



Dallas Police Department Management and Efficiency Study

Update and Progress

January 18, 2005



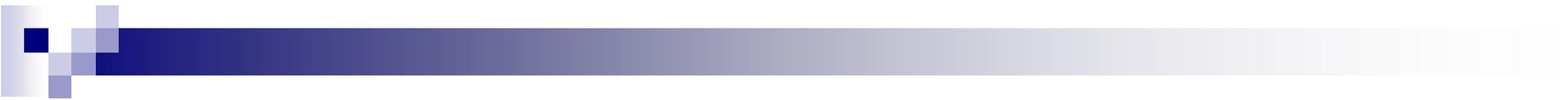
Background

- Berkshire Advisors, Inc. was chosen by the Council to conduct a management and efficiency study of the DPD.
- Berkshire Advisors, Inc., Team Phillips, and NOBLE (National Organization of Black Law Enforcement Executives) conducted the study from February 2004 to August 2004.
- The report was presented to the Council on September 7, 2004.



Background (Continued)

- The study consisted of 24 chapters and 5 major parts:
 - Introduction and executive summary;
 - Issues relating to the Department as a whole;
 - Issues that affect individual divisions and units;
 - Results of various fact finding initiatives; and
 - Implementation of study recommendations, priorities, and schedule.



Initial Response

- DPD formed an implementation task force consisting of representatives from all bureaus.
- The task force addressed every recommendation made by the study.
- The recommendations were classified by Berkshire Advisors, Inc. as follows:
 - Priority – High, Moderate, or Low;
 - Implementation schedule; and
 - Assigned responsibility within the Police Department.



Task Force Duties

- The task force:

- Meets on a regular basis to track progress;
- Implements all recommendations, unless not feasible, desirable, or within reasonable budget considerations;
- Works with commanders to assist in research, surveys, and information-gathering;
- Follows-up recommendations to ensure implementation; and
- Prepares periodic updates for the Council and Manager.



Evaluation Methods

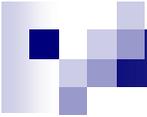
- Each recommendation was:
 - Evaluated for its desirability and feasibility;
 - Classified as “Concur”, “Concur with Exception”, “Concur with Budget Considerations”, or “Do Not Concur”; and
 - Evaluated for implementation schedule and other considerations:
 - Recommendations requiring immediate implementation were given priority.
 - Plans are being developed for all feasible recommendations, regardless of the length of the implementation period.



Summary of Recommendations

- DPD has classified the 160 total recommendations as follows:

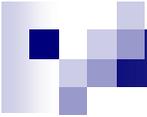
□ Implemented	33 (20.6%)
□ Concur, Not Yet Implemented	70 (43.8%)
□ Concur, with Exception	13 (8.1%)
□ Concur, with Budget Considerations	12 (7.5%)
□ Do Not Concur	32 (20%)
- Classifications will change as more information is gathered, and budget priorities are determined.



Implementation Highlights:

Office of the Chief of Police

- DPD is establishing itself as the leader on law enforcement issues.
 - Patrol Chiefs act as community leaders.
 - Citizens' Advisory Panels are in place at patrol divisions.
- A departmental strategic plan has been implemented (Attached following page 19).
- Specific measures for police performance have been established.
 - Long-term goals are included in the “Strategic Objectives” of the plan.
- DPD has been reorganized.
 - Traffic was decentralized.
 - More supervisors were added to Patrol.
 - Functions, such as Internal Affairs and Public Integrity, were grouped.



Implementation Highlights:

Office of the Chief of Police

- Centralized staff has been deployed to support Patrol.
 - Homeland Security, SWAT, Communications/Detention Services, and Traffic report directly to Patrol.
- Supervision has been strengthened.
 - More supervisors in Patrol have reduced the spans of control.
 - 28-day cycle of crime reporting has increased accountability for supervisors.
- Court time will be reduced with implementation of the “Court Track” system.
 - Officers are released immediately.
 - An “incident module” allows tracking of inefficiencies or misuse of officer time.
- The 9-1-1/3-1-1 call center should remain with DFD but the Police Department will work with DFD to improve the efficiency of the 9-1-1 response.



Implementation Highlights:

Patrol Bureau

- Unnecessary specialization will be reduced by:
 - Limiting the number of officers for covert operations, and
 - Eliminating crime prevention and community relations positions (duties transferred to ICP).
- Staffing in the Patrol Bureaus will be increased by:
 - Reducing specialization;
 - Increasing hiring (50 new police officer positions and 21 civilianized positions for FY 04/05); and
 - Recommended increases in the number of officers in future budgets.
- ICP will not be eliminated, but duties will expand.
- Two-officer units will not be phased-out due to safety and training issues.



Implementation Highlights:

Patrol Bureau

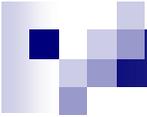
- Patrol service will be improved by:
 - Increased training in crime scene investigation, and
 - Emphasizing community needs, through officer accountability and knowledge of crime and social problems.
- Leasing new helicopters is recommended for consideration in future budgets.
- Communications will request additional personnel for the Expediter Unit in the FY 05/06 budget.
- Plans are being made to allow officers to enter all reports from their workstations, thus reducing the need for direct entry clerks.
- Reducing sworn staff at Detention Services is not recommended until the Adult Information System is implemented in the middle of 2005.



Implementation Highlights:

Criminal Investigations Bureau

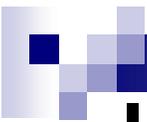
- Increased staffing for the Sexual Assaults Unit will be requested in the FY 05/06 budget.
- Crime scene personnel will not be assigned to geographic areas due to staff shortages to be addressed in the budget.
- Vice and narcotics officers are scheduled to work seven days a week.
- Increasing the span of control for narcotics lieutenants is not advised.



Implementation Highlights:

Criminal Investigations Bureau

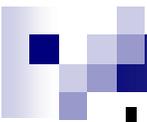
- Decentralizing the Gang Unit to Patrol is not recommended due to information exchange and communications problems.
- A strategy for auto theft issues is in place:
 - “Bait cars” are being deployed;
 - Covert operations, including sale of “stolen” parts are conducted; and
 - Detectives are participating in regional task forces.
- A increase in staffing for the Financial Crimes Unit will be requested in the FY 05/06 budget.



Implementation Highlights:

Human Resources & Professional Standards Bureau

- A formal recruiting planning process has been implemented.
 - Increases in college campus visits and contacts are planned.
 - On-site testing will be increased.
- Expectations for recruits have been raised.
 - Basic Training is studying “best practices” to improve teaching.
 - Performance of trainees is carefully monitored and evaluated.
- Civilianization is proceeding with 21 positions scheduled for FY 04/05.
- Responsibility for field training has been transferred to Personnel and Training.



Implementation Highlights:

Human Resources & Professional Standards Bureau

- Professional development plans will be studied using “best practices” as guidelines.
- A committee will begin to develop in service training designed to establish a leadership development program in 2005.
- Internal Affairs and Public Integrity have been combined.
- Internal Affairs has reorganized and set high priorities on the timely completion of investigations.
- Reducing academy basic training to 24 weeks is not feasible due to state requirements, but some reduction will be examined.
- Decentralizing crime analysts will hinder the effort to use the Compstat model of accountability.



Implementation Highlights:

Support Services & Financial Bureau

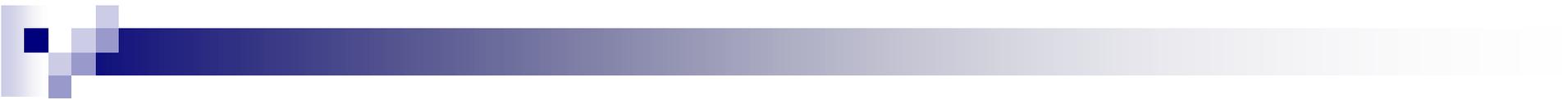
- Plans are in place to acquire 313 new marked cars, which will be deployed based on mileage. The process will be completed by April 2006.
- Purchase of video cameras for squad cars is being sought.
 - 90 cameras were obtained under state funding.
 - 500 more cameras are needed, utilizing possible grants and future City budget requests.
- Security at the Auto Pound is being improved with the purchase of high security fencing and surveillance cameras.



Implementation Highlights:

Support Services & Financial Bureau

- Fiscal efficiency is being improved by:
 - Simplifying the Expanded Neighborhood Patrol program (under study now);
 - Reducing time for small transactions; and
 - Utilizing purchasing cards.
- A technology committee is being established to assist in providing new technology to the reduction of crime.
- Increased staffing for the Police Technology Unit is being sought through the budget process.
- Inventory at the Quartermaster Section has been reduced from \$1.3 M to \$0.6 M.
- An assessment of CNG vehicles has resulted in the transfer of all CNG vehicles to non-call answering functions.



Conclusion

- The DPD Management and Efficiency Study has provided an unprecedented opportunity to improve public safety delivery in Dallas.
- DPD has responded to the challenge by:
 - Forming long and short term plans;
 - Reorganizing the Department;
 - Establishing accountability for results;
 - Using “best practice” standards to improve performance;
 - Beginning professional development programs;
 - Improving efficiency by addressing staff shortages through civilianization and reassignment of responsibilities; and
 - Establishing a philosophy and mission dedicated to improving neighborhood safety and security.



Dallas Police Department

■ ATTACHMENTS

- Strategic Plan
- Matrix of DPD Management and Efficiency Study Recommendations



Strategic Plan

The Strategic Plan of the Dallas Police Department consists of three major components:

- **Mission Statement**
- **Core Values**
- **Strategic Objectives**

The Mission Statement of the Dallas Police Department was developed to give employees a broad guide as a philosophy of public service delivery. It emphasizes service, ethical behavior, and responsibility.

The seven Core Values represent a framework of behavioral traits, which each employee is expected to practice in professional relationships and public contacts. Values such as integrity, leadership, and commitment define the mission of the Department and its methods of service.

The Strategic Objectives have been developed within the framework of the City of Dallas Strategic Plan and the Balanced Scorecard. Five broad areas have been established for the entire Department and include public safety and managerial efficiency. Based upon these areas, each bureau and division has developed operational and tactical plans to achieve the Strategic Objectives.



Mission Statement

The Police Department, in serving the people of Dallas, strives to reduce crime and provide a safe city by:

- Recognizing that its goal is to help people and provide assistance at every opportunity;
- Providing preventive, investigative, and enforcement services;
- Increasing citizen satisfaction with public safety and obtaining community cooperation through the Department's training, skills, and efforts; and
- Realizing that the Police Department alone cannot control crime, but must act in concert with the community and the rest of the Criminal Justice System.

In achieving this mission, the men and women of the Dallas Police Department will conduct themselves in an ethical manner. They will:

- Respect and protect the rights of citizens as determined by the law;
- Treat citizens and their fellow employees courteously and with the same amount of dignity with which they expect to be treated themselves;
- Be examples of honesty and integrity in their professional and personal lives, thereby earning the public trust;
- Perform their duties with the knowledge that protection of the lives and property of all citizens is their primary duty; and
- Comply with the spirit and letter of the Code of Conduct.



Core Values

Integrity

- We will safeguard public trust by ensuring that our actions are consistent with the mission and core values. We are dedicated to a standard of values that promotes honesty and ethical behavior.

Leadership

- We will build a team of highly qualified individuals to advance our leadership role in the community.

Innovation

- We will seek out and apply innovative approaches in providing the best service to our customers.

Commitment

- We will foster an organizational culture that promotes commitment from all employees to the vision, mission, and core values established in this plan.

Sensitivity

- We are committed to promote a workforce attitude that respects and values diversity in the community.

Teamwork

- We recognize the strength in teamwork and will work cooperatively with all levels of the organization.

Dedication to the Safety of the Citizens

- We will maintain the tradition of citizen safety first in every decision.



Strategic Objectives

Strategic Objective 1 – Public Safety

- Reduce overall crime by 5%
- Answer 60% of emergency calls in 8 minutes or less
- Reduce average response time to emergency calls to 8 minutes or less
- Reduce traffic fatalities by 2%
- Improve clearance rates for Part I offenses
- Increase traffic enforcement by 10%

Strategic Objective 2 – Reduce Fear of Crime in the Community

- Utilize a team approach (Patrol, Narcotics, Vice, NNRU, and others) to improve neighborhood safety
- Form community partnerships and neighborhood advisory committees for each Patrol Division
- Improve the feeling of safety for residents of all neighborhoods and measure success with citizen surveys within three years

- Focus on order issues such as prostitution, drug houses, and code violations to improve the quality of life in Dallas neighborhoods



Strategic Objectives

Strategic Objective 3 – Accountability

- Reorganize and revamp management systems within 2 years to emphasize accountability for results
- Implement geographic responsibility at all levels to be measured by a crime analysis-based model
- Develop operational and tactical plans in each bureau and division to attain the goals of the Strategic Plan

Strategic Objective 4 – Personnel Strength and Development

- Hire 250 recruits and conduct 5 recruit classes this fiscal year
- Complete civilianization plans by hiring 21 civilians to replace sworn officers or to supplement line functions
- Develop and implement a professional development and leadership program in 2 years
- Return 100 officers to call-answering duties from ancillary assignments in the Patrol Bureaus

- Develop and utilize reserve officers and volunteers to supplement line and staff functions in 3 years



Strategic Objectives

Strategic Objective 5 – Managerial Efficiency

- Implement the DPD Management and Efficiency Study recommendations when feasible and desirable within 2 years
- Conduct follow-up of implementation of the study and report progress to the Council and City Manager
- Task support units to provide programs, initiatives, research, and staff expertise to assist line units in accomplishing their missions and goals

Chief of Police

Recommendation (Priority-High, Moderate, Low)	Begin	Complete	Status
1. Establish department and bureau implementation task forces (H)	Immediately	1 month	? IMPLEMENTED 9/20/04 Five Bureau Commanders appointed as task force leaders along with individual commanders and supervisors in the organization.
2. Assign responsibility for coordinating the implementation effort (H)	Immediately	1 month	? IMPLEMENTED* 9/20/04 Sam C. Johnson, Management Initiatives, has been assigned responsibility for the implementation process.
3. Establish an internal and external implementation communications strategy (H)	2 weeks	6 weeks	? IMPLEMENTED *10/22/04 Internal plans include meetings, written video presentations, and website updates. External plan includes meetings with community and business groups, and individuals. Planning has been implemented with communications ongoing.
4. Meet with mayor, interim city manager and city council members to clarify leadership roles (H)	1 month	2 months	? IMPLEMENTED The Chief of Police meets monthly with the Mayor, Chair and Vice-Chair of the Council Public Safety Committee, and the Acting City Manager. He also attends the regular monthly meeting of the Public Safety Committee with the Assistant City Manager. Many issues, including leadership roles are discussed.
5. Undertake steps to re-establish the PD as the community leader on issues relating to law enforcement (H)	Immediately	ongoing	? IMPLEMENTED* 10/01/04
6. Develop a systematic methodology for establishing priorities, goals and objectives (H)	Immediately	3 months	? IMPLEMENTED* 10/01/01
7. Establish specific measures for evaluating the police department's performance (H)	1 month	3 months	? IMPLEMENTED* 10/01/04
8. Work with city decision makers to establish short-term and long-term goals (H)	Immediately	ongoing	? IMPLEMENTED* 10/01/04
9. Develop a strategic plan (H)	Immediately	6 weeks	? IMPLEMENTED* 10/01/04 The strategic plan was written within the framework of the City of Dallas Strategic Plan and the Balanced Scorecard. Specific goals and measurements were determined. Bureau and divisional operations and tactical plans are being developed based upon the strategic plan.

*Indicates attachment with further information on the "Status" of the recommendation.

Chief of Police

5. Undertake steps to re-establish the police department as the community leader on issues relating to law enforcement. (IMPLEMENTED)

The Chief of Police has established a solid network of community and business groups, neighborhood associations, faith-based organizations, and city leaders. He communicates and addresses these entities virtually on a daily basis. He is using this network to communicate the vision of the Police Department and its philosophy of service. Written material describing the new direction will be developed within 6 months. Deputy chiefs at the Patrol Bureaus have a long tradition of community interaction and remain an integral part of the effort to communicate the Department's role as the leader in law enforcement. Patrol chiefs have taken a leadership role in identifying groups and individuals who influence the community. These groups and individuals are contacted and consulted on a regular basis and often participate in the advisory panel at the patrol substation. Advisory panels have been in place at some Patrol Divisions for many years. All Patrol Divisions will ensure that a panel is created and actively participates.

As recommended, Patrol chiefs have been tasked to develop operations and tactical plans, which support the departmental strategic plan. These plans emphasize service improvement and crime reduction in their respective divisions. Each plan is tailored to individual situations and distinct community needs. Patrol chiefs have been given the authority to custom-design the police response. They are also held accountable for measurable results, such as crime reduction and neighborhood safety.

Finally, the Department's Internet website is being reviewed for its user-friendliness and timeliness. Placing "victories" on the website, updating crime statistics in a timely manner, and providing useful service information for citizens is stressed.

6. Develop a systematic methodology for establishing priorities, goals and objectives. (IMPLEMENTED)

In the DPD Strategic Plan, five "Strategic Objectives" were established. The objectives were broadly based, such as "Public Safety", "Reduce Fear of Crime in the Community", and "Managerial Efficiency." Within each objective, specific performance categories and measures were established. For example, "Public Safety" includes "Reduce overall crime by 5%", "Answer 60% of emergency calls in 8 minutes or less", and "Reduce traffic fatalities by 2%." Each of the Strategic Objectives is accompanied by these specific measurements. Further, the tactical and operations plans developed at the bureau, division, and unit level define how the respective organizational entity will support and achieve the objective.

