

Memorandum



DATE March 22, 2018

TO Honorable Members of the Public Safety and Criminal Justice Committee

SUBJECT **DPD 2018 Strategic Priorities**

On Monday, March 26, 2018 you will be briefed on The Dallas Police Department's 2018 Strategic Priorities by Chief of Police U. Reneé Hall. The Dallas Police Department has worked diligently to identify strategies for evaluating and achieving departmental goals. The summary below highlights some of the presentation in the briefing.

The following areas will be outlined as strategic priorities for the upcoming year.

1. Crime Reduction
2. Increased Recruitment and Retention
3. Advancement and Development of Officers
4. Improved Organizational Effectiveness
5. Enhanced Community Relationships/Partnerships

Crime Reduction

The department's crime reduction strategies continue to have a positive impact on crime in the city of Dallas. For the month of February the department reported a reduction of -30.51% in violent crime and -12.9% in overall crime.

DPD will be initiating several crime reduction efforts as part of the departments strategic plan:

- Implementation of a K2 interdiction strategy which includes a federal drug market initiative
- Rebuild a robust gang prevention/enforcement team
- Participate in the nationwide Project Safe Neighborhood Program to increase gun seizures and warrant sweeps
- Increased foot/bike patrol
- Reassessment of the Targeted Areas Action Grids (TAAGs)
- Implementation of Community Compstat for shared dialog on crime trends and intelligence
- Advancement of technology

Recruitment and Retention

We continue to monitor the department's attrition rate, and have seen a gradual decrease in the number of officers leaving. For FY2017-18, we estimated 250 officers leaving, but have found the actual attrition rate may be less than 200 officers. We are dedicated to maintaining the strength of the department with increased recruitment efforts to include a new marketing slogan, "Our Excellence Begins with You". The department is creating community recruiting partnerships and increasing engagement with social media sites. The department is reevaluating the qualification process and engaging students interested community service, social work and law enforcement.

By assessing officer needs to address retention, we've incorporated increased training opportunities, incentivized programs and are investigating various alternatives to shift structure and uniforms.

Improve Organizational Effectiveness

Advanced officer development ensures that all levels of the organization are trained and skilled in 21st Century Policing. Our strategy is to incorporate health and wellness programs and initiate team building efforts to improve morale and productivity. We've increased internal communication throughout the department and are evaluating a robust civilianization process.

Enhanced Community Relationships/Partnerships

The department is increasing community relationships through initiatives that involve the community in the inner workings of the department. Increased interactions will improve transparency and establish community trust.

The success of our strategic priorities will be measured by response time reduction, violent crime reduction, the hiring of additional officers, effective partnerships, and increased transparency and accountability.

The briefing materials are attached for your review. Please contact me if you have any questions or need additional information.



Jon Fortune
Assistant City Manager

[Attachment]

cc: Honorable Mayor and Members of the City Council
T.C. Broadnax, City Manager
Larry Casto, City Attorney
Craig D. Kinton, City Auditor
Billerae Johnson, City Secretary (Interim)
Daniel F. Solis, Administrative Judge
Kimberly Bizzor Tolbert, Chief of Staff to the City Manager
Majed A. Al-Ghafry, Assistant City Manager

Jo M. (Jody) Puckett, Assistant City Manager (Interim)
Joey Zapata, Assistant City Manager
M. Elizabeth Reich, Chief Financial Officer
Nadia Chandler Hardy, Chief of Community Services
Raquel Favela, Chief of Economic Development & Neighborhood Services
Theresa O'Donnell, Chief of Resilience
Directors and Assistant Directors

