Senior Services Strategic Plan

Quality of Life, Arts and Culture Committee
November 17, 2025

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City of Dallas

Presentation Overview

Strategic Planning Process & Background

Demographic Profile of Dallas Older Adults

Summary of Needs Assessment

Key Findings

Plan Recommendations and Goals

Next Steps

Strategic Planning Process

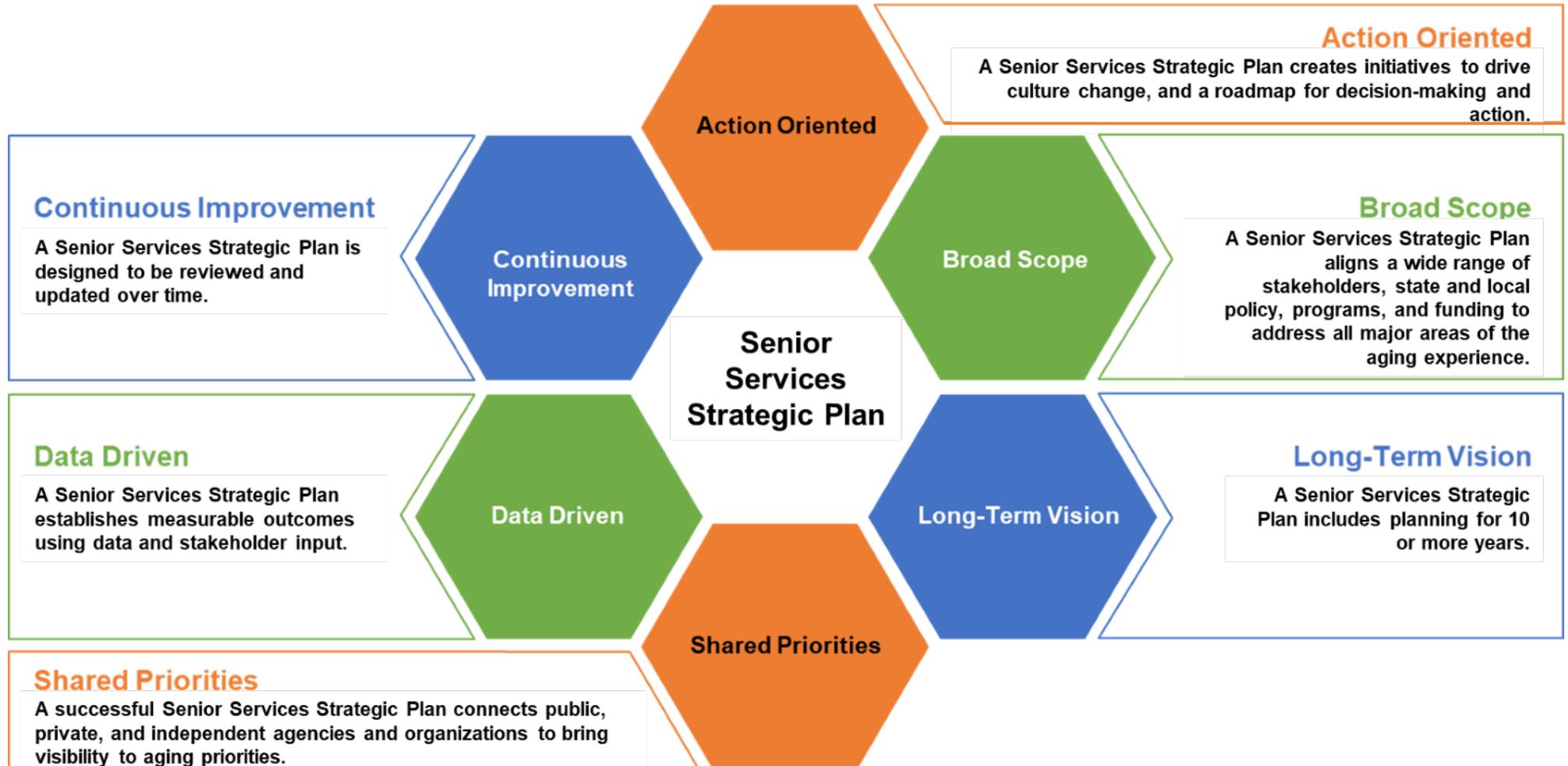*Review of Scope and Timeline for Senior Services Strategic Planning*

Background

- Recommendation from SAC through FY24 Budget Priorities
- Funded through budget and completed between September 25,2024 and September 25,2025
- Guidehouse, Inc. selected vendor for strategic plan development

What is a Senior Services Strategic Plan?

