

DALLAS POLICE DEPARTMENT



Violent Crime Reduction Plan

CHIEF RENEÉ HALL

2020

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City Manager Broadnax:

The Dallas Police Department is committed to reducing violent crime. The attached 2020 Violent Crime Reduction Plan (Plan) is data and intelligence driven, addresses the fundamental factors that drive crime, and provides specific short-term strategies to deliver immediate relief as well as long-term strategies to ensure sustainable reductions in crime across all categories. The Plan will be executed with quantifiable, key performance metrics, and accountability for achieving results will be the basis for continuous progress.

We acknowledge no “panacea” for crime exists; however, identifying the people, places, and behaviors that influence crime, will allow officers to work proactively to address trends and patterns. Through ongoing cooperation with our fellow law enforcement, judicial, and social service partners, the department will continue to work collaboratively to ensure we reduce violent crime. Our vision and actions will be guided by the principles of 21st Century Policing, including fostering relationships that build trust with the community. We will continue to exercise the City’s values of empathy, ethics, excellence, and equity, and ensure our policies, actions, and results are fully transparent.

Finally, the methodologies and strategies outlined in this Plan are being communicated and acted upon within the department. An executive level commander has been assigned to oversee full implementation of this Plan to ensure the accountability and reporting of data to the City Council, officers, and the public. Commanders at every level within the department are responsible for achieving measurable results.

The Dallas Police Department is positioned and focused on reducing violent crime. In cooperation with the partners identified in this Plan, we can impact the lives of every resident and visitor of the City of Dallas. We have fully embraced this opportunity to expand our proactive enforcement efforts and uphold our obligation to provide the community with excellent public safety service using a unified model. Working together, we will realize the vision, action, and success of this Plan.



Renee' Hall
Chief of Police
Dallas Police Department

Executive Summary

In 2019, the City of Dallas experienced an overall increase of 3.9% in crime compared to the same period in 2018. Moreover, by mid-December, violent crime had risen by 15%. As a result, Mayor Eric Johnson requested that the Dallas Police Department (DPD) develop a Plan to reduce violent crime in the year 2020. This Plan has been developed to comprehensively guide and direct the actions of the department to reduce violent crime.

The 2020 Violent Crime Reduction Plan provides quantifiable goals, specific strategies and targeted objectives to achieve success. The Plan applies a multi-faceted, multi-departmental, and multi-agency approach with both short-term strategies to reduce violent crime in 2020 and long-term strategies that will ensure results are both continued and sustainable beyond 2020. The Plan encompasses the following key goals and objectives:

Crime Reduction Goals

The crime reduction goals take into account the 2019 crime data to establish comparative analyses and realistic benchmarks for 2020. With this data, we have put forth the following goals for the next 12 months:

- 10% reduction in murders and aggravated assaults in the Southeast, Southwest, and South-Central Divisions
- 10% reduction in individual and business robberies in the Northeast and Southwest Divisions
- 5% overall reduction in the violent crime category across all divisions

Objectives

The department seeks to achieve the aforementioned crime reduction goals utilizing the following specific objectives that will serve as the overall guiding principles for this Plan:

- I. Implement a data-driven, comprehensive approach to address people, places, and behaviors impacting violent crime
- II. Increase clearance rates and solvability of violent crime
- III. Improve coordination and communications within the department and with external partners
- IV. Optimize departmental resources using technology and improved key operational and organizational changes

The 2020 Violent Crime Reduction Plan utilizes data and crime information from the newly created Intelligence Led Policing division. The division is tasked with developing specific and strategic information for operations by DPD and other law enforcement partners to focus on people, places and behaviors that contribute to violent crime. Armed with this data, the department will utilize a number of tactics and operations such as deploying targeted patrols, establishing a new Violent Crime Response Team, conducting targeted warrant roundups, and implementing a focused deterrent program. Using Risk

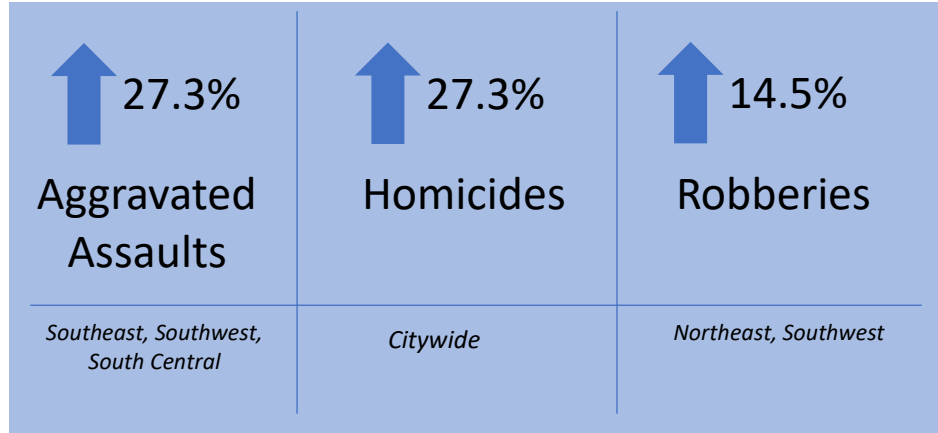
Terrain Modeling, DPD can identify the underlying environmental causes that are contributing to crime that can be specifically addressed by other city departments, community engagement efforts, social service providers, and private interests. The Plan also expands the use of technology and real-time data analytics to assist in the department's effectiveness and enhances collaboration with local, state and federal law enforcement agencies, and social service organizations.

Accountability and transparency are the basis for this Plan. Regular reports addressing metrics, progress, and current activities will be used to identify successes, highlight areas of improvement, and create responsive, alternative strategies to address emerging and seasonal changes in crime.

Finally, Appendix 1 of the Plan includes maps and crime tables for each of the seven patrol divisions. The information illustrates the violent crime (robberies, aggravated assaults, and homicides) within each division for 2019. They depict the time of day and day of week that crime is most prevalent and will be used for strategic deployment and crime prevention strategies.

Introduction

In 2019, the City of Dallas experienced an increase of 3.9% in overall crime. The greatest increase was in violent crime, specifically assaults, homicides, and robberies. As of December 19, 2019, the total rise in violent crime was 15.1%, with aggravated assaults up 27.3%, homicides up 27.3%, and robberies up 14.5%, compared to the same period in 2018. Southeast, Southwest and South-Central Patrol Divisions were impacted by the most significant increases in aggravated assaults. Northeast and Southwest Patrol Divisions were most significantly impacted by robberies.



Source: DPD Crime data for most impacted divisions

2019 Violent Crime Initiatives

In response to the increase in violent crime, DPD deployed multiple operations in 2019, including but not limited to the following:

- Through a program called Project Safe Neighborhood, the department partnered with community leaders, local, state, and federal resources, to focus on reducing gun-related violence.
- Implemented a Violent Crime Initiative through the Central Division aimed with addressing violent crime through partnerships with DART and the Dallas Housing Authority.
- Spearheaded a new collaborative effort called Operation Raise-the-Bar in which city service partners, including Code Compliance, Community Prosecutors, Public Works, Community Outreach, and Dallas Animal Services worked collectively to address violent crime and other environmental conditions at several multi-family properties where trends in crime were significant.

- The Summer Crime Initiative partnered DPD, the Dallas County Sheriff’s Office (DSO), Texas Department of Public Safety (DPS), and federal law enforcement agencies to address offenses related to gangs, guns, and drugs. Using computer crime analysis, the department focused on eight target areas, encompassing 33 square miles. These target areas were located in the Northeast, Southeast, Southwest, and South-Central Patrol divisions, which accounted for 75% of all reported violent crime that the city was experiencing.

Results of 2019 Summer Crime Initiative	
Operational Results	
	Over 500 felony arrests
	Over 400 gang contacts
	161 weapons seized
	Over 700 drug seizures

The initial focus was on wanted violent offenders in these target areas. Through a coordinated effort with local, state, and federal law enforcement, officers were able to conduct a fugitive apprehension initiative. This initiative netted a total of 53 offenders arrested and taken off the streets in the first four days of the operation. These individuals were responsible for various crimes in these specific target areas such as murder, aggravated assault, aggravated kidnapping, child pornography, weapon charges and felony drug offenses. Due to the success of the fugitive apprehensive initiative, this effort will continue and be expanded under the Targeted Warrant Roundups (see page 10).

