



CITY OF DALLAS

DATE April 4, 2025

TO Honorable Mayor and Members of the City Council

SUBJECT **Realignment of Homeless Response Operations – Introduction of Dallas Street Response**

As I have previously shared, we are proactively implementing an Operational Efficiency Initiative, reimagining how we deliver our services to make us more efficient, effective, and responsive to build trust. With that in mind, effective today, we are realigning The Office of Homeless Solutions (OHS) Street Outreach team into the Office of Emergency Management and Crisis Response (EMCR), to create the *Dallas Street Response* (DSR) team.

The *Dallas Street Response* will lead compliance and monitoring operations, through proactive encampment cleanup, closure maintenance, and integrated behavioral health support. Having a dedicated cross-trained team will enhance our public safety and health efforts and reaffirms our ongoing commitment to being one of the safest largest cities in the country, maximizing quality of life for all residents, and improving our homeless response across the City.

Through the *Dallas Street Response*, we hope to achieve the following goals:

1: Improve Coordination and Multi-Agency Operations

- **Objective:** Integrate outreach and encampment closure activities through a unified and consistent citywide approach.
- **Objective:** Lead proactive, multi-agency service request response, hot spot operations and closure maintenance operations, improving responsiveness and effectiveness.
- **Objective:** Effectively utilize behavioral and mental health response teams (e.g., RIGHT Care, Medic 01/02) to support individuals with complex needs and deepen interagency collaboration.

2: Sustain Closure Maintenance Operations

- **Objective:** Ensure that once a designated closure zone is established, it remains maintained, preventing re-encampment and preserving public spaces.

3: Strengthen Efforts in Policy Development

- **Objective:** Continue to represent the City to the wider homelessness ecosystem, focusing on continuing and increasing efforts in policy development, funding strategies, and service innovation to drive compassionate and impactful change.

4: Enhance Partnership Collaboration

- **Objective:** Continue to prioritize and enhance collaboration with external partners to create sustainable programming that address the root causes of homelessness, and to ensure that comprehensive service solutions are established to maintain stability for those experiencing homelessness.

Roles and Responsibilities:

Office of Homeless Solutions (OHS)	Office of Emergency Management & Crisis Response (EMCR)	Continuum of Care and Lead Agency
Strategic Continuum of Care and subject-matter expertise leadership and policy development	Manage centralized field operations, including service requests and encampment response with direct support from specialized behavioral health teams.	Leading coordinated outreach and housing placement initiatives
Homelessness-related Contracts and Compliance	Coordinate with external service and outreach providers that connect individuals to care, housing, and recovery resources.	Collaborating closely with Dallas Street Response and coordinates connections to services and housing for individuals experiencing homelessness
Long-term housing and systemic solutions	Encampment closure and sustained maintenance	Orchestrates pathways into mental and behavioral healthcare interventions for unsheltered persons with complex needs
Community partnerships: strengthening engagement, advocacy, and education	Temporary Inclement Weather Operations (*effective 10/1/25)	
Special unsheltered-related projects across City Council districts	Maintain a dashboard that tracks service delivery activity, closure progress, response times, and encampment trends to provide real-time visibility for Council, staff, and the public.	
	Staff training and enhanced visibility	

Dallas Street Response Metrics:

- EMCR will implement rapid response goals and reduction targets for repeat encampments, and will provide clear measurable outcomes, ensuring transparency and accountability to residents and stakeholders including:
 - 90% of encampment-related 3-1-1 service requests addressed within 24 hours.
 - 80% of cleared hotspot encampments remain closed for at least 30 days.
 - 25% year-over-year decrease in repeat encampments at identified hot spots.
 - 90% of encampments encountered receive at least one documented offer of services by stakeholders and partners.
 - Conduct at least 10 coordinated hotspot interventions per month across departments.

Next Steps:

- An upcoming agenda item to reallocate the involved budget from OHS to EMCR will be presented to City Council for consideration and approval by June 11, 2025.

We look forward to reporting out progress as this new initiative evolves. Please see the attached FAQs that will be shared with the community and our partners.

Should you have any questions or comments, please reach out to Dominique Artis, Chief of Public Safety, or Alina Ciocan, Assistant City Manager.

[Attachment]

Service First, Now!



