

MINUTES OF THE CITY COUNCIL COMMITTEE  
TUESDAY, APRIL 9, 2024

24-0015

SPECIAL CALLED MEETING PUBLIC SAFETY COMMITTEE  
CITY COUNCIL CHAMBER, CITY HALL/VIDEO CONFERENCE  
COUNCILMEMBER CARA MENDELSON, PRESIDING

PRESENT: [5] Mendelsohn, Stewart, Moreno, Atkins (1:03 p.m.), Willis

ABSENT: [0]

The meeting was called to order at 1:01 p.m. with a quorum of the committee present.

The meeting agenda, posted in accordance with Chapter 551, "OPEN MEETINGS," of the Texas Government Code, was presented.

After all business properly brought before the committee had been considered, the meeting adjourned at 3:39 p.m.

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Chair

ATTEST:

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City Secretary Staff

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Date Approved

The agenda is attached to the minutes of this meeting as EXHIBIT A.

The actions taken on each matter considered by the committee are attached to the minutes of this meeting as EXHIBIT B.

The briefing materials for this meeting are filed with the City Secretary's Office as EXHIBIT C.

**\*\* Note: Indicates arrival time after meeting called to order/reconvened.**

MINUTES OF THE CITY COUNCIL COMMITTEE  
TUESDAY, APRIL 9, 2024

EXHIBIT A

**RECEIVED**

**2024 APR - 4 PM 5: 00**

**CITY SECRETARY  
DALLAS, TEXAS**



**City of Dallas**

*1500 Marilla Street,  
Council Chambers, 6th Floor  
Dallas, Texas 75201*

**Public Notice**

**2 4 0 3 5 4**

**POSTED CITY SECRETARY  
DALLAS, TX**



**Public Safety Committee**

**April 9, 2024**

**1:00 PM**

**SPECIAL CALLED MEETING**

## 2023 CITY COUNCIL APPOINTMENTS

<b>COUNCIL COMMITTEE</b>	
<b>ECONOMIC DEVELOPMENT</b> Atkins (C), Narvaez (VC), Arnold, Bazaldua, Ridley, Stewart, West	<b>GOVERNMENT PERFORMANCE AND FINANCIAL MANAGEMENT</b> West (C), Blackmon (VC), Mendelsohn, Moreno, Resendez
<b>HOUSING AND HOMELESSNESS SOLUTIONS</b> Moreno (C), Mendelsohn (VC), Gracey, West, Willis	<b>PARKS, TRAILS, AND THE ENVIRONMENT</b> Stewart (C), Moreno (VC), Arnold, Bazaldua, Blackmon, Narvaez, West
<b>PUBLIC SAFETY</b> Mendelsohn (C), Stewart (VC), Atkins, Moreno, Willis	<b>QUALITY OF LIFE, ARTS, AND CULTURE</b> Bazaldua (C), Resendez (VC), Blackmon, Gracey, Ridley, Schultz, Willis
<b>TRANSPORTATION AND INFRASTRUCTURE</b> Narvaez (C), Gracey (VC), Atkins, Mendelsohn, Resendez, Schultz, Stewart	<b>WORKFORCE, EDUCATION, AND EQUITY</b> Schultz (C), Arnold (VC), Bazaldua, Blackmon, Resendez, Ridley, Willis
<b>AD HOC COMMITTEE ON ADMINISTRATIVE AFFAIRS</b> Atkins (C), Mendelsohn, Moreno, *Ridley, *Stewart	<b>AD HOC COMMITTEE ON GENERAL INVESTIGATING AND ETHICS</b> Mendelsohn (C), Gracey, Johnson, Schultz, Stewart
<b>AD HOC COMMITTEE ON JUDICIAL NOMINATIONS</b> Ridley (C), Resendez, West	<b>AD HOC COMMITTEE ON LEGISLATIVE AFFAIRS</b> Mendelsohn (C), Atkins, Gracey, Narvaez, Stewart
<b>AD HOC COMMITTEE ON PENSIONS</b> Atkins (C), Blackmon, Mendelsohn, Moreno, Resendez, Stewart, West, Willis	<b>AD HOC COMMITTEE ON PROFESSIONAL SPORTS RECRUITMENT AND RETENTION</b> Gracey (C), Blackmon, Johnson, Moreno, Narvaez, Resendez, Schultz

(C) – Chair, (VC) – Vice Chair

\* Updated:2/22/24

Note: A quorum of the Dallas City Council may attend this Council Committee meeting.

## General Information

The Dallas Council Committees regularly meet on Mondays beginning at 9:00 a.m. and 1:00 p.m. in the Council Chambers, 6th floor, City Hall, 1500 Marilla. Council Committee agenda meetings are broadcast live on [bit.ly/cityofdallastv](http://bit.ly/cityofdallastv) and on Time Warner City Cable Channel 16.

Sign interpreters are available upon request with a 48-hour advance notice by calling (214) 670-5208 V/TDD. The City of Dallas is committed to compliance with the Americans with Disabilities Act. **The Council agenda is available in alternative formats upon request.**

If you have any questions about this agenda or comments or complaints about city services, call 311.

## Rules of Courtesy

City Council meetings bring together citizens of many varied interests and ideas. To insure fairness and orderly meetings, the Council has adopted rules of courtesy which apply to all members of the Council, administrative staff, news media, citizens and visitors. These procedures provide:

- That no one shall delay or interrupt the proceedings, or refuse to obey the orders of the presiding officer.
- All persons should refrain from private conversation, eating, drinking and smoking while in the Council Chamber.
- Posters or placards must remain outside the Council Chamber.
- No cellular phones or audible beepers allowed in Council Chamber while City Council is in session.

"Citizens and other visitors attending City Council meetings shall observe the same rules of propriety, decorum and good conduct applicable to members of the City Council. Any person making personal, impertinent, profane or slanderous remarks or who becomes boisterous while addressing the City Council or while attending the City Council meeting shall be removed from the room if the sergeant-at-arms is so directed by the presiding officer, and the person shall be barred from further audience before the City Council during that session of the City Council. If the presiding officer fails to act, any member of the City Council may move to require enforcement of the rules, and the affirmative vote of a majority of the City Council shall require the presiding officer to act." Section 3.3(c) of the City Council Rules of Procedure.

## Información General

Los Comités del Concejo de la Ciudad de Dallas se reúnen regularmente los lunes en la Cámara del consejo en el sexto piso del Ayuntamiento, 1500 Marilla, a partir de las 9:00 a.m. y la 1:00 p.m. Las reuniones de la agenda del Comité del Consejo se transmiten en vivo por la estación de [bit.ly/cityofdallastv](http://bit.ly/cityofdallastv) y por cablevisión en la estación *Time Warner City Cable Canal 16*.

Intérpretes para personas con impedimentos auditivos están disponibles si lo solicita con 48 horas de anticipación llamando al (214) 670-5208 (aparato auditivo V/TDD). La Ciudad de Dallas se esfuerza por cumplir con el decreto que protege a las personas con impedimentos, *Americans with Disabilities Act*. **La agenda del Ayuntamiento está disponible en formatos alternos si lo solicita.**

Si tiene preguntas sobre esta agenda, o si desea hacer comentarios o presentar quejas con respecto a servicios de la Ciudad, llame al 311.

## Reglas de Cortesía

Las asambleas del Ayuntamiento Municipal reúnen a ciudadanos de diversos intereses e ideologías. Para asegurar la imparcialidad y el orden durante las asambleas, el Ayuntamiento ha adoptado ciertas reglas de cortesía que aplican a todos los miembros del Ayuntamiento, al personal administrativo, personal de los medios de comunicación, a los ciudadanos, y a visitantes. Estos reglamentos establecen lo siguiente:

- Ninguna persona retrasará o interrumpirá los procedimientos, o se negará a obedecer las órdenes del oficial que preside la asamblea.
- Todas las personas deben abstenerse de entablar conversaciones, comer, beber y fumar dentro de la cámara del Ayuntamiento.
- Anuncios y pancartas deben permanecer fuera de la cámara del Ayuntamiento.
- No se permite usar teléfonos celulares o enlaces electrónicos (*paggers*) audibles en la cámara del Ayuntamiento durante audiencias del Ayuntamiento Municipal

"Los ciudadanos y visitantes presentes durante las asambleas del Ayuntamiento Municipal deben de obedecer las mismas reglas de comportamiento, decoro y buena conducta que se aplican a los miembros del Ayuntamiento Municipal. Cualquier persona que haga comentarios impertinentes, utilice vocabulario obsceno o difamatorio, o que al dirigirse al Ayuntamiento lo haga en forma escandalosa, o si causa disturbio durante la asamblea del Ayuntamiento Municipal, será expulsada de la cámara si el oficial que este presidiendo la asamblea así lo ordena. Además, se le prohibirá continuar participando en la audiencia ante el Ayuntamiento Municipal. Si el oficial que preside la asamblea no toma acción, cualquier otro miembro del Ayuntamiento Municipal puede tomar medidas para hacer cumplir las reglas establecidas, y el voto afirmativo de la mayoría del Ayuntamiento Municipal precisará al oficial que este presidiendo la sesión a tomar acción." Según la sección 3.3 (c) de las reglas de procedimientos del Ayuntamiento.

## **Handgun Prohibition Notice for Meetings of Governmental Entities**

"Pursuant to Section 30.06, Penal Code (trespass by license holder with a concealed handgun), a person licensed under Subchapter H, Chapter 411, Government Code (handgun licensing law), may not enter this property with a concealed handgun."

*"De acuerdo con la sección 30.06 del código penal (ingreso sin autorización de un titular de una licencia con una pistola oculta), una persona con licencia según el subcapítulo h, capítulo 411, código del gobierno (ley sobre licencias para portar pistolas), no puede ingresar a esta propiedad con una pistola oculta."*

"Pursuant to Section 30.07, Penal Code (trespass by license holder with an openly carried handgun), a person licensed under Subchapter H, Chapter 411, Government Code (handgun licensing law), may not enter this property with a handgun that is carried openly."

*"De acuerdo con la sección 30.07 del código penal (ingreso sin autorización de un titular de una licencia con una pistola a la vista), una persona con licencia según el subcapítulo h, capítulo 411, código del gobierno (ley sobre licencias para portar pistolas), no puede ingresar a esta propiedad con una pistola a la vista."*

"Pursuant to Section 46.03, Penal Code (places weapons prohibited), a person may not carry a firearm or other weapon into any open meeting on this property."

*"De conformidad con la Sección 46.03, Código Penal (coloca armas prohibidas), una persona no puede llevar un arma de fuego u otra arma a ninguna reunión abierta en esta propiedad."*

The City Council Public Safety Committee meeting will be held by videoconference and in the Council Chambers, 6th Floor at City Hall.

The public may attend the meeting virtually; however, City Hall is available for those wishing to attend the meeting in person.

The following videoconference link is available to the public to listen to the meeting and Public Affairs and Outreach will also stream the Public Safety Committee on Spectrum Cable Channels 16 and 95 and [bit.ly/ cityofdallastv](https://dallascityhall.webex.com/dallascityhall/j.php?MTID=mdbd14d2872ebee32fa5ae8d995e9b1a):  
<https://dallascityhall.webex.com/dallascityhall/j.php?MTID=mdbd14d2872ebee32fa5ae8d995e9b1a>

## Call to Order

### MINUTES

1. [24-994](#) Approval of the March 5, 2024 Minutes

**Attachments:** [Minutes](#)

### BRIEFING ITEMS

- A. [24-995](#) Public Safety Recruiting and Retention Update  
[Israel Herrera, Deputy Chief, Personnel & Training Division, Dallas Police Department, Delridge Williams, Assistant Chief, Dallas Fire Rescue Department]

**Attachments:** [Memorandum](#)  
[Memorandum](#)

- B. [24-996](#) Dallas Violent Crime Reduction Plan: Year 3 Mid-Year Evaluation  
[Dr. Michael R. Smith, Dr. Rob Tillyer, Dr. Brandon Tregle, Dr. Stephanie Cardwell, Dr. Yongjae (David) Nam, University of Texas at San Antonio]

**Attachments:** [Presentation](#)  
[Attachment](#)

- C. [24-997](#) 2024 Public Safety Audit Reports  
[Rory Galter, Audit Manager, Office of the City Auditor, Eddie Garcia, Chief of Police, Dallas Police Department, Dominique Artis, Fire Chief, Dallas Fire Rescue Department]

**Attachments:** [Presentation](#)  
[Attachment](#)  
[Attachment](#)

- D. [24-998](#) Municipal Court Warrant Resolution and Review of Non-Adjudicated Cases Update  
[Greg Nelson, Director, Dallas Municipal Court, Rodney Patten, Executive Assistant City Attorney, Preston Robinson, Administrative Judge, Judiciary]

**Attachments:** [Presentation](#)

- E. [24-999](#) DallasAlert Emergency Notification System Update  
[Travis Houston, Director, Office of Emergency Management]

**Attachments:** [Memorandum](#)

#### **BRIEFING MEMORANDUM**

- F. [24-1000](#) Public Safety Dashboards  
[Jon Fortune, deputy City Manager, city Manager's Office]

**Attachments:** [Memorandum](#)

- G. [24-1012](#) Opioid Strike Force & Interdepartmental Strategies Update  
[Devon Palk, Deputy Chief, Dallas Police Department, Scott Clumpner, Deputy Chief, Dallas Fire Rescue Department, Kevin Oden, Director, Office of Integrated Public Safety Solutions]

**Attachments:** [Memorandum](#)

- H. [24-1003](#) Off-Duty Software Implementation Update and Proposal to engage Rollkall Technologies for Services  
[Michael Igo, Executive Assistant Chief, Dallas Police Department]

**Attachments:** [Memorandum](#)

- I. [24-1156](#) Dallas Fire-Rescue's Facility Construction Update  
[Dominique Artis, Fire Chief, Dallas Fire-Rescue Department]

**Attachments:** [Memorandum](#)

- J. [24-1158](#) Dallas Fire-Rescue's Fleet Maintenance Update  
[Dominique Artis, Fire Chief, Dallas Fire-Rescue Department]

**Attachments:** [Memorandum](#)

- K. [24-1211](#) Repeal SEC. 31-33 Curfew Hours for Minors Per State law  
[Julio Gonzalez, Lieutenant of Police, Legislative Affairs, Constitutional Policing]

**Attachments:** [Memorandum](#)  
[Ordinance](#)



- L. [24-1212](#) Amend four sections of Chapter 40B, "Secondary Metals Recyclers," of the Dallas City Code  
[Julio Gonzalez, Lieutenant of Police, Legislative Affairs, Constitutional Policing]

**Attachments:** [Memorandum](#)  
[Ordinance](#)

#### **UPCOMING AGENDA ITEMS**

- M. [24-1002](#) April 10, 2024, City Council Agenda Item 24-663 Authorize a service contract to evaluate the City's Continuity of Operations Program capabilities and gap analysis, solution identification, enhancement identification, and training development project with IEM International, Inc. f/k/a Innovative Emergency Management, Inc. through the Houston-Galveston Area Council Governments cooperative agreement - Not to exceed \$109,916.00 - Financing: 2022 Homeland Security - Urban Area Security Initiative 23-25 Fund

**Attachments:** [Memorandum](#)

- N. [24-1013](#) April 10, 2024, City Council Agenda Item 24-837 Authorize **(1)** the acceptance of a grant from the U.S. Department of Justice, Bureau of Justice Assistance for the FY 2023 Edward Byrne Memorial Justice Assistance Grant (Grant No. OGA-2024-00024523, CFDA No. 16.738) in the amount of \$1,267,929.00 to support a broad range of activities to prevent and control crime and to improve the criminal justice system for the period October 1, 2022 through September 30, 2026; **(2)** the receipt and deposit of funds in an amount not to exceed \$1,267,929.00 in the Bureau of Justice Assistance Grant FY23 Fund; **(3)** the establishment of appropriations in an amount not to exceed \$1,267,929.00 in the Bureau of Justice Assistance Grant FY23 Fund; **(4)** execute the grant agreement with the U.S. Department of Justice and all terms, conditions, and documents required by the agreement; and **(5)** execute a Funds Sharing and Fiscal Agency Agreement between the City of Dallas, Dallas County, and designated units of local governments - Not to exceed \$1,267,929.00 - Financing: U.S. Department of Justice Grant Funds

**Attachments:** [Memorandum](#)

- O. [24-1159](#) April 10, 2024, City Council Agenda Item 24-990 Authorize a three-year service contract, with one three-year renewal option, for a secondary job management system for the Police Department - RollKall Technologies, LLC, most advantageous proposer of three - Estimated Annual Net Revenue: General Fund \$815,181

**Attachments:** [Memorandum](#)

- P. [24-1149](#) April 24, 2024, City Council DRAFT Agenda Item 24-1001 Authorize a three-year master agreement for battery powered intraosseous needle driver systems for the Fire-Rescue Department - Teleflex LLC, sole source - Estimated amount of \$1,697,373.75 - Financing: General Fund

**Attachments:** [Memorandum](#)

- Q. [24-1250](#) April 24, 2024, City Council DRAFT Agenda Item 24-1190 Authorize a three-year cooperative purchasing agreement for over the phone language interpretation services for the Police Department with Language Line Services, Inc. through the Department of Information Services cooperative agreement - Estimated amount of \$463,918.56 - Financing: General Fund (subject to annual appropriations)

**Attachments:** [Memorandum](#)

- R. [24-1252](#) April 24, 2024, City Council DRAFT Agenda Item 24-1165 Authorize a three-year cooperative purchasing agreement for web-based law enforcement training subscriptions for the Police Department with Lexipol, LLC through the Sourcewell cooperative agreement - Estimated amount of \$401,310.00 - Financing: General Fund

**Attachments:** [Memorandum](#)

- S. [24-1253](#) April 24, 2024, City Council DRAFT Agenda Item 24-1166 Authorize a three-year purchasing agreement for web-based software subscriptions for the Police Department with Nighthawk.Cloud, Inc. - Estimated amount of \$561,740.00 - Financing: General Fund

**Attachments:** [Memorandum](#)

## ADJOURNMENT

**EXECUTIVE SESSION NOTICE**

A closed executive session may be held if the discussion of any of the above agenda items concerns one of the following:

1. seeking the advice of its attorney about pending or contemplated litigation, settlement offers, or any matter in which the duty of the attorney to the City Council under the Texas Disciplinary Rules of Professional Conduct of the State Bar of Texas clearly conflicts with the Texas Open Meetings Act. [Tex. Govt. Code §551.071]
2. deliberating the purchase, exchange, lease, or value of real property if deliberation in an open meeting would have a detrimental effect on the position of the city in negotiations with a third person. [Tex. Govt. Code §551.072]
3. deliberating a negotiated contract for a prospective gift or donation to the city if deliberation in an open meeting would have a detrimental effect on the position of the city in negotiations with a third person. [Tex. Govt. Code §551.073]
4. deliberating the appointment, employment, evaluation, reassignment, duties, discipline, or dismissal of a public officer or employee; or to hear a complaint or charge against an officer or employee unless the officer or employee who is the subject of the deliberation or hearing requests a public hearing. [Tex. Govt. Code §551.074]
5. deliberating the deployment, or specific occasions for implementation, of security personnel or devices. [Tex. Govt. Code §551.076]
6. discussing or deliberating commercial or financial information that the city has received from a business prospect that the city seeks to have locate, stay or expand in or near the city and with which the city is conducting economic development negotiations; or deliberating the offer of a financial or other incentive to a business prospect. [Tex Govt. Code §551.087]
7. deliberating security assessments or deployments relating to information resources technology, network security information, or the deployment or specific occasions for implementations of security personnel, critical infrastructure, or security devices. [Tex Govt. Code §551.089]

MINUTES OF THE CITY COUNCIL COMMITTEE  
TUESDAY, APRIL 9, 2024

EXHIBIT B

OFFICIAL ACTION OF THE CITY COUNCIL COMMITTEE

APRIL 9, 2024

Item 1: Approval of the March 5, 2024 Minutes

Councilmember Stewart moved to adopt the minutes as presented.

Motion seconded by Councilmember Moreno and unanimously adopted.

OFFICIAL ACTION OF THE CITY COUNCIL COMMITTEE

APRIL 9, 2024

BRIEFING ITEMS

Item A: Public Safety Recruiting and Retention Update

The following individuals briefed the committee on the item:

- Pollyanna Ashford, Police Major, Dallas Police Department;
- Jon Fortune, Deputy City Manager, City Manager's Office;
- Eddie Garcia, Chief of Police, Dallas Police Department;
- Israel Herrera, Deputy Chief, Personnel & Training Division, Dallas Police Department;
- Delridge Williams, Assistant Chief, Communications, Dallas Police Department; and
- Gregory Evans, Fire Deputy Chief, Dallas Fire Department

OFFICIAL ACTION OF THE CITY COUNCIL COMMITTEE

APRIL 9, 2024

BRIEFING ITEMS

Item B: Dallas Violent Crime Reduction Plan: Year 3 Mid-Year Evaluation

The following individuals briefed the committee on the item:

- Eddie Garcia, Chief of Police, Dallas Police Department;
- Dr. Michael R. Smith, Professor, Criminology & Criminal Justice, University of Texas at San Antonio; and
- Lonzo Anderson, Designated Executive Assistant Chief, Dallas Police Department

OFFICIAL ACTION OF THE CITY COUNCIL COMMITTEE

APRIL 9, 2024

BRIEFING ITEMS

Item C: 2024 Public Safety Audit Reports

The following individuals briefed the committee on the item:

- Rory Galter, Audit Manager, Office of the City Auditor;
- Eddie Garcia, Chief of Police, Dallas Police Department;
- Dominique Artis, Fire Chief, Dallas Fire Rescue Department;
- Jon Fortune, Deputy City Manager, City Manager's Office;
- Israel Herrera, Deputy Chief, Personnel & Training Division, Dallas Police Department;
- and
- Delridge Williams, Assistant Chief, Communications, Dallas Police Department



OFFICIAL ACTION OF THE CITY COUNCIL COMMITTEE

APRIL 9, 2024

BRIEFING ITEMS

Item D: Municipal Court Warrant Resolution and Review of Non-Adjudicated Cases Update

The following individuals briefed the committee on the item:

- Jon Fortune, Deputy City Manager, City Manager's Office;
- Greg Nelson, Director, Dallas Municipal Court;
- Rodney Patten, Executive Assistant City Attorney; and
- Preston Robinson, Administrative Judge, Judiciary

OFFICIAL ACTION OF THE CITY COUNCIL COMMITTEE

APRIL 9, 2024

BRIEFING ITEMS

Item E: DallasAlert Emergency Notification System Update

The following individual briefed the committee on the item:

- Travis Houston, Director, Office of Emergency Management

OFFICIAL ACTION OF THE CITY COUNCIL COMMITTEE

APRIL 9, 2024

BRIEFING MEMORANDUM

- Item F: Public Safety Dashboards
- Item G: Opioid Strike Force & Interdepartmental Strategies Update
- Item H: Off-Duty Software Implementation Update and Proposal to engage Rollkall Technologies for Services
- Item I: Dallas Fire-Rescue's Facility Construction Update
- Item J: Dallas Fire-Rescue's Fleet Maintenance Update
- Item K: Repeal SEC. 31-33 Curfew Hours for Minors Per State law
- Item L: Amend four sections of Chapter 40B, "Secondary Metals Recyclers," of the Dallas City Code

The committee discussed the items.

OFFICIAL ACTION OF THE CITY COUNCIL COMMITTEE

APRIL 9, 2024

UPCOMING AGENDA ITEMS

- Item M: April 10, 2024, City Council Agenda Item 24-663 Authorize a service contract to evaluate the City's Continuity of Operations Program capabilities and gap analysis, solution identification, enhancement identification, and training development project with IEM International, Inc. f/k/a Innovative Emergency Management, Inc. through the Houston-Galveston Area Council Governments cooperative agreement - Not to exceed \$109,916.00 - Financing: 2022 Homeland Security – Urban Area Security Initiative 23-25 Fund
- Item N: April 10, 2024, City Council Agenda Item 24-837 Authorize **(1)** the acceptance of a grant from the U.S. Department of Justice, Bureau of Justice Assistance for the FY 2023 Edward Byrne Memorial Justice Assistance Grant (Grant No. OGA-2024-00024523, CFDA No. 16.738) in the amount of \$1,267,929.00 to support a broad range of activities to prevent and control crime and to improve the criminal justice system for the period October 1, 2022 through September 30, 2026; **(2)** the receipt and deposit of funds in an amount not to exceed \$1,267,929.00 in the Bureau of Justice Assistance Grant FY23 Fund; **(3)** the establishment of appropriations in an amount not to exceed \$1,267,929.00 in the Bureau of Justice Assistance Grant FY23 Fund; **(4)** execute the grant agreement with the U.S. Department of Justice and all terms, conditions, and documents required by the agreement; and **(5)** execute a Funds Sharing and Fiscal Agency Agreement between the City of Dallas, Dallas County, and designated units of local governments - Not to exceed \$1,267,929.00 - Financing: U.S. Department of Justice Grant Funds
- Item O: April 10, 2024, City Council Agenda Item 24-990 Authorize a three-year service contract, with one three-year renewal option, for a secondary job management system for the Police Department - RollKall Technologies, LLC, most advantageous proposer of three - Estimated Annual Net Revenue: General Fund \$815,181
- Item P: April 24, 2024, City Council DRAFT Agenda Item 24-1001 Authorize a three-year master agreement for battery powered intraosseous needle driver systems for the Fire-Rescue Department - Teleflex LLC, sole source - Estimated amount of \$1,697,373.75 - Financing: General Fund
- Item Q: April 24, 2024, City Council DRAFT Agenda Item 24-1190 Authorize a three-year cooperative purchasing agreement for over the phone language interpretation services for the Police Department with Language Line Services, Inc. through the Department of Information Services cooperative agreement - Estimated amount of \$463,918.56 - Financing: General Fund (subject to annual appropriations)
- Item R: April 24, 2024, City Council DRAFT Agenda Item 24-1165 Authorize a three-year cooperative purchasing agreement for web-based law enforcement training subscriptions for the Police Department with Lexipol, LLC through the Sourcewell cooperative agreement – Estimated amount of \$401,310.00 - Financing: General Fund

OFFICIAL ACTION OF THE CITY COUNCIL COMMITTEE

APRIL 9, 2024

UPCOMING AGENDA ITEMS (cont.)

Item S: April 24, 2024, City Council DRAFT Agenda Item 24-1166 Authorize a three-year purchasing agreement for web-based software subscriptions for the Police Department with Nighthawk.Cloud, Inc. - Estimated amount of \$561,740.00 - Financing: General Fund

The committee discussed the items.

MINUTES OF THE CITY COUNCIL COMMITTEE  
TUESDAY, APRIL 9, 2024

EXHIBIT C



# City of Dallas

1500 Marilla Street  
Council Chambers, 6th Floor  
Dallas, Texas 75201

## Agenda Information Sheet

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**File #:** 24-995

**Item #:** A.

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Public Safety Recruiting and Retention Update

[Israel Herrera, Deputy Chief, Personnel & Training Division, Dallas Police Department, Delridge Williams, Assistant Chief, Dallas Fire Rescue Department]

# Memorandum



CITY OF DALLAS

DATE April 9, 2024

Honorable Members of the Public Safety Committee

TO Cara Mendelsohn (Chair), Kathy Stewart (Vice Chair), Tennell Atkins, Jesse Moreno  
Gay Donnell Willis

SUBJECT **Dallas Fire-Rescue Department Recruiting Update for April 2024**

The data below reflects the number of Dallas Fire-Rescue Department FROT applicants processed during the month of March 2024:

Fire Rescue Officer Trainee (FROTs):

- Total Applications 561
- Referred by CVS to DFD 109
- In Process (CVS) 247
- On Boarded 60

The data below reflects the number of Dallas Fire-Rescue Department FROT applicants processed for FY 23-24:

- Total Applications 2085
- Referred by CVS to DFD 603
- In Process (CVS) 247
- On Boarded (FROT) 180
- On Boarded (Single Function Paramedic) 180

The information below is a list of Dallas Fire-Rescue department recruiting activities during the month of March 2024:

- CPAT Mentoring and Practice Exams
- TWU Women's Career Fair
- City Hall at Fair Park
- Roosevelt Fire Fighter Academy - Recruitment Event
- Hosted Carter High School and North Dallas High School PTECH



DATE April 9, 2024  
SUBJECT **Dallas Fire-Rescue Department Recruiting Update for April 2024**  
PAGE **2 of 2**



Jon Fortune  
Deputy City Manager  
**[Attachment]**

c: T.C. Broadnax, City Manager  
Tammy Palomino, City Attorney  
Mark Swann, City Auditor  
Biliera Johnson, City Secretary  
Preston Robinson, Administrative Judge  
Kimberly Bizor Tolbert, Deputy City Manager

Majed A. Al-Ghafry, Assistant City Manager  
M. Elizabeth (Liz) Cedillo-Pereira, Assistant City Manager  
Dr. Robert Perez, Assistant City Manager  
Carl Simpson, Assistant City Manager  
Jack Ireland, Chief Financial Officer  
Genesis D. Gavino, Chief of Staff to the City Manager  
Directors and Assistant Directors



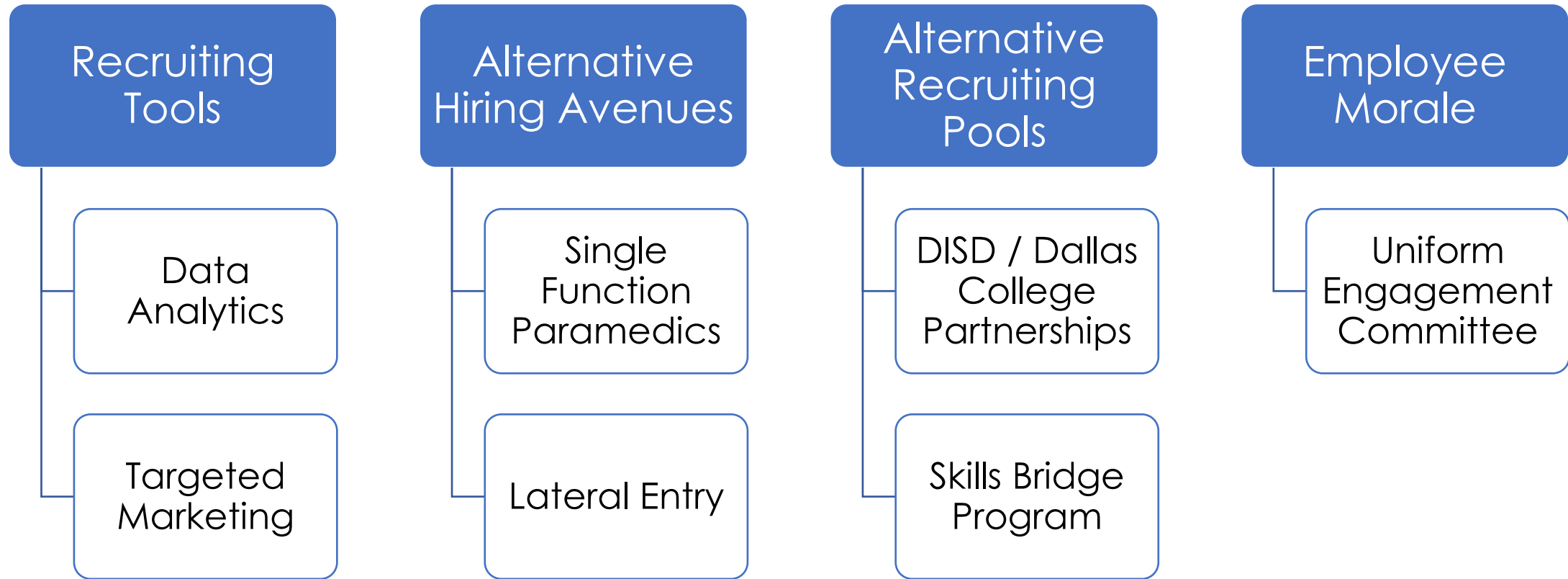
**City of Dallas**

# **Dallas Fire-Rescue Recruiting / Retention Update April 2024**

**Public Safety Committee  
April 9, 2024**

**Assistant Chief Delridge Williams  
Deputy Chief Gregory Evans  
Dallas Fire-Rescue Department**

# Retention / Recruiting Strategies



# Data Analytics

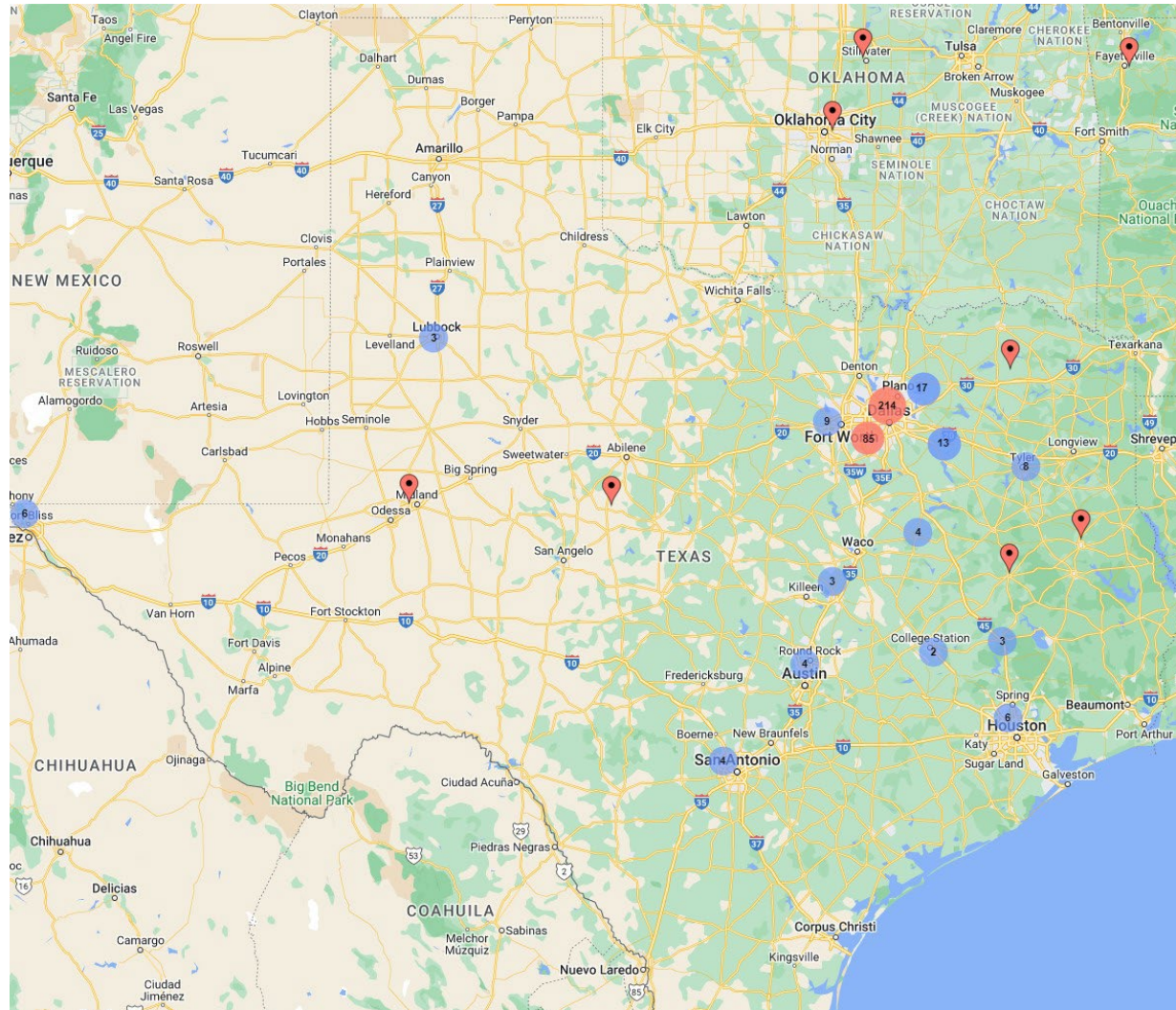


- New Hire Surveys
- Post-Academy Surveys
- Exit Interviews





# Data Analytics



# Alternative Hiring Avenues



- Single Function Medics
- Lateral Hires
- SkillBridge
- DISD/Dallas College Partnership



# DFR – March 2024



March 01 through March 27:

SWORN APPLICATIONS	
Fire Applicants to Civil Service (CVS)	561
Referred by CVS	109
In Process (CVS)	247
Processing (DFR)	109

ONBOARDED	
Trainee Fire-Rescue Officer	60
Single Function Paramedic	0





# DFR – FY 23-24



October 1, 2023 through March 27, 2024:

SWORN APPLICATIONS	
Fire Applicants to Civil Service (CVS)	2085
Referred by CVS	603
In Process (CVS)	247
Processing (DFR)	109

ONBOARDED	
Trainee Fire-Rescue Officer	180
Single Function Paramedic	14



# Recruiting Activities



- CPAT Mentoring and Practice Exams
- TWU Women's Career Fair
- City Hall at Fair Park
- Roosevelt Fire Fighter Academy - Recruitment Event
- Hosted Carter High School and North Dallas High School PTEP





**City of Dallas**

# **Dallas Fire-Rescue Recruiting / Retention Update**

**April 2024**

**Public Safety Committee  
April 9, 2024**

**Assistant Chief Delridge Williams  
Dallas Fire-Rescue Department  
City of Dallas**

# Memorandum



CITY OF DALLAS

DATE April 9, 2024

Honorable Members of the Public Safety Committee  
TO Cara Mendelsohn (Chair), Kathy Stewart (Vice Chair), Tennell Atkins, Jesse Moreno  
Gay Donnell Willis

SUBJECT **Dallas Police Department Recruiting Update for April 2024**

During March 2024, the Dallas Police Department Personnel Division hosted two on-site testing events at Jack Evans Headquarters. These events consisted of applicant processing, physical fitness tests, oral interview boards, and polygraph exams. Twenty (20) applicants were processed on March 14. Ten (10) are from Texas, nine (9) are from other states, and one (1) is from Canada. Fifteen (15) applicants were processed on March 28. Twelve (12) are from Texas, three (3) are from other states. Thirty-two (32) applicants have been forwarded to background investigators.

The data below reflects the number of Dallas Police Department applicants processed during the month of March 2024:

## SWORN

- APPLIED - 106
- BACKGROUND PHASE - 61
- PHASE II (MEDICAL) - 13
- ASSIGNED TO CLASS 399: 3/13/24 - 26
- ASSIGNED TO CLASS 400: 5/22/24 - 16; PROJECTED (50)

## PROFESSIONAL STAFF

- APPLIED - 8
- BACKGROUND 911 CALL TAKER - 2
- BACKGROUND DISPATCHER - 3
- PHASE II (MEDICAL) 911 CALL TAKER - 0
- PHASE II (MEDICAL) DISPATCHER - 1
- PHASE II (MEDICAL) REPORT REPRESENTATIVE - 2

## ONBOARDING

- 911 CALL TAKER - 1
- DISPATCHER - 1
- POLICE REPORT REPRESENTATIVE - 1
- SUPERVISOR - 1

DATE April 9, 2024

SUBJECT **Dallas Police Department Recruiting Update for April 2024**

- ALL OTHER POSITIONS - 4

Dallas Police recruiters participated in four (4) out-of-state hiring events in Oklahoma, California, Tennessee, and Michigan. Recruiters also participated in the American Criminal Justice Association National Conference in Grapevine, the Dallas Police Department's Women's Symposium, and the Dallas City Manager's Office "City Hall at Fair Park: Engage. Explore. Experience" event.

Each month, the Recruiting Team staffs information tables at events across the state, passing out recruiting literature to potential applicants. Recruiters conducted eight (8) class presentations at Texas universities and colleges, to include the University of Texas Rio Grande Valley, TCC Trinity River Campus, Wiley College, Texas Christian University, Dallas Baptist University, Prairie View A & M, Texas Woman's University, Our Lady of the Lake University. Recruiters also attended three (3) additional career fairs, to include the Reliant Career Fair in Houston, the Martin Weiss School of Leadership Career Day, and the Fort Cavazos Career Fair.

The Dallas Police department currently has a recruiting ad in the Dallas Maverick's yearbook and the Texas Rangers yearbook. The Department also has streaming ads across Puerto Rico in anticipation of the April 24-29 recruiting trip.

Below is a list of Dallas Police Department Recruiting events attended during March 2024.

March 1	University of TX Rio Grande Valley Career Expo
March 5	Criminal Justice Job Fair @ TCC Trinity River Campus
March 5	Oklahoma State University
March 5	Dallas Baptist University
March 6	Prairie View A & M Justice Studies Career Expo
March 6	Reliant Career Fair, Houston
March 7,13	Mavs AAC Table Presentation
March 8	Martin Weiss School of Leadership Career Day, DISD
March 11-15	San Jose Career Fair
March 12,14	Stars AAC Table Presentation
March 20	Mavs AAC Table Presentation
March 20	Our Lady of the Lake University Career Fair
March 21	Tennessee State University Career Fair
March 21	Stars AAC Table Presentation
March 21	Ferris State University Career Fair, Michigan
March 21	Fort Cavazos Table Presentation
March 26	Texas Woman's University Spring Career Expo
March 26	Wiley College Career Fair
March 27	Dallas Police Women's Symposium
March 27	Texas Christian University Career Fair
March 30	City Hall at Fair Park – Engage, Explore, Experience

DATE April 9, 2024  
SUBJECT **Dallas Police Department Recruiting Update for April 2024**



Jon Fortune  
Deputy City Manager  
**[Attachment]**

c: T.C. Broadnax, City Manager  
Tammy Palomino, City Attorney  
Mark Swann, City Auditor  
Billerae Johnson, City Secretary  
Preston Robinson, Administrative Judge  
Kimberly Bizar Tolbert, Deputy City Manager

Majed A. Al-Ghafry, Assistant City Manager  
M. Elizabeth (Liz) Cedillo-Pereira, Assistant City Manager  
Dr. Robert Perez, Assistant City Manager  
Carl Simpson, Assistant City Manager  
Jack Ireland, Chief Financial Officer  
Genesis D. Gavino, Chief of Staff to the City Manager  
Directors and Assistant Directors

# **DPD Recruiting Retention March 2024**

**Public Safety Committee  
April 9, 2024**

**Major Pollyanna Ashford  
Personnel Division  
Dallas Police Department  
City of Dallas**



**City of Dallas**

# Recruiting/Retention Strategies



Relocation Allowance

For Police Officer Trainees & Lateral Entry Officers

Social Media Platforms

Instagram, LinkedIn, Recruiting Website

DFR Station Recruiting Ads

28 DFR stations in high-visibility locations





# Recruiting/Retention Strategies



P-Tech  
Program

High  
School  
Pathway

Scholars  
Internship  
Program

College  
Pathway

SkillBridge  
Program

Military  
Pathway



# Recruiting/Retention Strategies



Daycare Program

Item has been placed on the Legislative agenda

Sick Leave Payout Program

City Attorney's Office has weighed in. We're now exploring best options

Pilot Employee Referral Program

Second policy draft reviewed by H.R. and City Attorney



# Pilot Employee Referral Program



For Police Officer Trainees & Lateral Police Officers

## Option A: \$3000 All COD Employees

\$1000 paid to the referring employee upon officer's start date.

\$1000 paid to the referring employee upon the officer's graduation from the police academy.

\$1000 paid to the referring employee upon the successful completion of their probationary period.

## Option B: \$5000 Sworn Employees Only

\$1000 paid to the referring employee upon officer's start date.

\$1000 paid to the referring employee upon the officer's graduation from the police academy.

\$3000 paid to the referring employee upon the referred officer's 5-year anniversary with the City of Dallas.

\*Referring employee must still be employed with the City to receive final payment.



# Financial Impact



## Option A: \$3000 Total Payout if Referred by any City Employee

Assumes 167 hires at varying levels of referral rates

<i>Costs for Three Payments of \$1k each; total of \$3k</i>				
	25%	50%	75%	100%
FY24	\$ 41,595	\$ 84,204	\$ 126,813	\$ 169,422
FY25	\$ 54,401	\$ 108,801	\$ 163,202	\$ 220,625
FY26	\$ 45,332	\$ 95,197	\$ 143,551	\$ 193,416
<b>Total</b>	<b>\$ 141,327</b>	<b>\$ 288,202</b>	<b>\$ 433,565</b>	<b>\$ 583,462</b>

*Covers classes 400, 401, and 402*

## Option B: \$5000 Total Payout if Referred by Sworn Employee Only

Assumes 167 hires at varying levels of referral rates

<i>Costs for Three Payments of \$1k/\$1k/\$3k; total of \$5k</i>				
	25%	50%	75%	100%
FY24	\$ 41,595	\$ 84,204	\$ 126,813	\$ 169,422
FY25	\$ 54,401	\$ 108,801	\$ 163,202	\$ 220,625
FY27	\$ -	\$ -	\$ -	\$ -
FY28	\$ -	\$ -	\$ -	\$ -
FY29	\$ 135,816	\$ 285,215	\$ 430,085	\$ 579,484
<b>Total</b>	<b>\$ 231,812</b>	<b>\$ 478,219</b>	<b>\$ 720,100</b>	<b>\$ 969,530</b>

*Covers classes 400, 401, and 402*



# Pilot Employee Referral Program



Will start as a pilot program

Its effectiveness will be assessed at the end of the fiscal year



# DPD – March



## March 1 through March 28:

SWORN*	
Police Applicants Referred by Civil Service	106
Background Phase	61
Next Academy Class: May 22, 2024	50 (Projected)

PROFESSIONAL STAFF*	
Applicants	8
Background	14
Onboarded	8

\*These statistics change daily.

\*Professional Staff includes 911 Call Taker, Police Dispatch, Report Rep, Supervisor, and all other positions





## October 1, 2023, through March 31, 2024:

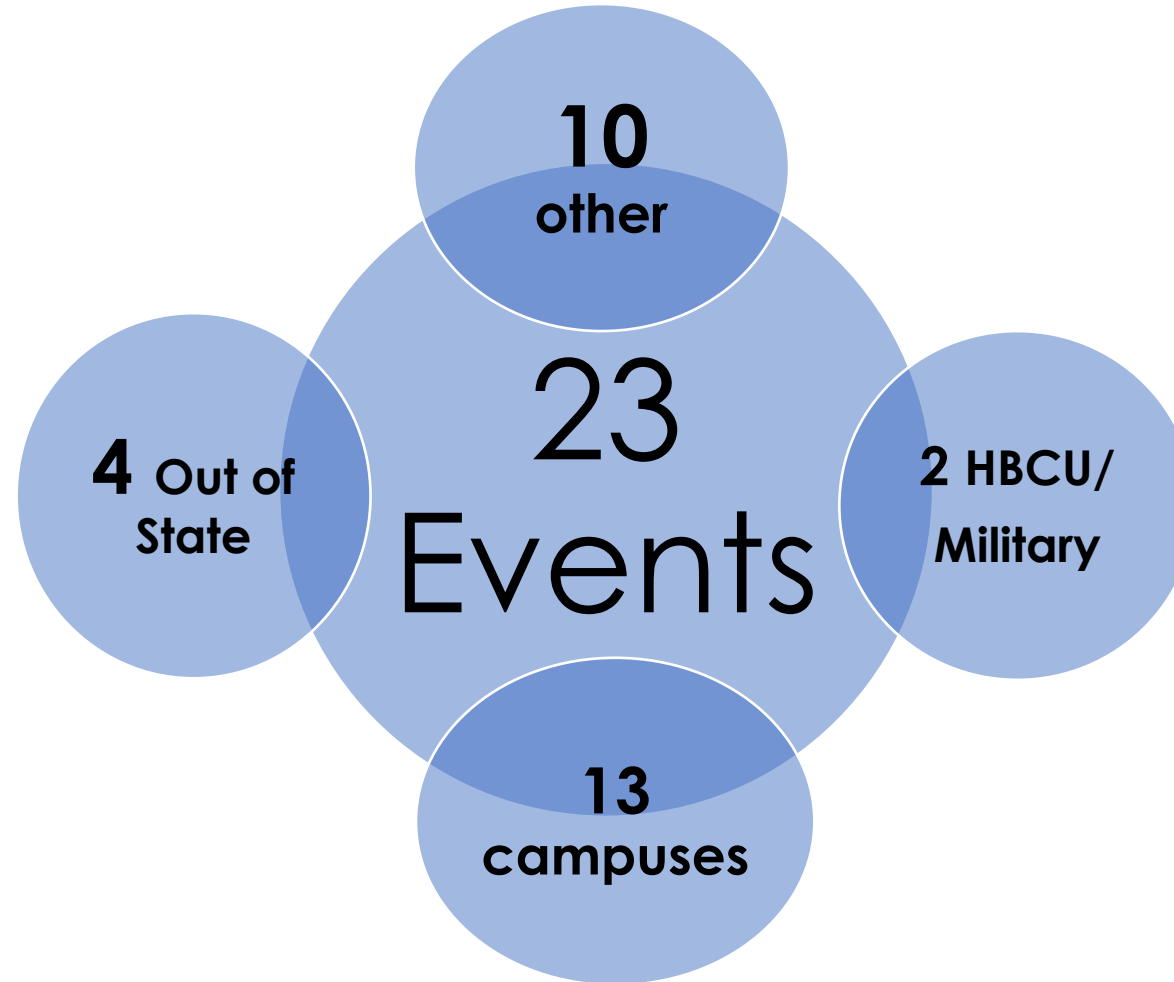
SWORN*		PROFESSIONAL STAFF*	
Police Applicants Referred by Civil Service	502	Applicants	256
Entered Academy	83	Onboarded	54

\*These statistics change daily.

\*Professional Staff includes 911 Call Taker, Police Dispatch, Report Rep, Supervisor, and all other positions



# DPD Recruiting Efforts March 2024







# City of Dallas

1500 Marilla Street  
Council Chambers, 6th Floor  
Dallas, Texas 75201

## Agenda Information Sheet

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**File #:** 24-996

**Item #:** B.

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Dallas Violent Crime Reduction Plan: Year 3 Mid-Year Evaluation  
[Dr. Michael R. Smith, Dr. Rob Tillyer, Dr. Brandon Tregle, Dr. Stephanie Cardwell, Dr. Yongjae (David) Nam, University of Texas at San Antonio]

# Dallas Violent Crime Reduction Plan: Year 3 Mid-Year Evaluation

Dr. Michael R. Smith  
Dr. Rob Tillyer  
Dr. Brandon Tregle  
Dr. Stephanie M. Cardwell  
Dr. Yongjae (David) Nam

Center for Applied Community and Policy Research  
Department of Criminology & Criminal Justice

April 9, 2024

**UTSA**<sup>®</sup>

The University of Texas at San Antonio<sup>™</sup>

# Overview

- May 2021: The Dallas Police Department began executing a three-part strategic plan to reduce violent crime.
  - Near-term strategy – **Hot Spots Policing**
  - Mid-term strategy – **Place Network Investigations (PNI)**
  - Long-term strategy – **Focused Deterrence**

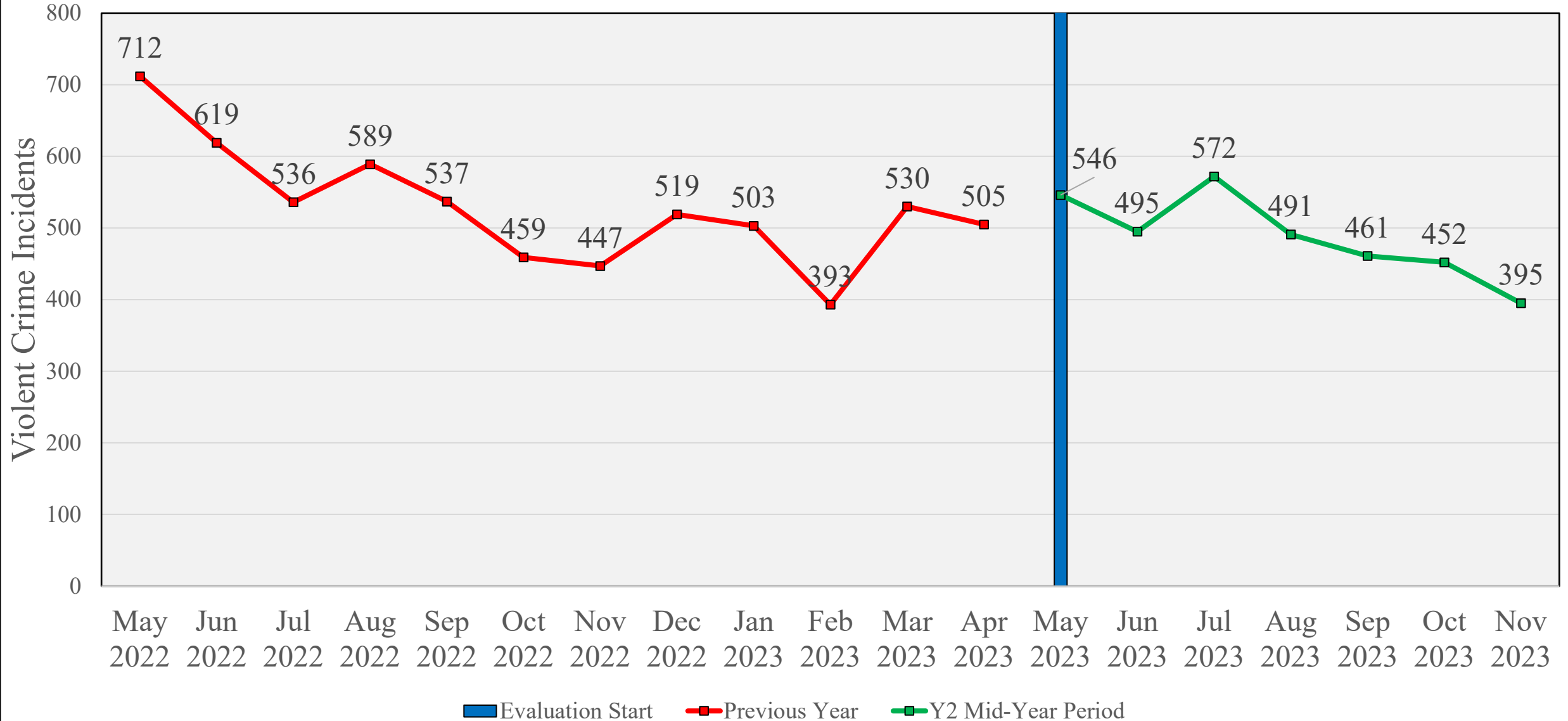
# Year 3 Mid-Year Evaluation

This presentation summarizes the methodology and analyses undertaken to independently and empirically evaluate the impact of these strategies on violent crime

1. Trend in city-wide crime since the introduction of the Crime Plan compared to the previous years
2. Crime reduction effect of hot spot treatment
3. Impact of PNI
4. Summary of first two Focused Deterrence Call-In Sessions

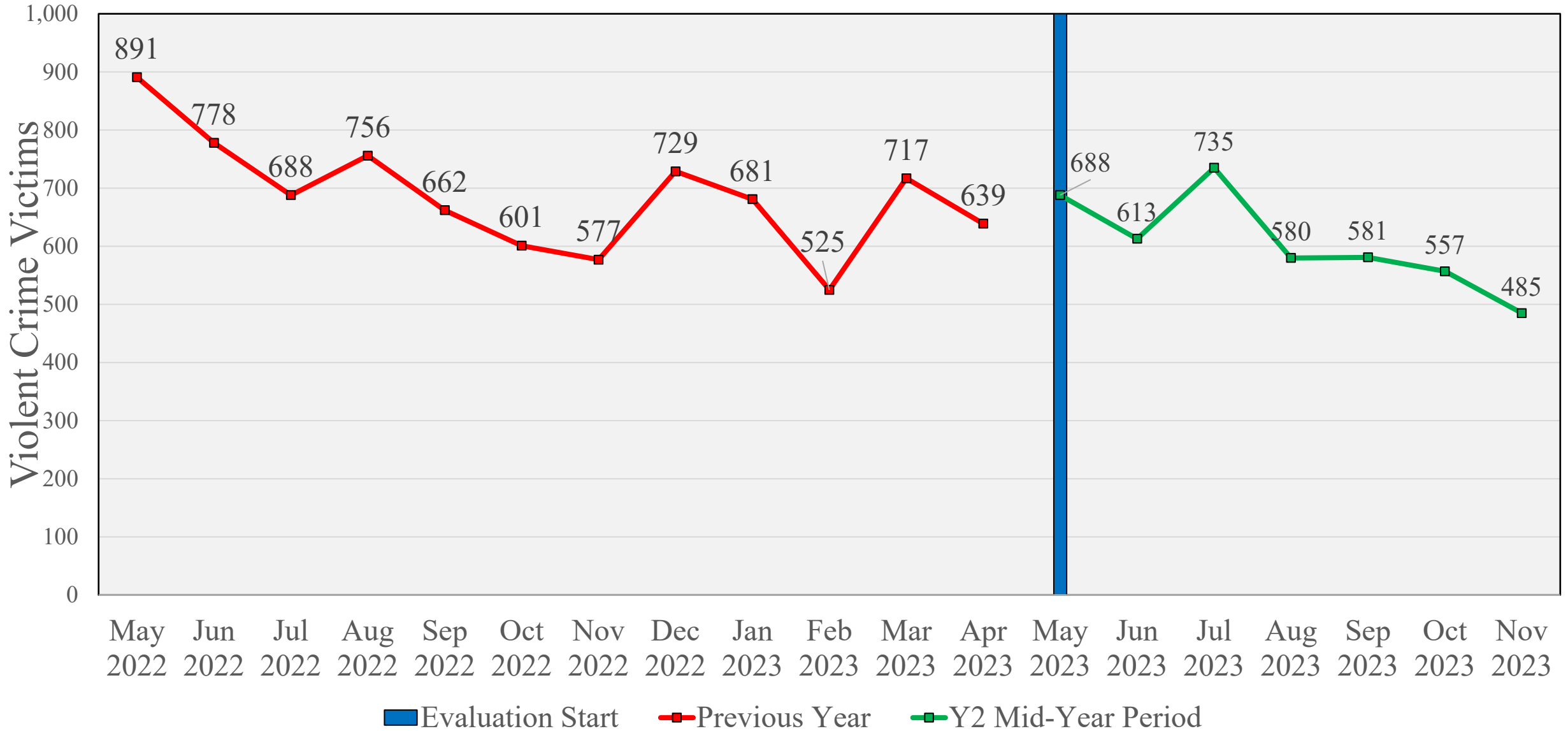
# Dallas (City-Wide) Violent Crime Incidents Per Month: May 2022 - Nov 2023

Dallas experienced a **12.5% decrease** in average violent crime incidents during the first 7 months of Year 3 (May 2023-Nov 2023) compared to the same months last year (May 2022-Nov 2022).



# Dallas (City-Wide) Violent Crime Victims Per Month: May 2022 - Nov

Dallas experienced a **14.4% decrease** in average violent crime victims during the first 7 months of Year 3 (May 2023-Nov 2023) compared to the same months last year (May 2022-Nov 2022).



# Dallas Violent Crime Offenses Per Month: May 2022 - Nov 2023

Dallas experienced the following changes in average violent crime offenses during the first 7 months of Year 3 (May 2023-Nov 2023) compared to the same months last year (May 2022-Nov 2022).

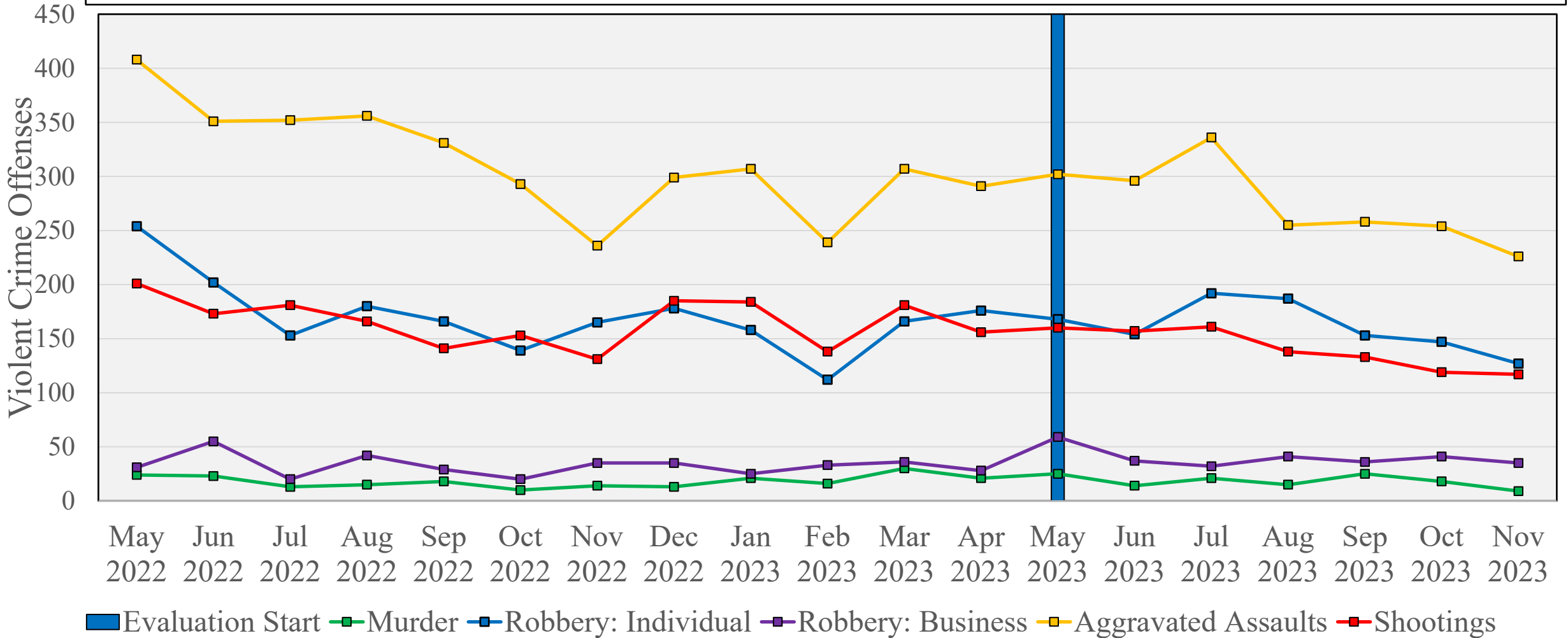
Murder: 8.5% increase

Robbery-Individuals: 10.4% decrease

Robbery-Business: 21.1% increase

Aggravated Assaults (Non-family related): 17.2% decrease

Shootings: 14.0% decrease



# City-Wide Crime

- **Compared to the same seven-month period the year before (May 1, 2022 to November 30, 2022), overall violent crime decreased by 12.5% city-wide during the evaluation period.**
- **Compared to the same seven-month period the year before:**
  - **Individual robberies were 10.4% lower but business robberies were up 21.1%.**
  - **The number of violent crime victims decreased by 14.4%.**
  - **Aggravated assaults were down 17.2%, and shootings were down 14%.**
  - **There was an 8.5% increase in murders.**
    - **Driven almost exclusively by an increase in family violence-related homicides.**
    - **Non-family violence murders were relatively unchanged.**



# Crime in Grids

- Across seven months of treatment, and compared to the same time last year, treatment grids experienced an **average decrease of 41.7%** in violent crime, while crime dropped **3.7% in catchment grids**.
- When compared to the previous 12 months, treatment grids experienced an average reduction in violent crime incidents of 33.3% across the seven-month treatment period, while catchment area grids saw a slight increase of 6.0%.
- Continued strong hot spots treatment effect with no consisted evidence of crime displacement in surrounding areas.
  - **Two divisions (North Central and North West) saw increases in violent crime in their catchment areas, however.**

# DPD Crime Plan Compliance (Fidelity)

Fidelity: The extent to which the DPD deployed officers to the designated high visibility treatment grids during the appropriate days and times identified in the treatment plans

Treatment Periods	Fidelity Rate
Period 9	70.9%
Period 10	77.4%
Period 11	86.3%
Period 12	88.9%

# Mid-Term Strategy – Place Network Investigations

- A problem-focused investigation of violence-prone locations
- Multi-agency effort that included OIPSS, Code Enforcement, etc.
- Five locations: 3550 E Overton, 11760 Ferguson Rd, 11511 Ferguson Rd., 3535 Webb Chapel, 4722 Meadow
- Measurement of process and impact measures from May 2023-November 2023

# PNI – Implementation Summary

- DPD and its city partners have refined a replicable strategy for dealing with violent crime and its antecedents in apartment complexes with historically high rates of violence.
- Inspections and CPTED analyses were completed, and issues were addressed at all PNI locations.
- Community meetings/events held at some locations; additional work to be done at these locations.
- DPD engaged in extensive efforts to identify and root out criminal networks operating/residing in the complexes.

# PNI Impact Results

PNI Location	Outcome Measure	Monthly Average		Percent Change*
		Treatment	Pre-Treatment Comparative Months	Treatment v. Pre-Treatment Comparative Months
3550 E. Overton		Feb 2022 – Nov 2023	Feb 2020 – Nov 2021	
	Violent Offenses	0.9	2.1	-52.50%
	Violent Victims	1.1	2.7	-53.80%
	Calls for Service	5.1	11	-46.40%
	Family Violence	0.7	0.8	-6.30%
	Family Violence Victims	0.7	1	-21.10%
11760 Ferguson		Feb 2022 – Nov 2023	Feb 2020 – Nov 2021	
	Violent Offenses	1.4	1	42.90%
	Violent Victims	1.5	1.1	41.70%
	Calls for Service	0.5	1.9	-76.20%
	Family Violence	0.4	0.5	-25.00%
	Family Violence Victims	0.5	0.5	-16.70%

## PNI Impact Results

PNI Location	Outcome Measure	Monthly Average		Percent Change*
		Treatment	Pre-Treatment Comparative Months	Treatment v. Pre-Treatment Comparative Months
11511 Ferguson		Feb 2022 – Nov 2023	Feb 2020 – Nov 2021	
	Violent Offenses	0.3	0.5	-40.00%
	Violent Victims	0.4	0.6	-42.90%
	Calls for Service	1.2	0.9	42.10%
	Family Violence	0.1	0.3	-66.70%
	Family Violence Victims	0.1	0.4	-62.50%
3535 Webb Chapel		May 2023 – Nov 2023	May 2022 – Nov 2022	
	Violent Offenses	0.9	0.7	20.00%
	Violent Victims	1.9	0.7	160.00%
	Calls for Service	3.6	1.6	127.30%
	Family Violence	0	0.1	-100.00%
	Family Violence Victims	0	0.1	-100.00%

# PNI Impact Results

PNI Location	Outcome Measure	Monthly Average		Percent Change*
		Treatment	Pre-Treatment Comparative Months	Treatment v. Pre-Treatment Comparative Months
4722 Meadow		Jun 2023 – Nov 2023	Jun 2022 – Nov 2022	
	Violent Offenses	0.8	1.3	-37.50%
	Violent Victims	1.7	1.3	25.00%
	Calls for Service	5.3	5.2	3.20%
	Family Violence	0.5	0	+
	Family Violence Victims	0.3	0	+

\*Percent changes are based on small monthly averages and should be interpreted with caution.

+Percent changes cannot be calculated for these cells due a denominator of 0 (there were no incidents in the pre-treatment comparative months); however, there was an increase in these values in the current evaluation period.

# Focused Deterrence

- The focused deterrence strategy in Dallas is designed for residents in the city who are at a high risk of engaging in violent behavior.
- This involves multiple stakeholders as a way to reduce violent offending among the identified program participants, including:
  1. At call-in sessions, law enforcement partners repeatedly communicate the message that violence will not be tolerated and that engaging in future violence will result in criminal sanctions
  2. Social service partners provide a wide array of services to clients based on needs assessments



# Focused Deterrence Program Evidence

- To date, DPD has coordinated two call-in sessions: June 6th and November 14th, 2023.

## Data on Call-In Clients as of March 13, 2024

Client Type	# of Clients Recruited for the Program	# who Attended a Call-In	# of Services Initially Requested by Clients	Contacted/ Attempted Contacts by DPD to Clients	Contacted/ Attempted Contacts by SDEP to Clients	# of Clients Arrested for Non-violent Offense Since Call-In	# of Clients Arrested for Violent Offense Since Call-In
<b>Tier 1</b>	13	8	43	93	153	4	0
<b>Tier 2</b>	27	17	85	204	355	4	2
<b>Total</b>	40	25	128	297	508	8	2*

\*Arrests were were not gun-related

# Conclusion & Recommendations

- During the current evaluation period, overall violent street crime incidents and violent victimization dropped by 12.5% and 14.4%, respectively, compared to the same six-month period in 2022.
- Violent crime in treated hot spots was down more than 40%, on average, compared to the previous year, and it was down slightly in most surrounding catchment areas, indicating that crime displacement did not systematically occur due to the hot spots treatment.
- The multidisciplinary PNI strategy is now active in five apartment complexes in Dallas with historically high rates of violent crime and calls for service, and DPD and its city partners have refined a replicable strategy for dealing with violent crime and its antecedents in these communities.
- Initial evidence of focused deterrence is promising; 11 clients arrested since the first call in and only 2 have been arrested for violent offenses.

# Next Steps

Continuation of hot spot treatment

## PNI

- Continue efforts at the five PNI sites
- Consider bringing other sites online as resources permit

## Focused Deterrence

- Third call-in session targeted for May/June 2024

**Dallas**  
**Violent Crime Reduction Plan:**  
**Year 3 Mid-Year Evaluation**

**Michael Smith, J.D., Ph.D.**

**Rob Tillyer, Ph.D.**

**Brandon Tregle, J.D., Ph.D.**

**Stephanie Cardwell, Ph.D.**

**David Nam, Ph.D.**

**University of Texas at San Antonio**

**Delivered to the Dallas Police Department**

**April 3, 2024**

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## **Executive Summary**

Beginning in May 2021, the Dallas Police Department began executing a three-part strategic plan to reduce violent crime (hereafter referred to as the “Crime Plan”). As of November 2023, all three phases of the Crime Plan are being implemented. These include a short-term hot spots policing strategy, a mid-term place network investigations strategy (PNI), and a longer-term focused deterrence strategy, which began in June 2023. These three strategies were purposely designed to work together to help reduce violent crime in the City of Dallas by focusing on the relatively few places where violent crime is prevalent (hot spots) and the relatively few individuals responsible for committing it.

This document serves as the Year 3 mid-year report on the results of the Dallas Crime Plan. It summarizes the methodology and results of an independent, empirical assessment of the implementation and impact of the Crime Plan from May through November 2023.

Hot spot treatment grids were evaluated based on three metrics: violent crime, arrests, and calls for service. The report summarizes violent crime, victims, and offenses data trends during the first half of Year 3 (May 1 to November 30, 2023) in comparison to earlier time periods. This report also analyzes changes in arrests, and calls for service during this period and includes an analysis of hot spot treatment fidelity, or the extent to which DPD officers marked out at designated hot spots for 15 minutes during peak crime hours/days of the week in accordance with treatment period deployment schedules.

During this mid-year evaluation period, work at existing PNI sites on East Overton Road and Ferguson Road continued, and two new sites were added at 3535 Webb Chapel and 4722 Meadow. Violent crime and related disorder problems at these sites and connected locations were addressed through extensive DPD-led enforcement operations and multi-disciplinary efforts across city government partners to help address the underlying conditions that contribute to violence in the apartment complexes that make-up the PNI locations. Pre-post implementation and outcome metrics were assessed at all locations as part of this evaluation.

Finally, focused deterrence began in Dallas with the first offender call-in session in June and a second one in November 2023. The focused deterrence strategy identifies residents in the city who are at a high risk of engaging in violent behavior. The overarching mission of the program is to change the behavior of these individuals by intervening with a targeted, collaborative strategy supported by law enforcement agencies and community partners. This report summarizes the implementation and results of the focused deterrence strategy during the second half of 2023.

## **Hot Spots Results**

To evaluate the impact of the hot spots intervention during this period (May 1 to November 30, 2023), we calculated average monthly violent crime incidents, arrests, and calls for service during the treatment period and compared those averages to the same period in the previous year, and in some cases, to previous 12-month averages. The results from these analyses are presented at several geographic levels, including city-wide, in treatment locations, in catchment areas<sup>1</sup>, by specific crime types, and at the DPD division level. The findings showed:

- A 12.5% reduction in violent crime incidents and a 14.4% reduction in victimization city-wide during the treatment period compared to the same period in 2022.
- Reductions in aggravated assaults (-17.2%), individual robberies (-10.4%), and shootings (-14.0%) when compared to the same time last year but increases in total murders (8.5%) and business robberies (21.1%).
- A supplemental analysis of the murder increase revealed that it was driven almost exclusively by an increase in family violence-related homicides. Non-family violence murders were relatively unchanged compared to last year.
- A reduction in violent crime in all DPD patrol divisions except North Central, which showed a slight increase in street-level violence compared to the same period last year.
- City-wide reductions in violent crime at treated hot spots compared to last year and 12-month averages and either slight decreases or increases in surrounding catchment areas depending upon the comparison period.
  - These findings revealed a continued strong hot spots treatment effect with no consistent evidence of crime displacement to surrounding areas.
  - Two divisions (North Central and North West) saw increases in violent crime in their catchment areas, however.
- Total arrests were down city-wide, and treated hot spots saw a substantial reduction (nearly 60%) in violent crime-related arrests compared to the same time last year. Overall, all types of arrests were down city-wide and in treatment areas except for drug arrests, which increased slightly city-wide and substantially (67.8%) in hot spots.
- A small decrease in violence-related calls for service city-wide and a larger reduction (-12.0%) in treatment locations compared to the same time last year.
- Fidelity to the hot spot treatment plans steadily increased over the course of the Year 3 mid-year evaluation period and finished at nearly 90% in Period 12.

With the exception of murder, which remains stubbornly high and driven primarily by family violence-related killings, most categories of violent street crime fell in the second half of 2023.

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<sup>1</sup> Catchment areas extend approximately 1,000 feet outward in every direction from the treatment locations. Catchment areas overlap in some areas, and the catchment area for a treatment location may contain another treated location. Catchment areas offer an assessment of possible crime displacement or diffusion of treatment benefits.



Encouragingly, aggravated assaults and shootings, which are leading indicators for murder, fell by double digits.

### **PNI Results**

The multidisciplinary PNI strategy is now active in five apartment complexes in Dallas with historically high rates of violent crime and calls for service. Implementation and impact highlights for this strategy during the current Year 3 mid-year evaluation period are as follows:

- DPD and its city partners have refined a replicable strategy for dealing with violent crime and its antecedents in apartment complexes with historically high rates of violence.
- Working with property management and Code Enforcement, inspections were completed and multiple code violations addressed at all PNI locations.
- CPTED analyses also were completed and conditions conducive to crime were partially addressed at all locations.
- Some community meetings and/or events were held at some locations; additional work remains to be done on these measures.
- DPD engaged in extensive efforts to identify and root out criminal networks operating and/or residing in the complexes.
  - 38 joint operations with the gang unit, narcotics, PSN, and others
  - 152 persons arrested
  - 2 federal charges filed
  - 81 handguns seized; 6 rifles seized; 5 handgun “switches” seized
  - 45932.23 grams of marijuana, 1580.20 grams of cocaine (powder and crack), 714.84 grams of methamphetamine, 1000.70 grams of MDMA pills, and 344 grams of fentanyl seized or recovered
- Violent crime, victimization and calls for service were down substantially at 3550 E. Overton during the evaluation period compared to historical averages.
- Violent crime was down at 11511 Ferguson, but up at 11760 Ferguson compared to historical averages.
- Crime and calls for service impacts were mixed at 3535 Webb Chapel and 4722 Meadow compared to the same time last year. These are new sites and additional work remains to be done at these locations.

### **Focused Deterrence Results**

The focused deterrence strategy got underway in June 2023 with the first offender call-in session, and a second call-in session was held in November. Implementation and impact highlights for this strategy during the current Year 3 mid-year evaluation period are as follows:

- Several hundred high risk individuals were scored by DPD according to the Dallas focused deterrence risk assessment protocol and outreach and recruitment efforts were made by DPD to encourage attendance by eligible clients at a call-in session.
- 19 clients attended the first call-in session and six attended the second session.

- A total 128 services were initially requested by clients or family members through the South Dallas Employment Project (SDEP), MetroCare, and other service providers coordinated by SDEP.
- DPD and SDEP made or attempted more than 500 follow-up contacts with clients to facilitate services.
- Six clients have been re-arrested since attending a call-in session; none for a violent crime.
- Dallas County Probation and TDCJ Parole are not yet requiring supervisees to attend call-in sessions as a condition of their community supervision. Efforts to put this component of the focused deterrence program in place continue.

## **Overview**

Beginning in May 2021, the Dallas Police Department began executing a three-part strategic plan to reduce violent crime<sup>2</sup> (hereafter referred to as the “Crime Plan”). As of November 2023, all three phases of the Crime Plan are being implemented. These include a short-term hot spots policing strategy, a mid-term place network investigations strategy (PNI), and most recently, a longer-term focused deterrence strategy, which began in June 2023. These three strategies were purposely designed to work together to help reduce violent crime in the City of Dallas by focusing on the relatively few places where violent crime is prevalent (hot spots) and the relatively few individuals responsible for committing it.

This document serves as the Year 3 mid-year report on the results of the Dallas Crime Plan. It summarizes the methodology and results of an independent, empirical assessment of the implementation and impact of the Crime Plan from May through November 2023.

The report that follows is organized into several main sections. Following this Overview, we outline our Methodology, including the data we relied upon for this report and our analytic strategies. The Hot Spots section examines overall city-wide trends in violent crime, victims, and offenses over roughly the previous year and a half. Violent crime, arrests, and calls for service in and around the treated hot spots are also evaluated. In this section, we also analyze hot spots treatment fidelity, or the degree to which officers were present at designated hot spots in accordance with the treatment plans. The next section on PNI Sites assesses the implementation and impact of the place network investigation strategy on crime and other measures at five PNI locations that have been treated under this strategy. Finally, an initial assessment of focused deterrence is provided since its inception in June 2023. We wrap up the report with a Conclusion that summarizes the results of the Crime Plan during this time period.

## **Phase 1: Hot Spots**

### **Methodology**

The period of analysis is May 2023 through November 2023. During this time, there were 3.5<sup>3</sup> completed hot spots treatment periods. In Periods 9-12, some grids received an offender focused

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<sup>2</sup> A “violent crime” is defined as any reported *incident* involving a murder/non-negligent manslaughter, robbery, or aggravated assault (not including family violence-related aggravated assaults) with at least one victim. Incidents with multiple offenses (a murder and a robbery) or multiple victims (three individuals assaulted) were counted as a single incident for the purposes of identifying hot spots and in the analyses reported below, unless otherwise noted.

<sup>3</sup> Period 9 ran from April 2023 through May 2023. Given this report examines data from May 1, 2023 forward, only part of Period 9 is reflected in this report. A complete assessment of Period 9 is available in the DPD dashboard. Data from Period 10 (June-July 2023), Period 11 (August-September 2023), and Period 12 (October-November 2023) are fully examined in this report.

(OF) treatment, while others received a high visibility plus treatment (HV+)<sup>4</sup>. Offender focused treatment involved small teams of officers working the identified areas in a comprehensive effort to serve warrants and assist in solving violent crime incidents occurring in those locations (i.e., investigate, collect evidence for a warrant, undercover activity, etc.). The HV+ treatment involved placing patrol cars in selected locations with their emergency lights illuminated during peak crime times and days of the week with instructions for the officer to exit the vehicle and foot patrol the immediate area.

City-wide trends in violent crime incidents, violent crime victims, specific violent crime offenses, and violent crime incidents at divisions are analyzed and presented. These trends were assessed by comparing the seven months of treatment activity (May 2023-November 2023) represented in the Year 3 mid-year analysis period to the same time period in the previous year (May 2022-November 2022). Any difference in monthly crime levels between the two periods is shown as a percent change.

Hot spots treatment grids were evaluated during this time period using three outcome measures: violent crime, arrests, and calls for service. Average monthly counts of violent crime, arrests, and calls for service across the city and in treatment grids during the treatment periods were calculated and compared against a) the same months during the year prior and b) to previous 12-month averages. We also evaluated violent crime trends in catchment areas<sup>5</sup> surrounding each hot spot to check for potential crime displacement or diffusion of treatment benefits. Finally, we evaluated the impact of the two treatment types (offender focused and high visibility plus) during this time period. Finally, we provide an assessment of fidelity or the extent to which DPD officers marked out at designated hot spots for 15 minutes during peak crime hours/days of the week in accordance with treatment period deployment schedules.

## **Hot Spots Results**

### **Violent Crime: City-Wide**

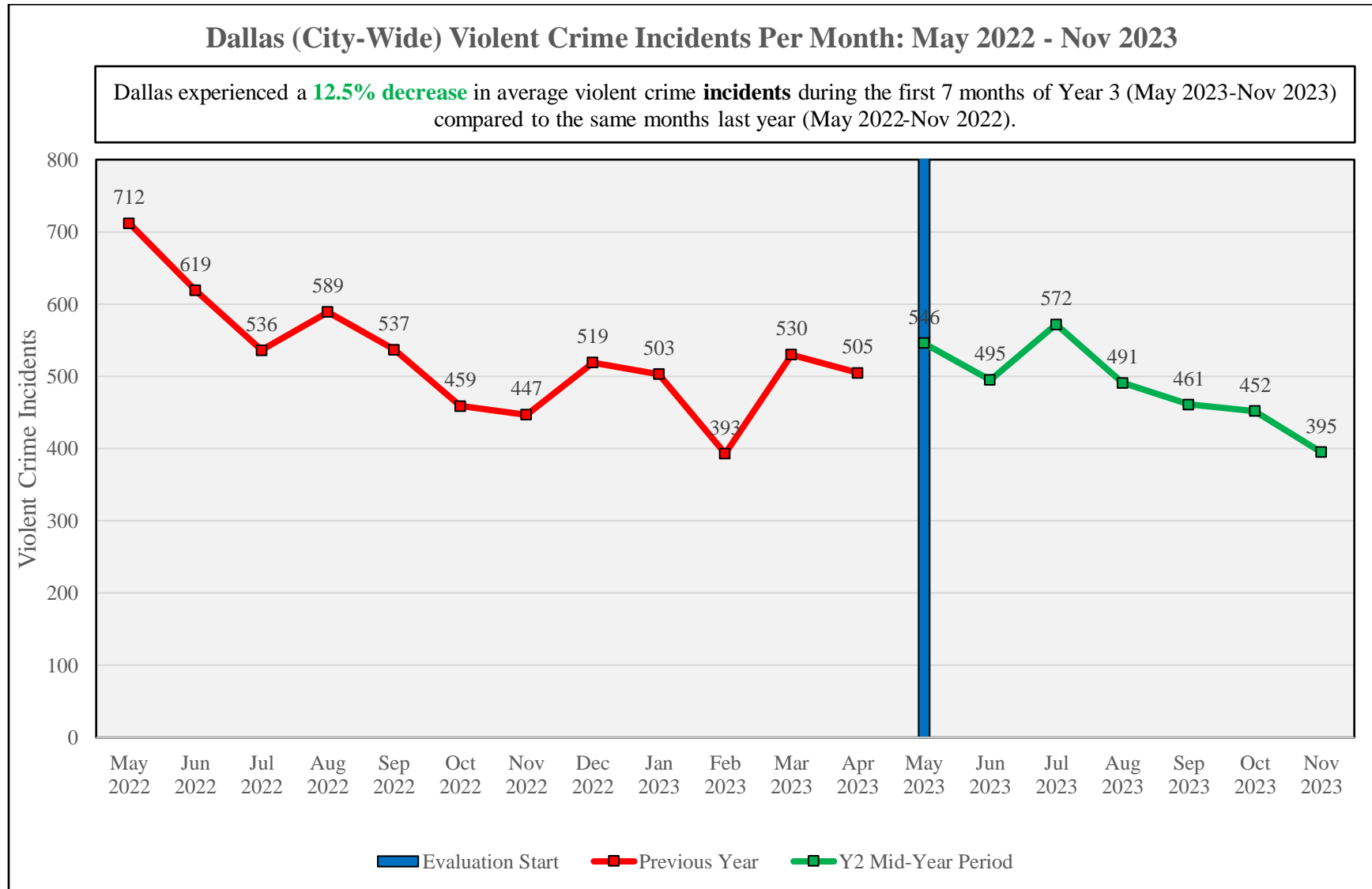
Figure 1 (below) shows the count of *violent crime incidents* per month that occurred in Dallas from May 1, 2022 to November 30, 2023. The blue vertical line represents the start of this evaluation period in May 2023. Compared to the same seven-month period the year before (May 1, 2022 to November 30, 2022), overall violent street crime decreased by 12.5% city-wide during the evaluation period.

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<sup>4</sup> Period 9 contained three strategies: 1) offender focused, 2) high visibility, and 3) a high visibility plus treatment strategy. In subsequent periods, the high visibility treatments were discontinued and replaced with the high visibility plus treatment, which proved to be more effective than the high visibility treatment alone.

<sup>5</sup> Catchment areas extend approximately 1,000 feet in all directions from targeted hot spots. It is here that crime displacement is most likely to occur, if at all.

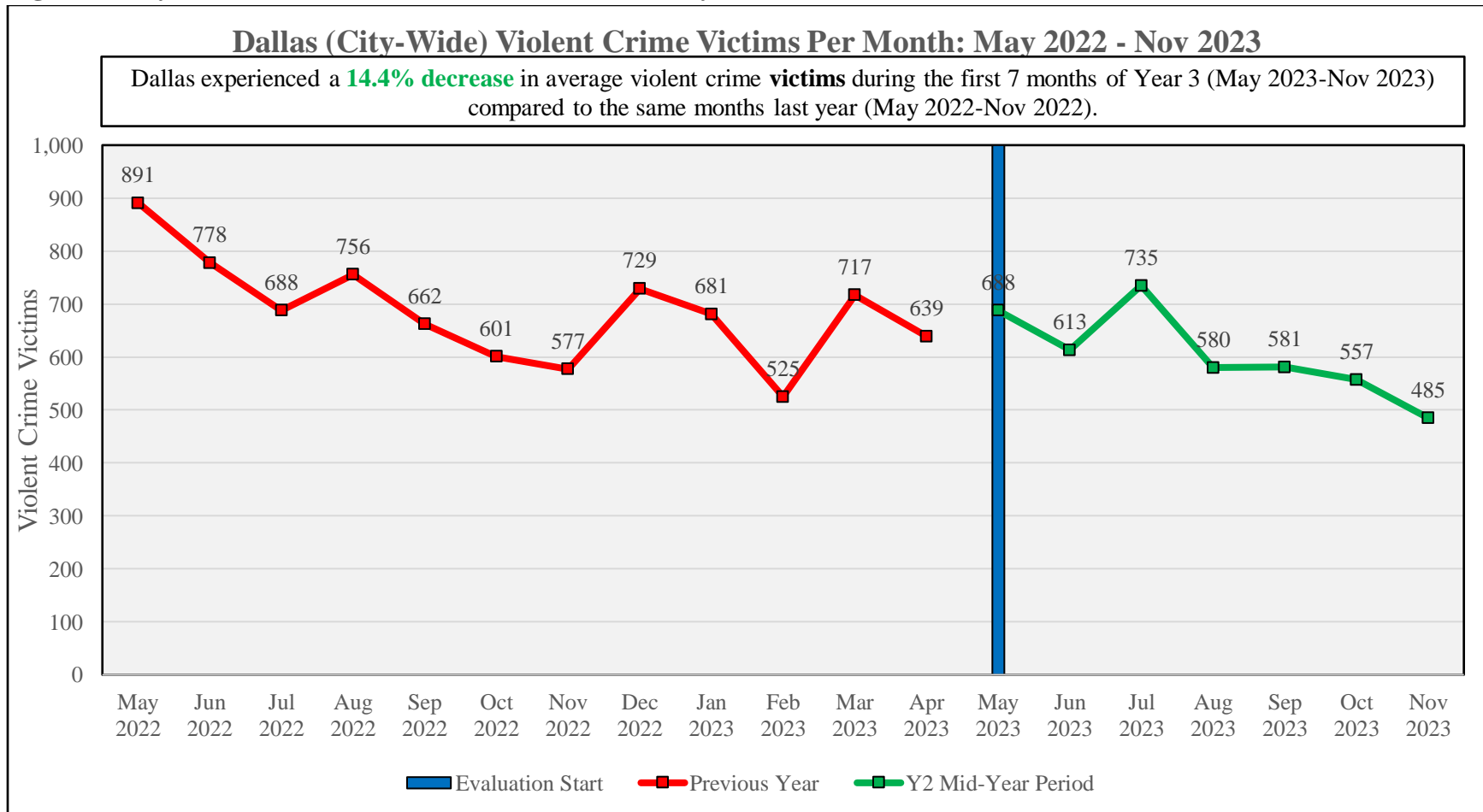
**Figure 1: City-Wide Violent Crime Incidents Per Month, May 2022-Nov 2023**



**Victims: City-Wide**

Figure 2 (below) shows the count of *violent crime victims* per month in Dallas from May 1, 2022 to November 30, 2023. As in Figure 1, this graph is comparing the seven-month treatment period (May 1, 2023 – November 30, 2023) to the same seven-month period last year (May to November 2022). Compared to last year, violent victimization also decreased by 14.4% during the evaluation period.

**Figure 2: City-Wide Violent Crime Victims Per Month, May 2022-Nov 2023**



### **Violent Crime Subtypes: City-Wide**

Figure 3 (below) shows the count of violent crime incidents per month by *crime subtype* in Dallas from May 1, 2022 to November 30, 2023. The vertical blue bar represents the start of this evaluation period in May 2023. Compared to the same seven-month period last year, robberies of individuals decreased 10.4%, non-family violence aggravated assaults fell by 17.2%, and shootings decreased by 14.0%. Conversely, murders increased by 8.5% and robberies of businesses increased 21.1%. Of note, the murder counts include all murders (i.e., those occurring between non-familial individuals and family members).

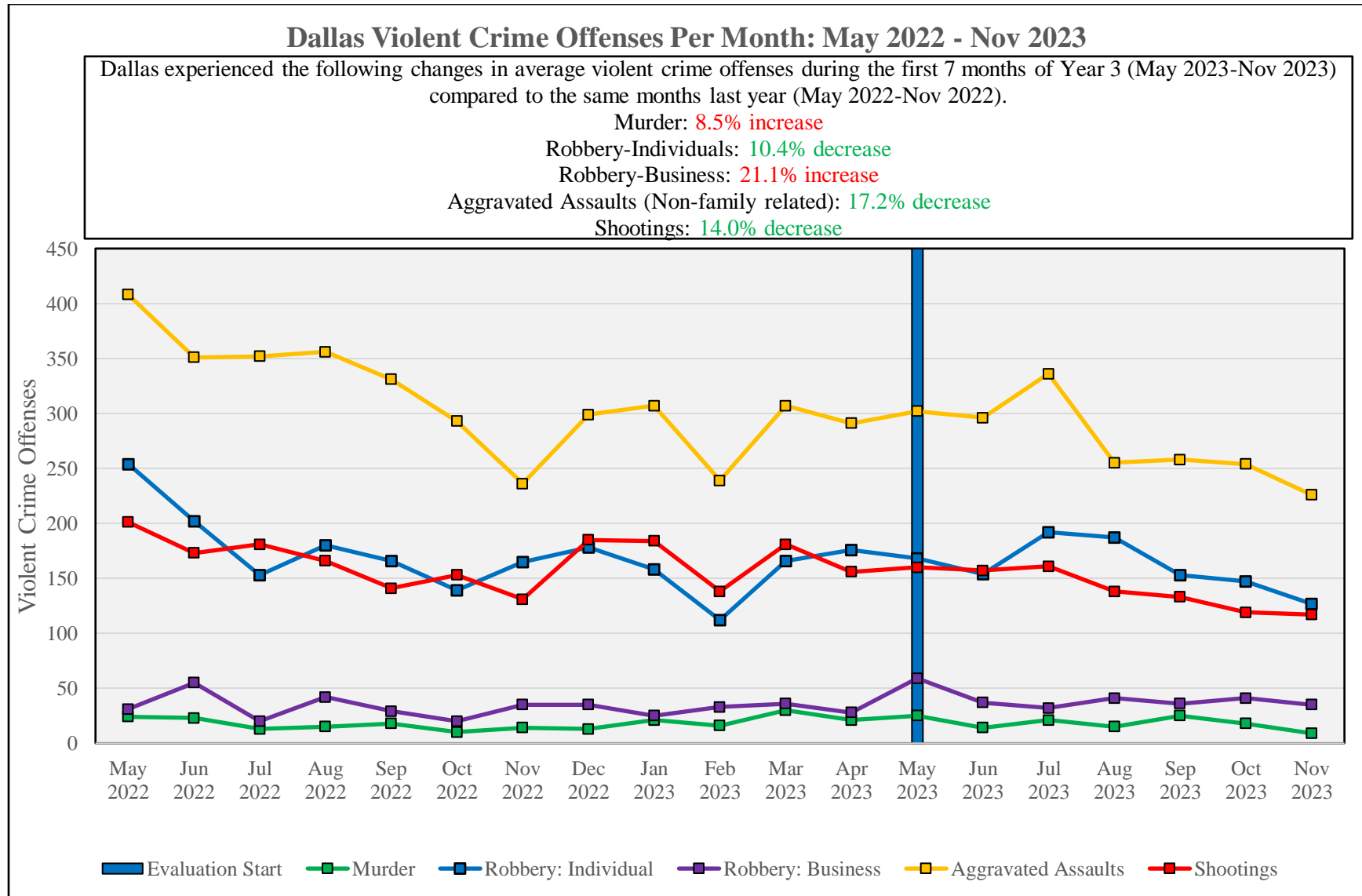
Given the focus of the Crime Plan is on violent street crime, Table 1 (below) disaggregates these murders into all incidents, non-family violence related murders, family violence-related murders, and murder victims. The results reveal that while there was an 8.5% rise in overall murder in the seven months from May-November 2023 compared to the same time last year, the increase was almost exclusively attributable to family violence-related murder. The rate of non-familial murder was relatively flat across the City of Dallas in the most recent seven months.

**Table 1: City-Wide Murders by Incidents and Type**

	May 2022- Nov 2022	May 2023- Nov 2023	<b>Percent Change</b>
All Murder Incidents	117	127	8.5%
Murder Incidents: Non-Family Violence	109	110	0.9%
Murder Incidents: Family Violence	8	16	100.0%
All Murder Victims	124	128	3.2%

There was one 2023 murder that was not identified as either family violence or non-family violence.

**Figure 3: City-Wide Violent Crime Offenses Per Month, May 2022-Nov 2023**





**Violent Crime by Division**

Table 2 (below) presents the count of violent crime incidents per month that occurred in each of Dallas’s seven police division from May 1, 2022 to November 30, 2023. The table compares the seven-month treatment period (May 1, 2023 – November 30, 2023) to the same time last year (May 1, 2022 – November 30, 2022). Violent crime fell 19.8% in the Central division, 16.8% in the North East division, 7.1% in the North West division, 17.0% in the South Central division, 1.8% in South East division, and 21.1% in the South West division. North Central experienced a slight increase of 2.4%.

