



This fall, 75,000 citizens from throughout the Dallas area will comment on the proposals for achieving the Goals for Dallas. It is a key part of the Goals concept, a concept based on the idea that the people should be directly involved in shaping their city's future.

This report, the fourth published by Goals for Dallas, takes ten minutes to read. The story it tells could affect the life of each individual in the Dallas area. Take ten minutes to find out why the fall meetings are important to you and your family.

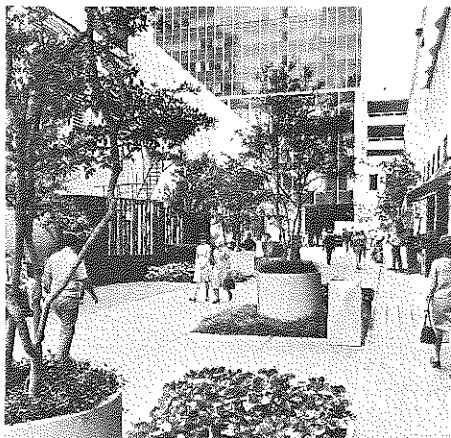
Here is the fall schedule:

September 15 to October 26—  
Goals Information meetings held by organizations.

October 27 to November 26—  
Neighborhood Meetings held in school buildings throughout the Dallas area.

### Reaching Our Goals

One of the unique qualities of the Goals Program is its unlimited scope. It is not merely an effort to blueprint a plan for the physical development of the Dallas area. There are, certainly, Goals on physical development—from airports to parks. But there are also Goals on cultural activities,



on all aspects of education, on the development of human resources.

And just as the scope of the Goals Program is almost unlimited, so is the role of the citizen. Goals Neighborhood Meetings are open to all. Volunteers working in the program represent every race, every creed, all economic levels and every section of Dallas County.

Every citizen has the opportunity to help shape the Goals and the steps to achieve them. And the role of the citizen does not end with this opportunity. Each individual also can help achieve the Goals.

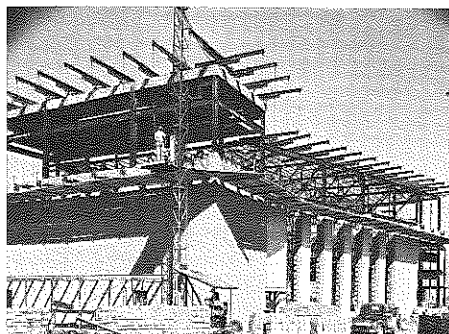
Attaining the Goals is not a responsibility that belongs exclusively to the City Council, the County Government or the Board of Education. It is shared by every voter, by every conscientious citizen. If the responsibility is not so shared, many of the Goals likely will remain unattained. There is ample evidence that a majority of citizens is willing to share this responsibility. Studies conducted by the Task Forces show that we are already making good progress toward reaching our Goals. Here's where we stand on achievement of our 114 Goals:

Four per cent of the Goals have already been achieved.

Substantial work toward achievement has been accomplished on 44 per cent.

Initial start-up actions have been taken to reach another 39 per cent.

Only on 13 per cent of the Goals has there been no work toward achievement.



Judge Sarah T. Hughes, Judge, Federal District Court: "Through Goals for Dallas there is a realization by the community of the urban problem. We are on the way to the attainment of the Goals in making Dallas livable for all the people."

Here are just a few examples of steps being taken to achieve the Goals for Dallas:

A city sales tax and a city hotel tax have been instituted by the City of Dallas. And Dallas has established, in the City Manager's office, a position for liaison with state and federal government agencies to seek out opportunities for financial assistance (Government of the City, Goal 4).

Recent City Charter amendment provides for the strengthening of the Department of City Planning (Design of the City, Goal 1).

The North Central Texas Health Planning Council has been formed (Health, Goal 6).

The block partnership program, sponsored by the Dallas Council of Churches has been instituted between a number of churches and residents of disadvantaged areas to share in seeking solutions to basic problems and to develop leadership in underprivileged neighborhoods (Welfare, Goal 6).