Overview of Strategic Plan: Scope of Work & Timeline

	Phase 0: Project Initiation and Management (November 2024)	Phase 1: Current State Assessment (November 2024 –March 2025)	Phase 2: Strategic Planning (April 2025 – August 2025)
Purpose	Confirm approach, program goals, and desired outcomes with OCC to set up for success	Assess current state and identify opportunities for improvement; understand current trends	Develop strategic plan to address opportunities for improvement; prioritize strategic objectives
Key Activities	• Conduct project implementation kick-off meeting • Request relevant data and documents • Establish a primary project team and sub-teams • Create a decision-making plan and structure	• Review relevant policy and procedure documents • Facilitate interviews across the department • Review current data collection elements • Conduct best practice research • Analyze qualitative data	• Understand the gap between needs and capacity • Assess current planning documents • Recommend strategies to address gaps and meet needs • Facilitate strategic planning session with OCCE leaders
Deliverables	• Conduct project kick-off • Detailed project plan and other project management tools • Formal document request • Outreach Plan	• Demographic Report • Landscape Analysis Scan • Index of Senior Services • Senior Needs Assessment • City Services Gap Assessment • Outreach Activities	• Recommendations development • Communications Evaluation • Final Strategic Plan

Project Management and Communication (Ongoing)

Demographic Profile of Dallas Older Adults

Demographics

Dallas' Aging Population Over Time (60+ Years)

2000 — 135,155

2023 — 219,331

A Profile of Older Dallas Residents

Dallas residents aged 60 and over are diverse in a variety of ways.

Dallas Residents 60 and Over

Relationship Status
- 46.1% are married
- 53.9% are divorced, separated, widowed, or never married

Households
- 70.9% live in family households
- 29.1% live alone

Raising Grandchildren
- 2.2% are responsible for raising grandchildren

Education
- 38.3% associate degree or higher
- 19.0% some college, no degree
- 21.1% high school graduate
- 21.5% have not graduated from high school

Employment
- 36.9% are in the labor force

Ethnicity*
- 22.7% are Hispanic

Race*
- 46.2% are White
- 27.0% are Black or African American
- 2.7% are Asian
- 0.7% are American Indian/Alaskan Native
- 0.7% are some other race alone or two or more races (of any race)

Language Proficiency
- 73.8% speak only English
- 16.9% speak English less than "very well"

Poverty
- 14.5% have income below 100% poverty level
- 10.5% shave income at 100% - 149% of the poverty level

*In this data source, ethnicity is not separate from race and individuals are not double counted
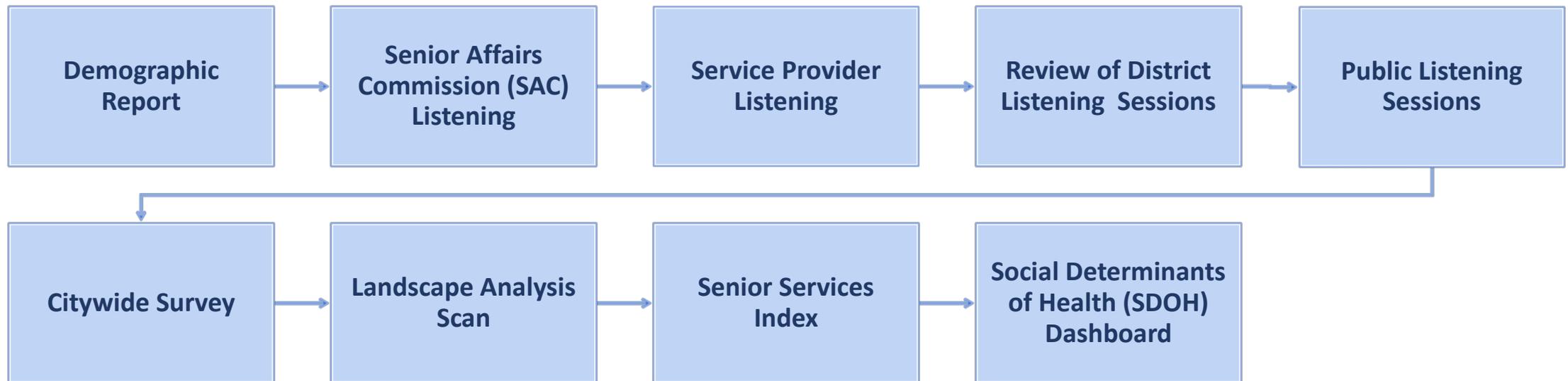
Summary of Needs Assessment

