About 100 Resilient Cities
Pioneered by the Rockefeller Foundation, 100 Resilient Cities (100RC) is dedicated to helping cities around the world become more resilient to the physical, social, and economic challenges that are a growing part of the 21st century. 100RC supports the adoption and incorporation of a view of resilience that includes not just the shocks—earthquakes, fires, floods, etc.—but also the stresses that weaken the fabric of a city on a day to day or cyclical basis. By addressing both the shocks and the stresses, a city becomes more able to respond to adverse events, and overall, is better able to deliver basic functions to all populations in good times and bad.

The City of Dallas thanks the universities, nonprofits, and businesses, as well as the 100RC platform partners, whose contributions of research, science, and data were invaluable to the development and success of this Resilience Strategy. That work greatly expanded the capacity of City staff and was foundational to the analysis and recommendations put forward in this report. Additional thanks go to the 100RC City Solutions team, who marshaled resources and leveraged 100RC’s platform of tools and services to bolster the work undertaken in each Discovery Area.
Letter from T.C. Broadnax

Although I’ve served as the City Manager for just under a year, I have quickly grown to love my new hometown and am very proud of the workforce I am honored to lead. From our librarians who spend their weekends sharing the joys of reading with children, to our sanitation workers leaving the yard before sunrise, to our 911 operators assisting frightened residents late into the night, the public servants of Dallas are committed to improving the lives of Dallas residents.

Our work is challenging, yet gratifying. We strive to deliver service with four core values in mind—empathy, ethics, excellence and equity. We recognize we are first and foremost a service organization and always cognizant of our primary focus, the people. The people and families who call Dallas home and strengthen our neighborhoods deserve and expect the highest level of customer service. The businesspeople and investors who have chosen to make their livelihoods here and build a prosperous economy drive us to be innovative and find efficient, data-driven solutions to vexing problems. The artists who offer their talents to enrich our lives and the faith leaders who recruit our residents call on us to govern with compassion and respect. Dallas is fortunate to be home to a diverse and thriving population.

Dallas is a prosperous community, and we are blessed with the continued prospect of sustained economic growth. Yet despite an optimistic outlook, large segments of our community are not thriving. Too many of our residents are confronted every day by challenges to simply exist—homelessness, poverty, unemployment, underemployment, social and racial inequity, gun violence, food insecurity, access to quality education. These are Dallas’ true resilience challenges: overcoming the social and economic challenges that deny many of our residents’ social justice and economic well-being for themselves and their families.

As the hard work of this Resilience Strategy and the Mayor’s Task Force on Poverty has shown, deeply in our community constitute to escalate as a rule and social that surpasses our peer cities. Not surprisingly, this disparity tells along racial and ethnic lines. The residents impacted are the working poor, people who struggle to make ends meet despite full-time employment. These are residents who offer us an opportunity to make a difference in their quality of life, to help neighborhoods flourish, and businesses prosper. To secure Dallas’ position as the economic powerhouse of north central Texas, we must eradicate the barriers that prevent hardworking residents from achieving economic mobility and build pathways for those who strive to achieve prosperity. This is the critical work of resilience building that must be done for our community and our residents to succeed.

True public service lies in equitable service delivery to our most vulnerable residents. It is a spirit of excellence that drives this passion for public service within me. I challenge myself and will continue to challenge my staff to be excellent public stewards and to serve with empathy for our residents, to maintain the highest ethical standards, and strive to achieve equity for all Dallas residents.

Sincerely,

T.C. Broadnax, City Manager
Dallas draws inspiration from the incredible work being done in other cities within the 100 Resilient Cities network.

Network Inspiration

Dallas, TX

New Orleans, LA

Mexico City, Mexico

Montreal, Quebec

Newark, NJ

New York

Philadelphia

Boston

BOSTON

Boston Mayor Marty Walsh and 100 Resilient Cities, through the work of a leadership team that includes city council members, have made significant progress in advancing the city's Strategic Equity Agenda.

Michael Berkowitz, 100 Resilient Cities

On behalf of the entire 100 Resilient Cities family, I want to congratulate Mayor Mike Rawlings, City Manager T.C. Broadnax, and the City of Dallas on the release of Resilient Dallas. This is a major milestone for the city and our partnership with it.

One of the latest growing and dynamic cities in the U.S., Dallas is the heart of the North Central Texas region. The Dallas-Fort Worth Metropolis is the fourth largest in the country, with more than 7.2 million people. Its vibrant economy continues to grow and contribute to Texas’ impressive figures in job growth, which have led the country since the Great Recession.

However, this prosperity has not reached all of Dallas’ residents. Many communities, especially those of color, continue to struggle with endemic poverty that severely limits their opportunities and ability to participate in civic life. The glaring gaps in social and economic equity are evident in some of the highest child poverty rates in the country. While the city faces similar acute shocks as other cities in the network, such as extreme weather and natural disasters, it is these stresses related to equity that stand to undermine Dallas’ chances for a vibrant future and which this Strategy addresses.

Central to Dallas’ success is the fate of its working poor and other communities that are caused by this inequity: poor public health, lack of access to education and employment opportunities; poor mobility and public transportation options; and a major gulf between the city’s anglophone, and mostly white, population and its Hispanic communities, which comprise 38% of the city’s population. Almost a quarter of the city’s population are foreign-born, and 42.5% of people speak a language other than English at home. All the city grows, it must cultivate the opportunities available to these communities and address their particular needs.

This Strategy seeks to address inequity as one of the major challenges of the 21st century. As cities across the country grapple with rehabilitating disparities between rich and poor, between those with opportunity and those without, Resilient Dallas helps advance an understanding that for a city to be resilient, these gaps must be addressed.

Chief Resilience Officer Theresia Gouwenberg has helped shape and guide this work. She has boldly and tirelessly sought to impress the importance of confronting Dallas’ severe social inequities. She has also collaborated extensively with other city leaders, such as Regina Montoya, who leads the Mayor’s Task Force on Poverty. Through their work and the Strategy, the city is well poised to make great strides toward bridging the gaps keeping so many residents from the opportunities they need to make themselves, and Dallas, stronger.

This strategy is an incredible achievement, but in many ways, the hard work is just beginning. We are excited to see the goals and initiatives in these pages take shape and lead Dallas toward a vibrant future in which all its citizens thrive and contribute to its success.
While watching the play LBJ All the Way, I was moved by one of the opening scenes that recounts our former President’s early days as a teacher in south Texas. During that impressionable time in his life, LBJ taught the young Hispanic children of migrant workers. During the school year, he observed the formidable transformation in these children as the light in their eyes drained away under the harsh realities of growing up in poverty. His early experiences watching these families struggle to maintain their livelihood and well-being shaped LBJ’s commitment to public service, which brought us many of the anti-poverty programs that still exist today.

My work on the Mayor’s Task Force on Poverty and Resilient Dallas has moved me in much the same way. I am troubled by the statistics and stories we have uncovered and reported during these important efforts. Dallas’ numbers on childhood poverty are staggering. The data on disparity are equally distressing. However, we cannot get mired in the data and forget the real people behind these numbers. People’s lives are burdened under the heavy weight of poverty and disparity, and their opportunities for a better life are foreclosed. These conditions endanger the resilience of the individual, the family, and our community.

Although difficult, this work has been rewarding as I have been inspired by the hundreds of organizations committed to helping these families find pathways out of poverty. I have also gained fresh insight into the obligation of our local government to its vulnerable and marginalized residents. The analysis that undergirds the recommendations in this Strategy confirms the tremendous impact public policy has on the everyday lives of the working families of Dallas.

I believe the goals and initiatives identified in the Resilient Dallas Strategy provide a solid roadmap to begin this effort. By undertaking these recommendations, Dallas can align with anchor institutions and other key partners to bolster efforts and find new solutions that allow hard-working families to defy the constraints imposed by their zip code. Let’s work together to change the trajectory of these trends, start to close this gap between the haves and the have-nots, restore opportunity to hard-working families, and bring the light back to the eyes of the children of Dallas.

Sincerely,

Regina Montoya, Mayor’s Task Force on Poverty
PURPOSE

RESIDENT DALLAS

Leading the Region

The North Central Texas population grew at eye-popping 35% between 2000 and 2014 and is projected to reach 10 million by 2040, overtaking Chicago as the nation’s third largest metro area. Per capita income soared by 46% during the same period. DFW consistently ranks as one of the top destinations for corporate relocations because of its central location, expansive transportation infrastructure, low tax rate, and business-friendly regulatory climate. Other trends driving this super-charged growth are the diversity and strength of the economy and the relatively low cost of living, especially in housing.

Dallas is the Economic Engine

Downtown Dallas is the heartbeat of this prosperity, boasting finance, real estate, insurance, banking, and 465 stock-exchange firms housed in architecturally distinctive Class A office buildings. Dallas is the residential destination of choice for millennials and immigrants willing to work hard and gamble on an innovative business venture, or baby boomers eager to enjoy an enriched quality of life in the center of art, culture, and fine dining. Given this tremendous prosperity and these strong competitive advantages, Dallas’ economic resilience and dominance should be unquestioned. However, in-depth examination reveals several disturbing trends that could compromise Dallas’ ability to lead the region in the future.

Resilience Challenges

A growing number of Dallasites live on the edge of economic failure. Dallas has nearly 4,000 homeless individuals. Census numbers indicate poverty has increased 42% during the past 15 years, and more than 38% of Dallas households struggle financially. The problems these residents grapple with are numerous and intertwined: low skills or language barriers limit employment opportunities, lack of health insurance often leads to poor health as medical concerns spiral into medical emergencies, and lack of reliable transportation restricts access to jobs, education, and even healthy food. Dallas’ biggest resilience challenge is not the devastation of a tornado, flood, or other natural disaster; nor is it the tragedy of a horrific event such as the July 7th attack on the Dallas Police Department. Rather, it is the economic vulnerability of Dallas’ poor who struggle to provide for themselves and their families, weakening the community’s resilience.
Disparity in Dallas

The data uncovered during this study tell us what Dallas has intuitively known for decades. White Dallasites earn more money and live in more affluent neighborhoods with better amenities and services than their counterparts who are African American or Hispanic. On average, African Americans earn 54 cents for every dollar their white counterparts earn, and they are more than six times as likely to be poor even with a full-time job. White children are better prepared for elementary school, better prepared for college or the workforce, and far less likely to go to bed hungry at night. Hispanics are four times as likely to be uninsured, and only 56% of their children are enrolled in pre-kindergarten. All too often, people who live this disparity have little hope their future will look different than it does today. Moreover, history tells them the disparity that threatens the well-being of their families today will only be worse tomorrow. This disillusionment is fueled by a basic lack of trust—trust that those with the power to change the current inequities have the will to do so.

