

MINUTES OF THE CITY COUNCIL COMMITTEE  
MONDAY, MAY 22, 2023

23-0017

AD HOC COMMITTEE ON ADMINISTRATIVE AFFAIRS  
CITY COUNCIL CHAMBER, CITY HALL/VIDEO CONFERENCE  
COUNCILMEMBER GAY WILLIS, PRESIDING

PRESENT: [5] Willis, \*West, McGough, Moreno, Schultz

ABSENT: [0]

The meeting was called to order at 11:09 a.m. with a quorum of the committee present.

The meeting agenda, posted in accordance with Chapter 551, "OPEN MEETINGS," of the Texas Government Code, was presented.

After all business properly brought before the committee had been considered, the meeting adjourned at 12:42 p.m.

\_\_\_\_\_  
Chair

ATTEST:

\_\_\_\_\_  
City Secretary Staff

\_\_\_\_\_  
Date Approved

The agenda is attached to the minutes of this meeting as EXHIBIT A.

The actions taken on each matter considered by the committee are attached to the minutes of this meeting as EXHIBIT B.

The briefing materials are attached to the minutes of this meeting as EXHIBIT C.

**\*Note: Members of the Committee participated in this meeting by video conference.**

MINUTES OF THE CITY COUNCIL COMMITTEE  
MONDAY, MAY 22, 2023

EXHIBIT A

**RECEIVED**

**2023 MAY 19 AM 10: 40**

**CITY SECRETARY  
DALLAS, TEXAS**

**City of Dallas**

*1500 Marilla Street, Room 6ES  
Dallas, Texas 75201*

**Public Notice**

**230468**

**POSTED** CITY SECRETARY  
DALLAS, TX



**Ad Hoc Administrative Affairs Committee**

**May 22, 2023**

**11:00 AM**

## 2023 CITY COUNCIL APPOINTMENTS

COUNCIL COMMITTEE	
<b>ECONOMIC DEVELOPMENT</b> Atkins (C), Arnold (VC), McGough, Narvaez, Resendez, West, Willis	<b>ENVIRONMENT AND SUSTAINABILITY</b> Blackmon(C), Ridley (VC), Arnold, Bazaldua, Resendez, Schultz, West
<b>GOVERNMENT PERFORMANCE AND FINANCIAL MANAGEMENT</b> Mendelsohn (C), Willis (VC), Atkins, Bazaldua, McGough, Ridley, West	<b>HOUSING AND HOMELESSNESS SOLUTIONS</b> Thomas (C), Moreno (VC), Arnold, Blackmon, Mendelsohn, Ridley, Schultz
<b>PUBLIC SAFETY</b> McGough (C), Mendelsohn (VC), Atkins, Moreno, Resendez, Thomas, Willis	<b>QUALITY OF LIFE, ARTS, AND CULTURE</b> Bazaldua (C), West (VC), Arnold, Blackmon, Narvaez, Ridley, Thomas
<b>TRANSPORTATION AND INFRASTRUCTURE</b> Narvaez (C), Atkins (VC), Bazaldua, Mendelsohn, Moreno, Schultz, Willis	<b>WORKFORCE, EDUCATION, AND EQUITY</b> Schultz (C), Thomas (VC), Blackmon, McGough, Moreno, Narvaez, Resendez
<b>AD HOC JUDICIAL NOMINATING COMMITTEE</b> Resendez (C), Arnold, Bazaldua, Ridley, Thomas, West, Willis	<b>AD HOC LEGISLATIVE AFFAIRS</b> Atkins (C), McGough, Mendelsohn, Narvaez, Willis
<b>AD HOC COMMITTEE ON PROFESSIONAL SPORTS RECRUITMENT AND RETENTION</b> Johnson (C), Atkins, Bazaldua, Blackmon, Thomas	<b>AD HOC COMMITTEE ON GENERAL INVESTIGATING &amp; ETHICS</b> Mendelsohn (C), Atkins, Blackmon, McGough, Schultz
<b>AD HOC COMMITTEE ON ADMINISTRATIVE AFFAIRS</b> Willis (C), McGough, Moreno, Schultz, West	

(C) – Chair, (VC) – Vice Chair

### Handgun Prohibition Notice for Meetings of Governmental Entities

"Pursuant to Section 30.06, Penal Code (trespass by license holder with a concealed handgun), a person licensed under Subchapter H, Chapter 411, Government Code (handgun licensing law), may not enter this property with a concealed handgun."

"De acuerdo con la sección 30.06 del código penal (ingreso sin autorización de un titular de una licencia con una pistola oculta), una persona con licencia según el subcapítulo h, capítulo 411, código del gobierno (ley sobre licencias para portar pistolas), no puede ingresar a esta propiedad con una pistola oculta."

"Pursuant to Section 30.07, Penal Code (trespass by license holder with an openly carried handgun), a person licensed under Subchapter H, Chapter 411, Government Code (handgun licensing law), may not enter this property with a handgun that is carried openly."

"De acuerdo con la sección 30.07 del código penal (ingreso sin autorización de un titular de una licencia con una pistola a la vista), una persona con licencia según el subcapítulo h, capítulo 411, código del gobierno (ley sobre licencias para portar pistolas), no puede ingresar a esta propiedad con una pistola a la vista."

"Pursuant to Section 46.03, Penal Code (places weapons prohibited), a person may not carry a firearm or other weapon into any open meeting on this property."

"De conformidad con la Sección 46.03, Código Penal (coloca armas prohibidas), una persona no puede llevar un arma de fuego u otra arma a ninguna reunión abierta en esta propiedad."

Note: A quorum of the Dallas City Council may attend this Council Committee meeting.

The City Council Ad Hoc Administrative Affairs Committee meeting will be held by videoconference and in the Council Chambers, 6th Floor at City Hall.

The public is encouraged to attend the meeting virtually; however, City Hall is available for those wishing to attend the meeting in person following all current pandemic-related public health protocols.

The following videoconference link is available to the public to listen to the meeting and Public Affairs and Outreach will also stream the City Council Quality of Life, Arts, and Culture Committee on Spectrum Cable Channels 16 (English) and 95 (Spanish) and <https://bit.ly/cityofdallastv>:

### **Call to Order**

### **BRIEFING ITEMS**

- A. [23-1443](#) Mayor Pro Tem and Deputy Mayor Pro Tem Election Process Review [Tammy Palomino, City Attorney (i)]

**Attachments:** [Presentation](#)

- B. [23-1444](#) Review of Office and Horseshoe Seat Selection [Biliera Johnson, City Secretary]
- C. [23-1445](#) Review of Rules Regarding Virtual Attendance at Council Meetings [Biliera Johnson, City Secretary]
- D. [23-1446](#) Review of City Council Rules of Procedure Sections 6.1(b)(1) and 6.1(c)(2), that Allows Responses by the Staff or the Public to a Councilmember's Questions to not be Included in Councilmember's Speaking Time [Biliera Johnson, City Secretary]

### **BRIEFING MEMOS**

- E. [23-1447](#) Update on Mayor and City Council Office Reconfiguration [Nikki Christmas, Director (i), Mayor and City Council Offices]

**Attachments:** [Memorandum](#)

- F. [23-1473](#) April 5th Vision Alignment Session Summary and Next Steps

**Attachments:** [Memorandum](#)

### **ADJOURNMENT**

**EXECUTIVE SESSION NOTICE**

A closed executive session may be held if the discussion of any of the above agenda items concerns one of the following:

