

Memorandum



CITY OF DALLAS

DATE January 25, 2019

TO Honorable Members of the Public Safety and Criminal Justice Committee

SUBJECT **Dallas Police Department 2019 Strategic Priorities**

On Monday, January 28, 2019, you will be briefed on the Dallas Police Department's Strategic Priorities for 2019.

This presentation will provide a summary of accomplishments and challenges faced in 2018, and the direction the police department will follow in 2019.

The department has identified five strategic goals for 2019. These strategies are to reduce crime and response times through the creation of a new staffing model. Increase recruitment and retention through a professional marketing firm for social media. Advance officer development with new programming for health and wellness. Improve organizational effectiveness through online reporting. Foster community relationships with new programs, including the nationally known "Rebuilding Relationships between Communities and Law Enforcement".

The briefing materials are attached for your review.

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

A handwritten signature in black ink that reads "Jon Fortune".

Jon Fortune
Assistant City Manager

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

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

DPD 2019 Strategic Priorities

Public Safety and Criminal Justice
January 28, 2019

U. René Hall, Chief of Police
Dallas Police Department



Presentation Overview

- Strategic Priorities Review
- 2018 Efforts and Accomplishments
- 2019 Strategic Goals
- Next Steps



Strategic Priorities

Reduce Crime

Increase Recruitment and Retention

Advance Officer Development

Improve Organizational Effectiveness

Foster Community Relationships

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Efforts and Accomplishments

2018 - Reduce Crime

- Many strategic crime reduction initiatives
 - Safer Cities Initiative
 - Crime reduction focus on guns, gangs, and drugs
 - Project Safe Neighborhood
 - Burglary Task Force
 - Operation disruption
 - K2 Initiative

Efforts and Accomplishments

2018 - Reduce Crime

- 2018 Crime vs. 2017:
- Crimes Against Persons
 - Down in every major category
 - 5.7% Decrease
 - -7 Homicides
 - -113 Sex offenses
 - -1519 Assaults
 - 620 Violent Crimes per 100,000 residents
 - Lowest Violent Crime Rate Since 1968 (UCR Summary)

Efforts and Accomplishments

2018 - Reduce Crime

- 2018 Crime vs. 2017:
- Crimes Against Property
 - .3% Increase
 - -361 Robberies
 - -825 Burglaries
 - +1801 Stolen Vehicles

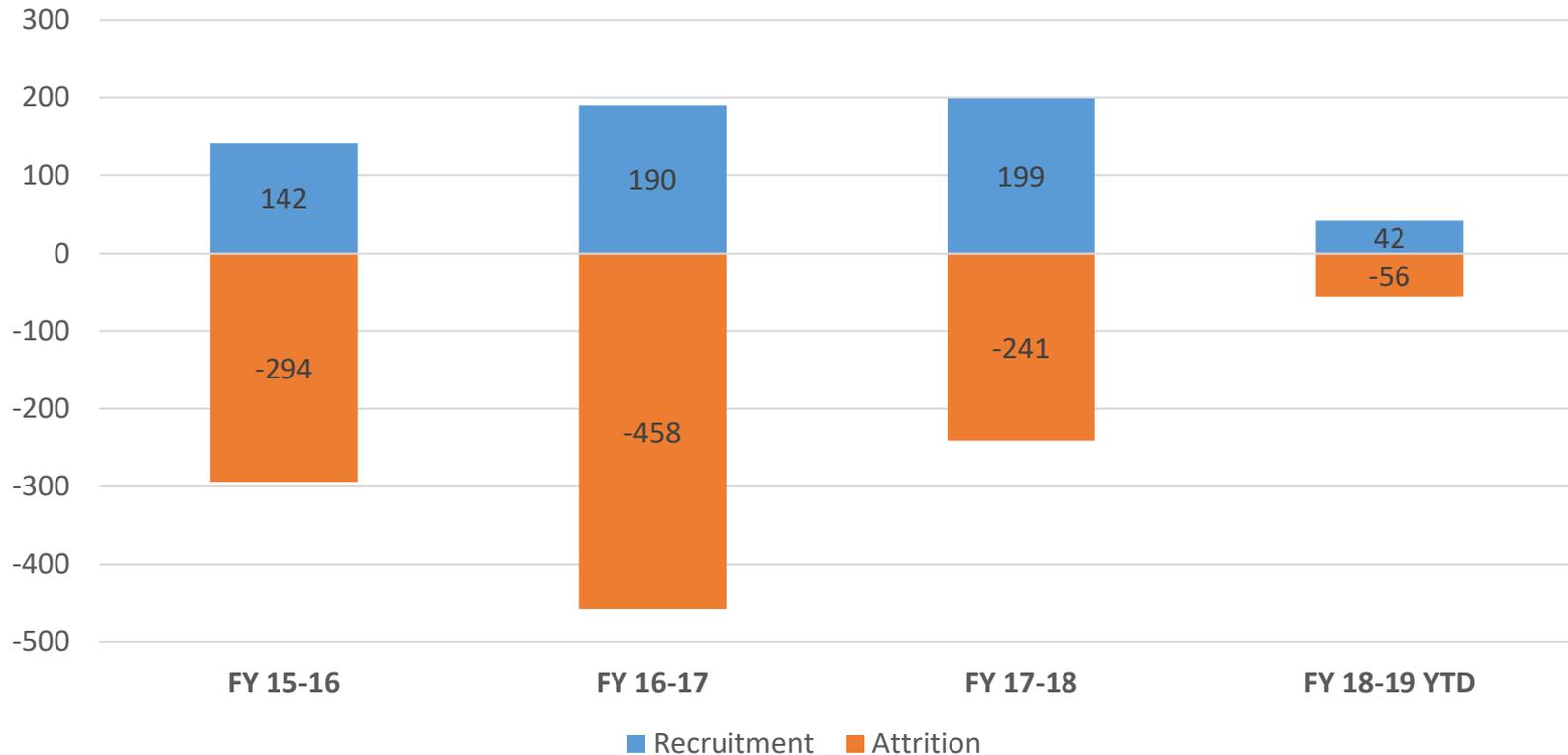
Efforts and Accomplishments 2018 - Reduce Crime

