

Dallas Drivers of Opportunity



City of Dallas

A Framework for Priorities, Partnerships & Impact

**Quality of Life, Arts & Culture Committee
November 17th, 2025**

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Presentation Overview



1. Drivers of Opportunity Background



2. Drivers of Opportunity Framework Inputs



3. Review of DO! Framework



4. Community Engagement



5. Implications of Feedback Received



6. Next Steps





Drivers of Opportunity (DO!) Background

About 1 in 7 Dallas households experience economic hardship — slightly higher than the state and national averages

Category	Dallas	Texas	U.S.
All Households	13.9 %	12.2 %	10.6 %
Families with Children	18.2 %	15.9 %	13.4 %

Source: 2024 American Community Survey



Omnibus Bill & Drivers of Opportunity (DO!) Context → Inputs

*How is the City responding to the Executive Orders?
What shaped the Drivers of Opportunity framework?*

Federal Directives



January 2025 – New Executive Orders Issued and Operationalized



June 25, 2025 – City Council directs City Manager to take steps toward compliance



June 26, 2025 – City Manager establishes Grant Compliance Task Force to review City policies

Executive Orders



Diversity Equity, and Inclusion (DEI) – EO 14173

- The City cannot operate programs that promote or advance illegal DEI ideology in violation of federal anti-discrimination laws.
- The City cannot allocate contracts or benefits based on suspect classifications, including: race, sex, national origin, or religion.
- Permissible classifications include: veteran, disability, and socioeconomic status

M/WBE Contracts – 2 CFR § 200.321, EO 14173

- Federal law requires consideration (i.e. inclusion and access) of small, minority-, women-, and veteran-owned business.
- The City cannot use race, sex, national origin, or religion as scoring criteria or add points in proposal evaluations.

City of Dallas – Omnibus Resolution



Actions Taken

- Self-assessments performed by every department
- Multiple items flagged as needing modification or review
- Technical review by executive leadership
- Extensive legal review by City Attorney's Office
- Development of Drivers of Opportunity framework and DRIVE procurement
- **On December 10, 2025, the Council Agenda** will include an Omnibus Resolution that ensures continued federal compliance across departments

Thought Partnership from Dallas Anchor Institutions



Starting in January 2025, City Manager Tolbert and Team began convening Dallas Anchor Institution Leadership to connect, communicate and collaborate on broad principles for advancing economic opportunity for all in Dallas.



1 Analysis

- City of Dallas
- Dallas County
- Dallas Independent School District (DISD)
- Richardson Independent School District (RISD)

2 Public Health

- Parkland Health
- UT Southwestern Medical Center (UTSW)

3 Economic, Civic, and Chamber Organizations

- Dallas Citizen Council
- North Dallas Chamber of Commerce
- Dallas Regional Chamber
- Dallas Black Chamber of Commerce
- Greater Dallas Hispanic Chamber of Commerce

4 Higher Education

- University of North Texas at Dallas (UNT Dallas)
- University of Texas at Dallas (UT)
- Dallas College
- Southern Methodist University (SMU)
- Paul Quinn College