1. seeking the advice of its attorney about pending or contemplated litigation, settlement offers, or any matter in which the duty of the attorney to the City Council under the Texas Disciplinary Rules of Professional Conduct of the State Bar of Texas clearly conflicts with the Texas Open Meetings Act. [Tex. Govt. Code §551.071]
2. deliberating the purchase, exchange, lease, or value of real property if deliberation in an open meeting would have a detrimental effect on the position of the city in negotiations with a third person. [Tex. Govt. Code §551.072]
3. deliberating a negotiated contract for a prospective gift or donation to the city if deliberation in an open meeting would have a detrimental effect on the position of the city in negotiations with a third person. [Tex. Govt. Code §551.073]
4. deliberating the appointment, employment, evaluation, reassignment, duties, discipline, or dismissal of a public officer or employee; or to hear a complaint or charge against an officer or employee unless the officer or employee who is the subject of the deliberation or hearing requests a public hearing. [Tex. Govt. Code §551.074]
5. deliberating the deployment, or specific occasions for implementation, of security personnel or devices. [Tex. Govt. Code §551.076]
6. discussing or deliberating commercial or financial information that the city has received from a business prospect that the city seeks to have locate, stay or expand in or near the city and with which the city is conducting economic development negotiations; or deliberating the offer of a financial or other incentive to a business prospect. [Tex Govt. Code §551.087]
7. deliberating security assessments or deployments relating to information resources technology, network security information, or the deployment or specific occasions for implementations of security personnel, critical infrastructure, or security devices. [Tex Govt. Code §551.089]

MINUTES OF THE CITY COUNCIL COMMITTEE  
MONDAY, MAY 22, 2023

EXHIBIT B

OFFICIAL ACTION OF THE CITY COUNCIL COMMITTEE

MAY 22, 2023

BRIEFING

Item A: Mayor Pro Tem and Deputy Mayor Pro Tem Election Process Review

The following individuals briefed the committee on the item:

- Tammy Palomino, City Attorney (i), City Attorney's Office;
- Bert Vandenberg, Assistant City Attorney, City Attorney's Office; and
- Bilierae Johnson, City Secretary, City Secretary's Office

Councilmember Schultz moved to include in the Rules of Procedure:

- 1-year term for Mayor Pro Tem and Deputy Mayor Pro Tem.

Motion seconded by Councilmember Moreno and unanimously adopted.

Councilmember Schultz moved to recommend use ballot process.

Motion seconded by Councilmember Moreno and unanimously adopted.

By general consensus of council committee the item was forward to city council with recommendations.



OFFICIAL ACTION OF THE CITY COUNCIL COMMITTEE

MAY 22, 2023

BRIEFING ITEM

Item B:           Review of Office and Horseshoe Seat Selection

The following individuals briefed the committee on the item:

- Bilierae Johnson, City Secretary, City Secretary's Office;
- Bert Vandenberg, Assistant City Attorney, City Attorney's Office

Councilmember Schultz moved to forward the item to city council with the recommendation to allow horseshoe seating, Mayor Pro Tem and Deputy Mayor Pro Tems offices be available to all councilmembers.

Motion seconded by Councilmember Moreno and unanimously adopted.

At the request of councilmember McGough a 2-year term to "the term"; there was no objection voiced by council committee.

OFFICIAL ACTION OF THE CITY COUNCIL COMMITTEE

MAY 22, 2023

BRIEFING ITEM

Item C: Review of Rules Regarding Virtual Attendance at Council Meetings

The following individuals briefed the committee on the item:

- Bilierae Johnson, City Secretary, City Secretary's Office; and
- Bert Vandenberg, Assistant City Attorney, City Attorney's Office

OFFICIAL ACTION OF THE CITY COUNCIL COMMITTEE

MAY 22, 2023

BRIEFING ITEM

Item D: Review of City Council Rules of Procedure Sections 6.1(b)(1) and 6.1(c)(2), that Allows Responses by the Staff or the Public to a Councilmember's Questions to not be Included in Councilmember's Speaking Time

The following individuals briefed the committee on the item:

- Bilierae Johnson, City Secretary, City Secretary's Office; and
- Bert Vandenberg, Assistant City Attorney, City Attorney's Office

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OFFICIAL ACTION OF THE CITY COUNCIL COMMITTEE

MAY 22, 2023

BRIEFING MEMOS

Item E: Update on Mayor and City Council Office Reconfiguration

Item F: April 5th Vision Alignment Session Summary and Next Steps

The committee discussed the items.

MINUTES OF THE CITY COUNCIL COMMITTEE  
MONDAY, MAY 22, 2023

EXHIBIT C



# City of Dallas

1500 Marilla Street  
Council Chambers, 6th Floor  
Dallas, Texas 75201

## Agenda Information Sheet

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**File #:** 23-1443

**Item #:** A.

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Mayor Pro Tem and Deputy Mayor Pro Tem Election Process Review [Tammy Palomino, City Attorney (i)]

**Mayor Pro Tem and Deputy Mayor  
Pro Tem Term Nominations, Terms  
and Election Process**

**May 22, 2023**

**Bertram Vandenberg,  
Interim Chief of General  
Counsel**



**City of Dallas**

# Purpose

**To provide background information and options relating to nominations, terms, and elections for Mayor Pro Tem and Deputy Mayor Pro Tem elections**





# Background

On the day the members of the city council take office, they shall meet at the building designated as the official city hall. (Dallas City Charter, Ch. III, Section 6).

Also, in accordance with the City Council Rules of Procedure (CCROP) and city council custom, the agenda on the day city council members take office (day of inauguration) generally includes:

- Nominations and elections of mayor pro tem and deputy mayor pro tem;
- City Council Chamber seating assignments/arrangements; and
- Choosing city council offices.



# Background

## Dallas City Charter, Chapter III, Section 11.

- The city council shall elect one of its members as mayor pro tem, who shall perform a specific duty of the mayor if the mayor is unable to discharge that specific duty, and who shall, during that time, be vested with all the powers belonging to the mayor to perform that specific duty.
- The council shall also elect one of its members as deputy mayor pro tem to act if both the mayor and the mayor pro tem are unable to discharge a specific duty and to exercise the powers of the mayor to perform that specific duty.



# Background

- CCROP state that the most recent edition of Roberts Rules of Order (RONR) shall govern the proceedings of the city council in all cases, unless they conflict with the CCROP.
- The Charter and the CCROP are silent on the process of nominations, terms of office, and the election of the mayor pro tem and deputy mayor pro tem.



# Background

- Historically, city council has:
  - made nominations for these positions from the floor;
  - elected mayor pro tem and deputy mayor pro tem for a two-year term; and
  - voted on the nominees in the order of nomination.
- In 2021 and 2022, city council reduced the terms to one year.
  - The term was from inauguration day to inauguration day.
  - There was no change to the election and nomination procedure.
  - In 2022 the new mayor pro tem and deputy mayor pro tem switched offices and seats at the horseshoe with the incoming mayor pro tem and deputy mayor pro tem.



# Methods of Nomination

- **From the floor** – chair calls for nominations at the time set for elections; no second is required.
- **By ballot** – every member's name is on the ballot, every member nominates when they cast a vote, every member receiving a vote is nominated for that office (MPT or DMPT); if nominate by ballot, cannot nominate from the floor.
- **By petition** – bylaws may provide that a member shall be a nominee upon the petition of a specified number of members (for example, five members could be specified in the CCROP to avoid quorum issues).



## Options – Terms of Office

- The length of the terms of office for MPT and DMPT should be prescribed in the society's bylaws/CCROP.
- Length of the terms of office cannot exceed two years (City Council term).
- Survey of other cities regarding MPT and DMPT length of terms range from three months to the full term of their city council term.



# Methods of Elections

## Ballot –

- Nominations for MPT and then DMPT are completed before any balloting takes place.
- Ballots and voting is collected for one office at a time.
- Where a nominee has a majority vote, the chair declares the nominee elected.
- If no majority vote, new ballots are distributed, and balloting is repeated for the office as many times as necessary to obtain a majority vote for a single nominee.