DPD 2018 Strategic Priorities

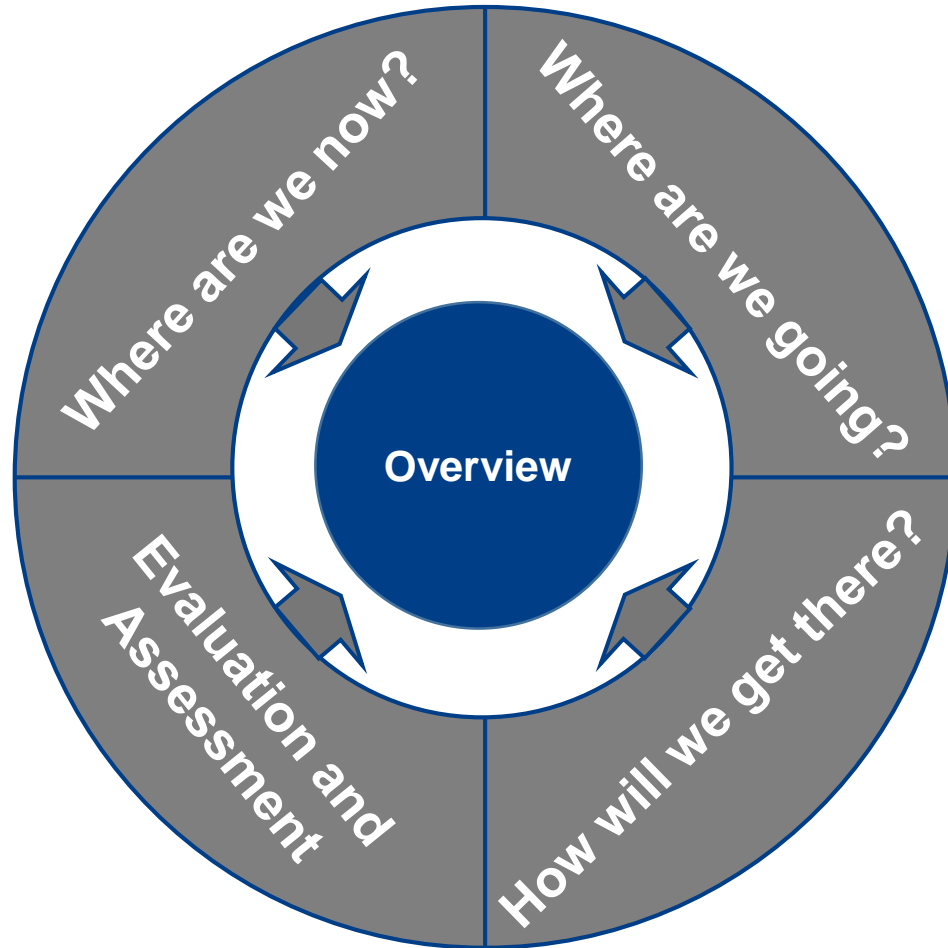
Public Safety and Criminal Justice

March 26, 2018

**U. René Hall, Chief of Police
Dallas Police Department**



Presentation Overview



Executive Mission Statement

“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.”



Core Values

Enhance the welfare and general protection of residents, visitors, and business in Dallas.

Empathy • Ethics • Excellence • Equity



Where Are We Now? – Year to Date Crime Reduction

January 1, 2018 – February 28, 2018

-9.3% – Overall Crime

-25.0% – Murders

-6.3% – Property Crime

-21.4% – Violent Crime

Source: DPD 2018 Uniform Crime Report (UCR)

Where Are We Now? – Month to Date Crime Reduction

February 28, 2018

-12.90% – Overall Crime

9.09% – Murders

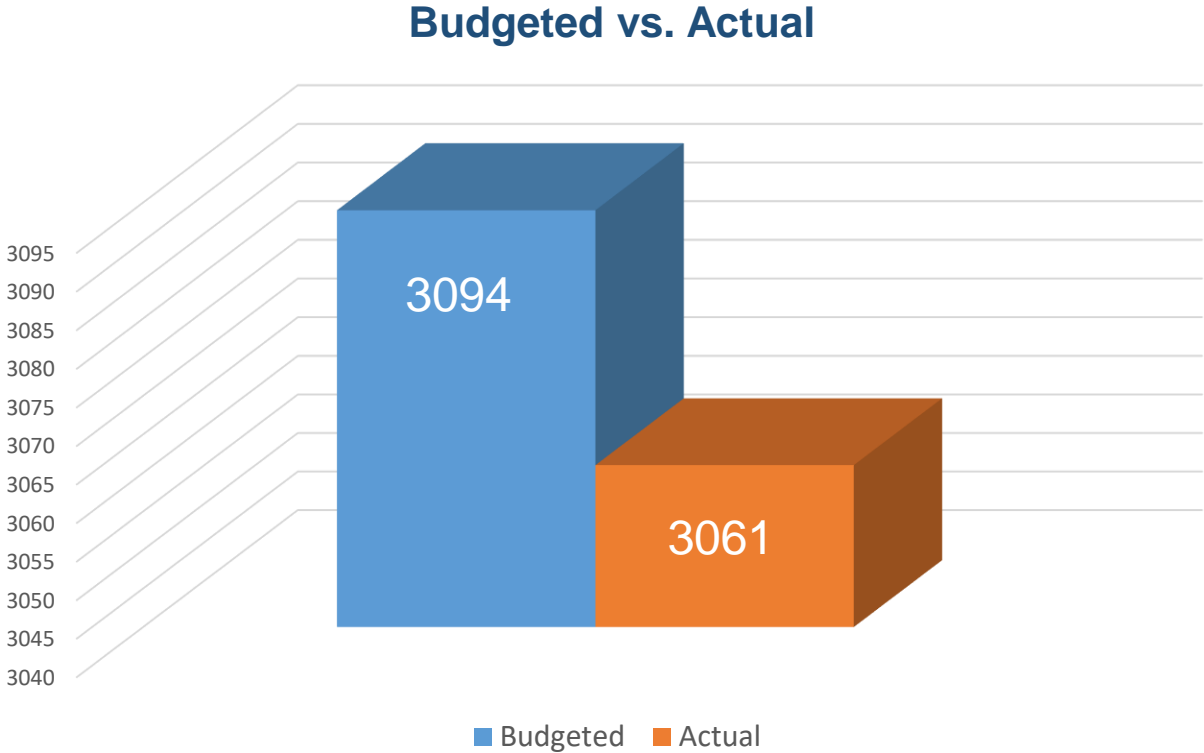
-8.35% – Property Crime

-30.51% – Violent Crime

Source: DPD 2018 Uniform Crime Report (UCR)