Over time, DPD will prioritize certain objectives, such as "Reduce Fear of Crime in the Community", through the use of surveys, feedback from patrol citizen advisory committees, and listening to the needs of community stakeholders. Other objectives, such as "Public Safety", are a core purpose of the DPD and receive the highest priority under any system of measurement. Reducing crime and responding promptly to calls-for-service will always be the highest priorities.

7. Establish specific measures for evaluating the police department's performance. (IMPLEMENTED)

The DPD Management and Efficiency Study recommends 12 performance categories. Of these, the DPD Strategic Objectives include 9 of the categories. The category "Vehicular Accidents" is replaced by the Strategic Objective "Reduce Traffic Fatalities by 2%." The category "Felony Arrests" is addressed by the tactical and operations plans supporting the Strategic Objective "Reduce Overall Crime by 5%." The category "Risk Management" is approached as departmental support of the City of Dallas Risk Management Program's goals and objectives.

8. Work with city decision makers to establish short-term and long-term goals. (IMPLEMENTED)

The DPD has established specific performance goals as part of the Balanced Scorecard and the DPD Strategic Plan. These goals include reduction of crime, response time to calls for service, and traffic fatalities. Also included are improvements in clearance rates, neighborhood safety, and accountability. Goals are already established for the Balanced Scorecard. Goals set in the DPD Strategic Plan will be submitted to the City Manager and Council as they are established and finalized. Operational and tactical plans are being developed, by DPD Bureaus, which support the broader goals of the Strategic Plan. These plans will be incorporated into the Strategic Plan as they are adopted. Throughout the fiscal year, the DPD will update and measure the success of the goals with an emphasis toward identifying strategies and resources needed to achieve them. These measurements and updates will be communicated to the City Manager and City Council.

9. Develop a strategic plan. (IMPLEMENTED)

The DPD Strategic Plan is attached. The plan includes a mission statement, seven core values of the organization, and five strategic objectives. The core values from the 2000-2002 Strategic Plan were praised by the consultants and are included in the new plan. The strategic objectives were developed in conjunction with the City of Dallas Strategic Plan and the Balanced Scorecard goals.

Chief of Police

Recommendation (Priority-High, Moderate, Low)	Begin	Complete	Status
10. Restructure the police dept's overall organization (H)	Immediately	2 months	? IMPLEMENTED* 7/24/04
11. Where possible deploy centralized staff to support the tactical initiatives in the patrol operations divisions	1 month	3 months	? IMPLEMENTED* 7/24/04
12. Take immediate and long-term steps to strengthen supervision (H)	Immediately	ongoing	? CONCUR*
13. Reduce the number of administrative staff assigned to the Office of the Chief of Police (M)	6 months	1 year	? IMPLEMENTED* 7/24/04
14. Revise roles and responsibilities within the Office of the Chief of Police (M)	6 months	1 year	? DO NOT CONCUR*
15. Restructure approach to handling calls in the Office of the Chief (M)	6 months	1 year	? DO NOT CONCUR*
16. Work closely with the district and municipal courts and prosecutors to limit the amount of time officers spend waiting to testify in court (M)	1 year	ongoing	? CONCUR*
17. Reassess the overall approach to conducting internal affairs investigations (M)	3 months	1 year	? CONCUR Addressed in Recommendation #26 in the Human Resources & Pro. Standards section.
18. Explore using mediation to resolve some types of internal affairs complaints (M)	6 months	1 year	? CONCUR Surveys are being conducted and evaluated. The Study cited LA Sheriffs's Office as an example but their system is targeted mainly at EEOC complaints. The IA Unit is in the process of implementing mediation by January 2005.
19. Consider assigning responsibility for the 911-311 call center to the Police Department (L)	1 year	2 years	? DO NOT CONCUR Although the PD is the primary user of the 911-311 call center, the Fire Department has effectively managed the system for many years. Problems identified by the study are generally training issues. Call-takers must be trained to handle all types of calls for all city departments; therefore, the departmental assignment of the call-taker is not critical. DPD will examine call-taker training and make recommendations to improve service on police-related calls over the next 2 years.

*Indicates attachment with further information on the "Status" of the recommendation.

10. Restructure the police department's overall organization. (IMPLEMENTED)

The organization was restructured prior to the release of the DPD Management and Efficiency Study. Many of the study's recommendations are implemented in the new organization. These include:

- Grouping similar functions, such as criminal investigations, and combining Internal Affairs and Public Integrity.
- Decentralizing traffic accident investigation. This responsibility has been divided among the 3 Patrol Bureaus.
- Expanding the Inspections Unit to include performance information. The unit has been civilianized and a civilian manager has been hired.
- Adding more commanders to the patrol function. Patrol was divided into three bureaus, each commanded by an assistant chief.
- Creating a "Chief of Staff" position. A civilian manager position reports directly to the Chief of Police and has assumed responsibility for the Public Information Office, Planning and Accreditation Unit, Legislative Coordinator, and Council Liaison.

Other recommendations were not incorporated in the new organization. These include:

- Creation of senior assistant chief position. With the new organization, this position is unnecessary and adds an unneeded, additional level of supervision. The position is sworn and is not the civilian Chief of Staff position noted earlier.
- Creation of a Centralized Operations Bureau. The responsibilities (Narcotics, Tactical, Youth, Helicopter, et al) are more effective if they are decentralized among the 3 patrol bureaus. The functions themselves remain intact. For example, Homeland Security and Special Operations Division consists of Helicopter, Tactical Support, and SWAT, yet it reports to the Patrol Bureau Central Commander. Similarly, Communications/ Detention Services Division reports to the Patrol Bureau East Commander. The functions are not decentralized among each of the 3 Patrol Bureaus but report to patrol, thus making them more responsive in providing support to the primary mission of the Police Department.
- Placement of HR functions under a civilian manager. These functions, as well as IAD/Public Integrity, Inspections and Accountability, are supervised by an assistant chief. Grouping these personnel and staff functions are a logical and efficient means of management.

11. Where possible, deploy centralized staff to support the tactical initiatives in the patrol operations divisions. (IMPLEMENTED)

DPD did not create a "Centralized Operations Bureau" as recommended by the study. The study recommended that this bureau "support tactical initiatives developed by the patrol operations divisions." DPD has accomplished this goal by assigning tactical functions, such as homeland security, SWAT, traffic, and communications/detentions, directly under the Patrol Bureaus. These units must establish their tactical and operations plans to primarily support the patrol function, as recommended. Staffing and resource allocation are based upon the needs and goals of the Patrol Bureaus.

12. Take immediate and long-term steps to strengthen supervision. (CONCUR)

Supplementary training for supervisors and managers is being examined. New supervisors must attend a mandatory three week training course, but current supervisors do not have a structured training requirement other than state-mandated TCLEOSE training. Although training opportunities exist within the Police Department and the City of Dallas system, attendance is voluntary. The Police Department concurs that mandatory supplemental training is desirable. Training academy personnel are examining alternatives, such as using existing training modules or developing new ones. On-line training may represent the most cost effective and efficient means of accomplishing this goal, thus it is being carefully studied. Over the next six months, academy personnel will contact law enforcement agencies and other training sources to develop and submit a plan for implementation within one year.

The study recommends the development and implementation of systems to monitor supervisory performance. The DPD concurs with this recommendation and will be examining ways to strengthen accountability. Supervisors now have sector and division responsibility based on a 28 day cycle for crime reporting. The study's recommendation to maintain a daily time log would create an unnecessary administrative burden, counter to the recommendation to reduce paperwork requirements for supervisors.

In response to the recommendation to reduce administrative burdens on supervisors, the Patrol Bureaus will form a task force and make recommendations in one year.

Patrol supervision has been strengthened by the addition of an additional lieutenant at each of the six Patrol Divisions. The new lieutenants are assigned supervisory duties during the busiest call-load hours. Patrol Bureau supervision was also augmented by 8 new sergeants' positions. The new sergeants have been promoted and assigned, thus reducing the span of control for first line supervisors, a recommendation of the study.

13. Reduce the number of administrative staff assigned to the Office of the Chief of Police. (IMPLEMENTED)

The DPD Management and Efficiency Study identified two sergeant's positions in the Office of the Chief of Police. In fact, one position was vacant, and the other was the administrative sergeant for the interim Chief of Police. When the new organization was implemented, the vacant position was upgraded to a lieutenant (which was its traditional rank), and the administrative sergeant for the interim chief moved with him to the Criminal Investigations Bureau. This resulted in a reduction of one sergeant's position, as recommended by the study.

14. Revise roles and responsibilities within the Office of the Chief of Police. (DO NOT CONCUR)

An experienced public service officer answers all calls for the Office of the Chief of Police. She then directs the call to the appropriate person or unit. Calls directed to the executive secretary in the Office of the Chief of Police are for personnel within that office or from citizens who wish to speak directly with the Chief. This is not an overwhelming burden and can be effectively managed by the executive secretary. The study recommends that the executive assistant be assigned the call-answering duties. Her duties are extensive and do not allow the time to handle calls. The executive secretary reports to the administrative lieutenant, and he is normally available to answer legal and technical questions from callers.

15. Restructure approach to handling calls in the Office of the Chief of Police. (DO NOT CONCUR)

The study states that no “coordinated system for handling calls” exists. As described in 14, the public service officer is the initial call-answerer and refers the call to the appropriate person or unit. Within the Office of the Chief of Police, the executive secretary processes calls for the Chief as part of her duties. The system will never accommodate every caller, since problems with citizens refusing to use voice mail or not receiving what they perceive as a satisfactory answer can result in the caller redialing the Chief’s Office. The current system is handling the majority of calls satisfactorily.

16. Work closely with the district and municipal courts and prosecutors to limit the amount of time officers spend waiting to testify in court. (CONCUR)

The DPD has recognized for years that officers’ court appearance time is expensive and inefficient. By the end of 2004, the “Court Track” system will be developed and implementation will be in the first quarter of 2005. This system allows county prosecutors to release officers by computer entry and for officers to sign-in electronically for court using the same system. Electronic sign-in and release will permit exact timing, thus reducing overtime. Court Track also has an “incident module”, which court personnel can use to report officers who do not appear as scheduled and other performance issues. The incident report is forwarded by e-mail to Police Legal Services and the officer’s supervisor for action. Officers may use the same system to report the actions of court personnel, whose actions may contribute to inefficiency. The Police Department and the County Court system are cooperating to find ways of reducing officer overtime. This effort will be on-going.

Patrol East, Central, and West Bureaus

Recommendation (Priority-High, Moderate, Low)	Begin	Complete	Status
1. Develop annual operations plans in each bureau and division consistent with the department's strategic plan (H)	6 weeks	3 months	? CONCUR Divisional representatives have been assigned the task of preparing annual plans.
2. Develop tactical plans at the unit and subunit level (H)	6 weeks	3 months	? IMPLEMENTED* 8/01/04
3. Redefine roles and responsibilities to reduce unnecessary specialization (L)	6 months	on going	? CONCUR*
4. Modify the roles and responsibilities of key managers within the patrol ops divs. to facilitate implementation of the proposed management framework (H)	3 months	6 months	? CONCUR*
5. Establish planning, budget and accountability unit in each patrol division to facilitate implementation of the proposed management framework (H)	3 months	6 months	? DO NOT CONCUR*
6. Modify organization of the patrol operations divisions (H)	1 month	6 months	? DO NOT CONCUR*
7. Take recommended steps to improve deployment of patrol resources (H)	3 months	6 months	? CONCUR* WITH EXCEPTIONS
8. Begin patrol shifts an hour earlier (M)	6 months	1 year	? DO NOT CONCUR*
9. Discontinue practice of contacting all crime victims (H)	3 months	4 months	? CONCUR*
10. Over time, evaluate support provided to citizens who live in housing authority properties in terms of the level of service provided.(H)	6 months	18 months	? CONCUR*
11. Encourage patrol officers to develop an understanding of the community needs and policing issues in the patrol beats and sectors to which they are assigned (H)	2 months	on going	? CONCUR*
12. Reinforce the importance of conducting thorough preliminary investigations at crime scenes (H)	3 months	1 year	? CONCUR*
13. Take steps to ensure that procedures for handling property are consistently enforced (L)	6 months	on going	? CONCUR*
14. Increase staffing assigned to patrol ops divisions (H)	1 month	1year	? CONCUR* WITH EXCEPTIONS
15. Assign officers to the same patrol elements whenever possible (M)	6 months	on going	? IMPLEMENTED* Policy been in effect for many years.
16. Assign the preponderance of traffic division staff to the patrol divisions (L)	1 year	2 years	? IMPLEMENTED* 10/06/04
17. Work closely with traffic engineering and other city departments to reduce the risk of traffic accidents (L)	1 year	on going	? IMPLEMENTED* 9/01/04
18. Make only limited use of motorcycles to support traffic enforcement efforts (M)	6 months	on going	? DO NOT CONCUR*

*Indicates attachment with further information on the "Status" of the recommendation.

Patrol Bureau

2. **Develop tactical plans at the unit and subunit level. (IMPLEMENTED)**

Patrol Divisions develop and present tactical plans every 28 days that address concerns within the division. These plans are presented each Tuesday at the Department's command staff meeting. The plans identify targeted geographic areas, the lieutenant assigned to the area and resources dedicated to the target area. The plans were implemented in August 2004.

3. **Redefine roles and responsibilities to reduce unnecessary specialization. (CONCUR)**

The Patrol Bureaus have taken several steps to implement this recommendation. These steps were approved by Chief Kunkle on November 4, 2004 and are in the process of implementation:

- Crack House Action Teams (CHAT) will be eliminated at all patrol divisions. Officers currently assigned to these duties will return to call answering duties. CHAT responsibilities will be transferred to ICP and Deployment Units.
- A cap of 12 personnel per station has been established for covert deployment operations.
- Specialized Crime Prevention and Community Relations positions will be eliminated. Their duties will be assumed by ICP Units with no loss of service delivery for current programs.
- One civilian crime analyst will be added at each patrol division
- The Safe Highways Initiative has been discontinued, returning officers to call-answering/geographic responsibilities
- Hiring civilian public service officers approved in the FY 2004-05 budget to reduce the number and frequency of sworn officers handling station duties is being implemented.
- The patrol ICP units will be staffed with no more than 12 officers per station.

4. **Modify the roles and responsibilities of key managers within the patrol operations divisions to facilitate implementation of the proposed management framework. (CONCUR)**

Providing Authority Commensurate with Performance (Concur – Implemented)

Authority is moving downward in the Patrol Divisions as the Department moves to a beat responsibility model. Managers and supervisors have the authority to direct subordinates in the performance of their assignments.

Ensuring Accountability (Concur-Implemented)

The division commander is accountable to the designated Patrol Bureau commander. Division commanders take part in weekly accountability meetings. Patrol Division lieutenants and sergeants are held accountable for crime in a specific geographic area and for the performance of the officers whom they supervise. Line officers are responsible for and held accountable for the crime in the specific geographic area to which they are assigned.

Promoting Collaboration and Teamwork (Concur-Implemented)

Lieutenants have been assigned geographic command of specific areas. As a result of this shift, lieutenants from the various watches are working together as a team, to insure that operation plans are followed on each watch. Lieutenants, sergeants, officers, and civilian personnel are working together as a team to ensure that divisional goals are met.

Leveraging Scarce Resources (Concur-On-going)

Deputy chiefs will fill the following roles:

Leader: Visible to both the community at large and to the officers in the Department. (As leader, the deputy chief reinforces the visions and priorities of the Department both internally and externally.)

Entrepreneur: Be creative in the use of resources that have been allocated to meet the goals of the Department. These strategies must be consistent with overall expectations of how business is conducted within the Police Department.

Planner: Actively involved in developing ideas that will be incorporated into the operational plan for the division. This operational plan should be consistent with both the Strategic Plan of the Dallas Police Department and the Operational Plan that is established at the Bureau level.

Distributor of Discretionary Resources: Responsible for allocating staff who have been assigned for discretionary use by the bureau commander.

Enforcer: Will hold lieutenants accountable for their performance. (There is a provision in this section which states that a lieutenant who fails to meet performance expectations, after appropriate counseling and assistance, should be dismissed or reduced in rank. This is consistent with the current Dallas Police Department General Orders, with the exception that the decision to terminate or demote is made at the level of the Chief of Police. The Efficiency Study implies that this decision should be made at the level of the deputy chief. While the final decision on such discipline best resides with the Department director, as he is ultimately responsible for the efficient operations of the Department, recommendations of the Division commanders should be given appropriate consideration.)

Staff Developer: Responsible for mentoring and coaching lieutenants whom they command.

Quality Reviewer: Responsible for conducting spot checks of work of division officers.

Coordinator: Promote positive competition among subordinates, while ensuring that key managers work as a team.

Section II Area Lieutenant (Concur-Implemented)

Lieutenants have been assigned geographic responsibility for a specific area. Area Lieutenants will fill the following roles:

Manager: will manage resources allocated to achieve quantifiable goals for geographic area.

Tactician: will be responsible for developing patrol deployment and crime reduction strategies for their geographic areas.

Community Representative: will serve as Department liaison to local community. Patrol lieutenants meet with community representatives in the areas for which they are responsible.

Staff Developer: will coach and mentor supervisors who are assigned to them.

Quality Reviewer: will conduct "spot checks" of officers under their command.

5. Establish planning, budget, and accountability unit in each patrol division to facilitate implementation of the proposed management framework. (DO NOT CONCUR)

The study recommends that each station establish a small planning, budget, and accountability unit to facilitate the implementation of the proposed management framework.

This unit would be commanded by a lieutenant and have responsibilities that include divisional budget development, monitoring divisional expenditures, accessing research on best practices, analyzing crime, and setting and monitoring performance goals of area lieutenants. In function, this unit already informally exists in the administrative office of each patrol division. Administrative unit personnel track discretionary spending on patrol budget items, such as training funds, office supplies and petty cash. An administrative lieutenant oversees these functions.

