

# *Unmasking Environmental Racism in North Texas*

*A Community-Based Research Approach to Remediation and  
Reparations*

by

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## **Abstract**

The fight for environmental justice is intimately tied to broader struggles for social and economic justice, as communities of color and low-income communities are often the most affected by environmental degradation. The city of Dallas has enforced discriminatory regulations and policies in which Black and low-income community members have been negatively impacted in terms of health outcomes and access to resources. This systematic oppression has led to the increased rates of asthma and other respiratory illnesses, poor water quality, and blighted neighborhoods throughout Dallas. The fight for environmental justice in Dallas is growing with urgency, and it serves as a powerful example of the broader struggle for justice and equity in our society.

Meeting this need with direct action, Faith In Texas has become a voice for the community, to combat this overt oppression. Through this University of Michigan's School for the Environment (UM-SEAS) capstone project partnership, the team has been tasked with helping these organizations carry out their mission. Our research utilizes interviews with residents, community organizations, and experts to gain insights into their lived experiences, challenges, and strategies for advocacy. Additionally, extensive literature reviews were conducted to understand the historical context, policy implications, and existing research on environmental justice issues in the region. By integrating insights from interviews, literature reviews, and analyses of community and polluter tactics, this paper aims to inform and support the ongoing fight for environmental justice in the city of Dallas.

## **Introduction**

According to a 2020 Paul Quinn College report, *Poisoned by Zip Code*, "In the City of Dallas, there is a 15-year difference in life expectancy depending on the zip code you live in". Black, Latinx, and low-income neighborhoods all over the region face life altering health consequences, in large part due to industrial polluters setting up shop in their backyards. In 2018, Marsha Jackson and her neighbors in the Floral Farms neighborhood of Southeast Dallas found themselves living next to a 100,000-ton illegal dump of asphalt shingles which came to be called Shingle Mountain. A company called Blue Star Recycling set up shop on Jackson's fence line, grinding shingles as a "green recycling solution." The open-air shingle recycling site filled the air with poisonous dust in the majority Black and Latinx neighborhood, causing respiratory issues and skin irritation among residents (Erikson, 2022). On the other side of town in majority-Hispanic West Dallas, community members like Janie Cisneros, of Singleton United/Unidos, are fighting hard against a shingle manufacturer, GAF (GAF's Gotta Go!).

According to the Annual Emissions Inventory Report prepared by Paul Quinn College, "Asphalt shingle production from three facilities (GAF, TAMKO, and Owens Corning) in Dallas

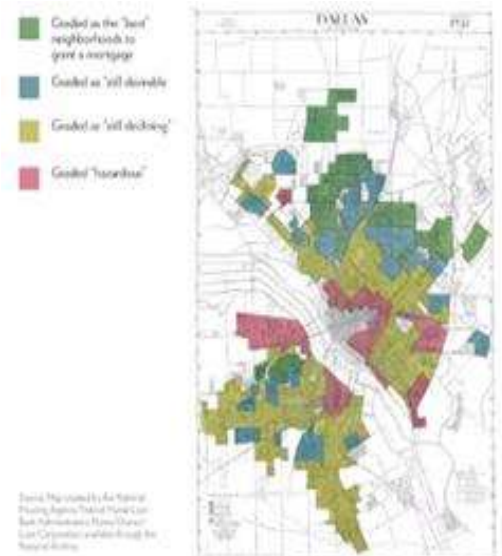
County account for 67% of the total SO<sub>x</sub> pollution emitted in Dallas County” (2022). These are just two examples of industrial polluters harming the health and quality of life of Black and Latinx residents in North Texas. How did these neighborhoods come to be so disproportionately impacted by pollution? This paper will attempt to summarize some of the main factors leading to this result, provide an overview of key environmental justice fights, show how Dallas residents are fighting back and why, and provide a summary of what is needed to build healthier communities.

## Literature Review

To see how Black and Brown neighborhoods came to be so disproportionately impacted by industrial pollution in North Texas, it is crucial to understand the racial history and present-day racial power structures in the region. North Texas-specific literature, like *The Accommodation* by Jim Schutze, *White Metropolis* by Michael Phillips, and *Paved a Way* by Colin Yarbrough, help to tell this story. This literature collectively details the evolution of racism in North Texas, from enslavement to intentional dispossession and displacement to present-day zoning discrimination, which have all contributed to how Black and Latinx people in North Texas bear the brunt of industrial pollution.

### **A Brief Examination of Race in Dallas**

Texas was a major cotton producer and was seen as a haven for enslavement as public perception of enslavement began to change. Many landowners moved their enslaved people to Texas from other southern states, especially around the time of the Civil War (Schutze, 1986). Leaders sought to make the system of enslavement into a sacred principle in Texas, tying this ideology to the ideology of Christianity. Despite the Emancipation Proclamation abolishing enslavement in 1863, this news failed to reach enslaved people in Texas until they were finally freed on June 19, 1865 (Britannica, 2023). During Reconstruction, the prominent belief among white Texans was that the recently emancipated enslaved people could not survive as free people. The KKK brutally repressed Black Texans, asserting that this was necessary to force Black people to labor (Schutze, 1986). At the same time, white people systematically kept work away from Black people and gave it to white immigrants. Mexican immigrants faced similar discrimination.



According to Michael Phillips in *White Metropolis*, “Lingering bitterness over Mexican atrocities in the Texas Revolution intensified Anglo questions about Mexican character” (2006). He goes on to say that Dallas schoolchildren in the early 20<sup>th</sup> century were taught that Mexicans were inherently cruel and violent. White Dallas residents associated them with crime and disease and created physical and statutory barriers to maintain separation.

These ideological roots manifested in the organization of the City of Dallas. Wherever Black people settled and bought property, they were driven out, either by terrorism or by the government, who bought up Black-owned properties and displaced families, leaving them no choice but to rent in Black slums in designated parts of the city (Schutze, 1986). This was further encoded into the DNA of Dallas through redlining in the first half of the 20<sup>th</sup> century (Mapping Inequality, 2023). The maps below show how Dallas was redlined (Mapping Inequality, 2023), a map of present-day racial distribution (Memorandum, 2017), and crucially, industrial zoning (Unequal Industrial Zoning). The present-day distribution of Black and Latinx populations in Dallas closely mirrors the redlining map. Industrial zoning is predominantly located in majority Black and Latinx communities, exposing them to many sources of industrial pollution.

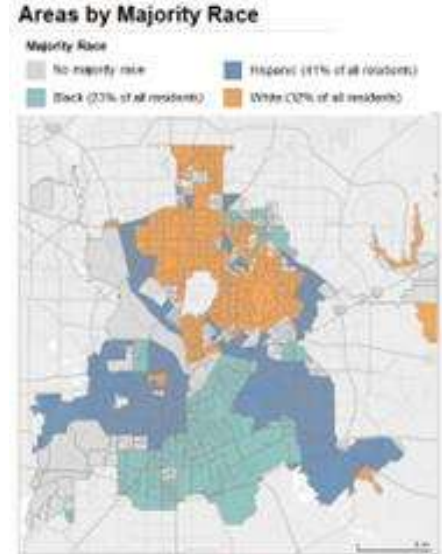


Figure 2 Redling Map of Dallas, TX - Majority Race

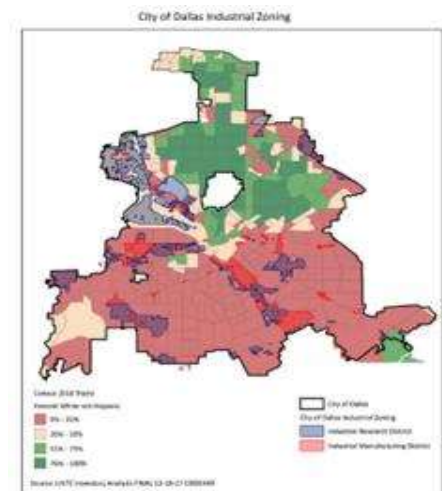


Figure 3 Map of Dallas showing census tracts colored by percent of population that is white, overlaid by areas zoned for industrial research or manufacturing

## Environmental Justice Discourse in Texas

Mass media plays a crucial role in shaping public concern, spurring public action, raising awareness, and generating political reform as an important part of the environmental justice movement. In an increasingly political context, the media holds a responsibility to represent the truth in a fair and representative manner. However, the mass media’s tendencies to rely upon authoritative figures as sources of media have the potential to set political agendas, give priority to powerful voices, while marginalizing others (Luedecke & Boykof, 2017). In 2015, Texas Governor Greg Abbott, signed a new law, prohibiting local communities from limiting oil and gas fracking. This came after residents of Denton Texas, a small-town northwest of Dallas, organized a response to fracking in their neighborhoods by a private oil and gas company. Locally, residents expressed concerns about air and water quality. Abbott’s far-reaching response to this community’s actions, was

labeled as “necessary” to protect the rights of the oil and gas industry from “heavy handed” local regulation (Goodwyn, 2015).

This isn’t the first time that public officials in Texas have disparaged civic engagement and environmental concerns. In 2021, Abbott signed an Executive Order, directing Texas state environmental regulators to not enforce federal laws if those laws were stronger than that of the state’s (Office of the Texas Governor, 2023). Again, Abbott cited an “urgent” need for action to “protect” the state’s interest in fossil fuels from the federal government. This highlights the politicizing nature of the state’s consistent use of fear mongering and propagandizing state interest as justification for undermining public interest. This is opposite of growing community level discourse, which shows residents in the City of Dallas are aware of environmental connections to public health, and desire solutions for environmental racism (Namin et al, 2022). Understanding the various discourses around Dallasonians' lived experiences and perceptions of environmental issues will be key to framing long-term engagement strategies that will sustain movements beyond conflict and help reach mutual policy goals. Counteracting top-down misleading messages will necessitate an increase in storytelling capacity and research on citywide attitudes of environmental impacts on public health.

## **Methods**

### **Positionality Statement**

Our group includes people of various races, genders, religions, and backgrounds. We were drawn to this project because of its focus on pursuing justice for Black folks, its community organizing focus, and Faith in Texas’s multi-faith mission and vision. None of us are from Texas, so we made a strong effort to learn as much as we could about the community in advance and to show up authentically, owning our positionality, and always centering the fact that we were there because our client, Faith in Texas, had sought out U of M student researchers. We were grateful to be welcomed into the Dallas community with open arms.

### **Relationship Building**

Given the distance between the SEAS student team, client, and the community of focus – Dallas, we understood the success of this research would be determined by the strength of our community relationships. The methodology of our research was dependent upon getting people from the community into spaces to have conversation about their thoughts, views, and personal experiences with environmental justice. This consisted of engagement with local nonprofits and grassroots organizations to recruit and co-facilitate our focus group and interviews with Faith in Texas. Additionally, a series of visits to Dallas to meet with grassroots leaders included a pre-

organized Juneteenth event by our client, and a tour of the city's most toxic neighborhood sites. The primary engagement and relationship building efforts are as follows:

### **Latia's Visit to Dallas-March 2023**

One member of the student team, Latia Leonard, traveled to Dallas Texas in March 2023, just months after the beginning of our project. This travel jump-started the relationship building between the SEAS student team and Faith In Texas by allowing direct face to face interaction that otherwise would not have started until the summer. Latia's visit consisted of a meet and greet with the Environmental Justice Lead for the Rotary Club of Dallas - Crystal Bates, and attending a staff meeting of Faith in Texas. This provided the necessary context needed to start the project in the right way.

