

Memorandum



CITY OF DALLAS

DATE February 25, 2022

TO Honorable Mayor and Members of the City Council

SUBJECT **Budget Accountability Report – December 2021**

Please find attached the December Budget Accountability Report (BAR) based on information through December 31. You may view all published reports on the [Financial Transparency website](#).

In this report, you will notice that our current forecast for General Fund revenues is \$9.1 million better than budget. While several revenues are slipping, sales taxes are making up for them. For the first three months of the fiscal year, we have realized sales tax receipts that are \$12.2 million better than we anticipated. We are working with our contract economist to update our sales tax forecast for the remainder of the fiscal year and will share that information with you at a future date.

This is offset by our current forecast for General Fund expenses which is \$7.9 million over budget. One of the issues affecting expenses is uniform overtime. Last month, the departments had not yet revised the forecasts to reflect recent experience, and thus the uniform overtime line-item was expected to come in on budget. However, now the Dallas Police Department and Dallas Fire-Rescue have forecast overtime to be a combined \$17.8 million over budget at the end of the fiscal year. DFR forecasts overtime to be \$11.6 million over-budget, while DPD forecasts overtime to be \$6.2 million over-budget. DFR's increased overtime spending is primarily the result of hire-backs needed to maintain minimum staffing levels to cover for higher attrition than anticipated and numerous firefighters required to quarantine for COVID-19. DPD's increased overtime spending is primarily to support 911, street racing, and COVID-19 activities.

If you have any questions, please contact Jack Ireland, Director of Budget and Management Services.

Handwritten signature of M. Elizabeth Reich in blue ink.

M. Elizabeth Reich
Chief Financial Officer

[Attachment]

- c: T.C. Broadnax, City Manager
Chris Caso, City Attorney
Mark Swann, City Auditor
Billieae Johnson, City Secretary
Preston Robinson, Administrative Judge
Kimberly Bizer Tolbert, Deputy City Manager
Jon Fortune, Deputy City Manager
- Majed A. Al-Ghafry, Assistant City Manager
M. Elizabeth (Liz) Cedillo-Pereira, Assistant City Manager
Robert Perez, Interim Assistant City Manager
Carl Simpson, Interim Assistant City Manager
Genesis D. Gavino, Chief of Staff to the City Manager
Directors and Assistant Directors

BUDGET ACCOUNTABILITY REPORT

As of December 31, 2021



Prepared by Budget & Management Services

1500 Marilla Street, 4FN
Dallas, TX 75201

214-670-3659
financialtransparency.dallascityhall.com

EXECUTIVE SUMMARY

Financial Forecast Report

Operating Fund	Year-End Forecast vs. Budget	
	Revenues	Expenses
General Fund	✓	✓
Aviation	✓	✓
Convention and Event Services	5% under budget	5% under budget
Development Services	✓	✓
Municipal Radio	17% under budget	✓
Sanitation Services	✓	✓
Storm Drainage Management	✓	✓
Dallas Water Utilities	✓	✓
Bond and Construction Management	8% under budget	8% under budget
Equipment and Fleet Management	✓	✓
Express Business Center	✓	6% under budget
Information Technology	✓	✓
Radio Services	✓	✓
9-1-1 System Operations	✓	✓
Debt Service	✓	✓

✓ YE forecast within 5% of budget

Dallas 365

Year-to-Date

✓ 22
On Target

! 6
Near Target

✗ 7
Not on Target

Year-End Forecast

✓ 31
On Target

! 3
Near Target

✗ 1
Not on Target

Budget Initiative Tracker

● 1
Complete

! 0
At Risk

✓ 34
On Track

✗ 0
Canceled

FINANCIAL FORECAST REPORT

The Financial Forecast Report (FFR) provides a summary of financial activity through December 31, 2021, for the General Fund and other annual operating funds of the City. The Adopted Budget column reflects the budget adopted by City Council on September 22, 2021, effective October 1, 2021, through September 30, 2022. The Amended Budget column reflects City Council-approved transfers between funds and programs, department-initiated transfers between expense objects, approved use of contingency, and other amendments supported by revenue or fund balance.

Year-to-date (YTD) actual amounts represent revenue or expenses/encumbrances that have occurred through the end of the most recent accounting period. Departments provide the year-end (YE) forecast, which projects anticipated revenues and expenditures as of September 30, 2022. The variance is the difference between the FY 2021-22 amended budget and the YE forecast. Variance notes are provided when the YE forecast is +/- five percent of the amended budget and/or if YE expenditures are forecast to exceed the amended budget.

General Fund Overview

The General Fund overview provides a summary of financial activity through December 31, 2021.

	FY 2021-22 Adopted Budget	FY 2021-22 Amended Budget	YTD Actual	YE Forecast	Variance
Beginning Fund Balance	\$272,058,286	\$272,058,286		\$272,058,286	\$0
Revenues	1,535,018,900	1,535,018,900	454,318,510	1,544,139,689	9,120,789
Expenditures	1,535,018,900	1,535,018,900	346,979,496	1,542,912,750	7,893,850
Ending Fund Balance	\$272,058,286	\$272,058,286		\$273,285,225	\$1,226,939

Fund Balance. As of December 31, 2021, the beginning fund balance for the adopted and amended budget and YE forecast reflects the FY 2020-21 unaudited unassigned ending fund balance as projected during budget development (July 2021). The ending fund balance for the adopted and amended budget does not reflect changes in encumbrances or other balance sheet accounts. We anticipate updates to the beginning fund balance after the FY 2020-21 audited statements become available in April 2022.

Revenues. Through December 31, 2021, General Fund revenues are projected to be \$9,121,000 over budget. Sales tax revenue is projected to be \$12,173,000 over budget based on actual collection trends three months into the fiscal year. This is partially offset by declines in charges for services, fines and forfeitures, and miscellaneous traffic impact fees, which are projected to be \$2,955,000 under budget, collectively.

Expenditures. Through December 31, 2021, General Fund expenditures are projected to be \$7,894,000 over budget due to uniform overtime expenses, contractual services, and a reduction in anticipated reimbursements, partially offset by salary savings from vacant uniform and non-uniform positions across all General Fund departments.

FY 2021-22 Financial Forecast Report

GENERAL FUND REVENUE

Revenue Category		FY 2021-22 Adopted Budget	FY 2021-22 Amended Budget	YTD Actual	YE Forecast	Variance
1	Property Tax	\$876,483,968	\$876,483,968	\$287,856,393	\$876,483,968	\$0
2	Sales Tax	344,283,066	344,283,066	\$100,963,851	\$356,456,314	12,173,248
3	Franchise and Other	117,599,602	117,599,602	\$21,722,262	\$117,613,443	13,841
4	Charges for Services	108,668,947	108,668,947	\$35,177,746	\$107,546,789	(1,122,158)
5	Fines and Forfeitures	26,390,716	26,390,716	\$4,814,357	\$25,102,929	(1,287,787)
6	Operating Transfers In	32,918,730	32,918,730	\$0	\$32,918,730	0
7	Intergovernmental	13,101,905	13,101,905	\$240,843	\$13,062,198	(39,707)
8	Miscellaneous	8,877,610	8,877,610	\$2,316,360	\$8,332,072	(545,538)
9	Licenses and Permits	5,844,356	5,844,356	\$1,114,994	\$5,773,242	(71,114)
10	Interest	850,000	850,000	\$111,703	\$850,004	4
	Total Revenue	\$1,535,018,900	\$1,535,018,900	\$454,318,510	\$1,544,139,689	\$9,120,789

VARIANCE NOTES

General Fund revenue variance notes are provided below for revenue categories with YE forecast variances of +/- five percent and revenue with an amended budget.

2 Sales Tax. Revenue is forecast to be \$12,173,000 over budget based on actual collection trends three months into the fiscal year.

4 Charges for Services. Charges for services are projected to be \$1,122,000 under budget primarily due to decline in parking meter usage compared to same month last year (variability based on local economy).

5 Fines and Forfeitures. Fines and forfeitures are projected to be \$1,288,000 under budget primarily due to decline in parking fine activity.

8 Miscellaneous. Miscellaneous revenues are projected to be \$546,000 under budget primarily due to delay in finalizing the review process for new adopted fees for traffic impact related to transportation.

FY 2021-22 Financial Forecast Report

GENERAL FUND EXPENDITURES

	Expenditure Category	FY 2021-22 Adopted Budget	FY 2021-22 Amended Budget	YTD Actual	YE Forecast	Variance
	Non-uniform Pay	\$260,333,866	\$259,445,026	\$50,785,496	\$252,009,541	(\$7,435,485)
	Non-uniform Overtime	6,826,827	6,826,827	2,602,818	8,299,636	1,472,809
	Non-uniform Pension	35,609,192	35,609,192	7,122,177	35,165,536	(443,656)
	Uniform Pay	496,243,907	497,132,747	109,059,230	485,725,172	(11,407,575)
	Uniform Overtime	35,775,121	35,775,121	14,392,786	53,572,223	17,797,102
	Uniform Pension	171,394,327	171,394,327	38,603,688	172,079,542	685,215
	Health Benefits	73,731,868	73,731,868	13,525,720	73,731,868	0
	Workers Comp	10,115,891	10,115,891	0	10,115,891	0
	Other Personnel Services	12,262,614	12,262,614	2,476,640	12,000,642	(261,972)
1	Total Personnel Services	\$1,102,293,613	\$1,102,293,613	\$238,568,556	\$1,102,700,051	\$406,438
2	Supplies	75,425,847	75,418,007	18,337,051	76,708,794	1,400,993
3	Contractual Services	433,322,701	433,525,887	90,168,405	436,410,210	2,845,823
4	Capital Outlay	11,677,806	11,482,460	1,411,430	11,568,138	13,972
5	Reimbursements	(87,701,067)	(87,701,067)	(1,505,946)	(84,474,443)	3,226,624
	Total Expenditures	\$1,535,018,900	\$1,535,018,900	\$346,979,496	\$1,542,912,750	\$7,893,850

VARIANCE NOTES

General Fund expenditure variance notes are provided below for expenditure categories with YE forecast variances of +/- five percent. The Amended Budget column reflects department-initiated transfers between expense objects.

1 Personnel Services. Personnel services are forecast to be \$406,000 over budget primarily due to uniform overtime expenses for DPD (\$6,180,000) and DFR (\$11,617,000), which are partially offset by salary savings associated with vacant uniform and non-uniform positions across General Fund departments.

FY 2021-22 Financial Forecast Report

GENERAL FUND EXPENDITURES

#	Expenditure by Department	FY 2021-22 Adopted Budget	FY 2021-22 Amended Budget	YTD Actual	YE Forecast	Variance
1	Arts and Culture	\$21,337,590	\$21,337,590	\$13,136,666	\$21,203,183	(\$134,407)
2	Budget and Management Services	4,512,904	4,512,904	927,966	4,512,904	0
3	Building Services	24,356,319	24,356,319	6,446,799	24,338,877	(17,442)
4	City Attorney	17,814,203	17,814,203	4,179,919	17,814,203	0
5	City Auditor	3,048,254	3,048,254	557,619	2,929,754	(118,500)
6	City Controller	7,764,698	7,764,698	1,778,430	7,461,306	(303,392)
7	Independent Audit	745,429	745,429	0	745,429	0
8	City Manager	2,933,212	2,933,212	681,210	2,933,212	0
9	City Secretary	3,050,306	3,050,306	772,157	3,044,423	(5,883)
10	Elections	104,713	104,713	24,809	104,713	0
11	Civil Service	3,021,703	3,021,703	492,860	2,868,778	(152,925)
12	Code Compliance	35,032,924	35,032,924	7,243,063	34,798,354	(234,570)
13	Court and Detention Services	24,077,721	24,077,721	4,926,337	23,745,538	(332,183)
14	Jail Contract	9,450,527	9,450,527	0	9,450,527	0
15	Dallas Animal Services	16,068,520	16,068,520	3,569,328	15,739,745	(328,775)
16	Dallas Fire-Rescue	335,699,096	335,699,096	80,853,752	344,484,575	8,785,479
17	Dallas Police Department	565,934,568	565,934,568	129,294,094	568,279,687	2,345,119
18	Data Analytics and Business Intelligence	3,988,372	3,988,372	725,087	3,912,257	(76,115)
19	Economic Development	3,252,177	3,252,177	795,167	3,250,124	(2,053)
20	Housing and Neighborhood Revitalization	3,825,426	3,825,426	472,296	3,717,187	(108,239)
21	Human Resources	7,199,251	7,199,251	1,715,731	7,199,251	0
22	Judiciary	3,675,924	3,675,924	900,492	3,658,087	(17,837)
23	Library	32,917,306	32,917,306	6,681,005	32,570,800	(346,506)
	Management Services					
24	311 Customer Service Center	5,079,860	5,079,860	1,558,612	5,079,860	0
25	Communications, Outreach, and Marketing	2,330,867	2,330,867	390,636	2,295,871	(34,996)
26	Community Care	9,204,147	9,204,147	1,318,073	9,204,147	0
27	Community Police Oversight	630,129	630,129	90,111	574,890	(55,239)
28	Emergency Management	1,130,290	1,130,290	211,436	1,130,290	0
29	Environmental Quality and Sustainability	4,255,762	4,255,762	1,449,551	4,035,509	(220,253)
30	Equity and Inclusion	2,644,998	2,644,998	598,878	2,513,830	(131,168)
31	Government Affairs	914,383	914,383	197,916	839,848	(74,535)
32	Historic Preservation	755,602	755,602	151,203	747,067	(8,535)
33	Homeless Solutions	11,913,143	11,913,143	1,225,866	11,913,143	0
34	Integrated Public Safety Solutions	4,969,809	4,969,809	497,352	4,611,606	(358,203)
35	Small Business Center	2,454,801	2,454,801	237,098	2,454,801	0
36	Mayor and City Council	5,351,007	5,351,007	1,297,821	5,305,094	(45,913)
37	Non-Departmental	115,542,145	115,542,145	3,769,230	115,542,145	0
38	Park and Recreation	99,627,169	99,627,169	20,840,178	99,627,169	0
39	Planning and Urban Design	4,209,553	4,209,553	1,284,126	4,258,374	48,821
40	Procurement Services	3,082,909	3,082,909	673,393	2,967,028	(115,881)
41	Public Works	76,357,799	76,357,799	36,820,494	76,295,781	(62,018)
42	Transportation	45,249,577	45,249,577	8,192,737	45,249,577	0
	Total Departments	\$1,525,515,093	\$1,525,515,093	\$346,979,496	\$1,533,408,943	\$7,893,850
43	Financial Reserves	0	0	0	0	0
44	Liability/Claims Fund Transfer	4,483,807	4,483,807	0	4,483,807	0
45	Salary and Benefit Stabilization	5,020,000	5,020,000	0	5,020,000	0
	Total Expenditures	\$1,535,018,900	\$1,535,018,900	\$346,979,496	\$1,542,912,750	\$7,893,850

VARIANCE NOTES

General Fund variance notes are provided below for departments with YE forecast variances of +/- five percent, amended budgets, or YE forecasts projected to exceed budget.

11 Civil Service. CVS is projected to be \$153,000 under budget primarily due to salary savings associated with seven vacant positions.

16 Dallas Fire-Rescue. DFR is projected to be \$8,785,000 over budget primarily due to uniform overtime (\$11,617,000) expenses as a result of the surge in COVID-19 quarantines, higher than anticipated attrition, prolonged training timelines to enter new members to the field, and higher than anticipated light duty injuries.

17 Dallas Police Department. DPD is projected to be \$2,345,000 over budget primarily due to higher than anticipated expenses related to the Real-Time Crime Center, a reduction in reimbursements, and increased uniform overtime (\$6,180,000) which are partially offset by salary savings associated with vacant uniform and non-uniform positions.

27 Community Police Oversight. OCPO is projected to be \$55,000 under budget primarily due to salary savings associated with two vacant positions.

29 Environmental Quality and Sustainability. OEQS is projected to be \$220,000 under budget primarily due to salary savings associated with 13 vacant positions, which is partially offset by decreased reimbursements from Water Utilities and Storm Drainage Management.

30 Equity and Inclusion. OEI is projected to be \$131,000 under budget primarily due to salary savings associated with four vacant positions.

31 Government Affairs. OGA is projected to be \$75,000 under budget primarily due to salary savings associated with three vacant positions.

34 Integrated Public Safety Solutions. IPSS is projected to be \$358,000 under budget primarily due to salary savings associated with six vacant positions.

39 Planning and Urban Design. PUD is projected to be \$49,000 over budget primarily due to an anticipated reduction in reimbursements due to various projects not meeting the criteria for TIF reimbursement.

FY 2021-22 Financial Forecast Report

ENTERPRISE FUNDS

Department	FY 2021-22 Adopted Budget	FY 2021-22 Amended Budget	YTD Actual	YE Forecast	Variance
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1 AVIATION

Beginning Fund Balance	\$15,319,809	\$15,319,809		\$15,319,809	\$0
Total Revenues	142,389,852	142,389,852	\$41,762,029	\$142,389,852	0
Total Expenditures	142,389,852	142,389,852	\$25,928,588	\$142,389,852	0
Ending Fund Balance	\$15,319,809	\$15,319,809		\$15,319,809	\$0

2 CONVENTION AND EVENT SERVICES

Beginning Fund Balance	\$39,553,867	\$39,553,867		\$39,553,867	\$0
Total Revenues	100,819,948	100,819,948	13,084,872	95,400,070	(5,419,878)
Total Expenditures	100,819,948	100,819,948	16,406,206	95,400,070	(5,419,878)
Ending Fund Balance	\$39,553,867	\$39,553,867		\$39,553,867	\$0

3 DEVELOPMENT SERVICES

Beginning Fund Balance	\$48,987,040	\$48,987,040		\$48,987,040	\$0
Total Revenues	33,476,527	33,476,527	8,414,216	33,476,527	0
Total Expenditures	38,383,670	38,383,670	8,287,460	38,383,670	0
Ending Fund Balance	\$44,079,897	\$44,079,897		\$44,079,897	\$0

4 MUNICIPAL RADIO

Beginning Fund Balance	\$355,950	\$355,950		\$355,950	\$0
Total Revenues	1,861,000	1,861,000	390,590	1,550,690	(310,310)
Total Expenditures	1,815,740	1,815,740	598,988	1,768,518	(47,222)
Ending Fund Balance	\$401,210	\$401,210		\$138,122	(\$263,088)

5 SANITATION SERVICES

Beginning Fund Balance	\$16,465,593	\$16,465,593		\$16,465,593	\$0
Total Revenues	137,982,207	137,982,207	35,752,367	136,240,865	(1,741,342)
Total Expenditures	139,536,992	139,536,992	25,856,150	139,536,992	0
Ending Fund Balance	\$14,910,808	\$14,910,808		\$13,169,466	(\$1,741,342)

6 STORM DRAINAGE MANAGEMENT—DALLAS WATER UTILITIES

Beginning Fund Balance	\$10,386,150	\$10,386,150		\$10,386,150	\$0
Total Revenues	69,314,586	69,314,586	17,764,197	69,314,586	0
Total Expenditures	69,314,586	69,314,586	7,439,007	69,314,586	0
Ending Fund Balance	\$10,386,150	\$10,386,150		\$10,386,150	\$0

7 WATER UTILITIES

Beginning Fund Balance	\$108,890,415	\$108,890,415		\$108,890,415	\$0
Total Revenues	713,732,650	713,732,650	183,862,353	713,732,650	0
Total Expenditures	722,432,650	722,432,650	134,648,830	722,432,650	0
Ending Fund Balance	\$100,190,415	\$100,190,415		\$100,190,415	\$0

FY 2021-22 Financial Forecast Report

INTERNAL SERVICE FUNDS

Department	FY 2021-22 Adopted Budget	FY 2021-22 Amended Budget	YTD Actual	YE Forecast	Variance
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8 BOND AND CONSTRUCTION MANAGEMENT

Beginning Fund Balance	(\$1,173,960)	(\$1,173,960)		(\$1,173,960)	\$0
Total Revenues	23,065,518	23,065,518	370,375	21,129,578	(1,935,940)
Total Expenditures	23,065,518	23,065,518	7,004,302	21,129,578	(1,935,940)
Ending Fund Balance	(\$1,173,960)	(\$1,173,960)		(\$1,173,960)	\$0

9 EQUIPMENT AND FLEET MANAGEMENT

Beginning Fund Balance	\$10,625,614	\$10,625,614		\$10,625,614	\$0
Total Revenues	55,306,860	55,306,860	4,418,874	57,010,925	1,704,065
Total Expenditures	56,541,723	56,541,723	10,795,916	58,245,305	1,703,582
Ending Fund Balance	\$9,390,751	\$9,390,751		\$9,391,234	\$483

10 EXPRESS BUSINESS CENTER

Beginning Fund Balance	\$4,666,187	\$4,666,187		\$4,666,187	\$0
Total Revenues	2,593,790	2,593,790	706,978	2,595,822	2,032
Total Expenditures	2,323,978	2,323,978	990,505	2,176,052	(147,926)
Ending Fund Balance	\$4,935,999	\$4,935,999		\$5,085,957	\$149,958

11 INFORMATION TECHNOLOGY

Beginning Fund Balance	\$7,697,728	\$7,697,728		\$7,697,728	\$0
Total Revenues	99,176,891	99,176,891	23,245,356	99,190,920	14,029
Total Expenditures	99,176,891	99,176,891	42,190,711	99,096,518	(80,373)
Ending Fund Balance	\$7,697,728	\$7,697,728		\$7,792,130	\$94,402

12 RADIO SERVICES

Beginning Fund Balance	\$517,133	\$517,133		\$517,133	\$0
Total Revenues	13,248,650	13,248,650	2,810,168	13,248,671	21
Total Expenditures	13,248,650	13,248,650	4,242,718	13,238,508	(10,142)
Ending Fund Balance	\$517,133	\$517,133		\$527,296	\$10,163

FY 2021-22 Financial Forecast Report

OTHER FUNDS

Department	FY 2021-22 Adopted Budget	FY 2021-22 Amended Budget	YTD Actual	YE Forecast	Variance
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13 9-1-1 SYSTEM OPERATIONS

Beginning Fund Balance	\$4,180,269	\$4,180,269		\$4,180,269	\$0
Total Revenues	12,017,444	12,017,444	2,589,720	12,142,239	124,795
Total Expenditures	14,341,472	14,341,472	6,196,119	14,764,016	422,544
Ending Fund Balance	\$1,856,241	\$1,856,241		\$1,558,492	(\$297,749)

14 DEBT SERVICE

Beginning Fund Balance	\$66,867,697	\$66,867,697		\$66,867,697	\$0
Total Revenues	345,529,961	345,529,961	105,044,380	345,529,962	0
Total Expenditures	348,776,403	348,776,403	0	348,776,403	0
Ending Fund Balance	\$63,621,256	\$63,621,256		\$63,621,256	\$0

15 EMPLOYEE BENEFITS

City Contributions	99,503,000	99,503,000	21,988,643	99,503,000	\$0
Employee Contributions	40,959,071	40,959,071	11,658,066	40,959,071	0
Retiree	27,867,000	27,867,000	4,303,933	27,867,000	0
Other	0	0	3,783	3,783	3,783
Total Revenues	168,329,071	168,329,071	37,954,425	168,332,854	3,783
Total Expenditures	176,549,294	176,549,294	31,542,425	176,549,294	0

Note: FY 2021-22 YE forecast reflects claim expenses expected to occur in the fiscal year. Fund balance (not included) reflects incurred but not reported (IBNR) claims.

16 RISK MANAGEMENT

Worker's Compensation	14,085,135	14,085,135	187,493	14,085,135	\$0
Third Party Liability	11,688,742	11,688,742	4,500,294	11,688,742	0
Purchased Insurance	11,096,779	11,096,779	1,300	11,096,779	0
Interest and Other	0	0	8,355	8,355	8,355
Total Revenues	36,870,656	36,870,656	4,697,441	36,879,011	8,355
Total Expenditures	52,064,548	52,064,548	13,132,163	52,064,548	0

Note: FY 2021-22 YE forecast reflects claim expenses expected to occur in the fiscal year. Fund balance (not included) reflects the total current liability for Risk Management (worker's compensation/liability/property insurance).

VARIANCE NOTES

The Enterprise, Internal Service, and Other Funds summaries include the beginning fund balance with the YE revenue and expenditure forecasts. As of December 31, 2021, the beginning fund balance for the adopted and amended budgets and YE forecast represents the FY 2020-21 unaudited projected ending fund balance and does not reflect additional YE savings. We anticipate adjustments to the FY 2021-22 amended beginning fund balance after FY 2020-21 audited statements become available in April 2022. Variance notes are provided below for funds with a YE forecast variance of +/- five percent, YE forecast projected to exceed budget, or projected use of fund balance.

2 Convention and Event Services. CCT revenues are projected to be \$5,420,000 under budget due to cancellations and rescheduling of various events as a result of COVID-19. CCT expenses are also projected to be \$5,420,000 under budget primarily due to a reduction in payments to VisitDallas, Spectra Venue Management, and costs that would have been incurred for now-canceled events.

4 Municipal Radio. WRR revenues are projected to be \$310,000 under budget primarily due to declines in arts-related advertising revenues. WRR anticipates using fund balance to offset lost revenue. A request for proposal (RFP) for private management of station programming is currently being negotiated. Arts and Culture (OAC) anticipates a February 2022 presentation to the Quality of Life, Arts, and Culture Committee in partnership with the preferred vendor.

8 Bond and Construction Management. BCM revenues and expenses are projected to be \$1,936,000 under budget primarily due to salary savings associated with 46 vacant positions. BCM charges each capital project budget for project implementation costs. Savings in actual implementation expenses result in fewer charges to the capital project.

9 Equipment and Fleet Management. EFM expenses are projected to be \$1,704,000 over budget due to an unanticipated increase in fuel prices. EFM revenues are projected to be \$1,704,000 over budget to reflect increased charges to customer departments.

10 Express Business Center. EBC expenses are projected to be \$110,000 under budget due to salary savings associated with three vacant positions.

