

## IMPLEMENTATION PRIORITIES

ORGANIZATION CAPABILITY SURPLUS/(GAP)	PRIORITY(a)	ORGANIZATION CAPABILITY	RECOMMENDATION
(4)	Highest	Ensure all police department employees are working together to achieve desired goals and objectives	<ul style="list-style-type: none"> <li>■ Develop and implement a strategy and plan for strengthening internal communications</li> <li>■ Restructure the police department's overall organization</li> <li>■ Strengthen coordination among units conducting vice and narcotics investigations</li> </ul>
(4)	Highest	Provide effective supervision	<ul style="list-style-type: none"> <li>■ Take immediate and long-term steps to strengthen supervision</li> </ul>
(3)	High	Understand community needs and priorities (relating to police services)	<ul style="list-style-type: none"> <li>■ Meet with mayor, interim city manager and city council members to clarify leadership roles</li> <li>■ Undertake steps to re-establish the police department as the community leader on issues relating to law enforcement</li> <li>■ Develop specific measures for evaluating the police department's performance</li> <li>■ Encourage police officers to develop an understanding of the community needs and policing issues in the patrol beats and sectors to which they are assigned</li> <li>■ Conduct follow-up surveys to better understand citizen service priorities relating to calls-for-service</li> </ul>
(3)	High	Ensure department priorities, goals and objectives reflect community needs	<ul style="list-style-type: none"> <li>■ Develop a systematic methodology for establishing priorities, goals and objectives</li> <li>■ Establish specific measures for evaluating the police department's performance</li> </ul>

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(3)	High	Ensure department priorities, goals and objectives are effectively articulated	<ul style="list-style-type: none"> <li>■ Work with city decision makers to establish short-term and long-term goals</li> <li>■ Develop a strategic plan</li> <li>■ Develop annual operational plans in each bureau and division consistent with the department's strategic plan</li> <li>■ Adopt a management framework to provide a context for the department's overall approach to management</li> </ul>
(3)	High	Ensure department priorities, goals, and objectives are effectively communicated	<ul style="list-style-type: none"> <li>■ Develop and implement a strategy and plan for strengthening internal communications</li> </ul>
(3)	High	Build commitment to common goals and objectives among department staff	<ul style="list-style-type: none"> <li>■ Articulate linkages between strategic and operational plans and performance evaluations</li> </ul>
(3)	High	Employ effective investigative tactics that are consistent with department strategies, goals, and objectives	<ul style="list-style-type: none"> <li>■ Provide additional civilian support to patrol investigative units</li> <li>■ Discontinue practice of contacting all crime victims</li> <li>■ Increase staffing assigned to the sexual assaults squad</li> <li>■ Develop a cohesive strategy for addressing citywide auto theft issues</li> <li>■ Increase staffing of the Financial Crimes Unit</li> </ul>

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(3)	High	Employ effective patrol tactics that are consistent with department strategies, goals, and objectives	<ul style="list-style-type: none"> <li>■ Develop tactical plans at the unit and subunit level</li> <li>■ Establish planning, budget and accountability unit in each patrol division to facilitate implementation of the proposed management framework</li> <li>■ Over time, evaluate support provided to citizens who live in housing authority properties in terms of the level of service provided</li> <li>■ Encourage patrol officers to develop an understanding of the community needs and policing issues in the patrol beats and sectors to which they are assigned</li> <li>■ Reinforce the importance of conducting thorough preliminary investigations at crime scenes</li> <li>■ Consider providing home storage vehicles to officers who drive marked elements and live within the City of Dallas</li> <li>■ Increase staffing assigned to patrol operations divisions</li> <li>■ Revise the types of calls assigned to the Expediter Unit</li> </ul>
(3)	High	Evaluate the success of policing strategies and tactics	<ul style="list-style-type: none"> <li>■ Develop tactical plans at the unit and subunit level</li> <li>■ Modify the roles and responsibilities of key managers within the patrol operations divisions to facilitate implementation of the proposed management framework</li> <li>■ Modify organization of the patrol operations divisions</li> </ul>

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(3)	High	Use information as a tool for improving department performance	<ul style="list-style-type: none"> <li>■ Develop annual operational plans in each bureau and division consistent with the department's strategic plan</li> <li>■ Develop tactical plans at the unit and subunit level</li> <li>■ Make strategic use of information relating to overtime expenditures</li> <li>■ Expand the role of the inspections unit to include audits of performance data and increase staffing levels to reflect these increased responsibilities</li> </ul>
(3)	High	Ensure the effective deployment of police resources	<ul style="list-style-type: none"> <li>■ Where possible, deploy centralized staff to support the tactical initiatives in the patrol operations division</li> <li>■ Take recommended steps to improve deployment of patrol resources</li> </ul>
(3)	High	Attract and hire highly competent sworn personnel	<ul style="list-style-type: none"> <li>■ Increase expectations for new hires</li> <li>■ Provide opportunities for employment candidates to self select out of the hiring process</li> <li>■ Implement a formal recruiting process</li> <li>■ Increase funding to support recruiting efforts</li> <li>■ Eliminate existing barriers to recruiting and hiring veteran police officers from other agencies</li> </ul>