Patrol stations have little control over non-discretionary budget development due to fixed costs attached to personnel salaries, benefits, and equipment. The budget development model followed by the City of Dallas makes no allowance for a divisional budget developed by a small unit. The Budget and Finance Unit responsible for complete departmental budget development is only slightly larger than the unit being recommended for each division.

Establishing goals and objectives, and monitoring performance by area lieutenants should be the sole responsibility of the division commander. The recommendation is in direct conflict with accepted practices of chain of command and rank. A planning lieutenant does not have the authority to establish performance goals and coach area lieutenants regarding accountability measures.

The Department recently added an Inspections and Accountability Division that works directly with Patrol to disseminate crime analysis and best practices information. The Inspections and Accountability Division has assigned a dedicated crime analyst to each Patrol Bureau. In addition, each patrol division will hire a crime analyst during FY 2004-05.

6. Modify organization of the patrol operations divisions. (DO NOT CONCUR)

The Efficiency Study recommends that the patrol divisions be divided into four units as follows:

Planning, Budget and Accountability: As previously stated in the section regarding the establishment of this unit, the budgetary functions recommended for this unit are already being handled in a centralized manner.

Division operations plans are being completed at the direction of the division commanders, by patrol lieutenants who are responsible for crime in a particular sector or area of the city. Division commanders hold these lieutenants accountable for their performance and for crime in their assigned area.

Administrative Services: Units of the various Patrol Divisions are responsible for the completion of the administrative tasks of those divisions. These units are also responsible for the field training function at the Patrol Divisions. In addition, this unit currently accomplishes community outreach support.

Specialized Services: In the recent reorganization of the Dallas Police Department, the Traffic Unit was decentralized and subsequently assigned to report to the three Patrol Bureaus. These units work closely with the Patrol Divisions to respond to their needs. This has increased the effectiveness of the Patrol Divisions as they now have an effective means of addressing high accident or high traffic complaint locations, without having to negatively impact the patrol function, by assigning patrol officers to traffic concerns.

Area Services: Under the CompStat Model, the lieutenants at the Patrol Divisions are responsible for specific geographic areas. It is their responsibility to insure that these areas are staffed and that necessary resources are utilized to deal with the crime problems. The lieutenant is held accountable not only for a watch that is under his command, but also for the assigned geographic area on a 24 hour basis. With the exception of some of the responsibilities assigned to the proposed Planning, Budget and Accountability Unit at the division level, the other units discussed have either already been implemented in some fashion or have a currently operating equivalent that is functioning effectively.

7. Take recommended steps to improve deployment of patrol resources. (CONCUR, WITH EXCEPTIONS)

See response to number 3. The exceptions include the recommendation to eliminate ICP units and cease assigning officers to two-officer elements except when a field-training officer is training. As previously stated, the ICP units have been capped at a set number of personnel, while Crime Prevention and Community Relations Units have been eliminated. This step will reduce the number of officers assigned to specialized units and improve deployment of patrol resources. The ability to assign all officers to one-officer elements is prohibited by the requirements of the Walker Decree and safety considerations in several geographic areas of the city.

8. Begin patrol shifts an hour earlier. (DO NOT CONCUR)

Patrol Divisions should keep their current hours for shift starts. The efficiency recommendation states there will be a 27% decrease in calls from first to second watch and a 7% decrease in calls holding from second to third watch if shifts are started one hour earlier. It also states there will be a negligible decrease from third watch to first watch due to the "power watch" available. Implementation of this recommendation would cause an undue strain on first watch officers. Patrol officers are regularly required to attend city court (which starts at 8 am or 9 am) and county court (which starts at 9 am). It is already difficult for first watch officers who finish their shift at 7 am to stay awake until 9 am to attend county court. It will become even more difficult when they are asked to stay at work from 6 am until 9 am to attend county court. The small percentage decrease in calls holding during changeover is insufficient to outweigh the added stress which will be placed on first watch.

9. Discontinue practice of contacting all crime victims. (CONCUR)

The study recommends the following action:

The patrol divisions have established a policy of contacting victims of crime whether or not sufficient leads exist. There is little value in this practice from an investigative perspective. This practice should be discontinued. The study goes on to say that there may be value in continuing to send a letter to crime victims asking them to report any additional information that may have been uncovered after the preliminary report.

While there is some public relations value in contacting crime victims, overall crime suppression efficiency can be improved by devoting detectives' time to cases where workable leads exist. Some units have already established the practice of sending cards to victims in lieu of personal contact. This will be implemented department-wide within one year.

10. Over time, evaluate support provided to citizens who live in housing authority properties in terms of the level of service provided. (CONCUR)

The staffing committed to the neighborhood centers is substantial and due to the Walker Consent Decree is inflexible. Officers must staff the centers for a specific amount of time per week. Additionally, officers at neighborhood centers provide non-standard services such as reading assistance for children, horseback-riding lessons, and other social services aimed at improving the area. An examination of resources needed to address crime and police services will be conducted near the completion of the agreement in August 2006. The Walker Unit, Community Affairs, and Patrol Bureaus will be used to address the redistribution of personnel from the Neighborhood Assistance Centers and to ensure the communities have adequate police service. Steps are underway to stop exceeding the requirements of the final judgement. This primarily covers areas that only require staffing 18 hours per day, but are currently being staffed 24 hours per day. At this time, this is the only flexibility allowed under the terms of the agreed final judgement.

11. Encourage Patrol Officers to develop an understanding of the community needs and policing issues in the patrol beats and sectors to which they are assigned. (CONCUR)

The concept of area responsibility has already begun to be addressed through geographic area assignments in the initial 28-day reporting period that began in August 2004. By expanding this concept in incremental portions, sector and then beat responsibility will follow. Patrol lieutenants assigned an area responsibility have begun to require beat and sector officers to increase their knowledge of issues in their assigned areas.

12. Reinforce the importance of conducting thorough preliminary investigations at crime scenes. (CONCUR)

All six of the Patrol Division administrative lieutenants have been made aware of this recommendation and will ensure first line supervisors actively reinforce the importance of preliminary investigations. Additionally, roll call training emphasizing the importance of *preliminary investigation* will be conducted at patrol divisions on an on-going basis.

13. Take steps to ensure that procedures for handling property are consistently enforced. (CONCUR)

The six Patrol Division administrative lieutenants have been made aware of this recommendation and will ensure that first line supervisors actively reinforce the importance of consistent property handling procedures. Roll call training emphasizing the importance of consistent *property handling procedures* will be conducted at patrol divisions on an on-going basis.

14. Increase staffing assigned to patrol operations divisions. (CONCUR, WITH EXCEPTIONS)

The efficiency study does not take into account the reality of call answering at the patrol level. The recommendation of the study is to add 115 PSO positions to answer the priority 3 and 4 calls, instead of having uniformed patrol officers answer them. This many positions are neither desirable nor needed. The study, after removing priority 3 and 4 calls from consideration (because they will be handled by PSO's), finds that there are plenty of officers if the 250 on special assignments are returned to the call answering pool. This recommendation is flawed, because there is an assumption that an additional 115 PSO's will be available to answer priority 3 and 4 calls; therefore, these type of calls should be added into the staffing needs of the patrol stations. DPD plans to add 100 officers currently on non-essential special assignment back to call-answering duties. A further addition of officers is needed to meet the 'best practice' of having patrol officers spend 1/3 of their time answering calls, 1/3 of their time conducting administrative tasks and 1/3 of their time on discretionary patrol. This will bring the total of call answering officers to approximately 1,450.

An additional eight sergeant positions have been added in the Patrol Bureaus and an additional lieutenant has been added to each of the four largest patrol divisions. The addition of these positions complements the establishment of geographic problem solving models for tactical planning and accountability.

15. Assign officers to the same patrol elements whenever possible. (IMPLEMENTED)

Currently, beats have a dedicated vehicle specifically assigned to them. Exceptions to this policy are that on days where preventative maintenance is being performed, or when the assigned vehicle is down due to mechanical problems. In turn,

assigned beat officers are assigned to the same vehicle on a daily basis. Scheduling relief officers to assigned vehicles on a daily basis would not be practical due to scheduling difficulties and limited fleet resources. This has been the policy in patrol for many years and was in effect at the time of the study.

16. Assign the preponderance of Traffic Division staff to the Patrol Divisions. (IMPLEMENTED)

This recommendation was fully implemented on October 6, 2004, as all Traffic Section personnel were assigned to the three Patrol Bureaus. This followed a complete redesign of shifts and staffing based on workload.

17. Work closely with traffic engineering and other city departments to reduce the risk of traffic accidents. (IMPLEMENTED)

The Traffic Enforcement and Investigations Units recently completed a series of meetings with Public Works and Transportation, Fire Department, Texas Department of Transportation and independent Transportation Consultant Mike West to address the issue of safer response to freeway crashes. A training bulletin was issued from this and further training is ongoing. The Traffic Units also have periodic meetings with Public Works and Transportation to address engineering factors and analysis of accident report data. The Traffic Units and Police Technology and Technical Support Unit have made all Polaris data on crashes directly available to Public Works and Transportation from their own computer terminals. Public Works and Transportation actively addresses engineering issues brought to their attention by the Police Department or citizens. Our liaison is with David Dybala, Director of Public Works and Transportation and John Brunk, Assistant Director. This recommendation was implemented in September 2004 and is ongoing.

18. Make only limited use of motorcycles to support traffic enforcement efforts. (DO NOT CONCUR)

Approximately twenty years ago, there was a national trend to eliminate motorcycle units. This occurred in some large police departments during that era. The primary reason involved officer injuries. This was addressed by upgrading training for motorcycle officers and stressing safe operation. The Dallas Police Department led the way in this effort and is known nationally for having one of the premier training programs and safest motorcycle units in the country. For the past ten to fifteen years, the trend has reversed and now even small cities have motorcycle units, due to the fact that motorcycles are especially suited for traffic enforcement. All major suburbs of Dallas have motorcycle units. The Ft. Worth Police Department was the largest Texas city to eliminate their motorcycle unit, but reinstated it later. Approximately two years ago, they once again upgraded the size of their motorcycle unit and may upgrade it again. The Houston Police Department has a multi-year plan to increase the size of its motorcycle unit. They have had the same motorcycle strength of 40 motorcycles since 1953. The mayor and police chief plan to add 90 motorcycles a year for the next four years to result in a massive motorcycle unit of 400 motorcycles. They know that the unit will more than pay for itself in citation revenue. DPD is now conducting a survey of comparable cities to track the latest trends in motorcycle unit staffing and deployment. One example of the need for motorcycle operations, aside from enforcement, involves presidential visits to Dallas. The entire available motorcycle unit is utilized for a presidential motorcade, with approximately 30 to 40 motorcycles in operation. If such a motorcade were to be done without motorcycles, we would have to use fixed posts at every intersection rather than "leapfrogging" motorcycles. It could take in excess of 200 officers and cars for a typical presidential motorcade movement.

Patrol East, Central, and West Bureaus

Recommendation (Priority-High, Moderate, Low)	Begin	Complete	Status
19. Explore implementing "red light" cameras and other automated traffic enforcement technologies (M)	6 months	on going	? CONCUR* WITH EXCEPTIONS
20. Employ temp. staff to eliminate the backlog of accidents that have not been entered into the POLARIS system (L)	6 months	2 years	? IMPLEMENTED* 09/30/04
21. Schedule Central Operations Division officers to work eight-hour shifts(M)	6 months	18 months	? CONCUR*
22. Assign SWAT officers to support the patrol operations divisions when their specialized skills and training are not needed for specialized assignments (L)	6 months	on going	? CONCUR*
23. Reduce somewhat the time SWAT personnel devote to training (M)	6 months	1 year	? DO NOT CONCUR*
24. Discontinue staffing a stand-alone fugitive squad (M)	8 months	1 year	? DO NOT CONCUR*
25. Lease a new fleet of helicopters (M)	1 month	2 months	? CONCUR*
26. Explore the possibility of contracting with other area police departments to provide helicopter service (L)	1 year	2 years	? DO NOT CONCUR*
27. Take steps to ensure the Mounted Unit is responsive to the needs of individual patrol units (L)	8 months	1 year	? IMPLEMENTED* 9/01/04
28. Reduce the time required to correct reports that are returned to officers (L)	1 year	2 years	? CONCUR*
29. Examine use of 911 monies to ensure these resources are used to address the most important communications center needs (L)	1 year	on going	? CONCUR* WITH EXCEPTIONS
30. Assign civilian supervisors to oversee communications operations (M)	6 months	on going	? DO NOT CONCUR*
31. Increase staffing of the Expeditor Unit (H)	1 years	2 years	? CONCUR*
32. Revise types of calls assigned to the Expeditor Unit (H)	3 months	1 year	? CONCUR* WITH EXCEPTIONS
33. Improve stability of staff review software (M)	6 months	1 year	? CONCUR*
34. Cross-train expeditor staff to perform the staff review functions (M)	6 months	1 year	? DO NOT CONCUR*
35. Over time, discontinue the direct entry function (M)	6 months	1 year	? CONCUR* WITH EXCEPTIONS
36. Increase dispatch unit staffing to ensure needed positions are filled 24-hours a day (L)	1 year	2 years	? CONCUR*
37. Ensure dispatch procedures and priorities are aligned with overall departmental goals and priorities (L)	1 year	on going	? CONCUR*
38. Encourage dispatchers to ride with officers whenever possible (L)	6 months	on going	? CONCUR*

*Indicates attachment with further information on the "Status" of the recommendation.

19. Explore implementing “red light” cameras and other automated traffic enforcement technologies. (CONCUR, WITH EXCEPTIONS)

The Traffic Units support the utilization of photo red light enforcement. This technology has been utilized in a number of jurisdictions around the country. The biggest user of photo red light enforcement technology is probably New York City. Their program was recently upgraded and has been successful in decreasing the incidence of accidents caused by red light running. Other cities using this technology have had similar results. Unfortunately, enabling legislation at the state level has failed in committee twice and may not be re-introduced due to political resistance. The City of Garland chose to pursue a program in spite of this limitation and passed an ordinance making the offense of running a red light a civil violation and a “public nuisance”. This program has been successful so far. It is known that the program in Garland will be subject to an appeal through the courts, perhaps as high as the Texas Supreme Court. No one can say at this time how the program will withstand this legal challenge. Council members received a briefing from Public Works and Transportation that included the option of photo red light enforcement. The City Attorney’s Office indicated that it has concerns about its ability to withstand legal challenge.

20. Employ temporary staff to eliminate the backlog of accidents that have not been entered into the Polaris system. (IMPLEMENTED)

The Traffic Section received a state grant to fund overtime for clerical personnel to eliminate this backlog. This grant was for the 2003-2004 budget year. The backlog was eliminated by September 30, 2004 and the system is now current.

21. Schedule Central Operations Division officers to work eight-hour shifts. (CONCUR)

This schedule must be studied for impact on vehicle needs and staffing requirements. Patrol Central personnel are evaluating the proposal and will make a recommendation by January 1, 2006.

22. Assign SWAT officers to support the patrol operations divisions when their specialized skills and training are not needed for specialized assignments. (CONCUR)

These assignments will be part of an organized and planned initiative that includes up-to-date intelligence, crime statistics and specific goals and objectives to be effective March 2005. The division commander has instituted a proactive posture of effective and realistic deployment of these specialized resources to ensure active participation in the achievement of departmental goals and objectives, yet balanced to the everyday tactical readiness expected of these assets.

23. Reduce somewhat the time SWAT personnel devote to training. (DO NOT CONCUR)

The National Tactical Officers Association (NTOA) recommends in its "Suggested SWAT Best Practices" document that full time SWAT teams train a total of 25% of their time. DPD SWAT is the only full-time SWAT workgroup in north Texas. It is recognized as a leader in expertise, readiness, and training. It is imperative that the workgroup maintain, at the minimum, the established industry "best practices" to ensure operational effectiveness and integrity.

24. Discontinue staffing a stand-alone fugitive squad. (DO NOT CONCUR)

Command members of the Homeland Security/Special Operations Division met with Chief Kunkle on September 14, 2004 regarding the Fugitive Squad. Chief Kunkle directed that workgroup remain and be expanded to include the 4 members of patrol on special assignment to the United States Marshall Service regional FAST (Fugitive Apprehension Strike Team) task force. The meeting recognized that the Fugitive Squad is the legitimate departmental point of contact for fugitive issues. It meets monthly with Dallas County Parolee officials and daily with Dallas County Warrant personnel. The squad has the only standing SOP for warrant execution and conducts regular training to ensure effective and safe warrant execution. It adheres to established procedures, participates in the regional FAST task force and has a contractual relationship with DPS to proactively apprehend parole violators. In addition, it is the legitimate resource for warrant execution, a duty that had been incorrectly absorbed by patrol deployment personnel.

25. Lease a new fleet of helicopters. (CONCUR)

The Helicopter Unit proposed leasing a new fleet of Helicopters as part of the FY 2004-05 budget. Funding for this request was not available. The proposal will be reexamined during budget development for FY 2005-06.

26. Explore the possibility of contracting with other area police departments to provide helicopter service. (DO NOT CONCUR)

It is not feasible at this time to consider this recommendation. Although it has been attempted in the past without significant interest from other agencies, DPD Helicopter Unit mechanics are often performing maintenance in an attempt to keep aircraft available just for the City of Dallas demand. The flight time of the Helicopter Unit continues to diminish with the continued deterioration of the fleet due to their age and maintenance requirements. A review of out of town calls was recently conducted, and the number of times the Helicopter Unit was requested for outside agency support was negligible. Additionally, there is a private company that has been unsuccessful at this point to provide contract helicopter service to the Dallas metroplex police agencies. This recommendation could be revisited in the future, if new helicopters are acquired and departmental dispatch reliability improves and flight hours are increased.