13 9-1-1 System Operations. 911 expenses are projected to be \$423,000 over budget primarily due to costs associated with the transition of the 911 call centers from an analog network to a digital network (ESINet). 911 anticipates using fund balance to cover the increased expense.

FY 2021-22 Financial Forecast Report

GENERAL OBLIGATION BONDS**2017 Bond Program**

Proposition		Authorized by Voters	ITD Appropriations	ITD Expenditures	Current Encumbered	Unencumbered
A	Street and Transportation	\$533,981,000	\$419,861,470	\$157,935,838	\$89,315,100	\$172,610,531
B	Park and Recreation Facilities	261,807,000	234,143,026	133,745,972	20,542,432	79,854,622
C	Fair Park	50,000,000	42,889,098	28,300,443	1,337,789	13,250,866
D	Flood Protection and Storm Drainage	48,750,000	35,546,268	7,326,678	8,634,615	19,584,976
E	Library Facilities	15,589,000	15,589,000	14,797,027	327,152	464,821
F	Cultural and Performing Arts Facilities	14,235,000	14,102,088	10,212,351	3,197,328	692,409
G	Public Safety Facilities	32,081,000	29,897,353	17,975,778	7,224,002	4,697,572
H	City Facilities	18,157,000	15,423,904	6,150,494	1,495,955	7,777,455
I	Economic Development	55,400,000	46,367,495	17,682,500	11,429,616	17,255,379
J	Homeless Assistance Facilities	20,000,000	16,978,370	2,270,068	1,660,445	13,047,857
Total		\$1,050,000,000	\$870,798,072	\$396,397,149	\$145,164,435	\$329,236,488

2012 Bond Program

Proposition		Authorized by Voters	ITD Appropriations	ITD Expenditures	Current Encumbered	Unencumbered
1	Street and Transportation Improvements	\$260,625,000	\$265,630,488	\$249,319,775	\$10,733,345	\$5,577,368
2	Flood Protection and Storm Drainage Facilities	326,375,000	326,375,000	214,086,458	85,197,070	27,091,472
3	Economic Development	55,000,000	55,000,000	36,667,280	6,049,484	12,283,236
Total		\$642,000,000	\$647,005,488	\$500,073,512	\$101,979,900	\$44,952,076

2006 Bond Program

Proposition		Authorized by Voters	ITD Appropriations	ITD Expenditures	Current Encumbered	Unencumbered
1	Street and Transportation Improvements	\$390,420,000	\$406,490,554	\$384,262,898	\$16,405,398	\$5,822,258
2	Flood Protection and Storm Drainage Facilities	334,315,000	342,757,166	282,005,965	14,784,453	45,966,748
3	Park and Recreation Facilities	343,230,000	353,343,060	344,532,497	2,157,258	6,653,304
4	Library Facilities	46,200,000	48,318,600	47,447,913	93,988	776,699
5	Cultural Arts Facilities	60,855,000	63,821,447	62,696,798	20,773	1,103,876
6	City Hall, City Service and Maintenance Facilities	34,750,000	36,216,478	25,311,608	1,738,872	9,165,998
7	Land Acquisition Under Land Bank Program	1,500,000	1,500,000	1,474,169	0	25,831
8	Economic Development	41,495,000	45,060,053	41,859,178	1,153,500	2,047,376
9	Farmers Market Improvements	6,635,000	6,933,754	6,584,013	12	349,728
10	Land Acquisition in the Cadillac Heights Area	22,550,000	22,727,451	11,302,124	264,221	11,161,107
11	Court Facilities	7,945,000	8,146,606	7,711,456	125,525	309,625
12	Public Safety Facilities and Warning Systems	63,625,000	66,072,938	64,822,297	6,299	1,244,342
Total		\$1,353,520,000	\$1,401,388,107	\$1,280,010,915	\$36,750,300	\$84,626,891

Note: The tables above reflect expenditures and encumbrances recorded in the City's financial system of record. They do not include commitments that have not yet been recorded in the system, such as amounts recently approved by City Council.

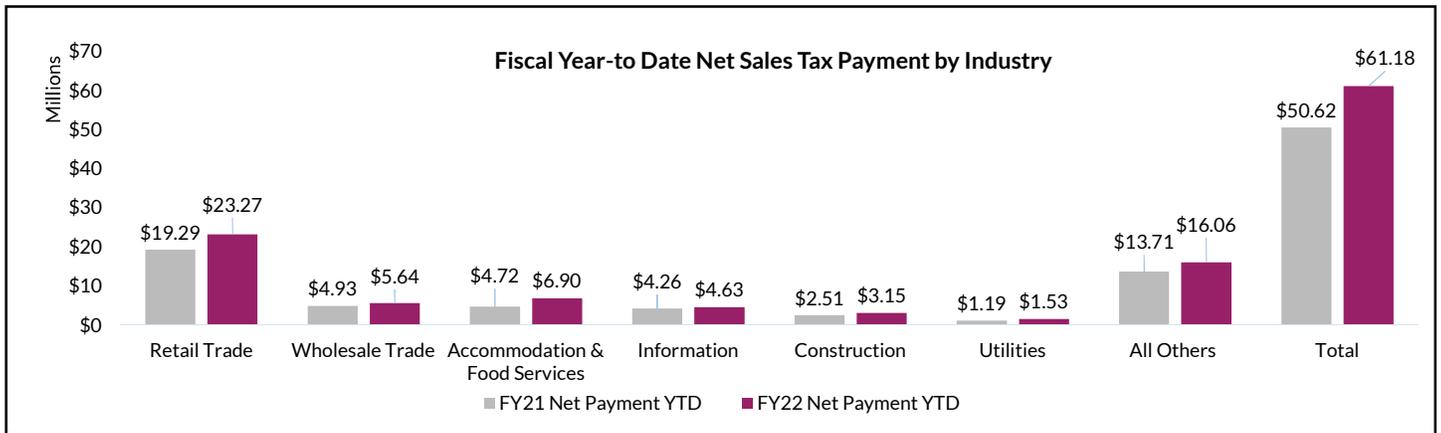
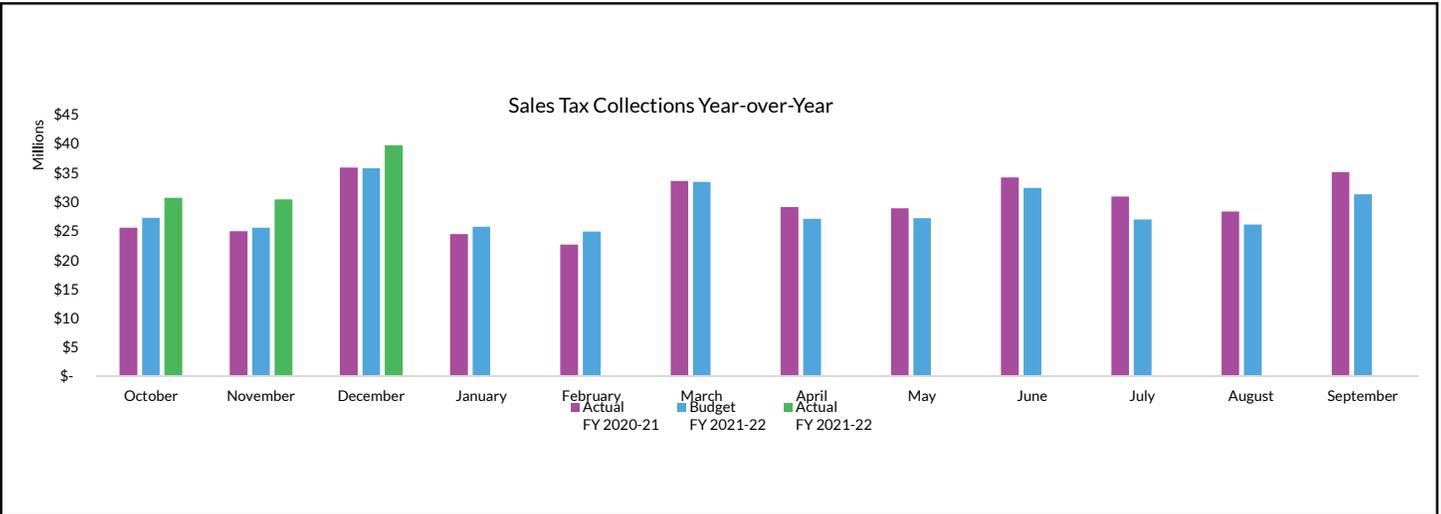
FY 2021-22 Financial Forecast Report

ECONOMIC INDICATORS

Sales Tax

The current sales tax rate is 8.25 percent—6.25 percent goes to the state, one percent to the City, and one percent to DART. In FY 2020-21, the City received \$354,287,642 in sales tax revenue. In FY 2021-22, the City budgeted \$344,283,066. As of December 31, 2021, the sales tax forecast is \$356,456,314. We will update the forecast throughout the year as additional information becomes available.

The charts in this section provide more information about sales tax collections. The Sales Tax Industry data lags a month behind the total Sales Tax Collections actuals.



Note: Net sales tax payments by industry do not include the City's self-reported sales tax numbers.

FY 2021-22 Financial Forecast Report

ECONOMIC INDICATORS

Year-over-Year Change in Sales Tax Collections		
Industry	November FY22 over November FY21	FYTD22 over FYTD21
Retail Trade	17%	21%
Wholesale Trade	19%	14%
Accommodation and Food Services	52%	46%
Information	0%	9%
Construction	29%	25%
Utilities	32%	28%
All Others	25%	17%
Total Collections	22%	21%

Retail Trade. Includes establishments engaged in selling (retailing) merchandise, generally without transformation, and rendering services incidental to the sale of merchandise. The retailing process is the final step in the distribution of merchandise, so retailers are organized to sell merchandise in small quantities to the general public.

Wholesale Trade. Includes establishments engaged in wholesaling merchandise, generally without transformation, and rendering services incidental to the sale of merchandise. Wholesalers are organized to sell or arrange the purchase or sale of (a) goods for resale to other wholesalers or retailers, (b) capital or durable nonconsumer goods, and (c) raw and intermediate materials and supplies used in production.

Accommodation and Food Services. Includes establishments providing customers with lodging and/or preparing meals, snacks, and beverages for immediate consumption.

Information. Includes establishments engaged in (a) producing and distributing information and cultural products, (b) providing the means to transmit or distribute these products as well as data or communications, and (c) processing data.

Construction. Includes establishments primarily engaged in the construction of buildings or engineering projects (e.g. highways and utility systems). Establishments primarily engaged in the preparation of sites for new construction or in subdividing land for sale as building sites are also included in this sector.

Utilities. Includes establishments providing electric power, natural gas, steam supply, water supply, and sewage removal.

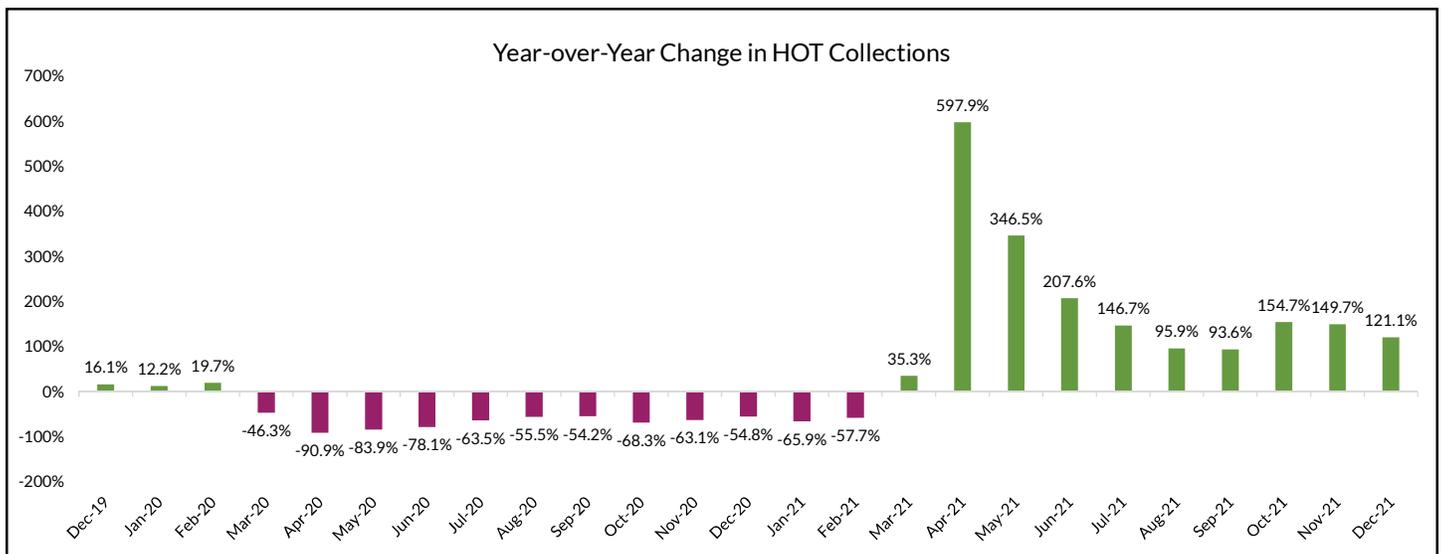
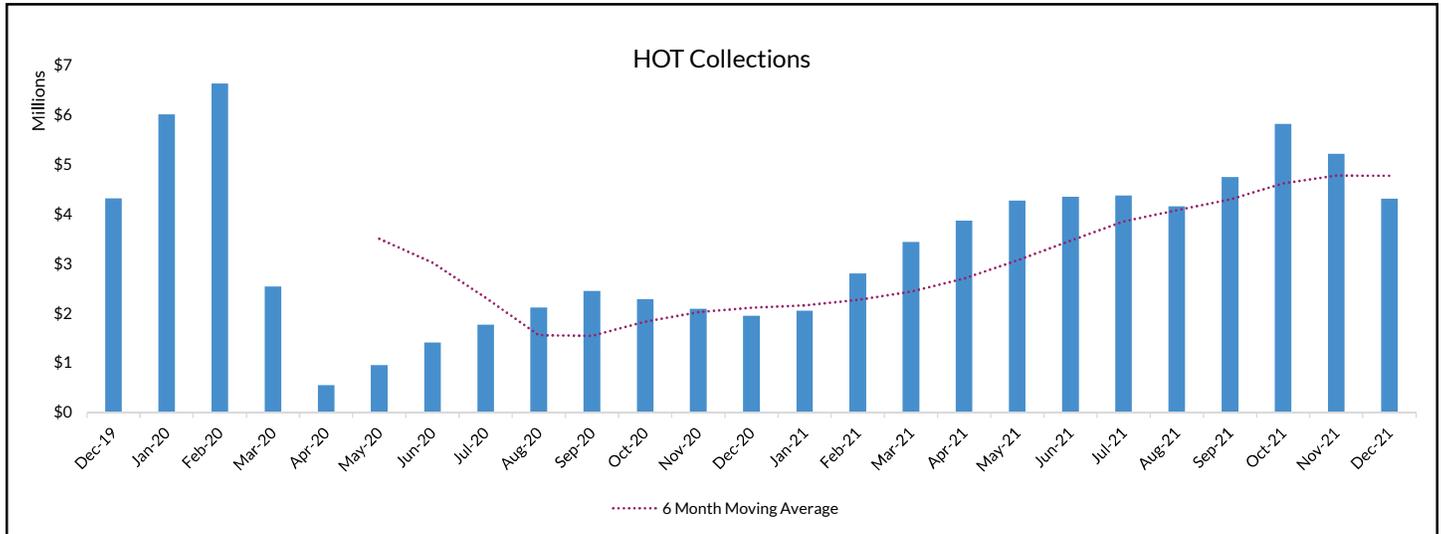
All Others. Includes but is not limited to manufacturing, professional and business services, financial activities, education and health services, and natural resources and mining.

FY 2021-22 Financial Forecast Report

ECONOMIC INDICATORS

Hotel Occupancy Tax

The City collects hotel occupancy taxes (HOT) on hotel, motel, bed and breakfast, and short-term rentals in the city limits. The HOT rate in Dallas is 13 percent of the cost of the room (not including food served or personal services not related to cleaning and readying the space for the guest)—six percent goes to the state, and seven percent goes to the City. HOT is the largest single revenue source for the Kay Bailey Hutchison Convention Center, and data is typically updated every two months.



FY 2021-22 Financial Forecast Report

ECONOMIC INDICATORS

Convention Center Event Bookings

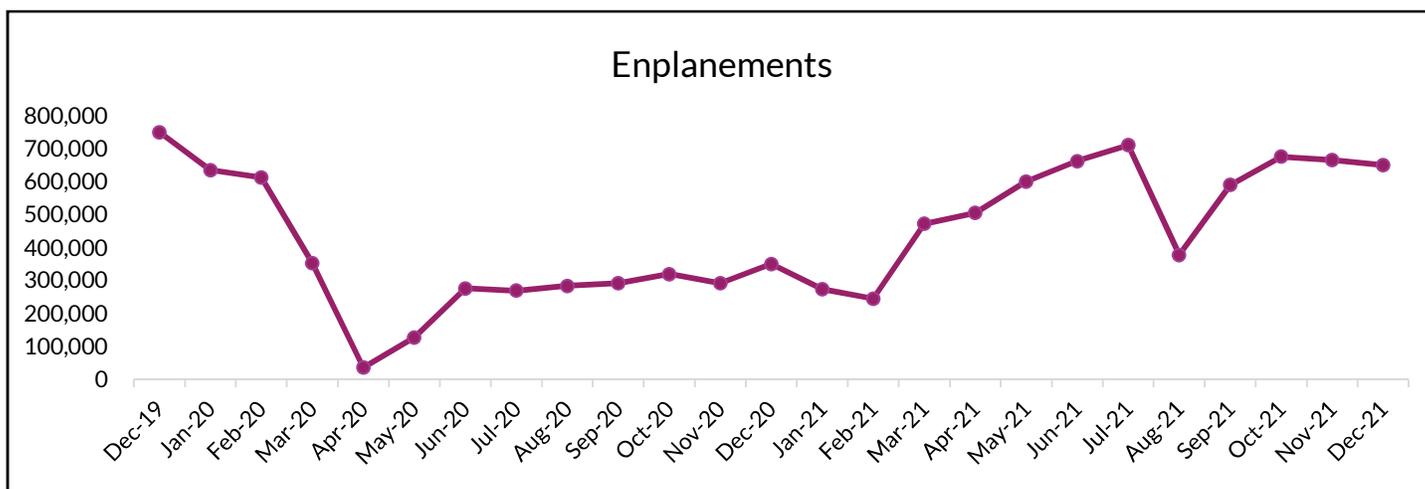
The table below lists the number of actual, planned, and forecast events at the KBHCCD for the last three fiscal years. Please note if no event takes place, it results in an equal reduction in revenue and expenses.

	FY20 Actual	FY21 Actual	FY22 Planned	FY22 Actual/Forecast*
October	6	3	9	6
November	11	1	5	6
December	5	2	11	6
January	13	1	6	8
February	12	0	10	8
March	1	2	4	7
April	1	1	5	4
May	0	6	3	4
June	0	7	9	5
July	0	7	3	1
August	0	4	3	6
September	0	5	5	3
Total	49	39	73	64

* Due to shifts in cancellations and rescheduling, FY22 actuals for prior months may be updated.

Love Field Enplanements

An enplanement is when a revenue-generating passenger boards an aircraft. Enplanements are the most important air traffic metric because enplaned passengers directly or indirectly generate 80 percent of Aviation revenues. Typically, Aviation generates only 20 percent of total operating revenues from non-passenger-related activities.

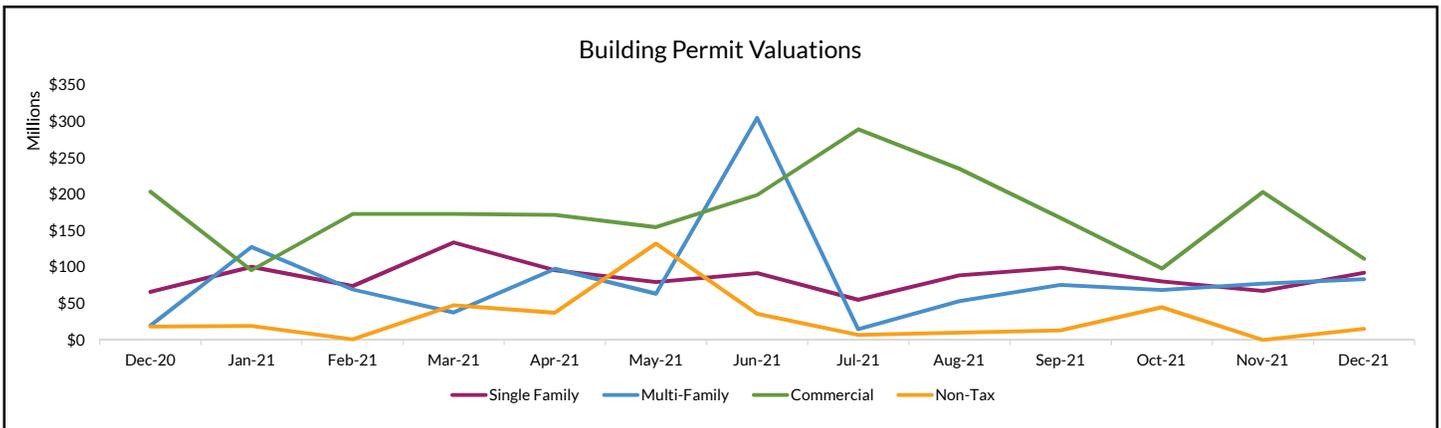
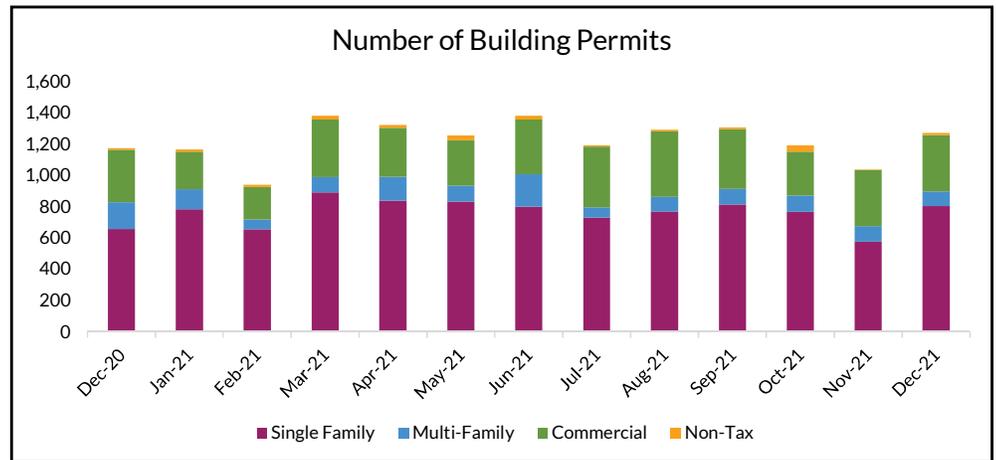


FY 2021-22 Financial Forecast Report

ECONOMIC INDICATORS

Building Permits

Building permits (required for all construction in Dallas) can provide insight into upcoming activity in the housing market and other areas of the economy. Permits are a key indicator of the confidence developers have in the economy; likewise, a decline can indicate developers do not anticipate economic growth in the near future. In some cities, this measure may be a leading indicator of property tax value growth, but in Dallas, the property tax forecast model includes other variables like wage/job growth, housing supply, gross domestic product, population, vacancy rates, and others.



DALLAS 365

The Dallas 365 initiative aligns 35 key performance measures to our eight strategic priorities. The department responsible for each measure is noted at the end of the measure's description, and last year's performance is included if available. If FY 2020-21 data is not available, N/A is listed.

Year-to-date (YTD) and year-end (YE) targets are presented for each measure. YTD targets may vary based on seasonality of the work. Each month, we compare 1) the YTD target with the actual performance for the current reporting period and 2) the YE target with the department's forecasted performance as of September 30, 2022.

Measures are designated "on target" (green) if actual YTD performance is equal to or greater than the YTD target. If actual YTD performance is within five percent of the YTD target, it is "near target" (yellow). Otherwise, the measure is designated "not on target" (red). The same methodology applies to YE forecasts. Variance notes are provided for each red measure.



#	Measure	FY 2020-21 Actual	YTD Target	YTD Actual	YE Target	YE Forecast
Economic Development						
1	Percentage of inspections performed next day, as requested (Development Services)	N/A	98.0%	98.4%	98.0%	98.5%
2*	Average number of days to complete permit application prescreen (Development Services)	N/A	5	3	5	5
3	Percentage of City spend with vendors located in Dallas (Small Business Center)	N/A	40.0%	42.2%	40.0%	40.0%
4	Percentage of certified M/WBE spend with vendors located in Dallas (Small Business Center)	81.7%	65.0%	72.5%	65.0%	65.0%
Environment & Sustainability						
5	Percentage of annual Comprehensive Environmental and Climate Action Plan (CECAP) milestones completed (Office of Environmental Quality & Sustainability)	92.7%	14.6%	2.3%	92.0%	92.0%
6	Percentage of on-time bulk & brush collections (Sanitation Services)	N/A	99.9%	99.9%	99.9%	99.9%
7	Residential recycling diversion rate (Sanitation Services)	18.3%	18.9%	18.8%	19.0%	19.0%

* For most measures, high values indicate positive performance, but for these measures, the reverse is true.