**Table 2: City-Wide Violent Crime Incidents Per Month by Division, May 2022-Nov 2023**

	<b>Central</b>		<b>North Central</b>		<b>North East</b>		<b>North West</b>		<b>South Central</b>		<b>South East</b>		<b>South West</b>	
	<i>Total</i>	<i>Ave. Per Month</i>	<i>Total</i>	<i>Ave. Per Month</i>	<i>Total</i>	<i>Ave. Per Month</i>	<i>Total</i>	<i>Ave. Per Month</i>	<i>Total</i>	<i>Ave. Per Month</i>	<i>Total</i>	<i>Ave. Per Month</i>	<i>Total</i>	<i>Ave. Per Month</i>
May 2022-Nov 2022	464	66	247	35	643	92	493	70	628	90	774	111	650	93
May 2023-Nov 2023	372	53	253	36	535	76	458	65	521	74	760	109	513	73
<b>Percent Change</b>	<b>-19.8%</b>		<b>2.4%</b>		<b>-16.8%</b>		<b>-7.1%</b>		<b>-17.0%</b>		<b>-1.8%</b>		<b>-21.1%</b>	

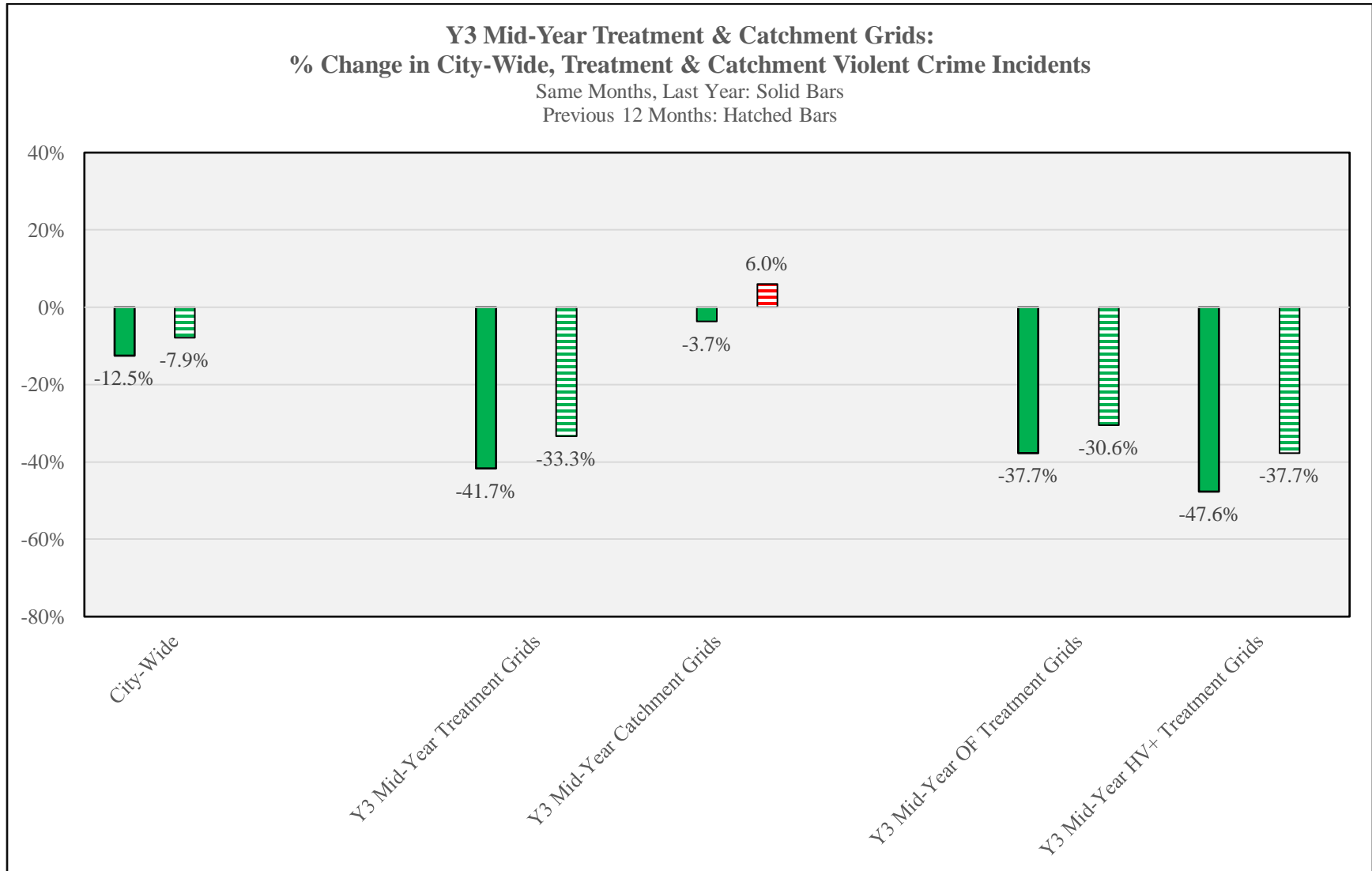
### **Crime: Hot Spot Treatment & Catchment Grids**

Figures 4 & 5 (below) show the percentage change in average monthly violent crime counts in hot spot treatment and catchment grids during the seven-month treatment period (May 1, 2023 – November 30, 2023) compared to the same time period last year (May 1, 2022 – November 30, 2022) and across the previous 12 months (May 1, 2022-April 30, 2023). Comparisons to the same time last year are indicated by the solid bars, while 12-month comparisons are shown in the hatched bars. City-wide bars are provided for reference.

As previously noted, city-wide violent crime decreased by 12.5% compared to the same time last year and decreased 7.9% relative to the previous 12 months (see Figure 4). Across seven months of treatment, and compared to the same time last year, treatment grids experienced an average decrease of 41.7% in violent crime, while crime dropped 3.7% in catchment grids. When compared to the previous 12 months (hatched bars), treatment grids experienced an average reduction in violent crime incidents of 33.3% across the seven-month treatment period, while catchment area grids saw a slight increase of 6.0%. Figure 4 also summarizes the independent effects of the two treatment types. Grids receiving offender focused treatment experienced a 37.7% and 30.6% reduction in violent crime incidents compared to the same time last year and the previous 12 months, respectively. The HV+ treatment grids experienced a slightly greater reduction of 47.6% and 37.7% using the two comparison periods.

Figure 5 reports the same comparisons (i.e., same time last year and previous 12 months) for each of the treatment periods. Note that Period 9 only reflects one month of treatment (i.e., May 2023). All periods experienced treatment area reductions in their average monthly violent crime counts from between 80% to 5%. Catchment areas demonstrated some slight increases in particular when compared to the previous 12 months.

**Figure 4: City-Wide, Treatment & Catchment Grid Crime**



**Figure 5: City-Wide, Treatment & Catchment Grid Crime by Period**

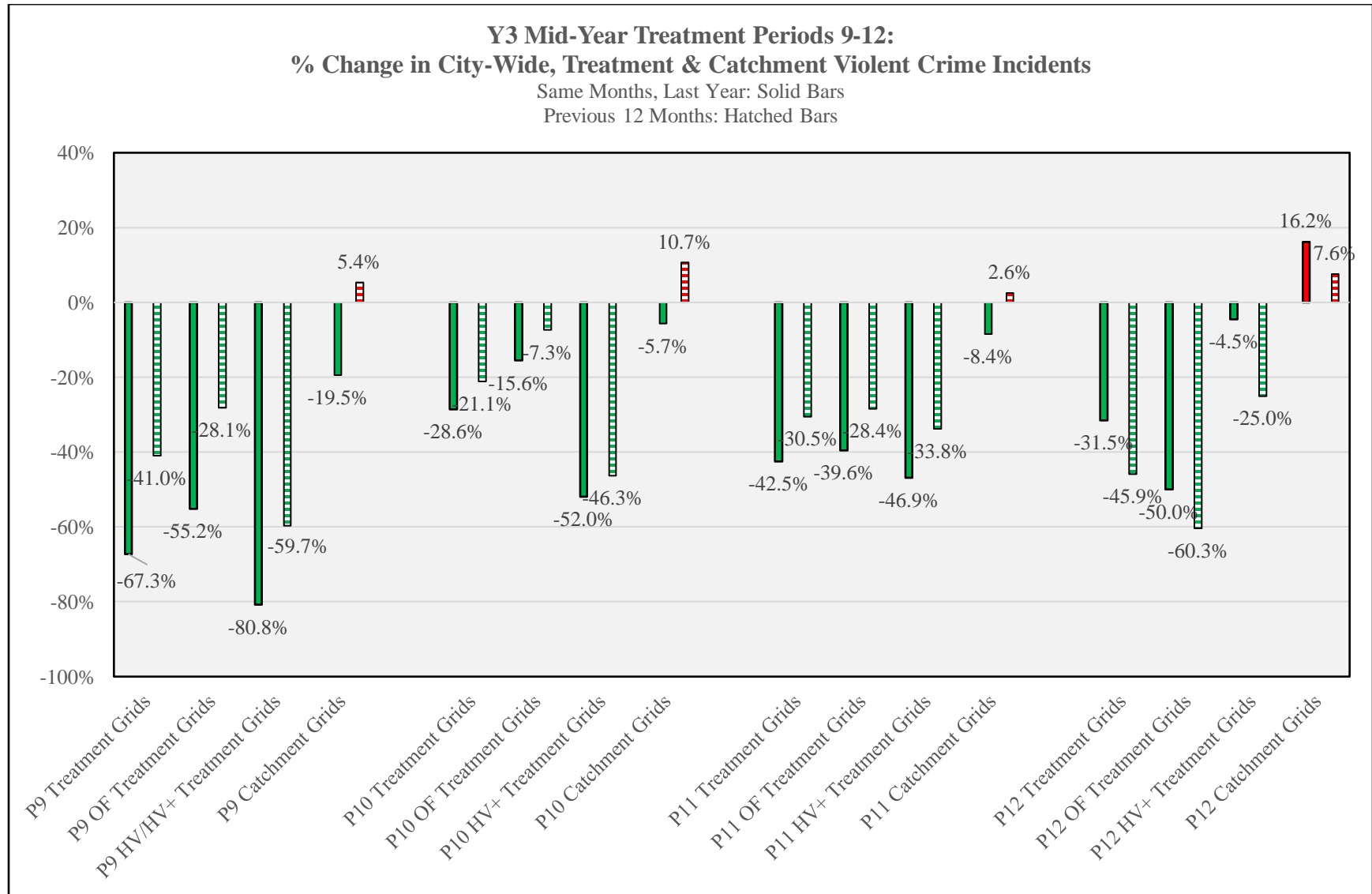
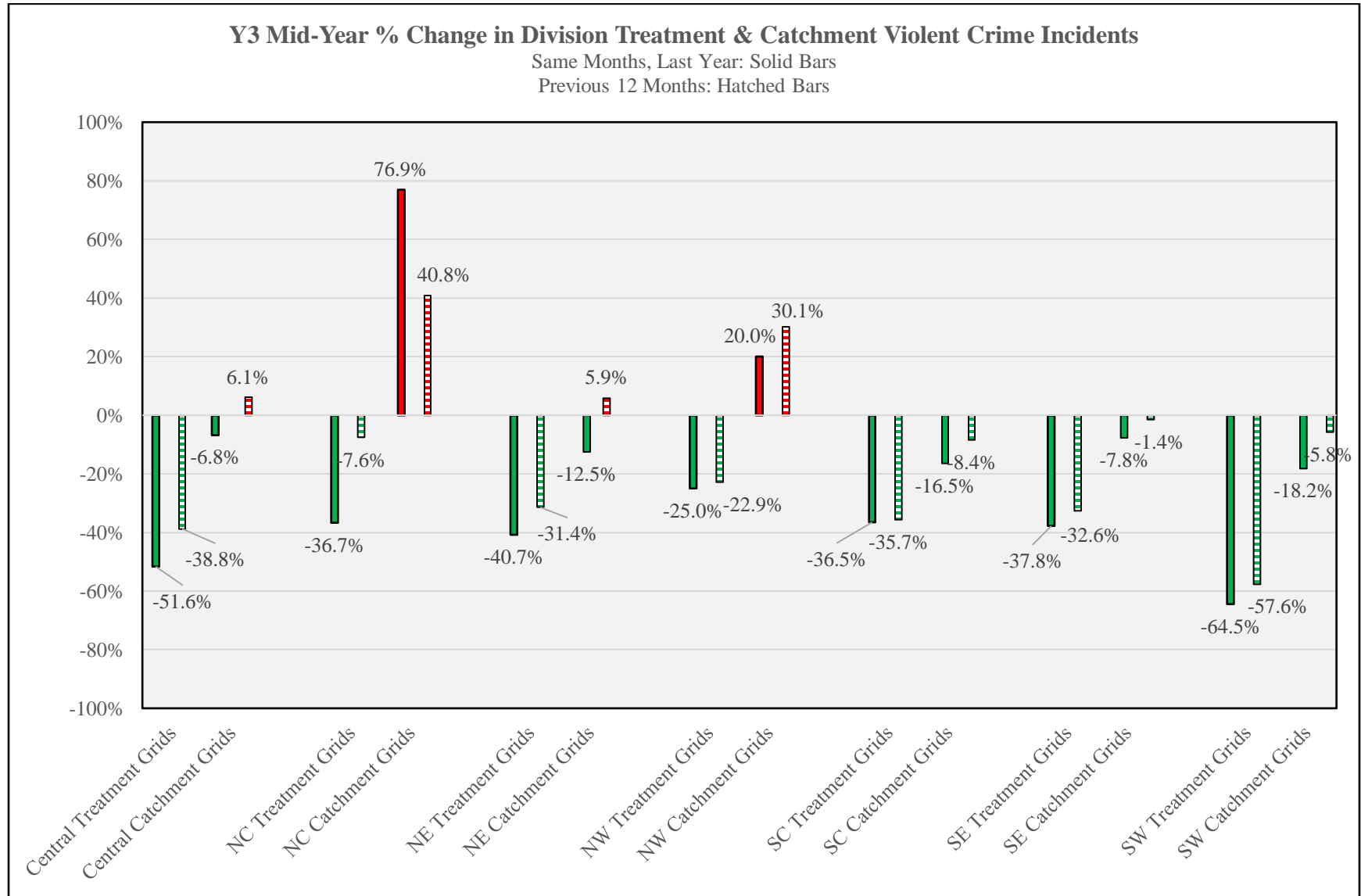


Figure 6 (below) shows the percentage change in average monthly violent crime during the seven-month treatment period (May 1, 2023 – November 30, 2023) compared to the same time period in the previous year (May 1, 2022 – November 30, 2022) and across the previous 12 months, disaggregated by division.

Using the same time last year as the comparison, all divisions experienced sizeable decreases in their treatment grids. These reductions ranged from a drop of 25.0% in the North West division to 64.5% in the South West division. Crime in most division catchment grids decreased as well, but by smaller margins ranging from 6.8% in the Central division to 18.2% in the South West division. Conversely, two divisions showed an increase in catchment area violent crime compared to last year, especially the North Central division, which experienced a 76.9% increase in catchment area crime.

Twelve-month comparisons are represented by the hatched bars. Treatment grids in all divisions recorded decreases in violent crime incidents ranging from a 7.6% decrease in the North Central division to a 57.6% decrease in the South West division. Catchment area violent crime averages were mixed; four divisions experienced increases compared to the previous 12 months while three experienced decreases. The increases in North Central and North West were fairly large at 40.8% and 30.1% respectively

**Figure 6: Treatment & Catchment Grid Crime by Divisions**



### Arrests: City-Wide & Hot Spot Treatment Grids

Figure 7 (below) examines arrests during the evaluation period in comparison to the same months last year. Average monthly arrest counts were calculated for all arrests, violent crime<sup>6</sup> arrests, disorder<sup>7</sup> arrests, warrant arrests, drug arrests, and weapon arrests. The solid blue bars indicate percent change in arrests *city-wide*, and the hatched blue bars indicate the percent change in *treatment locations* over the seven-month treatment period compared to the same months in the prior year.

Total arrests decreased across the city by 12.5% and in the treatment locations by 6.0%. Violent crime arrests decreased 2.7% city-wide and decreased by a noticeable 58.6% in the treatment locations. Given the decreases in reported violent crime in treatment grids overall (see Figure 4 above), the hot spot arrest results likely indicate that fewer violent crimes occurred in the treated locations compared to averages in those areas during the same time last year. Disorder-related arrests were down city-wide (18.4%) and in the treatment locations (25.4%). This is possibly due to the presence of officers in the hot spots acting as a deterrent to public disorder.

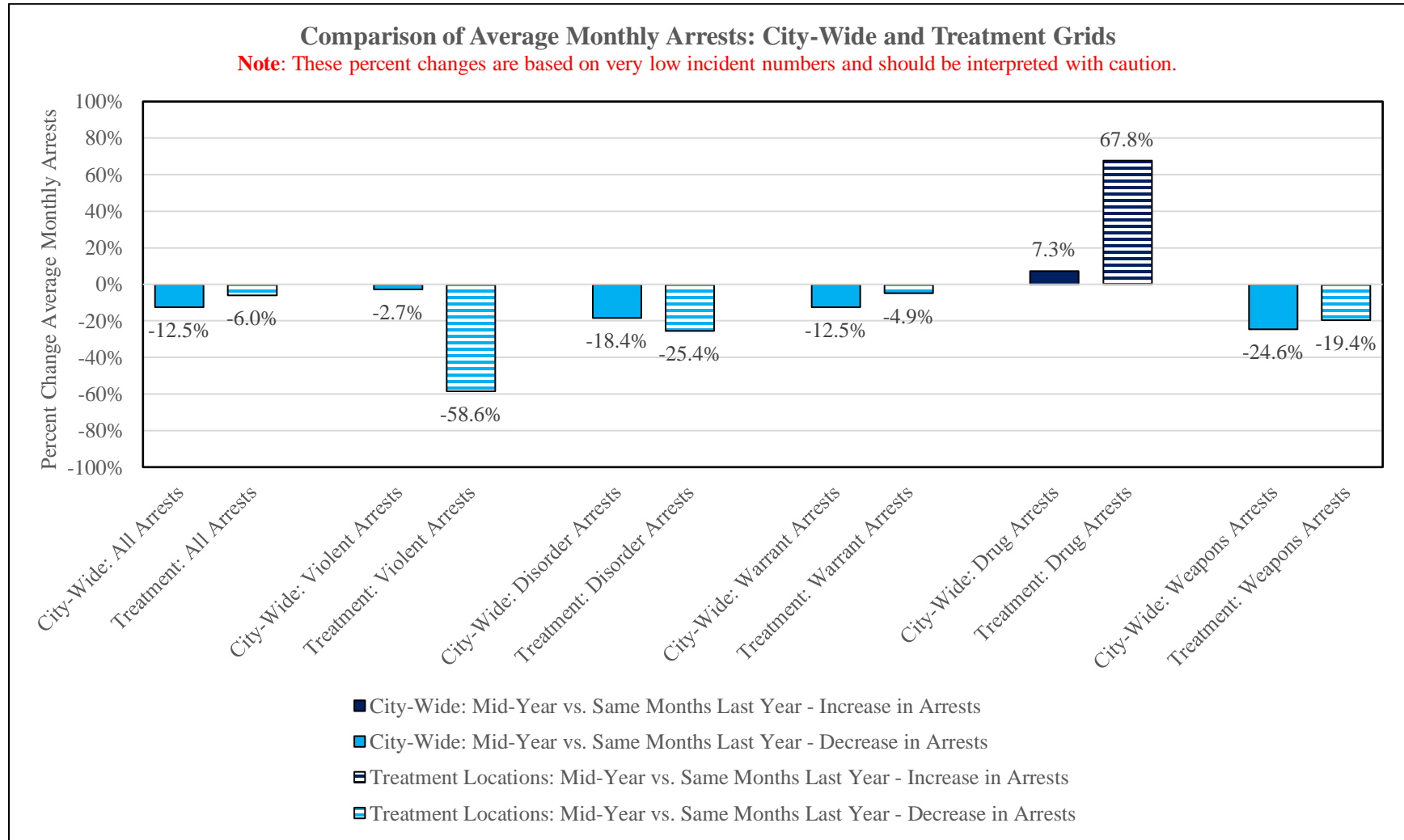
Warrant arrests were also down slightly city-wide (12.5%) and in the treatment grids (4.9%). Drug arrests were slightly up throughout the city (7.3%) but increased substantially in the treatment locations (67.8%). Again, this may indicate that the presence of DPD officers in hot spots lead to more on-view drug arrests in these locations. Finally, weapon arrests were down by 24.6% across the city and decreased by 19.4% in the treated locations. This is another piece of evidence suggesting that the presence of officers in the treated locations may be exerting a suppressive effect on illegal behavior, including the presence and/or use of illegal weapons. **Importantly, the arrest trends in the treated grids are based on low arrest counts and trends should be evaluated with some caution.**

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<sup>6</sup> Murder; Robbery; Non-family violence, aggravated assault.

<sup>7</sup> Disorder arrests include the following types of offenses: Criminal Mischief, Trespass, Public Intoxication, Prostitution, Graffiti, Loitering, etc.

**Figure 7: Arrests During Treatment Period vs. Same Period Last Year**

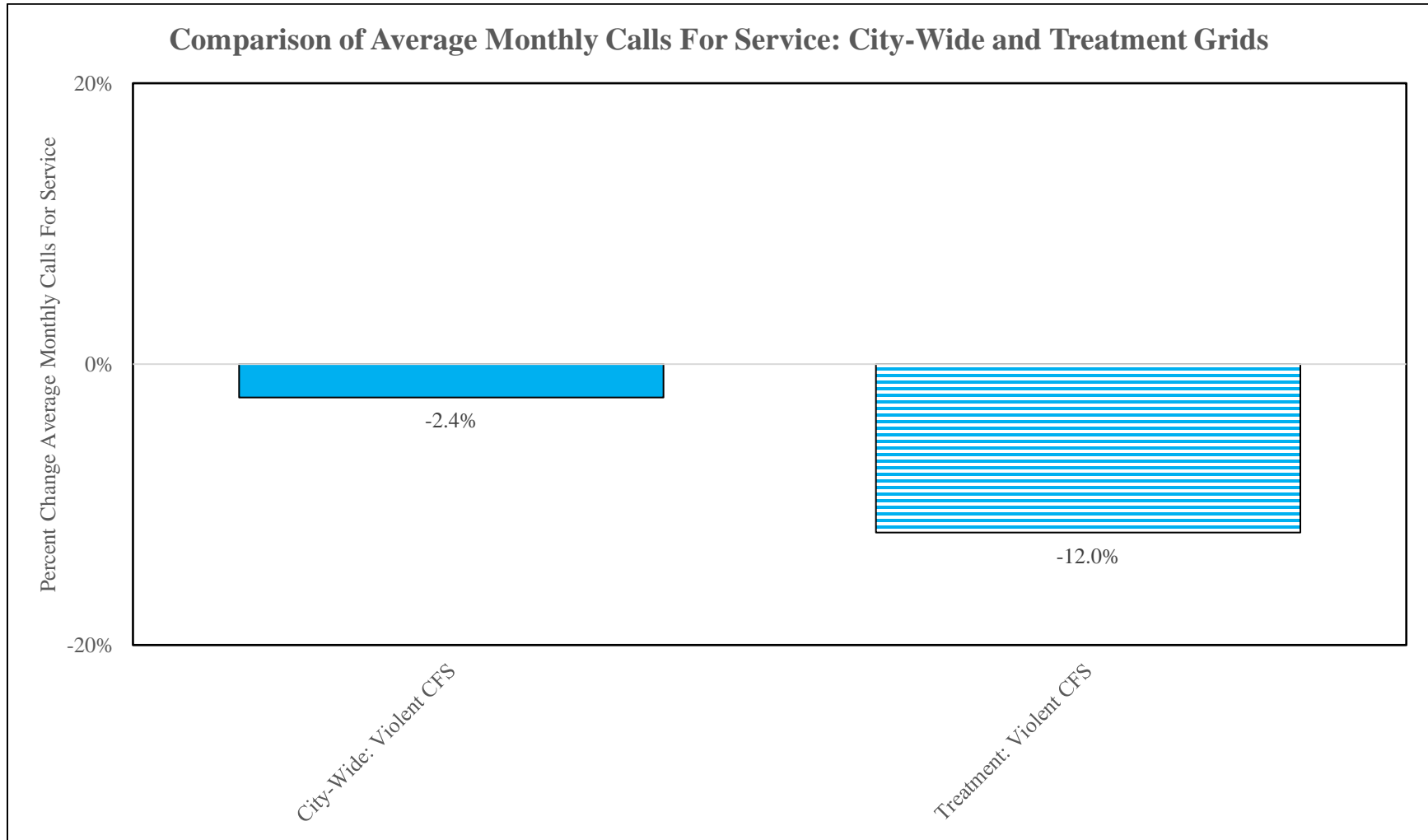




***Calls For Service: City-Wide & Hot Spot Treatment Grids***

Figure 8 (below) shows the percent change in the average number of violence-related calls for service (CFS) city-wide and in treated hot spots during the seven months of the treatment period (May 2023 – November 2023) compared to the same months last year (May 2022 – November 2022). City-wide, all CFS decreased by 2.4% (solid blue bar) and also by 12.0% in the treated grids (hatched blue bar). A decrease in violent CFS in both the city-wide and treated areas indicates a positive treatment effect compared to the same time last year.

**Figure 8: Calls for Service During Treatment Period vs. Same Period Last Year**



## **Fidelity**

This section of the report examines treatment plan fidelity across the four treatment periods (May 1, 2023 to November 30, 2023), and signals the extent to which DPD officers were deployed to the designated treatment grids during the appropriate days and times identified by the hot spots analysis and treatment plans. Analyses were conducted separately for Periods 9-12 and have been reported at the conclusion of each period.

Table 3 (below) shows the fidelity rates starting in Period 9 (70.9%) through Period 12 (88.9%) on an upward trajectory. Overall, DPD officers have exhibited a high level of fidelity to the hot spot treatment schedules as the Crime Plan moves forward.

**Table 3: Fidelity Summary**

<b>Treatment Periods</b>	<b>Fidelity Rate</b>
Period 9	70.9%
Period 10	77.4%
Period 11	86.3%
Period 12	88.9%

## **Phase 2: PNI**

### **Background on PNI**

The mid-term strategy of the Dallas Violent Crime Reduction Plan calls for the implementation of a place-based strategy to reduce violence and the underlying conditions that produce it within potential networks of violent places. Place Network Investigations (PNI) is a recently-developed strategy based in empirical scholarship and criminological theory that focus on the spatial distribution of crime in communities and the role of unguarded places used by individuals and criminal networks to facilitate crime. A PNI strategy is based on four empirical realities (Herold et al., 2020):

1. Crime is concentrated among a relatively small number of offenders, victims, and places.
2. A small number of places account for most crime in any city.
3. Law enforcement strategies that target criminal networks can reduce crime.
4. Criminogenic places are networked.

A PNI strategy begins with a problem-focused investigation of violence-prone locations to uncover the network of convergent settings (public places where offenders often meet), comfort spaces (private meeting locations used by individuals or groups to plan or facilitate crime), and corrupting spots (associated locations that encourage criminal activity) that make up the place network. Police use a variety of intelligence-driven efforts to uncover crime-place networks (traditional crime analysis, surveillance, informants, offender interviews, historical data) and then lead the development of a PNI Board made up of stakeholder government agencies (e.g., code enforcement, health departments, parks & recreation) and non-profit and/or community-based groups to design unique place-based strategies to address crime and its causes within the crime-place network. Traditional police enforcement efforts (arrests, controlled drug buys) are coupled with code enforcement, abatement, environmental design changes, disorder-focused efforts (graffiti abatement, trash clean up, abandoned vehicle removal, weed/brush removal) and other efforts to alter the criminogenic nature of the entire crime-place network (Herold, 2019).

A PNI strategy is intelligence-driven, requires the involvement and commitment of multiple stakeholders, and may involve the expenditure of money and other resources by city agencies and community-based organizations (CBOs). By focusing on the most violence-prone locations, though, PNI has the promise of significantly impacting violent crime, reducing victimization, and improving the quality of life in and around the affected locations.

### **The PNI Process in Dallas**

As the DPD PNI team worked with the UTSA research team in February and March 2022 to identify and define appropriate metrics for success, the operational components of the site-specific

plans began to slowly roll out beginning February 9, 2022. PNI operations plans have been developed and revised since the roll out for the following locations: 3550 East Overton Road, 11760 Ferguson Road, 11511 Ferguson Road, 3535 Webb Chapel, and 4722 Meadow. All five sites are apartment complexes with operations plans designed to address specific problems at these locations. The operations plans for each site are reproduced in Appendix B and summarized below in the PNI Implementation and Impact sections.

### **PNI Implementation**

As previously noted, PNI went “live” on February 9, 2022, and efforts slowly ramped up at the Ferguson and Overton sites over several months during the spring of 2022. The 3550 E. Overton site went into maintenance beginning in January 2023. Both 3535 Webb Chapel and 4722 Meadow were added as PNI sites in May 2023 and June 2023, respectively. Once finalized, the operations plans for the pilot sites served as guides for the DPD and UTSA teams to track problems at each site, view roles and responsibilities at a glance, and eventually assess implementation and impact. Working from the operations plans, the UTSA team created a Microsoft Form that the DPD PNI Lieutenant used to organize and report information on the problems identified at each site and their associated process metrics. This data collection instrument is one of the primary data sources for evaluating the implementation and impact of PNI in Dallas.

### **Process Evaluation**

This evaluation of PNI covers the period from May 2023 through November 2023. Tables 4, 5, 6, 7, and 8 summarize the identified problems, solutions, and implementation metrics at each site and provide a color-coded indicator (final column) showing the status of each problem/solution. Red cells indicate little or no progress toward implementing the proposed solution, yellow cells indicate partial implementation, and green cells indicate substantial progress based on the indicated process measures.

**Table 4: Process Measures for 3550 E. Overton Rd.**

Problem	Solutions	Process Measurement	Status
<b>Code Violations</b>	IPSS/code enforcement (code officers, DFR inspectors) have inspected the location, provided violations to management and owner to get those rectified in a timely manner	Inspections completed by code compliance  Number of citations issued	Data missing as property is currently in litigation
	Work with ownership up to and including litigation to see that code violations are corrected	Refer for potential code/nuisance-based litigation	The property has abated enough code violations that the City Attorney's Office is drawing up a settlement offer with the property
<b>Abatable Offenses occurring in the area</b>	Continue to monitor the property monthly for abatable criminal offenses	Whether abatable offenses were monitored	Yes
<b>Lack of activities/programs for residents</b>	Involve Community Care with residents in the complex; Provide financial literacy classes for the residents	Number of classes held  Number of residents in attendance at classes	Not completed; approval being sought
	Involve parks and rec in the community; Attend events for children in the area and provide information about parks and rec programs to attendees	Attend events for children in the area  Provide information regarding programs offered by parks and rec	Yes; 1 event  Yes
<b>Violent Crime in the complex</b>	Reduce violent crime offenses	Number of violent offenses investigated by the PNI Task Force	1
		Number of criminal networks identified	1
		Number of criminal networks dismantled	1
	Utilize federal assistance any time the criteria is present	Number of cases referred for federal prosecution	3

Problem	Solutions	Process Measurement	Status
	Bike Unit - abate crime with a visual presence, develop rapport with apartment community members, develop intel regarding the surrounding location	How many cases forwarded to the PNI Team	1
		How many cases were worked by the PNI team from intel gathered	1
	CRT will monitor the location and share intel between CRT and PNI Task Force	# of CRT mark-outs	768
		# of arrests made in the PNI area	22
	Utilize cameras in the area to monitor crime and suspect info	Cameras placed and monitored	Yes
<b>Location is conducive to criminal behavior</b>	NPO's - CPTED analysis for this property and provide those results, feedback, and suggestions to the group for implementation	Monitor and record how many aspects of the CPTED analysis have been implemented.	16
<b>Lack of trust with law enforcement</b>	NPO unit will continue safety coalition meetings/job fair/events	Number of safety coalition meetings and number in attendance?	1 event; 5 attendees
		Number of job fairs held at the location and number in attendance?	0
		Number of events held at location and number in attendance?	4 events; 326 attendees
<b>Family violence</b>	DPD has a program to send police officers out with social workers to high-risk family violence victims in to provide resources to victims	Number of residents in attendance at family violence workshops/violence interrupter workshops	0 workshops

**Table 5: Process Measures for 11511 Ferguson**

<b>Problem</b>	<b>Solutions</b>	<b>Process Measurement</b>	<b>Status</b>
<b>Code Violations</b>	Code enforcement re-inspection of 11760 Ferguson	Number of code violations identified	4 violations in 12/15/21 and all corrected; 2023 inspection is still being completed
		Number of code inspections completed	1
		Number of code violations left unaddressed from the previous inspection	4 violations in 12/15/21 and all corrected; 2023 inspection is still being completed
	Work with ownership up to and including litigation to see that code violations are corrected	Refer for potential code/nuisance based litigation	Not referred
<b>Abatable Offenses occurring in the area</b>	Continue to monitor the property monthly for abatable criminal offenses	Whether abatable offenses were monitored	Yes
<b>Lack of activities/programs for residents</b>	Involve Community Care with residents in the complex; Provide financial literacy classes for the residents	Number of classes held	Not completed; approval being sought
		Number of residents in attendance at classes	Not completed; approval being sought
	Involve parks and rec in the community; Attend events for children in the area and provide information about parks and rec programs to attendees	Attend events for children in the area	No events
		Provide information regarding programs offered by parks and rec	No events
<b>Homelessness</b>	Decrease homeless population in and around the location	Provide clean-ups in the surrounding area	9 clean-ups
		Offer services to homeless individuals	0 accepted services
<b>Violent Crime in the complex</b>	Reduce violent crime offenses	Number of violent offenses investigated by the PNI Task Force	0; no violent offenses occurred that met Task Force criteria at this location
		Number of criminal networks identified	0
		Number of criminal networks dismantled	0



Problem	Solutions	Process Measurement	Status
	Utilize federal assistance any time the criteria is present	Number of cases referred for federal prosecution	0
	Bike Unit - abate crime with a visual presence, develop rapport with apartment community members, develop intel regarding the surrounding location	How many cases forwarded to the PNI Team	0
		How many cases were worked by the PNI team from intel gathered	0; no intel provided by management or residents to officers
	CRT will monitor the location and share intel between CRT and PNI Task Force	# of CRT mark-outs	1
		# of arrests made in the PNI area	1
Utilize cameras in the area to monitor crime and suspect info	Cameras placed and monitored	Yes	
<b>Location is conducive to criminal behavior</b>	NPO's - CPTED analysis for this property and provide those results, feedback, and suggestions to the group for implementation  NPO unit will continue safety coalition meetings/job fair/events	Monitor and record how many aspects of the CPTED analysis have been implemented	4 of 7 recommendations have been implemented
<b>Lack of trust with law enforcement</b>	NPO unit will continue safety coalition meetings/job fair/events	Number of safety coalition meetings and number in attendance	0 meetings
		Number of job fairs held at the location and number in attendance	0
		Number of events held at location and number in attendance	0
<b>Family violence</b>	DPD has a program to send police officers out with social workers to high-risk family violence victims in to provide resources to victims.	Number of residents in attendance at family violence workshops/violence interrupter workshops	0

**Table 6: Process Measures for 11760 Ferguson**

<b>Problem</b>	<b>Solutions</b>	<b>Process Measurement</b>	<b>Status</b>
<b>Code Violations</b>	Code enforcement re-inspection of 11760 Ferguson	Number of code violations identified	42
		Code inspections completed	2
		Code violations left unaddressed from the previous inspection	Unable to determine because another inspection cannot be done until the property is released from Community Prosecution
	Work with ownership up to and including litigation to see that code violations are corrected	Refer for potential code/nuisance-based litigation	Referred
<b>Abatable Offenses occurring in the area</b>	Continue to monitor the property monthly for abatable criminal offenses	Whether abatable offenses were monitored	Yes
<b>Lack of activities/programs for residents</b>	Involve Community Care with residents in the complex; Provide financial literacy classes for the residents	Number of classes held	Not completed; approval being sought
		Number of residents in attendance at classes	Not completed; approval being sought
	Involve parks and rec in the community; Attend events for children in the area and provide information about parks and rec programs to attendees	Attend events for children in the area	No events occurred
		Provide information regarding programs offered by parks and rec	No events occurred
<b>Homelessness</b>	Decrease homeless population in and around the location	Provide clean-ups in the surrounding area	9 clean ups
		Offer services to homeless individuals	2 accepted services
<b>Violent Crime in the complex</b>	Reduce violent crime offenses	Number of violent offenses investigated by the PNI Task Force	4
		Number of criminal networks identified	12
		Number of criminal networks dismantled	12

Problem	Solutions	Process Measurement	Status
	Utilize federal assistance any time the criteria is present	Number of cases referred for federal prosecution	0; none met criteria
	Bike Unit - abate crime with a visual presence, develop rapport with apartment community members, develop intel regarding the surrounding location	How many cases forwarded to the PNI Team	3
		How many cases were worked by the PNI team from intel gathered	2
	CRT will monitor the location and share intel between CRT and PNI Task Force	# of CRT mark-outs	105
		# of arrests made in the PNI area	14
	Utilize cameras in the area to monitor crime and suspect info	Cameras placed and monitored	Yes
<b>Location is conducive to criminal behavior</b>	NPO's - CPTED analysis for this property and provide those results, feedback, and suggestions to the group for implementation  NPO unit will continue safety coalition meetings/job fair/events	Monitor and record how many aspects of the CPTED analysis have been implemented	4
<b>Lack of trust with law enforcement</b>	NPO unit will continue safety coalition meetings/job fair/events	Number of safety coalition meetings and number in attendance	0 meetings
		Number of job fairs held at the location and number in attendance	0
		Number of events held at location and number in attendance	2 events total event 1 - 100 event 2 - 200
<b>Family violence</b>	DPD has a program to send police officers out with social workers to high-risk family violence victims in to provide resources to victims.	Number of residents in attendance at family violence workshops/violence interrupter workshops.	0

**Table 7: Process Measures for 3535 Webb Chapel**

<b>Problem</b>	<b>Solutions</b>	<b>Process Measurement</b>	<b>Status</b>
<b>Code Violations</b>	Code Enforcement and Dallas Fire Rescue have inspected the location, provided violations to management and owner to get those rectified in a timely manner	Number of inspections completed by code compliance	1 inspection
		Number of citations issued	2 citations
<b>Abatable Offenses occurring in the area</b>	Continue to monitor the property monthly for abatable criminal offenses	Whether abatable offenses were monitored	Abatable Offenses Monitored
		Number of abatable offenses per month	May - 0 June - 0 July - 1 August - 2 September - 1 October - 1 November - 1
<b>Homelessness</b>	Decrease homeless population in and around the location	Provide clean-ups in the surrounding area	2 clean ups
		Offer services to homeless individuals	Services offered
<b>Lack of activities/programs for residents</b>	Involve Community Care with residents in the complex; Provide financial literacy classes for the residents	Number of classes held	Not completed; approval being sought
		Number of residents in attendance at classes	
	Involve parks and rec in the community; Attend events for children in the area and provide information about parks and rec programs to attendees	Attend events for children in the area	2 events attended
		Provide information regarding programs offered by parks and rec	Information provided
<b>Violent Crime in the complex</b>	Reduce violent crime offenses	Number of violent offenses investigated by the PNI Task Force	3
		Number of criminal networks identified	1
		Number of criminal networks dismantled	1

Problem	Solutions	Process Measurement	Status
	Utilize federal assistance any time the criteria is present	Number of cases referred for federal prosecution	0
	Bike Unit - abate crime with a visual presence, develop rapport with apartment community members, develop intel regarding the surrounding location	How many cases forwarded to the PNI Team	2
		How many cases were worked by the PNI team from intel gathered	2
	CRT will monitor the location and share intel between CRT and PNI Task Force	# of CRT mark-outs	63
		# of arrests made in the PNI area	0
	Utilize cameras in the area to monitor crime and suspect info	Cameras placed and monitored	Yes
<b>Location is conducive to criminal behavior</b>	NPO's - CPTED analysis for this property and provide those results, feedback, and suggestions to the group for implementation	Monitor and record how many aspects of the CPTED analysis have been implemented	4
		Completion of CPTED analysis	Yes on 4/6/2023
	NPO unit will continue safety coalition meetings/job fair/events	Number of meetings and number in attendance	3 meetings; 5-8 attendees at each
		Number of job fairs and number in attendance	Not provided
		Number of events and number in attendance	Not provided
<b>Lack of Trust of law enforcement</b>	UNIDOS will be requested to attend/hold events in the area	# of events attended by UNIDOS	2 events attended
<b>Family violence</b>	DPD has a program to send police officers out with social workers to high-risk family violence victims in to provide resources to victims.	Number of residents in attendance at family violence workshops/violence interrupter workshops	0; no workshops held

**Table 8: Process Measures for 4722 Meadow**

Problem	Solutions	Process Measurement	Status
<b>Code Violations</b>	IPSS-CPU (code officers, DFR inspectors) have inspected the location, provided violations to management and owner to get those rectified in a timely manner	Number of inspections completed by code compliance	2
		Number of citations issued	15
<b>Abatable Offenses occurring in the area</b>	Continue to monitor the property monthly for abatable criminal offenses	Whether abatable offenses were monitored	Yes
		Number of abatable offenses per month	June - 5 July - 9 August - 4 September - 2 October - 4 November - 3
<b>Homelessness</b>	Decrease homeless population in and around the location	Number of cleanups in the surrounding area	0; services have not begun at location
		Services offered to homeless individuals	
<b>Lack of activities/programs for residents</b>	Involve Community Care with residents in the complex; Provide financial literacy classes for the residents	Number of classes held	Not completed; approval being sought
		Number of residents in attendance at classes	
	Involve parks and rec in the community; Attend events for children in the area and provide information about parks and rec programs to attendees	Number of events for children attended in the area	1
		Information regarding programs offered by parks and rec provided at events	Yes
<b>Violent Crime in the complex</b>	Reduce violent crime offenses	Number of violent offenses investigated by the PNI Task Force	0; none met criteria
		Number of criminal networks identified	1
		Number of criminal networks dismantled	1
	Utilize federal assistance any time the criteria is present	Number of cases referred for federal prosecution	0; None met criteria

Problem	Solutions	Process Measurement	Status
	Bike Unit - abate crime with a visual presence, develop rapport with apartment community members, develop intel regarding the surrounding location	How many violent crime-related cases forwarded to the PNI Team	0
		How many violent crime related cases were worked by the PNI team from intel gathered	0
	CRT will monitor the location and share intel between CRT and PNI Task Force	# of CRT mark-outs	73
		# of arrests made in the PNI area	13
	Utilize cameras in the area to monitor crime and suspect info	Cameras placed and monitored	Yes
<b>Location is conducive to criminal behavior</b>	NPO's - CPTED analysis for this property and provide those results, feedback, and suggestions to the group for implementation	How many aspects of the CPTED analysis have been implemented.	0 as this was the first CPTED analysis at the property
<b>Lack of trust with law enforcement</b>	NPO unit will continue safety coalition meetings/job fair/events	Number of safety coalition meetings and b. number in attendance?	2 meetings 1st meeting had 2 residents 2nd meeting had 8 residents
		Number of job fairs held at the location and number in attendance?	0
		Number of events held at location and number in attendance	1 approximately 200 in attendance
<b>Family violence</b>	DPD has a program to send police officers out with social workers to high-risk family violence victims in to provide resources to victims	Number of residents in attendance at family violence workshops/violence interrupter workshops.	0; have not begun yet

There has been substantial effort expended by stakeholders to help improve conditions at all five of the PNI sites. At Overton, data are missing regarding code violations. This is because the property is currently in litigation with the City Attorney's office, and they cannot complete inspections until this has finished. However, the property has abated enough code violations that the city is in settlement negotiations with the property. At the Ferguson sites, Webb Chapel, and Meadow, inspections were completed and citations were issued regarding code violations. Abatable offenses were also monitored at all five sites.

At Overton, 11760 Ferguson, Webb Chapel, and Meadow sites, criminal networks were identified and dismantled, cases were forwarded to the PNI team, and cases were worked by the PNI team. At 11511, while data indicate that there were no networks identified, dismantled, cases referred for prosecution, and no intelligence provided, there were no street-level violent offenses at the location during this reporting period. Additionally, there were no violent offenses that qualified for the PNI Task force to work at Meadow. Cases have not been referred for federal prosecution at 11760, Webb Chapel, and Meadow because arrests during this period at these sites did not qualify for federal prosecution. Across all five sites, CRT mark-outs were made and arrests were made at all sites except for Webb Chapel. Further, cameras were placed and monitored at all five sites.

There were events for residents and/or children and safety coalition meetings at Overton, Webb Chapel, and Meadow. There were also aspects of the CPTED analyses implemented at all sites except for Meadow, as it is one of the newer PNI sites.

Though not directly measured in the operations plans, it is important to note that the DPD PNI task force does a substantial amount of work at all PNI sites. This work involves making arrests, issuing search warrants, covert operations, and seizing drugs and weapons. These data are typically uploaded weekly to a Share Point by a PNI Lieutenant and includes a summary of different weekly operations at the five different PNI sites. These operations have led to the apprehension of suspects at the PNI sites who have engaged in violent offenses, such as shootings and aggravated robberies. Additionally, this work has also involves dismantling and disrupting organized and gang criminal activities at the PNI locations.

Some notable highlights from the DPD PNI team's work during 2023 include the following:

1. 38 joint operations with the gang unit, narcotics, PSN, and others
2. 229 sources of intelligence gathered
3. 35 grids worked
4. 189 covert surveillances conducted
5. 34 documented gang members contacted
6. 152 persons arrested
7. 152 felony arrests (per charge); 44 misdemeanor arrests (per charge)



8. 112 felony warrants; 46 misdemeanor warrants, 38 search warrants executed
9. 2 federal charges filed
10. 35 traffic stops
11. 3 successful narcotics buy-walk operations
12. 1 vehicle seized
13. 81 handguns seized; 6 rifles seized; 5 handgun “switches” seized
14. Over \$114,000 in US currency seized
15. 45932.23 grams of marijuana, 1580.20 grams of cocaine (powder and crack), 714.84 grams of methamphetamine, 1000.70 grams of MDMA pills, and 344 grams of fentanyl seized or recovered

As noted in the process tables, there are some aspects of the plans that were partially implemented or are in the process of being implemented. Some aspects could not be measured because approval is still being sought to implement some aspects of the plans. For instance, the Office of Community Care has sought to implement financial literacy classes at the sites. Additionally, services for assisting homeless persons around the sites have not been implemented at Meadow yet. While there were noted clean-ups around the sites to reduce homeless encampments, there were few homeless persons who accepted social services.

While there has been much progress, there are still some areas of the operations plans that highlight gaps. The cells in red in the tables highlight where additional efforts are needed. At the Ferguson sites, there were no safety coalition meetings or events for children. Job fairs were not held at any of the five sites in the current reporting period. Additionally, family violence workshops were not held at any of the sites. However, the first workshops for Meadow are scheduled to begin in January 2024 and will be held as part of the crime watch meetings at 11760 Ferguson in the future.

## **PNI Impact**

The operations plans for PNI sites align expected impact metrics with the various problems identified at each location. The first set of impact measures was collected by various partners at each of the sites. Tables 9, 10, 11, 12, and 13 below summarize the identified problems, solutions, and effectiveness metrics at each site and include a color-coded indicator (final column) showing the status of each problem/solution. Red cells indicate little or no impact, yellow cells indicate some impact, and green cells indicate substantial impact based on the indicated effectiveness measures.

**Table 9: Effectiveness Measures for 3550 E. Overton Rd.**

Problem	Solutions	Effectiveness Measurement	Status
<b>Code Violations</b>	IPSS-CPU (code officers, DFR inspectors) have inspected the location, provided violations to management and owner to get those rectified in a timely manner	Reduction in code violations	Data missing as property is currently in litigation
	Work with ownership up to and including litigation to see that code violations are corrected	Ownership compliance with requirements recommended by the City Attorney's Office	Data missing as property is currently in litigation
<b>Abatable Offenses occurring in the area</b>	Continue to monitor the property monthly for abatable criminal offenses	Reduction in abatable offenses	31 offenses in previous period 23 offenses in current period Decrease of 8 abatable offenses
<b>Lack of activities/programs for residents</b>	Involve Community Care with residents in the complex	Increase in number of residents in attendance	Not completed; approval being sought
	Involve parks and rec in the community	Increase in number of children at events	60 during current time frame; no previous events held at this location
<b>Violent Crime in the complex</b>	Bike Unit - abate crime with a visual presence, develop rapport with apartment community members, develop intel regarding the surrounding location	# of criminal networks uncovered	1
<b>Location is conducive to criminal behavior</b>	NPO's - CPTED analysis for this property and provide those results, feedback, and suggestions to the group for implementation	Reduced number of CPTED recommendations in the evaluation	15 recommendations made 10 recommendations implemented
<b>Lack of trust with law enforcement</b>	NPO unit will continue safety coalition meetings/job fair/events	Increase in attendance at safety coalition meetings	No change; average of 3-5 attendees denoted in Year 2 report at safety coalition meetings
		Increase in attendance at job fairs	No job fairs held
		Increase in attendance at events	Increase in 306 attendees across 4 events; 1 event with 20 participants in previous period

For results that have the asterisk (\*) symbol by them, there was not prior data to compare change. In these cases, the UTSA team will monitor these to address change in these measures for subsequent reports.

**Table 10: Effectiveness Measures for 11511 Ferguson**

<b>Problem</b>	<b>Solutions</b>	<b>Effectiveness Measurement</b>	<b>Status</b>
<b>Code Violations</b>	Code enforcement will inspect 11511 Ferguson	Number of code violations corrected/remedied	4 violations in 12/15/21 and all corrected; 2023 inspection is still being completed
	Work with ownership up to and including litigation to see that code violations are corrected	Ownership compliance with requirements recommended by the City Attorney's Office	Not in litigation and not applicable
<b>Abatable Offenses occurring in the area</b>	Continue to monitor the property monthly for abatable criminal offenses	Reduction in abatable offenses	6 abatable offenses reported in previous period 5 abatable offenses reported in current period Decrease of 1 abatable offense
<b>Lack of activities/programs for residents</b>	Involve Community Care with residents in the complex	Increase in number of residents in attendance	Not completed; approval being sought
	Involve parks and rec in the community	Increase in number of children at events	No events occurred
<b>Homelessness</b>	Decrease homeless population in and around the location	Reduction in number of homeless individuals	Average of 75.63 homeless persons on the property; no change from previous period
	Bike Unit - abate crime with a visual presence, develop rapport with apartment community members, develop intel regarding the surrounding location	# of criminal networks uncovered	0
<b>Location is conducive to criminal behavior</b>	NPO's - CPTED analysis for this property and provide those results, feedback, and suggestions to the group for implementation	Reduced number of CPTED recommendations in the evaluation	7 recommendations made 4 recommendations completed
<b>Lack of trust with law enforcement</b>	NPO unit will continue safety coalition meetings/job fair/events	Increase in attendance at safety coalition meetings	No meetings held
		Increase in attendance at job fairs	No job fairs held
		Increase in attendance at events	No events held

For results that have the asterisk (\*) symbol by them, there was not prior data to compare change. In these cases, the UTSA team will monitor these to address change in these measures for subsequent reports.

**Table 11: Effectiveness Measures for 11760 Ferguson**

<b>Problem</b>	<b>Solutions</b>	<b>Effectiveness Measurement</b>	<b>Status</b>
<b>Code Violations</b>	Code enforcement will inspect 11760 Ferguson	Number of code violations corrected/remedied	Unknown; property is now under City Attorney's Office and inspection cannot be completed currently
	Work with ownership up to and including litigation to see that code violations are corrected	Ownership compliance with requirements recommended by the City Attorney's Office	Property is now under the City Attorney's Office
<b>Abatable Offenses occurring in the area</b>	Continue to monitor the property monthly for abatable criminal offenses	Reduction in abatable offenses	Increase of 11 abatable offenses; property is now under the City Attorney's Office
<b>Lack of activities/programs for residents</b>	Involve Community Care with residents in the complex; Provide financial literacy classes for the residents	Increase in number of residents in attendance	Not completed; approval being sought
	Involve parks and rec in the community	Increase in number of children at events	No events occurred
<b>Homelessness</b>	Decrease homeless population in and around the location	Reduction in number of homeless individuals	Average of 137.50 homeless persons on the property; no change from the previous period
	Bike Unit - abate crime with a visual presence, develop rapport with apartment community members, develop intel regarding the surrounding location	# of criminal networks uncovered	12
<b>Location is conducive to criminal behavior</b>	NPO's - CPTED analysis for this property and provide those results, feedback, and suggestions to the group for implementation	Reduced number of CPTED recommendations in the evaluation	7 recommendations made 4 recommendations implemented
<b>Lack of trust with law enforcement</b>	NPO unit will continue safety coalition meetings/job fair/events	Increase in attendance at safety coalition meetings	No meetings held

Problem	Solutions	Effectiveness Measurement	Status
		Increase in attendance at job fairs	No job fairs held
		Increase in attendance at events	Increase of 300 participants at community events, as none were held previously

For results that have the asterisk (\*) symbol by them, there was not prior data to compare change. In these cases, the UTSA team will monitor these to address change in these measures for subsequent reports.

**Table 12: Effectiveness Measures for 3535 Webb Chapel**

<b>Problem</b>	<b>Solutions</b>	<b>Effectiveness Measurement</b>	<b>Status</b>
<b>Code Violations</b>	Code Enforcement and Dallas Fire Rescue have inspected the location, provided violations to management and owner to get those rectified in a timely manner	Reduction in code violations	47 violations found on 5/18/22; new inspection not yet completed to measure change
<b>Abatable Offenses occurring in the area</b>	Continue to monitor the property monthly for abatable criminal offenses	Reduction in abatable offenses	Reduction of 8 abatable offenses; 14 offenses in previous period and 6 offenses in current period
<b>Homelessness</b>	Decrease homeless population in and around the location	Reduction in number of homeless individuals	Approximately 60 in previous period and increase to 110 in current period
<b>Lack of activities/programs for residents</b>	Involve Community Care with residents in the complex; Provide financial literacy classes for the residents	Increase in number of residents in attendance	Not completed; approval being sought
	Involve parks and rec in the community; Attend events for children in the area and provide information about parks and rec programs to attendees	Increase in number of children at events	95 at current time frame as no previous events were done at this location
	Bike Unit - abate crime with a visual presence, develop rapport with apartment community members, develop intel regarding the surrounding location	# of criminal networks uncovered	2
<b>Location is conducive to criminal behavior</b>	NPO's - CPTED analysis for this property and provide those results, feedback, and suggestions to the group for implementation	Reduced number of CPTED recommendations in the evaluation	13 recommendations made 11 recommendations implemented
	NPO unit will continue safety coalition meetings/job fair/events	Increase in attendance at safety coalition meetings	5-8 current attendance

Problem	Solutions	Effectiveness Measurement	Status
		Increase in attendance at job fairs	Not provided
		Increase in attendance at events	Not provided
<b>Lack of Trust of law enforcement</b>	UNIDOS will be requested to attend/hold events in the area	Increase in attendance at events	Not provided

For results that have the asterisk (\*) symbol by them, there was not prior data to compare change. In these cases, the UTSA team will monitor these to address change in these measures for subsequent reports.



**Table 13: Effectiveness Measures for 4727 Meadow**

<b>Problem</b>	<b>Solutions</b>	<b>Effectiveness Measurement</b>	<b>Status</b>
<b>Code Violations</b>	Code Enforcement and Dallas Fire Rescue have inspected the location, provided violations to management and owner to get those rectified in a timely manner	Reduction in code violations	During this first inspection, 78 violations were found, 43 have been corrected, and 35 were "in progress"
<b>Abatable Offenses occurring in the area</b>	Continue to monitor the property monthly for abatable criminal offenses	Reduction in abatable offenses	35 previous abatable offenses  27 this reporting period  Reduction of 8 abatable offenses
<b>Homelessness</b>	Decrease homeless population in and around the location	Reduction in number of homeless individuals	0; services have not begun at this location
<b>Lack of activities/programs for residents</b>	Involve Community Care with residents in the complex; Provide financial literacy classes for the residents	Increase in number of residents in attendance	Not completed; approval being sought
	Involve parks and rec in the community; Attend events for children in the area and provide information about parks and rec programs to attendees	Increase in number of children at events	80 children at current time frame as no previous events were done at this location
	Bike Unit - abate crime with a visual presence, develop rapport with apartment community members, develop intel regarding the surrounding location	# of criminal networks uncovered	1
<b>Location is conducive to criminal behavior</b>	NPO's - CPTED analysis for this property and provide those results, feedback, and	Reduced number of CPTED recommendations in the evaluation	23 recommendations made in July 2023

Problem	Solutions	Effectiveness Measurement	Status
	suggestions to the group for implementation		
<b>Lack of trust with law enforcement</b>	NPO unit will continue safety coalition meetings/job fair/events	Increase in attendance at safety coalition meetings	No previous events held 2 meetings 1st meeting had 2 residents 2nd meeting had 8 residents
		Increase in attendance at job fairs	No job fairs held
		Increase in attendance at events	No previous events held; 1 approximately 200 in attendance during current period
<b>Family Violence</b>	DPD has a program to send police officers out with social workers to high-risk family violence victims in to provide resources to victims	Number of residents in attendance at family violence workshops/violence interrupter workshops	0 workshops as services start in January 2024

For results that have the asterisk (\*) symbol by them, there was not prior data to compare change. In these cases, the UTSA team will monitor these to address change in these measures for subsequent reports.

As with the process measures, much work has been done at all sites by DPD and other city organizations to impact criminogenic conditions at the PNI sites. For the effectiveness measures that address reductions in outcomes, data for the current evaluation period (May 2023-November 2023) are compared to the seven months prior (November 2022-April 2023). There were reductions in abatable offenses at four of the five PNI locations. Criminal networks were also uncovered at four of the five sites. Results also indicated that there was little change in some of the effectiveness measures. At 11511 Ferguson, there was only a slight decrease of 1 abatable offense and an increase in 11 abatable offenses at 11760 Ferguson. At the Ferguson sites, there was also no change in the number of homeless persons who reside on or in close proximity to the properties.

Data assessing increased attendance at meetings, events, and job fairs were mixed. At many of the sites (Overton, Webb Chapel, and Meadow), there were no previous events attended by Parks and Recreation to compare to the current period. However, there were no events held at the Ferguson locations that Parks and Recreation could attend. Parks and Recreation will be at future events held at these sites. At Overton, there was no change in terms of the levels of attendance at the safety coalition meetings but a noted increase in attendance at community events. As both Webb Chapel and Meadow are new PNI sites, there is no previous data to compare regarding safety coalition meetings, job fairs, or events at these locations. Further, approval is still being sought by the Office of Community Care to implement financial literacy classes at all five PNI sites, limiting the ability to measure change in attendance at these events.

Finally, there are some aspects of change that cannot be measured, especially regarding data assessing change in the implementation of CPTED recommendations. CPTED analyses have been implemented at all PNI sites. However, there has not been a follow-up analysis to determine whether there has been a decrease in CPTED recommendations. It is important to note that at all of the sites, recommendations from the CPTED analyses have been implemented. Further, such information will be tracked for subsequent reports by the UTSA team.

### **Impact on Crime and Victimization**

In addition to the impact measures collected by the partners, UTSA also evaluated the impact of PNI on the following measures at all five sites:

- Change in violent crime pre- and post-PNI implementation.
- Change in calls for service pre- and post-PNI implementation.
- Change in victims of violent crime pre- and post-PNI implementation.
- Change in family violence crime pre- and post-PNI implementation.
- Change in family violence victims pre- and post-PNI implementation.

The UTSA research team obtained relevant pre-post PNI implementation violent crime, calls for service, family violence, and victim data from the DPD for the five PNI sites. The data used for this impact evaluation run from February 2020 through November 2023. Three locations (3550 E. Overton Rd., 11760 Ferguson Rd., and 11511 Ferguson Rd.) began PNI operations in February 2022, which allowed for an evaluation of 24 months of crime, calls for service, family violence, and victim data pre-implementation and 22 months of data post-implementation. The PNI site at 3535 Webb Chapel Ext. began operations in May of 2022, and we analyzed 12 months of pre-implementation data, and seven months of data post-implementation for this location. Finally, operations began in June of 2022 at 4722 Meadow St. Therefore, we analyzed 12 months of data pre-implementation, and 6 months post-implementation at Meadow.

Our analytic strategy compares relevant crime, calls for service, family violence, and victim counts (based on the metrics shown above for each site) at each location in the months leading up to the launch of PNI to the respective months after PNI began. Complicating an analysis of PNI-related impacts is that four of the five PNI locations (the exception being 11511 Ferguson) contained high crime grids treated as part of the near-term hot spots policing strategy that began in May 2021. With this caveat in mind, it is important to note that we cannot completely isolate the effects of PNI apart from the hot spots strategy.

Results from the analyses of crime data pre- and post-PNI implementation at all sites can be seen in Table 14 (below) and are calculated based on average monthly counts and percent change for each metric. **In many cases, average monthly data counts are quite low, and even slight changes in average counts per month can easily lead to large percentage changes in outcomes. Thus, these findings should be interpreted with caution.**

At Overton, there were decreases in all five-crime metrics: violent offenses, violent victims, calls for service, family violence offenses, and family violence victims. Specifically, these decreases occurred when comparing the treatment period to the pre-treatment comparative months.

For 11760 Ferguson, findings were mixed. Calls for service and reported family violence showed decreases during treatment compared to pre-treatment comparative months. However, street-level violent crime and the number of violent crime victims increased during treatment months compared to pre-treatment comparative months.

At 11511 Ferguson, most measures showed reductions during treatment compared to pre-treatment month. Street-level violent crime, violent victims, family violence, and family violence victimization all fell during treatment, but calls for service increased. An increase in overall calls for service is not necessarily a negative outcome and may indicate an increased level of trust and willingness to call the police.

At Webb Chapel, which is the newest PNI location, there were increases in street-level violent crime, violent crime victims, and calls for service during treatment compared to pre-treatment months. Of note, there was a shooting that impacted multiple victims at Webb Chapel during the first month of PNI treatment – May 2023. However, there were decreases in both family violence incidents and victims when comparing the treatment period to pre-treatment months. Although the decrease in family violence is promising, the increase in street-level violence suggests more work remains to be done at Webb Chapel.

At Meadow, street-level violent incidents fell when comparing the treatment period to pre-treatment months, but violent victimization increased. This pattern can occur when fewer violent crime incidents nonetheless produce multiple victims, which raises the victimization count while the number of violent incidents falls. There were also noted increases in calls for service when comparing the treatment period to the pre-treatment comparative months. There was an increase in family violence incidents or victims during treatment compared to the pre-treatment months.

**Table 14: PNI Outcome Measures**

PNI Location	Outcome Measure	Monthly Average		Percent Change*
		Treatment	Pre-Treatment Comparative Months	Treatment v. Pre-Treatment Comparative Months
3550 E. Overton		Feb 2022 – Nov 2023	Feb 2020 – Nov 2021	
	Violent Offenses	0.9	2.1	-52.50%
	Violent Victims	1.1	2.7	-53.80%
	Calls for Service	5.1	11	-46.40%
	Family Violence	0.7	0.8	-6.30%
	Family Violence Victims	0.7	1	-21.10%
11760 Ferguson		Feb 2022 – Nov 2023	Feb 2020 – Nov 2021	
	Violent Offenses	1.4	1	42.90%
	Violent Victims	1.5	1.1	41.70%
	Calls for Service	0.5	1.9	-76.20%
	Family Violence	0.4	0.5	-25.00%
	Family Violence Victims	0.5	0.5	-16.70%
11511 Ferguson		Feb 2022 – Nov 2023	Feb 2020 – Nov 2021	
	Violent Offenses	0.3	0.5	-40.00%
	Violent Victims	0.4	0.6	-42.90%
	Calls for Service	1.2	0.9	42.10%
	Family Violence	0.1	0.3	-66.70%
	Family Violence Victims	0.1	0.4	-62.50%
3535 Webb Chapel		May 2023 – Nov 2023	May 2022 – Nov 2022	
	Violent Offenses	0.9	0.7	20.00%
	Violent Victims	1.9	0.7	160.00%
	Calls for Service	3.6	1.6	127.30%
	Family Violence	0	0.1	-100.00%
	Family Violence Victims	0	0.1	-100.00%
4722 Meadow		Jun 2023 – Nov 2023	Jun 2022 – Nov 2022	
	Violent Offenses	0.8	1.3	-37.50%
	Violent Victims	1.7	1.3	25.00%
	Calls for Service	5.3	5.2	3.20%
	Family Violence	0.5	0	+
	Family Violence Victims	0.3	0	+

\*Percent changes are based on small monthly averages and should be interpreted with caution.

+Percent changes cannot be calculated for these cells due a denominator of 0 (there were no incidents in the pre-treatment comparative months); however, there was an increase in these values in the current evaluation period.

### **Phase 3: Focused Deterrence**

The long-term strategy of the Dallas Violent Crime Reduction Plan calls for the implementation of focused deterrence, a strategy designed to target individuals who are at high risk for engaging future violent offending (Braga et al., 2018). The goal of focused deterrence is to change the behavior of high-risk offenders through a combination of deterrence, incapacitation (arrest), community involvement, and the provision of alternatives to violence (Braga et al., 2018). Focused deterrence strategies involve a collaborative partnership between criminal justice agencies and community partners (social service organizations and community members) who work with high-risk offenders to communicate the higher enforcement risks and legal sanctions to be taken if they continue to engage in future violent offending and direct them to available social services (Braga et al., 2018).

#### **Focused Deterrence in Dallas**

The focused deterrence strategy in Dallas aims to target residents in the city who are at a high risk of engaging in violent behavior. The overarching mission of the program is to change the behavior of these individuals by intervening with a targeted, collaborative strategy supported by law enforcement agencies and community partners. This involves multiple components as a way to reduce violent offending among the identified program participants, including:

1. law enforcement partners repeatedly communicating the expectations of future behavior, that violence will not be tolerated, and that engaging in future violence will result in criminal sanctions;
2. moral voices of the community (e.g., victims of violence and reformed previously high-risk offenders) emphasizing the negative consequences of violence; and
3. social service partners providing realistic opportunities for individuals to discontinue violence.

In Dallas, these messages are disseminated face-to-face during “call-in” sessions, during which high-risk individuals are invited or mandated to appear (Braga et al., 2018). The high-risk individuals targeted for the program include those on probation or parole who are not incarcerated in jail or prison and who have been identified as being at a greater risk for engaging in future violence based on objective scoring criteria (see below). These individuals, referred to as “clients” in the program, are identified using evidence-based metrics. Clients who are arrested for additional crimes after being recruited for the program are prosecuted in coordination with DPD, the Dallas County Criminal District Attorney’s Office, and the United States Attorney’s Office.

To date, DPD has coordinated two call-in sessions: June 6th and November 14th, 2023. An overview of the Dallas focused deterrence program is shown below in Figure 9.

**Figure 9: Dallas Focused Deterrence**





## **Identifying Eligible Clients for the Program**

To identify eligible clients for the program, DPD analysts first extract arrest data from individuals who have been arrested two or more times for violent offenses within the previous two-year period. This provides a preliminary pool of clients. Law enforcement partners (Parole Division of the Texas Department of Criminal Justice, Dallas County Community Supervision & Corrections (Probation)) provide data related to individuals on the list who are or have been on parole/probation and who have been released from incarceration within the previous three years. Potential clients on this list are then scored according to six criteria derived from Luszczynski and Fox (n.d.), which are designed to identify individuals at greater risk for future violence. These criteria and their scoring are as follows:

1. Documented gang member or affiliate within the previous 5 years – 5 points
2. Past firearm arrest – 5 points
3. Past violent arrest. Includes forcible felonies with the exception of burglaries – 5 points
4. Suspect or victim of a shooting – Shooter = 5 points; Shot or shot at = 1 point
5. Adult felony probation or parole, or release from prison within the previous 3 years – 5 points
6. Quality historical contacts with the police. Arrests for felony offenses (violent or non-violent; excluding felony marijuana cases and/or THC cases) within the previous 2 years – 1 point for each contact
7. Continuation of Criteria 6a; At-large filings for a significant offense (felonies) for which the subject has not been arrested in the previous two years – 1 point for each separate unrelated filing

Participants are scored using these criteria and ranked from highest to lowest on the points and are stratified into three Tiers. Tier 1 offenders have a cumulative score of at least 18 points, Tier 2 offenders have a score between 7 to 17 points, and Tier 3 offenders have 0 to 6 points.

The list of Tier 1 and Tier 2 offenders is finalized by DPD, and these data are sent to law enforcement partners to verify which offenders on the list are currently on parole or probation and not incarcerated. Individuals who are currently incarcerated or will not be released by the time the call-in session occurs are excluded from the list. From this list, approximately 30-40 high-risk offenders at large in the community are selected for each call-in session.

To estimate potential program eligibility, data were collated by DPD, TDCJ Parole, and Dallas County Adult Probation. For the first call-in session, a total of 125 potential program candidates

were identified in a data pull from April 19, 2023.<sup>8,9</sup> For the second call-in session, a total of 36 potential program candidates were identified in a data pull from September 1, 2023. For the first call-in session, a total of 26 individuals were recruited by DPD to take part in the program; 7 from Tier 1 and 19 from Tier 2. For the second call-in session, 14 individuals were recruited by DPD to participate in the program; 6 from Tier 1 and 8 from Tier 2.

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<sup>8</sup> The list of eligible program candidates fluctuates considerably depending upon whether Tier 1 or Tier 2 clients are incarcerated in jail/prison or in the community. Eligible program candidates are those identified on a specific date who were not incarcerated in jail or prison at the time of a data pull. A list of potential candidates was generated on April 19, 2023 for the first call in session and on September 1, 2023 for the second call in session.

<sup>9</sup> Fifteen other clients were invited by probation who were not on the Tier 1 or 2 lists to the first call-in session, with nine of them attending. However, we exclude these participants from the analyses in this report because they were not recruited to be in the program through the process outlined in the Memorandum of Understanding between DPD and the Dallas County Criminal District Attorney's Office.

**Table 15: Summary Data from Focused Deterrence Clients**

<b>First Call-In Session: June 6, 2023</b>							
<i>Client Type</i>	<i>Number of Clients Recruited for the Program</i>	<i>Number who Attended a Call-In</i>	<i>Number of Services Initially Requested by Clients</i>	<i>Contacted/Attempted Contacts by DPD to Clients</i>	<i>Contacted/Attempted Contacts by SDEP to Clients</i>	<i>Number of Clients Arrested for Non-violent Offense Since Call-In</i>	<i>Number of Clients Arrested for Violent Offense Since Call-In</i>
<i>Tier 1</i>	7	4	25	53	86	3	0
<i>Tier 2</i>	19	15	46	127	152	2	0
<b>Total</b>	<b>26</b>	<b>19</b>	<b>71</b>	<b>180</b>	<b>238</b>	<b>5</b>	<b>0</b>
<b>Second Call-In Session: November 14, 2023</b>							
<i>Client Type</i>	<i>Number of Clients Recruited for the Program</i>	<i>Number who Attended a Call-In</i>	<i>Number of Services Initially Requested by Clients</i>	<i>Contacted/Attempted Contacts by DPD to Clients</i>	<i>Contacted/Attempted Contacts by SDEP to Clients</i>	<i>Number of Clients Arrested for Non-violent Offense Since Call-In</i>	<i>Number of Clients Arrested for Violent Offense Since Call-In</i>
<i>Tier 1</i>	6	4	18	6	31	0	0
<i>Tier 2</i>	8	2	39	16	86	1	0
<b>Total</b>	<b>14</b>	<b>6</b>	<b>57</b>	<b>22</b>	<b>117</b>	<b>1</b>	<b>0</b>
<b>All Call-In Clients</b>							
<i>Client Type</i>	<i>Number of Clients Recruited for the Program</i>	<i>Number who Attended a Call-In</i>	<i>Number of Services Initially Requested by Clients</i>	<i>Contacted/Attempted Contacts by DPD to Clients</i>	<i>Contacted/Attempted Contacts by SDEP to Clients</i>	<i>Number of Clients Arrested for Non-violent Offense Since Call-In</i>	<i>Number of Clients Arrested for Violent Offense Since Call-In</i>
<i>Tier 1</i>	13	8	43	59	117	3	0
<i>Tier 2</i>	27	17	85	143	238	3	0
<b>Total</b>	<b>40</b>	<b>25</b>	<b>128</b>	<b>202</b>	<b>355</b>	<b>6</b>	<b>0</b>

## **Call-in Session Overview**

Both call-in sessions took place at the J. Erik Jonsson Central Library. At the first call-in session, 17 clients (3 Tier 1 and 14 Tier 2) attended while a total of 8 clients attended the second call-in session (5 from Tier 1 and 3 from Tier 2).<sup>10</sup> The call-in sessions are designed to be between 60-90 minutes long and are scripted to ensure that different speakers tap the various components of the focused deterrence message delivered to clients. Both call-in sessions were moderated by Executive Assistant Chief of Police Lonzo Anderson, who opened both sessions, highlighted the purpose of the call-in sessions, provided an overview of each session, and introduced the different speakers throughout.

At the beginning of the call-ins, law enforcement leaders spoke to clients about the legal consequences of future violent behavior. Chief of Police Eddie Garcia began his portion of the call-ins highlighting the violent crime reduction plan to clients, including a discussion of the short-term (hot spots), mid-term (PNI), and long-term (focused deterrence) strategies. In highlighting the focused deterrence component of the plan, he mentioned the following to clients during his opening speech:

1. They have been identified as being involved in violent criminal activity at a higher rate than other citizens of Dallas;
2. DPD is aware of the groups or individuals they associate with;
3. The next time they commit a violent crime following a call-in session, they will be prosecuted to the fullest extent of the law;
4. DPD has strong partnerships with other law enforcement agencies, including federal partners; and
5. There are alternative social services available to assist them.

Other law enforcement leaders followed suit and highlighted their support for the program as well as the legal levers that can be used should clients engage in further violent offending. Law enforcement partners participating in the call-in sessions included the Dallas County District Attorney, John Cruzo, and the United States Attorney for the Northern District of Texas, Leigha Simonton.

The second portion of the call-in sessions focused on support and outreach. Specifically, this is where social service providers contracted by the City highlight the alternatives available to clients. Speakers from South Dallas Employment Project (SDEP) opened this portion of the session, including CEO and co-founder Wes Jury and Director of Programs John Benson. They highlighted the opportunity for clients to become connected and referred to a variety of social services. Of note, clients were informed that they could sign up for services directly following the call-in

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<sup>10</sup> Two clients identified in the group of eligible clients eligible to attend the first call-in session did not attend (one from Tier 1 and One from Tier 2) and were invited by DPD to attend the second call-in session. They attended the second call-in session and made up two of the six individuals who attended this session.

sessions with SDEP. At the call-in sessions, navigators from SDEP were available to immediately assist focused deterrence clients with identifying services needed or requested. The other primary partner for the Dallas focused deterrence program, MetroCare, followed suit to highlight the mental health and substance abuse services that they can offer to clients. Additional social service providers who have participated in the call-in sessions include Bonton Farms and The Way Back.

The final portion of the call-in sessions included representatives from the community who have been harmed by violence. One community representative, who was a victim of violence, spoke to clients about the personal loss of family members and highlighted the lasting negative impacts of this experience on her life. Another community member, Mr. Antong Lucky, founder of Urban Specialists (violence interrupters) and who was previously incarcerated for violence as a former gang leader, spoke to clients about how engaging in violent behavior negatively impacted him and how change is possible. Chief Garcia then closed out the sessions by emphasizing broadly the overarching goals of the program and that clients can speak to service providers immediately to request a wide array of services.

In addition, participants also receive a notification letter in person at the call-in session that provides information on the Focused Deterrence program, states that they will be under greater scrutiny from law enforcement and emphasizes the overarching message of the program that further violence by them or their associates will not be tolerated. For instance, the letter highlights that should any of the clients engage in future violent behavior, both they and any associates involved will be prosecuted by the Dallas County District Attorney's Office or the US Attorney's Office. There is also information in the letter on the social services available to them and contact information for SDEP. The letter also notes that these services are available for both the clients and any immediate family members.

By design, clients of the Dallas focused deterrence program, all of whom are on active probation or parole, should be required to attend a call-in session as part of their conditions of probation or parole when possible. However, since the start of the program, DPD and Dallas County Probation have been unable to schedule mandatory attendance by probation clients with the administrative judge of the Dallas district courts. Additionally, TDCJ Parole did not participate in the second call-in session and also has not required attendance by parolees. As a result, DPD has invited clients on the high risk lists to attend call-in sessions. Dallas County Probation has also encouraged its supervisees to attend. This voluntary approach was successful in the first call-in session but less so in the second session where only six individuals attended.

High risk individuals with long histories of violence and criminal involvement are highly distrustful of law enforcement and may not respond to well-intended efforts to secure their attendance at call-in sessions. Mandating attendance as a condition of probation or parole requires active support from the agencies responsible for community supervision and may require legal or

policy changes. Without such support, the inability to require attendance at call-in sessions by high risk individuals on probation or parole may limit the impact of the focused deterrence initiative and its contribution to the overall effectiveness of the Dallas Crime Plan.

### **Service Provision**

As noted, the two primary service provider partners are South Dallas Employment Project (SDEP) and MetroCare (MC). SDEP liaises with over 165 organizations to “assist individuals to obtain the skills, competencies, knowledge and capabilities necessary to lead sustainable lives” (South Dallas Employment Project, n.d.). MC provides mental health and substance use services to clients.

For clients to receive services, they must complete an SDEP intake assessment. Navigators are at the call-in sessions to assist clients with completing the assessment, which includes various questions designed to identify the different services a client might need. However, clients can also complete an assessment after the call-in session if requested. Following the intake assessment, navigators will conduct interviews with clients to confirm personal and contact information and other questions related to the services requested. Concurrently, should clients need services from MC, representatives also are available at the call-ins to set a time for clients to complete their assessments. SDEP navigators then send referrals to organizations based on client needs. SDEP follows up with clients and the organizations SDEP referred them to monitor progress and document the services received.

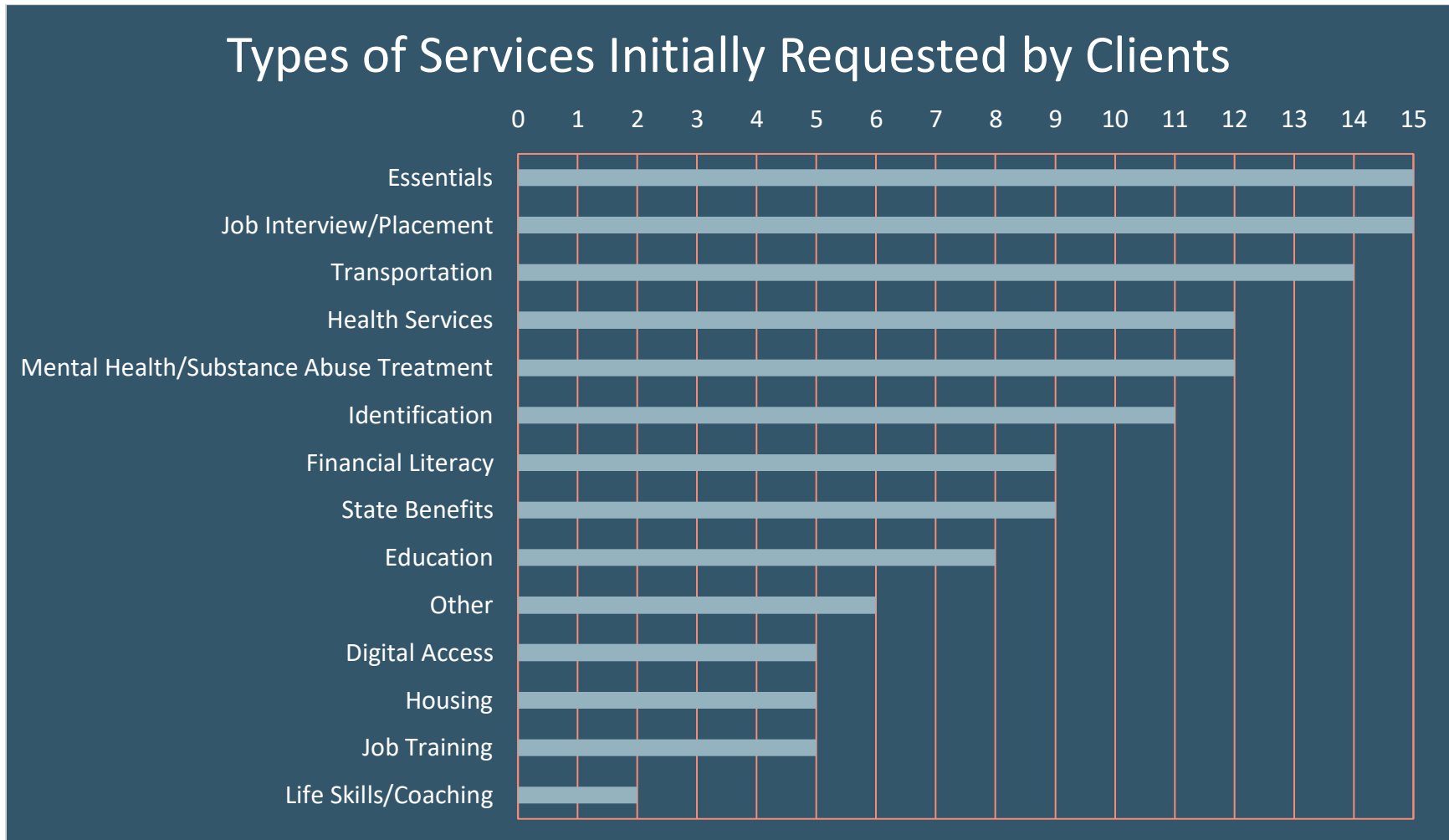
Among the group of clients identified for the program who were recruited to attend the first call-in session, 13 of 26 completed an SDEP assessment (4 from Tier 1; 9 from Tier 2), while 7 of 14 clients recruited to attend the second call-in session completed an SDEP assessment (3 from Tier 1 and 4 from Tier 2). From the total of 20 clients who completed an SDEP assessment, a total of 128 services were initially requested.<sup>11</sup> Figure 10 (below) highlights the different services requested by clients by their frequency. The most common types of services initially requested were 1) essentials, such as child care, clothing, food, and hygiene/personal care, 2) job interview/placement, and 3) transportation. Other frequently requested services included health services, mental health and substance abuse treatment, identification, and financial literacy.

SDEP provides detailed monthly data on clients and monitors their progress through service provision by making frequent attempts to contact clients. For instance, SDEP contacted or attempted to contact clients who requested services a total of 355 times. These contacts can include phone calls, emails, and text messages to schedule appointments, conduct interviews, or follow up with clients to measure progress.

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<sup>11</sup> Two clients completed SDEP assessments prior to being recruited for the program and are included in the service totals.

Figure 10: Services Initially Requested by Clients



## **Criminal Justice System Metrics**

DPD monitors the criminal justice system involvement of focused deterrence clients, including arrests and prosecutions. A DPD lieutenant who manages the DPD client data frequently communicates with clients to monitor program progress. For instance, DPD made *180 individual contacts or attempts* to contact clients from the first call-in session (53 for Tier 1 and 127 for tier 2), and *22 contacts or attempts* from the second call-in session (6 from Tier 1 and 16 from Tier 2). Combined with the more than *350 contacts or attempts* made by SDEP, focused deterrence clients received significant one-on-one follow-ups designed to connect them to needed services, even in the face of initial refusals, and keep them from being re-arrested for a crime of violence.

To date, a total of six clients have been arrested for non-violent offenses, such as drug/narcotics violations, probation violations, traffic violations, intent to give false information, and driving while intoxicated. Three Tier 1 clients recruited for the first call-in session have been arrested. Of these three clients arrested, two attended a call-in session and signed up for SDEP services. Two Tier 2 clients from the first call-in session also have been arrested for non-violent offenses. While both attended the call-in session, neither signed up for SDEP services. One Tier 2 client recruited for the second call-in session has been arrested for a non-violent offense. However, they neither attended the call-in session nor signed up for SDEP services. **Importantly, no clients recruited for the program have been arrested for violent offenses since the program began.**

## **Focused Deterrence Summary**

The overarching goal of the Dallas Focused Deterrence program is designed to change the behavior of high-risk offenders through a combination of deterrence, incapacitation (arrest), community involvement, and the provision of alternatives to violence while using evidence-based, objective, and unbiased data metrics. Focused deterrence was officially “launched” on June 6, 2023 with the first call-in session of clients. There has been an additional call-in session with other eligible clients, and there are plans for quarterly call-in sessions in 2024. Initial evidence of the program is promising, with no recruited clients being arrested for violent offenses since the call-ins and a total of 20 clients requesting referrals for 128 different services. UTSA, in combination with program partners, will continue to monitor the long-term effects of the Dallas Focused Deterrence Program on social service and criminal justice system metrics. For future call-in sessions, the UTSA research team recommends that clients on probation and parole be required to attend the session, if possible, as part of their community supervision conditions.



## Conclusion

The Dallas Violent Crime Reduction Plan began in May 2021 and has been underway for about 30 months. This Year 3 mid-year report evaluates the implementation and impact of the Crime Plan over roughly the second half of 2023, May through November. The Crime Plan consists of three primary strategies: hot spots policing; problem-oriented, place network investigations (PNI); and focused deterrence. These strategies were purposely chosen for their strong evidence base, and they were intentionally layered to help reduce violent crime in Dallas over the short, mid, and longer terms. All three phases of the plan are now operational with focused deterrence coming online in June 2023.

During the current evaluation period, overall violent street crime incidents and violent victimization dropped by 12.5% and 14.4%, respectively, compared to the same six-month period in 2022. Reductions by crime type include a 17.2% reduction in aggravated assaults, a 10.4% reduction in robberies of individuals, and a 14.0% reduction in shootings. In contrast, business robberies increased by about 21.1% compared to last year, and murders increased by 8.5%. The increase in total murders was primarily due to a rise in family violence-related homicides.

Violent crime in treated hot spots was down more than 40%, on average, compared to the previous year, and it was down slightly in most surrounding catchment areas, indicating that crime displacement did not systematically occur as a result of the hot spots treatment. Violent crime also was substantially lower in treated hot spots across all DPD patrol divisions compared to the same months last year, although North Central and North West saw increases in catchment area crime.

The impact of the Crime Plan on arrests and calls for service also was analyzed. Total arrests were down city-wide and in hot spots during this seven-month evaluation period, and violence-related arrests were down nearly 60% in treated hot spots. Overall, all types of arrests were down city-wide and in treatment areas except for drug arrests, which increased slightly city-wide and substantially (68%) in hot spots. Encouragingly, violence-related calls for service were down slightly city-wide and by 12% in treatment locations during this evaluation period. Fidelity to the hot spot treatment plans steadily increased over the course of the evaluation period and finished at nearly 90% in Period 12.

The multidisciplinary PNI strategy is now active in five apartment complexes in Dallas with historically high rates of violent crime and calls for service, and DPD and its city partners have refined a replicable strategy for dealing with violent crime and its antecedents in these communities. Working with property management and Code Enforcement, inspections were completed and multiple code violations addressed at all PNI locations. CPTED analyses also were completed and conditions conducive to crime were partially addressed at all locations. At the same time, DPD engaged in extensive efforts to identify and root out criminal networks operating and/or

residing in the complexes. They executed nearly 40 search warrants in support of PNI, arrested more than 150 persons, and seized nearly 100 guns, among many other enforcement activities. Crime and calls for service at the PNI sites were analyzed as part of this mid-year evaluation. Results indicated that violent crime, victimization and calls for service were down substantially at 3550 E. Overton during the evaluation period compared to historical averages. Violent crime also was down at 11511 Ferguson, but up at 11760 Ferguson compared to historical averages. Crime and calls for service impacts were mixed at 3535 Webb Chapel and 4722 Meadow compared to the same time last year. Additional work remains to be done at these new PNI locations.

The focused deterrence strategy got underway in June 2023 with the first offender call-in session, and a second call-in session was held in November. Leading up to the first call-in, several hundred high risk individuals were scored by DPD according to the Dallas focused deterrence risk assessment protocol and outreach and recruitment efforts were made by DPD to encourage attendance by eligible clients at a call-in session. Nineteen clients attended the first call-in session and six attended the second session. Following the sessions, a total 128 services were initially requested by clients or family members through the South Dallas Employment Project (SDEP), MetroCare, and other service providers coordinated by SDEP. DPD and SDEP made or attempted more than 500 follow-up contacts with clients to facilitate these services. Only six clients have been re-arrested since attending a call-in session and none for a violent crime. Dallas County Probation and TDCJ Parole are not yet requiring supervisees to attend call-in sessions as a condition of their community supervision, but efforts to put this component of the focused deterrence program in place continue.

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## Appendix A: Violent Street Crime Counts by Year

### Violent Crime by Offense Type During Treatment: 2023

	Jan 23	Feb 23	Mar 23	Apr 23	May 23	Jun 23	Jul 23	Aug 23	Sep 23	Oct 23	Nov 23	Dec 23	Total
All Crime Incidents	503	393	530	505	546	495	572	491	461	452	395	411	<b>5,754</b>
<i>Murder</i>	21	16	30	21	25	14	21	15	25	18	9	20	<b>235</b>
<i>Robbery Ind.</i>	158	112	166	176	168	154	192	187	153	147	127	140	<b>1,880</b>
<i>Robbery Bus.</i>	25	33	36	28	59	37	32	41	36	41	35	39	<b>442</b>
<i>Agg. Assault</i>	307	239	307	291	302	296	336	255	258	254	226	215	<b>3,286</b>
<i>Shootings</i>	184	138	181	156	160	157	161	138	133	119	117	99	<b>1,745</b>

Individual crime offense counts do not sum to the incident total because some incidents have multiple offenses.

### Violent Crime by Offense Type Pre-Treatment: 2022

	Jan 22	Feb 22	Mar 22	Apr 22	May 22	Jun 22	Jul 22	Aug 22	Sep 22	Oct 22	Nov 22	Dec 22	Total
All Crime Incidents	547	403	559	603	712	619	536	589	537	459	447	519	<b>6,530</b>
<i>Murder</i>	21	15	22	19	24	23	13	15	18	10	14	13	<b>207</b>
<i>Robbery Ind.</i>	167	118	157	192	254	202	153	180	166	139	165	178	<b>2,071</b>
<i>Robbery Bus.</i>	56	31	52	35	31	55	20	42	29	20	35	35	<b>441</b>
<i>Agg. Assault</i>	309	241	334	361	408	351	352	356	331	293	236	299	<b>3,871</b>
<i>Shootings</i>	179	125	174	171	201	173	181	166	141	153	131	185	<b>1,980</b>

Individual crime offense counts do not sum to the incident total because some incidents have multiple offenses.

### Violent Crime by Offense Type Pre-Treatment: 2021

	Jan 21	Feb 21	Mar 21	Apr 21	May 21	Jun 21	Jul 21	Aug 21	Sep 21	Oct 21	Nov 21	Dec 21	Total
All Crime Incidents	624	454	535	546	617	586	649	568	497	557	510	544	<b>6,687</b>
<i>Murder</i>	18	20	13	17	16	17	19	18	16	24	19	17	<b>214</b>
<i>Robbery Ind.</i>	215	139	166	170	197	189	178	164	148	179	136	189	<b>2,070</b>
<i>Robbery Bus.</i>	60	42	29	23	36	31	46	43	23	30	29	45	<b>437</b>
<i>Agg. Assault</i>	334	256	331	343	371	353	411	345	321	330	332	298	<b>4,025</b>
<i>Shootings</i>	186	150	153	184	193	173	221	175	153	169	186	166	<b>2,109</b>

Individual crime offense counts do not sum to the incident total because some incidents have multiple offenses.

### Violent Crime by Offense Type Pre-Treatment: 2020

	Jan 20	Feb 20	Mar 20	Apr 20	May 20	Jun 20	Jul 20	Aug 20	Sep 20	Oct 20	Nov 20	Dec 20	Total
All Crime Incidents	666	588	594	540	610	680	701	688	622	733	660	662	<b>7,744</b>
<i>Murder</i>	15	7	17	13	22	20	26	20	22	32	26	24	<b>244</b>
<i>Robbery Ind.</i>	267	253	223	164	197	252	244	233	232	255	232	257	<b>2,809</b>
<i>Robbery Bus.</i>	96	70	78	60	30	42	51	41	35	55	65	71	<b>694</b>
<i>Agg. Assault</i>	291	261	282	304	367	375	386	401	337	399	345	317	<b>4,065</b>
<i>Shootings</i>	175	137	149	157	181	183	218	231	206	234	196	212	<b>2,279</b>

Individual crime offense counts do not sum to the incident total because some incidents have multiple offenses.

### Violent Crime by Offense Type Pre-Treatment: 2019

	Jan 19	Feb 19	Mar 19	Apr 19	May 19	Jun 19	Jul 19	Aug 19	Sep 19	Oct 19	Nov 19	Dec 19	Total
All Crime Incidents	577	532	639	626	753	723	739	790	748	655	641	723	<b>8,146</b>
<i>Murder</i>	15	11	16	10	37	18	12	19	17	9	20	14	<b>198</b>
<i>Robbery Ind.</i>	268	235	287	298	308	295	338	374	346	331	291	317	<b>3,688</b>
<i>Robbery Bus.</i>	91	90	74	79	102	97	101	67	71	66	69	82	<b>989</b>
<i>Agg. Assault</i>	209	198	267	239	311	320	291	335	320	250	266	312	<b>3,318</b>
<i>Shootings</i>	29	29	34	23	40	26	15	26	19	25	28	113	<b>407</b>

Individual crime offense counts do not sum to the incident total because some incidents have multiple offenses.

## Appendix B: PNI Operations Plans for All Sites

### 3550 E. Overton Maintenance

Problem	Solutions	Timeline	Responsible Party	Action Steps	Process Measurement	Data Source & Party Responsible for Collecting/Reporting	Effectiveness Measurement	Data Source & Party Responsible for Collecting/Reporting
<b>Code Violations</b>	IPSS/code enforcement (code officers, DFR inspectors) have inspected the location, provided violations to management and owner to get those rectified in a timely manner	Yearly	Code Enforcement Multi-family locations Rosana Savcic 214-784-5130	Reduce spaces that are crime festering  Enforce minimum property standards in Chapter 27 of the City Code	1. Number of inspections completed by code compliance  2. Number of citations issued	Code Compliance	Reduction in code violations	Lt. Valentine
	Work with ownership up to and including litigation to see that code violations are corrected	Quarterly	City Attorney's Office	Litigation to seek code violations are abated	Referred for code-based litigation	City Attorney's Office	Ownership compliance with requirements recommended by the City Attorney's Office	Lt. Valentine
<b>Abatable Offenses occurring in the area</b>	Continue to monitor the property monthly for abatable criminal offenses	Monthly	Nuisance Abatement	Monitor location for # of abatable offenses	Whether abatable offenses were monitored  # of abatable offenses per month	Nuisance Abatement Unit	Reduction in abatable offenses	Lt. Valentine
<b>Lack of activities/programs for residents</b>	Involve Community Care with residents in the complex	Yearly	Office of Community Care 214-671-5117	Provide financial literacy classes for the residents	Number of classes held  Number of residents in attendance at classes	Cruz Correa	Increase in number of residents in attendance	Lt. Valentine

Problem	Solutions	Timeline	Responsible Party	Action Steps	Process Measurement	Data Source & Party Responsible for Collecting/Reporting	Effectiveness Measurement	Data Source & Party Responsible for Collecting/Reporting
	Involve parks and rec in the community	Yearly	Parks and Recreation Steven Baker 214-670-8847	Attend events for children in the area and provide information about parks and rec programs to attendees	1. Number of events for children attended in the area  2. Information regarding programs offered by parks and rec provided at events	Steven Baker (Parks and Rec)	Increase in number of children at events	Lt. Valentine
<b>Violent Crime in the complex</b>	Reduce violent crime offenses  Utilize federal assistance any time the criteria is present	Monthly	PNI Task Force	Respond to and investigate any violent offenses committed in the complex.  Utilize intel provided from the bike team and any other source to determine if a criminal network exists.  Dismantle any identified criminal networks.  Forward any cases federally that fit the federal criteria	Number of violent offenses investigated by the PNI Task Force  Number of criminal networks identified  Number of criminal networks dismantled  Number of cases referred for federal prosecution	Lt. Valentine	Reduction in violent offenses in the area	UTSA
	Bike Unit - abate crime with a visual presence, develop rapport with apartment community members, develop intel	Monthly	Bike Team	Gather intelligence; identify offenders and networks and forward intel to PNI team	How many cases forwarded to the PNI Team; how many cases were worked by the PNI team from intel gathered	Lt. Valentine	# of criminal networks uncovered	PNI Task Force



Problem	Solutions	Timeline	Responsible Party	Action Steps	Process Measurement	Data Source & Party Responsible for Collecting/Reporting	Effectiveness Measurement	Data Source & Party Responsible for Collecting/Reporting
	regarding the surrounding location							
	CRT will monitor the location and share intel between CRT and PNI Task Force	Monthly	SC CRT Sgt. Sgt. Rojas	CRT monitor the area, monitor flock alerts, check for wanted individuals, and perform 58B markouts	# of CRT mark-outs  # of arrests made in the PNI area	CRT Supervisors	Reduction in monthly counts of violent crimes/victims in the area	UTSA
	Utilize cameras in the area to monitor crime and suspect info	Monthly	Lt. Breanna Valentine	Camera placed	Cameras placed and monitored	Lt. Valentine	Decrease in crime and calls for service	UTSA
<b>Location is conducive to criminal behavior</b>	NPO's - CPTED analysis for this property and provide those results,	CPTED analysis - Yearly - Completed 08/23	NPO	Implementation of CPTED analysis	Monitor and record how many aspects of the CPTED analysis have been implemented.	NPO's	Reduced number of CPTED recommendations in the evaluation	Lt. Valentine
<b>Lack of trust with law enforcement</b>	feedback, and suggestions to the group for implementation  NPO unit will continue safety coalition meetings/job fair/events	Quarterly		Continue quarterly safety coalition meetings	Number of safety coalition meetings and number in attendance?  Number of job fairs held at the location and number in attendance?  Number of events held at location and number in attendance?	NPO's	Increase in attendance at community events	Survey needs to be completed  *a survey administrator is being looked at by the department as last briefed by Chief Anderson in our meeting on 2/21/23
<b>Family violence</b>	DPD has a program to send police officers out with social workers to high-risk family	Yearly	DPD (Family Violence Outreach program)	Family Violence high risk victim initiative is currently in place	Number of residents in attendance at family violence workshops/violence interrupter workshops.	Lt. Igo - Family Violence	Decrease in family violence offenses/victims at the location	UTSA

Problem	Solutions	Timeline	Responsible Party	Action Steps	Process Measurement	Data Source & Party Responsible for Collecting/Reporting	Effectiveness Measurement	Data Source & Party Responsible for Collecting/Reporting
	violence victims in to provide resources to victims.							

