Data Driven Approaches to Crime and Traffic Safety
Weatherford, TX Police Department
Agency Evaluation and
Future Planning Recommendations

Date of Evaluation: **February 2019**

Agency: **Weatherford, Texas**

Workshop Attended: **Weatherford, Texas January 2018**

Date of DDACTS Implementation: **July 2018**

Agency Demographic and Background:

The City of Weatherford, located in Parker County, occupies a territory of 27.04 square miles. It is approximately 30 miles west of the City of Fort Worth and approximately 60 miles west of the City of Dallas. It was named by the State Legislature to be the Peach Capital of Texas as its growers produce the biggest, sweetest, juiciest peaches in all of Texas. Weatherford is known as the Cutting Horse Capital of the world and is home to dozens of professional trainers and hall-of-fame horses. Weatherford is also known for its abundance of historical homes and buildings. (https://ci.weatherford.tx.us/721/Brief-History)

Weatherford Police Department is a full-service police agency, located Weatherford, Texas. At the time of the two-day DDACTS Implementation Workshop in January 2018 there were 58 sworn staff and 20 civilian staff. Chief Arnold brings a high level of energy, experience, and desire to utilize a data driven policing strategies, which has been evident both through his words and actions. Chief Arnold reported during the initial training that the goal of the department is to "proactively and positively impact both traffic and crime and to focus our efforts to the DDACTS zones and to increase our capabilities to mine and analyze data."

Methodology:

The information gathered in this report was done so through multiple sources:

- Phone interviews and email interviews were conducted with Chief Lance Arnold, two (2) sergeants including DDACTS Sgt. Stewart Chalmers and Professional Standards/Internal Affairs Sgt. David Foreman, and Business Analyst from the City of Weatherford, Austin Nichols.
- A remote connection to Weatherford's crime analysis database was established by IADLEST analytical specialist in the presence of both sergeants to review and test the database to ensure proper open database connection to record source and properly operating links and queries.
- Data files used for the analysis of this report were sent electronically through Drop Box by Sgt. Chalmers after IADLEST analytical specialist reviewed and approved the queries' designs.
- Business Analyst from the City of Weatherford, Austin Nichols, provided maps used for this report.
- A brief survey of twenty (20) personnel to include day and night CID, Command Staff, Patrol Officers, Patrol Supervisors, School Resource Officers, and Dispatch was delivered in hand and in person by Sgt. Foreman. The survey questions were designed by the IADLEST analytical specialist. Sgt. Foreman first delivered the survey in hand to random staff in each department noted. After receiving little return, he then personally interviewed random staff from each department and submitted their responses via email to the DDACTS analytical specialist.

Workshop Results:

The January 2018 workshop was well attended with twenty-three (23) total participants; Seventeen (17) members from the Weatherford Police Department, including the Chief of Police, the Deputy Chief, three (3) Commanders and three (3) of the four (4) patrol sergeants. Additionally, members from area departments, including Azle Police Department, City of Weatherford (GIS analyst), Cleburne Police Department, Hudson Oaks Police Department, and Willow Park Police Department, were also in attendance. In addition, LEL from NHTSA Region 6, James Sanders, was also present for additional support and insight. Chief Arnold and his team were very receptive to any suggested changes made in order to achieve the goal of an effective DDACTS implementation. The Chief was very supportive of the training, indicating a forward drive to implement DDACTS, re-evaluating how current resources were being utilized, and to adjust based on a data-driven approach. On the second day of the workshop, a core group of command staff and supervisors participated in a strategic planning session, where timelines and benchmarks were discussed as well as the assignment of tasks was completed, once again demonstrating agency's desire to move ahead with a data-driven approach to policing.

One of the biggest challenges Weatherford reported to face was their non-reliance on their current RMS (records management system) as the system did not provide accurate reporting, thus inhibiting their abilities to easily perform data-driven analytics for strategy development. In fact, during the workshop Weatherford was searching to hire a new RMS vendor within the year. As such, the extraction of data from the current system into a usable platform was a priority during the workshop.

During the technical assistance portion of the workshop, the analyst and the Weatherford team were able to:

1. Established connection from CRIMES to Microsoft Access via ODBC
2. Identified and linked appropriate data tables needed to design the Analysis database,
3. Developed a master queries for general querying for CAD, traffic enforcement, crashes, offenses, and arrests
4. Developed a series of "Top" reports (top call locations, top crash locations, etc.)
5. Developed a series of "Stats By Year" reports which compare data (crash, calls, offenses, etc.) from 2011 to current. *(note: 2011 represents incomplete data as Weatherford started using CRIMES RMS in 2011; first full year of data is 2012)*
6. Collaborated with GIS staff to create a mapping plan (agreed to map 5 years of data with 1-2-week turnaround, and monthly maps)

Activity Since Workshop:

Since the conclusion of the agency workshop, Weatherford Police Department has made great strides in moving toward effective data collection and analytical support for a successful implementation of the DDACTS model in their community. The workshop proved to be, among other things, a catalyst of sorts, for igniting action towards a larger plan. Over the past year, Weatherford has made great strides to continue and advance the DDACTS efforts.

- **January 2018:** Seventeen (17) members of the Weatherford Police Department attended training. Although they didn't have a full-time analyst, Weatherford dedicated a sergeant to the management of the new database structure and analysis on a part-time basis. In addition, the Chief gave presentations to the City Council and several civic organizations to begin to build community investment in DDACTS. Weatherford also originally selected their three (3) DDACTS zones based on data for fatal and serious injury crashes as provided by TxDOT, as well as to align with their STEP (Selective Traffic Enforcement Program) effort
- **March 2018:** Weatherford began DDACTS implementation with a single patrol officer assigned to the DDACTS unit (no DDACTS data recorded during this time). With an internal transition in staff, another sergeant was assigned in March 2018 as the data manager. The new sergeant worked remotely with

DDACTS analytical expert (Christopher Bruce) to further his understanding and growth in analytics.

- **June 2018:** Weatherford further strengthened a partnership with City GIS for mapping tools to assist with DDACTS implementation Weatherford sent this sergeant and the City GIS analyst to the TxDOT sponsored training, *Advancing the DDACTS Analytical Toolset* in San Antonio, which provided them with additional analytical skills as well as background on the DDACTS model.
- **October 2018:** Weatherford developed a formal data-driven policy that incorporated all sworn personnel to actively work a total of four (4) non-consecutive hours in the DDACTS zones. In addition, the sergeant gained access to the database in October 2018. Note that prior to this date, an employee who had since left the agency was the only person who had access to the database. Upon receipt, the new sergeant cleaned up the database and built additional queries and reports in the Microsoft Access database to best support the department's data efforts. For instance, he worked through a grid map to identify the reporting areas to be used in queries to identify impact/activity in the three (3) DDACTS zones. He also created a statistical worksheet that effectively measured progress of crimes, crashes, and enforcement activities using a five-year average and the z-score to note statistical significance and variation.
- **November 2018:** Weatherford GIS person produced DDACTS zone grid maps for the department detailing the hotspots for deployment.
- **December 2018:** Weatherford Police Department initially identified three (3) DDACTS zones. However, they soon determined the data only included approximately 60% of their reported crashes (state system). As such they worked to redefine their zones to include crimes and all crashes defined through their records management system. The did this in partnership with TxDOT Traffic Services Program Manager, Larry Krantz. During a visit to the agency in December 2018, they decided to rework the zones into two (2) zones based on their identified STEP zones, which had been approved by TxDOT. As of the date of this report, the sergeant was working with the grid map to redefine the DDACTS zones into two (2) zones in the Microsoft Access searchable database and maps, which will be available upon his return from full-time management school in April 2019.
- **January 2019:** Chief Arnold notified the department that all officers (including the Chief himself) must activity work a total of 4 non-consecutive hours a month in the DDACTS zones.

