



DRAFT

CHAPTER 16

POLICE SERVICES

The Fort Worth Police Department's purpose is to serve and protect the community by effectively delivering police services. Through answering and responding to calls for service, investigating and solving crime, collaborating with the community to reduce and prevent crime, and the continuous training of officers, the department's mission is to always safeguard the lives and property of everyone in Fort Worth.

The Fort Worth Police Department is guided by four strategic directions:

1. Professionalism and Organizational Excellence
2. Community Engagement and Partnerships
3. Operational Improvements
4. Technology Development and Infrastructure Expansion

7,222,881

Total Calls Received since 2015

1,743

Sworn Officers

90

Police Beats

452

Recruits Graduated since 2015

3,920

Hours of Officer In-Service Training in 2021

170

Standards Met to be Accredited by the Texas Police Chief Association

10

Code Blue Volunteer Programs

\$282M+

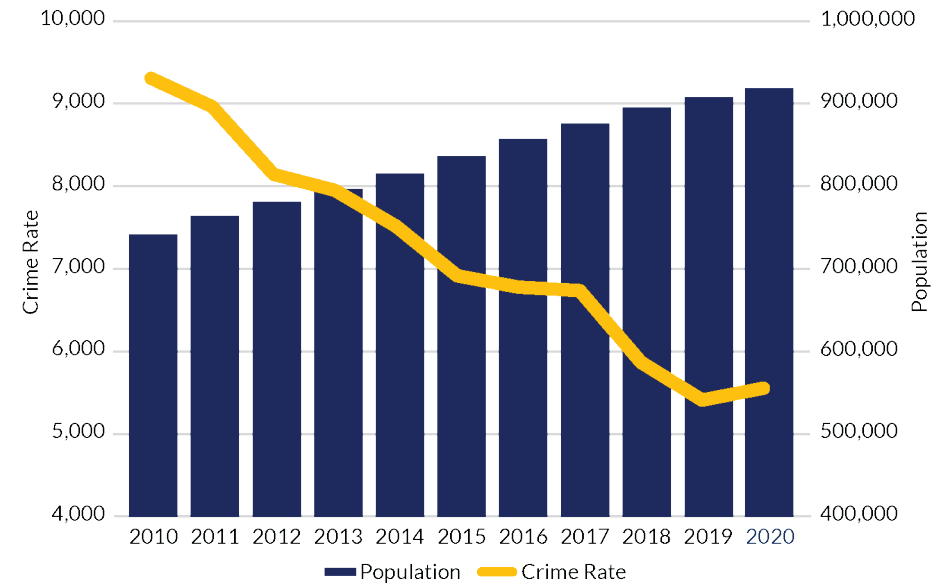
FY2021 General Fund Budget



North Patrol Headquarters

Source: City of Fort Worth, Police Department, 2022.

OVERALL CRIME RATE AND POPULATION 2010 – 2020



CRIME TYPE	2010 (per 100,000 population)	2020 (per 100,000 population)	% CHANGE
OVERALL CRIME	9,308.7	5,522.4	↓ 40.7%
CRIMES AGAINST PERSONS	1,702.6	1,424.3	↓ 16.3%
CRIMES AGAINST PROPERTY	6,986.7	3,736.1	↓ 46.5%
CRIMES AGAINST SOCIETY	619.4	361.9	↓ 41.6%

Since 2006, Fort Worth has utilized the National Incident-Based Reporting System (NIBRS) methodology for crime reports. NIBRS compiles detailed reports on two types of crime offenses: Group A offenses and Group B offenses. The two groupings are based on the amount of reporting required for each. Both incidents and arrests are reported for Group A offenses. Group B offenses are reported when an individual is arrested.

CRIME DATA RESOURCES

The following online tools can be utilized to search for crime statistics and information:

CRIME REPORTS

The Fort Worth Police Department (FWPD) publishes quarterly crime reports that provide a comprehensive review of crime data, crime rate, and highlight stories of community interest. The crime reports provide details about Group A offenses: Crimes Against Persons, Property, and Society.

