



DALLAS HUMAN RIGHTS PLAN

ANNEX



FIFA World Cup 2026[™]
Candidate Host City

PRESENTER BIOS



FIFA World Cup 2026™
Candidate Host City



Peter S. Brodsky is an investor and business executive who, through a majority-owned company, owns the Reimagine RedBird development (formerly known as Southwest Center Mall and, prior to that, Red Bird Mall). He is investing in the mall and its surrounding land to restore it to a place of pride and quality in the community.

Prior to acquiring the mall, Peter was a founder and partner of HBC Investments LLC, a firm focused on investing both third party capital and the capital of its principals in growth-oriented companies. Prior to co-founding HBC, Peter was a partner at the private equity firm of HM Capital Partners and its predecessor, Hicks Muse, where he was employed for over 15 years. At HM Capital, Peter focused on the media industry and was responsible for deploying or managing over \$2.6 billion of equity investments and completed over 100 transactions.

In the civic and non-profit arenas, Peter serves as the Board Chair of the Metro Dallas Homeless Alliance, the lead agency of Dallas and Collin Counties' homeless response system. Peter also serves on the Board of KIPP Texas Public Schools, a network of 59 public charter schools with nearly 34,000 preK-12 students in Austin, Dallas, Houston and San Antonio, as well as the Advisory Board of KIPP Texas - Dallas-Fort Worth, a network of seven schools serving over 3,200 students in grades preK-12 in southern Dallas, which he chaired from January 2011 through June 2017. Peter is also a member of the Dallas Assembly. Formerly, Peter has served on the following Boards: City of Dallas's Animal Advisory Commission (Chair), which advises Dallas Animal Services, the city animal shelter and control service provider, where he focused on the loose dog crisis in southern Dallas; North Texas Public Broadcasting, the owner and operator of Dallas-Fort Worth's PBS and NPR affiliates; AT&T Performing Arts Center; Vogel Alcove; and Dallas Symphony Orchestra.

Peter received a BA in Russian Literature from Yale College. He lives in Dallas, TX.



Mary Elizabeth (Liz) Cedillo-Pereira, J.D.
Chief of Equity & Inclusion, City of Dallas

An attorney and local government official, Liz Cedillo-Pereira serves as the Chief of Equity and Inclusion for the City of Dallas. Liz has executive leadership oversight of the Office of Environmental Quality and Sustainability, the Office of Equity and Inclusion including the Resilience, Equity, Human Rights, Fair Housing and Immigrant Affairs divisions, the Office of Ethics and Compliance, and 311 Customer Service.

Liz was the founding Director of the City of Dallas' Office of Welcoming Communities and Immigrant Affairs (WCIA), established in March 2017. In that capacity, she led the community-driven process to develop a comprehensive Strategic Welcoming Plan for the City of Dallas that was unanimously adopted by the City Council in 2018 and led to the City being certified welcoming community for the community-driven and wholistic approach to immigrant inclusion and incorporation.

Prior to joining the City's executive management team, Liz served as a presidential appointee in the Obama/Biden Administration as the Senior Advisor to Director Sarah R. Saldaña at the U.S. Department of Homeland Security, Immigration & Customs Enforcement where she focused on advancing humane implementation of immigration policies. Additionally, Liz oversaw the development of the Office of Community Engagement to foster trust and improve relations in communities across the U.S.

A proud Dallasite, Liz has twenty years of experience at the federal, state, and local level in law, policy development, social justice and community and civic engagement. Liz is married to Oscar Pereira, an aeronautical engineer, and they are blessed with Amanda, Gabriela, and Oscar Samuel.



Gary Copeland
ADA Manager, City of Dallas

Gary Copeland is a manager and project lead in ensuring that residents of Dallas are provided equal access to all city services, programs and activities. He comes with over 20 years of experience in both public and private sectors. Gary currently leads the City of Dallas Americans with Disability Act (ADA) program. He has managed passenger access programs to bus and rail amenities with Dallas Area Rapid Transit (DART), was Project Manager assigned to the introduction of solar technologies at DART facilities, and Transportation Planner for the building of DART's Rosa Park Plaza. He was also a Planner assigned to the City of Lawton, OK, Air Quality Program. Gary has completed studies on the effects of World Trade Policies on Small Economies. He has an undergraduate degree in Engineering Design Technology from Cameron University, OK, and a Master's in City and Regional Planning from the University of Oklahoma. Gary is currently pursuing studies in varying aspects of Project Team Management.



Christina da Silva
Welcoming Communities and Immigrant Affairs Officer, City of Dallas

Originally born in the Republic of Panama, Christina da Silva has worked to remove barriers and promote positive outcomes for immigrants and their families for the past 8 years. Currently da Silva manages the City of Dallas Welcoming Communities and Immigrant Affairs Division where she leads policy and programmatic efforts to make Dallas a more welcoming city for immigrants. Christina holds a master's degree in Human Development and

Family Science from Oklahoma State University, with specialization in community participatory research. In addition to Spanish, she speaks German and Portuguese.



Angi DeFelippo
Political Director, Tarrant County AFL-CIO

Angi is the Political Director for Tarrant AFL-CIO covering a nine-county jurisdiction, she serves as a Vice President to the Texas AFL-CIO and is a member of the International Union of Operating Engineers Local 178. In her role as Political Director, she is responsible for building relationships and working with National, State, and Local Unions and community organizations for a pro-worker agenda. She creates and implements Labor's strategic political plan for Congressional, State, and local candidates while coordinating with over 40 affiliated local unions and 35,000 represented members. She has worked on numerous policy campaigns including Dallas Paid Sick Leave and the Euleless Fair Over-Time and Scheduling Standards for Large Employers.

Prior to joining the Tarrant AFL-CIO, Angi gained experience in the workers' rights movement when she organized with Unite Here and the United Autoworkers. Organizing working families through issue-based campaigns that centered on living-wage, wage-theft, scheduling, over-time, harassment, and workplace representation. She joined the political arena in 2017, working for the Texas AFL-CIO running Labor's strategic plan in SD10.

Since 2017, Angi has led the progressive state-wide organization, Texas Young Active Labor Leaders, as President. Texas YALL is an organization that educates and promotes young workers into union careers, develops leadership skills, and promotes becoming active in their community. This organization has opened chapters across the state and has trained hundreds of young workers across Texas. She also Co-Chairs Labor's Texas Women's Committee, which educates and trains hundreds of women from across the state in leadership skills.



Laura Dixon is a high-value, trusted advisor in the sports industry. She grows sports-centric businesses by building strong relationships and sustainable financial strategies. She is the Founder of long game ventures, a firm that guides and invests in businesses committed to making an impact through sport.

Laura is also President and co-founder of Pro Sports Assembly, the national association for professional sports business leaders. She serves as Chair of The Texas Lyceum and serves on the national Board of Directors for the PLAYS Coalition. She has also served alongside the US State Department on sports envoys, fellowships, and programs connecting sports leaders and organizations across the globe.

