

## APPROACHES TO EVALUATING PERFORMANCE AND SETTING PERFORMANCE EXPECTATIONS

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Area Of Performance	Effectiveness Measure	Efficiency Measure
<b>Ensuring Citizen Safety</b>		
■ Response time to emergency calls-for-service	■ Citizen expectations for service as reflected in the results of a survey of a representative sample of citizens can be used as a starting point in determining response time goals  ■ A weighting scheme can then be developed to assess performance against the response time goal <ul style="list-style-type: none"><li>➤ Emergency calls-for-service responded to within the response time goal would be given a weight of 1</li><li>➤ Emergency calls-for-service responded to within one minute of the response time goal would be given a weight of 0.8</li><li>➤ Emergency calls-for-service responded to within two minutes of the response time goal would be given a weight of 0.6</li><li>➤ Emergency calls-for-service responded to within three minutes of the response time goal would be given a weight of 0.4</li><li>➤ Emergency calls-for-service responded to within four minutes of the response time goal would be given a weight of 0.2</li><li>➤ Emergency calls-for-service responded to more than four minutes after the response time goal would be given a weight of 0.0</li></ul> ■ The number of weighted calls as a percentage of the total number of emergency calls received can be used to assess overall performance against this goal	■ Efficiency can be assessed by dividing the total number of weighed calls by the total number of patrol officers (and civilians) who focus primarily on responding to calls <ul style="list-style-type: none"><li>➤ Since patrol officers respond to both emergency and non-emergency calls-for-service, the cost efficiency measure needs to consider both the weighted number of emergency calls and the weighted number of non-emergency calls</li><li>➤ How these two categories of weighted calls are summed should be determined by the relative weights that are placed on each of these performance categories</li></ul>

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Area Of Performance	Effectiveness Measure	Efficiency Measure
<ul style="list-style-type: none"> <li>■ Crimes reported               <ul style="list-style-type: none"> <li>➤ Part I<sup>1</sup> violent crimes<sup>2</sup> per thousand population</li> <li>➤ Part I non-violent crimes<sup>3</sup> per thousand population</li> </ul> </li>   <li>■ Crime solution rates               <ul style="list-style-type: none"> <li>➤ Part I violent crime</li> <li>➤ Part I non-violent crimes</li> <li>➤ Part II crimes</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>■ A goal for crime reduction should be established for each crime category based on benchmark information from other large city police departments</li> <li>■ The crime reduction goal should be stated in comparison to the average number of crimes per thousand population in the three benchmark police departments with the lowest level of crime in each category</li> <li>■ Performance against the goal can be calculated by dividing the goal for the number of reported crimes by the number of actual crimes reported (for each crime category)</li>   <li>■ A goal for crime solution should be established for each crime category based on benchmark information from other large city police departments</li> <li>■ The crime solution goals should be stated in terms of the average solution rate for the three comparison cities with the highest clearance rates</li> <li>■ Performance in each crime category should be evaluated based on the actual number of crimes cleared as compared to the number that would have been cleared if the goal had been reached</li> </ul>	<ul style="list-style-type: none"> <li>■ The reduction in weighted crimes divided by the number of officers (and civilians) devoted to crime reduction efforts can be used to assess the efficiency of crime reduction efforts</li> <li>■ This measure will be especially useful in evaluating the impact of crime reduction efforts on the margin (i.e., to assess the cost-effectiveness of new initiatives to reduce crime)</li>   <li>■ The weighted number of crimes cleared divided by the total number of investigators (and civilian support staff) who focus primarily on conducting follow-up investigations can be used to assess the efficiency of investigative efforts</li> <li>■ The number of crimes cleared should include both Part I and Part II crimes because most follow-up investigators work to solve both Part I and Part II crimes</li> </ul>

<sup>1</sup> Part I crimes are crimes for which the FBI has established consistent definitions which can be used to compare the level of crime across communities over time. Part I crimes include murder and non-negligent manslaughter; forcible rape; robbery; aggravated assault; burglary; larceny-theft; and motor-vehicle theft.

<sup>2</sup> Violent crimes include murder and non-negligent manslaughter, forcible rape, robbery and aggravated assault.

<sup>3</sup> Non-violent crimes include burglary, larceny-theft and motor-vehicle theft.

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<ul style="list-style-type: none"> <li>■ Injury traffic accidents</li> </ul>	<ul style="list-style-type: none"> <li>■ A goal for injury accidents per thousand population should be established based on benchmark information from other large city police departments</li> <li>■ The goal for traffic accidents should be stated in terms of the average level of injury accidents for the three comparison cities with the lowest accident rates</li> <li>■ Success can be evaluated by dividing the goal for the total weighted number of serious injury accidents by the actual weighted number of accidents</li> </ul>	<ul style="list-style-type: none"> <li>■ The efficiency measure for this category should be calculated by dividing the total number of specialized traffic enforcement and accident investigation personnel (including both sworn officers and civilians) by the reduction in serious injury accidents</li> </ul>
<ul style="list-style-type: none"> <li>■ Priority arrests<sup>4</sup></li> </ul>	<ul style="list-style-type: none"> <li>■ Unlike other measures, arrest performance should not be compared to an objective standard but rather should be compared to performance in prior years</li> </ul>	<ul style="list-style-type: none"> <li>■ A department level cost-effectiveness measure relating to priority arrests cannot be determined</li> <li>■ However the number of priority arrests per officer can be a measure of the relative performance of individual units as long as steps are taken to ensure that all arrests are of high quality</li> </ul>

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<sup>4</sup> The Dallas Police Department does not distinguish between felony and non-felony arrests in its current reporting system. Since information on felony arrests was not available a definition of priority arrests was developed for this analysis. These arrests included those for aggravated assault, arson, auto theft, burglary, opium/cocaine derivative, embezzlement, family offenses, forgery/counterfeit, fraud, gambling, marijuana, murder, negligent traffic death, prostitution/commercial vice, rape, robbery, sex offenses, stolen property, synthetic narcotics, other narcotics, theft and weapons.

