customers and council members' offices through e-mail, 311, and social media. I am also pleased to report that the changes underway are beginning to yield significant improvements in service; Sanitation Services reported 100 percent collection on all refuse and recycling yesterday, with no delayed routes.

DATE September 21, 2018
SUBJECT **Update on Delayed Garbage and Recycling Collections**

If you have any questions or concerns, please contact my office or Donzell Gipson, Interim Director of Equipment and Fleet Management.



M. Elizabeth Reich
Chief Financial Officer

c: T.C. Broadnax, City Manager
Chris Caso, City Attorney (Interim)
Craig D. Kinton, City Auditor
Billierae Johnson, City Secretary
Preston Robinson, Administrative Judge
Kimberly Bizer Tolbert, Chief of Staff to the City Manager

Joey Zapata, Assistant City Manager
Jon Fortune, Assistant City Manager
Majed A. Al-Ghafry, Assistant City Manager
Nadia Chandler Hardy, Assistant City Manager and Chief Resilience Officer
Directors and Assistant Directors

Memorandum



CITY OF DALLAS

DATE September 21, 2018

TO Honorable Mayor and Members of the City Council

SUBJECT **Bond Program Project Management**

BACKGROUND

On November 7, 2017, Dallas voters approved ten bond propositions for public purposes totaling \$1,050,000,000.00. Each proposition consists of individual projects to be funded and completed over a five-year period. To deliver the bond program projects, and to provide delivery, cost-effective execution at all phases of projects on-time, under budget, and best value engineering, the City Manager's Office recommended the utilization of the services of a Program Manager to support and augment staff, as needed.

On June 12, 2018, AECOM/ AZTECA JV was selected to negotiate for the Program Manager services and to provide staff augmentation for projects included in Propositions A and D with a combined approximate total project value of \$323 Million.

In addition, McKissack-AZ&B JV, LLC was selected to negotiate for the Program Manager services and to provide staff augmentation for projects included in Proposition B and C with a combined approximate total project value of \$266 Million.

Also, Lockwood Andrews & Newman, Inc. (LAN) was selected to negotiate for the Program Manager services for projects included in Proposition E, F, G, and H with a combined approximate total project value of \$51 Million.

The Park and Recreation Board was briefed on the Program Manager recommendations on Thursday, September 20, 2018, and the Mobility Solutions, Infrastructure and Sustainability Committee will be briefed on Monday, September 24, 2018.

SCOPE OF WORK

The scope of services for the Program Manager includes serving as an extension of City staff in reviewing and tracking the design and the construction documents, staff augmentation for project management in some propositions, project budget, and schedule tracking through the TRIRIGA software and City website.

FINANCING

2017 Bond Funds \$7,514,491.04 for AECOM/ AZTECA JV
2017 Bond Funds \$6,426,901.23 for McKissack-AZ&B JV, LLC
2017 Bond Funds \$1,039,348.00 for Lockwood Andrews & Newman, Inc.

DATE September 21, 2018
SUBJECT Bond Program Project Management

ESTIMATED SCHEDULE

Begin staff support and augmentation for design	October 2018
Complete staff augmentation for construction	December 2022

M/WBE Participation

The Office of Business Diversity has worked diligently with the Bond Program Office to ensure, not only that the M/WBE goals were met, but to also include diverse teams on the bond program projects. This agenda includes 3 addendum items for a four-year consultant contract to manage various aspects of the bond program which include: street projects, city facilities, and park infrastructure. We are pleased to announce that, in addition to each item exceeding the M/WBE goal of 36.30%, 2 of the 3 teams are joint ventures; one of which is a 100% minority joint venture. Finally, through a joint venture, we were able to introduce one new firm that has never done business with the City of Dallas. These three items total \$14.98M with an overall M/WBE participation of \$9.79M or 65.33%.

Please feel free to contact me if you have any questions or concerns.