Construction on the Dallas-Fort Worth airport site began in December of 1968 (Transportation & Communications, Goal 3).



The Youth Guidance Commission was organized recently through efforts of a Dallas church group to provide counseling to predelinquent youngsters referred by the Dallas County Juvenile Department. The Commission has grown into a non-denominational, inter-racial organization which trains volunteer counselors (Public Safety, Goal 7).

The first Dallas Independent School District kindergartens have been started and a schedule for expansion to a systemwide basis has been prepared (Elementary and Secondary Education, Goal 8).

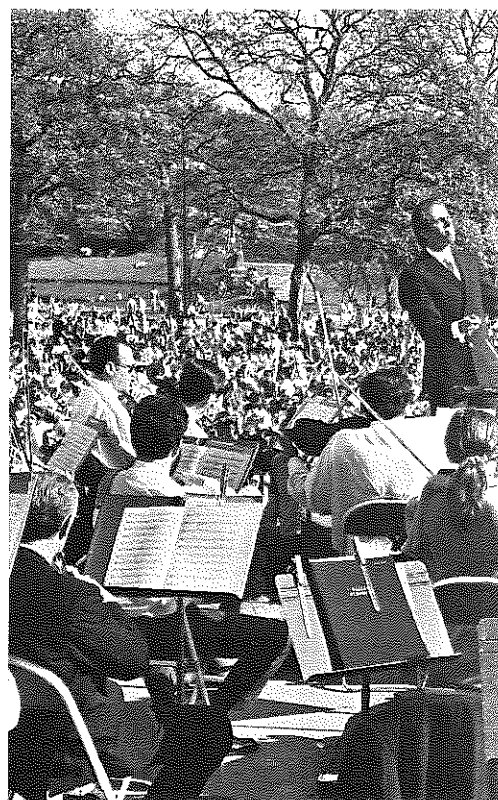
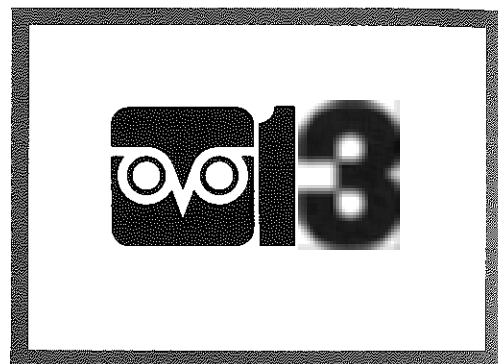
The Southwest Center for Advance Studies, Austin College, Texas Christian University, and the University of Dallas are joining with Southern Methodist University to provide degree programs in engineering using a television network. Other universities have been invited to participate (Higher Education, Goal 4).

KERA is working on a five-year program to expand both programming and facilities. This began in March of 1969 with a series of Saturday morning programs for pre-school children. Over 720 adults organized children's groups throughout the Community to view the stimulating programs. The station plans to expand the program to two hours daily, six days a week, in the fall (Continuing Education, Goal 5).

The City of Dallas is sponsoring public concerts by the Dallas Symphony Orchestra at a cost of \$50,000 per year (Cultural Activities, Goal 5).

The Dallas Park Department has built and operates 15 recreation center buildings with facilities for sports activities and meeting rooms. Six additional centers are scheduled for completion within the next few years (Recreation & Entertainment, Goal 5).

The Economic Potentials Study (See Page 4) will develop a methodology for projecting significant economic and demographic data for the Dallas area (Economy of Dallas, Goal 3).



**Mrs. Morton Sanger**, Housewife, active in civic affairs: "I would hope for two chief things from the Goals Program: One, that the people who live in our city—all of us—would begin to feel a sense of control over events instead of impotence and drift; and two, that we would see those things which we have seen before as isolated issues in their true connectedness and relevance. I think that nothing significant can happen until many citizens take up the full weight and pressures of responsibility and others share the power they now possess."

