



CITY OF DALWORTHINGTON GARDENS

**NOTICE OF A MEETING
CITY COUNCIL**

JUNE 2, 2020 AT 6:00 P.M.

**CITY HALL COUNCIL CHAMBERS
2600 ROOSEVELT, DALWORTHINGTON GARDENS, TEXAS**

1. CALL TO ORDER

2. CITIZEN COMMENTS

3. STRATEGIC PLAN: Work Session to update the City's Strategic Plan. The only action taken will be to agree upon the changes in the plan. The new plan will be formally approved and adopted at a regular council meeting.

4. ADJOURN

The City Council reserves the right to adjourn into closed session at any time during the course of this meeting to discuss any of the matters listed above, as authorized by Texas Government Code Section 551.071 (Consultation with Attorney), 551.072 (Deliberations about Real Property), 551.073 (Deliberations about Gifts and Donations), 551.074 (Personnel Matters), 551.076 (Deliberations about Security Devices) and 551.087 (Economic Development Negotiations).

CERTIFICATION

This is to certify that a copy of the **June 2, 2020** City Council Agenda was posted on the City Hall bulletin board, a place convenient and readily accessible to the general public at all times, and to the City's website, www.cityofdwg.net, in compliance with Chapter 551, Texas Government Code.

DATE OF POSTING: _____ TIME OF POSTING: _____ TAKEN DOWN: _____

Lola Hazel, City Administrator/Secretary



Introduction

The City Council of Dalworthington Gardens met on November 11-12, 2016 for the purpose of establishing a strategic vision for the City. The retreat was attended by the Mayor and the entire Council. Strategic Government Resources (SGR) was selected to facilitate the retreat. This report is a summary of the major discussion items of the retreat. As a part of the retreat, the Council identified the crucial pillars for the strategic vision and goals for each of those pillars. Those pillars and goals are listed at the end of the report.

Discussion of Pre-Retreat Council Interviews

Prior to the retreat each of the Council Members were interviewed by Mike Mowery, of SGR, and the responses were presented in a PowerPoint presentation, but without names being attached to any answers. These responses were discussed at the opening of the retreat and the Council was asked to identify the areas where there was a lot of agreement and the areas where there was some significant disagreement.

1) Where do you see big gaps in agreement?

- Finances
- Atmosphere: country in the city
- Strong Department of Public Safety
- Commercial development
- Lack of bureaucracy/Access to staff
- Cleaned up city: Residential/Commercial (primarily residential)
- Infrastructure needs to be addressed

2) Where do you see lots of agreement?

- No change/change
- Scope of commercial development
- Taxes
- Level of services v. services provided
- Change/timing of infrastructure
- What is the balance of revenue/spending

Reputational Drivers

The Council was asked to identify the reputational drivers that really mattered to them. Reputational Drivers answer the question, **“What do we want to be known for?”**

- To be sophisticated country town with access to urban amenities (4 or 5 nice restaurants)
- Forward thinking
- Clean and beautiful city and maximize our resources to achieve this
- Prestigious Image

- Be a destination to be known for (to live here and an event, organic farmer's market)
- How do we create a better school situation? (Can we stop paying AISD and switch our education providers?)

Operational Drivers

The Council was asked to identify the operational drivers that mattered the most to them. Operational Drivers answer the question, "**How should things ideally work around here?**"

- More defined leadership & tasks
 - Council's role Professionalism. Control discussion and organized agenda. Council sets policy.
 - Staff set's recommendations (solution focused) and executes with an attitude of "satisfaction" or find a way to "Yes." Don't bring problems without recommendations.
- Change organization so that department heads report to City Administrator.
- Council needs to move toward the position of being policy-makers, and allow the City Administrator and Staff to bring information and recommendations.
- Council should set policy. Staff should execute policy.
- Council and Staff mirror each other

Pressing Needs of the City and Citizens

The Council was asked to discuss what they consider to be the **Pressing Needs of the City and Citizens**. These are things that can be identified by asking, "What makes us weep and pound the table and say, 'We HAVE to do something about this?'"

These are the things they listed.

