Public Safety Police Operations

Austin Police Department ✶ Public Safety & Emergency Management Department ✶ Office of the Police Monitor

June 2008

MGT OF AMERICA, INC.

502 East 11th Street ♦ Suite 300 ♦ Austin, Texas 78701
(512) 476-4697 (T) ♦ (512) 476-4699 (F)
www.mgtcriminaljustice.com

Txp TEXAS PERSPECTIVES INC.

SNAP MANAGEMENT GROUP, Inc.

PUBLIC SAFETY POLICE OPERATIONS
TABLE OF CONTENTS

EXECUTIVE SUMMARY I

PART I – AUSTIN POLICE DEPARTMENT

1. Overview 1-1
   - 1.1 Introduction 1-1
   - 1.2 Methodology 1-1
   - 1.3 Background 1-2
   - 1.4 Financial Overview 1-11

2. Peer Analysis 2-1
   - 2.1 Introduction 2-1
   - 2.2 Methodology 2-2
   - 2.3 Findings 2-4

3. Professional Standards and Training 3-1
   - 3.1 Internal Affairs 3-3
   - 3.2 Training and Recruitment 3-19
   - 3.3 Accreditation and Inspections 3-40

4. Field Operations-Patrol Division 4-1
   - 4.1 Patrol Organization 4-4
   - 4.2 Minimum Staffing 4-16
   - 4.3 Crime Analysts 4-22
   - 4.4 Patrol Narcotics Unit 4-24
   - 4.5 Calls for Service & Response Times 4-25
   - 4.6 Patrol Officer Deployment 4-37
   - 4.7 Data Limitations 4-58

5. Investigations 5-1
   - 5.1 Violent Crimes Division 5-7
   - 5.2 Property Crimes and Offender Apprehension 5-22
   - 5.3 Organized Crime Division 5-40
   - 5.4 Special Operations and Homeland Division 5-51
   - 5.5 Highway Enforcement Division 5-76
   - 5.6 Forensic Science Division 5-91

6. Administration and Management 6-1
   - 6.1 Organization and Management 6-4
   - 6.2 Financial Management 6-21
   - 6.3 Fleet and Equipment Management 6-28
   - 6.4 Central Records 6-32
   - 6.5 Community Outreach 6-40
   - 6.6 Austin Listening 6-55

TABLE OF CONTENTS
(cont'd)

PART II – PUBLIC SAFETY AND EMERGENCY MANAGEMENT

7. Public Safety and Emergency Management Division 7-1
   - 7.1 Public Safety & Emergency Management & Austin Police Department Consolidation 7-2
   - 7.2 Public Safety and Emergency Management Administration 7-7
   - 7.3 Park Public Safety Division 7-10
   - 7.4 Office of the City Marshal 7-16
   - 7.5 Airport Public Safety Division 7-24

PART III – OFFICE OF THE POLICE MONITOR

8. Office of the Police Monitor 8-1
   - 8.1 Police Oversight Background and History 8-3
   - 8.2 City of Austin Office of the Police Monitor 8-7
   - 8.3 Citizen Review Panel 8-21

PART IV – SUMMARY

9. Fiscal Impact Summary 9-1

APPENDICES

A. Peer Survey Instrument A-1
B. Peer Survey Data B-1
C. Models of Civilian Oversight C-1

EXECUTIVE SUMMARY

In February 2007, the Austin Office of the City Auditor contracted with MGT of America, Inc. to conduct an independent assessment of public safety in the city of Austin. This project fulfills the requirements of city resolution 20060831-034, passed on August 31, 2006.

MGT began work on the project in March 2007. MGT's review focused on the Austin Police Department (APD), the Office of the Police Monitor (OPM) and the Department of Public Safety and Emergency Management (PSEM), which includes the Airport Public Safety Division, the Parks Public Safety Division and the City Marshals Division. Under the resolution's terms, MGT examined:

- best practices criteria;
- performance measures, including the relevance and reliability of associated data;
- staffing patterns and overtime practices;
- alternative service delivery approaches and their estimated costs;
- best practice criteria and performance measures for police oversight;
- budgetary practices, cost drivers and cost-reduction opportunities;
- cost trends; and
- administrative support systems.

Overview

Metropolitan Austin has grown at a breathtaking pace in the last two decades, both in terms of population and geographic territory. But Austin is still one of the safest large cities in the country. Both violent crime and property crime rates actually fell between 1995 and 2005, although the total number of property crimes, including burglary, theft and auto theft, rose.

The APD's budget rose by 136 percent between 1995 and 2005, to $172.1 million. Its share of Austin General Fund revenue rose as well, from 27 percent in 1995 to 35.2 percent in 2005. Most of this increase went to salaries and fringe benefits for APD employees, whose share of the budget rose from 88.8 percent to 95.5 percent over this period. In recent years, APD hiring has

emphasized sworn personnel over civilian employees; its number of sworn officers rose by 53 percent between 1995 and 2005, while its civilian workforce increased by just 22 percent.

Peer Analysis

MGT made a series of statistical comparisons between APD and a series of police agencies across the country, chosen for their similarity to APD in characteristics such as crime rates, demographic profiles, budget and staffing levels. Among other findings, these comparisons indicated that Austin ranks:

- near the average for sworn officers per 1,000 residents, patrol officers per 1,000 residents, patrol officers per square mile of jurisdiction and budgeted dollars per resident.
- above average for response time to calls.
- well above average for service calls per 1,000 residents, indicating that Austin is one of the busier agencies in terms of call volumes.
- dramatically above average for the *change* in service calls per 1,000 residents over fiscal 2004 through 2006, indicating a significant recent increase in demand for APD's services; the number of cadets trained per year, apparently in response to the sharp increase in demands for service; and the number of civilian employees per 1,000 residents, the use of which frees sworn officers for actual policing duties.

Professional Standards and Training

APD's *Internal Affairs Division* (IAD) investigates complaints of misconduct by APD's employees in cooperation with OPM, the Citizen Review Panel and the city's Law Department.

APD's *academy for police cadets* faces severe capacity challenges. Classes are 200 to 300 percent larger than the peer average, a situation that strains both physical and personnel resources.

APD's *Recruiting Section* recruits candidates through advertising and visits to community events, job fairs, colleges and universities. APD recently has hired a large number of new officers, but has no long-term goals for recruitment.

APD's *Guidance Advisory Program (GAP)* provides supervisors with information on officer performance. The program's automated system, however, is too limited; it cannot link accidents back to an individual officer, for instance.

The *Accreditation and Inspections Division* conducts continuous evaluations to ensure that APD meets national accreditation standards. The division has accumulated a number of "orphaned" functions that do not fit its charge.

Among other findings, MGT concluded that:

- the maintenance of separate complaint databases by IAD and OPM is delaying case reviews and contributing to frequent conflicts of opinion about classification.
- IAD stores its case files in an unsecured setting, in contravention of APD general orders.
- IAD's annual report lacks meaningful analysis or recommendations. For instance, the report provides no information on the types of complaints filed, or trend data showing the nature or number of complaints received over time.
- IAD has no formal process for notifying command staff of training deficiencies identified in its investigations. IAD's commander stated that he often brings such problems to the attention of command during staff meetings, but the process is informal.
- APD's website does not allow the public to file either complaints or commendations regarding police actions. OPM's website describes the complaint process and provides complaint forms, but APD does not provide easily recognizable links to OPM.

Key commendations in this area are:

- APD has developed a nationally recognized cadet training program.
- APD has successfully recruited a large number of cadets, particularly from the military ranks.
- APD has recognized the importance of early intervention by creating GAP.

Key recommendations in this area include:

- coordinate IAD and OPM reporting and tracking so that a new database can ensure consistent case treatment.
- immediately secure IAD's completed case files.

- develop a formal process for analyzing and correcting training deficiencies identified by IAD investigations.
- provide a more accessible link to IAD through the APD website.
- limit cadet class size to no more than 35 to 40 recruits.
- augment academy staff with instructors borrowed from operational units and with recently retired officers.
- create a strategic recruiting plan to establish departmental hiring goals, based on population and demographic projections, for the next three to five years.
- design or upgrade the GAP system to expand its capabilities and ensure that it provides the proper alerts needed to monitor, track and report use of force incidents by specific officers.
- reassign all functions not directly associated with the Accreditation Unit's core objectives to more appropriate units.

Patrol

APD's Patrol Division is organized into nine area commands housed in four facilities across the city. Among other findings, MGT concluded that:

- area commands use corporals inconsistently. Some assign corporals to handle calls for service when a sergeant is on duty; others charge them with continuing administrative assignments, effectively leaving the command with one fewer officer to assist with calls.
- the Street Response Units' focus on vice and narcotics has provoked considerable criticism within APD, since it is seen as diverting resources from other serious crimes.
- APD has assigned each area command a civilian crime analyst to provide them with crime data in a variety of formats, but they appear to make little use of this information.
- the Central East Area Command houses a Patrol Narcotics Unit that weighs, tests and processes drugs brought in as evidence. Officers often perform some of these functions *before* they turn in drugs, however, and some consider the unit's function redundant.
- APD responses to Priority 1 calls average about eight minutes citywide, a minute higher than the goal set in the 2006 budget.
- APD requires officers to book seized drugs, guns and money at a single APD substation, even though all substations have secured evidence lockers and booking procedures. This action has increased drive times and reduced officers' availability to handle calls.
- new police patrol vehicles have a "cage" only behind the passenger seat, with no protection behind the driver. Older patrol vehicles had cages extending across the entire seat. The newer vehicles can safely transport only one arrested individual at a time.

- while city policy is to dispatch at least two patrol units to each Priority 1 call, the CAD system does not do this automatically. MGT estimates that 22 percent of priority 1 calls answered by a single patrol officer had one and only one officer assigned to the call.
- APD pays its officers overtime based on a 40-hour workweek, although federal law does not require it to do so. Austin must employ nearly 7 percent more officers to provide the same coverage it could obtain by requiring them to work the allowable maximum before overtime is due.
- APD's platoon system does not use city resources efficiently, often leaving the city with either too many or too few patrol officers on hand.
- community policing appears to account for no more than 26 percent of patrol officers' work hours. This is hard to determine, however, because APD does not track time spent on these activities.

Key recommendations in this area include:

- establish clear and consistent directions regarding corporals' duties. Corporals should be actively patrolling and responding to calls when sergeants are on duty.
- evaluate the area commands' use of Street Response Units, to assess how their efforts overlap with those of other APD units charged with narcotics enforcement. Consider centralizing the Street Response function into a single force.
- review the crime analysis function to determine how best to use it to meet APD's needs. Develop a standard format for reports that is useful for patrol officers and supervisors.
- eliminate the Patrol Narcotics Unit in the Central East substation, and redeploy the detectives assigned to this function to other areas.
- achieve the response time goal established in APD's fiscal 2006 budget by filling vacant positions in all area commands.
- allow officers to book drugs, guns and money at their assigned substations.
- retrofit new patrol vehicles with cages that extend across the entire seat.
- modify the computer-aided dispatch (CAD) system's programming to ensure that more than one unit is automatically dispatched for all Priority 1 events.
- during upcoming contract negotiations, take advantage of federal wage law to increase police presence on the street without additional overtime. By adding 30 minutes to the regular daily work schedule, the city could produce additional staffing equivalent to 32 additional officers.
- modify APD's operating procedures to require officers to call in community policing activities to dispatchers for inclusion in the CAD system.
- modify the employee performance appraisal form to include criteria evaluating patrol supervisors and officers on community policing efforts.

Investigations

APD's Investigations Bureau includes the Violent Crimes, Property Crimes/Offender Apprehension, Organized Crime, Special Operations/Homeland, Highway Enforcement, Technical Services and Communications divisions; these, in turn, include a wide variety of smaller units, many with similar, overlapping and duplicative functions.

Among other findings, MGT concluded that:

- most Investigations Bureau units do not collect workload data, making it difficult to gauge appropriate staffing levels or shift schedules.
- several units in the Investigations Bureau have similar community education and outreach programs.
- the Integrity Crimes Unit's mission is unique among the units within the Violent Crimes I section, which otherwise focuses on violent crime such as murder and robbery.
- the Domestic Violence Emergency Response Team (DVERT) and Domestic Violence Units perform very similar functions and work the same hours.
- the Homicide Cold Case Unit within Violent Crimes I and Sex Crimes Cold Case Unit within Violent Crimes II use similar techniques and could be combined.
- the Violent Crimes II Computer Forensics and High Tech Crimes Units are not directly responsible for investigating crimes, but instead provide support to other investigations.
- the Fugitive Apprehension Unit researches and monitors individuals with criminal histories and arrests fugitives, functions similar to those performed by DVERT, SOAR and the Career Criminals Unit.
- the Pawn Shop Unit, also part of Offender Apprehension, has no responsibilities related to the apprehension of fugitives.
- the Crisis Intervention Unit shares some duplicated responsibilities with Patrol.
- the Alcohol Control Team (ACT) and Abatement and Community Education (ACE) are part of Fugitive Apprehension but have no duties related to apprehending fugitives.
- the Financial Crimes and White Collar Crimes units investigate forgery, credit card fraud, counterfeiting, identity theft and other financial crimes. Some of these cases, however, are assigned to the area commands.
- the Sex Offender Apprehension and Response Unit (SOAR) oversees sex offender registration and monitors sex offenders in the community. Two other APD units, Fugitive Apprehension and Sex Crimes, have quite similar responsibilities.

- the Career Criminals Unit's mission of tracking down and arresting parolees and probationers with warrants is very similar to the Fugitive Apprehension Unit's mission.
- the Firearms Review Unit works with federal agents to investigate cases involving firearms within the city. There is little justification for a stand-alone unit for this purpose.
- many of the Major Crimes Task Force's responsibilities overlap with those of other investigative units, including Fugitive Apprehension, Gang Suppression, Homicide and Narcotics Conspiracy.
- it is highly unusual for a city of Austin's size to have two full-time SWAT teams and a third volunteer team. SWAT members train for 64 hours each month, well above average.
- Austin is not recovering its full costs for police protection and coordination provided to special events. Many cities have centralized their special events functions.
- The Forensic Science Section provides APD with scientific services to support its investigations. Its operations, however, are being hampered by a shortage of resources.

Key commendations in this area are:

- APD and the city have established an Arrest Review and Court Liaison Unit to facilitate coordination and interaction between the department and other criminal justice agencies.
- the Vehicle Abatement and Wrecker Enforcement Unit has established a shift schedule that matches the city's peak traffic periods, which helps to reduce overtime costs.
- the DWI Enforcement Section has adjusted its work schedule based on a study of key workload data.
- the Forensic Science Section tracks workload data to illustrate the demand for its services.

Key recommendations in this area include:

- conduct a bureau-wide staffing study to determine appropriate staffing levels for the Investigations Bureau as well as the area commands' detective units.
- create a Crime Prevention Education Unit to handle all of APD's crime prevention education and outreach programs.
- make the Integrity Crimes Unit a separate group within the same bureau as the Internal Affairs Division.
- consolidate the DVERT and Domestic Violence units.
- combine the Homicide and Sex Crimes cold case units.

- merge the Computer Forensics and High Tech Crimes units with the Financial Crimes and White Collar Crimes unit.
- reorganize the Violent Crimes sections to include only those that investigate violent crimes.
- create an After Hours Investigators unit to function as a "first responder" unit that could be called to homicide, robbery or sex-crime scenes after normal working hours.
- assign the Fugitive Apprehension unit to research and monitor individuals currently tracked by DVERT, SOAR and Career Criminals.
- move the Pawn Shop unit to the Property Crimes Section.
- eliminate the Crisis Intervention unit and assign its staff and responsibilities to Patrol.
- move the alcohol control and abatement responsibilities of ACT and ACE to the Special Investigations Section of the Organized Crime Division.
- move Arrest Review and Court Liaison to the Offender Apprehension Section.
- assign responsibility for all financial crimes to the Financial Crimes and White Collar Crimes unit.
- eliminate the SOAR unit; transfer its registration responsibilities to the Sex Crimes unit and its sex offender monitoring function to Fugitive Apprehension.
- divide the Property Crimes and Offender Apprehension Division into two separate divisions, including only units that support their missions.
- place the Career Criminal and Fugitive Apprehension units in the new Offender Apprehension Division to facilitate coordination and information sharing.
- eliminate the Firearms Review unit and assign its staff to other investigative units.
- eliminate the Human Trafficking unit and assign its responsibilities to Special Investigations.
- merge the Major Crimes Task Force with the Gang Suppression unit.
- conduct a workload study to determine whether APD can eliminate one full-time SWAT team. Consider reducing SWAT training to 40 hours a month.
- set rates for special event coverage that reflect the city's costs; increase the minimum hours paid to officers working these events.
- Increase the Forensic Science Division's budget for consumable supplies; add one more full-time chemist to the Chemistry unit; add one more firearms examiner to the Firearms unit; and purchase another computer for fingerprint enhancement.

Administration and Management

This chapter includes an analysis of the department's overall management and organization as well as a review of APD's Administrative Services Division.

The current chief has proposed a number of changes to APD's organization. While these proposals have many admirable features, some may result in inadequate coordination and produce unwieldy managerial spans of control. MGT's report makes many suggestions that could further improve efficiency and responsiveness; this chapter summarizes recommendations made in other areas of the report.

Among other findings, MGT concluded that:

- dividing the city into nine area commands has created unnecessary obstacles to APD's response to calls for service, and ties up valuable resources in overhead for each command.
- APD does not make adequate use of performance measures to monitor and evaluate its effectiveness or to guide management decisions.
- APD is not developing and monitoring its budget effectively, in large part because managers and supervisors have too little input into the budget process.
- APD has repeatedly exceeded its overtime budget and is not fully reimbursed for chargeable overtime. Fiscal 2006 overtime spending exceeded budgeted amounts by almost 82 percent.
- APD does not protect its property and equipment inventory adequately. Its Property Control Offices are not fully staffed and other personnel do not always follow department procedures, often resulting in lost, broken or missing equipment.
- the Records Management Section is severely understaffed, resulting in significant backlogs in the processing of reports and records.
- the Community Liaison Section provides a range of services to the community and APD officers but has no formal means of evaluating its effectiveness.
- APD's management of the Eastside Story program, an after-school tutoring and enrichment program, does not further its primary mission and takes time and resources away from that mission.
- The Office of the Police Monitor makes outreach efforts to promote mutual respect between the community and law enforcement. In this, its role is similar to that of APD's Office of Community Liaison, but little communication, coordination or resource sharing takes place between the two.

The *key commendation* in this area is:

- APD is making organizational changes that will help it address community needs more efficiently and effectively.

Key recommendations in this area include:

- align APD's operational and support functions to facilitate better coordination and communication.
- redraw Austin's area command boundaries to reduce their number from nine to five. This should increase the number of patrol units available for calls while cutting overhead.
- train department staff in the development and use of performance measures for internal and external use.
- ensure that the budgeting process obtains input from department managers and provides them with the training they need to conduct proper budget oversight.
- control overtime costs by improving budgeting and expenditure monitoring and implement accounting procedures to ensure that all billable overtime is reimbursed.
- purchase property control scanning equipment to improve controls over APD's equipment inventory.
- staff the Records Management Section so that it can complete its work accurately and in a timely fashion, and eliminate backlogs. In addition to eight FTEs requested in the fiscal 2008 budget, the city council should approve five additional FTEs for the section.
- relocate the Eastside Story program to another city organization.
- develop formal coordination mechanisms to guarantee that the Office of the Police Monitor and Office of Community Liaison routinely share information and meet at least quarterly to coordinate their efforts.

Public Safety and Emergency Management

Austin's Public Safety and Emergency Management (PSEM) Department includes all city police functions not part of APD, including the Park Public Safety Division (the park police), Airport Public Safety Division (airport police) and the city marshals, as well as a Professional Standards Division.

Among other findings, MGT concluded that:

- consolidating PSEM and APD, as has been discussed, would lead to higher costs while creating organizational and human resource challenges.
- PSEM and APD have generally good relations, but little formal coordination of effort.
- APD has its own firing range but due to excess demand, PSEM has determined to use alternative ranges.
- park police resources are tied up by purposes unrelated to its mission.
- the City Marshal Division, which serves Class "C" warrants for the municipal court, had two vacant positions at the time of MGT's review, significantly reducing its ability to serve warrants.
- the interface between the new Municipal Court information system and APD's information system is not functioning properly. Class C warrant information on the court's system does not produce "hits" in APD's information system.

The *key commendation* in this chapter is:

- there are established performance measures for the city marshals' performance as well as for Municipal Court security.
- the Airport Public Safety Division is currently providing a professional level of service in carrying out security and law enforcement at Austin Bergstrom International Airport.

Key recommendations in this chapter include:

- based on interviews, surveys and analyses of pertinent information, MGT recommends that PSEM maintain its independence from APD.
- develop a memorandum of understanding or other formal agreement between APD and PSEM that defines their respective areas of responsibility.
- ensure that APD accommodates PSEM officers in its new firing range facility.
- ensure that the Park Police are used *only* for activities related to their core responsibility of providing patrol and related services at parks, lakes and recreational facilities.
- consider establishing a separate unit within PSEM to provide security services to the Austin Resource Center for the Homeless.
- ensure that vacant city marshal positions are filled as soon as possible, so that a sufficient number are available for warrant and courtroom security operations.

Office of the Police Monitor

The Office of the Police Monitor accepts and files public complaints against APD officers, enters them in a complaint database and makes various outreach efforts to promote mutual respect between the community and law enforcement. It is APD's focal point for receiving all external complaints against sworn officers; if a citizen contacts the Internal Affairs Division with a complaint, they are referred to OPM.

Among other findings, MGT concluded that:

- the current "Meet and Confer" agreement between APD and the Austin Police Association places significant limits on OPM's access to police information.
- APD has refused OPM access to the database for its Guidance Advisory Program, a program designed to identify potential behavioral problems among sworn officers. Such access is required by the joint APD/OPM operating procedures.
- OPM has not complied with the reporting requirements outlined in its operating procedures, which call for a public report on its operations every six months. The most recent report, for 2005, was delivered more than a year late.
- OPM and the Internal Affairs Division maintain separate databases of cases and complaints, a situation that delays case review and contributes to disagreements in APD's classification of cases.
- all citizens can opt for mediation to resolve conflicts with APD, but not one case to date has been handled in this way; OPM could do more to tell the public about the process.
- The Citizen Review Panel (CRP), created during the 2004 Meet and Confer negotiations, provides a sounding board for citizens who wish to speak publicly about a complaint. Panel members, however, are not receiving adequate introductory training.
- CRP panel members are not provided adequate time to review case files before the cases are heard.

Key recommendations in this area include:

- strengthen OPM's oversight powers by granting it limited subpoena authority and drafting a mandatory cooperation agreement with APD.
- give OPM access to the GAP database. If current GAP data are not available, OPM and APD should work together to determine whether equivalent data are available.
- complete OPM reports as required by the operating procedures.

- ensure that OPM's new database allows for access to APD complaint classifications and real-time access by both its own personnel and APD.
- increase public awareness of the mediation option for settling complaints against officers.
- provide newly appointed Citizen Review Panel members with adequate orientation training.
- amend the joint operating procedures to require that Citizen Review Panel members receive materials needed for their meetings five days prior to the hearing.

Fiscal Impact Summary

MGT's report contains over 120 recommendations for APD, PSEM and OPM. If implemented, these recommendations could provide a savings (or cost avoidance) of $23 million over five years.

1.0 OVERVIEW

1.1 Introduction

In February of 2007, the Office of the City Auditor (OCA) contracted with MGT of America, Inc. to conduct an independent assessment of public safety in the city of Austin. This project fulfills the requirements of city resolution 20060831-034, which was passed on August 31, 2006. MGT began work on this project in March 2007. This assessment focused on the Austin Police Department (APD), the Office of the Police Monitor (OPM), and the Public Safety and Emergency Management (PSEM) Department consisting of the Airport Public Safety Division, the Park Public Safety Division and the City Marshals Division[1]. Per the resolution, the project is to include the following for each public safety department:

- Best practices criteria.
- Performance measures (including evaluation of the relevance and reliability of data).
- Deployment methods and models, including:
  - Overtime practices.
  - Staffing levels.
- Alternative service delivery approaches, including cost estimates.
- Best practice criteria and performance measures for a police oversight function.
- Budgetary practices.
- Cost drivers for public safety and opportunities to reduce costs.
- Cost trends.
- Administrative support systems.

1.2 Methodology

Building on preliminary work already conducted by the OCA, MGT's work on the project included four phases: creation of profiles for all departments (APD, OPM and PSEM); stakeholder involvement and diagnostic review; on site review; and peer review analysis.

[1] Austin City Council, http://www.ci.austin.tx.us/minutes/2006/mn060831.htm, last checked (September 24, 2007).

MGT efforts included:

- **On-site observation.** MGT observed the operations of the various public safety agencies in the city during peak operations.
- **Staff interviews.** MGT interviewed approximately 130 people associated with public safety functions in the city of Austin including agency executives, officers, and civilian employees.
- **Focus Groups.** MGT had eight discussion sessions with various groups, including APD civilian employees, patrol officers in the Park Public Safety Division, police officers and supervisors in various APD commands, and officers in the Airport Public Safety Division.
- **Ride-alongs.** MGT went on 10 police ride alongs in six APD districts as well as Airport Public Safety patrol areas.
- **Peer analysis.** MGT surveyed 16 peer cities to identify common practices and create operational benchmarks.
- **Best practice research.** MGT conducted research to identify best practices used in other police agencies that could benefit APD.
- **Document and data review.** MGT reviewed a significant amount of data pertaining to operations, staffing and performance from Austin's public safety providers.
- **Citizen Input.** MGT's study included an outreach component designed to garner citizen feedback on APD, OPM, and PESM operations. Designated as *Austin Listening*, the outreach effort included hosting an *Austin Listening* website and web log, placing *Listening* boxes throughout the community, maintaining a toll free call-in number, and holding community mini-sessions, and a one-day *Austin Listening* event.

Using this information, MGT created findings and recommendations for the continued success of public safety in Austin.

1.3 Background

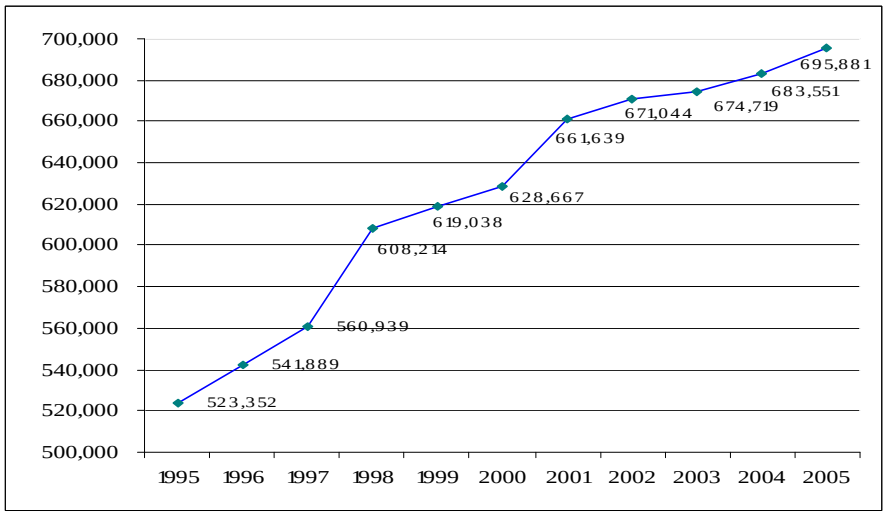
Today, policymakers face significant and difficult challenges in effectively managing the various, and often competing components of a public safety system. To make useful and beneficial decisions regarding its public safety system, policymakers must have sound research, comprehensive analysis, and reliable forecasting techniques available to it. This section serves as a compilation of facts describing Austin over the previous decade. It includes a socioeconomic retrospective, a review of crime statistics, and a budget summary for the Austin Police

Department. These factors will provide a necessary background on understanding where Austin has been, and serve as a foundation for understanding where and how it might grow in the decades to come.

1.3.1 Population

Throughout the 1990s, Metropolitan Austin saw an almost 48 percent growth rate, on the heels of a profitable tech boom.[2] This is more than double the population growth rate of the State of Texas as a whole. Although early 2001 brought on a constricting economic downturn, the area recovered posting a growth rate above 21 percent from 2000-2006, and has a projected growth rate of 30 percent by 2010[3]. The influx of population indicates expanding local payrolls and tax dollars, but it also hints that the city could face concerns that commonly accompany population increases such as infrastructure inadequacies, crime rate increases, tax related issues and growth management problems. **Exhibit 1-1** shows 10 years of population growth history for the city.

EXHIBIT 1-1
Population of Austin 1995-2005



Source: *City of Austin Comprehensive Annual Financial Reports (CAFR) 1995-2006.*
NOTE: The 10-year time period selected for MGT's analysis was 1995 through 2005 because at the time we prepared this report, the Austin Police Department's most recent Annual Report was dated 2005.

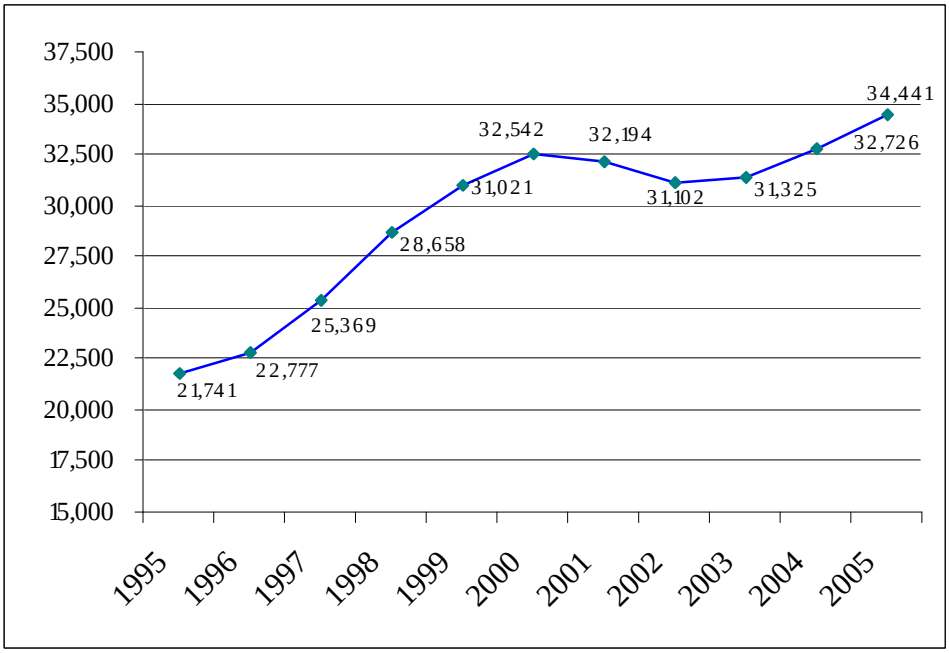
[2] The Greater Austin Chamber of Commerce, www.austin-chamber.org/DoBusiness/GreaterAustinProfile/popoulation.html (last check January 8, 2007).
[3] *Id.*, "City of Austin Population and Household Forecast by Zip Code," Ryan Robinson, City Demographer, Department of Neighborhood Planning and Zoning, city of Austin, October 2004.

According to population totals shown in **Exhibit 1-1**, a 33 percent increase in population occurred between 1995 and 2005. The largest jump transpired between 1997 and 1998 when the city gained 47,275 residents, which was an increase of almost 8.5 percent. Austin expects to add another 50,000 residents by 2010. The sizeable population increase will likely have a profound effect on Austin's public safety costs; however, careful monitoring of both population growth and growth patterns can be integrated in the planning process to help avoid, or at the least minimize, any potential negative effects.

1.3.2 Per Capita Income

Per capita income in the Austin-Round Rock Metropolitan Statistical Area (MSA), defined as Bastrop, Caldwell, Hays, Travis and Williamson counties, grew by 58 percent during the same period. A technology boom during the late 1990s drove much of the population and per capita income growth in the region. **Exhibit 1-2** illustrates the growth in income.

EXHIBIT 1-2
Per Capita Income of Austin MSA 1995-2005



Source: *Bureau of Economic Analysis, Regional Economic Accounts (1995-2005).*

The changes in per capita income are more variable than the changes seen in population. There are positive and negative fluctuations during the 10 year period. From 1997 to 1998, per capita income increased almost 13 percent, corresponding to the same period of the largest population influx; however, there are also decreases in per capita income. These drops occur during periods experiencing population growth. For example, from 2000 to 2001, the population increased by 5.2 percent, while the per capita income dropped by 1.1 percent. The national and local economies both faced slowdowns during this period, which explains the dip in income. The unemployment rate increased from a nearly three-decade low of 3.8 percent in January 2001 to 5.7 percent in December 2001.[4] Austin's unemployment rate rose from a record low of 1.6 percent in December 2000 to over 4 percent in 2001.[5]

1.3.3 Population Density

Annexation accounts for a fair amount of the population growth in the city. **Exhibit 1-3** provides the acreage annexed by the city over the previous seven years and forecasts, based on current projections, the amount Austin will absorb by 2008.

EXHIBIT 1-3
City of Austin Annexation, in Acres

	Actual							Projected		
	2000	**2001**	**2002**	**2003**	**2004**	**2005**	**2006**	**2007**	**2008**	**Total**
Full Purpose	3,960	3,918	2,019	3,253	866	1,920	351	136	1,785	18,208
Limited Purpose	4,172	15	1,957		7,030	1,240	621			6,144
Total Annexed	8,132	3,933	3,976	3,247	7,896	3,160	972	136	1,785	24,346

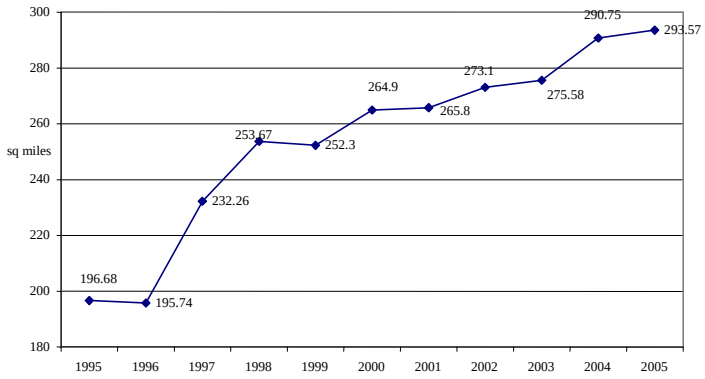
Source: *City of Austin, Annexation and ETJ Planning, 2007.*

[4] Comprehensive Annual Financial Report 2001, Office of the Controller, http://www.ci.austin.tx.us/controller/cafr2001.pdf.
[5] Ibid.

In less than a decade, the city is projected to have added 24,346 acres. Most of this land is in Travis County, though some small sections are located in both Hays and Williamson counties, as well.

The city of Austin comprised 293.57 square miles in 2005. This is a 33 percent increase from one decade prior. The annexation of land preserves a significant amount of future tax base, which will benefit the city. **Exhibit 1-4** demonstrates the changing size of the city.

EXHIBIT 1-4
Area of Incorporation (Sq. Miles)



Source: *City of Austin, Annexation and ETJ Planning, 2007.*

There is a dramatic increase in size between 1996 and 1998. Almost one-third of the change occurring during the 10 year period took place during that two-year span. The suburban edges of the city, the southern and northern fringe areas, experienced the highest creation of single family housing units.[6]

The Austin City Council named downtown development as one of its main priorities in September 1995, and has been working toward this goal by approving vertical mixed use (VMU) structures.[7] VMUs contain multifamily housing units on upper levels and restaurants and retail units on the ground levels. The urban core of the city has seen a modicum of population growth

[6] *Id.*, "City of Austin Population and Household Forecast by Zip Code," Ryan Robinson, City Demographer, Department of Neighborhood Planning and Zoning, city of Austin, October 2004.
[7] *Id.*, "Downtown Report", city of Austin, http://www.ci.austin.tx.us/downtown/dr_home.htm, September 1995.

as a result of these multifamily housing structures; however, the highest projected growth, with a potential net gain of more than 10,000 residents, will come from the 78748 zip code, which is located in south central Austin.

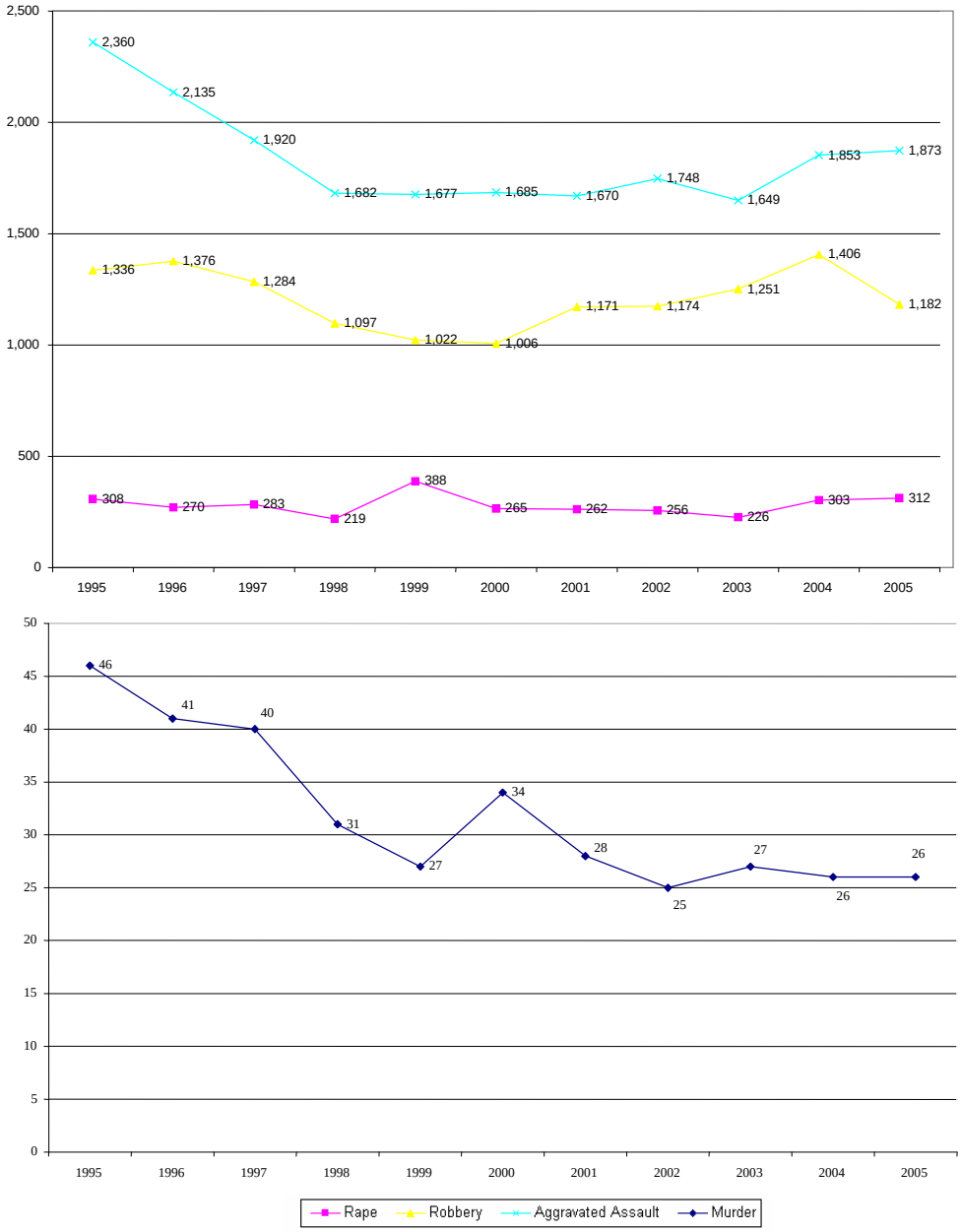
1.3.4 Crime Statistics

Austin is considered one of the safest cities in the country, ranking fifth nationally among communities with populations greater than 500,000 for 2004-2005.[8] It is the third safest city when comparing violent crime rates among cities of similar size.[9] **Exhibit 1-5** shows the disaggregated number of violent crimes, murder, rape, robbery, and aggravated assault, committed in Austin during the past decade.

From 1995 to 2005, a period when Austin's population increased by over 33 percent, the murder rate decreased by almost one-half, dropping from 46 to 26 in 10 year's time. This constitutes a 43 percent decrease in the murder rate for this period. During the decade, Austin has seen an almost 12 percent reduction in robberies and an over 20 percent drop in aggravated assaults. The number of rapes is up about 1 percent for the decade; however, it is down 20 percent to 312 in 2005 from a spike at 388 in 1998.

[8] http://www.morganquitno.com/ciy07pop.htm#25 November 2007.
[9] Ibid.

EXHIBIT 1-5
Violent Crime in Austin, 1995-2005



Source: *Austin Police Department Annual Report, 2002-2005.*

Exhibit 1-6 shows the rate of violent crime for the city of Austin and illustrates a 36 percent drop in the violent crime rate per 100,000 citizens for the 1995 to 2005 period. The spike in 2004 occurs because of a marked increase in robberies. The city did see a 15.9 percent decrease in robberies between 2004 and 2005.

EXHIBIT 1-6
Violent Crime Rate per 100,000

1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005
773.9	705.3	628.8	498	503	475.6	473.2	477.3	462.1	525.1	493.8

Source: *Austin Police Department Annual Report, 2002-2005.*

Led by a rise in theft, the number of property crimes has increased over the decade. Property crime includes burglary, theft and auto theft. The number of reported thefts rose by 16 percent during a period where the population more than doubled. Although the number of total property crimes is up, the property crime rate is down by almost 20 percent, as illustrated in **Exhibit 1-7**.

EXHIBIT 1-7
Property Crime Rate per 100,000

1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005
7,363.3	7,096.8	7,034.8	5,946.6	5,989.3	5,676	6,057.8	5,927.5	6,264.8	6,054.3	5,975.7

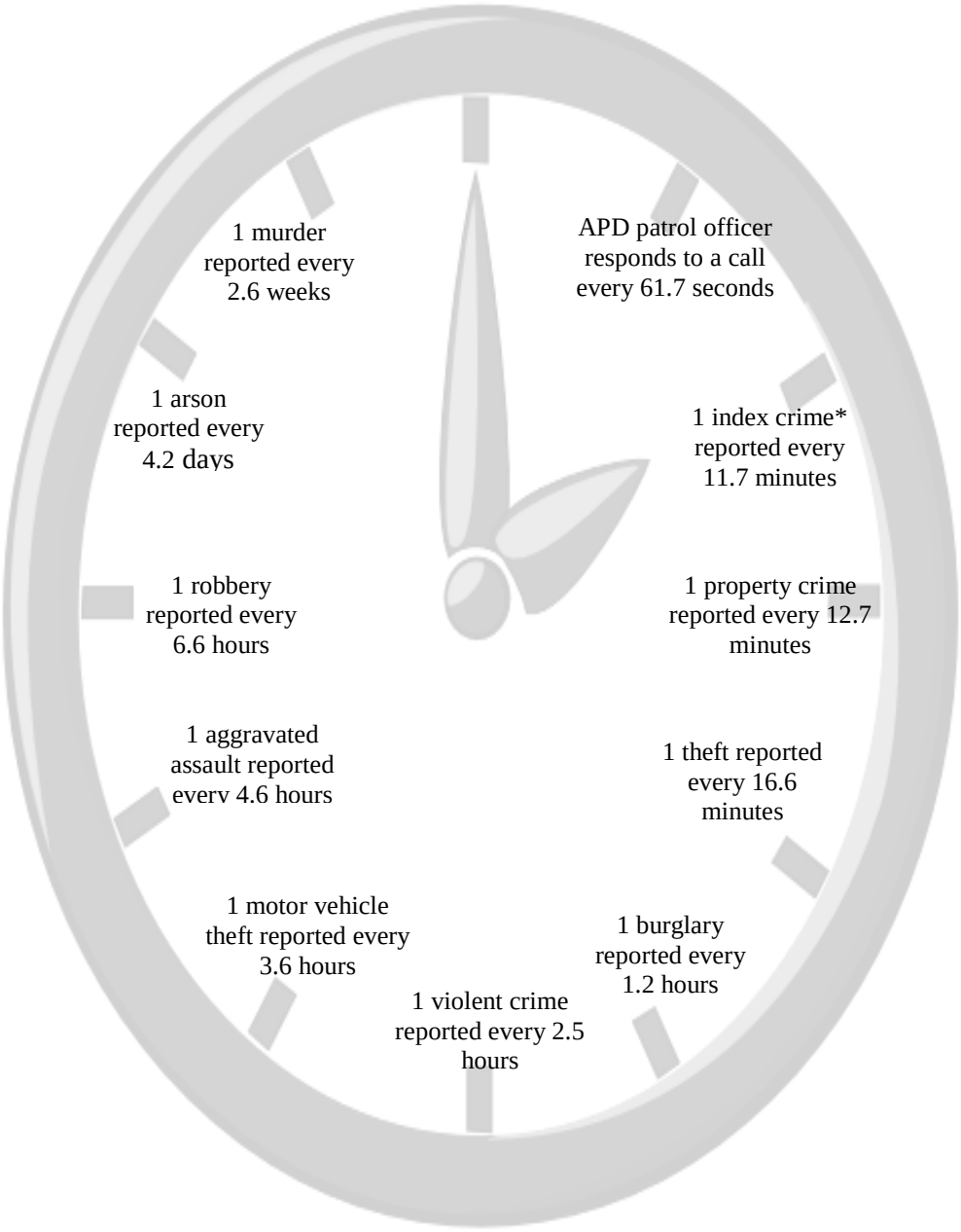
Source: *Austin Police Department Annual Report, 2002-2005.*

The Austin City Council states as a goal in its safety vision to reduce property crime rates to rank Austin among the top 15 safest major cities in the U.S.[10]

Exhibit 1-8 shows a summary of Austin's crime statistics for fiscal year 2006.

[10] http://malford.ci.austin.tx.us/vision/safety.htm

EXHIBIT 1-8
Austin's Crime Clock

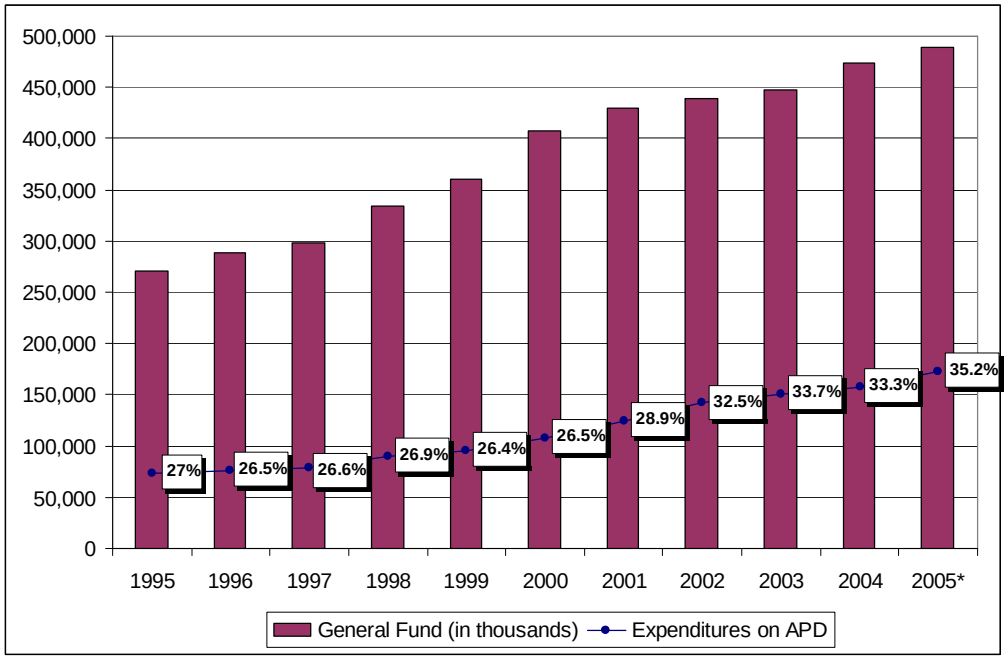


* Index crimes include property and violent crimes.
Source: *MGT of America, based on city of Austin Police Department statistics, 2006.*

1.4 Financial Overview

The General Fund receives revenue from utility transfers, sales tax, and property tax. This money pays for a multitude of city services, including public safety services. General Fund revenue has increased steadily since 1995, resulting in an 81 percent increase over the past 10 years. **Exhibit 1-9** illustrates the growth in General Fund revenue, and shows the percentage going to the Police Department.

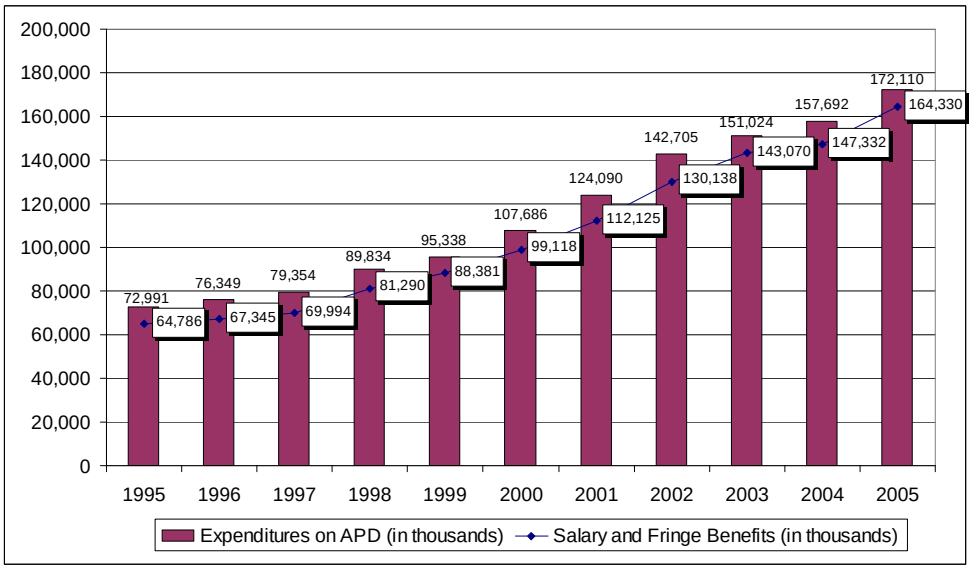
EXHIBIT 1-9
City of Austin General Fund Revenues as Compared to Austin Police Department Expenditures 1995-2005



Source: *City of Austin Comprehensive Annual Financial Reports (CAFR) 1995-2005.*
* $31.6 million was added in FY 2005 to "normalize" General Fund Revenue (Hospital District).

APD has received an overall budget increase of 136 percent, increasing from $80 million in 1995 to $172.1 million in 2005. The city also augmented APD's share of the General Fund by 30 percent, as shown in **Exhibit 1-9**. In 1995, it received 27 percent, but by 2005, it was receiving 35.2 percent. Most of this increase went to salaries and fringe benefits of APD employees as that consistently takes up 90-95 percent of APD's budget.

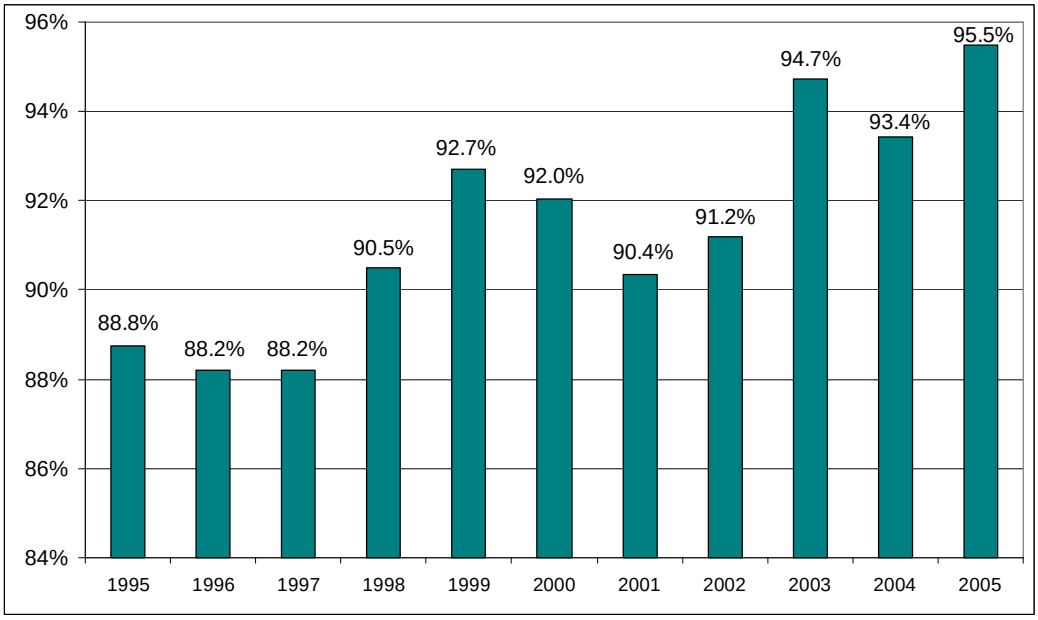
EXHIBIT 1-10
Salaries and Fringe Benefits at APD



Source: *City of Austin Comprehensive Annual Financial Reports (CAFR) 1995-2005.*

Exhibit 1-10 examines the salary and fringe benefit expenditures for all employees at APD. The amount has grown faster than the actual budget for APD, having increased 154 percent compared to 136 percent for the budget. As a result, in 2005, salary and fringe benefits represented 95.5 percent of the budget, whereas in 1995 it was 88.8 percent (**Exhibit 1-11**).

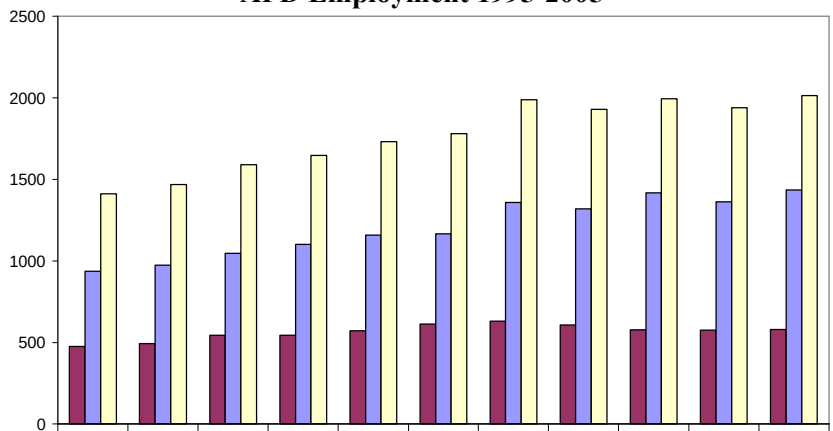
EXHIBIT 1-11
Austin Police Department
Salaries and Benefits as a Percent of Total Expenditures
1995-2005



Source: *City of Austin Comprehensive Annual Financial Reports (CAFR), 1995 -2005.*

Exhibit 1-12 shows the total number of employees at APD. The number of sworn employees in the department increased by 53 percent during this 10 year period when the city population increased by 32 percent. Conversely, the number of civilian employees rose only 22 percent.

EXHIBIT 1-12
APD Employment 1995-2005



	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005
Civilian	474.5	493.5	543	544	573	614	631	608	577.25	576.5	579.5
Sworn	937	975	1046	1102	1158	1166	1358	1320	1417	1362	1435
APD Employees	1411	1469	1589	1646	1731	1780	1989	1928	1994	1939	2015

Source: *City of Austin Comprehensive Annual Financial Reports (CAFR) 1995-2005.*

Exhibit 1-13 shows the percentage of civilian to sworn staff within APD.

EXHIBIT 1-13
Percentage of Civilian to Sworn Employees

1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005
34%	34%	34%	33%	33%	34%	32%	32%	29%	30%	29%

Source: *City of Austin Comprehensive Annual Financial Reports (CAFR) 1995-2005.*

In 2005, there were 15 percent less civilian employees to provide support staffing to the officers. The civilian staff at APD grew until 2001, when it began to decline, where the sworn staff increased consistently over the same period. Fiscal year 2001 brought a softening economy, which resulted in lowered sales tax revenues. The collections were 6.5 percent below budget, and the city had to alter its spending mid-year to offset the shortfall.[11] The following year, the city reduced expenditures by holding vacant positions open and cutting over 300 vacant positions from the budget citywide.[12]

[11] Comprehensive Annual Financial Report 2001, Office of the Controller, http://www.ci.austin.tx.us/controller/cafr2001.pdf.
[12] Comprehensive Annual Financial Report 2002, Office of the Controller, http://www.ci.austin.tx.us/controller/cafr2002.pdf.

2.0 PEER ANALYSIS

2.1 Introduction

In partnership with Austin's Office of the City Auditor (OCA), MGT selected 20 "peer" cities from Texas and around the U.S. The peer cities selected either share common characteristics with present-day Austin or in some way reflect the city's goals for the future. MGT asked each peer city to complete an informational survey; 16 of the 20 selected peers responded to the survey.

A major value of peer comparison is the ability to allow local leaders to evaluate Austin's own practices against those of its peer jurisdictions to gain a better understanding of Austin's overall performance. Comparing the Austin Police Department (APD) with similar agencies allows us to gauge whether its practices are shared by other like agencies, providing one measure of the effectiveness of such practices. It does not, of course, indicate that APD is necessarily wrong in approaching any issue or practice differently than its peers.

The data gathered in a peer comparison can be useful, but it must be remembered that numbers do not reflect the specific community circumstances that affect each agency as it attempts to carry out its mission. Even so, the peer comparison can suggest practices, policies or staffing levels that may be appropriate for APD, and warrant further analysis.

In relation to its peer group, Austin spends an average amount per resident on its police force, while it exceeds the median in calls for service and ranks among the top four in the sheer volume of calls for service received between 2004 and 2006. In addition, Austin's population exceeds that of the peer average while its square mileage is less than that of the peer average. However, APD continues to deploy its officers based on square mileage figures instead of population figures. Therefore, APD continues to exceed the peer average for both sworn and patrol officers per square mile of jurisdiction. However, APD falls behind the peer average when one considers the deployment of an agency's officers per resident.

With an increased density, a higher call volume is to be expected; with an increasing call volume, the steady expansion of APD is inevitable. However, the cost of such expansion can be limited by several factors which will be discussed in detail later in this report. Austin is growing fast and with an increase in an already significant budget likely, APD must learn to closely monitor its peers to identify cost effective strategies, systems, and programs.

2.2 Methodology

The peer agencies surveyed for this review were those of:

- **Phoenix, AZ***
- **Tucson, AZ***
- Fresno, CA
- **San Diego, CA***
- Denver, CO
- **Indianapolis, IN***
- **Louisville Metro, KY***
- Boston, MA
- **Las Vegas, NV***
- **Albuquerque, NM***
- **Charlotte-Mecklenburg, NC***
- **Columbus, OH***
- **Portland, OR***
- **Nashville, TN***
- **Dallas, TX***
- **El Paso, TX***
- **Fort Worth, TX***
- Houston, TX
- **San Antonio, TX***
- **Seattle, WA***

***** *Cities that completed peer survey questionnaire.*

The following criteria were used to establish viable peer cities: uniform crime index numbers, demographic profiles, police department staffing levels, size of budget in comparison to the overall size of the city and its department, and the department as a representative of its minority population.

In considering demographic similarities, the following nine statistics were considered: recent population growth, per capita income, percentage of population in poverty, median age, percentage of labor force in managerial occupations, education level, percentage of population

foreign born, average household size, and unemployment rate. Of these criteria, the cities below were found to be "closest matches" to Austin, coming within one to two standard deviations of matching Austin in at least seven of the nine criteria: Indianapolis, IN; Charlotte-Mecklenburg, NC; Columbus, OH; Nashville, TN; Portland, OR; and Albuquerque, NM. In addition, Indianapolis, IN's population is closest to the expected population of Austin by the year 2015.

MGT and OCA collaborated in developing survey questions for the peer cities. Each city was asked to answer an online questionnaire. To ensure a thorough and complete understanding of the responses, OCA followed up with a number of respondents to obtain clarifications or missing information. Some agencies provided supporting documentation to better describe their operations.

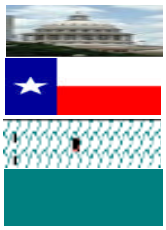
The responses were entered into a master spreadsheet for further in-depth analysis, the results of which are discussed throughout this chapter. To facilitate the graphical representation of our comparisons, the peer cities are denoted as being either Texas peers, closest match peers, or all other peers as follows:

Austin

Texas Peers

Closest Match Peers

All Other Peers



The survey questions and responses received appear in Appendices A and B, respectively.

The review team received responses from 16 peer cities. MGT's analysis includes 15 of the 16 cities, however, after omitting Las Vegas from the comparison analysis. Upon closer review, it became apparent that the disparity between Las Vegas's vast geographic size (7,500 square miles) and its relatively small population in relation to the size of its police force (6.19 sworn officers per 1,000 residents) tended to distort the analysis. In addition, Indianapolis's relatively small jurisdiction in terms of square mileage (86 square miles) also tends to distort the

findings. Therefore, where comparisons are based on square mileage, Indianapolis has been omitted from the comparison.

2.3 Findings

Overall, Austin ranked near the middle for most categories among the cities MGT surveyed. **Exhibit 2-1** summarizes the peer analysis and provides an index to detailed exhibits for each factor analyzed. The exhibits rank APD with its peer agencies in a number of areas, including:

- Population, geographic size, and density.
- Number of sworn officers per 1,000 residents.
- Number of sworn officers per square mile.
- Number of patrol officers per 1,000 residents.
- Number of calls for service per 1,000 residents.
- Number of calls for service per square mile and the change in volume of calls.
- Number of cadets trained per year.
- Non-sworn employees per 1,000 residents.
- Total tax dollars spent per citizen.
- Crime statistics.
- Response times.

EXHIBIT 2-1[1]
Peer Comparisons, Summarized

Exhibit Number	Factors for Comparison	APD Rank
Exhibit 2-2	Population	7 of 16
Exhibit 2-3	Geographic Size	10 of 16
Exhibit 2-4	Density	6 of 15
Exhibit 2-5	Sworn officers per 1,000 residents	9 of 16
Exhibit 2-6	Sworn patrol officers per 1,000 residents	9 of 16
Exhibit 2-7	Ratio of patrol officers to sworn officers	8 of 16
Exhibit 2-8	Sworn officers per square mile	7 of 15
Exhibit 2-9	Sworn patrol officers per square mile	6 of 15
Exhibit 2-10	Calls for service per 1,000 residents	4 of 15
Exhibit 2-11	Response times	6 of 13
Exhibit 2-12	Change in volume of calls for service, 2004 to 2006	3 of 15
Exhibit 2-13	Number of cadets trained per year	1 of 16
Exhibit 2-14	Non-sworn employees per 1,000 residents	2 of 16
Exhibit 2-15	Budget per resident vs. crime rate	8 of 16

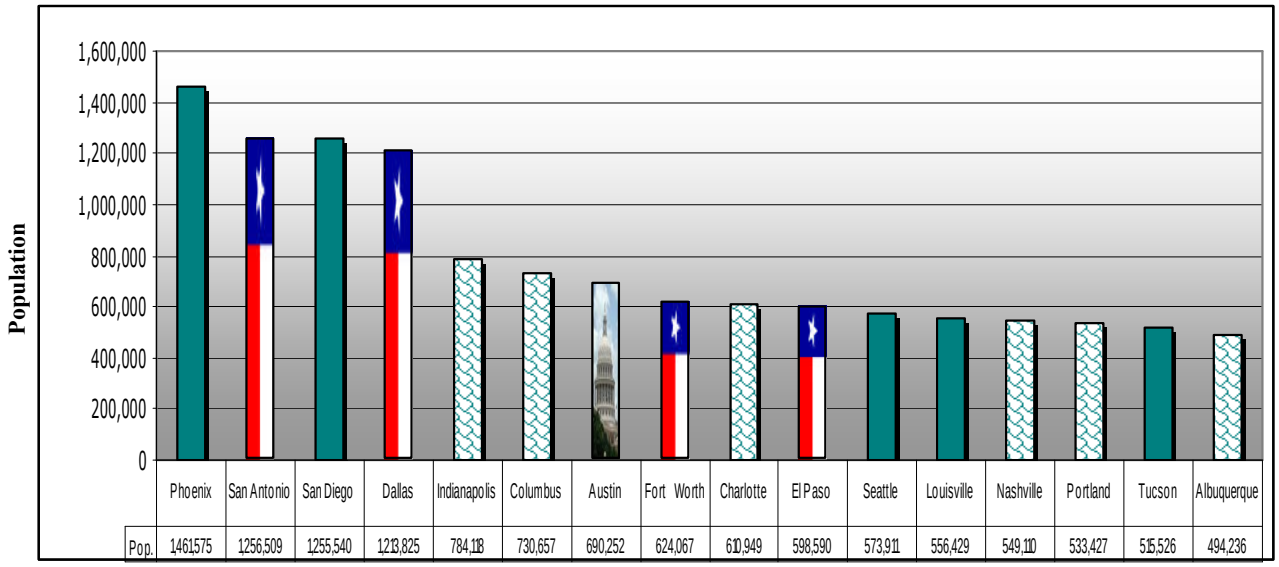
Source: *MGT of America, Inc., Peer City Survey, 2007.*

Since the peer cities ranged in population from less than half a million to 1.5 million, analyses involving population were calculated per 1,000 residents. The square-mile jurisdictions of the peer agencies ranged from a concentrated area such as Indianapolis (86 square miles), to sprawling cities such as Nashville (533 square miles), Phoenix (516 square miles) and San Antonio (504 square miles).

[1] Actual rankings are distilled from results rounded to the nearest tenth. In other words, where some peer comparisons indicate a tie, in reality the numerical rankings are surmised from actual results that may be carried out to the hundredth or even thousandth decimal place.

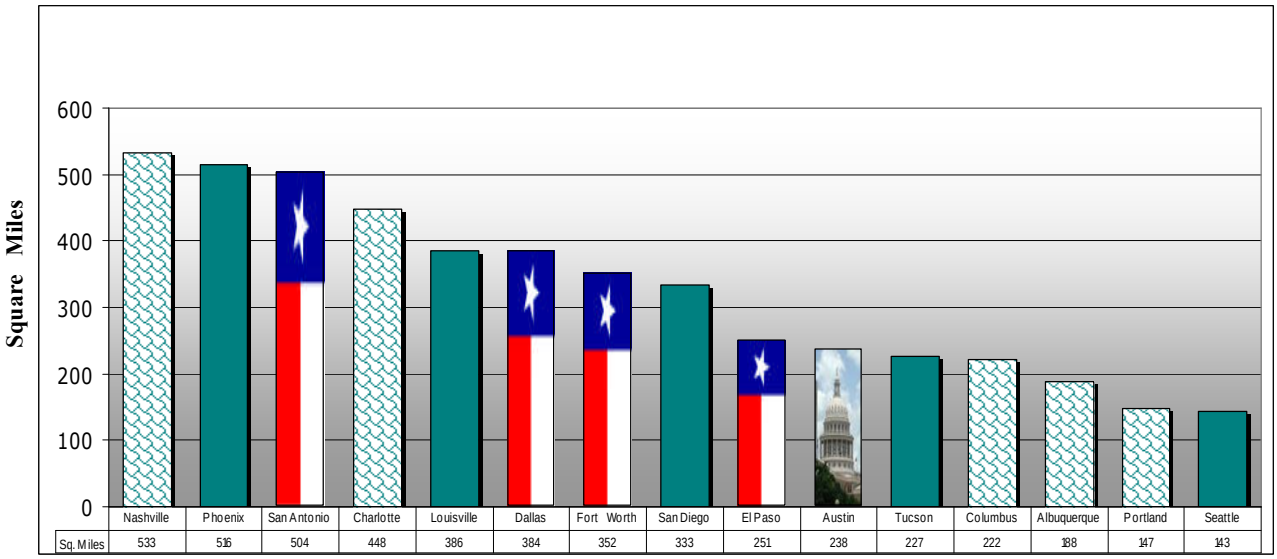
Exhibit 2-2 reveals the population of each peer agency's service area, while **Exhibit 2-3** compares the square-mile jurisdiction area. It must be noted that three of the peer cities—Charlotte-Mecklenburg, Louisville Metro and Nashville—have merged their services with the county's, resulting in larger service areas and higher population counts.

EXHIBIT 2-2
Austin vs. Peer Cities: Population



Source: *U.S. Census Bureau, 2005.*

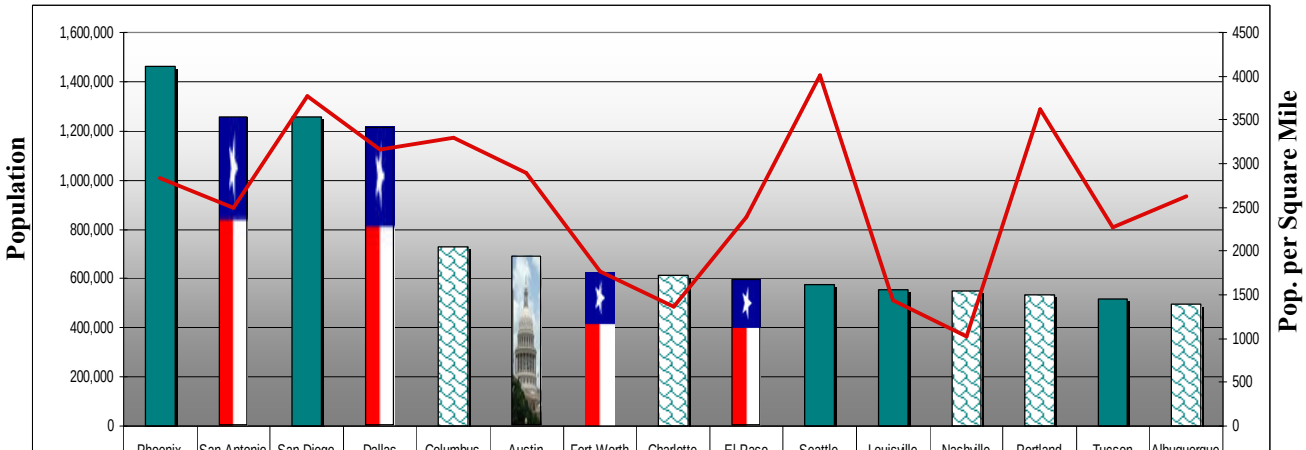
EXHIBIT 2-3
Austin vs. Peer Cities: Geographic Size



Source: *MGT of America, Inc., Peer City Survey, 2007.*

While Austin is nearly at the median for population, it is nearly 50 square miles smaller than the peer group's median. This suggests that APD's jurisdiction is of a higher density than many of its peers. In fact, **Exhibit 2-4** shows that Austin is the sixth densest city in its peer group and, aside from Dallas, denser than all other Texas cities represented in the survey. In addition, of the cities most like Austin in the peer group, Columbus and Portland are denser than Austin. This density affects both the crime rate and the number of officers necessary to effectively police the jurisdiction.

EXHIBIT 2-4
Austin vs. Peer Cities: Density



	Phoenix	San Antonio	San Diego	Dallas	Columbus	Austin	Fort Worth	Charlotte	El Paso	Seattle	Louisville	Nashville	Portland	Tucson	Albuquerque
Pop.	1,461,575	1,256,509	1,255,540	1,213,825	730,657	690,252	624,067	610,949	598,590	573,911	556,429	549,110	533,427	515,526	494,236
Density	2833	2493	3770	3161	3291	2900	1773	1364	2385	4013	1442	1030	3629	2271	2629

Source: *MGT of America, Inc., Peer City Survey, 2007; U.S. Census Bureau, 2005.*

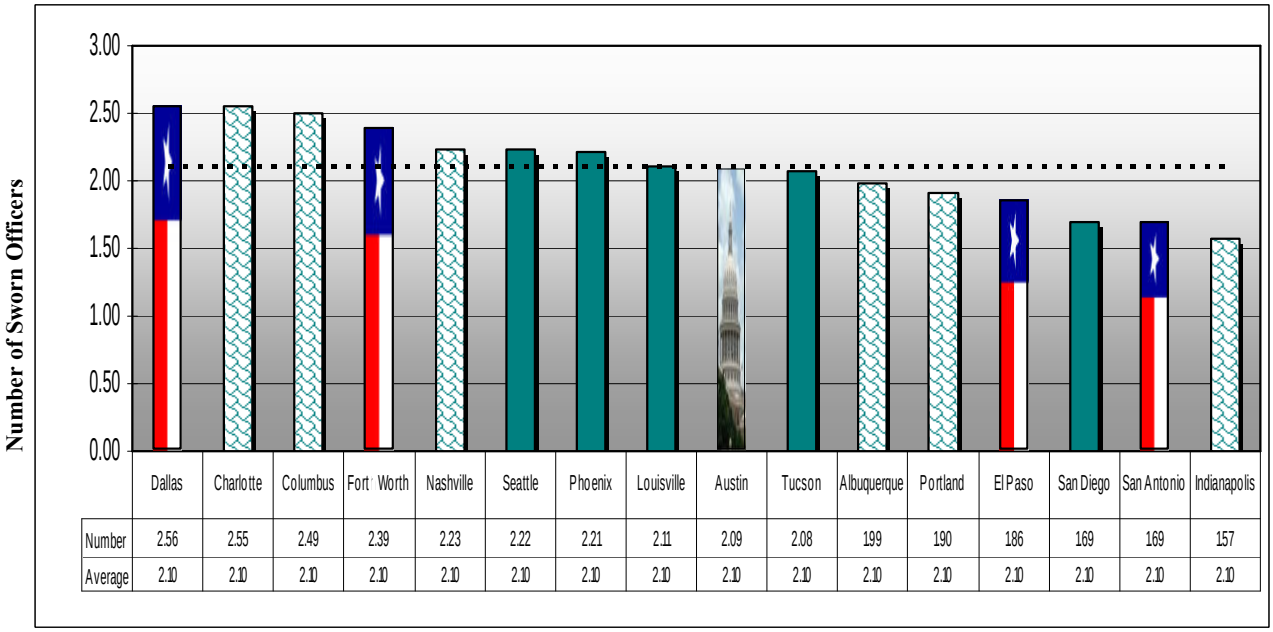
The size of a department can be an indication of its effectiveness, but not necessarily an indication of its efficiency, as there is an upper limit by which each additional sworn full-time employee results in a diminishing return. The next several exhibits look at the peer group's staffing.