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Where Are We Now? - FY17-18 Current Staffing Level



Source: DPD Administrative Support Bureau



Where Are We Going? - Strategic Priorities

Reduce Crime

Increase Recruitment and Retention

Advance Officer Development

Improve Organizational Effectiveness

Foster Community Relationships

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Drivers of Crime



How Will We Get There? – Reduce Crime

- K2 Interdiction Strategy/Opioid Epidemic
- Drug Market Initiatives
- Gang Prevention/Enforcement
- Project Safe Neighborhood
 - Gun Apprehension
 - Warrant Sweeps



How Will We Get There? – Reduce Crime

- Foot/Bike Patrol – Door Hanger Initiative
- Targeted Area Action Grids (TAAGs)
- Community CompStat
 - Volunteers in Patrol
 - Crime Watch Groups
- Advance Technology Efforts



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How Will We Get There? – Increase Recruitment

- **“Our Excellence Begins with You!”**
- Every Officer is a Recruiter Program
- Recruiting Partnerships
 - DFR/DPD Recruiting
 - Business Recruiting
 - Faith Based Recruiting
- Never Miss a Call Initiative
- Live Social Media Q&A
- Recruiting Neighborhood Stations



OUR EXCELLENCE
BEGINS WITH
YOU

NOW HIRING!
FOLLOW US ON:
f t i

STARTING SALARY:
\$49,207-\$52,807

Health | Vision | Dental
Tuition Reimbursement
Retirement Plan | Paid Time Off

SIGN UP AT DALLASPOLICE.NET

The poster features three Dallas Police officers in uniform smiling against a blue background with a city skyline. The text is white and orange on a dark blue background.

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How Will We Get There? – Increase Recruitment

- Sworn Disqualifiers
- TCOLE Alternatives
- Local High School Pipeline
- High School/College Internship Program



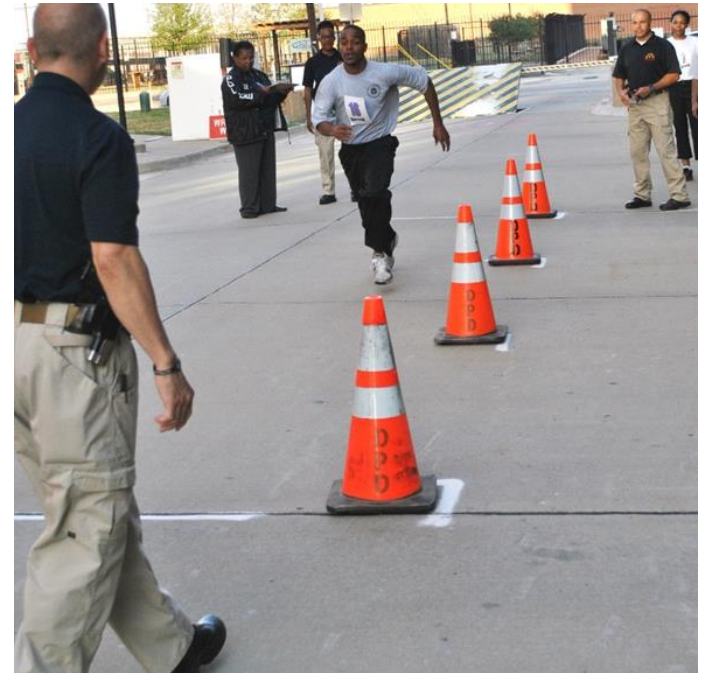
How Will We Get There? – Increase Retention

- Positivity Marketing Plan
- Career Mobility
- Increase Internal Training Opportunities
- Evaluate Shift Structure
- Incentivized Fitness Program
- Uniform Options



How Will We Get There? – Advance Officer Development

- Officer Training
- Health & Wellness Programs
- Leadership Team Building



How Will We Get There? – Improve Organizational Effectiveness

- Response Times
- Internal Affairs Process
- Jail Intake Process
- Technology –
 - Cop Logic, RMS, Body Camera System