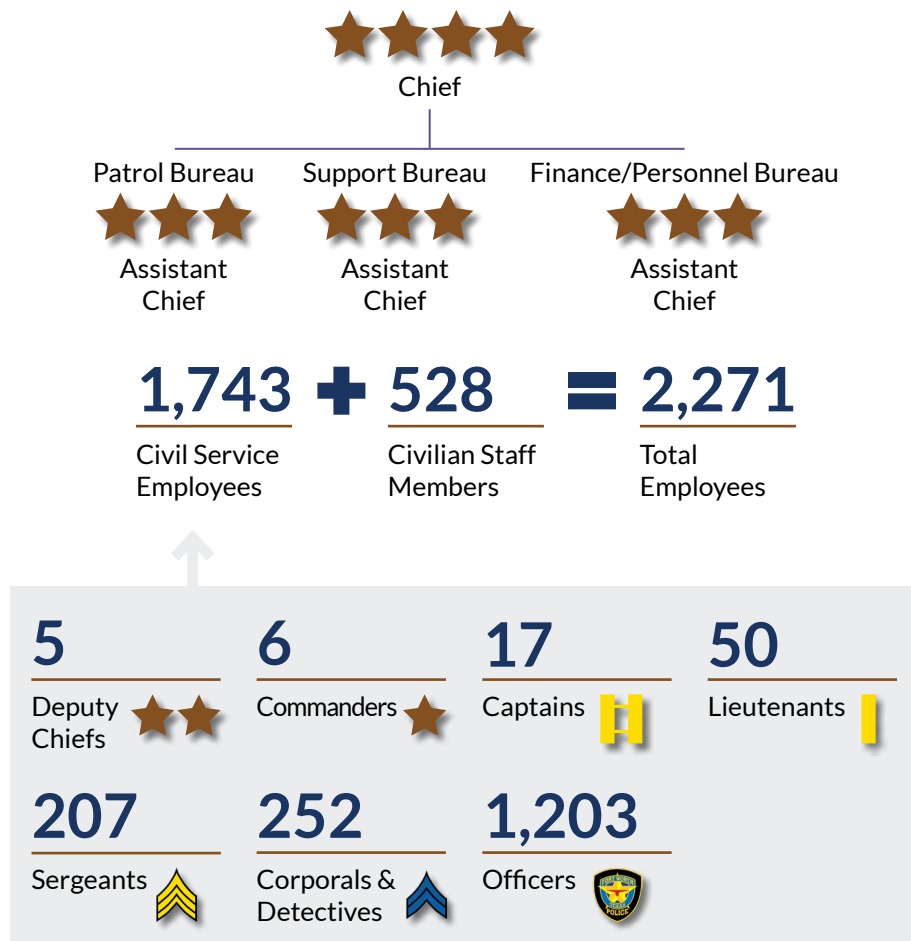
NIBRS GROUP A OFFENSES

CRIMES AGAINST PERSONS	
Assault Offenses	Murder/Nonnegligent Manslaughter/ Negligent Manslaughter
Human Trafficking	Sex Offenses, Forcible
Kidnapping/Abduction	Sex Offenses, Nonforcible
CRIMES AGAINST PROPERTY	
Arson	Extortion/Blackmail
Bribery	Fraud Offenses
Burglary/ Breaking & Entering	Larceny/Theft Offenses
Counterfeiting/Forgery	Motor Vehicle Theft
Destruction/Damage/Vandalism of Property	Robbery
Embezzlement	Stolen Property Offenses
CRIMES AGAINST SOCIETY	
Animal Cruelty	Pornography/Obscene Material
Drug / Narcotic Offenses	Prostitution Offenses
Gambling Offenses	Weapon Law Violations

The FWPD organization is led by the Chief of Police and consists of the following three bureaus: Patrol, Support, and Finance/Personnel. Each bureau is managed by an Assistant Chief and consists of two or three Commands that include divisions, sections, and units.

1.9 per 1,000

Sworn Personnel per 1,000
Residents in Fort Worth.



Source: City of Fort Worth, Police Department, 2022.

CORE VALUES

Core values form the framework for our daily work and identify the conduct and character that members of this organization align ourselves with to achieve the mission. The core values of the Fort Worth Police Department form the word P.A.N.T.H.E.R.



PROFESSIONAL
ACCOUNTABLE
NOBLE
TRUTHFUL
HONORABLE
ETHICAL
RESPECTFUL

VISION

FWPD will be a national leader in law enforcement by maintaining a trusted partnership with the community, employing diverse and highly skilled professionals, and implementing an innovative policing model focused on community engagement, crime prevention, advanced training, and problem solving.

MISSION

FWPD exists to safeguard the lives and property of those we serve, to reduce the incidence and fear of crime, and to enhance public safety through partnering and building trust with the community. We strive to accomplish our mission by conducting ourselves with the highest ethical standards, respecting the sanctity of human life, and preserving the rights and dignity of each individual in our diverse community.

POLICING PHILOSOPHY

The structure of the FWPd focuses on the perennial strong support for the Community Oriented Policing (COP) philosophy. This strategy promotes interactive partnerships with the community to enhance crime prevention, as well as encourage collaboration to reduce crimes against persons and property, create safer communities, and enhance the health and vibrancy of Fort Worth neighborhoods. Furthermore, this strategy encourages active public participation in public safety programs, greater visibility in neighborhoods, and increases in overall public trust. The FWPd deploys the COP philosophy daily through vital programs such as Code Blue, Citizens on Patrol and the Neighborhood Police Officers (NPOs). Community engagement is working with stakeholders to collaborate and build trusting relationships, to reduce crime and improve the health of the community.

COMMUNITY-ORIENTED POLICING

COMMUNITY COLLABORATION	COMMUNITY PARTNERSHIPS	CRIME SOLVING EFFORTS	CRIME PREVENTION
Neighborhood Meetings	Partners with a Shared Mission	Community Camera Program	Neighborhood Police Officers
Community Forums	Police Athletic League	Crime Watch	Comp Stat
CODE Blue	Crisis Intervention	Safety Fairs	Officer Training
	Explorer Program		
	Cadet Program		
	H.O.P.E. Team		

COVID-19 PANDEMIC OPERATIONS

To respond to the COVID-19 pandemic in 2020, FWPd redirected services to ensure safety remained the top priority in all interactions with the community. Changes included Tactical Investigations teams staffing the homeless shelter and testing centers, Pandemic Response Team educating residents about the dangers of COVID-19, Communications Division and Data Reporting Unit officers working together to answer an increased number of calls, the H.O.P.E. Team providing resources to the homeless and mentally ill populations, and Neighborhood Police Officers continuing to perform their duties with distinction.

PREVENTING AND SOLVING CRIME

The following initiatives describe FWPd's daily operational commitment to preventing and solving crime to protect and serve the community.

Community Collaboration – Prevention and crime reduction is everyone's responsibility. All stakeholders in Fort Worth work together to help solve community problems through establishing and re-establishing working partnerships with the community, public and private institutions, and other city, state, and federal agencies to set goals and implement strategies.

