



Unity Council Report

FEBRUARY 2021

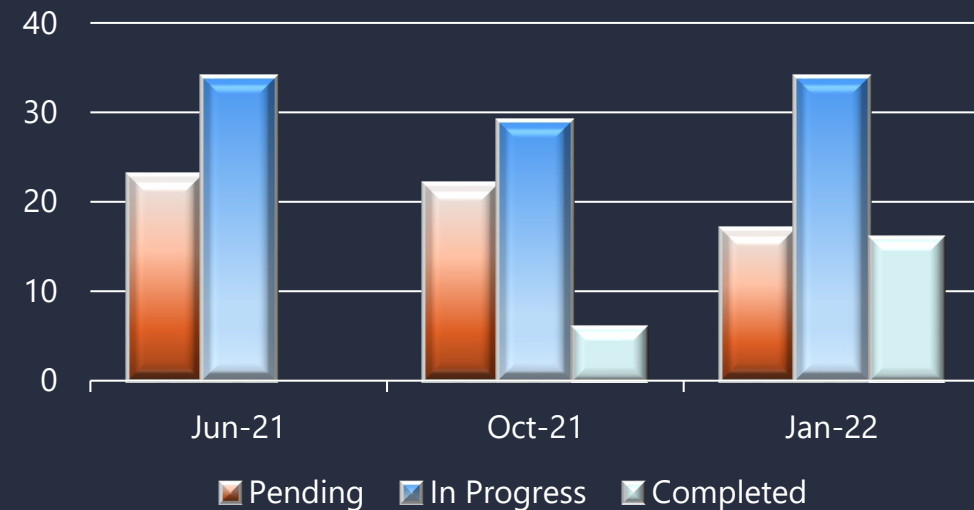
IMPLEMENTATION
UPDATE
January 11, 2022
City Council Update

SUMMARY

Recommendation Status

	Completed	In Progress	Pending
June 2021	0	34	23
October 2021	6	29	22
January 2022	7	34	16

Recommendation Progress



General Recommendations

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.

City Facilitator - CMO

Timeframe - Short term (6-12 months) – **COMPLETED**

Actions:

- Unity Council members appointed 8/24/21.
- First meeting held on 10/13/21.

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.

City Facilitator – Finance Department

Timeframe - Short term (6-12 months) – IN PROGRESS

Actions:

- The Finance Department is working with the City’s survey vendor, City staff and City Council to modify the survey to ensure that it reaches a diverse audience and is also available in Spanish and Vietnamese.
- Expanded survey will be used in fall of 2021 for 2022 survey release.

1.3.A Establish a **Chief Diversity Officer** who will create various programs that aim to enhance diversity, equity, and inclusion.

City Facilitator – CMO

Timeframe - Medium term (1-2 years) – IN PROGRESS

Actions:

- Contract for a recruitment firm has been finalized.
- Work on the recruitment for the Chief Equity Officer began in October.

General Recommendations

1.4.A Develop a pilot-program for local residents who qualify for free or **reduced rates on VIA Rideshare** by collaboration with Tarrant County WIC and the Arlington Housing Authority.

City Facilitator – Office of Strategic Initiatives

Timeframe - Medium term (1-2 years) – IN PROGRESS

Actions:

- Via pilot program is in place at several non-profits which provide access codes to clients in need.
- Staff briefed Council on a proposed Reduced Fares Pilot Program on 9/7/21 and 9/28/21. Following completion and evaluation of the citywide roll out of Via, this will be reviewed by Council for possible implementation.

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.

City Facilitator – CMO and OSI

Timeframe: Long term (3-5 years) - PENDING

Actions:

- 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 will explore case studies and best practices to target CDBG support programs in specific neighborhoods with needs related to income disparities.
- Results from pilot program will be evaluated and refined for replication in other neighborhoods.

