FORT WORTH TASK FORCE ON RACE AND CULTURE

FINAL RECOMMENDATIONS

Approved November 12, 2018

TASK FORCE ON RACE AND CULTURE

Co-Chairs

Lillie Biggins   Rabbi Andrew Bloom   Rosa Navejar, Presiding   Bob Ray Sanders

Members

Charles Boswell	Yolanda Harper	Arturo Martinez	Katie Sherrod
Walter Dansby	Bishop Mark Kirkland	Roxanne Martinez	Ty Stimpson
Robert Fernandez*	Nima Malek	Judy McDonald	Jennifer Trevino
Miriam Frias	Rattana Mao*	Terri Mossige*	Monica Vasquez
Sara Gillaspie	Gilbert Marez	Cory Session	Rev. Tim Woody
Robert Goldberg			

*Resigned

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INTRODUCTION

In the wake of a nationally publicized police incident and resulting protests, the Fort Worth City Council decided in June 2017 to appoint a task force of community leaders who would advise the Council about important and timely issues relating to racial and cultural equity. The Council selected four distinguished citizens to lead this task force – Lillie Biggins, Rabbi Andrew Bloom, Rosa Navejar, and Bob Ray Sanders – and asked these four co-chairs to select the other task force members. On August 1, 2017, the Council adopted a resolution appointing the Task Force on Race and Culture with 23 original members. Three of those members eventually resigned from the task force for various reasons and the Council appointed two individuals to succeed them, resulting in a balance of 22 members at the time of this report.

The City Council's original charge to the task force was limited to advice on the conduct of community conversations about race and culture, on an assessment of disparities in the provision of municipal services, and on leadership training for City officials. After conducting its first citywide town hall meeting in October 2017 and hearing many forceful comments about the variety and extent of racial discrimination in the community, however, the task force decided to broaden its scope substantially to include a wide array of disparities affecting the quality of life in Fort Worth. Most of these disparities pertain directly or indirectly to six general topics: criminal justice, economic development, education, health, housing, and education. These topics thus became the basis for six committees that the co-chairs appointed to assess the extent and causes of the disparities and eventually to recommend appropriate strategies and actions for addressing the disparities. In due course, the co-chairs appointed a seventh committee on governance to address equity issues pertaining directly to city government.

This report presents a preliminary set of 22 task force recommendations for public review and comment. Each recommendation summarizes the documented disparities to be addressed and their principal causes, describes a recommended strategy to address these disparities and specific actions to implement this strategy, identifies the parties responsible for implementation, and describes resources needed. To promote effectiveness and accountability, each recommendation also identifies outcomes-oriented performance indicators by which to measure success and sets realistic five-year objectives for reducing racial and cultural disparities. A dashboard will enable the community regularly to track its progress toward those objectives.

> *Mission: To listen, learn, build, and bridge in order to create an inclusive Fort Worth for all residents.*
> *Vision: Fort Worth will become a city that is inclusive, equitable, respectful, communal, and compassionate.*

COMMITTEES OF THE TASK FORCE ON RACE AND CULTURE
Appointed on December 18, 2017
Revised through November 12, 2018

Committee	Chair	Members	Support Staff	Technical Staff
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SUMMARY OF COMMITTEE RECOMMENDATIONS
November 12, 2018

Committee	Strategy #1	Strategy #2	Strategy #3	Strategy #4
Criminal Justice	Civilian oversight of Police Department	Police cadet program	Diversity within Police Department	
Economic Development	Job training, transportation to jobs, background issues, and hiring process	Education and incentives to achieve wage parity	Capacity-building for minority-owned businesses	
Education	Early childhood intervention via quality childcare	Service learning and civic engagement	College and career centers	
Governance	Independent citizen redistricting commission	Mission of Human Relations Unit	Diversity training	
Health	Health education and outreach	Active lifestyles	Healthy foods	Access to providers
Housing	Affordable housing incentives policy	Homebuyer assistance	Resident awareness of housing resources	
Transportation	Transportation equity policy and five-year action plan	Transportation funding criteria	After-action reviews of pedestrian and bicycle crashes	

Criminal Justice

Criminal Justice Recommendation #1:
Civilian Oversight of Police Department

Racial and cultural **disparities** to be addressed by this recommendation: Summarize these disparities and their principal causes in one or two sentences each.

Recent incidents involving minority residents and law enforcement have highlighted the importance of building trust as a means to improve police-community relations. The following are specific disparities that may contribute to a lack of trust in the Police Department among African-Americans and Hispanics:

- According to the ETC Institute's 2017 Fort Worth Community Survey, only 57 percent of African-Americans in Fort Worth and 48 percent of Hispanics feel safe in their neighborhoods at night, compared to 64 percent of Whites.
- The same survey has found that only 59 percent of African-Americans in Fort Worth and 64 percent of Hispanics are satisfied with the overall quality of local police protection, compared to 75 percent of Whites.
- Many residents believe that law enforcement unfairly targets African-Americans. Despite consisting of only 19 percent of Fort Worth's population, African-Americans in 2017 accounted for 41 percent of all arrests. Corresponding figures were 30 percent for Whites and 28 percent for Hispanics.

Recommended **strategy** to address these disparities: Describe this strategy in one paragraph.

Establish the framework required to set up and appoint a Civilian Review Board (CRB), or an alternative model of civilian oversight, that will have an active role in police accountability and oversight. The Board may have various powers and overall goals as outlined below. It is recommended that the Board be made up of 11 diverse citizens from the City of Fort Worth.

Potential Board Powers
- Provide a venue to listen to citizens input and complaints as to specific events or strategic issues within the Police Department.
- Authority to review formal complaints that have been made against officers.
- Review of strategic planning/long range policy, practices and training of the Police Department to provide feedback and advice.
- May include an independent investigative component.
- Request and initiate professional review of individual or systemic issues concerning race, culture and diversity within the Police Department or of Police Department practices.
- Approve the process to establish an independent intake point for citizen complaints of the Police Department or its staff separate from Internal Affairs.

Potential Board Duties
- Meet monthly in a public meeting with a permanent FWPD command staff representative, Assistant City Manager and police association representatives if appropriate to:
  o Receive updates on policy and training impacting equity, race and diversity,
  o Bring forward issues raised from citizen concerns and receive feedback on settled complaints,
  o Provide board suggestions or systemic policy recommendations, and
  o Allow timely exchange of information and policy recommendations before city wide events occur.
- Meet monthly in a closed session with the Assistant City Manager in charge of the FWPD, Police Chief and any designated command staff to receive briefings of ongoing investigations, complaint findings or other legal issues that allow the Board to understand how investigations are progressing and provides a sense of trust between the Board and Police Department.
- Will author a yearly report with findings and recommendations. This report will be presented to the City Manager, Mayor and Council.
- Report results publicly to keep citizens actively informed and engaged.

Potential Board Limitations
- Cannot overturn Internal Affairs and chain-of-command decisions,
- Cannot require the officer being complained of to appear before the Board,
- Cannot award money damages for citizens,
- Cannot discipline police officers,
- Cannot decide who was right and wrong in a particular case, and
- Cannot dismiss tickets or charges against citizens.

It is important to note that time will be spent establishing clear policies and procedures that would outline items such as: The Board shall not review any citizen complaint until all Internal Affairs or chain-of-command investigations are complete including Grand Jury investigations or any pending criminal charges. Training requirements will need to be established to ensure that each board member is well situated to participate. Each member shall be required to attend training on Police Department policy and procedures along with diversity training prior to hearing any citizen complaint.

Note: Although we are recommending the creation of a Citizens Review Board, effective civilian oversight can take many different forms, depending on the needs and preferences of each community. The most common models in the United States today may be classified as investigation-focused, review-focused, and auditor/monitor focused. The following table briefly describes these three models.

Model	Typical Characteristics	Examples
Investigation-focused	Routinely conducts independent investigations of complaints against police officers. Staffed by highly-trained civilian investigators. Most expensive and complex form of civilian oversight.	San Francisco Office of Citizen Complaints Washington, D.C. Office of Police Complaints Pittsburgh Office of Municipal Investigations
Review-focused	Reviews the quality of completed police internal affairs investigations. Headed by civilian review board comprised of volunteers. Least expensive form of civilian oversight as it relies heavily upon volunteers.	Indianapolis Citizens Police Complaint Board St. Petersburg Citizen Review Committee San Diego Citizens Review Board on Police Practices
Auditor/monitor-focused	Monitors or participates in open internal investigations. Examines broad patterns in investigations and recommends policy changes. Staffed by civilian experts with extensive experience in municipal law enforcement.	San Jose Independent Police Auditor Denver Office of the Independent Monitor New Orleans Independent Police Monitor

Recommended **actions** to implement this strategy: Describe these actions and the timeframes for executing them in one or two sentences each.

- By January 2019, the City Manager's Office will start working towards establishing an independent intake point for citizens' complaints and make the complaint information public via open data portal.
- By February 2019, the City Council will identify and appoint, via resolution, 11 diverse members to the board with one member of the board from each council district. The Mayor shall appoint one member to the Board and the remaining two members shall be appointed jointly by the Mayor and City Council. The two at-large members jointly appointed by the Mayor and City Council shall serve as the Chair and Vice-Chair of the Board. The composition of the Board should be representative of the diversity of the city.

- Each member shall be appointed for a two-year term beginning March 1, 2019. The Board will meet once a month at designated meeting space within City Hall. The terms of the board members shall be staggered to prevent a complete board turnover. No board member will serve more than two (2) two-year terms. Five of the six original board members shall have an initial three-year term so that staggered terms may be allowed.
- By March 1, 2019, the City Manager shall identify and outline staff support/responsibilities for Board operations to be supplemented by Police Department subject matter experts as needed.
- April 2019, the 11 diverse members of the Board will begin training on Police Department policy and procedures along with diversity training.
- April 2019, The City Manager's Office will have the proposed new process for an independent intake point for citizen complaints in place subject to the Board's approval.

Potential **challenges**: Identify obstacles that could impede or prevent the effective execution of these actions and describe ways to overcome them. Cite any other communities that have successfully overcome similar obstacles.

- Police officer association resistance to the Board due to the fear of civilians policing police and FWPD due to the newness of this program. This can be overcome through mutual strategic and professional training done through NACOLE, the National Association for Civilian Oversight of Law Enforcement.
- Community skepticism and lack of trust. This can be overcome by holding citywide meetings explaining the powers and duties of the board and by appointing a diverse board.

Responsible parties: Identify one organization that should take the lead in implementing this strategy and any organizations that should provide essential support.

- Lead organization: City Manager's Office
- Sponsor: Mayor and City Council
- Support organizations: City Manager's Office and Human Relations Commission, Police Department, Police Officer Associations, Law Department.

Resources needed: Describe the financial and human resources that the responsible parties will need to implement this strategy and identify potential funding sources.

Human resources: Assistant City Manager, Police staff, City Attorney staff, other city staff as required

Financial resources: The budget for a civilian oversight program is to be determined. Potential funding sources include the General Fund and the Crime Control and Prevention District.

Success measures: Describe the objective, outcomes-oriented data by which the lead organization will regularly measure its success in reducing or eliminating the disparities to be addressed by this strategy. Specify the extent of these disparities as they exist today and as we expect them to exist within five years of implementing the strategy.

The proposed Civilian Review Board, or an alternative model of civilian oversight, would serve the following purposes:
- Re-gaining the community's trust after recent incidents have created a gap between law enforcement and the community.
- Increase in communication from geographic locations in city made up of majority-minority population including tracking citizen and police encounters.
- Ability to listen and receive input from Fort Worth citizens.
- Ability to recommend individual, systemic and training procedures and protocols in a yearly report to the public.
- Annual presentation before the City Manager, FWPD, Mayor and City Council of Board recommendations.
- Hold town hall and individual meetings with the larger community in which the make-up of those attending reflect the make-up of the City. This will show that a broader group of citizens can participate and feel that their thoughts and issues will be heard, while presenting the board's policy findings and recommendations.
- Fort Worth would be aligned with other major cities across the state and country.

As a result of greater transparency and accountability, the task force anticipates a reduction in individual and systemic issues in Fort Worth. The following are specific five-year objectives relating to the identified disparities.

The percentages of residents who feel safe in their neighborhoods at night will increase from 57 to 62 percent for African-Americans and from 48 to 53 percent for Hispanics, compared to 64 percent or more for Whites.

The percentages of residents who are satisfied with the overall quality of local police protection will increase from 59 to 64 percent for African-Americans and from 64 to 69 percent for Hispanics, compared to 75 percent or more for Whites.

The percentage of arrests associated with African-Americans will decline from 38.4 to 37.0 percent, and the percentage associated with Hispanics will decline from 26.6 to 26.0 percent.

Criminal Justice Recommendation #2:
Police Cadet Program

Racial and cultural **disparities** to be addressed by this recommendation: Summarize these disparities and their principal causes in one or two sentences each.

The lack of minority youth interested in law enforcement jobs. Of the past six recruit classes 13% of recruits are African-American (versus 19% of population), 26% of recruits are Hispanic (versus 34% of population), 3% of recruits identify as Other (versus 6% of population, and 16% of recruits are

female (versus 51% of population). In addition, once youth age out the Explorer Program there is a minimum two year gap between eligibility to take the new officer exam.

Recommended **strategy** to address these disparities: Describe this strategy in one paragraph.

Re-establish the Cadet Program to aid Fort Worth Police Department with minority recruitment. Create a high school partnership with Fort Worth ISD and other school districts within Fort Worth with a focus on establishing minority participation. Cadets must be a high school senior or 18-32 years of age to participate, must declare their intention to take the Fort Worth Police civil service test when eligible, work 20 hours per week, and earn 24 college credit hours per year unless a high school senior. Cadets may remain in the program two full years or until eligible to take the Fort Worth Police civil service test. All non-high school senior cadets shall be paid a reasonable amount per hour as determined by the City Human Resource Department.

Recommended **actions** to implement this strategy: Describe these actions and the timeframes for executing them in one or two sentences each.

1. Memorandum of Understanding with Fort Worth ISD and surrounding school districts with procedures and goals of Cadet Program.
2. Establish curriculum for Cadet Program and partnership with Tarrant County College for dual credit while a high school senior with what state allows.
3. Identify a sworn Fort Worth Police Officer to run and oversee program.
4. Have current Fort Worth Police School Resource Officers promote Cadet program through interaction and Open House programs
5. Create a world class citywide mentoring program using social media for young males.

Potential **challenges**: Identify obstacles that could impede or prevent the effective execution of these actions and describe ways to overcome them. Cite any other communities that have successfully overcome similar obstacles.

1. Funding for part-time employment would be the biggest challenge for re-implementing the program.
2. Career & Technology Education support with school district & Tarrant County College

Responsible parties: Identify one organization that should take the lead in implementing this strategy and any organizations that should provide essential support.

- o Lead organization: Fort Worth Police Department, Fort Worth ISD and other school districts
- o Support organizations: Tarrant County College, local ROTC programs, Fort Worth Police Officer Associations

Resources needed: Describe the financial and human resources that the responsible parties will need to implement this strategy and identify potential funding sources.

Human resources: Teacher training and curriculum development, school district support

Financial resources: Funding for one police officer to oversee the program at an estimated cost of $101,000 (salary & benefits) per year. The Cadet pay scale is $9.98/hour with each Cadet working a twenty-hour week. Cost per Cadet is estimated at $10,379.20 annually.
Funding needed for one officer and ten Cadets would be $204,792.00 annually.
Funding needed for one officer and twenty Cadets would be $308,584 annually.
Additionally, when FWPD operated a Cadet program, the participants wore uniforms supplied by the Department. Estimated annual costs to supply a Cadet with two uniforms is $200 per Cadet.

Success measures: Describe the objective, outcomes-oriented data by which the lead organization will regularly measure its success in reducing or eliminating the disparities to be addressed by this strategy. Specify the extent of these disparities as they exist today and as we expect them to exist within five years of implementing the strategy.

As a result of the proposed police cadet program, the task force anticipates that recruit classes will become more diverse. By 2023, recruit classes should consist of at least 19% African-Americans (up from an average of 13% in the six most recent classes), 34% Hispanics (up from 26%), and 6% Other (up from 3%). The representation of females in recruit classes should also increase, from 16% to 20%.

Criminal Justice Recommendation #3:
Diversity within Police Department

Racial and cultural **disparities** to be addressed by this recommendation: Summarize these disparities and their principal causes in one or two sentences each.

The lack of diversity of officers at first promotional rank. Of the total of 241 corporal/detective rank they're only 16 (7%) African-Americans, 41 (17%) Hispanics, and 10 (4%) other. In addition, the lack of diversity of officers in certain specialized units. There are currently no African-American officers who serve in the any of the following units: SWAT (26 total officers), K-9 (11), Criminal Intelligence (11), Homicide (11), Major Case (11), and Robbery (16). Only one African-American officer serves on the Special Response Team (44 total officers).

Recommended **strategy** to address these disparities: Describe this strategy in one paragraph.

The Fort Worth Police Department would be required to quarterly report diversity data and make public through the City's website and the Police Department's website as well. The data that would need to be reported would include but not limited to the diversity by rank, by unit, by patrol division, by new officer applicants, by academy class (if applicable), and training received by certification level that encompasses multicultural & human relation. To develop and implement a diversity recruitment plan to strengthen our Police Department's diversity in all areas to match that of the community they serve.

Recommended **actions** to implement this strategy: Describe these actions and the timeframes for executing them in one or two sentences each.

1. Internal Audit of employee personnel data by the end of each quarter
2. Create an external recruitment plan for key needed areas to promote a more diverse leadership team

Potential **challenges**: Identify obstacles that could impede or prevent the effective execution of these actions and describe ways to overcome them. Cite any other communities that have successfully overcome similar obstacles.

1. Live data; always changing with reassignments, retirement, resignations and terminations
2. Explanation of the data to the public
3. Barriers to hiring people who do not look like the current officer population

Responsible parties: Identify one organization that should take the lead in implementing this strategy and any organizations that should provide essential support.

o Lead organization: Fort Worth Police Department
o Support organizations: City Manager's Office

Resources needed: Describe the financial and human resources that the responsible parties will need to implement this strategy and identify potential funding sources.

Human resources: Personnel to compile the data

Financial resources: Cost of printing and placing on City and Police Departments website.

Success measures: Describe the objective, outcomes-oriented data by which the lead organization will regularly measure its success in reducing or eliminating the disparities to be addressed by this strategy. Specify the extent of these disparities as they exist today and as we expect them to exist within five years of implementing the strategy.