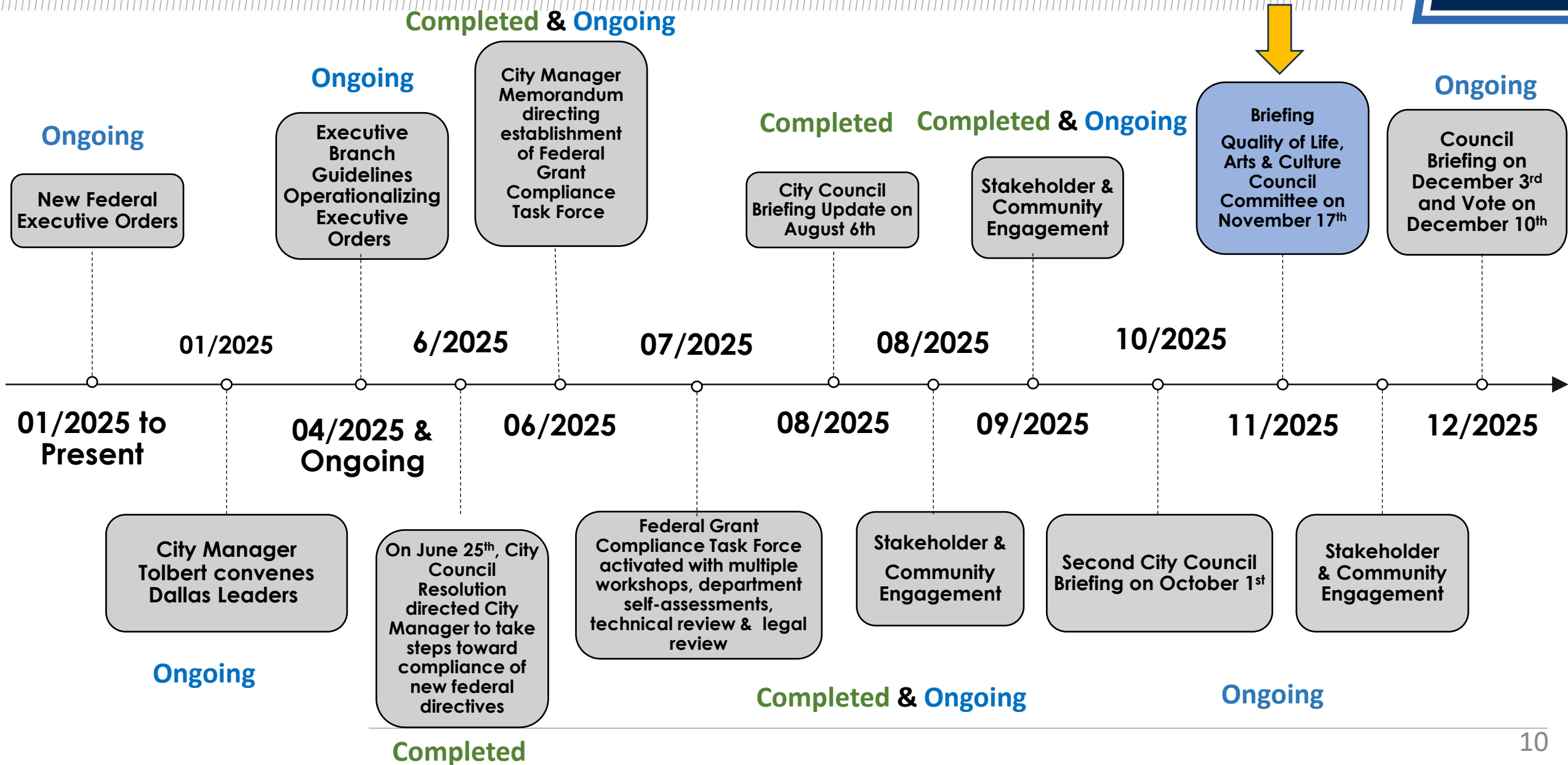
5 Transportation and Infrastructure

- Dallas Rapid Area Transit (DART)
- North Texas Tollway Authority (NTTA)
- Dallas-Fort Worth International Airport (DFW Airport)

6 Philanthropic, Research, and Nonprofit

- United Way of Metropolitan Dallas
- Commit Partnership
- Communities Foundation of Texas (CFT)
- Dallas Foundation
- Child Poverty Lab (CPAL)
- Dallas/Fort Worth Minority Supplier Development Council