### 11511 and 11760 Ferguson Operations Plans

Problem	Solutions	Timeline	Responsible Party	Action Steps	Process Measurement	Data Source & Party Responsible for Collecting/Reporting	Effectiveness Measurement	Data Source & Party Responsible for Collecting/Reporting
<b>Code Violations</b>	Code enforcement re-inspection of 11760 Ferguson  Code enforcement will inspect 11511 Ferguson	Yearly	Code Enforcement Multi-family locations Rosana Savcic 214-784-5130	Reduce spaces that are crime festering  Enforce minimum property standards in Chapter 27 of the City Code	Number of code violations identified; Code inspections completed; code violations left unaddressed from the previous inspection	Code Compliance	Number of code violations corrected/remedied	Lt. Valentine
	Work with ownership up to and including litigation to see that abatable offenses are reduced	Quarterly	City Attorney's Office	Litigation to reduce abatable offenses	Referred for nuisance-based litigation	City Attorney's Office	Ownership compliance with requirements recommended by the City Attorney's Office	Lt. Valentine
<b>Abatable Offenses occurring in the area</b>	Continue to monitor the property monthly for abatable criminal offenses	Monthly	Nuisance Abatement	Monitor location for # of abatable offenses	Whether abatable offenses were monitored	Nuisance Abatement Unit	Reduction in abatable offenses	Lt. Valentine
<b>Lack of activities/programs for residents</b>	Involve Community Care with residents in the complex	Yearly	Office of Community Care 214-671-5117	Provide financial literacy classes for the residents	Number of classes held  Number of residents in attendance at classes	Cruz Correa	Increase in number of residents in attendance	Community Care

<b>Problem</b>	<b>Solutions</b>	<b>Timeline</b>	<b>Responsible Party</b>	<b>Action Steps</b>	<b>Process Measurement</b>	<b>Data Source &amp; Party Responsible for Collecting/Reporting</b>	<b>Effectiveness Measurement</b>	<b>Data Source &amp; Party Responsible for Collecting/Reporting</b>
	Involve parks and rec in the community	Yearly	Parks and Recreation Steven Baker 214-670-8847	Attend events for children in the area and provide information about parks and rec programs to attendees	1. Number of events for children attended in the area  2. Information regarding programs offered by parks and rec provided at events	Steven Baker	Increase in number of children at events	Lt. Valentine

<b>Problem</b>	<b>Solutions</b>	<b>Timeline</b>	<b>Responsible Party</b>	<b>Action Steps</b>	<b>Process Measurement</b>	<b>Data Source &amp; Party Responsible for Collecting/Reporting</b>	<b>Effectiveness Measurement</b>	<b>Data Source &amp; Party Responsible for Collecting/Reporting</b>
<b>Homelessness</b>	Decrease homeless population in and around the location	Monthly	Office of Homeless Solutions Lisa Rand 214-671-2821	<ol style="list-style-type: none"> <li>Partner with other organizations to facilitate transportation to shelters or other locations</li> <li>Connect low level offenders to the South Dallas Drug Courts where there are resources for drug treatment and housing</li> </ol>	<ol style="list-style-type: none"> <li>Number of cleanups in the surrounding area</li> <li>Services offered to homeless individuals</li> </ol>	OHS	Reduction in number of homeless individuals	Lt. Valentine

Problem	Solutions	Timeline	Responsible Party	Action Steps	Process Measurement	Data Source & Party Responsible for Collecting/Reporting	Effectiveness Measurement	Data Source & Party Responsible for Collecting/Reporting
Violent Crime in the complex	<p>Reduce violent crime offenses</p> <p>Utilize federal assistance any time the criteria is present</p>	Monthly	PNI Task Force	<p>Respond to and investigate any violent offenses committed in the complex.</p> <p>Utilize intel provided from the bike team and any other source to determine if a criminal network exists.</p> <p>Dismantle any identified criminal networks.</p> <p>Forward any cases federally that fit the federal criteria</p>	<p>Number of violent offenses investigated by the PNI Task Force</p> <p>Number of criminal networks identified</p> <p>Number of criminal networks dismantled</p> <p>Number of cases referred for federal prosecution</p>	Lt. Valentine	Reduction in violent offenses in the area	UTSA

Problem	Solutions	Timeline	Responsible Party	Action Steps	Process Measurement	Data Source & Party Responsible for Collecting/Reporting	Effectiveness Measurement	Data Source & Party Responsible for Collecting/Reporting
	Bike Unit - abate crime with a visual presence, develop rapport with apartment community members, develop intel regarding the surrounding location	Monthly	Bike Team	Gather intelligence; identify offenders and networks and forward intel to PNI team	How many cases forwarded to the PNI Team; how many cases were worked by the PNI team from intel gathered	Lt. Valentine	# of criminal networks uncovered	PNI Task Force
	CRT will monitor the location and share intel between CRT and PNI Task Force	Monthly	NE CRT Sgt. Garcia Sgt. Flores	CRT monitor the area, monitor flock alerts, check for wanted individuals, and perform 58B markouts	# of CRT mark-outs  # of arrests made in the PNI area	CRT Supervisors	Reduction in monthly counts of violent crimes/victims in the area	UTSA
	Utilize cameras in the area to monitor crime and suspect info	Monthly	Lt. Breanna Valentine	Camera placed	Cameras placed and monitored	Lt. Valentine	Decrease in crime and calls for service	UTSA
<b>Location is conducive to criminal behavior</b>	NPO's - CPTED analysis for this property and provide those results, feedback, and suggestions to the group for implementation  NPO unit will continue safety coalition	CPTED analysis - Completed	NPO	Implementation of CPTED analysis	Monitor and record how many aspects of the CPTED analysis have been implemented.	NPO's	Reduced number of CPTED recommendations in the evaluation	Lt. Valentine

Problem	Solutions	Timeline	Responsible Party	Action Steps	Process Measurement	Data Source & Party Responsible for Collecting/Reporting	Effectiveness Measurement	Data Source & Party Responsible for Collecting/Reporting
<b>Lack of trust with law enforcement</b>	meetings/job fair/events	Quarterly		Continue quarterly safety coalition meetings	Number of safety coalition meetings and number in attendance?  Number of job fairs held at the location and number in attendance?  Number of events held at location and number in attendance?	NPO's	Increase in attendance at community events	Survey needs to be completed  *a survey administrator is being looked at by the department as last briefed by Chief Anderson in our meeting on 2/21/23
<b>Family violence</b>	DPD has a program to send police officers out with social workers to high-risk family violence victims in to provide resources to victims.	Family Violence high risk victim initiative is currently in place	DPD (Family Violence Outreach program)	Yearly	Number of residents in attendance at family violence workshops/violence interrupter workshops.	Lt. Igo - Family Violence	Decrease in family violence offenses/victims at the location	UTSA



**3535 Webb Chapel**

<b>Problem</b>	<b>Solutions</b>	<b>Timeline</b>	<b>Responsible Party</b>	<b>Action Steps</b>	<b>Process Measurement</b>	<b>Data Source &amp; Party Responsible for Collecting/Reporting</b>	<b>Effectiveness Measurement</b>	<b>Data Source &amp; Party Responsible for Collecting/Reporting</b>
<b>Code Violations</b>	Code Enforcement and Dallas Fire Rescue have inspected the location, provided violations to management and owner to get those rectified in a timely manner	Yearly	Code Enforcement Multi-family locations Rosana Savcic 214-784-5130	Reduce spaces that are crime festering  Enforce minimum property standards in Chapter 27 of the City Code	1. Number of inspections completed by code compliance  2. Number of citations issued	Code compliance	Reduction in code violations	Lt. Valentine
<b>Abatable Offenses occurring in the area</b>	Continue to monitor the property monthly for abatable criminal offenses	Monthly	Nuisance Abatement	Monitor location for # of abatable offenses	Whether abatable offenses were monitored  # of abatable offenses per month	Nuisance Abatement Unit	Reduction in abatable offenses	Lt. Valentine
<b>Homelessness</b>	Decrease homeless population in and around the location	Monthly	Office of Homeless Solutions Lisa Rand 214-671-2821	1. Partner with other organizations to facilitate transportation to shelters or other locations  2. Connect low level offenders to the South Dallas Drug Courts where there are	1. Number of cleanups in the surrounding area  2. Services offered to homeless individuals	Office of Homeless Solutions	Reduction in number of homeless individuals	Lt. Valentine

Problem	Solutions	Timeline	Responsible Party	Action Steps	Process Measurement	Data Source & Party Responsible for Collecting/Reporting	Effectiveness Measurement	Data Source & Party Responsible for Collecting/Reporting
				resources for drug treatment and housing				
<b>Lack of activities/programs for residents</b>	Involve Community Care with residents in the complex	Yearly	Office of Community Care 214-671-5117	Provide financial literacy classes for the residents	Number of classes held  Number of residents in attendance at classes	Cruz Correa	Increase in number of residents in attendance	Lt. Valentine
	Involve parks and rec in the community	Yearly	Parks and Recreation Steven Baker 214-670-8847	Attend events for children in the area and provide information about parks and rec programs to attendees	1. Number of events for children attended in the area  2. Information regarding programs offered by parks and rec provided at events	Steven Baker (Parks and Rec)	Increase in number of children at events	Lt. Valentine

Problem	Solutions	Timeline	Responsible Party	Action Steps	Process Measurement	Data Source & Party Responsible for Collecting/Reporting	Effectiveness Measurement	Data Source & Party Responsible for Collecting/Reporting
<p><b>Violent Crime in the complex</b></p>	<p>Reduce violent crime offenses</p> <p>Utilize federal assistance any time the criteria is present</p>	<p>Monthly</p>	<p>PNI Task Force</p>	<p>Respond to and investigate any violent offenses committed in the complex.</p> <p>Utilize intel provided from the bike team and any other source to determine if a criminal network exists.</p> <p>Dismantle any identified criminal networks.</p> <p>Forward any cases federally that fit the federal criteria</p>	<p>Number of violent offenses investigated by the PNI Task Force</p> <p>Number of criminal networks identified</p> <p>Number of criminal networks dismantled</p> <p>Number of cases referred for federal prosecution</p>	<p>Lt. Valentine</p>	<p>Reduction in violent offenses in the area</p>	<p>UTSA</p>

Problem	Solutions	Timeline	Responsible Party	Action Steps	Process Measurement	Data Source & Party Responsible for Collecting/Reporting	Effectiveness Measurement	Data Source & Party Responsible for Collecting/Reporting
	Bike Unit - abate crime with a visual presence, develop rapport with apartment community members, develop intel regarding the surrounding location	Monthly	Bike Team	Gather intelligence; identify offenders and networks and forward intel to PNI team	How many cases forwarded to the PNI Team; how many cases were worked by the PNI team from intel gathered	PNI Task Force	# of criminal networks uncovered	Lt. Valentine
	CRT will monitor the location and share intel between CRT and PNI Task Force	Monthly	NW CRT Sgt. Crow Sgt. Arzate	CRT monitor the area, monitor flock alerts, check for wanted individuals, and perform 58B markouts	# of CRT mark-outs  # of arrests made in the PNI area	CRT Supervisors	Reduction in monthly counts of violent crimes/victims in the area	UTSA
	Utilize cameras in the area to monitor crime and suspect info	Monthly	Lt. Breanna Valentine	Camera placed	Cameras placed and monitored	Lt. Valentine	Decrease in crime and calls for service	UTSA
<b>Location is conducive to criminal behavior</b>	NPO's - CPTED analysis for this property and provide those results, feedback, and suggestions to the group for implementation  NPO unit will continue safety coalition meetings at the location	CPTED analysis - Completed 4/6/22	NPO	Implementation of CPTED analysis	Monitor and record how many aspects of the CPTED analysis have been implemented; completion of CPTED analysis	NPOs	Reduced number of CPTED recommendations in the evaluation	Lt. Valentine

Problem	Solutions	Timeline	Responsible Party	Action Steps	Process Measurement	Data Source & Party Responsible for Collecting/Reporting	Effectiveness Measurement	Data Source & Party Responsible for Collecting/Reporting
	UNIDOS will be requested to attend/hold events in the area	Quarterly		Continue quarterly safety coalition meetings	Number of safety coalition meetings and number in attendance?  Number of job fairs held at the location and number in attendance?  Number of events held at location and number in attendance?	NPOs	Increase in attendance at community events	Survey needs to be completed  *a survey administrator is being looked at by the department as last briefed by Chief Anderson in our meeting on 2/21/23
<b>Lack of Trust of law enforcement</b>		Quarterly	UNIDOS	Attend events held by the NPOs	# of events attended by UNIDOS	UNIDOS		
<b>Family violence</b>	DPD has a program to send police officers out with social workers to high-risk family violence victims in to provide resources to victims.	Yearly	DPD (Family Violence Outreach program)	Family Violence high risk victim initiative is currently in place	Number of residents in attendance at family violence workshops/violence interrupter workshops.	Lt. Igo - Family Violence	Decrease in family violence offenses/victims at the location	UTSA

**4722 Meadow**

<b>Problem</b>	<b>Solutions</b>	<b>Timeline</b>	<b>Responsible Party</b>	<b>Action Steps</b>	<b>Process Measurement</b>	<b>Data Source &amp; Party Responsible for Collecting/Reporting</b>	<b>Effectiveness Measurement</b>	<b>Data Source &amp; Party Responsible for Collecting/Reporting</b>
<b>Code Violations</b>	Code Enforcement and Dallas Fire Rescue have inspected the location, provided violations to management and owner to get those rectified in a timely manner	Yearly	Code Enforcement Multi-family locations Rosana Savcic 214-784-5130	Reduce spaces that are crime festering  Enforce minimum property standards in Chapter 27 of the City Code	1. Number of inspections completed by code compliance  2. Number of citations issued	Code compliance	Reduction in code violations	Lt. Valentine
<b>Abatable Offenses occurring in the area</b>	Continue to monitor the property monthly for abatable criminal offenses	Monthly	Nuisance Abatement	Monitor location for # of abatable offenses	Whether abatable offenses were monitored  # of abatable offenses per month	Nuisance Abatement Unit	1. Reduction in abatable offenses	Lt. Valentine
<b>Homelessness</b>	Decrease homeless population in and around the location	Monthly	Office of Homeless Solutions Lisa Rand 214-671-2821	1. Partner with other organizations to facilitate transportation to shelters or other locations  2. Connect low level offenders to the South Dallas Drug Courts where there are resources for drug treatment and housing	1. Number of cleanups in the surrounding area  2. Services offered to homeless individuals	Office of Homeless Solutions	1. Reduction in number of homeless individuals	Lt. Valentine

<b>Problem</b>	<b>Solutions</b>	<b>Timeline</b>	<b>Responsible Party</b>	<b>Action Steps</b>	<b>Process Measurement</b>	<b>Data Source &amp; Party Responsible for Collecting/Reporting</b>	<b>Effectiveness Measurement</b>	<b>Data Source &amp; Party Responsible for Collecting/Reporting</b>
<b>Lack of activities/programs for residents</b>	Involve Community Care with residents in the complex	Yearly	Office of Community Care 214-671-5117	Provide financial literacy classes for the residents	1. Number of classes held  2. Number of residents in attendance at classes	Cruz Correa	1. Increase in number of residents in attendance	Community Care
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Problem	Solutions	Timeline	Responsible Party	Action Steps	Process Measurement	Data Source & Party Responsible for Collecting/Reporting	Effectiveness Measurement	Data Source & Party Responsible for Collecting/Reporting
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Problem	Solutions	Timeline	Responsible Party	Action Steps	Process Measurement	Data Source & Party Responsible for Collecting/Reporting	Effectiveness Measurement	Data Source & Party Responsible for Collecting/Reporting
	Bike Unit - abate crime with a visual presence, develop rapport with apartment community members, develop intel regarding the surrounding location	Monthly	Bike Team	Gather intelligence; identify offenders and networks and forward intel to PNI team	How many cases forwarded to the PNI Team; how many cases were worked by the PNI team from intel gathered	PNI Task Force	# of criminal networks uncovered	Lt. Valentine
	CRT will monitor the location and share intel between CRT and PNI Task Force	Monthly	SE CRT Sgt. Watson Sgt. Lumbley	CRT monitor the area, monitor flock alerts, check for wanted individuals, and perform 58B markouts	# of CRT mark-outs  # of arrests made in the PNI area	CRT Supervisors	Reduction in monthly counts of violent crimes/victims in the area	UTSA
	Utilize cameras in the area to monitor crime and suspect info	Monthly	Lt. Breanna Valentine	Camera placed	Cameras placed and monitored	Lt. Valentine	Decrease in crime and calls for service	UTSA
<b>Location is conducive to criminal behavior</b>	NPO's - CPTED analysis for this property and provide those results, feedback, and suggestions to the group for implementation  NPO unit will continue safety coalition	CPTED analysis - Completed 08/23	NPO	Implementation of CPTED analysis	Monitor and record how many aspects of the CPTED analysis have been implemented.	NPO's	Reduced number of CPTED recommendations in the evaluation	Lt. Valentine

<b>Problem</b>	<b>Solutions</b>	<b>Timeline</b>	<b>Responsible Party</b>	<b>Action Steps</b>	<b>Process Measurement</b>	<b>Data Source &amp; Party Responsible for Collecting/Reporting</b>	<b>Effectiveness Measurement</b>	<b>Data Source &amp; Party Responsible for Collecting/Reporting</b>
<b>Lack of trust with law enforcement</b>	meetings/job fair/events	Quarterly		Continue quarterly safety coalition meetings	Number of safety coalition meetings and number in attendance?  Number of job fairs held at the location and number in attendance?  Number of events held at location and number in attendance?	NPO's	Increase in attendance at community events	Survey needs to be completed  *a survey administrator is being looked at by the department as last briefed by Chief Anderson in our meeting on 2/21/23
<b>Family violence</b>	DPD has a program to send police officers out with social workers to high-risk family violence victims in to provide resources to victims.	Yearly	DPD (Family Violence Outreach program)	Family Violence high risk victim initiative is currently in place	1. Number of residents in attendance at family violence workshops/violence interrupter workshops.	Lt. Igo - Family Violence	1. Decrease in family violence offenses at the location  2. Decrease in family violence victims at the location	UTSA



# City of Dallas

1500 Marilla Street  
Council Chambers, 6th Floor  
Dallas, Texas 75201

## Agenda Information Sheet

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**File #:** 24-997

**Item #:** C.

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2024 Public Safety Audit Reports

[Rory Galter, Audit Manager, Office of the City Auditor, Eddie Garcia, Chief of Police, Dallas Police Department, Dominique Artis, Fire Chief, Dallas Fire Rescue Department]

# Office of the City Auditor



## Audits of Talent Acquisition

Rory Galter, Audit Manager

Tuesday, April 9, 2024  
Public Safety Committee Meeting



The Audit Plan broke the talent acquisition audit into the following three audits:

- **Audit of Talent Acquisition**
- **Audit of Dallas Fire-Rescue Department Uniform Personnel Recruitment and Selection**
- **Audit of the Dallas Police Department Uniform Personnel Recruitment and Selection**



# Objectives and Scope

1. Are candidate sourcing strategies and community outreach effective?
2. Does the candidate selection process reflect best practices and promote a quality hire?
3. Are candidate sourcing strategies aligned with the City's diversity strategy?

The scope includes a review of recruitment and selection activities and documentation from Fiscal Year 2020-21 and Fiscal Year 2021-22.

# Breakdown of Recommendations

- 34 total recommendations
- 9 recommendations are common across all reports
- 8 recommendations directed to the Chief of Dallas Fire-Rescue Department, one accepted risk, and all low risk
- 6 recommendations directed to the Chief of Dallas Police Department, one high risk, and rest low risk



# Recommendations to Chief of the Dallas Fire-Rescue Department

1

Benchmark the Dallas Fire-Rescue Department Recruiting Section staffing to identify sufficient resource levels to implement more process efficiency analysis and talent acquisition cycle modifications.

2

Track process change impacts on quantitative time-to-hire metrics in the future. Based on the analysis, identify process improvements to decrease talent acquisition times.

3

Adopt a seasonal/cyclical batch hiring process.

4

Allocate additional resources to develop and execute a sophisticated, data driven recruiting program.





# Recommendations to Chief of the Dallas Fire-Rescue Department

5

Revise interview procedures to replace the current in-person, Candidate Interview Board interview methodology with a recorded interview model.

6

Clarify for the Dallas Fire-Rescue Department Human Resources Section and Candidate Interview Board interview requirements.

7

Ensure Candidate Interview Board member training is provided on the use of the candidate rating criteria.

8

Revise the candidate ranking to consider factors other than the Candidate Interview Board rating.



# Recommendations to Chief of the Dallas Police Department

## **High Risk Rating**

Establish a polygraph test that at minimum:

1

- Ensures an independent secondary test should an initial test be deemed inconclusive or failed.
- Establishes a process with a clearly defined polygraph test appeal process.



# Recommendations to Chief of the Dallas Police Department

2

Increase communication between the Civil Service Department and the Dallas Police Department Recruiting Division to review, identify, and implement more effective minimum qualification screening processes.

3

Review the background investigation procedures with an eye toward reducing the basic tasks that consume investigator's time and delay the hiring process.

4

Provide dedicated space and a modern web-based testing platform to improve the psychological testing process.

5

Conduct an analysis to determine the efficacy and timing of each component of the background investigation process.

6

Review the current vendor effectiveness and adherence to *U.S. Equal Employment Opportunity Commission Employment Tests and Selection Procedures* related to medical exams.

# APPENDIX



## Common Recommendations Across All Reports



## Common Recommendations Across All Reports

1

Establish and report on key performance metrics to inform management of the progress towards meeting the City's Racial Plan.

2

Define what a "Quality Hire" is for each department and identify trackable metrics based on that definition.

3

Appoint a department to oversee and champion the City-wide talent acquisition strategy of City employees.

4

Allocate sufficient budget and resources to continue to fully implement one software platform that allows more efficient workflow, single electronic submission of application and hiring documents, reporting on application demographic information and meaningful interdepartmental communication through the hiring process.



## Common Recommendations Across All Reports

5

Assign a single City Department to oversee marketing and advertising aimed at hiring quality public servants City-wide and increasing brand awareness as a quality employer.

6

Human Resources Director develop a 30, 60 and 90-day new-hire orientation guide. Create a new-hire feedback survey for both Civil Service and non-Civil Service positions to issue at the end of the 90 days to solicit feedback. Include an option for new hires to speak directly with a Human Resources Department representative.

7

Eliminate the candidate freeze rule.



## Common Recommendations Across All Reports

8

Ensure similar rules regarding test taker validation exist for online Civil Service tests as they do for in-person.

9

Civil Service Director develop a 30, 60 and 90-day new-hire orientation guide. Create a new-hire feedback survey for both Civil Service and non-Civil Service positions to issue at the end of the 90 days to solicit feedback. Include an option for new hires to speak directly with a Human Resources Department representative.

# Office of the City Auditor



## Audits of Talent Acquisition

[Click Here for Report](#)

Rory Galter, Audit Manager

Tuesday, April 9, 2024  
Public Safety Committee Meeting



# Memorandum



**DATE:** February 26, 2024

**TO:** Honorable Members of the Government Performance & Financial Management Committee: Chad West (Chair), Paula Blackmon (Vice Chair), Cara Mendelsohn, Jesse Moreno, Jaime Resendez

**SUBJECT:** Internal Audit Reports Released Between January 13, 2024, and February 16, 2024

## Background

City Council requested a talent acquisition audit be included in the Fiscal Year 2022 Audit Plan as they were aware of various ongoing hiring issues. The Audit Plan broke the talent acquisition audit into the following three audits:

- *Talent Acquisition*
- *Dallas-Fire Rescue Department Uniform Personnel Recruitment and Selection*
- *Dallas Police Department Uniform Personnel Recruitment and Selection*

To obtain the needed human capital audit expertise, Baker Tilly US, LLP was retained to perform these audits. Given the commonality of the observations and recommendations the three audits have been consolidated into this report.

The objectives of these audits are as follows.

1. Is the talent acquisition process efficient?
2. Are candidate sourcing strategies and community outreach effective?
3. Does the candidate selection process reflect best practices and promote a quality hire?
4. Are candidate sourcing strategies aligned with the City's diversity strategy?

The scope of these audits includes a review of recruitment and selection activities and documentation from Fiscal Year 2020-21 and Fiscal Year 2021-22.

## Recommendations

Management should consider the 34 individual recommendations included in the three audit reports, which would improve the City's talent acquisition process with proactive marketing,

upgraded systems, performing hiring data analysis, improved communications across departments, developing clear hiring standards, and improved onboarding processes.

Management agreed to 33 of 34 recommendations, 97 percent acceptance rate.

Attached for your review are the three Office of the City Auditor audit reports released between January 13, 2024, and February 16, 2024. The full reports are included in [Attachment 1](#).

If you have any questions, please contact me at (214) 670-3222 or [mark.swann@dallas.gov](mailto:mark.swann@dallas.gov).

Sincerely,



Mark S. Swann  
City Auditor

Attachment

C: T.C. Broadnax, City Manager  
Tammy Palomino, City Attorney  
Biliera Johnson, City Secretary  
Preston Robinson, Administrative Judge  
Kimberly Bizer Tolbert, Deputy City Manager  
Jon Fortune, Deputy City Manager  
Majed A. Al-Ghafry, Assistant City Manager  
M. Elizabeth (Liz) Cedillo-Pereira, Assistant City Manager  
Carl Simpson, Assistant City Manager  
Jack Ireland, Chief Financial Officer  
Genesis Gavino, Chief of Staff to the City Manager  
Sheri Kowalski, City Controller  
Directors and Assistant Directors  
Jeffrey Brill, Manager – Financial Compliance, Auditing & Monitoring



### Reports Released:

#### Audit of Talent Acquisition (February 16, 2023)

- Talent Acquisition
- Dallas-Fire Rescue Department Uniform Personnel Recruitment and Selection
- Dallas Police Department Uniform Personnel Recruitment and Selection



# Audits of Talent Acquisition

February 16, 2024

Mark S. Swann, City Auditor

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## Mayor

Eric L. Johnson

## Mayor Pro Tem

Tennell Atkins

## Deputy Mayor Pro Tem

Carolyn King Arnold

## Council Members

Adam Bazaldua

Paula Blackmon

Zarin D. Gracey

Cara Mendelsohn

Jesse Moreno

Omar Narvaez

Jaime Resendez

Paul E. Ridley

Jaynie Schultz

Kathy Stewart

Chad West

Gay Donnell Willis



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## Executive Summary

### Objective and Scope

The objectives of these audits are as follows.

1. Is the talent acquisition process efficient?
2. Are candidate sourcing strategies and community outreach effective?
3. Does the candidate selection process reflect best practices and promote a quality hire?
4. Are candidate sourcing strategies aligned with the City’s diversity strategy?

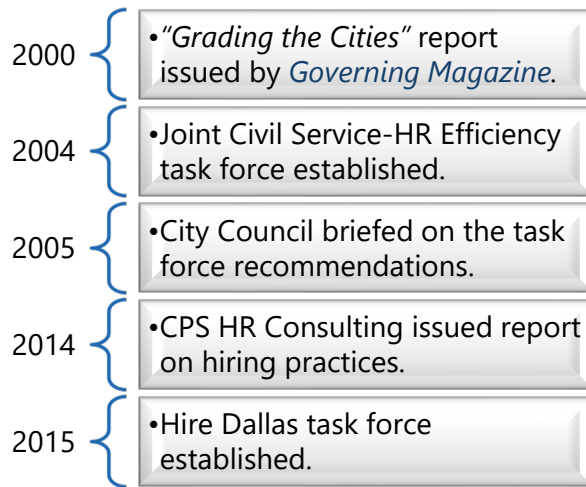
The scope of these audits includes a review of recruitment and selection activities and documentation from Fiscal Year 2020-21 and Fiscal Year 2021-22.

### Recommendations

Management should consider the 34 individual recommendations included in the three audit reports, which would improve the City’s talent acquisition process with proactive marketing, upgraded systems, performing hiring data analysis, improved communications across departments, developing clear hiring standards, and improved onboarding processes.

### Background

The City of Dallas talent acquisition process underwent several examinations since 2000, with a focus on the efficiency of the divide in the hiring process between the Human Resources and Civil Service Departments. Specifically,



These examinations generated discussion but no action. City Council requested a talent acquisition audit be included in the Fiscal Year 2022 Audit Plan as they were aware of various ongoing hiring issues. The Audit Plan broke the talent acquisition audit into the following three audits:

- Talent Acquisition
- Dallas Fire-Rescue Department Uniform Personnel Recruitment and Selection
- Dallas Police Department Uniform Personnel Recruitment and Selection

To obtain the needed human capital audit expertise, Baker Tilly US, LLP was retained to perform these audits. Given the commonality of the observations and recommendations the three audits have been consolidated into this report.

### Observed Conditions

See [Appendix A](#) for Baker Tilly US, LLP reports.

## Objectives and Conclusions

---

1. Is the talent acquisition process efficient?

**Generally, yes.** Opportunities exist to improve the process through appointing a singular department to oversee the talent acquisition process, better communications and coordination between the relevant departments, system upgrades, obtaining and analyzing data through all talent acquisition phases.

2. Are candidate sourcing strategies and community outreach effective?

**Generally, yes.** Opportunities exist to improve the sourcing and outreach efforts by moving away from traditional passive methods to more proactive marketing strategies using current technology methods, developing a City-wide strategic workforce plan and looking across the City's employee workforce as a whole for prioritized position needs.

3. Does the candidate selection process reflect best practices and promote quality hire?

**Generally, yes.** Opportunities exist to improve the selection process with system upgrades, obtaining and analyzing hiring data, and improvements in the interview procedures and selection process.

4. Are candidate sourcing strategies aligned with the City's diversity strategy?

**Generally, yes.** City-wide talent acquisition generally considered a diversity strategy.

## Audit Results

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See [Appendix A](#) for Baker Tilly US, LLP reports.

## Methodology

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Baker Tilly US, LLP was retained to perform this audit. See [Appendix A](#) for Baker Tilly US, LLP's methodology. In addition, all five components of *Standards for Internal Control in the Federal Government* were considered.

We conducted this performance audit in accordance with generally accepted government auditing standards. Those standards require that we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our findings and conclusions based upon our audit objective. We believe that the evidence obtained provides a reasonable basis for our findings and conclusions based on our audit objective.

## **Appendix A: Baker Tilly US, LLP Reports**

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### Audit of Talent Acquisition

Baker Tilly report begins on the following page.





**City of Dallas**  
Office of the City Auditor  
*Audit of Talent Acquisition*  
February 16, 2024

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# Executive Summary

## Scope and Purpose of the Audit

The objectives of the audit are to:

- 1) Determine whether the talent acquisition process is efficient.
- 2) Determine whether the candidate sourcing strategies and community outreach are effective.
- 3) Determine whether the candidate sourcing strategies align with the City's diversity strategy.
- 4) Determine whether the candidate selection process reflects best practices and promotes a quality hire.

The Human Resources/Civil Service Audit of Talent Acquisition scope includes all non-uniformed positions within the City of Dallas (the "City") for Fiscal Year 20-21 and Fiscal Year 21-22.

## Background

The City provides talent acquisition services through the Human Resources and Civil Service Departments. The classification and exempt identification of departments, offices and positions is dictated by the City Charter Chapter XVI titled "Civil Service and Personnel" Sec. 3 Civil Service Divided into Classified and Unclassified Service and Sec. 9 Departments Exempt from Civil Service.

- Positions covered by the Civil Service Department:
  - Classified services: all non-exempt positions
    - Competitive class: positions in which competitive examination is administered to determine the merit and fitness of the candidates
    - Non-competitive class: positions requiring special needs as identified by Department Directors or requiring peculiar and exceptional qualifications or management accountability
- Positions, Offices and Departments under the responsibility of the Human Resources Department include:
  - Unclassified services:
    - Department Directors, Assistant Directors, and other managerial positions
    - Municipal Court Clerk
    - Secretary of the Civil Service Board
    - Labor class which includes all ordinary, unskilled labor
  - Non-Civil Service: City Attorney's Office, City Manager's Office, the Office of the City Auditor, the City Secretary's Office, Dallas Public Library, Park & Recreation Department, Communications, Outreach and Marketing Department, and Mayor and City Council Office.

Functionally, this segregates the employees served into five categories:

- Civil Service: non-uniform positions
- Civil Service: uniform positions (Dallas Police Department and Dallas Fire-Rescue Department)
- Non-Civil Service positions
- Executive positions
- Management positions

Civil Service: uniform positions (Dallas Police Department and Dallas Fire-Rescue Department) are outside of the scope of this audit. See the Audit of Dallas Police Department Uniform Personnel Recruitment and Selection and the Audit of Dallas Fire-Rescue Department Uniform Personnel Recruitment and Selection reports. These two audits were conducted concurrently with this audit.

The Civil Service Department provides employment services for 83% of the City's workforce with the following talent acquisition functions: job posting; minimum qualifications standards development and screening; test development, delivery, and validation; and eligible employee list management. The Civil Service Department is led by the Civil Service Secretary who functionally reports to an Assistant City Manager and is governed by the seven-member Civil Service Board.

Supporting approximately 14,000 employees, the Human Resources Department performs the following core functions: talent acquisition, talent engagement and development, total rewards and wellness, and human resources consulting. The Director of Human Resources reports to a Deputy City Manager.

A summary of the phases performed by the Human Resources and Civil Service Departments for talent acquisition is provided below.

Acquisition Phase	Acquisition Task	Civil Service/Non-uniform		Non-Civil Service	
		Civil Service	Human Resources	Human Resources	Hiring Department
Candidate sourcing	Marketing and advertising	✓		✓	
	Active recruitment	✓			
Candidate screening	Screen for minimum qualifications	✓		✓	
	Testing candidates*	✓		✓	✓
Selection	Interview and selection**		✓	✓	✓
	Offer and salary negotiation		✓	✓	✓
Hiring	Onboarding – background checks & drug screen, etc.		✓	✓	
Orientation	Orientation*		✓	✓	

\* As needed.

\*\*In partnership with hiring manager/department staff and Human Resources Partner

## Strengths

The Human Resources and Civil Service Departments work collaboratively to recruit and hire a diverse workforce. Both Departments actively track diversity efforts. In recent years, with new leadership, both Departments have placed an emphasis on tracking and using metrics to drive decisions and process improvements. This is especially impressive given the large workforce, incomplete implementation of Workday and disjointed data sharing between Workday and NEOGOV.

With increased data sharing and a move toward full Workday implementation, the Human Resources and Civil Service Departments are actively making steps toward increased transparency for their internal customers and better usability to empower, educate and equip hiring managers to hire candidates that best meet the needs of the City.

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## Recommendation Summary

Baker Tilly performed an analysis of the Human Resources and Civil Service Departments' talent acquisition processes and controls through review of policy and procedure documentation, walkthroughs with key process owners, and data analysis. The "Audit Results" section of this report shows the detailed observations and recommendations based on our review. The following list highlights the high priority recommendations.

- Appoint a singular department to oversee and bear responsibility for the overall talent acquisition of City employees.
- Allocate sufficient budget and resources to continue to fully implement one software platform that allows for more efficient workflow and meaningful interdepartmental communication throughout the talent acquisition process.
- Develop a strategic workforce plan to proactively identify future hiring needs at the position and skills level to maintain business continuity needs.
- Initiate proactive candidate outreach through collaboration with the Human Resources and Civil Service Departments, aligning with hard-to-fill and critical positions identified in the strategic workforce plan.
- Assess the viability of implementing a contingent hire offer based upon successful completion of all vetting requirements within a set-time frame after the start date to reduce credentialing, system access, and/or equipment delays occurring on employee start dates.
- Develop a 30, 60 and 90-day new-hire orientation guide. Create a new-hire feedback survey to issue at the end of the 90 days to solicit feedback. Include an option for new hires to speak directly with a Human Resources Department representative.

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# Introduction

<b>Objective</b>	<p>The purpose of this audit was to:</p> <ol style="list-style-type: none"> <li>1) Determine whether the talent acquisition process is efficient.</li> <li>2) Determine whether candidate sourcing strategies and community outreach are effective.</li> <li>3) Determine whether the candidate selection process reflects best practices and promote a quality hire.</li> <li>4) Determine whether candidate sourcing strategies align with the City's diversity strategy.</li> </ol>
<b>Background</b>	<p>The City conducts talent acquisition functions through the Human Resources and Civil Service Departments. Supporting approximately 14,000 employees, the Human Resources Department performs the following core functions for unclassified positions: talent acquisition, talent engagement and development, total rewards and wellness, and human resources consulting. The Civil Service Department provides functions for approximately 83% of the City's workforce with the following core functions: recruiting and examining, test validation, and eligible list management.</p>
<b>Scope</b>	<p>The Audit of Talent Acquisition scope includes all non-uniformed positions within the City of Dallas (the "City"). The scope of this audit includes a review of talent acquisition activities, from position requirement development through orientation, for the annual recruitment cycles in Fiscal Year 20-21 and Fiscal Year 21-22.</p>
<b>Methodology</b>	<p>The audit methodology included: (1) interviewing Human Resources and Civil Service Departments personnel, internal customer department personnel, City Council members, and Deputy City Managers; (2) reviewing policies and procedures, relevant City Council Resolutions, and City Administrative Directives; (3) examining high-level processes to identify areas of risk/process improvement; (4) analyzing candidate talent acquisition data to evaluate outreach effectiveness and sourcing alignment with diversity strategy; (5) inventorying and evaluating existing selection practices in the context of best practices; and (6) identifying opportunities to enhance risk management and improve policies and practices related to talent acquisition of all City non-uniform positions.</p>
<b>Compliance Statement</b>	<p>This audit activity was conducted from February 2022 to January 2023 in accordance with generally accepted government auditing standards, except for the requirement of an external peer review. Those standards require that we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our observations and recommendations based on our audit objectives. We believe that the evidence obtained provides a reasonable basis for our observations and recommendations based on audit objectives.</p>

**Baker Tilly greatly appreciates the support of the Civil Service Department, and Human Resources Department among others in conducting this audit activity.**  
*Thank you!*

## Department Recruitment Background

The City talent acquisition process encompasses five phases. The Human Resources Department Talent Acquisition Division fully manages these phases for non-Civil Service positions including the labor class, executive level positions, and the City Manager's Office, City Attorney's Office, Office of the City Auditor, City Secretary's Office, Dallas Public Library, Dallas Park & Recreation, Municipal Court, Communications, Outreach and Marketing, and Mayor and City Council Office. The Human Resources Department Talent Acquisition Division and Civil Service Department jointly manage distinct phases in the talent acquisition process for Civil Service positions.

Recruitment and hiring responsibilities between the Human Resources Department, Civil Service Department and the hiring departments are as follows:

Acquisition Phase	Acquisition Task	Civil Service/Non-uniform		Non-Civil Service	
		Civil Service	Human Resources	Human Resources	Hiring Department
Candidate sourcing	Marketing and advertising	✓		✓	
	Active recruitment	✓			
Candidate screening	Screen for minimum qualifications	✓		✓	
	Testing candidates*	✓		✓	✓
Selection	Interview and selection**		✓	✓	✓
	Offer and salary negotiation		✓	✓	✓
Hiring	Onboarding – background checks & drug screen, etc.		✓	✓	
Orientation	Orientation*		✓	✓	

\* As needed.

\*\*In partnership with hiring manager/department staff and Human Resources Partner

The phases of recruiting and hiring are further defined in the Observations and Recommendations section.

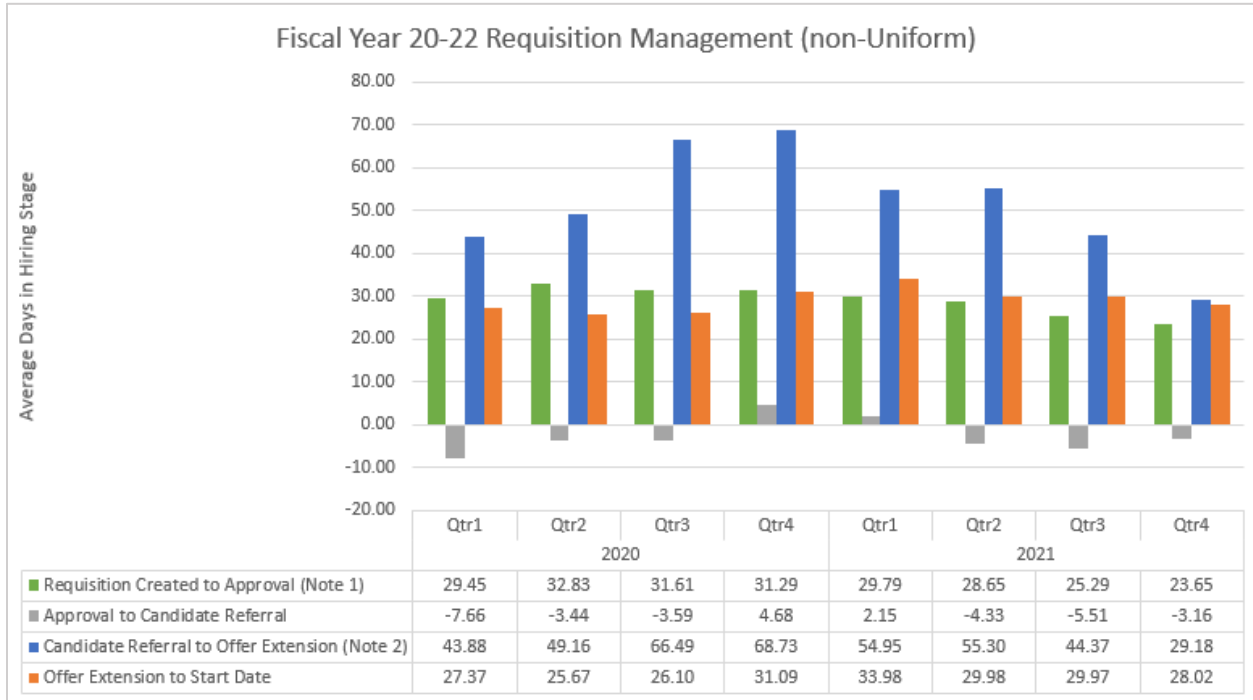
### Overall Recruiting and Hiring Process Timeline

The calculated time from requisition creation date to offer extension date for the Fiscal Years 20-22 averaged 114 days. This is based on NEOGOV output data. Due to the fields available within NEOGOV, Baker Tilly was limited to classifying the position requisition to offer extension date into the following categories:

- **Requisition creation to approval** – averaged 29 days
- **Requisition approval to candidate referral to hiring manager for review** – averaged 1 day. See the following page, Note 1, detailed below for further information.
- **Candidate referral to offer extension** – averaged 54 days
- **Offer extension to start date** – averaged 30 days



The following chart depicts the various stages of hiring inclusive of both Human Resources and Civil Service Departments contributions.



- Note 1: The number of days from requisition approval to candidate referral is near or below 0 days due to departments re-using eligibility lists from previous requisitions. This was noted as a widespread practice throughout the City and results in more expedient hiring for those positions but skews the data.
- Note 2: Advertisement posting dates are included in the candidate referral to offer extension phase. NEOGOV updates the advertising dates from the most recent ad campaign for each position, which makes it impossible to determine how effective these campaigns are in attracting candidate.



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## Audit Results

This section summarizes the results of our audit. The results are organized by sequential recruitment phase with observations categorized according to their relevance in each of the following areas:

- **Governance and Strategy** – The framework through which the City and departments operate, where objectives are set, and the means of attaining those objectives are established and monitored. Ethics, risk management, compliance and administration are all elements of governance.
- **Policy and Process** – The creation, implementation, and maintenance of adopted principles and actions used to achieve organizational objectives.
- **Diversity, Equity, and Inclusion** – Three elements of social reform in the workplace that aim to create a workforce where all are welcome and supported.
- **Technology** – The systems, applications, and tools in the workplace that enhance service provision, reduce waste, and increase productivity.
- **Resource** – Components an organization needs to do business, including staff, workspace, equipment, or capital.

Please note that each talent acquisition phase does not have an observation that pertains to each of the observation categories.



## Overall Talent Acquisition Process

### Overview

The City talent acquisition process is jointly performed by the Human Resources Department, Civil Service Department, and the hiring departments. A select number of larger departments have dedicated talent acquisition positions. However, the majority of responsibilities are centralized within the Human Resources and Civil Service Departments.

Throughout the course of our audit, we noted operational and approach strengths of the overall talent acquisition process. Specifically, we observed that the Human Resources Department and Civil Service Department staff were dedicated, knowledgeable, and extremely cooperative particularly in the following areas:

- Hiring departments generally believed that talent acquisition phases progressed quickly, with the exception of background check investigations, performed by a third-party administrator.
- General feedback is that the Human Resources Partners are responsive and serve as the go-to person for each hiring department for Human Resources Department owned operations.
- The Civil Service Department implemented online testing, increasing the accessibility of testing for candidates.
- The Civil Service Department hired a position dedicated to hard-to-fill positions.
- The Human Resources Department developed inclusive language and unconscious bias training for hiring managers to take prior to interviewing on an annual basis.

## GOVERNANCE AND STRATEGY

Observation 1	Recommendation 1
<p><b>Owners:</b> City Manager</p> <p><b>The City did not have a formal Diversity, Equity, and Inclusion plan with City-wide or Human Resources Department and Civil Service Department specific talent acquisition diversity goals in place until the end of the audit period.</b></p> <p>The City's Racial Equity Plan was not approved by Council until August 2022. This plan includes City-wide big audacious goals and department progress measures for the Human Resources and Civil Service Departments. Prior to the approval there were no City-wide diversity or equity goals or requirements to track talent acquisition diversity metrics. The City could not determine if equitable hiring opportunities were available, without clearly defined goals and agreed-upon metrics to track progress toward those goals.</p>	<p><b>Establish and report on key performance metrics to inform management of the progress towards meeting the City's Racial Equity Plan.</b></p> <p>Analyze metrics to identify new program or initiative impacts and inform operational changes. Continue and reinforce the culture of data-informed decision making, with the support of improvement technology implementation, across the Human Resources and Civil Service Departments.</p>



**GOVERNANCE AND STRATEGY**

**Observation 2**

**Owners:** City Manager

**The City does not review overall departmental talent acquisition efforts to determine what has worked successfully and what should be discontinued.**

As the City is lacking a common definition for a "Quality Hire," it does not have metrics established to track the initiative impacts of finding said, "Quality Hires." This renders the City unable to correlate which talent acquisition strategies and programs are best suited to achieve future goals and targets, and the Human Resources and Civil Service Departments are unable to ensure their departmental efforts are aligned with the City goals.

Further inhibiting the ability to measure talent acquisition efforts with "Quality Hire" employees is the lack of the NEOGOV and Workday systems' ability to track candidates through to City employees in a long-range analysis.

**Recommendation 2**

**Define what a "Quality Hire" is for each department and identify trackable metrics based on that definition.**

Frequently called the Golden Metric, a "Quality Hire" metric is more substantive than merely determining if an employee passed a probationary phase. While early retention can serve as one metric, transformative hiring happens when the evaluative process is expanded to include consideration of pre-hire offer conversion, employee performance reviews, etc. The Human Resources and Civil Service Departments should then utilize these metrics to track recruiting and hiring efforts for each recruitment cycle. This will allow the departments to identify and replicate successful talent acquisition programs.

To enable metrics tracking, identify a common candidate and employee identifier to bridge the NEOGOV and Workday data or begin tracking with the implementation of the Workday application tracking module.



**GOVERNANCE AND STRATEGY**

**Observation 3**

Owners: City Manager

**No one department is accountable for overall City talent acquisition processes.**

The Civil Service Department and Human Resources Department report to a separate Assistant City Manager and Deputy City Manager. Therefore, the City is organizationally structured with a bifurcated human resources function approach. This decentralized oversight to talent acquisition places the responsibility for all post-Civil Service test efforts with each department hiring manager. Human Resources Department Talent Acquisition and Business Partner Divisions support non-Civil Service positions. Cross-departmental hiring manager communication and coordination was not found. With no singular department accountable to ensure the success of City-wide talent acquisition, or for providing support to departmental staff, department staff are likely to repeat other departmental talent acquisition failures as opposed to replicating their successes.

**Recommendation 3**

**Appoint a department to oversee and champion the City-wide talent acquisition strategy of City employees.**

This primary department should:

- 1) Ensure continuity in the talent acquisition processes across departments.
- 2) Provide support and guidance for departmental hiring managers.
- 3) Ensure cross-departmental talent acquisition collaboration and "success sharing".

It is critical that this department excel in utilizing a consultative approach to leadership, working with departments to achieve success.

**Observation 4**

Owners: City Manager

**The City does not have a strategic workforce plan to identify critical, high priority positions. The absence of a strategic workforce plan means the City does not have:**

- 1) A forecast of potential retirements and high vacancy risk departments
- 2) A succession plan and strategy to fill executive level positions upon vacancy.
- 3) An identified list of critical positions to understand vacancy risks on operations.
- 4) An understanding of skills gaps in the current talent pool to invest targeted training.

**Recommendation 4**

**Develop a strategic workforce plan to proactively identify future hiring needs at the position and skills level to maintain business continuity needs.**

Identify critical positions to inform prioritization of training needs and targeted recruitment outreach.

Prioritize updating job descriptions and verifying minimum job qualifications for the critical positions.

Align active recruitment efforts with identified critical positions.



**TECHNOLOGY**

**Observation 5**

**Recommendation 5**

**Owners:** City Manager, Human Resources Department HRIS, Process Improvement & Policy Division

**NEOGOV does not meet the City’s talent acquisition needs.**

NEOGOV and Workday are not integrated. Hiring managers are required to create requisitions in both the NEOGOV and Workday systems and update the requisitions in both systems throughout the talent acquisition cycle resulting in duplicative processes and data entry. Positions are not posted for advertisement until both requisitions are created, which causes advertisement delays. Additionally, a hiring managers ability to view candidate progression through the cycle is limited, resulting in unnecessary follow-ups between the hiring manager, Human Resources Partner, and Civil Service Analysts.

Furthermore, NEOGOV functionality does not meet the Human Resources and Civil Service Department’s data tracking needs. Tracking fields do not align with traditional Human Resources talent acquisition phases and inhibit the Human Resources and Civil Service Departments ability to track time-to-hire statistics until May of 2022, when the Human Resources Department built a Tableau dashboard as a work around. The cumbersome data analysis capabilities hampers the Human Resources and Civil Service Departments’ ability to develop data-informed decision making to target process improvements.

**Allocate sufficient budget and resources to continue to fully implement one software platform that allows for more efficient workflow and meaningful interdepartmental communication throughout the hiring process.**

Develop and document talent acquisition business needs to ensure hiring managers’ ability to view required functionality and reporting in the Workday candidate tracking module.

Conduct user acceptance testing of business requirements to ensure proper implementation and develop standard operating procedures for all stakeholders.

## Candidate Sourcing Phase

### Overview

Broad-based, non-position specific candidate sourcing is performed by both the Human Resources Department and at the department level. The Civil Service Department becomes involved with the advertisement of specific positions.

- The Human Resources Department holds City-wide job fairs throughout the year. Departments with open positions may choose to attend the job fair. Onsite interviews are provided to expedite the hiring process.
- Departments are responsible for all other broad-based candidate sourcing. Strategies utilized include department specific job fairs, pipeline management and development through association and university partnerships, targeted social media campaigns, etc.

Position specific candidate sourcing is initiated when the hiring manager creates position requisitions in both NEOGOV and Workday. The NEOGOV position requisition approval process initiates the job posting and hiring action. The Workday position requisition initiates the identification of a future employee record as all employee transactions are recorded in Workday. Upon approval of the NEOGOV position requisition, the Civil Service Department advertises all Civil Service positions. The Human Resources Department posts all other positions, with the exception of select departments which have internal talent acquisition teams. The City advertises all positions on the following platforms:

- City jobs website
- LinkedIn
- Texas Workforce Commission
- Texas Municipal League
- Handshake
- Indeed

## GOVERNANCE AND STRATEGY

### Observation 6

**Owners:** City Manager

**Departments are primarily responsible for the majority of the marketing and recruiting efforts.**

While this approach is effective to achieve customized recruiting based on specific open positions, it leaves a particular gap in City-wide marketing. No singular department is responsible for these overall City-wide marketing efforts. Therefore, the City as an employer is department brand-specific rather than City-wide. The current ad hoc marketing approach:

- 1) Creates duplicative departmental marketing and advertising costs and efforts across departments.
- 2) Creates internal competition between departments for quality employees in

### Recommendation 6

**Assign a single City department to oversee the marketing and advertising aimed at hiring quality public servants City-wide and increasing brand awareness as a quality employer.**

The assigned department should create a City-wide pipeline development and outreach strategy. Incorporate prioritization of critical positions when a strategic workforce plan is developed.

Targeted recruiting efforts would remain the responsibility of the department hiring teams/managers.



**GOVERNANCE AND STRATEGY**

addition to external competition with other private and public sector agencies.

**Observation 7**

**Owners:** City Manager, Hiring Departments

**Position requisition approvals require up to five levels of approval before a position can be posted for advertisement. The high number of requisition approvals delays advertisement and ultimately hiring of positions.**

The approval levels may include:

- Department Director
- City Manager's Office
- Human Resources Director
- Budget Office
- Human Resources Partner or Civil Service Analyst

The hiring manager does not have insight into the approval level at which the position is pending. For example, the Budget Office may hold a position requisition dependent on management of overall City vacancy levels. The lack of transparency results in unnecessary follow-up by the hiring manager.

**Recommendation 7**

**Review the approval level requirements by grade level to standardize and reduce approval level requirements across positions.**

Additionally, include hiring manager ability to track candidate status through the requisition approval stage as a business need for the future Workday candidate tracking module.

**POLICY AND PROCESS**

**Observation 8**

**Owners:** Human Resource Department Talent Acquisition Division, Civil Service Department

**Candidate sourcing has historically relied on advertisement techniques to reach candidates who are actively looking for career moves. Proactive candidate sourcing has not yet been optimized.**

The Civil Service Department hired a position in 2022 to perform proactive, targeted recruitment outreach for hard-to-fill positions. The Human Resources Department Talent Acquisition Division participates in numerous activities to proactively fill positions and maintain adequate staffing but does not yet have a similar position. Both the Civil Service Director and Board Secretary and the Human Resources Director expressed a desire to develop more active, targeted outreach.

**Recommendation 8**

**The Civil Service Department and Human Resources Department Talent Acquisition Division should enhance collaboration and the effectiveness of targeted recruitment outreach, including for non-Civil Service positions.**

As part of the strategic workforce planning, prioritize targeted, proactive talent acquisition tactics for City-wide critical positions.

## TECHNOLOGY

### Observation 9

**Owners:** Human Resources Department HRIS, Process Improvement & Policy Division, Civil Service Department

**NEOGOV does not have the ability to automate requisition approval workflows, requiring hiring managers to manually assign the approvers with each request.**

While the Human Resources Department developed and distributed standard operating procedures to guide hiring managers, some hiring managers forget to add the Human Resources Partner as the final approver. Therefore, Human Resources Partners are not notified to initiate the position posting, delaying the advertisement, and hiring process.

### Recommendation 9

**Incorporate pulling a report of all position requisitions on a weekly basis into the Human Resources Partner requisition approval process to identify outstanding approvals. If possible, set the report to note variances from the prior week for the Human Resources Partner to quickly identify new requisitions or approval changes.**

Additionally, include automated requisition approval advancement and hiring manager stage view access as a business need for the future Workday candidate tracking module.



## Candidate Screening Phase

### Overview

The City accepts paper-based and electronic applications. Candidates submit electronic applications through the NEOGOV platform. The Civil Service Department screens the candidate pools for all Civil Service positions. The Human Resources Partner screens the candidate pool for all non-Civil Service positions. The Human Resources and Civil Service Departments screen the candidate pool for minimum qualifications and pass all candidates on to the hiring manager. The Human Resources and Civil Service Departments target reviewing the candidate pool and forwarding eligible candidates to the hiring manager within 1-2 weeks of the application close date. This time may vary depending on the candidate pool quality. For positions that maintain an open application, eligible candidates are forwarded based on candidate pool quality.

The testing phase is applicable for the following positions:

- Office Assistant I and II
- Permit Clerk
- 911 Call Taker Trainee (Civil Service)
- Police Reports Representative

Testing is administered by the Civil Service Department for all Civil Service positions and by the Human Resources Department for all non-Civil Service positions. The hiring manager's input is solicited to determine if testing is needed for establishing a candidate's ability to perform the position functions.

### POLICY AND PROCESS

#### Observation 10

**Owners:** Civil Service Department

**Hiring departments expressed inconsistent confidence among of the Civil Service Analysts' ability to accurately screen the candidate pools for correct minimum qualifications.**

The candidate eligibility list provided to department hiring managers does not consistently filter candidates to meet the minimum qualification or pass forward candidates who meet the minimum qualifications through transferable skills. This creates additional work for hiring managers to re-screen the candidates. With over 4,000 candidates in Fiscal Year 20-21, effective screening and evaluation of candidates is a critical control that can minimize hiring time. The Civil Service Department Director and Board Secretary identified a need to better define minimum qualifications for specialized positions and went to market in 2022 for a vendor to conduct job analysis' of select positions.

#### Recommendation 10

**Build a process to solicit feedback from the hiring managers during and after the candidate pool review stage to train Civil Service Analysts and improve their understanding of the hiring manager and position needs.**

Incorporate the process into onboarding training when hiring new Civil Service Analysts and develop cross-training with experienced Civil Service Analysts to facilitate institutional knowledge transfer.

## POLICY AND PROCESS

### Observation 11

**Owners:** Civil Service Department

#### **The Civil Service Department applies a 30-day candidate freeze for applications with errors.**

The reported purpose for this control is to allow for corrections to the application. However, it is understood that the candidate does not have access to the original form to correct the error. Instead, the candidate needs to resubmit a new application. As the candidate cannot have two active applications for the same position, this serves as a 30-day lockout for the hiring cycle. This is counterproductive as the burdensome error correction process deters candidates, ultimately limiting the candidate pool for what may be a simple, unintentional application error.

### Recommendation 11

#### **Eliminate the candidate freeze rule.**

Elimination of the rule will help to ensure that application errors are more easily corrected with little candidate effort, allowing them to remain in the talent acquisition cycle should that error be corrected.

### Observation 12

**Owners:** Civil Service Department

#### **The Civil Service Department cannot verify that the individual taking the online Dallas Civil Service test is the candidate.**

Online testing procedures/policy do not require validation or proctoring to verify tester identity. This lack of validation may result in false positive test results for candidates, as well as an increased workload for hiring managers who may review candidates for hire that do not pass the test.

Technology does exist within online testing software applications to verify test taker identity through a variety of methods, though at an increased cost.

### Recommendation 12

#### **Ensure similar rules regarding test taker validation exist for online Civil Service tests as they do for in-person.**

Online testing is encouraged as it removes accessibility hurdles and expands the eligible candidate pool. However, test taker identity needs to be verified to maintain the validity of the Civil Service tests in the City hiring process. The Civil Service Department should identify and implement an expansion of the online testing vendor to include this feature or adopt a new tool that provides this solution.

## Selection and Onboarding Phase

### Overview

The Human Resources Partner serves as the hiring department resource for the Selection Phase. Hiring managers schedule interviews with selected candidates. The hiring manager is responsible for creating a three-to-five-person candidate interview panel with the guidance of the Human Resources Partner. Candidate interview panels must be comprised of a minimum of three participants.

Candidate interview panels are charged with the responsibility to evaluate a candidate's potential to become a successful City employee. Interview questions are behavior based and selected by the hiring manager in coordination with the Human Resources Partner from an interview question resource list provided by the Human Resources Department. The City requires that all Candidate Interview Panels include questions related to ethics, diversity, and customer service. The questions are approved by the Human Resources Partner. For all positions, both non-Civil Service and Civil Service, the Human Resources Partner or hiring manager facilitate the interviews for consistency and compliance with City Personnel Rules.

The City requires that the same candidate interview panelists participate in the candidate interviews. Prior to the interview date, interview panelists must complete an e-learning course on interview best practices. The Human Resources Partner provides an interview scoring matrix for the panelists to rate candidates. Interview panelists are assigned interview questions and required to ask the same question in each interview. Upon completion of the interview, the hiring manager aggregates the interview scoring matrix and notifies the Human Resources Partner of the candidate selection.

The hiring manager makes verbal offers to the candidate and manages the salary negotiations.

### POLICY AND PROCESS

#### Observation 13

**Required salary deviation requests to the City Human Resources Department Total Rewards & Onboarding Division for “exceptional hires” delay the salary confirmation process.**

These deviations apply to those candidates who are starting above the starting base salary. These requests can take multiple weeks to over a month before a response is received. This bottleneck can deter candidates from accepting employment with the City as they accept other employment while awaiting approval.

#### Recommendation 13

**Review how “exceptional hire” requests are approved by the Human Resources Department Total Rewards & Onboarding Division and implement a more expedient process.**

The goal of such a review would be to identify if a subsection of “exceptional hire” requests, such as lateral hires, can be approved at the department level for larger departments with talent acquisition staff. All other “exceptional hire” requests should remain in the current, more deliberate process managed by the Human Resources Department Total Rewards & Onboarding Division.

The Human Resources Department Total Rewards & Onboarding Division will need to train departments to apply the compensation pay scale. Relocating the function will reduce the Human Resources Department Total Rewards &



POLICY AND PROCESS	
	Onboarding Division workload and expedite the process for departments. Conduct an audit after the first quarter of implementation with a single department to assess continued viability or retraining needs and annually in the future.

## Hiring Phase

### Overview

The Human Resources Department Onboarding Specialists send conditional offer letters via the NEOGOV system with required candidate next steps, which may include the following vetting tasks:

- **Background and Education Check** –The candidate sends their information directly to the 3<sup>rd</sup>-Party vendor to conduct the background checks. The background check vendor was not meeting contracted service level agreements in 2022, prompting the Human Resources Department to change vendors.
- **Drug Testing and Physical Exam information if required** – Positions requiring a drug test are identified by the Office of Risk Management as ‘safety sensitive.’ Drug testing and medical exam completion times are dependent on candidate availability and medical exam schedule availability.
- Department of Transportation verification form for a Commercial Driver’s License (if applicable)
- Other City forms, rules, and videos

Human Resources Department Onboarding Specialists track candidate progress of completed vetting tasks. Upon completion of the vetting tasks, the Human Resources Department Onboarding Specialists send official offer letters and new-hire onboarding packets.

#### POLICY AND PROCESS

##### Observation 14

**Owners:** Human Resources Department HRIS, Process Improvement & Policy Division

**The Human Resources Department Onboarding Specialists do not schedule the start date until the new hire completes all vetting requirements and the City receives all documentation from the third-party vendors.**

To expedite the onboarding of the new-hire, upon confirmation that all vetting requirements are cleared and complete, the Human Resources Department Onboarding Specialist schedules the new-hire for the next immediate orientation date. This can result in a short 1-2 day notice to the hiring manager if confirmation is received toward the end of a week.

Additionally, hiring managers are not able to view progress in the new-hire task completion in NEOGOV to track expectations for when the new-hire’s start date is complete, resulting in multiple follow-ups between the hiring manager and the Human Resources Department Onboarding Specialist when delays are caused due to background checks, scheduling conflicts, or licensing verification.

##### Recommendation 14

**Assess the viability of implementing a contingent hire offer based upon successful completion of all vetting requirements within a set-time frame after the start date.**

Implementing a contingent hire structure will allow the Human Resources Department Onboarding Specialist to schedule the start date multiple weeks in advance to provide the new-hire time to submit notice to their employer and provide the hiring manager sufficient notice to plan for the start date.

## Orientation Phase

### Overview

The Human Resources Department Total Rewards & Onboarding Division hosts a full day orientation every Monday. The orientation focuses on the following topics:

- City background information
- Value of service emphasis including public service expectations and public servant traits
- City strategic priorities and values of service
- Diversity and inclusion in the workplace
- Ethics requirements and resources
- Employee benefits introduction and payroll overview
- Personnel Rules and Administrative Directive overview

Human Resources Department contacts are provided for each category and new hires are encouraged to reach out with further questions. New hires are released to their hiring managers for the second day to complete their department orientation. The Human Resources Department Total Rewards & Onboarding Division provides a department orientation guide for hiring managers to standardize department topic overviews.

POLICY AND PROCESS	
<b>Observation 15</b>	<b>Recommendation 15</b>
<p><b>Owners:</b> Human Resources Department Total Rewards &amp; Onboarding Division, Human Resources Department HRIS, Process Improvement &amp; Policy Division</p>	
<p><b>Newly hired employees are not consistently provided credentialing, system access, and/or equipment needed to begin work on the day they report to their respective departments.</b></p> <p>These resource issues stem from hiring managers creating Workday accounts for new hires that contain errors, which, in turn, stall the automated process that adds new employees to the Active Directory. Late distribution of new-hire information from the Human Resources Department Total Rewards &amp; Onboarding Division to hiring departments and Information and Technology Services Department, prior to an orientation, also creates delays to access and equipment assignment. Resource delays prolong the onboarding process for the new hire, while also creating additional work for the Human Resources Department Total Rewards &amp; Onboarding Division.</p>	<p><b>Develop an onboarding process that balances the expediency of establishing a start date for newly hired employees with providing the Human Resources Department Total Rewards &amp; Onboard Division and Information and Technology Services Department sufficient time to gather start date resources.</b></p> <p>In the short-term, more lead time for the Information and Technology Services Department processing new-hire requests would be beneficial for proper and timely Active Directory setup. Additionally, increased collaboration with Human Resources Partners and their assigned departments to allow for better communication of the needs and importance of an accurate process would assist the Information and Technology Services Department in processing new-hires access and equipment needs. Long-term planning should include an implementation of self-credentialing for new employees and the creation of role-based access.</p>



**POLICY AND PROCESS**

**Observation 16** **Recommendation 16**

**Owners:** Human Resources Department HRIS, Process Improvement & Policy Division

**Temporary, contractor, and contingent employees are not consistently provided equipment, uniforms, vehicles (if applicable), and/or credentialing needed to begin work on the day they report to their respective departments.**

Procedures do not require department managers to ensure temporary, contractor and contingent employees have the necessary tools to begin work on their first day.

**Develop a structured report-to-work process for temporary, contractor and contingent employees in collaboration between the Human Resources Department Total Rewards & Onboarding Division, Information and Technology Services Department and all relevant departments.**

The Information and Technology Services Department and all relevant departments should work more collaboratively with department managers and the Human Resources Department HRIS, Process Improvement & Policy Division to timely process technology and other equipment needs.

A structured report-to-work process allows the City the opportunity to show temporary, contractor, and contingent employees that they are valued, while also establishing confidence in these partnerships, which are necessary to conduct City operations.

**Observation 17** **Recommendation 17**

**Owners:** Human Resources Department Total Rewards & Onboarding Division, Civil Service Department

**The Human Resources Department Total Rewards & Onboarding Division and Civil Service Department do not have a mechanism to follow-up with new hires to solicit feedback on their recruitment and hiring experience.**

As such, the Human Resources Department Total Rewards & Onboarding Division and Civil Service Department do not have insight directly from new hires to target process and candidate experience improvements. The Human Resources Director indicated an intent to develop and implement a survey during the upcoming fiscal year 23-24 for non-Civil Service positions. There are no plans to implement a survey for Civil Service Positions.

**Develop a 30, 60 and 90-day new-hire orientation guide. Create a new-hire feedback survey for both Civil Service and non-Civil Service positions to issue at the end of the 90 days to solicit feedback. Include an option for new hires to speak directly with a Human Resources Department representative.**

Incorporate an aggregate review of feedback received to identify areas to improve new-hire employee experience. Provide feedback to hiring managers as needed and follow-up. Follow-up with all new hires within two weeks of completing the feedback survey.

# Additional Areas for Improvement

Over the course of the audit, Baker Tilly noted additional areas for improvement for talent acquisition within the City. These additional areas for improvement do not have benchmarks, defined expected performance, measurable outcomes, or standards criteria. A management response is not required. Additional areas for improvement are provided to further assist departments and the City as it continues to proactively improve City recruitment efforts for better customer service, increased efficiency, and continued hiring of qualified and diverse candidates.

<p><b>Candidate Sourcing Phase</b></p>	<p><b>Internal Cross-Departmental Recruiting</b> – Career growth opportunities available within other City departments are not routinely communicated. An initiative promoting career advancement opportunities available, across all city departments, could benefit the City by developing and retaining quality City employees.</p>
<p><b>Application Phase</b></p>	<p><b>Screening Previous Employees</b> – Hiring managers and background investigators do not have immediate access to prior employee work history documentation due to employee confidentiality. Previous employees who are not eligible for rehire should be screened out by the Civil Service Department.</p>
<p><b>Interview Phase</b></p>	<p><b>Video Recorded Interviews</b> – Interview video recording platforms help eliminate scheduling conflicts for interview panels by recording then distributing candidate responses to view at the convenience of interview panel members. The Human Resources Department may consider using the platform to expedite the Interview Phase.</p>
<p><b>Overall Recruiting and Hiring Process</b></p>	<p><b>Candidate Communication</b> – With several departments involved throughout the recruiting and hiring process (the Civil Service Department, Human Resources Department, the Hiring Department), identifying a point of contact to address candidate issues can be challenging for City candidates. The City should consider designating a single point of contact for candidate inquiries.</p>

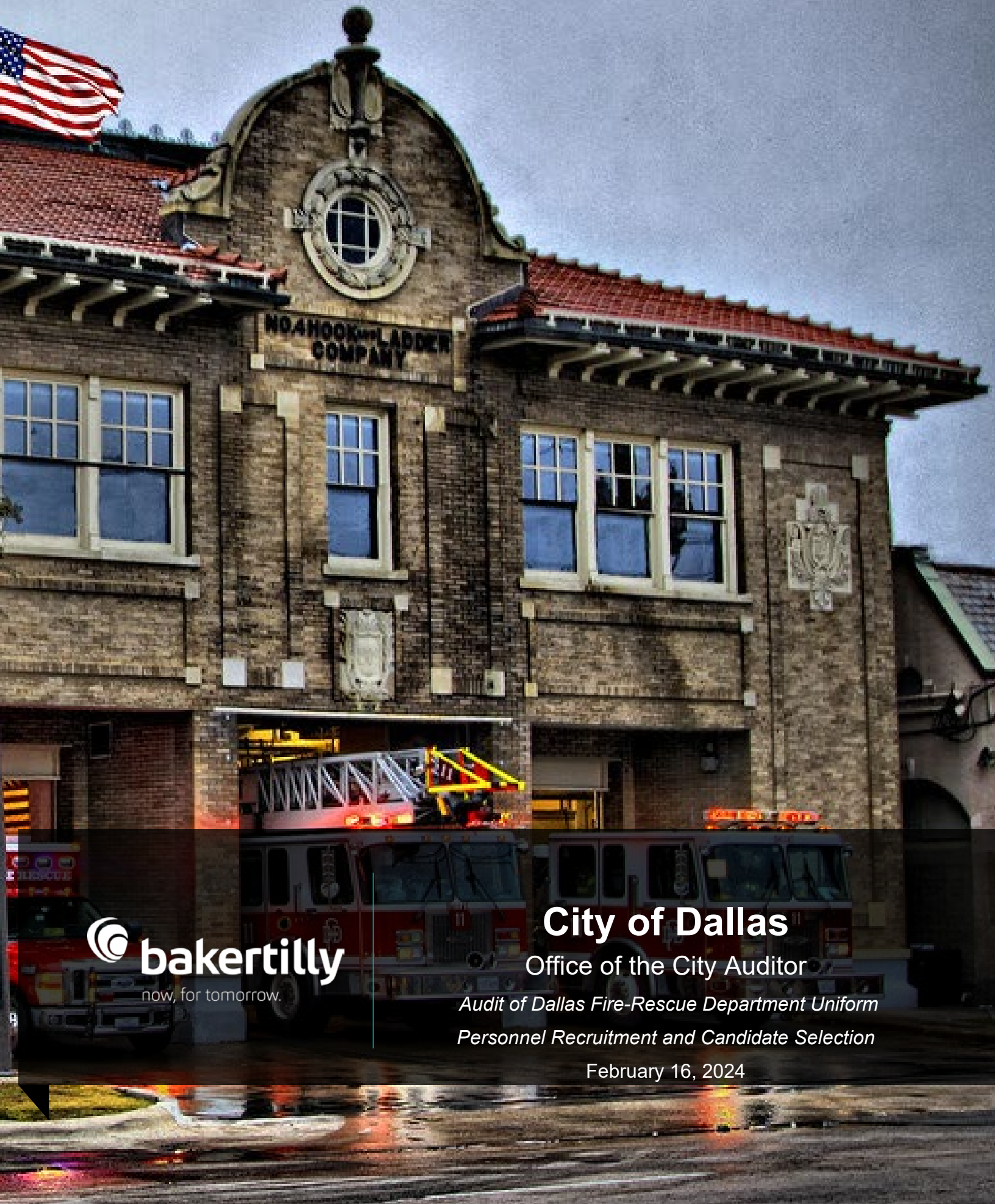


## Appendix – Additional Resources

Recommendation	Resource
1	Melaku, Tesdale and Winkler, Christoph. "Are Your Organization's DEI Efforts Superficial or Structural." Harvard Business Review, June 29, 2022.
2	Mauer, R. "How to Measure Quality of Hire: The Holy Grail of Recruiting." Society for Human Resources Management, November 15, 2016.

## Audit of Dallas Fire-Rescue Department Uniform Personnel Recruitment and Selection

Baker Tilly report begins on the following page.



# City of Dallas

Office of the City Auditor

*Audit of Dallas Fire-Rescue Department Uniform  
Personnel Recruitment and Candidate Selection*

February 16, 2024

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# Executive Summary

## Scope and Purpose of the Audit

The purpose of this audit was to:

- 1) Determine if candidate sourcing strategies and community outreach are effective.
- 2) Determine if candidate sourcing strategies align with department diversity strategy.
- 3) Determine if candidate selection process reflects best practices and promote a quality hire.

The scope of this audit included a review of recruitment and hiring activities for Dallas Fire-Rescue Department officer trainees from the annual talent acquisition cycles in Fiscal Year 20-21 and Fiscal Year 21-22.

## Background

The Dallas Fire-Rescue Department was founded 150 years ago and has grown to be the second largest fire department in the State of Texas. Comprised of roughly 2,000 employees, the Dallas Fire-Rescue Department provides fire suppression and emergency medical services to over 1.3 million residents.

The Dallas Fire-Rescue Department's talent acquisition process for Dallas Fire-Rescue Department officer trainees encompasses six phases with multiple steps in each phase. The Dallas Fire-Rescue Department Recruiting Section recruits and hires Dallas Fire-Rescue Department officer trainees on a single annual talent acquisition cycle. The early phases are conducted in the beginning of the talent acquisition cycle, with the remaining phases conducted prior to the start of one of three training classes. The six predominately consecutive phases are defined as:

- 1) **Candidate Sourcing Phase:** Traditional fire industry marketing and advertising efforts are followed by targeted, hands-on recruiting efforts and events.
- 2) **Application Phase:** Applications are primarily submitted via online tools allowing timely candidate processing and screening. For candidates without sufficient technology, accommodation is provided to access and complete applications within the Civil Service Department.
- 3) **Testing Phase:** Candidates are further screened through written and physical tests which are used to determine if the candidate possesses requisite abilities to be a Dallas Fire-Rescue Department officer trainee.
- 4) **Interviewing Phase:** This phase provides in-person evaluations where candidates respond to a series of questions posed by an interview panel and from which they are assessed for suitability to perform the functions of a Dallas Fire-Rescue Department officer trainee.
- 5) **Vetting Phase:** This phase begins roughly 2-3 months ahead of summer, fall, and winter Dallas Fire-Rescue Officer Training Academy classes. Three Batches of 55 candidates each are moved through the Vetting Phase, which includes a variety of activities and exams designed to fully understand a candidate's personal history and assess for suitability to the high standards expected of a Dallas Fire-Rescue Department officer trainee.
- 6) **Hiring Phase:** This conclusionary phase incorporates the activities necessary to offer, accept, and finalize the employment of qualified candidates.

## Strengths

The Dallas Fire-Rescue Department has a small but highly dedicated recruiting staff that ensures the long history and traditions of the fire service are carried forward by the next generation. The Dallas Fire-Rescue

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Department has demonstrated strategies for recruiting and hiring a diverse workforce and controls are in place, throughout each phase of their talent acquisition processes, to facilitate the recruitment and hiring of Dallas Fire-Rescue Department officer trainees. The Dallas Fire-Rescue Department Recruiting Section has demonstrated their ability to recruit candidates while still retaining fair and equitable hiring practices. The Dallas Fire-Rescue Department should be proud of the talent acquisition efforts to ensure the hiring of a diverse staff that serve the community with pride.

## Recommendation Summary

Baker Tilly performed an analysis of the Dallas Fire-Rescue Department talent acquisition processes and controls through review of policy and procedure documentation, metrics review, and walkthroughs with key process owners. The “Audit Results” section of this report shows the detailed observations and recommendations based on our review. The following highlights the high priority recommendations.

- Appoint a singular department to oversee and bear responsibility for the overall talent acquisition of City employees.
- Allocate sufficient budget and resources to continue to fully implement one software platform that allows for more efficient workflow and meaningful interdepartmental communication throughout the talent acquisition process.
- Assess the Dallas Fire-Rescue Department Recruiting Section staffing to allow sufficient resources to implement more process efficiency analysis, a data-driven talent acquisition approach, and adopt a cyclical recruitment process with three application intake opportunities per year.
- Modify the interviewing process. Ensure interview panelist training is provided on the use of the candidate rating criteria, revise the interview process to allow follow-up clarification questions, and expand advancement to the Vetting Phase to include the Candidate Physical Ability Test and Dallas Fire-Rescue Officer Trainee Civil Service Test scores.

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# Introduction

<b>Objective</b>	<p>The purpose of this audit was to:</p> <ol style="list-style-type: none"> <li>1) Determine if candidate sourcing strategies and community outreach are effective.</li> <li>2) Determine if candidate sourcing strategies align with department diversity strategy.</li> <li>3) Determine if candidate selection process reflects best practices and promote a quality hire.</li> </ol>
<b>Background</b>	<p>The Dallas Fire-Rescue Department was founded 150 years ago and has grown to be the second largest fire department in the State of Texas. Comprised of roughly 2,000 employees, the Dallas Fire-Rescue Department provides fire suppression and emergency medical services to over 1.3 million residents.</p> <p>The Dallas Fire-Rescue Department was particularly challenged over the past two years, as have fire departments nationwide, to gather a diverse and qualified candidate pool large enough to meet the needs of annual department hiring. With candidate numbers declining, the City has responded to commission this audit in an attempt to support and strengthen Dallas Fire-Rescue Department recruiting efforts.</p>
<b>Scope</b>	<p>The scope of this audit included a review of recruitment and selection activities from the most recent annual talent acquisition cycles in Fiscal Year 20-21 and Fiscal Year 21-22.</p>
<b>Methodology</b>	<p>The audit methodology included: (1) conducting interviews with Dallas Fire-Rescue Department, Human Resources Department, and Civil Service Department personnel, City Council members, and Deputy City Managers; (2) review policies and procedures, relevant City Council Resolutions, and City Administrative Directives; (3) examining high-level processes to identify areas of risk/process improvement; (4) analyzing candidate talent acquisition data to evaluate outreach effectiveness and sourcing alignment with diversity strategy; (5) inventorying and evaluating selection practices in context of best practices; and (6) identifying opportunities to enhance risk management and improve policies and practices related to talent acquisition of Dallas Fire-Rescue Department officer trainees.</p>
<b>Compliance Statement</b>	<p>This audit activity was conducted from February 2022 to January 2023 in accordance with generally accepted government auditing standards, except for the requirement of an external peer review. Those standards require that we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our observations and recommendations based on our audit objectives. We believe that the evidence obtained provides a reasonable basis for our observations and recommendations based on audit objectives.</p>

**Baker Tilly greatly appreciates the support of the Civil Service Department, Human Resources Department, and Dallas Fire-Rescue Department among others in conducting this audit activity.**  
*Thank you!*

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# Talent Acquisition Background

The City of Dallas (the “City”) and Dallas Fire-Rescue Department talent acquisition process for Dallas Fire-Rescue Department officer trainee positions encompasses six phases with multiple steps in each phase. This decentralized process is largely led by the Dallas Fire-Rescue Department Recruiting Section except the establishment of a list of eligible candidates, which is prepared by the Civil Service Department. The six predominately consecutive phases are defined as:

## Candidate Sourcing Phase

This phase includes advance marketing and broad advertising efforts which are followed by targeted, hands-on recruiting strategies to search for and gather candidates to fill both current and planned open positions.

- **Marketing and Advertising** – This step includes both short and long-range efforts to attract the largest talent pool for Dallas Fire-Rescue Department officer trainees.
- **Department Recruiting** – The Dallas Fire-Rescue Department Recruiting Section utilizes a variety of basic methods to recruit interested individuals and convert them to interested candidates through job fairs, post-military service hiring events, etc.

## Application Phase

This phase includes the processing of candidate application responses to posted positions with the Dallas Fire-Rescue Department in a fair and equitable manner in accordance with the Civil Service Charter.

- **Application Submission** – The Civil Service Department accepts applications submitted by candidates with the requisite information needed to conduct an evaluation of their ability to meet posted job criteria.
- **Minimum Qualification Screening** – Candidate applications are reviewed by the Civil Service Department to determine if the candidate qualifications meet the minimum qualifications required of the position and specified in the job posting.

## Testing Phase

The testing phase incorporates a written test and physical test that are used to establish if the candidate possesses requisite abilities to successfully do the job.

- **Dallas Fire-Rescue Officer Trainee Civil Service Test** – The Civil Service Department conducts written exams to assess a candidate’s level of spelling, vocabulary, verbal, grammar, reading comprehension and basic math skill.
- **Candidate Physical Ability Test** – The Candidate Physical Ability Test is a nationally standardized fitness test by the International Association of Fire Chiefs designed to assess a candidate’s ability to carry out the physical tasks of a firefighter. The Candidate Physical Ability Test is proctored collaboratively by the Dallas Fire-Rescue Department and Civil Service Department.

## Interviewing Phase

This phase is centered on an in-person evaluation where candidates respond to a series of questions from which they will be assessed for suitability to the position they are applying.

- **Candidate Interview Board** – Dallas Fire-Rescue Department staffed Candidate Interview Boards are charged with the responsibility of evaluating a candidate’s potential to become a successful Dallas Fire-Rescue Department officer trainee. By Dallas Fire-Rescue Department policy, the Candidate Interview Board is staffed with Dallas Fire-Rescue Department Officers who



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provide a diverse representation of the Dallas Fire-Rescue Department. Candidate Interview Board members make their evaluation based primarily on the candidate's behavior and responses during the interview, with a review of the candidate's writing sample as an additional factor. The Human Resources Department provides interview best practice training.

- **Candidate Ranking** – At the conclusion of the Candidate Interview Board, candidates are ranked by Candidate Interview Board members and the Dallas Fire-Rescue Department Recruiting Section based on their interview score.

### Vetting Phase

Three batches of 55 candidates each are moved into the Vetting Phase roughly 2-3 months ahead of summer, fall, and winter Dallas Fire-Rescue Officer Training Academy classes. The Vetting Phase includes a variety of activities and exams designed to fully understand a candidate's personal history and assess for suitability to the high standards expected of a Dallas Fire-Rescue Department officer trainee.

- **Background Investigation** – This stage incorporates an in-depth investigation conducted by the Dallas Fire-Rescue Department Recruiting Section and used to qualify or disqualify the candidate through a review of candidate-provided information which includes personal, financial, and criminal history, and any associations that may cause a conflict of interest for a Dallas Fire-Rescue Department officer trainee.
- **Polygraph Test**– This test helps to determine the veracity of the candidate's provided information and background investigation results. A recent change has placed the responsibility for conducting the test with the Dallas Fire-Rescue Department investigators instead of a contracted third-party.
- **Medical Exam** – This contracted third-party exam is intended to determine if candidates are physically able to perform the job duties.

### Hiring Phase

This phase incorporates the activities necessary to offer, accept, and finalize the employment of qualified candidates.

- **Offer** – The Dallas Fire-Rescue Department Human Resources Section extends a job offer to selected candidates which includes a review of job duties and compensation.
- **Onboarding** – The Human Resources Department, Dallas Fire-Rescue Department Human Resources Section, and Dallas Fire-Rescue Department Recruiting Section coordinate efforts to ensure candidates who accepted a job offer have the necessary resources to begin work.
- **Orientation** – The Dallas Fire-Rescue Department Officer Training Academy staff conduct an orientation to familiarize the new hires with protocols, internal guidelines, and standard operating procedures, as well as to introduce them to the organization before beginning their formal training.

## Recruiting and Hiring Process Timeline

The Dallas Fire-Rescue Department's hiring process is based on an annual batch talent acquisition cycle that allows a candidate to enter the process at the beginning of the year and quickly move through the first half of the process, leading to a ranking after the Candidate Interview Board. Moving to and through the last half of the process is dependent on rank order and available class space during the summer, fall, and winter academies. As such, the overall time the Dallas Fire-Rescue Department (DFR) requires to process a candidate from application to hiring ranges from approximately six months to one year, depending on the Dallas Fire-Rescue Officer Training Academy entry date. The following chart depicts the various stages of hiring:

Dallas Fire-Rescue Department (DFR) – Cyclical Batch Hiring Process			
Step #	Step Description	Responsible Department	Representative Start Date
1	<b>Marketing</b> – Year-Round	DFR Recruiting Section	
2	<b>Recruiting</b> – Year-Round	DFR Recruiting Section	
3	<b>Application Opening</b> (six weeks)	DFR Recruiting Section	12/15
4	<b>Application Submission</b> – Minimum Qualification Screening	DFR Recruiting Section	1/15
5	<b>Initial Testing</b> – Civil Service Test	Civil Service Department	
<b>Eligible List Created</b>			<b>2/1</b>
6	<b>Background Packet Submission</b>	DFR Recruiting Section	
7	<b>Background Packet Review</b>	DFR Recruiting Section	
8	<b>Candidate Physical Ability Test Mentoring Program</b> (Minimum three weeks)	DFR Recruiting Section	
9	<b>Candidate Physical Ability Test</b> (10-week testing period)	DFR Recruiting Section & Civil Service Department	
<b>Candidate Interview Board</b>			<b>4/15</b>
10	<b>Pre-polygraph Test</b>		
11	<b>Candidate Interview Board</b>	DFR Recruiting & Human Resources Sections	
<b>Candidates Ranked</b>			<b>4/30</b>
<b>Summer Academy Group – 55 Candidates</b>			<b>5/15</b>
½ assigned to Class #1 in July and ½ assigned to Class #2 in August			
12	<b>Vetting</b> – Dallas Fire-Rescue Department Fraud Compliance	DFR Human Resources Section	
13	<b>Conditional Offer</b>	DFR Human Resources Section	
14	<b>Vetting</b> – Polygraph Test	DFR investigators	
15	<b>Vetting</b> – Fingerprints / Drivers License / Immunization / Transcript	DFR Human Resources Section	

<b>Dallas Fire-Rescue Department (DFR) – Cyclical Batch Hiring Process</b>			
16	<b>Vetting</b> – Medical Exam	3 <sup>rd</sup> Party Vendor	
17	<b>Formal Offer</b>	DFR Human Resources Section	
18	<b>Onboarding/Orientation</b>	DFR Recruiting & Human Resources Sections	
<b>Fall Academy Group – 55 Candidates</b> ½ assigned to Class #1 in October and ½ assigned to Class #2 in November			<b>8/15</b>
19	<b>Vetting</b> – Dallas Fire-Rescue Department Fraud Compliance	DFR Human Resources Section	
20	<b>Conditional Offer</b>	DFR Human Resources Section	
21	<b>Vetting</b> – Polygraph Text	DFR investigators	
22	<b>Vetting</b> – Fingerprints / Drivers License / Immunization / Transcript	DFR Human Resources Section	
23	<b>Vetting</b> – Medical Exam	3 <sup>rd</sup> Party Vendor	
24	<b>Formal Offer</b>	DFR Human Resources Section	
25	<b>Onboarding/Orientation</b>	DFR Recruiting & Human Resources Sections	
<b>Winter Academy Group – 55 Candidates</b> ½ assigned to Class #1 in January and ½ assigned to Class #2 in February			<b>11/15</b>
26	<b>Vetting</b> – Dallas Fire-Rescue Department Fraud Compliance	DFR Human Resources Section	
27	<b>Conditional Offer</b>	DFR Human Resources Section	
28	<b>Vetting</b> – Polygraph Test	DFR investigators	
29	<b>Vetting</b> – Fingerprints / Drivers License / Immunization / Transcript	DFR Human Resources Section	
30	<b>Vetting</b> – Medical Exam	3 <sup>rd</sup> Party Vendor	
31	<b>Formal Offer</b>	DFR Human Resources Section	
32	<b>Onboarding/Orientation</b>	DFR Recruiting & Human Resources Sections	
<b>Remaining Ranked Candidates are not hired</b>			
<b>Dallas Fire-Rescue Department Fastest Application to Hire Scenario</b>			<b>6 Months</b>
<b>Dallas Fire-Rescue Department Longest Application to Hire Scenario*</b>			<b>12 Months</b>
*Baker Tilly data review shows 235 days from Candidate Interview Board to hire.			

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## Audit Results

This section summarizes the results of our audit. The results are organized by sequential recruitment phase, with observations categorized according to their relevance in each of the following areas:

- **Governance and Strategy** – The framework through which the City and Dallas Fire-Rescue Department operate, where objectives are set, and the means of attaining those objectives are established and monitored. Ethics, risk management, compliance and administration are all elements of governance.
- **Policy and Process** – The creation, implementation, and maintenance of adopted principles and actions used to achieve organizational objectives.
- **Diversity, Equity, and Inclusion** – Three elements of social reform in the workplace that aim to create a workforce where all are welcome and supported.
- **Technology** – The systems, applications, and tools in the workplace that enhance service provision, reduce waste, and increase productivity.
- **Resources** – Components an organization needs to do business, including staff, workspace, equipment, or capital.

Please note that each talent acquisition phase does not necessarily have an observation that pertains to each of the observation categories.

## Overall Talent Acquisition Process

### Overview

The City and Dallas Fire-Rescue Department talent acquisition process for Dallas Fire-Rescue Department officer trainee positions encompasses six phases with multiple steps in each phase. This decentralized process is largely led by the Dallas Fire-Rescue Department Recruiting Section except the establishment of a list of eligible candidates, which is prepared by the Civil Service Department.

Throughout the course of our audit, we noted operational and approach strengths of the talent acquisition process. Specifically, we observed that Dallas Fire-Rescue Department Recruiting Section is highly dedicated, knowledgeable, and extremely cooperative, particularly in the following areas:

- The overall candidate processing, vetting, and background investigation process is managed and performed primarily by a team of four Dallas Fire-Rescue Department Recruiting Section staff. These individuals are highly dedicated. While the staff are accomplishing much, their high performance conceals the need for more staff to assist in these functions as noted in Observation 5.
- The Dallas Fire-Rescue Department Recruiting Section demonstrates significant flexibility as they adjust to meet the ever-changing post-pandemic workforce talent acquisition challenges.

### GOVERNANCE AND STRATEGY

#### Observation 1

#### Recommendation 1

**Owners:** City Manager

**The City did not have a formal Diversity, Equity, and Inclusion plan with City-wide or Dallas Fire-Rescue Department specific talent acquisition diversity goals during the audit period.**

The City's Racial Equity Plan was not approved by Council until August 2022. This plan includes City-wide big audacious goals and department progress measures for the Dallas Fire-Rescue Department. Prior to the approval there were no City-wide diversity or equity goals or requirements to track talent acquisition diversity metrics. The City could not determine if equitable hiring opportunities were available without clearly defined goals and agreed-upon metrics to track progress toward those goals.

**Establish and report on key performance metrics to inform management of the progress towards meeting the City's Racial Equity Plan.**

Analyze metrics to identify new program or initiative impacts and inform operational changes. Continue and reinforce the culture of data-informed decision making, with the support of improvement technology implementation, across the Dallas Fire-Rescue Department.

## GOVERNANCE AND STRATEGY

### Observation 2

**Owners:** City Manager

**Neither the City nor the Dallas Fire-Rescue Department sufficiently review talent acquisition efforts to determine what has worked successfully and what should be discontinued.**

Similarly, the City does not review overall departmental recruiting and hiring efforts to track City-wide recruitment and hiring success. As the City lacks a common definition for a "Quality Hire," it does not have metrics established to track the successes and challenges to find quality candidates. This renders the Dallas Fire-Rescue Department and the City unable to correlate which talent acquisition strategies and programs are most successful.

### Recommendation 2

**Define what a "Quality Hire" is for each department and identify trackable metrics based on that definition.**

Frequently called the Golden Metric, a "Quality Hire" metric is more substantive than merely determining if an employee passed a probationary phase. While early retention can serve as one metric, transformative hiring happens when the evaluative process is expanded to include consideration of pre-hire offer conversion, employee performance reviews, etc. The Dallas Fire-Rescue Department as well as all other departments, should then utilize these metrics to track recruiting and hiring efforts for each talent acquisition cycle. This will allow the Dallas Fire-Rescue Department to identify and replicate successful talent acquisition programs.

### Observation 3

**Owners:** City Manager

**No one department is accountable for overall City talent acquisition processes.**

This decentralized oversight to talent acquisition places the responsibility for all post-Civil Service Test efforts with each department hiring manager. Cross-departmental hiring manager communication and coordination was not found. With no singular department accountable for ensuring the success of City-wide talent acquisition, or for providing support to departmental hiring staff, the Dallas Fire-Rescue Department is likely to repeat other departmental talent acquisition failures as opposed to replicating their successes.

### Recommendation 3

**Appoint a department to oversee and champion the City-wide talent acquisition strategy of City employees.**

This primary department should:

- 1) Ensure continuity in the hiring processes across departments.
- 2) Provide support and guidance for departmental hiring managers.
- 3) Ensure cross-departmental talent acquisition collaboration and "success sharing".

It is critical that this department excel in utilizing a consultative approach to leadership, working with departments to achieve success. The Dallas Fire-Rescue Department Recruiting Section shall remain responsible for the post-Civil Service Test talent acquisition efforts.

## TECHNOLOGY

### Observation 4

**Owners:** City Manager

**The City/Dallas Fire-Rescue Department staff involved in the talent acquisition of Dallas Fire-Rescue Department officer trainees use multiple inefficient and labor-intensive systems to track the hiring process which include paper and basic spreadsheets.**

There is no City-wide software system deployed that efficiently and effectively manages candidate tracking within the Dallas Fire-Rescue Department and between the Dallas Fire-Rescue Department and other departments that play a role in the talent acquisition process. This leads to burdensome and duplicative work processes dominating the talent acquisition cycle. Processes such as hand entering candidate data into the Dallas Fire-Rescue Department Excel tracking spreadsheet from a report that is produced from the Civil Service Department software system creates concerns such as:

- 1) Greatly increasing the chance for human error.
- 2) Slows the overall talent acquisition process.
- 3) Losing eligible candidates due to errors and speed while processing.

### Recommendation 4

**Allocate sufficient budget and resources to continue to fully implement one software platform that allows for more efficient workflow and meaningful interdepartmental communication throughout the hiring process.**

Involve the Dallas Fire-Rescue Department early in the process to validate business needs as public safety recruitment has additional requirements in comparison to non-public safety departments.

