

Fort Worth Police Department

# Strategic Plan

Final Implementation Report

FY2017 - FY2021



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# INTRODUCTION

The Fort Worth Police Department FY2017-FY2021 Strategic Plan was developed in 2016 to guide decision making for the following five years. The plan identified departmental and community priorities, established S.M.A.R.T. goals (specific, manageable, achievable, realistic, and time bound), action items to achieve the goals, and assigned persons in the organization responsible for implementation. Twenty-three goals and 142 action items were created based on the four Strategic Directions that form the foundation of the plan. This report includes details about the final implementation progress of the following four Strategic Direction goals and action items.

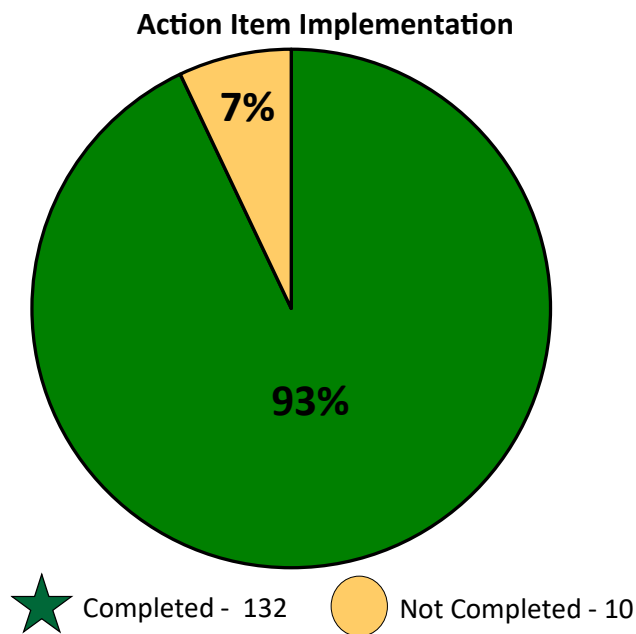
## STRATEGIC DIRECTIONS

1. PROFESSIONALISM AND ORGANIZATIONAL EXCELLENCE	2. COMMUNITY ENGAGEMENT AND PARTNERSHIPS	3. OPERATIONAL IMPROVEMENTS	4. TECHNOLOGY DEVELOPMENT AND INFRASTRUCTURE EXPANSION
<p align="center"><b>6 Goals</b> <b>24 Action Items</b></p>	<p align="center"><b>5 Goals</b> <b>34 Action Items</b></p>	<p align="center"><b>7 Goals</b> <b>41 Action Items</b></p>	<p align="center"><b>5 Goals</b> <b>43 Action Items</b></p>
<p><i>Professionalism and Organizational Excellence</i> refers to maintaining the standards of behavior that align FWPD’s actions and attitude with the department’s mission, vision, and core values. The purpose of specifying these standards of behavior is to give FWPD employees guidance in understanding their role in the department’s success.</p>	<p><i>Community Engagement and Partnerships</i> is working with stakeholders to collaborate and build trusting relationships, to reduce crime, and improve the health of the community.</p>	<p><i>Operational Improvements</i> advance the delivery of quality police services and enable the department to meet short and long-term goals.</p>	<p><i>Technology Development and Infrastructure Expansion</i> refers to expanding reliance upon technology that has transformed policing in many ways. New and emergent technologies have increasingly critical roles in the daily work of officers and largely dictate the probability that a department meets the expectations of citizens.</p>

The FY2017-FY2021 plan also included goals specific to the operation of units within the department’s three bureaus: Patrol, Support, and Finance/Personnel. This report only includes Strategic Direction implementation highlights.

# IMPLEMENTATION HIGHLIGHTS

The majority of the Strategic Direction action items were completed at 93%, and 7% were not completed.



Numbers indicate the amount of action items that were completed or not completed

**Click here for the FWPD Strategic Plan website or visit:**

**<https://police.fortworthtexas.gov/Public/strategic-plan>**

FWPD continues to evaluate the 7%, or 10 action items, listed below that were not completed.

## Action Items Not Completed

1. Professionalism and Organizational Excellence
  - ◆ Consider adding a fourth bureau to the organizational chart.
2. Community Engagement and Partnerships
  - ◆ Recruit 5% more Code Blue Program volunteers annually.
  - ◆ Increase number of active Citizens on Patrol (COP) members to 850.
3. Operational Improvements
  - ◆ Decrease Priority 1 Response Time (time call received to on scene) citywide average to below 8:50 minutes.
  - ◆ Ensure less than three percent of calls are in queue for more than 15 seconds.
4. Technology Development and Infrastructure Expansion
  - ◆ Create a Technology Readiness Report for facilities in FY2020.
  - ◆ Review and revise Technology Disaster Recovery Plan in FY2020.
  - ◆ Identify necessary equipment and software needed to implement the Technology Disaster Recovery Plan in FY2019.
  - ◆ Create assignments and test the Technology Disaster Recovery Plan in FY2020.
  - ◆ Procure Uninterrupted Power Source and new backup generator as part of the Phase II Public Safety Complex Improvement Project.



# Strategic Directions – Implementation

## 1. PROFESSIONALISM AND ORGANIZATIONAL EXCELLENCE

Status Indicator	Goal 1	Did we achieve the goal?	
★	<b>Goal 1: Promote a culture of mutual respect within the Fort Worth Police Department.</b>	Yes.	
Status Indicator	Goal 1: Action Items	Responsible Party	Status Explanation
★	1.1 Establish detailed expectations of professionalism, accountability, and transparency through all ranks, require sign back through PowerDMS, and share with the public.	Professional Standards Captain, Finance/Personnel Bureau	Established the PowerDMS sign back requirement in the 1st quarter of FY18.
★	1.2 Establish system by the end of 2016 for personnel to submit innovative ideas to enhance departmental efficiencies and suggest improvements. Create process for Executive Staff to review submissions and provide feedback.	Police Administration Lieutenant, Finance/Personnel Bureau	The "Ask Executive Staff" link was created and posted on the Police Portal for personnel to submit questions/ideas, which allows Executive Staff to directly answer questions.