Federal Grant Compliance Timeline & Summary



From Barriers to Pathways



Gainful Employment



High-Quality Education



Opportunity-Rich Neighborhoods



Healthy Environment &
Access to Quality Health Care



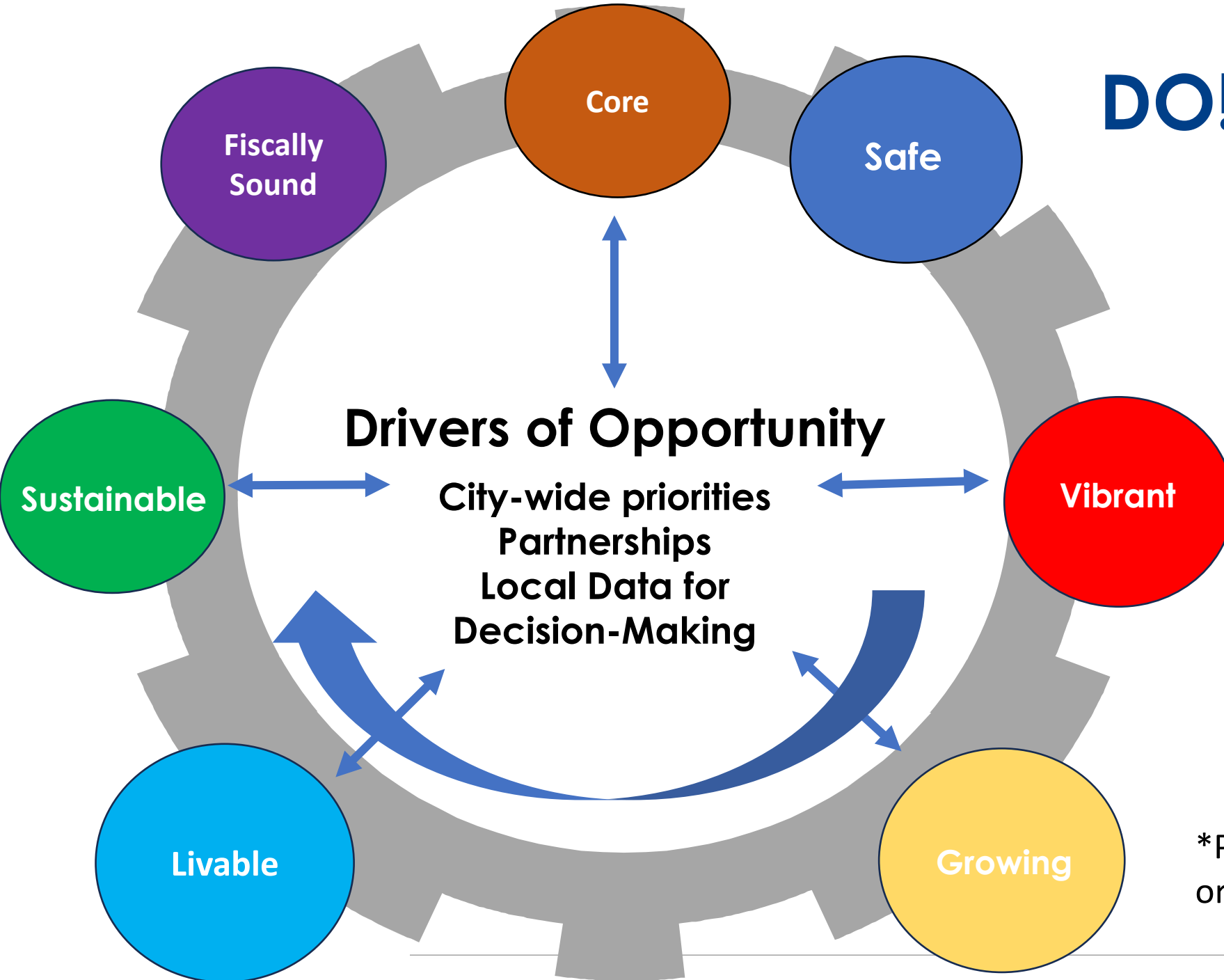
Public Safety & Well-Being

Introducing the Dallas Drivers of Opportunity:

- **Drivers of Poverty framework** identified barriers holding communities back.
- **Drivers of Opportunity framework** seeks to transform identified barriers into community-driven pathways for opportunity.
- **Progress will be powered** by City Leadership in certain areas, while strengthened through deep collaboration with anchor institutions on others.



DO! Framework



Integration across foundational Pillars that connects consistent measures and aligned strategy throughout organization.

*Pillars established in 2024 to align organizational structure



Review of DO! Framework

Dallas Drivers of Opportunity

Advancing Opportunity for Dallas Residents & Neighborhoods through
****Economic Mobility** **Public Safety** **Community Empowerment****

