

IMPLEMENTATION PLAN

Priority(a)	Recommendation	Responsibility	Begin Implementation	Complete Implementation
OVERALL IMPLEMENTATION				
High	■ Establish department and bureau implementation task forces	■ Chief of Police	Immediately	One Month
High	■ Assign responsibility for coordinating the implementation effort	■ Chief of Police	Immediately	One month
High	■ Clarify the personnel implications of the study recommendations	■ Deputy Chief – Personnel and Development	Immediately	One Month
High	■ Establish an internal and external communications strategy	■ Implementation Coordinator ■ Manager – Office of Community Affairs and Employee Communications	Two Weeks	Six Weeks
	LEADERSHIP AND COMMUNICATION	■ Chief of Police	One Month	Two Months
High	■ Meet with mayor, interim city manager and city council members to clarify leadership roles			
High	■ Undertake steps to re-establish the police department as the community leader on issues relating to law enforcement	■ Chief of Police ■ Chief of Staff	Immediately	Ongoing
High	■ Develop and implement a strategy and plan for strengthening internal communications	■ Deputy Chief – Personnel and Development	Immediately	Ongoing
GOAL SETTING, PLANNING AND RESOURCE ALLOCATION				
<i>Goals And Priorities</i>				
High	■ Develop a systematic methodology for establishing priorities, goals and objectives	■ Chief Of Police ■ Command Staff	Immediately	Three Months
High	■ Establish specific measures for evaluating the police department's performance	■ Interim City Manager ■ Chief of Police	One Month	Three Months

IMPLEMENTATION PLAN

Priority(a)	Recommendation	Responsibility	Begin Implementation	Complete Implementation
High	<ul style="list-style-type: none"> ■ Work with city decision makers to establish short-term and long-term goals 	<ul style="list-style-type: none"> ■ Public Safety Committee ■ Interim City Manager ■ Chief of Police 	Immediately	Ongoing
	<i>Planning</i>			
High	<ul style="list-style-type: none"> ■ Develop a strategic plan 	<ul style="list-style-type: none"> ■ Chief of Police ■ Command Staff 	Immediately	Six Weeks
High	<ul style="list-style-type: none"> ■ Develop annual operational plans in each bureau and division consistent with the department's strategic plan 	<ul style="list-style-type: none"> ■ Command Staff 	Six Weeks	Three Months
High	<ul style="list-style-type: none"> ■ Develop tactical plans at the unit and subunit level 	<ul style="list-style-type: none"> ■ Deputy Chiefs and Division Managers 	Six Weeks	Three Months
	<i>Resource Allocation</i>			
Somewhat Low	<ul style="list-style-type: none"> ■ Adopt a resource allocation methodology that clearly links resources and results 	<ul style="list-style-type: none"> ■ Executive Assistant Director 	One Month	Three Months
	MANAGEMENT FRAMEWORK			
High	<ul style="list-style-type: none"> ■ Adopt a management framework to provide a context for the department's overall approach to management 	<ul style="list-style-type: none"> ■ Deputy Chief – Personnel and Development 	Immediately	Ongoing
	ORGANIZATION			
Highest	<ul style="list-style-type: none"> ■ Restructure the police department's overall organization 	<ul style="list-style-type: none"> ■ Chief of Police ■ Command Staff 	Immediately	Two Months
High	<ul style="list-style-type: none"> ■ Where possible deploy centralized staff to support the tactical initiatives in the patrol operations divisions 	<ul style="list-style-type: none"> ■ Assistant Chiefs ■ Deputy Chiefs – Patrol 	One Month	Three Months