Prior to long game ventures, she served as head of external relations for Spurs Sports and Entertainment, leading government and public affairs and serving as executive director of the Spurs Foundation. When Laura joined Spurs Sports and Entertainment, she was a partner at Victor Credo, an advisory firm that supported talent agents, high profile coaches and athletes in advancing their careers, social impact, and off-court business ventures. Her clients included the Global Games, Bill Self, Chris Bosh, Deron Williams, Public Strategies, Prime Time Sports, coaches associations, municipalities, school districts, universities and North American indigenous tribes.

Ultimately, her forte is partnering with sport executives to build coalitions, set a vision, develop a plan, and execute with excellence. In doing so, she enjoys helping clients make lasting connections with external stakeholders and organizations to enhance their business reputation and impact. She possesses an exceedingly high track record of success in leading ventures at the intersection of sport and social impact.

Laura received an MBA from the University of Texas at Austin, a BS from Texas Tech University and executive certificates from Texas Christian University, Southern Methodist University, and the University of Kentucky. She was in the first cohort to receive a Certified Sports Event Executive designation and Certificate of Inclusive Leadership in professional sports. Throughout her career, Laura has served on numerous state, municipal and nonprofit boards.



Dr. Rick Halperin
Southern Methodist University
Director, Human Rights

Dr. Rick Halperin began teaching human rights courses in the SMU History Department in 1985 and started offering his courses in Human Rights in 1990. After being chosen as Director of the new Embrey Human Rights Program, he began overseeing its academic program, planning its public events, and developing a wide array of human rights focused trips.

Halperin has held many leadership positions in human rights and social justice organizations. During his more than 50-year affiliation with Amnesty International USA, he has served as chair of its board of directors three times. He has also served on the boards of the National Coalition to Abolish the Death Penalty, the Center for Survivors of Torture, the International Rescue Committee and the Texas Coalition to Abolish the Death Penalty. He has participated in a U.N. human rights delegation that inspected Irish prison conditions in Dublin and Belfast, as well as in delegations monitoring human rights in El Salvador and Palestinian refugee camps in Gaza.

Halperin holds degrees in Southern U.S. History from Auburn University (PhD, 1978), Southern U.S. History from Southern Methodist University (MA, 1974), and U.S. History from George Washington University (BA, 1971). He also studied at The Sorbonne in Paris (1968-1969).



Daniel Hunt
President
FC Dallas

Dan Hunt has served as the President of FC Dallas since 2014. He also serves as a member of MLS' Board of Governors and the league's Business Ventures Committee.

Hunt spent years working on the design and construction of Toyota Stadium and Toyota Soccer Center with his late father and American sports icon, Lamar Hunt. Since the venue's opening in 2005, Hunt has used the venue to help establish FC Dallas as the leader in youth development in North America.

Toyota Soccer Complex, a 145-acre facility complete with 17 professional-grade soccer fields, has quickly become one of the most rewarding stadium designs in professional sports. Rated as one of only two five-star facilities by the 2011 U.S. Soccer Development Academy Rankings, Toyota Soccer Center has helped FC Dallas sign an MLS-record 25 Homegrown players in 10 years.

Hunt also oversaw the \$58 million construction of the National Soccer Hall of Fame in the south end of Toyota Stadium. The project included more than 70-thousand square feet of renovated space, new locker rooms, premium seats, a private club and the National Soccer Hall of Fame Experience.

In May 2017, Hunt, along with his brother Clark, ESPN and the City of Frisco officially announced that the newly-relocated Frisco Bowl (previously known as Miami Beach Bowl) would call Toyota Stadium home starting on December 20, 2017 at Toyota Stadium. Louisiana Tech became the first Frisco Bowl Champions after beating SMU 51-10.

Outside of his responsibilities with FC Dallas, Hunt is involved in the Hunt family's long-standing interest in the NFL's Kansas City Chiefs. During the 2010 season, Hunt assisted in the renovation of Arrowhead Stadium.

In 2016, Hunt and Robert Casterline loaned their multi-million dollar football card collection to the Pro Football Hall of Fame in Canton, OH. Considered by many the most valued collection of football trading cards in the world, the collection includes rare complete sets, important rookie cards as well as informational displays which tell the story of American football and the hobby of card collecting.

Hunt began his business career as Vice President of New Business Development for Gemini Voice Solutions in New York City, a provider of voice-over internet protocol for home-to-home calling in the United States.

Hunt was born on Nov. 21, 1976 in Dallas, Texas and graduated from the St. Mark's School of Texas in 1996. Hunt and his wife, Toni, have two daughters, Darlington and Tennyson. The Hunts are involved in the Texas Women's Foundation as well as a variety of other philanthropic organizations throughout Dallas/Fort Worth.



Dr. Myriam Igoufe
Vice President of Policy Development & Research
Housing Solutions for North Texas

Dr. Myriam Igoufe is the vice president of Policy Development & Research for DHA. Dr. Igoufe leads DHA’s research initiatives, and the development and implementation of operational strategies to remove barriers to self-sufficiency and foster upward- mobility for communities chronically under-resourced in North Texas. She is responsible to perform research related to patterns of segregation, poverty, access to transportation and opportunities, and to operationalize responses to address these issues. Dr. Igoufe leads the design and development of innovative technological infrastructure to support policy and operational advancement for DHA.

Dr. Igoufe led the country’s largest collaborative group to develop the *North Texas Fair Housing Assessment* (22 local governments, PHAs, and County), which was part a new planning process established by the U.S. Department of Housing and Urban Development (HUD) requiring federal grantees to identify, evaluate, and address fair housing issues and factors contributing to discriminatory issues. In 2020, Dr. Igoufe and her team secured a multi-year applied research partnership with Harvard University’s research group ‘Opportunity Insights’ led by renowned economist Dr. Chetty. Recently, Dr. Igoufe and her team also were selected to participate in a nationwide initiative to advance diversity, equity & inclusion in education (*The Bridges Collaborative*), led by The Century Foundation. Her work has received coverage from the Texas Tribune, NPR, CBS, the Wall Street Journal, the Dallas Business Journal, and others.

Dr. Igoufe also serves on the City of Dallas Undesign the Redline Advisory Board, the MDHA Racial Equity Committee, Commit’s Strategic Planning External Steering Committee, and has been named to the Advisory Council of the Dallas Economic Opportunity Leadership Academy. After attending the Sorbonne Law School in Paris, she received her bachelor’s degree in political science, government and international law as well as her master’s degree in public administration from Lamar University. Igoufe earned a PhD in urban planning and public policy from the University of Texas at Arlington.