Pre and Post DDACTS Statistics

Weatherford Police Department began the DDACTS model in January 2018 in three (3) zones positioned throughout the city, each occupying a separate patrol area, with none sharing a border. Weatherford's DDACTS zones were identified using five (5) years of historical Uniformed Crime Report (UCR) Part I crime data, calls for service, and crash data.

Note: It is worth mentioning that the DDACTS zones were originally created with limited crash data and not where crashes and crimes were disproportionality occurring, which is the basis of the DDCATS model (and has since been refined).

Figures 1 through 4 represent heat maps, or hotspot maps, of crashes, crimes, and enforcement. Most notable are the shifts from year 2017 (pre DDACTS) to 2018 (post DDACTS) as seen in figures 3 and 4. Specifically, the 4th/Main Street area in the northern part of the city contained 4 hotspot crash locations pre DDACTS and no crash hotspots in 2018 after DDACTS was implemented. In addition, the area near Palo Pinto Street/and Santa Fe Drive had several larger hotspots identified pre DDACTS with 15-39 crashes within a single hotspot whereas in 2018 all hotspots in that direct area reduced to 4-7 crashes in each hotspot identified.

Figure 1- 2015 Heat Map of Crashes and Selected Crime Densities with the three DDACTS zones delineated

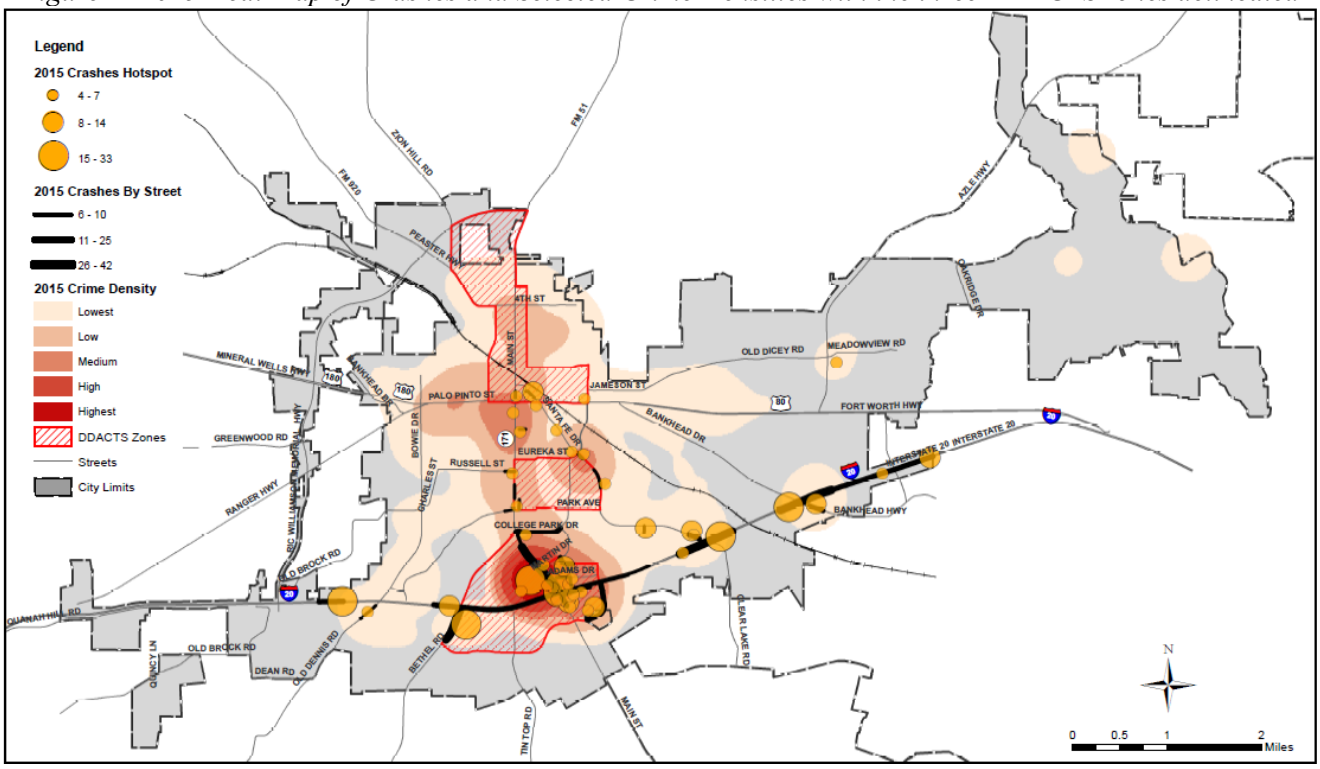


Figure 2- 2016 Heat Map of Crashes and Selected Crime Densities with the three DDACTS zones delineated