*While this report does not validate particular software vendors, we do encourage the City to continue their efforts to implement the WorkDay software, focusing on building the implementation to blend current City talent acquisition practices with modification to incorporate the recommendations in this report to improve talent acquisition practices.*

### Observation 5

**Owners:** City Manager

**Candidates are required to submit college transcripts multiple times throughout the hiring process.**

These include the Civil Service Department in the Application Phase, to the Dallas Fire-Rescue Department Recruiting Section in the Vetting Phase, and the Human Resources Department in the Hiring Phase. Limited interdepartmental communication and coordination between departments involved in talent acquisition, along with a failure to share documents electronically, places the burden on the candidate. These repeated candidate efforts increase the cost to apply to the City and may discourage candidates from pursuing employment with the City.

### Recommendation 5

**Modify internal processes and systems to allow for a single electronic submission of documents at the beginning of the process.**

Documents, including college transcripts, should be available to any department that should need them at a later point in the process.

## RESOURCES

### Observation 6

**Owners:** Dallas Fire-Rescue Department

**The Dallas Fire-Rescue Department Recruiting Section staffing level does not have capacity for modifying the talent acquisition cycle or implementing more resource heavy talent acquisition practices.**

The Dallas Fire-Rescue Department Recruiting Section is comprised of a four-person team, whose responsibilities have recently expanded by a new inter/intradepartmental agreement that governs the talent acquisition process and increases their talent acquisition responsibilities. While the team may be able to complete daily duties to meet the talent acquisition needs for a workforce over 2,000, they have no additional time available to implement new, proactive recruitment efforts or analyze processes for improvement needs. Current staffing levels in the Dallas Fire-Rescue Department Recruiting Section limit the ability to modify the talent acquisition cycle. Team personnel are needed to complete each phase before moving onto the next phase.

### Recommendation 6

**Benchmark the Dallas Fire-Rescue Department Recruiting Section staffing to identify sufficient resource levels to implement more process efficiency analysis and talent acquisition cycle modifications.**

Conduct a benchmark study to determine the optimal Dallas Fire-Rescue Department Recruiting Section staffing size. Benchmark with similarly sized organizations whose recruiting divisions perform similar functions. Equilibrate differences in organization size by calculating a hiring staff to candidates processed ratio. When benchmarking, identify gaps in existing talent acquisition phase needs. Consult with Dallas Fire-Rescue Department and the benchmark organizations to identify additional staffing resource needs to fulfill these gaps.

## POLICY AND PROCESS

### Observation 7

**Owners:** Dallas Fire-Rescue Department Recruiting Section

**The Dallas Fire-Rescue Department Recruiting Section did not collect or analyze data from recent talent acquisition cycles, limiting their ability to inform future process improvements.**

The recent changes in the Dallas Fire-Rescue Department talent acquisition procedures led to inconsistent candidate pool talent acquisition practices making accurate data analysis difficult. A recent example is the Candidate Interview Board member qualification changes, which modified the pool of Candidate Interview Board members. Additionally, the polygraph test is now conducted by department staff, a return to a prior practice due to concerns of the third-party

### Recommendation 7

**Track process change impacts on quantitative time-to-hire metrics in the future. Based on the analysis, identify process improvements to decrease talent acquisition times.**

Monitor time-to-hire metrics with each talent acquisition cycle, including percentage of candidates progressing through each talent acquisition phase to understand process change impacts on hiring times. Based on analysis, modify processes for future talent acquisition cycles.



## POLICY AND PROCESS

vendor's execution. Lastly, the order of talent acquisition phases has shifted over the past cycles. No data related to these individual changes was collected or evaluated to gain a greater understanding of the impact of each change to Dallas Fire-Rescue Department resources and Dallas Fire-Rescue Department talent acquisition goals.

### Observation 8

**Owners:** Dallas Fire-Rescue Department

#### **The Dallas Fire-Rescue Department talent acquisition cycle is based on a single, annual hiring batch cycle.**

The talent acquisition cycle starts at the beginning of a calendar year, culminating in successful candidates hired for summer, fall, or winter Dallas Fire-Rescue Officer Training Academy dates. The late winter candidate hires who are still available to accept a position with the Dallas Fire-Rescue Department are the lowest ranked candidates within the large annual batch. The annual talent acquisition cycle approach used by Dallas Fire-Rescue Department Recruiting Section results in extended hiring times for two-thirds of the selected candidates. Collectively, the extended hiring process and tiered Dallas Fire-Rescue Officer Training Academy enrollment increase the chances of losing candidates to other employment opportunities, a detrimental outcome for a department that is already experiencing an overall decrease in candidate interest.

### Recommendation 8

#### **Adopt a seasonal/cyclical batch hiring process.**

As opposed to the current Dallas Fire-Rescue Department singular annual hiring batch process, a seasonal batch process should be started three times a year, based on the three seasonal Dallas Fire-Rescue Officer Training Academy start dates. This will reduce the 'application to hire' time and ensure higher ranked candidates from each batch are hired.

To implement the transition, the Dallas Fire-Rescue Department should first complete Recommendation 6 to have sufficient staffing to concurrently run the six recruiting and hiring processes year-round.

## Candidate Sourcing Phase

### Overview

This phase includes marketing and advertising efforts which are followed by hands-on recruiting strategies to search for and gather candidates to fill both current and planned open positions.

- **Marketing and Advertising** – This step includes both short and long-range efforts that attract the largest talent pool for Dallas Fire-Rescue Department officer trainees. Regular review and analysis of the effectiveness of these efforts is not conducted due to staff resource constraints.
- **Department Recruiting** – The Dallas Fire-Rescue Department Recruiting Section utilizes a variety of methods to actively recruit interested individuals and convert them to interested candidates through job fairs, post-military service hiring events, etc. The Dallas Fire-Rescue Department Recruiting Section does not use online or out-of-state recruitment efforts.

Throughout the course of our audit, we noted certain strengths of the Candidate Sourcing Phase in the following areas:

- Recent City efforts to recruit new candidates through City-wide job fairs were conducted and reported to be successful.

## GOVERNANCE AND STRATEGY

### Observation 9

### Recommendation 9

**Owners:** City Manager

**The Dallas Fire-Rescue Department is responsible and accountable for their own marketing and recruiting efforts.**

While this approach is effective in achieving customized recruiting based on specific open positions, it leaves a particular gap in City-wide marketing. No singular department is responsible for these overall City-wide marketing efforts. Therefore, the City as an employer is department brand-specific rather than City-wide. The current ad-hoc marketing approach:

- 1) Creates duplicative departmental marketing and advertising costs and efforts for the Dallas Fire-Rescue Department.
- 2) Creates internal competition between the Dallas Fire-Rescue Department and other departments for quality employees in addition to external competition with other private and public sector agencies.

**Assign a single City department to oversee the marketing and advertising aimed at hiring quality public servants City-wide and increasing brand awareness as a quality employer.**

Targeted recruiting efforts would remain the responsibility of the Dallas Fire-Rescue Department Recruiting Section.

## GOVERNANCE AND STRATEGY

### Observation 10

### Recommendation 10

**Owners:** Dallas Fire-Rescue Department Recruiting Section

**The Dallas Fire-Rescue Department does not have a data driven candidate sourcing program that allows them to target recruitment efforts, nor analyze success rates.**

Historically, Dallas Fire-Rescue Department Officer positions were in great demand and minimal recruiting effort yielded a sufficient candidate pool. Changes in how current generations perceive working in municipal government, and in long-term single employer careers in general, have created an industry trend of reduced interest in public service. The pandemic also significantly shifted the candidate base for fire-rescue service careers given the clear inability to accommodate remote work. The Dallas Fire-Rescue Department Recruiting Section has not modified their candidate sourcing approach to accommodate the aforementioned cultural changes. Failing to implement a more sophisticated candidate sourcing program reduces the candidate pool and ultimately, the quality of Dallas Fire-Rescue Department officer trainee hires.

**Allocate additional resources to develop and execute a sophisticated, data driven candidate sourcing program.**

Nationwide challenges to hiring, and in public safety specifically, require a sophisticated and targeted data-driven candidate sourcing program to find candidates and broaden the candidate pool. Concerted effort should be given to utilizing Dallas Fire-Rescue Department Administrative Section data analysts to analyze Dallas Fire-Rescue Department sourcing data and metrics associated with past recruiting and marketing efforts to inform the use of future limited recruiting budget and staff resources. Conduct analysis of candidate sourcing efforts against results to further refine the future candidate sourcing efforts.

Additionally, utilizing publicly available data, the Dallas Fire-Rescue Department Recruiting Section can more effectively identify candidate sourcing target areas and associated marketing efforts.

## Application Phase

### Overview

The Civil Service Department performs, manages, and oversees this phase which includes the processing of candidate application responses to posted positions with the Dallas Fire-Rescue Department in a fair and equitable manner in accordance with the Dallas Civil Service Charter.

- **Application Submission** –The Civil Service Department accepts applications submitted by candidates with the requisite information needed to conduct an evaluation of their ability to meet posted job criteria. The timeframe from submission through screening varies due to changing hiring practices during the audit period.
- **Minimum Qualification Screening** – The Civil Service Department reviews candidate applications to determine if the candidate qualifications meet the minimum qualifications required of the position and specified in the job posting.

Noted operational and approach strengths for the application phase include recent changes to the Civil Service application process that reduced the duration a candidate has to wait before their application is eligible for processing as well as the significant volume of applications processed in an efficient manner each year.

### POLICY AND PROCESS

#### Observation 11

#### Recommendation 11

**Owners:** Civil Service Department

#### The Civil Service Department applies a 30-day candidate freeze for applications with error.

The reported purpose for this control is to allow for corrections to the application. However, it is understood that the candidate does not have access to the original form to correct the error. Instead, the candidate needs to resubmit a new application. As the candidate cannot have two active applications for the same position, this serves as a 30-day lockout for the talent acquisition cycle. This is counterproductive as the error correction process deters candidates, ultimately limiting the candidate pool for what may be a simple, unintentional application error.

#### Eliminate the candidate freeze rule.

Elimination of the rule will help ensure that application errors are more easily corrected with little candidate effort, allowing them to remain in the talent acquisition cycle should that error be corrected.

## POLICY AND PROCESS

### Observation 12

### Recommendation 12

**Owners:** City Manager

**The Civil Service Department is unable to produce a breakdown by demographic categories of total applications received and total applications meeting minimum qualifications requirements.**

The Civil Service Department is able to gather total applications through this phase with 71.7% of candidates meeting the minimum qualifications in Fiscal Year 20-21. Limited ability to produce the information is due to:

- 1) Demographic fields are optional for all applications.
- 2) Current system's limited ability to gather data.

**Set the ability to pull demographic information during this phase from the system as a business need for implementation of the Workday system.**

When planned candidate tracking functionality in the Workday Human Resources Information System is adopted, assess minimum qualification screening affected by demographic breakdown. Candidate demographic data will continue to be optional; analysis will not be available for the full candidate pool. If an effect is observed, use the Local and Regional Government Alliance on Race & Equity's Racial Equity Tool to work with the Dallas Fire-Rescue Department to confirm minimum qualifications relate to essential functions of job performance.

## Testing Phase

### Overview

This phase incorporates a written and physical test that are used to establish if the candidate possesses requisite abilities to successfully do the job.

- **Dallas Fire-Rescue Officer Trainee Civil Service Test** – The Civil Service Department conducts written exams to assess a candidate’s level of spelling, vocabulary, verbal, grammar, reading comprehension and basic math skill.
- **Candidate Physical Ability Test** – The Candidate Physical Ability Test is a nationally standardized fitness test by the International Association of Fire Chiefs, designed to assess a candidate's ability to carry out the physical tasks of a firefighter. The Candidate Physical Ability Test is proctored collaboratively by the Dallas Fire-Rescue Department and the Civil Service Department.

Recent changes to adapt the Dallas Fire-Rescue Officer Trainee Civil Service testing process to an online model are to be lauded. The ability to test online rather than in person, particularly mid-pandemic, has made the application process easier for candidates. The Candidate Physical Ability Test mentoring program provides candidates with an opportunity to prepare for the exam by gaining real world experience at the testing modules. Participation in the Candidate Physical Ability Test mentoring program results in a higher candidate passing rate. Additionally, the Candidate Physical Ability Test is conducted efficiently and effectively through collaboration with the Dallas Fire-Rescue Department and the Civil Service Department.

## POLICY AND PROCESS

Observation 13	Recommendation 13
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**Owners:** Civil Service Department

<p><b>The Civil Service Department cannot verify that the individual taking the online Dallas Fire-Rescue Officer Trainee Civil Service Test is the candidate.</b></p> <p>Online testing procedures/policy do not require validation or proctoring to verify tester identity. This lack of validation may result in false positive test results for candidates, as well as an increased workload for Dallas Fire-Rescue Department Recruiting Section who may review candidates for hire that do not pass the test.</p> <p>Technology does exist within online testing software applications to verify test taker identity through a variety of methods, though at an increased cost.</p>	<p><b>Ensure similar rules regarding test taker validation exist for online Civil Service Tests as they do for in-person.</b></p> <p>Online testing is encouraged as it removes accessibility hurdles and expands the eligible candidate pool. However, test taker identity needs to be verified to maintain the validity of the Dallas Fire-Rescue Officer Trainee Civil Service Test in the City hiring process. The Civil Service Department should identify and implement an expansion of the online testing platform to include this feature or adopt a new tool that provides this solution.</p> <p>Update the City’s Civilian Examination Process Orientation Manual - City of Dallas Civilian Test Tips document with testing instructions as needed when complete.</p>
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## Interview Phase

### Overview

This phase is centered on an in-person evaluation where candidates respond to a series of questions from which they are assessed for suitability to the position they are applying.

- **Candidate Interview Board** – Dallas Fire-Rescue Department staffed Interview Boards are charged with the responsibility of evaluating a candidate's potential to become a successful Dallas Fire-Rescue Department officer trainee. Candidate Interview Board members make their evaluation based on the candidate's behavior and responses during the interview, with a review of the candidate's writing sample as an additional factor. Candidate Interview Board members are selected based on experience and with the intent to have a diverse pool by race and gender. The Human Resources Department provides interview best practice training.
- **Candidate Ranking** – At the conclusion of the Candidate Interview Board, candidates are ranked by Candidate Interview Board members and the Dallas Fire-Rescue Department Recruiting Section based on their interview score.

The number of candidates moving through the Interview Phase creates a laborious logistics effort. 2,181 candidates were processed during the audit period. This effort is efficiently managed by the Dallas Fire-Rescue Department Recruiting Section and allows the talent acquisition process through the Interview Phase to be completed in a short period.

## POLICY AND PROCESS

### Observation 14

### Recommendation 14

**Owners:** Dallas Fire-Rescue Department Recruiting Section

**The in-person, Candidate Interview Board approach used by the Dallas Fire-Rescue Department Recruiting Section creates scheduling and training challenges for potential Candidate Interview Board members.**

Procedures require interviews to be conducted in-person, by an intentionally diverse, interview rating trained three-person panel to comprise the Candidate Interview Board. Inevitable last-minute scheduling conflicts lead to fill-in Candidate Interview Board members hastily assigned to meet diversity requirements. Further, these fill-in Candidate Interview Board members may not be as adequately trained, with regard to interview rating, as the other Candidate Interview Board members. Inconsistencies in building Candidate Interview Board panels increases the opportunity for candidate scoring imbalances, while reducing the equity and integrity of the hiring process.

**Revise interview procedures to replace the current in-person, Candidate Interview Board interview methodology with a recorded interview model.**

In this recorded interview model, a video-recorded candidate interview is conducted by a single highly trained Dallas Fire-Rescue Recruiting Section staff who understands the appropriate limits of follow-up questions. This change will eliminate scheduling conflicts by allowing a diverse group of Candidate Interview Board members to review and rate the interviews at a convenient time. Prior to rating, conduct meaningful training for Candidate Interview Board members that specifically addresses rating metrics, with clear examples of sample ratings.

## POLICY AND PROCESS

### Observation 15

### Recommendation 15

**Owners:** Dallas Fire-Rescue Department Human Resources Section

**The Dallas Fire-Rescue Department Human Resources Section Candidate Interview Board training prohibits Candidate Interview Board members from asking clarifying or follow-up questions of the candidates.**

**Clarify for the Dallas Fire-Rescue Department Human Resources Section and Candidate Interview Board interview requirements.**

While the Dallas Fire-Rescue Department Human Resources Section reports this is a City policy, a review of Human Resources Department policy and interview training directs that a similar set of questions be asked but does not restrict clarifying questions. Restricting any clarifying questions limits the value of the interview serving as an effective screening tool to learn about the candidate's suitability for the position. Restricting clarifying questions also fails to provide for an accurate candidate rating for candidates who have limited interview experience, a reserved communication style, or simply misheard a question. Such a candidate will likely receive a lower candidate rating regardless of their ability to perform the job functions of a Fire-Rescue Officer, reducing the effectiveness of the hiring process to obtain the best candidates for the position.

The Dallas Fire-Rescue Department Human Resources Section and Candidate Interview Board members should understand:

- 1) They must ask the same core set of questions of each candidate.
- 2) Follow-up questions may be asked but they should only be asked to clarify a candidate's answer to the core set of questions.
- 3) At no point can personal or discriminatory questions be asked.

Appropriate follow-up questions should be used to clarify the common set of questions asked of each candidate.

### Observation 16

### Recommendation 16

**Owners:** Dallas Fire-Rescue Department Human Resources Section

**Candidate rating is open to broad interpretation across Candidate Interview Board members. The interview rating table does not define criteria for each rating.**

**Ensure Candidate Interview Board member training is provided on the use of the candidate rating criteria.**

Candidate Interview Board member training on the candidate interview rating does not provide specific criteria for each rating level. Without a common understanding and agreement on rating, rater bias is harder to detect and skewed candidate ratings are more likely. Inconsistent rating evaluations can distort which candidates to select, while also impairing the objectivity of the hiring process overall.

This training should include clear definitions and examples of each rating level. Rate candidate interviews utilizing this standard rating criteria with associated rating definitions.



## POLICY AND PROCESS

### Observation 17

### Recommendation 17

**Owners:** Dallas Fire-Rescue Department Human Resources and Recruiting Sections

#### Candidates are ranked solely on the Candidate Interview Board ratings.

This candidate ranking determines when, or if, the candidate is formally offered a Dallas Fire-Rescue Department officer trainee position and Dallas Fire-Rescue Officer Training Academy start date. Only using the Candidate Interview Board rating does not consider other qualifications that might be an indicator of future success as a Dallas Fire-Rescue Department Officer such as the Candidate Physical Ability Test score, Dallas Fire-Rescue Officer Trainee Civil Service Test results, etc. This single point ranking system may leave higher quality candidates under-ranked and potentially not hired.

#### Revise the candidate ranking to consider factors other than the Candidate Interview Board rating.

Ranking a candidate should be comprehensively expanded to incorporate other factors such as the Candidate Physical Ability Test score and the Dallas Fire-Rescue Officer Trainee Civil Service Test results.

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## Vetting Phase

### Overview

Three batches of 55 candidates each are moved into the Vetting Phase roughly 2-3 months ahead of summer, fall, and winter Dallas Fire-Rescue Officer Training Academy classes. That starts the Vetting Phase which includes a variety of activities and tests/exams designed to fully understand a candidate's personal history and assess for suitability to the high standards expected of a Dallas Fire-Rescue Department Officer.

- **Background Investigation** – This stage incorporates an in-depth investigation conducted by the Dallas Fire-Rescue Department Recruiting Section. It is used to qualify the candidate through a review of candidate provided information which includes personal, financial, and criminal history, and associations that may cause a conflict of interest for a Dallas Fire-Rescue Officer.
- **Polygraph Test** – This test helps to determine the veracity of the candidate's provided information and background investigation results. A recent change has placed the responsibility for conducting the test with the Dallas Fire-Rescue Department investigators instead of a contracted third-party.
- **Medical Exam** – This contracted third-party examination is intended to determine if candidates are physically able to perform the job duties.

An operational strength for the Vetting Phase is the clear and consistent procedures the Dallas Fire-Rescue Department Recruiting Section has in place for candidate processing for the background checks and medical exams. Additionally, a recent switch to an in-house polygraph test will remove concerns related to the testing vendor expressed by the Dallas Fire-Rescue Department Recruiting Section.

No observations made for this phase.

## Hiring Phase

### Overview

This phase incorporates the activities necessary to offer, accept, and finalize the employment of qualified candidates.

- **Offer** – The Dallas Fire-Rescue Department Human Resources Section extends a job offer to selected candidates which includes a review of job duties and compensation.
- **Onboarding** – The Human Resources Department, Dallas Fire-Rescue Department Human Resources Section, and Dallas Fire-Rescue Department Recruiting Section coordinate efforts to ensure candidates who accepted a job offer have the necessary resources to begin work.
- **Orientation** – The Dallas Fire-Rescue Officer Training Academy staff conduct an orientation to familiarize the new hires with protocols, internal guidelines, and standard operating procedures, and to introduce them to the organization before beginning their formal training.

### POLICY AND PROCESS

#### Observation 18

#### Recommendation 18

**Owners:** Human Resources Department Total Rewards & Onboarding Division, Civil Service Department

**The Human Resources Department Total Rewards & Onboarding Division and Civil Service Department do not have a mechanism to follow-up with new-hires to solicit feedback on their recruitment and hiring experience.**

As such, the Human Resources Department Total Rewards & Onboarding Division and Civil Service Department do not have insight directly from new-hires to target process and candidate experience improvements. The Human Resources Director indicated an intent to develop and implement a survey during the upcoming fiscal year 23-24 for non-Civil Service positions. There are no plans to implement a survey for Civil Service Positions.

**Develop a 30, 60 and 90-day new-hire orientation guide. Create a new-hire feedback survey for both Civil Service and non-Civil Service positions to issue at the end of the 90 days to solicit feedback. Include an option for new-hires to speak directly with a Human Resources Department representative.**

Incorporate an aggregate review of feedback received to identify areas to improve new-hire employee experience. Provide feedback to the Dallas Fire-Rescue Department as needed and follow-up. Follow-up with all new-hires within two weeks of completing the feedback survey.

## Additional Areas for Improvement

Over the course of the audit, Baker Tilly noted additional areas for improvement for the Dallas Fire-Rescue Department officer trainee recruitment selection. These additional areas for improvement do not have benchmarks, defined expected performance, measurable outcomes, or standards criteria. A management response is not required. Additional areas for improvement are provided to further assist departments and the City as they continue to proactively improve talent acquisition efforts for better customer service, increased efficiency, and continued hiring of qualified and diverse candidates.

<b>Candidate Sourcing Phase</b>	<p><b>Pension Crisis Marketing</b> – The highly publicized pension crisis may be negatively impacting recruiting efforts and candidate interest. The City and Dallas Fire-Rescue Department may want to consider committing marketing resources to publicizing the efforts made to stabilize the pension.</p> <p><b>Internal Cross-Departmental Recruiting</b> – Career growth opportunities available within other City departments are not routinely communicated. An initiative promoting available career advancement opportunities, across all City departments, could benefit the City by developing and retaining quality City employees.</p>
<b>Application Phase</b>	<p><b>Screening Previous Employees</b> – Hiring managers and background investigators do not have immediate access to prior employee work history documentation. Previous employees who are not eligible for rehire should be screened out by the Civil Service Department.</p>
<b>Vetting Phase</b>	<p><b>Outdated Hiring Restrictions</b> - While a comprehensive background check is critical to the Dallas Fire-Rescue Department's ability to mitigate exposure to liability and reputational harm, certain low-risk components of that review create unnecessary challenges for the Dallas Fire-Rescue Department Recruiting Section.</p> <p><b>Early Voluntary Termination</b> - Commonly, Dallas Fire-Rescue Department officer trainees voluntarily terminate employment prior to station assignment due to fears or an inability to pass required training at either the Dallas Fire-Rescue Officer Training Academy or paramedic school. In both situations, candidate vetting efforts were unable to detect these outcomes. To avoid wasting limited Dallas Fire-Rescue Officer Training Academy spots, and inevitably lost candidate processing time, the Dallas Fire-Rescue Department should consider implementing new vetting activities that will allow the Dallas Fire-Rescue Recruiting Section to address these candidate issues prior to offer.</p>
<b>Overall Recruiting and Hiring Process</b>	<p><b>Candidate Communication</b> - With several departments involved throughout the recruiting and hiring process (Civil Service Department, Human Resources Department, Dallas Fire-Rescue Recruiting Section, and Dallas Fire-Rescue Human Resources Section), identifying a point of contact to address candidate issues can be challenging for potential City employees. The City should consider designating a single point of contact for candidate inquiries.</p>

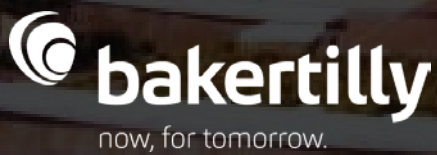
## Appendix A: Additional Resources

Additional resources are provided below to assist the Dallas Fire-Rescue Department implement the recommendations.

Recommendation	Resource
1	Melaku, Tesdale and Winkler, Christoph. "Are Your Organization's DEI Efforts Superficial or Structural." Harvard Business Review, June 29, 2022. <a href="https://hbr.org/2022/06/are-your-organizations-dei-efforts-superficial-or-structural">https://hbr.org/2022/06/are-your-organizations-dei-efforts-superficial-or-structural</a> .
2	Mauer, R. "How to Measure Quality of Hire: The Holy Grail of Recruiting." Society for Human Resources Management, November 15, 2016. <a href="https://www.shrm.org/resourcesandtools/hr-topics/talent-acquisition/pages/how-to-measure-quality-of-hire.aspx">https://www.shrm.org/resourcesandtools/hr-topics/talent-acquisition/pages/how-to-measure-quality-of-hire.aspx</a> .
12	Lippay, Amy and Murphy, Kory. "Minimum Qualifications: Best Practices in Recruitment and Selection Advancing Racial Equity in Multnomah County." Local and Regional Government Alliance on Race and Equity, June 8, 2015.
14	U.S. Equal Employment Opportunity Commission's Employment Tests and Selection Procedures. U.S. Equal Opportunity Commission, 2023.

## Audit of the Dallas Police Department Uniform Personnel Recruitment and Selection

Baker Tilly report begins on the following page.



## City of Dallas

Office of the City Auditor

*Audit of Dallas Police Department*

*Uniform Personnel Recruitment*

*and Candidate Selection*

February 16, 2024

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# Executive Summary

## Scope and Purpose of the Audit

The purpose of this audit was to:

- 1) Determine if candidate sourcing strategies and community outreach are effective.
- 2) Determine if candidate sourcing strategies align with department diversity strategy.
- 3) Determine if candidate selection process reflects best practices and promotes a quality hire.

The scope of this audit included a review of recruitment and selection activities from the annual recruitment cycles in Fiscal Year 20-21 and Fiscal Year 21-22.

## Background

The Dallas Police Department is the second largest police department in the State of Texas and the 8th largest police department in the country. Comprised of over 3,600 sworn police officers and over 550 civilian members, the Dallas Police Department provides police services to over 1.3 million residents.

The Dallas Police Department recruits and hires for sworn police officers year-round and tracks the cycle effectiveness throughout the following six hiring phases. Unless otherwise noted, the Dallas Police Department Personnel Division independently leads and executes the phase.

- 1) **Candidate Sourcing Phase:** Targeted marketing and advertising efforts utilizing modern online and in-person recruitment practices for local, regional, and out-of-state recruitment.
- 2) **Application Phase:** Applications are primarily submitted via online tools allowing timely candidate processing and screening. For candidates without sufficient technology, accommodation is provided to access and complete applications within the Civil Service Department.
- 3) **Testing Phase:** Candidates are further screened through written and physical tests which are used to determine if the candidate possesses requisite abilities to be a Dallas Police Department sworn police officer.
- 4) **Interviewing Phase:** This phase provides in-person evaluations where candidates respond to a series of questions from which they will be assessed for suitability to perform the functions of a sworn police officer.
- 5) **Vetting Phase:** This phase encompasses a variety of activities and exams designed to fully understand a candidate's personal history and assess for suitability to the high standards expected of a sworn police officer.
- 6) **Hiring Phase:** This conclusionary phase incorporates the activities necessary to offer, accept, and finalize the employment of qualified candidates.

The Dallas Police Department provided data for the Fiscal Year 20-21 audit period with passing rates for each of the key stages in the hiring process. Sworn Police Officer Candidate Civil Service testing data was not available for Fiscal Year 20-21. Fiscal Year 21-22 data was not available at the time of the data request due to the timing of the analysis. This data was reviewed to provide a greater understanding of each stage. It should be noted that to increase overall hiring process efficiency, the Dallas Police Department processes candidates through phases concurrently.



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## Strengths

The Dallas Police Department Personnel Division effectively demonstrates strategies employed for recruiting and hiring a diverse workforce that reflects the community it serves. The Dallas Police Department does this with expanded marketing to utilize social media, combined with intentional messaging and efforts to meet the department's goal to increase the number of female and minority candidates. The Dallas Police Department demonstrates controls that are in place, such as standardized interview questions, throughout each phase of their recruitment and hiring processes. These controls facilitate a fair and equitable process for the recruitment and hiring of sworn police officer trainees. Considerable effort is put forth to establish a modern, nimble recruiting system that has effectively adjusted to the challenges of both a pandemic and post-pandemic era. These efforts result in the Dallas Police Department regularly hiring dedicated sworn police officer trainees who are committing themselves to a life of public service to the residents of the City. The Dallas Police Department should be proud of the talent acquisition success achieved in this environment where private and public sector alike are challenged to hire staff.

## Recommendation Summary

Baker Tilly performed an audit of the Dallas Police Department talent acquisition processes and controls through review of policy and procedure documentation, metrics review, and walkthroughs with key process owners. The "Audit Results" section of this report shows the detailed observations and recommendations based on our review. The following highlights the high priority recommendations.

- Appoint a singular department to oversee and bear responsibility for the overall talent acquisition of City employees.
- Allocate sufficient budget and resources to continue to fully implement one software platform that allows for more efficient workflow and meaningful interdepartmental communication throughout the talent acquisition process.
- Set the ability to pull demographic information during the application phase from the system as a business need for implementation of the Workday system. This should be available to enable the ability to assess minimum qualification screening affects by demographic breakdown.
- Reassess continuing agreements with the polygraph testing vendor.



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# Introduction

<b>Objective</b>	<p>The purpose of this audit was to:</p> <ol style="list-style-type: none"> <li>1) Determine if candidate sourcing strategies and community outreach are effective.</li> <li>2) Determine if candidate sourcing strategies align with department diversity strategy.</li> <li>3) Determine if candidate selection process reflects best practices and promotes a quality hire.</li> </ol>
<b>Background</b>	<p>The Dallas Police Department is the second largest police department in the State of Texas and the 8th largest police department in the country. Comprised of over 3,600 sworn police officers and over 550 civilian members, the Dallas Police Department provides police services to over 1.3 million residents.</p> <p>From Fiscal Year 18-19 to Fiscal Year 20-21, the Dallas Police Department saw the number of police applications decrease from 7,346 to 2,995. The Department responded with new recruiting strategies for Fiscal Year 21-22 including candidate data directed recruiting, diversity-focused hiring, increasing military/veteran recruiting efforts, strengthening community-driven opportunities, restructuring, and revising recruiting policies.</p>
<b>Scope</b>	<p>The scope of this audit included a review of talent acquisition activities from the annual recruitment cycles in Fiscal Year 20-21 and Fiscal Year 21-22. Historical data through Fiscal Year 17-18 was included where applicable to identify relative trends for the audit period.</p>
<b>Methodology</b>	<p>The audit methodology included: (1) conducting interviews with Dallas Police Department, Human Resources Department, and Civil Service Department personnel, City Council members, and Deputy City Managers; (2) reviewing policies and procedures, relevant City Council Resolutions, and City Administrative Directives; (3) examining high-level processes to identify areas of risk/process improvement; (4) analyzing candidate talent acquisition data to evaluate outreach effectiveness and sourcing alignment with diversity strategy; (5) inventorying and evaluating selection practices in context of best practices; and (6) identifying opportunities to enhance risk management and improve policies and practices related to talent acquisition of Dallas Police Department sworn police officers.</p>
<b>Compliance Statement</b>	<p>This audit activity was conducted from February 2022 to January 2023 in accordance with generally accepted government auditing standards, except for the requirement of an external peer review. Those standards require that we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our observations and recommendations based on our audit objectives. We believe that the evidence obtained provides a reasonable basis for our observations and recommendations based on audit objectives.</p>

**Baker Tilly greatly appreciates the support of the Civil Service Department, Dallas Police Department, and Human Resources Department among others in conducting this audit activity.**

***Thank you!***

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# Talent Acquisition Background

The City of Dallas (the “City”) and Dallas Police Department talent acquisition process for entry level sworn police officer trainee positions encompasses six phases with multiple steps in each phase. This decentralized process is largely led by the Dallas Police Department Personnel Division except the list of eligible candidates, which is prepared by the Civil Service Department. The six phases are defined as:

## Candidate Sourcing Phase

This phase includes advance marketing and broad advertising efforts which are followed by targeted, hands-on recruiting strategies to search for and gather candidates to fill both current and planned open positions.

- **Marketing and Advertising** – This step includes both short and long-range efforts to attract the largest talent pool for sworn police officers. Regular review and analysis of the effectiveness of these efforts are conducted.
- **Department Recruiting** – The Dallas Police Department Personnel Division utilizes a variety of methods such as in-state and out-of-state job fairs, post-military service hiring events, targeted social media campaigns etc. to actively recruit local, regional, and out-of-state individuals and convert them to interested candidates.

## Application Phase

This phase includes the processing of candidate application responses to posted positions with the Dallas Police Department in a fair and equitable manner in accordance with the Dallas Civil Service Charter.

- **Application Submission** – The Civil Service Department accepts applications submitted by candidates with the requisite information needed to conduct an evaluation of their ability to meet posted job criteria.
- **Minimum Qualification Screening** – Candidate applications are reviewed by the Civil Service Department to determine if the candidate qualifications meet the minimum qualifications required of the position and specified in the job posting.

## Testing Phase

The testing phase incorporates written and physical tests which are used to establish if the candidate possesses requisite abilities to successfully do the job.

- **Sworn Police Officer Candidate Civil Service Test** – The Civil Service Department conducts written exams to assess a candidate’s level of spelling, vocabulary, verbal, grammar, reading comprehension, and basic math skill.
- **Physical Readiness Test** – This standardized Physical Readiness Test is designed to assess a candidate's ability to carry out the physical tasks of a sworn police officer.

## Interviewing Phase

The interview phase is centered on an in-person evaluation where candidates respond to a series of questions from which they will be assessed for suitability to the position they are applying.

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- **Candidate Interview Board** – Interview Boards are charged with the responsibility of evaluating a candidate's potential to become a successful sworn police officer. The Board, staffed by Dallas Police Department sworn police officers, makes its evaluation based on the candidate's behavior during the interview with a review of the candidate's writing sample as an additional factor.

### Vetting Phase

This phase includes a variety of activities and exams designed to fully understand a candidate's personal history and assess for suitability to the high standards expected of a sworn police officer.

- **Background Investigation** – This stage incorporates an in-depth investigation conducted by Dallas Police Department investigators which is used to qualify or disqualify the candidate through a review of the candidate's provided information which includes personal, financial, and criminal history, and any associations that may cause a conflict of interest with a role in law enforcement.
- **Polygraph Test** – This test, performed by a contracted vendor, helps to determine the veracity of the candidate's provided information and background investigation results.
- **Psychological Exam** – This exam is conducted by Dallas Police Department staff psychologists and evaluates the candidate to assess their ability to cope with, and respond appropriately to, the emotional requirements of being a sworn police officer.
- **Medical Exam** – This contracted third-party exam is intended to determine if candidates are physically able to perform the job duties.

### Hiring Phase

This phase incorporates the activities necessary to offer, accept, and finalize the employment of qualified candidates.

- **Offer** – The Dallas Police Department Personnel Division extends an offer to selected candidates which includes a review of the position job duties and compensation.
- **Onboarding** – The Human Resources Department and the Dallas Police Department coordinate efforts to ensure that candidates who accept a job offer have the necessary resources to begin work.
- **Orientation** – The Dallas Police Department conducts an orientation to familiarize the new-hires with protocols, internal guidelines, and standard operating procedures, and introduces them to the organization before they begin their formal training period.

## Overall Recruiting and Hiring Process Timeline

The Dallas Police Department's hiring process is based on a continual hiring cycle that allows a candidate to enter the process at any time of the year and quickly move through the process. The Dallas Police Department (DPD) aims to complete the candidate processing, from application to hiring, in 92 days. The individual steps with targeted completion times are noted below.

Step Description	Stage Owner	DPD Targeted # of Days to Completion	Baker-Tilly Data Review Average
1 <b>Marketing</b> – Year-Round	DPD Personnel Division	-	-
2 <b>Recruiting</b> – Year-Round	DPD Personnel Division	-	-
3 <b>Application Opening</b> – Year-Round	Civil Service Department	-	-
4 <b>Application Submission</b> – Minimum Qualification Screening	Civil Service Department	7	7
5 <b>Initial Testing</b> – Civil Service Test	Civil Service Department	7	8
6 <b>Initial Testing</b> – Preliminary Interview Form Submission	DPD Personnel Division	1	1
7 <b>Initial Testing</b> – Physical Readiness Test (weekly)	DPD Personnel Division	1	1
8 <b>Vetting</b> – Pre-polygraph Form/Documents Submission	DPD Personnel Division	1	1
9 <b>Vetting</b> – Polygraph Test	3 <sup>rd</sup> Party Vendor	1	1
10 <b>Vetting</b> – Post-polygraph Test	DPD Personnel Division	1	1
11 <b>Application Interview Board</b> (Every other Saturday)	DPD sworn police officers	7	7
12 <b>Vetting</b> – Background	DPD Personnel Division	30	* 45
<b>Vetting</b> – Candidate Scheduling/Travel Time			**31
13 <b>Vetting</b> – Medical Exam	3 <sup>rd</sup> Party Vendor	1	1
14 <b>Vetting</b> – Psychological Test	DPD Psychologists	1	1
15 <b>Vetting</b> – Fingerprints/Drug Screen	DPD Personnel Division	1	n/a
16 <b>Formal Offer</b> (Sent from DPD Deputy Chief)	DPD Personnel Division	3	n/a
17 <b>Orientation/Onboarding</b> (Hired the Monday of the Academy Start Pay Period)	Dallas HR/ DPD Personnel Division	30	n/a
<b>Typical Calendar Days - Application to Hire:</b>		<b>92</b>	<b>105</b>
<b>DPD Hiring Cycle – Average Months-Application to Hire:</b>		<b>3.1</b>	<b>3.5</b>

A Baker Tilly review of available data confirmed the hiring steps are typically completed on target with two notable exceptions, both in the Vetting Phase.

**\*Vetting – Background:** Background investigations are typically completed within the 45-day period allotted. However, that target completion time was recently reduced from 45 days to 30 days at the order



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of the Police Chief to reduce processing time. This recent change will presumably reduce the overall processing time.

**\*\*Vetting – Candidate Scheduling/Travel Time:** Baker Tilly’s data review identified that the Vetting - Medical phase had an average of 32 days to completion. Upon confirmation with the Dallas Police Department, we identified that this included an average of 31 days for in-state and out-of-town candidate scheduling and travel and one day for the Vetting-Medical procedure. The Dallas Police Department does not include candidate scheduling time in their metrics tracking.

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## Audit Results

This section summarizes the results of our audit. The results are organized by sequential recruitment phase with observations categorized according to their relevance in each of the following areas:

- **Governance and Strategy** – the framework through which the City and Dallas Police Department operate, where objectives are set, and the means of attaining those objectives are established and monitored. Ethics, risk management, compliance and administration are all elements of governance.
- **Policy and Process** – The creation, implementation, and maintenance of adopted principles and actions used to achieve organizational objectives.
- **Diversity, Equity, and Inclusion** – Three elements of social reform in the workplace that aim to create a workforce where all are welcome and supported.
- **Technology** – The systems, applications, and tools in the workplace that enhance service provision, reduce waste, and increase productivity.
- **Resources** – Components an organization needs to do business, including staff, workspace, equipment, or capital.

Please note that each talent acquisition phase does not have an observation that pertains to each of the observation categories.



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## Overall Talent Acquisition Process

### Overview

The City and Dallas Police Department talent acquisition process for sworn police officer trainee positions encompasses six phases with multiple steps in each phase. This decentralized process is largely led by the Dallas Police Department Personnel Division except the establishment of a list of eligible candidates, which is prepared by the Civil Service Department.

Throughout the course of our audit, we noted operational and approach strengths of the talent acquisition process. Specifically, we observed that the Dallas Police Department Personnel Division is dedicated, knowledgeable, and extremely cooperative particularly in the following areas:

- The Dallas Police Department Personnel Division monitors talent acquisition diversity related metrics and uses the data to improve initiatives. These metrics were proactively established prior to and independent of the City's Racial Equity Plan adoption. Goals were set independent of any requirements by the City. Progress toward annual goals guide the Dallas Police Department recruiting resource allocation such as *Increasing the Number of Hispanic Female Sworn Police Officer Candidates*.
- To offset the ever-increasing challenges to hire sworn police officers, a variety of meaningful efforts are made at both the City and Dallas Police Department to recruit candidates, such as City-wide job fairs and out-of-state recruitment. These efforts, when combined with personal candidate interactions, ensure a smaller yet sufficient number of candidates arrive to, and remain in, the recruiting process.
- The Dallas Police Department Personnel Division has consistent and well tested processes in place to manage application processing and background investigations. These processes could be enhanced through the expanded use and implementation of a singular City-wide human capital management software system, a plan for which already exists.
- The overall candidate processing, vetting, and background investigation process is well resourced throughout. This group collectively produces comprehensive analyses of candidates, which leads to ensuring quality hires throughout the Dallas Police Department.

## GOVERNANCE AND STRATEGY

### Observation 1

**Owners:** City Manager

**The City did not have a formal Diversity, Equity, and Inclusion plan with City-wide or Dallas Police Department specific talent acquisition diversity goals in place during the audit period.**

The City's Racial Equity Plan was not approved by Council until August 2022. This plan includes City-wide big audacious goals and department progress measures for the Dallas Police Department. Prior to the approval there were no City-wide diversity or equity goals or requirements to track talent acquisition diversity metrics. The City could not determine if equitable hiring opportunities were available without clearly defined goals and agreed-upon metrics to track progress toward those goals.

### Recommendation 1

**Establish and report on key performance metrics to inform management of the progress towards meeting the City's Racial Equity Plan.**

Analyze metrics to identify new program or initiative impacts and inform operational changes. Continue and reinforce the culture of data-informed decision making, with the support of improvement technology implementation, across the Dallas Police Department.

### Observation 2

**Owners:** City Manager

**The City does not review overall departmental talent acquisition efforts to determine what has worked successfully and what should be discontinued.**

Dallas Police Department extensively reviews recruiting and hiring efforts to determine what has worked successfully and what should not be continued. As the City is lacking a common definition for a "Quality Hire", it does not have metrics established to track the initiative impacts of finding said "Quality Hires." This renders the City unable to correlate which talent acquisition strategies and programs are best suited to achieve future goals and targets, and the Dallas Police Department unable to ensure their departmental efforts are aligned with the City goals.

### Recommendation 2

**Define what a "Quality Hire" is for each department and identify trackable metrics based on that definition.**

Frequently called the Golden Metric, a "Quality Hire" metric is more substantive than merely determining if an employee passed a probationary phase. While early retention can serve as one metric, transformative hiring happens when the evaluative process is expanded to include consideration of pre-hire offer conversion, employee performance reviews, etc. The Dallas Police Department as well as all other departments, should then utilize these metrics to track recruiting and hiring efforts for each recruitment cycle. This will allow the Dallas Police Department to identify and replicate successful talent acquisition programs.

## GOVERNANCE AND STRATEGY

### Observation 3

**Owners:** City Manager

**No one department is accountable for overall City talent acquisition processes.**

This decentralized oversight to talent acquisition places the responsibility for all post-Civil Service Test efforts with each department hiring manager. Cross-departmental hiring manager communication and coordination was not found. With no singular department accountable to ensure the success of City-wide talent acquisition, or for providing support to departmental recruiting staff, the Dallas Police Department is likely to repeat other departmental talent acquisition failures as opposed to replicating their successes.

### Recommendation 3

**Appoint a department to oversee and champion the City-wide talent acquisition strategy of City employees.**

This primary department should:

- 1) Ensure continuity in the talent acquisition processes across departments.
- 2) Provide support and guidance for departmental hiring managers.
- 3) Ensure cross-departmental talent acquisition collaboration and "success sharing".

It is critical that this department excel in utilizing a consultative approach to leadership, working with departments to achieve success. The Dallas Police Department Personnel Division shall remain responsible for the post-Civil Service Test talent acquisition efforts.

## TECHNOLOGY

### Observation 4

**Owners:** City Manager

**The City/Dallas Police Department staff involved in the talent acquisition of sworn police officer trainees use multiple inefficient and labor-intensive systems to track the talent acquisition process which include paper and basic spreadsheets.**

There is no City-wide software system deployed that efficiently and effectively manages candidate tracking within the Dallas Police Department and between the Dallas Police Department and other departments that play a role in the talent acquisition process. This leads to burdensome and duplicative work processes dominating the talent acquisition cycle. Processes such as hand entering candidate data into the Dallas Police Department Excel tracking spreadsheet from a report that is produced from the Civil Service Department software system creates concerns such as:

- 1) Greatly increasing the chance for human error.

### Recommendation 4

**Allocate sufficient budget and resources to continue to fully implement one software platform that allows for more efficient workflow and meaningful interdepartmental communication throughout the hiring process.**

Involve the Dallas Police Department early in the process to validate business needs as public safety recruitment has additional requirements in comparison to non-public safety departments.

*While this report does not validate particular software vendors, we do encourage the City to continue their efforts to implement the WorkDay software, focusing on building the implementation to blend current City talent acquisition practices with modification to incorporate the recommendations in this report to improve talent acquisition practices.*

## TECHNOLOGY

- 2) Slows the overall talent acquisition process.
- 3) Losing eligible candidates due to errors and speed while processing.

### Observation 5

### Recommendation 5

**Owners:** City Manager

#### **Candidates are required to submit college transcripts multiple times throughout the hiring process.**

These include the Civil Service Department in the Application Phase, the Dallas Police Department Personnel Division in the Vetting Phase, and the Human Resources Department in the Hiring Phase. Limited interdepartmental communication and coordination between departments involved in talent acquisition, along with a failure to share documents electronically, places the burden on the candidate. These repeated candidate efforts increase the cost to apply to the City and may discourage candidates from pursuing employment with the City.

#### **Modify internal processes and systems to allow for a single electronic submission of documents at the beginning of the process.**

Documents, including college transcripts, should be available to any department that should need them at a later point in the process.

## Candidate Sourcing Phase

### Overview

This phase includes advance marketing and broad advertising efforts which are followed by targeted, hands-on recruiting strategies to search for and gather candidates to fill both current and planned open positions.

- **Marketing and Advertising** – This step includes both short-range efforts conducted by the Dallas Police Department Personnel Division, such as social media campaigns, and long-range efforts such as high school and college presentation to encourage careers in law enforcement. These efforts are designed to attract the largest talent pool for sworn police officers. Regular review and analysis is conducted by the Dallas Police Department Personnel Division to ensure effectiveness and continuity with departmental goals.
- **Department Recruiting** – The Dallas Police Department Personnel Division utilizes a variety of methods such as in-state and out-of-state job fairs, post-military service hiring events, and targeted social media campaigns through Facebook and Instagram etc. to actively recruit interested individuals and convert them to interested candidates locally, regionally, and out-of-state. These technology efforts, combined with intentional messaging and efforts, were clearly linked to department-wide efforts, such as the goal to increase the number of female and minority candidates. Certain additional support for broad-based recruiting efforts is provided by the Civil Service Department via City-wide job fairs. Unified efforts such as joint job-fairs are typically an effective use of time as they serve as a force multiplier for City-wide departmental hiring.

Throughout the course of our audit, we noted certain strengths of the candidate sourcing phase in the following areas:

- A variety of efforts are made, at the City and Dallas Police Department level, to recruit candidates, such as City-wide job fairs and out-of-state recruitment. These efforts are proving fruitful, particularly efforts that are paired with highly targeted recruitment efforts.
- The Dallas Police Department is leaning heavily into advanced efforts such as geo-fencing social media ads to target new geographic areas and underrepresented groups, in lieu of less successful, though traditional efforts such as highway billboard campaigns.
- Past effort data analysis has helped target the Dallas Police Department Personnel Division to actively recruit in the areas that yields the most candidates during Fiscal Year 19-20 and Fiscal Year 20-21, targeting states such as, Texas, New York, Illinois, California, Louisiana, and Florida.

## GOVERNANCE AND STRATEGY

### Observation 6

**Owners:** City Manager

**Dallas Police Department is responsible for its own marketing and recruiting efforts.**

While this approach is effective in achieving customized recruiting based on specific open positions, it leaves a particular gap in City-wide marketing. No singular department is responsible

### Recommendation 6

**Assign a single City department to oversee the marketing and advertising aimed at hiring quality public servants City-wide and increasing brand awareness as a quality employer.**

**GOVERNANCE AND STRATEGY**

for these overall City-wide marketing efforts. Therefore, the City as an employer is department brand-specific rather than City-wide. The current ad-hoc marketing approach:

- 1) Creates duplicative departmental marketing and advertising costs and efforts for the Dallas Police Department.
- 2) Creates internal competition between the Dallas Police Department and other departments for quality employees in addition to external competition with other private and public sector agencies.

Targeted recruiting efforts would remain the responsibility of the Dallas Police Department Personnel Division.

## Application Phase

### Overview

The Civil Service Department performs, manages, and oversees this phase which includes the processing of candidate application responses to posted positions with the Dallas Police Department in a fair and equitable manner in accordance with the Dallas Civil Service Charter.

- **Candidate Submission** – The Civil Service Department accepts applications submitted by candidates with the requisite information needed to conduct an evaluation of their ability to meet posted job criteria.
- **Minimum Qualification Screening** – The Civil Service Department reviews candidate applications to determine if the candidate qualifications meet the minimum qualifications required of the position and specified in the job posting.

Noted operational and approach strengths for the Application Phase include recent changes to the Civil Service Department process that reduced the duration a candidate had to wait before their application was eligible for processing. Additionally, both the Civil Service Department and the Dallas Police Department Personnel Division are reviewing for minimum qualifications which ensures a thorough vetting of candidates, though perhaps redundant effort.

### POLICY AND PROCESS

#### Observation 7

**Owners:** Civil Service Department

#### The Civil Service Department applies a 30-day candidate freeze for applications with errors.

The reported purpose for this control is to allow for corrections to the application. However, it is understood that the candidate does not have access to the original form to correct the error. Instead, the candidate needs to resubmit a new application. As the candidate cannot have two active applications for the same position, this serves as a 30-day lockout for the talent acquisition cycle. This is counterproductive as the burdensome error correction process deters candidates, ultimately limiting the candidate pool for what may be a simple, unintentional application error.

#### Recommendation 7

#### Eliminate the candidate freeze rule.

Elimination of the rule will help ensure that application errors are more easily corrected with little candidate effort, allowing them to remain in the talent acquisition cycle should that error be corrected.

## POLICY AND PROCESS

### Observation 8

**Owners:** Civil Service Department, Dallas Police Department Personnel Division

**Limited interdepartmental communication and cooperation between the Civil Service Department human resources analysts and the Dallas Police Department Personnel Division leads to duplicate candidate screening efforts.**

This lack of effective communication leads to a general lack of understanding what the minimum qualification screening entails. The Dallas Police Department Personnel Division advised of incidents where candidates passed the initial Sworn Police Officer Candidate Civil Service minimum qualification screening and are later identified by the Dallas Police Department Personnel Division as not meeting Texas state minimum qualifications. However, it should be noted that these incidents are commonly related to candidates providing inaccurate answers in the initial screening.

Additionally, aspects of the automated screening process conducted by the application review software are too strict. Candidates who do not utilize specific minimum qualification wording (i.e.: "Customer Service") but clearly express that prior experience (i.e.: "Provided support to clients") may be incorrectly deemed unqualified.

This combination of minimum qualification screening shortfalls results in ineligible candidates included in the eligible candidate pool which requires duplicative departmental efforts to review both qualified and unqualified candidates.

### Recommendation 8

**Increase communication between the Civil Service Department and the Dallas Police Department Personnel Division to review, identify, and implement more effective minimum qualification screening processes.**

The minimum qualification screening should include any and all State mandated minimum qualifications for the position to reduce duplicate screening.

### Observation 9

**Owners:** City Manager

**The Civil Service Department is unable to produce a breakdown by demographic categories of total applications received and total applications meeting minimum qualifications requirements.**

The Civil Service Department is able to gather total applications through this phase with 62.6% of candidates meeting the minimum qualifications in Fiscal Year 20-21. Limited ability to produce the information is due to:

### Recommendation 9

**Set the ability to gather demographic information during this phase from the system as a business need for implementation of the Workday system.**

When planned candidate tracking functionality in the Workday Human Resources Information System is adopted, assess minimum qualification screening affected by demographic breakdown. Candidate demographic data will continue to be optional; analysis will not be available for the full candidate pool. If an effect is observed, use the





**POLICY AND PROCESS**

- 1) Demographic fields are optional for all applications.
- 2) Current system's limited ability to gather data.

Local and Regional Government Alliance on Race & Equity's Racial Equity Tool to work with the Dallas Police Department to confirm minimum qualifications relate to essential functions of job performance.

## Testing and Interview Phase

### Overview

The Testing and Interview Phase incorporates a written and physical test that are used to help determine if the candidate possesses requisite abilities to successfully do the job. There are three distinct activities that involve a variety of staff throughout the City. The Sworn Police Officer Candidate Civil Service Test, which is managed by the Civil Service Department, is conducted remotely. Once passed, the Dallas Police Department Personnel Division facilitate the nationally recognized Physical Readiness Test. The final activity brings the candidate before a Candidate Interview Board. The Dallas Police Department Personnel Division and the Civil Service Department effectively manage the processing to move candidates through this phase quickly.

- **Sworn Police Officer Candidate Civil Service Test** – The Civil Service Department conducts written examinations to assess candidate’s spelling, vocabulary, verbal, grammar, reading comprehension and basic math skill.
- **Physical Readiness Test** – This industry standard Physical Readiness Test is designed to assess a candidate's ability to carry out the physical tasks of a sworn police officer.

The interview phase is centered on an in-person evaluation where candidates respond to a series of questions from which they will be assessed for suitability to the position they are applying.

- **Candidate Interview Board** – Candidate Interview Boards are charged with the responsibility of evaluating a candidate's potential to become a successful sworn police officer. The Candidate Interview Board is selected by the Dallas Police Department Personnel Division which is tasked with ensuring the panel is comprised of a diverse group of current Dallas Police Department employees in good standing. Candidate Interview Board members receive interview training. The Candidate Interview Board makes evaluations based on the candidate's responses during the interview, with a review of the candidate's writing sample as an additional factor.

Recent change to adapt the Civil Service testing process to an online model are to be lauded. The ability to test online rather than in person, particularly mid-pandemic, made the application process easier for candidates and streamlined the testing process.

### POLICY AND PROCESS

#### Observation 10

**Owners:** Civil Service Department

**The Civil Service Department cannot verify that the individual taking the online Sworn Police Officer Candidate Civil Service Test is the candidate.**

Online testing procedures/policy do not require validation or proctoring to verify tester identity. This lack of validation may result in false positive test results for candidates, as well as an increased workload for the Dallas Police Department Personnel Division which may review candidates for hire that do not pass the test.

#### Recommendation 10

**Ensure similar rules regarding test taker validation exist for online Civil Service Tests as they do for in-person.**

Online testing is encouraged as it removes accessibility hurdles and expands the eligible candidate pool. However, test taker identity needs to be verified to maintain the validity of the Sworn Police Officer Candidate Civil Service Test in the City hiring process. The Civil Service Department should identify and implement an expansion of the online testing platform to include this feature or adopt a new tool that provides this solution.



Technology does exist within online testing software applications to verify test taker identity through a variety of methods, though at an increased cost.

Update the City's Civilian Examination Process Orientation Manual - City of Dallas Civilian Test Tips document with testing instructions as needed when complete.

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## Vetting Phase

### Overview

This phase includes a variety of activities and exams designed to fully understand a candidate's personal history and assess for suitability to the high standards expected of a sworn police officer. By design, this is the lengthiest process for any agency and the Dallas Police Department's Vetting Phase is no exception, comprising 1/3 of the overall time. During this phase, the Dallas Police Department Personnel Division coordinates a series of exams and tests that are conducted by vendor partners and in-house staff.

- **Background Investigation** – This stage incorporates an in-depth investigation conducted by specialized Dallas Police Department Personnel Division investigators to qualify or disqualify the candidate. Upon completing a review of candidate provided personal, financial, and criminal history information, investigators make a determination of candidate suitability for a role in law enforcement. This stage requires a significant amount of clerical processes drafting, mailing, and tracking letters sent to prior employers, educational facilities, and other background related requests. These steps are owned by the investigators with limited clerical or system support.
- **Polygraph Test** – This test, performed by a contracted vendor, helps to determine the veracity of the candidate's provided information and background investigation results. The results of the test are reviewed by the Dallas Police Department Personnel Division upon completion.
- **Psychological Exam** – This exam is conducted by Dallas Police Department staff psychologists and evaluates the candidate to assess their ability to cope with, and respond appropriately to, the emotional requirements of being a sworn police officer. The results of the examination are reviewed by the Dallas Police Department Personnel Division upon completion.
- **Medical Exam** – This exam, performed by a contracted vendor, is intended to determine if candidates are physically able to perform the job duties. The results of the exam are reviewed by the Dallas Police Department Personnel Division upon completion.

Vetting is the most complicated stage in the process. Operational strengths for the Vetting Phase were identified as:

- Dallas Police Department Personnel Division has consistent processes in place for application processing and background checks, ensuring unqualified candidates are removed from the hiring process.
- The Dallas Police Department staff psychologists are an asset to the Dallas Police Department raising the level of quality screenings given their intimate knowledge of the Dallas Police Department culture and ability to understand a candidate's ability to succeed within that culture.
- The conducting of thorough background investigations reduces the risk of internal investigations/negative incidents within the Dallas Police Department. While the background investigation had a low 46% average passing rate over the previous five years encompassing Fiscal Year 15-16 to Fiscal Year 19-20, the passing rate for Fiscal Year 20-21 was increased to 64.4%.

## RESOURCES

### Observation 11

**Owners:** Dallas Police Department Personnel Division

**The background investigation phase for the Dallas Police Department is extremely labor intensive and time consuming with numerous manual processes throughout.**

Examples include manual letter creation, addressing, and stuffing, verification of phone numbers, and manual tracking of letters sent and received. These laborious tasks are largely performed by the background investigators, with limited support from staff or available systems. This puts a significant amount of time-consuming clerical tasks onto the sworn background investigators. This can result in lost candidates due to the elongated timeline to hire. This activity comprises the majority of the recruitment time. As such, increased efficiencies during this stage will have the largest impact to reduce time-to-hire times.

### Recommendation 11

**Review the background investigation procedures with an eye toward reducing the basic tasks that consume background investigator's time and delay the hiring process.**

Identify and develop alternative methods to accomplish these tasks by:

- 1) Considering third party support for certain aspects of the background process such as employment verification.
- 2) Expand the use of software to speed the talent acquisition process. Utilizing Workday throughout the talent acquisition process will expedite the investigation, for instance, by auto-populating application information into prior employer communication letters.
- 3) Increase reliance on clerical support to manage simple tasks like creating, sending, and tracking letters.

### Observation 12

**Owners:** Dallas Police Department

**Dallas Police Department psychologists do not have dedicated space nor technology with modern computer-based testing and Wi-Fi connectivity needed to provide the most expedient psychological testing.**

The lack of dedicated testing space presents an inconvenient logistical hurdle that inefficiently uses limited staff time. Staff utilize the Scantron system for testing as opposed to a web-based platform. Limited resources of time, space, and staff reduce testing efficiency and slow the psychological testing process.

### Recommendation 12

**Provide dedicated space and a modern web-based testing platform to improve the psychological testing process.**

Additional resources applied here will accelerate the hiring process and create a smoother candidate testing process.

## POLICY AND PROCESS

### Observation 13

### Recommendations 13

**Owners:** Dallas Police Department Personnel Division

**Intensive investigation of candidates throughout the background phase is time consuming and results in a low 5-year average passing rate of 46%.**

With unlimited resources, all background investigation efforts can be deemed worthy. However, standards that are passable by less than half of candidates who successfully passed the Sworn Police Officer Candidate Civil Service Test, Physical Readiness Test, and Candidate Interview Board may be too restrictive. An evaluation that reviews the efficacy, value, and impact of each investigative effort, such as the number of prior employers contacted and from how many years back, will identify potentially unimpactful expenditures of limited resources and time. During the audit period, the Dallas Police Department conducted no such evaluations. It is critical to balance the desire to prevent future employee liability issues with the responsible expenditure of critical resources to examine reasonable standards. Lack of reviewing the efficacy of each background investigation step complicates the determination of process validity. The current inefficient process may result in an already limited pool of hireable candidates choosing other employment with a quicker start date.

**Conduct an analysis to determine the efficacy and timing of each component of the background investigation process.**

The purpose of this analysis is to achieve a more efficient background investigation process in a manner that does not allow unqualified individuals to be hired. Modify the process and reduce the time to completion by:

- 1) Eliminating steps that go unnecessarily/unproductively beyond state mandated requirements.
- 2) Streamlining time consuming information gathering processes.
- 3) Conducting investigations concurrently with other steps where possible.

It cannot be understated that reducing the breadth or depth of the investigation should be balanced against the possibility of hiring unqualified individuals.

## POLICY AND PROCESS

### Observation 14

### Recommendation 14

**Owners:** Dallas Police Department Personnel Division

**The Dallas Police Department expressed concerns with the polygraph test vendor process.**

After an inconclusive or failed test, secondary testing can be conducted by the same vendor, potentially resulting in additional costs to the City. No policy exists that clearly redirects secondary tests to a different vendor to control for financial incentives upon initial failure. Failing to create a clear policy ensuring impartial polygraph tests may lead to invalidated testing.

**Establish a polygraph test policy applicable to the Dallas Police Department.**

This policy should at minimum:

- 1) Ensure independent secondary testing procedures should an initial test be deemed inconclusive or failed.
- 2) Establish a process with a clearly defined polygraph test appeal process.

All concerns of the vendor testing process should be immediately addressed with the polygraph vendor based on a well-documented and data-driven quality assurance process.

### Observation 15

### Recommendation 15

**Owners:** Dallas Police Department Personnel Division

**Dallas Police Department medical exams for candidates conducted by the current vendor have inconsistent results.**

Dallas Police Department staff psychologists indicated candidates have successfully passed through the medical exam despite previously determined to be 100% disabled by the military. Candidates that should be eliminated due to disability are moving forward in the process, resulting in an unnecessary psychological exam. Additionally, the disability identification during the psychology exam creates confusion for the candidate when they thought they were cleared during the medical exam.

**Review the current vendor effectiveness and adherence to U.S. Equal Employment Opportunity Commission Employment Tests and Selection Procedures related to medical exams.**

The Dallas Fire-Rescue Department expressed satisfaction with their vendor during the concurrently conducted Audit of Dallas Fire-Rescue Department Uniform Personnel Recruitment and Selection. Collaborate with the Dallas Fire-Rescue Department to determine if partnering will capitalize on scale to reduce costs while also increasing the quality and consistency of medical exam.

## Hiring and Orientation Phase

### Overview

This phase incorporates the activities necessary to offer, accept, and finalize the employment of qualified candidates.

- **Offer** – Candidate offers are prepared by the Dallas Police Department Personnel Division, with the approval of the Human Resources Department should a salary deviation be required. Selected candidates are extended a job offer from the Dallas Police Department which includes a review of the position job duties and compensation.
- **Onboarding** – Human Resources Department and the Dallas Police Department Personnel Division coordinate efforts to ensure that candidates who accept a job offer have the necessary resources to begin work quickly upon offer acceptance, in some cases as little as one week.
- **Orientation** – The Dallas Police Department Personnel Division coordinates and conducts new-hire sworn police officer trainee orientations to familiarize the new-hires with protocols, internal guidelines, and standard operating procedures, and to introduce them to the organization before they begin their formal training period. The orientation session lasts on average one week, as candidates are formally hired the Monday prior to the pay period in which the police academy training class begins.

Operational strengths for the hiring phase were identified as:

- Orientation process ensures rapid hiring of staff with no delays, while affording the candidate, and their families, an opportunity to become familiar with the Dallas Police Department career and training process before them.

### POLICY AND PROCESS

#### Observation 16

**Owners:** Human Resources Department Total Rewards & Onboarding Division, Civil Service Department

**The Human Resources Department Total Rewards & Onboarding Division and Civil Service Department do not have a mechanism to follow-up with new-hires to solicit feedback on their recruitment and hiring experience.**

As such, the Human Resources Department Total Rewards & Onboarding Division and Civil Service Department do not have insight directly from new-hires to target process and candidate experience improvements. The Human Resources Director indicated an intent to develop and implement a survey during the upcoming Fiscal Year 23-24 for non-Civil Service positions. There are no plans to implement a survey for Civil Service Positions.

#### Recommendation 16

**Develop a 30, 60 and 90-day new-hire orientation guide. Create a new-hire feedback survey for both Civil Service and non-Civil Service positions to issue at the end of the 90 days to solicit feedback. Include an option for new-hires to speak directly with a Human Resources Department representative.**

Incorporate an aggregate review of feedback received to identify areas to improve new-hire employee experience. Provide feedback to the Dallas Police Department as needed and follow-up. Follow-up with all new-hires within two weeks of completing the feedback survey.



## Additional Areas for Improvement

Over the course of the audit, Baker Tilly noted additional areas for improvement for Dallas Police Department uniform personnel recruitment selection. These additional areas for improvement do not have benchmarks, defined expected performance, measurable outcomes, or standards criteria. A management response is not required. Additional areas for improvement are provided to further assist departments and the City as they continue to proactively improve talent acquisition efforts for better customer service, increased efficiency, and continued hiring of qualified and diverse candidates.

<p><b>Candidate Sourcing Phase</b></p>	<p><b>Pension Crisis Marketing</b> – The highly publicized pension crisis may be negatively impacting recruiting efforts and candidate interest. The City and the Dallas Police Department may want to consider committing marketing resources to publicizing the efforts made to stabilize the pension.</p> <p><b>Internal Cross-Departmental Recruiting</b> – Career growth opportunities available within other City departments are not routinely communicated. An initiative promoting available career advancement opportunities, across all City departments, could benefit the City by developing and retaining quality City employees.</p>
<p><b>Application Phase</b></p>	<p><b>Screening Previous Employees</b> – Hiring managers and background investigators do not have immediate access to prior employee work history documentation due to employee confidentiality. Previous employees who are not eligible for rehire should be screened out by the Civil Service Department.</p>
<p><b>Interview Phase</b></p>	<p><b>Video Recorded Interviews</b> – Interview video recording platforms help eliminate scheduling conflicts for interview panels by recording then distributing candidate responses to view at the convenience of interview panel members. The Dallas Police Department may consider using the platform to expedite the Interview Phase.</p>
<p><b>Overall Recruiting and Hiring Process</b></p>	<p><b>Candidate Communication</b> - With several departments involved throughout the recruiting and hiring process (Civil Service Department, Human Resources Department, and the Dallas Police Department Personnel Division), identifying a point of contact to address candidate issues can be challenging for candidates. The City should consider designating a single point of contact for candidate inquiries.</p>

# Appendices

## Appendix A: Additional Resources

Additional resources are provided below to assist the Dallas Police Department implement the recommendations.

Recommendation	Resource
1	Melaku, Tesdale and Winkler, Christoph. "Are Your Organization's DEI Efforts Superficial or Structural." Harvard Business Review, June 29, 2022. <a href="https://hbr.org/2022/06/are-your-organizations-dei-efforts-superficial-or-structural">https://hbr.org/2022/06/are-your-organizations-dei-efforts-superficial-or-structural</a> .
2	Mauer, R. "How to Measure Quality of Hire: The Holy Grail of Recruiting." Society for Human Resources Management, November 15, 2016. <a href="https://www.shrm.org/resourcesandtools/hr-topics/talent-acquisition/pages/how-to-measure-quality-of-hire.aspx">https://www.shrm.org/resourcesandtools/hr-topics/talent-acquisition/pages/how-to-measure-quality-of-hire.aspx</a> .
9	Lippay, Amy and Murphy, Kory. "Minimum Qualifications: Best Practices in Recruitment and Selection Advancing Racial Equity in Multnomah County." Local and Regional Government Alliance on Race and Equity, June 8, 2015. <a href="https://www.racialequityalliance.org/2015/06/08/minimum-qualifications/">https://www.racialequityalliance.org/2015/06/08/minimum-qualifications/</a> .
11, 17	U.S. Equal Employment Opportunity Commission's Employment Tests and Selection Procedures. U.S. Equal Opportunity Commission, 2023. <a href="https://www.eeoc.gov/laws/guidance/employment-tests-and-selection-procedures">https://www.eeoc.gov/laws/guidance/employment-tests-and-selection-procedures</a> .
12	Roman, Ivonne. "Women in Policing." Police Chief Online, April 22, 2020. International Association of Chiefs of Police, 2023. <a href="https://www.policechiefmagazine.org/women-in-policing/">https://www.policechiefmagazine.org/women-in-policing/</a> .
15	Linos, Elizabeth and Riesch, Nefara. "Thick Red Tape and the Thin Blue Line: A Field Study on Reducing Administrative Burden in Police Recruitment." Goldman School of Public Policy, University of Berkeley, June 2019. <a href="https://gspp.berkeley.edu/assets/uploads/research/pdf/RnR_FinalSubmission%20for%20ResearchGate.pdf">https://gspp.berkeley.edu/assets/uploads/research/pdf/RnR_FinalSubmission for ResearchGate.pdf</a>

## Appendix B: Management's Response

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Response Letter from Management  
(page 87)

Recommendations to the:



City Manager (page 89)



Director of Human Resources  
Department  
(page 95)



Director and Board Secretary, Civil  
Service Department (page 104)



Chief of Dallas Fire-Rescue  
Department  
(page 110)



Chief of the Dallas Police  
Department (page 118)

## Memorandum



**DATE:** February 14, 2024  
**TO:** Mark S. Swann – City Auditor  
**SUBJECT:** Response to Audits of Talent Acquisition

This letter acknowledges the City Manager's Office received the *Audits of Talent Acquisition* and submitted responses to the recommendations in consultation with the Department of Human Resources, Civil Service, Dallas Fire-Rescue, and the Dallas Police Department.

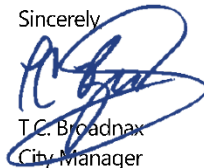
Management recognizes the last several years have been challenging for employers regarding talent acquisition. Despite these challenges, we are pleased that the audit concludes that the City generally met the objectives of the audit, including:

- The talent acquisition process is efficient;
- Candidate sourcing strategies and community outreach are effective;
- The candidate selection process reflects best practices and promotes quality hire; and
- Candidate sourcing strategies are aligned with the City's diversity strategy.

We appreciate the thoughtful recommendations in this audit as we seek to improve our talent acquisition processes further.

Management will accept the risk associated with the recommendation to replace the current in-person Candidate Interview Board interview with a recorded interview model. Currently, recorded interviews are not standard industry practice; the Dallas Fire-Rescue Department is researching the process's efficacy and the feasibility of its implementation. In the meantime, the Dallas Fire-Rescue Department is revising its application process to include a Situational Judgement Test to supplement the Candidate Interview Board interview.

Sincerely



T.C. Broadnax  
City Manager

Response to Audits of Talent Acquisition

February 14, 2024

Page 2 of 2

C: Genesis D. Gavino, Chief of Staff  
Jack Ireland, Chief Financial Officer  
Kimberly Bizzor Tolbert, Deputy City Manager  
Jon Fortune, Deputy City Manager  
Nina Arias, Director, Department of Human Resources  
Jarred Davis, Director, Civil Service  
Dominique Artis, Fire Chief, Dallas Fire-Rescue Department  
Eddie Garcia, Chief of Police, Dallas Police Department

### Recommendations to the City Manager:

Recommendation Type <sup>1</sup>	Assessed Risk Rating	Recommendations	Concurrence and Action Plans	Implementation Date	Follow-Up/ Maturity Date
<b>High Risk, City Manager</b>					
<p><b>Common Recommendation:</b></p> <p><i><b>Talent Acquisition</b></i> Recommendation 1</p> <p><i><b>Dallas Fire-Rescue Department Uniform Personnel Recruitment and Selection</b></i> Recommendation 1</p> <p><i><b>Dallas Police Department Uniform Personnel Recruitment and Selection</b></i> Recommendation 1</p>	<b>High</b>	<p>We recommend the <b>City Manager:</b></p> <p><b>01:</b> Establish and report on key performance metrics to inform management of the progress towards meeting the City's Racial Equity Plan.</p>	<p><b>Agree</b></p> <p>The City Manager will oversee the establishment and reporting of key performance metrics to inform management of the progress towards meeting the City's Racial Equity Plan.</p>	<p>3/31/2025</p>	<p>9/30/2025</p>

<sup>1</sup> *Common recommendations* are those that are common among multiple reports and assigned to the same department or executive, whereas *individual recommendations* may be: 1) found in only one of the Baker Tilly reports; or, 2) duplicated in other reports, but assigned to a different department or executive.

Recommendation Type	Assessed Risk Rating	Recommendations	Concurrence and Action Plans	Implementation Date	Follow-Up/ Maturity Date
<b>Moderate Risk, City Manager</b>					
<p><b>Common Recommendation:</b></p> <p><i>Talent Acquisition</i> Recommendation 2</p> <p><i>Dallas Fire-Rescue Department</i> <i>Uniform Personnel Recruitment and Selection</i> Recommendation 2</p> <p><i>Dallas Police Department</i> <i>Uniform Personnel Recruitment and Selection</i> Recommendation 2</p>	<b>Moderate</b>	<b>We recommend the City Manager:</b>			
		<p><b>02:</b> Define what a "Quality Hire" is for each department and identify trackable metrics based on that definition.</p>	<p><b>Agree</b></p> <p>The City Manager will oversee defining what a "Quality Hire" is for each department and identifying trackable metrics based on that definition.</p>	<p>6/30/2025</p>	<p>12/31/2025</p>

Recommendation Type	Assessed Risk Rating	Recommendations	Concurrence and Action Plans	Implementation Date	Follow-Up/ Maturity Date
<p><b>Common Recommendation</b></p> <p><i>Talent Acquisition</i> Recommendation 3</p> <p><i>Dallas Fire-Rescue Department Uniform Personnel Recruitment and Selection</i> Recommendation 3</p> <p><i>Dallas Police Department Uniform Personnel Recruitment and Selection</i> Recommendation 3</p>	<p><b>Moderate</b></p>	<p>We recommend the <b>City Manager:</b></p> <p><b>03:</b> Appoint a department to oversee and champion the City-wide talent acquisition strategy of City employees.</p>	<p><b>Agree</b></p> <p>The City Manager will appoint a department to oversee and champion the City-wide talent acquisition strategy of City employees.</p>	<p>3/31/2025</p>	<p>9/30/2025</p>



Recommendation Type	Assessed Risk Rating	Recommendations	Concurrence and Action Plans	Implementation Date	Follow-Up/ Maturity Date
<p><b>Common Recommendation:</b></p> <p><i><b>Talent Acquisition</b></i> Recommendation 5</p> <p><i><b>Dallas Fire-Rescue Department Uniform Personnel Recruitment and Selection</b></i> Recommendation 4 Recommendation 5 Recommendation 12</p> <p><i><b>Dallas Police Department Uniform Personnel Recruitment and Selection</b></i> Recommendation 4 Recommendation 5 Recommendation 9</p>	<p><b>Moderate</b></p>	<p>We recommend the <b>City Manager:</b></p> <p><b>04:</b> Allocate sufficient budget and resources to continue to fully implement one software platform that allows for more efficient workflow, single electronic submission of application and hiring documents, reporting on application demographic information and meaningful interdepartmental communication throughout the hiring process.</p>	<p><b>Agree</b></p> <p>The City Manager will allocate sufficient budget and resources to continue fully implementing one software platform that allows for more efficient workflow and meaningful interdepartmental communication throughout the hiring process.</p>	<p>3/31/2026</p>	<p>9/30/2026</p>

Recommendation Type	Assessed Risk Rating	Recommendations	Concurrence and Action Plans	Implementation Date	Follow-Up/ Maturity Date
<p><b>Common Recommendation:</b></p> <p><i><b>Talent Acquisition</b></i> Recommendation 6</p> <p><i><b>Dallas Fire-Rescue Department Uniform Personnel Recruitment and Selection</b></i> Recommendation 9</p> <p><i><b>Dallas Police Department Uniform Personnel Recruitment and Selection</b></i> Recommendation 6</p>	<p><b>Moderate</b></p>	<p>We recommend the <b>City Manager:</b></p> <p><b>05:</b> Assign a single City department to oversee the marketing and advertising aimed at hiring quality public servants City-wide and increasing brand awareness as a quality employer.</p>	<p><b>Agree</b></p> <p>The City Manager will assign a single City department to oversee the marketing and advertising aimed at hiring quality public servants City-wide and increasing brand awareness as a quality employer.</p>	<p>3/31/2025</p>	<p>9/30/2025</p>

Recommendation Type	Assessed Risk Rating	Recommendations	Concurrence and Action Plans		Implementation Date	Follow-Up/ Maturity Date
<b>Individual Recommendation:</b>  <b>Talent Acquisition</b> Recommendation 4	<b>Moderate</b>	We recommend the <b>City Manager:</b>				
		<b>06:</b> Develop a strategic workforce plan to proactively identify future hiring needs at the position and skills level to maintain business continuity needs.	<b>Agree</b>	The City Manager's Office will oversee the development of a strategic workforce plan to proactively identify future hiring needs at the position and skills level to maintain business continuity needs.	6/30/2025	12/31/2025

### Recommendations to the Director of Human Resources Department

Recommendation Type	Assessed Risk Rating	Recommendations	Concurrence and Action Plans	Implementation Date	Follow-Up/ Maturity Date
<b>Low Risk, Director of Human Resources Department</b>					
<p><b>Common Recommendation:</b></p> <p><i><b>Talent Acquisition</b></i> Recommendation 17</p> <p><i><b>Dallas Fire-Rescue Department Uniform Personnel Recruitment and Selection</b></i> Recommendation 18</p> <p><i><b>Dallas Police Department Uniform Personnel Recruitment and Selection</b></i> Recommendation 16</p>	<b>Low</b>	<b>We recommend the Director of the Human Resources Department:</b>			
		<p><b>07:</b> Develop a 30, 60 and 90-day new-hire orientation guide. Create a new-hire feedback survey for both Civil Service and non-Civil Service positions to issue at the end of the 90 days to solicit feedback. Include an option for new hires to speak directly with a Human Resources Department representative.</p>	<p><b>Agree</b></p> <p>The Human Resources department will develop a 30, 60, and 90-day new-hire orientation guide. Create a new-hire feedback survey for both Civil Service and non-Civil Service positions to issue at the end of the 90 days to solicit feedback and include an invitation for new hires to speak directly with a department leader or a Human Resources Department representative about their experience at the City.</p>	3/31/2025	9/30/2025

Recommendation Type	Assessed Risk Rating	Recommendations	Concurrence and Action Plans	Implementation Date	Follow-Up/ Maturity Date
<p><b>Individual Recommendation:</b></p> <p><i>Talent Acquisition</i> Recommendation 7</p>	<p><b>Low</b></p>	<p>We recommend the <b>Director of the Human Resources Department:</b></p>			
		<p><b>08:</b> Review the approval level requirements by grade level to standardize and reduce approval level requirements across positions.</p>	<p><b>Agree</b></p> <p>The Human Resources department will review the number of levels required in the position approval workflows established by department leaders to identify opportunities for increased efficiencies and for reducing the number of approval levels required.</p>	<p>3/31/2025</p>	<p>9/30/2025</p>

Recommendation Type	Assessed Risk Rating	Recommendations	Concurrence and Action Plans	Implementation Date	Follow-Up/ Maturity Date
<p><b>Individual Recommendation:</b></p> <p><i>Talent Acquisition</i> Recommendation 8</p>	<p><b>Low</b></p>	<p>We recommend the <b>Director of the Human Resources Department:</b></p>			
		<p><b>09:</b> Coordinate with the Civil Service Department to identify potential non-civil service positions which are critical to the City operations to implement targeted recruitment outreach.</p>	<p><b>Agree</b></p> <p>The Human Resources department presently uses several methods for targeted recruitment of key roles, including social media, direct outreach on LinkedIn, engaging with third-party recruiters, and participating in job fairs and community events.</p> <p>With the implementation of the Succession Planning module of Workday, the HR department will work with department leaders to identify critical roles and coordinate targeted recruitment efforts for these positions with the Civil Service department.</p>	<p>3/31/2026</p>	<p>9/30/2026</p>

Recommendation Type	Assessed Risk Rating	Recommendations	Concurrence and Action Plans	Implementation Date	Follow-Up/ Maturity Date
<p><b>Individual Recommendation:</b></p> <p><i>Talent Acquisition</i> Recommendation 9</p>	<p><b>Low</b></p>	<p>We recommend the <b>Director of the Human Resources Department:</b></p> <p><b>10:</b> Incorporate pulling a report of all position requisitions on a weekly basis into the Human Resources Partner requisition approval process to identify outstanding approvals. If possible, set the report to note variances from the prior week for the Human Resources Partner to quickly identify new requisitions or approval changes.</p>	<p><b>Agree</b></p> <p>To improve workflow efficiency, the HR department will compile a weekly report on pending position requisitions. This report will track the progress of workflows from the hiring manager's requisition and departmental approvals to completion, identifying any delays or pending approvals within the process. The data will be displayed on a centralized dashboard for department leaders' oversight.</p>	<p>6/30/2025</p>	<p>12/31/2025</p>

Recommendation Type	Assessed Risk Rating	Recommendations	Concurrence and Action Plans	Implementation Date	Follow-Up/ Maturity Date
<p><b>Individual Recommendation:</b></p> <p><b>Talent Acquisition</b> Recommendation 13</p>	<p><b>Low</b></p>	<p>We recommend the <b>Director of the Human Resources Department:</b></p> <p><b>11:</b> Review how "exceptional hire" requests are approved by the Human Resources Department Total Rewards &amp; Onboarding Division and implement a more expedient process.</p>	<p><b>Agree</b></p> <p>The Human Resources department will review how "exceptional hire" requests are approved by the Human Resources Department Total Rewards Unit and implement a more expedient process.</p>	<p>6/30/2025</p>	<p>12/31/2025</p>



Recommendation Type	Assessed Risk Rating	Recommendations	Concurrence and Action Plans	Implementation Date	Follow-Up/ Maturity Date
<p><b>Individual Recommendation:</b></p> <p><i>Talent Acquisition</i> Recommendation 14</p>	<p><b>Low</b></p>	<p>We recommend the <b>Director of the Human Resources Department:</b></p> <p><b>12:</b> Assess the viability of implementing a contingent hire offer based upon successful completion of all vetting requirements within a set-time frame after the start date.</p>	<p><b>Agree</b></p> <p>The HR Department currently issues contingent offer letters to all applicants, complying with legal restrictions that prevent us from conducting background checks before extending an offer. Historically, applicants are not allowed to start work until their background checks are complete, especially for DOT drivers due to their extensively regulated vetting requirements. This practice is rooted in our commitment to maintaining public trust and avoiding legal and operational complications arising from offer rescissions.</p> <p>We acknowledge the audit's recommendation to permit applicants to commence work before receiving background</p>	<p>3/31/2025</p>	<p>9/30/2025</p>

Recommendation Type	Assessed Risk Rating	Recommendations	Concurrence and Action Plans	Implementation Date	Follow-Up/ Maturity Date
			<p>check results. We will consult legal counsel to thoroughly assess the potential risks of departing from the standard practice. We will also evaluate the benefits of a less conservative approach to expedite the City's hiring process and present options for consideration by the CMO.</p>		

Recommendation Type	Assessed Risk Rating	Recommendations	Concurrence and Action Plans	Implementation Date	Follow-Up/ Maturity Date
<p><b>Individual Recommendation:</b></p> <p><b>Talent Acquisition Recommendation 15</b></p>	<p><b>Low</b></p>	<p>We recommend the <b>Director of the Human Resources Department:</b></p> <p><b>13:</b> Develop an onboarding process that balances the expediency of establishing a start date for newly hired employees with providing the Human Resources Department Total Rewards &amp; Onboard Division and Information and Technology Services Department sufficient time to gather start date resources.</p>	<p><b>Agree</b></p> <p>The Human Resources department will review the onboarding process to identify opportunities to better balance the expediency of establishing a start date for newly hired employees with providing the Human Resources Department Onboard Unit and Information and Technology Services Department sufficient time to gather start date resources.</p>	<p>3/31/2026</p>	<p>9/30/2026</p>

Recommendation Type	Assessed Risk Rating	Recommendations	Concurrence and Action Plans	Implementation Date	Follow-Up/ Maturity Date
<p><b>Individual Recommendation:</b></p> <p><b>Talent Acquisition Recommendation 16</b></p>	<p><b>Low</b></p>	<p>We recommend the <b>Director of the Human Resources Department:</b></p> <p><b>14:</b> Develop a structured report-to-work process for temporary, contractor and contingent employees in collaboration between the Human Resources Department Total Rewards &amp; Onboarding Division and Information and Technology Services Department.</p>	<p><b>Agree</b></p> <p>The Human Resources department will develop a structured report-to-work process for temporary, contractor, and contingent employees in collaboration with the Information and Technology Services Department.</p>	<p>3/31/2026</p>	<p>9/30/2026</p>

### Recommendations to the Director and Board Secretary, Civil Service Department

Recommendation Type	Assessed Risk Rating	Recommendations	Concurrence and Action Plans	Implementation Date	Follow-Up/ Maturity Date
<b>Moderate Risk, Director and Board Secretary, Civil Service Department</b>					
<p><b>Common Recommendation:</b></p> <p><i><b>Talent Acquisition</b></i> Recommendation 11</p> <p><i><b>Dallas Fire-Rescue Department Uniform Personnel Recruitment and Selection</b></i> Recommendation 11</p> <p><i><b>Dallas Police Department Uniform Personnel Recruitment and Selection</b></i> Recommendation 7</p>	<b>Moderate</b>	<b>We recommend the Director and Board Secretary, Civil Service Department:</b>			
		<p><b>15:</b> Eliminate the candidate freeze rule.</p>	<b>Agree</b>	<p>The Civil Service department will eliminate the candidate freeze rule.</p>	<p>3/31/2025</p> <p>9/30/2025</p>

Recommendation Type	Assessed Risk Rating	Recommendations	Concurrence and Action Plans	Implementation Date	Follow-Up/ Maturity Date
<p><b>Common Recommendation</b></p> <p><i>Talent Acquisition</i> Recommendation 12</p> <p><i>Dallas Fire-Rescue Department Uniform Personnel Recruitment and Selection</i> Recommendation 13</p> <p><i>Dallas Police Department Uniform Personnel Recruitment and Selection</i> Recommendation 10</p>	<p><b>Moderate</b></p>	<p>We recommend the <b>Director and Board Secretary, Civil Service Department:</b></p> <p><b>16:</b> Ensure similar rules regarding test taker validation exist for online Civil Service tests as they do for in-person.</p>	<p><b>Agree</b></p> <p>The Civil Service department will ensure similar rules regarding test taker validation exist for online Civil Service tests as they do for in-person.</p>	<p>6/30/2025</p>	<p>12/31/2025</p>

Recommendation Type	Assessed Risk Rating	Recommendations	Concurrence and Action Plans	Implementation Date	Follow-Up/ Maturity Date
<b>Low Risk, Director and Board Secretary, Civil Service Department</b>					
<p><b>Common Recommendation</b></p> <p><i><b>Talent Acquisition</b></i> Recommendation 18</p> <p><i><b>Dallas Fire-Rescue Department</b></i> <i><b>Uniform Personnel Recruitment and Selection</b></i> Recommendation 18</p> <p><i><b>Dallas Police Department</b></i> <i><b>Uniform Personnel Recruitment and Selection</b></i> Recommendation 19</p>	<b>Low</b>	<p>We recommend the <b>Director and Board Secretary, Civil Service Department:</b></p> <p><b>17:</b> Develop a 30, 60 and 90-day new-hire orientation guide. Create a new-hire feedback survey for both Civil Service and non-Civil Service positions to issue at the end of the 90 days to solicit feedback. Include an option for new hires to speak directly with a Human Resources Department representative.</p>	<b>Agree</b>	3/31/2025	9/30/2025

Recommendation Type	Assessed Risk Rating	Recommendations	Concurrence and Action Plans	Implementation Date	Follow-Up/ Maturity Date
<p><b>Individual Recommendation</b></p> <p><i>Talent Acquisition</i> Recommendation 8</p>	<p><b>Low</b></p>	<p>We recommend the <b>Director and Board Secretary, Civil Service Department:</b></p> <p><b>18:</b> Coordinate with the Human Resources Department to identify potential non-civil service positions which are critical to the City operations to implement targeted recruitment outreach.</p>	<p><b>Agree</b></p> <p>The Civil Service Department will coordinate with the Human Resources Department to identify potential non-civil service positions which are critical to City operations. In addition, the Civil Service Department and Human Resources Department will coordinate to develop a recruitment strategy focused on the identified positions.</p>	<p>3/31/2026</p>	<p>9/30/2026</p>



Recommendation Type	Assessed Risk Rating	Recommendations	Concurrence and Action Plans	Implementation Date	Follow-Up/ Maturity Date
<p><b>Individual Recommendation</b></p> <p><i>Talent Acquisition</i> Recommendation 10</p>	<p><b>Low</b></p>	<p>We recommend the <b>Director and Board Secretary, Civil Service Department:</b></p> <p><b>19:</b> Build a process to solicit feedback from the hiring managers during and after the candidate pool review stage to train Civil Service Analysts and improve their understanding of the hiring manager and position needs.</p>	<p><b>Agree</b></p> <p>The Civil Service Department will solicit hiring manager feedback regarding the quality, usefulness, etc. of the candidate pool. The department will periodically analyze the feedback to improve Civil Service Analysts' understanding of the hiring managers' and positions' needs.</p>	<p>3/31/2025</p>	<p>9/30/2025</p>

Recommendation Type	Assessed Risk Rating	Recommendations	Concurrence and Action Plans	Implementation Date	Follow-Up/ Maturity Date
<p><b>Individual Recommendation</b></p> <p><i>Dallas Police Department Uniform Personnel Recruitment and Selection</i> Recommendation 8</p>	<p><b>Low</b></p>	<p>We recommend the <b>Director and Board Secretary, Civil Service Department:</b></p> <p><b>20:</b> Increase communication between the Civil Service Department and the Dallas Police Department Recruiting division to review, identify, and implement more effective minimum qualification screening processes.</p>	<p><b>Agree</b></p> <p>The Civil Service Department will coordinate with the Dallas Police Department Recruiting unit to review, identify, and implement more effective minimum qualification screening processes.</p>	<p>3/31/2025</p>	<p>9/30/2025</p>

### Recommendations to Chief of Dallas Fire-Rescue Department

Recommendation Type	Assessed Risk Rating	Recommendations	Concurrence and Action Plans	Implementation Date	Follow-Up/ Maturity Date
<b>Low Risk, Chief of Dallas Fire-Rescue Department</b>					
<p style="text-align: center;"><b>Individual Recommendation</b></p> <p><b><i>Dallas Fire-Rescue Department Uniform Personnel Recruitment and Selection</i></b> Recommendation 6</p>	<b>Low</b>	<p>We recommend the <b>Chief of Dallas Fire-Rescue Department:</b></p> <p><b>21:</b> Benchmark the Dallas Fire-Rescue Department Recruiting Section staffing to identify sufficient resource levels to implement more process efficiency analysis and talent acquisition cycle modifications.</p>	<b>Agree</b>	3/31/2025	9/30/2025

Recommendation Type	Assessed Risk Rating	Recommendations	Concurrence and Action Plans	Implementation Date	Follow-Up/ Maturity Date
<p><b>Individual Recommendation</b></p> <p><i>Dallas Fire-Rescue Department Uniform Personnel Recruitment and Selection</i> Recommendation 7</p>	<p><b>Low</b></p>	<p>We recommend the <b>Chief of Dallas Fire-Rescue Department:</b></p> <p><b>22:</b> Track process change impacts on quantitative time-to-hire metrics in the future. Based on the analysis, identify process improvements to decrease talent acquisition times.</p>	<p><b>Agree</b></p> <p>The Dallas Fire-Rescue Department will track process change impacts on quantitative time-to-hire metrics in the future. The department will use the analysis to identify process improvements to decrease talent acquisition times.</p>	<p>9/30/2024</p>	<p>3/31/2025</p>

Recommendation Type	Assessed Risk Rating	Recommendations	Concurrence and Action Plans	Implementation Date	Follow-Up/ Maturity Date
<p><b>Individual Recommendation</b></p> <p><i>Dallas Fire-Rescue Department Uniform Personnel Recruitment and Selection</i> Recommendation 8</p>	<p><b>Low</b></p>	<p>We recommend the <b>Chief of Dallas Fire-Rescue Department:</b></p> <p><b>23:</b> Adopt a seasonal/cyclical batch hiring process.</p>	<p><b>Agree</b></p> <p>The Dallas Fire-Rescue Department will adopt a seasonal/cyclical batch hiring process.</p>	<p>06/30/2025</p>	<p>12/31/2025</p>

Recommendation Type	Assessed Risk Rating	Recommendations	Concurrence and Action Plans	Implementation Date	Follow-Up/ Maturity Date
<p><b>Individual Recommendation</b></p> <p><i>Dallas Fire-Rescue Department Uniform Personnel Recruitment and Selection</i></p> <p>Recommendation 10</p>	<p><b>Low</b></p>	<p>We recommend the <b>Chief of Dallas Fire-Rescue Department:</b></p> <p><b>24:</b> Allocate additional resources to develop and execute a sophisticated, data driven recruiting program.</p>	<p><b>Agree</b></p> <p>The Dallas Fire-Rescue Department will allocate additional resources to develop and execute a sophisticated, data-driven recruiting program.</p>	<p>3/31/2025</p>	<p>9/30/2025</p>

Recommendation Type	Assessed Risk Rating	Recommendations	Concurrence and Action Plans	Implementation Date	Follow-Up/ Maturity Date
<p><b>Individual Recommendation</b></p> <p><i>Dallas Fire-Rescue Department Uniform Personnel Recruitment and Selection</i> Recommendation 14</p>	<p><b>Low</b></p>	<p>We recommend the <b>Chief of Dallas Fire-Rescue Department:</b></p> <p><b>25:</b> Revise interview procedures to replace the current in-person, Candidate Interview Board interview methodology with a recorded interview model.</p>	<p><b>Accept Risk</b></p> <p>The Dallas Fire-Rescue Department will accept the risk related to this recommendation, as recorded interviews are not currently standard industry practice.</p> <p>The Dallas Fire-Rescue Department is researching the process's efficacy and the feasibility of its implementation.</p> <p>In the interim, the Dallas Fire-Rescue Department is revising its application process to include a Situational Judgement Test to supplement the Candidate Interview Board interview.</p>	<p>N/A</p>	<p>N/A</p>

Recommendation Type	Assessed Risk Rating	Recommendations	Concurrence and Action Plans	Implementation Date	Follow-Up/ Maturity Date
<p><b>Individual Recommendation</b></p> <p><i>Dallas Fire-Rescue Department Uniform Personnel Recruitment and Selection</i> Recommendation 15</p>	<p><b>Low</b></p>	<p>We recommend the <b>Chief of Dallas Fire-Rescue Department:</b></p> <p><b>26:</b> Clarify for the Dallas Fire-Rescue Department Human Resources Section and Candidate Interview Board interview requirements.</p>	<p><b>Agree</b></p> <p>The Dallas Fire-Rescue Department will clarify for the department's Human Resources Section and Candidate Interview Board interview requirements.</p>	<p>9/30/2024</p>	<p>3/31/2025</p>



Recommendation Type	Assessed Risk Rating	Recommendations	Concurrence and Action Plans	Implementation Date	Follow-Up/ Maturity Date
<p><b>Individual Recommendation</b></p> <p><i>Dallas Fire-Rescue Department Uniform Personnel Recruitment and Selection</i> Recommendation 16</p>	<p><b>Low</b></p>	<p>We recommend the <b>Chief of Dallas Fire-Rescue Department:</b></p> <p><b>27:</b> Ensure Candidate Interview Board member training is provided on the use of the candidate rating criteria.</p>	<p><b>Agree</b></p> <p>The Dallas Fire-Rescue Department will ensure Candidate Interview Board member training and guidance is provided on candidate rating criteria.</p>	<p>9/30/2024</p>	<p>3/31/2025</p>

Recommendation Type	Assessed Risk Rating	Recommendations	Concurrence and Action Plans	Implementation Date	Follow-Up/ Maturity Date
<p><b>Individual Recommendation</b></p> <p><i>Dallas Fire-Rescue Department Uniform Personnel Recruitment and Selection</i> Recommendation 17</p>	<b>Low</b>	<p>We recommend the <b>Chief of Dallas Fire-Rescue Department:</b></p> <p><b>28:</b> Revise the candidate ranking to consider factors other than the Candidate Interview Board rating.</p>	<p><b>Agree</b></p> <p>The Dallas Fire-Rescue Department will revise the candidate ranking to consider factors other than the Candidate Interview Board rating, such as Situational Judgement Tests and civil service test results.</p>	3/31/2025	9/30/2025

### Recommendations to Chief of the Dallas Police Department

Recommendation Type	Assessed Risk Rating	Recommendations	Concurrence and Action Plans	Implementation Date	Follow-Up/ Maturity Date
<b>High Risk, Chief of Dallas Police Department</b>					
<p><b>Individual Recommendation:</b></p> <p><i>Dallas Police Department Uniform Personnel Recruitment and Selection</i></p> <p>Recommendation 14</p>	<b>High</b>	<p>We recommend the <b>Chief of Dallas Police Department:</b></p> <p><b>29:</b> Establish a polygraph policy that at a minimum:</p> <p>1) Ensures an independent secondary test should an initial test be deemed inconclusive or failed.</p> <p>2) Establishes a process with a clearly defined polygraph test appeal process.</p>	<b>Agree</b>	3/31/2025	9/30/2025
<p>The Dallas Police Department will establish a General Order that follows industry best practices and covers 1) the procedures for issuing a polygraph exam; 2) the procedures for secondary testing (through a vendor or other party); and 3) a clearly defined appeal process.</p>					

Recommendation Type	Assessed Risk Rating	Recommendations	Concurrence and Action Plans	Implementation Date	Follow-Up/ Maturity Date
<b>Low Risk, Chief of the Dallas Police Department</b>					
<p><b>Individual Recommendation:</b></p> <p><i>Dallas Police Department Uniform Personnel Recruitment and Selection</i> Recommendation 8</p>	<b>Low</b>	<b>We recommend the Chief of the Dallas Police Department:</b>			
		<p><b>30:</b> Increase communication between the Civil Service Department and the Dallas Police Department Recruiting Division to review, identify, and implement more effective minimum qualification screening processes.</p>	<p><b>Agree</b></p> <p>The Dallas Police Department will increase communication between the Civil Service Department and the Dallas Police Department Recruiting Unit to review, identify, and implement more effective minimum qualification screening processes.</p>	3/31/2025	9/30/2025

Recommendation Type	Assessed Risk Rating	Recommendations	Concurrence and Action Plans	Implementation Date	Follow-Up/ Maturity Date
<p><b>Individual Recommendation:</b></p> <p><i>Dallas Police Department Uniform Personnel Recruitment and Selection</i></p> <p>Recommendation 11</p>	<p><b>Low</b></p>	<p>We recommend the <b>Chief of the Dallas Police Department:</b></p>			
		<p><b>31:</b> Review the background investigation procedures with an eye toward reducing the basic tasks that consume investigator's time and delay the hiring process.</p>	<p><b>Agree</b></p> <p>The Dallas Police Department will review the background investigation procedures with an eye toward reducing the basic tasks that consume the investigator's time and delay the hiring process.</p>	<p>3/31/2025</p>	<p>9/30/2025</p>

Recommendation Type	Assessed Risk Rating	Recommendations	Concurrence and Action Plans	Implementation Date	Follow-Up/ Maturity Date
<p><b>Individual Recommendation:</b></p> <p><i><b>Dallas Police Department Uniform Personnel Recruitment and Selection</b></i></p> <p>Recommendation 12</p>	<b>Low</b>	<p>We recommend the <b>Chief of the Dallas Police Department:</b></p> <p><b>32:</b> Provide dedicated space and a modern web-based testing platform to improve the psychological testing process.</p>	<p><b>Agree</b></p> <p>The Dallas Police Department will provide dedicated space and a modern web-based testing platform to improve the efficiency of the psychological testing process.</p>	<p>9/30/2025</p>	<p>3/31/2026</p>

Recommendation Type	Assessed Risk Rating	Recommendations	Concurrence and Action Plans	Implementation Date	Follow-Up/ Maturity Date
<p><b>Individual Recommendation:</b></p> <p><i>Dallas Police Department Uniform Personnel Recruitment and Selection</i></p> <p>Recommendation 13</p>	<p><b>Low</b></p>	<p>We recommend the <b>Chief of the Dallas Police Department:</b></p> <p><b>33:</b> Conduct an analysis to determine the efficacy and timing of each component of the background investigation process.</p>	<p><b>Agree</b></p> <p>The Dallas Police Department will analyze the background investigation process and revise the process to increase the efficacy and timeliness of each component.</p>	<p>3/31/2025</p>	<p>9/30/2025</p>

Recommendation Type	Assessed Risk Rating	Recommendations	Concurrence and Action Plans	Implementation Date	Follow-Up/ Maturity Date
<p><b>Individual Recommendation:</b></p> <p><b><i>Dallas Police Department Uniform Personnel Recruitment and Selection</i></b>                      Recommendation 15</p>	<p><b>Low</b></p>	<p>We recommend the <b>Chief of the Dallas Police Department:</b></p> <p><b>34:</b> Review the current vendor effectiveness and adherence to <i>U.S. Equal Employment Opportunity Commission Employment Tests and Selection Procedures</i> related to medical exams.</p>	<p><b>Agree</b></p> <p>The Dallas Police Department will review the current vendor effectiveness and adherence to <i>U.S. Equal Employment Opportunity Commission Employment Tests and Selection Procedures</i> related to medical exams.</p>	<p>9/30/2024</p>	<p>3/31/2025</p>



# Memorandum



**DATE:** March 25, 2024

**TO:** Honorable Members of the Government Performance & Financial Management Committee: Chad West (Chair), Paula Blackmon (Vice Chair), Cara Mendelsohn, Jesse Moreno, Jaime Resendez

**SUBJECT:** Internal Audit Reports Released Between February 17, 2024, and March 15, 2024

Attached for your review are the three Office of the City Auditor audit reports released between February 17, 2024, and March 15, 2024. The full reports are included in [Attachment 1](#).

