

# Memorandum



CITY OF DALLAS

DATE June 3, 2022

TO Honorable Mayor and City Councilmembers

SUBJECT **Office of Government Affairs Update**

Central to the effectiveness of the Office of Government Affairs is engagement of City leadership and key stakeholders, as well as peer departments, to work collectively and effectively to advance the interests of the residents of Dallas.

Over the past few weeks, I've had the opportunity to visit with City Councilmembers regarding the work of the Office of Government Affairs and how the team can provide enhanced policy support to the Mayor and City Council Office. Well underway are efforts to cultivate relationships with elected and community stakeholders through extensive and consistent communication, in addition to development of a work plan that outlines roles and responsibilities, key performance goals and identifying metrics to guide us and ensure our practices are successful. The [draft work plan is available here](#) and remains a living document.

Communication is a critical component to the success of the City's work on all levels. As such, within the last two weeks of May, the Office of Government Affairs shared information on the following key city initiatives and agenda items with local, state and federal elected leaders, chambers of commerce, business leaders and community partners:

- Development and Permitting Services
- DPD Crime Analytics Dashboard
- RIGHT Care – 8<sup>th</sup>/9<sup>th</sup> Team Launch
- Panhandling Deflection Program
- Dallas Real Time Rapid Rehousing Initiative
- Gun Control Legislation
- Formula Shortage and WIC Resources
- WRR 101.1
- Reverchon Park ILA
- Federal Funding Requests
- Coyote Management Plan and Public Meetings
- Code Compliance and Pool Safety
- Short-Term Rental Ordinance Briefing
- Proposed Event Promoters Ordinance
- Procurement Opportunities

Additionally, the work of the grants staff in Government Affairs continues to serve as a vital funding partner for many initiatives throughout the city, and we expect this work to grow. To date this year, the grants team has pursued \$13.5 million in competitive grant

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funds and seven technical assistance opportunities. Total awards will be reported at year-end.

The Office of Government Affairs has also served as the lead on the 2020 Census initiative and redistricting process. On June 8, the proposed districting plan will come to the City Council for consideration and action. Government Affairs is leading the effort to ensure the City is taking the operational steps now to be ready for the implementation of the new district maps.

The role of the Office of Government Affairs also enjoys strong collaboration with the City Attorney's Office and Legislative Affairs. In May, Chairman Atkins issued a call for legislative priorities for the 88<sup>th</sup> Texas Legislature, which convenes in 2023. A similar call was made to department directors. We look forward to working closely with Legislative Chairman Atkins, the Committee members, and our extended legislative team in both Austin and Washington, D.C. to engage our City leadership and delegation members on important legislation impacting the residents of Dallas.

Should you have any questions or insight, please contact me at 214.670.5797 or [carrie.rogers@dallascityhall.com](mailto:carrie.rogers@dallascityhall.com).

Sincerely,



Carrie Rogers  
Director  
Office of Government Affairs

Encl.: Draft Work Plan for the Office of Government Affairs

c: T.C. Broadnax, City Manager  
Chris Caso, City Attorney  
Mark Swann, City Auditor  
Biliera Johnson, City Secretary  
Preston Robinson, Administrative Judge  
Jon Fortune, Deputy City Manager  
Kimberly Bizzor Tolbert, Deputy City Manager

Majed A. Al-Ghafry, Assistant City Manager  
M. Elizabeth (Liz) Cedillo-Pereira, Assistant City Manager  
Dr. Robert Perez, Assistant City Manager  
Carl Simpson, Assistant City Manager  
M. Elizabeth Reich, Chief Financial Officer  
Genesis Gavino, Chief of Staff/Office of Resilience  
Clifford Sparks, Director, Legislative Affairs

**DRAFT Government Affairs Work Plan 2022**

6/1/2022

Objective	Rationale	2022 Deliverables	Focus	Strategic Plan Goal	Racial Equity Indicator	LIC or CoC
<b>Development of Government Affairs Staff Work Plan/Action Plan</b>	It is critical for the Gov. Affairs department to quantify both its supportive role to internal departments and its outreach externally to appropriate stakeholders in the region; the GA work plan will be followed by the creation of the GA Communications Plan.	2022 Gov. Affairs Work/Action Plan	Multi-Level	Government Performance	Justice and Government	Both
<b>Development and implementation of Communications, Outreach and Engagement Plan for internal, external stakeholders, including but not limited to, targeted messaging on key issues; invitations to and coordination of Mayor and City Councilmembers to events</b>	The Government Affairs Department has developed a plan for functions which it supports both internally and externally. The Gov. Affairs team works in cooperation with the Communications team to coordinate appropriate messages, and as such, has an important component to their communications plan. Gov. Affairs is a critical function of the development of the agency's external relationships. While the GA team has operated outside of a formal communications process with those external stakeholders, the department's contributions to other agency functions is increasing and calls for a more formal process so that efforts are coordinated and streamlined.	2022 External Communications Plan (developed with Government Affairs Department), including a streamlined supplement to an already existing communications strategy. One that allows fluidity between internal communications to the external public and elected official; elected official and staffer luncheons, elected official newsletter	Multi-Level	Government Performance	Justice and Government	Both
<b>Policy Support to the Mayor, City Council and Departments</b>	The Government Affairs Department can and should serve as additional proactive policy support for the Office of the Mayor and City Council, including identifying policies of opportunity or concern, and providing background and supportive research on a variety of issues	Deliverables as needed	Multi-Level	Government Performance	Justice and Government	Both
<b>Texas Legislature/U.S. Congressional Sessions</b>	Local policy provides the foundation for issues in Austin, from project development to property taxes and education funding. The Gov. Affairs Director will support activity in Austin through communication, counsel and written materials as necessary.	Testimony, letters, weekly member county updates	Multi-Level	Government Performance	Justice and Government	Both
<b>Monitoring City Council, County and other local agendas for inter-partner impact with the City of Dallas</b>	Staff reviews board, county, etc. agendas of our partners. It is not uncommon for the county, as an example, to have something on their agenda which would be of interest to the City but we aren't officially involved (DA's office items, as an example, or homelessness funding). In this way, we can best inform leadership and our peer departments regarding what is happening around us.  Similarly, COD considers items which may be of interest to our partners and legislators, such as the STR ordinance. We review our own agendas for these items and communicate as appropriate with our external partners - to provide consistent messaging, answer questions, etc.	Reporting items of interest or impact to the City	Local	Government Performance	Justice and Government	Both

