

TRANSPARENCY AND TRUST

100 DAY PLAN REPORT

Office of Community Police Oversight

March 18, 2025

100 DAYS IN DALLAS

100 Day Plan Progress Update for the Office of Community Police Oversight



It is a profound honor to have been appointed to serve as the second permanent Director of the Office of Community Police Oversight (OCPO). I am humbled by this opportunity and look forward to building a foundation of trust and collaboration between law enforcement and the community while reinforcing transparency and accountability. Guided by City Manager Kimberly Bizor Tolbert's principles of — **CONNECT, COLLABORATE, and COMMUNICATE** — my first 100 days have been dedicated to strengthening trust, accountability, and transparency between the City of Dallas, the Dallas Police Department

Building a Strong Team

Upon my arrival, addressing staffing challenges was a priority. I successfully recruited and onboarded key personnel, including a Complaint Intake Specialist, Special Investigator, Senior Outreach Specialist, and Communications Advisor. These hires ensure our office

is equipped with skilled professionals committed to independent oversight and meaningful community engagement. To support seamless integration, I established clear onboarding protocols and facilitated comprehensive training programs covering Internal Affairs Division (IAD) complaint processes, officer-involved shootings Protocol, and best practices in civilian oversight.

Strengthening Oversight & Accountability

Transparency is the foundation of public trust. To achieve this, OCPO collaborated with the Data Analytics and Business Intelligence Department (DBI) to develop the "Transparency and Accountability Dashboard." This tool will allow the public to track complaints, commendations, and DPD arrest data. In addition, the OCPO reviewed 529 complaints, completed one independent investigation, and improved website accessibility to enhance public awareness of the complaint process. These initiatives are designed to uphold oversight integrity and reinforce accountability within law enforcement practices.

Promoting Fair & Humane Policing

OCPO remains committed to policy advocacy that prioritizes public safety and civil rights. I recommended enhancements to the DPD complaint process, including increased transparency regarding case processing timelines and improvements to public notifications. My engagement in policy discussions with DPD's (IAD) leadership has resulted in practical reforms, such as a revised DPD Arrest Report with enhanced data visualization and tracking offense types and multiple trends by council district. Additionally, I have actively participated in ride-a-longs across multiple patrol divisions to gain firsthand insight into policing practices and identify areas for improvement.



Enhancing Public Engagement

Effective oversight requires the establishment of transparent and accessible channels of communication with the community. OCPO launched a 24/7 complaint hotline, facilitating 70 meetings with internal and external stakeholders to gather feedback on improving OCPO operation and community-police relations and expanded its outreach by attending over 40 community events. OCPO created a community outreach and engagement plan to systematically educate residents about OCPO's mission and programs. Complaint and commendation forms have been updated, translated into seven languages, and distributed widely across city facilities, further increasing accessibility.

In alignment with the City's commitment to Connect, Collaborate, and Communicate, OCPO has implemented strategic initiatives to ensure transparency, accountability, and community-centered policing. These achievements mark the beginning of our ongoing efforts to build lasting trust between law enforcement and the people of Dallas.

Thank you for your time and consideration. I look forward to our continued collaboration in advancing these critical objectives.

Sincerely,

Michele Andre

Michele Andre Director – Police Monitor, Office of Community Police Oversight





AT A GLANCE: LIST OF 100 DAYS OF ACHIEVEMENTS

Here are the **Top 20 Achievements** from the **100 Day Plan Report** for the Office of **Community Police Oversight**:

Building a Strong Team

- 1. Recruited and onboarded key personnel, including a Complaint Intake Specialist, Special Investigator, Senior Outreach Specialist, and Communications Advisor to strengthen oversight and community engagement.
- 2. Established clear onboarding protocols and comprehensive training programs covering the IAD complaint process, police-involved shootings, and best practices in civilian oversight.
- 3. Collaborated with Human Resources to reclassify the Mediation Manager position to a Communication Advisor, enhancing OCPO's ability to engage with the public effectively.

Strengthening Oversight & Accountability

- 4. Developed the Transparency and Accountability Dashboard in partnership with DBI, allowing public access to complaints, commendations, and arrest data.
- 5. Reviewed 529 complaints and completed one independent investigation to uphold integrity and public trust.
- 6. Improved website accessibility and complaint submission processes, ensuring transparency including easier access to oversight resources.