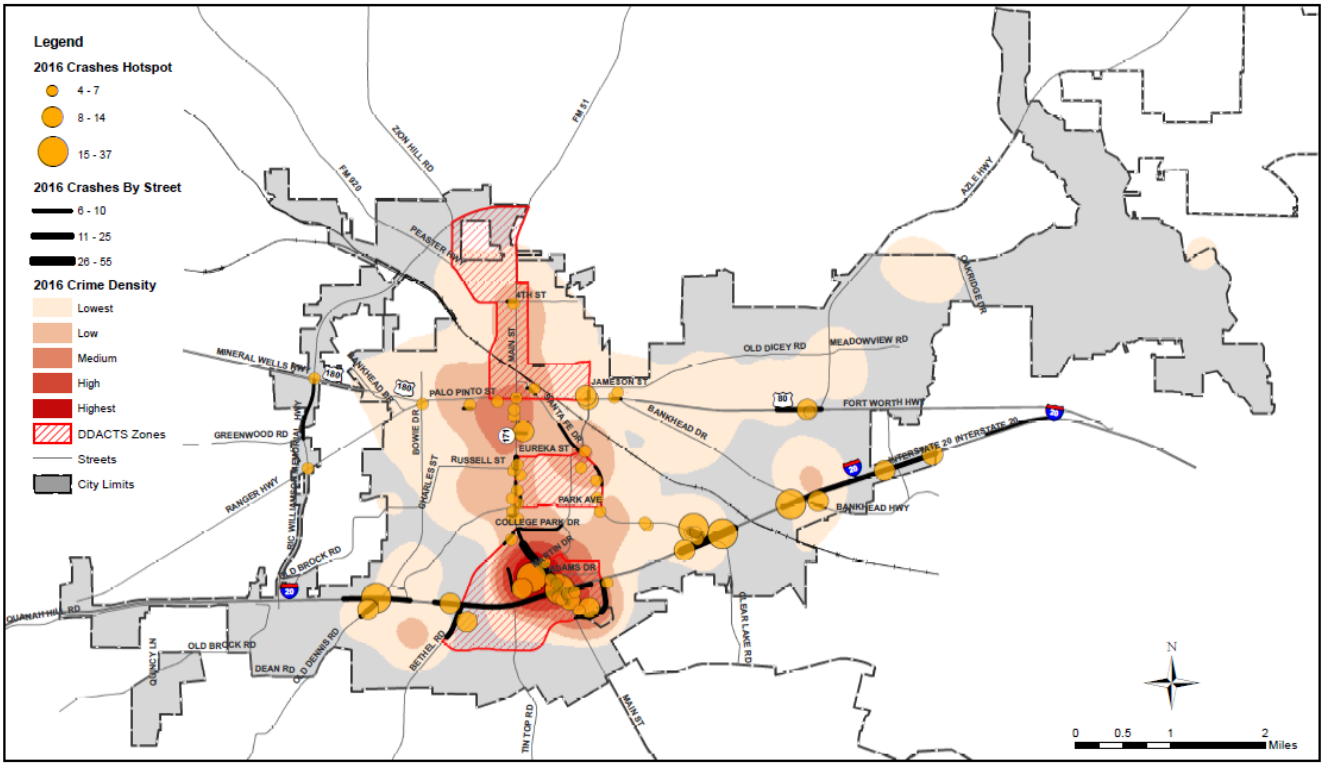


Figure 3- 2017 Heat Map of Crashes, Selected Crime, and Enforcement Densities with the three DDACTS zones delineated

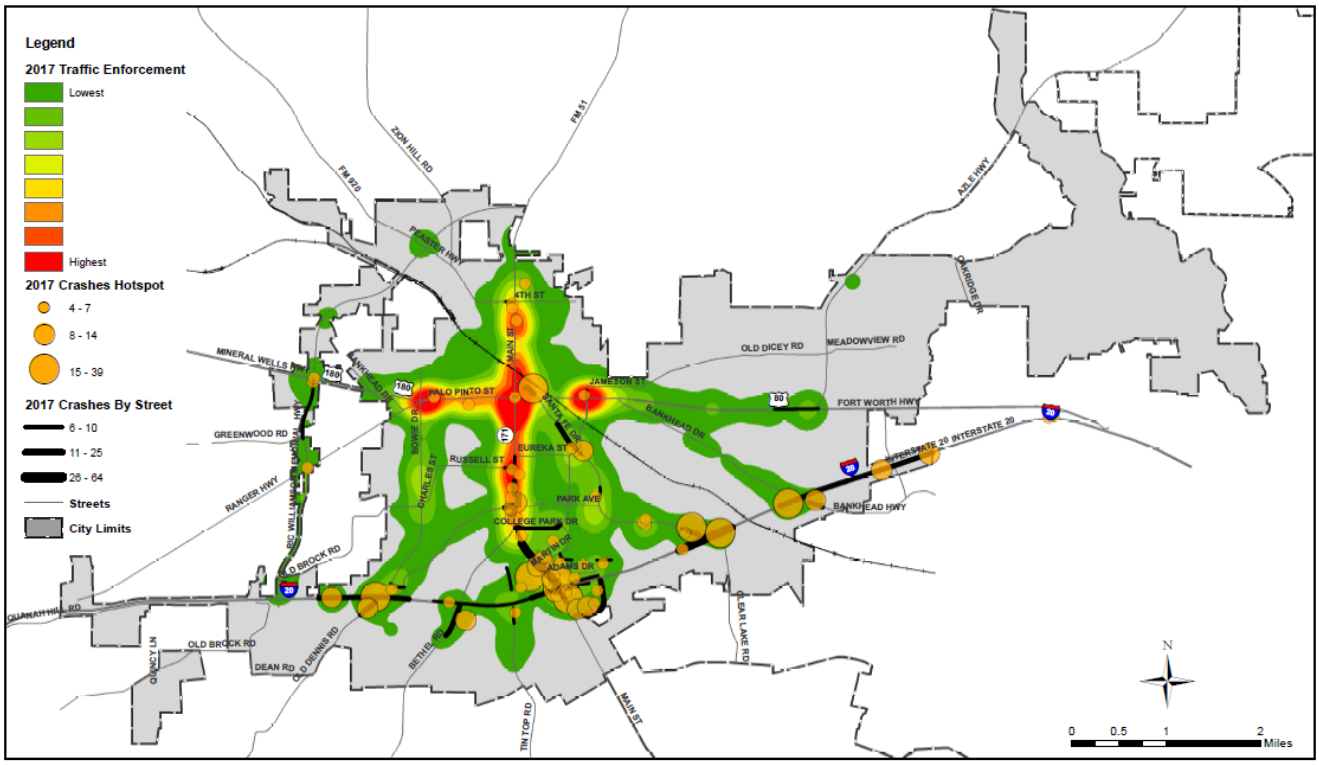
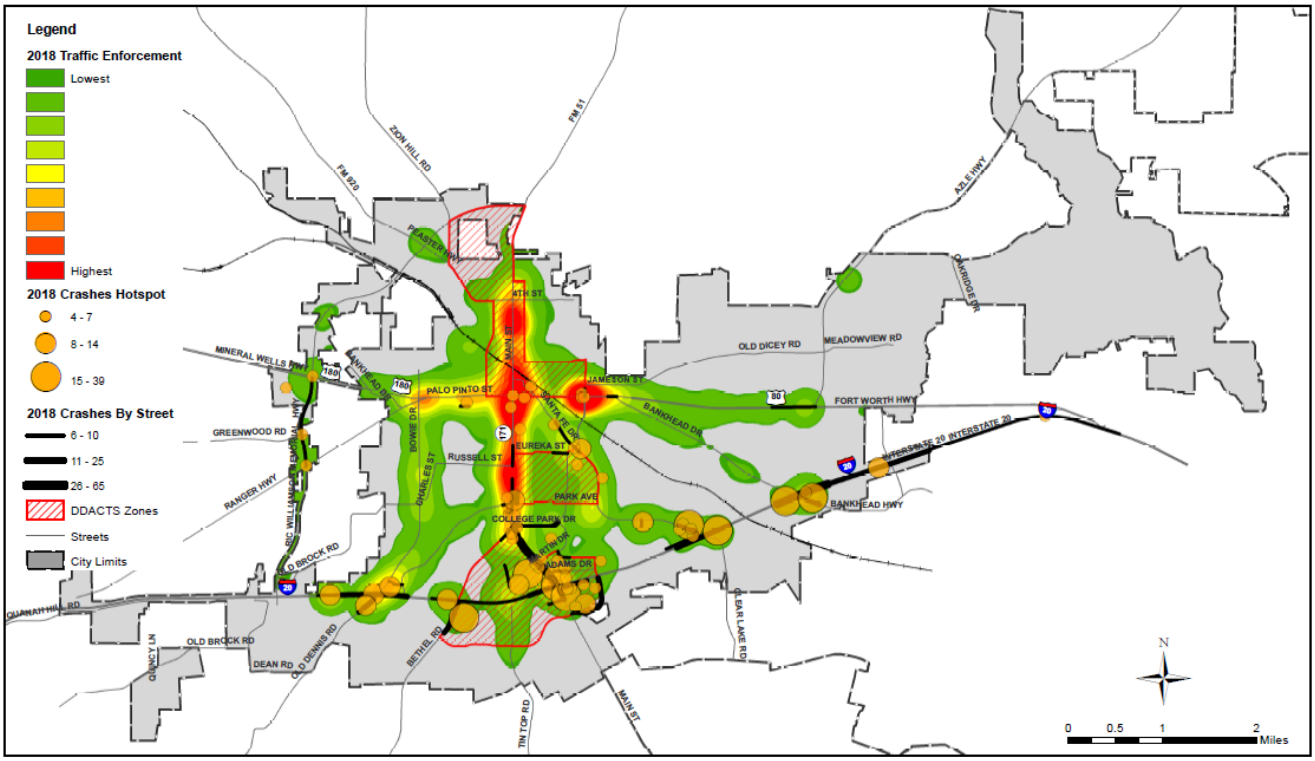