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<b>Development and maintenance of COD external Government Affairs web page and subsequent updates</b>	In an effort to increase transparency and promote access to the COD, a Government Affairs internet page will be developed and will include COD legislative programs, past and present, key dates, and online resources for local, state and federal activities.	Online and externally-accessible Gov. Affairs internet page at <a href="http://www.dallas.gov">www.dallas.gov</a>	Multi-Level	Government Performance	Justice and Government	Both
<b>Drafting and management of written correspondence on behalf of Executive Team or City Council regarding government affairs key issues</b>	From time to time, it is necessary for Gov. Affairs to draft correspondence to elected officials on behalf of the Executive Team or City Councilmembers related to legislative or policy issues.	Timely and accurate correspondence with elected officials on behalf of COD Administration and City Council.	Multi-Level	Government Performance	Justice and Government	Both
<b>Budget Planning</b>	The Gov. Affairs department will work annually with the Finance department to develop a budget that is fiscally responsible, as well as responsive to the City Council of Director and stakeholder expectations of the department, and which monitors equity spend as it relates to the Racial Equity Indicators Plan adopted by the City Council.	2022 budget inclusive of the resources necessary to allow Gov. Affairs to be a functioning and efficient member to the COD team.	Multi-Level	Government Performance	Justice and Government	Both
<b>Grants Applications and Fund Pursuit</b>	The Gov. Affairs Grants team pursues funding at all levels to support initiatives here in Dallas	Completion of XX grant applications successfully submitted	Multi-Level	Government Performance	Justice and Government	Both
<b>Census and Related Districting Process</b>	The Gov. Affairs department will continue to lead all functions related to the City's Census and Districting process as required by the Dallas City Charter. The redistricting process is the redrawing of City Council district lines from which Councilmembers are elected. It takes place every 10 years, upon the release of local census population data.	A new districting plan that will be implemented at the next general election of the City Council projected for May 6, 2023.	Local	Government Performance	Justice and Government	Both
<b>Business Diversity and Language Access in Gov. Affairs Communications</b>	City Council has a Diversity Policy, which outlines the specific programs and goals to ensure participation of disadvantaged, minority, women-owned and small business enterprises in all COD contracting opportunities. The role of the DMWS community has become increasingly important to the COD's comprehensive external initiatives.	Implement mandatory Business Diversity focus topic in all COD elected official e-newsletters (1st Quarter); Participate in four Business Diversity initiatives (4th Quarter); Place three Business Diversity focus issues in legislators e-newsletters (4th Quarter)	Multi-Level	Government Performance	Justice and Government	Both
<b>State &amp; Federal Lobbyist Contracts</b>	Every year, to facilitate the City's legislative priorities and assist with tracking important bills that can further the goals and aspirations of the City, the Government Affairs department enlist the support of both state and federal lobbyists. The symbiotic relationship between the City and lobbyists is essential to guarantee the furthered success of the City of Dallas as it prepares for and enters the next legislative session.	Briefing to Ad Hoc Leg Committee, Briefing to Council, Updated Lobbyist Paperwork, CAO Contract Preparation and Review, Legistar Entry and Approval, MCC Consideration and Approval	Multi-Level	Government Performance	Justice and Government	Both

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<b>Elected Official database</b>	As a measurement tool, the Government Affairs Department should monitor its proactive and reactive outreach to and engagement of appropriate stakeholders.	A detailed list of all elected officials at the local, state, and federal levels.	Local	Government Performance	Justice and Government	Both
<b>Elected official/constituent calls</b>	Gov. Affairs values its role as the primary contact for elected officials and their constituent customer services issues.	A more informed constituency/customer base for COD.	Local	Government Performance	Justice and Government	Both
<b>Performance Goals and Accomplishments: Individual and Department</b>	It is important that staff develop goals for their role within the Gov. Affairs department, and to be evaluated on their work towards those goals.	Complete a cohesive set of goals for each member of the GA team.	Multi-Level	Government Performance	Justice and Government	N/A
<b>Training</b>	Promoting professional development is key to all COD initiatives, employee morale and succession planning.	As identified	Multi-Level	Government Performance	Justice and Government	Both
<b>Special Projects, as assigned/identified</b>	From time to time, Gov. Affairs is asked to participate in special project initiatives that may not be directly identified in the department's work plan (i.e.. the County Review, coordination with operations' stakeholders on toll enforcement and collection)	As identified	Multi-Level	Government Performance	Justice and Government	Both