

Memorandum



CITY OF DALLAS

DATE June 28, 2024

TO Honorable Mayor and Members of the City Council

SUBJECT **Interim City Manager 100-Day Transition: Department Deliverables Update**

The purpose of this memorandum is to share completed, in-progress and upcoming *Department Deliverables* from my 100-Day Transition Playbook Primary Focus Areas.

July 1 marks 60 days of our transition, and I am pleased to say we are continuing to push ahead on our commitment to delivering *Service First* with the urgency of *Now!*

I have elevated to you several opportunities we are seizing to reimagine and realign our organizational structure, how we are enhancing our ability to *Connect, Collaborate, and Communicate* through our internal and external engagement, and how we are tackling immediate priorities to support a stable and thriving Dallas.

Prior to assuming the role of Interim City Manager, I spent time with each department director to gain a greater understanding of their role, their core function, and how the leadership team and I could support their work.

Through those meetings, we identified *Department Deliverables* that address areas to improve operational efficiency, streamline processes, and create clear responsibility.

We are also using these deliverables as inspiration for examining needs that are outside of our current budget constraints and how we can bridge those through leveraging external expertise and resources.

I am pleased to share the attached following *Department Deliverables* and status. Each is categorized according to our new organizational structure, which aligns departments according to their attributes, 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.**”*


In addition, we’ve highlighted where these *Department Deliverables* fall within our six 100-Day Primary Focus Areas.

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We will continue to update you on our progress and deliverables.

Please reach out to me should you require additional information or have any questions.

Service First, Now!



Kimberly Bizzor Tolbert
City Manager (I)

c: Tammy Palomino, City Attorney
Mark Swann, City Auditor
Biliera 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

SUSTAINABLE		
Department	Deliverable	Status
Bond & Construction Management	Finalize the five-year bond priority list.	To be completed by July 31, 2024, within the first 100 days.
Bond & Construction Management	Update the 2024 bond dashboard and develop the implementation schedule in coordination with internal and external stakeholders.	To be completed by the end of August 2024, beyond the first 100 days.
Office of Environmental Quality & Sustainability	Developing a budgeting tool to help with CECAP milestones, identifying the amount of money each department will utilize annually.	To be completed following the adoption of the FY24-25 budget, beyond the first 100 days.
Public Works	Through collaboration with the North Central Texas Council of Governments (NCTCOG), facilitate the training of laborers from other municipalities to obtain a Commercial Driver's License (CDL) through the City of Dallas by allowing other municipalities to pay into a pool for the Dallas General Fund budget, which will be provided back to Public Works. (Preliminary, and implementation is pending demand and willingness from other municipalities).	To be completed by Fall 2024, beyond the first 100 days.
Transportation	Increase funding for parking management to implement a comprehensive approach to parking management citywide. Funding will be used to upgrade approximately 500 of the combined total of 2,800 2G and coin operated meters. Meter selection will be mapped and strategically implemented.	To be completed following the adoption of the FY24-25 budget, beyond the first 100 days.

Transportation	Work with Oak Farms consultant to evaluate streetcar alignment options from Bishop Arts to the Southern Gateway deck park.	To be completed by the end of October 2024, beyond the first 100 days.
Transportation	Released the Request for Qualifacationsfor Street Car operations and maintance study to address future finance models to supplement	Completed on June 13, 2024
Transportation	Release an Request for Propsal to study parking inventory, with a focus on Central Business District, West End, and Deep Ellum; to evaluate offstreet parking supply and demand needs and stategies.	To be completed by September 2024

