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CITY OF DALLAS ECONOMIC DEVELOPMENT CORPORATION

Board of Directors Board Retreat Minutes

August 28th, 2026
8:00 am - 2:46 pm
UNT Dallas - Founders Hall Room 138
7400 University Hills Blvd, Dallas, TX 75241

- **Board Attendees:** John Stephens, Gilbert Gerst, Alan Walne, Chris Heinbaugh, Holly Reed, Johnnie King, Jimmy Tran, Dania Duncan Moreno, Chris Bradshaw, Michon Fulgham joined at 8:42 am, Alan Dorantes joined at 8:45 am, Cynthia Figueroa joined at 8:52 am
- **Ex-officio Board Members:** Kevin Spath
- **Absent:** Ardo Fuentes
- **Staff:** Linda McMahon, Nebiat Wodere, Paul von Wupperfeld, Wanwan Yue, Maria Loza, Jacon Van Workum, Emily Stoehr, Tricia Roark
- **Other attendees**: Sandy Gomez, Bill Peel, Wei Wei Jeang, Brian Bernknopf, Dr. Patrick Valdez joined at 8:30 am and left at 8:42 am, Heather Lepeska joined at 8:52 am

1) **Call to order**

Chair Gilbert Gerst called the meeting to order at 8:34 am.

2) **UNT Dallas Deputy to the President Remarks**

Dr. Valdez welcomed the board to UNT Dallas campus.

3) **Public comment**

No public comments.

4) **Welcome remarks from the Chair.**

Gilbert Gerst stated purpose of the board retreat

5) **Introduction**

Linda McMahon opened by framing the day as input-gathering for the strategic plan and introduced facilitator, Bill Peel.

6) **High Impact Organization**

Facilitator Bill Peel led a benchmarking review of peer economic development corporations, Houston, San Antonio and Austin. Reviewed governance roles and revaluated the stakeholder map.

7) **Strategic Plan Report Card**

Nebiat Wodere led the strategic plan update and discussed the DEDC goals. Goal 1: Business Development & Marketing is on track. Goal 2: Organizational Sustainability and Goal 3: Real Estate & Development are at risk. Additionally, Nebiat Wodere presented the Dallas Economic Development Corporation financial snapshot. Several recommendations were presented to refine the strategic plan. The presentation concluded with a list of top priorities.

8) **SOAR (Strengths, Opportunities, Aspirations, Results) Workshop**

Facilitator Bill Peel introduced SOAR and led the tables through various exercises. The four key conversations include, what are Dallas EDC's greatest strengths? What are Dallas EDC's possibilities for the future? What are Dallas EDC's dreams for the future? How will Dallas EDC measure success in the future?

9) **Summary of Outcomes and Next Steps**

Attendees gave their feedback on the day. Gilbert Gerst and Linda McMahon thanked the attendees for their time and input.

Facilitator will compile the input into a draft of next steps for the organization based on the input of the day for September 22, 2026, board meeting.

12) **Adjourn**

The meeting was adjourned at 2:46 pm

Dania Duncan Moreno, Secretary Date: 09/23/26

Dania Duncan Moreno (Sep 23, 2026 14:41:18 CDT)

Gilbert Gerst, Chair Date: 09/23/26

Gilbert Gerst
Gilbert Gerst (Sep 23, 2026 15:47:04 EDT)

8-28 Dallas EDC. Board Retreat Minutes

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