Roll call – (unusual method) is a ballot vote as noted above, but in a roll call election, the chair calls upon each member and the member declares their vote.



# Options - Elections

*Viva-Voce* (oral rather than written) –

- When there is more than one nominee for a given office in a *viva-voce* election (or an election by show of hands or by rising vote), nominees are voted on in the order in which they were nominated.
- As soon as one of the nominees receives a majority vote, the chair declares that nominee elected and voting ends.
- If only one member is nominated, the chair simply declares the nominee elected.





# QUESTIONS





# City of Dallas

1500 Marilla Street  
Council Chambers, 6th Floor  
Dallas, Texas 75201

## Agenda Information Sheet

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**File #:** 23-1444

**Item #:** B.

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Review of Office and Horseshoe Seat Selection [Biliera Johnson, City Secretary]



# City of Dallas

1500 Marilla Street  
Council Chambers, 6th Floor  
Dallas, Texas 75201

## Agenda Information Sheet

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**File #:** 23-1445

**Item #:** C.

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Review of Rules Regarding Virtual Attendance at Council Meetings [Biliera Johnson, City Secretary]



# City of Dallas

1500 Marilla Street  
Council Chambers, 6th Floor  
Dallas, Texas 75201

## Agenda Information Sheet

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**File #:** 23-1446

**Item #:** D.

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Review of City Council Rules of Procedure Sections 6.1(b)(1) and 6.1(c)(2), that Allows Responses by the Staff or the Public to a Councilmember's Questions to not be Included in Councilmember's Speaking Time [Biliera Johnson, City Secretary]



# City of Dallas

1500 Marilla Street  
Council Chambers, 6th Floor  
Dallas, Texas 75201

## Agenda Information Sheet

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**File #:** 23-1447

**Item #:** E.

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Update on Mayor and City Council Office Reconfiguration [Nikki Christmas, Director (i), Mayor and City Council Offices]

# Memorandum



DATE May 22, 2023

CITY OF DALLAS

TO Honorable Chair and Members of the Ad Hoc Committee on Administrative Affairs

SUBJECT **Update on Mayor and City Council Office Reconfiguration**

The Office of the Mayor and City Council personnel increased by 30 percent in the FY 2022-2023 adopted budget. A total of 16 new positions were added, including 14 Policy Analysts and two positions in the Office of the Mayor. Given the current office configuration, this expansion created operational challenges. To deal with the increase in the short term, the second half of the 5DN Suite was added to the MCC office inventory to accommodate the additional MCC staff. Looking forward to a holistic solution, MCC worked with Building Services (BSD) to identify options that would better fit the expectations of Council Members and day-to-day operations of individual Council offices.

Meanwhile, the Office of the Mayor proposed an overhaul of the Mayor's Suite in 5EN, updating and reconfiguring the dated office layout while creating a corridor reconnecting the Council Offices in 5FN and the Mayor Pro Tem and Deputy Mayor Pro Tem Suites in 5DN.

Both scenarios were studied by BSD staff and the following options were brought forward:

Option	Suite(s)	Work Description	Estimated Cost
<b>A</b>	5FN & 5FS City Council Offices	Create three workspaces in antechambers of existing City Council Offices. One workstation is intentionally larger than the other two.	\$300,000
<b>B</b>	5FN & 5FS City Council Offices	Add small workstations to public areas in City Council Offices outside existing walls. This layout maximizes possibilities, including up to [15] 4'x3' workstations, [3] 8'x6' workstations, and/or [2] 6'x6' workstations. This option will replace the two workstations at the entrance of 5FN.	\$160,000
<b>C</b>	5DN "MCC Annex"	Reuse existing workstations and add five smaller workstations, delete conference room, reuse modular wall panels to create two small offices, which returns 5FS space currently used as office to status as former 'small' conference room.	\$90,000 - \$130,000
<b>D</b>	5EN Mayor's Suite	Create a passageway between the Green and Red lobbies, and redesign Mayor's Suite support offices and work areas.	\$657,000

DATE May 22, 2022  
SUBJECT **Update to Mayor and City Council Office Reconfiguration**

In all options, the cost estimates include: design, demolition, construction, furniture, data ports, electrical, flooring, fire alarms, project manager costs, contingency, and other expenses.

During the FY 2023-2024 budget development process, MCC requested enhancements totaling \$957K, a figure inclusive of Option D for the Mayor's Office and the most expensive options between A, B and C, in order to have funds available should the City Council give further direction on this topic.

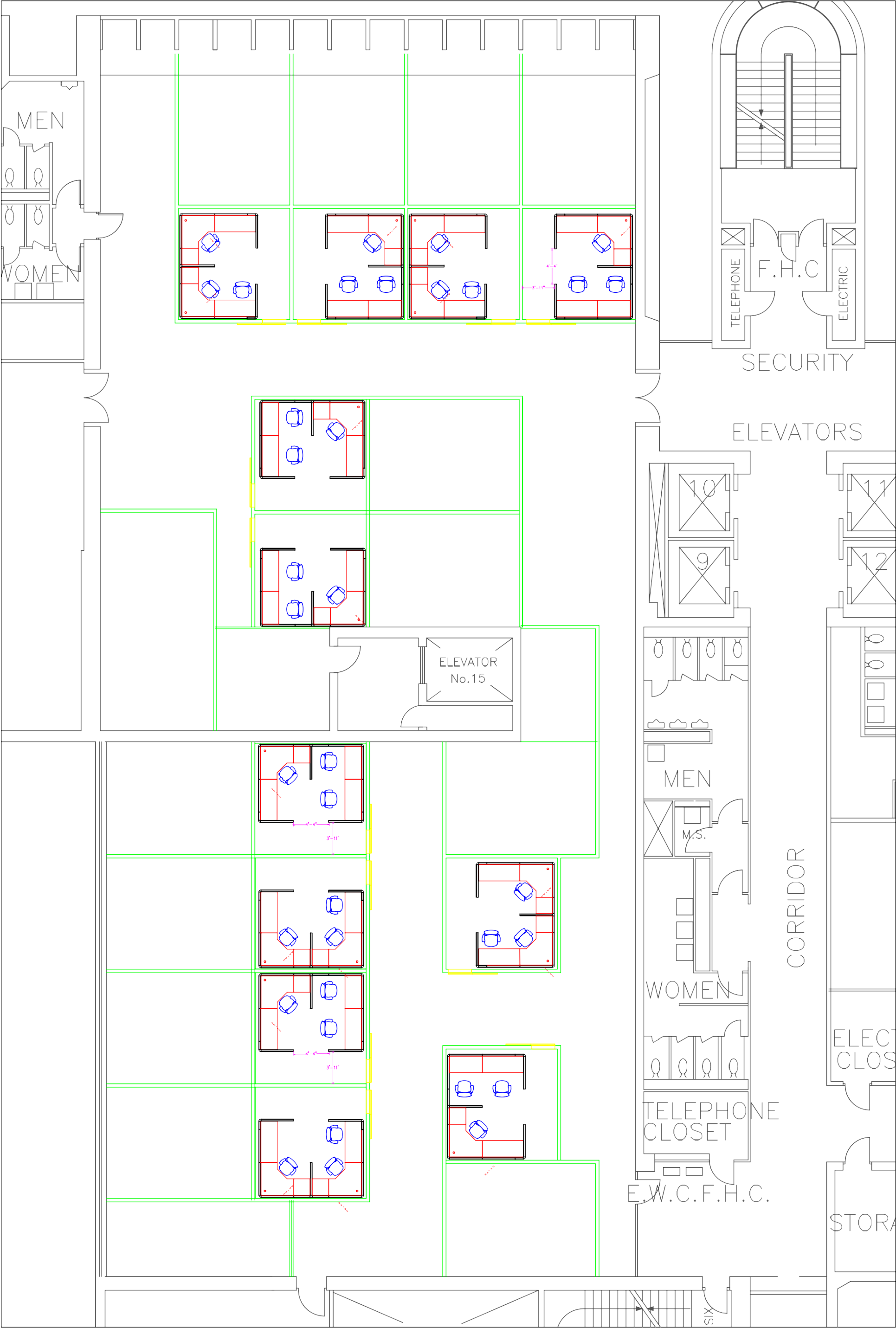
Should you have any questions, please contact Yldefonso Rodriguez Sola, Director of the Mayor and City Council Office, at (214) 422-9222 or [yldefonso.sola@dallas.gov](mailto:yldefonso.sola@dallas.gov).



