

Memorandum



CITY OF DALLAS

DATE July 26, 2024

TO Honorable Mayor and Members of the City Council

SUBJECT **Organizational Realignment: Transportation and Public Works Departments**

As I have previously shared with you throughout this transition, my commitment is to find ways to make data-informed decisions and combine innovation with consistency to achieve maximum efficiency. This includes how we deliver services operationally and fundamentally. In the last sixty plus days, I have regrouped departments by attributes that reflect our city and service delivery, and initiated multiple departmental transformations, all to help us achieve our goals.

Following the appointment of Dev Rastogi, Assistant City Manager over the Sustainable portfolio, leveraging my 100-Day Transition commitment, Dev examined where improvements could be made to effectively deliver at the speed of business, and together we outlined several potential paths forward.

During these discussions, we learned of the impending departure of Ali Hatefi, Director of Public Works, which I shared with you earlier this week.

At this time, I am pleased to announce, that effective August 9, 2024, we will begin the process of combining the Departments of Transportation and Public Works into one department. The new ***Transportation and Public Works Department (TPW)*** will lead and manage all City of Dallas multimodal surface transportation programs and projects, resulting in enhanced service delivery to our internal and external stakeholders. *TPW will be led by Director Ghassan “Gus” Khankarli, PH.D., PE, PMP, CLTD.*

This morning, Dev communicated the realignment with leadership from each department, and over the next week, will continue to meet with each department’s teams.

The new TPW will maintain all key functions from both departments, while consolidating administrative and business support units. In addition, the **Transportation Regulation** component that is currently under the Department of Aviation will now align with the functions of TPW.

Transforming into TPW will help us build on the positive outcomes we’ve already achieved, continue to build trust, and improve adaptability for our evolving business environments. This reimagined department will also further investments in current and future infrastructure projects, while strengthening public and private partnerships.

The following summarizes the main objectives of this organizational realignment:

- Enhance collaboration and coordination; reduce confusion, and ensure consistency, predictability, and faster decision-making.
- Provide a single point of contact for all stakeholders regarding surface transportation modes, facilities, programs, and projects.
- Optimize organizational roles for improved efficiency, effectiveness of service, and project delivery.

This departmental reorganization will result in an immediate budget impact estimated at \$1.5 million. These savings will come from a combination of programmatic and staffing changes. This will be reflected in the FY24-25 budget. Future year budget savings are anticipated to be created by rethinking the quantity and quality of staff positions across all functions and increasing the efficiency of departmental processes.

Reimagined Services and Staffing Alignment

In addition to Gus' appointment, within TPW, I am also introducing a new deputy director title. The Deputy Director(s) will provide senior, experienced leadership, create clear succession planning, and provide our key partners and members of the public a clear point of contact for each of the three core functions which are:

1. Planning, engineering design and construction.
2. Maintenance and operations.
3. Business support, parking management, transportation regulation, and interagency coordination.

The chart on the next page provides a summary of the divisions that will make up the new operational functions of the TPW.

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Planning, Design and Construction	Planning programs including Vision Zero, Bike Plan/Micromobility, Curb Lane Management, Thoroughfare and strategic mobility Plans	Engineering designs, surveys, and projects control	Construction Management and Inspection; Sidewalk, Street Capital maintenance, and Bridge Management Programs;	ROW Management and Infrastructure Asset Management
Maintenance and Operation	Street and Alley Maintenance, Roadside Drainage, Urban Forestry, Surplus Mowing and TxDOT ROW Maintenance	District Engineering/Traffic Calming, Field Operations (Pavement Markings and Signs), Traffic Signal Engineering and Maintenance	Streetlights and Tunnel Management	Transportation Development Review
Business Support	Budget, Finance, Human Resource and IT Coordination	Performance Management, Safety, Fleet, and Warehouse Management	Procurement Management, Agenda Development and Coordination, Public Information and Outreach	GIS and Data Processing
Parking and Interagency	Parking Management and Enforcement and Transportation Regulation	Interagency Agreements and Projects Management, Grants Management; High Speed Rail Coordination	Railroad Coordination and Streetcar Management	

Path Forward

Over the coming weeks, the department will transform its organizational structure and core functions for each team to reflect our goals while acting on the following:

- Although the organizational and operational changes will begin on August 9, all other changes will be effectuated with the new budget, scheduled to be approved by the City Council on September 18.
- Name Interim assistant director(s) to any vacant assistant director position(s) to ensure continuity of operation, and work with Human Resources to create the deputy director positions followed by the initiation of a national search to permanently fill those positions.
- During August and September, the Director will collaborate with the City Manager's Office, Human Resources, and Civil Service to develop a final organizational chart and to update social media, websites, etc. with new branding, contact information, and relevant content.

Please join me in congratulating Ghassan "Gus" Khankarli on his new role. As we proceed with this transformation, we will keep the City Council abreast of rebranding activities and deliverables from this consolidation.

For your ease of convenience, the attached Frequently Asked Questions summarizes the aforementioned information.

Should you have any questions or need additional information, please feel free to reach out to me or contact Assistant City Manager Dev Rastogi at dev.rastogi@dallas.gov.

Service First, Now!