Results of 2019 Summer Crime Initiative	
Changes in Violent Crime in the 8 High Crime Target Areas Over the Prior Month	
June	4.84%
July	-5.19%
August	-14.24%
September	2.21%
October	-44.25%
November	-8.96%

At the conclusion of the fugitive apprehension operation, the Dallas Police Department and law enforcement partners began conducting focused operations in the eight target areas to address gangs, guns, and drugs offenses. Working with Texas Department of Public Safety, state Troopers were assigned to target areas in the

Southeast and Northeast patrol divisions. This Summer Crime Initiative was successful, and it resulted in over 500 felony arrests, over 400 gang contacts, 161 weapons seized, and over 700 drug seizures.

The collaborative initiative also resulted in significant month-over-month decreases in violent crime. Based on DPD crime data, a -14.24% reduction was realized in August, and a -44.25% reduction was experienced in October. See the inserted chart above.

In an effort to not only reduce crime but create sustainable improvement of quality of life issues in these target areas, officers attended over 275 Crime Watch and community engagement meetings to provide direct access to information, build rapport with residents, and gain intelligence. The department also sponsored community events to expand visibility of officers and strengthen relationships and trust in the targeted areas. Going above and beyond routine responsibilities, officers also generated 26 proactive service request calls to 311 to assist citizens

with homeless assistance, litter abatement, illegal dumping removal, and other quality of life issues.

At the conclusion of the Summer Crime Initiative, the sustainability of crime reductions was imperative. The department-initiated Operation Restore Order and transitioned from the use of DPS resources and created deployment teams by realigning Dallas Police Tactical Units to ensure continued crime reductions.

While the department realized success in some of the targeted areas, violent crime continued to be a challenge and overall there was not a significant reduction citywide.

For perspective on violent crime in the United States, the following chart shows the 2018 and 2019 violent crime rates of the top ten cities. Five of the ten (highlighted below), including Dallas, experienced an increase in violent crime, per capita, during 2019.

Violent Crime Rate (Jan-Sept) Per 100,000 Residents		
Department	2018 Violent Crime Rate	2019 Violent Crime Rate
San Diego	276.9	276.4
Las Vegas Metro	447.8	389.3
New York City	408.8	419.1
Chicago	487.9	434.0
Phoenix	495.1	465.9
San Antonio	484.6	514.6
Dallas	457.2	527.4
Los Angeles	563.4	551.1
Philadelphia	680.9	706.8
Houston	789.0	795.1

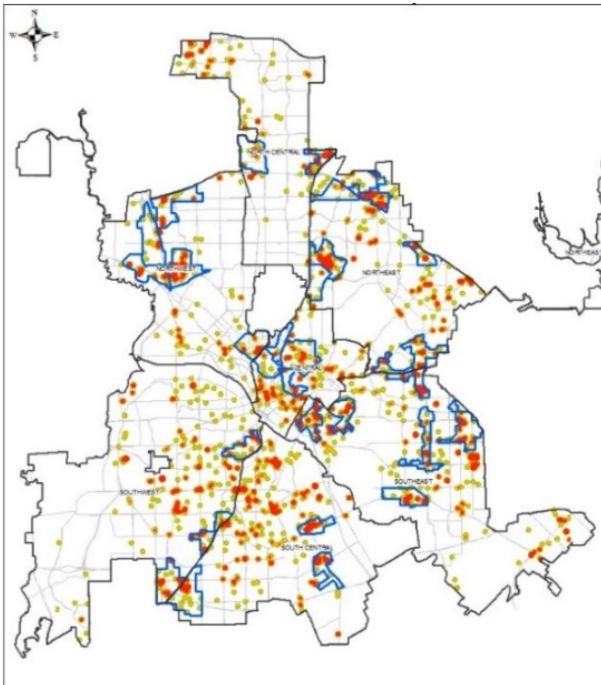
**Source: Major Cities Chiefs Association 3rd Quarter Violent Crime Report*

The department recognizes that crime data is essential in the development and deployment of effective strategies to reduce violent crime. The Plan utilizes data to establish strategic and concentrated efforts to prevent crime, address emerging crime trends and arrest those responsible for the crime. The goals and strategies in this Plan have been developed through an analysis of the crime trends from 2018 and 2019 to predict where crime is most likely to occur in 2020.

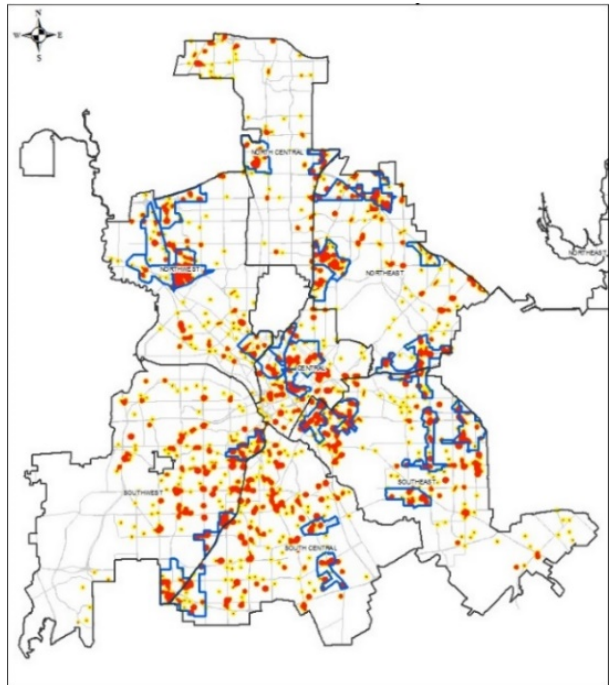
DALLAS POLICE DEPARTMENT 2020 VIOLENT CRIME REDUCTION PLAN

The two maps below depict density of crime in geographical areas by color; yellow signifying lower density and red is higher. The map compares differences between 2018 vs 2019

Heat Map of Violent Crime Comparison: 2018 vs. 2019 (1st Quarter)



1st Quarter 2018



1st Quarter 2019

2020 Goals

Utilizing 21st Century Policing best practices, the 2020 Violent Crime Reduction Plan leverages the success of existing programs and initiatives combined with new key strategies and initiatives to reduce the increase in violent crime the city experienced in 2019.

Recent increases in violent crime are being driven by aggravated assaults in Southeast, Southwest, and South-Central divisions; and by robberies in Northeast and Southwest divisions. These areas account for 73% of the city's total violent crime. The Plan identifies the following specific goals to reduce crime:

Crime Reduction Goals

The crime reduction goals take into account the 2019 crime data to establish comparative analyses and realistic benchmarks for 2020. With this data, we have put forth the following goals for the next 12 months:

- 10% reduction in murders and aggravated assaults in the Southeast, Southwest, and South-Central Divisions
- 10% reduction in individual and business robberies in the Northeast and Southwest Divisions
- 5% overall reduction in the violent crime category across all divisions

2020 Objectives and Performance Metrics

The Plan to reduce violent crime in 2020 focuses on four main objectives and includes eight key performance metrics to monitor ongoing progress:

Objectives

- I. Implement a data-driven, comprehensive approach to address people, places, and behaviors impacting violent crime
- II. Increase clearance rates and solvability of violent crime
- III. Improve coordination and communications within the department and with external partners
- IV. Optimize departmental resources using technology and improved operational and organizational changes

Performance Metrics

The success of the department in meeting the established goals and objectives will be utilizing the following metrics that are consistent with law enforcement standards and will allow the department to use resources more strategically and effectively:

1. Number of violent crime offenses
2. Gang related offenses
3. Narcotics related offenses

4. Initiatives and federal case filings through Project Safe Neighborhood
5. Number of crime reduction operations initiated with state and federal partners
6. Clearance rates of violent crimes (robberies/aggravated assaults)
7. Utilization of Record Management System (RMS) by detectives to manage assigned cases
8. Number of cases reviewed for completeness and uniformity before submission to District Attorney's office

I. Objective One: Implement a data-driven, comprehensive approach to address people, places, and behaviors impacting violent crime

- a. Create an Intelligence Led Police Division** - The department will enhance and improve its ability to prevent, disrupt, and deter violent crime through the creation of a new Intelligence Led Policing Division (ILP). The creation of the ILP requires the restructuring and centralization of the various data and analysis functions of the department. Through the improved coordination and sharing of crime data and information, the ILP will produce regular reports to forecast trends, identify patterns, and facilitate a more accurate picture of who is committing crime and where. Consolidating these key components will remove barriers to sharing information in real-time, provide sharper focus on common outcomes, and improve internal communications. The patrol division will have access to information and analysis regarding specific and narrowly targeted hot spots. The ILP will continuously assess hot spot boundaries for needed adjustment, and generate a list of known offenders, active gang members, parolees, and sex offenders for each focus area. The ILP reports will provide division commanders with the foundational data and intelligence necessary to develop crime reduction operations within targeted and respective patrol areas.