Status Indicator	Goal 2	Did we achieve the goal?	
★	<b>Goal 2: Improve the interactions of members of the FWPD and the community.</b>	Yes. The Fort Worth Police Department continues to implement new and innovative ways to interact with members of the FWPD and the community.	
Status Indicator	Goal 2: Action Items	Responsible Party	Status Explanation
★	2.1 Implement at least one new best practice each year.	Training Captain, Finance/Personnel Bureau	Implemented a new best practice each year including providing Use of Force and de-escalation familiarization training to citizens, and provided all officers with individual tactical first aid kits.
★	2.2 Require annual professional development training program for all personnel including leadership and team building exercises.	Training Captain, Finance/Personnel Bureau	Required annual professional development training including MHOT, Taser, FBI LEEDIA, Report Writing, and CIT 8 hour courses.

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Status Indicator	Goal 2: Action Items Continued	Responsible Party	Status Explanation
★	2.3 Require annual cultural diversity training for all personnel to improve relationships within the community.	Training Captain, Finance/Personnel Bureau	Required annual cultural diversity training for all personnel.
★	2.4 Implement key recommendations related to training from the Final Report of the President’s Task Force on 21st Century Policing in FY20.	Training Captain, Finance/Personnel Bureau	Implemented recommendations related to training. Multiple training classes were held each year including, Crisis Intervention Training, Procedural Justice III training, LEAP Leadership Program, Autism training, and Developing Criminal Investigator Training Program.
★	2.5 Implement recommendations related to training from the National Initiative for Building Community Trust and Justice Report, expected to be final in FY19.	Training Captain, Finance/Personnel Bureau	Implemented recommendations related to training. Multiple training classes were held each year including 40 hour Crisis Intervention Team training, Procedural Justice, Community Policing training, and Control Tactics Scenario-based situational decision making training.

Status Indicator	Goal 3	Did we achieve the goal?	
★	<b>Goal 3: Continuously build relationships with diverse populations within the City of Fort Worth to create and expand the future recruiting base.</b>	Yes. The Fort Worth Police Department continues to engage and build relationships with all citizens within Fort Worth community.	
Status Indicator	Goal 3: Action Items	Responsible Party	Status Explanation
★	3.1 Create an annual list of at least five diverse events for the department to participate.	Recruiting Lieutenant, Finance/Personnel Bureau	At least five diverse events are attended by officers each year.
★	3.2 Engage with organizations, i.e., Women in Law Enforcement, LIFE (LEMIT), etc.	Recruiting Lieutenant, Finance/Personnel	The Fort Worth Police Department continued to engage with multiple organizations throughout Fort Worth.

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Status Indicator	Goal 3: Action Items Continued	Responsible Party	Status Explanation
★	3.3 Engage with local school districts and local colleges quarterly.	Recruiting Lieutenant, Finance/Personnel Bureau	Officers engaged with local school districts and local colleges each month.
★	3.4 Engage with youth communities at every FWPDP youth function and receive at least 10 contact cards from youth per event.	Recruiting Lieutenant, Finance/Personnel Bureau	Youth engagement occurred at various FWPDP youth-specific events throughout the year.
★	3.5 Actively recruit in minority communities at every meeting/function.	Recruiting Lieutenant, Finance/Personnel Bureau	Recruitment is conducted throughout the city. The Police Cadet Program began in 2020.

Status Indicator	Goal 4	Did we achieve the goal?	
★	Goal 4: Represent the population that the Fort Worth Police Department serves.	Yes.	
Status Indicator	Goal 4: Action Items	Responsible Party	Status Explanation
★	4.1 Create a Diversity Journey Plan to increase diversity over the next five years.	Training Captain, Finance/Personnel Bureau	The Diversity Journey Plan to increase diversity was created in the third quarter of FY18.
★	4.2 Increase the number of diverse recruits graduated.	Training Captain, Finance/Personnel Bureau	Recruitment was conducted each year to ensure each recruit class represents the population that the Fort Worth Police Department serves. Diversity increased over 40.4% since 2017.



Status Indicator	Goal 5	Did we achieve the goal?	
★	<b>Goal 5: Recruit, hire, promote, and retain the best candidates to serve the Fort Worth Community.</b>	Yes.	
Status Indicator	Goal 5: Action Items	Responsible Party	Status Explanation
★	5.1 Market the department at a diverse group of colleges, universities, community colleges, and other institutions locally and nationally each quarter.	Recruiting Lieutenant, Finance/Personnel Bureau	Marketing of the department at diverse colleges, universities, community colleges, and other institutions locally and nationally continued each year.
★	5.2 Improve and streamline the process for potential recruits in 2017.	Recruiting Lieutenant, Finance/Personnel Bureau	The improvement and streamlined process for potential recruits was completed in January 2019.
★	5.3 Match hiring demands associated with expansion and attrition by graduating at least 100 recruits each year.	Recruiting Lieutenant, Finance/Personnel Bureau	FWPD matched hiring demands associated with expansion and attrition by following the attrition plan that is updated quarterly. While 100 recruits each year was not met, the FWPD ensured that the appropriate number of graduates were recruited each year.
★	5.4 Create an Attrition Plan in 2017.	Finance / Personal Assistant Chief, Finance/Personnel Bureau	An attrition plan was created in the 1st quarter of FY17.
★	5.5 In 2017, expand the City Wellness Plan for all FWPD personnel to include designing and mandating an emotional wellness training.	Training Captain, Finance/Personnel Bureau	Classes that promote health and wellness of officers began in FY17 and include classes on healthy eating, CrossFit, and running.
★	5.6 Develop a plan to implement (1:1) FWPD: off-site testing, by 2018.	Recruiting Lieutenant, Finance/Personnel Bureau	A plan to implement off-site testing was completed in July 2018.

 **Completed**
 **Not Completed**

Status Indicator	Goal 5: Action Items Continued	Responsible Party	Status Explanation
★	5.7 Ensure department personnel are operating efficiently by utilizing an early intervention and self-auditing system by FY18.	Professional Standards Captain, Finance/Personnel Bureau	EIPro and MakeNote are currently being used by Commanders and above to identify any needed changes.
★	5.8 By FY18, implement 360-degree critiques of Field Training Officers, performance-based assessments, and interviews with Command Staff, etc. to ensure training programs are positive, results-oriented, and focused programs.	Training Captain, Finance/Personnel Bureau	Implemented the 360-degree critiques of Field Training Officers in May 2019.

