

# Mayor and City Council Strategic Planning Session Follow-Up

Mayor and City Council Office

March 4, 2020

Kimberly Bizer Tolbert  
Chief of Staff to the City Manager



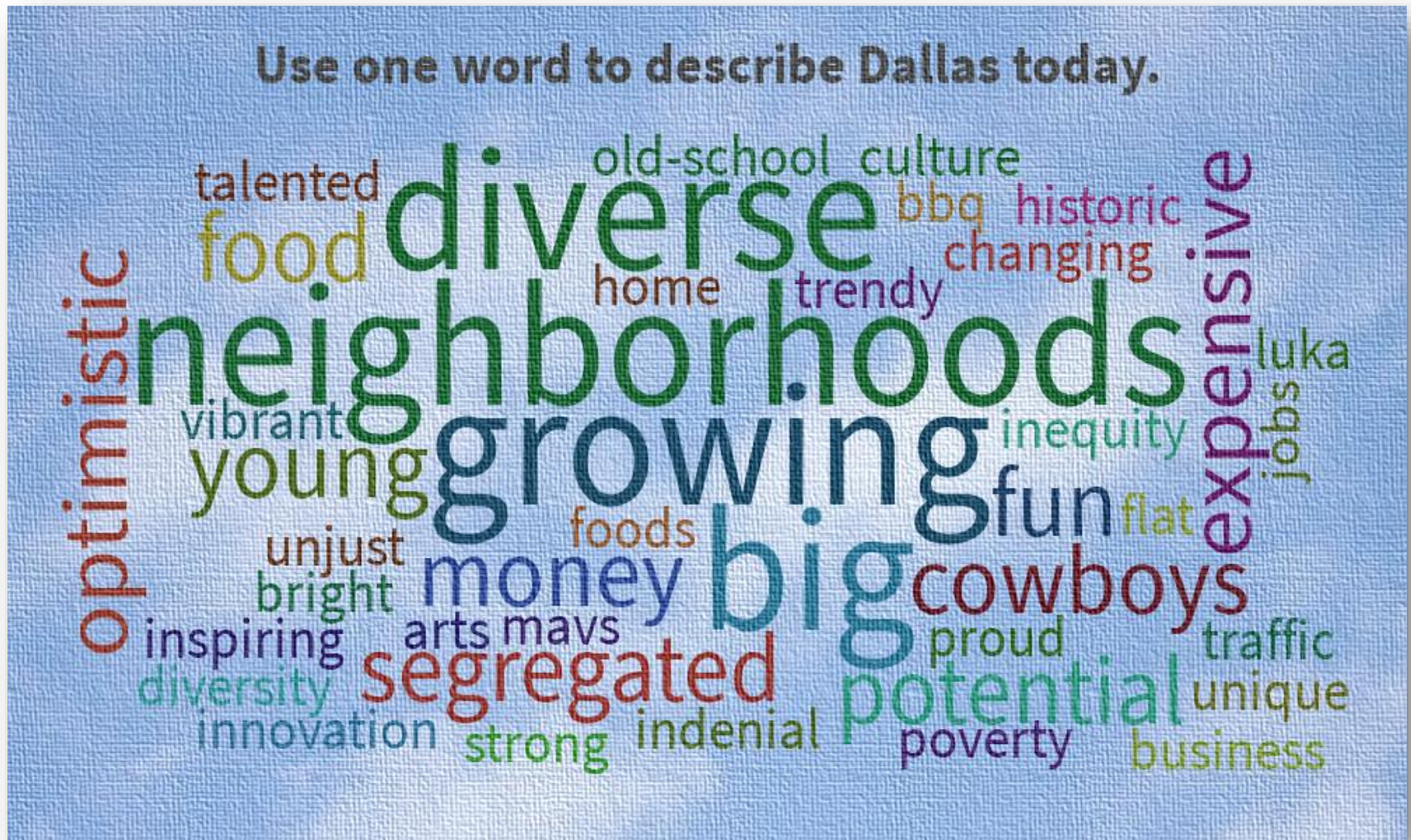
**City of Dallas**

# Overview

- What You Said About Dallas *Today*
- What We Learned
- What We Heard
- Affirm Strategic Priorities (“Big Buckets”)
- Review and Finalize BHAGs
- Free-Form Exercise Initiatives
- Vision Statement
- Next Steps