Exhibit 2-5 compares the agencies' number of sworn, full-time employees per 1,000 residents. While these comparisons do not serve as conclusive evidence, a higher ratio of sworn officers per 1,000 residents may suggest that each officer serves fewer residents, on average, allowing them more time to address problems and issues and engage in community policing. One

limitation of this comparison, however, is that it measures the total *number* of sworn personnel employed rather than the number of *hours* each is employed. Therefore, while a higher ratio of sworn personnel to residents *could* indicate better officer-to-resident coverage, more hours worked per FTE could bring about the same results. However, because of the difficulty in collecting peer data on average number of hours worked per FTE, MGT did not conduct an analysis of such.

For the 16 peer agencies including Austin, this ratio ranged from a high of 2.56 full time employees (FTE) per 1,000 residents (Dallas) to 1.57 FTEs per 1,000 residents (Indianapolis). Given an average of 2.1 sworn officers per 1,000 residents, APD is nearly at the average, with 2.09, thus ranking ninth out of 16.

EXHIBIT 2-5
Sworn Officers per 1,000 Residents



	Dallas	Charlotte	Columbus	Fort Worth	Nashville	Seattle	Phoenix	Louisville	Austin	Tucson	Albuquerque	Portland	El Paso	San Diego	San Antonio	Indianapolis
Number	2.56	2.55	2.49	2.39	2.23	2.22	2.21	2.11	2.09	2.08	1.99	1.90	1.86	1.69	1.69	1.57
Average	2.10	2.10	2.10	2.10	2.10	2.10	2.10	2.10	2.10	2.10	2.10	2.10	2.10	2.10	2.10	2.10

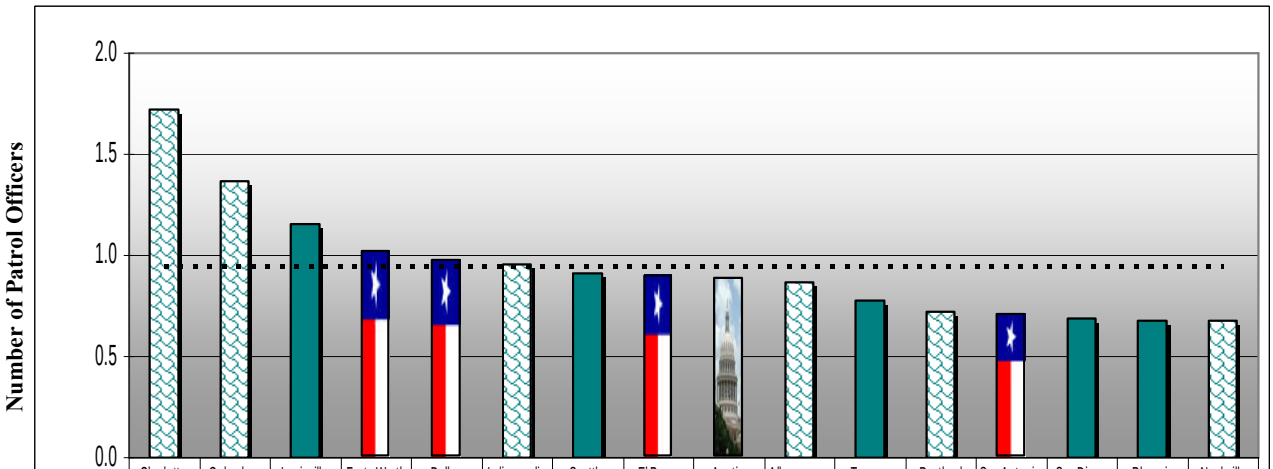
Source: *MGT of America, Inc., Peer City Survey, 2007.*

While the size of a department's sworn staff can serve as an indicator of a department's overall effectiveness, a department's "frontline," or patrol, often provides a more accurate picture. The *patrol officer* count, the number of officers whose primary duty is responding to calls, often

serves as a better indicator of police visibility. The top-ranked agency in this category has the most patrol officers per 1,000 residents. A higher number could result in faster response times; in addition, it could allow patrol officers to spend more time engaging in community policing activities, which allows officers to spend more time in the neighborhoods and with the neighbors facilitating crime prevention. However, while more officers often equates to more effective policing, as with most instances of staffing, there is a diminishing margin of return.

Exhibit 2-6 compares agencies on their number of patrol officers per 1,000 residents. Of the 16 agencies, Charlotte-Mecklenburg ranked highest with 1.72 officers per 1,000, while Nashville was lowest with 0.68. Austin ranked ninth, with 0.89 patrol officers per 1,000 residents, somewhat lower than the peer average of 0.94.

EXHIBIT 2-6
Patrol Officers per 1,000 Residents

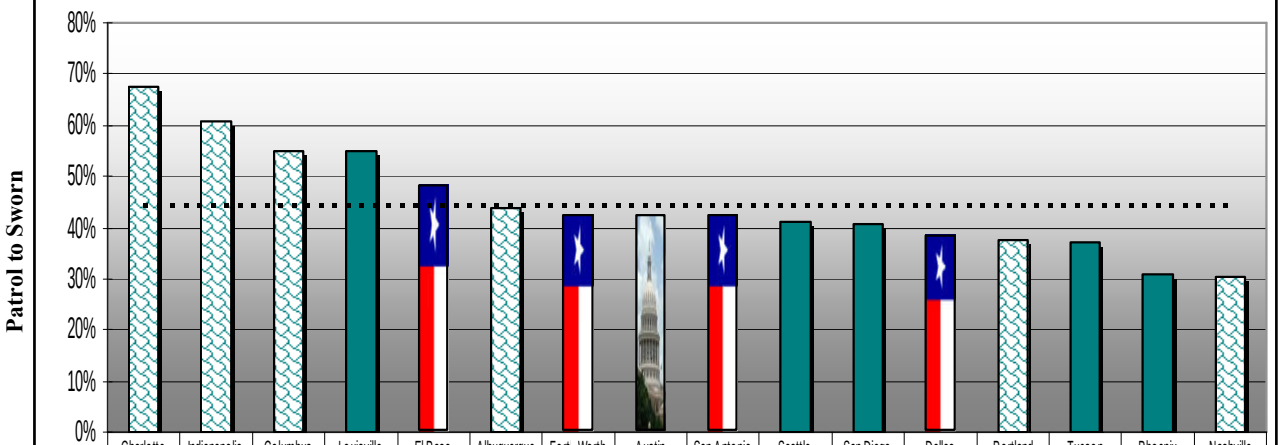


	Charlotte	Columbus	Louisville	Fort Worth	Dallas	Indianapolis	Seattle	El Paso	Austin	Albuquerque	Tucson	Portland	San Antonio	San Diego	Phoenix	Nashville
Patrol Officers	17	14	12	10	10	10	0.9	0.9	0.9	0.9	0.8	0.7	0.7	0.7	0.7	0.7
Average	0.9	0.9	0.9	0.9	0.9	0.9	0.9	0.9	0.9	0.9	0.9	0.9	0.9	0.9	0.9	0.9

Source: *MGT of America, Inc., Peer City Survey, 2007.*

Austin ranks ninth among its peer agencies in both overall sworn staff and patrol staff. However, with a slighter higher patrol-to-sworn staff ratio, **Exhibit 2-7** reveals that APD places a higher priority on its patrol function. APD's patrol-to-staff ratio ranks eighth of 16.

EXHIBIT 2-7
Ratio of Patrol Officers to Sworn Officers

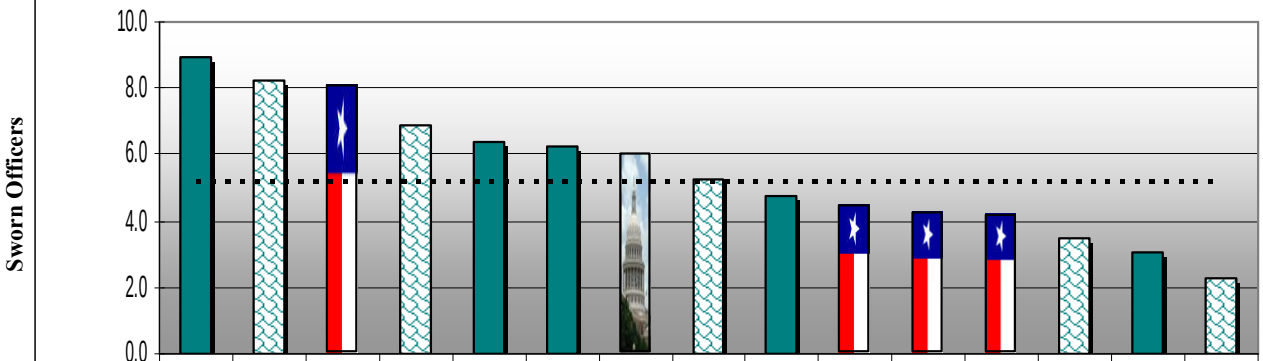


	Charlotte	Indianapolis	Columbus	Louisville	El Paso	Albuquerque	Fort Worth	Austin	San Antonio	Seattle	San Diego	Dallas	Portland	Tucson	Phoenix	Nashville
Percentage	68%	61%	55%	55%	48%	44%	43%	42%	42%	41%	41%	38%	38%	37%	31%	30%
Average	44%	44%	44%	44%	44%	44%	44%	44%	44%	44%	44%	44%	44%	44%	44%	44%

Source: *MGT of America, Inc., Peer City Survey, 2007.*

In addition to staffing as it relates to population, response times and overall effectiveness of a department are often affected by the size of a jurisdiction. **Exhibit 2-8** compares the number of sworn officers per square mile of jurisdiction. The top-ranking city in this category has the highest number of sworn officers per square mile, suggesting greater coverage and higher visibility. Of the 15 agencies shown in this comparison (omitting Indianapolis due to its relatively small geographic area), the ratio ranged from 8.9 (Seattle) to 2.3 (Nashville). APD ranked seventh at 6.1 sworn officers per square mile and was above the average of 5.2 by nearly one sworn officer position.

EXHIBIT 2-8
Sworn Officers per Square Mile

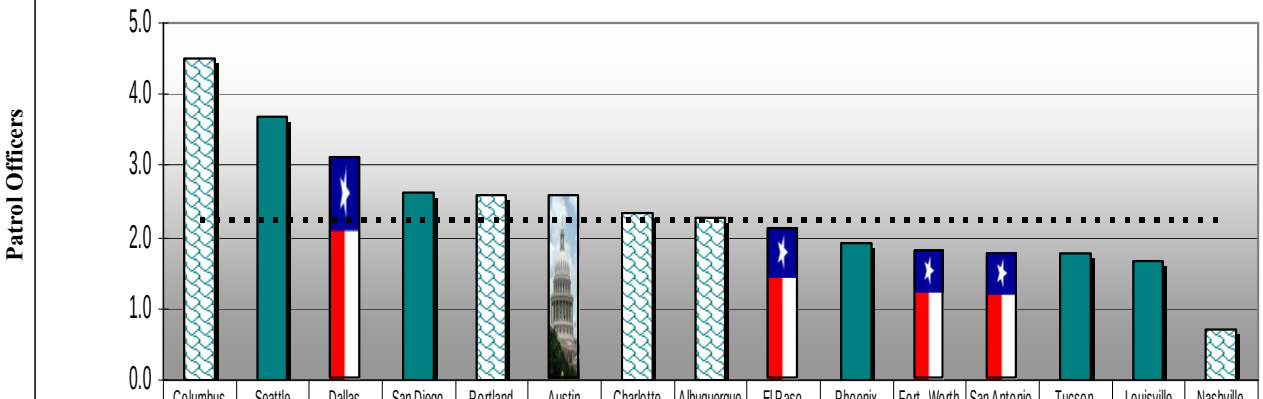


	Seattle	Columbus	Dallas	Portland	San Diego	Phoenix	Austin	Albuquerque	Tucson	El Paso	Fort Worth	San Antonio	Charlotte	Louisville	Nashville
Sworn Officers	8.9	8.2	8.1	6.9	6.4	6.3	6.1	5.2	4.7	4.4	4.2	4.2	3.5	3.0	2.3
Average	5.2	5.2	5.2	5.2	5.2	5.2	5.2	5.2	5.2	5.2	5.2	5.2	5.2	5.2	5.2

Source: *MGT of America, Inc., Peer City Survey, 2007.*

As discussed above, the number of patrol officers employed is often a more accurate indicator of a department's ability to effectively police and maintain the necessary presence to run a successful community policing program. **Exhibit 2-9** compares agencies on their total number of patrol officers per square mile; a higher number indicates higher visibility and more complete patrol coverage. Columbus ranked first, with nearly 4.5 patrol officers per square mile. The lowest-ranking agency was Nashville, with less than one patrol officer per square mile (0.7). Austin ranked sixth, with nearly 2.6 patrol officers per square mile, just above the peer average of 2.2 patrol officers.

EXHIBIT 2-9
Patrol Officers per Square Mile



	Columbus	Seattle	Dallas	San Diego	Portland	Austin	Charlotte	Albuquerque	El Paso	Phoenix	Fort Worth	San Antonio	Tucson	Louisville	Nashville
Pattrol Officers	4.5	3.7	3.1	2.6	2.6	2.6	2.3	2.3	2.1	1.9	1.8	1.8	1.8	1.7	0.7
Average	2.2	2.2	2.2	2.2	2.2	2.2	2.2	2.2	2.2	2.2	2.2	2.2	2.2	2.2	2.2

Source: *MGT of America, Inc., Peer City Survey, 2007.*

Therefore, while APD ranks lower in sworn officers per resident, the data suggests it utilizes its force in such as way as to provide for more patrol officers per square mile. If APD's deployment strategy is dictated by square mileage, APD fares better than a majority of its Texas peer agencies and as well or better than the majority of those cities most similar to Austin in the peer group. However, with the growing population and the rate of infill and increase in density, APD will likely find that patrol deployment based on population is more effective than deployment based on square mileage or area.

In reporting the staffing figures, a majority of the peer agencies referred to a "minimum staffing protocol." For the purpose of this survey, a minimum staffing protocol is a way by which an agency can ensure that a minimum number of sworn officers are on duty at any given time. For example, at the time the survey was administered, the Austin Police Department required that 80 percent of the positions scheduled for any given patrol shift must actually be covered by sworn

officers. While each agency controls its staffing levels to ensure that its force remains effective and safe, the policies used to do so vary considerably.

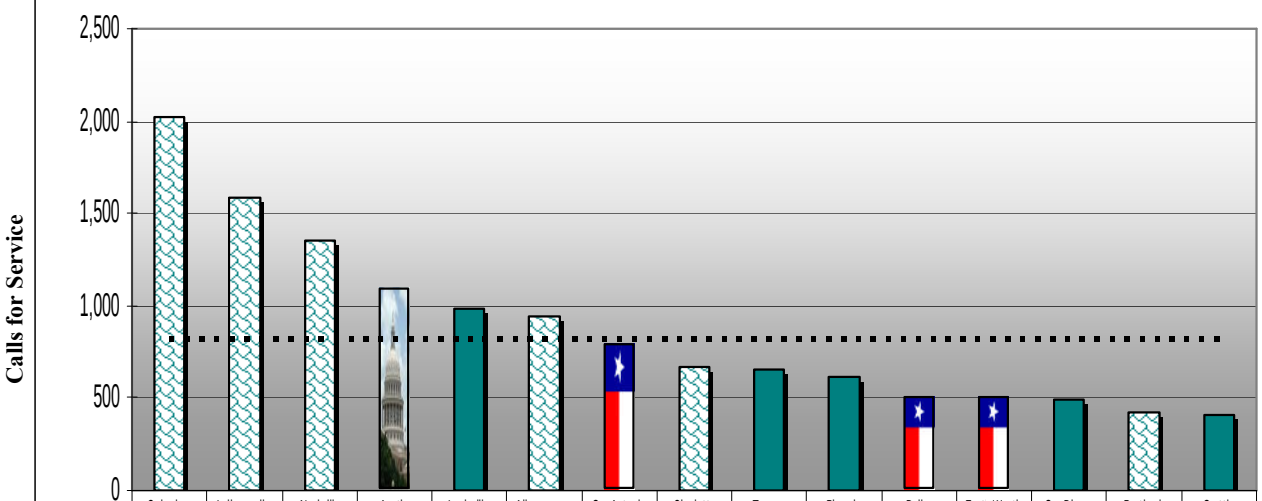
When this peer analysis was conducted, Austin, El Paso and Albuquerque all had predefined numbers to adhere to at 80, 85 and 70 percent, respectively. Therefore, irrespective of the circumstances, it was mandatory that Austin cover 80 percent of its previously allocated positions for any given shift. Thus, if ten patrol officers were scheduled for a given shift and three failed to report for duty, the department was required to retain an eighth officer, often requiring overtime pay, to satisfy the mandatory 80 percent minimum staffing protocol; whereas, Albuquerque would only be required to ensure that seven of the ten scheduled shifts are actually covered. As such, El Paso and Albuquerque were most similar to Austin in the way in which they maintain minimum staffing.

Tucson and Dallas have no published mandatory staffing levels. San Diego does not have a predefined figure for mandatory staffing, instead relying on "fluid and activity-driven" requirements, giving the city greater overall flexibility in its staffing practices. The remaining agencies all employ mandatory staffing levels; each division reports its own staffing needs and is responsible for maintaining enough officers for safe and efficient operations. Portland, for instance, reported that each precinct establishes its own mandatory staffing level based on specific variables such as calls for service and coverage area.

Mandatory minimum staffing is often a response to an increased demand on an agency. To get a sense of the demands placed upon the peer agencies, **Exhibit 2-10** compares agencies on the total number of calls for service per 1,000 residents, based on calls reported in fiscal year 2006. Due to unprecedented flooding in the summer of 2006, El Paso experienced an abnormally high number of calls for service; therefore, the reported figures for El Paso have been omitted to ensure a more accurate comparison. Columbus was the busiest agency in 2006, with over 2,000 calls per 1,000 residents; whereas, Seattle was the least busy agency in 2006, reporting just over 400 calls per 1,000 residents.

In this category, APD surpassed the peer average. With nearly 1,100 calls for service per 1,000 residents, Austin ranked fourth out of 15. Aside from El Paso, Austin was the busiest of its Texas peer cities. The peer average was 816 calls per 1,000 residents.

EXHIBIT 2-10
Calls for Service per 1,000 Residents, Fiscal 2006



	Columbus	Indianapolis	Nashville	Austin	Louisville	Albuquerque	San Antonio	Charlotte	Tucson	Phoenix	Dallas	Fort Worth	San Diego	Portland	Seattle
Calls	2,025	1,586	1,350	1,097	989	940	793	669	654	616	511	509	493	426	407
Average	816	816	816	816	816	816	816	816	816	816	816	816	816	816	816

Source: *MGT of America, Inc., Peer City Survey, 2007.*

NOTE: El Paso experienced a significant increase in calls for service due to flooding that occurred July through September of 2006. Mass evacuations due to flooding and land slides resulted in an increased call volume. Because of this anomaly, El Paso was omitted from this comparison.

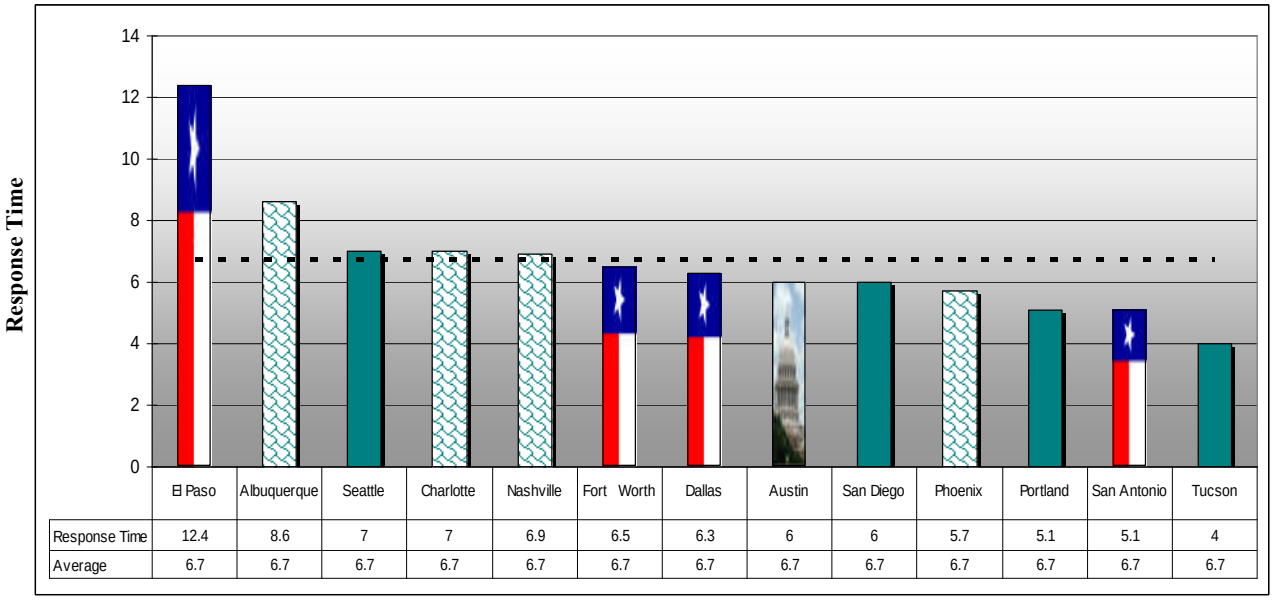
To cope with the volume of calls received, each department prioritizes calls based on safety considerations. While not all agencies supplied a clear definition of a priority call, the useful definitions were similar in nature. Generally, either a Priority 0 or 1 indicates the most dangerous of situations and usually signifies an imminent threat to an officer or civilian. From a 0 or 1 priority call, with the fastest responses, the calls range up to between 4 and 6, with response times between 30 minutes and an hour.

In addition to an increase in patrol officers, usually accomplished through its minimum staffing protocol, the prioritization of calls allows the department to free up its patrol officers for quick response times to emergency and/or life threatening situations.

At the request of OCA, MGT analyzed response times among the peer agencies. **Exhibit 2-11** graphs the peer group's response time for the highest priority calls. Response time is made up of several components, including the amount of time necessary for the 9-1-1 call taker to get information, the amount of time necessary for the dispatcher to notify officers, and the amount of officer drive time. Due to the varying methods used by the peer cities to capture and measure response time, our analyses of response time encompasses officer drive time only.

Of the 13 peer cities that reported, Austin ranked the sixth fastest response time. The reader should again be reminded that the city of El Paso experienced severe flooding in 2006 which would most likely have an affect on the department's response time.

EXHIBIT 2-11
Response Times – Responding Officer Drive Time



	El Paso	Albuquerque	Seattle	Charlotte	Nashville	Fort Worth	Dallas	Austin	San Diego	Phoenix	Portland	San Antonio	Tucson
Response Time	12.4	8.6	7	7	6.9	6.5	6.3	6	6	5.7	5.1	5.1	4
Average	6.7	6.7	6.7	6.7	6.7	6.7	6.7	6.7	6.7	6.7	6.7	6.7	6.7

Source: *MGT of America, Inc., Peer City Survey, 2007.*

However, policymakers are urged to be cautious when using response time figures as a single or even primary measure of the overall performance of its police department. The difficulty in obtaining accurate and verifiable data serves as one of many factors undermining the accuracy and usefulness of such figures. While departments have a similar core definition for Priority 1 calls, some, but not all, also include incidents such as forest fires and hazardous waste spills as part of its Priority 1 definition. Because the mobilization, and therefore response to a forest fire or hazardous waste emergency may take longer, it is nearly impossible to clean the data so as to ensure that a comparison of Priority 1 response is truly meaningful. Along with the difficulty in ensuring that each peer has a substantially similar definition for a Priority 1 call, reported times are affected by the subjective cleaning of various anomalies and outliers by an individual peer department, making it more difficult to obtain a true and accurate time.

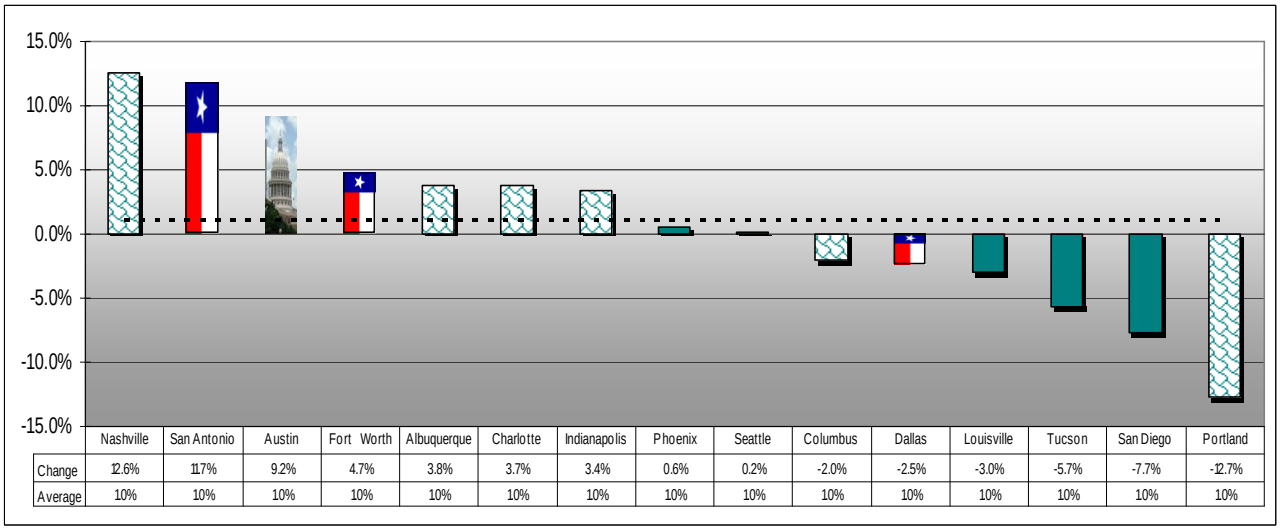
In addition to the difficulties in verifying the accuracy of the figures from which the comparisons are made, there are several external variables that can potentially affect a department's response time but cannot be accounted for in such a comparison. First, community geographies are dissimilar. The physical layouts of communities, policing districts, as well as the layout of traffic grids and natural features that may either inhibit or facilitate rapid responses are not fully comparable across any two cities. Similarly, not all peer cities have comparable concentrations of crime, i.e., Sixth Street in Austin. There are also varying risk management policies and organizational cultures that will directly impact the manner in which an officer travels to the scene of a reported incident. Lastly, the ratio of single housing to multi-unit housing in a given peer city can have an impact on a city's response time, but cannot be quantified in a comparison such as **Exhibit 2-11**. This list of caveats is not exhaustive, but is intended to highlight the inherent limitations and pitfalls of using the lowest response time as a goal or absolute benchmark of a department's performance. Consequently, the city of Austin must establish a goal that is right for it regardless of its peers.

Instead of utilizing response times as an indicator of the overall performance of Austin's Police Department, our report focuses on optimizing the different drivers of response time given Austin's specific financial, geographic, political, and organizational constraints. The natural distribution of response times with APD itself, while useful as a point of departure for determining lowest feasible response times, should be used to fashion recommendations in several areas of operations that will help APD optimize its average response time (refer to Chapter 4).

In planning for Austin's future needs, perhaps the most useful comparison is the change in volume of calls for service per 1,000 residents. **Exhibit 2-12** compares the agencies on this measure over the three-year period from fiscal years 2004 through 2006.

With a 9.2 percent increase in calls for service between 2004 and 2006, Austin ranked third out of 15. For reasons previously stated, El Paso experienced a 43 percent increase in calls for service; therefore, the reported figures for El Paso have again been omitted in this comparison to ensure a more accurate comparison of the change in calls for service across the peer group. APD experienced a significantly greater change in demand for its services than did the majority of its peer agencies. Most significant when looking at APD's figures is Portland's 13 percent decrease in calls for service. The change in the volume of calls for service suggests that a "business as usual" approach would be counterproductive. In addition to an increase in calls for service, APD must take into account the changing demographics and densities within the city.

EXHIBIT 2-12
Percentage Change in Calls for Service, Fiscal Year 2004 – 2006



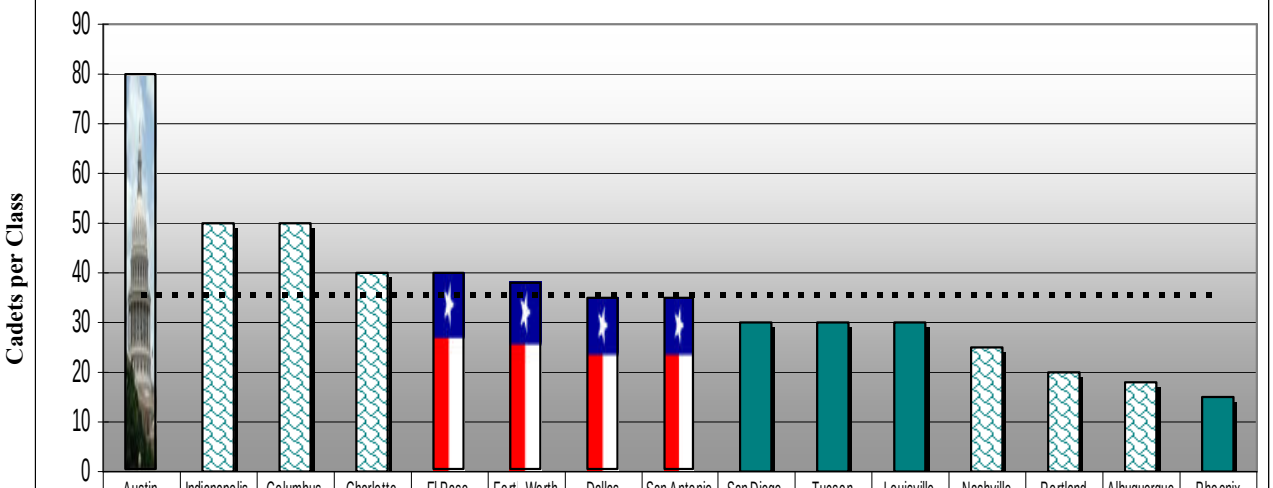
	Nashville	San Antonio	Austin	Fort Worth	Albuquerque	Charlotte	Indianapolis	Phoenix	Seattle	Columbus	Dallas	Louisville	Tucson	San Diego	Portland
Change	12.6%	11.7%	9.2%	4.7%	3.8%	3.7%	3.4%	0.6%	0.2%	-2.0%	-2.5%	-3.0%	-5.7%	-7.7%	-12.7%
Average	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%

Source: *MGT of America, Inc., Peer City Survey, 2007.*

NOTE: El Paso experienced a significant increase in calls for service due to flooding that occurred July through September of 2006. Mass evacuations due to flooding and land slides resulted in an increased call volume. Because of this anomaly, we omitted El Paso from this comparison.

Given the significant increase in calls for service, APD is recruiting a large number of cadets, as illustrated in **Exhibit 2-13**. The peer agencies reported recruiting and training an average 36 new officers in fiscal year 2006. By contrast, APD reported cadet training classes totaling 160 cadets between two classes.

EXHIBIT 2-13
Cadets Trained per Year

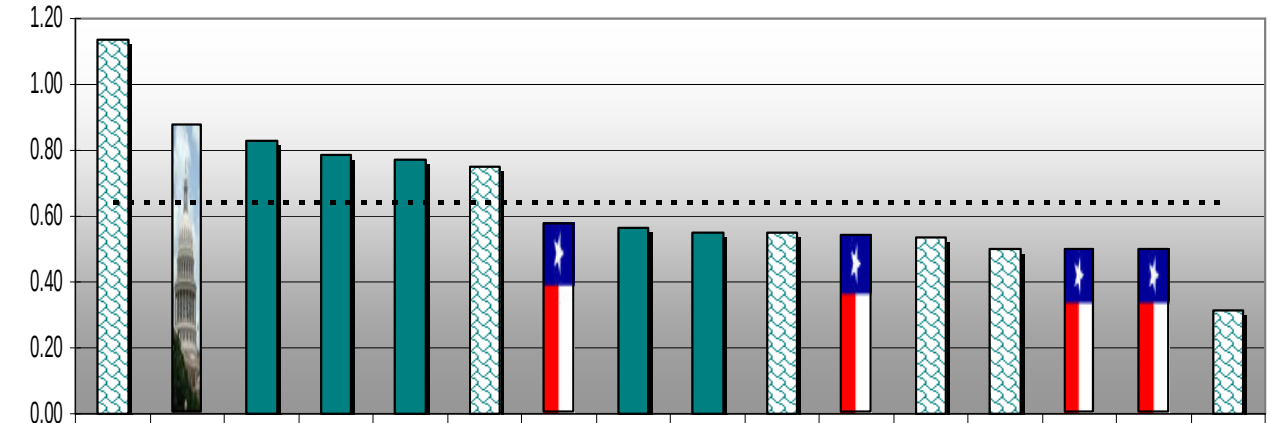


	Austin	Indianapolis	Columbus	Charlotte	El Paso	Fort Worth	Dallas	San Antonio	San Diego	Tucson	Louisville	Nashville	Portland	Albuquerque	Phoenix
Cadets	80	50	50	40	40	38	35	35	30	30	30	25	20	18	15
Average	36	36	36	36	36	36	36	36	36	36	36	36	36	36	36

Source: *MGT of America, Inc., Peer City Survey, 2007.*

To reduce the need for recruiting and training additional officers and to free up sworn officers for actual policing, many agencies are making greater use of non-sworn employees. **Exhibit 2-14** compares agencies on non-sworn employees per 1,000 residents. With 0.88 non-sworn employees per 1,000 residents, Austin is second only to Albuquerque's 1.13, and significantly exceeds the group average of 0.64 per 1,000. While APD is employing more non-sworn employees than its peers, the ongoing need for overtime expenditures and additional sworn employees suggest that Austin could further explore the trend of civilianizing more non- essential functions of the police department.

EXHIBIT 2-14
Non-sworn Employees per 1,000 Residents



	Albuquerque	Austin	Seattle	Phoenix	Tucson	Charlotte	Fort Worth	Louisville	San Diego	Nashville	El Paso	Columbus	Portland	San Antonio	Dallas	Indianapolis
Nonsworn	1.13	0.88	0.83	0.79	0.77	0.75	0.58	0.56	0.55	0.55	0.54	0.54	0.50	0.50	0.50	0.32
Average	0.64	0.64	0.64	0.64	0.64	0.64	0.64	0.64	0.64	0.64	0.64	0.64	0.64	0.64	0.64	0.64

Source: *MGT of America, Inc., Peer City Survey, 2007.*

Crime scene work is one area in which more non-sworn employees are being used. Many agencies are increasingly using non-sworn personnel to eliminate the need for additional recruiting and training of more officers. Dallas, Phoenix and Columbus allow civilian staff to process crime scenes, but only use sworn employees to secure them. Of the peer group, only Portland and Seattle do not use civilian staff in some capacity to either secure or process crime scenes.

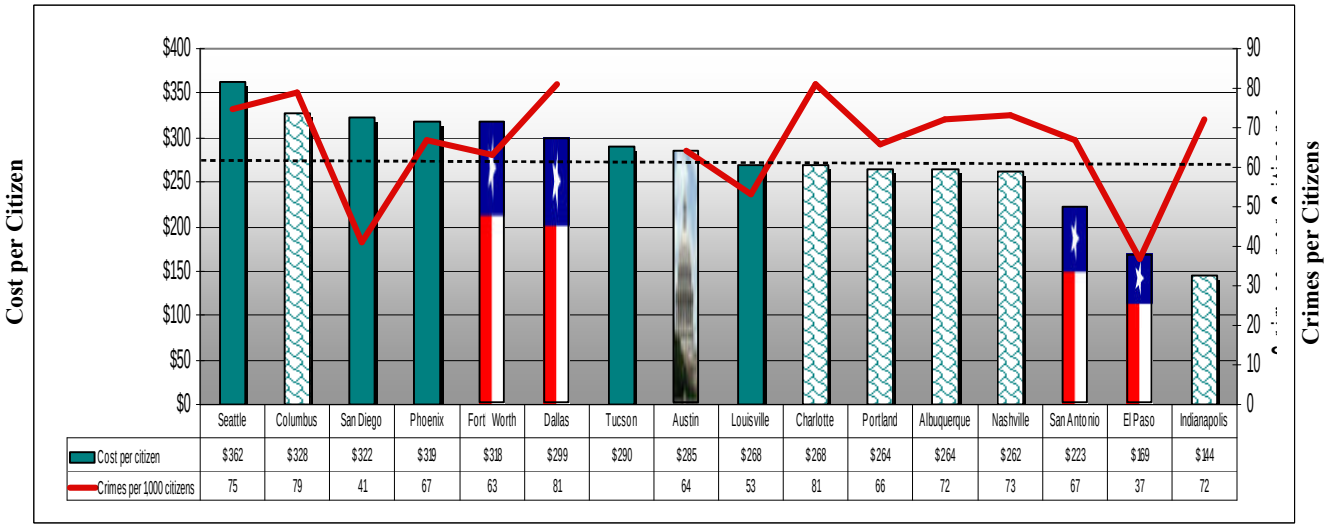
As the data indicates, APD is participating in this trend. However, despite its relatively high use of civilian employees, APD still outpaces its peers in recruitment and training of sworn employees. This may reflect a significant increase in population, by which APD is forced to hire more employees, both sworn and civilian. However, it may also suggest that APD needs to review and reevaluate the roles of its civilian staff to identify additional tasks that could be accomplished by civilian personnel in order to free up more sworn personnel for policing. For

example, at the time of the review, oversight of APD's technology department was performed by a sworn officer; however, this is a prime function for non-sworn professional staff.

Exhibit 2-15 compares the agencies' budgeted dollars per resident. As **Exhibit 2-2** illustrated, APD serves the seventh most populous city in the peer group with the eighth-largest annual budget at $197 million, $18.5 million more than the peer average. APD is on the low end of its Texas peers, with only El Paso spending less.

APD spends more than $285 per resident, exceeding the peer average by just 3 percent or $9 per citizen. Aside from Columbus, APD spends more than all the city agencies most similar to Austin in the peer group. APD is the median among its Texas peers. Of the Texas cities in the peer group spending more per citizen than Austin, their crime rate is equal to or higher than that of Austin. In addition, of the cities that are most similar to Austin in the peer group, Austin reports the lowest crime rate and aside from Columbus, the highest spending per citizen. Thus, while spending per citizen may be an element of lower crime rates, the data does not suggest a direct correlation that increased spending per citizen alone reduces crime rates.

EXHIBIT 2-15
Budgeted Dollars per Resident as Compared to Crimes per 1,000



	Seattle	Columbus	San Diego	Phoenix	Fort Worth	Dallas	Tucson	Austin	Louisville	Charlotte	Portland	Albuquerque	Nashville	San Antonio	El Paso	Indianapolis
Cost per citizen	$362	$328	$322	$319	$318	$299	$290	$285	$268	$268	$264	$264	$262	$223	$169	$144
Crimes per 1000 citizens	75	79	41	67	63	81		64	53	81	66	72	73	67	37	72

Source: *MGT of America, Inc. Peer City Survey, 2007; Crime in the United States 2006 at* *http://www.fbi.gov/ucr/cius2006/data/table_08.html*

NOTE: The FBI reports that Tucson did not follow national Uniform Crime Reporting (UCR) Program guidelines for reporting property offenses.

MGT also asked the peer agencies specific questions concerning their budgets. Specifically, the review team polled the peer group on the amount of input each division commander has on the budget, and whether he or she receives formal monthly budget reports to assist them in tracking spending.

Nearly two-thirds of the peer agencies responded that they provide division commanders with these reports; Austin, Fort Worth, San Antonio, San Diego, Seattle, and Indianapolis, on the other hand, do not. San Antonio does, however, have software that allows division commanders to review expenditures periodically throughout the year. In providing division commanders with regular financial reports, APD would develop a more accurate budget with an increased likelihood of fiscal responsibility among the individuals ultimately responsible for spending taxpayer dollars.

All of the agencies in the peer study maintain substations, but their number and staffing varies. Austin has the lowest number of substations (four), while Phoenix has the most (20); the peer average is 9.7. Substations can support various functions and often deploy their own crime scene analysts and investigators. Nearly two-thirds of the peers' substations, including Austin's, are self-contained (staffed to cover all functions of the department), while the remainder only support patrol functions.

Finally, MGT asked each peer agency whether it was tasked with airport and parks security. Eleven agencies in the peer group, including Austin, do not actively participate in either function; while four participated in one or the other. Only Nashville's police department manages both airport and parks security. Four agencies (Louisville Metro, Dallas, El Paso and Phoenix) dedicate officers to airport security, but not to parks.

3.0 PROFESSIONAL STANDARDS & TRAINING

3.0 PROFESSIONAL STANDARDS & TRAINING

This chapter reviews the functions that the Austin Police Department (APD) relies upon to recruit and train its personnel and maintain its standards of professional conduct. The chapter includes three sections:

- Internal Affairs
- Training and Recruitment
- Accreditation and Inspections

Chapter Summary

This chapter reviews APD's functions intended to recruit and train personnel and maintain professional standards.

The *Internal Affairs Division* (IAD) investigates complaints of misconduct by APD's employees in cooperation with the Office of the Police Monitor (OPM), the Citizen Review Panel and the city's Law Department.

APD's *academy for police cadets* faces severe capacity challenges. Classes are 200 to 300 percent larger than the peer average, a situation that strains both physical and personnel resources.

APD's *Recruiting Section* recruits candidates through advertising and visits to community events, job fairs, colleges and universities. APD recently has hired a large number of new officers, but has no long-term goals for recruitment.

APD's *Guidance Advisory Program (GAP)* provides supervisors with information on officer performance. The program's automated system, however, is too limited; it cannot link accidents back to an individual officer, for instance.

The *Accreditation and Inspections Division* conducts continuous evaluations to ensure that APD meets national accreditation standards. The division has accumulated a number of "orphaned" functions that do not fit its charge.

Among other findings, MGT concluded that:

- the maintenance of separate complaint data bases by IAD and OPM is delaying case reviews and contributing to frequent conflicts of opinion about classification.
- IAD stores its case files in an unsecured setting, in contravention of APD general orders.
- IAD's annual report lacks meaningful analysis or recommendations. For instance, the report provides no information on the types of complaints filed, or trend data showing the nature or number of complaints received over time.
- IAD has no formal process for notifying command staff of training deficiencies identified in its investigations. IAD's commander stated that he often brings such problems to the attention of command during staff meetings, but the process is informal.
- APD's website does not easily allow the public to file either complaints or commendations regarding police actions. OPM's website describes the complaint process and provides complaint forms, but APD does not provide easily recognizable links to OPM.

The *key commendations* in this chapter are:

- APD has developed a nationally recognized cadet training program.
- APD has successfully recruited a large number of cadets, particularly from the military ranks.
- APD has recognized the importance of early intervention by creating GAP.

Key recommendations in this chapter include:

- coordinate IAD and OPM reporting and tracking so that a new data base can ensure consistent case treatment.
- immediately secure IAD's completed case files.
- develop a formal process for analyzing and correcting training deficiencies identified by IAD investigations.
- provide a more accessible link to IAD through the APD website.
- limit cadet class size to no more than 35 to 40 recruits.
- augment academy staff with instructors borrowed from operational units and with recently retired officers.
- create a strategic recruiting plan to establish departmental hiring goals, based on population and demographic projections, for the next three to five years.

- design or upgrade the Guidance Advisory Program system to expand its capabilities and ensure that it provides the proper alerts needed to monitor, track and report use of force incidents by specific officers.
- reassign all functions not directly associated with the Accreditation Unit's core objectives to more appropriate units.

The fiscal implications resulting from the recommendations contained in this chapter are summarized in **Exhibit 3-1** below.

EXHIBIT 3-1
Chapter Three Fiscal Impact Summary

Recommendation	Fiscal Year 2007-08	Fiscal Year 2008-09	Fiscal Year 2009-10	Fiscal Year 2010-11	Fiscal Year 2011-12
3-2: Secure access to completed Internal Affairs case files.	($7,500)	$0	$0	$0	$0
3-6: Ensure that detectives assigned to the Internal Affairs Division receive formal training specific to the handling of administrative internal affairs cases.	($21,030)	($30)	($3,030)	($30)	($3,030)
3-9: Limit cadet class size to no more than 35 to 40 recruits.	$0	($510,687)	($510,687)	($510,687)	($510,687)
3-14: Design or upgrade the Guidance Advisory Program system to expand its capabilities and ensure that it provides the proper alerts needed to monitor, track and report use of force incidents by specific officers.	($70,000)	$0	$0	$0	$0
Total	***($98,530)***	***($510,717)***	***($513,717)***	***($510,717)***	***($513,717)***
Five-year Total					***($2,147,398)***

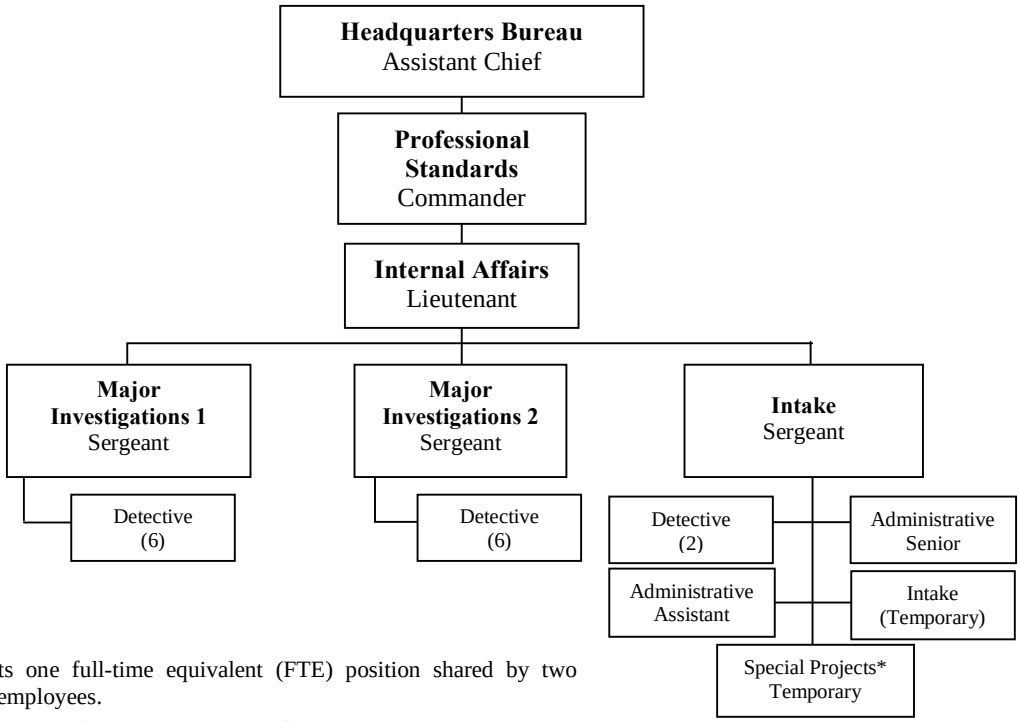
3.1 Internal Affairs

The Internal Affairs Division (IAD) investigates both criminal and non-criminal complaints of misconduct by APD's employees, both sworn and civilian. IAD works closely with the Office of the Police Monitor (OPM), the Citizen Review Panel (CRP) and the city of Austin's Law Department to ensure that its investigations are conducted properly and in compliance with the Meet and Confer agreement and civil service laws.

The city council created the Office of the Police Monitor in 2002, to provide civilian oversight of the internal affairs process. The Citizen Review Panel—seven volunteer Austin residents appointed by the city manager and approved by the council—meets once a month to review citizen complaints and listen to concerns about the resolution or processing of complaints. The CRP does not have disciplinary authority but can make recommendations to the city manager and chief of Police regarding further investigation into a complaint; independent investigation requests; non-binding recommendations on discipline, and other policy issues. (Chapter 8, concerning the Office of the Police Monitor, provides an in-depth review of the OPM and CRP processes.)

IAD includes three sections, Major Investigations 1 and 2 and Intake Investigations (**Exhibit 3-2**).

EXHIBIT 3-2
City of Austin Police Department
Internal Affairs Division
Organizational Structure



*Represents one full-time equivalent (FTE) position shared by two part-time employees.

Source: *Austin Police Department, April 2007.*

Exhibit 3-3 summarizes APD's staffing of the three units.

EXHIBIT 3-3
City of Austin Police Department
Internal Affairs Division
Personnel Summary

Internal Affairs Division	Sergeant	Detective	Civilian	Total
Major Investigations Units 1 & 2	2	12	0	**14**
Intake Unit	1	2	4	**7**
Total*	**3**	**14**	**4**	**21**

Source: *Austin Police Department, April 2007.*
*Does not include the Internal Affairs Division lieutenant.

IAD is managed by a lieutenant and staffed by three sergeants, 14 detectives and five civilians. The division comprises three units:

- Major Investigations 1
- Major Investigations 2
- Intake

These units work from 7:00 a.m. to 5:00 p.m. Each employee works four 10-hour days, either Monday through Thursday or Tuesday through Friday. A sergeant and a detective are available on call after hours and on weekends for incidents requiring a quick response, such as a use of force incident resulting in injury to a suspect.

The division investigates all complaints made by citizens and department staff and all administrative inquiries made by APD's chief or assistant chiefs. Every complaint or inquiry receives a classification based on its nature and seriousness (**Exhibit 3-4**).

EXHIBIT 3-4
City of Austin Police Department
Internal Affairs Division
Complaint Classification and Definition

Complaint Classification	Definition
Class A	Serious allegations including criminal conduct, excessive force with injury, serious violations of policy and conduct that challenges the integrity, good order or discipline of the department.
Class B	Less-serious allegations involving policy, rule or regulation including profanity, belittling language, inadequate police service, minor traffic violations, excessive force without injury, negligent damage to property and negligent crashes.
Class C	Complaints that do not fit Class A or B. These may be handled by other departmental processes (i.e., grievance, performance improvement plan, training, employee's chain of command).
Class D	These complaints meet one or more criteria: the allegation is not a policy violation; a preliminary review finds that the incident did not occur; or the complaint concerns probable cause for an arrest or citation.
Administrative Inquiry	These complaints are requested by the chief of Police or designee and involve critical incidents that could destroy public confidence and respect or be otherwise prejudicial to the good order of the department.
Information Incident	An incident in which no apparent policy violation was committed and a signed Complaint Contact Form was not received. These are entered into the IAD tracking system as informational only.
Supervisory Referrals	Incidents in which a Complaint Contact Form was not received, but a complainant asks that the issue be brought to the attention of a supervisor. These referrals are documented in the IAD tracking system.

Source: *Austin Police Department, Internal Affairs Division Annual Report, 2005.*

The Major Investigations Units investigate all external complaints and internal Class A allegations of a serious nature against sworn personnel, such as an officer arrested while off-duty. Internal Class B allegations, such as an officer-involved collision while on duty, are assigned to a lieutenant in each division who acts as a liaison with the chain of command of the officer in question.

APD's Human Resources Department usually investigates complaints against civilian APD employees, but IAD will investigate if they involve criminal activity or discrimination or harassment against a sworn employee.

In fiscal year 2005, IAD reported a total of 187 internal investigations—those brought forward by supervisors and other APD employees—involving 208 officers (**Exhibit 3-5**). Of these investigations, 99 involved policy violations and 88 involved automobile collisions.

EXHIBIT 3-5
City of Austin Police Department
Internal Affairs Division
Internally Initiated Complaints*

Outcome of Investigations	2004	2005
Sustained	134	146
Not-sustained**	35	35
Resigned under investigation	8	4
Retired under investigation	1	2
Total internal complaints	***178***	***187***

Source: *Austin Police Department,* Internal Affairs Division Annual Report, 2005 *(most recent report available).*

* These cases involve APD sworn employees only and exclude cases involving civilians or employees of other city law enforcement departments.

** Includes cases that were unfounded, exonerated, inconclusive or administratively closed.

Exhibit 3-6 presents all citizen-initiated complaints for fiscal year 2005.

EXHIBIT 3-6
City of Austin Police Department
Internal Affairs Division
Externally Initiated Complaints*

Outcome of Investigations	2004	2005
Sustained	16	22
Not-sustained**	104	102
Resigned under investigation	1	2
Retired under investigation	0	1
Total external complaints	***121***	***127***

Source: *Austin Police Department,* Internal Affairs Division Annual Report, 2005 *(most recent report available).*
* These cases involve sworn employees only and exclude cases involving civilians or employees from other city of Austin law enforcement departments.
** Includes cases that were unfounded, exonerated, inconclusive or administratively closed.

In fiscal year 2005, IAD also fielded a total of 127 external citizen complaints. All such complaints must originate with the Office of the Police Monitor (OPM); if a citizen contacts IAD directly, they are referred to OPM. An OPM specialist interviews the complainant to determine the nature of the incident and to establish whether the person wishes to file a formal complaint. If so, the complainant is then referred to IAD where an Intake detective begins an investigation by entering the information into a complaint tracking system.

Internal complaints initiated by APD employees are routed to IAD on a standard department complaint form that must be signed by the reporting employee. An Internal Affairs supervisor then reviews the complaint and classifies it for investigation. Serious allegations are assigned to a Major Investigations Unit detective, while less serious complaints are sent to the employee's immediate supervisor.

Once completed, internal cases are reviewed by the IAD chain of command, including the unit sergeant, section lieutenant and division commander. Internal cases are also reviewed by the police monitor, the employee's own chain of command and the chief of Police. Such cases are referred to as "supervisory referrals" by the police monitor.

Two part-time, retired APD officers share a position assigned to the Intake Unit to conduct Class C and Class D investigations. Class C allegations involve cases of alleged conduct that do not rise to the level of a policy violation, but still should be addressed. Such conduct may require remedial training or performance improvement plans. The performance improvement plans are established to assist the employee in making the necessary modifications to ensure that the behavior that gave rise to the complaint does not reoccur. Class D allegations involve cases of alleged conduct that are not necessarily a violation of APD policy, but nevertheless are documented by Internal Affairs.

For each complaint, IAD's staff must document the formal complaint, obtain a sworn statement and track the progress and final disposition of the complaint. Staff also prepares training bulletins, as appropriate, to inform APD officers of pertinent issues arising from IAD's investigations. These bulletins are then distributed through APD's e-mail system or in the monthly departmental newsletter. In addition, IAD employees draft recommendations for policy changes identified through its investigations.

Each allegation in a complaint is investigated and receives one of six outcomes:

- unfounded
- exonerated
- inconclusive
- sustained
- administratively closed
- resigned or retired while under investigation

Sustained complaints may be referred to a Discipline Review Board (DRB) that is made up of the employee's chain of command and may include the chief of Police. The DRB makes a final determination on the outcome of each allegation and what disciplinary action, if any, will be administered. Officers may appeal a disciplinary decision as provided by civil service law and the Meet and Confer agreement between the Austin Police Association and the city. Complainants

dissatisfied with the outcome of the investigation can request a hearing through the OPM and Citizen Review Panel process.

The Intake Unit takes sworn complaint affidavits from citizens; gathers preliminary evidence related to those complaints; and prepares an initial investigative packet that includes the formal complaint, an offense report and a videotape or any other supporting documentation for review by the Internal Affairs lieutenant. The Intake staff coordinates its activities with OPM and also accompanies OPM staff, when necessary, to jail facilities or private residences.

The unit also prepares all Class B internal complaint packets including the formal complaint, an offense report and a videotape or any other supporting documentation to be sent to the employee's chain of command. The unit also monitors those investigations. In addition, it oversees the supervisory investigation process, which involves incidents in which a citizen does not wish to file a formal complaint but does wish to speak with the officer's supervisor. In such cases, unit personnel gather appropriate feedback from the chain of command and provide it to the Office of the Police Monitor.

FINDING

The Internal Affairs Division and the Office of the Police Monitor maintain separate complaint data bases, a practice that causes delays in case review and contributes to conflicts of opinion about the classification of cases.

IAD and OPM maintain separate data bases to track complaints. IAD's data base is outdated and does not provide the reporting and data analysis capabilities it needs. The use of separate data bases has contributed to delays in the processing of cases and in resolving conflicts surrounding complaint classification.

OPM personnel enter information into its data base for each complaint as they interview the person making it. Information entered includes an identification number and identifying information on the complainant. They then refer the citizen to IAD who enters information into its own data base, which includes a complaint classification.

City staff told the review team that a new, single Web-based program is being considered to replace the separate systems currently used by the OPM and IAD. While this may not solve disagreements regarding classifications, a single system will at least help to eliminate the difficulty of tracking the same information in two separate systems.

RECOMMENDATION 3-1:

Coordinate Internal Affairs Division and Office of the Police Monitor reporting and tracking needs and procedures to ensure that the new data base will eliminate the possibility of inconsistent tracking of the same case by the two entities.

The city should complete testing and data conversion for the new data base and begin using it as quickly as possible.

The new system is being designed as a Web-based program with enhanced reporting and analysis capabilities. The new system, however, will eliminate current difficulties only if system implementation and design are coordinated by the two entities.

IMPLEMENTATION STEPS

1. Complete testing the joint data base system as quickly as possible.

2. Establish procedures or guidelines to reduce any differences of opinion regarding the classification of complaints entered into the system.

FISCAL IMPACT

The system under development is already funded.

FINDING

IAD personnel do not safeguard case files adequately.

MGT's review team found that completed IAD case files were being stored in a conference room, unsecured. General Order A109.15, pertaining to the security of and access to IAD records, specifically states that:

> All Internal Affairs files will be maintained in a secured area. The commander of Internal Affairs will control access to these files. Records will be released to the public only when required by law.

According to IAD staff members, the city's centralized records retention operation has said that it cannot take the files at present, due to its inability to provide security of the files. Storing the files in their current location, however, does not provide adequate security.

General Order A109 also prescribes records retention schedules (**Exhibit 3-7**).

EXHIBIT 3-7
City of Austin Police Department
Internal Affairs Division
Records Retention Schedules

Record	Retention
Law enforcement shooting incidents resulting in death.	Permanent retention
Investigations resulting in formal disciplinary actions at or above the level of a written reprimand, or in which the employee retires or resigns while under investigation.	15 Years
Investigations resulting in formal disciplinary actions at or below the level of an oral reprimand, or whose findings are inconclusive.	5 Years
Investigations whose findings are not sustained.	3 Years
Complaints that do not lead to a formal IAD investigation.	2 Years from the date that determination is made to not initiate an IAD investigation

Source: *Austin Police Department* General Orders, Policies and Procedures, *Part A109 (Internal Affairs), Section .16 E(4.), April 2000.*

As this exhibit shows, some IAD files can never be destroyed, and others must be maintained for up to 15 years. These requirements place a significant demand on the division for secured space.

RECOMMENDATION 3-2:

Secure access to completed Internal Affairs Division case files.

The Internal Affairs Division should immediately purchase locking horizontal file drawers for completed case files, and restrict access to them to Internal Affairs Division staff members only.

This recommendation, however, will provide only a short-term solution for the department. The Internal Affairs Division should plan for the adoption of electronic file storage as soon as possible.

IMPLEMENTATION STEPS

1. Approve the purchase of temporary storage drawers for Internal Affairs Division Files.

2. Determine when the city's Central Records Retention will be able to accept the unsecured records.

3. Seek other long-term storage solutions if Central Records Retention cannot assume responsibility for the records within a reasonable period of time.

FISCAL IMPACT

Four- to five-drawer locking horizontal files can be obtained for about $800. IAD could secure its completed case files for $5,000 to $7,500. In addition, APD's limitation on the potential liability for unauthorized access to sensitive personnel records will ultimately yield a positive financial impact for the department; however the extent of this impact is unable to be determined.

FINDING

IAD's annual report lacks meaningful analysis or recommendations.

City Council Resolution #980723-81 requires IAD to submit an annual report of its activities, but the resolution does not specify its content. IAD's report contains general information about the complaint process, complaint data and complaints by race. It does not, however, provide any analysis or recommendations, leaving the interpretation of data to the reader.

Section I of the report provides an overview and background of the Internal Affairs Division, including a summary of division staffing. Section II provides a detailed explanation of the complaint process, including the role of the Office of the Police Monitor. Section III provides a "Summary of Complaints Investigated." The summary compares both internally and externally initiated complaints for the current and prior years, but no other detailed analysis of the information presented. For instance, the report provides no information on the types of complaints filed, or trend data showing the nature or number of complaints received over time.

The council resolution requiring that IAD provide an annual report was issued in response to a situation involving alleged police officer misconduct in 1995. Its purpose was to provide the community with useful information regarding the various complaints against employees of the APD and the resolution of such complaints. Although the current annual report provides a starting point, much can be done to improve it.

Furthermore, IAD cannot make appropriate policy decisions regarding identified systemic IAD issues without proper analysis. Failures to properly analyze and address such issues present a potentially serious liability for the department and risk to the public.

APD maintains a Crime Analysis and Planning Section that falls under the direction of the deputy director of Administrative Services. This unit is responsible for collecting and analyzing crime statistics.

RECOMMENDATION 3-3:

Include more comprehensive analysis of complaint data and recommendations that result from the disposition of the cases in Internal Affair Division's annual report.

To increase its accountability and responsiveness, the Internal Affairs Division's annual report should contain comprehensive analyses of complaint data and recommendations for policy decisions to correct any training or behavioral issues.

Additional information that could be presented in the report includes:

- multi-year trend data;
- a breakdown of the types of complaints filed;
- conclusions as to the reasons for investigative findings;
- the number of cases reviewed or investigated according to IAD's standards (45 days for less-serious investigations and 60 days for serious investigations);
- the number of cases not reviewed or investigated within these timeframes due to work backlogs; and
- commendations received by citizens.

IMPLEMENTATION STEPS

1. Direct the Crime Analysis and Planning Section to include analysis and recommendations in IAD's annual report.

2. Establish a process for the chief's review regarding recommendations made in the annual report.

3. Include this process in the appropriate APD policies and procedures.

FISCAL IMPACT

This recommendation could be accomplished with existing resources.

FINDING

APD has no formal process for notifying command staff of training deficiencies identified in the investigations of Internal Affairs complaints.

The investigation of IAD cases sometimes reveals problems or gaps within APD training, but the department has no formal method for analyzing and resolving such issues. IAD's commander stated that he often brings serious training issues to the attention of command during monthly and quarterly staff meetings, but this process is informal. APD has no requirement or process to document how such issues are handled.

RECOMMENDATION 3-4:

Develop a formal process for analyzing and correcting training deficiencies identified in Internal Affairs Division investigations and document this process in the Austin Police Department's policies and procedures.

IMPLEMENTATION STEPS

1. Develop a process for identifying training deficiencies discovered in IAD investigations.

2. Develop a follow-up process to ensure these problems are addressed by the appropriate command, in accordance with department policies and procedures.

FISCAL IMPACT

This recommendation could be accomplished with existing resources.

FINDING

The APD website does not have an accessible link to file a complaint or a commendation regarding police officer actions.

Neither the website nor the city's main web page contains an easily identifiable link to locate information about the Internal Affairs process, or the filing of complaints.

The OPM website describes the complaint process and provides complaint forms, but many citizens may not understand that this is the place to look. In addition, APD's website does not provide easily recognizable links to information about the Office of the Police Monitor.

A community's police website is an important vehicle for communicating with the public. As such, it should allow citizens to reach out to the department if they are dissatisfied with an officer's behavior or wish to note commendable behavior. However, if the process for doing so is made too cumbersome, effective communication between citizen and the department will not be achieved

Many police websites throughout the U.S. provide citizens with a convenient link to their IAD. Some also allow citizens to complete a complaint or commendation form online. Agencies with comprehensive websites that can serve as a model for APD include the Portland (Oregon) Police Bureau[1] and locally, the Arlington (Texas) Police Department.[2]

RECOMMENDATION 3-5:

Provide a more accessible link to the Internal Affairs Division through the Austin Police Department website.

The Austin Police Department's website should provide citizens with easily accessible information about the Internal Affairs Division and the Office of the Police Monitor processes, in English and Spanish. The Austin Police Department also should consider allowing citizens to file complaints via the Internet.

[1] http://www.portlandonline.com/police/.
[2] http://www.arlingtonpd.org/index.asp?nextpg=ia/ia.asp.

IMPLEMENTATION STEPS

1. Add a Citizen's Complaint link to the APD's website.
2. Research other websites to serve as a model for APD's.
3. Expand APD's IAD website to include information provided on model program sites.

FISCAL IMPACT

The city of Austin's Communications and Technology Management Department should be able to address this recommendation within existing city resources.

FINDING

Detectives assigned to Internal Affairs do not attend training on administrative investigations.

The IAD training manual correctly notes that the investigation of administrative and criminal matters is quite different. While IAD's practice of providing a training manual and on-the-job training to new detectives in the division is notable, its staff attends schools that focus on criminal investigations.

The IAD commander recognizes the value of training specific to IAD functions, but told MGT that such training is too expensive and that past requests for increases in the IAD training budget have been rejected.

The National Internal Affairs Investigators Association (http://www.niaia.org/) provides considerable guidance and training for officers assigned to IADs.

RECOMMENDATION 3-6:

Ensure that detectives assigned to the Internal Affairs Division receive formal training specific to the handling of administrative internal affairs cases.

Administrative investigations are very complex. They require investigators to have a great deal of knowledge of administrative law, departmental policies and procedures and Meet and Confer agreements. Any mistake in procedure may incur unnecessary liability for the department. The commander of the Internal Affairs Division can acquire a great deal of knowledge from the National Internal Affairs Investigators Association. The Austin Police Department should authorize membership in the National Internal Affairs Investigators Association for the Internal Affairs Division commander. The National Internal Affairs Investigators Association provides useful training programs that can then be used to train Austin Police Department's Internal Affairs investigators.

IMPLEMENTATION STEPS

1. Approve the annual NIAIA membership for the IAD commander.

2. Assign the IAD commander to develop an IA-specific training proposal for investigators.

3. Review the plan for consideration in APD's next training budget.

FISCAL IMPACT

NAIA membership for the IAD commander is $30 annually. According to the IAD commander, IA-specific training costs about $1,500 per officer. APD should review these costs for inclusion in the training budget. To initially train 14 detectives, the city will need to budget $21,000 for training (14 X $1,500). However, once the initial training is received, the training budget can be reduced since only newly assigned detectives will need to attend the training. For the purpose of estimating a fiscal impact, it is assumed that IAD will train two new detectives every two years at a cost of $3,000 ($1,500 X 2).

FINDING

The Internal Affairs Division has not established annual performance goals and objectives, as required by Austin Police Department policy.

Austin Police Department Standard Operating Procedures applicable to the Internal Affairs Division contain provisions for the establishment of measurable goals, objectives and performance measures. The Internal Affairs Division has not fully complied with these requirements.

Specifically, Section .04 of the procedures states that:

> Each Bureau, Division, Section and Unit manager will develop measurable goals, objectives and performance measures in support of the Department's mission to reduce crime, reduce the fear of crime and improve the quality of service to the citizens of Austin. These measures will be developed in conjunction with the budget process. The measurements will be contained in a document entitled "Austin P.D. Goals and Objectives". Periodic reports indicating progress will be made to the chief of Police as required.

The Internal Affairs Division's objective, as stated in the citywide budget, is to investigate potential policy violations by Austin Police Department employees in a timely manner and to provide information about the internal affairs function to city employees and the public so they will have trust and confidence in Internal Affairs Division investigations. Police performance measures listed in the citywide budget document include:

- costs of investigations;
- number of investigations completed; and
- percent of investigations completed in timely manner (45 days for less serious investigations and 60 days for more serious investigations).

But the budget document contains no goals for the Internal Affairs Division.

Interviews with Internal Affairs Division staff indicated that the division command does not have a role in establishing the division's goals, objectives or performance measures.

RECOMMENDATION 3-7:

Develop meaningful goals, objectives and performance measures for the Internal Affairs Division.

Performance goals and objectives are a management tool used to ensure efficiency and effectiveness. The Internal Affairs Division commander should be directly involved in developing and measuring the Internal Affairs Division's performance in accordance with the department's established measures.

IMPLEMENTATION STEPS

1. Change the language of the operating procedures concerning Internal Affairs and its commander to properly contain specific requirements for goals and performance measures.

2. Obtain input from the Internal Affairs Division commander concerning goals and performance measures that directly affect the division and others affected by the Internal Affairs Division.

FISCAL IMPACT

This recommendation could be accomplished with existing resources.

FINDING

While an employee of the Austin Police Department, the Office of the Police Monitor liaison position should not occupy an office in the Internal Affairs Division.

This position was vacant at the time of the review but will be filled soon. According to the Internal Affairs Division commander, the liaison will occupy an office in Internal Affairs Division. This has potential implications for the effectiveness of the position.

The Office of the Police Monitor liaison position is designed to mediate any issues or concerns between the Office of the Police Monitor and Internal Affairs Division offices. Co-locating the Office of the Police Monitor liaison in the office of an Internal Affairs Division commander, who is senior in rank and toward whom the liaison must maintain a neutral position threatens the impartiality the liaison is expected to maintain.

RECOMMENDATION 3-8:

Locate the Office of the Police Monitor liaison in an office and reporting structure separate from the Internal Affairs Division.

This position must remain independent of both the Office of the Police Monitor and Internal Affairs Division offices to be effective. While the liaison reports directly to the chief of staff, the Internal Affairs Division commander, being of a senior rank, has the capability of exerting (either intentionally or unintentionally) influence upon the liaison and hinder the liaison's independence. The Office of the Police Monitor liaison should remain located in the office of the chief of staff.

IMPLEMENTATION STEPS

1. When a vacancy arises, fill the position of the Office of the Police Monitor liaison within a short and specified period of time.

2. Locate the liaison's office in the area occupied by the office of the chief of staff.

FISCAL IMPACT

This recommendation could be accomplished with existing resources.

3.2 Training and Recruitment

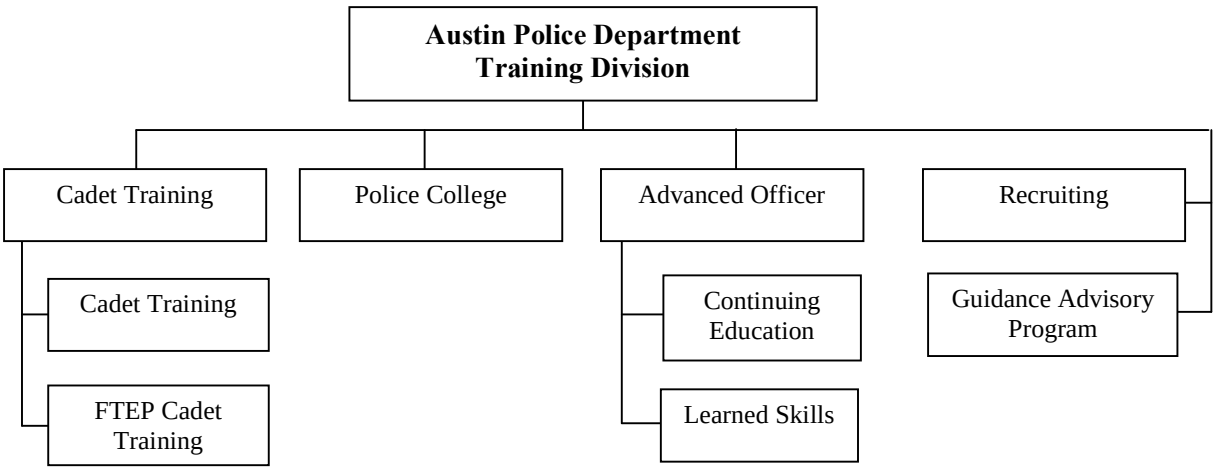
This section addresses the various functions of the Training Division. The division includes the following sections:

- Cadet Training and Police College
- Field Training Education Program
- Recruiting
- Guidance Advisory Program

The APD Training Division is waiting for the completion of a new training facility that will ease most if not all of its space problems. The new training facility, however, is four to five years away from completion and in the meantime the lack of space presents a number of challenges, some of which cannot wait for the new law enforcement education center.

APD's training, recruitment and Guidance Advisory Program (GAP) functions are managed by APD's Headquarters Bureau (**Exhibit 3-8**).

EXHIBIT 3-8
City of Austin Police Department
Training Division



Source: *Austin Police Department, April 2007.*

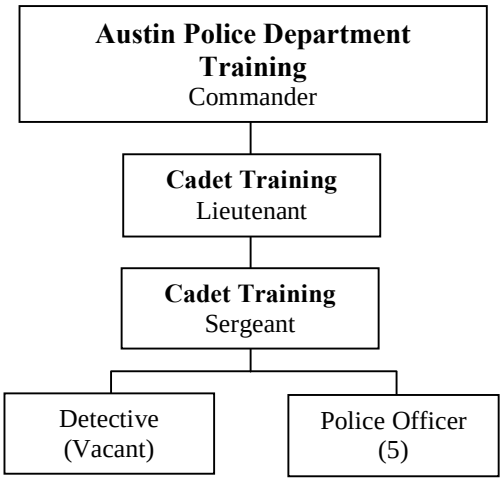
3.2.1 Cadet Training Section and Police College

The Cadet Training Section provides basic law enforcement training for newly recruited police officers.

The initial training of new police cadets is conducted at APD's own academy, which is staffed with a full roster of trainers who provide cadet, in-service and tactical training. The current national trend is to keep the full-time training roster to a minimum, with a relatively small academy staff that is primarily responsible for developing training courses. This full-time staff is supplemented with certified instructors who work in the field. These "adjunct" instructors provide valuable practical experience and expertise.

At the time of MGT's review, the Cadet Training Section reported to the commander of the Training Division. The section comprises the Cadet Training and Field Training Education Program (FTEP) Units. A lieutenant manages the section with assistance from two sergeants, two detectives and nine police officers (**Exhibit 3-9**).

