IMPLEMENTING THE RECOMMENDATIONS OF THE TASK FORCE ON RACE AND CULTURE

Presented to the City Council
By David Cooke, City Manager

March 5, 2019
Resolution No. 5028-12-2018
Accepting the Final Report of the Task Force on Race and Culture
December 11, 2018

• Accepted task force’s final report.
• Asked City Manager, within ninety days, to provide City Council with plan for implementing all feasible recommendations.
• Authorized City Manager to recommend most suitable model or combination of models for independent oversight of Police Department.
Findings and Recommendations

Criminal justice

Economic development

Education

Governance

Health

Housing

Transportation
Analysis of Disparities
Attributable to Race and Culture

• **Extent** of disparities

• **Causes** of disparities

• **Recommendations**

• **Success measures**
# 22 Recommended Strategies
To Reduce Racial and Cultural Disparities

<table>
<thead>
<tr>
<th>Topic</th>
<th>Strategy #1</th>
<th>Strategy #2</th>
<th>Strategy #3</th>
<th>Strategy #4</th>
</tr>
</thead>
<tbody>
<tr>
<td>Criminal Justice</td>
<td>Independent oversight of Police Department</td>
<td>Police cadet program</td>
<td>Diversity within Police Department</td>
<td></td>
</tr>
<tr>
<td>Economic Development</td>
<td>Job training, transportation to jobs, background issues, and hiring process</td>
<td>Education and incentives to achieve wage parity</td>
<td>Capacity-building for minority-owned businesses</td>
<td></td>
</tr>
<tr>
<td>Education</td>
<td>Early childhood intervention via quality childcare</td>
<td>Service learning and civic engagement</td>
<td>College and career centers</td>
<td></td>
</tr>
<tr>
<td>Governance</td>
<td>Redistricting criteria and procedures</td>
<td>Diversity and inclusion</td>
<td>Diversity training</td>
<td></td>
</tr>
<tr>
<td>Health</td>
<td>Health education and outreach</td>
<td>Active lifestyles</td>
<td>Healthy foods</td>
<td>Access to providers</td>
</tr>
<tr>
<td>Housing</td>
<td>Affordable housing incentives policy</td>
<td>Homebuyer assistance</td>
<td>Resident awareness of housing resources</td>
<td></td>
</tr>
<tr>
<td>Transportation</td>
<td>Transportation equity policy and five-year action plan</td>
<td>Transportation funding criteria</td>
<td>After-action reviews of pedestrian and bicycle crashes</td>
<td></td>
</tr>
</tbody>
</table>
Timeline to Implement Recommended Strategies

- **Early Wins**
  - December 2018
  - Task Force Report

- **Next Steps**
  - March 2019
  - Implementation Plan

- **Full Funding**
  - October 2019
  - FY2020 Budget
## Criminal Justice Strategies

<table>
<thead>
<tr>
<th>Strategy/Goal</th>
<th>Responsible Department</th>
<th>Status as of March 5, 2019</th>
<th>Next Steps</th>
</tr>
</thead>
</table>
| Independent oversight of Police Department: Increase the community’s trust in the Police Department. | City Manager’s Office           | 1) Conducted research on independent oversight models.  
2) **Assembled a group of stakeholders** to receive feedback on proposed independent oversight model. | 1) Provide funding for an independent oversight program in the FY2020 budget.  
2) Prepare an ordinance to establish the independent oversight program, effective October 2019, and secure City Council adoption.  
3) Confirm the criteria by which the City will measure the program’s effectiveness and collect baseline data on those criteria. |
Guiding Principles for Creating an Independent Oversight Program

• Seek to increase the community’s trust in the Police Department.
• Honor the intent of the Task Force on Race and Culture.
• Review national best practices.
  o National Association for Civilian Oversight of Law Enforcement (NACOLE)
  o Other large cities
• Conduct research on other Texas cities with independent oversight.
  o Austin
  o Dallas
  o Houston
  o San Antonio
• Recommend the most robust model possible within the existing legal framework.
  o State law
  o Local meet-and-confer agreement
Recommended Independent Oversight Model

Establish **Police Monitor** function.

Once Police Monitor function is established, create **Citizen Review Board**.
Proposed Responsibilities

**Police Monitor**
- Accept *citizen complaints* about alleged police misconduct.
- Review *police investigations* with access to personnel files.
- Keep *City Manager* informed about active investigations.
- Provide *quarterly reports* to Citizen Review Board.

