

Unity Council Report Recommendations - Implementation Status

Status	Concern & Recommendations	Implementation	Key contact	Timeframe	City Lead	Other Partners
1. General Recommendations						
	1.1 City of Arlington should have a permanent community-based group tasked with monitoring racial and ethnic disparities, as well as bridging racial and ethnic divides					
In Progress	1.1.A Establish a permanent task force charged with directly engaging local residents, organizations, and institutions on matters regarding race, ethnicity, and other forms of diversity in Arlington	Information was presented to the Council on May 8 and 18, 2021. With Council direction, amendments to the Boards and Commissions Policy and the City Code will be made to establish the Unity Council as directed. Council action is anticipated in June, with appointments in August and the first meeting of the Unity Council occurring in September.	Jennifer Wichmann	Short	CMO	
	1.2 City of Arlington needs an adequate data source for monitoring racial and ethnic disparities					
In Progress	1.2.A Enhance Arlington's "City Services Satisfaction Surveys" to include a wider range of important variables such as race/ethnicity, income, and education	The Finance Department will work with the City's survey vendor, City staff and City Council to modify the survey to ensure that the annual survey includes a variety of diversity. Revised survey will be used in fall of 2021 for 2022 survey release	Mike Finley	Medium	Finance	
	1.3 Arlington City Manager's Office needs a staff member charged with monitoring various matters relevant to race and ethnic relations					
In Progress	1.3.A Establish a Chief Diversity Officer who will create various programs that aim to enhance diversity, equity, and inclusion	Job description is being completed for the Chief Equity Officer. An item to approve the addition of this position will be on the Council agenda in June. Position will be advertised and recruited after that.	Trey Yelverton	Medium	CMO	
	1.4 City of Arlington should establish a form of public transportation that is more accessible to low-income residents					
In Progress	1.4.A Develop a pilot-program for local residents who qualify for free or reduced rates on VIA Rideshare by collaborate with Tarrant County WIC and the Arlington Housing Authority	Via pilot program is in place using three life shelters and the Housing Authority. Staff is also developing a reduced fare program - Council will be briefed on June 8th. City is providing Via and Handitran rides to receive the COVID-19 vaccine at no cost to riders	Bob Johnson Alicia Winkelblech Sheryl Kenny			
	1.5 There are growing levels of concentrated poverty in particular neighborhoods in Arlington			Long	CMO, PDS, OSI	
Pending	1.5.A Establish anti-poverty programs in targeted neighborhoods that focus on job training, community clean-up, as well as public and private investment	This project will be led by the Chief Equity Officer. City staff will work to identify two to three neighborhoods which would benefit from focused attention from City and NGO programs. City staff explores case studies and best practices to target CDBG support programs in specific neighborhoods with needs related to income disparities. Results from pilot program are evaluated and refined for replication in other neighborhoods	Chief Equity Officer			
In Progress		In an effort to improve equity in Arlington, staff has initiated a number of efforts outside of the Unity Council recommendations including: - Water deposit refunds for customers who had paid on-time for 12 months. Started 10/1/20, total refunded is \$955,385 as of April 2021. - Arlington Water Utilities also expanded its Care and Share Fund to help assist customers who have trouble paying bills. \$114,952 has been used through May in FY21 to assist Arlington residents. - Following the February storm, Arlington Water Utilities eliminated any bill overages greater than the same billing cycle in the previous year. This resulted in an average \$43.11 savings per account that received a credit and a total of \$1,511,299 credited to water accounts. - The Arlington Police Department is in the process of reviewing its mandatory tow policy as it relates to uninsured motorists. From an equity standpoint, the department is considering a modification that would afford officers in the field to utilize discretion on when to tow a vehicle for no insurance or to provide other options that would not result in a tow. When modified, this may reduce cost burdens for some citizens as it relates to towing. It may also provide increased community legitimacy as the department looks at various processes to ensure the highest level of service while balancing public safety needs.	Craig Cumming Al Jones		Water, APD	
2. Housing Recommendations						
	2.1 Existing zoning ordinance disadvantages older or established neighborhoods at a disadvantage for redevelopment			Short	PDS	
In Progress	2.1.A Establish different standards infill development	Council discussed Unified Development Code (UDC) revisions at their April 30, 2021 retreat and directed staff to continue discussions with the Municipal Policy Committee and bring recommended amendments related to residential infill and redevelopment to the City Council for action.	Gincy Thoppil			
	2.2 Zoning ordinances can be barriers in developing sustainable, equitable communities which include housing that is affordable			Medium	PDS & Housing	

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Pending	2.2.A Examine existing ordinances to eliminate barriers to develop housing that is affordable	Work will start on this project after the completion of 2.1.A.	Gincy Thoppil			