EXHIBIT 3-9
City of Austin Police Department
Cadet Training Section
Organizational Structure



Source: *Austin Police Department, April 2007.*

The Cadet Training Section usually works from Monday through Friday from 7:00 a.m. to 5:00 p.m.; however, the ending time is often adjusted because some staff members stay late for remedial training. Training also can be conducted during the evening and at night as needed. Cadets (new recruits) are on campus and in class from 7:00 a.m. until 4:00 p.m., but may stay later for additional training.

The Cadet Training Section trains cadets through direct classroom instruction; skills exercises; role-playing exercises; and various topics taught by outside presenters. The unit develops, maintains and updates a curriculum based on the Texas Commission on Law Enforcement Officer Standards and Education (TCLEOSE) basic training requirements.

The section's training program addresses the physical, intellectual, emotional, legal and ethical demands placed upon today's police officers. In addition, it educates cadets in APD's philosophy of "Community Policing," applying this concept to all aspects of policing, and in supporting the department's commitment to reducing crime and the fear of crime in the Austin

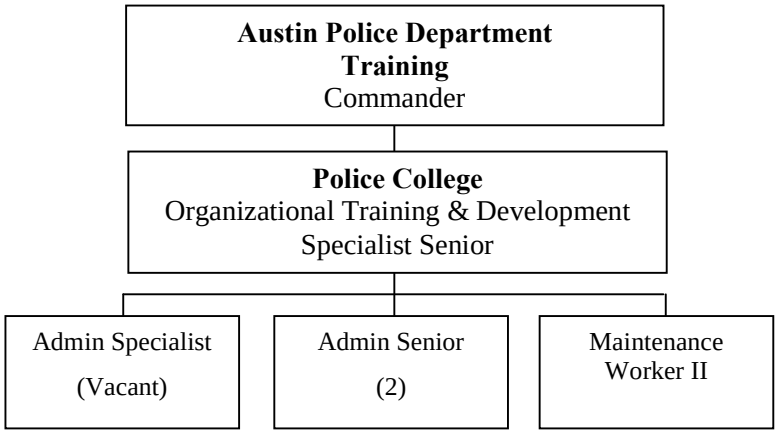
community. The section evaluates cadets on its training requirements to ensure their competency in the knowledge, skills and abilities needed in the police profession.

To supplement its current training program, APD plans to create a Police College. The primary purpose of the Police College will be to create a more college focused environment for the training program through partnerships with surrounding higher education institutions, including the University of Texas at Austin.

At the time of MGT's review, the Police College Section reported to the commander of the Training Division. The college has been assigned a minimal staff to oversee its development, including a civilian manager who is assisted by three civilian administrative assistants and one maintenance worker (**Exhibit 3-10**).

Austin voters approved Proposition 7, which provides funding for a combined public safety training facility for the city's police, fire department and emergency medical services. Due to land acquisition and site development issues, it is likely to be four to five years before the new training facility is completed.

EXHIBIT 3-10
City of Austin Police Department
Police College Section



Source: *Austin Police Department, April 2007.*

FINDING

In recent years, the Cadet Training Section has created a community-based diversity training program that has become recognized nationally as a best practice; implemented an organizational design modeled after successful institutions of higher education; created strong evaluation components designed around specific, observable performance dimensions; created an electronic course catalog with uniform lesson plans; and introduced a scenario-based training model.

COMMENDATION

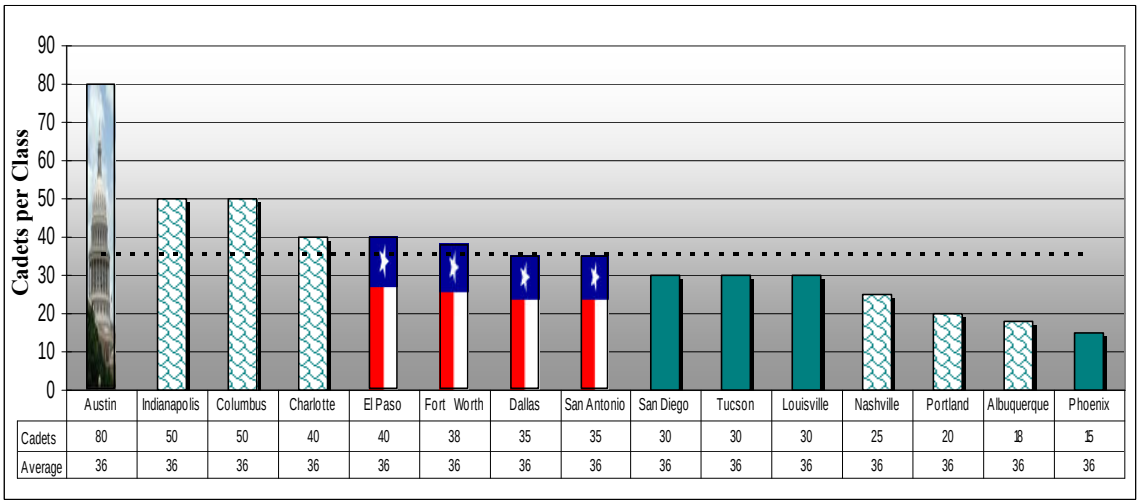
APD is commended for developing a nationally recognized cadet training program.

FINDING

The Cadet Training Section faces increasing challenges due to the growing size and frequency of cadet classes.

Austin's peer police departments average three to four classes annually, with an average class size of around 36 cadets (**Exhibit 3-11**).[3] APD policy calls for limiting classes to an average of 80 cadets; however, the last class totaled 105 cadets. In other words, APD's cadet classes are 200 to 300 percent larger than the peer average.[4] Previous APD reviews and evaluations have mentioned this issue, but the department has not yet addressed it.

EXHIBIT 3-11
City of Austin Police Department
Peer Group Academy Class Size



	Austin	Indianapolis	Columbus	Charlotte	El Paso	Fort Worth	Dallas	San Antonio	San Diego	Tucson	Louisville	Nashville	Portland	Albuquerque	Phoenix
Cadets	80	50	50	40	40	38	35	35	30	30	30	25	20	18	15
Average	36	36	36	36	36	36	36	36	36	36	36	36	36	36	36

Source: *MGT Peer Survey, 2007.*

[3] Seattle, Washington contracts with a state run academy; therefore, Seattle class sizes tend to be small (four per class) and were excluded from the above graph for purposes of comparison.
[4] MGT of America, Inc., Peer City Survey, 2007, *see* Appendix A. (Austin's response to MGT's Peer Survey indicated that it graduates two classes per year, with an average of 80 cadets per class; inspection of the academy, however, found that the most recently graduated class contained more than 100 students).

Large classes create multiple challenges for APD that have strained both physical and personnel resources. Current training facilities are inadequate for large cadet classes and many recent classes have been held in a gymnasium due to the lack of space. Furthermore, placing large numbers of recently graduated cadets or probationary police officers (PPOs) into the field simultaneously severely taxes continuing education provided to the new cadets in the field, or the field training officer (FTO) system. Most departments of similar size would be hard-pressed to provide enough fully qualified FTOs to handle this kind of workload. In addition, FTOs typically are among the most productive and capable patrol officers, and using them to conduct field training takes them away from crime fighting and prevention.

To help alleviate the pressures placed upon its FTOs, many departments use recently retired certified instructors to augment their academy staff. This is generally thought to be effective at freeing up sworn officers for field operations. While APD does employ retired officers in its recruiting efforts, it has not yet considered using them in its Training Division.

Another potential reason for APD's difficulty in recruiting and training enough new cadets to meet the demand is that it is one of only five agencies in the peer group that does not have a "lateral entry" program. That is, all APD new hires must complete a 32-week, department-run training academy before beginning service, and accept a starting pay equal to that of a new cadet with no previous police experience, regardless of their previous police experience. APD reported three "modified" programs in which a shortened academy of 12 weeks was offered to officers entering APD from another force. The last program of this kind was offered in 2002.

Often, a lateral entry program is utilized to alleviate the burden placed on new cadet recruitment and training. A lateral entry program allows the department to recruit officers with previous law enforcement experience. The previous experience allows the department to send such recruits through a truncated program, often no more than 16 weeks. However, APD does not have a lateral entry program. Instead, APD requires all new recruits to complete its 32-week academy, regardless of prior experience. Nearly three-quarters of APD's 15 peer agencies have lateral entry programs.[5]

MGT learned that APD once had a modified academy that was available to officers recruited from qualified departments with a minimum number of years of experience. This abbreviated academy allowed previously trained officers from other cities to fast-track the training and enter the field in a shorter time period. The program was discontinued for various reasons, including a lack of response from potential candidates and the perceived quality of the applicants that did respond.

RECOMMENDATION 3-9:

Limit cadet class size to no more than 35 to 40 recruits.

APD should reconsider its current class size and frequency, which taxes the academy staff and the FTO program to a point of potentially diminishing returns**.** While the current class size allows APD to put more officers on the streets, such large classes is likely affecting the quality of new officers.

[5] *Supra*, note 1.

IMPLEMENTATION STEPS

1. Reduce class size by 50 percent.

2. Augment current academy schedule, structure and curriculum to achieve a decrease in size, but an increase in the number of new cadet classes.

3. Run additional smaller cadet classes either concurrently or consecutively.

FISCAL IMPACT

Additional cadet classes will likely require the addition of academy staff. Based on the reported average salary for an APD police officer and depending upon the amount of additional staff necessary for additional cadet classes, the fiscal impact will range from $340,460 (average officer salary of $59,982 X 1.419 benefits rate X four additional police officers) to $510,687 (average salary of $59,982 X 1.419 benefits rate X six additional officers). However, the fiscal impact of additional academy staff will be offset by the reduction in overtime required at current staffing levels and result in less strain on the FTO program, allowing for a more efficient and effective patrol force. In addition, the estimated fiscal impact may be reduced if current field officers are utilized to supplement the academy staff.

(Also refer to Recommendation 3-11 below regarding using retired officers to augment training staff.)

RECOMMENDATION 3-10:

Amend Austin Police Department policy to establish a lateral entry program.

While this change may not produce large numbers of applicants, any relief in the hiring and training effort would be helpful. Along with a majority of the Austin Police Department peer agencies, the Louisville Metro Police Department used a lateral entry program following the merger of the Jefferson County and Louisville Police departments.[6] The department currently graduates two cadet classes of 30 to 40 participants and one lateral entry class of 15 to 20 participants each year.

IMPLEMENTATION STEPS

1. In addition to APD's nationally recognized cadet training curriculum, create an abbreviated training program for experienced officers making a lateral entry into APD.

2. Divert a fraction of the department's current recruiting efforts to attract well qualified candidates from departments nationwide.

[6] *See* MGT of America, Inc., Peer City Survey, 2007, Appendix A.

FISCAL IMPACT

As a newly created lateral entry program would not be in addition to the current cadet class sizes, but in lieu of larger cadet classes, there would be no additional cost. The ability to train new APD officers in a shorter time would reduce APD's overall training cost and the savings could then be reallocated.

FINDING

City population growth and the new academy facility will create a need for additional training personnel.

While the city's plans for new facilities will make APD better able to handle more cadet classes, a larger staff of instructors will be required to maximize the benefits of the expanded capacity. Unfortunately, with the growth of the city and the increasing youth of its police force, experienced officers will be in short supply, and are in any case needed in the field. This dilemma can be best addressed by a combination of instructors borrowed from the field on a temporary basis and recently retired officers hired to supplement the Training Division. Several police agencies have adopted this methodology and found that their "adjunct" instructors from the field had more relevant material and offered more realism and practical experience in the classroom. This was especially true for in-service classes. The Oklahoma City Police Department, for example, was able to return a significant number of officers to the field by adopting this model.

RECOMMENDATION 3-11:

Augment the permanent academy staff with more instructors borrowed from operational units and with recently retired officers.

In addition to the officers recommended to be hired in Recommendation 3-9 above, recently retired officers could assist with training, easing the strain on current officers, as they have with the Recruiting Unit.

IMPLEMENTATION STEPS

1. Identify current field officers and recently retired officers with skills and knowledge that would prove beneficial to new cadets.

2. If necessary, develop and/or augment current curriculum to utilize individuals identified in above step.

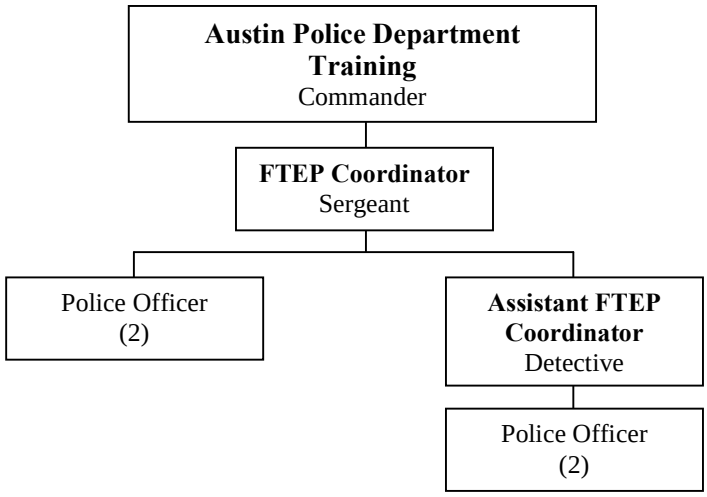
FISCAL IMPACT

The employment of field officers would have no fiscal impact; however, the addition of retired officers to the roster of training instructors would have some fiscal impact. However, because the number necessary to implement the recommendation is not determined, the exact amount of the fiscal impact is unknown. To the extent current instructors would be relieved of overtime work, the fiscal impact of additional instructors would be offset by a reduction in the necessity for overtime.

3.2.2 Field Training Education Program Unit

The Field Training Education Program Unit comprises one sergeant and one detective who routinely supplement the Cadet Training Unit by assisting with new cadet training in both the academy and in the field (**Exhibit 3-12**).

EXHIBIT 3-12
City of Austin Police Department
Field Training Education Program



Source: *Austin Police Department, April 2007.*

The FTEP Unit is responsible for APD's Field Training Education Program, a 15-month educational and evaluation program that continues the cadet training process. The program itself is staffed by FTOs, field training sergeants, field training lieutenants and field training liaisons drawn from the field and the various commanders assigned responsibility for patrol services.

Upon graduating from the academy, each cadet becomes a probationary police officer. PPOs begin participating in FTEP on the day they are commissioned and end their involvement when their probationary period ends. The program pairs newly commissioned officers with trainers who have been approved for the program and completed their own training course. PPOs are expected to perform police duties under the tutelage of a certified field training officer, a field

training sergeant and a field training lieutenant for a minimum of 12 weeks. The FTEP Unit coordinates the matching of officers to probationary police offices.

This experience is designed to bridge the gap between the knowledge and skills learned in a classroom setting and their application in the field in accordance with department policy. The FTOs uses adult learning techniques, peer evaluations, specialized and prescriptive training and a variety of other mechanisms to help ensure a professional and well-balanced approach.

FINDING

The Field Training Education Program Unit has no real authority over the full-time officers who work with trainees; they remain under the direct supervision of their field commanders.

Most midsized and large police departments wrestle with the question of where to place responsibility for the oversight of field training. APD, like many other law enforcement organizations, has placed the unit in Training; but while the FTEP Unit has responsibility for maintaining the program, it has no real authority over its administration. That authority is held by the area commanders for whom the PPOs and other field training staff actually work. Some agencies have placed this function in the office of the Patrol or Operations commander where it can have a direct effect on the chains of command in which the full-time officers and trainees actually work. The field training of new officers is one of the most critical aspects of a police training program. It must have adequate and meaningful oversight to ensure that the department's executive managers closely monitor all aspects of the program, from the selection of field training officers to the final review of each PPO.

RECOMMENDATION 3-12:

Place the Field Training Education Program Unit under the supervision of the Patrol Bureau assistant chief.

In addition to creating a more effective chain of command, the separation of field training from the Cadet Training Unit would aid in additional unbiased evaluation of the effectiveness of the cadet program in both the academy and the field.

IMPLEMENTATION STEP

1. Reorganization of current structure to place the FTEP Unit under the command of Patrol Bureau instead of Headquarters Bureau.

FISCAL IMPACT

This recommendation could be accomplished with existing resources.

3.2.3 Recruiting Section

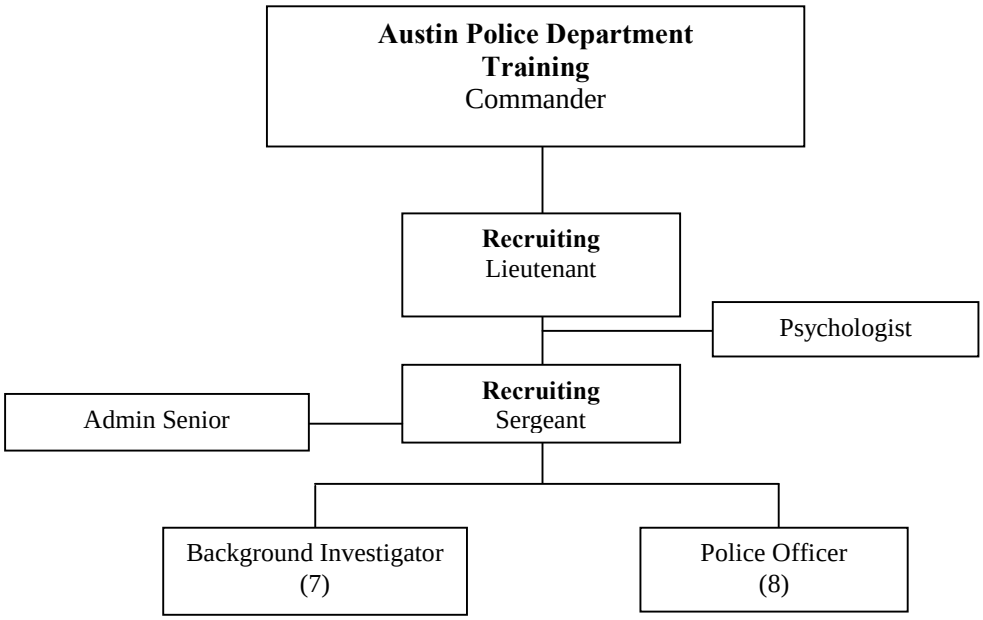
The Recruiting Section recruits, tests and hires the most qualified personnel to establish an effective and diverse police force. In addition to advertising, Recruiting employees regularly attend community events and job fairs and visit colleges and universities.

When a satisfactory pool of applicants has been recruited, the section staff oversees the applicant testing and conducts thorough background investigations on each applicant. The section then conducts background investigations on applicants; contacts references; and conducts psychological exams, written tests, physical assessments and polygraph tests.

For applicants that meet all qualifications, the Recruiting staff coordinates an oral review conducted before a board of officers. The section staff conducts a physical exam of all officers that pass the oral review. A satisfactory pool of applicants is identified prior to the beginning of a new training cycle or whenever enough recruits have passed the background check and mental and physical examinations. The section then sends offers of employment to the successful applicants and the training of the recruits begins.

The Recruiting Section reports to the commander of the Training Division. One lieutenant manages the section, which is staffed by one sergeant, seven background investigators, eight police officer recruiters (sworn), one civilian psychologist and one civilian administrative assistant (**Exhibit 3-13**).

EXHIBIT 3-13
City of Austin Police Department
Recruiting Section



Source: *Austin Police Department, April 2007.*

FINDING

The Recruiting Section has succeeded in finding and hiring a substantial number of police applicants.

In addition to the conventional conduits for recruitment, the section has hired a number of cadets from military bases near Austin. This is noteworthy since most similarly situated departments have been unable to recruit a significant number of cadets from the military ranks. The section has managed to accomplish this while staying within its allotted budget. To do so, it has employed retired police officers to assist in conducting background investigations, resulting in significant savings for the department. This has become a standard "best practice" among both major and midsized police departments around the country.

COMMENDATION

APD has successfully recruited a large number of cadets, particularly from the military ranks.

FINDING

APD has not established goals for the number of recruits it wishes to hire, now or in the near future.

In reaction to an officer shortage, APD recently recruited and trained a large number of new officers. While this helps to fill current demand, the department has no long-term goals for recruitment.

RECOMMENDATION 3-13:

Create a strategic recruiting plan to establish departmental hiring goals, based on population and demographic projections, for the next three to five years.

IMPLEMENTATION STEPS

1. Coordinate with the city of Austin Budget Department to obtain current and projected population and demographic data.[7]

2. Based on projected population and demographic data, establish short term and long term hiring goals, adjusted on a regular basis to reflect actual figures as they come available.

FISCAL IMPACT

This recommendation could be accomplished with existing resources.

3.2.4 Guidance Advisory Program Section

In 2001, APD created an early intervention program called Early Identification of Training Needs (EITN). Early intervention systems identify trends in officer behavior so that their supervisors may intervene and take corrective action at the earliest stage.

Early Identification of Training Needs emerged in policing during the 1990s. A 1999 National Institute of Justice study of municipal and county law enforcement agencies found that 39 percent of agencies serving populations of more than 50,000 used such systems to provide on-going training to its officers.

[7] In addition to city of Austin, the Austin Independent School District is a rich source for demographic trends as reported by their PEIMS data base.

APD's Guidance Advisory Program Section manages the department's EITN, providing early identification of potential behavioral problems among sworn patrol staff, and providing an intervention program to curb the likelihood of future incidences.

The Guidance Advisory Program is supported by a computer program that compiles selected data and uses predictive modeling to help identify officers displaying potential behavioral problems. The program pulls data from a variety of sources to review specific criteria including:

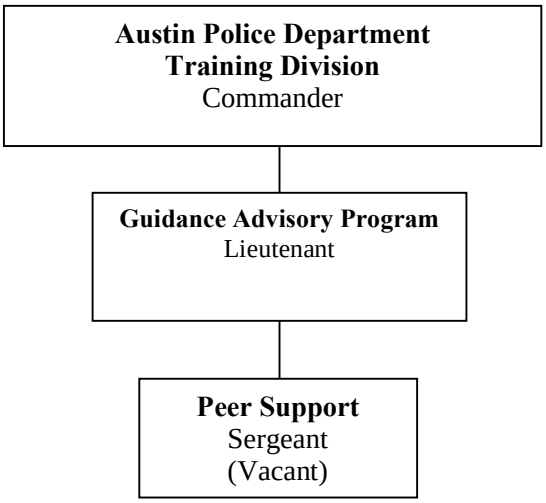
- sick hours
- Internal Affairs complaints
- pursuits
- negligent collisions
- officer as victim reports
- use of force versus arrest ratio

The program runs management reports for each area command and each patrol-based unit, as well as the Training Division, Special Weapons and Tactics and Traffic Investigations.

Department supervisors use Guidance Advisory Program reports to identify patterns or trends of officer behavior and address concerns at an early stage. While the system fails to track all relevant incidents, if the Guidance Advisory Program system issues an alert when established thresholds are exceeded, supervisors are required to approach the officer and discuss their concerns. The Guidance Advisory Program Section works closely with the city's Communications and Technology Management Department and the Austin Police Department's Planning Unit to operate the program. Guidance Advisory Program employees also work with the software vendor to address program issues and improvements.

The Austin Police Department's GAP program, first implemented in 2006, initially was managed by the Internal Affairs Division. The section now reports to the Training Division commander. A lieutenant manages the section with the assistance of a sergeant (**Exhibit 3-14**).

EXHIBIT 3-14
City of Austin Police Department
Guidance Advisory Program Section



Source: *Austin Police Department, April 2007.*

FINDING

APD has implemented a formal Guidance Advisory Program to improve officer training and professional development.

APD's GAP consists of policies, procedures and reporting capabilities that provide supervisors with information on officer performance, allowing them to identify and correct certain behaviors before they become real problems or liabilities for the department.

Austin's planning for a GAP program began in 2004, when APD gathered input from various professionals including APD and OPM personnel and criminal justice and law enforcement professors from nearby colleges and universities. These individuals evaluated the department's early intervention policies and processes and developed recommendations for a formal GAP.

After formal creation of the GAP Section, the staff selected an automated system and worked with programmers to customize it for APD's needs.

COMMENDATION

APD has recognized the importance of a formal early intervention program.

FINDING

The GAP data base does not track use of force (UOF) incidents adequately and has only limited automated reporting capabilities.

While implementing the GAP was a positive step toward improving department performance, the system has been fully operational for less than one year and is not yet providing all the functions the department needs. It relies on data sources and departmental processes that should be updated or changed to improve the value of the data.

For example, the GAP does not track information on UOF incidents specific to an officer, but rather such incidents are analyzed in total department wide and detailed in an annual UOF report. Despite the annual reports, the GAP Section is unable to link the incidents back to an individual officer through the system.

In addition, GAP does not distinguish between different types of UOF such as the use of an electronic control device such as Thomas A. Swift's Electric Rifle (TASER®), pepper spray or hands-on techniques. While such incidents are tracked on hard-copy UOF forms, GAP does not distinguish between them and therefore cannot provide report alerts to commanders and other supervisors about individual officers who use certain types of force excessively.

The purpose of most early intervention systems is to establish alert triggers for various incidents of UOF by individual officers. Many programs also initiate alerts for supervisors who have officers involved in a high number of UOF incidents. An additional drawback to the current GAP is that it does not allow the GAP administrator to track alerts sent out to area commands. Because of the system's limitations on reporting and tracking, the GAP administrator has established two separate data bases to track GAP alerts and their status. One notifies the administrator of when the time has come to generate GAP reports, while the second tracks the progress and final disposition of the alerts sent out to area commands.

RECOMMENDATION 3-14:

Design or upgrade the Guidance Advisory Program system to expand its capabilities and ensure that it provides the proper alerts needed to monitor, track and report use of force incidents by specific officers.

While the Guidance Advisory Program provides the Austin Police Department with a sophisticated and comprehensive predictive modeling program, utilizing data determined by the six specified criteria of officer behavior, it does not provide management reports or alerts in a manner most useful to meaningful early intervention. The Austin Police Department should conduct an immediate assessment of the present system's capabilities and include the ability to track, analyze and identify various types of use of force by individual officer. The system should initiate an alert for supervisors whose officers are involved in a high number (judged against certain thresholds) of use of force incidents. This type of analysis is a basic function of most commercial early intervention software programs.

In addition, the Austin Police Department should be able to analyze use of force data and follow the process of early intervention for such behavior. Such tracking functions are common in many commercially available early intervention software programs.

IMPLEMENTATION STEPS

1. Consult with the Communications and Technology Management Department to determine upgrades necessary to current system and compare to existing commercial products available.

2. Based on consultation, upgrade or replace system to enable Austin Police Department to analyze, track, and intervene based on use of force data.

FISCAL IMPACT

APD estimates that the necessary system upgrades would cost approximately $70,000. APD should determine whether buying a different commercial product would be more cost-effective than upgrading the current system.

FINDING

APD is not reporting use of force data to Guidance Advisory Program personnel in a timely manner.

While officers are required to complete a UOF report immediately after the event occurs, the process of command review may take a month or longer before GAP staff receive the report for entry into the system. In light of the importance of proper notification and management of UOF incidents, this time lag is unacceptable.

GAP staff told MGT that these delays result primarily from the time it takes for each person in the chain of command to review each report. Vacations and other time off and work priorities further contribute to these delays. The department is considering changes that would allow supervisors to enter UOF information directly into the department's management system through automated reporting. This would provide for the seamless transfer of data to the GAP system.

RECOMMENDATION 3-15:

Amend Austin Police Department policy and procedures to allow supervisors to enter of use of force data directly into the department's information system, where it can be accessed by Guidance Advisory Program staff.

The policy review board should recommend that supervisors enter use of force reports directly into the Austin Police Departments information system. This should be accomplished immediately.

IMPLEMENTATION STEPS

1. Amend current policy and procedure to require supervisors to enter use of force data directly into department's information system.

FISCAL IMPACT

This recommendation could be accomplished with existing resources.

FINDING

The Austin Police Department's present use of force policies does not specify when a supervisor is required to visit the scene of an incident.

Austin Police Department's General Order B101 establishes departmental policy and procedures regarding the use of force by Austin Police Department employees. General Order Section B.101.01 states that:

> A police officer's duty is to protect the life and property of residents. It is the policy of this Department that officers shall only use the minimum level of force that is reasonably necessary to bring an incident under control while protecting the lives of the officer or another. The amount of force used will be that amount of force which is essential for the officer to attain the objective.

Law enforcement agencies commonly require that a supervisor be notified and respond to the scene of certain use of force incidents. Austin Police Department's policy requires notification but does not specify when a response is required. On-scene responses may be required when the use of force involves a serious injury to the suspect or officer; claims of racially biased policing; canine bites; or the use of an electronic control device.

RECOMMENDATION 3-16:

Amend Austin Police Department's use of force policies to specify when a supervisor's presence on the scene is required.

Any use of force by an officer can generate public concern and potential liability. Austin Police Department should closely scrutinize its use of force policy and specify what situations require a supervisor's response to the scene.

IMPLEMENTATION STEPS

1. Amend current policy and procedure to specify the situations requiring a supervisor's on-scene presence for a UOF incident.

FISCAL IMPACT

This recommendation could be accomplished with existing resources.

FINDING

APD's use of force form and associated department policies do not provide adequate documentation of supervisory review.

Department policy requires all use of force incidents to be recorded using a Use of Force Report Form (**Exhibits 3-15** and **3-16**).

EXHIBIT 3-15
City of Austin Police Department
Use of Force Form (Page 1)

AUSTIN POLICE DEPARTMENT
USE OF FORCE REPORT
Revised 12/14/99

CALL NUMBER: ____-_____

DATE: ____/____/____ **DAY OF WEEK**: **S M T W T F S** **TIME**: __ __ : __ __ **AM / PM**

[ ] ARREST [ ] OFFENSE REPORT ONLY

REASON FOR CONTACT

[ ] DISPATCHED CALL [ ] TRAFFIC STOP [ ] WARRANT SERVICE
[ ] VIEWED OFFENSE [ ] TACTICAL OPERATION [ ] OTHER

EMPLOYEE DATA

NAME: _____ #____

RACE: [ ] WHITE [ ] BLACK [ ] HISPANIC [ ] ASIAN [ ] OTHER SEX: **M F** AGE: ____

DUTY HOURS: _____ ASSIGNMENT: _____

ON DUTY: ____ OFF DUTY: ____

[ ] IN UNIFORM [ ] PLAIN CLOTHES

SUBJECT DATA

NAME: _____

RACE: [ ] WHITE [ ] BLACK [ ] HISPANIC [ ] ASIAN [ ] OTHER SEX: **M F** AGE: ____

FORCE USED (Check first box for type used and second box it type used was effective)

U	E	
[ ]	[ ]	SOFT EMPTY HAND CONTROL: _____
[ ]	[ ]	HARD EMPTY HAND CONTROL: _____
[ ]	[ ]	OC SPRAY
[ ]	[ ]	ELECTRONIC SHOCKING DEVICE
[ ]	[ ]	IMPACT WEAPON: BATON [ ] PR24 [ ] EXPANDABLE [ ] ORCUTT [ ]
[ ]	[ ]	IMPACT MUNITIONS: BEANBAG [ ] BATON [ ]
[ ]	[ ]	CHEMICAL MUNITIONS
[ ]	[ ]	DIVERSIONARY DEVICE
[ ]	[ ]	FIREARM DISCHARGED
[ ]	[ ]	CANINE: WITH BITE [ ] WITHOUT BITE [ ]
[ ]	[ ]	HORSE: _____
[ ]	[ ]	OTHER: _____

_____

Source: *Austin Police Department General Orders, Policies and Procedures, Part B – Enforcement Operations, April 2, 2000.*

FIGURE 1
Front Page

EXHIBIT 3-16
City of Austin Police Department
Use of Force Form (Page 2)

SUBJECT ACTIONS

[ ] COOPERATIVE
[ ] PASSIVE RESISTANCE
[ ] VERBAL RESISTANCE/AGGRESSION
[ ] EMPTY HAND DEFENSIVE RESISTANCE
[ ] EMPTY HAND ACTIVE AGGRESSION
[ ] EDGED WEAPON
[ ] FIREARM
[ ] OTHER: _____

EMPLOYEE INJURY

[ ] MINOR INJURY:_____
[ ] SERIOUS INJURY: _____
[ ] DEATH
[ ] TREATED AND RELEASED
[ ] RETAINED AT HOSPITAL
[ ] PHOTOGRAPHS TAKEN

SUBJECT INJURY

[ ] NO COMPLAINT OF INJURY/PAIN
[ ] COMPLAINT OF INJURY/PAIN BUT NONE OBSERVED
[ ] MINOR INJURY:_____
[ ] SERIOUS INJURY: _____
[ ] DEATH
[ ] TREATED AND RELEASED
[ ] RETAINED AT HOSPITAL
[ ] PHOTOGRAPHS TAKEN

EMPLOYEE SIGNATURE

NAME: _____ **#:** _____ **DATE:** ____/____/____

SUPERVISORS COMMENTS AND SIGNATURE

_____
_____
_____
_____

NAME: _____ **#:** _____ **DATE:** ____/____/____

RECEIVED BY TRAINING DIVISION **DATE:** ____/____/____

ENTERED INTO DATA BASE ON: ____/____/____ BY: _____ #:_____

Source: *Austin Police Department General Orders, Policies and Procedures, Part B – Enforcement Operations, April 2, 2000.*

FIGURE 1 Back Page

According to the APD's UOF policy (General Order, Section B.101.08), the review process establishes whether "policy, training, equipment or discipline issues exist." The UOF form requires a supervisor's signature and allows space for comment, but its present design does not ensure that the supervisor reviewed issues related to policy, training, equipment or discipline.

RECOMMENDATION 3-17:

Revise the Use of Force Report form and associated policies to ensure that a supervisor has reviewed critical elements of the incident and that a routing process to the appropriate bureau is in place.

While there is no feasible way to guarantee complete review of use of force Reports, many law enforcement agencies design use of force forms that require a supervisor to check a box and initial a review of each area of the form. Austin Police Department policy also does not clearly define the routing process if an addressable issue is identified in the use of force form.

IMPLEMENTATION STEPS

1. Revise current UOF Report forms.
2. Obtain approval of changes from Accreditations/Inspections Division.
3. Implement use of newly revised UOF Report form.

FISCAL IMPACT

This recommendation could be accomplished with existing resources.

FINDING

Standard Operating Procedures for the Guidance Advisory Program are misleading in their discussion of annual inspections.

As written, the GAP Standard Operating Procedures lead the reader to believe that APD conducts a review of the GAP program annually, allowing feedback and critique of its effectiveness. While the Inspections Unit commander indicates that major units are on a three-year inspection schedule, GAP has not been inspected to date.

RECOMMENDATION 3-18:

Revise the policy to eliminate any misunderstanding of inspection requirements.

Guidance Advisory Program is a high-profile unit and any reference to inspections or data reports should be clear to avoid any misunderstanding by persons inside or outside the department. The Austin Police Department also should consider whether the inspection cycle for such a high-profile program should be reduced to every one or two years.

IMPLEMENTATION STEP

1. Revise current policy to clearly define inspection cycle for Guidance Advisory Program.

FISCAL IMPACT

This recommendation could be accomplished with existing resources.

FINDING

APD's annual use of force report provides data but little analysis and no recommendations.

The UOF report is a public document and subject to considerable scrutiny and interpretation. The report appropriately covers use of force by race, area commands, reason for contact, type of force, subject actions, officer and subject injuries, years of service by officer, day and time of week, but lacks analysis and recommendations that might provide the reader with useful interpretations and conclusions.

RECOMMENDATION 3-19:

The annual use of force report should include additional analysis and recommendations.

This would provide command staff with the information needed to address systemic use of force training and policy issues in a timely manner. It would also help reduce any misinterpretations or faulty conclusions by readers outside the department.

The Austin Police Department should review the Police Executive Research Forum's publication "Early Intervention Programs," which offers guidance on model programs, policy development and guidance for supervisors.

IMPLEMENTATION STEP

1. Revise current procedures for annual UOF report to require thoughtful analysis and recommendations born from data included in report.

FISCAL IMPACT

This recommendation could be accomplished with existing resources.

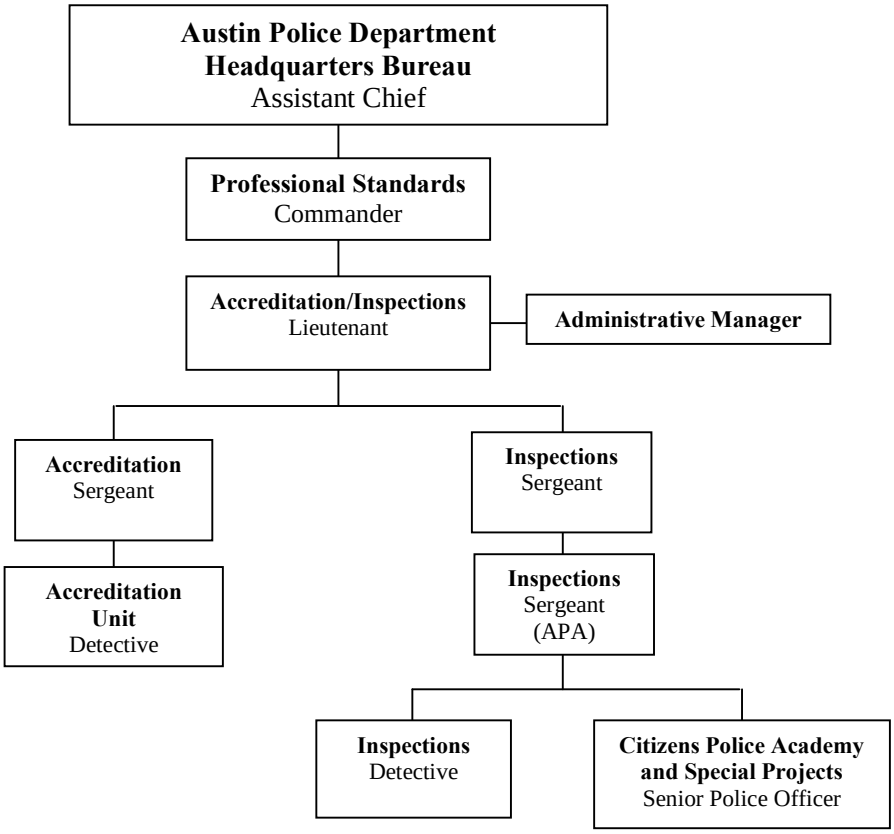
3.3 Accreditation and Inspections

The purpose of the Accreditation and Inspections Division is to ensure that APD meets the national standards for accreditation by the Commission on Accreditation for Law Enforcement Agencies (CALEA). To further this mission, the division conducts continuous inspections and

evaluations of policies, processes and procedures to maximize the department's overall efficiency and effectiveness.

At the time of MGT's review, the Accreditation and Inspections Division reported to the commander of Professional Standards. The Division is managed by a lieutenant and staffed by three sergeants, two detectives, one senior police officer and one administrative manager (**Exhibit 3-17**).

EXHIBIT 3-17
City of Austin Police Department
Accreditation and Inspections Division



Source: *Austin Police Department, April 2007.*

3.3.1 Accreditation Unit

The Accreditation Unit is responsible for ensuring that department policies and procedures comply with a series of national standards that establish best professional practices for law enforcement agencies. In addition, the unit ensures that APD maintains compliance with all applicable CALEA standards.

The International Association of Chiefs of Police, National Organization of Black Law Enforcement Executives, National Sheriffs' Association and Police Executive Research Forum established CALEA in 1979 as an independent accrediting authority. Participation in the CALEA process is voluntary. It requires that agencies comply with applicable standards every three years. To establish best professional practices, the CALEA standards prescribe what agencies should accomplish, but not how they should achieve it. That decision is left to the individual agency and its chief executive.

CALEA has several hundred standards for law enforcement. Some are mandatory for participants, some are "other than mandatory" and some do not apply to APD. For example, APD does not have jail facilities or a court security function, so those standards do not apply to it. However, to be accredited, APD must comply with all applicable mandatory standards and at least 80 percent of "other than mandatory" standards.

Exhibit 3-18 displays performance measures for the Inspections Unit for the past six years.

EXHIBIT 3-18
Inspections Unit
Performance Measures 2002-03 through 2007-08

Performance Measure	2002-03 Actual	2003-04 Actual	2004-05 Actual	2005-06 Actual	2006-07 Estimated	2007-08 Proposed
Number of inspections completed	34	6	47	39	30	30
Percent compliance with CALEA standards	100%	70%	100%	100%	100%	100%

Source: *City of Austin performance budgets for the years indicated.*

The unit also works closely with other law enforcement agencies that are seeking or maintaining accreditation and participates in the Police Accreditation Coalition (PAC) for the region including Texas, Arkansas, Louisiana, Oklahoma and New Mexico (known as TALON), which exists to network and assist member agencies in accreditation-related issues. The unit also coordinates all policy review activities and serves as the central repository for all APD policies and procedures. In addition, it conducts an annual review of all APD units' Standard Operating Procedures.

FINDING

APD's Accreditation Unit is organizationally misplaced and has taken on various responsibilities unrelated to its original objectives.

The Accreditation Unit's efforts to meet its objectives are being hindered by assignments of responsibilities unrelated to its core objectives.

A stand-alone accreditation unit is very unusual in all but the very largest police organizations in the country. Such units generally are attached to or are a part of the planning function, or, if general orders are written there, the Training Division. In APD's case, the Accreditation function is not organizationally placed in either location.

The fact that the unit is a separate, stand-alone operation has led to the accumulation of various odd or orphaned functions that do not fit its charge. For instance, unit staff members assist with the sex offender registry and supervise the Citizen's Police Academy. The original objectives of the unit did not require an administrative staff; these additional responsibilities are causing a strain on the unit.

RECOMMENDATION 3-20:

Reassign all functions not directly associated with the Accreditation Unit's core objectives to more appropriate units.

IMPLEMENTATION STEPS

1. Review current objectives of the Accreditation Unit.
2. Reassign all functions/task that are not appropriate based on unit's defined objectives.

FISCAL IMPACT

This recommendation could be accomplished with existing resources.

RECOMMENDATION 3-21:

Reassign the Accreditations Unit to either the Planning and Crime Analysis Unit or the Training Division.

IMPLEMENTATION STEPS

1. Analyze current objectives of Planning and Crime Analysis Unit and Training Division.
2. Based on careful analysis, reorganization of current structure to place the Accreditations Unit under the command of either the Planning and Crime Analysis Unit or Training Division.

FISCAL IMPACT

This recommendation could be accomplished with existing resources.

3.3.2 Inspections Unit

As shown in **Exhibit 3-17**, the Inspections Unit is staffed with two sergeants, one detective and one senior police officer (SPO). At the time of MGT's review, however, one of the sergeants had been removed from day-to-day operations to serve as president of the Austin Police Association (APA). According to the Meet and Confer agreement between the city and the APA, the sergeant is allowed to take association business leave.

The Inspections Unit researches policies, processes and procedures and makes recommendations to executive staff to ensure quality control throughout APD. The unit also conducts various staff inspections, special inspections and spot inspections.

In the staff inspection process, the unit considers whether units are functioning within the guidelines established by their Standard Operating Procedures, and if they are efficient, outdated or in need of modification to enhance their functions. In some cases, Inspections staff may consider whether a unit is still needed. Any findings or recommendations are forwarded to the chief of Police for review and a final decision. The unit conducts comprehensive staff inspections of all operational components within APD at least once during each three-year accreditation cycle, and inspects the property and evidence functions at least twice annually.

The unit also conducts any special inspections ordered by the chief of Police or an assistant chief, such as a review of a specific unit's processes and procedures to identify areas of improvement. Some special inspections ordered by the chief have included cash handling in the evidence room and data control.

The unit also conducts spot inspections to ensure that officers are carrying required weapons and equipment, and trains APD lieutenants to perform their own staff inspections.

In the policy review process, employees are asked to propose policy revisions that would benefit the department or enhance its services. The Inspections Unit receives these revision requests, formats them and sends them to the Policy Review Committee (PRC), which comprises police commanders and civilian managers. If the PRC approves the revision request, it is sent to executive staff for further review and, if approved, forwarded to the chief of Police for final review and approval. The Inspections Unit then prepares the necessary updates and distributes them to all personnel.

The Inspections Unit also manages APD's forms control function. To ensure consistency and uniformity, each APD form must be approved by the unit before distribution. All APD forms are assigned a control number and Inspections personnel record any revisions or modifications made to them.

In addition, the Inspections Unit acts as a liaison between the city's Law Department and the office of the chief of Police for all APD litigation and personnel due process actions. This responsibility involves maintaining a file of pending lawsuits; answering requests for production and interrogatories; providing documents to the city's Law Department; serving subpoenas for civil trials and arbitration hearings; attending trials as the city's representative, as requested; and providing armed security at arbitration hearings.

The unit's SPO has been assigned to two special projects: coordinating the Citizen's Police Academy and managing relationships with Mexico's law enforcement agencies. The Citizen's Police Academy is an 11-week program designed to give the public a working knowledge of APD. Each session consists of 12 consecutive Tuesday-night classes held at city facilities. The instruction covers a separate area of APD each week. In addition, the SPO performs other special projects as assigned by the Accreditations/Inspections lieutenant.

The civilian administrative manager's primary responsibility is the drug-testing program. The manager coordinates all critical incident and reasonable suspicion tests. The manager also acts as a payroll liaison, handles all of the unit's logistical needs and conducts staff inspections of civilian administrative units within APD over a three-year inspection cycle.

FINDING

APD's Inspections Unit is organizationally placed in a way that does not facilitate direct communications with the chief of Police.

Unlike Internal Affairs, which investigates suspected misconduct, the Inspections Unit analyzes department functions and units to ensure that their operations are conducted efficiently and effectively. Such units usually are placed under the direct supervision of the chief of Police or chief of staff.

The chief of Police does not have direct access to those charged with the inspections function. As with Internal Affairs, the Inspections Unit is an integral part of the accountability system, and the police chief must be able to communicate directly with its head. In APD, the unit is housed in a way that does not facilitate this sort of direct communication.

Several inspections units around the country have employed a different model that shows promise. Rather than having an inspections staff, these police departments permanently assign a single manager to the function, and assemble inspection teams from among operational supervisors and managers. Personnel are temporarily detailed to the unit for the duration of an inspection period or work on inspections while still performing their regular duties. If assignments and workload permit, this is a very good way to spread the inspections work over a wider group of employees. In addition, the valuable insight gained from conducting inspections would be shared with a greater number of officers throughout the department.

RECOMMENDATION 3-22:

Place the Inspections Unit closer to the chief of Police and investigate the option of implementing a rotational inspections team model.

To ensure the effectiveness of Austin Police Department's accountability system, units that monitor its activities need regular, ongoing access to the chief executive. In addition, a rotating inspections team can lead to a better informed and trained staff.

IMPLEMENTATION STEPS

1. Reorganize current structure to place the Inspections Unit under the direct command of the chief of Police.

2. Contact other police agencies to investigate the use of rotating inspections.

3. If deemed appropriate for APD, implement the model.

FISCAL IMPACT

This recommendation could be accomplished with existing resources.

4.0 FIELD OPERATIONS

4.0 FIELD OPERATIONS-PATROL DIVISION

This chapter reviews the functions and processes used by the Austin Police Department's (APD) patrol units. The chapter includes seven sections:

- Patrol Organization
- Minimum Staffing
- Crime Analysts
- Patrol Narcotics Unit
- Calls for Service and Response Times
- Patrol Officer Deployment
- Data Limitations

Chapter Summary

APD's Patrol Division is organized into nine area commands housed in four facilities across the city. Among other findings, MGT concluded that:

- area commands use corporals inconsistently. Some assign corporals to handle calls for service when a sergeant is on duty; others charge them with continuing administrative assignments, effectively leaving the area command with one fewer officer to assist with calls.
- the Street Response Units' focus on vice and narcotics has provoked considerable criticism within APD, since it is seen as diverting resources from other serious crimes.
- APD has assigned each area command a civilian crime analyst to provide them with crime data in a variety of formats, but they appear to make little use of this information.
- the Central East area command houses a Patrol Narcotics Unit that weighs, tests and processes drugs brought in as evidence. Officers often perform some of these functions *before* they turn in drugs, however, and some consider the unit's function redundant.
- APD responses to Priority 1 calls average about eight minutes citywide, a minute higher than the goal set in the 2006 budget.
- APD requires officers to book seized drugs, guns and money at a single APD substation, even though all substations have secured evidence lockers and booking procedures. This action has increased drive times and reduced officers' availability to handle calls.
- New police patrol vehicles have a "cage" only behind the passenger seat, with no protection behind the driver. Older patrol vehicles had cages extending

across the entire seat. The newer vehicles can safely transport only one arrested individual at a time.

- while city policy is to dispatch at least two patrol units to each Priority 1 call, the CAD system does not do this automatically. MGT estimates that 22 percent of Priority 1 calls answered by a single patrol officer had one and only one officer assigned to the call.
- APD pays its officers overtime based on a 40-hour workweek, although federal law does not require it to do so. Austin must employ nearly 7 percent more officers to provide the same coverage it could obtain by requiring them to work the allowable maximum before overtime is due.
- APD's platoon system does not use city resources efficiently, often leaving the city with either too many or too few patrol officers on hand.
- community policing appears to account for no more than 26 percent of patrol officers' work hours. This is hard to determine, however, because APD does not track time spent on these activities.

This chapter contains the following *key recommendations*:

- establish clear and consistent directions regarding corporals' duties. Corporals should be actively patrolling and responding to calls when sergeants are on duty.
- evaluate the area commands' use of Street Response Units, to assess how their efforts overlap with those of other APD units charged with narcotics enforcement. Consider centralizing the Street Response function into a single force.
- review the crime analysis function to determine how best to use it to meet APD's needs. Develop a standard format for reports that is useful for patrol officers and supervisors.
- eliminate the Patrol Narcotics Unit in the Central East substation, and redeploy the detectives assigned to this function to other areas.
- achieve the response time goal established in APD's fiscal year 2006 budget by filling vacant positions in all area commands through either redeployment or recruitment.
- allow officers to book drugs, guns and money at their assigned substations.
- retrofit new patrol vehicles with cages that extend across the entire seat.
- modify the computer-aided dispatch (CAD) system's programming to ensure that more than one unit is automatically dispatched for all Priority 1 events.
- during upcoming contract negotiations, take advantage of federal wage law to increase police presence on the street without additional overtime. By adding 30 minutes to the regular daily work schedule, the city could produce additional staffing equivalent to 32 additional officers.

- modify APD's operating procedures to require officers to call in community policing activities to dispatchers for inclusion in the CAD system.
- modify the employee performance appraisal form to include criteria evaluating patrol supervisors and officers on community policing efforts.

The fiscal implications resulting from the recommendations contained in this chapter are summarized in **Exhibit 4-1** below.

EXHIBIT 4-1
Chapter Four Fiscal Impact Summary

Recommendation	Fiscal Year 2007-08	Fiscal Year 2008-09	Fiscal Year 2009-10	Fiscal Year 2010-11	Fiscal Year 2011-12
4-2: Conduct a staff inspection of the District Representative program and revise the standard operating procedures for district representatives accordingly.	$0	$1,532,060	$1,532,060	$1,532,060	$1,532,060
4-3: Review and evaluate the area commands' deployment and organization of their Street Response Units.	$0	$3,400,000	$3,400,000	$3,400,000	$3,400,000
4-5: Eliminate the Patrol Narcotics Unit in the Central East substation.	$105,500	$211,000	$211,000	$211,000	$211,000
4-6: Achieve the response time goal established in APD's fiscal year 2006 budget by filling vacant positions in all area commands.	$0	($8,700,000)	($8,700,000)	($8,700,000)	($8,700,000)
4-7: Amend current policy and procedures to allow officers to book drugs, guns and money at their assigned substation.	$170,000	$340,000	$340,000	$340,000	$340,000
4-11: During upcoming contract negotiations, city officials should consider the Federal Labor Standards Act law enforcement exemption and its implications. Minor policy changes could increase police presence on the street without additional overtime.	$0	$2,700,000	$2,700,000	$2,700,000	$2,700,000
4-15: Develop processes to measure the effectiveness of community policing.	($2,000)	($2,000)	($2,000)	($2,000)	($2,000)
Total	***$273,500***	***($518,940)***	***($518,940)***	***($518,940)***	***($518,940)***
Five-year Total					***($1,802,260)***

NOTES: For detailed discussion of fiscal impact estimation methodology, refer to Chapter 9.
Fiscal impact estimates resulting in savings are assumed to begin in April 2007.
Fiscal impact estimates requiring significant expenditures are assumed to begin in 2008-09.
Fiscal impact estimates resulting in expenditures that could be accomplished through budget transfers or amendments are assumed to begin during 2007-08.

4.1 Patrol Organization

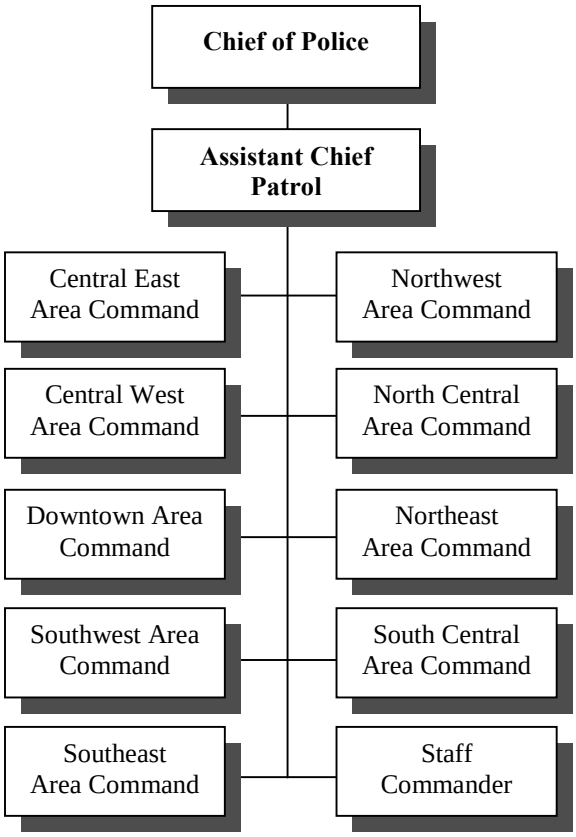
APD's Patrol Division is organized into nine area commands that are physically housed in four facilities across the city. The North substation houses the Northwest, North Central and Northeast area commands; Headquarters houses the Downtown and Central West area commands; the East substation houses the Central East and South Central area commands; and the South substation houses the Southwest and Southeast area commands.

Patrol Division officers are primarily responsible for APD's day-to-day patrol duties. Patrol officers are charged with providing immediate responses to emergency calls for service (CFS) and timely responses to other, lower-priority calls. They are also expected to take appropriate action whenever they become aware of a law violation; in administrative jargon, these are "self-initiated" activities.

In general, patrol officers have more day-to-day contact with the public than any other positions in the department.

Exhibit 4-2 illustrates the Patrol Division's organization. The area commands were established to help further the goal of community policing. Each area command is responsible for its own geographic area and has a significant degree of autonomy in addressing that area's specific crime patterns and problems.

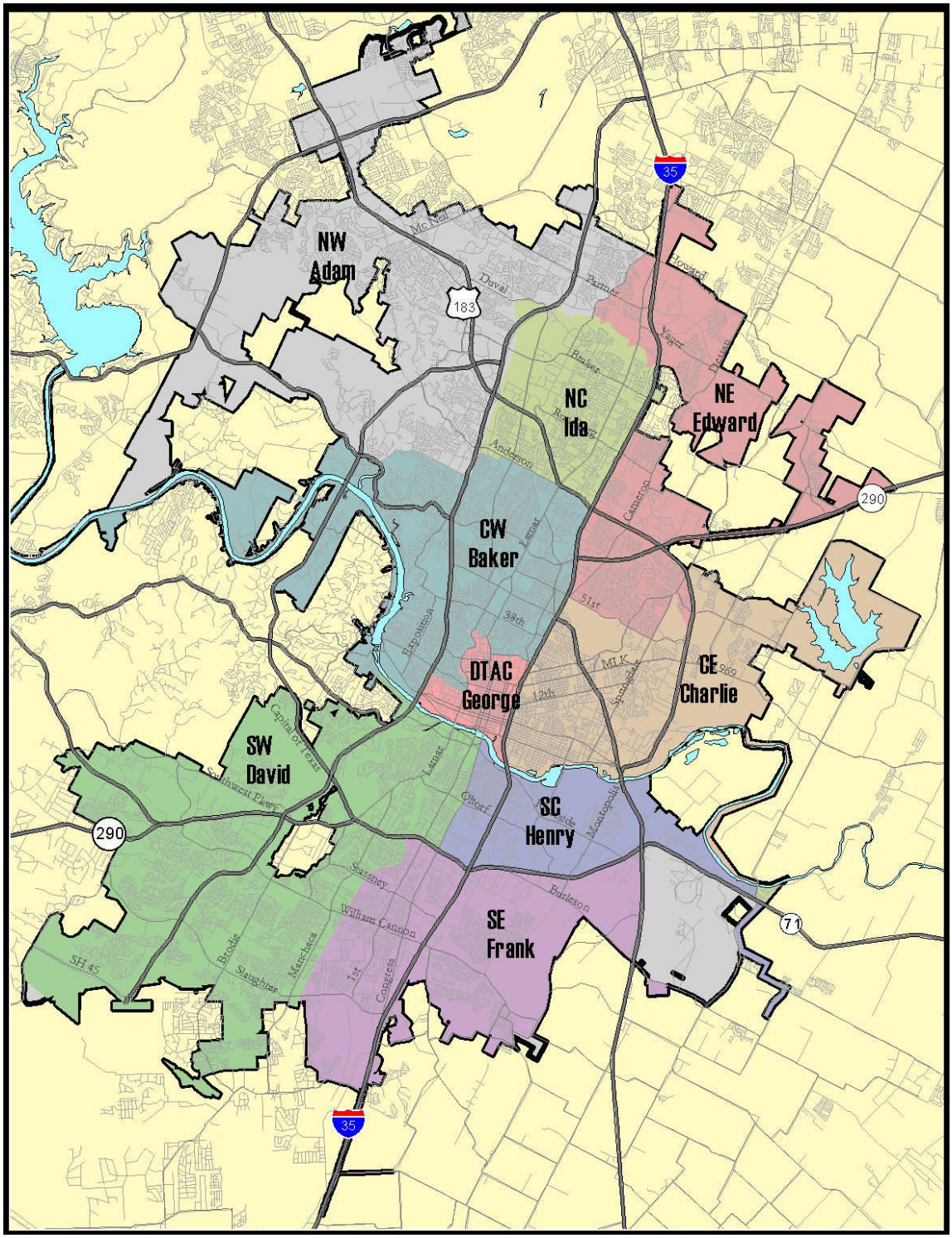
EXHIBIT 4-2
City of Austin Police Department
Patrol Division Organizational Structure



Source: *Austin Police Department, April 2007.*

APD also calls the area commands "sectors," and has assigned each its own name as shown in **Exhibit 4-3**.

EXHIBIT 4-3
City of Austin Police Department
Patrol Division
Area Commands /Sector Names



Source: *Austin Police Department, November 2007.*

As indicated in **Exhibit 4-2**, the Patrol Division is led by an assistant chief and organized in nine area commands, directed by a commander.

The Downtown area command has a unique mission and is organized and staffed somewhat differently than the other area commands; these differences are discussed in greater detail below. The other area commands are divided into seven platoons of patrol officers as well as a Motors Unit (motorcycle police) and a Support Section. Each Support Section contains three units: District Representatives, Street Response and Detectives.

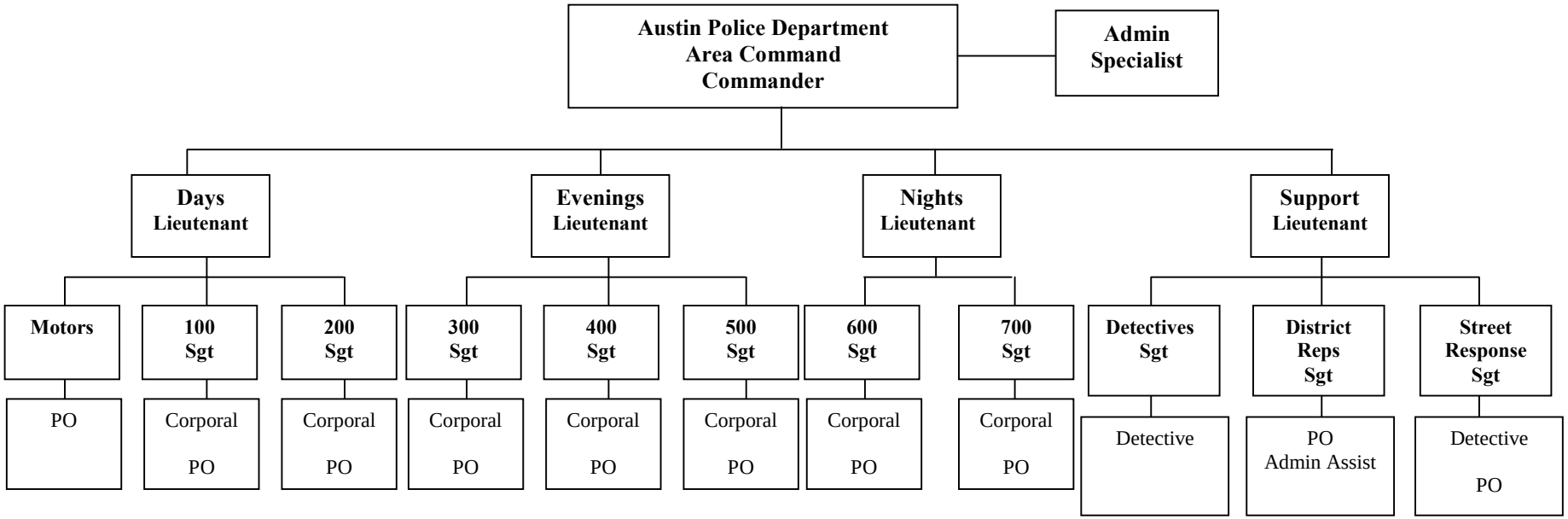
Each area commander is supported by four lieutenants, three responsible for the day, evening and night patrol shifts and one who leads the Support Section (**Exhibit 4-4**). A sergeant who reports to the shift lieutenant leads each platoon of patrol officers. A corporal in each platoon fills in for sergeants as needed, but also work patrols in addition to various *ad hoc* supervisory duties.

Patrol officers assigned to the day shift actually work in either of two 10-hour daily shifts (100 and 200); evening shift officers are divided into three shifts (300, 400 and 500); and night shift officers work in two shifts (600 and 700). A seven-day week includes eight shifts for days and eight for nights, and therefore there is one day each week when all day and all night shift officers are working.

The three evening shifts of officers each work four days, resulting in 12 shifts assigned over a seven-day period. This allows each area command to assign two platoons on five evenings of the week and one platoon on the other two evenings.

As noted above, the Downtown area command is organized differently. It consists of just six platoons, two each on the day, evening and night shifts.

EXHIBIT 4-4
City of Austin Police Department
Organization of Area Commands
(Except Downtown)



Source: *Austin Police Department, April 2007.*

Each area command contains eight to 12 subdivisions called patrol districts, the lowest geographic unit in each area command; in some agencies, this is called a beat. Generally, each platoon assigns one officer per district. Occasionally, a platoon has more officers than it does districts, allowing for a "rover" position; this is infrequent, however, given current staffing.

While patrol officers are assigned to a district, they can be dispatched to respond to calls for service throughout the area command, and sometimes to other area commands, based on need. Patrol officers interviewed by MGT said they almost never spend an entire shift in their districts, due to calls summoning them elsewhere.

Exhibit 4-5 presents a detailed personnel summary for the Patrol Division by area command. Staffing across the city ranges from eight to 12 officers per platoon. The Central East area command has two additional officers on two of its three evening shifts; these extra officers are used to conduct a "walking beat" in an area with historically high crime rates. A Patrol Narcotics Unit, which provides services to the entire department, is also housed within the Central East area command.

EXHIBIT 4-5
City of Austin Police Department
Patrol Division
Authorized Personnel by Area Command

Area Command	Lieutenant	Sergeant	Corporal	Detective	Police Officer	Total
Central East	4	11	7	11	94	**127**
Central West	4	11	7	8	74	**104**
Downtown	5	9	9	6	90	**119**
Southwest	4	11	7	10	88	**120**
South Central	4	11	7	8	72	**102**
Southeast	4	11	7	9	73	**104**
Northwest	4	11	7	8	69	**99**
North Central	4	11	7	8	72	**102**
Northeast	4	11	7	8	73	**103**
Total*	**37**	**97**	**65**	**76**	**705**	**980**

Source: *Austin Police Department, April 2007.*
* Does not include area commanders, the assistant chief in charge of Patrol or civilian staff members.

The hours of patrol shifts may vary by area command to provide overlapping coverage at peak times and at the beginning and conclusion of each shift. Because patrol officers work 10-hour shifts, the three daily shifts provide 30 hours of coverage for each 24-hour period. Therefore, overlapping platoons are on duty for six hours of each day. Generally, there is little or no overlap between the night and day shifts; an hour or less between day and evening shifts; and five or more hours of overlap between evening and night shifts.

Area commanders are allowed to modify their staffing to accommodate any special needs, such as changes in crime trends within their areas. Platoons rotate their days off on a 28-day schedule, allowing officers to have all four weekends off every other month (or every third month for the evening shifts); but officers do not rotate among day, evening and night shifts, meaning they are never scheduled to work both day and night shifts.

While all the area commands have a common duty to uphold the law, each faces its own crime patterns and other specific challenges. The Downtown area command, for instance, has two major missions. For the day shift, it focuses on protecting downtown businesses and workers; for the evenings and nights shifts, it shifts its focus to the city's entertainment district. Other area commands must cope with factors such as immigrant communities and large patrol areas (**Exhibit 4-6**).

EXHIBIT 4-6
City of Austin Police Department
Patrol Division
Most Frequent Offenses; Challenges

Area Command	Most Frequent Offenses	Common Challenges
Central East	Robbery, Narcotics, Burglary of Vehicle	No response
Central West	Burglary, Burglary of Vehicle, Robbery	No response
Downtown	Aggravated Assaults, Burglary, Robbery	Daily shift of focus from business to entertainment districts
Southwest	Auto Theft, Robbery, Burglary of Vehicle	Large geographic area
Southeast	Auto Theft, Burglary of Vehicle, Robbery	No response
Northwest	Burglary, Auto Theft, Burglary of Vehicle	Large geographic area, Lake Travis
North Central	Auto Theft, Burglary, Burglary of Vehicle	Large immigrant community
Northeast	Robbery, Burglary, Auto Theft	Large immigrant community
South Central	Robbery, Auto Theft, Aggravated Assault	Population density, large apartment complexes, large immigrant community, many residents speak only Spanish

Source: *Austin Police Department, April 2007.*

Personnel Summary

Exhibits 4-7 through **4-15** provide a personnel summary for each area command. The area commanders and lieutenants are not included in these exhibits. Each area command has one commander and four lieutenants except Downtown, which has five lieutenants.

EXHIBIT 4-7
City of Austin Police Department
Patrol Division
Central East Area Command

Central East	Sergeant	Corporal	Detective	Police Officer	Total
CE Days	3	2	0	26	**31**
CE Evenings	3	3	0	34	**40**
CE Nights	2	2	0	20	**24**
CE Support	3	0	11	14	**28**
Total*	**11**	**7**	**11**	**94**	**123**

Source: *Austin Police Department, April 2007.*
* Does not include the area commander and four lieutenants.
.

EXHIBIT 4-8
City of Austin Police Department
Patrol Division
Central West Area Command

Central West	Sergeant	Corporal	Detective	Police Officer	Total
CW Days	3	2	0	22	**27**
CW Evenings	3	3	0	24	**30**
CW Nights	2	2	0	16	**20**
CW Support	3	0	8	12	**23**
Total*	**11**	**7**	**8**	**74**	**100**

Source: *Austin Police Department, April 2007.*
* Does not include the area commander and four lieutenants.

EXHIBIT 4-9
City of Austin Police Department
Patrol Division
Downtown Area Command

Downtown	Sergeant	Corporal	Detective	Police Officer	Total
DT Days	2	2	0	22	**26**
DT Evenings	2	4	0	26	**32**
DT Nights	3	3	0	32	**38**
DT Support	2	0	6	10	**18**
Total*	**9**	**9**	**6**	**90**	**114**

Source: *Austin Police Department, April 2007.*
* Does not include the area commander and five lieutenants.

EXHIBIT 4-10
City of Austin Police Department
Patrol Division
Southwest Area Command

Southwest	Sergeant	Corporal	Detective	Police Officer	Total
SW Days	3	2	0	26	**31**
SW Evenings	3	3	0	30	**36**
SW Nights	2	2	0	20	**24**
SW Support	3	0	10	12	**25**
Total*	**11**	**7**	**10**	**88**	**116**

Source: *Austin Police Department, April 2007.*
* Does not include the area commander and four lieutenants.

EXHIBIT 4-11
City of Austin Police Department
Patrol Division
South Central Area Command

South Central	Sergeant	Corporal	Detective	Police Officer	Total
SC Days	3	2	0	21	**26**
SC Evenings	3	3	0	24	**30**
SC Nights	2	2	0	16	**20**
SC Support	3	0	8	11	**22**
Total*	**11**	**7**	**8**	**72**	**98**

Source: *Austin Police Department, April 2007.*
* Does not include the area commander and four lieutenants.

EXHIBIT 4-12
City of Austin Police Department
Patrol Division
Southeast Area Command

Southeast	Sergeant	Corporal	Detective	Police Officer	Total
SE Days	3	2	0	22	**27**
SE Evenings	3	3	0	24	**30**
SE Nights	2	2	0	16	**20**
SE Support	3	0	9	11	**23**
Total*	**11**	**7**	**9**	**73**	**100**

Source: *Austin Police Department, April 2007.*
* Does not include the area commander and four lieutenants.

EXHIBIT 4-13
City of Austin Police Department
Patrol Division
Northwest Area Command

Northwest	Sergeant	Corporal	Detective	Police Officer	Total
NW Days	3	2	0	21	**26**
NW Evenings	3	3	0	21	**27**
NW Nights	2	2	0	16	**20**
NW Support	3	0	8	11	**22**
Total*	**11**	**7**	**8**	**69**	**95**

Source: *Austin Police Department, April 2007.*
* Does not include the area commander and four lieutenants.

EXHIBIT 4-14
City of Austin Police Department
Patrol Division
North Central Area Command

North Central	Sergeant	Corporal	Detective	Police Officer	Total
NC Days	3	2	0	21	**26**
NC Evenings	3	3	0	24	**30**
NC Nights	2	2	0	16	**20**
NC Support	3	0	8	11	**22**
Total*	**11**	**7**	**8**	**72**	**98**

Source: *Austin Police Department, April 2007.*
* Does not include the area commander and four lieutenants.

EXHIBIT 4-15
City of Austin Police Department
Patrol Division
Northeast Area Command

Northeast	Sergeant	Corporal	Detective	Police Officer	Total
NE Days	3	2	0	22	**27**
NE Evenings	3	3	0	24	**30**
NE Nights	2	2	0	16	**20**
NE Support	3	0	8	11	**22**
Total*	**11**	**7**	**8**	**73**	**99**

Source: *Austin Police Department, April 2007.*
* Does not include the area commander and four lieutenants.

FINDING

The Patrol Division's use and deployment of its corporals is inconsistent and conflicts with established city policy.

The corporal position was developed in accordance with the 2004 Meet and Confer agreement between the city of Austin and the Austin Police Association (APA). Article 13, Section 1 of the agreement outlines the corporal's job description, stating that the duties of the "Corporal rank shall include acting as a supervisor when a sergeant is not available…."

MGT's interviews with patrol officers and supervisors from various area commands indicated that the corporals' assigned duties vary considerably. Some area commands assign corporals to handle calls for service when a sergeant is on duty; others do not assign corporals to assist officers with calls for service, and charge them with various administrative assignments even when the sergeant is on duty, a situation that effectively leaves the division with one fewer officer to assist with its Calls for Service (CFS) workload. The effective policy, as indicated in a memo dated September 27, 2006 from Assistant Police Chief Ortiz, establishes that corporals are to be counted in the minimum staffing number that are available to respond to calls for service. Our conclusion from that memo is that corporals should be in their patrol car actively patrolling their assigned area and responding to calls when the sergeant is on duty. However, this policy is not articulated elsewhere in Standard Operating Procedures or other departmental policies but only in memo format.

RECOMMENDATION 4-1:

Establish clear and consistent directions regarding the duties of corporals when a sergeant is on and off duty. Corporals should be assigned to patrol cars and actively patrolling and responding to calls when sergeants are on duty.

Corporals should be assigned to respond to calls for service when the area command's sergeant is on duty. They should work districts that have no primary officer available, or work as roving officers. This would be consistent with APD's minimum staffing protocol (as established in the September 27, 2006 memo to all commanders from Assistant Chief Ortiz). The provisions of the memo should be included in the department's standard operating procedures (SOPs).

IMPLEMENTATION STEPS

1. The assistant chief of Police directs area commanders to follow the minimum staffing protocol as outlined in the September 27, 2006 memo.

2. Unless filling in for the platoon sergeant, corporals are assigned a patrol district (or rover position) by the shift sergeant.

3. Chief of Police directs that the policy regarding corporal duties be updated in the SOPs.

FISCAL IMPACT

This recommendation could be implemented with existing resources. It should result in increased presence and visibility of officers on the streets and in reduced response times throughout each area command by making more corporals available to respond to calls for service either as a primary or a back-up responder.

4.2 Minimum Staffing

APD has established a minimum staffing plan to ensure that the area commands have an appropriate number of patrol officers on duty to meet the community's needs and to provide for officer safety. This plan is not covered in the APA agreement but is based on a decision made by a former chief of Police with the approval of the city manager. APD instituted the plan in 1999, amended it once in 2005 and twice in 2006, and again in 2007.

The plan originally was intended to ensure that at least 80 percent of authorized staffing is available for each shift; now, however, it is expressed as a minimum number of districts that must be staffed by each area command. Generally, the current plan's minimum staffing targets are as indicated in **Exhibit 4-16**, with some minor variations by area command and shift.