Figure 4- 2018 Heat Map of Crashes, Selected Crime, and Enforcement Densities with the three DDACTS zones delineated



The first few months after the workshop, Weatherford worked to develop the infrastructure and design of its DDACTS operational plan and began a soft implementation of the plan in Winter 2018 and full a implementation in the Summer of 2018. This Weatherford Police Department Case Study was conducted twelve (12) months after its implementation of the DDACTS model, and as such is representative of the first recommended initial review period. It is the practice of many agencies to use twelve (12) month mark as an opportunity for the initial execution of Guiding Principle six (6): Monitoring, Evaluation and Adjustment. This case study will review these first twelve (12) months and make observations, recommendations and suggestions for the continued evolution and success of the DDACTS model.

The charts below reflect a degree of performance measures captured pre and post DDACTS implementation. The average of the two (2) preceding periods (January through December) were used for comparison.

- *Assaults:* In review of the aggregated data, the DDACTS zones had decreases in all selected crimes but assaults. (See Table 1) Of note, the category of assaults had very low counts, and there was no change in the DDACTS zone from 2017 to 2018 (17 assaults in both years). The change in DDACTS Zone 1 went from three (3) assaults on average to five (5). The counts are too low to represent statistical significance.

- *Burglaries:* The non DDACTS zones saw an increase in burglaries, however like assaults, the counts of burglaries were relatively small (nine []in 2017 and thirteen [13] in 2018 in the non-DDACTS zone). Burglaries in the DDACTS zone decreased 19% from the average. Of significance, burglaries in the DDACTS zone decreased from thirty-three (33) burglaries in 2017 to twenty-four (24) burglaries in 2018. The largest decreases were seen in DDACTS Zones 1 and 2.

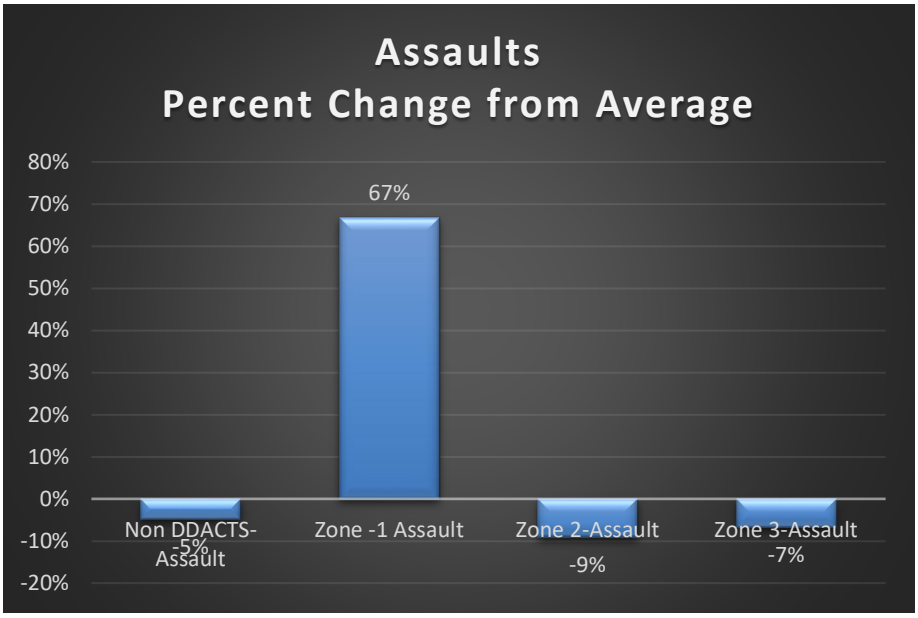
- *Motor vehicle burglaries:* The most significant changes in crime types were seen in motor vehicle burglaries. Citywide, there was a 50% decrease. In the non DDACTS zone, there was a 17% decrease in motor vehicle burglaries. In addition, the DDACTS zone saw a 59% decrease in motor vehicle burglaries from the average with 2018 representing only a third of those reported in 2017. This change was particularly seen in DDACTS Zone 3 (average fourteen [14] Motor Vehicle Burglary decreased to four [4] in 2018).

- *Theft:* Theft saw an overall decrease citywide (-18%) with the largest decrease seen in DDACTS Zone 1 (average twenty-nine [29] Thefts decreased to thirteen [13] Thefts in 2018). (See Figures 2- 4)

Table 1- Selected Crimes Percent Changes

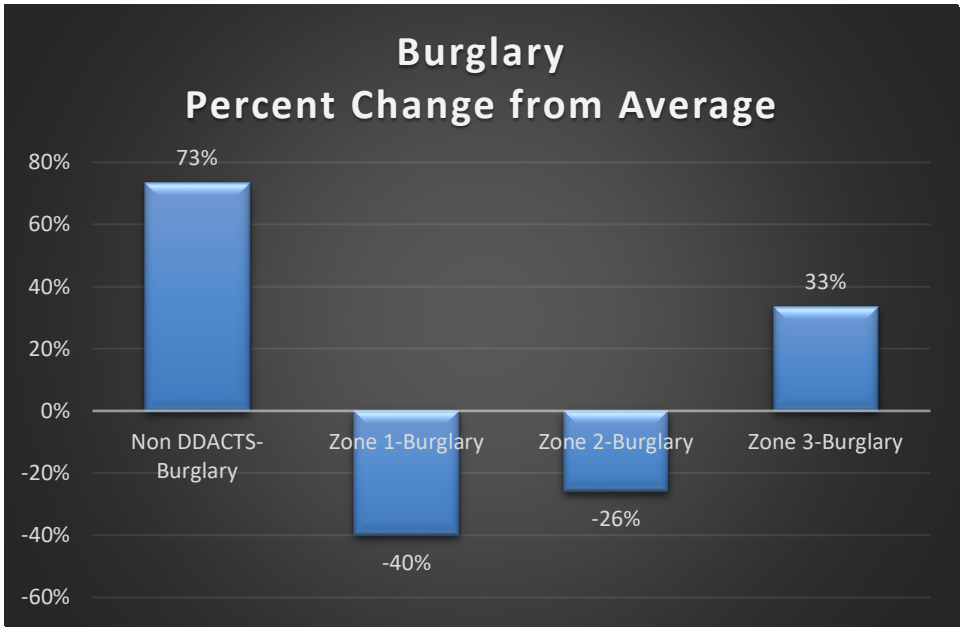
	Citywide % Change from Average	NON DDACTS ZONES % Change from Average	DDACTS ZONES % Change from Average
Assault	+8%	-5%	+10%
Burglary	-14%	+73%	-19%
MV Burglaries	-50%	-17%	-59%
Theft	-18%	-13%	-17%