Implementation of the proposed diversity recruitment plan should result in greater diversity within the police force as a whole and within the corporal and detective ranks.

By 2023, the police force as a whole should consist of at least 12.0% African-Americans (up from 10.6% in 2018), 21.0% Hispanics (up from 19.9%), and 3.8% Other (up from 3.6%). The representation of females in the police force as a whole should also increase, from 12.8% to 14.0%.

Diversity within the corporal and detective ranks should increase by 2023 such that these ranks will consist of at least 6.5% African-Americans (up from 5.0% in 2018), 18.0% Hispanics (up from 16.3%), and 5.0% Other (up from 4.6%).

Economic Development

Economic Development Recommendation #1:
Job Training, Transportation to Jobs, Background Issues, and Hiring Process

Racial and cultural **disparities** to be addressed by this recommendation: Summarize these disparities and their principal causes in one or two sentences each.

In Fort Worth, the 2018 unemployment rate for Whites was 4.2 percent, while African-American and Hispanic rates of unemployment stood at 6.1 percent and 5.7 percent, respectively. These disparities are generally consistent with national trends. Research has shown that there are certain factors that contribute to unemployment, these include; knowing about the job opportunities, training for skilled labor, criminal past limiting job opportunities, affordable and reliable transportation to job centers and racial bias in hiring.

Recommended **strategy** to address these disparities: Describe this strategy in one paragraph.

In order to decrease the unemployment numbers, it will be necessary to work with partner organizations to address each of these issues. This will include increasing the information that is shared with residents and to specifically address issues such as training and transportation impediments to jobs. We will also identify ways to help job applicants overcome their past mistakes to open up more job opportunities. Finally, we will work with large employers in the City to identify ways they can overcome racial bias in the hiring process.

Recommended **actions** to implement this strategy: Describe these actions and the timeframes for executing them in one or two sentences each.

1. Work with partner organizations to improve outreach surrounding job fairs and job training opportunities. The city will begin sharing more job opportunities through its communications tools. (90 days)
2. Update policies to provide incentives to bring more businesses to low income areas so that residents in these areas have easier access to jobs. (3-6 months)
3. Work with Tarrant County Workforce Solutions, FWISD, TCC and other partner organizations to identify the areas where there is a labor shortage and to find ways to increase the training opportunities for these careers. (3 – 6 months)
4. Encourage companies to "Ban the Box" for employment opportunities. (6-12 months)
5. Expand the expulsion clinics and warrant forgiveness outreach efforts developed by the city. Work with partner organizations to offer these throughout the city. (6-12 months)
6. Identify those job centers with lack of transportation and work with Trinity Metro to determine if additional routes are needed. Work with employers in the area to see if ride sharing or company-paid transportation are options. (12-18 months)
7. Expand existing employer-led sector partnerships and create new efforts focused on Fort Worth's target industries to address critical workforce issues facing employers. (Program Year 2)
8. Launch a new talent initiative [FIND IT. FORT WORTH.] to support employers in their talent recruitment efforts. (Program Year 2)

Potential **challenges**: Identify obstacles that could impede or prevent the effective execution of these actions and describe ways to overcome them. Cite any other communities that have successfully overcome similar obstacles.

1. Companies may have some reluctance in adopting the "Ban the Box" initiative.
2. Funding for increased transportation routes will need to be identified.
3. Unemployment rates are influenced by a number of factors on the State and Federal level that our local partners have little to no control over.

Responsible parties: Identify one organization that should take the lead in implementing this strategy and any organizations that should provide essential support.

- o Lead organization: City of Fort Worth
- o Support organizations: Fort Worth Chamber of Commerce, Fort Worth Metropolitan Black Chamber of Commerce, Fort Worth Hispanic Chamber of Commerce, FWISD, TCC, Workforce Solutions, area businesses

Resources needed: Describe the financial and human resources that the responsible parties will need to implement this strategy and identify potential funding sources.

- The Economic Development Department currently partners with Workforce Solutions for Tarrant County as individual opportunities are identified, as well as serves on their Workforce Development Committee and participates in the DFW Regional Aerospace Consortium. Staff is also engaged with Tarrant County College (TCC) when specific businesses needs are identified.
- In order to fully implement this program, a staff member focused on workforce development will need to be added in the Economic Development Department to work with partner organizations like the Chambers, workforce and HR departments. The funding for this position would be approximately $100,000 annually. An additional $50,000 would be needed for implementation material. Each partner organization will need to determine staffing and resources to support this initiative within their individual budgets.

Success measures: Describe the objective, outcomes-oriented data by which the lead organization will regularly measure its success in reducing or eliminating the disparities to be addressed by this strategy. Specify the extent of these disparities as they exist today and as we expect them to exist within five years of implementing the strategy.

1. The minority unemployment rate will decrease 1% per year until it is within 3 – 5% of the white unemployment rate. Current rate for minorities is approximately 40% higher than for whites.
2. Companies will be able to hire skilled workers from residents. Employment trends in Majority-Minority Areas (MMA's) will be increasing over the next five years.
3. Transportation choices for people who live and work in different parts of the city. Expanded transportation routes will be available in MMA's over the next five years.
4. Students will be better informed about the diversity of work opportunities, trained and prepared to choose careers in higher paying jobs.

Economic Development Recommendation #2:
Education and Incentives to Achieve Wage Parity

Racial and cultural **disparities** to be addressed by this recommendation: Summarize these disparities and their principal causes in one or two sentences each.

The median household income for Fort Worth in 2016, in inflation-adjusted dollars, was $63,704 for Whites, but only $41,317 for African-Americans and $44,748 for Hispanics. These disparities are generally consistent with national trends, although the earnings of minority households are higher in Fort Worth than in the nation as a whole. The U.S. workforce (generally ages 25 to 64) is in the midst of a significant demographic transformation. From 1980 to 2020, the white working-age population is projected to decline from 82% to 63%. During the same period, the minority portion of the workforce is projected to double (from 18% to 37%), and the Hispanic/Latino portion is projected to almost triple (from 6% to 17%). While the rates of college graduation have increased significantly for all major racial and ethnic groups, Whites are more likely to hold a bachelor's degree than are members of other racial groups which lead to higher paying jobs and less unemployment.

Recommended **strategy** to address these disparities: Describe this strategy in one paragraph.

Education is one of the most effective interventions for improving the gap in wage rates. Given the changing nature of the global marketplace, a high school diploma is no longer sufficient for individuals seeking good jobs, or for communities building a vibrant economy. Addressing inequalities in higher education opportunity will require persistent and meaningful efforts to put in place the policies and resources to advance the education of all their residents. While enhancing the workforce, the City should also focus on attracting more high-wage employment opportunities to Fort Worth. The city currently provides incentives for the number of jobs that a company brings into the city, however this is not based on the specific salary levels for the jobs being provided. Incentives should also encourage jobs in underserved areas where there is a greater need for employment opportunities and economic development projects.

Recommended **actions** to implement this strategy: Describe these actions and the timeframes for executing them in one or two sentences each.

1. African-American students tend to receive out-of-school suspensions at higher rates than their peers. Out-of-school suspensions mean students lose class time, which can place them at greater risk of falling farther behind. FWISD should work to develop targeted interventions for individual students and help keep them on track to graduate. (12- 18 months)
2. FWISD should look to expand Go Centers to help students see pathways to careers and college and prepare students for success in college-level, credit-bearing English and math courses that are required to earn a college degree or certificate. (18 – 24 months)
3. Encourage four year colleges and Universities to adopt a need-blind approach during the admissions process. By eliminating financial status as a consideration, low-income, minority applicants may have increased opportunities for admittance at the school. (18 – 24 months)
4. Develop revised incentive policy to incentivize projects that pay at or above the median wage in order to raise the per capita income levels in the City and provide for more aggressive incentives to project in underserved areas. (3-6 months)

Potential **challenges**: Identify obstacles that could impede or prevent the effective execution of these actions and describe ways to overcome them. Cite any other communities that have successfully overcome similar obstacles.

1. Curriculum and admission changes at both the ISD and University level will require significant changes in policy.
2. Will need to get Chamber of Commerce and Business community buy-in on establishing a high wage rate threshold for incentives.

Responsible parties: Identify one organization that should take the lead in implementing this strategy and any organizations that should provide essential support.

- o Lead organization: Fort Worth ISD, Tarrant County College, Colleges & Universities, City of Fort Worth, Fort Worth Chamber of Commerce
- o Support organizations: Fort Worth Metropolitan Black Chamber of Commerce, Fort Worth Hispanic Chamber of Commerce, Real Estate Council of Fort Worth, Local Property Owners, Local Business Community

Resources needed: Describe the financial and human resources that the responsible parties will need to implement this strategy and identify potential funding sources.

- o Continue the minority chamber annual contracts and develop specific metrics on to focus on educational initiatives that can build minority graduation rates and job training opportunities for minority workers to advance in their career path to higher paying positions. The Hispanic Chamber and the Metropolitan Black Chamber currently each receive $124,602 annually.
- o Resources to support the educational framework and initiatives outlined by the Education Task Force - $25,000
- o Analyst to keep up with the available properties specifically in underserved areas and work with site selection consultants and the Fort Worth Chamber to ensure developers know about these available properties for corporate recruitment projects. This position has already been funded for FY19 in the Economic Development department
    - o

Success measures: Describe the objective, outcomes-oriented data by which the lead organization will regularly measure its success in reducing or eliminating the disparities to be addressed by this strategy. Specify the extent of these disparities as they exist today and as we expect them to exist within five years of implementing the strategy.

1. The median income will continue to grow for all residents of Fort Worth, with no disparity based on race. It is anticipated that the median wage for minority households will be within 75% of white household income over the next 5 years.
2. The goal of the Economic Development Department is that 50% of incented projects require wages that meet the average Tarrant County wage rate.
3. Increased number of new businesses and developments will go into the underserved and depressed areas of the city. The Economic Development Department goal is to have year-over-year growth of City property tax revenue within targeted areas of 5%.

Economic Development Recommendation #3:
Capacity-Building for Minority-Owned Businesses

Racial and cultural **disparities** to be addressed by this recommendation: Summarize these disparities and their principal causes in one or two sentences each.

Of the top 100 privately-owned firms in Tarrant County, fourteen are owned by minorities and ten of these firms are located in Fort Worth. Six of the ten Fort Worth firms are owned by Hispanics. Access to capital tends to be a significant issue for minorities seeking to start and grow their own businesses. On a national level, only 17% of minority-owned firms with gross receipts under $500,000 received loans compared to 23% of non-minority firms.

Recommended **strategy** to address these disparities: Describe this strategy in one paragraph.

In order to address this disparity, the city needs to work with the Fort Worth Chamber of Commerce, the Fort Worth Hispanic Chamber and the Fort Worth Metropolitan Black Chamber of Commerce to address the capacity building challenges for minority-owned businesses in Fort Worth.

Recommended **actions** to implement this strategy: Describe these actions and the timeframes for executing them in one or two sentences each.

1. Develop deliverables based on capacity building with the Hispanic and FWMBCC. (3-6 months)
2. Implement the Mentor and protégé program through the city's Economic Development Department. (6-12 months)
3. Expand the marketing and outreach for Economic Development programs targeting minority-owned businesses. (3-6 months)
4. Hold a Construction Management workshop to walk subs through the process. (1-3 months)
5. Identify areas where we don't have any MBE contractors and work with partners to create pipeline for interested companies. (6-12 months)
6. Identify bonding opportunities so that smaller companies can bid on contracts. This can include blanket bonding by primes or outside agencies. (3-6 months)
7. Work with alternative lending institutions such as Alliance Lending and People Fund to increase the number of loans provided to minority clients.

Potential **challenges**: Identify obstacles that could impede or prevent the effective execution of these actions and describe ways to overcome them. Cite any other communities that have successfully overcome similar obstacles.

1. Resources needed by the minority chambers to implement programs to expand capacity.
2. Finding adequate prime contractors willing to participate in a mentor/protégé program.
3. Breaking out/Unbundling contracts for smaller firms could increase costs to the City.
4. Encouraging financial institutions to take on what may be perceived as riskier loan proposals.

Responsible parties: Identify one organization that should take the lead in implementing this strategy and any organizations that should provide essential support.

o   Lead organization: City of Fort Worth, Fort Worth Metropolitan Black Chamber of Commerce, Fort Worth Hispanic Chamber of Commerce
o   Support organizations: Fort Worth Chamber, bonding agencies (or Surety Support Services), TCC

Resources needed: Describe the financial and human resources that the responsible parties will need to implement this strategy and identify potential funding sources.

- o Marketing position for the Economic Development department.   The cost for this position would be $85,000 annually. Dedicated Business Development Coordinator to work with chambers on capacity building. The cost for this position would be $100,000 annually. Marketing funds of $50,000 would also be needed to advance programs, conduct outreach and increase notification of procurement opportunities.
- o Work with the minority chambers to develop specific metrics to track capacity building. No additional cost. Hispanic Chamber and Metropolitan Black Chamber are each funded $124,602 annually.
  - o

Success measures: Describe the objective, outcomes-oriented data by which the lead organization will regularly measure its success in reducing or eliminating the disparities to be addressed by this strategy. Specify the extent of these disparities as they exist today and as we expect them to exist within five years of implementing the strategy.

1. Increase in capacity and the number of minority-owned businesses in Fort Worth. There are currently nine areas where the City does not have adequate minority firms to do contract work. The outcome in five years is that we would have at least 1 -2 firms available in each of these areas.
2. Contracting goal for construction projects will meet or exceed the 25% target. Current MBE participation on construction projects is at 17 – 18%. The goal in five years would be to consistently meet the 25% goal.
3. Increase the number of small minority owned firms that receive loans by 1% each year to reach parity with non-minority firms.

Education
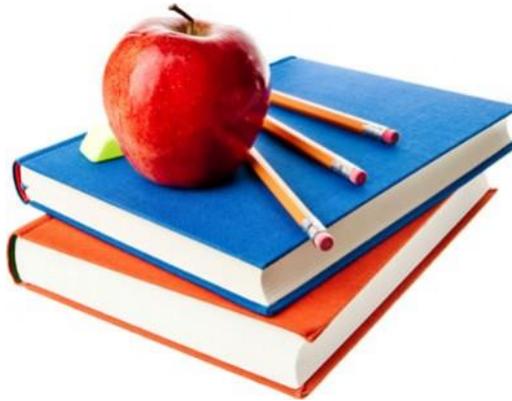
Education Recommendation #1:
Early Childhood Intervention via Quality Childcare

Racial and cultural **disparities** to be addressed by this recommendation: Summarize these disparities and their principal causes in one or two sentences each.

Early childhood readiness data show that in **FWISD**, African American students and Hispanic students perform significantly lower than their white peers on the Kindergarten Early Skills Assessment (a school readiness test given district-wide to kindergarten students each September).

FWISD Kindergarten Early Assessment Data 2018				
Pre-reading SKILL	African American	Hispanic	White	GAP AA	GAP H
Blending sounds	46	58	73	-27	-15
Listening Comp	79	83	86	-7	-3
Letter Sounds	68	68	76	-8	-8
Vocabulary	72	70	87	-15	-17

Childhood poverty often is a predictor of school readiness levels.   One of every three Hispanic and African American children lives in poverty. Low-income Black and Latino children in Texas are far more likely to live in high-poverty neighborhoods than low-income White children. (State of Texas Children 2016; Race and Poverty) http://forabettertexas.org/images/KC_2016_SOTCReport_web.pdf
https://unitedwaytarrant.org/wp-content/uploads/2015/12/2015-COMMUNITY-ASSESMENT.pdf (pg.6)

Childhood trauma Hispanic and African American children are far more likely to live in communities where they are exposed to trauma, adversely impacting brain development. The social and emotional impact of trauma in addition to other challenges of poverty compound the need for early childhood intervention in order to prepare them for kindergarten success.   http://earlylearningntx.org/wp-content/uploads/2017/07/Cost-of-Quality-Study.pdf

Recommended Strategy to address these disparities: Describe this strategy in one paragraph.

Strengthen the quality of early education to ensure children of all backgrounds, race and ethnicity have access to quality early education. Through collaborative efforts with the Early Learning Alliance, work to build equitable access to quality early education through a sound use of data, key policy improvements, strategic investments, and qualified diverse early educators.

Recommended actions to implement this strategy: Describe these actions and the timeframes for executing them in one or two sentences each.

1. Improve the quality of childcare centers in Hispanic and African American neighborhoods. The following article outlines the cost of improving the quality of childcare centers with data specific to Tarrant County. The top four-star rating has actually been deemed financially unsustainable in Tarrant County because childcare is a very expensive venture.   http://earlylearningntx.org/wp-content/uploads/2017/07/Cost-of-Quality-Study.pdf
    A. Provide set financial incentives for childcare centers in Hispanic and African American neighborhoods that will encourage low quality centers to improve through the Texas Rising Star (TRS) Rating System.
    B. Align incentives with the existing incentives provided by the Texas Workforce Commission that provides reimbursements to childcare centers using TRS
    C. Create opportunities to recognize childcare centers that are working toward quality improvements, using the Texas Rising Star Quality Rating System.
2. Partner with the Early Learning Alliance and MHMR Early Childhood Services (ECS) to increase the number of Ages and Stages Questionnaires (ASQ) administered citywide through clinics and childcare centers by incentivizing its use.
    A. Conduct / incentivize targeted outreach campaigns to childcare centers to administer the ASQ
    B. Conduct targeted outreach directly to families (city provides food, pay a worker / coordinator) to do the assessment themselves

    C. Conduct targeted outreach in those communities to physicians, clinics, immunization providers, physician networks, etc., to administer the assessments as part of the intake process for all patients.

    D. Incentivize training of nurses and staff with gift cards, lunch and learn formats

    E. Incentivize parents administering the ASQ with gift cards, food, recruiting at existing events such as citywide back to school programs, immunization events, etc.

Partner with the Early Learning Alliance and MHMR Early Childhood Services (ESC) to implement widespread administration of the ASQ for two important purposes: 1) The online assessment will automatically connect families with the services that their children need as indicated by the assessment results and 2) The ELA systematically collects, disaggregates and analyzes data from the assessment that informs planning and appropriate allocation of targeted services based on needs in targeted neighborhoods. Furthermore, the ELA already has in place the research base, funding sources, long-term planning and priority goals built on racial equity in the work of early childhood development and school readiness. This assessment is key to much of their work in filling gaps caused by racial and economic disparities in targeted neighborhoods.

3. Create and/or enhance existing customized web-based information portal focused on the availability of educational resources and wrap-around services that assist in decision-making regarding education support from early childhood intervention to college and career readiness.

