

# Memorandum



DATE February 8, 2019

TO Honorable Members of the Public Safety and Criminal Justice Committee

SUBJECT **Committee Action Matrix**

Attached is the Public Safety and Criminal Justice Committee Action Matrix.

Please contact me if you have any questions or need additional information.



Jon Fortune  
Assistant City Manager

[Attachment]

cc: T.C. Broadnax, City Manager  
Chris Caso, City Attorney (Interim)  
Carol A. Smith, City Auditor (Interim)  
Billierae Johnson, City Secretary  
Preston Robinson, Administrative Judge  
Kimberly Bizzor Tolbert, Chief of Staff to the City Manager

Majed A. Al-Ghafry, Assistant City Manager  
Joey Zapata, Assistant City Manager  
Nadia Chandler Hardy, Assistant City Manager & Chief Resilience Officer  
M. Elizabeth Reich, Chief Financial Officer  
Laila Aleqresh, Chief Innovation Officer  
Directors and Assistant Directors

Public Safety and Criminal Justice Committee Action Matrix					
	Requestor	Request	Request Date	Staff/Dept Responsible	Status
1	Kingston	Request to be briefed further in implicit bias training and how DPD plans to address the effectiveness of the training.	9/24/2018	Chief Hall	Attached
2	Kingston	What metrics should this committee be looking for to see if the Vice Unit is working?	11/26/2018	Chief Hall	Attached
3	Medrano	What is the average time people are waiting in que for Dispatch by priority?	1/28/2019	Chief Hall	Attached
4	Arnold/Felder	Please provide further explanation on the pending charges to the Civil Service passing score	1/28/2019	Chief Hall	Attached
5	Kingston	How many officers were hired from NYC off-site testing trip?	1/28/2019	Chief Hall	Attached
6	Kingston	Questions concerning contract for Mindfulness Training, how much money is allocated for that program?	1/28/2019	Chief Hall	Attached
7	Arnold	How many Marshal's do you have on staff?	1/28/2019	Gary Lindsey	Attached
8	Greyson	What is the cost of surveillance cameras? What is the life span and maintenance costs?	1/28/2019	Gary Lindsey	Pending

# Attachment

## Committee Action Matrix

### Previous Committee Meeting Requests/Responses

#### **1) Request to be briefed further on implicit bias training and how DPD plans to address the effectiveness of the training.**

The Caruth Police Institute (CPI) was created as a partnership between the Dallas Police Department and the University of North Texas at Dallas to assist in research, education, and professional development of public safety organizations. In 2015, CPI recognized the benefit to law enforcement of understanding the way in which our personal and social experiences shape our decision-making processes on a sub-conscious level and began facilitating Implicit Bias courses to police departments. In February of 2017, this course was incorporated into their Leadership Training Series, a three-week professional development program utilized by the Dallas Police and other public safety organizations all over North Texas. Because of the overwhelmingly positive feedback received from graduates, the Dallas Police Department made the decision to deliver Implicit Bias training department wide. DPD and CPI are currently piloting a customized curriculum for all ranks and non-sworn employees utilizing a train-the-trainer instructional model. Ultimately, trained Dallas Police Department officers and non-sworn employees will provide this instruction to the entire department, training our members on cognitive strategies that can increase officer and citizen safety, problem solving, and situational awareness.”

This training takes it further by providing strategies for recognizing, assessing, and neutralizing Implicit Bias as decisions are being made. Additionally, this training addresses how organizational processes can be analyzed to mitigate potential biases. The purpose of the course is to bring awareness and recognition about implicit bias. End-of-course evaluations will be utilized to determine effectiveness of the training. It will measure the enhanced ability of the participant to be cognizant of implicate bias and its potential impact on their decision making.

#### **2) What metrics should this committee be looking for to see if the Vice Unit is effective?**

The Dallas Police Department’s Vice Unit continues to be a victim-centric unit focused on improving the quality of life of Dallas’ neighborhoods by focusing on the 3 priorities of reducing street prostitution, illicit massage parlors and illegal game rooms that serve as a nexus for violent crime and criminals. The success of the Vice Unit will be determined by the outcomes as opposed to “outputs”, citizen satisfaction with the state of their neighborhoods and improvement in the quality and status of all individual concerned.

