

Memorandum



CITY OF DALLAS

DATE June 14, 2024

TO Honorable Mayor and Members of the City Council

SUBJECT **City of Dallas Functional Reimagining and Realignment for Results: Small Business Center**

As outlined in my 100-day Transition Playbook, I committed to reimagine and realign service delivery for our residents, so we could live the motto: Service First with the urgency of Now!

We started by examining our organizational functions and grouped departments by their attributes. Now operating in a format to “Build on a **Safe, Vibrant, and Growing** Dallas by transforming our Foundational Structure to become a more **Livable, Sustainable, and Fiscally Sound** city with strong, aligned systems at its **Core.**” During that process, my team and I immediately identified several innovative opportunities to rethink our alignment to better Connect, Collaborate, and Communicate while becoming more efficient, effective, and accessible.

Phase II of this transformational approach is underway and will continue through the end of June. Those announcements are forthcoming.

The first announcement begins today with the Small Business Center (SBC).

Effective August 1, the SBC will wind down as a standalone department. By folding its services into other parts of the organization where there is natural synergy and connectivity, we will leverage departmental resources and expertise, creating a greater return on our investment and making an even more meaningful impact. This will also position the City to eliminate duplication and save \$500,000+. These efforts will contribute to building a robust, streamlined ecosystem for under championed communities and businesses who contribute to Dallas’ continued prosperity. This realignment does not diminish our commitment to small businesses, who are the foundation of our growing economy. We will continue to serve this important group through the realignment described below and through continued relationships with allies such as the Small Business Administration.

Earlier today I met with the SBC team and outlined the go forward strategy below.

Reimagined Services and Staffing Alignment

SBC has five functions: M/WBE, Reentry, Day Labor, Workforce, and Development. The chart below outlines how each group and summarizes the staffing realignments that are being implemented to effectuate these changes.

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Current SBC Function	Department to absorb function (8/1)	Current SBC Positions ¹	# of positions under new structure (8/1)	How we will deliver Service First: Now!
M/WBE	Procurement Services	6	7	The City will create an expanded M/WBE team under the supervision of a newly created assistant director. This team will provide support for women and minority business enterprises looking to work with the City. The team will absorb related M/WBE functions, including the Dallas Accelerator Program (DAP). They will also provide robust oversight to ensure that the City meets its goals for MWBE compliance goals and will explore new ways to support other underrepresented groups such as veterans.
Reentry	Office Community Care	1	1	Manage overall reentry efforts, including collaboration with the Texas Department of Criminal Justice.
Day Labor	Office Community Care	1	1	Develop and implement a program focused on day laborers to support the needs of short-term workers at risk of workforce abuses.
Workforce	Human Resources	5	3	Relaunch Fresh Start program as a multi-agency coalition to support reentry candidates. The team will also facilitate efforts to identify additional opportunities to promote equity, in collaboration with the talent recruitment, onboarding, and upskilling functions to provide greater access to jobs for residents who need them.
Development	Office of Economic Development	8	3	By combining the incentive toolbox of OED and the SBC, small and large developers will have one common application process for financial assistance. OED will take on management of the Southern Dallas Investment Fund, the South Dallas Fair Park Opportunity Fund, and the Neighborhood Empowerment Zone program, and will use these incentives to assist smaller developers in Target Areas identified in the Economic Development Incentive Policy.
International	Office of Government Affairs	0	1	This newly created position will focus on growth and attraction of international small and emerging businesses.

¹ These positions will be eliminated on August 1.

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The directors of the departments assuming these functions will immediately begin implementation of this functional realignment so that hiring of the identified positions can begin immediately for minimal disruption to these critical services.

Path Forward

- Item to be placed on the June 26 City Council agenda to reallocate the SBC budget to the departments listed above.
- Newly created positions will be posted on or before July 31. I have personally encouraged each impacted SBC team member to apply for these new positions or other open positions within the organization.
- All SBC team members will remain employed by the City until August 1 and will assist with the transition of functions to the new departments as shown in the chart above.
- As the functional realignment is ongoing, leadership will continue to proactively engage stakeholders and ensure all necessary communication channels are regularly updated.

Attached to this memorandum, please find talking points that summarizes the aforementioned information.

Please feel free to reach out to me directly with questions or concerns, or for additional information please contact Assistant City Manager (I) Robin Bentley at 214.671.9942 or robin.bentley@dallas.gov.

Service First, Now!



Kimberly Bizzor Tolbert
City Manager (I)

[Attachment]

c: Tammy Palomino, City Attorney
Mark Swann, City Auditor
Billerae Johnson, City Secretary
Preston Robinson, Administrative Judge
Dominique Artis, Chief of Public Safety (I)
Majed A. Al-Ghafry, Assistant City Manager
M. Elizabeth (Liz) Cedillo-Pereira, Assistant City Manager

Alina Ciocan, Assistant City Manager
Donzell Gipson, Assistant City Manager (I)
Robin Bentley, Assistant City Manager (I)
Jack Ireland, Chief Financial Officer
Elizabeth Saab, Chief of Strategy, Engagement, and Alignment (I)
Directors and Assistant Directors



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City of Dallas Functional Reimagining and Realigning for Results: Small Business Center

Background:

- As outlined in City of Dallas Interim City Manager Kimberly Bizzor Tolbert's 100-day Transition Playbook, she committed to reimagine and realign service delivery for residents, to enhance Service First with the urgency of Now!
- ICM Tolbert's Phase I was to group departments by their attributes: Safe, Vibrant, Growing, Livable, Sustainable, Fiscally Sound, Core. During Phase I, she and her team immediately identified several innovative opportunities to rethink our alignment to better Connect, Collaborate, and Communicate while becoming more efficient, effective, and accessible, while becoming more customer service centric.
- Phase II of the transformational approach is underway and will continue through the end of June. The first iteration begins with winding down the Small Business Center (SBC). Services provided by the Small Business Center (SBC) are being moved to other departments. Positions currently in the SBC will be eliminated and the SBC will cease to operate as a standalone department on August 1.
- This realignment does not diminish the City of Dallas' commitment to small businesses which are the foundation of our growing economy. We will continue to serve this important group through the realignment described below and ongoing collaborative relationships such as the Small Business Administration.
- Positions needed to continue the core SBC functions will be created and posted in Workday no later than July 31. Employees now working in SBC have been encouraged to apply for these new positions or any other open positions within the City.
- This realignment will eliminate duplication and save the City \$500,000+.

What are the services currently performed by SBC?

M/WBE, Reentry, Day Labor, Workforce, and Development. Those services will move to other departments. For example, M/WBE will move to the Procurement Department where an expanded M/WBE team will be created.

What about SBC staff?

Reduction in Force (RIF) notices are being provided to SBC employees today (Friday, June 14), and employees will remain employed until August 1. SBC employees have been encouraged to apply for positions in the departments that are taking over SBC functions or other positions in the City. Open positions will be posted on Workday no later than July 31.



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What steps will the City take to minimize disruptions to current SBC functions during this transition?

The directors of the departments absorbing SBC functions will begin implementing the realignment immediately, and hiring for the identified positions will commence to ensure continuity of services.

What are the main goals of this realignment? The goals are to enhance workforce planning and development, consolidate worker protection and reentry services, support women and minority business enterprises (MWBES), expand international engagement, and increase capacity for economic development in targeted areas.

Key Dates:

- **June 26:** City Council agenda item to reallocate SBC budget.
- **By July 31:** Posting of newly created positions.
- **August 1:** Effective date for SBC wind down and transition completion.

Contacts for More Information:

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