# What You Said About Dallas Today



# Strategic Planning Session: What We Learned

- Accepted one another
- Shared our stories and highlighted strengths as people
- Affirmed priorities and identified new ones
- Learned to never repeat the negative
- Began crafting a new narrative





**...and we danced!**



# What We Heard...

- Activity does not mean progress
- Most of us have talents that haven't been tapped
- Communication does not mean understanding
- "**We**" is good, but sometimes "**I**" reminds us of our personal commitment to a cause
- Results! Results! Results!
- Program money where it's needed most – equity lens and data



# What We Heard...

- Communication starts before you open your mouth.
- Truth in Justice – Have we heard everyone's truth?
- Acknowledge your history & others history or you cannot have a discussion about race.
- We have to first face it, so we can fix it.
- Do you have the will to do what you need to do?



# **Affirmed Strategic Priorities (“Big Buckets”)**

**Economic Development  
Environment and Sustainability  
Government Performance and Financial  
Management  
Housing and Homelessness Solutions  
Public Safety  
Quality of Life, Arts and Culture  
Transportation and Infrastructure  
Workforce, Education and Equity**





# Big Hairy Audacious Goals (BHAGs)

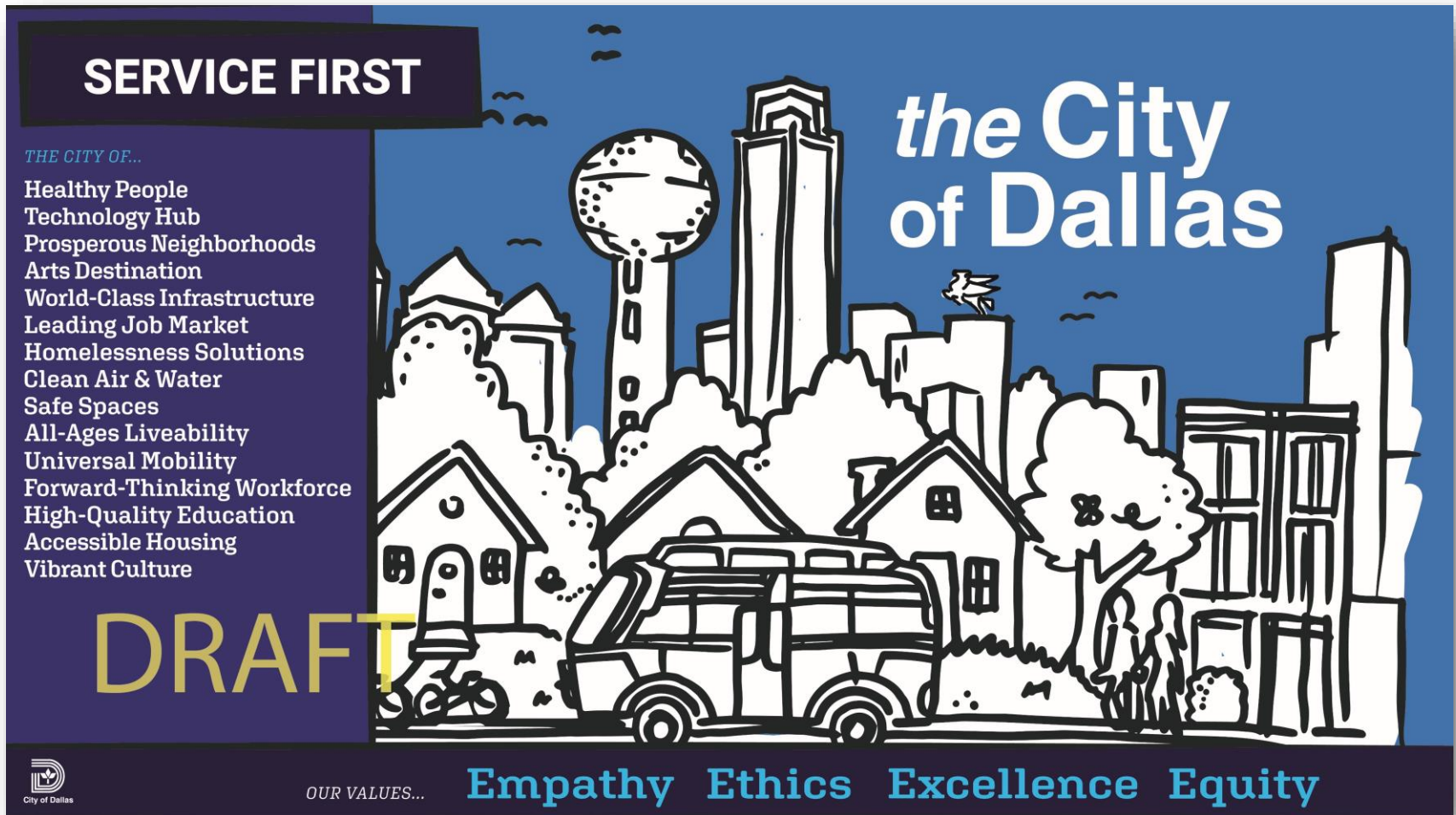
## Council is thinking *BIG!*

“BHAG is a concept developed in the book *Built to Last*. A BHAG (pronounced “Bee Hag,” short for “Big Hairy Audacious Goal”) is a powerful way to stimulate progress. A BHAG is clear and compelling, needing little explanation; people get it right away. The best BHAGs require both building for the long term AND exuding a relentless sense of urgency.”

*Built to Last*. Collins, Jim. [www.jimcollins.com](http://www.jimcollins.com). 2020.



# DRAFT Infographic



# Review New Programmatic Initiatives

- Over 100 “priority” programmatic initiatives provided at council retreat
- Combined potential duplicates and noted where initiatives are already underway
- You were provided an opportunity to provide input earlier this week
- What follows are the results of your input
- Top —→ 2020
- Bottom —→ 2021-2022



# BHAGs – Economic Development

2.19.2020 Retreat	3.4.2020 Briefing