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(3)	High	Ensure staff has the vehicles and equipment they need to be effective	<ul style="list-style-type: none"> <li>■ Make selective investments in the tools, equipment and technology needed to make employees more productive</li> <li>■ Ensure investments in technology are supported by adequate investments in project management and training</li> <li>■ Ensure all units are assigned sufficient vehicles to support effective operations</li> <li>■ Equip patrol vehicles with prisoner shields</li> <li>■ Equip patrol vehicles with video cameras</li> <li>■ Perform a systematic assessment of the use of natural gas vehicles</li> </ul>
(2)	Moderate	Employ effective traffic enforcement tactics that are consistent with department strategies, goals, and objectives	<ul style="list-style-type: none"> <li>■ Make only limited use of motorcycles to support traffic enforcement efforts</li> </ul>

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(2)	Moderate	Manage the department to appropriately control costs	<ul style="list-style-type: none"> <li>■ Replace sworn officers performing work that can effectively be performed by civilians</li> <li>■ Establish a commitment to employing a sufficient number of civilian employees</li> <li>■ Establish a policy that patrol vehicles will be replaced every 75,000 miles</li> <li>■ Provide officers with “home storage” vehicle only if there is an operational need to do so</li> <li>■ Establish an internal mail service</li> <li>■ Work closely with the district and municipal courts and prosecutors to limit the amount of time officers spend waiting to testify in court</li> <li>■ Reduce the number of administrative staff assigned to the Office of the Chief of Police</li> <li>■ Scale back programs coordinated by the centralized Interactive Community Policing Coordination Unit (ICPCU)</li> <li>■ Assign officers to the same patrol elements whenever possible</li> <li>■ Reduce somewhat the time SWAT personnel devote to training</li> </ul>

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ORGANIZATION CAPABILITY SURPLUS/(GAP)	PRIORITY(a)	ORGANIZATION CAPABILITY	RECOMMENDATION
		Manage the department to appropriately control costs (cont)	<ul style="list-style-type: none"> <li>■ Lease a new fleet of helicopters</li> <li>■ Discontinue staffing of a stand-alone fugitive squad</li> <li>■ Explore the possibility of collecting tax revenues that are available to support school crossing guards</li> <li>■ Reduce spans of control for Narcotics Division lieutenants</li> <li>■ Assign responsibility for maintaining specialized Narcotics Division equipment to the technical squad</li> <li>■ Restructure the Youth and Family Support Division when the Dallas Independent School District's police force matures</li> <li>■ Combine the internal affairs and public integrity units</li> <li>■ Reassess the overall approach to conducting internal affairs investigations</li> <li>■ Explore using mediation to resolve some types of complaints</li> <li>■ Monitor staffing of the internal affairs function as the number of cases assigned to the division declines</li> <li>■ Assign civilian supervisors to oversee communications operations</li> <li>■ Cross-train expediter staff to perform the staff review function</li> <li>■ Over time, discontinue the direct entry function</li> </ul>

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ORGANIZATION CAPABILITY SURPLUS/(GAP)	PRIORITY(a)	ORGANIZATION CAPABILITY	RECOMMENDATION
		Manage the department to appropriately control costs (cont)	<ul style="list-style-type: none"> <li>■ Reduce the scope of the Detention Services Unit</li> <li>■ Discontinue completing legal histories for every person arrested</li> <li>■ Adjust staffing of the Detention Services Unit to improve alignment with workload</li> <li>■ Assign one lieutenant to oversee the Detention Services Unit</li> <li>■ Discontinue overnight customer service operations and increase staffing on the other shifts at the auto pound</li> <li>■ Assign responsibility for Dallas Police Museum fund raising to the planning, budget and accountability unit</li> <li>■ Consider reducing the length of the training academy to 24 weeks</li> <li>■ Take steps to improve the operational efficiency of the training academy</li> <li>■ Take steps to ensure the department's investment in recruit training accrues to it</li> <li>■ Reassign responsibility for preparing city council agendas</li> <li>■ Take steps to recover the full cost of services provided to support Expanded Neighborhood Patrols (ENP)</li> <li>■ Establish a development and grants management office</li> </ul>