Housing Recommendations

2.1.A Establish different standards **infill development.**

City Lead – PDS

Timeframe - Short term (6-12 months) – IN PROGRESS

Actions:

- At the Council Retreat held on April 30, PDS staff was asked to examine new residential standards, redevelopment and infill, generational housing within a development, and allowing different ownership models.
- PDS formed a Focus Group consisting of nine persons representing the Planning Commission, the Unity Council, realtors, neighborhoods, and developers. The Focus Group has met multiple times and is currently discussing new and modified zoning districts to allow for more housing types by-right. The City Council Municipal Policy Committee received a briefing on December 14, 2021 on work done by the Focus Group to date.

2.2.A Examine existing ordinances to eliminate barriers to **develop housing that is affordable.**

City Lead – PDS and Housing

Timeframe - Medium term (1-2 years) - PENDING

Actions:

- Work will start after the completion of 2.1.A.

2.2.B Find tools to develop affordable neighborhoods with accessible services.

City Lead – Housing

Timeframe - Medium term (1-2 years) – IN PROGRESS

Actions:

- An ad hoc committee with members of the Community and Neighborhood Development Committee and the Arlington Housing Finance Corporation is reviewing housing development tools. That group has asked the AHA Board to develop an RFP for project-based vouchers in developments that tear down and rebuild affordable multi-family developments.

Housing Recommendations

2.3.A Work with educational institutions to **include financial education** to ensure that graduates are financially responsible.

2.3.B Review homebuyer and renter education to see if it is sufficient.

2.3.C Seek to implement changes where resources are insufficient

City Facilitator – Housing, Grants (OSI) and Code
Timeframe - Medium term (1-2 years) - PENDING
Partners – ISD’s, TCC, UTA

Actions:

- Chief Equity Officer will work with partners to review and discuss available financial education.

2.4.A Research how to include household debt in the evaluation of housing cost burden

2.4.B Use the data in the **Housing Needs Analysis and debt burden data** to identify housing needs and target solutions to gaps.

2.4.C Reduce barriers to renting.

City Lead – Housing, Grants (OSI) and ED
Timeframe - Medium term (1-2 years) – IN PROGRESS

Actions:

- Staff is researching best practices used in other cities to evaluate housing cost burden.
- An ad hoc committee of CND and AHFC members is reviewing affordable housing tools available to the City Council.
- Economic development strategies are focused on improving resident job skills and increasing availability of jobs with wages that would allow residents to afford existing housing stock.

Housing Recommendations

2.5.A Examine possible reasons behind the current housing map by race and ethnicity.

2.5.B Encourage **development of proximate housing** that varies by affordability and type with access to services throughout the city.

City Facilitator – PDS, Housing, Code and ED

Timeframe - Long term (3-5 years) – IN PROGRESS

Partners: ARBOR, TCAA

Actions:

- City staff is working with partners in housing industry to examine strategies to achieve recommendation.



Education & Workforce Training Recommendations

3.1.A Increase **internet availability**

3.1.B Increase free public WIFI hot spots throughout Arlington.

City Facilitator – IT, Asset Management, Parks and Recreation and Libraries

Timeframe - Medium term (1-2 years)

Actions:

- The Neighborhood Wi-Fi has been accessed by approximately 4,197 users with a notable increase from October 2021 (948 users) to December 2021 (1,847 users.) – IN PROGRESS
- Library and Parks and Recreation Department external Wi-Fi services have been installed across (19) facilities throughout the community. - **COMPLETE**
- The SiFi fiber optic network pilot was completed in September 2021 and the full, city-wide network is currently being designed. - IN PROGRESS

3.2.A Create **Community-Outreach-**

Networking-Empowerment-Communication-Tool (CONNECT) – centralized location for resources and assistance.

City Facilitator – CMO & City Council

Timeframe - Short term (6-12 months) - PENDING

Partners – ISD's

Actions:

- Chief Equity Officer will convene a working group of K-12 institutions to explore this recommendation.

3.3.A Conduct **“Education & Workforce**

Training Fair” twice annually in public areas throughout where needed the most.

City Facilitator - CMO & City Council

Timeframe - Short term (6-12 months) - PENDING

Partners – ISD's, TCC, UTA, Workforce Solutions of Tarrant County

Actions:

- Chief Equity Officer will convene a working group of K-12 and higher education institutions to explore this recommendation.