Grow property value south of I-30& Trinity River	Impactful investing decreases ratio of property values and land mass reflecting balanced growth between north and south
All neighborhoods thrive in Dallas and offer opportunities of living in prosperity	Mixed-income neighborhoods across the City are resourced for living in equitable prosperity
Attract the most talented and skilled people in the world	Companies choose Dallas for the most talented and skilled people in the world



# 2021-2022 BHAG Initiatives: Economic Development

- \$100 billion with a 2020 baseline of \$25 billion
- Revise zoning regulations
- Market the City of Dallas – *Branding*



# Economic Development

## Free-Form Exercise Initiatives

- Help start 1000 new small business, with at least 700 in south Dallas/ Support local entrepreneurs
- 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





# Economic Development

## Free-Form Exercise Initiatives

- Complete and implement economic development plan
- Results of Monday's web tool exercise



# BHAGs – Environment & Sustainability

2.19.2020 Retreat	3.4.2020 Briefing
Worldwide leader on environmental sustainability issues	Worldwide leader in clean, sustainable, land, air and water (#LAW)
Create a healthier generation of people w/ LAW (Land, Air, Water)	Healthier generation of people
Increase citywide access, education and ease for disposal of solid waste	Clean neighborhoods through equitable, responsible stewardship of solid waste



# 2021-2022 BHAG Initiatives: Environment and Sustainability

- Show global leadership with focus on sustainability, conservation, and climate action
- Focus public education programs, community engagements, and enforcement activities on creating a healthier Dallas environment
- Explore new programs to ensure environmental quality, equity, and resource availability
- Provide appropriate waste disposal for all while challenging residents to commit to reduce, reuse, repair, and recycle



# Environment & Sustainability

## Free-Form Exercise Initiatives

- On demand bulk trash/ Reform Bulk and Brush Policy/ Illegal dumping solution pick up the bulk trash even on vacant lots
- Plant x trees (develop urban forest master plan to sustain and grow our urban canopy including lofty tree planting goals in our city)



