



City of Dallas

FY 2020-21 Budget
One Dallas: Responsible,
Equitable, Accountable,
Legitimate (R.E.A.L.)
Change and
R.E.A.L. Action

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Overview



- R.E.A.L. Change
- Actions taken
- Alternatives to police response
- Reducing harm
- Addressing root causes
- Strategic alignment





“Although we have made some progress, we acknowledge that it is not enough. We must set a new vision that improves safety for all.”

– City Manager T.C. Broadnax



R.E.A.L. Change



- In June, City Manager and DPD released One Dallas: R.E.A.L. Change, an action plan aligned with 21st Century Policing practices
- Included immediate, short-term, and long-term strategies that align our intentions and resources to produce policing that is:
 - Responsible
 - Equitable
 - Accountable
 - Legitimate
- FY21 budget expands on this action plan
 - Refocuses DPD on enhancing safety and promoting justice for all residents
 - Recognizes we cannot arrest our way out of violent crime
 - Redirects resources to alternative solutions that reduce harm and increase safety in our neighborhoods



Actions Taken



- Created Office of Community Police Oversight in FY20
- DPD reports officer contact data on all traffic stops and citations on a monthly basis
- Increased number of UNIDOS liaisons to engage our Spanish-speaking residents and appointed a full-time liaison to the LGBTQ+ community
- Created the Office of Integrated Public Safety Solutions in FY20



Actions Taken



- DPD updated or implemented several use-of-force orders:
 - A new General Order restating the department's ban on chokeholds, a policy that has been in place since 2004
 - A new "duty to intervene" General Order that compels officers "to either stop, or attempt to stop, another employee when force is being inappropriately applied or is no longer required"
 - A "warning before shooting" General Order, meaning officers must warn a suspect or detainee when feasible before firing a weapon at the person
 - A new "video release" General Order stating the City will release video within 72 hours of officer shootings or when deaths occur in custody



FY21 Investments: Alternatives to Police Response



- Expand RIGHT Care program
 - City receives more than 13,000 mental health calls annually
 - \$2.2M in FY21 to fund the existing team and four new teams with goal of responding to 6,500 calls
 - An additional \$1.5M in FY22 and five more teams with a goal of responding to all 13,000 calls
 - Once implemented, the total annual cost will be \$3.7M
 - External partners are critical to the expansion of the program



FY21 Investments: Alternatives to Police Response



- Increase access to appropriate health services
 - \$1M annually to remove barriers to behavioral health care in communities with limited or no access
- Investment in RIGHT Care and health services will reduce the need to dispatch police officers to behavioral health calls
- Provides solutions and helps to avoid unnecessary:
 - Hospitalizations
 - Arrests
 - Interactions between residents and law enforcement



FY21 Investments: Alternatives to Police Response



- Form mobile crisis response team
 - Support police officers when residents need direct services such as food, housing, transportation, or shelter in cases of domestic violence
 - Team of civilian social service professionals trained in de-escalation
 - Connected to community resources to provide immediate assistance and access to long-term solutions
 - 25 positions and \$1.7M in FY21 with full year funding at \$2.7M in FY22



FY21 Investments: Alternatives to Police Response



- Divert public intoxication cases from jail to recovery services center
 - New cross-organizational team
 - Help individuals identify and manage substance use disorders
 - Alternative to assessing a criminal charge
 - \$650K for 11 case workers and modifications to existing facility
 - Develop recovery and diversion options by March 2021



FY21 Investments: Alternatives to Police Response



- Respond more efficiently to high-priority calls and free up resources for other efforts
 - Continue implementation of KPMG staffing study recommendations
 - Transition support responsibilities to non-uniformed staff
 - Explore transfer of low-priority calls to other City departments
 - Identify internal efficiencies

End of Fiscal Year	Sworn Police Officers
September 30, 2017 (actual)	3,070
September 30, 2018 (actual)	3,028
September 30, 2019 (actual)	3,067
September 30, 2020 (estimated)	3,150
September 30, 2021 (estimated)	3,095
September 30, 2022 (estimated)	3,040