27. Take steps to ensure the Mounted Unit is responsive to the needs of individual patrol units. (IMPLEMENTED)

The Mounted Unit Commander meets regularly with the Patrol commanders and their Deployment Units to determine the best strategies for working crime problems in specific neighborhoods. In November 2004, the Mounted Unit began saturation patrol in a high offense area. The results will be analyzed as the program continues.

28. Reduce the time required to correct reports that are returned to officers. (CONCUR)

The Patrol Divisions have implemented a system to decrease the time that it takes to correct and return accident reports. At each division, one person has been appointed to review accident reports before they are sent to the Traffic Enforcement and Investigations Unit. This person will also review returned accident reports before the report is resubmitted to the Traffic

Enforcement and Investigations Units. This person will be the point of contact at the division for issues related to an unreceived accident report or an accident report returned for correction. This process will help eliminate the need to return accident reports for correction numerous times. This will also result in a decrease in the time taken to correct an accident report. Additionally, the Departmental Compstat Model tracks and reports to division commanders on a monthly basis the number of unreceived reports in the Division. This procedure was implemented September/October 2004.

29. Examine use of 911 monies to ensure these resources are used to address the most important communications center needs. (CONCUR, WITH EXCEPTIONS)

9-1-1 monies are the responsibility of the Dallas Fire Department. The expenditures of these funds are determined by the Fire Department.

30. Assign civilian supervisors to oversee communications operations. (DO NOT CONCUR)

The supervision of the Radio Room should be left to a Sergeant of Police. Many instances that occur within the Radio Room require the expertise and background of a sworn supervisor. The efficiency study recommendation states that a captain and lieutenant are assigned and will be available to provide the police perspective when needed. The Communications Section of this Division is no longer staffed with a captain. Although a lieutenant is assigned to each watch, there are times when the lieutenant is absent or away at various meetings. Additionally, the lieutenant is often tasked with special projects and other duties that do not allow him the flexibility to closely monitor the various issues in the Radio Room. The Department's response in these cases should come from an experienced sworn police supervisor.

31. Increase staffing of Expediter Unit. (CONCUR)

Currently, 2nd watch has 7 PRE-E's (expediter personnel) assigned, with a minimum staffing level of four. Minimum staffing levels should be increased to eight. This would require a staffing level of 13-14 PRE's. The expense is justified when the potential calls are reviewed, which could be handled by this Unit. Every call that this unit does not handle is a call that will be dispatched to patrol. This is a unit that can have an immediate impact on the call load. Additionally, this unit can help to free-up patrol officers' time. An increase in Expediter Unit staffing will reduce the call load for patrol. During the recommended implementation schedule, the Communications Section will propose budget and staffing adjustments required to implement this recommendation in the FY 05/06 budget.

32. Revise the type of calls assigned to the Expediter Unit. (CONCUR, WITH EXCEPTIONS)

The DPD concurs with the recommendation to cease taking lost property reports. The Department does not concur with the recommendation of having an officer respond to all burglary calls. The Expediter Unit handles approximately 30,000 burglary calls a year. Returning this responsibility to patrol officers would affect response time and necessitate additional call responders in Patrol.

33. Improve stability of staff review software. (CONCUR)

The Communications Section will coordinate this issue with the Police Technology and Technical Support Unit. This issue should be resolved when the new Computer Assisted Dispatch (CAD) equipment is installed in Communications. This is expected to occur within the recommended implementation schedule of one year.

34. Cross-train expediter staff to perform the staff review functions. (DO NOT CONCUR)

The staff review function is detail-oriented and requires extensive knowledge of codes and state law. This function requires a high level of expertise. The Expediter Unit does not have the staff or the time to perform this function. If Expediter Unit staff was increased, the staff would be utilized to increase the number of calls handled, which would directly reduce the number of calls for patrol. Often, their calls will back up from 2-4 hours.

35. Over time, discontinue the direct entry function. (CONCUR, WITH EXCEPTIONS)

The Department will make plans to phase out the Direct Entry function in October 2005. All officers should be required to make their reports from the mobile work station or other city terminal. The exception will be for officers calling in reports from off-duty employment. Expeditors will have to be trained to take these reports.

36. Increase dispatch unit staffing to ensure needed positions are filled 24-hours a day. (CONCUR)

Each watch should be staffed with a minimum of 19 dispatchers and 5 service desk personnel. The Communications Section will propose staffing changes and budget adjustments during budget development in an attempt to meet the implementation schedule of 2 years.

37. Ensure dispatch procedures and priorities are aligned with overall departmental goals and priorities. (CONCUR)

Communications Division personnel and Patrol Division personnel need a clear understanding of each other's goals and objectives. The goal of Communications will always be to dispatch the call for service in the most expedient manner possible, with consideration to the Call Prioritization System. A goal of patrol is to staff for the expected call load, but also to give the beat officers enough discretionary time to patrol their beats in a proactive manner. The issue is how best to align those goals to serve the citizens of Dallas in the most effective and efficient manner possible. The Police Department reorganized in July 2004, placing the Communications Section in the Patrol Bureau East and is beginning the ongoing implementation of this recommendation.

38. Encourage dispatchers to ride with officers whenever possible. (CONCUR)

This requirement will be incorporated into the FY 04-05 performance plans of all dispatchers.

Patrol East, Central, and West Bureaus

Recommendation (Priority-High, Moderate, Low)	Begin	Complete	Status
39. Relocate the alarm unit to an area that allows for easier public access (L)	6 months	1 year	? CONCUR*
40. Reduce the scope of the Detention Services Unit (M)	6 months	1 year	? DO NOT CONCUR*
41. Discontinue completing legal histories for every person arrested (M)	6 months	1 year	? DO NOT CONCUR*
42. Adjust staffing of the Detention Services Unit to improve alignment with workload (M)	6 months	1 year	? DO NOT CONCUR*
43. Assign one lieutenant to oversee the Detention Services Unit (M)	6 months	1 year	? DO NOT CONCUR*

*Indicates attachment with further information on the "Status" of the recommendation.

39. Relocate the alarm unit to an area that allows for easier public access. (CONCUR)

The Alarm Unit is presently working to locate more suitable quarters. Results are expected by the end of calendar year, 2005.

40. Reduce the scope of the Detention Services Unit. (DO NOT CONCUR)

The consultant may have considered only two operational functions when making their recommendations, arrest review, and intoxilyzer test administration. The centralized arrest review function of all Class B and above arrests is necessary for continuity and to comply with requirements set forth by the District Attorney's Office and the magistrates at Lew Sterrett (Decentralizing of this function in the early nineties for four years proved this to be the case.). This also allows the reviewing supervisor to satisfy the requirement of the arresting officer being present in front of the judge to answer questions and swear to the validity of the arrest. While this may work in smaller police departments with fewer arrests, field supervisors generally have a greater role to play and cannot stay updated on constantly evolving legal requirements that are mandated of Detention Services Unit supervisors. Furthermore, direct filed cases utilize arrest reports for filing purposes, and any arrest reports lacking necessary information would probably be dismissed for cause. Detention Services Unit supervisors provide this final review to lessen the likelihood of this occurring.

41. Discontinue completing legal histories for every person arrested. (DO NOT CONCUR)

A criminal history is not performed on every prisoner arrested by the Dallas Police Department, only those prisoners charged with a Class B or higher offense. This is a requirement of the District Attorney for all law enforcement agencies that file criminal cases in Dallas County, so that charges can be properly enhanced for case filing. This function became even more scrutinized after the fake drug scandal and other higher profile cases.

42. Adjust staffing of the Detention Services Unit to improve alignment with workload. (DO NOT CONCUR)

Sergeants – The scheduling of sergeants does not vary significantly by day because of the need to maintain minimum staffing on each shift. With days off, sick time, vacation time, schools, special assignments, etc., two sergeants must be scheduled per shift to ensure that at least one will be on hand to review reports. During peak times, at least two sergeants are usually needed just to handle the workload. When a relief factor is considered, it must be taken into consideration that one of second watch's sergeants is also being utilized as the unit's administrative sergeant. This is the reason the staffing model is fifteen sergeants for the unit. Regarding calculating the number of sergeants assigned compared to the total arrest workload, "call dispatch" information was used to determine percentages. Using calls dispatched does not take into consideration actual number of persons arrested and number of charges to be processed. It also fails to consider any arrests made on view by officers. Total workload considering all arrests is usually the heaviest on Thursday evening through Sunday morning. Distribution of sergeants during this time is even, although days off adjustments could be made to fine-tune the distribution. Some of the disparity on second watch is due to the large amount of administrative paper processing workload on Mondays. Even taking this into consideration, minimum staffing is still necessary to ensure coverage.

Intoxilyzer Workload - Elimination of civilian intoxilyzer operators on second and third watch would probably not be advisable. Although activity does not compare to peak hour level, by having a supervisor exclusively perform this function, officers could potentially be delayed waiting to have their arrest reports reviewed, and magistrates would be delayed arraigning prisoners having to wait for a sergeant to swear to the arrest affidavits. Since DNA and drug tests are also performed by crime technicians, sergeants would also have to perform these tasks in addition to any other required administrative duties. Present staffing would not require a change in shift times as discussed in the study. Higher ranking personnel on all watches have been cross-trained to perform the job duties of their co-workers, so that the number of position classifications assigned to the unit is the most cost efficient. Dual staffing of a unit provides an administrative sergeant (review sergeant) and secretary (office assistant) from our present allocation of personnel. Reducing staff by over 50% (38 to 18) would overwhelm the remaining employees with additional workload and would not adequately allow for sufficient 24/7 coverage in most instances. It would also magnify the major problems; i.e. higher percentage of rejected arrest reports and concerns with relations with the District Attorney's Office, magistrates, and DSO that were experienced during the time of decentralization of the arrest review function from 1991-1995. It is recommended that staffing levels for the Detention Services Unit remain at their present level until more evaluation can be done after the new AIS (Adult Information System: computerized arrest process that should decrease paperwork considerably) is implemented toward the first part of 2005 and an assessment is made of its efficiency.

43. Assign one lieutenant to oversee the Detention Services Unit. (DO NOT CONCUR)

The Detention Services Unit is an operation that requires someone to be in charge at all times to ensure accountability and to liaison with the DSO and Magistrate's Office when arrest reporting and prisoner issues arise. One lieutenant assigned to the whole unit would have a difficult time changing watches while handling all of the administrative and operational needs in a timely manner. Someone on each watch would still have to be in charge when the lieutenant was not there.

Criminal Investigations Bureau

Recommendation (Priority-High, Moderate, Low)	Begin	Complete	Status
1. Develop annual operations plans in each bureau and division consistent with the department's strategic plan (H)	6 weeks	3 months	? CONCUR Within 60 days of approval of the Department's strategic plan, the bureau/division commander will provide the operations plan that addresses their functions.
2. Develop tactical plans at the unit and subunit level (H)	6 weeks	3 months	? CONCUR Within thirty days of approval of the operations plan, the section/unit will provide a tactical plan addressing their section/unit's function.
3. Increase staffing assigned to the sexual assaults sq. (H)	1 month	1 year	? CONCUR* WITH BUDGET CONSIDERATIONS
4. Adjust staffing of the Crime Scene Response Unit (L)	6 months	1 year	? CONCUR WITH BUDGET CONSIDERATIONS The staff review currently being conducted will be completed by March 1, 2005. If the positions are warranted, a request for them will be made by October 1, 2005 for the 2005-2006 budget.
5. Assign Crime Scene Response personnel on a geographic basis (L)	6 months	1 year	? DO NOT CONCUR*
6. Track clearance rates by Crime Scene technician (L)	6 months	1 year	? DO NOT CONCUR*
7. Assign responsibility for collecting physical evidence at vehicle crime scenes to the crime scene response unit (L)	1 year	on going	? DO NOT CONCUR*
8. Strengthen coordination among units conducting vice and narcotics investigations (L)	1 year	on going	? IMPLEMENTED* 08/01/04
9. Schedule vice and narcotics detectives to work seven days a week (M)	6 months	1 year	? IMPLEMENTED* 10/02/04
10. Increase spans of control for narcotics division lieutenants (M)	6 months	1 year	? DO NOT CONCUR*
11. Assign responsibility for maintaining specialized Narcotics Division equipment to the technical squad (M)	6 months	1 year	? CONCUR*
12. Restructure the Youth and Family Support Division as the DISD establishes its own police force	6 months	1 year	? CONCUR*
13. Focus efforts of the Gang Unit on gathering intelligence and reassign staff on a day-to-day basis to patrol ops. div. and to the Intelligence/Crime Analysis Unit (L)	6 months	1 year	? DO NOT CONCUR*
14. Develop a cohesive strategy for addressing citywide auto theft issues (H)	3 months	1 year	? CONCUR*
15. Increase staffing of the Financial Crimes Unit (H)	1 month	3 months	? CONCUR*

*Indicates attachment with further information on the "Status" of the recommendation.

CRIMINAL INVESTIGATIONS BUREAU

3. **Increase staffing assigned to the Sexual Assaults Squad. (CONCUR, WITH BUDGET CONSIDERATIONS)**

Three additional detectives were requested on October 15, 2004 to provide additional staffing for the Sexual Assault Squad. The division commander of the Crimes Against Persons Division asked that the positions be filled as quickly as possible. The three detectives will help to alleviate the high caseload experienced by the Sexual Assault Squad detectives. Currently, detectives assigned to the squad carry an annual caseload of 173 while detectives in other comparable cities handle fewer cases (between 100 and 115 cases per year).

5. **Assign Crime Scene Response personnel on a geographic basis. (DO NOT CONCUR)**

In 1988, the Department chose to centralize the property crime scene function. Previously, the function was performed at the Patrol Division level and approximately 23 personnel were required to cover the six Patrol Divisions. By consolidating the function, it relieved patrol officers of the duties and allowed the Department to reduce the number of personnel needed to provide the property crime scene function on a citywide, twenty-four hour basis. The Department went from 23 sworn to 12 civilian evidence technicians. In 1989, 5 additional civilian evidence technicians were hired to bring the current strength to 17. Personnel were distributed based on crime scene call load by watch. In centralizing the function, the Department reduced the number of personnel needed, but sacrificed the ability to assign personnel to a specific geographical area.

With current staffing, this recommendation is not feasible. A major block to this recommendation is the ability to balance workload among all crime scene staff. This is a small unit and on most days there are insufficient personnel available to assign individuals to a specific geographic area. Calls for service are assigned on a next up basis to ensure a balanced workload for all personnel. Also, there is a funding issue with additional staff that would need to be addressed by the Department.

6. **Track clearance rates by Crime Scene technician. (DO NOT CONCUR)**

The primary focus of a crime scene technician when processing a property crime scene is the search for latent prints. The unit tracks the number of latent prints lifted compared to the number of crime scenes processed. The unit also tracks the number of Automated Fingerprint Identification System (AFIS) hits on latent prints submitted by each crime scene technician. In cases where elimination prints are taken from the complainant, the technician will know in a matter of days whether their work has identified a potential suspect or their complainant. Clearance rates are really a result of the quality of the follow-up investigation by a case detective and are not always dependent on quality of crime scene processing. Since the current system of evaluation addresses this recommendation, no change is recommended.

7. Assign responsibility for collecting physical evidence at vehicle crime scenes to the Crime Scene Response Unit. (DO NOT CONCUR)

Reconstructing vehicle crimes is a specialized function that requires experience in accident reconstruction to maintain competency. This experience is gained through conducting numerous accident investigations and attending specialized training in accident reconstruction. Very few officers outside the Traffic Units have any experience at all conducting vehicle crime scene investigations. It is not recommended that this responsibility be reassigned.

8. Strengthen coordination among units conducting vice and narcotics investigations. (IMPLEMENTED)

In August 2004, Narcotics Division and Vice Section lieutenants began attending watch commander meetings at the Patrol Divisions. This change has significantly improved communications with the Patrol Bureaus and has improved the Narcotics Division's ability to support crime reduction efforts. The Narcotics Division has strengthened communications with the Vice Section and Neighborhood Nuisance Response Unit (NNRU). In August 2004, NNRU also began sending monthly reports on operations that they are conducting and those reports are disseminated to the Narcotics Division and the Vice Section. NNRU currently has access to the Narcotic Division database. Database sharing with the other units has been problematic due to some recent network issues. The Police Technology and Technical Support Unit is currently working on a solution, which will allow NNRU to directly access the database from their offices. All Vice Section and Narcotics Division service requests are now being assigned and coordinated through the Narcotic's Division's administrative sergeant for the purposes of better communications within the division.

9. Schedule vice and narcotics detectives to work seven days a week. (IMPLEMENTED)

The Narcotics Division and the Vice Section detectives are now working on Saturdays. On October 2, 2004, two Narcotics Street Squads consisting of 1 sergeant and 6 detectives began working on Saturdays from 2:00pm to 10:00pm. One squad from Vice consisting of 1 sergeant and 6 detectives currently works on Saturday from 6:00pm to 2:00am.

10. Increase spans of control for Narcotics Division lieutenants. (DO NOT CONCUR)

An increase in the span of control for the Street Squad lieutenants will not be implemented. There are currently 2 lieutenants assigned to the Street Squads with each lieutenant having 3 sergeants or squads. As a result of the inherent risks associated with the supervision of the Street Squads, the management decision was made to maintain a smaller span of control for each lieutenant.

