

100 RESILIENT CITIES CHALLENGE APPLICATION

You may edit your entry by clicking "Save Draft," located at the bottom of the form. Once you are ready to submit, hit the "Submit" button. You will not be able to edit your entry after that point. The mark of "*" indicates answers are required.

1. Please complete the following background information.

First and Last name, title of the person who completed this entry form

First Name:

Dina

Last Name:

Colarossi

Title:

Fund Development Manager III

Email:

dina.colarossi@dallascityhall.com

First and Last name, title and email of up to two key contacts (note: if you are an affiliated organization applying on behalf of a city, here you are required to list your official city contact and include his or her email address below)

Contact 1

First Name:

A.C.

Last Name:

Gonzalez

Title:

City Manager

Email Address 1:

ac.gonzalez@dallascityhall.com

Contact 2

First Name:

Theresa

Last Name:

O'Donnell

Title:

Assistant City Manager

Email Address 2:

theresa.odonnell@dallascityhall.com

Country:

US

City:

Dallas

City Population (Numbers Only):

1257676

Metro Area Population (Numbers Only):

6810913

Phone number of the person who completed the entry form (Numbers only, including country code):

12146719062

Organization Name:

City of Dallas

I heard about the 100 Resilient Cities Challenge via (select as many as applicable):

100 Resilient Cities Challenge email communication

Organization other than 100 Resilient Cities

I agree to all rules and legal conditions associated with this challenge.*

If selected as an awardee, I will commit to the 100 Resilient Cities resilience definition and approach.*

I am 18 years of age or older.*

I have the permission and support of my city government to submit this application (if applicable).

2. Select a total of four **shocks** that are most relevant to your city, and rank the shocks by order of the magnitude with which they affect, or threaten to affect your city. Rank each **shock** on a scale of 1-4, with "1" = the greatest risk to your city. Select 'n/a' in subsequent drop downs if you have recorded all relevant **shocks** but your selection does not total four.

Shock 1:

Infrastructure failure (i.e. bridge, nuclear power plant, electric grid)

Shock 2:

Flooding (Coastal and Rainfall)

Shock 3:

Terrorism

Shock 4:

Disease Outbreak

2.1 Select a total of four **stresses** that are most relevant to your city, and rank the stresses by order of the magnitude with which they affect, or threaten to affect your city. Rank each **stress** on a scale of 1-4, with "1" = the greatest risk to your city. Select 'n/a' in subsequent drop downs if you have recorded all relevant **stresses** but your selection does not total four.

Stress 1:

Drought & Water Shortage

Stress 2:

Aging Infrastructure

Stress 3:

Chronic Energy Shortages

Stress 4:

Lack Of Affordable Housing

3. Select four **shocks** that have limited to no impact on your city, and rank the shocks by order of the least magnitude with which they affect, or threaten to affect, your city. Rank each **shock** on a scale of 1-4, with "1" = the least risk to your city. Select "n/a" in subsequent dropdowns if you have recorded all limited-impact **shocks** but your selection does not total four.

Shock 1:

Tsunami

Shock 2:

Landslide

Shock 3:

Volcanic Activity

Shock 4:

Earthquake

3.1 Select four **stresses** that have limited to no impact on your city, and rank the stresses by order of the least magnitude with which they affect, or threaten to affect, your city. Rank each **stress** on a scale of 1-4, with "1" = the least risk to your city. Select "n/a" in subsequent dropdowns if you have recorded all limited-impact **stresses** but your selection does not total four.

Stress 1:

Rising Sea Level and Coastal Erosion

Stress 2:

Shifting Macroeconomic Trends/Over Reliance On One Industry

Stress 3:

Overtaxed/Under Developed/Unreliable Transportation System

Stress 4:

Invasive Species

4. Brief us on the long-term impact of your greatest existing or imminent stress. (250 word limit)*

Greatest Stress:

Drought & Water Shortage

Dallas is part of the largest Metropolitan Statistical Area not sitting on a navigable body of water. This southern prairie climate is humid subtropical with hot summers. It is also continental, characterized by a wide annual temperature range. Precipitation varies considerably, ranging from less than 20 to more than 50 inches. The number of consecutive days without precipitation can be as high as 84 days. Dallas, along with the State of Texas, has been in severe drought since 2010. The impact on the state's agricultural economy has been huge.