### **Faith in Texas Juneteenth Event**

Our client, Faith in Texas, hosted its first annual Juneteenth event in celebration of Juneteenth. This event brought residents from all over North Texas to a workshop on organizing skill building. The event also consisted of a plenary session, in which the SEAS student team presented to event attendees introducing the project and research agenda. The SEAS student team shared their personal connections to environmental justice and how it impacts their lives. During this same event, the SEAS student research team distributed and collected survey information from attendees on their baseline view of environmental justice, which is described in more detail below. The personal engagement and conversations held with residents were positively received, with many attendees expressing desire to further participate in a focus group.

### **Toxic Tour**

In August 2023, our team visited Dallas, conducting various site visits as depicted in the images above. Among these was the former Lane Plating Works, shown on the right, once an electroplating facility now designated as a superfund site. This site is situated in close proximity to residential neighborhoods. In the top right corner of our exploration, we delved into the Floral Farms neighborhood, adjacent to the former Blue Star site, famously known as Shingle Mountain due to the illegal dumping of asphalt shingles. The presence of such sites underscores the pressing need for effective waste management and environmental regulation. Moving to the top left corner, we observed the GAF facility, encapsulated by residential areas separated by a mere chain-link fence.

In the bottom left corner lies the Holcim facility, a major cement producer notorious for emitting toxic fumes and gasses into surrounding neighborhoods. These findings, coupled with our visits to other sites like the Trinity River Audubon Center, painted a vivid picture of the environmental injustices prevalent in Dallas. This firsthand experience not only deepened our



understanding of the environmental challenges faced by Dallas communities but also provided invaluable insights crucial for our research endeavors. As a research team based in Michigan, we acknowledge the significance of utilizing this knowledge to inform our work and contribute to the broader discussion and work on environmental justice.



*Figure 4 Top right corner two team members visiting former Blue Star site otherwise known as Shingle Mountain. Right side picture: a sign of the EPA superfund site Lane Plating Works. Top left corner: the GAF facility and bottom left is Holcim Cement facility*

These events and engagement opportunities connected us to other local organizers outside of the original scope of this project, which allowed for a broadening perspective on the issues in Dallas. These relationships have been consistent and allowed us to have open lines of communications for additional needs throughout the project with the organizations outside of Faith in Texas. In conclusion, our SEAS student research team is planning to inform the local community organizers of the findings and present to them, alongside Faith in Texas, to continue the relational comradery established since the beginning.

# Data Collection

## Survey

We began our data collection process with a survey which we distributed at a Juneteenth event arranged by FiT during our first group visit. This survey had two main purposes: (1.) To gauge how much interest people in FiT’s network had in environmental justice and (2.) To help us determine which issues were most salient to this group of people. After presenting to the group of 30-40 people about our project, we asked people to complete the survey either by taking it on a computer we provided or by filling out a printed-out version.

To gain more information about the respondents, we asked whether participants were interested in engaging with EJ work in the future, their race, whether they spent more than 30% of their income on housing, and for their contact information. Next, we asked how often food insecurity, high utility cost, poor public transportation, lack of green space, and expensive rent impacted their lifestyle. Finally, we asked how often bad air quality, bad water quality, unsafe housing conditions, or natural disasters impacted their health. A summary of the percentage of people who answered often or daily for each of these issues is shown in the table below.

Issue	Often + Daily
Food insecurity	64%
Utility Cost	59%
Transportation	45%
Green Space	41%
Expensive rent	59%
Air Pollution	50%
Water Quality	23%
Unsafe housing conditions	32%
Natural Disasters	36%

**Table 1:** Summary of survey responses

## **Interviews**

Interviews were a critical part of our team's information gathering and community outreach process in Dallas. Community members carried lived experiences under the scrutiny of environmental injustice which was valuable information for us. By understanding what challenges, they faced and how their vision of Dallas differed from reality, we gained more insight into the culture of the city. Our client, Faith in Texas, connected us with multiple advocacy group leaders who spoke on their roles and experiences in the fight against environmental justice.

Our priority was to structure our interviewing model. We created a semi structured interview protocol which is included in Appendix 2, that guided our interviewees through their personal experiences living in Dallas. The goal was to understand their relationship with the environmental issues in the city, how they related to the community members, and what active roles they were playing in fighting against the injustices. We outlined a list of interviewees who had diverse roles in the community of Dallas and used a snowball method, asking each interviewee who else we should speak to. As a group we agreed that gaining information from a multidisciplinary lens would shed light on the different issues in Dallas that spread across diverse fields.

## **Focus Group**

Our team conducted one focus group attended by seven participants. The conversation centered on Southern Dallas, and especially the Floral Farms and Arden Terrace neighborhoods. For recruitment, we relied on our relationships with community partners and with Faith in Texas. We had a participant from the neighborhood who was also able to translate for two mono-lingual Spanish-speakers who participated. We relied on our existing relationships with community partners to recruit participants. We conducted the focus group in person during a trip we took to Dallas in October, 2023. Our Focus Group Protocol in its entirety is included in Appendix 3.

Overall, we sought to build rapport with participants, understand how they conceptualize environmental justice, learn what strengths their communities have that have fueled their ongoing EJ fights, learn about the impacts of industrial pollution on their lives, understand their vision for their neighborhoods, and learn what resources they need to accomplish that vision. As a team, we learned a lot from this experience, especially about the steadfast commitment of neighborhood leaders to building a better future. On a procedural level, this experience gave us, as researchers, a chance to learn how it feels to step into a neighborhood we've never been in and try to build trust with participants in a very short period of time. The support of our community

partners was instrumental in making this focus group a success. We compensated participants by sending them gift cards in the mail.

## **Coding Results**

### **Qualitative Analysis**

Our qualitative analysis resulted from a rigorous multi-step process in which all forms of data collection and information was analyzed. This included all information collected from literature review, our individual interviews, the focus group conducted, and several other qualitative pieces of information including books, pictures, and direct observations. After organizing all our data, the following occurred:

### **Transcription of Interviews and Focus Group**

All recorded interviews and focus groups of members from the Dallas community were downloaded from Zoom. Each file was transcribed using Otter, a digital audio transcription service. These files were later stored in an organized google drive. Each file was reviewed, read, and cleaned for accuracy.

### **Literature Review**

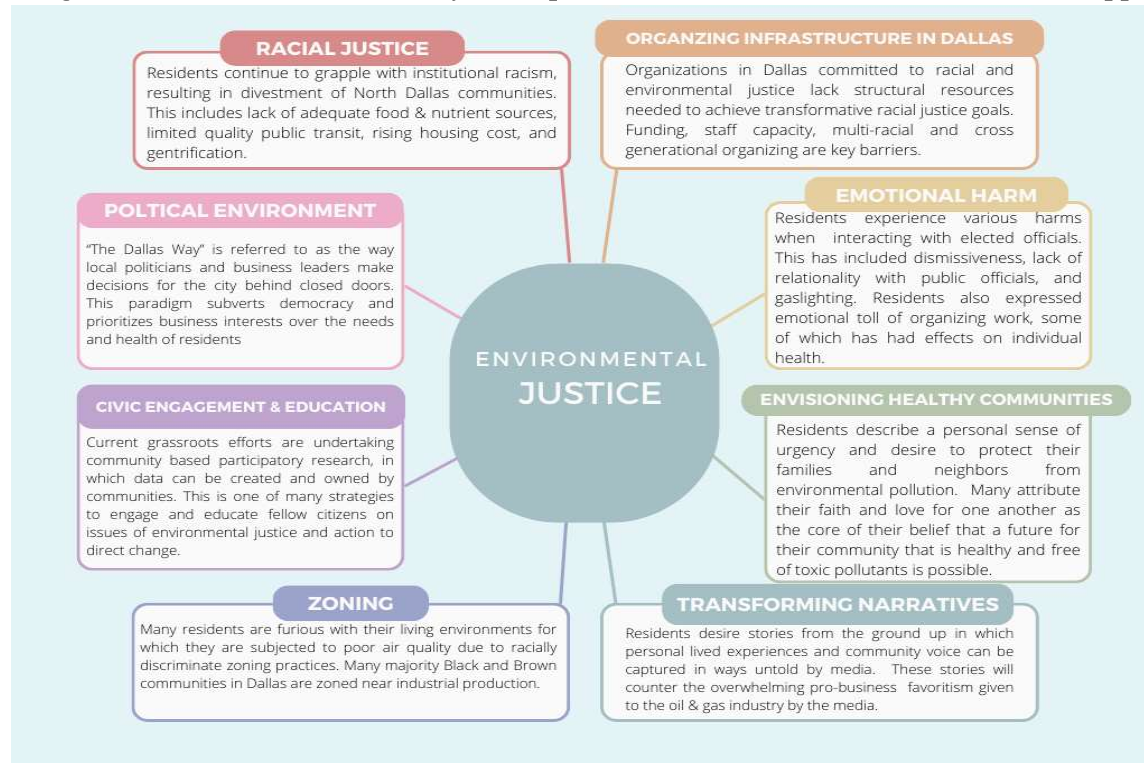
In the beginning of our project, we conducted preliminary research on using Google Search and Google Scholar to find sources about environmental justice efforts in Dallas, Texas. After this process, Faith in Texas, gave us suggestions on books to read for our research in Dallas, including *The Accommodation: The Politics of Race in an American City*. Once interviews were completed for our project, we received additional recommendations on books and articles to further build context surrounding the City of Dallas and the social justice movement. Once we decided what communities we wanted to center our project on, we based our research findings on those places, and learned about the social justice historical context of Dallas as a whole. After collecting all our readings, we placed them in an Excel Sheet to keep them organized and so that we can review and analyze them for later use. The themes we looked for during our literature review focused on the environment and how people were affected by the contamination of air, water, and land resulting from nearby industrial facilities. We also reviewed articles based on the discriminatory zoning laws of Dallas, TX, and how it affected the land development in the city from the past until present day. Now it is apparent that the people that reside in most polluted areas in Dallas are Black and Brown.

## Developing Codebook

After the review and transcription of all audio files from our interviews and focus group, we began developing our codebook for our qualitative analysis. A process for developing the initial codebook was created, in which each team member was to read through all the transcripts, while generating the initial codes for analysis. After all transcripts were read, three of five members of the team were elected to re-read the transcripts to produce initial codes (coding team). This was done to keep with intercoder reliability, and maintain cohesion in the coding process. The initial draft resulted in two hundred codes from the 11 interviews and focus group. After the initial draft, the coding team shared the developed codes with the other two members of the team, in which feedback was provided. Miro, a virtual project manager, was used by the coding team to organize the two hundred codes into 7 categories, predetermined by the nature of questing and early observations made from the transcripts. Those categories were: Impacts of environmental injustice, potential solutions, vision, industry polluters, uncategorized, root causes, motivators to organize, and barriers. Sticky notes were used to record codes into the categories. Once organized, many sticky notes were deleted to reduce redundancy and similarity in ideas. The codes were narrowed down to forty-seven total.

## Emerging Patterns and Themes

In reviewing the primary set of codes, several patterns in responses emerged, providing clarity around concepts of community concerns throughout the interview and focus group process. The image below summarizes those key concepts. A full list of our codes is included in Appendix 7.