Gainful Employment



High-Quality Education



Opportunity-Rich Neighborhoods



Healthy Environment & Access to Health Care



Public Safety & Well-Being



 **Employment Opportunities that Strengthen Communities**

 **Access to Preschool**

 **Affordable, Stable Housing**

 **Clean and Safe Environment**

 **Active Civic Participation**

 **Living Wage Jobs**

 **Effective Public Education**

 **Economic Opportunity & Growth**

 **Access to Health Services**

 **Crime Prevention**

 **Pathways to Financial Security**

 **School Socio-Economic Representation**

 ****Strong Community Assets & Cultural Hubs**

 **Maternal & Child Health**

 **Safety from Crime**

 **Opportunities for Wealth-building**

 **College Readiness**

 ****Welcoming Public Spaces & Vibrant**

 **Trauma-Free Communities**

 **Trust-Based Community Policing**

 **Strong Workforce Development**

 **Digital Access**

 **Accessible Transportation**

 ****Healthy Food Access**

 ****Youth Resilience & Safety**

 ****Age-Friendly Communities**

 ****Infrastructure**

City Role Matrix

 **Lead**  **Collaborate**  **Support**

**** = added based on residents & stakeholder input**
Framework informed by Urban Institute Upward Mobility Index, Dallas

Dallas Drivers of Opportunity Framework Overview

1) Priorities

What City of Dallas Aims to Change

3

System
Outcomes

Economic Mobility
Public Safety *(New)*
Community Empowerment *(New)*

5

Drivers

Gainful Employment
High Quality Education
Opportunity-Rich Neighborhoods
Healthy Environment & Access to Health Care
Public Safety & Wellbeing

27

Domains

**Research-based & Resident-informed Priorities
that Advance Opportunity**

2) Partnerships – City Role Matrix

What Role the City Leads & Where We Can Partner



Lead

Set policy, strategy, and investments



Collaborate

**Convene departments & community anchor
institutions for shared decision making and delivery**



Support

**Promote and enable efforts through
communication, data-sharing, and alignment.**

3) Impact

How Will Residents See Improvements Being Made



Community Opportunity Index

Map & Dashboard to track
progress with baselines + targets
for each driver



Results –Focused Investments

Funding & Resources connected
to priority-based budgeting



Aligned Partnerships & Engagement

Domain-focused
community events &
coalitions

Community Opportunity Assessment Tool



A Citywide asset-mapping & performance tool that tracks baseline → target progress for each Driver

Examples of Data Sources

National: Census, Opportunity Atlas, Urban Institute Upward Mobility Index
Local: Department Progress Measures, Capital Improvements Program, Departmental Baseline

Data Framed By Drivers



Gainful Employment

Opportunity – Rich Neighborhoods



Public Safety & Wellbeing

High – Quality Education

Healthy Environment & Access to Healthcare

Internal Dashboard

- Inventory of department datasets
- Cross department program information
- Performance Reporting Updates

Public Facing

- Showcase community-level work by the City and partners.
- Set data quality/maintenance standards with privacy & security safeguards.
- Enable feedback on data needs for problem-solving.