In Progress	2.2.B Find tools to develop affordable neighborhoods with accessible services	Community and Neighborhood Development Committee will continue discussions on housing development tools. Based on those discussions, staff will create a menu of options for Council review, discussion and action. An ad hoc Council committee on project based vouchers has asked that the Arlington Housing Authority Board move forward with developing an RFP for project based vouchers that will focus on the use of project based vouchers for demolition and rebuilding of affordable multi-family developments for buildings constructed before 1985 and major renovations on those constructed later. The City Council may consider the creation of a Housing Strategic Plan.	Mindy Cochran			
	2.3 There are insufficient resources for the public to learn about home rental, buying and home ownership			Medium	Housing, OSI, Code	
Pending	2.3.A Work with educational institutions to include financial education to ensure that graduates are financially responsible	The Chief Equity Officer will convene a working group of K-12 and higher education institutions to inventory universe of homebuying education resources	Chief Equity Officer			
Pending	2.3.B Review homebuyer and renter education to see if it is sufficient	The Chief Equity Officer will review first time homebuyer and other existing City resources	Chief Equity Officer			
Pending	2.3.C Seek to implement changes where resources are insufficient.	The Chief Equity Officer will review findings from 2.3.B. and determine appropriate next steps	Chief Equity Officer			
	2.4 There is inadequate housing inventory that is affordable and accessible for all income levels			Medium	Housing, OSI, ED	
Pending	2.4.A Research how to include household debt in the evaluation of housing cost burden	Staff will conduct research of best practices used in other cities to evaluate housing cost burden and present findings to the Community and Neighborhood Development Committee.	Mindy Cochran			
Pending	2.4.B Use the data in the Housing Needs Analysis and debt burden data to identify housing needs and target solutions to gaps	The City Council may consider the creation of a Housing Strategic Plan.	Mindy Cochran			
In Progress	2.4.C Reduce barriers to renting	Staff will focus economic development strategies on improving resident job skills and increasing availability of jobs with wages that would allow residents to afford existing housing stock.	Bruce Payne Jim Parajon			
	2.5 Arlington neighborhoods do not uniformly represent the diversity of the city's population					
Pending	2.5.A Examine possible reasons behind the current housing map by race and ethnicity	City staff will work with partners in housing industry to examine strategies to achieve recommendation.	Mindy Cochran			
Pending	2.5.B Encourage development of proximate housing that varies by affordability and type with access to services throughout the city	City staff will work with partners in housing industry to examine strategies to achieve recommendation.	Mindy Cochran			ARBOR, TCAA
3. Education and Workforce Training Recommendations						
	3.1 Improved internet access is needed for families with limited resources or in an area with low connectivity					
In Progress	3.1.A Increase internet availability	City will install "Neighborhood Wi-Fi" (free, publicly accessible wireless internet service) in census tracts in East Arlington and add additional capacity to Park, Recreation and Library facilities throughout the city to increase access.	Enrique Martinez	Medium	IT, AM, P&R, Libraries	
In Progress	3.1.B Increase free public WIFI hot spots throughout Arlington	Staff will report to Council on the results of additional Wi-Fi signal expansion at City facilities, adjust the strategies as needed and seek additional funding for expansion.	Enrique Martinez			
	3.2 Community is not aware of available community resources such as educational assistance, job training, work opportunities, etc.			Short	CMO & City Council	ISD's
Pending	3.2.A Create Community-Outreach-Networking-Empowerment-Communication-Tool (CONNECT) – centralized location for resources and assistance	Chief Equity Officer will convene a working group of K-12 to explore this recommendation.	Chief Equity Officer			
	3.3 Increase low income student and parent participation in ISD programs			Short	CMO & City Council	ISD's, TCC, UTA, WSTC
Pending	3.3.A Conduct "Education & Workforce Training Fair" twice annually in public areas throughout where needed the most	Chief Equity Officer will convene a working group of K-12 and higher education institutions to explore this recommendation.	Chief Equity Officer			
	3.4 Increase racial, ethnic and cultural diversity in curriculum			Medium	CMO & City Council	ISD's, TCC, UTA
Pending	3.4.A Diversify lesson plans and curriculum to be inclusive of relevant culture and identity.	Chief Equity Officer will convene a working group of K-12 and higher education institutions to explore this recommendation.	Chief Equity Officer			
	3.5 Address microaggressions occurring in schools			Long	CMO & City Council	ISD's, TCC, UTA
Pending	3.5.A. Require diversity training for students and teachers & organize conversations on same.	Chief Equity Officer will convene a working group of K-12 and higher education institutions to explore this recommendation.	Chief Equity Officer			
	3.6 Increase availability of counselors to students to address mental health issues					

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Pending	3.6.A Hire additional guidance counselor resources for school districts.	Chief Equity Officer will convene a working group of K-12 institutions to explore this recommendation.	Chief Equity Officer			