Education & Workforce Training Recommendations

<p>3.4.A Diversify lesson plans and curriculum to be inclusive of relevant culture and identity.</p>	<p><u>City Facilitator - CMO & City Council</u> Timeframe – Long term (3-5 years)- PENDING Partners – ISD’s, TCC, UTA Actions: Chief Equity Officer will convene a working group of K-12 and higher education institutions to explore this recommendation.</p>
<p>3.5.A Require diversity training for students and teachers & organize conversations on same.</p>	<p><u>City Facilitator - CMO & City Council</u> Timeframe – Medium term (1-2 years) - PENDING Partners – ISD’s, TCC, UTA Actions: Chief Equity Officer will convene a working group of K-12 and higher education institutions to explore this recommendation.</p>
<p>3.6.A Hire additional guidance counselor resources for school districts.</p>	<p><u>City Facilitator - CMO & City Council</u> Timeframe – Medium term (1-2 years) - PENDING Partners – ISD’s Actions: Chief Equity Officer will convene a working group of K-12 institutions to explore this recommendation.</p>
<p>3.7.A Add programs and resources such as college advisors and internship programs.</p>	<p><u>City Facilitator - CMO & City Council</u> Timeframe – Medium term (1-2 years) - PENDING Partners – ISD’s, TCC, UTA Actions: Chief Equity Officer will convene a working group of K-12 and higher education institutions to explore this recommendation.</p>

Health & Wellness Recommendations

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.

City Facilitator – CMO, Fire and Housing

Timeframe - Short term (6-12 months) – IN PROGRESS

Partners – Tarrant County Public Health

- Work on recruitment of the Chief Equity Officer began in October 2021.
- Chief Equity Officer will work with Fire to track key health data.
- City is meeting with Tarrant County Public Health, JPS, THR and MCA to increase health resources available to Arlington residents.
- JPS CEO Robert Early met with the City Council to discuss JPS services and associated opportunities on October 12, 2021.

4.2.A Leverage relationships with trusted providers to enable and **support efforts in care delivery.**

City Facilitator – CMO

Timeframe - Medium term (1-2 years) - PENDING

Partners – JPS Hospital, Texas Health Resources, non-profit agencies

- Chief Equity Officer will convene a working group of health care providers and non-profit agencies that provide healthcare to explore this recommendation.

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.

City Facilitator – Fire and CMO

Timeframe - Medium term (1-2 years) – IN PROGRESS

Partners – JPS Hospital, Texas Health Resources

- Meetings with Texas Health Resources and JPS have been held to discuss possible solutions.
- The newly hired public health nurse and the AFD public health team will connect with various agencies including JPS, TCPH, THR, MCA, Mission Arlington and UTA to facilitate creative healthcare opportunities for underserved communities.

Health & Wellness Recommendations

4.4.A Enact a program to provide **free or subsidized rates on VIA** for residents in need.

City Lead – Office of Strategic Initiatives

Timeframe - Medium term (1-2 years) – IN PROGRESS

Actions:

- Staff briefed Council on a proposed Reduced Fares Pilot Program on 9/7/21 and 9/28/21. Following completion and evaluation of the citywide roll out of Via, this will be reviewed by Council for possible implementation.

4.5.A Explore and implement alternative means of **disseminating information** to all communities.

City Facilitator – Fire and Parks & Recreation

Timeframe - Long term (3-5 years) – IN PROGRESS

Partners – Tarrant County Public Health

Actions:

- Fire Department has hired a Public Health Nurse. The candidate has previous experience in identifying public health needs within communities. The expectation is that the position will work with other City departments and community partners to transcend barriers that prohibit access to healthcare.

Health & Wellness Recommendations

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.

City Lead – Lemuel Randolph & PDS

Timeframe - Long term (3-5 years) - PENDING

Actions:

- Staff will bring research on possible solutions to Council committee for review and action.

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.

City Lead – Chief Equity Officer

Timeframe - Long term (3-5 years) - PENDING

Actions:

- Chief Equity Officer will bring research on possible solutions to Council committee for review and action.