Crime Prevention – FWPd crime prevention specialists work with the city's diverse and distinctive neighborhoods through civic associations, crime watch groups, schools, religious institutions, and the business community to prevent and solve crime.

Intelligence-Led Policing – Information, intelligence, and nationally recognized best police practices prescribe the department's strategies and allocation of resources. FWPd utilizes an accurate analysis of crime trends, statistical data, and human intelligence to develop methods to prevent and solve crime.

Continuous Improvement in Operations and Administration – FWPd is constantly researching ways to improve policies and procedures. This requires a continuous review to ensure internal activities are efficient and effective to accomplish the department's mission. All employees are required to receive training in policies, procedures, and operations.

PATROL DIVISIONS

The department's Patrol Bureau is divided into two commands, North Command and South Command. North Command oversees North, Northwest and West Divisions as well as the Traffic Division, while South Command oversees South, East, and Central Divisions. Each of the six patrol divisions include two districts and multiple beats as shown on the map. Patrol officers are the department's front-line personnel and are typically the first to encounter individuals in the community by responding to calls for service. When officers are not responding to calls for service, they spend time patrolling and connecting with neighborhoods and the business community.

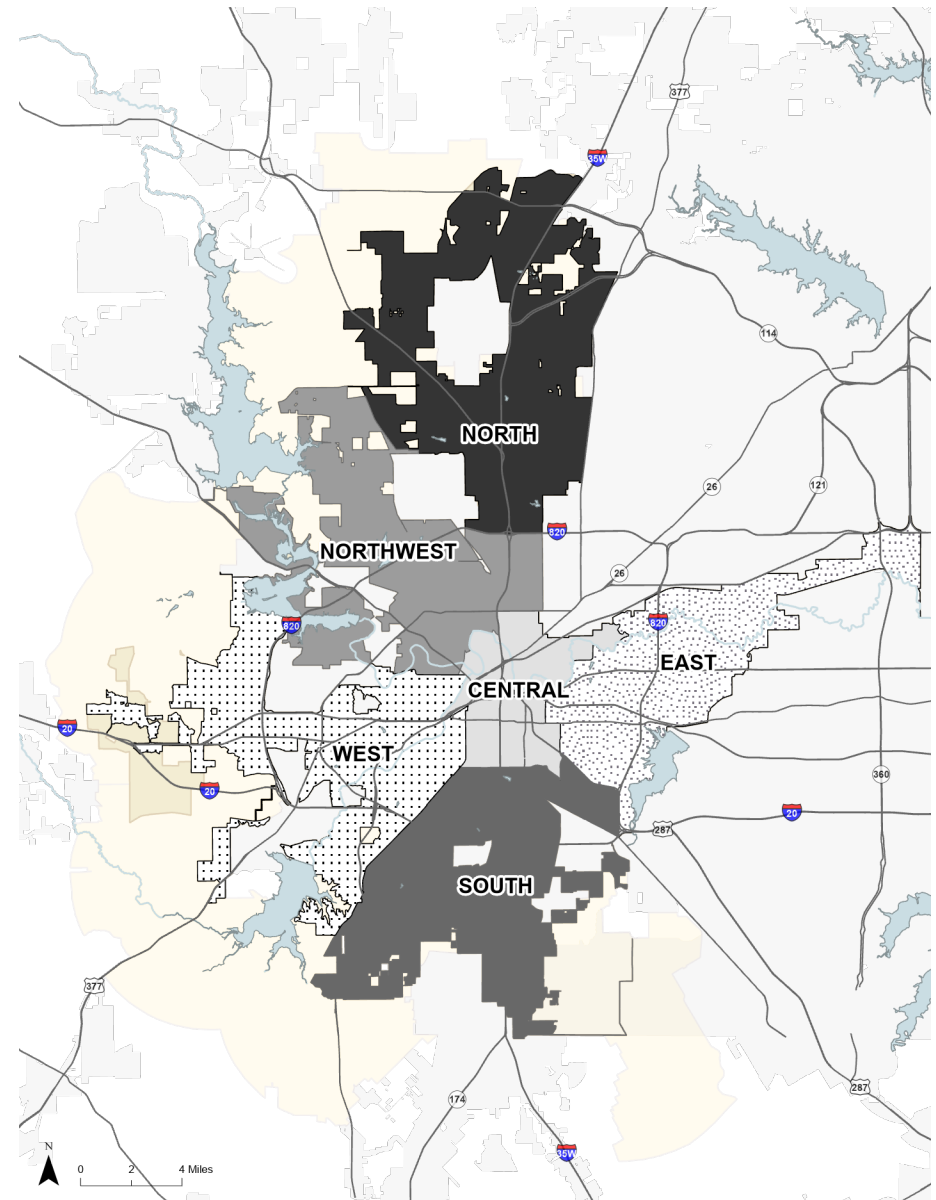
PATROL DIVISION REALIGNMENT

In 2017, the Fort Worth Police Department added a new patrol division and realigned the existing five patrol division boundaries due to significant growth in north Fort Worth.

FUTURE PATROL DIVISIONS

The Police Department assesses population and development growth as well as call demand and response times to determine when creating a new patrol division is necessary to improve operations. The department continues to review and assess growth to determine when it may be necessary to establish a new patrol division to respond to anticipated growth on the west side of Fort Worth (toward Parker County) and an in southern portions of Fort Worth (toward Johnson County). It is expected that additional patrol divisions could be established within the next 10-20 years.

CURRENT PATROL DIVISIONS



Source: City of Fort Worth, Planning & Data Analytics Department, 2022.