EXHIBIT 4-16
City of Austin Police Department
Patrol Division
Minimum Staffing Plan

Area Command	Minimum Number of Patrol Officer on Duty for a shift
Central East	8 (plus walking beat)
Central West	7
Downtown: Days Evenings Nights	7 11 9
Southwest	8
South Central	6
Southeast	7
Northwest	6
North Central	6
Northeast	7

Source: *Austin Police Department Community Policing Bureau Memo, September 27, 2006.*

The minimum staffing plan (formerly called the "80 percent rule" and still informally known by that term) calls for officers to work overtime whenever staffing levels fall below a prescribed minimum number of officers on any given shift.

Since September 2006, corporals have been counted as patrol officers toward the minimum staffing target, unless they are acting for the sergeant on that particular shift. Probationary officers riding with field training officers do not count toward the target number. Generally, the plan allows one or two officers to take vacation or compensatory leave on any one shift; if a third officer is out sick or otherwise unavailable, another officer must work overtime.

Area commanders track their achievement of the minimum staffing target on a monthly Minimum Staffing Report. MGT's review of reports from mid-October to mid-December 2006 indicated that the area commands were able to meet the minimum staffing target more than 90 percent of the time.

Motors Units

Each area command except Downtown has some patrol officers assigned to motorcycles rather than patrol vehicles. These motorcycle squads, called Motors Units, include a sergeant and four to six patrol officers. Each area command's Motors Unit works the day shift and reports directly to the shift lieutenant.

The Motors Units' primary mission is traffic enforcement. Motors officers enforce school-zone speed limits and other traffic laws throughout their area, and provide traffic control at accident scenes. Motors Units also may assist other patrol officers in responding to emergency calls for service and are available for backup duty as needed.

Support Sections

As noted above, each area command except Downtown has a Support Section comprising three units that support the area command's mission: Detectives, District Representatives and

Street Response. Each Support Section is led by a lieutenant; each section unit is supervised by a sergeant. The Support Section in the Downtown area command varies a little. Detectives and District Representatives report to the same sergeant and there is a unit called the Downtown Rangers under the supervision of a civilian who reports to the Support Section lieutenant. According to the city's website, the Downtown Rangers serve as the eyes and ears for APD and as goodwill ambassadors for the downtown Austin area. The Austin Downtown Rangers dress in easily distinguishable uniforms and carry two-way communication equipment to be in constant contact with Austin Police dispatch. The Rangers were trained by APD in police patrol techniques. The Rangers are not peace officers, do not carry weapons, and do not make arrests.

Detectives

Each Detectives Unit is led by a sergeant and staffed by seven to nine detectives. The units are staffed from 7:00 a.m. to 6:00 p.m. Monday through Friday.

Detectives provide investigative and filing services for assault offenses, burglaries, thefts, frauds, crimes involving public and other statutory and city ordinance violations. Detectives must maintain a working knowledge of the Texas Penal Code and the Code of Criminal Procedures, city ordinances and related APD policies and procedures.

(In addition to the area command detectives, other APD detectives are assigned to the Investigations bureau in headquarters; they are discussed in chapter 5 of this report.)

District Representatives

The District Representative Units each include a sergeant, four to seven police officers and an administrative assistant. These units serve as liaisons between the community and APD, embodying the department's approach to community policing.

Each district representative (DR) officer in an area command represents a specific district(s) and is accountable to the citizens that live and work there. Regular patrol officers are assigned to districts as well, of course, but they spend much or most of their time responding to

calls for service throughout the entire area command. DRs have few response duties and thus are free to work on solutions to community problems and other activities within their district.

DRs dedicate the majority of their efforts to interacting with the community. They may attend community meetings; work with community leaders, businesses, and citizens to solve long-term or high-demand complaints; and respond to concerns about criminal activities or areas of high crime or continuous code violations.

The DR program costs the city more than $2.7 million per year in staffing costs for nine sergeants, 35 officers and three administrative assistants.

Street Response

The Street Response Units each are staffed by a sergeant, a detective and seven police officers. Their work hours vary depending on the area command's enforcement strategy and crime patterns.

The Street Response Units focus on street-level crimes, particularly those involving violent crime, as well as quality-of-life issues such as areas with high numbers of burglaries and street-level drug trafficking and prostitution problems, and any special needs of their area command.

FINDING

The area commands' usage and deployment of district representatives varies considerably.

Interviews with officers and supervisors including DRs revealed significant differences in their usage and their interaction with regular patrol officers. Some area commands house DRs offsite; these DRs do not attend shift briefings and have little day-to-day contact with patrol officers. Other commanders require DR officers to attend these briefings.

Department policy for the District Representative Units as cited in the DR Standard Operation Procedure (SOP) dated January 31, 2006, outlines the duties and responsibilities for DR officers. The program was developed with the intent that DR officers work closely with patrol officers to "encourage initiative, decision-making and problem solving at their level." This is difficult to accomplish if the officers are not in daily contact with each other. The SOP only requires DRs to attend "show-ups" (briefings) on a quarterly basis. Limiting the required attendance of DRs to "show-ups" quarterly would appear to minimize their interaction with patrol officers and the knowledge of neighborhood problems.

The problem is exacerbated in the north area commands (Northwest, North Central and Northeast), which share a building. The lack of space in the existing police facility forces the DR officers to a remote location away from other units housed in the North substation. It is in these area commands that patrol officers reported the least interaction with DR officers and displayed the most criticism and questions about whether DRs were handling an adequate workload to justify the program. For example, some officers complained about having requests for service they submitted to DR officers about neighborhood problems being returned to the patrol officer to handle. This led to ill feelings and in one reported case, a verbal confrontation with the DR and patrol officers. Data regarding the DR officers' workload was not available to review from the area commands.

RECOMMENDATION 4-2:

Conduct a staff inspection of the District Representative program and revise the standard operating procedures for district representatives accordingly.

The chief of Police should direct the Professional Standards Bureau's Inspections Unit to conduct a "Staff Inspection" of the DR program. The purpose of staff inspections is to conduct administrative reviews of "policy, processes and procedures" in an effort to improve efficiencies and effectiveness of the function being inspected. The inspection should also review the workload of DR officers and consider alternatives to maximize their efficiency and effectiveness including revising their duties to assist patrol with calls for service during certain time periods.

The standard for requiring only quarterly attendance at show-ups should be reviewed and increased to weekly, at a minimum. This will greatly increase the interaction between patrol and DR officers and enhance the department's community policing efforts in neighborhoods. The sharing of information between DRs and Patrol officers on various shifts should improve the identification and response to neighborhood problems as well.

IMPLEMENTATION STEPS

1. The chief of Police directs the Professional Standards Bureau's Inspections Unit to conduct a review of the DR program to ensure it is fulfilling their mission, and whether that mission supports the organization as a whole.

2. Change the district representative SOP to require that DRs to attend "show-ups" on a weekly basis.

3. The assistant chief of Police for Patrol implements the recommendations of the staff inspection as appropriate.

FISCAL IMPACT

If results of the staff inspection include recommendations to reduce the number of DR officers, some could be redeployed to fill vacant positions across the city. For the sake of demonstrating the effect of redeployment of resources, if two DR officers per district could be re-assigned, this would have a cost savings (or cost avoidance) of $1,532,060 annually. This is calculated based on the average annual salary for a police officer of $59,982 and annual benefits of 41.9 percent ($59,982 X 1.419 X 18 positions).

FINDING

APD's use and deployment of the Street Response Units has provoked considerable criticism throughout the Patrol Division.

APD's intended use and deployment of Street Response officers is outlined in a Standard Operating Procedure (SOP) dated June 13, 2006. Division criticisms of the units usually concern their concentration on vice and narcotics, which takes time away from other area command crime issues identified such as burglaries and violent crimes. Some patrol officers also noted that Street Response officers typically work in plain clothes and tend to be 'grubby' in appearance (long hair and unshaven), making them unsuitable to assist with uniformed patrol duties if they are needed to meet minimum staffing requirements.

APD could not provide MGT with workload data for the Street Response Units. (MGT found a lack of workload data and meaningful performance measures throughout the department; see Chapter 5 of this report for more on this topic.)

As of April 2007, APD's Street Response Units had a total of 12 vacant positions. Based on interviews with commanders and in an analysis of staffing data, it appears that area commanders are concentrating on filling other positions (mainly in patrol) and leaving Street Response positions vacant.

RECOMMENDATION 4-3:

Review and evaluate the area commands' deployment and organization of their Street Response Units.

Areas that should be examined include efforts that overlap with other APD units that focus on narcotics enforcement. Furthermore, APD should assess how Street Response officers are used to support the efforts of patrol officers and district representatives.

APD is considering centralizing the Street Response function, which would establish a single force of more than 80 plain-clothes officers and sergeants. If APD does this, it should carefully consider the number of officers and supervisors needed for the combined unit and adjust its staffing accordingly.

IMPLEMENTATION STEPS

1. The chief of Police creates a staff inspection team to review the Street Response mission, operations and deployment.

2. This team develops output and outcome performance measures to help ensure that the Street Response mission is accomplished effectively.

3. The chief of Police implements the staff inspection team's recommendation as appropriate.

FISCAL IMPACT

This recommendation could be implemented with existing resources.

In total, the area command's Street Response Units consist of nine sergeants and 72 officers and detectives. If these units could be centralized and if the number of officers reduced by half, as many as four or five sergeants and 36 officers and detectives could be made available for redeployment across the city to fill numerous vacancies. The fiscal impact of this recommendation cannot be estimated, but reassigning staff could help reduce the city's need to hire police officers, producing savings or cost avoidance of more than $3.4 million per year in this case.

4.3 Crime Analysts

In addition to the various sections and units profiled above, APD has assigned each area command a civilian crime analyst to assist supervisors and patrol officers in understanding crime in their specific geographic region. Although they work in the area commands, these analysts are part of the Administrative Services Division in headquarters and are supervised by the manager of the Planning and Crime Analysis Unit.

The crime analysts review reports, data on calls for service and other information to pinpoint high-crime areas, the types of crimes being committed and trends in crime to support the efforts of the area commands. They provide the area commands with crime data in a variety of different formats.

FINDING

Patrol supervisors and officers appear to make little use of crime analysis information.

Some officers and supervisors responded to questions about the quality and their use of crime analysis data with sarcasm. One officer strongly opined that crime analysis data is useless for patrol officers. In the short discussion that followed, it became clear that the officer and others in the focus group had little understanding of crime analysis and its uses.

Area commanders and some supervisors said they believed the information is helpful, but the general sense among line officers was that the data are not being used and are not even discussed during shift briefings.

RECOMMENDATION 4-4:

Conduct a departmental review of the crime analysis function to determine how best to use it to meet the Austin Police Department's needs. This effort should include the development of a standard format for reports that is useful for patrol officers and their supervisors.

U.S. Department of Justice research on the crime analysis function indicates that many police departments follow Austin's pattern, placing crime analysts organizationally within a central unit, but deploying them in a decentralized manner throughout the jurisdiction. This method is designed to meet the different informational needs of various parts of the department.

Police officers, detectives and Street Response Units need information such as BOLOs (be on the lookout bulletins) and information identifying crime hotspots and recent crime trends in certain patrol districts. At the area command level, commanders and lieutenants need crime statistics to help them manage their units and to address community needs with specific patrol or street response assignments, and to indicate trends and hotspots in the field. Crime analysts also can work with their counterparts from other area commands to provide strategic information needed by the chief of Police, assistants, other department administrators and other city officials.

The challenge for the departmental review is to develop and standardize reports that provide the analysis that each of these three levels of the department need. The review team also should consider whether the crime analysts' analysis and mapping software are meeting their needs and, if not, whether there are alternatives available to remedy the situation.

The departmental review team should solicit input from officers and supervisors alike to develop a format and process that provides useful and understandable information for patrol officers, who were the most vocal in their criticism of the current system. The process should help ensure that officers receive updated information as necessary. Crime analysts should also consider adding reports to the department's intranet. This will allow officers who are away on training, sick or vacation to review information they may have missed during their absence.

IMPLEMENTATION STEPS

1. The chief of Police establishes a work group to review APD's crime analysis function.

2. The group interviews area commanders, crime analysts, detectives and patrol officers to determine if and how crime analysis is used, and any problems that arise in using it.

3. The group conducts a peer review to determine how other jurisdictions use crime analysis.

4. The work group develops a strategic plan for crime analysis. This plan may involve educating commanders and staff about the uses and limitations of analysis; developing new ways to improve analysis; and developing templates for presenting the data.

5. The chief of Police, the manager of the Planning and Crime Analysis Unit and other command staff consider the recommendations, make any modifications needed and implement the final plan.

FISCAL IMPACT

This recommendation could be implemented with existing resources.

4.4 Patrol Narcotics Unit

As noted above, the Central East area command houses a Patrol Narcotics Unit. The unit consists of three detectives organizationally assigned to the area command's District Representatives Unit and reporting to its DR sergeant. Their mission is to weigh, test and process drugs brought to the substation as evidence for storage. The unit was created in 1998 to replace the Administrative Narcotics Unit of the Organized Crime Division. The SOPs describe the unit's purpose as "support[ing] Patrol in narcotics arrests."

FINDING

The Patrol Narcotics Unit may not be operating within the intended guidelines of the SOPs.

The unit's duties primarily entail weighing narcotics, performing presumptive tests and affidavit (written requests for warrants) reviews and providing classroom instruction at the academy. Officers often perform some of these functions *before* they turn confiscated drugs over to Patrol Narcotics. Some officers consider the unit's function to be redundant; as a result, these positions should be reviewed for the purpose of determining if they will be continued or reassigned to another function.

RECOMMENDATION 4-5:

Eliminate the Patrol Narcotics Unit in the Central East substation.

The three detectives assigned to this function could be redeployed to other areas.

IMPLEMENTATION STEPS

1. As part of the review of the district representatives' functions suggested in Recommendation 4-2, the assistant chief of Police for Patrol, with the chief of Police's approval, changes the departmental policy requiring certain evidence to be taken to the East substation for processing and storage.

2. Transfer the affected detectives to other APD units where their skills are needed.

FISCAL IMPACT

Reassigning the three detectives could help reduce the use of overtime and reduce vacancies in detective units, or could improve coverage and help achieve minimum staffing targets in area commands if they are reassigned to patrol units. The fiscal impact of this recommendation cannot be estimated, but reassigning staff could help reduce the city's need to hire police officers, producing savings or a cost avoidance of more than $211,000 per year in this case.

4.5 Calls for Service and Response Times

In addition to routine patrols, patrol officers must respond to calls for service from citizens, visitors and businesses. "9-1-1" and other emergency calls received by the communications center are prioritized by dispatchers into one of four priority categories, 1, 2, 3 and 4, depending on the nature of the call and the response needed, with Priority 1 calls being the most urgent.

Response time—the time needed for a patrol officer to respond to a call for service—is a matter of intense interest to city leaders and citizens alike. The APD performance measure normally cited in this matter is the response time for Priority 1 calls. Fiscal year 2006 city budget documents set an average response time goal for Priority 1 calls at seven minutes. The time period measured begins when the call is picked up at the emergency communications center and ends when an APD officer first arrives on the scene. In Austin, as in most jurisdictions, Priority 1 calls generally require at least two responding units.

Response time can be considered in three segments:

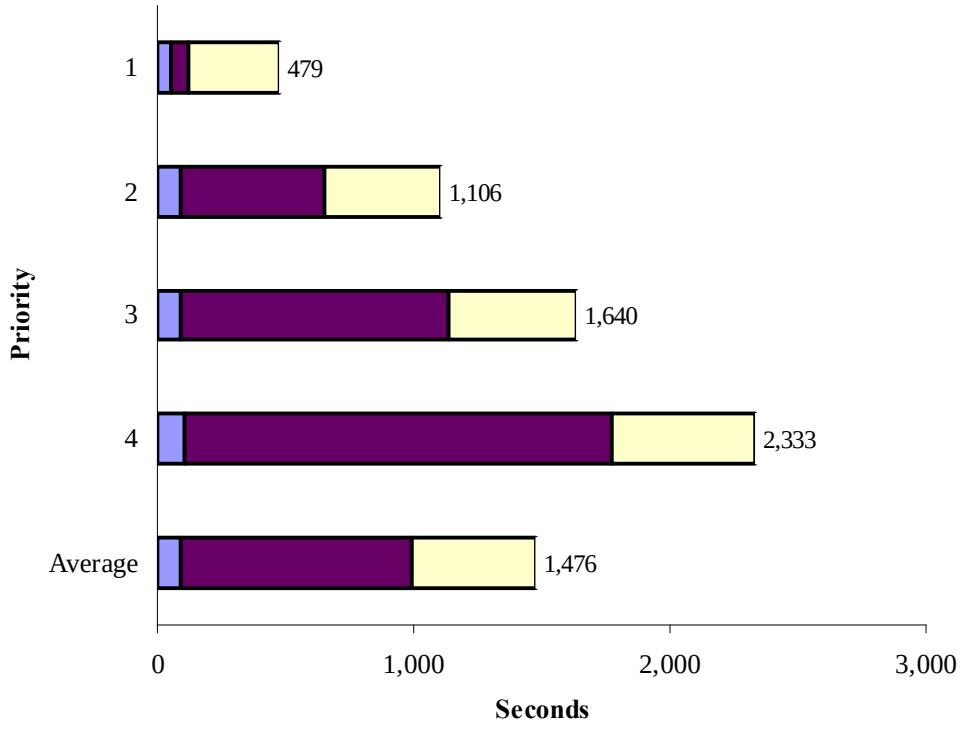
- the period running from call pickup to when a call taker transfers the caller to a police dispatcher;
- the period running from when a dispatcher receives a call to when the dispatcher sends an officer to the scene; and
- the period running from when an officer receives the dispatch assignment to his or her arrival at the scene.

The city's dispatch system tracks and "time stamps" all events and certain actions related to each event. MGT's review of fiscal year 2006 dispatch data found that call takers required an average of 56 seconds to handle a Priority 1 call. Police dispatchers received, prioritized and

dispatched calls in an average of 66 seconds. Patrol officers arrived on the scene after dispatch in an average of five minutes, 57 seconds. Therefore, the combined response time for Priority 1 calls from call pickup to an officer's arrival on the scene was just under eight minutes (7:59).

Exhibit 4-17 examines response times, as divided into these three components, for all calls for service received in fiscal year 2006.

EXHIBIT 4-17
City of Austin Police Department
Response Time to Calls for Service, in Seconds
Fiscal Year 2006



	Priority 1	Priority 2	Priority 3	Priority 4	Average
Total Response Time per Call for Service	479	1,106	1,640	2,333	1,476
Call Taking Time	56	94	89	106	92
Dispatch Time	66	554	1,051	1,664	901
Drive Time	357	458	500	563	483

Source: *City of Austin CAD data from APD Communications Division, fiscal year 2006.*
NOTE: The sum of the averages of the components of response time did not equal the average response time, due to rounding.
NOTE: Officer-initiated calls have been deleted from the Priority 4 category for purposes of this analysis.

Exhibit 4-17 indicates that the major factor determining response time is the time that a call for service spends in a dispatcher's queue, waiting for an available patrol officer. Priority 1 calls, obviously, receive much quicker service from dispatchers.

Exhibit 4-18 shows average response times across all call priorities by area command.

EXHIBIT 4-18
City of Austin Police Department
Average Patrol Response Time (Drive Time) for all Calls
Fiscal Year 2006

Area Command	Average Time (Seconds) from Time of Dispatch to First Officer Arrival (Drive Time)	Average Time (Seconds) from Call Received to First Officer Arrival
Northwest	589	1,476
North Central	456	1,620
Northeast	507	1,386
Central West	515	1,435
Downtown	379	1,230
Central East	382	1,158
Southwest	543	1,522
South Central	442	1,826
Southeast	504	1,518
Average	**483**	**1,476**

Source: *City of Austin CAD data from APD Communications Division, fiscal year 2006.*
NOTE: The overall averages in this exhibit reflect the actual number of calls for service (weighted average) in each sector not the average of the figures in the columns.

As noted in **Exhibit 4-18**, the citywide average drive time for all priority calls in fiscal year 2006 was 483 seconds (eight minutes, three seconds or 8:03), compared to less than six minutes for Priority 1 calls (**Exhibit 4-17**). The Northwest and Southwest area commands have slightly higher drive times, which is consistent with the fact that they are geographically much larger than other areas.

As shown in **Exhibit 4-17**, drive times for the various priority levels follow the pattern one would expect, with Priority 1 responses being fastest. Even so, the differences were not particularly wide, with less than three and a half minutes (206 seconds) separating the Priority 1 and 4 averages.

Exhibit 4-19 shows the effect on Priority 1 response times of adding one additional patrol officer.

EXHIBIT 4-19
City of Austin Police Department
Response Time for Priority 1 Calls and
Impact of One Additional Patrol Officer on Response Time

Area Command	Average Time (Seconds) from Call Received to First Officer Arrives Total Response Time	Average Time (Seconds) from Dispatch to First Officer Arrives Drive Time	Reduction in Time (Seconds) by Adding One Additional Officer
Northwest	569	445	9.3
North Central	466	322	6.6
Northeast	496	373	6.9
Central West	495	376	6.8
Downtown	366	246	3.7
Central East	428	326	4.9
Southwest	539	425	6.3
South Central	451	318	6.6
Southeast	501	383	8.1
Total	**479**	**357**	

Source: *City of Austin CAD data from APD Communications Division, fiscal year 2006.*

FINDING

APD's responses to Priority 1 calls, from call pickup to officer on scene, averages about eight minutes citywide, a minute higher than the city goal of seven minutes set in the 2006 budget.

MGT estimates that the average time from dispatch to arrival of the first unit on the scene for Priority 1 calls could be reduced by 3.7 to 9.3 seconds (depending on the area command) for every additional patrol officer added or vacancy filled in the Patrol Division. The impact on each area command is shown in **Exhibit 4-19**.

These reductions assume that Priority 1 calls within an area command are answered by an officer from that area command. The average response time was calculated by dividing the total response time by the number of calls. The number of calls, in turn, was calculated by multiplying the average number of calls per officer by the number of officers. For example in FY 2006, there were 3,016 Priority 1 calls in Adam Sector (Northeast). It took 1,343,273 seconds for the primary responder to respond to these calls. There was a daily average for all shifts of 47 patrol units in Adam sector available to respond to the Priority 1 calls. Therefore, each unit on average responded to 64.2 Priority 1 calls (as a primary responders) per year (3,016/47=64.2); and the average response time (drive time) was 445 seconds (7:25 minutes). Therefore, if there were 48 patrol units per day (47 plus one additional officer), each unit would be responding to 62.8 Priority 1 calls and the average response time would drop by 9.3 seconds to 436 seconds (7:16 minutes).

The estimated time savings reflect the difference between the original average response time and the average response time after one officer is added.

RECOMMENDATION 4-6:

Achieve the response time goal established in the Austin Police Department's fiscal year 2006 budget by filling vacant positions in all area commands.

This is a decision for city council and APD management. Should the city determine that its response time goal is reasonable and should be met, this goal can be accomplished by hiring new officers, reorganizing certain APD units and changing certain department policies as discussed throughout this report.

IMPLEMENTATION STEPS

1. The chief of Police makes recruitment of new officers, and redeployment of officers to patrol based on other recommendations in this report a priority in order to ensure response time goals can be achieved without incurring overtime.

2. The APD and the city provide adequate funding to ensure the academy is operating at full capacity and with a sufficient number of classes per year to help ensure authorized strength of the patrol units can be maintained.

FISCAL IMPACT

The fiscal impact of this recommendation would depend upon the actions the department takes to fill vacant patrol positions and cannot be estimated.

If APD chooses to meet the response time goal simply by hiring additional officers, MGT estimates that the department would require 102 additional officers at a cost of more than $8.7 million per year. Other recommendations in this report, however, would allow the department to deploy additional officers on patrol and increase the number of hours patrol officers spend on the street.

This could substantially reduce, if not eliminate, the need for additional new hires beyond APD's normal hiring rate.

4.5.1 Transport Time

Patrol officers must spend a considerable amount of time in transport activities, such as delivering evidence and taking arrested individuals to jail, juvenile detention, emergency rooms or mental health facilities.

According to data from APD's computer-aided dispatch (CAD) system, officers spent 63,657 hours on transporting activities in fiscal year 2006—equivalent to the total time spent on duty by about 31 police officers. In that year, patrol officers worked on 37,610 calls or events that involved the transportation of one or more individuals; calls involving transportation made up 7 percent of all calls.

While that percentage may seem small, officers spent an average of 6,093 seconds or 102 minutes on prisoner transportation events—twice as long as an average service call (**Exhibit 4-20**). (The processes and problems associated with taking arrested individuals to jail are covered in Chapter 5 of this report.)

EXHIBIT 4-20
City of Austin Police Department
Average Daily Number of Events
Involving Prisoner Transportation by Patrol Officers,
Fiscal Year 2006

Day	Average # of Events with Transport	Average Duration Seconds (Minutes)
Sunday	103	6,393 (107)
Monday	99	5,963 (99)
Tuesday	100	6,023 (100)
Wednesday	97	5,757 (96)
Thursday	100	6,074 (101)
Friday	106	6,117 (102)
Saturday	116	6,271 (105)
Daily Average	**103**	**6,093 (102)**
Annual Total	**37,610**	**229,165,384**

Source: *City of Austin CAD data from APD Communications Division, fiscal year 2006.*
NOTE: The average in this exhibit reflect the actual duration by day of the week for all events (a weighted average), not the average of the figures in the column.

In addition, officer time spent transporting evidence to storage is not included in the transportation time captured by the CAD system; that time is in addition to the 63,657 hours.

Unsurprisingly, transportation out of the city involves the longest average drive times. Average drive times for transportation within the area commands ranges from 85 minutes in the Downtown area command to 113 minutes in the Northwest area command (**Exhibit 4-21**).

EXHIBIT 4-21
City of Austin Police Department
Average Monthly Number of Prisoner Transportation Events
Fiscal Year 2006

Area Command	Average # of Events with Transport	Average Duration Seconds (Minutes)
Northwest	210	6,802 (113)
North Central	398	6,561 (109)
Northeast	331	6,180 (103)
Central West	288	6,381 (106)
Downtown	342	5,091 (85)
Central East	492	5,549 (92)
Southwest	304	6,118 (102)
South Central	417	6,164 (103)
Southeast	345	6,444 (107)
Out of City	4	8,062 (134)
Travis County	5	5,803 (97)
Monthly Average	**3,134**	**6,093 (102)**
Annual Total	**37,610**	**229,165,384**

Source: *City of Austin CAD data from APD Communications Division, fiscal year 2006.*
NOTE: Averages in this exhibit reflect the actual transports by area command by month (a weighted average), not the average of the figures in the column.

MGT also found that more than two-thirds of all APD transportation events are for Priority 4 calls (**Exhibit 4-22**).

EXHIBIT 4-22
City of Austin Police Department
Average Number of Events Involving Transportation – By Priority Level
Fiscal Year 2006

Priority Level	Average # of Events with Transport	Average Duration Seconds (Minutes)
Priority 1	279	6,443 (107)
Priority 2	455	5,266 (88)
Priority 3	252	4,384 (73)
Priority 4	2,147	6,424 (107)
Blue Form	1	6,343 (106)
Monthly Average	**3,134**	**6,093 (102)**
Annual Total	**37,610**	**229,165,384**

Source: *City of Austin CAD data from APD Communications Division, fiscal year 2006.*
NOTE: Averages in this exhibit reflect the actual transports by area command by month (a weighted average), not the average of the figures in the column.
NOTE: Blue Form: term used to describe an event that a dispatcher's initial assessment determines that no response by patrol is needed, but a patrol car is believed to be appropriate by the dispatch supervisor.

Forty percent of transportation events were prompted by calls originating from 6 p.m. to midnight (**Exhibit 4-23**).

EXHIBIT 4-23
City of Austin Police Department
Average Number of Events Involving Transportation – By Time of Day
Fiscal Year 2006

Time Period	Average # of Events with Transport	Average Duration Seconds (Minutes)
Midnight to 6 a.m.	822	6,283 (105)
6 a.m. to Noon	457	5,822 (97)
Noon to 6 p.m.	667	5,800 (97)
6 p.m. to Midnight	1,188	6,231(104)
Monthly Average	**3,134**	**6,093 (102)**
Annual Total	**37,610**	**229,165,384**

Source: *City of Austin CAD data from APD Communications Division, fiscal year 2006.*
NOTE: Averages in this exhibit reflect the actual transports by area command by month (a weighted average), not the average of the figures in the column.

FINDING

APD's policies and procedures concerning the booking of evidence reduce its patrol officers' availability to handle calls for service.

APD's policies and procedures concerning the booking of drugs, guns and money changed last year as a result of a disciplinary issue, according to commanders. The revised procedures require officers to book such items at a single APD substation, even though all substations have secured evidence lockers and appropriate booking procedures.

This action has greatly increased drive times, and correspondingly reduced patrol officers' availability to handle calls for service. For example, if an officer takes a juvenile with a weapon into custody, departmental policy requires him or her to drive to one facility to book the juvenile, and then to the East substation to book the evidence, before returning to his or her assigned area command to resume patrol duties. Officers reported that these steps sometimes take two to three hours.

RECOMMENDATION 4-7:

Amend current policy and procedures to allow officers to book drugs, guns and money at their assigned substation.

Area commanders indicated that the change resulted from problems concerning non-sworn employees and their handling of evidence. APD should evaluate its prior procedures and make any changes needed to ensure proper evidence handling at its substations.

IMPLEMENTATION STEPS

1. The assistant chief of Patrol directs staff to revise departmental policy regarding how certain evidence is processed and booked.

2. Area commanders ensure that there is adequate space in their facility to properly handle and store evidence, and that all supervisors and officers are informed of revised policy and procedures.

FISCAL IMPACT

This recommendation should produce savings due to the avoidance of additional overtime and fuel costs; the amount would depend upon future events and cannot easily be estimated.

As noted above, the CAD system does not document time spent transporting evidence. However, if this time adds up to just 20 percent of the time spent on transporting prisoners, it would amount to 12,600 hours. If that time were cut in half, it would produce the equivalent of on-duty time for four police officers, which costs the department more than $340,000 over a year.

The 20 percent estimate is used as an example figure for three reasons:

1. some units are housed in the same building as the evidence so there would be no reduction in time;
2. some arrests have no evidence for booking; and
3. prisoners often take longer to process than evidence.

FINDING

New police patrol vehicles have a "cage" only behind the passenger seat.

There was no protection behind the driver's seat. In older patrol vehicles, the cage extends across the entire seat. Officer using the newer vehicles will be able to safely transport only one arrested individual at a time, rather than two. This will have an additional negative impact on transport times.

RECOMMENDATION 4-8:

Retrofit new patrol vehicles with cages that extend across the entire seat.

This would permit the vehicles to be used to transport more than one offender at a time and free officers to respond to more calls. In addition, APD should consider acquiring and using non-patrol transport vehicles such as vans or other vehicles that can transport multiple prisoners in certain area commands or at certain events where multiple offenders may be arrested at the same time. A large police van can be a useful law enforcement tool, as it allows police officers to transport multiple prisoners without tying up an assortment of officers and patrol vehicles.

IMPLEMENTATION STEPS

1. The assistant chief of Patrol directs the Purchasing Department to require all new patrol vehicles purchased are fitted with a cage that covers the entire back seat area not just behind the passenger's seat.

2. The Purchasing Department issues a Request for Qualifications (RFQ) for multiple prisoner transport vehicles or for retrofitting existing APD vans to meet transportation needs.

FISCAL IMPACT

The fiscal impact of this recommendation cannot be estimated.

FINDING

CAD data indicate that a considerable amount of time often elapses between the patrol officers' arrival at the jail and their departure.

The CAD data do not indicate what happens during this time.

RECOMMENDATION 4-9:

Assemble a task force to consider and recommend ways to reduce the amount of time patrol officers spend on transporting offenders.

In particular, the task force should review activities concerning Central Booking. Given the conflicting and anecdotal reports MGT heard, it may be beneficial for city and county employees to review this situation together.

IMPLEMENTATION STEPS

1. APD's chief of Police directs senior staff, including assistant chiefs for Patrol and Investigations, to work with Travis County jail administrators to find ways to reduce the amount of time it takes city of Austin, Travis County and other jurisdictions' law enforcement officers to get prisoners booked and completely turned over to the custody of the Travis County Sheriff's Office at Central Booking.

2. The task force also considers issues related to prisoners taken to Williamson County Jail (for arrests that take place within the Austin city limit, but in the Williamson County part of Austin) and to juvenile authorities, hospitals and mental health authorities in both counties.

FISCAL IMPACT

This recommendation could be implemented with existing resources. Any reduction in the amount of time officers spend in transporting offenders would put more officers on the street to continue patrol activities and respond to calls for service, and should improve average response times.

4.5.2 Call Volume

According to APD's CAD data, APD patrol units responded to 511,814 calls for service in fiscal year 2006. Of these, 335,650 were initiated by citizen calls. **Exhibit 4-24** examines these calls by initial origin and priority.

Interestingly, citizens initiated almost all Priority 1 and 2 calls, while officers initiated the majority of the Priority 4 calls for service.

EXHIBIT 4-24
City of Austin Police Department
Calls for Service
Fiscal Year 2006

Priority Level	Citizen-Initiated Calls for Service	Officer-Initiated Calls	Total of Calls
Priority 1	44,112	833	**44,945**
Priority 2	141,973	4,250	**146,223**
Priority 3	45,639	33,598	**79,237**
Priority 4	103,656	137,393	**241,049**
Total	**335,380**	**176,074**	**511,454**

Source: *City of Austin CAD data from APD Communications Division, fiscal year 2006.*

Exhibit 4-25 shows the citywide average number of calls for service by day of the week. As one might expect, weekends see the highest average volume of calls. The average of the Friday and Saturday call volume is 12 percent higher than the average of the other five days of the week.

EXHIBIT 4-25
City of Austin Police Department
Average Daily Number of Calls for Service
Fiscal Year 2006

Day	Citizen-Initiated Calls for Service	Officer-Initiated Calls for Service	Total Calls for Service
Sunday	983	409	1,392
Monday	880	450	1,330
Tuesday	854	482	1,336
Wednesday	832	476	1,308
Thursday	869	523	1,392
Friday	952	550	1,502
Saturday	1,062	487	1,549
Daily Average	**919**	**481**	**1,401**
Annual Total	**335,380**	**176,074**	**511,454**

Source: *City of Austin CAD data from APD Communications Division, fiscal year 2006.*
NOTE: Daily averages reflect rounding of daily averages and are not the average of the figures in the column. Total average may not equal the sum of the component averages due to rounding.

FINDING

Although the city's policy is to dispatch at least two patrol units to each Priority 1 call, the CAD system does not do this automatically; dispatchers must remember to do so.

Dispatchers have some discretion to dispatch a second or third unit, depending on the nature of the crime or event. If city policy is to send more than one responder, however, dispatchers should not have to remember to do so. According to the CAD data, only one patrol officer responded in 27 percent of all Priority 1 calls involving patrol officers in fiscal year 2006.

It should be noted, however, that for the majority of these calls, additional officers were assigned but did not arrive, most likely because the first arriving officer indicated that he or she had the call under control. On other occasions, other officers such as motorcycle officers (who are usually on directed assignments such as traffic enforcement) responded. Using a random sample of calls in which only one patrol officer responded to a Priority 1 call, MGT estimates that 22 percent of the Priority 1 calls answered by only one patrol officer had one and only one patrol officer assigned to the call (and no other responder noted in the CAD system). That means that 6 percent (0.22*0.27) of Priority 1 calls have only a single patrol officer assigned to them. The exact percentage is not as important, however, as the fact that a non-negligible number of Priority 1 calls are being assigned to one and *only* one patrol officer. The CAD system could be modified to ensure that at least two officers are dispatched to any Priority 1 call.

RECOMMENDATION 4-10:

Modify the CAD system's programming to ensure that more than one unit is automatically dispatched for all Priority 1 events.

If APD officials believe that certain Priority 1 calls for service do not warrant two or more responders, the event probably should not be categorized as Priority 1.

IMPLEMENTATION STEPS

1. APD's Emergency Communications manager reviews priority classifications and adjusts if needed.

2. The deputy director of Technical Services directs staff to modify system software or get the product vendor to make modifications to CAD system software or protocols to ensure all calls with a Priority 1 designation have more than one vehicle dispatched.

FISCAL IMPACT

The implementation of this recommendation could be made within existing department resources unless vendor customization is required.

4.6 Patrol Officer Deployment

MGT reviewed APD's practices regarding working hours, shifts and shift rotation.

Law enforcement agencies obviously are called upon to provide around-the-clock coverage to protect residents, businesses and visitors and ensure that city streets, parks and commercial and residential areas are safe and secure.

Providing 24-hour/seven-day coverage requires a significant commitment. A week has 168 hours and thus if each officer is scheduled to work 40 hours, as is the case in Austin, a bare minimum of 4.2 full-time equivalent (FTE) police officers are needed to provide 24/7 coverage for each position. But factors such as holidays, vacations and sick leave as well as training, court and administrative duties generally will raise the actual staffing numbers to a total of five to six officers per 24/7 position. This number, such as 5.5 FTEs for each full-time post or position, is called a "relief factor."

Public safety organizations with 24/7 coverage responsibility, such as police agencies, fire departments and prisons or jails address their coverage needs in various ways. Fire departments generally use a 72-hour rotation, which requires only one shift per 24-hour day. That is,

firefighters are on duty 24 hours and off for 48 hours. Prisons and jails generally use shifts of eight, 10 or 12 hours, while most police departments use either eight- or 10-hour shifts.

APD uses a 10-hour shift schedule. All APD officers in patrol, and many in other divisions below the rank of lieutenant, work a 10-hour day for four consecutive days, followed by three consecutive days off. Patrol and other divisions that require 24/7 coverage schedule officers in three 10-hour shifts: days, evenings and nights. The shifts generally run as follows, although the actual hours worked vary slightly among area commands:

- Day Shift—6:00 a.m. - 4:00 p.m.
- Evening Shift—3:00 p.m. - 1:00 a.m. and 4:00 p.m. - 2:00 a.m.
- Night Shift—8:30 p.m. - 6:30 a.m.

Because there are three shifts of exactly 10 hours in each day, there are 30 hours of on-duty time within each 24-hour period, resulting in six hours of overlapping shifts in each day. For APD, the six hours of overlapping coverage varies a little among area commands but generally fall between the evening and night shifts, allowing the department to have additional officers on duty during the peak time period running from 8:00 p.m. to 1:00 a.m.

4.6.1 Federal Fair Labor Standards Act and Overtime

The federal Fair Labor Standards Act (FLSA) of 1938 established national standards for minimum wages and maximum hours for certain employees. Originally it pertained only to private employees, but 1985 amendments to the law contain provisions applicable to state and local public employees.

Federal Regulation Part 553 was created to carry out the provisions of the amendments applicable to public employees. Section 7k (207k) of the regulation concerns maximum hours and overtime for fire protection and law enforcement agencies; Subpart C deals with additional FLSA provisions as they apply to fire protection and criminal justice employees, including jail and prison security staff. The regulation applies to APD officers, park and airport police and

marshals. Civilian employees, including communications center operators and dispatchers, are excluded from the provision.

Generally, a non-exempt government employee is entitled to overtime (at 1.5 times the regular hourly rate, or "time and a half") after he or she has worked more than 40 hours in a week. However, FLSA Sections 553.201- 7(k) through 553.233 (also known as the Section 207 or Section 7[k] exemption) provides a partial overtime exemption for fire and criminal justice personnel (including corrections employees) employed by public agencies on a "work-period" basis.

Part 553 defines a "work period" for FLSA overtime purposes as:

> …any established and regularly recurring period of work which…cannot be less than seven consecutive days and not more than 28 consecutive days. Except for this limitation, the work period can be of any length, and it need not coincide with the duty cycle or pay period or with a particular day of the week or hour of the day.[1]

According to this exemption, law enforcement and corrections employees are not entitled to overtime unless the hours worked in a work period exceed the ratio found between 171 hours and a 28-day period.[2] For example, at an agency that uses a 14-day work period, an officer is not entitled to overtime until he or she works more than 86 hours in a 14-day work period. This is because there are two 14-day periods in 28 days (171/2 = 85.5).

Law enforcement and corrections departments may choose to pay overtime based on 40 hours per week, but they are not required to do so under the FLSA. Again, though, this provision does not apply to civilians such as dispatch personnel, who must be paid overtime whenever they exceed 40 hours worked in a seven-day week.

Exhibit 4-26 shows the FLSA schedule of maximum numbers of hours that can be worked before overtime compensation is due, for work periods ranging from seven to 28 days.

[1] 29 Title 29, part 553 of the Code of Federal Regulations. 553.224 December 1994.
[2] 29 Title 29, part 553 of the Code of Federal Regulations. 553.230 December 1994.

EXHIBIT 4-26
Federal Labor Standards Act
Maximum Hours Standard by Work Period

Work Period (Days)	Fire Protection	Law Enforcement
28	212	171
27	204	165
26	197	159
25	189	153
24	182	147
23	174	141
22	167	134
21	159	128
20	151	122
19	144	116
18	136	110
17	129	104
16	121	98
15	114	92
14	106	86
13	98	79
12	91	73
11	83	67
10	76	61
9	68	55
8	61	49
7	53	43

Source: *29 Title 29, part 553 of the Code of Federal Regulations, 553.230.*

The Meet and Confer agreement between the city and its police officers does not include much detail about overtime. Section 1 (Overtime) of Article 8 of the agreement requires certain minimum hours to be paid when an officer is called in early for a court appearance, and contains the follow language:

> **OVERTIME, CALL BACK, COURT TIME, AND ON-CALL**
>
> **Section 1. Overtime.**
>
> Beginning October 1, 2001, for the purposes of computing overtime, all approved paid leave time, other than sick leave, shall be calculated as hours worked.

Additional information about the city's overtime policies is contained in APD's General Order (GO)A402, which states:

> Employees in non-exempt positions are compensated with overtime pay or compensatory time for productive hours in excess of 40 in a workweek. Overtime will be paid at a rate of 1.5 times the regular rate of pay. Compensatory time will be accrued at a rate of 1.5 hours for each hour worked. Overtime pay and compensatory time will be calculated by computing time worked to the nearest quarter hour, rounding either up or down.

FINDING

APD pays its officers overtime based on a 40-hour work week, although federal law does not require it to do so.

By not maximizing the hours allowed under the FLSA, the city in effect has to hire and employ nearly 7 percent more officers to provide the same amount of coverage it would obtain from requiring officers to work the federal maximum allowable before overtime compensation is due.

APD officers work 10-hour shifts for four consecutive days followed by three consecutive days off; in a 28-day cycle, officers are scheduled to work 160 hours. As indicated in **Exhibit 4-26**, according to the FLSA standard, they would not be entitled to overtime compensation unless they work more than 171 hours in a 28-day work period. If Austin were on a seven-day work period overtime would not be due, under federal guidelines, until after 43 hours are worked.

According to Paul Campo, an attorney, former police chief and national expert in this area of law, local governments should make an expressed declaration of the work period. According to Mr. Campo, "Relying on regular recurring work cycles without public declaration is not prudent."[3]

RECOMMENDATION 4-11:

During upcoming contract negotiations, city officials should consider the Federal Labor Standards Act law enforcement exemption and its implications. Minor policy changes could increase police presence on the street without additional overtime.

Departments that take advantage of federal wage law exemptions can receive about 7 percent more hours of work from their officers without incurring overtime. By adding 30 minutes to the regular daily work schedule of 10 hours, the city would produce additional patrol staffing equivalent to 32 additional police officers (FTEs).

Response time should be reduced by an average of about 20 seconds in each area command (response time and this calculation is covered in more detail in Section 4.5 of this chapter). Scheduling at the FLSA maximum would produce more than 51,000 additional police staff hours each year to respond to calls for service, patrol neighborhoods and take advantage of community policing opportunities.

[3] "Law Enforcement Issues and the FLSA", Paul A. Campos, Journal of the Missouri Bar, Volume 56 – No. 6 November-December 2000.

IMPLEMENTATION STEPS

1. The city manager assigns a committee to research the FLSA regulations and determine the effect of implementing an expressed declaration of the work period.

2. The city manager and the committee work with the APA to implement the declaration.

FISCAL IMPACT

An additional 30 minutes per officer per shift (1.5 hours per day per shift, based on three shifts per day) would expand the current overlap from six hours per day to 7.5 hours. This would provide a better match for the peak demand period and thereby reduce response times.

Patrol officers on average cost $85,108 per year; an additional 32 officer FTEs have a value to the city of more than $2.7 million per year.

4.6.1 Platoon Staffing

As noted earlier, APD's patrol officers are organized into platoons, sometimes called "crews." In each area command, two platoons of seven to 12 officers, a corporal and a sergeant work the day and night shifts; the two shifts have different days off. On one day every week, all staff members of each shift are on duty in each area command.

All the area commands except Downtown assign three platoons to the evening shift. (Again, the Downtown area command has six platoons, with two each assigned to each the day, evening and night shifts.) The three evening shift platoons work four days per week each; two platoons are on duty on five evenings of each week and only one platoon is on duty on two evenings. In all area commands, the short-staffed evening shifts fall on Friday and either Wednesday or Sunday.

In all but the Downtown area command, one of the day shift platoons has Saturday, Sunday and Monday off, while the other has Tuesday, Wednesday and Thursday off. Therefore, all of the day shift officers are on duty on Friday. The night shift follows the same pattern, with both platoons on duty on Friday. The Downtown area command has two shifts on days, evenings and nights. The Downtown night shift is augmented by the mounted patrol four nights per week.

By adjusting the shift starting and ending time for one of the two day shifts and one of the night shifts on duty on Friday, the department minimizes the impact of having only one evening shift on that day, as shown in **Exhibit 4-27**. Fridays are the second-busiest day of the week, with highest peak demand for service during the evening.

EXHIBIT 4-27
City of Austin Police Department
Average Number and Percent of Calls by Day of the Week
And Minimum Staffing Level and Percent by Day of the Week
Fiscal Year 2006

Day of the Week	Calls per Day	Percent of Weekly Calls for Service	Citywide Minimum Staffing Level	Percent of Minimum Staff on Duty
Sunday	1,392	14%	220.2	12%
Monday	1,332	14%	248.2	14%
Tuesday	1,340	14%	248.2	14%
Wednesday	1,309	13%	220.9	13%
Thursday	1,397	14%	264.2	15%
Friday	1,508	15%	314.5	18%
Saturday	1,522	16%	248.2	14%
Daily Average	**1,401**		**252**	

Source: *City of Austin CAD data from APD Communications Division, fiscal year 2006.*

NOTE: The overall averages in this exhibit reflect the actual number of calls for service rounded by day not the average of the figures in the columns.

While this staffing scheme does minimize the impact of a single shift on Friday evenings, it does nothing for the Wednesday or Sunday with only one evening platoon. Furthermore, it leaves the department with less-than-ideal staffing on Saturdays and Sundays.

FINDING

Based on APD's minimum staffing levels, available resources are not being matched effectively with demands for service.

Exhibit 4-27 above shows the daily average number of calls for service (both officer- and citizen-initiated) handled by patrol units in fiscal year 2006. Fridays and Saturdays have the highest service demand.

On Saturday and Sunday, when 16 percent and 14 percent of weekly calls for service occur, respectively, only 12 percent and 14 percent, respectively, of available staff (as measured by the minimum staffing level) are on duty. Minimum staff is used for comparison purposes because it more accurately reflects how many officers are on duty at a given time than the authorized or

actual staffing level because it accounts for vacant positions and for vacation, sick and other time off duty.

Exhibit 4-28 examines fiscal year 2006 calls for service by time of day.

EXHIBIT 4-28
City of Austin Police Department
Monthly Average
All Calls for Service by Time of Day

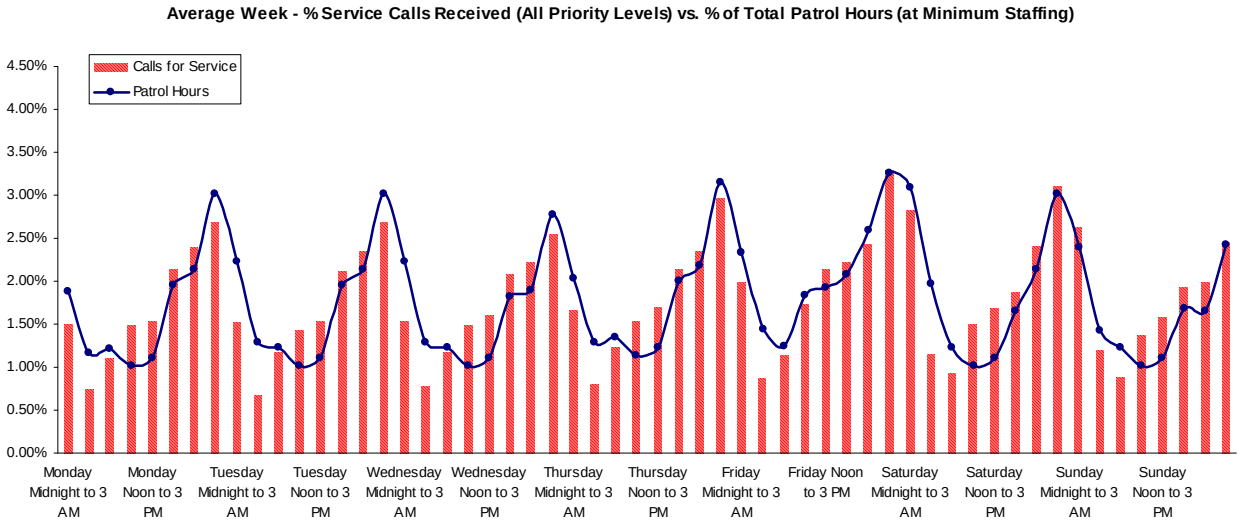
Time Period	Calls for Service	Percent of Calls
Midnight to 3 a.m.	5,872	14%
3 a.m. to 6 a.m.	2,636	6%
6 a.m. to 9 a.m.	3,168	7%
9 a.m. to Noon	4,448	10%
Noon to 3 p.m.	5,006	12%
3 p.m. to 6 p.m.	6,206	15%
6 p.m. to 9 p.m.	6,911	16%
9 p.m. to Midnight	8,370	20%
Monthly Average	**42,617**	**100%**

Source: *City of Austin CAD data from* ***APD*** *Communications Division, fiscal year 2006.*

Exhibits 4-27 and **4-28** indicate that the demand for APD's services varies widely by day of the week and time of day. This, of course, is no surprise to anyone. What *is* surprising is the fact that patrol staffing does not track service demand peaks very closely.

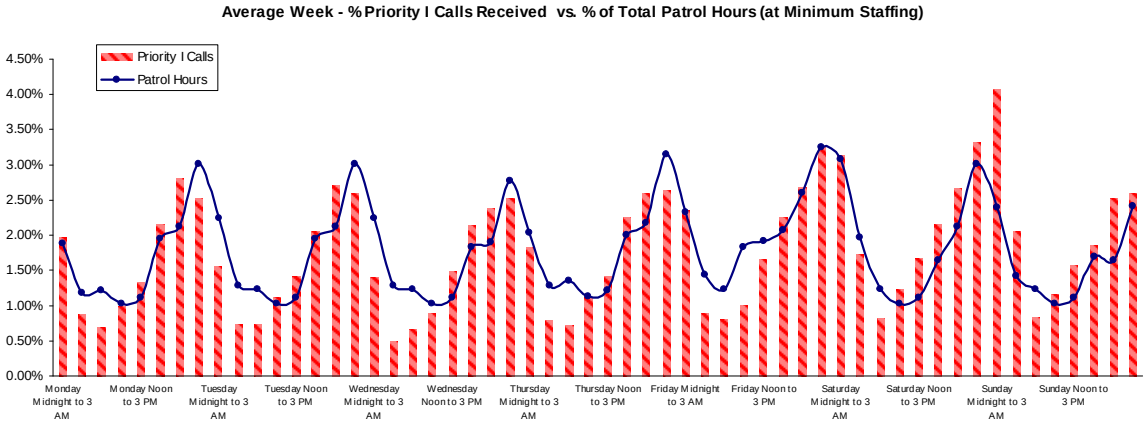
There is, for instance, virtually no difference in patrol staffing available on days, evenings and nights; and, in an effort to give more officers weekends off, the evening shifts have fewer officers (platoons) assigned to duty on Fridays, Tuesdays and Sundays than on other evenings of the week. **Exhibits 4-29** and **4-30** combine data provided in **Exhibits 4-27** and **4-28** and provide a graphic illustration of this discrepancy between calls for service (demand) and staffing (resources to meet demand) by day of the week.

EXHIBIT 4-29
City of Austin Police Department



Source: *City of Austin CAD data from APD Communications Division, fiscal year 2006 and minimum staffing levels from Memorandum from Assistant Police Chief Ortiz, September 27, 2006, page 2.*

EXHIBIT 4-30
City of Austin Police Department



Source: *City of Austin CAD data from APD Communications Division, fiscal year 2006 and minimum staffing levels from Memorandum from Assistant Police Chief Ortiz, September 27, 2006, page 2.*

APD has made little effort to match staffing with demand, other than adjusting the times for day and night shifts on Fridays to provide more evening coverage. This is necessary because all area commands except Downtown have fewer officers working Friday evenings, again to allow more officers to take the weekend off.

Overlapping shifts can be used to provide additional staff on duty at times of high demand; in Austin, overlapping shifts help to provide "double coverage" during the peak hours of 8 p.m. through 1 a.m. and at shift change. Other jurisdictions use overlap time to provide time for roll call and debriefing on each shift; to provide extra coverage at peak hours; and to ensure that officers are on the streets at all times.

FINDING

The platoon system does not use city resources efficiently.

On some days, and at certain times of each day, the system leaves the city with either too many or too few patrol officers.

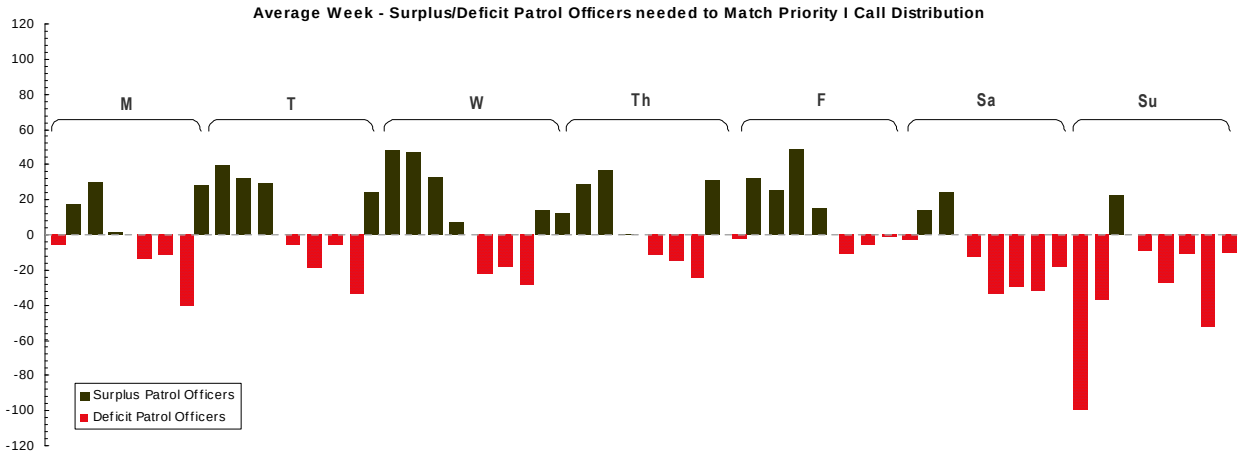
In many other jurisdictions, officers who work the same shift have different days off, but in Austin each shift is divided into two or three platoons, and each platoon of officers has the same days off.

MGT compared the department's minimum staffing levels with the numbers of calls patrol officers respond to (both total calls and Priority 1 calls), analyzing these data according to 56 three-hour blocks in a week. Service calls were tallied from actual counts, while patrol hours were based on minimum staffing requirements across the nine area commands for shift schedules in effect during fiscal year 2006.

Exhibit 4-29 above compares the share of the total calls per week with patrol hours taking place during each three-hour block of time during the week. **Exhibit 4-30** above makes the same comparison for Priority 1 calls.

Exhibit 4-31 illustrates surpluses and deficits in patrol resource allocation relative to the distribution of Priority 1 calls. MGT converted the surpluses and deficits in patrol hours into the actual change in the number of patrol officers that would be needed during that three-hour block to illustrate the disparity between the proportion of average number of Priority 1 calls during a block of time and minimum patrol staffing on duty at that time.

EXHIBIT 4-31
City of Austin Police Department
Surpluses and Deficits in Patrol Resource Allocation
For Priority 1 Calls



Source: *City of Austin CAD data from APD Communications Division, fiscal year 2006; and minimum staffing levels from Memorandum from Assistant Police Chief Ortiz, September 27, 2006, page 2*

MGT does not claim that the exhibit indicates the number of additional officers needed to fulfill an optimal patrol allocation. Instead, it illustrates where there are differences in patrol resources (staff on duty) relative to Priority 1 calls by time of day and day of the week. Thus, if policymakers wish to distribute patrol resources to answer Priority 1 calls without additional expenditures, they should seek to shift surplus resources into the deficit time blocks.

Generally, more patrol officers are on duty between 3 a.m. and 9 a.m. on Mondays through Fridays than are needed, given the average call volume. By the same token, on almost every evening between 6 and 9 p.m. there are fewer officers than ideal to meet Priority 1 call demand. The largest gap between demands for service and minimum staffing is from midday Saturday through Sunday night. This tends to confirm the apparent gaps indicated in **Exhibit 4-27**.

RECOMMENDATION 4-12:

City and Austin Police Department officials should work to improve the efficiency of patrol staffing.

To do so, they should study the relationship between staffing levels and call volumes, and weigh the effects of the platoon method of patrol deployment; 10-hour shifts; and staffing arrangements made to provide officers with weekends off.

Exhibits 4-32 and **4-33** compare platoon staffing with the rotating shift method for the deployment of four officers in an area command. If a department wishes to have four patrol officers cover a given sector on the day and night shifts, the platoon method requires eight FTEs, versus seven under the rotation shift method.

EXHIBIT 4-32
Sample Platoon Deployment on Day and Night Shifts

Day Shift	Tues.	Wed.	Thurs.	Fri.	Sat.	Sun.	Mon.
Officer 1	On	On	On	On	Off	Off	Off
Officer 2	On	On	On	On	Off	Off	Off
Officer 3	On	On	On	On	Off	Off	Off
Officer 4	On	On	On	On	Off	Off	Off
Officer 5	Off	Off	Off	On	On	On	On
Officer 6	Off	Off	Off	On	On	On	On
Officer 7	Off	Off	Off	On	On	On	On
Officer 8	Off	Off	Off	On	On	On	On
Staff On-duty	4	4	4	8	4	4	4

Total officers	8
Total shifts needed	28
Total shifts covered	32

Source: *MGT and APD, April 2007.*

EXHIBIT 4-33
Alternative Patrol Deployment Method
Rotating Days Off

Day Shift	Tues.	Wed.	Thurs.	Fri.	Sat.	Sun.	Mon.
Officer 1	On	On	On	On	Off	Off	Off
Officer 2	Off	On	On	On	On	Off	Off
Officer 3	Off	Off	On	On	On	On	Off
Officer 4	Off	Off	Off	On	On	On	On
Officer 5	On	Off	Off	Off	On	On	On
Officer 6	On	On	Off	Off	Off	On	On
Officer 7	On	On	On	Off	Off	Off	On
Staff On-Duty	4	4	4	4	4	4	4

Total officers	7
Total shifts needed	28
Total shifts covered	28

Source: *MGT and APD, April 2007.*

It should be noted that under a rotating shift system, with different days off for each officer, officers have different supervisors on different days of the week. Under APD's platoon system, each platoon has the same shift supervisor—the sergeant—each day. Some officials see this as an advantage, but according to one high-level police official with APD, the platoon method can lead to an insular mentality, with officers considering themselves accountable to one another rather than to the department.

Exhibit 4-34 shows shifts used by several large police departments.

EXHIBIT 4-34
Shifts Used by Other Police Departments

Jurisdiction	Shifts per Week, per Officer and Length of Shift	Shifts per Day in Patrol	Hours Worked per 28-day Cycle
Dallas	Combination of five eight- and four 10-hour shifts; varies by district	Four: 8 a.m. - 4 p.m. 4 p.m. -12 a.m. 12 a.m. - 8 a.m. 8 p.m. - 4 a.m.	160
Detroit	Patrol and non patrol officers work five eight-hour shifts per week	Four: 8 a.m. - 4 p.m. 4 p.m. - 12 a.m. 12 a.m. - 8 a.m. 7 p.m. - 3 a.m. (power shift to deal with peak hours of demand for services)	160
Ft. Lauderdale	Five eight-hour shifts per week	six daily shifts (one hour offset) to provide overlap on tour change	160
Miami-Dade	Five eight-hour shifts per week	Not provided	160
New Orleans	Five 8.5 hour shifts per week	Three shifts per day	171.6
Newark	Four eight-hour shifts; four days on followed by two days off	Not provided	149.3
Philadelphia	Four eight-hour shifts; four days on and two off, followed by five days on and two off	Three shifts per day	155
San Antonio	Five 8.5-hour shifts	Not provided	170
San Diego	Four 10-hour shifts with three days off per week	Not provided	160
Tampa	Four 11.4-hour shifts Four days on followed by four days off	Not provided	45.6 hours in an eight-day work period.
Austin	Four 10-hour shifts per week; three consecutive days off	Three shifts per day	160
Miami	Four 10-hours shifts per week; three consecutive days off	Three shift per day	160

Source: *MGT, April 2003.*

IMPLEMENTATION STEPS

1. The APD chief of Police designates a team of senior staff members to review the impact of current staffing policies, including platoon deployment and 10-hour shifts on the department's resource allocation.

2. City budget officials, department budget officials and the chief or a designated representative discuss the results of this review with the APA.

3. Contract negotiators include the impact of current staffing policies in their negotiations.

FISCAL IMPACT

If city leaders wish to maintain the level of benefits for its police officers, they should consider options to maintain or increase police presence on the streets at a lower cost. By adopting the policies recommended in this report, the city of Austin can save money without interrupting the delivery of essential services.

FINDING

Community policing appears to account for no more than 26 percent of patrol officers' work hours.

Community policing is a proactive philosophy that promotes solving problems that are criminal, affect our quality of life, or increase our fear of crime, as well as other community issues. Community policing involves identifying, analyzing, and addressing community problems at their source. Community policing activities include calling on businesses, attending community meetings, and conducting accurate community needs assessments.

CAD data for fiscal year 2006 made reference to only five community policing events that accounted for only 9.4 staff hours. MGT could not determine whether community policing is called something else in the CAD system, or if some community policing activities simply were not included in the system.

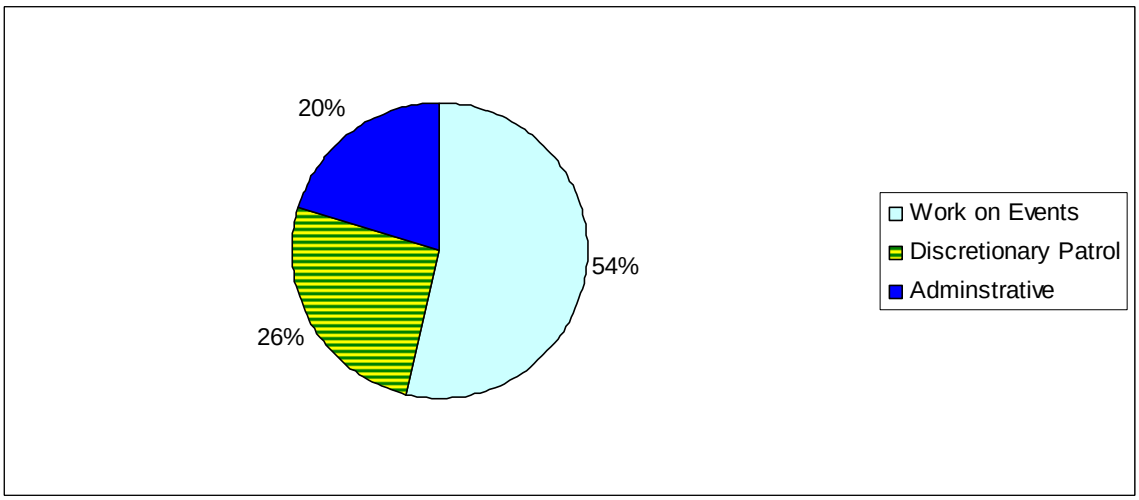
MGT added the 40 hours a week for normal schedules to the number of hours patrol officers worked (minus vacancies and absences) to obtain a figure of actual hours worked, which was 794,023 in fiscal year 2006. (This number, however, does not include the Downtown area command because overtime information for the area command was not available.) The CAD data indicate that officers worked 431,647 hours on call responses in fiscal year 2006, about 54 percent of the total hours worked. The remainder, 362,376 hours, did not involve call responses.

MGT did not have sufficient data to determine the share of police hours dedicated to administrative tasks, but project management studies typically assume that they account for 20 percent of hours worked; 20 percent of the total hours worked in this case is 158,805 hours.

The remaining non-event hours, then—203,571 hours—represent discretionary police time. This equates to 26 percent of actual hours worked. Discretionary police time is typically the time spent patrolling neighborhoods and business districts. It may also include the time a patrol officer spends on community policing activities and also includes time spent responding to a call that is subsequently canceled because the initial officer arriving indicates that the call is under control.

In a normal 10-hour shift, then, an APD patrol officer will spend an average of 5.4 hours (five hours and 24 minutes) responding to calls or events; two hours on administrative work; and 2.6 hours (two hours and 36 minutes) on discretionary activities.

EXHIBIT 4-35
City of Austin Police Department
Distribution of Work in a Normal 10-Hour Shift



Source: *City of Austin CAD data from APD Communications Division, fiscal year 2006.*

The amount of time for community policing (an indeterminable portion of discretionary time) probably varies by the day of the week. **Exhibit 4-36** shows that the average amount of time that patrol works on a call is pretty consistent (varying from 55 to 56 minutes) across days of the week, but that the average number of calls worked each day varies greatly. There are 6.5 percent fewer calls on Wednesday than the daily average number of calls. This means there are 14 percent fewer calls on Wednesday (the slowest day of the week) compared to Saturday (the busiest day of the week). Therefore, if patrol officers are engaging in community policing activities, it is likely that they are doing more of it on slower days (Monday-Wednesday) than on busier days (Friday and Saturday), but because there is no monitoring or tracking of the time spent on community policing activities, other than the nine hours previously mentioned, the review team can only speculate about what patrol officers are doing, if anything, relevant to community policing.

EXHIBIT 4-36
City of Austin Police Department
Average Daily Number of Call Responses by Patrol Officers
Fiscal Year 2006

Day	Average # of Calls	Difference Between Average # of Calls by Day and the Daily Average	Average Duration Seconds (Minutes) from Assignment to Clearance
Sunday	1,392	(0.6)%	3,300 (55)
Monday	1,330	(5.1)%	3,372 (56)
Tuesday	1,336	(4.6)%	3,367 (56)
Wednesday	1,308	(6.6)%	3,307 (55)
Thursday	1,392	(0.6)%	3,343 (56)
Friday	1,502	7.2%	3,287 (55)
Saturday	1,549	10.6%	3,344 (56)
Daily Average	**1,401**		**3,331 (55:33)**
Annual Total	**511,454**		**1,703,569,636**

Source: *City of Austin CAD data from APD Communications Division, fiscal year 2006.*
NOTE: These times are the total times for all patrol officers working on the event.

Of interest to police planners and policy makers is the amount of time spent on calls for service. Predictably, the time spent on calls varies by the priority of a call that patrol is responding to. **Exhibit 4-37** shows that there is substantial variation in how long it takes for patrol to clear a call based on the priority of the call. Priority 1 calls take almost twice as long to clear as Priority 2 and 3 calls.

EXHIBIT 4-37
City of Austin Police Department
Average Number of Call Responses by Priority Level
Fiscal Year 2006

Priority Level	Average # of Events	Average Duration Seconds (Minutes) from Assignment to Clearance
Priority 1	3,745	4,887 (81)
Priority 2	12,185	2,867 (48)
Priority 3	6,603	2,462 (41)
Priority 4	19,967	3,615 (60)
Blue Form	120	2,403 (40)
Monthly Average	**42,651**	**3,328 (55)**
Annual Total	**511,814**	**1,703,569,636**

Source: *City of Austin CAD data from APD Communications Division, fiscal year 2006.*
NOTE: These times are the total times for all patrol officers working on the event. Average # of events does not equal the total monthly number of events due to rounding.
NOTE: Blue Form: term used to describe an event that a dispatcher's initial assessment determines that no response by patrol is needed, but a patrol car is believed to be appropriate by the dispatch supervisor.

The amount of discretionary patrol time (which may or may not include community policing efforts) varies by sector. While the variation is not large (from 21 to 29 percent of patrol officers' time), it is worth noting that the South Central sector and the North Central sector, arguably two of the sectors most in need of community policing, have the lowest percentage of discretionary patrol time.

EXHIBIT 4-38
City of Austin Police Department
Monthly Average Number of Call Responses
By Area Command
Fiscal Year 2006

Area Command	Average # of Events	Average Duration Seconds (Minutes) from Assignment to Clearance	% of Time Available for Discretionary Patrol
Northwest	4,147	3,067 (51)	29%
North Central	4,837	3,457 (58)	24%
Northeast	4,996	3,288 (55)	23%
Central West	4,651	3,305 (55)	25%
Downtown	3,509	3,436 (57)	N/A
Central East	5,462	3,529 (59)	29%
Southwest	5,595	3,163 (53)	25%
South Central	4,716	3,443 (57)	21%
Southeast	4,640	3,280 (55)	26%
Out of City	63	5,632 (94)	N/A
Travis County	185	2,554 (43)	N/A
Monthly Average	**42,621**	**3,331 (55:33)**	**26%**
Annual Total	**511,454**	**1,703,569,636**	**N/A**

Source: *City of Austin CAD data from APD Communications Division, fiscal year 2006.*
NOTE: These times are the total times for all patrol officers working on the event. Average # of events does not equal the total monthly number of events due to rounding.

The amount of time for discretionary patrol likely varies by the time of the day, because calls vary by time of day. **Exhibit 4-39** shows that the number of calls vary greatly throughout the day. There are over three times as many calls from 9 p.m. to midnight as there are from 6 a.m. to 9 a.m. If patrol officers have most of their discretionary time between 3 a.m. to noon, there really is little time for community policing within these hours. This situation again makes it difficult for the review team to determine whether patrol officers are doing any community policing.

EXHIBIT 4-39
City of Austin Police Department
Average Number of Call Responses
By Time of Day

Time Period	Average # of Events	Average Duration Seconds (Minutes) from Assignment to Clearance
Midnight to 3 a.m.	5,872	3,563 (59)
3 a.m. to 6 a.m.	2,636	3,500 (58)
6 a.m. to 9 a.m.	3,168	3,378 (56)
9 a.m. to noon	4,448	3,104 (52)
Noon to 3 p.m.	5,006	3,110 (52)
3 p.m. to 6 p.m.	6,206	3,107 (52)
6 p.m. to 9 p.m.	6,911	3,472 (58)
9 p.m. to Midnight	8,370	3,401 (57)
Monthly Average	**42,651**	**3,328 (55)**
Annual Total	**511,814**	**1,703,569,636**

Source: *City of Austin CAD data from APD Communications Division, fiscal year 2006.*
NOTE: These times are the total times for all patrol officers working on the event. Average # of events does not equal the total monthly number of events due to rounding.

RECOMMENDATION 4-13:

Modify the Austin Police Department's standard operating procedures to direct officers to call in community policing activities to dispatchers for inclusion in the CAD system.

Anything worth doing is worth measuring and what gets measured gets accomplished. Measuring community policing by hoping that discretionary police time is being used for community policing leaves the city unsure that patrol officers are doing any community policing. The advantage of using the CAD system to measure the amount of community policing is that it allows for precision, rather than having officers estimate their time. By having community policing recorded in the CAD system, it makes community policing more like responding to calls than off CAD activities like training and staff meetings. That may raise the importance of community policing to the patrol officers. In addition, community policing is already a type of call in the CAD system, so having officers record their time in the system only involves a change in procedure rather than coming up with a new form and process.

IMPLEMENTATION STEPS

1. The chief of Police amends the SOP to instruct patrol officers to call in their community policing time.

2. Dispatch supervisors require dispatchers to remind patrol officer to call in their community policing time.

3. The amount of community policing time recorded in the CAD system becomes part of each officer's appraisal.

4. Dispatch supervisors monitor the results of the increase in recording of community policing time and make staffing adjustments as necessary.

FISCAL IMPACT

The implementation of this recommendation may have an impact on dispatch personnel; however, this impact cannot be estimated at this time.

RECOMMENDATION 4-14:

Modify the employee performance appraisal form to include criteria evaluating patrol supervisors and officers on community policing efforts.

Some of the measures that can be used to evaluate community policing efforts include results of community surveys and community awareness of officer efforts.

IMPLEMENTATION STEPS

1. The assistant chief of Police for Patrol assembles a task force to determine what activities the police department should consider to be "community policing." The task force should include officers, district representatives, APD planners, and other stakeholders.

2. The task force determines the relative importance of community policing to the other functions that patrol officers perform.

3. The Human Resources Department modifies the appraisal forms to include community policing standards. If all items on the appraisal forms are weighted equally, the number of community policing standards will reflect the weight the chief and the city council have set on community policing.

4. The Human Resources Department adds community policing SOPs to the department's SOPs. This will reinforce the importance of adding community policing to the appraisal form.

5. Officers who develop innovative ways of conducting community policing have the opportunity to have their methods added to the appraisal forms and the SOPs. Furthermore, officers whose develop innovative methods should have that fact recorded in their records.

FISCAL IMPACT

This recommendation could be implemented with existing resources.

RECOMMENDATION 4-15:

Develop processes to measure the effectiveness of community policing.