IMPLEMENTATION PLAN

Priority(a)	Recommendation	Responsibility	Begin Implementation	Complete Implementation
DEVELOPMENT OF HUMAN CAPITAL				
<i>Hiring Practices</i>				
High	■ Increase expectations for new hires	■ Deputy Chief – Personnel and Development	One Month	Four Months
High	■ Provide opportunities for employment candidates to self select out of the hiring process	■ Deputy Chief – Personnel and Development	One Month	Four Months
High	■ Implement a formal recruiting planning process	■ Deputy Chief – Personnel and Development	Three Months	Ongoing
High	■ Increase funding to support recruiting efforts	■ Executive Assistant Director	Immediately	Ongoing
High	■ Eliminate existing barriers to recruiting and hiring veteran police officers from other agencies	■ Command Staff	Immediately	Six Months
<i>Academy Training</i>				
Somewhat Low	■ Increase performance expectations for new recruits during training	■ Deputy Chief – Personnel and Development	Four Months	Ongoing
Somewhat Low	■ Develop a program to facilitate the transition of recruits from the police academy to field training	■ Deputy Chief – Personnel and Development ■ Deputy Chiefs -Patrol	Four Months	Ongoing
<i>Field Training</i>				
Somewhat Low	■ Redesign the process for selecting field training officers	■ Deputy Chief – Personnel and Development ■ Deputy Chiefs – Patrol	Six Months	One Year
Somewhat Low	■ Strengthen the training program for field training officers	■ Deputy Chief - Personnel and Development ■ Deputy Chiefs – Patrol	Six Months	One Year

IMPLEMENTATION PLAN

Priority(a)	Recommendation	Responsibility	Begin Implementation	Complete Implementation
Somewhat Low	<ul style="list-style-type: none"> ■ Move responsibility for the field training program to the Personnel and Development Division 	<ul style="list-style-type: none"> ■ Deputy Chief – Personnel and Development ■ Deputy Chiefs – Patrol 	Six Months	One Year
Somewhat Low	<ul style="list-style-type: none"> ■ Increase performance expectations for recruits participating in the field training program 	<ul style="list-style-type: none"> ■ Deputy Chief – Personnel and Development 	Six Months	One Year
<i>In-Service Training</i>				
Somewhat Low	<ul style="list-style-type: none"> ■ Establish a systematic approach to training that focuses on identifying and addressing department specific needs 	<ul style="list-style-type: none"> ■ Command Staff ■ Deputy Chief – Personnel and Development 	Six Months	One Year
Somewhat Low	<ul style="list-style-type: none"> ■ Increase standards for shooting recertifications 	<ul style="list-style-type: none"> ■ Command Staff ■ Deputy Chief – Personnel and Development 	Six Months	One Year
<i>Performance Management</i>				
Moderate	<ul style="list-style-type: none"> ■ Establish professional development plans for all employees 	<ul style="list-style-type: none"> ■ Chief of Police ■ Command Staff 	Six Months	One Year
High	<ul style="list-style-type: none"> ■ Articulate linkages between strategic and operational plans and performance evaluations 	<ul style="list-style-type: none"> ■ Command Staff ■ Deputy Chief – Personnel and Development 	Three Months	One Year
<i>Leadership Development And Succession Planning</i>				
Moderate	<ul style="list-style-type: none"> ■ Develop a comprehensive leadership development program 	<ul style="list-style-type: none"> ■ Deputy Chief - Personnel and Development 	Six Months	One Year
SUPERVISION				
Highest	<ul style="list-style-type: none"> ■ Take immediate and long-term steps to strengthen supervision 	<ul style="list-style-type: none"> ■ Chief of Police ■ Command Staff 	Immediately	Ongoing

IMPLEMENTATION PLAN

Priority(a)	Recommendation	Responsibility	Begin Implementation	Complete Implementation
ENSURING EFFICIENT OPERATIONS				
<i>Civilianization</i>				
Moderate	■ Replace sworn officers performing work that can effectively be performed by civilians with civilians	<ul style="list-style-type: none"> ■ Command Staff ■ Executive Assistant Director 	Immediately	Ongoing
Moderate	■ Establish a commitment to employing a sufficient number of civilian employees	<ul style="list-style-type: none"> ■ Chief of Police ■ Interim City Manager ■ Mayor and City Council 	Immediately	Ongoing
<i>Investments In Equipment And Technology</i>				
High	■ Make selective investments in the tools, equipment and technology needed to make employees more productive	<ul style="list-style-type: none"> ■ Command Staff ■ Executive Assistant Director 	Immediately	Ongoing
High	■ Ensure investments in technology are supported by adequate investments in project management and training	<ul style="list-style-type: none"> ■ Deputy Chief – Personnel and Development 	Immediately	Ongoing
<i>Scheduling</i>				
Moderate	■ Explore employing part-time employees	<ul style="list-style-type: none"> ■ Senior Assistant Chief ■ Deputy Chief – Personnel and Development 	Six Months	One Year
<i>Vehicles</i>				
High	■ Ensure all units are assigned sufficient vehicles to support effective operations	<ul style="list-style-type: none"> ■ Command Staff ■ Executive Assistant Director 	Six Months	Ongoing
Moderate	■ Establish a policy that patrol vehicles will be replaced every 75,000 miles	<ul style="list-style-type: none"> ■ Executive Assistant Director ■ Interim City Manager ■ Mayor and Council 	One Year	Ongoing
Moderate	■ Provide officers with “home storage” vehicles only if there is an operational need to do so	<ul style="list-style-type: none"> ■ Command Staff 	One Year	Ongoing