# **Results**

## **State of Texas and Polluter Tactics**

The state of Texas' has failed and is unwilling to hold industries that are harming communities' health accountable. Industry lobbyists have made it their goal to change and support laws that shield industrial polluters from any local anti-pollution efforts. In 2015, Texas Governor Greg Abbott signed House Bill 1794 that restricts local governments from enforcing pollution laws and caps penalties on pollution lawsuits brought by local authorities. In June 2017, Governor Abbot signed a law that forces county and city officials to notify the state before filing any case related to pollution emissions. This law gives the state of Texas 90 days to preempt local authorities (Clark-Leach et al., 2023). Another way that the state of Texas protects polluters is by codifying a process called "affirmative defense", a process that ultimately protects polluting industries. Under affirmative defense, a mitigating circumstance, if proven, can reduce or remove punishment for illegal conduct (Clark-Leach et al., 2023).

Under federal legislation of the Clean Air Act, industrial sources of pollution are "strictly" liable for unauthorized releases of air pollution. What does this mean? This means that authorities do not need to prove that a failure of compliance was actually the violator's fault. Instead, the government only needs to illustrate that there was a specific emission limit or standard and there was a failure to comply. In different cases, states have a wide discretion in considering what action to take place. For example, deciding to reduce or waive penalties if violations are minor. By claiming certain measures were taken under Texas's affirmative defense, they would make eleven different demonstrations required by law. The Texas Council on Environmental Quality has used affirmative defense, not allowed under the Clean Air Act, as a legal loophole to protect polluting industries. The TCEQ utilizes this by providing that the operator should not be penalized for unauthorized pollution emissions if the operator can prove certain instances.

However, the TCEQ lacks the resources needed to ensure that polluters claiming the affirmative defense are entitled to it. According to the Environmental Integrity Project, the "Texas Sunset Advisory Commission determined that the TCEQ granted the affirmative defense between 85.9 and 89.3 percent of the time it was claimed each year from 2017 through 2021" (Clark-Leach et al., 2023). Affirmative defense creates a legal loophole for polluters to get away with little to no consequences for actions that have serious implications for the health of Texans. Although affirmative defense is only available for unexpected emissions events, it has created an environment where polluters are not held accountable for their actions. Industrial polluters are incentivized not to invest in potential measures to mitigate harm, especially for vulnerable communities who are impacted the most. In 2021, bill SB 684 was introduced to get rid of the affirmative defense loophole and is still in committee.

### ***Polluter Tactics at a Glance:***

- Environmental advocates and attorneys have identified key systematic issues in Texas' permitting process. Industries will split their operations in order to intentionally classify as minor sources instead of major sources, in order to bypass stricter federal regulations and standards (Baddour et al., 2023).
- According to the 2017 Environmental Integrity report, many polluters improperly claim exemptions. Smaller sources of air pollution such as gas and oil wells, can release just as much pollution during equipment breakdowns as large factories but bypass factory-style regulation. This way polluters can claim to be minor or "insignificant" polluters. "For example, under state and federal law, sources that emit less than 25 tons of sulfur dioxide and volatile organic compounds each year can claim an exemption from the Clean Air Act's more stringent permitting requirements that call for modern air pollution control equipment and public notice" (Clark-Leach et al., 2017).
- Under Texas state legislation, polluters can redirect their fines and avoid any accountability. Polluters are allowed to redirect a portion of their fines, typically allocated to the state's general revenue fund, towards "supplemental environmental projects" (SEPs). The purpose of SEPs are to fund projects meant for remediation, cleanups of illegal dumpsites, habitat restoration and hazardous pickup for households. However, certain nonprofits such as the Texas Natural Gas Foundation which advocates for natural gas and shield polluters, qualify as SEPs. Consequently, polluters can direct their funds to a nonprofit aligned with their interests, allowing them to sidestep accountability (Ahmad, 2022).
- Polluters employ a strategy known as greenwashing, where they portray themselves as champions of sustainability while promoting false solutions that ultimately benefit their interests (United Nations, 2024). Certain tactics involve making vague promises about sustainability and highlighting select environmental aspects while disregarding other impacts (United Nations, 2024). For instance, GAF's 2030 Planet Goals include ambiguous commitments like reducing carbon emissions, stating intentions to "minimize embodied carbon in its product range through manufacturing and operational initiatives, and mitigating operational carbon in buildings and communities with its products, services, and expertise." However, GAF consistently neglects to address the need for remediation or reparations for communities already adversely affected by decades of neglect and disregard for human health.

## **The Dallas Way**

In an interview with Ms. Marsha Jackson of Southern Sector Rising, she described business interests as “buddy buddy” with politicians, saying that city councilors prioritize getting along with business leaders over the needs and health of residents. A similar sentiment was shared in an interview with Evelyn Mayo of Downwinders at Risk. She described “The Dallas Way,” a term council people and business people use to explain the system in which the Dallas elite call the shots on big decisions for the city behind closed doors. She goes on to describe that the status of Dallas as the “headquarters capital of America” and its “extreme pro-business legacy” in fact subvert democracy. In essence, the democratic process has less of an influence on people’s everyday lives than the power of business interests.

Prioritizing profit over people is not uncommon in American cities - for decades, cities have promoted growth and profit over all else. Even the local news outlets tend to be proponents of business, since growth provides readership and ad revenue. In *The Accommodation*, Jim Schutze describes how the Dallas Morning News and the Dallas Times Herald had a chokehold on narrative production back in the 1950s. The Dallas Morning News captured the wealthy conservative population and the Herald took hold of the working class, but both were “complete and obedient creatures of the sternly controlled political culture of the city.” In such a climate, it is no surprise that even justice advocates in Dallas frequently call themselves pro-business. Even in the year 2024, former city councilman Lee Kleinman, now working as a consultant for a developer, was quoted as saying “Property rights trump the community, in my opinion” (Kalthoff, 2024). This is a key condition that has created the environment where environmental racism is now so pervasive in Dallas.

## **Present Housing Conditions**

The City of Dallas has a high housing/wage gap which makes living conditions more difficult for low-income residents. Through this research, we uncovered some statistical data that reveals how big the gap is for Black residents and why the population rise in Dallas is becoming a major problem. Current data we collected from the U.S. Census Bureau (CBC, 2022) showed there are multiple factors that impact where a family unit lives in Dallas and what resources are available to them. Some of those factors are:

1. Population boom
2. Staggering financial inequality
3. Unbalanced homeownership vs occupancy rates
4. Housing affordability disparities



North Texas is experiencing an unprecedented population boom. As the already dynamic city continues to expand its infrastructure and host more job opportunities for the public, people are becoming more and more drawn to moving into the Dallas-Fort Worth metropolitan area (DFW). The DFW metro area grew by approximately 97, 290 (Tsiaperas, 2022) between the years 2020 and 2021 and this trend has continued into 2024. This movement is beneficial for residents because the influx of residents is ushering in an economic boom in STEM related fields and creating possibilities for corporate growth in other fields. On the other hand, these jobs are being designated for people who are moving into Dallas, but that does not translate into them staying in the city long term. This also does not equate to more job opportunities being created for the residents who have been staying there longer. Along with the job scarcity for Texans, there is huge housing insecurity where those who are moving in are taking space within newly built housing and complexes and pushing out long-term residents. Figure 5 below shows historical population growth in Dallas and projects this trend into the future.

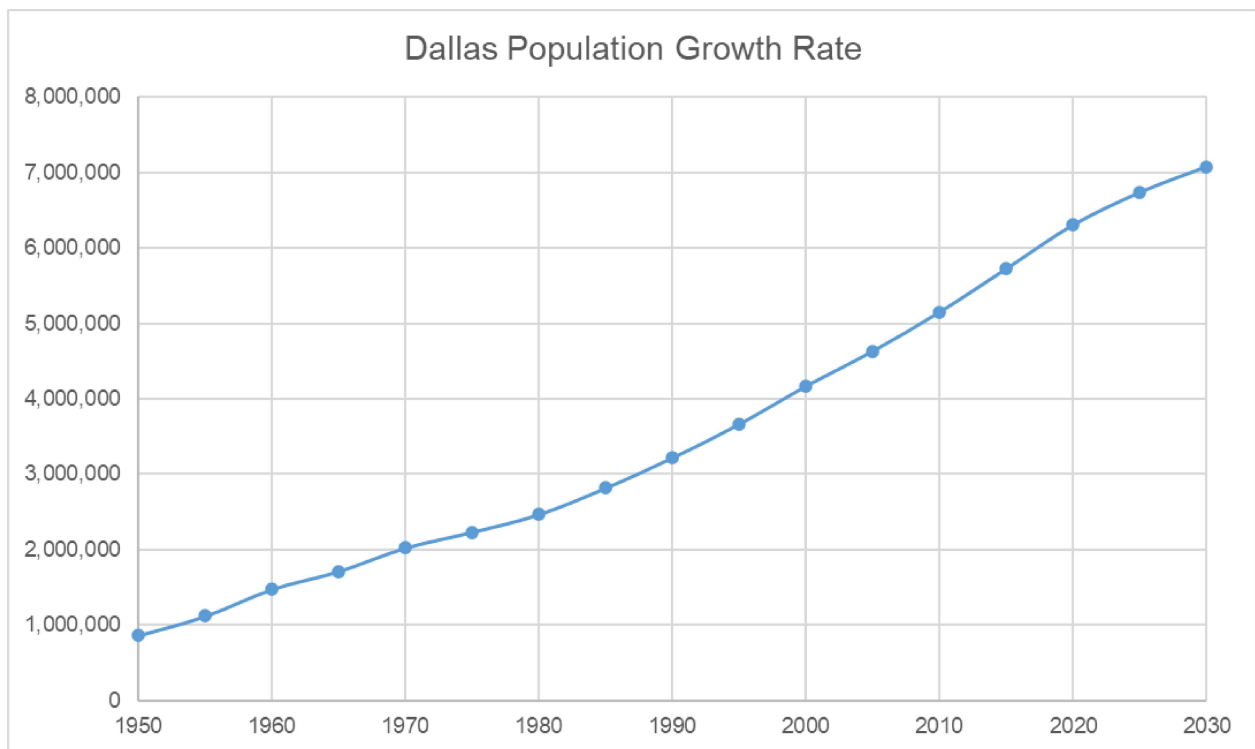


Figure 5 Expected population growth rate for the City of Dallas

Financial income is one of the biggest factors determining people’s housing prospects. According to the Census data collected, majority of Black residents rent their homes in the city, and their annual income ranges from 37k-75k. Based on Forbes estimated cost of living, residents need to make at least \$62,000 to live comfortably in the DFW metro area. This is case-by-case situation, but there is evidence of financial gaps which make living in Dallas more expensive for certain demographics.