Need Assessment: Background

- From January through April of 2025, Guidehouse has conducted data research and outreach activities, with the help of Cospero Consulting, to identify the City of Dallas's current offerings, availability, and delivery of services for older adults. The findings from the following activities inform the gaps identified in this needs assessment:

Demographic Report	→	Senior Affairs Commission (SAC) Listening	→	Service Provider Listening	→	Review of District Listening Sessions	→	Public Listening Sessions

Citywide Survey	→	Landscape Analysis Scan	→	Senior Services Index	→	Social Determinants of Health (SDOH) Dashboard

Need Assessment: Background

Domain	Quantitiative				Qualitative							Total
	Dashboard	Demographic Report	Quantitative Total	Weighted Score (Quantitative Score x 2)	CityWide Survey	District Listening Sessions	Public Listening Sessions	SAC Listening Session	Service Provider Listening Session	Qualitative Total	Weighted Score (Qualitative Score x 1)	Total Weighted Score
Mobility and Transportation	☑	☑	2	4	☐	☑	☑	☑	☑	4	4	8
Social Isolation	☑	☐	1	2	☑	☑	☑	☑	☑	5	5	7
Food Insecurity	☑	☑	2	4	☑	☐	☑	☐	☑	3	3	7
Healthcare Access	☑	☑	2	4	☐	☐	☑	☐	☑	2	2	6
Technology	☑	☐	1	2	☐	☑	☑	☑	☑	4	4	6
Affordable Housing	☐	☑	1	2	☐	☑	☑	☑	☑	4	4	6
Aging in Place/Safety	☐	☑	1	2	☑	☑	☐	☐	☑	3	3	5
Finanical Need	☑	☐	1	2	☑	☑	☐	☐	☐	2	2	4

Research and Outreach Activity Source

Based on the total weighted scores, domains were categorized into one of three levels of need.

Domains with the highest need belong to Level 1.

Level 1
- Mobility & Transportation
- Social Isolation
- Food Insecurity

Level 2
- Healthcare Access
- Technology
- Affordable Housing

Level 3
- Aging in Place/Safety
- Financial Need

Need Assessment Summary

Social Determinants of Health (SDOH):
Social Determinants of Health (SDOH) scoring is a way to measure how social and environmental factors impact a person's overall health and well-being.

SDOH Scoring: SDOH scoring assigns a numerical value or index to factors that influence health outcomes such as where people live, learn, work, and age. SDOH scoring identifies those who at higher risk for poor health outcomes due to social or economic barriers.
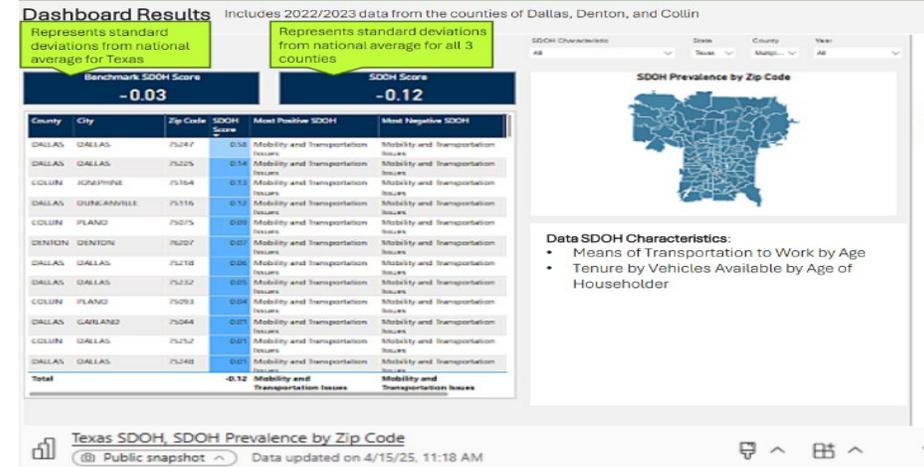
Domain	Characteristics Included in SDOH Score or Other Observations	Guidehouse Weighted Score	Dallas SDOH Score	Texas SDOH Score
Level 1				
Mobility & Transportation	- Means of Transportation to Work by Age - Tenure by Vehicles Available by Age of Householder	8	-0.12	-0.03
Social Isolation*	- Living Arrangements of Adults 18+ - Households by Presence of People 65+ - Households by Presence of People 60 Years and Over by Household Type - Nativity by Grandparents Responsible for Grandchildren Under 18 Year of Age by Age of Grandparent	7	-0.03	0.00
Food Insecurity	- Age of Householder by Meals Included in Rent - Receipt of Food Stamps/Supplemental Nutrition Assistance Program (SNAP) in the Past 12 Months by Presence of People 60 Years and Over for Households	7	0.14	-0.03