LaToya Jackson
Human Rights Officer, City of Dallas

LaToya is currently serving as the Human Rights Officer for the City of Dallas (Texas). She began in this role began October 1, 2020 when the position was established as part of the Office of Equity and Inclusion. She is a career public servant who has been with the City of Dallas over 15 years. In her role as Human Rights Officer, she has participated in the release of the ADA Transition Plan and the development of the five-year plan which includes Internet compliance, citywide policy review, employment initiatives, and physical barrier removal. She has been instrumental in increasing inclusion within the city - fighting for ASL interpreter pay, helping the city conduct an all abilities community meeting, and working to expand all abilities features in city parks while working with key departments on barrier removal across the city. Additionally, she has worked with leaders in the field to raise awareness of human trafficking, both sex and labor



trafficking, worked to expand religious freedom in Dallas, increased visibility of the LGBT community, both individuals and businesses. LaToya is excited for the opportunity to showcase Dallas on an international stage.



Alexander Jones
Chief of Police
City of Arlington

Alexander Jones was appointed as Chief of Police for the City of Arlington, Texas in November 2020. He leads the 46th largest law enforcement agency in the country with almost 900 sworn officers and professional staff members with an annual budget of \$109 million dollars. Chief Jones began his policing career with the Baltimore County Police Department in 1995 and quickly rose through the ranks to become the department's second highest-ranking officer.

He previously served as the Colonel of operations overseeing ten police precincts, patrol operations, Safe School Division, Youth and Community Service Section, and the Support Operations Division.

Chief Jones also served as the Bureau Chief of Community Relations, which included the Community Resource and Wellness Section and the Youth and Community Service Section. The focus of the bureau was on community relations and building trust with the communities of Baltimore County. He was instrumental in establishing many successful youth programs.

Chief Jones obtained a Master of Science Degree in Criminal Justice from Ashworth College and received an undergraduate degree in Business Administration from the University of Hartford. He has extensive training in leadership development and modern police practices. Chief Jones believes in the importance of community policing initiatives and bolstering trust with all segments of the population. He is a relational leader who takes the time to listen to community concerns to build stronger communities. Chief Jones is committed to equality under the law for all persons who live, work and play in Arlington.



Donna Mack
City of Arlington
Chair, Mayor's Committee on People with Disabilities

Donna Mack is a former personal and career counselor whose combined education and lifetime of disability experience have resulted in more than 30 years of training, consulting, and presenting to mainstream audiences, and increased access and inclusion for the disability community. Donna is a proud member of Rotary International, the Arlington Texas Mayor's Committee on People With Disabilities (which she currently chairs) and the National Speakers

Association, where she serves as a leader in Diversity, Equity, & Inclusion. She served on ADA access committees for both AT&T Stadium and Globe Life Field. She held the position of Vice-Chairperson of the City of Arlington Special Transportation Advisory Board for five of her eight years of service and spent two years on the North Central Texas Council of Governments Regional Transportation Task Force. She is a former member of the steering committee for Career Opportunities for Students with Disabilities (a

national consortium dedicated to increasing employment opportunities for college students and recent college graduates with disabilities). Donna is currently pursuing national certification as an ADA Coordinator and is excited to collaborate toward increased accessibility on a global level.



Rubén Ovando
Marketing and Media Relations
Consulate General of México in Dallas

Since June 2014, Ruben has been a leader at the Consulate General of Mexico in Dallas. Previously, he served at the Consulate of México in San Francisco, California, and the Ministry of Foreign Affairs of México.

Former AmeriCorps NPRC member representing the Latino Program and spokesperson for the American Red Cross Bay Area Chapter. During his term at the American Red Cross designed and produced the first television campaign in Spanish for the Chapter. During this position, he developed marketing initiatives in alliance with diplomatic representations of México, Colombia, Perú, Guatemala, and the San Francisco AIDS Foundation.

Campaign manager; television, radio, and film producer for Univision, Public Radio, and public Television for the Government of Chiapas, México and RTV +Más. As part of his experience has been working as a marketing consultant for initiatives for both México and US companies and firms that wish to promote their events, or open new opportunities within the Hispanic market, with a focus in the North of Texas. I have been working with BPR Global Cup, International Bowl, National Soccer Mexican Team, Dallas Stars Hockey Club, Motor Texas Speedway, among others.

Ruben has an academic background in International Affairs and Social Communication and courses in postgraduate studies in Sports Marketing at the Johan Cruyff Institute. He has also attended several seminars and certifications in Multimedia and Digital Marketing.



Cara Foos Pierce
State of Texas
Chief of Human Trafficking and Transnational Organized Crime

Cara Foos Pierce serves as the Chief of the Texas Attorney General's Human Trafficking and Transnational Organized Crime Division. In this role, she leads a human trafficking team that investigates and prosecutes labor and sex trafficking cases across Texas. She also chairs the Texas Human Trafficking Prevention Task Force, which has over 150 members and affiliates, tasked with recommending policy and legislation that will benefit anti-trafficking efforts in

Texas.

In addition, Ms. Pierce chairs the Texas Human Trafficking Prevention Coordinating Council, which is comprised of nine state agencies leading anti-trafficking efforts in all areas of Texas government. She consults and testifies as a subject-matter expert at the request of the Texas Legislature and courts on human trafficking and criminal justice matters. She partners with and trains local, state, and federal prosecutors and law enforcement officers on complex human trafficking investigations.

Prior to joining the Attorney General's Office, Ms. Pierce served as the Human Trafficking Coordinator for the United States Attorney's Office in the Northern District of Texas for eight years, where she led the North Texas Trafficking Taskforce. She has prosecuted more than 80 child and adult sex trafficking cases, including trying and convicting a commercial sex customer for conspiracy to commit sex trafficking of a 12-year-old girl, one of the first such cases in federal court. In addition, she convicted 13 gang members and associates of child sex trafficking in Ft. Worth and Dallas and has obtained several life sentences against human traffickers.

Ms. Pierce graduated cum laude in 2002 from Southern Methodist University, School of Law. Ms. Pierce has trained thousands of community members, law enforcement and prosecutors on human trafficking. In addition, she has presented at several national conferences, has trained judges, prosecutors and law enforcement in Mexico and has co-authored What Every Prosecutor Should Know about Human Trafficking, The Texas Prosecutor Journal, January-February 2021, Vol. 41, No. 1.



Gary Sanchez
VisitDallas
Senior Director, Community Impact, Equity and Public Affairs

Gary is currently serving as the Director of Public Affairs at VisitDallas. In this role, Gary is responsible for developing and fostering relationships with community partners, stakeholders, elected officials, chambers of commerce, state, and national associations as they relate to hospitality and the travel/tourism industry. Additionally, he leads the organization's government affairs and works with local, state, and national associations to protect and advocate for policy directly related to keeping Texas a welcoming destination for all.

His experience includes more than twelve years at the City of Dallas, including the Dallas Zoo, Office of Arts and Culture, and the office of the Mayor and City Council. Gary is currently the Chair of the North Texas LGBT Chamber of Commerce and serves on the board of directors at the Dallas Regional Chamber and 24HourDallas. In September 2021, he was appointed as Co-Chair of the Dallas Mayor's Anti-Hate Advisory Council.