Promoting Fair and Humane Policing

- 7. Recommended enhancements to the DPD complaint process, including increased transparency on case processing timelines and improved public notifications.
- 8. Advocated for updates to the DPD Arrest Report, now providing data visualization, offense-type breakdowns, and council district trends.
- 9. Conducted three ride-a-longs across different patrol divisions to gain firsthand insights into policing practices and areas for improvement.
- 10. Recommended updates to IAD's complaint accessibitlity and transparency systems.



Enhancing Public Engagement

- 11. Launched a 24/7 complaint hotline in collaboration with Communications and Customer Experience/ 311 (CCX/311), increasing accessibility for residents to report concerns.
- 12. Attended over 40 community events to educate residents about OCPO's mission and oversight programs.
- 13. Translated complaint and commendation forms into seven languages and distributed them across city facilities to improve accessibility.
- 14. Partnered with CCX/311 to distribute 2,000+ complaint and commendation forms, 1,000 brochures, and 500 flyers in libraries and recreation centers.

Building Trust & Transparency

- 15. Launched a Facebook page to engage with residents and promote Community Police Oversight Board (CPOB) meetings.
- 16. Conducted 70 meetings with internal and external stakeholders to gather feedback on improving OCPO operations and community-police relations.
- 17. Partnered with CCX/311 to distribute 2,000+ complaint and commendation forms, 1,000 brochures, and 500 flyers in libraries and recreation centers.

Functional Support & Technical Assistance to CPOB

- 18. Addressed technology-related challenges by ensuring CPOB members received city email accounts and laptops for a secure review of complaint materials.
- 19. Standardized formatting and content guidelines for monthly meeting binders, improving efficiency and clarity for board members.
- 20. Finalized and submitted the CPOB annual report to the City Council, marking a key milestone in accountability and transparency efforts

These accomplishments demonstrate OCPO's **commitment to strengthening oversight, fostering trust, and improving community-police relations** in the City of Dallas.



The goals and key initiatives outlined below will direct the work of the OCPO as it focuses on building trust, accountability, and transparency in support of the four pillars: protecting civil rights, supporting effective policing, managing risks, and building bridges that drive OCPO's mission. The four goals, building a strong team, strengthening oversight, promoting fair & humane policing, and enhancing public engagement, represent crucial aspects of how we serve our community. Effectively addressing these goals is vital for improving transparency and trust between the City of Dallas, the Dallas Police Department, and the community.

Goal 1: Recruitment & Retention: Building A Strong Team

Priority: Assess and fulfill the staffing needs of the OCPO

The OCPO is comprised of a small, yet dedicated team committed to enhancing transparency, accountability, and trust between law enforcement and the community. Each team member ensures independent oversight, investigates concerns, and promotes meaningful dialogue with residents. Upon my arrival, OCPO was faced with numerous vacancies. In the Director's first 100 days with the OCPO, she updated the job descriptions for key positions and successfully recruited and onboarded highly qualified candidates for vital positions, including Complaint Intake Specialist, Special Investigator, Senior Outreach Specialist, and Communication Advisor.

These updates ensure the job descriptions align with the office's current staffing and operational requirements. In addition, She collaborated with the Human Resources Compensation Department to reclassify the Mediation Manager position (Grade 17)¹ as a Communication Advisor (Grade 17). The Communication Advisor will coordinate OCPO publications, newsletters, events, and community engagement initiatives. This role also involves providing event coordination and editorial support to the Dallas Community Police Oversight Board (CPOB), fostering relationships with internal and external stakeholders, and facilitating community outreach efforts. The Communication Advisor is expected to demonstrate initiative and possess a meticulous approach to tasks while operating under general guidance.

The Director hired Waldir Guerrero as the Communication Advisor, with a robust background in public information and media production to enhance our communication efforts. Mr. Guerrero has extensive experience within state and county agencies, where he has effectively shaped public narratives and enhanced community awareness.

Additionally, Director Andre designated Gregory Huff as the Special Investigator. Mr. Huff brings substantial experience from the Public Integrity Division - Administrative Investigations Unit of the Denver Sheriff's Department, having led hundreds of internal affairs investigations. His dual background as a civilian investigator and former police officer affords him a unique perspective in evaluating misconduct and ensuring impartial, thorough reviews.

¹ The OCPO does not currently have an active mediation program. OCPO is collaborating with DPD's Internal Affairs Division and Associations to create a mediation program and focus group, with a projected start date of 2026 for contracted mediation services.