- First Safe Exchange Zone at South Central Substation



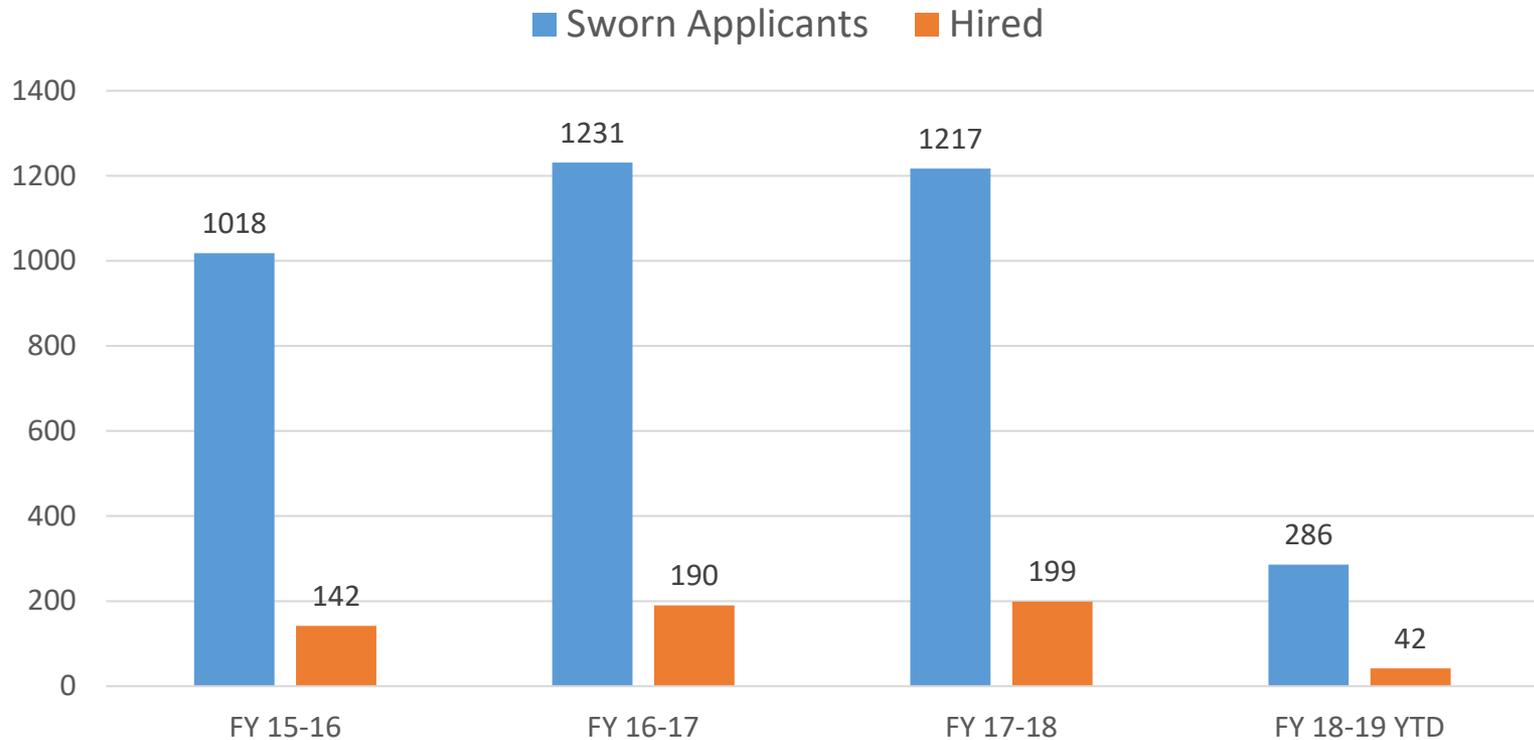
Efforts and Accomplishments

2018-Increase Recruitment and Retention



Efforts and Accomplishments

2018-Increase Recruitment and Retention



Efforts and Accomplishments

2018-Increase Recruitment and Retention

- Off-site testing
 - New York City (104 applicants)
- Re-wrote civil service exam (69% passing score)
- Promotions
 - Senior Corporals: 76
 - Sergeants: 52
 - Lieutenants: 15
 - Majors: 5



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Efforts and Accomplishments

2018 - Advance Officer Development

- Caruth Police Institute Leadership Training (41 DPD Employees)
- Active Shooter Response/Rescue Task Force (750 Patrol Officers)
- Mindfulness Training (134 Officers completed)
- Career Enrichment Program (Gangs/Auto theft)

Efforts and Accomplishments 2018 - Advance Officer Development

- New multi-screen simulator at academy



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Efforts and Accomplishments

2018-Improve Organization Effectiveness

Response Time (Year)					
	Priority 1	Priority 2	Priority 3	Priority 4	# calls
2018 YTD	8.35	22.08	67.52	98.63	591,467
2017 YTD	8.47	21.59	64.08	83.29	599,088

Response Time (December)					
	Priority 1	Priority 2	Priority 3	Priority 4	# calls
2018 Dec.	7.79	18.02	48.06	72.94	49,134
2017 Dec.	8.56	21.11	59.50	80.67	46,925