### The Beginning

More than three years ago, Goals for Dallas began as an idea. It was in December of 1965 that Mayor Erik Jonsson met with a group of citizens—a group that represented the major segments of Dallas citizenry. He put the question to them: "Shall we deal adequately with the future, or be run over by it?"

**Rep. Zan Holmes**, Member, Texas Legislature: "I commend Goals for Dallas for providing an opportunity for private citizens to participate in shaping their destiny by expressing opinions on the Goals they wish Dallas to pursue. By gaining the support of the people for these worthy Goals, it will be possible to carry them forward for the benefit of all."

The Goals for Dallas Program began on that day, really, as an experiment—innovative, ambitious, futuristic, but an experiment. Never in modern history had an entire citizenry attempted to participate directly in the thrust of their city's development.

Basically, the plan of Goals for Dallas is this:

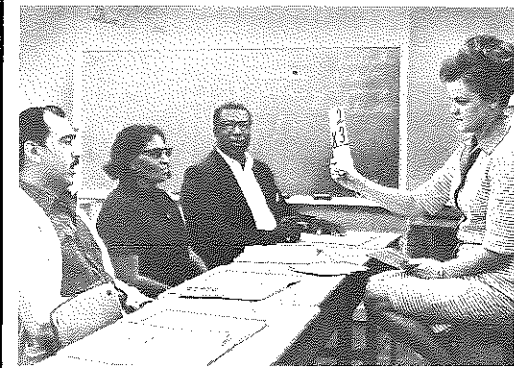
1. Set broad Goals for the development of the Dallas area (completed in 1967).
2. Decide how and when the Goals should be achieved.

3. Make certain the consensus of the people is represented in the Goals and by the ways of achieving them.

4. Ensure that the Goals continue to be relevant and that they can be—and are—met.

After three years, the Goals Program remains an experiment. But things are happening in Dallas and they indicate that the experiment will be successful (see "Reaching our Goals," on Page 1).

The experiment is not being carried out just by the original group of 27 citizens which met with Mayor Jonsson three years ago. The

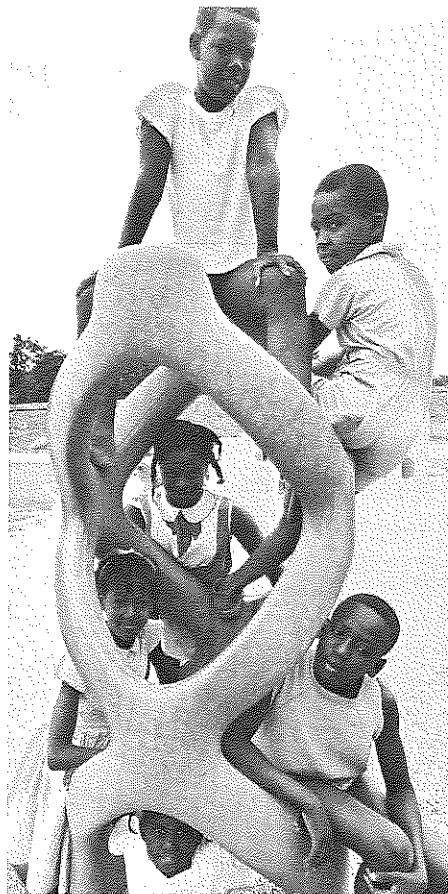


27, which later became the Goals Planning Committee, have been joined by more than 50,000 who are making the experiment work.

#### First Stage

In the summer of 1966, 87 citizens from all parts of Dallas wrote a set of proposed Goals for Dallas. These 87 constituted a broad cross-section of Dallas—businessman and wage-earner, Christian and Jew, young and old, black and white, liberal and conservative.

Then in November of 1966, 33 open-door meetings were held for citizens to express



**Mrs. Sibyl Hamilton**, former member, Dallas City Council: "The Goals Program has provided a valuable means of communication for all segments of the population. The opinions as stated in the Neighborhood Meetings have given the city government a sense of direction for accomplishing its portion of the Goals . . ."

their views about the proposed Goals. More than 6,500 attended these Neighborhood Meetings. In preparation for the meetings, clubs and religious groups had held scores of discussion sessions on the Goals.

