

Fort Worth Police Department

# Strategic Plan

Implementation Highlights 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 highlights the final implementation progress of the following four Strategic Directions.

## 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 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>

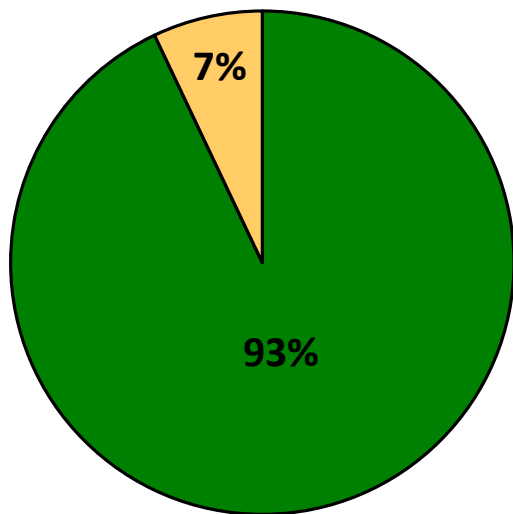
The FY2017-FY2021 plan also included goals specific to the operation of units within the department’s three bureaus: Patrol, Support, and Finance/Personnel. This report only includes Strategic Direction implementation highlights.

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# IMPLEMENTATION HIGHLIGHTS

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

Action Item Implementation



★ Completed - 132      ● Not Completed - 10

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

Scan the QR Code for the full 37-page Strategic Directions Implementation Report or visit:  
<https://online.flippingbook.com/view/287814050/>



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

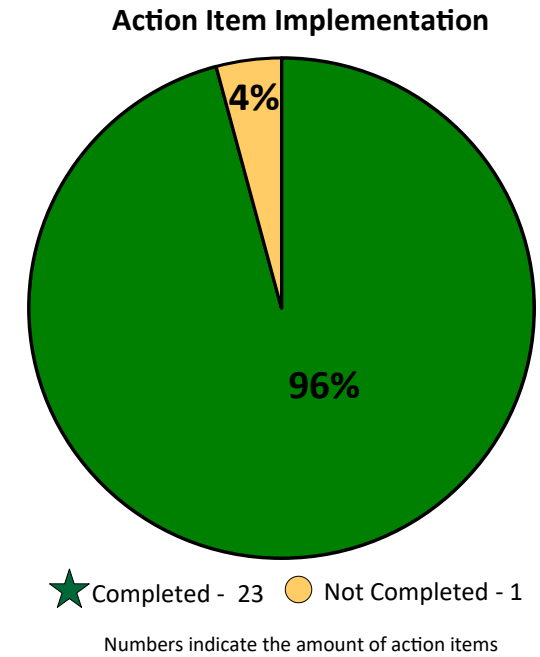
## Action Items Not Completed

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.

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# 1. PROFESSIONALISM AND ORGANIZATIONAL EXCELLENCE

Six Goals and 24 Action Items	Did we achieve the goal?
<b>Goal 1:</b> Promote a culture of mutual respect within the Fort Worth Police Department. ◆ 2 Action Items Completed	Yes
<b>Goal 2:</b> Improve the interactions of members of the FWPD and the community. ◆ 5 Action Items Completed	Yes
<b>Goal 3:</b> Continuously build relationships with diverse populations within the City of Fort Worth to create and expand the future recruiting base. ◆ 5 Action Items Completed	Yes
<b>Goal 4:</b> Represent the population that the Fort Worth Police Department serves. ◆ 2 Action Items Completed	Yes
<b>Goal 5:</b> Recruit, hire, promote, and retain the best candidates to serve the Fort Worth Community. ◆ 8 Action Items Completed	Yes
<b>Goal 6:</b> Ensure the department’s organizational structure is appropriate to respond to community needs. ◆ 1 Action Item Completed ◆ 1 Action Item Not Completed - Fourth bureau could be considered in the future.	Partially