Genesis D. Gavino  
Chief of Staff to the City Manager

[Attachments]

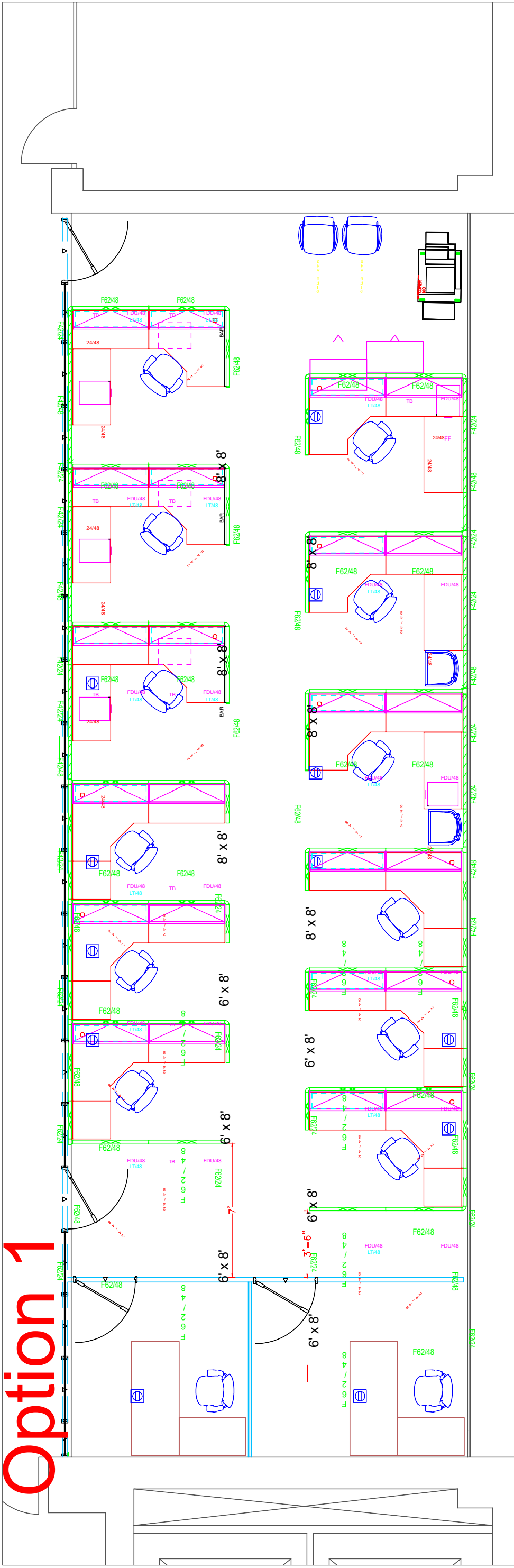
c:	T.C. Broadnax, City Manager Tammy Palomino, Interim City Attorney Mark Swann, City Auditor Biliera Johnson, City Secretary Preston Robinson, Administrative Judge Kimberly Bizer Tolbert, Deputy City Manager Jon Fortune, Deputy City Manager	Majed A. Al-Ghafry, Assistant City Manager M. Elizabeth (Liz) Cedillo-Pereira, Assistant City Manager Robert Perez, Interim Assistant City Manager Carl Simpson, Interim Assistant City Manager Jack Ireland, Chief Financial Office Directors and Assistant Directors
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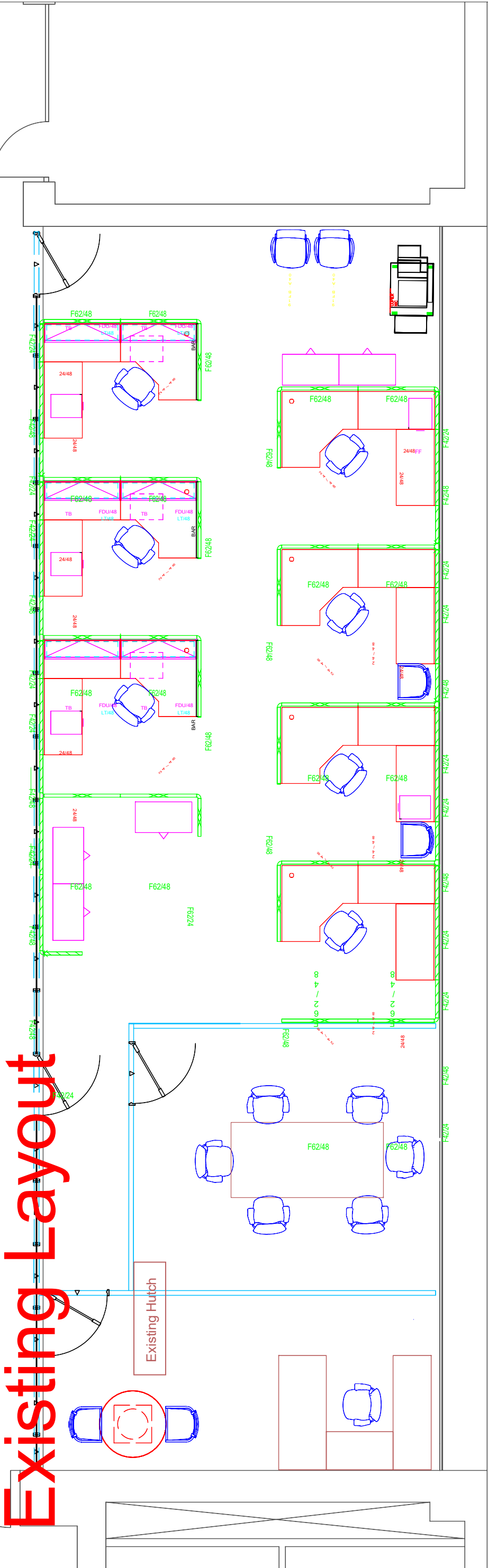