Status Indicator	Goal 6	Did we achieve the goal?	
★	<b>Goal 6: Ensure the department's organizational structure is appropriate to respond to community needs.</b>	Partially. The Fort Worth Police Department continues to ensure the department's organizational structure is appropriate to respond to community needs.	
Status Indicator	Goal 6: Action Items	Responsible Party	Status Explanation
★	6.1 Annually review the department's organizational chart and consider revisions to the department structure to ensure focus areas are appropriate.	Chief's Office, Finance/Personnel Bureau	Organizational chart is reviewed and updated as needed.
●	6.2 Consider adding a fourth bureau to the organizational chart.	Chief's Office, Finance/Personnel Bureau	Fourth bureau could be considered in the future.




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# Strategic Directions - Implementation

## 2. COMMUNITY ENGAGEMENT AND PARTNERSHIPS







Status Indicator	Goal 1	Did we achieve the goal?	
★	<b>Goal 1: Promote positive interactions with the public during every contact with a great attitude, positivity, and guardian mentality.</b>	<p style="text-align: center;">Yes.</p> <p style="text-align: center;">The Fort Worth Police Department continues to promote positive interactions with the public through multiple community events and partnerships.</p>	
Status Indicator	Goal 1: Action Items	Responsible Party	Status Explanation
★	1.1 Create a Community Outreach Team with existing resources by FY18 to assist in educating the community about various public safety initiatives and attending and organizing community events.	Community Programs Captain, Support Bureau	Community Programs was restructured in 2020 to include adult programs, the Police Cadet program, Community Emergency Response Team (C.E.R.T.), and the Explorer Program.
★	1.2 Increase monthly face-to-face interactions between the community and police personnel through neighborhood park and ride patrols, community service walks, and at various community events. Encourage cross-trained beat officers to ride bicycles.	Patrol Deputy Chief, Patrol Bureau	The Patrol Commanders were tasked with developing creative methods to increase face-to-face interactions. Events included school supply giveaways, A/C installations, Coffee with a Cop, and safety fairs.
★	1.3 Create a Police Athletic League in FY17 to encourage youth engagement activities throughout the community.	Gang Lieutenant, Support Bureau	The Fort Worth Police Athletic League (FWPAL) was created in FY17.
★	1.4 Create a mentorship program in FY17 in elementary and middle schools where School Resource Officers and other police officers serve as student mentors.	Community Programs Captain, Support Bureau	A mentorship program was created in FY17.
★	1.5 Research and implement other best practices for engaging youth in FY17.	Community Programs Captain, Support Bureau	Best practices were researched and began implementation in FY17. FWPAL continues to hold multiple events throughout the year.


Status Indicator	Goal 1: Action Items Continued	Responsible Party	Status Explanation
	1.6 Establish and coordinate annual programs for the community such as Secret Santa, Operation Thanksgiving, Back-to-School Programs, etc.	Community Programs Captain, Support Bureau	Events are held throughout the year. Events include Trunk-or-Treat, Thanksgiving Food Bank drive, and monthly forums.
	1.7 Recruit youths to join and diversify the Police Explorers Post. Collaborate with JROTC for youths considering a reserve military career.	Training Captain, Finance/Personnel Bureau	Recruitment began in FY17 and has continued each year.
	1.8 Increase the number of explorers by 10% and make the Explorer program one of the most diverse programs we have.	Training Captain, Finance/Personnel Bureau	As of FY2020, there were 230 Explorer participants.






Status Indicator	Goal 2	Did we achieve the goal?
	<b>Goal 2: Improve external communication.</b>	Yes. Community Programs and Public Relations continuously provide outreach material to the citizens of Fort Worth.

Status Indicator	Goal 2: Action Items	Responsible Party	Status Explanation
	2.1 Provide quarterly educational and informational outreach materials (patrol division newsletters, etc.) to the community in paper form and online to show how the department operates while highlighting the decision-making process.	Community Programs Captain, Support Bureau	Educational and informational outreach materials were provided through multiple sources including online, newspaper, email, online newsletters, public meetings, and volunteer events.
	2.2 Utilize the department website, YouTube channel, and social media platforms to provide the community information when significant and high profile public safety issues occur in the community in English and Spanish.	Public Relations Office, Finance/Personnel Bureau	The Public Relations Office utilized the department's website, YouTube channel, and social media platforms to provide information when significant issues occur in the community.

Status Indicator	Goal 2: Action Items Continued	Responsible Party	Status Explanation
★	2.3 Utilize all methods of communication annually to improve public perception, address misinformation, provide crime prevention tools, and actively educate and engage with the public in English and Spanish.	Public Relations Office, Finance/Personnel Bureau	The Public Relations Office created educational videos and pamphlets in English and Spanish to educate and engage with the public.
★	2.4 Create informational videos from the Chief of Police and Executive Staff to inform the public about crime and crime prevention tools in English and Spanish.	Public Relations Office, Finance/Personnel Bureau	Informational videos were created by the Public Relations Office. Videos created include Beyond the Badge, National Night Out, One Safe Place, and Hispanic heritage month videos.
★	2.5 Establish educational outreach efforts for English and Spanish speaking residents to inform them about crime prevention tools and participation opportunities.	Public Relations Office, Finance/Personnel Bureau	The Public Relations Office established educational outreach efforts for English and Spanish speaking residents.
★	2.6 Ensure public awareness-training programs are presented to the public each quarter. Utilize school districts to help get the word out to the community. e.g., What to do at a traffic stop, how Priority 1, 2, and 3 calls for service are adjudicated, and Non-emergency number training). (English and Spanish)	Public Relations Office, Finance/Personnel Bureau	Public awareness training began in FY17 and was continuously conducted throughout each year.
★	2.7 Ensure appropriate federal, state, local law enforcement partners, and officials meet at Executive Staff meetings quarterly, and receive information in advance about events with regional, statewide, or national significance to ensure the appropriate level of support.	Tactical Command Deputy Chief, Support Bureau	Meetings were held quarterly and monthly and information was provided.
★	2.8 Initiate use of programs similar to Facebook Live and Skype to communicate crime related press releases directly with the public.	Public Relations Office, Finance/Personnel Bureau	The Public Relations Office initiated programs like Facebook Live to communicate crime related press releases to the public.

