

Memorandum



CITY OF DALLAS

DATE December 6, 2013

TO Public Safety Committee Members: Sheffie Kadane (Chair), Adam Medrano (Vice-Chair), Sandy Greyson, Scott Griggs, Dwaine Caraway, Jennifer Staubach Gates

SUBJECT **Next Step in Strategic Planning: Best Practices in Public Safety**

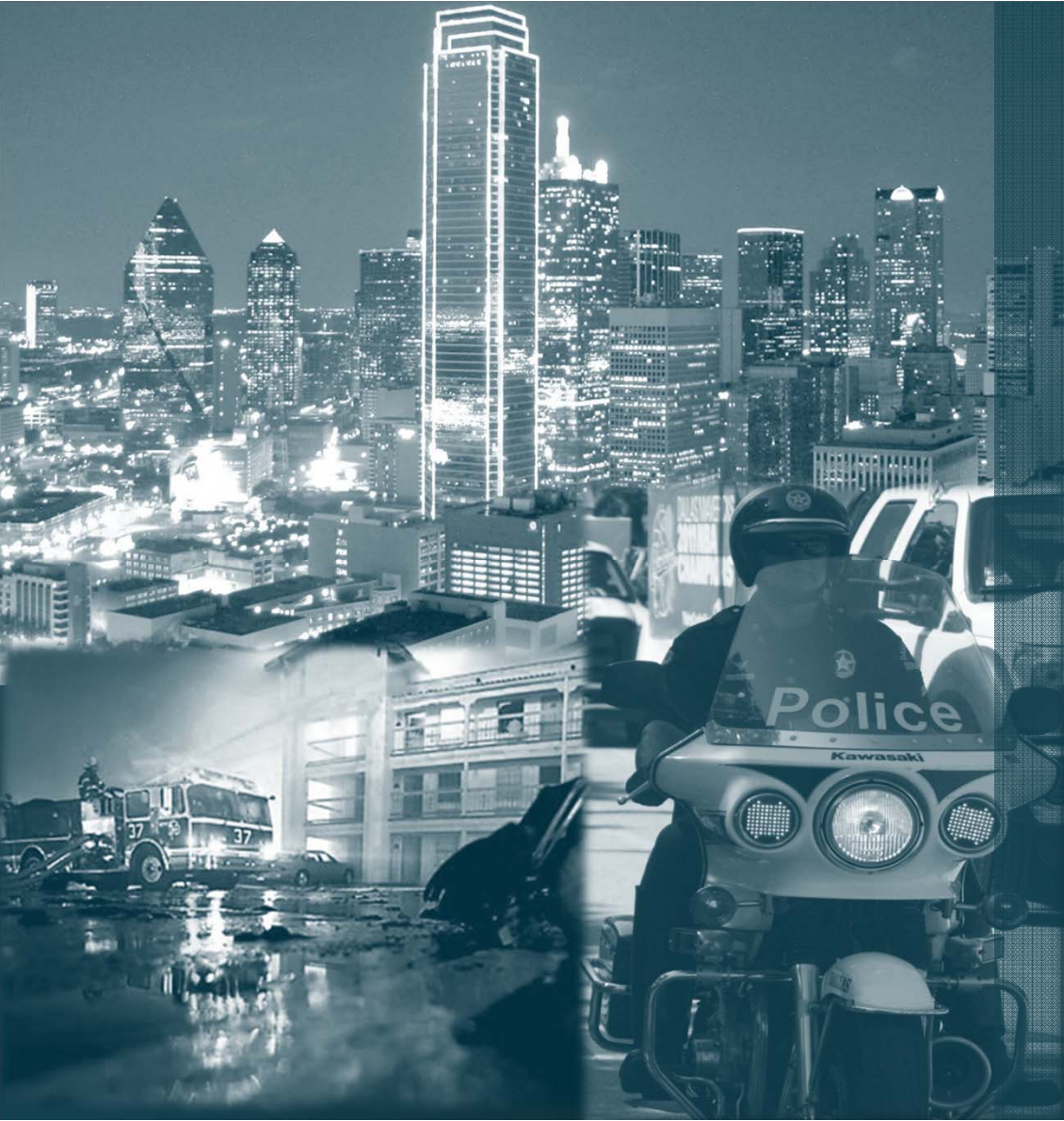
On Monday December 9, 2013, the Budget for Outcomes Team for Public Safety will brief you on best practices in Public Safety. Their briefing will also cover proposed index cities and draft SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis. The briefing material is attached.

Please let me know if you have any questions.

A handwritten signature in black ink, appearing to read 'Jill Jordan'.