4. Support diverse early educators in pathways to earning compensation that is equitable to their public school counterparts by aligning resources that support the earning of credentials such as Associates and Bachelor degrees and certifications. Utilize the Texas Workforce Registry to record continuing education credits for educators and guide them on their career pathway toward becoming highly qualified early childhood caregivers.

5. Conduct self-assessments: reviewing policy, operations, staff competencies and program design through an **equity lens**:
    A. Adopt an equity policy for organizational operations
    B. Provide racial equity training to all staff
    C. Gather disaggregated data on key indicators of population served
    D. Design and implement programs with stakeholder input (families, communities and providers)
    E. Communicate services in culturally appropriate ways
    F. Determine if equity was enhanced as shown by improvement in disaggregated data

Potential **challenges**: Identify obstacles that could impede or prevent the effective execution of these actions and describe ways to overcome them.

1. Time for designated staff to reach out to childcare centers asking them to become part of TRS.
2. Childcare centers may resist because of additional cost to improve the quality of their program such as increased pay for workers or for time spent in training, improved facilities, marketing, etc.
3. Parents may not feel comfortable disclosing their child's information.
4. Cost to city for incentive payments
5. Capacity to increase the number of ASQ and ASQ-SE screenings, such as training staff to administer the screening, sufficient staff and services available to handle the expected increases in referrals for early intervention
6. System for collecting data on ASQ screenings, referrals, and interventions is disaggregated across agencies and providers, and may be difficult to tie directly to these incentives

Responsible parties:

Lead Organizations:

- **Early Learning Alliance** for program administration http://www.earlylearningntx.org/
  - Early Learning Alliance (ELA) – formerly known as the Educational Alignment for Young Children – formed in 2013 as part of national efforts to improve early learning systems in cities. The Alliance includes more than 50 organizations and individuals representing government, community-based early child care providers, faith-based organizations, educators, school district administrators, training organizations, nonprofit service providers, health and mental health providers, private foundations, the United Way of Tarrant County, Workforce Solutions of Tarrant County and the City of Fort Worth.

City of Fort Worth for funding - Support organizations: Texas Workforce Solutions of Tarrant County and MHMR Early Childhood Services (ECS) as partners with many member organizations already doing this work including: Early Learning Alliance, Read Fort Worth, Fort Worth ISD, Camp Fire (training for centers), Educational First Steps, and City of Fort Worth. For website development and maintenance: Fort Worth ISD, Read Fort Worth, SPARC, and United Way of Tarrant County

Resources needed: Describe the financial and human resources that the responsible parties will need to implement this strategy and identify potential funding sources.

- Incentive payments to childcare providers who improve their rating with Texas Rising Star or become a Texas Rising Star program for the first time..............................$55,000 ($5,000 for the 1st year, $1,500 for the next four years)
- Annual incentive payments to families, centers..............$40,000
- Materials & Supplies...$8,000
- Communications & Marketing...$20,000
- Travel, Professional Development, Conferences $10,000
- Technology devices and associated costs of ASQ.............$5,000
- Training and Technical Assistance…………………………………$20,000
- Part time Project Manager, staff additional time.............$50,000
- Information Technology support......................................$50,000

Potential Funding Sources

- Texas Workforce Solutions http://workforcesolutions.net/our-services/child-care/
- Fort Worth Housing Solutions

Success measures: Describe the objective, outcomes-oriented data by which the lead organization will regularly measure its success in reducing or eliminating the disparities to be addressed by this strategy.

1. Add at least **five** additional certified quality childcare centers in targeted neighborhoods (to be identified collaboratively) earning at least a 2 star rating from Texas Rising Star by 2025.
   This website has a Map showing qualified provides in Tarrant County color coded by TSR Rating level: https://tarrantcountyccms.org/home/quality-providers-list/

2. Increase by 20% the number of ASQ developmental screenings administered by 1) Health Systems 2) Childcare Providers 3) Homes
3. Increase kindergarten readiness in pre-reading skills by 10% overall among Hispanics and African American in the targeted / impacted neighborhoods by 2025, as measured by the Kindergarten Early Skills Inventory 2025.

Education Recommendation #2:
Service Learning and Civic Engagement

Racial and cultural **disparities** to be addressed by this recommendation: Summarize these disparities and their principal causes in one or two sentences each.

College and Career Readiness: Too many high schools graduates who will enter the workforce in the next few years are not ready for the demands of a highly competitive job market in Fort Worth (and North Texas), and therefore will not immediately qualify for the high paying positions that require a post-secondary education or specialized training. The percentage of graduates classified as "college and career ready" in 2016 was 84% whites, 74% for Hispanics, and 67% for African-Americans. Additionally, minorities attending college in Fort Worth are earning college degrees at a lower rate.

Recommended **strategy** to address these disparities: Describe this strategy in one paragraph.

For 6th to 12th grade Hispanic and African American students, identify and create certified Civic Engagement Programs that can be activated as part of school curriculum and during out-of-school time. These programs should increase academic skills and address social and emotional abilities as well as teach students the value of civic involvement in their community. These Civic Engagement Programs will initially be focused in Minority Majority Areas, and reflect one of the four key pillars of Civic Engagement; They are as follows: *Empowerment, Sharing, Building and Leadership Development.* Deliverable due Fall 2020. Supporting Link: https://www.mdccc.org/events/files/white-paper-2015.pdf

Recommended **actions** to implement this strategy: Describe these actions and the timeframes for executing them in one or two sentences each.

Organize a College, Career and Civic Readiness Summit
Identify and convene 75 leaders: (20) from 6th to 12th grade schools, (20) higher education institutions, and (35) community organizations (students and parents) to clarify the above recommendation and to develop an implementation plan.

Create Taskforces to focus on identifying, and creating as necessary,
1. *Civic Readiness* - Certified Civic Engagement Program for 6th to 12th grade students
2. *Service-Learning* - Resources that connect students to specialized programs, colleges and career pathways
3. *Collective Impact* - Make decisions with the community regarding measurement tools, outcomes and success indicators.

SUMMIT FRAMEWORK Reference: *Collective Impact Approach to College, Career, and Civic Readiness, A White Paper by the MDCCC CONNECTS Task Force*
1. Convene leaders from key 6th-12th grade schools in Fort Worth, higher education institutions, and local community organizations.
2. Identify a mutually agreed-upon community need focused on race and culture.
3. Identify and design civic engagement programs that involve 6th-12th grade, higher education, and community organizations to focus on an identified community need.
4. Identify key players, roles and responsibilities, necessary resources, and timelines, then enter into agreements among the stakeholders.
5. Develop indicators to measure program quality and success, then establish systems to collect and share data.

Create a central group that monitors progress, provides assistance, and organizes meetings to facilitate further collaboration.

Potential **challenges**: Identify obstacles that could impede or prevent the effective execution of these actions and describe ways to overcome them. Cite any other communities that have successfully overcome similar obstacles.

1. How to actively enlist the participation of families, parents, and guardians in out-of-school learning programs.
2. Align community-based organizations - mission to support civic engagement efforts.
3. Collaboration with schools to help create a more seamless network of support for youth and implement curriculum in classrooms.
4. Coordinating programs with ISD's, local colleges and training programs to provide resources for post-secondary opportunities.
5. Partnership and mentoring efforts - perform a basic assessment to define the focus of the partnership.

Responsible parties: Identify one organization that should take the lead in implementing this strategy and any organizations that should provide essential support.

- o Lead organization: Tarrant County College District
- o Support organizations**:** FWISD, United Way, Fort Worth Chamber of Commerce, Texas Workforce Commission, City of Fort Worth

Resources needed: Describe the financial and human resources that the responsible parties will need to implement this strategy and identify potential funding sources.

Estimated costs to convene Summit:
Event Coordination	$ 8,000
Other costs	$ 17,000 in-kind opportunities
Total	$25,000

Success measures: Describe the objective, outcomes-oriented data by which the lead organization will regularly measure its success in reducing or eliminating the disparities to be addressed by this strategy. Specify the extent of these disparities as they exist today and as we expect them to exist within five years of implementing the strategy.

1. Increase the percentage of high school graduates classified as "college and career ready" by 5% to 10% for Hispanics and African-Americans.
2. Increase 6th to 12th grade students' level of civic and community engagement by the year 2023.

Education Recommendation #3:
College and Career Centers

Racial and cultural **disparities** to be addressed by this recommendation: Summarize these disparities and their principal causes in one or two sentences each.

College and Career Readiness: Too many high schools graduates who will enter the workforce in the next few years are not ready for the demands of a highly competitive job market in Fort Worth (and North Texas), and therefore will not immediately qualify for the high paying positions that require a post-secondary education or specialized training. The percentage of graduates classified as "college and career ready" in 2016 was 84% whites, 74% for Hispanics, and 67% for African-Americans. Additionally, minorities attending college in Fort Worth are earning college degrees at a lower rate.

Recommended **strategy** to address these disparities: Describe this strategy in one paragraph.

To increase college and career development in the city, the recommendation is to identify, expand or create centers that connect students to school and community resources that help them overcome barriers to higher education institutions and/or successful career paths. This will ensure a successful transition for students from high school to college or a professional career through guided pathways for minorities in Fort Worth. In addition the enhanced focus and expansion of existing centers, plus the creation of new centers in African American and Hispanic communities, should provide a better direct connection to city, non-profit and business community resources for students and their families.

Recommended **actions** to implement this strategy: Describe these actions and the timeframes for executing them in one or two sentences each.

The current GO Centers in FWISD schools are designed to help students transition from high school to college. The GO Centers will be re-branded to reflect their true purpose and will be expanded to locations outside the boundaries of the school district, making them more accessible to students and their family support systems. The purpose of the expanded and rebranded college and career centers will be the following:
1. Provide access to materials and resources necessary to complete college applications
2. Assure that trained staff are onsite to assist students and provide instructions to help students and their families, apply for college, apply for relevant job opportunities, understand available career paths in Fort Worth, and apply for scholarships and other financial aid resources.
3. Track student success based on number of students applying for college admission, number who were admitted, amount of financial assistance granted, etc.

Potential **challenges**: Identify obstacles that could impede or prevent the effective execution of these actions and describe ways to overcome them. Cite any other communities that have successfully overcome similar obstacles.

1. How to actively enlist the participation of families, parents, and guardians in the new expanded centers.
2. Funding for the expansion of the centers and ongoing resources being allocated from business and community partners.
3. Collaboration with schools and colleges to help create a more seamless network of support for students and families.
4. Coordinating programs with ISD's, local colleges and training programs to provide resources for post-secondary opportunities through the centers.

Responsible parties: Identify one organization that should take the lead in implementing this strategy and any organizations that should provide essential support.

o   Lead organization: Fort Worth ISD
o   Support organizations**:** Tarrant County College, United Way, Fort Worth Chamber of Commerce, Texas Workforce Commission, City of Fort Worth

Resources needed: Describe the financial and human resources that the responsible parties will need to implement this strategy and identify potential funding sources.

The GO Centers are already funded throughout the school district, however potential funding sources for the expansion efforts include Tarrant County College District, FWISD, United Way, Fort Worth Chamber of Commerce, Texas Workforce Commission, and City of Fort Worth.

Success measures: Describe the objective, outcomes-oriented data by which the lead organization will regularly measure its success in reducing or eliminating the disparities to be addressed by this strategy. Specify the extent of these disparities as they exist today and as we expect them to exist within five years of implementing the strategy.

1. 5%-10% or significant increase in the utilization of the current GO Centers' services by minority students by 2023.
2. 10% increase in the amount of FWISD minority students who apply and are accepted to college or post-secondary institutions by 2023.
3. Double the participation from corporate, civic and non-profit organizations in the community who partner with the expanded GO Centers by 2023.

Governance

Governance Recommendation #1:
Independent Citizen Redistricting Commission

Racial and cultural **disparities** to be addressed by this recommendation: Summarize these disparities and their principal causes in one or two sentences each.

1. Inequitable voter representation on the City Council – On May 7, 2016, voters approved amending the City Charter increasing the number of City Council members from nine (9) to eleven (11), beginning with the first election following the 2020 census and adoption of a new redistricting map by the City Council. Historically there has been a long history of drawing political lines (gerrymandering) to favor one group/party/class of voters over another, or to protect incumbents. Gerrymandering disproportionately affects minority communities, diluting their representation and voting impact.
2. Lack of diversity on City Boards and Commissions
3. Low voter participation in major minority areas

Recommended **strategy** to address these disparities: Describe this strategy in one paragraph.

Appoint a Charter Review Task Force (CRTF) to specifically study and make recommendation(s) concerning an independent redistricting commission. The CRTF would analyze the role of independent redistricting commissions, review the different commission models utilized throughout the United States, solicit community feedback on the redistricting process, and make a recommendation(s) to City Council regarding amending the City Charter to include the formation of an independent redistricting commission.

Recommended **actions** to implement this strategy: Describe these actions and the timeframes for executing them in one or two sentences each.

1. During February 2019, City Council identify and appoint, via resolution, 9 members to a CRTF to study and make recommendations concerning an independent redistricting commission.
2. The CRTF will begin meeting in March/April 2019 to analyze the history and the purpose behind independent redistricting commissions and review different redistricting commission models utilized nationwide.
3. During June 2019, the CRTF will brief City Council on preliminary findings.
4. During July 2019, the CRTF will solicit community input about redistricting and an independent redistricting commission, via public meetings, online tools and other avenues.
5. Between August –September 2019, the Task Force will develop recommendation(s) to address/answer the following questions: A) Should the City of Fort Worth amend the City Charter to include the creation of an independent redistricting commission? This commission would be responsible for redrawing Council District boundaries; and, B) if the Task Force favors the creation of an independent redistricting commission, how should that commission be modeled and members appointed?
6. During November 2019 solicit community feedback on proposed recommendation(s).
7. During December 2019 present recommendations to the City Council. If City Council approves the creation of an independent redistricting commission, adopt ordinance calling election for May 2020 on proposed Charter amendment.
8. During January-April 2020, conduct outreach to educate voters about the proposed Charter Amendment.

Potential **challenges**: Identify obstacles that could impede or prevent the effective execution of these actions and describe ways to overcome them. Cite any other communities that have successfully overcome similar obstacles.

The biggest challenge is political will and opposition. This month (July 2018), in Abbot vs. Perez, the Supreme Court raised the bar on what it takes to prove discriminatory intent in relation to the drawing of political districts. However, the Court did rule that Texas House District 90 (in Fort Worth) must be redrawn.

Responsible parties: Identify one organization that should take the lead in implementing this strategy and any organizations that should provide essential support.

o Lead organization: City Manager's Office
o Support organizations: City Attorney's Office, City Secretary, City Attorney's Office and Communications and Public Engagement Department.

Resources needed: Describe the financial and human resources that the responsible parties will need to implement this strategy and identify potential funding sources.

Human resources: Assignment of an Assistant City Manager, City Secretary, and City Attorney to assist the Task Force with their mission. Staff and technical support for the ACM and Task Force.

Financial resources: This Task Force would have the mission to review and make recommendations regarding an independent redistricting commission. Therefore, any resources associated with the redistricting commission would be identified at that time. The resources need for the Task Force would essentially be the staff time of those associated with the Task Force - an Assistant City Manager, City Secretary, and City Attorney. Using a calculation of 5% of their time for a six month period, staffing costs would equal approximately $22,209.00.

Success measures: Describe the objective, outcomes-oriented data by which the lead organization will regularly measure its success in reducing or eliminating the disparities to be addressed by this strategy. Specify the extent of these disparities as they exist today and as we expect them to exist within five years of implementing the strategy.

1. Increase equity of City Council Districts:

Fort Worth City Council Districts		
Race and Ethnicity	2018*	2023*
African American	25%	20%
Hispanic	12.5%	40%
White	62.5%	40%

*Does not include the office of the Mayor (at large)

2. Increase diversity on City Boards and Commissions:

Demographic	2018 Current Status	Increase*	2023 Recommendation*
African American	15%	7%	16%
Hispanic	11%	27%	14%
Other Racial/Ethnic	4.5%	11%	5%
Caucasian	ND	ND	ND
Female	36%	10%	40%

*rounded to nearest whole percentage
ND = No significant disparity (less than 1.5% variance from population demographics)

3. Increase voter participation in major minority areas:

2018 Current Status	2023 Projection
7.1% SMMA	9% SMMA
8.1% citywide	9% citywide

SMMAs – Super Majority Minority Areas

Voter Precincts in Super Major Minority Areas

Legend

☐ (blue) Voter Precincts with 75% or more minority voter registration

☐ (gray) Fort Worth City Limits
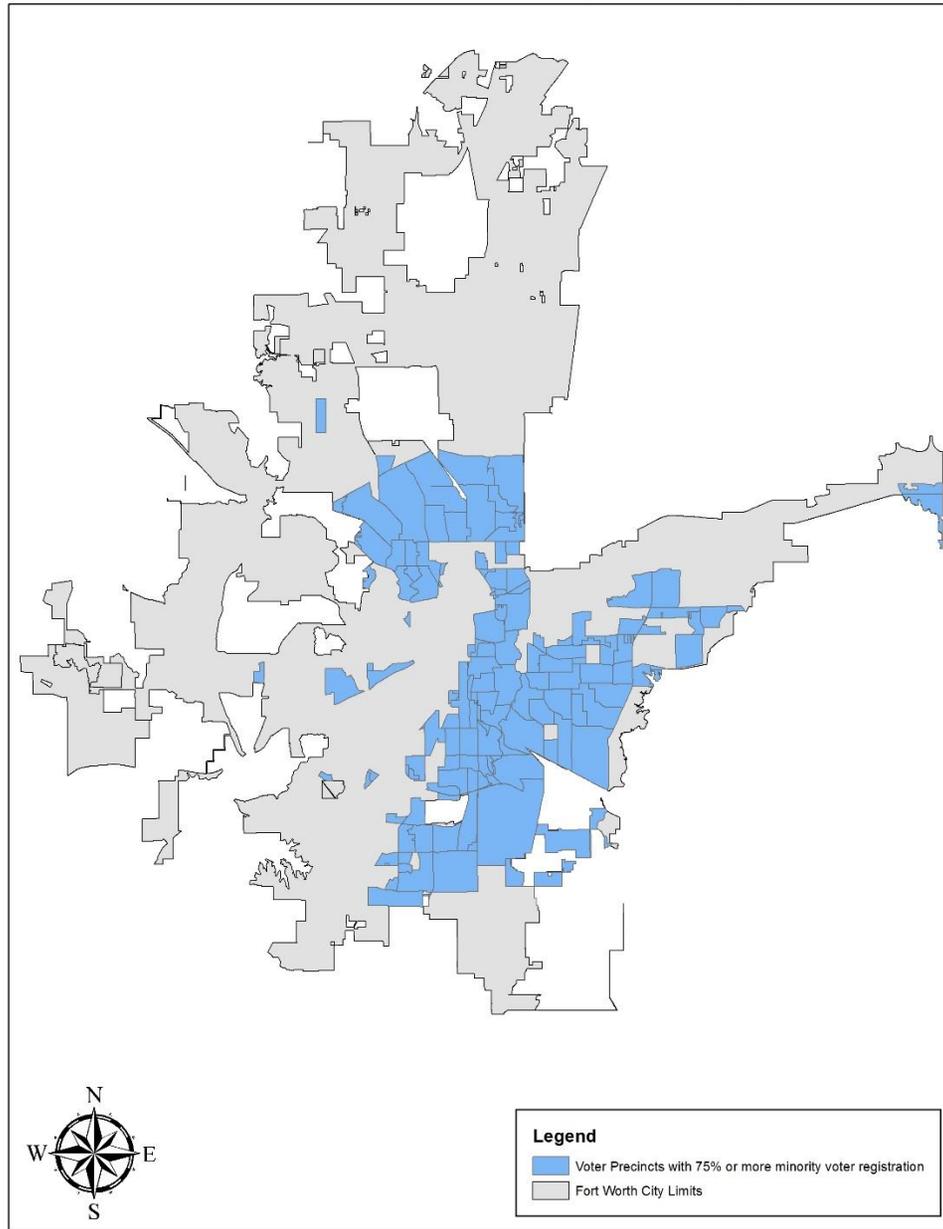
Governance Recommendation #2:
Mission of Human Relations Unit

Racial and cultural **disparities** to be addressed by this recommendation: Summarize these disparities and their principal causes in one or two sentences each.