	3.7 Increase higher education preparedness in high poverty high schools.					
Pending	3.7.A Add programs and resources such as college advisors and internship programs.	The Chief Equity Officer will convene a working group of K-12 and higher education institutions to explore this recommendation and examine ways to work with the NLC Post-Secondary Basic Needs group, composed of the City, United Way, TCC and UTA. This group is looking at this and is connecting with ISDs that serve Arlington. Their work continue for another 12-18 months with a goal to meet the needs of post-secondary students and keep them in school so they can graduate with degrees or certificates.	Chief Equity Officer			
4. Health and Wellness Recommendations						
	4.1 Communities of color are disproportionately affected by gaps in physical and mental healthcare services.			Short	CMO, Fire, Housing	
In Progress	4.1.A Create dedicated city staff position of Chief Equity Officer to implement and monitor strategies targeted to erase disparity in healthcare for residents of Arlington. This position would report directly to the Arlington City Manager and work in collaboration with health care providers.	Chief Equity Officer will work with Fire Department to track key health data. The City is also working to expand the existing relationship with Tarrant County Public Health, JPS, THR and MCA to increase health resources available to Arlington residents.	Chief Equity Officer Don Crowson			
	4.2 Entities serving disadvantaged residents could use additional support such as Mission Arlington, Open Arms Clinic, private and nonprofit groups, churches and health organizations.			Medium	CMO	
Pending	4.2.A Leverage relationships with trusted providers to enable and support efforts in care delivery.	Chief Equity Officer will convene a working group of health care providers and non-profit agencies that provide healthcare to explore this recommendation.	Chief Equity Officer			
	4.3 Physical and mental health disparities exist in some areas of the city especially 76010 and 76011			Medium	Fire, P&R	
In Progress	4.3.A Support a mobile health care program to provide basic primary care, mental health care and referral by exploring funding sources and convening stakeholders to implement.	Meetings have been held with Texas Health Resources and the County's JPS Hospital to discuss possible solutions. Additional meetings will be needed along with a connection with MCA.	Don Crowson			
	4.4 Lack of affordable transportation options inhibit ability to receive care and services.			Medium	OSI	
In Progress	4.4.A Enact a program to provide free or subsidized rates on VIA for residents in need.	Via pilot program in place using three life shelters and the Housing Authority. Staff is also developing a reduced fare program - Council will be briefed on June 8th. City is providing Via and Handitran rides to receive the COVID-19 vaccine at no cost to riders.	Bob Johnson Alicia Winkelblech Sheryl Kenny			
	4.5 Information regarding health and wellness is not distributed effectively to many residents in need, especially those in poorer areas.			Medium	Fire, P&R	TCPH
In Progress	4.5.A Explore and implement alternative means of disseminating information to all communities.	Fire Department is working with Tarrant County Public Health to explore this recommendation to share health information with the public. Parks & Recreation Department will work with both Fire and TCPH to include appropriate wellness information in these communications.	Don Crowson Lemuel Randolph			
	4.6 Lack of healthy food choices and presence of "food deserts"			Long	LR & PDS	
Pending	4.6.A Investigate City ordinances and or policies to promote the presence of healthier food choices in areas determined in need or identified as food deserts.	Staff will bring research on possible solutions to Council committee for review and action.	Gincy Thoppil Lemuel Randolph			
	4.7 Arlington is consistently ranked low in the healthiest cities identifications.			Long	LR & PDS	
Pending	4.7.A Create a city-wide awareness initiative involving city leadership as well as citizen leaders and organizations providing not only examples of healthy living practices, but opportunities to achieve them.	Chief Equity Officer will bring research on possible solutions to Council committee for review and action.	Chief Equity Officer			
5. Economic Disparities Recommendations						
	5.1 MWBE spending by the City is not adequate			Long	CMO, Finance, ED	
In Progress	5.1.A Implement data collection	MWBE Policy has been approved with contract goal setting criteria. In process of hiring additional staff.	Mike Finley			
	5.1.B Create an Office of Business Diversity					
	5.1.C Reduce barriers of communication with MWBE's					
	5.1.D Find solutions to reducing barriers to MWBE's being prime contractors					