IMPLEMENTATION PLAN

Priority(a)	Recommendation	Responsibility	Begin Implementation	Complete Implementation
<i>Mail Service</i>				
Moderate	<ul style="list-style-type: none"> ■ Establish an internal mail service 	<ul style="list-style-type: none"> ■ Executive Assistant Director 	One Year	Two Years
<i>Court Time</i>				
Moderate	<ul style="list-style-type: none"> ■ Work closely with the district and municipal courts and prosecutors to limit the amount of time officers spend waiting to testify in court 	<ul style="list-style-type: none"> ■ Chief of Police ■ Assistant Chief – Support Services 	One Year	Ongoing
Office Of The Chief Of Police				
Moderate	<ul style="list-style-type: none"> ■ Reduce the number of administrative staff assigned to the Office of the Chief of Police 	<ul style="list-style-type: none"> ■ Chief of Police ■ Special Assistant to Chief 	Six Months	One Year
Moderate	<ul style="list-style-type: none"> ■ Revise roles and responsibilities within the Office of the Chief 	<ul style="list-style-type: none"> ■ Chief of Police ■ Command Staff 	Six Months	One Year
Moderate	<ul style="list-style-type: none"> ■ Restructure approach to handling calls in the Office of the Chief 	<ul style="list-style-type: none"> ■ Chief of Police ■ Command Staff 	Six Months	One Year
Moderate	<ul style="list-style-type: none"> ■ Scale back programs coordinated by the centralized Interactive Community Policing Coordination Unit (ICPCU) 	<ul style="list-style-type: none"> ■ Special Assistant to Chief 	Six Months	One Year
Patrol Bureau				
<i>Organization And Management</i>				
Somewhat Low	<ul style="list-style-type: none"> ■ Redefine roles and responsibilities to reduce unnecessary specialization 	<ul style="list-style-type: none"> ■ Assistant Chiefs – Patrol ■ Deputy Chiefs – Patrol 	Six Months	Ongoing
High	<ul style="list-style-type: none"> ■ Modify the roles and responsibilities of key managers within the patrol operations divisions to facilitate implementation of the proposed management framework 	<ul style="list-style-type: none"> ■ Assistant Chiefs – Patrol ■ Deputy Chiefs – Patrol 	Three Months	Six Months

