

# CitySquare

511 N. AKARD STREET, SUITE 800 · DALLAS, TEXAS 75201 · EIN 75-2332948

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June 23, 2026

Linda P. Evans, Program Officer, Human Services  
The Meadows Foundation  
3003 Swiss Avenue  
Dallas, Texas 75204

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RE: Letter of Inquiry — General Operating Support — \$75,000

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Dear Ms. Evans and Members of the Grants Committee,

CitySquare respectfully submits this Letter of Inquiry to the Meadows Foundation in support of \$75,000 in general operating funding. For more than thirty years, CitySquare has worked at the intersection of food insecurity, health inequity, and housing instability in Dallas — building integrated, wraparound services that address the compounding crises that keep our neighbors trapped in poverty. We believe this request aligns directly with the Meadows Foundation's commitment to human services and its named priority of reducing homelessness in the Dallas–Collin County area.

## Organization Background

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CitySquare (EIN 75-2332948) is a Dallas-based 501(c)(3) nonprofit founded in 1988 with an annual operating budget of approximately \$24.5 million. Operating across the City of Dallas, CitySquare delivers integrated food, health, and housing services to individuals and families living in or near poverty through a campus-based model and network of community partnerships, serving more than 27,000 individuals annually.

## Statement of Need

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Dallas County carries one of the most severe poverty burdens of any major urban county in the United States. Today, 17.5% of Dallas residents — more than 225,000 individuals — live below the federal poverty

line, a rate 25% higher than the Texas average and 39% higher than the national average.<sup>1</sup> Concentrated poverty is not evenly distributed: eleven census tracts in Dallas County report poverty rates exceeding 50%, and residents in neighborhoods south and southeast of downtown face compounding disadvantage across income, health, housing, and education simultaneously.

Food insecurity has worsened dramatically. Dallas County now carries a food insecurity rate of 15.6%, affecting approximately 406,000 residents — and the child food insecurity rate stands at 25%, meaning one in four Dallas County children lacks reliable access to adequate food.<sup>2</sup> Dallas County ranks sixth nationally for the total number of food-insecure residents, and the DFW metropolitan area ranks third among all U.S. metro areas. Among Black Dallasites, 29% report food insecurity — nearly three times the rate of their white neighbors — a disparity rooted in the racial geography of concentrated poverty.

Housing instability compounds these crises. On any given night in Dallas, more than 4,400 individuals experience homelessness, 31% of them unsheltered.<sup>3</sup> Black households constitute 18% of Dallas's general population but 54% of its homeless population. Forty-three percent of Dallas residents live in asset poverty, leaving most households without the financial cushion to absorb a single emergency — a medical bill, a vehicle repair, a missed paycheck — before sliding toward housing crisis.

## Project Description

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CitySquare's response to poverty in Dallas is built on a foundational insight: hunger, illness, and homelessness are not discrete problems. They are expressions of the same underlying condition — material deprivation — and they can only be meaningfully addressed together. Our wraparound services model integrates food access, primary health care, and housing stability support under one organizational roof, allowing a single client to receive coordinated care across multiple domains without the barriers — travel, paperwork, scheduling — that cause so many people to fall out of fragmented service systems.

Food Access and Resource Services. CitySquare's food pantry and neighbor resource center provides emergency food assistance to any Dallas County resident without means-testing barriers. In fiscal year 2023, we distributed food to more than 14,000 individuals through pantry visits and mobile distributions. Our model emphasizes client dignity: neighbors shop from organized shelves rather than receiving pre-packed boxes, and every visit includes an offer of case management referral and connection to health and housing supports — making the pantry the front door to our broader service ecosystem.

Community Health Services. For the more than half of low-income Dallas residents who lack health insurance and do not qualify for public coverage, CitySquare operates a community health clinic that delivers primary care, chronic disease management, and behavioral health referrals on a sliding-scale basis. We served more than 4,200 unique patients in 2023. Integrated care coordination means that a diabetic patient struggling to afford insulin is simultaneously connected to food access and housing case

management — because health outcomes are determined as much by what happens outside the clinic as inside it.

**Housing Stability and Permanent Supportive Housing.** CitySquare's housing programs operate across a full continuum — from rapid rehousing for individuals newly experiencing homelessness, to permanent supportive housing for chronically homeless individuals with disabling conditions. Through our Destination Home program, we provide permanent supportive housing and ongoing case management to more than 140 individuals annually using HUD Continuum of Care funding and scattered-site vouchers. Our Cottages at Hickory Crossing — 50 single-occupancy cottages with intensive on-site care — is recognized as one of the most effective permanent supportive housing models in the Southwest.