Efforts and Accomplishments

2018-Improve Organization Effectiveness



- **Avg Time:** 1-2min.
- **Begins:** Phone begins to ring.
- **Ends:** Location determined and call sheet sent to appropriate dispatch (Police, Fire, or other services).

- **Avg Time:** 2-86 min.
- **Begins:** Call sheet created, determined a police related matter.
- **Ends:** Officer dispatched.
- **Notes:** Call assigned different queue by priority of police response (1-4).

- **Avg Time:** 6-12min.
- **Begins:** Officer enroute to location.
- **Ends:** Officer arrives at call location.

Other Major Cities Using the Same Calculation:

- Houston
- San Francisco
- Cincinnati

Efforts and Accomplishments

2018-Improve Organization Effectiveness

- Body Cameras (+1000)
- Early Intervention Program (EIPRO)
- Right Care Program
- Alarm reporting
- Streamlined BMV reporting procedures

Efforts and Accomplishments

2018 - Foster Community Relationships

- Community Advisory Board
 - Expanded VIP program (1516, +10% from 2017)
 - Online Complaint Process



2019 Strategic Goals



Strategic Goals

2019 - Crime Reduction

- Operation clean sweep
 - Violent Crime Task Force
 - Quarterly Operations
- Intelligence-Led Center
- Power Shifts



Strategic Goals

2019 - Crime Reduction

- Auto theft Unit
 - Increased emphasis on bait car program
 - Partnership with Code Compliance
 - Regional crime intelligence meetings