IMPLEMENTATION PLAN

Priority(a)	Recommendation	Responsibility	Begin Implementation	Complete Implementation
High	<ul style="list-style-type: none"> ■ Establish planning, budget and accountability unit in each patrol division to facilitate implementation of the proposed management framework 	<ul style="list-style-type: none"> ■ Assistant Chiefs – Patrol ■ Deputy Chiefs – Patrol 	Three Months	Six Months
High	<ul style="list-style-type: none"> ■ Modify organization of the patrol operations divisions 	<ul style="list-style-type: none"> ■ Chief of Police ■ Assistant Chiefs – Patrol 	One Month	Six Months
<i>Ensuring Efficient Operations</i>				
High	<ul style="list-style-type: none"> ■ Take recommended steps to improve deployment of patrol resources 	<ul style="list-style-type: none"> ■ Assistant Chiefs – Patrol ■ Deputy Chiefs – Patrol 	Three Months	Six Months
Moderate	<ul style="list-style-type: none"> ■ Schedule Central Operations Division officers to work eight-hour shifts 	<ul style="list-style-type: none"> ■ Assistant Chief – Central ■ Deputy Chief – Central 	Six Months	Eighteen Months
Moderate	<ul style="list-style-type: none"> ■ Begin patrol shifts an hour earlier 	<ul style="list-style-type: none"> ■ Deputy Chiefs – Patrol 	Six Months	One Year
High	<ul style="list-style-type: none"> ■ Provide additional civilian support to patrol investigative units 	<ul style="list-style-type: none"> ■ Deputy Chiefs – Patrol ■ Deputy Chief – Personnel and Development 	Six Months	Ongoing
High	<ul style="list-style-type: none"> ■ Discontinue practice of contacting all crime victims 	<ul style="list-style-type: none"> ■ Deputy Chiefs – Patrol 	Three Months	Four Months
High	<ul style="list-style-type: none"> ■ Over time, evaluate support provided to citizens who live in housing authority properties in terms of the level of service provided 	<ul style="list-style-type: none"> ■ Manager – Community Affairs ■ Deputy Chiefs – Patrol 	Six Months	Eighteen Months
<i>Enhancing Effectiveness</i>				
High	<ul style="list-style-type: none"> ■ 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 	<ul style="list-style-type: none"> ■ Assistant Chiefs – Patrol ■ Deputy Chiefs – Patrol 	Two Months	Ongoing
High	<ul style="list-style-type: none"> ■ Reinforce the importance of conducting thorough preliminary investigations at crime scenes 	<ul style="list-style-type: none"> ■ Deputy Chiefs – Patrol 	Three Months	One Year

IMPLEMENTATION PLAN

Priority(a)	Recommendation	Responsibility	Begin Implementation	Complete Implementation
Somewhat Low	■ Take steps to ensure that procedures for handling property are consistently enforced	■ Deputy Chiefs – Patrol	Six Months	Ongoing
High	■ Consider providing home storage vehicles to officers who drive marked elements and live within the City of Dallas	■ Command Staff ■ Interim City Manager ■ Mayor and Council	One Month	Three Months
Moderate	■ Assign officers to the same patrol elements whenever possible	■ Deputy Chiefs – Patrol	Six Months	Ongoing
High	■ Equip patrol vehicles to prisoner shields	■ Executive Assistant Director ■ Interim City Manager	Six Months	One Year
High	■ Equip patrol vehicles with video cameras	■ Executive Assistant Director ■ Interim City Manager ■ Mayor and Council	One Month	Ongoing
High	■ Conduct follow-up surveys to better understand citizen services priorities relating to calls-for-service	■ Manager – Community Affairs	Six Months	Ongoing
<i>Staffing And Scheduling</i>				
High	■ Increase staffing assigned to patrol operations divisions	■ Executive Assistant Director ■ Interim City Manager ■ Mayor and Council	One Month	One Year
Homeland Security And Investigations Bureau				
<i>Crimes Against Persons</i>				
High	■ Increase staffing assigned to the sexual assaults squad	■ Executive Assistant Director ■ Interim City Manager ■ Mayor and Council	One Month	One Year

IMPLEMENTATION PLAN

Priority(a)	Recommendation	Responsibility	Begin Implementation	Complete Implementation
<i>Crime Scene Response</i>				
Low	■ Adjust staffing of the crime scene response unit	■ Assistant Chief – Homeland Security	Six Months	One Year
Low	■ Assign crime scene response personnel on a geographic basis	■ Assistant Chief – Homeland Security	Six Months	One Year
Low	■ Track clearance rates by crime scene technician	■ Assistant Chief – Homeland Security	Six Months	One Year
<i>Tactical</i>				
Somewhat Low	■ Assign SWAT officers to support the patrol operations divisions when their specialized skills and training are not needed for specialized assignments	■ Assistant Chief – Homeland Security ■ Assistant Chiefs – Patrol ■ Deputy Chiefs – Patrol	Six Months	Ongoing
Moderate	■ Reduce somewhat the time SWAT personnel devote to training	■ Assistant Chief – Homeland Security	Six Months	One Year
Moderate	■ Lease a new fleet of helicopters	■ Executive Assistant Director	One Month	Two Months
Low	■ Explore the possibility of contracting with other area police departments to provide helicopter services	■ Executive Assistant Director ■ Assistant Chief – Homeland Security	One Year	Two Years
Somewhat Low	■ Take steps to ensure the mounted unit is responsive to the needs of individual patrol units	■ Assistant Chief – Homeland Security ■ Assistant Chiefs – Patrol	Eight Months	One Year
Moderate	■ Discontinue staffing a stand-alone fugitive squad	■ Assistant Chief – Homeland Security	Eight Months	One Year

