

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

**Public Safety Committee  
January 13, 2020**

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



# 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 as illustrated in the following slides
- Other initiatives planned to address the recommendations are also identified

# 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.**
  - The pilot project will occur at the South-Central Patrol Division
  - Patrol staffing optimization models have been run to determine shifts and personnel allocation; the selected model provides the greatest coverage for demand
  - Officers will bid for the new shift assignments in February
  - Pilot of new model and on-going analysis of optimization is scheduled to begin March 1, 2020

# Study Recommendations

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

Further improvements to the patrol operating model will be initiated during the pilot at the South-Central Patrol Division

- 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
- Communications will route callers to the online reporting system or expediter, in which the call can be taken over the phone

# Study Recommendations

## 2) Continued

- Allow for appointments with Neighborhood Police Officers on specific dates and times to report criminal offenses that don't require an immediate response
- The department is currently reclassifying civilian positions to enable the hiring of 27 additional Police Report Representatives to handle non-emergency calls over the phone or in the field
- Streamlined roll call briefing process for officers at beginning of shift on days with peak demand to expedite available officers in the field

# Study Recommendations

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

- 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

- 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**
- An initial internal review has been completed, and two shifts were eliminated to increase productivity
  - Non-sworn 911 call taker supervisors conduct audits to ensure quality assurance of calls and evaluation of call taking personnel
  - A communications director position is currently posted to manage the 911 Call Center and Dispatch Operations in the Communications Division
    - Once this manager is hired, they will conduct an operational analysis and performance 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 14 community events titled "Listening Sessions"; to be completed in February 2020
- 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**
- 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
  - 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

- The department, through a partnership with the Child Poverty Action Lab, Rutgers University, and Southern Methodist University's Center on Performance and Evaluation, will implement and use Risk Terrain Modeling (RTM)
- RTM is a predictive analytics tool designed to diagnose spatial features that create conditions conducive to criminal behavior.
  - Will allow DPD to better understand the features of specific areas such as poor lighting, abandoned businesses and through partnership with Code Compliance, Community Prosecution, Dallas Fire-Rescue, Housing, Parks and Recreation and others improve to these environmental conditions and quality of life
- The Department is expanding the RIGHT Care program and the partnership with the North Texas Behavioral Authority

13

# Study Recommendations

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

- 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
- Job specifications and classifications are being written
  - Several sworn positions have already been reclassified to civilian positions.

# 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**
- The performance regime and unit level goals will be included in the Department's strategic plan and will include KPI's and accountability metrics for all divisions in the department

# Next Steps

- 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
  - 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



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

**Public Safety Committee  
January 13, 2020**

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