The use of global intelligence reporting ensures each commander has access to a complete picture of what is happening in their coverage area, and allows for more accurate predictive policing, identification of potential perpetrators/victims of crime, and efficient use of resources. The ILP will be comprised of the existing Crime Analysis Unit, Dallas Fusion Center, the Criminal Intelligence Unit and the new Real-Time Crime Center.

- The Crime Analysis Unit (CAU) is responsible for capturing information regarding criminal activity to create forecast analysis, crime maps, and generate offense pattern identification. CAU manages the data component of predictive policing to identify potential criminal activity.
- The Dallas Fusion Center (DFC), is a regional resource that leverages local, state, and federal partnerships to facilitate the exchange of information and intelligence between law enforcement and private partners with a focus on combatting domestic and international terrorism.
- The Criminal Intelligence Unit (CIU) pursues leads regarding suspected criminal activity related to domestic terrorism and partners closely with federal law enforcement agencies.

- The Real-Time Crime Center (RTCC) provides real-time crime analysis using technology-based tools such as video surveillance cameras, Automatic License Plate Readers (ALPR), and the Starlight program, to gather valuable intelligence and relay it directly to responding officers. The analytics for the Real-Time Crime Center are currently in use by DPD for the Starlight program and the functionality will be enhanced through the hiring of 22 new civilian crime analysts by spring 2020.

- b. Deploy Targeted Patrol** - Utilizing the predictive data provided by the new ILP and the Risk Terrain Model (described below), patrol division commanders will deploy resources to pre-determined locations defined by 330x330 foot grids. These narrowly defined areas represent smaller targeted enforcement zones for officers to more efficiently and effectively address crime. Data reveals that calls for service correlate with high-crime areas. By proactively deploying units to these smaller targeted areas, officers can reduce calls for service and respond more readily and rapidly.

Utilizing ILP information, officers will perform routine business checks, conduct traffic and investigative stops, and make strategic arrests of wanted individuals that are perpetuating violent crime. Patrol division commanders will allocate resources to the designated areas and will re-align existing resources such as departmental Crime Response Teams (CRT) and Neighborhood Police Officers (NPO's) to ensure they are cohesive, proactive, and responsive to crime.

- c. Establish New Violent Crime Reduction Team** - The department will prioritize a rapid response to incidents where they occur to capture violent and repeat offenders and prevent, deter, and disrupt the opportunity for further criminal behavior. The newly created 100-member Violent Crime Reduction Team (VCRT) will provide immediate response to violent crime in the city, and focus attention on target locations established from data and intelligence collected. The group will be divided into smaller teams, each consisting of officers and detectives from the following units in the department: Investigative, Operation Disruption, Gang, Fugitive, and Narcotics.

- d. Conduct Targeted Warrant Roundups** - The apprehension of the most violent and dangerous offenders is key to successful crime reduction. In 2020, the department will utilize specialized teams consisting of various DPD units working with other law enforcement agencies to conduct monthly warrant roundups. These operations will focus on the top 100 highest priority offenders who have a history of committing aggravated assault, robberies, and homicides. Information provided by state and federal law enforcement agencies along with data provided by the ILP, will provide intelligence to develop specific operations to arrest these high-risk individuals. The targeted warrant roundup teams will be comprised of the following:

- Dallas Police Department Units: Fugitive, Gang, Swat, Disruption, Narcotics, and Dallas Investigations
- Dallas Sheriff Office (DSO)
- Department of Public Safety (DPS)
- Federal Bureau of Investigations (FBI)
- Alcohol Tabaco and Firearms (ATF)

Additionally, the Crime Response Team/Deployment units will direct their positionings to locate and arrest the most violent offenders in the focus areas where violent offenses occur. The following key metrics will be used to assess effectiveness:

- Number of identified violent offenders arrested
 - Number of repeat offenders identified
 - Monitor bond amounts given to violent and repeat offenders to reduce cyclical arrests
 - Track sentencing and release dates to impact recidivism
- e. **Implement Directed Tactical Enforcement** – The department will deploy the Traffic Unit and other law enforcement agencies such as DPS in targeted violent crime hot-spots to conduct traffic enforcement, enhance police presence, and gather critical criminal intelligence. Through community engagement, officers will work strategically with community organizations and leaders to elevate transparency, increase positive impact, and promote deterrence.
- f. **Continue Commitment to Project Safe Neighborhood Program (PSN)**– Project Safe Neighborhoods in the Northeast division is an initiative that brings together federal, state, and local enforcement officials, prosecutors, and community leaders to identify the most pressing violent crime problems in a community. The project utilizes law enforcement and community intelligence, along with cutting-edge technology, to identify and target the most violent offenders for enforcement action. This project includes the direct and significant involvement of DPD, the FBI, ATF, DEA, U.S. Marshals, Dallas Sherriff’s Office, Texas Department of Public Safety, the Dallas District Attorney, the Dallas City Attorney, and researchers from Texas Christian University. As part of the project, prosecutors, agents, and officers routinely meet with local community groups or hold events designed to educate and engage the public about the project and how the community can assist in reducing violence. PSN will continue through April 2021.
- g. **Implement Risk Terrain Modeling to address high-risk locations** –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 created by Les Kennedy and Joel Caplan at Rutgers University designed to diagnose spatial features in a neighborhood that, together, create conditions conducive to criminal behavior. RTM will allow DPD to better understand the spatial features of specific areas (hot spots), such as poor lighting, abandoned businesses, or vacant land, and through partnership with Code Compliance, Community Prosecution, Dallas Fire-Rescue, Housing, Parks and Recreation and other city departments, work to change and improve these environmental features as well as the quality of life. This strategy seeks to reduce crime while implementing community change to prevent it from returning. RTM helped to reduce gun crimes by 35% in Newark, vehicle theft by 33% in Colorado Springs and robberies by more than 40% in Glendale, Arizona. Atlantic City also cut violent crime by 20% between January and May 2017 using this method.