**Denotes Primary Focus Area 100-Day Priority*

SAFE

Department	Deliverable	Status
Dallas Fire-Rescue	Supported Dallas-Fire Rescue in eliminating barriers to recruitment / employment by updating tattoo standards.	Completed on June 21, 2024, within first 100 days.
Dallas Fire-Rescue	Assess educational hiring standards for fire departments of other major cities in Texas and across the County to compare DFR's educational qualifications (college hours vs high school diploma) to determine if changes are needed.	To be completed by August 30, 2024, beyond the first 100 days.
Dallas Fire-Rescue	New equipment, fire trucks and wildfire vehicles delivered and street ready by late August.	To be completed by August 30, 2024, beyond the first 100 days.
Dallas Police Department	Supported the Dallas Police Department in eliminating barriers to recruitment/employment by updating tattoo and beard standards.	Completed on June 21,2024, within the first 100 days.
Dallas Police Department	Recommend budget necessary to implement market salary adjustments for FY 25 in accordance with the Meet & Confer agreement.	To be completed following the adoption of the FY24-25 budget, beyond the first 100 days.
Dallas Police Department	Assess educational hiring standards for police departments of other major cities in Texas and across the County to compare DPD's educational qualifications (college hours vs high school diploma) to determine if changes are needed.	To be completed by October 31 2024, beyond the first 100 days.

Office of Emergency Management	Leverage internal and external collaborations for the Dallas Alert system soft launch to seek feedback in preparation for a September 1 full launch, that will follow a National Preparedness Month kickoff press conference.	To be completed by September 1, 2024, beyond the first 100 days.
Dallas Municipal Court	Develop a framework for upskilling program that promotes opportunities & retention for court and detention services municipal clerks.	To be completed following the adoption of the FY24-25 budget, beyond the first 100 days.

**Denotes Primary Focus Area 100-Day Priority*

VIBRANT

Department	Deliverable	Status
Dallas Public Library	Begin implementation of the Dallas Public library's 5-year strategic plan by presenting first-year objectives.	To be completed by August 1, 2024, within the first 100 days.
Office of Arts & Culture	Develop an interdepartmental strategy to support initial phases of the Dallas Cultural Trail.	To be completed by August 30, 2024, beyond the first 100 days.
Office of Community Care	Efforts to gather information around existing nonprofit social services provider contracts and relationships underway. First meeting of DC3 Core Team scheduled for July 2, 2024. The DC3 Core team will functionally serve as the body to develop governance standards, thus the convening of this group represents a major milestone towards the overall goal.	Completed May 6, 2024, within first 100 days. Project will be ongoing.
Office of Equity & Inclusion	Streamline process improvements through training and enhanced use of technology in fair housing investigations.	To be completed by Fall 2024, beyond the first 100 days.
Office of Equity & Inclusion	Establish the Corporate Equity Council, funding work to support local businesses that are champion for equity.	To be completed by Fall 2024, beyond the first 100 days.

**Denotes Primary Focus Area 100-Day Priority*

GROWING		
Department	Deliverable	Status
Planning and Development Department	Enlisted third party support to lead the development, implementation, and move-in strategy to return to a fully operational 7800 Stemmons Freeway.	Completed on May 29, 2024, within first 100 days.
Planning and Development Department	Delivering regular data-informed reports to the City Council on commercial permitting process improvement progress following the launch of the Commercial Permitting dashboard, providing transparency and data to the development community.	Completed on June 3, within first 100 days.
Planning and Development Department	Established and implemented best practices for more fluid external communication with the developer community following the launch of the Commercial Permitting dashboard, providing transparency and data to the development community.	Completed on June 3, within first 100 days.
Planning and Development Department	Strike Team to assist with clearing outstanding commercial permits, develop and implement interdepartmental collaboration to expedite the commercial permitting timeline, serve as frontline resources to the developer community, build internal capacity, create accountability metrics, and lead efforts to immediately substantially improve the overall commercial permitting process.*	Completed on June 26, 2024, within first 100 days.

Planning and Development Department	Adapt the ForwardDallas plan to refine and incorporate community feedback to ensure next steps are sound and implementable for an adopted plan.	To be completed by Fall 2024, beyond the first 100 days.
Housing & Neighborhood Revitalization	Develop and implement a real time comprehensive dashboard for all housing & development programs.	To be completed by Fall 2024, beyond the first 100 days.
Housing & Neighborhood Revitalization	Complete the Land Transfer fee study for a fully self-sustaining Housing Acquisition and Development Corporation.	To be completed by Fall 2024, beyond the first 100 days.