Community Engagement

*Does the Drivers of Opportunity Framework
reflect residents lived experiences?*

Community Engagement to Date

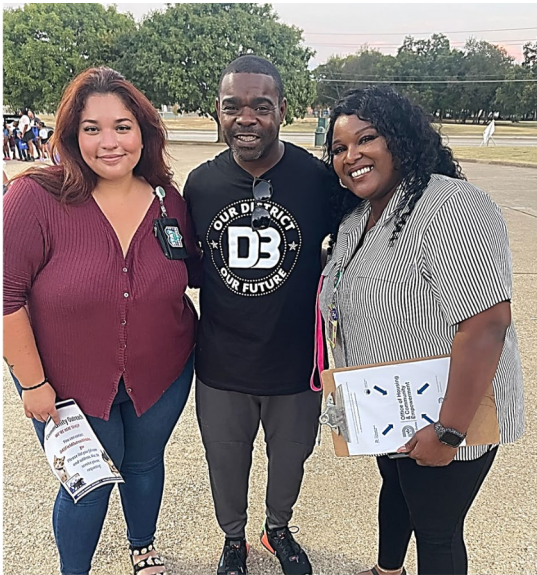


10 Presentations - *Public Community Forums + Commissions*

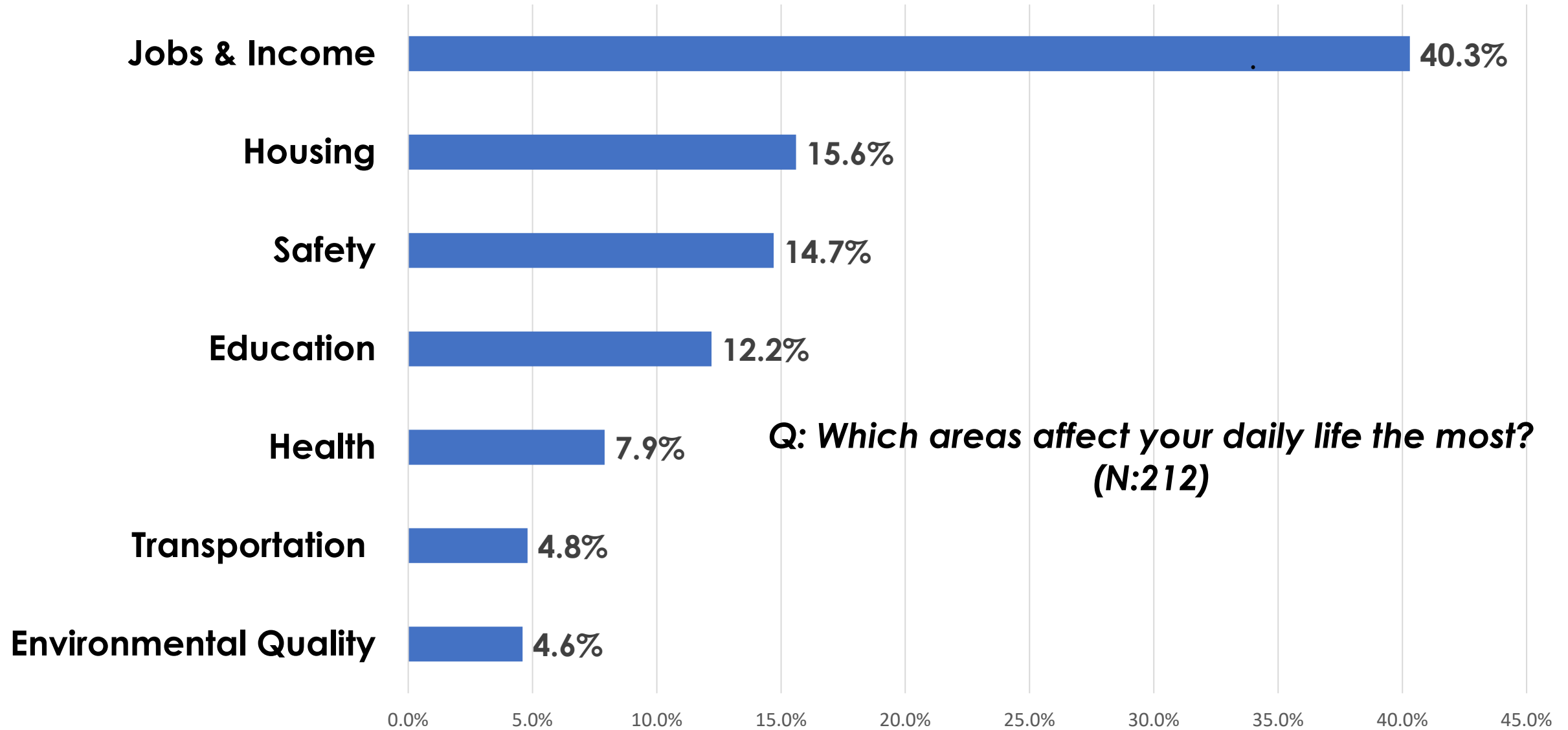
Outreach at all 14 Districts through Community Events