FY 2021-22 Dallas 365

#	Measure	FY 2020-21 Actual	YTD Target	YTD Actual	YE Target	YE Forecast
Government Performance & Financial Management						
8	Percentage of invoices paid within 30 days (City Controller's Office)	85.5%	90.0%	88.3%	90.0%	90.0%
9	Percentage of vehicles receiving preventive maintenance on schedule (Equipment & Fleet Management)	88.3%	85.0%	87.1%	85.0%	92.4%
10	Percentage of 311 calls answered within 90 seconds (311 Customer Service Center)	28.1%	75.0%	30.2%	75.0%	59.8%
11	Percentage decrease in preventable city vehicle and equipment incidents (Office of Risk Management)	N/A	-1.0%	15.8%	-3.3%	-1.0%
Housing & Homeless Solutions						
12	Percentage of development funding contributed by private sources (Housing & Neighborhood Revitalization)	78.0%	60.0%	49.2%	60.0%	60.0%
13	Percentage of unduplicated persons placed in permanent housing who remain housed after six months (Office of Homeless Solutions)	90.8%	85.0%	90.7%	85.0%	85.0%
14	Percentage of beds utilized under the Pay-to-Stay program (Office of Homeless Solutions)	N/A	75.0%	71.4%	80.0%	80.0%
Public Safety						
15	Percentage of EMS responses within nine minutes or less (Dallas Fire-Rescue)	89.7%	90.0%	86.8%	90.0%	86.8%
16	Percentage of first company responses to structure fires within five minutes and 20 seconds of dispatch (NFPA Standard 1710) (Dallas Fire-Rescue)	83.9%	90.0%	89.1%	90.0%	89.1%
17*	Crimes against persons (per 100,000 residents) (Dallas Police Department)	2,085.6	2,000.0	2,223.7	2,000.0	2,044.7
18	Percentage of responses to Priority 1 calls within eight minutes or less (Dallas Police Department)	54.4%	60.0%	87.6%	60.0%	88.2%
19	Percentage of 911 calls answered within 10 seconds (Dallas Police Department)	65.9%	90.0%	93.5%	90.0%	91.4%
20	Complaint resolution rate (Office of Community Police Oversight)	86.8%	70.0%	88.4%	70.0%	70.0%
21	Percentage of crisis intervention calls handled by the RIGHT Care team (Office of Integrated Public Safety Solutions)	43.4%	50.7%	52.2%	80.0%	80.0%

* For most measures, high values indicate positive performance, but for these measures, the reverse is true.

FY 2021-22 Dallas 365

#	Measure	FY 2020-21 Actual	YTD Target	YTD Actual	YE Target	YE Forecast
Quality of Life, Arts, & Culture						
22	Percentage of litter and high weed service requests closed within SLA (Code Compliance)	74.6%	65.0%	84.3%	65.0%	83.3%
23	Percentage increase in dogs and cats fostered (Dallas Animal Services)	N/A	5.0%	60.2%	5.0%	5.0%
24	Percentage of technology devices checked out monthly (Hotspots and Chromebooks) (Library)	58.4%	75.0%	80.7%	75.0%	75.0%
25	Satisfaction rate with library programs (Library)	N/A	93.0%	99.1%	93.0%	93.0%
26	Percentage of cultural services funding to ALAANA (African, Latinx, Asian, Arab, Native American) artists and organizations (Office of Arts & Culture)	31.2%	26.0%	26.2%	30.0%	30.0%
27	Average number of recreation programming hours per week (youth, seniors, and athletic leagues) (Park & Recreation)	N/A	1,604	1,492	1,604	1,604
28	Participation rate at late-night Teen Recreation (TRec) sites (Park & Recreation)	11.9%	80.0%	63.2%	80.0%	80.0%
Transportation & Infrastructure						
29	Percentage of bond appropriations awarded (ITD) (Bond & Construction Management)	88.7%	73.0%	72.8%	90.0%	90.0%
30	Planned lane miles improved (837 of 11,770 miles) (Public Works)	90.8%	4.0%	5.5%	100.0%	100.0%
31	Percentage of potholes repaired within 3 days (Public Works)	100.0%	98.0%	99.1%	98.0%	99.0%
32	Percentage of signal malfunction responses within 120 minutes (Transportation)	94.3%	91.0%	92.7%	91.0%	91.0%
33	Percentage of faded long line pavement marking miles improved (612 of 1,223 miles) (Transportation)	N/A	10.2%	10.3%	50.0%	50.1%
Workforce, Education, & Equity						
34	Percentage increase in the number minutes of original multicultural and multilingual content (on public, educational, and government) compared to FY 2020-21 (Communications, Outreach, & Marketing)	57.0%	25%	468.4%	25%	25%
35	Number of WIC clients receiving nutrition services (Office of Community Care)	N/A	62,000	63,682	62,000	62,000

* For most measures, high values indicate positive performance, but for these measures, the reverse is true.

FY 2021-22 Dallas 365

VARIANCE NOTES

5 As of December 2021, 44% of the 263 milestones are ongoing and will be completed in the 4th quarter. Many of the projects in the workplan are still in the development phase and implementation has been delayed. Activity is expected to increase as the fiscal year proceeds. OEQ anticipates the 92% target will be met.

10 311 lowered its average wait time by 56 seconds from November to December and anticipates a continued reduction in wait times as additional agents are released from training. 311 will continue to focus its efforts on filling vacancies and training staff. Additionally, 311 is awaiting an ITS upgrade to activate courtesy callback software features to improve service. The callback feature is estimated to roll out in June 2022.

11 The increase in preventable City equipment incidents is mainly from three departments (DPD, DFR, and PBW). Backing, turning when unsafe, and driver inattention were the top 3 causes of incidents. ORM will continue to identify causes and provide recommendations to address incidents.

12 One project (Armonia Apartments) has been approved this fiscal year. This project will not strongly impact the overall percentage of developer funding by the end of the fiscal year. The next project in the NOFA process is in the underwriting stage. Additionally, a new application was received in January for a 300-unit mixed income rental project, which staff will review in the coming months.

17 DPD strives to ensure that all crime against persons is reduced to less than 2000 crimes per 100,00 residents. Crime is increasing nationwide, and we continue to see a reduction in crimes against persons in Dallas. The Chief's Crime Reduction Plan is a multi-pronged approach to crime reduction.

27 No programming at select facilities due to closures from storm damage, renovations, and pandemic/staffing. The damages suffered from the 2021 Winter Storm forced the closure or temporary closures of numerous facilities: Samuell Grand, Dr. Martin Luther King Jr., Eloise Lundy and the Teen Tech Center either eliminated or severely reduced the ability to provide programming. Temporary facility closures due to COVID19 outbreaks also hampered PRK's ability to offer programming.

28 TRec participation is impacted by holidays, inclement weather, school season/schedule, and the pandemic. PKR anticipates an increase in participation during peak and summer months.

BUDGET INITIATIVE TRACKER

The Budget Initiative Tracker reports on 35 activities included in the FY 2021-22 budget. For each initiative included in this report, you will find the initiative number, title, description, status, and measure. At the end of each description, the responsible department is listed. Each month, the responsible department provides a current status for the initiative and indicates whether the initiative is “complete” (blue circle), “on track” for completion by the end of the fiscal year (green check mark), “at risk” of not being completed by the end of the fiscal year (yellow exclamation mark), or “canceled” (red x).



In the Spotlight

Communications, Outreach, and Marketing is in the Spotlight this month for its efforts to increase language access, particularly for Spanish speakers. Since last year, the video production team has simulcast City Council meetings with Spanish captions, both streaming online and on Dallas City Television. Since



the language access team formed and partnered with the video production unit, COM has also been producing outstanding original Spanish language content, like the Budget 101 videos debuted last summer. This team works hand in hand with departments to create engaging community outreach materials for audiences that primarily speak Spanish, going beyond captioning or translation, and producing original Spanish language content. Most recently, COM debuted the One Dallas Update, a weekly city news wrap-up in both English and Spanish, using Spanish-speaking on-air talent reading from original Spanish scripts. Big thanks to the COM language access and video production teams for these achievements in equity and inclusion; we can't wait to watch what you do next!

FY 2021-22 Budget Initiative Tracker

ECONOMIC DEVELOPMENT**1 Economic Development Entity** ✓

INITIATIVE Launch the economic development entity called for in the Economic Development Policy with \$7 million over 3 years to pay formation costs and hire staff to begin the entity's business and real estate development work, after which it will be self sustaining. In FY 2021-22, ECO will spend \$2 million to launch operations, hire a new Economic Development Corporation Director, develop a 3-year work plan, and develop an operational budget for Year 2 and Year 3. (ECO)

STATUS The Taskforce has held meetings to discuss bylaws, certificate of formation, interlocal agreement, economic development incentive policy, and the board nomination process. On November 1, ECO briefed the Economic Development Committee on the Economic Development Corporation (EDC) formation documents. Full council consideration of the EDC has been postponed until January 2022 with additional council briefings scheduled.

2 Small Business Center ✓

INITIATIVE Establish a Small Business Center focused on business diversity, including the Minority/Women-owned Business Enterprises program, workforce development and reentry services, and entrepreneurship to support local businesses. (ECO)

STATUS SBC has hired a Director and will be posting jobs for two divisional managers in January 2022. Listening sessions hosted by City Council representatives for each district are in progress to analyze existing and necessary resources as requested by small businesses.

ENVIRONMENT & SUSTAINABILITY**3 Sanitation Collection** ✓

INITIATIVE Keep Dallas a safe, clean, and beautiful place to live by improving trash, recycling, and brush and bulky trash service delivery, including increasing employee pay to attract enough staff to meet our requirements and creating an outreach/compliance division to strengthen customer experience. (SAN)

STATUS SAN residential collection services have shown improvements from FY 2020-21. The number of missed garbage and recycling service calls in October and November 2021 decreased approximately 15% from the same months of the prior year. The on-time brush and bulky waste service also reached the 99.9% target in the first two months of FY 2021-22.

The pay increase for truck drivers, heavy equipment operators, and crew leaders was implemented in July 2021. SAN saw a 12.5% increase in the number of filled truck driver positions at the beginning of FY 2021-22; however the number has plateaued and is still about 10 percent short from the goal of 240. Sanitation continues to hold weekly interviews and job offers are extended the same day for truck driver positions.

SAN is in the hiring process for the Outreach and Enforcement Team Manager position. Once that position is hired, the hiring process for the Inspector positions will start immediately.

4 Air Quality Monitors ✓

INITIATIVE Install \$1 million worth of additional Air Quality Monitors around the city to collect data on air quality and inform policy decisions affecting residents' health and quality of life. (OEQS)

STATUS OEQS staff are working with the Office of Procurement Services and have issued a request for bid for the air quality monitoring equipment. Bids are due in January 2022 with an anticipated agenda item for City Council contract approval in March 2022.

FY 2021-22 Budget Initiative Tracker

ENVIRONMENT & SUSTAINABILITY**5 Solar Energy Initiative** 

INITIATIVE Invest \$1.5 million in FY 2021-22 and \$500,000 in FY 2022-23 for a solar energy initiative, to install solar panels, energy efficient lighting, and retrofit controls at City facilities. (BSD)

STATUS Approximately \$1.5 million in energy efficiency and solar panel installation projects are in development and anticipated to be reviewed by the Environmental Commission in February 2022 and Environment and Sustainability Committee in March 2022 in advance of City Council consideration of contracts in March/April 2022.

6 Comprehensive Food & Urban Agriculture Plan 

INITIATIVE Prioritize Dallas communities' access to healthy, local food by contributing \$200,000 to implement a Comprehensive Food & Urban Agriculture Plan in collaboration with external stakeholders. (OEQS)

STATUS OEQS staff have initiated efforts under the contract for the Comprehensive Food & Urban Agriculture Plan and have been in contact with internal/external stakeholders to identify key project priorities. External community engagement activities are planned for early March 2022. OEQS staff are also working with the City's internal Food Equity group towards identifying and working together on one or more pilot projects in spring 2022.

7 Branch Out Dallas 

INITIATIVE Relaunch Branch Out Dallas to provide 2,500 native trees to residents to plant in yards across Dallas helping to reduce heat island effect and stormwater runoff to our drainage system. (SDM)

STATUS The City held the FY 2021-22 Branch Out Dallas event on November 6, 2021 and distributed 2,500 trees across the City for residential properties. The FY 2022-23 activities are currently being planned and will be provided in Spring 2023.

8 Water Distribution System 

INITIATIVE Enhance monitoring for lead and copper in the water distribution system and develop a plan to educate and support customers in regulatory-driven programs for lead and copper monitoring within schools, childcare centers, and public spaces. In FY 2021-22, DWU will hire two FTEs and spend approximately \$75,000 to develop an outreach plan and procedures to sample both schools and day care operations; develop a data management and reporting procedure to comply with the new regulations; and, begin initial sampling in the second quarter of 2022 with a goal of 50 sites sampled by September 30, 2022. (DWU)

STATUS The Water Quality Group has determined the total number of schools and daycare centers that will be impacted by the new Lead and Copper Rule Revision: 389 Public and Charter Schools, 73 Private Schools and 412 Childcare and Daycare Centers. DWU is currently reclassifying two existing vacant positions with an anticipated hire date in March 2022.

FY 2021-22 Budget Initiative Tracker

GOVERNMENT PERFORMANCE & FINANCIAL MANAGEMENT

9 Equipment and Fleet

INITIATIVE Achieve a state of good repair in five years for all City fleet vehicles, including sanitation trucks, fire apparatus, police cruisers, and heavy vehicles used by Public Works and Dallas Water Utilities by investing \$75 million for the purchase of replacement and additional fleet and equipment. (EFM, SDM, DWU, and SAN)

STATUS: The FY 2021-22 fleet acquisition is currently underway for five departments including 418 vehicles on order with a replacement cost of approximately \$29 million.

10 Data Analytics

INITIATIVE Harness the power of data to increase transparency and accountability by adding six new positions to the Office of Data Analytics & Business Intelligence, investing in the City's Data Inventory, and embracing data-driven decision making across our organization. (DBI)

STATUS DBI is conducting interviews for one Data Scientist and three Data Science Analyst positions. Staff expect to fill these four roles by the end of January 2022.

11 Total Compensation Study

INITIATIVE Invest in our City employees and improve recruiting and retention of high-caliber and diverse employees by continuing to implement the Total Compensation Study and ensuring competitive pay. (HR)

STATUS Phase one of the compensation study was completed in 2021. Phase two will begin in late January 2022 and will be focused on moving positions that were not able to be moved to market in phase one and beginning the review to address internal pay compression.

HOUSING & HOMELESSNESS SOLUTIONS

12 Addressing Homelessness

INITIATIVE Contribute \$25 million to leverage an additional \$47 million in public and private investment for an overall \$72 million program that employs housing navigation services, landlord incentives, rental subsidies, move-in kits, and case management to reduce and prevent homelessness, in partnership with Dallas County, the Dallas Housing Authority, the Metro Dallas Homeless Alliance, and other cities in Dallas County. The program will be implemented from FY 2021-22 through FY 2023-24. It is anticipated approximately 1,000 individuals will be housed in the first year and a total of 2,762 individuals housed by the end of September 2023. The third year of the program will be focused solely on providing rental assistance and case management to those individuals housed in FY 2021-22 and FY 2022-23. (OHS)

STATUS From October 2021 to December 2021, the Dallas Real Time Rapid Rehousing Initiative housed 64 households. Of this, 55% of the households consist of adults with children and 45% are adults only. OHS is partnering with Metro Dallas Homeless Alliance (MDHA) to launch the encampment decommissioning effort to offer individuals in established encampments housing solutions.

13 Affordable Housing Units

INITIATIVE Incentivize developers to build affordable housing by subsidizing \$10 million worth of water and sewer infrastructure required for up to 250 new affordable single-family and 1,000 multifamily units over the life of the program (based on the mix of projects and the amount of funding requested). The program will be implemented from FY2021-22 to FY 2023-24 with new units projected in years 2 and 3 due to construction timelines. (HOU)

STATUS HOU is implementing this new funding along with other measures through the existing Notice of Funding Availability. HOU anticipates bringing the first project to the City Council for approval in January 2022 for water infrastructure related to the development of 125 for-sale single family homes.

FY 2021-22 Budget Initiative Tracker

HOUSING & HOMELESSNESS SOLUTIONS**14 Preservation of Affordable Housing** 

INITIATIVE Devote \$11.3 million for the preservation of affordable housing and investment in water and sewer infrastructure in qualified census tracts. In FY 2021-22, HOU will spend \$2 million for neighborhood infrastructure and \$2 million to preserve 20 housing units. (HOU)

STATUS In December, City Council approved the program design to use ARPA funding for home repairs and infrastructure improvements within specific qualified neighborhoods in Dallas. Staff are currently engaged in the hiring process, as well as communications and outreach planning. Application launch is tentatively scheduled for spring 2022.

PUBLIC SAFETY**15 Police Response Times** 

INITIATIVE Improve response times to high priority calls by hiring 250 police officers to end FY 2021-22 at 3,155 police officers, and by continuing to implement the recommendations of the KPMG efficiency study. (DPD)

STATUS DPD readjusted staffing at all patrol divisions for optimized efficiency in order to help better answer the call volume at each division. DPD continues to proactively recruit and hire to meet the FY 2021-22 hiring goal and end the fiscal year with 3,155 officers. Year to date in FY 2021-22, 35 sworn officers have been hired. In December, 24 recruits graduated the academy and are currently in field training.

16 911 Response 

INITIATIVE Answer 90 percent of 911 calls within 10 seconds by adding 911 call takers and dispatchers and increasing pay to improve talent acquisition and retention. (DPD)

STATUS The December service level was 97.6 percent, with an average answer time of 3 seconds. DPD currently has 92 call takers and 29 trainees, making the 911 Call Center staffed at 86 percent.

17 RIGHT Care 

INITIATIVE Mitigate behavioral health crises and avoid unnecessary arrests and hospitalizations by adding \$2 million to double the number of RIGHT Care teams from five to ten. (IPSS)

STATUS The RIGHT Care team performance continues to excel as it becomes more established. 52.2 percent of crisis intervention calls were handled by RIGHT Care team as of December 30. An additional team was added to the program in December 2021 for a total of seven teams, so that each police division within the city has a designated team. IPSS anticipates a continual increase in the number of calls handled by the RIGHT Care Team. Three additional teams (one support team and two overnight teams) are planned to be implemented by March 2022.

18 Street Racing Remediation 

INITIATIVE Address city wide speeding and unsafe drivers with \$500,000 for traffic calming in neighborhoods and \$200,000 for a street racing remediation pilot project. (TRN)

STATUS In December, street racing remediation measures such as raised pavement markers and ceramic buttons were completed at five additional locations for a total of ten locations year to date. Traffic calming modifications such as speed cushions have been completed at three locations; modifications at six more locations are currently in progress. The Jefferson Temporary Road Diet Demonstration Project has progressed. Construction drums and arrow/message boards that created the lane reduction road diet have been removed, and the task force has been presented with study findings and recommendations. Follow up meetings with the task force have been planned to further inspect raw traffic data.

FY 2021-22 Budget Initiative Tracker

PUBLIC SAFETY**19 Non-Emergency Enforcement** ✓

INITIATIVE Alleviate Police Department call volume by transferring non-emergency calls such as handicapped/fire lane parking enforcement and street blockage clearance from DPD to the Department of Transportation. (DPD and TRN)

STATUS As of December, candidates for the Operation Manager and Supervisor positions have been selected, and HR Compensation is working on the position description for Manager-Parking Enforcement position. In order to accommodate staff, service vehicles, and guest parking, options for a larger facility are being sought out. Real Estate will meet with TRN in January to review facility options. Traffic Control Safety training with DPD was completed in December and additional trainings are expected to be scheduled. Both departments anticipate a transition date of late July 2022.

21 Tornado Warning Sirens ✓

INITIATIVE Improve tornado warning siren coverage by purchasing and installing 10 additional sirens for a total of 178 sirens citywide. (OEM)

STATUS The 10 new potential siren locations have been identified and the process to get the sites approved by Oncor and the Department of Public Works is making progress. An Oncor project manager will be assigned in January 2022 and will review and approve the sites. Once the sites are approved for installation, materials will be ordered and the vendor can begin work.

20 Single-Role Paramedic Program ✓

INITIATIVE Develop and pilot a new Single-Role Paramedic Program to introduce a new career path within Dallas Fire-Rescue to better meet workload demands and calls for medical service. (DFR)

STATUS DFR has identified the rescue vehicles for the pilot program and solicited volunteers from current paramedics. The pilot program is on track to begin in February 2022.

22 Emergency Preparedness ✓

INITIATIVE Prepare for emergency situations that may require sheltering through the purchase and installation of eight generators in City facilities and the purchase of six mobile "power packs" that can be used to provide warming or cooling for up to a 5,000 square foot facility. (BSD and OEM)

STATUS City Council approved the purchase of the eight generators in September 2021 and they are currently being manufactured. The January 12 City Council agenda includes a contract for electrical upgrades, site work, and installation of the generators at the eight facilities. BSD anticipates installations to be completed by spring 2022. OEM anticipates the six mobile generator kits and components to be delivered by the end of January 2022.

23 City Facility Security Assessment ✓

INITIATIVE In FY 2021-22, initiate \$3.5 million (of \$6.4 million allocated) of high-priority improvements identified through the City Facility Security Assessment including perimeter access control, security camera systems, radio systems, officer shelter space, vehicles access control, panic notification, lighting, weapons screening, security operating center upgrades, security staffing, and intrusion detection. (CTS)

STATUS CTS staff identified existing City contracts that will be utilized to provide estimates for the FY 2021-22 projects. Several vendors have provided cost estimates. Staff is coordinating with impacted departments to develop a schedule for each project. No expenses have been incurred as of December 2021.

FY 2021-22 Budget Initiative Tracker

QUALITY OF LIFE, ARTS, & CULTURE**24 Trail Program** 

INITIATIVE Clean 1,365 unimproved alleys spanning 129 miles and launch a pilot trail program transforming 33 alleys into safe, well-lit trails. (Revised)(PBW)

STATUS As of November 2021, the PBW completed cleanup of 135 alleys. Staff also started contacting HOAs and NAs with alley conversion projects (sidewalks and decomposed granite trails and lighting) but did not receive any feedback. With lack of interest from the HOAs and NAs, Public Works began developing individual resident letters to seek 2/3's resident approval through petition and to identify a champion for a maintenance agreement. Letters are scheduled to be mailed out in December 2021.

25 Library Master Plan 

INITIATIVE Utilize federal ARPA funds to leverage private funds and initiate a new Library master plan. (LIB)

STATUS RFCSP specifications were submitted to Procurement in December 2021 for review and approval. LIB is waiting for feedback and a tentative timeline for proposal posting. The Friends of the Dallas Public Library are prepared to issue payment of matching funds directly to the vendor upon contract execution.

26 White Rock Lake 

INITIATIVE Initiate a Comprehensive Master Plan for White Rock Lake and procure a consultant to provide preliminary engineering to determine a phased approach for the dredging of White Rock Lake. (PKR and DWU)

STATUS The White Rock Lake Dredging Feasibility Study was completed in September 2020. PKR is currently discussing the dredging design with DWU.

27 Wi-Fi at Park Facilities 

INITIATIVE Install Wi-Fi at 63 park facilities. (PKR)

STATUS PKR and ITS plan to meet in January 2022 to kick off and discuss project scope of the WiFi expansion.

FY 2021-22 Budget Initiative Tracker

TRANSPORTATION & INFRASTRUCTURE**28 Sidewalk Master Plan** ✓

INITIATIVE Improve pedestrian mobility by reconstructing and repairing half of the Sidewalk Master Plan's \$30 million priority projects within the next two years. In FY 2021-22, PBW will spend \$9.7 million in bond funds (certificate of obligation and general obligation bonds), and \$0.3 million from the General Fund to complete 28 sidewalk projects, which equates to approximately 20.4 miles of sidewalk improvements. (PBW)

STATUS PBW is on track to complete approximately 20.4 miles of sidewalk improvements by September 2022. Construction has already begun under an existing contract and an additional contract is scheduled for City Council consideration in February 2022.

30 Crosswalks ✓

INITIATIVE In FY 2021-22, spend \$2.5 million (of \$5.0 million allocated) to restripe 540 lane miles and paint 504 crosswalks. (TRN)

STATUS As of December, 126.22 lane miles have been restriped and 259 crosswalks have been painted.

29 Traffic Signals ✓

INITIATIVE Devote \$14 million over three years to leverage over \$50 million in matching federal funds to replace 100 traffic signals as part of our Vision Zero strategy. In FY 2021-22 spend \$2 million to design 50 traffic signals to leverage federal and county funds. (Revised)(TRN)

STATUS TRN is currently waiting to receive the match fund agreements for signal projects from other entities (TxDOT, Dallas County, and NCTCOG) in order to begin design contracts and RFPs.

31 School Zone Flashing Beacons ✓

INITIATIVE Replace 1,000 outdated school zone flashing beacons with state-of-the-art technology to protect students as they walk to school. This initiative will be implemented in three phases. In FY 2021-22 spend \$2.0 million to procure service contract for the replacement of the school zone flashing beacon system. Phase 1 will be purchasing the system, and the vendor chosen will be responsible for the installation of all in field equipment in phases 2 and 3. (TRN)

STATUS A comprehensive plan for the deployment of the school zone flashing beacons is in progress, with the first delivery order expected to be issued in January 2022.

32 Bike Lanes ✓

INITIATIVE Extend and improve our bike lane network throughout the City with an annual investment of \$2 million to design and/or implement approximately 18 lane miles of bicycle facilities per year. (TRN)

STATUS The Union Bikeway project is prepared to be put out to bid and staff are in the final stages of the procurement process for consultant planning services for the Bike Plan Update. City Council approved the engineering contracts to design shared-use paths along Ross Avenue between Greenville and I-345 and along Elam Road between Pemberton Hill Road/At&T Trail and Jim Miller Road.

FY 2021-22 Budget Initiative Tracker

WORKFORCE, EDUCATION, & EQUITY**33 Language Access**

INITIATIVE Hire four additional Spanish speaking agents in 311, add a City language access coordinator, and ensure bilingual employees receiving language pay serve the public effectively. (311, EQU, and COM)

STATUS 311 recruitment efforts have allowed management to hire four bilingual customer service agents (CSAs) during Q1 of FY 2021-22. Their training will be completed by February at which time they will become full time employees. EQU is currently undergoing the requisition process for the Language Access Coordinator position, with the goal to recruit and begin interviewing candidates in January 2022. The Language Skill Assignment Pay audit is currently in progress with the City Auditor's Office.