Moreover, she hired Alma Perez as the Senior Outreach Specialist. Ms. Perez brings over ten years of experience in community engagement and public service. She has held various positions, including Community Outreach Representative with the Dallas Police Department's Office of Community Affairs, Youth First Offender Program Caseworker, Disease Intervention Specialist, and Adult Protective Services Specialist. Lastly, Director Andre designated Yolanda Cole as the Complaint Intake Specialist; Ms. Cole possesses more than fifteen years of experience in child protective services and family advocacy, bringing a profound understanding of community support, crisis intervention, and public service to her role.

Furthermore, she developed and implemented clear onboarding protocols for new hires and completed their onboarding processes. All staff members received extensive training, including an overview of the IAD's complaint and investigation processes, a review of the Dallas Police Department's General Orders, and exposure to the Dallas County Public Integrity Approved Protocol for Critical Incidents, and the Texas Open Meetings Act training materials. Staff members completed training in Axon's body-worn camera systems, IAPRO systems and webinars conducted by the National Association for Civilian Oversight of Law Enforcement (NACOLE). Additionally, all staff must pass a Criminal Justice Information Systems (CJIS) fingerprint-based background check and maintain CJIS eligibility.

Goal 2: Transparency & Accountability: Strengthening Oversight

Priority: Ensure Thorough, fair investigations of all complaints against DPD officers.



The OCPO conducts independent reviews and investigations into allegations of misconduct involving DPD officers. Its mission is to assess community complaints impartially, fostering transparency and building trust between the City of Dallas, the DPD, and the community. The OCPO employs IAPro to generate web reports that systematically track complaints received, investigated, and resolved. These reports are compiled monthly to ensure accurate reconciliation of all complaints. According to an audit conducted by the OCPO, a total of 529 complaints were reviewed, with 453 complaints processed and resolved from September 3, 2024, to February 4, 2025². During this period, the OCPO successfully completed one independent investigation.

²The 100-day mark was reached on February 4, 2025 (counting from September 3, excluding weekends and public holidays).



In collaboration with the DBI, the OCPO developed a public Dashboard titled the "Transparency and Accountability Dashboard." This dashboard provides a comprehensive overview of external administrative complaints and commendations filed with the OCPO and the DPD as well as an overview of DPD Arrest data. The dashboard is fully operational, enabling complainants to monitor the status of their cases, and will be made publicly accessible on the OCPO website. The dashboard indicates that most complaints are reviewed and resolved within an average of 38 days, and the majority of investigations conclude within 90 days.

The OCPO has collaborated with Information and Technology Services to redesign its website and enhance the homepage to improve the submission process for complaints and officer commendations. A section for community feedback on police relations has been created, which includes information about upcoming CPOB meetings and a brief profile of the OCPO Director. The website revisions also include a dedicated page that presents the professional qualifications of the staff, detailed descriptions of the complaint processes, and an independent review process for complainants who may be dissatisfied with the outcomes of IAD investigations. Additional features encompass a page outlining policy recommendations submitted to the City Manager, the Chief of Police, and/or City Council, accompanied by a policy tracker (see Appendix for illustrations of the proposed website changes). These enhancements are currently in development and will be presented to the CPOB in the Spring of 2025.

The CPOB website must follow a standardized format for the City's Board and Commission. To comply with city policy, only minimal updates have been made to include information on forthcoming meetings and the professional backgrounds of board members. Additionally, a service ticket has been submitted to archive an outdated CPOB website that is no longer operational.

Goal 3: Policy Advocacy: Promoting Fair & Humane Policing

Priority: Advocate for data-driven policy reforms that ensure the safety and rights of both community members and police officers.

In evaluating case processing procedures, an emphasis was placed on the importance of handling complaints promptly and transparently. The OCPO recommended that the IAD improve its website, complaint forms, and intake investigation checklist with additional language. These new changes now explain that a comprehensive review and processing of complaints may require up to thirty (30) days. These enhancements aim to improve public transparency in the complaint review process, set clear expectations for processing times, and reduce the occurrence of duplicate complaints. Additionally, we collaborated with IAD to improve notifications provided to complainants and officers. On November 12, 2024, a coordinated retreat for the CPOB was held, featuring an overview of Ordinance 31192, training on Effective Oversight: Board's Member Role and Responsibilities and a presentation on the external



complaint process by (IAD). Additionally, the Dallas District Attorney gave a presentation concerning the Public Integrity Division protocol for officer-involved shootings. Subsequent to the retreat, the Internal Affairs Division (IAD) requested feedback from the Director concerning potential enhancements to the transparency initiatives of the Dallas Police Department. In reponse, OCPO recommended the development of a poster outlining the complaint procedure and officer commendations featuring QR codes. We also proposed updates to existing informational materials, the IAD website, and instructional videos on how to file a complaint and commendation. This ensures that law enforcement remains responsive to community needs.