Kimberly Bizor Tolbert
City Manager (I)

c: Tammy Palomino, City Attorney
Mark Swann, City Auditor
Billierae Johnson, City Secretary
Preston Robinson, Administrative Judge
Dominique Artis, Chief of Public Safety (I)
Dev Rastogi, 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

**Organizational Realignment: Transportation and Public Works
Overview and Frequently Asked Questions
July 26, 2024**



Overview

As Interim City Manager Kimberly Bizer Tolbert has previously shared throughout her 100-Day Transition, her commitment is to find ways to make data-informed decisions and combine innovation with consistency to achieve maximum efficiency. This includes how the City delivers services operationally and fundamentally. In the last sixty plus days, she has regrouped departments by attributes that reflect the City and service delivery. She has also initiated multiple departmental transformations. These efforts are to help the organization further achieve its goals.

Following the appointment of Dev Rastogi, Assistant City Manager over the Sustainable portfolio, leveraging ICM Tolbert's 100-Day Transition commitment, Dev examined where improvements could be made to effectively deliver at the speed of business, and together, she and ICM Tolbert outlined several potential paths forward.

During these discussions, ICM Tolbert and Dev learned of the impending departure of Ali Hatefi, Director of Public Works, which ICM Tolbert shared in a memorandum earlier this week.

On Friday, July 25, ICM Tolbert announced, that effective August 9, 2024, the City would begin the process of combining the Departments of Transportation and Public Works into one department. The new ***Transportation and Public Works Department (TPW)*** will lead and manage all City of Dallas multimodal surface transportation programs and projects resulting in enhanced service delivery to our internal and external stakeholders. *TPW will be led by Director Ghassan "Gus" Khankarli, PH.D., PE, PMP, CLTD.*

The new TPW will maintain all key functions from both departments, while consolidating administrative and business support units. In addition, the **Transportation Regulation** component that is currently under the Department of Aviation will now align with the functions of TPW.

Why did the City of Dallas combine two departments into one?

Transforming into TPW will help us build on the positive outcomes we've already achieved, and continue to build trust, improve adaptability for our evolving business environments. This reimagined department will further investment in current and future infrastructure projects, while strengthening public and private partnerships. The following summarizes the main objectives of this organizational realignment:

- Enhance collaboration and coordination; reduce confusion, and ensure consistency, predictability, and faster decision-making.
- Provide a single point of contact for all stakeholders regarding surface transportation modes, facilities, programs, and projects.
- Optimize organizational roles for improved efficiency, effectiveness of service, and project delivery.

The 2024 Community Survey Findings Report noted that two of the top three investment priorities for the city by major categories include (a) maintenance of Infrastructure and (b) traffic management. The new TPW department has a significant role in both priorities and a streamlined approach is beneficial towards responsiveness and commitment to improved service delivery.

How will the leadership be structured?

In addition to Gus' appointment, within TPW, ICM Tolbert is also introducing a new deputy director title. The Deputy Director(s) will provide senior, experienced leadership, create clear succession planning, and provide our key partners and members of the public a clear point of contact for each of the three core functions which are:

1. Planning, engineering design and construction.
2. Maintenance and operations.
3. Business support, parking management, transportation regulation, and interagency coordination.

Assistant Directors will support the Deputy Director(s) and those positions are currently filled and in case of a vacancy, Interim Assistant Director(s) will be named to ensure continuity of work.

What kind of financial impact does this reorganization have on the City of Dallas?

This departmental reorganization will result in an immediate budget impact estimated at \$1.5 million. These savings will come from a combination of programmatic and staffing changes. This will be reflected in the FY24-25 budget. Future year budget savings are anticipated to be created by rethinking the quantity and quality of staff positions across all functions and increasing the efficiency of departmental processes.

How will the new combined department be organized?

Planning, Design and Construction	Planning programs including Vision Zero, Bike Plan/Micromobility, Curb Lane Management, Thoroughfare and strategic mobility Plans	Engineering designs, surveys, and projects control	Construction Management and Inspection; Sidewalk, Street Capital maintenance, and Bridge Management Programs;	ROW Management and Infrastructure Asset Management
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What Happens Now?

Over the coming weeks, the department will transform its organizational structure and core functions for each team to reflect our goals while acting on the following:

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- Name Interim assistant director(s) to any vacant assistant director position(s) to ensure continuity of operation, and work with Human Resources to create the deputy director positions followed by the initiation of a national search to permanently fill those positions.
- During August and September, the Director will collaborate with the City Manager's Office, Human Resources, and Civil Service to develop a final organizational chart and to update social media, websites, etc. with new branding, contact information, and relevant content.

How will you let the public know?

Once the final organization chart is created, the TPW team will collaborate with the City's Communications, Customer Experience / 311 team to update social media, all relevant websites, etc., with new branding, contact information, and relevant content. City leadership will also engage with stakeholders to ensure they are informed of the changes, and to ensure seamless continued collaboration.

What are you doing now to ensure a smooth transition?

A component of ICM Tolbert's 100-day Transition Playbook is to elevate how the City of Dallas Connects, Collaborates, and Communicates internally and externally. We are actively improving our information flow to create a more responsive and aligned organization.