Economic Disparities Recommendations

5.1.A Implement **MWBE data collection**

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

City Lead – CMO, Finance and ED

Timeframe - Long term (3-5 years) – IN PROGRESS

Actions:

- MWBE Policy has been approved with contract goal setting criteria. The team is in the process of hiring additional staff.

5.2.A Create an **MWBE**

Department and develop contracting requirements and accountability for City departments and prime contractors

City Lead – CMO, Finance and ED

Timeframe - Long term (3-5 years) – IN PROGRESS

Actions:

- MWBE Manager has been hired and is working on developing citywide procedures through the Office of Business Diversity.

Economic Disparities Recommendations

5.3.A Increase **lending to minority businesses** by connecting MWBEs with banks, encouraging banks to lend more to MWBEs and recruit additional lenders with a track record of lending to MWBEs.

City Facilitator – CMO, Finance, ED

Timeframe - Long term (3-5 years) – IN PROGRESS

Partners – Arlington Chambers of Commerce

Actions:

- Staff is working with Arlington Chamber of Commerce and Arlington banks to explore ways to implement this recommendation locally.
- Meetings will be held with the City's major depository banks to ask for their help in achieving these goals.

5.4.A Establish a **job resource center** in the east Arlington library, staffed by at least one individual, encourage companies to conduct job fairs in this area

City Facilitator – Libraries

Timeframe - Long term (3-5 years)

Partner – Workforce Solutions for Tarrant County

Actions:

5.4.B Conduct job and Arlington **Resource Sharing Group fairs** in east Arlington on an annual basis

- The Library Department is developing a workforce resource center that consists of a kiosk with online resources at the East Library & Recreation Center. They are also collaborating with Workforce Solutions to complement their services. – IN PROGRESS

- The first Job and Resource Fair was held on Saturday, August 7th from 10am-2pm at the East Library & Recreation Center. A second Job & Resource Fair is the planning stage for the spring. – **COMPLETE**

Economic Disparities Recommendations

5.5.A Consider a pilot **program that subsidizes VIA service** for persons with certain income level.

City Lead – Office of Strategic Initiatives

Timeframe - Medium term (1-2 years) – IN PROGRESS

Actions:

- Staff briefed Council on a proposed Reduced Fares Pilot Program on 9/7/21 and 9/28/21. Following completion and evaluation of the citywide roll out of Via, this will be reviewed by Council for possible implementation.

5.6.A Maintain the **Unity Council**, in some form, as a standing committee past delivery of February report.

City Lead- CMO

Timeframe - Short term (6-12 months) – **COMPLETE**

Actions:

5.6.B Implement an independent MWBE **public oversight committee** chosen by the City council members.

- Unity Council members were appointed 8/24/21. First meeting was held on 10/13/21.
- MWBE public oversight is included in the duties of the permanent version of the Unity Council.

Policing & Criminal Justice Recommendations

6.1.A Expand the **Police Athletic League** to include sporting activities throughout the entire school year.

City Lead – PD and Parks & Recreation

Timeframe - Short term (6-12 months) – **COMPLETE**

- PD and Parks have expanded PAL programming throughout the year including an archery program and basketball clinics.

6.1.B Build upon the **police ride along program** to include students and young adults.

City Lead – PD

Timeframe - Medium term (1-2 years) – **COMPLETE**

- Police Department has expanded the ride-along program to create additional opportunities for teens to build positive relationships with police.

6.1.C Start a program to **connect K-12 students with APD** related to similar interests or hobbies.

City Lead – PD, Libraries and Parks & Recreation

Timeframe - Long term (3-5 years) – IN PROGRESS

- Police Department and the Library have started the Badges and Books summer reading program with plans to continue into the school year in the schools.
- Existing programs that connect police and youth include Game Up 5.0, Coach 5.0, the MAY Program and Bridge Kids.
- Volleyball and basketball games between youth and police officers will also be held throughout the year.

Policing & Criminal Justice Recommendations

6.2.A Pair **new officers with officers of a different race** and background and directly engage with communities of a different race in their districts.