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		Manage the department to appropriately control costs (cont)	<ul style="list-style-type: none"> <li>■ Explore opportunities to leverage existing relationships with software developers to generate revenues</li> <li>■ Take steps to reduce the department's inventory</li> <li>■ Take steps to reduce the need to individually tailor each equipment item</li> <li>■ Take steps to manage the department's fleet more aggressively</li> <li>■ Establish procedures for patrol selection of seized vehicles</li> <li>■ Revise roles and responsibilities within the Office of the Chief</li> <li>■ Restructure approach to handling calls in the Office of the Chief</li> </ul>
(2)	Moderate	Make effective use of technology as a tool for improving department performance	<ul style="list-style-type: none"> <li>■ Explore implementing "red light" cameras and other automated traffic enforcement technologies</li> <li>■ Improve stability of staff review software</li> <li>■ Expand the role of the police technology and technical support unit to providing information on how technology can be used to support crime reduction efforts</li> <li>■ Increase police technology and technical support unit staffing</li> </ul>

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ORGANIZATION CAPABILITY SURPLUS/(GAP)	PRIORITY(a)	ORGANIZATION CAPABILITY	RECOMMENDATION
(2)	Moderate	Schedule staff to ensure they are available when needed	<ul style="list-style-type: none"> <li>■ Explore employing part-time employees</li> <li>■ Schedule Central Operations Division officers to work eight-hour shifts</li> <li>■ Begin patrol shifts an hour earlier</li> <li>■ Schedule vice and narcotics detectives to work seven days a week</li> </ul>
(2)	Moderate	Retain highly competent sworn personnel	<ul style="list-style-type: none"> <li>■ Establish professional development plans for all employees</li> <li>■ Develop a comprehensive leadership development plan</li> </ul>
(1)	Somewhat Low	Work effectively with other area law enforcement agencies to achieve desired goals and objectives	<ul style="list-style-type: none"> <li>■ Strengthen coordination among units conducting vice and narcotics investigations</li> </ul>

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(1)	Somewhat Low	Make cost effective use of specialized units and functions to support policing strategies and tactics	<ul style="list-style-type: none"> <li>■ Redefine roles and responsibilities to reduce unnecessary</li> <li>■ Assign SWAT officers to support the patrol operations divisions when their specialized skills and training are not needed for specialized assignments</li> <li>■ Take steps to ensure the mounted unit is responsive to the needs of individual patrol units</li> <li>■ Assign the preponderance of traffic division staff to the patrol divisions</li> <li>■ Focus efforts of the gang unit on gathering intelligence and reassign staff on a day-to-day basis to patrol operations divisions and to the intelligence/crime analysis unit</li> <li>■ Increase staffing of the Expediter Unit</li> </ul>
(1)	Somewhat Low	Provide effective dispatch services	<ul style="list-style-type: none"> <li>■ Increase dispatch unit staffing to ensure needed positions are filled 24-hours a day</li> <li>■ Ensure dispatch procedures and priorities are aligned with overall department goals and priorities</li> </ul>
(1)	Somewhat Low	Gather information on crime	<ul style="list-style-type: none"> <li>■ Disband the centralized planning and crime analysis unit and reassign staff to other units</li> </ul>
(1)	Somewhat Low	Disseminate information on crime	<ul style="list-style-type: none"> <li>■ Disband the centralized planning and crime analysis unit and reassign staff to other units</li> </ul>
(1)	Somewhat Low	Disseminate information on traffic problems	<ul style="list-style-type: none"> <li>■ Employ temporary staff to eliminate the backlog of accidents that have not been entered into the POLARIS system</li> </ul>

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(1)	Somewhat Low	Attract and hire highly competent civilian personnel	<ul style="list-style-type: none"> <li>■ Increase expectations for new hires</li> </ul>
(1)	Somewhat Low	Retain highly competent civilian personnel	<ul style="list-style-type: none"> <li>■ Establish professional development plans for all employees</li> </ul>
(1)	Somewhat Low	Ensure line staff (sworn) have the training they need to effectively perform their job responsibilities	<ul style="list-style-type: none"> <li>■ Increase performance expectations for new recruits during training</li> <li>■ Develop a program to facilitate the transition of recruits from the police academy to field training</li> <li>■ Redesign the process for selecting field training officers</li> <li>■ Strengthen the training program for field training officers</li> <li>■ Move responsibility for the field training program to the Personnel and Development Division</li> <li>■ Increase performance expectations for recruits participating in the field training program</li> <li>■ Establish a systematic approach to training that focuses on identifying and addressing department specific needs</li> <li>■ Increase standards for shooting recertifications</li> <li>■ Provide internal affairs managers and supervisors with additional training</li> <li>■ Complete an comprehensive review of the academy training program based on national best practice</li> <li>■ Rotate positions through the training academy</li> </ul>