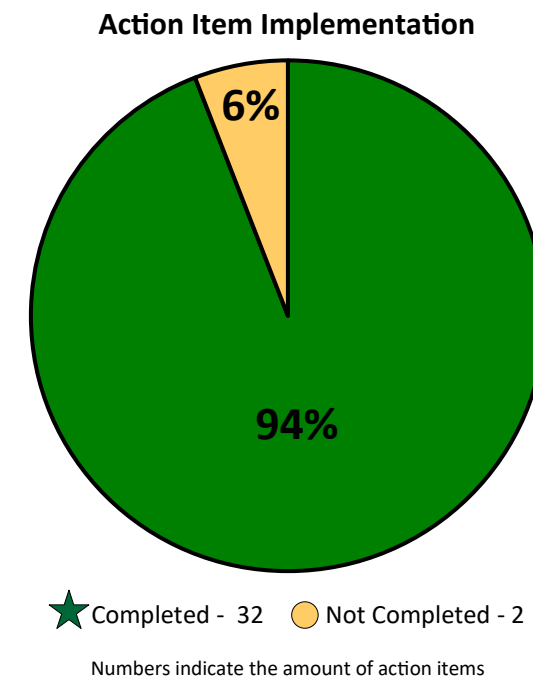
## Professionalism and Organizational Excellence Accomplishment Highlights

- Established the PowerDMS document sign back requirement.
- Created the “Ask Executive Staff” link for internal personnel seeking answers to various departmental and operational questions.
- Implemented recommendations related to training. Training classes included: Crisis Intervention, Procedural Justice, Community Policing, and Autism training.
- Officers continued to engage and work with local school districts and colleges.
- Implemented off-site testing for potential recruits.
- Improved and streamlined the application process for potential recruits.

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## 2. COMMUNITY ENGAGEMENT AND PARTNERSHIPS

Five Goals and 34 Action Items	Did we achieve the goal?
<b>Goal 1:</b> Promote positive interactions with the public during every contact with a great attitude, positivity, and guardian mentality. ♦ 8 Action Items Completed	Yes
<b>Goal 2:</b> Improve external communication. ♦ 8 Action Items Completed	Yes
<b>Goal 3:</b> Enhance community partnerships. ♦ 6 Action Items Completed	Yes
<b>Goal 4:</b> Increase the number of volunteers involved in Fort Worth Police Department programs. ♦ 4 Action Items Completed ♦ 2 Action Items Not Completed - FWPD continues to recruit volunteers at multiple events including for the Citizens on Patrol Program.	Partially
<b>Goal 5:</b> Continue to research innovative, community-oriented programs to engage the public. ♦ 6 Action Items Completed	Yes



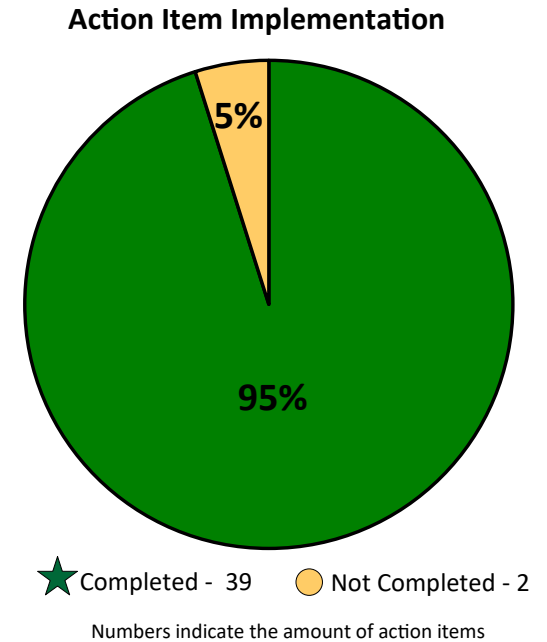
### Community Engagement and Partnerships Accomplishment Highlights

- FWPD Cadet Program was restarted in 2020.
- Community Programs Division was restructured to include adult programs, Police Cadets, C.E.R.T., and the Explorer Program.
- Patrol Commanders tasked with developing creative methods to increase face-to-face interactions.
- Created the Fort Worth Police Athletic League (FWPAL).
- The Public Relations Office utilizes Facebook and other social media platforms to share information and gained thousands of followers.
- Division Commanders and Neighborhood Police Officers track community meetings on daily worksheets.