Additional Stakeholders in Attendance:

Robert Muñoz, Manager III, Dallas Police Department, Community Engagement and Operations Bureau

Major Juan Salas, Dallas Police Department, Community Operations Division

Officer Megan Thomas, Dallas Police Department, LGBTQ Liaison, DPD Community Affairs Unit

Dr. Priscylla Bento, City of Dallas, Senior Policy Manager

Chhunny Chhean, Purchasing and Procurement Services Director, City of Dallas

Jimmy Smith, COO, FC Dallas

Gina Miller, SVP, FC Dallas

Don Crowson, City of Arlington, Fire Chief

Brandy Wagner, City of Arlington, Assistant City Manager



PRESENTATION



FIFA World Cup 2026[™]
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Human Rights Plan



- 1 WHO WE ARE
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- 5 BIG IDEAS. BIG IMPACT.
- 6 FEEDBACK

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OUR SOCCER DNA

Presenter: Dan Hunt



From Lamar Hunt to the World Cup to the very beginning of MLS, Dallas has a rich history of supporting and building soccer in the United States



The Dallas Tornado established the foundation of professional soccer in Dallas. Led by Lamar Hunt, the Tornado won the NASL championship in 1971 and brought stars of the global game to Dallas.



One of the original MLS franchises, the Dallas Burn burst onto the scene in 1996, making the Cotton Bowl its home. The Burn had immediate success, capturing the U.S. Open Cup in 1997 and developing the first American-born MLS MVP in Jason Kreis (1999).



In 2005 the Burn rebranded to become FC Dallas. Under the direction of the Hunt Family, the innovative franchise was one of the first MLS teams to build a soccer-specific stadium. Under the FC Dallas moniker, the team has seen great success and is currently the second-winningest franchise in MLS history.

1994 WORLD CUP

Presenter: Dan Hunt



- Dallas' historic Cotton Bowl Stadium
- Dallas was also proud host of the International Broadcast Centre
- Major League Soccer Legacy



When the World Cup came to the United States in 1994, it jump-started a rebirth of soccer across the nation. Dallas played a major role in the tournament, hosting six matches at Cotton Bowl Stadium, along with the International Broadcast Centre.



HUMAN RIGHTS PRESENTATION TEAM

Presenter: Monica Paul



City of Arlington

City of Dallas

Consul General of Mexico

Dallas Housing Authority

LGBT Chamber of Commerce

Metro Homeless Alliance

Southern Methodist University

State of Texas

Texas AFL-CIO/Central Labor Council

Visit Dallas



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HUMAN RIGHTS PRESENTATION TEAM

Presenter: Monica Paul



Dan Hunt
President & Owner
FC Dallas



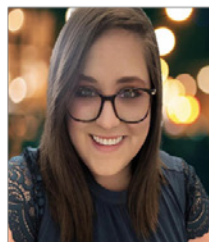
Peter Brodsky
Board Chair
Metro Dallas Homeless Alliance



Elizabeth Cedillo-Pereira
Chief of Equity & Inclusion
City of Dallas



Gary Copeland
ADA Program Manager
City of Dallas



Angi DeFelippo
Political Director
Tarrant County AFL-CIO



Christina da Silva
Welcoming Communities
and Immigrant Affairs
Officer
City of Dallas



Dr. Rick Halperin
Director, Embry Human
Rights Program
Southern Methodist
University



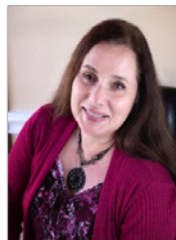
Dr. Myriam Igoufe
Vice President, Policy
Development & Research
Housing Solutions for
North Texas



LaToya Jackson
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Donna Mack
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Ruben Ovando
Marketing & Media
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Mexico Dallas



Cara Foos Pierce
Chief of the Texas Attorney
General's Human
Trafficking and
Transnational Organized
Crime Division
State of Texas



Gerardo Sanchez
Senior Director of
Community Impact, Equity,
and Public Affairs
VisitDallas

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Stakeholders from over 100 organizations

- local, state, national and international

Format

- Bi-national calls
- Webinars and workshops
- Breakfast, lunch and dinner meetings
- Virtual meetings
- Brainstorming workshops

Follow-up Requested

- Policies currently in place to protect Human Rights in connection with World Cup 2026.
- Policies that should be prioritized between now and 2026.
- Data collection/Evaluation/Trainings that could or should be implemented around World Cup operations (from International Broadcast Center (6+ months), to the matches and Fan Fest (+100k visitors daily).
- Share big ideas with big impact that could be developed because of hosting the World Cup.
- What's missing from the Ergon evaluation?
- Letter of Support

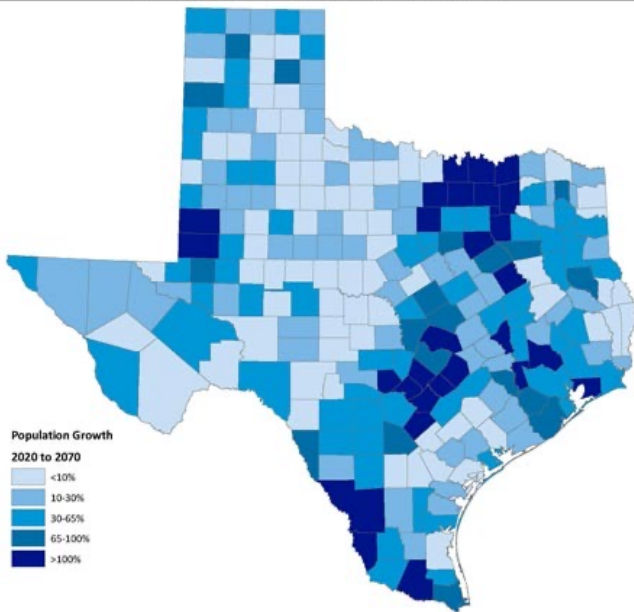


Next Steps

- Review feedback from FIFA and US Soccer with Stakeholders
- Identify Human Rights Committee Chairs
- Appoint a dedicated staff to continue to develop and lead the Dallas Human Rights efforts from now through 2026.
- Develop Budget and Fundraising Strategy specifically for Human Rights
 - I.e. Governor's Public Safety Office Grants
- Implement a Project Management System (i.e. Betterworks, Monday, Notion)
- Build a robust Community Education Program and public affairs strategy to leverage FIFA World Cup 2026 for local and state progress.
- Host Quarterly Stakeholder Meetings:
 - All stakeholders that have contributed to this plan have agreed to ongoing participation in the strategic planning and execution shall the award be made to Dallas.



2021 RWP & 2022 SWP Population Projections



Since 1994

- Population has doubled
- Texas has the 9th largest economy in the world
- First to cancel a Major Event (SXSW) due to covid-19 and first to return fans to pro sports Championships (World Series)

Can-do, welcoming spirit of Texans!