Attachment B-Council support staff- 1 in common areas 5FN &FS

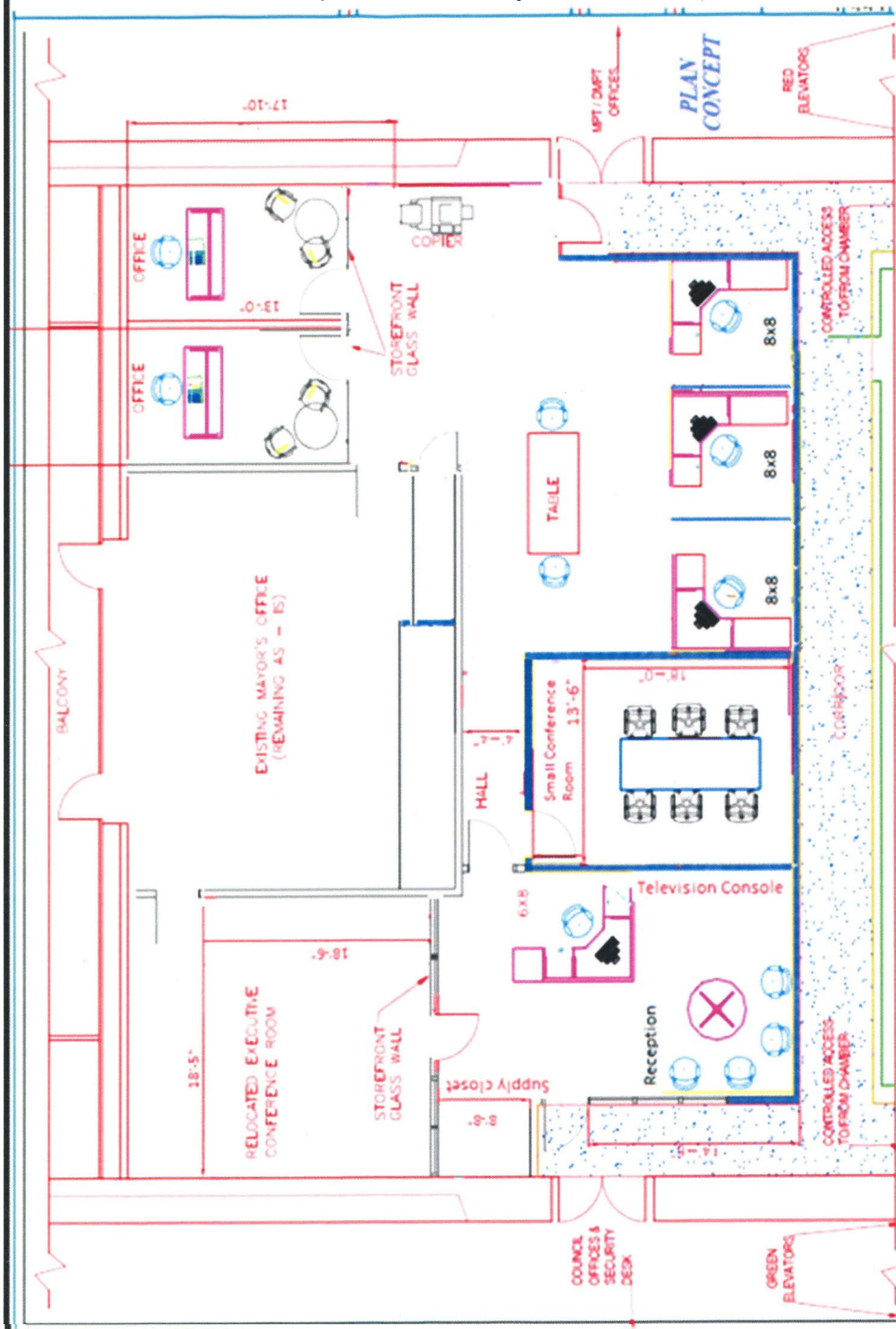
Option 1



Existing Layout



Option D - 5EN Mayor's Suite





# City of Dallas

1500 Marilla Street  
Council Chambers, 6th Floor  
Dallas, Texas 75201

## Agenda Information Sheet

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**File #:** 23-1473

**Item #:** F.

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April 5th Vision Alignment Session Summary and Next Steps

# Memorandum



CITY OF DALLAS

DATE May 18, 2023

TO Members of the Ad Hoc Administrative Affairs Committee

SUBJECT **April 5<sup>th</sup> Vision Alignment Session Summary and Next Steps**

Following the April 5<sup>th</sup> meeting of the City Council for its Vision Alignment session, facilitators Colleen and Jim Copple of Strategic Applications International (SAI) provided a summary and analysis of the session for council review. Please find the document attached to this memorandum.

As Committee Chair, I will be working with SAI regarding next steps, including a Council session to further refine vision alignment and outline action steps. Please share any questions, comments, or concerns by June 2.

Please contact my office should you have any questions.

Sincerely,

A handwritten signature in cursive script that reads "Gay Willis".

Gay Willis

Chair of the Ad Hoc Administrative Affairs Committee  
Councilmember, District 13

c: Honorable Mayor and City Council  
City Manager's Office  
City Attorney's Office  
City Secretary's Office  
Nikki Christmas, Director of the Mayor and City Council Office (i)

## **Dallas City Council Vision Alignment Retreat April 5, 2023**

### **Summary and Analysis**

The Vision Alignment Retreat with the Dallas City Council was held at Thanksgiving Square on April 5, 2023 to identify district priorities and develop a greater level of understanding about common goals and objectives for the City of Dallas as a whole. The facilitation process focused on identifying citywide assets and challenges, district specific priorities, and potential barriers to achieve greater effectiveness and efficiency for the City Council and Dallas city government overall. Key learnings and areas of potential action steps are identified throughout the summary of the different topics covered during the retreat. The meeting was facilitated by Strategic Applications International.

#### **The agenda for the retreat included the following:**

1. Introductions
2. Review of Process
  - a. All protocols observed
3. Momentous to Trivial
4. Citywide to District
5. Coming to Consensus
6. Other

**Note:** The District Priorities were covered throughout the day and are combined and included as a separate appendix at the end of the report. This includes a table summarizing the commonalities across the participating council members and the more detailed descriptions of three top priorities shared by each district.

#### **ASSETS AND CHALLENGES**

Council members identified the greatest assets of the City of Dallas and how the City Council builds on those assets. That discussion helped to create a positive start to the

retreat. The Council then went on to identify the challenges that the City faces. There were strong commonalities across both assets and challenges.

**Topic 1: City Council members were asked to identify the greatest assets of Dallas**

- The people
- Welcoming and hospitable city
- Outsiders see Dallas as a city of opportunity
- Relatively affordable
- Easy to get around or navigate
- A lot of entertainment, sports, and cultural events
- A lot of land and opportunities for housing expansion
- Philanthropic spirit
- Safe community, violent crime is down
- Social ills are comparatively minor
- LGBTQ friendly
- Robust economy
- Centrally located
- Can do spirit
- Largest urban forest
- Great airport
- Weather is bearable most of the year

**Topic 2: How does the City Council build on these assets?**

- We link staff to them and the staff link them to council
- Council members show up at events and activities
- Build/leverage relationships
- Partner with local business, organizations, and movements creating change
- Communication, asking, seeking information, collaborate
- Provide resources when appropriate and necessary
- Highlight good work(s)
- Celebrate their work, proclamations, honor/recognize them



### Topic 3: Challenges

Council members were asked to identify challenges faced by the city.

- Racially and economically segregated creating isolation among certain populations
- Recognizing that the city has a housing shortage
- Children living in poverty
- Fastest growing heat island
- Urban sprawl
- Antiquated codes
- State legislature is a major challenge
- Overall focus on cars to the detriment of pedestrians/bikes
- Deferred maintenance and infrastructure issues
- Food insecurity and subsequent food deserts
- Structure of local governance, challenging to craft a master plan for the city and is dependent on council leadership
- Limited budget with finite resources
- Homelessness
  - Mental illness, drug addiction, trauma, healthcare
- TXDOT: moving vehicles, not addressing loitering, trash, underbudget, environmental design issues, harms vs. helps
- NIMBYism dominates the culture inhibiting expansion and growth

#### ***Key Learnings:***

- The structure of local governance (how the city council and weak mayor, city manager framework) actually works and the limitations created by State laws around Open Meetings/ Sunshine laws make it very difficult for the City Council to have dialogue in a manner that can lead to consensus and a unified master plan for the city.