11. Assign responsibility for maintaining specialized Narcotics Division equipment to the technical squad. (CONCUR)

The maintenance of all the Narcotics Division's specialized equipment by the Technical Squad is in the process of being implemented. Maintenance of equipment beyond the skills of the unit staff is currently contracted out. The recommendation that the positions in the technical squad be civilianized will not be implemented. The sworn officers not only maintain the equipment, but also are the only personnel trained to use all the equipment. The Technical Unit coordinates and conducts all

surveillance operations for the Narcotics Division. A proposal is being drafted that would provide surveillance operation support for most departmental functions. It is anticipated that this implementation will take 90 days (March 1, 2004).

12. Restructure the Youth and Family Support Division as the DISD establishes its own police force. (CONCUR)

The Dallas Independent School District is in the process of establishing its own police force. It will be necessary to reassign some DPD officers assigned to the schools when the current school year has ended. Prior to that reassignment, the reorganization of the DISD police force will be determined and completed. The study's recommendation will be revisited in June 2004, when the school year has ended.

The Management and Efficiency study recommended that the Departments' First Offender and the LETS Programs be consolidated because these programs focus on helping youth avoid problems with the law. It is agreed that a move of the LETS Unit to the Operations Unit should be studied. Their efforts can be coordinated with the First Offender Program, since they are both prevention programs. Another benefit to this move would be the capability to have the LETS staff assist Operations and Missing Persons with their responsibilities (booking prisoners, investigating offenses, etc.) on non-school days. This recommendation is currently being reviewed, and if feasible, a plan of action will be developed by June 1, 2005.

13. Focus efforts of the Gang Unit on gathering intelligence and reassign staff on a day-to-day basis to patrol operations divisions and to the Intelligence/Crime Analysis Unit. (DO NOT CONCUR)

When the Gang Unit was established, its primary goal was the collection, maintenance and decimation of criminal intelligence information on gangs involved in traditional street crimes. The Management and Efficiency Study expressed concerns that intelligence gathering had become a low priority. The depletion of manpower over the last several years has impacted all phases of our mission. However, intelligence gathering remains the primary focus of the Gang Unit.

In accordance with criminal intelligence systems operating policies defined in federal guidelines (28 C.F.R.) and detailed in the Code of Criminal Procedures, Article 61.02, the establishment of the Gang Database in 1999 was for the purpose of investigating and prosecuting the criminal activities of criminal street gangs. While this information is stored and maintained in the Gang Unit, its information is readily available to all law enforcement personnel investigating suspected gang activity. Historically, all known requests for this intelligence information have been shared with personnel from the investigative units and the patrol divisions. In addition, quartile reports are provided to all the patrol division as well as intelligence bulletins informing officers of activities of gangs/members. With increasing concerns about racial profiling and other civil rights matters, it should be noted that the database was not designed for officers involved in routine contacts (traffic stops, calls for service, non-custodial contacts) that were not related to suspected gang activity.

The dissemination and sharing of this information should be utilized strictly as an investigative tool for law enforcement purposes only. The Gang Unit is currently in the process of developing ways to bridge communications between the Gang Unit and the Crime Analysis Unit to ensure crime statistics and intelligence information is available throughout the Department. Once new ways to bridge communications have been developed, the unit anticipates implementing them within 90 days. Currently, efforts are being made to provide the Youth and Family Support Unit, Operations Unit, with "read only"

access to the gang database. Through this improved technology, the suggested decentralization of any manpower to the Crime Analysis Unit will not be necessary.

While the Gang Unit has been impacted by staff reductions, it has remained an effective unit. This is primarily due to the ability of gang officers to act as a cohesive unit. Currently, gang officers are assigned to geographic areas but maintain the ability to work as a unit throughout the city. This is in part the result of the day to day communication that takes place between these officers that would be lost if they were reporting to different Patrol Divisions. Attempts to divide officers into separate, smaller squads and deploy them throughout the city would result in serious communication and safety problems.

Recommendations as to the reassignment of some gang detectives into the Intelligence/Crime Analysis Unit would not result in a more effective use of criminal intelligence information. Gang Unit detectives play a key role in assisting other law enforcement personnel. Their effectiveness is, in part, because of their role as an investigator, still working jointly in the field with gang enforcement officers. Their daily field contacts are an important ingredient in developing effective strategies and providing intelligence information to the effected division. Detectives working in an office setting, detached from the field officers, would result in a loss of valuable information that is routinely obtained in the field. As stated previously, an effective computer program designed to provide law enforcement with statistical data could produce the desired results of enhanced communication without the reassignment of gang detectives to a Crime Analysis Unit.

The Management and Efficiency Study's desired goal of empowering patrol managers with the necessary resources to address gang problems could easily be solved without disrupting the current make-up of the Gang Unit. The development of patrol officers currently assigned to the Patrol Divisions into gang liaison officers would serve this purpose. Each Patrol Commander could designate any number of officers (a minimum of three is recommended) to receive two weeks of training with the Gang Unit and return to their patrol assignment with the ability to serve as gang experts for the patrol commander. Day to day communications, monthly meetings and updated gang training would also be provided. Personnel from both the Gang Unit and the Patrol Divisions would benefit from this more effective, timely communications while not requiring additional manpower. Shortly after this study had been conducted, all three bureau commanders agreed to allow the Gang Unit to remain centralized as a result of limited staffing and the noted communications and logistics issues. Therefore, it is critical that this unit maintains the current supervisory staff of one lieutenant and three sergeants for managerial effectiveness purposes.

In 2001, the Fort Worth Police Department sent gang officers back to the patrol divisions and assigned several detectives to the intelligence unit with the purpose of providing a more efficient way of addressing gang problems. Recently, the Fort Worth Police Department publicly acknowledged this was a mistake and reestablished their Gang Unit with an increase in manpower from their 2001 staffing.

In conclusion, the adoption of the recommendations concerning the Gang Unit presented by the "Management and Efficiency Study" while well intended are not in the best interests of the Dallas Police Department. Manpower issues aside, the current make up of the Gang Unit combined with the suggestions provided in this response will lead to a more effective response in combating gang crime.

14. Develop a cohesive strategy for addressing citywide auto theft issues. (CONCUR)

To ensure all staff have an understanding of what the Auto Theft Unit is trying to accomplish, the following mission statement will be adopted for the Auto Theft Unit: to provide the highest quality of service to the community through public education, prevention strategies, the active pursuit of suspects, and the recovery of stolen vehicles and parts. Our goal is to provide quality follow-up investigations and ensure auto theft suspects are prosecuted to the full extent of the law. By adopting this mission statement, everyone in the Auto Theft Unit should have a clear understanding of what the unit as a whole is trying to accomplish and how their individual duties help accomplish the task.

Beginning in 2001, auto theft has declined each year. The 2002 year ended with a 3% reduction over the previous year. In 2003, the unit saw a reduction of 6.18%. Through September 2004, another reduction of 10.66% was experienced. The Auto Theft Unit has made significant strides in reducing auto theft in recent years. Some of the strategies the Auto Theft Unit will continue to use which have contributed to the downward trend are:

- Continue preventive measures through HEAT registrations and VIN etchings, working closely with Community Affairs, the ICP Coordination Unit, various crime prevention officers and RATT (Reduce Auto Theft in Texas).
- Inspections of repair facilities, body shops, and wrecking yards for possible stolen vehicles and/or parts.
- Continue the deployment of "bait vehicles" in areas with a high incidence of auto thefts
- Continue covert operations where detective attempts to sell purported "stolen" parts, tires, wheels, etc. to businesses.
- Continue to work with area auto theft units and task forces such as the Tarrant County Auto Theft Task Force and the North Texas Auto Theft Task Force
- Continue informal training of patrol officers by attending details and/or through "hands on" training with members of the Salvage Squad.

New Strategies the Auto Theft Unit will review and implement by October 2005, if feasible are:

- Seek funds to provide auto theft awareness messages through billboards, movie trailers, or other mediums
- Assign one supervisor to meet with representatives from the Dallas County District Attorney's Office to attempt to improve prosecution of auto theft suspects
- Provide formal training through the Police Academy regarding the recognition of stolen vehicles and necessary information for successful prosecutions.
- Request a crime analyst who will be devoted solely to auto theft related issues. The crime analyst would be responsible for providing timely information for the most active beats where stolen cars and recovered vehicles, a list of repeat offenders, and top vehicles stolen in the city.

15. Increase the staffing of the Financial Crimes Unit. (CONCUR)

On October 4, 2004, a request was made to increase the number of detectives in the Financial Investigations Unit. Positions for three detectives and one non-sworn office assistant were requested for the following reasons:

- The Forgery Squad of the Financial Investigations Unit is responsible for the investigation and filing of forgeries, credit/debit card abuses and identity thefts (Fraudulent Use or Possession of Identifying Information) along with some lesser-known offenses. For the last two years, the workload of a forgery detective has hovered around the benchmark of five per day, to include both assigned cases and prisoners to work. As pointed out in the study, the average workload should be around three or four to enable a detective to respond to elements in the field as well as taking care of their investigative duties. The addition of another detective to the Forgery Squad would distribute the caseload more efficiently which would increase the quality of their investigations as well as provide more support for patrol officers in the field who call upon the detectives for their help.
- Identity theft is considered to be the fastest growing white-collar crime in the United States today. Its increase in Dallas can only be described as meteoric with over 2,800 identity thefts being reported to the Forgery Squad in the last two years. Currently, the squad has only two detectives to work these offenses and their daily caseload also reaches five new offenses per day. Some of the offenses involve the Internet, which requires the tracing of IP or URL addresses which is extremely time consuming. As such, detectives are only able to prioritize their cases where those with the most information receive investigative work. An addition of two detectives would decrease their case load dramatically which would allow them to more fully investigate all offenses and perhaps identify linkages that could be passed on to the Postal Service or the Secret Service.
- Finally, the Financial Investigations Unit would benefit greatly from the addition of one non-sworn office assistant. In 2002, the General Investigations Section lost a secretary position that had duties of receiving incoming calls and greeting the public for the entire Section, not to mention preparing correspondence and the filing of administrative papers. Upon leaving, her duties were assumed by an office assistant who was assigned to the Financial Crimes Squad. In addition to those inherited duties, she had to handle incoming calls for her squad along with typing cases, subpoena affidavits, correspondence, and filing duties within the squad. In the Fall of 2003, that individual was transferred from the Financial Investigations Unit to the Youth and Family Crimes Support Unit leaving one non-sworn office assistant to attempt to handle her duties in combination with her own. This individual already was tasked with inputting Forgery Squad activity, generating mail-in offenses, creating picture line-ups, making forgery jackets, and creating correspondence to be mailed out to complainants. Now, this office assistant must handle the duties that were assigned to the other two now departed non-sworn personnel. Many times, sworn officers and supervisors are called upon to assist the office assistant. The workload of the office assistant is staggering and clearly beyond the scope of what one individual's position should require.

These recommendations will be considered in the FY 05/06 budget process.

Human Resources and Professional Standards Bureau

Recommendation (Priority-High, Moderate, Low)	Begin	Complete	Status
1. Clarify the personnel implications of the study recommendations (H)	Immediately	one month	? CONCUR*
2. Develop and implement a strategy and plan for strengthening internal communications (H)	Immediately	on going	? CONCUR*
3. Develop annual operations plans in each bureau and division consistent with the department's strategic plan (H)	6 weeks	3 months	? CONCUR Within 60 days of approval of the Department's Strategic Plan, the Bureau/Division Commander will provide the operations plans that address their functions.
4. Develop tactical plans at the unit and subunit level (H)	6 weeks	3 months	? CONCUR Within one month of approval of the Operations Plan, the units/teams will provide tactical plans addressing their functions. Each unit will devise a tactical plan that meets the goals and objectives of the operations plan.
5. Adopt a management framework to provide a context for the department's overall approach to management (H)	Immediately	on going	? CONCUR*
6. Increase expectations for new hires (H)	1 month	4 months	? CONCUR*WITH EXCEPTIONS
7. Provide opportunities for employment candidates to self select out of the hiring process (H)	1 month	4 months	? CONCUR*Policy already in place.
8. Implement a formal recruiting planning process (H)	3 months	on going	? CONCUR*
9. Eliminate existing barriers to recruiting and hiring veteran police officers from other agencies (H)	Immediately	6 months	? IMPLEMENTED* 09/24/04
10. Increase performance expectations for new recruits during training (L)	4 months	on going	? CONCUR*
11. Develop a program to facilitate the transition of recruits from the police academy to field training (L)	4 months	on going	? CONCUR*
12. Redesign the process for selecting field training officers (L)	6 months	1 year	? CONCUR*WITH EXCEPTION
13. Strengthen the training program for field training officers (L)	6 months	1 year	? CONCUR*
14. Move responsibility for the field training program to the Personnel and Development Division (L)	6 months	1 year	? IMPLEMENTED* 10/08/04
15. Increase performance expectations for recruits participating in the field training program (L)	6 months	1 year	? CONCUR* Policy already in place.
16. Establish a systematic approach to training that focuses on identifying & addressing department specific needs (L)	6 months	1 year	? CONCUR*
17. Increase standards for shooting recertifications (L)	6 months	1 year	? CONCUR*
18. Establish professional development plans for all employees (M)	6 months	1 year	? CONCUR*

*Indicates attachment with further information on the "Status" of the recommendation.

Human Resources and Professional Standards Bureau

1. Clarify the personnel implications of the study recommendations. (CONCUR)

Once all units and divisions have reported their personnel implications, the Human Resources and Professional Standards Bureau will clarify the implications and impact for the entire Police Department. These recommendations can be completed one month after the divisional recommendations have been accepted.

2. Develop and implement a strategy and plan for strengthening internal communications. (CONCUR)

A plan to strengthen Department's upward, and lateral communication is currently under development. The plan's overall strategy includes 1) the utilization of technology to facilitate the efficient dissemination of information, 2) the proper use of multiple communications systems, and 3) a review of current and past communication systems to determine overall effectiveness.

Communication Improvements Through Technology

Currently, six computers are being added to each patrol division. These computers will be set up as informational kiosks. Officers will be able to quickly obtain relevant information, such as court notifications and training orders, as well as access the Department's intranet site which contains a wide variety of information and resources.

Greater emphasis will be placed on using the Department's e-mail system to send and receive information. E-mail allows for the quick dissemination of information to a large number of employees in a short period of time. The ability to establish group e-mails by specific worker group or class, such as officers assigned to the Northwest Patrol Division, or all investigative personnel, will be researched for feasibility. Other areas that will be explored further include the use of electronic bulletin boards or "chat rooms" for each watch, division, and bureau to share information electronically.

The Department's intranet site has been enhanced to provide a greater amount of information involving issues in which officers often express interest. Personnel actions, such as transfers and disciplinary actions, have been added to the site. The intranet site makes information such as the Police Efficiency Study and the Report on the Fake Drug Case available to all personnel. In the past, it would have been almost impossible for officers to have immediate, direct access to this type of information. Currently, the intranet site does not have the ability to accept information or questions from the end users. To strengthen upward communications, this option will be researched for feasibility.

Proper Use of Multiple Communications Systems

The Department has a variety of methods to disseminate information. Each of these methods has unique strengths and weaknesses. The proper method of dissemination should be based on several factors: 1) the type of information to be transmitted, 2) who needs the information and 3) how quickly the information is needed. Information pertinent to the entire

Department may be sent utilizing multiple communications system, i.e. Chief's Update, Department-wide e-mail and placement on the intranet. Information affecting small groups may simply be conveyed in a group meeting or by e-mail.

To increase the effectiveness and efficiency in the dissemination of information, the feasibility of a "Communications Classification" system can be researched. The purpose of this system would be to 1) increase awareness of the various methods available to convey information and 2) to delineate which method or methods should be utilized to most effectively disseminate specific types of information.

Review of Current and Past Communication Systems

The Department will research the possibility of producing The Police News as a form of sharing information in the organization. To reduce costs, the newsletter should be prepared for electronic distribution in "pdf" format or as a link on the Internet.

A review of information bulletin boards placed throughout the Department will be conducted. The review will focus on the current use of the bulletin boards and if they are an effective means of disseminating information.

A survey of Police Department employees will be conducted to determine which communication system employees most utilize and to solicit information on what improvements they would like to see made. This information will be used to help determine which methods of communications should be used for various forms of information.

"Ask the Chief" meetings may be scheduled on a quarterly basis to give all members of the Department direct access to the Chief of Police. This type of meeting gives officers the opportunity to share their concerns in an open forum. A special e-mail account may also be established for officers to send concerns directly to the Chief's Office.

All reviews and recommendations are to be completed by June 1, 2005.

5. Adopt a management framework to provide a context for the Department's overall approach to management. (CONCUR)

The Efficiency Study recommends the Department's overall management approach should incorporate four interrelated concepts. The concepts are:

- Providing authority commensurate with performance
- Ensuring accountability
- Promoting collaboration and teamwork
- Leveraging scarce resources

The concepts have been internalized and made part of the Department's Strategic Plan. The following actions have been taken or are planned for implementation to put these concepts into practical application:

Providing Authority Commensurate with Performance

In July of 2004, the Department re-organized in an effort to provide more resources to commanders with operational responsibilities. Patrol operations have been decentralized with emphasis on providing geographic policing at the division level. The Traffic Division was administratively de-centralized and each patrol bureau commander was given operational authority over their own traffic units. Communications and Tactical Divisions were each re-assigned under a patrol bureau to ensure their efforts support the Department's overall goals and objectives. The reorganization has allowed for more decentralized decision making and allocation of resources to address crime and disorder issues.

Ensuring Accountability

The Department is moving toward the Comstat model for managing police operations. Beginning in July 2004, the Chief of Police established the Inspections and Accountability Division, which includes Comstat and Inspections. In September, we began conducting weekly crime accountability meetings. Also, enhancements have been made in the Internal Affairs Division, such as the addition of personnel and specialized training. Although this is a work-in-progress, the Department has changed its philosophy on accountability and police management.

