

MINUTES OF THE CITY COUNCIL COMMITTEE  
TUESDAY, JANUARY 21, 2025

25-0017

AD HOC COMMITTEE ON ADMINISTRATIVE AFFAIRS  
CITY COUNCIL CHAMBER, CITY HALL/VIDEO CONFERENCE  
MAYOR PRO TEM TENNELL ATKINS, PRESIDING

PRESENT: [4] Atkins, Moreno, Stewart, Ridley

ABSENT: [1] Mendelsohn,

The meeting was called to order at 11:10 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 12:37 a.m.

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Chair

ATTEST:

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City Secretary Staff

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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 for this meeting are filed with the City Secretary's Office as EXHIBIT C.

MINUTES OF THE CITY COUNCIL COMMITTEE  
TUESDAY, JANUARY 21, 2025

EXHIBIT A

**RECEIVED**

2025 JAN 17 PM 6:26

**CITY SECRETARY  
DALLAS, TEXAS**

**City of Dallas**

*1500 Marilla Street,  
Dallas City Hall, Council Chambers  
Dallas, Texas 75201*

*Public Notice*

250100

POSTED CITY SECRETARY  
DALLAS, TX



**Ad Hoc Committee on Administrative Affairs**

**January 21, 2025**

**11:00 AM**

## 2023 CITY COUNCIL APPOINTMENTS

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

(C) – Chair, (VC) – Vice Chair

\* Updated:6/28/24

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

## General Information

The Dallas Council Committees regularly meet on Mondays beginning at 9:00 a.m. and 1:00 p.m. in the Council Chambers, 6th floor, City Hall, 1500 Marilla. Council Committee agenda meetings are broadcast live on [bit.ly/cityofdallastv](http://bit.ly/cityofdallastv) and on Time Warner City Cable Channel 16.

Sign interpreters are available upon request with a 48-hour advance notice by calling (214) 670-5208 V/TDD. The City of Dallas is committed to compliance with the Americans with Disabilities Act. **The Council agenda is available in alternative formats upon request.**

If you have any questions about this agenda or comments or complaints about city services, call 311.

## Rules of Courtesy

City Council meetings bring together citizens of many varied interests and ideas. To insure fairness and orderly meetings, the Council has adopted rules of courtesy which apply to all members of the Council, administrative staff, news media, citizens and visitors. These procedures provide:

- That no one shall delay or interrupt the proceedings, or refuse to obey the orders of the presiding officer.
- All persons should refrain from private conversation, eating, drinking and smoking while in the Council Chamber.
- Posters or placards must remain outside the Council Chamber.
- No cellular phones or audible beepers allowed in Council Chamber while City Council is in session.

"Citizens and other visitors attending City Council meetings shall observe the same rules of propriety, decorum and good conduct applicable to members of the City Council. Any person making personal, impertinent, profane or slanderous remarks or who becomes boisterous while addressing the City Council or while attending the City Council meeting shall be removed from the room if the sergeant-at-arms is so directed by the presiding officer, and the person shall be barred from further audience before the City Council during that session of the City Council. If the presiding officer fails to act, any member of the City Council may move to require enforcement of the rules, and the affirmative vote of a majority of the City Council shall require the presiding officer to act." Section 3.3(c) of the City Council Rules of Procedure.

## Información General

Los Comités del Concejo de la Ciudad de Dallas se reúnen regularmente los lunes en la Cámara del consejo en el sexto piso del Ayuntamiento, 1500 Marilla, a partir de las 9:00 a.m. y la 1:00 p.m. Las reuniones de la agenda del Comité del Consejo se transmiten en vivo por la estación de [bit.ly/cityofdallastv](http://bit.ly/cityofdallastv) y por cablevisión en la estación *Time Warner City Cable Canal 16*.

Intérpretes para personas con impedimentos auditivos están disponibles si lo solicita con 48 horas de anticipación llamando al (214) 670-5208 (aparato auditivo V/TDD). La Ciudad de Dallas se esfuerza por cumplir con el decreto que protege a las personas con impedimentos, *Americans with Disabilities Act*. **La agenda del Ayuntamiento está disponible en formatos alternos si lo solicita.**

Si tiene preguntas sobre esta agenda, o si desea hacer comentarios o presentar quejas con respecto a servicios de la Ciudad, llame al 311.

