

Memorandum



CITY OF DALLAS

DATE February 28, 2020

TO Honorable Mayor and Members of the City Council

SUBJECT **2020 Mayor and City Council Strategic Planning Session Briefing**

In advance of the March 4, 2020 City Council briefing to discuss the recent strategic planning session, this memorandum outlines the overarching goals from the planning session, the input currently being requested from the Council, and the next steps for implementation.

During the course of the strategic planning session on February 19, 2020 the Mayor and City Councilmembers had opportunities to affirm the City Council's strategic priorities ("big buckets" around which the budget is developed) and programmatic initiatives selected during the previous strategic planning session held in June 2019. The breakout teams identified "big, hairy, audacious goals" ("BHAGs") to which the City may aspire long-term and completed a free-form exercise to add new initiatives to be considered for 2020-2022.

Enclosed are the 113 "priority" initiatives provided by City Council during the free-form exercise, aligned by the appropriate strategic priority. We have also identified initiatives currently underway and duplicate initiatives input by more than one Councilmember. We wish to finalize key initiatives that City Council wants staff to focus on for the current year and the following year. On Monday, March 2, 2020, we will provide to you a preloaded iPad for you to select from each strategic priority your top six programmatic initiatives, which will be programmed in this year's work plan and next year's work plan. The purpose is to gather consensus and momentum around those items which will serve as the collective body's priorities for the upcoming budget biennium. Staff will report out progress and results on these initiatives through Council Committees.

Staff will also provide additional draft vision statements for your input and direction. Please bring your enthusiasm and spirit to Wednesday's discussion, as we hope to continue last week's candor and determination to make Dallas one city, serving all. We will begin a rebranding strategy around the new vision for the City incorporating our vision, mission, and strategic priorities. The passion and commitment displayed by the Mayor and City Council members during the retreat discussion were, and continue to be, demonstrative of the best of this city. Our next steps are to finalize the City Council's goals and to begin implementation and action for the top priorities.

Should you have any questions or concerns, please contact me or Victoria Cruz, Assistant to the City Manager.

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Putting service first,



Kimberly Tolbert
Chief of Staff to the City Manager

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| T.C. Broadnax, City Manager | Joey Zapata, Assistant City Manager |
| Chris Caso, City Attorney (Interim) | Nadia Chandler Hardy, Assistant City Manager |
| Mark Swann, City Auditor | Michael Mendoza, Chief of Economic Development and Neighborhood Services |
| Biliera Johnson, City Secretary | M. Elizabeth Reich, Chief Financial Officer |
| Preston Robinson, Administrative Judge | Laila Alequresh, Chief Innovation Officer |
| Majed A. Al-Ghafry, Assistant City Manager | M. Elizabeth (Liz) Cedillo-Pereira, Chief of Equity and Inclusion |
| Jon Fortune, Assistant City Manager | Directors and Assistant Directors |

Free-Form Exercise Initiatives

2.19.2020

Committee/ Strategic Priority	Suggested Initiative	In-Progress	Multi-year Initiative	Council Member
ECO	Help start 1000 new small business, with at least 700 in south Dallas/ Support local entrepreneurs	Yes	Yes	Mendelsohn, Resendez
ECO	Transit Oriented Development in Southeast Dallas/ Reconsider land use around all DART stations, and consider economic development incentives, equity, and housing and zoning policies to dramatically increase our affordable housing stock near mass transit	Yes	Yes	West, Resendez
ECO	Complete and implement economic development plan	Yes	Yes	Johnson, June 2019 Priority
ENVS	On demand bulk trash/ Reform Bulk and Brush Policy/ Illegal dumping solution pick up the bulk trash even on vacant lots		Yes	Kleinman, Gates, Narvaez
ENVS	Plant x trees (Develop urban forest master plan to sustain and grow our urban canopy including lofty tree planting goals in our city)	Yes	Yes	Mendelsohn
ENVS	Implement the CECAP plus ongoing monitoring/ Zero Waste	Yes	Yes	Blackmon, Narvaez, Gates
ENVS	DISD CoD Solar Panel Partnership			Bazaldua
GPFM	Institute a way for the public to give input without attending meetings	Yes		Mendelsohn
GPFM	Record all city meetings/events/presentations for public to view. Could be FB live.	Yes		Mendelsohn
GPFM	Make a community calendar on city home page - all city events/meetings			Mendelsohn
GPFM	Updates website to be more user friendly		Yes	Gates
GPFM	Deploy innovation and upgraded technology (i.e. SmartCities) in targeted areas to increase public safety, quality of life, workforce development and entrepreneurship			June 2019 Priorities
GPFM	Process map every department	Yes	Yes	Mendelsohn
GPFM	post frequently requested data on city website	Yes		Mendelsohn
GPFM	Address deferred maintenance on all city buildings		Yes	Mendelsohn
GPFM	Fix the fire stations that have deferred maintenance problems/ Firehouse Renovations		Yes	Narvaez, Bazaldua
GPFM	Improve government efficiency by implementing sunset review process for city departments	Yes		Johnson
GPFM	Improve RFP process based on national best practices	Yes		Johnson
GPFM	Update HR/Civil service procedures to speed hiring process and ensure most qualified candidates possible	Yes		Mendelsohn
GPFM	stick to the basics	Yes		Kleinman
GPFM	Update city technology to increase staff productivity and city cybersecurity		Yes	Mendelsohn
GPFM	Explore the use of Brimer Bill for city improvements			Blackmon, Bazaldua
GPFM	Improve the City's use of data to better inform policy and decision making as well as guide innovation in the organization			June 2019 Priorities
HHS	Support a rehab/sober center/mental illness facility for our residents in need			Mendelsohn
HHS	Provide shelter space for anyone homeless or inadequate housing		Yes	Mendelsohn
HHS	repair x homes, 75% seniors		Yes	Mendelsohn
HHS	Build x homes in south Dallas		Yes	Mendelsohn
HHS	amend zoning to allow storage container villages/ tiny homes/ SROs to be built (add 1000 units?)			Bazaldua, Narvaez, Mendelsohn
HHS	End the registration of single family rental units			Narvaez
HHS	Avoid loss of affordable units with additional owner/landlord incentives to repair and retain ownership of existing single and multi-family units			West