# Environment & Sustainability

## Free-Form Exercise Initiatives

- Implement the CECAP plus ongoing monitoring/ Zero Waste
- DISD/City of Dallas Solar Panel Partnership
- Results of Monday's web tool exercise



# BHAGs – Government Performance and Financial Management

2.19.2020 Retreat	3.4.2020 Briefing
Municipal Technology & Data Leader	National Leader in Municipal Technology & Data
100% state of good repair for all city assets & infrastructure by 2035 (Fleet, street, facilities, parks & trails, IT, traffic signals)	100% state of good repair for all city assets & infrastructure by 2035 (fleet, street, facilities, parks & trails, IT, traffic signals)
Triple A bond rating	City achieves highest credit rating (AAA)





# 2021-2022 BHAG Initiatives: Government Performance & Financial Mgmt.

- Earn State of Texas Comptroller's 5-star transparency rating
- Simplify user and customer experience
- Financial Management Performance Criteria that ensures effective, efficient, and transparent use of City resources



# Government Performance & Financial Mgmt.

## Free-Form Exercise Initiatives

- Institute a way for the public to give input without attending meetings
- Record all city meetings/events/presentations for public to view. Could be FaceBook live
- Make a community calendar on city home page that includes all city events/meetings
- Update website to be more user friendly



# Government Performance & Financial Mgmt. Free-Form Exercise Initiatives

- Process map every department
- Post frequently requested data on city website
- Address deferred maintenance on all city buildings
- Fix the fire stations that have deferred maintenance problems/ firehouse renovations



# Government Performance & Financial Mgmt.

## Free-Form Exercise Initiatives

- Improve government efficiency by implementing sunset review process for City departments
- Improve RFP process based on national best practices
- Update Human Resources/Civil service procedures to speed hiring process and ensure most qualified candidates possible
- Stick to the basics
- Update city technology to increase staff productivity and City cybersecurity



# Government Performance & Financial Mgmt.

## Free-Form Exercise Initiatives

- Explore the use of Brimer Bill for city improvements
- Improve the City's use of data to better inform policy and decision making as well as guide innovation in the organization
- Deploy innovation and upgraded technology (i.e. SmartCities) in targeted areas to increase public safety, quality of life, workforce development and entrepreneurship
- Results of Monday's web tool exercise



# BHAGs – Housing & Homelessness Solutions

2.19.2020 Retreat	3.4.2020 Briefing
Eliminate NIMBY issues. Market-based policy that attracts developers for affordable housing	Attractive, affordable and available housing in all neighborhoods ( <i>Triple A Housing</i> )
Develop all 4,300 city-owned parcels for housing	Creative and transformative use of all City-owned land for connected, safe communities ( <i>Real Property Reimagined</i> )
End homelessness in 10 years. Functioning zero homelessness	National model for functioning zero homelessness (Rare, Brief and Nonrecurring)





# 2021-2022 BHAG Initiatives: Housing and Homelessness Solutions

- Develop housing workplan with metrics and reporting staff realignment.
- Maximize all incentives for affordable housing (Neighborhood Empowerment Zones, Market Value Analysis, and economic development incentives)
- Improve geographic information systems (GIS) technology



# 2021-2022 BHAG Initiatives: Housing and Homelessness Solutions

- Reimagine Oak Cliff Municipal Center & other facilities
- Increase budget for rapid housing
- Support/align with Metro Dallas Homeless Alliance
- Follow best practices (e.g. Houston's "Way Home")



# Housing & Homelessness Solutions

## Free-Form Exercise Initiatives

- Support a rehab/sober center/mental illness facility for our residents in need
- Provide shelter space for anyone homeless or inadequate housing
- Repair x homes, 75% seniors
- Build x homes in south Dallas
- Amend zoning to allow storage container villages/ tiny homes/single rental occupancies to be built (add 1000 units?)