Status Indicator	Goal 3	Did we achieve the goal?	
	<b>Goal 3: Enhance community partnerships.</b>	<p style="text-align: center;">Yes.</p> <p style="text-align: center;">The Fort Worth Police Department works with community partners to enhance communication and information sharing.</p>	
Status Indicator	Goal 3: Action Items	Responsible Party	Status Explanation
	3.1 Maintain an email and mailing list of all community, religious institutions, and business partnerships for each patrol division, updated quarterly in English and Spanish.	Public Relations Office, Finance/Personnel Bureau	Patrol Captains and Neighborhood Patrol Officers maintain the list.
	3.2 Increase partnership contacts overall in the community by 15% each year.	Public Relations Office, Finance/Personnel Bureau	The list is divided by patrol division.
	3.3 Ensure personnel from all divisions and ranks attend at least one community meeting per quarter to expand interactions with neighborhood associations and other groups to increase community connections. Maintain a list of meetings attended.	Public Relations Office, Finance/Personnel Bureau	The Commanders were tasked with creating methods to increase face-to-face interactions. Events included safety fairs, back-to-school events, Coffee With Cops, and a park and ride patrol event.
	3.4 Ensure Neighborhood Police Officers continue to attend monthly neighborhood and community meetings in their assigned beats.	Patrol Deputy Chief, Patrol Bureau	Division Commanders and Neighborhood Police Officers track their community meetings on a daily worksheet. Numbers are tabulated and verified by their Chain of Command.
	3.5 Continue to strengthen relationships with law enforcement agencies and other entities including the District Attorney's Office, School Districts, Safe City Commission, etc.	Chief's Office, Finance/Personnel Bureau	The FWPD continued to partner with multiple agencies throughout the year.

Status Indicator	Goal 3: Action Items Continued	Responsible Party	Status Explanation
	3.6 Continue implementation of a Community Camera Program so residents and business owners can collaborate with the Department. This interconnects with a Technology Development goal.	Technology Services Section, Finance/ Personnel Bureau	The Community Camera Program information is posted on the FWPD website.

Status Indicator	Goal 4	Did we achieve the goal?	
	<b>Goal 4: Increase the number of volunteers involved in Fort Worth Police Department programs.</b>	Partially. Community Programs Division is continuously working on increasing the number of volunteers.	
Status Indicator	Goal 4: Action Items	Responsible Party	Status Explanation
	4.1 Recruit 5% more Code Blue Program volunteers annually.	Community Programs Captain, Finance/ Personnel Bureau	The Community Programs Captain continues to recruit volunteers at multiple events. Since FY2017, there were 323 newly-training COP members.
	4.2 Implement Citizens on Patrol Strategic Plan within five years.	Community Programs Captain, Finance/ Personnel Bureau	The Community Programs Captain implemented sections of the division's strategic plan.
	4.3 Increase number of active Citizens on Patrol (COP) members to 850.	Community Programs Captain, Finance/ Personnel Bureau	Citizens on Patrol remained below 850 members.
	4.4 Seek CODE Blue volunteers in high schools and colleges to encourage more interest from all age groups.	Community Programs Captain, Finance/ Personnel Bureau	Sought Code Blue volunteers in high schools and colleges.



Status Indicator	Goal 4: Action Items Continued	Responsible Party	Status Explanation
★	4.5 Create annual incentives for volunteers by FY18.	Community Programs Captain, Finance/ Personnel Bureau	Incentives include Code Blue T-Shirts, dinners, monthly meetings, and the opportunity to participate in Police events.
★	4.6 Increase membership by 5% in the Code Blue Program for Spanish speaking residents.	Community Programs Captain, Finance/ Personnel Bureau	The Community Programs Captain continues to recruit Spanish speaking residents for the Code Blue Program. Recruitment occurred at multiple events including the Mexican consulate fair at La Gran Plaza and a phone back with Telemundo.









Status Indicator	Goal 5	Did we achieve the goal?	
★	<b>Goal 5: Continue to research innovative, community-oriented programs to engage the public.</b>	Yes.	
Status Indicator	Goal 5: Action Items	Responsible Party	Status Explanation
★	5.1 Coordinate speakers to present best practices for anti-crime strategies annually at All Staff.	Public Relations Office, Finance/Personnel Bureau	Executive Staff visited other Police Departments to observe their best anti-crime practices.
★	5.2 Research and present best practices to engage youth at-risk of committing crimes in order to reduce juvenile crime annually.	Community Programs Captain, Support Bureau	Each year FWPD partnered with multiple agencies to present best practices to engage youth.
★	5.3 Establish partnerships with other agencies on juvenile and adult diversion programs. Present ideas/findings at an All Staff meeting.	Community Programs Captain, Support Bureau	FWPD has established partnerships with multiple agencies on youth and adult engagement.

Status Indicator	Goal 5: Action Items Continued	Responsible Party	Status Explanation
★	5.4 Market ride-along programs quarterly.	Community Programs Captain, Finance/ Personnel Bureau	Ride-alongs accepted through Patrol Divisions. Neighborhood Police Officers coordinate the program.
★	5.5 Research and evaluate implementation of Crime Prevention through Environmental Design (CPTED) principles for Fort Worth by FY19. Work with the Planning and Development Department to determine feasibility.	Research & Planning, Finance/Personnel Bureau	FWPD worked with Park and Recreation Department to implement CPTED principles in parks and neighborhoods.
★	5.6 Work with NPOs to identify areas of blight and coordinate with other city departments to address those conditions in every police division.	Patrol Deputy Chief, Patrol Bureau	Neighborhood Police Officers continued to work with owners in areas of blight and improve safety through Crime Prevention Through Environmental Design strategies.