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HHS	use the homeless solutions \$20 Million		Yes	Narvaez
HHS	Mental Health funding			Bazaldua
HHS	Fund and utilize the Housing Policy Taskforce Workplan to establish measurable unit creation and retention goals for 2020-22 and closely monitor results and project pipelines			West, Johnson
HHS	Closely examine Houston's Homelessness Response System so as to inform the Dallas System and help it achieve positive results			West
HHS	Focus on sheltering Veterans, Youth and Families			Mendelsohn
HHS	Increase the City's Rapid Rehousing programs, thereby freeing up shelter beds to reduce street homelessness			West
HHS	Affordable and mixed-income housing/Programs to improve the City's housing stock			June 2019 Priorities
HHS	Implementation of a homeless encampment site reclamation program	Yes	Yes	June 2019 Priorities
HHS	Finish and implement comprehensive plans/Re-Open ForwardDallas	Yes		June 2019 Priorities
Other	Reform civil service			Kleinman
Other	Provide funding for reimbursement for Councilmembers transportation to community events.			KingArnold
Other	Prepare for a successful redistricting			Narvaez
Other	Review all public-private partnerships regularly for compliance and efficiency and explore possible expansion into other areas			Johnson
Other	Tornado Recovery	Yes	Yes	Gates
Other	Establish budget funding for Council offices to hire additional staff as needed.			KingArnold
Other	Create a marketing dept			Narvaez
Other	Market the city and its services, opportunities, ways to access assistance	Yes		Mendelsohn
Other	Reform Code of Ethics	Yes	Yes	Johnson, June 2019 Priority
Other	Establish criteria for Marketing Criteria for city-wide events. Issue RFP			KingArnold
Other	Improve relationship between city and Texas Legislature, Lieutenant Governor and Governor			Johnson
PS	Reduce Domestic Violence homicides	Yes	Yes	Gates
PS	Make sure all residents of Dallas have proper response times for emergency services	Yes	Yes	Mendelsohn
PS	Recruit additional police officers	Yes	Yes	McGough
PS	Eliminate nuisance and RISK properties within 6 months from notice	Yes	Yes	McGough
PS	Reduce panhandling through community education and city ordinances		Yes	Mendelsohn
PS	Implement all four recommendations of the Mayor's Task Force on Safe Communities	Yes	Yes	Johnson, McGough
PS	Holistic plan to reduce street racing occurrences by 50% in 2 years	Yes	Yes	Mendelsohn, Resendez
PS	Establish a moratorium on all new programs in the city that automatically trigger DPD engagement. Example, gaming permits, head shops, scooters, etc.			KingArnold
PS	reimagining public safety and adding more community programs & partnerships that can help to reduce crime	Yes	Yes	Narvaez/ June 2019 Priority
PS	Camera and lights	Yes	Yes	Atkins
PS	Bail reform		Yes	McGough
PS	Implement Police Violent Crime Reduction Plan and Staffing/Efficiency Plans	Yes	Yes	Mendelsohn, McGough