City Lead - PD

Timeframe - Short term (6-12 months) – IN PROGRESS

- The Police Department strives to recruit diverse officers to serve in field training roles. More importantly, cultural diversity and relational policing priorities will be developed in officers who serve the community. The Police Academy also hosts community panels focused on policing in minority communities.

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.

City Lead - PD

Timeframe - Medium term (1-2 years) – IN PROGRESS

- Newly hired officers participate in community projects throughout their academy instruction experience. The academy hosts community panels focused on policing in minority communities. APD has added community contact mark-outs to the dispatch system to track officer activity. APD is also re-emphasizing the Community Service Award Bar.

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.

City Lead - PD

Timeframe - Long term (3-5 years) – IN PROGRESS

- 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.

Policing & Criminal Justice Recommendations

6.3.A Revised **psychological program** to include racially diverse professionals, survey APD about adequacy of current program and implement indicated changes.

City Facilitator – PD and HR

Timeframe - Short term (6-12 months) – IN PROGRESS

- The current Police psychological program has been reviewed by a consultant. The Police Department and the City Manager's Office are working together to determine the next steps in this process.

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.

City Facilitator – PD and HR

Timeframe - Medium term (1-2 years) – IN PROGRESS

- The current Police psychological program has been reviewed by a consultant and CMO and APD will work review the report, receive input from the consultant as next steps are planned.
- The Police Department is also evaluating their current process and evaluating alternative options.
- Existing programs such as peer support, Blue Chip and Blue Fit are included in the FY22 budget.
- The entire department was put through the suicide prevention class over the last year.
- Full time APD Chaplain was funded in the FY22 budget.

Policing & Criminal Justice Recommendations

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.

City Facilitator – CMO and PD

Timeframe - Short term (6-12 months) – IN PROGRESS

- The Police Department has developed a framework to review high profile national incidents as learning opportunities. The first meeting of the Public Safety Assessment Council will be scheduled soon.

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.

City Facilitator – CMO and PD

Timeframe - Medium term (1-2 years) - PENDING

- Pending appointment from the Unity Council.

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.

City Facilitator – CMO and PD

Timeframe - Long term (3-5 years) - PENDING

- APD will host bi-annual meetings with the Public Safety Assessment Council to discuss events that occur across the nation.

Policing & Criminal Justice Recommendations

6.5.A Increase **staff dedicated to analyzing data** by hiring more in-house professionals or contracting to experts.

City Facilitator – PD and CMO

Timeframe - Short term – IN PROGRESS

- The Police Department is entering into a MOU with Tarleton State University to have them review data collection and analysis techniques. The Department is exploring risk terrain modeling as another way to prevent and reduce violent crime trends.

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.

City Facilitator – PD and CMO

Timeframe - Medium term – IN PROGRESS

- 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.

6.5.C Translate review into layman's terms and disseminate to the public to **seek feedback**.

City Facilitator – PD and CMO

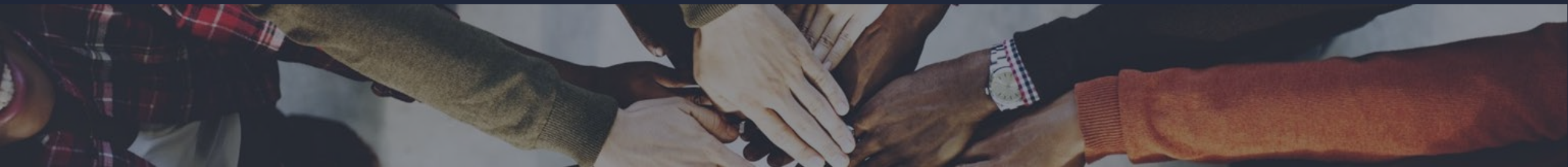
Timeframe - Long term – IN PROGRESS

- The Police Annual Report was delivered to the City Council on 5/18/21. This information will be shared 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.

Unity Council Update



- Monthly meetings are being held
- Planned speakers from City and other organizations
- Six community meetings planned
- Report to City Council June 2023





Questions?

Arlington Unity Arch