Consequently, water is an impassioned topic, with years of water restrictions and water rights framing the debates around Dallas's future. The lake systems around the City are historically low, and the City is having to accommodate more people and more communities who buy their water from our reservoirs. Each day, aging water pipes are breaking or leaking, issuing hundreds of gallons of crucial water into the surrounding clay soils.

Adding to the predicament has been the Great Recession of 2008, which continues to bring a sizable migration of people to the region. More than 200 people a day are moving into the City limits seeking jobs. This further taxes an over-stretched water system, electrical grid, and transportation system. Water is indelibly connected to our future resilience, because we will continue to have hot summers and drought as the climate adjusts to more and more people.

4.1 Brief us on how your city will be impacted when your highest-ranking shock occurs. (250 word limit)*

Greatest Shock:

Infrastructure failure (i.e. bridge, nuclear power plant, electric grid)

Infrastructure failure of aging, nearby dams poses the highest risk of shock for Dallas. The City is situated along the flat, "white rocks" of the Trinity River, downstream from two primary dams; Lewisville (built 1953) and Lake Ray Hubbard (1985). The U.S. Army Corps of Engineers lists the Lewisville Lake dam as a 'very high risk,' based in part, by the downstream consequences of a breach, including lives lost and economic and environmental impacts.

Such a failure would place the City at a stand-still, crippling commerce and transportation. The lowest lying areas would flood, including the Central Business District, our poorest neighborhoods, and the entire Medical District. Meanwhile, Dallas would still face similar threats from Joe Pool (1985) and Grapevine Lake (1952) dams.

It is ironic that a City concerned about water shortages would worry about failures on area dams, but it is the dry conditions that contribute to that concern. Drought adds to cracks in concrete,

asphalt and soils. So, too, flash flooding is cyclical occurrence creating additional pressures on infrastructure. It is not a matter of "if" a break will occur, but a matter of "when." It is a widespread danger, as every aspect of life in Dallas would be impacted and would take years to mitigate.

4.2 Select the last significant shock that occurred and briefly detail what happened and how your city reacted. (100 word limit)

Last Significant Shock:

Blizzard

A winter ice storm on December 5-6, 2013, inundated the City for almost a week. Dallas was declared a 'state of disaster' and the event tested all of the City's front line operations. Over a 1/4 million homes were without electricity for several days, two people died, airports shutdown, and the downtown business district grid shut down for part of a day. Dallas's OEM coordinated and monitored all impacts of the event, working with City staff and private partners such as Encor Energy to restore services. In addition, lessons learned included that warming centers need a 24 hour lead-time.

5. Of the four greatest shocks you listed in question 2, pick the one you are best prepared to face. Tell us why you are prepared to face this shock. (250 word limit)

Shock:

Disease Outbreak

The DFW Urban Area is the 12th largest metropolitan economy in the world, home to 25 Fortune 500 corporations and 6 Global 500 companies. With tourism, commerce, and entertainment events, millions of people come in and go out of the City daily. The City of Dallas has had experience with disease outbreaks. As a transportation hub for the center of the country with rail lines, Interstate 20 (east-west transcontinental), I-35 (the NAFTA corridor linking Canada to Mexico), and two airports (DFW and Love Field), the risk of future outbreaks highly likely.

The City learned from Hurricane Katrina that disease outbreak is a risk, even as 200,000 evacuees disbursed across the southern U.S. Among the evacuees from New Orleans, a cluster of infections with methicillin-resistant *Staphylococcus aureus* (MRSA) was confirmed in approximately 30 pediatric and adult patients at a Dallas evacuee facility. In addition, 24 cases of hurricane-associated *Vibrio vulnificus* and *V. parahaemolyticus* wound infections were reported, with six deaths. In January, 2014, 26 people died from flu-related illnesses, including H1N1. In 2012, the City was at the epicenter for West Nile with over 100 patients at one hospital alone.

Dallas has six research hospitals that work directly with the Dallas OEM, the County Health and Human Services Office, as well as their own Business Continuity and Emergency Management departments to contain burgeoning epidemic and treat patients.