The Department is in the process of building accountability systems. In order to accomplish this goal, information must be pulled together from the multitude of disparate systems. The Department is procuring Cognos Metric Manager software that will provide an "executive dashboard" for measuring compliance and success in key focus areas such as budget, personnel management, asset management, crime control, call response, and arrests. Once these systems are in place, standards for acceptable and unacceptable performance can be established. This software will be installed and training will begin during the second quarter of FY 04/05.

Promoting Collaboration and Teamwork

As outlined previously in this section, the Department recently re-organized to put more emphasis on geographic responsibility. The re-organization fosters teamwork and the sense of a common goal. Personnel who had previously only operated on the periphery of field operations due to the previous organizational structure are now fully included in tactical and operational plans. Also, emphasis has been placed on the flow of information between investigative and operational units to increase the overall effectiveness of both units. Other methods to promote collaboration and teamwork that will be explored include the use of electronic bulletin boards or "chat rooms" for each watch, division, and bureau to share information electronically.

Leveraging Scarce Resources

The Department is committed to the current civilianization process that facilitates the return of sworn personnel to operational assignments. Other ancillary functions performed by some sworn personnel have been redefined or eliminated to ensure that officers are fully utilized to support the Department's mission. In FY 04-05, the Department has been provided additional resources to facilitate the hiring of additional police officers and to address other Departmental needs. This is an on-going management process.

7. Increase expectations for new hires. (CONCUR, WITH EXCEPTIONS)

The Department has a comprehensive selection process for police officer applicants. Historically, the Department hires approximately 10% of the applicants that apply. The hiring process includes successfully passing a Civil Service exam, the applicant interview board, a polygraph examination, a background investigation, and psychological and medical tests. The Civil Service exam administered to applicants covers spelling, vocabulary, verbal, grammar, reading comprehension and basic math skills. Civil Service does not offer separate writing or reading comprehension tests. The disqualification factors currently in place are among the strictest in the State of Texas. The findings of the efficiency study cited the number of candidates screened out during the background investigation stage increased by 40 percent.

Theoretically, an applicant does not become a police officer until he/she completes the police academy and field training. If poor reading and writing skills are identified during the police academy and field training, efforts should be made to address the problem before the recruit completes probation.

The Personnel and Development Division is committed to continuously reviewing the hiring standards to ensure the best applicants are selected. A periodic review of the disqualification factors coupled with thorough background investigations should assist in increasing the standards of the hiring process. Once an applicant is hired, the Department will strive to ensure the success of the candidate through proper training and curriculum. However, applicants who do not perform at a satisfactory level, will receive remedial training. If the applicant continues to perform at an unsatisfactory level, despite additional training, the candidate will be terminated.

7. Provide opportunities for employment candidates to self select out of the hiring process. (CONCUR, POLICY ALREADY IN PLACE)

Each applicant currently has the option to self-select out of the process at any given time. If an applicant passes the Applicant Interview Board, he or she is encouraged, but not required, to participate in a ride-along with officers. The Personnel and Development Division does not make it mandatory that an applicant participate in a ride-along with officers.

8. Implement a formal recruiting planning process. (CONCUR)

There is a mandate to hire 250 new recruits in the fiscal year of 2005-2006. Past history suggests 2,500 applicants will need to be processed to reach the desired objective. Currently, the recruiting team is comprised of six recruiters and the DPD is in the process of adding four more. In addition to an increased staff, the following actions will help meet the goals:

- Triple the number of colleges on the rotation that are visited for recruiting purposes.
- Recruit aggressively in areas where salary is competitive.
- Send recruitment flyers to all colleges with criminal justice programs.
- Advertise in the Sunday edition of newspapers in large municipalities.
- Continue working with colleges with which the DPD has an established a relationship.
- Continue on-site testing in areas of interest.
- Continue attending job and career fairs.

- Continue with efforts to get a recruiting video and a power point presentation.
- Establish a good working relationship with Dallas Community Television and promote as many police related topics as possible.

9. Eliminate existing barriers to recruiting and hiring veteran police officers from other agencies. (IMPLEMENTED)

The Department has instituted a Lateral Entry Program, which was implemented September 24, 2004. The program will hire TCLEOSE (Texas Commission on Law Enforcement Officer Standards & Education) certified police officers with at least two years of experience and 45 college hours. The lateral officers attend the police academy for 16 weeks of training. A lateral officer's salary begins at the police officer starting salary level. Two police officers from other law enforcement agencies have been hired under the program and placed in Class 284 which began on September 24, 2004.

The Department will research the possibility of hiring veteran officers from other agencies at higher levels within the pay scale. Other police departments have already been identified that allow higher pay for lateral entries. The determination if this action is feasible and what steps are necessary for possible implementation will be completed by March 1, 2005.

10. Increase performance expectations for new recruits during training. (CONCUR)

The Basic Training Unit will gather and examine information related to current "best practices" in police recruit training. Also, a review of the work done by the unit will be conducted to determine if current resources are being properly utilized or if further support should be provided. In addition, informational assistance and training opportunities will be provided to the staff in order to facilitate their tactical planning.

The Tactical Plan of the Basic Training Unit includes the following:

- Reviewing existing curriculum and comparing it to similar academies throughout the state.
- Reviewing training programs and practices from prominent academies throughout the country.
- Examining lesson plans to determine if they contain up-to-date information.
- Auditing classes and instructors to determine if course material is being taught in an effective manner and if police trainees are being challenged.
- Completing a survey of field training officers throughout the Department to determine deficiencies currently not addressed by academy training.
- Monitoring performance of trainees through field training to determine the impact of these efforts.

A six-month evaluation phase will be followed by incremental implementation of proposed changes. Because of class scheduling and other informational considerations, changes to the current Basic Training Program will begin when practical and will be spread throughout a two-year time frame.

11. Develop a program to facilitate the transition of recruits from the police academy to field training. (CONCUR)

A committee consisting of the Patrol Division field training coordinators from all Patrol Divisions has been formed. The purpose of this committee is to identify specific problems that are common among recruit officers in the field during their training. Also, the Training Section's In-Service Unit will develop programs geared specifically for each officer concentrating on their specific needs. The program may consist of additional one-on-one training in report writing, law application, or communications. Possible solutions will be developed and updated as needed. Implementation of this program has begun. A meeting is scheduled for January 27, 2005 to compile various issues of concern for recruits.

12. Redesign the process for selecting field training officers. (CONCUR, WITH EXCEPTION)

Each Patrol Division must have a sufficient number of field training officers to provide training for new officers completing the academy. Training a new officer can be stressful and requires the field training officer to provide adequate documentation of the recruit's progress. Field training officers receive a pay incentive to take on training duties and are also compensated for time outside of their normal duty hours used to document a recruit's performance. The pay incentive is received by primary training officers whether or not they are training a recruit at the time.

It is believed the efficiency study miss identified the issue associated with the field training program as being the selection process. The reported problem of field training officers passing deficient recruits instead of providing the proper documentation and corrective action plans is the failure of the field training program to evaluate trainers and hold them accountable. The current field training program does not have a method to evaluate training officers. There is no set method to remove a senior corporal from primary trainer status. Attempts to remove this status are often resisted due to the loss of the pay incentive, even if the officers do not want to train. This problem is compounded by limiting field training duties to the position of senior corporal. This rank requirement narrows the pool of qualified individuals willing to train recruit officers.

In order to address these issues, several actions can be reviewed for possible implementation: 1) establish a formal field trainer evaluation system, 2) restructure the field training program so the Phase 4 field training officer is not the same trainer from previous phases, 3) establish a board of senior field training officers to recommend guidelines for removing a trainer from training status, and 4) do not restrict field training officer duties to the senior corporal rank.

These recommendations will be reviewed and implemented, if feasible, by January 1, 2006.

13. Strengthen the training program for field training officers. (CONCUR)

The following is a plan of action for implementation:

- Develop a continuing training program for all active field training officers.
- Provide field training officers continuing and updated training each year. Updates on current laws, current policies, and how to deal with common situations that might surface in the field with the recruit will be included in the training.
- Hold a training/update meeting with field training officers who are getting ready to train a class of recruits preparing to graduate. This meeting will consist of the curriculum the specific recruit assigned to the FTO was given, weaknesses and strengths each FTO should work on, and ideas to strengthen the recruit's weaknesses.

- Recruit assignments should be finalized within two weeks of graduation to be able to accomplish these meetings.
- Implementation of this recommendation will begin March, 2005.

14. Move responsibility for the field training program to the Personnel and Development Division. (IMPLEMENTED)

All files have been transferred from the original division (Patrol Bureau) to the Training Section. The Training Section has initiated guidelines for all FTO Coordinators. The complete transfer of files and responsibility occurred on October 8, 2004.

15. Increase performance expectations for recruits participating in the field training program. (CONCUR, POLICY ALREADY IN PLACE)

Based on the information provided for this recommendation, it is believed there is some confusion regarding the Department's field training program. The field training program is divided into four phases. In each phase, the recruit takes on more responsibility and is expected to perform with less assistance from the field training officer. Recruits are expected to increase their performance as they progress through the program. Also, the field training program does provide an avenue to terminate recruits who receive re-occurring remedial training but continually fail to respond to training. This policy appears to be consistent with the recommendation made by the efficiency study.

16. Establish a systematic approach to training that focuses on identifying and addressing department specific needs. (CONCUR)

The following actions will be taken to implement this recommendation:

- Conduct quarterly meetings with all division/bureau commanders to address training needs for their employees.
- Conduct quarterly meetings with employees from patrol and bureau divisions to get input on their specific needs to help them develop their skills.
- Develop in-service courses to address specific needs as noted in the quarterly meetings.
- Develop a stronger Dallas Police Department mandated curriculum using specific training in addition to the mandatory TCLEOSE training.
- Research various curriculums offered by local community colleges and incorporate these curriculums into our training.
- Hold quarterly training coordinator meetings. The most recent meeting was held on December 1, 2004 to discuss various training issues. The meeting for the first quarter of 2005 has been scheduled.
- Form a focus group to gather information on creating a curriculum that will help strengthen the skills of all new and current non-sworn employees. The focus group was formed as a result of this recommendation and the first meeting for this group was held on December 17, 2004. Future meetings with all these groups will continue every quarter starting in 2005.

17. Increase standards for shooting re-certifications. (CONCUR)

The following strategies will be used to implement this recommendation:

- Institute weapons course specifically for officers whose shooting skills may need to be upgraded. If implemented, this would be a course from one to two days of shooting drills and one-on-one assistance. It would be held just prior to the pistol qualification period.
- Develop weapon familiarity courses for all officers (depending on budget allowances for ammunition).
- Recommendations for this course will be developed by October, 2005.

18. Establish professional development plans for all employees. (CONCUR)

The Department is committed to becoming an accredited agency within the next 24 months. The Commission on Law Enforcement Accreditation (CALEA) specifically addresses Professional Development and Promotion & Advancement as standards that must be met. The DPD will pattern professional development plans based on CALEA standards. Career paths will be established for the patrol officer, detective, first-line supervisor, mid-manager, and executive ranks.

The DPD will seek best practices in this area from accredited agencies such as the Austin, Arlington, University Park and Oklahoma City Police Departments.

Human Resources and Professional Standards Bureau

Recommendation (Priority-High, Moderate, Low)	Begin	Complete	Status
19. Articulate linkages between strategic and operational plans and performance evaluations (H)	3 months	1 year	? CONCUR*
20. Develop a comprehensive leadership development program (M)	6 months	1 year	? CONCUR*
21. Replace sworn officers performing work that can effectively be performed by civilians with civilians (M)	Immediately	on going	? CONCUR*, WITH EXCEPTIONS
22. Establish a commitment to employing a sufficient number of civilian employees (M)	Immediately	on going	? CONCUR*, WITH EXCEPTIONS
23. Explore employing part-time employees (M)	6 months	1 year	? CONCUR*, WITH BUDGET CONSIDERATIONS
24. Provide additional civilian support to patrol investigative units (H)	6 months	on going	? CONCUR*, WITH BUDGET CONSIDERATIONS
25. Combine the Internal Affairs and Public Integrity Units (M)	6 months	1 year	? IMPLEMENTED 7/27/04 IAU and PIU were combined under one division commander.
26. Reassess the overall approach to conducting internal affairs investigations (M)	3 months	1 year	? IMPLEMENTED* 9/21/04
27. Provide internal affairs managers and supervisors with additional training (L)	6 months	on going	? CONCUR*
28. Monitor staffing of the internal affairs function as the number of cases assigned to the division declines (M)	1 year	on going	? CONCUR*
29. Complete a comprehensive review of the academy training program based on national best practice (L)	1 year	2 years	? CONCUR*
30. Consider reducing the length of the academy to 24 weeks (M)	6 months	1 year	? DO NOT CONCUR*
31. Take steps to improve the operational efficiency of the academy (M)	6 months	1 year	? CONCUR*
32. Take steps to ensure that the department's investment in recruit training accrues to it (M)	6 months	1 year	? CONCUR*
33. Make strategic use of information relating to overtime expenditures in Personnel and Development (H)	3 months	on going	? IMPLEMENTED*
34. Rotate positions through the training academy (L)	6 months	on going	? CONCUR*
35. Work with City of Dallas human resource professionals to address shortcomings with the current payroll system (L)	6 months	1 year	? CONCUR*WITH EXCEPTIONS

*Indicates attachment with further information on the "Status" of the recommendation.

19. Articulate linkages between strategic and operational plans and performance evaluations. (CONCUR)

Performance plans will be created that address the goals and objectives of the Department's Strategic Plan and the Bureaus' Operations Plans. Performance plans are developed by November 30 each year. Plans will be adjusted during mid-year to reflect any changes to be made regarding the strategic plan. Training will be provided to supervisors on how to develop goals within a performance plan to support strategic and operational plans.

20. Develop a comprehensive leadership development program. (CONCUR)

Within the next calendar year (2005), a committee consisting of existing commanders will be established to identify the type of in-service training that needs to be developed specifically for members of the command staff. The Department will also research and/or develop management curriculum for personal wishing to move into supervisory and upper management positions. Local colleges and other area law enforcement agencies will be contacted to determine possible training opportunities. The overall goal of the leadership program will be to determine what the training needs are to ensure the Department maintains a sufficient number of highly skilled individuals prepared to advance to the next level.

The Department will review all current boards, panels and special projects for "on-the-job training" potential. Also, a review of various supervisory and management positions will be conducted to determine the feasibility of designating "job enrichment" positions.

21. Replace sworn officers performing work that can effectively be performed by civilians with civilians. (CONCUR, WITH EXCEPTIONS)

In FY03-04, the Department began the civilianization process in an effort to return sworn personnel to operational duties. During this first round of civilianization, 58 positions were civilianized. For FY 04-05, the Police Department was authorized to civilianize an additional 21 positions. The process of identifying these additional positions has begun and will be completed by February 2005.

22. Establish a commitment to employing a sufficient number of civilian employees. (CONCUR, WITH EXCEPTIONS)

The Police Department has established a commitment to employing a sufficient number of civilian employees. The following positions were approved for civilianization in FY 03-04:

# of positions	Current Working Title	Current Title	New Title	New Grade
1	Contract Management	Sergeant	Manager	I
1	Fleet/Fixed Asset Mgt	Senior Corporal	Department Technical Analyst	I
2	Applicant Processing	Police Off.	Office Assistant II	D

1	Applicant Processing	Senior Corporal	Senior Office Assistant	F
1	Personnel Research	Senior Corporal	Senior Office Assistant	F
1	Employee Recognition/Benefits	Senior Corporal	Coordinator	G
1	Recruit/Background	Senior Corporal	Coordinator	G
1	Training Coordinator	Senior Corporal	Senior Office Assistant	F
1	Training Video Specialist	Senior Corporal	Video Specialist	F
1	In Service Training Supervisor	Sergeant	Coordinator III	I
1	Planning and Crime Analyst	Sergeant	Coordinator III	I
1	Planning Support	Senior Corporal	Police Research Specialist	G
1	Internet Web Master	Senior Corporal	Web Designer	J
1	Senior Programmer	Senior Corporal	Senior Program Analyst	J
1	LAN Network Manager	Senior Corporal	Database Analyst	K
1	IT Analyst	Senior Corporal	Dept. Technology Analyst	I
4	Network Analyst	Police Officer	Network Analyst	I
1	Headquarters Facility Coordinator	Senior Corporal	Supervisor III	I
1	Property Room Storekeeper	Police Officer	Storekeeper	C
3	Senior Police Dispatcher	Senior Corporal	Police Dispatcher	F
3	Police Dispatcher	Police Officer	Police Dispatcher	F
1	Auto Pound Supervisor	Sergeant	Coordinator	G
1	Audit Manager	Sergeant	Manager II	K
0	Auditor	Senior Corporal	Internal Control Specialist	H

Public Service Officer Positions

# of positions	Division	Position
4	Central	Public Service Officer
2	Central CBD	Public Service Officer
3	Northwest	Public Service Officer
5	Southeast	Public Service Officer
3	Southwest	Public Service Officer
2	Northeast	Public Service Officer
5	North Central	Public Service Officer

23. Explore employing part-time employees. (CONCUR, WITH BUDGET CONSIDERATIONS)

In February 2005, a Department-wide survey will be conducted to determine if and where permanent part-time and temporary employees could be utilized effectively. Results of this survey will be used to determine the number and type of positions that would be most useful. A budget impact statement will be generated so a cost-to-benefit evaluation can be performed. Positions that are found to be both effective and fiscally feasible will be submitted for consideration during FY 05-06 budget preparation.