**Citizen Review Board**
- Receive *reports* from Police Monitor.
- Provide *comments* on disciplinary decisions about police misconduct.
- Review *PD policies* and advise City Manager about appropriate changes.
Recommended Independent Oversight Model

City Manager’s Office

Police Monitor

Citizen Review Board

Existing

Proposed Addition

Citizen Complaints

Police Department
Citizen Review Board

- Nine members
- Recommended by City Manager
- Approved by City Council
- Will meet quarterly and as needed
## Criminal Justice Strategies
(Continued)

### Strategy/Goal
<table>
<thead>
<tr>
<th>Police cadet program: Expand and diversify the Police Department’s pool of prospective officers.</th>
<th>Police</th>
<th>Status as of March 5, 2019</th>
<th>Next Steps</th>
</tr>
</thead>
</table>
| 1) Prepared an FY2020 decision package to hire a police sergeant who would oversee the cadet program.  
2) Prepared an FY2020 decision package to hire 20 cadets. | | 1) Draft and execute MOUs with school districts and TCC once decision packages have been approved.  
2) Prepare job descriptions for cadet positions and determine where these positions will be placed. | |

### Diversity within Police Department: Diversify the Police Department’s workforce with respect to race, ethnicity, and gender.
<table>
<thead>
<tr>
<th>Police</th>
<th>Status as of March 5, 2019</th>
<th>Next Steps</th>
</tr>
</thead>
</table>
| N/A | 1) Publish internal diversity data quarterly, starting on April 5.  
2) Produce recruitment plan for City Manager’s approval by July 2019. | |
# Economic Development Strategies

<table>
<thead>
<tr>
<th>Strategy/Goal</th>
<th>Responsible Department</th>
<th>Status as of March 5, 2019</th>
<th>Next Steps</th>
</tr>
</thead>
</table>
| **Job training, transportation to jobs, background issues, and hiring process:** Enable more minority residents to secure suitable employment. | Economic Development     | 1) Secured City Council approval of revised economic development incentives.  
2) Partnered with Workforce Solutions to enhance job fairs and training opportunities. | 1) Work with partner organizations to identify occupations with labor shortages and increase training opportunities for these occupations.  
2) Determine the feasibility of developing a student loan repayment assistance and down payment assistance program for high-demand occupations.  
3) Expand the expulsion clinics and warrant forgiveness outreach efforts. |
| **Education and incentives to achieve wage parity:** Enable more minority residents to earn college degrees and vocational certification, and thereby to secure suitable employment. | Economic Development     | 1) Secured City Council approval of revised economic development incentives.                                                                                   | 1) Complete at least one site-selector-driven activity focused on developing awareness of investment opportunities in Fort Worth.  
2) Develop a messaging campaign specific to economic development opportunities.  
3) Publish a database of available properties.  
4) Identify metrics for educational initiatives to increase minority graduation rates and expand job training opportunities. |
<table>
<thead>
<tr>
<th>Strategy/Goal</th>
<th>Responsible Department</th>
<th>Status as of March 5, 2019</th>
<th>Next Steps</th>
</tr>
</thead>
</table>
| **Capacity-building for minority-owned businesses:** Expand the capacity of minority-owned businesses to secure contracts and achieve success. | Economic Development   | 1) Launched City partnership with Beck School of Construction, conducting first of eight class sessions on February 28.  
2) Secured City Council authorization on January 29 to undertake M/WBE Availability and Disparity Study.  
3) Hosted first of eight vendor information forums and first of three quarterly certification workshops for M/WBEs. | 1) Hold quarterly RFP, RFQ, ITB, and best value solicitation workshops.  
2) Launch mentor/protégé program to facilitate minority capacity development.  
3) Begin twelve-month process to conduct Availability and Disparity Study.  
4) Increase partnership efforts with advocacy agencies who promote M/WBE development.  
5) Conduct “Business Development Enterprise Ordinance Compliance” online training class for project managers and buyers in the Employee University.  
6) Host graduation for MWBEs completing first year of Beck School of Construction.  
7) **Evaluate the roles of the City, the three Chambers, and other associations,** and identify what gaps exist. Implement strategies to address these gaps. |
<table>
<thead>
<tr>
<th>Strategy/Goal</th>
<th>Responsible Department</th>
<th>Status as of March 5, 2019</th>
<th>Next Steps</th>
</tr>
</thead>
</table>
| Early childhood intervention via quality childcare:                        | City Manager’s Office                | 1) Applied for and accepted a $15,000 grant from the National League of Cities (NLC) to work with the UNT Health Science Center, Tarrant County College, Childcare Associates, and other ELA partners toward increasing the number of infant and toddler screenings for assessing their well-being. | 1) Host NLC National Collaborative for Infants and Toddlers convening by April 30, 2019.  
2) Initiate developmental well-being screenings within select WIC Clinics, utilizing the earlyisbestnorthtexas website.  
3) Offer racial equity training for select WIC clinic staff.  
4) Incorporate racial equity components into ongoing Texas Rising Star trainings for child-care center directors and practitioners. |
| Improve childcare within minority neighborhoods in cooperation with the Early Learning Alliance (ELA). |                                                      |                                                                                                                                                              |                                                                                                                                                                                                          |
| Service learning and civic engagement:                                     | City Manager’s Office                | 1) Hosted Texas Municipal League’s 2019 Youth Advisory Commission Summit on February 23-24 in Fort Worth.                                                     | 1) By May 31, recruit youth from economically challenged communities to participate in the Rising Stars Leadership Academy.  
2) By September 30, develop a plan to establish or re-establish Youth Advisory Councils (YAC) in City of Fort Worth community centers.  
3) Develop service learning opportunities at five community centers: Como, Martin Luther King Jr., Northside, Sycamore, and Worth Heights. |
## Education Strategies (Continued)

