

Police Department Staffing Study

DUNCANVILLE, TEXAS

February 3, 2025



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1. Introduction and Executive Summary

The Matrix Consulting Group was retained by the City of Duncanville to conduct a comprehensive analysis of police operations to determine appropriate and optimum staffing levels while ensuring management of operations is efficient. This document provides the analysis and findings of that effort. Matrix Consulting Group, founded over 21 years ago, has extensive experience with similar assessments for over 400 police departments in Texas and across the country. Our firm has assisted police departments improve workload balance, management, operations, and attaining 21st Century Policing goals.

(1) Scope of Work

The scope of this study included the assessment of current and projected law enforcement operations, response capabilities, staffing, and other resources necessary for the delivery of services to the city. A review of services and the delivery of those services should be performed periodically to ensure needs are being met. This project focused on the emergency services system delivery that included:

- Proactivity
- Resource allocations
- Current and projected staffing
- Management of resources
- Responsiveness to the public

The study and this **DRAFT** report include a police facility analysis, as well as projections analyses that sets the stage for longer-term planning in departmental operations.

(2) Approaches Utilized in the Study

Data utilized in this study was developed based on the work conducted by the project team, including.

- Interviews conducted with select staff. These interviews were supplemented by an employee survey which all staff had the opportunity to complete.
- Collection and analysis of workload and service data.
- A review of operational documents and reports, budget data, organizational structure, and key practices.
- A survey was conducted for the community to provide input on public safety (police *and* fire) services.

(3) Strategic Improvement Opportunities

The following table provides a summary of short-term recommendations established in this report. The report itself should be reviewed to understand the factual basis behind each recommendation as well as the analysis leading to each recommendation.

Summary of Recommendations

#	Unit/Division	Recommendation
Operations Bureau		
A1	Patrol	Increase authorized patrol officer staffing by 2 FTE for a total of 34 FTE officers authorized.
A2		Increase traffic enforcement officer staffing by 2 FTE for a total of 4 FTE traffic enforcement officers.
A3		Increase patrol staffing by 2 FTE sergeants for a total of 6 FTE sergeants.
Support Bureau		
B1	Personnel & Training Division	Create and disseminate professional-grade recruiting materials with updated information on compensation and benefits, specialty and promotional opportunities, and wellness offerings.
B2		Create a Duncanville Police Department LinkedIn account.
B3		Integrate DEI principles into recruiting practices by assessing candidate demographics and conducting interviews of newly hired personnel related to inclusivity in the hiring process.
B4		Minimize the wait time within the hiring process by compressing all steps so that they are completed in a concise manner.
B5		Outline in both recruiting materials and in the interview process wellness offerings and benefits available to employees.
B6		Increase Personnel and Training Officer staffing by 1 FTE for a total of 2 FTEs.
B7		Require additional workload tracking for non-Duncanville CARE clients. Specific elements that should be tracked include the number of non-Duncanville intakes and follow-ups performed by the Duncanville CARE Officer, the number of meetings conducted that required two officers for safety purposes, and any other activities not currently documented.
B8	Criminal Investigations Division	Increase the Criminal Investigations Division caseload detectives from 5 current personnel by an additional 2 positions, authorizing 7 core detectives in the CID.
B9		Authorize 1 new sergeant position to oversee the recommended 7 caseload detectives.

#	Unit/Division	Recommendation
B10		Continue to authorize 1 sergeant position to oversee the Narcotics Unit and Property and Evidence. Fill the 3 authorized Narcotics Unit detective positions requiring the addition of 2 detectives.
B11		Better utilize the Central Square RMS software to enhance detective case management consistent with the principles and characteristics discussed in this report.
B12		Continue to authorize 1 Secretary in the CID.
B13		Continue to authorize 1 Crime Victims Advocate in the CID.
B14		Continue to authorize 1 Crime Analyst in the CID. Explore a shared services arrangement with the two other "Tri-Cities" of Cedar Hill and DeSoto to regionalize crime analysis, and related staffing.
B15		Increase the Property and Evidence Unit from 2 current personnel by an additional 1 Evidence Technician position.

Office of the Chief

C1	Records Unit	Increase Records Technician staffing by 1 FTE for a total of 3 FTE. This would result in one Senior Records Technician and two Records Technicians.
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Projected Staffing and Service Needs

D1	Projected Staffing	By 2034, decrease staffing by 1 sworn FTE in order to provide the same level of service that is recommended now.
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2. Operations Bureau

The Operations Bureau at the Duncanville Police Department is overseen by a single (1) FTE Assistant Chief of Police. The Assistant Chief is responsible for the general oversight of the entire division and is directly supported by three FTE lieutenants, one assigned to the day shift and the remaining two assigned to the night shift. Sergeants directly support Lieutenants in the chain of command and are responsible for first-line supervision of the four patrol teams that are deployed within DPD operations.

The Assistant Chief of Police, who oversees the Bureau, and the Lieutenant positions are integral to the Bureau's overall functionality and should always be maintained.

1. Patrol Workload Analysis

The following sections analyze the patrol workload and other issues related to the effectiveness of field services.

(1) CAD Analysis Methodology

Our project team has calculated the community-generated workload of the police department by analyzing incident records in the computer-aided dispatch (CAD) database, covering the entirety of the calendar year 2023.

For incidents to be identified as community-generated calls for service and included in our analysis of patrol, each of the following conditions need to be met:

- The incident must have been unique.
- The incident must have been first created in calendar year 2023.
- The incident must have involved at least one officer assigned to patrol, as identified by the individual unit codes of each response to the call.
- The incident type of the event must have sufficiently corresponded to a community-generated event. Call types that could be identified with a high level of certainty as being either self-initiated (e.g., traffic stops) or other kinds of activity generated by the police department (e.g., directed patrol) are not counted as community-generated calls for service.
- There must have been no major irregularities or issues with the data recorded for the incident that would prevent sufficient analysis, such as having no unit code or lack of any time stamps.

After filtering through the data using the methodology outlined above, the remaining incidents represent the community-generated calls for service handled by DPD patrol units.

(2) Calls for Service by Hour and Weekday

The following table displays the total number of calls for service handled by patrol units by each hour and day of the week:

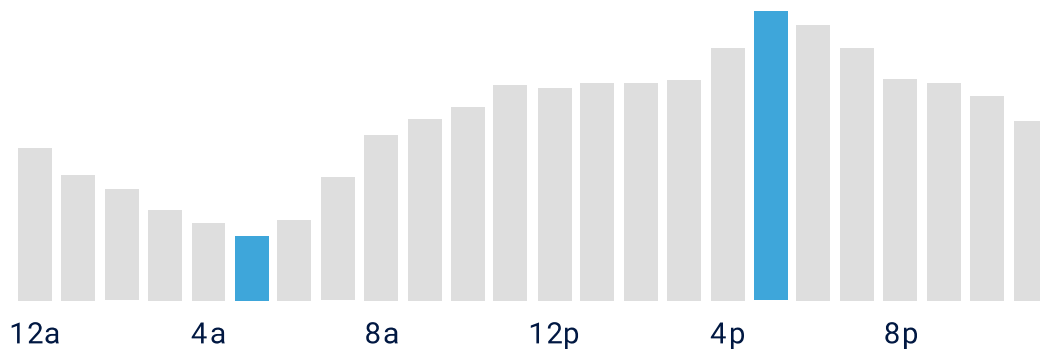
Calls for Service by Hour and Weekday

Hour	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Total
12 AM	189	89	78	85	77	85	130	733
1 AM	143	74	91	65	66	64	104	607
2 AM	122	71	74	64	58	57	92	538
3 AM	86	64	48	71	46	66	60	441
4 AM	56	49	56	44	54	58	58	375
5 AM	58	40	42	35	41	45	47	308
6 AM	52	57	64	51	63	53	49	389
7 AM	62	83	126	87	96	80	62	596
8 AM	98	139	118	139	115	104	89	802
9 AM	113	150	134	134	123	119	101	874
10 AM	129	143	160	123	126	124	132	937
11 AM	138	159	166	152	150	143	131	1,039
12 PM	131	181	156	161	136	152	110	1,027
1 PM	131	162	176	160	140	150	132	1,051
2 PM	134	180	151	146	156	137	146	1,050
3 PM	129	168	175	172	139	152	127	1,062
4 PM	126	192	200	194	164	212	127	1,215
5 PM	178	190	182	212	211	237	183	1,393
6 PM	185	205	178	184	191	202	181	1,326
7 PM	157	180	177	175	160	185	182	1,216
8 PM	153	138	151	145	140	173	173	1,073
9 PM	143	119	146	143	152	150	199	1,052
10 PM	150	134	113	125	129	131	203	985
11 PM	143	94	116	87	100	149	178	867
Total	3,006	3,061	3,078	2,954	2,833	3,028	2,996	20,956

Duncanville patrol operations responded to a total of 20,956 calls for service in calendar year 2023. These calls follow trends that are as to be expected in the experience of

project staff, with peak calls for service experienced between approximately 1400 and 2000 hours on a daily basis. This trend extends through all seven days of the week, with peak calls extended into late Saturday evening and into early Sunday morning. The table below expands upon these temporal trends further.

Call for Service Activity by Hour



Peak calls for service activity culminate at 1700 hours, with minimal calls for service experience during the early morning, notably during the 0500 hour time block. Again, this trend is to be expected in the experience of project staff and follows trends of communities similar to Duncanville.

(3) Calls for Service by Month

The following table displays calls for service totals by month, showing seasonal variation as a percentage difference from the quarterly average:

Calls for Service by Month

Month	# of CFS	Seasonal +/- ¹
Jan	1,749	
Feb	1,523	-2.0%
Mar	1,864	
Apr	1,757	
May	1,915	+2.7%
Jun	1,708	
Jul	1,750	
Aug	1,768	+0.4%
Sep	1,741	
Oct	1,799	
Nov	1,696	-1.1%
Dec	1,686	
Total	20,956	

The seasonal variations in calls for service shown in the table about exhibits a peak in calls for service during the spring second quarter of the year and into the summer months. These trends are as to be expected in the experience of project staff.

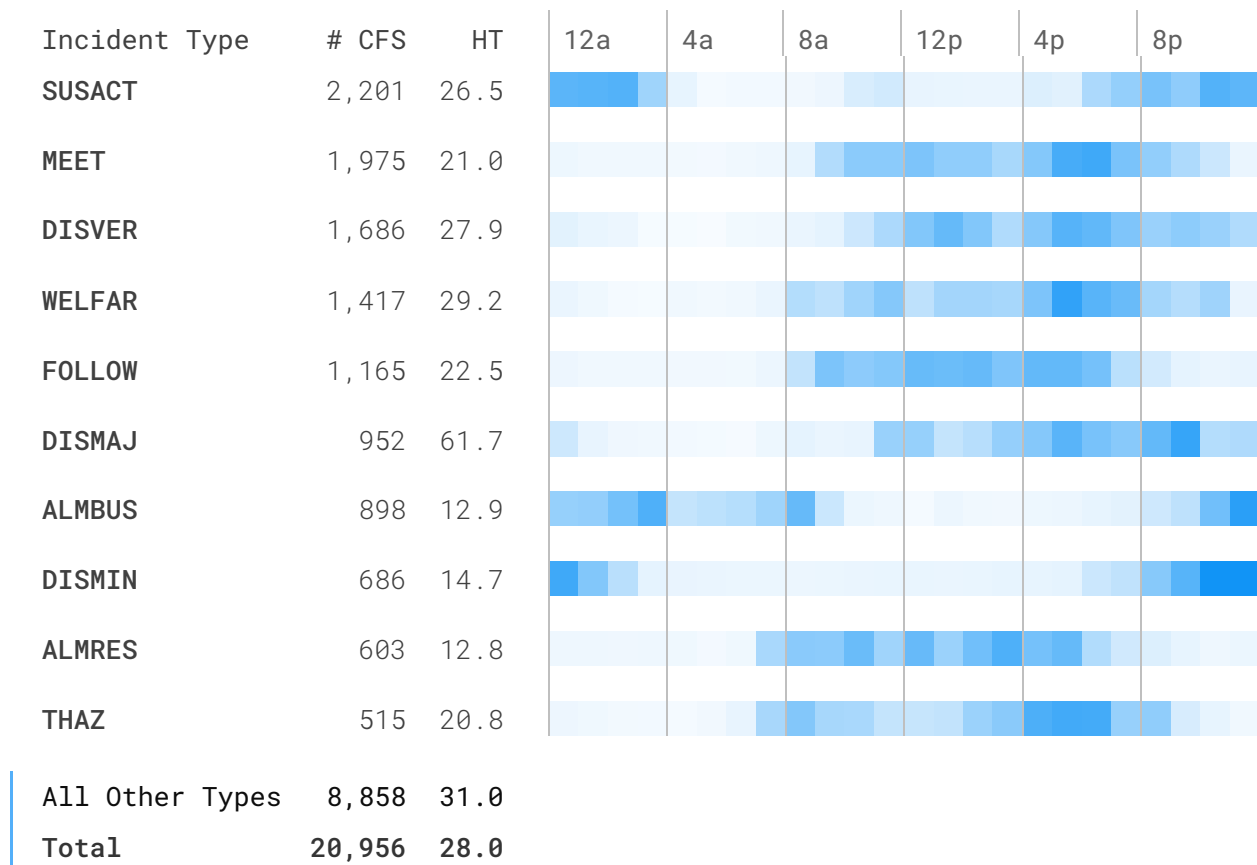
(4) Most Common Types of Calls for Service

The following table provides the ten most common incident categories of calls for service handled by patrol units over the last year, as well as the average call handling time (HT)² for each:

¹ Seasonal +/- represents the percentage variation that each quarterly total differs from the average.

² Handling time is defined as the total time in which a patrol unit was assigned to an incident. It is calculated as the difference between the recorded time stamps the unit being dispatched and cleared from the incident.

Most Common Call for Service Categories



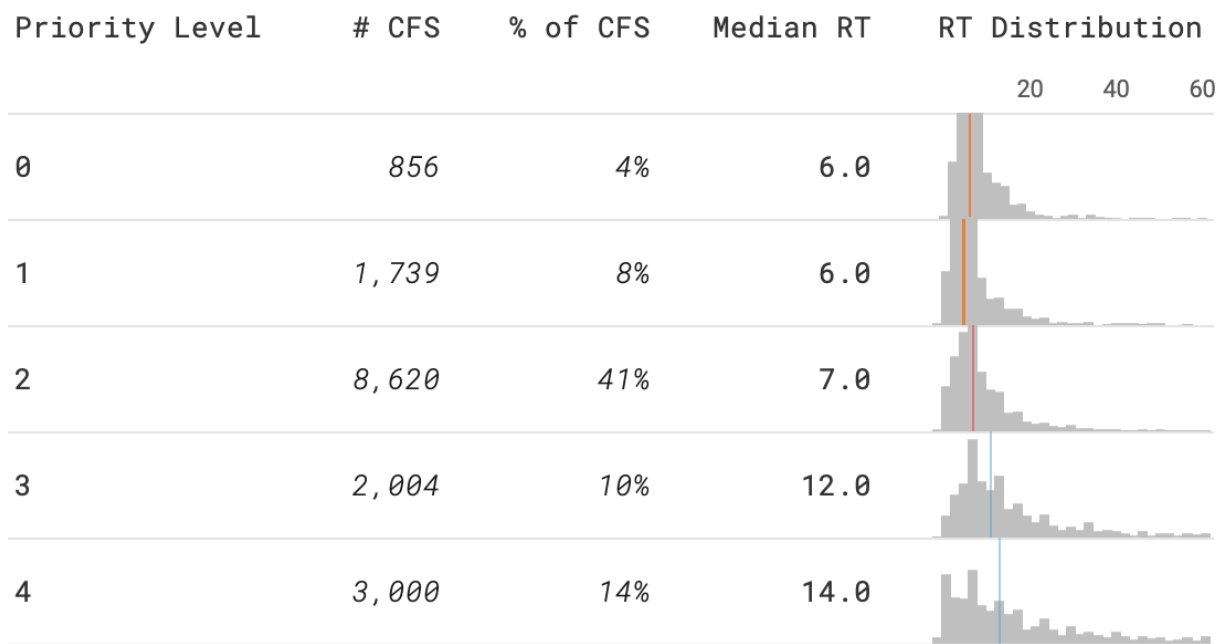
Suspicious activity was the top call type in Duncanville in 2023. The list provided above, encompassing the top ten calls for service types, accounts for 58% of the total number of calls responded to by DPD patrol units. The chart above also highlights how the frequency of these calls, as well as their occurrence during daytime hours, aligns with the service call tables presented in previous sections.

(5) Call for Service Response Time by Priority Level

The following table displays call for service statistics priority level, showing the distribution of calls by response time for each category, with the median (middle value) response time³ indicated as a semitransparent vertical line:

³ Response time is defined in this report as the duration between the call creation timestamp and the arrival time stamp for the first patrol officer on the scene.

Call for Service Response Time by Priority Level



Evaluating police response times to calls for service is an important metric of how well a police department is performing. Fast response times often show that a police force is well-organized and properly staffed. Quick responses are crucial for public safety because they help ensure emergencies are dealt with promptly, potentially saving lives and reducing crime.

Additionally, looking at response times for different types of calls is important. High-priority calls (i.e., Priority 0 or 1 calls above), such as violent crimes or serious accidents, need immediate attention, and any delays can have serious consequences. Lower-priority calls, like minor issues, can wait a bit longer. By prioritizing, police can make sure they are using their resources effectively. Evaluating response times for all types of calls helps police departments find areas to improve, make better use of their resources, and provide better service, which in turn builds public trust and keeps the community safe. This helps ensure the police are responsive and focused on the needs of the community.

The graphic above outlines that the response times to high-priority calls for service (i.e., Priority 0 and 1) are exceptional on behalf of DPD patrol, with a median response time of 6 minutes for both priority levels. Further, these calls are properly triaged, as these call priorities only account for 4% and 8% of all calls for service, respectively. As the severity of calls decreases, the median response time slowly increases; however, these median response times only rise to 14 minutes. In total, DPD patrol units respond to 53% of all

calls for service within a median response time of 7 minutes, a finding that correlates with extremely high levels of service to the Duncanville community.

2. Analysis of Patrol Resource Needs

Analyzing the community-generated workload handled by patrol units is at the core of analyzing field staffing needs. Understanding where, when, and what types of calls are received provides a detailed account of the community's service needs. By measuring the time used in responding to and handling these calls, the staffing requirements for meeting those needs can then be determined.

To provide a high level of service, it is not enough for patrol units to function as call responders. Instead, officers must have sufficient time outside of community-driven workload to proactively address public safety issues, conduct problem-oriented policing, and perform other self-directed engagement activities within the service environment. As a result, patrol staffing needs are calculated not only based on the capacity of current resources to handle workloads but also on their ability to provide a certain level of service beyond responding to calls.

With this focus in mind, the following sections examine the process used by the project team to determine the patrol resource needs of the Duncanville Police Department based on current workloads, staff availability, and service level objectives.

(1) Overview of the Resource Needs Analysis

An objective and accurate assessment of patrol staffing requires analysis of the following three factors:

- i. The number of community-generated workload hours handled by patrol.
- ii. The total number of hours that patrol is on-duty and able to handle those workloads, based on current staffing numbers and net availability factors (e.g., leave, administrative time, etc.).
- iii. The remaining amount of time that patrol has to be proactive, which can also be referred to as “uncommitted” time.

This study defines the result of this process as, **patrol proactivity**, or the percentage of patrol officers' time in which they are *available and on-duty* that is *not* spent responding to community-generated calls for service.

This calculation can also be expressed visually as an equation:

$$\frac{\text{Total Net Available Hours} - \text{Total CFS Workload Hours}}{\text{Total Net Available Hours}} = \% \text{ Proactivity}$$

The result of this equation is the overall level of proactivity in patrol, which in turn provides a model for the ability of patrol units to be proactive given current resources and community-generated workloads. There are some qualifications to this, which include the following:

- Optimal proactivity levels are a generalized target, and a single percentage should be applied to every agency. The actual needs of an individual police department vary based on a number of factors, including:
 - Other resources the police department has to proactively engage with the community and address issues, such as a dedicated proactive unit.
 - Community expectations and ability to support a certain level of service.
 - Whether fluctuations in the workload levels throughout the day require additional or fewer resources to be staffed to provide adequate coverage.
- Sufficient proactivity at an overall level does not guarantee, based on workload patterns, and deployment schedules, that resources are sufficient throughout all times of the day and week.

Overall, in order to provide an adequate level of service to the valued members of the Duncanville community, DPD should generally target an overall proactivity level of at least 50% as an effective benchmark of patrol coverage.

(2) Patrol Unit Staffing and Net Availability

The Duncanville Police Department follows a 12-hour shift⁴ configuration that assigns personnel to four patrol teams on a fixed basis with fixed workdays. The following table outlines this schedule, showing the number of positions that are assigned to each shift team (including those on long-term and injury leave, but excluding vacancies):

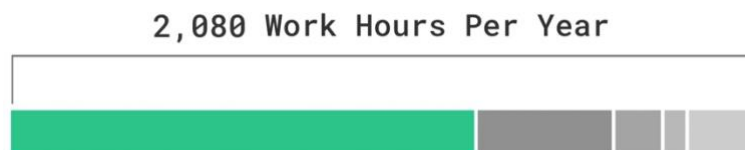
⁴ During each pay period, an 8-hour shift is deployed.

Patrol Shift Configuration (Current Staffing Levels)⁵

Shift	Team	Hours	Start	End	Week 1							Week 2							# Ofcs ⁶
					S	M	T	W	Th	F	Sa	S	M	T	W	Th	F	Sa	
Alpha	Days	12	0600	1800															6
	Nights	12	1800	0600															6
Bravo	Days	12	0600	1800															7
	Nights	12	1800	0600															5

While the table provides the scheduled staffing levels, it does not reflect the numbers that are actually on-duty and available to work on at any given time. Out of the 2,080 hours per year that each officer is scheduled to work in a year (excluding overtime), a large percentage is not actually spent on-duty and available in the field.

As a result, it is critical to understand the amount of time that officers are on leave – including vacation, sick, injury, military, or any other type of leave – as well as any hours dedicated to on-duty court or training time, and all time spent on administrative tasks such as attending shift briefings. The impact of each of these factors is determined through a combination of calculations made from DPD data and estimates based on the experience of the project team, which are then subtracted from the base number of annual work hours per position. The result represents the total **net available hours** of patrol officers, or the time in which they are on-duty and available to complete workloads and other activities in the field:



The table below outlines the calculation process in detail, outlining how each contributing factor is calculated:

⁵ Figures displayed in the table also include those in injury and long-term leave but exclude permanent vacancies in which the position slot is actually open. Includes promotional changes conducting during the timeline of this study.

⁶ These staffing numbers correspond with promotions made during the analytic process. As a result, these DO NOT match the profile in the appendix below.

Factors Used to Calculate Patrol Net Availability

Work Hours Per Year

The total number of scheduled work hours for patrol officers, without factoring in leave, training, or anything else that takes officers away from normal on-duty work. This factor forms the base number from which other availability factors are subtracted from.

*Base number: **2,080 scheduled work hours per year***

Total Leave Hours (subtracted from total work hours per year)

Includes all types of leave, as well as injuries and military leave – anything that would cause officers that are normally scheduled to work on a specific day to instead not be on duty. As a result, this category excludes on-duty training, administrative time, and on-duty court time.

*Calculated from DPD data: **255 hours of leave per year***

On-Duty Court Time (subtracted from total work hours per year)

The total number of hours that each officer spends per year attending court while on duty, including transit time. Court attendance while on overtime is not included in the figure.

Without any data recording on-duty court time specifically for patrol officers, the number of hours is estimated based on the experience of the project team.

*Estimated: **20 hours of on-duty court time per year***

On-Duty Training Time (subtracted from total work hours per year)

The total number of hours spent per year in training that are completed while on-duty and not on overtime.

Training data was provided by DPD administration.

*Calculated from DPD data: **110 hours of on-duty training time per year***

Administrative Time (subtracted from total work hours per year)

The total number of hours per year spent completing administrative tasks while on-duty, including briefing, meal breaks, and various other activities.

The number is calculated as an estimate by multiplying 90 minutes of time per shift times the number of shifts actually worked by officers in a year after factoring out the shifts that are not worked as a result of leave being taken.

Estimated: 245 hours of administrative time per year

Total Net Available Hours

After subtracting the previous factors from the total work hours per year, the remaining hours comprise the total *net available hours* for officers – the time in which they are available to work after accounting for all leave, on-duty training, court, and administrative time. Net availability can also be expressed as a percentage of the base number of work hours per year.

Calculated by subtracting the previously listed factors from the base number:

1,584 net available hours per officer

The following table summarizes this calculation process, displaying how each net availability factor contributes to the overall net availability of patrol officers:

Calculation of Patrol Unit Net Availability

Base Annual Work Hours		2,080
Total Leave Hours	-	225
On-Duty Training Hours	-	110
On-Duty Court Time Hours	-	20
Administrative Hours	-	232
Net Available Hours Per Officer	=	1,493
Number of Officer Positions	×	24
Total Net Available Hours	=	35,835

Overall, the 24 officer positions currently assigned to DPD patrol operations combine for a total of 35,835 net available hours per year, representing the time in which they are on duty and able to respond to community-generated incidents and be proactive.

(3) Overview of Call for Service Workload Factors

The previous chapter of the report examined various trends in patrol workload, including variations by time of day and of week, common incident types, as well as a number of other methods. This section advances this analysis, detailing the full extent of the resource demands that these incidents create for responding patrol personnel.

Each call for service represents a certain amount of workload, much of which is not captured within the handling time of the primary unit. Some of these factors can be calculated directly from data provided by the police department, while others must be estimated due to limitations in their measurability.

The following table outlines the factors that must be considered in order to capture the full scope of community-generated workload, and provides an explanation of the process used to calculate each factor:

Factors Used to Calculate Total Patrol Workload

Number of Community-Generated Calls for Service

Data obtained from an export of CAD data covering a period of an entire year that has been analyzed and filtered in order to determine the number and characteristics of all community-generated activity handled by patrol officers.

The calculation process used to develop this number has been summarized in previous sections.

*Calculated from DPD data: **20,956 community-generated calls for service***

Primary Unit Handling Time

The time used by the primary unit to handle a community-generated call for service, including time spent traveling to the scene of the incident and the duration of on-scene time. For each incident, this number is calculated as the difference between 'call cleared' time stamp and the 'unit dispatched' time stamp.

In the experience of the project team, the average handling time is typically between 30 and 42 minutes in agencies where time spent writing reports and transporting/booking prisoners is *not* included within the recorded CAD data time stamps.

With an average handling time of 28.0 minutes of primary unit handling time, DPD exhibits efficient methods of handling calls for service in the community.

*Calculated from DPD data: **28.0 minutes of handling time per call for service***

Number of Backup Unit Responses

The total number of backup unit responses to community-generated calls for service. This number often varies based on the severity of the call, as well as the geographical density of the area being served.

This number can also be expressed as the *rate* of backup unit responses to calls for service and is inclusive of any additional backup units beyond the first.

*Calculated from DPD data: **0.85 backup units per call for service***

Backup Unit Handling Time (multiplied by the rate)

The handling time for backup units responding to calls for service is calculated using the same process that was used for primary units, representing the time from the unit being dispatched to the unit clearing the call.

*Calculated from DPD data: **21.0 minutes of handling time per backup unit***

Number of Reports Written

The total number of reports and other assignments relating to calls for service that have been completed by patrol units, estimated at one report written for every three calls for service. This includes any supporting work completed by backup units.

In this case, the number has been estimated based on the experience of the project team.

Estimated: 0.33 reports written per call for service

Report Writing Time (multiplied by the report writing rate)

The average amount of time it takes to complete a report or other assignment in relation to a call for service. Without any data detailing this specifically, report writing time must be estimated based on the experience of the project team. It is assumed that 45 minutes are spent per written report, including the time spent by backup units on supporting work assignments.

Estimated: 45.0 minutes per report

Total Workload Per Call for Service

The total time involved in handling a community-generated call for service, including the factors calculated for primary and backup unit handling time, reporting writing time, and jail transport/booking time.

The product of multiplying this value by the calls for service total at each hour and day of the week is the number of hours of community-generated workload handled by patrol units – equating to approximately 21,324 total hours in 2023.

Calculated from previously listed factors: 61.1 total minutes of workload per call for service

Each of the factors summarized in this section contribute to the overall picture of patrol workload – the total number of hours required for patrol units to handle community-generated calls for service, including primary and backup unit handling times, report writing time, and jail transport time.

These factors are summarized in the following table:

Summary of CFS Workload Factors

Total Calls for Service	20,956	46%
Avg. Primary Unit Handling Time	28.0 min.	
Backup Units Per CFS	0.85	29%
Avg. Backup Unit Handling Time	21.0 min.	
Reports Written Per CFS	0.33	25%
Time Per Report	45.0 min.	
Avg. Workload Per Call	61.1 min.	
Total Workload	21,324 hrs.	

Overall, each call represents an average workload of 61.1 minutes, including all time spent by the primary unit handling the call, the time spent by any backup units attached to the call, as well as any reports or other assignments completed in relation to the incident.

(4) Calculation of Overall Patrol Proactivity

Using the results of the analysis of both patrol workloads and staff availability, it is now possible to determine the remaining time in which patrol units can function proactively. The result can then function as a barometer from which to gauge the capacity of current resources to handle call workload demands, given objectives for meeting a certain service level.

The following table shows the calculation process used by the project team to determine overall proactivity levels, representing the percentage of time that patrol officers have available outside of handling community-generated workloads:

Calculation of Overall Patrol Proactivity

Total Patrol Net Available Hours		35,835
Total Patrol Workload Hours	–	21,324
Resulting # of Uncommitted Hours	=	14,511
Divided by Total Net Available Hours	÷	35,835
Overall Proactive Time Level	=	40.5%

Duncanville patrol currently have an overall proactive time level of 40.5%. This value, when compared to the target parameters outlined above, indicates that staffing levels are approaching the necessary staffing to provide the targeted level of service.

The following chart shows this analysis at a more detailed level, providing proactivity levels in four-hour blocks throughout the week:

Proactivity by Hour and Weekday

	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Overall
2am–6am	41%	58%	61%	65%	71%	66%	59%	60%
6am–10am	59%	52%	49%	57%	69%	73%	74%	62%
10am–2pm	32%	33%	23%	39%	55%	53%	56%	42%
2pm–6pm	28%	19%	17%	31%	40%	31%	45%	30%
6pm–10pm	3%	10%	5%	15%	22%	16%	5%	11%
10pm–2am	23%	40%	42%	51%	50%	34%	20%	37%
Overall	32%	36%	33%	43%	51%	46%	44%	40%

Corresponding with the findings relating to calls for service variation by hour, proactive time capabilities are lessened during the 1400- to 2200-hour time block on most days of the week. This is a result of the increased calls for service workload without necessary staffing to counteract this increase and continuously provide the ability to reach the targeted proactive capabilities of DPD patrol officers.

(5) Patrol Staffing Levels Required to Meet Service Level Objectives

To determine staffing needs, it is also important to consider the number of vacancies that currently exist, as well as the rate of turnover. An agency will never be fully staffed, as there will always be vacancies occurring as a result of retirement, termination, and other factors. When these events occur, it takes a significant amount of time to recruit a new position, complete the hiring process, run an academy, and complete the FTO program before the individual becomes an on-duty officer. Given this consideration, agencies must always hire above the number needed to provide a targeted level of service.

The amount of 'buffer' that an agency requires should be based on the historical rate of attrition within patrol. Attrition can take many forms – if it is assumed that the majority of vacancies are carried in patrol staffing, a vacancy at the officer level in any other area of the organization would consequently remove one officer from regular patrol duties. Likewise, promotions would have the same effect, in that they create an open position slot in patrol. Not included, however, are positions that become vacant while the individual is still in the academy or FTO program, and they are not counted in our analysis as being part of 'actual' patrol staffing.

The table below summarizes the number of sworn separations at DPD over the past three years:

Sworn Separations by Year – Duncanville PD

Year	# Sep .
2021	8
2022	6
2023	5
Average	6.3
Total Sworn	50
% Turnover	13%

Given these considerations, **an additional 13% *authorized* (budgeted) positions should be added on top of the actual number currently filled (actual) positions in order to account for turnover** while maintaining the ability to meet the targeted proactivity level. The resulting figure can then be rounded to the nearest whole number, assuming that positions cannot be added fractionally. It is worth noting that the number of officers needed without turnover is fractional, as it is an intermediate step in the calculation process.

These calculations are shown in the following table:

Calculation of Patrol Unit Staffing Needs

Total Workload Hours		21,324
Proactivity Target		50%
Staffed Hours Needed	=	42,649
Net Available Hours Per Officer	÷	1,493
Turnover Factor	+	13%
Patrol Officer FTEs Needed	=	33

When accounting for the 13% turnover rate historically experienced by Duncanville PD, **a total of 33 FTE officers should be authorized for DPD patrol functions.**

It is important to note that the calculations do not take into account the effect of cumulative vacancies that are not able to be replaced and filled over a *multi-year* period. This is intended, as budgeting for additional staff does not fix recruiting, hiring, or training issues. Instead, the turnover factor is designed to provide a balance against the rate of attrition, assuming new recruits can complete the academy and FTO program each year.

3. Patrol First-Line Supervision

Ensuring that patrol has adequate supervision is critical to the effectiveness of patrol operations in the field.

Staffing needs for patrol sergeants can be measured by span of control ratios, or the average number of officers assigned to sergeants. Many of the key drivers of sergeant workloads include report review, use of force and pursuit review, and performance evaluations, scale directly with the number of officers that are assigned to a sergeant. Consequently, the more officers that are assigned per sergeant, the less time that sergeants are able to be out in the field directly supervising them. In general, no sergeant should supervise more than about 9 officers. Currently, DPD patrol shifts approach this span of control ratio. Upon the completion of staffing recommendations, any necessary changes to supervisory spans of control will be made.

These targets should be adjusted based on the administrative duties that sergeants are required to handle. If sergeants handle more responsibilities with significant workloads than is typically the case, then the span of control that an agency should target for should be lower than normal, ensuring that sergeants supervise fewer officers.

4. Recommended DPD Patrol Staffing and Deployment

To staff DPD patrol optimally with the recommended FTE officers, MCG project staff developed the following shift staffing recommendations that seek to 1) utilize the current shift length deployment that is currently utilized (i.e., 12-hour shifts), 2) mirror the current shift schedule as closely as possible for an ease in transition, and 3) properly utilize all FTE across day and night shifts.

The following shift schedule achieves all three of these goals:

Recommended Patrol Staffing and Deployment (34 FTE)

Shift	Team	Hours	Start	End	Week 1							Week 2							# Ofcs
					S	M	T	W	Th	F	Sa	S	M	T	W	Th	F	Sa	
Alpha	Days	12	0600	1800															8
	Nights	12	1800	0600															9
Bravo	Days	12	0600	1800															8
	Nights	12	1800	0600															9

The scheduling and deployment model above accomplishes each of the three goals outlined above with a total of 34 FTE. While this is a one FTE increase compared to the recommended patrol staffing calculation provided above, project staff seek to utilize a consistent staffing recommendation across each day and night shift. As a result, each day shift will utilize 8 FTE officers, while each night shift will utilize 9 FTE officers. This deployment practice has a strong effect on the consistency and strength of proactive capabilities of DPD patrol units, as outlined in the table below:

Proactivity by Hour and Weekday

	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Overall
2am–6am	64%	74%	76%	78%	82%	79%	75%	76%
6am–10am	67%	61%	58%	65%	75%	78%	78%	69%
10am–2pm	44%	46%	38%	51%	63%	62%	64%	53%
2pm–6pm	41%	34%	33%	44%	51%	44%	56%	43%
6pm–10pm	41%	45%	42%	48%	52%	49%	42%	45%
10pm–2am	53%	63%	65%	70%	69%	59%	51%	62%
Overall	52%	54%	52%	60%	66%	62%	61%	50%

As seen above, the staffing and deployment model outlined above has a direct effect on the even distribution and consistency in proactive capabilities across a 24-hour period and across all seven days of the week.

Recommendation:

Increase authorized patrol officer staffing by 2 FTE for a total of 34 FTE officers authorized.

5. Self-Initiated Activity

The analysis to this point has focused exclusively on the reactive portion of patrol workload, consisting of community-generated calls for service and related work. In the remaining available time, which is referred to in this report as proactive time, officers are able to proactively address public safety issues through targeted enforcement, saturation patrol, community engagement, problem-oriented policing projects, and other activity. Equally critical to the question of how much proactive time is available is how and whether it is used in this manner.

There are some limitations on how the use of proactive time is measured, however. Not all proactive policing efforts are tracked in CAD data, such as some informal area checks, saturation patrol, miscellaneous field contacts, and other types of activity. However, many categories of officer-initiated activity are nonetheless recorded, such as traffic stops, predictive policing efforts, and follow-up investigations.

Nonetheless, CAD data does provide for a significant portion of officer-initiated activity to be analyzed to examine how utilized uncommitted time is for proactive policing.

(1) Self-Initiated Activity by Hour and Weekday

Self-initiated activity displays different hourly trends compared to community-generated calls for service, as illustrated in the following table:

Self-Initiated Activity by Hour and Weekday

Hour	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Total
12 AM	230	639	751	393	145	137	150	2,445
1 AM	190	533	700	511	133	174	131	2,372
2 AM	268	724	830	673	132	124	59	2,810
3 AM	237	569	538	493	95	78	51	2,061
4 AM	202	346	259	327	33	25	15	1,207
5 AM	103	182	128	106	62	51	28	660
6 AM	174	215	193	160	233	169	49	1,193
7 AM	191	214	193	237	152	134	60	1,181
8 AM	187	169	152	164	132	136	78	1,018
9 AM	130	183	120	104	120	144	80	881
10 AM	110	196	141	147	153	170	62	979
11 AM	122	129	111	100	101	87	76	726
12 PM	116	108	70	84	99	74	57	608
1 PM	119	108	69	96	84	50	77	603
2 PM	91	149	90	92	82	64	34	602
3 PM	104	87	77	66	64	55	52	505
4 PM	45	78	67	27	16	21	14	268
5 PM	120	68	66	37	49	31	78	449
6 PM	426	281	238	92	86	101	232	1,456
7 PM	613	474	312	190	183	171	358	2,301
8 PM	455	493	333	194	184	215	324	2,198
9 PM	413	413	390	180	137	134	315	1,982
10 PM	459	412	518	181	131	114	288	2,103
11 PM	556	705	564	161	133	117	278	2,514
Total	5,661	7,475	6,910	4,815	2,739	2,576	2,946	33,122

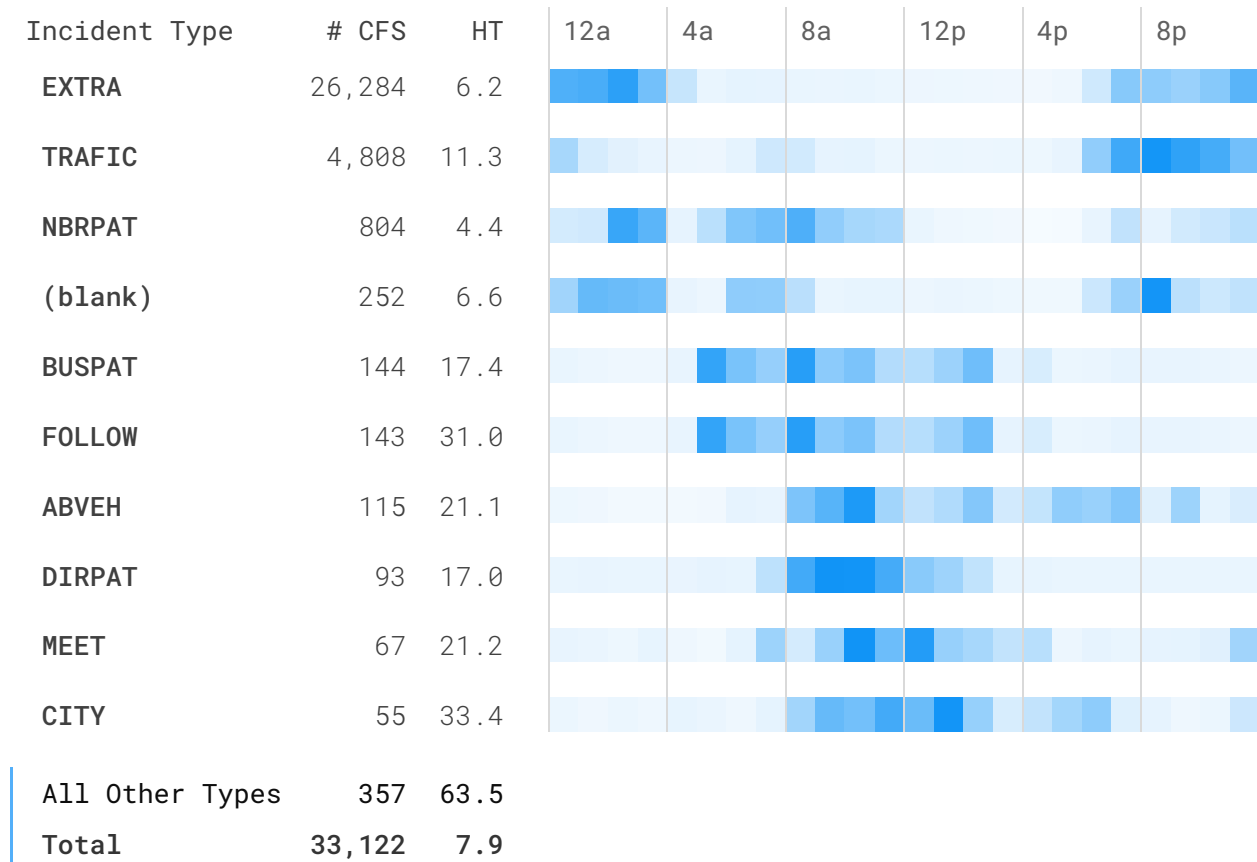
Self-initiated activity follows patterns that are as to be expected in the experience of project staff. As calls for service decrease in the evening and early morning hours, there is a profound increase in self-initiated activity. Further, the approximate 300% increase in

self-initiated activity found at the transition from 1700 to 1800 hour outlines the transition from day to night.

(2) Self-Initiated Activity by Category

Unlike community-generated calls for service, self-initiated activity is typically more concentrated over a few call types:

Most Common Categories of Self-Initiated Activity



Of the 33,122 self-initiated incidents in 2023, 94% of all incidents are either extra patrol or traffic stops in Duncanville. The temporal trends outlined by the horizontal blue bars on the right of the chart above exhibit how these two types of calls for service control for a large majority of the trends in overall self-initiated activity, as other calls found in the chart above show daytime prevalence.

6. K9 Units

Duncanville patrol operations deploys a (1) K9 team. This team is currently deployed during night shift hours and is **not a direct call responding unit**. The following section

summarizes the top calls for service that the K9 team responded to in 2023 and utilizes CAD data and best practices to outline ways to optimize the deployment of this unit.

The following table outlines the calls for service trend that the K9 unit responded to in 2023:

Calls for Service by Hour and Weekday – K9 Unit

Hour	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Total
12 AM	37	30	37	32	0	0	0	136
1 AM	30	22	25	21	0	1	0	99
2 AM	20	16	28	26	0	0	0	90
3 AM	21	12	20	29	0	0	0	82
4 AM	13	14	25	21	0	0	0	73
5 AM	7	5	8	14	0	0	1	35
6 AM	4	4	0	2	0	0	0	10
7 AM	1	0	0	3	0	0	0	4
8 AM	0	0	0	1	0	0	0	1
9 AM	0	0	0	0	0	0	0	0
10 AM	2	0	0	0	0	0	0	2
11 AM	0	1	0	0	0	0	0	1
12 PM	0	0	0	0	0	0	0	0
1 PM	0	0	0	0	0	0	0	0
2 PM	1	0	0	0	0	0	2	3
3 PM	1	1	4	0	0	0	1	7
4 PM	3	4	7	0	0	0	1	15
5 PM	14	35	20	0	0	0	14	83
6 PM	62	78	65	2	1	0	33	241
7 PM	48	53	68	1	0	0	31	201
8 PM	43	32	48	0	1	0	29	153
9 PM	44	36	59	0	0	0	30	169
10 PM	39	44	37	0	0	0	39	159
11 PM	52	40	54	0	0	0	31	177
Total	442	427	505	152	2	1	212	1,741

As to be expected, the calls for service responded to by the K9 unit are found prevalently during the night shift hours, as this is when the unit has been deployed within DPD field operations. With an average handling time of 19.7 minutes, **K9 units responded to a total**

of 571 total workload hours in 2023. Utilizing the same calculations outlined in the table above, K9 unit staffing recommendations are made:

K9 Unit Staffing Calculations

Total Workload Hours		571
Proactivity Target		50%
Staffed Hours Needed	=	1,142
Net Available Hours Per Officer	÷	1,493
K9 Unit FTEs Needed	=	1

Duncanville PD should maintain the deployment of 1 FTE K9 unit within field operations.

Recommendation:

Maintain the current staffing of 1 FTE K9 Unit assigned to night shift operations.

7. Traffic Enforcement

Traffic enforcement officers are deployed during day shift hours. While two FTE are authorized for traffic enforcement, one of these positions is currently vacant. These officers are responsible for traffic enforcement and accident investigations throughout the City of Duncanville. This section seeks to evaluate the traffic-related workload that these personnel are able to handle and, upon comparing to the larger traffic-related workload throughout the jurisdiction, make the necessary recommendations for staffing and optimal deployment.

These units are service- and safety-oriented. As a result, their workload and associated staffing recommendations should be made with this in mind. Our project team has calculated the community generated traffic-related workload of DPD by analyzing incident records in the computer aided dispatch (CAD) database, covering the entirety of calendar year 2023.

For incidents to be included in the following traffic-related analysis, each of the following conditions needed to be met:

- The incident must have been unique.
- The incident must have been first created in calendar year 2023.
- The incident must have been a traffic related incident type (e.g., traffic violation, traffic enforcement, etc.).

- The incident must have been community generated.

(1) Traffic Unit Workload

The following table outlines the calls for service in 2023 that abide by the parameters set above:

Traffic-related Calls for Service – 2023

Incident Type	# CFS	Avg. HT	Total Workload (hrs.)
ACCMAJ	810	41.4	558.8
ACCMIN	805	31.8	426.8
THAZ	713	19.8	235.1
TVIOL	483	14.3	115.4
UUMVRP	475	34.6	274.1
ASTMOT	457	18.3	139.7
ACCHWY	341	27.9	158.4
ACCRP	315	21.0	110.3
PRKVIO	257	17.6	75.2
ACCHIT	236	26.3	103.4
ACCMHY	165	21.1	58.1
DWI	158	30.3	79.9
UUMV	90	49.3	74.0
ACCENT	54	34.0	30.6
Total Workload Hours:			2,439.9

The total workload associated with these service- and safety-oriented calls for service is **2,439.9 hours** in calendar year 2023. This workload total will be utilized below to calculate necessary traffic unit staffing.

(2) Implementing Traffic Unit Proactive Time

As with the patrol analysis above, it is an important aspect of traffic-related personnel to have some proactive capabilities within their staffing model to allow for traffic officers to solve problems and provide high levels of service to their community. Specifically with regard to traffic officers, these activities can be either enforcement- or service-related. Examples of these activities are outlined below:

Enforcement-related Activities

- **Traffic patrols:** Regular patrols in high-traffic areas to enforce traffic laws and ensure road safety.
- **Speed enforcement:** Monitoring and ticketing drivers who exceed speed limits.
- **Seat belt enforcement:** Ensuring drivers and passengers comply with seat belt laws through enforcement and education campaigns.
- **Red light enforcement:** Monitoring intersections and issuing citations to drivers who run red lights or violate traffic signals.
- **School zone patrols:** Monitoring school zones to ensure compliance with speed limits and pedestrian safety laws.
- **Commercial vehicle inspections:** Checking commercial vehicles for compliance with safety regulations, including weight limits and proper maintenance.
- **Distracted driving enforcement:** Cracking down on drivers who use mobile phones or engage in other distracting behaviors while driving.

Community Service-related Activities

- **Community outreach events:** Hosting workshops, seminars, and presentations on topics such as safe driving practices, DUI prevention, and pedestrian safety.
- **School programs:** Collaborating with schools to educate students about traffic safety through presentations, demonstrations, and interactive activities.
- **Traffic safety campaigns:** Organizing public awareness campaigns to promote safe driving habits, such as wearing seat belts, obeying speed limits, and avoiding distracted driving.
- **Neighborhood watch programs:** Partnering with community members to establish neighborhood watch programs focused on reporting traffic violations and suspicious activities.
- **Bicycle and pedestrian safety initiatives:** Implementing programs to raise awareness about the rights and responsibilities of bicyclists and pedestrians and improve infrastructure to enhance safety.
- **Senior citizen outreach:** Providing educational resources and support to senior citizens to help them navigate traffic safely, including offering defensive driving courses and arranging transportation assistance.

- **Community policing:** Building positive relationships with community members through regular interaction, communication, and collaboration to address traffic concerns and promote trust and cooperation.

As a result, the traffic analysis will mirror the patrol analytics above with a 50% proactive time capacity.

(3) Traffic Unit Staffing Analytics

The table below utilizes the workload and proactive time calculations above to calculate the needed FTEs to adequately staff the Traffic Unit.

Calculation of Traffic Unit Staffing Needs

Total Traffic-related Workload Hours		2,440
Proactive Time Target		50%
Staffed Hours Needed	=	4,880
Net Available Hours Per DPD Officer	÷	1,493
Traffic Officers Needed to Reach 50%	=	4

As a result, there should be **4 FTE traffic enforcement officers** deployed to properly respond to traffic-related calls for service throughout Duncanville.

(4) Traffic Unit Scheduling Analytics

The following section attempts to outline the optimal schedule for the recommended 4 operational FTE within the Traffic Unit. The following table outlines all community-generated traffic-related incidents in calendar year 2023 in Duncanville.

2023 Community-generated Traffic Incidents

Hour	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Total
12 AM	20	15	12	12	6	20	32	117
1 AM	47	9	22	7	9	10	26	130
2 AM	22	14	23	6	8	3	30	106
3 AM	18	9	8	7	6	9	10	67
4 AM	20	8	22	11	15	18	16	110
5 AM	9	16	7	12	12	13	5	74
6 AM	22	20	36	21	21	16	10	146
7 AM	16	58	58	40	37	21	11	241
8 AM	21	29	47	41	24	30	14	206
9 AM	27	28	15	20	23	23	13	149
10 AM	24	21	38	24	26	27	31	191
11 AM	33	26	39	24	32	27	25	206
12 PM	36	31	42	42	31	25	16	223
1 PM	49	34	38	39	22	31	25	238
2 PM	32	43	34	24	32	31	40	236
3 PM	45	49	59	56	36	30	25	300
4 PM	36	60	74	66	50	65	26	377
5 PM	34	55	59	61	70	74	83	436
6 PM	48	61	53	62	65	77	91	457
7 PM	64	49	68	46	59	71	72	429
8 PM	33	36	38	19	39	56	53	274
9 PM	23	19	22	24	45	55	54	242
10 PM	30	22	27	22	24	42	40	207
11 PM	36	12	30	18	21	46	34	197
Total	745	724	871	704	713	820	782	5,359

As to be expected, traffic-related calls for service are prevalent during commute hours, exhibiting spikes of calls around the 0900 morning commute, and concentrating around 1700. However, they are slightly more prevalent during the afternoon commute from approximately 1600 to 1900 hours.

To adequately service the City of Duncanville for traffic enforcement and traffic safety purposes, the following table outlines the recommended traffic enforcement staffing and deployment schedule:

Recommended Traffic Unit Staffing and Deployment Schedule

Shift	Team	# Ofc.
Days	Alpha	2
Days	Bravo	2

The recommendations above increase the staffing of each day shift (Alpha and Bravo) by 2 FTE each for traffic-related enforcement and investigations responsibilities.

Recommendation:

Increase traffic enforcement officer staffing by 2 FTE for a total of 4 FTE traffic enforcement officers.

8. Duncanville Park Enforcement

DPD field operations deploys a single (1) FTE Park Enforcement Officer during the night shift to directly respond to park-related calls for service throughout the jurisdiction. Currently, this position is vacant and, due to the lack of call response assigned to this specific FTE in 2023 CAD data, there is a lack of data to be evaluated for this position.

However, due to the geographic nature of Duncanville and the prevalence of calls for service in wildlife areas due to the lack of perceived supervision, this position is highly important and should be maintained in the future.

9. Addressing Spans of Control

As mentioned previously, upon making staffing recommendations for patrol, it is important to revisit the spans of control for supervisors within patrol operations. Prior to the staffing recommendations being made above, no shift exceeded recommended spans of control ratios; however, the table below summarizes the total number of officers recommended in the sections above:

Summary of Patrol Officer Staffing Recommendations

Shift	# FTE Officers				
	Patrol	K9	Traffic	Park	Total
Days	16	-	4	-	20
Nights	18	1	-	1	20
Total	34	1	4	1	40

The 40 total officer FTE are evenly distributed between day and night shifts, inclusive of all patrol, K9, traffic, and park enforcement officers. Resulting sergeant recommendations are summarized in the table below:

Summary of Patrol Sergeant Staffing Recommendations

Shift	Officer	Sgt. (Cur.)	SoC (Cur.)	Sgt. (Rec.)	SoC (Rec.)
Days	20	2	1:10	3 (+1)	1:6.7
Nights	20	2	1:10	3 (+1)	1:6.7

The table above exhibits how, if current sergeant staffing was continued in light of the increased officer staffing across the two patrol shifts, spans of control ratios would increase to 1 sergeant for 10 officers. This ratio exceeds the threshold recommended by project staff, as this will lead to the lack of sergeant's ability to maintain an adequate presence in the field and provide sufficient levels of first-line supervision. As a result, project staff are recommending an increase in 2 FTE sergeants for patrol field operations, one assigned to each shift.

Recommendation:

Increase patrol staffing by 2 FTE sergeants for a total of 6 FTE sergeants.

3. Support Bureau

The Support Bureau of the Duncanville Police Department is led by the Assistant Chief of Support. The Training/Personnel Division, the Administrative Services Division, and the Criminal Investigations Division are all organized within the Support Bureau.

Training and Personnel Division

The Assistant Chief of Support and the Administrative Lieutenant fill important executive and managerial roles in the organization. These roles must be maintained to allow the Department to continue functioning at a high level. The Training/Personnel Division has several core positions, including:

- Special Services Sergeant
- Personnel and Training Officer
- Animal Control Officers
- Crisis Assessment Resource Engagement (CARE) Officer

The above positions and their respective workload components will be analyzed in the following subsections. The analysis will conclude with recommendations made by the MCG project team related to the staffing and organization of these personnel.

1. Special Services Sergeant

The workload of the Special Services Sergeant includes but is not limited to, the core responsibilities of the Sergeant.

- Internal Affairs
- Special Events Coordination
- Recruiting and Other Assignments

These core task categories will be analyzed in subsequent sections of this report.

(1) Internal Affairs

When allegations of misconduct by officers are reported to the Duncanville Police Department, the Special Services Sergeant is responsible for investigating those allegations.

(2) Internal Affairs Workload

The following table outlines the investigations by type in 2023.

2023 Internal Affairs Investigations

Investigation Type	2021	2022	2023
Administrative Investigations		16	19
Criminal Investigations		0	0
Total		16	19

In the table above, the majority of internal affairs investigations conducted by the Special Services Sergeant can be seen to be administrative, non-criminal investigations. From 2022 to 2023, there was a 42% decrease in internal investigations.

(3) Internal Affairs Workload Analysis

In reviewing internal affairs investigations functions, average investigative case hours are used. It is important to state that every case is different, some cases are significantly more complex and require more hours to investigate and some cases are relatively simple and do not require more than a few hours to investigate and document. The average hours are used as a performance metric designed to establish approximate work hours for a typical internal affairs case.

Case Time Estimates for Administrative IA Investigations

Common Tasks	Processes	Avg. Time	% of Cases
Complaint Review	Determine if allegation is a policy violation. Time figure includes reviewing complaint.	2 hours	100%
Find CAD entry, police report, video, or other documents relevant to the complaint	Determine subject(s) of allegation. Time figure includes CAD enquiry and report(s) review.	4 hours	100%
Review Body Worn Camera or other Video / Audio Evidence	Document evidence to sustain or exonerate department member.	8 hours	100%
Interview Complainant	Determine all complaint allegations (including writing summary / notes)	3 hours	100%
Write Complaint and Allegation(s)	Determine which policy or policies could have been violated. Includes review and report writing time.	4 hours	100%

Common Tasks	Processes	Avg. Time	% of Cases
Schedule subject officer Interview	Includes sending written notice within proper timelines.	1 hour	100%
Write Interview Questions	N/A	1 hour	100%
Conduct witness interviews	(Includes Scheduling) - Some cases only have officer or complainant as witnesses	6 hours	100%
Conduct subject interviews	Interviews are recorded, and the time estimated includes report writing.	4 hours	100%
Write Investigative Finding	Includes report writing.	16 hours	100%
Total	On average	49 hours	

This list is not all-inclusive and does not contain all steps that may be taken. Some cases may have several witnesses, for example.

Case Time Estimates for Citizen Complaint Review / Investigation

Common Tasks	Processes	Avg. Time	% of Cases
Complaint Review	Determine if allegation is a policy violation. Time figure includes reviewing complaint.	2 hours	100%
Find relevant CAD entry, police report, video, or other documentation relevant to the complaint	Determine subject(s) of allegation. Time figure includes CAD enquiry and report(s) review.	4 hours	100%
Review Body Worn Camera or other Video / Audio Evidence	Document evidence to sustain or exonerate department member.	8 hours	100%
Interview Complainant	Determine all complaint allegations (including writing summary / notes)	3 hours	100%
Document Finding	Includes report writing.	2 hours	100%
Total	On average	19 hours	

This list is not all-inclusive and does not contain all steps that may be taken. Some cases may have several witnesses, for example.

(4) Internal Affairs Calculation of Workload and Staffing Needs

Using the above case time estimates, the total caseload hours can be calculated. This calculation is based on 2023 data. The following table details the associated workload hours:

2023 Internal Affairs Workload Metrics

	Number	Investigative Hours	Total Hours
Investigations	11	49	539

As outlined above, the number of internal affairs workload hours in 2023 is 539 hours. The base number of hours in an employee's work year is 2,080. After accounting for vacation, sick leave, training, and other absences a figure of 1,720 hours is typically more appropriate. The below table outlines the staffing needs calculation.

Calculation of Internal Affairs Staffing Needs

Total caseload hours		539
<i>Divided by total net available hours for 1 Investigator</i>	÷	1,720
Total Number of Investigators Needed	=	.31

The above staffing calculation shows that internal affairs investigations account for approximately one-third of the workload of the Special Services Sergeant. The Sergeant is also responsible for hiring, special events coordination, and other managerial tasks. A final recommendation related to the Special Services Sergeant will be made following the analysis of the special events coordination workload.

(5) Special Events Coordination

The Special Services Sergeant is tasked with special event coordination in addition to internal affairs investigations, recruiting, and other miscellaneous assignments. Coordinating special events involves the creation of event plans, communication with event organizers, and assignment of roles and responsibilities to law enforcement and fire/rescue personnel. Being assigned to this kind of role can be demanding, although size and public safety resource demands vary by event.

(6) Special Events Coordination Workload

The events in Duncanville that require the coordination of the Special Services Sergeant are listed below:

- Memorial Day
- 4th of July
- Red, White, and Blue Barbeque Competition
- Juneteenth
- Police Memorial Day
- Hispanic Heritage Festival
- Mexican Independence Day
- Christmas Parade and Tree Lighting

The above list of events was used to form the foundation for the following workload analysis.

(7) Special Events Coordination Workload Analysis

Creating a model to analyze the workload and appropriate staffing level associated with the special events coordination function can be difficult because the work of the Special Services Sergeant is not tracked in a quantitative manner like the work of patrol officers is in computer-aided dispatch (CAD) systems. To understand the number of work hours required to support each event, the Special Services Sergeant provided an average number of work hours per event. The Special Services Sergeant advised that 40 hours are required to support each event.

It is important to note that the work of coordinating special events can be seasonal in nature, with a greater number of events in summertime. Additionally, the amount of time required to be dedicated toward coordinating these events can be concentrated in the immediate weeks leading up to the event.

Calculation of Special Events Staffing Needs

Total special event coordination hours	320
<i>Divided by total net available hours for 1 Coordinator</i>	÷ 1,720
Total Number of Coordinators Needed	= .19

The above workload calculation, when combined with the internal affairs workload calculation, shows that internal affairs and special events represent exactly half of the Special Services Sergeant workload.

(8) Recruiting and Other Assignments

The workload of the Special Services Sergeant includes management of the Department's recruiting program as well as other administrative tasks.

(9) Recruiting Program

The Special Services Sergeant coordinates and in large part performs many of the tasks associated with the Department's recruiting programs and initiatives. This workload is inclusive of posting advertisements for open positions, attending events and job fairs, and working with prospective candidates. The workload required to support hiring and recruiting is shared between the Sergeant and the Training/Personnel Officer. Additionally, this specific component of the Sergeant's workload is especially difficult to quantify. This is because many of the tasks associated with recruiting, like responding to an email from a job candidate, are done quickly throughout the workday of the Sergeant.

The MCG project team did develop an understanding of the Department's recruiting program. The foundation of the program is two recruiting events that are held throughout each calendar year. Each event requires approximately eight hours of work to prepare for and attend. These recruiting events support the hiring efforts of the Department, which are initiated by announcing testing opportunities. These tests are promoted via advertising and social media campaigns.

The Department would benefit from the development of a formalized recruiting strategy. This strategy may have multiple attributes, including, but not limited to the following:

- **Strong Brand Messaging** – The creation of hiring campaign materials that are inclusive of all roles within the Department is important to creating passive opportunities for recruitment, that is opportunities for recruitment that do not require direct, immediate interaction with an employee of the Department. The Department should train select personnel to be able to create visually intriguing materials for use at recruiting events and distribution to select community partners. These materials should be frequently updated with information related to hiring incentives, compensation and benefits, as well as professional and personal development programs.
- **Strategic Partnerships** – Many law enforcement agencies have partnerships with key entities in their community. These partnerships should be leveraged to identify and recruit potential candidates for employment. Personnel assigned to recruiting, including the Special Services Sergeant, should identify organizations that may act to augment efforts to attract interested individuals. This may include meeting with

the leadership of partner organizations to discuss the characteristics of ideal candidates and anticipated hiring plans for the Department.

- **Increased Social Media Presence** – Other sections of this report directly analyze the Department’s social media presence. It is noted here that while the agency does have a robust social media presence on Facebook, Instagram, and X, the agency does not have a LinkedIn presence. This represents an opportunity for the Department to target jobseekers with proactive advertising of open positions. This is also an additional opportunity to frame law enforcement as a career with numerous opportunities for professional growth, special assignments, and promotional opportunities.
- **Prioritizing Diversity, Equity, and Inclusion** – The community in Duncanville is racially and ethnically diverse. All components of the recruiting program should be assessed for whether they are positioned to attract candidates from varied backgrounds. This assessment may begin with a study of the demographics of applicants in years past and tracking of applicant demographics in the future. To proactively assess the inclusivity of the recruiting process, the Department should conduct surveys of individuals hired by the agency that evaluate the inclusivity of the recruiting and hiring experience.
- **Career Development Incentives** – In recruiting individuals into a law enforcement agency, outlining opportunities for a varied career experience is extremely important. Individuals are often attracted to law enforcement because of the different assignments and roles available throughout one’s career. The Duncanville Police Department’s recruiting program should highlight advanced training opportunities, any incentives available to personnel for advanced degrees, specialty assignments, and leadership development programs. The Department should continue to track retention rates within the first three years of employment.
- **Expedited Hiring** – Law enforcement hiring practices have frequently resulted in lengthy onboarding processes, up to one to two years. When hiring for public sector vacancies, especially for law enforcement positions, significant wait times decrease the number of individuals able and willing to wait for employment. The hiring process for both licensed and non-licensed positions should be assessed to reduce wait time.
- **Promotion of Wellness Programming** – With heightened publicity around the stressors that come with the law enforcement career, recruiting programs must emphasize the efforts of law enforcement agencies to increase work/life balance. Compressed work schedules, paid workout time, sleep rooms, and annual mental wellness sessions are all benefits that should be publicized in recruitment

campaigns. As the law enforcement profession onboards more and more individuals in the early stages of their careers, leaders will be confronted with increased demands for wellness benefits.

(10) Other Assignments

In addition to acting as the agency's recruiting coordinator, the Special Services Sergeant is also assigned other administrative tasks, including, but limited to the tasks listed below:

- Fleet management and designated vehicle repair liaison
- Purchasing and supply ordering
- Health and wellness program coordination
- Oversight of the Field Training program

The quantifiable elements of the Special Services Sergeant's work, internal affairs investigations and special events coordination, can be shown to account for half of the Sergeant's work time. Many law enforcement agencies assign multiple programs requiring supervisory attention to a sworn administrative supervisor or mid-level manager. This arrangement exists in the Special Services Sergeant position.

Recommendations:

Create and disseminate professional-grade recruiting materials with updated information on compensation and benefits, specialty and promotional opportunities, and wellness offerings.

Create a Duncanville Police Department LinkedIn account.

Integrate DEI principles into recruiting practices by assessing candidate demographics and conducting interviews of newly hired personnel related to inclusivity in the hiring process.

Minimize the wait time within the hiring process by compressing all steps so that they are completed in a concise manner.

Outline in both recruiting materials and in the interview process wellness offerings and benefits available to employees.

2. Personnel and Training Officer

The Personnel and Training Officer is a sworn employee responsible for two primary tasks: conducting employee background investigations and providing training and instruction to sworn personnel.

(1) Background Investigations

The Department has four total background investigators, including the Personnel and Training Officer, but the Personnel and Training Officer performs the majority of investigations as the other background investigations are assigned to the night shift and perform background investigations as a collateral assignment.

(2) Background Investigations Workload

The Personnel and Training Officer provided the MCG project team with the number of background investigations completed over the last three years. The below table shows the number of investigations by year.

Background Investigations by Year

Year	Number	% Change
2021	22	-
2022	30	36% ↑
2023	47	57% ↑

The data provided above serves to form the foundation for the appropriate staffing to support the workload associated with the performance of background investigations.

(3) Background Investigations Workload Analysis

Similar to the work of the Special Services Sergeant, the work performed by the Personnel and Training Officer cannot be tracked in a quantitative manner through a platform like CAD. To determine a manner to analyze the workload of the Personnel and Training Officer, the Officer provided an average number of work hours per background investigation. The Personnel and Training Officer advised that the average background investigation requires 80 work hours. In the experience of the project team, this estimate is high and a value of 20 hours would be more appropriate for use in a staffing calculation. This average was multiplied by the number of investigations in 2023 to determine the number of work hours.

Calculation of Background Investigation Staffing Needs

Total background investigation hours	940
<i>Divided by total net available hours for 1 Investigator</i>	÷ 1,720
Total Number of Investigators Needed	= .55

As seen above, the background investigation workload constitutes approximately half of a full-time employee's annual work time. While an employee cannot be assigned to conduct background investigations on a full-time basis, there is a demonstrated need to increase staffing within the Personnel and Training Officer classification, given the combined workload associated with both training and background investigations. Analysis of the training workload will be performed in a subsequent section with a Personnel and Training Officer staffing recommendation to follow.

(4) Training

The Personnel and Training Officer, in addition to the workload associated with background investigations, is also tasked with being the Department's primary training instructor. This section will analyze the workload associated with training and instruction.

The workload of the Department's training function was calculated based on the number of training hours taught by Department instructors in the previous calendar year (2023). The calculation of the training workload is important in determining the number of personnel that may be assigned to support the Department's training program. Currently, the Personnel and Training Officer has the responsibility of coordinating and facilitating training. Instruction is largely provided by the Personnel and Training Officer with assistance from the Special Services Sergeant.

A law enforcement agency's training team is an especially important functional area in which to develop a comprehensive understanding of workload and performance. This workload is inclusive of various administrative duties associated with training program management, training course curriculum development, training unit instructor hours, and other tasks.

(5) Training Workload

This section of the report outlines the workload factors related to the training and continuing education of sworn personnel. The following outlines the courses taught by the Department's instructors in 2023:

2023 Training Courses

Course Name	Course Hours
1 st Quarter Defensive Tactics	4
2 nd Quarter Defensive Tactics	4
3 rd Quarter Defensive Tactics	4
4 th Quarter Defensive Tactics	8
Firearms Qualifications	4
Red Dot Operator	8
Patrol Rifle	16
Active Bystandership in L.E.	8
Active Shooter	10
Building Searches/CQB	8
Department Regulations	16
Less Lethal Shotgun/Gas Mask	8
Penal/Transportation/Family Code	4
Crash/Fraud Investigations	4
Report Writing/MDC Usage/Geography	8
Defensive Tactics/Use of Force	16
Firearms Training	16
Street-Level Narcotics	8

The above courses represent a total of 154 hours of training provided to sworn personnel by the Department's internal training team.

(6) Training Workload Analysis

Instructional design research has consistently determined that to develop one hour of instructor-led training, approximately 22-25 hours of development time is required. In 2023, the internal training team provided 154 hours of instruction. The table below outlines the staffing required to support the Department's training workload.

Calculation of Training Staffing Needs

Total training hours	3,388
<i>Divided by total net available hours for 1 trainer</i>	÷ 1,720
Total Number of Trainers Needed	= 1.97

The above staffing calculation indicates a need for additional trainer staffing. However, it is not necessarily practical to staff two full-time trainers and expect for all training to be performed by those employees. This is because instructor assignments are not concentrated into a small number of personnel, but rather are typically distributed amongst a number of different staff members.

To address both the background investigation and training workloads, the Department should increase the Personnel and Training Officer staffing from one (1) FTE to two (2) FTE. This staffing recommendation will support both the .55 FTE background investigation workload as well as the majority of the training workload. Training that cannot be performed or facilitated by the Training and Personnel Officers will be supported by instructors within the Department who are assigned to other roles and responsibilities.

Recommendation:

Increase Personnel and Training Officer staffing by 1 FTE for a total of 2 FTEs.

3. Animal Control

The Duncanville Police Department employs one Senior Animal Control Officer and one line Animal Control Officer. Both are non-sworn, professional staff responsible for handling animal control-related calls for service during their assigned work hours.

(1) Animal Control Workload

The tables below show the Animal Control workload in 2023:

2023 Animal Control CFS by Day and Hour

Hour	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Total
12 AM	0	0	0	0	0	0	0	0
1 AM	0	0	0	0	0	0	0	0
2 AM	0	0	0	0	0	0	0	0
3 AM	0	0	0	0	0	0	0	0
4 AM	0	0	0	0	0	1	0	1
5 AM	0	0	5	2	0	0	1	8
6 AM	1	3	3	9	1	4	2	23
7 AM	4	50	41	29	40	28	16	208
8 AM	21	114	152	118	118	83	19	625
9 AM	16	82	112	93	97	64	21	485
10 AM	12	92	90	75	85	47	21	422
11 AM	15	60	81	74	101	52	12	395
12 PM	8	64	66	84	52	48	20	342
1 PM	9	39	59	54	58	36	10	265
2 PM	13	47	54	62	47	34	12	269
3 PM	14	45	56	61	52	42	4	274
4 PM	13	27	40	47	33	27	4	191
5 PM	0	2	17	10	12	0	0	41
6 PM	0	2	0	0	0	0	0	2
7 PM	0	0	1	0	0	0	0	1
8 PM	1	0	0	0	0	0	0	1
9 PM	0	0	0	0	0	0	0	0
10 PM	0	0	0	0	0	0	0	0
11 PM	0	0	0	0	0	0	0	0
Total	127	627	777	718	696	466	142	3,553

In 2023, there were 3,553 calls for service that Animal Control Officers responded to and addressed. These calls for service were most highly concentrated, starting at the 8 AM hour and ending by the 12 PM hour.

2023 Animal Control CFS by Incident Type

Incident Type	# CFS	HT	12a	4a	8a	12p	4p	8p
ANIMAL	2,422	21.4						
ANDEAD	461	22.9						
ANWELF	365	26.9						
ANHAZ	200	30.6						
ANBITE	32	34.9						
FOLLOW	16	16.7						
THAZ	13	24.1						
EXTRA	7	10.7						
WARRSV	5	49.2						
(blank)	4	6.0						
All Other Types	28	48.8						
Total	3553	39.0						

The table above expands on the first table and shows the most predominant incident types within the Animal Control Officer workload. The three leading incident types include general animal control-related calls for service, handling of deceased animals, and animal welfare calls for service.

(2) Animal Control Workload Analysis

In 2023, Animal Control Officers responded to 3,552 animal control-related calls for service. When distributed across the calendar year, this averages to 9.7 calls for service per day. This is a high level of utilization and while no increase in staffing is recommended at this time, utilization should continue to be monitored.

4. CARE Officer

The Duncanville Police Department is a member of a regional multi-disciplinary task force of mental health clinicians and sworn law enforcement officers. The goal of the Regional Care Team is comprised of the Cedar Hill, DeSoto, and Duncanville Police Departments,

clinicians from the participating law enforcement agencies, and the North Texas Behavioral Health Authority.

One CARE Officer is dedicated to the Team from the Duncanville Police Department. That Officer is responsible for providing community behavioral health support to individuals and families to reduce law enforcement interactions with people experiencing acute mental health crises. The CARE Team receives referrals from sworn law enforcement officers, City employees, and members of the community.

(1) CARE Officer Workload Analysis

The CARE Officer provided the MCG project team with performance metrics specific to the CARE Officer role. The CARE Officer advised that approximately two to four new intakes are performed each day. An average intake requires approximately 20 minutes. Each CARE Officer averages a caseload of approximately six clients and will conduct courtesy checks, provide transportation to appointments, and hold follow-up meetings as needed. There are approximately eight follow-up meetings per day that last 45 minutes on average.

2023 CARE Officer Workload Metrics

Metric	Number
Intakes	190
Follow Up Meetings	172
Total	362

2023 CARE Officer Workload Averages

Tasks	Monthly Avg.	Weekly Avg.	Daily Avg.
362	30.17	7.02	.99

The above data is specific to intakes and follow-up meetings conducted by the Duncanville Police Department CARE Officer for clients within the City of Duncanville. However, the above data is not descriptive of the entire workload of the CARE Officer because all CARE Officers assist and support each other's caseloads. This means that CARE Officers are frequently supporting clients in other jurisdictions, without tracking related to this work. This means that a comprehensive staffing analysis could not be developed.

Instead, the project team recommends that work related to supporting other jurisdictions be tracked in CAD or by other means so that future staffing needs can be analyzed. Staff interviews showed that the CARE Officer position is critical to reducing acute mental

health crises, reducing alcohol and drug misuse, and providing housing resources to those without homes. The CARE Officer position should be maintained.

Recommendation(s):

Require additional workload tracking for non-Duncanville CARE clients. Specific elements that should be tracked include the number of non-Duncanville intakes and follow-ups performed by the Duncanville CARE Officer, the number of meetings conducted that required two officers for safety purposes, and any other activities not currently documented.

Criminal Investigations Division (CID)

The Criminal Investigations Division (CID) is responsible for the investigation of criminal activity within the City of Duncanville. The Division is one of three divisions reporting to the Assistant Chief of Police and is comprised of proactive as caseload detectives, Property and Evidence, Victims Assistance and Crime Analysis. The CID is led by a Lieutenant with a supporting Sergeant.

While the 5 (of 8 positions authorized) detectives are generalists, they typically have specific assignments as well as ancillary duties and responsibilities for several of these staff.

- One detective specializes in auto theft and Bureau of Motor Vehicles (BMV) investigations.
- One detective specializes in thefts.
- One detective specializes in fraud and financial crimes. This detective is also a drone operator and negotiator.
- One detective specializes in sexual assault and juvenile crimes. This detective is also a drone operator, negotiator and responsible for the 68A inspection program.
- One detective specializes in burglary.

All detectives are responsible for the majority of person crimes to include assault, robbery, homicide, etc. These are assigned on a weekly rotational basis to the “on-call” generally excluding the BMV detective given their workload. In sum, these staff perform the bulk of investigative work at DPD.

1. The Approach to Investigations Evaluation

To determine appropriate investigative staffing levels, there are a variety of approaches that can be used, some more sophisticated than others. Investigations has more subjective and qualitative determinants of workload and work practices that need to be

considered. Patrol has the benefit of numerous quantitative metrics to assist in the evaluation of staffing requirements, whereas investigative services have fewer such measures. Factors making quantitative analyses more difficult include:

- Approaches used to screen, assign, and monitor cases are different among law enforcement agencies.
- What is investigated varies by agency. The extent to which agencies assign misdemeanor-level property crime cases to detectives varies. Also, the extent to which patrol performs preliminary investigation varies widely and thereby impacts detective caseloads. For example, DPD patrol officers who perform an arrest follow up on those investigations.
- Work practices vary tremendously among agencies, relating to interviewing techniques, mix of telephone and in-person interviews, use of computer Case Management Systems, time devoted to administrative tasks, etc.
- Complexity of caseloads is also a critical factor to consider when examining quantitative factors relating to investigative activity. Each case is different in terms of workable leads, suspect description, evidence availability, victim/witness cooperation, quality of information provided by the original report taker, and numerous other factors. The way information in a single case may combine with information on other cases (e.g. serial crime) also impacts investigative actions.
- Finally, the nature of the community itself is a factor in evaluating investigative workload and staffing needs. Citizen expectations translate into service levels impacting detectives in terms of what is investigated and how investigations are conducted.

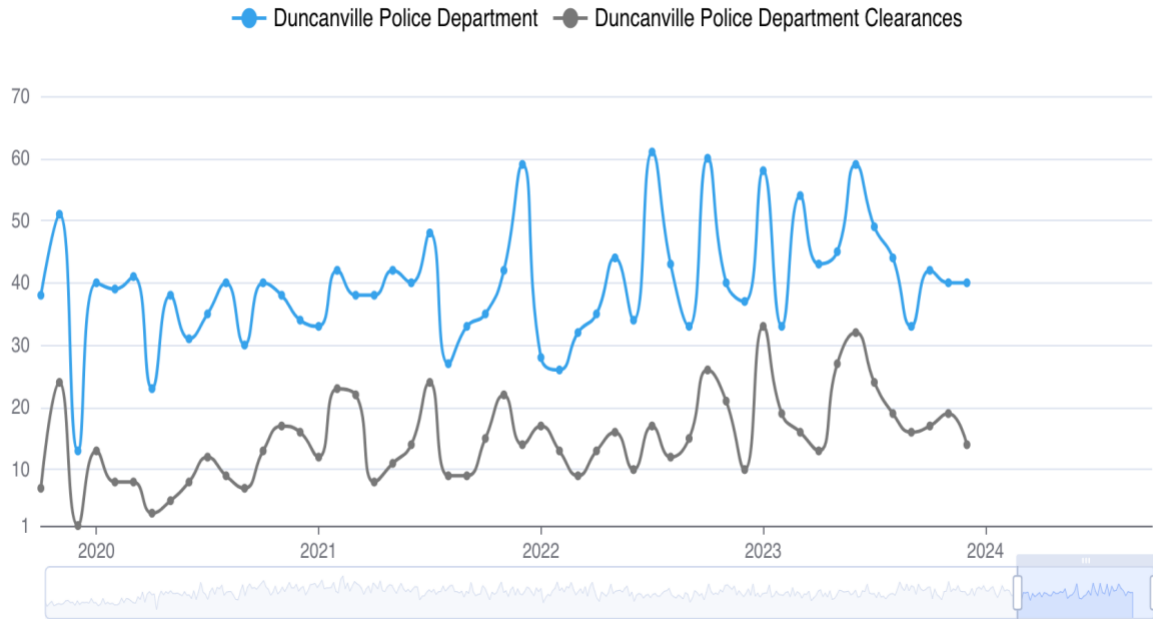
Based on these considerations and unlike patrol, investigative workload does not have as many well-established performance metrics that can be converted into quantitative methodologies to arrive at required staffing levels. Qualitative issues must also be considered which are often difficult to measure. Investigative staffing requirements need to be examined from a variety of perspectives to obtain an overall portrait of staffing issues, case handling issues and operational philosophies that have an impact on staffing needs.

2. Part I Crimes

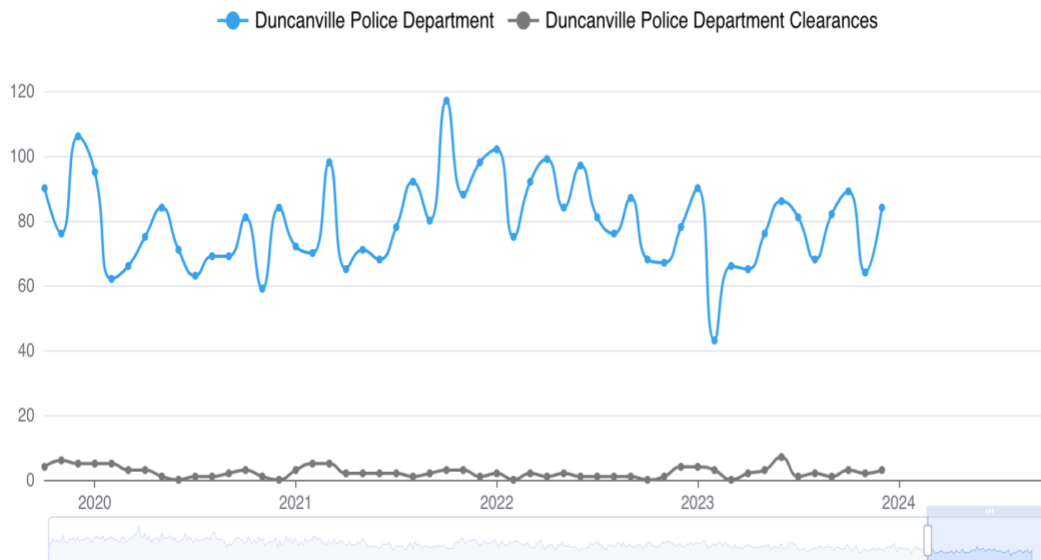
Part I crimes are a fundamental investigative area for detectives as they reflect major felonious person and property crimes. These data are informative and serve as a baseline for potential investigative efforts.

The following charts reflect Duncanville Part I Crimes for Violent Offenses and Property Crimes for the past 5-year period.

All Violent Offenses Reported by Population



All Property Crime Reported by Population



These graphs were taken from the FBI's Crime Data Explorer and reflect a variety of information, some of which is summarized below:

- In 2023, 521 Crimes Against Persons (violent offenses) were reported in Duncanville to include:
 - 28 Robberies
 - 1 Homicide
 - 109 Aggravated Assaults
 - 18 Sex Offenses
- In 2023, 1,207 Crimes Against Property were reported in Duncanville to include:
 - 100 Burglaries
 - 555 Larcenies
 - 248 Motor Vehicle Thefts
 - 103 Fraud Offenses
- Clearance rates for Violent Offenses are slightly better at DPD compared with average clearance rates for Texas and the United States overall (41.1% national versus 46.1% DPD). Clearance rates for Property Crimes, however, are lower in Duncanville than their state and national counterparts. For example, the clearance rate in 2023 for Property Crimes was 3.5% at DPD, whereas the national rate for clearance were 13.9%.

Part I crimes reflect the impact of caseload requirements on detectives and ultimately will influence staffing levels. Moreover, case clearance rates can speak to staffing efficiencies or deficiencies and/or other case management issues.

3. Detective Case Management and Workloads

The DPD uses Central Square⁷Records Management System (RMS) to track detective caseload information. Based on this RMS, information was provided in an Excel database for calendar 2023 to reflect detective workload. Information included reported date/time, offense type, case disposition, and investigator assigned. This is the most basic case management information (CMS) and could be enhanced as discussed later in this report. Because there were 255 offense types listed—generally reflecting a more “freeform” data

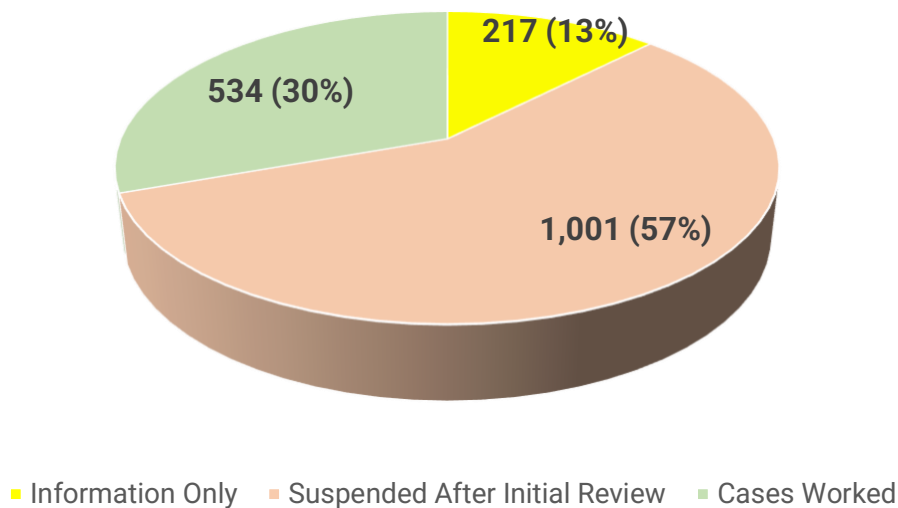
⁷ <https://www.centalsquare.com/>

entry approach, these offenses were consolidated by the project team into 12 crime categories to facilitate workload discussion.

(1) Workload Based on Case Disposition

Consistent with prevailing practice the CID detectives work cases based on solvability, criticality and time available. To that end cases are initially reviewed and provided an initial case disposition. The following chart shows 2023 detective workload based on these dispositions. This includes the entire CID detective staffing contingent which includes 5 core investigators and 2 narcotics detectives.

2023 CID Caseload by Type



As shown by the pie chart three disposition types reflect the workload associated with a case (after the Lieutenant has reviewed and assigned cases). These are: Information Only, Suspended After Initial Review, and Cases Worked. The following is noted:

- 13% of the cases are provided to detectives for information purposes only. These can entail a variety of reports but often include recovered property or vehicle; child protective services referrals; or others. In summary, these cases are not investigated by detectives but are used to keep them informed on various crime patterns and trends.
- 57% of the cases are suspended after an initial review. These are cases that the detectives reads through, but typically discovers there is insufficient evidence to proceed with a thorough investigations. This case screening approach is an effective use of detective time and often includes thefts, burglaries and unauthorized use of a vehicle which generally do not have sufficient witnesses,

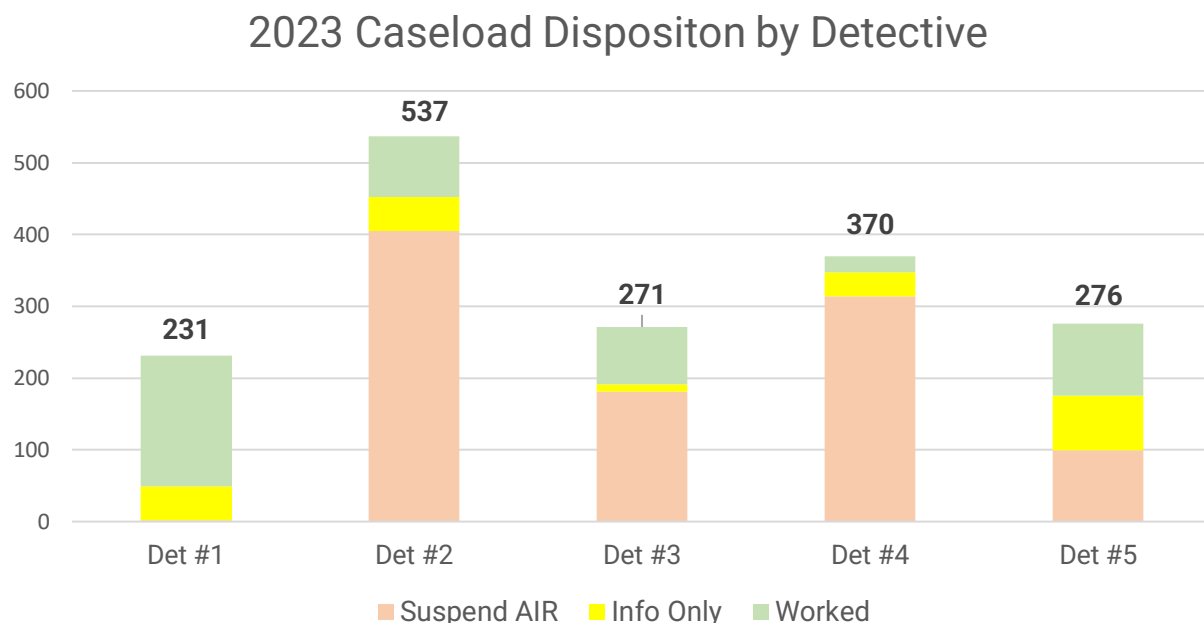
camera footage, other physical evidence, etc. to develop a suspect and strong case. In sum, there are insufficient solvability factors to proceed.

- 30% of the cases are worked. These cases are those where detectives invest a reasonable to lengthy amount of time investigating case circumstances with the intention of solving the case, identifying a suspect and making an arrest. These worked cases take the bulk of detective time.

In summary, in 2023 there were 534 cases worked based on the RMS information provided. This workload is further discussed below and reflects baseline workload used to determine staffing requirements.

(2) Workload by Detective

Based on the three initial case disposition types discussed previously, the following bar chart shows how the core case work detectives managed their respective caseloads assigned by the Lieutenant for 2023. Information on narcotics detectives is discussed later in this report.



The following points are noted:

- **Detective #1** only had 2 cases suspended after initial review. In addition, with respect to cases classified as worked, this detective had the largest percentage with 79% of their cases in this category. The detective focuses on fraud and theft cases and given case types, limited suspensions, and active cases worked, case management may not be entirely effective and workable caseload, therefore, somewhat overemphasized.

- **Detective #2**, conversely, not only has the largest caseload to review but also the largest number of suspended after initial review cases (405). Cases worked reflect 16% (85) of the entire caseload reviewed. This is the Bureau of Motor Vehicles (BMV) detective with also emphasis in burglaries. Given solvability of most of these crimes types, this case management approach seems reasonable.
- **Detective #3** has two-thirds of their cases suspended after initial review with 30% (80) of the cases reviewed classified as workable. This detective had very few Information Only cases assigned. This detective had the highest number of fraud cases and second-highest number of burglary cases, but also had, proportionally, several robbery, assaults and weapons charge cases assigned, suggesting this detective was a definitive “generalist.” Given the totality of circumstances, case management and caseload seems reasonable.
- **Detective #4** had the largest number of cases suspended after initial review at 85%. Only 6% (23) cases were classified as worked. This detective had the highest number of theft cases assigned, but also the most weapons and robbery cases assigned as well as several assaults. Given the total person crimes cases assigned is below the number of active cases worked, case management and related coding could be an issue. It is likely the cases classified as worked is somewhat underemphasized.
- **Detective #5** had a near equivalent distribution of cases worked, 37% (101), information cases (27%) and cases suspended after initial review (36%). Based on cases assigned, this detective specialized in person crimes, having nearly all sex crimes and missing persons as well as the most assaults. Given caseload type, it appears this detective is effectively managing assigned caseload yet would be very busy.

In summary, based on an examination of detective workload, there appear to be some case management issues surrounding number of cases assigned to each detective (ranging from 231 to 537 in 2023) as well as comprehensively managing case disposition. While these kinds of issues are not insurmountable, they do potentially impact the actual number of cases that had some level of work accomplished. This is discussed in the following section.

4. How Detective Staffing Numbers are Calculated

Not all investigative cases require the same number of investigative efforts or work hours. For example, a homicide investigation requires more investigative time (and

resources) than a domestic violence investigation. The Matrix Consulting Group has developed a workload-based approaches to investigative assessments.

The firm's workload-based approaches were developed through dozens of recent studies with detectives working cases throughout the nation. Average hours to perform various tasks were developed and the frequency in which these tasks occurred was also devised based upon these participants' interviews on prior studies. This methodology to detective staffing assessments is based on the increasing complexity of case investigations over the years because of new technologies/approaches.

One key variable to determining staffing levels is the actual number of cases worked. As noted in the prior section, the recording of case disposition appeared suspect in some instances. By example, the case dispositions used reflected only 31% of robbery cases were "workable" which is typically not the case. Most robbery cases have at least a cursory investigation, regardless of evidence, because it is a serious person crime. Similarly, 49% of sex crimes were categorized as "worked" and this is unlikely also given the seriousness of the crime. More accurately, however, only 14% of burglary cases were investigated which generally reflects workable cases based on solvability factor. In conclusion, because of these potential shortcomings in case disposition, all sex crimes and robbery cases were defined as workable in the forthcoming staff assessment.

In addition to the number of cases, the types of cases and how long they take to work is fundamental in determining needed staffing. Case workload hours are presented in several following tables and serve as the baseline for detective staffing analysis. These case type metrics, based on case hours worked, strongly influence recommended staffing levels.

Finally, the hours required to work cases, is impacted by the hours available for detectives to work, as discussed in the following section.

(1) Calculation of Detective Net Availability

Before determining staffing needs, it is important to first review the number of net available hours detectives are available to conduct investigations. To conduct this analysis, it is critical to understand the amount of time that detectives are on leave – including vacation, sick, injury, military, off-site training or any other type of leave.

2,080 annual work hours are available to each detective per year. Leave information was provided by DPD and the average amount of leave, in-service training and related taken in 2023 was 335 hours resulting in 1,745 net annual work hours (NAWH) available per detective.

These baseline NAWH of 1,745 hours is the time available to work for a detective. However, there are other on-duty efforts detectives perform other than casework. These are extremely varied dependent upon the agency and range from court time to field response to meetings to off-site meal breaks. This information is rarely captured effectively but our prior experience suggests 20% of NAWH per year is spent in such activities over the course of a year (one in five workdays). As such, 349 hours is subtracted from NAWH for these “supporting tasks” resulting in an adjusted NAWH available to perform core casework of **1,396 per detective per year**.

(2) Hours Dedicated to Workload by Case Types

The tables over the next several pages are used to develop a staffing assessment for the Department’s CID.

(2.1) Homicide

Beginning with Homicide, the table illustrates the average hours required by a primary detective assigned the case based on Matrix Consulting Group’s (MCG) devised workload metrics. It does not include support from other key staff in initial crime scene canvassing, suspect interview teaming, etc.

Approximate Homicide Case Hours

Common Tasks	Common Processes	Approximate Time	% of Time Completed
DNA	Evidence to Crime Lab	4 hours (Includes submission and report)	100%
Crime Scene Material (Evidence left by suspect)	Evidence to Property Control	4 hours (Includes Inspecting and writing report)	100%
Cell Phones	Cell Phone Downloads	30 hours (Some phones take much longer)	100%
Video	Review of video recovered from scene	80 hours (To review and write report)	100%
Social media / Electronic Records / Physical location	Warrants / Subpoenas / Review of Evidence Obtained	80 hours (Includes reviewing and report writing)	100%
	Surveillance (Locating suspect)	10 hours (Includes report writing)	100%
Postmortem Exam	Autopsy performed by ME (Dets. observe consult)	6 hours (Includes Inspecting and writing report)	100%

Common Tasks	Common Processes	Approximate Time	% of Time Completed
Witnesses	Witness (Locating) Interviews	40 hours (Includes report writing)	100%
Suspect	Suspect Interview	12 hours (Longer if lodged - Includes report writing)	70%
Jail Monitoring	Call Review Calls	40 hours	100%
DA Contact/Filing	Consult with DA	30 hours	100%
Total		336 hours- <i>If all tasks completed</i>	

This homicide table serves as a good illustration of how average case time is determined (for all case types). Estimated time is multiplied by the frequency of occurrence. 336 hours is the result of all tasks are performed, while **332.4** hours is the case average because of some homicide suspects not being identified or not being interviewed.

This list is not all inclusive and does not contain all elements. By example not every homicide will have same amount of evidence or interviews conducted. Included in these hours is the assumption that detectives will be using records management searches, social media searches, checking association files, receiving informant information and other investigative techniques (trackers, cell tower data, etc.) if available. It also assumes that detectives work as a team and not all investigative hours will be worked by the primary detective—more hours will likely be dedicated to support the primary detective's efforts in a support role, but these are extremely variable (above hours shown are for lead detective only). Some immediately solvable cases will not require the number of hours listed, but several cases may require significantly more.

The above calculations are based on the primary or lead detective only and not inclusive of a team approach. Duncanville, like most police departments, respond to each homicide as a team with nearly all available detectives assisting with initial interviews, canvassing, locating evidence, writing warrants and coordinating follow up. Much of this work is done in the first 48-72 hours on both regular work hours and overtime. To account for this, an average of 16 hours regular time per homicide case per detective is used. The table below illustrates this calculation:

Additional Homicide Case Initial Investigative Hours

Number Detectives	of Hours per Detective	Total Hours per Case
5	16	80
TOTAL:		

The data presented in these two homicide tables is used at the end of this section to show impact on staffing levels.

(2.2) Sex Crimes

Sex assault and crimes against children, are complex cases and are treated very seriously by the judicial system. They tend to have more evidence and victim contact requiring more time in interviews and the recovering and processing of evidence when compared with some other person crimes (e.g. robbery). These cases generally involve the use of

Caseload metrics for these sensitive and sexual assault cases, like the homicide table previously shown, are provided in the following:

Sensitive and Sexual Assault Case Hours

Common Tasks	Common Processes	Approximate Time	% of Time Completed
DNA	Evidence to Crime Lab	2 hours (Includes submission and report)	50%
Crime Scene Material (Evidence left by suspect)	Evidence to Property Control	2 hours (Includes inspecting and writing report)	50%
Cell Phones	Cell Phone Downloads	4 hours (Some phones take much longer)	40%
Video	Review of video recovered from scene	4 hours (To review and write report)	50%
Social Media/Electronic Records/physical location	Warrants/Subpoenas	30 hours (Includes reviewing and report writing)	33%
Surveillance	Surveillance (Locating suspect)	10 hours (Includes report writing)	20%
Sex Assault Kit	Sex Assault Exam	6 hours (Done by Hospital Staff, but a detective is required to be present at hospital and requires submission to lab)	90%

Common Tasks	Common Processes	Approximate Time	% of Time Completed
Victim Statement	Victim Interview	4 hours Interviews are recorded (Includes report writing)	100%
Witnesses	Witness Interviews	2 hours (Includes report writing)	100%
Suspect	Suspect Interview	2 hours (Includes report writing)	50%
Jail Call Monitoring	Review Calls	2 hours	20%
DA Filing	Consult with DA	1 hours	20%
Total		69 hours- <i>If all tasks completed</i>	

Some cases will not require the number of hours listed, but some child or sexual assault cases may require significantly more. Based on the percentage for how often each subtask is completed, each solvable case equates to an average of approximately **30.6** hours or a probable maximum of 69 hours.

It should be noted that many of these sensitive crimes cannot be conducted quickly, but rather is a time investment over a longer period.

(2.3) Person Crimes (Robbery, Assault, Weapons, etc.)

Other types of major person crimes beyond the very sophisticated sex crimes also take a notable amount of time given the elements of the crime. The crime types are often given high priority given the impact to the victim(s). The following table summarizes efforts related to these person crimes:

Approximate Person Crime Case Hours

Common Tasks	Common Processes	Approximate Time	% of Time Completed
DNA	Evidence to Crime Lab	3 hours (Includes submission and report)	10%
Crime Scene Material (Evidence left by suspect)	Evidence to Property Control	4 hours (Includes Inspecting and writing report)	30%
Cell Phones	Cell Phone Downloads	10 hours (Some phones take much longer)	50%

Common Tasks	Common Processes	Approximate Time	% of Time Completed
Video	Review of video recovered from scene	10 hours (To review and write report)	50%
Social Media / Electronic Records / physical location	Warrants / Subpoenas	30 hours (Includes reviewing and report writing)	20%
Surveillance	Surveillance suspect (Locating suspect)	10 hours (Includes report writing)	10%
Victim Statement	Victim Interview	1 hours (Includes report writing)	100%
Witnesses	Witness Interviews	1 hours (Includes report writing)	100%
Suspect	Suspect Interview	2 hours (Longer if lodged -Includes report writing)	50%
Jail Call Monitoring	Review Calls	10 hours	10%
DA Contact/Filing	Consult with DA	4 hours	10%
Total		82 hours- <i>If all tasks completed</i>	

The person crime component averages **22.6 hours** per case given the percentage of time certain tasks are completed. As noted, maximum calculated hours are 82 per case, though some investigations could take longer dependent upon the complexity of evidence.

(2.4) Property Crimes

Burglary / Property Crimes are typically less complex investigative cases than person crimes and generally require less investigative time or resources. These cases are treated less seriously by the judicial system, and they tend to have less witnesses. The following chart describes approximate investigative times for Burglary and other property-related crimes such as theft, fraud, etc.:

Approximate Property Crime Case Hours

Common Tasks	Common Processes	Approximate Time	% of Time Completed
DNA	Evidence to crime lab, includes submission and report.	2 hours	20%
Crime Scene Material	Evidence to property control, inspection, and report writing.	2 hours	20%
Cell Phones	Cell phone downloads, with some taking longer than others.	4 hours	50%
Video	Review of video recovered from scene and report writing.	2 hours	50%
Social Media/ Elec. Records	Warrants/subpoenas, including submission and report.	6 hours	30%
Location Data	Warrants/subpoenas, including submission and report.	20 hours	40%
Surveillance	Surveillance, including locating suspect and report writing.	10 hours	20%
Victim / Witness Interviews	Interview(s), including report writing.	1 hours	50%
Suspect Interview	Interview(s), including report writing.	1 hours	50%
Jail Call Monitoring	Listen to calls, report writing.	2 hours	10%
Consult with DA	Review case, perform follow up, includes report writing.	1 hours	10%
Total	<i>51.0 hours- if all tasks completed</i>		

Property crimes are calculated at **16.9 hours** per case with a maximum case average of 51 hours as shown. With regard to DPD, any case actually worked despite disposition

data that was classified as “Information Only,” as well as those falling in an “Other” crime type category, were calculated at the property crime workload hours.

(3) Detective Staffing Requirements based on Workload

Given the various information shown in the above sections, the total workload hours estimated to be required for work on cases can be developed. These data are summarized in the following table with footnoted information for additional clarity.

Detective Workload Requirements (2023)

Case Type	# Cases Worked ⁸	Avg. Hours Per Case	Total Hours Required
Homicide	2.2	412.4	907
Sex Crimes	45	30.6	1,377
Person Crimes	64	22.6	1,446
Property Crimes	375	16.9	6,338
Missing Person	49	4	196
TOTAL:			10,264

As shown, projected workload requirements is 10,264 caseload hours. Using the net annual work hours of 1,396 annual hours available per detective, results in a detective staffing requirement of 7.35 positions. This is compared to the 5 positions currently deployed and the 8 positions authorized.

Generally, one key question is what is the potential outcome of adding staff based on workload analysis? Furthermore, what is potentially not getting accomplished as a result of existing staffing? While answers to these questions cannot be definitive based on this kind of staffing analysis, the following observations can be made that point to potential operational enhancement in Duncanville PD’s Criminal Investigations Division.

- Clearance rate for property crimes are notably lower at DPD compared to national averages. Clearance rate in 2023 for Property Crimes was 3.5% at DPD, whereas national rates for clearance was 13.9%. The addition of detective staff can augment investigations, thereby potentially improving clearance rate.

⁸ Because of the work requirements of homicides, the cases worked were averaged from 2019-2023 as opposed to just 2023 data where there was 1 homicide. Missing Person cases are calculated at 4 hours per case, though they can vary widely. As noted in the chapter, irrespective of case disposition data, all robbery and sex crimes were classified as workable for staff projection purposes.

- Additional staff can help facilitate additional specialization in certain crime types, thereby enhancing investigative expertise. By example, every detective was involved in robbery cases as well as assault cases. If practical, these cases should be assigned to a smaller contingent who can develop further expertise in investigating these higher profile crimes. Additional detective staff will help facilitate this.
- As previously discussed, based on case disposition some higher profile crime types such as robbery, sex crimes and assault may have been prematurely suspended after an initial case review due to a lack of staff resources to pursue cases that did not initially have several solvability factors. Additional detective staff will allow dedicating resources to these higher profile crime types, so that additional effort can be applied to cases with less evidence/witnesses at the beginning of the case.
- Given some detectives have multiple ancillary duties, thereby restricting their ability to work on cases, additional staff resources will help mitigate the impact of these additional work requirements.

Given the totality of information, an addition of 2 investigative detectives should be added above the current contingent of 5 personnel, resulting in an authorized staffing level of 7 caseload detectives.

Recommendation:

Increase the Criminal Investigations Division caseload detectives from 5 current personnel by an additional 2 positions, authorizing 7 core detectives in the CID.

5. Criminal Investigations Division Supervision

The importance of an appropriately staffed management and supervisory contingent cannot be over-emphasized. The CID has 1 Lieutenant position overseeing the Division with 1 Sergeant position overseeing the Narcotics Unit and Property and Evidence Unit.

Given the broad roles and responsibilities of both the CID Lieutenant and Sergeant position, who in addition to overseeing staff have numerous secondary and ancillary duties such as SWAT Commander for the Lieutenant, the current supervisory span of control over CID staff is lacking, particularly with a recommended increased staffing level. Consequently, 1 additional sergeant position should be approved for the Criminal Investigations Division to directly oversee the recommended 7 caseload detectives. Several of the duties and responsibilities now assigned to the Lieutenant can be transferred to this new sergeant, to include CID caseload review and detective

assignment as well as more robust case management oversight in the Central Square RMS.

The new organizational structure would be 1 Lieutenant overseeing the CID secretary, Crime Victims Advocate, Crime Analyst and 2 sergeants while the sergeants would oversee their respective detectives and the Property and Evidence room staff. This better facilitates supervision to staffing ratios that typically should not fall outside the boundaries of 1: 6-9 in any law enforcement group except for high-profile units such as Homicide, special enforcement teams (e.g. Narcotics), and the like requiring closer supervision that may demand even lower supervision to staffing ratios.

Recommendation:

Authorize 1 new sergeant position to oversee the recommended 7 caseload detectives.

6. Narcotics Unit

Proactive enforcement functions are more difficult to evaluate than are 'reactive' case handling investigations and patrol counterparts described elsewhere in this report. In brief, the allocation of staff resources to these types of functions is generally a policy decision driven by law enforcement executives based on perceived community need. As such, the staffing level within specialized units is framed by the Police Chief's executive team judgment that should be guided by certain principles and data elements to help determine adequate unit size and staffing. There is no precise formula to evaluate the level of staff resources a community should allocate to these enforcement efforts because proactive efforts are, by their very nature, discretionary. One broad guideline however, that is generally accepted, is that authorized staffing for proactive units should be an "even" staffing number, thereby allowing teaming of personnel in these higher risk endeavors. Currently, the DPD Narcotics Unit is staffed with the 1 aforementioned sergeant and 1 detective, with 3 authorized detectives but two positions remaining unfilled.

Investigative units dedicated to proactive efforts require very close scrutiny given their unique roles. Because staffing levels often become an outcome of performance, the effectiveness of proactive investigative units needs to focus more on the process of targeting problems in the community and making assigned staff accountable for results. In brief, proactive investigative units require close oversight given their unique roles and they must have established performance expectations and related metrics or Key Performance Indicators (KPI) that influences their workloads and can ultimately influence staffing needs.

With most performance reporting in any law enforcement agency, proactive enforcement units often report on performance outputs that includes number of arrests, weapons and drugs confiscated, monies seized, warrants served, etc. According to the Department's 2023 Annual Report, the following KPIs were noted:

- \$155,383 narcotics dollars seized; value of narcotics seized: \$1,000,000.
- 60 narcotics search warrants; 20 high risk warrants processed.
- 29 weapons seized.
- 15 felonious cases filed.
- 100 cases expected to be adopted by the Drug Enforcement Agency (DEA); 5 operations assisting the DEA.

These metrics provide an overview of the Narcotics' Unit performance; at issue, is if this value is perceived worth the investment of 1 sergeant and 1 detective, the former having many secondary and ancillary duties.

While the current Narcotics Unit structure facilitates working in pairs, a unit of this size, despite successes, is generally too small to help ensure safety, operational flexibility, etc. Given the production of the unit, however, and the apparent policy priority of the unit, the Narcotics Unit should be increased to its currently recommended size of 1 sergeant and 3 detectives. This will require an addition of 2 detectives over current actual staffing.

Recommendation:

Continue to authorize 1 sergeant position to oversee the Narcotics Unit and Property and Evidence. Fill the 3 authorized Narcotics Unit detective positions requiring the addition of 2 detectives.

7. Case Management System (CMS) Improvements

An important issue for the CID should be to fully implement a comprehensive Case Management System (CMS) to better facilitate investigations, case tracking, case management, and ultimately provide information to help determine investigative staff resources. As noted previously in the staffing section, there is currently some issues surrounding the use of the Central Square RMS as a case management tool.

A comprehensive CMS that facilitates the effective management of casework can be used in multiple ways and has the capability to transform how the CID operates and is staffed. Case management, facilitated by a robust CMS, helps ensure cases get

processed properly, are assigned equitably among staff, and help support the need for additional (or fewer) detectives in a work unit, thereby allowing an investigative operation to adapt to changing circumstances. A CMS should ideally have many of the following characteristics:

- Storage and rapid retrieval of important information such as witness, victim and suspect statements, and related supplemental reports.
- Locating and retrieving audio and video files linked to cases.
- Tracking physical evidence and the completion of processing related thereto.
- Managing assigned major tasks to each case.
- Determining caseloads by detective by time.
- Effectively determining case closures, by time frame, as a result of arrest or exceptional means. Relevant data is available for case clearance.
- Cross-indexing all information with easy search capabilities for all investigators and supervisors assigned to the case.
- Cross-indexing allows for the linkage of cases to develop patterns or series of crime.
- Ability to regularly run investigative reports for supervision and management to include standard as well as customized reports.
- Ideally, linkage to other information systems such as Records Management (RMS) and Computer-aided Dispatch (CAD).
- Ability to use reported information to help inform required investigative staffing levels.

Without a CMS the ability to effectively manage the CID and devise appropriate investigative staffing levels as circumstances shift is restricted. In summary, the benefits of effectively implementing a CMS or better utilizing RMS features consistent with the prior characteristics is a worthwhile endeavor.

Recommendation:

Better utilize the Central Square RMS software to enhance detective case management consistent with the principles and characteristics discussed in this report.

8. Criminal Investigations Division Supporting Staff and Operations

In addition to investigative efforts performed by various staff in the CID, there are important supporting staff to include:

- CID Secretary
- Crime Victims Advocate
- Crime Analyst
- Property and Evidence composed of 2 positions.

The following sub-sections discuss the project team's assessment.

(1) CID Secretary

The Secretary supports the Lieutenant and CID in a variety of ways to include managing caseload paperwork for District Attorney filing purposes, facilitating warrants processes, and answering Division phones. Beyond these core duties, a variety of other tasks are performed, as assigned. Given the breadth of workload, this position is a requirement in the Criminal Investigations Division.

(2) Crime Victims Advocate

The Crime Victims Advocate reports to the Lieutenant and provides varied services related to counseling support; criminal justice system information and information about the reported case; assistance with the Crime Victim Compensation Program; personal advocacy; referral to local resources; and immigration services to those qualified. These varied duties are critical to support victims typically of violent crimes and/or resulting in significant loss. As such, this progressive position should be retained.

(3) Crime Analyst

The Crime Analyst, reporting to the Lieutenant, serves multiple roles for the Duncanville Police Department. Per state Department of Public Safety and FBI requirements, the Analyst serves as the Department's Terminal Agency Coordinator (TAC) responsible for ensuring the DPD is compliant with TCIC, NCIC and CJIS policies. The Crime Analyst functions as the Alarm Permit Administrator to include new account set-up, delinquency resolutions and appeals reviews. Additionally, the Analyst performs as the Administrator for Zuercher CAD and Central Square RMS, resolving end-user issues. With respect to specific crime analysis and related functions, the Analyst performs statistics retrieval including creation of monthly/quarterly reports for the Chief and Council, and by request.

Finally, the Crime Analyst performs a variety of special project to include such endeavors as the Data Driven Approach to Crime and Traffic Safety (DDACTS) program.

Given the wide-ranging duties and responsibilities, many of which are not related specifically to crime analysis, the only issue is not whether the position is value-added, but whether another analyst position should be added to more often perform crime analysis functions. One way in which this could be accomplished is to regionalize crime analysis with the other “Tri-Cities” partners at Cedar Hill and DeSoto. This shared service arrangement could prove value added.

(4) Property and Evidence

The Property and Evidence function, reporting to the Narcotics Sergeant, is responsible for the management and safekeeping of evidence and property in their possession. There are 2 positions in the Unit where a Senior Evidence Technician provides oversight of an Evidence Technician position. Major duties include maintaining the chain of custody of property and evidence; preparing evidence to be sent to various labs; video request and lab reports for the District Attorney’s Office; court orders that lead to evidence destruction; preparing items for court review; performing property and evidence intake, management and destruction; maintaining the P&E database; managing the safe and cash contents; and performing monthly and annual audits.

Additionally, and somewhat oddly compared to most law enforcement counterparts, the Senior Evidence Technician performs frequent field call-outs in support of Crime Scene investigation (CSI) and evidence collection, supporting detective staff in their concurrent efforts. Given the Senior Technicians training and skills, she provides periodic P&E training and related CSI training to Patrol and other staff.

As of June 2024, Property and Evidence had 28,691 evidence records that they were managing. In 2023, 138 pages of evidence, with approximately 18 items per page, were booked into the P&E room by staff⁹. Comparatively in 2023, only 15 pages of evidence were released. Furthermore, only 5 pages of evidence were destroyed in 2023. These metrics demonstrate not only the intake and output of this operation, but also the magnitude of property and evidence that must be managed and tracked that remain in storage.

As noted, in addition to property and evidence duties and responsibilities, the Senior Evidence Technician is also responsible, in part, for crime scene processing and support. The combination of all duties performed by these two positions, of which the Evidence

⁹ By illustration only, this likely represents an average of approximately 10 items per day that must be processed and effectively stored and accounted for.

Technician had been under training at the time of this report, reflects a burdensome amount of workload for two positions. Indeed, anecdotally the senior position indicated they work 40-60 hours of overtime on average every two-week pay period.

Based on the totality of information available, the Property and Evidence Unit should expand their staff contingent by one Evidence Technician position.

Recommendations:

Continue to authorize 1 Secretary in the CID.

Continue to authorize 1 Crime Victims Advocate in the CID.

Continue to authorize 1 Crime Analyst in the CID. Explore a shared services arrangement with the two other "Tri-Cities" of Cedar Hill and DeSoto to regionalize crime analysis, and related staffing.

Increase the Property and Evidence Unit from 2 current personnel by an additional 1 Evidence Technician position.

4. Office of the Chief

The Office of the Chief of Police is comprised of the police executives and support staff responsible for all aspects of Department operations. The executive-level personnel within the Office of the Chief include the Chief of Police, two Assistant Chiefs of Police, and the Chief Operations Officer. Two Records Technicians report to the Chief Operations Officer.

This section of the report will analyze the Department's records functions. The executive positions including the Chief of Police, the Assistant Chiefs, and the Chief Operations Officer are positions that are critical to the overall function of the organization and should be maintained at all times into the future.

Records

The Records team is comprised of one (1) Senior Records Technician and one (1) Records Technician. They are responsible for maintaining accurate law enforcement records.

The MCG project team collected data related to the Records function of the Duncanville Police Department in addition to conducting interviews of key personnel. These interviews allowed the project team to understand the delineation of roles and responsibilities between the Chief Operations Officer and the Records Technicians. Additionally, it allowed for the development of average task completion values for the tasks completed by Records personnel.

The Senior Records Technician and Records Technician complete the majority of Records tasks. These employees largely function in an independent manner. The below includes, but is not limited to, the roles and responsibilities of Records Technicians:

- Providing customer service and support to individuals who come to the Police Department and who call the Department.
- Processing of open records requests, arrest/incident/crash reports, and citations
- Cashiering
- Scanning
- Scheduling of VIN inspections
- NIBRS Reporting
- Quality control of incident reports

The Chief Operations Officer assists with Records-related responsibilities, including assisting with customer service, fulfilling legal requests, and maintaining confidential internal records.

1. Records Workload

Records personnel provided the MCG project team with data related to the different task types associated with their workload as well as counts of the number of times each task was completed in a given year. The below table displays the primary task types handled by Records personnel as well as the number of times each task was completed in the year provided (2023).

2023 Records Workload Metrics

2023 Workload Metrics #	Avg. Dur.	Minutes	Hours
Incident/Crime Reports Proc.	4,226	30	126,780
Reports Scanned	2,860	30	85,800
Front Counter Contacts	3,000	10	30,000
Phone Calls Handled	9,456	5	47,280
VIN Inspections	387	15	5,805
Solicitor Permits Proc.	5	20	100
Records Expungements	24	60	1,440
Subpoenas Proc.	840	20	16,800
Crash Reports Proc.	10	5	50
Total	20,808	-	314,055
			5,234

The Records workload can be seen above to be 5,234 work hours per year. To develop that annual work hours value into a staffing recommendation, that value is divided by the average net annual work hours of a professional staff employee. The average net annual work hours of a professional staff employee are determined after accounting for vacation, sick leave, training, and other absences. This value, in the experience of the MCG project team, is 1,720 net annual work hours. The below table outlines the staffing calculation.

Calculation of Records Staffing Needs

Total work hours	5,234
<i>Divided by total net available hours for 1 Technician</i>	÷ 1,720
Total Number of Technicians Needed	= 3.04

The above calculation indicates a need for an additional Records Technician. Increasing the authorized staffing level of Records Technicians from two (2) Technicians to three (3) Technicians will allow for the entirety of the Records workload to be supported by

Records personnel. Increased staffing will allow for the Chief Operations Officer to focus solely on personnel management and supervision of Records personnel in addition to budget oversight and other managerial tasks.

The existing structure within Records should be maintained. The Senior Records Technician will function as the daily, operational supervisor of the non-supervisory Records Technicians.

Recommendation:

Increase Records Technician staffing by 1 FTE for a total of 3 FTE. This would result in one Senior Records Technician and two Records Technicians.

5. Police Facility Assessment

In November 2024, the project team toured the Duncanville Police Department to complete a facility assessment to determine how well the current facility is meeting current and project needs for the Police Department to effectively serve the City of Duncanville.

The following subsections outlines the project team's findings related to the conditional assessment of the current Police facility.

1. Overall Assessment of the Current Police Headquarters.

The project team toured the Duncanville Police Department Headquarters. The intent of this exercise was to develop an understanding of operational challenges within the current facility design and determine if the facility could be remodeled or a new facility was in the best interest of the City moving forward. The following points summarize key findings from the tour:

- The Police Department shares a common wall with City Hall and is part of the overall City Hall complex. Ventilation issues have caused the odor of narcotics stored as evidence to penetrate City Hall.
- The signage for the Police Department is poor.
- The facility is undersized to meet the current and future needs of the Duncanville Police Department.
- There were several leaks noticed in ceiling tiles throughout the facility, including in the Assistant Chief office, Criminal Investigations and others.
- Settling cracks were noticed on several walls in the building.
- The facility is secure and there are separate public and staff secure areas, with appropriate security between the two zones.
- There are limited expansion opportunities within the existing building. Most opportunities are related to moving staff and transitioning single offices into shared office space.
- Parking for visitors to the Department is limited with the public parking area having 37 parking spaces and being shared with the adjacent park.
- Secure parking is limited to 32 spaces inside the secure fenced parking area. Staff often have to utilize the public parking area.
- There one small room in the lobby to meet with citizens and conduct juvenile interviews, any soft interviews must be conducted in the secure areas of the building.
- There are two public restrooms located off the lobby.

- The waiting area in the lobby is limited to two (2) seats for persons coming to visit the Police Department.
- Office adjacencies are not located to maximize communication and working relationships for functions within the PD that require frequent interaction.

The current Police Department Headquarters has few strengths and many challenges with the current design of the building. There are some design challenges that impact current operations and there is limited ability to add staff to the current building without significant renovations, which would be difficult without encroaching on the adjacent open space in use for Armstrong Park and Kidsville.

1. Assessment of Specific Work Areas

The following sections illustrate the project team's assessment of specific work areas in the Police Department Headquarters.

(1) Public Spaces and Records

Public spaces are not inviting and do not lend to the focus of the Department to be able to provide community focused services. There are no public meeting or other spaces for meaningful engagement between the Department and the public in the current facility.

The Records Division is located adjacent to the policy lobby and able to interact with guests who enter the lobby area through bullet resistant glass using an intercom system.

The current office area of the Records Division is not large enough to accommodate staff assigned to the area which has an administrative position and records supervisor sharing office space in the records storage area.

The records storage area is beyond capacity with records being stored in file cabinets, on shelving in boxes and in boxes on the floor.

There is limited space to review or file records in the storage area.

(2) Property and Evidence

There are several challenges with the current allocation and the configuration of space for property and evidence. Texas along with many other states have increased the time requirements that agencies must retain evidence, which requires agencies to hold onto evidence much longer. This is noted with the requirement to maintain biological and homicide evidence.

Key challenges with the Property and Evidence space program:

- The office/workstation area is not adequately sized to meet current or future needs.
- The overall size of the evidence vault is not appropriate. Evidence is currently stored in 6 separate locations in the building, including the previous holding cells.
- Best practices require guns, money and narcotics to be stored in a secondary secured location in the property and evidence area and this is not currently possible.
- The drug vault is appropriately sized. However, the current drug vault should include direct exterior ventilation. This is a design flaw in the current building and has caused the odor of narcotics to penetrate City Hall.
- The refrigeration/frozen evidence space is not adequately sized. To meet the needs of the Department, space should be provided for a minimum of 6 commercial sized units. Additionally, the electrical circuit for these units should be included in the facilities back up power system.
- The sexual assault vault and storage of biological evidence is currently inadequate. This can be incorporated into the refrigeration unit as needed based on the previous discussion.
- There is a need for dedicated RF shielded/computer forensic space. This will allow for appropriate space to process digital forensics evidence, which is more prevalent.
- There is not a separate space for the release of evidence, and this is currently conducted in the secure area of the Police Department.
- There is inadequate space for officers to process evidence prior to placing it lockers for retrieval by the Evidence Technician.

There is a need to significantly increase the size and security of the area allocated for the property and evidence function.

(3) Patrol

The following points summarize the key findings for the Patrol section of the space program. Noting that this section includes all field staff.

- Supervisor office and work areas are shared spaces for the Sergeants and Lieutenants.
- The briefing and training rooms are shared spaces and located in secure areas of the building which limits use for any outside training participation.
- The report writing room is small and has 3 workstations for shared use between all field personnel.

- There is no specified area for holding detained juveniles which ensures they can be continuously monitored while being detained. The current “juvenile interview area” is located in the lobby of the facility and is not in a secure location.
- Locker rooms are outdated and in need of updating. The locker space for female officers is at capacity. The men’s locker room has 2 showers and the female locker room 1 shower available.
- The locker room for personnel assigned to the SWAT team is in a reclaimed space with 15 homemade lockers that have poor security features.
- Animal Control and Traffic personnel are officed in a non-secure area in City Hall that previously served as an IT server room. This location does not allow frequent interaction with other field officers in the Department.
- Parking enforcement is in a separate private office in the Police Department.
- Juvenile officers are also not located in near proximity to either Patrol or Criminal Investigations which limits interaction between these workgroups.

The overall square footage for patrol is appropriate to meet the projected need but should be modified as discussed above.

(4) Criminal Investigations

The following points summarize the key findings for the Criminal Investigations Division of the Police Department.

- The office areas for the Lieutenant and Victim Advocate are private and provide appropriate workspace for these positions.
- The work area for detectives and support personnel includes 8 cubicles for detectives, 1 administrative workspace and 1 workspace assigned to the Department Chaplain. There are concerns around the lack of ability to secure the detective workspaces. There is no room for any expansion of cubical space in this area.
- There are only two hard interview rooms available in the facility.
- There are no soft interview rooms or rooms that are appropriated for victims of child or spousal abuse.
- There is a lack of secured file storage available for investigators.

Overall, the current workspace in CID is appropriate to meet the current needs of the Department.

(5) Administration

The following points summarize the key findings for the Administration section of the space program.

- Administration includes the Chief and 2 Assistant Chiefs and the Chiefs Administrative Assistant. There is separation of these positions due to current space constraints in the Police Headquarters facility.
- The Chief has a private office and the 2 Assistant Chiefs each have an office, but not located in a designated administrative area.
- The Chief's Administrative Assistant currently works in the records area and is not located near the command staff of the Department.
- There is a single conference room shared by all command staff, but access to 2 of the command offices is limited to access through this conference room.
- The Crime Analyst is in a private office separated from other administrative and Criminal Investigation functions.
- The Crime Prevention personnel and volunteers of the Department share an office with 2 desks.

There is a lack of proximity for administrative positions that should have frequent contact due to design and space limitations of the current Police Headquarters facility.

(6) Shared Spaces

There is a small, shared break area in the Police Department. This space can accommodate 3 persons.

The fitness area is in the area previously used as the Sally Port and is not climate controlled.

There is no dedicated space for a quartermaster. Storage areas are scattered throughout the building, making access to supplies and equipment problematic as there is no thoughtful approach to how these items are stored due to the lack of storage space in the current facility.

Overall the shared and storage spaces do not meet the needs of the Police Department.

Summary

The Duncanville Police Headquarters facility was constructed in 1987 as part of the construction of City Hall. It does not meet the needs of the agency or possess many features that are common in modern police facilities to serve communities with a focus on community involvement in policing.

There are several areas with adjacency issues that limit communication in the Department and cause personnel to force interaction. Storage and shared spaces are limited, public spaces are nearly non-existent and the ability to expand the current facility is limited due its adjacency to City Hall and dedicated park space. The City should retain

the services of an architect to determine the best options for space planning and facility needs related to any possible renovation or the construction of a new Police Headquarters.

6. Analysis of Projected Service and Staffing Needs

The following chapter provides a plan for public safety services over a 10-year planning horizon to assess how anticipated growth and development in Duncanville will shape future service need demand, as well as how staffing needs will evolve in response to this growth.

(1) Introduction and Methodology

Our analysis considers an array of data sources to provide a realistic simulation of how development activity will shape growth in the city and how that growth will affect service needs. The foundation for our analysis is the current relationship between workload and population in Duncanville. This is analyzed through:

- Analysis of police computer-aided dispatch data.
- Calculations made from NIBRS data, selecting crime categories that translate to UCR Part I crimes to provide for a level analysis.
- 2020 Census data and ACS (American Community Survey) estimates for population, housing units, household size, and unit occupancy.
- October 2014 draft Economic Base Report prepared by MRB Group, in support of the City's Comprehensive Plan Update process.

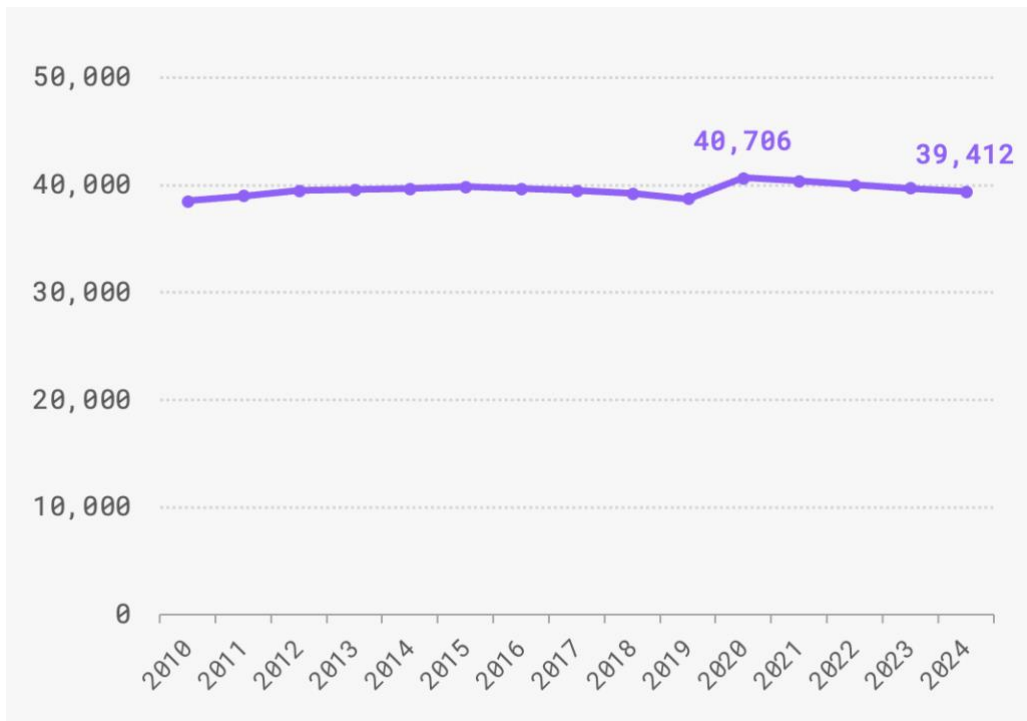
With the understanding of workload and population achieved through these data sources, the project team collected planning data on land use, anticipated development projects, and other relevant data.

(2) Overview of Development Activity in Duncanville

Duncanville is currently in the process of updating its Comprehensive Plan, which may potentially lead to increased development through rezonings. Additionally, the potential to create a new TIF (tax increment financing) may also spur development, as well as the potential for new TOD (transit-oriented development) projects along a proposed rail line.

In recent years, Duncanville's population has declined slightly from a high in 2020.

Duncanville Population (2010-2024, US Decennial Census and ACS Estimates)



Even at its highest point in 2020, growth rates had been minimal throughout the decade prior. While additional housing units have been added throughout that time period, the changing age demographics of the population and, adjacently, average household size are playing determinant roles in decreasing the city's overall population.

The recently completed Economic Base Report by the MRB Group provides a critical foundation to the projections analysis, examining these issues and developing projections based on these changes. Among other topics, the MRB Group report offers projections through 2029 (five years from current/baseline) on household size, median age, number of households, and household size.

Our projections take the findings and conclusions raised by this report as baselines.

Given that the context of the Economic Base Report is in support of the City's Comprehensive Plan Update, it is possible that rezonings and new TIFs could be developed that change the direction of this growth. Consequently, our analysis uses the report as a baseline and modifies the end-line conclusions on population projections based on estimated additional growth that *could* occur in relation to the Comprehensive Plan update, and as a result, is not factored into the MRB Group report.

Furthermore, the MRB group provides five-year projects. Our analysis assumed that the same rate of change is extended through the five to ten-year period.

(3) Demographic Shifts in Household Size

At the core of forward-looking projects are diverging impacts that are expected to occur:

- Household size (and population per housing *unit*) are expected to decline over the next five years. In isolation, this demographic shift would lead to a *decrease* in population.
- The number of households is expected to decrease. In isolation, this demographic shift would lead to a *decrease* in population.
- Construction of new housing units may be spurred by the Comprehensive Plan Update and associated rezonings, the creation of a new TIF, development projects currently under review, and potential new transit-oriented development projects. In isolation, these changes would lead to an *increase* in population.

Examining the first variable, household size, a slight decrease is expected over the next decade:

	2024	2029	2034	10YR +/-
Pop. Per Household	2.96	2.94	2.92	-0.046

About a 0.05 people per household decrease is forecasted over the next 10 years, a relatively minimal change that reflects a slightly older population – consistent with regional and national trends.

Without growth considered in this analysis, the MRB Group Economic Base Report estimates that over the next five years, the *number* of households will decrease by 316, which represents a change of -2.4%.

(4) Impact of Housing Unit Construction

Our analysis modifies the demographic shifts by assuming the construction of new housing units. As discussed previously, this includes all development spurred by the Comprehensive Plan Update and associated rezonings, the creation of a new TIF, development projects currently under review, and the potential for new transit-oriented projects.

Our analysis assumes that 50 units will be permitted, constructed, and occupied per year over the projection timeframe:

	2024	2029	2034
Cumulative New Housing Units	+50	+300	+550

This level of housing unit growth is highly variable and conditional, as it relies on continued development activity, rezoning potential, TIF creation, and transit-oriented development activity. This conditionality also modifies the construction forecasts. If greater certainty existed in terms of each of these potential development scenarios being realized, greater than 50 units per year could be achieved.

Consequently, our expected rate of decrease in the number of households is less than the MRB Group forecast, given that we have added the assumed construction of new housing units.

	2024	2029	2034	10YR +/-
Total Households	13,308	13,232	13,077	-231

For reference, the MRB Group report forecasts a decrease of 316 households in 2029, whereas our bolt-on of new construction modifies this to 231 over twice the number of years (10 years).

(5) Forecast Population

The totality of these changes, including an increase in new housing unit construction, a decrease in people per household, and a decrease in the number of households (without new construction factored in), results in a net reduction in overall population over the next decade:

	2024	2029	2034	10YR +/-
Population	39,412	38,884	38,129	-1,283

At a decrease of 1,283 people over 10 years, the projections equate to a decline of 3.25% over 10 years. For reference, the MRB Group report estimated around the same level of decrease (3.1%) over 5 years – half the timeframe.

Our projects result in an annual growth rate of approximately -0.33%, a relatively minimal rate of decrease – just one-third of one percentage point.

(6) Other Public Safety Service Demand Forecasts

A more direct relationship with the city's total population is used. Differential geographic-based projections were not able to be developed due to limited availability of data and certainty regarding future development projects, many of which are contingent upon zoning changes and opportunities dependent on other agencies (e.g., transit-oriented

development being contingent upon the creation of the transit line, in addition to rezoning).

The following table outlines these variables, illustrating the rate of service demand relative to population measured in 2023, with medical calls specifically adjusted over the projections timeline due to age-related impacts on EMS response needs:

Assumed Relationship Between Population and Service Demand

	2023 Rate Per 1,000	2034 Rate Per 1,000
Police CFS	527.4	527.4
Crime Occurrences¹⁰	26.2	26.2

2023 service demand rates are based on measured data from Duncanville Police Department, using computer-aided dispatch data for calls for service, and NIBRS (National Incident Based Reporting System) data for crime occurrences.

The following table provides the culmination of this analysis, using the year-by-year population projects to develop service need forecasts based on the per capita rates measured in 2023, with adjustments made to medical call demand:

Combined 10-Year Population and Service Demand Forecasts

	2024	2029	2034	10YR +/-
Population	39,412	38,884	38,129	-1,283
Police CFS	20,786	20,507	20,109	-677
UCR Crimes	1,032	1,018	998	-34

Overall, relative to current needs, the service demands of each category will not change significantly over the projection timeframe.

As discussed earlier in the analysis, the forecasts are based on an assumption of 50 new housing units constructed each year from 2024 through 2034. Should more significant development activity occur, this would update the findings of the analysis, which currently show household size shifts (primarily due to an aging demographic) outpacing the new

¹⁰ Uses counts of NIBRS data refined to unique incidents (e.g., two counts of theft assigned to the same incident are treated as one occurrence) and matched to UCR (Uniform Crime Reporting) categories.

construction in terms of the impact to total population, and by extension, public safety service demand.

(7) Projection of Staffing Needs

The service needs forecast provides the basis for the projection of staffing needs throughout the next decade, as the impacts of growth and development are modeled against the workload drivers of individual positions. Importantly, the staffing projections are based on needs in order to maintain the *same level of service* that is provided now¹¹ as service needs evolve in the future. Consequently, without making the staffing additions and assuming the growth impacts occur as projected, service levels would otherwise diminish as a result of said growth impacts.

The staffing projections are constructed position-by-position and are based on the isolated workload factors driving their staffing needs. In order to make the analysis more replicable in the future, the staffing methodologies used for each position are grouped into a series of categories, as follows:

¹¹ "Current" staffing levels are the levels that are commended to achieve an adequate level of service for current staffing levels. See previous sections of the current state assessment that recommend staffing to meet current staffing needs.

Overview of Staffing Methodology Categories



Workload-Based

The staffing needs of many positions are directly tied to handling a measurable workload that scales with growth and development. For instance, patrol officer staffing is driven by call for service workload, which translates to staffing needs based on proactive time targets and turnover factors.

Example: Detective positions are driven by the number of cases that are generated, which can be modeled by using UCR Part I crime occurrences as an index variable.

1:8

Ratio-Based

Needs for the position form a direct relationship to another variable, whereby staffing can be expressed as a ratio.

Example: School resource officer (SRO) staffing scales directly with the number of schools that they must cover.



Fixed Coverage

Staffing needs that are based on achieving a set level of deployment or coverage, as determined by a coverage objective, scheduling, and net availability factors.

Example: School resource officer (SRO) staffing scales directly with the number of schools that they must cover.



Non-Scaling

Positions that occupy a role that, within the general frame of the analysis, will not scale with growth. Many of these are unique positions, such as the chief of police, while others are driven by workloads that are not significantly impacted by growth and development.

Example: The chief of police, as well as certain administrative support positions.



Span of Control

Supervisors scale based on the targeted number of direct reports for that function.

Example: Patrol sergeant staffing is based on maintaining a span of control ratio.

Descriptions for the methodology used are added for each position in the department.

(3.1) Comprehensive List of Staffing Projections

The following table presents the results of the staffing projection analysis, which builds upon the service need forecast to translate anticipated needs into staffing requirements. It should be noted that “Rec.” column refers to the staffing levels as recommended in this

report for the year 2024, with successive projected years shown in five-year increments (through calendar year 2034).

Unit/Division	Position	Scaling Factors	Auth.	Rec.	2029	2034
Office of the Chief						
Command	Chief of Police	Non-scalable Executive Role – staffing does not scale directly with service needs.	1	1	1	1
	Asst. Chief of Police	Non-scalable Executive Role – staffing does not scale directly with service needs.	2	2	2	2
Administration	Chief. Ops. Ofc	Non-scalable Executive Role – staffing does not scale directly with service needs.	1	1	1	1
	Sr. Records Tech	NEW POSITION Workload-based Scales in relation to calls for service, which can be used as a proxy for associated workload.	-	1	1	1
	Records Tech	Workload-based Scales in relation to calls for service, which can be used as a proxy for associated workload.	2	2	2	2
Operations Bureau						
Command	Lieutenant	Non-scalable Executive Role – staffing does not scale directly with service needs.	3	3	3	3
Patrol	Sergeant	Span of Control Based on span of control ratio of 1 position per 7 reports.	4	6	6	6
	Officer	Workload-based Scales in relation to calls for service, which can be used as a proxy for associated workload.	32	34	34	33
	Officer (K9)	Workload-based Scales in relation to calls for service, which can be used as a proxy for associated workload.	1	1	1	1

Unit/Division	Position	Scaling Factors	Auth.	Rec.	2029	2034
Crime Prevention	Officer (Traffic)	Workload-based Scales in relation to calls for service, which can be used as a proxy for associated workload.	2	4	4	4
	Park Enf. Officer	Workload-based Scales in relation to calls for service, which can be used as a proxy for associated workload.	1	1	1	1
	Crime Prevention Ofc.	Workload-based Scales in relation to calls for service, which can be used as a proxy for associated workload.	1	1	1	1
	Volunteer Coord.	Non-scalable Unique role – staffing does not scale directly with service needs.	1	1	1	1

Support Bureau

Command	Lieutenant	Non-scalable Executive Role – staffing does not scale directly with service needs.	1	1	1	1
	Sergeant	Non-scalable Unique role – staffing maintained as outlined by department.	1	2	2	2
Training	Officer (Training)	Ratio-based Scales in relation to the number of sworn personnel.	1	2	2	2
Animal Control	Sr. ACO	Workload-based Scales in relation to calls for service, which can be used as a proxy for associated workload.	1	1	1	1
	ACO	Workload-based Scales in relation to calls for service, which can be used as a proxy for associated workload.	1	1	1	1
CARE	Officer (CARE)	Workload-based Scales in relation to calls for service, which can be used as a proxy for associated workload.	1	1	1	1
Investigations	Lieutenant	Non-scalable Executive Role – staffing does not scale directly with service needs.	1	1	1	1

Unit/Division	Position	Scaling Factors	Auth.	Rec.	2029	2034
	Secretary	Non-scalable Unique role – staffing maintained as outlined by department.	1	1	1	1
Crime Analysis	Crime Analyst	Ratio-based Scales in relation to the number of sworn personnel.	1	1	1	1
Victim Advocacy	Victim Advocate	Non-scalable Unique role – staffing maintained as outlined by department.	1	1	1	1
Property & Evidence	Sr. P&E Technician	Workload-based Scales in relation to UCR Part I Crimes, which can be used as a proxy for associated workload.	1	1	1	1
	P&E Technician	Workload-based Scales in relation to UCR Part I Crimes, which can be used as a proxy for associated workload.	1	2	2	2
Narcotics	Sergeant	Span of Control Based on span of control ratio of 1 position per 7 reports.	1	1	1	1
	Detective	Workload-based Scales in relation to UCR Part I Crimes, which can be used as a proxy for associated workload.	3	3	3	3
Investigations	Sergeant	NEW POSITION Span of Control Based on span of control ratio of 1 position per 7 reports.	-	1	1	1
	Detective	Workload-based Scales in relation to UCR Part I Crimes, which can be used as a proxy for associated workload.	5	7	7	7

(3.2) Summary of Staffing Projections

The projections outlined in the previous table amount to the total following staffing changes over the next decade, separated by sworn and civilian staffing categories:

Summary of Staffing Projections (*Sworn*)

Division	Auth.	Rec.	2029	2034	+/-10YR
Office of the Chief	3	3	3	3	0
Operations Bureau	43	49	49	48	-1
Support Bureau	14	19	19	19	0
Total	60	71	71	70	-1

Summary of Staffing Projections (*Civilian*)

Division	Auth.	Rec.	2029	2034	+/-10YR
Office of the Chief	3	4	4	4	0
Operations Bureau	2	2	2	2	0
Support Bureau	7	8	8	8	0
Total	12	14	14	14	0

Over the next decade, Duncanville PD can decrease its staffing by 1 FTE sworn personnel and *maintain the level of service* as recommended in this report.

Recommendation:

By 2034, decrease staffing by 1 sworn FTE in order to provide the same level of service that is recommended now.

Appendix A - Descriptive Profile of the Police Department

1. Introduction

The following descriptive profile outlines the organization, structure, and staffing of the Duncanville Police Department (DPD). The information contained in the profile was developed through interviews conducted within DPD and review of various documents provided by the department.

It is important to note that the primary objective of this profile is to review and confirm our current understanding of the Department's organization and functionality. Consequently, no analysis or findings are contained in this document. Instead, the document focuses on outlining the following items:

- The organizational structure of each area of the Police Department for the functional areas in our scope of work.
- High level descriptions of the main functions and work areas of each DPD work unit.
- The authorized (budgeted) and actual (currently filled) number of positions by rank or classification assigned to each unit.
- The roles, objectives, and responsibilities of each unit.

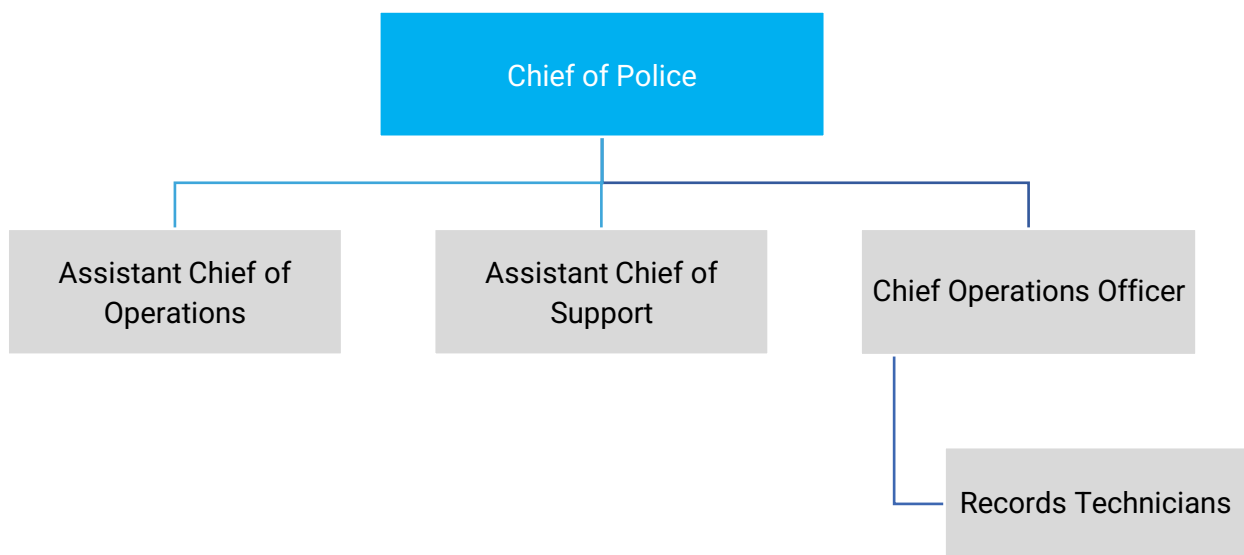
The profile served as a foundation for our assumptions regarding staffing and current organizational characteristics of the functional areas included in the scope of the study.

2. Department Management and Administration

The Duncanville Police Department is led by a Chief of Police who is directly supported by two Assistant Chief's of Police. Each assistant chief oversees either the Operations or Support Bureaus, respectively.

(1) Organization

The following chart outlines the organization of the top management and administration within DPD:



(2) Staffing and Unit Descriptions

The following tables provide the personnel and major tasks of staff for the Office of the Chief of Police. The "Curr." column displays the number of currently filled positions, while the "Auth." column provides the number of authorized (budgeted) positions.

Unit/Division	Curr	Auth	Position	Unit Description
Office of the Chief of Police				
Office of the Chief	1*	1*	Chief of Police	• The Chief of Police provides overall leadership, management, and administration of the DPD. The Chief of Police, per Civil Service
	1	2	Assistant Chief of Police	
	1	1	Chief Operations Officer	

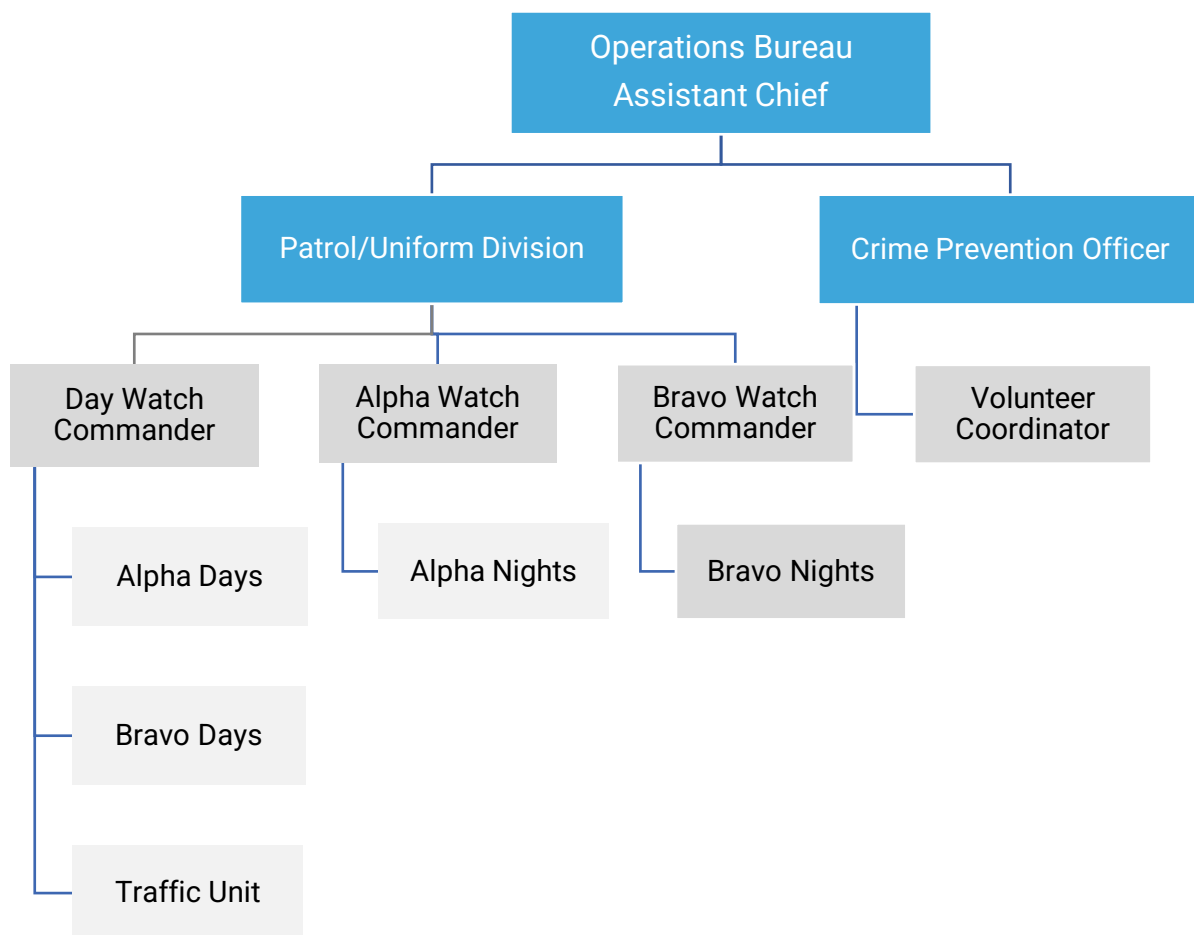
Unit/Division	Curr	Auth	Position	Unit Description
	2	2	Records Technicians	ordinance, does not count toward Department staffing and is not included in the summary staffing total. • The Assistant Chief of Operations oversees the operational Divisions of DPD's patrol efforts, including Patrol, Traffic, Parking Enforcement, and the Park Enforcement Officer. • The Assistant Chief of Support oversees the Support Bureau of DPD; including the Training/Personnel Division, the Administrative Services Division, and the Criminal Investigations Division.
Sworn	1	2		
Non-Sworn	3	3		
Total Staff	4	5		

3. Operations Bureau

The Operations Bureau within the Duncanville Police Department is comprised of an Assistant Chief who oversees all functionalities of the Bureau who is directly supported by three Lieutenants. Lieutenants act as watch commanders and oversee the day and night shifts, respectively. Sergeants operate as first-line supervisors throughout all four patrol shifts. The Operations Bureau also houses the Traffic Unit.

(1) Organization

The following chart outlines the organization of patrol at DPD:



(2) Staffing and Unit Descriptions

The following table summarizes the personnel and major tasks of staff within patrol at Duncanville PD:

Unit	Curr.	Auth.	Position	Roles and Responsibilities
Day Shift				
Administration	1	1	Lieutenant	- Lieutenant oversees both day shifts as the watch commander. - Lieutenant works a M-F 0800 – 1700 schedule. - Lieutenant reports directly to the Assistant Chief in the chain of command.
Alpha Days	1	1	Sergeant	- Sergeants serve as front line supervisors for all officers under their supervision. - Sergeants are responsible for reviewing and approving all reports written by those who report directly to them. - Officers are responsible for general patrol duties throughout Duncanville.
	6	8	Officer	
Bravo Days	1	1	Sergeant	- Sergeants serve as front line supervisors for all officers under their supervision. - Sergeants are responsible for reviewing and approving all reports written by those who report directly to them. - Officers are responsible for general patrol duties throughout Duncanville.
	7	8	Officer	
Traffic Unit	1	2	Officer	- Traffic Officers are responsible for traffic enforcement & the investigation of accidents throughout Duncanville. - Traffic Officers are deployed during day shift hours and report to day shift supervisors in the chain of command.
Night Shift				
Administration	2	2	Lieutenant	- Lieutenants oversee their assigned night shifts as the watch commander. - Lieutenants on night shift work aligned to their shift's assignment and rotations. - Lieutenants reports directly to the Assistant Chief in the chain of command.
Alpha Nights	1	1	Sergeant	Sergeants serve as front line supervisors for all officers under their supervision.
	7	8	Officer	

Unit	Curr.	Auth.	Position	Roles and Responsibilities
				- Sergeants are responsible for reviewing and approving all reports written by those who report directly to them. - Officers are responsible for general patrol duties throughout Duncanville.
Bravo Nights	1	1	Sergeant	- Sergeants serve as front line supervisors for all officers under their supervision. - Sergeants are responsible for reviewing and approving all reports written by those who report directly to them. - Officers are responsible for general patrol duties throughout Duncanville. - Park officer is specifically deployed for park enforcement at the various parks throughout Duncanville.
	6	8	Officer	
	1	1	Officer (K9)	
	0	1	Park Officer	
Crime Prevention				
Crime Prevention	1	1	Crime Prevention Officer	- The Crime Prevention Officer serves as the coordinator for the Department's community education programs as well as the lead public information officer (PIO). - The Volunteer Coordinator is responsible for managing the Department's sizable contingent of volunteers that support the agency's operations. This includes directing tasks assigned to volunteers as well as volunteer scheduling.
	1	1	Volunteer Coordinator	
Sworn	37	43		
Civilian	1	1		
Total Staff	38	44		

(3) Patrol Scheduling

The following chart outlines the deployment of patrol personnel within the Patrol Division at DPD across the current patrol shifts deployed:

Duncanville PD Patrol Schedule and Shift Rotation

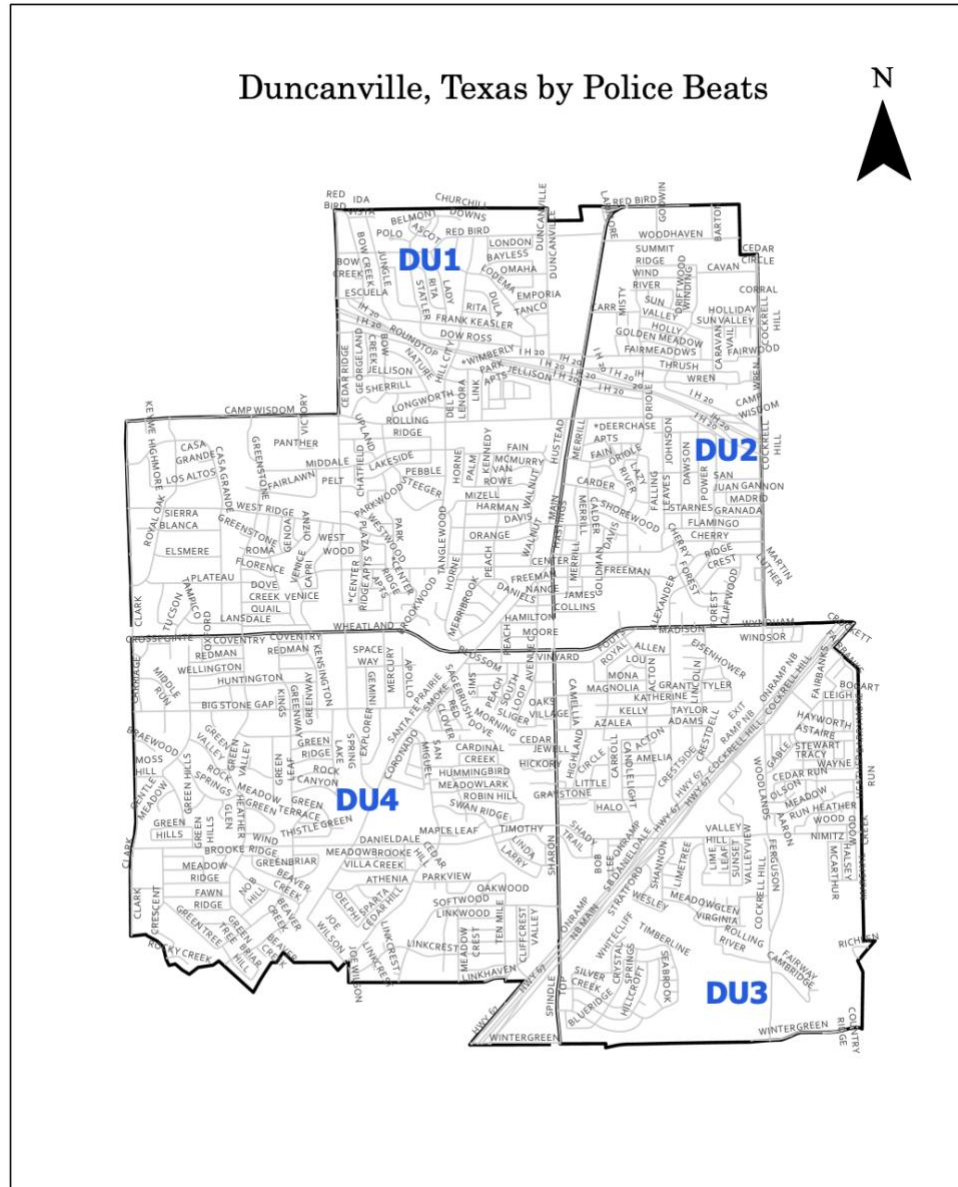
Shift	Shift Teams	Start Time*	End Time	Shift Rotation**
Day Shifts	Alpha Days	0500	1700	Alt. Wed., Thursday – Saturday
	Bravo Days	0500	1700	Sunday – Tuesday, Alt. Wed.
Night Shifts	Alpha Nights	1700	0500	Wednesday – Friday, Alt. Sat.
	Bravo Nights	1700	0500	Alt Sat., Sunday – Tuesday

*Staggered start time by shift @ 0600/1800.

**1 8-hr shift per pay period.

(4) Patrol Geographic Deployment

The following graphic provides an overview of the geographic deployment of patrol operations in Duncanville:



4. Support Bureau

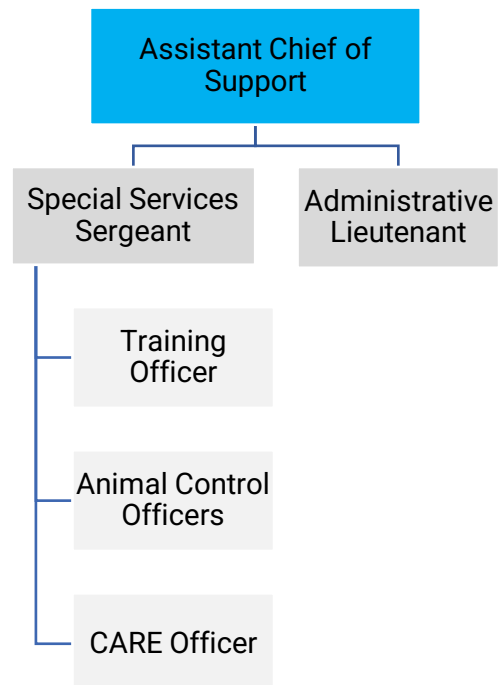
The Support Bureau within the Duncanville Police Department houses the Training and Personnel Division, the Administrative Services Division, and the Criminal Investigations Division. Each of these divisions are outlined in the sections below.

(1) Administrative Services Division

The Administrative Division of the Duncanville Police Department encompasses all support functions for the Department. This includes the Chief Operations Officer, the Training & Personnel Unit, Crime Prevention, and Records.

(1.1) Organization

The following chart outlines the organization of the Support Services Division:



(1.2) Staffing and Unit Descriptions

The following tables provide the personnel and major tasks of staff for the Administrative Services Division. The “Curr.” column displays the number of currently filled positions, while the “Auth.” column provides the number of authorized (budgeted) positions.

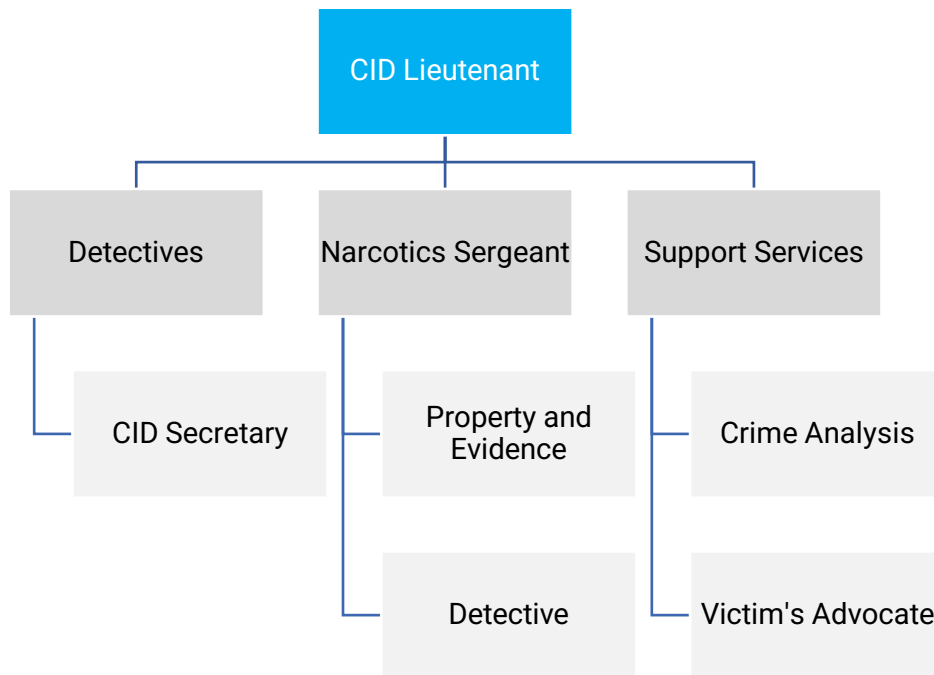
Unit/Bureau	Curr	Auth	Position	Unit Description
Administrative Services Division				
Training/Personnel Unit	1	1	Administrative Lt.	• ADMIN LT. • The Special Services Sergeant is tasked with managing the Department's training program, conducting internal affairs investigations, recruiting/hiring, and special events coordination. The Sergeant also supervises the Department's Animal Control function. • The Training Officer is the principal background investigator for all licensed and non-licensed personnel. The Training Officer is also the primary firearms and defensive tactics training instructor, in addition to training related to other topic areas. • The Senior Animal Control Officer and the Animal Control Officer provide non-licensed response to animal-related calls for service while on-duty. • The Regional CARE Officer works with DeSoto and Cedar Hill personnel to provide mental health resources to citizens.
	1	1	Special Services Sergeant	
	1	2	Training Officer	
	1	1	Senior Animal Control Ofc.	
	0	1	Animal Control Ofc.	
	1	1	CARE Officer	
Sworn	4	5		
Non-Sworn	1	2		
Total Staff	5	7		

(2) Criminal Investigations Division

The Criminal Investigations Division of DPD is responsible for the investigation of criminal activity within the City of Duncanville. The Division (CID) is one of three divisions reporting to the Assistant Chief of Police and is comprised of proactive as caseload detectives, Property and Evidence, Victims Assistance and Crime Analysis. The Division is led by a Lieutenant with a supporting Sergeant.

(2.1) Organization

The following chart outlines the organization of the Criminal Investigations Division:



(2.2) Staffing and Unit Descriptions

The following tables provide the personnel and major tasks of staff for the Criminal Investigations Division. The “Curr.” column displays the number of currently filled positions, while the “Auth.” column provides the number of authorized (budgeted) positions.

Unit/Division	Curr	Auth	Position	Unit Description
Criminal Investigations Division				
Administration (CID)	1	1	Lieutenant	- The Lieutenant oversees the general operations of the Investigative Division to include numerous direct reports including Narcotics Sergeant, Detectives, Property & Evidence staff, Crime Analysis and Division Secretary. - Lieutenant has key DPD support role as SWAT Commander, managing this
	1	1	CID Secretary	

Unit/Division	Curr	Auth	Position	Unit Description
				special Department operation. • Lieutenant reviews all DPD criminal cases and supplementals, irrespective of CID assignment (e.g. including Patrol) and assigns cases to Detectives. Helps facilitate caseload management through Central Square RMS. • Lieutenant on-call 24/7, performs special projects, and other duties as assigned. • CID Secretary reports to Lieutenant. Primarily responsible for support detectives' operations. • Secretary manages caseload paperwork for DA filing purposes, facilitates warrants processes, answers Division phone and performs variety of duties as assigned.
Crime Analysis	1	1	Crime Analyst	• Position classified as Crime Analyst, reporting to Lt., serving multiple DPD roles. • Per state DPS and FBI requirements, serves as Department Terminal Agency Coordinator (TAC) responsible for ensuring the DPD is compliant with TCIC and NCIC and CJIS policies • Administrator for Zerker CAD/RMS resolving end-user issues. • Alarm Permit Administrator to include new account set-up, delinquency resolutions and appeals reviews. • Crime analysis statistics retrieval including creation of monthly/quarterly reports for Chief and Council and by request. • Implemented and oversee Data Driven Approach to

Unit/Division	Curr	Auth	Position	Unit Description
				Crime and Traffic Safety (DDACTS) program.
Victims Advocacy	1	1	Crime Victims Advocate	The Crime Victims Advocate, reporting to Lt., provides varied services related to counseling support; criminal justice system information and information about the reported case; assistance with the Crime Victim Compensation Program; personal advocacy; referral to local resources; and immigration services to those qualified.
Property and Evidence	1	1	Sr. Evidence Technician	- Property and Evidence, reporting to the Narcotics Sergeant, is responsible for the management and safekeeping of all P&E maintained by DPD. - Major duties include maintain chain of custody of property and evidence; prepare evidence to be sent to various labs; video request and lab reports for DAs Office; court orders that lead to evidence destruction; prep items for court review; property and evidence intake, management and destruction; maintain P&E database; manage safe and cash; and perform monthly and annual audits. - Sr. Evidence Tech. provides oversight of Ev.Tech. Performs frequent field call-outs in support of Crime Scene investigation and collection, supporting detective staff. Provide periodic P&E training to Patrol and other staff.
	1	1	Evidence Technician	
Narcotics	1	1	Sergeant	Sergeant oversees narcotics unit and P&E.
	1	3	Detective	

Unit/Division	Curr	Auth	Position	Unit Description
				• Sergeant, teaming with detective, performs variety of undercover cases ranging from street level to high-level narcotics enforcement. • Works with Marshall's Office, DEA, Patrol, etc. • Executes search and other warrants. Manages DPD Asset Forfeiture program. • Both narcotics staff are SWAT members with sergeant being team lead.
Investigations	5	8	Detective	• Division detectives perform case investigations on a variety of felonious and other crimes. • Detective staff are generalists, assigned all crime types, but do have particular emphasis. • 1 detective specializes in auto-theft and Bureau of Motor Vehicles (BMV) investigation; 1 in thefts, 1 in fraud, 1 in sexual assault crimes, 1 burglary. • All detectives work other person crimes on rotational call-out basis and assigned these cases accordingly. All respond to homicides. Patrol works cases in which there is an arrest. • Detectives have ancillary duties to include crime scene evidence collection, 2 drone operators are also negotiators.
Sworn	8	13		
Non-Sworn	5	5		
Total Staff	13	18		

Appendix B – Results of the Police Department Employee Survey

Introduction and Key Highlights

Matrix Consulting Group (MCG) was retained by the City of Duncanville (TX) to complete a Staffing Study of the Duncanville Police Department (DPD). The scope of work included a survey to gauge the attitudes of the employees of the department on various topics about the Department and serving the community. An employee survey is important in any staffing and operations study today.

MCG project staff arrived at these specific questions and themes after consultation with members of DPD administration and staff during the early stages of the project.

The initial round of invitations was distributed on July 31, 2024, and the survey was closed to responses on August 14, 2024. Of the 66 total invitations sent to DPD employees, there were a total of 43 responses (either partial or complete) received by the project team, **resulting in a response rate of 65%**. This response rate exceeds targeted levels in the experience of MCG project staff and is sufficient for analysis.

Key Highlights

While many of these topics are expanded upon in the following sections, there are several key takeaways to note:

- DPD respondents expressed high levels of satisfaction regarding several key topics, including:
 - The service levels that DPD provides to the City of Duncanville,
 - The relationship that DPD has with the members of the community and the emphasis that DPD places on community policing practices, and
 - Supervisory spans of control throughout the organization.
- Respondents expressed high levels of dissatisfaction with the inadequacy of communication throughout the organization and the lack of resources provided to employees to ensure efficient completion of job tasks.
- Respondents express hesitation with their confidence in DPD's ability to adjust to the changing needs of the community, as well as the ability of the department to provide an adequate service level in the future.
- Respondents feel that the personnel and leadership within the organization are the strengths of DPD, while they that the staffing levels and the facilities at DPD are the top areas for improvement throughout the organization.

General findings for all demographic, general topic, and open-ended responses are provided in the sections below.

1. Respondent Demographics and Background Information

Of the 43 responding employees, there were a total of 35 (81%) sworn employees compared to 8 (19%) civilian staff. The total number of respondents (n=43) is also portrayed below.

Employee Status	%	#
Sworn employee	81%	35
Civilian employee	19%	8
Total Respondents	100%	43

Most of the responding employees (n=10; 24%) have been employed by DPD for between 5 and 10 years, followed by 9 respondents (22%) who have been employed by DPD for 15 years or more. Another 8 respondents (20%) have served DPD for between 11 and 15 years, followed by 6 respondents (16%) who have been employed by the department for between 2 and 5 years. Four respondents (10%) have served DPD for less than 2 years, while the remaining 4 respondents declined to respond to this question.

Employee Tenure	%	#
Less than 2 years	10%	4
Between 2 and 5 years	15%	6
Between 5 and 10 years	24%	10
Between 11 and 15 years	20%	8
15 years or more	22%	9
Prefer not to answer	10%	4

A majority of respondents (n=14, 34%) indicated being of White descent, followed by 27% (n=11) who indicated being of Hispanic or Latino descent. All other categories received minimal responses and a total of 11 respondents (27%) declined to respond to this question.

Employee Race/Ethnicity ¹²	%	#
Native American	2%	1
Asian	2%	1
Black or African American	7%	3
Hispanic or Latino	27%	11
Pacific Islander	0%	0
White	34%	14
Other race	0%	0
Prefer not to answer	27%	11

Most employees (n=25; 61%) identify as male, followed by 11 respondents (27%) who identify as female. The remaining 5 respondents (12%) declined to respond to this question.

Employee Gender ID	%	#
Male	61%	25
Female	27%	11
Prefer not to answer	12%	5

A majority of responding employees (49%; n=21) indicated being currently assigned to the Operations Bureau within DPD. This is followed by 33% of respondents (n=14) currently assigned to the Support Bureau. The remaining 8 respondents (19%) are currently assigned to the Office of the Chief.

Employee Current Assignment	%	#
Office of the Chief	19%	8
Operations Bureau	49%	21
Support Bureau	33%	14

A majority of respondents (n=21, 51%) indicated that they were non-supervisory, sworn personnel throughout the organization, followed by 29% of respondents who are currently supervisory, sworn personnel. Of the eight responding civilian personnel, 6 indicated currently being assigned to non-supervisory roles and the remaining 2 (5%) indicated being civilian supervisors.

¹² Due to the lack of variation in these responses, crosstabulations for this demographic category will not be utilized in succeeding sections.

Employee Current Rank	%	#
Civilian: Non-Supervisory	15%	6
Civilian: Supervisory	5%	2
Sworn, Non-Supervisory: Police Officer or Detective	51%	21
Sworn, Supervisory: Sergeant and above	29%	12

Most responding employees have completed more than a high school education, with 34% completing some college, another 7% receiving a 2-year degree, and another 39% having acquired a 4-year degree. Also, another 2% of responding personnel have gone on to complete graduate degrees. Four respondents (10%) declined to respond to this question.

Employee Level of Education	%	#
High school diploma	7%	3
Some college	34%	14
2-year degree	7%	3
4-year degree	39%	16
Graduate school	2%	1
Prefer not to answer	10%	4

2. Multiple Choice Questions

The following three sections report responses to questions relating to 1) General Topics of the Duncanville Police Department, 2) topics specific to the patrol and field services within the Operations Bureau, and 3) topics specifically relating to training practices within DPD. The general topics and training questions were asked to all respondents, regardless of current assignment, while the patrol specific questions were asked to those respondents who indicated that they were currently assigned to patrol-related assignments within the Operations Bureau.

Questions regarding these topics were asked in statement form, asking respondents to indicate their level of agree (i.e., Strongly Disagree (SD), Disagree (D), Agree (A), or Strongly Agree (SA)). Results are presented with a shading of blue in correlation with the level of agreement (or disagreement) with the statements listed.

General Questions

General topics questions were asked to all staff members. These questions cover topics such as DPD's level of service to the community, their relationship with the community, technological resources, internal communication, and many others. The findings are presented in the table below:

#	Statement	SD	D	A	SA	NO
1	The department provides a high level of service to the community.	3%	13%	45%	40%	0%
2	Community policing is a high priority for the department.	8%	25%	40%	23%	5%
3	In general, we have a good relationship with the community.	0%	10%	55%	35%	0%
4	I have the technology necessary to complete my job tasks adequately and efficiently.	18%	38%	28%	18%	0%
5	Duncanville PD is a desirable place of employment for potential employees.	23%	26%	41%	10%	0%
6	There is clear communication from the top of the organization.	13%	40%	38%	5%	5%
7	Supervisory spans of control are adequate.	18%	15%	50%	8%	10%
8	We have the resources we need to complete our jobs effectively.	23%	48%	28%	3%	0%
9	The department is adjusting accordingly to the changing needs of the city.	18%	48%	25%	5%	5%
10	The department is prepared to provide an adequate level of service to the community in future.	18%	45%	30%	5%	3%
11	The facilities at Duncanville PD are adequate.	68%	23%	8%	3%	0%

Results presented above show that responding employees expressed a positive outlook and high levels of agreement relating to most of the topics above, including:

- The level of service that DPD provides to the community and DPD's emphasis on community policing,
- DPD's relationship with the Duncanville community,

- Training (initial and continual) at DPD,
- The fact that DPD is a desirable place for new employees, and
- The adequacy of supervisory spans of control.

However, several topics covered above resulted in high levels of disagreement across all responding employees. These topics are evaluated further in the section below.

General Opinions Matrix Opportunities for Improvement

Expansion of the proactive time-related question from the matrix above is provided below. Expansion is constructed across relevant employee demographic and background information collected at the onset of the employee survey. Only relevant findings are portrayed.

#4: "I have the technological resources to complete my job tasks adequately and efficiently."

Just over half of responding employees (55%) disagreed or strongly disagreed to the statement above relating to possessing the technological resources to adequately and efficiently complete their job tasks. This finding varies across employment status, as shown below:

Employee Status	SD	D	A	SA	NO
Sworn employee	19%	44%	22%	16%	0%
Civilian employee	13%	13%	50%	25%	0%

The table above outlines that sworn employees are almost three times more likely to disagree with this statement than their civilian counterparts. Further, responses vary across the lateral transfer status of responding employees. This is portrayed in the table below:

Lateral Transfer Status	SD	D	A	SA	NO
Yes	43%	43%	14%	0%	0%
No	12%	36%	30%	21%	0%

Employees who have transferred from another agency are two times more likely to disagree or strongly disagree with this statement.

#6: “There is clear communication from the top of the organization.”

Just over half (53%) of responding employees disagreed or strongly disagreed with the statement above regarding the clarity of communication from the top of the organization. This finding is consistent across a majority of demographic categories, with the exception of employee tenure, as shown below:

Employee Tenure	SD	D	A	SA	NO
Less than 2 years	0%	33%	0%	33%	33%
Between 2 and 5 years	33%	33%	17%	0%	17%
Between 5 and 10 years	10%	60%	20%	10%	0%
Between 11 and 15 years	13%	25%	63%	0%	0%
15 years or more	11%	22%	67%	0%	0%

As employee tenure increases, so does the level of agreement with this statement. This finding is as to be expected, as those with higher tenure within the organization is likely to be towards the top of the organization who would be responsible for the clarity of this communication.

#8: “We have the resources we need to complete our jobs effectively.”

A majority of respondents (70%) disagreed or strongly disagreed to the statement above regarding possessing the resources needed to complete their jobs effectively. Responses varied across employee status categories, as shown in the table below:

Employee Status	SD	D	A	SA	NO
Sworn employee	28%	50%	22%	0%	0%
Civilian employee	0%	38%	50%	13%	0%

Sworn employees were two times more likely to disagree or strongly disagree to this statement compared to responding civilian employees.

#9: “The department is adjusting accordingly to the changing needs of the city.”

Most employees (65%) disagreed or strongly disagreed to the statement above relating to the department adjusting to the changing needs of the city. This finding is consistent across all relevant employee demographic categories.

#10: “The department is prepared to provide an adequate level of service to the community in the future.”

Over half (63%) of responding employees disagreed or strongly disagreed to the statement above relating to the ability of DPD to provide an adequate service level in the future. Again, these responses varied across employee status, as shown below:

Employee Status	SD	D	A	SA	NO
Sworn employee	22%	50%	22%	6%	0%
Civilian employee	0%	25%	63%	0%	13%

Sworn employees were three times more likely to disagree or strongly disagree to this statement in comparison to the civilian employee respondents.

#11: “The facilities at Duncanville PD are adequate.”

A large majority of respondents (90%) disagreed or strongly disagreed to the statement above relating to adequacy of the facilities at DPD. This finding is consistent across all relevant employee demographic categories.

Patrol Specific Questions

MCG project staff and DPD administration also selected questions to ask specifically to patrol officers of DPD. These questions are pertinent to gauge opinions relating to daily operations of patrol efforts and services directed toward the community. These questions were also asked in statement form, asking patrol officers to indicate their level of agreement with said statement (i.e., Strongly Disagree (SD), Disagree (D), Agree (A), or Strongly Agree (SA)). Results are presented with a shading of blue in correlation with the level of agreement (or disagreement) with the statements listed.

Of the responding employees who indicated being currently assigned to the Operations Bureau, 24 personnel indicated being currently assigned to patrol-related functions (shown below) and responded to this bank of questions.

Operations Assignment	%	#
Patrol	65%	24
Criminal Investigations Division (CID)	35%	13

Further, these 24 respondents (with one non-response) represented both the day and night shifts, as shown in the table below:

Patrol Shift Assignment	%	#
Day Shift	48%	11
Night Shift	52%	12

The level of opinion matrix containing statements only applicable to the responding patrol officers is shown below:

#	Statement	SD	D	A	SA	NO
1	We have sufficient proactive time available to address problems in the community.	33%	28%	39%	0%	0%
2	Most of the time, there are adequate backup units available.	17%	56%	28%	0%	0%
3	Our response times to lower-priority calls are adequate.	0%	17%	78%	6%	0%
4	Our response times to higher-priority calls are adequate.	6%	11%	50%	33%	0%
5	Our current shift schedule works well operationally.	11%	11%	50%	28%	0%
6	Our shift schedule allows for a good work/life balance.	17%	0%	61%	22%	0%
7	The amount of overtime I am required to work is reasonable.	0%	22%	56%	17%	6%
8	Patrol Sergeants have sufficient presence in the field.	6%	22%	61%	11%	0%
9	We have adequate mental health response programs to meet the needs of the Duncanville community.	17%	17%	50%	11%	6%
10	The collateral duties that are assigned to me are manageable.	6%	28%	61%	6%	0%

Responding patrol employees indicated having high levels of agreement relating to a majority of the topics covered in the patrol matrix above. These findings exhibit that DPD patrol officers have favorable opinions most of these vital topics, including, but not limited to:

- Response times to high- and low-priority calls for service,
- The feasibility of the current shift schedule and its ability to allow officers to perform an adequate number of tasks as well as provide an adequate work/life balance,

- The reasonable amount of overtime that is required for patrol officers,
- First-line supervision by patrol sergeants,
- The adequacy of mental-health response programs to meet the needs of the community, and
- The manageable number of collateral duties assigned to personnel.

However, several topics covered above resulted in high levels of disagreement across all responding employees. These topics are evaluated further in the section below.

Patrol-Related Opportunities for Improvement

Expansion of the proactive time-related question from the matrix above is provided below. Expansion is constructed across relevant employee demographic and background information collected at the onset of the employee survey. Only relevant findings are portrayed.

#1: “We have sufficient proactive time available to address problems in the community.”

Most responding patrol employees (61%) disagreed or strongly disagreed that there is adequate proactive time available to patrol officers to address problems in the community. This finding varies across patrol shift assignment, as shown below:

Patrol Shift	SD	D	A	SA	NO
Day Shift	11%	33%	56%	0%	0%
Night Shift	56%	22%	22%	0%	0%

Personnel currently assigned to the night shift are almost twice as likely to disagree or strongly disagree with this statement compared to their day shift counterparts.

#2: “Most of the time, there are adequate backup units available.”

Most responding patrol officers (72%) disagreed or strongly disagreed with the statement above relating to the adequate presence of backup units. This finding is consistent across all relevant employee demographics.

Training Specific Questions

MCG project staff and DPD administration also selected a bank of questions specifically targeting the topic of training throughout the organization. This is a vital piece of information in any staffing study in modern American policing.

These questions were also asked in statement form, asking patrol officers to indicate their level of agreement with said statement (i.e., Strongly Disagree (SD), Disagree (D), Agree (A), or Strongly Agree (SA)). Results are presented with a shading of blue in correlation with the level of agreement (or disagreement) with the statements listed.

The level of opinion matrix containing statements specifically related to training at Duncanville PD is provided below:

#	Statement	SD	D	A	SA	NO
1	I received enough initial training to be effective at my job.	8%	10%	55%	28%	0%
2	I receive enough continual training to be effective at my job.	3%	28%	40%	28%	3%
3	Our training division has adequate resources to provide sufficient training for our department.	15%	43%	25%	10%	8%
4	There is sufficient specialized training offered through the department.	23%	33%	30%	8%	8%
5	The department provide sufficient opportunities to attend specialized trainings outside the department.	23%	8%	50%	13%	8%

As shown in the table above, responding DPD employees feel that while there are sufficient initial and continual training within DPD, as well as adequate opportunities to attend specialized trainings outside the department. However, respondents overall expressed high levels of disagreement to two of these statements, indicating a lack of resources within the training division and the lack of sufficient specialized training offered within the department. These findings were consistent across all relevant employee demographics with the exception of employee status. **Sworn personnel at DPD were over five times as likely to disagree or strongly disagree** with these statements compared to their civilian counterparts.

3. Open Ended Responses

The concluding sections of the survey asked respondents to answer in open-ended form, indicating what they thought were 1) the top strengths of DPD, and 2) the top areas for improvement at DPD. Keyword phrase analysis was used by MCG project staff to analyze these open-ended responses. The most frequent topics of responses are displayed in the following tables.

Top Strengths of the Duncanville Police Department

The top response from employees relating to the strengths of DPD directly related to the personnel within the department. These responses encompass the dedication of current employees throughout the organization, including that of civilian and sworn staff. Another top response relating to the strengths of the department is the leadership throughout the organization.

Rank	Response Code
1	Personnel
2	Leadership

Top Areas for Improvement within the Duncanville Police Department

As to be expected, staffing (or the lack thereof) was the top response from responding employees when asked to provide areas for improvement within DPD. This response was followed closely by the desire to have a new facility, with several respondents citing how the current facility is not allowing job duties to be conducted efficiently. Another response of note is the desire for improved facilities at the police department.

Rank	Response Code
1	Staffing
2	Leadership
3	Facility