Key Findings

An outline of the key findings that informed the development of the plan

Findings: Development of Goals, Strategies and Action Items

Guidehouse facilitated two prioritization sessions with two develop the strategies and action items for the Strategic Plan

Big: What does the available data tell us?
(in)Sight Health and publicly sourced data
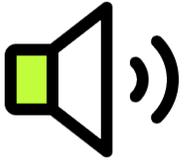
Loud: What do stakeholders tell us?
Listening Sessions and City-wide Survey

As you prioritize, reflect on the following questions:

1. Do we have data to support the need?
2. Does this need fit within our criteria?
3. What further information can help us assess and identify the needs?

Sample City Plans

Past and Present City Plans

Original Ideas

Strategies and Action Items

Findings: Big and Loud Matrix

Do: Need is both Big and Loud.

Decide: Need is Big but not Loud.

Delay: Need may be Loud but not Big.

Discard: Need is neither Big nor Loud.

	Loud	Soft
Big	Do	Decide
Small	Delay	Discard
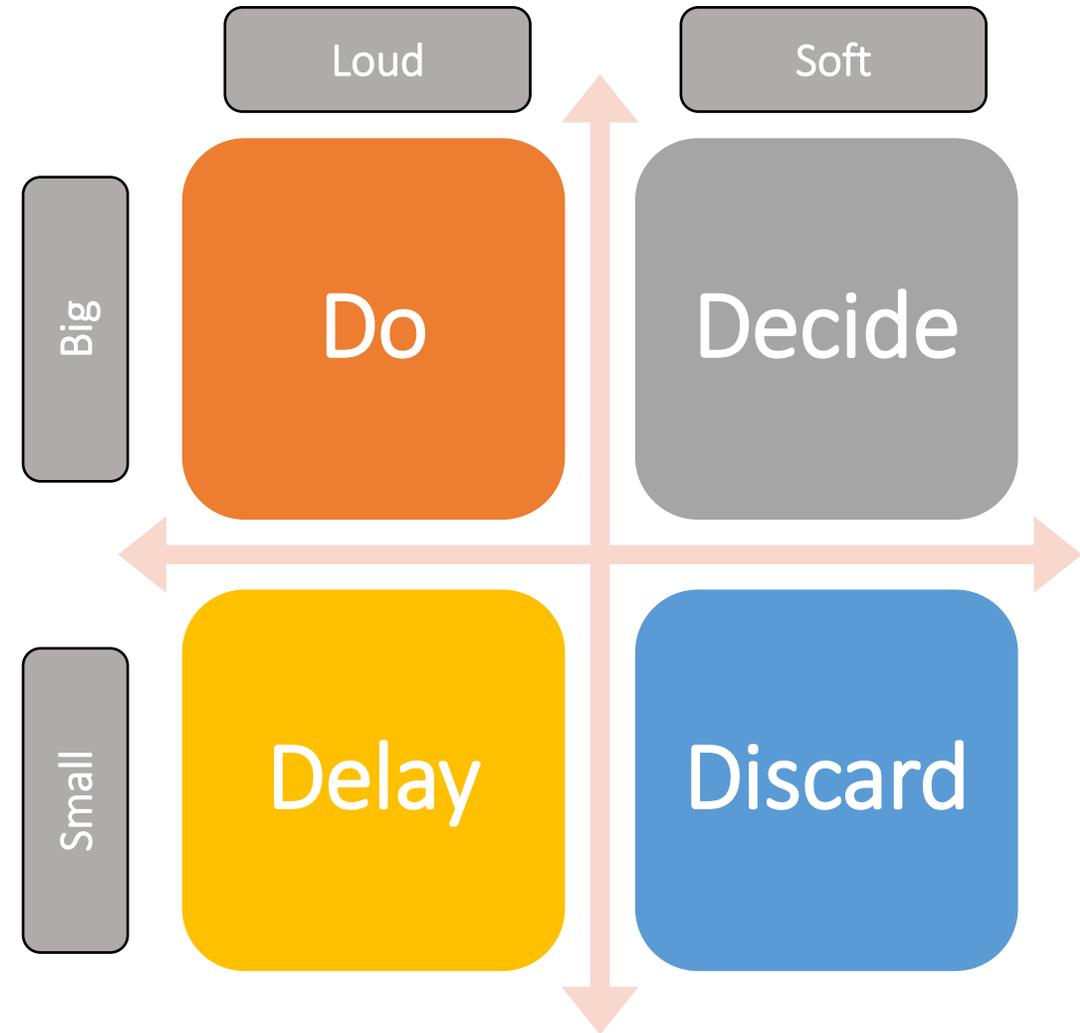
Findings