B25118. TENURE BY HOUSEHOLD INCOME IN THE PAST 12 MONTHS (IN 2007 INFLATION-ADJUSTED DOLLARS) - Universe: OCCUPIED HOUSING UNITS			
	Estimate		
Total:	536,008		
Owner occupied:	229,518	Own	Rent
Less than \$5,000	6,353	26%	74%
\$5,000 to \$9,999	4,082	23%	77%
\$10,000 to \$14,999	6,636	28%	72%
\$15,000 to \$19,999	5,488	25%	75%
\$20,000 to \$24,999	7,306	30%	70%
\$25,000 to \$34,999	12,879	29%	71%
\$35,000 to \$49,999	24,200	33%	67%
\$50,000 to \$74,999	38,880	38%	62%
\$75,000 to \$99,999	25,171	46%	54%
\$100,000 to \$149,999	37,275	56%	44%
\$150,000 or more	61,248	76%	24%
Renter occupied:	306,490		
Less than \$5,000	18,531		
\$5,000 to \$9,999	13,374		
\$10,000 to \$14,999	16,906		
\$15,000 to \$19,999	16,819		
\$20,000 to \$24,999	17,369		
\$25,000 to \$34,999	31,133		
\$35,000 to \$49,999	49,491		
\$50,000 to \$74,999	64,303		
\$75,000 to \$99,999	29,786		
\$100,000 to \$149,999	29,785		
\$150,000 or more	18,993		

Figure 6 Household Income Comparison of Renters versus Owners in DFW

Research has revealed that there is a huge gap between the homeownership rate vs occupancy rate. An estimated 52% of white households live in homes they own, compared to 28% of Black households in Dallas own their homes and 42% of Latino households own their homes (Connelly, 2023) Through our analysis of the 2023 housing trends, we have observed that residents who rent their property had a higher percentage of occupancy rate compared to homeowners in the Dallas metro area. Out of a total 536,000 units measured, less than half of the homeowners occupied their units (229,518). Whereas renters’ occupancy stats showed that over 306,490 residents occupied their units. The gap between owners and renters increased as the household income rate increased as well. Once the income levels started to reach the six-figure salary threshold, the percentage of owners increased compared to those who rent their homes.

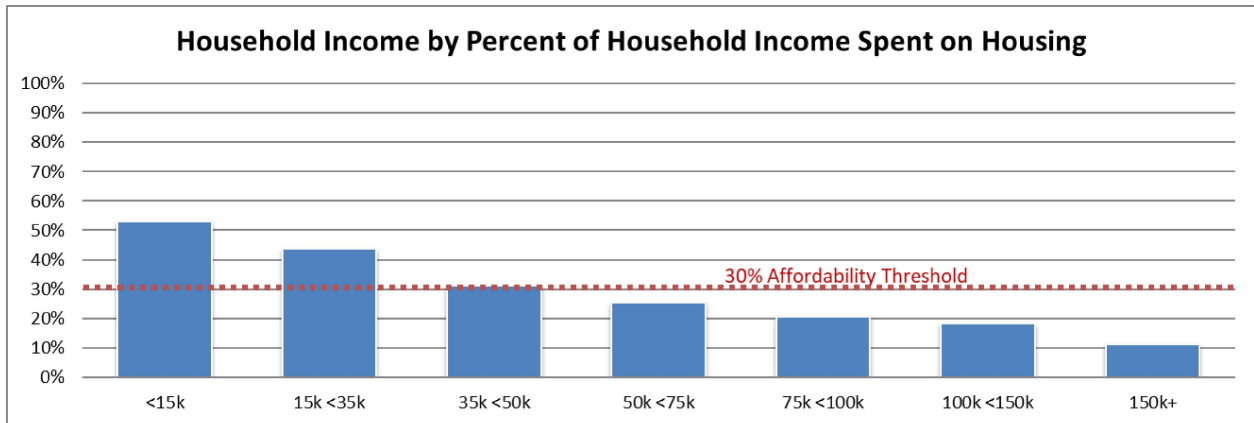


Figure 7 DFW Household Income versus Housing Spending

Housing affordability is another crucial component for this housing disparity in Dallas. According to 2023 census statistics, over 53% of rental housing is not affordable to residents and this is reflected in the home ownership rate in Black residents compared to white residents. According to Figure 6. Affordability gap of Texas currently sits at \$16,524. There is a high percentage of residents who are making less than \$35,000 a year and having to pay more than 30% of their paycheck towards their rent.

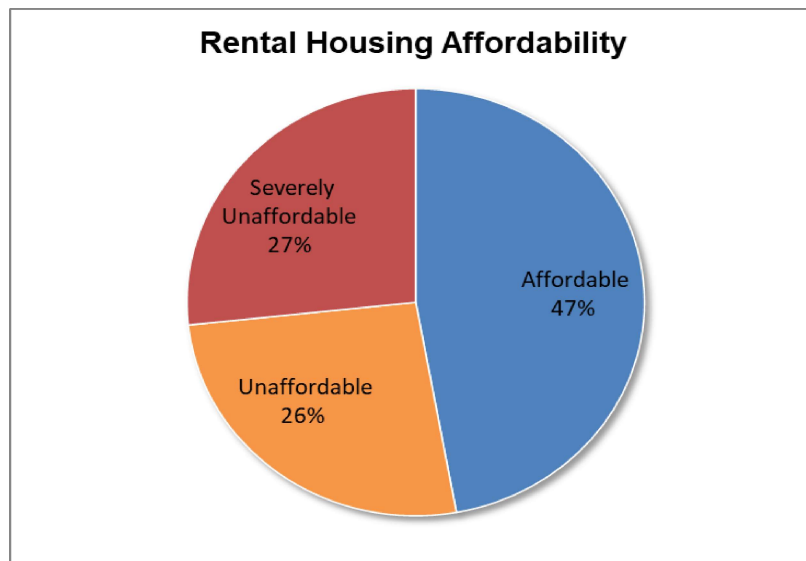


Figure 8 DFW Metro area housing affordability Pie Chart

## Impacted Zones

Through conversations with community leaders, we have learned that there are two zip codes which are exposed to higher systematic oppression compared to the rest. In order to understand why these particular zip codes are disproportionately impacted, we have to examine the demographics and layout of the districts.

## 75215

The zip code 75215 is made up of approximately 18,500 Black and Latinx residents (CBC, 2022) comprising most of the population. This area is in the inner portion of the City of Dallas and includes the Wheatley Place Historic District. There are three neighborhoods within this area including Cedars, Bertrand, and Edgewood. This zip code has a relatively small homeownership rate compared to the other larger neighborhoods in the city. Over 28% of the residents in this zip code live below the poverty rate which is almost double the rate in the Dallas metro area. The average household income is less than \$40,000 which is lower than the recommended Dallas living income.

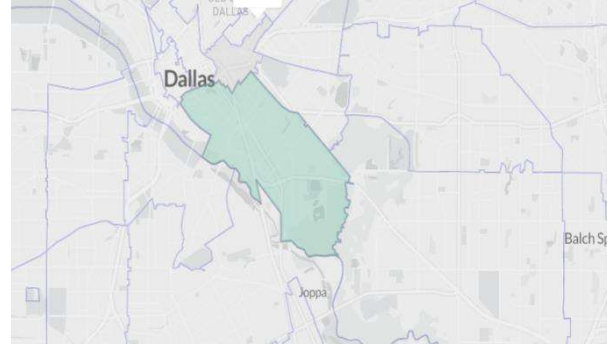


Figure 9 Map of Zip Code 75215

## 75216

Zip code 75216 is located in South Dallas and is home to major streets like S Marsalis Ave, E Illinois Ave, and Overton Rd. Popular neighborhoods in this zip code include Cedar Crest, East Oak, and Beckley/Sander. The median household income ranges from \$31,000 to \$34,000. Currently the poverty rate is 31% lower compared to the recommended standard of living in the DFW. This zip code has a total population of 55,000, and is 50% Black and 46% Latinx.



Figure 10 Map of Zip Code 75216

## Prominent Environmental Justice Fights in North Texas

North Texas residents have faced a long history of environmental injustices. A brief examination of environmental justice issues in North Texas shows that Black and Latinx residents face numerous sources of harmful pollution, including shingle disposal in the case of Shingle Mountain, and shingle manufacturing, with GAF and TAMKO, two of the biggest shingle manufacturers, operating in Dallas. In addition, Dallas residents face cement plants, landfills, superfund sites where lead smelters once operated, flooding, and access to affordable food and public transportation (Downwinders at Risk, 2023). These instances continue to be prevalent as a result of the lack of accountability of local government to the needs of the community. There are multiple resources available including websites and [story maps](#), that detail

how communities have been impacted by elitist companies negatively harming both the environment and public health. The following section details some of the most prominent EJ fights in the region. Although this is by no means exhaustive, we hope that it can provide useful context and a clearer understanding of polluter tactics and community responses.

## **Deepwood Dump**

One of the earliest cases of environmental neglect is the Deepwood Dump, an EJ fight that started in 1996 in the Pleasant Grove neighborhood of South Dallas. Located along the Trinity River the community primarily consisted of Black and Latinx residents. In the early 20th century, Pleasant Grove was a homogenous white neighborhood, until progressive housing laws in the City of Dallas granted Black members access to home ownership in the neighborhood. In 1982, V.V. Construction Company was permitted to mine sand and gravel in a neighborhood southwest of Pleasant Grove. The site was used as an illegal dump for hazardous waste. There were multiple initial attempts to cease the illegal dumping going on in Deepwood Dump.

Residents filed complaints about the presence of worker trucks who were carrying in materials that were eventually going to be discarded in close proximity to their homes. The waste from the materials that those trucks were carrying would fall off and cover the neighborhood black. In total over 1350 feet of waste was being discarded in the city. The Deepwood Dump eventually became a health hazard for the community. There was a major fire at the dump site in 1997 which contaminated the air and caused lung issues and heart problems for residents. This fire caused contaminants in the air and impacted the air quality of the neighborhood and residents daily lives. Residents came together and rallied to make the city acknowledge and take action against the Deepwood Dump. In 1997, the city implemented restorative methods to clean up the dump and invest local money in remediating the site into something the city could reflect on and learn from. In 2003, the once polluted site was designated as a nature center. Five years later the Trinity River Audubon Center opened to the public and acts as a conservation center in the city.

## **Shingle Mountain**

Shingle Mountain is one of the most well-known EJ fights in Dallas. The 100,000-ton dump of asphalt shingles in Floral Farms caused untold health issues for residents of the neighborhood, like Ms. Marsha Jackson, a prominent community leader (Erikson, 2022). To this day, Jackson has permanent damage to her vocal chords from the airborne fiberglass she was exposed to. When Shingle Mountain appeared, community members quickly voiced their complaints to the city. Jackson formed an organization called Southern Sector Rising and built a coalition with other community members and grassroots organizations like Downwinders at Risk. Together, they mobilized protests, a mock trial, artistic demonstrations, and other creative

tactics. They harnessed their power to bring awareness to the issue and were even featured on the BET show, “Disrupt and Dismantle,” in which Soledad O’Brien explores inequalities Black communities face. Ultimately, they forced Blue Star Recycling to stop operating, and the City of Dallas removed the shingles from the property.

Although this was a massive win for the community, the fight is far from over. As Ms. Jackson says, “The nightmare is ongoing because the property next to my house is still zoned heavy industrial” (Erickson, 2022). After the shingles that plagued the lives of Floral Farms residents were removed, Almira Industrial, a metal scrap salvage company, moved in. After filing for a certificate for occupancy with the City of Dallas, they were approved, because a part of the neighborhood is zoned for Industrial Research. Residents of Floral Farms want this site turned into a park instead. Southern Sector Rising and their allies have chosen to target zoning practices in Dallas to find a long-term solution to industrial pollution in residential neighborhoods. After Ms. Jackson watched her neighborhood flood as a result of a steel fence installed by Almira Industrial, blocking the flow of water from a nearby creek, she announced that she signed a housing complaint to the U.S. Department of Housing and Urban Development (HUD) (Goodman, 2022).

