



# **100-DAY TRANSITION PLAYBOOK**

**Kimberly Bizer Tolbert**

**Interim City Manager, City of Dallas**

# Empowering Dallas: Playbook for Transformative Transition

This playbook will serve as the framework for a 100-day initiative to address complex challenges and foster a collaborative ecosystem that leverages the expertise and resources of external stakeholders.



## The Playbook:

- Drives immediate progress on top priorities through decisive actions, streamlining processes, and optimizing operations.
- Unveils opportunities for data-informed insights, cross-departmental collaboration, and multi-channel communication, boosting effectiveness.
- Outlines best practices for setting objectives, assigning roles, measuring effectiveness, and communicating progress for goal achievement.



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**About Kimberly Bizer Tolbert**  
An introduction to the Interim City Manager and her decades of public sector service.



Interim City Manager **Kimberly Bizer Tolbert** is a Texas native who has lived in North Texas for 40 years. She is an innovator with 30+ years of public sector experience, 21 of which have been dedicated to working for the City of Dallas.

Throughout her professional career, Kimberly has provided executive oversight for more than 12 departments. She has also led budget and planning, administration, operations, and financial management, policy and strategy development and execution, and coordinating organizational wide change and people management.

She has extensive experience building positive relationships with multicultural communities while collaborating at all levels of government and with diverse constituencies.

The City of Dallas has a workforce with more than 13,000+ employees and an annual budget that exceeds \$4B. Prior to her interim appointment, Kimberly served as a Deputy City Manager.

# Guiding Principles

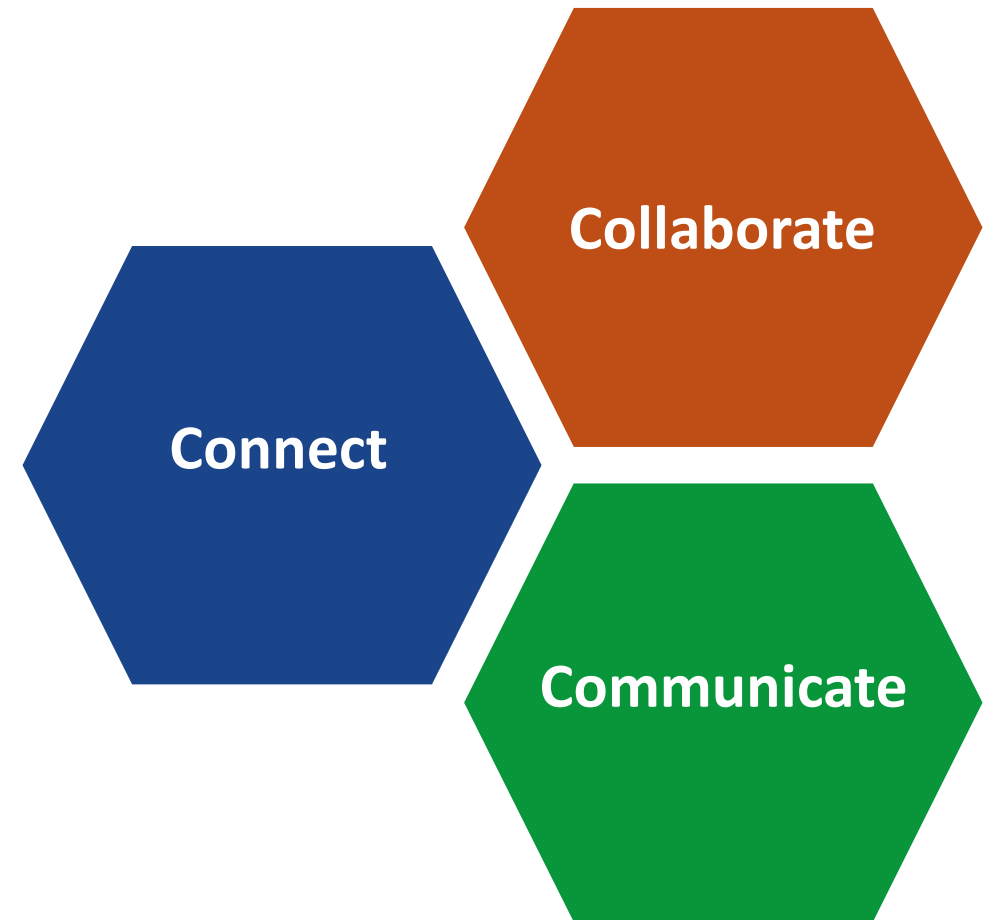
Building blocks for the transition process.