## Reglas de Cortesía

Las asambleas del Ayuntamiento Municipal reúnen a ciudadanos de diversos intereses e ideologías. Para asegurar la imparcialidad y el orden durante las asambleas, el Ayuntamiento ha adoptado ciertas reglas de cortesía que aplican a todos los miembros del Ayuntamiento, al personal administrativo, personal de los medios de comunicación, a los ciudadanos, y a visitantes. Estos reglamentos establecen lo siguiente:

- Ninguna persona retrasará o interrumpirá los procedimientos, o se negará a obedecer las órdenes del oficial que preside la asamblea.
- Todas las personas deben abstenerse de entablar conversaciones, comer, beber y fumar dentro de la cámara del Ayuntamiento.
- Anuncios y pancartas deben permanecer fuera de la cámara del Ayuntamiento.
- No se permite usar teléfonos celulares o enlaces electrónicos (*paggers*) audibles en la cámara del Ayuntamiento durante audiencias del Ayuntamiento Municipal

"Los ciudadanos y visitantes presentes durante las asambleas del Ayuntamiento Municipal deben de obedecer las mismas reglas de comportamiento, decoro y buena conducta que se aplican a los miembros del Ayuntamiento Municipal. Cualquier persona que haga comentarios impertinentes, utilice vocabulario obsceno o difamatorio, o que al dirigirse al Ayuntamiento lo haga en forma escandalosa, o si causa disturbio durante la asamblea del Ayuntamiento Municipal, será expulsada de la cámara si el oficial que este presidiendo la asamblea así lo ordena. Además, se le prohibirá continuar participando en la audiencia ante el Ayuntamiento Municipal. Si el oficial que preside la asamblea no toma acción, cualquier otro miembro del Ayuntamiento Municipal puede tomar medidas para hacer cumplir las reglas establecidas, y el voto afirmativo de la mayoría del Ayuntamiento Municipal precisará al oficial que este presidiendo la sesión a tomar acción." Según la sección 3.3 (c) de las reglas de procedimientos del Ayuntamiento.

## **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."*

This Ad Hoc Committee on Administrative Affairs meeting will be held by video conference and in the Dallas City Hall, Council Chambers.

The Public may attend the meeting virtually; however, City Hall is available for those wishing to attend the meeting in person. The meeting will be broadcast live on Spectrum Cable Channel 16 and online at [bit.ly/cityofdallastv](http://bit.ly/cityofdallastv).

The public may also listen to the meeting as an attendee at the following video conference link:

<https://dallascityhall.webex.com/dallascityhall/j.phpMTID=mcc8185487cd2c2530428472ca379d32b>

### **Call to Order**

#### **MINUTES**

1. [25-393A](#) Approval of the minutes of the January 9, 2025 meeting of the Ad Hoc Committee on Administrative Affairs.

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

#### **BRIEFING ITEMS**

- A. [25-395A](#) Propose timeline to conduct the annual performance review for City Council Appointed Officials (City Attorney, City Secretary, City Manager, and Inspector General) [Nina Arias, Director, Human Resources]

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

#### **DISCUSSION ITEMS**

- B. [25-394A](#) Consider recommendation to City Council to start procurement process for human resources consultant services for performance evaluations of City Council-appointed positions (City Attorney, City Secretary, City Manager, and Inspector General)

#### **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  
TUESDAY, JANUARY 21, 2025

EXHIBIT B

OFFICIAL ACTION OF THE CITY COUNCIL COMMITTEE

JANUARY 21, 2025

Item 1: Approval of the minutes of the January 9, 2025 meeting of the Ad Hoc Committee on Administrative Affairs.

Councilmember Ridley moved to adopt the minutes as presented.

Motion seconded by Councilmember Moreno and unanimously adopted. (Mendelsohn absent)

OFFICIAL ACTION OF THE CITY COUNCIL COMMITTEE

JANUARY 21, 2025

BRIEFING ITEMS

Item A: Propose timeline to conduct the annual performance review for City Council Appointed Officials (City Attorney, City Secretary, City Manager, and Inspector General)

The following individuals briefed the committee on the item:

- Nina Arias, Director, Human Resources;
- Donzell Gipson, Assistant City Manager, City Manager's Office; and
- Tammy Palomino, City Attorney, City Attorney's Office

OFFICIAL ACTION OF THE CITY COUNCIL COMMITTEE

JANUARY 21, 2025

DISCUSSION ITEMS

Item B: Consider recommendation to City Council to start procurement process for human resources consultant services for performance evaluations of City Council-appointed positions (City Attorney, City Secretary, City Manager, and Inspector General)

The following individuals briefed the committee on the item:

- Nina Arias, Director, Human Resources;
- Donzell Gipson, Assistant City Manager, City Manager's Office; and
- Bertram Vandenberg, Chief of General Counsel, City Attorney's Office

Councilmember Ridley moved to recommend the following to the full city council:

- "Start procurement process for human resources consulting services for performance evaluations of city council appointed positions."