6. Of the four greatest stresses you listed in question 2.1, pick the one you are best prepared to face. Tell us why you are prepared to face this shock. (250 word limit)

Stress:

Lack Of Affordable Housing

Texas is a business-friendly state, but it has long been hard on the weak and vulnerable, faring badly in national surveys of child poverty, food assistance, and healthcare. Dallas is considered a wealthy city, but 68 percent of consumers in the city have sub-prime credit scores. Between 2000 and 2012, Dallas's poor population increased 41 percent, spurring Mayor Mike Rawlings to create a city task force on poverty.

The City's Consolidated Housing Plan identified housing availability and affordability as a high priority. Although Dallas has relatively low housing costs, it must be noted that Dallasites earn less than the average North American, and the Cost Burden (as a percentage of income) of housing is highest among the poorest. Approximately 33% of housing inventory in Dallas is aging and has one or more conditions: severe crowding, lacks complete plumbing, lacks a kitchen, and/or has a severe cost burden.

Through input from numerous task forces and the planning commission (Forward Dallas, 2012), the City determined that mixed-use development along transit corridors is essential for mitigating concentrated pockets of poverty. The Mayor's GrowSouth initiative is drawing new development resources into the southern sector (which has historic poverty) by investing new trolley lines, light rail, and transit centers. As a result, new housing, both single family and multi-family, is replacing sub-standard housing. The challenge is staying ahead of demand.

7. Write about an experience that demonstrated a need for greater resilience in your city and how it impacted your city's ability to function. (250 word limit)

Dallas was the second largest recipient of people fleeing the ravages of Hurricane Katrina in 2005. When the Houston shelters began to reach capacity Governor Perry activated an emergency plan that made space for an additional 25,000 in the Dallas-Fort Worth area. People were housed at Reunion Arena and families were housed in the minimum security prison - much to the criticism of the evacuees - while untold numbers were already in hotels and local homes. Local resources were quickly overwhelmed to provide food, medical assistance, and housing. The Dallas Schools had to place 2,000 additional children into classrooms almost overnight.

The City worked with area corporations and community-based organizations to mitigate the stresses this created and as a result, updated long-range strategies for similar events in the future. The City understands it is better to build disaster strategies around current partnerships and inventory.

Though several plans are now developed and updated in the event of storms and terrorism, the greatest hardship will still be experienced by the poorest in our City. Dallas is actively working to re-invest in the Southern Sector, to diversify each and every area of the City, and to improve schools so that community growth is not split unevenly between the poor and the wealthy. Balancing opportunity to all citizens is the best strategy toward resiliency.

8. Name the three critical partners (i.e., current networks, stakeholders, collaborators) across the city with whom you believe you will need to engage to be successful.

Partner 1

Name of Partner:

Dallas County Volunteer Organizations Active in Disaster

Sector:

Local Civil Society

List any concrete examples of planned or completed work. (100 word limit)

Dallas County Volunteer Organizations in Disaster (VOAD) is comprised of over 50 non-profit and non-governmental support agencies, and is an active member of the Dallas Emergency Response Team. They meet regularly to assess, plan, and update the community-based organizational capacity to address disasters before, during and after an event. A core part of their mission is to foster efficient service delivery to people affected by disaster. In Dallas, VOAD is responsible for hurricane setup and operations of hurricane shelters. The coalition is has perfected volunteer organizing, and the collection and dissemination of goods and food to stricken areas

Describe how you'll include them in developing and executing a resilience plan (100 word limit).

The City will continue to work with VOAD throughout the planning process to strengthen its vital services to the most vulnerable populations. As VOAD works to promote whole-community solutions to disaster management, Dallas will utilize their expertise in building relationships connecting all sectors of society.

Partner 2

Name of Partner:

Neighborhood Associations and Community-Based Organizations

Sector:

Local Civil Society

List any concrete examples of planned or completed work. (100 word limit)

Dallas has an extensive network of neighborhood associations, and frequently taps them for input on City business. For those areas without robust groups, Dallas is actively working to increase civic engagement. Dallas is deploying VISTA volunteers into lesser-organized, poorer areas to help neighborhood leaders build active neighborhood groups, Dallas Police (DPD) work with existing neighborhood associations and crime watch groups to engage the micro-community, and Community Engagement Units help combat crime and increase the quality of police service. As the partnerships develop, the number of community-based programs continue to grow.

