

# Memorandum



DATE July 30, 2021

CITY OF DALLAS

TO Honorable Mayor and City Councilmembers

SUBJECT **City Manager 2021 Goals Update**

In January, I provided the Mayor and City Council with my 120 goals for 2021. On April 7<sup>th</sup>, you were briefed on these goals and how they align with your goals from the council planning session, the strategic priorities, and how in completing these goals we get closer to our overall goal of a better City as One Dallas.

This memo will focus on the Top 25 Goals for 2021 and the estimated completion dates. The goals included on this list do not reflect the only items the various City departments will be working on but will be prioritized as it relates to staff time and resources put forth during the calendar/fiscal year. I also want to note that the Top 25 and the other goals included align and continue our focus on the priorities identified during the February 19, 2020 City Council Planning Retreat.

I look forward to working with the respective City Council Standing Committees to receive feedback, review and/or provide updates on the many projects and initiatives we plan to diligently continue working on throughout 2021. My staff and I plan to brief the City Council on the total 2021 goals in October.

Please feel free to reach out to me directly and/or any of the respective members on my Executive Leadership Team should you have any questions related to any of the 2021 City Manager Goals.

In The Spirit of Excellence,

A handwritten signature in black ink, appearing to read 'T.C. Broadnax', written over a white background.

T.C. Broadnax  
City Manager

c: Chris Caso, City Attorney  
Mark Swann, City Auditor  
Billerae Johnson, City Secretary  
Kimberly Bizer Tolbert, Chief of Staff  
Preston Robinson, Administrative Judge  
Majed A. Al-Ghafry, Assistant City Manager

Jon Fortune, Assistant City Manager  
Joey Zapata, Assistant City Manager  
Dr. Eric A. Johnson, Chief of Economic Development and Neighborhood Services  
M. Elizabeth Reich, Chief Financial Officer  
M. Elizabeth (Liz) Cedillo-Pereira, Chief of Equity and Inclusion  
Directors and Assistant Directors

## City Manager's Top 25 Goals for 2021

**Economic Development:** To be known as a business-friendly city that supports job creation, private investment, a broadened tax base, and economic opportunities for all members of our community

Goals	Estimated Completion
Complete and implement the Economic Development Strategic Plan	December 2021
Establish and implement an independent economic development entity to facilitate economic development, marketing, branding, and public/private partnerships	December 2021
Create a new Economic Development Policy, including recommended amendments to incentive programs such as Chapter 380 loans and grants, tax abatements, the TIF and PID programs, and the NEZ program	December 2021
Develop an RFCSP to hire a third-party consultant to complete an efficiency and staffing study of the building and permitting functions of the City	December 2021
Design and develop an electronic building permit and land use planning/management system to improve the review and end-to-end permitting process	December 2022
Develop an RFCSP to hire a third-party consultant to design and implement a self-certification program for engineers and architects; or design and implement third-party plan review, including strategies to enhance options for review of building permits for certain projects	December 2021

**Environment and Sustainability:** To be a global leader focused on sustainability, conservation, climate change, and environmental justice to build a more resilient city

Goals	Estimated Completion
Analyze City's history of purchasing goods and services to develop a comprehensive Sustainable Procurement Plan for City operations and establish a sustainable procurement policy as part of achieving Goal 4 (zero waste community) of the CECAP work plan for this fiscal year	September 2021

**Government Performance and Financial Management:** To be a well-managed and fiscally responsible city focused on delivering effective and efficient government services

Goals	Estimated Completion
Prepare and present a balanced General Fund budget for FY 2021-22 and include a planned budget for FY 2022-23	August 2021

**Housing and Homelessness Solutions:** To ensure housing opportunities for all residents while promoting fair housing and affordable choices throughout every area of the city while working to eliminate homelessness

Goals	Estimated Completion
Establish and implement a “fee in lieu of” onsite affordable housing production to provide an alternative to satisfy housing requirements and provide an additional local funding source to finance affordable housing	August 2021
Review the City’s panhandling ordinance for revisions and opportunities to improve enforcement and compliance and address quality of life issues	December 2021
Acquire and/or financially support at least four turnkey properties to facilitate rapid rehousing and associated wraparound services for individuals or families experiencing homelessness	August 2021

**Quality of Life, Arts, and Culture:** To be a world-class city that fosters clean and appealing neighborhoods while offering recreational, educational, and cultural activities that enhance the quality of life for our residents and visitors

Goals	Estimated Completion
Establish and implement a citywide illegal dumping and blight abatement strategic plan	July 2021

**Workforce, Education, and Equity:** To be recognized as a city that is equitable, inclusive, and welcoming for all residents and visitors

Goals	Estimated Completion
Update the City's Equity Indicators pursuant to the Resilience Strategy and continue developing action plans and targeted strategies across departments to address disparities identified in the report and develop a comprehensive racial equity plan in collaboration with city departments and community partners	Equity Indicator Report: August 9, 2021; Racial Equity Plan: September 30, 2022
Develop and implement a Financial Empowerment Center and sustainability program to help low-income residents navigate out of poverty and achieve financial stability	Completed

**Transportation and Infrastructure:** To protect and enhance the city's transportation and infrastructure network while continuing to deliver innovative, safe, and equitable infrastructure solutions and moving Dallas forward with a "service first" mentality

Goals	Estimated Completion
Design and implement an unserved area water and wastewater infrastructure extension program to extend potable water and sanitary sewer facilities to all residents in unserved areas of the city within the next 10 years	September 2021
Update the Bicycle Master Plan and develop an implementation and funding strategy	May 2023

**Public Safety:** To be the safest large city in the United States while serving and protecting our diverse community with integrity, respect, and equity

Goals	Estimated Completion
Develop and implement a recovery services center to divert public intoxication cases from jail with a goal of helping residents identify and manage substance use disorders	Complete
Update and implement the violent crime reduction plan for 2021	Continues

Successfully onboard all civilians budgeted for FY 2020-21 to increase DPD's civilian-to-sworn staffing ratio to 18%	March 2022
Implement an Early Warning System for police officers to identify appropriate interventions to support officer wellness and officer accountability	August 2021
Execute DPD internal improvement projects directed toward improving the culture of the department, including a cultural assessment, use of force team, and launching the ABLE (Active Bystander for Law Enforcement) training program	January 2022
Develop and implement a civilian crisis intervention and mobile crisis response program in lieu of police officers to support residents with direct service navigation for behavioral health and/or other social services	August 2021
Successfully expand the RIGHT Care program and establish a citywide response system with a goal of responding to half of eligible mental health calls annually once fully implemented	Complete
Establish a violence interruption program with credible partners to serve as mentors and conflict resolution experts to curb violence in high-crime neighborhoods	Complete
Implement a program to address abandoned properties, vacant lots, insufficient lighting, and substandard structures in areas identified via Risk Terrain Modeling in partnership with Code Compliance and Transportation	October 2021