1. Lack of opportunity, diversity, inclusion and respect in the City workforce - City of Fort Worth data shows a lack of diversity on Boards and Commissions, in the City workforce, and in Managerial, Assistant Director and Director positions.
2. Disparity in provision of City services in majority minority areas (MMAs). MMAs tend to be concentrated in older parts of Fort Worth and have older infrastructure. Annual maintenance budgets fall short of the total need.
3.

Recommended **strategy** to address these disparities: Describe this strategy in one paragraph.

Restructure the Human Relations Unit to provide clearly designated oversight and management over the City's diversity and inclusion efforts. This strategy would include: Making the Human Relations Unit a stand-alone department as it was prior to 2003; Transferring, and if necessary- reclassifying, an existing position (and current available funding) from the City's current workforce. This position's job responsibilities, in addition to serving as an Assistant Director in the new department, will include recommending, implementing, leading and tracking City-wide diversity efforts. These efforts will include, but not be limited to: (1) identifying, analyzing and possibly recommending the adoption of a racial equity policy to serve as a framework to assist the City in addressing racial and cultural inequities in areas such as transportation, economic development, human resources, budgeting and provision of City services; (2) working in collaboration with Performance and Budget to build and utilize an "equity lens" in the development of the City budget and investment strategies using CIP and grant funding (CDBG, HOME, etc.); (3) working in collaboration with Human Resources and Performance & Budget to increase diversity in hiring, efforts to increase diversity in upper management through employee training, outreach, education, and the development of employee resource groups, etc.); (4) working with City Secretary and the Mayor and Council Office to increase diversity on City Boards and Commissions; and (5) working with Human Resources, Human Relations staff and the City's Diversity and Inclusion Committee to address diversity and inclusion concerns, as well develop opportunities to promote diversity and inclusion within the City. This position will also be responsible for follow-up, reporting, and/or implementation of the Task Force on Race and Culture recommendations.

Recommended **actions** to implement this strategy: Describe these actions and the timeframes for executing them in one or two sentences each.

1. Designate the Human Relations Unit as a stand-alone department, with a new name -Diversity and Inclusion Department.
2. Identify and transfer a position from another department(s) to lead diversity and inclusion efforts. This position will not only serve as an Assistant Director in the department, but also serve as the City's Chief Equity Officer. Responsibilities would include serving as the Director's representative when the Director is unavailable; assisting with oversight of departmental activities, programs and initiatives; serving as staff liaison to the Diversity and Inclusion Committee; recommending, implementing, and leading City-wide diversity efforts, such as: development and implementation of a racial equity policy; implementation of diversity efforts throughout the City (budgeting with an "equity lens", hiring, training, outreach, education, employee resource groups, etc.); working with Human Resources on initiatives to ensure diversity on hiring panels; working with Performance and Budget and Human Resources to implement training, focusing on diversity and implicit bias, for those making hiring decisions; working with Human Resources and local universities to implement educational initiatives and degree tracks that will increase the educational attainment of City employees thus providing additional opportunities

for professional advancement; and, responsibility for follow-up, reporting, and/or implementation of the Task Force on Race and Culture recommendations.

3. Re-class current Human Relations Manager position to Assistant Director. This position (currently filled) will be over all enforcement and investigative activities.

4. Re-class Human Relations Coordinator position to Human Relations Manager. This position (currently filled) would report to the new Assistant Director, and will assist with Diversity benchmarking, analysis, reporting, programming, outreach and education.

5.

Potential **challenges**: Identify obstacles that could impede or prevent the effective execution of these actions and describe ways to overcome them. Cite any other communities that have successfully overcome similar obstacles.

The main challenge will be limited availability of financial resources to transfer one position into the role as an Assistant Director, and reclass two current positions within Human Relations. There might also exist a reluctance/resistance from City Council, City management, and City employees to implementing changes that promote diversity. i.e., using an "equity lens" to develop the City budget and investment strategies using CIP funding. There will be those that consider such an approach as a "Robin Hood" approach.

Responsible parties: Identify one organization that should take the lead in implementing this strategy and any organizations that should provide essential support.

o Lead organizations: Human Relations Commission, City Manager's Office, Human Relations Unit, Performance and Budget
o Support organization: Communication and Public Engagement

Resources needed: Describe the financial and human resources that the responsible parties will need to implement this strategy and identify potential funding sources.

The following additional General Fund monies will be needed to implement the recommendation as outlined above:
- Re-Class of Administrator to Director (at 2nd Quintile): $17,165.15 increased General Fund salary/benefits.
- Hiring of an Assistant Director/Chief Diversity Officer (hired in at beginning of 2nd Quintile): Cost of creating a new position - $154,649.45 salary/benefits.
- Re-class of Human Relations Manager position to Assistant Director: $33,539.62 salary/benefits. Also, change funding percentage from 55% General Fund/45% Grant Fund to 65% General Fund/35% Grant Fund (.10 AP).
- Re-class of Human Relations Coordinator to Human Relations Manager: No cost. The Coordinator received an equity increase in December 2017 to match the pay rate of the Human Relations Manager (beginning at the 2nd Quintile). Re-classification was discussed at that time, and the employee was informed that if HR approved the reclassification from Coordinator to Manager there would be no additional increase in pay.

Total General Fund monies: $205,354.22

Success measures: Describe the objective, outcomes-oriented data by which the lead organization will regularly measure its success in reducing or eliminating the disparities to be addressed by this strategy. Specify the extent of these disparities as they exist today and as we expect them to exist within five years of implementing the strategy.

US Census 2012-2016 American Community Survey data shows the following demographic information for Fort Worth: Caucasians 40.7%, African Americans 18.8%, Hispanics 34.1%, and other racial/ethnic groups 6.4%.[1] Females represent approximately 49% of the Tarrant County population.

Success Measures: Between 2019 and 2024:

1. Increase female representation in the City Workforce through targeted hiring, recruitment and professional development initiatives:

Female Employees

Category	Race/Ethnicity	Current Status*	Increase	Recommendation*
General Workforce	African American	49%	ND	49%
	Caucasian	37%	10%	41%
	Hispanic	38%	7%	41%
	Other Racial/Ethnic	39%	5%	41%
Police	African American	17%	5%	18%
	Caucasian	13%	15%	15%
	Hispanic	13%	15%	15%
	Other Racial/Ethnic	13%	15%	15%
Fire	African American	1%	15%	1.25%
	Caucasian	2%	10%	2.25%
	Hispanic	1%	15%	1.25%
	Other Racial/Ethnic	0%		.25%
Management Positions	African American	48%	ND	48%
	Caucasian	26%	15%	30%
	Hispanic	37%	10%	41%
	Other Racial/Ethnic	38%	5%	40%

 * All numbers are rounded to the nearest percent
ND = No significant disparity (less than 2% variance from population demographics)

[1] According to the Bureau of Labor Statistics, the employment-population ratio (nationwide – 2016 data) by race and ethnicity = 56.4% for African Americans, 62% for Hispanics/Latinos, 60.2% for Whites, and 60.9% for Asians. The educational attainment of the labor force (nationwide - 2014 data) by race and ethnicity = 60% of Asians have a bachelor's degree or higher, compared to 38% for Whites, 27% for African Americans, and 19% for Hispanics.

2. Increase Racial/Ethnic Representation in the City's Workforce through targeted hiring, recruitment and professional development initiatives[2]:

Demographic	Breakdown	Current Status	Increase	Recommendation
Hispanic Employees	General Employees	27.5%	7%	29.5%
	Sworn Police	19.0%	10%	21.0%
	Sworn Fire	11.0%	10%	12.0%
	Management Positions[3]	11.0%	10%	12.0%
	Assistant Director Positons[3]	5.5%	15%	6.5%
	Director (and above positions)[3]	11.0%	10%	12.0%
African American	General Employees	22.0%	ND	22.0%
	Sworn Police	10.5%	5%	11.0%
	Sworn Fire	8.0%	10%	9.0%
	Management Positions[3]	14.0%	5%	15.0%
	Assistant Director Positons[3]	13.0%	10%	14.0%
	Director (and above positions)[3]	26.0%	ND	26.0%
Other Racial/Ethnic	General Employees	5.0%	ND	5.0%
	Sworn Police	3.0%	5%	3.5%
	Sworn Fire	2.0%	10%	2.25%
	Management Positions[3]	3.5%	5%	4.0%
	Assistant Director Positons[3]	2.0%	10%	2.25%
	Director (and above positions)[3]	0.0%		3.50%

* All numbers are rounded to the nearest percent

ND = No significant disparity (less than 2% variance from population demographics)

Diversity Training

Racial and cultural **disparities** to be addressed by this recommendation: Summarize these disparities and their principal causes in one or two sentences each.

Lack of opportunity, diversity, inclusion and respect in the City workforce - City of Fort Worth data shows a lack of diversity in certain departments, specialized units, on Boards and Commissions, in the employee ranks, and in managerial and Assistant Director positions. Lack of opportunity, diversity, inclusion and respect in the City workforce - City of Fort Worth data shows a lack of diversity in certain departments, specialized units, on Boards and Commissions, in the employee ranks, and in managerial and Assistant Director positions.

Recommended **strategy** to address these disparities: Describe this strategy in one paragraph.

Implement a mandatory training program for all City of Fort Worth employees, City Council members, Board and Commission members, and other bodies appointed by the City Council, that addresses and resolves diversity issues in the workplace and community. The training should address: acceptance and respect, accommodation of beliefs, ethnic and cultural differences, gender equality, physical and mental disabilities, generation gaps, and language and communication. Training should emphasize that the City of Fort Worth welcomes diversity and inclusion, as well as emphasize that there is no tolerance for racism or lack of respect in the workforce.

Recommended **actions** to implement this strategy: Describe these actions and the timeframes for executing them in one or two sentences each.

1. Summer 2019 - Review training programs to determine if there is an ideal training module that already exists, and is available for purchase. If there is no training module that would suffice, create training in house.
2. Fall 2019 – Identify and train City and community facilitators for in-person training (train the trainer).
3. Winter 2019 – Roll out training program to all City of Fort Worth employees, City Council members, Board and Commission members, and other bodies appointed by the City Council. Training would be in-person on a quarterly basis with a goal of training all City employees within two years. Once all current City of Fort Worth employees have completed the training, they will be required to retake the training (modified as necessary) every three years. All new employees will also be required to attend the training within three months of hire.
4. Spring 2019 and Ongoing – Continue to identify and implement training opportunities to promote diversity and inclusion. Also, look to add additional questions on the employee survey related to disparity and additional opportunities to disaggregate data based on race, ethnicity, classifications, etc.

Potential **challenges**: Identify obstacles that could impede or prevent the effective execution of these actions and describe ways to overcome them. Cite any other communities that have successfully overcome similar obstacles.

Two main challenges exist:
  o Lack of funding to purchase, develop, implement and maintain training curriculum.

	o Resistance from employees. However, the City of Fort Worth faced similar resistance when it rolled out mandatory LGBTQ training, and was able to persevere by making expectations clear and non-negotiable.

Responsible parties: Identify one organization that should take the lead in implementing this strategy and any organizations that should provide essential support.

Lead organizations: Performance and Budget, Communications and Public Engagement, Human Relations

Resources needed: Describe the financial and human resources that the responsible parties will need to implement this strategy and identify potential funding sources.

Existing employees will be utilized to provide the in-person training. Financial resources would be needed to develop or purchase training and increase diversity and inclusion programs both internally and externally to the community at large. $32,300 estimated cost.

Success measures: Describe the objective, outcomes-oriented data by which the lead organization will regularly measure its success in reducing or eliminating the disparities to be addressed by this strategy. Specify the extent of these disparities as they exist today and as we expect them to exist within five years of implementing the strategy.

Between 2019 and 2024, increase positive response rate on the employee survey question "The City is dedicated to diversity and inclusiveness" from 85% to 95%. Staff would also work with Performance & Budget and Human Resource to identify areas to ask additional questions regarding diversity and inclusion on the employee survey, and will work to disaggregate responses based on the race, gender, national origin, job class, etc. of those that respond to the survey. This data will provide a baseline for additional success measures.

Health

Health Recommendation #1: **Health Education and Outreach**

Racial and cultural **disparities** to be addressed by this recommendation: Summarize these disparities and their principal causes in one or two sentences each.

1. High blood pressure. A disparity exists among Tarrant County adults (18 years of age or older) diagnosed with high blood pressure: 39.8% African-American adults versus 30.1% overall. (Note: 24.7% Hispanic adults and 31.2% White adults).

2. Obesity. A disparity exists among Tarrant County adults (18 years of age or older) with a body mass index at or above 30: 38% African-American adults versus 29.6% overall.(Note: 29.9% Hispanic adults and 28.1% White adults).

3. Cognitive decline. A disparity exists among Tarrant Co. adults (18 years of age or older) experiencing confusion or memory loss that is increasing in frequency or worsening: 23.2% African-American adults versus 11.8% overall. (Note: 6.1% Hispanic adults and 10.7% White adults.

4. Diabetes. A disparity exists among Tarrant County adults (18 years of age or older) diagnosed with diabetes: 15.8% African-American adults versus 10.6% overall. (Note: 12.4% Hispanic adults and 8.6% White adults).

5. Infant mortality. A disparity exists in Tarrant County for infant deaths occurring before one-year of age: 9.6 African-American infant deaths (per 1,000 live births) were recorded versus 6.2 infant deaths (per 1,000), overall. (Note: 6.6 Hispanic infant deaths and 4.3 White infant deaths).

Recommended **strategy** to address these disparities: Describe this strategy in one paragraph.

Increase resident participation in and availability of evidence-based health and wellness education/outreach. Based on Tarrant County Public Health 2015 Behavioral Risk Factor Surveillance System (BRFSS) data, emphasis should be focused on the Neighborhood Profile Areas shown on the attached Fort Worth map.

Recommended **actions** to implement this strategy: Describe these actions and the timeframes for executing them in one or two sentences each.

1. Using effective cross sector collaboration outreach channels, provide culturally appropriate and evidence-based health and wellness messaging within identified Neighborhood Profile Areas.
   Timeframe: Ongoing activity to begin six months from effective date of adopted plan; reviewed annually.
   Suggested Tactic: A collaboration between Tarrant County Public Health, Texas Health Resources, and the City of Fort Worth Communications and Public Engagement Department.

2. Hold an annual Health and Wellness Neighborhood Leader Forum with specific outreach to identified Neighborhood Profile Areas.
   Timeframe: Annual activity to begin in April 2019, in support of Minority Health Month.

Suggested Tactic: Utilize similar forum to annual Mayor's Neighborhood Workshops and Awards Program with support from City of Fort Worth Public Engagement liaisons and Tarrant County Public Health.

3. Increase face-to-face interaction within identified Neighborhood Profile Areas to improve capacity and build relationships. Incorporate community health workers into City of Fort Worth operations.
   Timeframe: Ongoing activity to begin one year from effective date of adopted plan; reviewed annually.
   Suggested Tactic: A collaboration between the Community Health Worker Network, the City of Fort Worth Human Relations Unit and the City of Fort Worth Public Engagement liaisons. Volunteers may be an additional resource. It is suggested that additional funding allow for hiring City of Fort Worth community health workers to better connect race and gender of those City of Fort Worth community health workers to match race and gender of residents in targeted areas (i.e., more male African-American community health workers serving the Stop Six neighborhood).

4. Create a "Now what?" model to provide patients with logical next steps to screening programs and to promote individual accountability for follow-up on screening findings.

Potential **challenges**: Identify obstacles that could impede or prevent the effective execution of these actions and describe ways to overcome them. Cite any other communities that have successfully overcome similar obstacles.

1. Lack of funding/financial resources. This can be overcome through grants, private donations or medical district partners. Work to explore how to share costs among governmental agencies and other entities will be necessary.

2. Lack of coordination among diverse interests in the healthcare community. This can be overcome by focusing on overarching health and wellness messaging instead of specific diseases/conditions.

Responsible parties: Identify one organization that should take the lead in implementing this strategy and any organizations that should provide essential support.

o Lead organization: City of Fort Worth Communications & Public Engagement Department.
o Support organizations: Tarrant County Public Health (specifically promoting the Stanford Chronic Disease Self-Management model, already being delivered in Tarrant County), Community Action Partners, Texas State Department of Health Services, United Way, Sixty & Better, Tarrant County Infant Health Network, Area Agency on Aging (especially through their HomeMeds and Healthy Moves programs), Dementia-Friendly Fort Worth, AARP's Age-Friendly Fort Worth, Texas AgriLife Extension, hospitals, nonprofit associations, public schools, faith-based organizations, others.

Resources needed: Describe the financial and human resources that the responsible parties will need to implement this strategy and identify potential funding sources.