To that end, the Vice Unit anticipates conducting monthly operations targeting neighborhoods most effected by street prostitutes. Additionally, the unit will conduct decoy operations targeting those on the demand side of the equation often referred to as “Johns”. We will continue working with our non-governmental organizations, local, state and federal partners to increase diversion outcomes among both populations. In the coming year we will conduct operations on what Patrol Division Commanders have identified as the top 3 illegal game room locations within their divisions. These locations will be targeted for in-depth investigations involving review of illegal financial transactions used to launder money as well as a review by

our federal partners for organized crime investigations where applicable. In addition to those investigations, the Vice Unit has already begun investigating illicit massage businesses. These businesses are actively engaged in prostitution and sex trafficking. The unit is working with our Community Prosecution partners at each Patrol Division to inspect and enforce municipal ordinances and state laws regulating such businesses. We continue to conduct undercover investigations that, like when dealing with gambling establishments, involve long-term financial review and organized crime prosecutions. Finally, the Licensing Squad of the Vice Unit's functions lend themselves more toward the counting of outputs or metrics in the form of number of original and renewal applications processed, number of related clubs inspected, and number of violations cited. While these numbers can tell us how busy the squad is, they will do little to give an indication as to the success of the unit itself. Although the Licensing Squad's responsibilities are mostly administrative in nature, Licensing Squad personnel are working with the City Attorney's Office and other City of Dallas departments to make business owners/operators more transparent and accountable for crime on their property. This effort is difficult to quantify but will enhance our ability to identify and engage responsible parties when crimes occur on properties licensed by the City.

To reiterate, the prevailing national discourse on vice operations points to looking at outcomes as opposed to outputs or counts of items done. The success of the unit is determined by the improvement in the quality of life in the neighborhoods themselves and especially in the lives of those who can be diverted from engaging in a lifestyle of prostitution and addiction. Counting the number of prostitutes arrested and holding that out as a measure of success is ill advised as arrest and prosecution of those engaging in prostitution with no other outreach and diversion actions have done little to quantifiably change lives, or neighborhoods. Likewise, the closing of an illegal game room may, in the short term provide some relief to a neighborhood, if the Vice Unit doesn't work closely in partnership with other city departments to improve ordinances related to business processes or build thorough and meaningful investigations which result in significant prosecutions for those running these kinds of operations, the long-term prognosis for the neighborhoods are not good.

In sum, the Vice Unit can and will report on counts of warrants executed, citations issued, arrests made, numbers of illegal establishments closed, gambling machines seized and their resultant destruction. However, the outcomes associated with these actions and the overall improvement of the quality of life of Dallas citizens and neighborhoods through ethical and innovative methods with a focus on rescuing victims and prosecution of offenders will be the true measure of the success of the Vice Unit.

#### Expected Annual Outputs (on recurring measures)

Prostitution Operations – 12 (one per month)

Decoy Operations – 12 (one per month)

Illegal Game Rooms/Gambling Clubs Targeted – 40 gambling warrants executed

Sexually Oriented Businesses, Dance Halls, Billiard Halls, Amusement Centers Inspected – 75

License Applications/Renewals Processed – 90

### **3) What is the average time people are waiting in que for Dispatch by priority?**

Dispatch time is calculated from the time a 911 call is placed in Police Dispatch Que to the time the call is dispatched to an available officer. During this time, a caller is generally not on the line with the 911 call-taker. However, in exigent circumstances, a call-talker may stay on the line with the caller until police arrive at the location. Calls are dispatched based on the priority of the call. Higher priority calls generally have a shorter dispatch time compared to lower priority calls. Dispatchers and Dispatch supervisors seek the

assistance of Patrol Supervisors to find available resources when calls have expired past the designed goal times.