# Guiding Principles

We will use three guiding principles to build on Dallas' trajectory of economic growth and social vibrancy during this time of transition. **Connect, Collaborate, and Communicate** will structure our work to bolster and enhance the City's core values, to deliver on our commitment to ***Service First*** with the urgency of ***Now!***

We will actively listen and be responsive. We will make data-informed decisions and combine innovation with consistency to achieve maximum efficiency. This will create more immediate, tangible results for our residents, employees and other stakeholders.



# Guiding Principle: Connect

Purpose	Description	Example of ICM Tolbert Approach
<p>To understand priority areas of improvement in service delivery to further establish the City of Dallas as a beacon for continued prosperity and growth.</p>	<p>Executive and Senior Leadership working together will break down inter-departmental silos where they exist and connect at a greater level to increase engagement with the City Council, staff, residents, external stakeholders.</p>	<ul style="list-style-type: none"><li>• <b>Internal Engagement:</b> The Interim City Manager will maintain regular touchpoints with staff and the City Council. This will include one-on-one meetings with city council members, colleague connectivity, town halls, and surveys to seek feedback and ensure all voices are heard to inform decision-making based on a collaborative approach.</li><li>• <b>External Engagement:</b> The Interim City Manager will actively connect with external stakeholders through listening sessions and district tours to strengthen relationships, identify concerns, and work together to achieve common goals.</li></ul>



# Guiding Principle: Collaborate

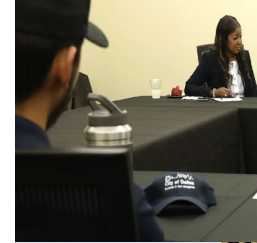
Purpose	Description	Example of ICM Tolbert Approach
<p>To align with the City Council on priorities, establish expectations for City staff and develop public-private collaborations that support collective impact.</p>	<p>Executive and Senior Leadership working together will increase collaboration with City staff to identify needs and leverage external expertise and resources.</p>	<ul style="list-style-type: none"><li>• <b>Public and Private Collaboration:</b> City leadership will actively pursue opportunities for strategic partnerships where City of Dallas programs leverage external expertise and financial resources to enhance program delivery while reducing overall program costs.</li><li>• <b>Process Improvements:</b> City leadership will convene monthly Department Director workshops to elevate key topic and process improvement areas that merit cross departmental engagement, while simultaneously fostering collective problem-solving, ownership, team-building, and trust.</li></ul>

# Guiding Principle: Communicate

Purpose	Description	Example of ICM Tolbert Approach
<p>To demonstrate value and track progress through aligned messaging between departments, while communicating with the City Council, residents, and external stakeholders.</p>	<p>Executive and Senior Leadership will prioritize clear, timely, and accessible communication channels. Regular progress updates will showcase data-informed results and highlight the value created through collaborative efforts.</p>	<ul style="list-style-type: none"><li>• <b>Improved internal communication:</b> Quarterly staff town halls will assist with measuring morale and provide a platform for staff to share insights.</li><li>• <b>Enhanced engagement with the City Council:</b> City leadership will establish fluid contact with the City Council to address concerns and identify needs, along with monthly reporting through existing Council briefing meetings.</li><li>• <b>Two-way communication:</b> Launch an equitable community engagement tool to expedite information flow and encourage active participation from residents.</li></ul>

# 100-Day Primary Focus Areas

Critical initiatives that immediately improve operational impact.



# 0-100 Days:

By tackling these six Primary Focus Areas, we will build trust, strengthen transparency, have a stronger workforce, ensuring a more stable and thriving Dallas.



Pension



Budget



Development Services



Recruitment & Retention



Homelessness



Communications & Engagement

# Primary Focus Area: Pension

This initiative is designed to facilitate and support the obligations to ensure first responders and staff have a secure retirement.