1. Using effective outreach channels, provide culturally appropriate and evidence-based health and wellness messaging within identified Neighborhood Profile Areas.
   Annual costs: Incorporate wellness educators from Tarrant County Public Health and other partner resources (no new positions) – $0 increase.

2. Hold an annual Health and Wellness Neighborhood Leader Forum with specific outreach to identified Neighborhood Profile Areas.
   Annual costs:
   o Facility reservation: $0
   o Guest speakers: $0
   o Lunches: $2,000
   o Marketing (incorporate into existing City of Fort Worth channels) $2,000 increase

3. Increase face-to-face interaction within identified Neighborhood Profile Areas to improve capacity and build relationships. Incorporate community health workers into City of Fort Worth operations.
   Annual costs: Incorporate wellness educators from Tarrant County Public Health and other partner resources (no new positions) – $0 increase.

4. Adopt "Now What?" program in place at Texas Health Resources and/or other providers. – $0 increase.

Success measures: Describe the objective, outcomes-oriented data by which the lead organization will regularly measure its success in reducing or eliminating the disparities to be addressed by this strategy. Specify the extent of these disparities as they exist today and as we expect them to exist within five years of implementing the strategy.

1. Annually, the number of individuals in attendance/reached through messaging can be captured. Success is measured as 2.5 percentage point increase in the number of persons reached over a five-year period. (0.5% annual). While such an annual improvement might be considered minimal, it is important to realize that gains in public health outcomes can be slow to materialize in the general population and to be reflected in the data.

2. Every five years, according to Behavioral Risk Factor Surveillance System (BRFSS) data, health indicators would show a 2.5 percentage point decrease in disparities in targeted Neighborhood Profile Areas. (0.5% annual). While such an annual improvement might be considered minimal, it is important to realize that gains in public health outcomes can be slow to materialize in the general population and to be reflected in the data.

Neighborhood Profile Areas Identified For Focused Health Strategies

MAP DEVELOPMENT STRATEGY
To develop this map, ZIP codes were identified that included both (1) 51% or greater populations reporting as non-white (US Census Bureau, 2010) and (2) having significant health disparities (Tarrant Co. Public Health, 2015). Once selected, NPAs that corresponded to these zip codes were identified to create a geographic area for targeted health and wellness campaigns.
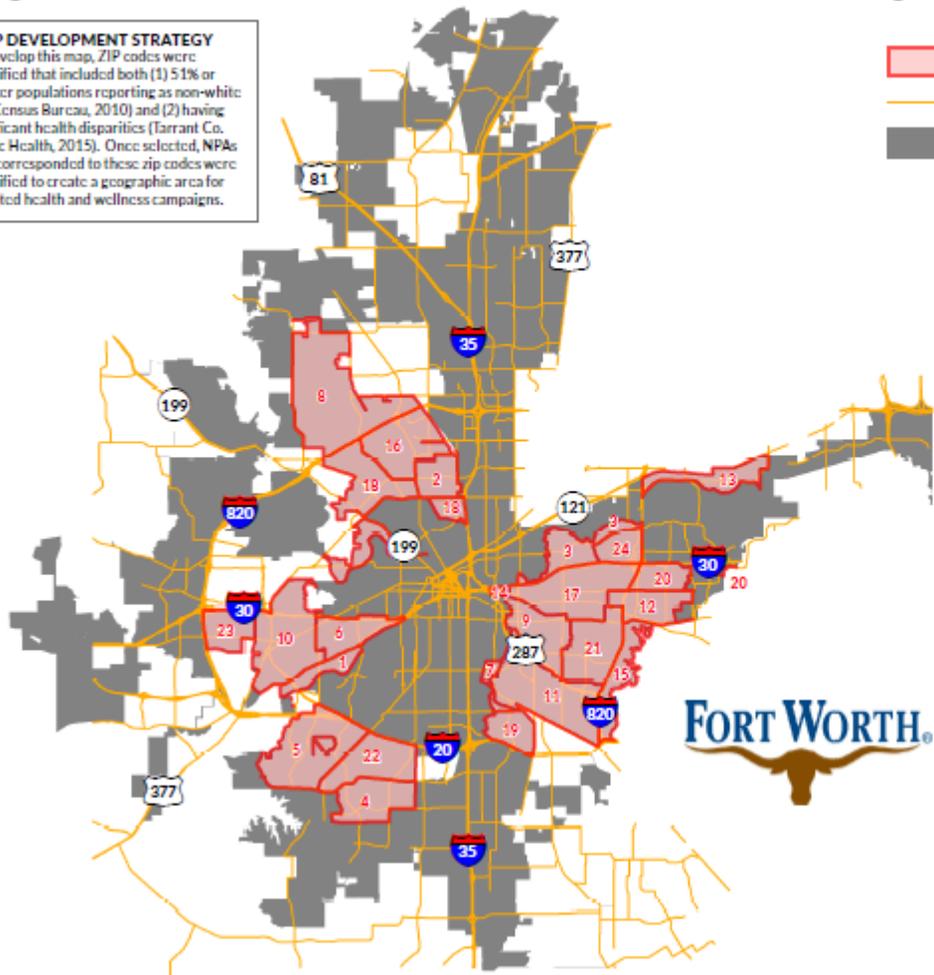
Priority NPAs
Major Streets & Highways
City Limits

N

0   2.5   5   10
Miles

FORT WORTH
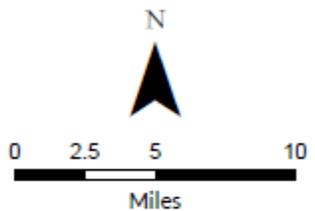
Map ID	NPA Name
1	Clearfork\ River Park
2	Diamond Hill-Jarvis
3	Gateway Park\ Riverbend
4	Greater Candleridge\ Meadow Creek
5	Greater City View
6	Greater Como\ Alamo Heights
7	Greater Hillside\ Morningside
8	Greater Marine Creek
9	Greater Polytechnic\ Wesleyan
10	Greater Ridglea
11	Greater Southeast
12	Handley
13	Historic Randol's Mill
14	Historic Southside
15	Lake Arlington
16	Meacham Airport
17	Meadowbrook
18	Northside
19	Oakridge Terrace
20	Ryanwood\ Eastchase
21	Stop Six
22	Wedgwood
23	Western Hills
24	Woodhaven

Amy LaMar | September 4, 2018 | Data Source: Tarrant County Public Health | 2015 Behavioral Risk Factor Surveillance System (BRFSS) Study | US Census Bureau (2010)

Health Recommendation #2:
Active Lifestyles

Racial and cultural **disparities** to be addressed by this recommendation: Summarize these disparities and their principal causes in one or two sentences each.

1. High blood pressure. A disparity exists among Tarrant County adults (18 years of age or older) diagnosed with high blood pressure: 39.8% African-American adults versus 30.1% overall. (Note: 24.7% Hispanic adults and 31.2% White adults).

2. Obesity. A disparity exists among Tarrant County adults (18 years of age or older) with a body mass index at or above 30: 38% African-American adults versus 29.6% overall. (Note: 29.9% Hispanic adults and 28.1% White adults).

3. Cognitive decline. A disparity exists among Tarrant County adults (18 years of age or older) experiencing confusion or memory loss that is increasing in frequency or worsening: 23.2% African-American adults versus 11.8% overall. (Note: 6.1% Hispanic adults and 10.7% White adults.

4. Diabetes. A disparity exists among Tarrant County adults (18 years of age or older) diagnosed with diabetes: 15.8% African-American adults versus 10.6% overall. (Note: 12.4% Hispanic adults and 8.6% White adults).

5. Infant mortality. A disparity exists in Tarrant County for infant deaths occurring before one-year of age: 9.6 African-American infant deaths (per 1,000 live births) were recorded versus 6.2 infant deaths (per 1,000), overall. (Note: 6.6 Hispanic infant deaths and 4.3 White infant deaths).

Recommended **strategy** to address these disparities: Describe this strategy in one paragraph.

Promote active lifestyles for residents. Based on current Tarrant County Public Health 2015 Behavioral Risk Factor Surveillance System (BRFSS) data, emphasis should be focused in the Neighborhood Profile Areas shown on the attached Fort Worth map.

Recommended **actions** to implement this strategy: Describe these actions and the timeframes for executing them in one or two sentences each.

1. Continue to install and repair sidewalks within identified Neighborhood Profile Areas. Evaluate access for residents with disabilities, which may include appropriate curb cuts to accommodate wheelchairs or other access aids.
   Timeframe: Ongoing activity to begin six months from effective date of adopted plan; reviewed annually.
   Suggested Tactic: Identify and implement a prioritized public improvement plan through City of Fort Worth Transportation and Public Works Department while educating residents to report needs. City Manager David Cooke has sketched out a five-year plan that would add $1.74 billion in capital improvements through the fiscal year 2023 budget. One addition to the capital planning process for the next five years is an effort to begin

evaluating infrastructure maintenance and investment based on equity. On the public outreach side, create a community reporting response line to better capture neighborhood concerns (this could be handled via the existing 392-1234 system or the upcoming 311 system).

2. Improve street lighting within identified Neighborhood Profile Areas.
   Timeframe: Ongoing activity to begin six months from effective date of adopted plan; reviewed annually.
   Suggested Tactic: Identify and implement a prioritized public improvement plan through City of Fort Worth Transportation and Public Works Department while educating residents to report needs. (See note above re: equity budgeting for infrastructure projects.) See information above concerning equity investments.

3. Decrease number of stray dogs or unleashed dogs and perception of danger from animals within identified Neighborhood Profile Areas.
   Timeframe: Ongoing activity to begin six months from effective date of adopted plan; reviewed annually.
   Suggested Tactic: Identify and implement a prioritized campaign for responsible pet ownership or methods to report unleashed/stray dogs and improve patrol through the City of Fort Worth Code Compliance Department.

4. Improve the availability and quality of wellness programming (exercise, healthy eating, disease prevention, etc.) at CFW recreation centers serving identified Neighborhood Profile Areas.
   Timeframe: Ongoing activity to begin 12 to 18 months from effective date of adopted plan; reviewed annually.
   Suggested Tactic: Identify and implement programming at specified centers.

5. Focus on providing equitable levels of exercise equipment at CFW recreation centers servicing within identified Neighborhood Profile Areas.
   Timeframe: Ongoing activity to begin 12 to 18 months from effective date of adopted plan; reviewed annually.
   Suggested Tactic: Identify equipment needs and incorporate into specified centers.

6. Negotiate shared use of public school facilities (gyms, tracks, etc.) by members of the community within identified Neighborhood Profile Areas.
   Timeframe: Ongoing activity to begin 12 to 18 months from effective date of adopted plan; reviewed annually.
   Suggested Tactic: Identify and implement a strategy with specified school facilities.

7. Incorporate evidence-based programs like Healthy Moves, which takes exercise into the homes of those who can't get to programs at recreation centers, schools or other gathering places where proper equipment is housed.

Potential **challenges**: Identify obstacles that could impede or prevent the effective execution of these actions and describe ways to overcome them. Cite any other communities that have successfully overcome similar obstacles.

Lack of funding sources. This can be overcome by prioritizing budget/capital expenses and by seeking grants from government, philanthropic and private concerns.

Responsible parties: Identify one organization that should take the lead in implementing this strategy and any organizations that should provide essential support.

- o Lead organization: City of Fort Worth
- o Support organizations: Blue Zones Project, FitWorth, Area Agency on Aging, United Way of Tarrant County, YMCAs, Texas AgriLife Extension, public schools, faith-based organizations.

Resources needed: Describe the financial and human resources that the responsible parties will need to implement this strategy and identify potential funding sources.

1. Continue to install and repair sidewalks within identified Neighborhood Profile Areas.
   Costs: The voter-approved 2018 Bond Program includes $15 million for street and bike lane improvements throughout the city. Additional analysis is needed to determine how much of this funding would be allocated to identified Neighborhood Profile Areas.

2. Improve street lighting within identified Neighborhood Profile Areas.
   Costs: The voter-approved 2018 Bond Program includes $10 million for streetlight improvements throughout the city. Additional analysis is needed to determine how much of this funding would be allocated to identified Neighborhood Profile Areas.

3. Decrease number of stray dogs or unleashed dogs and perception of danger from animals within identified Neighborhood Profile Areas.
   Annual costs: Strike team of Animal Control Officers tasked with controlling stray dogs within identified Neighborhood Profile Areas (no new positions) and publicity can be incorporated into existing channels – $0 increase.

4. Improve the availability and quality of wellness programming at CFW recreation centers servicing identified Neighborhood Profile Areas.
   Annual costs: Incorporate wellness educators from Tarrant County Public Health (no new positions) – $0 increase

5. Focus on providing equitable levels of exercise equipment at CFW recreation centers servicing within identified Neighborhood Profile Areas.
   Year 1 Costs: Replace workout equipment at all CFW community centers except the two most recently opened (Chisholm Trail and Victory Forest). $40,000 per location x 15 centers: $600,000. Note: Specific center assets must be reviewed.

6. Negotiate shared use of public school facilities (gyms, tracks, etc.) by members of the community within identified Neighborhood Profile Areas.
   Annual costs: It is expected that these facilities will be made available to residents by partners within existing budgets – $0 increase.

7. Publicize a mechanism that allows residents to report needed street and sidewalk repairs, streetlight outages, etc.
   Annual cost: Use existing 392-1234 call center or soon-to-launch 311 service – $0 increase.

8. Healthy Moves program is currently offered by Area Agency on Aging. – $0 increase.

Success measures: Describe the objective, outcomes-oriented data by which the lead organization will regularly measure its success in reducing or eliminating the disparities to be addressed by this strategy. Specify the extent of these disparities as they exist today and as we expect them to exist within five years of implementing the strategy.

1. Annually, the number of individuals in attendance/reached through messaging can be captured. Success is measured as increased number of persons reached (increase of 0.5 percentage points each year for five years). While such an annual improvement might be considered minimal, it is important to realize that gains in public health outcomes can be slow to materialize in the general population and to be reflected in the data.
2. Annually, the metrics of public assets (e.g., park land, lights, feet of sidewalk, number of dogs secured) can be captured. Success is measured as a 2.5 percentage point increase in each of these metrics over the next five years.
3. Annually, the number of residents holding memberships to City of Fort Worth recreation facilities in targeted neighborhoods. Success is measured as increased number of members (increase of 0.5 percentage points each year for five years).
4. Monitor call volume to 392-1234 call center related to street, sidewalk and streetlight repairs; report quarterly (7.5 percent increase in first year, 2.5 percent increase in subsequent years).
5. Increased participation in Healthy Moves program in targeted neighborhoods (5 percent increase annually).

Health Recommendation #3: **Healthy Foods**

Racial and cultural **disparities** to be addressed by this recommendation: Summarize these disparities and their principal causes in one or two sentences each.

1. High blood pressure. A disparity exists among Tarrant County adults (18 years of age or older) diagnosed with high blood pressure: 39.8% African-American adults versus 30.1% overall. (Note: 24.7% Hispanic adults and 31.2% White adults).

2. Obesity. A disparity exists among Tarrant County adults (18 years of age or older) with a body mass index at or above 30: 38% African-American adults versus 29.6% overall.(Note: 29.9% Hispanic adults and 28.1% White adults).

3. Cognitive decline. A disparity exists among Tarrant County adults (18 years of age or older) experiencing confusion or memory loss that is increasing in frequency or worsening: 23.2% African-American adults versus 11.8% overall. (Note: 6.1% Hispanic adults and 10.7% White adults.

4. Diabetes. A disparity exists among Tarrant County adults (18 years of age or older) diagnosed with diabetes: 15.8% African-American adults versus 10.6% overall. (Note: 12.4% Hispanic adults and 8.6% White adults).

5. Infant mortality. A disparity exists in Tarrant County for infant deaths occurring before one-year of age: 9.6 African-American infant deaths (per 1,000 live births) were recorded versus 6.2 infant deaths (per 1,000), overall. (Note: 6.6 Hispanic infant deaths and 4.3 White infant deaths).

Recommended **strategy** to address these disparities: Describe this strategy in one paragraph.

Improve access to healthy foods in the Neighborhood Profile Areas shown on the attached Fort Worth map.

Recommended **actions** to implement this strategy: Describe these actions and the timeframes for executing them in one or two sentences each.

1. Encourage grocers and convenience store operators in food deserts that coincide with identified Neighborhood Profile Areas to place more emphasis on fresh, healthy foods. This action aligns closely with a systems change initiative funded by the United Way of Tarrant County to bring fresh produce into identified food deserts. Their work includes developing an asset map and then incenting a Healthy Corner Store retail program, mobile fresh markets and community gardens.
Timeframe: Ongoing activity to begin six months from effective date of adopted plan; reviewed annually.
Suggested Tactic: Identify and implement a plan with partners such as United Way of Tarrant County, Tarrant County Public Health, Blue Zones Project – Fort Worth, U.S. Department of Agriculture, and others.

2. Educate residents about updated ordinances to improve access to foods, food assistance, and healthy food financing options and related information within identified Neighborhood Profile Areas.
Timeframe: Ongoing activity to begin six months from effective date of adopted plan; reviewed annually.

Suggested Tactic: Identify and implement a plan with partners such as Tarrant County Public Health, Blue Zones Project – Fort Worth and others. (Participation by Blue Zones Project is expected to cease at a time when the organization ends its operations in Fort Worth. FitWorth could be asked to step up to fill the void.)

3. Investigate funding opportunities that encourage healthy food options such as mobile vendors to provide health foods within identified Neighborhood Profile Areas.
   Timeframe: Ongoing activity to begin six months from effective date of adopted plan; reviewed annually.
   Suggested Tactic: Identify and implement a plan with partners such as Food Assistance partners, Tarrant County Public Health, Blue Zones Project – Fort Worth and others, based on the success of a corner-store prototype.

Potential **challenges**: Identify obstacles that could impede or prevent the effective execution of these actions and describe ways to overcome them. Cite any other communities that have successfully overcome similar obstacles.

1. Lack of funding sources. This can be overcome by applying for grants from governmental agencies, philanthropic organizations and private concerns.

2. Lack of cooperation by merchants. This can be overcome with a robust public education campaign led by Blue Zones Project with support from the City of Fort Worth (Communications and Public Engagement Department and Code Compliance/Consumer Health) and the United Way's Healthy Corner Store retail program.

3. Police protection needed at retail stores in certain areas due to shoplifting, robbery, etc.

4. Individual lack of engagement and ownership of health concerns and issues.

Responsible parties: Identify one organization that should take the lead in implementing this strategy and any organizations that should provide essential support.