1,811 site views - *Dallas Engages Website & Integrated Software*

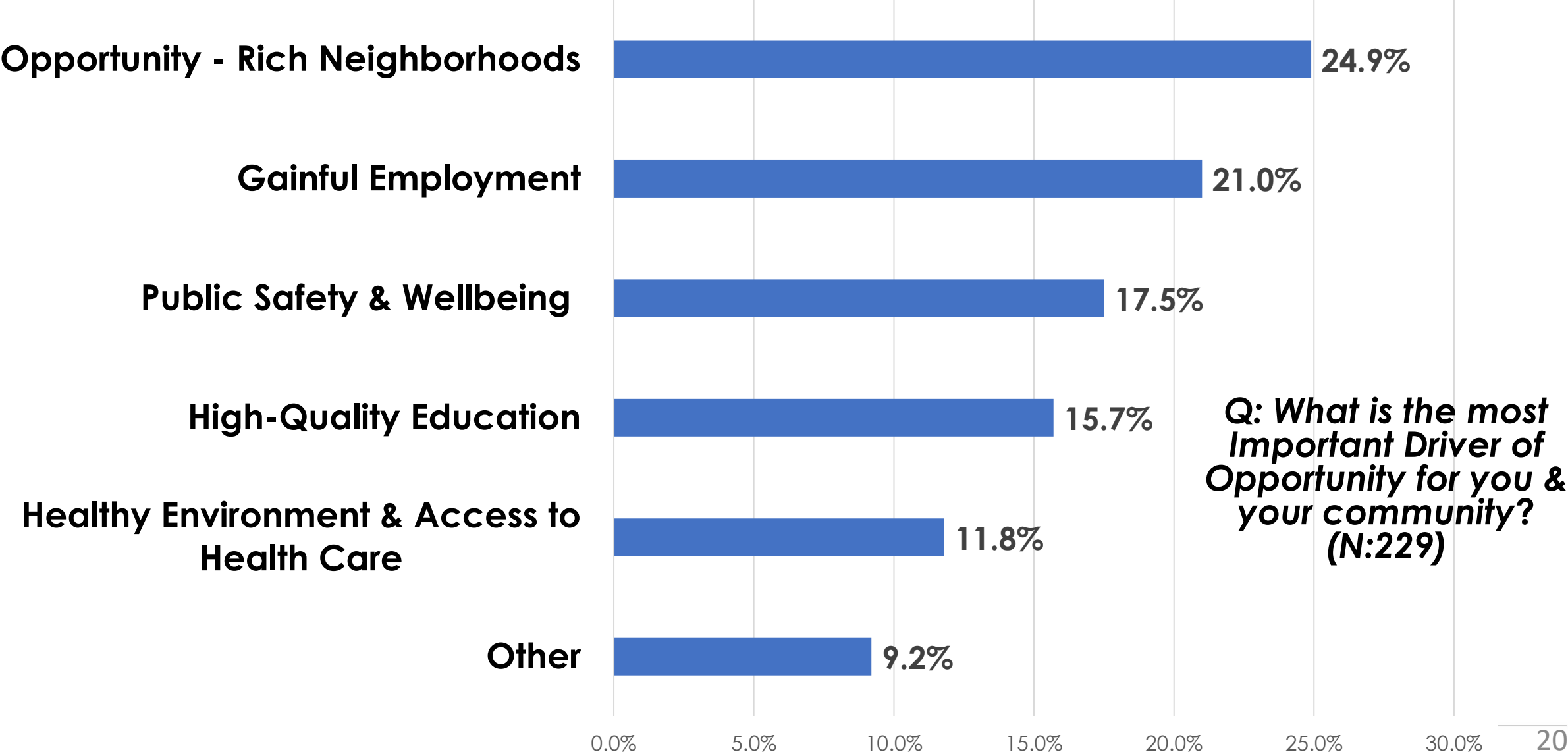
257 contributions – *survey responses • questions • comments*