City of Dallas 5-Year Plan for Older Adults

•Developed goals based on key priorities and current needs

Strategy Timeframes
•Short-term: 6–12 months

•Medium-term: 1–3 years

•Long-term: 3–5 years

Senior Services Strategic Plan

A summary of the recommendations and goals in the strategic plan

Plan Recommendations: Six Goals

Goal 1: Create a City-wide Departmental Outreach and Education Plan

Goal 2: Create a Partnership-Focused Outreach and Education Plan

Goal 3: Create and Execute a Volunteer Engagement

Goal 4: Create a Stakeholder Engagement Plan

Goal 5: Establish and Support Advocacy and Civic Engagement Efforts

Goal 6: Execute Communications Recommendations

Recommendations – Goal 1

Goal 1: Create a City-wide Departmental Outreach and Education Plan
Purpose

Goal 1 aims to increase internal city outreach and awareness and to inform and educate city officials not only about city services available to older adults in the City of Dallas but also to ensure that age-friendly principles and older adult needs are considered when policies are drafted and implemented. This goal also aims to ensure that city services are responsive to the ever-changing needs of older adults within the city.

Short-Term Strategies

➢ Strategy 1 (Information and Communication): Enhance and centralize city efforts to increase awareness of and access to information about city programs that support older adults.

Medium-Term Strategy

➢ Strategy 1 (Information and Communication): Share a scheduling resource / make it available to share all older adult events / activities offered at all city recreational centers, libraries, etc.

Age-Friendly Senior Services Community Engagement Session
Credit: City of Dallas

Recommendations – Goal 2

Goal 2: Create a Partnership-Focused Outreach and Education Plan

Goal 2 aims to increase outreach to and engage current and future partners, providers, and other organizations providing services and supports to older adults in the City of Dallas

Short-Term Strategies

➢ Strategy 1 (Mobility and Transportation): Develop partnerships with organizations that have accessible modes of transportation and on-demand transportation that are available for older adults.
➢ Strategy 2 (Social Isolation): Explore additional models for launching cultural programs and practices that address needs of all older adults and address the needs of underserved populations.
➢ Strategy 3 (Food Insecurity): Establish partnerships to create and execute a food insecurity implementation plan.

Medium-Term Strategies
➢ Strategy 1 (Technology): Implement a device loan program for older adults to check out laptops and other devices.
➢ Strategy 2 (Technology): Continue to expand / review engagement with broadband / internet providers to understand areas of the city wherever older adults are without access to internet services.