#### **HOW DO WE DRIVE CHANGE?**

The council members then discussed strategies around how we drive change at the local level where we have control over how things work, in city government, and on a



broader societal level. Emerging in criminal justice and police reform movements is the recognition that crime and violence are driven by root causes that include poverty, disparities, substance abuse, mental health, lack of affordable housing, jobs, etc... While cities control only some of the governmental infrastructure and resources, they have the ability to convene all stakeholders to develop and drive the “WILL” to make change happen.

<b>Topic 4: Whole of government/Whole of community to drive change.</b>
-------------------------------------------------------------------------

Participants were invited to discuss what it means to truly develop a whole of government and whole of community approach to community transformation.

- Creating ways for organizations to work together
  - Action Step this process
- Common vision
  - Being sure the community and community leadership craft and define the vision for the city
- Everybody needs to be involved
  - Create open and transparent processes for defining the community’s vision
- As a society we need to affirm and craft a social contract that involves everybody
- Youth voice
  - Engage the youth commission and other youth organizations and be sure various government sponsored or lead youth efforts are inclusive of the broad demographics of Dallas
- Youth commission:
  - Encourage the youth commission to influence policy and practice.
  - They should be encouraged to bring key issues they are facing, take initiative and action (i.e., period access), communication, publication, not just window dressing, bring other voices to the City Council
  - City can’t deal with youth like the state does, can only work with adults, the county is responsible for mental health care. The City can’t embrace youth as fully, requires collaboration and partnerships, common vision

- Can do park space, recreation opportunities, libraries, skate parks and promote youth entertainment and mentorships
- Not as direct, only effective if we are working across silos and take a wholistic approach to project design and implementation
- Partner with the school district to increase night recreation, participation.
- Develop post-incarceration programs for at-risk youth
- Explore housing for youth, ability to offer incentives to developers, childcare as an option on site

***Key Learnings:***

- ❑ The Youth Commission seems to be an effective platform to give youth a voice into city priorities, policies, and inclusion.
- ❑ The City can't deal with youth directly, services are only for 18-years and older. School districts and county agencies are more able to address youth services specifically. But the city can facilitate coordination of wrap around services to strengthen community and neighborhood capacity that create healthy environments for youth. Recreation and parks are also a strong area for connection.

***Potential Action Steps:***

- ❖ Invest in a design exercise to craft a framework that promotes even stronger inclusion and society-wide (public/private/civil society) clarity and commitment to advancing a unified vision for Dallas. (Address the structural barriers for how the City Council works and engages in dialogue with its constituents and each other.)
- ❖ Conduct a review of what is working right with the Youth Commission and ways in which to ensure broad youth participation across all districts and all demographics.

<b>Topic 5: Public/Private Partnerships</b>
---------------------------------------------

The council identified public and private partnerships to influence and drive change in their communities. Protocols and strategies for engagement such as the creation of commissions, councils, or working groups should be encouraged.

- Partners
- DISD, RISD
- Nonprofits
  - For Oak Cliff
  - Abounding Prosperity
  - Housing Forward
  - City Square
  - United Way
  - Source
  - Dallas Children's Advocacy Center
  - Catholic charities
  - Catholic Housing
  - Jubilee Park
  - Hospitals
  - Social Venture Partners
  - Primos
  - Literacy Achieves
  - State Fair of TX
  - Better Block
  - Childcare Group
  - Senior
  - Texas Women's foundation
  - Junior league
  - Faith-based nonprofits
  - Community-based nonprofits
  - Meadows
  - Other
- DART
- All governmental agencies
- Industry representatives
- Philanthropy
  - Lyda Hill
  - Private Wealth
  - Meadows
  - Mavericks Foundation
  - Trust for Public Land
  - Texas Trees Foundation
  - Other
- Dallas County
- Business associations
- Neighborhood groups
- Voters
- Boards and Commission members

<b>Topic 6: Who makes change happen?</b>
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This exercise invited council members to reflect on what organizations or individuals drive change in Dallas.

- Policy makers such as city council members, legislators, or the courts
- Media (local, state, and national)
- Business community
- Neighborhood leaders
- Activists
- Legislature
- Philanthropy
- Churches
- Faith-based community
- City staff
- Mayor
- Area Chambers of commerce
- TC Broadnax (City Manager)
- Police
- Real Estate Developers

### **CREATING ALIGNMENT**

The council members engaged in a detailed discussion of the major roles or functions of the City Council, with a focus on the opportunities in each of these major functions. Functions included: Community safety, transportation, economic development, more walkable, environmental protection, racial equity, quality housing, parks and recreation.

The bullets for each of these functions provide insight and potential areas for city government and the Council itself to engage as they carry out their committee work, policy making and approving budget priorities.

#### **Topic 7: An Aligned Vision - City Council Planning Goals**

- Moving from Public Safety to Community safety
  - Build accountability systems in law enforcement

- Explore integrated budgeting systems to enhance a whole of government and whole of community approach to community safety
  - Replicate Weed and Seed models of community engagement
  - Create campaigns to inform the community about the diverse and complex programs of law enforcement
  - Budgeting and planning for law enforcement should include discussions around the root causes of crime
  - Return to the core values of community policing
  - Promote community engagement to reimagine public safety
  - The City Council needs to build trusted leadership in all community safety agencies
  - Secure community input in determining safe places
  - Understand how housing contributes to community safety and addressing the root causes of crime and violence
  - Explore the development and improvement of recreation centers, after school programs, and expand opportunities for youth engagement in all aspects the community
- Improve and Expand Transportation and Transportation Options
    - Look at district Infrastructure challenges to increase mobility, promote biking, walking, skateboard opportunities
    - Increase parking options, sidewalks, and walking by workshopping with traffic engineers
    - City Council to identify and promote accountability procedures for the DART board
    - Curb management
    - Parking authority
    - Shared planning with DART
    - Enhance Infrastructure Funding: Federal, state, county,
    - TXDOT
    - RTC
    - Audit safety procedures on all public transportation.
    - Accountability with leadership, underpasses, public spaces
    - Lighting, roads and sidewalks

- Economic development (thriving)
  - Smart and equitable growth
  - Smart use of TIF funding
  - Develop smart incentives
  - Enhance good zoning practices
  - Good schools (limited control)
  - Provide incentives for workforce development
  - Develop strategies to sustain workforce housing
  - Support small businesses and entrepreneurs
  - Develop strategies for City Council members to be more present as a collective group to be represented at city events.
  - Start-up tech industry support (4<sup>th</sup> largest)
  - Housing (single family homes), housing options
    - 9<sup>th</sup> largest city, most single-family homes, consider and evaluate housing density
    - Avoid high concentrations of poverty and low-income housing
    - Incentives for middle housing
    - Transitional housing
    - Overcoming NIMBY
  - Transportation as it impacts economic development
    - Not being the only factor where economic growth happens
  - Business permits needs a more efficient process
  - Increase green space
- More walkable
  - Improve and increase sidewalks
  - City is built around a car, highways, how to create connectivity
  - Mixed use development
  - Safe thoroughfares are like a mini highway,
  - Develop street car network
  - Re-engineer intersections with safety islands, free right turns
  - Bring urban planners into all discussions involving roadway designs
  - Use the Forward Dallas process
  - Look at other ways of connecting, social media, surveys, modernizing how you communicate with the public.