1994: 18M residents 2021: 30M+ residents





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HISTORY OF HUMAN RIGHTS IN NORTH TEXAS

- Native Lands
- Role of Media
- Education and Research
- Equity Building and Restoration
 - Allen Brooks, Santos Rodriguez, Holocaust and Human Rights Museum
- Perfect Score on the Human Rights Municipal Index (Arlington, Dallas and Ft. Worth)



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HUMAN RIGHTS IN DALLAS

Presenter: Dr. Rick Halperin and LaToya Jackson



Leadership

- UN Human Rights Resolution
- Mayor's Commission on Disabilities
- Small Business Center
- Municipal Vendor Diversity and Inclusion

World Cup 2026

- First Human Rights PhD Program in USA
- Human Rights Evaluation Partner for FIFA
- President George W. Bush Institute Programs
- Fair Park Redevelopment Plan

OFFICE OF THE MAYOR / CITY OF DALLAS



Proclamation

WHEREAS, Human Rights Day was established in 1948 by the United Nations to commemorate the adoption of The Universal Declaration of Human Rights, which enumerated the inalienable rights of humankind as foundational to justice, peace, freedom, and democracy we all seek to enjoy; and

WHEREAS, The world celebrates Human Rights Day as an opportunity to recognize our individual roles in creating a society which promotes equality across races, gender identities, religions, origins, ethnic backgrounds, abilities, and affiliations; and

WHEREAS, Human Rights Day recognizes the commitment to the fundamental principles of life, liberty, and the pursuit of happiness as well as the equitable opportunities for all Dallasites; With support from the Office of Equity & Inclusion and the Human Rights Division, the City of Dallas has received a perfect score on the Human Rights Campaign Municipal Equality Index for six consecutive years, and is recognized as a Certified Welcoming Community; and

WHEREAS, The City of Dallas recognizes that abuses can happen on the basis of race, ethnicity, color, religion, national origin, sex, pregnancy, sexual orientation, gender identity, age, physical or mental disability, veteran status, citizenship, and/or genetic information. Such discrimination is against the founding principles of our great city and violates the city's Title VI Nondiscrimination Policy and Chapter 46 of the City Charter; and

WHEREAS, The City of Dallas works with the community in development and support of policies that uphold the universal rights of humanity through collaboration with boards, commissions, and community partners, and as demonstrated through the adoption of the Racial Equity Resolution; and

WHEREAS, The City of Dallas recognizes the significant and ongoing fight for the rights listed above, in addition to creating inclusive safe spaces where all people belong.

NOW, THEREFORE, I ERIC JOHNSON, MAYOR OF THE CITY OF DALLAS, do hereby proclaim December 10, 2021 as

HUMAN RIGHTS DAY

in Dallas, Texas, and in solidarity with cities across the world.


Mayor, City of Dallas



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HOUSING RIGHTS

Presenters: Peter Brodsky and Dr. Myriam Igoufe



CURRENT STATUS

- Fair Housing Assessment and Goals
- Real Time Rapid Rehousing
- Emergency Rental Assistance Program
- Eviction Protections

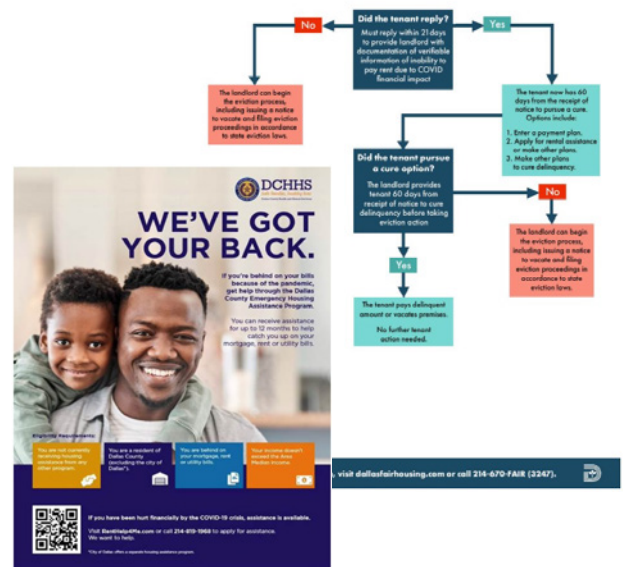
LEADERSHIP

- Largest (regional) Fair Housing Assessment in USA
- Transformative Homelessness Services
- National Model: Children First North Texas
- Mental Health and Wrap Around Services

WORLD CUP 2026

- Short Term Rental Displacement Mitigation
- Partnerships for Insecure Housing
- Homelessness Awareness and Training

What happens when a tenant receives a COVID notice of possible eviction by their landlord?



Confidential: FIFA World Cup 2026 - Dallas Human Rights Plan





CURRENT STATUS

- Texas Payday Law
- Fair Scheduling Practices
- Child Labor Law Program

LEADERSHIP

- Integration with Housing and Migrants Rights
- 28 Workforce Development Boards
- Labor Peace Agreements
- AFL-CIO Recommendations

WORLD CUP 2026

- Adopt a Workers Bill of Rights
- Prepare apprenticeships and trainings to transition support roles into full time jobs post World Cup
- Improve minimum business standards (i.e. hourly wage) for workers
- Develop a Mega Sporting Event Temporary Worker Protection Policy



MIGRANTS RIGHTS

Presenter: Christina da Silva



CURRENT STATUS

- 42% of Dallas Area Households speak a language other than English, 32% of the labor force is made of immigrants
- Metro area is the fastest growing for immigrants in USA
- City Sponsored Citizenship Program
- 30% of Business Owners in Dallas are immigrants

LEADERSHIP

- First Welcoming City Designation in Texas
- Publicly Funded Deportation Defense Program
- Economic Inclusion Supporting Immigrant Owned Businesses

WORLD CUP 2026

- Provide Welcoming City training for staff, volunteers, law enforcement and journalists
- Advance Immigrant Protections in State Policy
- Naturalization ceremony hosted at match venues



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Human Rights Plan

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CURRENT STATUS

- One of the largest LGBTQI+ Population in the US
- Nondiscrimination Ordinance
- Human Rights Municipal Index perfect scores (6 years)
- Mayor's LGBT Task Force

LEADERSHIP

- Largest LGBT Chamber
- Mayor's Anti-hate Advisory Council
- Legislative Agendas Advancing Protections

WORLD CUP 2026

- Statewide adoption of Nondiscrimination Ordinances
- Expanded LGBTQI+ Competency Training
- LGBTQI+ inclusion in supplier diversity policies