A resilient, equitable Dallas must have the trust of its residents. While Dallas has made some significant inroads toward equity, progress has been slow and much work is left to be done. A deep and abiding cynicism exists. If Dallas is ready to begin down a path of building trust and advancing equity, this Strategy offers suggestions on the partnerships and actions necessary to begin the hard work of examining interconnected systems of public policies and institutional practices that perpetuate inequity in Dallas and trap people in poverty.

These systems, functioning independently or in combination, often exacerbate the impact of a weather-related disaster, a fluctuating economic cycle, or an incident of civil unrest when experienced by marginalized or disadvantaged residents. Understanding the interdependent relationships between catastrophic events or prolonged stresses and the impacts on Dallas’ most vulnerable residents shaped the early research and informed the development process. This Resilience Strategy examined a number of systems that are not attuned or responsive to the needs of Dallas’ vulnerable or marginalized residents—systems that, if acclimated to those needs, would work more effectively for all Dallas residents. The Strategy contemplates the current functioning of a number of those institutional and governmental systems and offers practical initiatives to improve upon them, such as:

- Building economic mobility for Dallas’ working poor
- Nurturing healthy children
- Investing in Dallas’ low-income neighborhoods
- Expanding access to opportunity through improved public transport

Only when Dallas residents are provided the opportunity to build their individual resilience will Dallas become a resilient and equitable city. While widening disparities may appear to be an insurmountable challenge, Dallas has a long history of pursuing radical ideas and daring approaches to achieve results that elude the less ambitious. After all, the Dallas ethos is Big Things Happen Here!
DEVELOPING THE STRATEGY

RESILIENT DALLAS
Developing the Strategy
Resilient Dallas
Prioritizing broad consultation to create shared ownership in changing circumstances

Flexible: Willingness and ability to adopt alternative strategies in response to: spare capacity purposely created to accommodate disruption

Redundant: Recognizing alternative ways to use resources

Resourceful: Upon its capacity or opportunities to build upon.

Reflective: Using past experience to inform future decisions

Resourceful: Recognizing alternative ways to use resources

Robust: Well-conceived, constructed, and managed systems

Redundant: Spare capacity purposely created to accommodate disruption

Flexible: Willingness and ability to adopt alternative strategies in response to changing circumstances

Inclusive: Prioritizing broad consultation to create shared ownership in decision-making

Integrated: Bringing together a range of distinct systems and institutions

Qualifies of Resilient Systems and Cities

The City Resilience Framework, created by Arup in partnership with the Rockefeller Foundation, is a tool to help us understand the many drivers that can contribute to building resilience in a city. In the Resilience Strategy process, we often use this framework as a lens to diagnose where the city has gaps to improve upon its capacities or opportunities to build open.

How We Got Here
Civil Engagement
Along with a wealth of economic, physical, and environmental resources, Dallas is enriched by an abundance of residents and businesses, professions and technical experts, philanthropic foundations and social service providers, and multiple academic institutions, all of whom are committed to effecting civic movement to improve local governance. Expert and community leaders obligated themselves to countless hours of stakeholder workshops, oversight committees, and topic area work groups. Together they articulated Dallas’ ambitions and recognized its potential for a longer future.

The Dallas Resilience process relied heavily on extensive community participation by everyday residents, as well. This process integrated the insights and wisdom gained through many forms of participation that acknowledged and respected the similarities, as well as the notable differences inherent in Dallas’ economically and socially diverse population.

While desktop research, academic studies, best practices, and other analytic tools and instruments are instrumental in understanding the trends and conditions present in the Dallas community, this Strategy is about people. Essential to this process of knowledge building was the valuable step of validating research findings and general assumptions through “ground truth” obtained during interviews and listening sessions with people who experience the challenges and opportunities explored in this study. This inclusive perspective was used to identify gaps that would normally go unobserved by more traditional research methods. Although many of these conversations were difficult, this type of honest reflection and open dialogue is foundational to building a common understanding of the challenges facing many Dallasites and exploring potential solutions.

Agenda Setting Workshop

The collective work of creating the Resilience Strategy began with convening more than 120 participants from across local government, the private sector, philanthropic institutions, nonprofit organizations, academia, and civic groups, representing more than 80 organizations.

This Community Stakeholder Committee worked through several key exercises and engaged in dynamic discussions to define an early set of priorities and resilience issues, setting the stage for the first phase of discovery.

Phase I
To explore and expand on the recommendations of the Agenda Setting Workshop, staff undertook an intensive data collection effort, combined with insights collected from more than 200 individual interviews with the public, nonprofits, private enterprises, and government agencies.

Data collected included more than 130 “resilient actions” already occurring within the City, an asset inventory, and broad background research on municipal government. Additionally, staff conducted a resilience perception exercise to identify the similarities and differences between resident perceptions and City initiatives. A deep examination of the data and insights revealed a series of trends that intersected multiple quadrants of the City Resilience Framework, helping formulate the early priorities of the Dallas Discovery Areas—key resilience topics requiring further investigation. Those early iterations were taken back to the public for vetting and further refinement in several small group settings, as well as a second full-day stakeholder workshop with more than 120 multi-sector professionals and local experts.

The experts validated findings, refined staff understanding of challenges and issues, and identified collective efforts that reinforced the program goals.

The Office of Resilience also consulted with the City’s top executive staff and the City Council’s Quality of Life committee and Human and Social Needs committee at all key decision points throughout this process, keeping elected leaders obligated themselves to countless hours of stakeholder workshops, oversight committees, and topic area work groups. Together they articulated Dallas’ ambitions and recognized its potential for a longer future.

The extensive involvement by Dallasites strengthened our knowledge base and built genuine community support and trust.

Resilience is the capacity of individuals, communities, institutions, businesses, and systems within a city to adapt, grow and thrive in the face of both shocks (sudden traumatic events like earthquakes and floods) and more long-term, chronic stresses, like poverty and housing shortages. City resilience is about making a city better, in both good times and bad, for the benefit of all its citizens, particularly the poor and vulnerable.
Dallas’ Discovery Areas

12

INCLUSIVE ECONOMY: Harnessing the power of the robust North Central Texas economy to be more inclusive and create economic resilience for Dallas residents

HEALTHY COMMUNITIES: Exploring opportunities to improve public health outcomes and decrease health disparities

NEIGHBORHOOD INFRASTRUCTURE: Assessing conditions in Dallas neighborhoods to drive equitable public sector investments and understanding the impacts of climate change on the natural and built environment to improve environmental health

TRANSPORTATION EQUITY: Preparing for a 21st-century urban mobility by leveraging the region’s transportation investment to expand mobility options and improve transportation equity

Phase II

The Discovery Areas became the basis of an extensive Phase II scope of work. For several months, staff worked with internal and external stakeholders to build and strengthen partnerships, explore opportunities, analyze research, and review programs currently underway to comprehend the challenges that constrain Dallas’ resilience now and in the future.

A Community Advisory Committee, appointed and chaired by Regina Montoya, oversees the Phase II work. Dedicated to civic leadership on a variety of important subjects, Ms. Montoya also serves as the Chair of the Mayor’s Task Force on Poverty. For the past two years, the Task Force has built an extensive community education and engagement process with subject matter experts, service providers, and philanthropic organizations. The efforts and successes of the Task Force informed and undergirded the work of the Community Advisory Committee and supplemented the substantial work of the Discovery Area Working Groups. The Committee’s role was to bring a broad perspective and ensure the cross-cutting challenges confronting Dallas’ most vulnerable residents are not combated with single-focus programs, but with comprehensive multi-benefit solutions.

Four Discovery Area Working Groups were also created to do the hard, technical work of building new knowledge through research and analysis within four distinct focus areas. These working groups were led by a collaborating City department and consisted of six to 15 members of City staff and key external community partners. The leaders of each working group coalesced into an effective Steering Committee that met weekly with the Chief Resilience Officer to advance their independent work and ensure each of the four groups were cognizant of the intersections and opportunities in other study areas. The purpose of the Steering Committee was to synergize the work by each individual group to support and reinforce the overarching goals of the effort.

All this work culminated in the development of cross-cutting goals, initiatives, and actions that correspond with each of the four Discovery Areas and are intended to move Dallas toward greater equity on a number of intersecting social and economic measures. In addition to the four Discovery Areas, the Dallas Resilience Strategy includes goals and initiatives on the important and timely issues of equity and immigration.

While the goals, initiatives, and actions are organized into six distinct topical areas, they all work to address the city’s crucial need to advance equity. The data and information documented in this Strategy reveal deep, long-standing disparities in Dallas. It is worth noting many highly regarded community leaders have voiced their concern that if this disparity continues to persist and grow, it will erode the strength and resilience of the city as a whole. The robust economy of Dallas and the North Central Texas region rely on the city’s overall vigor and adaptability, particularly the readiness and capability of its workforce, the reach and effectiveness of its transportation system, and its ability to afford residents the opportunity to live healthy, productive lives.

RESILIENT DALLAS

development of

DEVELOPING THE STRATEGY

RESILIENCE

EQUITY

ENVIRONMENT

BUILT

TRANSPORTATION

ENERGY SECURITY

CLIMATE CHANGE

DISCOVERY AREAS

PUBLIC HEALTH

LEADERSHIP

POLICY

INCLUSIVE ECONOMY

HEALTHY COMMUNITIES

NEIGHBORHOOD INFRASTRUCTURE

TRANSPORTATION EQUITY

Phase Two

Final Discovery Areas Evaluated During Phase Two

Assessing conditions in Dallas neighborhoods to drive equitable public sector investments and understanding the impacts of climate change on the natural and built environment to improve environmental health

Preparing for a 21st-century urban mobility by leveraging the region’s transportation investment to expand mobility options and improve transportation equity

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Dallas is enriched by an abundance of residents and businesses, professional and technical experts, philanthropic foundations, nonprofits and social service providers, and multiple academic institutions—all of whom are committed to effectual civic governance. The success of this Strategy is due entirely to Dallas’ many thought leaders who dedicated their time, expertise, and research to shape this Strategy and the possibilities it contains. Experts and community leaders obligated themselves to countless hours of stakeholder workshops, oversight committees, and topic area work groups. Together they articulated Dallas’ ambitions and recognized our potential for a brighter future.
A RESILIENT DALLAS IS AN EQUITABLE DALLAS
Goal 1: Advance equity in City government.