	5.2 MWBE program needs to be strengthened			Long	CMO, Finance, ED	
In Progress	5.2.A Create an MWBE Department and develop contracting requirements and accountability for City departments and prime contractors	MWBE Manager hiring is currently in interview stage. MWBE Program is adopted and staff is actively reviewing City contracts for MWBE participation.	Mike Finley			
	5.3 Commercial capital access for MWBEs needs to be increased			Long	CMO, Finance, ED	Arlington Chambers

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In Progress	5.3.A Increase lending to minority business by connecting MWBEs with banks, encouraging banks to lend more to MWBEs and recruit additional lenders with a track record of lending to MWBEs.	Staff is working with Arlington Chamber of Commerce and Arlington banks to explore ways to implement this recommendation locally. Meetings will be held with major depository banks to ask for their help in achieving these goals. Once resources are in place, they will be communicated to the public.	Jim Parajon			
In Progress	5.4.B Conduct job and Arlington Resource Sharing Group fairs in east Arlington on an annual basis	Currently discussing with Workforce Solutions and exploring opportunities once they resume community outreach. Exploring other options as well. First Job Fair to be held on Saturday, August 7th 10am-2pm at East Library & Recreation Center.	Norma Zuniga			
	5.5 Need to increase affordability of transportation to get to work			Medium	OSI	
In Progress	5.5.A Consider a pilot program that subsidizes VIA service for persons with certain income level.	Via pilot program in place using three life shelters and the Housing Authority. Staff is also developing a reduced fare program - Council will be briefed on June 8th. City is providing Via and Handitran rides to receive the COVID-19 vaccine at no cost to riders	Bob Johnson Alicia Winkelblech Sheryl Kenny			
	5.6 Continued Unity Council effort needed			Short	CMO	
In Progress	5.6.A Maintain the Unity Council, in some form, as a standing committee past delivery of February report.	Information was presented to the Council on May 8 and 18, 2021. With Council direction, amendments to the Boards and Commissions Policy and the City Code will be made to establish the Unity Council as directed. Council action is anticipated in June, with appointments in August and the first meeting of the Unity Council occurring in September.	Jennifer Wichmann			
Pending	5.6.B Implement an independent MWBE public oversight committee chosen by the City council members.	Council recommended adding this to the duties of the permanent version of the Unity Council.	Chief Equity Officer			
6. Policing and Criminal Justice Recommendations						
	6.1 There is a deep divide between Arlington's youth and police.					
In Progress	6.1.A Expand the Police Athletic League to include sporting activities throughout the entire school year.	The Police Department has increased opportunities for young people. They are participating barber shop community events, expanded Coach 5-0 from traditional sports to Esports with the Game Up 5-0, and leveraging new opportunities as COVID risks lessen in the community. All School Resource Officers (SRO's) are assigned to the rec centers, Boys and Girls Club and YMCA this summer to serve as camp counselors. The City will host several events for kids, bike rodeo's, basketball clinics, etc. Three Police Athletic League (PAL) Camps are on the schedule for this summer. A PAL Archery Team will be started this fall. SRO's have already been certified as instructors. Parks Dept will provide space for a range. This will be a year long PAL activity. Additional activities will be added incrementally. The Police Department is working with the Parks and Recreation Department to include basketball clinics as an option for the many recreational facilities located throughout the city. The two departments are also hosting community "show and tell" events with specialized units, feeding events, and candid interaction sessions. Archery sessions will also be held in these parks.	Al Jones Lemuel Randolph	Short	PD, P&R	
In Progress	6.1.B Build upon the police ride along program to include students and young adults.	The existing ridealong program will be expanded to create additional opportunities for teens to ride with officers, thereby allowing them opportunities to create positive relationships with youth and police.	Al Jones	Medium	PD, P&R	
In Progress	6.1.C Start a program to connect K-12 students with APD related to similar interests or hobbies.	The Police Department and the Library have started the Badges and Books summer reading program. In the fall, the same program will be taken into the schools Covid Permitting. Other programs that connect police officers and students include Game Up 5-0, Coach 5-0., the MAY Program and Bridge Kids.	Al Jones	Long	PD	