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Committee/ Strategic Priority	Suggested Initiative	In-Progress	Multi-year Initiative	Council Member
PS	New Police Academy/ Police Academy Upgrades/ New police and fire training facilities/ Place bond funding for 21st century police training headquarter and complex	Yes	Yes	Gates, Bazaldua, McGough, KingArnold
PS	Explore the addition of a mental health unit within DPD	Yes	Yes	June 2019 Priorities
PS	Explore the addition of innovative tools and/or benefits to support first responders and encourage officer retention	Yes	Yes	June 2019 Priorities
QOL	Place x pieces of public art in every district	Yes	Yes	Mendelsohn
QOL	Trail Safety/ Explore the addition of Park Rangers as a staffing component to Parks and Recreation to improve trail, recreation center and park safety	Yes	Yes	Gates, June 2019 Priority
QOL	Expand Dallas Animal Services programs and build satellite locations	Yes	Yes	Narvaez
QOL	Make code have faster response times to service requests/ Community oriented code compliance and responsiveness/bandit signs	Yes		Narvaez, June 2019 Priority
QOL	expansion of services for seniors that already exist including evening programming			Narvaez
QOL	Create pro active enforcement teams in each council district with police and code			McGough
QOL	restore FAIR PARK	Yes	Yes	Bazaldua
QOL	Re-establish the youth department			Casey T.
QOL	youth programming expansion for evenings	Yes		Narvaez
QOL	Identify placemaking initiatives in each City Council district to create unique spaces to encourage communities coming together	Yes	Yes	June 2019 Priorities
QOL	Explore the addition of Park Rangers as a staffing component to Parks and Recreation to improve trail, recreation center and park safety			June 2019 Priorities
TRNI	connectivity for streets and trails from Bachman Lake and Love Field to existing area	Yes	Yes	Narvaez
TRNI	Traffic Signal Improvements (25 years or less)	Yes	Yes	Gates, Mendelsohn
TRNI	Alley Plan	Yes	Yes	Gates
TRNI	Start working on city's next bond	Yes	Yes	Resendez
TRNI	Implement the Vision Zero Plan	Yes	Yes	Mendelsohn
TRNI	Improve walkability of long neglected corridors	Yes	Yes	Resendez
TRNI	Evaluate if any downtown streets should closed off, moved to a 1-way street, moved to a 2-way street			Mendelsohn
TRNI	New Street Cut Policy			Gates
TRNI	Create a policy/program to keep the highway and freeway lights ON.			Narvaez
TRNI	Prioritize street quality of high traffic streets	Yes	Yes	Mendelsohn
TRNI	Improve collaboration with DART, TxDOT and the City of Dallas to develop strategic and holistic solutions to improve public transit	Yes	Yes	June 2019 Priorities
TRNI	Establish a unified development code to standardize development activities and requirements	Yes	Yes	June 2019 Priorities
TRNI	Evaluate protected scooter/bike lanes with new pavement in most utilized areas	Yes	Yes	Mendelsohn
TRNI	Replace Bachman Dam, dredge the lake, improve infrastructure and connectivity around the lake to the neighborhoods	Yes	Yes	Narvaez
TRNI	Actual code enforcement on parking and 28 wheelers	Yes		Narvaez
TRNI	Dredge WRL	Yes	Yes	Blackmon
TRNI	Mobility infrastructure plan and timeline - scooters and trail connections	Yes	Yes	McGough
TRNI	increase bike infrastructure in parts other than the CBD	Yes	Yes	Bazaldua

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Committee/ Strategic Priority	Suggested Initiative	In-Progress	Multi-year Initiative	Council Member
TRNI	Reimagine Jefferson and streamline the permit system (potential outside consultant/ concierge service/ interdepartmental team)	Yes	Yes	Thomas, Narvaez, West, Blewett
TRNI	Downtown 360 Plan for each council district	Yes		McGough
TRNI	Develop a needs assessment and implementation plan for the critically underserved communities.		Yes	KingArnold
TRNI	Ensure city facilities and sidewalks are ADA compatible and designed for accessibility and seniors	Yes	Yes	Mendelsohn
TRNI	Zoning	Yes	Yes	Atkins
TRNI	Complete and implement transportation plan	Yes	Yes	Johnson
TRNI	Prioritize Street and Infrastructure Plan	Yes	Yes	Gates
TRNI	Refocus city mobility efforts towards complete streets	Yes	Yes	June 2019 Priorities
WEE	ACTUALLY approach our budget with equity	Yes		Bazaldua
WEE	City Funded Pre-K for all		Yes	Bazaldua, June 2019 Priority
WEE	Make sure whole city has high speed internet		Yes	Mendelsohn
WEE	Impact of municipal fines and debt on people living in poverty/communities of color		Yes	Resendez
WEE	Focus on public safety in and around schools	Yes		McGough
WEE	Hire x teen summer jobs/interns through summer mayor program	Yes		Mendelsohn
WEE	Implementation of Welcoming Communities including the automatic Spanish/English translation of all documents and events coming out	Yes	Yes	Narvaez
WEE	Renewal of funding for the city's workforce development grant		Yes	Casey T.
WEE	Complete and implement workforce development plan		Yes	Johnson
WEE	Equity/Equity Programs/Equity review of all policies	Yes		June 2019 Priorities
WEE	Partner with the public-school systems to better align programs with 21st century workforce needs	Yes	Yes	June 2019 Priorities