CRIME CONTROL & PREVENTION DISTRICT

The district provides revenue from a ½-cent sales tax dedicated to funding programs aimed at reducing and preventing crime in Fort Worth. The district was established in 1995 following high crime rates that occurred in the late 1980s. The CCPD was continued in 2020 for an additional 10 years.



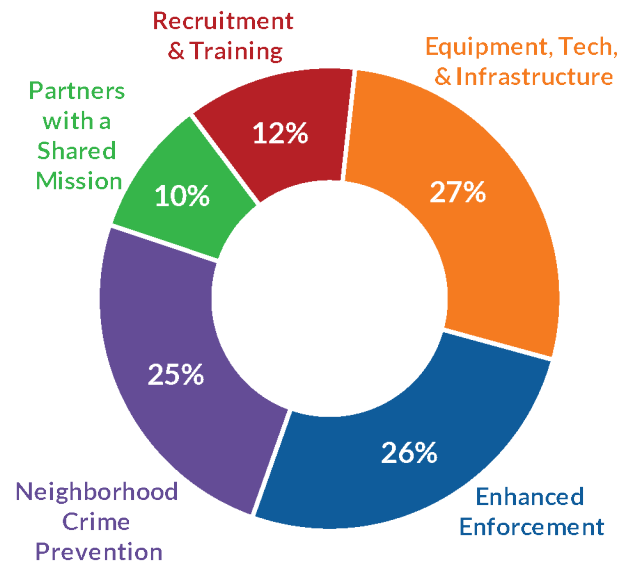
*Crimes are murder, rape, aggravated assault, burglary, robbery, larceny-theft, motor vehicle theft, and arson

WHAT DOES THE DISTRICT FUND?

CCPD is expected to generate \$92.9 million in fiscal year 2022 for crime control and prevention programs in Fort Worth.

Programs include:

- Homeless Outreach Program Enforcement (HOPE)
- Crisis Intervention Team Program
- School Resource Officer Program
- After School Programs
- Community Based Programs
- Recruit Officer Training Program
- Neighborhood Patrol Officers Program



Source: City of Fort Worth, Police Department, 2022.

Neighborhood Crime Prevention

- Code Blue Program
- Crime Prevention Unit Program
- Crisis Intervention Team Program
- Community Service Officer Program
- Graffiti Abatement Program
- H.O.P.E. Team
- Neighborhood Police Officers Program

Enhanced Enforcement

- Central Bike Program
- Mounted Patrol Program
- Parks Community Policing Program
- School Resource Officer Program
- Special Event Overtime Detail
- Stockyards Overtime Detail
- West Bikes – Rapid Response Team Program

Partners with a Shared Mission Programs

- After-school programs
- Comin' Up gang intervention
- Community-based programs
- Crime Stoppers call center
- One Safe Place

Recruitment & Training

- Cadet Program
- Expanded training staff
- New Officer Recruitment Program
- Recruit Officer Training Program

Equipment, Technology & Infrastructure

- Digital Cameras for Vehicle Replacement Program
- DNA Crime Lab Program
- High Mileage Vehicle Program
- Motorcycle Replacement Program
- Officer Safety Equipment Program
- Technology Infrastructure Program

COMMUNITY ASSISTANCE TEAMS

Crisis Intervention Team

The Crisis Intervention Team (CIT) includes specially-trained and Texas Commission on Law Enforcement (TCOLE) certified Mental Health Peace Officers. CIT coordinates in-home follow-up visits and works alongside Tarrant County law liaisons.

A cooperative effort between CIT and Tarrant County is designed to reduce calls for service by general patrol officers and thereby reduce the threat of potential violence associated with people who suffer from mental illness.

18

Police Officers are a part of CIT.

800 hrs

Training provided from CIT to all department recruits

All members are TCOLE certified as Mental Health Peace Officers.

6

Tarrant County MHMR Law Liaison Case Workers

12,293

Service Calls Responded to from January 1, 2021 and December 31, 2021

CIT OBJECTIVES:

- 1 To reduce the hazards associated with interactions between law enforcement and people suffering from mental illness.
- 2 Proactively engage mental health consumers who pose a threat to the community as a whole.
- 3 Reduce return calls for service related to mental health consumers.

Civilian Response Team

Funded in FY2021, the Civilian Response Team (formerly the Community Service Officer Program) is a team of nonsworn civilians that respond to lower priority calls and nonviolent calls for service, while sworn officers continue to handle higher priority emergency calls for service and focus more on crime prevention. Through this program, the community receives basic police services such as completing reports, information requests, and community concerns. An additional 10 positions were approved in the FY2022 Crime Control and Prevention District budget.

Source: City of Fort Worth, Police Department, 2022.

H.O.P.E

Integrated community partnerships are the future of policing. FWPD partnered with the Fort Worth Fire Department and My Health My Resources (MHMR) of Tarrant County to create a Homeless Outreach Program Enforcement team, or H.O.P.E.

Every officer has a firefighter or caseworker that rides with them while answering calls for service. The team works to help people experiencing homelessness, connects individuals to services and programs, and provides resources on how to find jobs.

H.O.P.E. team is made up of

6

Police Officers

3

Firefighter/ Paramedics

1

MHMR Case Workers

2

Day Resource Center Social Workers

4,091

Service Calls Responded to from January 1, 2021 and December 31, 2021

H.O.P.E. OBJECTIVES:

- 1 Connect unhoused individuals to social services.
- 2 Partner with homeless service providers.
- 3 Reduce violent crime by proactive presence.

Behavioral Health Advisory Board (BHAB)

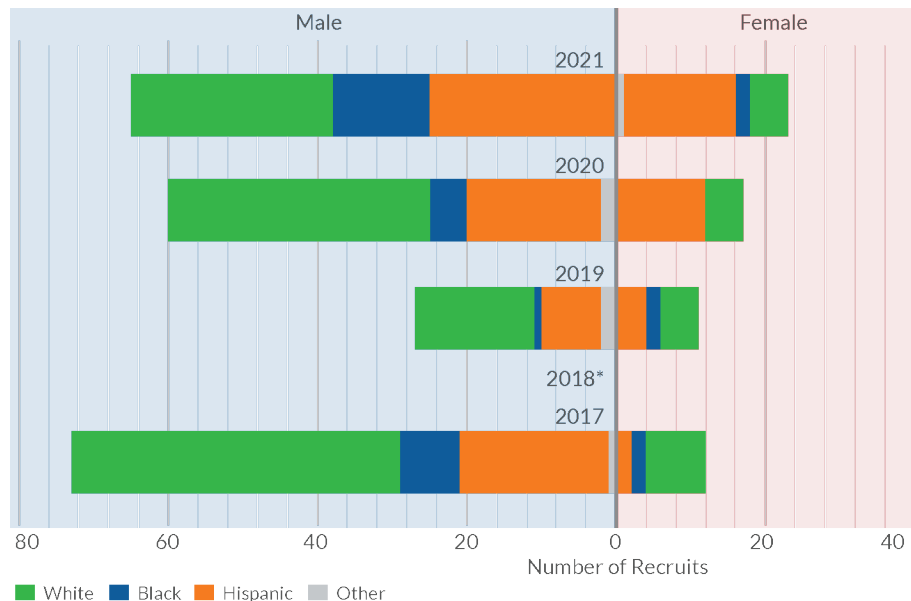
The Behavioral Health Advisory Board (BHAB) was created to oversee the H.O.P.E. Team and CIT. BHAB is made up of behavioral health experts in the Fort Worth community and review the policies and practices of both the H.O.P.E. Team and CIT. The board provides feedback to both teams to ensure each team is aligned with behavioral health

The Fort Worth Police Department actively seeks to hire qualified applicants to become police officers for the City of Fort Worth. The requirements follow the standards issued by the Texas Commission on Law Enforcement. The goal of the Fort Worth Police Department is to recruit, hire, promote, and retain the best candidates to serve the community.

RECRUITMENT STRATEGIES

The department's Recruiting Unit participates in multiple events throughout the year. The Recruiting Unit visits several Historically Black Colleges and Universities and Hispanic Serving Institutions to foster relationships and educate their students about opportunities at the FWPd. FWPd recruits at community events, colleges, and career fairs across the country. In addition to face-to-face recruitment, the department uses social media advertising and other creative methods to attract civic-minded individuals to our organization. FWPd implemented the Be the Change initiative to assist interested individuals throughout the recruitment application, testing, and physical assessment process.

GRADUATING RECRUITS BY RACE & GENDER (2017-2021)*



*There were no graduating recruits in 2018. (Source: City of Fort Worth, Police Department, 2022.)

RECRUITMENT PROGRAMS

Explorer Program - The FWPd Explorer Program is a career educational and experience-based program for people between the ages of 14 and 21. The FWPd Explorer Program is designed to help young people develop into mature and responsible adults. The Explorer program focuses on strong character development, physical training, and career education. Explorers train weekly and attend meetings to learn about law enforcement techniques and practices.



Police Explorers during training in 2019.

Cadet Program - The Cadet Program was reinstituted in 2019 based on a recommendation from the Race and Culture Task Force. The Cadet Program is for young adults between the ages of 17 and 22. The Cadet Program engages students in majority-minority high schools as a way to recruit diverse future applicants to the ranks of the department. This program is designed for high school students interested in and/or preparing for careers as a Police Officer. Police Cadets assist personnel in their assigned area and perform a variety of public safety related duties in support of their departmental assignment.

BASIC PEACE OFFICER COURSES

In accordance with Texas Commission on law enforcement regulations, the Basic Peace Officer Course consist of a minimum of 696 classroom hours. FWPDP far exceeds the minimum.

All FWPDP Recruits have
1,200+

Classroom Training Hours upon Graduation.

CLASSROOM TRAINING SUBJECTS (Includes but not limited to)

All Hazards Training	Illegal Substances & Special Regulations	Special Populations (CIT, Traumatic Brain Injury)
Arrest Procedures	Investigations	Traffic Regulation
Communication/Language	Medical	Use of Force
Constitutional Law, Criminal Law, and the Criminal Justice System	Patrol Operations	Vehicle Operations
Family, Children, & Victims of Crime	Professional Police Practices	Weapons



Chief Noakes with FWPDP recruits on Memorial Run in 2021.

Source: City of Fort Worth, Police Department, 2021.

Every FWPDP officer receives
40 hrs
of mental health training.

Every FWPDP officer must attend
40 hrs
of training every two years as prescribed by TCOLE.

CULTURAL DIVERSITY TRAINING

The purpose of Cultural Diversity Training is to increase awareness and understanding and develop skills that will refine positive communication and enhance productivity in the workforce. Diversity is defined as the collective strength of experiences, skills, talents, perspectives, and cultures that each person brings to the whole.

Cultural Diversity Training

8-hour

Class required for TCOLE.

TRAINING FOCUSES

1. Global Introduction
2. Generational Diversity
3. Gender Diversity
4. Workplace Diversity
5. Law Enforcement as a Diverse Culture

DE-ESCALATION TRAINING

De-escalation is defined as taking action to stabilize a situation and reduce the immediacy of the threat so that more time, options, and resources are available to resolve the situation. Through de-escalation techniques, the goal of de-escalation is to gain the voluntary compliance of a subject(s) and to reduce the intensity of a potentially violent situation to decrease the potential need to use force. De-escalation along with practicing procedural justice and treating others with dignity and respect are foundational for reducing the need to use force, achieving positive police-community interactions, and internal employee relations.

Four key topics include:

- Patrol Officer Response
- Non-Firearm Incidents
- Integration of Crisis Recognition, Communications, and Tactics
- Officer Safety & Wellness (physical, emotional, legal).

Every
48 months

Officers are required to retake de-escalation training.

The Fort Worth Police Department's success greatly depends on community collaboration to deter crime and to contribute to making Fort Worth a safe place to live, work, and play. Fostering trust with members of the community is a vital step toward creating sustained crime reduction and is critically important to the department. Community collaboration is working with stakeholders to act as a team and build trusting relationships to reduce crime and improve the health of the community.

CODE BLUE PROGRAMS

The Fort Worth Police Department offers 10 Code Blue Programs that citizens can join. Community programs are vital to building a relationship with the community. The department is constantly developing new and innovative ways to connect and engage the community.

CURRENT CODE BLUE PROGRAMS

1. Citizens on Patrol
2. Spanish Citizens on Patrol
3. Community Emergency Response Team (CERT)
4. Citizen Police Academy
5. Spanish Citizen Police Academy
6. Teen Police Academy
7. Citizen Police Academy Alumni Association
8. Clergy and Police Alliance (CAPA) and Ministers against Crime (MAC)
9. Police Athletic League
10. Police Cadet Program



Citizen Police Academy Table at the 2020 Citizens Police Academy Drive through graduation, 2020.



Crime Safety Fair, 2019.



Code Blue Appreciation Dinner, 2019.



Backpack Distribution, 2019.

Source: City of Fort Worth, Police Department, 2021.

To ensure equity and equality within the department and in the community, the City of Fort Worth and the Fort Worth Police Department is actively working with several groups to create and sustain a more inclusive community, especially for disenfranchised and disadvantaged persons.

GENERAL ORDERS

Policies and procedures, referred to as General Orders, are rules and regulations that all Fort Worth Police Department personnel must follow in carrying out the mission of the department. The orders provide direction and guidelines for how an officer should handle different situations that arise. FWPD regularly updates the General Orders to reflect the recommendations provided by groups such as the Race and Culture Task Force, the Police Policy Committee, and the Police Oversight Monitor. The General Orders provide an array of policies, plans, and philosophies that guide the Department's actions and efforts.

POLICE OVERSIGHT MONITOR

The City of Fort Worth Office of the Police Oversight Monitor is open and ready to hear from the community regarding any alleged misconduct by FWPD personnel or to share accolades about officers. A police monitor position was filled in 2020 and is responsible for leading the effort to finalize the model to be used for independent review of the Fort Worth Police Department. The office's establishment stemmed from a recommendation made by Fort Worth's Task Force on Race and Culture.

Key components of the Office of the Police Oversight Monitor include:

- Complaint/commendation intake, review, audit, and mediation.
- FWPD policies/procedures/practices review and analysis.
- Community engagement/information dissemination regarding the office and its components.
- Public affairs including participating in speaking engagements and responding to requests.
- Periodic reporting, providing statistics, noting patterns and other noteworthy items, as well as summarizing activities as a part of annual reporting.

PANEL OF NATIONAL EXPERTS

A panel of experts was appointed by the City Manager in November 2019. The panel was selected to review the police department's policies and practices and to provide recommendations on changes the department should implement to improve and retain public trust and confidence. The purpose of the review is to identify patterns and practices related to police interactions with the community during investigative stops, searches, arrests, de-escalation, and use of force incidents.

In July 2020, the panel of experts released a Preliminary Observations and Recommendations Regarding Use of Force, Internal Affairs and Community Oversight report. The report includes six observations and recommendations. Additional research and review of the department continues.



Source: Police Reform Experts website, 2020, <https://www.policereformexperts.com/>.

RACE & CULTURE TASK FORCE - POLICE RECOMMENDATIONS (2018)

The City of Fort Worth's Race and Culture Task Force provided recommendations on disparities in majority minority areas, including the topic of criminal justice. The report found recent incidents involving minority residents and law enforcement have highlighted the importance of building trust as a means to improve police-community relations. Three recommendations were proposed and a dashboard for tracking progress was created:

1. Establish the framework required to set up and appoint civilian oversight of the police department that will have an active role in police accountability and oversight.
2. Re-establish the Cadet Program to aid FWPD with minority recruitment.
3. Publish quarterly diversity reports on the City's and Police Department's website that documents current diversity status.



RECOMMENDED STRATEGY	IMPLEMENTATION UPDATES
Civilian Oversight of the Police Department	The Police Monitor, in collaboration with the Police Department, will establish the framework required to set up and appoint a Civilian Review Board (CRB), or an alternative model of civilian oversight, that will have an active role in police accountability and oversight. The Police Oversight Monitor Department began in March 2020. Since the start of the department, the director and assistant director have conducted meetings with multiple community organizations, city leaders, and FWPD personnel. The Police Oversight Monitor Department has created a complaint form and has begun receiving complaints, inquiries, and commendations, as well as reviewing use of force incidents and FWPD policies and procedures.
Police Cadet Program	The goal of the Cadet program is to prepare young adults for career choices and mentoring young adults to serve their communities by providing knowledge, skills, and practical experiences that build character, physical fitness, and good decision-making skills. The Fort Worth Police Department completed all tasks related to the Police Cadet Program. The department advertised, interviewed, and hired 20 new cadets in 2020.
Diversity within the Police Department	FWPD has implemented the following actions: <ul style="list-style-type: none"> • Post quarterly diversity report on the FWPD website. • Improve background processing and expanded recruitment efforts have been completed and are ongoing.

Source: Fort Worth Task Force on Race & Culture Final Recommendations, November 2018.

Growth and development throughout Fort Worth pose challenges to the operational and training needs of the Fort Worth Police Department. It is important to understand the geographic areas of the city that are growing each year through annexation and development, and to adequately plan for the anticipated growth that will impact police staffing, equipment, technology, and facilities. As Fort Worth continues to grow, the department is continually planning for the increase in call volume and demand for services.

EMERGING TECHNOLOGIES

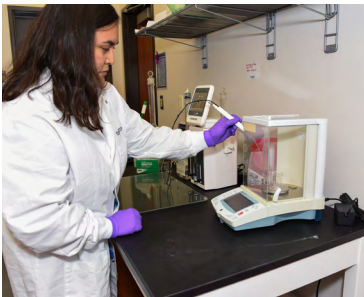
New and emerging technologies play critical roles in the daily work of police officers and largely dictate the probability that a department meets the expectations of the community. FWPDP strives to find and implement creative solutions while seeking continuous improvements and efficiencies.

Key equipment and technology items recommended for future funding include:

- **Cameras:** Projects related to use and expansion of camera and License Plate Reader (LPR) technology.
- **Access to Data:** Projects related to expanded or new access to data; both for officers and the public.
- **Investigative:** Projects that expand and/or enhance technology that aids investigations.
- **Operational:** Projects that improve efficiencies, performance, and/or streamline operations.

Examples include:

- **Community Camera Program:** Residents and businesses across the city can register their privately-owned surveillance camera systems.
- **In-Car Video Replacement:** The system integrates with each officer's body cameras, and when activated, it automatically activates the systems of other officers' systems within range. Over 600 have been installed.
- **New FWPDP Website Format:** Improvements were made to the department's website to better serve as a dynamic, user-friendly, and transparent tool.
- **Crime View Dashboard:** Allows officers and investigators to compare locations of crimes in relation to locations of registered cameras.
- **Kronos Implementation:** An automated scheduling solution that optimizes communication and deployment of public safety personnel and other critical resources of the Fort Worth Police Department.



Left: Investigative Technology. Right: Access to Data. (Source: City of Fort Worth, Police Department, 2021.)

STAFFING & WORKLOAD STUDY

To ensure adequate staffing, the City of Fort Worth contracted with Matrix Consulting Group to conduct a staffing study for the police department. The study was completed in 2019 and outlined current and projected staffing needs to evaluate organizational and management systems. It provides focus on how each functional area of the police department can improve its effectiveness and efficiency.

400+

Sworn Staff are
Eligible to Retire Over
Next Few Years

338

Additional sworn
positions in next 10
years

91

Additional civilian
positions in next 10
years

39

Recommendations
can be implemented
without increased
resources

Between growth and attrition, the department must plan ahead to ensure adequate coverage and service to the community.

FACILITY PRIORITIES

The list below shows Police Department facility project priorities for future funding consideration. These priorities help achieve the goal of reducing the number of high cost leased facilities, consolidating patrol headquarters into one location for each division, and providing adequate space for a growing department.

Facility	Year
Public Safety Complex Generator	2025
Auto Pound Relocation	2025
Far West Patrol	2030
East Patrol – Replace 5650 E. Lancaster and/or consolidate 5650 E. Lancaster and 1100 Nashville into one East Patrol/Traffic facility	2030-2040