ACCESSIBILITY & DISABILITY RIGHTS

Presenters: Donna Mack and Gary Copeland



CURRENT STATUS

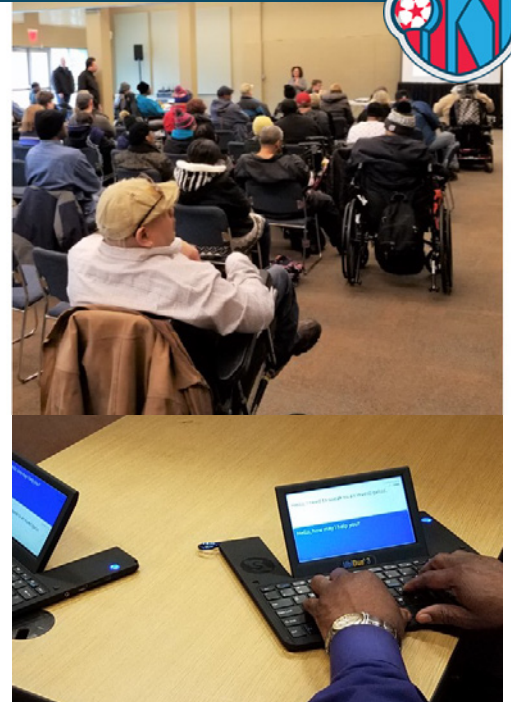
- Arlington Mayor's Committee on People with Disabilities – since 1994, advised on Stadium construction and transit plans
- Comprehensive Public Facility Review
- Investment in Removal of Barriers and Transportation

LEADERSHIP

- Arlington and Dallas Mayor's Committee with Disabilities
- Fair Park Redevelopment Accessibility Opportunities
- ADA Training for First Responders
- Development of Accessible Play Spaces

WORLD CUP 2026

- Inclusion of DOBE Vendors and Suppliers
- Training for Volunteers
- Complimentary Transit covered by NCTCOG
- Additional Sensory Spaces at AT&T Stadium and Fan Fest



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CURRENT STATUS

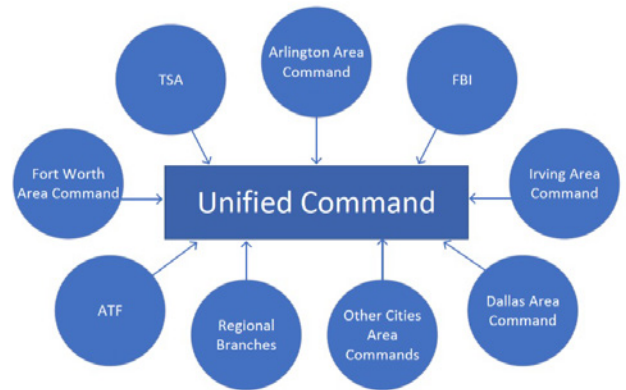
- Largest (N America) Geography of Interoperable Agencies
 - Unified Commands, Clear Communication Pathways, Redundancy Plans
- NIMS and Mega Sporting Event Experience
- Core Value to Protect Human Rights
- UNIDOS and LGBTQ Liaisons

LEADERSHIP

- Long term regional partnerships at record attendance events
- EMAP Accredited
- Ambassadorship training (international, diverse audiences)

WORLD CUP 2026

- SEAR1 Rating from Department of Homeland Security
- Multilingual Safety Education Stations around Fan Fest and key venues
- Maintain statutes and regulations allowing private venues to be gun-free zones
- ZIMS and FIFA App Integration





- 1 WHO WE ARE
- 2 WHAT WE DO
- 3 ERGON REPORT RESPONSE
- 4 HUMAN TRAFFICKING – Cara Foos Pierce
- 5 BIG IDEAS. BIG IMPACT.
- 6 FEEDBACK

HUMAN TRAFFICKING

Presenter: Cara Foos Pierce



Current Status

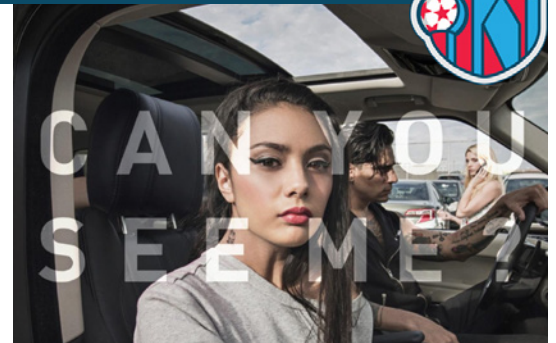
- National Human Trafficking Hotline Reporting Data
- Strong Anti-Trafficking Laws and Prosecution
- Public Service Campaigns and Education

Leadership

- Texas Human Trafficking Prevention Task Force
- Active Training and Prevention Programs
- Victim Recovery and Support Programs

World Cup 2026

- Red Card Campaign
- Charting an End to Human Trafficking in Texas
- Training for International Journalists and Consulates



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Human Rights Plan

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How You Can Be The One

Pay attention & report Don't wait Don't approach Call 911 Call the hotline Actionable information

Provide Actionable Information

-  Descriptions of cars
-  Descriptions of people
-  When and where you saw the conduct
-  Take a picture if you can safely do so



- 1 WHO WE ARE
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- 4 HUMAN TRAFFICKING
- 5 BIG IDEAS. BIG IMPACT. – Ruben Ovendo and Laura Dixon
- 6 FEEDBACK

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FIFA Human Rights, United 2026 Think Tank:

Annual coordination and planning among North American host cities for human rights collective impact

Unity Matches and Merchandise:

Friendly matches supporting marginalized communities providing FIFA a ‘ticket-for-good’ platform

World Cup Human Rights Day:

Collective Day of Giving and Naturalization Ceremonies

Center for Information and Assistance for Mexicans (CIAM)

All the information you need is just one call away 24 hours a day!

What's the CIAM?
 CIAM is a call center that brings you comprehensive counseling on subjects such as:

- Assistance and consular protection.
- Current immigration policy.

What does CIAM do for you?

- **Assists** you in locating family members.
- **Advices** you on both legal and immigration matters.
- **Informes** you about current immigration policy.
- **Counsels** you if you've been the victim of abuse or fraud.

Logos: SRE, MICONSUMEX, CIAM, 520 623 7874

Here is what your Consulate does for you

All are welcome

Consular Protection
 This is the area in charge of protecting your rights when you are abroad. You will always find the support you need at your Consulate, regardless of your immigration status. We focus on:

- **Community Affairs** (Education, Culture, Health, Economic development, Leadership training, Community empowerment)
- **Consular Protection** (Immigration, Human rights, Consular, Administrative, Labor, Family)
- **Consular Services** (Documentation: Passport, Consular registration, Voting card, Military booklet; Civil Registry: Birth registration, Marriage registration, Birth certificates, Death certificates; Notary: Powers of Attorney, Wills; VAIM: Initiative for the Comprehensive Care of Women)
- **Alliances** (Mexican consulates broadcast consular programs and services through collaboration with many different partners, including: Community leaders, Local authorities, School Districts, Media, Religion, banking and academic institutions, Migrant groups)

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International Broadcast Center Familiarization Tours and Trainings:

Promoting Accessibility and Safety

Supplier Diversity and Job Fair(s):

Uplifting Historically Marginalized Businesses and Workers

FIFA World Cup 2026 Partner in Progress:

Providing FIFA World Cup 2026 marketing assets to local businesses owned by underrepresented classes (i.e. minorities, veterans, LGBTQI+, Disability Owned Business Enterprise (DOBE), women)

Football for Hope Registration Challenge:

Friendly contest between North American host cities to increase the number of grassroots organizations registered and participating in FIFA Football for Hope





- 1 WHO WE ARE
- 2 WHAT WE DO
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- 4 HUMAN TRAFFICKING
- 5 BIG IDEAS. BIG IMPACT.
- 6 THANK YOU AND NEXT STEPS – Monica Paul

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ONE DALLAS, TOGETHER!