# Housing & Homelessness Solutions

## Free-Form Exercise Initiatives

- End the registration of single-family rental units
- Avoid loss of affordable units with additional owner/landlord incentives to repair and retain ownership of existing single and multi-family units
- Use the homeless solutions \$20 Million



# Housing & Homelessness Solutions

## Free-Form Exercise Initiatives

- Mental Health funding
- 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
- Closely examine Houston's Homelessness Response System so as to inform the Dallas System and help it achieve positive results



# Housing & Homelessness Solutions

## Free-Form Exercise Initiatives

- Focus on sheltering Veterans, Youth and Families
- Increase the City's Rapid Rehousing programs, thereby freeing up shelter beds to reduce street homelessness
- Affordable and mixed-income housing/Programs to improve the City's housing stock





# Housing & Homelessness Solutions

## Free-Form Exercise Initiatives

- Implementation of a homeless encampment site reclamation program
- Finish and implement comprehensive plans/Re-Open ForwardDallas!
- Results of Monday's web tool exercise



# BHAGs – Public Safety

2.19.2020 Retreat	3.4.2020 Briefing
Eliminate Juvenile Violent Crime – most coordinated, effective law enforcement agency in the country	Safest city for youth to succeed
Dallas as the real-time crime center national model – rehabilitation within the jail system	Safest, resilient large city with coordinated and engaged partnerships
Eliminate all nuisance properties in City of Dallas	National model for technology-focused, data-driven policing
	National leader in rehabilitation and diversion programs
	Safe Spaces, Safe Places



# 2021-2022 BHAG Initiatives:

## Public Safety

- Create School Resource Officer (SRO) Unit
- Fund citywide permanent youth programs, inclusive of Juvenile Deterrence and Rehabilitation
- 22 analysts staffed in real-time crime center and brick & mortar facility complete



# 2021-2022 BHAG Initiatives:

## Public Safety

- Video Management System implemented and additional cameras installed
- Cohesive strategy between Community Prosecution, Code Compliance and DPD; hire more code officers, and RISK detectives



# Public Safety

## Free-Form Exercise Initiatives

- Reduce Domestic Violence homicides
- Make sure all residents of Dallas have proper response times for emergency services
- Recruit additional police officers
- Eliminate nuisance and RISK properties within 6 months from notice



# Public Safety

## Free-Form Exercise Initiatives

- Reduce panhandling through community education and city ordinances
- Implement all four recommendations of the Mayor's Task Force on Safe Communities



# Public Safety

## Free-Form Exercise Initiatives

- Holistic plan to reduce street racing occurrences by 50% in 2 years
- Establish a moratorium on all new programs in the city that automatically trigger DPD engagement. Example, gaming permits, head shops, scooters, etc.



# Public Safety

## Free-Form Exercise Initiatives

- Reimagining public safety and adding more community programs & partnerships that can help to reduce crime
- Camera and lights





# Public Safety

## Free-Form Exercise Initiatives

- Bail reform
- Implement Police Violent Crime Reduction Plan and Staffing/Efficiency Plans
- New Police Academy/ Police Academy Upgrades/ New police and fire training facilities/ Place bond funding for 21st century police training headquarter and complex



# Public Safety

## Free-Form Exercise Initiatives

- Explore the addition of a mental health unit within DPD
- Explore the addition of innovative tools and/or benefits to support first responders and encourage officer retention
- Results of Monday's web tool exercise



# BHAGs – Quality of Life, Arts & Culture

2.19.2020 Retreat	3.4.2020 Briefing
Become a nationwide leader in age-friendly communities	A recognized leader as an age-friendly, livable city
Create a regional destination for arts and culture	Premier destination for arts and culture
Become the regional leader in youth development, outreach and mentorship	National model for youth development, outreach and mentorship programs



# 2021-2022 BHAG Initiatives: Quality of Life, Arts & Culture

- Citywide senior complex
- Increased outreach to seniors
- Signature events
- Citywide youth center complex with an emphasis on programming for at-risk youth



# Quality of Life, Arts & Culture

## Free-Form Exercise Initiatives

- Place x pieces of public art in every district
- Trail Safety/ Explore the addition of Park Rangers as a staffing component to Parks and Recreation to improve trail, recreation center and park safety
- Expand Dallas Animal Services programs and build satellite locations



# Quality of Life, Arts & Culture

## Free-Form Exercise Initiatives

- Make code have faster response times to service requests/ Community oriented code compliance and responsiveness/bandit signs
- Expansion of services for seniors that already exist including evening programming