- o Lead organization: Healthy Tarrant County Coalition
- o Support organizations: Blue Zones Project-Fort Worth, Tarrant County Area Agency on Aging, Texas State Department of Health Services, City of Fort Worth, Healthy Food Financing Initiative (Neighborhood Services Department), United Way, hospitals, nonprofit associations, FitWorth, Fort Worth Police Department, public schools, faith-based organizations, others.

Resources needed: Describe the financial and human resources that the responsible parties will need to implement this strategy and identify potential funding sources.

1. Encourage grocers and convenience store operators in food deserts that coincide with identified Neighborhood Profile Areas to place more emphasis on fresh, healthy foods.

Annual costs: Program support using existing partner funding, i.e., CFW Neighborhood Services' Healthy Food Financing Initiative and United Way's Healthy Corner Store retail program – $0 increase.

2. Educate residents about updated ordinances to improve access to foods, food assistance, and healthy food financing options and related information within identified Neighborhood Profile Areas.
Annual costs: Add this curriculum to presentations made by Communications and Public Engagement neighborhood liaisons and partner organizations. Program support using existing funding – $0 increase.

3. Investigate funding opportunities that encourage healthy food options such as mobile vendors to provide health foods within identified Neighborhood Profile Areas.
Annual costs: Program support using existing partner funding – $0 increase.

Success measures: Describe the objective, outcomes-oriented data by which the lead organization will regularly measure its success in reducing or eliminating the disparities to be addressed by this strategy. Specify the extent of these disparities as they exist today and as we expect them to exist within five years of implementing the strategy.

The disparity in each of these health factors is decreased in target populations by 2.5 percentage points over the next five years. While such an annual improvement might be considered minimal, it is important to realize that gains in public health outcomes can be slow to materialize in the general population and to be reflected in the data.

Health Recommendation #4:
Access to Providers

Racial and cultural **disparities** to be addressed by this recommendation: Summarize these disparities and their principal causes in one or two sentences each.

1. High blood pressure. A disparity exists among Tarrant County adults (18 years of age or older) diagnosed with high blood pressure: 39.8% African-American adults versus 30.1% overall. (Note: 24.7% Hispanic adults and 31.2% White adults).

2. Obesity. A disparity exists among Tarrant County adults (18 years of age or older) with a body mass index at or above 30: 38% African-American adults versus 29.6% overall.(Note: 29.9% Hispanic adults and 28.1% White adults).

3. Cognitive decline. A disparity exists among Tarrant County adults (18 years of age or older) experiencing confusion or memory loss that is increasing in frequency or worsening: 23.2% African-American adults versus 11.8% overall. (Note: 6.1% Hispanic adults and 10.7% White adults.

4. Diabetes. A disparity exists among Tarrant County adults (18 years of age or older) diagnosed with diabetes: 15.8% African-American adults versus 10.6% overall. (Note: 12.4% Hispanic adults and 8.6% White adults).

5. Infant mortality. A disparity exists in Tarrant County for infant deaths occurring before one-year of age: 9.6 African-American infant deaths (per 1,000 live births) were recorded versus 6.2 infant deaths (per 1,000), overall. (Note: 6.6 Hispanic infant deaths and 4.3 White infant deaths).

Recommended **strategy** to address these disparities: Describe this strategy in one paragraph.

Increase opportunities to access healthcare providers for residents of the Neighborhood Profile Areas shown on the attached Fort Worth map.

Recommended **actions** to implement this strategy: Describe these actions and the timeframes for executing them in one or two sentences each.

1. Implement a more robust transit system in Tarrant County to improve mobility to support access for individuals in identified Neighborhood Profile Areas to reach health care providers.
Timeframe: Dependent on the timetable set forth by FWTA.
Suggested Tactic: Work with Trinity Metro to incorporate mobility to health care providers to include improved coverage in the identified Neighborhood Profile Areas. In 2018, the City Council voted to fund a $450,000 study of Fort Worth's transit goals and how they align with Trinity Metro's current master plan. A key objective is to identify priorities for the city to maximize the return on investment while also integrating into regional funding solutions and partnerships across the county. An additional $550,000 was approved for to-be-determined pilot projects aimed at improving local transit options, particularly focused on solving first- and last-mile challenges of residents and offering options for underserved areas.

2. Promote and expand access to neighborhood clinics, mobile clinics and school-based clinics in the identified Neighborhood Profile Areas.
Timeframe: Implement one year from date of approval.
Suggested Tactic: Work with JPS neighborhood clinics and mobile clinic operators to assess needs and to ensure coverage to identified Neighborhood Profile Areas.

Potential **challenges**: Identify obstacles that could impede or prevent the effective execution of these actions and describe ways to overcome them. Cite any other communities that have successfully overcome similar obstacles.

1. Lack of funding sources. This can be overcome by working with the local medical community to secure funding, partnerships and sponsorships. The City Council may be asked to add funding to the $1 million earmarked for transit studies in 2018.

2. Lack of coordination by transit providers. This can be overcome by working with Trinity Metro and local transit supporters.

Responsible parties: Identify one organization that should take the lead in implementing this strategy and any organizations that should provide essential support.

o Lead organization: Trinity Metro (Fort Worth Transportation Authority)
o Support organizations: City of Fort Worth; Tarrant Transit Alliance, United Way; hospitals; nonprofit associations, private transportation providers, faith-based organizations, school districts, others.

Resources needed: Describe the financial and human resources that the responsible parties will need to implement this strategy and identify potential funding sources.

1. Implement a more robust transit system in Tarrant County to improve mobility to support access for individuals in identified Neighborhood Profile Areas to reach health care providers.
   Annual costs: Transit System Improvements – Cost estimate based on Trinity Metro Transit Plan, engineering design and construction estimates.

2. Promote and expand access to neighborhood clinics and mobile clinics in the identified Neighborhood Profile Areas.
   Annual costs: Publicity incorporated into existing communications and outreach channels – $0 increase

Success measures: Describe the objective, outcomes-oriented data by which the lead organization will regularly measure its success in reducing or eliminating the disparities to be addressed by this strategy. Specify the extent of these disparities as they exist today and as we expect them to exist within five years of implementing the strategy.

The disparity gap in each of these health factors is decreased in target populations by 2.5 percentage points over the next five years. Such an improvement, when looked at as annual gains, might be considered minimal. However, it is important to realize that gains in public health outcomes can be slow to materialize in the general population and to be reflected in the data.

Housing

Housing Recommendation #1:
Affordable Housing Incentives Policy

Racial and cultural **disparities** to be addressed by this recommendation:

After a steady decline of racial segregation rates since 1990, racial segregation in housing has increased in Fort Worth since 2010. Key disparities contributing to this are:
a) 56% of African-American households and 47% of Hispanic households are currently cost- burdened (pay over 30% of their income for housing) compared to 38% of White households.
b) Homeownership rates for African American households is currently at 39.7% and Hispanic households at 56.97%, compared to 62.4% for White households.
c) Hispanics currently comprise 59% of households in substandard or overcrowded housing.

Recommended **strategy** to address these disparities: **Increase the affordable housing supply for extremely low income renters in order to address disparities in cost burden**.

Since Civil Rights and Fair Housing laws prohibit discrimination in housing programs based on race or ethnicity, this recommendation would focus on programs that, based on historic beneficiary data, would disproportionately benefit minority populations and address the described disparities.

Minority households are disproportionately low income relative to white households: 27% of Black households, and 19.8% of Hispanic households have incomes under 30% of the Area Median, compared to 9.1% of White households. Analysis of Housing Tax Credit property occupancy data from the Texas Department of Housing and Community Affairs indicates that 49% of such affordable housing units are occupied by Blacks and 25.8% are occupied by Hispanics, but only 3% of the units assist households with incomes under 30% AMI. Therefore, it is likely that additional affordable housing properties would disproportionately ease rent burdens for minority communities and increase fair housing choice. To address the disparities in rent burden, City incentives for multifamily housing should be provided only to projects that, to the maximum extent financially feasible, provide a goal of up to 10% of housing units affordable to households at 30% of Area Median Income (AMI)[4]. This should apply to all city incentives: City of Fort Worth Economic Development department[5] tax abatements or fee waivers, Fort Worth Housing Finance Corporation[6] funding or project participation, Housing and Urban

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[4] Area Median Income (AMI) - The midpoint of a region's income distribution; half of families in a region earn more than the median and half earn less than the median. For housing policy, income thresholds set relative to the area median income; such as 50% of the area median income; identify households who are eligible to live in income-restricted housing units and the affordability of housing units to low-income households.
[5] City of Fort Worth Economic Development department - Tasked to identify resources and growth opportunities for small businesses and entrepreneurs.
[6] Fort Worth Housing Finance Corporation – Helps finance the residential ownership and development of single-family and multi-family dwellings for persons of low and moderate income. They may offer low-interest rate mortgage loans, down payment assistance and mortgage credit certificates.

Development grants assistance[7], Neighborhood Empowerment Zone program assistance[8] or any other City of Fort Worth assistance to multi-family development. The policy would be consistent with proposed NEZ and other city incentive policy changes in that it would require the developer to demonstrate need for the incentive.

    a.   In addition to addressing racial and cultural disparities, this policy would assist a wide variety of populations in need: persons with disabilities, senior citizens, homeless or formerly homeless, Fort Worth Housing Solutions[9] clients and single parents with children.

    b.   This policy would not have a direct or immediate budgetary impact but would target existing incentive activities to contribute to addressing disparities caused by the competitive local housing market.

    c.   The number of units affordable to 0-30% AMI households in each project could vary depending on the extent of city incentive and the financial feasibility of the project. Because these rents would be in the $400-$500 range, their per-unit revenue is unlikely to fully cover their share of operating costs and debt service in these incentivized properties. Developer submission of up-to-date financials and adoption of an underwriting model by implementing City departments would be required, to ensure the maximum number of units affordable to extremely low income renters as well as long term financial viability of each project.

Recommended **actions** to implement this strategy:

1. Request that the Fort Worth City Council and Fort Worth Housing Finance Corporation (FWHFC) adopt resolutions by January 2019, for all city or FWHFC housing incentives, to mandate that, to the extent financially feasible, at least 10% of multi-family units in projects receiving incentives, be reserved for renter households with incomes under 30% AMI.

2. Request that the Fort Worth City Council adopt a resolution by January 2019 to expand the applicability of current NEZ policy regarding "Payment in Lieu" (currently $200 per unit) to cover all multi-family housing project incentives . This policy would authorize developers to make a "Payment in Lieu" when required affordable housing units are not included in an incentivized multi-family project. "Payments in Lieu" would be deposited in an Affordable Housing Trust fund to be administered by the Housing Finance Corp for other affordable housing or neighborhood revitalization initiatives, as deemed appropriate by the City Council.

3. Request that the Fort Worth City Council support raising economic development incentive agreement fees to a level that would discourage development of multi-family housing in disproportionate concentrations throughout the city, by July 2019.

4. Following adoption of this policy, for each of the next 5 years, 2019 to 2024, based on the average number of multifamily projects annually supported by the City and FWHFC, it is assumed that four multifamily projects averaging 175 units each will be awarded incentives to ensure inclusion of 10% of units at 30% AMI. Also, it is assumed that three similar-sized projects that are awarded incentives will agree to make payments in lieu of $200 per unit

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[7] Housing and Urban Development (HUD) grants assistance – A cabinet-level agency that oversees federal programs designed to help Americans with their housing needs. HUD seeks to increase homeownership, support community development and increase access to affordable housing free from discrimination.
[8] Neighborhood Empowerment Zone (NEZ) program assistance – Provides incentives designed to promote affordable housing, economic development and expanded services. Municipal property tax abatements, fee waivers and release of city liens are available to property owners who build or rehabilitate property within a NEZ.
[9] Fort Worth Housing Solutions - An independent housing authority who provides mixed-income rental and homeownership opportunities.

per year for five years. Over the next seven years (assuming an average 2-year construction period), this will result in an additional 360 affordable units reserved for households at 30% AMI, and will also result in payment of $105,000 per year (from year 3 to year 7) in Payment In Lieu fees. The $525,000 in revenue could be used to incentivize 7 additional 0-30% AMI units annually thereafter (assuming $75,000 per unit incentive). Additionally, if the estimated 4 annual incentivized projects are Tax Credit properties which have 95% of units affordable to households under 60% AMI, up to 2,980 affordable units will become available to all low-income Fort Worth residents.

5.   The City of Fort Worth will partner with support organizations (i.e. Fort Worth Housing Solutions, Real Estate Council of Greater Fort Worth, Apartment Association of Tarrant County and the Texas Association of Local Housing Finance Agencies) to adopt resolutions that all housing incentives should contain at least 10% of units be reserved for those under 30% AMI, regardless of location throughout the City, to promote affordable housing development and fair housing choice city-wide.

6.   The Communications & Public Engagement Department will develop a Communications Plan to educate neighborhood organizations about the "life cycle" of need for affordable housing to address the potential challenge of designating housing for those with limited incomes.

7.   The City of Fort Worth will maintain a tracking report on all housing developments receiving incentives as referenced above, to measure the increasing share and number of units affordable to households at or below 30% AMI, their occupancy by race/ethnicity, and the status of development of such incentivized projects, to demonstrate the effectiveness of this effort in addressing cost-burden disparities for local African American and Hispanic households. The report will be provided to the City Council on an annual basis.

8.   Request that the City Council include in its policies, for multifamily projects receiving any of the above-mentioned City incentives, a requirement that such multifamily projects must agree to accept Housing Choice Vouchers and any other type of federal, state, or local rental assistance vouchers, such as Continuum of Care rental assistance for the homeless and Section 811 rental assistance for the disabled.

Potential **challenges**:

1.   An Affordable Housing Task Force[10] is currently developing recommendations regarding roles for the development of affordable housing among the City of Fort Worth, Fort Worth Housing Solutions, Fort Worth Housing Finance Corporation, Tarrant County Housing Finance Corporation, Tarrant County Homeless Coalition[11] and other community partners. Inconsistency between the Race and Culture Commission's recommendations, and the Affordable Housing Task Force's recommendations, could limit the effectiveness of the proposed actions.

2.   Many neighborhood organizations are likely to oppose provision of incentives and designation of housing units for extremely low income populations. This could be addressed by educating the public regarding the extent of need and the household makeup of the target population, which is predominantly elderly, persons with disabilities, retail or service employees and young people starting out in the workforce (while also including the formerly homeless and families with housing voucher assistance, etc.). Based on HUD data, at least 20,000 households at the 0-30% AMI level are

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[10] Affordable Housing Task Force – Recently formed to develop a Housing Strategy Plan for the City of Fort Worth. Partners include: The City of Fort Worth, the City of Fort Worth Housing Finance Corporation, the City of Fort Worth Directions Home, Fort Worth Housing Solutions, Continuum of Care and Tarrant County.
[11] Tarrant County Homeless Coalition – Leads, coordinates and develops strategies and resources to end homelessness.

unable to find affordable housing in Fort Worth. These increased affordable housing education efforts should focus on the "life-cycle" of need for affordable housing- that is, affordable housing is particularly needed when a young person is "just starting out" on their own, or when an elderly or disabled person is living on a fixed income.

3. Some developers are likely to oppose this policy due to concerns about financial feasibility, reduction in profits, potential property management challenges, and uncertain long-term viability of their multi-family properties. Examples of projects that have similar shares of under 30% AMI units could be used to demonstrate how such projects can be financially feasible and sustainable. Consultation and negotiation with developer representatives throughout development of the policy would be essential, to clarify an agreed-upon definition of what is financially feasible and workable for both parties, while still achieving greater production of affordable units.

4. Jurisdictions that have successfully implemented "Payment in Lieu" programs include: Seattle, Washington; Boston, Massachusetts; and Denver, Colorado.

Responsible parties:

The lead organizations for implementing this strategy should be the City of Fort Worth (through the Neighborhood Services Department and the Economic Development Department), and the Fort Worth Housing Finance Corporation.
The support organizations for implementing this strategy should be the Tarrant County Housing Finance Corporation, Fort Worth Housing Solutions, Real Estate Council of Greater Fort Worth[12], Apartment Association of Tarrant County [13] and the Texas Association of Local Housing Finance Agencies[14].

Resources needed:

Existing staff resources would need to be dedicated to revising existing incentive policies. The proposed "Payment in Lieu" policy is expected to generate resources for additional incentives for affordable housing. If it is assumed that three projects averaging 175 units per year declined to include the required affordable units, a $200 per unit "Payment in Lieu" over a 5-year period would yield $525,000 in that time. Should a "Payment in Lieu" policy not be approved by Fort Worth City Council, many projects are likely to need additional financial support or incentives to achieve maximum number of housing units affordable to households under 30% AMI. The City of Fort Worth Neighborhood Services or another appropriate City Department staff would be expected to assist in seeking some other sources of funding (particularly for housing for special populations such as homeless, disabled, etc.) through grant-writing to sources such as the Federal Home Loan Bank Board, TDHCA, HUD, and other entities.

Success measures:

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[12] Real Estate Council of Greater Fort Worth - Made up of professionals involved in the commercial real estate industry. Members represent both large and small businesses and have a wide range of interests and resources related to commercial real estate.

[13] Apartment Association of Tarrant County - Provides management and related services supporting residents living in 184,000 apartment homes spread throughout our 9 county region in north central Texas.

[14] Texas Association of Local Housing Finance Agencies - A statewide non-profit organization established for the purpose of informing, planning and supporting the needs of local housing finance agencies in their delivery of affordable housing in the State of Texas.

a. By 2023, the percentage of rent-burdened African American households will be reduced from 56% to 53% and reduced from 47% to 45% for Hispanic households. This will reduce the racial/ethnic disparity with the 38% of white households who are rent-burdened.

b. The tracking report will show that incentive programs increase access and availability of affordable multi-family housing and fair housing choice for all residents, and particularly for African American and Hispanic households who were previously cost burdened. Dispersion of these multifamily housing developments throughout the city will also promote racial integration throughout all Fort Worth communities.

Housing Recommendation #2:
Homebuyer Assistance

Racial and cultural **disparities** to be addressed by this recommendation: Summarize these disparities and their principal causes in one or two sentences each.

After a steady decline of racial segregation rates since 1990, racial segregation in housing has increased in Fort Worth since 2010. Key disparities contributing to this are:

a) 56% of African American households and 47% of Hispanic households are currently cost-burdened (pay over 30% of their income for housing) compared to 38% of White households.
b) Homeownership rates for African American households is currently at 39.7% and Hispanic households at 56.97%, compared to 62.4% for White households.
c) Hispanics currently comprise 59% of households in substandard or overcrowded housing.