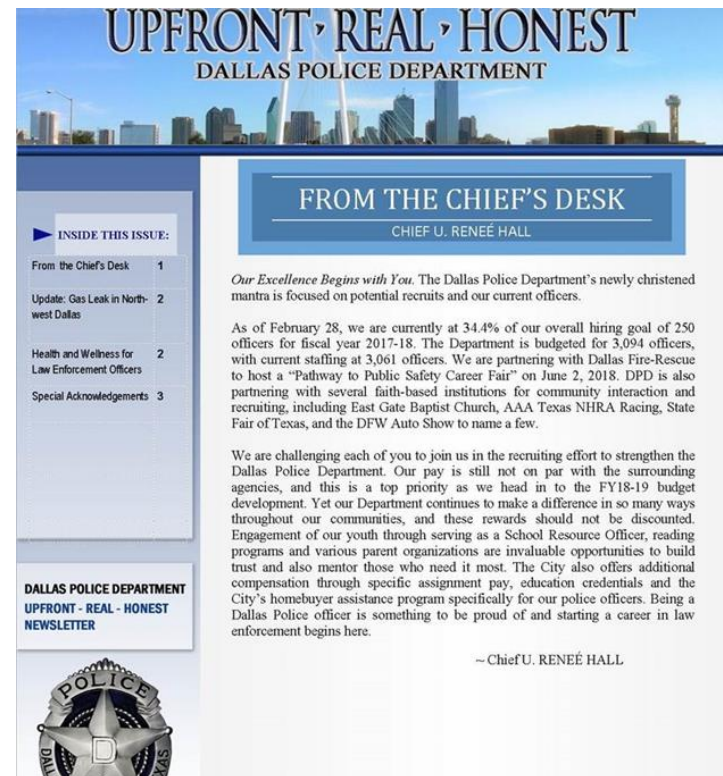
Response Time				
2018	Priority 1	Priority 2	Priority 3	Priority 4
Year to Date Jan. 1 – March 20	8.60	21.24	58.60	79.52
Month to Date March 1 – 20	7.89	18.73	45.10	64.66

Source: DPD Response Time Report as of March 20, 2018

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How Will We Get There? – Improve Organizational Effectiveness

- Staffing Study
- Internal Communication
- Employee Advisory Board
- Call Center Operations
- Civilianization



The image shows a screenshot of a newsletter from the Dallas Police Department. The header features the slogan "UPFRONT · REAL · HONEST" and "DALLAS POLICE DEPARTMENT" above a city skyline. The main content is titled "FROM THE CHIEF'S DESK" by Chief U. Renée Hall. The newsletter includes a table of contents, a main article about hiring progress, and a closing signature from the Chief.

INSIDE THIS ISSUE:	
From the Chief's Desk	1
Update: Gas Leak in North-west Dallas	2
Health and Wellness for Law Enforcement Officers	2
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DALLAS POLICE DEPARTMENT
UPFRONT - REAL - HONEST
NEWSLETTER

FROM THE CHIEF'S DESK
CHIEF U. RENÉE HALL

Our Excellence Begins with You. The Dallas Police Department's newly christened mantra is focused on potential recruits and our current officers.

As of February 28, we are currently at 34.4% of our overall hiring goal of 250 officers for fiscal year 2017-18. The Department is budgeted for 3,094 officers, with current staffing at 3,061 officers. We are partnering with Dallas Fire-Rescue to host a "Pathway to Public Safety Career Fair" on June 2, 2018. DPD is also partnering with several faith-based institutions for community interaction and recruiting, including East Gate Baptist Church, AAA Texas NHRA Racing, State Fair of Texas, and the DFW Auto Show to name a few.

We are challenging each of you to join us in the recruiting effort to strengthen the Dallas Police Department. Our pay is still not on par with the surrounding agencies, and this is a top priority as we head in to the FY18-19 budget development. Yet our Department continues to make a difference in so many ways throughout our communities, and these rewards should not be discounted. Engagement of our youth through serving as a School Resource Officer, reading programs and various parent organizations are invaluable opportunities to build trust and also mentor those who need it most. The City also offers additional compensation through specific assignment pay, education credentials and the City's homebuyer assistance program specifically for our police officers. Being a Dallas Police officer is something to be proud of and starting a career in law enforcement begins here.

— Chief U. RENÉE HALL

How Will We Get There? – Foster Community Relationships

- Community Engagement Initiatives
- Community Advisory Board
- Adopt-a-School Program
- Youth Employment



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How Will We Get There? – Foster Community Relationships

- Body Camera Usage
- Liaison Groups
- Citizen Police Review Board
- Citizen Complaint Process



Evaluation & Assessment

- Response Time Reduction
- Violent Crime Reduction
- Hire Additional Officers
- Effective Partnerships
- Increase Transparency & Accountability

DPD 2018 Strategic Priorities

Public Safety and Criminal Justice

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**U. René Hall, Chief of Police
Dallas Police Department**