The Neighborhood Meetings were for real. Of the 98 proposed Goals, 62—or more than 60 per cent—were changed as a result of citizens' suggestions. Modifications ranged from minor editorial changes to complete rewording. Twelve new Goals were added and four were divided.

The resulting 114 Goals represent a consensus of the thousands of citizens who gave

their time and thought. Publication of the revised Goals in mid-1967 completed the First Stage of the Goals Program.

**Involvement of the citizen in shaping the future of his city is the key to Goals for Dallas. To date, more than 1,100 individuals have been Goals for Dallas volunteers.**

The need for volunteer talent always exists in the Goals Program. If you wish to participate in this exciting experiment, telephone the Goals office at RI 1-3078. Your name will be entered on the volunteer rolls. You will not be asked to perform make-work activities. Only when your talents are needed will you be contacted.

#### Second Stage — The Task Forces

Once Dallas had its Goals, it was ready for the Second Stage, which began in early 1968. Here was the formula:

Identify the major steps needed to reach each of the 114 Goals.

Identify the organizations and agencies which should be responsible for getting the major steps done.

Set a completion date for each major step.

Estimate, where possible, the cost of each major step.

Initially, the major share of this work was done by 300 citizens who comprised 12 Task Forces. Each Task Force was responsible for proposing how to attain the Goals in one of 12 subject areas: Government of the City, Design of the City, Health, Welfare, Transportation and Communications, Public Safety, Elementary and Secondary Education, Higher Education, Continuing Education, Cultural Activities, Recreation and Entertainment, and the Economy of Dallas.

Each Task Force was a slice of Dallas; it represented a broad cross-section of opinion. The work was not easy. The Task Forces read, dug, questioned and discussed. They interviewed scores of advisers—local and out-of-town experts. These knowledgeable people included the heads of public and private organizations who would bear the major responsibility of getting the Goals accomplished—city managers, school superintendents, hospital administrators and the like. It was not a how-blue-is-the-sky study that would be useless to the people who would have to take the leadership in getting the job done. They proposed specific, practical steps for reaching the Goals. When they finished, the Task Forces volunteers had invested more than 18,000 manhours in the future of their city.

The proposals for achieving the Goals then went through two committees — one to make the complex reports as readable as possible; the other to review the reports for omissions, feasibility, contradictions and the like. Both committees worked with the Task Forces Chairmen.

As a final check, a group including the Chairmen of all Task Forces reviewed the proposals as a package, to make sure that they were consistent in strategy and with realities when viewed as a single entity.

It was a lengthy process, but solid study and thought is not an overnight cram session. The results of this work will be published and widely distributed early this fall.

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**Dr. Nolan Estes**, Superintendent, Dallas Independent School District: "Goals for Dallas provides an important communications channel linking all segments of life in the city with organizations charged with the responsibility to furnish the service people want and need. With continued interest, understanding and participation by thousands of citizens objectives for an even greater Dallas can and will be reached."

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### Second Stage — Economic Potentials Study

While the Task Forces were at work, a study was begun to forecast basic socio-economic indicators for the Dallas area for the next 10 or more years. The study will forecast such vital benchmarks as the annual value of all goods and services produced, population, income, and the like. The reason for the study is this: If we are going to plan for the future, we need some idea about the resources available to achieve the Goals.

The National Planning Association in Washington, D.C., a non-profit economic research organization, is giving advice on methods of making projections and is furnishing technical help in identifying, collecting and collating the facts necessary to make such predictions. The uniqueness of this study attracted a grant from the Ford Foundation to pay for the National Planning Association assistance and for part of the local work, which is being done at SMU's Institute of Urban Studies.

The first Economic Potentials Study report will be ready in the fall of 1969.