34 Accessibility

INITIATIVE Implement software system to track identified American Disabilities Act (ADA) compliance issues and barrier removal costs. (EQU)

STATUS EQU is working with ITS representatives to research and explore different software solutions that will be compatible with the City's systems and requirements.

35 Water/Wastewater Service

INITIATIVE Accelerate the extension of water and sewer services to all 47 occupied and unserved areas of the City. In FY 2021-22, DWU will award approximately \$9.5 million for the design of 211,219 feet and construction of 9,960 feet of new pipelines in the Mesquite Heights, Killough Blvd & Wasco Lane, and Gooch Street areas. (DWU)

STATUS The Mesquite Heights, Killough Blvd & Wasco Lane, and Gooch Street areas have been surveyed, are currently under design, and are planned to be awarded for construction in summer 2022. For the remaining occupied and unserved areas, engineering firms have been selected and the design contract awards are planned for City Council approval in February 2022. Upon completion of design, these projects will be packaged and awarded for construction beginning in FY 2022-23.

Budget Initiative Tracker

MULTI-YEAR INITIATIVES

While most initiatives can be completed in a single fiscal year, several FY 2018-19, FY 2019-20, and FY 2020-21 initiatives required additional time because of the scope and term of the project, as well as delays due to COVID-19. We will continue to report the status of these seven initiatives below, using the initiative numbers from the prior reports for reference.

**FY 2018-19****7 P-25 Radio System**

INITIATIVE Expanding radio coverage area, improving system reliability, lowering operating costs, and improving interoperability across City departments and with other public safety agencies through implementation of the new P-25 radio system. (ITS)

STATUS The project is on track to go live in August 2022 (originally December 2020). Of the 33 planned sites, 22 are complete, and the remaining 11 are more than 75 percent complete. The City has signed an interlocal agreement (ILA) with the City of Irving, City of Fort Worth, City of DeSoto, and City of Sachse to share premises, facilities, and/or equipment. An ILA with the City of Mesquite is scheduled to go before their City Council for approval in January 2022. Technical personnel on the project have undergone several recent trainings. Additional trainings are scheduled for January 2022, along with departmental training in March 2022.

The Oak Lane site was delayed due to environmental concerns raised by OEQS in October 2021, but is now moving forward. An environmental plan to mitigate the found hazards was developed and reviewed by OEQS in December 2021.

23 Historic Resource Survey

INITIATIVE Devoting \$100,000 to conduct a historic resource survey with private partners. (OHP)

STATUS OHP consultants HHM provided draft survey and context statements in November 2021. OHP staff and Preservation Dallas reviewed the document in November and December 2021 and are prepared to provide comments back to HHM by mid-January 2022.

FY 2019-20**29 Juanita J. Craft Civil Rights House**

INITIATIVE Preserve civil rights history by restoring the Juanita J. Craft Civil Rights House. (OAC)

STATUS An executed contract and approval for all building permits has been issued with construction kick off beginning at the end of February 2022. Exhibits construction is underway as well.

39 Ethics Training

INITIATIVE Foster an ethical organizational culture by continuing biennial ethics training and expanding the Values Ambassador program. (EQU)

STATUS Due to the delayed launch of Biennial Ethics training in 2020, the training program's delivery spanned from FY 2020-21 to FY 2021-22 and was completed in December 2021. On December 8, City Council voted to approve amendments to the Code of Ethics creating the new Inspector General role, Chief Integrity Officer role, and an Integrity Champions program. The Values Ambassador program is cancelled and will be replaced in 2022 with the new Inspector General's Office

Budget Initiative Tracker

MULTI-YEAR INITIATIVES**FY 2020-21****4 Brush and Bulky Trash Collection** 

INITIATIVE Streamline brush/bulky trash collection to reduce emissions, improve air quality, and realize collection efficiencies as outlined in the CECAP. (SAN)

STATUS SAN is working with the GIS vendor Route Smart Technologies to optimize and streamline collection routes. From October 2021 to December 2021, SAN averaged 11.5 total miles driven per tons of bulk and brush collected.

11 Police Mediation 

INITIATIVE Strengthen accountability through the Office of Community Police Oversight by adding a mediation coordinator and intake specialist. (OPO)

STATUS OPO has scheduled interviews for the Intake Specialist and Mediation Coordinator positions for early January 2022, with anticipated hire dates in February 2022.

5 Language Equity 

INITIATIVE Assist residents in their primary languages, which include Spanish, Vietnamese, Arabic, French, Burmese, Hindi, Korean, Swahili, and Mandarin, by recruiting four additional Spanish-speaking customer service agents (CSAs) and maintaining LanguageLine translation services. (311)

STATUS One Spanish-speaking CSA was hired; a second agent will be hired in January 2022. Some positions were not able to be filled until Q1 of FY 2021-22 due to labor shortages. 311 will continue its recruiting efforts for bilingual agents during FY 2021-22 with the aid of HR and job fairs, in order to show a reduction in wait times for Spanish-speaking residents. In addition, the continued utilization of LanguageLine, 311's translation service provider, allows 311 to bridge language and cultural barriers on-demand, 24/7/365 days a year.

25 Facility Accessibility 

INITIATIVE Increase accessibility for residents with disabilities by updating City facilities in compliance with the Americans with Disabilities Act (ADA). (EQU)

STATUS ADA compliance assessment will be conducted on 26 city buildings during FY 2021-22. There are no building reviews scheduled from December through February to avoid winter weather events preventing scheduled completion. However, the Cotton Bowl was assessed in response to ADA complaint in December 2021. The City is awaiting the final barrier report and cost estimates. Training for ITS on website accessibility is anticipated to end January 2022.

PROCESS IMPROVEMENT

The process improvement team strives to transform the culture at the City of Dallas so that continuous improvement is an intrinsic part of daily operations, data insights drive leadership decision-making, and reliability and high performance are a part of the organizational DNA.

The focus for FY 2021-22 is to build awareness, establish a structured approach to the way process improvement is done at City of Dallas, and expand the knowledge base across all functions.

For each process improvement project, the below table includes Phase and Status. Project phase will be reported as Initiation, Planning, Execution, or Closure. Project status will be reported as Not Started, On-Track, Delayed, or Completed. Additional projects will be added to the list throughout the course of the fiscal year.



	Project Title	Dept	Description	Phase	Status	Start Date	End Date
1	Building Inspection Call Center	SDC	Increasing customer satisfaction at the BI Call Center by eliminating common issues, increasing number of satisfactorily resolved calls, and reducing overall calls	Closure	Completed	May 2021	Oct 2021
Notes: Project successfully increased average call handle rate by over 20% and empowered internal staff to continually improve their process in order to sustain the results.							
2	Low Sterret Prisoner Intake	DPD	Streamlining the central prisoner intake process at Low Sterret in order to increase officer availability and/or reduce overtime	Initiation	Not Started	Feb 2022	Jul 2022
Notes: This project is a collaboration between several entities. Leadership approval has been received, KPIs have been agreed upon and team formation is in progress. Work expected to begin beginning of March.							
3	Water / Wastewater Permit Process	SDC/ DWU	Reducing cycle time of Water / Wastewater permit application process, in order to decrease overall building permit lead time	Execution	On Track	Nov 2021	Mar 2022
Notes: With 53% of Water/Wastewater applications having to be reworked due to them not being completed correctly, the team is concentrating on redesigning the application with customer input. The redesign coupled with an online FAQ's will greatly reduce rework, thus allowing more throughput.							



Memorandum



DATE February 25, 2022

CITY OF DALLAS

TO The Honorable Members of the Housing and Homeless Solutions Committee:
Chad West, Chair, Casey Thomas, Vice-Chair, Carolyn King Arnold, Lee M. Kleinman,
Paula Blackmon, Cara Mendelsohn, Jaime Resendez

SUBJECT **Racial Equity Assessment of Comprehensive Housing Policy Update**

Summary

After gathering community feedback on the Racial Equity Assessment of the Comprehensive Housing Policy recommendations, staff and consultants are preparing to brief City Council on Wednesday March 2, 2022. This briefing will address takeaways from the January 2022 townhalls, impact on the Assessment recommendations and next steps.

Background

At the December 14, 2021 Housing and Homeless Solutions Committee, staff shared a briefing on the Racial Equity Assessment of the Comprehensive Housing Policy (CHP) including recommendations on how the CHP could be improved. Chairman Casey Thomas issued a memorandum December 20, 2021 on a projected timeline and process for hearing the recommendations and ultimately adopting them. Since then, the recommendations were shared with community stakeholders at four townhalls in January 2022. Follow up discussions were held with townhall participants who expressed interest in sharing additional thoughts on the recommendations.

Update

The March 2, 2022 Full City Council Briefing will address what was heard from the 120 participants who attended townhalls. Feedback was used to frame an action plan for achieving greater equity through housing policies that are:

- Community Driven
- Well-Resourced
- Rooted in Accountability

City Council feedback will be used to refine the Assessment recommendations that are intended to be formally adopted on the April 13th Council Agenda.

Please feel free to contact David Noguera, Director of Housing & Neighborhood Revitalization at 214-670-5988, or David.Noguera@dallascityhall.com if you have any questions or need additional information.

DATE February 25, 2022

SUBJECT **Racial Equity Audit of Comprehensive Housing Policy Update**



Majed Al-Ghafry
Assistant City Manager

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

Majed A. Al-Ghafry, Assistant City Manager
M. Elizabeth (Liz) Cedillo-Pereira, Assistant City Manager
Robert Perez, Interim Assistant City Manager
Carl Simpson, Interim Assistant City Manager
M. Elizabeth Reich, Chief Financial Officer
Genesis D. Gavino, Chief of Staff to the City Manager
Directors and Assistant Directors

Memorandum



CITY OF DALLAS

DATE December 20, 2021

TO Honorable Mayor and Members of the City Council

SUBJECT **Racial Equity Audit Timeline**

On Tuesday, December 14, 2021, the Housing and Homelessness Solutions Committee received a briefing on the racial equity audit of the city's comprehensive housing policy.

Below, I have a projected timeline and process for the council to hear the report and move forward with implementing the recommendations from the audit.

- December 14, 2021: Housing and Homelessness Solutions Committee briefing.
- Citywide town hall meetings on the report:
 - **January 17, 2021, 7:00 P.M. – 8:30 P.M. at Wilshire Baptist Church: 4316 Abrams Rd, Dallas, TX 75214**
 - **January 18, 2021, 6:00 P.M. – 7:30 P.M. at Juanita Craft Recreation Center: 4500 Spring Ave, Dallas, TX 75210**
 - **January 19, 2021, 6:00 P.M. – 7:30 P.M. at Nash-Davis Recreation Center: 3710 N. Hampton Rd, Dallas, TX 75212**
 - **January 20, 2021, 6:00 P.M. – 7:30 P.M. at Thurgood Marshall Recreation Center: 5150 Mark Trail Way, Dallas, TX 75232**
- March 2, 2022: Full council briefing on the racial equity audit report and recommendations.
- March 28, 2022: Housing and Homelessness Solutions committee meets to vote on recommendations to the full council.
- April 13, 2022: Recommendations are voted by the Mayor and City Council.

If you have any questions or comments, please feel free to contact me.

A handwritten signature in black ink, appearing to read 'Casey Thomas, II'.

Casey Thomas, II,
Chair, Housing and Homelessness Solutions Committee

c: T.C. Broadnax, City Manager
Kimberly Bizzor Tolbert, Chief of Staff to the City Manager
Dr. Eric A. Johnson, Chief, Economic Development & Neighborhood Services
David Noguera, Director, Housing & Neighborhood Revitalization



City of Dallas

Comprehensive Housing Policy Equity Analysis

**Housing and Homelessness
Solutions Committee
December 14, 2021**

John Gilvar
Christine Campbell
Michele Williams
TDA Consulting

Presentation Overview



- Background/History
- Purpose
- Issues/ Operational or Business Concerns
- Operational Impact
- Proposed Action
- Next Steps



Background/Scope



- The Comprehensive Housing Policy (CHP) is the primary tool for addressing the local affordable housing crisis
- Engaged TDA to analyze the ways the CHP helps or hinders the City in reaching its racial equity goals
- Analysis conducted July – October 2021
- Utilized Race Forward Framework



Primary Research Questions

- What are the current barriers to safe, quality, affordable housing disproportionately experienced by Black and Brown residents?
- What are the root causes of these barriers, and how do these causes continue to shape the landscape of the affordable housing crisis?
- How does the CHP empower or disempower city leaders to address these root causes by accelerating access to safe, quality, affordable housing in a way that reduces racial disparities and ameliorates Dallas's North/South Divide?



Historical Context Common to many US Cities

- Policies and practices stretching back to the Civil War era that:
 - Discriminated against Black and Brown residents
 - Purposefully excluded them from safe, quality, affordable housing in addition to economic and educational opportunities
 - Relegated them to living in areas with substandard infrastructure and environmental hazards
- The current landscape of the affordable housing crisis continues to reflect these historical forces, creating higher barriers for present-day Black and Brown residents:
 - Significantly lower homeownership rates and median home values
 - Significantly higher rates of rent burdening and homelessness

SOURCE: *Analysis of Impediments to Fair Housing Choice, City of Dallas, 2019*



Issues/Operational Concerns



Methods

- Twenty interviews/listening sessions with a total of 93 participants
- Tours of Southern Dallas and recently redeveloped areas
- Review of existing research on affordable housing challenges, local plans and local historical accounts of race relations and race-based housing policies and practices
- Review of existing Housing Department data
- In-depth interrogative review of the CHP as currently written



Issues/Operational Concerns



Structure of the CHP

- The CHP is silent on equity. The current structure does not allow for historical policies and practices to be remedied such that we can achieve our overarching goal of a more equitable city
 - The lion's share of the CHP (131/148 pages) is devoted to detailed descriptions of the 13 housing programs and administrative rules and regulations.
 - Only a brief background section identifies the goals of the CHP.

We need to acknowledge we are tackling this with our hands behind our backs. There are laws that prevented blacks from owning homes – structures that had generational effects. We can't fix it without legal remedies. It was illegal for blacks to own mortgages. We need to tackle root causes. Some infrastructure investment needs to be made.

--Participant in LGBTQ Stakeholder Listening Session





- Structure of the CHP (continued)

Specific gaps identified in the CHP include:

- Vision or strategy to reach the high-level goals or how to coordinate the 13 programs in concert or leverage with other public or private housing initiatives
- No methods for addressing the impacts of policies and practices that have promoted segregation and inequality
- No goals tied directly to increased equity by reducing racial disparities
- No specific strategies for redressing deep-rooted inequities by leveling the playing field for Black and Brown residents and historically Black and brown communities.



Issues/Operational Concerns



- Structure of the CHP (continued)

Specific gaps identified in the CHP include:

- No road map for comprehensive planning that accounts for localized impediments to affordable housing development, for example, the significant differences, from one area of the city to another, in land acquisition costs, infrastructure needs, and zoning issues
- No evaluation framework with which the Council and public can measure progress in reaching the overarching goals the CHP outlines
- No guidance on how city staff should nimbly adjust subsidy terms as market dynamics evolve and rapidly impact the viability of affordable housing development projects
- Insufficient funding to achieve affordable housing production targets and advance equity in affordable housing access, as compared to cities such as Austin, Atlanta, and Seattle



Issues/Operational Concerns

Issues/ Operational Concerns

Structure of the CHP: Equity Blind Spots

CHP Section	Equity Blind Spots
<p>Goals</p> <ol style="list-style-type: none">1. Create and maintain available and affordable housing throughout Dallas,2. Promote greater fair housing choices, and3. Overcome patterns of segregation and concentrations of poverty through incentives and requirements.	<p>Goals do not demonstrate the overall desired state of an equitable Dallas with a level playing field for accessing safe, quality, affordable housing. Without making this desired state clear in the initial goals, the Council, staff, and public are not pushed to consider CHP programs through an equity lens.</p> <p>Further, the strategy of using incentives and requirements does not adequately reflect or address the historical policies and practices that made the current playing field so tilted to the disadvantage of Black and Brown residents.</p>
<p>References to Existing Plans</p>	<p>The policy lists the three plans: forwardDallas! Neighborhood Plus, and The Consolidated Plan. However, the CHP does not discuss how these plans should work together or how they connect to the CHP. Further, there is no outline of who is accountable for ensuring the interdepartmental collaboration to integrate related plans and policies.</p> <p>The CHP has no apparent connection to the Dallas Equity Indicators Report (2019). A connection to this report could help gauge how well the policy is moving Dallas toward the Council's equity goals.</p>

Issues/Operational Concerns

Issues/ Operational Concerns

Structure of the CHP: Equity Blind Spots

Reinvestment Strategy Areas

The CHP lists the Reinvestment Strategy Areas:

- Redevelopment Areas
- Stabilization Areas
- Emerging Market Areas

These areas are described and defined. The gap is that there are no descriptions on how reinvesting in these areas addresses the historic racist policies or patterns of segregation. Nor are there connections made that outline how certain prioritized work or development in these areas will help achieve the CHP's goals.

The CHP should include explanations of how different reinvestment strategies will specifically increase equity and decrease segregation.

Production Goals

In the absence of a whole-city vision for increased equitable affordable housing and revitalized neighborhoods, the production goals are a set of numbers with no connection to strategies that could lead Dallas toward the desired state. When production goals are established that align with the desired equitable impact, resources should be identified from multiple funding streams that will allow for those production goals to be achieved.

Issues/Operational Concerns

Issues/ Operational Concerns

Structure of the CHP: Equity Blind Spots

List and Description of Programs

- Homeowner Programs
 - Home Improvement and Preservation
 - Subrecipient Minor Home Repair Major Rehabilitation Forgivable Loan Program
 - Housing Reconstruction Program
 - Dallas Homebuyer Assistance Program
 - DHAP Targeted Homebuyer Incentive Program
- Landlord Programs
 - Home Improvement and Preservation Rental Program
- Tenant Programs
 - Tenant-Based Rental Assistance Programs
- Developer Programs
 - New Construction and Substantial Rehabilitation Program
 - Mixed-Income Housing Development Bonus
 - Land Transfer Program
- Preserving Affordability
 - Title Clearing and Clouded Title Prevention Program
 - Community Land Trust Program
 - Targeted Rehabilitation Program

The CHP lists these programs and their requirements. The listing of these programs is not policy.

Many programs are under-resourced and difficult to access.

City Council management of city approval processes politicizes implementation, often to the detriment of progress toward the desired state of increased equity.

These programs should be tools for an overall plan approved by the Council and managed by the staff. The Council would oversee ensuring that benchmarks are reached and assist staff in overcoming barriers at the policy level. The comprehensive strategic roadmap described above would outline in detail how each program would be used to achieve the goals.

Issues/Operational Concerns

Issues/ Operational Concerns

Structure of the CHP Equity Blind Spots

Neighborhood Investment

The CHP defines Neighborhood Investment Zones and what they can be used for. NEZs could be used as a tool to build equity in the context of a broader strategic road map. This section, however, does not describe how NEZ are to be used strategically or with an eye to advancing equity.

Funding and Supporting Actions

This section lists the various federal, state, and local funding sources available to support the city's housing programs. Again, there is no description of how these funding sources should be used to achieve the desired state.

Every CHP goal needs a developed strategy that includes how achieving the goal will be funded. Rather than just a list of funding sources, the CHP requires an outline of how each funding source will be leveraged and combined with other sources to achieve each goal. Each strategy must also include a timeframe.

Strategies, Tools, and Programs that will Require Additional Action

This section lists areas that require further exploration, but it provides no connection to the current CHP goals nor to needed goals around creating greater equity in Dallas's affordable housing landscape.

Proposed Action



- The city's success will boil down to a limited number of critical choices its leaders must make if they are authentically committed to tackling its daunting array of housing disparities. The following three questions can best express these choices:
 - **Will city leaders create a strategic road map that sets a course toward redressing the vast North/South divide?**
 - **Will they address the 150-year-old legacy of race-based policy choices that has saddled Southern Dallas with an enormous deficit in the basic infrastructure upon which the development of mixed-income neighborhoods depends?**
 - **Will they actively work to level the playing field that has been tilted in favor of predominantly White areas to the North by making significant investments in Southern Dallas?**



Recommendations



1. Create a CHP vision statement articulating how the affordable housing playing field will be leveled for all racial groups and across the North/South Divide
2. Create a comprehensive, city-wide strategic road map for coordinating the CHP's array of tools while also leveraging community partnerships to address the very different needs for change from one area of the city to another
3. Establish SMART (Specific, Measurable, Achievable, Relevant, Time-Bound) goals for the CHP that point to the desired state



Recommendations



4. Strengthen linkages between the CHP and neighborhood revitalization strategies that leverage infrastructure improvements, economic revitalization, and mixed-use master planning to build a foundation for increasing generational wealth in historically Black and Brown communities
5. Add a CHP goal around remedying the enormous infrastructure deficit that has persisted in Southern Dallas for generations
6. Utilize an “All 14 Districts” model to combat ubiquitous NIMBYism across all areas of Dallas



Recommendations



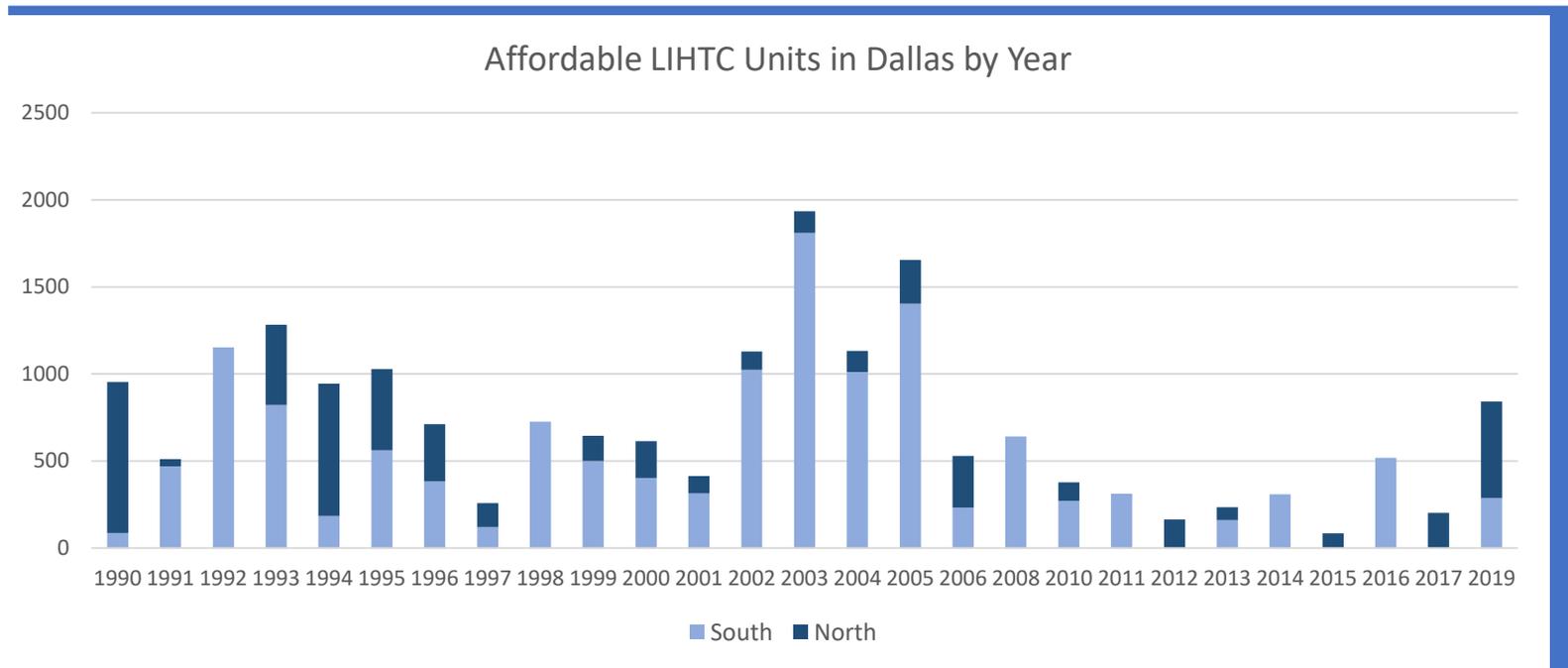
7. Create a dedicated revenue stream that is scaled to the magnitude of Dallas' affordable housing shortage
8. Expand and refine existing CHP programs to create a comprehensive, integrated strategy for preventing displacement during neighborhood revitalization
9. Use the CHP to mandate education for the city staff, policymakers, and the public about what racial equity means in the context of affordable housing and community development



Recommendations



10. Strategically utilize Low Income Housing Tax Credit (LIHTC) financing in both high opportunity areas with low poverty rates and distressed areas with higher rates



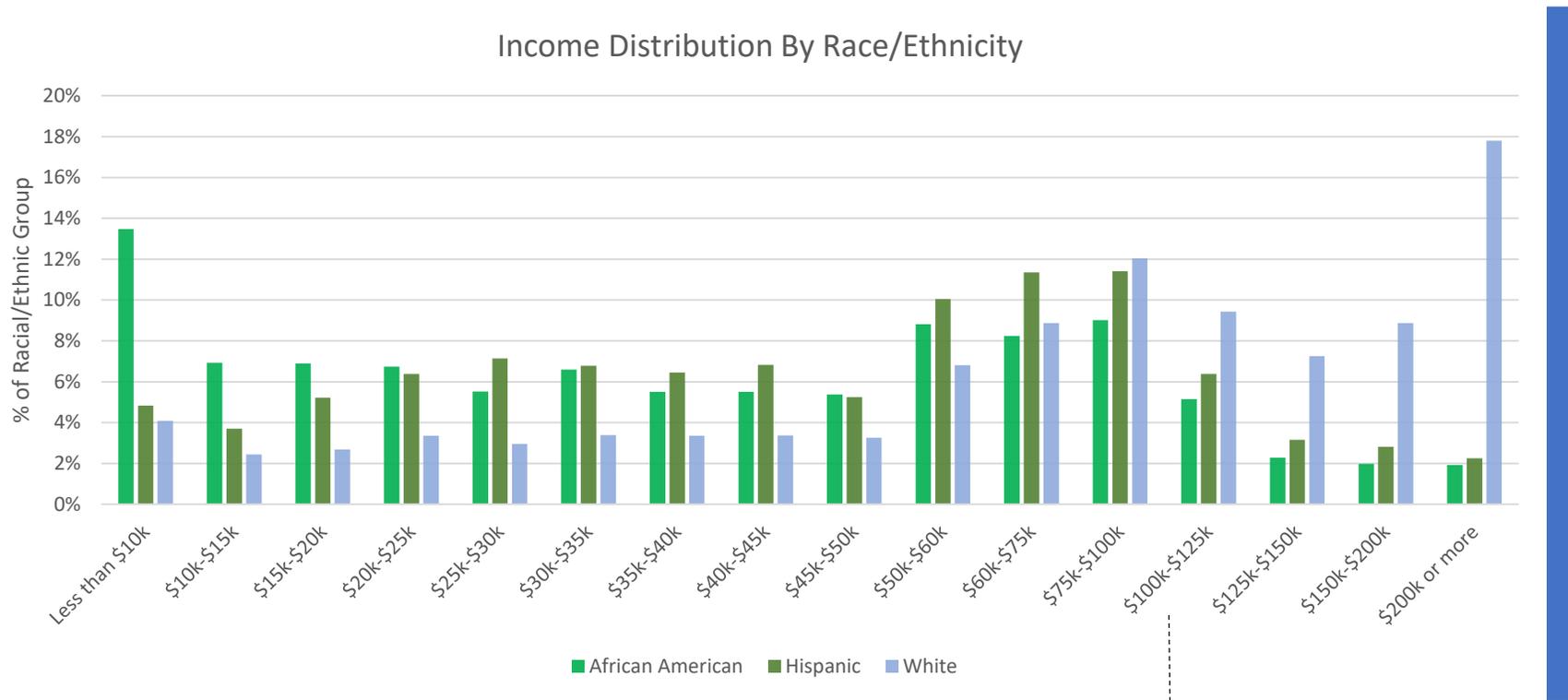
Since 1990, LIHTC Developments have added more units to Dallas's southern side than in the northern districts, leading to concern and criticism from community stakeholders.