IMPLEMENTATION PLAN

Priority(a)	Recommendation	Responsibility	Begin Implementation	Complete Implementation
Somewhat Low	<ul style="list-style-type: none"> ■ Assign the preponderance of traffic division staff to the patrol divisions 	<ul style="list-style-type: none"> ■ Assistant Chief – Homeland Security ■ Assistant Chiefs – Patrol ■ Deputy Chiefs – Patrol 	One Year	Two Years
Somewhat Low	<ul style="list-style-type: none"> ■ Employ temporary staff to eliminate the backlog of accidents that have not been entered into the POLARIS system 	<ul style="list-style-type: none"> ■ Executive Assistant Director 	Six Months	Two Years
Low	<ul style="list-style-type: none"> ■ Work closely with traffic engineering and other city departments to reduce the risk of traffic accidents 	<ul style="list-style-type: none"> ■ Assistant Chief – Homeland Security 	One Year	Ongoing
Moderate	<ul style="list-style-type: none"> ■ Make only limited use of motorcycles to support traffic enforcement efforts 	<ul style="list-style-type: none"> ■ Assistant Chief – Homeland Security 	Six Months	Ongoing
Moderate	<ul style="list-style-type: none"> ■ Explore implementing “red light” cameras and other automated traffic enforcement technologies 	<ul style="list-style-type: none"> ■ Assistant Chief – Homeland Security ■ City Attorney 	Six Months	Ongoing
Low	<ul style="list-style-type: none"> ■ Assign responsibility for collecting physical evidence at vehicle crime scenes to the crime scene response unit 	<ul style="list-style-type: none"> ■ Assistant Chief – Homeland Security 	One Year	Ongoing
Moderate	<ul style="list-style-type: none"> ■ Explore the possibility of tapping tax revenues that are available to support school crossing guards 	<ul style="list-style-type: none"> ■ Executive Assistant Director 	Three months	One year
SPECIAL SERVICES BUREAU				
<i>Issues Affecting More Than One Unit</i>				
Somewhat Low	<ul style="list-style-type: none"> ■ Strengthen coordination among units conducting vice and narcotics investigations 	<ul style="list-style-type: none"> ■ Assistant Chief -Special Services ■ Deputy Chief – Narcotics 	One Year	Ongoing
Moderate	<ul style="list-style-type: none"> ■ Schedule vice and narcotics detectives to work seven days a week 	<ul style="list-style-type: none"> ■ Deputy Chief – Narcotics 	Six Months	One Year

IMPLEMENTATION PLAN

Priority(a)	Recommendation	Responsibility	Begin Implementation	Complete Implementation
<i>Narcotics</i>				
Moderate	■ Reduce spans of control for division lieutenants	■ Deputy Chief – Narcotics	Six Months	One Year
Lowest	■ Takes steps to ensure that the use of seized monies complies with federal law and reflects department priorities	■ Deputy Chief – Narcotics ■ Assistant Chief – Special Services	One Year	Ongoing
Somewhat Low	■ When large cash seizures are made take monies immediately to a financial institution	■ Deputy Chief – Narcotics ■ Executive Assistant Director	Six Months	Ongoing
Moderate	■ Assign responsibility for maintaining specialized Narcotics Division equipment to the technical squad	■ Deputy Chief – Narcotics	Six Months	One Year
<i>Youth And Family Support</i>				
Moderate	■ Restructure the Youth and Family Support Division as the Dallas Independent School District establishes its own police force	■ Deputy Chief – Youth and Family	Six Months	One Year
Somewhat Low	■ 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	■ Deputy Chief – Youth and Family ■ Deputy Chiefs – Patrol	Six Months	One Year
<i>Auto Theft</i>				
High	■ Develop a cohesive strategy for addressing citywide auto theft issues	■ Assistant Chief – Special Services ■ Deputy Chiefs – Patrol	Three Months	One Year
<i>Financial Crimes</i>				
High	■ Increase staffing of the Financial Crimes Unit	■ Assistant Chief – Special Services ■ Executive Assistant Director	One Month	Three Months