# Strategic Directions - Implementation




## 3. OPERATIONAL IMPROVEMENTS

Status Indicator	Goal 1	Did we achieve the goal?	
	<b>Goal 1: Reduce, solve, and prevent crime.</b>	Partially. The Fort Worth Police Department takes preventative steps to address any increase in crime.	
Status Indicator	Goal 1: Action Items	Responsible Party	Status Explanation
	1.1 Reduce Fort Worth’s crime rate by 8% annually.	Chief’s Office, Finance/Personnel Bureau	Crime rate decreased 23.5% between 2016 and 2020.
	1.1.a Establish a system by the end of 2016 for personnel to submit innovative ideas to enhance departmental efficiencies and suggest improvements. Create process for Executive Staff to review submissions and provide feedback.	Chief’s Office, Finance/ Personnel Bureau	Established the “Ask Executive Staff” system on the Police Portal homepage.
	1.1.b Suppress crime rate in FY17 for Crimes Against Persons below 3-year average of 1,551.08 offenses per 100,000 population.	Chief’s Office, Finance/ Personnel Bureau	Crimes Against Persons crime rate decreased 12.1 percent. As of 2020, there were 1,358.45 offenses per 100,000 population.
	1.1.c Suppress crime rate in FY17 for Crimes Against Property below 3-year average of 5,374.06 offenses per 100,000 population.	Chief’s Office, Finance/ Personnel Bureau	Crimes Against Property crime rate decreased 24.1 percent. As of 2020, there were 3,542.87 offenses per 100,000 population.
	1.1.d Develop and implement Crime Suppression Plans as well as other tactical tools and approaches to reduce crime each year.	Tactical Deputy Chief, Support Bureau	Developed and implemented Crime Suppression Plans each year.
	1.1.e Ensure Homicide clearance rate is above the three-year average of 82 percent annually.	CID Captain, Support Bureau	Homicide clearance rate is above the three-year average—89.1%
	1.1.f Increase clearance rate of robbery cases incrementally each year to 40% by FY21.	CID Captain, Support Bureau	Robbery clearance rate is below the three-year average—31.5%

Status Indicator	Goal 1: Action Items Continued	Responsible Party	Status Explanation
★	1.2 Enhance Community Policing in Fort Worth each year.	Chief's Office, Finance/Personnel Bureau	Community Policing is always a top priority for FWPD. NPOs and Beat Patrol Officers meet with the community each day to enhance relationships.
★	1.2.a Restructure patrol divisions in FY17 to a true beat concept to improve efficiency, increase visibility in neighborhoods, and give patrol officers ownership of a geographic area.	Patrol Assistant Chief, Patrol Bureau	Patrol division sign up was conducted in June 2017 and was implemented in August 2017.
★	1.2.b Continuously work with the community on creative, innovative ways to reduce, solve, and prevent crime, especially in identified high crime areas.	Community Programs Captain, Support Bureau	Neighborhood Police Officers and Crime Prevention Specialists were tasked with engaging neighborhoods, businesses, and citizens to discuss crime trends and assist with solutions.
★	1.3 Monitor emerging trends, social issues, and law enforcement programs each year.	Research & Planning, Finance/Personnel Bureau	Relevant law enforcement and city planning publications were reviewed.
★	1.3.a Assign details and units to focus on emerging crime trends.	Investigative & Support Deputy Chief, Support Bureau	Details and units were evaluated and assigned as needed.
★	1.3.b Evaluate the creation of a Mental Health Unit to focus on mental health issues in the community in FY18.	Patrol Deputy Chief, Patrol Bureau	The Crisis Intervention Unit was created in August 2017 and included 16 officers, 2 corporals, and 2 sergeants.
★	1.3.c Create a Violent Crimes Task Force to focus on violent crime trends in FY18.	Investigative & Support Deputy Chief	A Violent Crimes Task Force was created in the 1st quarter of FY17. The Task Force includes U.S. Marshals, Federal Bureau of Investigations, and Federal Bureau of Alcohol, Tobacco, and Firearms.

 **Completed**  **Not Completed**

Status Indicator	Goal 1: Action Items Continued	Responsible Party	Status Explanation
	1.3.d Partner with local agencies to identify best practices for deterrence and re-entry programs for paroled individuals annually.	Community Programs Captain, Support Bureau	Identified best practices for deterrence and re-entry programs with multiple partners including First Stop Program and the Cornerstone Assistance Network.
	1.4 Work closely with federal agencies to investigate interstate drug trafficking and to advance the involvement of FWPD personnel in Fort Worth federal and state investigations during the next five years.	Tactical Deputy Chief, Support Bureau	A total of 16 Task Force Officers are assigned to the department's federal partners.
	1.5 Immediately collaborate with Adult and Juvenile Parole and Probation agencies and local youth workers to design responses to youth violence, i.e., impact player lists, improve the frequent home visits, and scheduling annual offender notification meetings over the next five years.	Investigative & Support Deputy Chief, Support Bureau	Requests for juvenile information from parole and probationary officers get a prompt response, and directives to apprehend are disseminated immediately. School Resource Officers developed after-hours unit for SRO's to respond to threats of violence at schools and a procedure for response.

Status Indicator	Goal 2	Did we achieve the goal?	
	<b>Goal 2: Expand Intelligence-Led Policing (ILP)</b>	Yes.	
Status Indicator	Goal 2: Action Items	Responsible Party	Status Explanation
	2.1 Research best practices to continue to implement Intelligence-Led Policing in Fort Worth annually.	Tactical Deputy Chief, Support Bureau	Community Oriented Policing Services through the Department of Justice and the Police Executive Research Forum is heavily relied upon.
	2.2 Consider expanding and enhancing Real Time Crime Center in FY18.	Tactical Deputy Chief, Support Bureau	Staffing of the Real Time Crime Center has increased. The target is to increase staffing enough to provide 24/7 coverage.

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★ Completed    ● Not Completed

Status Indicator	Goal 2: Action Items Continued	Responsible Party	Status Explanation
★	2.3 Attend conferences and seminars on ways to expand Intelligence-Led Policing over the next five years.	Tactical Deputy Chief, Support Bureau	Police Officers continue to attend conferences and seminars.
★	2.4 Track population growth and major developments throughout Fort Worth and determine its implication on policing each year.	Research & Planning, Finance/Personnel Bureau	Research & Planning Section personnel attended Development Review committee meetings and reviews development activity. Development activity maps created.
★	2.5 Implement recommendations from the National Initiative (NI) for Building Community Trust and Justice Report, expected to be final in FY18.	Finance/Personnel Assistant Chief, Finance/Personnel Bureau	Continued to discuss recommendations from the National Initiative for Building Community Trust and Justice Report.
★	2.6 Expand and enhance Citywide Camera Program and License Plate Readers by FY18.	Tactical Deputy Chief, Support Bureau	As of FY18, approximately 150 cameras have been purchased and installed.

Status Indicator	Goal 3	Did we achieve the goal?	
●	<b>Goal 3: Reduce calls for service response times.</b>	No. The calls for service average response times have not been reduced.	
Status Indicator	Goal 3: Action Items	Responsible Party	Status Explanation
●	3.1 Decrease Priority 1 Response Time (time call received to on scene) citywide average to below 8:50 minutes.	Communications, Finance/Personnel Bureau	As of June 2021, average citywide priority 1 response time is 10:06 minutes.
●	3.2 Ensure less than three percent of calls are in queue for more than 15 seconds.	Communications, Finance/Personnel	As of February 2021, 67.8% of total calls to Communications were answered within 15 seconds.