- h. Targeted Narcotics Enforcement Through the Mitigation of Nuisance Properties** – The department will work to reduce the negative impact of nuisance properties such as convenient stores, drug houses, multifamily units, or illegal boarding homes that are contributing to violent crime hot spots. Through ongoing coordination with Community Prosecution, the RISK team will deploy RISK Detectives, Code Compliance, and other Federal law enforcement partners to target nuisance properties and businesses to address and eliminate known problems that are contributing to violent crime. The department will also expand our work with civilian partners such as Advocate for Community Transformation (ACT) to permanently shut down known drug houses. The department has previously partnered with ACT and achieved success in the Southeast Division that resulted in evictions, narcotic warrant executions and demolition of properties that were chronic for criminal activity.
- i. Develop Focused Deterrence Approach** – Focused Deterrence, also known as Cease Fire, is a strategy that relies on data to identify prolific and violent criminal offenders who commit a disproportionate number of crimes and to provide them with the assistance and encouragement necessary to start a non-criminal lifestyle, while sending a clear message that continued violence will not be tolerated. Focused Deterrence allows the department to accomplish the following:
- Partner with service providers who can offer supportive programs to break the cycle of crime
 - Allow community stakeholders the opportunity and platform to communicate to offenders that they will no longer tolerate violence
 - Inform offenders that law enforcement partners are committed to removing violent individuals from the communities affected by their violence
 - Provide notice that further acts of violence will trigger maximum sanctions under the law

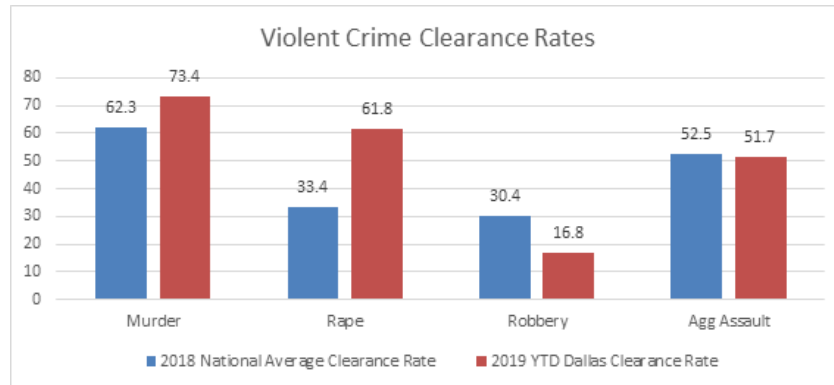
II. Objective Two: Increase clearance rates and solvability of violent crime

- a. Enhance Utilization of Record Management System to Increase Clearance Rates** - The departmental Records Management System (RMS) is used to collect case information during the investigation of a criminal offense. Proper utilization of RMS ensures that investigation management is uniform in nature and allows officers to add and track vital information during the investigation. A recent staffing and efficiency study conducted by KPMG in 2019 noted areas for improvement in the department’s use of RMS.

In 2020, the department will enhance the utilization of RMS to improve data recording practices and enhance the efficiency, effectiveness, and utilization of resources across investigative units.

Improving case load among detectives will increase clearance rates, and as the number of officers increases, the department will add 10-15 detectives per year to the investigative units to ensure staffing is sufficient to effectively and efficiently manage workload. Over time, this will improve case load management and allow detectives the time needed to more thoroughly investigate cases.

The Violent Crime Clearance Rate graph below depicts violent crime clearance rates in Dallas by offense as compared to the national average.



Source: www.statista.com/statistics/194213/crime-clearance-rate-by-type-in-the-us/

The department will develop an advanced RMS training program and designated team for the investigative units to perform weekly audits, receive routine training, and improve usage and familiarity of the RMS system. The goal is to ensure that all detectives receive RMS training, with a comprehensive reference guide, and that newly assigned detectives are trained in the advanced RMS within three weeks of assignment. Finally, the department will improve communication between internal work groups and external partners (FBI, DEA, ATF) through the RMS system. In doing so, the department can realize the full capacity of RMS and work more effectively and efficiently to improve clearance rates and solve crimes.

- b. **Critical Incident Response** - The department’s Homicide Response Team will continue to respond to all homicides and non-fatal shootings throughout the city to conduct interviews of witnesses at the start of the investigation and to share general information to residents in the affected community. This will increase DPD’s ability to gather intelligence concerning the crime scene and the individuals involved, obtain information from victims when their memory is strongest, interview witnesses before they leave the location, and apprehend suspects expeditiously.

- c. **Caseload Management** - The department will assign cases using a priority-based methodology to improve detective workload. Cases will be prioritized by severity and type of crimes, actionable intelligence, and the current workload of detectives. This will enable the department to make the following operational improvements:
- Quickly identify repeat and violent offenders
 - Link offenders to other categories of criminal behavior
 - Ensure completeness and uniformity of cases before submitting to District Attorney's Office
 - Increase effective communications between work groups and external partners
 - Document identifiers and methods of offenders
 - Increase oversight by supervisors for compliance, proper process, and case progress
 - Time stamp cases by data entries (body worn cameras, witness statements, and medical reports)

III. Objective Three: Improve coordination and communications within the department and with external partners

- a. **Improve Internal Communication of Departmental Mission, Goals, and Operational Activities –** The objectives included in this comprehensive Plan require members across the organization to understand the goals of the department and their individual roles in this strategy. Further, these goals can only be achieved if members embrace these objectives, have the ability to ask questions, and receive clear and concise answers.

The department will ensure efficient processes exist for the exchange of information both up and down the various levels of the organization. The current memorandum submission and tracking process will be replaced by an electronic memorandum tracking system to ensure timely delivery, smooth transmission through the organizational layers, and accountability for review and forwarding.

The department will use Internal Procedural Justice to improve communications. This concept identifies the need for leadership to model the customer service expectations for which members are held accountable. For example, if leadership desires an external culture of respect, trust, empathy, and professionalism, they must also model those same qualities. This is most effectively accomplished by creating channels of communication both up and down the organizational ladder that is swift, honest, and promotes the importance of each team member. This includes command level participation in patrol details, employee advisory boards, and departmental bulletins that both inform and provide updates to topics of interest to the members.

- b. **Improve External Communications –** It is equally important that our crime Plan is communicated and understood by our local, state, federal, and social justice partners. To enhance our communication, DPD will ensure uniform data collection and dissemination of information to all agencies. We will expand our monthly law enforcement intelligence meetings with surrounding cities to our northeast and southern border. Additionally, we have established a new COMPSTAT 2.0 for this Plan. This is a weekly management and organizational tool that will be used to review

crime, resource deployment and strategies. COMPSTAT 2.0 will focus on sustainable improvements using predictive analysis with an emphasis on proactive and targeted enforcement with relentless follow-up.

- c. **Continue Community Engagement** – Engagement with the community and civic partners is vital to prevent and reduce crime. The department’s efforts are most effective when there is open and frequent communication between the department and engaged residents and civic organizations. The department will continue to leverage partnerships with Neighborhood Associations, Crime Watch Groups and Volunteers in Patrol (VIP’s) by ensuring that they are provided current statistical information from the ILP. The department will also continue the promotion and use of the iWatch Dallas App that provides residents a convenient way to deliver crime tips directly to the ILP.

IV. Objective Four: Optimize departmental resources using technology and improved operational and organizational changes

The department recognizes that it can be more successful in reaching the goals and objectives of this Plan when it is committed to a culture of continuous improvement. This includes exploring opportunities to increase data-driven intelligence, leverage the use of technology, improving human resource management, providing leadership development, and improving internal communication. Each of these components included in the Plan were highlighted by the recent KPMG efficiency and staffing study as being crucial to improving DPD’s ability to efficiently and effectively reduce violent crime. Further, as both crime trends and the criminal justice system evolve, so too must the methods and mindset of the department. Through gained efficiencies, the department will be able to focus more energy and time on the reduction of violent crime. The Plan includes the following strategies to optimize departmental resources, use of technology, and improved processes:

- a. **Expand Starlight Program** – This public, private, community-based program allows DPD’s Real-Time Crime Center to access live video feeds from both inside and outside Dallas convenience stores with historically high crime in and around their store. Piloted in three locations in 2019, Starlight will expand to twenty locations in 2020 using crime data and interest in the program. Since its inception on November 4, 2019, the 911 calls at the 11770 Ferguson location have decreased from fifty-one to eight compared to the same time in 2018 resulting in an 84% reduction. Additionally, offenses were reduced from eight to zero during the aforementioned time period.
- b. **Expand use of Haystax to Crime Response Team (CRT)**– Haystax is a software platform that is used by DPD, Dallas Emergency Management, Dallas Fire Rescue, and regional public safety partners. Haystax is a tool that identifies resources critical to manage public safety incidents, including police and fire units, camera feeds, threats, or any other available input. Haystax increases efficiency of resource management by reducing duplication of efforts and sharing task assignments. The platform will be rolled out to all CRT units with necessary training in 2020.
- c. **Increase Diversion of Eligible Patrol Calls for Service to the Dallas Online Reporting System (DORS)** - The Dallas Online Reporting System (DORS) allows eligible calls to be resolved through

an on-line portal instead of deploying patrol. Since its launch, citizens have successfully entered over 6,381 police reports which amounts to over 6,000 hours of police patrol reallocated to emergency patrol operations. Communications will continue to promote the program to divert 20% of DORS eligible calls from a traditional patrol response in 2020.