The HUD complaint was submitted in 2022 to address the environmental injustices and discriminatory zoning that the City of Dallas has allowed to occur by siting industrial facilities in majority Black and Latinx communities, violating the Fair Housing Act (Erickson, 2022). This complaint was filed collectively with the Floral Farms Neighbors United/Vecinos Unidos association, the Coalition for Neighborhood Self-Determination, and Joppa Environmental Health Project. The coalition of environmental justice groups proposed fixing the zoning by creating an “Environmental Justice overlay district,” which would help identify neighborhoods impacted by industrial zoning and polluters so that the city could work with neighborhoods to change the zoning from industrial to residential. According to Evelyn Mayo, Chair of Downwinders at Risk, “Until we undo the zoning itself and begin to parse people away from polluters, which to date the city has failed to present a pathway to achieve this, we will continue to see disparity in pollution concentration and health outcomes” (Baptista, 2021).

The effort to change zoning is still in progress. This coalition requested an authorized hearing with the City of Dallas planning commission back in 2019, and finally had their hearing in March 2024. The authorized hearing process is how the planning commission typically modifies zoning in a neighborhood. The staff approved a mix of uses, including light industrial, retail, agricultural, and single family, but this process is still ongoing and there will be more developments in the coming months (Planning & Urban Design Authorized Hearing, 2024). This fight has been long and difficult, but the strength and steadfast commitment of leaders like Ms. Marsha Jackson keep the battle going. She told us in an interview that despite ongoing issues with her vocal chords from the pollution, she will not be silenced. She said, “As long as I

have sign language, I'll always have a voice. They're going to see my face some way or another."

## **GAF's Gotta Go**

GAF is the largest producer of shingles in the US, with one in four homes in the US sporting their product, made at 26 different manufacturing locations across the country (GAF Roofing). They are also the single largest industrial sulfur dioxide polluter in Dallas county. GAF has operated in West Dallas for almost 80 years and has been a non-conforming industrial land use since 1986 (Downwinders et al, 2023). We were grateful to interview Janie Cisneros, a community member leading the charge against GAF. She got involved when a researcher asked to place an air quality monitor at her home. A year later, she was shocked to learn how bad the air pollution was, saying, "We never knew. We knew it stank. But people think, no way something can be that bad. They wouldn't allow it if it's that bad. No way the city, no way *anybody* would allow that to be here." Although the facility has extremely detrimental impacts on the health and well-being of nearby residents, the GAF website lists the positive community and sustainability impacts of the facility, including waste diversion and donation of money and roofing materials (GAF Roofing). GAF is following the polluter playbook, playing lip service to sustainability and community services while ignoring the environmental and health impacts of their operation.

GAF's West Dallas facility is currently embroiled in an environmental justice fight with grassroots organizations, especially Singleton United/Unidos (GAF's Gotta Go!). The factory is located just across the street from residential homes, and residents have been working for years to shut down the plant, which has been harming their health for decades. A coalition of neighbors held protests and appealed to the Texas Council on Environmental Quality. GAF finally agreed in negotiations to close down the plant, but their target date is 2029, which means more years of harm to the health of nearby residents (Bailey, 2022). Singleton United/Unidos has responded by pursuing a process called amortization, by which a plant is given a set amount of time to either come into compliance with regulation, or shut down operation (GAF's Gotta Go!). Janie Cisneros has been met with obstruction tactics from her City Councilor, the City Secretary's Office, the City Attorney's Office, and more. They refuse to accept her application for amortization, stating that Texas State Senate Bill 929 will change how the amortization process works, so the City of Dallas needs to revise the city code. In the meantime, they are refusing to accept applications under the current process (Collins, 2023). Cisneros has responded by suing the City of Dallas for blocking her right to apply for amortization, stating "The City shenanigans to protect GAF at all costs needs to stop. People are sick. People are dying. The City has equity and empathy as core values. Why do they not apply to the residents of West Dallas?" (Collins, 2024).

## **Friendship West Injunction on Warehouse**

In West Dallas, a church called Friendship West is trying to stop development of a proposed warehouse near their property on a lot that is zoned for commercial use. The neighborhood is also home to a residential community and school, and there are serious concerns about the impacts to human health that increased truck traffic through the area could have. Friendship West has responded by framing this development as an issue of environmental racism that fits into the long history of discriminatory zoning and environmental harm that Dallas's Black and Latinx residents have faced for generations. Friendship West filed a lawsuit in December 2023 to stop development on the lot, and a judge granted an injunction on February 13, 2024 with a trial scheduled for April (Kalthoff, 2024). In the meantime, the developers of the lot have filed a lawsuit against the City of Dallas for denying them a building permit (Chhetri, 2024). As of February 2024, this issue is still very much developing, but Friendship West and neighborhood residents are proving that, by banding together, they have power against potential polluters like this one.

## **Lane Plating Superfund Site**

In Arden Terrace, a committed group of community members called the Lane Plating Community Advisory Group (CAG) has been fighting for the remediation of the Lane Plating Superfund site in their community since 2019. This site was once an electroplating facility which used dangerous chemicals like hexavalent chromium, lead, arsenic, and mercury to coat materials in metal. It shut down in 2015 due to violations and money issues, but left a lot of these materials behind. The EPA designated it as a Superfund site in 2018 and removed almost a hundred tons of hazardous materials from the site, but dangerous materials were still present. Unhoused people in the area frequently used the building for shelter, which exposed them to these pollutants.

After years of the Lane Plating CAG advocating with the EPA for a more comprehensive cleanup, in 2023 the site was finally demolished and contaminated soil was excavated and removed (Reddy, 2023). In a focus group conducted with some members of the community, they expressed concerns that testing and remediation has only taken place on the former Lane Plating site, and has not extended into the neighborhood. Their neighborhood has experienced a lot of premature death, cancer, and allergies, as well as stress, anger, and feelings of powerlessness. They are still concerned about the long-term health impacts of the dangerous pollutants at this site.



## **Sandbranch**

The community of Sandbranch is facing another high-profile issue of environmental racism<sup>1</sup>. This historic freedman's town has dwindled from 500 people to just 40, in large part due to displacement and harsh living conditions. Decades ago, the town's well was contaminated, and despite residents advocating for connection to Dallas's water system, they still do not have drinkable running water. For years, public officials have tried to avoid building the infrastructure needed to connect to Dallas's water system because of Sandbranch's common flooding issues. Although Dallas County offers a buyout of \$5000 for folks living in Sandbranch, those who have been displaced have found that this is nowhere near enough to pay for demolition and relocation (Judy, 2024). This fight is ongoing as of 2024.

## **Community Response and Action**

### **Organizing**

Grassroots cooperatives in North Texas engage in community organizing to build their vision for their communities. Many organizations educate the public on the environmental injustices that are occurring in their communities to empower them through a bottom up approach towards effective change. Organizing revolves around engaging the public and hearing their voices to enact change that reflects the needs of the community. Dallas has an extensive history of coalitions forming to fight racial injustice targeting the political atmosphere which disregards the needs of the people for economic gain. Through our interviews with various community leaders and activists, we have learned why community organizing is such a powerful method that has made environmental racism in North Texas known to the entire nation. Each organization has presented diverse forms of organizing that are directed to target different aspects of the injustices the community experiences.

Throughout our short time working with the Faith in Texas, we have learned that the people require direct action to change their living conditions. The diverse activists have advocated for their surroundings and know that power in numbers and in active resistance to the systems that are in place. There have been multiple discussions with city officials who have not collaborated with the community members or their needs for justice. In Dallas one of the common themes we have seen between the leaders of the community is how they specialize in unifying people for direct action. Real power lies in creating leaders within the community so they can amplify their voices, and create a domino effect of creating future leaders for the environmental justice movement.

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<sup>1</sup> Our team did not get the chance to speak with any residents in Sandbranch. We are providing a brief summary for reference, but are certain that this story is far more complex and layered, including issues beyond water access.

The negligence of the city of Dallas has caused stakeholders to create their own forms of resistance towards the corrupted government. In our interviews with community leaders, there was a common message about a lack of organizing presence in the city of Dallas and a significant need for more mobilization of residents. As the community space in Dallas changes, it's vital for residents to have organizations who are dedicated to including them in the environmental justice movement, breaking down political decisions which impact their livelihood, and understanding legal methods for fighting back. It's important for community members to understand that they have a voice, and that their collective work helps illuminate the issues that are in Dallas. Community organizing is required especially with the state that Dallas is in now with politicians and media prioritizing economic gain above residents' health and needs. A big aspect of this need revolves around reeducating the public about the history of Dallas and implementing new narratives that frame equity as a conducive and tangible methodology that the public can use for restorative justice.

## **Participatory Science**

Evelyn Mayo is a passionate organizer based in Dallas, Texas. Evelyn is a community educator on Environmental Justice and neighborhood equity issues. She currently serves at Paul Quinn College as an Urban Research Fellow and Associate Professor, teaching Land Use Planning and Environmental Justice. At Paul Quinn, a historically black university based in Dallas, Evelyn has helped lead the school's work and collaboration as part of the SharedAirDFW, a regional air quality monitoring initiative. A strong industry presence of oil and gas companies has grown concern about air quality and public health in Dallas. SharedAirDFW is a community-led coalition in partnership with government agencies, non-profits, and local colleges and universities, spearheading open and accessible public data to people in North Texas on their local air quality. Paul Quinn College, University of Texas – Dallas (UTD), Dallas County, Downwinders at Risk, and the City of Plano formed this partnership, as advocacy for stronger air quality regulations became an emphasis of the community's focus.

*"It formed because basically, there's only one EPA like federal air monitor in the entire city. And that monitor was used in all these decisions around air quality, and whether we know another batch plant should be permanent or not. They would use that data often 9, 10 miles away from a neighborhood to determine, 'Yeah, sure. It looks good.' So Downwinders launched a portable monitor training system where we would loan out handheld air monitors and train residents on how to use them." [Evelyn]*

In such a complex collaboration with many organizations, skills and strengths are valued in bringing all the working pieces together. Paul Quinn and Downwinders at Risk handles much of the community engagement and education. Paul Quinn is also responsible for building the community air monitors from scratch, while Dallas County coordinates with groups on funding

applications. *“Downwinders has also been the lead on several grant applications, to expand or improve the network. Dallas County has been a partner on many of those grant applications. Obviously, they are part of the government, and so they lend some legitimacy to the whole project.”* [Evelyn]

But it’s not just the organizations that benefit and make the work happen, volunteers that give their time to work, learn, and engage in air quality monitoring also play a big role.

*“Whether you are working, or if you are a student at Falkland, you could be involved with potentially building the air monitors at UTD. You could be doing outreach in the neighborhoods, talking to people about what air pollution is, we have had some students do that.”* [Evelyn] Regardless of skill level or interest, SharedAirDFW has a place for you. *“We’ve had a lot of volunteers doing those public health surveys. So, it really depends on the entity that you’re working with and your personal interest and your personal capacity.”* [Evelyn]

In the end, Mayo is excited about the future of SharedAirDFW and the change it can help bring about. *“I mean, it’s actually using this data that we’ve now been collecting for years to inform land use and zoning. The whole point is residents know there is a problem. Their health is suffering. Their quality of life is diminished because of the adjacency to these large sources of air pollution. So, this is more ammunition to fuel the push to separate people from polluters. I think this is a model of how science and communities can work together to advance meaningful policy for public health.”* [Evelyn]

## **Community tactics to achieve Environmental Justice Goals:**

As demonstrated in the sections about prominent EJ fights and community response, grassroots movements employ various methods to build their vision of a just Dallas. Community-based organizations like Downwinders at Risk, Southern Sector Rising, and Singleton United/Unidos use **direct action tactics** with the goal of embarrassing politicians into working in the best interests of their constituents (Tatum, 2020; Boyer, 2023). These organizations are also pursuing **policy-based solutions** through a complaint with the US Department of Housing and Urban Development saying that current zoning practices in Dallas violate the Fair Housing Act (Erickson, 2022). Singleton United/Unidos has fought the GAF shingle manufacturer using a technique called **amortization** to get them to either come under compliance by reducing emissions, or stop operation. The plant has opted to stop operating in seven years, so the fight continues to speed up that departure (Amortization, 2023).