Recommendations



11. The CHP should help dispel myths about affordable housing that fuel NIMBYism



80% of African American households, 74% of Hispanic households, and 45% of white households earn below \$75,000. Depending on household size, many of these households (left of the dotted line) may qualify for City of Dallas housing programs.





Comprehensive Housing Policy Equity Analysis

Housing and Homelessness Solutions Committee

November 9, 2021

John Gilvar
Christine Campbell
Michele Williams
TDA Consulting



Appendix- Attachement



City of Dallas Department of Housing and Neighborhood Revitalization

Comprehensive Housing Policy Racial Equity Assessment

October 25, 2021

TDA Consulting, Inc.

City of Dallas Comprehensive Housing Policy Racial Equity Assessment

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Introduction

Background

The Comprehensive Housing Policy (CHP) represents the City of Dallas’s primary tool for combatting the [local affordable housing crisis](#). The City Council adopted the CHP and created the Dallas Housing Policy Task Force to (1) create and maintain available and affordable housing throughout Dallas; (2) promote greater fair housing choices; and (3) overcome patterns of segregation and concentrations of poverty through incentives and requirements (Resolution No. 18- 0704, May 9, 2018). The policy outlines 13 discrete housing programs administered by the City of Dallas: the Home Improvement and Preservation Program, Dallas Homebuyer Assistance Program, DHAP Targeted Homebuyer Incentive Program, Accessory Dwelling Units, Home Improvement and Preservation Rental Program, Tenant-Based Rental Assistance, New Construction and Substantial Rehabilitation Program, Mixed-Income Housing Development Bonus, Land Transfer Program, Title Clearing and Clouded Title Prevention Program, Community Land Trust Program, Targeted Rehabilitation Program, and Neighborhood Empowerment Zones.

In the three years since the CHP’s adoption, city officials and community partners have committed to tackling persistent racial inequities by taking aim at the higher barriers Black and Brown residents face in meeting a variety of basic needs, including affordable, safe, quality housing. The [2018 North Texas Regional Housing Assessment](#) and the [2019 Analysis of Impediments to Fair Housing Choice](#) (a.k.a. *The 2019 Fair Housing Study*) outline numerous disparities in housing outcomes that continue to impact Black and Brown Dallas residents. These disparities include significantly lower homeownership rates, much higher housing cost burden, much lower median property value, higher likelihood of living in substandard housing, and greater exposure to airborne toxins and other environmental hazards associated with industrial operations abutting residential neighborhoods. The *2019 Fair Housing Study* described “*stark patterns of neighborhood inequities...within Dallas*” and called for “*coordinated and geographically targeted actions across City departments and agencies*” to “*address... this inequitable landscape of opportunity.*”

Southern Methodist University Economics Professor J.H. Collum Clark specifically flagged the ongoing challenges of Southern Dallas¹ in a [recent white paper about the Dallas Collaborative for Equitable Development](#), a mixed-income housing, and small business support initiative developed by the Texas Real Estate Council, Dallas College, Lift Fund, and Texas Mezzanine Fund. The paper describes these Southern Dallas challenges as the “elephant in the room” within discussions about how Dallas’s race-based policy legacy continues to limit opportunities to

¹ Dr. Clark defines Southern Dallas as “9 of the city’s city council districts, mostly south of Interstate 30, but including several low- to moderate-income areas just north of I-30 (including West Dallas / Census Tract 205).

Black and Brown residents some 50 years after Congress passed laws outlawing segregation and discriminatory housing practices. Professor Clark’s analysis suggests that these challenges are part and parcel of what many historians have termed [Dallas’s North-South Divide](#). He notes, for example, that present-day Southern Dallas is home to more Black and Hispanic people than the total population of Washington, D.C., yet contains only 10% of Dallas’s total property tax value as assessed for tax purposes. This large geographic area with 64% of Dallas’s total population but only 10% of its property tax value evidences an inequitable landscape indeed.

The City Council, the City Manager, the city’s Office of Equity, and many local partners continue to reckon with the historical policies that created this landscape. For example, the Council has adopted a process to increase equity in budgeting as part of a broad initiative codified on May 22, 2019, authorizing “a resolution in furtherance of the City of Dallas’ efforts to support diverse racial, ethnic, cultural, and socio-economic backgrounds and to promote equity in the Dallas community.” These efforts also include the [Dallas Equity Indicators Project](#), which the city developed as a tool to support a “sustained commitment by multiple agencies” to “address disparities in social and economic outcomes for many groups” that have resulted from “decades of institutionalized policies and practices.”

In early summer 2021, the City of Dallas Department of Housing and Neighborhood Revitalization contracted with TDA Consulting to analyze the ways that the CHP helps or hinders the city in meeting its racial equity goals. A team of consultants, Christine Campbell, John Gilvar, and Michele Williams, conducted the racial equity assessment outlined below from July through October 2021.

Assessment Approach and Research Questions

The consultant team approached this assignment using a root cause analysis lens. In other words, it started with analyzing the long-term root causes of the higher barriers to safe, quality, affordable housing experienced by Black and Brown residents of present-day Dallas. Research questions were informed by extensive discussions with a wide range of community stakeholders who provided a range of perspectives on the contours of the “landscape of inequitable opportunity” cited by the *2019 Fair Housing Study*. This stakeholder input provided a critical local perspective on current racial disparities in housing outcomes and helped the team understand the policy history in which these disparities are rooted.

The team’s primary research questions were:

1. What are the current barriers to safe, quality, affordable housing disproportionately experienced by Black and Brown Dallas residents?

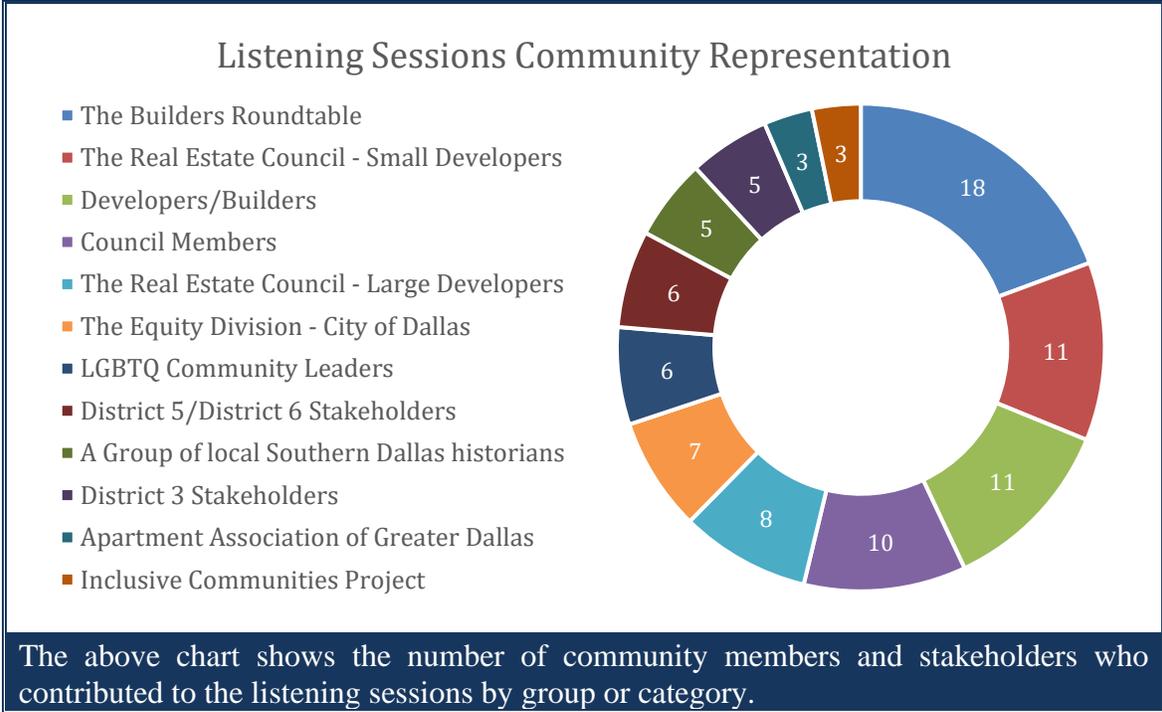
2. What are the historical root causes of these barriers, and how do these causes continue to shape the landscape of Dallas's affordable housing crisis?
3. How does the CHP empower or disempower city leaders to address these root causes by accelerating access to safe, quality, affordable housing in a way that reduces racial disparities and ameliorates Dallas's North/South Divide?

Assessment Process Outline

Using the [Race Forward Framework](#) as a guide, the team utilized a variety of methods to gather the information necessary to complete the assessment. These methods included:

- Interviews/listening sessions with relevant community stakeholders
- Tours of neighborhoods, including historically African American communities in Southern Dallas as well as recently redeveloped areas
 - Historic 10th Street District
 - The Bottom
 - The Forest District
 - South Dallas
 - West Dallas
 - Joppa
- Review of existing research on affordable housing challenges and local plans with affordable housing components
- Review of local historical accounts of race relations and race-based housing policies and practices
- Review of existing City of Dallas Housing Department data
- An in-depth interrogative review of the Comprehensive Housing Policy as currently written.

The community engagement process consisted of over twenty stakeholder listening sessions. The 93 participants included current and former City Council members, neighborhood activists, local historians, large and small developers and building contractors, a landlord association, the director and staff of the City of Dallas Office of Equity, and advocates for housing fairness and inclusion as well as LGBTQ rights. Participants were demographically representative of the diversity of the city in terms of race/ethnicity, age, gender, and sexual orientation. They represented communities across Northern and Southern Dallas, including areas most directly impacted by racial disparities in housing outcomes. Current Council members interviewed include Mayor Pro Tem West (D1), Council Member Moreno (D2), Council Member Casey Thomas (D3), Deputy Mayor Pro Team Resendez (D5), Council Member Atkins (D8), Council Member Blackmon (D9), Council Member Schultz (D11), Council Member Mendelsohn (D12), Council Member Willis (D13), and Council Member Ridley (D14).



Local plans, studies, and other documents reviewed include:

- *Dallas 5-Year Comprehensive Plan*
- *forwardDallas!* plan
- *Neighborhood Plus* plan
- *2019 Analysis of Impediments to Fair Housing Choice (2019 Fair Housing Study)*
- *2018 North Texas Regional Housing Assessment*
- *Budgeting for Equity* presentation to the Dallas City Council and evaluation tool
- Various reports, articles, and other research about Dallas housing issues referenced throughout this report.

Content and Structure of the CHP

The lion’s share of the CHP (131 out of 148 total pages) is devoted to detailed descriptions of 13 housing programs, including an accounting of the rules and regulations that city staff use in administering these programs and 20 technical appendices. The CHP introduces this program-level administrative and technical information with a brief background section, starting with the City’s goals of creating and maintaining available and affordable housing throughout Dallas, promoting greater fair housing choices, and overcoming patterns of segregation and concentrations of poverty. Additional background includes a brief description of the most recent Market Value Analysis (MVA), an outline of reinvestment strategy areas as defined by the MVA, affordable housing production goals, a high-level summary of the work of the Housing Policy Task Force, and a list of plans providing related information, including the *forwardDallas! Comprehensive Plan*, the *Neighborhood Plus Plan*, and *Consolidated Plan*.

Gaps in the CHP

As currently written and structured, the CHP represents a better guide to compliance with federal, state, and local regulations than it does an outline of strategies for changing the affordable housing status quo. To use a sports analogy, the document contains a great deal of detailed material about Defense (for example, avoidance of federal audit findings and lawsuits) and almost nothing about Offense (for example, how to coordinate strategies and build partnerships to maximize opportunities within the parts of the city where development costs are relatively low and affordable housing needs are off the charts).

The assessment team identified the following specific gaps in the CHP:

- No vision or strategies for how to reach either the high-level goals or the production targets
- No reference to how to coordinate the 13 discrete programs or leverage them with other local public or private housing initiatives
- No road map for comprehensive planning that addresses localized impediments to affordable housing development, for example, the significant differences, from one area of the city to another, in land acquisition costs, infrastructure needs, and zoning issues
- No evaluation framework with which the Council and public can measure progress in reaching overarching CHP goals
- No guidance on how city staff should nimbly adjust subsidy terms as market dynamics evolve and rapidly impact the viability of affordable housing development projects
- No goals tied directly to increasing equity by reducing racial disparities
- No acknowledgment of policies that have promoted segregation and inequality
- No specific strategies for redressing deep-rooted inequities by leveling the playing field for Black and Brown residents and historically Black and Brown communities
- Insufficient funding to achieve affordable housing production targets and advance equity in affordable housing access, as compared to cities such as Austin, Atlanta, and Seattle.²

These gaps result in numerous blind spots—approaches to increasing affordable housing that make it difficult for the City Council, city staff, and the public to focus on the elephant in the room and how to address it. These blind spots are outlined in detail later in the [Advancing Equitable Impacts](#) of this report.

Structure of this Report

The sections of this report that provide the analysis behind our recommendations are as follows:

² The section of this report titled [Ensuring Viability and Sustainability](#) provides detailed information pertaining to this gap.

- [Racial Disparities in Housing Outcomes](#)
- [The Historic Root Causes of Current Racial Disparities](#)
- [Advancing Equitable Impacts](#)
- [Examining Alternatives and Improvements](#)
- [Success Factors](#)
- [Ensuring Viability and Sustainability](#)

The analysis outlined in these sections underpins the [consulting team's recommendations](#) for how the CHP could be improved to better empower the City Council to:

1. Reduce stark racial disparities in Dallas's housing outcomes
2. Strategically address the root causes of these disparities, and
3. Accelerate access to safe, quality, affordable housing in a way that ameliorates Dallas's profound North/South Divide.

Using the Recommendations

Ultimately, the city's success will boil down to a limited number of critical choices its leaders must make if they are authentically committed to tackling its daunting array of housing disparities. The following three questions can best express these choices:

- **Will city leaders create a strategic road map that sets a course toward redressing the vast North/South divide?**
- **Will they acknowledge that a 150-year-old legacy of race-based policy choices has saddled Southern Dallas with an enormous deficit in the basic infrastructure upon which the development of mixed-income neighborhoods depends?**
- **Will they hold themselves accountable for leveling the playing field that has been tilted in favor of predominantly White areas to the North by making significant investments in Southern Dallas?**

These choices are necessary because moving forward in an equitable way will not come from tweaking the current policy document. Rather it requires expanding Dallas's affordable housing goals, making these goals measurable, and tying them to a comprehensive strategic roadmap toward the desired state.

This desired state will occur when neither the color of a person's skin nor their zip code predicts the chances of their living in safe, quality, affordable housing. The desired state reflects the [Government Alliance on Race and Equity](#)'s definition of racial equity that the City of Dallas has employed for its [Budgeting for Equity](#) process. Progress will be made only when the Council can use its equity goals and a corresponding affordable housing strategic roadmap as oversight tools-- and when the public can use these same tools to hold the Council and city staff accountable.

Recommendations

The recommendations below address different ways to re-craft the CHP to make it a more powerful tool, not just for accelerating the production of affordable housing units, but for advancing racial equity in alignment with the City’s overarching equity goals. These recommendations are oriented toward building the public will and accountability needed to eliminate dramatic racial disparities in access to safe, quality, affordable housing.

After each recommendation, a brief summary ties it to the consultant team’s analysis. The summaries contain hyperlinks that connect to the parts of this report offering more detailed descriptions of our findings, including background information, analysis, and descriptions of success factors from other communities.

- 1. Create a CHP vision statement articulating how the affordable housing playing field will be leveled for all racial groups and across the North/South Divide**

This level playing field represents the desired state and is aligned with the city’s [overarching vision for increasing equity](#). As such, it needs to be front and center in the CHP, guiding the various strategies at the city’s disposal for accelerating the production of affordable housing. This desired state will not be reached by merely avoiding public investment that risks exacerbating the concentration of poverty within historically redlined Southern and Western Dallas areas that has persisted over the decades since desegregation. It requires employing an array of proactive strategies guided by a vision for public investment in these marginalized areas to create vibrant, mixed-income neighborhoods. The vision statement would articulate a radical reversal of the [broad policy patterns](#) that over many decades promoted northward development while creating a Southern Dallas landscape marked by under-investment and neglect. It would also provide avenues for addressing [the limitations of current strategies](#) to move households struggling with housing affordability from historically segregated, high-poverty areas to areas that the MVA deems “high opportunity zones” with lower poverty rates, superior schools, transit options, and other infrastructure.

- 2. Create a comprehensive, whole-city strategic road map for coordinating the CHP’s array of tools while also leveraging community partnerships to address the very different needs for change from one area of the city to another**

City staff currently lack a strategic road map guiding how it should leverage CHP programs in partnership with community-based and private developers to affect the different types of change needed in different areas of the city. The [City of Austin’s](#)

[Strategic Housing Blueprint](#) may provide a model for addressing this issue. Adopted by the Austin City Council in 2017, the blueprint represents a 10-year plan to help align resources and facilitate community partnerships around a single, strategic vision to create 60,000 affordable housing units for those making less than 80% of the median family income and ensure that there is affordable housing throughout the city. It outlines a multifaceted set of coordinated strategies to leverage different resources to maximize the production of new affordable units while [mitigating the displacement of residents as neighborhoods gentrify](#).

A similar approach could prove critical to outlining different approaches for addressing the very different challenges to increasing access to safe, quality, affordable housing in Southern versus Northern Dallas. For example, Southern neighborhoods are much more susceptible than Northern neighborhoods to gentrification that displaces long-time Black and Brown residents. Southern Dallas, therefore, requires proactive and highly targeted strategies to induce mixed-income development at sufficient scale and speed to create a hedge against displacement. It also requires the flexibility to expand and refine successful CHP programs developed to assist long-time residents of Southern neighborhoods in remaining in their houses despite rising property taxes. Likewise, Northern Dallas's much higher land prices necessitate different area-specific targeted strategies, such as higher subsidies and other methods of inducing private developers to create more affordable housing, including workforce housing.

3. Establish SMART (Specific, Measurable, Achievable, Relevant, Time-Bound) goals for the CHP that point to the desired state

The CHP's goals of creating and maintaining available and affordable housing throughout Dallas, promoting greater fair housing choices, and overcoming patterns of segregation and concentrations of poverty all point *in the general direction* of the increased equity. Yet, as currently written, they offer no framework for measuring concrete progress. Without greater specificity and a connection to measurable outcomes, how can the City Council hold city staff accountable? Further, how can the public hold the Council accountable?

In other communities, SMART goals grounded in a clear vision statement have proven instrumental in increasing accountability to produce concrete results. SMART goals have also increased accountability to agreed-upon equity-based strategies. In Dallas, the City Council might establish a SMART goal calling for specific, measurable, time-bound progress on bringing the median property value of Black and Brown homeowners in line with the median property value of White homeowners. Another might specify targets and timelines for subsidized workforce housing units within Northern and other areas of the

city where median rents and house prices are currently beyond the reach of working people. These or other SMART goals would provide elected officials with:

- A. A mechanism with which to align affordable housing planning with equity-based planning in other city departments/divisions, such as the Office of Equity and the Office of Environmental Quality, and other public agencies, such the DART or DISD
 - B. A framework to guide continuous community engagement, thus helping to ensure that the evolution of the recommended strategic road map reflects input from a wide array of community stakeholders, including the private developer community and people who live and work in historically marginalized areas
 - C. A way to hold city staff accountable for results without micromanaging the way it administers programs or leverages external resources and partnerships to meet the Council's goals
 - D. A clear basis for voting to approve proposed projects and initiatives that align with the Council's affordable housing strategic road map but meet with constituent opposition grounded in NIMBYism.
- 4. Strengthen linkages between the CHP and neighborhood revitalization strategies that leverage infrastructure improvements, economic revitalization, and mixed-use master planning to build a foundation for increasing generational wealth in historically Black and Brown communities**

Strategically developing mixed-income neighborhoods can [promote the health and wellbeing](#) of residents in various ways and can also [help improve economic opportunities in historically marginalized areas](#). Leveraging various public and private initiatives can facilitate such development by increasing workforce housing stock and attracting grocery stores to areas that are currently [food deserts](#). This approach lies at the heart of the [Dallas Collaborative for Economic Development](#), which brings for-profit and nonprofit organizations together to facilitate mixed-income housing development and provide small business support in targeted areas of Southern and Western Dallas. The [current redevelopment work in The Bottom](#) provides an example of how public investment in infrastructures like flood mitigation and street lighting can be creatively combined with support to small developers and contractors with roots in historically marginalized areas.

Stakeholder input from multiple listening sessions suggests that the city has barely scratched the surface in tapping the expertise, capacity, and motivation of both nonprofits

and private contractors to increase infill and rehab development in areas sorely in need of high-quality workforce housing options. The CHP should outline a flexible role for staff in leveraging a variety of incentives and supports to accelerate such development across Southern Dallas. In addition, the CHP should guide staff in supporting master-planned mixed-use projects in historically marginalized areas. The recent [Redbird Mall revitalization](#) illustrates how development can succeed in attracting employers, new retail, and housing to areas of Southern Dallas that the Market Value Analysis all but writes off.

5. Add a CHP goal around remedying the enormous infrastructure deficit that has persisted in Southern Dallas for generations

Dallas's legacy of race-based policies and practices, which date back to the post-Civil War era, has left wide swaths of Southern Dallas without the necessary infrastructural foundation for mixed-income neighborhood development. In listening sessions, the assessment team learned that in one Council district alone, there are over 25 areas that have yet to be connected to the city sewer system and where all dwellings remain on septic tanks. Many areas have completely inadequate roads, insufficient flood control measures, and poor or non-existent street lighting. No equity-centered affordable housing strategy will succeed without a sufficient investment of public funds to remedy this situation and thereby create market conditions that make mixed-income development more viable. Investing in Southern Dallas at the necessary scale will require the City Council to recognize the need for greater investment in some districts than in others in its budget-setting process. In other words, it will require utilizing an equity-based, rather than an equality-based paradigm, as outlined in the section of this report titled [Advancing Equitable Impacts](#).

6. Utilize an “All 14 Districts” model to combat ubiquitous NIMBYism across all areas of Dallas

The District of Columbia developed a successful model for ensuring that all 8 of the Council wards within the city hit specific benchmarks specified in the city's homelessness strategic road map. As outlined in the section of this report titled [Examining Alternatives and Improvement Section](#), this model can be adapted in formulating Dallas's affordable housing strategic roadmap.

7. Create a dedicated revenue stream that is scaled to the magnitude of Dallas's affordable housing shortage

From Atlanta to Seattle, cities facing growing affordable housing crises have linked comprehensive strategic housing plans with new mechanisms for generating local revenue to follow through on these plans. In early 2021, the Atlanta City Council approved legislation that will enable the city to deploy \$100 million in new housing opportunity bond funding. In 2016, [Seattle voters signed on to a \\$290 million property-tax levy](#) for low-income housing, with 68% voting in favor. Closer to home, [Austin, Texas approved a \\$250 Million Affordable Housing Bond](#) in 2018, with approval from 73% of residents who voted.

These funding initiatives and others across the country centered the goal of increasing affordable housing equity. Like Dallas, these cities have seen greater and greater numbers of working people, particularly people of color, priced out of neighborhoods within reasonable commuting distance of employers paying a living wage. They've also seen the widespread displacement of Black and Brown residents from neighborhoods experiencing rapid gentrification. The level of local public funding dedicated to affordable housing development in these communities now dwarfs the level in Dallas, however. While Dallas has many tools in its CHP toolkit, it will be unable to reverse its own worsening housing crisis without the investment of dedicated local funds at a scale that matches the enormity of the problem.