Figure 5- Percent Changes of Assaults by DDACTS Zones



Note: DDACTS Zone 1 went from three (3) assaults on average to five (5). The counts are too low to represent statistical significance

Figure 6- Percent Changes of Burglary by DDACTS Zones



Note: The counts are too low to represent statistical significance

Figure 7- Percent Changes of Motor Vehicle Burglaries by DDACTS Zones

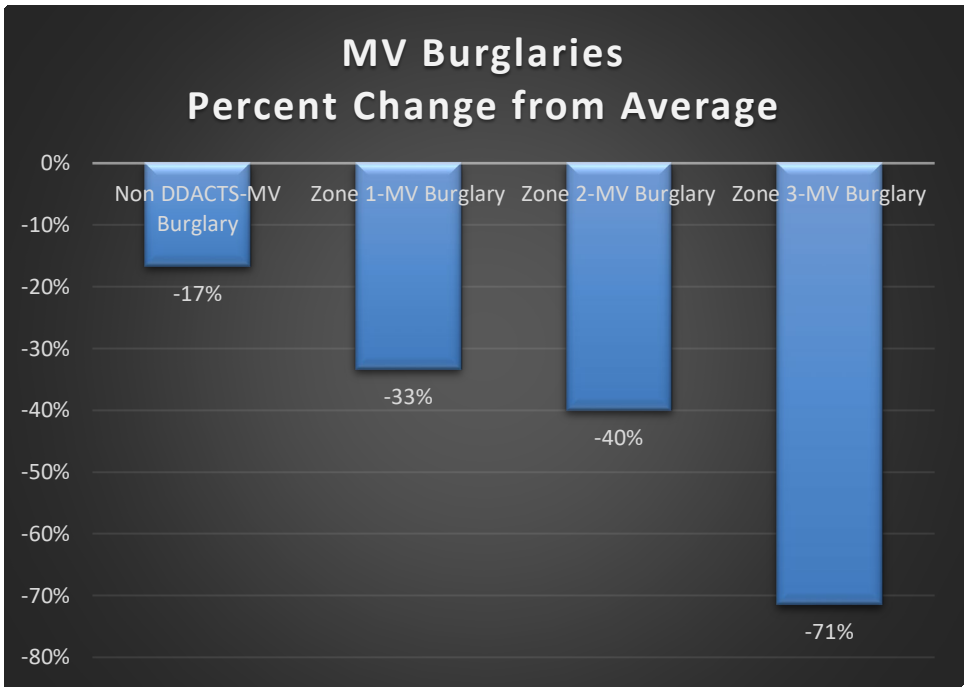
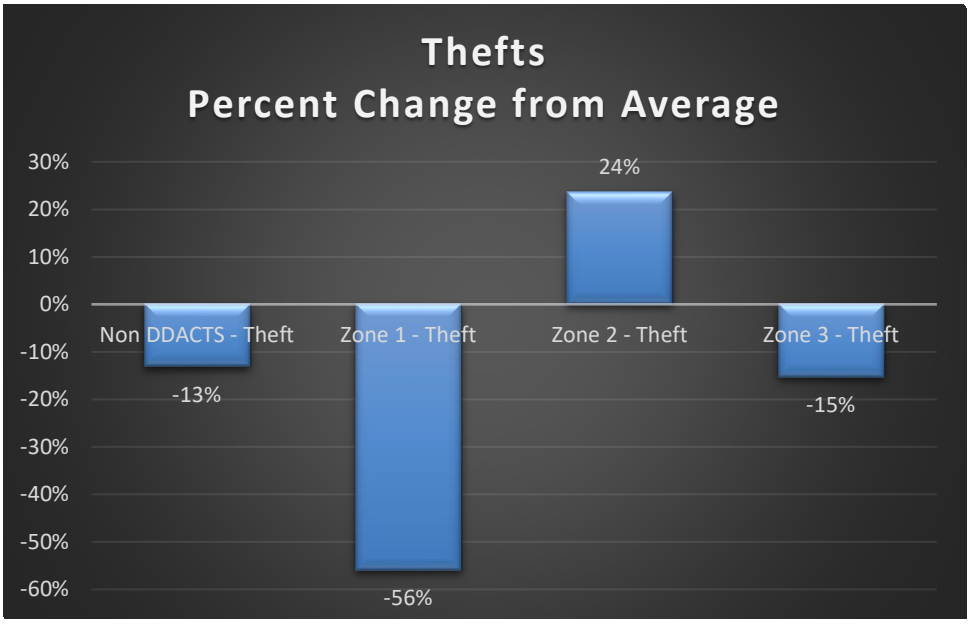


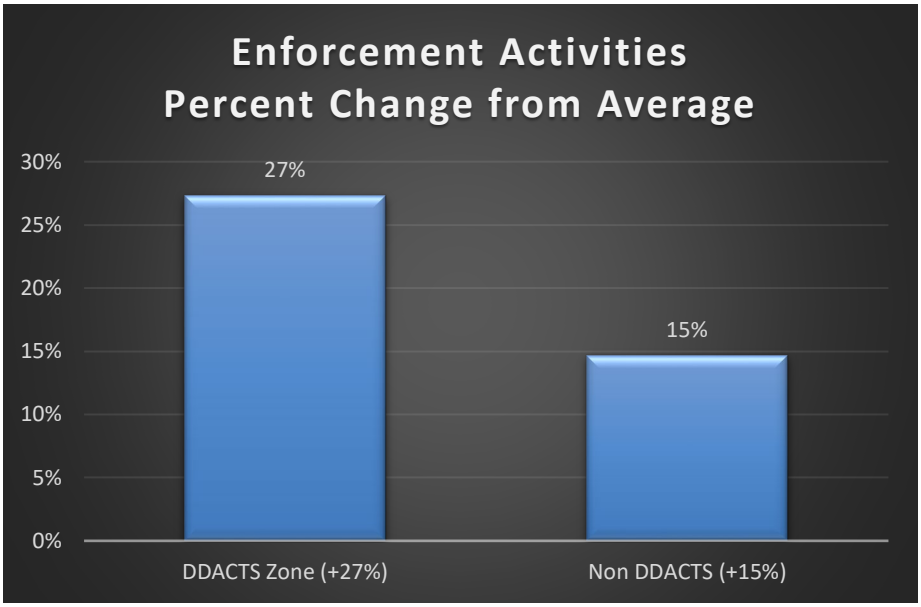
Figure 8- Percent Changes of Thefts by DDACTS Zones



One of the primary tenants of the DDACTS model is increased motor vehicles contacts and a high visibility presence in a given area. To its credit, the agency made strides in this area. Motor vehicle Stops, or traffic enforcement, increased in the DDACTS zone when compared to the two (2) year period average. Specifically, there was a Citywide 22% increase in traffic enforcement in 2018 from the average (2016-2017). The non-