Jill A. Jordan, P.E.
Assistant City Manager

c: The Honorable Mayor and Members of the City Council
A. C. Gonzalez, Interim City Manager
Rosa A. Rios, City Secretary
Warren M.S. Ernst, City Attorney
Craig Kinton, City Auditor
Daniel F. Solis, Administrative Judge
Ryan S. Evans, Interim First Assistant City Manager
Forest E. Turner, Assistant City Manager
Joey Zapata, Assistant City Manager
Charles M. Cato, Interim Assistant City Manager
Theresa O'Donnell, Interim Assistant City Manager
Jeanne Chipperfield, Chief Financial Officer
Frank Libro, Public Information Officer
Elsa Cantu, Assistant to the City Manager – Mayor and Council



Next Step in Strategic Planning: Best Practices in Public Safety

Public Safety Committee Meeting
December 9, 2013



Public Safety Team Members

- Fernando Gray, *Dallas Fire Rescue*
- Santos Cadena, *Dallas Police Department*
- John Madison, *Dallas Police Department*
- Marcia Easterly, *Intergovernmental Services*
- Keith Gary, *Court and Detention Services*
- Andrew Gilbert, *City Attorney's Office*
- Zachery Kuentz, *Office of Financial Services*
- Bryan McKinney, *Library*
- Anna Pham, *Code Compliance Services*
- Bridgette Smith, *Office of Emergency Management*
- Don Whitmire, *Office of Financial Services*
- Clifton Gillespie, *Code Compliance Services*

Purpose

An overview of preliminary work from the Budgeting for Outcomes Public Safety Team in preparation for FY 14-15 strategies including:

- Community Survey Highlights
- SWOT Analysis within Public Safety Key Focus Area (KFA)
- Index Cities Overview
- Best Practice Analysis by Department
 - Police
 - Fire-Rescue
 - Court Services
- Summation of Findings



Community Survey Highlights

The City's 2013 Community Survey results included several positive indicators related to Public Safety:

- Resident responses related to perceptions of being "very safe" or "somewhat safe"
 - 80% of residents walking in their neighborhood during the day (increase 2% from 2011)
 - 73% of residents in Downtown Dallas during the day (increase 5% from 2011)
 - 68% of residents in Dallas's parks during the day



Index Cities and Best Practices

- KFA Team researched (Index and Best in Class) cities deemed comparable to their public safety services:
 - Police services
 - Fire/EMS services
 - Court services
- Factors in determining which cities utilize “best practices” include:
 - FBI Uniform Crime Reporting Statistics
 - ISO Ratings
 - Awards for innovation/excellence
 - Court case disposition process
 - Compliance with audits
 - Innovative technological processes & systems



Police SWOT Analysis

Strengths

- Low Crime Rate
- Positive Public Perception (Leadership)
- Private Partnerships

Weaknesses

- Interdepartmental Communications

Opportunities

- Technology
- Social Media

Threats

- Large Geographic Area
- Staff Retention and Succession Planning

Index Cities - Police Services

Comparative City Crime Statistics (per 1,000)



Source: 2012 FBI Uniform Crime Reports

Index Cities - Police Services

Crime Reduction Over the Last Ten Years (UCR Data)

- DALLAS -45.38%
- LOS ANGELES -42.57%
- PHOENIX -34.57%
- DETROIT -33.01%
- SAN DIEGO -30.73%
- CHICAGO -24.19%
- NEW YORK -17.13%
- HOUSTON -10.21%
- PHILADELPHIA -9.90%
- SAN ANTONIO -0.71%





Best Practices - Police Services

- Traditional Method of determining Best In Class for Police Services is using Violent Crime or Overall Crime per 1,000 residents
- When comparing cities of 1,000,000 or more population the Best In Class cities are:
 1. New York (23.6 Overall – 6.4 Violent)
 2. Los Angeles (27.5 Overall – 4.8 Violent)
 3. San Diego (27.8 Overall – 4.1 Violent)
- Why are they Best In Class?
 - **Self-initiated, proactive** patrol time
 - **Community policing**
 - Preventative **technology** investment

Strengths/Opportunities - Police Services

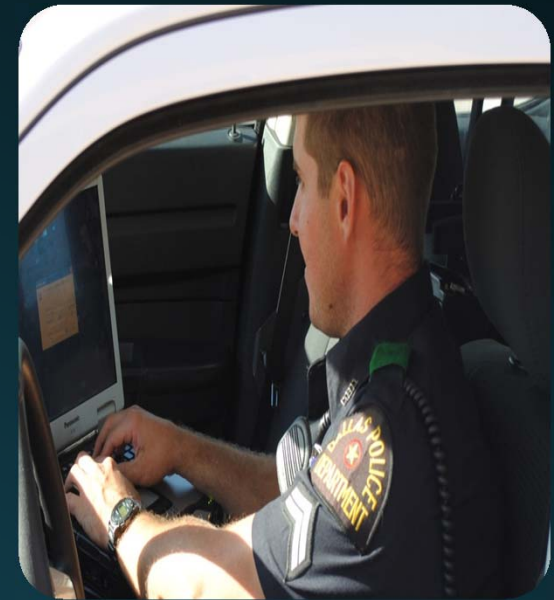
- Strategic Plan composed of five pillars necessary for success. The pillars are:

- Alignment with City Goals
- Community Engagement
- Organizational Engagement
- Effective Use of Technology
- Investigative Improvements

Together, these pillars work to improve Dallas' standing among the safest large cities, increase level of confidence in public safety, and increase crime prevention efforts.