Recommended **strategy** to address these disparities: **Update the City Homebuyer Assistance Program to Increase Its Ability to Assist Minority Homebuyers, and Increase Homebuyer Education and Housing Counseling Activities**

Since Civil Rights and Fair Housing laws prohibit discrimination in housing programs based on race or ethnicity, this recommendation would focus on programs that based on historic beneficiary data, could disproportionately benefit minority populations and address the described disparities.

Minority households are disproportionately low income relative to white households: 60.9% of Black households and 63.4% of Hispanic households have incomes under 80% of the Area Median Income, compared to 31.7% of White households. This makes the process of purchasing a home much more challenging for minority families. However, the City's Homeownership Assistance Program and grant-funded Housing Counseling Program are very effective in assisting minority families to prepare for and obtain homeownership, as 95% of all current Homebuyer Assistance Program (HAP) beneficiaries are minority (approx. 40% Black, 42% Hispanic and 13% Asian). Likewise, during FY2017, the housing counseling and homebuyer education program of Housing Channel (funded through City CDBG resources), serves 376 residents per year, for which 54% are African American and 27% are Hispanic. Therefore, the City of Fort Worth should work with lenders and realtors to adapt the City's existing Homebuyer Assistance Program[15] to the current very competitive market, by providing additional assistance and/or removing administrative and procedural barriers to homeownership for low income African American and Hispanic families. This policy would promote fair housing choices by increasing opportunities of low and moderate income African American and Hispanic families to become homebuyers, which is increasingly challenging in our competitive local housing market.

Recommended **actions** to implement this strategy:

1. By Late Fall/Winter 2018, the City of Fort Worth Neighborhood Services Department will conduct research meetings with lenders, realtors and other cities that have Homebuyer Assistance Programs (HAP) and prepare a revised Homebuyer Assistance Program (HAP) policy to promote fair housing choices

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[15] Home Buyer's Assistance Program (HAP) – A City of Fort Worth program that provides mortgage assistance for income-eligible first-time home buyers with the City of Fort Worth. Qualifying home buyers can receive a subsidy of up to $14,999 for homes located in Fort Worth. The buyer can use the full $14,999 subsidy for mortgage assistance or use $3,000 of this amount for closing costs and/or down payment.

by increasing opportunities of low and moderate income African American and Hispanic families to become homebuyers. The Department will present draft recommendations to City Council.

2. By Spring of 2019, the City Council will adopt the revised Homebuyer Assistance Program (HAP) policy to promote fair housing choices by increasing opportunities of low and moderate income African American and Hispanic families to become homebuyers by at least 20% by 2023.

3. After adoption of the new policy, the City of Fort Worth will partner with the Housing Channel to create a marketing program to increase the availability and attendance of free homebuyer education classes by at least 50% by 2023.

4. The City of Fort Worth will continue to track the outcomes for the Homebuyer Assistance Program (HAP) and Housing Counseling Program to measure the impact of modifications of the Homebuyer Assistance Program (HAP) on increases the total number of clients assisted as well as any increases in the proportion of African American and Hispanic homebuyers served by the program.

5. Annually for five years, beginning in October 2019, the City of Fort Worth will partner with the Housing Channel and other support organizations to increase the availability of free homebuyer education classes by at least 25% per year, to promote fair housing choices to all low and moderate-income residents, but especially African American and Hispanic families to become homebuyers.   This partnership will include a marketing program to increase the attendance at free homebuyer education classes by at least 25%.

6. The tracking report of approved applications for the Homebuyer Assistance Program will show a 50% increase in households who have achieved homeownership, from 40 households per year (the current number) to 60 households per year, in fiscal year 2019-2020, and to 80 households per year in 2020-2021. The total number of African-American households assisted in 2021 should increase from 20 to 35, and the number of Hispanic households should increase from 20 to 35 as well.

7. Registration numbers will show a 50% increase in attendance at free homebuyer education classes (10% per year) for minority populations, with the goal of serving 566 annually with 5 years, of which at least a consistent percentage will be Black and Hispanic (54% and 27%, respectively).   This would result in an additional 1322 African Americans and 660 Hispanics receiving information necessary to become homeowners.

Potential **challenges**:

1. City Council approval is required for any change to the existing homebuyer assistance program.
2. The feasibility to expand the program is limited by the amount of HOME Investment Partnerships Program[16] grant funds received from the U.S. Department of Housing and Urban Development (HUD)[17]. A new policy could require certain fee waivers from lenders to modestly increase number of households assisted; this is customary in many communities. The City of Fort Worth Neighborhood Services department[18] could also explore additional funding resources from entities such as Federal Home Loan Bank, Texas Department of Housing and Community Affairs[19], etc.

[16] HOME Investment Partnerships Program - Provides formula grants to states and localities that communities use - often in partnership with local nonprofit groups - to fund a wide range of activities that build, buy and/or rehabilitate affordable housing for rent or homeownership.

[17] Housing and Urban Development (HUD) - The United States Department of Housing and Urban Development is a cabinet-level agency that oversees federal programs designed to help Americans with their housing needs. HUD seeks to increase homeownership, support community development and increase access to affordable housing free from discrimination.

[18] City of Fort Worth Neighborhood Services Department - Administers grant-based programs aimed at beautifying and strengthening Fort Worth neighborhoods.

[19] Texas Department of Housing and Community Affairs - A state agency responsible for affordable housing, community and energy assistance programs and regulation of the state's manufactured housing industry. The Department currently administers $2 billion through for-profit, nonprofit, and local government partnerships to deliver local housing and community-based opportunities and assistance to Texans in need.

3. Housing Channel's capacity to expand the number of clients served and number of homebuyer education classes is limited by funding constraints. It may be possible to charge some of the increased costs as a fee upon closing, for clients that are successful in purchasing a home with City down-payment assistance.

4. Use of federal funds for homebuyer assistance has complex loan-servicing and long-term record-keeping requirements, which become more complicated as the amount of assistance increases. However, larger loan amounts may be required, since home sale prices have grown so much in the past 6 years that the "affordable" segment of the market (homes under $150,000 in sales price), has shrunk from 68% of the market in 2011, to 18% of the market in 2017.

5. Currently, the Affordable Housing Task Force[20] is developing recommendations about roles in the development of affordable housing among the City of Fort Worth, Fort Worth Housing Solutions[21] and Fort Worth Housing Finance Corporation[22], Tarrant County Housing Finance Corporation[23], Tarrant County Homeless Coalition [24]and other community partners. It will be important to ensure consistency with those recommendations going forward.

6. Other jurisdictions in Texas provide deeper homebuyer subsidy amounts than Fort Worth's current $14,999 maximum assistance level. For example, Austin offers up to $40,000 in a deferred forgivable 0% loan, Plano can provide up to $55,000 with a 30-year shared equity agreement, and Houston provides up to $25,000 in a deferred loan.

Responsible parties:

The lead organizations for implementing this strategy should be the City of Fort Worth Neighborhood Services Department and Communications & Public Engagement Department, which would participate in homebuyer education and outreach efforts. The support organizations for implementing this strategy should be the Greater Fort Worth Association of Realtors[25] (particularly for the outreach and education component), current lender partners for Homebuyer Assistance Program (HAP), Housing Channel Homebuyer Education and Counseling Program[26]. Participating lenders would be consulted regarding the feasibility of requiring fee waivers for participation.

Resources needed:

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[20] Affordable Housing Task Force - Recently formed to develop a Housing Strategy Plan for the City of Fort Worth. Partners include: The City of Fort Worth, the City of Fort Worth Housing Finance Corporation, the City of Fort Worth Directions Home, Fort Worth Housing Solutions, Continuum of Care and Tarrant County.

[21] Fort Worth Housing Solutions - An independent housing authority, Fort Worth Housing Solutions provides mixed-income rental and homeownership opportunities.

[22] Fort Worth Housing Finance Corporation - Helps finance the residential ownership and development of single-family and multi-family dwellings for persons of low and moderate income. They may offer low-interest rate mortgage loans, down payment assistance and mortgage credit certificates.

[23] Tarrant County Housing Finance Corporation - A public entity sponsored by Tarrant County government which issues bonds and establishes other programs and financing methods to support affordable housing throughout Tarrant County, for both multi-family and single-family homeownership housing.

[24] Tarrant County Homeless Coalition - Leads, coordinates and develops strategies and resources to end homelessness.

[25] Greater Fort Worth Association of Realtors - With over 3,200 REALTOR® and affiliate members, GFWAR is a strong advocate for real estate professionals and Texas property owners.

[26] Housing Channel Homebuyer Education and Counseling Program - Helps homeowners with the nuts and bolts of homeownership in a manner that tackles the larger issues related to housing for low and moderate income families.

At a minimum, this strategy could rely on existing City of Fort Worth staff capacity in the Neighborhood Services Department to revise the program and the Communications & Public Engagement Department to develop the Communications Plan to promote the newly designed program. Additional funding sources would be needed to expand capacity and assist an increased number of homebuyers (i.e. HFC, HUD or the identification of additional sources.). The extent of the impact would be dependent upon the extent of funding available. For example, if an additional 50 homebuyers were to be assisted, an estimated $1,000,000 would be needed. To expand homebuyer education, Housing Channel might need an additional staff person, which would require at least $60,000 annually. Though this is an eligible use of CDBG funds, increasing Housing Channel's funding would require the City to deny funding to another non-profit social service agency. The Greater Fort Worth Board of Realtors could be requested to assist the City in funding any increased homebuyer education efforts.

City should proactively seek additional funding for Homebuyer assistance from lender-operated foundations, Federal Home Loan Bank Board, and other entities, to increase numbers of clients served. To the extent that any additional funds were provided, additional operating costs would be borne by the grants, or by existing grant sources.

Success measures:

By 2023, the home ownership rate for African-American households will increase from 39.7% to 39.9%. This will reduce the racial disparity in home ownership with white households whose rate of home ownership is 63.6%.

Housing Recommendation #3:
Resident Awareness of Housing Resources

Racial and cultural **disparities** to be addressed by this recommendation: Summarize these disparities and their principal causes in one or two sentences each.

After a steady decline of racial segregation rates since 1990, racial segregation in housing has increased in Fort Worth since 2010. Key disparities contributing to this are:

a) 56% of African American households and 47% of Hispanic households who are currently rent burdened (pay over 30% of their income for housing) compared to 38% of White households.

b) Homeownership rates for African American households is currently at 39.7% and Hispanic households at 56.97%, compared to 62.4% for White households.

c) Hispanics currently comprise 59% of households in substandard or overcrowded housing.

Recommended **strategy** to address these disparities: Describe this strategy in one paragraph.

Since Civil Rights and Fair Housing laws prohibit discrimination in housing programs based on race or ethnicity, this recommendation would focus on programs that based on historic beneficiary data, could disproportionately benefit minority populations and address the described disparities.

Although there are currently a wide variety of Community Assistance Programs (CAP) managed by the City of Fort Worth, many residents are unaware of program options, availability, income qualifications and documentation required. The City of Fort Worth should provide comprehensive neighborhood-based workshops and neighborhood association presentations about programs offered related to home repair, housing counseling, financial literacy, code compliance, fair housing, home maintenance tips and recommendations, housing assistance for the disabled, housing issues for seniors aging in place, homelessness prevention and volunteer opportunities for area residents to improve their neighborhoods. A centralized database should be created and managed to connect faith-based organizations and area agencies with residents in need who do not qualify for existing Community Assistance Programs (CAP).

This strategy would promote fair housing and neighborhood revitalization by ensuring that all residents but especially Hispanic residents in central city areas, are made aware of all housing related programs that could decrease some substandard or overcrowded housing challenges that contribute to their quality of life.

The City of Fort Worth Community Engagement Office would play the role of coordination and clearinghouse for information about such resources and conduct presentations to neighborhood associations and alliances throughout the year.

Recommended actions to implement this strategy: Describe these actions and the timeframes for executing them in one or two sentences each.

1. By Spring 2019:
    a. The City of Fort Worth will begin a 5-year study of all neighborhood-based, housing-related informational workshops offered, neighborhood association presentations conducted and printed educational material shared with residents to create a baseline to determine whether providing workshops, presentations and educational material increases the likelihood that all residents but especially the Hispanic community, will utilize current resources available that could decrease some substandard or overcrowded housing challenges that contribute to their quality of life.

b. The Community Engagement Office will partner with other internal departments (Neighborhood Services, Code Compliance, Human Relations, etc.) to coordinate staff resources and plan and present a program of neighborhood-based, housing-related informational workshop offerings throughout each new fiscal year. City of Fort Worth departments (Library, Parks and Recreation etc.) will be incorporating neighborhood-based, housing-related informational workshop offerings into their annual scheduled activities to increase the number of Hispanic households served by home repair programs by at least 5%.

c. The Neighborhood Services Department will create and print a comprehensive Community Action Program (CAPS) brochure/booklet to be shared by the Community Engagement Office at all neighborhood association, alliance, public meetings and special events in the city to educate all residents, but especially the Hispanic community about resources that could decrease some substandard or overcrowded housing challenges that contribute to their quality of life.

d. The Mayor's Community Engagement Workshops & 2018 Neighborhood Awards Luncheon will include at least 2 workshops based on housing-related topics.

e. The Community Engagement Office will begin using a centralized database that connects faith-based organizations and area agencies with residents in need who do not qualify for existing programs to decrease some substandard or overcrowded housing challenges that contribute to their quality of life.

f. The proposed neighborhood-based housing-related informational workshops will include information regarding how tenants can prevent eviction and how they can work with a landlord to resolve disputes, as well as fair housing information related to federal policies prohibiting discrimination based on domestic violence or criminal history.

2. By Spring 2020:
    a. City of Fort Worth departments (Library, Parks and Recreation etc.) will be incorporating neighborhood-based, housing-related informational workshop offerings into their annual scheduled activities to increase the number of Hispanic households served by home repair programs by at least 5%.
    b. The Community Engagement Office will add and market 1 new comprehensive presentation to their current list of offerings for neighborhood association and alliance meetings.
    c. The Mayor's Community Engagement Workshops & 2019 Neighborhood Awards Luncheon will include at least 2 workshops based on housing-related topics.

3. By Spring 2021:
    a. City of Fort Worth departments (Library, Parks and Recreation etc.) will continue to incorporate neighborhood-based, housing-related informational workshop offerings into their annual scheduled activities to increase the number of Hispanic households served by home repair programs by at least 5%.
    b. The Community Engagement Office will monitor the rate of increase of service requests to the City of Fort Worth and coordinate with the City of Fort Worth Neighborhood Services Department an expansion of presentations and/or workshops where needed to educate all residents, but especially the Hispanic community about resources that could decrease some substandard or overcrowded housing challenges that contribute to their quality of life.

c. The Mayor's Community Engagement Workshops & 2020 Neighborhood Awards Luncheon will include at least 2 workshops based on housing-related topics.
d. The Community Engagement Office will continue to partner with Trinity Habitat for Humanity to beta test a partnership using a centralized database that connects faith-based organizations and area agencies with residents in need who do not qualify for existing programs to decrease some substandard or overcrowded housing challenges that contribute to their quality of life.

4. By Spring 2022:
a. City of Fort Worth departments (Library, Parks and Recreation etc.) will continue to incorporate neighborhood-based, housing-related informational workshop offerings into their annual scheduled activities to increase the number of Hispanic households served by home repair programs by 5%.
b. The Community Engagement Office will monitor the rate of increase of service requests to the City of Fort Worth and coordinate with the City of Fort Worth Neighborhood Services Department an expansion of presentations and/or workshops where needed to educate all residents, but especially the Hispanic community about resources that could decrease some substandard or overcrowded housing challenges that contribute to their quality of life.
c. The Mayor's Community Engagement Workshops & 2021 Neighborhood Awards Luncheon will include at least 2 workshops based on housing-related topics.

5. By Spring 2023:
a. The City of Fort Worth will complete the 5-year study of all neighborhood-based housing-related informational workshop offered, neighborhood association presentations conducted and printed educational material shared with residents and determine whether providing workshops, presentations and educational material increases the likelihood that all residents but especially the Hispanic community, will utilize current resources available that could decrease some substandard or overcrowded housing challenges that contribute to their quality of life.
b. The study should show that increased education and engagement about housing-related resources have increased the number of Hispanic households served by Priority Repair programs by at least 20% (5% per year).

Potential **challenges**: Identify obstacles that could impede or prevent the effective execution of these actions and describe ways to overcome them. Cite any other communities that have successfully overcome similar obstacles.

1. Task Force Committee support.
2. Direction from supervisors to internal staff to provide adequate city staff time to plan and coordinate various comprehensive neighborhood housing education programs.
3. Consistent messaging among programs offered.
4. The cost of educational materials.

Responsible parties: Identify one organization that should take the lead in implementing this strategy and any organizations that should provide essential support.

The lead organization for implementing this strategy should be the City of Fort Worth Community Engagement Office.

The support organizations for implementing this strategy should be City of Fort Worth departments, Tarrant County-wide governmental or non-profit organizations providing neighborhood-based services or housing-related services.

Resources needed: Describe the financial and human resources that the responsible parties will need to implement this strategy and identify potential funding sources.

This strategy would rely on existing staff capacity to plan and coordinate comprehensive neighborhood housing educational presentations and workshops. Additional funding of $15,000 for the cost of printing educational materials would need to be allocated by the Neighborhood Services department. The extent of the impact would be dependent upon the extent of current staff capacity.

An addition of one staff member for the Community Engagement Office would be required at a cost of $84,900 for salary, benefits and computer requirements.

Success measures: Describe the objective, outcomes-oriented data by which the lead organization will regularly measure its success in reducing or eliminating the disparities to be addressed by this strategy. Specify the extent of these disparities as they exist today and as we expect them to exist within five years of implementing the strategy.

By 2023, the percentage of Hispanic households living in substandard or overcrowded housing will be reduced from 9.9% to 6.9%. This will reduce the racial/ethnic disparity with white households whose percentage of living in substandard or overcrowded housing is 0.9%.

Transportation

Transportation Recommendation #1:
Transportation Equity Policy and Five-Year Action Plan

Racial and cultural **disparities** to be addressed by this recommendation: Summarize these disparities and their principal causes in one or two sentences each.