<table>
<thead>
<tr>
<th>Strategy/Goal</th>
<th>Responsible Department</th>
<th>Status as of March 5, 2019</th>
<th>Next Steps</th>
</tr>
</thead>
</table>
| College and career centers: Improve the college and career readiness of African-American and Hispanic high school graduates. | Neighborhood Services | 1) Established working group with FWISD, Tarrant County College, Texas Workforce Commission, Fort Worth Chamber, United Way, and City of Fort Worth. | 1) Develop a plan to re-brand the Go Centers so as to expand their reach into the community.  
2) Complete an inventory of resources each partner agency can provide to enrich/enhance the GO Centers.  
3) Each member organization of the work group will confirm their contribution to enhance the GO Centers.  
4) Confirm current GO Center locations and identify new locations for mobile/stationary GO Centers that provide access outside of school hours.  
5) Identify new Go Center locations at city community centers, libraries, and at least one mobile center. |
# Governance Strategies

<table>
<thead>
<tr>
<th>Strategy/Goal</th>
<th>Responsible Department</th>
<th>Status as of March 5, 2019</th>
<th>Next Steps</th>
</tr>
</thead>
</table>
| Redistricting criteria and procedures: Create districts that, when drawn,    | City Manager’s Office        | 1) Prepared a draft resolution appointing a Redistricting Task Force that will recommend | 1) Secure City Council adoption of a resolution appointing the Redistricting Task Force.  
| provide the best opportunities to elect City Council members who reflect the |                              | criteria and procedures by which the City Council should redraw Council district boundaries after each decennial census.                                                                                     | 2) Hold task force meetings and produce preliminary findings.  
| diverse population of the City.                                             |                              |                                                                                          | 3) Present an interim report to the City Council in August.                                                                                                                                         |

1) Secure City Council adoption of a resolution appointing the Redistricting Task Force.  
2) Hold task force meetings and produce preliminary findings.  
3) Present an interim report to the City Council in August.  
4) Conduct public meetings on draft recommendations in September.
Governance: Redistricting

• Focus on the **goal**.
• The goal is to create districts that, when drawn, provide the **best opportunities** to elect City Council members who reflect the diverse population of the City.
Recommendation: Appoint Redistricting Task Force

Charge

• **Develop criteria and procedures** to be used to create City Council districts for the 2023 election.

• **Present** recommended criteria and procedures to the City Council.
Looking Back: 2012 Redistricting Criteria

Official Criteria
• Equal in size (+/- 2.5%)
• Voting Rights Act: protect minority voting rights
• Neighborhoods and communities of interest
• Compact and contiguous areas
• Identifiable geographic features
• Census tracts and block groups
• County voting precincts

Unofficial Criteria?
• Incumbents?
• Include portions of central city and areas outside the Loop, if possible, within each Council district?
## Looking Back: 2012 Redistricting Procedures