IMPLEMENTATION PLAN

Priority(a)	Recommendation	Responsibility	Begin Implementation	Complete Implementation
SUPPORT SERVICES BUREAU				
<i>Internal Affairs</i>				
Moderate	■ Combine the internal affairs and public integrity units	<ul style="list-style-type: none"> ■ Chief of Police ■ Assistant Chief – Homeland Security ■ Assistant Chief – Support Services 	Six Months	One Year
Moderate	■ Reassess the overall approach to conducting internal affairs investigations	<ul style="list-style-type: none"> ■ Chief of Police ■ Command Staff 	Three Months	One Year
Somewhat Low	■ Provide internal affairs managers and supervisors with additional training	<ul style="list-style-type: none"> ■ Deputy Chief – Internal Affairs 	Six Months	Ongoing
Moderate	■ Explore using mediation to resolve some types of complaints	<ul style="list-style-type: none"> ■ Chief of Police ■ Command Staff 	Six Months	One Year
Moderate	■ Monitor staffing of the internal affairs function as the number of cases assigned to the division declines	<ul style="list-style-type: none"> ■ Deputy Chief – Internal Affairs 	One Year	Ongoing
<i>Communications</i>				
Low	■ Consider assigning responsibility for the 911 –311 call center to the police department	<ul style="list-style-type: none"> ■ Interim City Manager ■ Chief of Police ■ Fire Chief 	One Year	Two Years
Lowest	■ Examine use of 911 monies to ensure these resources are used to address the most important communications center needs	<ul style="list-style-type: none"> ■ Assistant Chief – Support Services 	One Year	Ongoing
Moderate	■ Assign civilian supervisors to oversee communications operations	<ul style="list-style-type: none"> ■ Assistant Chief – Support Services 	Six Months	Ongoing

IMPLEMENTATION PLAN

Priority(a)	Recommendation	Responsibility	Begin Implementation	Complete Implementation
High	<ul style="list-style-type: none"> ■ Revise the types of calls assigned to the Expediter Unit 	<ul style="list-style-type: none"> ■ Assistant Chief – Support Services ■ Assistant Chiefs – Patrol 	Three Months	One Year
Somewhat Low	<ul style="list-style-type: none"> ■ Increase staffing of the Expediter Unit 	<ul style="list-style-type: none"> ■ Executive Assistant Director 	One Year	Two Years
Moderate	<ul style="list-style-type: none"> ■ Improve stability of staff review software 	<ul style="list-style-type: none"> ■ Assistant Chief – Support Services 	Six Months	One Year
Lowest	<ul style="list-style-type: none"> ■ Reduce the time required to correct reports that are returned to officers 	<ul style="list-style-type: none"> ■ Assistant Chief – Support Services ■ Assistant Chiefs – Patrol 	One Year	Two Years
Moderate	<ul style="list-style-type: none"> ■ Cross-train expediter staff to perform the staff review functions 	<ul style="list-style-type: none"> ■ Assistant Chief – Support Services 	Six Months	One Year
Moderate	<ul style="list-style-type: none"> ■ Over time discontinue the direct entry function 	<ul style="list-style-type: none"> ■ Assistant Chief – Support Services 	Six Months	One Year
Somewhat Low	<ul style="list-style-type: none"> ■ Increase dispatch unit staffing to ensure needed positions are filled 24-hours a day 	<ul style="list-style-type: none"> ■ Assistant Chief – Support Services 	One Year	Two Years
Somewhat Low	<ul style="list-style-type: none"> ■ Ensure dispatch procedures and priorities are aligned with overall department goals and priorities 	<ul style="list-style-type: none"> ■ Assistant Chief – Support Services 	One Year	Ongoing
Somewhat Low	<ul style="list-style-type: none"> ■ Encourage dispatchers to ride with officers whenever possible 	<ul style="list-style-type: none"> ■ Assistant Chief – Support Services 	Six Months	Ongoing
<i>Alarm</i>				
Somewhat Low	<ul style="list-style-type: none"> ■ Relocate the alarm unit to an area that allows for easier public access 	<ul style="list-style-type: none"> ■ Command Staff 	Six Months	One Year