Residents' Personal Priorities center on Jobs, then Housing, Safety & Education



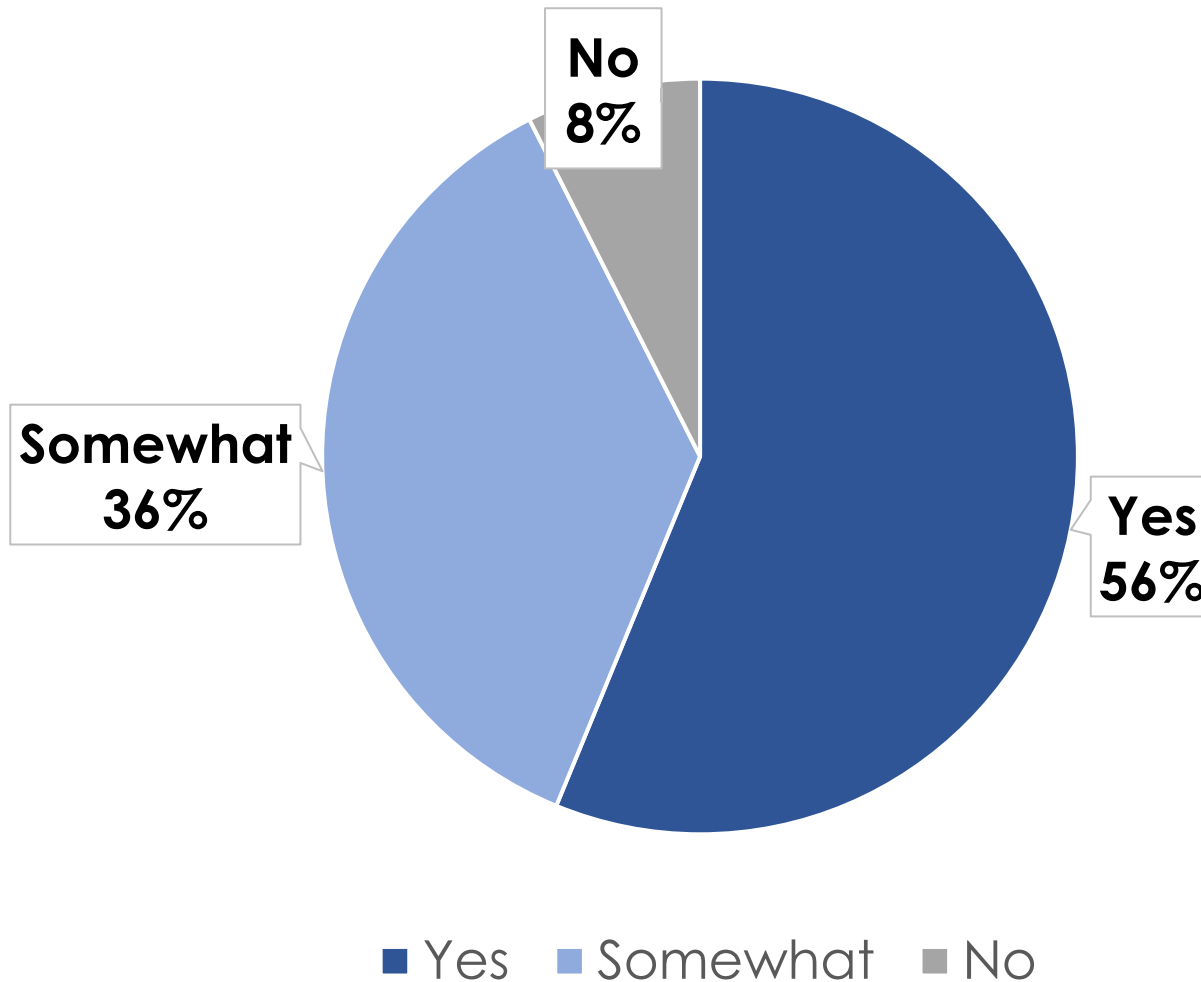
Support is mostly balanced, with top 3 picks being Opportunity Rich Neighborhoods, Gainful Employment, and Public Safety



Strong Validation from Residents & Stakeholders



Q: Do the Drivers of Opportunity reflect the issues that matter most?



**92% of respondents say the Drivers of Opportunity Framework reflects what matters (Yes/Somewhat)
N = 113**



Implications of Feedback Received

Implications of Feedback Received



- **Broad validation:** Most respondents say the Drivers of Opportunity reflect what matters (Yes/Somewhat ≈ **92%**)
- **Balanced priorities:** Neighborhood Opportunity, Jobs, and Public Safety lead, but differences among the top four are modest.
- **Holistic Framing:** Residents see drivers as connected, not siloed
- **Place matters:** Resident feedback points to neighborhood conditions, so the City should **track and report results at the neighborhood/block-group level—not just by ZIP code.**



Next Steps

Next Steps



- **Discussion on DO! Framework**

Action: QOLAC recommendation of adoption of Drivers of Opportunity framework and Omnibus Resolution to full Council

- **Brief City Council on December 3rd**

Action: Include an implementation plan and reporting cadence options

- **City Council Adoption on December 10th**

Action: City Council approval of resolution to adopt Drivers of Opportunity framework and Omnibus Resolution



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Drivers of Opportunity

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Appendix



Collective Accountability, Shared Progress



Advancing **Drivers of Opportunity** by specifying City's role:

- **City-Driven Leadership** – setting City's strategic priorities and investment priorities informed by resident feedback.
- **Collaborative Leadership** –engaging with communities, business, nonprofits philanthropic partners and anchor institutions to address critical local issues and create opportunities for people and places with greatest needs.
- **City Support** – providing visible and responsive advocacy on priorities beyond the City's direct authority yet essential to community well-being.