- Finances \$\$ - GET IN THE BLACK
- Fire Department --1) professionalism, 2) training, 3) equipment and 4) response time--
- Police/Public Safety -- Council sets standards and City Administrator and Staff brings recommendations
- Infrastructure - Streets and Water
- City Hall

Pillars of the Future Vision

The Council was asked to identify the crucial pillars that will support their future of the City. Given all that they could choose to pursue, it was important to reach agreement upon the crucial things that will mark the future that they envision.

Those pillars were:

1. **Finances**
2. **Address the school situation**
3. **Clean up the city**

- 4. **Operations Excellence**
- 5. **Infrastructure**
- 6. **Plan for economic development**
- 7. **Known for something positive**

Strategic Question Discussion

The Council had some open discussion about some of the strategic questions about which there were some differing viewpoints. This section is a summary of that discussion along with some of the points of agreement that the Council established.

Commercial Development discussion

- Bowen RD needs to be planned
- Adequate transition b/t government/residential
- Issue - what will bring in sales tax
- Sensitive to need and buffer against residential
- We are OK with an incentive package--both sales and property (after an extended discussion about comfort level with an incentive package with developers)
- How aggressive do we want to be in marketing? 1-10 with 10 being very aggressive. They said they are currently at a negative. **We can be more aggressive.**
- Staff creates incentives policy for Council to approve.
- Staff curate demographic info.
- Investigate marketing company for brand ideas, etc.

Taxes Revenue Balance discussion

- May election - Ask citizens to approve property tax increase? Raise taxes to catch up? Put on ballot in May?
- Consider a bond election for capital improvements. Implement projects & possibly roll in existing debt and free up money for operations.

Goals for Strategic Vision

The Council was asked to identify Long Term Goals for each of the 7 Pillars of their vision. Long Term Goals were roughly identified as items that would take approximately 7 years to fulfill.

Long Term Goals

- **Finances - Long Term**
 1. Cover operations w/gas revenue
 2. Invest in repair & renew/replacing infrastructure with cash (no bond)
 3. Increase cash reserves to 1 year operations

- **School - Long Term**

We want to have implemented a solution

- **Clean City - Long Term**

1. Cleaned up the city in all directions
2. Be an award winning city

- **Operations Excellence - Long Term**

1. Budget for sufficient staff
2. Proper finance department
3. Full time fire department
4. Implemented a successful organizational chart

- **Infrastructure - Long Term**

1. Executed and paid of a bond election
2. New & inspiring City Hall
3. Create a savings account for infrastructure long term
4. Full time FD
5. Park-like river legacy in Arlington

- **Economic Development - Long Term**

1. Create Planned development for areas that need to be improved
2. Create EDC
3. Create incentive program for businesses
4. Clean up existing business areas

- **Known for something Positive – Long Term**

1. Organize and Implement Organic Farmers market
2. Create shop DWG
3. Reputation for being great safe place to live

The Council was then asked to identify “Mid to Short Term” goals which could be reached within a 2-5 year period. These are the goals that they selected.

Mid to Short Term Goals

- **Finances – Mid to Short Term**

1. Cover operations by five (5) years without gas
2. Cover one half of Infrastructure
3. Maintain six (6) months of reserve
4. Implement award winning financial reporting
5. Council/citizens are confident of cities policies
6. Consult w/Financial Firm

- **School - Mid to Short Term**

1. Within 2 years this is either VIABLE or not

2. Five years it is in motion
 - **Clean City - Mid to Short Term**
 1. 2 years -- to have revised and strengthened codes and are enforcing
 2. 5 years -- Seeing results -- substandard structures are removed/replaced
 - **Operations Excellence - Mid to Short Term**
 1. Organizational chart developed and implemented
 2. Audit of Finance department -- reorganized to be more successful and transparent.
 - **Infrastructure - Mid to Short Term**

Promote and complete bond election by May 2017
 - **Economic Development - Mid to Short Term**
 1. Marketing materials studied and completed
 2. Sales tax audit complete
 3. EDC formed
 4. Chicken Express packaged completed
 5. Work session for Bowen
 6. Work on attracting businesses for sales revenue
 - **Known for something Positive - Mid to Short Term**
 1. Create monuments for entrance
 2. Meet w/Public Works to create plan for cleaning
 3. Start researching Organic Farmers Market and get it going

Conclusion

SGR recommends that this report be reviewed by Staff and presented to Council to be formally adopted as the Dalworthington Gardens Strategic Vision at a regular Council Meeting.