# Quality of Life, Arts & Culture

## Free-Form Exercise Initiatives

- Create pro active enforcement teams in each council district with police and code
- Restore FAIR PARK
- Re-establish the youth department
- Youth programming expansion for evenings



# Quality of Life, Arts & Culture

## Free-Form Exercise Initiatives

- Identify placemaking initiatives in each City Council district to create unique spaces to encourage communities coming together
- Explore the addition of Park Rangers as a staffing component to Parks and Recreation to improve trail, recreation center and park safety
- Results of Monday's web tool exercise





# B.H.A.G.s – Transportation and Infrastructure

2.19.2020 Retreat	3.4.2020 Briefing
Stress-free mobility environment	The leader in stress-free mobility options for everyone
Equitable & equal delivery of infrastructure services to all residents	World-class infrastructure known for quality, reliability and equitable delivery



# 2021-2022 BHAG Initiatives: Transportation and Infrastructure

- Complete streets
- Multi-model transportation options
- Intelligent parking
- Eliminate congestion/address traffic signal infrastructure



# 2021-2022 BHAG Initiatives:

## Transportation and Infrastructure

- Implementation of a master planning effort to address cost and strategy for long-term infrastructure planning
- Policy on infrastructure improvement, affordability (zoning), consider with Economic Development and Housing initiatives



# Transportation & Infrastructure

## Free-Form Exercise Initiatives

- Connectivity for streets and trails from Bachman Lake and Love Field to existing area
- Traffic Signal Improvements (25 years or less)
- Alley Plan



# Transportation & Infrastructure

## Free-Form Exercise Initiatives

- Start working on city's next bond
- Implement the Vision Zero Plan
- Improve walkability of long neglected corridors



# Transportation & Infrastructure

## Free-Form Exercise Initiatives

- Evaluate if any downtown streets should closed off, moved to a 1-way street, moved to a 2-way street
- New Street Cut Policy
- Create a policy/program to keep the highway and freeway lights ON.



# Transportation & Infrastructure

## Free-Form Exercise Initiatives

- Prioritize street quality of high traffic streets
- Improve collaboration with DART, TxDOT and the City of Dallas to develop strategic and holistic solutions to improve public transit



# Transportation & Infrastructure

## Free-Form Exercise Initiatives

- Improve collaboration with DART, TxDOT and the City of Dallas to develop strategic and holistic solutions to improve public transit
- Establish a unified development code to standardize development activities and requirements





# Transportation & Infrastructure

## Free-Form Exercise Initiatives

- Evaluate protected scooter/bike lanes with new pavement in most utilized areas
- Replace Bachman Dam, dredge the lake, improve infrastructure and connectivity around the lake to the neighborhoods



# Transportation & Infrastructure

## Free-Form Exercise Initiatives

- Actual code enforcement on parking and 28 wheelers
- Dredge WRL
- Mobility infrastructure plan and timeline - scooters and trail connections
- Increase bike infrastructure in parts other than the CBD



# Transportation & Infrastructure

## Free-Form Exercise Initiatives

- Reimagine Jefferson and streamline the permit system (potential outside consultant/ concierge service/ interdepartmental team)
- Downtown 360 Plan for each council district



# Transportation & Infrastructure

## Free-Form Exercise Initiatives

- Develop a needs assessment and implementation plan for the critically underserved communities.
- Ensure city facilities and sidewalks are ADA compatible and designed for accessibility and seniors
- Zoning



# Transportation & Infrastructure

## Free-Form Exercise Initiatives

- Complete and implement transportation plan
- Prioritize Street and Infrastructure Plan
- Refocus city mobility efforts towards complete streets
- Results of Monday's web tool exercise



# BHAGs – Workforce, Education, and Equity

## fuerza laboral, educación y equidad

2.19.2020 Retreat	3.4.2020 Briefing
Create a future-proof workforce <i>Crear una fuerza laboral preparada para el futuro</i>	National model for a future-proof workforce <i>Modelo nacional para una fuerza laboral preparada para el futuro</i>
Incorporate an equity lens in all we do <i>Incorporar un lente de equidad en todo lo que hacemos</i>	Most equitable city in the U.S. <i>La ciudad más equitativa de los EE. UU.</i>
Ensure all students have access to a quality education <i>Asegurar que todos los estudiantes tengan acceso a una educación de calidad.</i>	All students have access to a quality education <i>Que todos los estudiantes tengan acceso a una educación de calidad</i>