## 100-Day Priorities

- Finalize the City of Dallas pension contribution plan and funding options for both uniform and non-uniform plans in coordination with the Dallas Police & Fire Pension System (DPFPS) and the Employee Retirement Fund (ERF) and the City Council’s Ad Hoc Committee on Pensions.
- Recommend FY 2024-25 budget including funding necessary to comply with the new pension funding plan for both DPFPS and ERF.

# Primary Focus Area: Budget

Through a transparent and inclusive budget process, we will prioritize city needs and City Council goals while ensuring efficient spending and responsive service delivery.



## 100-Day Priorities

- Before crafting the budget, departments are presenting their current allocations and planned allocations to City Council committees for feedback.
- Deliver a biennial budget that streamlines existing processes and services that improve efficiencies and reduce costs, redundancies, and duplication of services.
- Elevate budget transparency and user-friendliness, by developing a City Council budget priority tool. This will empower city council members to share their priorities with constituents and easily show how those priorities are reflected in the final budget and commitment to the Racial Equity Plan.
- Activate a Grant Acquisition and Compliance Unit to leverage federal resources, as other avenues of funding for the city.
- Final approval and adoption of FY 2024-25 HUD Consolidated Plan Budget.

# Primary Focus Area: Development Services

Targeting challenges in the commercial development process will streamline permits, enhance communication, and build trust. Creating a user-friendly experience will position Dallas as a magnet for relocation, development, and redevelopment.



## 100-Day Priorities

- Enlist 3<sup>rd</sup> party support to lead the development, implementation, and move-in strategy to return to a fully operational 7800 Stemmons Freeway.
- Enlist 3<sup>rd</sup> party navigation expeditors to assist with clearing outstanding commercial permits, develop and implement interdepartmental collaboration to expedite the commercial permitting timeline with clear and understood flow charts and responsible party, 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.
- Create on-time dashboard for commercial permitting and regularly deliver data-informed reports to the City Council on process improvement progress.
- Establish and implement best practices for more fluid external communication with the developer community, including internal flow of information and external submittal requirements.

# Primary Focus Area: Recruitment and Retention

In a competitive market, we will prioritize how we attract and retain top talent for the City of Dallas. This ensure a well-equipped and highly trained workforce, maximizing the efficiency and effectiveness of service delivery to create a more prosperous and thriving City.



## 100-Day Priorities

- 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.
- Support the Dallas Police Department and Dallas-Fire Rescue in eliminating barriers to recruitment / employment by updating tattoo and beard (DPD only) standards.
- Implement Career Series for technical positions across the organization.
- Begin implementation of recommendations from the Talent Acquisition Audit.
- Develop and launch final marketing strategy for the City of Dallas Talent Acquisition Campaign.



# Primary Focus Area: Homelessness

To expand permanent supportive housing options, we are identifying and implementing tools that amplify our impact by partnering with external resources for a more comprehensive approach to addressing homelessness.



## 100-Day Priorities

- Develop and deliver a go forward housing strategy and implementation plan designed to address additional housing types that support the current homeless ecosystem.
- Convene and lead multi-jurisdictional collaborative across North Texas to leverage existing public and private resources that strengthen the homeless response system.
- Collaborate with external partners to elevate public outreach and communication around the approach to tackling homelessness.

# Primary Focus Area: Communications & Engagement

A thriving Dallas relies on open two-way communication and genuine community engagement. We will actively listen and foster a culture of open dialog, to can build trust and empower all stakeholders to contribute to our city's success.



## 100-Day Priorities

- Create a communications system, including a crisis management plan, with standard operating procedures, based on best practices.
- Increase internal and external engagement through regular touchpoints, stakeholder meetings, and one-on-one connectivity.
- Leverage existing City platforms and identify new avenues for communication to proactively provide real-time information, increase education on City services, and elevate brand awareness.
- Expand language access for communications and improve turnaround time for translation / interpretation services.
- Coordinate marketing and outreach for the Mayor's Summer of Safety Campaign.
- Finalize and deploy the Equitable Strategic Engagement and Outreach Plan.
- Identify stakeholders for each City Council Committee to improve communication, internally and externally.
- Initiate pre-planning and strategy to develop and implement a citywide community vision.