If you have any questions, please contact me at (214) 670-3222 or [mark.swann@dallas.gov](mailto:mark.swann@dallas.gov).

Sincerely,



Mark S. Swann  
City Auditor

Attachment

C: T.C. Broadnax, City Manager  
Tammy Palomino, City Attorney  
Biliera Johnson, City Secretary  
Preston Robinson, Administrative Judge  
Kimberly Bizer Tolbert, Deputy City Manager  
Jon Fortune, Deputy City Manager  
Majed A. Al-Ghafry, Assistant City Manager  
M. Elizabeth (Liz) Cedillo-Pereira, Assistant City Manager  
Carl Simpson, Assistant City Manager  
Jack Ireland, Chief Financial Officer  
Genesis Gavino, Chief of Staff to the City Manager  
Sheri Kowalski, City Controller  
Directors and Assistant Directors  
Jeffrey Brill, Manager – Financial Compliance, Auditing & Monitoring



Reports Released:

1. Audit of Small Business Center – Minority and Women-Owned Business Enterprises (February 21, 2023).....Page 2
2. Audit of Procurement Marketing Practices (February 22, 2024).....Page24
3. Audit of Dallas Police Department Body Worn and In Car Camera Operations (February 26, 2024).....Page 30



# Audit of Small Business Center – Minority and Women-Owned Business Enterprises

February 21, 2024

Mark S. Swann, City Auditor

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## Mayor

Eric L. Johnson

## Mayor Pro Tem

Tennell Atkins

## Deputy Mayor Pro Tem

Carolyn King Arnold

## Council Members

Adam Bazaldua

Paula Blackmon

Zarin D. Gracey

Cara Mendelsohn

Jesse Moreno

Omar Narvaez

Jaime Resendez

Paul E. Ridley

Jaynie Schultz

Kathy Stewart

Chad West

Gay Donnell Willis

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## Executive Summary

### Objective and Scope

The objectives of this audit were to determine whether:

- Policies and procedures exist to ensure consistent administration.
- Payments to first tier subcontractors post council award are monitored.
- Performance measures for local Minority and Women-Owned Business Enterprise spending are accurately reflected.
- Utilization goals and good faith efforts are accurately reported to the City Council.

The scope of the audit was from October 1, 2020, through September 30, 2022.

### Recommendations

The program's effectiveness can be enhanced by:

- Developing a process to monitor subcontractors' payments post council award.
- Identifying the appropriate source data to use for performance measure reporting.
- Updating procedures to mirror *Business Inclusion and Development Policy* requirements.

### Background

The *Business Inclusion and Development Policy* of 2020 applies to all contracts for the purchases of goods or services over \$50,000, with a special emphasis for first tier subcontracting opportunities. Among several responsibilities and provisions identified in the *Business Inclusion and Development Policy*, the following were pertinent to the audit objective:

- Tracking and monitoring payments to first tier subcontractors post council award.
- Maintaining and submitting accurate and current reports on performance measures.
- Documenting good faith efforts.

The Small Business Center budget was approximately \$2.4 million for Fiscal Year 2021-2022 and a performance measure of 65% for *Certified Minority and Women-Owned Business Enterprise Spend with Vendors Located in Dallas* was established.

### Observed Conditions

The utilization goals and good faith efforts for first tier subcontracting opportunities reported to City Council during procurements are generally accurate. However,

- Monitoring of subcontractor payments after council award is informal and inconsistent.
- Progress reported on performance measures is inaccurate.
- Administrative procedures do not align with the *Business Inclusion and Development Policy*.

## Objectives and Conclusions

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1. Do policies and procedures exist to ensure consistent administration of Minority and Women-Owned Business Enterprise goals?

**Generally, yes.** The Small Business Center is relying on an outdated administrative guide for daily operational activities. At the same time, the Small Business Center is ensuring compliance with utilization goals and good faith efforts of the *Business Inclusion and Development Policy* for Minority and Women-Owned Business Enterprises. See [Observation C](#).

2. Are payments to Minority and Women-Owned Business Enterprise first tier subcontractors monitored?

**No.** Payments to first tier subcontractors are tracked in the B2GNow application; however, payments to first tier subcontractors are monitored informally and inconsistently. See [Observation A](#).

3. Are performance measures for local spending on Minority and Women-Owned Business Enterprises accurate?

**No.** The performance measures are reported using an encumbrance file which may not reflect actual spending and calculated using a definition of local spending that is not defined in the procedures. See [Observation B](#).

4. Are Minority and Women-Owned Business Enterprise utilization goals and good faith efforts documented during the procurement process in compliance with the *Business Inclusion and Development Policy*?

**Yes.** The utilization goals reported to the City Council when obtaining approvals for procurements are generally accurate.

## Audit Results

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Both *City Council Resolution 88-3428* and Administrative Directive 4-09, *Internal Control* prescribe policy for the City to establish and maintain an internal control system. The audit observations listed are offered to assist management in fulfilling their internal control responsibilities.

### Observation A: Post Council Award Monitoring

The Small Business Center process to track first tier subcontractor utilization through the B2GNow application or monitor prompt payment by prime contractors to first tier subcontractors post council award is informal and inconsistent. As a result, the success of the *Business Inclusion and Development Policy* for post council award cannot be determined.

Two objectives identified in the *Business Inclusion and Development Policy* require the Small Business Center to:

- Track and monitor Minority and Women-Owned Business Enterprise participation including first tier subcontractor utilization with emphasis on first tier subcontracting utilization post council award.
- Track and monitor payments to: (1) prime contractors from the City; and (2) payments from prime contractors to first tier subcontractors with emphasis on prompt payment as outlined in Government Code, Section 2251.022.

#### Subcontractor Monitoring

The Small Business Center does not monitor or evaluate compliance of first tier subcontractor payments. The current process for post council award first tier subcontractor monitoring relies upon:

- The prime contractors' diligence to self-report their payments made to first tier subcontractors through the B2GNow application. When the prime contractors self-report their payments, B2GNow will send alerts to first tier subcontractors for verification. The verification process is dependent on the diligence of the subcontractors.
- Each department's process of monitoring and reporting on the prime contractor's compliance with actual value paid to first tier subcontractors.
- The nature of the contract. Depending on the project type, longevity, and contract phase, first tier subcontractors may not be used consistently throughout the contract.

These activities are not reviewed comprehensively to determine whether the initial goal cited by the prime contractor for first tier subcontractor payments was met. The Small Business Center will review first tier subcontractor payment compliance for Construction, and Architecture & Engineering procurements but only upon request by the subcontractor.

A department will send the Small Business Center FRM 213 that denotes the initial pledged value and actual value of work paid to first tier subcontractors. This information is considered along with FRM 513 and FRM 517 at an arbitrary level and does not involve actual verification of

payments to first tier subcontractors. If noncompliance of prime contractors is noted, the Small Business Center works to resolve the noncompliance informally with the first-tier subcontractors and noncompliance of the prime contractor is not documented.

### Data Collection

Post council award monitoring of payments from prime contractors to first tier subcontractors requires data inputs from various sources. To complete tracking and monitoring of first tier subcontractor payments, the Small Business Center would need a centralized location of contracts, and payment schedules for each contract. Since these contract monitoring activities are divided between the Office of Procurement Services and departments that are retaining vendor services, data collection for subcontract payment and compliance cannot be evaluated by the Small Business Center.

### Prompt Payment

Confirmation of prompt payment from prime contractors to first tier subcontractors in accordance with the *Business Inclusion and Development Policy* cannot be executed due to legal limitations. According to the City Attorney's Office the City cannot hold prime contractors accountable for payment to first tier subcontractors. Prime contractors are third parties to the City and first tier subcontractors are third parties to prime contractors.

As these activities for post council award monitoring cannot be executed formally and consistently, the City Council's ability to evaluate the success of the *Business Inclusion and Development Policy* for post council award cannot be determined.

### Criteria

- ❖ *Business Inclusion and Development Policy*
- ❖ Administrative Directive 4-05, *Contracting Standards and Procedures*
- ❖ Standards for Internal Control in the Federal Government:
  - *Principle 10 – Design Control Activities*
  - *Principle 14 – Communicate Internally*

Assessed Risk Rating:

**High**

We recommend the **Director of the Small Business Center:**

**A.1:** Develop a process to monitor compliance of post council award activities for first tier subcontractor payments as described in the *Business Inclusion and Development Policy*.

**A.2:** Use the B2GNow application to track, document, and monitor the post council award resolution formally.



## Observation B: Performance Measures

The monthly local spending<sup>1</sup> and Minority and Women-Owned Business Enterprise local spending<sup>2</sup> reported by the Small Business Center as part of performance measures for Dallas 365 and the Annual Budget Book were inaccurate. Performance measures are reported using encumbrance reports instead of actual spend reports. If performance measures are not accurate, a complete picture is not available for decision-making on the effectiveness of the program.

### Calculation

The Small Business Center uses an encumbrance file to report on performance measures including *Certified Minority and Women-Owned Business Enterprise Spend with Vendors Located in Dallas*. A review of the purpose of the file, the contents, and application of the file to report performance measures identified that the encumbrance file may not be the correct file to use for performance measure reporting.

The encumbrance file lists the payments made by the City to the prime contractors from encumbered amounts for each contract. The listing includes all recurring and new encumbrances and is an ongoing list of payments made by the City to prime contractors. The use of the file to report performance measures results in the following errors:

- The local spending amount might be inflated as the encumbrance file may not reflect actual monthly results.
- The calculation process is incorrect. Currently, the Small Business Center removes the negative amounts (amount spent) and reports on the encumbered or approved procurements, which are original amounts approved for the length of the contract. If the encumbrance is used, then the negative amounts that show spending should be used.
- The encumbrance payments reflect payments from the City to prime contractors who are identified as local and/or Minority Women-Owned Business Enterprise prime contractors. The file does not show payments made by prime contractors to first tier subcontractors.

### Local spending

The *Business Inclusion and Development Administration Guide* defines local Minority and Women-Owned Business Enterprise spending to include first tier subcontractors within the Dallas County limits. A reperformance of the Small Business Center internal procedures on reporting performance measures was completed for a sample of four months. The reperformance identified that certain zip codes not within the Dallas County limits were being

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<sup>1</sup> The City's Local Preference Program values the participation of companies who have their principal place of business in the City of Dallas and who hire City of Dallas residents. Local Preference Supplier must satisfy one of the following requirements: proof of principal place of business located in City of Dallas; proof of local workforce composition including at least 100 full-time employees who are Dallas residents, at least 20% of its total full-time employees who are Dallas residents, or participation in the Workforce Development Program.

<sup>2</sup> Minority Women-Owned Business Enterprise local spending refers to the portion of local spending that is directly attributed to the first tier subcontractors that are certified as Minority Women-Owned Business Enterprise entities.

used. [Exhibit 1](#) shows the variance in reporting for the four months when Dallas County only zip codes are included.

According to management, the Dallas County local designation is determined by the vendor when they register with the City. This means that if a vendor self-reports as a local vendor and is outside of the Dallas County limits, then no verification of vendor designation is completed.

**Exhibit 1:**

Local Minority and Women-Owned Business Enterprise Variance

Month	Variance in Dollars		
	SBC	AUD	Variance
October 2020	15,414,029	15,378,554	35,745
July 2021	44,607,611	44,640,106	(32,495)
January 2022	6,677,986	6,668,349	9,637
May 2022	4,219,197	4,363,396	(144,199)

**Source:** ENC files and BIT Entry provided by Small Business Center for the audit period

Since City Council and City management rely on performance measures to assist in budgetary decisions, accuracy in reporting local spending of Minority and Women-Owned Business Enterprise are essential in evaluating the effectiveness of the program.

Criteria

- ❖ *Business Inclusion and Development Policy*
- ❖ *Business Inclusion and Development Administration Guide*
- ❖ Standards for Internal Control in the Federal Government, *Principle 14 – Communicate Internally*

Assessed Risk Rating:

**Moderate**

We recommend the **Director of Small Business Center:**

- B.1:** Identify the appropriate source data to use for performance measure reporting.
- B.2:** Define local business spending consistently for the program.
- B.3:** Verify and validate vendor self-registration to City's definition of local business.

## Observation C: Program Administration

Minority and Women-Owned Business Enterprise operational procedures are not aligned with the *Business Inclusion and Development Policy*. Inaccurate, missing or poorly developed procedures cause inconsistencies in the administration of the program.

The Small Business Center is currently relying on the *Business Inclusion and Development Administration Guide* which has an effective date of January 11, 2012. The document was developed by the former Business Development and Procurement Services department ten years ago and has not been updated to incorporate *Business Inclusion and Development Policy* objectives approved by the City Council in 2020.

The *Business Inclusion and Development Administration Guide* focuses on various procurement activities that span from the development of forms, solicitation procedures, outreach activities, post council award functions, and sanctions for noncompliance. These various operational activities have since been redistributed between the Office of Procurement Services and one of the three divisions of the Small Business Center.

While there are similarities in certain activities in the two documents, the new policy does not consider vendor noncompliance consequences and professional judgment guidance and monitoring activities to support timely payments to subcontractors. See [Exhibit 2](#) below for policy differences and missing components between the two policy documents.

### Exhibit 2:

#### Procedural Differences

Component	Business Inclusion and Development Administration Guide (2012)	Business Inclusion and Development Policy (2020)
Policy Development	Developed in 2012 by former Business Development and Procurement Services.	Developed in 2020 by the City Council and assigned to the Small Business Center in 2021.
Roles and Responsibilities	Roles and responsibilities are mapped to Business Development and Procurement Services.	Roles and responsibilities are defined by a position. Positions are not aligned within Small Business Center.
Participation Goals	Participation goals were developed in 2012.	Participation goals were updated in 2020.
Objectives	Has three objectives.	Has four objectives.

<b>Component</b>	<b>Business Inclusion and Development Administration Guide (2012)</b>	<b>Business Inclusion and Development Policy (2020)</b>
Contractor Requirements; Contract Changes and Approvals	Describes requirements for prime contractors to follow when stated goals are not met and changes to the contract after approval.	Not addressed.
Requirements for Review of Payments for Contracts that Exceed Certain Amounts.	Monthly review of payments for contracts over one million (\$1million).	Not addressed.
Subcontractor Payment Schedule	Payments to subcontractors within 10 days from being paid by the City.	Not addressed.
Encumbrance and Actual Expenditure Reports Review	Encumbrance and actual expenditure reports are reviewed to monitor compliance	Not addressed.
Documentation of Good Faith Efforts	Good Faith Efforts include documented evidence of communication with 10 percent of Minority and Women-Owned Business Enterprises contractors listed in the City of Dallas Certified Minority and Women-Owned Business Directory.	Not addressed.
Commercial Useful Function	Uses Commercial Useful Function to count toward participation goals.	Not addressed.
Reporting Compliance Activities	Not addressed.	Places emphasis on reporting compliance activities.

**Source:** *Business Inclusion and Development Administrative Guide (2012); Business Inclusion and Development Policy 2020*

### Criteria

- ❖ *Business Inclusion and Development Policy*
- ❖ *Business Inclusion and Development Administration Guide*
- ❖ Standards for Internal Control in the Federal Government, *Principle 12 – Documentation of Responsibilities through Policies, Periodic Review of Control Activities*

Assessed Risk Rating:

**Moderate**

We recommend the **Director of Small Business Center:**

**C.1:** Adopt, modify and/or develop procedures to reflect daily activities to achieve Minority and Women-Owned Business Enterprise participation goals. At a minimum, the current procedures should reflect the updated utilization goals and procurement categories.

## Emerging Risks

The Minority and Women-Owned Business Enterprises utilization goals do not consider all possible procurements completed by the City. Administrative Actions and Cooperative Purchasing Agreements both can contribute to the overall utilization goals. Additionally, the Small Business Center identified that some Minority and Women-Owned Business Enterprises may not be able to compete with procurement packages of \$50,000 or more. But Minority and Women-Owned Business Enterprises can compete with procurements that are under \$50,000 which are often purchased through Administrative Actions. The inclusion of these types of procurements might assist in the overall utilization goals for Minority and Women-Owned Business Enterprise spending.

**Impact:** The inclusion of these additional procurements and their composition can assist in meeting the City's overall goal of increased Minority and Women-Owned Business Enterprise spending.

## Appendix A: Background and Methodology

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### Definitions

**Business Inclusion and Development (BID) Policy** – Policy to encourage participation by Minority and Women-Owned Business Enterprises in the City's programs/projects to the greatest extent feasible.

**First Tier Subcontractors** are only locally certified Minority and Women-Owned Business Enterprise subcontractors, suppliers, or sub-consultants with a direct contractual relationship with the prime contractor

**Minority and Women-Owned Business Enterprise (M/WBE)** firms are those that have met certain requirements and have been certified by one of three certification agencies recognized by the City of Dallas: North Central Texas Regional Certification Agency, Dallas Fort Worth Minority Supplier Diversity Council, and Women Business Council-Southwest. These firms are at least 51% owned and controlled by one or more socially and economically disadvantaged individuals, or in the case of any publicly owned business, of which at least 51% of the stock is owned by one or more socially and economically disadvantaged individuals.

**Prime contractor** is a company or firm that is awarded a city contract by either the City Council or Administrative Action.

### Background

It is the policy of the City of Dallas to involve certified Minority and Women-Owned Business Enterprises to the greatest extent feasible on the City's construction, general services, and professional services contracts. In consideration of this policy, the City of Dallas has adopted the *Business Inclusion and Development Policy* for all City of Dallas contracts.

The *Business Inclusion and Development Policy* applies to all contracts for the purchase of goods and services over \$50,000 with a special emphasis on those contracts with first tier subcontracting opportunities. This provision supersedes any departmental plans or procedures in conflict unless otherwise noted.

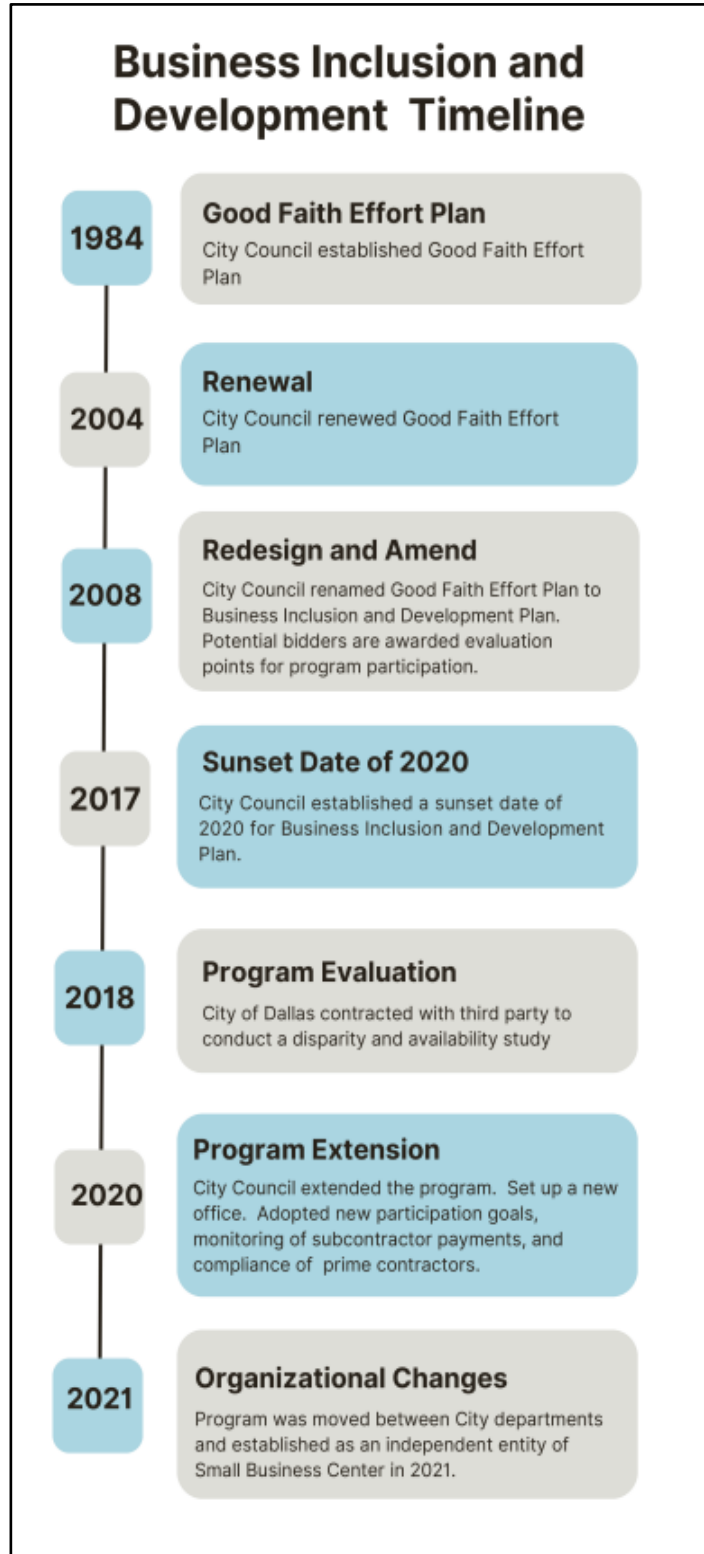
The *Business Inclusion and Development Policy* has four objectives. The audit scope focused on the *Business Inclusion and Development Policy* objectives related to providing procedures for monitoring, enforcement, and compliance with Minority and Women-Owned Business Enterprise requirements post council award. The City Manager is the designated Liaison Officer for the program and delegates daily operational activities to the Small Business Center. The Small Business Center was established on October 1, 2021, with three divisions: Workforce, Entrepreneurship, and Business Diversity.

The *Business Inclusion and Development Policy* and its activities are managed by the Business Diversity division of the Small Business Center. Business Diversity responsibilities are to:

- Develop, manage, and implement policy.
- Maintain and provide a directory of certified Minority and Women-Owned Business Enterprise vendors.
- Maintain a directory of the City of Dallas vendors.
- Track and monitor participation including subcontractors with emphasis on post-council award.
- Track and monitor payments from the City to prime contractors, from prime contractor to subcontractors.
- Grant evaluation points during the procurement process.
- Communicate Minority and Women-Owned Business Enterprise goals to departments.
- Maintain and submit accurate and current reports of performance of goals.

The City of Dallas maintains the option to waive the *Business Inclusion and Development Policy* criteria when there is no opportunity for Minority and Women-Owned Business Enterprise inclusion. Before the award of the contract, the City of Dallas will require bidders/proposers to document good faith efforts to meet the established goals.

Failure to adequately document good faith efforts to obtain Minority and Women-Owned Business Enterprise participation is considered noncompliance. The *Business Inclusion and*



*Development Policy* goals that were adopted in 2020 after the Availability and Disparity Study are noted in [Exhibit 3](#) below.

**Exhibit 3:**

Business Inclusion and Development Policy Goals Approved in 2020

Procurement Category	Goal
Construction	32%
Architecture & Engineering	34%
Professional Services	38%
Goods	32%
Other Services	0%

**Source:** *Business Inclusion and Development Policy 2020*

There are three agencies that certify Minority and Women-Owned Business Enterprise ownership and control and provide Minority and Women-Owned Business Enterprise certification services for the City of Dallas. They are the North Central Texas Regional Certification Agency, the Dallas Fort Worth Minority Supplier Development Council, and the Women's Business Council-Southwest. The City of Dallas is a member of all three agencies.

The Small Business Center reports on its progress and compliance with goals through performance measures. For fiscal year 2021-2022 the performance measures set were:

- Percentage of City spend with vendors located in Dallas – 40%
- Percentage of certified Minority -Women-Owned Business Enterprises spend with vendors located in Dallas – 65%

## Methodology

The audit methodology included: (1) interviewing personnel from the Small Business Center, Information Technology Services, Financial Division, and Office of Procurement Services; (2) reviewing internal policies and procedures, and (3) performing various reperformance and recalculations of procedures. In addition, all five components of *Standards for Internal Control in Federal Government* were considered.

We conducted this performance audit in accordance with generally accepted government auditing standards. Those standards require that we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our findings and conclusions based on our audit objective. We believe that the evidence obtained provides a reasonable basis for our findings and conclusions based on our audit objective.

## Major Contributors to the Report

Mamatha Sparks – Audit Manager, CIA, CISA, CISSP, CRISC  
 Carron Perry – Engagement Manager, CIA  
 Jennifer Phung – Senior Auditor, CIA



## **Appendix B: Management's Response**

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See following pages for Audit Acknowledgement Letter and Management Responses.

## Memorandum



**DATE:** February 14, 2024

**TO:** Mark S. Swann – City Auditor

**SUBJECT:** Response to the Audit of Small Business Center – Minority and Women-Owned Business Enterprises

This letter acknowledges the City Manager's Office received the *Audit of Small Business Center – Minority and Women-Owned Business Enterprises (M/WBE)* and submitted responses to the recommendations in consultation with the appropriate City department.

The Small Business Center (SBC) was established in December 2021 and serves the community by promoting business diversity, workforce development, and entrepreneurship programs. The SBC is pleased with the progress it has made in a little over two years but recognizes there are opportunities for continuous improvement.

SBC will leverage the auditor's recommendations to improve its processes.

Specifically, SBC will:

- Implement a BID tracking and post-award monitoring process to ensure minority/women business enterprise (M/WBE) prime contractors and subcontractors are timely reporting accurate data;
- Track, document, and monitor the post-council award in the B2GNow application. Update the Business Inclusion and Development Policy and Administrative Guide to ensure an effective compliance monitoring and tracking process;
- Work with relevant departments to ensure the planned upgrade to the financial system provides the necessary data for the SBC to transition from reporting M/WBE participation based on encumbrance data to total annual spend data;
- Revise the Business Inclusion and Development Administration Guide to define local business spending in alignment with existing SBC practices;
- Implement a process to verify the accuracy of the vendor self-reported addresses conform to the City's definition of a local business; and
- Ensure the revised Business Inclusion and Development Policy and Business Inclusion and Development Administration Guide incorporate the utilization goals and procurement categories.

Response to the Audit of Small Business Center – Minority and Women-Owned Business Enterprises

February 14, 2024

Page 2 of 2

Sincerely

A handwritten signature in blue ink, appearing to read 'T.C. Broadnax', written over a circular blue scribble.

T.C. Broadnax  
City Manager

C: Genesis D. Gavino, Chief of Staff  
Jack Ireland, Chief Financial Officer  
Kimberly Bizer Tolbert, Deputy City Manager  
Joyce Williams, Director, Small Business Center

Assessed Risk Rating	Recommendations	Concurrence and Action Plans	Implementation Date	Follow-Up/ Maturity Date
High	We recommend the <b>Director of Small Business Center:</b>			
		<p><b>A.1</b> Develop a process to monitor compliance of post council award activities for first tier subcontractor payment as described in the <i>Business Inclusion and Development Policy</i>.</p>	<p><b>Agree</b></p> <p>The Small Business Center (SBC) began reviewing the existing compliance process in December 2022. Through this review, SBC has identified opportunities to improve communication with relevant departments.</p> <p>Additionally, SBC has identified the current financial system's limited reporting capability as a constraint that limits SBC's ability to monitor compliance efficiently.</p> <p>SBC is working with relevant departments to help ensure a planned upgrade to the financial system will provide an efficient process for extracting the necessary data from the financial system to allow for an efficient monitoring process.</p> <p>Additionally, SBC will update the Business Inclusion and Development Policy (Policy) and Business Inclusion and Development Administration Guide (Guide) to ensure better communication and an effective compliance monitoring process.</p> <p>SBC anticipates the new process will include:</p> <ul style="list-style-type: none"> <li>• A robust BID tracking and a post-award monitoring process to ensure prime contractors and</li> </ul>	9/30/2024

Assessed Risk Rating	Recommendations	Concurrence and Action Plans		Implementation Date	Follow-Up/ Maturity Date
			subcontractors are timely reporting accurate data; and <ul style="list-style-type: none"> <li>• Ensure departments provide timely notification to proceed to the prime contractors.</li> </ul>		
	<p><b>A.2</b> Use the B2GNow application to track, document, and monitor the post council award resolution formally.</p>	<p><b>Agree</b></p>	<p>SBC's dedicated BID staff will formally track, document, and monitor the post-council award.</p> <p>In addition, SBC will enhance communication with involved parties, ensuring a clear understanding of expectations by following up with prime contractors, subcontractors, and departments related to compliance concerns. In addition, SBC will develop an escalation strategy should initial follow-up with prime contractors, subcontractors, and departments not remedy compliance concerns.</p> <p>Finally, SBC will ensure transparency by providing annual compliance reports to departments on all contracts involving M/WBE prime and sub-contracting participation.</p>	<p>9/30/2024</p>	<p>9/30/2025</p>

Assessed Risk Rating	Recommendations	Concurrence and Action Plans	Implementation Date	Follow-Up/ Maturity Date	
<b>Moderate</b>	We recommend the <b>Director of Small Business Center:</b>				
	<p><b>B.1</b> Identify appropriate source data to use for performance measure reporting.</p>	<p><b>Agree</b></p>	<p>The current financial system does not provide the data necessary for efficient Dallas 365 Performance Measure Reporting.</p> <p>SBC is working with relevant departments to ensure the planned upgrade to the financial system will capture the necessary information to allow SBC to transition from reporting M/WBE participation based on encumbrance data to total spending data.</p> <p>Once the upgrade is complete, SBC will supplement this effort by developing and testing formal procedures for calculating the performance measures.</p>	<p>9/30/2024</p>	<p>9/30/2025</p>
	<p><b>B.2</b> Define local business spending consistently for the program.</p>	<p><b>Agree</b></p>	<p>SBC will revise the Guide to clarify local business spending. In addition, the Guide will provide a consistent process to verify a vendor's qualification as a local market vendor, based upon the 2020 A&amp;D Study.</p> <p>Specifically, SBC has:</p> <ul style="list-style-type: none"> <li>Revised the list of eligible ZIP Codes to allow for the consistent identification of local businesses; and</li> </ul>	<p>9/30/2024</p>	<p>9/30/2025</p>

Assessed Risk Rating	Recommendations	Concurrence and Action Plans		Implementation Date	Follow-Up/ Maturity Date
			<ul style="list-style-type: none"> <li>Implemented a process to investigate whether a vendor in specific ZIP codes qualifies as a local market vendor.</li> </ul> <p>Additionally, SBC will finalize revisions to the Guide, and review qualifying ZIP Codes annually and make necessary updates.</p>		
	<p><b>B.3</b> Verify and validate vendor self-registration to City's definition of local business.</p>	<p><b>Agree</b></p>	<p>SBC will implement a process to verify the accuracy of the vendor's self-reported addresses conforms to the City's definition of a local business.</p> <p>Specifically, SBC will vet all existing vendors registered as local businesses. Further, SBC will require new vendors to submit appropriate documentation at registration and periodically. SBC will review the documentation to ensure initial and continued eligibility.</p>	<p>9/30/2024</p>	<p>9/30/2025</p>
	<p><b>C.1</b> Adopt, modify and/or develop procedures to reflect daily activities to achieve Minority and Women-Owned Business Enterprise participation goals. At a minimum, the current procedures should reflect the updated utilization goals and procurement categories.</p>	<p><b>Agree</b></p>	<p>SBC began revising the draft BID Policy and the Administrative Guide in December 2023. The revised guidance includes clarified forms and directions that aid vendors in reporting data.</p> <p>Specifically, SBC will:</p> <ul style="list-style-type: none"> <li>Update the Guide with the utilization goals and procurement categories, and</li> </ul>	<p>9/30/2024</p>	<p>9/30/2025</p>

Assessed Risk Rating	Recommendations	Concurrence and Action Plans		Implementation Date	Follow-Up/ Maturity Date
			<p>include a process to monitor vendors for compliance;</p> <ul style="list-style-type: none"> <li>• Capture M/WBE spend, inclusive of Administrative Actions, cooperatives, and lowest bid, for calculating and monitoring overall utilization goals;</li> <li>• Implement a process for calculating and monitoring Tier II (e.g., subcontractor) spend to the Guide and Policy; and</li> <li>• Consistently provide BID Form 623 (Bid Pre-Proposal Form) and BID Form 627 (Workforce Composition) to vendors for M/WBE procurements to enhance communication regarding vendor data submission requirements.</li> </ul>		





# Audit of Procurement Marketing Practices

February 22, 2024

Mark S. Swann, City Auditor

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## Mayor

Eric L. Johnson

## Mayor Pro Tem

Tennell Atkins

## Deputy Mayor Pro Tem

Carolyn King Arnold

## Council Members

Adam Bazaldua

Paula Blackmon

Zarin D. Gracey

Cara Mendelsohn

Jesse Moreno

Omar Narvaez

Jaime Resendez

Paul E. Ridley

Jaynie Schultz

Kathy Stewart

Chad West

Gay Donnell Willis

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## Executive Summary

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### Objective and Scope

The objective of this audit was to determine if the Office of Procurement Services' procurement marketing practices reflect best practices to promote competition and competitive pricing.

The scope of the audit was operations between March 1, 2021, and March 31, 2023.

### Recommendations

No recommendations are associated with this report.

### Background

The Office of Procurement Services is nationally accredited by the National Institute of Governmental Purchasing, as a Quality Procurement Department. It is responsible for purchasing the City of Dallas' goods and services and provides oversight for contract management across all City of Dallas departments.

Vendors interested in doing business with the City of Dallas must register electronically on the Bonfire system. Bonfire keeps vendors informed of procurement opportunities and bid process.

The City of Dallas Small Business Center is responsible for assisting small emerging firms increase opportunities.

### Observed Conditions

The Office of Procurement Services provides vendor support on registering and using Bonfire, reviews bids for responsiveness and minimum requirements, and performs high-level analysis of pricing and trend analysis for appropriateness. The Sustainable Procurement Working Group is in the developmental stage of analyzing Citywide purchases for efficiency and waste reduction opportunities and furthering positive social, economic, and environmental outcomes including local preferences and supplier diversity.

The Office of Procurement Services does not actively recruit new vendors, which is the responsibility of the Small Business Center, establish bid award criteria, or evaluate bid pricing/cost, which are the responsibility of the soliciting department.

## Objectives and Conclusions

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1. Do the Office of Procurement Services' procurement marketing practices reflect best practices to promote competition and competitive pricing?

**Yes.** The Office of Procurement Services' use of Bonfire and the Procurement Quarterly ensures vendors are informed of procurement opportunities and the bid process for bids vendors want to act on. The Office of Procurement Services provides: (1) directions on how to use and register on Bonfire; and, (2) debriefs of factors that hinder successful awarding of the solicitation.

## Appendix A: Methodology

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### Methodology

The audit methodology included: (1) interviewing personnel from Office of Procurement Services; (2) reviewing policies and procedures, applicable Administrative Directives, and best practices; and, (3) evaluating internal controls and operational processes. In addition, all five components of *Standards for Internal Control in the Federal Government* were considered.

We conducted this performance audit in accordance with generally accepted government auditing standards. Those standards require that we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our findings and conclusions based upon our audit objective. We believe that the evidence obtained provides a reasonable basis for our findings and conclusions based on our audit objective.

### Major Contributors to the Report

Natalie Martinez – In-Charge Auditor

Rory Galter, CPA – Engagement Manager

## Appendix B: Management’s Response

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Memorandum



**DATE:** February 15, 2024

**TO:** Mark S. Swann – City Auditor

**SUBJECT:** Response to Audit of Procurement Marketing Practices

This letter acknowledges the City Manager’s Office and the Office of Procurement Services received the *Audit of Procurement Marketing Practices*.

The Office of Procurement Services is satisfied that the audit concluded that the department’s marketing practices reflect best practices to promote competition and competitive pricing.

We continuously strive to ensure the City has a diverse vendor community and receives value in its purchases. The Office of Procurement Services will continue to develop processes for analyzing Citywide purchases for efficiency and waste reduction opportunities and furthering positive social, economic, and environmental outcomes including local preferences and supplier diversity.

We appreciate the professionalism and quality of work that your staff demonstrated throughout this engagement.

Sincerely

A handwritten signature in blue ink, appearing to read 'T.C. Broadnax'.

T.C. Broadnax  
City Manager

C: Genesis D. Gavino, Chief of Staff  
Jack Ireland, Chief Financial Officer  
Danielle Thompson, Director, Office of Procurement Services

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# Audit of Dallas Police Department Body Worn and In Car Camera Operations

February 26, 2024

Mark S. Swann, City Auditor

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## Mayor

Eric L. Johnson

## Mayor Pro Tem

Tennell Atkins

## Deputy Mayor Pro Tem

Carolyn King Arnold

## Council Members

Adam Bazaldua

Paula Blackmon

Zarin D. Gracey

Cara Mendelsohn

Jesse Moreno

Omar Narvaez

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Paul E. Ridley

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Kathy Stewart

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## Executive Summary

### Objective and Scope

The objectives of this audit were to:

- Determine if policies and procedures, directives, and general operations comply with state and local government requirements and meet best practices for law enforcement agencies.
- Determine if internal controls are designed to ensure the efficient and effective management, administration, and compliance of body worn camera and in car camera operations performed by the Dallas Police Department.
- Ensure that controls over the selected critical operations are operating as designed, including proper oversight, execution, consistency, and compliance with defined policy, procedure, directives, and general orders.
- Determine whether the necessary information security operations and procedures are utilized to manage and maintain camera operations footage for body worn and in car cameras operations.

The scope period was from October 1, 2020, through October 31, 2022.

### Background

Dallas Police Department uses body worn and in car cameras to record its responses to emergencies and interactions with the public. These cameras recorded more than 2.1 million videos, or an average of 5,910 videos every day, in calendar year 2022.

The efficient, effective, and consistent administration and management of the Dallas Police Department's body worn and in car camera operations for the City of Dallas is critical to the management of risks, compliance with requirements associated with City directives and operations, and meeting nationwide best practices.

The City Auditor's Office contracted with Weaver & Tidwell, L.L.P. (Weaver) to perform this audit.

### Observed Conditions

Dallas Police Department has taken strides to define and streamline management functions and requirements to ensure body worn and in car camera operations are performing as expected.

Specific areas for improvement include updates to procedures, supervisory review, training, responses to open records requests, including cybersecurity governance.

Since the audit period, Dallas Police Department updated its retention policy, increasing the time frame footage is retained to further ensure availability of the videos.

See the full Weaver report in [Appendix A](#) for details.

## Objectives and Conclusions

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1. Do policies and procedures, directives, and general operations comply with state and local government requirements and meet best practices for law enforcement agencies?
  - **Generally, yes.** Dallas Police Department maintains comprehensive policies, procedures, directives, and General Orders. General Order 332.03 could be improved by including more detailed descriptions of body worn camera categories and requiring periodic training on the General Order's requirements.
2. Are internal controls designed to ensure the efficient and effective management, administration, and compliance of body worn camera and in car camera operations performed by the Dallas Police Department?
  - **Generally, yes.** Dallas Police Department established effective internal controls. The controls could be strengthened by additional supervisor review and resources for responding to public information requests.
3. Are controls over the selected critical operations operating as designed, including proper oversight, execution, consistency, and compliance with defined policy, procedure, directives, and general orders?
  - **Generally, yes.** The body worn and in car camera operations were generally operating as designed. Officers did not always end body worn camera recordings with the required conclusion announcement, used to signify the call response was over.
4. Are the necessary information security operations and procedures utilized to manage and maintain camera operations footage for body worn and in car cameras operations?
  - **Generally, yes.** While information security procedures and requirements are in place, additional required controls include:
    - A body worn camera operations security program that documents required security practices is needed along with other controls.
    - Formal definition of the privileged user access and consistent role review process.
    - Defined security configuration baselines.
    - Enhanced asset inventory reconciliation and maintenance operations.

## Audit Results

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See [Appendix A](#) for the Weaver report.

## Background and Methodology

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### Background

Dallas Police Department uses body worn and in car cameras to record interactions with the public and responses to emergencies. These cameras are worn on officer's chests and installed on both the dashboard and the inside of the vehicles to show where the vehicle is headed and its back seat.

Dallas Police Department general orders cover the operations of body worn and in car cameras and officers receive training on operating both. This audit was included in the 2023 Fiscal Year Audit Plan to evaluate Dallas Police Department's internal controls for operating the cameras. The audit was contracted out to Weaver.

Dallas Police Department had 2,365 body worn cameras and 625 in car cameras, which combined to record 2,157,238 videos in calendar year 2022. The cameras are increasing.

In Fiscal Year 2024, the City is expected to pay Axon almost \$8.2 million for 3,000 body worn cameras and 3,245 tasers for the Dallas Police Department as part of a larger 10-year \$147 million agreement with Axon that also includes other equipment and departments, according to Dallas Police Department documents. The specific cost for all equipment and staff responsible for body and in car cameras is not specified in the Dallas Police Department budget as these costs are included in larger program budgets.

Before the audit began, in November 2022 the Dallas Police Department conducted its own internal review identifying that 89,000 (2 percent) of the 3.8 million videos on hand were not categorized and that some categorized videos had been deleted. As a result, the Dallas Police Department in early 2023 extended retention periods for all videos to delay their deletion.

Video categorization and tagging are management processes that can be automatically added by the system or manually added by the officer to identify the content of the video and connect it to relevant case files and to the retention periods for similar videos. If the video is connected to a case, it is not deleted until the case is completed, and its specific retention period has elapsed. While the retention periods have been extended for all videos, the categorization and tagging processes are important because they provide information about the type of videos and whether it is connected to a case file.

There were several recent changes or updates to operations after both the audit scope period and the completion of audit fieldwork:

- Responsibility for Dallas Police Department video open records requests was transferred from Dallas Police Department to the City Secretary's Office in August 2023.

City management also released new citywide guidance on camera oversight, Administrative Directive 6-19, *Camera Governance* in November 2023.

- A separate Dallas Police Department internal review of videos related to 113 homicide cases was also conducted and a summary was released in December 2023.

## Methodology

To accomplish our audit objectives, we performed the following steps:

- Interviewed City personnel.
- Reviewed requirements, procedures and best practices for body worn and in car camera operations.
- Retained Weaver to conduct this audit. See the methodology section of the report in [Appendix A](#) for a more complete description of the work performed.
- Conducted a survey of Dallas Police Department and four other large police departments (Houston, Fort Worth, Columbus, and El Paso) on their body worn and in car camera operations.
- Considered risk of fraud, waste, and abuse.
- Considered all five internal control components of the *Standards for Internal Control in the Federal Government*

We conducted this performance audit in accordance with generally accepted government auditing standards. Those standards require that we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our findings and conclusions based upon our audit objective. We believe that the evidence obtained provides a reasonable basis for our findings and conclusions based on our audit objective.

## Major Contributors to the Report

### Weaver Risk Advisory Services

Brandon Tanous, CIA, CFE, CGAP, CRMA – Partner  
 David Butler, CPA, CISA – Manager  
 Amanda Williams – Senior Associate I  
 Chelsea Wong – Associate II  
 Philip Garza – Associate II

### Weaver Cybersecurity Services

Trip Hillman, CISSP, GPEN, QSA, GSNA, CISA, GCWN, GCFE, CEH, CCSK – Partner  
 Shelby Mathers, CEH – Manager  
 Kylie Merz – Associate II

### Office of the City Auditor

Dan Genz, CIA, CFE, CISA – Engagement Manager

## **Appendix A: Weaver Report**

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See Weaver's report on the following pages.

# City of Dallas

Internal Audit Report of the Dallas Police Department  
Body Worn and In Car Camera Operations

Report Date: February 26, 2024

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Mark S. Swann | City Auditor  
City of Dallas  
Office of the City Auditor  
1500 Marilla Street, Room 2FN  
Dallas, TX 75201

The accompanying report presents the procedures, results and recommendations relating to our internal audit over the body worn camera and in car camera operations of the Dallas Police Department. The audit included an assessment of operations and procedures, an evaluation of internal controls, along with testing related to operational and information technology/security related operations for administering and managing the body worn camera and in car camera operations. Our procedures were performed in accordance with Government Auditing Standards for Performance Audits. Our procedures do not represent an audit of the financial statements of the City in accordance with United States Generally Accepted Government Auditing Standards (GAGAS).

The objectives of this audit were as follows:

- Determine if policies and procedures, directives, and general operations comply with state and local government requirements and meet best practices for law enforcement agencies. [Operational]
- Determine if internal controls are designed to ensure the efficient and effective management, administration, and compliance of body worn camera and in car camera operations performed by the Dallas Police Department. [Operational]
- Ensure that controls over the selected critical operations are operating as designed, including proper oversight, execution, consistency, and compliance with defined policy, procedure, directives, and general orders. [Operational]
- Determine whether the necessary information security operations and procedures are utilized to manage and maintain camera operations footage for both body worn camera operations and in car camera operations. [Information Technology/Security]

To accomplish these objectives, we conducted interviews and walkthroughs with the Dallas Police Department, and Information & Technology Services personnel that have responsibilities in managing and/or monitoring the body worn camera operations and in car camera operations, inspected documentation (e.g., policies, directives, procedures, plans), reviewed relevant system configurations and sample evidence, and tested sample transactions to gain an understanding of the current operations and defined requirements in place. We evaluated the existing policies and operations in their current state. Our coverage period was from October 1, 2020, through October 31, 2022.

The following report and appendices summarize the recommendations and emerging risks identified throughout the audit.

This report is intended solely for the information and use by City Management and the Office of the City Auditor and is not intended to be used, and should not be used, by anyone other than the specified parties.

WEAVER AND TIDWELL, L.L.P.  
Dallas, Texas

February 26, 2024

Weaver and Tidwell, L.L.P.  
2300 N. Field Street, Suite 1000 | Dallas, Texas 75201  
Main: 972.490.1970



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### Background

The efficient, effective, and consistent administration and management of the Dallas Police Department's body worn camera operations and in car camera operations for the City of Dallas is critical to the management of risks, compliance with requirements associated with City directives and operations, and meeting nationwide best practices.

The audit over body worn camera operations and in car camera operations was included in the Office of the City Auditor's Fiscal Year 2023 Audit Work Plan. The preliminary plan sought to answer:

- Is the body worn camera operations program, related directives, and operations for securely managing the system in alignment with compliance and regulatory requirements documented, communicated, and maintained to minimize the potential for camera operations and evidence related incidents?
- Is the in car camera operations program, related directives, and procedures for securely managing the system in alignment with compliance and regulatory requirements documented, communicated, and maintained to minimize the potential for camera operations and evidence related incidents? <sup>1</sup>

Primary responsibility for the body worn camera operations and in car camera operations program rests with the Dallas Police Department's Body Camera Operations Unit and DVR Review Team with information technology and security related practices falling under a shared responsibility with the City's Information & Technology Services Department. The success of the program at the time of the audit relied upon the third-party relationship with Axon to assist with operational efficiency and security of evidence and camera operations management through the Evidence.com platform. The overall body worn camera operations and in car camera operations are currently entering a multi-year "phase out" period in which the legacy in car camera (L3) operations are being sunset and will be upgraded to the newer Axon platform.

Weaver and Tidwell, L.L.P. was contracted by the Office of the City Auditor to perform a design and effectiveness evaluation of the body worn camera operations and in car camera operations related operations based on defined City policies, procedures and industry practices; however, the objectives of the internal audit were modified at the direction of the Office of the City Auditor, as detailed in Appendix A, based on the active transition from L3 to Axon, which included a primary focus on the Axon camera operations systems.

### Audit Scope and Objectives

The audit was designed to assist management in identifying policy, operations, and procedural control gaps within the in-scope areas of review to improve overall compliance, efficiency, and effectiveness of the Dallas Police Department's body worn camera operations and in car camera operations. The scope of the audit was executed in two concurrent phases. Phase 1 developed a baseline understanding of the people and operations related to the body worn camera operations and in car camera operations program to evaluate the Dallas Police Department's practices and internal controls for operating the in-scope camera operations systems effectively and compliantly. Phase 2 reviewed practices for select information technology/security process areas related to the administration of the body worn camera operations and in car camera operations program as well as the management of camera operations evidence.

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<sup>1</sup> The Dallas Police Department had been utilizing the L-3 in car camera system operations through September 2021, at which time they began a multi-year transition to Axon for in car camera operations. As such, our testing focused on Axon while still encapsulating L-3 data as both were utilized during our coverage period.

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Overall, the audit included an evaluation of the risks, internal controls, and adequacy of the Dallas Police Department's body worn camera operations and in car camera operations, security administration, as well as the adoption of nationwide best practices.

#### Key Objectives

- **Objective A [Phase 1]:** Determine if policies and procedures, directives, and general orders comply with state and local government requirements and meet best practices for law enforcement agencies.
- **Objective B [Phase 1]:** Determine if internal controls are designed to ensure the efficient and effective management, administration, and compliance of body worn camera operations and in car camera operations performed by the Dallas Police Department.
- **Objective C [Phase 1]:** Ensure that controls over the selected critical operations are operating as designed, including proper oversight, execution, consistency, and compliance with defined policy, procedure, directives, and general orders.
- **Objective D [Phase 2]:** Determine whether the necessary information security operations and procedures are utilized to manage and maintain camera operations footage for both body worn camera operations and in car camera operations.

In order to achieve the objectives of our audit, we evaluated the following operations and practices performed in their current state within two phases:

#### Phase 1 – Operational

- Issuance, installation, and replacing/refreshing of body worn camera operations and in car camera operations
- Policy, procedure, and training on use, recording, and positioning of cameras
- Record tagging, retention, and storage
- Review and evaluation cycle of recorded footage, including incident specific and non-incident specific
- Management and addressing of open record requests
- Coordination with the Office of Community Police Oversight

#### Phase 2 - Information Technology and Security

- Data storage and transmission operations
- Data recording and related system components
- Administrator access to relevant systems and evidence
- Criminal Justice Information Services security policy areas
- Guiding criteria

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The audit was performed between January 4, 2023, and June 30, 2023, and included interviewing key personnel within the City, Dallas Police Department, and Information & Technology Services to gain an understanding of the current operations in place, sample testing of transactions (e.g. evidence retention), inspecting existing documentation and configurations related to the in scope operation and system components, reviewing policies and procedures, directives, and general orders, and evaluating the internal controls over the operations in order to ensure relevant risks were addressed. Refer to Appendix B for additional information on the procedures conducted and Appendix C for documentation inspected throughout the audit.

To ensure the necessary components and risk areas were considered as part of this audit, the following criteria was utilized to inform our procedures:

- **Phase 1 Guiding Criteria:**

- Dallas Police Department's policies and procedures, administrative directives, and general orders
- State of Texas' codes and statutes
- Committee of Sponsoring Organizations of the Treadway Commission 2013 Internal Control Framework
- Best practices and guidelines for law enforcement agencies (Texas Law Enforcement Best Practices, International Association of Chiefs of Police, etc.)

- **Phase 2 Guiding Criteria:**

- Dallas Police Department's policies and procedures, administrative directives, and general orders
- National Institute of Standards and Technology Cybersecurity Framework
- Criminal Justice Information Services Security Policy
- Police Executive Research Forum Implementing a Body Worn Camera Operations Program

## Executive Summary

### Positive Highlights

The City's body worn camera operations program is supported by a leading industry product vendor, Axon, that provides robust solutions and capabilities to ensure officers can execute job duties in the field efficiently and securely. The Dallas Police Department has taken strides to define and streamline management functions and requirements (e.g., evidence uploads, device upgrades/replacements, secure sharing of evidence, etc.) to ensure body worn camera operations and in car camera operations are operated as expected. Further, our testing identified the following positive takeaways:

- The Dallas Police Department transitioned from L-3 to Axon for their in car camera operations which has created efficiency and versatility in the way they operate and allows the Dallas Police Department to better track, monitor, and manage in car camera operations activity.

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- The Dallas Police Department recently updated their retention policy, increasing the time frame with which they will retain specific footage based on the tagging of said footage which ensures further integrity, transparency, and obtainability.

### Summary of Results

Through our audit procedures, we identified **13** recommendations. The listing of recommendations includes those items that have been identified and are non-compliance issues with documented Dallas Police Department policies and procedures, rules and regulations required by law, or where there is a lack of procedures or internal controls in place to cover risks to the City of Dallas. The following details the risk ranked recommendations per audit phase.

Summary of Recommendations – City of Dallas Internal Audit of Body Worn and In Car Camera Operations			
Phase	High	Moderate	Low
Phase 1 – Operational	2	2	-
Phase 2 – Information Technology / Security	-	2	4
<b>Total</b>	<b>2</b>	<b>4</b>	<b>4</b>

\*Three recommendations are considered emerging risks and are not risk rated and shown in the table above.

A summary of our results, by audit objective, is provided in the table below. Please see **Appendix A** for an overview of the *Assessment and Risk Ratings*.

### Key Recommendations

SCOPE AREA	KEY RECOMMENDATIONS
<p><b>Objective A:</b> Determine if policies and procedures, directives, and general orders comply with state and local government requirements and meet best practices for law enforcement agencies.</p>	<p>The Dallas Police Department maintains comprehensive policies, procedures, directives, and general orders. However, we identified opportunities to strengthen existing guidance, including:</p> <ul style="list-style-type: none"> <li>Revision of General Order 332.03 to include detailed descriptions for each category of body worn camera operations footage to ensure proper reference to authoritative criteria.</li> <li>Revision of General Order 332.03 to include requirements for periodic trainings over general orders and policies related to use and management of body worn camera operations.</li> </ul>

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SCOPE AREA	KEY RECOMMENDATIONS
<p><b>Objective B:</b> Determine if internal controls are designed to ensure the efficient and effective management, administration, and compliance of body worn camera operations and in car camera operations performed by the Dallas Police Department</p>	<p>The Dallas Police Department has established effective internal controls. However, we identified opportunities to strengthen existing controls through the following measures:</p> <ul style="list-style-type: none"> <li>• Strengthening requirements of supervisor review to ensure officers are following proper categorization, retention, and use of body worn camera operations. This includes increasing the volume of monthly body worn camera operation audits.</li> <li>• Onboarding additional resources who are responsible for the oversight and monitoring of open records requests processed by designated Open Records Request coordinators.</li> </ul>
<p><b>Objective C:</b> Ensure that controls over the selected critical operations are operating as designed, including proper oversight, execution, consistency, and compliance with defined policy, procedure, directives, and general orders.</p>	<p>Controls are in place and operating sufficiently. However, not all are consistently executed as designed. We identified the following opportunity for improvement:</p> <ul style="list-style-type: none"> <li>• Operations strengthening frequency requirements of supervisory review to monitor proper ending of body worn camera operations and in car camera operations footage.</li> </ul>
<p><b>Objective D:</b> Determine whether the necessary Information Security operations and procedures are utilized to manage and maintain camera operations footage for both body worn camera operations and in car camera operations.</p>	<p>Controls and operations are in place; however, not all risks are sufficiently covered. We identified the following opportunities for improvement:</p> <ul style="list-style-type: none"> <li>• Define and develop a body worn camera operations security program/charter that documents the required security practices related to maintaining the security of the body worn camera operations system.</li> <li>• Formally define the privileged user access and consistent role review process to ensure potential issues and action items highlighted are tracked to completion.</li> <li>• Define security configuration baselines to specify the security requirements and system hardening procedures to periodically assess camera operations for insecure configurations or potential "configuration drift" from approved baselines.</li> <li>• Enhance the asset inventory reconciliation and maintenance operations to address incomplete or duplicative data.</li> </ul>

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#### Conclusion

Based on our evaluation, the body worn and in car camera operations at the Dallas Police Department have procedures, systems, and controls in place to conduct effective management of the significant operations at the Dallas Police Department. We recommend continued diligence in maintaining internal controls over the operations to ensure effective, efficient, and compliant operations.

However, we identified opportunities to strengthen the current operations and improve the effectiveness of controls within the Dallas Police Department to ensure continued effectiveness, efficiency, and compliance in the future. Most significantly, the City should focus on refresher training by developing a subsequent training operation that includes any updates to general orders and body worn camera operations and in car camera responsibilities to ensure compliance and effective performance of these procedures. The City operations should also enhance their review procedures of recorded footage to ensure that the Dallas Police Department is following proper categorization, retention, and use of body worn camera operations and in car camera operations. Lastly, the City should continue enhancing their Open Records Request operations and procedures to ensure the timely fulfillment of formal public information requests.

Based on our evaluation of information security measures, the City has developed a good foundation of practices within the vendor platform for body worn camera management. The newly supplemented general orders highlight the expanded use of body worn camera operations systems. This growing use and the necessary detailed procedures, operations, and routine practices can be further defined and documented within a centralized management point, such as an operation or charter to codify the growing institutional knowledge, requirements, and relied upon security controls. Additionally, the specific security configurations and settings that are necessary and implemented should be documented and maintained as a baseline that can be reviewed periodically and updated as changes are approved to ensure that insecure settings do not exist and that actual configurations applied do not deviate from those expected. Furthermore, the current body worn asset inventory demonstrated incomplete and duplicate data, which indicates an improvement opportunity for the periodic reconciliation and maintenance of inventories used within the system to ensure appropriate application of security controls.

We recommend that the Office of the City Auditor perform follow-up review procedures over the recommendations outlined in this report.

## **Detailed Observations, Recommendations, and Emerging Risks**

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### Detailed Observations, Recommendations, and Emerging Risks

Our procedures included interviewing key personnel within the Dallas Police Department with oversight over the body worn camera operations and in car camera operations to gain an understanding of the current operations in place, examining existing documentation, evaluating the internal controls over the process, and testing the effectiveness of the controls in place.

#### Phase 1 Observations

**Observation 01 – HIGH – Defined Categorization of Body Worn Camera Operations Footage:** The Dallas Police Department lacks a robust formalized review process to ensure that body worn and in car camera operations footage are categorized appropriately. While department supervisors perform a monthly audit for two random body worn camera operations footages, categorization is not clearly defined in the department's general orders and could impact the accuracy of categorization. In addition, the random audit performed does not cover the review of in car camera operations footage. General Order 332.03 states that "Supervisors, when reviewing video should look for training opportunities to enhance personnel performance. In addition, any video believed to benefit recruit and/or in-service training should be forwarded through the chain of command to the police academy. Minor infractions of policy or procedure found during review of video, not related to the operation of the body worn camera, will be handled as a training issue and supervisors should use the opportunity to counsel with employees to ensure no future violations occur."

We performed testing of body worn camera and in car camera operations footage and could not verify that 10 samples were appropriately categorized due to the lack of clearly defined categories in the general orders. Two of the 35 body worn camera operations samples contained conflicting categories such as "Blue Team Search/No Arrest and Arrest". Eight of the 35 body worn camera operations samples were categorized by the system, but not retroactively updated/reviewed by the uploader. As a result, inconsistent and conflicting categorization of footage of in car camera operations increase the following risks:

- Inaccurate retention period due to conflicting categories
- Loss of footage, if assigned a category with a shorter retention period
- Lack of formality and inconsistency in the performance of uploading footage

**Impact 01:** Lack of defined categorization of footage can lead to potential loss of footage due to inaccurate retention periods.

**Proposed Corrective Action 01 (Recommendation A.1):** We recommend that Dallas Police Department Management strengthen requirements of supervisor review to ensure officers are following proper categorization, retention, and use of body worn camera operations. This includes increasing the volume of monthly body worn camera operations audits.

**(Recommendation A.2)** Additionally, we recommend the City to revise General Order 332.03 Body Worn Camera Operations to include detailed descriptions of each category and required judgmental tagging of footage by each officer.



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**Observation 02 – HIGH – Timeliness of Open Records Requests:** The City's Open Records Requests for body worn camera operations and in car camera operations footage are not being addressed timely due to a lack of resources. Through interviews with the City's Open Records Request team, as part of the City Secretary's Office, we identified resource limitations resulting in untimely processing of Open Records Requests. The Texas Attorney General – Public Information Act Handbook 2022 states that open records requests should be addressed within ten business days and are required to communicate with the requestor through writing if the request cannot be fulfilled within ten business days and must provide an estimated date of completion.

Recently, the City Auditor's Office performed a survey to peer organizations about the performance of Open Records Requests, but are still awaiting the full results. However, initial results of the City's Open Records Request survey with peer cities identified that a dedicated open records request team ranges from 7-10 employees. Additionally, other Texas cities complete body worn camera operations and in car camera operations related open records requests on an average from 5 - 20 business days, while the City of Dallas is close to four (4) months.

Resource and timeliness limitations of addressing open records requests could increase the following risks:

- Increased risk of data loss and violations of state/federal laws/regulations
- Unique circumstances that require a fast turnaround for footage/information are not handled/addressed in a consistent manner
- Failure to implement a new system of key performance indicators for Open Record Requests could lead to an inefficient use of time and resources
- Failure to implement digitalization for historical records could lead to an inefficient use of time and resources

This issue of timeliness of fulfilling requests was initially identified in the February 2020 Audit of the City's Open Records Request Process - Dallas Police Department.

Responsibility for Dallas Police Department video open records requests was transferred from Dallas Police Department to the City Secretary's Office in August 2023. This occurred after both the audit scope period and the completion of audit fieldwork.

**Impact 02:** Untimely open records requests could increase distrust among citizens and increase loss of data, if a request contains footage with an expired retention period.

**Proposed Corrective Action 02 (Recommendation B.1):** We recommend the City consider additional resources who are responsible for the oversight and monitoring of Open Records Requests processed by designated Open Records Request coordinators.

**(Recommendation B.2)** Additionally, implement an operation to monitor Open Records Requests on a sample basis for timeliness. Attributes that should be monitored include:

- Consistent application of Open Records Request responsiveness and redaction of exempt information prior to release
- Timeliness of processing

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- Effective use of GovQA features
- Use of cost recovery for voluminous requests
- Frequently requested records that can easily be made public on the City's website.

**Observation 03 – MODERATE – Body Worn and In Car Camera Operations Refresher Trainings:** Although incoming police cadets are required to attend the City's police training for initial use of body worn camera operations and in car camera operations, the City does not provide formal and periodic or refresher body worn camera operations and in car camera operations training sessions at established intervals. General Order 332.03 states that "Additional training shall be provided at periodic intervals to ensure the continued effective use of the equipment and incorporate changes, updates, or other revisions in policies and equipment." While the City provides updates to general orders and trainings through a Bulletin Board, acknowledgement of changes by affected employees are not documented nor tracked. This will increase the following risks:

- Police Officers are not in alignment with the City's policies and/or state/federal regulations/laws
- Inconsistencies in body worn and in car camera operations best practices (visual or audio intake, inappropriate positioning of camera operations equipment, or late activation and/or premature ending of footage)

Additionally, Open Records Request required trainings are not reviewed periodically for relevance and improvement. This hinders that changes to laws/regulations and/or best practice guidelines are identified and implemented to ensure team members are adequately informed.

**Impact 03:** A lack of periodic training may result in personnel not performing their duties and utilizing camera operations in line with City requirements and expectations, which can result in increased likelihood of non-compliance with City's policies, procedures, and state/federal regulations and laws.

**Proposed Corrective Action 03 (Recommendation C.1):** We recommend that Dallas Police Department management strengthen refresher/periodic training requirements at established intervals for in car camera operations and body worn camera operations to ensure officers are in alignment with the Department's policies and regulations. This includes revising General Order 332.03 Body Worn Camera Operations to include requirements for:

- (1) Periodic trainings regarding updates to general orders and policies
- (2) The proper start and stoppage of body worn camera operations recordings
- (3) Guidelines for monitoring corrective action when internal review identifies that officers do not use cameras properly

**(Recommendation C.2)** Additionally, we recommend the City Secretary's Office, in coordination with the Dallas Police Open Records Unit, develop targeted training for Open Records Request process attributes that are commonly misunderstood or have frequent noncompliance or inconsistencies.

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**Observation 04 – MODERATE – Conclusion Announcement at Contact End:** The Dallas Police Department's General Order #332.04 requires all body worn camera operations officers to announce the conclusion of footage before deactivating their body worn camera operations recording while ending a contact. While this is communicated to current and incoming police officers, the action is inconsistently performed.

We performed testing of 35 body worn camera operation recordings and identified that 14 of the 35 samples did not contain a conclusion announcement. In addition, in car camera operations footage are not required to contain a conclusion announcement. As a result, inconsistent conclusion of footage statement increases the risk of negative reputational impact among the media, community, and citizens.

**Impact 04:** Lack of utilizing proper "conclusion announcement" to end the contact and stoppage of body worn camera operations footage can lead to skepticism among the public related to the completeness of the footage.

**Proposed Corrective Action 04 (Recommendation D.1):** We recommend that Dallas Police Department Management strengthen requirements of Supervisory review to monitor policy performance consistency for the applicable general orders. This includes emphasizing the guidelines of General Order 332.03 for initiating timely corrective action taken because of the internal review of body worn camera operations footage when officers do not use camera operations properly.

### Phase 2 Observations

**Observation 05 – MODERATE – Body Worn Camera Operations Charter – Definition of Current Body Worn Camera Operations Capabilities:** While General Orders 332 (Body Worn Camera Operations) and 328 (Digital Video Recorder) have been documented to assist in providing a high-level overview of the requirements for operating the body worn camera operations, there is not a defined body worn camera operations and in car camera operations security program/charter that documents the scope of the system to serve as an anchoring point for standard operating procedures and required security practices related to the body worn camera operations system.

*Note: The General Orders for Body Worn Camera Operations (332) and Digital Video Recorder Program (328), were last revised on August 22, 2022, and October 18, 2021, respectively.*

*Note: The updated Administrative Directive 6-19 (Camera Operations Governance) document was issued as draft after the fieldwork phase of the audit.*

**Impact 05:** Unclear operational and security requirements based on role for all stakeholders may lead to a gap in capabilities related to relevant competencies within the body worn camera operations program.

Further, without the documentation of security standards related to day to day operations and procedures, Information & Technology Services and Dallas Police Department may assume the responsibility of certain tasks fall within the other department, increasing the likelihood that critical practices for securing the body worn camera operations system and evidence are inconsistently performed.

Lastly, turnover related to management of the body worn camera operations program (e.g., officer promotions) may result in 'institutional knowledge' becoming lost if security standards, technical/security related responsibilities, and operations are not defined/documented.

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**Proposed Corrective Action 05 (Recommendation E.1):** We recommend that management create and maintain a document (e.g., program, charter, matrix, etc.) to capture all relevant capabilities, security requirements, responsibilities (City and third-party), technology components, types of assets (e.g., body worn camera operations hardware, software, mobile applications, connections, storage locations, etc.) related to the body worn camera operations and in car camera operations. This can serve as a basis for demonstrating the current state of the program to all key stakeholders and to ensure all components are considered in current and future discussions related to the overall strategy and maturation of the body worn camera operations / in car camera operations.

Additionally, management should document data flows to demonstrate all locations where evidence related to the body worn camera operations program is processed, transmitted, and stored.

Management should formalize a central repository for body worn camera operations in car camera operations governance artifacts and supplemental documentation, such as policies and procedures, to ensure all personnel can access documents timely and are knowledgeable of where supporting documentation exists.

**Observation 06 – MODERATE – User Role & Access Review (Evidence.com):** There was no defined process for conducting and documenting the results of a periodic user access review for user roles with elevated permissions within Evidence.com. Within Evidence.com there are various types of user roles with extensive permissions, including roles created by Dallas Police Department, that have variations of permissions that allow for the editing of system configurations, evidence, and cases.

Additionally, there was no defined process to periodically review retention schedules configured within Evidence.com. The "Admin body worn camera operations performance" group has permission to update retention schedules within Evidence.com. Any changes are automatically approved within and the system does not notify the administrator teams and/or supervisors of any changes.

*Note: Per inquiry with the Dallas Police Department, user access reviews are performed on an ad hoc basis with the goal of conducting on a quarterly recurrence.*

**Impact 06:** User access reviews are required to ensure that privileges are not erroneously assigned to users without business justification and proper authorization to access and/or edit resources. Users granted with additional permissions may accidentally apply changes (e.g., human error) to the system that impact the security of the data within.

Further, a lack of review of system configuration changes, including evidence retention schedules, may result in misalignment with evidence mismanagement.

**Proposed Corrective Action 06 (Recommendation F.1):** We recommend that management define and detail the process for periodic (e.g., quarterly) Evidence.com user access reviews, prioritizing reviews for roles that have elevated permissions to make edits to system configurations as well as to evidence and cases within the system. This operation should consist of reviewing permissions of each role for appropriateness as well as each role membership. The defined review operation should consider the following:

- The steps which should be taken to perform the access review
- The roles that should be reviewed (the roles with the access to edit)

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- What attributes should be reviewed (e.g., employment status, title, roles and responsibilities, appropriateness of access, etc.)
- An approved method for documenting what changes were made as part of the review as well as the remediation actions taken because of the access review
- An approval process by stakeholders outside the body worn camera operations that performs the review

**(Recommendation F.2)** Management should also periodically conduct and document a review of the retention schedules within Evidence.com to ensure all changes were approved and evidence tagged to specific categories remain in compliance with relative state and federal regulation as well as City policy. Logs for unapproved changes should be investigated and results documented as part of the review to ensure operation updates related to Evidence.com administration are not required.

**Observation 07 – LOW – Continuous Security Configuration Monitoring:** There were no City defined security configuration baselines, benchmarks, or system hardening operations (defined outside of Axon product guidance) that supported the secure management of the body worn camera operations devices. Further, there were no defined operations in place to continuously monitor and periodically demonstrate the security configurations, such as encryption, retention, authentication, etc. present within the body worn camera operations (e.g., Axon Body 3) to stakeholders outside of the body worn camera operations team.

**Impact 07:** Body worn camera operations may be assigned with insecure-by-default configurations and/or changes from approved configurations over time without notification to body worn camera operations administrators leaving the devices more vulnerable to compromise or mishandling.

**Proposed Corrective Action 07 (Recommendation G.1):** We recommend that the body worn camera operations team should define the approved security baseline configurations and related setup steps within operations documents to codify the requirements for securing newly purchased and re-assigned camera within City acknowledged documentation (outside of vendor product documentation online).

**(Recommendation G.2)** Additionally, management should implement a process for periodically monitoring camera operations for potential "configuration drift" from secure baselines and ensure there are methods for exporting configurations based on camera operation type to demonstrate audit artifacts for continuous monitoring to leadership and other body worn camera operations key stakeholders.

**Observation 08 – LOW – Vendor Contract Testing and/or Review:** While there is an established vendor management operation being applied to new third-party / vendor contracts, the original Evidence.com contract did not go through a documented security evaluation as it was adopted prior to the new vetting process. The City did not demonstrate documentation to support that the previous contract was reviewed to ensure the vendor's practices were aligned with the City's security requirements and standards and that the City was receiving all services from the vendor as expected.

*Note: Per inquiry with Information & Technology Services, the Axon contract renewal is scheduled to go through the new operation to document security considerations (e.g., access controls, segmentation,*

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*data protection, backup & recovery, etc.) and obtain and review relevant trust and compliance reports from relevant vendors.*

**Impact 08:** The absence of an operation to formally risk rate and assess third-party vendors for security related risk may lead to issues relevant to the vendor's service going unidentified.

Further, by not defining key security responsibilities, requirements, and a service level agreement with the vendor as they relate to the City's body worn camera operations program, gaps in the performance of key practices may go undetected.

Additionally, in the event responsibilities from the vendor are suddenly modified or not achieved (e.g., availability of evidence on evidence.com), access to, reviewing, and sending evidence capabilities may be interrupted and it may result in the inability for members of the Dallas Police Department to successfully perform their duties.

**Proposed Corrective Action 08 (Recommendation H.1):** We recommend that management define the vendor management process enhancements as part of the documented vendor management program, i.e., define procedures related to conducting the updated trust and risk assessment operation for onboarding and periodically re-assessing vendors of notable risk/impact to the City (e.g., Axon).

**(Recommendation H.2)** Additionally, key functions that are performed by vendors, such as Axon, should be documented outside of the contract language and mapped to the body worn camera operations program to ensure the division of responsibilities is clearly understood by all key stakeholders (i.e., the Dallas Police Department, Information & Technology Services, and third-parties).

**Observation 09 – LOW – Officer Mobile Device Usage Requirements:** There were no defined requirements related to the approved usage of mobile devices and the Mobile Axon Capture application (app) within the body worn camera operations General Orders (i.e., General Order 332). Axon Capture is a mobile app utilized by officers in the field to take photos, record footage and audio, tag with location data and necessary metadata, and upload evidence to Evidence.com.

*Note: The body worn camera operations training includes components related to the usage of the Axon Capture mobile app and related prohibited activities, including storing evidence on the native photos app on mobile devices and only permitting the use of the mobile app on City distributed devices.*

Additionally, at the time of the audit, the City did not have the capability to systematically restrict the usage of the app to managed mobile devices only and the app was accessible from officer-owned devices that were not centrally managed by the City to assess for security configurations.

**Impact 09:** A lack of policy surrounding approved mobile device practices may result in the misuse of City resources and the increased likelihood that evidence is stored in unapproved locations and potentially exposed to unauthorized access.

Additionally, without a mechanism to centrally manage mobile devices, the likelihood of these devices becoming non-compliant with the City's security policies and standards is increased.

**Proposed Corrective Action 09 (Recommendation I.1):** We recommend that management document expectations and requirements for usage of mobile devices within policy that is

## City of Dallas

### Internal Audit Report of Body Worn and In Car Camera Operations of the Dallas Police Department February 2024

acknowledged by applicable users to formally define expectations and prohibited activities to manage risk related to evidence management.

**(Recommendation I.2)** Additionally, management should continue to evaluate solutions for systematically restricting which devices may log into the Axon Capture mobile app to ensure the devices are managed by a Mobile Device Management solution and can be monitored, secured, updated, and maintain alignment with the City's security policies.

**Observation 10 – LOW – Maintenance of the Body Worn Camera Operations Asset Inventory:** The body worn camera hardware asset inventory provided by the body worn camera operations team on April 20, 2023, demonstrated 183 of 2,251 (~8%) camera records that had missing data/attributes, including:

- 58 of 2251 records that did not have a division recorded
- 1 of 2251 records that did not have an assigned officer's first and operations last name recorded
- 154 of 2251 records that did not have an assigned officer's last training date recorded
- 4 of 2251 records that did not have an associated camera operations serial number listed

*Note: Some camera operations records were missing multiple attributes.*

Further, the body worn camera operations hardware asset inventory had 26 camera operations that recorded duplicated serial numbers throughout the inventory. This indicated that there were 13 camera operations where the serial number was not accurately recorded within the inventory, or the assignee was not properly tracked. The following 13 serial numbers were duplicated throughout the inventory:

X6030295T	X6030493T	x6030740T	x6032113M	X6032240F	x6032425L	X6032786L
x60A20407	x60A2266D	X60A2726B	X60A29197	x60A40318	x60A7654W	

*Note: In some circumstances, the duplicated camera operations serial number was recorded for two separate officers that were on the same watch/shift, e.g., X6030493T for watch 2.*

*Note: Related to in car camera operations, the process for submitting requests for installing an in car camera was being updated from a Google Form request flow to formal tracking within ServiceNow. This migration will assist in alleviating potential inconsistencies in tracking and resolution of requests experienced with the current Google Forms process.*

**Impact 10:** Inaccurate or incomplete source of record for assets (software, hardware, physical and logical, external connected resources, etc.) may lead to inconsistent application of key security controls across the body worn camera operations system.

Further, a lack of a formal periodic asset reconciliation operation may lead to an inability to efficiently identify inaccuracies in the inventory in the event other detection/tracking methods fail.

**Proposed Corrective Action 10 (Recommendation J.1):** We recommend that management formally define operations, including source records as well as the responsibilities and technology components, required for maintaining a complete and accurate body worn camera operations hardware inventory. Population of the inventory may include automated operations to collect and aggregate information from defined sources (e.g., API calls, scripts, etc.).

## City of Dallas

### Internal Audit Report of Body Worn and In Car Camera Operations of the Dallas Police Department February 2024

**(Recommendation J.2)** Additionally, management should establish an operation for performing a periodic reconciliation to ensure that inventory attributes are reflective of the most up to date information. This operation may include comparing lists of active camera operations that have recently synced with/uploaded evidence to Evidence.com as well as information gathered from officer inquiry (to verify which camera operations they have in their possession) to compare to the current documented source of truth. Reconciliation should be performed at a frequency aligned with the frequency of potential changes to camera operations (e.g., re-assignments, repairs, etc.) and minimally on a semi-annual basis.

## Emerging Risks

**Emerging Risk 01 – L3 Security Requirements (Sunset Plan Documentation):** The security requirements and key practices including, access controls for in car camera operations connected systems and networks (e.g., substation Wi-Fi), segmentation, logging and monitoring at substation locations, encryption on substation servers, etc. were not defined and clearly understood across departments (Information & Technology Services versus the Dallas Police Department) and lack definition around the necessary access controls (network segmentation included) and the logging and monitoring components that accompany them. The lack of design and documentation needs a short-term mitigation solution since there is 2-4 year transition period.

*Note: While the L3 program is being phased out, per inquiry with the Dallas Police Department, the timing of the phased sunset plan is anticipated to expand across a 2-4 year period.*

Additionally, network and architecture diagrams of the substation locations to demonstrate the critical systems associated with the L3 in car camera operations and related evidence data flows included potentially outdated information that included references to "To Be Determined" connection points to Evidence.com from substation locations. The last revision date recorded on the diagrams was August 25, 2015.

**Impact 01:** The lack of definition may result in inconsistent knowledge transfer and training and the reliance on the existing controls may be impacted resulting in gaps in security throughout the planned phase out of the L3 system.

**Recommendation 01:** Management should ensure that the minimum required security controls are in place and understood across all users and stakeholders and that the sunset plans are viewed in tandem with the existing risk profile. The controls should be periodically reviewed for critical dependencies for the portions of the evidence that is captured and transmitted through legacy methods and planned for migration to new storage channels (i.e. Evidence.com). Reviews of network architecture and diagrams should be included in this operation to ensure diagrams demonstrate any updates to the environment to assist in identifying where additional security controls may be required.

Also, management should formally document the phase out plan and include milestones and anticipated target dates across all key stakeholders to ensure the necessary security controls are considered throughout the entire operation (e.g. access controls and segmentation for substation servers after subset if used for backup).



## City of Dallas

Internal Audit Report of Body Worn and In Car Camera Operations of the Dallas Police Department  
February 2024

**Emerging Risk 02 – Define Scope of Required Training Attendees:** There were no policies or operations defined that require members of the body worn camera operations team to also attend related training. General Order 332 documents the requirement for "Personnel" to attend training, and Personnel is defined as users that are assigned a body worn camera.

*Note 1: Body worn camera team members who have not operated an assigned camera currently or previously, could have assigned roles and responsibilities within the department or facilitate body worn camera operations trainings regardless of if they have not attended prior trainings.*

*Note 2: The Police Executive Research Forum (PERF) guidance for implementing a body worn camera operations program defines the following recommendation: " body worn camera operations training should be required for all agency personnel who may use or otherwise be involved with body worn camera operations ."*

**Impact 02:** Lack of training for all personnel involved with the handling of body worn camera may result in inconsistent usage of the system and related resources.

**Recommendation 02:** Management should consider updating policy documentation to include requirements for all applicable stakeholders to attend periodic training to ensure all personnel understand their responsibilities for upholding the security of the system.

**Emerging Risk 03 – Office of Community Oversight Communication and Collaboration:** Through interviews with members of the Community Police Oversight Board (Board) and Office of Community Police Oversight (Office), we identified concerns in communication and collaboration between the Board and Dallas Police Department regarding timely access to view footage from high risk/emotional scenes before it is uploaded to Evidence.com. Currently, policy and practice does not allow the Community Police Oversight Board and Office to view collected footage at the scene of an incident and must wait until it is uploaded to Evidence.com, which is required under City Ordinance to occur within 72 hours of the incident. The delay in viewing of footage during certain instances concerns the Board due to being unable to effectively answer questions from concerned citizens in an accurate or timely manner. However, the 72 hour delay ensures that all pertinent footage is obtained, uploaded, and reviewed by investigators and police administrators to verify all information/footage is collected and available for review. The timely view of footage, ability to access and navigate the current evidence.com access, and continued open dialogue between the Board, Office, and Dallas Police Department should be considered for future relationship building efforts.

**Impact 03:** Concerns related to the communication and collaboration between the Board, Office, and Dallas Police Department can lead to reputational impact among the media, community, and citizens.

**Proposed Corrective Action 03:** We recommend that the Community Police Oversight Board (Board), the Office of Community Police Oversight (Office), and the Dallas Police Department continue to strengthen relations through enhanced communications and collaboration. This includes considerations for possible revisions to policies, practices, and procedures for the sharing and communicating of information, data, and footage.

## Appendices

## City of Dallas

Internal Audit Report of Body Worn and In Car Camera Operations of the Dallas Police Department  
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### Appendix A: Risk Ratings

The appendix defines the approach and classifications utilized by Weaver to assess the residual risk of the observations identified. Residual risk is the risk derived from the environment after considering the mitigating effect of internal controls. The observations have been assessed from a residual risk level utilizing the following risk management classification system.

#### High

High risk observations have qualitative factors that include, but are not limited to:

- Events that threaten the City's achievement of strategic objectives or continued existence
- Impact of the observation could be felt outside of the City or beyond a single function or department
- Potential material impact to operations or the City's finances
- Remediation requires significant involvement from senior City management

#### Moderate

Moderate risk observations have qualitative factors that include, but are not limited to:

- Events that could threaten financial or operational objectives of the City
- Impact could be felt outside of the City or across more than one function of the City
- Noticeable and possibly material impact to the operations or finances of the City
- Remediation efforts that will require the direct involvement of functional leader(s)
- May require senior City management to be updated

#### Low

Low risk observations have qualitative factors that include, but are not limited to:

- Events that do not directly threaten the City's strategic priorities
- Impact is limited to a single function within the City
- Minimal financial or operational impact to the City
- Require functional leader(s) to be kept updated, or have other controls that help to mitigate the related risk

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### Appendix B: Summary of Audit Procedures

#### Overall Testing Approach

- Conduct interviews and walkthroughs of the key operations and scope areas identified
- Compare identified controls to expected controls
- Review samples, police transactions, and supporting documentation, as necessary
- Perform effectiveness and substantive testing

#### Phase 1 [Operational]

- Review current body worn camera operations policies and procedures, directives, and general orders to ensure existing footage handling and protection operations align with state and local government requirements and meet best practices for law enforcement agencies.
- Conduct interviews with key personnel within the organization and examine existing documentation to understand the current practices and operations for managing and administering body worn camera operations and in car camera operations.
- Identify and determine if internal controls are designed and implemented to ensure the effective management, administration, and compliance of body worn camera operations and in car camera operations performed by the Dallas Police Department:

Process Areas	Control Coverage
Issuance of Equipment	11
Policy, Operations and Training	7
Tagging, Retention and Storage	11
Review and Evaluation Cycle	1
Open Record Requests	12
Community Police Oversight Office Coordination	5
<b>Total Controls</b>	<b>47</b>

- Execute testing over body worn camera operations and in car camera internal controls to ensure that controls over the selected critical processes are operating as designed, including proper oversight, execution, consistency, and compliance with defined policy, operation, directives, and general orders.
  - We reviewed a sample of 35 body worn camera operations footage to verify that all body worn camera operations footage is in accordance with the City's policies, procedures, and general orders. Our testing procedures include verifying that the recording was uploaded timely, was categorized appropriately, contained clear footage and audio, and that the incident was appropriately concluded.

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### Internal Audit Report of Body Worn and In Car Camera Operations of the Dallas Police Department February 2024

- We reviewed a sample of 29 in car camera operations footage to verify that all in car camera operations footage is in accordance with the City's policies, operations, and general orders. Our testing procedures include verifying that the recording was uploaded timely, was categorized appropriately, contained clear footage and audio, and that the incident was appropriately concluded.

#### Phase 2 [Information Security]

- Review current body worn camera operations policies and operations to ensure existing footage handling and protection operations align with Criminal Justice Information Services (CJIS) Security Policy requirements and Police Executive Research Forum (PERF) recommendations related to implementing body worn camera operations.
- Conduct interviews with key personnel within the organization and examine existing documentation to understand current footage protection and handling operations for body worn camera operations footage.
- Evaluate security controls in place for protecting body worn camera operations footage in transit and storage against CJIS Security Policy requirements and PERF recommendations.
- Inspect system configurations related to evidence retention to ensure retention periods are commensurate with the City's risk profile and they align to City operations/requirements.
- Assess the privileged user access management controls in place to protect evidence including operations for periodically reviewing administrator access to locations where evidence exists related to the body worn camera operations system.
- Inspect multi-factor authentication configurations in place to protect privileged access to evidence locations.
- Inspect network architectural and dataflow diagrams and inquire IT and Security personnel to verify all locations that evidence data is processed, stored, or transmitted, including potential connections into system components, e.g., APIs.
- Inspect body worn camera operations asset inventories to verify body worn camera operations system components are formally tracked to ensure there is a basis for where security controls need to be applied for coverage across the system as a whole.
- Compare body worn camera operations footage data classification operations against the Dallas Police Department policies and PERF recommendations.
- Evaluate body worn camera operations footage storage locations to ensure third party facilities and providers have been vetted for compliance with CJIS requirements.
- Evaluate IT-related vendor management operations to ensure there are mechanisms to track compliance with the City's security requirements as it relates to the body worn camera operations system components and controls.
- Review the body worn camera operations and data storage technology in use to ensure they are capable of meeting CJIS requirements and PERF recommendations for footage protection and handling.
- Identify unacceptable risk exposure due to control design inadequacy or opportunities to strengthen the effectiveness of existing body worn camera operations footage protection and handling operations.