MGT recommends that APD consider:

1. Assembling an advisory committee of interested citizens who would monitor community policing through informal methods.
2. Adding questions about community policing to the Austin Community Survey.
3. Establishing a "secret shopper" program involving supervisors, officers, civilian volunteers and other city employees who would be trained in observing community policing efforts and assessing their impact on the community.
4. Having APD's planners assess the attendance and level of interaction at block meetings and distribution of community policing e-mails and literature (as well as the amount and nature of responses to said e-mail and literature) to determine the number of people being reached by the community policing program and their level of involvement and satisfaction with the program.

IMPLEMENTATION STEPS

1. The chief of Police assembles an advisory committee of interested citizens who would be willing to monitor community policing efforts.

2. APD's Planning Division develops informal methods to monitor community policing such as adding questions to existing surveys, creating a secret shopper program or other steps to assess the effectiveness of APD's community policing policies.

3. The advisory committee and APD's Planning Division help the chief to evaluate the effectiveness of APD's community policing initiatives.

FISCAL IMPACT

Since the city already administers a community survey, MGT assumes that the cost of adding additional questions would be considerably lower then the cost of developing a new survey, which are estimated to be between $10,000 and $15,000 according to the International City/County Management Association.

The "secret shopper" program would use volunteers or existing resources (supervisors, officers, and other city employees). Using random sampling of hours of community policing or community policing events, the city should expect the "secret shoppers" (as a group) to work a yet-to-be determined percent of the community policing events.

Training for the "secret shopper" program would cost approximately $2,000 for a two-day training event that should be conducted annually.

The communications assessment can be performed with existing resources.

RECOMMENDATION 4-16:

Review and consider eliminating the function of the District Representatives.

According to Dr. Thomas O'Connor, professor of Justice Studies at North Carolina Wesleyan College, the benefits of community policing will be much greater if all patrol officers are involved in these activities. Dr. O'Connor says that an important aspect of community policing is breaking down the anonymity between officers and the community; since patrol officers constitute the majority of police officers, their involvement removes a lot of anonymity. Another important aspect of community policing is that it is a department-wide initiative; every officer must at least refrain from activity that hinders community policing or it will be not be effective. Increasing their participation also could reduce the need for district representatives.

IMPLEMENTATION STEPS

1. Completing Recommendations 4-13 and 4-15 will provide a list of community policing activities and means to measure their success.

2. The chief of Police forms an advisory group composed of senior staff, patrol officers, district representatives, and planning staff to determine which community policing activities are being effectively handled by patrol and which need district representatives.

3. The advisory group determines how many, if any, hours are necessary for the community policing functions that are best handled by district representatives.

4. With appropriate consideration for administrative time and relief factor, the advisory group determines how many, if any, district representatives are needed.

5. If there are more district representatives than are necessary, the Human Resources Department contacts the district representatives to see which of them would be agreeable to becoming patrol officers again.

FISCAL IMPACT

This recommendation could be implemented with existing resources.

If results of the review include recommendations to reduce the number of DR officers, some could be redeployed to fill vacant positions across the city. The fiscal impact of such a redeployment cannot be estimated, but reassigning staff would help reduce or delay the city's need to hire officers for normal attrition due to retirements and resignations or for implementing other recommendations in this report that suggest additional officers are needed, therefore producing a savings or a cost avoidance.

4.7 Data Limitations

The data for this project were extracted from APD's computer-aided dispatch system. The majority of these data were in the form of time stamps marking the date and time when events occurred. Some, if not most, of these time stamps were set manually; when officers arrive at the scene, they call in their arrival or "hit the button" on the computer system to indicate their arrival.

Any manual data entry system, however, contains the potential for error. An officer may be distracted upon arriving at the scene and not "hit the button" until later—if at all. Since MGT's analyses excluded information from incidents that did not have an on-scene arrival time, failures to set the time stamp introduce an unknown amount of error in those analyses.

Another concern mentioned by APD personnel is the fact that officers sometimes forget to clear a call at the end of their shift, and thus the call looks like it takes longer than it actually did in the CAD data. MGT could not to determine how often this occurs. Most calls that require officers for more than 10 hours involve special events or serious offenses.

MGT also has concerns about how officers set transportation time stamps, used when officers transport individuals in the course of a call. Many of these transportation events involve taking suspects to jail or juvenile detention.

MGT found that initial transport time stamps are stored in two different variables, a permanent or "fixed" variable that does not change and a temporary variable. Additional transportation events in the course of the same call replace (or "overwrite") the value in the temporary variable, so all that is available are the first and the last transport time stamps. For example, if an officer picks up a mentally ill person and transports him or her to the county jail, then is directed to take the person to a mental health facility, and finally is told to return the person to jail, the data would show only the transport times for the two trips to the jail.

This configuration within the CAD program limits the ability to analyze transportation data. It seems likely that officers only record one set of transportation statistics that cover the entirety of their transportation activities.

MGT used rules provided by APD to determine which calls were officer-initiated, and inappropriate for inclusion in response time calculations. Events meeting the following criteria were not included in response time calculations:

1. The difference from the assignment time to arrival time is less than 10 seconds.
2. There is no arrival time.
3. The first unit arrives before it is assigned.
4. The event does not have a valid priority level.
5. The call came from outside the nine area commands.
6. If more than one person called 9-1-1 about an incident, only the first call would be counted.
7. The call was cancelled.
8. The caller type is the mobile data terminal (MDT), which is the computer in the squad cars.

These rules may omit some valid response times (for example, if an officer was close to the scene of called in event and arrived within 10 seconds—it is treated as a officer-initiated event), and retain invalid response times (an officer sees an incident, but takes longer than 10 seconds to respond, which would in fact be an officer-initiated call, but is treated as a citizen initiated call). Officer-initiated calls were included in the unit-level analysis, but not in response time analysis.

MGT calculated the durations between time stamps. There were problems with calculations that crossed the beginning and ending of Daylight Savings Time; MGT assumed that the time lost in the fall was made up in the spring.

Communication Center personnel have expressed concern that the CAD data only contains "event-level" data, and that it would not be possible to conduct analyses based on how much time

each unit spends on calls. While this was true of the initial data download, the second (and subsequent) downloads contained "patrol unit-level" data.

MGT's primary analysis was performed on patrol data. Again, the Downtown area command was not included in the analysis of hours worked because overtime information for its officers was not available. Patrol officer data included corporals and sergeants but not lieutenants, detectives, downtown rangers, Street Response officers, K-9 officers, highway enforcement officers or district representatives, as well as officers who use vehicles other than cars, such as horses, helicopters, bicycles and motorcycles.

5.0 INVESTIGATIONS

5.0 INVESTIGATIONS

This chapter examines APD's Investigations Bureau and the investigational functions of the area commands within the Patrol Bureau. The chapter is presented in six sections:

- Violent Crimes
- Property Crimes and Offender Apprehension
- Organized Crime
- Special Operations and Homeland Division
- Highway Enforcement Division
- Forensic Sciences Division

Chapter Summary

APD's Investigations Bureau includes the Violent Crimes, Property Crimes/Offender Apprehension, Organized Crime, Special Operations/Homeland, Highway Enforcement, Technical Services and Communications divisions; these, in turn, include a wide variety of smaller units, many with similar, overlapping and duplicative functions. An assistant chief of Police oversees the bureau's operations. A sworn commander manages each of the bureau's divisions except for Technical Services and Communications, which are overseen by civilian directors.

Total staffing for Investigations is shown in **Exhibit 5-1**.

EXHIBIT 5-1
City of Austin Police Department
Investigations Bureau Staffing

Unit	Sworn Staff	Civilian Staff	Total Staff
Violent Crimes	104	8	112
Property Crimes/Offender Apprehension	61	21	82
Organized Crime	81	3	84
Special Operations/ Homeland	56	8	64
Highway Enforcement	68	17	85
Technical Services	0	85	85
Total	**370**	**142**	**512**

Source: *Austin Police Department, April 2007.*

Among other findings, MGT concluded that:

- most Investigations Bureau units do not collect workload data, making it difficult to gauge appropriate staffing levels or shift schedules.
- several units in the Investigations Bureau have similar community education and outreach programs.
- the Integrity Crimes Unit's mission is unique among the units within the Violent Crimes I Section, which otherwise focuses on violent crimes such as murder and robbery.
- the Domestic Violence Emergency Response Team (DVERT) and the Domestic Violence Unit perform very similar functions and work the same hours.
- the Homicide Cold Case Unit within the Violent Crimes I Unit and the Sex Crimes Cold Case Unit within the Violent Crimes II Unit use similar techniques and could be combined.
- the Violent Crimes II Computer Forensics and High Tech Crimes units are not directly responsible for investigating crimes, but instead provide support to other investigations.
- the Fugitive Apprehension Unit researches and monitors individuals with criminal histories and arrests fugitives, functions similar to those performed by DVERT, SOAR and the Career Criminals Unit.
- the Pawn Shop Unit, also part of Offender Apprehension, has no responsibilities related to the apprehension of fugitives.
- the Crisis Intervention Unit shares some duplicated responsibilities with Patrol.
- the Alcohol Control Team (ACT) and Abatement and Community Education (ACE) are part of Fugitive Apprehension but have no duties related to apprehending fugitives.
- the Financial Crimes and White Collar Crimes units investigate forgery, credit card fraud, counterfeiting, identity theft and other financial crimes. Some of these cases, however, are assigned to the area commands.
- the Sex Offender Apprehension and Response Unit (SOAR) oversees sex offender registration and monitors sex offenders in the community. Two other APD units, Fugitive Apprehension and Sex Crimes, have quite similar responsibilities.
- the Career Criminals Unit's mission of tracking down and arresting parolees and probationers with warrants is very similar to the Fugitive Apprehension Unit's mission.
- the Firearms Review Unit works with federal agents to investigate cases involving firearms within the city. There is little justification for a stand-alone unit for this purpose.

- many of the Major Crimes Task Force's responsibilities overlap with those of other investigative units, including Fugitive Apprehension, Gang Suppression, Homicide and Narcotics Conspiracy.
- it is highly unusual for a city of Austin's size to have two full-time SWAT teams and a third volunteer team. SWAT members train for 64 hours each month, well above average.
- Austin is not recovering its full costs for police protection and coordination provided to special events. Many cities have centralized their special events functions.
- The Forensic Science Section provides APD with scientific services to support its investigations. Its operations, however, are being hampered by a shortage of resources.

The *key commendations* in this chapter are:

- APD and the city have established an Arrest Review and Court Liaison Unit to facilitate coordination and interaction between the department and other criminal justice agencies.
- the Vehicle Abatement and Wrecker Enforcement Unit has established a shift schedule that matches the city's peak traffic periods, which helps to reduce overtime costs.
- the DWI Enforcement Section has adjusted its work schedule based on a study of key workload data.
- the Forensic Science Section tracks workload data to illustrate the demand for its services.

Key recommendations in this chapter include:

- conduct a bureau-wide staffing study to determine appropriate staffing levels for the Investigations Bureau as well as the area commands' detective units.
- create a Crime Prevention Education Unit to handle all of APD's crime prevention education and outreach programs.
- make the Integrity Crimes Unit a separate group within the same bureau as the Internal Affairs Division.
- consolidate the DVERT and Domestic Violence units.
- combine the Homicide and Sex Crimes Cold Case units.
- merge the Computer Forensics and High Tech Crimes units with the Financial Crimes and White Collar Crimes Unit.
- reorganize the Violent Crimes sections to include only those that investigate violent crimes.

- create an After Hours Investigators Unit to function as a "first responder" unit that could be called to homicide, robbery or sex-crime scenes after normal working hours.
- assign the Fugitive Apprehension Unit to research and monitor individuals currently tracked by DVERT, SOAR and Career Criminals.
- move the Pawn Shop Unit to the Property Crimes Section.
- eliminate the Crisis Intervention Unit and assign its staff and responsibilities to Patrol.
- move the alcohol control and abatement responsibilities of ACT and ACE to the Special Investigations Section of the Organized Crime Division.
- move Arrest Review and Court Liaison to the Offender Apprehension Section.
- assign responsibility for all financial crimes to the Financial Crimes and White Collar Crimes Unit.
- eliminate the SOAR Unit; transfer its registration responsibilities to the Sex Crimes Unit and its sex offender monitoring function to Fugitive Apprehension.
- divide the Property Crimes and Offender Apprehension Division into two separate divisions, including only units that support their missions.
- place the Career Criminal and Fugitive Apprehension units in the new Offender Apprehension Division to facilitate coordination and information sharing.
- eliminate the Firearms Review Unit and assign its staff to other investigative units.
- eliminate the Human Trafficking Unit and assign its responsibilities to Special Investigations.
- merge the Major Crimes Task Force with the Gang Suppression Unit.
- conduct a workload study to determine whether APD can eliminate one full-time SWAT team. Consider reducing SWAT training to 40 hours a month.
- set rates for special event coverage that reflect the city's costs; increase the minimum hours paid to officers working these events.
- Increase the Forensic Science Division's budget for consumable supplies; add one more full-time chemist to the Chemistry Unit; add one more firearms examiner to the Firearms Unit; and purchase another computer for fingerprint enhancement.

The fiscal implications resulting from the recommendations contained in this chapter are summarized in **Exhibit 5-2**.

EXHIBIT 5-2
Chapter Five Fiscal Impact Summary

Recommendation	Fiscal Year 2007-08	Fiscal Year 2008-09	Fiscal Year 2009-10	Fiscal Year 2010-11	Fiscal Year 2011-12
5-11: Reassign responsibility for animal cruelty calls to the city Health Department's Animal Protection and Control Unit.	$108,508	$217,016	$217,016	$217,016	$217,016
5-13: Eliminate the Crisis Intervention Unit and assign its staff and responsibilities to the Patrol Bureau.	$255,344	$510,687	$510,687	$510,687	$510,687
5-21: Eliminate the Sexual Offender Apprehension and Response Unit. Transfer its sex offender registration responsibilities to the Sex Crimes Unit and its sex offender monitoring function to the Fugitive Apprehension Unit.	$61,403	$122,806	$122,806	$122,806	$122,806
5-25: Eliminate the Firearms Review Unit and assign its staff to other investigative units. The reassigned officers should continue to work with and advise investigations of cases involving firearms.	$108,508	$217,016	$217,016	$217,016	$217,016
5-26: Eliminate the Human Trafficking unit and assign its responsibilities to the Special Investigations Section.	$533,763	$1,067,525	$1,067,525	$1,067,525	$1,067,525
5-28: Conduct a workload study of the Special Weapons and Tactics function to determine whether the Austin Police Department can eliminate one of its full-time Special Weapons and Tactics teams and reassign its officers to other units in the department.	$414,115	$828,230	$828,230	$828,230	$828,230
5-31: Ensure that reports of expenditures and revenues are available to provide adequate oversight of the special events function.	($10,000)	($20,000)	($20,000)	($20,000)	($20,000)
5-38: Eliminate the Intelligence and Crime Stoppers Unit and assign responsibility for Crime Stoppers to the proposed Crime Prevention Education Unit. Assign the criminal intelligence function to the Investigations Bureau, as it directly supports the bureau's work.	$170,229	$340,458	$340,458	$340,458	$340,458

EXHIBIT 5-2
Chapter Five Fiscal Impact Summary
(Continued)

Recommendation	Fiscal Year 2007-08	Fiscal Year 2008-09	Fiscal Year 2009-10	Fiscal Year 2010-11	Fiscal Year 2011-12
5-39: Conduct a workload study to determine actual staffing needs before filling the vacant positions in the Homeland Defense Unit.	$170,229	$340,458	$340,458	$340,458	$340,458
5-40: Eliminate the Air Enforcement Section and reassign its staff to other units.	$845,700	$1,691,400	$1,691,400	$1,691,400	$1,691,400
5-46: Conduct a workload study to determine appropriate staffing levels for all investigative units of the Investigations Bureau as well as the area commands' detective units.	$0	($200,000)	$0	$0	$0
5-47: Fully equip the crime scene specialists so that each can be as productive as possible.	$0	($100,800)	$0	$0	$0
5-48: Increase the Crime Scene Investigators and Property Crimes Technicians Unit's budget for consumable supplies to cover the supplies needed for lab work connected with evidence collection, processing and preservation.	($7,500)	($7,500)	($7,500)	($7,500)	($7,500)
5-49: Increase the DNA Unit's budget for consumables and other items needed to support the expected increase in case processing.	$0	($152,200)	($152,200)	($152,200)	($152,200)
5-50: Add one more full-time chemist to the Chemistry Unit.	$0	($76,750)	$(70,500)	$(70,500)	$(70,500)
5-51: APD should fund the IBIS specialist position when the grant expires at the end of the current fiscal year.	$0	($67,150)	($52,900)	($52,900)	($52,900)
5-52: The department should add one more firearms examiner to help handle the unit's growing workload.	$0	($150,200)	($70,200)	($70,200)	($70,200)
5-53: APD should purchase another computer for fingerprint enhancement, to support the increased demand for fingerprint analysis.	($6,800)	($300)	($300)	($300)	($300)
5-54: APD should replace outdated computers and upgrade software used by the Multi-Media Unit.	$0	($30,200)	($17,000)	($17,000)	($17,000)

EXHIBIT 5-2
Chapter Five Fiscal Impact Summary
(Continued)

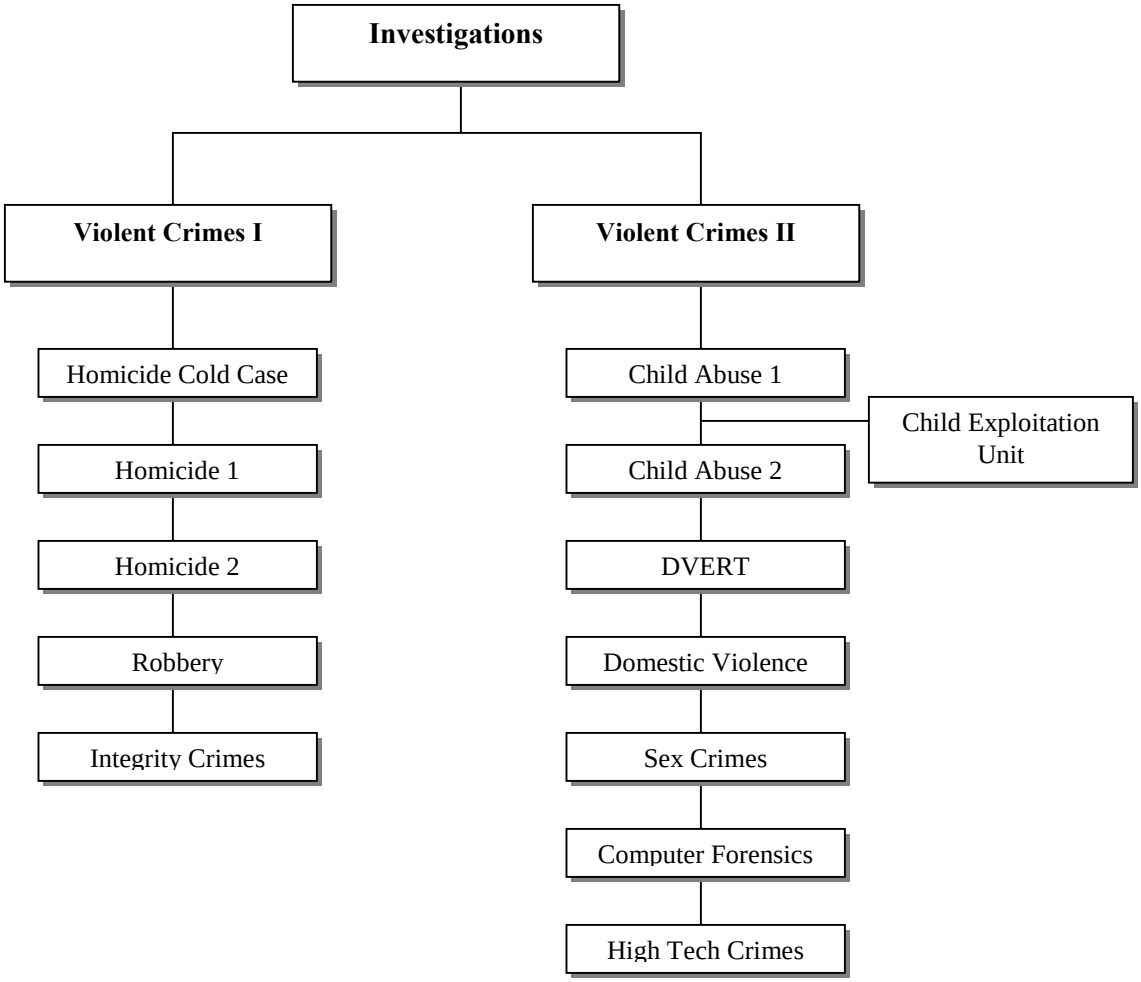
Recommendation	Fiscal Year 2007-08	Fiscal Year 2008-09	Fiscal Year 2009-10	Fiscal Year 2010-11	Fiscal Year 2011-12
5-55: APD should increase the Forensic Science Division's consumables and commodities budget.	$0	($42,000)	($42,000)	($42,000)	($42,000)
Total	***$2,643,499***	***$4,488,496***	***$4,902,996***	***$4,902,996***	***$4,902,996***
Five-year Total					***$21,840,983***

NOTES: For detailed discussion of fiscal impact estimation methodology, refer to Chapter 9.
Fiscal impact estimates resulting in savings are assumed to begin in April 2007.
Fiscal impact estimates requiring significant expenditures are assumed to begin in 2008-09.
Fiscal impact estimates resulting in expenditures that could be accomplished through budget transfers or amendments are assumed to begin during 2007-08.

5.1 Violent Crimes Division

The Violent Crimes Division contains two separate sections, Violent Crimes I and Violent Crimes II (**Exhibit 5-3**).

EXHIBIT 5-3
City of Austin Police Department
Investigations Organizational Structure



Source: *Austin Police Department, April 2007.*

5.1.1 Violent Crimes I Section

Violent Crimes I is composed of the following units:

- Homicide Cold Case
- Homicide 1
- Homicide 2
- Robbery
- Integrity Crimes

The section's primary mission is to investigate deaths, robberies and related allegations of criminal wrongdoing, as well as allegations and incidents of "integrity" crimes, which are crimes committed by city of Austin employees in their official capacities.

Violent Crimes I is managed by a lieutenant who reports to the bureau commander. Each of the five units within Violent Crimes I is managed by a sergeant and supported by detectives and civilians (**Exhibit 5-4**). (At the time of MGT's review, the Integrity Crimes Unit had one vacant detective position.)

EXHIBIT 5-4
City of Austin Police Department
Violent Crimes I Section Staffing

Violent Crimes I	Sergeants	Detectives	Civilians	Total Staff
Homicide Cold Case	1	4	0	5
Homicide 1	1	6	0	7
Homicide 2	1	6	1	8
Robbery	1	9	2	12
Integrity Crimes	1	5	0	6
Total	**5**	**30**	**3**	**38**

Source: *Austin Police Department, April 2007.*

Homicide Cold Case

The Homicide Cold Case Unit, which is supervised by a sergeant and staffed with four detectives, investigates unsolved murder cases when the original investigating detective is transferred or promoted out of a Homicide Unit.

Prior to the creation of the Homicide Cold Case Unit, each homicide detective was assigned unsolved murder cases to investigate. (It should be noted that, with supervisory approval, detectives leaving Homicide may continue to investigate assigned cases, to help ensure continuity in the investigations.)

The unit works 7 a.m. to 6 p.m. Monday through Friday and is available on call after normal working hours.

Homicide Units (1 & 2)

The Homicide units are responsible for investigating all deaths occurring within the Austin city limits, except for traffic deaths and natural deaths accompanied by a doctor-signed death certificate. The units investigate murders, suicides, accidental deaths, deceased persons and all serious injury and shooting incidents, including in-custody deaths involving police officers. The units also investigate aggravated assaults where death appears imminent, as well as kidnappings.

Homicide 1 comprises a sergeant and six detectives; Homicide 2 includes a sergeant, six detectives, and a senior administrative assistant who supports both units.

The Homicide units work 7 a.m. to 2 a.m. seven days a week and are staffed in three shifts running from 7 a.m. to 3 p.m.; 10 a.m. to 6 p.m.; and 6 p.m. to 2 a.m. Both units are available on call after normal working hours.

FINDING

The Homicide units do not maintain specific workload measures to help gauge appropriate staffing levels or shift schedules, so MGT's review cannot address this issue.

(Later in this chapter, MGT recommends that an off-hour detective unit be created to provide support to patrol officers and to provide immediate response to crime scenes needing their expertise. This should remove the need for on-call status and reduce the amount of compensatory time currently paid for on-call detective responses.)

RECOMMENDATION 5-1:

Conduct a workload study of the two Homicide units to determine their appropriate staffing levels and establish workload measures.

The workload study should examine caseloads; the "solvability" of cases, which should involve a determination of whether the cases present enough information to begin investigations; the average amount of time needed to work a case or a particular type of case; and the appropriate shift structure needed to work caseloads effectively. The study also should address the need for and recommend potential workload measures.

(Later in this chapter there is a recommendation to conduct a bureau-wide staffing study to help the department understand its staffing needs to address the department's investigations workload, since most units of the Investigations Bureau do not collect workload data. The exact cost of a workload study cannot be determined without knowing its precise scope, but a comprehensive workload study of APD's investigations functions could cost approximately $200,000.)

IMPLEMENTATION STEPS

1. Determine the scope of the workload study.
2. Work with the Purchasing Department and other offices as necessary to draft a request for proposals (RFP).
3. Issue the RFP, receive proposals, and select vendor for project.

FISCAL IMPACT

It is recommended that a workload study for the Homicide units be included in a comprehensive workload study of the Investigations Bureau, which is mentioned later in this chapter.

Robbery Unit

The Robbery Unit investigates all robbery incidents reported in the Austin city limits, including robberies of individuals, residences, businesses and banks, as well as carjacking.

The Robbery Unit is supervised by a sergeant and staffed by nine detectives, a civilian administrative assistant and a civilian community liaison. The community liaison conducts robbery prevention outreach seminars and programs.

The unit works from 7 a.m. to 6 p.m. Monday through Friday and is available on call after normal work hours.

FINDING

Several units in the Investigations Bureau (i.e., Robbery, Auto Theft Interdiction, Traffic Education, and Crime Stoppers) each have civilian community liaisons that conduct outreach programs for the community on crime prevention.

Similarly, the Robbery Unit and the area commands' detective units all investigate robberies, with the exception of robbery cases involving APD officers and other city employees, which are handled by the Integrity Crimes Unit or ICU.

During interviews with APD staff assigned to command areas, it was noted there is confusion about which robbery cases are handled by the central Robbery Unit at headquarters and those cases assigned to detectives in the command areas. In subsequent interviews with APD headquarters staff it was noted that the Robbery Unit has responsibility for all robbery cases but that detectives in the area commands do conduct some robbery investigations. Nonetheless, MGT was told the Robbery Unit still maintains responsibility for all robbery cases regardless of who conducts the investigation.

RECOMMENDATION 5-2:

Move the Robbery Unit community liaison position in to the proposed Crime Prevention Education Unit (recommended later in this chapter).

The Crime Prevention Education Unit would handle all of the Austin Police Department's educational programs on crime prevention.

IMPLEMENTATION STEPS

1. Commanders of the two units coordinate the transfer of the Robbery Unit's community liaison position and determine an effective date of the transfer.

2. The commanders work with the city's Human Resources Department and other offices as necessary to finalize the position transfer.

3. The position is formally transferred.

FISCAL IMPACT

This recommendation could potentially save the department money by having the community liaisons provide a wide variety of outreach efforts beyond those specific to their current job assignments.

RECOMMENDATION 5-3:

Make clear to detectives and their supervisors in the command areas that responsibility for all robbery cases rests with the Robbery Unit.

MGT recommends that the headquarters Robbery Unit inform area commanders and detectives how the department manages robbery cases and where responsibility rests for those cases. It is important to the department that detectives in the command areas continue to assist with solving robbery crimes and that all staff involved with robbery cases understands their roles and responsibilities. This would provide a clearer understanding of responsibility between the two area commands and headquarters.

IMPLEMENTATION STEPS

1. The commander over the Robbery Unit meets with area commanders to help develop a clearer understanding of how robbery cases are handled and the roles and responsibilities of all involved in handling such cases.

2. The commanders will then inform staff impacted, and other personnel as necessary, of the department's approach for handling cases.

FISCAL IMPACT

This recommendation would have no direct fiscal impact.

Integrity Crimes Unit

The Integrity Crimes Unit, or ICU, investigates allegations of criminal wrongdoing by APD employees (sworn and civilian staff); other city of Austin employees, if the alleged wrongdoing occurred in the course of performing their jobs; and sworn officers from other law enforcement agencies, when the alleged offense occurred within the Austin city limits. The latter responsibility, however, does not include Texas Department of Public Safety (DPS) officers or deputies of the Travis County Sheriff's Office, who handle their own investigations.

The ICU also investigates "impersonating a public servant" reports, which involve suspects purporting to be police officers or other city employees. The ICU also may be called upon to handle other investigations at the direction of the APD chief of Police or other high-ranking APD officials.

The unit works from 7 a.m. to 6 p.m. Monday through Friday and is available on call after normal work hours.

FINDING

The Integrity Crimes Unit's mission is unique among the units within the Violent Crimes I Section, which otherwise focuses on violent crimes such as murder and robbery. The ICU mission is much more similar to the role of Internal Affairs, which investigates complaints against APD officers and other city employees. APD could move the ICU into closer alignment with Internal Affairs while maintaining the separation of responsibilities needed to ensure that its investigations remain apart from the administrative investigations conducted by Internal Affairs. This would allow the police department to coordinate more closely its public integrity enforcement efforts should it become necessary.

RECOMMENDATION 5-4:

Make the Integrity Crimes Unit a separate group within the same bureau as the Internal Affairs Division.

IMPLEMENTATION STEPS

1. The commanders over the units meet to discuss the necessary steps needed to most closely align the ICU with Internal Affairs, as a separate group within the same bureau.

2. Once the steps are established and agreed upon, the commanders begin aligning ICU most closely with Internal Affairs.

3. The department's organizational charts are updated to reflect this organizational change.

FISCAL IMPACT

This recommendation would have no direct fiscal impact.

5.1.2 Violent Crimes II Section

Violent Crimes II comprises the following units:

- Child Abuse 1
- Child Abuse 2
- DVERT
- Domestic Violence
- Sex Crimes
- Computer Forensics
- High Tech Crimes

The Violent Crimes II Section investigates violent crimes against the citizens of Austin, and those occurring in surrounding counties, if requested by neighboring law enforcement agencies. Violent Crimes II is specifically assigned to support uniform patrol officers in follow-up investigations initiated through dispatched calls for assistance, such as instances of domestic violence and child abuse and referrals from the state's Child Protective Services agency.

Violent Crimes II is managed by a lieutenant who reports to the bureau commander. Five of the section's seven units are managed by sergeants and staffed by detectives and civilians; Computer Forensics and High Tech Crimes are jointly managed by a sergeant and staffed by detectives (**Exhibit 5-5**).

EXHIBIT 5-5
City of Austin Police Department
Violent Crimes II Section Staffing

Violent Crimes II	Sergeants	Detectives	Civilians	Total Staff
Child Abuse 1	1	8	1	10
Child Abuse 2	1	7	0	8
DVERT	1	5	0	6
Domestic Violence	1	9	1	11
Sex Crimes*	1	10	3	14
Computer Forensics**	1	3	0	4
High Tech Crimes	0	3	0	3
Total	**6**	**45**	**5**	**56**

Source: *Austin Police Department, April 2007.*
* One of the detectives in the Sex Crimes Unit is a retired APD detective working on contract for the department.
** This sergeant also supervises the High Tech Crimes Unit.

Child Abuse Units (1 & 2)

The Child Abuse units investigate the physical abuse of children aged 14 years old and younger, as well as the abuse of elderly and disabled individuals under the care, custody and control of another person or persons. The units also investigate sexual abuse cases of children aged 17 and younger regardless of their relationship to the suspect(s).

APD has created a special unit within the Child Abuse units, the Child Exploitation Unit, to investigate the sexual exploitation of children including on-line exploitation and child pornography. The Child Exploitation Unit is responsible for seizing and analyzing computers and other electronic media associated with Internet crimes against children.

The Child Abuse units work closely with the Child Protective Services Team, which includes members of the state's Child Protective Services agency, all law enforcement agencies in Travis County, the Travis County District Attorney's Office and the Travis County Child Advocacy Center.

Child Abuse 1 is supervised by a sergeant, and staffed by eight detectives and an administrative assistant who also supports Child Abuse 2. The Child Abuse 2 Unit is supervised by a sergeant and staffed by seven detectives. Each unit works from 7 a.m. to 6 p.m. Monday

through Friday, and is available on call after hours to handle "call outs" or emergencies such as interviewing a child abuse victim at the request of Child Protective Services.

FINDING

The two Child Abuse units work the same hours—from 7 a.m. to 6 p.m. Monday through Friday—and their detectives receive overtime if they are needed after normal working hours.

In addition, MGT found that the units do not keep workload information that could help the department determine appropriate staffing levels and shift schedules.

RECOMMENDATION 5-5:

Change the Child Abuse units' working hours to provide broader shift coverage and reduce overtime costs.

The two units should change their work hours to provide coverage for more hours of the week. This realignment could be made as part of a broader workload study.

IMPLEMENTATION STEPS

1. The commander over the two units meets with the sergeants to discuss how the unit's shift structure would be modified to provide more staff coverage.

2. Once the changes are agreed upon, sergeants inform the units of the shift changes and establish a start date for the new hours and begin the new work hours on the agreed upon date.

FISCAL IMPACT

This change should help APD reduce its overtime costs, but the amounts involved cannot be estimated.

DVERT Unit

The Domestic Violence Emergency Response Team (DVERT) investigates cases of stalking, protective order violations and high threats of domestic violence when the suspects are at large and represent substantial threats to victims or witnesses.

The DVERT Unit is part of the Family Violence Protection Team, a partnership of organizations that coordinate services provided by law enforcement agencies and various legal

and social services agencies and organizations such as the Women's Advocacy Center and Safe Place of Austin.

DVERT is staffed by a sergeant and five detectives. The unit works from 7 a.m. to 5 p.m. Monday through Friday and is available on call after normal work hours.

Domestic Violence Unit

The Domestic Violence Unit investigates felony and misdemeanor domestic violence assaults as defined by the Texas Family Code, such as violence among members of a family, a household or a dating relationship. The unit provides follow-up investigative assistance to uniformed patrol officers who respond to calls involving some form of domestic violence.

This unit also is part of the Family Violence Protection Team.

The Domestic Violence Unit is managed by a sergeant and staffed by nine detectives and a civilian administrative assistant. The unit works from 7 a.m. to 5 p.m. Monday through Friday and is available on call after normal work hours.

FINDING

The DVERT and Domestic Violence units perform very similar functions and work the same hours. No workload information is collected to determine appropriate staff levels for the units.

RECOMMENDATION 5-6:

Consolidate the Domestic Violence Emergency Response Team and Domestic Violence units.

Because the units perform essentially the same functions, they should be combined to increase efficiency and potentially reduce staffing needs. In addition, the consolidation may produce broader hours of coverage while helping to reduce APD's overtime costs.

The Domestic Violence Emergency Response Team's responsibility for investigating violations of protective orders should be assigned to the Fugitive Apprehension Unit, as recommended elsewhere in this report.

After the two units are consolidated, the Austin Police Department should conduct a workload study conducted to determine the unit's appropriate staffing level.

The Austin Police Department should also consider using area command detectives to provide immediate support for patrol officers on domestic incidents.

IMPLEMENTATION STEPS

1. The commander over the two units meets with the sergeants over the units to create a plan for merging the two units.
2. The plan includes a shift change to provide greater coverage and help reduce overtime costs.
3. The plan specifies a date when the consolidation will become effective.
4. The units implement the plan on the effective date.

FISCAL IMPACT

This recommendation could save the department money by providing broader hours of coverage with existing staff, thereby reducing the need for overtime.

Sex Crimes Unit

The Sex Crimes Unit investigates all sex crimes involving victims 17 years old and older. It collaborates with APD's victim services counselors and other members of the Sexual Assault Response Team, which comprises law enforcement agencies and civilian groups in Travis County that provide support services to victims of sex-related offenses.

Within the Sex Crimes Unit is a Sex Crimes Cold Case Unit, staffed by a retired APD detective working on contract with the department. The retired detective reports to the sergeant in charge of the Sex Crimes Unit. The Cold Case Unit investigates unsolved sex crime cases to determine if new leads can be developed, and in particular if DNA should be submitted for testing and entered into the national DNA database (CODIS, or Combined DNA Index System) for potential matches.

FINDING

The Homicide Cold Case Unit within Violent Crimes I and the Sex Crimes Cold Case Unit within Violent Crimes II use similar investigative techniques. Neither collects workload data that could help the department determine appropriate staffing for the units, so MGT's review cannot address this issue. In addition, the Sex Crimes Cold Case Unit uses retired detectives on contract to the

department to conduct investigations, while the Homicide Cold Case Unit uses full-time detectives. Even so, it appears that these units could be combined for greater efficiency.

RECOMMENDATION 5-7:

Combine the Homicide Cold Case Unit with the Sex Crimes Cold Case Unit.

Since cold-case investigative techniques are similar for both types of crime, the department should consolidate all cold-case investigations into a single Cold Case Investigations Unit within the Violent Crimes I Section. The consolidated unit could continue to use retired detectives under contract to investigate cold cases.

IMPLEMENTATION STEPS

1. The commanders over the two units meet with the sergeants over the units to develop a plan for combining the two units into a single cold case unit.

2. Once the plan is developed, it is shared with the units' staff.

3. A date is determined for combining the two units. On that date, the plan is implemented and the department's organization charts are changed to reflect the new organizational structure.

FISCAL IMPACT

If the department used retired APD detectives or retired detectives from another agency to handle all the cases, this would be less expensive to the department, thereby saving the department money.

Computer Forensics Unit

The Computer Forensics Unit assists APD investigative units with the analysis of digital media seized during criminal investigations, in cases involving narcotics conspiracy, child exploitation over the internet and pornography. The unit also assists other law enforcement agencies when requested and as available resources permit.

The unit is managed by a sergeant and staffed by three detectives. (The sergeant also oversees the High Tech Crimes Unit.) The detectives work from 6 a.m. to 4 p.m. Monday through Friday and are available on call after normal work hours.

High Tech Crimes Unit

The High Tech Crimes Unit was created to address crimes affecting high-tech industry, such as large commercial thefts of computer systems and components, computer hacking and burglaries of businesses involved in the development, manufacture or distribution of high-tech components, including hardware and software.

The unit is managed by the sergeant who also supervises the Computer Forensics Unit, and is staffed by three detectives. The detectives work from 7 a.m. to 5 p.m. Monday through Friday and are available on call after normal work hours.

FINDING

The Computer Forensics and High Tech Crimes units are not directly responsible for investigating violent crimes, but instead provide support to other investigations. Their missions do not match those of the other units in Violent Crimes II, which typically investigates crimes involving the use of force.

RECOMMENDATION 5-8:

Merge the Computer Forensics and High Tech Crimes units with the Financial Crimes and White Collar Crimes Unit in the Property Crimes Section.

The roles of the Computer Forensics and High Tech Crimes units are more closely aligned with those performed by the Property Crimes Section.

RECOMMENDATION 5-9:

Reorganize the Violent Crimes sections to include only those units that actually investigate violent crimes and create an After Hours Investigators Unit to serve as "first responder."

The Violent Crimes sections would be reorganized as shown in **Exhibit 5-6**. This would result, initially, in a reduction of one lieutenant position and one sergeant position, making them available for reassignment. Allocation of the remaining personnel should wait for the completion of an investigative workload study, which is recommended later in this chapter.

As part of the reorganization of the Violent Crimes sections, MGT also recommends that APD create an After Hours Investigators Unit to function as a "first responder" investigative unit that could be called to homicide, robbery or sex-crime scenes after normal working hours. This unit would work nights and weekends to help reduce the need for investigator overtime.

IMPLEMENTATION STEPS

1. The commanders and sergeants over these units meet to develop a plan for combining the Computer Forensics and High Tech units with the Financial and White Collar Crimes Unit.

2. The plan includes the general reorganization of the Violent Crimes sections, as noted above and reflected in the organizational chart below.

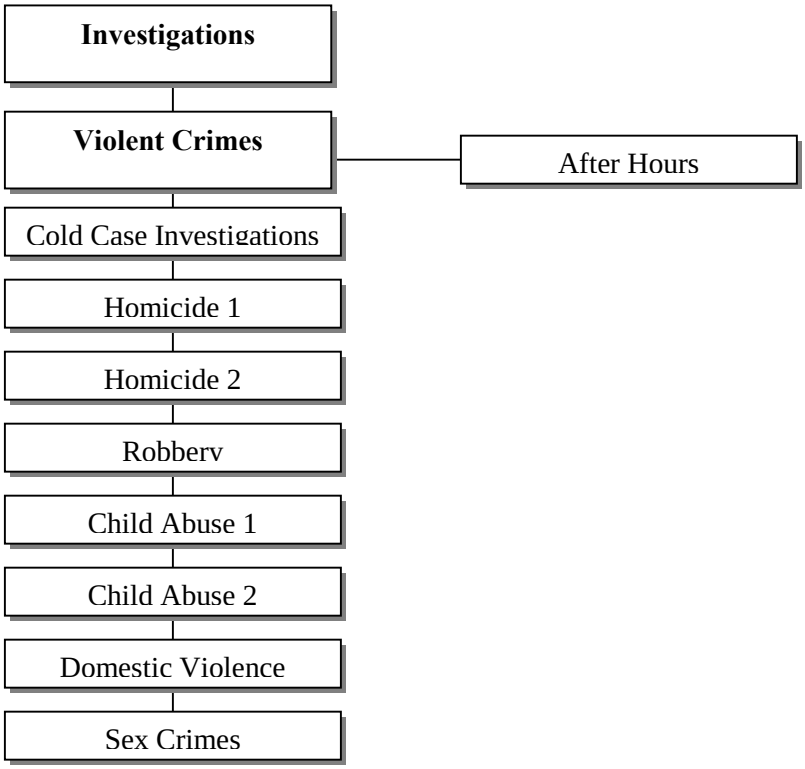
3. Once the plan is developed, it is shared with the various units' staff.

4. A date is determined for merging the units. On that date, the plan is be implemented and the department's organization charts are changed to reflect the new organizational structure.

FISCAL IMPACT

This recommendation would have no direct fiscal impact.

EXHIBIT 5-6
City of Austin Police Department
Proposed Organizational Structure
Violent Crimes Sections

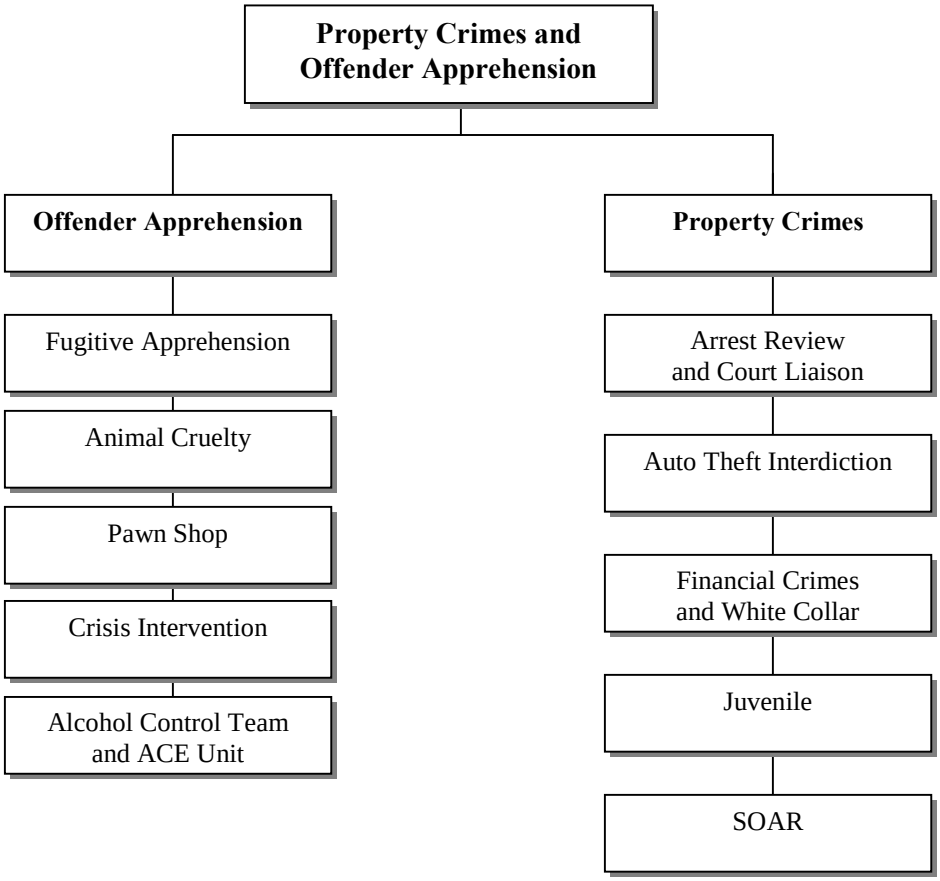


Source: *MGT of America, August 2007.*

5.2 Property Crimes and Offender Apprehension

The Property Crimes and Offender Apprehension Division contain two sections, Offender Apprehension and Property Crimes (**Exhibit 5-7**).

EXHIBIT 5-7
City of Austin Police Department
Property Crimes and Offender Apprehension Division
Organizational Structure



Source: *Austin Police Department, April 2007.*

5.2.1 Offender Apprehension

The Offender Apprehension Section contains the following units:

- Fugitive Apprehension
- Animal Cruelty
- Pawn Shop
- Crisis Intervention
- Alcohol Control Team and Abatement and Community Education Unit

The section's primary responsibilities are to research fugitives believed to be in the city of Austin and serve warrants to fugitives found to be in the city; investigate animal cruelty cases; investigate persons who pawn 50 to 100 items per week; investigate large-scale thefts; and follow up with persons in need of mental health assistance. The section also investigates and files charges on businesses and residences found to be public nuisances due to causes such as loud noise or excessive garbage, and to investigate violations of the state's alcoholic beverage laws.

Offender Apprehension is managed by a lieutenant who reports to the bureau commander. Section units are managed by sergeants and staffed by detectives, police officers and civilian employees (**Exhibit 5-8**).

EXHIBIT 5-8
City of Austin Police Department
Offender Apprehension Section Staffing

Offender Apprehension	Sergeants	Detectives	Police Officers	Civilians	Total Staff
Fugitive Apprehension	1*	0	6	4	11
Animal Cruelty	0	2	0	1	3
Pawn Shop	1	6**	0	4***	11
Crisis Intervention	1	0	6	1	8
Alcohol Control	1****	3	0	0	4
ACE	0	1	2	0	3
Total	**4**	**12**	**14**	**10**	**40**

Source: *Austin Police Department, April 2007.*
* This sergeant also supervises the Animal Cruelty Unit.
** One detective is on loan from the Auto Theft Intervention Unit.
*** Three civilians are temporary employees.
**** The sergeant also supervises the ACE Unit. This position was vacant at the time of MGT's review.

Fugitive Apprehension Unit

The Fugitive Apprehension Unit enters arrest warrants into the warrant database; serves outstanding warrants; keeps background files on wanted persons; works with other jurisdictions to identify and arrest wanted persons in the Austin area; and organizes extradition measures. The unit also monitors the activities of persons recently released from prison, and helps other area law enforcement agencies to serve warrants or conduct "sting" operations, which are designed to catch individuals in the act of committing crimes.

The Fugitive Apprehension Unit is supervised by a sergeant who also oversees the Animal Cruelty Unit, and staffed by six police officers and four civilians. At the time of MGT's review, one civilian position was vacant.

The unit typically works from 9 a.m. to 5 p.m. Monday through Friday, but is available on call after normal work hours.

FINDING

Fugitive Apprehension's responsibilities for researching and monitoring individuals with criminal histories, and arresting fugitives, are similar to functions performed by other APD units including DVERT, SOAR and the Career Criminal Unit.

The unit does not collect workload information to help determine appropriate staffing levels or to help establish workload measures.

RECOMMENDATION 5-10:

Modify the mission of the Fugitive Apprehension Unit to include researching and monitoring individuals currently tracked by the Domestic Violence Emergency Response Team, Sex Offender Apprehension and Response and Career Criminal units.

Fugitive Apprehension would have sole responsibility for the Austin Police Department's monitoring of individuals with protective orders against them, sex offenders in the community and individuals recently released from prison, as well as for finding and arresting individuals who violate the terms of their parole or probation. Personnel assigned to Domestic Violence Emergency Response Team, Sex Offender Apprehension and Response and Career Criminal should be reassigned to the expanded unit.

IMPLEMENTATION STEPS

1. The commanders over the Fugitive Apprehension, DVERT, SOAR and Career Criminal units, and their respective sergeants, should meet to develop a strategy for changing the missions of the units to reflect the recommendation above, as well as establishing lines of communications for sharing information among the various units.

2. The development of the plan should consider the need to move any staff to support the mission changes.

3. Once the plan is developed, it should be shared with the units' staff.

4. A date should be determined for implementing the plan. On that date, the plan should be implemented and the appropriate department's documents should be changed to reflect the mission change (and staffing changes, if any).

FISCAL IMPACT

This recommendation would have no direct fiscal impact.

Animal Cruelty Unit

The Animal Cruelty Unit responds to animal cruelty calls and investigates animal cruelty cases (such as dog fighting and animals tied up without water or food). The unit handles such calls to help alleviate the need for patrol officers to do so, and to quickly determine if an animal cruelty case exists.

This unit is supervised by the sergeant who also supervises Fugitive Apprehension, and is staffed by two detectives and one civilian. The unit works from 9 a.m. to 5 p.m. Monday through Friday and is available on call after normal work hours.

FINDING

The Animal Cruelty Unit is part of the Offender Apprehension Section, but has no responsibilities actually related to the apprehension of offenders.

Instead, its responsibilities are similar to the work currently performed by the city's Animal Protection and Control Unit, which is charged with protecting pets and people when animal problems arise, and which already responds to 311 calls concerning this issue. The Animal Protection and Control Unit is staffed by civilians.

RECOMMENDATION 5-11:

Reassign responsibility for animal cruelty calls to the city Health Department's Animal Protection and Control Unit.

The three staff members (two detectives and one civilian) currently assigned to APD's Animal Cruelty Unit should be reassigned to other investigative units. The city council should pass an ordinance providing Animal Cruelty staff the needed authority and access to properly investigate cases.

IMPLEMENTATION STEPS

1. The commander over the Animal Cruelty Unit meets with the manager over the city's Animal Protection and Control Unit to develop a plan for assigning the Animal Cruelty Unit's responsibilities to the Health Department.

2. Once the plan is developed, it is shared with the appropriate staff affected by the change.

3. The city council reviews the plan and passes an ordinance providing staff with adequate authority to access property to investigate animal cruelty cases.

4. A date is determined for reassigning responsibilities. On that date, the plan is implemented and the appropriate city documents are changed to reflect the shift in responsibilities.

FISCAL IMPACT

The fiscal impact of re-assigning the two detectives is approximately $217,016 annually ($76,468 average detective salary X 1.419 benefits rate X 2 positions).

Pawn Shop Unit

The Pawn Shop Unit investigates persons who frequently pawn items (50 to 100 items per week) in the area, as well as large-scale thefts. The unit also investigates "fencing" operations, which typically involve individuals (or groups of individuals) who accept stolen goods and sell them in their stores or from their homes. (This can also involve the sale of merchandise taken from stolen autos.) The unit also enters pawn shop and second-hand store tickets (receipts given to customers who leave merchandise for resale) into a database that can be used to identify crime trends and leads for further investigation.

The Pawn Shop Unit is managed by a sergeant and staffed by six detectives, including one detective on loan from the Auto Theft Interdiction Unit, and four civilians. Three of the four civilians are temporary employees. The unit works from 9 a.m. to 5 p.m. Monday through Friday, but may be required to work overtime as needed.

FINDING

As with Animal Cruelty, the Pawn Shop Unit is part of Offender Apprehension but has no responsibilities related to the apprehension of fugitives.

RECOMMENDATION 5-12:

Move the Pawn Shop Unit from Offender Apprehension to the Property Crimes Section.

This would better align the unit's responsibilities within the department by placing a property-related crime unit in the Property Crimes Section.

IMPLEMENTATION STEPS

1. The commanders over the two units meet with the sergeants over the units to develop a plan for moving the Pawn Shop Unit to the Property Crimes Section.

2. Once the plan is developed, it is shared with the appropriate staff affected by the change.

3. A date is determined for reassigning the Pawn Shop Unit. On that date, the plan is implemented and the department's organizational chart and other key documents (and systems, if necessary) are changed to reflect the move.

FISCAL IMPACT

This recommendation would have no direct fiscal impact.

Crisis Intervention Unit

The Crisis Intervention Unit follows up with persons patrol officers identify as potentially needing mental health intervention or assistance. In such cases, the unit sends a mental health officer to the scene to conduct a preliminary evaluation to determine whether the individual is having a mental health, medical or personal crisis. In the event of a mental health crisis, a mental health officer may forcibly take the individual, using a special emergency commitment process,

to a mental health facility for further evaluation. In such cases, APD cannot take the person to jail.

The Crisis Intervention Unit is supervised by a sergeant who works with six officers and one civilian. The unit works from 9 a.m. to 5 p.m. Monday through Friday but is available on call after normal working hours.

FINDING

APD has trained more than 200 patrol officers in crisis intervention techniques to help them handle calls involving individuals experiencing mental health crises. Consequently, there is some duplication of responsibility between the Crisis Intervention Unit and Patrol.

RECOMMENDATION 5-13:

Eliminate the Crisis Intervention Unit and assign its staff and responsibilities to the Patrol Bureau.

Since the unit's primary role is to support patrol officers who are *also* trained in crisis intervention, its staff should be reassigned to directly support the patrol function. This will help to ensure that there is adequate mental health staff available at all times.

IMPLEMENTATION STEPS

1. The commander over the Crisis Intervention Unit meets with the area commanders in the Patrol Bureau to develop a plan eliminating the Crisis Intervention Unit and reassigning staff to the Patrol Bureau.

2. Once the plan is developed, it is shared with the appropriate staff affected by the change.

3. A date is determined for reassigning staff and responsibilities. On that date, the plan is be implemented and the appropriate city documents and systems are changed to reflect the organizational change.

FISCAL IMPACT

The implementation of this recommendation would result in the savings (cost avoidance) of six police officers. At an annual average salary of $59,982 and a benefits rate of 41.9 percent, this would result in a savings of $510,687 annually ($59,982 salary X 1.419 benefits rate X 6 positions).

Alcohol Control Team; Abatement and Community Education Unit

The Alcohol Control Team (ACT) investigates violations of the state's alcoholic beverage laws. The team visits (or conducts undercover activities at) stores, bars and restaurants to make sure alcohol is not sold to people under the state's legal drinking age of 21. ACT also works with business owners and managers on developing strategies to prevent customers from driving while intoxicated after leaving their establishments.

The Abatement and Community Education (ACE) Unit is responsible for investigating complaints about businesses and residences violating city codes. If the unit confirms a city code is being violated because of drug, prostitution or gang activity, resulting in a public nuisance, the unit will intervene to stop the activity.

The ACT and ACE units are overseen by a sergeant who supervises four detectives and two police officers. The units work various hours depending on the need for undercover activities and the operating hours of the establishments under its responsibility.

FINDING

ACT and ACE are part of Fugitive Apprehension but have no responsibilities related to the apprehension of fugitives.

RECOMMENDATION 5-14:

Move the alcohol control and abatement responsibilities of the Alcohol Control Team and the Abatement and Community Education Unit to the Special Investigations Section of the Organized Crime Division.

Reassign the detectives to Special Investigations.

IMPLEMENTATION STEPS

1. The commanders over the units meet with the respective units to develop a plan to move the alcohol control and abatement responsibilities to the Special Investigations Section. The plan includes steps for moving staff as well.

2. Once the plan is developed, it is shared with the appropriate staff affected by the change.

3. A date is determined for reassigning staff and responsibilities. On that date, the plan is implemented and the appropriate department documents and systems are changed to reflect the organizational and responsibility changes.

FISCAL IMPACT

This recommendation would have no direct fiscal impact.

RECOMMENDATION 5-15:

Move the Alcohol Control Team and Abatement and Community Education outreach and community education responsibilities to the proposed Crime Prevention Education Unit recommended later in this chapter.

This would consolidate Austin Police Department's education outreach efforts into a single unit.

The civilian currently working in the unit should be reassigned to Crime Prevention Education. The police officers should be reassigned to patrol.

IMPLEMENTATION STEPS

1. The commanders over the units meet with the respective units to develop a plan to move the alcohol control and abatement community education responsibilities to Crime Prevention Education. The plan includes steps for moving staff as well.

2. Once the plan is developed, it is shared with the appropriate staff affected by the change.

3. A date is determined for reassigning staff and responsibilities. On that date, the plan is implemented and the appropriate department documents and systems changed to reflect the organizational and responsibility changes.

FISCAL IMPACT

This recommendation would have no direct fiscal impact. Reassigning officers to patrol might produce a savings or cost avoidance by reducing the need for additional hiring or overtime.

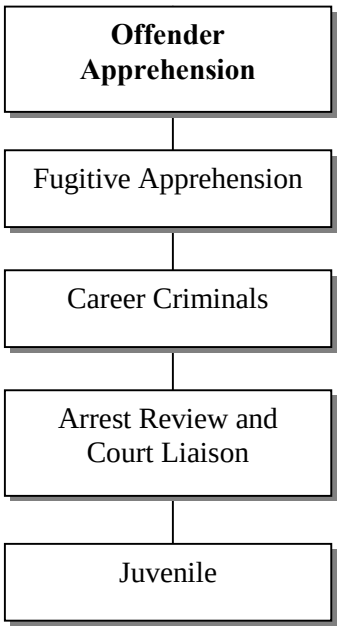
RECOMMENDATION 5-16:

Reconfigure the Offender Apprehension Section to include:

- **Fugitive Apprehension**
- **Career Criminals**
- **Arrest Review and Court Liaison**
- **Juvenile**

Exhibit 5-9 shows a proposed organizational structure for this section.

EXHIBIT 5-9
Proposed Organization
City of Austin Police Department
Offender Apprehension Section



Source: *MGT of America.*

IMPLEMENTATION STEPS

1. The commander(s) and sergeants over the units meet with the respective units to develop a plan to realign the Offender Apprehension Section. The plan includes steps for moving staff, as necessary.

2. Once the plan is developed, it is shared with the appropriate staff affected by the change.

3. A date is determined for reassigning staff and responsibilities. On that date, the plan is implemented and the appropriate department documents and systems changed to reflect the organizational and responsibility changes.

FISCAL IMPACT

This recommendation would have no direct fiscal impact. Again, however, reassigning staff to the patrol function could help reduce the city's need for additional hiring and overtime, resulting in savings or cost avoidance.

5.2.2 Property Crimes

The Property Crimes Section comprises:

- Arrest Review and Court Liaison
- Auto Theft Interdiction
- Financial Crimes and White Collar
- Juvenile
- Sex Offender Apprehension and Response

The section supports patrol officers in filing criminal charges; acts as a liaison among various law enforcement agencies; delivers subpoenas; investigates auto thefts and financial crimes; investigates cases involving juvenile runaways and missing persons; and monitors sex offenders.

Property Crimes is managed by a lieutenant who reports to the commander of the Property Crimes and Offender Apprehension Division. Each unit is supervised by a sergeant and supported by detectives and civilian staff members (**Exhibit 5-10**).

EXHIBIT 5-10
City of Austin Police Department
Property Crimes Section Staffing

Property Crimes	Sergeants	Detectives	Civilians	Total Staff
Arrest Review and Court Liaison	1	5	5	11
Auto Theft Interdiction	1	9	2	12
Financial and White Collar Crimes	1	8	1	10
Juvenile	1*	2	2	5
SOAR	0	3	1	4
Total	**4**	**27**	**11**	**42**

Source: *Austin Police Department, April 2007.*
* This sergeant also supervises the SOAR Unit.

Arrest Review and Court Liaison Unit

The Arrest Review and Court Liaison Unit provides guidance and support to patrol officers in filing criminal charges. The unit also supports APD's investigative units as well as Austin municipal court judges, Travis and Williamson counties' sheriff offices, district and county attorneys' offices and federal law enforcement agencies as needed, acting as a liaison in delivering subpoenas, arranging for officer court appearances and obtaining state's witness reports.

The unit is supervised by a sergeant and staffed by five detectives and five civilian employees. The unit works 6 a.m. to 4 p.m. Monday through Friday. Unit employees are available on call after normal working hours.

FINDING

Arrest Review and Court Liaison was created to help APD's investigative and patrol units and associated agencies work more closely together, to increase the efficiency of the criminal justice process. Its primary function is assisting investigators and patrol officers in the arrest and booking process and helps ensure the prompt return of patrol officers to the field. Although the unit could not provide information on percentage of time spent between investigative units and patrol, staff stated that much of their time was spent assisting investigative units.

COMMENDATION

APD and the city of Austin should be commended for establishing the Arrest Review and Court Liaison Unit to improve coordination between the department and other criminal justice agencies by facilitating information sharing, document processing and staff interactions.

RECOMMENDATION 5-17:

Move Arrest Review and Court Liaison to the Offender Apprehension Section.

This move would help strengthen the relationship between the investigative units and the Offender Apprehension Section through closer coordination since the investigative units are the major recipients of the unit's services.

IMPLEMENTATION STEPS

1. The commanders over the unit meet with staff to develop a plan to move Arrest Review and Court Liaison to the Offender Apprehension Section. The plan includes steps for moving staff as well.

2. Once the plan is developed, it is shared with the appropriate staff affected by the change.

3. A date is determined for reassigning staff and responsibilities. On that date, the plan is implemented and the appropriate department documents and systems changed to reflect the organizational and responsibility changes.

FISCAL IMPACT

This recommendation would have no direct fiscal impact.

Auto Theft Interdiction Unit

The Auto Theft Interdiction Unit is responsible for a wide range of activities, including the analysis of auto theft crime information; investigating commercial vehicle thefts; conducting auto theft investigations; "hot spot" saturation activities that include placing "bait" vehicles in high-crime areas to catch auto thieves; salvage yard inspections; and educating the public on auto theft prevention techniques and strategies.

The unit is managed by a sergeant and staffed by nine detectives, one of whom is on loan to the Pawn Shop Unit, and two civilians. The unit typically works 8 a.m. to 4 p.m. Monday through Friday but adjusts its schedules as needed to support undercover and "sting" activities.

FINDING

Auto Theft Interdiction is responsible for educating the public on auto theft prevention techniques and strategies; as such, it is one of several units with similar public education responsibilities.

The unit does not routinely collect workload information that could be used to determine appropriate staffing levels.

MGT's interviews with investigative staff indicated that the auto theft investigative function previously was decentralized and assigned to the area commands, except for the investigation of thefts of commercial vehicles (such as construction tractors, front-end loaders and forklifts) and organized commercial theft operations such as "chop shops." Due to continued difficulties with the entry of accurate and timely information in APD's investigations database, the department

centralized the function within Auto Theft Interdiction. MGT believes, however, that the data entry problems resulted from poor training and did not require an organizational change.

RECOMMENDATION 5-18:

Move the Auto Theft Interdiction Unit's public education function to the proposed Crime Prevention Education Unit recommended later in this chapter.

The Crime Prevention Education Unit should be the focal point for all APD public education efforts, including those related to combating auto theft.

IMPLEMENTATION STEPS

1. The commanders over the units meet with the respective units to develop a plan for moving the public education function of the Auto Theft Interdiction Unit to the recommended Crime Prevention Education Unit. The plan includes steps for moving staff as well.

2. Once the plan is developed, it is shared with the appropriate staff affected by the change.

3. A date is determined for reassigning staff and responsibilities. On that date, the plan is implemented and the appropriate department documents and systems are changed to reflect the organizational and responsibility changes.

FISCAL IMPACT

This recommendation would have no direct fiscal impact.

RECOMMENDATION 5-19:

Refocus the mission of the Auto Theft Interdiction Unit to investigating commercial vehicle thefts. Return responsibility for investigations of automobile thefts to the area commands and provide additional training if necessary.

Auto thefts usually are local, isolated occurrences rather than part of an organized criminal endeavor; such crimes should be the responsibility of the area command detectives. The vast majority of auto theft crime reports require only a clerical entry into the appropriate database. Area command staff should be given data entry training if necessary to help ensure the accuracy of information entered into the system.

The Auto Theft Interdiction Unit should continue to oversee the use of the "bait" vehicles and work with area commands to coordinate their use and placement.

IMPLEMENTATION STEPS

1. The commander over the Auto Theft Interdiction Unit meets with the area commanders in the Patrol Bureau to develop a plan to reassign staff and responsibilities for auto theft crimes back to the area commands.

2. Once the plan is developed, it is shared with the appropriate staff affected by the change.

3. A date is determined for reassigning staff and responsibilities. On that date, the plan is implemented and the appropriate department and city documents and systems are changed to reflect the organizational change.

FISCAL IMPACT

This recommendation would have no direct fiscal impact.

Financial Crimes and White Collar Crimes Unit

The Financial Crimes and White Collar Crimes Unit is responsible for investigating forgery, credit card fraud, counterfeit currency, identity theft tampering with official records and complex or high-dollar financial crimes, typically concerning amounts of more than $50,000.

The unit **is** managed by a sergeant and staffed by eight detectives and a civilian administrative assistant.

FINDING

MGT's interviews with central and area detectives revealed that the lines of responsibility for investigating financial crimes investigations are poorly drawn; that is, detectives often could not explain why some cases are handled by Financial Crimes and White Collar Crimes and others are assigned to the area commands. It appears, however, that the area commands tend to handle financial crimes involving relatively small amounts of money, while Financial Crimes and White Collar Crimes investigate high-dollar offenses.

RECOMMENDATION 5-20:

Assign responsibility for investigating *all* financial crimes to the Financial Crimes and White Collar Crimes Unit.

The current division of responsibility for these crimes appears to be based on an artificial and subjective judgment based on the dollar amounts involved. The investigative tasks involved in this function, however, are specialized and are the same regardless of the amount of the loss. In addition, the total dollar amount of many financial crimes is not fully known at the time they are discovered.

As noted earlier in this chapter, this unit would be expanded with the inclusion of the Computer Forensics and High Tech Crime units from Violent Crimes II.

Based on the bureau-wide workload study recommended later in this chapter, this unit could require additional staff to handle the workload but that was not clear because of the lack of workload data at the time of this study.

IMPLEMENTATION STEPS

1. The commander over the Financial Crimes and White Collar Crimes Units meet with the area commanders in the Patrol Bureau to develop a plan to assign responsibility for investigating all financial crimes to the Financial Crimes and White Collar Crimes Unit.

2. Once the plan is developed, it is shared with the appropriate staff affected by the change.

3. A date is determined for reassigning staff and responsibilities. On that date, the plan is implemented and the appropriate department documents and systems are changed to reflect the responsibility change.

FISCAL IMPACT

This recommendation would have no direct fiscal impact.

Juvenile Unit

The Juvenile Unit investigates cases involving juvenile runaways and missing persons as well as crimes committed by juveniles. Its staff enters information about missing persons into the National Crime Information Center/Texas Crime Information Center, which are centralized databases used to help find missing persons.

The unit is supervised by the sergeant who also supervises the SOAR Unit (see below), and staffed by two detectives and two civilians. (One of the civilian positions was vacant at the time of MGT's review.) The Juvenile Unit does not collect workload data.

Sex Offender Apprehension and Response Unit (SOAR)

The Sex Offender Apprehension and Response Unit, or SOAR, is responsible for monitoring sex offenders in the community; overseeing sex offender registration; and managing the department's sex offender database. Staff assigned to this unit visit offenders' homes and workplaces on a regular basis (monthly, biannually or yearly) to help ensure compliance with their release requirements. The unit also conducts random checks.

SOAR is supervised by the sergeant who also supervises the Juvenile Unit, and staffed by three detectives and one civilian.

FINDING

SOAR has two distinctive responsibilities: overseeing sex offender registration and monitoring sex offenders in the community. Two other APD units have similar responsibilities: Fugitive Apprehension monitors felons in the community, while Sex Crimes investigates sexual assaults and related crimes.

RECOMMENDATION 5-21:

Eliminate the Sexual Offender Apprehension and Response Unit. Transfer its sex offender registration responsibilities to the Sex Crimes Unit and its sex offender monitoring function to the Fugitive Apprehension Unit.

This would consolidate similar functions in existing units with similar missions and eliminate the need for a supervisor over the Sexual Offender Apprehension and Response and Juvenile units. This would require close coordination among the units in cases where sex offenders do not register to help ensure those offenders are appropriately accounted for.

IMPLEMENTATION STEPS

1. The commanders over the units meet with the respective units to develop a plan to eliminate the Sexual Offender Apprehension and Response Unit and transfer its offender registration responsibilities to the Sex Crimes Unit and its offender monitoring functions to the Fugitive Apprehension Unit, including steps for moving staff as necessary. The plan includes procedures and processes to ensure close coordination among the units to ensure appropriate oversight of sex offenders.

2. Once the plan is developed, it is shared with the appropriate staff affected by the change.

3. A date is determined for reassigning staff and responsibilities. On that date, the plan is implemented and the appropriate department documents and systems are changed to reflect the organizational and responsibility changes.

FISCAL IMPACT

Elimination of the supervisor position would result in a savings (or cost avoidance) of approximately $122,806 annually (average salary for a sergeant position $86,544 X benefits rate of 1.419).

FINDING

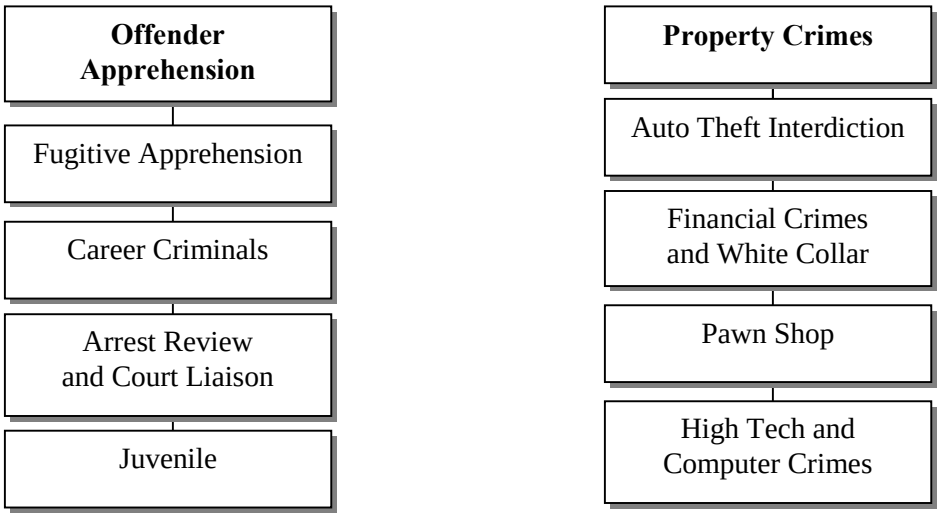
As noted repeatedly above, the Property Crimes and Offender Apprehension Division contain units that have no responsibilities specifically related to property crimes or offender apprehension. The division could be reconfigured to more accurately reflect its mission.

RECOMMENDATION 5-22:

Reconfigure the Property Crimes and Offender Apprehension Division into two separate divisions, including only those units that support their missions.

The division should be reconfigured as shown in **Exhibit 5-11**, which reflects the various organizational recommendations made above.

EXHIBIT 5-11
City of Austin Police Department
Proposed Organizational Structure
Property Crimes and Offender Apprehension Divisions



Source: *MGT of America, August 2007.*

This organizational scheme would separate the division into two separate divisions, Property Crimes and Offender Apprehension.

IMPLEMENTATION STEPS

1. The commanders over the units meet with the respective units to develop a plan for reorganizing the divisions according to the following:
   - SOAR becomes part of the Sex Crimes Unit in the Violent Crimes Division.
   - The investigative responsibilities of the Alcohol Control Team and the Abatement and Education Unit are shifted to the Special Investigations Section of the Organized Crime Division.
   - The Patrol Division absorbs Crisis Intervention's responsibilities. Their educational and outreach responsibilities, along with those of Auto Theft Interdiction, transfer to a new Crime Prevention Education Unit.

- Auto Theft Interdiction retains responsibility for organized, commercial auto theft investigations; area command detectives conduct all routine investigations of auto theft.

2. Once the plan is developed, it is shared with the appropriate staff affected by the change.

3. A date is determined for reassigning staff and responsibilities. On that date, the plan is implemented and the appropriate department documents and systems are changed to reflect the organizational and responsibility changes.

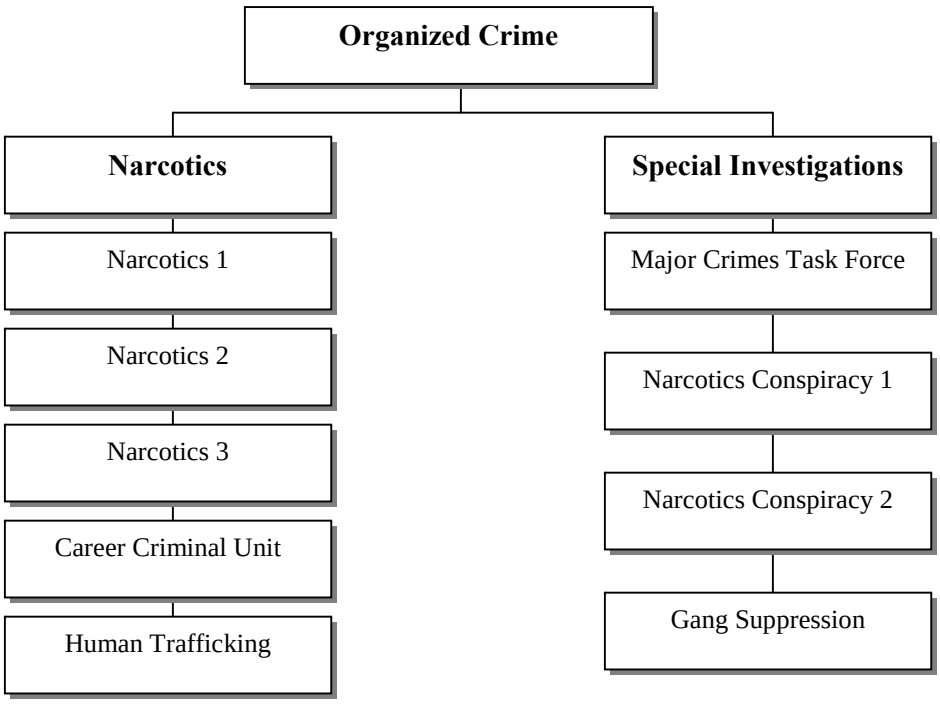
FISCAL IMPACT

This recommendation would have no direct fiscal impact.