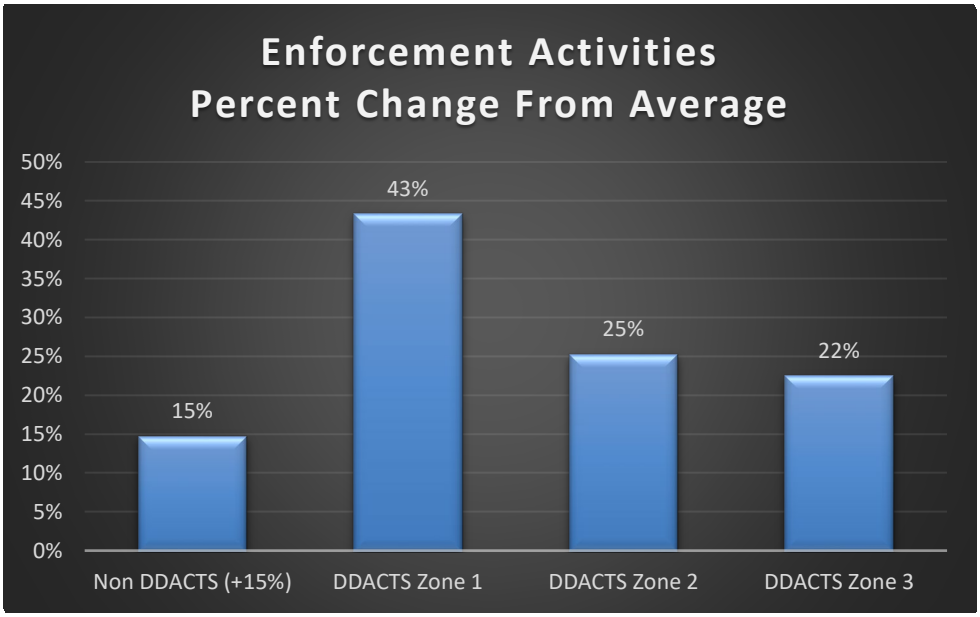
DDACTS zone saw a 15% increase from the average in enforcement. The DDACTS zones saw a 27% increase from the average in enforcement activities. (See Figure 9)

Figure 9: Enforcement Pre and Post DDACTS Implementation



A further breakdown by specific DDACTS zones revealed that the largest percentage increase in traffic enforcement was seen in Zone 1 with a 43% increase from the average. When looking at actual counts of traffic enforcement, DDACTS Zones 1 and 2 both increased over 500 motor vehicle stops from the previous year, whereas DDACTS Zone 3 increased almost 1,400 motor vehicle stops from the previous year.

Figure 10: Enforcement Pre and Post DDACTS Implementation

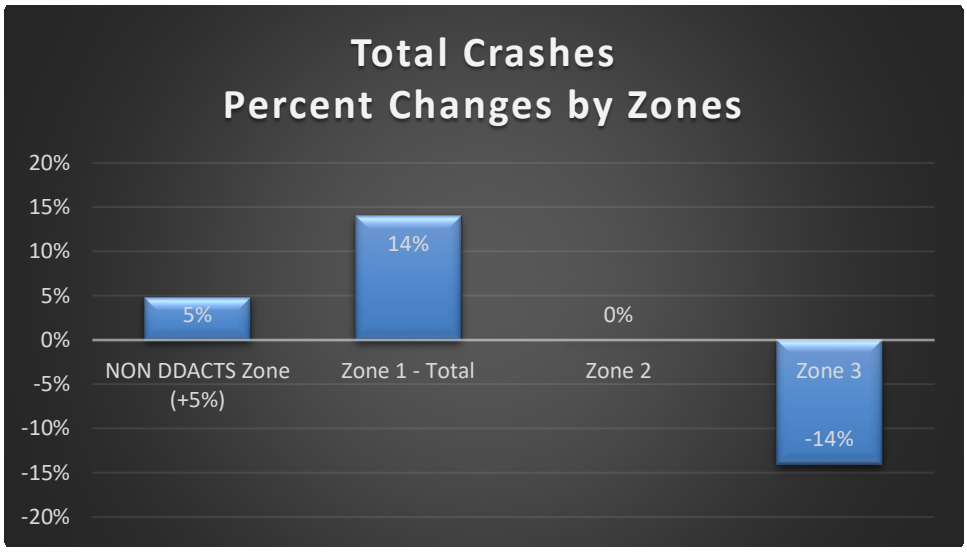


A review of the accident data for the pre and post DDACTS implementation revealed no change Citywide in 2018

from the average (2016-2017). The non-DDACTS zone saw a 5% increase from the average in accidents. The DDACTS zone saw a 1% increase from the average in accidents.

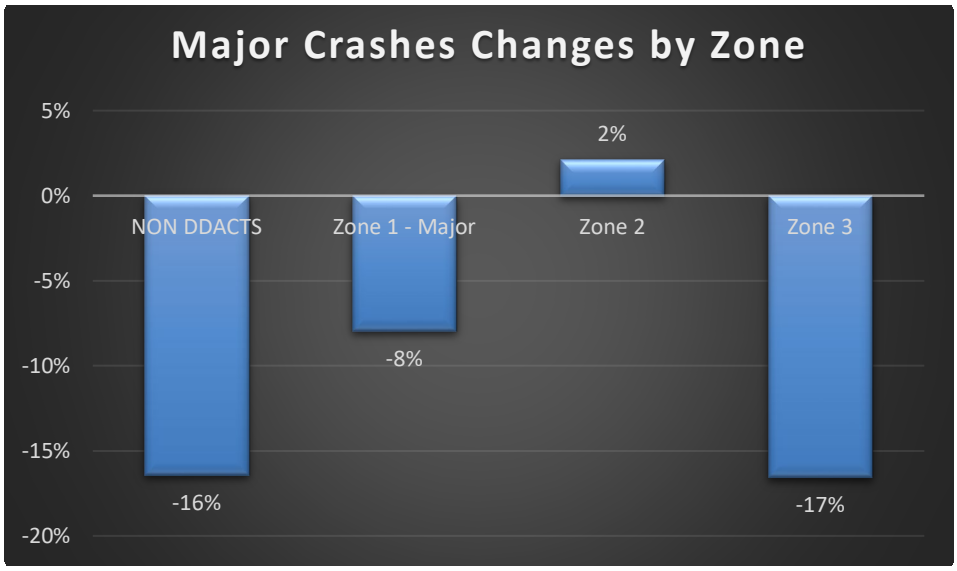
A breakdown of the activity within the DDACTS zones revealed the most notable differences. Zone 1 saw a 14% increase in crashes from the average whereas Zone 2 saw no change and Zone 3 saw a 14% reduction. When examining counts of crashes, Zone 3 saw sixty-eight (68) fewer crashes in 2018 then seen in 2017. Note that there was ongoing construction in the DDACTS zone that may have contributed to the fluctuations in crashes. (See Figure 11)