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# 3. OPERATIONAL IMPROVEMENTS

Seven Goals and 41 Action Items	Did we achieve the goal?
<b>Goal 1:</b> Reduce, solve, and prevent crime. ◆ 17 Action Items Completed	Yes
<b>Goal 2:</b> Expand Intelligence-Led Policing (ILP). ◆ 5 Action Items Completed	Yes
<b>Goal 3:</b> Reduce calls for service response times. ◆ 2 Action Items Completed ◆ 5 Action Items Not Completed - Average response times have not been reduced.	No
<b>Goal 4:</b> Strengthen Internal Communication. ◆ 4 Action Items Completed	Yes
<b>Goal 5:</b> Create additional Patrol Divisions. ◆ 3 Action Items Completed	Yes
<b>Goal 6:</b> Identify and prioritize highest funding needs. ◆ 5 Action Items Completed	Yes
<b>Goal 7:</b> Promote Crime Control and Prevention District (CCPD). ◆ 2 Action Items Completed	Yes



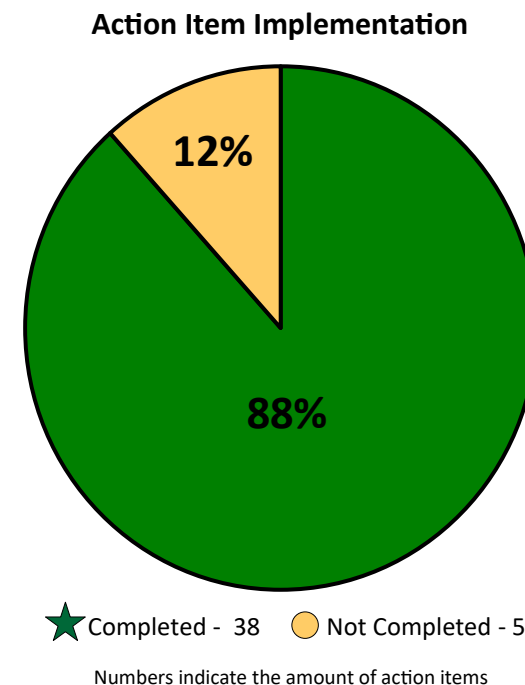
## Operational Improvements Accomplishment Highlights

- The crime rate decreased 23.5% from 2016 to 2020.
- As of September 2020, homicide clearance rate was 62% and robbery clearance rate was 65%.
- CCPD was approved to continue for an additional 10 years.
- Created the Crisis Intervention Unit (CIT).
- Created the Violent Crimes Task Force.
- Real Time Crime Center is staffed to provide 24/7 coverage.
- As of September 2020, average citywide priority 1 response time was 9:18 minutes.
- Established a 6th patrol division in north Fort Worth in August 2017.

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# 4. TECHNOLOGY DEVELOPMENT AND INFRASTRUCTURE EXPANSION

Five Goals and 43 Action Items	Did we achieve the goal?
<b>Goal 1:</b> Replace aging and out-of-date equipment and technology. ♦ 10 Action Items Completed	Yes
<b>Goal 2:</b> Improve/expand existing systems or solutions that aid investigations, improves operations, or increases data access or transparency. ♦ 12 Action Items Completed	Yes
<b>Goal 3:</b> Determine technology infrastructure needs for Police Department facilities. ♦ 2 Action Items Completed ♦ 1 Action Items Not Completed - Technology Readiness Report for facilities was not developed.	Partially
<b>Goal 4:</b> Revise Disaster Recovery Plans for mission-critical systems and create business continuity plans for Police Department facilities. ♦ 2 Action Items Completed ♦ 3 Action Items Not Completed - Technology Disaster Plan was not created.	No
<b>Goal 5:</b> Ensure Police facilities are adequate for the department’s operations to serve the community. ♦ 12 Action Items Completed ♦ 1 Action Items Not Completed - Procuring Uninterrupted Power Source was not met due to no funding available.	Yes

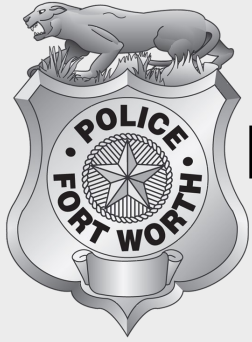


## Technology Development and Infrastructure Expansion Accomplishment Highlights

- Created the City’s Open Data site for public access to crime mapping data.
- Upgraded the Computer Aided Dispatch and Records Management Software.
- Expanded and improved the department’s website.
- Expanded the citywide surveillance camera program.
- Community Camera Program registration now available online.
- Created the Police Department Continuity of Operations Plan.
- Plans for new facilities and storefront leases are continuously reviewed and updated.

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# Fort Worth Police Department



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