FY21 Investments: Reducing Harm



- Improve police training in alignment with 21st Century Policing
 - Enhance external review
 - Expand programs to reduce implicit bias
 - Require annual training in alternative solutions, de-escalation, and less-lethal tactics
 - Develop early warning system to identify officers that exhibit a dangerous pattern of behavior
 - \$545,000 annually



FY21 Investments: Reducing Harm



- Strengthen accountability through Community Police Oversight by adding mediation coordinator and intake specialist
- Additional positions will ensure:
 - An avenue for residents to voice concerns outside of the police department
 - Oversight to help hold the police department accountable for officers' actions
 - Oversight to improve the rigor of internal investigations of alleged misconduct
 - A more transparent disciplinary process
 - Improved community relations
 - Increased public understanding of law enforcement policies and procedures



FY21 Investments: Reducing Harm



- Partner with community organizations to establish violence interrupters
 - Credible individuals who serve as mentors and conflict resolution experts to curb violence from within their neighborhoods



Community rally in a Cure Violence neighborhood
Source: CVG via Mayor's Task Force Report



FY21 Investments: Addressing Root Causes



- Support formerly incarcerated people reentering public life
 - Community-based services such as housing placement, job skills training, job placement, and wraparound support services
 - Goal is to provide pre-release contact and services
 - \$1M to enhance existing programs
 - \$500K grant to connect individuals to services prior to their release



FY21 Investments: Addressing Root Causes



- Reduce crime and improve quality of life by remedying environmental issues
 - \$750K for Integrated Public Safety Solutions to address vacant lots, abandoned properties, substandard structures, and insufficient lighting
 - Partnership with Code Compliance and Transportation
- \$500K for three new mow/clean crews in Code Compliance to target illegal dumping



Strategic Alignment



The Mayor's Task Force on Safe Communities



- Remediate blighted buildings and abandoned lots in high-violence locations
- Add outdoor lighting in locations where nighttime violence has been most severe
- Utilize schools to deliver group support that teaches kids to pause before they act
- Hire and train credible messengers from within high-violence neighborhoods as “violence interrupters” to keep resolvable conflicts from escalating into gun violence



Strategic Alignment



- BHAGs
 - Safest city for youth to succeed
 - Safest, resilient large city with coordinated and engaged partnerships
 - National leader in rehabilitation and diversion programs
- Equity Indicators
 - Juvenile detentions
 - Fines and fees
 - Jail admissions
 - Arrests
 - Traffic stops and searches
 - Sense of community
 - Long-term residential vacancies





Appendix

Initiative Details



R.E.A.L. Change Initiative	Implementation Date	Assigned Department	Positions	FY21 Cost	FY22 Cost
RIGHT Care	October 2020	OIPSS	1	\$419,633	\$499,000
		DFR	11	\$1,773,325	\$3,165,454
Behavioral Health Services	October 2020	OIPSS	0	\$1,000,000	\$1,000,000
Mobile Crisis Response	March 2021	OIPSS	25	\$1,694,375	\$2,739,375
Recovery Services Center	March 2021	CTS (Marshal's)	11	\$650,000	\$803,169
Reentry Services	October 2020	OCC	0	\$500,000	\$500,000
		ECO	0	\$500,000	\$500,000
21 st Century Training	October 2020	DPD	0	\$545,000	\$545,000
Community Police Oversight	March 2020	OCPO	2	\$70,000	\$169,000
Violence Interrupters	January 2021	OIPSS	0	\$750,000	\$1,000,000
Environmental Improvements	October 2020	CCS	0	\$250,000	\$250,000
		TRN	0	\$500,000	\$500,000
Illegal Dumping Reduction	February 2021	CCS	9	\$500,000	\$500,000
Total			59	\$9,152,363	\$12,170,998