# 2021-2022 BHAG Initiatives: Workforce, Education and Equity

## 2021-2022 Iniciativas de BHAG: fuerza laboral, educación y equidad

- Utilize Equity Indicators and input from Equity Summit as metrics for tracking  
*Utilizar los indicadores de equidad y los aportes del Equity Summit como medidas de seguimiento*
- Employ equity lens on all policies, practices, and procedures in the City  
*Emplear el lente de equidad en todas las polizas, prácticas y procedimientos en la ciudad*



# 2021-2022 BHAG Initiatives: Workforce, Education and Equity

## 2021-2022 Iniciativas de BHAG: fuerza laboral, educación y equidad

- Develop strategic partnerships with DCCCD and Dallas County Promise  
*Desarrollar relaciones estratégicas con DCCCD y Dallas County Promise*
- Prioritize and fund Pre-K and after school programming  
*Financiar y dar prioridad a los programas pre escolares y programas extracurriculares*





# Workforce, Education & Equity

## Free-Form Exercise Initiatives

## Iniciativas de ejercicio de forma libre de fuerza laboral, educación y equidad

- ACTUALLY approach our budget with equity
- City Funded Pre-K for all
- Make sure whole city has high speed internet
- Impact of municipal fines and debt on people living in poverty/communities of color



# Workforce, Education & Equity

## Free-Form Exercise Initiatives

## Iniciativas de ejercicio de forma libre de fuerza laboral, educación y equidad

- Focus on public safety in and around schools
- Hire x teen summer jobs/interns through summer mayor program



# Workforce, Education & Equity

## Free-Form Exercise Initiatives

## Iniciativas de ejercicio de forma libre de fuerza laboral, educación y equidad

- Implementation of Welcoming Communities including the automatic Spanish/English translation of all documents and events coming out



# Workforce, Education & Equity

## Free-Form Exercise Initiatives

## Iniciativas de ejercicio de forma libre de fuerza laboral, educación y equidad

- Renewal of funding for the city's workforce development grant
- Complete and implement workforce development plan



# Workforce, Education & Equity

## Free-Form Exercise Initiatives

## Iniciativas de ejercicio de forma libre de fuerza laboral, educación y equidad

- Equity/Equity Programs/Equity review of all policies
- Partner with the public-school systems to better align programs with 21st century workforce needs



# Workforce, Education & Equity

## Free-Form Exercise Initiatives

## Iniciativas de ejercicio de forma libre de fuerza laboral, educación y equidad

- Results of Monday's web tool exercise  
Resultados del ejercicio de herramienta web del lunes



# Proposed Initiatives – Other Strategic Priorities

- Reform civil service
- Provide funding for reimbursement for Councilmembers transportation to community events.
- Prepare for a successful redistricting
- Review all public-private partnerships regularly for compliance and efficiency and explore possible expansion into other areas
- Tornado Recovery
- Establish budget funding for Council offices to hire additional staff as needed



# Proposed Initiatives – Other Strategic Priorities

- Create a marketing department
- Market the city and its services, opportunities, ways to access assistance
- Reform Code of Ethics
- Establish criteria for Marketing Criteria for city-wide events. Issue RFP
- Improve relationship between city and Texas Legislature, Lieutenant Governor and Governor





# Pulse Check



# Vision Statements: Where We Want To Be

- A global city, inspiring people and influencing change
- A city for you, a neighborhood for all
- Where purpose meets opportunity
- Where people and purpose make it a place it be
- One Dallas



# Declaraciones de visión: dónde queremos estar

- Una ciudad global, que inspira a las personas e influye en el cambio.
- Una ciudad para ti, un barrio para todos
- Donde el propósito se encuentra con la oportunidad
- Donde las personas y el propósito lo convierten en un lugar
- Un Dallas