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Status Indicator	Goal 3: Action Items Continued	Responsible Party	Status Explanation
★	3.3 Conduct monthly analysis of call response times to determine trends in each patrol division and present findings at COMPSTAT.	Communications, Finance/Personnel Bureau	As of June 2021, the average quarterly response time by patrol division for priority 1 calls are: Central - 8:51 minutes South - 10:03 minutes North - 12:48 minutes West - 9:04 minutes East - 9:55 minutes Northwest - 9:59 minutes
★	3.4 Annually evaluate call types within each priority 1, 2, 3, etc. and analyze trends that could reduce call response times. Submit an Annual report through the chain of command to the Chief.	Communications, Finance/Personnel Bureau	Evaluated methods to reduce intake call load. A new unit was created, as well as call types specific to those units, to help reduce call response times.

Status Indicator	Goal 4	Did we achieve the goal?	
★	<b>Goal 4: Strengthen Internal Communication.</b>	Yes.	
Status Indicator	Goal 4: Action Items	Responsible Party	Status Explanation
★	4.1 Enhance internal communication methods from Executive Staff to front line employees and develop additional channels of communication for supervisors and employees.	Chief's Office, Finance/ Personnel Bureau	Ask Executive Staff link implemented on portal where Assistant Chiefs answer questions from personnel.
★	4.2 Encourage open communication within the organization.	Chief's Office, Finance/ Personnel Bureau	Employees are encouraged to use the Ask the Executive tool and to attend employees forums.



Status Indicator	Goal 4: Action Items Continued	Responsible Party	Status Explanation
★	4.3 Create internal Public Service Announcements (PSA), interactive videos, face-to-face accessibility to chain of command, utilize FWPD portal to provide information and encourage its use by personnel, implement Ask the Chief/Executive Staff tool.	Public Relations Office, Finance/Personnel Bureau	Ask Executive Staff link implemented on portal where Assistant Chiefs answer questions from personnel. The PD Portal tool is frequently utilized weekly for employees to inquire directly to command staff on any topic.
★	4.4 Create informational tools about divisions and units in the department such as handbooks, newsletters, etc. annually.	Chief's Office, Finance/Personnel Bureau	The Public Relations Office assists in multiple events and create informational tools about all divisions and units within the department.

Status Indicator	Goal 5	Did we achieve the goal?	
★	<b>Goal 5: Create additional Patrol Divisions.</b>	Yes. A sixth patrol division was established in 2018 and a seventh and eight are being reviewed by executive staff.	
Status Indicator	Goal 5: Action Items	Responsible Party	Status Explanation
★	5.1 Establish a Sixth Patrol Division in FY18 to respond to significant population and development growth in north Fort Worth.	Patrol Deputy Chief, Patrol Bureau	The 6th patrol division was established on August 19, 2017.
★	5.2 Establish a Seventh Patrol Division by FY20 to respond to anticipated growth on the west side of Fort Worth (toward Parker County).	Patrol Deputy Chief, Patrol Bureau	The plans to establish a Seventh Patrol Division are not needed at this time.
★	5.3 Establish an Eighth Patrol Division by FY21-22 to respond to anticipated growth in southern portions of Fort Worth (toward Johnson County).	Patrol Deputy Chief, Patrol Bureau	An Eighth Patrol Division could be considered in the future.

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Status Indicator	Goal 6	Did we achieve the goal?	
★	<b>Goal 6: Identify and prioritize highest funding needs.</b>	Yes.	
Status Indicator	Goal 6: Action Items	Responsible Party	Status Explanation
★	6.1 Utilize the department Needs Assessment System and Budget Committee to conduct overall annual prioritization of funding.	Financial Management Division Manager, Finance/Personnel Bureau	The Budget Committee held monthly meetings to review new needs assessments. These items were ranked in priority order on a quarterly basis.
★	6.2 Reference the 2014 Police Executive Research Forum Staffing Study, the strategic plan, the needs assessment system, and future studies to refine staffing needs.	Financial Management Division Manager, Finance/Personnel Bureau	Financial Management Division continued to support PD's and CMO's staffing study consultant by responding to consultant's request for information and staff interviews. Fiscal continues to work with the Performance and Budget Department on budget development process to address PD's staffing needs.
★	6.3 Identify most appropriate funding source for departmental needs (General Fund, Crime Control and Prevention District, Asset Forfeiture, Grants).	Financial Management Division Manager, Finance/Personnel Bureau	Financial Management Division continuously worked with command staff to present unfunded needs for prioritization and identified most appropriate funding source.
★	6.4 Utilize the Needs Assessment System, Budget Committee, and Executive Staff to identify and implement the highest staffing priorities annually.	Financial Management Division Manager, Finance/Personnel Bureau	Financial Management Division used the needs assessment system to prepare a list of prioritized needs for the annual budget development process.
★	6.5 Use best practice analysis tools and models to determine staffing numbers in patrol and detective units annually.	Financial Management Division Manager, Finance/Personnel Bureau	FWPD continued to support CMO's staffing study consultant by responding to consultant's request for information and staff interviews. Fiscal continued to work with the Performance and Budget Department on the budget development process to address PD's staffing needs.

 **Completed**
 **Not Completed**







Status Indicator	Goal 7	Did we achieve the goal?	
★	Goal 7: Promote Crime Control and Prevention District (CCPD).	Yes.	
Status Indicator	Goal 7: Action Items	Responsible Party	Status Explanation
★	7.1 Continue to educate the community annually about the Crime Control and Prevention District and identify which items receive funding through the District.	Fiscal Command and Personnel/Assets Command, Finance/Personnel Bureau	A CCPD report with programmatic and financial updates was provided quarterly to command staff, city management, the CCPD Board and the community through the CCPD quarterly meeting, and the CCPD website.
★	7.2 Prepare and plan for the 2019 Renewal Election.	Fiscal Command and Personnel/Assets Command, Finance/Personnel Bureau	The 2020 Continuation CCPD Election was held in July 2020. The CCPD was approved to continue for an additional 10 years.