Other groups, like Dallas Truth, Racial Healing, and Transformation, are pursuing **narrative change** to address the roots of racism in Dallas (Dallas TRHT, 2023). Downwinders at Risk is also hoping to increase knowledge of the air quality problem in the region through **community-based science** by providing an open access network of air monitors, to both empower residents to take their health outcomes into their own hands and to change policy

governing industrial pollution (SharedAirDFW, 2023). The Coalition for Neighborhood Self-Determination wants to impact city planning and zoning through the creation of **community-led self-determination plans** for neighborhoods (2023). A table of these and more tactics is shown below.

Strategy	Description	Examples of Organizations	Best for Achieving:
Direct Action	Physical action, such as protest, blockage of facilities, or occupying space, interrupting the normal business flow	Southern Sector Rising Singleton United/Unidos	Interrupts the flow of business for companies. Creates new opportunities for leadership shift or alternative thinking.
Policy-Based Solutions	Reforming or creating policy that will benefit the people	Downwinders at Risk Southern Sector Rising	Utilizing established systems in place to reconfigure current policies. Important for reparation style planning.
Amortization	A process that sets a compliance date for a nonconforming land use	Singleton United/Unidos	Helps to speed up the process of an industrial polluter coming into environmental compliance, or encouraging them to shut down operation if compliance would be too costly.
Legal Challenges	Suing polluters or government entities to force them to comply with existing policies	Singleton United/Unidos Friendship West	Forcing powerful entities to pay attention. Slowing down work or permitting processes.
Narrative Change	Reeducating the public about racial	Dallas TRHT	Shifting the dynamics and ideologies about

	history and BIPOC members role in society		racial roles and knowledge. Empowers communities to understand their history and the systematic institutions that contributed to the living conditions of today.
Authorized Hearing	Existing process that to change zoning designations for specific neighborhoods	Southern Sector Rising	Changing zoning from industrial to residential so that polluters cannot to operate in the neighborhood
Community-based science	Involving residents in the data collection and analysis process to increase what can be achieved with limited budgets	Downwinders at Risk	Getting community members involved with city projects and development. Democratizing the scientific process and sharing data.
Community-led self-determination plans	A given community reframing their own way of living and the rules/legislation in the area.	Coalition for Neighborhood Self-Determination Singleton United/Unidos Southern Sector Rising	Community's structure their own vision for how they want their city to progress and the changes they want to see in it. Makes it easy to come up with polls and input from residents which can translate to large numbers and a grand scale city engagement methodology. This

			builds more trust from community members.
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Table 1 Organizing Tactics in Dallas

## **Key Takeaways**

To create a collective voice that speaks against the environmental harms that impact West and Southern Dallas neighborhoods, the Neighborhood Self-Determination Project was birthed. The coalition consists of several grassroots, nonprofit, and neighborhood organizations that help advance the safety and betterment of their communities, while upholding the values of self-determination, fair and affordable housing, and environmental justice.

### **List of the organizations in the Neighborhood Self-Determination Project:**

- Southern Sector Rising
- Dallas Truth, Racial Healing & Transformation
- Do Right By The Streets
- Fair Share for All Dallas
- Southern Dallas Progress CDC
- Tenth Street Residential Association
- La Bajada Neighborhood Association
- Neighbors United/Vecinos Unidos
- Elm Thicket North Park
- West Oak Cliff Coalition
- Downwinders at Risk
- Texas Organizing Project
- District 8 Community Leadership Coalition

## **Potential areas of improvement between City partnerships:**

The City of Dallas has created a new environmental justice program and by aligning their efforts with community-led initiatives, the city can leverage existing knowledge, networks, and strategies to effect meaningful change. This approach not only respects the agency of affected residents but also fosters a more effective and collaborative response to environmental injustices Dallas communities are burdened with. However, while this shift is a step in the right direction, there are still areas for improvement in environmental justice initiatives and approaches. One crucial aspect is the need for increased support and resources for community-led organizations. Governments can help play a pivotal role in providing funding, technical assistance, and capacity-building opportunities to empower these groups to be the ones who lead these initiatives effectively and have extensive knowledge of issues directly impacting their neighborhoods.

Additionally, there should be a focus on enhancing mechanisms for meaningful community engagement and participation in decision-making processes. This entails ensuring that directly impacted residents have collective self-determination concerning environmental policies, projects, and regulations to ensure procedural justice. Establishing transparent communication channels and fostering genuine partnerships between governments and communities are essential for fostering trust and making sure community voices are not only just heard and supported, but action is taken by the City of Dallas to protect Dallas communities.

## **Conclusion**

There is much to be learned from the historical injustices that Dallas politics have caused on the people. Through various forms of neglect, ideologies which have prioritized capitalistic gain over the wellbeing of community members, and a lack of an accountability factor to prevent these tactics created a strong sense of distrust from the people who live there. How is it possible to advocate for your right as a citizen when the city you live in treats your needs as a low priority? From our small time collaborating with Faith in Texas, we have only scratched the surface of the movement that is dedicated towards changing the political sphere of the people.

Community organizing has been the keystone to challenging the Dallas Way. There is strength in numbers and an important aspect about giving the people a platform to voice their opinion. The Environmental Justice fights have all been centered around educating the community, challenging the narratives that were taught in institutions, and expanding the scope of the people's involvement in their surroundings. The organizers we have talked with have all told us about how their momentum would not have been possible without the people having the courage to speak up.

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## Biographies of the Team



**Latia Leonard** is a graduate student at the School for Environment & Sustainability specializing in Environmental Justice. Latia, who is from Detroit, is passionate about many environmental justice issues such as water infrastructure, water affordability, and housing. Latia has worked with youth and local organizations to address climate change while advocating for a just transition, green jobs, and community led engagement. Prior to her time at SEAS, Latia worked for EcoWorks, a community-based nonprofit in Detroit, centered on renewable energy, energy justice, and climate justice. She led the organization's Youth Energy Squad and partnership with Detroit Public Schools

Community District on their flagship program Go Green Challenge. Latia has many leadership experiences including her role as a member of the Healing Our Water Coalition Equity Advisory Committee, the Michigan Environmental Justice Coalition Clean Air Fellow Program, and formerly served as a AmeriCorps VISTA. She is a proud Spartan alumnus from Michigan State University, graduating with her B.A in Communication. In her free time, Latia loves rooting for her favorite team the Detroit Lions, watching movies, reading books, and spending time with her family.



**Tre'Nard Morgan** is an outstanding student leader not only in the School for Environment and Sustainability, but also in Engineering and Urban and Regional Planning. He serves as the Diversity Equity and Inclusion Student Assistant in SEAS, the elected Track Leader for the Environmental Justice Specialization at SEAS, and as a Research Assistant in the Engineering Department connecting his work and scholarship to other students of diverse backgrounds, but also communities on the ground. Tre'Nard helped in facilitating students in Detroit with Dr. James Holly, and engaging multiple service-learning events in Detroit and Ypsilanti, MI, including as his role as Treasurer for the Black Social Work students at UM. Tre'Nard will graduate with a dual degree in Urban Planning

and Environmental Justice in April 2025.



**Danielle Moore (she/they)** is a graduate student specializing in Environmental Justice at University of Michigan's School for Environment and Sustainability. Originally from Long Island, NY where she earned her B.A. in Sustainability Studies from Stony Brook University. Danielle has diverse environmental work experience ranging from being a legislative policy intern for the Grassroots Environmental Justice Caucus of the State of Michigan to a shorebird field technician for the National Audubon Society. Beyond her academic and professional pursuits, Danielle is also passionate about anything food related and gardening. You can

probably find her in her happy place in the forest or by the ocean.



**Tyler LaBerge** is a graduate student in the University of Michigan School for Environment and Sustainability specializing in Environmental Justice. She is particularly interested in the intersection of public health and environmental justice, and in building power in frontline communities. She worked for the last 5 years as a Senior Energy Analyst for the international consulting firm, ICF. Previously, Tyler was the Sustainability Coordinator for St. Louis Composting, expanding food waste composting in the St. Louis region. She also has experience in corporate sustainability and alternative transportation. She completed her undergraduate degree in 2014, earning a B.A. from Washington University in St. Louis

with double majors in Environmental Policy and Economics. She is an avid climber, cellist, hiker, and indoor plant propagator. She lives in Ann Arbor with her husband and dog.



**Naajia Shakir (she/they)** is a second-year graduate student at the University of Michigan in the School for Environment and Sustainability specializing in Environmental Justice, as well as, Urban and Regional Planning in Taubman College School of Architecture and Urban Planning. They are focused on working within Black, Brown, and Indigenous communities disproportionately affected by environmental issues including food insecurity, gentrification, severe atmospheric pollution, and water contamination. She has previously worked on urban farms with BIPOC and immigrant farmers within Camden, NJ and King County, WA. Now they are a Tishman Catalyst Fellow working with a grassroots non-profit water justice and pesticide action

centered organization, Toxic Taters, in North Dakota and Minnesota. Naajia believes that by building community and cultivating food and nature, one not only has autonomy over their own

resources but can also grow connections to the land. Practicing methods that their ancestors once did to sustain themselves and coexist with the environment.

# Appendices

## Appendix 1: Consent Form

This is the consent form that focus group participants signed prior to the start of the focus group session. Informed consent was a key value for our team. Since our Focus Group was conducted bilingually, we had the consent form translated into Spanish, as shown below.



**INFORMATION SHEET  
UNMASKING ENVIRONMENTAL RACISM IN DALLAS  
HUM#00231790**

Principal Investigator: **Kyle Whyte, Environmental Justice Specialization Coordinator, University of Michigan - School for Environment and Sustainability**

Faculty Advisor: **Michelle Martinez, Director and Lecturer for the Tishman Center for Social Justice and the Environment, University of Michigan - School for Environment and Sustainability**

You are invited to participate in a research study about environmental racism in Dallas.

If you agree to be part of the research study, you will be asked to participate in a focus group in which you will be asked about your experiences of environmental racism and injustice in Dallas, as well as the priorities and needs of your community to build a more just society.

**Benefits of the research**

The findings from this study will be provided to community based organizations and others in Dallas with the capacity to pursue the goals shared by community members. Participation in this study will help to ensure that the goals of the environmental justice movement in Dallas are driven by the voices of those who are most impacted.

**Risks and discomforts**

The focus group conversation will involve discussions of racism, harms to physical and mental health, and failures of government entities. These conversations may be traumatic and polarizing for some.

In addition, members from our partner organizations, Faith in Texas, Southern Sector Rising, and Friendship West may be present during the focus group conversations and will thus be able to hear your responses and see your names, etc.

By signing up to participate, you are also agreeing to share your contact information with our partner, Faith in Texas. The purpose of this is to ensure that you are added to the network of people interested in pursuing Environmental Justice work in Dallas. Any further participation is voluntary.

Participating in this study is completely voluntary. Even if you decide to participate now, you may change your mind and stop at any time. You may choose not to attend a focus group or answer any specific questions within the focus group for any reason.