- Recognize language diversity.
  - More lighting and landscaping
  - ADA ramps
  - Develop walking destinations
  - Increase the number of Urban trails
  - Mixed use, want the experience to be a good one, interesting
- Environmental protection
  - Double down on the CECAP initiatives
  - Replace city fleet with electric vehicles or at least a portion of the vehicles
  - Address bad zoning practices
  - Educate the public about the importance of protecting the environment.
  - Greater monitoring of air quality
  - Partner with business community on building materials
  - Protecting and expanding tree canopy
  - Invest in urban agriculture
  - Expand trail network
  - Reclaim underutilized parking lots
  - Infrastructure to support micro mobility and public transit
  - Reduce parking requirements
- Racial Equity
  - Create policies and procedures to guarantee equal access to housing, education, employment, and health.
  - Transparency in proceedings to better understand racial disparities in all neighborhoods.
  - Remove barriers that keep people from thriving
- Quality Housing
  - New comprehensive housing policy under discussion
  - Empty nester housing increase number of places for downsizing
  - More options for all types of housing
  - Moving from renters to home ownership

- Community land trust, own the building, not the land
- Housing needs for travelling nurses or others who need temporary housing options
- Seniors, fastest growing population, trouble retaining home ownerships, senior exemption
- Increase quality parks and recreational opportunities
  - Regional iconic park
  - Connecting parks into a network of parks
  - Update parks that have no amenities
  - Need about 14 skateboard parks and promote extreme sports
  - Increase access to recreation facilities
  - Develop more pickleball courts
  - Everyone should get to a park in 10-15 minutes
  - Increase All-abilities playgrounds
  - Improve communication about what we do have
    - Improve neighborhood connections to communicate
  - Create a sense of community ownership of parks.
  - Philanthropic community interested in city downtown parks, get them interested in the neighborhood parks not in the downtown

### **Topic 8: Identify Barriers to achieving district and city goals**

Before jumping to solutions to address the challenges the City Council faces, they spent some time focusing on what the barriers are to solving the challenges discussed throughout the day.

Barriers:

- Competing priorities
- Lack of time to sit down and really drill down to achieve all district goals
- Lack of time, only here for 2 years, every 2 years we have elections, term limited after 8 years
  - Solution: change the charter, limited by the constitution, could change 2-year terms to 4 years, not there yet



- Solution: work more closely to target specific issues through collaboration, in tandem, to work in dis-invested communities
  - We can't sit down in a quorum informally
  - Committees with a quorum must post
- District members do compete for resources, priorities, how do we solve things together, pick one thing, that we can address together (without competing but collaborating)
  - Solutions:
    - Finding common ground
    - Discussion, we can accomplish our goals, something has to suffer if we shift priorities,
    - Don't see the budget as the Hunger Games, it is how we frame it
    - Could be a problem but can work together, sent to be a servant of the people
    - New council members don't have a mentor to speed up learning (having a mentor from a peer council member can really help)
    - We can choose to be the legacy council on equity plan
    - Awareness of the challenges of systemic and historic poverty challenges/barriers
    - Attitude overall: See the whole city of Dallas benefit, let me see how I can help you, that spirit means a great deal to get to the bigger picture
- Funding
- Political Will
- Don't know what to do? We need knowledge, expertise to make good decisions
- Bureaucratic resistance to change
- Citizens want immediate solutions, hard to deliver when we have to follow the process
- Complexity of understanding how the pieces fit together
  - For example: Economic incentives
- Achieving equity
  - Standing up small businesses
- Addressing homelessness (very big challenge)
  - How to grow the base already addressing the issue

***Potential Action Steps:***

- ❖ Challenge (council members spend half their time running for office because terms are every 2 years): Change the charter, limited by the constitution, could change 2-year terms to 4 years, not there yet.
- ❖ Challenge (How to really solve problems together): Work more closely to target specific issues through collaboration, in tandem, to work in dis-invested communities.
  - We can't sit down in a quorum informally, identify ways to abide by the rules, while creating more functional options

<b>Topic 9: Any barriers to achieve the district priorities</b>
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City Council members then discussed specific barriers to achieving district priorities, as a way of drilling down into areas that could be addressed that improve outcomes.

Barriers to district priorities:

- NIMBY-zoning, misinformation, complicated, scary, history of red lining, messy
- Equity challenges-historically affected neighborhoods
- Older/aging parts of Dallas, a need for infrastructure down deep
- Perception is what prevents us to reach goals for quality retail, small businesses growing (District 3)
- How fast do we act to address equity, working to find support for embracing equity as a council, show that the city is working on their behalf
  - Need a master plan to secure the dream of equity citywide
  - Working with philanthropy locally to pay for the strategic plan for the equity plan, creating the business case for social equity, getting translated for Dallas
  - If we can bring black and brown average income up to white GDP, it will add \$115 billion
  - Adopted Citywide equity plan in 2022, monitoring using tangible metrics, committees, set up indicators, applied to the 42 departments of the city first, then developed 5 big goals for the city
  - Barriers:
    - Historic mistrust in communities of color

- Prejudice, racism, systemic barriers
- White privilege
- Solutions:
  - Prove them wrong by doing the work
  - Creating proximity – opportunities to connect
  - Showing it is in their economic interest to do this work
  - Like a consumer product, what is the benefit to different audiences, telling the economic benefit, social justice benefits, target the message
  - Courage to do what is right
  - Listen for understanding why people don't support it a specific initiative. It is easier to address their concerns if there is understanding. People are afraid their streets and alleys won't be repaired and resources will be put it into poor people's pockets. Show them that enlightened self-interest will create resources for the whole community.
  - Help communities who have historically benefited from resources to better understand those communities that have historically been denied resources.
    - Create proximity, true listening and learning, breaking down barriers person to person
  - Move from white savior approaches to enhance community understanding.
  - Get businesses more involved, cost of poverty exercise, re-entry interaction, etc. Get leaders informed and on board, leading by example
  - Understand the mindset of white privilege and how to overcome barriers, overcoming privilege period (economic differences/ affluency/ NIMBY), ensuring all communities having a quality of life and protection
  - Better understand the constitutional limits of the city council and see if there are places that can be changed to enhance collaboration and communication.

- How long it takes to get projects done once they are approved, that takes long enough all by itself, then doing it takes so long because of the bureaucratic process
  - Every big project must have a champion at the political and staff levels
  - It depends on the project, if we over-complicate things, it will take longer
  - It is incremental steps toward a much bigger goal, keeping your eye on the goal but doing the work of the small steps
  - Create ownership and commitment to common priorities, doing the homework up front that is researched and ready for discussion
  - Being aware of engaging key stakeholders in key planning and implementation processes
  - Use the committees to do the groundwork, without requiring the quorum, a way to share ideas and move them to consideration by the council
  - Figuring out how to work creatively within the city council limitations and framework, by working with key stakeholders
  - Making the pie bigger, recent changes increase housing capacity
    - Bond issue, under development, inventory list
    - If we can grow the tax base, in targeted areas,
      - Property taxes, sales taxes
    - Address poverty to decrease public safety costs
- Texas legislature—spend time there with our delegation, new revenue source

#### **Potential Action Steps:**

- ❖ Fully embrace the City Equity Plan and move to implement it with the necessary resources and staffing to make it happen, re-establish communication and trust with those districts most impacted by historic inequities.
- ❖ Develop a business case statement for why it is in everyone's enlightened self-interest to address historic inequities, to overcome fears that addressing inequities across districts will negatively impact districts that have traditionally benefited from city investments.
- ❖ Every big project should have a champion at the political and staff levels.

### Topic 10: Setting budget priorities—how does it happen?

City Council members then laid out how they set budget priorities.

- Have no shortage of plans
- It starts with previous years, what works and what doesn't
- Some budget items are prescribed (like public safety)
- The city staff drives and we respond
- How do district priorities get communicated to staff?
  - Staff meetings with council members
  - In most cases staff come with an attitude of how can we help you?
- How do you turn wish into reality?
  - The city is like a massive cruise ship, it is slow to turn, only a couple of degrees each term
  - The majority of the budget is already structured, we have minor parts of the budget we can adjust, tend to spend our time fighting over a small portion of that prescribed budget
  - Some council members question the city manager budget

### Topic 11: When it works right, what does it look like?

As a way to bring the Council members to a positive conclusion, they talked about what it looks like when the City works right, when the City Council works right.