## City of Dallas

Internal Audit Report of Body Worn and In Car Camera Operations of the Dallas Police Department  
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### Appendix C: Documentation Inspected

#### Phase 1 - Operational

- Policies, Operations, and Standards
  - General Orders ("328 Digital Video Recorder Program.pdf", "332 Body Worn Cameras Operations.pdf")
  - Dallas Police Department Trainings ("Working PowerPoint BWC 3 2-3.ppt")
  - City of Dallas Retention Schedule
  - City of Dallas Public Information Request Survey (\_Peer City Survey for the Dallas Police Department Body Worn Camera Operations and In Car Camera Operations Audit (1-4).xlsx")

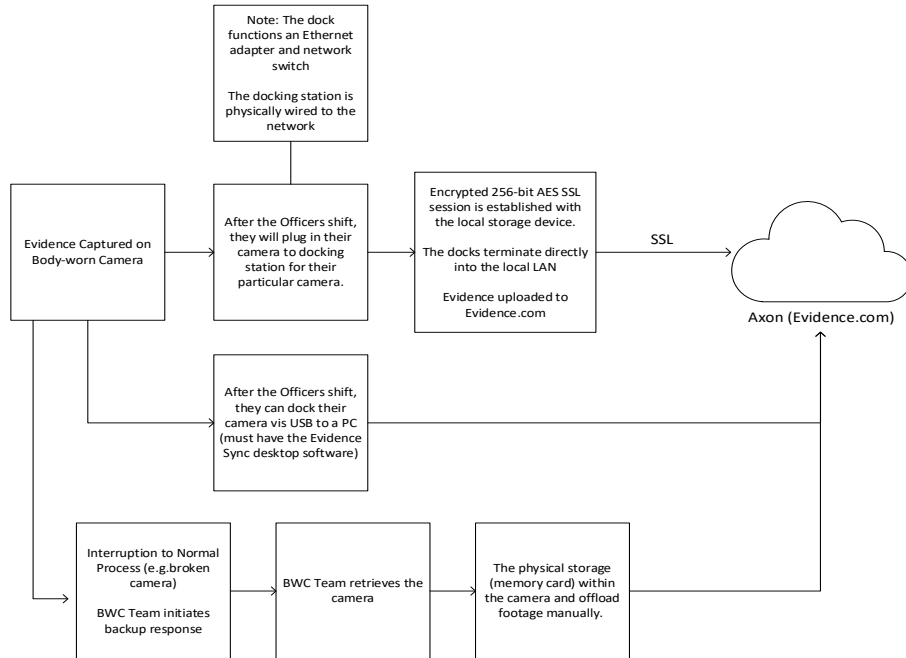
#### Phase 2 – IT Related Operations

- Policies, Operations, and Standards
  - Administrative Directives ("AD2-02-2017.pdf", "AD2-24 (Administrative Directive 2-24).pdf", "AD2-28-2016.pdf", "AD2-29\_2002.pdf", "AD2-30\_2004.pdf", "AD2-34\_1\_2004.pdf", "Ad4-09\_2015.pdf", "EBS\_Interim\_AD\_2-4\_2018.pdf")
  - General Orders ("328 Digital Video Recorder Program.pdf", "332 Body Worn Camera Operations.pdf")
  - Information Security Standard ("EnterpriseSecurityStandard\_10-01-2020.pdf")
- Implementation Guides and Standards
  - Axon Contractual Agreements ("20-0625.pdf", "22-1784-Axon Enterprises, Inc. FINAL-Hilson, Melony Ops (1).pdf", "Resolution from Axon Contract Approval Item\_12-14-2022.pdf")
  - L3 Contractual Agreements ("11-2322.pdf", "13-6557.pdf", "15-7205.pdf", "16-6250.pdf", "16-6842.pdf", "Email Request for L3 Contract and Related Administrative Actions\_03-22-2023.pdf")
- Network and Dataflow Diagrams
  - Body Worn Camera Operations Dataflow ("Body Worn Camera Operations rev1.pdf")

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- Based on inquiry and documentation examination (e.g., Axon contract and help documentation) the overall data flow related to the Axon body worn camera operations system at the time of the audit is represented below for reference:



- Hardware Asset Inventory
  - Body Worn Camera Operations Inventory ("Body worn camera operations Inventory.xlsx")
- IT Vendor Inventory
  - Systems and Business Operations ("Dallas Police 3.22.23 710 – DRAFT.pdf")
- Administrator Users
  - User Permissions ("Admin Body Worn Camera Operations Performance Permissions.jpeg", "Chief's Office Permissions.jpeg", "City Attorney - Body Worn Camera Operations Permissions.jpeg", "City Safety Team Permissions.jpeg", "Drone Permissions.jpeg", "Fleet User Permissions.jpeg", "Fusion Investigator Sworn Permissions.jpeg", "Helicopter Pilots Permissions.jpeg", "IAD Permissions.jpeg", "Investigator - Special Assignment (Limited Time Duration) Permissions.jpeg", "Investigator Pro Permissions.jpeg", "IP Addresses.pdf", "Legal DME Team Permissions.jpeg", "Officer - Body Worn Camera Operations Permissions.jpeg", "Officer Body Worn Camera Operations Pro Permissions.jpeg", "Open Records - Body Worn Camera Operations Permissions.jpeg", "Photo Lineup Civilian Permissions.jpeg", "Radio Shop Permissions.jpeg", "Supervisor Light Permissions.jpeg", "Supervisor Performance Permissions.jpeg", "Swat Doctor - Reserve Permissions.jpeg", "Taser Officer Body Worn Camera Operations Pro Permissions.jpeg", "Video Coordinators - Body Worn camera Operations Permissions.jpeg")
  - API Settings ("API Settings.pdf")
  - Body Worn Camera Operations Standard Operating Procedure ("Body Worn Camera Operations SOP.pdf")

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- Roles ("Existing Roles.pdf")
- MFA Configurations ("MFA Settings.jpeg")
- Privileged Users ("Privileged Admin Users.pdf")
- Administrator Users ("RE List of Administrators.msg")
- Cybersecurity Risk Assessment
  - Risk Assessment Template ("Quick-Template-NIST-SP800-171R2-Security-Assurance-Documents.docx")
- Training Materials
  - Training Class Dates ("Body Worn Camera Operations Training Class Dates, Oct 2020 to Oct 2022.docx")
  - Training Presentation ("Working PowerPoint Body 3 2-3.pptx")
- System, Security, and Data Protection Configurations
  - Camera Operations Settings ("Axon Body 2 & Flex 2 Camera Operations Settings.jpeg", "Axon Body 3 Camera Operations Settings.jpeg", "Axon Capture Settings.jpeg", "Axon Fleet 3 Settings.jpeg").
- Footage Retention
  - 30 Day Warning ("30 Day Warning Report.pdf")
  - Retention Schedule ("Retention Schedules.pdf")
- Body Worn Camera Operations Evidence.com Activity Logs
  - December Activity Logs ("12-18-22 Arrest Audit Trail.pdf", "12-18-22 Arrest Query.jpeg", "12-18-22 Blue Team Search – No Arrest Audit Trail.pdf", "12-18-22 Blue Team Search – No Arrest Query.jpeg", "12-18-22 Call for Service – Incident Audit Trail.pdf", "12-18-22 Call for Service-Incident Query.jpeg", "12-18-22 Citation Audit Trail.pdf", "12-18-22 Citation Query.jpeg", "12-18-22 Critical incident Audit Trail.pdf", "12-18-22 Critical Incident Query.jpeg", "12-18-22 Family Violence Photographs Audit Trail.pdf", "12-18-22 Family Violence Photographs Query.jpeg", "12-18-22 Investigative evidence Audit Trail.pdf", "12-18-22 Investigative Evidence Query.jpeg", "12-18-22 Pedestrian Stop Query.jpeg", "12-18-22 Pedestrian Stop Query.jpeg", "12-18-22 Pending Review Audit Trail.pdf", "12-18-22 Pending Review Query.jpeg", "12-18-22 Restricted Access Query.jpeg", "12-18-22 Traffic Stop Audit Trail.pdf", "12-18-22 Traffic Stop Query.jpeg", "12-18-22 Uncategorized Audit Trail.pdf", "12-18-22 Uncategorized Query.jpeg")



**City of Dallas**Internal Audit Report of Body Worn and In Car Camera Operations of the Dallas Police Department  
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- January Activity Logs ("1-22-23 Arrest Audit Trail.pdf", "1-22-23 Arrest Query.jpeg", "1-22-23 Blue Team Search – No Arrest Audit Trail.pdf", "1-22-23 Blue Team Search – No Arrest Query.jpeg", "1-22-23 Call for Service – Incident Audit Trail.pdf", "1-22-23 Call for Service-Incident Query.jpeg", "1-22-23 Citation Audit Trail.pdf", "1-22-23 Citation Query.jpeg", "1-22-23 Critical incident Audit Trail.pdf", "1-22-23 Critical Incident Query.jpeg", "1-22-23 Family Violence Photographs Audit Trail.pdf", "1-22-23 Family Violence Photographs Query.jpeg", "1-22-23 Investigative evidence Audit Trail.pdf", "1-22-23 Investigative Evidence Query.jpeg", "1-22-23 Pedestrian Stop Query.jpeg", "1-22-23 Pedestrian Stop Query.jpeg", "1-22-23 Pending Review Audit Trail.pdf", "1-22-23 Pending Review Query.jpeg", "1-22-23 Restricted Access Query.jpeg", "1-22-23 Traffic Stop Audit Trail.pdf", "1-22-23 Traffic Stop Query.jpeg", "1-22-23 Uncategorized Audit Trail.pdf", "1-22-23 Uncategorized Query.jpeg")

## Appendix B: City Survey

The Office of the City Auditor conducted a survey of Dallas Police Department and 11 other large police departments in July and August 2023 to obtain comparative information on body worn and in car camera operations using 2022 calendar year data.

Dallas and four other cities participated for a 42 percent response rate, including Columbus, Ohio, and Houston, El Paso, and Fort Worth in Texas. Responses were not received from Austin, Jacksonville, Philadelphia, Phoenix, San Antonio, San Diego, and San Jose.

The responding large cities are using both body worn and in car cameras. As Dallas was second in population by a significant margin among cities surveyed, Dallas ranked second in most areas analyzed. Controlling for population, Dallas also ranked second in body cameras per officer and videos per officer per year. Dallas ranked first in number of in car cameras and requests for videos, third in combined cameras per officer, and fourth in the time needed to respond to requests for videos.

### Exhibit 1:

#### Large City Camera Operations by Cameras Per Officer

City	2020 Population	Officers	Body Worn Cameras	Body Worn Cameras Per Officer	In Car Cameras	Combined Cameras Per Officer
Dallas	1,304,379	3,077	2,365	.77	625	.97
El Paso	678,815	1,128	34	.03	405	.39
Fort Worth	918,915	1,600	1,200	.75	450	1.03
Houston	2,304,580	5,137	3,500	.68	354	.75
Columbus	905,748	1,753	1,846	1.05	460	1.32
<b>Dallas Rank</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>1</b>	<b>3</b>

Source: Survey responses received July and August 2023 and Census.Gov data.

Due to how their data is combined, not all cities could differentiate between types of camera videos, and report separately on the amount of in car videos and body camera videos. As a result, [Exhibit 2](#) combines the reporting for both types. However, there can be significant differences by City. For example, Dallas reported 81 percent of its videos were body worn, while El Paso reported 95 percent of its videos were in car.

**Exhibit 2:**

## Large City Camera Operations by Number of Videos in 2022

City	Body Worn and In Car Cameras	Videos Recorded	Videos Per Day	Videos Per Officer Per Year
Dallas	2,990	2,157,238	5,910	701
El Paso	439	318,819	873	283
Fort Worth	1,650	1,425,105	3,904	891
Houston	3,854	2,416,787	6,621	470
Columbus	2,306	854,491	2341	487
<b>Dallas Rank</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>

Source: Survey responses received July and August 2023.

While Dallas recorded the second-most videos, the City received 4,380 more requests than all other responding cities combined. It is also taking Dallas longer to respond to those requests than the other cities surveyed. None of the surveyed cities provided data on how much money it costs to provide the requested videos.

**Exhibit 3:**

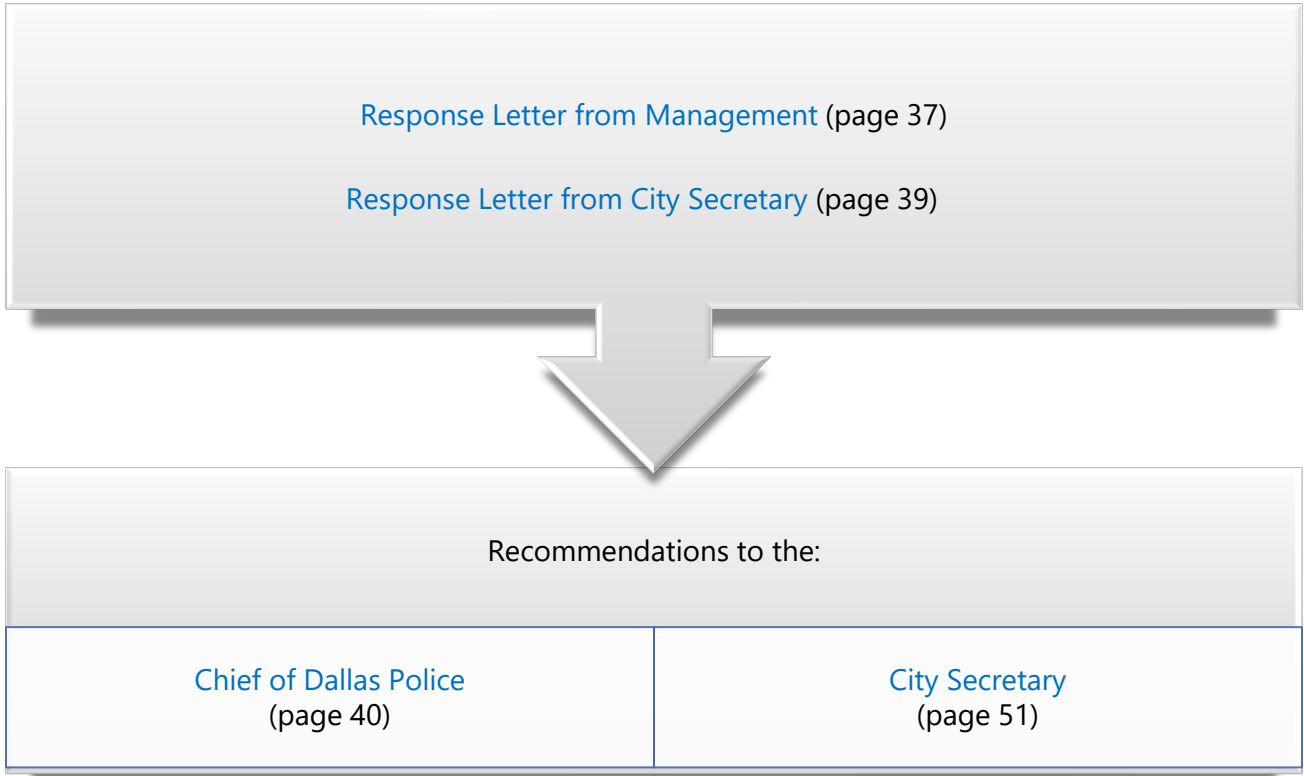
## 2022 Requests for Camera Videos

City	Videos Recorded	Requests for Videos	Time to Provide Requested Videos	Cost for Providing Videos
Dallas	2,157,238	11,132	4 months	Not available
El Paso	318,819	635	20 days	Not available
Fort Worth	1,425,105	527	26 days	Not available
Houston	2,416,787	4,246	5 days	Not available
Columbus	854,491	1,344	Not available	Not available
<b>Dallas Rank</b>	<b>2</b>	<b>1</b>	<b>4</b>	<b>N/A</b>

Source: Survey responses received July and August 2023.

## Appendix C: Management's Response

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## Memorandum



**DATE:** February 14, 2024

**TO:** Mark S. Swann – City Auditor

**SUBJECT:** Response to the Audit of Dallas Police Department Body Worn and In Car Camera Operations

This letter acknowledges the City Manager's Office received the *Audit of Dallas Police Department Body Worn and In Car Camera Operations* and submitted responses to the recommendations in consultation with the appropriate City department.

The Dallas Police Department has taken strides to define and streamline management functions and requirements to ensure body worn and in car camera operations are performing as expected. In addition, the audit noted that DPD currently generally meets the audit objectives.

DPD recognizes there are opportunities for further improvements to its existing practices.

Specifically, DPD will:

- Revise General Order 332.03 to provide detailed descriptions of the simplified categories and provide detectives clear guidance for the proper tagging and handling of evidence;
- Provide yearly refresher training for all officers;
- Strengthen existing camera audits to include verifying that officers conclude body camera recordings with proper conclusion announcements at the end of contact;
- Maintain documentation on all video asset capabilities. In addition, DPD will request ITS' assistance in helping DPD to document network security requirements, responsibilities, and technology components;
- Define and detail the process for periodic Evidence.com user access reviews, prioritizing review of roles with elevated permissions;
- Review the simplified retention procedures outlined in recommendation A.1 annually to ensure all retentions meet or exceed any legal regulations;
- Develop a process and create related documentation, instructing program administrators how to secure, configure, and deploy new or re-assigned cameras to ensure all cameras are set to baseline configurations;
- Define procedures for conducting trust and risk assessments for contracts with vendors related to the camera program;
- Document key functions performed by stakeholders outside of the contract language;
- Develop procedures that include expectations and prohibited activities for using mobile devices

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Response to the Audit of Dallas Police Department Body Worn and In Car Camera Operations

February 14, 2024

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within the context of evidence management;

- Formally define a system of record, source documents, responsibilities, and technology components to aid in developing a complete and accurate inventory of body worn camera hardware; and
- Reconcile newly acquired, re-assigned, etc. camera equipment semi-annually between the system of record and Evidence.com.

DPD will accept the risk associated with three recommendations. By simplifying the categorization categories, DPD anticipates reducing improperly categorized videos while not adding additional demands on supervisors, thus allowing them to focus on other vital tasks. Additionally, DPD will accept the risk associated with two low-risk recommendations. Currently, DPD's tools lack the functionality to implement the recommendation. DPD will consider adding a process for identifying configuration drift when it becomes feasible. When the City renews or solicits a contract to replace the Axon Capture mobile app, DPD will request the functionality to restrict devices.

Sincerely



T.C. Broadnax  
City Manager

- C: Genesis D. Gavino, Chief of Staff
- Jack Ireland, Chief Financial Officer
- Fortune, Deputy City Manager
- Eddie Garcia, Chief of Police, Dallas Police Department

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## Memorandum



**DATE:** January 31, 2024

**TO:** Mark S. Swann – City Auditor

**SUBJECT:** Response to Audit of Dallas Police Department Body Worn and In Car Camera Operations

This letter acknowledges the City Secretary's Office received the *Audit of Dallas Police Department Body Worn and In Car Camera Operations* and submitted responses to the recommendations.

We concur with your office's recommendations. The City Secretary's Office intentions now are to focus on those assessed risks and work toward implementation based on the action plan and date provided on the audit report document.

Thank you for assisting the City Secretary's Office with improving its services.

Sincerely,

*Biliera Johnson*  
Biliera Johnson  
City Secretary

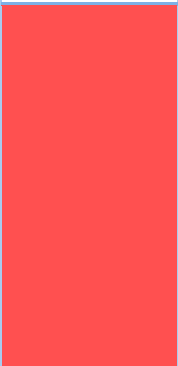
C: T. C. Broadnax, City Manager  
Jon Fortune, Deputy City Manager  
Chief Garcia, Dallas Police Department  
Miroslava Martinez, Assistant City Secretary  
Paris Long, Open Records Administer

"Our Product is Service"  
Empathy | Ethics | Excellence | Engagement | Equity

Recommendations to the Chief of Dallas Police:

Assessed Risk Rating	Recommendations	Concurrence and Action Plans	Implementation Date	Follow-Up/ Maturity Date	
<b>High Risk, Chief of Police</b>					
<b>High</b>	We recommend the <b>Chief of Dallas Police:</b>				
	<p>Observation 1</p> <p><b>A.1:</b> Strengthen requirements of supervisor review to ensure officers are following proper categorization, retention, and use of body worn cameras operations. This includes increasing the volume of monthly body worn camera operations audits.</p> <p><b>Auditor Note:</b> While Dallas Police Department management has accepted the risk, the action plan provided will address the primary risks associated with the recommendation.</p>	<b>Accept Risk</b>	<p>DPD has created a compliance supervision role at each patrol division that performs video audits to check and maintain compliance while allowing a field supervision focus from other sergeants.</p> <p>DPD will reduce the risk associated with this recommendation by simplifying the categorization by moving to two categories. One category having a two year retention period (testing/training), and the other with an infinite retention period (all other uses).</p> <p>These changes will help ensure important videos are retained and properly categorized, without adding significant additional demands on supervisors, allowing them to focus on other vital tasks.</p>	N/A	N/A



Assessed Risk Rating	Recommendations	Concurrence and Action Plans		Implementation Date	Follow-Up/ Maturity Date
	Observation 1 <b>A.2:</b> Revise General Order 332.03, <i>Body Worn Camera Operations</i> to include detailed descriptions of each category and required judgmental tagging of footage by each officer.	<b>Agree</b>	DPD will revise the General Orders to provide detailed descriptions of the simplified categories and provide detectives clear guidance for the proper tagging and handling of evidence.	9/30/2024	9/30/2025

Assessed Risk Rating	Recommendations	Concurrence and Action Plans	Implementation Date	Follow-Up/ Maturity Date	
<b>Moderate Risk, Chief of Police</b>					
<b>Moderate</b>	We recommend the <b>Chief of Dallas Police:</b>				
	<p>Observation 3</p> <p><b>C.1:</b> Strengthen refresher/periodic training requirements at established intervals for in car camera operations and body worn camera operations to ensure officers are in alignment with the Department's polices and regulations. This includes revising General Order 332.03, <i>Body Worn Camera Operations</i> to include requirements for:</p> <ul style="list-style-type: none"> <li>(1) Periodic trainings regarding updates to general orders and policies.</li> <li>(2) The proper start and stoppage of body worn camera operations recordings.</li> <li>(3) Guidelines for monitoring corrective action when internal review identifies that officers do not use cameras properly.</li> </ul>	<b>Agree</b>	<p>DPD will provide yearly refresher training for all officers. The training will include relevant updates to General Orders, body-worn camera operations, and required procedures.</p> <p>In addition, DPD will maintain periodic refresher training records in accordance with General Orders and record retention requirements.</p>	<p>6/30/2025 (Next core training cycle)</p>	<p>6/30/2027</p>

Assessed Risk Rating	Recommendations	Concurrence and Action Plans		Implementation Date	Follow-Up/ Maturity Date
	<p>Observation 4</p> <p><b>D.1:</b> Strengthen requirements of supervisory review to monitor policy performance consistency for the applicable general orders. This includes emphasizing the guidelines of General Order 332.03 for initiating timely corrective action taken because of the internal review of body worn camera operations footage when officers do not use camera operations properly.</p>	<b>Agree</b>	<p>DPD will strengthen existing camera audits to include verifying that officers conclude body camera recordings with proper conclusion announcements at the end of contact. Discrepancies observed will be corrected through immediate notification and additional training of officers.</p>	9/30/2024	9/30/2025
	<p>Observation 5</p> <p><b>E.1:</b> Create and maintain a document to capture all relevant capabilities, security requirements, responsibilities, technology components, types of assets related to the body worn camera operations and in car camera operations. This can serve as a basis for demonstrating the current state of the program to all key stakeholders and to ensure all components are considered in current and future discussions related to the overall strategy and maturation of the body worn camera operations / in car camera operations.</p>	<b>Agree</b>	<p>DPD’s camera team will maintain documentation on all video asset capabilities.</p> <p>In addition, DPD will request ITS’ assistance in helping DPD to document network security requirements, responsibilities, and technology components.</p> <p>DPD is moving towards a central repository for video footage (evidence.com) by partnering with ITS to replace existing legacy in-car cameras.</p>	9/30/2024	9/30/2025

Assessed Risk Rating	Recommendations	Concurrence and Action Plans		Implementation Date	Follow-Up/ Maturity Date
	<p>Additionally, management should document data flows to demonstrate all locations where evidence related to the body worn camera operations program is processed, transmitted, and stored.</p> <p>Management should formalize a central repository for body worn camera operations in car camera operations governance artifacts and supplemental documentation, such as policies and procedures, to ensure all personnel can access documents timely and are knowledgeable of where supporting documentation exists.</p>				
	<p>Observation 6</p> <p><b>F.1:</b> Define and detail the process for periodic (e.g., quarterly) Evidence.com user access reviews, prioritizing reviews for roles that have elevated permissions to make edits to system configurations as well as to evidence and cases within the system. This operation should consist of reviewing permissions of each role for appropriateness as well as each role membership. The defined review operation should consider the following:</p>	<b>Agree</b>	<p>DPD will define and detail the process for periodic Evidence.com user access reviews, prioritizing review of roles with elevated permissions to edit system configurations, evidence, and cases within the system. The review process will include the steps and procedures as recommended by the auditors.</p>	9/30/2024	9/30/2025

Assessed Risk Rating	Recommendations	Concurrence and Action Plans		Implementation Date	Follow-Up/ Maturity Date
	<ul style="list-style-type: none"> <li>The steps which should be taken to perform the access review.</li> <li>The roles that should be reviewed (the roles with the access to edit).</li> <li>What attributes should be reviewed (e.g., employment status, title, roles and responsibilities, appropriateness of access, etc.).</li> <li>An approved method for documenting what changes were made as part of the review as well as the remediation actions taken because of the access review.</li> <li>An approval process by stakeholders outside the body worn camera operations that performs the review.</li> </ul>				
	<p>Observation 6  <b>F.2:</b> Periodically conduct and document a review of the retention schedules within Evidence.com to ensure all changes were approved and evidence tagged to specific</p>	<p><b>Agree</b></p>	<p>DPD’s camera team will implement and verify the simplified retention procedures outlined in recommendation A.1 and review them yearly to ensure all retentions meet or exceed any</p>	<p>9/30/2024</p>	<p>9/30/2025</p>

<b>Assessed Risk Rating</b>	<b>Recommendations</b>	<b>Concurrence and Action Plans</b>		<b>Implementation Date</b>	<b>Follow-Up/ Maturity Date</b>
	<p>categories remain in compliance with relative state and federal regulation as well as City policy. Logs for unapproved changes should be investigated and results documented as part of the review to ensure operation updates related to Evidence.com administration are not required.</p>		<p>legal regulations.</p>		

Assessed Risk Rating	Recommendations	Concurrence and Action Plans	Implementation Date	Follow-Up/ Maturity Date	
<b>Low Risk, Chief of Police</b>					
<b>Low</b>	We recommend the <b>Chief of Dallas Police:</b>				
	Observation 7 <b>G.1:</b> Define the approved security baseline configurations and related setup steps within operations documents to codify the requirements for securing newly purchased and re-assigned cameras within City acknowledged documentation (outside of vendor product documentation online).	<b>Agree</b>	DPD’s camera team will develop a process and create related documentation, instructing program administrators how to secure, configure, and deploy new or re-assigned cameras to ensure all cameras are set to baseline configurations.	9/30/2024	9/30/2025
	Observation 7 <b>G.2:</b> Implement a process for periodically monitoring camera operations for potential "configuration drift" from secure baselines and ensure there are methods for exporting configurations based on camera operation type to demonstrate audit artifacts for continuous monitoring to leadership and other body worn camera operations key stakeholders.	<b>Accept Risk</b>	DPD accepts the risk related to this recommendation because there is no current method in the vendor’s software to export configurations based on operation type.  Upon contract renewal, DPD will request ITS and the vendor to assist in determining the feasibility of adding this functionality.	N/A	N/A

Assessed Risk Rating	Recommendations	Concurrence and Action Plans		Implementation Date	Follow-Up/ Maturity Date
High	<p>Observation 8</p> <p><b>H.1:</b> Define the vendor management process enhancements as part of the documented vendor management program, i.e., define procedures related to conducting the updated trust and risk assessment operation for onboarding and periodically re-assessing vendors of notable risk/impact to the City.</p>	<b>Agree</b>	<p>DPD will request ITS' assistance in helping DPD define procedures for conducting trust and risk assessments for contracts with vendors related to the camera program.</p>	3/31/2025	9/30/2025
	<p>Observation 8</p> <p><b>H.2:</b> Document key functions that are performed by vendors, such as Axon, outside of the contract language and mapped to the body worn camera operations program to ensure the division of responsibilities is clearly understood by all key stakeholders (i.e., the Dallas Police Department, Information &amp; Technology Services, and third parties).</p>	<b>Agree</b>	<p>DPD will request ITS' assistance in helping DPD document key functions performed by stakeholders outside of the contract language.</p>	9/30/2024	9/30/2025



Assessed Risk Rating	Recommendations	Concurrence and Action Plans		Implementation Date	Follow-Up/ Maturity Date
High	<p>Observation 9</p> <p><b>I.1:</b> Document expectations and requirements for usage of mobile devices within policy that is acknowledged by applicable users to formally define expectations and prohibited activities to manage risk related to evidence management.</p>	<b>Agree</b>	<p>DPD will develop procedures that include expectations and prohibited activities for using mobile devices within the context of evidence management.</p>	9/30/2024	9/30/2025
	<p>Observation 9</p> <p><b>I.2:</b> Evaluate solutions for systematically restricting which devices may log into the Axon Capture mobile app to ensure the devices are managed by a Mobile Device Management solution and can be monitored, secured, updated, and maintain alignment with the City's security policies.</p>	<b>Accept Risk</b>	<p>DPD accepts the risk related to this recommendation because the mobile app does not have the functionality to restrict its use based on specific devices.</p> <p>Upon contract renewal, DPD will request this functionality be added by the vendor.</p>	N/A	N/A
	<p>Observation 10</p> <p><b>J.1:</b> Formally define operations, including source records as well as the responsibilities and technology components, required for maintaining a complete and accurate body worn camera operations hardware inventory. Population of the inventory may include automated operations to</p>	<b>Agree</b>	<p>Inventory will be managed, and operations defined, within the new workforce management software and Evidence.com.</p> <p>DPD will formally define a system of record, source documents, responsibilities, and technology components to aid in developing a complete and accurate inventory of body worn camera hardware.</p>	3/31/2025	3/31/2026

Assessed Risk Rating	Recommendations	Concurrence and Action Plans		Implementation Date	Follow-Up/ Maturity Date
	collect and aggregate information from defined sources.				
	<p>Observation 10</p> <p><b>J.2:</b> Perform a periodic reconciliation to ensure that inventory attributes are reflective of the most up to date information. This operation may include comparing lists of active cameras operations that have recently synced with/uploaded evidence to Evidence.com as well as information gathered from officer inquiry (to verify which camera operations they have in their possession) to compare to the current documented source of truth. Reconciliation should be performed at a frequency aligned with the frequency of potential changes to camera operations (e.g., re-assignments, repairs, etc.) and minimally on a semi-annual basis.</p>	<b>Agree</b>	<p>DPD will reconcile newly acquired, reassigned, etc. camera equipment semi-annually between the system of record and Evidence.com.</p> <p>Additionally, DPD will develop an annual process for reconciling camera equipment to ensure attributes are accurate.</p> <p>Reconciliations will verify key attributes and will include procedures to identify and correct any duplicate entries.</p>	3/31/2025	3/31/2026

### Recommendations to the City Secretary:

Assessed Risk Rating	Recommendations	Concurrence and Action Plans	Implementation Date	Follow-Up/ Maturity Date	
<b>High Risk, City Secretary</b>					
<b>High</b>	We recommend the <b>City Secretary:</b>				
	<p>Observation 2</p> <p><b>B.1:</b> Consider additional resources responsible for the oversight and monitoring of Open Records Requests processed by designated Open Records Request coordinators.</p>	<b>Agree</b>	Although the function was recently transferred, we are currently working determining what additional resources are needed for effective oversight and monitoring of Open Records Requests by coordinators.	10/1/2024	2/1/2025
	<p>Observation 2</p> <p><b>B.2:</b> Monitor Open Records Requests on a sample basis for timeliness. Attributes that should be monitored include:</p> <ul style="list-style-type: none"> <li>• Consistent application of Open Records Request responsiveness and redaction of exempt information prior to release</li> <li>• Timeliness of processing</li> <li>• Effective use of GovQA features</li> <li>• Use of cost recovery for</li> </ul>	<b>Agree</b>	Although the function was recently transferred, we are currently working on improving Open Records Requests processes that will provide responsiveness and timeliness of records. As well as effective use of system (GovQA) features.	10/1/2024	2/1/2025

Assessed Risk Rating	Recommendations	Concurrence and Action Plans		Implementation Date	Follow-Up/ Maturity Date
	voluminous requests <ul style="list-style-type: none"> <li>Frequently requested records that can easily be made public on the City's website.</li> </ul>				

Assessed Risk Rating	Recommendations	Concurrence and Action Plans		Implementation Date	Follow-Up/ Maturity Date
<b>Moderate Risk, City Secretary</b>					
<b>Moderate</b>	We recommend the <b>City Secretary</b> :				
	Observation 3 <b>C.2:</b> Develop targeted training for Open Records Request process attributes that are commonly misunderstood or have frequent noncompliance or inconsistencies.	<b>Agree</b>	The City Secretary's Office is currently in the process of developing and/or refining procedures. Training for the established Open Records Requests will be concurrent with the development and quarterly training will follow after final procedures established.	2/5/2024	8/5/2024



# City of Dallas

1500 Marilla Street  
Council Chambers, 6th Floor  
Dallas, Texas 75201

## Agenda Information Sheet

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**File #:** 24-998

**Item #:** D.

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Municipal Court Warrant Resolution and Review of Non-Adjudicated Cases Update  
[Greg Nelson, Director, Dallas Municipal Court, Rodney Patten, Executive Assistant City Attorney,  
Preston Robinson, Administrative Judge, Judiciary]



**City of Dallas**

# **Municipal Court Warrant Resolution and Review of Non-Adjudicated Cases Update**

**Public Safety Committee  
April 8, 2024**

Greg Nelson, Director  
Municipal Court

Rodney Patten, Chief Prosecutor  
City Attorney's Office

Preston Robinson, Administrative Judge  
Judiciary

City of Dallas

# Presentation Overview



- Background
- Purpose
- Proposed Criteria
- Non-Adjudicated Cases
- Practice of Other Municipal Courts
- Warrant Resolution Update
- Impact/Benefit
- Next Steps



# Background



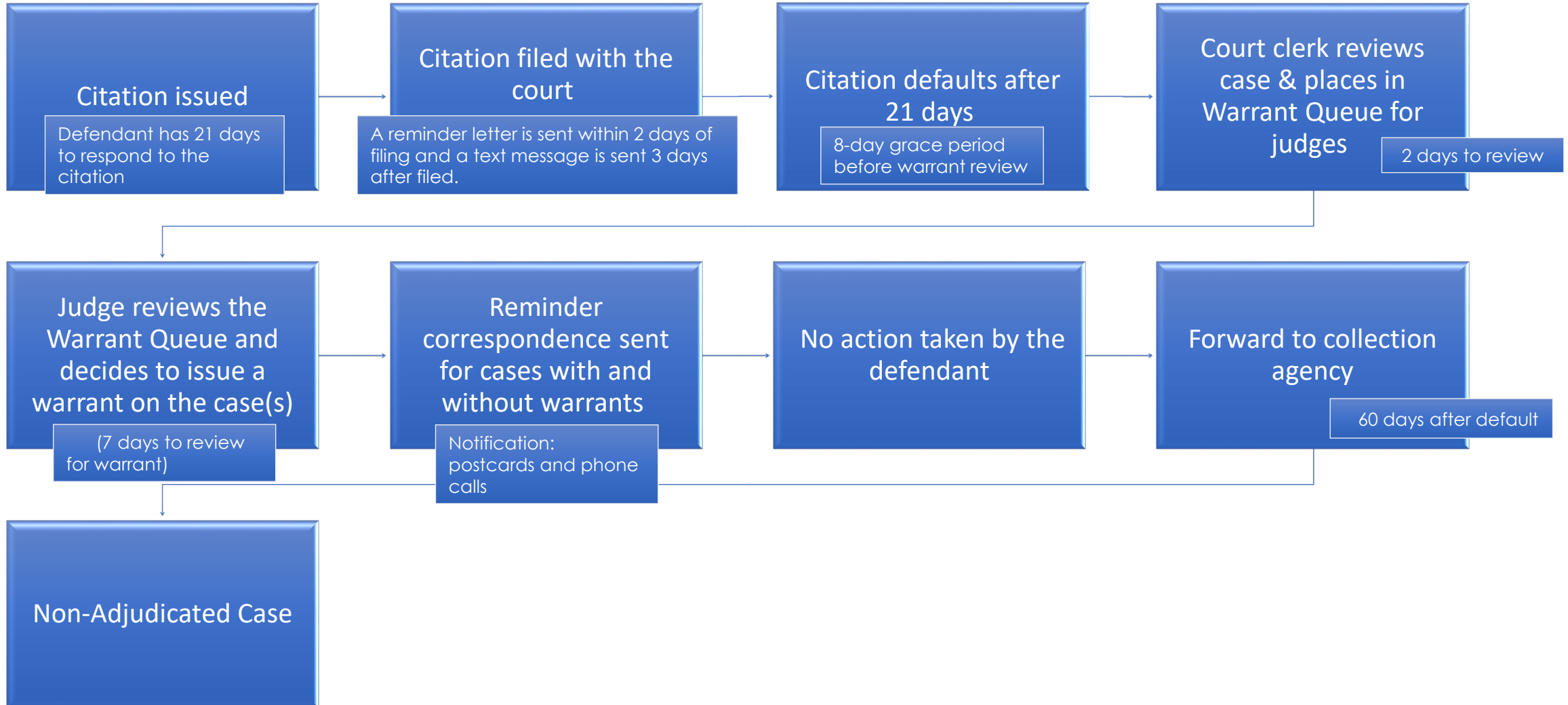
## Dallas Municipal Court

- Class C Misdemeanor
- **Options to Resolve a Citation:**
  - In person
  - By mail
  - Online ([dallascityhall.com/departments/courtdetentionservices/Pages/default.aspx](http://dallascityhall.com/departments/courtdetentionservices/Pages/default.aspx))
  - By phone with AllPaid (24/7 at 1-833-256-5997)
  - Cash payments at local retail stores with AllPaid (24/7 at 7-Eleven, CVS, Wal-Mart & Rite Aid)





# Background



# Background



Prior to 2018, the Municipal Court had no process to address Non-Adjudicated cases, which caused a significant backlog of cases.

In 2018, the Public Safety Committee was briefed on a proposal by the Municipal Court to use a phased-in approach for processing Non-Adjudicated cases with the following criteria:

- Cases that are more than ten years old from date of citation
- Inactive officers/deceased officers
- Cases without a Complaint (Charging Instrument)

Since 2018, this initiative has led to the dismissal of **944,945** cases.



# Purpose



## Dallas Municipal Court

- The purpose of this presentation is to discuss a proposal to include additional criteria and expand the opportunity of the Dallas Municipal Court to address all non-adjudicated cases.

The Municipal Court currently has **445,799** cases 10 years old or older

- Warrant Resolution 2024 update.





## The case(s) must meet the following criteria for review:

- Expand criteria to include all cases **except** the excluded cases (See Appendix for list of all case types)
- Inactive/deceased officers
- Cases that more than ten years old from date of citation
- Cases without a Complaint (Charging Instrument)



# Continued Criteria of Non-Adjudicated Cases



## Excluded Cases from Processing of Non-Adjudicated Cases:

- All Assault cases (Threats, Family Violence & Threats of Family Violence)
- Dangerous Dog violations
- Environmental Waste and Stormwater
- Fire & Health Code violations
- Theft violations



# Practices of Other Texas Municipal Courts



**This process is common procedure and practice throughout the State of Texas, other courts may use the following methods:**

- Standing judicial orders
- Routine purging of cases
- Written policies and procedures related to purging
- Warrant Round Ups



# Dallas Municipal Court Warrant Resolution 2024 Update



**Warrant Resolution 2024 was conducted from February 24, 2024 – March 7, 2024.**

**Allowed individuals a worry-free environment to resolve citations.**

## **Locations:**

- White Rocks Hills Library (East)
- Willie B. Johnson Recreation Center (North)
- Dr. Martin Luther King Jr, Recreation Center (South)
- Nash-Davis Recreation Center (West)
- 2014 Main Street, Dallas, Texas

## **individuals served**

2024: 4,553

2023: 4,048

## **case count**

2024: 12,238

2023: 11,087

**5,464:** The court donated blankets and throws to the Office of Homeless Solutions' (OHS) recommended locations throughout the city.



# Impact/Benefit



- Reduces the backlog of Non-Adjudicated Cases.
- Reduces the negative impact to individuals with outstanding citations.
- Reduces the negative impact to individuals with outstanding warrants.





# Next Steps



- Expand the criteria for processing of Non-Adjudicated Cases.
- Incorporate Non-Adjudicated Cases that meet the criteria as a system requirement to have the Court Case Management System process them as scheduled at the 10-year mark.
- Continue Warrant Round-up annually.



# Appendix



- See attached for the list of all case types





**City of Dallas**

# **Municipal Court Warrant Resolution and Review of Non-Adjudicated Cases Update**

**Public Safety Committee  
April 9, 2024**

Greg Nelson, Director  
Municipal Court

Rodney Patten, Chief Prosecutor  
City Attorney's Office

Preston Robinson, Administrative Judge  
Judiciary  
City of Dallas

Offense_Code	Offense_Desc
6582	ACCUMULATION OF TIRES - INSUFF CAPACITY/EXPOSED TO RAIN
5700	ACCUMULATION OF TIRES - PREMISES EXPOSED TO WATER
5679	ACCUMULATION OF TIRES - PREMISES UNCLEAN/ATTR RODENTS & PESTS
5678	ACCUMULATION OF TIRES - PREMISES UNSECURED
5648	ACCUMULATIONS AND DEPOSIT OF WASTE PROHIBITED
6233	ACTING AS MASSAGE THERAPIST WITHOUT A LICENSE
6216	ACTIVATING ALARM FOR WRONG PURPOSE
6401	ADMINISTERING MASSAGE TO PERSON OF OPP.SEX
6566	ADULT CABARET CUSTOMER TOUCHING AN EMPLOYEE
6565	ADULT CABARET EMPLOYEE TOUCHING A CUSTOMER
6402	AIDING MINOR TO POSSESS FIREWORKS WITHIN CITY
5601	AIR POLLUTION
6497	ALCOHOL BUSINESS - SOLD ALCOHOL BEFORE PAYING FEES
6496	ALCOHOL BUSINESS FAILED TO DISPLAY RECEIPT AND C.O.
6487	ALCOHOL VIOL: ON PROPERTY OWNED/LEASED BY CITY
6486	ALCOHOL VIOL: ON PUBLIC STREET
6488	ALCOHOL VIOL: POSSESS OPEN CONTAINER IND. C. A.
6485	ALCOHOL VIOL: WITHIN 18 FEET OF PUBLIC STREET
6522	ALLOW MINOR TO CREATE GRAFFITI W/O OWNER'S CONSENT
1315	ALLOW PASSENGER ON MOTORCYCLE W/O HELMET
1342	ALLOW PASSENGER UNDER 18 ON MOTORCYCLE W/O HELMET
5013	ALLOW ROOSTER TO VIOLATE NOISE ORDINANCE
6127	ALLOW UNSANITARY LIQUID WASTE TO ACCUMULATE
7187	ALLOWING PERSON TO OPERATE EMERGENCY WRECKER WITHOUT PERMIT
5555	ALTERNATIVE FINANCIAL ESTABLISHMENT NOTIN FREESTANDING BUILDING
5552	ALTERNATIVE FINANCIAL ESTABLISHMENT W/IN 1500 FEET OF ANOTHER AFE
5553	ALTERNATIVE FINANCIAL ESTABLISHMENT W/IN 300 FEET OF RESIDENTIAL DISTRICT
5554	ALTERNATIVE FINANCIAL ESTABLISHMENT W/IN 500 FEET OF EXPRESSWAY
5551	ALTERNATIVE FINANCIAL ESTABLISHMENT W/OSUP
7103	AMBULANCE VIOLATION
7101	AMBULANCE: NO ATTENDANT DRIVER PERMIT
7102	AMBULANCE: NO PERMIT ON VEHICLE
5043	ANIMAL - FAILURE TO OBTAIN BREEDING PERMIT
5044	ANIMAL - FAILURE TO UPDATE MICROCHIP CONTACT INFORMATION
5004	ANIMAL AT LARGE
5003	ANIMAL CONTROL OFFENSE MAX \$500
C6427	ANIMAL CRUELTY
5029	ANIMAL RESTRAINED WHILE NOT ACCOMPANIEDBY OWNER
4997	ANIMALS AS PRIZES, PROMOTIONS AND NOVELTIES
6464	ANTI-NOISE ORDINANCE
1701	ANTI-NOISE ORDINANCE: BURNING OFF
1702	ANTI-NOISE ORDINANCE: LOUD MUFFLER
6463	ANTI-NOISE ORDINANCE: MECHANICAL LOUD SPEAKER OR SOUND AMPLIFIER
6129	APPROVED SANITARY SEWAGE SYSTEM
6730	ATTACHED SIGN IN UPPER TWO-THIRDS OF GLASS WINDOW OR DOOR
6578	ATTACHED SIGN IN UPPER TWO-THRIDS OF GLASS WINDOW OR DOOR
6317	ATTEMPT TO PURCHASE ALCOHOL BEV. BY MINOR: 1ST OFFNSE
6403	ATTEMPTED CRIMINAL TRESPASS (AGAINST SIGN)
6467	ATTEMPTED CRIMINAL TRESPASS (W/O CONSENT)

6404	ATTEMPTED OBSTRUCTION OF PUBLIC SIDEWALK
6405	ATTEMPTED OBSTRUCTION OF STREET OR PASSAGEWAY
6406	ATTEMPTED PROSTITUTION
1703	ATTEMPTING TO ELUDE A POLICE OFFICER
2509	BLOCKING DISABLED ARCHITECTUAL IMPROVEMENT,IE RAMP
7015	BOATING WITHOUT LIGHTS
C6426	BOND FORFEITURE
5201	BUILDING INSPECTION
5695	BULKY TRASH IN STREET OR SIDEWALK
7111	BUS VIOLATION
7112	BUS: ADVERTISING SERVICE WITHOUT PERMIT
7113	BUS: ADVERTISING WITHOUT A PERMIT
7114	BUS: DRIVING WITHOUT SPECIAL SERVICE PERMIT
7115	BUS: NO SPECIAL SERVICE PERMIT
7116	BUS: OPERATING SERVICE WITHOUT PERMIT
1339	CARRY MOTORCYCLE PASSENGER UNDER 5 YEARS
1755	CARRYING A CHILD UNDER 12 YEARS IN TRUCK BED
1764	CARRYING A CHILD UNDER 18 IN TRUCK BED
5309	CAUSE PERSON TO SIGN/EXECUTE FRAUDULENTDOCUMENT
5557	CHANGE OF PLANS AND SPECS
6103	CHAPTER 17, FOOD PREPARATION (ACCUM)
6102	CHAPTER 17, FOOD PREPARATION (COMMIT)
5602	CHAPTER 27, URBAN REHAB
6901	CHAPTER 49, DALLAS CITY CODE (WATER)
6506	CHARGE TOO HIGH A PARKING FEE DURING STATE FAIR
1349	CHILD PASSENGER SAFETY SEAT SYSTEM (UNDER 8 YRS)
1303	CHILD RESTRAINT LAW - 2 - 3 YEARS - PRE09-01-01
1302	CHILD RESTRAINT LAW - UNDER 2 - PRE 09-01-01
1343	CHILD SAFETY SEAT VIOLATION AGES 0 - 3
1348	CHILD SAFETY SEAT VIOLATION - POST SEPT. 1, 2009
1344	CHILD SEAT BELT VIOLATION (AGES 4 - 16)
6407	CHILD UNATTENDED IN VEHICLE
C5055	CIVIL-2ND ATTACK AGGRESSIVE
C5054	CIVIL-2ND ATTACK DANGEROUS
C5210	CIVIL-ACCESSORY OUTSIDE STORAGE
C5645	CIVIL-ACCUMULATIONS AND DEPOSIT OF SOLID WASTE PROHIBITED
C5647	CIVIL-ACCUMULATIONS AND DEPOSIT OF WASTE PROHIBITED
C5074	CIVIL-ALLOW MORE THAN ONE LITTER DURINGPERMIT TIME
C5013	CIVIL-ALLOW ROOSTER TO VIOLATE NOISE ORDINANCE
C5075	CIVIL-ALLOW SALE OF DOG OR CAT BEFORE EIGHT WEEKS OF AGE AND VACCINATION
C5004	CIVIL-ANIMAL AT LARGE
C5029	CIVIL-ANIMAL RESTRAINED WHILE NOT ACCOMPANIED BY OWNER
C4997	CIVIL-ANIMALS AS PRIZES, PROMOTIONS ANDNOVELTIES
C5868	CIVIL-APPLICANT INFORMATION
C5886	CIVIL-ATTENDANCE AT CRIME WATCH MEETINGS AND SYMPOSIUMS
C1008	CIVIL-BREAKING DOWN OF BOXES AND CARTONS
C1009	CIVIL-BRUSH AS PACKOUT COLLECTION
C5696	CIVIL-BULKY TRASH - EARLY OR LATE
C5695	CIVIL-BULKY TRASH IN STREET OR SIDEWALK
C5659	CIVIL-BULKY TRASH OUT TOO EARLY

C5864 CIVIL-CEILING HEIGHT  
C5879 CIVIL-CHANGE IN EMERGENCY RESPONSE INFORMATION  
C5889 CIVIL-CHANGES IN EMERGENCY RESPONSE INFORMATION  
C4992 CIVIL-DEFECATION OF DOGS ON PUBLIC AND PRIVATE PROPERTY  
C5885 CIVIL-DISCLOSURE OF INSPECTION SCORE  
C1015 CIVIL-DISPOSAL OF DEAD ANIMALS  
C5045 CIVIL-DOG BITE  
C5053 CIVIL-DOG CAUSING SERIOUS BODILY INJURY OR DEATH  
C5042 CIVIL-DOG OR CAT NOT MICROCHIPPED  
C5011 CIVIL-DOG OR CAT NOT REGISTERED  
C5018 CIVIL-DOG OR CAT NOT SPAYED OR NEUTERED  
C5006 CIVIL-DOG OR CAT NOT VACCINATED FOR RABIES  
C5021 CIVIL-DOG OR CAT NOT WEARING COLLAR W/RABIES TAG  
C5024 CIVIL-DOG OR CAT NOT WEARING COLLAR W/REGISTRATION TAG  
C1013 CIVIL-DOWNTOWN AREA PLACEMENT OF WASTE  
C1014 CIVIL-DOWNTOWN AREA PLACEMENT OF WASTE CONTAINERS  
C5218 CIVIL-DUMPSTER SCREENING REQUIRED  
C5891 CIVIL-EMERGENCY CONTACT INFO SIGN  
C5880 CIVIL-EMERGENCY RESPONSE  
C5890 CIVIL-EMERGENCY RESPONSE  
C5878 CIVIL-EMERGENCY RESPONSE INFORMATION  
C5888 CIVIL-EMERGENCY RESPONSE INFORMATION  
C5077 CIVIL-FAIL TO DISPLAY PERMIT NUMBER ON ADVERTISEMENT  
C5076 CIVIL-FAIL TO KEEP PERMITTED DOG OR CAT RESTRAINED  
C5215 CIVIL-FAIL TO PROVIDE REFRIGERATED AIR  
C4990 CIVIL-FAILS TO REMOVE ALL DOGS AND CATS FROM PREMISES  
C5856 CIVIL-FAILURE TO ATTEND SAFE COMPLEX SYMPOSIUM  
C1043 CIVIL-FAILURE TO CHARGE AN ENVIRONMENTAL FEE  
C1019 CIVIL-FAILURE TO COMPLY WITH SANITATION EMPLOYEE DIRECTIVE  
C5603 CIVIL-FAILURE TO CONNECT HEATING AND COOLING DEVICES  
C5604 CIVIL-FAILURE TO CONNECT PLUMBING AND HEATING EQUIPMENT  
C5605 CIVIL-FAILURE TO CONNECT RECEPTACLES TO WATER SOURCE  
C5607 CIVIL-FAILURE TO COVER WELL, CESSPOOL, OR CISTERN  
C5608 CIVIL-FAILURE TO DISMANTLE REFRIGERATOR DOOR  
C5609 CIVIL-FAILURE TO ELIMINATE HAZARDOUS CONDITION  
C5246 CIVIL-FAILURE TO ELIMINATE INFESTATION USING LICENSED PERSON  
C5610 CIVIL-FAILURE TO ELIMINATE RODENTS AND VERMIN  
C5611 CIVIL-FAILURE TO FILL HOLLOW MASONRY PIERS  
C1044 CIVIL-FAILURE TO ITEMIZE SINGLE USE CARRYOUT BAG ENVIRONMENTAL FEE  
C5612 CIVIL-FAILURE TO KEEP FLOORS, WALLS IN SOUND CONDITION  
C5613 CIVIL-FAILURE TO KEEP PREMISES SECURELY CLOSED  
C1047 CIVIL-FAILURE TO KEEP RECORDS OF NUMBER OF SINGLE USE CARRYOUT BAGS SUPPLIED  
C1048 CIVIL-FAILURE TO KEEP SEPARATE RECORDS OF SINGLE USE BAGS AT EACH LOCATION  
C5614 CIVIL-FAILURE TO KEEP STRUCTURE FREE OF INSECTS, RODENTS  
C5615 CIVIL-FAILURE TO KEEP STRUCTURE WEATHER TIGHT  
C5616 CIVIL-FAILURE TO KEEP VACANT STRUCTURE FREE OF LITTER  
C5244 CIVIL-FAILURE TO MAINTAIN AIR CONDITIONING IN OPERATING CONDITION  
C5619 CIVIL-FAILURE TO MAINTAIN ANY FENCE ON THE PROPERTY IN COMPLIANCE WITH STANDARDS  
C5236 CIVIL-FAILURE TO MAINTAIN BALCONIES AND PORCHES IN OPERATING CONDITION  
C5234 CIVIL-FAILURE TO MAINTAIN CONSTRUCTION MATERIALS IN OPERATING CONDITIONS

C5617 CIVIL-FAILURE TO MAINTAIN DEVICE TO SUPPLY HOT WATER  
C5618 CIVIL-FAILURE TO MAINTAIN ELECTRICAL SERVICE LINES  
C5237 CIVIL-FAILURE TO MAINTAIN HAND RAILS AND GUARD RAILS IN OPERATING CONDITION  
C5238 CIVIL-FAILURE TO MAINTAIN HAND/GUARD RAILS WITH THE ABILITY TO SAFELY CARRY LOAD  
C5245 CIVIL-FAILURE TO MAINTAIN HEATING IN OPERATING CONDITION  
C5620 CIVIL-FAILURE TO MAINTAIN PREMISES FREE OF LITTER  
C5235 CIVIL-FAILURE TO MAINTAIN ROOF IN OPERATING CONDITIONS  
C5621 CIVIL-FAILURE TO MAINTAIN SEWER CONNECTIONS  
C6656 CIVIL-FAILURE TO MAINTAIN SIDEWALK, CURB, STRUCTURE ON PUBLIC R.O.W.  
C1049 CIVIL-FAILURE TO MAINTAIN SINGLE USE CARRYOUT BAG RECORDS ONSITE  
C5239 CIVIL-FAILURE TO MAINTAIN STEPS AND STAIRWAYS IN OPERATING CONDITION  
C5240 CIVIL-FAILURE TO MAINTAIN STEPS AND STAIRWAYS TO SAFELY SUPPORT LOADS  
C5622 CIVIL-FAILURE TO MAINTAIN SUFFICIENT ELECT. CIRCUITS  
C5233 CIVIL-FAILURE TO MAINTAIN SUPPORTS OF A STRUCTURE FREE OF DETERIORATION  
C5623 CIVIL-FAILURE TO MAINTAIN TOILET CONNECTIONS  
C5624 CIVIL-FAILURE TO MAINTAIN WATER CONNECTIONS  
C1050 CIVIL-FAILURE TO MAKE SINGLE USE CARRYOUT BAG RECORDS AVAILABLE  
C5043 CIVIL-FAILURE TO OBTAIN BREEDING PERMIT  
C5206 CIVIL-FAILURE TO OBTAIN CERTIFICATE OF OCCUPANCY  
C5881 CIVIL-FAILURE TO PAY AD VALOREM TAXES  
C5625 CIVIL-FAILURE TO PLACE LOOSE ITEMS IN CONTAINER - DUMPSTER  
C4998 CIVIL-FAILURE TO POSSESS MATERIALS TO REMOVE/DISPOSE OF DOG EXCRETA  
C5232 CIVIL-FAILURE TO PROTECT EXTERIOR STRUCTURE SURFACE  
C5626 CIVIL-FAILURE TO PROTECT EXTERIOR SURFACE OF STRUCTURE  
C1054 CIVIL-FAILURE TO PROVIDE ADEQUATE SIGNAGE  
C5627 CIVIL-FAILURE TO PROVIDE AND MAINTAIN RAILINGS  
C5853 CIVIL-FAILURE TO PROVIDE AND MAINTAIN SECURITY DEVICES IN EACH DWELLING  
C5854 CIVIL-FAILURE TO PROVIDE AND MAINTAIN SECURITY LIGHTING  
C5628 CIVIL-FAILURE TO PROVIDE CONTAINER RACK  
C5629 CIVIL-FAILURE TO PROVIDE CROSS-VENTILATION  
C5630 CIVIL-FAILURE TO PROVIDE HEATING EQUIPMENT  
C5631 CIVIL-FAILURE TO PROVIDE INSECT SCREENS  
C5632 CIVIL-FAILURE TO PROVIDE PROPER DRAINAGE ON PROPERTY  
C1063 CIVIL-FAILURE TO PROVIDE SIGN IN PARKING LOT: 1 SIGN FOR EVERY 50 PARKING SPOTS  
C1055 CIVIL-FAILURE TO PROVIDE SIGNAGE IN ENGLISH AND SPANISH  
C1061 CIVIL-FAILURE TO PROVIDE SIGNAGE IN PARKING LOT: ENCOURAGE TO BRING OWN BAGS  
C1062 CIVIL-FAILURE TO PROVIDE SIGNAGE IN PARKING LOT: SIGN NOT 11 x 17  
C1064 CIVIL-FAILURE TO PROVIDE SIGNAGE IN PARKING LOT: SIGN NOT AT ENTRANCE OF BUSINESS  
C1065 CIVIL-FAILURE TO PROVIDE SIGNAGE IN PARKING LOT: SIGN NOT WEATHER RESISTANT  
C1057 CIVIL-FAILURE TO PROVIDE SIGNAGE: ESTABLISHMENT CHARGES A PER BAG FEE  
C1058 CIVIL-FAILURE TO PROVIDE SIGNAGE: OPTIONS FOR CARRYING ITEMS FROM THE BUSINESS  
C1059 CIVIL-FAILURE TO PROVIDE SIGNAGE: ENVIRONMENTAL BENEFITS OF REDUCE/REUSE/RECYCLE  
C1056 CIVIL-FAILURE TO PROVIDE SIGNS: NOT REGISTERED/DOES NOT PROVIDE SINGLE USE BAGS  
C5633 CIVIL-FAILURE TO PROVIDE SOLID WASTE CONTAINERS  
C5634 CIVIL-FAILURE TO PROVIDE SUFF. NO. OF WASTE CONTAINERS  
C5850 CIVIL-FAILURE TO REGISTER MULTI-TENANT PROPERTY  
C5851 CIVIL-FAILURE TO REGISTER RENTAL PROPERTY  
C1046 CIVIL-FAILURE TO REMIT ENVIRONMENTAL FEES TO THE CITY  
C1100 CIVIL-FAILURE TO REMOVE GRAFFITI  
C5635 CIVIL-FAILURE TO REMOVE ILLEGALLY DUMPED MATERIALS

C5637 CIVIL-FAILURE TO REMOVE INJURIOUS MATTER FROM PROP.  
C5638 CIVIL-FAILURE TO REMOVE SCRAP BUILDING MATERIALS  
C5640 CIVIL-FAILURE TO REPAIR HAZARDOUS HOLES AND CRACKS  
C5641 CIVIL-FAILURE TO REPAIR HAZARDOUS STRUCTURE DEFECTS  
C5243 CIVIL-FAILURE TO REPAIR OR REPLACE BROKEN METAL POSTS  
C5642 CIVIL-FAILURE TO REPAIR OR REPLACE CHIMNEY FLUE  
C5242 CIVIL-FAILURE TO REPAIR OR REPLACE ROTTED WOODEN SLATS AND POSTS  
C5681 CIVIL-FAILURE TO SCREEN GARBAGE STORAGE AREA  
C5241 CIVIL-FAILURE TO SEAL CRACKS OR BREACHES IN CONCRETE STEPS BALCONIES AND WALKWAY  
C5231 CIVIL-FAILURE TO SECURE VACANT STRUCTURE  
C5026 CIVIL-FAILURE TO SHOW ANIMAL REGISTRATION  
C5025 CIVIL-FAILURE TO SHOW ANIMAL VACCINATION  
C4996 CIVIL-FAILURE TO SHOW VACCINATION OF FERRET  
C5001 CIVIL-FAILURE TO SURRENDER FOR QUARANTINE  
C5862 CIVIL-FLOOR SPACE PER PERSON  
C5648 CIVIL-GARBAGE CONTAINERS TO BE WATERTIGHT AND SOLID CONSTRUCTION  
C5650 CIVIL-GARBAGE CONTAINERS TO BE WATERTIGHT AND SOLID CONSTRUCTION  
C5655 CIVIL-GARBAGE OUT TOO EARLY OR LEFT OUT AFTER COLLECTION  
C5883 CIVIL-GRADED INSPECTION FEES AND SUPPLEMENTAL GRADED REINSPECTIONS  
C5644 CIVIL-HIGH WEEDS (PERMITTING WEEDS TO GROW OVER 12 INCHES)  
C5639 CIVIL-HIGH WEEDS AND GRASS  
C5211 CIVIL-HOME OCCUPATION  
C5667 CIVIL-ILLEGAL FENCE  
C5202 CIVIL-ILLEGAL LAND USE  
C5208 CIVIL-ILLEGAL OUTSIDE STORAGE  
C6726 CIVIL-ILLEGAL SIGN ON PUBLIC RT-OF-WAY  
C4986 CIVIL-ILLEGAL TRAPPING OF ANIMALS  
C5670 CIVIL-ILLEGAL TRASH COLLECTION: RESIDENTIAL/DUPLEX  
C1150 CIVIL-ILLEGAL VENDING ON PRIVATE PROPERTY  
C5209 CIVIL-IMPROPER OPEN STORAGE, SEC. 51A-4.214(4)  
C5032 CIVIL-IMPROPER OUTDOOR DOG CONFINEMENT: INADEQUATE CONSTRUCTION/MATERIALS  
C5033 CIVIL-IMPROPER OUTDOOR DOG CONFINEMENT: NO ACCESS TO SHELTER  
C5027 CIVIL-IMPROPER OUTDOOR DOG CONFINEMENT: NOT 150 SQUARE FT  
C5893 CIVIL-INSURANCE  
C5019 CIVIL-INTACT ANIMAL PERMIT  
C5023 CIVIL-INTERFERENCE WITH ANIMAL OFFICER  
C5873 CIVIL-INTERFERENCE WITH POSTING OF NOTICE  
C5219 CIVIL-ITEMS IN VISIBILITY TRIANGLE BETWEEN 2 1/2 FT AND 8 FT IN HEIGHT  
C5660 CIVIL-JUNK MOTOR VEHICLE BY OWNER OF VEHICLE  
C5214 CIVIL-ILLEGAL LAND USE-ZONING VIOLATION 2-ACC. MUST BE LOCATED ON SAME LOT AS MAIN  
C5649 CIVIL-LITTERING- NO CLOSE-FITTING LID ON CONTAINER  
C1007 CIVIL-LOOSE ITEMS MUST BE IN CONTAINER  
C5867 CIVIL-MAINTAINING RECORDS  
C5009 CIVIL-NOISY ANIMAL VIOLATION  
C1002 CIVIL-NON CITY-PROVIDED WASTE CONTAINERS PROHIBITED  
C5875 CIVIL-NONPAYMENT OF UTILITY BILLS-ESSENTIAL UTILITY SERVICE  
C5870 CIVIL-NOTICE POSTED IN CONSPICUOUS PLACE  
C5874 CIVIL-NOTICE TO CITY ATTORNEY OF UTILITY INTERRUPTION  
C5869 CIVIL-NOTICE TO TENANTS  
C5872 CIVIL-NOTICE TO TENANTS OF UTILITY INTERRUPTION



C5882 CIVIL-NOTIFICATION OF CHANGE OF INFORMATION  
C1000 CIVIL-NUMBER & TYPE OF WASTE CONTAINERSFOR RESIDENCES & DUPLEXES (OCCUPANT)  
C5216 CIVIL-OCCASIONAL SALES  
C5249 CIVIL-OCCUPANT ALTERATION OF A STRUCTURE CREATING NONCONFORMITY  
C5247 CIVIL-OCCUPANT FAILURE TO MAINTAIN INTERIOR AND EXTERIOR  
C5248 CIVIL-OCCUPANT FAILURE TO PROVIDE SOLIDWASTE RECEPTACLES  
C5666 CIVIL-OFF-STREET PARKING ON UNAPPROVED SURFACE  
C5212 CIVIL-OPEN STORAGE  
C5030 CIVIL-OWN A DOG OR CAT WHILE PROHIBITED  
C5223 CIVIL-OWNER OR OCCUPANT FAIL TO NUMBER BUILDING(S)  
C5031 CIVIL-OWNING A REGULATED ANIMAL WITHOUTA VALID PERMIT  
C5038 CIVIL-OWNS MORE THAN MAX NUMBER OF ANIMALS; HALF ACRE  
C5039 CIVIL-OWNS MORE THAN MAX NUMBER OF ANIMALS; MORE THAN HALF ACRE  
C5037 CIVIL-OWNS MORE THAN MAX NUMBER OF ANIMALS; SHARED WALL  
C2506 CIVIL-PARKING APPEAL  
C5213 CIVIL-PERFORMING CONSTRUCTION WORK WITHOUT PERMIT FROM BLDG. OFF.  
C6615 CIVIL-PERMITTING WEEDS AND VEGETATION TO OBSTRUCT A SIDEWALK  
C5865 CIVIL-PLACARDING OF A STRUCTURE BY THE DIRECTOR  
C1006 CIVIL-PLACEMENT OF BUNDLED OR CONTAINERIZED BRUSH  
C1012 CIVIL-PLACEMENT OF CONTAINER NOT APPROVED BY DIRECTOR  
C5855 CIVIL-PLACEMENT OF GARBAGE AND RECYCLING CONTAINERS FOR COLLECTION SERVICE  
C1005 CIVIL-PLACEMENT OF GARBAGE CONTAINERS WHERE NO ALLEY EXISTS  
C5653 CIVIL-PLACING BULKY ITEMS IN WRONG LOCATION  
C5220 CIVIL-PORTABLE SIGNS ARE PROHIBITED IN THE CITY  
C5015 CIVIL-POSSESSES OR HARBORS LIVE ROOSTER  
C5010 CIVIL-POSSESSION OF A PROHIBITED ANIMALIN CITY  
C5884 CIVIL-PROPERTY INSPECTIONS; INSPECTION AND REINSPECTION FEES  
C1040 CIVIL-PROVIDING A SINGLE-USE CARRYOUT BAG AT A CITY EVENT  
C1041 CIVIL-PROVIDING A SINGLE-USE CARRYOUT BAG WITHOUT REGISTRATION  
C1011 CIVIL-PUTRESCIBLE MATERIAL COLLECTION  
C1045 CIVIL-REBATE/REIMBURSE CUSTOMER SINGLE USE CARRYOUT BAG FEE  
C5866 CIVIL-RECORDS OF OWNERSHIP MAINTAINED BY UTILITY COMPANIES  
C5877 CIVIL-REGISTRANT'S RECORDS  
C5887 CIVIL-REGISTRATION AND INSPECTION OF VACANT BUILDINGS  
C1018 CIVIL-REGULATING THE PROCESSING AND DISPOSAL OF WASTE MATERIALS  
C5892 CIVIL-REMOVAL OF EMERGENCY CONTACT INFO SIGN  
C4989 CIVIL-REMOVAL OF IMPOUNDED ANIMAL WITHOUT PAYING ALL FEES  
C5871 CIVIL-REMOVAL OF POSTED NOTICE  
C5230 CIVIL-REPAIRS NOT MADE IN WORKMANLIKE MANNER  
C1053 CIVIL-REUSABLE BAG CONSTRUCTION  
C1052 CIVIL-REUSABLE BAG WITHOUT A HANDLE  
C1051 CIVIL-REUSABLE CARRYOUT BAG LABELING  
C1003 CIVIL-ROLLCART REQUIREMENTS (CONTENTS)  
C1004 CIVIL-ROLLCART REQUIREMENTS (POSITION AND PLACEMENT)  
C5014 CIVIL-ROOSTER ENCLOSURE CREATES OFFENSIVE ODOR/PUBLIC SAFETY VIOL  
C5017 CIVIL-ROOSTER ENCLOSURE LESS THAN 20 FT. FROM ADJACENT PROPERTY  
C5016 CIVIL-ROOSTER ENCLOSURE NOT SUFF HEIGHT/STRENGTH  
C2010 CIVIL-SAFE LIGHT APPEAL  
C4994 CIVIL-SALE OF ANIMALS FROM PUBLIC PROPERTY  
C4991 CIVIL-SALE OF DOGS AND CATS NOT VACCINATED

C5078 CIVIL-SALE OR TRANSFER DOG OR CAT WITHOUT PROPER PAPERWORK  
C4993 CIVIL-SELLS, EXCHANGES, GIVES AWAY OR TRANSFERS A PROHIBITED ANIMAL  
C5876 CIVIL-SEPARATE OFFENSE FOR EACH UNIT WITH UTILITY INTERRUPTION  
C1060 CIVIL-SIGNAGE NOT POSTED WITHIN 6 FEET OF POINT OF SALE  
C1042 CIVIL-SINGLE USE CARRYOUT BAG LABELING  
C5863 CIVIL-SLEEPING SPACE PER PERSON  
C5217 CIVIL-SWIMMING POOLS (PRIVATE)  
C5861 CIVIL-TENANT/OCCUPANT: INSECTS AND RODENTS IN STRUCTURE  
C6574 CIVIL-TETHER VIOLATION - ALLOWED DOG TO LEAVE PREMISES  
C5035 CIVIL-TETHER VIOLATION - ALLOWS DOG TO BECOME ENTANGLED  
C5036 CIVIL-TETHER VIOLATION - NO ACCESS TO FOOD, WATER, SHELTER  
C5034 CIVIL-TETHER VIOLATION - TETHER NOT ATLEAST 10 FEET LONG  
C5028 CIVIL-TETHER VIOLATION: NOT ATTACHED TOHARNESS/COLLAR  
C4988 CIVIL-TRANSPORTING ANIMAL IN OPEN BED OF MOTOR VEHICLE  
C5501 CIVIL-TRUANCY  
C5044 CIVIL-UNATTENDED ANIMAL IN MOTOR VEHICLE  
C5656 CIVIL-UNAUTHORIZED COLLECTION OF SOLID WASTE  
C5680 CIVIL-UNAUTHORIZED COLLECTION OF WASTE  
C1020 CIVIL-UNAUTHORIZED PROCESSING AND DISPOSAL OF SOLID WASTE  
C4987 CIVIL-UNLAWFUL PLACEMENT OF POISONOUS SUBSTANCES  
C5040 CIVIL-UNSANITARY CONDITIONS - FAILURE TO KEEP ENCLOSURE IN SANITARY CONDITION  
C5041 CIVIL-UNSANITARY CONDITIONS - FAILURE TO KEEP ENCLOSURE IN SANITARY CONDITION  
C5022 CIVIL-UNSANITARY CONDITIONS - FAILURE TO REMOVE EXCRETA FROM ENCLOSURE  
C5895 CIVIL-UPDATED VACANT BUILDING PLAN  
C1001 CIVIL-USE OF DISPOSABLE BAGS AS SOLID WASTE CONTAINERS  
C6655 CIVIL-USE OF PUBLIC R.O.W. WITHOUT A PERMIT  
C5894 CIVIL-VACANT BUILDING PLAN  
C4995 CIVIL-VACCINATION OF FERRETS  
C5688 CIVIL-VEGETATION IN ALLEY, STREET, OR SIDEWALK  
1705 CLINGING TO MOTOR VEHICLE  
6523 COCKFIGHTING SPECTATOR  
6116 COLD TEMPERATURE VIOLATION  
5501 COMPULSORY SCHOOL ATTENDANCE LAW: 1ST OFFENSE  
5683 CONSTRUCTION WASTE  
5401 CONSUMER AFFAIRS/GENERAL  
1706 CONSUMING ALCOHOLIC BEV. WHILE OPERATING MOTOR  
6306 CONSUMPTION OF ALCHOLIC BEVERAGE ON PREMISES  
6323 CONSUMPTION OF ALCOHOL - MINOR 1ST OFFENSE  
6324 CONSUMPTION OF ALCOHOL BY MINOR 2ND OFFENSE  
6325 CONSUMPTION OF ALCOHOL BY MINOR 3RD OFFENSE  
6667 CONTEMPT OF COURT  
2201 CONTEST OF SPEED  
6221 CONVENIENCE STORE - FAILED TO COMPLETE SAFETY TRAINING WITHIN 10 DAYS  
6222 CONVENIENCE STORE - NO CERTIFICATE OF REGISTRATION  
6227 CONVENIENCE STORE - NO DROP SAFE  
6226 CONVENIENCE STORE - NO SURVEILLANCE CAMERA SIGN  
6214 CONVENIENCE STORE: FAIL TO BOLT DROP SAFE TO FLOOR  
6229 CONVENIENCE STORE: TELEPHONE ACCESS  
6228 CONVENIENCE STORE: VIDEO RECORDING AND STORAGE  
5219 CONVEYANCE

6600	COVID-19 INFORMATION DISCLOSURE
C6600	COVID-19 INFORMATION DISCLOSURE
6601	COVID-19 INFORMATION USE
C6601	COVID-19 INFORMATION USE
6599	COVID-19 REPORTING FAILURE
C6599	COVID-19 REPORTING FAILURE
7027	CREATING HAZARDOUS WAKE IN A MOTORBOAT
5439	CREDIT ACCESS BUSINESS VIOLATION: CONSUMER CREDIT WITH INSTALLMENTS REFINANCED O
5437	CREDIT ACCESS BUSINESS VIOLATION: CONSUMER CREDIT WITH MORE THAN 4 INSTALLMENTS
5438	CREDIT ACCESS BUSINESS VIOLATION: PROCEEDS NOT USED TO REPAY 25% OF PRINCIPAL
5301	CRIMINAL MISCHIEF DAMAGE TO PROPERTY
5302	CRIMINAL MISCHIEF TAMPER WITH PROPERTY
6152	CROSS CONTAMINATION BY NOT SEPARATING RAW ANIMAL FOODS
1756	CRUISING IN A MOTOR VEHICLE
6527	CRUISING IN A PROHIBITED AREA
5422	CUSTOMER NOT PROVIDED WITH SCHEDULE OF CHARGES
5668	CUT DOWN TREE
1707	CUTTING BETWEEN VEHICLES IN FUNERAL PROCESSION
1001	CUTTING CORNER LEFT TURN INTO BUSINESS DISTRICT
1002	CUTTING CORNER LEFT TURN INTO DRIVEWAY
1003	CUTTING CORNER LEFT TURN INTO PARKING LOT
1004	CUTTING CORNER LEFT TURN ONTO SIDEWALK
1005	CUTTING CORNER RIGHT TURN INTO BUS. ENTRANCE
1006	CUTTING CORNER RIGHT TURN INTO DRIVEWAY
1007	CUTTING CORNER RIGHT TURN INTO PARKING LOT
1008	CUTTING CORNER RIGHT TURN ONTO SIDEWALK
1009	CUTTING CORNER TURN LEFT FROM LEFT OF CENTER
5203	DALLAS DEVELOPMENT CODE VIOLATION
5255	DAMAGE PUBLIC OR RIVATE FACILITY WITHINPUBLIC RIGHT-OF-WAY
5254	DAMAGE PUBLIC RIGHT-OF-WAY
7162	DAMAGED OR UNREPAIRED VEHICLE
4992	DEFECATION OF DOGS ON PUBLIC AND PRIVATE PROPERTY
1304	DEFECTIVE BRAKE LIGHTS
1305	DEFECTIVE BRAKES - SINGLE UNIT LESS THAN 10,000 LB
1306	DEFECTIVE BRAKES ARTICULATED UNIT
1307	DEFECTIVE EQUIPMENT
1310	DEFECTIVE STOPLIGHTS/TRAILER
1311	DEFECTIVE TAILLIGHTS
1312	DEFECTIVE TAILLIGHTS/TRAILER
6713	DETACHED SIGN - 51A - 7.304(E) A
6718	DETACHED SIGN - 51A - 7.304(G)
6702	DETACHED SIGN - 51A - 7.403(A)(2)
6703	DETACHED SIGN - 51A - 7.403(A)(3)
6704	DETACHED SIGN - 51A - 7.403(A)(3) A
6705	DETACHED SIGN - 51A - 7.403(A)(3)(D)
6707	DETACHED SIGN - 51A -7.304(C)
6719	DETACHED SIGNS
1708	DEVIATION FROM DESIGNATED TRUCK ROUTE
6408	DIALING 911 WHEN NO EMERGENCY EXISTED
5687	DISCHARGE PROHIB. SUBSTANCE (AGAINST CITY'S NPDES)

6409 DISCHARGING FIREARM IN PRIVATE PLACE  
6410 DISCRIMINATION/PLACE OF PUBLIC ACCOMODATION  
6471 DISORDERLY CONDUCT - LOOKING IN RESTROOM OR SHOWER STALL OR DRESSING ROOM  
6420 DISORDERLY CONDUCT (ABUSES OR THREATENS ANOTHER)  
6412 DISORDERLY CONDUCT (EXPOSE ANUS OR GENITALS)  
6413 DISORDERLY CONDUCT (EXPOSE ANUS OR GENITALS) - DUP  
6411 DISORDERLY CONDUCT (FIGHTING)  
6414 DISORDERLY CONDUCT (LOOKING IN A WINDOW)  
6415 DISORDERLY CONDUCT (NOISE/PRIVATE RESIDENCE)  
6416 DISORDERLY CONDUCT (NOISE/PUBLIC PLACE)  
6417 DISORDERLY CONDUCT (NOXIOUS CHEMICAL ODOR)  
6418 DISORDERLY CONDUCT (OFFENSIVE DISPLAY)  
6419 DISORDERLY CONDUCT (OFFENSIVE LANGUAGE)  
6483 DISPLAYING/BRANDISHING REPLICA FIREARM  
6475 DISPLAYING/BRANDISHING REPLICA FIREARM IN PUB PLAC  
1710 DISREGARD OFFICER'S COMMAND (HAND, VERBAL, WHISTLE)  
1709 DISREGARD OFFICER'S HAND SIGNAL - PEDESTRIAN  
1711 DISREGARD OFFICER'S VERBAL COMMAND - PEDESTRIAN  
1712 DISREGARD OFFICER'S VERBAL COMMAND - VEHICLE  
1713 DISREGARD OFFICER'S WHISTLE - VEHICLE  
1714 DISREGARD OFFICER'S WHISTLE - PEDESTRIAN  
1101 DISREGARD STOP SIGN NON-INTERSECTION  
1105 DISREGARD TRAFFIC CONTROL DEVICE - "LEFT LANE MUST EXIT" ON FREEWAY  
1106 DISREGARD TRAFFIC CONTROL DEVICE - "LEFT LANE MUST TURN LEFT"  
1110 DISREGARD TRAFFIC CONTROL DEVICE - "NO TRUCKS LEFT LANE"  
1107 DISREGARD TRAFFIC CONTROL DEVICE - "RIGHT LANE MUST EXIT AT YALE BLVD"  
1108 DISREGARD TRAFFIC CONTROL DEVICE - "RIGHT LANE MUST EXIT" ON FREEWAY  
1109 DISREGARD TRAFFIC CONTROL DEVICE - "RIGHT LANE MUST TURN RIGHT"  
1102 DISREGARD TRAFFIC CONTROL DEVICE - GENERAL  
1103 DISREGARD TRAFFIC CONTROL DEVICE - LOVEFIELD  
1104 DISREGARD TRAFFIC CONTROL DEVICE - SIGN  
1901 DISREGARDING PEDESTRIAN CONTROL SIGNAL  
5504 DISRUPTING SCHOOL CLASSES  
5506 DISRUPTION OF TRANSPORTATION  
7230 DOCKLESS VEHICLE VIOLATION  
5005 DOG IN PARK  
5041 DOG OR CAT NOT MICROCHIPPED  
5011 DOG OR CAT NOT REGISTERED  
5018 DOG OR CAT NOT SPAYED OR NEUTERED  
5006 DOG OR CAT NOT VACCINATED FOR RABIES  
5007 DOG OR CAT NOT VACCINATED FOR RABIES  
5021 DOG OR CAT NOT WEARING COLLAR W/RABIES TAG  
5024 DOG OR CAT NOT WEARING COLLAR W/REGISTRATION TAG  
5204 DOING ELECTRICAL WORK AS UNREGISTERED ELECTRIC  
2202 DRAG RACING  
6163 DRINKING IN A NON-DESIGNATED AREA  
1763 DRIVE AROUND/THROUGH RAILROAD CROSSING GATE  
7301 DRIVER PERMIT NOT DISPLAYED  
7160 DRIVER PERMIT NOT IN DRIVER'S POSSESSION  
7106 DRIVER PERMIT NOT IN DRIVER'S POSSESSION OR NOT PRODUCED

1215 DRIVER'S LICENSE RESTRICTION: CHAUFFEUR  
1214 DRIVER'S LICENSE RESTRICTION: COMMERCIAL VEHICLE  
1213 DRIVER'S LICENSE RESTRICTION: MOTOR VEHICLE  
7189 DRIVING EMERGENCY WRECKER WHILE PERMIT IS SUSPENDED  
1715 DRIVING IN PARK ON UNAPPROVED SURFACE  
1201 DRIVING MOTOR VEHICLE WITHOUT DRIVERS LICENSE  
1202 DRIVING MOTOR-ASSISTED BICYCLE WITHOUT LICENSE  
1203 DRIVING MOTORCYCLE WITHOUT DRIVER'S LICENSE  
1313 DRIVING MOTORCYCLE WITHOUT LIGHTED HEADLIGHT  
1314 DRIVING MOTORCYCLE WITHOUT LIGHTED TAILLIGHT  
1316 DRIVING MOTORCYCLE WITHOUT PROTECTIVE HEADGEAR  
1716 DRIVING ON PARKWAY  
1717 DRIVING ON SIDEWALK  
1718 DRIVING ON WRONG SIDE OF DIVIDED STREET  
1719 DRIVING OVER FIREHOSE  
1317 DRIVING TAXICAB WITHOUT FIRE EXTINGUISHER  
1720 DRIVING UNDER INFLUENCE OF DRUGS  
1318 DRIVING VEHICLE ON METAL TIRE OR RIM  
1721 DRIVING VEHICLE ON WRONG SIDE OF STREET  
1722 DRIVING VEHICLE TOO LOW TO GROUND  
6421 DRIVING VEHICLE UPON LEVEE  
1319 DRIVING VEHICLE WITHOUT TWO HEADLIGHTS ON  
1221 DRIVING WHILE LICENSE CANCELED  
1219 DRIVING WHILE LICENSE EXPIRED DURING SUSPENSION  
1218 DRIVING WHILE LICENSE RENEWAL DENIED  
1222 DRIVING WHILE LICENSE SUSPENDED/REVOKED  
1217 DRIVING WHILE PROHIBITED BY ORDER FROM GETTING DL  
1204 DRIVING WITHOUT CHAUFFEUR'S LICENSE  
1205 DRIVING WITHOUT CLASS B DRIVERS LICENSE  
1723 DRIVING WRONG WAY ON KIEST PARK CIRCLE DRIVE  
1724 DRIVING WRONG WAY ON ONE-WAY STREET  
6449 DRUG PARA. (NOT TO INGEST) (HEALTH AND SAFETY CODE)  
5000 DUTY TO LOCATE OWNER OF A STRAY DOG  
6514 EMERGENCY CURFEW VIOLATION  
6218 EMERGENCY EQUIPMENT REPORTING VIOLATION  
7188 EMERGENCY WRECKER DRIVER'S PERMIT NOT IN DRIVER'S POSSESSION  
7190 EMERGENCY WRECKER: WITH RULES, LAWS, REGS FOR EMER WRECKER SERVICE (LICENSEE)  
1309 EMISSIONS - SMOKE AND FUMES  
6164 EMPLOYEE TOUCHED FOOD READY TO EAT  
6232 EMPLOYING UNREGISTERED MASSAGE THERAPIST  
6422 ENDANGERING PARK PATRONS BY ACTIVITY  
7185 ENGAGING IN EMERGENCY WRECKER SERVICE WITHOUT A LICENSE  
1725 ENTERING FREEWAY FROM UNDESIGNATED ENTRANCE  
6400 ENTERING MOTOR VEHICLE WITHOUT CONSENT  
6423 ENTERING PORTION OF BUILDING WITHOUT CONSENT  
6469 EQUIPMENT PROHIBITED ON LAKE  
6913 EXCEED LOCAL LIMITS  
7051 EXCEED LOCAL LIMITS  
6200 EXHIBIT OR DISPLAY COIN OPERATED MACHINE WITHOUT CURRENT TAX PERMIT STICKER  
2203 EXHIBITION OF ACCELERATION

5915 EXIT DOORS NOT READILY OPENABLE  
1726 EXITING FREEWAY FROM AREA WITHOUT EXIT RAMP  
8001 EXPUNGEMENT  
8002 EXPUNGEMENT - JUVENILE  
5908 FAIL MAINTAIN EXIT DOOR OPENABLE FROM INSIDE  
7300 FAIL TO ALLOW INSPECTION OF DRIVER PERMIT  
7304 FAIL TO ALLOW PAYMENT BY CREDIT CARD  
5914 FAIL TO CLEAN COMMERCIAL COOKING SYSTEM  
5229 FAIL TO COMPLY WITH AN ORDER OR REGULATION OF THE DIRECTOR  
6136 FAIL TO CONTROL PESTS  
1729 FAIL TO DISPLAY MARKINGS ON COMMERCIAL VEHICLE  
5916 FAIL TO MAINTAIN AN OPEN JUNCTION BOX WITH APPROVED COVERS  
5913 FAIL TO MAINTAIN FIRE PROTECTION SYSTEMS  
6552 FAIL TO POST WARNING NOTICE FOR TOBACCO(OBSOLETE)  
5215 FAIL TO PROVIDE REFRIGERATED AIR  
6132 FAIL TO REMOVE ASHTRAYS  
6430 FAIL TO REMOVE INJURIOUS MATERIAL FROM STREET  
5912 FAIL TO SERVICE AUTO FIRE EXTINGUISHINGSYSTEM  
TEST FAIL TO STORE FOOD A APPROPRIATE TEMERATURE  
7305 FAIL TO USE SECURE CREDIT CARD PROCESSING METHOD  
5063 FAILED TO PROVIDE EVENING MEAL LESS THAN 14 HOURS BEFORE MORNING MEAL  
4990 FAILS TO REMOVE ALL DOGS AND CATS FROM PREMISES  
6211 FAILURE OF LIMO DRIVER TO FURNISH TRIP MANIFEST  
6521 FAILURE OF PROPERTY OWNER TO REMOVE GRAFFITI  
6424 FAILURE TO APPEAR (1)  
6425 FAILURE TO APPEAR (2)  
6426 FAILURE TO APPEAR IN COURT  
6219 FAILURE TO ATTEND ALARM SYSTEM PERFORMANCE REVIEW  
5508 FAILURE TO ATTEND SCHOOL - TRUANCY  
7182 FAILURE TO CARRY CAB CARD  
1206 FAILURE TO CHANGE ADDRESS ON DRIVER'S LICENSE  
1207 FAILURE TO CHANGE NAME ON DRIVER'S LICENSE  
6598 FAILURE TO CLOSE SPECIFIED BUSINESS  
C6598 FAILURE TO CLOSE SPECIFIED BUSINESS  
7191 FAILURE TO COMPLY WITH RULES, LAWS, REGS FOR EMER WRECKER SERV LICENSE (DRIVER)  
7109 FAILURE TO COMPLY WITH RULES, LAWS, REGS FOR PVT AMBULANCE SERV (DRIVER/ATTENDAN  
7108 FAILURE TO COMPLY WITH RULES, LAWS, REGS FOR PVT AMBULANCE SERVICE (LICENSEE)  
5685 FAILURE TO COMPLY WITH TERMS OF AN NPDES PERMIT  
5603 FAILURE TO CONNECT HEATING AND COOLING DEVICES  
5604 FAILURE TO CONNECT PLUMBING AND HEATINGEQUIPM  
5605 FAILURE TO CONNECT RECEPTACLES TO WATERSOURCE  
5071 FAILURE TO DEVELOP BUDGET OUTLINING ROUTINE EXPENDITURES  
1727 FAILURE TO DIM HEADLIGHTS FROM FRONT  
1728 FAILURE TO DIM HEADLIGHTS FROM REAR  
1345 FAILURE TO DISPLAY ALL-TERRAIN VEH SAFETY CERTIFIC  
6201 FAILURE TO DISPLAY COIN-OPERATED MACHINE LICENSE  
6231 FAILURE TO DISPLAY MASSAGE THERAPY REGISTRATION  
6210 FAILURE TO DISPLAY TAXI DECAL  
5053 FAILURE TO DOCUMENT ALLEGATIONS OF ABUSE, NEGLECT OR EXPLOITATION  
5054 FAILURE TO DOCUMENT FINANCIAL RECORDS

5052 FAILURE TO DOCUMENT INJURIES; INCIDENTS; UNUSUAL ACCIDENTS  
5609 FAILURE TO ELIMINATE HAZARDOUS CONDITION  
5246 FAILURE TO ELIMINATE INFESTATION USING LICENSED PERSON  
5610 FAILURE TO ELIMINATE RODENTS AND VERMIN  
6162 FAILURE TO EQUIP A TIGHT FITTING DOOR  
1337 FAILURE TO FASTEN SEAT BELT (FOR UNBELTED CHILD PASSENGER)  
1320 FAILURE TO FASTEN SEAT BELTS TO DRIVER OR PASSENGER 15 AND OVER  
5611 FAILURE TO FILL HOLLOW MASONRY PIERS  
5072 FAILURE TO FURNISH SURETY BOND  
6225 FAILURE TO HAVE AN APARTMENT COMPLEX LICENSE  
1321 FAILURE TO HAVE PROPER SAFETY GUARDS/MUD FLAPS  
6223 FAILURE TO HAVE SILENT OR HOLDUP ALARM  
5205 FAILURE TO HAVE VALID SIGN PERMIT  
6428 FAILURE TO IDENTIFY AS A WITNESS (FALSEID)  
6429 FAILURE TO IDENTIFY AS A WITNESS (REFUSE ID)  
6555 FAILURE TO IDENTIFY WITNESS TO CRIMINALOFFENSE  
7193 FAILURE TO KEEP EMERGENCY WRECKER BUSINESS OPEN AND STAFFED DURING CERTAIN HOURS  
5612 FAILURE TO KEEP FLOORS, WALLS IN SOUND CONDITI  
6106 FAILURE TO KEEP FOOD PREPARATION EQUIPMENT CLE  
6107 FAILURE TO KEEP FOOD PRODUCTS ESTABLISHMENT CLEAN  
6108 FAILURE TO KEEP GARBAGE CONTAINER CLOSED TIGHT  
6109 FAILURE TO KEEP GARBAGE IN DURABLE CONTAINERS  
6110 FAILURE TO KEEP POOL WATER IN ALKALINE COND.  
5613 FAILURE TO KEEP PREMISES SECURELY CLOSED  
5614 FAILURE TO KEEP STRUCTURE FREE OF INSECTS, RAT  
5615 FAILURE TO KEEP STRUCTURE WEATHER-TIGHT  
5616 FAILURE TO KEEP VACANT STRUCTURE FREE OF LITTER  
7192 FAILURE TO MAINTAIN 24 HOUR EMERGENCY WRECKER SERV WITH 2-WAY COMMUNICATION SYST  
5244 FAILURE TO MAINTAIN AIR CONDITIONING INOPERATING CONDITION  
5619 FAILURE TO MAINTAIN ANY FENCE ON THE PROPERTY IN COMPLIANCE WITH STANDARDS  
5058 FAILURE TO MAINTAIN APPROPRIATE AMOUNT OF LINENS  
5236 FAILURE TO MAINTAIN BALCONIES AND PORCHES IN OPERATING CONDITION  
1322 FAILURE TO MAINTAIN BRAKES  
5252 FAILURE TO MAINTAIN CHIMNEY AND TOWERS IN OPERATING CONDITION  
6111 FAILURE TO MAINTAIN CLARITY OF WATER INPOOL  
5234 FAILURE TO MAINTAIN CONSTRUCTION MATERIALS IN OPERATING CONDITIONS  
5617 FAILURE TO MAINTAIN DEVICE TO SUPPLY HOT WATER  
5618 FAILURE TO MAINTAIN ELECTRICAL SERVICE LINES  
5903 FAILURE TO MAINTAIN EXITS FREE OF OBSTRUCTION  
1751 FAILURE TO MAINTAIN FINANCIAL RESPONSIBILITY  
5237 FAILURE TO MAINTAIN HAND RAILS AND GUARD RAILS IN OPERATING CONDITION  
5238 FAILURE TO MAINTAIN HAND/GUARD RAILS WITH THE ABILITY TO SAFELY CARRY LOADS  
5245 FAILURE TO MAINTAIN HEATING IN OPERATING CONDITION  
5620 FAILURE TO MAINTAIN PREMISES FREE OF LITTER  
5070 FAILURE TO MAINTAIN RECEIPTS FOR ALL EXPENDITURES  
5235 FAILURE TO MAINTAIN ROOF IN OPERATING CONDITIONS  
5068 FAILURE TO MAINTAIN SEPARATE FINANCIAL RECORDS  
5621 FAILURE TO MAINTAIN SEWER CONNECTIONS  
1736 FAILURE TO MAINTAIN SINGLE LANE  
1737 FAILURE TO MAINTAIN SINGLE LANE - BLOCKSPECIFIED

5239 FAILURE TO MAINTAIN STEPS AND STAIRWAYS IN OPERATING CONDITION  
5240 FAILURE TO MAINTAIN STEPS AND STAIRWAYS TO SAFELY SUPPORT LOADS  
5233 FAILURE TO MAINTAIN STRUCTURAL MEMBERS FREE FROM DETERIORATION  
5622 FAILURE TO MAINTAIN SUFFICIENT ELECT. CIRCUITS  
5253 FAILURE TO MAINTAIN SUPPORT POSTS, COLUMNS, AND CANOPIES IN OPERATING CONDITIONS  
5623 FAILURE TO MAINTAIN TOILET CONNECTIONS  
5624 FAILURE TO MAINTAIN WATER CONNECTIONS  
5442 FAILURE TO MAKE RECORDS AVAILABLE FOR INSPECTION  
5057 FAILURE TO NOTIFY CHANGE OF EMERGENCY RESPONSE INFORMATION  
5051 FAILURE TO NOTIFY CHANGE OF INFORMATION  
5206 FAILURE TO OBTAIN CERTIFICATE OF OCCUPANCY - CITY CODE  
5207 FAILURE TO OBTAIN PLUMBING PERMIT  
5065 FAILURE TO OBTAIN PSYCHO-SEXUAL ASSESSMENT  
6597 FAILURE TO ONLY PROVIDE TAKE-OUT  
C6597 FAILURE TO ONLY PROVIDE TAKE-OUT  
6510 FAILURE TO PAY TOLL  
5403 FAILURE TO PERFORM DUTY/HOME REPAIR CONTRACT  
5625 FAILURE TO PLACE LOOSE ITEMS IN CONTAINER  
4998 FAILURE TO POSSESS MATERIALS TO REMOVE/DISPOSE OF DOG EXCRETA  
5303 FAILURE TO POST NO TRESPASSING NOTICE  
5056 FAILURE TO POST REQUIRED DOCUMENTATION  
6562 FAILURE TO POST WARNING NOTICE FOR TOBACCO  
1208 FAILURE TO PRESENT DRIVER'S LICENSE  
5626 FAILURE TO PROTECT EXTERIOR SURFACE OF STRUCTURE  
5418 FAILURE TO PROVIDE DETAILED INVOICE OF WORK PERFORMED  
5420 FAILURE TO PROVIDE ESTIMATE OF REPAIRS  
5630 FAILURE TO PROVIDE HEATING EQUIPMENT  
5631 FAILURE TO PROVIDE INSECT SCREENS  
5073 FAILURE TO PROVIDE IN-SERVICE TRAINING FOR NEW EMPLOYEE  
5069 FAILURE TO PROVIDE ITEMIZED LIST OF EXPENDITURES  
5067 FAILURE TO PROVIDE LETTER GIVING AUTHORIZATION TO BE RESIDENT'S PAYEE  
5059 FAILURE TO PROVIDE OPERABLE LANDLINE  
6327 FAILURE TO PROVIDE PROOF OF ALCOHOL SALES REVENUE  
5632 FAILURE TO PROVIDE PROPER DRAINAGE ON PROPERTY  
5055 FAILURE TO PROVIDE SIGNED COPY OF SERVICE AGREEMENT  
5633 FAILURE TO PROVIDE SOLID WASTE CONTAINERS  
5634 FAILURE TO PROVIDE SUFF. NO. OF WASTE CONTAINERS  
5062 FAILURE TO PROVIDE SUFFICIENT QUANTITY OF FOOD  
5404 FAILURE TO PROVIDE TOWING RECEIPT  
1760 FAILURE TO REGISTER INSURANCE-COMMERCIAL VEHICLE  
5655 FAILURE TO REMOVE A GARBAGE CONTAINER PLACED FOR COLLECTION  
5635 FAILURE TO REMOVE ILLEGALLY DUMPED MATERIALS  
5636 FAILURE TO REMOVE INJURIOUS MATERIAL ON STREET  
5637 FAILURE TO REMOVE INJURIOUS MATERIAL FROM PROPERTY  
5638 FAILURE TO REMOVE SCRAP BUILDING MATERIALS  
5639 FAILURE TO REMOVE WEEDS AND GRASS  
5640 FAILURE TO REPAIR HAZARDOUS HOLES AND CRACKS  
5641 FAILURE TO REPAIR HAZARDOUS STRUCTURE DEFECTS  
5904 FAILURE TO REPAIR OR REMOVE BURNED STRUCTURE  
5243 FAILURE TO REPAIR OR REPLACE BROKEN METAL POSTS



5642 FAILURE TO REPAIR OR REPLACE CHIMNEY FLUE  
5242 FAILURE TO REPAIR OR REPLACE ROTTED WOODEN SLATS AND POSTS  
6217 FAILURE TO RESPOND IN REASONABLE TIME TO ALARM  
5421 FAILURE TO RETURN PARTS AS REQUESTED  
6159 FAILURE TO SANITIZE FOOD CONTACT SURF. AND UTENSILS  
5681 FAILURE TO SCREEN GARBAGE STORAGE AREA  
5241 FAILURE TO SEAL CRACKS OR BREACHES IN CONCRETE STEPS, BALCONIES AND WALKWAYS  
5905 FAILURE TO SECURE UNOCCUPIED STRUCTURE  
5231 FAILURE TO SECURE VACANT STRUCTURE  
5026 FAILURE TO SHOW ANIMAL REGISTRATION  
5025 FAILURE TO SHOW ANIMAL VACCINATION  
4996 FAILURE TO SHOW VACCINATION OF FERRET  
2301 FAILURE TO STOP BEFORE ENTERING STREET FROM AL  
2302 FAILURE TO STOP BEFORE ENTERING STREET FROM BL  
2303 FAILURE TO STOP- ENTERING STREET FROM PRIVATE  
1730 FAILURE TO STOP FOR SCHOOL BUS  
1209 FAILURE TO SURRENDER DRIVER'S LICENSE  
5001 FAILURE TO SURRENDER FOR QUARANTINE  
1501 FAILURE TO YIELD RIGHT OF WAY - LEFT TURN  
1502 FAILURE TO YIELD RIGHT-OF WAY TO EMERG.VEHICL  
1503 FAILURE TO YIELD RIGHT-OF-WAY - MID-BLOCK  
1504 FAILURE TO YIELD RIGHT-OF-WAY - NO SIGNPOSTED  
1505 FAILURE TO YIELD RIGHT-OF-WAY - SIGN POSTED  
1506 FAILURE TO YIELD RIGHT-OF-WAY - STOP SIGNS  
1902 FAILURE TO YIELD RIGHT-OF-WAY TO MOTOR VEHICLE  
1507 FAILURE TO YIELD RIGHT-OF-WAY TO PEDESTRIAN  
6595 FENCE IN THE FRONT YARD SETBACK  
1758 FICTITIOUS INSPECTION CERTIFICATE ON MOTOR VEH  
1757 FICTITIOUS INSPECTION CERTIFICATE ON TRAILER  
5549 FILL MATERIAL IN EXCESS OF FIVE TRUCKLOADS  
6495 FIREARM ACCESSIBLE TO CHILD  
6431 FIRING SHOT OUT OF AIR GUN OR BB-GUN  
7001 FISHING IN A NO FISHING AREA (32.75)  
7002 FISHING IN A RESTRICTED AREA (32.75)  
7003 FISHING WITHOUT A VALID FISHING LICENSE  
6308 FL DISP "NO LIQUOR CONSUMPTION ON PREMISES" SIGN  
6307 FL DISP "NO WEAPONS ON PREMISES" SIGN  
1401 FLID: FIXED OBJECT ADJACENT TO PUBLIC STREET  
1402 FLID: FIXED OBJECT ON PUBLIC STREET  
1403 FLID: FIXED OBJECT, PRIVATE PROPERTY  
1406 FLID: PRIVATE PROPERTY, MOVING VEHICLE  
1407 FLID: PUBLIC STREET, ATTENDED PARKED VEHICLE  
1408 FLID: PUBLIC STREET, BICYCLE  
1409 FLID: PUBLIC STREET, MOVING VEHICLE  
1404 FLID: UNATTENDED PARKED VEHICLE  
1410 FLID: UNATTENDED PARKED VEHICLE  
5701 FMCSA: ACCESSORIES LOOSE ON FRAME  
5748 FMCSA: ADJUSTABLE AXLE VIOLATION  
5703 FMCSA: ANNUAL INSPECTION OUT OF DATE  
5704 FMCSA: AXLE ALIGNMENT

5706 FMCSA: AXLE LOAD EXCESS 20,000 LBS ON LOW PRESSURE TIRES  
5707 FMCSA: BLANK FORM-COMMERCIAL VEHICLE SAFETY VIOLATION  
5708 FMCSA: BRAKES - GENERAL  
5709 FMCSA: BRAKES NOT IN GOOD WORKING ORDER  
5710 FMCSA: BRAKES OUT OF ADJUSTMENT  
5711 FMCSA: CAB AND BODY VIOLATIONS  
5712 FMCSA: CAB SECUREMENT  
5713 FMCSA: CARGO BLOCKING AND BRACING  
5755 FMCSA: CRACKS IN GEAR BOX/MOUNTING BRACKETS  
5715 FMCSA: DEFECTIVE AIR BRAKE RESERVOIR  
5731 FMCSA: DEFECTIVE AXLE  
5716 FMCSA: DEFECTIVE BRAKE DRUM  
5717 FMCSA: DEFECTIVE BRAKE LINING  
5718 FMCSA: DEFECTIVE BREAKAWAY DEVICE ON TRACTOR-NOT PROTECTD  
5719 FMCSA: DEFECTIVE FLOORING  
5738 FMCSA: DEFECTIVE FRAME/CHASSIS  
5730 FMCSA: DEFECTIVE UNIVERSAL OR BALL-AND-SOCKET JOINTS  
5720 FMCSA: DRIVER OPERATING VEHICLE DECLARED OUT OF SERVICE  
5721 FMCSA: DRIVER POSSESSES OR USING DRUGS  
5722 FMCSA: DRIVER UNDER 21 INTERSTATE  
5723 FMCSA: DRIVING AFTER BEING ON DUTY 15 HOURS  
5724 FMCSA: DRIVING AFTER ON DUTY 60 HRS/7 DAYS, 70 HRS/8 DAYS  
5725 FMCSA: DRIVING CMV WITHOUT CDL  
5726 FMCSA: DRIVING OVER 10 HOURS INTERSTATE  
5727 FMCSA: DRIVING WHILE DISQUALIFIED  
5728 FMCSA: EXHAUST LEAKING OR DEFECTIVE  
5729 FMCSA: EXHAUST SYSTEM LOCATION  
5732 FMCSA: FAILURE TO KEEP DUTY STATUS CURRENT  
5734 FMCSA: FAILURE TO RECORD DUTY STATUS  
5733 FMCSA: FAILURE TO RETAIN PREVIOUS 7 DAYDUTY STATUS  
5714 FMCSA: FAILURE TO SECURE CARGO  
5735 FMCSA: FAILURE TO WEAR SEATBELT  
5736 FMCSA: FALSE LOG  
5737 FMCSA: FRAME CRACKED  
5760 FMCSA: HAZMAT IN PROHIBITED ROUTE LOADED AND DISPLAYING CLASS 8  
5739 FMCSA: ID LAMPS, LICENSE PLATE LAMP, REFLECTORS  
5740 FMCSA: INADEQUATE BRAKE TUBING AND HOSECONNECTIONS  
5741 FMCSA: INADEQUATE BRAKE TUBING AND HOSES  
5743 FMCSA: INOPERABLE HEADLIGHT  
5744 FMCSA: INOPERABLE LAMPS  
5745 FMCSA: INOPERABLE TAIL LIGHTS  
5746 FMCSA: LEAF SPRINGS VIOLATION  
5747 FMCSA: LOAD NOT SECURED  
5749 FMCSA: LOOSE OR MISSING LUG NUTS  
5751 FMCSA: LOOSE PITMAN ARM  
5750 FMCSA: LOOSE WIRING PROHIBITED  
5754 FMCSA: LOOSE/MISSING MOUNTING BOLTS IN GEAR BOX  
5752 FMCSA: NO FIRE EXTINGUISHER  
5753 FMCSA: NO FLAG ON PROJECTING LOAD  
5756 FMCSA: NO ID MARKINGS (INTERSTATE) NAMEOR TRADE NAME

5806 FMCSA: NO OR DEFECTIVE LOW-AIR WARNING DEVICE  
5757 FMCSA: NO PERMIT OVER 34,000 LBS ON SEMI-TRAILER  
5758 FMCSA: NO PERMIT OVER 34,000 LBS ON TRAILER TANDUM AXLE  
5759 FMCSA: NO PERMIT OVER 34,000 LBS TRUCK TRACTOR  
5761 FMCSA: NO RECORD OF DUTY STATUS IN POSSESSION  
5762 FMCSA: NO SEAT BELT (WHEN REQUIRED)  
5763 FMCSA: NO US DOT NUMBER (INTERSTATE)  
5764 FMCSA: NO VALID MEDICAL CARD  
5767 FMCSA: NO/DEFECTIVE BRAKE WARNING DEVICE  
5768 FMCSA: NO/DEFECTIVE BREAKAWAY DEVICE ONTRACTOR  
5771 FMCSA: NO/DEFECTIVE HORN  
5776 FMCSA: NO/DEFECTIVE STOP LAMP OPERATION  
5777 FMCSA: NO/DEFECTIVE TURN SIGNALS/HAZARDWARNING LAMPS  
5779 FMCSA: NON-ENGLISH SPEAKING DRIVER OF COMMERCIAL VEHICLE  
5780 FMCSA: NOT LICENSED FOR TYPE OF VEHICLE/NO ENDORSEMENT  
5785 FMCSA: POSSESSION OF ALCOHOL ON DUTY IN OPERATING VEHICLE  
5786 FMCSA: POST TRIP INSPECTION  
5790 FMCSA: SOLID WASTE TRUCK OVER 44,000 LBS TANDUM AXLE  
5792 FMCSA: SUSPENSION SYSTEM VIOLATION  
5805 FMCSA: TIRE TREAD DEPTH LESS THAN 2/32 NON-FRONT TIRE  
5804 FMCSA: TIRE TREAD DEPTH LESS THAN 4/32 FRONT TIRE  
5794 FMCSA: TV RECEIVER WITHIN VIEW OF DRIVER  
5795 FMCSA: UNAUTHORIZED PASSENGER  
5797 FMCSA: VEHICLE OVERWEIGHT OF 80,000 LBS  
5799 FMCSA: WEIGHT IN EXCESS OF LEGAL MAXIMUM  
5798 FMCSA: WEIGHT IN EXCESS OF LEGAL MAXIMUM TRUCK TRACTOR  
5801 FMCSA: WHEEL CARRYING LOAD EXCESS OF 10,000 LBS L.P. TIRE  
5800 FMCSA: WHEEL CARRYING LOAD EXCESS OF 8,000 LBS H.P. TIRES  
5802 FMCSA: WHEEL OR RIMS CRACKED  
5803 FMCSA: WINDSHIELD WIPER VIOLATION  
1731 FOLLOWING ANOTHER VEHICLE TOO CLOSELY  
7303 FORGE OR ALTERED VEHICLE PERMIT  
7228 FTY ROW TO PEDESTRIAN ON SCOOTER  
6315 FURNISH ALCOHOLIC BEVERAGE TO MINOR: 1ST OFFENSE  
6316 FURNISH ALCOHOLIC BEVERAGE TO MINOR: 2ND OFFENSE  
6001 GAMBLING  
6004 GAMBLING (BET ON GAME OR CONTEST)  
6002 GAMBLING (DO NOT USE)  
6005 GAMBLING WITH DICE, CARDS, BALLS, OTHERDEVICE  
5671 GLARE  
1334 GLASS TINTING ON 1988 AND NEWER VEHICLES  
6432 GLUE/PAINT SNIFFING ORDINANCE  
7306 GOUGING PROHIBITED (HAILABLE VEHICLE)  
7200 HAND-HELD MOBILE TELEPHONES IN SCHOOL ZONES  
5643 HAULING WASTE WITHOUT WASTE HAULER'S PERMIT  
6470 HAVING A SOFA IN A NON-RECEPTION ROOM  
6150 HEALTH VIOLATION  
1340 HELMET LAW- OPERATE MTRCYCLE W/O HELMET- UNDER 18  
1341 HELMET LAW- RIDE ON MTRCYCLE W/O HELMET- UNDER 18  
6544 HELMET ORD: DEALER FAILS TO MAKE PHYSICAL OBSERV.

