

Memorandum



CITY OF DALLAS

DATE November 30, 2017

TO Honorable Members of the Human and Social Needs Committee:
Councilmember Casey Thomas, II (Chair), Deputy Mayor Pro Tem Adam Medrano
(Vice Chair), Mayor Pro Tem Dwaine R. Caraway, Councilmember Omar Narvaez,
Councilmember Mark Clayton, Councilmember B. Adam McGough

SUBJECT **Resilient Dallas Status Update**

Summary

This memorandum serves as a status update for the Resilient Dallas Strategy process. At the October 16, 2017 Human and Social Needs Committee, the Chief Resilience Officer presented conceptual recommendations for goals and initiatives for the Resilient Dallas Strategy. These preliminary recommendations were the culmination of an extensive Phase II scope of work. Since the October meeting, staff has worked closely with our four Discovery Area Working Groups, the Community Advisory Committee, our strategy partner (AECOM), additional subject matter experts, and our 100 Resilient Cities (100RC) team to develop these conceptual recommendations into concrete goals and initiatives for inclusion in the Resilient Dallas Strategy.

The purpose of this memorandum is to present these final statements of goals and initiatives for consideration by the Human and Social Needs Committee. These recommendations will become the foundation of an actionable Resilience Strategy and implementation plan for the City and our external partners to guide Dallas in becoming a more equitable City that is resilient to the social, economic, and physical challenges of the 21st century.

Background

In 2015, Dallas was honored to be selected as one of only 100 cities around the world to participate in the prestigious 100 Resilient Cities program, pioneered by the Rockefeller Foundation. The 100RC program has provided a well-documented, field-tested strategy development process to shepherd cities through the creation of a robust resilience plan. With the technical assistance of AECOM, Dallas has methodically adhered to these processes and utilized the analytic tools provided by the 100 Resilient Cities program.

The Dallas Resilience process has greatly benefited from extensive community participation and meaningful stakeholder engagement to gain a comprehensive perspective of the state of Dallas' current conditions and guidance on how we should move forward into the 21st century as an inclusive, vibrant community. Input was gathered through a variety of methods that acknowledge and respect the similarities as well as the notable differences inherent in Dallas' economically and socially diverse population. Throughout Phase I, public surveys, desktop research, and sophisticated analytic tools

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were used to develop a data-driven examination into Dallas' strengths and vulnerabilities. That analytic assessment was evaluated, validated, and enriched through one-on-one interviews, focus groups, listening sessions, and stakeholder advisory meetings with a diverse array of Dallas residents.

This deep examination of data strengthened by community insight confirmed that Dallas' primary resilience challenge is not the threat posed by weather-related disasters that devastate communities across the world every year. Rather, Dallas' future as the robust, economic engine of the prosperous North Central Texas economy is threatened by a series of alarming socio-economic trends that have bound hard working Dallas residents in the grips of financial adversity despite their best efforts to provide a stable, secure lives for themselves and their families. Currently, more than one-half of Dallas households earn less than a living wage. This staggering statistic reveals an unsustainable trend that threatens Dallas' economic vitality now and in the future.

It was this awareness and understanding that shaped the early iterations of the Dallas Discovery Areas. The preliminary Discovery Areas were crafted by residents, business leaders, community experts, and academicians in a variety of stakeholder workshops, discussion groups, and interviews. The synthesis of this work resulted in four final Discovery Areas for Dallas: Inclusive Economy, Healthy Communities, Neighborhood Infrastructure, and Transportation Equity.

- 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 disparity
- Neighborhood Infrastructure: Assessing the conditions in Dallas neighborhoods, and understanding the impacts of climate change on the natural and built environment
- Transportation Equity: Preparing for a 21st century urban mobility by leveraging the region's transportation investment to expand mobility options, and improve transportation equity

Strategy Development

These four Discovery Areas became the basis of an extensive Phase II scope of work. Over several months, staff worked with internal and external stakeholders to develop new knowledge, strengthen partnerships, explore opportunities, and understand the challenges that constrain Dallas' resilience future. This work culminated in the development of concrete goals and initiatives that correspond with each of the four Discovery Areas, and are intended to move Dallas toward greater equity on a number of social and economic measures.

The recommended goals and initiatives, as written below, have been crafted by subject matter experts, the 100 RC staff, and our Community Advisory Committee:

Inclusive Economy

GOAL: Reduce income inequality by strengthening access to workforce development training, support services, and financial counseling resources to remove barriers for people who seek to secure living wage employment, and who have limited opportunity to improve their economic mobility.

1.1 Expand Economic Development policies and programs to prioritize workforce and skills development, small business readiness, and access to wrap-around support services that provide vulnerable populations access to living wage jobs and career pathways.

1.2 Collaborate with Workforce Solutions to create an employee-centric focus for outreach, programs, and workforce services for Dallas residents who experience significant barriers to living wage employment.

1.3 Invest in 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 ensure that high school graduates are career- and/or college-ready and have access to post-secondary opportunities for education, certification, and employment.

1.4 Partner with key community stakeholders, including Dallas County Community College District, community-based organizations, and local foundations to support implementation of the Financial Empowerment Center model, a model of municipal engagement focused on improving the financial stability of low- and moderate-income residents by offering financial empowerment strategies and services such as financial counseling services and other resources for navigation out of poverty at a community/neighborhood level.

Healthy Communities

GOAL: Strengthen and align existing resources and develop new collaborative strategies 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.

2.1 Work with the Milken Institute of Public Health to identify and understand how social determinants of health impact children experiencing adverse childhood experiences and adverse community environments.