24. Provide additional civilian support to patrol investigative units. (CONCUR, WITH BUDGET CONSIDERATIONS)

The Personnel and Development Division will work with the various investigative units located in patrol to help identify what additional civilian support may be warranted or needed. A budget impact statement will be prepared for FY 05-06 consideration. The survey of these investigative units will be completed by March 1, 2005.

25. Combine Internal Affairs Division and Public Integrity Units. (IMPLEMENTED)

On July 27, 2004, the Internal Affairs Division and Public Integrity Unit were combined as the Internal Affairs and Public Integrity Division.

26. Reassess the overall approach to conducting Internal Affairs investigations. (IMPLEMENTED)

On September 21, 2004, the Internal Affairs Unit restructured the format in which investigations are written. All attachments such as internal statements, witness statements, and any other documentary or testimonial evidence is attached to the investigation for review. This alleviates the need for the Internal Affairs detective to repeat the entire statement of each involved officer or witness. The pertinent parts of the officer's internal statement, as well as the witness statements, are summarized as part of the conclusion of the investigation. The overall investigation consists of a summary, allegations developed, investigative notes, findings, and conclusion. This process has improved the overall timeliness and efficiency of the Internal Affairs Unit, while maintaining consistency, impartiality and fairness throughout the investigative process.

Rudeness complaints and minor policy violations are referred back to the division where the employee is assigned for investigation.

27. Provide Internal Affairs managers and supervisors with additional training. (CONCUR)

The command level supervisors assigned to the Internal Affairs Unit will undergo training to stay updated on new techniques and procedures regarding conducting internal investigations. As a part of this on-going training, all command level supervisors assigned to the Internal Affairs Unit will attend an Internal Affairs Professional Standards and Ethics course conducted by the Institute for Law Enforcement Administration.

28. Monitor staffing of the internal affairs function as the number of cases assigned to the division declines. (CONCUR)

The Record Management Team of the Internal Affairs Unit (IAU) is tasked with continuously monitoring the caseload of the Unit. The Internal Affairs Unit has seen an increase in the number of cases received over the past four years. In 2000, the Unit investigated 480 complaints. In 2003, that number had increased to 642. This increase has created the need for additional detectives to handle the increased workload. As a result, the Internal Affairs Unit is in the process of adding eight additional detectives. IAU will continue to monitor caseload and when it becomes apparent that the caseload is beginning to decrease, personnel changes will be made as necessary.

29. Complete a comprehensive review of the academy training program based on national best practices. (CONCUR)

- The Basic Training Unit (BTU) is currently gathering information related to current “best practices” in police recruit training from academies throughout the country.
- BTU is auditing current methods and tactics deployed by instructors at the Dallas Police Academy.
- BTU will gather, analyze, and compare Dallas Police Academy training procedures and tactics with other successful academies throughout the country.
- The Unit will prepare a summary on possible additions or deletions to the current academy program.
- An implementation strategy will be devised if specific training courses/methods are determined desirable.
- This review will run concurrent with other strategic objectives listed with proposals/ improvements to be phased in over a two-year time frame.

30. Consider reducing the length of the Academy to 24 Weeks. (DO NOT CONCUR)

Reducing the length of the academy to 24 weeks is not feasible due to State of Texas Peace Officer Licensing Standards. In 2005, Texas Commission on Law Enforcement Officer Standards and Education (TCLEOSE) is expanding required curriculum for the basic peace officer certification course by 48 hours. Additional departmental considerations related to technology, force continuum options, and changing social demographics will curtail any significant reduction in the academy training cycle. Reduction of administrative hours during the academy and streamlining current non-mandated courses is being considered to provide a possible moderate reduction.

31. Take steps to improve the operational efficiency of the academy. (CONCUR)

Currently, there are two commanders assigned to the academy. One commander oversees basic training (recruits) the other in-service training.

- Each Training Section commander will review job duties for each employee.
- The Training Section commanders will also develop an activity database that each employee will use to enter their daily activity. This will enable the In-Service Unit commander and the Basic Unit commander to monitor each employee's work.
- All employees assigned to the Training Section will be cross-trained to instruct all courses offered at the academy.
- This recommendation was implemented for the In-Service Training Unit on November 1, 2004.

32. Take steps to ensure that the Department's investment in recruit training accrues to it. (CONCUR)

The Basic Training Unit (BTU) will consider possible measures regarding contracts with recruits that can be utilized to ensure that once employed and trained by the Dallas Police Department, recruits will remain with the Department. The Basic Training Unit will gather information from outside sources that have used such programs and determine if they would be beneficial and cost effective. Also, the BTU will review a past study completed by the Dallas Police Department into this process and determine if those findings are still valid under current practices. (Previous study indicated these practices do not produce desired effect.) A review of this issue will be completed within one year and will be presented for evaluation at that time.

33. Make strategic use of information relating to overtime expenditures in Personnel and Development. (IMPLEMENTED)

Overtime information from the Cognos software program is readily available to all commanders via the Intranet. A monthly overtime expenditure report will be generated for the commander of the Personnel and Development Division. This report will break down the overtime expenditures by activity type to assist the commander in determining if the expenditures support the division's strategy. This information is also being added to the weekly accountability meeting.

34. Rotate positions through the training academy. (CONCUR)

- The positions in the Basic Training Unit are specifically geared for recruits being trained to work in patrol. The Basic Training Unit coordinator position and the defensive tactics position will be rotated through the academy every five years. This would enable the recruits to receive fresh ideas.
- The in-service coordinator position is specifically geared for in-service officer training throughout the Department, not necessarily just for patrol. These positions will be evaluated from a patrol and bureau perspective and will also follow a five-year rotation.
- In-service coordinators will develop a program in which they will be working in various divisions/bureaus throughout the year to help them develop stronger curriculums geared specifically for the divisions' needs.

The Personnel and Development Division Commander will act on behalf of the Police Department in the best interest of the needs of the Department in regards to training and will maintain authority to supercede the five-year rotation plan.

35. Work with the City of Dallas Human Resource professionals to address shortcomings with the current payroll system. (CONCUR , WITH EXCEPTIONS)

At the time the efficiency study was being conducted, the COGNOS software system was being brought on-line within the Department. COGNOS is a database manipulation application in which payroll information is downloaded each pay period. In-depth financial reports can now be produced which were previously unavailable. Another computer application being implemented is POLICE MANAGER. This application will facilitate the processing of personnel actions and strengthen position management.

The Department does not concur with the recommendation for a time clock pilot program to be established at the Academy. This recommendation appears to have been made in the mistaken belief that officers must enter their time into the LAWSON payroll system on a daily basis. The Department's payroll system, as much of the City Departments, only requires entry for exception time taken or earned. Currently, Academy personnel only make entries on intermittent occasions such as when using vacation time or earning overtime. A time clock system would require daily action by employees and the employees would still be required to enter any exception payroll entries. A time clock system would also create a bottleneck when staff arrives or departs the work place at approximately the same time.

As recommended, the Human Resources and Professional Standards Bureau will continue to identify any remaining shortcomings of the current payroll system. The shortcomings will be formally communicated to the Human Resources Department and the City Comptroller's Office with a request for assistance.

Any remaining problems with the existing system will be identified by April 1, 2005. A plan to address the identified shortcomings will be developed with the assistance of the Human Resources Department by August 1, 2005.

Human Resources and Professional Standards Bureau

Recommendation (Priority-High, Moderate, Low)	Begin	Complete	Status
36. Disband the centralized planning and crime analysis unit and reassign staff to other units (L)	8 months	1 year	? DO NOT CONCUR*
37. Expand the role of the Inspections Unit to include conducting audits of performance data and increase staffing to reflect these increased responsibilities (H)	1 month	6 months	? CONCUR*

*Indicates attachment with further information on the "Status" of the recommendation.

36. Disband the centralized planning and crime analysis unit and reassign staff to other units. (DO NOT CONCUR)

The Department disagrees with the recommendation to disband the centralized planning and crime analysis unit. The DPD has adopted Compstat software as the accountability model and sufficient staff is needed to perform this function. The Department has requested six police research specialists so that the analysts may be returned to the patrol stations for a more efficient and effective crime analysis function. The Department needs to add a seventh civilian position for the Crimes Against Persons Division, as well as additional civilian positions to perform geographic intelligence research.

37. Expand the role of the Inspections Unit to include conducting audits of performance data and increase staffing to reflect these increased responsibilities. (CONCUR)

The Inspections Unit is in the process of being civilianized and consists of a non-sworn Manager II and four internal control specialists. The Unit's FY 04/05 work plan will include audits of performance data.

Support Services and Financial Bureau

Recommendation (Priority-High, Moderate, Low)	Begin	Complete	Status
1. Develop annual operations plans in each bureau and division consistent with the department's strategic plan (H)	6 weeks	3 months	? CONCUR The Bureau and Division plans are being developed and will soon be available for review.
2. Develop tactical plans at the unit and subunit level (H)	6 weeks	3 months	? CONCUR The unit and sub-unit tactical plans are being developed and will soon be available for review.
3. Adopt a resource allocation methodology that clearly links resources and results (L)	1 month	3 months	? CONCUR This item will be incorporated into the fiscal year 05/06 budget process. (i.e. benchmark and outcome measurement)
4. Increase funding to support recruiting efforts (H)	Immediately	on going	? IMPLEMENTED* 10/01/04
5. Make selective investments in the tools, equipment & technology needed to make emp. more productive(H)	Immediately	on going	? CONCUR* BUDGET CONSIDERATIONS
6. Ensure investments in tech. are supported by adequate investments in project management & training (H)	Immediately	on-going	? IMPLEMENTED*
7. Ensure all units are assigned sufficient vehicles to support effective operations (H)	6 months	on going	? IMPLEMENTED* 11/10/04
8. Establish a policy that patrol vehicle vehicles will be replaced every 75,000 miles (M)	1 year	on going	? CONCUR*, BUDGET CONSIDERATIONS
9. Provide officers with "home storage" vehicles only if there is an operational need to do so (M)	1 year	on going	? IMPLEMENTED* 12/31/03
10. Establish an internal mail service (M)	1 year	2 years	? DO NOT CONCUR*
11. Consider providing home storage vehicles to officers who drive marked elements and live within the City of Dallas (H)	1 month	3 months	? DO NOT CONCUR*
12. Equip patrol vehicles with prisoner shields (H)	6 months	on going	? CONCUR*, BUDGET CONSIDERATIONS
13. Equip patrol vehicles with video cameras (H)	1 month	on going	? CONCUR*, BUDGET CONSIDERATIONS
14. Explore the possibility of tapping tax revenues that are available to support school crossing guards (M)	3 months	1 year	? CONCUR*
15. Take steps to ensure that the use of seized monies complies with federal law & reflects dept. priorities (L)	1 year	on going	? IMPLEMENTED*
16. When large cash seizures are made, take monies immediately to a financial institution (L)	6 months	on going	? DO NOT CONCUR*
17. Consider giving citizens the option of paying for open records reports by credit card (L)	1 year	2 years	? CONCUR*, WITH EXCEPTIONS
18. Ensure that a least one Spanish speaking person is available in Records to service citizens on each watch (L)	1 year	on going	? IMPLEMENTED The Records Unit has one watch (M-F 8:00am-5:00pm). This Unit has one qualified Spanish language speaker who is generally available during the hours of operation.

*Indicates attachment with further information on the "Status" of the recommendation.

Support Services and Financial Bureau

4. Increase funding to support recruiting efforts. (IMPLEMENTED)

To support the recruiting efforts, the fiscal year 2004-2005 recruiting budget (advertising and recruiting trip funding) has been increased by \$211,168 or 129%, from \$163,724 to \$374,892. Advertising is increased from \$ 120,000 in fiscal year 2003-2004 to \$155,628 in fiscal year 2004-2005.

5. Make selective investments in the tools, equipment and technology needed to make employees more productive. (CONCUR, BUDGET CONSIDERATIONS)

The Executive Assistant Director of the Police Department is currently reviewing the equipment needs in all units. A Technology Committee will be formed during the second quarter of fiscal year 2004-2005 and will include a representative from all major units and divisions of the Department. A Uniform Committee has been in place for several years. By early 2005, the Department should have 400 newly equipped Tasers. The Department is in the process of purchasing 100 AR 15 rifles. Additional vehicles, radios, telephones, and other equipment will be purchased or replaced subject to funding availability.

6. Ensure investments in technology are supported by adequate investments in project management and training. (IMPLEMENTED)

The Police Technology and Support Units provide training whenever new technology is purchased. The Department ensures that training money is included in the initial purchase as a requirement of the vendor. The Police Technology Unit provides different training classes every two to three weeks, (i.e.: Control-D, ENP, COGNOS, and Police Manager Training). This process is already in place and will be on-going for any new project.

7. Ensure all units are assigned sufficient vehicles to support effective operations. (IMPLEMENTED)

On November 10, 2004, the City Council approved the purchase of 295 marked squad cars. Of the 295 vehicles, 180 are for normal replacement in the budget process, 25 are an addition to cover the previous shortage of over 20 marked squads to the fleet for fiscal year 2004-2005, and 70 are additions to replace dedicated Compressed Natural Gas (CNG) vehicles. The Department will continue to review the fleet to ensure sufficient vehicles are available for patrol /call answering operations.

8. Establish a policy that patrol vehicles will be replaced every 75,000 miles. (CONCUR, BUDGET CONSIDERATIONS)

The Fleet Management Team conducted an analysis in May 2003 to gradually replace vehicles over the next several years. Fleet Management recommends an increase in the number of replacement vehicles over the next several years to reach a replacement mileage of 70,000 – 80,000 miles. This has to be accomplished gradually because of funding and availability of the Equipment and Building Services Department to “make ready” the number of vehicles needed to replace the high mileage

vehicles now in service. The Dallas Police Department will work with the City Manager's Office to seek approval. Currently, there is a proposal to purchase 295 new marked vehicles and have them in service by April 2006.

9. Provide officers with "home storage" vehicles only if there is an operational need to do so. (IMPLEMENTED)

A policy was in place at the time of this study. During the first quarter of 2003-2004, the home storage vehicle process and policy was reviewed and modified. The Department will continue to review assignments with home storage to ensure compliance.

10. Establish an internal mail service. (DO NOT CONCUR)

The current internal mail service is very effective in providing a quick and efficient turnaround for mail, supplies, monies, and high priority/confidential items. Many items require hand to hand delivery and are critical in nature. Patrol stations provide a mail service on both second and third watches due to mail volume and time urgency issues. To depend on a once a day internal mail system would reduce timeliness and limit prompt delivery of confidential items. It would also limit bulk deliveries of supplies and equipment necessary for the daily operation of patrol stations.

11. Consider providing home storage vehicles to officers who drive marked elements and live within the City of Dallas. (DO NOT CONCUR)

Most marked vehicles are assigned to 24 hour or 16 hour shifts and would therefore not be available for home storage. The number of officers that live within the City of Dallas and the cost to provide home storage vehicles may be considered at a later date.

12. Equip patrol vehicles with prisoner shields. (CONCUR, BUDGET CONSIDERATIONS)

A survey is being conducted by the Fleet Management Unit. A review of the survey and evaluation of feasibility and affordability to purchase will be completed by March 1, 2005.

13. Equip patrol vehicles with video cameras. (CONCUR, BUDGET CONSIDERATIONS)

Ninety video cameras installed in patrol vehicles between December 2003 and January 2004 were funded from a state grant. A budget request was submitted to purchase 500 mobile video cameras each fiscal year for the next four years in order to equip all patrol vehicles. This request was denied for FY 2004-2005. The Department has made contact with the Communities Foundation seeking private funding. However, the availability of private funding is unknown at this time. The cost is estimated at \$2,575,066 to purchase and install video cameras in every marked squad car.

14. Explore the possibility of tapping tax revenues that are available to support school crossing guards. (CONCUR)

A meeting was held on October 29, 2004 with Dallas County Administrators and the Acting City Manager to discuss funding school crossing guards with revenues from a vehicle registration fee increase. Dallas County Administrators expressed that it

would require Dallas County Commissioner approval and would only be approved with a tax decrease in the City of Dallas. The City Manager will make the final decision on this recommendation.

15. Take steps to ensure that the use of seized monies complies with federal law and reflects department priorities. (IMPLEMENTED)

Applicable federal laws continue to be reviewed, and the Dallas Police Department is in compliance.

16. When large cash seizures are made, take monies immediately to a financial institution. (DO NOT CONCUR)

Most monies are seized after hours when financial institutions are closed, making deposits impractical. All monies currently placed into the Property Unit are processed and deposited as soon as practical by use of armored car companies. Money cannot be deposited by seizing officers unless they bypassed safeguards of recounts and proper invoicing. Dunbar Armored Car is under contract to pick up Property Unit monies once per week. Additional pick-ups will be requested when needed for large cash seizures.

17. Consider giving citizens the option of paying for open records reports by credit card. (CONCUR, WITH EXCEPTIONS)

Credit cards are currently not accepted as payment for reports. The Department has determined that credit card payments, if approved, should be limited to amounts of \$10.00 or more since there is a processing fee charged by the credit card companies of 1.5% and \$.22 per transaction that make lesser amounts too costly to process. The Department is currently in the process of expanding debit services and exploring on-line credit card payments.