Recommendations – Goal 3

Goal 3: Create and Execute a Volunteer Engagement Plan

Goal 3 aims to coordinate and recruit volunteers to execute support activities and programs designed to support older adults, their caregivers, and others involved in supporting older adults.

Short-Term Strategies

➢ Strategy 1 (Technology): Recruit volunteers to assist older adults with appointments in the home using tablets with internet connectivity
➢ Strategy 2 (Aging in Place / Safety): Recruit volunteers to assist older adults during times of emergency events.
➢ Strategy 3 (Aging in Place / Safety / Social Isolation): Increase opportunities for volunteerism for older adults.

Medium-Term Strategies

➢ Strategy 1 (Mobility and Transportation): Recruit volunteers to conduct educational trips for groups of older adults to learn how to access and use public transit (e.g., conducting an educational trip to a trip to local cultural centers or library) to encourage and increase public transit usage.

Senior Affairs Commissioners and Age-Friendly Officer
Credit: City of Dallas

Recommendations – Goal 4

Goal 4: Create a Stakeholders Plan

Goal 4 aims to directly engage communities, departments, and businesses in supporting older adults in the City of Dallas.

Short-Term Strategies

➤ Strategy 1 (Social Isolation): Develop a toolkit, resources, and / or training to help communities, schools, and businesses make social participation opportunities more age-friendly and / or intergenerational.
➤ Strategy 2 (Social Isolation): Increase employment opportunities for older adults through developing resources for employers / universities and through enhanced partnerships.
➤ Strategy 3 (Aging in Place / Safety / Social Isolation): Increase opportunities for volunteerism for older adults

Medium-Term Strategies

➤ Strategy 1 (Aging in Place / Safety): Enhance emergency preparedness awareness for older adults and their caregivers.

Goal 5: Establish and Support Advocacy and Civic Engagement Efforts

Goal 5 aims to increase / develop more effective advocacy for older adults in the City of Dallas.

Short-Term Strategies

➢ Strategy 1 (Healthcare Access): Advocate for additional caregiver support programs to address the growing needs among unpaid caregivers.

➢ Strategy 2 (Aging in Place / Safety): Increase older adults' awareness of public safety programs.

➢ Strategy 3 (Mobility and Transportation): Continue to engage older adults in the planning and implementation process of strategies related to Transportation

➢ Strategy 4 (Aging in Place / Safety): Engage older adults in the planning and implementation process of strategies related to Outdoor Spaces and Buildings.

➢ Strategy 5 (Information and Communication): Explore marketing and re-branding of any reference to senior programs / services to "older adult programs / services."

Medium-Term Strategies

➢ Strategy 1 (Mobility and Transportation): Advocate for additional public transit stops in underserved areas to better serve older adults' needs.

➢ Strategy 2 (Affordable Housing): Advocate for inclusionary zoning ordinances and incentives that encourage a given share of new construction to be affordable for older adults with low to moderate incomes. Include language to address the needs of older adults or how much housing should be dedicated to older adults.

Recommendations – Goal 6

Goal 6: Establish a City-wide Communications Plan

Goal 6 aims to close information gaps for older adults by increasing access, awareness, and usage of all services available.

Year One Strategies / Action Items		
Timeline	Key Actions	**Implementation Notes**
Q1	**Clarify and improve the senior specific City webpage**	**Collaborate with city-departments to ensure the page is mobile-responsive, ADA-accessible, and features simplified language, large fonts, and clear service categories. Add internal services (City programs) and link to vetted external directories**
Q2	**Distribute a printed "one-stop" services directory**	**Include updated contact info and eligibility guidance for city-supported programs. Consider adding a "community resource spotlight" section that references trusted external offerings. Ensure multilingual versions are available**
	Better equip 311 and frontline staff with referral tools	**Provide scripts and talking points, tailored to seniors. Include scenarios for internal vs. external referrals.** **Consider a quick-reference flyer or dashboard for common questions. Training should center empathy and consistency**
Q3	**Standardize messaging across departments**	**Establish messaging guidelines and shared templates that help teams clearly answer: Who is this for? What is it? Where and how can someone use it? Include age-friendly design guidance**
	Revise 10+ priority communications pieces	**Identify the most-used or most-confusing materials (e.g., SNAP flyers, rec center schedules). Update content and design in partnership with older adults— especially from underserved communities**

Final Recommendations

Goal 6:Establish a City-wide Communications Plan

Goal 6 aims to close information gaps for older adults by increasing access, awareness, and usage of all services available.