Figure 11: Crashes Pre and Post DDACTS Implementation



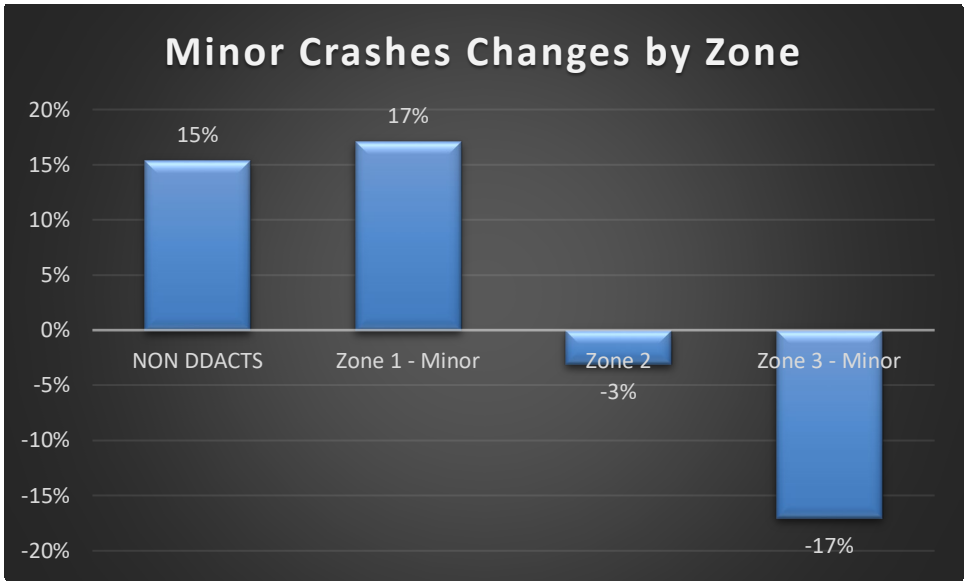
Major crashes revealed a 15% decrease citywide and a 6% decrease in the DDACTS zones. Specifically, Zone 3 saw the largest decrease in major crashes of 17%. (See Figure 12)

Figure 12: Major Crashes Pre and Post DDACTS Implementation



Minor crashes revealed a 3% increase citywide and a 1% increase in the DDACTS zones. The non-DDACTS zone experienced a 15% increase from the average in minor crashes (approximately 50 more crashes in 2018 than in 2017). Although Zone 1 showed an increase of 17% from the average, when comparing to last year the count of minor crashes remained relatively the same. However, DDACTS Zone 3 saw a 17% decrease in minor crashes, which also represented fifty-five (55) fewer minor crashes from 2017 to 2018 (279 to 224 crashes). (See Figure 13)

Figure 13: Minor Crashes Pre and Post DDACTS Implementation



Agency Survey

To gain an understanding of how Weatherford police officers and civilian personnel understood the DDACTS implementation plan set forth by the department, staff conducted a brief survey of twenty (20) personnel to include day and night CID, Command Staff, Patrol Officers, Patrol Supervisors, School Resource Officers, and Dispatch. A Weatherford sergeant first delivered the survey in hand to random staff in each department noted. After receiving little return, he then personally interviewed random staff from each department and submitted their responses to the DDACTS analytical specialist.

The analytical specialist provided questions for the survey:

1. When did you/your unit start implementing DDACTS?
2. How did DDACTS look upon initial implementation? (how often, what types of activities?)
3. Do you record your DDACTS activity? How? (CAD, RMS, code?)
4. What challenges did you face with DDACTS implementation?
5. How were those obstacles overcome? If not overcome yet, how do you propose your department works to overcome them?
6. What value do you see happening from your focused efforts?
7. What challenges with DDACTS still exist?
8. What improvements would you like to see moving forward with this model? How do you think it can be more effective and efficient?

Overall, there were three basic types of responses across the board.

1. Those staff who were invested in the system and understood a little or a lot about DDACTS but regardless, saw all the benefits of reduced reports, reduced traffic crashes, and reduced violations.
2. Those who knew some about DDACTS and participated because their supervisor wanted them. They didn't understand DDACTS but were interested in how DDACTS impacted their personal operations.
3. Those who did not care to know anything about DDACTS and were only patrolling the zones because they were being made to do so.

The results of the survey are integrated into the following sections.

Staffing DDACTS Implementation

Three (3) months after the January 2018 DDACTS workshop, Weatherford Police Department reportedly primarily utilized a full-time DDACTS officer to patrol the zone on a 6-month rotating basis. That officer had a flexible schedule and was instructed to patrol all three (3) DDACTS Zones. The officer was selected through a process by the Patrol Sergeants and approved by the Patrol Commander. This officer was highly self-motivated and thus generated increased enforcement numbers. In addition, Weatherford instructed its regular patrol officers to work the DDACTS zones during their uncommitted patrol time. The survey indicated that several officers began patrolling the DDACTS zones 15-30 minutes per shift in June/July 2018, whereas others did not participate depending on the supervisor's instruction. In October 2018, Weatherford produced a formal process for the department to utilize its normal staffing of officers, detectives, and command staff (including the Chief) to patrol the DDACTS zones for four (4) non-consecutive hours per month as to maintain consistent coverage during any time period. Shortly afterwards, officers were provided with a map of the DDACT's zones available on the patrol vehicle's automated vehicle locators (AVL) . According to the survey results, the availability of these maps created clarity regarding the patrolling DDACTS areas.

Data Collection and Analysis

Almost immediately upon implementation, officers recorded their DDACTS activity via a check box on the citations. In addition, the sergeant who took over the analytical functions in March 2018 attended an analytical training workshop that summer and soon afterwards built out the Access database provided during the workshop with additional queries and reports to support the department's growing analytical needs. He extracted the grids relative to the DDACTS zones from the Police Grid to create efficiencies for analyzing crime within and outside of the DDACTS zones. He also created a statistical worksheet that effectively measured progress of crimes, crashes, and enforcement activities using a 5-year average and the z-score to note statistical significance and variation.

As of the date of this report, Weatherford Police is working to create a call reason for DDACTS activity. In addition, the sergeant is working to recreate a map of the corresponding grid zones based on the new DDACTS zones established in December 2018.

The new zones to be implemented in January 2019 include South DDACTS Zone and Central DDACTS Zone. These zones have corresponding reporting areas that will be used to develop measurement tools in Microsoft Access.

Challenges/Lessons Learned

Weatherford Police endured several challenges during the first-year of implementation of DDACTS including:
Analytics

- Change in the original analytical manager/personnel resulted in additional time needed for a new sergeant to be trained in database management, analytics, and mapping. In addition, there was a delay in access to the data since the first manager was the only manager to have access to the database itself.
- There was no true analyst. After attending analytical training, working with DDACTS Analytical Specialist,

and fully understanding the data and data tools, the new sergeant was sent to a four-month manager's school with an anticipated end date of April 2019. Of note, the new manager also was the only staff to have access or knowledge of the database, and therefore analytics and progress identification will be delayed until his return. Not having a dedicated analytical staff makes it challenging to continue supportive analytical efforts during reassignments and the sergeant's training assignment.

- The maps were originally difficult to interpret and utilize for deployment. They also didn't originally coincide with the STEP zones. To overcome this obstacle, Weatherford worked with Police Traffic Services Program Manager from TxDOT to redefine their STEP zones to align with their DDACTS zone. They also worked to develop queries in Microsoft Access to support future analyses of activity in the DDACTS zones. Currently, they are working to provide updated maps in the AVLs with the new two (2) zones.
- The records management system (RMS) posed a set of obstacles as it didn't allow data to be extracted in a way that was helpful for DDACTS analysis and evaluation. Weatherford worked with IADLEST Analytical staff prior to the workshop, during the technical assistance portion of the workshop, and after the workshop to gain access to their data through an open database connection, to develop an analytical database for analysis and evaluation, and to sharpen their analytical and database management skills. Of note, Weatherford is changing its RMS vendor within the current year to TriTech. As a result of the lessons learned through Texas-DDACTS Project Weatherford finalized negotiations with TriTech only when the vendor agreed to supporting direct data access, which was a priority and will prove beneficial in future analytical efforts around DDACTS.
- Because there is no in-house GIS staff member, map production is limited.