DALLAS IS WELCOMING WHEN WE EMBRACE OUR DIVERSITY
Goal 2: Ensure Dallas is a Welcoming City to immigrants and all residents.

DALLAS WORKS WHEN OUR PEOPLE CAN MOVE
Goal 3: Increase economic mobility for Dallas’ vulnerable and marginalized residents.

DALLAS MOVES WHEN OUR PEOPLE CAN MOVE
Goal 4: Ensure Dallas provides residents with reasonable, reliable, and equitable access.

DALLAS IS HEALTHY WHEN OUR PEOPLE ARE HEALTHY
Goal 5: Leverage partnerships to promote healthy communities.

DALLAS IS WELCOMING WHEN OUR NEIGHBORHOODS THRIVE
Goal 6: Invest in neighborhood infrastructure to revitalize historically underserved neighborhoods.

RESILIENCE GOALS

DALLAS WORKS WHEN OUR PEOPLE CAN MOVE
Goal 4: Ensure Dallas provides residents with reasonable, reliable, and equitable access.

DALLAS IS HEALTHY WHEN OUR PEOPLE ARE HEALTHY
Goal 5: Leverage partnerships to promote healthy communities.

DALLAS THRIVES WHEN OUR NEIGHBORHOODS THRIVE
Goal 6: Invest in neighborhood infrastructure to revitalize historically underserved neighborhoods.

RESILIENCE DALLAS 17
Goal 7: Promote environmental sustainability to improve public health and alleviate adverse environmental conditions.
RESILIENT DALLAS 18

A Resilient Dallas is an equitable Dallas

The poverty rate in Dallas is outpacing its overall population growth. Unless we commit to understanding the root causes of disparity and the language it creates, we will be naive to the burdens imposed on our marginalized residents. Most importantly, we must examine the governmental policies and programs that reinforce these disparities and strip Dallas residents of opportunity.

Goal 1: Advance equity in City government.

Conduct an internal audit of City policies and programs through a shared learning process that includes trainings, data collection, and monitoring. Establish data-driven policy solutions to close the disparity gap.

Goal 2: Ensure Dallas is a Welcoming City to immigrants and all residents.

A Resilient Dallas is an equitable Dallas. The steps the City plans to take to tackle each goal.

Goal 3: Increase economic mobility for Dallas’ vulnerable and marginalized residents.

Leverage partnerships to promote healthy communities.

Goal 4: Ensure Dallas provides residents with reasonable, reliable, and equitable access.

Leverage neighborhood infrastructure to revitalize historically underserved neighborhoods.

Goal 5: Invest in neighborhood infrastructure to revitalize historically underserved neighborhoods.

Promote environmental sustainability to improve public health and alleviate adverse environmental conditions.

Goal 6: Promote environmental sustainability to improve public health and alleviate adverse environmental conditions.

Goal 7: Promote environmental sustainability to improve public health and alleviate adverse environmental conditions.

PARTNERS

Key public, private, nonprofit, and civic collaborators that will implement Resilient Dallas actions in the years ahead. Partnership is not exclusive and is meant to be a starting point.

LEAD

The agency or agencies taking the lead on each action.

ACTION

Specific policies or programs the City and its partners will deploy within each initiative to help achieve resilience goals.

HOW TO READ THIS SECTION

Resilient Dallas includes six goals, 20 initiatives, and 50 actions for residents, neighborhoods, the City, and our partners to implement. These actions, some of which are already underway, build on existing efforts or address program and policy gaps to further resilience in Dallas.

RESILIENCE VALUE

How the action will make Dallas stronger and better able to withstand multiple shocks and stresses.

LAUNCH TIMEFRAME

An estimate of when each action will begin.

LAUNCH TIMEFRAME

How the action will make Dallas stronger and better able to withstand multiple shocks and stresses.
A Resilient Dallas is an equitable Dallas

The poverty rate in Dallas is outpacing its overall population growth. Unless we commit to understanding the root causes of disparity and the inequities it creates, we will be naive to the burdens imposed on our marginalized residents. More importantly, we must examine the governmental policies and programs that reinforce these disparities and trap Dallas residents in poverty.

Goal 1: Advance equity in City government.

Confront the disparities that challenge our marginalized residents by committing to understanding, identifying and measuring inequity, tracking it over time, and adopting data-driven policy solutions to close the disparity gap.

1A. Build an equitable City administration and workplace culture.

1A.1 Conduct an internal audit of City policies to develop a common understanding of equity within the organization as an employer and as a service provider to our residents.

1A.2 Examine administrative policies and programs through a shared learning process that includes trainings, data collection, and monitoring.

Support and partner with anchor institutions and community-based efforts to advance equity initiatives across Dallas by recognizing and reconciling a history of inequity and fostering communication of social differences between diverse communities and individuals.

1B. Engage in external community conversation with Dallas Truth, Racial Healing & Transformation through intentional listening, examination of institutional racism in policies, and commitment to timely change.

1B.1 Support and partner with anchor institutions and community-based efforts to advance equity initiatives across Dallas by recognizing and reconciling a history of inequity and fostering communication of social differences between diverse communities and individuals.
In 2016, the Kellogg Foundation developed a Truth, Racial Healing & Transformation (TRHT) framework to guide communities in identifying and removing barriers to racial equity and reconciliation, as well as disavowing racism and the inequality of human value. Dallas is one of 14 recipients of a Kellogg Foundation grant to conduct our own TRHT effort, led by a community-based Steering Committee. The time is at hand for all of us to acknowledge our collective pain, challenge our perceptions about race and race relations, promote authentic relationship building and establish equitable policies that serve and benefit all, and not just a few. For our city to thrive, this is the transformation we all must seek.

Jerry Hawkins
Dallas Truth, Racial Healing & Transformation
In early 2018, the Dallas Truth, Racial Healing & Transformation (TRHT) Steering Committee selected Jerry Hawkins as the Director of Dallas TRHT. Hawkins is the former Project Director for Bachman Lake Together, a “collective impact” initiative that brings community-led early childhood education, family engagement programs, and additional neighborhood resources to the residents of northwest Dallas.

Joli Robinson
Co-Chair of the Dallas TRHT Steering Committee

1B.2 Support the efforts of Dallas ISD's Racial Equity Office by acknowledging race and place matter in educational achievement and collaborating on strategies and actions to drive timely change in neighborhoods where disparate conditions impact a child's ability to learn.

Dallas ISD Racial Equity Office
City of Dallas
Summer 2017 (City collaboration)
Promotes Leadership & Effective Management
Empowers a Broad Range of Stakeholders

1C.1 Review City policies and programs to assess opportunities for progress in achieving equity in service delivery.

City Manager’s Office
City of Dallas departments, philanthropic organizations
Fall 2018
Promotes Leadership & Engaged Communities
Empowers a Broad Range of Stakeholders

1C.2 Integrate Equity Indicators into Dallas 365 to demonstrate effectiveness in achieving equity in service delivery over time.

Office of Resilience, Office of Budget
City of Dallas departments
Summer 2018
Promotes Leadership & Effective Management
Empowers a Broad Range of Stakeholders
Fosters Long-Term & Integrated Planning

1D.1 Work with the City University of New York (CUNY) Institute for State and Local Governance and the University of Texas at Dallas (UTD) Institute for Urban Policy Research to design and publish equity indicators that measure and assess progress toward achieving greater equity in Dallas overall.

Office of Resilience
CUNY Institute for State and Local Governance, UTD Institute for Urban Policy Research
Winter 2017
Promotes Leadership & Effective Management
Empowers a Broad Range of Stakeholders
Fosters Long-Term & Integrated Planning

1D.2 Work with the Community Council of Greater Dallas, universities, philanthropic foundations, nonprofits, and service providers to develop and maintain an open-access data platform for curated, community-wide data to foster collaboration, align resources, drive actions, and measure outcomes in pursuit of shared community goals.

Department of Communication and Information Services, Community Council of Greater Dallas
University and nonprofit data curators
Fall 2018
Promotes Leadership & Engaged Communities
Empowers a Broad Range of Stakeholders
Fosters Long-Term & Integrated Planning

Dallas ISD Racial Equity Office
Dallas ISD has established a Racial Equity Office (REO) with the charge to eliminate systemic disparities and inequitable practices within the district, working collaboratively to achieve success for all student groups, with an emphasis on African American, English language learners, and students with dyslexia. The REO will develop and establish best practices for creating equitable, responsive, and culturally competent work and learning environments.
Dallas is welcoming when we embrace our diversity

Immigrants are a growing economic force in Dallas. From 2011 to 2016, immigrants accounted for more than 40% of Dallas’ total population growth, and they comprise almost 32% of the employed labor force. Their contribution to the Dallas economy is equally impressive: immigrant households earn more than $7.9 billion in total income and wield $5.4 billion in spending power.

Given the uncertainty of immigration reform at the federal level and the rancorous tenor of the national debate, it is incumbent upon local leadership to allay fears and promote the successful inclusion of immigrants in the social and economic fabric of our community.

Goal 2: Ensure Dallas is a Welcoming City to immigrants and all residents.

Promote and advance the economic, civic, and social inclusion of immigrants and refugees living in Dallas by implementing welcoming policies and initiatives.

2A Partner with Welcoming America to become a Certified Welcoming City, a national best practices program that assesses and scores a city’s strengths and achievements toward becoming an inclusive, welcoming place for immigrants.

2A.1 Audit City policies concerning government leadership, equitable access, civic engagement, cultural inclusion, education, economic development, neighborhood development, and public safety for implicit bias and ensure equitable consideration of immigrant residents and visitors.

2A.2 Assist in the development and implementation of a multi-use identification card for Dallas residents.

What is implicit bias?
Attitudes or stereotypes that affect our understanding, actions, and decisions without our conscious knowledge.