- d. **Increase the Use of Civilians to Support Sworn Personnel** - The department recognizes that specialized functions are often time consuming and routine such as arrest and book-in processes and offense reporting have traditionally been staffed by sworn personnel. The increased use of civilian positions to fill these roles will allow all ranks of sworn officers to be redeployed to areas in critical need. The Administrative Command has conducted a thorough analysis of its units and identified 95 potential positions currently staffed by sworn personnel that can be filled by civilians, or non-sworn personnel. The department has a current ratio of civilians to sworn positions equal to 15%. The department will increase the ratio to 20% in 2020. This is consistent with the recommendations for efficiency of the department outlined in the recent KPMG efficiency and staffing study.
- e. **Implement Pilot Patrol Response Model in South-Central** – Based on recommendations from the KPMG efficiency and staffing study, the department will use the KPMG staffing deployment model to realign patrol resources to match peak demand for calls for service. The pilot response model also includes the mandatory use of alternatives to file a police report on lower priority calls through the Dallas Online Reporting System, over the phone via the Expediter Unit, or through a scheduled appointment with a civilian police report representative. These changes will help patrol officers to improve response times on more serious offenses and address violent crime. The pilot process will be implemented during the first quarter of 2020.
- f. **Improve Dashboard Reporting** - As part of the department’s continuous improvement efforts, it has formed a partnership with the city’s Office of Innovation to improve current reporting of criminal statistics. Currently, there is a lag of a month or more when comprehensive crime statistics are presented to the Public Safety Committee. The creation of a new dashboard, which will be on the department’s website by March 2020, will allow for real-time criminal statistics to be conveyed to both the members of the City Council and to the public, aiding in more relevant discussion and greater transparency.
- g. **Conduct Ongoing Technology Reviews** - To ensure the department is fully utilizing existing solutions, identifying gaps in current technology, and evaluating emerging technologies, the Commander of Police Technology will conduct a quarterly review of police technology. This effort underpins the department’s commitment to consistently and continuously assess the ever-evolving needs of a modern police organization to fight crime.
- h. **Expand RIGHT Care Program** - The Rapid Integrated Group Health Care Team (RIGHT Care) program includes specially trained and equipped police officers, paramedics, and mental health professionals who respond as a team to safely and effectively manage patients experiencing behavioral health emergencies. RIGHT Care also includes mental health clinicians housed in the city’s 911 Call Center to monitor calls and serve as a liaison to responding first responders. The RIGHT Care pilot program, which covers the South-Central Patrol area only, was launched in January 2018. During the pilot initiative, the RIGHT Care team initiated more than 1,300 diversions of persons experiencing mental health crisis from jails and hospitals and into

comprehensive care. In 2020, the program will grow through additional and existing resources to offer expanded services to all residents in the city.

The expansion of RIGHT Care program will include additional capabilities to respond to mental health related calls for service, link persons in crisis with the right level of care to address root causes of their crisis, provide proactive follow-up and outreach, provide additional clinician support in the 9-1-1 Communications center, and focus additional efforts on providing safety and stability for residents of boarding home facilities. The expansion will support violent crime reduction efforts by linking residents with appropriate mental health services, providing comprehensive care, and preventing future crisis events from occurring.

- i. **Enhance Leadership Training** - The department will require leadership excellence to facilitate these crime reduction strategies. The department will expand leadership training by partnering with organizations like the Caruth Police Institute, the International Association of Chiefs of Police, and the Dallas Police In-service Academy to provide training to officers at every level.
- j. **Conduct Cultural Assessment of the Department** - To understand current DPD culture and to develop recommendations for necessary changes, the department will evaluate costs, timelines, and options for partnering with an outside entity to complete a comprehensive culture assessment. This process will coincide with the FY 2020-21 budget development cycle. This is a leading concept among law enforcement organizations. Structuring or re-structuring requires police organizations to accept collective responsibility, not only for heroism, but for police brutality and corruption as well. Agency leaders and local government managers have an opportunity to create and support change in police departments that will ultimately benefit communities. This process requires a frank assessment of the strengths and weaknesses of the current culture.
- k. **Conduct Process Review** - To increase human resource efficiency, staff will continue to work with the Office of Innovation to review internal procedures, such as arrest and book-in procedures, offense reporting, call response analysis by sworn personnel, etc. to identify opportunities to streamline and/or re-engineer processes.

Summary

This Plan utilizes a data-driven approach to reduce violent crime. The short and long-term strategies described herein address the people, places, and behaviors that influence violent crime, and departmental operations will focus on these factors. Clear and quantifiable metrics will be used to assess effectiveness and every aspect of this effort will be evaluated regularly to ensure personnel are held accountable for their role.

Additionally, the department will incorporate 21st Century Policing best-practices and the values of the City of Dallas to ensure transparency and legitimacy. The implementation of emerging technologies and recommendations from the KPMG efficiency and staffing study will streamline internal processes and efficiencies. This will improve case clearance and crime solvability, DPD's coordination and communication with both internal and external partners and will allow the department to optimize all available resources.

This Plan is a "living" document that provides a comprehensive approach and methodology for reducing crime; however, the department is not limited to only the strategies discussed. As crime evolves, so too will the Plan. Progress alone will not be sufficient. Sustainable change that minimizes the path through which violent crime returns will also be pursued. The Dallas Police Department's efforts along with the assistance of the entire community is the key to achieving these goals and objectives. The overall success of this Plan will position Dallas to serve as a model city for public safety.

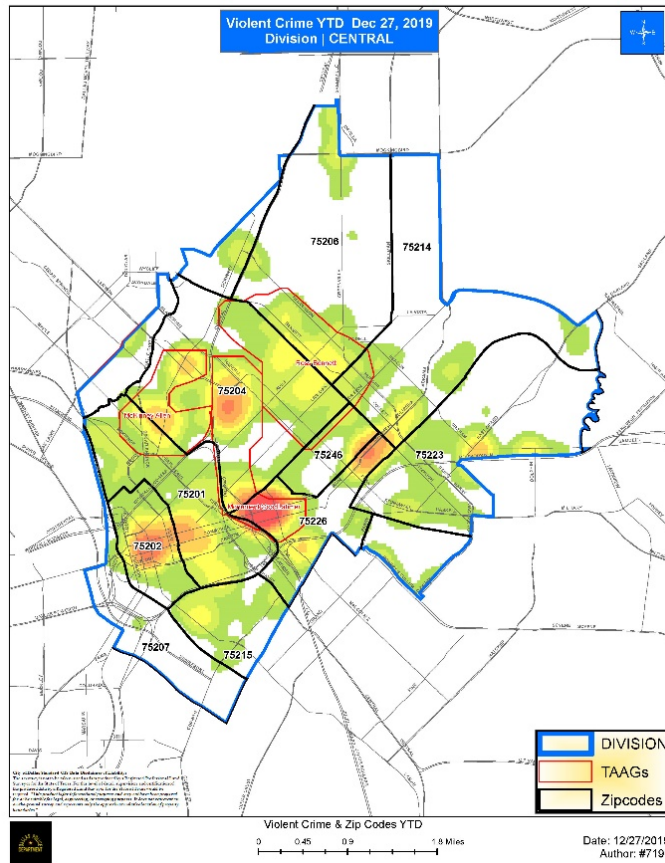
Appendix 1: Mapping of Patrol Divisions

The following maps and tables illustrate violent crime (robberies, aggravated assaults, and homicides) within each of the seven patrol divisions. Additionally, they depict the time of day and day of week that crime is most prevalent, allowing for strategic deployment and crime prevention strategies. It should be noted that four divisions (Southeast, Southwest, South Central and Northeast) account for 73% of the total violent crime in the City of Dallas.

Central Patrol Division

The map and chart below represent the total number of homicides, aggravated assaults and robberies that have occurred in the Central Patrol Division from January 1, 2019 through December 16th, 2019, by days of the week and hour of the day. Red boxes indicate more instances that have occurred during the specific day and hour.