We submitted recommendations for enhancing the DPD Arrest Report, requesting a breakdown by highest count of offenses, and suggested improvements to data visualization by incorporating pie and bar graphs. These graphs illustrate statistics such as the percentage breakdown of misdemeanors versus felonies, the most common behavioral health incidents for the current month, and historical trends in offenses over the past three years, including percentage changes and year-to-date averages to provide comprehensive context. Following my feedback, the DPD Arrest Report by council district was updated, with changes implemented in January 2025.

The DPD responded and approved our policy recommendations within the designated 30-day timeframe. To track these recommendations a policy tracker has been developed to monitor the progress of CPOB and OCPO recommendations to the Chief of Police and the City Manager regarding improvements to departmental procedures, practices, training, and early warning systems. This tracker aims to enhance public transparency and will be accessible on the OCPO website.

We participated in three ride-a-longs accompanied by my Policy Analyst in the Southeast, South Central, and Northwest Patrol Divisions to observe field operations, gain insights from the officers, and understand the practical application of policing within the Dallas Police Department. Additional ride-a-longs in the remaining patrol divisions are scheduled for Spring 2025. Furthermore, OCPO staff and CPOB members are encouraged to engage in ride-a-longs with DPD and visit IAD officers for a comprehensive overview of their complaint-handling process. In addition to participating in ride-a-longs, OCPO staff requested to review DPD's de-escalation training materials, and select staff members are set to participate in specialized DPD training, including RBT and de-escalation training, scheduled in April 2025.

Goal 4: Community Outreach: Enhancing Public Engagement

Priority: Foster open communication and engagement with the community through outreach efforts and public education.

To enhance accessibility and facilitate open communication with the community, we have implemented a 24/7 complaint hotline in collaboration with the Communications and Customer Experience (CCX/311) team. Personnel from CCX/311 provide guidance on the process of filing complaints and assist the public with their inquiries. They have been equipped with the necessary information regarding the investigation and disciplinary procedures, as well as how to file complaints and check their status.



It is crucial to emphasize that CCX/311 personnel are not authorized to file complaints on behalf of citizens, and the hotline does not serve as a replacement for formally submitting a complaint. Furthermore, the 311 mobile application incorporates a service request feature that includes our online complaint and commendation form for direct submissions.

We have also partnered with the CCX/311 outreach team to distribute informational materials and complaint forms related to the OCPO and the CPOB. To achieve open communication and engagement with the community, the OCPO developed a Community Outreach and Engagement Plan to systematically identify community partners, produce educational materials, utilize social media as a communication tool, and encourage individual and community participation. This plan aims to increase awareness of the OCPO and the CPOB and the processes for submitting complaints and commendations.



To further enhance accessibility, the language used in the commendation and complaint forms has been revised, and these forms have been translated into the seven most commonly spoken languages in Dallas, as identified by the census data. These forms are now readily available on the OCPO website.

Additionally, a resource entitled "Know Your Rights: Complaint Process in Dallas" has been created to address frequently asked questions and provide information regarding the methods for filing complaints and contacting the OCPO or CPOB. We have successfully ordered and distributed over 2,000 commendation and complaint forms, 1,000 informational brochures, and 500 flyers at various events, Department of Recreation Centers, and Dallas Public Libraries.

OCPO materials have been disseminated to all facility supervisors within the Department of Recreation Centers for display on electronic marquees and communication boards to ensure public accessibility. Updated physical copies of our flyers and forms have also been delivered to various Dallas Public Library locations.



OCPO representatives have participated in over 40 community events to enhance our visibility. The office has benefited from more than five media features, including a feature in the Dallas Morning News that highlighted the recent appointment of the OCPO Director and outlined the 100-day strategic plan.

Goal 5: Community Engagement: Building Trust and Transparency

Priority: Launch a public communications campaign that strengthens community relationships and builds awareness of the OCPO's mission.

The OCPO will conduct outreach efforts to marginalized communities to address gaps between law enforcement and residents. This initiative involved participating in events located in predominantly Black and Hispanic neighborhoods. The OCPO attended 23 out of 40 of these community events. Additionally, the office established a Facebook page to promote community engagement and stimulate participation in CPOB meetings.