We will protect the confidentiality of your research records by only reporting findings in the aggregate and anonymizing any direct quotes.

Information collected in this project may be shared with other researchers, but we will not share any information that could identify you.

If you have questions about this research study, please contact Kyle White (PI), at [kwhyte@umich.edu](mailto:kwhyte@umich.edu) or Tyler LaBerge at [tlaberge@umich.edu](mailto:tlaberge@umich.edu).

As part of their review, the University of Michigan Institutional Review Board Health Sciences and Behavioral Sciences has determined that this study is no more than minimal risk and exempt from on-going IRB oversight.

Name: \_\_\_\_\_

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

**HOJA DE INFORMACIÓN  
DESENMASCARANDO EL RACISMO AMBIENTAL EN DALLAS  
HUM#00231790**

Investigador Principal: **Kyle Whyte, Coordinador de Especialización en Justicia Ambiental, Universidad de Michigan - Escuela para el Medio Ambiente y la Sostenibilidad**

Asesor de Facultad: **Michelle Martinez, Directora y Maestra del Centro Tishman para la Justicia Social y el Medio Ambiente, Universidad de Michigan - Escuela para el Medio Ambiente y la Sostenibilidad**

Está invitado a participar en un estudio de investigación sobre el racismo ambiental en Dallas.

Si usted acepta formar parte del estudio de investigación, se le pedirá que participe en un grupo de enfoque en el que se le preguntará sobre sus experiencias de racismo e injusticia ambiental en Dallas, así como las prioridades y necesidades de su comunidad para construir una sociedad más justa.

### **Beneficios de la investigación**

Los resultados de este estudio se proporcionarán a organizaciones comunitarias y otras en Dallas con la capacidad de perseguir los objetivos compartidos por los miembros de la comunidad. Participar en este estudio ayudará a asegurar que los objetivos del movimiento de justicia ambiental en Dallas sean impulsados por las voces de aquellos que están más impactados.

### **Riesgos y molestias**

La conversación del grupo de enfoque incluirá discusiones sobre el racismo, los daños a la salud física y mental, y los fallos de las entidades gubernamentales. Estas conversaciones pueden ser traumáticas y polarizantes para algunos.

Además, los miembros de nuestras organizaciones asociadas, Faith in Texas, Southern Sector Rising y Friendship West pueden estar presentes durante las conversaciones del grupo de enfoque y por lo tanto podrán escuchar sus respuestas y ver sus nombres, etc.

Al inscribirse para participar, también está acordando compartir su información de contacto con nuestro socio, Faith in Texas. El propósito de esto es asegurar que se le añada a la red de personas interesadas en perseguir el trabajo de Justicia Ambiental en Dallas. Cualquier participación adicional es voluntaria.

Participar en este estudio es completamente voluntario. Incluso si decide participar ahora, puede cambiar de opinión y parar en cualquier momento. Puede optar por no asistir a un grupo de enfoque o no responder a cualquier pregunta específica dentro del grupo de enfoque por cualquier razón.

Protegeremos la confidencialidad de tus registros de investigación solo reportando los hallazgos en conjunto y anonimizando cualquier cita directa.

La información recopilada en este proyecto puede ser compartida con otros investigadores; sin embargo, no compartiremos ninguna información que pueda identificarte.

Si tiene preguntas acerca de este estudio de investigación, por favor contacta a Kyle White (PI), en [kwhyte@umich.edu](mailto:kwhyte@umich.edu) o Tyler LaBerge en [tlaberge@umich.edu](mailto:tlaberge@umich.edu).

Como parte de su revisión, la Junta de Revisión Institucional de Ciencias de la Salud y Ciencias del Comportamiento de la Universidad de Michigan ha determinado que este estudio es de riesgo mínimo o nulo y está exento de supervisión continua de la JRI.

## Appendix 2: Interview Protocol

Below is the interview protocol that we used for the interviews we conducted with various community leaders. We altered it as needed to be more specific to the interview subject.

### Interview Guide

#### Script

Hello! My name is \_\_\_\_\_ and I am a graduate student at the University of Michigan in the School for Environment and Sustainability. Thanks for taking the time to speak with me today. I believe you received some information about our project, but essentially, over the next year and a half we are working to better understand the environmental justice landscape in North Texas alongside our partner, Faith in Texas. Our goal is to learn how residents currently perceive Environmental Justice in their communities and what their priorities are for enhancing their communities and their wellbeing. We are so appreciative of your participation and feedback! In the next 30 minutes to an hour, I will be going through some questions with you to learn about your work and your perceptions of EJ in the community.

Before we begin, is it ok if I record our conversation for transcription purposes? Your answers will remain confidential. If we use a quote, we'll make sure the identity of the speaker is removed. Do you have any questions for me before we begin? [PAUSE] Feel free to interrupt me at any time if you remember something you want to add or clarify, if I'm not being clear, or if I get a fact wrong, etc.

Background (build rapport and gain background information on the subject's work and experiences)

1. Are you from North Texas, and if so, what part? How long have you lived in the Dallas community?
2. What are some of your favorite things about working in North Texas? - Living in North Texas?
3. Restaurant Recs and Dallas Bucket List
4. Can you start by telling us a little bit about your work in North Texas?
5. What is something you're particularly proud of?
6. Are there any consistent frustrations in your work?
7. What are your next big goals?

Next I'd like to get into some broader questions about your experience with EJ in your community and how it is perceived.

#### Questions about Attitudes

1. **When you hear the term "Environmental Justice" what comes to mind?**
2. **What environmental health issues concern you in North Texas?**

3. We have heard that discussions about environmental justice in North Texas are usually not as well received when using those words. When you discuss environmental justice in your community, what kinds of language do you use?
4. **What types of ideas come up in your community when you discuss environmental justice and environmental racism? - How do you feel environmental health issues and racism intersect with one another?**
5. Can you tell us about a challenge you've faced in building community support or capacity to address environmental injustices?
6. What do you see as the biggest barriers currently that hinder your work?

Next I'd like to get some of your thoughts about what the future of Environmental Justice could look like, in your opinion.

#### Priorities for advancing Environmental Justice

1. North Texas residents have won some major EJ battles against some powerful companies. What are some of the distinct strengths unique to North Texas that have contributed to those successes?
2. How do you envision EJ work in North Texas shifting or moving forward in the next 5 years?
3. What do you see as the best ways to build the power of your community to achieve its collective goals?
4. If you had to pick one structural element about North Texas to focus on changing that would help you achieve your EJ goals, what would it be?
5. What specific EJ issues, if solved, do you think would have the most impact on your wellbeing and that of your community?
6. This is a big one: can you take a moment to imagine what an environmentally just North Texas would look like? When you got up in the morning, where would you go and what would you do? Can you describe for us some of the first thoughts and feelings that brings up for you?

Thank you so much for going through all those questions with me! My final question is whether you have any suggestions for other people we should talk to that would help us get a better idea of the EJ landscape in North Texas. (If none immediately, suggest that if they think of anyone later on, they can always email us).

That takes us to the end of our interview! I am so appreciative of your participation. We really learned a lot about (Insert something specific here if possible). Is there anything else you would like to share or add to the conversation that you think could be helpful to our study? We plan to conduct focus groups with community members in the coming months, and the information you provided will be crucial in shaping our methods. We would love to keep you involved in this process throughout our project if you are interested. We will be seeking feedback at every stage of our project so that we can make sure that we are creating something that is truly useful for the community. (Pause for them to provide thoughts) We are conducting more interviews with

community leaders like you in the next few weeks – do you have any thoughts on how this interview went, any other questions we should ask or changes to the format? Thank you again for your participation and we will be in touch soon!

## Appendix 3: Focus Group Protocol

### Introduction

Hello! My name is \_\_\_\_\_ and I am a graduate student at the University of Michigan in the School for Environment and Sustainability. [All team members introduce themselves, their roles, and where they are from] Thanks for taking the time to speak with us today. The purpose of this project is to better understand the environmental justice landscape in North Texas alongside our partner, Faith in Texas. Our goal is to learn how residents currently perceive Environmental Justice in their communities and what their priorities are for enhancing their communities and their wellbeing. We are so appreciative of your participation and feedback!

[Faith in Texas introduction by client]

Before we begin, is it ok if I record our conversation for transcription purposes? Your answers will remain confidential. If we use a quote, we'll make sure the identity of the speaker is removed. Do you have any questions before we begin? [PAUSE] Feel free to interrupt at any time if you remember something you want to add or clarify, if we're not being clear, or if we get a fact wrong, etc.

We'd love to start by getting to know one another a little better. Can you share your name, how you are feeling, where you are from, and your favorite comfort food?

Thanks so much for sharing!

Next, we'd like to open the conversation about environmental justice. To us, environmental justice means that the environments we live, work, and play in should be nourishing and healthy, but all too often that is not the case. Environmental justice includes a lot of things, like air and water quality, accessibility to food, housing, education, and the prison industrial complex.

We would love to know, how do you experience and talk about environmental justice?

We have learned through reading about environmental justice in Dallas and interviews with community leaders about some of the incredible successes that this community has achieved, like getting Shingle Mountain carted away to the landfill.

From your experience, how would you describe the distinct strengths unique to the Dallas community that have enabled these victories?

Obviously you all live near sites of industrial pollution. How has air and water quality impacted your life?

Have any of you experienced impacts on your mental or physical health from these fights?

The remediation effort has been going on for a while at Shingle Mountain, and as we understand it, that work is still in progress. Do you have thoughts on the current efforts to clean up and remediate the Shingle Mountain site?

What kind of places would you want to see in your neighborhood instead?

Although you all have seen some major victories, we understand that there are a lot of efforts still underway to build a more environmentally just community.