- Opportunities for improvement

- Biometrics (Fingerprint scanner and facial recognition)
- Utilization of the "Cloud" to reduce IT costs
- Analyze performance on a regular basis utilizing key metrics to determine the efficient use of resources





Fire/EMS SWOT Analysis

Strengths

- Efficient Staffing Model
- Positive Public Perception (Leadership)
- Info-sharing/ Transparency (Public)

Weaknesses

- Technology
- Interdepartmental Communications

Opportunities

- Technology
- Collaboration
- Social Media

Threats

- Large Geographic Area
- Staff Retention and Succession Planning

Index Cities- Fire/EMS Services

Index Cities				
City/State	Population	Size (Sq. Mi.)	Uniform Personnel	ISO Rating ³ (Key Rating)
Dallas, TX	1,241,162	386	1,938	2
Austin, TX	842,592	272	1,569 ¹	2
El Paso, TX	672,538	256	898	1
Houston, TX	2,160,821	627	4,100	1
San Diego, CA	1,307,402	372	801 ²	3

¹EMS jointly provided with Travis County

²EMS provided by outside private company

³Insurance Services Office



Best Practices - Fire/EMS Services

- Austin, TX
 - Department utilizes cardiac survival rate as its prime benchmark:
 - 31% of patients delivered to a hospital with a pulse
- El Paso, TX
 - Established goals related to Advanced Life Support (ALS)-trained person on every Fire Apparatus by 2017 currently at 60%
- Houston, TX
 - ISO Rating of 1 (ISO measures response capabilities, water supply and community risk reduction)
- San Diego, CA
 - Extensive Utilization of Community Emergency Response Teams (CERT)



Strengths & Opportunities – Fire/EMS Service

• Strengths

- Staffing Model (Firefighters dual trained as Paramedics)
- Service-Oriented (Top department according to citizen satisfaction survey)
- Efficiency endeavors (Resource Optimization - reduce response times)
- Advanced Life Support (ALS) Personnel on all Engines

• Opportunities for improvement

- Enhance capabilities through the use of Technology (Training Simulators, Tablets for inspections/Surveys, Firefighter Safety)
- Engage the community with additional Community Risk Reduction Programs (ex. Department led CPR Training)
- Change in EMS delivery model (Mobile Community Healthcare Program)





Court Services SWOT Analysis

Strengths

- Positive Public Perception (Leadership)
- Info-sharing/ Transparency (Public)

Weaknesses

- Technology
- Interdepartmental Communications

Opportunities

- Technology
- Collaboration
- Social Media

Threats

- Staff Retention and Succession Planning



Index Cities - Court Services

- City of Dallas Court and Detention Services is premier among Best Cities as we are one of the only Municipal Courts that has received a Management Standards Certification (ISO 9001) and Safety Certification (ISO14001) through Bureau Veritas and full Audit Compliance

Index Cities			
City/State	Population	Management Standards Certification (ISO 9001)	Compliance with Office of Court Administration
Dallas, TX	1,241,162	Fully Implemented	Fully Comply 2013
Austin, TX	842,592	N/A	Fully Comply 2010
Houston, TX	2,160,821	N/A	Fully Comply 2010
San Antonio, TX	1,382,951	N/A	Scheduled 2014

Index Cities- Court Services

- Austin
 - Youth Program
 - Traffic Safety Courses
- Houston
 - Video Kiosk System
 - Citation Collection Rate
 - One Call Solution Center
 - Trial Docket Posted Online
- San Antonio
 - Interactive Online Trial



Strengths & Opportunities - Court Services

- Strengths

- Pre-Trial and Trial Process Video Program
- Court Case Management System
- Reconfigured operation for innovative improvements

- Opportunities for improvement

- Best methodology for disposal of cases
- E-Court- online Trial Dockets
- E-File
- IVR and other electronic payment programs
- Automated kiosks





Summary

- Further capitalize on Strengths by:
 - Further improve crime rates by implementation of Best Practices to comparable cities
 - Maintaining adequate staffing levels
- Look to increase opportunities through:
 - Advancements in technologies
 - Promotion of collaboration and communication with private/public partners
- Neutralize Threats by:
 - Creating new opportunities for Public Safety workforce
 - Proper geographic distribution of personnel and resources to adequately meet the needs of a large geographic area



QUESTIONS?