Motion seconded by Councilmember Moreno and unanimously adopted. (Mendelsohn absent)

MINUTES OF THE CITY COUNCIL COMMITTEE  
TUESDAY, JANUARY 21, 2025

EXHIBIT C



# City of Dallas

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

## Agenda Information Sheet

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**File #:** 25-395A

**Item #:** A.

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Propose timeline to conduct the annual performance review for City Council Appointed Officials (City Attorney, City Secretary, City Manager, and Inspector General)  
[ Nina Arias, Director, Human Resources]



**City of Dallas**

**Timeline to Conduct the Annual  
Performance Review for City  
Council Appointed Officials  
(City Attorney, City Secretary,  
City Manager, and Inspector General)**

**Ad Hoc Committee on Administrative Affairs**  
Tuesday, January 21, 2024

Nina Arias, Director of Human Resources

# Agenda



- Background
- Proposed Process and Timeline
- Timeline in Action
- Recommended Actions
- References
- Next Steps



# Background



## Challenges in Current Framework

- **Lack of Structured Goal-Setting:** No formal process for setting goals for Council Appointed staff (City Manager, City Attorney, City Secretary, Inspector General) leading to a disconnect between leadership performance and the city's budgeting cycles.
- **Inconsistent Evaluation Criteria:** Absence of standardized Key Performance Indicators (KPIs) and alignment with fiscal goals resulted in evaluations that lacked consistency and strategic insight.
- **Disjointed Planning and Evaluation:** Planning, budgeting, and evaluation were handled separately, preventing synchronization for a cohesive evaluation framework.
- **Limited Stakeholder Input:** Minimal engagement with residents, staff, and external partners for feedback, hindering comprehensive performance assessments.



# Background



## Why Align Performance Evaluations with the Fiscal Year?

- 1.Consistency with Budget and Planning** - Aligns officials' goals with the city's budget and priorities, ensuring effective leadership and resource allocation.
- 2.Relevant Performance Review** - Evaluates achievements based on completed projects and budget goals for a comprehensive assessment.
- 3.Clear Accountability and Focus** - Aligns priorities between Council and officials, with regular check-ins to track progress and make adjustments.
- 4.Encourages Proactive Leadership** - Motivates officials to focus on both immediate needs and long-term goals, with opportunities for course correction.
- 5.Public Transparency** - Ensures taxpayer dollars are spent effectively and invites public input during evaluations tied to the budget.



# Proposed Process and Timeline



## February - April

### (Pre-Fiscal Year)

- Council Reviews Evaluation Criteria and set Performance Goals attached to upcoming Fiscal Year

Recommend that this step be guided by an external vendor or consultant.

## August

- Council appointed staff present their proposed budgets, aligned with KPIs and strategic priorities.
- Council reviews and provides feedback on the proposed budgets and performance goals.

## September

- Council adopts the final budgets and performance goals, formalizing objectives for the fiscal year.

## Quarterly Reviews

### Throughout the Fiscal Year (October - September)

- **Q1 (October - December):** Progress reports submitted by mid-January.
- **Q2 (January - March):** Mid-year performance review and adjustments by April.
- **Q3 (April - June):** Progress reports submitted by mid-July.
- **Q4 (July - September):** Annual reports due in October, summarizing prior fiscal year performance and achievements.

## Annual Evaluation

### September-October (End of Fiscal Year)

- **Self-Assessments:** Staff submit self-assessments outlining achievements, challenges, and opportunities.
- **Council Member Assessments:** Council members complete individual evaluations.
- **Stakeholder Feedback:** Gather input from residents, city staff, and external partners.
- **Council Evaluation Meeting:** Consolidate feedback, discuss findings, document performance evaluation results.

Currently guided by a consultant.

January  
Approved merit increases implemented



# Timeline in Action



*Last review completed August 23, 2022	Jan 25	Feb 25	Mar 25	Apr 25	May 25	Jun 25	Jul 25	Aug 25	Sep 25	Oct 25	Nov 25	Dec 25
*Catch-up 2023-24 Evaluations (Self Assessment & Review)		X	X	X								
Merit Increases					X							
Council Develop Evaluation Criteria (KPIs) Q3-Q4 2025 and FY 25-26		X	X									
FY 2024-25 Q3 Review								X				
FY 2024-25 Q4 Review (Annual Report) Performance Evaluation										X		
Performance Evaluation – Catch-up Partial Year (Q3 and Q4 2025 )										X		
Staff Present Proposed Budget/KPIs for FY 2025-26								X				
Council Finalize/Approve FY 2025-26 Budget and Performance Goals									X			