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FOLLOW UP QUESTIONS



FIFA World Cup 2026™
Candidate Host City

Background

FIFA has asked each of the prospective host cities in Canada, Mexico and the United States to submit a human rights stakeholder engagement report as part of their bid to host games during the 2026 FIFA Men's World Cup™. In these reports, each city was expected to set out how they are working, and will continue to work, with stakeholders to identify and address potential human rights impacts associated with hosting the tournament and to maximise opportunities for a positive human rights legacy.

Each city's submission was assessed by Ergon Associates Ltd. Ergon, a leading human rights research and consultancy agency, with deep knowledge and experience in tackling human rights matters linked to mega sporting events.

Follow up questions

Based on the review of submitted materials, Ergon has prepared a list of questions to provide cities with the opportunity to clarify or strengthen their submission on the human rights component of their bids. Some of these questions may be responded to as part of the city's presentation during their focused human rights call, and may serve as the basis of discussion after the presentation. Where appropriate, the city may instead choose to submit additional evidence and information as part of their final addendum submission. It is recommended that additional information presented in the city discussion is reflected in the final written submission.

Stakeholder engagement

1. Could the city confirm whether there were any considerations made regarding how to make engagement accessible to different stakeholders? If so, what were these and how did this influence engagement (e.g. holding virtual meetings)

Yes, accommodations were made as needed. During the planning process, virtual meetings were the primary form of communication due to the COVID-19 global pandemic. These meetings were held on accessible platforms and included members for various communities inclusive of individuals from the LGBTQ+ community, various racial and ethnic communities, the disability community, and in various leadership roles in cities large and small throughout the metroplex as the letters of support and stakeholder lists from the application show. From this process, we are now including an "Accommodations Statement" with invitations to current and future meetings.

2. Could the city confirm whether representatives from city procurement and fans groups were consulted? If not, what was the reasoning behind that decision? Will they be engaged in the future?

City of Dallas Procurement was consulted and the Director was an integral part of the CoD internal working team that developed application responses. Ms. Chhunny Chhean also attended the Human Rights Plan presentation on December 7. She is available to discuss the City's [Sustainable Procurement Policy](#) and our M/WBE and business inclusion expansion efforts (to

include LGBTQ-owned, Veteran-owned, Disabled-owned, and Native-owned businesses) which will be announced at the ceremonial opening of the new Small Business Center December 15.

Fan groups – including adults and youth were included. They will continue to be invited to participate in the activation of the Human Rights plan.

3. Could the city provide more detail on their engagement regarding workers' rights, and how, for example labour unions were considered and engaged?
4. Does the city consider the tournament to impact additional rightsholders, other than those identified in the Ergon report?

There are many positive impacts related to hosting the event, however, we did identify an area of vulnerability – human trafficking. Based on the identification of this issue, which we have seen evidence of during other major sporting events like the Super Bowl for American football, we engaged leaders at the international, federal, state and grassroots levels. Dallas and the DFW-area have a major network to address human trafficking issues. Cara Foos Pierce who prosecutes the perpetrators and leads the state-wide mitigation network is a leader on our Human Rights planning team. She is available to discuss state-wide efforts to combat human trafficking.

5. If possible, please provide additional information on any topics discussed or captured outcomes from stakeholder engagement.
 - Due to the stakeholder engagement process, Dallas Sports is leading a Human Trafficking awareness and prevention training program for greater Dallas professional and amateur sports organizations on January 24, 2022 (Human Trafficking Awareness Month)
 - Among the corporate headquarters in Dallas, Toyota North America and CES are two Fortune 500 companies at the forefront of investing in Human Rights.
 - Inspired by DWC stakeholders, the City of Dallas accelerated plans to become a UN Human Rights City. Mayor Johnson declared December 10, 2021 Human Rights Day in Dallas and announced the formation of the Mayor's Committee on People with Disabilities.
 - Vendor and supplier diversity programs have not been expanded to include additional business owned by protected classes.

6. Could the city clarify whether stakeholders were given an opportunity to review and comment on the report prior to submission? Has the final report been shared with stakeholders?

Stakeholders were instrumental in the development of the plan and were given opportunities to edit, review, and offer revisions/additions to the proposal prior to submission. They have also been involved in the planning of the presentation on December 7 and implementation plans.

7. Please provide any feedback given by stakeholders on the quality of the stakeholder process, existing or planned measures to address risk, and the contents of the report, if applicable.

Stakeholders were pleased to participate in the process as evidenced by the over 100 agencies that participated in meetings and provided letters of support. After the plan was submitted in June, all participating stakeholders were invited to participate in a survey and share their interest in staying informed and engaged in the ongoing work.

8. Have stakeholders been involved (or will be involved) in the development of plans for further stakeholder engagement?

Yes, stakeholders are essential and will be involved in future developments.

Risk assessment, mitigation measures and implementation of opportunities for a positive human rights legacy

9. Apart from risks related to LGBT rights, has the city gone through a process of analysing the severity of risks for other areas? (e.g. has the city considered the likelihood of the risks materialising, or the potential for impacting a certain group of rightsholders or a wider population)

Yes, the greatest risk identified was in the area of human trafficking. A full section of the Dallas plans includes mitigation strategies.

10. The city has identified that some activities related to the tournament may lead to heightened risk. Does the city consider that mitigation measures will be key to preventing risk from materialising?

Yes, through interoperability planning through joint public safety communications at the local, state and federal level, we believe Dallas is poised to mitigate risks associated with hosting the tournament.

11. Has the city considered how the aftermath of the pandemic or other contextual issues will affect risks identified in relation to hosting the tournament?

Yes, through wise planning and strategic investments, the City of Dallas is ready to emerge from the global pandemic better prepared to address the needs of vulnerable populations. During the pandemic we have used data to identify the areas (zip codes) most impacted by the virus to strategically make investments in the people and programs that were previously marginalized or overlooked. One great example of our commitment is a \$40 m broadband investment to ensure all Dallas residents have access to high speed internet services – critical for the continuity of economic and educational achievement in a modern world.