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# Strategic Directions - Implementation

## 4. TECHNOLOGY DEVELOPMENT & INFRASTRUCTURE EXPANSION

Status Indicator	Goal 1	Did we achieve the goal?	
	<b>Goal 1: Replace aging and out-of-date equipment &amp; technology.</b>	<p style="text-align: center;">Yes.</p> <p style="text-align: center;">Aging and out-of-date equipment and technology are reviewed continuously and replaced as needed.</p>	
Status Indicator	Goal 1: Action Items	Responsible Party	Status Explanation
	1.1 Complete the City of Fort Worth annual Five-Year Capital Improvement Plan that identifies equipment and technology needs.	Technology Services, Finance/Personnel Bureau	City Budget Office began a new annual Capital Improvement Plan process. The existing five-year plan has been provided to Budget.
	1.2 Conduct annual review of equipment and technology for inadequacies and/or end of life.	Technology Services, Finance/Personnel Bureau	Replaced aging in-car video and interview room equipment with an integrated solution by Axon.
	1.3 Utilize the annual Needs Assessment process to identify priority technology needs.	Technology Services, Finance/Personnel Bureau	Technology Service utilized the Needs Assessment process.
	1.4 Continuously research the market for the latest technology and equipment.	Technology Services, Finance/Personnel Bureau	Technology and equipment was researched on a monthly basis.
	1.5 Invite vendors to provide the department with demonstrations of new technology and equipment (Quarterly All Staff meetings).	Technology Services, Finance/Personnel Bureau	Technology Services invited vendors to present and demonstrate new technology.

Status Indicator	Goal 1: Action Items Continued	Responsible Party	Status Explanation
N/A	1.6 Continuously identify predictive analytical tools for crime prevention.	Technology Services, Finance/Personnel Bureau	Project canceled.
★	1.7 Work with the IT Solutions Department to enhance the City's Open Data site for public access to crime mapping data.	Technology Services, Finance/Personnel Bureau	City's Open Data site for public access to crime mapping data was completed in FY2020.
★	1.8 Review the department's Computer Aided Dispatch (CAD) and Records Management Software (RMS) in FY17. Work with IT and Fire to plan for overall system replacement (FY19).	Technology Services, Finance/Personnel Bureau	The Computer Aided Dispatch and Records Management Software upgrade went live in October 2018.
★	1.9 Improve efficiencies within the department to use less paper and utilize more digital retention methods.	Technology Services, Finance/Personnel Bureau	Due to consolidation, Information Technology Solutions supports e-Forms.
★	1.10 Begin in-car video system replacement.	Technology Services, Finance/Personnel Bureau	The original 600 in-car video systems were installed between September 2017 and July 2018. In FY2020, 169 in-car video systems were installed.
★	1.11 Finish Mobile Data Computer (MDC) replacement.	Technology Services, Finance/Personnel Bureau	Information Technology Solutions took the lead on the MDC replacement in March 2018 and was completed in October 2019.

N/A - Not included in overall implementation numbers or percentages.

Status Indicator	Goal 2	Did we achieve the goal?	
★	<b>Goal 2: Improve/expand existing systems or solutions that aid investigations, improves operations, or increases data access or transparency.</b>	Yes.	
Status Indicator	Goal 2: Action Items	Responsible Party	Status Explanation
★	2.1 The department's existing Website Working Group should continue to meet monthly or quarterly as needed to monitor and assess website effectiveness.	Research & Planning, Finance/Personnel Bureau	In 2018, FWPD expanded and improved the department's website to better serve as a dynamic user-friendly and transparent tool. Context is updated on the website as needed.
N/A	2.2 Develop a Standard Operating Procedure by FY20 for developing, reviewing, and approving content on the website.	Technology Services, Finance/Personnel Bureau	A Standard Operating Procedure was not developed. The transition to the new City's website is still ongoing.
★	2.3 Benchmark websites of other agencies annually.	Research & Planning, Finance/Personnel Bureau	Research & Planning reviewed other city websites that used the platform the City is planning to use.
★	2.4 Review FWPD website weekly to ensure content is up-to-date.	Research & Planning, Finance/Personnel Bureau	Research & Planning staff reviewed the website weekly to ensure content is up to date. The website is also updated as requested from other staff and organizations.
★	2.5 Identify and utilize programs similar to FaceTime and Skype to communicate with the public.	Technology Services, Finance/Personnel Bureau	Public Relations Office utilized Facebook Live and YouTube for press releases to inform the public.

N/A - Not included in overall implementation numbers or percentages.

Status Indicator	Goal 2: Action Items Continued	Responsible Party	Status Explanation
★	2.6 Expand citywide surveillance camera program to enhance officer and public safety, and aid in investigations annually.	Technology Services, Finance/Personnel Bureau	The citywide surveillance camera program was reviewed and expanded annually.
★	2.7 Expand License Plate Reader (LPR) network annually.	Technology Services, Finance/Personnel Bureau	Expansion of the License Plate Reader network began in April 2019.
★	2.8 Continue promoting and marketing Community Camera Program each year.	Technology Services, Finance/Personnel Bureau	The Community Camera Program is available to the public on the Police website.
★	2.9 Expand WiFi infrastructure to support expanded camera projects and connectivity to City network annually.	Technology Services, Finance/Personnel Bureau	Expansion of the WiFi infrastructure is an ongoing effort and updated annually.
★	2.10 Purchase 400 additional body camera systems in FY17.	Technology Services, Finance/Personnel Bureau	400 additional body camera systems were purchased in the 2nd quarter of FY17.
★	2.11 Expand data available on Omega CrimeView Dashboard quarterly.	Technology Services, Finance/Personnel Bureau	CrimeView-Advanced implemented in February 2019.
N/A	2.12 Initiate and expand the Public Service Kiosk program.	Technology Services, Finance/Personnel Bureau	Project canceled.

N/A - Not included in overall implementation numbers or percentages.







★ Completed    ● Not Completed

Status Indicator	Goal 2: Action Items Continued	Responsible Party	Status Explanation
★	2.13 Incorporate additional data on the Open Data portal quarterly.	Technology Services, Finance/Personnel Bureau	Open Data portal updates are completed on an as need basis.
N/A	2.14 Purchase gunshot detection software in FY18.	Technology Services, Finance/Personnel Bureau	Project canceled.
★	2.15 Initiate and expand E-Citation solution in FY20.	Technology Services, Finance/Personnel Bureau	Information Technology Solutions managed the project.
N/A	2.16 Present biometric solutions technology that integrates with Computer Aided Dispatch (CAD).	Technology Services, Finance/Personnel Bureau	Project canceled.