8. Expand and refine existing CHP programs to create a comprehensive, integrated strategy for preventing displacement during neighborhood revitalization

CHP programs such as Home Improvement and Preservation have proven effective in allowing long-time residents of neighborhoods threatened by gentrification to maintain their homes while mitigating the higher tax burden that comes with home improvements and rising property values. Yet the scale and capacity of these programs must be increased significantly to meet the level of unmet need. For example, city staff reports that the level of demand for assistance with home repairs by far exceeds the number of households assisted. This and other CHP programs offering some protection from displacement have proven inadequate to address the scope of the problem. The capacity of rehabilitation assistance programs should be expanded, and the CHP should expand its displacement strategies altogether to better address needs such as:

- A. Tax relief related to the school district and other taxes not currently addressed
- B. Increased employment opportunities
- C. Public transportation
- D. Food security
- E. Quality education
- F. Green and recreational space

9. Use the CHP to mandate education for the city staff, policymakers, and the public about what racial equity means in the context of affordable housing and community development

For the CHP to move Dallas toward more racially equitable outcomes, it must be amended to remove its many equity blind spots, as outlined in the section of this report titled [Advancing Equitable Impacts](#). The process for eliminating these blind spots requires policymakers to be grounded in the meaning and benefits of equity. This grounding will help them to build public trust in the authenticity of their efforts to increase affordable housing equity. In turn, this trust will prove critical to overcoming widespread skepticism stemming from the number of past plans that have called for extensive community input yet have not progressed to implementation. Developers and neighborhood advocates alike need greater transparency. They also need a framework for understanding the Return-on-Investment for the entire community of increasing equity across the affordable housing landscape.

10. Strategically utilize Low Income Housing Tax Credit (LIHTC) financing in both high opportunity areas with low poverty rates and distressed areas with higher rates

Lawsuits, court orders, and federal findings about Dallas’s history of concentrating subsidized affordable housing development in historically marginalized low-income areas with large Black and Brown populations explain why the city takes such a careful approach to approving LIHTC proposals.³ The CHP’s approach to increasing affordable housing stock while minimizing further concentrations of poverty entails placing subsidized affordable housing development in areas of the city classified by as “high opportunity areas” where the poverty rate is less than 20%. As the CHP was being developed, many argued that it should direct the city to use LIHTC to help people living in historically segregated areas with high poverty to move to these high opportunity areas.

Yet the scale of the housing affordability barriers for Black and Brown Dallas residents is massive; 80% of African American households and 74% of Hispanic households in Dallas earn below \$75,000, and thus, depending on household size, may qualify for City of Dallas housing programs⁴. The scale of the problem demands a more nuanced, whole-city LIHTC strategy. Writing off wide swaths of Southern Dallas because of higher poverty rates ignores the leverage LIHTC can provide to help catalyze broader

³ The Walker Consent Decree, the Inclusive Communities lawsuit, HUD findings, and ongoing criticism about the siting of affordable housing developments all contribute to this caution.

⁴ These statistics were provided to the consultant team by the City of Dallas Housing Department

development of workforce housing, retail, office and other uses that can revitalize neighborhoods. Moreover, market forces, such as the high cost of land, make the placement of sufficient numbers of affordable units in high opportunity areas challenging, as the Housing Department has indicated to the City Council.

While the CHP must guard against using LIHTC to further concentrate poverty and encourage siting viable LIHTC projects in Northern Dallas and other areas with lower poverty rates, it should also provide city staff with greater flexibility to nimbly support the leveraging of LIHTC funds throughout Dallas, regardless of the MVA. Otherwise, the city's rejections of LIHTC proposals in Southern and Western Dallas will continue to sow confusion within the developer community about how to gain support for proposals in these areas that could help the city achieve the goals of the CHP.

11. The CHP should help dispel myths about affordable housing that fuel NIMBYism

NIMBYism often has its roots in myths about what affordable housing means and what it does to neighborhoods and communities. The CHP should include myth-busting strategies that will help boost the approval rate for worthy affordable housing proposals that align with the goals of the CHP. Examples of common myths and myth-busting strategies include:

Myth: Affordable housing only benefits the very poor; everyone else pays.

Reality: Affordable housing in Dallas should address the needs of those earning less than 80% of AMI. For a family of four, this amount equates to \$70,000 per year. Some people impacted by a lack of affordable housing include employers, seniors, low-income people, immigrants, low-wage or entry-level workers, firefighters, police officers, military personnel, and teachers. The lack of affordable housing depresses the tax revenues needed to improve roads, schools, or air quality. It means businesses struggle to retain qualified workers and lowers the amount of money available to spend in those businesses. Affordable housing isn't about doing something to help the poor; it's about improving business and raising the standards of working- and middle-class families and the nation at large.⁵

Myth: Affordable housing drives down property values

⁵ **[MythsStereotypes even more improved:](http://www.bpichicago.org/documents/MythsStereotypesevenmoreimproved.pdf?fun_cid=15777222901657857800)**
http://www.bpichicago.org/documents/MythsStereotypesevenmoreimproved.pdf?fun_cid=15777222901657857800

Reality: According to the National Low Income Housing Coalition, 85% of affordable housing meets or exceeds federal quality standards, and over 40% of this housing is considered “excellent.” That means affordable housing is likely either on-par with its surrounding neighborhood or in even better condition than its neighbors.

Myth: Affordable housing brings increased crime

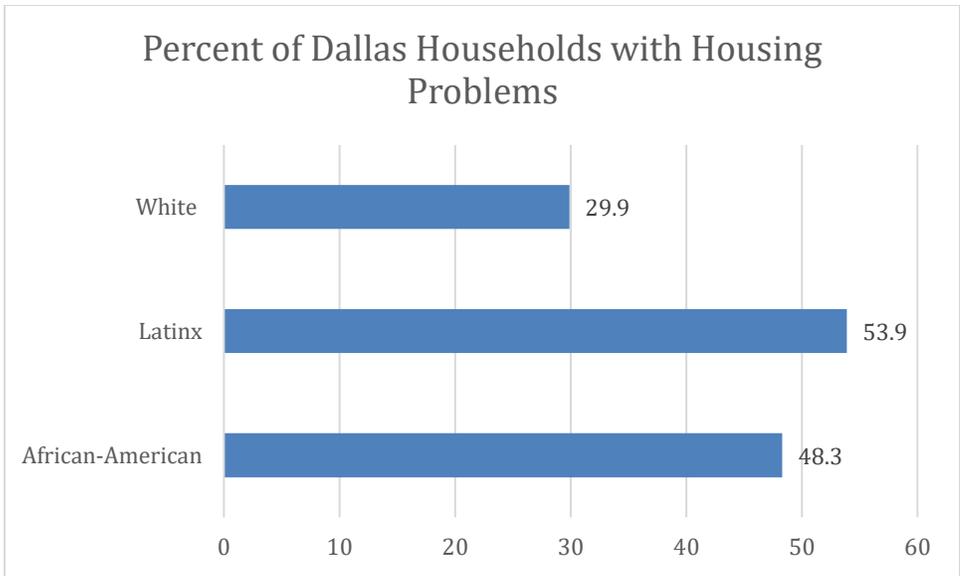
Reality: There are no studies that show affordable housing brings crime to neighborhoods. In fact, increasing the number of families who own their own homes adds stability to a neighborhood and lowers the crime rate. In addition, increasing homeownership increases neighborhood cohesion and encourages cooperation in ridding communities of criminal activity. Families who live in affordable housing seek the same thing every family does – a safe place to raise children and the opportunity to enhance the value of what they own.

Racial Disparities in Housing Outcomes

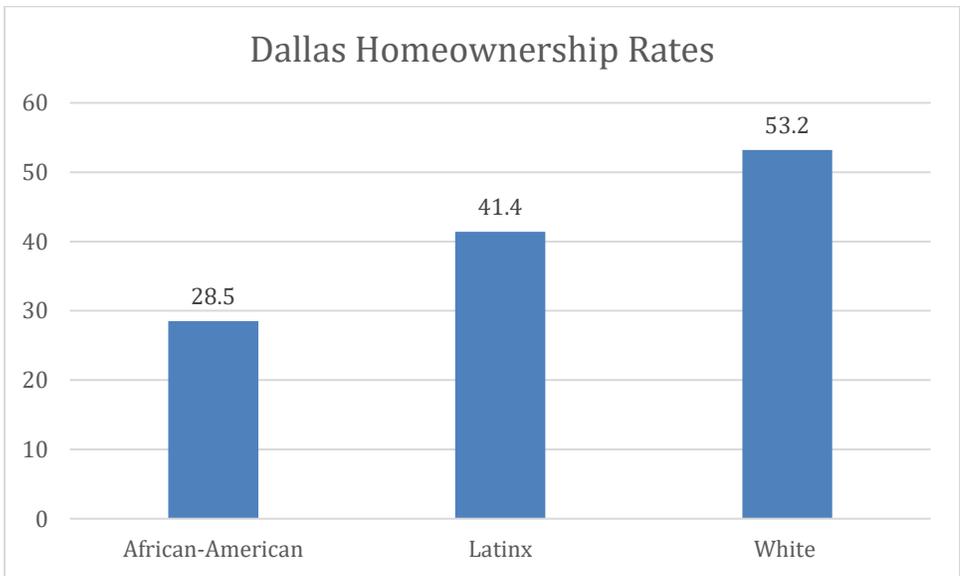
The most glaring disparities most pertinent to this equity assessment mirror those experienced by Black and Brown people in urban communities across the nation, from Boston to San Diego. These disparities directly connect to increased household vulnerability to rapidly escalating rents and home prices. They include:

- Significantly higher rates of housing problems, defined as households experiencing one or more of the following: housing cost burden (paying more than 30% of income for monthly housing costs, including utilities), overcrowding (more than one person per room), lacking a complete kitchen, or lacking plumbing⁶

⁶ <https://dhantx.com/wp-content/uploads/2019/03/North-Texas-Regional-Housing-Assessment-2018.pdf>

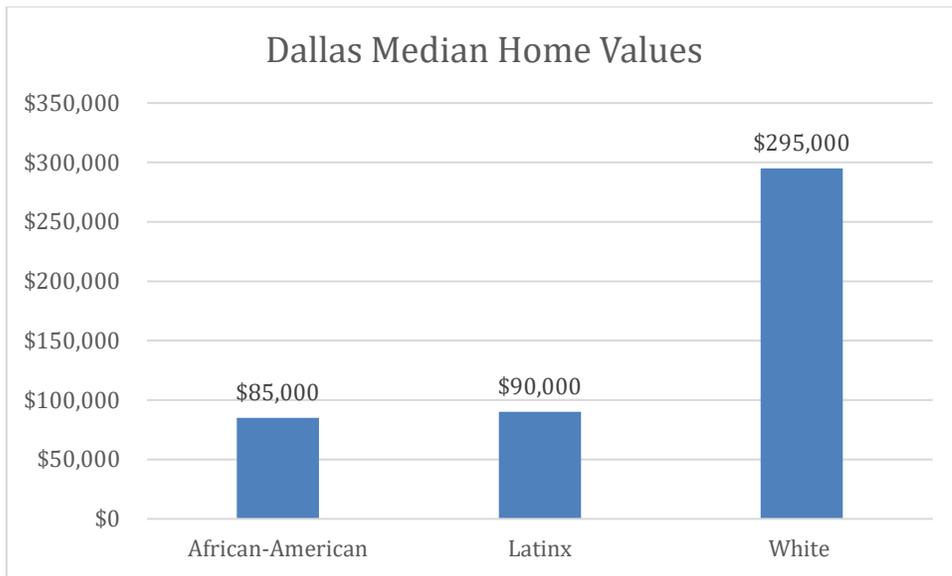


- Significantly lower homeownership rates⁷

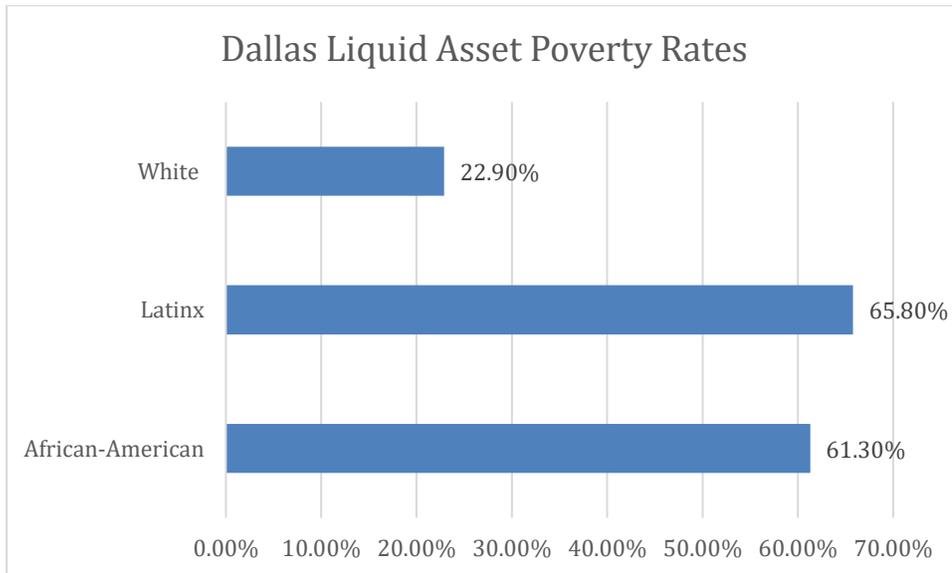


⁷ https://prosperitynow.org/sites/default/files/resource/2018-10/Racial_Wealth_Divide_in_Dallas.pdf

- Significantly lower median home values⁸



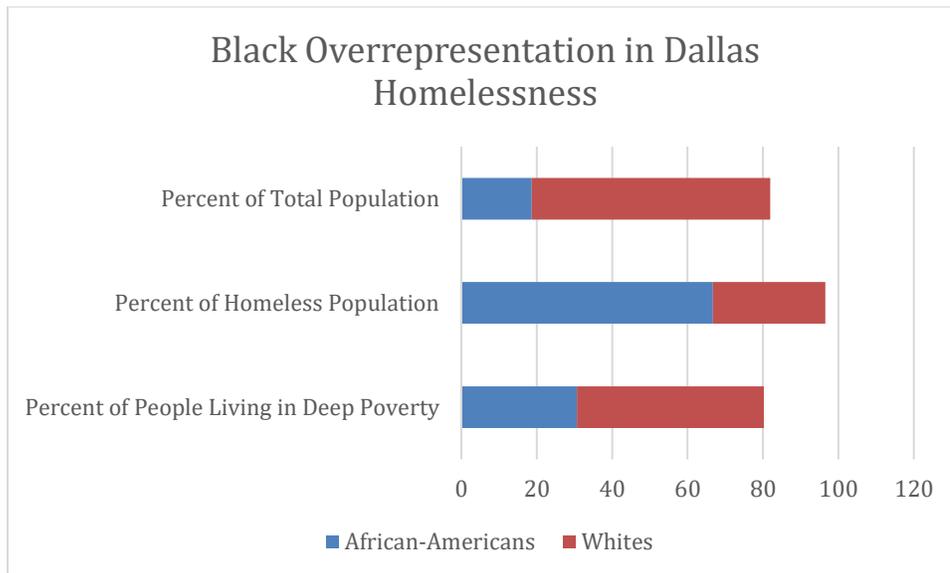
- Significantly higher rates of liquid asset poverty, defined as lacking savings to make ends meet for three months at the poverty level if a household's income is interrupted⁹



⁸ https://prosperitynow.org/sites/default/files/resource/2018-10/Racial_Wealth_Divide_in_Dallas.pdf

⁹ https://prosperitynow.org/sites/default/files/resource/2018-10/Racial_Wealth_Divide_in_Dallas.pdf

- Significant overrepresentation of African Americans in the local homeless population¹⁰



These disparities relate closely to other factors exacerbating financial vulnerability and making market-rate housing inaccessible for many Black and Brown residents of communities with rising housing costs. For example, according to a [Harvard University study](#), the typical white American family has roughly ten times as much wealth as the typical African American family and the typical Latino family. Other studies have tied this dramatic disparity to the [struggle of families of color to build home equity](#) because historic redlining and other discriminatory housing practices depressed homeownership rates and median home values. Researchers have argued that such factors help explain why the overrepresentation of Black people in the homeless population is so [much larger than the overrepresentation of Black people among people living in deep poverty](#). They suggest that focusing solely on addressing income disparities will not lead to housing equity.

The Historical Causes of Current Racial Disparities

The Policy Roots of Inequity: A Legacy of Exclusion, Relegation, and Neglect

Any racial equity assessment of policies designed to increase access to affordable housing requires understanding the historical root causes of the higher barriers to affordable housing experienced by communities of color. We must also strive to understand how these root causes continue to perpetuate disparities. This kind of analysis starts with reviewing policy choices made by city leaders over the course of Dallas's history that fostered these disparities and

¹⁰ <https://www.dallasobserver.com/news/black-people-far-more-likely-than-whites-to-be-homeless-11981745>

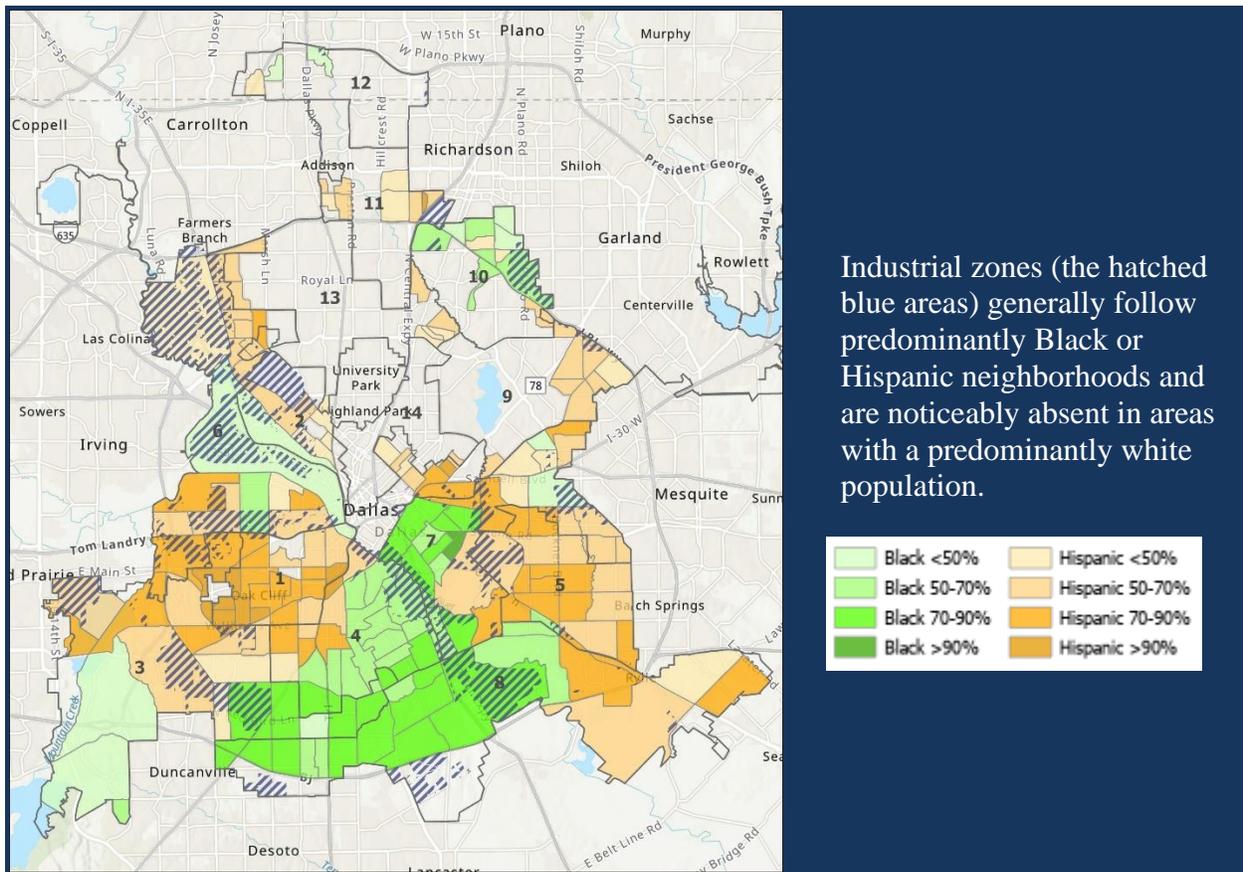
continue to sustain them. The long shadow that these historical policies casts on present-day Dallas emerged as a central theme of the listening sessions the consultant team held with Dallas stakeholders. Participants talked about the historical use of redlining, eminent domain, and other policies and practices that explicitly displaced Black and Brown residents from their homes and neighborhoods and excluded them from living in areas where the city invested significantly in the infrastructure that created economic opportunity and wealth.

The *2019 Fair Housing Study* shares examples of “local, state and federal policies that mandated segregation and inevitably shaped the landscape of housing and opportunity for generations to come” in Dallas and other communities across the nation. These examples include:

- Redlining: The Federal Housing Administration, established in 1934, furthered segregation by refusing to insure mortgages in or near African American neighborhoods.
- Zoning laws: Neighborhoods that once had African American residents were rezoned to permit industrial and toxic uses. Those rezonings turned those neighborhoods into slums.
- Government regulations: The Underwriting Manual (1946) of the Federal Housing Administration:
 - Recommended that highways would be a good way to separate African Americans from white neighborhoods.
 - Stated that “incompatible racial groups should not be permitted to live in the same communities.”
 - “Properties shall continue to be occupied by the same social and racial classes.”
- “Appraisers are instructed to predict the probability of the location being invaded by . . . incompatible racial and social groups.”
- Loss of equity generation and appreciation: African American families who were forbidden to buy homes in suburbs from the '40s to the '60s were prevented from accruing equity, which could have been passed to their children.
- Public housing to be predominantly black and poor: White and black families lived in separate public housing projects. The subsidized development of white-only suburbs led to the depopulation of public housing of white families, leaving housing authorities.

When legal means failed to exclude upwardly mobile middle class and professional people of color, vigilante groups took matters into their own hands and terrorized families who moved into predominantly White neighborhoods. Often unchecked by law enforcement and the criminal justice system, these terror tactics were common in many communities; in Dallas, they included a string of bombings in the 1940s and 1950s.

Award-winning Dallas journalist Jim Shutze chronicled these bombings and the policy shifts made by city leaders in their aftermath in his 1986 book *The Accommodation*. The book outlines how these leaders established segregated single-family developments for upwardly mobile Black households as an alternative to having them move into White neighborhoods. It also describes in detail how city leaders intentionally concentrated poorer Black families in neighborhoods that they then proceeded to neglect, relegating these families to areas prone to flooding and other hazards, passing zoning allowing for heavy industry alongside their dwellings, and shutting them out of the massive investments in infrastructure that helped bring prosperity to White areas of the city.



With substandard infrastructure, these areas became less and less attractive to market-rate developers and, as a consequence, have, over the past 50+ years, seen large pockets remain entirely undeveloped, despite economic and real estate booms that have fueled massive development in far northern Dallas and suburban areas.

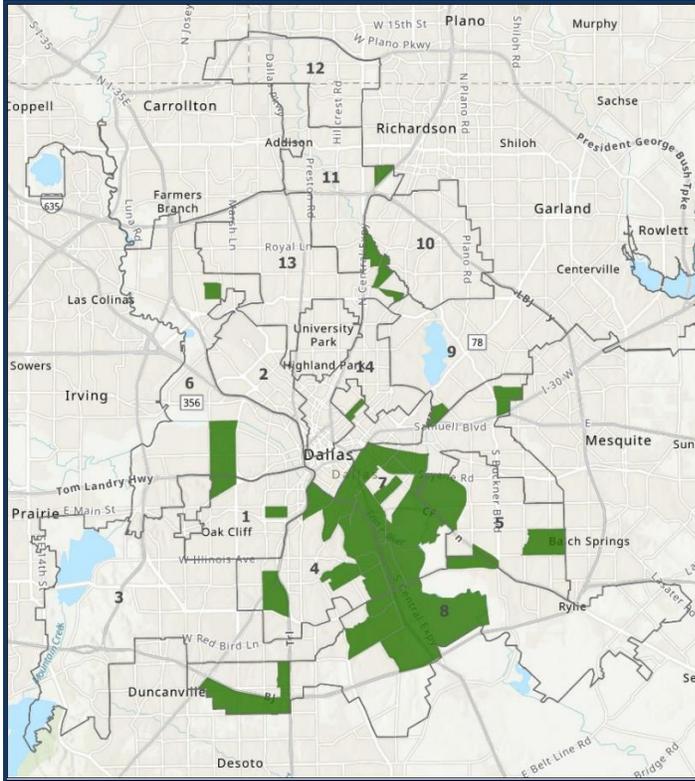
Much of the research on the relegation of communities of color to segregated, undesirable, and hazardous areas in U.S. cities focus on African-American communities, but [Latinx residents were also excluded](#) from areas with better housing and economic opportunities. Moreover,

because of redlining and [widespread housing discrimination](#) over several generations, Latinx people were more likely to settle in marginalized areas.

Despite the passage of federal civil rights laws that ended practices like redlining and led to mandated desegregation in the mid-20th century, city policy choices continued to concentrate low-income communities of color in areas south of the Trinity River. They also focused on the development of subsidized housing for low-income households in Black and Brown neighborhoods in Southern Dallas, which hastened the flight of Black and Brown middle class and professional people to the suburbs offering better schools and economic opportunities, and housing. The few thriving middle class and mixed-income neighborhoods in the area were hollowed out, unable to support local businesses owned and operated by members of the Black and Brown communities.