<table>
<thead>
<tr>
<th>Month</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>Late January</td>
<td>City notifies public of redistricting plan process.</td>
</tr>
<tr>
<td>February</td>
<td>City Council and staff host public workshops including software training.</td>
</tr>
<tr>
<td>March 30</td>
<td>Redistricting plans and other comments due to City Secretary’s Office.</td>
</tr>
<tr>
<td>April</td>
<td>Staff prepares analysis of plans submitted and briefs City Council.</td>
</tr>
<tr>
<td>May – June</td>
<td>City Council and staff conduct public meetings and City Council conducts work sessions on plan options.</td>
</tr>
<tr>
<td>July</td>
<td>City Council conducts public hearing(s), approves plan and submits it to U.S. Department of Justice (DOJ).</td>
</tr>
<tr>
<td>August - November</td>
<td>DOJ reviews plan.</td>
</tr>
<tr>
<td>Strategy/Goal</td>
<td>Responsible Department</td>
</tr>
<tr>
<td>--------------------------------------------------</td>
<td>------------------------</td>
</tr>
</tbody>
</table>
| **Diversity and inclusion:**                     | City Manager’s Office  | 1) Prepared organization chart and job descriptions for proposed Diversity and Inclusion Department.  
2) Prepared FY2020 decision packages for one new position and two reclassifications. | 1) Secure City Council approval of Human Relations Ordinance amendments to reflect creation of new department.  
2) Conduct national searches and fill three positions: Diversity and Inclusion Director and two assistant directors. |
| Elevate the City’s commitment to equity in the quality of life that all residents experience. |                        |                                                                                           |                                                                                                                                            |
| **Diversity training:**                          | Performance and Budget | 1) Conducted research on diversity training curriculum.                                    | 1) Identify and review various training modules. Determine deployment strategy, cost, and timeline for annual training.  
2) Purchase diversity training material or develop it internally.                                                                                     |
| Increase the diversity of City employees, particularly among managers, and increase employee satisfaction with the organization’s dedication to diversity and inclusion. |                        |                                                                                           |                                                                                                                                            |
## Health Strategies

<table>
<thead>
<tr>
<th>Strategy/Goal</th>
<th>Responsible Department</th>
<th>Status as of March 5, 2019</th>
<th>Next Steps</th>
</tr>
</thead>
</table>
| **Health education and outreach:** Increase resident awareness of behaviors that contribute to health and wellness. | Communications and Public Engagement | 1) Hosted a meeting with Tarrant County Public Health, Texas Health Resources, and Blue Zones Project representatives.  
2) Identified other organizations that are currently doing outreach and education on health issues.  
3) Identified programming that is currently taking place.  
4) Introduced the idea of a Wellness Neighborhood Leader Forum with stakeholders and possible partner organizations. | 1) Overlay this information with the Neighborhood Profile Areas.  
2) Identify gaps in programming and outreach in neighborhoods.  
3) Determine where the gaps are and if this is something the City should undertake.  
4) Determine funding needs for the City.  
5) Create a committee to organize a Wellness Neighborhood Leader Forum for April 2020. |
| **Active lifestyles:** Increase resident participation in walking, cycling, and other forms of exercise. | Planning and Development | 1) Sidewalk gaps and streetlight gaps prioritized in target NPAs.  
2) **Proposed Active Transportation Plan contains equity criteria** for prioritizing pedestrian, bicycle and trail improvements in super MMAs, high poverty areas, and areas with high % of persons with disabilities.  
3) Target NPAs added to CRM system for tracking sidewalk and streetlight improvement requests and for tracking stray dog reports. | 1) Complete 6,800 feet of sidewalk improvements and 1,000 streetlight installations within target NPAs using existing bond and PayGo funds.  
2) Identify number of stray dog reports in target NPAs.  
3) Initiate discussions with school district to discern feasibility of shared use of public school recreation facilities at three schools within target NPAs.  
4) Identify number of residents served by Meals on Wheels Healthy Moves program in target NPAs, out of 174 residents currently participating. |
### Health Strategies
(Continued)

<table>
<thead>
<tr>
<th>Strategy/Goal</th>
<th>Responsible Department</th>
<th>Status as of March 5, 2019</th>
<th>Next Steps</th>
</tr>
</thead>
</table>
| Healthy foods: Increase resident access to healthy foods. | Code Compliance | 1) Developed and distributed educational information about retail food business opportunities in food deserts to existing and prospective entrepreneurs. Formed partnership with Texas Health Resources and Tarrant County Food Policy Council (TCFPC).  
2) Established healthy foods work group focused on funding opportunities for healthy food retail programs in food deserts: Healthy Tarrant County Coalition (HTCC), JPS Health Network, Tarrant County Food Policy Council (TCFPC), and Texas Health Resources (Blue Zones Project). | 1) Support efforts to establish healthy corner stores in food deserts.  
2) Testify during 2019 legislative session on House Bill 605, which would offer franchise tax credits to healthy food stores operating in food deserts. |
| Access to providers: Provide residents with better access to healthcare providers. | Transportation and Public Works | 1) Included health providers in transit plan analysis.                                          | 1) Through the transit plan, outline options for improved transit accessibility to healthcare providers. |
# Housing Strategies