1. Street Conditions – Super- Majority Minority Areas (S-MMAs) of Fort Worth, defined as those census block groups that have a minority population of 75% or greater, have a disproportionate share of poor condition streets. This disparity is caused primarily by the convergence of older infrastructure, prior construction standards, persistent shortfalls in the annual maintenance budget, and may be related to project selection criteria.
2. Sidewalk Conditions - S-MMAs of Fort Worth have a disproportionate share of poor condition and missing sidewalks. This disparity is caused primarily by the convergence of older infrastructure, prior construction standards, and may also be related to project selection criteria.
3. Street Light Conditions - S-MMAs of Fort Worth have a disproportionate share of poor condition street lights. This disparity is caused by the convergence of older infrastructure, prior construction standards, shortfalls in the annual maintenance budget, and may also be related to project selection criteria.
4. Crash Incidence – S-MMAs of Fort Worth are disproportionately affected by pedestrian and bike crashes, including fatal crashes of both types. This disparity is likely related to the higher vehicular speeds and volumes of the roadways on which they occur, as well as potentially greater dependence on, and the relatively poorer condition of, alternative transportation networks within S-MMAs.

Recommended **strategy** to address these disparities: Describe this strategy in one paragraph.

Adopt an Equity in Transportation Policy, as a chapter of the City's overall Equity Policy, in order to facilitate the ongoing identification and eradication of racial and cultural disparities in transportation affordability, access, and safety. The Equity Policy would require that all current and future transportation policies, programs, and funding decisions be reviewed for the potential to perpetuate disparate outcomes for minority communities in Fort Worth; that such potential disparities be addressed and resolved, as practicable; and also, that future budget deliberations, including proposed tax decreases related to the expiration of tax increment finance (TIF) districts, consider the potential to positively affect such disparities.

The policy shall include a Five-Year Action Plan that details specific actions and timelines for addressing transportation equity in Fort Worth, and shall include, but not be limited to:
1. Directing the equivalent of an additional one-half cent of sales tax to transit, either from the City's General Fund or other funding sources that may be identified, and doubling the current annual allocation to sidewalk and bike infrastructure by 2023.
2. Identifying and prioritizing, via the Transit Moves Fort Worth project, transit options that will most effectively and expeditiously address the mobility and access limitations of transit-dependent minority households, including such considerations as affordability, cross-jurisdictional coordination, shared-ride (such as UberPOOL) and on-demand (such as GoLink) services, and improved paratransit services, with an emphasis on access for minority communities to job-centers (such as from Southeast Fort Worth to Alliance). The Transit Moves Fort Worth team should consider all pertinent comments that the Task Force on Race and Culture has received.

3. Identifying specific opportunities to improve transportation affordability, access, and safety for minority communities through improved coordination with outside agencies and through improved coordination between City departments and programs (such as better coordinating infrastructure improvements to support transit routes)
4. Identifying key performance indicators related to transportation equity, and coordinating ongoing data collection and analysis.
5. Creating a racial equity impact assessment tool to support the systematic and consistent review of transportation programs for equity impacts across the organization.
6. Identifying opportunities to utilize Public-Private Partnerships and Public-Public Partnerships to advance transportation priorities that directly address equity.

Recommended **actions** to implement this strategy: Describe these actions and the timeframes for executing them in one or two sentences each.

1. Conduct best practices review to identify attributes of successful equity policies that could be incorporated into the FW policy. Spring 2019
2. Draft a Transportation Equity Policy that requires that all City transportation policies, programs, and funding decisions be made through an "equity lens", including identification of policies and processes to which it should be applied. Spring 2019
3. Draft a Five-Year Action Plan that details, prioritizes and schedules specific actions necessary to comprehensively address transportation inequities. Fall 2019.
4. Provide opportunities for public input on draft Transportation Equity Policy. Winter 2019
5. Adopt a Transportation Equity Policy and Action Plan, and incorporate and/or reference the new policy in existing plans and regulations, as appropriate, including the Comprehensive Plan, Planning and Zoning ordinances, Complete Streets Policy, etc. Spring 2020.
   Develop materials and approaches to train and educate involved parties the Transportation Equity Policy and implementation tools. Summer 2020.

Potential **challenges**: Identify obstacles that could impede or prevent the effective execution of these actions and describe ways to overcome them. Cite any other communities that have successfully overcome similar obstacles.

1. Limited staff resources. The vacant Regional Transportation Coordinator position provides an opportunity to hire a high-level staff position that is well qualified to provide leadership in transportation equity. Existing transportation planning positions, as well as additional transportation planning positions currently requested in the FY2019 budget, could likely provide needed support.
2. Limited and unreliable data on racial equity in transportation. Key performance indicators (KPIs) should be identified as part of the 5-Year Action Plan, and ongoing collection and analysis of data related to those KPIs could be incorporated into the initial steps of the plan.
3. Additional layers of review and analysis in policy and program development and funding decisions. The creation of a racial equity impact assessment tool is intended to standardize the review and analysis of equity impacts across the organization, with one goal being to understand and communicate to stakeholders up- front the additional time and resources that may be required.
4. Managing the change of incorporating a racial equity analysis into myriad processes across a large organization. The training and educational materials developed as part of this effort and their effective utilization, especially in training current staff and on-boarding future staff, will be critical to the success of the program.

Responsible parties: Identify one organization that should take the lead in implementing this strategy and any organizations that should provide essential support.

- o Lead organization: CFW – Regional Transportation Coordinator with support from transportation planning staff.
- o Support organizations: Transportation and Public Works, Planning and Development, Tarrant County, registered neighborhood associations, Trinity Metro, TxDOT, RTC, BNSF and FWWR, NTTA

Resources needed: Describe the financial and human resources that the responsible parties will need to implement this strategy and identify potential funding sources.

Policy development and adoption will require a reallocation of existing resources, at a minimum. Training and implementation would require additional staff resources, at an estimated cost of $151,500 for staff salaries (based on adding these duties to the Active Transportation division that has been requested as part of the FY2019 budget). Creation of the racial equity impact assessment tool as well as training and educational materials will likely require consultant support. Utilizing the recent efforts on Complete Streets and Active Transportation as a guide, these costs are estimated to be roughly $500K.

Success measures: Describe the objective, outcomes-oriented data by which the lead organization will regularly measure its success in reducing or eliminating the disparities to be addressed by this strategy. Specify the extent of these disparities as they exist today and as we expect them to exist within five years of implementing the strategy.

1. 2 percentage point annual decrease in the share of poor condition streets in S-MMAs, for a total decrease of 10 percentage points by 2023.
2. 4 percentage point annual decrease in the share of poor condition and missing sidewalks in S-MMAs, for a total decrease of 20 percentage points by 2023.
3. 2 percentage point annual decrease in the share of poor condition street lights in S-MMAs, for a total decrease of 10 percentage points by 2023.
4. 2 percentage point annual decrease in the share of pedestrian and bike crashes in S-MMAs, for a total decrease of 10 percentage points by 2023.

Transportation Recommendation #2:
Transportation Funding Criteria

Racial and cultural **disparities** to be addressed by this recommendation: Summarize these disparities and their principal causes in one or two sentences each.

1. Street Conditions – Super- Majority Minority Areas (S-MMAs) of Fort Worth, defined as those census block groups that have a minority population of 75% or greater, have a disproportionate share of poor condition streets. This disparity is caused primarily by the convergence of older infrastructure, prior construction standards, persistent shortfalls in the annual maintenance budget, and may be related to project selection criteria.
2. Sidewalk Conditions – S-MMAs of Fort Worth have a disproportionate share of poor condition and missing sidewalks. This disparity is caused primarily by the convergence of older infrastructure, prior construction standards, and may be related to project selection criteria.
    3. Street Light Conditions – S-MMAs of Fort Worth have a disproportionate share of poor condition street lights. This disparity is caused by the convergence of older infrastructure, prior construction standards, shortfalls in the annual maintenance budget, and may be related to project selection criteria.

Recommended **strategy** to address these disparities: Describe this strategy in one paragraph.

Add "Location within an S-MMA with a minority population of 75% or greater" to the scoring criteria utilized to prioritize and select street, sidewalk, bike facility, and other transportation improvements and maintenance projects for funding.

Recommended **actions** to implement this strategy: Describe these actions and the timeframes for executing them in one or two sentences each.

Incorporate location within an S-MMA with a minority population of 75% or greater into all transportation project selection and prioritization matrixes. Spring 2019.

Potential **challenges**: Identify obstacles that could impede or prevent the effective execution of these actions and describe ways to overcome them. Cite any other communities that have successfully overcome similar obstacles.

Managing the cultural change of prioritizing location within MMAs in project selection. The training and educational materials developed through the Equity Policy and Action Plan, as well as consistent emphasis by the City Council and City management on remedying racial disparities in transportation will be key to facilitating this change.

Responsible parties: Identify one organization that should take the lead in implementing this strategy and any organizations that should provide essential support.

o   Lead organization: Transportation and Public Works

o Support organizations: Planning and Development, Trinity Metro, NCTCOG, TxDOT, Tarrant County

Resources needed: Describe the financial and human resources that the responsible parties will need to implement this strategy and identify potential funding sources.

No additional financial or human resources will be required to implement this change in practice.

Success measures: Describe the objective, outcomes-oriented data by which the lead organization will regularly measure its success in reducing or eliminating the disparities to be addressed by this strategy. Specify the extent of these disparities as they exist today and as we expect them to exist within five years of implementing the strategy.

1. 2 percentage point annual decrease in the share of poor condition streets in S-MMAs, for a total decrease of 10 percentage points by 2023.
2. 4 percentage point annual decrease in the share of poor condition and missing sidewalks in S-MMAs, for a total decrease of 20 percentage points by 2023.
3. 2 percentage point annual decrease in the share of poor condition street lights in S-MMAs, for a total decrease of 10 percentage points by 2023.

Transportation Recommendation #3:
After-Action Reviews of Pedestrian and Bicycle Crashes

Racial and cultural **disparities** to be addressed by this recommendation: Summarize these disparities and their principal causes in one or two sentences each.

Crash Incidence – Super- Majority Minority Areas (S-MMAs) of Fort Worth, defined as those census block groups that have a minority population of 75% or greater, are disproportionately affected by pedestrian and bike crashes, including fatal crashes of both types. This disparity is likely related to the higher vehicular speeds and volumes of the roadways on which they occur, as well as potentially greater dependence on, and the relatively poor condition of, alternative transportation networks within S-MMAs.

Recommended **strategy** to address these disparities: Describe this strategy in one paragraph.

Institute routine after-action reviews between involved agencies for all pedestrian and bicycle crashes for which police reports are written.

Recommended **actions** to implement this strategy: Describe these actions and the timeframes for executing them in one or two sentences each.

1. Identify appropriate representatives from Transportation and Public Works, Transportation Planning, Police, MedStar, TxDOT, and other agencies to participate in after-action committee, as appropriate. Spring 2019.
2. Identify appropriate process / body to receive and act on recommendations from the after-action committee regarding factors contributing to pedestrian and bike crashes. Spring 2019

Potential **challenges**: Identify obstacles that could impede or prevent the effective execution of these actions and describe ways to overcome them. Cite any other communities that have successfully overcome similar obstacles.

1. Limited staff resources. Existing staff from multiple departments and agencies would need to allocate time and resources to routinely investigating bike and pedestrian crashes and identifying opportunities to reduce or prevent future crashes.
2. Availability of funding. To the degree that the after-action review committee recommendations entail additional costs, either a reallocation of existing funding or new funding will be required.

Responsible parties: Identify one organization that should take the lead in implementing this strategy and any organizations that should provide essential support.

o   Lead organization: Transportation and Public Works, Police
o   Support organizations: Planning and Development, MedStar, TxDOT

Resources needed: Describe the financial and human resources that the responsible parties will need to implement this strategy and identify potential funding sources.

No additional human resources should be required to implement this change in practice; TPW has identified $75K in costs for the purchase and setup of supporting software (Crash Magic), and an additional annual cost of $13K for software ownership. Recommendations of the after-action committee could have cost implications, but are more likely to be addressed with a reallocation of capital funding rather than the allocation of new/additional funding.

Success measures: Describe the objective, outcomes-oriented data by which the lead organization will regularly measure its success in reducing or eliminating the disparities to be addressed by this strategy. Specify the extent of these disparities as they exist today and as we expect them to exist within five years of implementing the strategy.

   2 percentage point annual decrease in the share of pedestrian and bike crashes in S-MMAs, for a total decrease of 10 percentage points by 2023.

DASHBOARD FOR TRACKING PROGRESS

DASHBOARD FOR TRACKING PROGRESS

Report Date: _____

Recommended Strategy	Actions Completed	Racial and Cultural Disparities to be Addressed	Estimated Extent of Disparity, 2018 or Earlier Year	Projected Extent of Disparity, 2023	Current Extent of Disparity
Civilian oversight of Police Department		Resident perceptions of safety in their neighborhoods at night	Whites 64% Hispanics 48% African-Americans 57%	Whites 64%+ Hispanics 53% African-Americans 62%	
		Resident satisfaction with overall quality of local police protection	Whites 75% Hispanics 64% African-Americans 59%	Whites 75%+ Hispanics 69% African-Americans 64%	
		Arrests by incident	38.4% African-Americans 26.6% Hispanics 2.0% Other 33.0% Whites	37.0% African-Americans 26.0% Hispanics 2.0% Other 35.0% Whites	
Police cadet program		Composition of recruit classes	13% African-Americans 26% Hispanics 3% Other 58% Whites 16% Female (six most recent classes)	19% African-Americans 34% Hispanics 6% Other 41% Whites 20% Female	
Diversity within Police Department		Composition of police force as a whole	10.6% African-Americans 19.9% Hispanics 3.6% Other 65.9% Whites 12.8% Female	12.0% African-Americans 21.0% Hispanics 3.8% Other 63.2% Whites 14.0% Female	
		Diversity of corporals and detectives	5.0% African-Americans 16.3% Hispanics 4.6% Other 74.1% Whites	6.5% African-Americans 18.0% Hispanics 5.0% Other 70.5% Whites	
Job training, transportation to jobs, background issues, and hiring process		Unemployment rate	Whites 4.2% Hispanics 5.7% African-Americans 6.1%	Minority unemployment < 1 percentage point above White unemployment	
Education and incentives to achieve wage parity		Median household income	Whites $63,704 Hispanics $44,748 African-Americans $41,317	Minority household incomes > 75% of White household incomes	

Capacity-building for minority-owned businesses		Number of City procurement categories without any qualified minority firms	Nine of 203	None	
		Percentage of small firms receiving loans	17% of minority firms 23% of White-owned firms	Minority approval rate < 3 percentage points below White approval rate	
Early childhood intervention via quality childcare		Blending sounds	Whites 73% Hispanics 58% African-Americans 46%	Hispanics 68% African-Americans 56%	
		Listening comprehension	Whites 86% Hispanics 83% African-Americans 79%	Hispanics 93% African-Americans 89%	
		Letter sounds	Whites 76% Hispanics 68% African-Americans 68%	Hispanics 78% African-Americans 78%	
		Vocabulary	Whites 87% Hispanics 70% African-Americans 72%	Hispanics 80% African-Americans 82%	
Service learning and civic engagement		High school graduation rates	Whites 97% Hispanics 91% African-Americans 92% in 2016	97% for Hispanics and African-Americans	
College and career centers		College and career readiness	Whites 84% Hispanics 74% African-Americans 67%	Hispanics 84% African-Americans 77%	
Independent citizen redistricting commission		Minority representation on City Council (district representatives)	25.0% African-Americans 12.5% Hispanics 62.5% Whites	20% African-Americans 40% Hispanics 40% Whites	
		Minority representation on City boards and commissions	15% African-Americans 11% Hispanics 4% Other	16% African-Americans 14% Hispanics 5% Other	

			70% Whites 36% Female	65% Whites 40% Female	
		Voter participation in mayoral election	7.1% Super-Majority Minority Areas (SMMAs) 8.1% citywide	9.0% SMMAs 9.0% citywide	
Mission of Human Relations Unit		Diversity of City executives and managers	18% African-Americans 9% Hispanics 2% Other 71% Whites 34% Female	19% African-Americans 11% Hispanics 3% Other 67% Whites 37% Female	
		Diversity of police officers	10% African-Americans 19% Hispanics 3% Other 68% Whites 14% Female	11% African-Americans 21% Hispanics 4% Other 64% Whites 16% Female	
		Diversity of firefighters	8% African-Americans 11% Hispanics 2% Other 79% Whites 1% Female	9% African-Americans 12% Hispanics 2% Other 77% Whites 2% Female	
		Diversity of general (non-civil service) City employees	22% African-Americans 28% Hispanics 5% Other 46% Whites 38% Female	22% African-Americans 30% Hispanics 5% Other 44% Whites 41% Female	
Diversity training		Perception that City is dedicated to diversity and inclusion	85% of all City employees	95% African-Americans 95% Hispanics 95% Other 95% Whites 95% Female	
Health education and outreach		High blood pressure	African-Americans adults 40% versus 30% overall	African-American rate 37.5% or less	
Active lifestyles		Obesity	African-American adults 38% versus 30% overall	African-American rate 35.5% or less	

Healthy foods Access to providers		Cognitive decline	African-American adults 23% versus 12% overall	African-American rate 20.5% or less	
		Diabetes	African-American adults 16% versus 11% overall	African-American rate 13.5% or less	
		Infant mortality	African-American infant deaths 9.6 per 1,000 live births versus 6.2 overall	African-American rate 8.0 or less	
Affordable housing incentives policy		Rent-burdened households	56% African-Americans 47% Hispanics 38% Whites	53% African-Americans 45% Hispanics	
Homebuyer assistance		Homeownership rate	39.7% African-Americans 57.0% Hispanics 63.6% Whites	39.9% African-Americans	
Resident awareness of housing resources		Households living in substandard or overcrowded housing	9.9% Hispanics 3.5% African-Americans 0.9% Whites	6.9% Hispanics	
Transportation equity policy and five-year action plan Transportation funding criteria After-action reviews of pedestrian and bicycle crashes		Street conditions	Super Majority-Minority Areas of Fort Worth have 35% of street lane-miles, but 50% of poor-condition streets	40% of poor-condition streets	
		Sidewalk conditions	Super Majority-Minority Areas of Fort Worth have 30% of built sidewalks, but 67% of poor-condition sidewalks	47% of poor-condition sidewalks	
		Street light conditions	Super Majority-Minority Areas of Fort Worth have 32% of installed street lights, but 43% of poor-condition street lights	33% of poor-condition streetlights	
		Crash incidence	Super-Majority Minority Areas comprise 25% of the city's land area, but had 49% of total bike and pedestrian crashes and 51% of fatal bike and	39% of total bike and pedestrian crashes, and 41% of fatal bike and pedestrian crashes	

			pedestrian crashes from 2013 to 2017		