

# Memorandum



CITY OF DALLAS

DATE June 4, 2020

TO Honorable Mayor and Members of the City Council

SUBJECT **One Dallas: R.E.A.L. Change (Restore Trust and Build Relationships in Policing)**

## Background

While our work is always challenging, addressing systemic issues and policing practices which have led to unrest and racial division within our community have the greatest potential to transform and unite our City. Recent events have brought international attention to the difficult relationships between law enforcement and communities of color. The opportunity to restore the public's trust is here and now. Our actions must be swift and rooted in inclusion, equity, and justice.

As the City Manager, I am committed to proactively address historical and present-day challenges which manifest in community distrust, anger, and grief. To do this, it is imperative that we work together, aligning our intentions and resources to build a foundation of trust between historically marginalized communities and law enforcement. Listening and learning from diverse voices in our community is the first step toward a more perfect union as One Dallas.

## Project Summary

To move us forward, we are launching *One Dallas: R.E.A.L. Change* as a catalyst to provide a scalable action-based plan aligned with 21st Century Policing. This plan will guide our immediate, short-term, and long-term focus areas for change that will deliver solutions and outcomes that are anchored in **responsible, equitable, accountable, and legitimate efforts** to restore and increase trust within our community. The rationale for R.E.A.L Change aims for policing that is:

- **Responsible** – foster relationships that promote programs and initiatives that protect and serve all members of the community
- **Equitable** – address racial and anti-bias tendencies to eliminate barriers and focus on inequities and improving safety for all
- **Accountable**- transparent about policing processes and practices to increase community trust
- **Legitimate** – ensure policies, procedures, systems, and decision making have legitimacy to build trust

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*R.E.A.L. Change* embraces the following Six Pillars of 21<sup>st</sup> Century Policing:

1. Building Trust and Legitimacy
2. Policy and Oversight
3. Technology and Social Media
4. Community Policing and Crime Reduction
5. Training and Education
6. Officer Wellness and Safety

Through tangible, direct, and strategic-focused initiatives, the Dallas Police Department has expanded partnerships with faith-based leaders, community activists, education stakeholders, neighborhood groups, and nonprofit and for-profit organizations to make progress within each Pillar. The following provides a summary of the key actions and steps taken to date:

*What we have done*

**I. Building Trust and Legitimacy**

- a. Support of creation and implementation of Community Police Oversight Board as approved by the Dallas City Council
- b. On-going Community Advisory Board meetings with members having the opportunity to meet directly with Chief Hall once a month for six months (started January 2018)
- c. Share officer-involved shooting information with community via dpdbeat.com blog and emails

**II. Policy and Oversight**

- a. Drug testing of all Officers after a Deadly Force incident
- b. Overhaul of the Online Complaint Process making it more accessible to initiate complaints online and in-person at all 7 DPD patrol stations
- c. Reevaluation and adjustment to hiring qualifications

**III. Technology and Social Media**

- a. Starlight Program
- b. Relaunch of iWatch Dallas & updated functionality to upload videos
- c. Increase in Body Worn Cameras
- d. Implementation of Dallas Online Reporting System (DORS)

**IV. Community Policing and Crime Reduction**

- a. Chief Hall's Youth Summer Jobs Program
- b. Increased number of UNIDOS Hispanic/Latino Liaisons and engagements
- c. Implementation of RIGHT Care Team to respond to calls in which someone is potentially experiencing a mental health crisis

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- d. Began implementation of KPMG Staffing Study recommendations
- e. Creation of Intelligence-led Policing Unit
- f. Addition of full-time LGBTQ+ Liaison housed and supported by Community Affairs Unit

#### **V. Training and Education**

- a. Implicit Bias Training (in progress)
- b. Use of 360 Simulator for scenario-based training

#### **VI. Officer Wellness and Safety**

- a. Increased focus on Officer health and wellness via mindfulness training
- b. Peer Support Program

Although we have made some progress, we acknowledge that it is not enough. We must set a new vision that improves safety for all. R.E.A.L. Change will require us to focus even greater attention on key areas with immediate, short-term, and long-term strategies to build and improve community relations, engage in outcome-based actions, and create safer neighborhoods across the City. The following efforts will accelerate the action needed as we continue to foster and build trust within the community.

#### *What's Next?*

##### Immediate Action Items (0-90 days)

1. A Duty to Intervene Policy was implemented on June 4, 2020
2. Warning before Shooting Policy to be implemented by June 12, 2020
3. Changed Roll Call Training Bulletin banning chokeholds, which has been in place since 2004, to a General Order issued on June 3, 2020
4. Review all use-of-force policies (Consistent with the Obama Police Use of Force Project) for needed changes or revisions and publish them on DallasPolice.net website by August 28, 2020
5. Begin monthly reporting of officer contact data on all traffic stops and citations by June 30, 2020
6. Create and implement a body and dashcam policy to release critical incident videos by June 30, 2020

##### Short-Term (90-120 days)

7. Expand Right Care Program to include additional teams including behavior health call diversion, chronic consumer services and dedicated training by October 1, 2020
8. Implement a robust Early Warning System that will assist the department and supervisors in identifying Officers with 3 or more incidents that may be cause for concern so we can adequately respond by providing additional training and support for such Officers by November 27, 2020

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Long-term (longer than 120 days)

9. Implement a program, anchored in procedural justice, to build and enhance community relationships by January 2021
10. Conduct comprehensive cultural assessment of the department by May 2021
11. Work with Community Police Oversight Board to review General Orders, and receive recommend changes for consideration by May 2021

R.E.A.L. Change will foster improved relationships with the community and strengthen the Dallas Police Department. Many efforts outlined will be driven and channeled through existing departmental efficiencies and resources. We will incorporate through the budget development process these efforts, which may require new budgetary allocations to promoting needed change.

Although R.E.A.L. Change is earnestly focused on policing matters, staff is developing One Dallas key initiatives for other critical systemic ways to address economic and social equity investments paramount to our community's success. Initiatives will be designed to get to the heart of the new business case for our City. My team and I are committed to moving from conversations to action, recognizing that current programs, approaches, and capabilities are unlikely to do enough to create sustained, equitable, and economic growth necessary to level the playing field for all residents of this great City.

I look forward to working with the entire City Council and all stakeholders to bring R.E.A.L. Change for One Dallas.

In the Spirit of Excellence,



T.C. Broadnax  
City Manager

c: Chris Caso, City Attorney  
Mark Swann, City Auditor  
Billieae Johnson, City Secretary  
Preston Robinson, Administrative Judge  
Kimberly Bizzor Tolbert, Chief of Staff to the City Manager  
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Nadia Chandler Hardy, Assistant City Manager and Chief Resilience Officer  
Dr. Eric A. Johnson, Chief of Economic Development and Neighborhood Services  
M. Elizabeth Reich, Chief Financial Officer  
Laila Alequresh, Chief Innovation Officer  
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Directors and Assistant Directors