<table>
<thead>
<tr>
<th>Strategy/Goal</th>
<th>Responsible Department</th>
<th>Status as of March 5, 2019</th>
<th>Next Steps</th>
</tr>
</thead>
<tbody>
<tr>
<td>Affordable housing incentives policy: Provide more effective incentives for the development of affordable housing.</td>
<td>Neighborhood Services</td>
<td>1) Prepared work plan assigning responsibilities for research and analysis.</td>
<td>1) Confirm number of existing multifamily units that are affordable to 0-30% AMI households. Meet with developers to discuss recommendations and next steps. 2) Convene principals associated with Affordable Housing Strategic Plan to discuss implementation of plan recommendations. 3) Meet with Economic Development senior staff to discuss tax abatement policy for multifamily projects.</td>
</tr>
<tr>
<td>Homebuyer assistance: Provide more effective assistance to low- and moderate-income residents seeking to buy homes.</td>
<td>Neighborhood Services</td>
<td>1) Secured City Council approval of policy revisions to Homebuyer Assistance Program in November 2018. 2) Preparing updated written policy and procedures, including all necessary procedures to ensure consistency with HUD grant requirements, for posting on City website.</td>
<td>1) Incorporate marketing of updated Homebuyer Assistance Program into City’s neighborhood outreach program. 2) Assess demand for revised program and need for increased grant allocation; and adjust recommended allocation for City’s 2019-2020 HUD Action Plan.</td>
</tr>
</tbody>
</table>
## Housing Strategies
(Continued)

<table>
<thead>
<tr>
<th>Strategy/Goal</th>
<th>Responsible Department</th>
<th>Status as of March 5, 2019</th>
<th>Next Steps</th>
</tr>
</thead>
</table>
| **Resident awareness of housing resources:** Assist residents in securing affordable housing by increasing their awareness of available resources. | Communications and Public Engagement | 1) The Mayor’s Community Engagement Workshops included two housing sessions: HUD Grants 101 and Working to Create Pathways to Housing.  
2) Completed baseline study of all neighborhood-based, housing-related informational workshops offered, neighborhood association presentations conducted, and printed educational material shared with residents by City departments.  
3) Prepared draft of comprehensive Community Action Program brochure. | 1) Design a program of neighborhood-based, housing-related informational workshops to be offered on a quarterly basis beginning in FY2020.  
2) Create and begin beta testing adult workshop curriculum to educate neighborhood associations, alliances, redevelopment corporations, faith-based groups, etc. about neighborhood-based, housing-related resources during their regularly scheduled meetings. |
<table>
<thead>
<tr>
<th>Strategy/Goal</th>
<th>Responsible Department</th>
<th>Status as of March 5, 2019</th>
<th>Next Steps</th>
</tr>
</thead>
<tbody>
<tr>
<td>Transportation equity policy and five-year action plan:</td>
<td>Transportation and Public Works</td>
<td>1) Conducted best practices review of successful equity policies.</td>
<td>1) Establish an interdepartmental technical group to prepare a draft Transportation Equity Policy and provide opportunities for public input.</td>
</tr>
<tr>
<td>Facilitate more equitable decisions about the allocation of resources for</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>transportation improvements.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Transportation funding criteria:</td>
<td>Transportation and Public Works</td>
<td>1) Assessed transportation project categories and existing criteria used for project selection.</td>
<td>N/A pending preparation of Transportation Equity Policy and Five-Year Action Plan</td>
</tr>
<tr>
<td>Facilitate more equitable decisions about the allocation of resources for</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>transportation improvements.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>After-action reviews of pedestrian and bicycle crashes:</td>
<td>Transportation and Public Works</td>
<td>1) Identified appropriate staff and researched best practices.</td>
<td>1) Develop reporting/documentation procedures and propose processes for after-action infrastructure/policy recommendations.</td>
</tr>
<tr>
<td>Reduce the incidence of pedestrian and bicycle crashes in minority</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>neighborhoods.</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Next Steps

• Future work sessions
• FY2020 budget process
High Expectations

Implementing the recommendations of the Task Force on Race and Culture

Integrating equity more effectively into all that we do

A better Fort Worth
Questions