DPD Command Staff and the Central Patrol Division will ensure that Patrol and Investigative proactive efforts in the identified zones are focused during the above identified dates and hours.



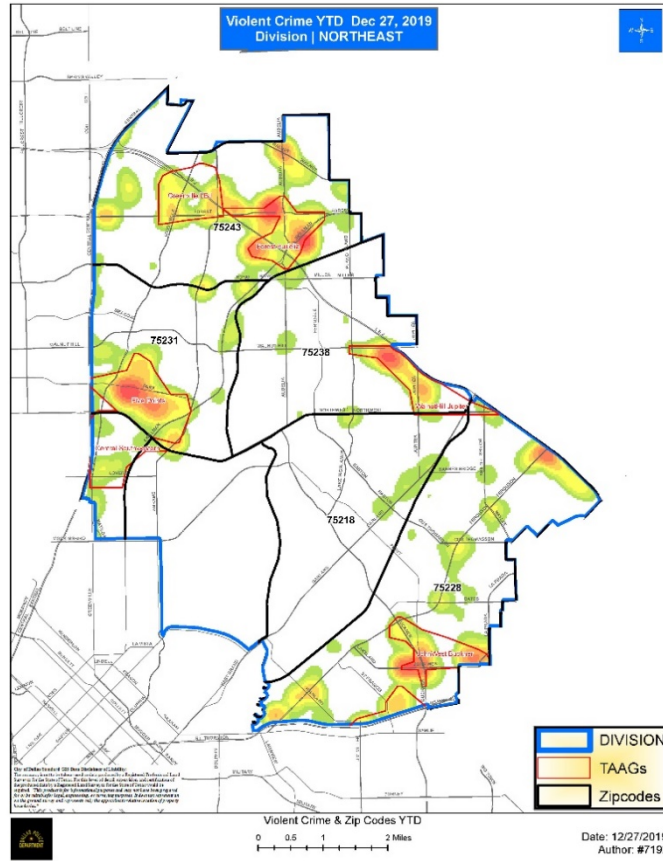
Violent Crime by Date & Hour

	0:00	1:00	2:00	3:00	4:00	5:00	6:00	7:00	8:00	9:00	10:00	11:00	12:00	13:00	14:00	15:00	16:00	17:00	18:00	19:00	20:00	21:00	22:00	23:00	Total	
Monday	7	9	7	5	5	1	2	0	2	2	6	2	8	0	6	7	2	7	4	4	4	5	16	4	8	119
Tuesday	8	9	3	3	2	2	2	0	2	5	0	2	4	2	4	4	7	3	4	9	4	5	1		7	92
Wednesday	6	6	10	3	1	1	4	1	1	8	0	3	5	2	2	5	9	10	6	6	13	4	7		5	118
Thursday	11	9	6	4	1	2	0	2	2	3	1	2	5	0	3	4	6	8	3	1	10	4	4		5	96
Friday	14	7	10	8	4	2	7	1	2	6	0	2	1	2	8	6	4	5	12	3	8	7	10		10	139
Saturday	17	18	19	13	3	5	2	3	0	2	4	9	8	8	3	4	5	12	3	8	5	7	7		9	174
Sunday	14	20	23	11	10	3	2	1	0	2	7	3	6	2	5	3	6	8	6	8	6	11	10		12	179
Total	77	78	78	47	26	16	19	8	9	28	18	23	37	16	31	33	39	53	38	39	51	54	43		56	917

Northeast Patrol Division

The map and chart below represent the total number of homicides, aggravated assaults and robberies that have occurred in the Northeast Patrol Division from January 1, 2019 through December 16th, 2019, by days of the week and hour of the day. Red boxes indicate more instances that have occurred during the specific day and hour.

DPD Command Staff and the Northeast Patrol Division will ensure that Patrol and Investigative proactive efforts in the identified zones are focused during the above identified dates and hours.



Violent Crime by Date & Hour

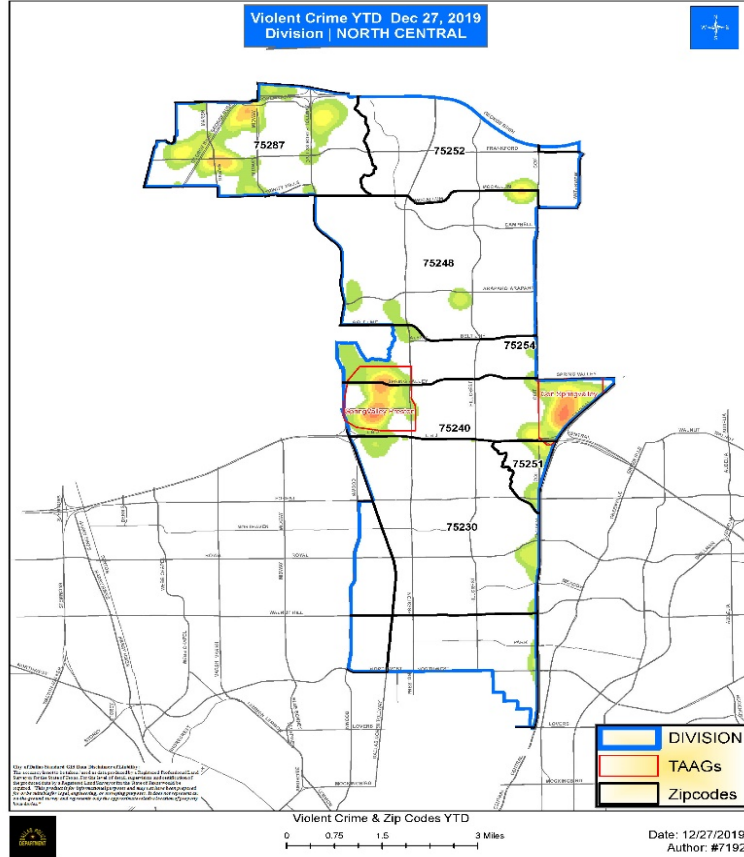
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Monday	18	9	3	6	3	6	2	2	3	2	4	2	3	5	10	6	12	7	6	17	11	16	17	13	183
Tuesday	23	8	10	4	5	4	4	4	3	4	3	6	10	6	7	17	6	17	24	12	15	18	20	24	254
Wednesday	10	10	7	2	4	7	6	3	6	4	5	7	7	6	9	10	10	15	8	4	13	16	9	15	193
Thursday	6	9	6	3	2	7	8	7	1	6	4	4	5	5	7	9	3	12	11	12	22	25	16	22	212
Friday	18	6	8	9	4	4	2	6	1	3	8	5	9	5	8	9	8	9	11	13	14	17	13	14	204
Saturday	9	15	6	10	3	4	6	4	1	4	2	4	10	6	8	7	5	8	12	16	17	17	16	23	213
Sunday	21	17	8	11	6	9	6	5	2	7	3	17	8	9	4	7	8	8	12	7	7	12	13	12	219
Total	105	74	48	45	27	41	34	31	17	30	29	45	52	42	53	65	52	76	84	81	99	121	104	123	1478

DALLAS POLICE DEPARTMENT 2020 VIOLENT CRIME REDUCTION PLAN

North Central Patrol Division

The map and chart below represent the total number of homicides, aggravated assaults and robberies that have occurred in the North Central Patrol Division from January 1, 2019 through December 16th, 2019, by days of the week and hour of the day. Red boxes indicate more instances that have occurred during the specific day and hour.

DPD Command Staff and the North Central Patrol Division will ensure that Patrol and Investigative proactive efforts in the identified zones are focused during the above identified dates and hours.



