

Memorandum



CITY OF DALLAS

DATE January 24, 2025

TO Honorable Mayor and Members of the City Council

SUBJECT **Building on our Momentum: The Journey Forward**

As I shared with each of you during the City Manager selection process, my vision for Dallas is that it is a model for global excellence that supports a thriving, vibrant, and inclusive community - through innovation, efficient government, and targeted economic growth.

I am proud of what we have accomplished together thus far, but as I have modeled for our City of Dallas team, we must continue to put action behind words – as we have much more work to do.

Building trust and enhancing the customer experience is the outcome we know every stakeholder deserves. We will achieve this by being **Responsive, Accountable, Open, and Honest**, by continuing to **Connect, Collaborate, and Communicate** and deliver **Service First Now!**, in the following areas that have been made clear to us are important for Dallas to thrive: Public Safety, Homelessness & Housing, Financial Stability, Targeted Economic Growth and Basic City Services.

When I began my appointment as Interim City Manager in early May, I shared with you my 100-Day Transition Playbook outlining the approach that we, as an organization would take to put in place sustainable best practices fundamentally and operationally, to support proactively addressing critical issues, cross-departmental collaboration, and team building.

This foundational plan was paramount for us to become more effective, efficient, and responsive, creating more immediate tangible results.

The attached document outlines my first 100 days as Dallas' City Manager, delivering immediate actions in **Public Safety, Homelessness, City Council-led, Government Efficiency, Process Improvement, and Communications & Engagement**.

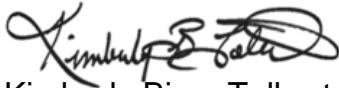
We are an organization of continuous improvement and will reach even higher by prioritizing recruitment and retention, standardize city metrics, leverage technology to enhance operational efficiency, make targeted investments in fiscally sound initiatives, conduct a thorough program inventory, raise the bar on cross-departmental collaboration, become even more customer-centric, and ensure the stability of our organization by proactively succession planning.

DATE January 24, 2025
SUBJECT **Building on our Momentum: The Journey Forward**
PAGE **2 of 2**

Finally, we will maintain our focus on delivering catalytic projects in each of our pillars, *Safe, Vibrant, Growing, Livable, Sustainable, Fiscally Sound, and Core*, to support Dallas' continued trajectory of Economic Growth and Social Vibrancy for decades to come.

I am looking forward to reporting on our progress. Please do not hesitate to reach out to me or Elizabeth Saab, Chief of Strategy, Engagement, and Alignment (I), Elizabeth.Saab@Dallas.gov, should you have any questions.

Service First, Now!



Kimberly Bizer Tolbert
City Manager

[attachment]

c: Tammy Palomino, City Attorney
Mark Swann, City Auditor
Biliera Johnson, City Secretary
Preston Robinson, Administrative Judge
Dominique Artis, Chief of Public Safety
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



**SERVICE
FIRST,
NOW!**

BUILDING ON OUR MOMENTUM: THE JOURNEY FORWARD

**Kimberly Bizer Tolbert
City of Dallas City Manager
January 2025**





Table of Contents

3. My Vision For Dallas

How we will realize our potential

4. We Are Listening

What we need to focus on for Dallas to thrive

5. Moving Forward with Urgency

The Next 100 Days: Immediate actions

7. Reaching Higher

Continuous improvement

8. Catalytic Projects

Driving impact



City of Dallas

**SERVICE
FIRST,
NOW!**

A MODEL FOR THE FUTURE:

MY VISION FOR DALLAS

As City Manager, I envision Dallas as a *globally recognized city* — with a thriving and inclusive community that sets the standard for excellence.

We are poised to achieve this vision through:

INNOVATION
EFFICIENT GOVERNMENT
TARGETED ECONOMIC GROWTH

BEING THOUGHTFUL AND DELIBERATE:

WE ARE LISTENING

Rebuilding **Trust** and enhancing the **Customer Experience** is the outcome we know every stakeholder deserves. We will achieve this by being **Responsive, Accountable, Open, and Honest**, by continuing to **Connect, Collaborate, and Communicate**, and deliver **Service First** with the urgency of **Now!**, in the following areas that have been made clear to us are important for Dallas to thrive:

Public Safety
Homelessness & Housing
Financial Stability
Targeted Economic Growth
Basic City Services



MOVING FORWARD WITH URGENCY – THE NEXT 100 DAYS:

IMMEDIATE ACTIONS

PUBLIC SAFETY

- Finalize and present the processes to select permanent Dallas Police & Dallas-Fire Rescue Chiefs
- Provide an update with timeline and next steps on the City of Dallas Law Enforcement Training Center
- Establish the framework for Meet & Confer negotiations

HOMELESSNESS

- Release Request for Information on Interim Housing with Services for Adults Experiencing Homelessness
- Street-To- Home: Complete Downtown commissioning and launch citywide expansion

CITY COUNCIL-LED

- Initiate Visioning and Strategic Planning with City Council
- Deliver Action Plans for Short-Term City Council Priorities

MOVING FORWARD WITH URGENCY – THE NEXT 100 DAYS:

IMMEDIATE ACTIONS

GOVERNMENT EFFICIENCY

- Align **Critical City Ordinances** with Operational Enhancements
- Kickoff Cross-Departmental Strike Team to convert from traditional budget process into **Priority Based Budgeting**
- Complete citywide **Metrics & Data** overhaul and consolidation

PROCESS IMPROVEMENT

- Kickoff Cross-Departmental Strike Team for **Grant Acquisition Team**
- Continue **Procurement** Cross-Departmental Strike Team implementation of recommendations and launch additional strike teams.

COMMUNICATIONS & ENGAGEMENT

- Launch Organization Wide **Customer Experience** Training Model
- Leverage technology to **Track Stakeholder Sentiment**, proactively report out, and be more effective with outreach, to build trust

CONTINUOUS IMPROVEMENT:

REACHING HIGHER

- **Prioritize recruitment and retention** through ongoing culture improvement, robust internal communication, and incentives to make the City competitive and future-proof our workforce.
- **Standardize** metrics citywide to measure success, support decision-making, and to strengthen public trust.
- **Enhance operational efficiency** through technology to optimize resources and be a model for Smart City innovation.
- **Target investments** in fiscally sound initiatives to maximize value and yield high impact results.
- **Conduct a thorough program inventory** to identify opportunities that align with Priority Based Budgeting and leverage public - private partnership support.
- **Continue fostering cross-departmental collaboration** to enhance process improvement and develop even greater trust internally and externally.
- **Become more Customer-Centric** by prioritizing how service is delivered and how it is perceived.
- **Succession Planning** for mission critical Executive and Leadership positions, beginning immediately with permanent appointments.

DRIVING IMPACT:

CATALYTIC PROJECTS

We maintain our focus on delivering results to support Dallas' continued trajectory of Economic Growth and Social Vibrancy for decades to come.

SAFE

State-of-the-art Law Enforcement Training Facility

GROWING

Kay Bailey Hutchison Convention Center District

SUSTAINABLE

Bond Program

VIBRANT

Comprehensive Environmental and Climate Action Plan

LIVABLE

Continued national leader in Housing for unsheltered residents

FISCALLY SOUND

Long-Term Financial Stability

CORE

Citywide digitization and automation



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