N/A - Not included in overall implementation numbers or percentages.

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 **Completed**     **Not Completed**

Status Indicator	Goal 3	Did we achieve the goal?	
	<b>Goal 3: Determine technology infrastructure needs for Police Department facilities.</b>	Partially. Technology needs for police facilities are reviewed throughout the year.	
Status Indicator	Goal 3: Action Items	Responsible Party	Status Explanation
	3.1 Conduct audit of existing police facilities to confirm assets and technology capacity every two years.	Technology Services, Finance/Personnel Bureau	Audits of existing police facilities to confirm assets and technology were conducted as needed.
	3.2 Create a checklist of technological needs for new and leased police facilities annually.	Technology Services & Research & Planning	Technology needs are reviewed as needed.
	3.3 Create a Technology Readiness Report for facilities in FY20.	Technology Services & Research & Planning, Finance/Personnel Bureau	The Technology Readiness Report for facilities was not developed.

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★ Completed    ● Not Completed

Status Indicator	Goal 4	Did we achieve the goal?	
●	<b>Goal 4: Revise Disaster Recovery Plans for mission-critical systems and create business continuity plans for Police Department facilities.</b>	No.	
Status Indicator	Goal 4: Action Items	Responsible Party	Status Explanation
●	4.1 Review and revise Technology Disaster Recovery Plan in FY20.	Technology Services, Finance/Personnel Bureau	Goal not met. In development.
●	4.2 Identify necessary equipment and software needed to implement the Technology Disaster Recovery Plan in FY19.	Technology Services, Finance/Personnel Bureau	Goal not met. In development.
●	4.3 Create assignments and test the Technology Disaster Recovery Plan in FY20.	Technology Services, Finance/Personnel Bureau	Goal not met. In development.
★	4.4 Visit all facilities and identify user groups and resources required for operations annually.	Technology Services	Visits to facilities are conducted on an as needed basis.
★	4.5 Develop business continuity plans for each location annually.	Technology Services	The department's Continuity of Operations Plan was updated in 2020



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Status Indicator	Goal 5	Did we achieve the goal?	
★	<b>Goal 5: Ensure Police facilities are adequate for the department’s operations to serve the community.</b>	Yes.	
Status Indicator	Goal 5: Action Items	Responsible Party	Status Explanation
★	5.1 Ensure top priority facility projects are included in the City of Fort Worth Five-Year Capital Improvement Plan (CIP), and updated annually.	Research & Planning Manager, Finance/ Personnel Bureau	Facility project priorities are approved by Executive Staff and the City Managers Office.
★	5.2 Analyze and make recommendations for the realignment of patrol boundaries, including the creation of a 7th and 8th Patrol Division, to ensure the effective allocation of resources and personnel to address crime prevention and reduction efforts.	Research & Planning Manager, Finance/ Personnel Bureau	Creating a 7th division was analyzed and it was determined that a new division was not needed at this time.
★	5.3 Design facilities to accommodate existing and future growth and service needs allowing for flexibility and future expansion.	Research & Planning Manager, Finance/ Personnel Bureau	Research & Planning managed over 25 facilities. Facility projects included South Patrol Division, Property Room, SWAT Vehicle Storage, K9 Obstacle Course, and land acquisition for the new Northwest and Auto Pound facility.
★	5.4 As resources are limited, consolidate facilities as feasible and/ or combine police facilities with other city functions if joint-use facilities support planning goals to fulfill neighborhood and police service needs.	Research & Planning Manager, Finance/ Personnel Bureau	Research & Planning continuously researched consolidating user groups for long-term facility solutions each year. Example is the Property Room/Arson storage expansion project.
★	5.5 Work with the Property Management Department to identify sites for potential acquisition for future Police facilities.	Research & Planning Manager, Finance/ Personnel Bureau	Research & Planning worked with the Property Management Department to identify sites for potential acquisition for future Police facilities.

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Status Indicator	Goal 5: Action Items Continued	Responsible Party	Status Explanation
★	5.6 Ensure all future facility designs sustain operations for more than 25 years. New facilities must function efficiently, be located in optimal areas, and have the opportunity for future expansion in order to effectively serve the community, encourage police and community interaction, and limit the need for new capital dollars.	Research & Planning, Finance/Personnel Bureau	Each year Research & Planning reviewed plans for new facilities and ensures that each will be programmed to accommodate future growth and service needs.
★	5.7 Seek co-location opportunities with other departments and entities, as appropriate.	Research & Planning, Finance/Personnel Bureau	Research & Planning continued to evaluate opportunities as they arise. Police and Fire are partnered on a Property Room Expansion and Arson/Bomb Squad Evidence Room.
★	5.8 Evaluate the use/effectiveness of all storefronts, and recommend whether their use should continue in the future, discontinue, or relocate to different locations.	Research & Planning, Finance/Personnel Bureau	Research & Planning continued to evaluate all storefront leases.
★	5.9 Utilize leased facilities only when necessary for operational effectiveness, and where possible, reduce the number of leased facilities by FY21.	Research & Planning, Finance/Personnel Bureau	Research & Planning evaluated all leases. Leases were reduced by 6 facilities.
★	5.10 Ensure that future police facilities are designed to maintain critical operations in the event of a disaster.	Research & Planning, Finance/Personnel Bureau	All future police facilities are reviewed and programmed to accommodate future growth and service needs.
★	5.11 Review security of existing Police Department facilities and make improvements as necessary to implement best practices and comply with Criminal Justice Information Systems (CJIS) standards.	Communications & Technology Services, Finance/Personnel Bureau	Technology needs were reviewed as needed.

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Status Indicator	Goal 5: Action Items Continued	Responsible Party	Status Explanation
	5.12 Determine technology infrastructure needs for future Police Department facilities.	Technology Services & Information Technology Solutions, Finance/Personnel Bureau	Technology Services reviewed infrastructure needs as needed.
	5.13 Procure Uninterrupted Power Source and new backup Generator as part of the Phase II Public Safety Complex Improvement Project.	Technology Services & Information Technology Solutions, Finance/Personnel Bureau	Procuring Uninterrupted Power Source was not met due to no funding available.



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