### Second Stage — The People

The Task Forces volunteers were not alone in their labors. The early months of 1968 also saw volunteer committees in 20 Dallas neighborhoods and eight suburban cities (Richardson, Carrollton, Farmers Branch, Lancaster, Duncanville, Garland, Mesquite and Grand Prairie) begin organizing for a two-step citizen participation campaign.

The first step came in the summer and fall of 1968. Members of clubs, religious organizations and PTAs, employees of large businesses and high school and college students attended meetings to rank the Goals. At the 456 meetings held during the five-month period, individuals were brought up to date on the Goals Program by the film, "To Shape a City," their questions were answered by a volunteer discussion leader and they filled in a questionnaire by picking the three Goals in each Goals subject area they believed should have priority for achievement. The results of these questionnaires were given to the Task Forces to help in setting the dates when major steps for achieving the Goals should be accomplished. Attendance at these summer-fall meetings totaled 53,122 — an 800 per cent increase over attendance at the 1966 Neighborhood Meetings. The Goals experiment was clearly gaining momentum.

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**Dr. W. A. Criswell**, Pastor, First Baptist Church of Dallas: "Not favorable situations and not natural resources have built Dallas, but men — men of vision and courage and determination. The Goals for Dallas program is a part of that modern commitment that will inevitably make Dallas an ever greater city in the future than it has been in the past."

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### Coming This Fall

Now that the Task Forces have finished, it is up to the people to review the proposals for achieving the Goals. This review is planned to come off like this:

**September 15 to October 26:** Information Meetings will be held by club, religious, PTA, high school, college and employee groups. These 30-minute meetings will give citizens their first look at the proposals for achieving the Goals. A new film will be shown. A schedule of the Neighborhood Meetings and a summary of the proposals will be distributed. A trained discussion leader will answer questions raised by his audience. Any group of 25 or more interested people can arrange a meeting. Call RI 1-3078 about scheduling a meeting. Deadline for arranging these meetings is August 31, 1969.

**October 27 to November 26:** Neighborhood Meetings will follow Information Meetings. These three-hour, open-door meetings will be held, generally, in school buildings throughout the Dallas area and will normally start at 7:30 p.m. At the meetings citizens will review the proposals for achieving the Goals and then approve them or recommend changes. The results will be used to revise the proposals.

Upon publication of the revised proposals for achieving the Goals, the Second Stage of the Goals Program will be completed.

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**Miss Tam Pillsbury**, Student, W. T. White High School: "The Goals for Dallas program is a step towards a more personal city government where all citizens can take part in discussing and planning improvements for Dallas as well as making the final decisions concerning them. I know the young people of Dallas are especially grateful for the chance to take part in the program."

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### Third Stage

The basis of the Goals for Dallas Program is the same as that of the New England town meeting in our country's early history. But instead of a single meeting, there are hundreds to ensure that all elements of the complex urban society that is Dallas are represented. From this urbanized town meeting came, first, the Goals. Next will come the citizen-reviewed proposals for achieving the Goals.

The Third Stage of the Goals Program will go like this:

The revised proposals for achieving the Goals will be sent to heads of every organization and agency identified in the reports as responsible for achieving or helping to achieve one of the Goals. City, school, county and state officials, plus heads of private organizations like the United Fund and Dallas Symphony Orchestra, will be among the recipients.

At the end of 1970, and each year thereafter, a report on the progress these agencies and organizations are making toward achieving the Goals will be published and widely distributed.

In 1971, five years after the Goals were first developed, there will be systematic review and revision of the Goals and ways to achieve them to keep them up to date with changing times.

So the Third Stage — a continuing job — will complete the experiment, the job of adapting the early-day town meeting to Twentieth Century conditions to offer all the people a way to declare what they want for the Dallas area of tomorrow. But, as usual, the job of shaping a city will not be done easily; it will require each individual to follow closely the work of achieving the Goals and to support those organizations and agencies which are to get the job done.

And in the final analysis, the success of this experiment will depend on the dedication, intelligence and goodwill of every citizen in the Dallas area.