6538 HELMET ORD: PARENT/GUARDIAN ALLOW MINOR TO RIDE  
6535 HELMET ORD: RIDE BICYCLE WITHOUT HELMET  
5644 HIGH WEEDS (PERMITTING WEEDS TO GROW OVER 12 INCHES)  
1904 HITCHHIKING (SOLICIT RIDE FROM OPERATOR)  
1905 HITCHHIKING (STANDING IN ROADWAY)  
1903 HITCHHIKING SOLICITATION BY PEDESTRIAN  
5251 HOME OCCUPATION  
6573 HOME SOLICITATION DURING PROHIBITED HOURS  
6572 HOME SOLICITATION WITHOUT CERTIFICATE OF REGISTRATION  
6138 ILLEGAL DISPOSAL OF LIQUID WASTE  
5684 ILLEGAL DUMPING (UNDER 5 POUNDS OR GALLONS)  
5645 ILLEGAL DUMPING OF DRY SOLID WASTE MATERIALS  
5667 ILLEGAL FENCE  
5202 ILLEGAL LAND USE  
5212 ILLEGAL OUTSIDE STORAGE  
2557 ILLEGAL PARKING  
2553 ILLEGAL PARKING - NO PARKING AT ANYTIME  
2554 ILLEGAL PARKING - NO PARKING/STANDING ZONE  
2562 ILLEGAL PARKING AT LOVE FIELD AIRPORT  
2502 ILLEGAL PARKING OF OVERSIZED VEHICLE  
2501 ILLEGAL PARKING OF OVERSIZED VEHICLE (AGAINST ZONE)  
2555 ILLEGAL PARKING WITHIN A LOADING ZONE  
6720 ILLEGAL SIGN  
6493 ILLEGAL SMOKING PARAPHERNALIA  
6484 ILLEGAL SMOKING PRODUCTS  
4986 ILLEGAL TRAPPING OF ANIMALS  
5669 ILLEGAL TRASH COLLECTION: COMMERCIAL/INSTITUTIONAL  
5670 ILLEGAL TRASH COLLECTION: RESIDENTIAL/DUPLEX  
5208 ILLEGALLY REPRESENT AS REGISTERED ELECTRICIAN  
6721 ILLUMINATED SIGN - 51A - 7.303(B)(1)+(2)  
6723 ILLUMINATED SIGN - 51A - 7.303(B)(2) A  
5906 IMP. TRANSPORT OF HAZARDOUS MATERIALS (ZONED AREA)  
2204 IMPEDING TRAFFIC  
2222 IMPEDING TRAFFIC BY STOPPING IN TRAFFICLANE  
1323 IMPROPER AUXILIARY DRIVING LIGHTS  
1732 IMPROPER BACKING OF VEHICLE INTO AN INTERSECTION  
1733 IMPROPER BACKING OF VEHICLE ON A PUBLIC STREET  
6117 IMPROPER CLEANSING OF FOOD CONTACT SURFACES  
5441 IMPROPER DESCRIPTION OF JOB AND/OR MATERIALS  
1734 IMPROPER EXIT FROM FREEWAY (AT RAMP)  
1735 IMPROPER EXIT FROM FREEWAY AT RAMP  
1738 IMPROPER LANE CHANGE - NO SIGNAL  
2401 IMPROPER LEFT TURN (ONTO PRIVATE PROPERTY - SIGN POST)  
2402 IMPROPER LEFT TURN (ONTO PRIVATE PROPERTY)  
2403 IMPROPER LEFT TURN (SIGN POSTED AT INTERSECTION)  
2404 IMPROPER LEFT TURN (WRNG LANE/1-WAY ST, 2 LANE)  
2405 IMPROPER LEFT TURN (WRONG LANE FROM 1-WAY STREET)  
2406 IMPROPER LEFT TURN (WRONG LANE FROM 2-WAY STREET)  
2407 IMPROPER LEFT TURN/CBD (FROM DRIVEWAY, ALLEY)  
5209 IMPROPER OPEN STORAGE, SEC. 51A-4.214(4)

5032 IMPROPER OUTDOOR DOG CONFINEMENT: INADEQUATE CONSTRUCTION/MATERIALS  
5033 IMPROPER OUTDOOR DOG CONFINEMENT: NO ACCESS TO SHELTER  
5027 IMPROPER OUTDOOR DOG CONFINEMENT: NOT 150 SQUARE FT  
1739 IMPROPER PASSING ON LEFT SHOULDER  
1740 IMPROPER PASSING ON THE RIGHT SHOULDER  
1741 IMPROPER PASSING ON THE SHOULDER OF ROADWAY  
1742 IMPROPER PASSING WITHIN INTERSECTION  
2409 IMPROPER RIGHT TURN (ONTO PRIVATE PROPERTY)  
2410 IMPROPER RIGHT TURN (SIGN POSTED AT INTERSECTION)  
2411 IMPROPER RIGHT TURN (TWO LANES MAY TURN)  
7165 IMPROPER SIGNAGE  
7164 IMPROPER SOLICITATION OF A PASSENGER  
1743 IMPROPER START FROM A STOP  
6118 IMPROPER STORAGE OF FOOD  
6119 IMPROPER STORAGE OF LUMBER  
6120 IMPROPER STORAGE OF POISONOUS SUBSTANCE  
5907 IMPROPER TRANSPORTATION OF HAZARDOUS MATERIALS  
2412 IMPROPER TURN ("RIGHT ON RED" PROHIBITED)  
2413 IMPROPER TURN (FAILED TO SIGNAL)  
2414 IMPROPER TURN (SIGN POSTED)  
2415 IMPROPER TURN (SIGN POSTED: NO TURN)  
6433 INDECENT EXPOSURE (BUTTOCKS)  
6434 INDECENT EXPOSURE (GENITALS)  
1744 INSPECTION LAW - TRAILER  
5210 INSTALLING ELECTRICAL EQUIP. IN VIOLATION OF C  
5211 INSTALLING ELECTRICAL EQUIPMENT W/O VALID PERMIT  
6435 INSTALLING ILLEGAL BOOBY TRAP  
7018 INSUFFICIENCY OF LIFE PRESERVERS ON VESSEL  
6567 INTERFERE WITH POLICE SERVICE ANIMALS  
6501 INTERFERE WITH RAILROAD PROPERTY  
5023 INTERFERENCE WITH ANIMAL OFFICER  
1906 JAYWALK CROSSING STREET AGAINST SIGNAL  
1907 JAYWALKING ACROSS FREEWAY  
1908 JAYWALKING ACROSS FREEWAY (BLOCK SPECIFIED)  
1909 JAYWALKING ACROSS ROADWAY  
1910 JAYWALKING WITHIN THE CENTRAL BUSINESS DIST.  
5660 JUNK MOTOR VEHICLE BY OWNER OF VEHICLE  
5658 JUNK MOTOR VEHICLE ON PUBLIC RIGHT OF WAY  
5647 JUNKED MOTOR VEHICLE PERSON IN CONTROL  
5646 JUNKED MOTOR VEHICLE (OWNER)  
6529 JUVENILE DAYTIME CURFEW - IN A PUBLIC PLACE  
6528 JUVENILE DAYTIME CURFEW - ON PREMISES OF ESTABLISH  
5008 KILLING BIRDS WITHIN CITY LIMITS OF DALLAS  
6583 KNOWINGLY DISCHARGE WASTEWATER CONTAINING POLLUTANTS THAT EXCEEDED THE UNIFORM C  
6480 LABOR HALL VIOLATION  
6481 LABOR HALL: TOO NEAR SCHOOL OR RESIDENCE  
5680 LANDSCAPE VIOLATION  
1745 LEAVING UNATTENDED MOTOR VEHICLE  
2558 LEAVING VEHICLE UNATTENDED WITHOUT REMOVING KEY  
6212 LIMO FAILURE TO ISSUE TICKET OR RECEIPT

6213	LIMO NO OPERATING AUTHORITY
7120	LIMO VIOLATION
7117	LIMO: FAIL TO COMPLY WITH TERMS OF PERMIT
7118	LIMO: FAIL TO RENEW PERMIT WITHIN 30 DAYS
7119	LIMO: OPERATING WITHOUT SPECIAL PERMIT
6301	LIQUOR CURFEW LAW ( 2:15AM TO 12:00 NOON SUNDA
6302	LIQUOR CURFEW LAW (BETWEEN 2:15AM AND 7:00AM)
5649	LITTERING- NO CLOSE-FITTING LID ON CONTAINER
1601	LITTERING: PRIVATE PROPERTY, DRIVER OF VEHICLE
1602	LITTERING: PRIVATE PROPERTY, PASSENGER IN VEHI
1603	LITTERING: PUBLIC PLACE, DRIVER OF VEHICLE
1604	LITTERING: PUBLIC PLACE, PASSENGER IN VEHICLE
1605	LITTERING: PUBLIC STREET, DRIVER OF VEHICLE
1606	LITTERING: PUBLIC STREET, PASSENGER IN VEHICLE
6436	LITTERING-PEDESTRIAN
7179	LOADING AN OVERWEIGHT VEHICLE
5505	LOITERING ON SCHOOL GROUNDS
1308	LOUD/DEFECTIVE MUFFLER
5650	MAINTAINING PROPERTY SO AS TO CREATE TRAF. HAZ
6165	MAINTANCE OF EQUIPMENT AT FOOD ESTABLISHMENT
2416	MAKING RIGHT TURN FROM WRONG LANE
6438	MANIFEST PURPOSE OF PROSTITUTION
6439	MANIFEST PURPOSE OF SALE OR PURCHASE OFDRUGS
6437	MANIFESTING PURPOSE OF PROSTITUTION
6498	MANIFESTING THE PURPOSE OF ENGAGING IN PROSTITUTION
6581	MENACING ANOTHER PERSON
6515	MINOR CURFEW HOURS: AGAINST MINOR
6517	MINOR CURFEW HOURS: AGAINST OWNER/OPERATOR
6516	MINOR CURFEW HOURS: AGAINST PARENT OR GUARDIAN
6321	MINOR DRIVING UNDER THE INFLUENCE OF ALCOHOL: 1ST
1347	MINOR OPER ALL-TERRAIN VEH W/O PROPER SUPERVISION
6440	MINOR POSSESSION OF ALCOHOLIC BEVERAGE
6560	MINOR POSSESSION OF TOBACCO PRODUCT
6441	MISC/STATE LAW
1746	MISCELLANEOUS TRAFFIC VIOLATION
6518	MISREPRESENTATION OF AGE BY A MINOR
6580	MISSING EQUIPMENT ON WRECKER
7201	MOBILE COMMUNICATION DEVICES IN SCHOOL ZONES
99999	MOBILE FOOD ESTABLISHMENT - FOOD STORAGE
6591	MOBILE FOOD ESTABLISHMENT W/O PERMIT
5696	MOBILE TIRE REPAIR UNIT - NO PERMIT
5250	MORE THAN 2 OCCASIONAL SALES
2508	MOTOR VEHICLE IDLING
5405	NO BEGIN/END DATE ON HOME REPAIR CONTRACT
5556	NO CERTIFICATE OF APPROPRIATENESS
7007	NO CERTIFICATE OF NUMBER ON BOARD BOAT
2101	NO COMMERCIAL REGISTRATION RECEIPT
5443	NO CREDIT ACCESS BUSINESS CERTIFICATE OF REGISTRATION
7159	NO DRIVER PERMIT (PERSON)
5406	NO ELECTRONIC REPAIR LICENSE

7186 NO EMERGENCY WRECKER DRIVER'S PERMIT  
6121 NO FOOD MANAGER REGISTRATION  
5407 NO HOME REPAIR CONTRACT  
5408 NO HOME REPAIR LICENSE  
5019 NO INTACT ANIMAL PERMIT  
6203 NO LICENSE FOR PUBLIC HOUSE OF AMUSEMENT  
2516 NO LISTED AS DRIVER FOR TRANSPORTATION NETWORK  
5409 NO MOTOR VEHICLE REPAIR INVOICE  
5410 NO MOTOR VEHICLE REPAIR LICENSE  
5440 NO NAME/ADDRESS OF CONTRACTOR ON CONTRACT  
7158 NO OPERATING PERMIT (COMPANY)  
5694 NO PERMIT FOR SCRAP TIRE BUSINESS  
7104 NO PRIVATE AMBULANCE LICENSE (COMPANY)  
7168 NO PROOF OF LIABILITY INSURANCE WHILE PROVIDING TRANSPORTATION FOR HIRE SERVICES  
7021 NO READILY ACCESSIBLE FIRE EXTINGUISHER ON BOAT  
7020 NO READILY ACCESSIBLE LIFE PRESERVER ON BOAT  
1325 NO REAR-VIEW MIRROR  
6161 NO REGISTERED FOOD SERVICE MANAGER ON SITE  
5411 NO REVISED VEHICLE REPAIR ESTIMATE  
6589 NO SPECIAL EVENT PERMIT  
6585 NO TOW TRUCK LICENSE  
6584 NO TOW TRUCK PERMIT  
7105 NO VALID AMBULANCE PERSONNEL PERMIT  
2517 NO VALID AVI TAG  
2512 NO VALID CERTIFICATE OF REGISTRATION  
2513 NO VALID OPERATING AUTHORITY PERMIT  
2514 NO VALID TRANSPORTATION NETWORK COMPANY REGISTRATION  
7161 NO VEHICLE PERMIT (VEHICLE)  
2507 NOISE FROM THE IDLING OF COMMERCIAL MOTOR VEHICLES  
5009 NOISY ANIMAL VIOLATION  
7166 NON-COMPLIANCE WITH AIRPORT RULES BY TFH OPERATING AUTHORITY  
2515 NOT HOLDING VALID OPERATING AUTHORITY PERMIT  
6808 OBSCENE DISPLAY OR DISTRIBUTION  
2110 OBSTRUCTED OR UNCLEAN LICENSE PLATE  
1747 OBSTRUCTING INTERSECTION WITH VEHICLE  
5651 OBSTRUCTING PUBLIC RIGHT-OF-WAY  
1338 OBSTRUCTION OF VIEW THROUGH WINDSHIELD OR WINDOWS  
5249 OCCUPANT ALTERATION OF A STRUCTURE CREATING NONCONFORMITY  
5247 OCCUPANT FAILURE TO MAINTAIN INTERIOR AND EXTERIOR  
5248 OCCUPANT FAILURE TO PROVIDE SOLID WASTE RECEPTACLES  
5661 OCCUPYING A RED PLACARDED STRUCTURE  
5666 OFF-STREET PARKING ON UNAPPROVED SURFACE  
5702 OLD COMPLAIN CODE  
5910 OPEN BURNING OF RUBBISH  
6310 OPEN CONTAINER WITHIN 600 FEET OF SCHOOL BOUNDARY  
1346 OPERATE AN ALL-TERRAIN VEH W/O SAFETY CERTIFICATE  
6445 OPERATE A SEX-ORIENTED BUSINESS W/O LICENSE  
6446 OPERATE A SEXUALLY ORIENTED BUSINESS  
7026 OPERATE BOAT IN A DANGEROUS MANNER  
7014 OPERATE ILL EQUIPPED VESSEL

1220 OPERATE MOTOR VEHICLE WITH EXPIRED DL  
7221 OPERATE SCOOTER ABOVE 20 MPH  
7223 OPERATE SCOOTER AT SPECIAL EVENT  
7222 OPERATE SCOOTER ON FAIR GROUNDS  
7220 OPERATE SCOOTER ON SIDEWALK  
2213 OPERATE VEHICLE AT SPEED TOO GREAT TO AVOID COLLISION  
6525 OPERATE VEHICLE WITHIN TRANSITWAY MALL OR CORRIDOR  
5050 OPERATING A BOARDING HOME FACILITY WITHOUT A LICENSE  
6158 OPERATING A CLOSED FACILITY  
7107 OPERATING A PRIVATE AMBULANCE WITH AN EXPIRED DECAL OR NO DECAL AFFIXED  
6204 OPERATING ALARM SYSTEM WITHOUT A PERMIT  
6215 OPERATING AN ALARM WHILE PERMIT REVOKED  
6205 OPERATING BILLIARD HALL WITHOUT A LICENSE  
1223 OPERATING COMMERCIAL MOTOR VEHICLE WITHOUT COMMERCIAL DRIVERS LICENSE  
1224 OPERATING COMMERCIAL MOTOR VEHICLE WITHOUT COMMERCIAL LEARNER'S PERMIT  
6202 OPERATING DANCE HALL WITHOUT LICENSE  
6206 OPERATING DANCE HALL WITHOUT PROPER LICENSE  
6122 OPERATING FOOD PRODUCTS ESTABLISHMENT W/O PERM  
6207 OPERATING HOUSE OF AMUSEMENT WITHOUT LICENSE  
6123 OPERATING SEMI-PUBLIC POOL WITHOUT VALID PERMIT  
6208 OPERATING TAXI WITHOUT A LICENSE  
7006 OPERATING UNNUMBERED MOTORBOAT  
6220 OPERATING VALET PARKING SERVICES W/O VALID PERMIT  
6442 ORDINANCE VIOLATION WITH MAXIMUM FINE OF 2000.  
7307 OVERCHARGING HAILABLE VEHICLE FARES  
5917 OVERCROWDING  
1748 OVERLOADED MOTORCYCLE - ONE-PERSON MOTORCYCLE  
6533 OVERTAKING & MAKING RIGHT TURN IN FRONT OF VULNERABLE ROAD USER  
5030 OWN A DOG OR CAT WHILE PROHIBITED  
6547 OWN, OPERATE, OR CONTROL PREMESIS THAT ALLOWS STREET RACE OR RECKLESS DRIVING EV  
5911 OWN/OPERATE/CONTROL COMM. BLDG. W/O CERTF. OF REG.  
5223 OWNER OR OCCUPANT FAIL TO NUMBER BUILDING(S)  
6577 OWNER OR OPERATOR OF PREMISES DID KNOWINGLY FAIL TO PROVIDE GREASE AND SAND TRAP  
5031 OWNING A REGULATED ANIMAL WITHOUT A VALID PERMIT  
5038 OWNS MORE THAN MAX NUMBER OF ANIMALS; HALF ACRE  
5039 OWNS MORE THAN MAX NUMBER OF ANIMALS; MORE THAN HALF ACRE  
5037 OWNS MORE THAN MAX NUMBER OF ANIMALS; SHARED WALL  
7224 PARENT ALLOWED SCOOTERING CHILD ON SIDEWALK  
7226 PARENT OF UNHELMETED CHILD ON SCOOTER  
6505 PARK CARS DURING STATE FAIR WITHOUT POSTING SIGN  
6468 PARK CURFEW (PARK CLOSED)  
2563 PARK TAXICAB IN BUSINESS DISTRICT  
2505 PARKED TAXI IN NON CAB STAND AREA (28-100)  
6534 PARKING FOR CERTAIN PURPOSES  
2560 PARKING IN A FIRE LANE  
2559 PARKING IN A FIRE LANE AT SPECIFIED ADDRESS  
2503 PARKING IN A SPACE RESERVED FOR DISABLED  
6590 PARKING IN A SPACE RESERVED FOR DISABLED (NOT TRANSPORTING PERSON)  
2561 PARKING IN SPACE RESERVED FOR THE HANDICAPPED  
5550 PARKING ON UNAPPROVED SURFACE (OWNER)



5663	Parking ON UNAPPROVED SURFACE (OWNER)
5665	PARKING ON UNAPPROVED SURFACE: OWNER ORP.I.C.
2504	PARKING VEHICLE IN FIRE LANE
5652	PARKING VEHICLE ON UNAPPROVED SURFACE
6209	PARKING VEHICLES AT STATE FAIR WITHOUT LICENSE
1766	PASS AUTHORIZED EMERG. VEHICLE - PROPERTY DAMAGE
1765	PASSING A STATIONARY AUTHORIZED EMERGENCY VEHICLE
6530	PASSING VULNERABLE ROAD USER WITHOUT VACATING LANE
1911	PEDESTRIAN IN THE ROADWAY
1912	PEDESTRIAN WALKING ON WRONG SIDE OF ROAD
5216	PERFORMING CONSTRUCTION WORK WITHOUT A PERMIT
5213	PERFORMING WORK WITHOUT PERMIT FROM BLDG. OFF.
6124	PERMITTING ACCUMULATION OF RUBBISH ON PREMISES
6125	PERMITTING COLLECTION OF STANDING WATER
1210	PERMITTING UNLICENSED PERSON TO DRIVE VEHICLE
7167	PICK UP FROM UNAUTHORIZED AREA
6494	PICKETING IN RESIDENTIAL AREA
1749	PICKING UP HITCHHIKER
6526	PLACE/MAINTAIN STRUCTURE W/IN DART SAFETY QUADRANT
9999	PLACEHOLDER CODE
5657	PLACEMENT OF BRUSH MORE THAN 1 WEEK BEFORE COL
5653	PLACING BULKY ITEMS IN WRONG LOCATION
5659	PLACING BULKY ITEMS OUT TOO SOON FOR COLLECTION
6722	PORTABLE SIGNS PROHIBITED
6807	POSSESS CERTAIN ELECTRONIC VISUAL MATERIAL DEPICTING MINOR
6451	POSSESS DRUG PARAPHERNALIA - CITY CODE
6450	POSSESS DRUG PARAPHERNALIA (HEALTH AND SAFETY CODE)
6492	POSSESS/CONSUME ALCOHOLIC BEVERAGE ON SCHOOL GRNDS
5015	POSSESSES OR HARBORS LIVE ROOSTER
6447	POSSESSING A FAKE ID
6448	POSSESSING ALCOHOL IN DOWNTOWN PARK
6452	POSSESSING FIREWORKS WITHIN THE CITY LIMITS
5010	POSSESSION OF A PROHIBITED ANIMAL IN CITY
6326	POSSESSION OF ALCOHOLIC BEVERAGE IN MOTOR VEHICLE
1211	POSSESSION OF ALTERED DRIVER'S LICENSE
6570	POSSESSION OF SHOPPING CART
6731	POSTING OF NOTICES ON POLES, TREES, STRUCTURES
1212	PRESENTING DRIVER'S LICENSE OF ANOTHER PERSON
6160	PREVENTING CONTAMINATION FROM HANDS
6596	PROHIBITED COMMUNITY GATHERING
C6596	PROHIBITED COMMUNITY GATHERING
1327	PROHIBITED GLASS COATING
1326	PROHIBITED GLASS COATING - NON-TRANSPARENT
1328	PROHIBITED ONE-WAY GLASS
6453	PROHIBITED POSSESSION OF ALCOHOL IN CITY PARK
6524	PROMOTE OR CONDUCT PROMOTED EVENT W/O BEING REGISTERED
6806	PROMOTE TRANSMISSION OF CERTAIN ELECTRONIC VISUAL MATERIAL DEPICTING MINOR
5304	PUBLIC CAMPING
6454	PUBLIC INTOXICATION
6455	PUBLIC INTOXICATION (OBSOLETE)

5228 PUBLIC RIGHT-OF-WAY VIOLATION  
5222 PUBLIC ROW VIOLATION: FAILURE TO DISPLAY PERMIT  
5220 PUBLIC ROW VIOLATION: PERFORMING WORK WITHOUT A PERMIT  
5221 PUBLIC ROW VIOLATION: WORK WITHOUT TRAFFIC CONTROL PLAN  
6456 PUBLIC SHOOTING RANGE ORDINANCE  
6904 PUBLIC UTILITY/GENERAL  
5226 PUBLIC WORKS - FAILED TO CLEAR DEBRIS AFTER CONSTRUCTION COMPLETED  
5225 PUBLIC WORKS - FAILED TO COMPLY WITH A RESTRICTION OR REQUIREMENT OF PERMIT  
5224 PUBLIC WORKS - NO VALID PERMIT  
5227 PUBLIC WORKS-FAILED TO CLEAR DEBRIS ASSOC WITH CONSTRUCTION FROM PUBLIC RIGHT OF  
2304 RAN A STOP SIGN AT A CROSSWALK  
2306 RAN A STOP SIGN AT A MARKED STOP LINE  
2307 RAN A STOP SIGN WITH NO STOP LINE OR CROSSWALK  
2001 RAN FLASHING RED LIGHT  
2003 RAN RED LIGHT AFTER COMING TO A STOP  
2009 RAN RED LIGHT AT CROSSWALK  
2005 RAN RED LIGHT AT FREEWAY ENTRANCE RAMP  
2002 RAN RED LIGHT AT MARKED STOP LINE  
2006 RAN RED LIGHT AT PEDESTRIAN CROSSING  
2007 RAN RED LIGHT AT PEDESTRIAN X-ING AFTERSTOPPING  
2008 RAN RED LIGHT ON BICYCLE  
2004 RAN RED LIGHT WENT STRAIGHT ON GREEN ARROW  
2305 RAN STOP SIGN ON BICYCLE  
1335 REAR LIGHT OR REFLECTOR NOT RED  
1750 RECKLESS DAMAGE  
6531 RE-ENTERING LANE OCCUPIED BY VULNERABLE ROAD USER AT UNSAFE DISTANCE  
6575 REFUSING INSPECTION OF ACTOR'S BUSINESS OPERATION  
5412 RELIGIOUS SOLICITATION WITHOUT AN ID BADGE  
4989 REMOVAL OF IMPOUNDED ANIMAL WITHOUT PAYING ALL FEES  
5230 REPAIRS NOT MADE IN WORKMANLIKE MANNER  
6576 REPLICIA FIREARM - NO ORANGE TIP  
6230 REPRESENTATION AS MASSAGE THERAPIST: NO LICENSE  
1329 RIDING BICYCLE AT NIGHT WITHOUT HEADLIGHT  
1330 RIDING MOTORCYCLE WITHOUT PROTECTIVE HEADGEAR  
7229 RODE POCKET BIKE MINIMOTORBIKE ON PUBLIC PROPERTY  
6519 ROLLER SKATING ON ROADWAY  
5014 ROOSTER ENCLOSURE CREATES OFFENSIVE ODOR/PUBLIC SAFETY VIOL  
5017 ROOSTER ENCLOSURE LESS THAN 20 FT. FROM ADJACENT PROPERTY  
5016 ROOSTER NOT CONFINED IN ENCLOSURE OF SUFF HEIGHT/STRENGTH  
4994 SALE OF ANIMALS FROM PUBLIC PROPERTY  
4991 SALE OF DOGS AND CATS NOT VACCINATED  
2511 SALE OF PRODUCTS AT AIRPORT WITHOUT PERMIT  
5699 SCRAP TIRE TRANSPORTER - NO MANIFEST  
5698 SCRAP TIRE TRANSPORTER - NOT AUTHORIZED  
5697 SCRAP TIRE TRANSPORTER -NO DECAL  
1301 SEAT BELT LAW - CHILD 4 - 14 - PRE 09-01-01  
6478 SEC METALS RECYCLER PURCH OF REGULATED METAL PROP  
6479 SEC METALS RECYCLERS FAIL MAINT PROP RECS-TYPE PU  
5447 SELLING CIGARETTES IN QTY. LESS THAN PACKAGE  
5413 SELLING ON PUBLIC PROPERTY

6563 SELLING TOBACCO PRODUCT TO PERSON UNDER21  
6564 SELLING TOBACCO TO PERSON UNDER 30 WITHOUT ID CHECK  
4993 SELLS, EXCHANGES, GIVES AWAY OR TRANSFERS A PROHIBITED ANIMAL  
6457 SEX-ORIENTED BUSINESS WITHIN 1000 FT OF RESIDENCE  
6725 SIGN LAW SEC 51A7.403(A)(3), DALLAS CITY CODE  
6724 SIGN LAW, SEC 51A-7.206 DALLAS CITY CODE  
6726 SIGN, RT-OF-WAY  
6458 SLEEPING IN A PUBLIC PLACE (PUBLIC ACCESS)  
6459 SLEEPING IN A PUBLIC PLACE (VACANT LOT)  
2208 SLOW MOVING VEHICLE (FAIL TO KEEP RIGHT)  
1761 SLOW TRAFFIC FAIL TO DRIVE IN RIGHT LANE  
6592 SMOKING 15FT FROM ENTRANCE  
6443 SMOKING IN A NON-SMOKING AREA  
6126 SMOKING IN FOOD PREPARATION AREA  
6444 SMOKING IN INDOOR OR ENCLOSED AREA  
6461 SMOKING ON PARK PROPERTY  
6304 SOLICIT DRINK (PERMIT EMPLOYEE)  
6303 SOLICIT DRINK FOR EMPLOYEE (SELF)  
6571 SOLICITATION AFTER SUNSET  
6489 SOLICITATION BY COERCION  
6569 SOLICITATION OF OCCUPANTS OF VEHICLES  
6472 SOLICITATION OF PROHIBITED SUBSTANCE  
6460 SOLICITATION OF SODOMY, NOT FOR HIRE  
6568 SOLICITATION W/IN 25FT PROHIBITED AREA  
6490 SOLICITATION WITHIN CENTRAL BUSINESS DISTRICT  
6520 SPECTATOR AT A DOG FIGHT - CLASS A  
6546 SPECTATOR AT A RECKLESS DRIVING EVENT OR RECKLESS DRIVING EVENT PREPARATIONS  
6545 SPECTATOR AT A STREET RACE OR STREET RACE PREPARATIONS  
2212 SPEEDING -  
2216 SPEEDING - (BY N. TX. TOLLWAY AUTH)  
2209 SPEEDING - (PRIMA FACIE MAX: URBAN)  
2215 SPEEDING - (PRIMA FACIE: TRANS. COMM)  
2214 SPEEDING BETWEEN SPECIFIED STRTS  
2211 SPEEDING IN A CITY PARK  
2210 SPEEDING IN A SPECIFIED BLOCK  
2223 SPEEDING- SCHOOL ZONE (LUNCH HRS)  
2220 SPEEDING/SCHOOL ZONE  
2221 SPEEDING/SCHOOL ZONE SUMMER  
1607 SPILLAGE - LOAD ABOVE SIDES OF VEHICLE  
1608 SPILLAGE - LOAD BLOWING FROM VEHICLE  
1609 SPILLAGE - LOAD NOT ENCLOSED  
1610 SPILLAGE - LOAD SPILLING FROM VEHICLE  
1611 SPILLAGE - LOAD WITHIN 6" OF TOP SIDES  
2102 STATE REGISTRATION LAW - REGULAR  
2104 STATE REGISTRATION LAW-COMMERCIAL (REGULAR)  
2105 STATE REGISTRATION LAW-COMMERCIAL (WRONG PLATE)  
2106 STATE REGISTRATION LAW-MOTORCYCLE (REGULAR)  
2107 STATE REGISTRATION LAW-MOTORCYCLE (WRONG PLATE)  
2108 STATE REGISTRATION LAW-TRAILER  
5012 STOCK AT LARGE ALLOWING ANIMAL TO STRAY

6586 STOPPING, STANDING, OR PARKING IN PROHIBITED PLACE  
7005 SWIMMING IN PROHIBITED AREA  
5218 SWIMMING POOL WITH NO FENCE  
5693 TAKE, LOCK, HIDE SIGNS  
6905 TAMPERING WITH EQUIPMENT OF WATER UTILITIES  
7129 TAXI: ALTERED DECAL  
7130 TAXI: DISPLAY OF MORE THAN ONE DALLAS DECAL  
7157 TAXI: DISPLAY RATE OF CARDS  
7156 TAXI: DISPLAY RECEPTACLE MISSING REQUIRED INFO  
7132 TAXI: DRIVING WHILE LICENSE REVOKED  
7133 TAXI: DRIVING WHILE LICENSE SUSPENDED  
7134 TAXI: FAIL COMPLY WITH LAWFUL ORDERS OF DIRECT  
7135 TAXI: FAIL TO DISPLAY LICENSE  
7153 TAXI: FAIL TO DISPLAY NOT FOR HIRE WHEN OFF-DUTY  
7136 TAXI: FAIL TO MAINTAIN REQUIRED EQUIPMENT  
7137 TAXI: FAIL TO MAINTAIN TRIP SHEETS  
7138 TAXI: FAIL TO WEAR ITEM SPECIFIED BY HOLDER  
7140 TAXI: IMPROPER PARKING  
7141 TAXI: INTERFERE WITH STAND PROGRESSION  
7142 TAXI: LEAVING VICINITY OF CAB STAND  
7143 TAXI: MONITOR FREQUENCY OF ANOTHER COMPANY  
7144 TAXI: NO CURRENT DECAL  
7145 TAXI: NO CURRENT DECAL/LEAD SEAL ON TAXI METER  
7131 TAXI: NO DISPLAY RECEPTACLE  
7146 TAXI: NO OPERATING AUTHORITY  
7147 TAXI: ON-DUTY TRANSPORT OF NON-PAYING PASSENGER  
7154 TAXI: OPERATING TAXI W/O VALID LICENSE  
7150 TAXI: UNAUTHORIZED DECAL  
7151 TAXI: USING STAND WHEN NOT FOR HIRE  
7152 TAXI: VIOLATION OF COMPANY DRESS STANDARDS  
6156 TEMP VIOL: 5 DEGREES OR LESS  
6154 TEMP VIOL: 57 DEGREES OR GREATER  
6155 TEMP VIOL: 7 DEGREES OR LESS IF FRIDGE IN USE PRIOR TO 2003  
6574 TETHER VIOLATION - ALLOWED DOG TO LEAVE PREMISES  
5035 TETHER VIOLATION - ALLOWS DOG TO BECOME ENTANGLED  
5036 TETHER VIOLATION - NO ACCESS TO FOOD, WATER, SHELTER  
5028 TETHER VIOLATION: NOT ATTACHED TO HARNESS/COLLAR  
5034 TETHER VIOLATION-DOES NOT MEET TETHER REQUIREMENTS  
6532 THROWING OBJECTS AT VULNERABLE ROAD USER  
1752 TOO MANY PASSENGERS IN FRONT SEAT OF VEHICLE  
7177 TOW SERVICE - ALLOWING PERSON TO OPERATE A WRECKER WITHOUT A PERMIT  
7178 TOW SERVICE - FAILURE TO DISPLAY A WRECKER DRIVER'S PERMIT  
7183 TOW SERVICE - FAILURE TO NOTIFY POLICE AND OBTAIN TOW NUMBER AFTER VEH REMOVED  
7176 TOW SERVICE - FAILURE TO SECURE  
7172 TOW SERVICE - NO VEHICLE TOW SERVICE LICENSE  
6588 TOW SERVICE - NO WRECKER PERMIT  
7181 TOW SERVICE - REMOVAL OF VEH FROM PVT PROPERTY W/OUT AUTHORIZATION  
7180 TOW SERVICE - REMOVAL OF VEH FROM PVT PROPERTY WITHOUT SIGNS POSTED  
7175 TOW SERVICE VEHICLE - NO WRECKER DECAL  
7174 TOWING SERVICE VIOLATION

7173 TOW-TRUCK: SIGNS POSTED  
7170 TRANS FOR HIRE: FAILURE TO DISP NOT FORHIRE SIGN WHEN HAILABLE VEH NOT IN SERVI  
7169 TRANS FOR HIRE: HAILABLE VEH WITHOUT ROOF TOP LIGHT AND REQUIRED INFO ON DOOR  
7155 TRANSPORTATION FOR HIRE VIOLATION  
4988 TRANSPORTING ANIMAL IN OPEN BED OF MOTOR VEHICLE  
7227 TRANSPORTING PASSENGER ON SCOOTER  
6135 TRAPS/INTERCEPTORS REQUIRED  
5217 TREE PRESERVATION VIOLATION - DEVELOPMENT CODE  
5306 TRESPASS BY LICENSE HOLDER WITH CONCEALED HANDGUN  
5307 TRESPASS BY LICENSE HOLDER WITH OPENLY CARRIED HANDGUN  
5305 TRESPASSING - AGRICULTURAL OR RESIDENTIAL  
5507 TRESPASSING ON SCHOOL GROUNDS  
2510 TRESPASSING UPON LANDING, TAKE-OFF, AND TAXIING AREAS  
1333 TV VIEWER IN VIEW OF DRIVER  
5042 UNATTENDED ANIMAL IN MOTOR VEHICLE  
5656 UNAUTHORIZED COLLECTION OF SOLID WASTE  
1331 UNAUTHORIZED EMERGENCY LIGHTS  
1336 UNAUTHORIZED TEMPORARY TAG  
7302 UNAUTHORIZED VEHICLE WITH PERMIT  
6151 UNCLEAN FOOD ESTABLISHMENT (NON-FOOD CONTACT SURFACES)  
7225 UNHELMETED CHILD ON SCOOTER  
1332 UNLAWFUL DISPLAY OF RED LIGHTS ON VEHICLE  
4987 UNLAWFUL PLACEMENT OF POISONOUS SUBSTANCES  
5040 UNSANITARY CONDITIONS - FAILURE TO KEEP ENCLOSURE IN SANITARY CONDITION  
5022 UNSANITARY CONDITIONS - FAILURE TO REMOVE EXCRETA FROM ENCLOSURE  
5002 UNSANITARY CONDITIONS - PERMIT AREA TO BECOME FOUL, OFFENSIVE  
6133 UNWHOLESOME PREMISES  
9998 URBAN REHABILITATION  
6462 URINATING/DEFECATING IN PUBLIC  
5308 USE OF LASER POINTER AGAINST UNIFORMED OFFICER  
7203 USE OF PORTABLE WIRELESS COMMUNICATION DEVICE FOR ELECTRONIC MESSAGING - STATE L  
7202 USE OF WIRELESS COMM DEV IN SCHOOL ZONE- STATE LAW  
1350 USE RADAR INTERFERENCE DEVICE  
2417 U-TURN PROHIBITED (SIGN POSTED IN MID-BLOCK)  
2418 U-TURN PROHIBITED (BUSINESS DISTRICT)  
2419 U-TURN PROHIBITED (SIGN AT INTERSECTION)  
4995 VACCINATION OF FERRETS  
5688 VEGETATION IN ALLEY, STREET, OR SIDEWALK  
1762 VEH. 5000 LBS. IN EXCESS OF ALLOWABLE GROSS WEIGHT  
7217 VEHICLE IMMOBILIZATION  
7213 VEHICLE IMMOBILIZATION - ALLOWING PERS TO IMMOBILIZE VEH W/OUT OPERATOR'S PERMIT  
7214 VEHICLE IMMOBILIZATION - FAILURE TO DISPLAY OPERATOR'S PERMIT  
7215 VEHICLE IMMOBILIZATION - FAILURE TO REQUIRE OPERATORS TO WEAR DISTINCT ITEM  
7212 VEHICLE IMMOBILIZATION - NO OPERATOR'S PERMIT  
7216 VEHICLE IMMOBILIZATION - UNAUTHORIZED IMMOBILIZATION OF VEHICLE IN PARKING LOT  
7211 VEHICLE IMMOBILIZATION: NO VEHICLE IMMOBILIZATION SERVICE LICENSE  
7163 VEHICLE PERMIT NOT DISPLAYED  
6727 VEHICLE SIGN  
5414 VENDING FOOD PRODUCTS- IMPROPER LOCATION  
5416 VENDING IN THE WRONG SITE

5417	VENDING ON PRIVATE PROPERTY
5415	VENDING ON PUBLIC PROPERTY
5444	VENDING ON PUBLIC PROPERTY NEAR A SCHOOL
5445	VENDING ON PUBLIC PROPERTY WITHOUT A PERMIT
5446	VENDING WITHOUT PERMIT POSTED
1216	VIOL. OF DL RESTRICTION - UNDER 18 AT NIGHT
2550	VIOL. OF PARKING BAN ORDINANCE (MORNING)
6728	VIOL. OF SIGN ORDINANCE, CHAPTER 51A CITY CODE
6427	VIOLATION OF CONTINUING OBLIGATION TO APPEAR
1753	VIOLATION OF MOTOR VEHICLE INSPECTION LAW
6465	VIOLATION OF PARK RULE
2552	VIOLATION OF PARKING METER ORDINANCE
5672	VIOLATION OF SIDEYARD SETBACK
6701	VIOLATION OF SIGN ORDINANCE
6729	VIOLATION OF SIGN ORDINANCE, CHAPTER 51A CITY
6466	VIOLATION OF TRAFFIC CONTROL ORDINANCE
5901	VIOLATION OF UNIFORM FIRE CODE
2109	VIOLATION TOW TRUCK REGISTRATION LAW
6593	VISIBILITY TRIANGLE
6907	WATER POLLUTION
6908	WATER POLLUTION: SEC. 49-42 (A)(11)
7050	WATER SAFETY ACT VIOLATION
1754	WILLFUL COLLISION
1759	WILLFULLY FAILING TO OBEY SCHOOL CROSSING GUARD
7171	WRECKER SERVICE UNIFORM REQUIREMENT
1324	WRONG COLOR OR NO LICENSE PLATE LIGHT
2103	WRONG, FICTITIOUS, OR ALTERED LICENSE PLATE
5214	ZONING VIOLATION 2
5662	ZONING: SELL/SERVE ALCOHOL IN D/D-1 DISTRICT



# City of Dallas

1500 Marilla Street  
Council Chambers, 6th Floor  
Dallas, Texas 75201

## Agenda Information Sheet

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**File #:** 24-999

**Item #:** E.

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DallasAlert Emergency Notification System Update  
[Travis Houston, Director, Office of Emergency Management]

# Memorandum



CITY OF DALLAS

DATE April 9, 2024

Honorable Members of the Public Safety Committee  
TO Cara Mendelsohn (Chair), Kathy Stewart (Vice Chair), Tennell Atkins, Jesse Moreno  
Gay Donnell Willis

SUBJECT **DallasAlert Emergency Notification System**

The Office of Emergency Management (OEM) is in the final stages of implementing a new emergency notification system, Rave Alert. This system will serve as both the internal City Employee Notification System, as well as our public-facing emergency notification program, DallasAlert.

DallasAlert was originally implemented in 2012 as the public face of our previous notification software, Vesta Alert. While marketing efforts saw some early results, registrations quickly plateaued and have remained low for several years. In large part, we believe that can be attributed to mostly passive marketing tactics and the system being difficult to interact with as a resident.

With the implementation of a new system, we see the opportunity to renew our efforts to market the DallasAlert program. To begin, OEM has worked with Communications, Outreach, and Marketing (COM) to refresh and rebrand our marketing collateral. English language examples are attached to this memo; versions in Spanish and other languages are in progress and will be complete prior to launch.

We will continue to make DallasAlert a core component of our emergency preparedness outreach efforts, but we also intend to employ more direct and deliberate marketing tactics to reach deeper into the community. A few of these tactics will include:

- Leveraging assistance from our partner departments that have more frontline and regular contact with residents to provide information about DallasAlert
- Identifying the customer “touch points” throughout the city and ensuring program information is made available through flyers, posters, pamphlets, and other physical media
- Engaging with homeowners’ associations, neighborhood watches, and other community organizations to disseminate program information through their networks
- Working through our ISD partners and higher education partners to share information with their students
- Partnering with event organizers to leverage the “text-to-sign-up” feature using customized keywords
- Regular, consistent messaging through all our communication platforms about the value of registering for alerts



DATE April 9, 2024  
SUBJECT **DallasAlert Emergency Notification System**  
PAGE **2 of 2**

- Exploring outside marketing subject matter expertise to help bolster and focus our efforts
- Working directly with each Council District office to understand the most effective approach to reaching your constituents

Approximately three percent of City of Dallas residents have registered for DallasAlert over the last twelve years. It is OEM's goal to increase the registration by at least 10% each year for the next three years. We believe that our renewed focus on making this program a cornerstone of our departmental outreach efforts will make this possible.

DallasAlert notifications fall into two primary categories, emergency notifications and advisories. These are defined as:

- **Emergency Notification:** A message containing information and/or protective action instructions when a hazard is occurring or imminent and poses a threat to life safety or property. (e.g., shelter-in-place alert, evacuation alert, or weather warning)
- **Advisory Notification:** A message containing information about a public safety-related hazard or event that could cause impacts or disruptions, with potential safety or security impacts. (e.g., major/extended road closure, curfew notices, boil water notices).

All DallasAlert notifications must be approved by OEM and fall into one of those two alert categories. OEM Standard Operating Procedures (SOPs) have been updated to reflect the approved and restricted uses of the Rave Alert system.

Our target date for public rollout of the refreshed DallasAlert program is April 23<sup>rd</sup>, 2024. As we near that date, we will share additional information and resources that you can share with your constituents. If you have any questions, please contact Travis Houston, Director of Emergency Management, at (214) 670-4279 or [travis.houston@dallas.gov](mailto:travis.houston@dallas.gov).



Jon Fortune  
Deputy City Manager  
**[Attachment]**

c: T.C. Broadnax, City Manager  
Tammy Palomino, City Attorney  
Mark Swann, City Auditor  
Biliera Johnson, City Secretary  
Preston Robinson, Administrative Judge  
Kimberly Bizzor Tolbert, Deputy City Manager

Majed A. Al-Ghafry, Assistant City Manager  
M. Elizabeth (Liz) Cedillo-Pereira, Assistant City Manager  
Dr. Robert Perez, Assistant City Manager  
Jack Ireland, Chief Financial Officer  
Genesis D. Gavino, Chief of Staff to the City Manager  
Directors and Assistant Directors



**City of Dallas**

# **DallasAlert Emergency Notification System**

**April 9, 2024**

Travis Houston  
Director

Office of Emergency Management  
City of Dallas

# Presentation Overview



- Introduction
- IPAWS
- DallasAlert
- Outreach and Marketing Strategy
- Marketing Collateral



- City of Dallas Public-Facing Alerts
  - **IPAWS** – alerting capability based on geographic area
  - **DallasAlert** – alerting capability based on opt-in registrations



- Integrated Public Alert and Warning System (IPAWS)
  - *Allows Dallas to send geographically-targeted alerts via:*
    - **Wireless Emergency Alerts** – mobile phones
    - **Emergency Alert System** – radio and television
    - **National Oceanic and Atmospheric Administration's (NOAA) Weather Radio** – 24/7 radio broadcast, weather-related and Non-Weather Emergency Messages (NWEM)





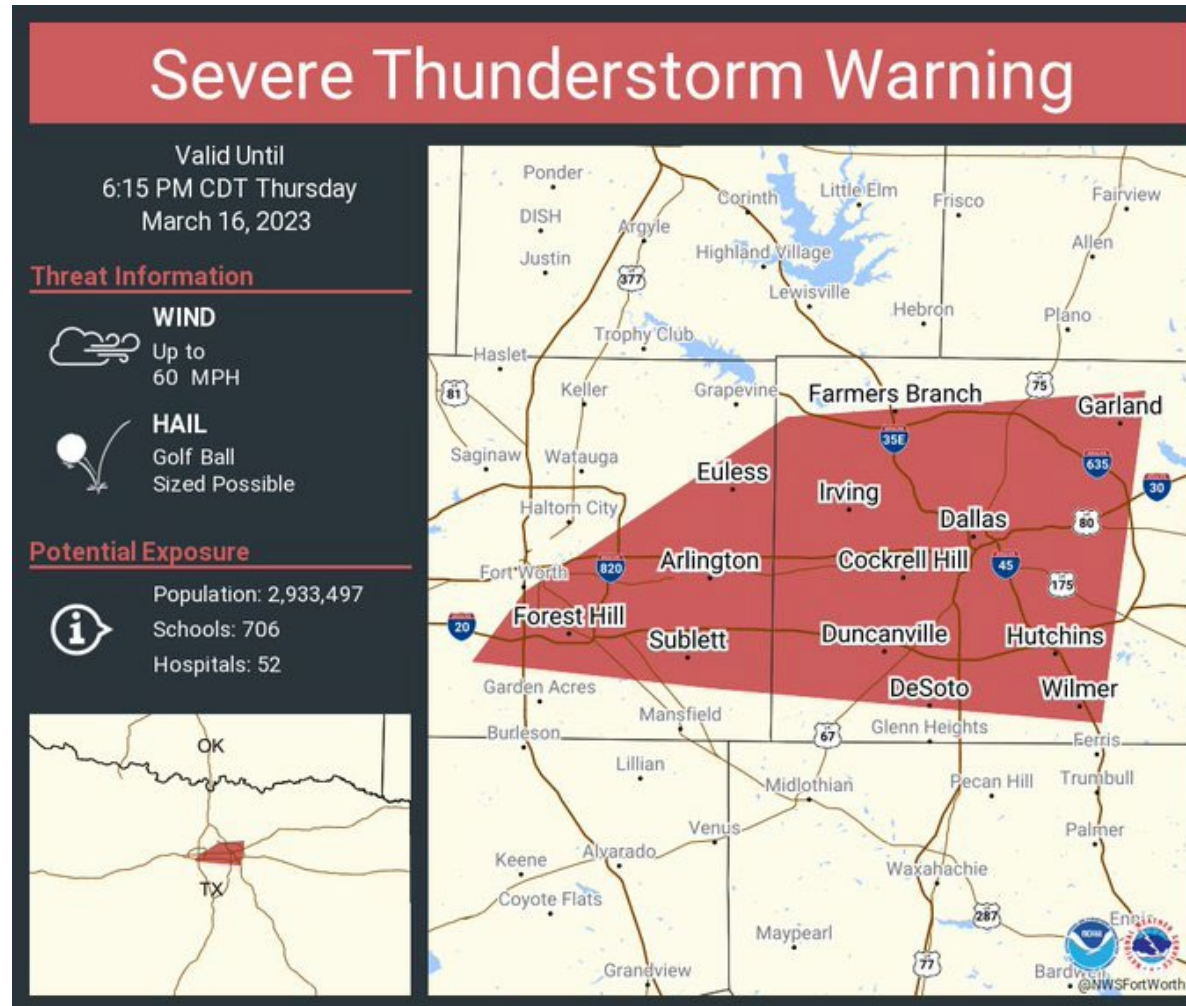
- Opt-in system - notifications via text, email, or phone call
- *Four notification types currently set up:*
  - **Advisory Notifications**– A message containing information about a public safety-related hazard or event that could cause impacts or disruptions, with potential safety or security impacts. (e.g., major/extended road closure, public health notices, boil water notices).
  - **Emergency Notifications** – A message containing information and/or protective action instructions when a hazard is occurring or imminent and poses a threat to life safety or property. (e.g., shelter-in-place alert, evacuation alert)
  - **Non-Severe Weather Notifications** – automatic notifications for Flood, Severe Thunderstorm, or Tornado Watches issued by NWS
  - **Severe Weather Notifications** – automatic notifications for Flood, Severe Thunderstorm, or Tornado Warning issued by NWS



# DallasAlert (Cont.)



- NWS Warning Polygon Example



# DallasAlert (Cont.)



- Features

- **Notification Translations**

- Supports 62 languages
- Only Spanish will be initially used

- **SMS Opt-in**

- “Text DALLAS to 67283”
- Special Event uses – “Text STATEFAIR to...”

- **Polling**

- Freeform responses or selecting provided answers





# DallasAlert (Cont.)



- Features (Cont.)

- **Privacy**

- System Admins cannot see details of opt-in user data without permission from the user

- **ADA Considerations**

- “Account Assistant” – Users can have someone else create their account for them. That person will receive some account-related information on the user’s behalf
- Public registration and user portals meet web-accessibility requirements



# Outreach and Marketing Strategy



- Outreach

- **In-person** – OEM, Dallas CERT, partners and stakeholder events

- Marketing

- **City and OEM Social Media** – X (formerly Twitter), Facebook, and NextDoor
- **Media Advisories** – Dissemination through tv, radio, and newspaper
- **Website** – DallasAlert.com



# Outreach Collateral – Physical Collateral



- Outreach Collateral
  - Brochure – Pamphlet with FAQs
  - Flyer – One-page sign-up

**FREQUENTLY ASKED QUESTIONS**

**Q. What is the Dallas Alert program?**  
A. Dallas Alert is a local emergency warning tool used to provide specific response instructions to precise geographic areas within the City.

**Q. When will it be used?**  
A. Dallas Alert may be used before, during and after an emergency to provide lifesaving information to residents and businesses affect by an incident.

**Q. Will I still get emergency notifications if I don't sign up?**  
A. Residents with AT&T landline phones will receive automatic notification. Landlines through other providers and cell phones should be registered at [www.dallasalert.com](http://www.dallasalert.com) to receive emergency notifications.

**Q. What if my cell phone area code is not local to the city of dallas?**  
A. You will receive emergency notifications if your device is registered to receive alerts.

**Q. Will there be any indication that the incoming call is an emergency alert?**  
A. Landline phones may display "Emergency" and cell phones, by default, will not display a name with the incoming number.

**Q. How much does it cost?**  
A. Dallas Alert is free; however, standard message and data rates may apply.

**Q. How do I sign up?**  
A. You can visit [www.dallasalert.com](http://www.dallasalert.com) to receive more information on signing up.

**REGISTER AT**  
[DallasAlert.com](http://DallasAlert.com)

**REGISTER ALL YOUR DEVICES**  
TO RECEIVE EMERGENCY ALERTS FROM THE CITY OF DALLAS

**Emergency Management**  
City of Dallas

Office of Emergency Management  
1500 Marilla St., L2AN  
Dallas, Texas 75201  
Phone: (214) 670-4275  
Fax: (214) 670-4677

[DallasAlert.com](http://DallasAlert.com)  
OEMDepartment@dallascityhall.com

**DRAFT**

Brochure

**SIGN UP TODAY**  
TO RECEIVE EMERGENCY ALERTS!

The City of Dallas developed Dallas Alert so residents and businesses can add additional communication options in which to receive these emergency notifications.

Dallas Alert will be used by City of Dallas public safety officials, during emergencies only, to deliver incident-specific information or potentially life-saving instruction to those in the affected area(s).

**TEXT ##### TO #####**  
TO REGISTER FOR DALLASALERT

**#HASHTAG**  
Register at [DallasAlert.com](http://DallasAlert.com)

**DRAFT**

Flyer

**DRAFT**

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or Register at [DallasAlert.com](http://DallasAlert.com)

**#HASHTAG**

**City of Dallas**

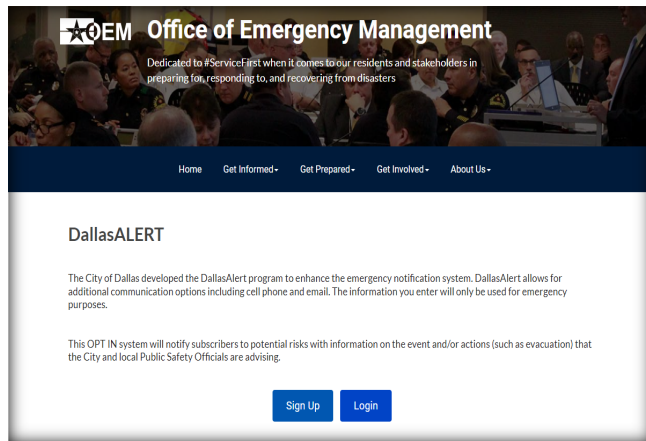


# Marketing Collateral – Virtual Collateral



- Marketing Collateral

- **Social Media Collateral** – Graphics, Banners, and Updated Emblem
- **Website** – DallasAlert.com



DallasAlert.com



Social Media Graphics



## FREQUENTLY ASKED QUESTIONS

### Q. When will it be used?

A. DallasAlert may be used before, during, and after an emergency to provide lifesaving information to residents, businesses, and visitors affected by an incident. You can also adjust your settings via your online profile to receive non-emergency notifications and automatic weather notifications.

### Q. Will I still get emergency notifications if I don't sign up?

A. To receive DallasAlert notifications you must sign up and complete your online profile. However, you may still receive alerts through radio, television, official social media sources, and All-Hazards NOAA Weather Radio.

### Q. What if my cell phone area code is not local to the City of Dallas?

A. You will receive notifications if your device is registered for DallasAlert.

### Q. How much does it cost?

A. DallasAlert is free; however, standard messaging and data rates may apply.

### Q. How do I sign up?

A. To sign up, visit [DallasAlert.com](http://DallasAlert.com)

### Q. Will my information be

#### A. confidential?

All personal information submitted to DallasAlert will remain confidential.



# REGISTER ALL YOUR DEVICES

## TO RECEIVE EMERGENCY ALERTS FROM THE CITY OF DALLAS

REGISTER AT  
[DallasAlert.com](http://DallasAlert.com)



## Emergency Management

Office of Emergency Management  
1500 Marilla St., L2AN  
Dallas, Texas 75201  
Phone: (214) 670-4275  
Fax: (214) 670-4677

[DallasAlert.com](http://DallasAlert.com)  
[OEMDepartment@dallas.gov](mailto:OEMDepartment@dallas.gov)

## WHAT IS DallasAlert?

Welcome to the City of Dallas. The Dallas Office of Emergency Management (OEM) maintains and operates DallasAlert, powered by Smart 911. DallasAlert is a local emergency notification system used to provide notifications and specific response instructions from City of Dallas officials to Dallas residents, businesses, and visitors.

Sign up today to receive text, phone, and email notifications from the City of Dallas!

## WHY REGISTER?

DallasAlert allows you to receive notifications to your cellular phones, landline phones, and emails addresses. DallasAlert allows you to register your home or work address to receive geolocated notifications. Dallas OEM will use DallasAlert to send notifications to residents, businesses, and visitors during emergency and non-emergency situations.

## SOURCES OF EMERGENCY INFORMATION

DallasAlert should not be your only source of information during an emergency. Dallas OEM recommends that you have multiple ways to receive emergency information, including via radio, television, official social media sources, and All-Hazards NOAA Weather Radio.



## HOW TO REGISTER:



### REGISTER VIA SMS

Text **DALLAS** to **67283** to sign up for text notifications from DallasAlert.

You will receive a text confirmation and you can visit the link or follow the steps below to complete your profile to include your address, email address, and additional phone numbers.

### REGISTER VIA WEBSITE

1. Visit [www.DallasAlert.com](http://www.DallasAlert.com)
2. Click "Sign Up"
3. Provide required information
4. Agree to the [Terms of Use](#)
5. Click "Create Account"
6. Add any other optional profile information once logged in

### SIGNING UP HOME AND BUSINESS ADDRESSES

The geolocation feature is activated when you include your home address while completing your profile. If you work and live in Dallas, you can add both home and work addresses under the same account profile.

### UPDATE OR DELETE ACCOUNT INFORMATION

Return to [DallasAlert.com](http://DallasAlert.com) at any time and log in to update or delete your account.



## TYPES OF NOTIFICATIONS

DallasAlert will allow you to opt-in to receive both emergency and non-emergency notifications for incidents or events that impact the City of Dallas. You can also opt-in to receive automatic weather notifications that originate from the National Weather Service and are sent from DallasAlert.

## PRIVACY NOTICE

The City of Dallas will not share or distribute personal information submitted to DallasAlert unless required by law.





# SIGN UP TODAY

*TO RECEIVE EMERGENCY ALERTS!*

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Dallas Alert will be used by City of Dallas public safety officials, during emergencies only, to deliver incident-specific information or potentially life-saving instruction to those in the affected area(s).



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**DallasAlert.com**



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**City of Dallas**





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**TEXT DALLAS TO 67283 TO REGISTER**

[DallasAlert.com](http://DallasAlert.com)

 **City of Dallas**





# City of Dallas

1500 Marilla Street  
Council Chambers, 6th Floor  
Dallas, Texas 75201

## Agenda Information Sheet

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**File #:** 24-1000

**Item #:** F.

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Public Safety Dashboards  
[Jon Fortune, deputy City Manager, city Manager's Office]

# Memorandum



CITY OF DALLAS

DATE April 5, 2024

Honorable Mayor and Members of the City Council  
TO Cara Mendelsohn (Chair), Kathy Stewart (Vice Chair), Tennell Atkins, Jesse Moreno  
Gay Donnell Willis

SUBJECT **Dallas Police Department (DPD) Dashboard**

The Dallas Police Department (DPD) continues to focus on violent crime reduction throughout the city. In March 2024, Violent Crime was -21.35% with -552 crimes year to date compared to March 2023.

For your quick reference, you can access DPD's Dashboard using the following link:  
[DPD Dashboard](#).

We welcome feedback and suggestions for improvement. Please continue exploring the dashboard and let us know if you have any questions or want to see any changes/additions. Feel free to contact Executive Assistant Chief Lonzo Anderson at [lonzo.anderson@dallaspolice.gov](mailto:lonzo.anderson@dallaspolice.gov).

Please contact me if you have any questions or need additional information.

Jon Fortune  
Deputy City Manager

c: T.C. Broadnax, City Manager  
Tammy Palomino, Interim City Attorney  
Mark Swann, City Auditor  
Billerae Johnson, City Secretary  
Preston Robinson, Administrative Judge  
Kimberly Bizer Tolbert, Deputy City Manager

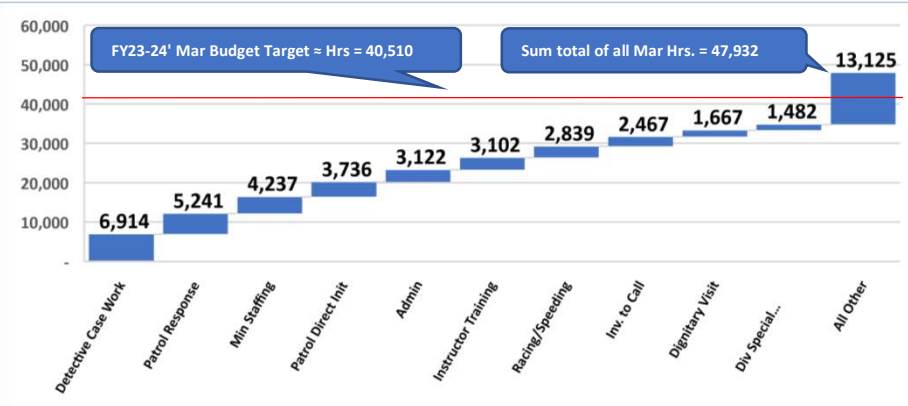
Majed A. Al-Ghafry, Assistant City Manager  
M. Elizabeth (Liz) Cedillo-Pereira, Assistant City Manager  
Dr. Robert Perez, Assistant City Manager  
Carl Simpson, Assistant City Manager  
Jack Ireland, Chief Financial Officer  
Genesis D. Gavino, Chief of Staff to the City Manager  
Directors and Assistant Directors

# Dallas Police Department Dashboard March 2024

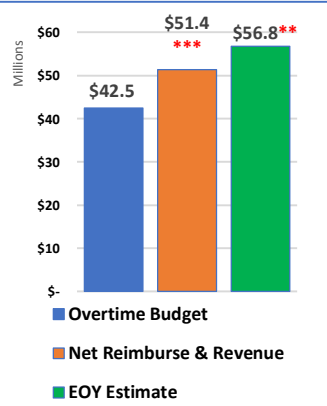
## FY23-24 BUDGET

## CRIME REPORTING\*\*\*\*\*

### February Top 10 OT Activity Codes (By Hrs.)\*



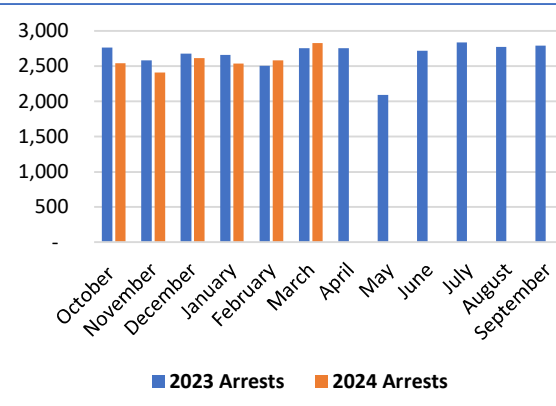
### Sworn Overtime



### Total Budget



### Total Arrests



### Year to Date Crime (NIBRS)

January 1, 2024 - March 31, 2024

Offense	2024	2023	Count DIFF	% Change	Clearance Rate
Assault Offenses	5,911	6,410	-499	-7.8%	61.1%
Agg Assault FV	368	445	-77	-17.3%	-
Simple Assault FV	2,461	2,431	30	1.2%	-
Homicide Offenses	59	84	-25	-29.8%	61.8%
Murder & Nonnegligent Manslaughter	52	73	-21	-28.8%	-
Human Trafficking	17	10	7	70.0%	60.0%
Kidnapping / Abduction	40	44	-4	-9.1%	82.1%
Sex Offenses	123	216	-93	-43.1%	74.0%
Sub-Total	6,150	6,764	-614	-9.1%	61.6%
Arson	29	35	-6	-17.1%	6.9%
Bribery	-	1	-1	-100.0%	-
Burglary / Breaking & Entering	1,436	1,485	-49	-3.3%	8.3%
Counterfeiting / Forgery	43	72	-29	-40.3%	9.3%
Destruction / Vandalism	2,182	2,370	-188	-7.9%	8.8%
Embezzlement	28	66	-38	-57.6%	14.3%
Extortion / Blackmail	3	2	1	-	-
Fraud	527	605	-78	-12.9%	57.5%
Larceny / Theft	5,991	6,981	-990	-14.2%	4.8%
Motor Vehicle Theft	4,007	3,488	519	14.9%	6.3%
Robbery	529	530	-1	-0.2%	23.6%
Stolen Property Offenses	211	219	-8	-3.7%	105.7%
Sub-Total	14,986	15,854	-868	-5.5%	10.1%
Animal Cruelty	29	26	3	11.5%	20.7%
Drug / Narcotics	2,652	2,564	88	3.4%	62.1%
Gambling	20	17	3	17.6%	15.0%
Pornography / Obscene Material	11	12	-1	-8.3%	81.8%
Prostitution Offenses	88	112	-24	-21.4%	60.2%
Weapon Law Violations	527	629	-102	-16.2%	71.0%
Sub-Total	3,327	3,360	-33	-1.0%	62.9%
Total	24,463	25,978	-1,515	-5.8%	29.5%

## SWORN STAFFING AND HIRING FISCAL YEAR\*\*\*\*

## PATROL PERFORMANCE CALENDAR YEAR TO DATE

Function	FY 23-24 YTD	FY 22-23 YTD	FY 21-22
CBD	86	89	80
Central	166	168	180
NE	268	274	311
SE	249	256	279
SW	234	241	265
NW	229	228	236
NC	186	193	214
SC	247	238	264
Nuisance Abatement	7	9	10
Community Affairs (NPO)	110	102	92
Right Care	21	23	18
<b>Patrol Total</b>	<b>1,803</b>	<b>1,818</b>	<b>1,948</b>
<b>Support</b>	<b>125</b>	<b>119</b>	<b>118</b>
<b>Administrative</b>	<b>191</b>	<b>182</b>	<b>136</b>
<b>Investigations</b>	<b>493</b>	<b>500</b>	<b>462</b>
<b>Tactical and Special Ops</b>	<b>281</b>	<b>275</b>	<b>256</b>
<b>Trainees</b>	<b>154</b>	<b>164</b>	<b>164</b>
<b>Total</b>	<b>3,047</b>	<b>3,058</b>	<b>3,084</b>

Crime Change by Division	Response time	
	Priority 1	Priority 2
Person	6.61	31.49
Property	11.00	124.67
MTD Total	11.28	66.79
YTD Total	8.57	42.06
YTD Total	9.83	50.67
YTD Total	11.01	79.78

\*CBD crime and response time data included in Central

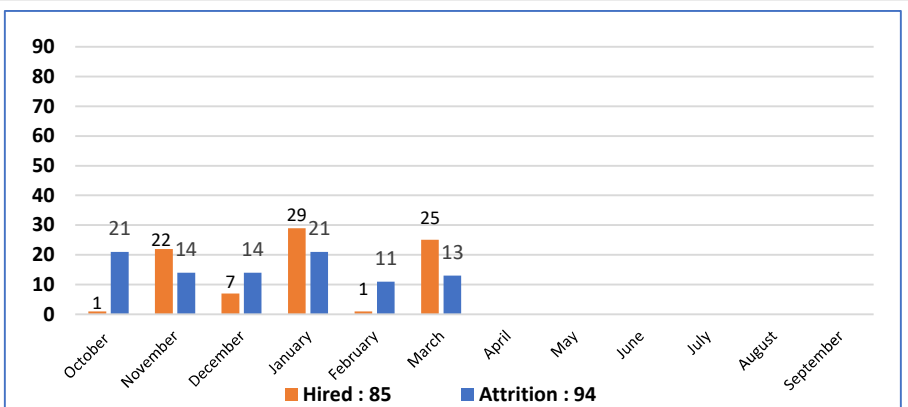
## INTERNAL AFFAIRS\*\*\*\*\*

Complaint Type	2024 YTD	2023 YTD	% Change
Investigations Completed	71	64	10.9%
Use of Force Complaints Received	11	25	-56.0%
Investigations Over 200 Days*****			
Active Investigations	45	8	
Investigation suspended	9	10	
Awaiting Corrective Action	17		
Total	89		

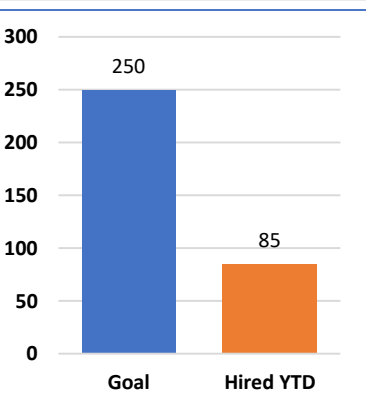
## COMMUNICATIONS

911 Call Center Information			
911 Calls MTD	Mar Avg Answer	Mar Service Level	
148,588	3 Seconds	92.94%	
911 Operator Staffing			
Trainee	Operator	Actual	Authorized
6	92	98	130

## FY 23-24 Hiring and Attrition



## FY23-24 Hiring Goal : 250



## Top 911 Calls

Type	Calls YTD	March-2024	March-2023
Major Disturbance	26,359	9,309	9,746
Other Incidents*****	12,468	4,302	4,848
Other Escalated*****	15,277	5,727	4,584
Suspicious Person	6,326	2,259	2,187
Minor Accident	5,909	2,176	2,274
Business Alarm	4,101	1,433	1,437
Major Accident	5,001	1,901	1,647
Loud Music	4,706	1,892	1,872
Burg Motor Veh	1,011	395	367
Crisis Intervention	3,273	1,170	1,044
911 Hang-up	1,279	409	474

## March Reports

Expeditor Reports		DORS Reports			
1,769		2,881			
Dispatched Calls and Response Time					
Date	Priority 1 Response Time	Priority 2 Response Time	Priority 3 Response Time	Priority 4 Response Time	Dispatched 911 Calls
Mar-24	9.78	82.32	229.91	267.74	42,402
YTD 2024	9.86	73.36	207.51	239.89	118,996
Mar-23	9.84	91.99	570.36	583.53	47,638
YTD 2023	9.88	84.90	529.65	552.21	131,973

## Notes:

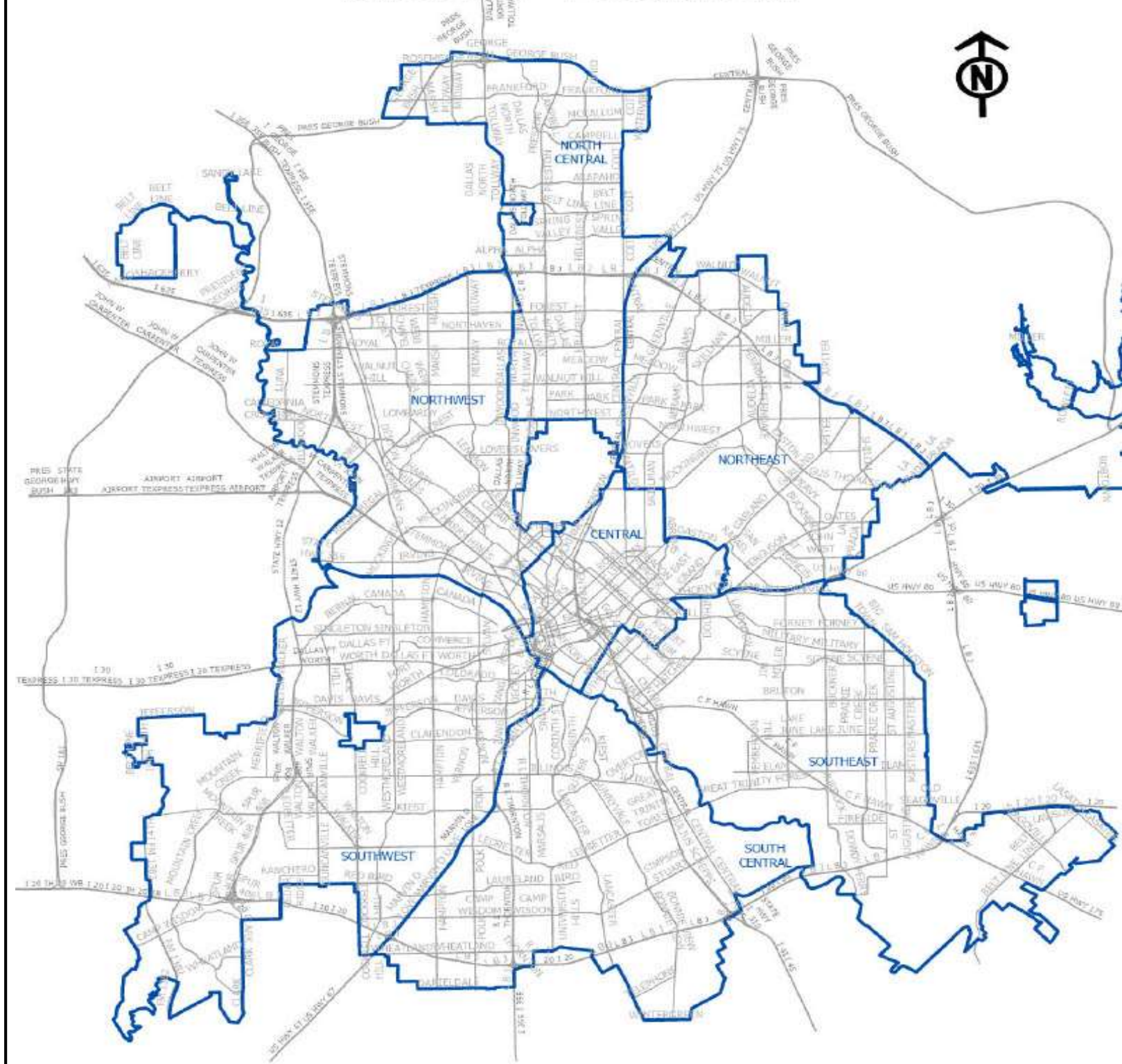
\*DPD recently refined its >180 OT activity codes. New overtime activity codes further improve internal management opportunities as well as improve clarity/transparency to City Council. Results of these changes are now reflected in this report. Reimbursement hours are taken out.  
 \*\*YE estimate based on FY23's YTD expenditure trends.  
 \*\*\* Reimbursement and Revenue for DPD  
 \*\*\*\* Staffing shown is end of fiscal year actuals, Right Care officers and NPO tracked separately starting FY 20-21.  
 Support: Youth Outreach, Communications, Staff Review, Academy, Auto Pound, Detention Services, Crime Analysis, Property Recovery.

\*\*\*\*\* Other Incident Calls - used when a call is received but does not fit into any other category of signals. Ex. harassing phone calls, criminal trespass, death notifications  
 \*\*\*\*\* Other Escalated Calls - used when a call is received but does not fit into any other category of signals and is a priority in nature. Ex. person walking on the shoulder of freeway, suspicious activity that could lead to an offense.  
 \*\*\*\*\* Crime reporting now includes NIBRS data. Data is preliminary.  
 \*\*\*\*\* Investigations suspended : Awaiting criminal investigation. Awaiting Corrective Action: Cases not involving suspension

Racing / Speeding Hotspots

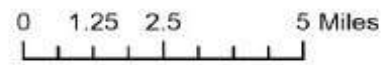
Racing / Speeding Operational Activity

### Takeover Locations

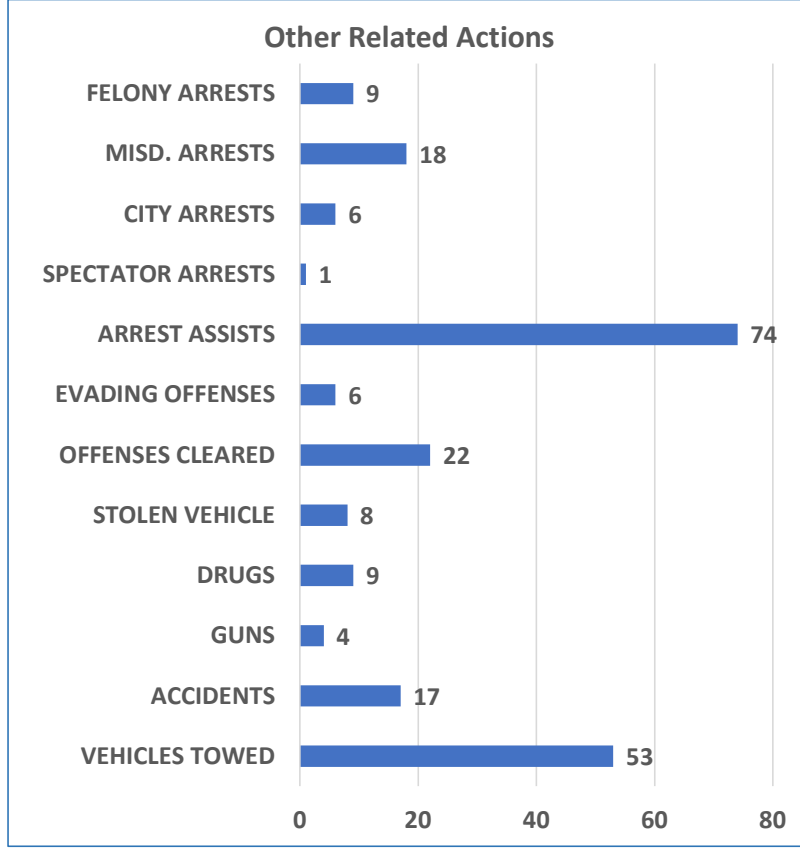
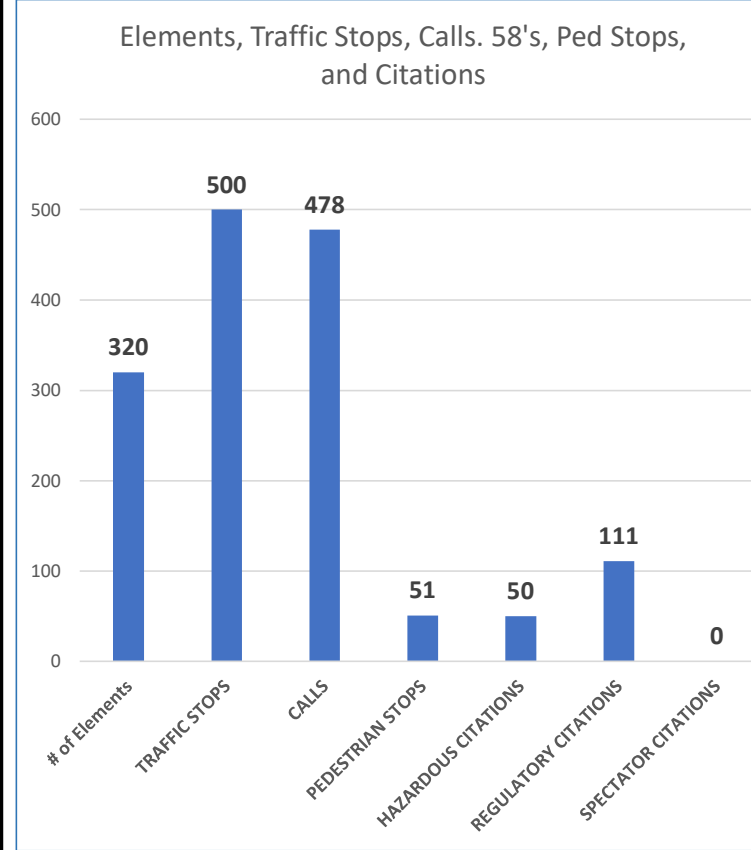


No data for January though March 2024

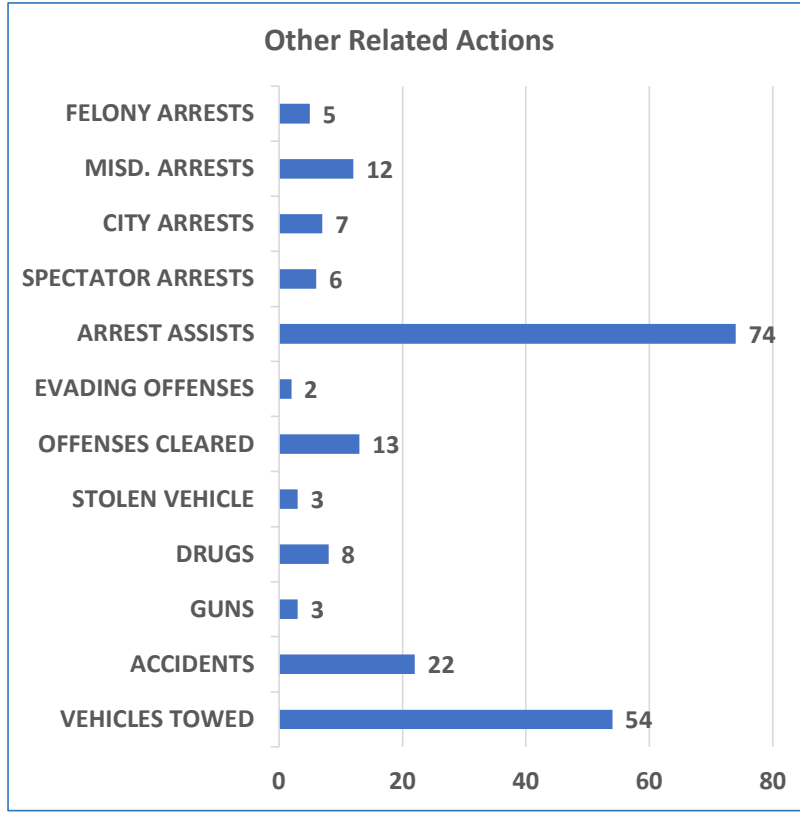
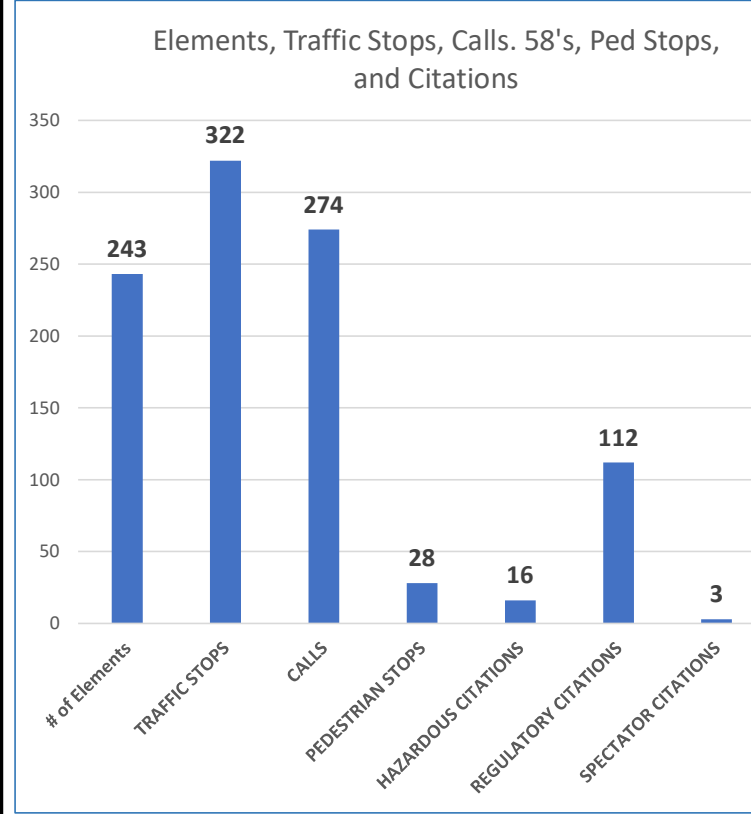
Date/Time: 4/3/2024 4:13 PM



Mar-24



Feb-24



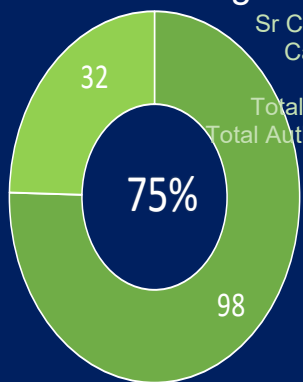
Notes:

Hazardous Citations: Citations involving safety violations such as red light / stop sign violations.

Regulatory Citations: Citations of an administrative violation such as registration, insurance, driver's license.

# 9-1-1 Communications Dashboard (March) 2024

## 911 Staffing



Sr Call Takers – 4  
Call Takers – 88  
Trainees – 6  
Total on Staff – 98  
Total Authorized – 130

## Service Level Comparison

	Service Level Comparison		
Month	FY'24	FY'23	FY'22
October	94.70%	98.40%	88.83%
November	95.10%	98.58%	94.57%
December	92.21%	97.84%	97.60%
January	94.39%	98.25%	98.07%
February	92.23%	98.25%	99.01%
March	92.94%	97.05%	98.16%
April		94.23%	97.87%
May		75.04%	97.82%
June		91.12%	97.48%
July		93.10%	94.39%
August		95.96%	96.92%
September		92.16%	98.26%
FY' Service Level		93.62%	96.47%



March 2024  
Service Level

92.94%



YTD Level  
Jan 1 – Mar 31, 2024

93.20%



Average Answer Time  
Mar 2024

:03



Mar 2024  
Total 9-1-1 Calls

148,588



Call Takers in Training

6



Call Takers in Background

2

## Total Emergency Calls

Month	FY' 24	FY' 23	FY' 22
October	153,609	152,305	169,217
November	138,000	139,556	146,055
December	145,062	153,187	155,427
January	140,401	146,772	142,329
February	135,117	137,468	126,752
March	148,588	162,022	149,460
April		162,761	154,103
May		195,513	162,569
June		183,954	154,464
July		174,320	167,423
August		159,472	156,616
September		154,748	152,545

FY' 23 Total 1,922,078 FY' 22 Total 1,836,960 = 4.63% (increase)



# Memorandum



CITY OF DALLAS

DATE April 5, 2024

Honorable Members of the Public Safety Committee

TO Cara Mendelsohn (Chair), Kathy Stewart (Vice Chair), Tennell Atkins, Jesse Moreno, Gay Donnell Willis

SUBJECT **Dallas Fire-Rescue's Public Safety Dashboard for March 2024**

Dallas Fire-Rescue (DFR) had 22,536 dispatched incidents for the month of March, slightly up from 21,786 in February. As you are aware, DFR has a stated goal of 90% achievement for the metrics of EMS response within 9 minutes and Structure Fire Response within 5:20. While DFR failed to meet both of these metrics (EMS was 86% and Fire was 87%), there has been a steady improvement in overall response times due to programs such as the Emergency Response Review Project. We will continue to analyze data and adjust resources and strategies as necessary to achieve our target goals.