IMPLEMENTATION PLAN

Priority(a)	Recommendation	Responsibility	Begin Implementation	Complete Implementation
<i>Detention Services</i>				
Moderate	■ Reduce the scope of the Detention Services Unit	■ Assistant Chief – Support Services	Six Months	One Year
Moderate	■ Discontinue completing legal histories for every person arrested	■ Assistant Chief – Support Services	Six Months	One Year
Moderate	■ Adjust staffing of the Detention Services Unit to improve alignment with workload	■ Assistant Chief – Support Services	Six Months	One Year
Moderate	■ Assign one lieutenant to oversee the Detention Services Unit	■ Assistant Chief – Support Services	Six Months	One Year
<i>Records</i>				
Lowest	■ Consider giving citizens the option of paying for open records reports by credit card	■ Executive Assistant Director ■ City Auditor	One Year	Two Years
Lowest	■ Ensure that at least one Spanish speaking person is available to serve citizens on each watch	■ Assistant Chief – Support Services	One Year	Ongoing
<i>Property</i>				
Low	■ Focus consistent attention on ensuring the timely release of property	■ Assistant Chief – Support Services	Six Months	One Year
Somewhat Low	■ Evaluate the adequacy of the property storage facility after steps are implemented to ensure the timely release of property	■ Assistant Chief – Support Services	Six Months	One Year
<i>Auto Pound</i>				
Moderate	■ Discontinue overnight customer service operations and increase staffing on the other shifts	■ Assistant Chief – Support Services	Six Months	One Year

IMPLEMENTATION PLAN

Priority(a)	Recommendation	Responsibility	Begin Implementation	Complete Implementation
Somewhat Low	■ Invest in improving the physical security of the auto pound facility	■ Executive Assistant Director	Eight Months	One Year
Somewhat Low	■ Provide additional training to auto pound employees	■ Assistant Chief – Support Services ■ Deputy Chief – Personnel and Development	Eight Months	Ongoing
<i>Facilities</i>				
Somewhat Low	■ Strengthen public service and building security functions	■ Assistant Chief – Support Services	Eight Months	One Year
Moderate	■ Assign responsibility for Dallas Police Museum fund raising to the planning, budget and accountability unit	■ Assistant Chief – Support Services ■ Executive Assistant Director	Six Months	One Year
ADMINISTRATIVE SERVICES BUREAU				
<i>Personnel And Development</i>				
Somewhat Low	■ Assign responsibility for oversight of the field training program to the Personnel and Development Division	■ Assistant Chiefs – Patrol ■ Executive Assistant Director ■ Deputy Chief – Personnel and Development	One Year	Two Years
Somewhat Low	■ Complete a comprehensive review of the academy training program based on national best practice	■ Deputy Chief – Personnel and Development	One Year	Two Years
Moderate	■ Consider reducing the length of the academy to 24 weeks	■ Command Staff ■ Deputy Chief – Personnel and Development	Six Months	One Year
Moderate	■ Take steps to improve the operational efficiency of the academy	■ Deputy Chief – Personnel and Development	Six Months	One Year

