



MEMORANDUM

TO: Mayor and Council Members

FROM: Spencer Cronk, City Manager *sc*

DATE: November 9, 2018

SUBJECT: Austin Police Department (APD) Staffing Plan (Resolution 20180322-047)

On March 22, 2018, Council approved Resolution 20180322-047, that directed the City Manager, in part, “to utilize APD’s preliminary FY 2018-19 budget forecast and ongoing performance measures, plus the recommendations in the named reports to develop a staffing plan regarding officer and civilian staff hiring needs for the next five years....”

The attached memo from Police Chief Brian Manley provides his recommended staffing plan for sworn personnel over the four year period from FY2019 through FY2022 coincident with the proposed meet and confer agreement with the Austin Police Association. I intend to incorporate Chief Manley’s staffing plan in my FY2020 and subsequent budget proposals. Civilian APD staffing will be considered separately with all other City department staffing needs. The staffing plan includes a total of 123 sworn personnel covering APD patrol, investigative and other functions.

cc: Elaine Hart, Deputy City Manager
Rey Arellano, Assistant City Manager
Brian Manley, Chief of Police
Deven Desai, Chief Labor Relations Officer

Attachment: Police Chief Brian Memo “Subject: Austin Police Department (APD) Staffing Plan (Resolution 20180322-047)” dated November 9, 2018



MEMORANDUM

TO: Spencer Cronk, City Manager

FROM: Brian Manley, Chief of Police

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On March 22, 2018, Council approved Resolution 20180322-047, that directed the City Manager, in part, “to utilize APD’s preliminary FY 2018-19 budget forecast and ongoing performance measures, plus the recommendations in the named reports to develop a staffing plan regarding officer and civilian staff hiring needs for the next five years...” This memo provides the APD officer staffing plan for the four (4) years coincident with the proposed meet and confer agreement with the Austin Police Association.

Background

The staffing plan incorporates recommendations from the Matrix Consulting Group’s *Final Report on Community Policing* (the “Matrix Report”), and the MGT of America, Inc. *Public Safety Police Operations 2008* assessment (“MGT”). The plan also identifies additional sworn staffing requirements given the above named reports and departmental needs not covered by the reports.

The staffing plan takes a measured approach to attaining the Matrix Report recommended staffing that spreads the fiscal impact over an eight (8) year period. APD civilian staffing is not addressed in this memo; this will be considered along with all other citywide civilian staffing needs as part of FY2020 and subsequent fiscal year budget cycles.

Projected Sworn Officer Needs

Enhancing Community Policing in Austin Neighborhoods

The APD FY19 approved budget included funding for 12 previously unfunded positions along with 15 new positions to support operations. There were an additional 6 officer positions authorized for the Austin Bergstrom International Airport, and funding for those positions was included in the ABIA budget. APD projects a need for an additional 54 patrol officers and 6

mental health certified officers over the remaining 3 year period coinciding with the proposed meet and confer agreement. These positions will be dispersed throughout the nine area commands to enhance community policing activities. Increasing the patrol workforce by 54 officers will allow for a higher percentage of uncommitted time.

When officers are not responding to calls for service and are free to engage the community and build relationships within their service areas, the City will see strong and measureable impacts. In addition to the improved relationship between APD and the community, which will yield increased trust, a recent pilot conducted in the Rundberg neighborhood demonstrated the reductions in crime that can be realized if officers have time to be proactive in their districts. This violent crime initiative had 2 officers on every shift that were assigned to the Rundberg neighborhood focused solely on proactive patrol and enforcement. At the conclusion of this month-long initiative, violent crime in the area was reduced by 50% while property crime was reduced by 28%. While this was only a month long initiative in one part of our community, it demonstrates what can be done when officers have uncommitted time that can be used to proactively combat crime.

One particular strategy – the Homeless Outreach Service Team (HOST) – is recording positive results and many have expressed an interest in expanding the program. HOST is a cross-sector partnership between APD, EMS, Austin Travis County Integral Care and the Downtown Austin Community Court. The model focuses on a joint response to mental health calls for service by two officers (mental health certified), a medic and a caseworker. Ideally, this would be the formation of five teams for citywide deployment. This would require an investment of ten officers, five EMS medics, five case workers, and related one-time costs as well as court-related support services (undefined). In an effort to move towards this ideal, the APD projected staffing plan includes 6 additional HOST (mental health certified) officers over the 4 year period.

Non-Patrol Functions

APD has identified casework inefficiencies in several non-patrol functions: Peer Support, Motors, Parks, Highway Enforcement (DWI and Commercial Vehicles), and Missing Persons. APD recommends including an additional officer per unit (6 total) to address increasing workloads and to bring greater focus to key issues for our City, such Vision Zero, juvenile justice, and the mental health and wellness of officers.

Investigation Improvements and Evidence-Based Approaches

Currently, APD has 290 detectives primarily assigned to the Investigations Bureau. The Investigations Bureau is comprised of the Violent Crime, Property Crime, Decentralized Detectives, and Organized Crime Divisions. Over the last four years, Austin has experienced a steady decrease in Part I Violent and Property crime clearance rates, from 17.8 in 2014 to 16.2 in 2017. Across the same time period, there has been an increase in the number of days to clear

Part I crimes, a 23% increase for violent crimes and a 16% increase for property crimes. While APD will conduct an in-depth review to identify our longer-term investigative staffing needs, our initial staffing proposal for the 4 years coinciding with the proposed meet and confer agreement includes the addition of 23 detectives.

The Investigative Bureau is triaging active and cold case workloads and strives to weave evidence-informed approaches into the daily work of all personnel. The time that investigators are able to dedicate to a single case is minimal and community members – through Matrix and MGT – have expressed dissatisfaction. With the addition of 23 detectives, APD will increase our capacity towards maintaining manageable investigative caseloads, improve clearance rates (target 17.8 clearance rate by 2024), and reduce casework turnaround times (the number of days from an incident to investigative disposition). An investigative workforce increase at this level will also allow for the greater use of evidence-based strategies and trauma-informed services. The time afforded by the inclusion of new personnel will position the Investigative Bureau to more effectively use the national research base and assist victims and survivors of crime on a timeline consistent with best practices.

Sworn Personnel Oversight

APD employs a standard methodology for determining the supervision needs of sworn personnel and ensuring the appropriate span of control for supervisors. For every ten officers, the department recommends oversight by a corporal and a sergeant. For every ten detectives, the department recommends a sergeant supervisor. This plan includes 9 new corporal and 9 new sergeant positions. The department recommends these supervisory positions to ensure proper oversight, supervision and training. There is currently supervisory capacity available in several investigative units so the 4 year projected staffing plan does not include additional supervisors to address detective span of control.

Although the Matrix Report and MGT touched on but did not adequately address supervision in their recommendations, the need for appropriate oversight and quality performance management is essential to the implementation of any comprehensive community policing program.

Table 1. Police Staffing Plan

APD Sworn Staffing					
	Ofc	Cpl	Det	Sgt	Total
Year 1	12	2	5	2	21
Unfunded FTEs	10	1		1	12
Year 2	20	2	6	2	30
Year 3	20	2	6	2	30
Year 4	20	2	6	2	30
Total	82	9	23	9	123

Note: The above table represents the first four years coincident with the proposed meet and confer agreement with the Austin Police Association.

Cc: Rey Arellano, Assistant City Manager
Elaine Hart, Deputy City Manager
Ed Van Eenoo, Deputy Chief Financial Officer
Deven Desai, Chief Labor Relations Officer