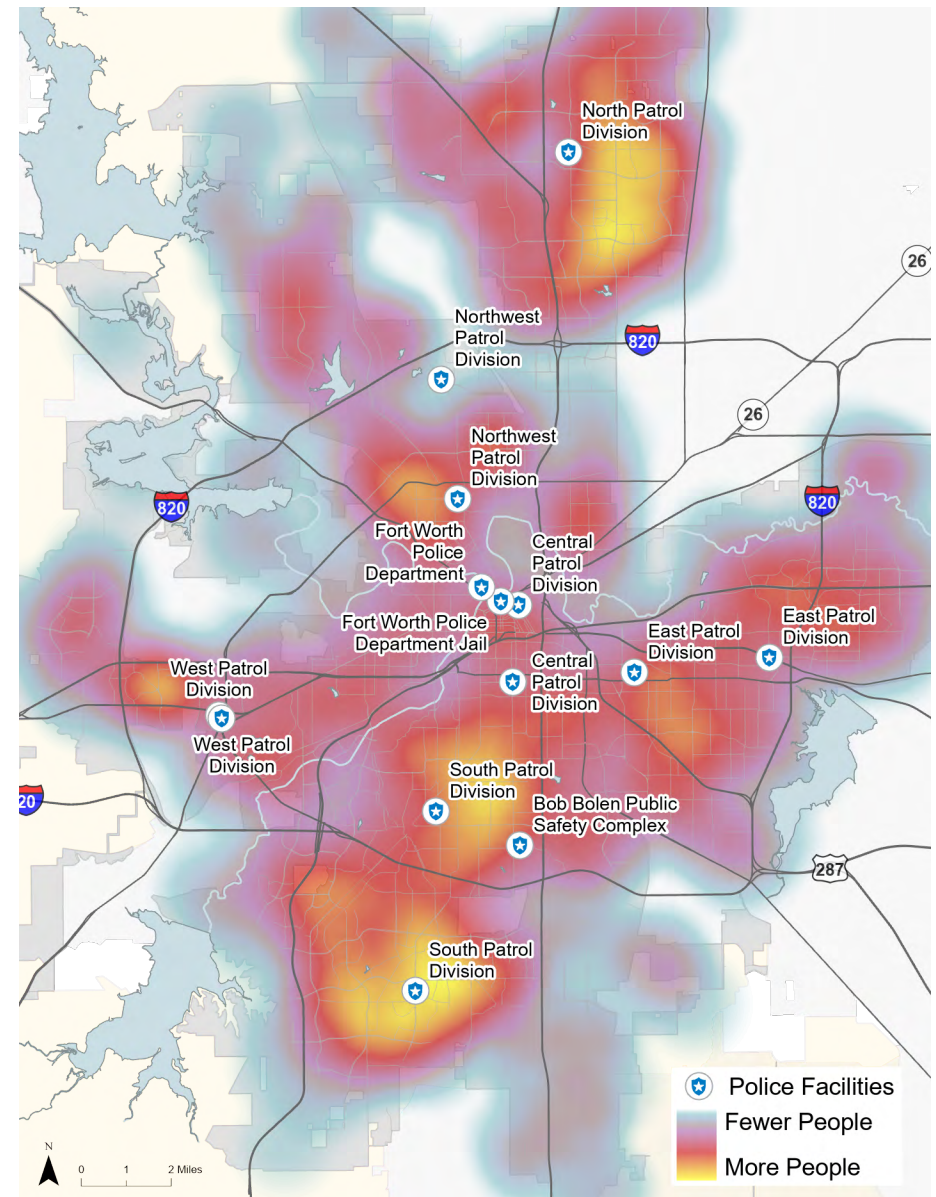
RECOMMENDED 5-YEAR CAPITAL IMPROVEMENT PLAN SUMMARY

The police department submits capital improvement priorities to the City for review and consideration every year.

FY21 - Programmable	5 Year CIP Total
Equipment	\$705,000
Vehicles	\$49,480,711
Technology	\$24,495,081
Business Applications	\$1,405,000
Technology Infrastructure	\$19,434,658
PC Refresh	\$3,655,423

Source: City of Fort Worth, Police Department, 2022.

FACILITIES



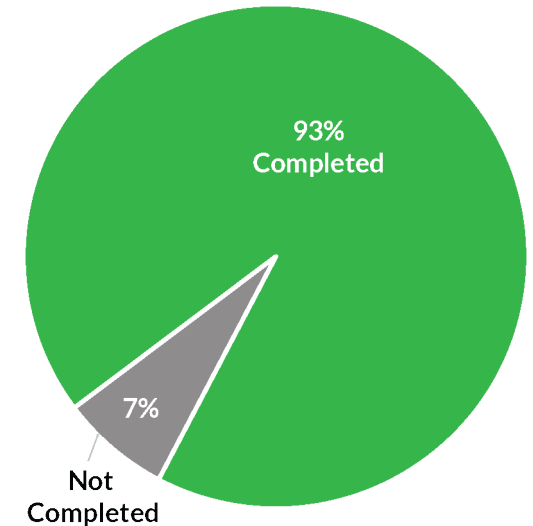
Source: U.S. Census Bureau, 2020 Census; City of Fort Worth, Planning & Data Analytics Department, 2022.

The Fort Worth Police Department FY17-FY21 Strategic Plan was developed in 2016 to guide departmental decision-making over a five-year period. The plan identified departmental and community priorities, established S.M.A.R.T. (specific, manageable, achievable, realistic, and time bound) goals, action items to achieve the goals, and assigned persons in the organization responsible for implementation. As the plan has been implemented, key accomplishments, organizational changes, and new opportunities necessitate a review of the plan to ensure the Police Department focuses resources to maximize opportunities and continue implementation for the remaining year, FY21. The Strategic Plan includes over 500 goals and action items divided between four strategic directions and each department bureau.

A new Strategic Plan is expected to be developed in 2022 for FY 2022 through 2026.

IMPLEMENTATION PROGRESS

Twenty-three goals and 142 action items were created based on the four Strategic Directions that form the foundation of the plan. Final implementation only includes details about the progress of the four Strategic Direction goals and action items.



Source: City of Fort Worth, Police Department, 2022.

STRATEGIC DIRECTIONS

1 Professionalism and Organization Excellence

Professionalism and Organization Excellence refers to maintaining the standards of behavior that align FWPD's actions and attitude with the department's mission, vision, and core values. The purpose of specifying these standards of behavior is to give FWPD employees guidance in understanding their role in the department's success.

2 Community Engagement and Partnerships

Community Engagement and Partnerships refers to working with stakeholders to collaborate and build trusting relationships, to reduce crime and improve the health of the community. This strategic direction is about forming trust with fellow members of the community, which is a vital step towards creating sustained crime reductions.

3 Operational Improvements

Operational Improvements refers to advancing the delivery of quality police services and enabling the department to meet short and long-term goals. This strategic direction addresses the emergent challenges that confront law enforcement agencies.

4 Technology Development and Infrastructure Expansion

Technology Development and Infrastructure Expansion refers to expanding reliance on technology advancements. New and emergent technologies have increasingly critical roles in the daily work of officers and largely dictate the probability that a department meets the expectations of citizens. The strategic direction addresses enhancements in technology, facility updates, and police vehicle up-dates.