Describe how you'll include them in developing and executing a resilience plan. (100 word limit)

Most neighborhood associations have a roster of neighbors and a often a listserv shared by the group that can quickly and effectively communicate community updates and cautions. By working with the community, the City better engages both the citizenry and the community agencies that support our citizens. In addition, Dallas formally seeks out the expertise of non-profits to focus on reducing poverty and family violence, and increasing affordable housing by creating Task Forces that develop reports to the mayor, council members and the public.

Partner 3

Name of Partner:

UT Southwestern, Baylor, Children's Medical, and Parkland Hospitals

Sector:

Private

List any concrete examples of planned or completed work. (100 word limit)

Healthcare access is problematic for the City's poorest residents. Dallas has partnered with hospital and community health programs to get more people enrolled in CHIP and Medicaid and to market the economic benefits of enrollment to area employers and the targeted populations. In addition, the City and our medical partners conduct periodic exercises to test response to a variety of potential scenarios that impact City and medical resources.

Describe how you'll include them in developing and executing a resilience plan. (100 word limit)

As major employers and service providers for the City, it is vital that access to healthcare have as little interruption in the event of a crisis as possible. As such, Dallas will seek out input from our medical partners in all planning activities, to ensure these critical services are continuously available to our citizens and issues such as disease outbreak are being addressed proactively.

8.1 One of the main offerings 100 Resilient Cities provides is access to a platform of services and partners. Has your city previously engaged in a partnership with large private sector actors?

Yes

If yes, briefly describe that experience.

Downtown Dallas Inc. (DDI) consists of over 600 security directors, building owners, and property managers representing the core of downtown businesses. The coalition meets monthly to share information and implement strategies to ensure safety and security in the growing downtown district. DDI is a key planning partner and was instrumental during Super Bowl activities and the September 11 ten-year anniversary. DDI will continue to provide the Dallas Emergency Response Team many important services including a Downtown Emergency Contact database, and the Dallas Alert Messaging System. DDI is a key partner to any critical incident happening in Downtown Dallas.

8.2 Include website links to the critical partners and networks with whom you already engage.

<http://www.dallascert.com/>

<http://www.dallasalert.org/>

<https://www.facebook.com/victimrelief?fref=nf>

<http://www.dallasreact.org/favorite.htm>

9. Select the first three priority areas you intend to address for the launch of your resilience plan. For a more detailed explanation of these priorities, visit our .

Priority Area 1:

Continuity of critical services

Priority Area 2:

Effective leadership and management

Priority Area 3:

Adequate safeguards to human life and health

10. Please attach your letter of support from the chief executive officer of your city. This letter must (1) clearly state that the city's chief executive officer agrees with all answers to the questions found within this application, (2) indicate a commitment to providing the necessary support if the city is selected for the 100 Resilient Cities program, and (3) briefly detail the city's capacity and willingness to adopt and implement a citywide strategy.

Upload Letter:

Dallas_GonzalezLetterofSupport.pdf

City Chief Executive Officer's First Name:

A.C.

City Chief Executive Officer's Last Name:

Gonzalez

Title:

City Manager

Position Type:

Appointed

Time served in office (# months elapsed from entering office until present day)

14

Duration of their remaining tenure (# months remaining in term of office)

0

Eligible for another term:

Yes

If yes, how long is the term (# months):

0

Name, email address, and phone number to reach the appropriate point of contact in this office (e.g. the mayor's executive assistant)

Support Contact First Name:

Lindsay

Support Contact Last Name:

Kramer

Email Address:

lindsay.kramer@dallascityhall.com

Phone Number (Numbers only, including country code):

12146701858

Name, email address, and phone number to contact the chief press officer

Press First Name:

Sana

Press Last Name:

Syed

Email Address:

sana.syed@dallascityhall.com

Phone Number (Numbers only, including country code):

12146703322

11. Cities are currently integrating the role of Chief Resilience Officer (CRO) using various approaches; the following outlines models that are being implemented across the globe. Select the model of greatest interest to your city based on the city's structure and needs:

Model A. An existing staff member becomes the city's CRO, and resilience is a new portfolio.

For example: A city combines the Office of Emergency Management (OEM) and Office of Climate Change into a single department: The Office of Resilience. The former head of OEM is appointed CRO and reports directly to the Mayor. All the employees of the two formerly separate departments report to this new CRO.