- We had \$22 million going to direct goals, only addressing racial equity, when we **put money where our mouth is**, realizing we are addressing decades of wrong doing
- Compromise
- The feeling we had when we passed the racial equity plan, true transformational change
- Everybody elevates, we are all part of the victory
- Finding common ground, thoughtful discourse, better for the whole city, discussion gets us to a better place
- Something we can share is the same language about a priority or issue

- Willingness to learn, teachable attitude
- Includes as many people as possible, inclusive process
- Trivial Decisions require small steps
  - Process
  - Budget (contracts)
  - Doing the homework
  - Level of trust
  - Data gathering
  - Evidence-based, data informed decision making
  - Breaking bread, building relationships
  - Committee quorums
- Momentous Decisions
  - Budget as a whole
    - Should be needs based, not just tradition based, NIMBYism is changing
  - Policies that guide
    - CCAP, Housing, Racial Equity
  - Assessing priority of need
    - Resolve conflicting priorities between districts

### Appendix: Analysis of District Priorities

This is a simple grouping of like priorities across the districts, realizing that each of them has very specific district issues related to these general areas. Districts 6, 8, and 12 did not participate.

Priorities	1	2	3	4	5	7	9	10	11	13	14
Zoning hearings, District master plans	X					X					
Street Car expansion	X	X				X	X				
Flood and storm mitigation		X									
Swimming Facility (natatorium)		X									
Public Safety: district public safety committees, Community Safety, Speeding, Random gun violence			X	X	X			X			
Economic Development: Bringing more retail and small businesses to the districts, poverty action plan, address old shopping centers			X	X		X		X	X	X	
Plans to address infrastructure deserts, storm drains, alleys, aging facilities (libraries, rec centers, etc.)	X		X							X	X
Address the equity plan in a meaningful way				X							
Traffic, Streets, related infrastructure issues					X		X	X	X		X
Housing access, affordability, options					X						
Address food deserts				X		X					
White Rock Lake Dredge Plan							X		X		
Develop neighborhood leadership									X		
Connectivity throughout the city, trails										X	
Arts District Maintenance											X

## **DISTRICT GOALS**

### **District 1:**

1. Five authorized zoning hearings
2. Redo the library
3. Street car expansion through neighborhood and downtown

### **District 2:**

1. Street car connecting to Lakewood
2. Flood and storm mitigation
3. Natatorium (swimming facility)

### **District 3:**

1. Public safety, district public safety committee, taking ownership for their community safety
2. Bringing more quality retail and small businesses to the district
3. Addressing the infrastructure desert with a plan

### **District 4:**

1. Address the equity factor for a historically underserved community perspective
2. Public safety, continue to be at the top of the list, get a better plan in place with public service partners, to address systemic practices of racism and neglect
3. Economic development, if we face it we can fix it
  - We continue to have the highest numbers of crime, lack of investment, folks who have given up hope, no trust, hard to communicate, mental health, frustration, miseducation of our children, higher number



of murders, burglaries, crimes against persons, crimes against seniors, mindset of making a quick dollar vs. real jobs, service industry lack of other options, corporate recruitment should be broader

- Implement the city manager's equity strategy.
- Resourcing equity, District 4 has been starving (most impacted districts-4, 3, 8, 5, part of 1)
- Equity is a word we have to understand, different than equality
- The disparities (10 zip codes most impacted-health, hunger, crime, etc.)
  - Look at the documentation, moving Forward Dallas
- Need some serious conversations about the equity plan and how we make it real, decide if we are serious about this vision, so we can ALL be at the table with the same meal

#### **District 5:**

2. Public safety, not just how we support LE directly and indirectly
  - a. Speeding drivers
  - b. Random gun violence
3. Infrastructure
  - a. 3 lanes going each way
  - b. Micro mobility options
  - c. Loop trail, connecting District 5
4. Housing
  - a. Low-income housing tax credits are already high, it's a negotiation, want more high-end single-family housing and address much older housing stock
  - b. Young folks want to stay in their childhood neighborhoods, but the housing stock needs to be there
  - c. Build generational wealth there and promote land acquisition

#### **District 6:**

**District 7:**

1. Street Car implementation, connecting Fair Park to the Cedars, across Cedar Crest Bridge
2. Economic Growth: Smart growth, bringing in more mixed incomes
  - a. Big Box grocery store
3. Fair Park Master Plan implementation
  - a. Recapture funding
  - b. Development of a hotel
- Dependent on legislature—working with our delegation
- Partnering with District 2
- TIF has been nonexistent, discussing collaboration along MLK
- Bring street car development

**District 8:**

**District 9:**

1. White Rock Lake dredge plan, erosion repairs along the banks and master plan, getting ready for a bond
2. Traffic issues
  - a. Speeding (3 state highways)
  - b. Acquiring Garland Road (6 lane highway) needs to be updated, street cars, opportunity for density, livable, walkable communities
3. Connectivity throughout the district
  - a. Connecting to the whole city
  - b. Bring the outer portions of the city to the core

**District 10:**

1. Public Safety, better technology and uses of technology, cameras, license readers, multi-family units
  - a. Park at Forest and Amelia
  - b. Recreation and activities to that area
2. Streets and infrastructure
  - a. LBJ East, expansion of 635
  - b. Economic development and related projects, down Skillman corridor
3. Establishing workforce innovation hub
  - a. Equipped for programmatic pieces for small businesses

**District 11:**

1. Position north Dallas as a regional player, the international district
  - a. Includes regional iconic part
  - b. Streets infrastructure
  - c. Smart cities, positioning it as a transportation innovation zone
2. Highest poverty area (Esperanza) completing and activating that action plan
3. Developing neighborhood leadership
  - a. Support community associations

**District 12:**

**District 13:**

1. Have most lane miles (behind 14), improved alleys need to be improved, dedicate more funding to that, streets, stormwater updates required
  - a. Very meaningful to homeowners

2. Economic development, addressing old shopping centers
  - a. Preston center, could bring \$724 million in value, investment in North Dallas, mixed use, quality of life and increased tax base
  - b. Three contiguous ARPA Census Tracts-most dense area in Dallas County,
  - c. 30,000 people in very poor conditions with aging housing stock, don't want to displace people, but needs to be addressed in a strategic way
3. Quality of Life: have many of the older infrastructure issues
  - a. Libraries
  - b. New parks
  - c. Recreation centers need updating as well
  - d. Don't have the trails connecting to District 6, looking at phase 2, include them in linking trails and parks

**District 14:**

1. New Rec Center, only have one, it's outdated and inadequate (no gym)
2. Catching up on Arts District Maintenance, poor maintenance
3. Completion of two-way conversion of Cole/McKinney

**Topic 12: Other priorities not covered yet (by district)**

At the conclusion of the retreat, Council members were given the opportunity to identify any other priorities (beyond the top three that they shared during the meeting) that they wanted to have included in ongoing discussions.

District 1: Citywide continued improvements to the permitting office, police and fire pensions



District 2: Public safety, citywide

District 3: Full implementation of the racial equity plan

District 4: Full implementation of racial equity plan

District 7: Affordable housing for workforce

District 8: Opioid and fentanyl challenges, speeding and racing, public safety, random gun fire, we are not very modern in how we connect to business (modernization-it's an efficiency issue)

District 9: Commitment to infrastructure and basic services don't deteriorate, preparation for future citywide issues like pensions that will permanently impact the city, digital equity, technology, being able to upload pictures and videos

District 10: Police and fire facilities, level one issues, recruiting and retention for officers, Police academy, environment is better for officers, setting up for today and tomorrow, thinking further ahead

District 11: Full implementation of CCAP