2.2 Conduct a geospatial analysis to map specific areas of need and available resources and services. Utilize a data-driven approach to align services and establish partnerships with appropriate agencies, non-profits, and funders to address service gaps.

2.3 Advance operational strategies and public education models that will effectively reduce non-emergency EMS calls and improve public health outcomes by

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expanding community paramedic programs and exploring an enhanced community health worker program.

2.4 Strengthen the Office of Emergency Management's capacity to plan, prevent, respond to, and recover from pandemic public health emergencies and events.

Neighborhood Infrastructure

GOAL: Establish a data-driven, decision-making approach for equitable, public sector investments in underserved neighborhoods to unlock development potential, serve as catalysts for private investment, and increase employment opportunities.

3.1 Create a GIS database that builds on the Market Value Analysis and layers in the social/economic demographics datasets, the social determinants of health, and the environmental conditions developed by the Trust for Public Land and Texas Trees Foundation. Utilize this analytical tool to assess the long-term resource commitments, funding mechanisms, and policies necessary to build and maintain infrastructure and public investment in low- and moderate-income neighborhoods.

3.2 Create a cross-departmental committee with representatives of the Department of Housing and Neighborhood Revitalization, the Department of Public Works, the Department of Transportation, the Office of Economic Development, the Office of Fair Housing, and the Office of Community Care to establish common goals that address the disparities and adverse community conditions (economic, social, physical, and environmental) present in low- and moderate-income neighborhoods.

3.3 Collaborate with non-profits and environmental advocates to conduct an opportunity analysis focused on accelerating environmental health by deploying nature-based solutions.

3.4 Conduct a Greenhouse Gas Emissions inventory by 1Q 2018 to identify largest emissions sources, set reduction goals, and develop innovative, market-driven approaches for achieving those targets.

Transportation Equity

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

4.1 Create a holistic and integrated Transportation Strategy that creates policy priorities and aligns funding recommendations with the City's stated goals on transportation equity.

4.2 Formalize policy recommendations on transit equity that prioritize reliable and reasonable access to employment, housing, education, healthcare, and other essential services for all residents.

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4.3 Collaborate with Dallas Area Rapid Transit (DART) and major stakeholders to create mechanisms to fund and operationalize first mile/last mile mobility solutions for major employment centers.

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

In addition to the four goals presented above, the Resilience Strategy will also include goals and initiatives on the important cross-cutting topics of equity and immigration. Please see those recommendations below:

Equity

GOAL: Advance Equity and Social Justice to ensure all Dallas residents have an equitable place to live and thrive.

5.1 Develop a City of Dallas Equity Action Plan

5.2 Work with the City University of New York Institute for State and Local Governance, to design and implement Equity Indicators to measure and assess progress towards achieving greater equity in Dallas over time.

Immigration

GOAL: Ensure Dallas is a welcoming City to immigrants and all residents.

6.1 Develop a comprehensive city strategy for immigration reception and integration to fill policy and funding gaps from the federal government.

6.2 Partner with Welcoming America to develop and implement a multi-sector, certified program that evaluates and recognizes achievement of standardized benchmarks for competitive advantages for Dallas to become an inclusive, welcoming place for immigrants and all residents.

Prior Actions

- On September 5, 2017, the Human and Social Needs Committee received a briefing on the 100 Resilient Cities Program and process, the Phase I work, and the Preliminary Resilience Assessment document.
- On October 16, 2017, the Human and Social Needs Committee received a briefing on the Phase II Scope of Work and the analysis and findings to-date. This presentation also outlined preliminary, conceptual recommendations for goals identified by stakeholders and a bulleted list of proposed initiatives.

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Staff Recommendation

These recommended goals and initiatives are the result of an extensive collaborative effort by external stakeholders as well as many contributing city staff from a wide range of departments, including: Office of Community Care, Office of Economic Development, Housing and Neighborhood Revitalization, Office of Welcoming Communities and Immigrant Affairs, Department of Communications and Information Services, Planning and Urban Design, Transportation, Public Works, the Office of Environmental Quality, and Dallas Fire and Rescue. Staff recommends the Human and Social Needs Committee endorse these goals and recommendations for inclusion in the Resilient Dallas Strategy and Implementation Plan.

Next Steps

The Office of Resilience will work with our Strategy Partner, AECOM, to finalize a Resilience Strategy that incorporates these goals and initiatives with the input and feedback from the Human and Social Needs Committee. Staff will also coordinate with internal and external partners to identify lead agencies, important partners, timeframes, associated costs, and funding sources for the initiatives identified in this memorandum.

Please contact me, or the Chief of Resilience, Theresa O'Donnell, if you have any questions or require any additional information.



Theresa O'Donnell
Chief of Resilience

- c: Honorable Mayor and Members of the City Council
T.C. Broadnax, City Manager
Larry Casto, City Attorney
Craig D. Kinton, City Auditor
Billerae Johnson, City Secretary (Interim)
Daniel F. Solis, Administrative Judge
Kimberly Bizer Tolbert, Chief of Staff to the City Manager
Majed A. Al-Ghafry, Assistant City Manager
- Jo M. (Jody) Puckett, Assistant City Manager (Interim)
Jon Fortune, Assistant City Manager
Joey Zapata, Assistant City Manager
M. Elizabeth Reich, Chief Financial Officer
Nadia Chandler Hardy, Chief of Community Services
Raquel Favela, Chief of Economic Development & Neighborhood Services
Directors and Assistant Directors