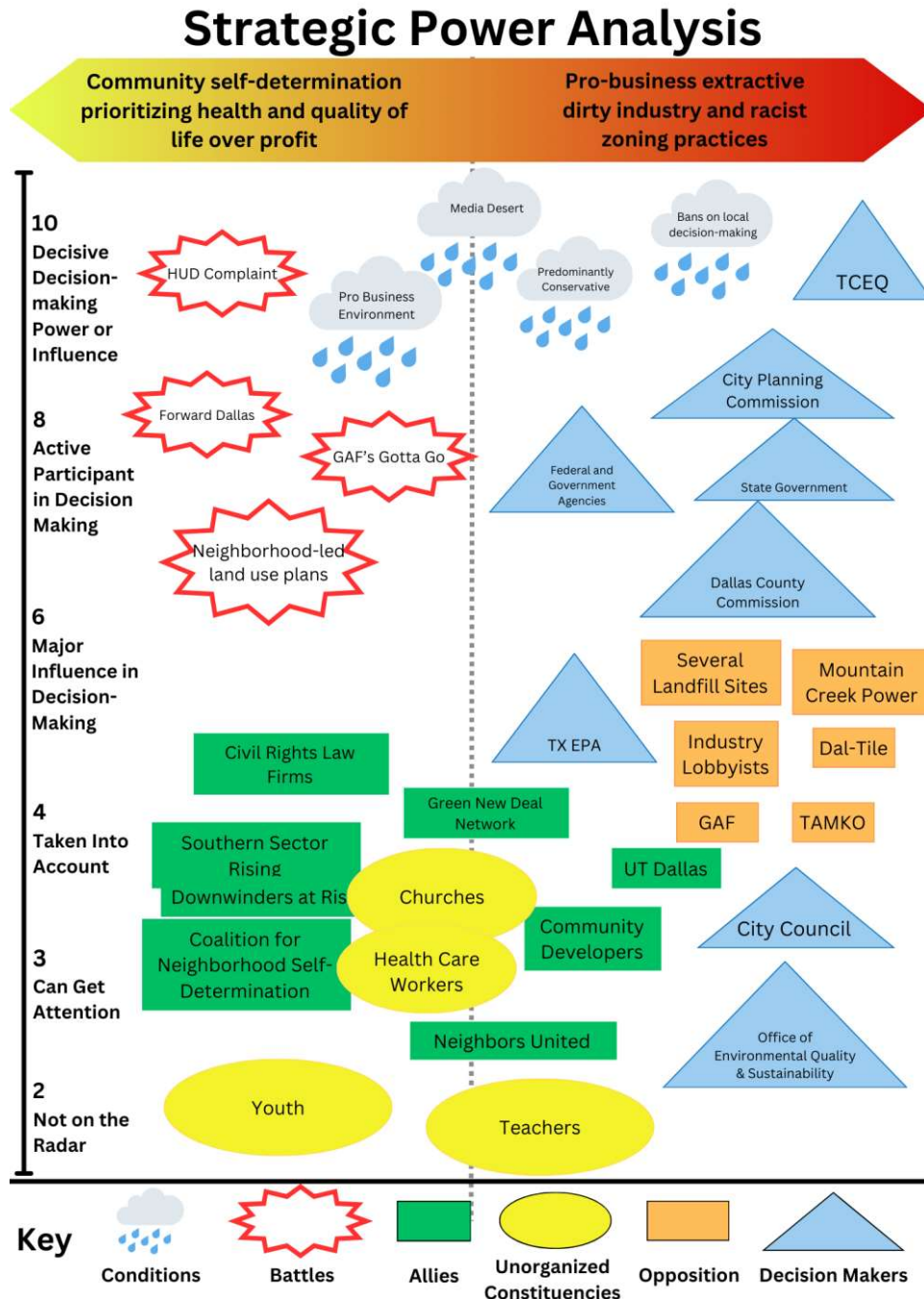
What steps do you think that EJ organizations, local government, or other actors can take to support your work and to address community needs?

Is there anything else you all want to share?

Thank you so much for taking the time to meet with us today! It has been so lovely to meet you all and to learn from your experiences. We would love to keep you involved in this process throughout our project if you are interested. We will be seeking feedback at every stage of our project so that we can make sure that we are creating something that is truly useful for the community. (Pause for them to provide thoughts) Thank you again for your participation and we will be in touch soon!

## Appendix 4: Power Analysis

The image below shows the power analysis we put together intending to show the major forces and parties involved in moving from the current state of pro-business extractive dirty industry and racist zoning practices to community self-determination prioritizing health and quality of life over profit. This map shows the types of parties involved and their relative influence, as well as which side of this binary they fall under. This analysis undoubtedly leaves many relevant parties and conditions out, but we found it helpful in identifying adversaries and the most salient opportunities for organizing.





# Quick look at Dallas

The environments that we live our everyday lives and take part in, are critical to our overall health and well being. These should be places to create memories with our loved ones, where we feel nourished and that our everyday needs are met. Our right to feel safe in the environments we reside in, to have access to resources that fulfill and sustain us are critical components of environmental justice.

*"Where life is precious, life is precious" -Ruth Wilson Gilmore*

## Key Facts

- The American Lung Association published "The State of the Air" report in 2022, found that the metro area contained some of the highest concentrations of the most hazardous types of air pollution: particle pollution and ozone.
- The city is now the 16th most polluted city for ozone in the United States.
- According to the report, the largest group at risk are people of color totaling about 1,901,458 with an overall population of 2,635,888 in Dallas (American Lung Association 2022).

**Currently, the state of Texas has no legal definition of environmental justice which affects how local and state governments regulate environmental hazards and polluting industries. The Texas Commission on Environmental Quality does not consider environmental justice in permitting for development which allows the deliberate high concentrations of polluting industries in communities of color and low-income neighborhoods.**



Scan here to share your voice about Environmental Racism in Dallas

Contact us [tlaberge@umich.edu](mailto:tlaberge@umich.edu)



Artwork by Stephanie Muscat



# Unmasking Environmental Racism: Your Neighborhood, Your Voice, Our Dallas

The University of Michigan in collaboration with Faith in Texas are conducting research about environmental justice in Dallas, TX. Our study is seeking Dallas community members to participate in focus groups to hear your thoughts and stories.

*"Faith in TX is excited about our collaboration with the University of Michigan's Environmental Justice program. Our hope is through this in depth and human centered research of historically under resourced areas of Dallas County, we can center the stories, ideas, and vision of our neighbors developing human centered city and county wide strategies and activities that will put an immediate end to further human suffering, as well as move Dallas forward in creating a city, county, and maybe even a state that is doggedly focused on ensuring free unobstructed access to good and healthy water, air, food, land and overall life."*

**Edwin Robinson - Chief Strategy Officer, Faith in TX**



**Scan here to fill out our interest form!**  
**Contact us**  
**[tlaberge@umich.edu](mailto:tlaberge@umich.edu)**

**2023**





# **Desenmascarando el Racismo Ambiental: Su Barrio, Su Vos, Nuestro Dallas**

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La Universidad de Michigan en colaboración con Faith in Texas están realizando investigación sobre la justicia ambiental en Dallas, TX. Nuestro estudio busca a miembros de la comunidad de Dallas para participar en grupos de enfoque para escuchar sus perspectivas e historias.

"Faith in TX está emocionado por nuestra colaboración con el programa de Justicia Ambiental de la Universidad de Michigan. Nuestra esperanza es que dentro de esta investigación detallada y centrada en áreas de Dallas County que históricamente han sido de bajos recursos, podremos centrar las historias, ideas, y visión de nuestros barrios, desarrollando estrategias y actividades municipales tanto como del condado, centradas en las personas, que le pondrán un fin inmediato al sufrimiento humano y harán avanzar a Dallas en la creación de una ciudad, un condado, y quizás hasta un estado que esté obstinadamente enfocado en asegurar el acceso libre y despejado a agua, aire, comida, y vida buena y saludable."

Edwin Robinson – Director de Estrategia, Faith in TX



Escanee aquí para completar nuestro formulario de interés!

2023





# Environmental Justice Research Study

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Seeking Dallas community members to share their insights about environmental justice in focus groups conducted by University of Michigan Researchers

2 0 2 3



Artwork by  
Stephanie Muscat



**Justice For**  
*Sandbranch*  
**Dallas County, TX**



## Appendix 6: Written Prospectus

Project Title: Community Based Strategies for Reparations and Remediation  
Client: Dallas Black Clergy for Safety, Equity and Justice (Dallas, TX)  
List of Team Members: Latia Leonard, Najia Shakir, Tyler LaBerge, Tre’Nard Morgan, Danielle Moore  
Advisor: Michelle Martinez (University of Michigan Faculty)

### Problem/Need

The history of Dallas is one of environmental racism and injustice, which is deeply felt and seen today by Black and low income communities of Dallas. The city of Dallas and Dallas county more broadly, has been historically and systematically defunded through land use policies like redlining, which prevented Black and Brown neighborhoods from building wealth and community. The Dallas Black Clergy is seeking to address and undo the harm caused by this historical legacy of disinvestment through crafting community-based and community-led interventions that have immediate, long term life-giving and affirming impact on overall quality of life.

### Project Goals/Objectives/Scope

- Clarify the real and quantifiable environmental needs of Black and low income residents of Dallas
- Craft community-based, people-led interventions with immediate and long term life-giving and affirming impact on quality of life

### Major Resources Needed

- Funding for travel to Dallas
- Summer Research funding

### Deliverables/Impact

- A detailed report that quantifies the real life and real time effects of ecological devastation in the most directly impacted neighborhoods and communities in Dallas. Incorporating qualitative and culturally specific research methodologies will be central to this process.
- This project will be a publicly available tool to implement strategies and tactics to build power and address ecological harm across the DFW metroplex.
- The hope of this project is for the product to be key in multiple areas of power building for social change, but specifically in aiding in informing political agendas, candidate screenings, and policy priorities.

### Research Approach

Our project seeks to use an action research approach to seek transformative change through both research and action.

### Key Characteristics:

- Community as equal partner
- Reciprocal knowledge sharing and power building
- Interview Based
- Quantify qualitative research

## Appendix 7: Codebook

### High-Level Codes:

Historical Implications for Racism in Dallas

Community Organizing

Pro-Business

Participatory Science

Industrial Pollution

Health

Information Dissemination

Motivations to Actions

Potential Solution

Stress

Barriers

### Sub-Codes

Limited Public Transit: references to difficulty of getting around without a car, lack of transit

Food Affordability: food deserts, difficulty budgeting for food, difficulty procuring healthy food

Housing: lack of affordable housing, housing injustice, unhealthy housing

Gentrification: changes in neighborhood makeup, culture, population; changing costs due to gentrification

Lack of movement solidarity: weak connections across movements, lack of strong ties that you can count on for an action, etc

Funding: Lack of budget to fund organizing movement; sources of funding for organizing; funding need

Organizing need: Lack of organizing culture, structure, infrastructure, leaders to meet the needs of the movement

Texas Commission on Environmental Quality: References to TCEQ and their Pro-business culture and policy

City of Dallas: References to City of Dallas and their Pro-business culture and policy

Politics: General politics in Dallas and Texas that prioritizes business over well-being of residents

Lack of Accountability: Inability to hold businesses accountable for health and other impacts

Air Quality Monitoring: Ways that ordinary residents have participated in data collection and sharing, plans or practices to increase this

GAF: Any mention of the GAF facility/company

Batch Plants: Any mention of concrete batch plants

Shingle Mountain: Any mention of Shingle Mountain and the "Blue Star Site"

Asthma: References to people having asthma and its impacts

Dallas Morning News: Any mention of the Dallas Morning News

Lack of Internet Access: Issues accessing internet, what having internet access enables, goals or hopes around increasing internet access

Awareness of EJ Issues: awareness or lack of awareness of EJ issues, either defined as EJ or not

Public Embarrassment: The ability to achieve justice goals through embarrassing actors publicly, especially beyond the City of Dallas

Disinformation: Disinformation both as a tool to confuse and disempower and less intentionally, through lack of media, etc

Thriving Not Surviving: Building a community where residents can thrive, especially as a motivation for continuing hard justice work

Love: Love for people, place

Family: Health and wellbeing of family members in Dallas

Community: A sense of care and responsibility to the community

Vision: Having long term goals and a distinct vision of what the community can be

Health: Health impacts to self, family, neighbors, others as a motivator to action

Faith: References to religious faith as motivator

Top Down: The belief that change on issues being discussed must come from the top down - federal, state, city government policy especially

Bottom Up: The belief that change on issues being discussed will only come about through grassroots action



Neglect: Neglect of residents by those in power leading to feelings of stress, especially when their needs/requests/concerns are ignored, etc

Disrespect: Active disrespect of residents by those in power as a source of anger, stress, feelings of hopelessness, etc

Scale of the Problem: Overwhelm caused by the scale of EJ issues in Dallas

Trust/ Relationship Building: Building trusted and network relationships between the community, elected officials, and community organizations

Politics: the development and passage of laws and legislation, the political environment of interaction, and climate of achieving

Lack of Resources: Refers to lack of financials, structural, and relationships needed to achieve long-term goals