We had only 1 significant fire for the month of March, which was down from the 4 we had in February. Inspection activity increased dramatically (6,856, up from 4,854). Our rescue unit hours of utilization (UHU) numbers improved, dropping to 34.1% for Frontline units.

We currently have 90 recruits in various stages of Training. These recruits will be assigned to the field in August and October of this year.

For your quick reference, you can access DFR's Dashboard using the following link:  
<https://dallascitydata.dallascityhall.com/views/DFRDashboardbanner1/911DALLASFIRE-RESCUEINCIDENTSRESPONSETIMES?.isGuestRedirectFromVizportal=y&.embed=y>

We welcome feedback and suggestions for improvement. Please continue to explore the dashboard and let us know if you have any questions or would like to see any changes/additions. Feel free to contact Executive Assistant Chief Justin Ball at [justin.ball@dallasfire.gov](mailto:justin.ball@dallasfire.gov).

Jon Fortune  
Deputy City Manager

c: TC Broadnax, City Manager  
Tammy Palomino, Interim City Attorney  
Mark Swann, City Auditor  
Biliera Johnson, City Secretary  
Preston Robinson, Administrative Judge  
Kimberly Bizzor Tolbert, Deputy City Manager

Majed A. Al-Ghafry, Assistant City Manager  
M. Elizabeth (Liz) Cedillo-Pereira, Assistant City Manager  
Dr. Robert Perez, Assistant City Manager  
Carl Simpson, Assistant City Manager  
Jack Ireland, Chief Financial Officer  
Genesis D. Gavino, Chief of Staff to the City Manager  
Directors and Assistant Directors



# DFR Executive Summary for Month Ending: March 2024



**69,810**

Total 911 DFR Incidents  
Incidentes totales de 911 DFR

**86%**

Medical Responses within 9 minutes  
Respuestas médicas en 9 minutos o menos

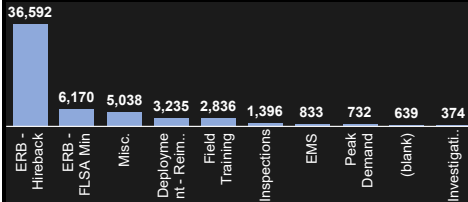
**41%**

Medical Responses within 5 minutes  
Respuestas médicas en 5 minutos o menos

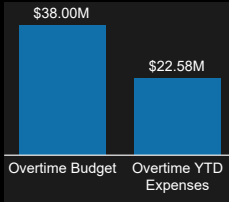
**87%**

Structure Fire Responses within 5 minutes, 20 seconds  
Respuestas a incendios estructurales en 5 minutos, 20 segundos o menos

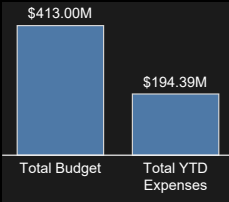
### Overtime Hours Breakdown Categorías de Horas Extras Trabajadas



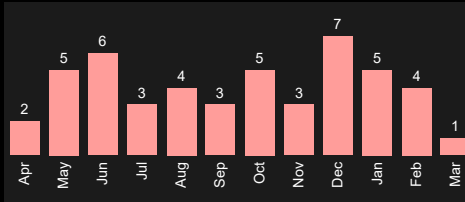
### Sworn Overtime Presupuesto de Horas Extras



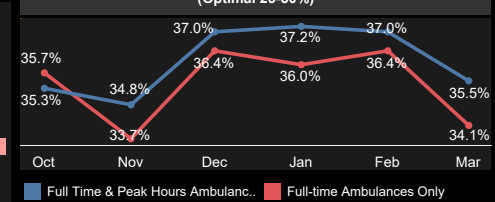
### Total Budget\* Presupuesto



### Significant Fires Incendios Significativos por Mes



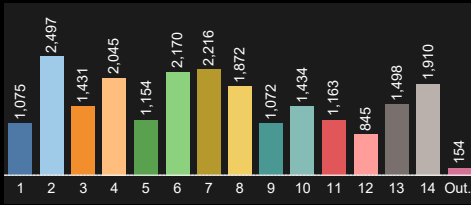
### Ambulance Unit Hour Utilization Rate Tasa de Utilización de Ambulancias (Optimal 25-30%)



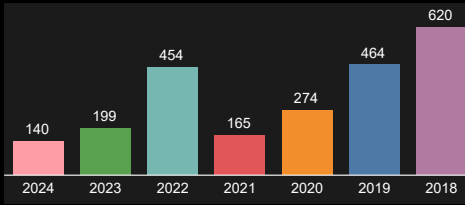
### Sworn Staffing & Hiring Categorías de Personal

	2022	2023	2024
EMS & Emergency Resp..	1,645	1,609	1,646
Dispatch Comms & GIS	61	59	68
Fire Prevention & Inspec..	84	93	112
Training & Recruitment	154	206	305
Arson Investigation EOD	21	25	24
Aircraft Rescue Fire Figh..	34	45	45
Total Staff	1,999	2,037	2,200
Number of Frontline Paramedics			872
Total Number of Active Paramedics			1,636

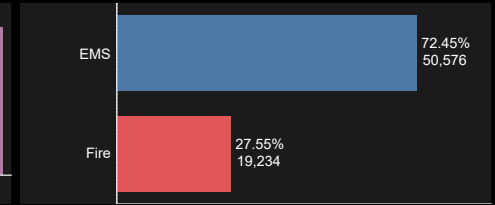
### Incident Response Data by Council District Incidentes por Distrito del Concejo Municipal



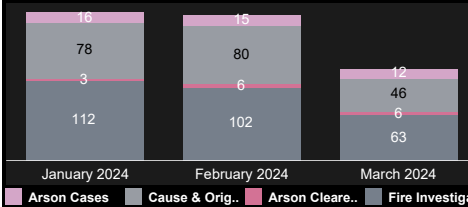
### Smoke Detector Installs Instalaciones de Alarma de Humo



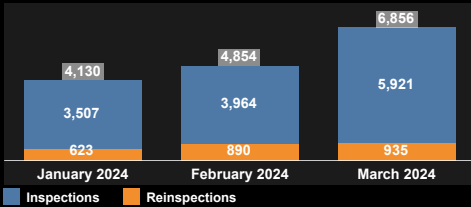
### Fire Communications & Dispatch Despachos por Categorías de Incidente



### Arson Investigation Case Breakdown Investigaciones de Incendio Provocado



### Inspections & Re-Inspections Inspecciones de Estructuras



### Academy Breakdown Información de la Academia

Class:	371	372	373	374
# of Trainees	23	18	24	25
Start Date	Oct-22	Oct-22	Mar-23	Mar-23
End Date	Mar-24	Mar-24	May-24	May-24
ERB Assigned	Aug-24	Aug-24	Oct-24	Oct-24

### Fleet Status (Spanish Placeholder)

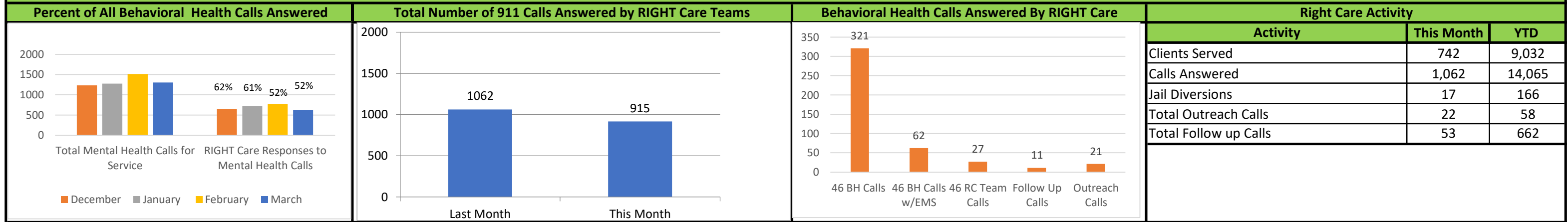
Apparatus	Capacity	Current	Order	Repair	Reserv..
Engine	58	58	4	21	1
Rescue	47	47	29	22	0
Squad	6	6	0	0	0
Truck	23	23	2	11	4

\*Orders are deliveries expected by end of CY23  
\*Squads make up apparatus deficits

\* YTD-Exp - Do Not Include Encumbrances

## Office of Integrated Public Safety Solutions - March 2024 Dashboard

### Behavioral & Mental Illness Response Metrics



Crisis Intervention Team			IPS DFR Welfare Response Unit - Crisis Coordinator Activity			Summer Enrichment Program	
Referrals/911 Calls Answered	Month	Year to Date	Activity	This Month	Year to Date	Activity	July
DPD Referrals	27	572	Calls Answered	145	707	Sites Hosted	4
Community Referrals	2	47	Social Service Referrals	109	344	Mentoring Contacts	60
311 Service Requests	3	12	<b>H.A.R.T Team Engagements</b>			Field Trips	3
Social Service Connections	3	245	Activity	This Month	Year to Date	Meals Provided	1320
911 Call Response	188	559	Persons Engaged	67	827	College Tours	2
			Social Service Referrals	15	108		

### Place Based Environmental Risk Interventions

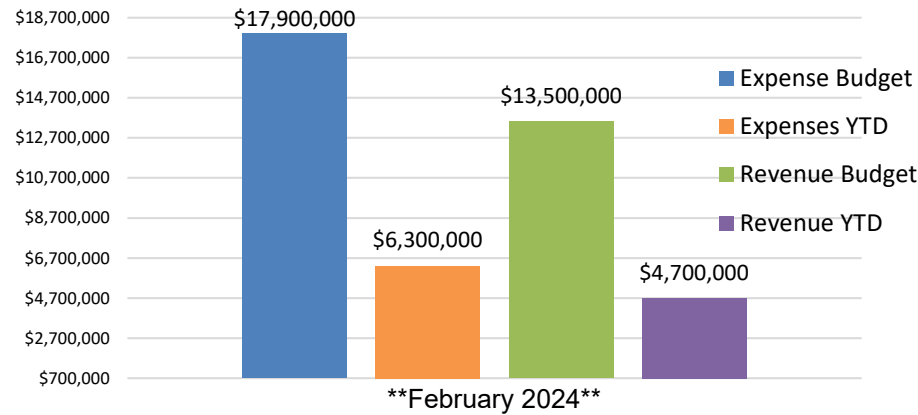
Risk Terrain Modeling Area Environmental Interventions	Street Light Conversions in High Risk Areas	Night Time Violent Crime																																																										
<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th colspan="2" style="text-align: right;">2024</th> </tr> </thead> <tbody> <tr> <td>Interventions Provided</td> <td style="text-align: right;">905</td> </tr> <tr> <td>CPTED Recommendations</td> <td style="text-align: right;">64</td> </tr> <tr> <td>After-hours Properties Assessed</td> <td style="text-align: right;">74</td> </tr> <tr> <td>Streetlight Enhancement Requests</td> <td style="text-align: right;">9</td> </tr> <tr> <td>Violations Reported</td> <td style="text-align: right;">87</td> </tr> <tr> <td>120-Day Violation Compliance</td> <td style="text-align: right;">29</td> </tr> <tr> <td>Community Engagement</td> <td style="text-align: right;">252</td> </tr> <tr> <td>Coordination Services Provided</td> <td style="text-align: right;">419</td> </tr> </tbody> </table>	2024		Interventions Provided	905	CPTED Recommendations	64	After-hours Properties Assessed	74	Streetlight Enhancement Requests	9	Violations Reported	87	120-Day Violation Compliance	29	Community Engagement	252	Coordination Services Provided	419	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th colspan="4" style="text-align: center;">Total Streetlights Converted as of March 2023 and March 2024</th> </tr> <tr> <th></th> <th>2023</th> <th>2024</th> <th>% Diff</th> </tr> </thead> <tbody> <tr> <td>Total LED Streetlights</td> <td>10,022</td> <td>12,338</td> <td>23.1%</td> </tr> <tr> <td>Total Streetlights</td> <td>72,399</td> <td>72,399</td> <td>0.0%</td> </tr> <tr> <td>Percent of Streetlights that are LED</td> <td>13.8%</td> <td>17.0%</td> <td>23.1%</td> </tr> </tbody> </table>	Total Streetlights Converted as of March 2023 and March 2024					2023	2024	% Diff	Total LED Streetlights	10,022	12,338	23.1%	Total Streetlights	72,399	72,399	0.0%	Percent of Streetlights that are LED	13.8%	17.0%	23.1%	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th colspan="4" style="text-align: center;">March 2023 and March 2024 Year-to-Date Comparisons</th> </tr> <tr> <th></th> <th>2023</th> <th>2024</th> <th>% Diff</th> </tr> </thead> <tbody> <tr> <td>Violent Crime Victims</td> <td>1,655</td> <td>1,051</td> <td>-36.5%</td> </tr> <tr> <td>Night Time Violent Crime Victims</td> <td>788</td> <td>501</td> <td>-36.4%</td> </tr> <tr> <td>Night Time Violent Crime Rate</td> <td>47.6%</td> <td>47.7%</td> <td>0.1%</td> </tr> </tbody> </table>	March 2023 and March 2024 Year-to-Date Comparisons					2023	2024	% Diff	Violent Crime Victims	1,655	1,051	-36.5%	Night Time Violent Crime Victims	788	501	-36.4%	Night Time Violent Crime Rate	47.6%	47.7%	0.1%
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### IPS Annual Performance Metrics

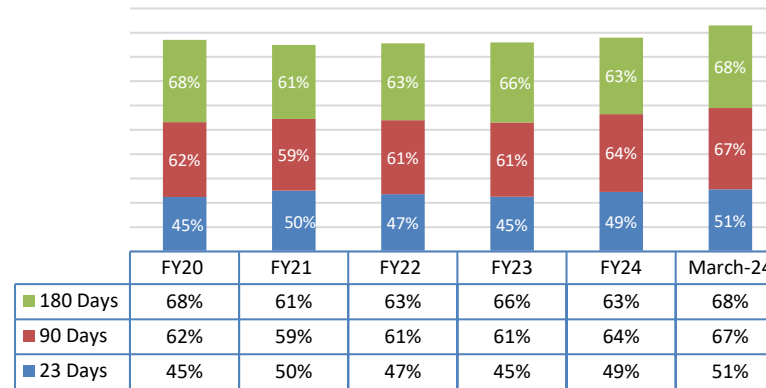
GOAL	YTD	Last YTD	% Change																												
Reduce incidents of gun violence in high-risk areas by 5%	19	34	-44%	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th colspan="3" style="background-color: #cccccc;">Increase RIGHT Care response rate to behavioral health calls by 5%</th> </tr> <tr> <th>Calls Answered</th> <th>Behavioral Health Calls Answered</th> <th>Rate of Calls Answered</th> </tr> </thead> <tbody> <tr> <td>3789</td> <td>1913</td> <td style="color: red;">51%</td> </tr> <tr> <td colspan="3" style="background-color: #cccccc;">Expand the Number of properties served by the Apartment Communities Initiative</td> </tr> <tr> <td>Current</td> <td>Upcoming</td> <td>Goal</td> </tr> <tr> <td>28</td> <td>7</td> <td style="color: green;">6 Simultaneous</td> </tr> <tr> <td colspan="3" style="background-color: #cccccc;">Decrease PD Calls for Service and Criminal Offenses at Public Safety Nuisance Properties by 10%</td> </tr> <tr> <td>YTD Calls for Service</td> <td>YTD Offenses</td> <td></td> </tr> <tr> <td style="color: green;">-14%</td> <td style="color: green;">-29%</td> <td></td> </tr> </tbody> </table>	Increase RIGHT Care response rate to behavioral health calls by 5%			Calls Answered	Behavioral Health Calls Answered	Rate of Calls Answered	3789	1913	51%	Expand the Number of properties served by the Apartment Communities Initiative			Current	Upcoming	Goal	28	7	6 Simultaneous	Decrease PD Calls for Service and Criminal Offenses at Public Safety Nuisance Properties by 10%			YTD Calls for Service	YTD Offenses		-14%	-29%	
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YTD Calls for Service	YTD Offenses																														
-14%	-29%																														
Increase number of social services provided by Violence Intervention programs by 10%	1160	829	140%																												
Decrease rate of night crimes in lighted areas by 10%	501	788	-36%																												
Increase Social Service Referrals by 10%	502	327	153%																												

# Dallas Municipal Court and Dallas Marshals Office: Month Ending March 2024

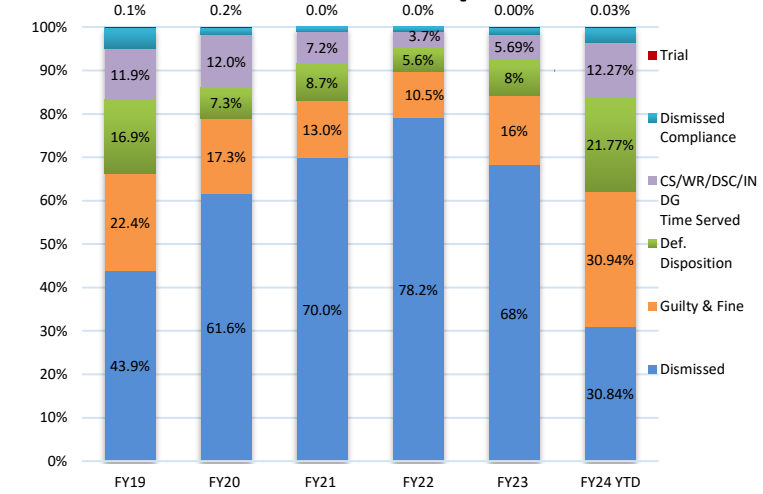
## Municipal Court Budget



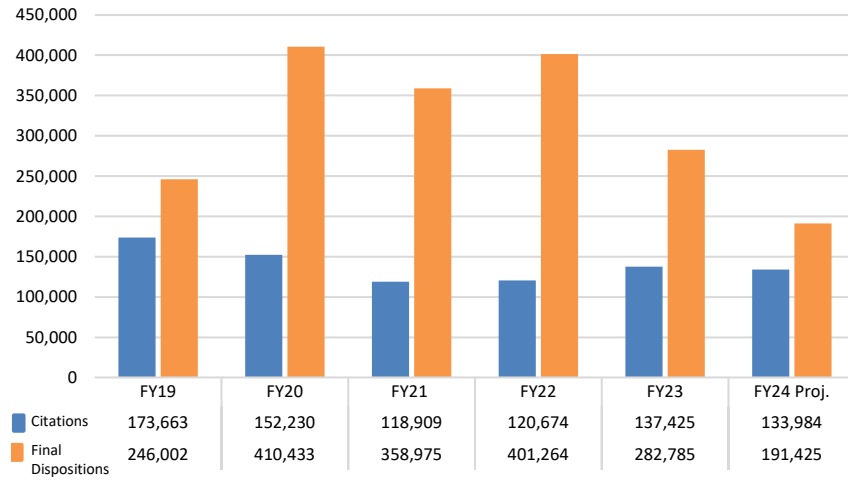
## Defendant's Cumulative Response Rate Looking Back 23, 90 & 180 Days



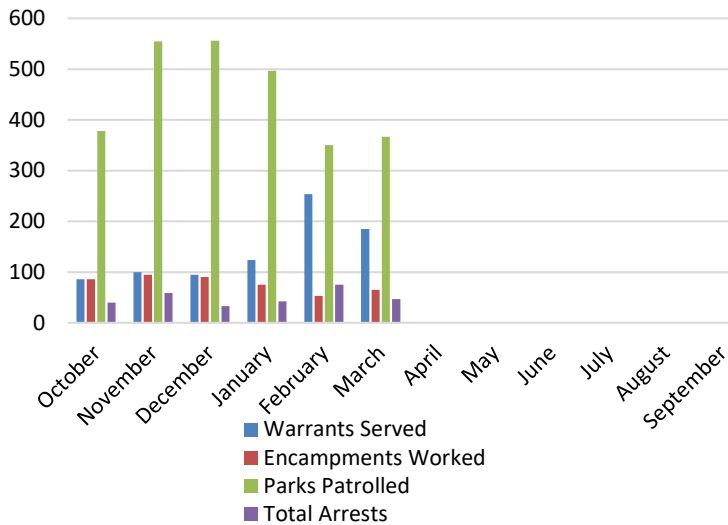
## Courthouse Dispositions



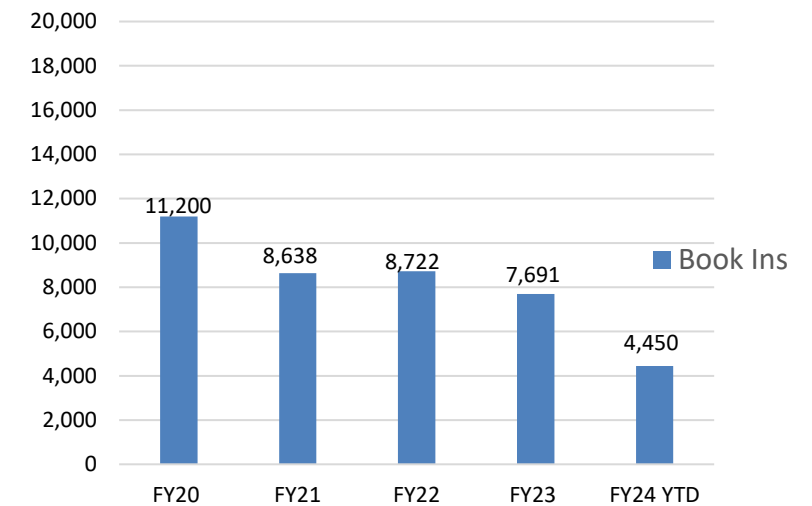
## Citation Count & Final Dispositions



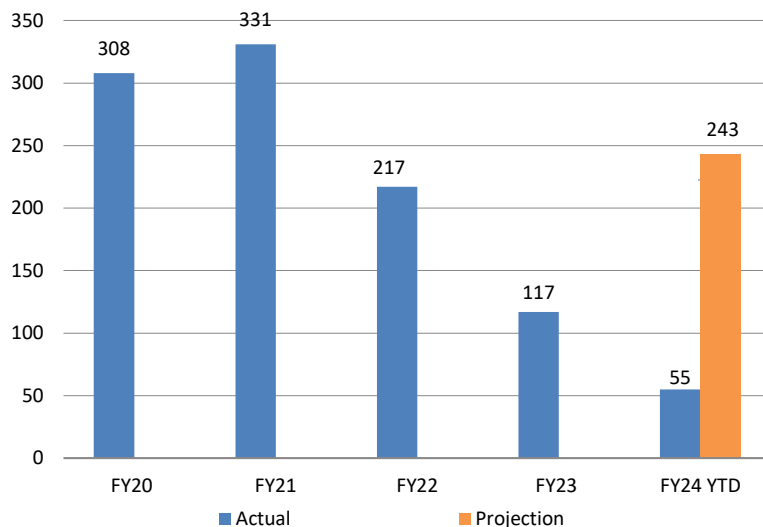
## Marshal's Enforcement Activity



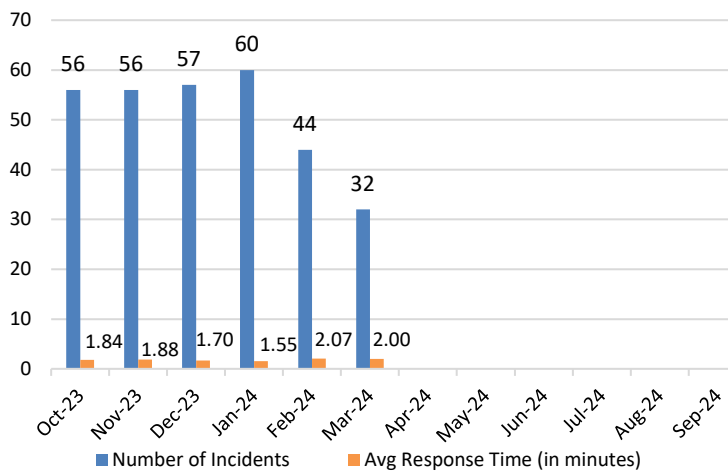
## City Detention Center Book-Ins



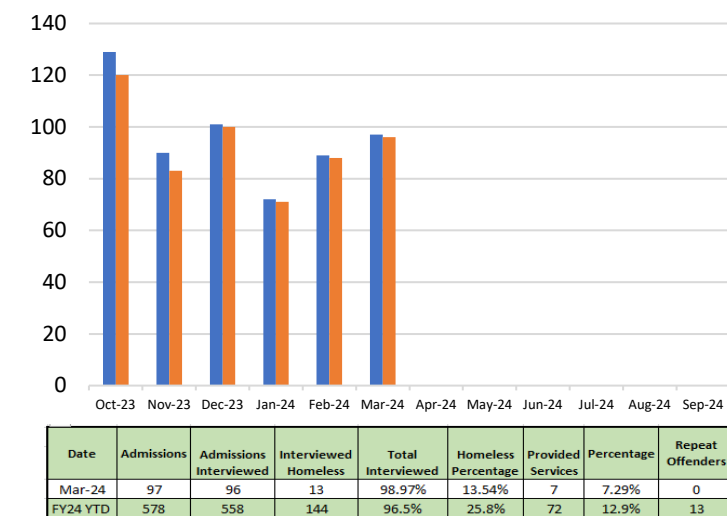
## Environmental Cases Filed



## Security Incidents and Response Time



## Sobering Center Performance





# City of Dallas

1500 Marilla Street  
Council Chambers, 6th Floor  
Dallas, Texas 75201

## Agenda Information Sheet

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**File #:** 24-1012

**Item #:** G.

---

Opioid Strike Force & Interdepartmental Strategies Update  
[Devon Palk, Deputy Chief, Dallas Police Department, Scott Clumpner, Deputy Chief, Dallas Fire Rescue Department, Kevin Oden, Director, Office of Integrated Public Safety Solutions]

# Memorandum



CITY OF DALLAS

DATE April 9, 2024

Honorable Members of the Public Safety Committee  
TO Cara Mendelsohn (Chair), Kathy Stewart (Vice Chair) Tennell Atkins, Jesse Moreno,  
Gay Donnell Willis

SUBJECT **Opioid Strike Force and Interdepartmental Strategies Update**

As you are aware an Opioid Strike Force was created last year, and the Public Safety Committee was briefed on the process of the new team on November 13, 2023. Since then, the Quality of Life, Arts, and Culture Committee also requested an update. The presentation that was provided to Quality of Life, Arts, and Culture Committee on March 26<sup>th</sup>, 2024, is attached for your awareness.

In November 2022, the Opioid Strike Force was formed with the support and approval from the Dallas City Council as a response to the increase of opioid overdoses. The Strike Force involved collaboration between several city departments, other governmental agencies, and community partners and resulted in the development of a workplan to break down barriers and provide resources to the communities with highest need. This collaboration resulted in the establishment of a budget to allocate funding and better coordinate settlement funds.

As part of Senate Bill 1827, passed by the Texas Legislature in 2021, the Opioid Abatement Trust Fund was established to distribute payments received by the State from settlements against opioid manufacturers. The settlement funds have in part been allocated to the following purchases:

- Vehicles for the Overdose Response Team
- Narcan for administration by DPD Officers and City of Dallas facility staff
- A bilingual fentanyl communications and education campaign
- Online public service portal for opioid awareness and resources

Currently, the Strike Force is developing a two-year work plan to continue coordination with stakeholders. The focus will be on pursuing legislation that assists in combating the opioid epidemic, providing direct intervention, and achieving harm reduction through community outreach.

Any questions may be directed to Fire Chief Dominique Artis at [Dominique.artis@dallasfire.gov](mailto:Dominique.artis@dallasfire.gov).

A handwritten signature in blue ink that reads "Jon Fortune".

Jon Fortune  
Deputy City Manager  
**[Attachment]**

DATE April 9, 2024

SUBJECT **Opioid Strike Force and Interdepartmental Strategies Update**

c: T.C. Broadnax, City Manager  
Chris Caso, City Attorney  
Mark Swann, City Auditor  
Bilierae Johnson, City Secretary  
Preston Robinson, Administrative Judge  
Kimberly Bizer Tolbert, Deputy City Manager

Majed A. Al-Ghafry, Assistant City Manager  
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Carl Simpson, Assistant City Manager  
Jack Ireland, Chief Financial Officer  
Genesis D. Gavino, Chief of Staff to the City Manager  
Directors and Assistant Directors



**City of Dallas**

# Opioid Strike Force & Interdepartmental Strategies Update

**Quality of Life, Arts, and Culture Committee  
March 26, 2024**

Carrie Rogers  
Director of Government Affairs

Kevin Oden  
Director of Integrated Public Safety Solutions

Deputy Chief Devon Palk  
Dallas Police Department

Deputy Chief Scott Clumpner  
Dallas Fire Rescue



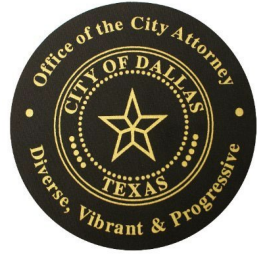
# Overview



- Formation of Opioid Response Strikeforce
- Budget and Funding
- Policy and Legislation
- Enforcement – DPD
- Harm Reduction – DFR
- Supportive Services – IPS
- Education and Resources
- Next Steps



# Partners





# Strike Force Formed 2022

- November 2022, City Council leadership formed the strike force after becoming aware of the alarming epidemic
- Goal includes breaking down barriers to resources for the highest need communities
- Several efforts underway operating concurrently yet independently of one another
- Outstanding partners across the city engaged; work plan developed
- Of immediate importance was addressing a legislative barrier that prevented the city from sharing overdose data to better understand and respond to the crisis
- First big win with Senate Bill 1319
- The partners have focused considerable efforts on harm reduction, communication, outreach and education



## Budget and Funding

- **City of Dallas Opioid Settlement Funds(\$941k)**
- Dallas County Opioid Settlement Funds (\$12m)
- Dallas County CDC Grant Funds (\$25m)



# Budget and Funding

City of Dallas  
Opioid  
Settlement  
Funds

\$941,732

- NARCAN for use by the OHS Outreach Team
- Fentanyl Awareness Campaign
- Enhancements to Drug Court
- NARCAN to partners
- Overdose Response Team Vehicles
- DFR Outreach Materials
- Enhancement to DFR Overdose Response Team
- NARCAN for DPD use
- Training on the administration of NARCAN
- Harm Reduction Program – partner support



# Policy and Legislation

Pursue legislation  
to combat the  
opioid epidemic,  
decriminalize  
fentanyl testing  
strips

National/peer city  
engagement on  
best practices

Legislative letters  
of support and  
testimony during  
the 88<sup>th</sup> Texas  
Legislature

## State Legislation

- **SB 1319 (Huffman):** Relating to the reporting of certain overdose information and the mapping of overdoses for public safety purposes.
- **SB 629 (Menendez):** Relating to the maintenance, administration, and disposal of opioid antagonists on public and private school campuses and to the permissible uses of money appropriated to a state agency from the opioid abatement account.
- **HB 6 (Goldman):** Relating to the designation of fentanyl poisoning or fentanyl toxicity for purposes of the death certificate and to the criminal penalties for certain controlled substance offenses; increasing a criminal penalty.
- **HB 3908 (Wilson):** Relating to fentanyl abuse prevention and drug poisoning awareness education in public schools.



# Policy and Legislation

Pursue legislation  
to combat the  
opioid epidemic,  
decriminalize  
fentanyl testing  
strips

National/peer city  
engagement on  
best practices

Legislative letters  
of support and  
testimony during  
the 88<sup>th</sup> Texas  
Legislature

## Federal Legislation

- **SB2569 (Sen. Cornyn) / HR 3563 (Rep. Crockett):** companion bills filed that aim to decriminalize fentanyl testing strips. While the bills have garnered widespread support, the bills are currently awaiting further action in Congressional committees.
- The City of Dallas has provided **letters of support** for these bills and lobbied members of Congress in support of this legislation.
- **Senator Cornyn hosted a roundtable** in September 2023 with local leaders, including the City of Dallas / DFR, to discuss ways to combat the fentanyl crisis in North Texas and to raise awareness of federal legislation related to fentanyl.



## Enforcement

## Dallas Police Department

- **Special Investigations Division**
  - ❑ Overdose Investigation Squad
  - ❑ State/Federal Partnerships
- **Legislative Change**
  - ❑ HB 6, "Fentanyl Murder"
- **Outreach**
  - ❑ Office of Community Affairs, "Let's Talk: Fentanyl Awareness"
  - ❑ Outreach with External Partners
- **Training and Equipment**
  - ❑ Overdose Investigations
  - ❑ Clandestine Lab Training and Equipment
  - ❑ Purchase of (2) Raman Spectrometers
  - ❑ Purchase of Narcan





# Harm Reduction

# Dallas Fire Rescue

- **Overdose Response Team**
  - ❑ Contact patients within 48-72 hours of an opioid overdose
  - ❑ Minimum of 225 client contacts per year
  - ❑ Long term success is measured by a reduction in the occurrence of overdoses and overdose deaths per year.
- **2023**
  - ❑ Attempted 562 client contacts
  - ❑ Contacted 459 potential clients
  - ❑ Enrolled 65 people in treatment programs
  - ❑ Provided 250 Narcan kits



## Supportive Resources

## Integrated Public Safety Solutions

- **Crisis Intervention Services**

- RIGHT Care Program
- Crisis Intervention Team
- Credible Messengers – Urban Specialists, Inc.

- **Treatment Access**

- Existing contract with Metrocare Services of Dallas

- **Community Outreach and Education**

- Crime Prevention Unit – dangers of opioid abuse, proper disposal, treatment and support service linkages

- **Data Analysis & Measurements**

- Existing contract with NYU School of Law and Child Poverty Action Lab (C-PAL)



## Education and Resources

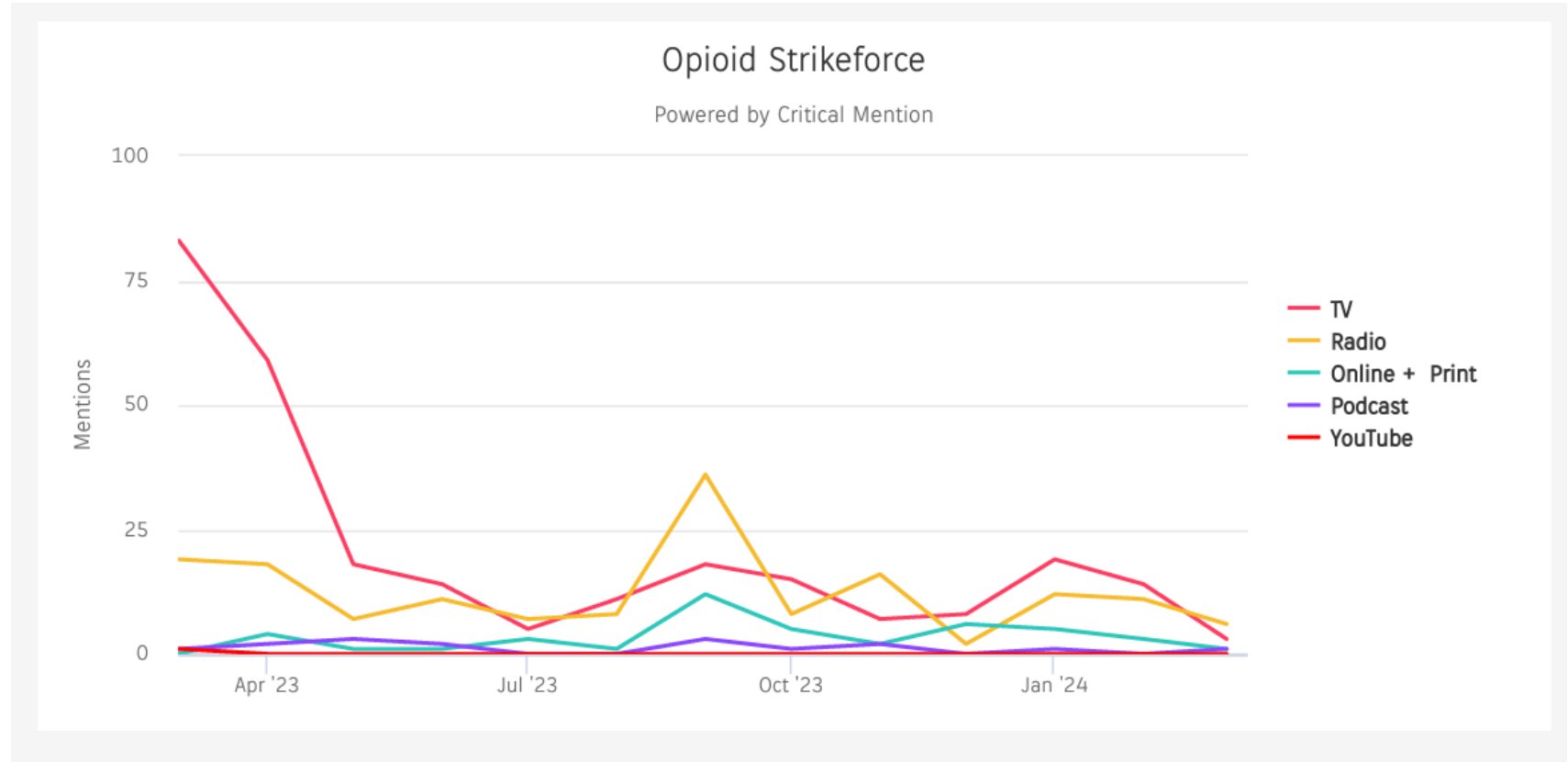
- Developed City of **Dallas bilingual communications** and education campaign
- Established **online services** portal
- Implemented **NARCAN availability** in city facilities
- DFR developed a **training** video for city employees
- Dallas ISD amended rules to allow **administration of NARCAN** on secondary education campuses
- Invited to serve on **national peer group** task force in New York City; next summit to be held in Dallas in May



# Education and Resources

COM Media  
Campaign

\$100,000



**Media Mentions**  
March 2023 to March 2024 = 453

**Audience** 27,538,112 **Publicity** \$2,116,914

# Next Steps



- Transition department lead and build out year 2 work plan
  - ❑ Increase state funding for medically assisted treatments (MATs)
  - ❑ Streamline funding for MATs
  - ❑ Transition opioid response team to a mobile MAT
- Continued coordination with stakeholders to ensure there is no duplication of services
- Fentanyl policy summit to be hosted by Dallas in May





**City of Dallas**

# Opioid Strike Force & Interdepartmental Strategies Update

Quality of Life, Arts, and Culture Committee  
March 26, 2024

Carrie Rogers  
Director of Government Affairs

Kevin Oden  
Director of Integrated Public Safety Solutions

Deputy Chief Devon Palk  
Dallas Police Department

Deputy Chief Scott Clumpner  
Dallas Fire Rescue

**He believed the pill  
he got from his friend  
was safe.**



**[dallas.gov/opioid-response](https://dallas.gov/opioid-response)**

Lethal doses of Fentanyl have been found in counterfeit medication, meth, cocaine, heroin, and marijuana.

**Si no la recetó  
un médico,  
no CONFÍES.**



**[dallas.gov/opioid-response](https://dallas.gov/opioid-response)**

Se han encontrado dosis letales de fentanilo en medicamentos falsos, metanfetamina, cocaína, heroína y marihuana.



City of Dallas





# City of Dallas

1500 Marilla Street  
Council Chambers, 6th Floor  
Dallas, Texas 75201

## Agenda Information Sheet

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**File #:** 24-1003

**Item #:** H.

---

Off-Duty Software Implementation Update and Proposal to engage Rollkall Technologies for Services  
[Michael Igo, Executive Assistant Chief, Dallas Police Department]

# Memorandum



CITY OF DALLAS

DATE April 9, 2024

Honorable Members of the Public Safety Committee

TO Cara Mendelsohn (Chair), Kathy Stewart (Vice Chair) Tennell Atkins, Jesse Moreno, Gay Donnell Willis

SUBJECT **Off-Duty software Implementation update and Proposal to engage Rollkall Technologies for Services**

In July 2023, the City of Dallas requested proposals for a secondary job management software platform. This solicitation aimed to find a technology provider to help the Police Department streamline the tracking and management of secondary job assignments for both police and civilian personnel.

Three companies submitted proposals:

- Blue Benefits Strategies, LLC
- Extra Duty Solutions
- RollKall Technologies, LLC

Each proposer was allowed to present and demonstrate their software platforms to an evaluation committee of subject matter experts from various city departments. Ultimately, RollKall Technologies, LLC was selected as the most advantageous provider for the Police Department.

Revenue collected and paid to DPD through the contract RollKall Technologies, LLC represents funds traditionally billed and collected by DPD employees for the use of DPD equipment. Through this contract, the selected vendor will be compensated by a small administrative fee added to the requesting businesses' invoice only when City equipment is used as part of the secondary job service request. An additional fee will not be assessed if a business only requests an Officer's time and no Department-owned equipment. The awarded vendor will handle invoicing and payment collection activities related to equipment costs and transfer the money paid to DPD through this contract.

Furthermore, the selected vendor will not charge an additional fee associated with this contract to any Expanded Neighborhood Patrol, Public Improvement District, or Non-Profit business or organization, even when Department-owned equipment is requested.

DATE April 9, 2024

SUBJECT **Off-Duty software Implementation update and Proposal to engage Rollkall Technologies for Services**

The selected vendor's platform provides capabilities that satisfy the findings of an audit that was conducted in November 2018 of the Police Department's Secondary Job Program and includes:

- A secure vendor-hosted, cloud-based platform for private businesses to submit electronic service requests to DPD
- The capability for DPD to review, approve, and schedule secondary jobs within the cloud-based platform
- Electronic invoice processing and payments for DPD-owned equipment (businesses will pay Officers directly for their time worked)
- Built-in safeguards for effective and efficient tracking of hours worked on secondary jobs to ensure compliance with DPD's General Orders

DPD estimates that 135,294 jobs, amounting to over 714,000 hours are worked annually.

The agenda item is scheduled for Council approval on April 10, 2024, and DPD anticipates a phased approach to implementing this new technology with the full implementation to be complete in August of 2024.

Should you have any questions or concerns please contact me at (214) 670 5299.



**Jon Fortune**  
**Deputy City Manager**

c: T.C. Broadnax, City Manager  
Tammy Palomino, City Attorney  
Mark Swann, City Auditor  
Biliera Johnson, City Secretary  
Preston Robinson, Administrative Judge  
Kimberly Bizzor Tolbert, Deputy City Manager

Majed A. Al-Ghafry, Assistant City Manager  
M. Elizabeth (Liz) Cedillo-Pereira, Assistant City Manager  
Dr. Robert Perez, Assistant City Manager  
Jack Ireland, Chief Financial Officer  
Genesis D. Gavino, Chief of Staff to the City Manager  
Directors and Assistant Directors



# City of Dallas

1500 Marilla Street  
Council Chambers, 6th Floor  
Dallas, Texas 75201

## Agenda Information Sheet

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**File #:** 24-1156

**Item #:** 1.

---

Dallas Fire-Rescue's Facility Construction Update  
[Dominique Artis, Fire Chief, Dallas Fire-Rescue Department]

# Memorandum



CITY OF DALLAS

DATE April 9, 2024

Honorable Members of the Public Safety Committee

TO Cara Mendelsohn (Chair), Kathy Stewart (Vice Chair) Tennell Atkins, Jesse Moreno, Gay Donnell Willis

SUBJECT **Dallas Fire-Rescue's Facility Construction Update**

Please accept this memorandum as an update to the ongoing construction projects involving fire stations through a collaboration between Dallas Fire-Rescue (DFR) and the Building Services Department (BSD), the Office of Bond and Construction Management (BCM), Office of Economic Development (ECO), and construction contractors:

1. Fire Station 11 (3828 Cedar Springs Rd) - Restoration project is underway and progressing. Work has been completed on the showers, tile install in kitchen and hallway, and new beams in attic. Pressure washing and painting of eave elements is scheduled to begin next week, and completion of attic is expected in two weeks.
2. Fire Station 56 (7040 Belt Line Rd) – Foundation and piping Issues are still currently being assessed. No ETA is currently available; DFR is working with BSD to address the repair delays.

Should you have questions, or need additional information, please contact Fire Chief Dominique Artis at [Dominique.artis@dallasfire.gov](mailto:Dominique.artis@dallasfire.gov).

A handwritten signature in blue ink that reads "Jon Fortune".

Jon Fortune  
Deputy City Manager

c: T.C. Broadnax, City Manager  
Tammy Palomino, City Attorney  
Mark Swann, City Auditor  
Biliera Johnson, City Secretary  
Preston Robinson, Administrative Judge  
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Directors and Assistant Directors



# City of Dallas

1500 Marilla Street  
Council Chambers, 6th Floor  
Dallas, Texas 75201

## Agenda Information Sheet

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**File #:** 24-1158

**Item #:** J.

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Dallas Fire-Rescue's Fleet Maintenance Update  
[Dominique Artis, Fire Chief, Dallas Fire-Rescue Department]

# Memorandum



CITY OF DALLAS

DATE April 9, 2024

Honorable Members of the Public Safety Committee

TO Cara Mendelsohn (Chair), Kathy Stewart (Vice Chair), Tennell Atkins, Jesse Moreno  
Gay Donnell Willis

SUBJECT **Dallas Fire-Rescue's Fleet Status Update**

Dallas Fire-Rescue (DFR), to provide excellent service delivery to the residents of the City of Dallas, strives to maintain adequate resources to allow for efficient and effective emergency response. Please accept this memorandum as an update to the status of the DFR emergency fleet.

The status of emergency apparatus, as of April 1<sup>st</sup>, 2024, is as follows:

UNIT	OPTIMAL	CURRENT	SQUAD***	RESERVE	REPAIR*	ON ORDER**
ENGINE	58	58	0	1	21	4
TRUCK	23	23	0	4	11	2
RESCUE	47	47	0	0	22	29

*\*Repairs are apparatus currently out of service and being repaired*

*\*\*Orders are apparatus expected to be delivered by end of CY23*

*\*\*\*Squads are only in service when Engines or Trucks are out of service*

As requested, the following table illustrates the emergency response apparatus removed from service due to catastrophic loss (i.e., accidents) since FY21:

UNIT	FY21	FY22	FY23	FY24	TOTAL
ENGINE	2	1	1	0	4
TRUCK	1	0	0	0	1
RESCUE	2	0	1	0	3
BLOCKER	0	0	1	0	1

Reserve unit repairs in each of our three major categories are ongoing and DFR anticipates its reserve fleet to improve due to new fleet additions and completion of needed repairs and major preventive maintenance. To address potential apparatus shortages and minimize negative effects on departmental operations, DFR has developed and deployed various strategies, including the utilization of an emergency fleet rental agreement, the Squad Program, and the Blocker Program. In anticipation of upcoming warmer temperatures, DFR will undertake a fleetwide air conditioning systems check. The department will also be taking delivery of 6 new Wildland vehicles by June. Coupled with a comprehensive preventive maintenance check of

“Our Product is Service”

Empathy | Ethics | Excellence | Engagement | Equity

DATE April 9, 2024  
SUBJECT **Dallas Fire-Rescue's Fleet Status Update**  
PAGE **2 of 2**

DFR's brush trucks and other wildland resources, the department is leaning forward to address the threat of urban and wildland interface fires.

DFR's fleet maintenance program has evolved to include a more aggressive and comprehensive preventative maintenance (PM) plan for all apparatus. To address staffing concerns, DFR has strengthened its mechanic technician recruitment and retention through expanded recruitment sources and partnerships, improved salary scales, improved training, and a robust succession plan. Additionally, DFR has partnered with the Performance, Strategy, and Innovation Department to implement 5 key initiatives outlined from an extensive visioning exercise. The first initiative will focus on retention of mechanic technicians within the DFR Fleet Maintenance Shop.

DFR anticipates that through the above plans and programs, any negative operational effects from fleet shortages will be avoided. It is our expectation that the resulting improved operational, training, and staffing plans will aid in further protecting the status of our emergency fleet for years to come.

Should you have questions, or need additional information, please contact Fire Chief Dominique Artis at [Dominique.artis@dallasfire.gov](mailto:Dominique.artis@dallasfire.gov).



Jon Fortune  
Deputy City Manager

c: T.C. Broadnax, City Manager  
Tammy Palomino, City Attorney  
Mark Swann, City Auditor  
Billierae Johnson, City Secretary  
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Directors and Assistant Directors





# City of Dallas

1500 Marilla Street  
Council Chambers, 6th Floor  
Dallas, Texas 75201

## Agenda Information Sheet

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**File #:** 24-1211

**Item #:** K.

---

Repeal SEC. 31-33 Curfew Hours for Minors Per State law  
[Julio Gonzalez, Lieutenant of Police, Legislative Affairs, Constitutional Policing]

# Memorandum



CITY OF DALLAS

DATE April 9, 2024

Honorable Members of the Public Safety Committee

TO Cara Mendelsohn (Chair), Kathy Stewart (Vice Chair), Tennell Atkins, Jesse Moreno  
Gay Donnell Willis

SUBJECT **Repeal SEC. 31-33 Curfew hours for Minors Per State Law**

An ordinance amending Chapter 31, "Offenses-Miscellaneous," of the Dallas City Code by amending Section 31-33; repealing the city's juvenile curfew; providing a savings clause; providing a severability clause; and providing an effective date.

House Bill 1819 adopted by the 88<sup>th</sup> Texas Legislature prohibits municipalities from adopting or enforcing juvenile curfews. To comply with state law, staff recommends the City Council repeal the city's juvenile curfew by amending Chapter 31, "Offenses-Miscellaneous," of the Dallas City Code.

Unless modified, terminated, or extended by city council ordinance, the city's existing juvenile curfew will remain in effect through March 2025, given a previously adopted ordinance, Ordinance 32154, that provides for the continuation of the city's juvenile curfew ordinance through March 4, 2025.

The Ad Hoc Committee on Legislative Affairs received a briefing regarding this matter on December 11, 2023 ("Update on status of code amendments based on the 88th Legislature and code sections suggested for revision or repeal").

Should you have questions or require additional information, please contact me at (214) 670-5299.

A handwritten signature in blue ink that reads "Jon Fortune".

Jon Fortune  
Deputy City Manager  
**[Attachment]**

c: T.C. Broadnax, City Manager  
Tammy Palomino, City Attorney  
Mark Swann, City Auditor  
Biliera Johnson, City Secretary  
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Genesis D. Gavino, Chief of Staff to the City Manager  
Directors and Assistant Directors

ORDINANCE NO. \_\_\_\_\_

An ordinance amending Chapter 31, “Offenses-Miscellaneous,” of the Dallas City Code by amending Section 31-33; repealing the city’s juvenile curfew; providing a savings clause; providing a severability clause; and providing an effective date.

WHEREAS, the 88<sup>th</sup> Texas Legislature met in regular session between January 10, 2023 and May 29, 2023; and

WHEREAS, H.B. 1819 was filed on February 3, 2023; and

WHEREAS, H.B. 1819 prohibits a political subdivision from adopting or enforcing a juvenile curfew; and

WHEREAS, H.B. 1819 was approved by both chambers of the Texas Legislature; and

WHEREAS, H.B. 1819 was signed by Governor Greg Abbott on June 9, 2023 and takes effect on September 1, 2023; Now, Therefore,

BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF DALLAS:

SECTION 1. That Section 31-33, “Curfew Hours For Minors,” of Article I, “General,” of Chapter 31, “Offenses-Miscellaneous,” of the Dallas City Code is amended to read as follows:

“SEC. 31-33.        **RESERVED** [~~CURFEW HOURS FOR MINORS~~].

[(a)    Definitions. In this section:

(1)    ~~CURFEW HOURS~~ means:

(A)    ~~11:00 p.m. on any Sunday, Monday, Tuesday, Wednesday, or Thursday until 6:00 a.m. of the following day;~~

(B)    ~~12:01 a.m. until 6:00 a.m. on any Saturday or Sunday; and~~

(C)    ~~9:00 a.m. until 2:30 p.m. on any Monday, Tuesday, Wednesday, Thursday, or Friday.~~

~~(2) EMERGENCY means an unforeseen combination of circumstances or the resulting state that calls for immediate action. The term includes, but is not limited to, a fire, a natural disaster, an automobile accident, or any situation requiring immediate action to prevent serious bodily injury or loss of life.~~

~~(3) ESTABLISHMENT means any privately owned place of business operated for a profit to which the public is invited, including but not limited to any place of amusement or entertainment.~~

~~(4) GUARDIAN means:~~

~~(A) a person who, under court order, is the guardian of the person of a minor; or~~

~~(B) a public or private agency with whom a minor has been placed by a court.~~

~~(5) IN-SESSION means the status of a school during the fall or spring term when students are required to attend the school. A school is not in session during its summer break or during any holiday or other scheduled general student vacation day or part of a day observed by the school.~~

~~(6) MINOR means any person under 17 years of age.~~

~~(7) OPERATOR means any individual, firm, association, partnership, or corporation operating, managing, or conducting any establishment. The term includes the members or partners of an association or partnership and the officers of a corporation.~~

~~(8) PARENT means a person who is:~~

~~(A) a natural parent, adoptive parent, or step parent of another person; or~~

~~(B) at least 18 years of age and authorized by a parent or guardian to have the care and custody of a minor.~~

~~(9) PUBLIC PLACE means any place to which the public or a substantial group of the public has access and includes, but is not limited to, streets, highways, and the common areas of schools, hospitals, apartment houses, office buildings, transport facilities, and shops.~~

~~(10) REMAIN means to:~~

~~(A) linger or stay; or~~

~~(B) fail to leave premises when requested to do so by a police officer or the owner, operator, or other person in control of the premises.~~

~~(11) SERIOUS BODILY INJURY means bodily injury that creates a substantial risk of death or that causes death, serious permanent disfigurement, or protracted loss or impairment of the function of any bodily member or organ.~~

~~(b) Offenses.~~

~~(1) A minor commits an offense if the minor remains in any public place or on the premises of any establishment within the city during curfew hours.~~

~~(2) A parent or guardian of a minor commits an offense if the parent or guardian knowingly permits, or by insufficient control allows, the minor to remain in any public place or on the premises of any establishment within the city during curfew hours.~~

~~(3) The owner, operator, or any employee of an establishment commits an offense if the owner, operator, or employee knowingly allows a minor to remain upon the premises of the establishment during curfew hours.~~

~~(c) Defenses.~~

~~(1) It is a defense to prosecution under Subsection (b) that the minor was:~~

~~(A) accompanied by the minor's parent or guardian;~~

~~(B) on an errand at the direction of the minor's parent or guardian, without any detour or stop;~~

~~(C) in a motor vehicle involved in interstate travel;~~

~~(D) engaged in an employment activity, or going to or returning home from an employment activity, without any detour or stop;~~

~~(E) involved in an emergency;~~

~~(F) on the sidewalk abutting the minor's residence or abutting the residence of a next-door neighbor if the neighbor did not complain to the police department about the minor's presence, except that this defense does not apply to a violation of the curfew hours described in Subsection (a)(1)(C) of this section;~~

~~(G) attending an official school, religious, community engagement, or other recreational activity supervised by adults and sponsored by the city of Dallas, a civic organization, or another similar entity that takes responsibility for the minor, or going to or returning home from, without any detour or stop, an official school, religious, community engagement, or other recreational activity supervised by adults and sponsored by the city of Dallas, a civic organization, or another similar entity that takes responsibility for the minor;~~

~~(H) exercising First Amendment rights protected by the United States Constitution, such as the free exercise of religion, freedom of speech, and the right of assembly; or~~

~~(I) married or had been married or had disabilities of minority removed in accordance with Chapter 31 of the Texas Family Code.~~

~~(2) It is a defense to prosecution under Subsection (b)(3) that the owner, operator, or employee of an establishment promptly notified the police department that a minor was present on the premises of the establishment during curfew hours and refused to leave.~~

~~(3) It is a defense to prosecution under Subsection (b) of this section for a violation of the curfew hours described in Subsection (a)(1)(C) that:~~

~~(A) the school in which the minor was enrolled or otherwise required to attend was not in session;~~

~~(B) the minor was on the premises of the school in which the minor was enrolled or otherwise required to attend;~~

~~(C) the minor was participating in a school approved work study program, or was going to the work study program or returning to home or school from the workstudy program without any detour or stop;~~

~~(D) the minor was on a lunch break from a school that permits an open campus lunch and was qualified to participate in the open campus lunch program;~~

~~(E) the minor was on an excused absence from the school in which the minor was enrolled or otherwise required to attend and had permission from a school official, or, in the case of a home schooled minor, from the minor's parent or guardian; or~~

~~(F) the minor was a high school graduate or had received a high school equivalency certificate.~~

(d) Enforcement.

~~(1) Before taking any enforcement action under this section, a police officer shall ask the apparent offender's age and reason for being in the public place. The officer shall provide two verbal warnings in advisement of the juvenile curfew upon first contact with a minor. The officer shall then attempt to contact the minor's parent or guardian. The officer then may transport the minor home without taking enforcement action. If a minor has been previously contacted on a violation of Subsection (b)(1), the officer shall only issue a citation for an appearance in community court. The officer shall not issue a citation under this section unless the officer reasonably believes that an offense has occurred and that, based on any response and other circumstances, no defense in Subsection (c) is present.~~

~~(2) A police officer shall not issue a citation to a parent or guardian of a minor for a violation of Subsection (b)(2) of this section, unless the parent or guardian has, within the same calendar year, received at least two prior written warnings from a police officer for a violation of Subsection (b)(2) that are documented in an incident report. In calculating the number of warnings received by a parent or guardian in a calendar year, all warnings issued to the parent or guardian that are documented in an incident report will be counted, regardless of whether the warnings relate to the same minor. If, within the same calendar year, the parent or guardian has received two written warnings from a police officer for a violation of Subsection (b)(2) that are documented in an incident report, the officer may only issue a citation for an appearance in community court.~~

~~(3) A police officer shall not issue a citation to or arrest an owner, operator, or employee of an establishment for a violation of Subsection (b)(3) of this section, unless the owner, operator, or employee of the establishment has, within the same calendar year, received at least two prior written warnings from a police officer for a violation of Subsection (b)(3). In calculating the number of warnings received by an owner, operator, or employee of an establishment in a calendar year, all warnings issued to the same individual will be counted, regardless of whether the warnings relate to the same minor.~~

(e) Penalties.

~~(1) A person who violates a provision of this chapter is guilty of a separate offense for each day or part of a day during which the violation is committed, continued, or permitted. Each offense, upon conviction, is punishable by a fine not to exceed \$50.~~

~~(2) When required by Section 51.08 of the Texas Family Code, as amended, the municipal court shall waive original jurisdiction over a minor who violates Subsection (b)(1) of this section and shall refer the minor to juvenile court.~~

~~(f) Expiration. This section expires on March 4, 2025, unless sooner modified, terminated, or extended by city council ordinance.]”~~

SECTION 2. That Chapter 31 of the Dallas City Code shall remain in full force and effect, save and except as amended by this ordinance.

SECTION 3. That any act done or right vested or accrued, or any proceeding, suit, or prosecution had or commenced in any action before the amendment or repeal of any ordinance, or part thereof, shall not be affected or impaired by amendment or repeal of any ordinance, or part thereof, and shall be treated as still remaining in full force and effect for all intents and purposes as if the amended or repealed ordinance, or part thereof, had remained in force.

SECTION 4. That the terms and provisions of this ordinance are severable and are governed by Section 1-4 of Chapter 1 of the Dallas City Code, as amended.

SECTION 5. That this ordinance shall take effect immediately from and after its passage and publication in accordance with the provisions of the Charter of the City of Dallas, and it is accordingly so ordained.

APPROVED AS TO FORM:

TAMMY L. PALOMINO, City Attorney

By \_\_\_\_\_  
Assistant City Attorney

Passed \_\_\_\_\_





# City of Dallas

1500 Marilla Street  
Council Chambers, 6th Floor  
Dallas, Texas 75201

## Agenda Information Sheet

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**File #:** 24-1212

**Item #:** L.

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Amend four sections of Chapter 40B, "Secondary Metals Recyclers," of the Dallas City Code  
[Julio Gonzalez, Lieutenant of Police, Legislative Affairs, Constitutional Policing]

# Memorandum



CITY OF DALLAS

DATE April 9, 2024

Honorable Members of the Public Safety Committee

TO Cara Mendelsohn (Chair), Kathy Stewart (Vice Chair), Tennell Atkins, Jesse Moreno  
Gay Donnell Willis

SUBJECT **Amend four sections of Chapter 40B, "Secondary Metals Recyclers," of the Dallas City Code**

An ordinance amending Chapter 40B, "Secondary Metals Recyclers," of the Dallas City Code by amending Section 40B-2, "Definitions," Section 40B-3, "Record Required," Section 40B-6, "Restrictions on the Purchase of Regulated Metal Property," and Section 40B-7, "Five-Day Hold on Regulated Metal Property; Segregation, Labelling, and Inspection of Regulated Metal Property; Exceptions"; providing additional requirements for the purchase of catalytic converters; providing a savings clause; providing a severability clause; and providing an effective date.

Senate Bill 224 adopted by the 88<sup>th</sup> Texas Legislature prohibits municipalities from altering or adding to the recordkeeping requirements for metal recycling entities. To comply with state law, staff recommends the City Council amend four sections of Chapter 40B, "Secondary Metals Recyclers," of the Dallas City Code.

The Ad Hoc Committee on Legislative Affairs received a briefing regarding this matter on December 11, 2023 ("Update on status of code amendments based on the 88th Legislature and code sections suggested for revision or repeal").

Should you have questions or require additional information, please contact me at (214) 670-5299.

A handwritten signature in blue ink that reads "Jon Fortune".

Jon Fortune  
Deputy City Manager  
**[Attachment]**

c: T.C. Broadnax, City Manager  
Tammy Palomino, City Attorney  
Mark Swann, City Auditor  
Biliera Johnson, City Secretary  
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Dr. Robert Perez, Assistant City Manager  
Jack Ireland, Chief Financial Officer  
Genesis D. Gavino, Chief of Staff to the City Manager  
Directors and Assistant Directors

ORDINANCE NO. \_\_\_\_\_

An ordinance amending Chapter 40B, “Secondary Metals Recyclers,” of the Dallas City Code by amending Section 40B-2 “Definitions,” Section 40B-3 “Record Required,” Section 40B-6 “Restrictions on the Purchase of Regulated Metal Property,” and Section 40B-7 “Five-Day Hold on Regulated Metal Property; Segregation, Labelling, and Inspection of Regulated Metal Property; Exceptions”; providing additional requirements for the purchase of catalytic converters; providing a savings clause; providing a severability clause; and providing an effective date.

WHEREAS, the 88<sup>th</sup> Texas Legislature met in regular session between January 10, 2023 and May 29, 2023; and

WHEREAS, S.B. 224 was filed on November 14, 2022; and

WHEREAS, S.B. 224 requires a recycling entity to maintain an accurate record of each catalytic converter transaction; and

WHEREAS, S.B. 224 was approved by both chambers of the Texas Legislature; and

WHEREAS, S.B. 224 was signed by Governor Greg Abbott on May 29, 2023 and took effect immediately; Now, Therefore,

BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF DALLAS:

SECTION 1. That Section 40B-2, “Definitions,” of Article I, “General,” of Chapter 40B, “Secondary Metals Recyclers,” of the Dallas City Code is amended to read as follows:

“(2) CATALYTIC CONVERTER means a device used to reduce the toxicity of emissions from an internal combustion engine through the use of a catalyst (typically a platinum-iridium catalyst) that converts the toxic combustion by-products into less toxic gases or products. A catalytic converter includes any material removed from a catalytic converter.”

SECTION 2. That Section 40B-3, “Records Required,” of Article I, “General,” of Chapter 40B, “Secondary Metal Recyclers,” of the Dallas City Code is amended to read as follows:

**“SEC. 40B-3. RECORDS REQUIRED.**

(a) A secondary metals recycler shall maintain an electronic record or accurate and legible record of each purchase transaction. Each transaction must be recorded and filed separately.

(b) The record of each purchase transaction must be in English and contain the following information:

- (1) the name and street address of the secondary metals recycler;
- (2) the name or initials of the individual recording the information required by this section for the secondary metals recycler;
- (3) the seller’s name, street address, sex, and birthdate and the identifying number from the seller’s current and valid driver’s license issued by a state in the United States, United States military identification card, or personal identification certificate;
- (4) the make, model, and license plate number of the motor vehicle in which the regulated metal property is delivered in a purchase transaction, along with a clear digital still photograph of the motor vehicle and any trailer attached to the motor vehicle;
- (5) the place, date, and time of the purchase transaction;
- (6) the weight, quantity, or volume and a description, made in accordance with the custom of the trade, of the regulated metal property purchased, along with a clear digital still photograph of the regulated metal property;
- (7) a general description of the predominant types of regulated metal property purchased in the purchase transaction;
- (8) the amount of consideration given in a purchase transaction for the regulated metal property and, if the seller was:
  - (A) paid by check, a copy of the check;
  - (B) paid in cash, a copy of the seller’s valid cash transaction card (or the seller’s current approved application for a cash transaction card); or
  - (C) paid by debit card, a copy of the debit card receipt and, if payment was made at the time of purchase, a copy of the seller’s valid cash transaction card (or the seller’s current approved application for a cash transaction card);

(9) written documentation evidencing that the seller is the legal owner, or is lawfully entitled to sell, the regulated metal property or a signed statement from the seller affirming a legal right of ownership and the right to sign over title to the regulated metal property offered for sale;

(10) a clear digital still photograph of the seller, taken at the time of the purchase transaction, that clearly depicts the seller's facial features; and

(11) a clear and legible thumbprint impression of the seller, unless a valid cash transaction card issued is presented by the seller to the metal recycling entity under this chapter if the sale is for a catalytic converter.

(c) A person selling or attempting to sell regulated metal property to a secondary metals recycler shall:

(1) display to the secondary recycler the person's current and valid driver's license issued by a state in the United States, United States military identification card, or personal identification certificate;

(2) provide to the secondary metals recycler the make, model and license plate number of the motor vehicle used to deliver the regulated metal property, [~~and~~]

(3) sign a written statement provided by the secondary metals recycler affirming that the person is the legal owner of, or is lawfully entitled to sell, the regulated material offered for sale; and

(4) for a catalytic converter provide:

(A) the year, make, model, and vehicle identification number for the vehicle from which the catalytic converter was removed; and

(B) a copy of the certificate of title or other documentation indicating that the person has an ownership interest in the vehicle described in Subparagraph (A).

(d) The secondary metals recycler or the recycler's agent shall visually verify the accuracy of the identification presented by the seller at the time of each purchase of regulated metal property and make a copy of the identification to be maintained by the secondary metals recycler in the record of the purchase transaction. A metal recycling entity may not purchase a catalytic converter unless the entity determines that the catalytic converter is consistent with the manufacturer's specifications for a catalytic converter from the vehicle for which the seller provided the information under Subsection (c).

(e) A secondary metals recycler shall maintain on file the information required by this section for not less than three years after the date of the purchase transaction. A secondary metals recycler shall make these records available for inspection by any police officer, upon request but

not later than 72 hours, at the secondary metals recycler's place of business during the usual and customary business hours of the secondary metals recycler.

(f) A secondary metals recycler shall mark, in the manner prescribed by the commission by rule, each catalytic converter purchased by the entity with a unique number and shall keep the information in the electronic record or accurate and legible written record in compliance with Subsection (e).

(g) The owner of a garage or repair shop that sells to a metal recycling entity registered under Chapter 40B a catalytic converter that the person removed in connection with a motor vehicle repair shall maintain a record of all repairs for the vehicle, and such record shall be kept until at least the second anniversary of the date of repair, that includes:

- (1) the name and address of the vehicle's owner; and
- (2) copies of all related invoices."

SECTION 3. That Subsection (d) of Section 40B-6, "Restrictions on the Purchase of Regulated Metal Property," of Article I, "General," of Chapter 40B, "Secondary Metals Recyclers," of the Dallas City Code is amended to read as follows:

"(d) A secondary metals recycler shall maintain on file the information required by Subsection (c) of this section for not less than three years after the date of the purchase of the item of regulated metal property. In addition, the record for each catalytic converter transaction must contain a description made in accordance with the custom of the trade for the volume of catalytic converters sold or transferred, the name of the person from whom the catalytic converters were purchased or otherwise acquired, and the date of the transaction. A secondary metals recycler shall make these records available for inspection by any police officer, upon request, at the secondary metals recycler's place of business during the usual and customary business hours of the secondary metals recycler."

SECTION 4. That Subsection (a) of Section 40B-7, "Five-Day Hold on Regulated Metal Property; Segregation, Labelling, and Inspection of Regulated Metal Property; Exceptions," of Article I, "General," of Chapter 40-B, "Secondary Metal Recyclers," of the Dallas City Code is amended to read as follows:

"(a) Except as provided in Subsection (c) of this section, a secondary metals recycler shall retain possession of purchased regulated metal property, including catalytic converters, at the secondary metals recycler's local place of business and withhold the property from alteration, processing, resale, disposal, removal, or salvage use for five days, excluding weekends and holidays, after purchase, unless the property is released sooner by written order of the chief or by order of a court of competent jurisdiction."

SECTION 5. That Chapter 40B of the Dallas City Code shall remain in full force and effect, save and except as amended by this ordinance.

SECTION 6. That any act done or right vested or accrued, or any proceeding, suit, or prosecution had or commenced in any action before the amendment or repeal of any ordinance, or part thereof, shall not be affected or impaired by amendment or repeal of any ordinance, or part thereof, and shall be treated as still remaining in full force and effect for all intents and purposes as if the amended or repealed ordinance, or part thereof, had remained in force.

SECTION 7. That the terms and provisions of this ordinance are severable and are governed by Section 1-4 of Chapter 1 of the Dallas City Code, as amended.

SECTION 8. That this ordinance shall take effect immediately from and after its passage and publication in accordance with the provisions of the Charter of the City of Dallas, and it is accordingly so ordained.

APPROVED AS TO FORM:

TAMMY L. PALOMINO, City Attorney

By \_\_\_\_\_  
Assistant City Attorney

Passed \_\_\_\_\_



# City of Dallas

1500 Marilla Street  
Council Chambers, 6th Floor  
Dallas, Texas 75201

## Agenda Information Sheet

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**File #:** 24-1002

**Item #:** M.

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April 10, 2024, City Council Agenda Item 24-663 Authorize a service contract to evaluate the City's Continuity of Operations Program capabilities and gap analysis, solution identification, enhancement identification, and training development project with IEM International, Inc. f/k/a Innovative Emergency Management, Inc. through the Houston-Galveston Area Council Governments cooperative agreement - Not to exceed \$109,916.00 - Financing: 2022 Homeland Security - Urban Area Security Initiative 23-25 Fund



# Memorandum



CITY OF DALLAS

DATE April 9, 2024

Honorable Members of the Public Safety Committee  
TO Cara Mendelsohn (Chair), Kathy Stewart (Vice Chair) Tennell Atkins, Jesse Moreno,  
Gay Donnell Willis

SUBJECT **April 10, 2024, City Council Agenda Item #24-663 Continuity of Operations  
Program Enhancement Contract**

The following agenda item is scheduled to go before the City Council on April 10, 2024.

## **AGENDA ITEM 24-663**

Authorize a service contract to evaluate the City's Continuity of Operations Program capabilities and gap analysis, solution identification, enhancement identification, and training development project with IEM International, Inc. f/k/a Innovative Emergency Management, Inc. through the Houston-Galveston Area Council Governments cooperative agreement.

Financing: 2022 Homeland Security - Urban Area Security Initiative 23-25 Fund

## **BACKGROUND**

In 2012, the Office of Emergency Management collaborated with all departments to develop the city's first Continuity of Operations (COOP) plan in response to the H5N1 (Avian influenza) virus. This COOP plan outlined how the city would respond to a reduction in staff due to the virus.

In 2014, the city contracted out the task of writing comprehensive COOP plans for each individual department. Following a City Audit of the COOP Programs in 2018, several deficiencies were noted in the COOP Program. In response, the Office of Emergency Management (OEM) initiated actions to improve the program to include a) Administrative Directive 2-56 provided guidance on the citywide COOP Program, b) streamlined and revising departmental annexes, and c) OEM providing technical assistance to departments in the development of their COOP annexes.

## **PROJECT DESCRIPTION**

Since its inception, the city's COOP program has experienced several opportunities for departments to implement portions of their COOP annexes from single department COOP activations such as Dallas Water Utilities relocating to their SCADA back up to citywide events such as COVID-19 and the most recent ransomware attack. Considering these events, OEM and City Management feel it is prudent to employ a third-party observer to perform a capabilities and gap analysis, identify enhancement to the program, and develop training and exercise components to add to the program.

DATE April 9, 2024  
SUBJECT **April 10, 2024, City Council Agenda Item #24-663 Continuity of Operations  
Program Enhancement Contract**

Innovative Emergency Management (IEM) will perform a comprehensive evaluation of the City's COOP program, identify gaps in our processes and possible solutions to fulfil those gaps, and provide best practices both internally and externally to employ to enhance our program.

IEM will interview all departments independently to understand mission essential functions, review existing COOP annex, and identify gaps and areas of improvement and provide recommendations on how to further enhance the departmental COOP annexes individually to the departments and collectively to OEM.

IEM will recommend specific mitigation measures that departments can implement in addition to those already in place to department individually and collectively to OEM.

To assist a department in training their staff on their COOP annex, IEM will create department-specific presentations to familiarizing department staff on the elements of their departmental COOP annexes.

Finally, IEM will create of a library of exercises that departments and OEM can use to evaluate a department's capabilities to reconstitute their mission essential functions.

If you have any questions relating to the COOP Program Enhancement Contract, please contact Travis Houston at (214) 670-4276 or [travis.houston@dallas.gov](mailto:travis.houston@dallas.gov)



Jon Fortune  
Deputy City Manager

c: T.C. Broadnax, City Manager  
Tammy Palomino, City Attorney  
Mark Swann, City Auditor  
Biliera Johnson, City Secretary  
Preston Robinson, Administrative Judge  
Kimberly Bizer Tolbert, Deputy City Manager

Majed A. Al-Ghafry, Assistant City Manager  
M. Elizabeth (Liz) Cedillo-Pereira, Assistant City Manager  
Dr. Robert Perez, Assistant City Manager  
Jack Ireland, Chief Financial Officer  
Genesis D. Gavino, Chief of Staff to the City Manager  
Directors and Assistant Directors



# City of Dallas

1500 Marilla Street  
Council Chambers, 6th Floor  
Dallas, Texas 75201

## Agenda Information Sheet

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**File #:** 24-1013

**Item #:** N.

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April 10, 2024, City Council Agenda Item 24-837 Authorize **(1)** the acceptance of a grant from the U.S. Department of Justice, Bureau of Justice Assistance for the FY 2023 Edward Byrne Memorial Justice Assistance Grant (Grant No. OGA-2024-00024523, CFDA No. 16.738) in the amount of \$1,267,929.00 to support a broad range of activities to prevent and control crime and to improve the criminal justice system for the period October 1, 2022 through September 30, 2026; **(2)** the receipt and deposit of funds in an amount not to exceed \$1,267,929.00 in the Bureau of Justice Assistance Grant FY23 Fund; **(3)** the establishment of appropriations in an amount not to exceed \$1,267,929.00 in the Bureau of Justice Assistance Grant FY23 Fund; **(4)** execute the grant agreement with the U.S. Department of Justice and all terms, conditions, and documents required by the agreement; and **(5)** execute a Funds Sharing and Fiscal Agency Agreement between the City of Dallas, Dallas County, and designated units of local governments - Not to exceed \$1,267,929.00 - Financing: U.S. Department of Justice Grant Funds

# Memorandum



CITY OF DALLAS

DATE April 9, 2024

TO Honorable Mayor and Members of the City Council

SUBJECT **April 10, 2024 City Council Agenda Item 24-837 Acceptance of Grant Funds to Prevent and Control Crime and to Improve the Criminal Justice System with Partnering Jurisdictions**

## **AGENDA 24-837**

Authorize the acceptance of a grant from the U.S. Department of Justice, FY 2023 Bureau of Justice Assistance Grant, to support a broad range of activities to prevent and control crime and to improve the criminal justice system with partnering jurisdictions. – Grant Award \$1, 267,929.00 Financing: FY 2023 Bureau of Justice Assistance Grant Fund

## **BACKGROUND**

Part E of Title 1 of the Omnibus Crime Control and Safe Streets Act of 1968, as amended, and the Edward Byrne Memorial Justice Assistance Grant (JAG) Program (the “JAG Program”) authorizes the Bureau of Justice Assistance (BJA) to make funds available to units of local government in order to support a broad range of activities to prevent and control crime and to improve the criminal justice system.

The JAG Program is the primary provider of federal criminal justice funding to state and local jurisdictions. JAG Funds can support all components of the criminal justice system from multijurisdictional drug and gang task forces, crime prevention, domestic violence programs, courts, corrections, treatment, and justice information sharing initiatives. JAG funded projects may address crime through the provision of services directly to individuals and/or communities and by improving the effectiveness and efficiency of criminal justice systems, processes, and procedures.

In recent years, the City of Dallas has used the JAG to fund salaries, benefits, and other associated costs for the Community Prosecution Program. Other past projects include Fair and Impartial Policing Training and SharePoint implementation for the Dallas Police Department. For the 2023 award, Dallas will fund salaries and benefits for three Community Prosecutors, as well as support the purchase equipment and supplies needed to enhance existing teams and projects. Examples include, tasers, reality-based trainings, digital programs, etc. Ten (10) percent of the total award is also used to reimburse administrative expenses associated with managing the grant.

The City of Dallas, Dallas County, and certain units of local government (Parties) designated by the BJA are eligible for 2023 JAG funding and have been certified by the BJA as a disparate jurisdiction. The application guidelines ask for one fiscal agent to apply for, accept, and disburse funds throughout the disparate jurisdiction. Dallas County and all eligible units of local government in the disparate jurisdiction have agreed to designate the City of Dallas as the applicant and fiscal agent for the JAG Program.



DATE April 9, 2024

SUBJECT **April 10, 2024 City Council Agenda Item 24-837 Acceptance of Grant Funds to Prevent and Control Crime and to Improve The Criminal Justice System with Partnering Jurisdictions**

PAGE **3 of 3**

Tammy Palomino, City Attorney  
Mark Swann, City Auditor  
Biliera Johnson, City Secretary  
Preston Robinson, Administrative Judge  
Kimberly Bizer Tolbert, Deputy City Manager  
Jon Fortune, Deputy City Manager

M. Elizabeth (Liz) Cedillo-Pereira, Assistant City Manager  
Dr. Robert Perez, Assistant City Manager  
Jack Ireland, Chief Financial Officer  
Genesis D. Gavino, Chief of Staff to the City Manager  
Directors and Assistant Directors



# City of Dallas

1500 Marilla Street  
Council Chambers, 6th Floor  
Dallas, Texas 75201

## Agenda Information Sheet

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**File #:** 24-1159

**Item #:** O.

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April 10, 2024, City Council Agenda Item 24-990 Authorize a three-year service contract, with one three-year renewal option, for a secondary job management system for the Police Department - RollKall Technologies, LLC, most advantageous proposer of three - Estimated Annual Net Revenue: General Fund \$815,181

# Memorandum



CITY OF DALLAS

DATE April 9, 2024

Honorable Members of the Public Safety Committee  
TO Cara Mendelsohn (Chair), Kathy Stewart (Vice Chair), Tennell Atkins, Jesse Moreno  
Gay Donnell Willis

SUBJECT **April 10, 2024, City Council Agenda Item 24-990 Management System for the Police Department- Rollkall Technologies, LLC**

The following agenda item is scheduled to go before the City Council on April 10, 2024.

## **AGENDA ITEM 24-990**

Authorize a three-year service contract, with one three-year renewal option, for a secondary job management system for the Police Department - RollKall Technologies, LLC, most advantageous proposer of three - Estimated Annual Net Revenue: General Fund \$815,181

## **BACKGROUND**

This service contract will provide for a secondary job management system for the Police Department (DPD). This system will be utilized by DPD to facilitate the scheduling, managing, and tracking of secondary jobs worked by off-duty Police Officers.

The system's functionality provides:

- A secure vendor-hosted, cloud-based platform that allows private businesses to submit electronic service requests to DPD
- The ability for DPD to review, approve, and schedule off-duty Officers to work secondary jobs within the cloud-based platform
- Electronic invoice processing and payments for DPD-owned equipment (businesses will pay Officers directly for their time worked)
- Built in safeguards for effective and efficient tracking of hours worked on secondary jobs to ensure compliance with DPD's General Orders and to address the City Auditor's Office audit findings and recommendations

This service contract will be paid for through a small administrative fee added to an invoice to requesting businesses only when there is a request for the use of City equipment as part of the secondary job service request. When a business only requests an Officer's time and no Department-owned equipment there is no additional fee assessed. The revenue collected and paid to DPD through this revenue contract represents dollars traditionally billed and collected by DPD employees for the use of DPD equipment. The



awarded vendor will, through this contract, perform the invoicing and payment collection activities and transferring the money paid to DPD.

Additionally, there will be no fee assessed for any Expanded Neighborhood Patrol, Public Improvement District, or Non-Profit business or organization even when Department-owned equipment is requested.

DPD estimates there are approximately 135,294 jobs, amounting to over 714,000 hours worked annually.

A six-member committee from the following departments reviewed and evaluated the qualifications:

- City Marshal Office (2)
- Department of Information and Technology Services (1)
- Police Department (2)
- Small Business Center Department (1)

The committee selected the successful respondents on the basis of demonstrated competence and qualifications under the following criteria:

- Functional capabilities 30 points
- Technical capabilities 30 points
- Fees assessed to requesting businesses 30 points
- Experience and expertise 10 points

As part of the solicitation process and in an effort to increase competition, the Office of Procurement Services used its procurement system to send out email notifications to vendors registered under relevant commodity codes. To further increase competition, the Office of Procurement Services uses historical solicitation information, the Internet, and vendor contact information obtained from user departments to contact additional vendors.

### **FISCAL INFORMATION**

Estimated Annual Net Revenue: General Fund \$815,181 Note: This revenue does not represent new revenue to the City. Revenue collected and paid to DPD through this revenue contract represents dollars traditionally billed and collected by DPD employees for the use of DPD equipment.

DATE April 9, 2024  
SUBJECT **April 10, 2024, City Council Agenda Item 24-990 Management System for the  
Police Department- Rollkall Technologies, LLC**  
PAGE **3 of 3**

Should you have any questions or concerns please contact me at (214) 670 5299.



**Jon Fortune**  
**Deputy City Manager**

c: T.C. Broadnax, City Manager  
Tammy Palomino, City Attorney  
Mark Swann, City Auditor  
Billerae Johnson, City Secretary  
Preston Robinson, Administrative Judge  
Kimberly Bizer Tolbert, Deputy City Manager  
Jon Fortune, Deputy City Manager

Majed A. Al-Ghafry, Assistant City Manager  
M. Elizabeth (Liz) Cedillo-Pereira, Assistant City Manager  
Dr. Robert Perez, Assistant City Manager  
Jack Ireland, Chief Financial Officer  
Genesis D. Gavino, Chief of Staff to the City Manager  
Directors and Assistant Directors



# City of Dallas

1500 Marilla Street  
Council Chambers, 6th Floor  
Dallas, Texas 75201

## Agenda Information Sheet

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**File #:** 24-1149

**Item #:** P.

---

April 24, 2024, City Council DRAFT Agenda Item 24-1001 Authorize a three-year master agreement for battery powered intraosseous needle driver systems for the Fire-Rescue Department - Teleflex LLC, sole source - Estimated amount of \$1,697,373.75 - Financing: General Fund

# Memorandum



CITY OF DALLAS

DATE April 9, 2024

Honorable Members of the Public Safety Committee  
TO Cara Mendelsohn (Chair), Kathy Stewart (Vice Chair), Tennell Atkins, Jesse Moreno  
Gay Donnell Willis

SUBJECT **April 24, 2024, City Council DRAFT Agenda Item 24-1001 Master Agreement for Battery Powered Intraosseous Needle Driver Systems for the Fire-Rescue Department**

The following agenda item is scheduled to go before the City Council on April 24, 2024.

## **DRAFT AGENDA ITEM 24-1001**

Authorize a three-year master agreement for battery powered intraosseous needle driver systems for the Fire-Rescue Department - Teleflex LLC, sole source - Estimated amount of \$1,697,373.75 - Financing: General Fund

## **BACKGROUND**

This action does not encumber funds; the purpose of a master agreement is to establish firm pricing for goods, for a specific term, which are ordered on an as needed basis according to annual budgetary appropriations. The estimated amount is intended as guidance rather than a cap on spending under the agreement, so that actual need combined with the amount budgeted will determine the amount spent under this agreement.

This master agreement will provide for the purchase of battery powered intraosseous needle driver systems for the Fire-Rescue Department. The EZ-IO battery powered intraosseous needle driver system allows paramedics to deliver fluids and medication when intravenous (IV) access is not available.

As part of the solicitation process and in an effort to increase competition, the Office of Procurement Services used its procurement system to send out email notifications to vendors registered under relevant commodity codes. To further increase competition, the Office of Procurement Services uses historical solicitation information, the Internet, and vendor contact information obtained from user departments to contact additional vendors. Additionally, in an effort to secure more competition, the Office of Business Diversity sent notifications to chambers of commerce and advocacy groups to ensure maximum vendor outreach.

## **FISCAL INFORMATION**

Fund	FY 2024	FY 2025	Future Years
Name of fund	\$425,000.00	\$636,186.87	\$636,186.88

DATE April 9, 2024  
SUBJECT **April 24, 2024, City Council DRAFT Agenda Item 24-1001 Master Agreement for Battery  
Powered Intraosseous Needle Driver Systems for the Fire-Rescue Department**  
PAGE **2 of 2**

Additional information and details will be provided prior to the March presentation. Should you have questions, or need additional information, please contact Executive Assistant Fire Chief Tameji Berry at [tameji.berry@dallafire.gov](mailto:tameji.berry@dallafire.gov) or Executive Assistant Fire Chief Justin Ball at [justin.ball@dallasfire.gov](mailto:justin.ball@dallasfire.gov).



**Jon Fortune**  
**Deputy City Manager**

c: T.C. Broadnax, City Manager  
Tammy Palomino, City Attorney  
Mark Swann, City Auditor  
Biliera Johnson, City Secretary  
Preston Robinson, Administrative Judge  
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Dr. Robert Perez, Assistant City Manager  
Jack Ireland, Chief Financial Officer  
Genesis D. Gavino, Chief of Staff to the City Manager  
Directors and Assistant Directors



# City of Dallas

1500 Marilla Street  
Council Chambers, 6th Floor  
Dallas, Texas 75201

## Agenda Information Sheet

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**File #:** 24-1250

**Item #:** Q.

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April 24, 2024, City Council DRAFT Agenda Item 24-1190 Authorize a three-year cooperative purchasing agreement for over the phone language interpretation services for the Police Department with Language Line Services, Inc. through the Department of Information Services cooperative agreement - Estimated amount of \$463,918.56 - Financing: General Fund (subject to annual appropriations)

# Memorandum



CITY OF DALLAS

DATE April 9, 2024

Honorable Members of the Public Safety Committee  
TO Cara Mendelsohn (Chair), Kathy Stewart (Vice Chair), Tennell Atkins, Jesse Moreno  
Gay Donnell Willis

SUBJECT **April 10, 2024, City Council DRAFT Agenda Item 24-1190 Agreement for Over-the-Phone Language Interpretation Services for the Police Department**

The following agenda item is scheduled to go before the City Council on April 24, 2024.

## **DRAFT AGENDA ITEM 24-1190**

Authorize a three-year cooperative purchasing agreement for over-the-phone language interpretation services for the Police Department with Language Line Services, Inc. through the Department of Information Services cooperative agreement - Estimated amount of \$463,918.56 - Financing: General Fund (subject to annual appropriations)

## **BACKGROUND**

This action does not encumber funds; the purpose of a cooperative purchasing agreement is to establish firm pricing for services, for a specific term, which are ordered on an as needed basis according to annual budgetary appropriations. The estimated amount is intended as guidance rather than a cap on spending under the agreement, so that actual need combined with the amount budgeted will determine the amount spent under this agreement.

This cooperative purchasing agreement will provide for over-the-phone language interpretation services for the Police Department. The Police Department and 311 utilize these language interpretations services when answering phone calls and will provide interpreter services for more than 240 languages.

As a diverse City, the call centers receive calls that require immediate and accurate translation service. The call centers process an average of 5,000 emergency calls for service per day. The City uses staff to translate as often as possible, but at times call volume necessitates the need for an outside vendor to assist in translating calls.

Communication barriers pose a difficult challenge to any government agency. This service price agreement also provides video remote interpreting for the limited English speaking, deaf, and hard of hearing community that face a unique communication barrier that impedes their ability to effectively communicate. This agreement provides access to video interpreters to see firsthand the critical nonverbal gestures, body language or facial expressions during the encounter, which improves understanding and clarity of communication.

The agreement will also provide the City with a central phone number for remote capabilities which is routed to a live phone bank. Once the language need is identified, an interpreter is connected to both parties; the interpreter stays connected as long as necessary to complete the service request. Currently, 876 Texas agencies utilize Language Line Services, Inc. through the Department of Information Resources.

DATE April 9, 2024  
SUBJECT **April 24, 2024 City Council Draft Agenda Item 24-1190 Agreement for Over-the Phone  
language Interpretation Services for the Dallas Police Department**  
PAGE **2 of 2**

The Department of Information Services cooperative agreement is authorized by Chapter 791 of the Texas Government Code and Subchapter F, Chapter 271, Texas Local Government Code. Section 271.102 of the Texas Local Government Code which authorizes a local government to participate in a Cooperative Purchasing Program with another local government or a local cooperative organization.

Should you have any questions or concerns please contact me at (214) 670- 5299.



Jon Fortune  
Deputy City Manager

c: T.C. Broadnax, City Manager  
Tammy Palomino, City Attorney  
Mark Swann, City Auditor  
Billieae Johnson, City Secretary  
Preston Robinson, Administrative Judge  
Kimberly Bizar Tolbert, Deputy City Manager

Majed A. Al-Ghafry, Assistant City Manager  
M. Elizabeth (Liz) Cedillo-Pereira, Assistant City Manager  
Dr. Robert Perez, Assistant City Manager  
Jack Ireland, Chief Financial Officer  
Genesis D. Gavino, Chief of Staff to the City Manager  
Directors and Assistant Directors





# City of Dallas

1500 Marilla Street  
Council Chambers, 6th Floor  
Dallas, Texas 75201

## Agenda Information Sheet

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**File #:** 24-1252

**Item #:** R.

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April 24, 2024, City Council DRAFT Agenda Item 24-1165 Authorize a three-year cooperative purchasing agreement for web-based law enforcement training subscriptions for the Police Department with Lexipol, LLC through the Sourcewell cooperative agreement - Estimated amount of \$401,310.00 - Financing: General Fund

# Memorandum



CITY OF DALLAS

DATE April 9, 2024

Honorable Members of the Public Safety Committee  
TO Cara Mendelsohn (Chair), Kathy Stewart (Vice Chair), Tennell Atkins, Jesse Moreno  
Gay Donnell Willis

SUBJECT **April 24, 2024, City Council DRAFT Agenda Item 24-1165 Agreement for Web-based Law Enforcement Training Subscriptions for the Police Department with Lexipol LLC**

The following agenda item is scheduled to go before the City Council on April 24, 2024.

## **DRAFT AGENDA ITEM 24-1165**

Authorize a three-year cooperative purchasing agreement for web-based law enforcement training subscriptions for the Police Department with Lexipol, LLC through the Sourcewell cooperative agreement - Estimated amount of \$401,310.00 - Financing: General Fund

## **BACKGROUND**

This action does not encumber funds; the purpose of a cooperative purchasing agreement is to establish firm pricing for services, for a specific term, which are ordered on an as needed basis according to annual budgetary appropriations. The estimated amount is intended as guidance rather than a cap on spending under the agreement, so that actual need combined with the amount budgeted will determine the amount spent under this agreement.

This cooperative purchasing agreement will provide for web-based law enforcement training subscriptions for the Police Department. The subscriptions allow the Police Department to utilize online courses versus classroom instruction. During the pandemic, online courses have been extremely critical to the Department's success in meeting the State of Texas and Texas Commission on Law Enforcement (TCOLE) mandated training requirements. Examples of the training are Anti- Bias Training, De-Escalation Implicit Bias Training, Procedural Justice, (bi-annual) Ethics Training. All members of the Police Department, both uniformed officers and civilians, have received training through this platform.

The Sourcewell cooperative agreement is authorized by Chapter 791 of the Texas Government Code and Subchapter F, Chapter 271, Texas Local Government Code. Section 271.102 of the Texas Local Government Code which authorizes a local government to participate in a Cooperative Purchasing Program with another local government or a local cooperative organization.

## **FISCAL INFORMATION**

Fund	FY 2024	FY 2025	Future Years
General Fund	\$133, 770.00	\$133, 770.00	\$133, 770.00

DATE April 9, 2024  
SUBJECT **April 24, 2024, City Council DRAFT Agenda Item 24-1165 Agreement for Web-based Law Enforcement Training Subscriptions for the Police Department with Lexipol LLC**  
PAGE **2 of 2**

Should you have any questions or concerns please contact me at (214) 670- 5299.



**Jon Fortune**  
**Deputy City Manager**

c: T.C. Broadnax, City Manager  
Tammy Palomino, City Attorney  
Mark Swann, City Auditor  
Biliera Johnson, City Secretary  
Preston Robinson, Administrative Judge  
Kimberly Bizzor Tolbert, Deputy City Manager

Majed A. Al-Ghafry, Assistant City Manager  
M. Elizabeth (Liz) Cedillo-Pereira, Assistant City Manager  
Dr. Robert Perez, Assistant City Manager  
Jack Ireland, Chief Financial Officer  
Genesis D. Gavino, Chief of Staff to the City Manager  
Directors and Assistant Directors



# City of Dallas

1500 Marilla Street  
Council Chambers, 6th Floor  
Dallas, Texas 75201

## Agenda Information Sheet

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**File #:** 24-1253

**Item #:** S.

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April 24, 2024, City Council DRAFT Agenda Item 24-1166 Authorize a three-year purchasing agreement for web-based software subscriptions for the Police Department with Nighthawk.Cloud, Inc. - Estimated amount of \$561,740.00 - Financing: General Fund

# Memorandum



CITY OF DALLAS

DATE April 9, 2024

Honorable Members of the Public Safety Committee  
TO Cara Mendelsohn (Chair), Kathy Stewart (Vice Chair), Tennell Atkins, Jesse Moreno  
Gay Donnell Willis

SUBJECT **April 24, 2024, City Council DRAFT Agenda Item 24-1166 Agreement for Web-based Software Subscriptions for the Police Department with Nighthawk. Cloud Inc.**

The following agenda item is scheduled to go before the City Council on April 24, 2024.

## **DRAFT AGENDA ITEM 24-1165**

Authorize a three-year cooperative purchasing agreement for web-based software subscriptions for the Police Department with Nighthawk.Cloud, Inc. - Estimated amount of \$561,740.00 - Financing: General Fund

## **BACKGROUND**

This action does not encumber funds; the purpose of a purchasing agreement is to establish firm pricing for services, for a specific term, which are ordered on an as needed basis according to annual budgetary appropriations. The estimated amount is intended as guidance rather than a cap on spending under the agreement, so that actual need combined with the amount budgeted will determine the amount spent under this agreement.

This sole source purchasing agreement will provide for web-based software subscriptions for the Police Department. The subscriptions allow detectives in combing through digital data, a process that had previously been performed manually, at times involving 30,000 pages. While the department has recently expanded to 51 licenses in effort to comply with the Richard Miles Act, the Police Department will expand to 150 licenses to equip approximately 35-40% of investigators, leading to additional time savings. To date, this software has assisted in the seizure of approximately \$448,000.00 in cash, 60 firearms, over 250 lbs of narcotics, and multiple stolen vehicles.

## **FISCAL INFORMATION**

Fund	FY 2024	FY 2025	Future Years
General Fund	\$112,041.00	\$224,850.00	\$224,850.00

DATE April 9, 2024  
SUBJECT **April 24, 2024, City Council DRAFT Agenda Item 24-1166 Agreement for Web-based Software Subscriptions for the Police Department with Nighthawk. Cloud Inc.**  
PAGE **2 of 2**

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