# Timeline

**30, 60, & 90-day Primary Focus Area milestones for implementation.**



# Timeline

## First 30 Days

- Launch 7800 Stemmons Freeway remediation effort.
- Enlist 3<sup>rd</sup> party Navigation Expeditors.
- Establish best practices model to deliver regular updates to the City Council on commercial development and commercial permitting process improvement progress.
- Increase internal and external engagement, beginning with staff town halls, drop-in visits with City of Dallas staff members, and Council District Tours.
- Deliver 30-day progress report.

## First 60 Days

- Recommend budget for market salary adjustments for FY 25, in accordance with the Meet & Confer agreement.
- Support the Dallas Police Department with recruitment standards assessment.
- Support the Dallas Police Department and Dallas Fire Rescue to eliminate recruitment barriers.
- Finalize the City of Dallas pension contribution plan.
- Establish best practices for communication with developer community.
- Coordinate marketing and outreach for the Mayor's Summer of Safety Campaign.
- Deliver 60-day progress report.

## First 90 Days

- Develop and deliver bridge housing strategy and implementation plan.
- Expand language access for City of Dallas Communications.
- Finalize and implement Equitable Engagement Community Framework.
- Deliver communications and crisis management strategy.
- Leverage existing city platforms and deploy innovative methods to proactively provide real-time information updates.
- Deliver 90-day progress report.

## 100-Days + Beyond

- Convene and lead multi-jurisdictional collaborative across North Texas to leverage existing public and private resources that strengthen the homeless response system.
- Deliver 100-Day report and strategy for accomplishing next phase of priority improvements.