Staffing

- Culturally, Weatherford staff did not recognize self-initiated traffic stops as priority. To begin to shift the culture, Weatherford established a minimal level of activity for its officers. In addition, Weatherford continued to shift the culture of the agency with the announcement that all sworn were responsible to patrol the DDACTS zone 4 hours per month. Finally, the Chief sent department staff regular updates, big picture concepts, and works to celebrate DDACTS successes. Survey results indicated that officers continue to desire a clearer explanation as to what DDACTS is, its purpose, and the expectations of patrol. In addition, several survey respondents continue to seek communication regarding DDACTS successes within Weatherford.
- According to the survey results, there was originally no clear direction as to which officer was to be in the DDACTS zone, when, and for how long. This made it difficult to coordinate times in the zones, particularly when officers had to leave a busy patrol area. Since then, Weatherford has made efforts to develop processes and clarity regarding officer expectations in the DDACTS zones, including the formal DDACTS Operational process (October 2018).

Initial Implementation

- There was poor communication and supervisor support initially as officers did not understand the zones upon implementation. Although the plan was outlined in detail, it was not effectively communicated to the line officers in the initial roll out. Of note, the maps of the zone grid maps provided in November 2018 were reportedly very helpful. Since the zones changed late 2018, the new grid maps in AVLs upon sergeant's return from manager school will be helpful.
- The survey results showed that officers continue to seek additional analysis with regards to the DDACTS zones (i.e. activity by shift, day, night, etc.).
- The results of the survey also revealed that additional efforts should be made to include the businesses as partners in DDACTS implementation. Of note, the new DDACTS officer will be utilizing part of his weekly shift reaching out and fostering more community partnerships with the businesses, social groups, and citizens in the zones.

It should be noted that even with the above-mentioned challenges, the early data suggests that Weatherford's DDACTS efforts have had success in addressing the problem areas. This can be attributed in large part to the identification of the city's problem areas and the targeted efforts put forth by the officers of the department in

those areas.

Agency Considerations

To its credit, the Weatherford Police Department has already begun working on improving and fine-tuning its DDACTS implementation efforts to include the above. Weatherford has shown to be innovative, intentional, and focused on proper and effective implementation of DDACTS at all levels. They continue to refine their maps, analyses, and implementation processes for effective and efficient impact. They are eager to take full advantage of the NHTSA and DDACTS staff for on-site and virtual technical training, participate fully in in-person and on-line skills development training, and are open to learning, growing, refining, and creating positive impact. With their continued commitment to excellence, their success in DDACTS would appear inevitable.

Recommendations Moving Forward

The following recommendations will continue to support the growth of the DDACTS operational model in Weatherford Police Department to ultimately best serve its community.

Data and Analysis Recommendations

1. Consider establishing a regular analysis of agency data to determine what specific factors are relevant in the DDACTS zones including identifying and targeting specific high times of day and day of the week, traffic patterns, business hot spots, etc. for each zone. This should be provided to patrol staff regularly (weekly, bi-weekly, monthly) and should include successes of DDACTS implementation to relay impact.

2. Consider developing a method to plot the location of MV and/or pedestrians stops being made city wide on a GIS map on a monthly basis. This information will provide for a good visual aid for supervisor and officers alike regarding them working hard but not necessarily smart. It also will allow supervisors a visual as to where his/her officers need to shift their self-initiated activity.

3. It is recommended for the agency to develop a mechanism in which to track amount of time being spent in the DDACTS areas whether through a CAD incident, GPS in the vehicles, or some other means. This will allow for a more direct correlation to be made of the nexus between the efforts put forth and the outcomes experienced in the area.

4. Consider creating quarterly operational maps in such a way as to demonstrate density, either by graduated symbols, a heat map, or another means of displaying areas of concentration. This will aid in the visualization of “hot spots”.

5. Consider creating a DDACTS report template and request feedback from patrol, supervisors and commanders in order to meet the needs of all levels and most importantly to create an actionable product. Several such templates are available from other agencies and can be provided for consideration if so desired.

6. Consider continuing making the most of the opportunity for remote analytical/technical assistance offered as part of the project, which can provide your agency with a variety of assistance. IADLEST Analytical Specialist can assist with creating a new analytical database once the department converts to their new RMS in 2019.

Training/Review Processes Recommendations

7. Consider a full-time committed analyst and providing access to and train a second staff member on the Microsoft Access database and analytical processes related to DDACTS. This will help in sustaining the ongoing efforts and minimize the potential down time occurring from changes in personnel.

8. Consider an in-house GIS staff/analyst who can regularly produce maps and analytics to support the

departments mission.

9. If not being conducted already, consider conducting in-service training for all personnel covering what the DDACTS model is and how the agency is implementing it.

10. Consider putting into place a review process for supervisors and command staff to regularly (bi-weekly/monthly) review the effectiveness of the activities in the DDACTS zone and adjust appropriately.

Implementation Recommendations

11. Although it is noteworthy the agency is deploying non-uniformed personnel as part of the DDACTS operational plan, it is important to remember the DDACTS model success depends greatly on the deterrent effect of high visibility patrol in a given area. Therefore, consider having non-uniform personnel utilize marked patrol vehicles while working within the DDACTS areas, at least part of the time.

12. As a way of increasing the level of activity in the DDACTS areas, consider expanding the number of non-patrol officers conducting high visibility enforcement in the designated areas and working to coordinate those efforts so that proper coverage is available.

13. Resist the tendency to move the established DDACTS area(s) around the city to address your emerging "hot spots". With the number of crimes/calls for service the agency has in a given year, Weatherford should consider working the newly established DDACTS area for at least a year barring a re-examination of the data that would suggest the historically disproportionate amount of crime and crashes are in fact occurring elsewhere.

14. Patrol level buy-in will be critical for DDACTS implementation and one method to increase the rapport can be requesting feedback from officers as to their thoughts and or experiences within the DDACTS areas. Therefore, it is encouraged that the analyst or sergeant assigned to this function develop a mechanism for effective communication, such as to periodically attend patrol briefings, to facilitate quick identification and resolution of issues.

15. If not already done, consider the opportunity allowed by TxDOT to adjust your previously submitted STEP enforcement zones to the extent needed so the areas overlay with your established historically disproportionate affected crash/crime areas (DDACTS Zones). Specifically, look to deploy STEP and other agency resources, along with resources from other law enforcement agency partners (County Sheriff, Constables, and DPS) during the days and times your data shows the highest rate of occurrence. This will provide for an even greater amount of high visibility patrol to take place.

16. Make the most of the opportunity for remote analytical/technical assistance offered as part of the project, which can provide your agency with a variety of analytical support and assistance.

Closing

The analysis conducted within this case study is an illustration of the continuing efforts being put forward by the Weatherford Police Department. Weatherford's successes in this early stage of DDACTS implementation should serve to demonstrate the importance of using data to determine the best position to place police resources in order to have the greatest impact on both crime and crashes. Weatherford should look forward to continuing and increasing success as it makes the necessary adjustment to its implementation.

IADLEST stands prepared to assist the Weatherford Police Department to the greatest extent possible in any one of number of ways and such the agency is strongly encouraged to reach out should anyone have any questions/issues for which we could help, i.e. analytical support, operational questions, etc.