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

c: T.C. Broadnax, City Manager
Chris Caso, City Attorney (I)
Craig D. Kinton, City Auditor
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M. Elizabeth Reich, Chief Financial Officer
Directors and Assistant Directors

Memorandum



CITY OF DALLAS

DATE September 21, 2018

TO Honorable Mayor and Members of the City Council

SUBJECT **HOME PROGRAM DEOBLIGATION AND REPAYMENT**

This memorandum serves to provide information regarding the HOME Investment Partnership Program (HOME) funds for the following matters:

- **commitment and expenditure deadlines that the Department of Housing and Neighborhood Revitalization (Housing) is at risk of not meeting;**
- **the amount of HOME funds that are subject to de-obligation and repayment;**
- **the reasons for the Department's inability to commit and expend funds timely; and**
- **Housing's plan of action to ensure HOME funds are committed and expended timely.**

Overview of Regulations and Commitment/Expenditure Shortfall

As a participating jurisdiction of HOME funding, the City of Dallas is subject to numerous regulations related to these federal funds. Specifically related to commitment and expenditure of HOME funds, Housing is required to commit and expend funds in a timely manner. The City was notified by HUD that (1) \$1,242,443.26 is subject to de-obligation (i.e. returned to the federal treasury) for not meeting the expenditure deadline; (2) \$620,389.65 in Community Housing Development Organization (CHDO) reservations is subject to de-obligation for not meeting the commitment deadline; and (3) the City must repay \$356,833.50 to the City's local HOME trust fund account with non-federal funds.

Expenditure Deadline Shortfall

Housing is to expend its annual allocation of HOME funds within five (5) years of receiving the funds. The 2013 HOME allocation has a balance of \$1,242,443.26 with an expenditure deadline of September 30, 2018 will not be met. The shortfall was attributed to underperforming contracted projects that were delayed for lack of CHDO certification, plans review and permitting, and organizational changes.

Commitment Deadline Shortfall

Housing is to reserve fifteen (15) percent of its annual HOME allocation for award to Community Housing Development Organizations (CHDOs) and commit the funds within 24 months. The 2016 HOME CHDO reservation in the amount of \$620,389.65 with a commitment date of October 31, 2018 will be available in a Request for Proposal process for certified CHDOs. Staff expects to present the proposal recommendations for Council approval on October 24, 2018.

DATE September 21, 2018
SUBJECT HOME PROGRAM DEOBLIGATION AND REPAYMENT

HOME Monitoring and Repayment of Funds

On April 11, 2017, HUD issued a HOME Monitoring Report that included 12 findings related to the City's non-compliance with HOME regulations and impacted the City's ability to make new commitments. Though, eight of the 12 findings have been cleared by HUD, the unresolved findings continue to prevent the City from creating activities and drawing funds for any new HOME-funded projects.

Housing has been working with HUD to respond to each of the findings and has provided supplemental documentation to HUD related to its administration of HOME-funded activities. On September 18, 2018, HUD requested the City to repay \$356,833.50 as corrective action related to one of the findings. After receiving repayment, HUD will then allow new project commitments and draws.

Strategic Plan and Implementation

Housing has already developed and begun implementing a strategy that will guide it in committing and expending HOME funds in a timely manner and in compliance with HOME regulations. This plan and strategy includes:

- On August 30, 2018, Housing issued a Notice of Funding Availability (NOFA) for its New Construction and Substantial Rehabilitation Program. The City anticipates funding numerous HOME-eligible projects through the NOFA and will underwrite each project prior to award;
- Housing will undergo a reorganization that will align staff positions with priorities of the comprehensive housing policy and create an organizational structure where compliance is prioritized; and
- Housing is developing a better project management system that will allow staff to identify underperforming projects sooner so that staff can work with the developer or contractor to identify reasons for the underperformance and resolve the issues or seek approval to reallocate funding from the underperforming contracts.



David Noguera
Housing & Neighborhood Revitalization

c: T.C. Broadnax, City Manager
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Directors and Assistant Directors

Memorandum



CITY OF DALLAS

DATE September 21, 2018

TO Honorable Mayor and Members of the City Council

SUBJECT **M/WBE Participation for September 26, 2018 Council Agenda**

For your information staff is providing you with the summary below of M/WBE participation for the voting items scheduled for the September 26, 2018 Council Agenda. **The total contract award amount, consisting of 18 agenda items and 4 addendum items*, is \$121.12M, with an overall M/WBE participation of \$26.46M or 21.85%.** As a reminder, the current M/WBE goals are:

Architecture & Engineering 25.6%	Construction 25.0%	Professional Services 36.3%	Other Services 23.8%	Goods 18.0%
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Highlighted Items

Availability & Disparity Study

As previously discussed the Office of Business Diversity will begin the A&D study in October of this year. As a reminder, the sunset goal for the existing M/WBE goals is September 30, 2020. The study will begin next month and will take approximately 18 months.