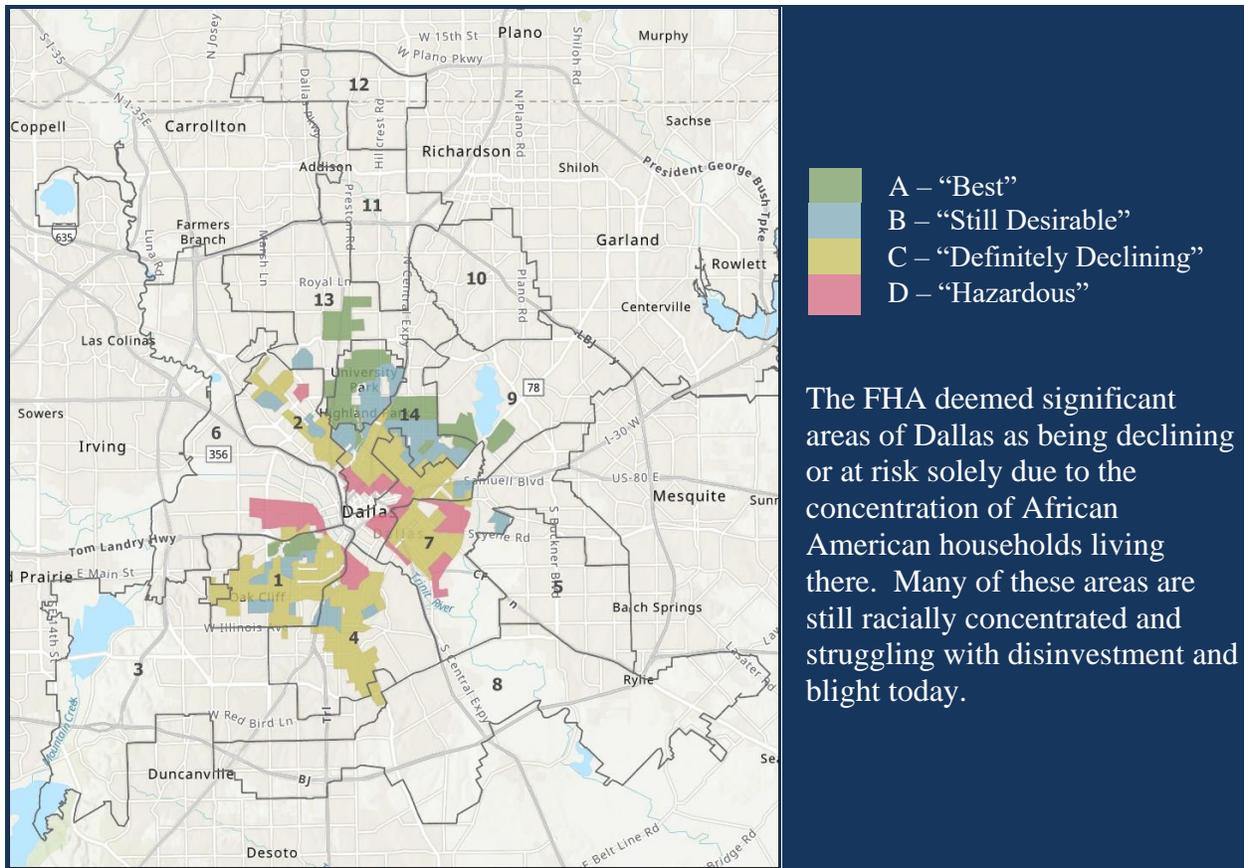
“Challenges include ...not enough emphasis on the historical data. We need to understand the stories and values of the people. We have to understand the millions of dollars spent that has kept white people in housing.” Dallas City Council Member Schultz

Over the past twenty years, the legacy of policy choices stretching back to Reconstruction has continued to shape the contours of Dallas’s housing landscape. The proliferation and persistence of Racially or Ethnically Concentrated Areas of Poverty (R/ECAPs) provides an example. The U.S. Department of Housing and Urban Development (HUD) defines R/ECAPs as areas in which: (1) the non-white population comprises 50 percent or more of the total population and (2) the percentage of individuals living in households with incomes below the poverty rate is either (a) 40 percent or above or (b) three times the average poverty rate for the metropolitan area, whichever is lower. According to the *2016 North Texas Regional Housing Assessment*, the number of R/ECAPs in Dallas doubled between 1990 and 2016, with persistent patterns in Southern and Western parts of the city. The study also found that two-thirds of the 1990 R/ECAPs retained their designation.



R/ECAP areas are heavily concentrated in southern Dallas surrounding the redlined areas once labelled “Hazardous” by real estate agencies.

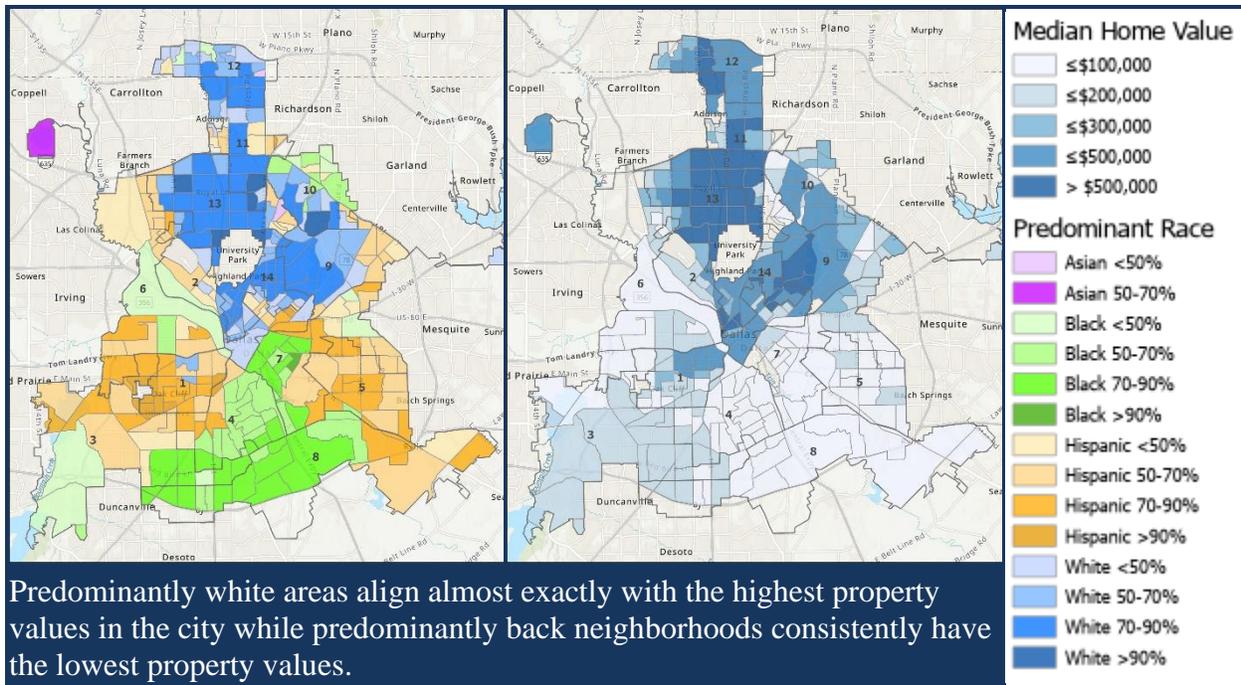
On one level, understanding the present-day impact of the historical legacy of race-based displacement, exclusion, and neglect is as simple as overlaying a map showing current R/ECAPs on top of redlining maps used by realtors and lenders in the 1930s. The close alignment between the current R/ECAPS and the neighborhoods south of the Trinity River set aside through redlining to contain Black and Brown residents tells the story of just how challenging it has been for the City of Dallas to reverse the effects of policies that denied people of color economic and housing opportunities over the course of many generations.



The Elephant in the Room

Southern Methodist University Economics Professor J.H. Collum Clark refers to the ongoing challenges of Southern Dallas¹¹ as the “elephant in the room” in his description of how Dallas’s race-based policy legacy continues to deny opportunities to Black and Brown Dallas residents some 50 years after Congress passed laws outlawing segregationist and discriminatory housing practices. In a [recent white paper](#), Dr. Clark notes that “Southern Dallas...contains approximately 64% of the city of Dallas’s population... has an area physically larger than the city of Atlanta,...[and a] Hispanic and Black populations amounting to 618,000 people in 2010-- more than the total populations of Washington, Boston, or Seattle.” Yet it “contains...only 10% of the total property value [within the Dallas city limits], as assessed for property tax purposes.” Although the area has experienced moderate population growth since 2010, “the number of housing units and jobs in the area has declined over the same period.”

¹¹ Dr. Clark defines Southern Dallas as “9 of the city’s city council districts, mostly south of Interstate 30, but including several low- to moderate-income areas just north of I-30 (including West Dallas / Census Tract 205).”



Dr. Clark continues:

“Even in this century, historical patterns of neglect and under-investment have continued. Southern Dallas has seen very little new housing development, either in the market rate or subsidized segments of the market. The number of Community Housing Development Organizations has declined from a peak of 20 a decade ago to four today. The City of Dallas has been able to allocate only very modest capital to affordable housing and has further restricted public sector investment in Southern Dallas as part of a policy to avoid “concentrating poverty” in long-time low-income neighborhoods.”

Even today many residential areas of Southern Dallas remain disconnected from the city’s sewer system, lack adequate roads, are prone to flooding, and have zoning that has allowed heavy industrial development to flourish right up against long-time Black and Brown residential neighborhoods. Families in Southern Dallas who manage to improve their economic lot continue to move away as a result, often to suburbs outside the city limits, so that the next generation can access the educational and other infrastructure that will make the path to prosperity less difficult. In turn, this ongoing flight of upwardly mobile Black and Brown households tends to perpetuate cycles of neighborhood poverty.

In contrast, the predominantly White and dramatically more prosperous areas of Northern Dallas have a considerable head start due to far greater levels of public investment in infrastructure that boosts economic opportunity. Examples include schools, roads, public transportation, and development that attracts high-paying employers, lenders, and other economic drivers. For the most part, these areas have not made room for working, disabled, or any other people who

struggle to afford market-rate housing in these areas, a group in which Black and Brown Dallas residents are grossly overrepresented.

Some neighborhoods south of I-30 have seen significant public and private investment in infrastructure in recent years, but these neighborhoods have also witnessed the displacement of numerous Black and Brown households as rents and property values have risen precipitously. These displaced households include working people and seniors living on fixed incomes. As Dr. Clark points out in his white paper, this dynamic adds another layer of complexity to seeding the development of mixed-income neighborhoods in Southern Dallas.

Challenges to Progress and Worsening Inequities

Studies completed over the past five years indicate that Dallas has made little progress in reversing long-term housing inequities and that barriers to affordable housing for Black and Brown residents are in fact growing worse. For example,

- *The City of Dallas Equity Indicators 2019 Report* states:

*“Decades of disinvestment in Black and Hispanic neighborhoods have culminated in substantial differences in basic housing conditions, neighborhood quality, and access to amenities. The indicators in this theme demonstrate deep disparities along racial/ethnic lines, particularly in Access to Housing and Housing Affordability and Services—disparities that have worsened since the baseline year.”*¹²

- [The Urban Institute](#) ranks 274 American cities according to their degree of inclusion. These rankings address “overall inclusion,” which reflects the ability of historically excluded populations to contribute to and benefit from economic prosperity. In 2016 it ranked Dallas 272nd out of 274 on overall inclusion, 270th out of 274 on economic inclusion, and 246th out of 274 on racial inclusion.¹³
- A [2018 economic opportunity assessment](#) of Dallas County conducted by the Center for Public Policy Priorities documented a growing divide in the economic opportunities available to its residents and increased difficulty for the lowest income residents, who are far more likely to be people of color, to pull themselves out of poverty.

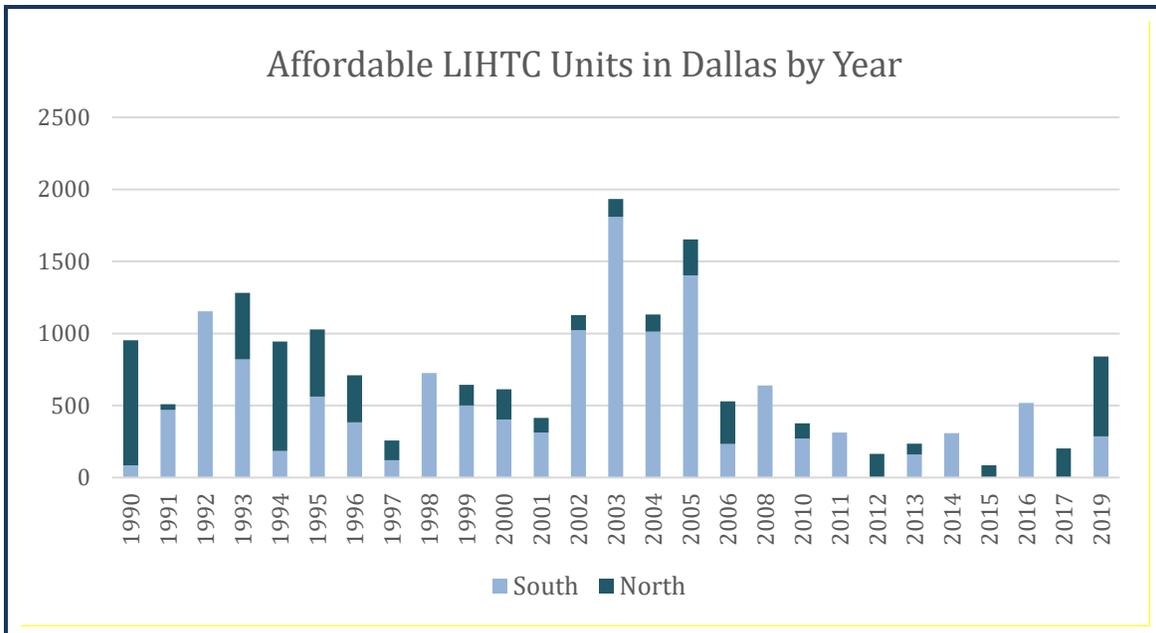
¹² <https://dallascityhall.com/departments/office-of-equity/DCH%20Documents/equity-indicators-booklet-2019.pdf>

¹³ The institute bases this overall inclusion ranking on both “economic inclusion” and “racial inclusion.” It measures economic inclusion by looking at housing affordability, income segregation, the share of working poor residents, and the high school dropout rate. It measures racial inclusion by examining racial segregation; racial gaps in homeownership, poverty, and educational attainment; and the share of the city’s population who are People of Color.

Present-day policy choices have played a part in this worsening landscape. These choices include the “peanut butter approach” that recent City Councils have applied to revitalize the city. Mike Koprowski, who worked on the development of the CHP described the peanut butter approach this way: “Take a pot of economic development money, and spread it evenly across the city, to all 14 districts, from the have-nots to the have-a-lots.” Observers trace this problem back to 1991, when, after increasing pressure for greater representation of the communities most impacted by long-standing inequities, the City of Dallas changed its City Council format to include 14 council members elected by 14 separate districts with the mayor being elected at-large.

Many of the stakeholders interviewed for this assessment expressed that under the current 14-1 system, the Council has struggled to act on remedying the huge infrastructure deficit that continues to hamstring economic opportunity and housing development in Southern Dallas. Individual Council members acknowledge that the present-day deficit has resulted from decades and decades of under-investment and the inequitable distribution of public funds under the former city governance formats, but such acknowledgment has not resulted in substantial budget allocations to level the playing field for historically neglected parts of the city.

Rather than committing to redressing the profound infrastructure disparities between Northern and Southern Dallas, city leaders have tended follow a long-standing pattern of placing subsidized housing in Southern Council districts. Absent any substantial concurrent investment in the infrastructural foundation needed in Southern Dallas for mixed-income neighborhoods, this pattern tended to exacerbate the concentration of poverty. In turn, this continued concentration discouraged the city away from strategically investing affordable housing funds in Southern Dallas.



Since 1990, LIHTC Developments have added more units to Dallas’s southern side than in the northern districts, leading to concern and criticism from community stakeholders.

Advancing Equitable Impacts

Racial equity is both an outcome and a process. As an outcome, racial equity is achieved when race no longer determines one's socioeconomic outcomes, when everyone has what they need to thrive, no matter where they live. As a process, we apply racial equity when those most impacted by structural racial inequity are meaningfully involved in creating and implementing the institutional policies and practices that impact their lives. Developing racially equitable goals and outcomes will result in improvements for all groups, but the strategies can be targeted based on the needs of a particular group. Systems that are failing communities of color are actually failing all of us.¹⁴

The Government Alliance for Race Equity Framework notes that “*when we achieve equitable development, we increase the capacity of people of color to strengthen their communities and determine their own future and that of their neighborhoods. We distribute the benefits and burdens of growth equitably among people of all races, ethnic backgrounds, incomes, and geographies/neighborhoods. We encourage multicultural communities where tenured and newcomer residents can thrive. And we provide meaningful choices for the most impacted people of color to live, work, and define their own culture throughout all neighborhoods.*”¹⁵

¹⁴ <https://www.racialequityalliance.org/about/our-approach/benefits/>

¹⁵ <https://www.racialequityalliance.org/wp-content/uploads/2016/11/GARE-Equitable-Development.pdf>

The CHP will advance racial equity and succeed in reducing the higher barriers to safe, quality, affordable housing for Black and Brown Dallas residents when the City Council, city staff, developers, neighborhood advocates, and other community stakeholders agree that racial equity in housing development is a goal worth attaining. City leaders and affordable housing stakeholders would therefore all benefit from a firm grounding in racial equity. Establishing a common understanding of the benefits and values of developing housing with racial equity will propel Dallas policies in the direction of maximizing impact. As City Council Member Thomas stated to the consultant team, we must “*make sure there is an understanding [on the City Council] of what equity is and be intentional in how we develop policy and [assess] the impact of the policy we make.*”

Step One: Understand and call out the historical legacy of policies and practices that caused present-day racial inequities

The *City of Dallas Equity Indicators 2019 Report* states that “decades of disinvestment in Black and Hispanic neighborhoods have culminated in substantial differences in basic housing conditions, neighborhood quality, and access to amenities.” It also shares that “the indicators in this theme demonstrate deep disparities along racial/ethnic lines, particularly in Access to Housing and Housing Affordability and Services—disparities that have worsened since the baseline year.”¹⁶ As detailed in the section of this report titled [The Historic Root Causes of Current Racial Disparities](#), Dallas’s current housing landscape reflects structures and policies that were designed and implemented to segregate races and create unequal access to opportunity.

While the CHP provides the City Housing Department with the rules of the road for implementing 13 discrete programs, it lacks a comprehensive framework for dismantling the complex array of deep-rooted obstacles that have increased in scope and scale the longer the North-South Divide has been ignored. Moving forward, simple equality in the way the Council allocates resources and makes investments will not get to the root causes. Instead, proactive policies that dismantle structural racism will need to be developed, approved, and applied. Tackling root causes with proactive strategies requires [establishing equity-centered goals that focus on the desired outcomes](#) and thus build a foundation for all work to follow in advancing equitable impact.

¹⁶ <https://dallascityhall.com/departments/office-of-equity/DCH%20Documents/equity-indicators-booklet-2019.pdf>

*We need to acknowledge we are tackling this with our hands behind our backs. There are laws that prevented blacks from owning homes – structures that had generational effects. We can't fix it without legal remedies. It was illegal for blacks to own mortgages. We need to tackle root causes. Some infrastructure investment needs to be made.
--Participant in LGBTQ Stakeholder Listening Session*

Step Two: Plan for Advancing Equity

The current goals of the CHP should be restructured to explicitly mandate comprehensive planning that advances racial and economic equity. Sample goals include:

- By 2023, city departments and divisions will effectively collaborate to ensure that there are plans in place for concurrent progress in all 14 districts toward reaching the affordable housing goals outlined in the CHP
- By 2025, city departments and divisions will present to Council collaborative projects across all 14 districts that each address multiple factors in neighborhood development, including equity in housing, education, transportation, health, economic, nutrition, infrastructure, planning, and zoning
- By 2022, the Council will approve a comprehensive plan to revise current policies to undo harmful structures that keep racism alive, including policies addressing the need for tax relief and infrastructure development and others prohibiting predatory lending practices, discriminatory rental policies, and restrictive zoning laws
- By 2035, Dallas will be a city where each neighborhood provides access to safe, quality housing and amenities for people in all racial and socio-economic groups so that residents can stay in their neighborhoods of choice.

Such goals will help to ensure that the CHP serves as an umbrella for all city plans that can contribute to supporting equitable housing development, including private, mixed-income, mixed-use, affordable, and supportive. The CHP should set the frame while the plans bring the policy to life. This approach was articulated well in Dallas City Council Member Blackmon's comments to the consulting team:

"On our end, knowing that what we decide today will have ramifications 5-10 years down the road. The world I am creating now will be for my grandkids. Segregated

school districts are a byproduct of...[past] political decisions. We don't have the investment for the plan.”

Step 3: Revise the CHP to Correct its Equity Blind Spots

The CHP outlines various programs equipped with tools that can contribute to addressing some of the impediments to equity, but it takes an equality rather than an equity approach to the implementation of these programs. It encourages one-size-fits-all solutions that turn a blind eye to historically rooted differences in the affordable housing needs and market conditions from neighborhood to neighborhood. The following chart outlines the CHP’s many equity blind spots:

CHP Section	Equity Blind Spots
<p>Goals</p> <ol style="list-style-type: none"> 1. Create and maintain available and affordable housing throughout Dallas, 2. Promote greater fair housing choices, and 3. Overcome patterns of segregation and concentrations of poverty through incentives and requirements. 	<p>Goals do not demonstrate the overall desired state of an equitable Dallas with a level playing field for accessing safe, quality, affordable housing. Without making this desired state clear in the initial goals, the Council, staff, and public are not pushed to consider CHP programs through an equity lens.</p> <p>Further, the strategy of using incentives and requirements does not adequately reflect or address the historical policies and practices that made the current playing field so tilted to the disadvantage of Black and Brown residents.</p>
<p>References to Existing Plans</p>	<p>The policy lists the three plans: <i>forwardDallas! Neighborhood Plus</i>, and <i>The Consolidated Plan</i>. However, the CHP does not discuss how these plans should work together or how they connect to the CHP. Further, there is no outline of who is accountable for ensuring the interdepartmental collaboration to integrate related plans and policies.</p> <p>The CHP has no apparent connection to the <i>Dallas Equity Indicators Report (2019)</i>. A connection to this report could help gauge how well the policy is moving Dallas toward the Council’s equity goals.</p>
<p>Reinvestment Strategy Areas</p>	<p>The CHP lists the Reinvestment Strategy Areas:</p> <ul style="list-style-type: none"> ● Redevelopment Areas ● Stabilization Areas

	<ul style="list-style-type: none"> ● Emerging Market Areas <p>These areas are described and defined. The gap is that there are no descriptions on how reinvesting in these areas addresses the historic racist policies or patterns of segregation. Nor are there connections made that outline how certain prioritized work or development in these areas will help achieve the CHP’s goals.</p> <p>The CHP should include explanations of how different reinvestment strategies will specifically increase equity and decrease segregation.</p>
Production Goals	<p>In the absence of a whole-city vision for increased equitable affordable housing and revitalized neighborhoods, the production goals are a set of numbers with no connection to strategies that could lead Dallas toward the desired state. When production goals are established that align with the desired equitable impact, resources should be identified from multiple funding streams that will allow for those production goals to be achieved.</p>
The Housing Policy Task Force	<p>On the surface, the idea of a Task Force with city-wide representation sounds like a great way of engaging the community. Yet it appears that the Task Force has over 600 members on its listserv, there is minimal participation, and there is no clearly outlined work plan showing how the Task Force will function as a body that can enhance strategies and increase accountability.</p> <p>The Housing Policy Taskforce needs to have activities that align with the CHP, including reviewing progress, developing strategies for city-wide communication of progress, and assisting the staff in thinking through how barriers can be addressed as they arise. In addition, the Housing Policy Task Force should play an evaluation role as activities are adjusted to achieve the desired results.</p>

<p>List and Description of Programs</p> <ul style="list-style-type: none"> ● Homeowner Programs <ul style="list-style-type: none"> ○ Home Improvement and Preservation ○ Subrecipient Minor Home Repair Major Rehabilitation Forgivable Loan Program ○ Housing Reconstruction Program ○ Dallas Homebuyer Assistance Program ○ DHAP Targeted Homebuyer Incentive Program ● Landlord Programs <ul style="list-style-type: none"> ○ Home Improvement and Preservation Rental Program ● Tenant Programs <ul style="list-style-type: none"> ○ Tenant-Based Rental Assistance Programs ● Developer Programs <ul style="list-style-type: none"> ○ New Construction and Substantial Rehabilitation Program ○ Mixed-Income Housing Development Bonus ○ Land Transfer Program ● Preserving Affordability <ul style="list-style-type: none"> ○ Title Clearing and Clouded Title Prevention Program ○ Community Land Trust Program ○ Targeted Rehabilitation Program 	<p>The CHP lists these programs and their requirements. The listing of these programs is not policy.</p> <p>Many programs are under-resourced and difficult to access.</p> <p>City Council management of city approval processes politicizes implementation, often to the detriment of progress toward the desired state of increased equity.</p> <p>These programs should be tools for an overall plan approved by the Council and managed by the staff. The Council would oversee ensuring that benchmarks are reached and assist staff in overcoming barriers at the policy level. The comprehensive strategic roadmap described above would outline in detail how each program would be used to achieve the goals.</p>
<p>Neighborhood Investment</p>	<p>The CHP defines Neighborhood Investment Zones and what they can be used for. NEZs could be used as a tool to build equity in the context of a broader strategic road map. This section, however, does not describe how NEZ are</p>

	to be used strategically or with an eye to advancing equity.
Funding and Supporting Actions	<p>This section lists the various federal, state, and local funding sources available to support the city’s housing programs. Again, there is no description of how these funding sources should be used to achieve the desired state.</p> <p>Every CHP goal needs a developed strategy that includes how achieving the goal will be funded. Rather than just a list of funding sources, the CHP requires an outline of how each funding source will be leveraged and combined with other sources to achieve each goal. Each strategy must also include a timeframe.</p>
Strategies, Tools, and Programs that will Require Additional Action	This section lists areas that require further exploration, but it provides no connection to the current CHP goals nor to needed goals around creating greater equity in Dallas’s affordable housing landscape.