12. Has the city considered how contextual issues, such as dealing with the aftermath of Covid-19, will bring challenges or opportunities to how it can implement identified or proposed measures to address risk or build a positive human rights legacy?

Several positive outcomes are emerging in the midst of the pandemic – an enhanced focus on individuals with disabilities has occurred as we worked with partner agencies to ensure homebound and others with mobility issues were able to receive vaccinations in home, in treatment facilities, or through trusted partners. The city also normalized the inclusion of American Sign Language interpreters at public meetings during the pandemic which has led to an increase in requests as more individuals who are deaf or hard of hearing are civically engaged.

New partnerships have been formed including with non-Christian religious organizations to study the impact of COVID on their houses of worship, their congregants, and their ethnic community. This allows the City to be a better partner to them and enhanced inclusion activities as we recover as a city.

Through the creation of the Human Rights division in the Office of Equity & Inclusion, the City made a public commitment to the areas covered in this plan to permanently address human rights issues and enhance belonging in our city.

13. Could the city confirm whether stakeholders would be involved in the development and implementation of mitigation measures and plans to deliver on opportunities for a positive human rights legacy? How would that engagement take place? What about frequency of engagement?

Yes, as evidenced by the stakeholders engaged in our December 7 presentation, we have and will continue to integrate community leaders and partners into the planning and resolution of issues. We plan to hold meetings at least quarterly the first two years, with frequency increasing

the closer we get to the event, by topic area. These groups will work not only on mitigation of potential risks, but will also put plans in place to ensure the legacies listed throughout our plan come to fruition.

14. Could the city clarify what opportunities it sees for delivering a positive human rights legacy beyond 2026? Could the city provide additional information on what measures will be rolled out for the implementation of opportunities for a positive human rights legacy and how stakeholders will be involved in developing them?

Partners were included in the brainstorming efforts that led to the list of legacy items presented. Many of these items were in the works prior to the FIFA application, like the Human Rights Ph.D. at SMU (first in the USA). However, the opportunity to include a sports emphasis will be part of the legacy of the FIFA event. We also hope to build a partnership with FIFA that extends beyond the 2026 games to provide evaluative services for future FIFA events to determine best practices in human rights that become the standard for all sporting events, showcasing the ability of FIFA to be a world leader in human rights.

15. Could the city describe the process through which it will decide on concrete milestones for the upcoming years?

The timeline will be developed once announced as a host site/location. The extensive plan will include actionable items that will be completed by year with intermediate steps to be taken to implement the plan and legacy items. Teams will be developed by priority area which meet quarterly in the beginning, with frequency of meetings increasing the closer we get to the event, to ensure we remain on schedule with risk mitigation and barrier removal.

Complaints and remedy

16. Could you describe a little more about the process for its set up and the role that the platform would take? Can the city clarify whether the ZIMS platform will be available to communities in Dallas (i.e. not fans, staff or visitors) who wish to make a complaint about adverse impacts related to the tournament? Does the city believe this mechanism may help support vulnerable groups in raising concerns and receiving remedy? In what way?

Once the proof of concept and budget are approved, the ZIMS app can be used by all people participating in the FIFA 2026 experience, which includes Dallas residents. Not only Dallas soccer fans, but also those who will be staffing hotels, working fan events, running restaurants, etc. These Dallas area residents will have the same opportunity as guests to alert authorities of issues or concerns. These concerns will be monitored by the interoperable public safety forces to identify major issues or concerns that could impact large numbers of people. Human services types of issues will also be routed to appropriate community partners to be addressed which may include housing issues, transportation issues, etc of Dallas residents.

17. How will stakeholders be engaged to help resolve issues and provide remedy?

As stated, community partners (stakeholders) will remain engaged throughout the process to identify areas of concern and work with the leadership team to mitigate risks and implement legacy strategies listed in the plan.

18. Would the city be prepared to consider a commitment to providing remedy for all adverse impacts caused by or contributed to by the organising and delivery of the tournament?

Additional information would be required, and need to be reviewed by legal, before such a commitment could be made.

Additional questions

19. Please provide updated information on stakeholders engaged to date.

This information is included in our Annex.

20. Please incorporate any stakeholder comments shared during the human rights call with FIFA and Ergon, and any updated input from external stakeholders received since the exchange.

Please see the presentation planners and additional information included in our Annex.

21. Could the city provide additional information on how it plans to receive and incorporate stakeholder feedback into its processes?

Following the presentation on December 7, stakeholders present and included in the plan were thanked and invited to provide supplemental information to be included in the Annex. In this case and with all stakeholder engagements, the stakeholders receive a follow up communication and invitation to remain informed and engaged in the ongoing work of the DWC Human Rights planning and activation. The city will continue to follow the stakeholder engagement plan outlined and will continue to improve and modify the processes around such as safety protocol and feedback from FIFA/USS/ERGON are received.

Children's rights

22. Is the city of Dallas recognized as a "Child Friendly City" as per UNICEF's initiative? Are there plans to be in the near future?

The City of Dallas is not, but the city is already taking action and is committed to exploring the designation. The city has a Youth Commission, a strong partnership with Dallas Independent School District, other educational partners, youth serving non-profits, and works closely with the Child Poverty Action Lab (1 in 3 children in Dallas live in poverty). Because of this awareness, the city is working to address child poverty and is working in a coordinated manner throughout the city to begin solving some of the inequities throughout our city. Due to Dallas' history and great diversity, the Dallas Youth Commission is working to amplify the voices of youth and ensures their perspectives are considered in the development of city policies and programs.

23. Does the city have a free hotline for reporting concerns and rights violations to and by children and a helpline for children to seek advice and help?

The Texas Department of Family and Protective Services (DFPS) has a Texas Youth Helpline and a Confidential Crisis Hotline (1-800-989-6884 – call or text – and an online chat) for youth and their parents. The trained staff and volunteers help brainstorm solutions and can connect clients with resources for next steps. Most referrals are to low or no cost services. DFPS also operates the Texas Abuse Hotline that is operable 24hrs a day, 7 days a week (1-800-252-5400 and online). Within the city of Dallas there are coordinated efforts through various non-government organizations to also provide services for children and youth in marginalized populations – many of these organizations have provided guidance in our human rights plan. All k-12 licensed schools, hospitals, youth sports organizations and publicly funded organizations in Texas are required to report suspected abuse, neglect or exploitation of youth. Training is provided for staff at these agencies by the state.

24. Has your city and/or municipality require local recreation and sports programs, clubs and leagues to have safeguarding policies and procedures to receive city and/or municipality funding and/or use of facilities?

Yes, the city's anti-discrimination and anti-bullying policies apply to all recreation related activities. Background checks for coaches, staff and officials working in recreational activities are also required

as part of the child protection policy protocol. The State of Texas' Interscholastic League (UIL) constitution has standards as well for all coaches, officials and administrators involved in amateur youth sports.





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