5.3 Organized Crime Division

The Organized Crime Division is divided into two key areas, Narcotics and Special Investigations (**Exhibit 5-12**).

EXHIBIT 5-12
City of Austin Police Department
Organized Crime Division
Organizational Structure



Source: *Austin Police Department, April 2007.*

5.3.1 Narcotics Section

The Narcotics Section contains the following units:

- Narcotics 1
- Narcotics 2
- Narcotics 3
- Career Criminal Unit (Blue and Red Teams)
- Human Trafficking

The section's primary responsibilities are to investigate and file charges on mid-level narcotics dealers and shut down their operations; track and arrest felony parolees and probationers with outstanding warrants; assist with long-term investigations involving human trafficking; and work closely with state and federal authorities in investigating firearms cases within the city of Austin.

The section is supervised by a lieutenant who reports to the division commander. Its units are managed by sergeants and staffed by detectives, police officers and civilians (**Exhibit 5-13**).

EXHIBIT 5-13
City of Austin Police Department
Narcotics Section Staffing

Narcotics	Sergeants	Detectives	Police Officers	Civilians	Total Staff
Narcotics 1	1	7	0	0	8
Narcotics 2	1	7	0	0	8
Narcotics 3	1	7	0	0	8
Career Criminal Unit Blue/Firearms Review	1*	3**	6	0	10
Career Criminal Unit Red/ Human Trafficking	1***	4****	6*****	1	12
Total	**5**	**28**	**12**	**1**	**46**

Source: *Austin Police Department, April 2007.*
* This sergeant supervises both the Career Criminal Blue Unit and the Firearms Review Unit.
**One detective is assigned to the Career Criminal Blue Unit; two detectives are assigned to the Firearms Review Unit.
***This sergeant supervises both the Career Criminal Red Unit and the Human Trafficking Unit.
****Three detectives are assigned to the Human Trafficking Unit; one detective is assigned to the Career Criminal Red Unit. At the time of the review, one detective in Human Trafficking was on leave without pay.
*****All six police officers are assigned to the Career Criminal Red Unit.

Narcotics Units (1, 2 & 3)

APD's three Narcotics units investigate and file charges on mid-level narcotics dealers and shut down their operations, including locations where drugs are manufactured, stored or sold. The units closely coordinate their activities with state and federal law enforcement agencies.

The units concentrate their efforts on drug interdiction efforts on the highways and at hotels and motels. Section managers said a large number of drug dealers who transport and distribute drugs in the Austin area travel on I-35, and hotels and motels along the corridor serve as convenient locations for sale and distribution.

The three Narcotics units each are managed by a sergeant and staffed by seven detectives. One unit is located in midtown, one unit is on the East side and the third is based at the southern end of the city. Each coordinates its efforts with the area command in its part of town.

The units work from 10 a.m. to 6 p.m. Monday through Friday and are available after hours as needed.

FINDING

The Narcotics work schedule requires detectives to work overtime whenever they are called out to investigate a crime at night or on the weekend. In addition, MGT found areas of overlapping effort and inadequate coordination between Narcotics and the area command Response Teams, which will be discussed further in Chapter 4.

RECOMMENDATION 5-23:

Work hours for the three Narcotics units should be coordinated to ensure that they provide coverage for their operations without excessive use of overtime by changing the shift structure.

IMPLEMENTATION STEPS

1. The commander and the three units' sergeants meet to discuss how they will adjust the units' shift structure to provide greater coverage while helping reduce the need for overtime.

2. A date is established for making the shift changes and the impending change explained to staff.

3. On that date, the changes are implemented.

FISCAL IMPACT

The fiscal impact of this recommendation cannot be determined at this time. It is likely, however, that a change in the Narcotics units' working hours could reduce APD's overtime costs.

Career Criminal Unit

The Career Criminal Unit is composed of two teams, Blue and Red, each managed by a sergeant and supported by two detectives and six police officers. The police officers are responsible for tracking down and arresting felony parolees and probationers who have arrest warrants out for them or who have fled and are hiding. The detectives provide the police officers with direction and support in their use of informants and other methods to locate felons.

The unit works from 10 a.m. to 6 p.m. Monday through Friday and is available on call after hours.

FINDING

The Career Criminal Unit's mission of tracking down and arresting parolees and probationers with arrest warrants is quite similar to the mission of the Fugitive Apprehension Unit.

The Career Criminal Unit (Blue and Red teams) has 22 employees, including two sergeants, seven detectives, 12 police officers and one civilian. The Fugitive Apprehension Unit has 11 employees, including one sergeant, six police officers and four civilians. In other words, APD dedicates 33 employees to tracking down and arresting felons. Furthermore, detectives assigned to SOAR are involved in similar apprehension and oversight functions. In the absence of workload information for any of the units involved, MGT cannot determine whether this staffing level is appropriate.

RECOMMENDATION 5-24:

Since the responsibilities of the Career Criminal and Fugitive Apprehension units are similar, they should be placed in the proposed Offender Apprehension Division to facilitate coordination and information sharing.

This should improve the efficiency and effectiveness of both units' efforts. In addition, these units work daytime shifts and must be called out to investigate crimes after normal working hours, requiring the city to pay overtime. The units' work hours/shift structure should be changed to provide broader coverage for the city and reduce the need for overtime.

IMPLEMENTATION STEPS

1. The commanders over the Career Criminal and Fugitive Apprehension units meet to develop a plan to put the units' responsibilities in the Offender Apprehension Division, and they share the plan with the appropriate staff affected by the change.

2. A date is determined for implementing the plan. On that date, the plan is implemented and the appropriate department documents and systems are changed to reflect the organizational and responsibility changes.

FISCAL IMPACT

This recommendation would have no direct fiscal impact.

Firearms Review Unit

The Firearms Review Unit works with federal Alcohol, Tobacco and Firearms (ATF) agents to investigate cases involving firearms within the city of Austin. The unit also assists the U.S. Attorney in gathering information and filing charges related to felony cases.

The unit is supervised by a sergeant who also oversees the work of the Career Criminal Blue team, and staffed by two detectives.

The Firearms Review Unit works from 10 a.m. to 6 p.m. Monday through Friday and is available on call after hours.

FINDING

MGT's interviews with a number of APD detectives and supervisors found little support for a stand-alone Firearms Review Unit. Several detectives suggested that the unit could be eliminated and its detectives assigned to other investigative units to perform other jobs, while still reviewing cases involving firearms. This would simply require an in-service training element to bring all detectives up to date with their duties.

RECOMMENDATION 5-25:

Eliminate the Firearms Review Unit and assign its staff to other investigative units. The reassigned officers should continue to work with and advise investigations of cases involving firearms.

IMPLEMENTATION STEPS

1. The assistant chief over the Investigations Bureau, working with the appropriate commanders, eliminate the Firearms Review Unit and develop a plan to assign staff to other investigative units.

2. The assistant chief over the Investigations Bureau, working with the division commanders, ensures that staff from the Firearms Review Unit continues to assist other units as needed but also support investigations when not assisting with firearms related cases.

3. Once the plan is developed, it is shared with the appropriate staff affected by the change.

4. A date is determined for reassigning staff and responsibilities. On that date, the plan is implemented and the appropriate department documents and systems changed to reflect the organizational and responsibility changes.

FISCAL IMPACT

Implementing this recommendation would result in a cost savings (or cost avoidance) of $217,016 annually ($76,468 average annual salary for a detective X 1.419 benefits rate X 2 positions).

Human Trafficking Unit

The Human Trafficking Unit assists with long-term investigations involving victims of criminal activity such as compelling prostitution; smuggling people across international borders into the U.S. through Texas; and other forms of human trafficking. In this capacity, the unit serves as a liaison with state and federal law enforcement agencies as well as various nongovernmental advocacy organizations.

The unit is managed by the sergeant who also supervises the Career Criminal Red Team, and staffed by three detectives and a civilian liaison. (One detective position was vacant at the time of MGT's review.)

The unit works from 10 a.m. to 6 p.m. Monday through Friday and is available on call after hours.

FINDING

As with the Firearms Review Unit, MGT's interviews with investigative personnel found little support for a separate Human Trafficking Unit. Several detectives suggested that the unit be eliminated and its responsibilities assigned to the Special Investigations Section, which conducts other long-term investigations of criminal activity.

RECOMMENDATION 5-26:

Eliminate the Human Trafficking Unit and assign its responsibilities to the Special Investigations Section.

The unit's staff should be reassigned to other investigative units and its responsibility for investigating human trafficking be assigned to the Major Crimes Task Force within Special Investigations.

IMPLEMENTATION STEPS

1. The assistant chief over the Investigations Bureau eliminates the Human Trafficking Unit and, working with the appropriate commanders, develops a plan to assign staff to other investigative units.

2. The assistant chief over the Investigations Bureau ensures that the responsibilities (and some staff, if necessary) are given to the Special Investigations Section.

3. Once the plan is developed, it is shared with the appropriate staff affected by the change.

4. A date is determined for reassigning staff and responsibilities. On that date, the plan is implemented and the appropriate department documents and systems are changed to reflect the organizational and responsibility changes.

FISCAL IMPACT

Implementation of this recommendation would provide APD with a savings (or cost avoidance) of $1,067,525 annually as calculated below:

1 sergeant position (average salary $86,544 (X 1.419 benefits rate)	$122,806
4 detective positions (average salary $76,468 X 1.419 benefits rate X 4)	$434,032
6 officer positions (average salary $59,982 X 1.419 benefits rate X 6)	$510,687
Total	$1,067,525

5.3.2 Special Investigations Section

The Special Investigations Section includes the following units:

- Major Crimes Task Force
- NARCS Conspiracy 1
- NARCS Conspiracy 2
- Gang Suppression

The Special Investigations Section pursues long-term investigations into violent and organized crime, criminal gang activity and narcotics conspiracy cases. The section also maintains a gang tracking system.

The section is managed by a lieutenant who reports to the division commander. The section's units are managed by sergeants and staffed by detectives and police officers (**Exhibit 5-14**).

EXHIBIT 5-14
City of Austin Police Department
Special Investigations Section Staffing

Special Investigations	Sergeants	Detectives	Police Officers	Civilians	Total Staff
Major Crimes Task Force	1	5	1	2	9
Narcotics Conspiracy 1	1	7	0	0	8
Narcotics Conspiracy 2	1	9	0	0	10
Gang Suppression	1	10	0	0	11
Total	**4**	**31**	**1**	**2**	**38**

Source: *Austin Police Department, April 2007.*

Major Crimes Task Force

The Major Crimes Task Force was created to assist with long-term investigations (ranging from three months to several years) involving violent and organized crimes by criminal street gangs and prison gang members. The unit works closely with the Gang Suppression Unit as well as with federal and state law enforcement agencies, and coordinates its activities with local federal prosecutors.

The task force is responsible for investigating criminal conspiracies such as narcotics trafficking, murder and the sale of illegal weapons, and working with the appropriate agencies to arrest and prosecute the perpetrators. One detective in the unit investigates graffiti incidents. Task force members conduct covert surveillance, work with informants and execute search warrants.

The Major Crimes Task Force is managed by a sergeant and staffed by five detectives, one police officer and two civilian employees. (One detective position was vacant at the time of MGT's review.)

The Major Crimes Task Force works from 10 a.m. to 6 p.m. Monday through Friday and is available on call after hours.

FINDING

Many of the Major Crimes Task Force's responsibilities overlap with those of other investigative units. For example, the task force investigates crimes suspected of being committed by parolees and gangs, which dovetails with the work of the Fugitive Apprehension and Gang Suppression units. It is also responsible for investigating criminal conspiracies such as narcotics trafficking, human trafficking and murder, functions also performed by the Homicide and Narcotics Conspiracy units.

RECOMMENDATION 5-27:

Merge the Major Crimes Task Force with the Gang Suppression Unit.

Both units investigate violent and organized crimes committed by street and prison gangs, and both often coordinate their activities with the Federal Bureau of Investigation, Alcohol, Tobacco, and Firearms and Drug Enforcement Administration. Merging the units would further enhance coordination, allow for more efficient use of staff, and may result in reduced overtime costs.

While there was some discussion that this unit has various funds from sources outside the city's funding, these funding streams could be maintained as long as they are used for the same purposes as before.

IMPLEMENTATION STEPS

1. The assistant chief over the Investigations Bureau works with the appropriate commanders to merge the Major Crimes Task Force with the Gang Suppression Unit and develops a plan to reassign staff to other investigative units, if necessary.

2. Once the plan is developed, it is shared with the appropriate staff affected by the change.

3. A date is determined for reassigning staff and responsibilities. On that date, the plan is implemented and the appropriate department documents and systems are changed to reflect the organizational and responsibility changes.

4. The commander over the newly configured unit, working with the lieutenants, ensures that staff from the Major Crimes Task Force is appropriately integrated into the Gang Suppression Unit (or reassigned to other investigative units, if appropriate).

FISCAL IMPACT

The fiscal implications of this recommendation cannot be estimated at this time but it could result in a reduction of overtime costs.

Narcotics Conspiracy Units (1 & 2)

The two Narcotics Conspiracy units investigate high-level, long-term narcotics conspiracy cases, which typically involve "crime families" or criminal organizations that are hierarchical in nature. A typical conspiracy case generally involves 20 or more area residents who distribute large amounts of cocaine, heroin or other illicit drugs in the Austin area. These cases often are coordinated with the FBI, DEA and IRS due to out-of-state, and often out-of-country, connections. Unit detectives often use covert methods to monitor and infiltrate criminal organizations under investigation.

Narcotics conspiracy investigations enable the police department to get at the leaders of criminal organizations who no longer personally handle drug transactions (i.e., narcotics investigations conducted by the three Narcotics Units) and would otherwise be too well insulated by associates operating on the lower levels of the organization.

Each unit is supervised by a sergeant and is assisted by seven detectives in one unit (NARCS Conspiracy 1) and nine in the other (NARCS Conspiracy 2).

Both units work from 10 a.m. to 6 p.m. Monday through Friday, but may work other hours depending on the demand of the cases being worked.

One member of the unit is a full-time prescription drug fraud investigator. Prescription drug fraud usually involves "doctor shopping," or finding a doctor who will prescribe narcotics, which is one of the more common ways used to obtain drugs illegally. The fraud investigator works closely with area doctors, hospitals and pharmacies to identify and arrest individuals who obtain medical prescriptions fraudulently.

The units also include a Covert Technology subunit, which is responsible for purchasing, handling and maintaining equipment used in covert operations.

The units include an Asset Forfeiture subunit that coordinates and manages all assets seized in covert operations. This involves working with state and federal authorities to collect and take responsibility for seized currency, and working with the IRS to research and pursue criminal charges when hidden drug proceeds are discovered.

Gang Suppression Unit

The Gang Suppression Unit is responsible for long-term conspiracy investigations into the illegal activities of street, prison and outlaw motorcycle gangs. The investigations frequently focus on illegal narcotics and weapons trafficking and often involve coordination with state and federal law enforcement.

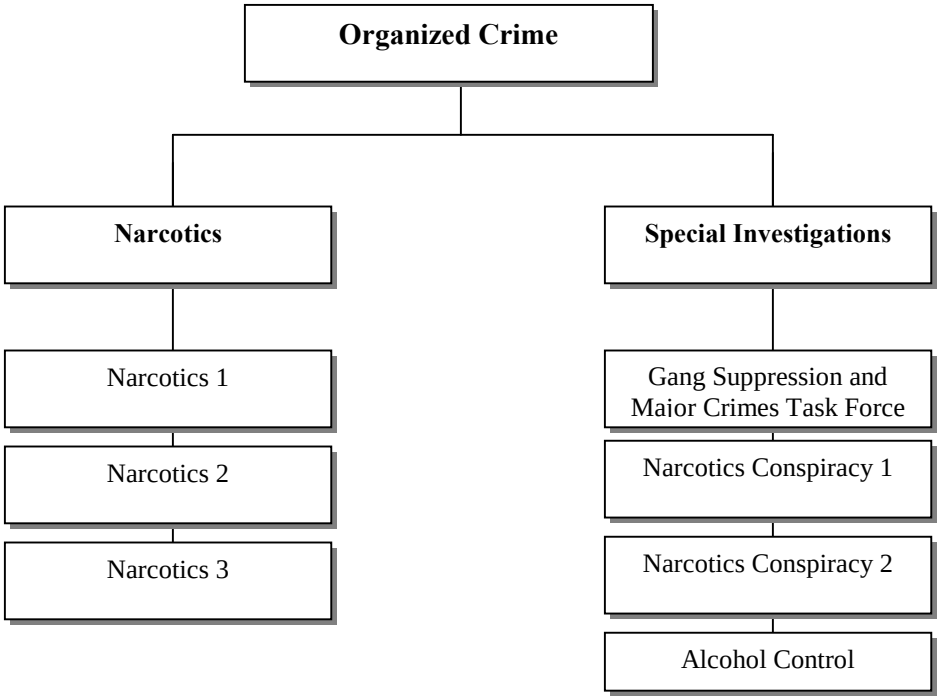
Two unit members are assigned to work with the Austin Independent School District (AISD) Police Department and the Travis County Sheriff's Office to address youth-gang problems in the schools. The detectives, as part of the Joint Juvenile Gang Unit, conduct two to three seminars and educational presentations each month for the faculty and staff of AISD and surrounding school districts, to help them identify "at-risk" students who may be susceptible to joining gangs. They also work with parents, educators and other community members to help turn young people away from gang involvement.

The unit is managed by a sergeant and staffed by ten detectives. (One detective position was vacant at the time of MGT's review.)

The unit works from 10 a.m. to 6 p.m. and is available on call after normal working hours.

Exhibit 5-15 provides a proposed organizational structure for the Organized Crime Division, incorporating all the changes recommended in this chapter.

EXHIBIT 5-15
Organized Crime Division
City of Austin Police Department
Proposed Organizational Structure



Source: *MGT of America, August 2007.*

FISCAL IMPACT

This recommendation would have no direct fiscal impact.

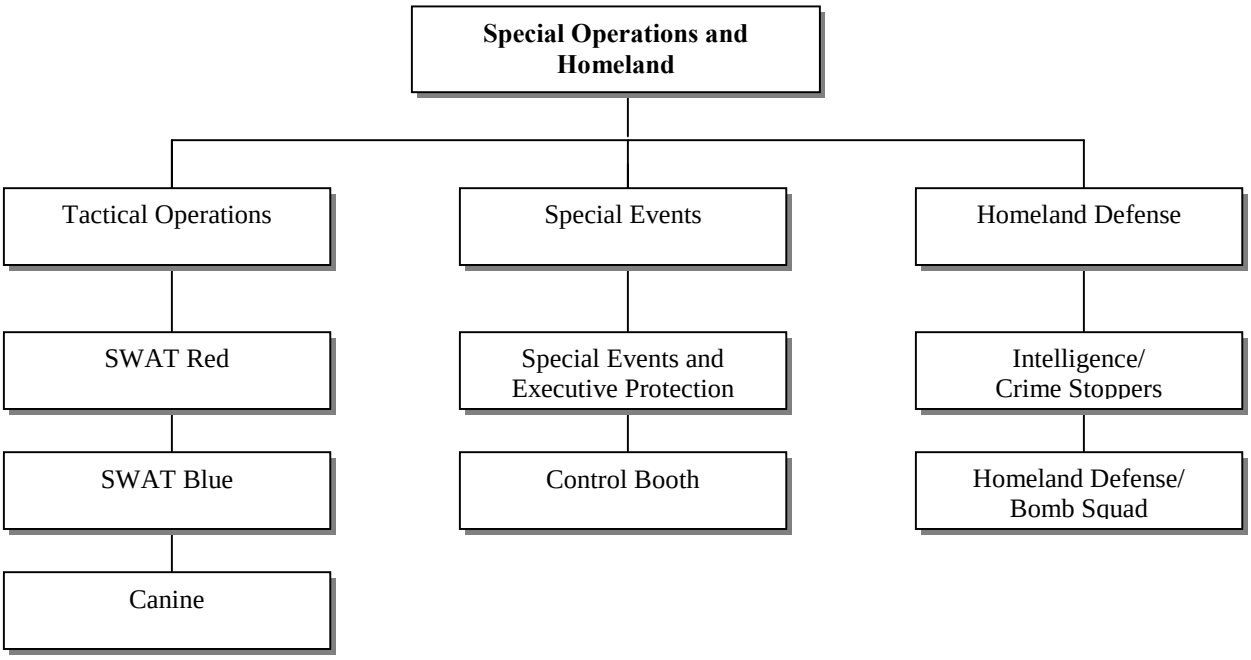
5.4 Special Operations and Homeland Division

The Special Operations and Homeland Division provide specialized and tactical support to other APD units and outside agencies, and coordinate the department's response to emergencies and unusual situations. The division's officers are specially trained and equipped to provide effective responses to situations outside the scope of normal police operations, such as terrorist threats.

The division also serves as APD's lead in planning and coordinating responses to disasters, emergencies, special events and all other issues involving homeland defense and antiterrorism. In this capacity, the division commander is on call 24/7 and serves as the overall incident commander for all operations involving APD's Special Weapons and Tactics (SWAT) Unit. When necessary, the commander serves as APD's representative when multiple law enforcement agencies work together on large-scale disasters, emergencies and significant special events.

The Special Operations and Homeland Division contain three sections: Tactical Operations, Special Events and Homeland Defense (**Exhibit 5-16**).

EXHIBIT 5-16
City of Austin Police Department
Special Operations and Homeland Division
Organizational Structure



Source: *Austin Police Department, April 2007.*

5.4.1 Tactical Operations Section

The Tactical Operations Section comprises the following units:

- SWAT Red
- SWAT Blue
- Canine

The section provides coordinated responses to emergencies and unusual situations, or other situations that fall outside APD's normal operations. These could include situations such as hostage taking; bomb threats; the use of dogs to search for suspects; and security at large-scale events such as state visits, protests and parades.

Tactical Operations is managed by a lieutenant who reports to the division commander. The section's units are managed by sergeants and staffed by police officers (**Exhibit 5-17**).

EXHIBIT 5-17
City of Austin Police Department
Tactical Operations Section Staffing

Tactical Operations	Sergeants	Corporals	Police Officers	Total Staff
SWAT Red	1	1	7	9
SWAT Blue	1	1	7	9
Canine	1	0	7	8
Total	**3**	**2**	**21**	**26**

Source: *Austin Police Department, April 2007.*

SWAT Units

APD's Special Weapons and Tactics teams respond to and resolve hostage situations; intervene when a suicidal individual, felon or shooter is barricaded in a room, house or building and will not come out; and serve warrants in high-risk situations involving the risk of extreme danger. SWAT teams respond to critical situations that lie beyond the conventional responsibilities of investigators and patrol officers.

The two SWAT teams, the Red and Blue teams, are each managed by a sergeant and staffed by a corporal and seven police officers. These teams can be supported by a reserve unit, the Gold Team, made up of volunteer officers who train with full-time SWAT members. The Gold Team is used to supplement the Red and Blue teams on manpower-intensive operations such as security at large public events. Gold Team members also stand in for full-time SWAT team members who are off duty due to training or personal leave.

Both full-time SWAT teams work from 7 a.m. to 5 p.m. Monday through Friday and are available on call after normal work hours.

FINDING

It is highly unusual for a city of Austin's size to have two full-time SWAT teams as well as a third volunteer team. Many city police departments do not maintain full-time SWAT units; instead, they train their officers in SWAT techniques during their normal work schedules, and rely on them to perform these duties as needed.

In addition, MGT's interviews indicated that APD's SWAT members train for 64 hours each month. Most full-time police SWAT units train 40 hours per month while part-time police SWAT units train for 16 hours a month, which is markedly less than Austin's Police Department. The National Tactical Officers Association recommends 16 hours of training a month for part-time units and 40 hours a month for full-time units.

The SWAT teams do not collect the sort of workload information that would be needed to gauge the appropriateness of their staffing levels.

RECOMMENDATION 5-28:

Conduct a workload study of the Special Weapons and Tactics function to determine whether the Austin Police Department can eliminate one of its full-time Special Weapons and Tactics teams and reassign its officers to other units in the department.

In addition, the Austin Police Department should consider reducing its Special Weapons and Tactics training to 40 hours a month for the full-time team, which is more in line with industry standards. All Special Weapons and Tactics officers should train during normal work hours to help reduce overtime costs.

IMPLEMENTATION STEPS

1. The assistant chief over the Investigations Bureau discusses with the commander over the Special Operations and Homeland Division how they would conduct the workload study of the three SWAT teams (i.e., Blue, Red and Gold).

2. Based on that discussion, they develop a plan for conducting the workload study and share the plan with the sergeants over the SWAT teams and get their input.

3. The managers modify the plan based on feedback from the sergeants.

4. The plan also includes a cost-benefit analysis to help the department determine if it really needs two standing SWAT teams, plus a third volunteer team.

5. The commander of the division, working with appropriate staff under his command, conducts the workload study.

6. Based on the results of the workload study, the commander makes recommendations to the assistant chief over the Investigations Bureau.

7. The assistant chief shares the results of the study with the chief of police and the department takes the appropriate action based on the chief's decision.

FISCAL IMPACT

The implementation of this recommendation could result in a savings (or cost avoidance) of approximately $828,230 annually as calculated below:

1 sergeant position (average salary $86,544 (X 1.419 benefits rate)	$122,806
1 corporal position (average salary $77,254 X 1.419 benefits rate)	$109,623
7 officer positions (average salary $59,982 X 1.419 benefits rate X 7)	$595,801
Total	$828,230

Canine Unit

The Canine Unit is charged with using police service dogs to conduct searches for criminal and potentially dangerous suspects, thereby helping officers avoid vulnerable situations and reducing the potential for physical confrontations. The unit also searches for evidence and lost or missing persons. Canine officers are trained to aid patrol officers as well as SWAT units and outside law enforcement agencies.

The Canine Unit also participates in public education activities and training for the APD police academy as well as outside departments, when approved by the unit's sergeant.

Canine officers work from 8 p.m. to 6 a.m. seven nights a week. The unit is divided into two teams that work opposing schedules on a rotating basis, to ensure that the unit can support patrols seven nights a week. (The sergeant is on call at all times and works a combined night and day schedule, monitoring the canine officers, providing training and performing administrative duties.) In addition, the canine officers are on call on a rotating basis during the day to support the department during daytime hours.

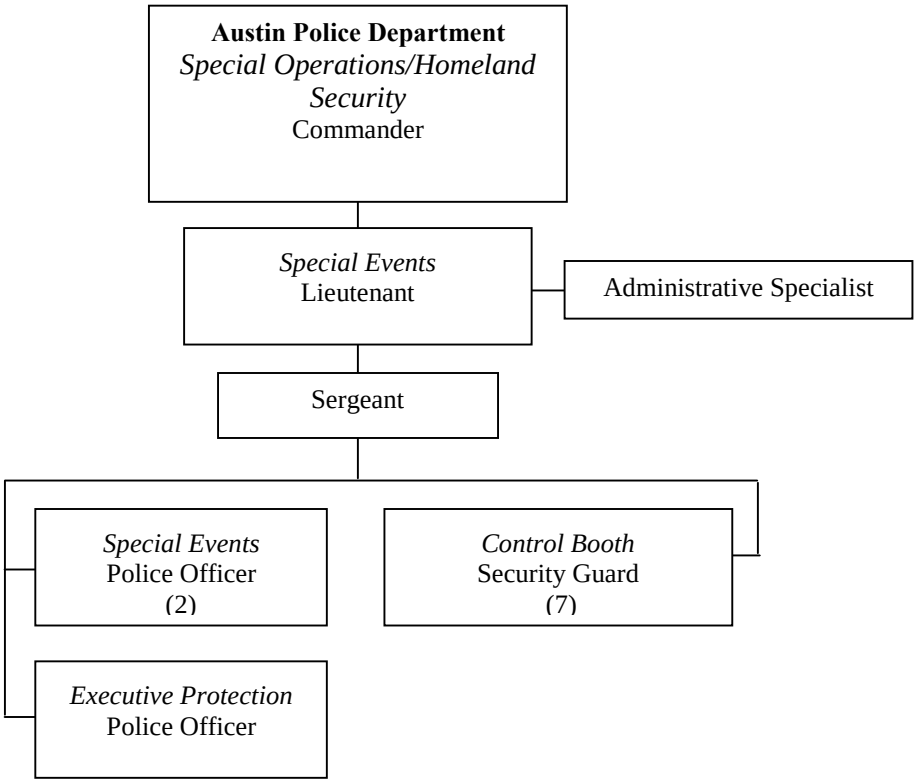
5.4.2 Special Events Section

APD's Special Events Unit is managed by the Special Operations Command. The unit originally was part of the Centralized Motors Unit and became independent in 1998. Its mission has grown with the city, and now includes planning and coordination for parades, political marches, fun runs, street festival roadway closures and highway construction safety and patrol, as well as private security work.

Austin is a major venue for a wide range of special events, including the South by Southwest music and film conferences and festivals; University of Texas football and other sporting events; the Austin City Limits Music festival; and a number of corporate-sponsored marathons and half-marathons. As the state's capital, the city also hosts many political conferences and events. Many of these events require a police presence to help ensure the public's safety.

The unit is managed by a lieutenant and staffed by four sworn officers, one civilian employee and seven part-time security guards (**Exhibit 5-18**). One sergeant, two officers and the administrative specialist are assigned to special events, while one officer on special assignment provides executive protection. The security guards staff the front counter at the department's headquarters facility.

EXHIBIT 5-18
City of Austin Police Department
Special Events Staffing and Organization



Source: *Austin Police Department, April 2007.*

The Special Events lieutenant meets with promoters and serves as the department's liaison with other city, state and federal agencies involved in special events planning. The lieutenant updates command staff of potential problems posed by protest groups and other necessary preparations for event coverage. The sergeant handles personnel issues and work assignments issues for all unit employees.

The police officers assigned to the Special Events Unit serve as event planners. They work with other city departments, promoters and barricade companies to set routes, plan street closures, arrange all the permits involved and make events safe for the public as well as the APD officers

who provide security. Some events require one or two officers, while others, such as the Motorola Marathon, Halloween and Mardi Gras require the services of up to 150 officers.

The number of events the Special Events Unit handles is rising steadily. In recent years, the unit has planned and executed from 200 to 250 events per year, as well as construction assignments and one-time security jobs. Between October 2006 and September 2007, the unit coordinated 315 events.

Of all the Austin area's law enforcement organizations, only APD has a full-time staff assigned to special event planning. The unit provides in-house expertise and provides for a unified departmental response.

All officers assigned to Special Events have been trained in special events contingency planning by the Federal Emergency Management Agency, and have received certificates of achievement from the agency. They have also completed coursework on Work Zone Traffic Control taught by the Texas Engineering Extension Service at Texas A&M University. The course familiarizes them with traffic control devices and plans and gives them practical experience in assisting promoters, barricade contractors, city right-of-way managers and the Texas Department of Transportation in traffic planning for major events.

Special Events also manages APD's off-duty employment program, which allows contractors and others to hire off-duty police officers directly; that is, the officers work during their time off and are paid directly by the individual or organization that hires them. Off-duty work can include monitoring roadway construction, utility construction and maintenance and other projects within the city limits that temporally require streets or sidewalks to be closed.

In addition to contacting Special Events, event sponsors can also arrange to hire off-duty police officers by contacting the Austin Police Association (APA) or by contacting individual officers directly. Some APD employees deal directly with event sponsors and coordinate off-duty job assignments for the officers wanting to work them.

Off-duty officers are responsible for traffic control in the vicinity of these work sites, to help ensure the public's safety. They are often allowed to use city police vehicles. The city even provides special vehicles (usually older ones lacking newer equipment) for off-duty work. The rate the city sets for off-duty officer work includes a $6 per vehicle-hour charge for the use of such vehicles in addition to the officer's time.

The unit also provides security guards at the entrance to police headquarters. The control booth is the "front counter" and primary access control station for the main Police Headquarters building at 715 E. 8th Street, and as such is APD's initial point of contact with many members of the public. The front doors to the headquarters building are open to the public from 6:00 a.m. to 10:00 p.m. daily, but the control booth is staffed 24 hours a day, seven days a week, by the security guards, who work rotating shifts.

These uniformed and armed security guards, who report to the unit sergeant, are honorably retired Texas police officers. They are responsible for tracking visitors to the building, issuing visitor badges, answering telephone and walk-in questions from the public, providing maps to other police facilities, monitoring the fire alarm system and providing general security for the building.

Executive protection is a separate unit function staffed by a single police officer who reports to the sergeant. This officer is responsible for coordinating security for dignitaries visiting the Austin area. This work requires detailed planning with the U.S. Secret Service, the Department of Defense, the U.S. Capitol Police, the U.S. Marshals and others.

The assignment requires long hours, often on short notice, and the ability to deal with a wide range of requests. The executive protection officer is responsible for planning and coordination, but must draw on other APD personnel, primarily from the Special Operations/Homeland Division, for actual operational staffing.

Special events held in city parks are coordinated by the city's Parks and Recreation Department, which hires off-duty APD officers as well as those of other law enforcement agencies in the area as needed.

Event sponsors must fill out applications and obtain permits from several city departments, depending on the activity and location involved (**Exhibit 5-19)**.

EXHIBIT 5-19
City of Austin
Special Events and Permit Requirements

Event Type	Event Description	Permit Issued by:
Street Event	Event requiring the closure of a portion of a public street or right of way; includes athletic events, street celebrations and block parties.	City of Austin Right-of-Way Management Approval Network (ROWMAN)
Parade Event	March or procession of 50 or more people, animals or vehicles.	APD Special Event Unit
Park Event	Events held on land dedicated as parkland or city-owned land used as a park or recreation area.	Austin Parks and Recreation Department

Source: *APD Special Events Unit, April 2007.*

Events handled by the Special Events Unit are classified as reimbursable, non-reimbursable or "direct pay from contractors," depending upon whether APD expects to be reimbursed for the costs of its services. Only the city council and the city manager's office can direct the department to designate an event as non-reimbursable. Of 315 events coordinated by the unit in fiscal year 2007, 84 were classified as non-reimbursable.

Rates charged to an event sponsor are intended to reimburse APD for the cost of the overtime incurred by its officers and its vehicles. The city council sets these rates each fiscal year, but has made no change to them since April 2003. **Exhibit 5-20** provides some examples of classifications used for common events.

EXHIBIT 5-20
City of Austin Police Department
Examples of Reimbursable and Non-Reimbursed Events

Typically Reimbursed	Typically Non-reimbursable
Fun runs/walks	VIP protection and escorts
Bike rides/races	City council action/waiver
Parades	City-sponsored/co-sponsored event
Street closures	Directed by police command or city hall
Security work	Political protests as defined by city of Austin ordinance
Street festivals	
Highway construction/utility work	
Movie/filming security and traffic work	

Source: *Austin Police Department, Special Events Unit, July 2007.*

FINDING

The city is not recovering its full costs for police protection and coordination provided to special events.

As noted above, rates charged to event sponsors are supposed to reimburse the city for its costs, but these have not been changed in four years. At present, these rates are *not* sufficient to cover personnel costs associated with overtime. In addition, the city requires event sponsors pay a minimum overtime charge of two hours, a limitation that sometimes makes it difficult to fill all needed positions. As a result of these practices, APD is absorbing some of these overtime costs.

The rates set in April 2003 only marginally covered overtime costs at that time. Since the pay raises granted in October 2006, the shortfall has increased substantially and the city is subsidizing more of the cost of providing officers at "reimbursable" special events.

When planning an event, estimated rates for event coverage are based on the number of officers required on the scene. For events requiring five or more officers, a sergeant provides coordination and supervision. APD requires one supervisor for every 10 officers needed for an event.

Exhibit 5-21 compares average actual hourly rates paid to APD staff with the rates charged to sponsors for special events. As this exhibit shows, the rates being charged cover the city's full costs in only one of four categories.

EXHIBIT 5-21
City of Austin Event Fees vs.
Current Costs for Police Presence at Special Events

APD Personnel	Hourly Rate	Overtime Rate*	City Fee Rate	Difference
Sergeant	$43.60	$65.41	$65.10	($0.31)
Corporal/Detective	$40.00	$60.00	$56.45	($3.55)
Officer	$36.70	$55.05	$45.07	($9.98)
Cadet	$15.38	$23.07	$27.85	$4.78

Source: *www.ci.austin.tx/us/police/recruiting/payscale.htm*.
*Overtime rate is based on 16+ years of service.

Furthermore, the city's reimbursement rates are based on the rank of officers required for the event, not by the rank of the officer who actually fills the position. Therefore, when sergeants or corporals fill assignments that only require an officer, the reimbursement shortfalls are even worse, increasing from $9.98 to $14.93 for corporals and to $20.34 for sergeants. The overtime rates shown in **Exhibit 5-21** are for officers, corporals/detectives and sergeants with more than 16 years of service. Although that is higher than the departmental average, it is used here to show the potential cost differential. In addition, the city charges $6 per hour for department vehicles.

According to staff in the Special Events Unit, it has become increasingly difficult to staff events because the two-hour minimum does not provide a sufficient incentive for officers to lose a day off and drive in to work, especially for those who live more than 30 minutes from the job site. The unit has studied practices in other police departments and found that three- and four-hour minimums are common in other jurisdictions. According to unit staff, the Austin Police Association employs a four-hour minimum when it hires officers to cover certain events.

RECOMMENDATION 5-29:

Conduct a fee study and set rates for special event coverage that accurately reflect the city's costs; and increase the minimum hours paid to officers for working these events.

By increasing its rates to cover its costs, the city would be able to pay its officers without having to subsidize their services from the general fund. Increasing the minimum number of hours from two to three or four hours would make it easier to fill the positions needed by making the assignments more attractive for officers.

A user fee study also would help city management understand other costs associated with police protection for special events, such as the fixed and variable costs of operating vehicles, supervision, insurance, administrative overhead and special equipment.

IMPLEMENTATION STEPS

1. The chief of Police prepares a business case for changes to the rates charged and minimum hours for callout by officer level, and presents proposals to the city council.

2. The city council considers using internal accountants or an external firm to conduct a user fee study.

3. The city council considers the proposed changes and adopts them as it deems appropriate.

FISCAL IMPACT

Rates more in line with actual costs should provide additional revenue to pay for overtime without spending general fund money.

FINDING

The Special Events Unit requires financial and planning skills similar to those involved in operating a business.

The management of special events in any city is tantamount to running a small business. It requires persons experienced in contracts, budgeting, fiscal accounting and reporting. For this reason, many cities have centralized their special events contracting and budgeting functions. This allows them to create a specific program or line-item budget code to track all events in terms of staffing, overtime and equipment. In such arrangements, the police department is responsible only for planning and facilitating staffing.

As currently organized, the Special Events Unit cannot track revenues and expenditures and associated policies and procedures connected with its functions. Some overtime expenses are charged to general fund overtime, while others are charged to reimbursed or non-reimbursed overtime. APD could not provide MGT with detailed expenditures and revenues associated with special events. For this reason, we could not establish whether charges are always made for the provision of vehicles, fuel or overhead items.

As noted above, some events that require a police presence are not reimbursed, because the fees have been waived by the city council but the unit does not have any documentation of such waivers other than a note in the event file. The APD Financial Management Section handles all accounting and billing duties for the unit but has no information on whether payments are ever received or even if invoices are sent to event sponsors.

Parades, large public events and street closures typically involve other city presences, including the city Fire, Code Enforcement, Health, EMS, Parks and Recreation, Right of Way Management and Public Works departments, any or all of which may need to review plans and may have their own permitting or other requirements. The growing size and scope of Austin's public events and the complexity of the city's involvement indicate that a separate city department should have central authority for special events.

The city of Reno, Nevada recently restructured its special events planning and moved the function to report directly to the city manager. This placed the function closer to the manager and city council, who are responsible for establishing special events policies and rates.

RECOMMENDATION 5-30:

Relocate special events coordinating and accounting functions to the city manager's office.

The city should assess the Special Events Unit's financial operations to determine how they should be organized and where they should be placed. These functions should be placed within the city manager's office because of the city council's role in setting rates and waiving fees. The function could also be placed within the city's Budget Department or Financial Services Department, however.

IMPLEMENTATION STEPS

1. The city manager contacts Reno and other cities that have a large number of special events to determine how they organize the management and accounting functions for those operations.

2. The city manager develops a plan to relocate the Special Events Unit. The plan includes procedures for tracking and accounting for expenses and revenues.

3. The city manager implements the plan.

FISCAL IMPACT

This recommendation could be implemented with existing resources.

FINDING

The Special Events lieutenant does not receive timely or adequate revenue and expenditure data to track special events costs and revenues earned or to provide the reporting required by the unit's standard operating procedures.

The lieutenant is responsible for budget preparation, staffing and reporting for all special events. The Austin Police Department's Standard Operating Procedures require the lieutenant to review and approve plans for events; represent Austin Police Department in discussions with other city, state and federal agencies, local citizen and business groups, elected officials and political activists in matters concerning events; and oversee the unit's administration to ensure its effective operation.

The lack of revenue and expenditure data hinders the lieutenant's ability to discharge these responsibilities. With documents provided by APD and the city, MGT attempted to consolidate and analyze these data to determine how much of APD's overtime is related to special events and how much is reimbursable.

According to city overtime reports, in fiscal year 2007, APD paid more than $11.8 million in overtime to its officers. Of that amount, $1.5 million was due to what appears to be non-reimbursable special events (**Exhibit 5-22**). APD, however, could not provide any information regarding reimbursable overtime hours or costs, or any reimbursement amounts received by the city or the department. (Refer to Chapter 6 for a discussion of unreimbursed overtime).

Moreover, the city has acquired new budget software, but few APD supervisors have completed training in the system, which further hinders reporting and monitoring.

The Special Events lieutenant cannot properly manage overtime without access to accurate data. It required weeks to obtain the data in **Exhibit 5-22**, as well as hours of cleanup and analysis.

EXHIBIT 5-22
City of Austin Police Department
Fiscal Year 2007 Task Order Numbers for Overtime

Task Order Number	Overtime Description	Overtime Amount	Overtime Hours	Average Hourly Rate
87200600	Crowd Control	$244,706	5,251	$46.60
87200602	Anti-War Protest	11,748	256	45.94
87200608	Lance Armstrong Celebration	3,454	68	50.79
87200609	Texas Relays	141,831	3,034	46.74
87200610	Presidential Inauguration	46.76	1	46.76
87200611	World Congress on Information Technology	107,915	2,352	45.88
87201000	Sixth Street Events	53,414	1,158	46.15
87201010	Sixth Street Halloween	73,812	1,582	46.65
87201012	New Year's Eve	28,416	622	45.67
87201035	Austin First Night	10,350	215	48.25
87201100	Special Assignments	402,576	8,595	46.84
87201119	Juneteenth	13,311	275	48.49
87201200	Traffic Public Events	37,844	786	48.15
87201400	VIP Security	110,160	2339	47.09
87203135	Parade Permit	23,709	491	48.31
Total		**$1,546,176**	**33,165**	**$46.62**

Source: *City of Austin Financial Services Department, August 2007.*

Some of the event descriptions contained in the overtime reports MGT received are easy to understand and point to a single event; others, such as special assignments, traffic, Sixth Street events and crowd control, did not specify the special event involved. MGT requested additional details of these overtime descriptions, particularly the description of "special assignment," but APD could not provided the information. Therefore, in these cases, the review team assumed they represented multiple events. It is noteworthy that several events, which were not sponsored and therefore not reimbursed (such as Halloween, the Texas Relays and the World Congress on Information Technology), required more than a thousand hours of APD overtime.

RECOMMENDATION 5-31:

Ensure that reports of expenditures and revenues are available to provide adequate oversight of the special events function.

Regardless of where the special events coordinating functions are located within the city's organizational structure, complete and accurate reports are needed to manage the function effectively. To accomplish this recommendation, the special events function should have its own accounting or bookkeeping assistant to track hours, prepare invoices, monitor payments sent to the city, and begin collection efforts on accounts receivable that are unpaid after 90 days.

IMPLEMENTATION STEPS

1. City finance and APD finance departments develop useful financial and human resources information tools for use by the Special Events Unit.

2. The Special Events lieutenant and other unit employees, including the administrative specialist, receive training on the city's new budget system.

3. The city interviews and hire a part-time accounting assistant to provide bookkeeping support for the unit.

FISCAL IMPACT

Costs associated with training should not be significant. The cost of part-time accounting assistance should be about $20,000 per year.

RECOMMENDATION 5-32:

Consider establishing an enterprise fund to account for all revenues and expenditures associated with the Special Events Unit.

Generally Accepted Accounting Principles dictate that enterprise funds should be used to account for operations that are financed and operated like private business, where the intent is to finance or recover all or some costs of providing services through charges to users. Generally Accepted Accounting Principles do not require that *all* costs associated with the activity be paid by user charges; the governmental entity may subsidize a portion of the costs.)[1] By placing the financial operations of the special events functions under an enterprise fund, the city would obtain information about overtime hours and costs and the costs of fuel and vehicle usage, allowing it to budget for overtime more accurately; ensure that reimbursable costs are recovered; and decide how and for what projects it will subsidize some or all associated costs.

The costs of all reimbursed and non-reimbursed events would be fully accounted for in accordance with sound accounting and internal control practices. When the city waives its fees, the cost of the overtime needed would be charged to an account.

IMPLEMENTATION STEPS

1. The city council meets to approve the establishment of a Special Events enterprise fund.

2. The city manager and the lieutenant over Special Events meet with the city's Finance Department to establish the appropriate accounting structure for an enterprise fund.

FISCAL IMPACT

This recommendation could be implemented with existing resources.

[1] Warren Ruppel, *GAAP for Governments* (John Wiley & Sons, New Jersey, 2000), p. 249.

FINDING

Cadet overtime is considerably less expensive than that paid to officers. As indicated in **Exhibit 5-21**, cadets receive less than half of the overtime rate paid to officers.

RECOMMENDATION 5-33:

Require Austin Police Department Police Academy cadets to work several special events by making this duty part of the training curriculum. Encourage cadets to work some events during their off-duty time for overtime.

This would provide additional training opportunities and exposure while saving money.

IMPLEMENTATION STEPS

1. The chief of Police drafts a memo requiring the use of ADP cadets to be assigned to work special events.

2. The memo is distributed and implemented.

FISCAL IMPACT

The fiscal impact of this recommendation would depend upon the number of cadets and amount of overtime involved and cannot be estimated. It should, however, reduce the city's overtime expenditures.

FINDING

Certain special events, many routine events and numerous businesses and churches within the city limits obtain traffic and security coverage by APD officers or peace officers from nearby jurisdictions by requesting it through the Austin Parks Department or the Austin Police Association. These uniformed officers often provide private contract security at a store or a mall; funeral escorts; traffic direction near a church on Sunday morning; or other special events not arranged through APD. Travis County constables, for instance, coordinate some events such as Eeyore's birthday party, while Marlin, Texas police officers cover some events in Waterloo Park.

Officers are notified of these opportunities by the APA or by one of several individual APD officers who operate their own small businesses by placing officers in private contract assignments. According to APD, the typical going rate for hiring an off-duty officer through an entity other than APD is $35 per hour, or about $10 per hour less than the city-approved rate of $45.07 per hour and $15 to $20 per hour less than APD officers earn while working overtime.

Privately contracted peace officers, whether APD employees or those of another jurisdiction, are not accountable to the city for their actions while working directly for promoters or other businesses. At best, this system is very loose and probably not in the best interest of Austin residents and visitors, APD or the city. At worst, it may place the city and the public at risk.

RECOMMENDATION 5-34:

Conduct an evaluation of the risks associated with the city's off-duty employment practices and develop policies and procedures on such practices.

The city's Law Department should review and assess all practices, policies and procedures associated with off-duty activities conducted within the city limits. This review should help determine whether the current system is adequate to manage and mitigate risks to the city in the event of injury to a citizen, visitor or officer; damage to public or private property; or other potential liabilities.

In addition, the city may be accepting unnecessary risks by allowing other entities such as the Parks Department, the APA, or even individual APD employees to coordinate these activities. The city should consider restricting such coordination only to Special Events personnel.

IMPLEMENTATION STEPS

1. The chief of Police meets with the Law Department to request a review of off-duty employment practices.

2. The Law Department issues an opinion on the risks associated with APD's off-duty program.

3. The Special Events lieutenant develops procedures for the coordination and tracking of off-duty activity, taking the Law Department's findings into account.

4. The chief of Police reviews and approves the procedures.

5. The procedures are distributed to all employees, APA staff, and the city manager's office.

FISCAL IMPACT

This recommendation can be implemented with existing city resources.

FINDING

The current city ordinance governing the issuance of parade permits, as currently written, limits Austin Police Department's ability to plan for these events.

Section 14-7-12 provides that an application for a parade permit may not be filed earlier than the 60th day before the proposed parade date. Some parade and other street closure events require much more planning than 60 days. This limitation is not in the best interest of the city, Austin Police Department or event promoters.

RECOMMENDATION 5-35:

Amend Chapter 14-7 of the city ordinances to eliminate the requirement that persons may not file an application for parade permit earlier than the 60th day before the date of a proposed parade.

IMPLEMENTATION STEPS

1. The chief of Police requests an ordinance change to eliminate the requirement limiting parade permit applications be filed no earlier that 60 days before an event.

2. The city council votes to amend section 12 of Chapter 14-7.

FISCAL IMPACT

This recommendation would have no fiscal impact.

Special Events and Executive Protection Unit

The Special Events and Executive Protection Unit coordinates and arranges staffing for special events such as parades, political marches, "fun runs," street festivals and associated road closures. The unit's officers meet with event promoters to assist them with temporary road closures and the hiring of APD officers to provide security on a private, contractual basis. Special Events often coordinates with state and federal departments and agencies as well.

The Special Events and Executive Protection Unit is supervised by a sergeant who also oversees the Control Booth Unit, and supported by three police officers and a civilian administrative specialist. The unit works from 8 a.m. to 5 p.m. Monday through Friday in addition to special events.

Executive protection is a separate function overseen by a single police officer who reports to the section's managing sergeant. This officer coordinates the security provided to visiting dignitaries and other important officials while they are in the Austin area. The work typically requires detailed planning in coordination with state and federal agencies such as the Secret Service, the U.S. Marshals and others. This officer can draw upon on other APD personnel, such

as the Special Operations and Homeland Division, to meet its actual staffing needs for various situations.

FINDING

Many other city police departments assign this function to SWAT teams because the activities happen infrequently and rarely require full-time staff. In addition, the audit team did not receive workload information in response to its requests to help it determine the need for full-time staff.

However, the city of Austin does have a large number of special events requiring frequent coordination among APD units as well as with other outside entities. And based on conversations with APD staff, the executive protection function involves extensive coordination with the Highway Enforcement Division as traffic control is typically a significant requirement for special events.

RECOMMENDATION 5-36:

The executive protection function should be assigned to the Highway Enforcement Division, as it is frequently called upon to handle special event assignments.

Recommendation 5-30 of this chapter recommends that the Austin Police Department dramatically modify the role of the Special Events and Executive Protection Unit by reducing the need for full-time sworn staff and moving the function to another department of the city. However, the Austin Police Department will still have a need to play a role in support of the function.

IMPLEMENTATION STEPS

1. The assistant chief over the Investigations Bureau discusses with the commander over Highway Enforcement how they would integrate the executive protection functions into the responsibilities of the Highway Enforcement Division.

2. Based on that discussion, they develop a plan for shifting the executive protection function to Highway Enforcement.

3. The plan is shared with appropriate staff for input.

4. The managers modify the plan based on feedback from staff.

5. The commander of the division, working with appropriate staff under his or her command, set a date for implementation and put the plan in effect on that date.

FISCAL IMPACT

The fiscal impact of this recommendation cannot be determined at this time, but if it helps to reduce the city's need for additional hiring or overtime, it could produce savings or cost avoidance.

Control Booth Unit

The Control Booth Unit is in charge of staffing the front counter, the main public entrance to APD's headquarters. The headquarters is open to the public from 6 a.m. to 10 p.m. daily but the unit provides security for the building 24/7. The unit acts as the department's initial point of contact for visitors. Its employees keep a log of visitors entering and leaving the building; contact offices and staff on the visitors' behalf; answer telephone and walk-in questions from the public; provide maps and directions to other police facilities; and monitor the building's fire alarm system.

The unit is staffed by civilian security guards who wear uniforms and carry guns. They are all honorably retired Texas law enforcement officers who can carry firearms under state law.

The Control Booth Unit is supervised by the sergeant who also oversees Special Events and Executive Protection, and is staffed by seven civilian guards.

FINDING

There is no organizational reason for Control Booth supervision to be a responsibility of the Special Operations and Homeland Division. This is an administrative function that should be handled by APD's Administrative Bureau.

RECOMMENDATION 5-37:

Move the Control Booth Unit to the Administrative Bureau.

Its responsibilities are well-matched with those of the Administrative Bureau, and entirely unrelated to those of the other units of Special Operations and Homeland.

IMPLEMENTATION STEPS

1. The assistant chief over the Investigations Bureau discusses with the assistant chief over the Administration Bureau how they would move the Control Booth Unit in to the Administration Bureau.

2. Based on that discussion, they develop a plan for moving the unit and share the plan with the appropriate staff to get their input.

3. The assistant chiefs modify the plan based on feedback from staff.

4. The plan includes a date for moving the unit to Administration. On that date, the plan is implemented.

FISCAL IMPACT

This recommendation would have no direct fiscal impact.

Homeland Defense Section

The Homeland Defense Section is primarily responsible for leading APD's efforts involving disasters, emergencies and various issues concerning homeland defense and antiterrorism.

The Homeland Defense Section includes three units:

- Intelligence/Crime Stoppers
- Homeland Defense
- Bomb Squad

Homeland Defense is managed by a lieutenant who reports to the Special Operations and Homeland Division commander. The units are supervised by two sergeants (**Exhibit 5-23**).

EXHIBIT 5-23
City of Austin Police Department
Homeland Defense Section Staffing

Homeland Defense	Sergeants	Detectives	Corporals	Police Officers	Total Staff
Intelligence & Crime Stoppers	1	3	0	8	12
Homeland Defense	1*	0	1	6	8
Bomb Squad	0	2	0	4	6
Total	**2**	**5**	**1**	**18**	**26**

Source: *Austin Police Department, April 2007.*
* This sergeant manages both the Homeland Defense Unit and the Bomb Squad.

Intelligence and Crime Stoppers Unit

The Intelligence and Crime Stoppers Unit is responsible for verifying, processing and disseminating information about criminal activity it receives through various channels. The information is distributed through bulletins to APD officers and investigators as well as to other

local, state and federal law enforcement agencies. The unit also makes up part of the U.S. Marshals' Lone Star Fugitive Task Force, which is charged with locating and arresting fugitives who are wanted in other jurisdictions. They also help other jurisdictions find reluctant witnesses needed for criminal investigations.

Intelligence and Crime Stoppers works closely with APD's SWAT teams and the FBI's Joint Terrorism Task Force in investigating foreign and domestic terrorist organizations who could pose a threat to citizens of Austin and the surrounding area.

The unit's Crime Stoppers program receives confidential tips from callers about criminal activity. These tips are investigated by the unit or forwarded to other APD units as appropriate. If a tip results in the arrest of a suspect or the solving of a crime, the unit arranges for the reward payment given to the informant.

The unit is managed by a sergeant and staffed by three detectives and eight police officers.

FINDING

The unit's intelligence gathering and dissemination functions directly support the work of key investigative units (such as Fugitive Apprehension), while the Crime Stopper and crime prevention functions provide important information to the general public.

RECOMMENDATION 5-38:

Eliminate the Intelligence and Crime Stoppers Unit and assign responsibility for Crime Stoppers to the proposed Crime Prevention Education Unit. Assign the criminal intelligence function to the Investigations Bureau, as it directly supports the bureau's work.

IMPLEMENTATION STEPS

1. The assistant chief over the Investigations Bureau discusses with the commander over the Special Operations and Homeland Division how they would eliminate the Intelligence and Crime Stoppers Unit and assign the unit's responsibilities to other areas of the bureau and the Crime Prevention Education Unit.

2. Based on that discussion, they develop a plan for eliminating the unit and reassigning responsibilities and staff.

3. The assistant chief and commander share the plan with appropriate staff and get their input.

4. The managers modify the plan based on feedback from staff.

5. The plan is modified, if appropriate, based on the feedback and a date set for implementing the plan.

6. On that date, the plan is implemented.

FISCAL IMPACT

Because this unit's responsibilities will be moved and distributed to other personnel, MGT estimates that four police officer positions could be eliminated (or re-assigned). Therefore, the implementation of this recommendation could result in a savings (or cost avoidance) of $340,458 annually ($59,982 average officer salary X 1.419 benefits rate X 4 positions).

Homeland Defense Unit

The Homeland Defense team, as it is commonly called, responds to all threats concerning weapons of mass destruction (WMD) as well as suspicious powders or substances. (The Austin Fire Department also responds to these types of threats.) It also conducts air-monitoring operations at large special events held in Austin and the area as part of a regional response team established to protect the public from such threats.

As part of its responsibilities, the unit conducts critical infrastructure threat assessments and issues vulnerability reports based on those assessments. These reports identify points in the region's infrastructure that could serve as targets for terrorist threats or actions. The unit also operates and maintains various technical instruments and equipment used in mitigating WMD events.

The unit is managed by a sergeant who also manages the Bomb Squad, and is staffed by one corporal and six police officers. At the time of MGT's review, four officer positions in the unit were vacant. The unit works from 8 a.m. to 6 p.m. Monday through Friday and is available on call after normal work hours.

FINDING

In interviews with staff from the Special Operations and Homeland Section, the review team was told that the four unfilled positions in the Homeland Defense Unit have been vacant for some time. Even so, interviewees said the unit's current staff is handling its responsibilities well.

RECOMMENDATION 5-39:

Conduct a workload study to determine actual staffing needs before filling the vacant positions in the Homeland Defense Unit.

It became clear during interviews that the staffing needs of the unit are not readily known. Consequently, before any more staff are assigned to the unit, a workload and staffing study should be conducted to help determine the number and type of staff needed, and if the department needs to have a standalone unit to handle homeland defense responsibilities.

IMPLEMENTATION STEP

1. See implementation steps for bureau-wide workload study at the end of this chapter.

FISCAL IMPACT

The fiscal impact for conducting the workload study for this unit should be included in the bureau-wide workload study recommended at the end of this chapter.

Implementation of this recommendation could result in savings (or cost avoidance) of $340,458 annually ($59,982 average officer salary X 1.419 benefits rate X 4 positions).

Bomb Squad

The Explosive Ordinance Disposal Unit, usually called the Bomb Squad, responds to incidents involving suspected explosive substances, military ordnance and suspicious packages. The Bomb Squad is part of a regional response team for the 10-county Capital Area Council of Governments area that routinely responds to requests for assistance from law enforcement agencies in the region. The unit also has two explosive detection dogs that are assigned to bomb technicians. The dog teams work closely with dignitary protection details by inspecting vehicles, public facilities and private quarters for explosives.

The unit is cross-trained to work with Homeland Defense in responding to terrorist threats and similar situations, and to work with the SWAT teams when explosives are needed to gain entry into a structure.

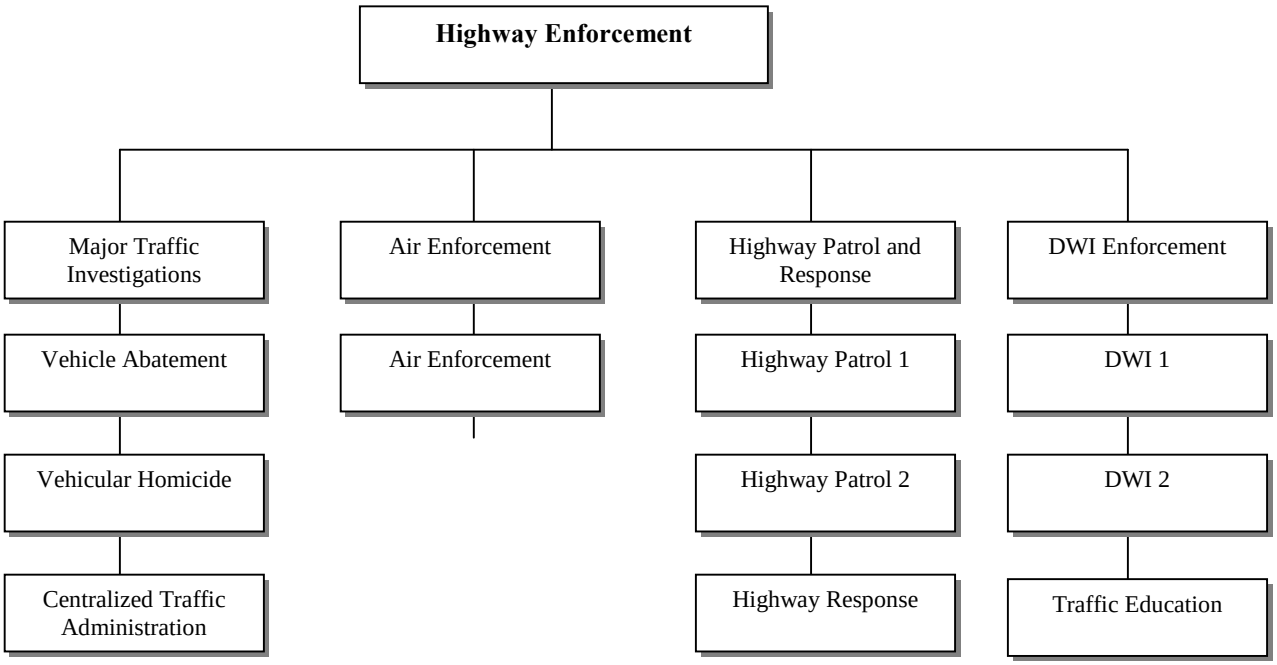
The Bomb Squad is managed by the sergeant who also oversees the work of the Homeland Defense unit, and is staffed by two detectives and four police officers.

The unit staff maintains Monday-through-Friday coverage by working four ten-hour days with either Monday or Friday off, and is available on call after normal work hours.

5.5 Highway Enforcement Division

The Highway Enforcement Division is responsible for a wide variety of responsibilities concerning motor vehicle traffic. The division is organized as shown in **Exhibit 5-24**.

EXHIBIT 5-24
City of Austin Police Department
Highway Enforcement Division
Organizational Structure



Source: *Austin Police Department, April 2007.*

5.5.1 Major Traffic Investigations

The Major Traffic Investigations Section includes the following units:

- Vehicle Abatement
- Vehicular Homicide
- Centralized Traffic Administration

The section's primary mission is to respond to all fatal and serious injury crashes; investigate crashes involving serious criminal violations; and oversee private vehicle towing operations.

The section is managed by a lieutenant who reports to the Highway Enforcement Division commander. The Vehicle Abatement, Vehicular Homicide, and Centralized Traffic Administration units are managed by sergeants and staffed by detectives, police officers, and civilians (**Exhibit 5-25**).

EXHIBIT 5-25
City of Austin Police Department
Major Traffic Investigations Section Staffing

Major Traffic Investigations	Sergeants	Detectives	Police Officers	Civilians	Total Staff
Vehicle Abatement	1	2	3	4	10
Vehicular Homicide	1	10	0	0	11
Centralized Traffic Administration	0	0	0	11*	11
Total	**2**	**12**	**3**	**15**	**32**

Source: *Austin Police Department, April 2007.*
* One of the civilians is responsible for managing the unit.

Vehicle Abatement and Wrecker Enforcement Unit

Vehicle Abatement and Wrecker Enforcement arranges for the removal and disposal of abandoned, junked and nuisance vehicles left on city streets and private property, and helps APD manage impounded vehicles. The unit also regulates wrecker companies operating within the city limits. In this role, it licenses drivers and inspects vehicles; maintains a rotation list of wreckers

who respond to department requests for assistance; and coordinates the contract with a private company to hold impounded, abandoned and junk vehicles until the final disposition of the vehicles is determined. In addition, the unit holds regular auctions of impounded vehicles.

In addition, the unit coordinates the Rush Hour Rapid Response Program, which the city established to quickly clear wrecked vehicles from key roadways. Four civilians in the unit are traffic incident monitors (TIMs) who act as liaisons with wreckers in traffic incidents to help ensure the rapid clearance of major roadways. Working with approved towing companies, the unit assigns wreckers to various zones and requires a 20-minute response to crash scenes or other traffic incidents as a requirement for wreckers performing work for the city.

The unit is supervised by a sergeant and staffed by two detectives, three police officers and four civilians acting as TIMs. The TIMs are retired APD officers.

Vehicle Abatement and Wrecker Enforcement works from 7 a.m. to 5 p.m. Monday through Friday; the TIMs work during peak traffic times of 5:30 a.m. to 9:30 a.m. and 3:30 p.m. to 7:30 p.m. Monday through Friday.

FINDING

The unit has established a shift structure that addresses the greater need for its services during peak traffic hours.

COMMENDATION

The Vehicle Abatement and Wrecker Enforcement Unit should be commended for establishing a shift schedule that matches the city's peak traffic periods, which helps reduce the APD's overtime costs while providing timely services to Austin residents.

Vehicular Homicide Unit

The Vehicular Homicide Unit investigates all crashes involving fatalities and serious injuries, as well as crashes involving criminal offenses such as failure to stop and render aid and vehicular assault, manslaughter or murder. The unit also conducts follow-up investigations in

cases that cannot be handled at the scene, such as driving with an invalid license; leaving the scene of an accident; or evading a police stop when the suspect is not apprehended.

The unit backs up other APD units by diagramming crime scenes involving sex crimes, homicides or officer-involved shootings, because Vehicular Homicide has special expertise in, and equipment for, documenting large crime scenes.

The unit is managed by a sergeant who reports to the Major Traffic Investigations Section lieutenant, and is assisted by ten detectives. (One detective position was vacant at the time of MGT's review.)

The unit works from 7 a.m. to 5 p.m. Monday through Friday and is available on call after normal work hours.

Centralized Traffic Administration Unit

The Centralized Traffic Administration Unit processes and stores all reports involving APD accidents, city vehicle collisions, vehicle pursuits and driver's license revocations. The unit provides statistical and other information to the Texas Department of Transportation and DPS, as well as some city departments. The unit also informs victims and suspects about the details of incidents involving them and refers cases to Vehicular Homicide detectives when leads are developed in cases.

The unit is staffed by a civilian supervisor who oversees the work of ten administrative support employees.

The unit works from 7 a.m. to 5 p.m. Monday through Friday.

5.5.2 Air Enforcement Section

The Air Enforcement Section supports other APD units as well as surrounding law enforcement organizations with aerial assistance by helicopter or airplane. The section is managed by a lieutenant who reports to the division commander and staffed by a sergeant, five

police officers and two civilians. (Two police officer positions were vacant at the time of MGT's review. One civilian position was temporarily vacant due to military leave.)

Staff members work either 2 p.m. to 12 a.m., Tuesday through Friday, or 5 p.m. to 3 a.m. Wednesday through Saturday.

FINDING

According to 2006 information provided by Air Enforcement, the unit spends 1,200 hours in the air each year, at a cost to the city of $1,068 per hour of operation. MGT's review of computer-aided dispatch (CAD) data, however, found that the unit spent just *296 hours* responding to events in 2006, for an average of 22 hours per month. Based on the unit's annual budget of approximately $2.2 million for 2007, that is about *$7,430 per hour*.

Although the unit provides a useful service, its cost seems difficult to justify, given Austin's growing demand for basic law enforcement services.

RECOMMENDATION 5-40:

Eliminate the Air Enforcement Section and reassign its staff to other units.

The department should meet with the Texas Department of Public Safety and the city/county's Shock Trauma Air Rescue team to determine how they can assist the city when air support is needed.

Eliminating the Air Enforcement Section is contingent on the Austin Police Department receiving air support from the Department of Public Safety or Shock Trauma Air Rescue Flight.

IMPLEMENTATION STEPS

1. The assistant chief over the Investigations Bureau discusses with the commander over the Special Operations and Homeland Division how they would eliminate the Air Enforcement Unit and arrange with the Texas Department of Public Safety and the city/county's STAR Flight program to support APD if it needs air support.

2. Based on that discussion, APD approaches DPS and city officials on formalizing the arrangement for air support.

3. APD and city officials discuss the details of the arrangement with the chief of Police and other appropriate city and county officials (e.g., city attorney) and receive their input.

4. Based on those discussions, APD works out specifically how air support would be provided on the rare occasions it is needed.

5. The department's budget and staffing is adjusted to reflect the new arrangements for air support.

FISCAL IMPACT

This recommendation would save the city about $1 million annually in operating and insurance costs. The re-deployment of staff would result in an annual savings (cost avoidance) of $691,400 as calculated below:

1 lieutenant position (average salary $100,791 X 1.419 benefits rate)	$143,022
1 sergeant position (average salary $86,544 (X 1.419 benefits rate)	$122,806
5 officer positions (average salary $59,982 X 1.419 benefits rate X 5)	$425,572
Total	$691,400

However, APD would need to reimburse DPS or STAR Flight if their assistance is needed. This would entail a cost that cannot be estimated without knowing how often such support would be needed, which would probably be very infrequent given the current use of the department's air support.

5.5.3 Highway Patrol and Response Section

This section includes the following units:

- Highway Patrol 1
- Highway Patrol 2
- Highway Response

The section is headed by a lieutenant who reports to the commander of Highway Enforcement. Its units are managed by sergeants and staffed by police officers (**Exhibit 5-26**).

EXHIBIT 5-26
City of Austin Police Department
Highway Patrol and Response Section Staffing

Highway Patrol and Response	Sergeants	Police Officers	Total Staff
Highway Patrol 1	1	7	8
Highway Patrol 2	1	7	8
Highway Response	1	9*	10
Total	**3**	**23**	**26**

Source: *Austin Police Department, April 2007.*
* One of the positions is staffed by a corporal.

Highway Patrol Units (1 & 2)

The two Highway Patrol units inspect commercial motor vehicles (CMVs) within the city limits and respond to all CMV collisions involving serious injuries or fatalities, and to citizen complaints involving CMVs. The unit also responds to CMV incidents involving hazardous materials, working closely with the Austin Fire Department in such situations. The unit conducts CMV safety training for other city departments when requested.

Each unit is supervised by a sergeant and staffed by seven police officers. Unit 1 works from 6 a.m. to 4 p.m. Monday through Thursday, while unit 2 works from 9 a.m. to 7 p.m. Tuesday through Friday. All officers are available on call after normal work hours.

Highway Response Unit

The Highway Response Unit is responsible for traffic enforcement within the city, in an effort to help reduce the need for patrol units to respond to routine traffic calls, although patrol units handle many traffic-related calls. The unit also handles serious injury crashes, fatalities and other major traffic incidents, as well as vehicle searches in support of drug interdiction initiatives, on the city's roads and highways. Its efforts are focused primarily on high-traffic zones around the city such as I-35, Loop 1 and Highway 183. The unit also assists district representatives in the command areas with various community events such as car safety-seat training and vehicle burglary prevention seminars.

Highway Response is managed by a sergeant and staffed by a corporal and eight police officers. (At the time of MGT's review, two police officer positions were vacant.)

The unit typically works from 6 a.m. to 4 p.m. Tuesday through Friday, although some officers' work shifts cover high-traffic periods such as 6 a.m. to 9 a.m. and 4 p.m. to 7 p.m. Officers are available on call after normal work hours.

FINDING

The two Highway Patrol units have 16 sworn officers to conduct commercial motor vehicle inspections, while the unit responsible for all general traffic enforcement has just 10 sworn officers at full strength. Because there is a higher volume of regular traffic than commercial traffic, this assignment of personnel is unusual.

MGT asked the division supervisors to explain this odd usage of staff, and whether the department had conducted a workload study to help determine appropriate staffing levels for the two units. The supervisors could not explain the 60-40 split, and had not conducted a workload study.

RECOMMENDATION 5-41:

Conduct a workload study to determine appropriate staffing levels for the entire Highway Patrol and Response Section as well as its units.

It seems likely that the Austin Police Department needs only one unit focusing on commercial vehicles.

IMPLEMENTATION STEP

1. See implementation steps for bureau-wide workload study at the end of this chapter.

FISCAL IMPACT

The workload study for this unit should be included in the bureau-wide workload study recommended at the end of this chapter.

5.5.4 Driving While Intoxicated Enforcement Section

The Driving While Intoxicated (DWI) Enforcement Section responds to requests for assistance from patrol officers assigned to area commands who need help with breath alcohol tests and field sobriety testing and DWI arrests. The section also trains police cadets on breath alcohol testing, and trains cadets and police officers on standard field sobriety testing (SFST), APD's method for determining a person's level of intoxication.

The DWI Enforcement Section includes three units:

- DWI 1
- DWI 2
- Traffic Education

The section's staffing is shown in **Exhibit 5-27**.

EXHIBIT 5-27
City of Austin Police Department
DWI Enforcement Section Staffing

DWI Enforcement	Sergeants	Police Officers	Civilians	Total Staff
DWI 1	1	8*	0	9
DWI 2	1	8*	1	10
Traffic Education	0	0	1	1
Total	**2**	**16**	**2**	**20**

Source: *Austin Police Department, April 2007.*
* One of the positions is staffed by a corporal.

DWI Units (1&2)

The DWI units can make their own arrests for drunk driving; they also respond to requests from patrol officers who need DWI support, such as the administration of breath alcohol tests for suspected drunk drivers. Patrol officers can call DWI officers to the scene to take over a DWI investigation and make arrests. In addition, patrol officers can transport suspected DWI offenders to APD's breath alcohol testing (BAT) bus where DWI officers can test, arrest and process offenders. This support is provided so that patrol officers can return to service as quickly as possible.