City-
Leadership
Driven



Collaborative
Leadership



City Support

Gainful Employment



Q: What's missing that would help more residents succeed in the workforce?

Theme	Representative Comment
Wage & Job Quality	"Higher Paying Jobs" "Higher Minimum Wage"
Equal Access	"Equal Access to Good Jobs" "Opportunities for all, especially those who don't have legacy advantages"
Workforce Development & Training	"True Access to preparation for and training in career work" "More local/state provided training and schooling for Trade jobs"
Work-Life Supports	"Affordable childcare, transportation solutions that contribute to commute times"
Job Benefits	"Jobs that have health benefits"
Business & Economic Development	"Continue to attract and grow business opportunities within Dallas"

High Quality Education



Q: What barriers still hold children, youth, or adults back from success in education?

Theme	Representative Comments
School funding challenges	"Schools underfunded and understaffed," "lack of classroom supplies,"
Limited enrichment opportunities	"The lack of variety in types of educational programs is a barrier. The barrier could be lessened with more low-cost community training courses through the rec centers and libraries."
Teacher Training	"Lack of trained teachers" "need for teacher development"
Socioeconomic barriers	"access to technology" "...secure housing" "cost of transportation"
Health & Health Prevention	"Lack of prevention education"
Opportunity Gaps	"Disparity among campuses" "educational availability varies by area"
Early Childhood	"Access to preschool & early childhood programs"



Opportunity Rich Neighborhood



Q: What opportunities or resources are missing where you live?

Themes	Representative Comments
Affordable & Quality Housing	“Affordable housing,” “housing affordability,” “safe, quality housing for low-income and older adults,” “access to well-made apartment homes.”
Transportation & Infrastructure	“Public transportation,” “more high-frequency bus routes,”
Arts, Culture & Creative Spaces	“Arts engagement,” “public art opportunities,”
Community & Recreational Facilities	“Community center bringing resources under one roof,” “safe spaces for youth after school,” “library and rec center renovations.”
Food Access & Grocery Options	“Grocery choices,” “supermarkets with health food options,” “access to quality food.”

Healthy Environment & Access to Health Care



 Q: What health and environmental needs are not being met in your community?	Theme	Representative Comments
	Access to Affordable Healthcare	"Affordable health & dental care" "Need increased access for underserved communities and services for the disabled."
	Environmental Sustainability	"air quality is hazardous" "Polluted Creeks"
	Food Access	"Access to affordable healthy foods," "nutritional restaurants," "food bank funding."

Public Safety & Wellbeing



**Q: What Would Make
You Safer & Supported?**

Themes	Representative Comments
Public Safety Presence	"Visible Neighborhood Police Presence"
Homeless Solutions	"addressing homelessness"
Infrastructure & Lighting	"Better Street Lighting" "Safer streets to walk on"
Community-based Services & Prevention	"More community-based services," "mental health services for those committing crimes"
Socio-economic stability	"Access to healthy food," "dignity in a job that pays a living wage"

Recommendations based on Resident Input



Feedback Alignment	Recommendation	Insight
Driver: Opportunity-Rich Neighborhoods	+ “Welcoming Public Spaces & Vibrant Community Life”	Community feedback reflecting desire for activated, safe public places; arts/culture; youth options
Driver: Opportunity-Rich Neighborhoods	+“Age Friendly Communities”	Strategic alignment with City focus
Driver: Healthy Environment & Access to Health Care	+ “Healthy Food Access”	Community concerns over cost, distance, and reliability of nutritious food options
Driver: Public Safety and Well-being	+“Youth Resilience and Safety”	Strategic alignment with City focus
Operations: Public Communications	Frame opportunities holistically: • Economic Mobility • Public Safety • Community Empowerment	Residents see issues as connected, not siloed concerns
Operations: Data reporting	Neighborhood -level reporting; clear, defined roles for accountability	Residents asked us to “show results where I live” and make responsibilities clear