Office of Welcoming Communities and Immigrant Affairs
Welcoming America, New American Economy
Ongoing

Ensures Social Stability, Security & Justice
Supports Livelihood & Employment
Empowers a Broad Range of Stakeholders

GOAL 2: WELCOMING CITY
Develop a community leadership partnership strategy with a focus on immigration reception and increasing immigrant participation in civic life.

28.1 Recruit and develop a diverse base of “community ambassadors” to guide and inform people about available, reliable services and resources.

Office of Welcoming Communities and Immigrant Affairs
Welcoming America, Welcoming Plan Task Force; Cities for Action; Cities for Citizenship, New Americans Campaign
Fall 2018
Empowers a Broad Range of Stakeholders
Promotes Leadership & Effective Management

28.2 Develop a community awareness campaign about the economic, social, and cultural contributions immigrants and refugees make in Dallas.

Office of Welcoming Communities and Immigrant Affairs
Welcoming America, Welcoming Plan Task Force; Cities for Action; Cities for Citizenship, New Americans Campaign
Ongoing
Empowers a Broad Range of Stakeholders
Promotes Leadership & Effective Management

28.3 Encourage immigrants to participate in all facets of Dallas civic life and harness the significant population of residents who have been recently naturalized.

Office of Welcoming Communities and Immigrant Affairs
Welcoming America, New American Economy
Ongoing
Empowers a Broad Range of Stakeholders
Promotes Leadership & Effective Management

29. Improve immigrant access to government, nonprofit, and educational services and resources to foster well-being and prosperity.

2C.1 Collaborate with educational, community, and faith-based organizations in the development of multi-purpose welcoming hubs located in various welcoming spaces around Dallas.

Office of Welcoming Communities and Immigrant Affairs
Welcoming America, Welcoming Plan Task Force; Cities for Action; Cities for Citizenship, New Americans Campaign
Summer 2018
Supports Livelihood & Employment Fosters Economic Prosperity
Empowers a Broad Range of Stakeholders

2C.2 Increase the number of Dallas immigrants who become naturalized U.S. citizens by hosting citizen workshops on an annual basis.

Office of Welcoming Communities and Immigrant Affairs
Welcoming America, Welcoming Plan Task Force; Cities for Action; Cities for Citizenship, New Americans Campaign
Spring 2018
Supports Livelihood & Employment Fosters Economic Prosperity
Empowers a Broad Range of Stakeholders

2C.3 Inform the Dallas immigrant and refugee community of the 2020 Census and the importance of their participation.

Office of Welcoming Communities and Immigrant Affairs
Welcoming America, Welcoming Plan Task Force; Cities for Action; Cities for Citizenship, New Americans Campaign
Ongoing
Supports Livelihood & Employment Fosters Economic Prosperity
Empowers a Broad Range of Stakeholders

Implements leadership through new, collaborative strategies and engagement to improve citizen outcomes and promote equity.

2D.1 Continue to develop the Transitional Services Network (TSN) and increase access to available resources.

Office of Welcoming Communities and Immigrant Affairs
Welcoming America, Welcoming Plan Task Force; Cities for Action; Cities for Citizenship, New Americans Campaign
Ongoing
Empowers a Broad Range of Stakeholders
Promotes Leadership & Effective Management

2D.2 Develop full-service resource centers within welcoming hubs.

Office of Welcoming Communities and Immigrant Affairs
Welcoming America, Welcoming Plan Task Force; Cities for Action; Cities for Citizenship, New Americans Campaign
Ongoing
Empowers a Broad Range of Stakeholders
Promotes Leadership & Effective Management

2D.3 Assist in developing models of workforce development and educational training that help grow under-resourced communities.

Office of Welcoming Communities and Immigrant Affairs
Welcoming America, New American Economy
Ongoing
Empowers a Broad Range of Stakeholders
Promotes Leadership & Effective Management

2D.4 Assist in developing models of workforce development and educational training that help grow under-resourced communities.

Office of Welcoming Communities and Immigrant Affairs
Welcoming America, New American Economy
Ongoing
Empowers a Broad Range of Stakeholders
Promotes Leadership & Effective Management

Enhances opportunities for robust civic engagement.

2D.5 Provide opportunities for residents to engage in the development of multi-purpose welcoming hubs.

Office of Welcoming Communities and Immigrant Affairs
Welcoming America, Welcoming Plan Task Force; Cities for Action; Cities for Citizenship, New Americans Campaign
Ongoing
Empowers a Broad Range of Stakeholders
Promotes Leadership & Effective Management

2D.6 Provide opportunities for residents to engage in the development of multi-purpose welcoming hubs.

Office of Welcoming Communities and Immigrant Affairs
Welcoming America, Welcoming Plan Task Force; Cities for Action; Cities for Citizenship, New Americans Campaign
Ongoing
Empowers a Broad Range of Stakeholders
Promotes Leadership & Effective Management

Resident Dallas | 26

Resident Dallas | 27
Dallas works when our people work

Since the Great Recession, the city of Dallas has consistently maintained an unemployment rate below the national average, and the robust regional economy continues to boom beyond all expectations. Last year, the DFW metropolitan area generated the highest job growth rate in the country, only 7,000 jobs shy of New York’s total, a metropolitan area with triple our population.

Numerous factors coalesce to explain this economic phenomenon—low cost of living, business-friendly regulatory environment, minimal tax burden, central location and temperate climate, a well-diversified economic base—all similarly impressive. But these superlative features belie an insidious poverty rate and the swelling ranks of the working poor.

This paradox of crushing poverty in the face of a consistently strong economy is due to a mix of national and global trends coupled with Dallas’ unique economic characteristics and circumstances. For the prosperity of our residents and our city, Dallas must expand economic mobility to move the working poor into the comfort and security of middle-income life.

Goal 3: Increase economic mobility for Dallas’ vulnerable and marginalized residents.

Reduce income inequality and increase economic mobility by removing barriers and strengthening access to workforce development, support services, and financial coaching for people who seek to secure living wage employment.

What is economic mobility?
The ability of an individual, family or other group to change their economic status—usually measured in income.

Goal 3A: Embed robust workforce development strategies and community development policies, programs, and projects as primary components of the City’s new Economic Development Strategy.

3A.1 Prioritize workforce readiness and training, skills development, small business capacity-building, and access to wrap-around services to provide marginalized populations access to living wage jobs and career pathways.

RESIDENT DALLAS | 29
GOALS AND INITIATIVES

Dallas residents who experience significant barriers to living wage employment.

3B.1 Create a database of services and resources that help Dallas residents to find skills training, certification/education programming, and support services by service type, provider, or location. Establish a navigator service to facilitate access to these services and resources.

Community Council of Greater Dallas
Office of Community Care, Office of Economic Development, Communities Foundation of Texas
Promotes Leadership & Effective Management

3B.2 Build out referral networks and partnerships that provide individuals with skills and training opportunities in conjunction with services that remove barriers to accessing these opportunities, i.e. child care, language acquisition and transportation services.

Community Council of Greater Dallas
Office of Community Care, Office of Economic Development
Promotes Leadership & Effective Management

Community Council of Greater Dallas
Office of Economic Development
Promotes Leadership & Effective Management

3C.3 Establish joint partnerships with Dallas ISD for elected officials and executive-level administrative staff to meet routinely to identify and discuss policies, programs, and services of common interest that promote the well-being of Dallas students, such as immigration issues, the public health challenges of teen pregnancy, homelessness, and the growing number of disconnected youth.

Dallas ISD
City of Dallas, Mayor and City Council
Ongoing
Promotes Cohesive & Engaged Communities
Fosters Long-Term & Integrated Planning
Supports Livelihoods & Employment

3C.2 Support the Dallas County Promise scholarship program by aligning the City’s education initiatives with the Dallas County Community College District’s efforts, increasing awareness of the program among students, parents and educators, encouraging civic and business community engagement and promoting membership programs.

City of Dallas, Mayor and City Council
Ongoing
Promotes Cohesive & Engaged Communities
Fosters Long-Term & Integrated Planning
Supports Livelihoods & Employment

らないDallas Community College District
City of Dallas, Mayor and City Council
Ongoing
Promotes Cohesive & Engaged Communities
Fosters Long-Term & Integrated Planning
Supports Livelihoods & Employment

3C.1 Champion community efforts that ensure all Dallas students have access to a quality education that provides the skills and knowledge necessary to succeed in the 21st-century workforce; and by middle school graduates are career- and college-ready with access to post-secondary opportunities for education, certification, or employment.

Collaborate with the Community Council of Greater Dallas to develop outreach strategies, programs, and workforce services for Dallas residents who experience worklessness.

3B. Good governance, efficient service delivery, strong partnerships and an engaged community.

3A.1 Create an advisory board of primary institutional partners to serve as an inclusive economic growth collaborative with a charge to create a regional workforce ecosystem by identifying gaps in current systems, convening additional partners and service providers, encouraging collaborations and partnerships in advocacy initiatives, aligning funding and resources, and implementing outcome measures.

To learn more about the City of Dallas’ efforts to help residents, visit Dallas.org.

Promotes Leadership & Effective Management
Fosters Economic Prosperity
Supports Livelihoods & Employment

“Someone’s going to figure out the urban issues. Why shouldn’t it be the people who live here? They have a vested interest in their neighborhoods.”

Rababa Abdulhadi, President of Paul Quinn College

Collaborate with the Community Council of Greater Dallas to develop outreach strategies, programs, and workforce services for Dallas residents who experience significant barriers to living wage employment.

City of Dallas Mayor’s Office of Community Care, Office of Economic Development
Promotes Leadership & Effective Management

What is a food desert? It’s anywhere in the country where people live more than one mile from a place where they can buy fresh fruits and vegetables or buy packaged foods from a supermarket more than once a week.

Collaborate with the Community Council of Greater Dallas to develop outreach strategies, programs, and workforce services for Dallas residents who experience significant barriers to living wage employment.

City of Dallas Mayor’s Office of Community Care, Office of Economic Development
Promotes Leadership & Effective Management

GOALS AND INITIATIVES

What is a food desert? It’s anywhere in the country where people live more than one mile from a place where they can buy fresh fruits and vegetables or buy packaged foods from a supermarket more than once a week.

City of Dallas Mayor’s Office of Community Care, Office of Economic Development
Promotes Leadership & Effective Management

What is a food desert? It’s anywhere in the country where people live more than one mile from a place where they can buy fresh fruits and vegetables or buy packaged foods from a supermarket more than once a week.
Partner with key community stakeholders, including the Dallas County Community College District, community-based organizations, and local foundations to explore successful financial empowerment center models that leverage municipal engagement or support.