	6.2 Some Arlington police officers are not as well educated about or connected with the communities they patrol.					
In Progress	6.2.A Pair new officers with officers a different race and background and directly engage with communities of a different race in their districts.	The Police Department strives to recruit diverse officers to serve in field training roles. This commitment to diversifying training options for field training officers will continue. More importantly, cultural diversity and relational policing priorities will be developed in officers who serve the community. Newly hired officers participate in community projects throughout their academy instruction experience. Upon graduation, they are assigned to field training. As a revamp to the department's field training program, the department will look for ways to have recruit officers and their training officers participate in more community events, visit stores, and restaurants in the beat areas that they will be assigned to develop deeper relationships with community members and businesses.	Al Jones	Short	PD	

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In Progress	6.2.B Create a plan to encourage patrol officers to attend community events, patronize diverse restaurants, meet with different community leaders, and make connections with residents.	Newly hired officers participate in community projects throughout their academy instruction experience. Upon graduation, they are assigned to field training. As a revamp to the department's field training program, the department will look for ways to have recruit officers and their training officers participate in more community events, visit stores, and restaurants in the beat areas that they will be assigned to develop deeper relationships with community members and businesses. We have added community contact markouts to the dispatch system to track officer activity. We are also re-emphasizing the Community Service Award Bar. The department is in the process of restructuring the field training program that will include opportunities to incorporate diverse community interactions to broaden an officer's awareness of cultural aspects of the community they serve. The academy is also introducing community panels in its instruction process to represent diverse communities in Arlington.	Al Jones	Medium	PD	
Pending	6.2.C Create an immersion program for officers to connect to the communities they serve. Suggestions include having officers live in their beat for one week and connect with HOAs and other organizations that serve the area.	Police Department and CMO will review this recommendation and bring policy and budgetary changes to Council as needed while keeping the Council and the community up to date on progress towards this goal. The Police Department places an emphasis on holding beat officers accountable for knowing their beat and stakeholders.	Al Jones	Long	CMO, PD	
	6.3 Stress can put police officer's mental and emotional health at risk and therefore it may prevent them from carrying out their responsibilities as public servants and healthy citizens.					
In Progress	6.3.A Revised psychological program to include racially diverse professionals, survey APD about adequacy of current program and implement indicated changes.	The current Police psychological program is being reviewed by a consultant. The Police Department is also evaluating their current process and evaluating alternative options.	Al Jones	Short	PD, HR	
In Progress	6.3.B Schedule regular psychological evaluations for all officers such as an evaluation administered every 3-5 years and a mandatory evaluation after a traumatic event. Consider hiring a full time APD Chaplain as a part of this process.	The current Police psychological program is being reviewed by a consultant. The Police Department is also evaluating their current process and evaluating alternative options.	Al Jones	Medium	PD, HR	
	6.4 APD Police Academy and In-Service Training should allow for more community input/interaction and include more training that focuses on police misconduct.					
In Progress	6.4.A. Institute a review process that includes City Manager's Office and APD leadership, qualified professionals and community members to review and evaluate high profile national incidents of police violence and misconduct to incorporate time sensitive changes in policy, training or other processes.	The Police Department will share high profile national incidents that come across professional organizations that the department is a member of, including International Association of Chiefs of Police, Police Executive Research Forum, and Major Cities Chiefs Association. Conversations through meetings can occur as needed, depending on the magnitude of the national incident. The Department has also added members of Bridging the Gap to serve as actors in their Reality-Based Training exercises.	Al Jones	Short	CMO, PD	
Pending	6.4.B Invite concerned members of the community to review training and add a member of the Unity Council to the Police Training Advisory Board.	Pending appointment of the Unity Council		Medium	CMO, PD	
Pending	6.4.C Institute a bi-annual review process that includes City Manager's Office, APD leadership, qualified professionals and community members to review current trends, training resources for possible inclusion into the APD training model.	The FY22 Budget is being developed and will be presented to the City Council June through September of 2021.		Long	CMO, PD	
	6.5 An abundant amount of data that could assist in identifying racial disparities and behavioral trends of officers in policing exists, but the crime analysis unit is understaffed and unable to adequately utilize this data to enhance and/or create departmental policy that addresses these issues.					
Pending	6.5.A Increase staff dedicated to analyzing data by hiring more in-house professionals or contracting to experts.	The FY22 Budget is being developed and will be presented to the City Council June through September of 2021.	Al Jones	Short	CMO, PD, Finance	
Pending	6.5.B Implement periodic internal and external review of analyzed data to monitor officer behavior and trends (with respect to disparities) and adjust policies accordingly.	The Police Department currently produces diversity information in the department's annual report. The Department will start breaking down this information by units and divisions for more meaningful analysis.	Al Jones	Medium	CMO, PD, Finance	
In Progress	6.5.C Translate review into layman's terms and disseminate to the public to seek feedback.	The Police Annual Report delivered to the City Council on 5/18/21 is the first step towards a transparent implementation process. We will also share this information with the public in other ways such as through social media and published stories in the Star Telegram. Progress on updates will also be shared with the permanent Unity Council at its meetings. The City welcomes feedback from the public as it works to implement the recommendations of the Unity Council.	Trey Yelverton Al Jones	Long	CMO, PD	