Standard Review Year – Going Forward	Jan 26	Feb 26	Mar 26	Apr 26	May 26	Jun 26	Jul 26	Aug 26	Sep 26	Oct 26	Nov 26	Dec 26
Merit Increases	X											
Council Develop Evaluation Criteria for FY 26-27		X	X									
FY 2025-26 Q1 Review	X											
FY 2025-26 Q2 Review				X								
FY 2025-26 Q3 Review								X				
FY 2025-26 Q4 Review (Annual Report)										X		
Annual Performance Evaluation (FY 2025-26)										X		
Staff Present Proposed Budget/KPIs for FY 25-26								X				
Council Finalize/Approve FY 25-26 Budget and Performance Goals									X			



# Recommended Action



- 1. Adopt the Evaluation Framework and timeline** - Formally adopt the proposed framework, aligning it with the fiscal year cycle. This will clarify processes, timelines, and performance expectations.
- 2. Approve Performance Metrics (KPIs)** - Approve a set of KPIs aligned with the city's strategic priorities and budget goals during the budget process to measure performance at the end of the evaluation period.
- 3. Set Annual Evaluation Discussion Date** - Establish a consistent annual evaluation discussion in October, integrating it into Council's regular calendar.
- 4. Approve Stakeholder Feedback Process** - Approve a process to gather feedback from residents, city staff, and external stakeholders, ensuring diverse perspectives are included in the evaluation.



# References



1. International City/County Management Association (ICMA). *Guidelines and Manager Evaluation Handbook*. The recommended approach aligns with ICMA's recommended practices for effective local government management. ICMA emphasizes the importance of meaningful feedback and a structured evaluation process for managers at all levels. [Link](#)
2. NAFSA. *Strength in Numbers: Demonstrating Leadership Through Budget Management*. Highlights the benefits of synchronizing leadership evaluations with budget cycles for improved fiscal responsibility. [Link](#)
3. RAND Corporation. *Performance-Based Accountability for Public Services*. Explains the value of using fiscal milestones and goal-setting to provide measurable performance insights. [Link](#) and [Video](#)
4. McKinsey & Company. *Performance Management That Puts People First*. Describes how effective performance management systems, focusing on aligned goal-setting, performance reviews, and rewards, can significantly boost performance and employee satisfaction when designed to be agile, provide regular feedback, establish a comprehensive fact base, maintain appropriate rating systems, and leverage new technologies. [Link](#)
5. Center for Creative Leadership. *Make Leadership Happen with DAC Framework*. Demonstrates how structured evaluation cycles improve clarity and foster alignment between stakeholders. [Link](#)
6. International City/County Management Association (ICMA). *High-Performance Budgeting & Planning Handbook*. Provides insights on why high performance and budgets are tied and how a performance-based budgeting process looks through the five tenets of high-performance government. [Link](#)
7. U.S. Office of Personnel Management (OPM). *Performance Management Cycle*. Explains how the performance management cycle is a continuous process involving planning work, setting expectations, monitoring performance, developing capacity, rating performance periodically, and rewarding good performance. [Link](#)
8. McKinsey & Company. *Performance Management: Why Keeping Score is So Important and So Hard*. Explains why effective performance management systems are crucial for organizational success, but remain challenging to implement correctly. [Link](#)
9. Government Executive. *Should Government Do Away with Annual Performance Reviews?* Discusses the benefits and challenges of replacing single annual performance reviews in government with more frequent feedback, inspired by Deloitte's new system. [Link](#)
10. Schnell, S., Miheş, D., Sobjak, A., & van Acker, W. *Performance Management in the Public Administration — Seven Success Factors*. Emphasizes that performance management should be viewed as a continuous cycle of planning, monitoring, measuring, evaluating, and rewarding employee performance at both individual and team levels at all levels of the organization.
11. International City/County Management Association (ICMA). *City Manager Evaluation*. Describes how the evaluation of a city manager serves two purposes: to evaluate the performance of the city manager and to act as a communication bridge for the mayor, city council, and the city manager. [Link](#)
12. National League of Cities (NLC). *Performance Management: A Guide for City Leaders*. A report that provides a comprehensive guide to empower city leaders to implement data-driven performance management strategies to improve municipal service delivery and decision-making.



# Next Steps



- 1. Collect Committee Feedback**
- 2. Submit Recommendation to Council**
- 3. Finalize Vendor Selection** - Select the most suitable vendor based on defined criteria.
- 4. Implement and Evaluate** - Roll out the process and assess its effectiveness.





# City of Dallas

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

## Agenda Information Sheet

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**File #:** 25-394A

**Item #:** B.

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Consider recommendation to City Council to start procurement process for human resources consultant services for performance evaluations of City Council-appointed positions (City Attorney, City Secretary, City Manager, and Inspector General)