3D.1 Formalize a partnership with key stakeholders to develop a strategy for creating and implementing a financial empowerment center; identify roles and responsibilities of each stakeholder.

What is a financial empowerment center? The purpose of these community-based centers is to provide education, information, and services that improve the financial stability of low- and moderate-income residents through services such as financial coaching and other resources for navigation out of poverty at a community/neighborhood level.

Dallas County Promise
The Dallas County Community College District (DCCCD) Foundation is bringing meaningful change and opportunity for students through its Dallas County Promise program. Starting this year, seniors of participating high schools will receive a full tuition scholarship to any DCCCD college, regardless of income or high school GPA. To help them navigate the ins and outs of the college experience, scholars are paired with a success coach, who provides support from the end of their senior year through college completion. Scholars are also eligible for transfer scholarships to UNT Dallas and Southern Methodist University, and DCCCD expects even more universities to participate in the future.

“The cost of college can be a deciding factor in whether or not students attend college. This program helps to remove that barrier and ensures that our students are even more prepared to join the ranks of an educated, well-trained workforce.”

Dr. Michael Hinojosa
Superintendent of the Dallas Independent School District
This will necessitate changes in transportation priorities and investments, as well as a new approach to city building and urban design. Dallas has already begun the transformation to higher density with a mix of land uses. Our transportation planners have also acknowledged the need to reclaim portions of our expansive rights-of-way to accommodate the range of mode choices within the public realm. Streets must be physically redefined to safely accommodate pedestrians, cyclists, shared mobility vehicles, and public transit, in addition to the private automobile. The gradual and successful transition of all these aspects will build not only a superior transportation system, but also economic and social equity for transit-dependent people who today are denied opportunities available to their more mobile counterparts.

Goal 4: Ensure Dallas provides residents with reasonable, reliable, and equitable access.

Ensure our local and regional transit system provides transit-dependent residents with reasonable, reliable, and equitable access to employment, housing opportunities, and quality services that foster well-being.

4A Ensure the Strategic Mobility Plan incorporates transportation equity into all elements of the plan, including the vision, goals, guiding principles, partnerships, resource allocation, and funding priorities.

4A.1 Incorporate extensive community conversations with system users and transit-dependent populations into the plan development process.

Department of Transportation
Transit Users

Summer 2018

Promotes Cohesive & Engaged Communities
Provides Reliable Communication & Mobility

What is accessibility? The relative ease of reaching a meaningful destination, such as work, school, health care, shopping or services. Accessibility measures should focus on equity in service delivery, affordability, health and safety.

What is transit-dependent? Individuals with limited automobile access who rely on public transportation for daily activities, usually because of age, income or ability.

LEADERSHIP & STRATEGY
INFRASTRUCTURE & ENVIRONMENT
ECONOMY & SOCIETY

GOAL 4: EQUITABLE ACCESS

What is accessibility? What is transit-dependent?
**GOALS AND INITIATIVES**

**DART** Board to establish and with Dallas’ priorities.

**Recommendations to guide decision-making and align representation**

**4.2** Identify and rely on advocacy groups to expand outreach efforts and deepen understanding of barriers and challenges confronting transit users.

- Department of Transportation
- Transportation advocacy groups

**Summer 2018**

- Promotes Citizen Engagement & Fosters Communities
- Provides Reliable Communication & Mobility
- Empowers a Broad Range of Stakeholders

**4.3** Use community input and data to inform the creation of the Strategic Mobility Plan vision statement, goals, and policy recommendations.

- Department of Transportation
- Dallas Area Rapid Transit, Regional Transportation Council, Texas Department of Transportation, North Texas Mobility Authority, Dallas County, North Central Texas Council of Governments

**Fall 2018**

- Foster Long-Term & Integrated Planning
- Promotes Leadership & Effective Management
- Provides Reliable Communication & Mobility

**Regularly convene Dallas members of the Dallas Area Rapid Transit (DART) Board to establish and formalize City goals and policy recommendations to guide decision-making and align representation with Dallas’ priorities.**

- Department of Transportation
- Dallas DART Board members
- Ongoing

- Promotes Leadership & Effective Management
- Fosters Long-Term & Integrated Planning

**UTA Transportation Equity Study**

Dr. Shima Hamidi at the University of Texas at Arlington is producing groundbreaking research on improving transportation equity within the city, including affordability, job and transit accessibility, and social equity, and transit quality. The City commissioned the study to understand how Dallas can increase transportation investments to strengthen access to employment, education, and healthcare for its transit-dependent residents.

- Department of Transportation
- UTA CTEDD, Department of Communication & Information Services

**4.1** Collaborate with the UTA Center for Transportation Equity, Diversity & Inclusion (CTEDDD) on the Opportunity Scan Study to advance research at the neighborhood level and use GIS analysis to identify system gaps and deficiencies.

**4.2** Collaborate with DART and major employers and stakeholders to create mechanisms to fund and operationalize first-mile/last-mile mobility solutions for major employment centers.

**4.3** Create a joint DART/City trial infrastructure needs inventory and urban design standards to guide capital investment in transit facilities and supporting infrastructure.

**4.4** Improve transportation access to employment, housing, education, health care, and other essential services for Dallas residents by addressing neighborhood infrastructure and system operational standards.

**4.1** Collaborate with the UTA Center for Transportation Equity, Diversity & Inclusion (CTEDDD) on the Opportunity Scan Study to advance research at the neighborhood level and use GIS analysis to identify system gaps and deficiencies.

**Summer 2018**

- Promotes Continuity of Critical Services
- Provides & Enhances Natural & Manmade Assets
- Foster Long-Term & Integrated Planning

**What is GIS analysis?**

Geographic Information System (GIS) applications allow users to create interactive searches, analyze spatial data, and visualize the results of all these operations.

- Department of Transportation
- DART, major employers at the International Inland Port of Dallas

- Ongoing

- Provides Reliable Communication & Mobility
- Fosters Economic Prosperity
- Provides & Enhances Natural & Manmade Assets

**What first mile/last mile?**

When transportation accessibility and quality extends to first-mile/last-mile mobility (commonly known as "first mile/last mile"), it means it benefits “the overall distant or remote areas” (usually 1 to 1.5 miles).

- Department of Transportation
- Ongoing

- DART, Department of Planning and Urban Design, Department of Public Works

**Fall 2019**

- Provides & Enhances Natural & Manmade Assets
- Provides Reliable Communication & Mobility
- Promotes Leadership & Effective Management

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Dallas is healthy when our people are healthy

“The strength of a community can be measured by how well it cares for its youngest and most vulnerable residents...”
—Christopher J. Durovich, President and CEO of Children’s Health System of Texas

For the past 15 years, Children’s Health has produced a comprehensive report, Beyond ABC, that examines the quality of life of children in North Texas. Childhood well-being is measured not only by the physical, emotional, and mental health of an individual, but also by broader social and economic determinants that impact the lives of children.

Beyond ABC observes that despite recent improvement in many measures, significant disparity persists. Dallas has double the national average of uninsured. Nearly one-third of Dallas children live in poverty, and more than 160,000 lack sufficient nutrition to lead active, healthy lives.

Dallas was recently selected as only one of five cities to participate in a national collaborative with public health experts and researchers from the Milken Institute School of Public Health at George Washington University in Washington, D.C. This program has enriched and deepened our understanding of the adversities facing Dallas’ children in their homes and neighborhoods. Moving forward, Dallas will partner with governmental agencies (city, county, and school district), health providers, and community-based partners to share data, align programs, develop strategies, and advocate for improved health outcomes for our youngest and most vulnerable residents.

Goal 5: Leverage partnerships to promote healthy communities.

Strengthen partnerships with anchor institutions to understand and address the social determinants of health and improve the well-being of Dallas residents in neighborhoods of concentrated poverty.

5A Develop new collaborative strategies and align resources to address health disparities for children and families living with the toxic stress generated by adverse economic, social, and environmental conditions of poverty and blight.

What are social and economic determinants?
The complex, integrated, and overlapping social structures and economic systems in which people live that are responsible for most health inequities. These include factors like socioeconomic status, education, the physical environment, employment, and social support networks, as well as access to health care.
In 2017, the City of Dallas opened a new Office of Community Care within the Office of Management and Service Delivery. The reports provided best practices to improve public health outcomes and to identify and prioritize strategies with key stakeholders and social service providers. The City focused on shared innovative opportunities for improving service delivery across the City. The City tested the Building Community Resilience (BCR) model to ensure equitable public health outcomes. The BCR model focuses on identifying and strengthening systems to improve public health outcomes, which are associated with Adverse Childhood Experiences (ACEs). The model provides a framework for the City to understand the intersections of public health with education, justice, and housing. The City is currently working with the National Association of City and County Health Officials, Children’s Health, Childcare Providers, Dallas County/Human Services divisions, and partners to align funding and resources to improve public health outcomes.

CityMart developed the Dallas Opportunity Community Care an integral part of everyday pediatric care. The BCR model focuses on identifying and strengthening systems to improve public health outcomes, which are associated with Adverse Childhood Experiences (ACEs). Dallas, one of only six cities selected to test and implement the BCR model, has already launched several initiatives, including Family University, which connects parents in the Early Head Start program with experts in education, health, and social services.

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and alleviating the adverse health impacts of living in a health care desert.

5B.2 Partner on land acquisition and infrastructure improvements for the development of the Integrated Health Clinic in southern Dallas, providing access to
infrastructure improvements for the GOALS AND INITIATIVES

What is a health care desert?

Areas where doctors and facilities are isolated (or nonexistent) and patients have to travel long distances to receive care.

5B.3 Fully implement Priority Dispatch program that evaluates and prioritizes the appropriate level of response to 911 calls, use data to evaluate future staffing and resource needs.

What is a pandemic?

An epidemic of an infectious disease that has spread across a very wide area.

5C.1 Develop and adopt a comprehensive patient tracking system capable of tracking patients from EMS/trauma through the hospital system and temporary housing until patients are reunified with their families; this system will be scalable to other cities in the region that use the Bio-Tel system.

What is the Bio-Tel system?

A secondary dispatch that evaluates hospital capacity to reassign emergency patients with the hospital system that can provide the event appropriate care in the timelast manner.

