

I – INTRODUCTION

This report presents the results of an assessment of the Dallas Police Department. It contains observations and recommendations relating to the police department's management, organization, and operations. In addition, the results of a survey of Dallas citizens, the results of an employee survey, benchmark information from other police departments and information on best practices employed by other police agencies are presented.

This introductory chapter briefly reviews the objectives and scope of the study and the methodology used to conduct it. It also presents the organization of this report.

OBJECTIVES AND SCOPE

The objectives of the study were to:

- Establish a baseline of the department's current performance from which to measure future performance
- Develop information on what employees are thinking, how they perceive the department and the larger city organization and use this information to develop recommendations for improving employee relations and morale
- Determine whether adequate controls are in place in critical areas (e.g., handling of drugs, money and evidence)
- Provide information that will help managers and supervisors become more effective leaders
- Make recommendations for increasing organizational efficiency and effectiveness
- Develop mechanisms and strategies to facilitate the necessary change within the police department to bring about greater efficiency (including specifying how the recommendations are to be implemented and what training is needed)

APPROACH AND METHODOLOGY

A range of quantitative and qualitative analytic methods were used to conduct this study. Interviews and briefings were held with the mayor and city council members, an assistant city manager, selected city department heads and employees, the acting and new chief of police and more than 630 (sworn and civilian) department employees. Interviews were also held with leaders of police associations and the Dallas Police Association Board. A survey was also made available online to all employees and 1,065 employees responded. In addition, selected positions were asked to complete an "activity analysis" survey in which employees were asked to indicate how they divide their time among various activities.

A number of approaches were also used to collect information from Dallas citizens – individual interviews were conducted with selected community leaders, 18 focus groups discussions were facilitated with 54 citizens, and ten openly advertised drop-in sessions were held at which over 215 community members discussed their perceptions of the

police department. In addition, a meeting was held with the Northwest Improvement District, which was attended by over 100 individuals. A random digit-dial telephone survey of a representative sample of Dallas citizens was also conducted. (400 citizens participated in this survey.) Lastly, the study team requested and thoroughly reviewed a range of documents and data covering all areas of the police department's operations.

ARRANGEMENT OF THE REPORT

This report is arranged into 24 chapters and two appendices which are grouped into five major parts. The first two chapters (Introduction and Executive Summary) provide an introduction to the report and its recommendations. The second group of nine chapters (Leadership and Communication, Goal Setting, Planning and Resource Allocation; Management Framework; Organization; Development of Human Capital; Supervision; Ensuring Effective Operations; and Eliminating Barriers To Effective Operations) discuss issues that relate to the department as a whole. The next six chapters (Office of the Chief of Police; Patrol Bureau; Homeland Security and Investigations Bureau; Special Services Bureau; Support Services Bureau; and Administrative Services Bureau) present issues that affect individual divisions and units within the department. The fourth group of chapters (Citizen Survey Results; Employee Survey Results; Benchmarking; Best Practice Research; and Summary Of Focus Groups And Meetings With Citizens and Community Representatives) present the results of the various fact finding initiatives that were undertaken as part of this engagement. The final chapter (Implementation) outlines a recommended approach to implementing the study recommendations, presents implementation priorities and presents an implementation schedule. Finally, two appendices are provided that present the survey instruments that were used to conduct the citizen and employee surveys.