Each unit is managed by a sergeant and staffed by a corporal and seven officers.

The BAT bus operates from 7:30 p.m. to 5:30 a.m. Wednesday through Saturday (hours based on a review that determined when the volume of DWI offenses is highest). The bus is operated by a civilian in DWI Unit 2 who is a retired police officer and a state-certified intoxilyzer operator; this person is qualified to provide court testimony as needed. A sworn officer supervises the civilian.

The DWI units also provide training at the police academy and for other law enforcement agencies in Travis County.

FINDING

MGT found that the DWI Enforcement Section is the only section within Investigations that has conducted a study to determine the most appropriate shift hours for meeting peak demands for its services.

COMMENDATION

The DWI Enforcement Section should be commended for adjusting its work schedule based on a study of key workload data.

As stated throughout this chapter, other units within Investigations need similar studies to determine whether changes in staffing or work schedules are needed to meet peak demands and reduce overtime costs.

Traffic Education Unit

The Traffic Education Unit presents information on safe driving and the laws covering underage drinking and driving to Austin-area high school students. This information is provided in a program called Strategic Traffic Analysis Response. The program also allows students to experience the dangers of impaired driving by allowing them to drive a golf cart on a closed course while wearing specially designed goggles that visually simulate intoxication.

The unit also runs a program called Shattered Dreams that asks students and their parents to play roles in situations involving a death due to a drunk-driving crash. The unit works with community organizations and area command district representatives to provide traffic safety information at various health and safety fairs held around the city.

The unit is staffed by a civilian (a retired police officer) who works from 8 a.m. to 4 p.m. Monday through Friday. These work hours can vary depending on when events are scheduled.

FINDING

The Traffic Education Unit is one of several Investigations units that provide educational outreach services.

RECOMMENDATION 5-42:

Merge the Traffic Education Unit into the proposed Crime Prevention Education Unit recommended earlier in this chapter.

This would further the consolidation of the department's public education and outreach efforts into a single unit specifically charged with engaging the public on crime prevention.

IMPLEMENTATION STEPS

1. The assistant chief over the Investigations Bureau discusses with the commander over the Highway Enforcement Division how they would merge the Traffic Education Unit into the recommended Crime Prevention Education Unit.

2. Based on that discussion, they develop a plan for merging the unit and reassigning responsibilities and staff.

3. The assistant chief and commander share the plan with appropriate staff and get their input.

4. The managers modify the plan based on feedback from staff, if appropriate.

5. The plan includes a date set for implementation.

6. On that date, the plan is implemented in coordination with the manager over the Crime Prevention Education Unit.

FISCAL IMPACT

This recommendation would have no direct fiscal impact.

5.5.5 Area Command Detectives

Each area command has a detective unit headed by a sergeant who supervises up to seven detectives. The detective units handle investigative follow-up on all crimes other than those handled by the centralized investigative units (e.g., homicides, sexual assaults, child abuse cases, auto thefts and financial crimes involving amounts above $50,000).

On each work day, the detective unit sergeant will "queue up" reports on the Versadex reporting system, read them and assign them to individual investigators for follow-up. Each area command seems to assign these cases differently, however. Some assign cases based on geographic areas worked by each investigator; some assign them based on volume, to help equalize the workload; and still others assign cases according to individual investigators' strengths.

FINDING

APD's decentralization of its investigative functions was intended to place responsibility in the unit closest to the specific crime, an essential element of community policing. Each area command investigator is responsible for contacting crime victims and addressing their concerns and questions.

The area commands MGT visited did not use a case management system, which is a "best practice" approach used by many law enforcement agencies for handling criminal investigations, which weigh the "solvability" of cases and set aside those unlikely to result in an arrest due to a lack of evidence, witnesses or other critical information. (Some industry experts refer to the approach as "managing criminal investigations systems" or MCIs.)

APD has not conducted any workload studies of the area command investigative units and has no performance indicators for them. Most of the detective units MGT visited had no idea of their clearance rates, which indicates the number of cases solved out of all cases under investigation.

RECOMMENDATION 5-43:

The Austin Police Department should adopt a managing criminal investigations approach to help streamline its case assignment process.

In interviews, investigators noted that patrol officers who take initial crime reports can check off a section on the crime report regarding its solvability, but few do so. Consequently, nearly all cases go into the queue for investigation.

In addition, cases in the queue should be examined by a crime analyst rather than the unit sergeant. This would free the sergeant to oversee investigations, supervise staff and provide an overall assessment of crime patterns in the area.

IMPLEMENTATION STEPS

1. The assistant chief over the Investigations Bureau discusses with the bureau's commanders how they will implement a case management system bureau-wide.

2. They conduct further outside research to get specific details about how other departments have moved to case management systems.

3. Based on the research, they develop a plan for implementing a case management system in APD.

4. The plan includes extensive training for staff on how to use the case management approach to managing investigative caseloads.

5. Once training is complete, the department implements the case management approach throughout the bureau.

FISCAL IMPACT

This recommendation would have no direct fiscal impact but would help manage the caseload more effectively and could ultimately improve crime clearance rates.

RECOMMENDATION 5-44:

To support the Austin Police Department's decentralized model for some investigations, the department should assign the following crimes to area detective units:

- **auto thefts other than apparent commercial vehicle thefts, "chop shop" operations and specialized vehicle thefts.**
- **all juvenile crimes other than child abuse crimes.**
- **robberies of persons such as purse snatchings and "strong-arm" robberies that involve the use of force.**

As noted above, MGT also recommends that all financial crimes be assigned to the Financial Crimes Unit.

IMPLEMENTATION STEPS

1. The assistant chief over the Investigations Bureau meets with the assistant chief over the Patrol Bureau to discuss the formal division of labor for certain types of investigation, according to the recommendation above.
2. Based on that discussion, the appropriate units are notified of the change in policy.
3. Based on the change, a date is set for implementing the policy department-wide.
4. On that date, the new policy is followed.

FISCAL IMPACT

This recommendation would have no direct fiscal impact.

RECOMMENDATION 5-45:

Develop a cadre of civilian volunteers to assist detectives with regular callbacks to crime victims.

This assistance would help detectives devote more time to solving crimes while still answering victims' questions and keeping them informed of their case status. Similar programs are being used in other cities, notably Richmond, Virginia.

IMPLEMENTATION STEPS

1. The assistant chief over the Investigations Bureau contacts the city of Richmond Police Department and discuss how the department implemented its use of civilians to assist detectives.

2. Based on that discussion, APD establishes a process for recruiting, training and deploying civilians to assist detectives with callbacks to victims and related appropriate support functions.

3. Once the plan is established, a date is set for implementing the plan.

4. On that date, the plan is implemented.

FISCAL IMPACT

The fiscal impact of this recommendation cannot be determined without knowing the size and other characteristics of the volunteer program, but it could result in savings or cost avoidance if it reduces the need for additional hiring or overtime.

5.5.6 Significant Cross-Cutting Issues in the Investigative Units

MGT noted a series of issues that directly affect the investigative units:

- **Workload studies.** MGT found that APD has not conducted any recent workload studies for the investigative functions of the Investigations Bureau and the area commands. A workload study determines the appropriate number of staff for each function, based upon variables including assigned tasks; time required to accomplish the tasks; time constraints such as training and personal leave time; and equipment needs. This is vital to any attempt to manage personnel and resource commitments effectively.

RECOMMENDATION 5-46:

Conduct a workload study to determine appropriate staffing levels for all investigative units of the Investigations Bureau as well as the area commands' detective units.

Such a study should include an assessment of workload, staffing and workload measures, as well as the appropriate shift structures for the units to help reduce the department's overtime costs.

IMPLEMENTATION STEPS

1. The assistant chief over the Investigations Bureau discusses with his or her commanders and the chief of Police the scope of the workload study.

2. The scope includes every unit in the bureau and should address the need for workload data for each unit.

3. The discussion also addresses the need for performance measures for each unit of the bureau.

4. The assistant chief works with the appropriate staff in Purchasing to develop a request for proposals (RFP) that meets the scope of the workload study agreed to by APD management (and other city officials as necessary).

5. Once the RFP is finalized, the city issues the RFP and accepts proposals from qualified vendors.

6. A selection committee is established to review the proposals and select a firm for the study.

7. Once the firm is selected, the workload study begins.

8. Once the workload study is complete, APD ensures that it is reviewed and updated regularly.

FISCAL IMPACT

The exact cost of a workload study cannot be determined without knowing its precise scope, but a comprehensive workload study of the department's investigations functions could cost approximately $200,000.

- **Sworn to civilian staff ratio.** MGT's review made it obvious that the investigative function has a minimal number of civilian personnel. Persons interviewed during the review stated that this was a result of the city's effort to address projected budget shortfalls. MGT found that sworn officers perform many routine clerical tasks. A thorough workload study would identify the tasks and positions that can be assumed by civilian personnel. APD should set a target ratio of sworn to civilian staff for the investigative function and develop a timetable for reaching that target.
- **Use of sworn and civilian staff.** The use of sworn and civilian personnel also should be covered by any workload study.
- **Managed criminal investigations.** The department should adopt a managed criminal investigations (MCI) approach to criminal investigations. This approach essentially considers staff investigative time as a valuable and limited resource that should be used only on tasks that have an identified success rate. An MCI approach gauges "solvability factors" to justify a detective's continued work on a case, such as an identified suspect, a recognizable crime pattern or identifiable property. The MCI approach first gained attention after a Rand Institute study in the early 1970s, and became an industry standard following its implementation by the Rochester, New York police department in the late 1970s. APD does not use MCI.

- **Performance indicators and manage by them.** APD should adopt performance indicators for its investigative functions. The most common of these is the crime clearance rate, which determines the ratio of solved to unsolved crimes. Such measures would allow APD to evaluate its investigative performance against that of similarly sized and oriented police agencies throughout the country. It should be noted, however, that an over-reliance on performance indicators can encourage personnel to manipulate them. APD must prevent such manipulation through a routine system of audits and inspections.
- **Records management system.** MGT heard repeated complaints that APD's records management system, Versadex, is not useful and actually interferes with the supervisors' jobs by requiring them to spend large amount of time working with the system to produce meaningful case management information. While MGT could not determine whether this reflects a problem with the system or with user training, it is a major issue that APD should address.
- **Distant filing system.** APD should be commended for considering the use of a distant (video) filing system for warrants. The proposed system would allow detectives to contact the prosecutor and magistrate via video and high-speed scanning. Detectives indicated that this system would save them many hours in travel and wait time. APD should adopt this system.
- **Evidence handling.** APD should alter its policies concerning evidence handling. Currently, certain types of evidence, including some types of narcotics, jewelry, money, guns and other items, require the officer or detective to travel to the East Substation to book the evidence. This policy requires a great deal of travel time. With slight modifications to the current evidence facilities in each substation, sensitive evidence could be booked locally and picked up daily by a secure courier.

5.6 Forensic Science Division

The Austin Police Department's (APD's) Forensic Science Division includes the following sections:

- Forensic Science
- Evidence Control
- Building Services
- Facilities Planning

Staffing for the division is shown in **Exhibit 5-28**.

EXHIBIT 5-28
City of Austin Police Department
Forensic Science Division Staffing

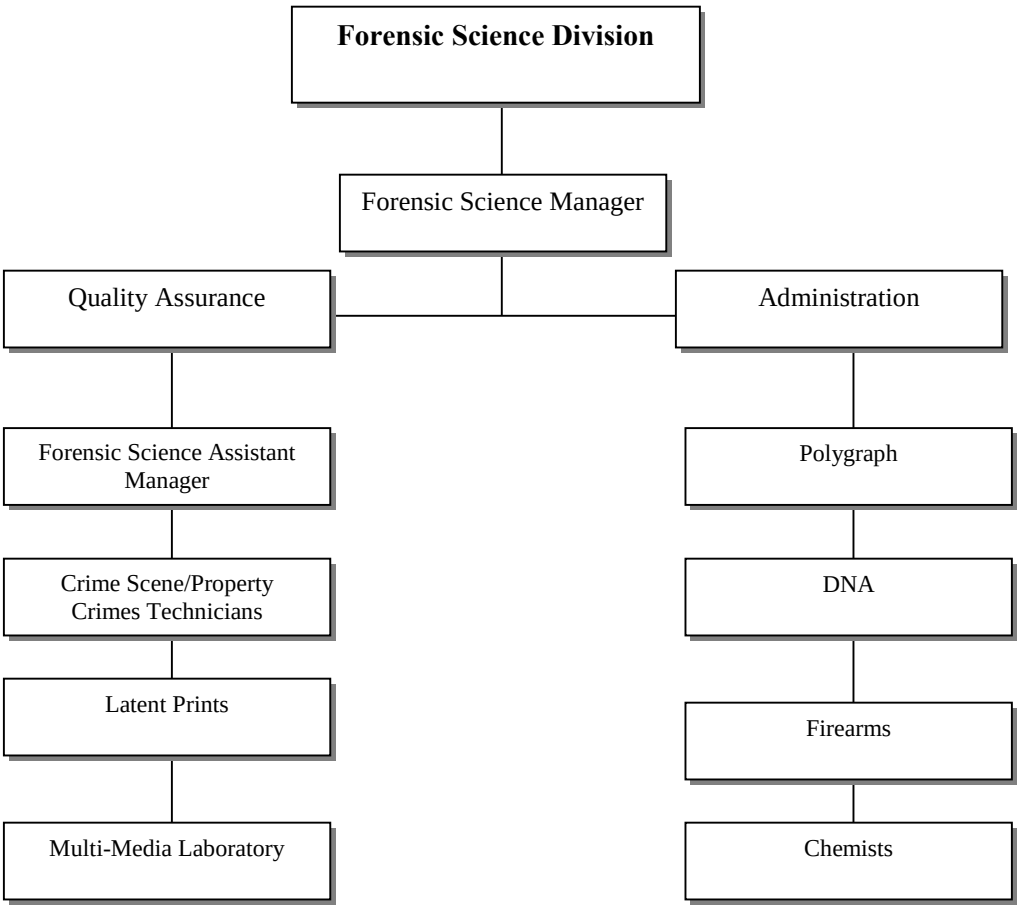
Forensic Sciences	Civilian Supervisors	Civilian Staff	Total Staff
Forensics Science	7	58	65
Evidence Control	3	10	13
Building Services	1	5	6
Facilities Planning	0	1	1
Total	**11**	**74**	**85**

Source: *Austin Police Department, April 2007.*

5.6.1 Forensic Science Section

The primary mission of the Forensic Science Section is to provide APD with high-quality scientific services to support the department's efforts to solve and prevent crimes. **Exhibit 5-29** illustrates the section's organizational structure.

EXHIBIT 5-29
City of Austin Police Department
Forensic Science Section
Organizational Structure



Source: *Austin Police Department, April 2007.*

The section is supervised by a manager who is supported by an assistant manager and 65 employees; all are civilians. The section is further subdivided into nine units (**Exhibit 5-30**).

EXHIBIT 5-30
City of Austin Police Department
Forensic Science Section Staffing

Units	Supervisors	Line Employees	Total Staff
Crime Scene Investigators/Property Crimes Technicians	4	27	31
DNA	1	4	5
Chemistry	1	7	8
Firearms & Tool Marks	0	3	3
Latent Prints	0	9	9
Multi-Media Lab	0	3	3
Polygraph	0	1	1
Quality Assurance	1	0	1
Administration	0	4	4
Total	**7**	**58**	**65**

Source: *Austin Police Department, April 2007.*

FINDING

MGT reviewed workload information dating back to 2000, allowing the review team to identify trends in the demand for the Forensic Science Section's services.

Demand for those services has skyrocketed. For example, the number of firearms cases analyzed has risen from 50 cases in 2000 to 844 cases in 2006, an increase of 1,588 percent. The number of latent fingerprint searches performed rose from 739 in 2000 to 7,416 in 2006, a 903.5 percent increase. And the number of DNA analyses performed annually rose from 40 in 2004 to 180 in 2006, an increase of 350 percent.

The section's backlog of cases awaiting processing has risen significantly as well. For example, the case backlog for the Firearms Unit rose from 141 in 2005 to 284 in 2006, or 101.4 percent, while the backlog for the Latent Print Unit increased from 180 cases in 2005 to 574 in 2006, or 218.9 percent.

COMMENDATION

The Forensic Science Section should be commended for tracking workload data over time to illustrate the demand for its services.

Such workload information is critical for justifying the section's need for supplies, equipment and personnel, and should serve as a model for other APD divisions and sections.

Crime Scene Investigators and Property Crimes Technicians Unit

The Crime Scene Investigators and Property Crimes Technicians Unit assists patrol officers at crime scenes in collecting, processing and preserving evidence. The unit's employees provide secure and safe storage of evidence such as fingerprints and DNA samples.

The property crimes technicians were added to the section in 1999 to help speed up responses to property crime-related calls by taking reports from citizens and collecting evidence; this also helps to reduce the time patrol officers must spend at the scene.

Both crime scene investigators and property crimes technicians provide expert testimony in criminal cases as needed.

The unit includes four supervisors who oversee the work of 13 crime-scene specialists and 14 property crimes technicians. The unit is staffed 24 hours a day, seven days a week. The crime scene specialists work in three shifts from 6 a.m. to 2 p.m.; from 2 p.m. to 10 p.m.; and from 10 p.m. to 6 a.m. The property crimes technicians work two shifts, one from 6 a.m. to 2 p.m. and the other from 2 p.m. to 10 p.m.; the technicians are available on call after normal working hours.

FINDING

The Crime Scene Investigators and Property Crimes Technicians Unit have 13 crime scene specialists but only 11 crime scene vans. The shortage of vehicles is worsened when vans are out of service due to repairs and routine maintenance.

The unit has seen an increase in the volume of lab work it must perform in support of its processing of crime scenes and property crimes. The number of lab analyses it performs annually rose from 1,740 in 2000 to 2,484 in 2006, an increase of 42.8 percent. Based on interviews with unit staff and division management, the unit's budget for the consumable supplies needed for lab work has not kept pace with demand, which would adversely impact the timely prosecution of criminals.

RECOMMENDATION 5-47:

Fully equip the crime scene specialists so that each can be as productive as possible.

The city should acquire enough crime scene vans to equip each specialist and to keep one in reserve for use when a vehicle is out of service. This would require the city to purchase three additional vans and the associated equipment.

IMPLEMENTATION STEPS

1. The manager of the Forensic Science Division, working with the division director, prepares a detailed cost estimate for the purchase of fully equipped crime scene vans and submits to APD's Finance Department for approval.

2. Upon approval, the Forensic Science Division works with the city's Purchasing Department to develop the specifications needed to issue a solicitation for the purchase of the vehicles.

3. Based on the solicitation and responding bids, APD, with the assistance of the Forensic Science Division, selects the best deal for the city and purchases the needed vans.

FISCAL IMPACT

The Forensic Science Division estimates that a crime scene van and its equipment costs approximately $33,600 per unit. The total cost of this recommendation, then, would be about $100,800.

RECOMMENDATION 5-48:

Increase the Crime Scene Investigators and Property Crimes Technicians Unit's budget for consumable supplies to cover the supplies needed for lab work connected with evidence collection, processing and preservation.

IMPLEMENTATION STEPS

1. The manager of the Forensic Science Division, working with the crime scene supervisor, prepares a request to increase the division's consumables budget for crime scene processing.

2. The request is submitted to APD's Finance Department for approval.

3. Upon approval, the Forensic Science Division works with the city's Purchasing Department to develop the specifications needed to purchase the supplies, if they do not already exist.

4. The city's Purchasing Department immediately processes the request and purchases the additional supplies.

FISCAL IMPACT

The unit estimates that it needs an additional $7,500 annually to cover the increased demand for consumable supplies.

DNA Unit

The DNA Unit is responsible for examining and analyzing biological evidence for human identification. It follows the highest industry standards to help ensure the reliability and uniformity of its analyses and conclusions.

The unit is managed by a supervisor who oversees the work of four DNA scientists. The unit works from 7:30 a.m. to 4:30 p.m. Monday through Friday, and is available on call after normal work hours.

FINDING

As noted above, the DNA Unit's workload has increased substantially; the number of DNA analyses performed rose by 350 percent from 2004 to 2006, while the number of cases processed rose by 71.4 percent from 2002 to 2006. At the end of 2006, the unit had a 433-case backlog.

In 2006, only two of the unit's five analysts were qualified to process DNA samples because the three analysts did not have the required experience and certifications to process DNA samples independently. By the end of 2007, the unit expects that all five of its analysts will be qualified to process DNA samples, because all analysts will be fully qualified by that time, which should help reduce the unit's backlog. Faster processing, however, will require the use of more consumable supplies and other items.

RECOMMENDATION 5-49:

Increase the DNA Unit's budget for consumables and other items needed to support the expected increase in case processing.

IMPLEMENTATION STEPS

1. The manager of the Forensic Science Division, working with the DNA Unit supervisor, prepares a request to increase the unit's consumables budget for DNA processing.

2. The request is submitted to APD's Finance Department for approval.

3. Upon approval, the Forensic Science Division works with the city's Purchasing Department to develop the specifications needed to purchase the supplies, if they do not already exist.

4. The city's Purchasing Department immediately processes the request and purchases the additional supplies.

FISCAL IMPACT

The division estimates that the unit will need to increase its annual budget for consumables and other items needed to process DNA samples from about $145,200 to $297,400, an increase of $152,200.

Chemistry Unit

The Chemistry Unit analyzes drug evidence involved in criminal cases and provides expert testimony as needed. In addition, it supports patrol officers when they discover clandestine labs set up for the illegal manufacture of drugs such as methamphetamines. In such instances, the chemists must seize, verify and package the illegal drugs for use as evidence in criminal cases. The unit also supports APD's breath alcohol testing program by maintaining and calibrating testing instruments; coordinating training for city and county law enforcement officers; and providing expert testimony as needed.

The unit is managed by a laboratory supervisory who oversees the work of seven chemists. It works from 7:30 a.m. to 4:30 p.m. Monday through Friday, and is available on call after normal work hours.

FINDING

The number of cases submitted to the Chemistry Unit for analysis rose from 4,094 in 2000 to 5,944 in 2006, an increase of 45.2 percent. Of the 4,094 cases submitted in 2000, the unit completed 3,948 of them, leaving 146 incomplete by year's end. Of the 5,944 cases submitted in 2006, 2,969 were completed, leaving 2,975 incomplete by year's end. The number of backlogged cases then rose by 1,937.7 percent from 2000 to 2006.

In 1992, the Chemistry Unit had five chemists; in 2006, the unit still had five chemists. Over the same period, APD's number of sworn staff members rose from 869 to 1,442, and its number of narcotics cases—a large part of the Chemistry Unit's caseload—increased from 2,002 to 5,644, an increase of 181.9 percent.

RECOMMENDATION 5-50:

Add one more full-time chemist to the Chemistry Unit.

This would help the unit better cope with its caseload. The city also should fund all the equipment and supplies needed to support the new position.

IMPLEMENTATION STEPS

1. The manager of the Forensic Science Division, working with the Chemistry Unit supervisors, prepares a request to increase the unit's staffing by one chemist.

2. The request is submitted to APD's Finance Department for approval.

3. Upon approval, the Forensic Science Division works with the city's Human Resources Department to develop the necessary information to recruit a new chemist, if it does not already exist.

4. The city's Human Resources Department immediately processes the request and seeks to fill the position as soon as possible.

FISCAL IMPACT

One full-time chemist position and all necessary equipment and supplies would cost the city approximately $76,750 in the first year, including $69,200 in salary and benefits and $7,550 for supplies and equipment. The salary and benefits would be an ongoing cost each year, as would about $1,300 in annual supplies.

Firearms and Tool Marks Unit

The Firearms and Tool Marks Unit is responsible for matching fractured or broken items to their sources; comparing marks left at crime scenes with suspected tools or instruments; and comparing firearms recovered during criminal investigations with bullets and other ammunition components. The unit's examiners test-fire all seized firearms and catalog the results for future reference, entering the information into a national database managed by the federal Bureau of Alcohol, Tobacco and Firearms.

The unit is composed of two firearms examiners and one Integrated Ballistics Information System (IBIS) specialist who maintains the department's ballistics database and submits information to the national database. The unit works from 7:30 a.m. to 4:30 p.m. Monday through Friday, and is available on call after normal work hours.

FINDING

As noted earlier, the Firearms Unit workload rose by 1,588 percent from 2000 to 2006, from 50 cases to 844 cases, while its case backlog grew from 141 to 284 cases, a 101.4 percent increase.

At this writing, the unit has a backlog of about 400 cases and three employees to handle the workload. The IBIS specialist position, moreover, is a grant-funded position and that funding will end at the end of fiscal year 2007. With its current staffing, the unit stands little chance of significantly reducing its backlog of cases.

RECOMMENDATION 5-51:

APD should fund the Integrated Ballistics Information System specialist position when the grant expires at the end of the current fiscal year.

IMPLEMENTATION STEPS

1. The manager of the Forensic Science Division, working with the Firearms Unit supervisor, prepares a request to fund the IBIS position when the grant expires.

2. The request is submitted to APD's Finance Department for approval.

3. Upon approval, the Forensic Science Division works with the city's Budget and Human Resources departments to help ensure the position is funded when the grant expires.

4. The city's Budget and Human Resources departments, working together, immediately process the request to fully fund the position.

FISCAL IMPACT

Funding the IBIS specialist position would cost the city $67,150 in the first year, including $51,900 in salary and benefits and $15,250 in supplies and equipment. The salary and benefits would be an ongoing cost thereafter, as would about $1,000 in annual supply costs.

RECOMMENDATION 5-52:

The department should add one more firearms examiner to help handle the unit's growing workload.

Current staffing—even with the Integrated Ballistics Information System specialist—cannot keep up with the rising demand for the unit's services. The case backlog continues to grow and it cannot be reduced by the unit's three employees.

IMPLEMENTATION STEPS

1. The manager of the Forensic Science Division, working with the Firearms Unit supervisor, prepares a request for one firearms examiner position.

2. The request is submitted to APD's Finance Department for approval.

3. Upon approval, the Forensic Science Division works with the city's Budget and Human Resources departments to fund and post the position and recruit someone to fill the position.

4. The city's Budget and Human Resources departments, working together, immediately process the request to fill the position.

FISCAL IMPACT

An additional firearms examiner position would cost APD approximately $150,200 in the first year, including $69,200 in salary and benefits and $81,000 in equipment and supplies; the latter figure includes $70,000 for a comparison microscope used to conduct ballistics analysis. The salary and benefits would be an ongoing cost, as would approximately $1,000 in annual supply costs.

Latent Prints Unit

The Latent Prints Unit processes fingerprints and palm prints in support of police investigations, and maintains APD's fingerprint file system. The unit also works with other law enforcement organizations in the region to help them process fingerprints.

The unit is staffed with seven latent print examiners and two automated palm and fingerprint identification system (APFIS) technicians. It works from 7:30 a.m. to 4:30 p.m. Monday through Friday and is available on call after normal work hours.

FINDING

The number of fingerprint searches conducted by the unit has risen from 739 in 2000 to 7,416 in 2006, an increase of 903.5 percent. Over the past two years alone, the unit's backlog of fingerprint cases rose by 218.9 percent.

The computer used to enhance prints for examinations was designed for five users and cannot support the current staff adequately. Demand for computer time often causes significant delays in the analysis process.

RECOMMENDATION 5-53:

The Austin Police Department should purchase another computer for fingerprint enhancement, to support the increased demand for fingerprint analysis.

The capacity of the existing enhancement computer has not kept pace with demand.

IMPLEMENTATION STEPS

1. The manager of the Forensic Science Division, working with the supervisor of the Latent Prints Unit, prepares a request to purchase another computer for the unit.

2. The request is submitted to APD's Finance Department for approval.

3. Upon approval, the Forensic Science Division works with the city's Communications and Technology Management (CTM) Department to develop the specifications needed to purchase the computer, if they do not already exist.

4. The city's Purchasing Department immediately processes the request and purchases the computer.

FISCAL IMPACT

An additional computer would cost $6,500. Supplies used to print images would cost about $300 annually.

Multi-Media Unit

The Multi-Media Unit provides technical support and services concerning photography, digital imaging, videography and image enhancement.

The unit, staffed by three media laboratory technicians, works from 7:30 a.m. to 4:30 p.m. Monday through Friday, and is available on call after normal work hours.

FINDING

The Multi-Media Unit relies on sophisticated technology to perform its tasks, which include analyzing surveillance videos, processing digital images and analyzing photographs and film. These tasks are complicated by the ever-changing nature of information technology, which requires the unit to upgrade or replace its equipment periodically.

Some of the unit's computers should be replaced and others should receive upgraded software, including those used to analyze surveillance videos, process and display digital images, and produce high-quality evidentiary documents used in prosecution.

RECOMMENDATION 5-54:

The Austin Police Department should replace outdated computers and upgrade software used by the Multi-Media Unit.

Specific recommendations concerning these purchases can be found in the cost table below.

IMPLEMENTATION STEPS

1. The manager of the Forensic Science Division, working with the Multi-Media Unit, prepares a request to replace obsolete computers and upgrade software.

2. The request is submitted to APD's Finance Department for approval.

3. Upon approval, the Forensic Science Division works with the city's CTM Department to develop the specifications needed to purchase the computers and software, if they do not already exist.

4. The city's Purchasing Department immediately processes the request and purchases the computers and software.

FISCAL IMPACT

The costs of replacing obsolete computers and upgrading software, based on information supplied by the division and verified independently by looking on-line, would be as follows:

1.	Upgrade graphics and video software on two computers (Mac) – Adobe Photoshop After Effects, Final Cut Pro Studio, and ILife	$3,600 (one-time cost)
2.	Replace two computers (Mac) and hard drives (LaCie), and display screens	$9,600 (one-time cost)
3.	Renew maintenance contract on photographic equipment	$7,980 (annually)
4.	Renew the maintenance contract for the APD's digital crime scene imagining system	$9,020 (annually)

Polygraph Unit

The Polygraph Unit provides polygraph testing, used to determine a person's truthfulness, in support of APD investigations, as well as those of other law enforcement organizations in the region. In addition, the unit supports APD's staff recruitment efforts by conducting pre-employment polygraph examinations of potential police recruits.

The unit consists of one polygraph examiner who works from 7:30 a.m. to 4:30 p.m. Monday through Friday and is available on call after normal work hours.

Quality Assurance Unit

The Quality Assurance Unit is responsible for ensuring that all Forensic Science staff and laboratories meet applicable standards and safety procedures for accreditations, certifications and licensing.

The unit comprises one quality assurance manager who works from 7:30 a.m. to 4:30 p.m. Monday through Friday.

Administration Unit

This unit is responsible for supporting the Forensic Science Division with typing, filing, invoicing and coverage for telephones and a customer service window.

The unit consists of one full-time administrative specialist, two three-quarter-time administrative assistants and one half-time administrative assistant. The unit works from 7:30 a.m. to 4:30 p.m. Monday through Friday.

FINDING

The Forensic Science Division uses a wide variety of consumable supplies to process crime scenes, collect and preserve evidence and conduct various analyses. The need for supplies increases with the section's rapidly growing workload. Yet in several cases, the amounts budgeted for consumable supplies have not increased since 2000. For example, the consumables budget for the Firearms and Tool Marks Unit has not increased since 2000, while the number of cases it analyzes in a year rose by 1,588 percent from 2000 to 2006.

RECOMMENDATION 5-55:

The Austin Police Department should increase the Forensic Science Division's consumables and commodities budget.

This would help to cover the costs for files, film, labels, chemicals, paper and other supplies routinely used by the section in the course of its work.

IMPLEMENTATION STEPS

1. The manager of the Forensic Science Division, working with the section supervisors, prepares a request to increase the division's consumables budget for areas not already addressed in the Forensic Science section of this chapter.

2. The request is submitted to APD's Finance Department for approval.

3. Upon approval, the Forensic Science Division works with the city's Purchasing Department to develop the specifications needed to purchase the supplies, if they do not already exist.

4. The city's Purchasing Department immediately processes the request and purchases the additional supplies.

FISCAL IMPACT

MGT recommends that APD increase the Forensic Science Division budget for consumables and commodities by $42,000 annually. This amount includes $9,500 for accreditation fees, $4,000 for Firearms Unit supplies, $10,000 for Multi-Media Unit supplies and equipment maintenance contracts, $10,000 for Crime Scene equipment maintenance contracts, and approximately $8,500 to cover the cost of maintenance service agreements for equipment that will no longer be under warranty.

5.6.2 Evidence Control Section

The Forensic Science Division's Evidence Control Section is responsible for the safe storage and legal disposition of all evidence and seized property that comes into APD's possession. The section must maintain a strict chain-of-custody and evidence record that documents who has handled evidence from its initial receipt until final disposition. The unit works closely with the Travis County District Attorney's Office to ensure proper chain-of-custody procedures for evidence used in court cases.

The section manager, who reports to the Deputy of Technical Services, oversees the work of 12 civilian employees, including two supervisors and ten evidence specialists. These employees work in eight-hour shifts from 6 a.m. to 6 p.m. Monday through Friday and are available on call after normal work hours.

5.6.3 Building Services Section

The Building Services Section is responsible for building maintenance at all APD facilities; coordinates all capital improvement projects; and performs carpentry, painting, furniture installation and repairs as well as routine and preventative maintenance.

The unit manager reports to the Deputy of Technical Services and oversees the work of four maintenance workers and a building and grounds specialist.

The unit works from 7 a.m. to 4 p.m. Monday through Friday and is available on call after normal work hours.

5.6.4 Facilities Planning Section

The Facilities Planning Section designs and manages long-term capital improvement projects; all APD division and unit moves and relocations; and all space planning and building renovations, including the construction of the North police substation and the joint public safety academy.

The unit consists of a facilities planning coordinator who works from 7:30 a.m. to 4:30 p.m. Monday through Friday and is available on call after normal work hours.

6.0 ADMINISTRATIVE & MANAGEMENT

6.0 ADMINISTRATION AND MANAGEMENT

MGT's review of APD's Administrative Services Division examined functions including financial management and budgeting, community outreach, central records management and fleet management. This chapter also includes an evaluation of APD's overall management and organization.

The chapter includes six sections:

- Organization and Management
- Financial Management
- Fleet and Equipment Management
- Central Records
- Community Outreach
- Austin Listening

Chapter Summary

This chapter includes an analysis of the department's overall management and organization as well as a review of APD's Administrative Services Division.

The current chief has proposed a number of changes to APD's organization. While these proposals have many admirable features, some may result in inadequate coordination and produce unwieldy managerial spans of control. MGT's report makes many suggestions that could further improve efficiency and responsiveness; this chapter summarizes recommendations made in other chapters of the report.

Among other findings, MGT concluded that:

- dividing the city into nine area commands has created unnecessary obstacles to APD's response to calls for service, and ties up valuable resources in overhead for each area command.
- APD does not make adequate use of performance measures to monitor and evaluate its effectiveness or to guide management decisions.
- APD is not developing and monitoring its budget effectively, in large part because managers and supervisors have too little input into the budget process.

- APD has repeatedly exceeded its overtime budget and is not fully reimbursed for chargeable overtime. Fiscal year 2006 overtime spending exceeded budgeted amounts by almost 82 percent.
- APD does not protect its property and equipment inventory adequately. Its Property Control offices are not fully staffed and other personnel do not always follow department procedures, often resulting in lost, broken or missing equipment.
- the Records Management Section is severely understaffed, resulting in significant backlogs in the processing of reports and records.
- the Community Liaison Section provides a range of services to the community and APD officers but has no formal means of evaluating its effectiveness.
- APD's management of the Eastside Story program, an after-school tutoring and enrichment program, does not further its primary mission and takes time and resources away from that mission.
- The Office of the Police Monitor makes outreach efforts to promote mutual respect between the community and law enforcement. In this, its role is similar to that of APD's Office of Community Liaison, but little communication, coordination or resource sharing takes place between the two.

The *key commendation* in this chapter is:

- APD is making organizational changes that will help it address community needs more efficiently and effectively.

Key recommendations in this chapter include:

- align APD's operational and support functions to facilitate better coordination and communication.
- redraw Austin's area command boundaries to reduce their number from nine to five. This should increase the number of patrol units available for calls while cutting overhead.
- train department staff in the development and use of performance measures for internal and external use.
- ensure that the budgeting process obtains input from department managers and provides them with the training needed to conduct proper budget oversight.
- control overtime costs by improving budgeting and expenditure monitoring and implement accounting procedures to ensure that all billable overtime is reimbursed.
- purchase property control scanning equipment to improve controls over APD's equipment inventory.

- staff the Records Management Section so that it can complete its work accurately and in a timely fashion, and eliminate backlogs. In addition to eight FTEs requested in the fiscal year 2008 budget, the city council should approve five additional FTEs for the section.
- relocate the Eastside Story program to another city organization.
- develop formal coordination mechanisms to guarantee that the Office of the Police Monitor and Office of Community Liaison routinely share information and meet at least quarterly to coordinate their efforts.

The fiscal implications resulting from the recommendations contained in this chapter are summarized in **Exhibit 6-1** below.

EXHIBIT 6-1
Chapter Six Fiscal Impact Summary

Recommendation	Fiscal Year 2007-08	Fiscal Year 2008-09	Fiscal Year 2009-10	Fiscal Year 2010-11	Fiscal Year 2011-12
6-2: Re-draw Austin's area command sectors, reducing the nine sectors to five.	$0	$694,796	$694,796	$694,796	$694,796
6-5: Control overtime costs by improving budgeting and monitoring of expenditures and implement accounting procedures to ensure all billable overtime is reimbursed.	$936,000	$936,000	$936,000	$936,000	$936,000
6-6: Purchase property control scanning equipment to improve controls over the APD equipment inventory.	($25,000)	$0	$0	$0	$0
6-7: Staff the Records Management Section appropriately so that work can be completed accurately and in a timely fashion, and to eliminate backlogs.	$0	($422,000)	($422,000)	($422,000)	($422,000)
6-8: Re-establish the city-county liaison position to assist in the Central Booking operation.	$0	($26,000)	($26,000)	($26,000)	($26,000)
6-12: Increase funding for the Eastside Story program to support the growing demand for its services.	$0	($49,000)	($49,000)	($49,000)	($49,000)
Total	***$911,000***	***$1,133,796***	***$1,133,796***	***$1,133,796***	***$1,133,796***
Five-year Total					***$5,446,184***

6.1 Organization and Management

MGT's review of Austin's public safety operations came at a time of significant transition within APD, including a change in leadership. In June 2006, the then-chief of Police resigned after serving for almost ten years as the department head. Upon his resignation, the city manager named an interim chief to lead the department while the city conducted a nationwide search for a permanent chief.

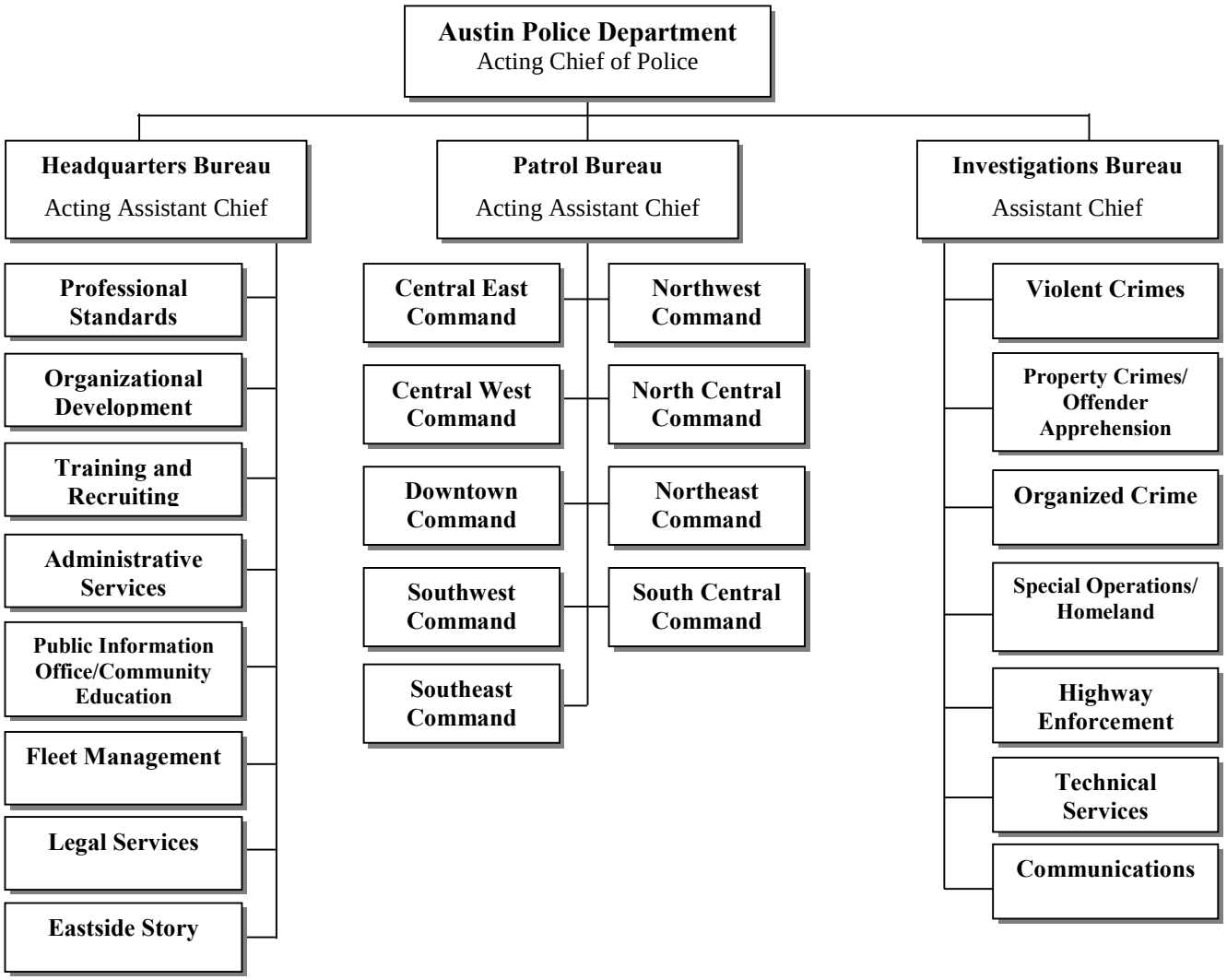
In July 2007, after a year-long search, the city hired a permanent chief of Police.

Department Organizational Structure

At the beginning of MGT's review, APD was organized as portrayed in **Exhibit 6-2**. This structure shows three main "bureaus" that contained the following functions:

- **Headquarters –** responsible for most functions other than patrol and investigations, including Professional Standards, Training and Recruitment, Public Information, Administrative Services, Fleet Management and Legal Services.
- **Patrol –** responsible for the nine geographical area commands.
- **Investigations –** responsible for major investigative functions which included Violent Crimes, Property Crimes, Organized Crime, Special Operations and Homeland Security, Highway Enforcement, and Technical Services (including Forensics). In addition, the Communications Section also reported to the Investigations Bureau.

EXHIBIT 6-2
City of Austin Police Department
Organizational Structure
As of April 2007



Source: *Austin Police Department, April 2007.*

Throughout most of the review period, an acting chief of Police headed APD. Two of the three bureaus were led by acting assistant chiefs, one of whom became permanently assigned during the course of our study.

This section provides a broad overview of APD's organizational structure, assessing changes proposed by the department as well as recommendations for further changes. Other chapters in this report also provide analyses and recommendations concerning organizational and functional changes; **Exhibit 6-3** summarizes this report's organizational and reporting recommendations.

EXHIBIT 6-3
City of Austin Police Department
Summary of Organizational Changes

Recommended Organizational/ Functional Change	Recommendation Number	Chapter/Section
Reconsider plans to move Office of Police Monitor liaison position to the Internal Affairs Division.	3-8	3 / 3.1
Place the Field Training Education Program Unit under the supervision of the Patrol Bureau assistant chief.	3-12	3 / 3.2.2
Reassign the Accreditations Unit to either the Planning and Crime Analysis Unit or the Training Division.	3-21	3 / 3.3.1
Place the Inspections Unit closer to the chief of Police.	3-22	3 / 3.3.2
Eliminate the Patrol Narcotics Unit in the Central East substation.	4-5	4 / 4.4
Review and consider eliminating the function of the District Representatives.	4-16	4 / 4.6.2
Move the Robbery Unit community liaison position to the Crime Prevention Education Unit.	5-2	5 / 5.1.1
Create an Integrity Crimes Unit as a separate function within the Internal Affairs Division.	5-4	5 / 5.1.1
Consolidate the DVERT and Domestic Crimes units.	5-6	5 / 5.1.2
Combine the Homicide Cold Case Unit with the Sex Crimes Cold Case Unit.	5-7	5 / 5.1.2
Merge the Computer Forensics and High Tech Crimes Units with the Financial Crimes and White Collar Crimes Units within the Property Crimes Section.	5-8	5 / 5.1.2
Reorganize the Violent Crimes sections to include only those units that actually investigate violent crimes.	5-9	5 / 5.1.2

EXHIBIT 6-3
City of Austin Police Department
Summary of Organizational Changes
(Continued)

Recommended Organizational/ Functional Change	Recommendation Number	Chapter/Section
Reassign responsibility for animal cruelty calls to the city Health Department's Animal Protection and Control Unit.	5-11	5 / 5.2.1
Move the Pawn Shop Unit from Offender Apprehension to the Property Crimes Section.	5-12	5 / 5.2.1
Eliminate the Crisis Intervention Unit and assign its staff and responsibilities to the Patrol Bureau.	5-13	5 / 5.2.1
Move the alcohol control and abatement responsibilities of the Alcohol Control Team and the Abatement and Community Education Unit to the Special Investigations Section of the Organized Crime Division.	5-14	5 / 5.2.1
Move Alcohol Control Team and Abatement and Community Education community educational responsibilities to the proposed Crime Prevention Education Unit.	5-15	5 / 5.2.1
Reconfigure the Offender Apprehension Section to include: Fugitive Apprehension, Career Criminals, Arrest Review, and Court Liaison.	5-16	5 / 5.2.1
Move Arrest Review and Court Liaison to the Offender Apprehension Section.	5-17	5 / 5.2.2
Move the Auto Theft Interdiction Unit's public education function to the proposed Crime Prevention Education Unit.	5-18	5 / 5.2.2
Eliminate the Sex Offender Apprehension and Response Unit. Transfer its sex offender registration responsibilities to the Sex Crimes Unit and its sex offender monitoring function to the Fugitive Apprehension Unit.	5-21	5 / 5.2.2
Reconfigure the Property Crimes and Offender Apprehension Division into two separate divisions, including only those units that support their missions.	5-22	5 / 5.2.2
Move the responsibilities of the Career Criminal and Fugitive Apprehension Units to the proposed Offender Apprehension Division to facilitate coordination and information sharing.	5-24	5 / 5.3.1

EXHIBIT 6-3
City of Austin Police Department
Summary of Organizational Changes
(Continued)

Recommended Organizational/ Functional Change	Recommendation Number	Chapter/Section
Eliminate the Firearms Review Unit and assign its staff to other investigative units.	5-25	5 / 5.3.1
Eliminate the Human Trafficking Unit and assign its responsibilities to the Special Investigations Section.	5-26	5 / 5.3.1
Merge the Major Crimes Task Force with the Gang Suppression Unit.	5-27	5 / 5.3.2
Relocate Special Events coordinating and accounting functions to the city manager's office.	5-30	5 / 5.4.1
Assign the executive protection function to the SWAT Unit.	5-36	5 / 5.4.1
Move the Control Booth Unit to the Administrative Bureau.	5-37	5 / 5.4.1
Eliminate the Intelligence and Crime Stoppers Unit and assign responsibility for Crime Stoppers to the proposed Crime Prevention Education Unit. Assign the criminal intelligence function to the Investigations Bureau.	5-38	5 / 5.4.1
Eliminate the Air Enforcement Section and reassign its staff to other units.	5-40	5 / 5.5.2
Merge the Traffic Education Unit into the proposed Crime Prevention Education Unit.	5-42	5 / 5.5.4
Assign the following crimes to area detective units: • auto thefts other than apparent commercial vehicle thefts, "chop shop" operations and specialized vehicle thefts. • all juvenile crimes other than child abuse crimes. • robberies of persons such as purse snatchings and "strong-arm" robberies that involve the use of force.	5-44	5 / 5.5.5

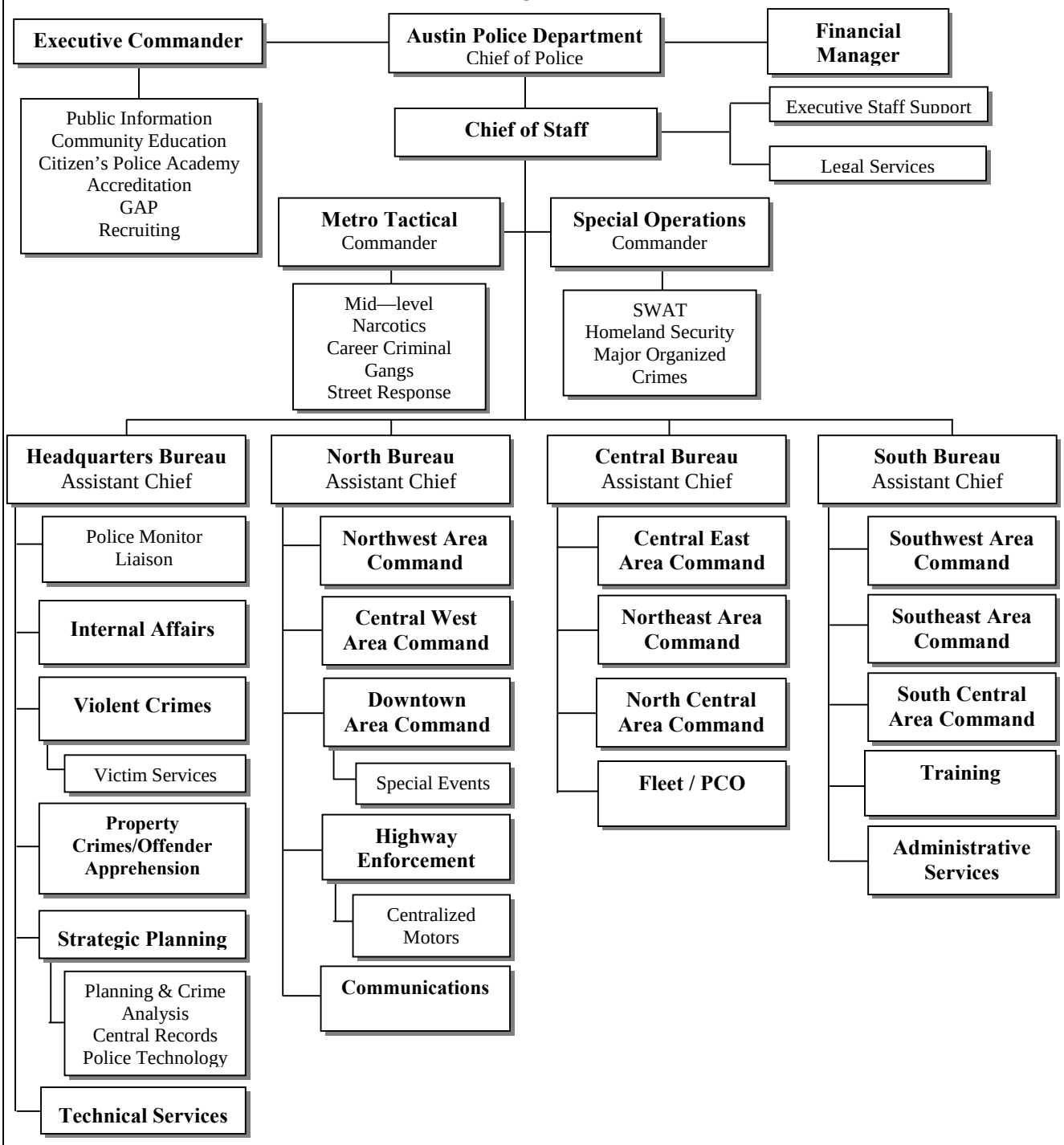
Source: *MGT of America, Public Safety Police Operations Review, November 2007.*

FINDING

The new chief took immediate action to change some key reporting structures.

Upon taking charge of APD, the newly appointed chief proposed a new organizational structure to be adopted over time. **Exhibit 6-4** shows the proposed changes made.

EXHIBIT 6-4
City of Austin Police Department
Chief's Proposed Organizational Structure
As of August 2007



Source: *Austin Police Department, August 2007.*

In an announcement describing the initial organization changes, the chief stated that they were the first steps of many to come in "realigning the department with the needs of the community." After the announcement, MGT met with the chief to discuss the specific changes. The chief indicated that while he was still conferring with department staff to fine-tune the final organizational plan, with an expected transition date of January 2008, some changes would be made immediately. Changes that have already been put in place include the following:

- created a chief of staff position to oversee a newly organized Metro Tactical Unit, including Mid-level Narcotics, Career Criminal, Gangs, and Street Response sections; Legal Services; a newly organized Special Operations Unit including SWAT, Homeland Security and Major Organized Crimes; and the executive support staff.
- changed the reporting structure so that the assistant chiefs and executive support staff report to the chief of staff rather than directly to the chief.
- created a fourth assistant chief position.
- moved the Motorcycle Unit from the Southwest Area Command to the Highway Enforcement Division.
- created an organizational unit called Strategic Planning and placed the Planning and Crime Analysis Section (moved from the Administrative Services Division) and the Police Technology function (moved from the Headquarters Bureau) under its direction.
- split the nine area commands into three bureaus, each reporting to one of three assistant chiefs. The North Bureau assistant chief oversees the Northwest, Central West and Downtown Area Commands, while the assistant chief of the Central Bureau supervises the Central East, Northeast and North Central Area Commands. The assistant chief over the South Bureau oversees the Southwest, Southeast and South Central Area Commands.
- placed the Training Division and Administrative Services Division under the South Bureau and the Fleet and Equipment Unit under the Central Bureau; these units were formerly part of Headquarters. The North Bureau received the Communications Division, which formerly reported to the Investigations Bureau.
- Financial Management and Public Information now report directly to the chief.

These changes should aid the department in focusing on its most critical functions. For instance, the Public Information Office, which serves as APD's public "face," is better placed close to the chief's office.

Similarly, Financial Management is another critical component of APD operations. Its responsibility for developing and monitoring a $200 million annual budget, tracking revenue and grants and ensuring the proper expenditure of funds is essential to maintaining the integrity of the department. Moving this function to report directly to the chief should help to increase financial and budgetary accountability and transparency.

Creating the Strategic Planning Section to absorb Police Technology, Central Records and Planning and Crime Analysis allows these functions to communicate and coordinate with one another more effectively. In the post-9/11 era, many police bureaus are moving toward "intelligence-led policing." Kansas City, Missouri's agency, for instance, has created a Command Information Center comprising Intelligence, Crime Analysis, Information Technology and Communications. APD's new Strategic Planning Section is a step toward a similar structure.

The Metro Tactical Unit, which will address narcotics, career criminals and gang activities, will focus on vice-related crimes in a formal and structured way not addressed before.

Placing Centralized Motors in the Highway Division is a logical step, since a significant part of the motorcycle patrol's duties is related to traffic and traffic enforcement.

COMMENDATION

APD is making organizational changes that will help it address community needs more efficiently and effectively.

FINDING

While the proposed reorganization has many admirable features, some of the proposed changes may result in inadequate communications and coordination.

The proposed reorganization distributes various operational and support functions unrelated to patrol throughout the organization. For instance, Communications, Fleet, Training and Administrative Services would report to various field commands.

The chief of staff told MGT that the chief and executive team did this so that the assistant chiefs and area commanders could obtain non-patrol experience by managing these functions. Placing too many unrelated functions under a single manager, however, tends to create spans of control that are difficult to manage.

For instance, placing the South Bureau assistant chief over patrol functions as well as the Training and the Administrative Services divisions places too many unrelated demands on this official. The same is true for the Central Bureau assistant chief, who would manage Fleet as well as patrol functions, and the North Bureau assistant chief, who would oversee patrol functions as well as Highway Enforcement and Communications.

In addition, the functions of Accreditation, the Guidance Advisory Program (GAP) and Recruiting would report to a unit that also contains Public Information, Community Education and the Citizen's Police Academy. This misaligns the core missions of these functions. As shown in **Exhibit 6-3**, MGT recommends that the Accreditations Unit be moved either to the organizational area including Planning and Crime Analysis (Strategic Planning, under the proposed structure) or to the Training Division.

APD's proposed organizational structure also places the Internal Affairs Division in the same bureau as the investigative functions. This unit should be placed elsewhere to provide for a better separation of duties and to lend a greater degree of independence to Internal Affairs functions.

RECOMMENDATION 6-1:

Align the operational and support functions within the organizational structure of the Police Department to facilitate better coordination and communication.

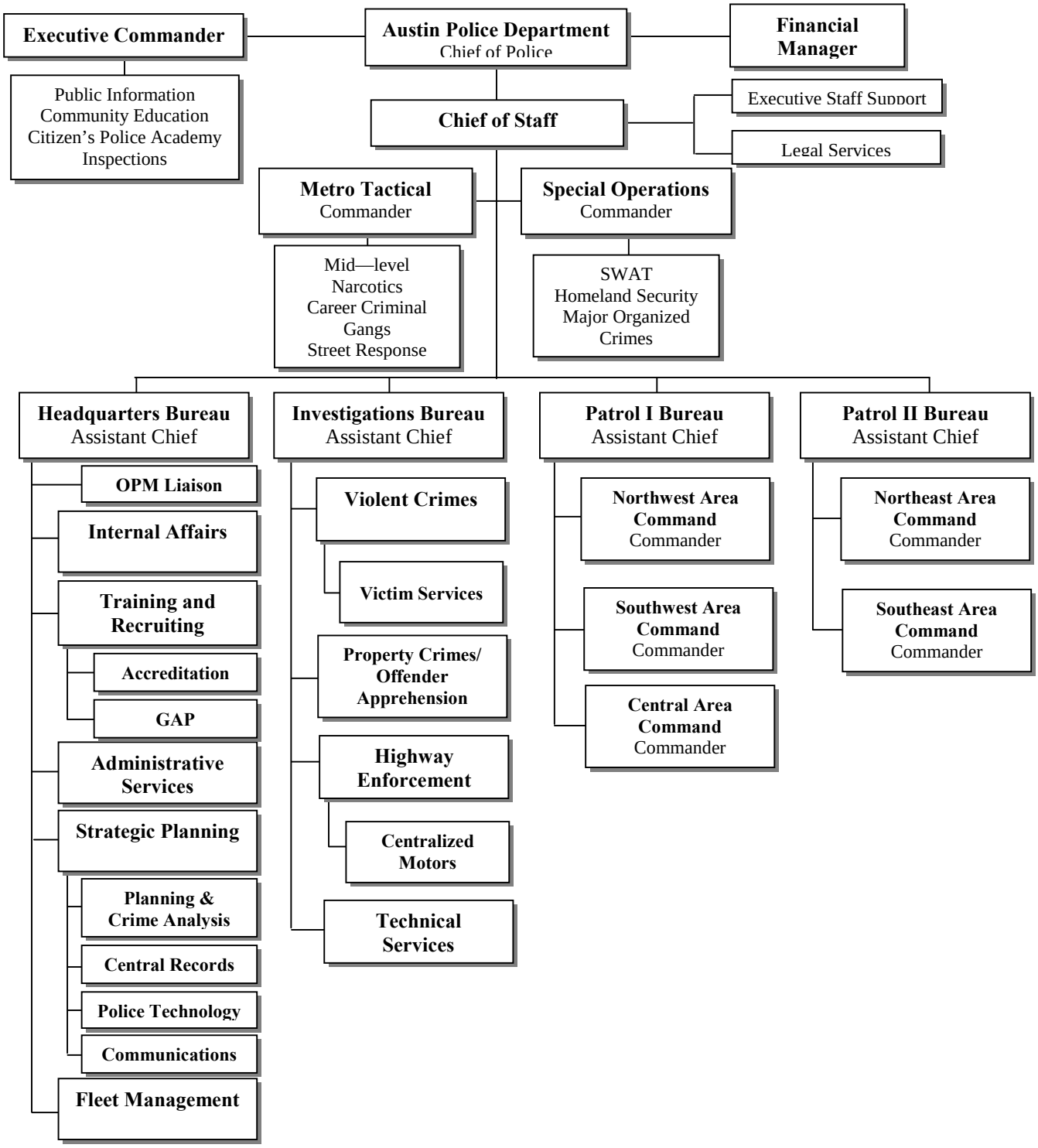
The organizational chart shown in **Exhibit 6-5** presents MGT's proposed organizational structure for the Austin Police Department's non-patrol operational and support functions. As this chart shows, the department has been organized under the four assistant chiefs who report directly to the chief of staff. The Headquarters Bureau has been assigned the following functions:

- Internal Affairs
- Training and Recruitment (which includes Accreditation and the Guidance Advisory Program)
- Administrative Services
- Strategic Planning (which, in addition to the functions established in this unit, includes the Communications function)
- Fleet Management

In addition, **Exhibit 6-5** shows a proposed Investigations Bureau to oversee the investigative operations. The functions falling here include Violent Crimes, Property Crimes, Highway Enforcement, and Technical Services.

The APD-proposed structure of having the Metro Tactical and the Special Operations functions reporting under the chief of staff remain unchanged. In addition, the Public Information, Community Education, and Citizen's Police Academy also remain reporting to the executive commander. However, MGT proposes moving the Accreditation, Guidance Advisory Program, and the Recruiting functions into the Headquarters Bureau and placing the Inspections function under the executive commander.

EXHIBIT 6-5
MGT's Recommended Organizational Structure for Austin Police Department



Source: *MGT of America, October 2007.*

IMPLEMENTATION STEPS

1. The chief of Police meets with the chief of staff and the four assistant chiefs to discuss the organizational structure.

2. The chief develops an organizational structure that resembles the proposed structure in **Exhibit 6-5**.

3. The chief of Police issues a memorandum explaining the new organizational changes.

FISCAL IMPACT

This recommendation can be implemented with existing resources.

FINDING

Having the city divided into nine area commands has created unnecessary boundaries and obstacles in the way that the department addresses and responds to calls for service. In addition, this structure is using up valuable resources in the overhead and command of each sector.

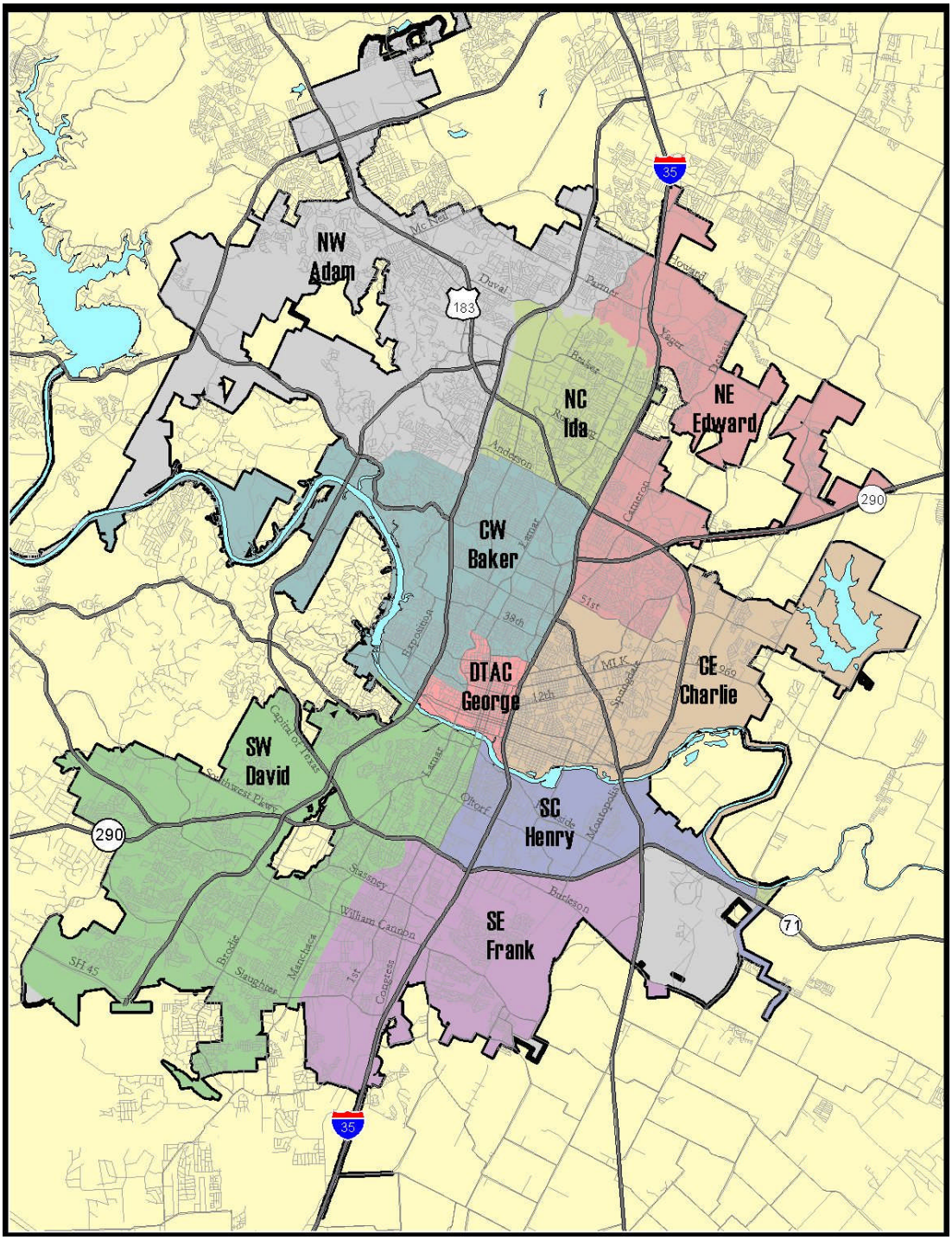
APD's proposed organizational structure does not address the way that the city has been divided into nine area sectors. **Exhibit 6-6** shows the current sector boundaries. Each sector is further divided into districts, with district representatives assigned to one or more sectors.

The division of the city into nine sectors places too many boundaries on how patrol officers are deployed and how they respond to calls for service. That is, each sector must be assigned a minimum staffing, so the more sectors there are, the more staff needed. In addition, although patrol units are assigned to specific sectors, they respond to calls outside of their sectors about 15 percent of the time (according to a review of dispatch data).

The way that the city has been divided into nine sectors is also inefficient and costly. Each sector has overhead and command staff that, if consolidated, could be reduced.

In interviews and focus groups, MGT heard concerns from officers that the current sector boundaries sometimes make it difficult to respond to calls for service in a timely manner. As **Exhibit 6-6** shows, some of the city's major thoroughfares run through a sector (for instance, IH-35 bi-sects the Northeast, South Central, and Southeast sectors and Highway 183 bi-sects the Northwest, North Central, Northeast, Central East, and South Central area commands), making it difficult to get from one far edge of a sector to another during peak traffic hours.

EXHIBIT 6-6
City of Austin Police Department
Area Command Map



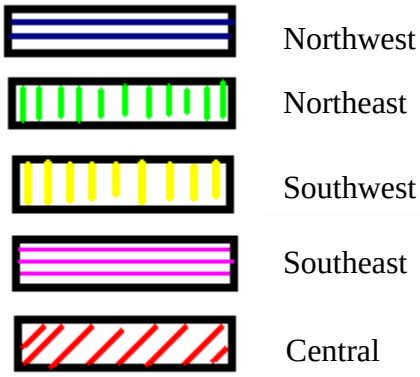
***Source**: Austin Police Department, November 2007.*

RECOMMENDATION 6-2:

Re-draw Austin's area command sectors, reducing the nine sectors to five.

Having fewer but larger command sectors will serve to increase the number of patrol units available to respond to calls, while at the same time reducing administrative overhead.

The city should re-draw the sector boundaries to include a Northwest, Northeast, Southwest, Southeast, and Central area commands. **Exhibit 6-7** shows a map with proposed area commands as follows:

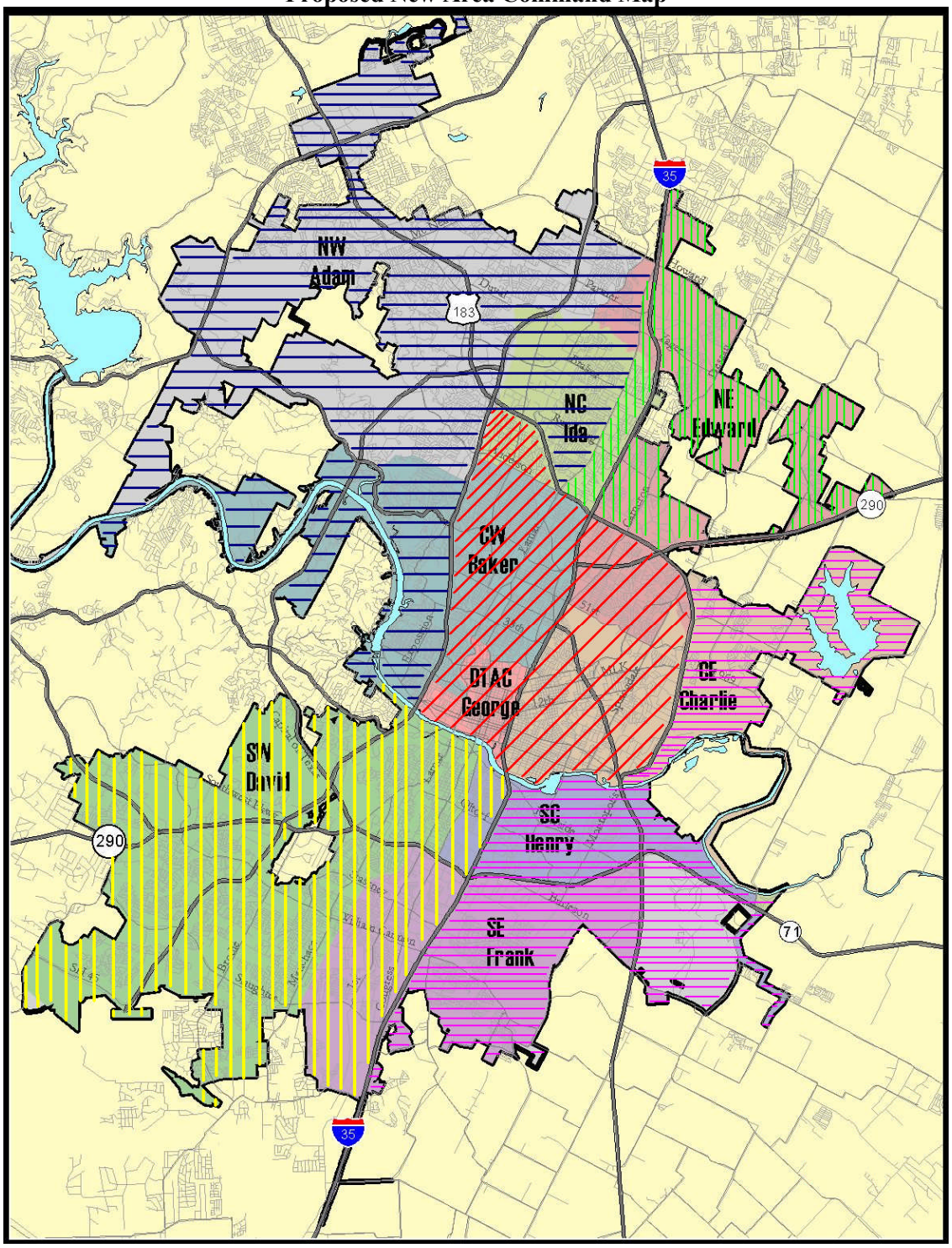


MGT proposes boundary changes that will accomplish three goals:

- place more resources in the area sectors having the most calls for service;
- place sector boundaries to border on major thoroughfares so that traffic patterns on busy streets do not negatively affect police response times; and
- reduce the number of area commands to reduce the overhead and command staff costs.

The district boundaries should remain as they are currently established to the extent possible.

EXHIBIT 6-7
City of Austin Police Department
Proposed New Area Command Map



***Source**: MGT of America, Inc., November 2007.*

IMPLEMENTATION STEPS

1. The chief of Police meets with the chief of staff, the four assistant chiefs, and area commanders to discuss the sector boundaries.

2. The chief of Police re-draws the sector boundaries to include only five area sectors.

3. The chief of staff meets with APD's chief Financial manager and Human Resources manager to identify which individuals in command and support functions are close to retirement.

4. The chief of staff recommends to the chief of Police a staffing plan that can accomplish this recommendation with the least negative impact on staff. The plan should minimize the number of positions requiring employee layoff, instead relying on attrition, retirement, and re-assignment.

5. The chief of Police issues a memorandum announcing the new boundaries.

FISCAL IMPACT

Implementing this recommendation will allow the department to eliminate the command and support staff for four sectors. This will result in an annual savings of approximately $694,796 which includes $594,796 for commander-level salaries and benefits and approximately $100,000 for support personnel benefits.

MGT's estimates are based on the average salary for an APD commander of $104,791 and a benefits rate of 41.9 percent ([$104,791 average salary X 1.419 benefits] X 4 positions = $594,796).

MGT conservatively estimates that administrative staff would amount to an additional $100,000 in annual savings resulting from the implementation of this recommendation.

Command and support staff cuts could either be achieved through attrition, retirement, or reassignment of staff to other areas that are short staffed.

FINDING

The Austin Police Department does not make adequate use of performance measures to monitor and evaluate its effectiveness or to make management decisions.

Throughout this review, MGT found a general lack of use of data for making management decisions and tracking performance in the Austin Police Department. As mentioned throughout the chapters of this report, the department lacks adequate ways of determining whether it is performing well.

Performance measures in law enforcement serve several purposes. They can inform internal decision-makers regarding staff size and staff placement. They are also used to support budget and funding requests. Performance measures are also useful in informing an organization of

whether they are meeting their established targets or goals. Performance measures also help internal managers establish a form of accountability within the law enforcement organization. Rather than simply executing policies, police organizations need to determine whether they are achieving valuable results in an efficient manner.