5C.2 Identify and plan for housing options in the event (a) a large number of individuals are displaced for extended periods of time or (b) a pandemic public health emergency creates the need for quarantine housing for a large number of people receiving treatment.

Emergency Preparedness Seminar

In December, the City’s executive leadership participated in a seminar conducted by the Center for Homeland Defense and Security (CHDS) Mobile Education Team (MET). During the seminar, the MET guided participants through a realistic scenario designed to improve the city’s resilience strategies in the event of a public health crisis.
Dallas thrives when our neighborhoods thrive

Goal 6: Invest in neighborhood infrastructure to revitalize historically underserved neighborhoods.

Improve the quality of the natural and built environment through sustained and intentional public-sector commitment of services, resources, and infrastructure funding.

6A.1 Partner with the Trust for Public Land in leveraging the robust GIS platform it created to analyze and assess the long-term resources and funding commitments necessary to build and maintain open space infrastructure with additional GIS-based datasets such as the Market Value Analysis, socioeconomic demographics, and social determinants of health; commit to using this analytic tool to evaluate significant public investment in infrastructure, housing, economic development projects, and environmental initiatives.

Department of Communication and Information Services, Trust for Public Land Department of Public Works, Office of Economic Development, Policy Solutions at the Reinvestment Fund, Department of Housing and Neighborhood Revitalization, Department of Planning and Urban Design

Recognize and institutionalize the need for a multi-pronged, coordinated, place-based approach and the long-term commitment necessary to achieve holistic revitalization in low- and moderate-income neighborhoods.

What is the Market Value Analysis?
A data-based tool to assist policymakers, residents, and other stakeholders in understanding the local residential real estate market and informing policy around housing program design, production levels, and incentives.

Robert Kent
The Trust for Public Land
Robert Kent is the North Texas Area Director for the Trust for Public Land—a national nonprofit working to bring high-quality parks, trails, and green spaces within a 10-minute walk of every Dallas resident. The organization is helping the City integrate data into sustainable public policy solutions to our most pressing environmental health issues.

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Dallas Leading the Way

Dallas has been an environmental leader in North Texas for decades. In the 1960s, the City concerned the fact emitting money for the region, and today has the largest and most robust urban air program in Texas. In June 2017, Mayor Rawlings joined 382 U.S. City Mayors to pledge Dallas would honor its commitment to improve air quality and reduce carbon emissions in accordance with the Paris Climate Agreement.

Dallas Bond Program

In November 2017, Dallas voters approved a $1.05 billion Bond Program to address critical infrastructure needs, including upgrades to the city’s aging traffic signals and drainage projects to control flooding and erosion. Bond funds will also pay for quality of life improvements to pledge Dallas would honor its commitment to improve air quality and reduce carbon emissions in accordance with the Paris Climate Agreement.

Go to page 2 of 5

What is a place-based approach? Bottom-up approach to community development that aims to address the unique needs of neighborhoods—such as poor housing, social isolation, poor or fragmented service delivery, or financial insecurity—enables communities at the local level to identify the best resources.

6A.2 Create a cross-departmental committee with executive-level leadership and representation from the Department of Housing and Neighborhood Revitalization, the Department of Public Works, the Department of Transportation, the Department of Code Enforcement, the Office of Economic Development, the Office of Fair Housing, the Office of Environmental Quality, the Office of Homeless Solutions, the Office of Community Care, and the Office of Resilience to establish common goals, strategies, and actions that address the disparities and adverse community conditions (economic, social, physical, and environmental) present in low- and moderate-income neighborhoods.

6A.3 Strategically target public commitment of resources and investment using data-driven analysis that leverages and supports the work of the nonprofit and philanthropic sector and serves as a catalyst for private-sector investment to unlock development potential for housing and neighborhood services.

Jennifer Sanders
Dallas Innovation Alliance

As co-founder and executive director of DIA, Jennifer Sanders has assembled a network of organizations to design and execute an aligned smart city strategy. Sanders, brings more than 12 years of experience in a broad range of industries, including energy, technology, and economic development.

Office of the Bond Program
Office of Economic Development, Department of Housing and Neighborhood Revitalization, Department of Public Works, Department of Park and Recreation, Trinity Watershed Management, Department of Equipment and Building Services, Office of Homeless Solutions

Jennifer Sanders
Dallas Innovation Alliance

The buzzword at DIA is "smart"—smart lighting, smart parking, even smart water—efforts that sit at the intersection of data, technology, and community. DIA’s most recent endeavor, the Dallas Innovation District Lab, will showcase these and other smart city elements, serving as a scalable model for Dallas to incorporate economic development, creative resources, and improve the quality of life for all residents.

Dallas Innovation District Lab

Jennifer Sanders
Dallas Innovation Alliance

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Goal 7: Promote environmental sustainability to improve public health and alleviate adverse environmental conditions.

Embrace nature-based solutions to the environmental and public health challenges impacting Dallas’ marginalized communities.

Laura Huffman
The Nature Conservancy
Laurahuffman@nature.org

Dr. Kathy Jack
University of North Texas
Kathy.Jack@unt.edu

Janette Monear
Texas Trees Foundation
Janette.Monear@TexasTreesFoundation.org

The Nature Conservancy is leading the effort to advise Dallas’ most pressing environmental health challenges. During the last six months, the Conservancy has engaged more than 50 community leaders in identifying the air quality, urban heat, water quality and quantity, and access to green spaces challenges facing Dallas. The Conservancy and its partners, the City of Dallas, The Nature Conservancy, and The Friends of the Trinity River, have worked together to develop a framework to address these challenges comprehensively and collaboratively.

The Nature Conservancy
Fosters long-term & integrated planning
Ensures social, economic & environmental stability, security & justice
Ensures public health
Promotes leadership & effective communications
Provides reliable management of critical services
Empowers a broad continuum of stakeholders
Maintains and enhances natural and manmade assets
Supports Livelihoods & Employment

Laura Huffman, state director for The Nature Conservancy in Texas and founding director of the Conservancy’s North America Cities program, created to support cities as they integrate natural infrastructure into local planning and development.

Dr. Kathy Jack has more than 15 years of experience using environmental technology to identify nature-based solutions to resource problems—energy, food, and water. As Dallas Urban Conservation Associate, Dr. Jack has mobilized public, private, and nonprofit partners, enlisting in this problem-solving effort at a citywide level.

Janette Monear, President/CEO of the Texas Trees Foundation, is dedicated to creating livable, green, and resilient communities through trees, green infrastructure, and sustainable design. Based in education, research, and creative vision, Monear is a pioneer in urban forestry. She is a frequent speaker at national and local conferences and a leader in organizational development.

What is green infrastructure?
Green infrastructure is an approach to water management that restores the natural water cycle by integrating the natural environment and engineered systems.

In early 2018, the City’s Office of Environmental Quality hosted the inaugural North Texas Climate Change Summit, where local leaders, scientists, and other experts discussed climate risk and mitigation strategies for North Texas. As the region continues to grow, challenges with air quality and emissions will pose an increasing threat. Dallas must stay ahead of these trends and meet these challenges with innovative, market-based solutions.

Promote partnership efforts to implement green infrastructure projects in neighborhoods disproportionately vulnerable to the impacts of the urban heat island effect, poor water quality, and poor air quality.

7B.1 Collaborate on Cool, Clean, Resilient Dallas, a pilot project to identify ecologically vulnerable neighborhoods for targeted tree plantings, green stormwater infrastructure projects, and open space accessibility.

7B.2 Invest in alternative energy.

Implementing alternative energy options for city operations and buildings is one of the ways Dallas can reduce greenhouse gas emissions. By investing in sustainable energy sources, Dallas will not only reduce its carbon footprint but also increase energy efficiency and reduce operating costs.

7B.2.1 Invest in renewable energy for city operations.

The City of Dallas has set a goal to achieve 60% of its electricity needs from renewable sources by 2020. This includes wind and solar energy, which are considered clean and renewable. The city is working on projects like the SEDAN FLEET, which aims to reduce greenhouse gas emissions from transportation.

7B.2.2 Build certifiable green buildings.

The City of Dallas is committed to building green, sustainable, and healthy buildings for its residents and employees. The city has implemented standards for energy efficiency, water conservation, and indoor air quality in new buildings.

7B.2.3 Increase the use of alternative fuels.

The City of Dallas is also looking into the use of alternative fuels, such as biodiesel and compressed natural gas, to reduce its dependence on fossil fuels. This will not only reduce greenhouse gas emissions but also improve air quality for residents.
The Dallas Equity Indicators project was developed in collaboration with the City University of New York’s Institute for State and Local Governance (CUNY ISLG) and the University of Texas at Dallas’ Institute for Urban Policy Research (UTD IUPR) as a comprehensive tool to help Dallas understand and measure equity in our community.

The Equity Indicators tool is designed to measure disparities faced by marginalized or disadvantaged groups, such as racial and ethnic minorities, immigrants, or individuals living in poverty, and whether those disparities are improving or worsening. Disparity is measured across six thematic areas: Economic Opportunity, Education, Housing and Neighborhood Quality, Justice and Government, Public Health, and Transportation and Infrastructure.

The Equity Indicators will be used as a framework for residents, business and nonprofit leaders, City administrators, and elected officials to understand the power of governmental policy in providing opportunity to all residents. More importantly, this tool can demonstrate the effectiveness of current public policies and initiatives and highlight areas where new efforts may be needed to ensure all residents have access to opportunities to improve their lives and provide for their families.