Model B. An existing staff member becomes the city's CRO. The employee retains components of an existing portfolio, and adds a focus on resilience.

For example: A city appoints the Chief of Preparedness as CRO, adding resilience to her portfolio. The city then hires an additional staff member to ensure the efforts are sustainable.

Model C. The CRO is a new staff member; the portfolio is new.

For example: A city creates a new Office of Resilience and hires an outside employee to run it. No existing city departments are altered. The CRO coordinates across all government silos to create a resilience strategy.

Model D. The CRO is a new staff member; the portfolio is existing or merged with other functions.

For example: A city merges the Department of the Environment and the Earthquake Preparedness office, creating a new resilience office headed by a CRO hired from outside the government. The employees from the formerly separate departments all report to the CRO, who reports directly to the Mayor.

Select Model:

B

11.1 Describe the reason why the model that you selected will work best for your city, including the

political support you have in place to support this structure. (100 word limit)

It is important to tether this process to the existing expertise in the City, therefore Theresa O'Donnell, Chief Planning Officer for the new Department of Planning and Neighborhood Vitality, will serve as the CRO to navigate between city departments and regional partners. Ms. O'Donnell comes armed with an abundance of knowledge about the City, and served most recently as Assistant City Manager over Sustainable Development & Construction, Housing & Community Services, Aviation, and the Office of Fair Housing. As the formation of this new department demonstrates, the political support for comprehensive planning such as a Resiliency Plan already exists.

12. Outline your vision for the Chief Resilience Officer, including the proposed CRO reporting structure you plan to implement if your city is selected as a network member. Please also indicate if your city already has any similar position to the CRO role. Note that 100 Resilient Cities values CRO structures in which the CRO reports directly to the city's chief executive or to his / her direct reports. (250 word limit)

Ms. O'Donnell reports directly to the City Manager, and will continue to do so as Resiliency is added to her docket (Mr. Gonzalez serves at the pleasure of City Council, and his term as City Manager is indefinite). In her role as Chief Planning Officer, she is tasked with consolidating a number of urban design and planning activities, and the new Department of Planning & Neighborhood Vitality will encompass Strategic Planning, Housing Planning, Service Area Coordination, Transportation Planning, and the Dallas City Design Studio. The objective of this consolidation is to ensure that the City leads the cutting edge of planning and urban design in a 21st Century market, focuses on supporting vibrant neighborhoods, and aligns a number of City functions to create a more livable and resilient Dallas.

With this structure already in place, Ms. O'Donnell is uniquely situated to navigate between city departments and regional partners. She will add support staff to develop the Resiliency Plan, who will work closely with City departments - including those listed above, Emergency Management, Economic Development and the Mayor's Office - as well as regional partners, the private sector, and community organizations to develop Dallas's unique platform for resilience. This will allow us to ensure resiliency is built into our system from the ground up, and is consistent with all planning activities throughout the City.

13. We appreciate that cities need to start large projects at different times based on their elections cycles, budgeting processes, etc. Please select your city's preferred month in 2015 to begin planning and implementing your resilience plan. To better understand and adequately plan for the work undertaken during the first few months, the current 100 Resilient Cities Engagement Cycle is roughly as follows: Months one and two center on city onboarding; an initial strategy workshop, with stakeholders from across silos and sectors, happens at the end of month three. The CRO recruitment process takes place during months three and four. The strategy development phase – an intensive period – occurs over six to nine months, starting at the beginning of month five.

Select the preferred month to begin planning and implementing your resilience plan (e.g. March).
April

14. Has your city previously accepted grants from international civil society organizations?

No

14.1. If yes, how did you collect this grant (e.g. did you receive it directly, have a fiscal sponsor).

Name of Organization:

14.2 Detail the nature and length of the grant (e.g. technical assistance infrastructure planning grant that lasted 24 months).

Length in Months:

15. 100 Resilient Cities is interested in the possibility of testing partnerships among adjoining municipalities that have both applied for the Challenge. Are there any adjoining cities that you would be interested in partnering with while developing your resilience strategy and, if so, which?

City:

Point of Contact

First Name:

Last Name:

Title:

15.1 Do you know if they are applying: