

ANALYSIS OF CENTRALIZATION/DECENTRALIZATION

Function	Need For Specialized Skills Or Expertise	Need For Consistency	Risk Of Malfeasance Or Mistakes	Cost Effectiveness	Functional Effectiveness	Implications	Comments
911 Call Taking	μ	λ	λ	λ	λ	Centralize	
Accident Investigation and Response – Injury Accidents	ω	ω	ω	μ	μ	Decentralize	
Accident Investigation and Response – Non-Injury Accidents	μ	μ	μ	μ	μ	Decentralize	
Accounting	ω	λ	ω	λ	λ	Centralize	
Accounts Payable	ω	λ	ω	λ	λ	Centralize	
Accounts Receivable	ω	λ	ω	λ	λ	Centralize	
Auditing	ω	λ	λ	λ	λ	Centralize	
Auto Pound	μ	μ	μ	λ	λ	Centralize	
Bomb Investigations	λ	λ	λ	λ	λ	Centralize	
Budget Development – Department	λ	λ	ω	λ	λ	Centralize	
Budget Development – Division	μ	λ	μ	μ	----	Decentralize	
Budget Administration And Management – Department	ω	λ	ω	λ	λ	Centralize	
Budget Administration and Management – Division	μ	λ	μ	μ	----	Decentralize	
Calls-For-Service Response	μ	ω	μ	----	----	Decentralize	
Canine Response	λ	μ	μ	μ	ω	Centralize/ Decentralize	Need for ongoing and consistent training supports centralization; however, staff should be deployed on a decentralized basis and expected to answer calls-for-service and support other division level activities when the specialized skills of canine are not needed
City Council Relations	ω	ω	μ	λ	λ	Centralize	

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Community Relations And Outreach – Citywide Organizations	ω	μ	μ	λ	λ	Centralize	
Community Relations and Outreach – Local Organizations	μ	μ	μ	----	----	Decentralize	
Community Education	ω	μ	----	μ	μ	Decentralize	
Contract Administration	ω	λ	ω	λ	λ	Centralize	
Crime Analysis – Citywide Crime	ω	ω	μ	λ	λ	Centralize	
Crime Analysis – Localized Crime	ω	μ	μ	μ	----	Decentralize	
Crime Scene Response – Crimes Against Persons	λ	ω	λ	μ	λ	Centralize	
Crime Scene Response – Property Crimes	ω	ω	μ	μ	λ	Centralize	There is an insufficient volume of activity to justify decentralizing this activity among six patrol operations divisions
Criminal Intelligence	ω	λ	λ	λ	λ	Centralize	
Detention Services – Arrest Review	ω	ω	ω	----	μ	Centralize/ Decentralize	Arrest review for “high risk” crimes should be continue to be handled centrally; patrol supervisors should perform arrest review for other crimes
Detention Services – Intoxilizer	ω	ω	μ	λ	λ	Centralize	
Development and Fund Raising	ω	ω	μ	ω	ω	Centralize	
Direct Entry	μ	ω	μ	λ	λ	Centralize	
Dispatch	ω	ω	ω	λ	λ	Centralize	
Employee Relations	ω	ω	μ	λ	λ	Centralize	
Equipment Services	ω	μ	----	ω	ω	Centralize	
Expediter	ω	μ	μ	λ	λ	Centralize	
Facilities Management	ω	μ	μ	λ	λ	Centralize	

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Facilities Planning, Construction and Design	λ	ω	ω	ω	ω	Centralize	
First Offender Program	λ	λ	μ	λ	λ	Centralize	
Follow-Up Investigations – Assault (Aggravated)	ω	ω	μ	μ	μ	Decentralize	
Follow-up Investigations – Assault (Simple)	μ	μ	μ	----	----	Decentralize	
Follow-Up Investigations – Auto Theft (Localized activity)	ω	μ	μ	μ	μ	Decentralize	
Follow-Up Investigations – Auto Theft (City-wide activity)	ω	μ	μ	λ	λ	Centralize	
Follow-Up Investigations – Burglary (Business)	ω	μ	μ	----	μ	Decentralize	
Follow-up Investigations – Burglary (Residential)	μ	μ	μ	----	μ	Decentralize	
Follow-Up Investigations – Criminal Mischief	μ	μ	μ	----	μ	Decentralize	
Follow-up Investigations – Financial Crime	λ	μ	μ	λ	λ	Centralize	
Follow-Up Investigations – Hit and Run	ω	ω	μ	ω	ω	Centralize	
Follow-Up Investigations – Homicide	λ	λ	λ	λ	λ	Centralize	
Follow-Up Investigations – Robbery (Business)	λ	ω	ω	ω	ω	Centralize	
Follow-Up Investigations – Robbery (Individual)	μ	μ	μ	----	μ	Decentralize	
Follow-Up Investigation – Sexual Assault	λ	λ	λ	λ	λ	Centralize	
Follow-Up Investigations – Theft	μ	μ	μ	----	----	Decentralize	
Follow-up Investigations – Youth	ω	μ	ω	μ	ω	Centralize	
Grants (Departmentwide)	μ	ω	μ	λ	λ	Centralize	Consistency with department strategic goals and objectives is important
Grants (Individual Divisions and Units)	μ	ω	μ	----	----	Decentralize	Consistency with department strategic goals and objectives is important

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Grievances	ω	λ	μ	μ	λ	Centralize	
Helicopter Patrol and Response	λ	μ	μ	λ	λ	Centralize	
Information Systems – Needs Identification	λ	ω	ω	λ	λ	Centralize	Input should be provided by users
Information Systems – System and Application Development	λ	λ	μ	λ	λ	Centralize	Input should be provided by users
Information Systems – System and Application Maintenance	λ	λ	μ	ω	ω	Centralize	
Information Systems – User Support	ω	μ	----	λ	μ	Centralize/ Decentralize	Support requiring specialized expertise should be centralized; other support could be decentralized for functions where it is cost-effective to do so
Inspections	ω	λ	λ	λ	λ	Centralize	
Internal Affairs	ω	λ	λ	λ	λ	Centralize	
Labor Relations	λ	ω	ω	λ	λ	Centralize	
Legal Case Review	λ	λ	ω	λ	λ	Centralize	
Legal Counsel	λ	λ	ω	λ	λ	Centralize	
Legislative Relations	ω	ω	ω	λ	λ	Centralize	
Love Field	μ	μ	μ	λ	λ	Centralize	
Media Relations	λ	ω	ω	λ	λ	Centralize	
Mounted Patrol	λ	μ	μ	λ	λ	Centralize	
NCIC Check	μ	ω	ω	λ	λ	Centralize	
Payroll Administration	μ	λ	μ	----	----	Decentralize	
Payroll Systems	λ	λ	ω	λ	λ	Centralize	
Personnel – Recruiting	μ	ω	μ	λ	λ	Centralize	
Personnel – Hiring	μ	λ	ω	λ	λ	Centralize	
Personnel – Transfer	μ	ω	μ	λ	λ	Centralize	
Personnel – Termination	ω	λ	λ	λ	λ	Centralize	
Personnel – Promotion	ω	λ	λ	λ	λ	Centralize	
Personnel – Records	μ	λ	μ	λ	λ	Centralize	

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Planning (Department) – Capital	λ	λ	ω	λ	ω	Centralize	
Planning (Department) – Operational	λ	λ	ω	λ	ω	Centralize	
Planning (Department) – Strategic	λ	λ	ω	λ	ω	Centralize	
Planning (Division) – Approval	ω	μ	μ	λ	ω	Centralize	
Planning (Division) – Development	ω	μ	μ	----	----	Decentralize	
Position Control	ω	λ	λ	λ	λ	Centralize	
Printing/Copying	ω	----	μ	λ	μ	Centralize	Costs will be reduced if printing/coping responsibilities are centrally coordinated
Proactive Investigations and Initiatives – Auto Theft – Citywide Issues	ω	ω	μ	λ	λ	Centralize	
Proactive Investigations and Initiatives – Auto Theft – Localized Issues	μ	----	μ	μ	----	Decentralize	
Proactive Investigations and Initiatives – Narcotics – Citywide Issues	ω	ω	λ	λ	λ	Centralize	
Proactive Investigations and Initiatives – Narcotics – Localized Issues	μ	ω	λ	μ	----	Centralize/ Decentralize	Risks of malfeasance are so great that oversight should be centralized although localized staff can participate in addressing local narcotics related initiatives
Proactive Investigations and Initiatives – Neighborhood Nuisance	ω	ω	μ	μ	ω	Centralize	
Proactive Investigations and Initiatives – Patrol	μ	----	μ	----	----	Decentralize	
Proactive Investigations and Initiatives – Vice – Citywide Issues	ω	ω	λ	λ	λ	Centralize	

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Proactive Investigations and Initiatives – Vice – Localized Issues	μ	ω	λ	μ	----	Centralize/ Decentralize	Risks of malfeasance are so great that oversight should be centralized although localized staff can participate in addressing local narcotics related initiatives
Proactive Investigations and Initiatives – Youth and Gang	ω	μ	μ	μ	μ	Centralize/ Decentralize	Staff with needed expertise can support proactive initiatives relating to gangs at local patrol divisions
Property Services	μ	ω	λ	λ	λ	Centralize	
Public Integrity Investigations	ω	ω	ω	λ	λ	Centralize	
Public Relations	λ	ω	μ	λ	λ	Centralize	
Quartermaster	ω	μ	μ	λ	λ	Centralize	
Records	μ	ω	μ	λ	λ	Centralize	
Research	ω	λ	----	λ	λ	Centralize	
Risk Management	λ	λ	λ	λ	λ	Centralize	
Special Weapons And Tactics	λ	λ	λ	λ	λ	Centralize	
Traffic Enforcement	μ	----	μ	μ	----	Decentralize	Decentralize facilitates efforts to deploy resources to address localized needs
Training (Field) – Identification Of Needs	ω	ω	ω	λ	λ	Centralize	
Training (Field) – Determination Of Program Offerings	ω	ω	ω	λ	λ	Centralize	
Training (Field) – Program Design	ω	λ	ω	λ	λ	Centralize	
Training (Field) – Program Delivery	ω	ω	ω	----	----	Decentralize	
Training (Field) – Coordination	μ	ω	μ	μ	----	Decentralize	

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Training (In-Service) – Identification Of Needs	ω	ω	ω	λ	λ	Centralize	
Training (In-Service) – Determination Of Program Offerings	ω	ω	ω	λ	λ	Centralize	
Training (In-Service) – Program Design	ω	λ	ω	λ	λ	Centralize	
Training (In-Service) – Program Delivery	ω	ω	ω	λ	λ	Centralize	
Training (In-Service) – Coordination	μ	ω	μ	λ	λ	Centralize	
Training (Recruit) – Identification Of Needs	ω	ω	ω	λ	λ	Centralize	
Training (Recruit) – Determination Of Program Offerings	ω	ω	ω	λ	λ	Centralize	
Training (Recruit) – Program Design	ω	λ	ω	λ	λ	Centralize	
Training (Recruit) – Program Delivery	ω	ω	ω	λ	λ	Centralize	
Training (Recruit) – Coordination	μ	ω	μ	λ	λ	Centralize	
Vehicle Maintenance	λ	ω	μ	λ	ω	Centralize	
Workers Compensation Claims	λ	λ	μ	λ	λ	Centralize	