The Director held 70 meetings with internal and external stakeholders to gather feedback on improving the OCPO's internal operations and processes for handling commendations and complaints. Additionally, the Director participated in two panel discussions and attended three cross-departmental workshops.

Functional Support and Technical Assistance to CPOB

The Office of Community Police Oversight (OCPO) serves a critical function in providing functional and technical assistance to the Community Police Oversight Board (CPOB). One of Director Andre's first initiatives involved convening meetings with CPOB members to elicit their feedback regarding officer performance and overall support received by the Board. CPOB member feedback included:

- Updating the CPOB website to feature members' headshots and professional biographies
- Scheduling recurring subcommittee meetings
- Establishing a well-equipped office environment
- · Addressing vacant positions with Human Resources and the OCPO
- · Standardizing formatting and content guidelines for monthly meeting binders
- Preparing and distributing the annual report
- Resolving technology-related challenges
- · Addressing ongoing issues with .gov email accounts

With the assistance of Human Resources partners, the OCPO has effectively filled all vacant positions, ensuring that the office is staffed by highly qualified personnel. The office environment has been adequately equipped to meet the necessary functional requirements, and enhancements to the CPOB website have been implemented, including updated headshots, and summarized professional biographies of the Board members.



All CPOB members have received secure city email accounts and laptops to facilitate the effective execution of their Board responsibilities and ensure the secure review of complaint-related documents. The Information Technology Services Team (ITS) attended the CPOB meeting on January 14, 2025, to address government email access issues for the Board members and to assist with the onboarding of newly assigned laptops.

All requests and technological challenges related to the Board's meetings have been resolved, and the formatting content guidelines for the monthly meeting agenda binders have been updated accordingly. Meetings for the Policy and Community Outreach Subcommittees have convened, and future dates for Rules and Boards Training have been scheduled. The CPOB annual report received Board approval on January 14, 2025, and was submitted to the City Council.





APPENDIX:



Figure 2. Know Your Rights: Complaint Rights in Dallas Flyer



complantant: No, you cannot file a complaint as a third-party complainant. Allegations from a third party may be considered at the discretion of the Internal Affairs Division. These allegations must be in writing, signed by a person with first-hand knowledge of the incident, and must be brought within the time limit for accepting formal complaints.

Can I file a complaint without knowing the officer's name and badge number? Yes, we can identify the officer using DPD records. Once you file a complaint, the OCPO and the Dallas Police Department's Internal Affairs Division will review the allegations to determine the necessary investigation type: Control Number (CN) – For allegations that

could result in a written reprimand or higher. These complaints are investigated by the Internal Affairs Division.

Division Referral (DR) – For less severe allegations that could result in corrective action of Advice and Instruction, Documented Counseling, or a Supervisors

Figure 3. OCPO & CPOB Function Information Flyer



The Office of Community Police Oversight (OCPO) supports the Community Police Oversight Board (CPOB) in ensuring the fair acceptance and processing of commendations and external administrative complaints. The mission of OCPO is to ensure civilian complaints are reviewed impartially to enhance the transparency and trust between the City of Dallas, the Dallas Police Department and the community.

OCPO Functions

To achieve its mission, the OCPO engages in the following primary functions:

- ☑ Intake Commendation and Complaints
 ☑ Conduct Independent Investigations
- ☑ Review Investigations and Critical
- Incidents
- Examine Policies and Procedures

YOUR FEEDBACK IS IMPORTANT TO US!

The CPOB holds a monthly meeting on the second Tuesday of every month at 5:30 p.m. that provides a platform for community members to share concerns about police-community relations in Dallas neighborhoods. Speaking at Board meetings is open to all.

For information about our next public meeting, visit:



Figure 4. Updated Complaint Form

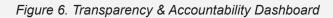
Office of Community Police Oversight	Office Hours: Monday – Friday 8:00 a.m. – 5:00 p.m. 1500 Marilla St., 5 ^{rr} Floor, Dallas, IX 7:520 Email: <u>QCPO@dallas.go</u> 24/7 Complaint Line: 21 4:571-328 dallascityhall.cor	
Complaint Form		
To start an administrative complaint against a Dallas Police Officer, please complete this form and submit it to the Office of Community Police Oversight (OCPO) via email, mail or in person. The OCPO is NOT part of the Dallas Police Department. Your complaint can be anonymous. By telling us about your experience, you help us better serve you and your community.		
First Name and Last Name (optional):	Date:	
Address (optional):	Date of Birth:	
City:	State: Zip Code:	
Phone (optional):	Email (optional):	
What happened? Describe your experience with the Dallas Police Department. (If you require additional space for your written statement, please utilize the writing section provided on the back of the form.)		
Where did it happen?	Incident Date/Time:	
Is a summons or arrest associated with the i	incident? 🗌 Yes 🗌 No 📋 I don't know	
Are you interested in mediation? \square Yes \square No Mediation is an informal alternative to our traditional investigative process. Mediation allows the parties to meet and discuss their views of the case, clear up misunderstandings, identify underlying interests and concerns, find areas of agreement; and identify creative solutions. Mediation is a cooperative, voluntary process requiring the participation of all parties and representatives.		
Do you know the identification of the officer(s)? ☐ Yes ☐ No If yes, please list their Name and Badge Number.		
Were there witnesses? 🗌 Yes 🗌 No (If yes, please list Name, Email and Phone Number.)		
Preferred Language: Spanish French Vietnamese Arabic Chinese (Simplified) Swahili Korean Burmese Amharic Hindi Language Interpretation Services Needed? Yes	Gender. Female Transgender Male Gender not listed Non-binary Prefer not to say Race/Ethnicity: African American/Black East Asian American Indian/Alaska Native Hispanic/Latinx Native Native State South Asian White/Caucasian Southeast Asian Southeast Asian Other Race/Ethnicity Prefer not to say	

This information is gathered for the purposes of identifying disparate treatment of any particular protected class; a response is not required but recommended to identify potential disparities.

Figure 5. Updated Commendation Form

City of Datas	Office Hours: Monday – Friday 8:00 a.m. – 5:00 p.m. 1500 Marilla St., 5° Floor, Dalas, TX 75201 Email: <u>0CP0@dalas.cov</u> 24/7 Complaint Line: 214671 8233 dallascityhall.com	
Commendation Form		
If you would like to commend an employee of the Dallas Police Department, please fill out this form and email it to <u>OCPO@dallas.gov</u> or mail it to the address listed above. The Office of Community Police Oversight (OCPO) is committed to providing the best service possible and community feedback is essential to succeed in this goal. If you don't know the officers name or badge number, please provide the date, time and circumstances leading to your compliment. Efforts will be made to identify the officer(s) involved. Your comments will be provided to the Dallas Police Department and be reviewed by the commended employee and his/her commanding officer.		
Your Information		
First Name and Last Name:		
Address:	Date of Birth:	
City:	State: Zip Code:	
Phone:	Email:	
How did you hear about OCPO?		
Preferred Language: Spanish French Vietnamese Arabic Chinese (Simplified) Swahili Korean Burmese Amharic Hindi Language Interpretation Services Needed? Yes No	Gender. Female Transgender Male Gender not listed Non-binary Prefer not to say Rac/Ethnicity: African American/Black East Asian African American/Black Hispanic/Latinx Native Hawaiian/Pacific Islander Middle Eastern White/Caucasian South Asian Multiracial Southeast Asian Other Race/Ethnicity Prefer not to say	
This information is gathered for the purposes of identifying disparate treatment of any particular protected class; a response is not required but recommended to identify potential disparities.		
Officer Information If the officer's name is not known, describe the Police employee(s) you are commending.		
Officer(s) Name or Description:		
Badge Number(s):	Vehicle Number(s):	
Incident Details		
Where did it happen?	Incident Date/Time:	
Please write a brief summary of your commendation. (If you require additional space for your written statement, please utilize the writing section provided on the back of the form.)		





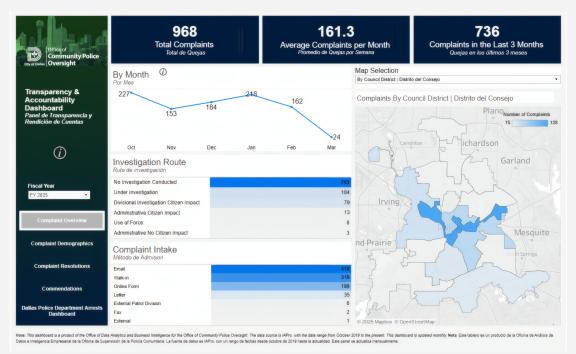


Figure 7. New Facebook Page

reviews and investigates complaints in an

impartial manner to enhance transparency and

build trust between the Dallas Police Department,



attended two great pop-up events hosted by Dallas 311 at Oak Lawn Branch Library and Grauwyler Park Branch Library! We loved connecting with residents and hearing your thoughts. Today, we'll be at another pop-up at 2 PM.