

# **Dallas Police Department Staffing and Efficiency Study Update**

**Special Called Public Safety Committee  
January 27, 2020**

**Executive Assistant Chief David Pughes  
Dallas Police Department**

**Presentation Updated from January 13,2020**



# Presentation Overview

- Background
- Study Recommendations and Update
- Next Steps

# Study Background

- KPMG was awarded the contract in December 2018 and conducted a six-month study from January 2019 to July 2019.
- As detailed in the RFP, the study delivered:
  - An evaluation of the effectiveness of DPD's current staffing, shift, and deployment patterns
  - A temporal analysis of trends in demand and calls for service
  - The development of strategies to improve efficiency and effectiveness of police resources
  - The development of cost estimates associated with the implementation of the above strategies
  - The results of the study were presented to full council on August 26, 2019

# Study Update

- This update provides an overview of the department's plan to increase efficiency based on the recommendations from the study
- The department has already begun the implementation of several recommendations from the study
- The following slides outline the recommendations and provides an implementation progress update

# Study Recommendations

- 1) Design and implement a patrol pilot of the resource optimization model at one division to determine shifts and personnel allocation to maximize supply and demand.**

## **Completed Action:**

- ✓ Training of necessary personnel on the optimization model
- ✓ Testing and troubleshooting of optimization model with KPMG engineers
- ✓ Running test models for various divisions to determine suitable pilot location
- ✓ Identification of division for pilot: Southcentral Patrol Division
- ✓ Patrol staffing optimization models have been run to determine shifts and personnel allocation; the selected model provides the greatest coverage for demand
- ✓ Volunteers Identified for transfer to South-Central to participate in the pilot

# Study Recommendations

## Future Action to be taken *prior* to initiating the pilot:

- Community meetings will be held in February at South-Central to inform citizens of the upcoming changes
- The re-coding of certain signal 46 (Mental Health Calls) for greater efficiency is currently in process
- Fleet assessment
- Build supervision staffing model for new shifts and span of control

# Study Recommendations

## Initiate Pilot

- Officers will bid for the new shift assignments in February
- Pilot of new model and on-going analysis of optimization is scheduled to begin in March 2020

## Future Action to be taken *during* pilot:

- Streamlined roll call briefing process for officers at beginning of shift on days with peak demand to expedite available officers in the field
- Allow for appointments with Neighborhood Police Officers on specific dates and times to report criminal offenses that don't require an immediate response
- Operational assessment to measure efficiency improvements and adjust staffing model as indicated through:
  - Response Times
  - Crime Analysis
  - Minimum staffing requirements

# Study Recommendations

## 2) Redesign patrol operating model to support strategy for improved response times and community policing strategies

### Completed Action:

- ✓ Increased Telephone Reporting Capabilities by hiring additional police report representatives
- ✓ Online Reporting initiated in June 2019
- ✓ Starlight pilot

### Future Action *during* the pilot

To coincide with the new staffing model the following support strategies will be implemented:

- Communications will require callers to use online reporting system or expediter, in which the call can be taken over the phone
- Expeditor Terminal at Southcentral for greater efficiency on reports that don't require an officer to respond



# Study Recommendations

## 3) Redesign and automate Compstat process to inform user tailored data collection and reporting

### Completed Actions

- ✓ Crime Analysts were moved from each patrol division to the centralized crime analysis unit
- ✓ Compstat process redesigned for reporting and sharing of information between divisions and includes attendance by outside law enforcement partners
- ✓ Compstat 2.0 attendees on January 23, 2020
- ✓ Dart Police, DISD Police, DSO and Dallas County Constable

### Future Actions:

- The department is creating an Intelligence Led Police (ILP) Division to improve and automate the Compstat process. The ILP will restructure and centralize the various data and analysis functions of the department.
  - Crime Analysis Unit
  - Fusion Center
  - Criminal Intelligence Unit
  - Real-Time Crime Center

# Study Recommendations

## 3) Continued Future Actions:

- ILP will produce regular reports to forecast trends, identify patterns, and facilitate a more accurate statistical analysis of criminal activity
- This information will assist commanders in the patrol divisions and violent crimes to provide proactive data-driven strategic approaches to reducing crime
- The complete organizational structure, administrative actions for personnel and formal chain of command will be completed in February