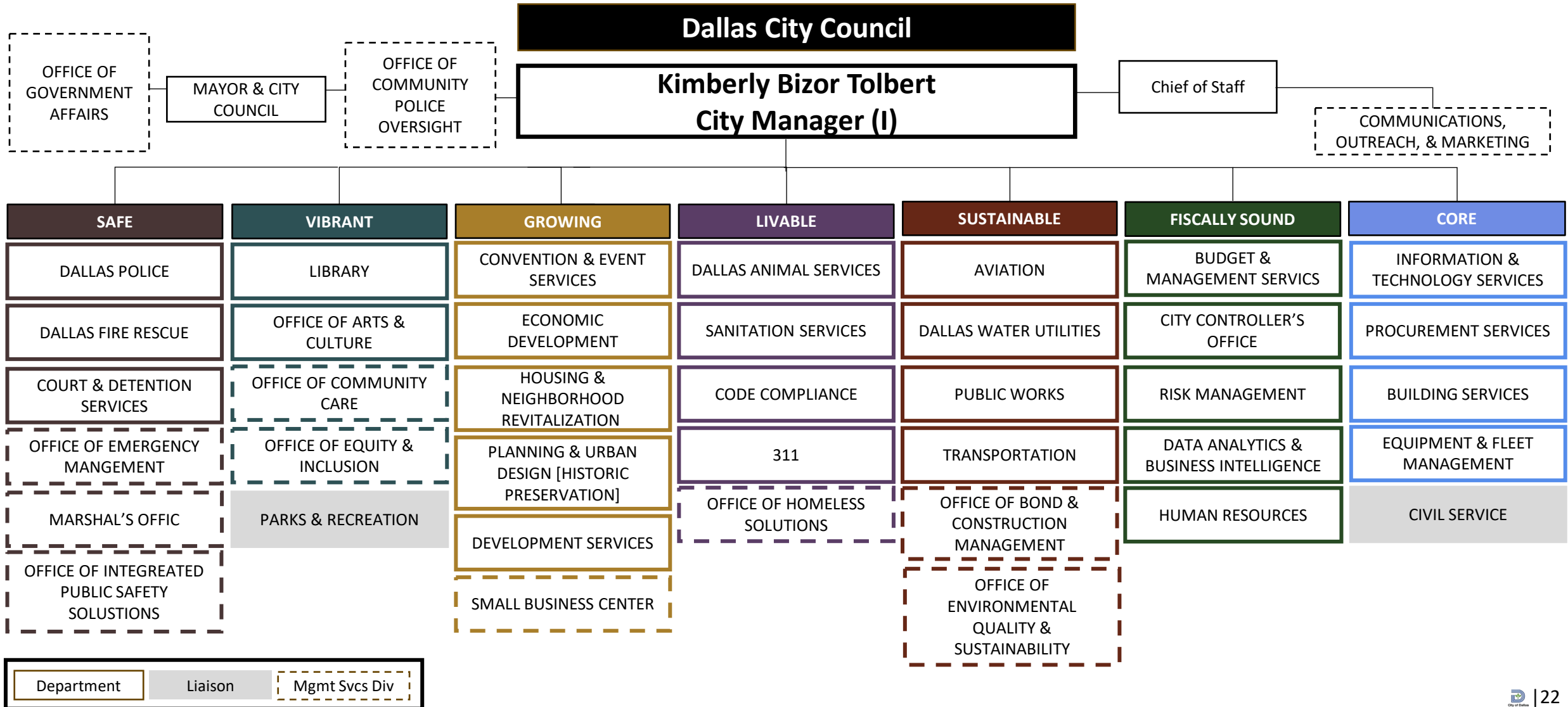
# Our Commitment

How we will deliver *Service First: Now!*



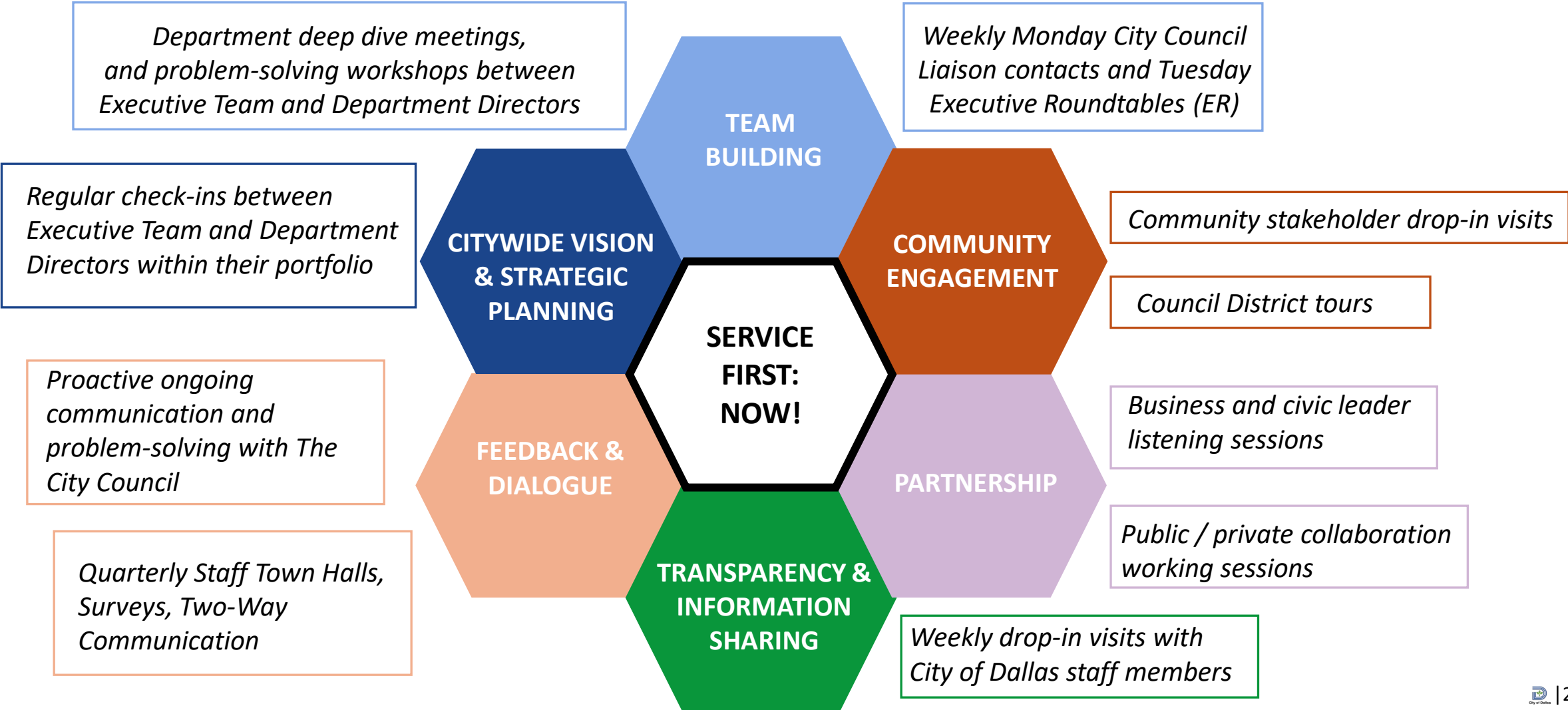
# Charting Our Course: An Immediate Action Framework

We will 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**.