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(1)	Somewhat Low	Ensure line staff (civilian) have the training they need to effectively perform their job responsibilities	<ul style="list-style-type: none"> <li>■ Encourage dispatchers to ride with officers whenever possible</li> <li>■ Provide additional training to auto pound employees</li> </ul>
(1)	Somewhat Low	Develop budgets to ensure the appropriate allocation of scarce resources to support policing strategies and tactics	<ul style="list-style-type: none"> <li>■ Adopt a resource allocation methodology that clearly links resources and results</li> </ul>
(1)	Somewhat Low	Ensure the department has the facilities it needs to be effective	<ul style="list-style-type: none"> <li>■ Relocate the alarm unit to an area that allows for easier public access</li> <li>■ Evaluate the adequacy of the property storage facility after steps are implemented to ensure the timely release of property</li> <li>■ Invest in improving the physical security of the auto pound facility</li> <li>■ Strengthen public service and building security functions</li> </ul>
(1)	Somewhat Low	Provide public information	<ul style="list-style-type: none"> <li>■ Undertake steps to re-establish the police department as the community leader on issues relating to law enforcement</li> <li>■ Establish specific performance measures for evaluating the police department's performance</li> </ul>
(1)	Somewhat Low	Ensure the chain of custody of property and evidence collected at crime scenes	<ul style="list-style-type: none"> <li>■ Take steps to ensure that procedures for handling property are consistently enforced</li> <li>■ When large cash seizures are made take monies immediately to a financial institution</li> </ul>

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(1)	Somewhat Low	Ensure the safety of department employees	<ul style="list-style-type: none"> <li>■ Make only limited use of motorcycles to support traffic enforcement activities</li> </ul>
0	Low	Work effectively with other components of the criminal justice system and other local agencies to achieve desired goals and objectives	<ul style="list-style-type: none"> <li>■ Explore the possibility of contracting with other area police departments to provide helicopter services</li> </ul>
0	Low	Work effectively with other city departments to achieve desired goals and objectives	<ul style="list-style-type: none"> <li>■ Work closely with traffic engineering and other city departments to reduce the risk of traffic accidents</li> <li>■ Consider assigning responsibility for the 911 – 311 call center to the police department</li> <li>■ Work with City of Dallas human resource professionals to address shortcomings with the current payroll system</li> </ul>
0	Low	Gather information on traffic problems	<ul style="list-style-type: none"> <li>■ Employ temporary staff to eliminate the backlog of accidents that have not been entered into the POLARIS system</li> </ul>
0	Low	Effectively manage and monitor department budgets	<ul style="list-style-type: none"> <li>■ Charge individual divisions and units for goods and services provided by the Quartermaster Unit</li> </ul>
0	Low	Perform public relations activities that enhance police-community relations	<ul style="list-style-type: none"> <li>■ Provide information to business and community organization on how they can use technology to support security efforts</li> </ul>

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0	Low	Effectively collect evidence at crime scenes	<ul style="list-style-type: none"> <li>■ Adjust staffing of the crime scene response unit</li> <li>■ Assign crime scene response personnel on a geographic basis</li> <li>■ Track clearance rates by crime scene tactician</li> <li>■ Assign responsibility for collecting physical evidence at crime scenes to the crime scene response unit</li> </ul>
0	Low	Appropriately dispose of evidence	<ul style="list-style-type: none"> <li>■ Focus consistent attention on the timely release of property</li> </ul>
0	Low	Detain persons who have been arrested in a manner that is consistent with pertinent laws and regulations	<ul style="list-style-type: none"> <li>■ Reduced the scope of the Detention Services Unit</li> </ul>
1	Lowest	Ensure the effective management of department financial resources	<ul style="list-style-type: none"> <li>■ Take steps to ensure that the use of seized monies complies with federal law and reflects department priorities</li> <li>■ Examine the use of 911 monies to ensure these resources are used to address the most important communications center needs</li> <li>■ Devote less time to tracking and processing small transactions</li> <li>■ Strengthen grant related contract and monitoring</li> <li>■ Establish procedures for ensuring the department only pursues grant monies when doing so supports its strategic objectives</li> <li>■ Make expanded use of purchasing cards</li> </ul>

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1	Lowest	Ensure the availability of records to the public	<ul style="list-style-type: none"> <li>■ Reduce the time required to correct reports that are returned to officers</li> <li>■ Consider giving citizens the option of paying for open records reports by credit card</li> <li>■ Ensure that at least one Spanish speaking person is available to service citizens on each watch</li> </ul>

(a) To say a recommendation is of “low” or “lowest” priority should not imply that the recommendation is unimportant, only that its implementation is of a lower priority than other study recommendations.