Support Services and Financial Bureau

Recommendation (Priority-High, Moderate, Low)	Begin	Complete	Status
19. Focus consistent attention on ensuring the timely release of property (L)	6 months	1 year	? CONCUR*
20. Evaluate the adequacy of the property storage facility after steps are implemented to ensure the timely release of property (L)	6 months	1 year	? CONCUR*, BUDGET CONSIDERATIONS
21. Discontinue overnight customer service operations and increase staffing on the other shifts (M)	6 months	1 year	? CONCUR*
22. Invest in improving the physical security of the auto pound facility (L)	8 months	1 year	? CONCUR*
23. Provide additional training to auto pound employees (L)	8 months	on going	? CONCUR*
24. Strengthen public service & building security functions (L)	8 months	1 year	? CONCUR*, BUDGET CONSIDERATIONS
25. Assign responsibility for Dallas Police Museum fund raising to the planning, budget and accountability unit (M)	6 months	1 year	? DO NOT CONCUR*
26. Reassign responsibility for preparing Council agendas (M)	6 months		? DO NOT CONCUR*
27. Take steps to recover the full costs of services provided to support Expanded Neighborhood Patrol (ENP) (M)	6 months	1 year	? CONCUR*
28. Charge individual divisions and units for goods and services provided by the Quartermaster Unit (L)	1 year	2 years	? DO NOT CONCUR*
29. Devote less time to tracking and processing small transactions (L)	1 year	2 years	? CONCUR*
30. Strengthen grant related contract and monitoring (L)	1 year	2 years	? CONCUR*
31. Establish procedures for ensuring the department only pursues grant monies when doing so supports its strategic objectives (L)	6 months	on going	? IMPLEMENTED*
32. Establish a development & grants management office (M)	6 months	1 year	? CONCUR*, BUDGET CONSIDERATIONS
33. Make expanded use of purchasing cards (L)	1 year	2 years	? CONCUR*
34. Explore opportunities to leverage existing relationships with software developers to generate revenues (M)	3 months	1 year	? DO NOT CONCUR*
35. Expand the role of the Police Technology and Technical Support Unit to providing information on how technology can be used to support crime reduction efforts (M)	3 months	1 year	? CONCUR*
36. Provide information to bus. & com. organizations on how they can use tech. to support security efforts (L)	8 months	on going	? CONCUR*
37. Increase Police Technology and Technical Support Unit staffing (M)	6 months	1 year	? CONCUR*, BUDGET CONSIDERATIONS
38. Quartermaster, take steps to reduce the dept's invent. (M)	6 months	1 year	? CONCUR*, WITH EXCEPTIONS

*Indicates attachment with further information on the "Status" of the recommendation.

19. Focus consistent attention on ensuring the timely release of property. (CONCUR)

A recent meeting with the City Attorney's Office clarified confusion in terms of timely property release and how to advertise property in the paper to the owner. Chapter 59 of the Code of Criminal Procedures also provides guidance and we should be able to move forward with the timely release of property. The Property Unit is currently seeking to upgrade the Property Room Inventory Management Systems (PRIMS). This upgrade will also assist in the timely release of property.

20. Evaluate the adequacy of the property storage facility after steps are implemented to ensure the timely release of property. (CONCUR, BUDGET CONSIDERATIONS)

A review of current property storage has determined the need to purchase additional shelving units, which will be requested during the fiscal year 2005-2006 budget development. We will continue to monitor future storage needs as we facilitate the timely release of property.

21. Discontinue Auto Pound overnight customer service operations and increase staffing on the other shifts. (CONCUR)

Since only 9% of vehicle release occurs during this period, the impact on public service should be minimal. Auto Pound intake will still be available. The discontinued overnight customer service will only affect the payment window. Temporary staffing from light duty and special assignment personnel, reinstated employees, and pre-hires, is currently utilized to address critical needs and is an on-going process as the need arises. This recommendation will be studied this year, and recommendations will be made concerning the proposal.

22. Invest in improving the physical security of the auto pound facility. (CONCUR)

Funds have been allocated to purchase and install new high-security iron fencing and surveillance cameras. Funding was approved for the surveillance cameras in fiscal year 2003-2004. Funding was approved for the security fencing for fiscal year 2004-2005. The bidding process has been initiated for both fencing and the surveillance cameras. The anticipated completion date is June 1, 2005.

23. Provide additional training to auto pound employees. (CONCUR)

The New Employee Handbook, Auto Pound Standard Operating Procedure (S.O.P.) and the new Auto Pound Inventory Control System manual are being examined for revision and update. Refresher training on impoundment and processing procedures will commence January, 2005.

24. Strengthen public service and building security functions. (CONCUR, BUDGET CONSIDERATIONS)

In April of 2004, a security proposal for the Jack Evans Headquarters Facility was submitted to Assistant City Manager Charles Daniels recommending the use of the City Security Division to address building security needs. This proposal includes an estimate from the Equipment and Building Services Department of \$652,088 for the first year and \$606,413 for subsequent years. This provides a cost savings of almost \$100,000 for the first year and \$144,000 during subsequent years. The Department is currently awaiting a response from the City Manager's Office. The Homeland Security and Special Operations Division evaluated the physical security needs of the Jack Evans Building and submitted a proposal. The facility Management Team concurs with their recommendations, with some additions, and has submitted immediate, intermediate, and long range plans. A grant is being awarded and specifications are being developed for a magnetometer and xray machine. A new security system maintenance contract is being reviewed and will be awarded soon.

25. Assign the responsibility for Dallas Police Museum fund raising to the planning, budget, and accountability unit. (DO NOT CONCUR)

The museum is a nonprofit (501 C 3) organization. Fund raising efforts are the responsibility of the Museum Board of Directors. The position of Museum Curator will remain in Facilities Management, Support Services Division since it requires staff support and security of artifacts. The commander of the Inspections and Accountability Division will be a member of the Police Museum Board of Directors and will have input on fundraising. (As of September 30, 2004, the museum's assets are worth over \$48,800, which includes more than \$8,800 is cash.)

26. Reassign responsibility for preparing City Council Agendas. (DO NOT CONCUR)

Many of the items placed on the Council Agenda require detailed financial and contract information or have major budget implications. This has been the reason to have this function located in the Financial and Contract Management Unit. This position does interface with and indirectly report to the Executive Assistant Director, who is the commander of the Support Services and Financial Bureau. The current structure is effective.

27. Take steps to recover the full costs of services provided to support Expanded Neighborhood Patrol (ENP). (CONCUR)

Consultant findings regarding Expanded Neighborhood Patrol were incorrect. The DPD does not pay the Expanded Neighborhood Patrol (ENP) officers for the services they provide to organizations. The organizations pay the officers. The DPD only invoices for the hours the police vehicle equipment is used by an organization. Current fees have included the overhead. A simplified ENP program will be proposed in January, 2005.

28. Charge individual divisions and units for goods and services provided by the Quartermaster. (DO NOT CONCUR)

The most efficient system is currently being used, which saves the City \$2 million dollars annually when compared to a similar size department. Charge backs to individual divisions or units would only increase the administrative burden and would not be beneficial to the Department.

29. Devote less time to tracking and processing small transactions. (CONCUR)

This recommendation was made in regard to processing parking reimbursements. The Financial and Contract Management Unit manager is currently exploring a Pilot Project to establish a contract between the City of Dallas and Dallas County or a parking company to pay a set fee for parking. This idea was explored a few years ago and was not feasible at that time. However, it will again be explored within the next six months.

30. Strengthen grant related contract and monitoring. (CONCUR)

A meeting with 10 project directors within the Department is scheduled for January 2005. This meeting will help strengthen the communications between the Financial and Contract management Unit and the individual project directors. A comprehensive list of reporting requirements and due dates will be developed to better track current and future grants.

31. Establish procedures for ensuring the department only pursues grant monies when doing so supports its strategic objectives. (IMPLEMENTED)

Since summer 2004, the Financial and Contract Management Unit began forwarding information regarding grant opportunities to divisions that could benefit. It is the responsibility of the individual division or unit to determine if the grant supports its strategic objectives. Potential grants are also reviewed by the Executive Assistant Director of the Support Services and Financial Bureau to determine if they are financially feasible.

32. Establish a development and grants management office. (CONCUR, BUDGET CONSIDERATIONS)

The Financial and Contract Management Unit concurs that a grant and management office is desirable and concurs with this recommendation. However, creation of the office will require more positions and the expense is not justified at this time. Consideration will be given in future budgets to this recommendation.

33. Make expanded use of purchasing cards. (CONCUR)

The Department is expanding the function of the two purchasing cards currently being used. It is working with the Purchasing Department to expand access of the purchasing cards. City Hall has provided an expanded list of items and is willing to give more options. Expanded use of the purchasing card increases efficiency but at an extra cost. Usage guidelines are established and attached.

34. Explore opportunities to leverage existing relationships with software developers to generate revenues. (DO NOT CONCUR)

This recommendation was in response to the development of our "CourtNotify System", developed in partnership with a software development company and now being marketed to other law enforcement agencies. The partnership(s) that are created when Dallas acts as a business development contributor results in significant savings for the development cycle; the

vendor knows the return on their investment (ROI) may come during later marketing in the law enforcement arena. While the City of Dallas could market its internally developed applications to other agencies, the overhead in personnel, support, liability, and the divergence from our primary goal of public safety may not result in an overall profitable endeavor. Software development companies are organized to provide the development, marketing and support required, while the Dallas Police Department does not have the assets to “run a business.” The current method saves significant front-end costs.

35. Expand the role of Police Technology and Technical Support Unit to providing information on how technology can be used to support crime reduction efforts. (CONCUR)

Ongoing research into technical innovations being implemented in other law enforcement circles provides a wealth of information about using technology to aid in the crime reduction effort. Proven projects that enhance law enforcement are reviewed and used as a model for implementation in Dallas. As new initiatives are pursued within the Department, Police technology reviews the programs to see what new opportunities exist. A technology committee will be formed during the second quarter of fiscal year 2004/2005 and will assist in providing new technological ideas to support crime reduction efforts.

36. Provide information to business and community organizations on how they can use technology to support security efforts. (CONCUR)

By showing businesses how technology can be shared, DPD can join forces in the crime reduction effort. Using the public-private partnership, police technology is developing a program where IP cameras could be installed in high crime areas by local businesses. DPD can monitor cameras on a selective basis, or recover recorded events should a crime occur. Individual patrol stations advise crime watch groups, business groups, and other community groups of any crime prevention measures and resources that may benefit the community in their crime prevention efforts. This is an on-going process.

37. Increase Police Technology and Technical Support Unit staffing. (CONCUR, BUDGET CONSIDERATIONS)

Currently, there is a shortage of six positions that were reassigned to Communications and Information Services (CIS) Department from the Police Department in 2002. Police Technology and Technical Support Unit (PTTSU) is in the process of attempting to restore those six positions, and they will be requested for FY 2004-2005. This additional staffing, augmented by site personnel and with increased training being provided to users, should provide PTTSU with the appropriate staffing level.

38. Quartermaster, take steps to reduce the Department’s inventory. (CONCUR, WITH EXCEPTIONS)

The Quartermaster (QM) is already in the process of reducing the size of the current inventory. All inventory has been reduced in quantity during fiscal year 2003-2004 from \$1.3 million to \$.6 million today. The Quartermaster has reduced quantity on low usage items; only carry even sizes and reduce unit items in which orders will be placed “just in time”. If inventory is not available when needed (promotions, transfers, task forces, new hires), it is unacceptable. Procurement timelines for vendor response must be considered in any request to reduce inventory. Normally, equipment can be received within 60-120 days after an order is placed. The war on terror has impacted our ability to procure items in a timely manner since some manufacturers have devoted the majority of their product lines to the military. We need to have the ability to procure and keep on-hand inventory of some items needed for homeland security.

Support Services and Financial Bureau

Recommendation (Priority-High, Moderate, Low)	Begin	Complete	Status
39. Quartermaster, take steps to reduce the need to individually tailor each equipment item (M)	6 months	1 year	? DO NOT CONCUR*
40. Take steps to manage the department's fleet more aggressively (M)	6 months	1 year	? CONCUR*
41. Establish procedures for patrol selection of seized veh. (M)	6 months	1 year	? CONCUR*
42. Perform a systematic assessment of the use of natural gas vehicles (H)	2 months	6 months	? IMPLEMENTED*

*Indicates attachment with further information on the "Status" of the recommendation.

39. Quartermaster, take steps to reduce the need to individually tailor each equipment item. (DO NOT CONCUR)

The Department has a contract of \$60,000 per year with an alterations vendor to service 3,000 personnel on an as-needed basis. The current service is in a centralized location and provides a needed service, which ensures a professional appearance in uniform consistency.

40. Take steps to manage the department's fleet more aggressively. (CONCUR)

The Department depends heavily on two separate City departments (Equipment & Building Services and Communications & Information Services) for the acquisition, equipping and maintenance of its fleet. The successful implementation of changes to current practices is critical and must decrease resistance to change. Preliminary proposed goals are: Increased input from DPD related to fleet replacement criteria including age, mileage, and maintenance history; better tracking and awareness of fleet maintenance issues; and a fleet rotation process to balance the age and mileage of marked vehicles throughout the Department. The implementation of such a system will allow the Fleet Management Team to take a much more active role in the assignment and distribution of vehicles and monitoring of vehicle maintenance. It will also require the user divisions and units to take a larger role in the management of their assigned fleet.

41. Establish procedures for patrol selection of seized vehicles. (CONCUR)

This procedure has been in place for several years. All divisions have a scheduled day (Fridays) to come inspect and select vehicles prior to the following Monday auction. The memo listing the schedule dates and times for each division is sent out quarterly. The Narcotics Division is currently reviewing the procedures for acquiring vehicles from the Auto Pound and the cost of maintaining the vehicles for efficiency.

42. Perform a systematic assessment of the use of natural gas vehicles. (IMPLEMENTED)

Because of some safety concerns, Compressed Natural Gas (CNG) vehicles are no longer utilized as call answering patrol vehicles. Existing CNG marked vehicles have been moved into non-call answering functions, including community policing, investigative, and administrative positions.

Community Affairs

Recommendation (Priority-High, Moderate, Low)	Begin	Complete	Status
1. Establish an internal & external comm. strategy (H)	2 weeks	6 weeks	? CONCUR*
2. Over time, evaluate support provided to citizens who live in housing authority properties in terms of the level of service provided (H)	6 months	18 months	? CONCUR*
3. Conduct follow-up surveys to better understand citizen services priorities relating to calls-for-service (H)	6 months	on going	? CONCUR*

*Indicates attachment with further information on the "Status" of the recommendation.

COMMUNITY AFFAIRS

1. **Establish an internal and external communications strategy. (CONCUR)**

The Community Advisory Committee's primary purpose is to serve as a communications link. These formal groups of community leaders are brought together as needed to exchange information about community concerns within the City of Dallas. Members offer the Chief of Police advice and suggestions in order to enhance the relationship between the Police Department and the community. The Chief of Police mobilizes these community leaders to address common citywide concerns. Members become informed communicators, carrying the Chief of Police's message to various parts of the community. This committee meets on a quarterly basis.

The Chief of Police Clergy Community Forum is held to initiate interface with members of the clergy and provide community involvement. Its purpose is to unite efforts to address issues and problems facing each individual neighborhood. The Chief of Police Clergy Community Forum was most recently held on September 28, 2004. Individual Community Clergy meetings are held with the manager of Community Affairs, Levi Williams, on a monthly basis.

Monthly community meetings are also held between members of the Office of Community Affairs and such groups/agencies as the U.S. Department of Labor Wages and Hour Division, Office of Federal Contract Compliance Programs, Occupational Safety & Health Administration, (OSHA), U.S. Equal Employment Opportunity Commission (EEOC), Consulate General of Mexico in Dallas, Consulate General of El Salvador, Catholic Charities of Dallas, Inc., The Dallas Concilio, Hispanic Broadcasting Corporation, Texas Worker's Compensation Commission, Casa del Immeigrante and the League of United Latin American Citizens (LULAC).

2. **Over time, evaluate support provided to citizens who live in housing authority properties in terms of the level of service provided. (CONCUR)**

The Office of Community Affairs serves as a contact between the Office of the Chief of Police and the Director of the Dallas Housing Authority.

Community Affairs staff attends residential meetings to provide safety education and participate in discussions regarding police services.

These activities provide a dialogue for communication and input on resolutions by forwarding complaints or concerns to the appropriate Department bureaus.

Over twenty Educational /Personal Safety Programs have been implemented in DHA complexes. Examples of the programs include Personal Safety, Auto Theft Prevention, Family Violence, Random Gunfire, Holiday Safety, Senior Citizen Safety, and 911 Education.

3. Conduct follow-up surveys to better understand citizen services priorities relating to calls-for-service. (CONCUR)

In October, 2004, a Community Needs Assessment was implemented in the Southwest Patrol Division, Beat 469, Reporting area 4304 and 4325. Five hundred citizens were surveyed. Results are currently being tabulated.

The Community Needs Assessment will help identify the following:

- Ways to improve communication and relations between the community and the Dallas Police Department
- Citizen's concerns regarding crime in their area and citizen response on quality of Dallas Police Department services
- Community demographic information such as ethnicity , age, sex, and types of residences, and
- Ways to reduce crime by effective planning and course of action in the target areas.

Media Relations and Departmental Communications

Recommendation (Priority-High, Moderate, Low)	Begin	Complete	Status
1. Scale back programs coordinated by the centralized Interactive Community Policing Coordination Unit (ICPCU) (M)	6 months	1 Year	DO NOT CONCUR*

Indicates attachment with further information on the "Status" of the recommendation.

MEDIA RELATIONS AND DEPARTMENTAL COMMUNICATIONS

1. Scale back programs coordinated by the centralized Interactive Community Policing Coordination Unit (ICPCU). (DO NOT CONCUR)

The Department does not concur with this recommendation. Many programs (Crime Stoppers, CHIPS, etc.) are city-wide. Since these programs will continue, they should remain centralized rather than reassigned to Patrol Bureaus or discontinued. Citizens participating in or requesting information about the programs would find it difficult to locate or talk to personnel involved. Since the Department is emphasizing volunteer programs and citizen participation, it is counterproductive to deemphasize these programs and make it difficult to find information about them.

The service delivery of these programs will be reexamined in 2005 for their efficacy and efficiency.