Priority	Watch	2018 Dispatch Time
1	1	1.91
	2	2.2
	3	2.21
	<b>Total</b>	<b>2.13</b>
2	1	10.6
	2	10.78
	3	15.68
	<b>Total</b>	<b>12.85</b>
3	1	37.33
	2	45.64
	3	75.87
	<b>Total</b>	<b>56.34</b>
4	1	58.81
	2	76.55
	3	109.98
	<b>Total</b>	<b>86.62</b>

**4) Please provide further explanation on the pending charges to the Civil Service passing score.**

On December 10, 2018 Chief Angela Shaw briefed the committee on the Civil Service Rule XXIII Revision, its background, purpose, and operational concerns. Employment testing is governed by the Uniform Guidelines on Employee Selection Procedures. The Uniform Guidelines provides federally recommended standards to developing tests and establishing cut-scores. The Civil Service Department closely adheres to the Uniformed Guidelines. When validating an exam, steps are taken to ensure:

- The content of the exam is job-related
- The cut-score is consistent with “normal expectations of acceptable proficiency in the workplace”
- The test is reliable
- The exam does not discriminate on the basis of race, ethnicity, gender or any other protected class under Title VII. Educational testing is not held to these standards.
- Educational testing is not held to these standards.

To ensure these standards are met, the Civil Service Department relies heavily on input from Subject Matter Experts (SMEs). During the test validation process DPD Officers and Academy Instructors took the exam and provided ratings on job-relatedness and difficulty of the exam. The SME data was used to create the tentative cut-score.

Prior to establishing a final cut-score for the exam, various statistical analyses of actual test-taker data must be performed. These analyses are performed to ensure that the exam is reliable and free from discrimination against any protected group (e.g. race, gender, etc.). This process is still ongoing. Until a sufficient number of test-takers have completed the exam, the cut-score cannot be finalized. The next step

of this process is to conclude the study and brief DPD on the outcomes of the analysis. The process is expected to be completed by the end of February.

The Civil Service Department employs experienced professionals in Industrial-Organizational Psychology. If you have any questions regarding this process, they are more than willing to answer any questions.

**5) How many officers were hired from NYC off-site testing trip?**

There was a total of 8 officers hired who participated in the offsite test and 7 officers hired who tested in Dallas following this recruiting trip. Of these 15 individuals, 13 have either graduated or are in process of attending the police academy.

**6) CM Kingston had questions concerning the contract for Mindfulness training, and how much money is allocated for this program.**

There is no contract between the City of Dallas and the private donor regarding Mindfulness Training. A private donation was made directly to the Center for Brain Health to fund 350 Dallas Police officers with the Mindfulness Program. To date, 230 officers have attended the training. The Center expects to complete the training by the Summer of 2019. The donor wishes to remain anonymous and wishes to keep the details regarding the donation private.

In addition, a separate donation was made to train 150 officers on SMART (Strategic Memory Advanced Reasoning Training). The Center for Brain Health's SMART program provides training in a series of brain processes that can be applied to any context. More than a decade of clinical trials has demonstrated that the approaches taught in this program strengthen the brain's frontal networks – regions that support attention, planning, judgment and emotional management.

The Mindfulness Program is also provided to all officers as part of Core Training. A one-hour overview of mindfulness is given each Tuesday that provides basic information. This activity is unfunded and provided by Center for Brain Health.

**7) How many Marshal's do you have on staff?**

The following is a list of Marshal's Office staffing:

- 1 City Marshal
- 1 Office Assistant
- 3 Chief Deputy Marshals
  - 1- Warrant Service and Warrant Confirmation
  - 1 - Environmental Crimes
  - 1 - City Detention Center
- 10 Senior Deputy Marshals – Sergeants
  - 6 – Detention Center
  - 2 - Environmental Crimes
  - 1 - Warrant Service
  - 1 - Professional Standards
- 30 Deputy Marshals
  - 18 – Warrant Service – (6 vacant positions, 2 out injured, 1 deployed with military)

- 11 - Environmental Crimes – (1 vacant position)
  - 1 - Training and ISO
- 21 Detention Officers
  - 7 - Detention Officers on each shift to cover 24 hours/ 7 days per week – (1 vacancy)
- 9 Warrant Confirmation Court Specialist
  - 3 – Court Specialist on each shift to cover 24 hours/ 7 days per week – (2 vacancy)
- 3 Custodial Staff - (1 vacancy)

78 - total assigned to the City Marshal's Office

\*Attachment on page 6