Year 2 Strategies / Action Items		
Timeline	Key Actions	Implementation Notes
Q1	Create a branded "Senior Update" template	Develop a recognizable print and digital layout for flyers, updates, and mailers. Ensure it is readable, uses plain language, and reflects the City's new visual identity.
Q2-Q4	Mail printed updates to older adults monthly	Use utility and library databases to reach residents age 60+. Tailor content by ZIP code where possible. Include multilingual and accessible versions.
	Run public service announcements (PSAs) on TV and radio	Feature real Dallas seniors and deliver messages in at least three languages. Use trusted local stations to maximize familiarity and cultural resonance.
	Expand flyer distribution in community locations	Prioritize high-traffic, trusted locations like churches, barbershops, grocery stores, clinics, and libraries. Partner with community groups to support posting and replenishment.

Final Recommendations

Goal 6: Establish a City-wide Communications Plan

Goal 6 aims to close information gaps for older adults by increasing access, awareness, and usage of all services available.

Year 3 Goals / Action Items		
Timeline	**Key Actions**	**Implementation Notes**
Q1	**Build local partnerships + deploy OCCE Ambassadors**	**Formalize ties with churches, senior centers, and nonprofits. Recruit ambassadors, including bilingual seniors, to support outreach and serve as trusted messengers.**
Q2	**Host door-to-door outreach and pop- up events**	**Focus on underrepresented neighborhoods. Use printed materials, informal conversations, and giveaways to build visibility and gather stories.**
	Feature 20+ Dallas seniors in campaigns	**Share real voices through videos, flyers, and social media. Highlight identities and lived experiences.**
Q3	**Ask "What would've helped you sooner?" + collect 250 feedbacks**	**Use comment cards, surveys, and conversations at events to surface communication gaps and preferences. Embed feedback into engagement touch points.**
Q4	**Test and revise communications using senior feedback**	**Conduct multilingual message testing, then revise 10+ key materials with older adults' voices centered. Ensure materials reflect what people asked for throughout the year.**

Alignment and Next Steps

Strategic Plan Alignment

Youth Strategic Plan Goal	Aligned Drivers of Opportunity	City Operational Priority	City Foundational Structure
• City-wide Departmental Outreach Strategy and Education Plan Purpose	• Welcoming Public Spaces and Vibrant Community Life • Active Civic Participation and Engagement	• Public Safety • Homelessness and Housing	• Safe • Vibrant
• Partnership-focused Outreach and Education Plan	• Accessible Transportation and Mobility • Accessible Health Services • Healthy Food Access • Digital Access	• Targeted Economic Growth	• Vibrant • Growing • Livable • Sustainable
• Volunteer Engagement Plan	• Digital Access • Affordable, Stable Housing • Active Participation and Engagement	• Basic City Services • Homelessness and Housing	• Vibrant • Fiscally Sound • Core
• Stakeholders Plan	• Employment Opportunities that Strengthen Communities • Welcoming Public Spaces and Vibrant Community Life • Active Civic Participation and Engagement	• Targeted Economic Growth	• Vibrant • Livable • Growing • Core
• Establish Support Advocacy and Civic Engagement Efforts	• Affordable, Stable Housing • Accessible Transportation and Mobility • Clean and Safe Environment • Accessible Health Services • Safety from Crime	• Targeted Economic Growth • Homelessness and Housing	• Safe • Vibrant • Growing
• Establish a City-wide Communications Plan	• Pathways to Financial Security • Strong Community Assets and Cultural Hubs • Welcoming Public Spaces and Community Life	• Public Safety • Targeted Economic Growth • Basic City Services	• Safe • Vibrant • Growing • Core

Next Steps

☑ Update to Quality of Life, Arts and Culture Committee – DATE

☑ Presentation of plan summary, recommendations and goals to Senior Affairs Commission – DATE

+ Feedback from Quality of Life, Arts and Culture Committee

→ Final Discussion and Review of Plan with Senior Affairs Commission – December

→ Final Adoption– early 2026

Questions?

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