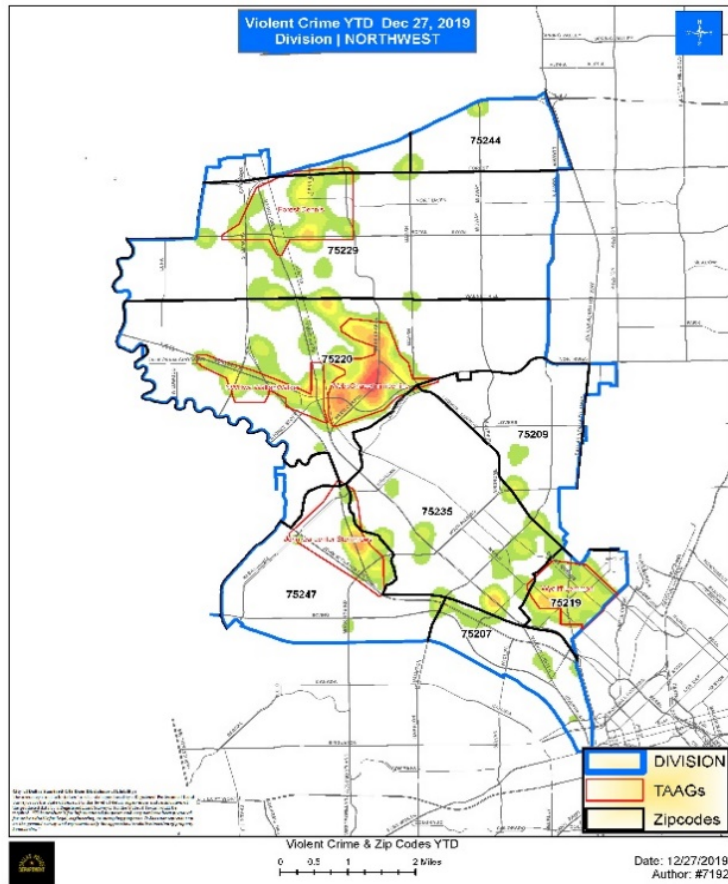
Violent Crime by Date & Hour

	0:00	1:00	2:00	3:00	4:00	5:00	6:00	7:00	8:00	9:00	10:00	11:00	12:00	13:00	14:00	15:00	16:00	17:00	18:00	19:00	20:00	21:00	22:00	23:00	Total
Monday	4	4	5	1	1	0	0	1	2	1	0	4	3	10	2	3	5	6	4	6	11	4	7	12	96
Tuesday	3	6	4	0	0	3	1	1	1	3	1	1	4	3	0	1	3	3	3	7	13	7	15	5	88
Wednesday	7	4	3	6	1	2	3	0	1	0	4	3	1	3	8	2	4	4	7	3	9	12	10	3	100
Thursday	2	4	4	4	1	1	2	2	1	3	1	1	5	4	5	6	3	2	5	5	7	7	8	1	84
Friday	3	5	3	4	0	6	0	0	1	1	1	1	0	2	7	13	5	5	5	5	5	9	5	10	96
Saturday	3	12	6	4	3	1	2	0	1	0	1	1	1	2	0	3	6	2	1	1	4	5	9	16	84
Sunday	2	0	3	3	5	3	2	4	1	2	1	0	2	4	5	5	4	2	6	9	3	13	4	1	84
Total	24	35	28	22	11	16	10	8	8	10	9	11	16	28	27	33	30	24	31	36	52	57	58	48	632

Northwest Patrol Division

The map and chart below represent the total number of homicides, aggravated assaults and robberies that have occurred in the Northwest Patrol Division from January 1, 2019 through December 16th, 2019, by days of the week and hour of the day. Red boxes indicate more instances that have occurred during the specific day and hour.

DPD Command Staff and the Northwest Patrol Division will ensure that Patrol and Investigative proactive efforts in the identified zones are focused during the above identified dates and hours.



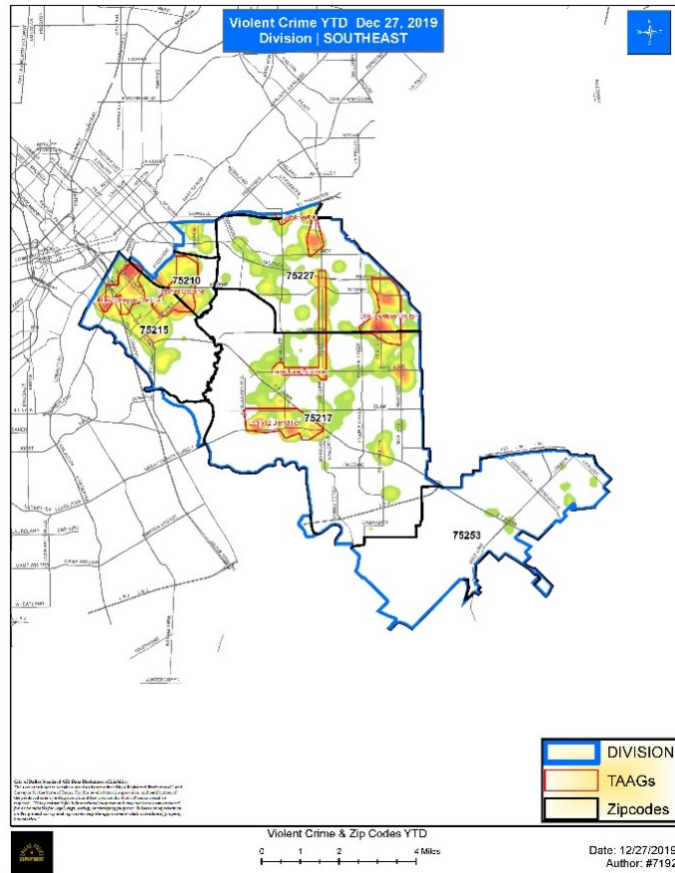
Violent Crime by Date & Hour

	0:00	1:00	2:00	3:00	4:00	5:00	6:00	7:00	8:00	9:00	10:00	11:00	12:00	13:00	14:00	15:00	16:00	17:00	18:00	19:00	20:00	21:00	22:00	23:00	Total
Monday	12	5	12	11	7	6	5	7	2	5	9	1	2	3	3	5	2	4	3	7	6	8	8	6	139
Tuesday	10	3	5	3	5	5	1	1	1	2	2	1	5	7	7	3	6	5	4	5	7	6	9	5	108
Wednesday	9	5	11	5	4	6	3	3	3	0	3	4	2	5	2	5	4	8	5	7	6	5	2	6	113
Thursday	11	5	9	4	1	2	3	4	4	2	5	4	8	6	3	3	5	3	4	1	3	7	3	12	112
Friday	17	8	7	9	2	2	2	3	2	2	4	3	5	5	8	11	8	5	6	8	11	13	15	19	175
Saturday	14	22	10	14	11	6	3	5	0	4	0	6	6	4	3	5	6	7	2	6	12	5	11	6	168
Sunday	18	10	25	12	17	16	7	2	3	2	6	3	3	5	3	1	2	9	7	9	16	9	13	6	204
Total	91	58	79	58	47	43	24	25	15	17	29	22	31	35	29	33	33	41	31	43	61	53	61	60	1019

Southeast Patrol Division

The map and chart below represent the total number of homicides, aggravated assaults and robberies that have occurred in the Southeast Patrol Division from January 1, 2019 through December 16th, 2019, by days of the week and hour of the day. Red boxes indicate more instances that have occurred during the specific day and hour.

DPD Command Staff and the Southeast Patrol Division will ensure that Patrol and Investigative proactive efforts in the identified zones are focused during the above identified dates and hours.