IMPLEMENTATION PLAN

Priority(a)	Recommendation	Responsibility	Begin Implementation	Complete Implementation
Moderate	■ Take steps to ensure that the department's investment in recruit training accrues to it	■ Executive Assistant Director	Six Months	One Year
High	■ Make strategic use of information relating to overtime expenditures	■ Executive Assistant Director	Three Months	Ongoing
Somewhat Low	■ Rotate positions through the training academy	■ Command Staff	Six Months	Ongoing
Low	■ Work with City of Dallas human resource professionals to address shortcoming with the current payroll system	■ Deputy Chief – Personnel and Development	Six Months	One Year
<i>Financial And Contract Management</i>				
Moderate	■ Reassign responsibility for preparing city council agendas	■ Executive Assistant Director	Six Months	One Year
Moderate	■ Take steps to recover the full costs of services provided to support Expanded Neighborhood Patrol (ENP)	■ Executive Assistant Director	Six Months	One Year
Low	■ Charge individual divisions and units for goods and services provided by the Quartermaster Unit	■ Executive Assistant Director	One Year	Two Years
Lowest	■ Devote less time to tracking and processing small transactions	■ Executive Assistant Director	One Year	Two Years
Lowest	■ Strengthen grant related contract and monitoring	■ Executive Assistant Director	One Year	Two Years
Lowest	■ Establish procedures for ensuring the department only pursues grant monies when doing so supports its strategic objectives	■ Executive Assistant Director	Six Months	Ongoing
Moderate	■ Establish a development and grants management office	■ Executive Assistant Director	Six Months	One Year
Lowest	■ Make expanded use of purchasing cards	■ Executive Assistant Director	One Year	Two Years

IMPLEMENTATION PLAN

Priority(a)	Recommendation	Responsibility	Begin Implementation	Complete Implementation
<i>Police Technology And Technical Support</i>				
Moderate	<ul style="list-style-type: none"> ■ Explore opportunities to leverage existing relationships with software developers to generate revenues 	<ul style="list-style-type: none"> ■ Executive Assistant Director 	Three Months	One Year
Moderate	<ul style="list-style-type: none"> ■ 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 	<ul style="list-style-type: none"> ■ Executive Assistant Director 	Three Months	One Year
Low	<ul style="list-style-type: none"> ■ Provide information to business and community organizations on how they can use technology to support security efforts 	<ul style="list-style-type: none"> ■ Executive Assistant Director 	Eight Months	Ongoing
Moderate	<ul style="list-style-type: none"> ■ Increase police technology and technical support unit staffing 	<ul style="list-style-type: none"> ■ Executive Assistant Director 	Six Months	One Year
<i>Planning And Crime Analysis</i>				
Somewhat Low	<ul style="list-style-type: none"> ■ Disband the centralized planning and crime analysis unit and reassign staff to other units 	<ul style="list-style-type: none"> ■ Executive Assistant Director ■ Assistant Chief – Homeland Security 	Eight Months	One Year
<i>Inspections</i>				
High	<ul style="list-style-type: none"> ■ Expand the role of the inspections unit to include conducting audits of performance data and increase staffing to reflect these increased responsibilities 	<ul style="list-style-type: none"> ■ Executive Assistant Director 	One Month	Six Months
<i>Quartermaster</i>				
Moderate	<ul style="list-style-type: none"> ■ Take steps to reduce the department's inventory 	<ul style="list-style-type: none"> ■ Executive Assistant Director 	Six Months	One Year
Moderate	<ul style="list-style-type: none"> ■ Take steps to reduce the need to individually tailor each equipment item 	<ul style="list-style-type: none"> ■ Executive Assistant Director 	Six Months	One Year
<i>Fleet Asset</i>				
Moderate	<ul style="list-style-type: none"> ■ Take steps to manage the department's fleet more aggressively 	<ul style="list-style-type: none"> ■ Executive Assistant Director ■ EBS Department 	Six Months	One Year

IMPLEMENTATION PLAN

Priority(a)	Recommendation	Responsibility	Begin Implementation	Complete Implementation
Moderate	<ul style="list-style-type: none"> ■ Establish procedures for patrol selection of seized vehicles 	<ul style="list-style-type: none"> ■ Executive Assistant Director ■ Assistant Chiefs – Patrol 	Six Months	One Year
High	<ul style="list-style-type: none"> ■ Perform a systematic assessment of the use of natural gas vehicles 	<ul style="list-style-type: none"> ■ Executive Assistant Director ■ Assistant Chiefs – Patrol 	Two Months	Six Months

(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.