Strategic Goals

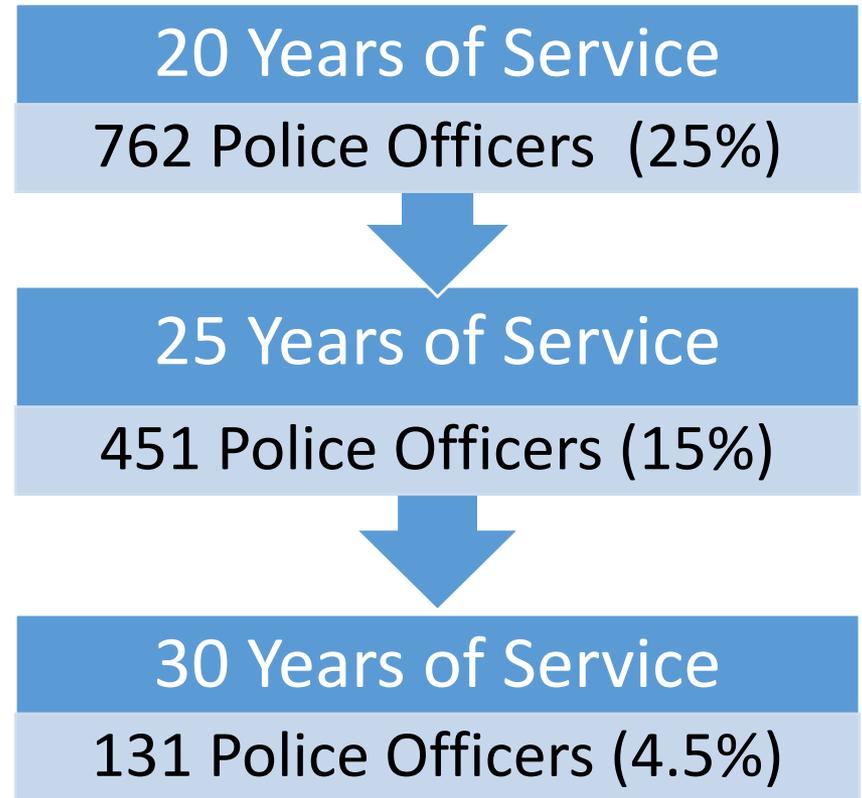
2019 - Recruitment & Retention

- Increased starting pay
- Hired marketing firm to assist with social media presence
- Lateral Hiring and Abbreviated Academy
- Law Enforcement Pipeline

Strategic Goals

2019 - Recruitment & Retention

- Civil service rule change (TCOLE in lieu of 45 hours)
- Retention is still a challenge
- Average tenure 13.5 years



Strategic Goals

2019 - Officer Development

- Health and Wellness Programming
 - Increased research shows multiple concerns
 - Stress management
 - Physical fitness
 - Diet
 - Proper rest and healthy stress relief
 - Mindfulness training



DALLAS POLICE DEPARTMENT

Health & Fitness Fair

Chief U. Reneé Hall invites all DFW area Police Department employees to join in the fun and fitness!

Saturday, April 27, 2019
10:00 A.M. - 2:00 P.M.

Walnut Hill Recreation Center
10011 Midway Rd.
Dallas, TX 75229



CALISTHENICS ACUPUNCTURE
YOGA PSYCHOLOGICAL SERVICES
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Raffles include:
Two Fitbit Versas, Luke's Locker
and Footlocker gift cards
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For more information, contact:
214-671-4045
Benjamin.Oh@dallascityhall.com



Strategic Goals

2019 - Officer Development

- Health and Wellness Programming
 - Multi part study on officer stress funded by the National Institute of Occupational Health and Safety
 - Ride-a-longs
 - Survey to patrol officers
 - Focus group with subset of patrol officers
 - Data analysis
 - Results should provide suggestions on how to improve officer mental health and wellness

Strategic Goals

2019 - Organizational Effectiveness

- Newly structured Vice Unit, consisting of 21 members, began on November 28, 2018
 - Victim-centric philosophy
 - Community Partnerships
 - Prostitution diversion programs
 - Oversight and compliance audits

Strategic Goals

2019 - Organizational Effectiveness

- KPMG Staffing Study
 - Extensive efficiency study
 - Will provide data driven analysis of watches / shifts
 - Allows for informed decisions when deploying resources
 - Helps more efficiency use our current personnel
 - Recruitment still an important focus for the department

Strategic Goals

2019 - Organizational Effectiveness

- CopLogic
- Early Warning System
- Project Starlight
- New Implicit Bias curriculum



Strategic Goals

2019 - Organizational Effectiveness

- Civilianization

- Communications Tier III Executive
- External Communications Assistant Director
- Personnel Division management
- Recruiting Unit management
- Family Violence Unit administration

Strategic Goals

2019 - Community Relationships

- Juvenile Programs
 - Youth Job Expo
 - Summer 2019
- Mentorship Program
 - Fall 2019
- Rebuilding Trust Initiative



Next Steps

“With a spirit of excellence the Dallas Police Department is committed to reducing crime, enhancing community partnerships, and improving overall quality of life for the entire city of Dallas.”



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