Violent Crime by Date & Hour

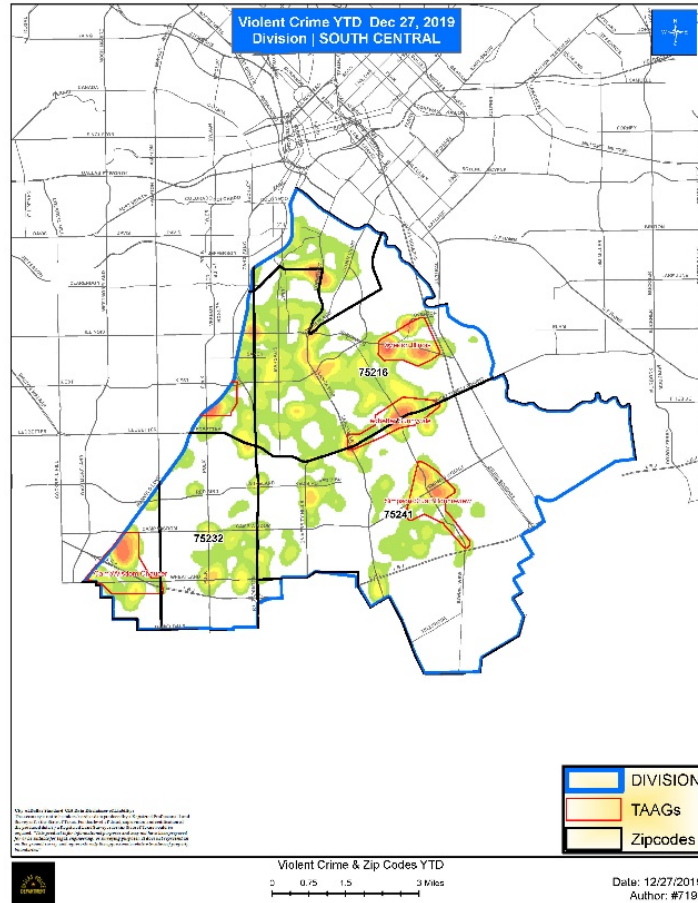
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Monday	18	12	26	1	6	8	6	3	1	6	3	6	11	2	9	8	9	5	23	12	13	15	18	15	236
Tuesday	12	17	8	24	4	6	3	1	8	7	6	10	11	8	10	7	7	11	13	13	16	15	23	16	256
Wednesday	9	8	7	9	17	4	5	6	5	8	10	12	12	12	12	7	11	10	9	10	14	22	17	14	250
Thursday	14	7	9	4	3	2	5	6	7	6	7	15	5	13	11	11	12	15	9	13	10	18	24	37	263
Friday	26	18	24	12	4	4	2	5	3	7	10	13	7	11	5	14	13	5	12	19	25	18	19	25	301
Saturday	19	14	16	7	6	9	8	5	12	5	2	8	7	13	11	30	22	15	16	10	12	20	12	22	301
Sunday	29	19	14	23	8	7	6	7	1	9	3	10	1	10	10	6	9	15	13	18	24	22	22	32	318
Total	127	95	104	80	48	40	35	33	37	48	41	74	54	69	68	83	83	76	95	95	114	130	135	161	1925

DALLAS POLICE DEPARTMENT 2020 VIOLENT CRIME REDUCTION PLAN

South Central Patrol Division

The map and chart below represent the total number of homicides, aggravated assaults and robberies that have occurred in the South Central Patrol Division from January 1, 2019 through December 16th, 2019, by days of the week and hour of the day. Red boxes indicate more instances that have occurred during the specific day and hour.

DPD Command Staff and the South Central Patrol Division will ensure that Patrol and Investigative proactive efforts in the identified zones are focused during the above identified dates and hours.



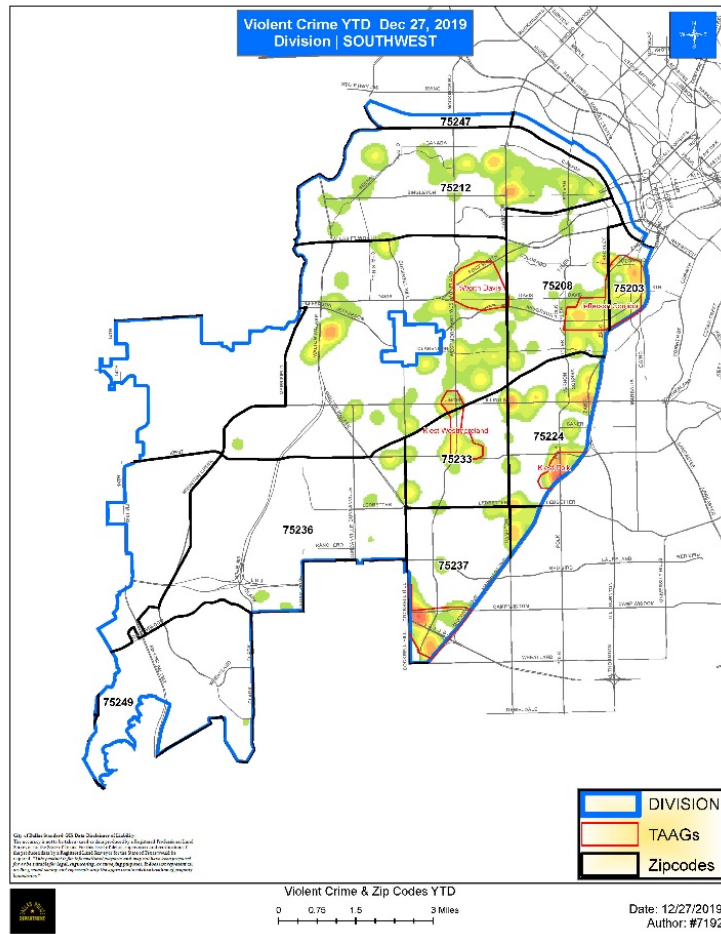
Violent Crime by Date & Hour

	0:00	1:00	2:00	3:00	4:00	5:00	6:00	7:00	8:00	9:00	10:00	11:00	12:00	13:00	14:00	15:00	16:00	17:00	18:00	19:00	20:00	21:00	22:00	23:00	Total
Monday	15	18	13	15	3	5	7	2	7	3	11	9	3	7	5	14	12	9	12	20	14	16	24	19	263
Tuesday	12	4	10	6	9	7	10	5	5	9	5	5	13	7	14	8	11	10	19	21	14	11	24	10	249
Wednesday	16	11	16	16	3	1	2	2	3	2	9	8	10	6	6	8	19	14	12	9	13	10	20	7	223
Thursday	33	6	13	6	2	1	3	1	2	8	3	4	9	8	7	12	13	8	7	12	10	12	22	16	218
Friday	10	10	4	10	4	5	2	7	4	6	9	11	17	13	6	11	16	13	20	20	19	7	20	18	262
Saturday	37	6	12	9	12	9	1	5	7	2	1	4	10	8	6	13	7	7	15	12	14	13	12	16	238
Sunday	8	26	10	4	9	9	6	2	2	3	2	6	6	17	8	7	10	9	17	15	28	18	17	25	264
Total	131	81	78	66	42	37	31	24	30	33	40	47	68	66	52	73	88	70	102	109	112	87	139	111	1717

Southwest Patrol Division

The map and chart below represent the total number of homicides, aggravated assaults and robberies that have occurred in the Central Patrol Division from January 1, 2019 through December 16th, 2019, by days of the week and hour of the day. Red boxes indicate more instances that have occurred during the specific day and hour.

DPD Command Staff and the Central Patrol Division will ensure that Patrol and Investigative proactive efforts in the identified zones are focused during the above identified dates and hours.



Violent Crime by Date & Hour

	0:00	1:00	2:00	3:00	4:00	5:00	6:00	7:00	8:00	9:00	10:00	11:00	12:00	13:00	14:00	15:00	16:00	17:00	18:00	19:00	20:00	21:00	22:00	23:00	Total
Monday	18	12	26	1	6	8	6	3	1	6	3	6	11	2	9	8	9	5	23	12	13	15	18	15	236
Tuesday	12	17	8	24	4	6	3	1	8	7	6	10	11	8	10	7	7	11	13	13	16	15	23	16	256
Wednesday	9	8	7	9	17	4	5	6	5	8	10	12	12	12	12	7	11	10	9	10	14	22	17	14	250
Thursday	14	7	9	4	3	2	5	6	7	6	7	15	5	13	11	11	12	15	9	13	10	18	24	37	263
Friday	26	18	24	12	4	4	2	5	3	7	10	13	7	11	5	14	13	5	12	19	25	18	19	25	301
Saturday	19	14	16	7	6	9	8	5	12	5	2	8	7	13	11	30	22	15	16	10	12	20	12	22	301
Sunday	29	19	14	23	8	7	6	7	1	9	3	10	1	10	10	6	9	15	13	18	24	22	22	32	318
Total	127	95	104	80	48	40	35	33	37	48	41	74	54	69	68	83	83	76	95	95	114	130	135	161	1925

DALLAS POLICE DEPARTMENT