**Denotes Primary Focus Area 100-Day Priority*

LIVABLE		
Department	Deliverable	Status
Code Compliance	Implemented bodycams for all Code Officers.	Completed on May 17, 2024, within first 100 days.
Code Compliance	Submitted a Five- Star Accreditation with the American Association of Code Enforcement.	Completed May 17, 2024, within first 100 days.
Sanitation Services	Complete implementation of electronic routing system across all sanitation districts by end of July 2024.	To be completed by July 31, 2024, within the first 100 days.
Office of Homeless Solutions	Convene and lead multi-jurisdictional collaborative across Dallas and Collin Counties to leverage existing public and private resources that strengthen the homeless response system. .	To be completed by Fall 2024, beyond the first 100 days.
Office of Homeless Solutions	Develop and deliver bridge housing strategy and implementation plan.	To be completed by Fall 2024, beyond the first 100 days.
Dallas Animal Services	Develop an engagement team for outreach around Dallas Animal Services programs and partnerships to create consistent messaging and increase knowledge of department goals and services to better inform the community.	To be completed by September 30, 2024, beyond the first 100 days.

**Denotes Primary Focus Area 100-Day Priority*

FISCALLY SOUND

Department	Deliverable	Status
Human Resources	Enhance retention and career development opportunities for hard to fill positions across the organization.	Underway and scheduled for completion October 31, 2024, beyond the first 100 days.
Human Resources	Begin implementation of recommendations from the Talent Acquisition Audit.	To be completed by the end of the FY24-25 budget cycle, beyond the first 100 days.
Human Resources	Develop and launch final marketing strategy for the City of Dallas Talent Acquisition Campaign	To be completed by October 31, 2024, beyond the first 100 days.
Dallas Police and Fire Pension System and Employee Retirement Fund	Finalize the City of Dallas pension contribution plan and funding options in coordination with the Police & Fire Pension and the City Council's Ad Hoc Committee on Pensions.	To be completed by August 14, 2024, beyond the first 100 days.
Dallas Police Department	Assess educational hiring standards for police departments of other major cities in Texas and across the County to compare DPD's educational qualifications (college hours vs high school diploma) to determine if changes are needed.	To be completed by the end of October 2024, beyond the first 100 days.

Office of Emergency Management	Leverage internal and external collaborations for the Dallas Alert system soft launch to seek feedback in preparation for a September 1 full launch, that will follow a National Preparedness Month kickoff press conference.	To be completed by September 1, 2024, beyond the first 100 days.
Dallas Municipal Court	Develop a framework for upskilling program that promotes opportunities & retention for court and detention services.	To be completed following the adoption of the FY24-25 budget, beyond the first 100 days.

es Primary Focus Area 100-Day Priority

CORE		
Department	Deliverable	Status
Building Services	Develop Decision Tree and recommendations for future of Prism Building	To be completed by August 2, 2024, within the first 100 days.
Equipment and Fleet Management	Complete assessment of underutilized fleet assets and make recommendations for decommissioning to departments.	To be completed by August 2, 2024, within the first 100 days.
Information & Technology Systems	Implemented the SmartCity Governance Framework to support departments to evaluate and assess the feasibility of smart city technologies	To be completed by August 2, 2024, within the first 100 days.
Information & Technology Systems	Consolidate IT systems to streamline services for employees, residents and external partners and eliminate excess expenses.	Completed on June 27, 2024, within first 100 days.
Procurement	Conducted a comprehensive operational review of the procurement process to identify opportunities for improved efficiency, increased inter-agency collaboration, and greater accessibility and pathways to city contracts for diverse businesses.	Completed late Spring 2024, within the first 100 days.
Procurement	Continue the implementation of recently completed internal process review, and identify opportunities for increased inter-agency collaboration, and accessibility, leading to pathways to city contracts for minority women owned and small businesses.	To be completed by August 2, 2024, within the first 100 days.

Procurement	Develop a coordinated model, fully activate compliance, outreach, and monitoring for payments between prime and sub-contractors as part of the City's diversity contracting commitment.	To be completed by August 2, 2024, within the first 100 days.
Procurement	Strengthen and support contract compliance training to solidify is as a core function of the procurement process.	To be completed by August 2, 2024, within the first 100 days.

**Denotes Primary Focus Area 100-Day Priority*