# Study Recommendations

## 4) Conduct an operational and performance review of the Dispatch Unit to include staff scheduling, call grading, and processes

### Completed Action:

- ✓ An initial internal operational review has been completed, and two shifts were eliminated to increase productivity, personnel re-alignments were done to increase expediter unit
- ✓ Hired additional police report representatives (9 currently in background approval phase)
- ✓ Non-sworn 911 call taker supervisors now conduct audits to ensure quality assurance of calls, appropriate call grading and evaluation of call taking personnel
- ✓ A civilian communications director position was created to manage the 911 Call Center and Dispatch Operations in the Communications Division – applications currently under review

# Study Recommendations

## 5) Develop a five-year strategic plan including core principles and strategic objectives

- The department's 5-year strategic plan is currently under development and is anticipated to be completed by the Summer of 2020
- Public input for the plan is being obtained from 15 community events titled "Listening Sessions"; to be completed in February 2020
  - ✓ 8 of these meetings have been completed
- Community input and departmental feedback will be used to create a strategic plan that incorporates recommendations from the study and will be based on the principles of 21<sup>st</sup> century policing

# Study Recommendations

## 6) Optimize investigations case management workflow, including the bureaus organizational structure, case management process, and records management functionality

### Completed Action:

- ✓ A Records Management System (RMS) training team has been assembled to ensure investigative personnel are properly utilizing the functionality of RMS and the Case Management module
- ✓ RMS user manual has been created and disseminated
- ✓ RMS User Guide created for patrol Crime Response Teams and the Fugitive Unit for submission of due diligence notes and warrants for case files
- ✓ On-going training is being conducted for detectives and supervisors

# Study Recommendations

## 7) Establish strategy and structures to promote partnerships and multi-agency problem-solving, including social sciences and behavioral health

### Completed Action:

- ✓ Formalized partnership with the Child Poverty Action Lab to use Risk Terrain Modeling (RTM)
- ✓ RTM maps created for all divisions – (Aggravated Assaults, Robbery, Business Robbery)
- ✓ Formed Risk Terrain Operational Team
- ✓ 90-day Operation Safe Surroundings plan created by CPAL and approved by DPD

# Study Recommendations

- 7) Establish strategy and structures to promote partnerships and multi-agency problem-solving, including social sciences and behavioral health**

## **Continued Future Action:**

- The Department is expanding the RIGHT Care program and the partnership with the North Texas Behavioral Authority
- Two additional teams will be created to provide coverage throughout the City
- Expansion will begin in March and should be implemented by July

# Study Recommendations

## 8) Review of organizational and staffing structure, span of control, and use of civilians

### Completed Action:

- ✓ An analysis of current civilian positions and staffing has been completed
- ✓ 95 sworn positions have been identified as potential positions to be converted to civilian
- ✓ Reclassified civilian positions have been submitted to City HR to enable the hiring of additional Police Report Representatives for each patrol division
- ✓ Several sworn positions have already been reclassified to civilian positions in the following divisions
  - Communications
  - Technology
  - External Communications
  - Crime Analysis
  - Crime Scene



# Study Recommendations

- 9) Strengthen data management and recording practices. Redesign performance regime to include unit level goals and Key Performance Indicators (KPI's) to support the Department's strategic objectives**

## **Future Action:**

- The performance regime and unit level goals will be included in the Department's strategic plan
- Key Performance Indicators and accountability metrics will be developed for all divisions in the department

# Next Steps

- The proposed organizational changes are significant and will require a significant change management and implementation program that could take up to 36 months to complete
  - Continued patrol optimization for all patrol divisions
  - Operational efficiency study of communications
  - Continued Civilianization in identified areas of the department
  - Completion of five-year strategic plan
- The department will hire an experienced project manager to oversee implementation and fully incorporate the strategic recommendations from the staffing and efficiency study The position was posted on January 3, 2020
- The KPMG report states the keys to successful implementation will be:
  - Leadership
  - Programmatic design
  - Organizational and external communication
  - Program management and tracking

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