# Communications Model

To fulfill our ***Service First: Now!*** commitment, we will actively improve information flow to create a more responsive and aligned organization, while cultivating trust with external stakeholders.



# Cross-Departmental Workshops

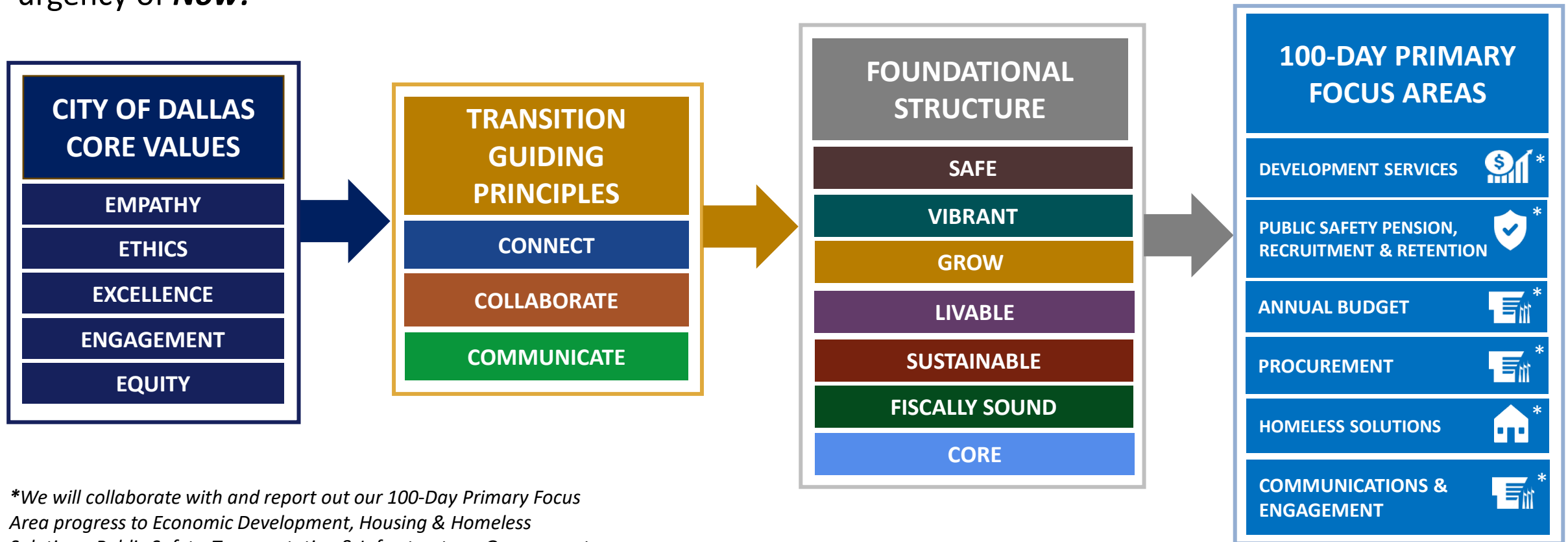
Opportunities to elevate key process improvement areas that merit cross department engagement while simultaneously fostering collective problem-solving, ownership, team-building, and communication.





# Tying it All Together

Rooted in our **Core Values**, the Transition's **Guiding Principles** fuel our reimagined **Foundational Structure** which supports our **100-Day Primary Focus Areas**, in alignment with City of Dallas Strategic Priorities, thus mobilizing the entire organization to deliver on our commitment to **Service First** with the urgency of **Now!**



*\*We will collaborate with and report out our 100-Day Primary Focus Area progress to Economic Development, Housing & Homeless Solutions, Public Safety, Transportation & Infrastructure, Government Performance and Financial Management, Parks, Trails, & the Environment, Quality of Life, Arts, & Culture and Workforce, Education, & Equity City Council Committees.*