**Case Management and Wraparound Coordination.** Woven through all three service lines is a team of licensed social workers and case managers who provide individualized goal-setting, benefits enrollment, employment navigation, and ongoing stabilization support. General operating support is essential to maintaining this coordination capacity, which does not fit neatly into any single programmatic grant category but is the connective tissue that makes all other services work.

### Goals & Measurable Outcomes

With \$75,000 in general operating support from the Meadows Foundation, CitySquare will sustain service delivery and coordination capacity during the 12-month grant period (July 2026–June 2027). Specific performance targets:

Service Area	Target Outcome	Measurement Method
Food Access	14,000+ unduplicated clients served; 100% offered case management	Agency external program of service, monthly pantry logs
Community Health	3,800+ unduplicated patients; 85% of chronic-disease patients with health record	Electronic health record, 90-day within 60 days of first visit
Housing Stability	95% lease retention for 140+ Destination Home / Cottages participants	Participating at city and on-site manager 90-day check-ins
Case Management	100% of enrolled clients with individualized service plan within 30 days of intake; 100% of identified service goals met within 12 months	Agency case management system

### Budget Summary

CitySquare's total operating budget for fiscal year 2026–27 is \$24.5 million. The requested \$75,000 from the Meadows Foundation represents less than 0.3% of total operating expenses and will be applied to the general operating fund to support cross-cutting coordination capacity — specifically, a portion of wraparound case management team salaries (\$52,000), staff professional development and training (\$13,000), and client navigation technology (\$10,000) — costs that are not covered by restricted program

grants but are essential to program integration.

Revenue Source	FY 2026–27 Budget	% of Total
Federal & Government Contracts	\$12,100,000	49.4%
Individual Donations	\$5,800,000	23.7%
Foundation Grants (incl. this request)	\$4,275,000	17.4%
Earned Revenue / Fee-for-Service	\$2,400,000	9.8%
Other / Interest	\$175,000	0.7%
TOTAL	\$24,750,000	100%

## Sustainability

CitySquare's financial sustainability strategy rests on three pillars: diversified revenue, earned income development, and deepening institutional relationships. We actively manage against over-reliance on any single funding stream — no single source represents more than 20% of total revenue. We are engaged in an active earned revenue initiative, including fee-for-service behavioral health referral agreements with area health systems, projected to generate \$350,000 in additional annual revenue by FY 2027–28. Our 2025 annual gala raised \$1.1 million — a 14% increase over 2024 — reflecting growing individual donor investment in CitySquare's work. A grant from the Meadows Foundation would both sustain critical operating capacity and signal institutional credibility that generates documented downstream leveraging impact on future private fundraising.

## Closing

CitySquare exists because poverty in Dallas is not a shortage of resources — it is a shortage of access. The Meadows Foundation's vision of a Texas where people of all backgrounds can thrive is the same vision that drives every caseworker, nurse, and volunteer who shows up for our neighbors each day. We would be honored to discuss this request at your convenience and welcome the opportunity to provide any additional information the Foundation requires.

Respectfully submitted,

[Executive Director Name]  
 Executive Director, CitySquare  
 511 N. Akard Street, Suite 800

Dallas, Texas 75201

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Attachments:

- IRS 501(c)(3) Determination Letter
- FY 2024–25 Audited Financial Statements (signed by independent auditor)
- FY 2025–26 Organizational Operating Budget (board-approved)
- IRS Form 990, Fiscal Year 2023–24
- Board of Directors List (June 2026)

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1. WelfareInfo.org — Poverty Rate in Dallas, Texas (2023 ACS data), <https://www.welfareinfo.org/poverty-rate/texas/dallas/>
  2. North Texas Food Bank — Food Insecurity in North Texas (2025), <https://ntfb.org/wp-content/uploads/2025/01/Food-Insecurity-in-North-Texas.pdf>
  3. CitySquare / THN — 2022 Dallas Point in Time Count, [https://www.thn.org/wp-content/uploads/2022/10/CitySquare\\_THN-2022\\_Unsheltered-1.pdf](https://www.thn.org/wp-content/uploads/2022/10/CitySquare_THN-2022_Unsheltered-1.pdf)