Kimberly Bizzor Tolbert
City Manager

c: Tammy L. 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 Robin
Bentley, Assistant City Manager
Jack Ireland, Chief Financial Officer
Elizabeth Saab, Chief of Strategy, Engagement, and Alignment (I)
Directors and Assistant Directors

FREQUENTLY ASKED QUESTIONS

1. What is the purpose of *Dallas Street Response*?

- As City Manager Tolbert has previously shared, the City of Dallas is proactively implementing an Operational Efficiency Initiative, reimagining how we deliver our services to make us more efficient, effective, and responsive to build trust.
- The *Dallas Street Response* realigns compliance and monitoring operations from the Office of Homeless Solutions (OHS) to the Office of Emergency Management and Crisis Response (EMCR). It will enhance our public safety and health efforts by leading proactive encampment cleanup, closure maintenance, and integrated behavioral health support.

2. What is happening to the Homeless Action Response Team (HART) and how is it different from *Dallas Street Response*?

- The Homeless Action Response Team is being realigned into *Dallas Street Response*, under the leadership of EMCR. OHS will focus on strategy, policy, and partnerships.
- *Dallas Street Response* will be responsible for proactive, multi-agency field operations, ensuring faster response, stronger compliance coordination, and sustained maintenance of cleared sites, resulting in visible, accountable, and effective service to all Dallas residents.

3. What personnel, if any, is being moved from OHS into EMCR?

- Twenty-three (23) staff positions and the associated operational budget will be moved to EMCR. An upcoming agenda item to reallocate the funds from OHS to EMCR will be presented to City Council for consideration and approval by June 11, 2025.

4. Will this initiative increase the City's costs?

- No, the realignment transfers existing staff and resources from the Office of Homeless Solutions budget to the Office of Emergency Management and Crisis Response budget.

5. How will OHS continue its role to address the unsheltered resident population?

- OHS will focus on strategic leadership, policy guidance, program development, and systemic solutions. The OHS team will continue to represent the City of Dallas in all homelessness system areas, and lead special projects aimed at addressing emerging challenges in the homelessness ecosystem.



6. Who is responsible for coordination in the field?

- EMCR is responsible for leading coordinated field operations. This includes managing *Dallas Street Response*, aligning efforts across departments, and ensuring unified, timely responses to encampments and service requests.

7. How will *Dallas Street Response* collaborate with the specialized teams that work with behavioral and mental health crises?

- *Dallas Street Response* will work closely with EMCR's specialized behavioral and mental health teams—including RIGHT Care, Crisis Intervention, and Medic 01/02—to support individuals experiencing significant crises. These teams will directly assist field staff during encampment responses and are integrated into broader efforts with the Continuum of Care to ensure coordinated and unified response.

8. How will you measure success?

- Metrics will include closure maintenance success rates, response times, number of outreach engagements, compliance rates, and reductions in repeat encampments Community Satisfaction Score.
- The Office of Homeless Solutions will track the following Community and Stakeholder Engagement metrics:
 - **Community Satisfaction Score** – Survey-based rating on the effectiveness of homelessness response efforts.

9. Who will residents contact about encampment issues after April 5th?

- All reports should continue through the City's 3-1-1 system, which will route requests directly to the *Dallas Street Response* team.

10. What role will other departments (DPD, Transportation & Public Works, etc.) have?

- These departments will collaborate closely with *Dallas Street Response*, through EMCR to ensure integrated, rapid responses to service requests and closure operations. This collaboration will occur through coordinated deployment, shared field accountability, and joint operations that align staffing and resources toward hotspot interventions and sustained closure maintenance.

11. What is Hot Spot Management?

- Hot Spot Management involves proactively identifying and addressing recurring encampment areas by utilizing data to prioritize intensive outreach, intervention, and closure operations in locations with frequent encampment activities, enhancing public safety and community quality of life. Hot Spots will be identified objectively and intensively treated over a 90-day period.



12. How will the public know if this approach is working?

- The team is reimagining an existing dashboard to include *Dallas Street Response*. By reporting out in a more focused way, our team will maintain accountability and transparency to build trust in this effort.

13. How will this improve service response times?

- As part of the Dallas Street Response strategy, closure maintenance operations will be enhanced to ensure cleared public spaces remain maintained to prevent re-encampment and preserve accessibility of public spaces. We will also improve initial response times to service requests to within 24 hours.

14. Is there still a role for community organizations and stakeholders to be engaged?

- The Office of Homeless Solutions will expand its community engagement efforts by launching district-specific initiatives and will continue to collaborate with partner organizations to support these efforts.