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<b>Maintaining Order And Creating An Environment In Which Citizens Feel Safe And Secure</b>	<ul style="list-style-type: none"><li>■ Citizen expectations for service as reflected in the results of a survey of a representative sample of citizens can be used as a starting point in determining response time goals</li><li>■ A weighting scheme can then be developed to assess performance against the response time goal<ul style="list-style-type: none"><li>➤ Non-emergency calls-for-service responded to within the response time goal would be given a weight of 1</li><li>➤ Non-emergency calls-for-service responded to within one minute of the response time goal would be given a weight of 0.9</li><li>➤ Non-emergency calls-for-service responded to within two minutes of the response time goal would be given a weight of 0.8</li><li>➤ Non-emergency calls-for-service responded to within three minutes of the response time goal would be given a weight of 0.7</li><li>➤ Non-emergency calls-for-service responded to within four minutes of the response time goal would be given a weight of 0.6</li><li>➤ Non-emergency calls-for-service responded to within five minutes of the response time goal would be given a weight of 0.5</li></ul></li></ul>	<ul style="list-style-type: none"><li>■ Efficiency can be assessed by dividing the total cost of patrol operations (for sworn officers and civilians whose primary responsibility is to respond to calls) by the weighted number of calls<ul style="list-style-type: none"><li>➤ Since patrol officers respond to both emergency and non-emergency calls-for-service, the cost efficiency measure should consider both the weighted number of emergency calls and the weighted number of non-emergency calls</li></ul></li><li>■ How these two categories of weighted calls are summed should be determined by the relative weights that are placed on each of these performance categories</li></ul>

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	<ul style="list-style-type: none"> <li>➤ Non-emergency calls-for-service responded to within six minutes of the response time goal would be given a weight of 0.4</li> <li>➤ Non-emergency calls-for-service responded to within seven minutes of the response time goal would be given a weight of 0.3</li> <li>➤ Non-emergency calls-for-service responded to within eight minutes of the response time goal would be given a weight of 0.2</li> <li>➤ Non-emergency calls-for-service responded to within nine minutes of the response time goal would be given a weight of 0.1</li> <li>➤ Non-emergency calls-for-service responded to more than nine minutes after the response time goal would be given a weight of 0.0</li> </ul>	
<ul style="list-style-type: none"> <li>■ Citizen perceptions of safety and security</li> </ul>	<ul style="list-style-type: none"> <li>■ The number of weighted calls as a percentage of the total number of emergency calls received can be used to assess overall performance against this goal</li> <li>■ Citizen survey results can be used to assess perceptions of citizen safety</li> <li>■ After establishing a performance baseline, goals for improvement can be established</li> </ul>	<ul style="list-style-type: none"> <li>■ Efficiency measures are not relevant for this performance category</li> </ul>
<ul style="list-style-type: none"> <li>■ Level of trust and confidence in the police department</li> </ul>	<ul style="list-style-type: none"> <li>■ Two different measures should be used to evaluate the trust and confidence citizens have in the police department</li> </ul>	<ul style="list-style-type: none"> <li>■ Efficiency measures are not relevant for this performance category</li> </ul>

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	<ul style="list-style-type: none"><li>■ First, the results of a survey of a representative sample of Dallas citizens should be used to assess overall perceptions of trust and confidence<ul style="list-style-type: none"><li>➤ Five dimensions of trust and confidence should be explored<ul style="list-style-type: none"><li>▪ Perceptions that police officers are fair</li><li>▪ Perceptions that police personnel are unbiased in their dealings with citizens regardless of the citizen's sex, race, ethnic background or sexual orientation</li><li>▪ Perceptions that police officers use their authority appropriately in their dealings with citizens</li><li>▪ Perceptions that police officers use only the amount of force necessary to accomplish their tasks when dealing with citizens</li><li>▪ Perceptions that police officers are honest</li></ul></li><li>➤ An overall index of trust and confidence can then be developed by weighting each of these dimensions in a manner determined by decision-makers and averaging each dimension</li><li>➤ Goals for improvement against this index can then be developed</li></ul></li><li>■ Second, surveys should be completed by representative samples of citizens who have had interactions with the police department</li></ul>	

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	<ul style="list-style-type: none"> <li>➤ The same dimensions of trust and confidence should be explored</li> <li>➤ An overall index of trust and confidence can be developed by weighting each of these dimensions in a manner determined by decision-makers and averages</li> <li>➤ Goals for improvement against this index can then be developed</li> </ul>	
<b>Quality And Risk Management</b>		
Quality and satisfaction	<ul style="list-style-type: none"> <li>■ A combination of citizen surveys and surveys of individuals who have had direct interaction with the police department should be used to evaluate overall satisfaction with police services</li> <li>■ A satisfaction index should be developed for each type of survey</li> <li>■ Goals for improvement against these indices can then be developed</li> </ul>	<ul style="list-style-type: none"> <li>■ Efficiency measures are not relevant for this performance category</li> </ul>
Risk management	<ul style="list-style-type: none"> <li>■ The number of workdays lost due to workplace related injuries or accidents as a percentage of the total work hours should be used as the primary indicator of employee safety</li> <li>■ A goal for reducing work place injuries and accidents should be developed based on the performance of the three most effective benchmark organizations</li> </ul>	<ul style="list-style-type: none"> <li>■ Efficiency measures are not relevant for this performance category</li> </ul>