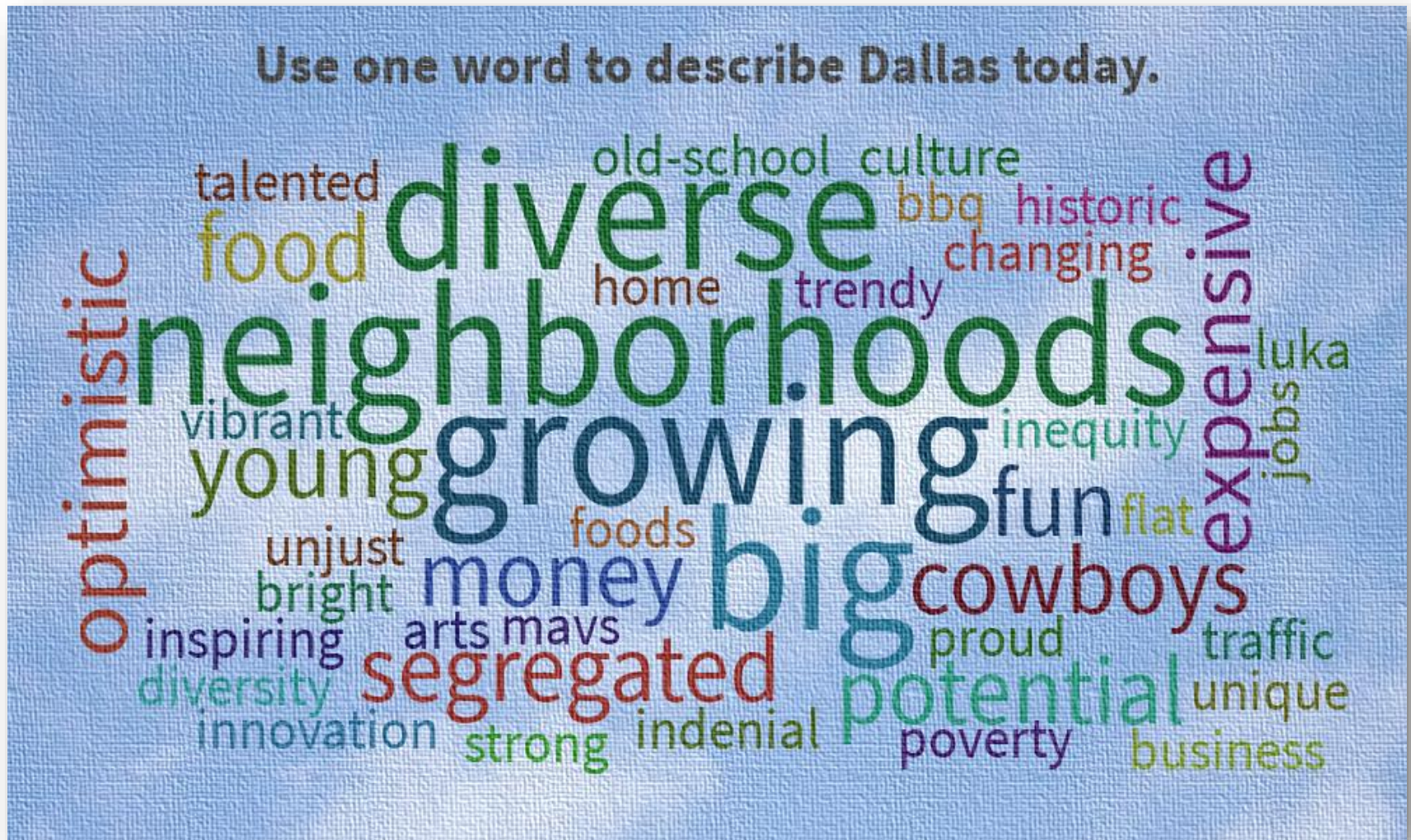


# Next Steps

- Priorities and initiatives will drive 2021-2023 Budget
- Assign proposed initiatives to Committees for progress and results
- Rebrand materials with new vision statement
- Market and promote our goals around the City



# What You Said About Dallas Today





# Mayor and City Council Strategic Planning Session

Mayor and City Council Office

March 4, 2020

Kimberly Bizer Tolbert  
Chief of Staff to the City Manager



**City of Dallas**