The indicators and findings will be publicly available so communities can hold the City accountable for its work in analyzing the current barriers to opportunity and its promises to advance equity and improve conditions for all its residents. The City is committed to increasing transparency through the annual measurement and publication of this data, which will provide a clear view into the disparities in our community.
<table>
<thead>
<tr>
<th>INITIATIVE</th>
<th>ACTION</th>
<th>LEAD</th>
<th>PARTNERS</th>
<th>LAUNCH TIMEFRAME</th>
</tr>
</thead>
<tbody>
<tr>
<td>Goal 1: Advance equity in City government.</td>
<td>1A.1 Conduct an internal audit of City policies to develop a common understanding of equity within the organization as an employer and as a service provider to our residents.</td>
<td>City Manager’s Office</td>
<td>Equity consultant</td>
<td>Fall 2018</td>
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<tr>
<td></td>
<td>1A.2 Examine administrative policies and programs through a shared learning process that includes trainings, data collection, and monitoring.</td>
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<td>Spring 2019</td>
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<td></td>
<td>1A.3 Engage in external community conversation with Dallas Truth, Racial Healing and Transformation through intentional learning, examination of institutional racism in policies, and commitment to timely change where needed.</td>
<td>Dallas Truth, Racial Healing and Transformation</td>
<td></td>
<td>Fall 2018</td>
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<td></td>
<td>1A.4 Support the efforts of Dallas ISD’s Racial Equity Office by acknowledging race and place matter in educational achievement and collaborating on strategies and actions to drive timely change in neighborhoods where disparate conditions impact a child’s ability to learn.</td>
<td>Dallas ISD Racial Equity Office</td>
<td></td>
<td>Fall 2018</td>
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<tr>
<td></td>
<td>1A.5 Review City policies and programs to assess opportunities for progress in achieving equity in service delivery.</td>
<td>City Manager’s Office</td>
<td>City of Dallas departments, philanthropic organizations</td>
<td>Fall 2018</td>
</tr>
<tr>
<td></td>
<td>1B.1 Integrate Equity Indicators into Dallas 360 to demonstrate effectiveness in achieving equity in service delivery over time.</td>
<td>Office of Resilience</td>
<td>City of Dallas departments</td>
<td>Summer 2018</td>
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<td></td>
<td>1B.2 Work with the City University of New York (CUNY) Institute for State Local Governance and the University of Texas at Dallas (UTD) Institute for Urban Policy Research to design and implement Equity Indicators that measure and assess progress toward achieving greater equity in Dallas over time.</td>
<td>Office of Resilience</td>
<td>CUNY Institute for State and Local Governance, UTD Institute for Urban Policy Research</td>
<td>Spring 2018</td>
</tr>
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<td>Dallas ISD Racial Equity Office</td>
<td></td>
<td>Summer 2017 (City collaboration to begin Summer 2018)</td>
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<td></td>
<td>1C.1 Commit to identifying and measuring inequality and collaborating on strategies and actions to drive timely change in neighborhoods where disparate conditions impact a child’s ability to learn.</td>
<td>Department of Communication and Information Services, Community Council of Greater Dallas</td>
<td>University and nonprofit data curators</td>
<td>Fall 2018</td>
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</tbody>
</table>
Dallas is welcoming when we embrace our diversity

<table>
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<tr>
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</thead>
<tbody>
<tr>
<td>2A.1</td>
<td>Audit City policies concerning government leadership, equitable access, civic engagement, cultural inclusion, education, economic development, neighborhood development, and public safety for implicit bias and ensure equitable consideration of immigrant residents and visitors.</td>
<td>Welcoming America, New American Economy</td>
<td>Ongoing</td>
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<tr>
<td>2A.2</td>
<td>Assist in the development and implementation of a multi-use identification card for Dallas residents.</td>
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<td>2B.1</td>
<td>Recruit and develop a diverse base of “community ambassadors” to guide and inform people about available, reliable services and resources.</td>
<td>Welcoming America, New American Economy</td>
<td>Ongoing</td>
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<td>2B.2</td>
<td>Develop a community awareness campaign about the economic, social, and cultural contributions immigrants and refugees make in Dallas.</td>
<td>Office of Community Care, Office of Welcoming Communities and Immigrant Affairs</td>
<td>Fall 2018</td>
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<td>2B.3</td>
<td>Encourage immigrants to participate in all facets of Dallas civic life and harness the significant population of residents who have been recently naturalized.</td>
<td>Office of Welcoming Communities and Immigrant Affairs</td>
<td>Ongoing</td>
<td></td>
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<tr>
<td>2B.4</td>
<td>Assist in developing models of workforce development and educational training that help grow under-resourced communities.</td>
<td>Office of Welcoming Communities and Immigrant Affairs</td>
<td>Ongoing</td>
<td></td>
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<tr>
<td>2C.1</td>
<td>Collaborate with educational, community, and faith-based organizations in the development of multi-purpose welcoming hubs located at various welcoming spaces around Dallas.</td>
<td>Welcoming America, Welcoming Plan Task Force, Cities for Action, Cities for Citizenship, New Americans Campaign</td>
<td>Summer 2018</td>
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<tr>
<td>2C.2</td>
<td>Increase the number of Dallas immigrants who become naturalized U.S. citizens by hosting citizen workshops on an annual basis.</td>
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<td>Spring 2018</td>
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<td>2C.3</td>
<td>Inform the Dallas immigrant and refugee community of the 2020 Census and the importance of their participation.</td>
<td></td>
<td>Ongoing</td>
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</tbody>
</table>

Goal 2

Ensure Dallas is a Welcoming City to immigrants and all residents.

- Improve immigrant access to government, nonprofit, and educational services and resources to foster well-being and prosperity.
- Develop a community leadership partnership strategy with a focus on immigration reception and increasing immigrant participation in civic life.
- Partner with Welcoming America to become a Certified Welcoming City, a national best practices program that assesses and scores a city’s attempts and achievements toward becoming an inclusive, welcoming place for immigrants.

2A.2 Audit City policies concerning government leadership, equitable access, civic engagement, cultural inclusion, education, economic development, neighborhood development, and public safety for implicit bias and ensure equitable consideration of immigrant residents and visitors.
Dallas works when our people work

**Goal 3**

**Expand economic opportunity for Dallas’ vulnerable and marginalized residents.**

**Initiative**

3A.1 Embed robust workforce development strategies and community development policies, programs, and projects as primary components of the City’s new Economic Development Strategy.

3A.2 Create an advisory board of primary institutional partners to serve as an inclusive-economic growth collaborator with a charge to create a regional workforce ecosystem by identifying gaps in current systems, convening additional partners and service providers, encouraging aligning and leveraging efforts and resources, ongoing funding and resources, and establishing outcome measures.

3B.1 Create a database of services and resources and a user-friendly portal for people to find skills training, certification/credentialing programs, support services, service type, provider, or location; establish a navigator service to facilitate access to these services and resources.

3B.2 Build out referral networks and partnerships that provide individuals with skills and training opportunities in conjunction with services that remove barriers to accessing those opportunities, i.e. child care, language acquisition skills, and transportation services.

3C.1 Establish joint partnerships with Dallas ISD for elected officials and executive-level administrative staff to meet routinely to identify and discuss policies, programs, and services of common interest that promote the well-being of Dallas students, such as immigration issues, the public health challenges of teen pregnancy, homelessness, and the growing number of disconnected youth.

3C.2 Support the Dallas County Promise scholarship program by aligning the City’s education initiatives with the Dallas County Community College District efforts, increasing awareness of the program among students, parents and educators, aligning funding and resources to support the program, and developing and implementing strategies that will reduce barriers to accessing educational opportunities.

3C.3 Advise with chambers of commerce, leading employers, and the Dallas business community in support of apprenticeships, paid internships, and other on-the-job training models that offer employment to target populations, such as out-of-school youth and single parents.

3D.1 Formalize a partnership with key stakeholders to develop a strategy for creating a financial empowerment center; identify roles and responsibilities of each stakeholder.

3D.2 Assess potential repurposing of underutilized City facilities as locations for financial empowerment centers, informed by the Community Needs Assessment developed by the Community Council of Greater Dallas.

**Action**

**LEAD**

3A.1 Office of Economic Development

3B.1 Office of Community Care

3C.1 Dallas ISD

3D.1 Dallas County Community College District

3D.2 City of Dallas, Mayor and City Council

**Partners**

3A.1 Workforce Solutions of Greater Dallas, Community Council of Greater Dallas, Economic Development consultant

3B.1 Office of Community Care, Office of Economic Development, Communities Foundation of Texas

3C.1 Workforce Solutions of Greater Dallas, Community Council of Greater Dallas, Dallas County Community College District, Dallas and Richardson ISDs, Dallas Regional Chamber

3D.1 Office of Community Care, Dallas ISD

**Launch Timeline**

- Fall 2018
- Spring 2019
- Yet to be determined
- Ongoing
- 2019
Dallas moves when our people can move

**Goal 4**
Ensure Dallas provides residents with reasonable, reliable, and equitable access.

**INITIATIVE**

- Ensure the Strategic Mobility Plan incorporates transportation equity into all elements of the plan, including the vision, goals, guiding principles, partnerships, resource allocation, and funding priorities.

- Regularly convene Dallas members of the Dallas Area Rapid Transit (DART) Board to establish and formalize City goals and policy recommendations to guide decision-making and align representation with Dallas’ priorities.

- Improve transportation access to employment, housing, education, health care, and other essential services for Dallas residents by addressing neighborhood infrastructure and system operational standards.

**ACTION**

- **4A.1** Incorporate extensive community conversations with system users and transit-dependent populations into the plan development process.

- **4A.2** Identify and rely on advocacy groups to expand outreach efforts and deepen understanding of barriers and challenges confronting transit users.

- **4A.3** Use community input and data to inform the creation of the Strategic Mobility Plan vision statement, goals, and policy recommendations.

- **4B.1** Regularly convene Dallas members of the Dallas Area Rapid Transit (DART) Board to establish and formalize City goals and policy recommendations to guide decision-making and align representation with Dallas’ priorities.

- **4C.1** Collaborate with the UTA Center for Transportation Equity, Decisions & Dollars (CTEDD) on the Opportunity Score Study to address research at the neighborhood level and use GIS analysis to identify system gaps and deficiencies.

- **4C.2** Collaborate with DART and major employers and stakeholders to create mechanisms to fund and operationalize first mile/last mile mobility solutions for major employment centers.

- **4C.3** Create a joint DART/City transit infrastructure needs inventory and urban design standards to guide capital investment in transit facilities and supporting infrastructure.

- **4A.4** Incorporate extensive community conversations with system users and transit-dependent populations into the plan development process.

- **4A.5** Identify and rely on advocacy groups to expand outreach efforts and deepen understanding of barriers and challenges confronting transit users.

- **4A.6** Use community input and data to inform the creation of the Strategic Mobility Plan vision statement, goals, and policy recommendations.