The City Council could eliminate these blind spots by using the CHP to create a comprehensive strategic road map with an array of strategies specifically tailored to address racial equity and the differing needs and development opportunities from one city area to another. The road map would include strategies specific to each of the 14 districts’ unique characteristics and outline corresponding development strategies and funding sources. In combination, these strategies would comprise a whole-city policy framework that utilizes all relevant programs and specifies the funding required to make this framework viable and sustainable.

Examining Alternatives and Improvements

The roots of inequities in Dallas’s housing landscape have been studied extensively over the years. Many plans and proposed solutions for addressing these inequities have been created. Yet the many gaps and blind spots in the CHP allow those plans and solutions to fall victim to politics—particularly the politics of NIMBYism. As a result most of these plans and solutions have not been fully implemented or have been shelved altogether.

The silence of the CHP around how equity-based strategies can be utilized to achieve community-wide goals, along with the absence of metrics to determine if the city is making progress toward such goals, contributes to this problem. These gaps in the policy enable

greater allegiance to the opinions of constituents advocating for their own Council district than to a whole-city approach to equitably increasing access to affordable housing in all 14 districts. They help support a system in which projects from well-resourced developers are approved without considering the impact on the larger system, while smaller developers in Southern Dallas bear a higher cost burden and contend with an increased likelihood that proposed projects will be rejected or will die while awaiting approval.

For example, one large developer spoke in a listening session of delays that cost more than \$1 million while awaiting approval. This is not the type of loss that smaller or nonprofit developers can shoulder and adds to the cost of the development overall. This imbalance of resources and revenue prioritizes Northern Dallas over other parts of the city.

Closing these gaps could help make the CHP a powerful tool for remedying the root causes of racial inequities and disparities. Required actions include:

1. Setting measurable targets for improvement and concrete benchmarks specific to each Council district
2. Specifying a detailed plan for effective Council oversight for achieving these targets and benchmarks across all districts
3. Allowing flexibility for city staff to use a variety of resources and leverage partnerships as needed to help each district meet established targets and benchmarks
4. Codifying a requirement that progress moves forward at a similar pace across all areas of the city
5. Investing in infrastructure - acknowledging the lack of infrastructure development in Southern Dallas and laying out a plan for infrastructure improvements to these areas over a period of time to bring them commensurate with the infrastructure that exists in North Dallas
6. Establishing a basis for educating the Council, staff, and community members on the value of equity and thus building buy-in to the process
7. Requiring systemic change that addresses the historical disparities and overturns laws and practices that allow for racist practices to be promoted.

Such steps would need to be accompanied by a campaign to increase the public will to bring a whole-city plan for greater affordable housing equity to fruition. Success would also require the commitment of a critical mass of elected officials to the shared strategic vision for ensuring that *every district* carries its weight by bringing about needed change within its borders. Only then will the NIMBYism that affects too many Council decisions be reined in.

Washington, D.C. and Portland, Oregon have developed models for building the necessary public and political will that could provide models for Dallas.

The District of Columbia’s “[All 8 Wards](#)” strategic vision for centering equity in its homeless response system called for short-term family shelters to be developed in all 8 Wards within 5 years. No facility could be developed until resources and sites were identified in all wards, ensuring that the developments were built concurrently. This type of approach mitigated against the temptation for City Council members to allow constituent opposition to projects within district borders to trump the commitment to achieving city-wide goals.

The strategy recognized that the costs and characteristics of each site would vary by location, but the city’s commitment to ensuring equal access to for households across all parts of the city was vital. To that end, sites were designed to physically match the features of the neighborhood and included the input of all stakeholders in the design and decision-making process - Council, community members, and people experiencing homelessness.

[Portland’s Southwest Corridor Equitable Development Strategy](#) integrates housing development with the light rail transit development. It provides support and services to move the city toward goals such as increasing wealth and preventing displacement in historically marginalized communities. Each goal has an implementation strategy tied to specific resources. The strategy also includes specific metrics to help the city measure overall progress and ensure concurrent progress to achieving each goal.

The Washington, D.C., and Portland strategic models both required City Council approval and included detailed plans for Council and community oversight. Both models build in accountability by transparently measuring progress toward specific benchmarks. Their oversight approaches both allow city leaders to address the availability of the resources needed as barriers to progress arise.

Since these models were adopted, the activities within the respective strategies have been revised based on conditions on the ground in each community. The respective Councils were updated on staff revisions to activities related to each strategy; however, such revisions did not require substantial change to the legislation approving the strategies.

In Dallas’s case, such a model would need to center strategies that address the infrastructure needs of Southern Dallas neighborhoods. Investment by the city in access to sewer, water, and electricity, proper lighting, and the improvement of roads and transportation access to and from neglected areas of Southern Dallas would begin to establish neighborhoods where current residents can flourish. These neighborhoods would then become desirable to people of all income levels. Currently, historical infrastructure disinvestment results in costs that are often passed on to developers, which discourages the investment that the area so sorely needs.

Success Factors

For the CHP to succeed in helping the city reach its equity goals, it will require specific indicators of that success--benchmarks against which the city can measure how equity-based goals are being implemented, how much progress is being made, and the need for additional resource allocation.

[Portland's Southwest Corridor Equitable Development Strategy](#) (pg. 13) provides a solid example of how to measure progress toward ambitious targets specifically aligned with affordable housing goals as well as required activities within lead agencies. It also provides an example of how measuring progress against these targets can work hand in hand with ongoing planning to adjust resources as the initiative progresses from one stage to the next.

City of Dallas departments and divisions perform intersecting work based on many intersecting plans, but there is little evidence that this work happens in an integrated way. In fact, stakeholder input gathered in listening sessions suggests that implementation work on one plan is often at cross purposes with work on another and. Dallas could benefit from a crosswalk between *fowardDallas!*, *The Consolidated Plan*, the *Neighborhood Plus* plan, and the *Equity Indicators*. Such a crosswalk would help align goals and indicators related to increasing affordable housing equity. It would thereby create a more integrated, unified approach that would enable staff to better work in concert toward the desired state.

Depending on the goals of a restructured CHP, benchmarks within a more integrated approach to implementing intersecting plans could include:

- Resources for infrastructure improvement have been identified for Southern Dallas districts
 - Infrastructure elements will need to be defined but must, at a minimum, include water, sewer, electricity, internet, and transportation/mobility
- Community-based organizations have been identified and funded to help prevent displacement
 - Organizations have been selected to assist residents in navigating the maze of government programs and agencies that provide housing support services
 - Strategies have been developed to ensure that within historically marginalized areas experiencing gentrification, long-time homeowners can both increase the value of their assets and afford to pay their taxes
- Quality transportation, education, food, and health care are available in all Dallas neighborhoods.
 - Based on the goals for each community, the number and scope of these elements would be defined as specific metrics.

Benchmarks of this kind would provide an oversight framework for measuring progress that the City Council, city staff, and community stakeholders can utilize to collectively hold themselves accountable as CHP strategies are developed and implemented. They would also provide a guide for discussions about how to continuously improve the implementation of any plan that could contribute to reaching the ultimate goal of a more equitable city.

Ensuring Viability and Sustainability

Addressing the Funding Gap

The success of any enhancements to the CHP in equitably increasing access to affordable housing depends on dedicating adequate resources for the endeavor. The City of Dallas has incorporated equity into its budgeting process, but only a significant financial commitment will redress the historic disinvestment in southern Dallas and accelerate the strategic and equitable production of affordable housing at scale. Such investment would entail restructuring the use of federal programs and substantially increasing local resources.

Dallas's current investment strategy to-date stands in stark contrast to those of other cities with comparable housing affordability problems. In 2017, Dallas voters approved a \$1.05 Billion bond program. This program included a proposition to use just over 5% of the total--\$55 Million-- to facilitate the revitalization of commercial corridors, transit-oriented development, mixed-use developments, mixed-income housing, and neighborhood revitalization throughout the City. The City Council can draw from this 5% pot to approve affordable housing initiatives, but they also draw from it for economic development and other initiatives. In Atlanta, Seattle, Austin, and other cities, new mechanisms for generating *dedicated* local revenue at much higher levels have substantially boosted capacity for affordable housing production and are allowing policy makers to through on comprehensive strategic housing plans. Voter-approved local funding for affordable housing in these communities now dwarfs the amount that the Dallas City Council could potentially allocate from the \$55 Million in 2017 bond funds intended to cover a wide range array of needs, including affordable housing.

For example, Atlanta recently deployed \$100 million in new housing opportunity bond funding. In 2016 Seattle voters signed on to a \$290 million property-tax levy for low-income housing. In 2018 Austin approved a \$250 Million Affordable Housing Bond. Following suit and creating a dedicated local revenue stream would allow Dallas to make an investment in affordable housing equity at a scale similar to the scale of these other communities. It would ultimately allow the Council to sustain its drive toward greater equity.

It is difficult to determine the exact amount of new resources Dallas requires, especially without a strategic roadmap, but the most recent biennial budget forecast provides clues about the size of the funding gap between Dallas's affordable housing investments and those being made in these other cities. The forecast, which shows a relatively level amount of funding and no dedication of funds needed to take the initial steps for building equity, shows Dallas dedicates a significantly smaller percentage of its overall budget to housing solutions. The following chart illustrates just how large the gap is:

Resources Dedicated for Key Housing Development Goals for FY 20-21

Dallas \$58.2 million of a \$3.8 billion budget¹⁷ (2.2%)

Seattle: \$81.9 million of a \$6.5 billion budget¹⁸ (5.3%)

Austin: \$90 million of a \$4.5 billion budget¹⁹ (4%)

For FY 21-22, the City of Dallas annual budget was \$4.3 billion, of which housing programs received about \$40 million, which includes \$21M in ARPA funds. That allocation represents 1.7% of the overall budget, a decrease in the share shown in the FY 20-21 forecast.

For Dallas to achieve its equity and affordable housing goals, it needs to reverse this trend and substantially increase its investment and set aside significant dollars for community revitalization, including targeted increased investments toward remedying the historical disinvestment in Southern Dallas and the other historically Black and Brown areas.

Additional Needs

In addition to adequate funding, ensuring viability and sustainability requires developing structures to effectively manage plans and the resources. For example, to increase the adaptability of the CHP, the city should regularly schedule reviews so that the City Council, city staff, and community stakeholders respond to changing conditions on the ground and strategize around removing barriers to success.

Viability and sustainability also require adequate affordable housing staff capacity well beyond what is needed to merely ensure that the 13 CHP programs are administered in compliance with local, state, and federal laws and regulations. In taking a more equity-centered approach to affordable housing strategic planning, the city Housing Department's staff will need sufficient dedicated time for collaboration with other city departments and divisions, external public agencies, and community stakeholders. This type of intensive collaboration demands not only

¹⁷ https://dallascityhall.com/departments/budget/financialtransparency/AnnualBudget/2122_02_Budget-Overview.pdf

¹⁸ <https://www.seattle.gov/Documents/Departments/FinanceDepartment/21proposedbudget/OH.pdf>

¹⁹ <https://austintexas.gov/news/austin-city-council-approves-fiscal-year-2021-2022-budget>

time but strong communication and negotiating skills. It also demands significant attention to the coordination of plans from department to department and agency to agency. Making the investment in the financial and human resources to increase equity while also accelerating the production of affordable housing will thus necessitate the use of General Fund dollars as much of the strategic and collaborative planning work needed will not always align with the expenses permitted in certain existing contracts.

Finally, viability and sustainability require continuous community engagement. In the listening sessions conducted for this assessment, many stakeholders reflected that there have been up to 168 plans created regarding City of Dallas housing problems. These stakeholders shared that little is known about the disposition of these plans--whether they were implemented, whether they were revised, or whether they were incorporated into other more comprehensive plans. Ensuring that a comprehensive strategic road map is implemented equitably entails devising a model for adjusting strategies based on ongoing, sustained engagement with all relevant community stakeholders. Successful elements of this approach used in other communities include dashboards to enhance transparency, online feedback tools, and community meetings with the specific purpose of sharing updates on progress toward SMART goals and the benchmarks created in alignment with those goals. Across the entire community, stakeholders should be able to see how the wide array of intersecting city plans administered by many different city departments and divisions are working in harmony and not at cross purposes.

Memorandum



CITY OF DALLAS

DATE February 25, 2022

TO Honorable Mayor and Members of the City Council

SUBJECT **Optional Equity 101 Training**

On behalf of the Office of Equity and inclusion, we are sharing a two-part optional online learning opportunity. Today, you should have received a link for OEI's **Equity 101 Training** designed to support City leaders in understanding key equity concepts, principles, and the role of government in advancing equity. This training is optional for Council Members and is in support of the [Racial Equity Resolution](#). This is the same training that City directors have completed and is an extension to a similar briefing to Mayor and City Council staff in September 2021.

Should you have any questions, please let me know or contact Dr. Lindsey Wilson, Interim Director of the Office of Equity and Inclusion, at lindsey.wilson@dallascityhall.com.

Thank you,

A handwritten signature in black ink that reads "Carrie Rogers".

Carrie Rogers
Director, Mayor and City Council Office

c: T.C. Broadnax, City Manager
Chris Caso, City Attorney
Mark Swann, City Auditor
Billerae Johnson, City Secretary
Preston Robinson, Administrative Judge
Kimberly Bizzor Tolbert, Deputy City Manager
Jon Fortune, Deputy City Manager

Majed A. Al-Ghafry, Assistant City Manager
M. Elizabeth (Liz) Cedillo-Pereira, Assistant City Manager
Robert Perez, Interim Assistant City Manager
Carl Simpson, Interim Assistant City Manager
M. Elizabeth Reich, Chief Financial Officer
Genesis Gavino, Chief of Staff/Office of Resilience
Directors and Assistant Directors

Memorandum



CITY OF DALLAS

DATE February 25, 2022

TO The Honorable Members of the Quality of Life, Arts & Culture Committee

SUBJECT **Mobile Food Vending Zone Pilot Program Update**

Convention and Event Services – Office of Special Events (CES-OSE) briefed the Quality of Life, Arts, and Culture (QoLAC) Committee on Tuesday, February 22, 2022, regarding proposed locations for the Mobile Food Vending Zone Pilot Program.

Staff proposed initiating the pilot at the Bathhouse Cultural Center and Pacific Plaza for 60 days from May through June 2022, with a memorandum update to the Committee the ensuing mid-fall. Feedback from the Committee outlined a need for exercising inclusivity in site selection and extending the pilot for a longer period.

Staff used the feedback about site selection to coordinate with Dallas Park and Recreation to determine the feasibility of foregoing the Bathhouse Cultural Center option as a piloted site and, instead, piloting the program at Kiest Park in south Oak Cliff. Park and Recreation staff expressed a willingness to work with CES-OSE on the implementation of the program at Kiest Park by coordinating with the Dallas Park and Recreation Board, issuing any required permits, and assisting with the pilot assessment.

Staff also revisited the pilot program assessment period to determine how the requested 90 days could be achieved given the current structure of the Special Events Ordinance – Chapter 42A. Chapter 42A currently limits the maximum number of allowable days for a special event permit to 60. However, the pilot will extend for 90 days by using a non-consecutive day programming schedule (i.e., Friday – Sunday) at both Kiest Park and Pacific Plaza. The pilot will then extend from May through July 2022. CES-OSE will continue to coordinate with Code Compliance and its other partner departments as pilot implementation planning continues. Staff will update the Committee prior to the July recess.

If you have additional questions, or require further information, please contact Rosa Fleming, Director of Convention and Event Services, at 214.939.2755, or by email at rosa.fleming@dallascityhall.com.

A blue ink signature of Majed Al-Ghafry, written in a cursive style.

Majed Al-Ghafry
Assistant City Manager

c: T.C. Broadnax, City Manager
Chris Caso, City Attorney
Mark Swann, City Auditor
Billierae Johnson, City Secretary
Preston Robinson, Administrative Judge
Kimberly Bizer Tolbert, Deputy City Manager
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Carl Simpson, Interim Assistant City Manager
M. Elizabeth Reich, Chief Financial Officer
Genesis D. Gavino, Chief of Staff to the City Manager
Directors and Assistant Directors

Memorandum



CITY OF DALLAS

DATE February 25, 2022

TO Honorable Mayor and Members of the City Council

SUBJECT **“The Big Read Down” Fee Amnesty Program**

To create more equitable access to library materials and services, the City Council adopted Resolution 19-0772 on May 22, 2019 to amend Chapter 24 of the Dallas City Code to eliminate library fines for late items. Additionally, to limit further access to materials pending their return, the City maintained fees for the replacement and cataloging of lost or damaged items, but the resolution allows for fee amnesty events to defray or eliminate those fees.

For your awareness, the Dallas Public Library will conduct its third semiannual fee amnesty program called “The Big Read Down” from March 1 – 30, 2022. During this period, library customers may log minutes read as well as other activities, such as signing up for library e-materials or participating in a library program, to earn amnesty for accrued fees. The Library has set the value of minutes read and activities completed in alignment with other large urban libraries with similar programs and will utilize our summer reading platform to track success.

The schedule for the fee amnesty program will be as follows:

- 15 minutes read = \$1.00 toward fee amnesty
- Activities completed = \$17.00

Library card holders can read to reduce their own fees or donate toward the fees of others. Minutes read that are not applied to the user will be banked for use toward fee amnesty at the discretion of Library managers. Banked minutes will be distributed to each branch library based upon the poverty rate in that area. This will make it possible to forgive library fees in cases involving lower income families and individuals, and therefore making access to library services more equitable to all.

The Dallas Public Library has 707,495 active library card users. There are currently 107,252 library card holders who are blocked from checking out materials due to fees. The Library will follow in the footsteps of library industry pioneers such as the Los Angeles County Public Library that allows patrons to participate in a reading challenge to lower or eliminate fees on their accounts. By offering an opportunity to pay off these fines non-monetarily, the Library has the potential to welcome back library card holders that are blocked from borrowing materials. To date, over \$30,000 has been raised to forgive accrued fees allowing the library to reinstate blocked card holders.

Please contact me or Jo Giudice, Director of the Dallas Public Library, for further information.

DATE February 25, 2022

SUBJECT **“The Big Read Down” Fee Amnesty Program**



Liz Cedillo-Pereira
Assistant City Manager

c: T.C. Broadnax, City Manager
Chris Caso, City Attorney
Mark Swann, City Auditor
Biliera Johnson, City Secretary
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Genesis D. Gavino, Chief of Staff to the City Manager
Directors and Assistant Directors

Memorandum



CITY OF DALLAS

DATE February 25, 2022

TO Honorable Mayor and Members of the City Council

SUBJECT **Weekly Lunch Service for City Council Meetings**

Beginning Wednesday, April 6, Dallas-based Food and Beverage Management company, Culinaire, will return to provide weekly lunch and catering services for City Council Meetings.

Should you have any questions, please contact me at 214.670.5682 or carrie.rogers@dallascityhall.com.

With kindness,

A handwritten signature in black ink that reads "Carrie Rogers".

Carrie Rogers
Director, Mayor and City Council Office

c: T.C. Broadnax, City Manager
Chris Caso, City Attorney
Mark Swann, City Auditor
Billierae Johnson, City Secretary
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Genesis Gavino, Chief of Staff to the City Manager
Directors and Assistant Directors

Memorandum



CITY OF DALLAS

DATE February 25, 2022

TO Honorable Mayor and Members of the City Council

SUBJECT **Taking Care of Business – February 24, 2022**

Temporary Inclement Weather Shelters

OHS activated temporary inclement weather shelters (TWIS) Wednesday, February 23, 2022 and Thursday, February 24, 2022, in accordance with Chapter 45 of the City Code. Those experiencing homelessness were directed to Oak Lawn UMC and OurCalling. Individuals that tested positive for COVID were directed to the City Overflow Shelter, to remain for the duration of their isolation periods.

Prior activations of TWIS were done on January 1, 2, 6, 15, 19, 20, 21, 22, and February 17, 2022. Should you have any questions or concerns, please contact Christine Crossley, Director of the Office of Homeless Solutions.

OHS Street Outreach Update

The DRTRR team of homeless service providers, co-led by OHS and MDHA, is currently targeting several encampments, which will result in closure through the housing of those unsheltered individuals throughout the year. The team will outreach to these sites and meet with various persons experiencing homelessness to assess their needs in preparation for site closure via housing. During this time, the OHS Street Outreach Team will continue to engage with unsheltered residents through normal street outreach, connecting people with the needed resources, such as: getting IDs, working with Community Courts on expunging eligible tickets and offenses from their records, identifying medical needs, and getting them access to the Coordinated Access System (CAS).

Provided below is the schedule for homeless encampment cleaning the weeks of February 22 through March 4. Please note that these will be for debris removal and outreach only. Due to the high transmission rate of the COVID variant, Omicron, the openings of Inclement Weather Shelters, and the newly secured COVID quarantine site, all encampment cleaning requests are being resolved as time allows. We appreciate everyone's patience.

Encampment Resolution (Cleaning) Schedule February 22 – March 4, 2022

February 22- 25	February 28- March 4
LOCATION	LOCATION
12399 Coit Rd	2500 Hickory St
11235 N Central Service Rd- SB	1700 Baylor Rd
Central Ramp & LBJ / 635 & Coit Service Rd	2900 Hickory St
13045 N Central Expwy- SB	1700 Cockrell Hill
12989 N Central Expwy- NB	I-30 & Ferguson Rd.
7996 Meadow Rd	Stemmons Fwy & Mockingbird Ln
6977 LBJ Service Rd	Stemmons Fwy & Inwood Rd
Walnut Hill Ln & N Central Expwy	8325 N Stemmons Fwy
7985 Royal Ln	9929 Harry Hines

DATE February 25, 2022

SUBJECT **Taking Care of Business – February 24, 2022**

Stemmons Fwy & Medical District	2253 Storey Ln
	Web Chapel Extension & Storey Ln
	2465 Crown Rd
	Stemmons Fwy & Oak Lawn
	11555 Harry Hines
	1133 Riverfront
	Starlight & Northwest Hwy
	2380 Northwest Hwy
	Harry Hines & Northwest Hwy
	11844 Josey Ln

OHS continues to urge people who see an encampment to report via 311 or 311's OurDallas smartphone app to ensure strategic alignment with comprehensive OHS outreach. The DRTRR Dashboard through MDHA, was presented to the Citizens Homelessness Commission and the Dallas Area Partnership Board in November of 2021 and is now live. The OHS Service Request dashboard can be utilized to track the progress of encampment resolution efforts. Please visit the [dashboard](#) and feel free to share this tool with residents. If you have any questions please reach out to Christine Crossley, Director of the Office of Homeless Solutions.

ForwardDallas: Let's Map It!

Planning and Urban Design Department continues to provide avenues to get resident & stakeholder feedback on land use to inform the ForwardDallas Land Use Plan update. PUD recently launched an interactive map that allows for area-specific feedback. Feel free to check out the [interactive map](#) and provide your input! More about the ForwardDallas update at www.dallascityhall.com/forwarddallas. Should you have any questions or concerns, please contact Lawrence Agu, Chief Planner in Planning and Urban Design.

Fee Amnesty Program Launches March 1 at Dallas Public Library

Dallas Public Library's semiannual fee amnesty program, The Big Read Down, will run March 1 – 30, 2022. During this period, library customers may track their reading and complete other activities, such as signing up for library e-materials or participating in a library program, to earn amnesty for accrued fees. Library card holders can read to reduce their own fees or donate toward the fees of others. Each 15 minutes read equals \$1.00 toward fee amnesty, and each activity completed equals \$17.00. Minutes read that are not applied to the user will be distributed to each branch library based upon the poverty rate in that area. This will make it possible to forgive library fees in cases involving lower income families and individuals. To sign up and start logging, go to dallaslibrary.beanstack.org. Should you have questions or concerns, please contact Heather Lowe, Assistant Director of Dallas Public Library.

Code Compliance Door Hangers

Code Compliance's Nuisance Abatement division continues to proactively address illegal dumping concerns in the City of Dallas and have now created more marketing tools to do so. The Illegal Dumping Task Force is distributing door hangers to property owners and residents in the vicinity of a suspected site where illegal dumping has occurred. The door hangers inform residents of what illegal dumping is, the potential penalties, and tips on how to properly dispose items. In reviewing data, Staff found illegal dumping mostly occurs on vacant lots, often by residents who live and work in the area. The door hangers are another

DATE February 25, 2022
SUBJECT **Taking Care of Business – February 24, 2022**

tool the department has been using apart of Code’s illegal dumping campaign. This resource, follows the release last summer of the Illegal Dumping Hotline (214-671-2633) residents use to call with questions or concerns about illegal dumping in their neighborhood.” For more information contact, Eric Onyechefule, Public Information Coordinator for Code Compliance.

COVID-19 Mobile Testing ends Monday, Feb. 28

Throughout most of the COVID-19 pandemic, thousands of Dallas residents lacking transportation to reach test sites have received mobile in-home COVID-19 testing through the Office of Emergency Management vendor, MCI Diagnostic, by appointment. With the widespread availability of free at-home COVID-19 rapid tests, the City of Dallas will discontinue the mobile, in-home testing program on Monday, February 28, 2022. To order up to 4 free at-home COVID-19 tests per address from the U.S. Government, visit covidtests.gov. Should you have any questions or concerns, please contact Rocky Vaz, Director of the Office of Emergency Management.

Media Inquiries

As of February 17, 2022, the Communications, Outreach, and Marking (COM) Department has received various media inquiries available to view click [Here](#).

The following storylines reference the major media inquiries addressed by Dallas Fire-Rescue (DFR) during the period dating from February 15th – 21st. A more detailed account of the department’s responses to those inquiries, and others, can be viewed at [this link](#). Should you have any questions or concerns, please contact Fire Chief, Dominique Artis.

- DFR and the Fire Museum Pay Tribute to the Deadliest Day in Department History
- Delays Regarding Construction of North Dallas Fire Station Raising Concerns in Community

Look Ahead

City Council Briefings

March 2, 2022

- After-action Analysis Report on Winter Storm Landon
- Comprehensive Housing Policy Equity Analysis

Should you have any questions or concerns, please contact Genesis D. Gavino, Chief of Staff.



T.C. Broadnax
City Manager

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