Agenda Item No 39 Authorize a two-year service contract in the amount of \$401K to perform an availability and disparity study for the Office of Business Diversity. **This item includes participation from three M/WBE vendors, resulting in 32.17% M/WBE participation on a 23.80% goal.**

2017 Bond Program

The Office of Business Diversity has worked diligently with the Bond Program Office to ensure, not only that the M/WBE goals were met, but to also include diverse teams on the bond program projects. This agenda includes 3 addendum items for a four-year consultant contract to manage various aspects of the bond program which include: street projects, city facilities, and park infrastructure. We are pleased to announce that, in addition to each item exceeding the M/WBE goal of 36.30%, 2 of the 3 teams are joint ventures; one of which is a 100% minority joint venture. Finally, through a joint venture, we were able to introduce one new firm that has never done business with the City of Dallas. **These three items total \$14.98M with an overall M/WBE participation of \$9.79M or 65.33%.** The details are below:

Addendum Item File ID No 18-777* Authorize a four-year consultant contract in the amount of \$7.51M for program management and staff augmentation to complete the 2017 Bond Program projects for Streets and Transportation, and Flood Control and Storm Drainage. **This item includes participation from four M/WBE vendors, resulting in 36.47% M/WBE participation on a 36.30% goal.**

DATE
SUBJECT

September 21, 2018
September 26, 2018 Council Agenda M/WBE Participation Overview

Addendum Item File ID No 18-937* Authorize a four-year consultant contract in the amount of \$1.04M for program management and staff augmentation to complete the 2017 Bond Program vertical projects for the City's Library Facilities, Cultural and Performing Arts Facilities, Public Safety Facilities and other City Facilities for the vertical projects. **This item includes participation from four M/WBE vendors, resulting in 59.66% M/WBE participation on a 36.30% goal.**

Addendum Item File ID No 18-939* Authorize a four-year consultant contract in the amount of \$6.43M for design, construction, and staff augmentation support to complete the 2017 Bond Program vertical projects for City parks and Fair Park. **This item includes participation from two M/WBE vendors, resulting in 100.00% M/WBE participation on a 36.30% goal.**

For voting items scheduled on the September 26, 2018 Council Agenda, **the Office of Business Diversity (OBD) has identified 16 new prime contractors that have never done business with the City.** These new companies are a result of OBD's continued effort to increase opportunity and competition through the expansion of the outreach program. We continue to make consistent progress on diversity participation across City contracting opportunities.

** Addendum Item numbers are not final at the time this memo is finalized.*

Please feel free to contact me if you have any questions or should you require additional information.



Zarin D. Gracey
Interim Managing Director
Office of Business Diversity

c: T.C. Broadnax, City Manager
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M. Elizabeth Reich, Chief Financial Officer
Directors and Assistant Directors

Memorandum



CITY OF DALLAS

DATE September 21, 2018

TO Honorable Mayor and Members of the City Council

SUBJECT **Texas Municipal League (TML) Annual Conference and Exhibition**

The Texas Municipal League's (TML) Annual Conference and Exhibition is taking place October 10th – 12th, 2018 at the Fort Worth Convention Center, 1201 Houston St, Fort Worth, TX 76102. Registration for the conference is required.

Per City of Dallas Administrative Directive 4-7, Authorization and Reimbursement for Out-of-Town Travel and Related Expenses, lodging expenses cannot be reimbursed by the City for this event. Specifically, because the event is taking place within Tarrant County, and Tarrant County is within the Consolidated Metropolitan Statistical Area (CMSA), travel expenses will not be reimbursed, although mileage or parking may still apply.

In addition, we have arranged an informal dinner between the Dallas City Council and the Fort Worth City Council, which will be held on Thursday, October 11th at 8:00 pm at Joe T. Garcia's, 2201 N Commerce St, Fort Worth, TX 76164. We will reach out to your offices shortly to determine your availability to attend. Please note that you do not have to register for the conference to attend this dinner.

If you have any questions about the TML Conference, please contact Brett Wilkinson, Managing Director, Office of Strategic Partnerships and Government Affairs, brett.wilkinson@dallascityhall.com or Clifford Sparks, State Legislative Director, clifford.sparks@dallascityhall.com.

Kimberly Bizer Tolbert
Chief of Staff to the City Manager

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