**LEAD**

- Department of Transportation

**PARTNERS**

- Dallas DART Board members

**LAUNCH TIMEFRAME**

- Summer 2018
- Fall 2019
- Ongoing
Dallas is healthy when our people are healthy

**Goal 5**

**Leverage partnerships to promote healthy communities.**

**INITIATIVE**

- **5A.1** Work with the Milken Institute School of Public Health to identify and understand the health disparities produced by adverse community environments.
- **5A.2** Collaborate with Dallas County Health & Human Services, the Community Council of Greater Dallas, Children’s Health, Parkland Health & Hospital System, and the American Heart Association to share data and conduct a geospatial analysis of health disparities; identify specific strategies and programs to address these disparities.
- **5A.3** Use a data-driven approach to determine service needs, establish targets and metrics, form partnerships, and align funding to further meaningful program outcomes for federally funded programs, such as Community Development Block Grants (CDBG), Emergency Solutions Grants (ESG), and Housing Opportunities for Persons With AIDS (HOPWA).
- **5A.4** Implement Rapid Integrated Group Healthcare Team (RIGHT) Care, a response team of specially trained and equipped paramedics, police officers, and mental health professionals dispatched for behavioral health emergencies.
- **5A.5** Collaborate with Dallas County Health & Human Services, the Community Council of Greater Dallas, Children’s Health, Parkland Health & Hospital System, and the American Heart Association to share data and conduct a geospatial analysis of health disparities; identify specific strategies and programs to address these disparities.
- **5B.1** Expand the community paramedic program and explore an enhanced community health worker program to improve health and access to health care for high-frequency users by providing patient navigation, advocacy, and education services.
- **5C.1** Develop and adopt a comprehensive patient tracking system capable of tracking patients from EMS/triage through the hospital system and temporary housing until patients are reunified with their families; the system should be scalable to other cities in the region that use the Bio-Tel system.

**ACTION**

- **LEAD**
  - Office of Community Care
  - Milken Institute School of Public Health
  - National Association of City and County Health Officials
  - Children’s Health, Childcare Group, Dallas County Health & Human Services

- **PARTNERS**
  - Community Council of Greater Dallas
  - Dallas County Health & Human Services, City of Dallas
  - Children’s Health, Parkland Health & Hospital System, American Heart Association

- **LAUNCH TIMEFRAME**
  - Ongoing
  - Fall 2018
  - 2019
  - Spring 2018
  - Spring 2019
Dallas thrives when our neighborhoods thrive

**Goal 6**
Invest in neighborhood infrastructure to revitalize historically underserved neighborhoods.

**Goal 7**
Promote environmental sustainability to improve public health and alleviate adverse environmental conditions.

### Initiative

#### Goal 6

**Goal 6.1** Partner with the Trust for Public Land in leveraging the robust GIS platform to create an analytic tool to evaluate significant public investment in infrastructure, housing, economic development projects, and environmental initiatives.

**Goal 6.2** Create a cross-departmental committee with executive-level leadership and representation from the Department of Housing and Neighborhood Revitalization, the Department of Public Works, the Department of Transportation, the Department of Code Enforcement, the Office of Economic Development, the Office of Fair Housing, the Office of Environmental Quality, the Office of Homeless Solutions, the Office of Community Care, and the Office of Resilience to establish common goals, strategies, and address that address the disparities and adverse community conditions (economic, social, physical, and environmental) present in low- and moderate-income neighborhoods.

**Goal 6.3** Strategically target public commitment of resources and investment using data-driven analysis that leverages and supports the work of the nonprofit and philanthropic sector and serves as a catalyst for private-sector investment to unlock development potential for housing and neighborhood services.

### Action

**7A.1** Work with The Nature Conservancy, Dallas ISD, and a health partner to conduct an air quality study that assesses the impact of poor air quality on childhood asthma and asthma-related absenteeism.

**7A.2** Work with The Nature Conservancy, Trust for Public Land, and Texas A&M AgriLife Research to compile existing flooding and drainage analyses across the City into a comprehensive map to identify gaps and nature-based solutions to reduce flooding.

**7A.3** Conduct a greenhouse gas emissions inventory to identify largest emissions sources, set reduction goals, and develop innovative, market-driven approaches to improve air quality and mitigate the impacts of climate change.

**7B.1** Collaborate on Cool, Clean, Resilient Dallas, a pilot project to identify ecologically vulnerable neighborhoods, for targeted tree plantings, green stormwater infrastructure projects, and open space accessibility.

**7B.2** Collaborate on Cool, Clean, Resilient Dallas, a pilot project to identify ecologically vulnerable neighborhoods, for targeted tree plantings, green stormwater infrastructure projects, and open space accessibility.

**7B.3** Collaborate on Cool, Clean, Resilient Dallas, a pilot project to identify ecologically vulnerable neighborhoods, for targeted tree plantings, green stormwater infrastructure projects, and open space accessibility.

**7B.4** Collaborate on Cool, Clean, Resilient Dallas, a pilot project to identify ecologically vulnerable neighborhoods, for targeted tree plantings, green stormwater infrastructure projects, and open space accessibility.

### Lead

**Department of Communication and Information Services, Trust for Public Land**

### Partners

**Department of Public Works, Office of Economic Development, Policy Solutions at the Reinvestment Fund, Department of Planning and Urban Design**

### Launch Timeframe

**October 2018**

**Spring 2019**

**Fall 2018**

**Spring 2019**

**Fall 2019**
Resilient Dallas was made possible by the enormous support of our residents, as well as Dallas’ academic, nonprofit, faith-based, business and government communities. The City of Dallas is deeply grateful for their collective efforts, insights and energy, which led to a Strategy that is both practical and aspirational. This Strategy is a major milestone in our collaborative engagement, but it is only the beginning. We look forward to even greater achievements as our work together reach to advance resilience and equity in Dallas.

RESILIENT DALLAS STRATEGY TEAM
Theresa D’onorillo, Chief Resilience Officer
Kari Beth Wood, Management Assistant
Chelsea Monty, Management Assistant

WE RESIDENT CITIES
Michael Behleowtz
Eric Wilson
Peter Jenkins
Yael Friedman

STRATEGY PARTNER
ACCION

CITY OF DALLAS DEPARTMENTS
Communication and Information Services
Dallas Water Utilities
Dallas Police Department
Dallas Fire-Rescue
Housing and Neighborhood Revitalization
Office of Budget
Office of Community Care
Office of Economic Development
Office of Environmental Quality
Office of Homeless Solutions
Planning and Urban Design
Transportation
Trinity Waterway Management
Welcoming Communities and Immigrant Affairs

STEERING COMMITTEE
Heather Lepeska, Mobility Planning, City of Dallas
Dr. S. Marshal Isaacs, UT Southwestern Medical Center
James McGuire, Office of Environmental Quality, City of Dallas
Monique Ward, Planning and Urban Design, City of Dallas
Chelsea St. Louis, Mobility Planning, City of Dallas

COMMUNITY ADVISORY COMMITTEE
Regina Montoya, Mayor’s Task Force on Poverty (Chair)
Timothy M. Bray, Ph.D., UTI, Institute for Urban Policy Research
Richie Butler, St. Paul United Methodist Church
Teresa Jackson, Shamir Life
Myriam Kiri, Family Gateway
Cindy Lutz, Dallas Area Habitat for Humanity
Leonor Murguez, Los Barrios Unidos Community Clinic
Miguel Felix, Dallas Independent School District
Susan Hoyt, United Metropolitan Dallas
Elizabeth Sobol Blum, Federal Reserve Bank of Dallas
Dr. Baranda Fermin, Faith in Texas
Michelle Kinder, Momentous Institute
Diane Dankevitch, Dallas Regional Chamber
Eva Skalak Valey, Ph.D., NSP, SMU Hunt Institute
Michael Gagne, appointed by DISD Board President
Courtney Nicollo, The Senior Source
Javier E. Olguin, Ph.D., Dallas County Community College District

ENGAGEMENT
American Heart Association
American Institute of Architects
American Planning Association
AT&T
Atmos Energy
Booher Government Relations Services
Building Community Resilience
Children’s Group
Children’s Health
Cities for Action
Cities for Citizenship
City University of New York Institute for State and Local Governance
Citymart
CitySquare
Comms Dallas
Communities Foundation of Texas
Community Council of Greater Dallas
Dallas Area Partnership
Dallas Coalition For Housing
Dallas County
Dallas County Community College District
Dallas County Health and Human Services
Dallas County Medical Society
Dallas Faces Race
Dallas Housing Authority
Dallas Independent School District
Dallas Innovation Alliance
Dallas Regional Chamber
Dallas Women’s Foundation
Dallas Youth Commission
Dallas Truth, Racial Healing and Transformation
Dallas Fort Worth Hospital Corporation
Denton Dallas, Inc.
Downtown City, Texas
Federal Reserve Bank of Dallas
First Baptist Church
Greater Dallas Planning Council
Harbor for Humanity
Harvard Kennedy School Government Performance Lab
Health and Wellness Alliance for Children
Heritage Oak Cliff
Lydia Hill Foundation
Mayor’s LGBT Task Force
Mayor’s Task Force on Homelessness
Mayor’s Task Force on Poverty
Millard sheet Community Health
National Association of City and County Health Officials
National Network of CARES
New Americans Campaign
New Markets Tax Credit
North Central Texas Council of Governments
North Central Texas Regional Emergency Managers Group
North Central Texas Trauma Regional Advisory Council
North Dallas Commission
North Texas Fair Housing Center
North Texas Food Bank
North Texas Tollway Authority
Oak Cliff Chamber of Commerce
Oncor Electric
Paranid Center for Clinical Innovation
Parkland Health and Hospital System
Paul Quinn College
Regional Transportation Council
Riviersol South Dallas Coalition
Richardson Independent School District
San Diego State University National Center for Urban School Transformation
SMU Embrey Human Rights Program
SMU Hunt Institute for Engineering and Society
Society of American Military Engineers
Souther Methodist University
Southside Community Development Corporation
Texas AM-Agriculture and Life Sciences
Texas Department of Agriculture
Texas Department of Transportation
Texas Workforce Solutions of Greater Dallas
The Institute for Urban Policy Research at University of Texas at Dallas
The Nature Conservancy
The Senior Source
Toyota Mobility Foundation
Trinity Park Conservancy
Trust for Public Land
U.S. Environmental Protection Agency
U.S. Green Building Council Texas Chapter
United Way of Metropolitan Dallas
University of North Texas
University of Texas at Arlington
University of Texas at Austin
UTA Center for Transportation Equity, Decisions & Dovers
Welcoming America
Winston Manor Task Force