Externally, performance measures inform policy makers, external funding (grant) agencies, and the general public how an agency is performing. External performance measures help to inform the public of what "value" is produced by their police organization. Well-established performance measures provide the policy makers and the public an assessment not just of "good", "bad", "improving", or "deteriorating" performance, but rather they should inform the user of the challenges faced by the organization and what the organization is doing to meet those challenges.

The Austin Police Department prepares performance measures in accordance with the city's performance-based budgeting process. However, a review of these measures indicates that they do not always provide a measure of how a function is operating. For instance, many of the performance measures published in the APD budget are merely work load volume measures. Although such information can be useful, they do not inform whether or not the department is meeting its goals or achieving its mission.

Throughout this review, MGT found some managers and supervisors who tracked workload and performance measures applicable to their staffs or their units, and used these measures to make internal decisions. However, it was more common to find areas that did not adequately collect and track such information.

In a few cases, MGT interviewed department heads who had no knowledge of what their performance measures were or who established the measures published in the APD budget document.

RECOMMENDATION 6-3:

Provide training to department staff on the development and use of performance measures, both for internal and for external use.

The department's Planning and Crime Analysis Section should be charged with overseeing the performance measurement process. This section should train police managers in how to develop and use performance measures for internal decision making.

In addition, the Planning and Crime Analysis Section should assist the department in developing an external "score card" to inform the city council, the general public, and other external users of the department's performance. The chart in **Exhibit 6-8** presents a sample score card that should be presented to the city council and published on the APD website on a regular basis.

EXHIBIT 6-8
Sample Score Card for the Austin Police Department

1	Part I Crimes per 1,000 population*
2	Response time for Priority 1 calls
3	Number of Citizen Complaints
4	Number of Citizen Commendations
5	Crime Clearance Rates
6	Patrol Vehicle Down Time
7	Number of citizen calls for service
8	Number of 911 calls dropped
9	Percent of officers discretionary time available for community policing
10	Number of hours of police time dedicated to special events
11	Number of fatal traffic accidents
12	Amount of overtime worked
13	Number of officers per 1,000 population (both authorized positions and filled positions)
14	Percent of sworn personnel doing administrative work

Source: *MGT of America, August 2007.*
*Part I Crimes include seven offenses: homicide, burglary, robbery, rape, vehicle theft, aggravated assault, and larceny.

IMPLEMENTATION STEPS

1. The Planning and Crime Analysis manager meets with the chief of Police and the chief of staff to discuss performance measures.

2. The Planning and Crime Analysis manager develops guidelines for development of performance measurements and develops training for APD staff.

3. The Planning and Crime Analysis manager meets with each area commander and department head to review performance measurements.

4. The Planning and Crime Analysis manager oversees the development of performance measures.

FISCAL IMPACT

This recommendation can be implemented using existing resources.

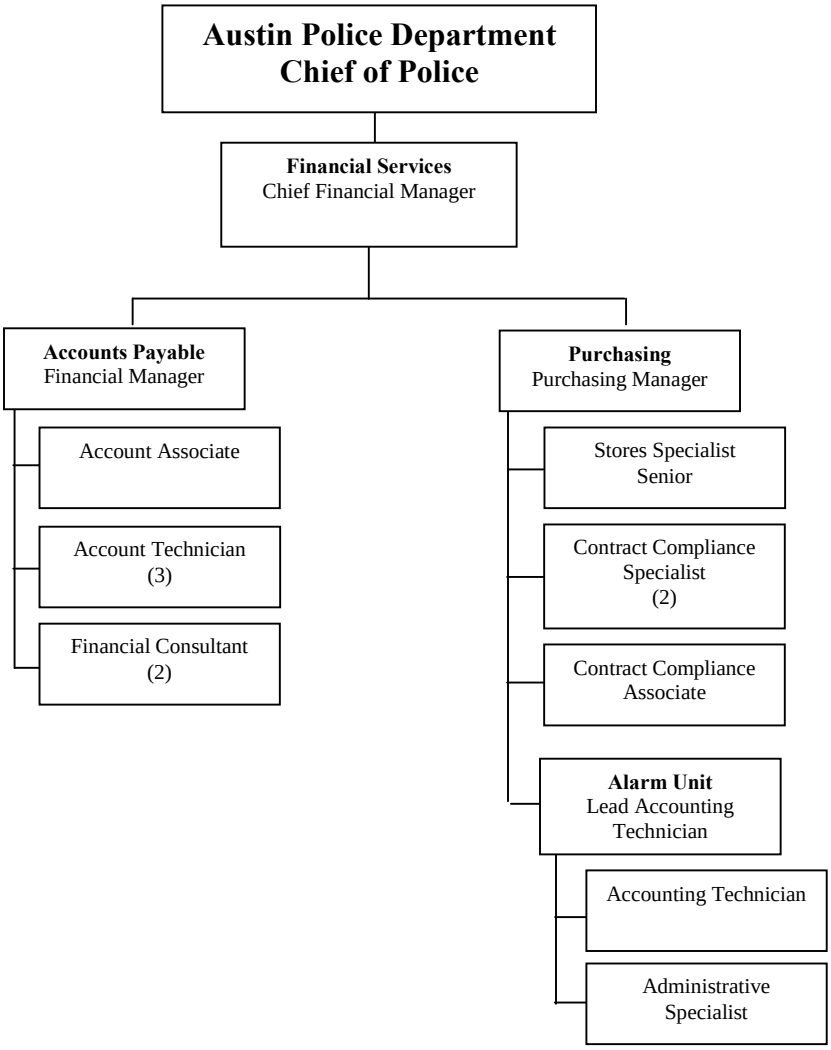
6.2 Financial Management

The primary purpose of the Financial Management Section is to conduct analysis and reporting for budget and accounting purposes, pay APD bills and invoices, and process purchases for any items not managed by the city's Purchasing Department. The Financial Management Section serves as the primary point of contact for any APD fiscal or financial data or reporting.

At the time of MGT's review, the Financial Management Section reported to the deputy director of Administrative Services. Just before MGT started its review, the chief Financial manager at the time resigned. The city transferred an experienced Financial manager from another department to help APD while a search for a more permanent Financial manager was conducted. In July 2007, the department hired a permanent chief Financial manager. Also, as mentioned above, upon the arrival of the new chief, the section was moved from the Administrative Services Division to report directly to the chief.

The Financial Management Section is composed of the following units: Purchasing, Accounts Payable (includes Budget/Accounting), and the Alarm Unit. The chief Financial manager manages the section with assistance from two managers and 14 civilian staff. **Exhibit 6-9** provides an organizational diagram of the section.

EXHIBIT 6-9
City of Austin Police Department Financial Management Section
Organizational Structure



Source: *Austin Police Department, April 2007; updated August 2007.*

The Purchasing Unit is responsible for assisting departmental personnel in the requisition and acquisition of goods and services for official use in accordance with applicable state law, city ordinance, and city purchasing policy and procedures. The unit also provides general office supply items, printed forms and materials, and other related items for departmental use.

The Financial manager and two civilian financial consultants work in the Budget and Accounting Subunit. The unit is responsible for monitoring all accounts receivable, accounts payable, travel, and cash activities of the department.

The Budget and Accounting Subunit is responsible for providing budget information to be used by department personnel in managing resources and monitoring the financial activities. The unit develops and monitors the annual operating budget in accordance with the city's corporate Budget Office forms and instructions. In addition, staff is responsible for preparing and distributing various reports; ensuring that the department's petty cash and cash handling functions are carried out in accordance with city policy; and assisting the city's Controller's Office, Internal Audit Office, and APD program staff with audit and budget tasks.

The Alarm Unit is responsible for issuing permits for citizens to operate alarm systems as well as maintaining original permit applications of active permit holders on file. In addition, staff issues invoices to permit holders and non-permit holders for fees related to police response to false burglar alarm calls. The unit takes telephone calls from the public from 9:00 a.m. to 3:00 p.m.

FINDING

The Austin Police Department does not do an adequate job of developing or monitoring its budget.

Interviews with department personnel revealed that many managers and supervisors feel they do not have adequate input into the budget process.

All areas of APD are required to prepare an annual budget. For example, the 2006 Area Command Standard Operating Procedure (.05 A3) requires that commanders prepare an annual budget which includes forecasting the budget for the next cycle, approving performance measures, approving purchases and allocating resources and funds. In practice, however, there is little actual input from commanders and other police managers.

Managers told MGT that there has been a tradition in the department for budget decisions to be made at the executive level with little or no input from the various divisions or sections. Although executive management has attempted to change this over the past year, managers told MGT that

they do not have enough input in developing their budgets and that they lack the training and tools necessary to adequately monitor their budgets.

For instance, one manager told MGT that they prepare their budgets according to the work load needs of their unit, but budget requests are continuously denied and the manager does not have an opportunity to discuss the unit's needs with upper management.

In addition, area commanders told MGT that they are not involved in the budget process and have limited access to information. Commanders indicated they have very limited approval authority for expenditures. Commanders felt their involvement in the budget process would be helpful to the administration and management of areas.

The city implemented a new financial accounting system in October 2006. Although some basic training was conducted for those responsible for budgeting activities, many APD managers told the review team that the training was not sufficient to provide them the skills to get the information that they need.

In the absence of adequate budget input and oversight, APD managers and supervisors cannot be held accountable for their expenditures and financial results.

RECOMMENDATION 6-4:

Develop a budgeting process that obtains input from department managers and provides them with training needed to conduct proper budget oversight.

Commanders and other police managers should be involved in creating their budgets and given access to budget information pertinent to their assignments. This would assist them in understanding and controlling their expenditures, particularly in the area of overtime, which is a major concern for the city.

IMPLEMENTATION STEPS

1. The chief Financial manager develops a budget manual that requires budget input from all commanders and department managers.

2. The chief Financial manager conducts training sessions for all commanders and department managers responsible for preparing a budget.

3. The chief Financial manager meets with citywide Financial Services staff to request assistance in providing training for all APD staff responsible for developing or monitoring a budget.

4. All commanders and department managers receive system training.

5. The chief Financial manager monitors budget and system training needs on an on-going basis and provides assistance when necessary.

FISCAL IMPACT

This recommendation can be implementing using existing resources.

FINDING

The Austin Police Department has repeatedly exceeded its overtime budget and is not getting fully reimbursed for chargeable overtime.

Exhibit 6-10 below shows a summary of budgeted overtime as compared to actual overtime for the past four fiscal years. As this exhibit shows, with the exception of the 2002-03 fiscal year in which overtime expenditures were less than what was budgeted, all other years show that overtime budgets were exceeded. For fiscal year 2005-06, the overtime expenditures exceeded budgeted amounts by almost 82 percent.

EXHIBIT 6-10
City of Austin Police Department
Overtime Expenditures – Budgeted and Actual
For 2002-03 through 2005-06
($ in Millions)

2002-03			2003-04			2004-05			2005-06		
Bud	Act	Diff	Bud	Act	Diff	Bud	Act	Diff	Bud	Act	Diff
$5.4	$4.8	$.6	$4.7	$6.4	($1.7)	$4.1	$7.7	($3.6)	$4.9	$8.9	($4.0)

Source: *Overtime reports compiled by the City of Austin Controller's Office, September 2007.*

Exhibit 6-11 shows a detail of overtime for patrol areas for fiscal years 2004-05 and 2005-06. As this exhibit shows, each patrol sector has also continuously exceeded its overtime budget. Detailed breakdown for expenditures for the Downtown Area Command were not available and therefore were excluded from all calculations.

EXHIBIT 6-11
City of Austin Police Department
Overtime Expenditures by Patrol - Budgeted and Actual
For 2004-05 and 2005-06

	2004-05				2005-06			
Patrol Sector	**Budgeted**	**Actual**	**Difference**	**Percent Difference**	**Budgeted**	**Actual**	**Difference**	**Percent Difference**
Walking Beat	$230,000	$936,795	($706,795)	-307.30%	$364,535	$856,343	($491,808)	-134.91%
Mounted Patrol	$32,000	$37,489	($5,489)	-17.15%	$32,000	$32,957	($957)	-2.99%
Northwest Area Patrol	$200,000	$463,454	($263,454)	-131.73%	$261,110	$482,374	($221,264)	-84.74%
Northeast Area Patrol	$200,000	$460,186	($260,186)	-130.09%	$261,110	$509,259	($248,149)	-95.04%
Central West Area Patrol	$200,000	$337,400	($137,400)	-68.70%	$261,110	$372,992	($111,882)	-42.85%
Central East Area Patrol	$200,000	$526,457	($326,457)	-163.23%	$261,110	$738,919	($477,809)	-182.99%
Southwest Area Patrol	$200,000	$377,155	($177,155)	-88.58%	$261,110	$347,472	($86,362)	-33.07%
Southeast Area Patrol	$200,000	$400,544	($200,544)	-100.27%	$261,110	$492,298	($231,188)	-88.54%
Downtown Area Command	Not available	Not available	Not available	Not available	Not available	Not available	Not available	Not available
North Central Area Patrol	$200,000	$606,036	($406,036)	-203.02%	$261,110	$722,146	($461,036)	-176.57%
South Central Area Patrol	$200,000	$679,397	($479,397)	-239.70%	$261,110	$603,076	($341,966)	-130.97%
Totals	**$1,862,000**	**$4,824,913**	**($2,962,913)**	**-159.13%**	**$2,485,415**	**$5,157,836**	**($2,672,421)**	**-107.52%**

Source: *Overtime reports compiled by the City of Austin Controller's Office, September 2007.*

APD prepares its budgets at the summary appropriation code level for personnel services, except for expenditures that are additions to the budget, including shift differential, overtime, holidays worked and stability pay. That is to say, overtime is budgeted at a department-wide level and not at a division or unit level. This is apparent in looking at budgeted overtime shown in **Exhibit 6-11**. With the exception of Walking Beat and Mounted Patrol assignments, all other area commands have had the same amount of overtime budgeted. This practice makes it difficult to track and monitor expenditures and to assign accountability.

In addition, APD uses a "continuation budget" method. In effect, budgeting begins by providing each unit with the amount of funding it received in the prior fiscal year, with any changes to this amount deemed necessary. The alternative is to build a budget from zero (hence, "zero-based" budgeting), so that each and every expenditure category must be reviewed and justified in each budget cycle.

Another issue related to the escalating overtime costs is the amount of "billable" overtime that is not reimbursed. When an event sponsor contracts with the department for police coverage (for parades or festivals, for example), they are required to reimburse APD for the costs of police coverage. MGT reviewed overtime charges eligible for reimbursement against the amounts actually received, and found that the department is not being fully reimbursed for the services it provides at special events (**Exhibit 6-12**).

EXHIBIT 6-12
City of Austin Police Department Reimbursable Overtime
2002-03 through 2005-06

	2002-03	2003-04	2004-05	2005-06	Four-Year Total	Four-Year Average
Overtime eligible for reimbursement	$2,081,903	$1,296,214	$2,594,020	$2,377,359	$8,349,496	$2,087,374
Overtime actually reimbursed	$1,181,497	$925,599	$1,377,278	$1,117,311	$4,601,685	$1,150,421
Difference	**$900,406**	**$370,615**	**$1,216,742**	**$1,260,048**	**$3,747,811**	**$936,953**
Percent Reimbursed	**56.75%**	**71.41%**	**53.09%**	**47.00%**	**55.11%**	**55.11%**

Source: *Overtime reports compiled by the City of Austin Controller's Office, September 2007.*

Note that with the exception of 2003-04, the amount of billable but unreimbursed overtime is increasing. In the last four years, billable overtime for which the department did not receive reimbursement has averaged nearly $937,000 annually.

(Refer to Chapters 4 and 5 for additional discussions and findings regarding overtime.)

RECOMMENDATION 6-5:

Control overtime costs by improving budgeting and monitoring of expenditures and implement accounting procedures to ensure all billable overtime is reimbursed.

IMPLEMENTATION STEPS

1. The chief Financial manager assists commanders and other department heads in developing their budgets based on anticipated work loads and events.

2. The chief Financial manager reviews overtime usage on a monthly basis, and with help from commanders and department heads, forecasts overtime usage for the remaining fiscal year. The forecasts are prepared using existing knowledge of events, staffing schedules, etc.

3. The chief Financial manager meets with the chief of Police monthly to review overtime used, overtime projections, and develop alternative staffing plans if necessary.

4. The chief Financial manager tracks overtime reimbursable and unreimbursed overtime. Any overtime that is eligible for reimbursement but has not been paid is reported to the chief of Police and the city manager.

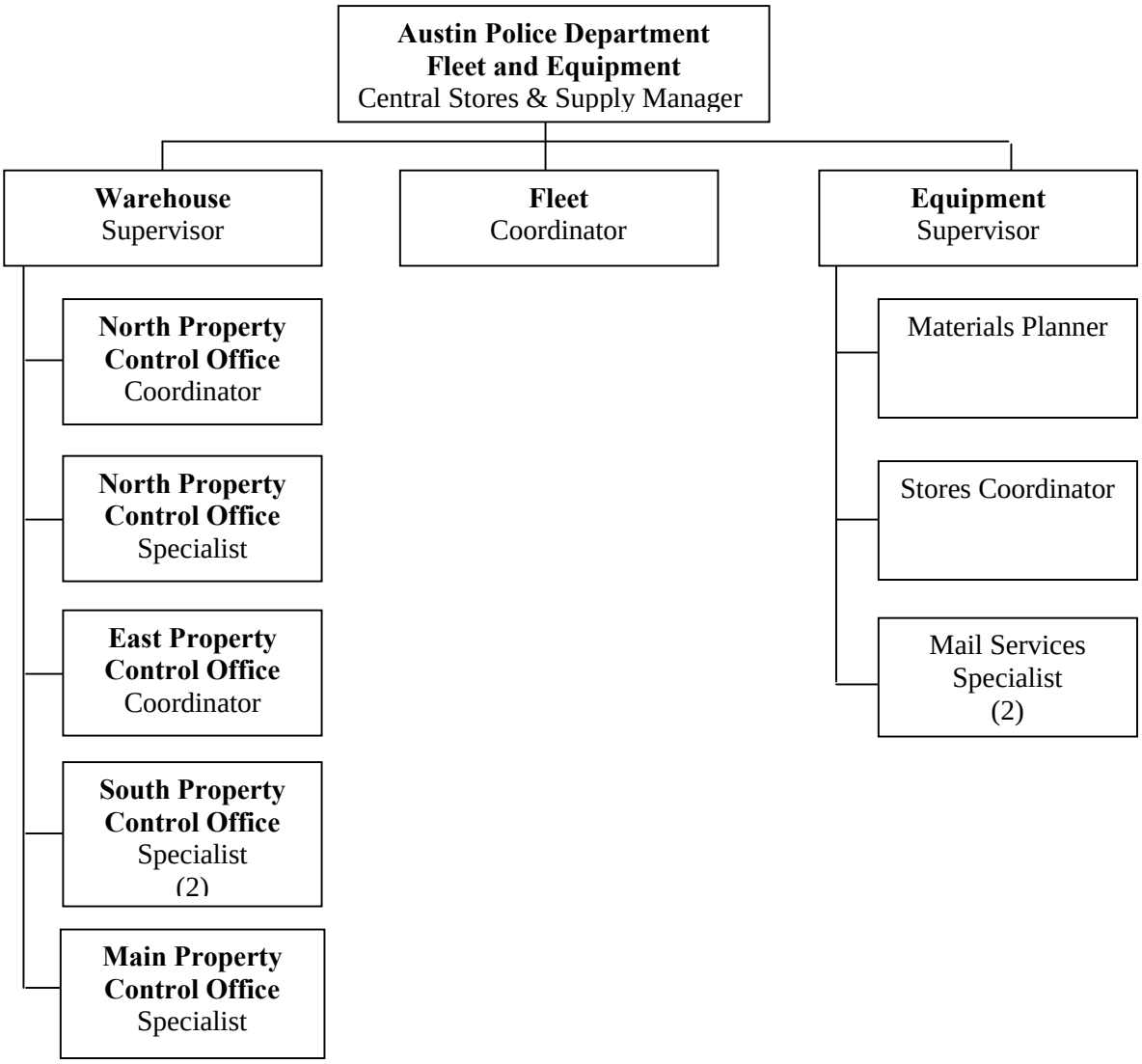
FISCAL IMPACT

The savings from improved overtime budgeting would depend upon future actions and events and cannot be determined. Ensuring full reimbursement for all billable overtime would result in an estimated $936,000 in annual savings (based on average unreimbursed overtime for the past four years).

6.3 Fleet and Equipment Management

Exhibit 6-13 displays the organizational structure of the Fleet and Equipment Management Section. A Central Stores and Supply manager oversees the section's units, which include Warehouse, Fleet and Equipment.

EXHIBIT 6-13
City of Austin Police Department
Fleet and Equipment Management Organizational Structure



***Source**: Austin Police Department, April 2007.*

The section's Warehouse supervisor and four Property Control Offices (PCOs) account for equipment used by police officers, including video and camera equipment, body armor and computer equipment. This type of equipment is not issued to officers on a permanent basis, but rather is issued to an officer for use on his or her shift only. At the end of the shift, officers are

required to turn the equipment in. PCO staff members issue equipment to officers arriving for duty, collect it from officers ending their shifts and track lost or missing items.

The Fleet Unit has one employee who coordinates activities associated with police vehicle maintenance, repair, registry and licensing.

The Equipment Unit has five employees charged with overseeing the department's Capital Asset Program. Under this program, any individual item valued at $1,000 or more must be tagged and tracked in an asset inventory system. In addition, the unit orders, issues and disposes of police equipment and maintains logs of all equipment issued to officers, such as handcuffs, flashlights, radios, uniforms and electronic control devices. This type of equipment issue is for officers to keep in their possession and is not required to be turned in after each shift. Equipment staff members also are responsible for equipment repair.

The Equipment Unit also handles APD's Mail Services function. Two civilian employees are responsible for all incoming and outgoing mail for the department. This involves sorting incoming mail and processing outgoing mail by stamping it and taking it to the post office. Mail Services employees deliver mail to headquarters staff, but substation employees must pick up incoming mail from the Headquarters building.

FINDING

APD does not protect its property and equipment inventory adequately.

Due to staffing cutbacks in fiscal year 2004, the Property Control Offices are not fully staffed. Although APD's standard operating procedures require that inventory staff be on duty at all times to check equipment in and out of service, the section does not have enough staff members to provide around-the-clock duty.

During fiscal year 2004, the PCO's staffing was cut by more than half. For instance, in fiscal year 2003, the offices had 20 full-time equivalent positions (FTEs). In fiscal year 2004, this staffing was trimmed back to nine FTEs; the current budget authorizes 11 FTEs.

The section has procedures in place to compensate for these staffing shortages. In the event of a staffing shortage, these procedures state that, when a stores specialist is not on duty in a PCO, only patrol lieutenants, sergeants, and corporals are allowed access to it. The procedures further

require that, when a stores specialist is not present, sergeants or corporals must issue and receive equipment and record which officers have custody of it.

Interviews with staff and a review of documentation, however, showed that these procedures are not always followed, often resulting in lost, broken or missing equipment.

The PCO Unit has asked the department to purchase scanning software so that officers going on and coming off duty can scan their equipment checkouts themselves. This request was not funded in the last budget.

RECOMMENDATION 6-6:

Purchase property control scanning equipment to improve controls over the Austin Police Department equipment inventory.

An inventory control system provides bar coded labels that are placed on each piece of equipment. Employees are required to use a keycard to access the inventory control room, then, in order to check equipment out, the system requires that each employee input a unique user identification and then "scan" the equipment tag. The system then keeps track of who has which pieces of equipment, where the equipment is being used, what day it is due to be returned, and when it was turned in.

IMPLEMENTATION STEPS

1. The chief Financial manager works with the city's Communications and Technology Management Department to develop specifications for the property control scanning equipment.

2. The Central Stores and Supply Manager submits a budget request for the property control system.

3. The chief of Police approves the budget request.

4. The Central Stores and Supply Manager orders and implements the equipment.

5. The Central Stores and Supply Manager develops a user manual and training program for the system.

6. The Central Stores and Supply Manager trains staff in using the new system.

FISCAL IMPACT

The cost of purchasing software and scanning equipment will range between $10,000 and $25,000, depending upon which system is chosen and the features of the system. For the sake of deriving a conservative estimate, we will use the high-end estimate of $25,000.

APD can use existing resources for implementation and training on the use of the software.

6.4 Central Records

The Central Records Section manages and maintains all records of police calls and arrests; reviews and maintains the accuracy of these data; processes all arrestees for the city and county; and processes arrest data so that statistics can be filed with the appropriate agencies. In addition, the section provides services to the general public through the sale of police reports.

APD uses a records management system (RMS) called Versadex to track and maintain case histories and activities. The RMS is a comprehensive computer program designed for the entry and tracking of statistical data for management decisions. In addition, the RMS allows the department to transmit crime data to other agencies such as the Texas Department of Public Safety (DPS).

In 2001, the city entered into an agreement with Travis County for the joint operation of a centralized booking and jail facility. Under the terms of this agreement, the county provides jail and administrative space as well as jail staff. The city, in turn, provides magistrates (judges) to perform the magistration of arrestees. A person arrested in Texas must be brought before a magistrate, or "magistrated," within 48 hours. Article 15.17 of the Texas Code of Criminal Procedure requires a magistrate court to read arrestees their Miranda rights; determine a probable cause, inform arrestees of the charges they face; determine their need for a court-appointed attorney; and set bail. In addition, some magistrates can accept pleas for certain charges.

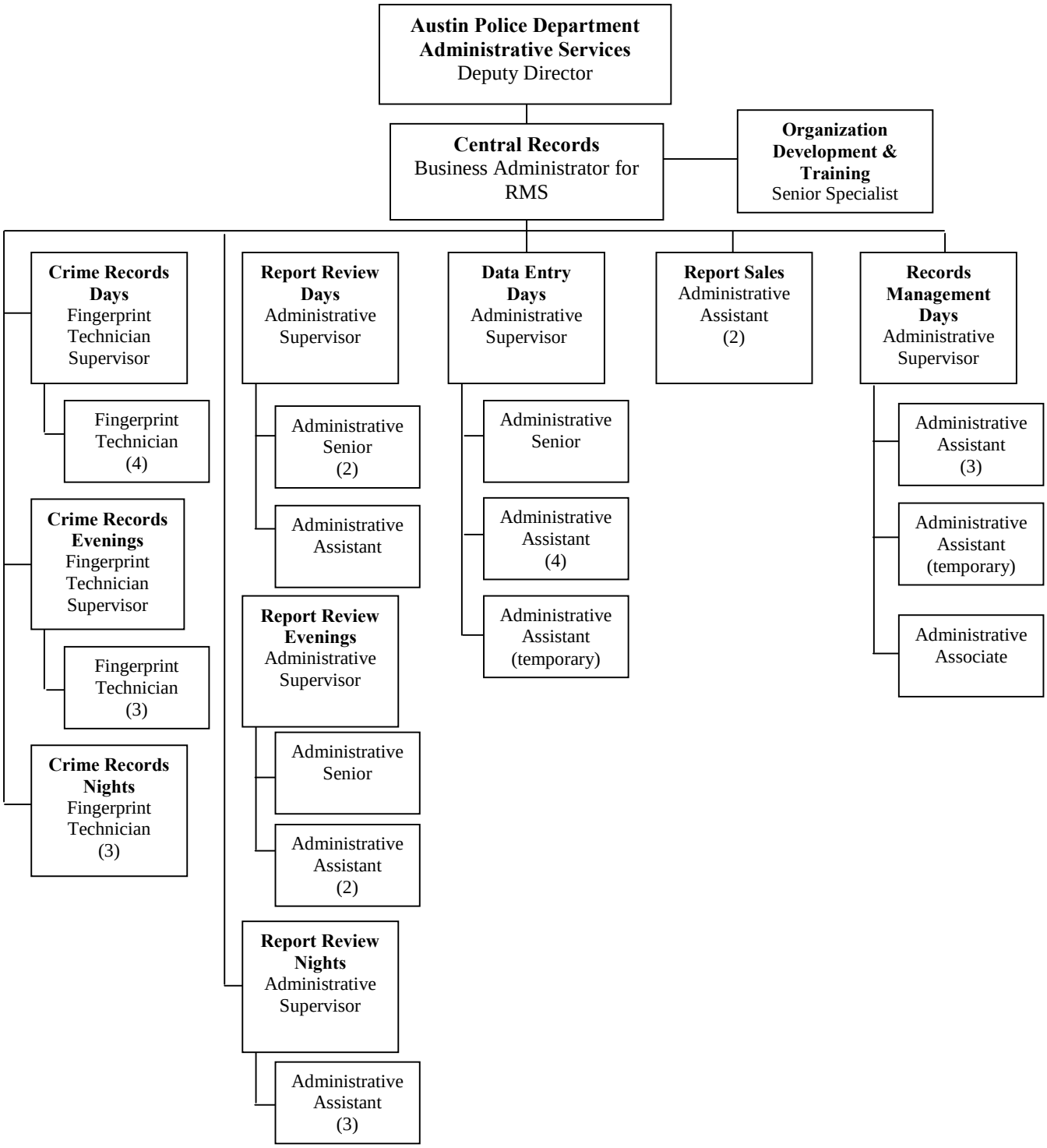
In addition, the city is responsible for processing all arrestees booked at the county's main jail as well as its juvenile justice facility. These responsibilities, performed by Records Management Section employees, include running background checks; comparing finger and palm prints to city and state fingerprint data bases for identification purposes; and responding to requests for local criminal history.

Records Management also is responsible for maintaining and submitting crime data for the Uniform Crime Reports (UCR) compiled by the DPS. The UCR program is a voluntary city, county, state, tribal and federal law enforcement program that provides a nationwide view of crime based on statistics submitted by law enforcement agencies throughout the country.

At the time of MGT's review, the section reported to the deputy director of the Administrative Services Division, as shown in **Exhibit 6-14**. As noted above, however, the new chief proposes to move this section to Strategic Planning.

Records Management is staffed with 41 civilian positions. At the time of MGT's review in April 2007, the section had two temporary employees and one vacant position.

EXHIBIT 6-14
City of Austin Police Department
Organizational Structure of the Administrative Services Division



Source: *Austin Police Department, April 2007.*

Central Records includes six units:

- *Organization Development Training Unit.* The specialist in this unit is responsible for identifying section training needs, creating training manuals and materials and developing standard operating procedures. In addition, the specialist assists as needed with maintaining the Central Records case management workload; reviews Uniform Crime Reports for submission to DPS; and reviews police crime reports for APD's investigative units.
- *Report Review Unit.* This unit is staffed 24 hours per day, seven days per week in three shifts: days, evenings and nights. The Records Review Unit is responsible for receiving information from citizen telephone calls, in-house customers, reports generated by Patrol, detectives, non-emergency call takers, and major events. The Unit processes all incoming reports for accuracy and completeness to generate statistical data and ensures that offense reports follow the Uniform Crime Reports guidelines. The unit reports that it transcribed 92,395 reports into the RMS and entered a total of 20,375 field release citations, 2,829 handwritten reports and supplements and 3,082 protective orders in fiscal year 2006.
- *Crime Records Unit.* This unit, which is staffed 24 hours per day, seven days per week, is responsible for processing all arrestees booked into Travis County Central Booking and the Gardner-Betts Juvenile Justice facility. Unit employees receive information from a variety of sources, review it for accuracy, prepare case files and ready them for data entry clerks who enter the data into the RMS system. In addition, arrested individuals who refuse to identify themselves, called question of identity (QID) cases, are brought to Crime Records for fingerprinting and identification with the department's Automated Palm Fingerprint Identification System. According to unit staff, Crime Records processed 58,759 arrests from the county jail and 1,053 QIDs during 2006. The unit also is responsible for submitting the fingerprints of deceased persons to the state.
- *Data Entry Unit.* This unit is staffed during the hours of 8:00 a.m. to 5:00 p.m., Monday through Friday. Its primary responsibilities include processing all incoming arrests and reports connected to them; ensuring that arrest and offense reports follow Uniform Crime Report guidelines; obtaining information missing from initial arrest and offense reports; and responding to officers who call in to obtain background checks on individuals pulled over during traffic stops (called street checks). The unit reports that it updated 34,028 arrest records, completed 48,617 street checks and entered 20,000 field reports and 1,000 use-of-force reports in fiscal year 2006.
- *Report Sales Unit.* This unit is responsible for the sale of police reports to the general public. APD maintains a sales window on the first floor of its Headquarters building at 715 E. 8th Street that is staffed on Mondays, Tuesdays, Thursdays and Fridays from 11:00 a.m. to 6:00 p.m., and from 7:00 a.m. to 6:00 p.m. on Wednesdays. In addition to providing reports to the public and receiving the sales revenue, unit employees also assist staff from

the Data Entry Unit as needed. The unit reports that it serviced 16,810 customers and sold 8,938 police and offense reports and 79,701 accident reports in fiscal year 2006, generating revenue of $548,542.

- *Records Management.* The Records Management processes open-records requests, subpoenas and expunctions (the clearing of criminal charges). According to unit staff, Records Management processed 2,617 open-records request, 225 subpoenas and 1,251 expunctions in fiscal year 2006.

FINDING

APD's Records Management Section is staffed inadequately, resulting in significant backlogs in the processing of reports and records.

During the past ten years, Records Management has experienced many changes, both in the automated tools it uses and in its staffing and organization. At present, the section is severely understaffed, which has led to significant backlogs.

Since the mid-1990s, the automation available to the department has improved, altering the way in which records are entered, accessed, stored and transmitted. These new technologies have improved efficiency, leading the section to lose FTEs over time.

For instance, in 1995, the section lost 10 FTEs due to a new system for entering police report information. In 1998, the section lost six FTEs when new communications technology was installed. More recently, the section lost four fingerprint technicians and eight administrative assistants.

Due to the city's growth, the growth in the police force and additional duties, however, better automated tools have not allowed the section to entirely make up for its loss of personnel.

Additional responsibilities placed on the section in recent years include the following:

- In 2001, the section became responsible for the identification services as spelled out in the Interlocal agreement with Travis County.
- Upon implementation of the department's new fingerprint system, the section discovered it had 5,000 "doubles" in the system—individuals with multiple identification numbers or case numbers. To date, the section has only been able to address and correct a thousand of these instances.
- During fiscal year 2005, the section assumed responsibility for confirming warrants during the evenings and on weekends and holidays. The section confirmed 2,436 warrants in fiscal year 2005 and 2,822 in fiscal year 2006, an increase of 16 percent.
- During fiscal year 2006, the section found that DPS requirements called for dual control of all emergency protection orders (EPO) entered into the system. This means that every EPO entered into the RMS must be reviewed for accuracy, a task that had not been performed previously.

Exhibit 6-15 illustrates the workload increase for selected functions for the department over the past three years.

EXHIBIT 6-15
City of Austin Police Department
Records Management Section Workload
Fiscal Year 2003-04 through 2005-06

Activity	2003-04	2004-05	% Increase	2005-06	% Increase
Field Observation (FO)	15,207	19,123	25.75%	22,721	18.82%
Warnings	19,452	27,200	39.83%	27,360	0.59%
Reports needing to be transcribed	92,215	93,400	1.29%	94,313	0.98%
Hard-copy reports to be entered	1,592	2,507	57.47%	2,829	12.84%
Quality control review of reports entered	173,509	188,167	8.45%	191,880	1.97%
Field release/Community court citations	15,681	17,648	12.54%	20,075	13.75%
Emergency protection orders	2,017	2,339	15.96%	2,351	0.51%
Arrests received	55,358	57,384	3.66%	60,347	5.16%

***Source**: Austin Police Department, July 2007.*

At present, the section can review only a fraction of reports it processes for accuracy. For instance, it reviewed 15 percent of its 2004 workload for quality control purposes; 11 percent of its 2005 workload; and 12 percent of its 2006 workload. In addition, during fiscal year 2004 through 2006, the section updated only about half of its arrest reports. In 2004, the section completed 50 percent of arrest file updates; in 2005, it updated just over 40 percent; and in 2006, it completed 56 percent of these updates.

MGT reviewed the section's backlog records and found the following:

- *Warning/Field Observation (FO) entry*—For the past three years, there has been a backlog in the entry of police officer warnings and FOs of about 11,000 per year. To deal with the 2006 backlog, the section required 855 hours of overtime. The Records Management business administrator estimates that current staff members can enter about 3,000 warnings per month, which means that current-year activity would take 17 months to complete.
- *Arrest updates*—At the end of fiscal year 2006, the section had a backlog of 88,191 arrest records needing updating. The business administrator estimates that the current staff assigned to update these records would need 18 months to handle the current year's activity only.

- *Quality control review*—In fiscal year 2006, 162,772 reports did not receive a quality control review. The section does not have staff assigned solely to quality control checks, but if it did, the business administrator estimates it would need 30 months to eliminate the backlog.
- *Deceased prints*—The backlog in processing deceased prints dates back to 1990, and the section last accounted for the number of prints needing processing in 2001. At that time, the backlog was 50,000 prints. As a result of inadequate staffing, the section processes only those needed by the Medical Examiner's office.

Interviews with Travis County Sheriff's staff indicated that the staffing issue is creating significant problems for arrestee processing at the jail. One Travis County official told MGT that APD's Crime Records Unit "is seriously understaffed." According to county central booking managers, arrestee processing sometimes comes to a halt while waiting for fingerprint processing.

The business administrator told MGT that one reason the section has lost positions is due to the fact that many of its employees are classified as administrative assistants or administrative associates; because the titles imply that the positions support others, upper management deems them as areas where cuts can be made. In fiscal year 2006, the business administrator asked for a classification change for these positions, but the request was denied.

During the fiscal year 2008 budget process, the business administrator requested six additional FTEs, four administrative assistants and two fingerprint technicians. This request was not funded in the fiscal year 2008 budget.

Allowing these backlogs to remain unaddressed, however, could pose significant problems for department operations. Functions at risk include:

- the accuracy and timeliness of data used to analyze trends in crime;
- records accuracy on arrested persons; and
- the processing of arrestees at county facilities.

RECOMMENDATION 6-7:

Staff the Records Management Section appropriately so that work can be completed accurately and in a timely fashion, and to eliminate backlogs.

In addition to the eight FTEs requested in the 2007-08 budget, the city council should also approve an additional five FTEs for Records Management.

IMPLEMENTATION STEPS

1. The Central Records business administrator submits a budget request for the additional positions.

2. The chief of Police approves the additional positions.

3. The city council approves the additional positions.

FISCAL IMPACT

Thirteen additional FTEs for Records Management would cost about $422,000 annually.

FINDING

The terms of the most recent interlocal agreement for booking and jail services hinder both city and the county operations.

The first interlocal agreement between the city and Travis County covered the period from 2001 through 2006. This agreement called for a jointly funded city-county liaison position to ensure that procedures used in arrestee booking and processing work smoothly.

The most recent interlocal agreement, dated October 1, 2006, eliminated the liaison position. The new agreement provides for a coordinating committee that meets monthly to review booking operations and issues; review and recommend changes to city and county procedures concerning booking functions; monitor performance measures; and recommend revisions to the interlocal agreement. The committee includes:

- assistant city manager for Public Safety;
- presiding judge of the City of Austin Municipal Court;
- clerk of the Municipal Court;
- City of Austin Municipal Court magistrate representative;
- Austin Police Department designates;
- Travis County executive manager or coordinator for Criminal Justice Planning;
- Travis County Sheriff's Office – major of the Corrections Bureau;
- Travis County Sheriff's Office – captain of the Central Booking facility;
- other Travis County Sheriff's Office designates;
- Travis County Pre-Trial Services director;
- Travis County Attorney's Office designate; and
- Representative defense attorney.

According to both city and county staff, the loss of the liaison position has critically affected the booking facility's operations. City employees, for instance, said that mistakes made by county workers affect the speed with which they can process fingerprint records. Both city and county employees told MGT that the liaison normally would intervene to help defuse such problems arising on either side. Without the liaison, both the head of the county booking operation and the administrative manager over city Records Management said they simply do not have enough time to address these problems.

RECOMMENDATION 6-8:

Re-establish the city-county liaison position to assist in the Central Booking operation.

The coordinating committee should recommend that the Travis County Commissioners Court and the Austin City Council jointly fund the position.

IMPLEMENTATION STEPS

1. The coordinating committee meets to develop a detailed job description for the liaison position.

2. The coordinating committee develops a formal recommendation to hire and fund the liaison and presents it to the Travis County Commissioners Court and the City of Austin City Council for review and approval.

3. The commissioners court and the council approve the request.

4. The coordinating committee hires the position.

FISCAL IMPACT

If the position is jointly funded, it would cost the city about $26,000 annually.

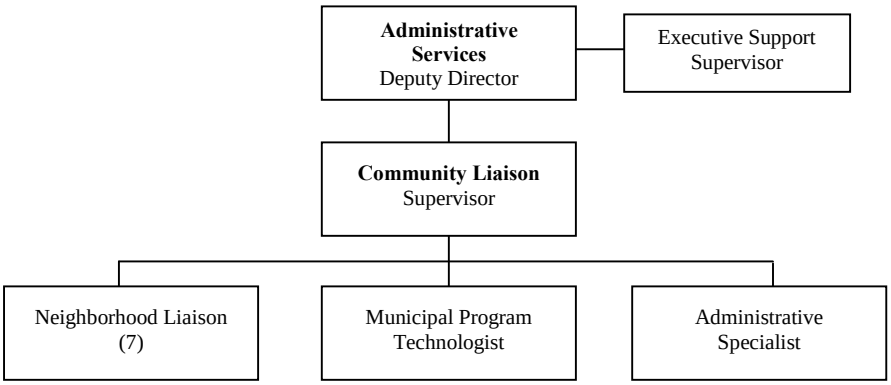
6.5 Community Outreach

This section reviews the community outreach programs located within the Austin Police Department and Office of the Police Monitor (OPM). The Office of Community Liaison falls under the direction of the Administrative Services Division. The office is primarily responsible for creating positive interactions between APD and the community, through outreach events and various community activities.

6.5.1 Office of the Community Liaison

The Office of Community Liaison reports to the deputy director of Administrative Services and is staffed with 10 employees. The organizational structure for the Administration Division and a breakout of the Office of Community Liaison staff is depicted in **Exhibit 6-16**.

EXHIBIT 6-16
City of Austin Police Department
Office of Community Liaison
Organizational Structure



Source: *Austin Police Department, April 2007.*

During the 2006 fiscal year, the Office of Community Liaison operated on a $998,006 budget, of which $882,408 is for salaries.

At the time of MGT's review, APD had divided the city into nine area commands. The department's organizational structure was redesigned in September 2007 and some leadership positions were changed, but the nine area commands remain intact. Community Liaison employees work in each of these nine areas as requested by the officers or the residents. Requests to address specific issues may include how to deal with inappropriate activity in a community (e.g., crime, drug activity, and noise), concerns about APD officer's presence on the streets, how to improve APD response times, and requesting the need to develop new strategies designed to improve community safety.

The success of their work requires each liaison to develop and maintain relationships with the police officers within each area command who serve as district representatives. Unlike liaisons, district representatives who are actually police officers, specifically focus on resolving community safety related issues. The liaisons and district representatives collaborate on a range of different programs including school safety, stranger danger, safety fairs, and neighborhood watch meetings.

Since its beginning in 1997, the Community Liaison program has provided a wide range of community services including but not limited to the following core programs:

- *Operation Blue Santa* – Provides gifts for children and Christmas dinners to 3,700 Austin families each year.
- *National Night Out* – The first Tuesday in August each year, the entire nation recognizes national night out, a drug and crime prevention event that focuses on bringing communities together and generating support for and participation in anticrime programs.
- *Martin Luther King Prayer Breakfast* – On this holiday, APD hosts a prayer breakfast for clergy and others prior to a memorial march held each year by the Austin Heritage Council.
- *Phone Tree* – the Office of Community Liaison maintains a list of community, church, civic and business leaders. In the event of a critical incident, APD can quickly activates this "phone tree" and disseminate accurate and timely information about the incident to partners on the phone list.
- *Community Networking Conference* – APD hosts an annual two-day conference that brings its employees together with community members for training and networking to enhance understanding and create partnerships.
- *Asian Outreach* – The Asian population is growing quickly in Central Texas. About 50,000 Asians live in the greater Austin area, with about half of them Vietnamese. In 1999, APD hired an employee of Vietnamese descent to serve as a liaison to the Asian communities in the area. This initiative is designed to improve communications with the department and improve safety.
- *Community Facilitators* – Spanish-speaking volunteers work late nights to early morning on patrol in the South Central and North Central Area Commands. These highly trained volunteers assist patrol officers and citizens in these areas which have large numbers of Spanish-speaking residents.
- *Town Hall Meetings* – These meetings are called to address specific issues as the need arises; officers and neighborhood associations work together to address long- and short-term problems such as cars speeding through

neighborhoods, reducing crime, and ensuring the right level of lighting for the community is in place.

- *VIP (Volunteers in Policing) Program* – More than 60 VIP volunteers assist officers with routine tasks such as writing citations for people who park illegally in disabled parking spaces, and tagging abandoned vehicles on the city streets.
- *Faith Community Network* – This network includes church congregations throughout the city that work together with APD to provide support services such as spiritual support, and basic needs to families.
- *Services to the elderly* – This program focuses on meeting and supporting special needs that may be required by Seniors and Law Enforcement Together (SALT).
- *Civil Defense Battalion* – Battalion volunteers are specially trained to respond in crisis situations such as weather emergencies or man-made disasters.
- *Crime Prevention Training* – This training is offered once each year for volunteers and officers who need to complete their certification for home security surveys. This 40-hour training meets the criteria for elective training for police officers as well as for meeting Texas Commission on Law Enforcement Standards and Education (TCLEOSE) credit requirements for officers.
- *Chaplain program* – Sixteen volunteer chaplains work with police officers to provide counseling when requested, conduct invocations, visit sick or injured officers and other employees, and provide community input. The chaplains, who are recruited from all faiths and denominations across the community, also participate in ride-a-longs with police officers.
- *Chief's Forum* – The Chief's Forum, facilitated by the Office of Community Liaison comprises elected representatives of each of the nine area commands. These representatives meet with the chief of Police on a monthly basis to discuss concerns and receive information about matters pertaining to police operations, safety issues, and crime rates.
- *Tobacco Avoidance Education for Area Youth* – Through a grant from the state of Texas, tobacco education, APD conducts inspections of establishments selling tobacco and "sting" operations designed to minimize sales of tobacco to youth. Officers conduct inspections of stores selling tobacco products to ensure that proper signage is in place and that clerks are aware of laws and regulations pertaining to tobacco sales. Controlled buys or "sting" operations are conducted using youths between 14 and 16 years of age.

FINDING

The Community Liaison Section provides a wide range of services to the community and APD officers but has no formal means of evaluating its effectiveness.

Exhibit 6-17 shows a sample of performance measures APD uses to evaluate community outreach efforts.

EXHIBIT 6-17
City of Austin Police Department
Community Partnership Performance Measures

Measure	2004-05 Actual	2005-06 Estimated	2006-07 Approved
Number of neighborhood task forces formed	4	3	3
Number of new projects involving police partnerships with faith-based organizations	2	4	4
Number of community liaison meetings attended	734	444	800
Number of contacts with member churches	116	64	100
Percent of residents who feel safe downtown at night	47	44	55
Percent of residents who feel safe downtown during the day	84	83	95
Percent of residents who feel safe in their neighborhoods at night	69	70	72
Percent of residents who feel safe in their neighborhoods during the day	92	92	97

Source: *City of Austin Budget, 2006-07.*

Although the first four of these measures touch on the efforts of the Community Liaison Team, they do not measure the effectiveness of these efforts. They concern *process* rather than *outcomes*.

The Community Liaison staff generally meets once each year to evaluate its services and programs, and consider any changes that may be needed to ensure their success. The team relies primarily on informal community feedback to gauge its success.

RECOMMENDATION 6-9:

Identify basic performance indicators for periodic evaluation of Community Liaison programs, and establish a process to formally evaluate them.

These performance indicators should only be used for programs where applicable and real strategic value can be recognized. That is, performance measures should help provide outcome-based information that can help with determining which programs are achieving the greatest success, and continuing to fund those programs. Performance measures will also help the department to determine those programs that are not having the intended impact.

Additional performance indicators could include defined outcomes (for example, the impact on the number of people served, diversity of customers served, or quality of service provided), and customer results from surveys. Some of the measures that the Community Outreach Section should consider include:

- APD response times by district;
- Juvenile crime rates by district;
- Percent of recidivism for youths;
- Drug offense crime rates by district;
- Truancy rates by district;
- Property and vehicle crimes by district; and
- Measures of disorder such as fights, disturbances, gun fire, and noise complaints.

Well-defined performance measures can assist APD in effectively measuring the value and impact of its outreach programs.

IMPLEMENTATION STEPS

1. The deputy director of Administrative Services assembles a team to develop performance measures for evaluating the impact of each Community Outreach program.

2. The team develops performance measures and a list of data items needed to accurately assess the measures.

3. The deputy director of Administrative Services meets with the necessary staff (such as Communications and Records Management) to develop methods of collecting the necessary data.

4. The team meets quarterly to review measures and determine which programs should continue to be funded and those that should be considered for elimination.

FISCAL IMPACT

This recommendation can be implemented with existing resources.

FINDING

APD's website provides little information about the Office of Community Liaison.

The site offers little information about many of the department's outreach efforts, and no feature exists to collect community feedback on key issues or actions that arise from APD's informal and formal meetings in the community.

Many police departments across the nation are making greater use of their websites to disseminate community information. The Los Angeles Police Department (LAPD) website (http://www.lapdonline.org), for example, contains a "Get Involved" link that leads to a variety of information for the public, including information on:

- neighborhood watch programs;
- graffiti clean up;
- guide to LAPD staff by neighborhood;
- crime statistics maps;
- e-policing, which allows individuals to sign up to receive regular e-mails containing information such as crime trends and other important information;
- community programs and events;
- youth programs; and
- a public safety task force.

Each link provides detailed information to citizens, including forms needed to fill out for various reports. These features, such as the ability to look up command staff for any given area or neighborhood, help to promote LAPD's community outreach efforts.

The Portland, Oregon Police Bureau's (PPB's) website provides another best practice example. The website, http://www.portlandonline.com/police, provides information for the community through "Resources" and "Get Involved" links. Available information includes:

- community programs;
- auto theft and safety;
- complaint/commendation process;
- precinct information including maps, addresses, crime rates, and staffing;
- the Citizen's Police Academy;
- advisory groups;
- community services;
- Crisis Response Teams;
- Neighborhood Watch programs; and
- volunteer information.

The website also contains a list of upcoming events. Some recent examples included Arab and Muslim Police Advisory Council meetings, a Chief's Forum and meetings of the Asian Law Enforcement Advisory Council and the African-American Advisory Council. A sample from PPB's website is shown in **Exhibit 6-18**.

EXHIBIT 6-18
Portland Police Bureau
Community Events Webpage

Source: *Portland Police Bureau website, http://www.portlandonline.com/police/index.cfm?c=30379.*

RECOMMENDATION 6-10:

Update the Austin Police Department website with information on the Community Liaison Section's services and initiatives, and establish an online community feedback process.

The website should be interactive and provide a means that allows the community to provide feedback and clearly understand the services offered by the Office of Community Liaison.

IMPLEMENTATION STEPS

1. The deputy director of Administrative Services works with city staff responsible for updating APD's website to ensure that more community outreach information is placed where it is easily accessible on the website.

2. The deputy director of Administrative Services works with community liaisons to form focus groups to provide input on the re-design of the Community Outreach portion of the website.

FISCAL IMPACT

This recommendation can be implemented with existing resources.

6.5.2 City of Austin Eastside Story

Eastside Story is an after-school tutoring and enrichment program that serves youths between the ages of five and 14 and their families. APD has managed Eastside Story since 2004. Prior to this, Eastside Story had been managed by at least two other city departments.

The program is offered to qualifying families at no charge. Eastside Story has 11 program sites in the Austin Independent School District (AISD) and serves more than 25 schools in surrounding districts as well as Del Valle and Manor.

Eastside Story's four goals are outlined in **Exhibit 6-19**.

EXHIBIT 6-19
City Of Austin Eastside Story Goals

Goal 1	To provide a safe after school environment for children
Goal 2	To promote educational success and achievement
Goal 3	To expose youth to cultural and recreational enrichment activities
Goal 4	To strengthen families by encouraging parent involvement

Source: *Austin Police Department, 2007.*

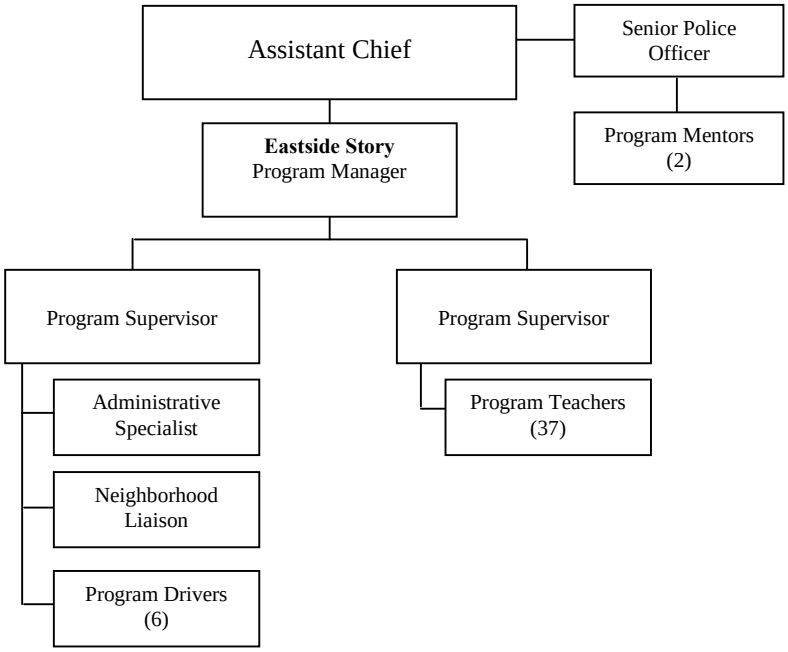
Eastside Story's mission is "to serve as a catalyst for growth and development by bringing together people, money and resources to provide technology training and educating children and their families." The program targets families living in the 11th and 12th Street corridor and people who live, work and attend school in the East and Northeast sectors of Austin.

The program requires the parents of participating children to learn how to help their children with home work and to take parenting classes. It also offers an all-day, six-week summer camp program designed to help students sharpen their study skills and learn about health, technology and the arts.

The Eastside Story program is managed by a program manager who reports to an assistant police chief and is staffed by six full-time employees, 37 part-time employees and about 37 community volunteers (**Exhibit 6-20**). About 30 officers and 20 civilians volunteer their time to this program.

The program maintains at least two teachers at each site, which equates to a 1:18 teacher/student ratio.

EXHIBIT 6-20
City Of Austin Eastside Story
Current Organizational Structure



Source: *Austin Police Department, April 2007.*

FINDING

Oversight and management of the Eastside Story program is not in keeping with APD's primary mission.

Although the program's intent is in part to provide positive interaction between East Austin families and the police, managing the entire program takes time and resources away from APD's primary mission. It is not necessary for APD to manage Eastside Story to attain the program's intent.

RECOMMENDATION 6-11:

Re-locate the Eastside Story program to another organization.

The city should find a better location for the Eastside Story program, while APD should continue to participate in the program's efforts.

IMPLEMENTATION STEPS

1. The city manager forms a task force with the responsibility of searching for another city department or an outside organization to partner with the city in the management of the Eastside Story program. Because of APD's prior experience in managing the program, the task force should include APD representation.

2. The task force meets to explore options for finding another organization to manage the Eastside Story program.

3. The task force makes a recommendation to the city manager.

4. The city manager implements the task force recommendation.

FISCAL IMPACT

This recommendation can be implemented with existing resources.

FINDING

The Eastside Story Program does not have enough staffing and financial resources to support current demands for its services.

In 2006, the Eastside Story program turned down over 60 children who would have participated in the after school program at Brooks and Allison Elementary Schools. The following are the reasons provided for not being able to enroll the children:

- class sizes would exceed the established 1-to-18 teacher/student ratio;
- limited resources to pay part-time teachers;

- limited resources to pay for vans and drivers; and
- limited resources for supplies and snacks to support additional children.

RECOMMENDATION 6-12:

Increase funding for the Eastside Story program to support the growing demand for its services.

The city should increase the resources available to the Eastside Story program either through direct funding or through fundraising efforts with private sources.

Adding four additional teachers and one driver would better position the program to meet growing demand. Based on the 1-to-18 teacher/student ratio, this would allow the program to serve 72 additional students at two school sites.

IMPLEMENTATION STEPS

1. The city manager directs the task force to consider funding strategies for the Eastside Story program.
2. The task force makes a recommendation regarding funding to the city manager.
3. The city manager requests additional funds for the program.
4. The city council approves the funding request.

FISCAL IMPACT

Expanding the program by four teachers and one driver would cost $49,000 annually, including teacher salaries ($37,200), costs for drivers ($7,200), and additional food ($4,000).

FINDING

The similar names and missions of the city's Eastside Story program and the Austin Eastside Story Foundation have led to confusion among donors and members of the public.

Before 2006, the Eastside Story Program and the Austin Eastside Foundation shared leadership and resources. In 2006, city management made the decision to completely separate the programs; one would be solely managed by the city and the other solely managed by a nonprofit organization not affiliated with the city.

The two programs have retained similar names and provide similar services. One of the main differences is that APD's program is offered free to qualifying families, while the foundation's programs charge fees for its services. In addition, Austin Eastside Foundation solicits donations, while Eastside Story is supported by city funding.

Problems have resulted from the similarity of the two programs. Some sponsors, for instance, have been confused as to which organization solicits donations. Some families have become confused as to which entity offers after-school services at no cost. At times, moreover, there has been cross-marketing for events and program offerings.

Such confusion could affect the growth of the program and leads to customer frustration.

RECOMMENDATION 6-13:

Consider creating a new name for the Eastside Story program while maintaining its services.

Every effort should be made to support this program by helping it to develop its own identity.

The organization should develop a strategic plan, which includes deciding on a new name, and the development of a communications strategy to inform the community of this and any other changes to the program.

IMPLEMENTATION STEPS

1. The city manager directs the task force to develop a strategic plan, which includes renaming the program.

2. The city manager directs the task force to develop a marketing and communications strategy for the program.

3. The plans and strategies are presented to the city manager for approval.

4. The city manager reviews and approves the plans and directs the program's managers to implement them.

FISCAL IMPACT

There is no fiscal impact associated with implementing this recommendation.

6.5.3 Office of the Police Monitor

The Office of the Police Monitor accepts and files public complaints made against APD officers. Through numerous outreach efforts, OPM attempts to:

- educate both the community and law enforcement on the OPM's role;
- educate law enforcement on issues concerning the police being raised in the community;

- promote mutual respect between the community and law enforcement; and
- educate the community and law enforcement on APD and OPM policy changes.

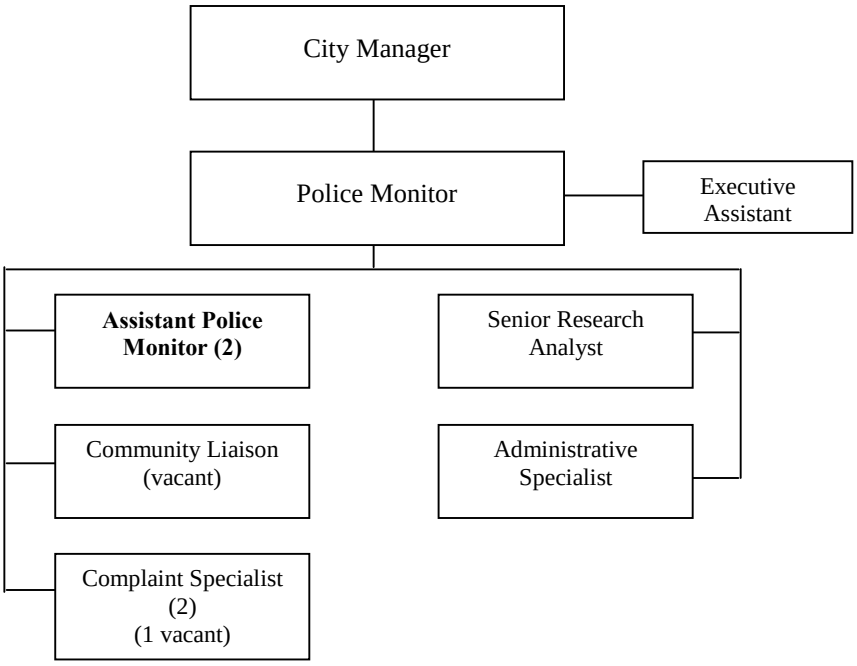
OPM seeks to enhance public trust and confidence in APD's fairness and integrity by fostering honest dialogue with the community. (Chapter 3, Professional Standards, discusses the operational review of the Office of the Police Monitor.)

Created in 2004, the OPM operates separately from APD and reports to the city manager. OPM attempts to gauge its community outreach efforts to yield the greatest visibility for the office. This approach begins by developing and strengthening personal relationships.

This requires OPM personnel to make personal contacts, attend community events, make presentations and distribute informational materials. In addition, OPM makes use of the airwaves and print media. Through these outreach initiatives, the office encourages the community to learn about its services and to voice concerns about police misconduct.

Exhibit 6-21 presents OPM's current organizational structure.

EXHIBIT 6-21
City of Austin
Office of Police Monitor



Source: *City of Austin Police Department, April 2007.*

FINDING

Very little communication, coordination and resource sharing takes place between Office of the Police Monitor and APD's Office of Community Liaison.

Both entities depend on building and maintaining relationships with community members. Sharing resources (such as calendars and brochures) would help to create better coordination and create better results for both organizations.

Portland, Oregon's Independent Police Review (IPR) Division, an independent monitoring function reporting to the Office of the City Auditor, ensures that it coordinates its activities with the Portland Police Bureau (PPB). IPR actions include:

- working with PPB to create a multi-disciplinary team to review the PPB's Early Intervention System which is designed to help officers improve inappropriate on-the-job behavior;
- coordinating information sharing with PPB to improve the tracking of discipline and reviews;
- prioritizing the identification of PPB policies that warrant formal reviews;

- developing and presenting regular reports to PPB's Internal Affairs and Training divisions on patterns in citizen complaints, workload and officer histories; and
- working with PPB command staff to encourage officer participation in the mediation process.

RECOMMENDATION 6-14:

Develop formal coordination mechanisms to ensure that the Office of the Police Monitor and the Austin Police Department's Office of Community Liaison routinely share information and meet at least quarterly to coordinate their efforts.

Sharing community event calendars, for instance, would help both organizations coordinate their planning and community efforts, and become more effective in responding to the community's needs.

IMPLEMENTATION STEP

1. The deputy director of Administrative Services, Community Liaison supervisor, Police Monitor, and the OPM community liaison meet to establish a strategy to leverage resources, share calendars, and establish consistent communication.

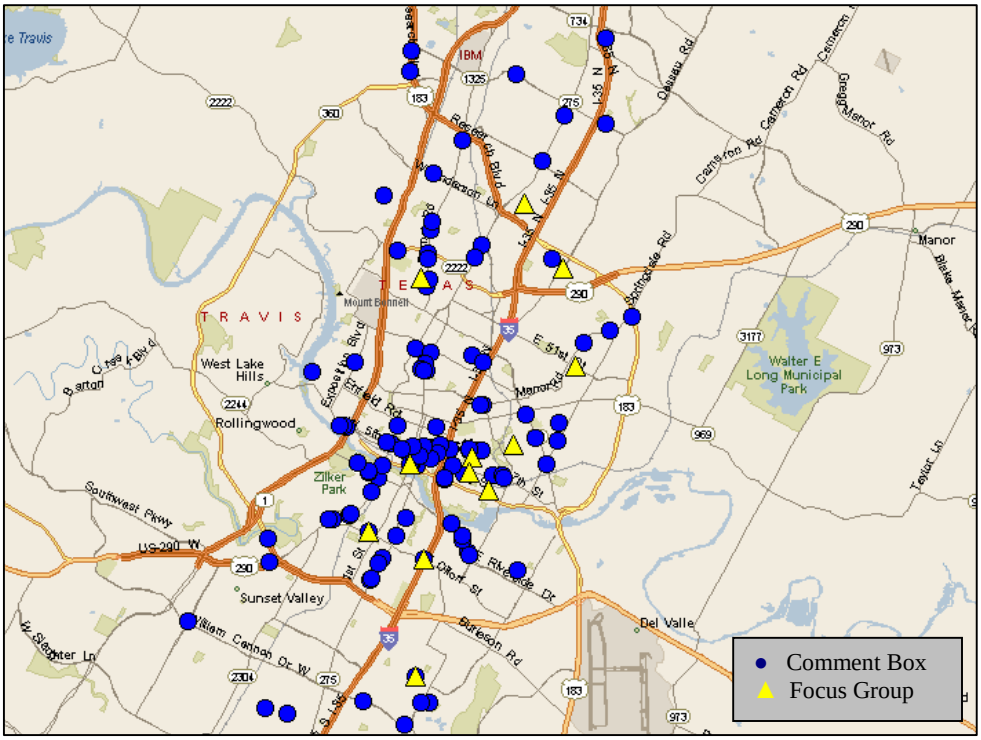
FISCAL IMPACT

There is no fiscal impact associated with implementing this recommendation.

6.6 Austin Listening

As part of the review team's research, MGT conducted a citywide public input campaign. There were 14 community-based focus groups that were held throughout Austin. The process concluded with an open forum at Austin City Hall. **Exhibit 6-22** highlights the geographic distribution of comment boxes and focus groups. The campaign also solicited public comments through (1) a web log, (2) a total of 142 comment boxes located across the city, (3) e-mail, and (4) voicemail. The campaign relied mostly on press coverage and word of mouth to generate responses.

EXHIBIT 6-22
Austin Listening
Focus Groups & Comment Boxes



Source: *MGT of America, Inc., 2007.*

The review team also took into consideration the outcomes of other recent community input activity undertaken by the APD. Specifically, the team was mindful to use the feedback provided by community members during the meetings conducted by then acting Chief Ellison during January 2007. As part of that process, Chief Ellison held highly-publicized meetings with citizens to discuss APD mission, values and goals. The spirit of the suggestions made by the group of citizens can be found in our recommendations throughout this report.

Austin Listening was not designed to achieve a statistically-valid representation of the community's public opinion surrounding APD. Instead, the process was intended to serve as an at-large forum for residents to provide their ideas and thoughts on the composition of an optimal police department and policing strategy. As a result, it is critical that readers keep this context in

mind. The reported findings concerning residents' impression of APD are **not scientific**. They are not intended to serve as a poll. Further, comments submitted could not be verified for accuracy. Finally, the format and language of our solicitations sought out constructive criticism. Thus, the process itself skewed distribution of the types of comments received. The only sample the findings can be said to truly represent is that of the opinions and preferences of individuals who were motivated enough to submit a comment.

While not a statistically valid representation of public opinion, the community input gathered through this process serves several important purposes. First, the comments highlight modalities of public interaction with the APD and the ensuing impressions from those interactions. On this front, the data from the public input process is remarkably rich and should provide a foundation for reflection and enhancements to APD's relationship with the community. While many respondents communicated sentiments or experiences that are outliers, it is in fact, their deviation from the norm that is instructive. Second, the public comments give us insight into the needs that Austin residents see the APD fulfilling. This is also helpful when contemplating the organizational structure and policing strategy for the department.

6.6.1 Austin Listening Methodology

The report of findings will focus on the feedback provided through email, web log, and comment boxes. A total of 337 comments were submitted. All written, electronic and voice comments were classified as "positive," "negative," "mixed," or "unspecified." Comments were exclusively one of the four categories. The definition for each of these comment types follows:

- A *positive* comment is one that cast the APD in an exclusively positive light and avoided pejorative adjectives or negative judgment. It could include a policy recommendation.
- A *negative* comment is one that cast the APD in an exclusively negative light and featured pejorative adjectives or negative judgment. It could include a policy recommendation.

- A *mixed* comment is one that simultaneously praises and critiques the APD. It could include a policy recommendation.
- An *unspecified* comment did not reveal any specific sentiment towards APD and solely focused on a specific policy recommendation.

The content of each comment was classified into sub-categories for *performance* areas and *specific policy recommendations*. **Comments could be assigned to several sub-categories in either area depending on the topics covered.** For example, one comment could feature discussion of perception of bias *and* a customer service experience, while also offering a human resource policy recommendation. Such a comment would be counted under each of the three sub-categories it covered. The performance area sub-categories are:

- *Bias* covered comments that discussed perceptions of racial, ethnic, or sexual insensitivity.
- *Response time* is the category assigned to comments focusing on incident response time.
- *Customer service* comments mentioned specific customer service experiences.
- *Aggressive tactics* comments expounded on perceptions of the appropriate use of force by APD.

Finally, some comments simply expressed a generic positive or negative sentiment towards APD. For example, a comment like "Good job APD. Keep up the good work!" was not assigned any sub-categories. Instead, these types of comments will be discussed as *generic sentiment* comments; the aforementioned example constitutes a generic positive sentiment comment.

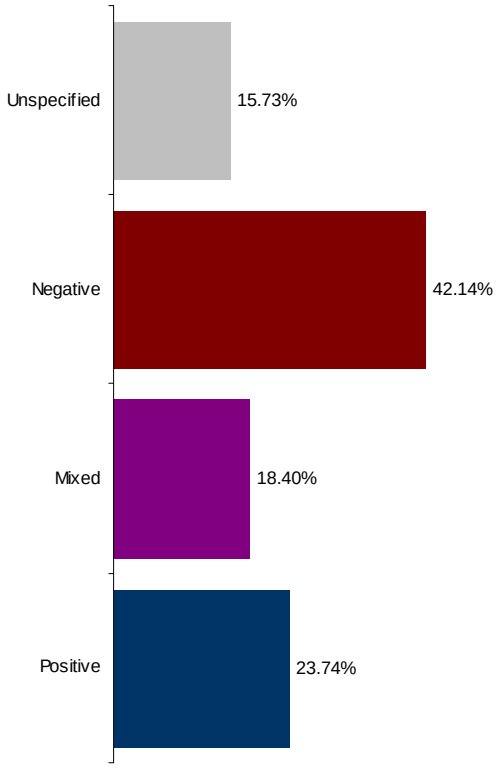
6.6.2 Austin Listening Findings

FINDING

60 percent of respondents expressed negative or mixed perceptions about APD.

Exhibit 6-23 indicates the distribution of overall perceptions concerning APD.

EXHIBIT 6-23
Respondent Perceptions of Austin Police Department
(Percentages expressed as portion of entire universe of collected comments)

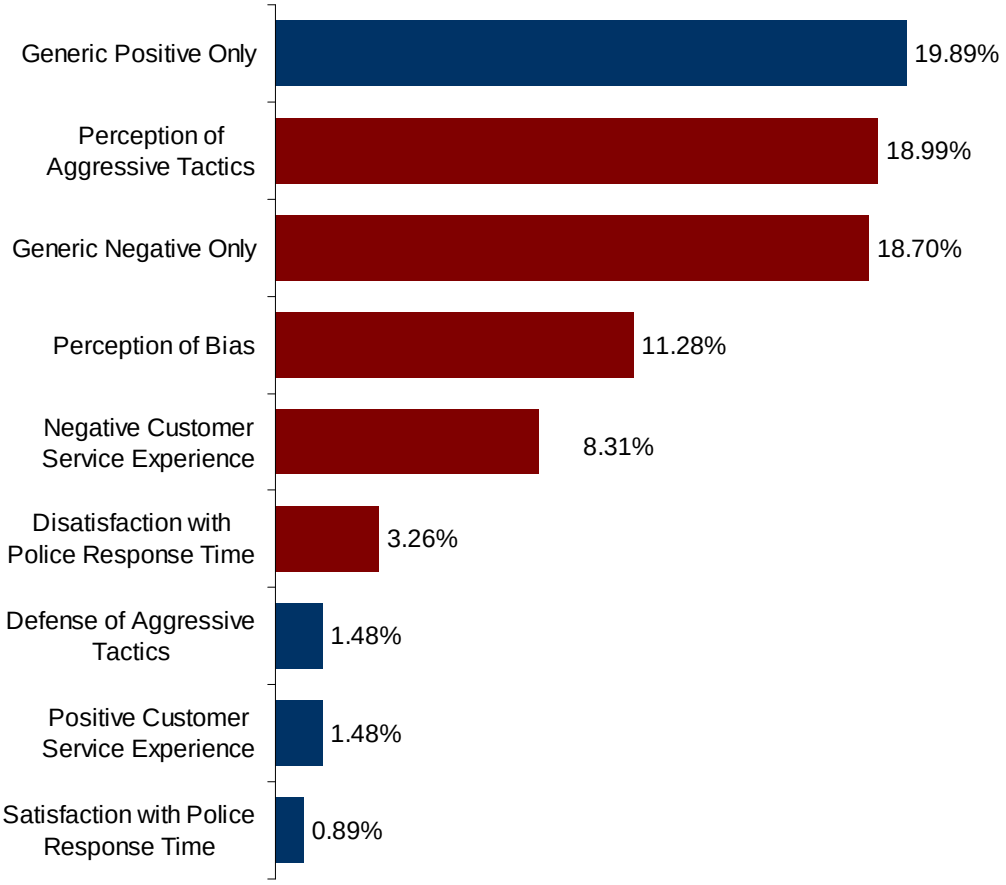


Source: *Austin Listening Comments, 2007.*

FINDING

Positive feedback was mostly generic. Negative perceptions focused on specific grievances. The perception of aggressive tactics was the most common negative comment.

EXHIBIT 6-24
Respondent Perceptions of Austin Police Department
Focus of All Responses
(Percentages expressed as portion of entire universe of collected comments.)



Source: *Austin Listening Comments, 2007.*

FINDING

Negative perceptions have a low tipping point due to the presence of mass media and volume of direct experiences.

One important challenge facing APD in establishing a dominant positive impression is the ease with which negative perceptions can arise. A few high profile incidents that create negative perceptions coupled with even small amounts of direct negative experiences by residents can significantly alter community perceptions due to the impact of word of mouth and replication of peer opinions.

There is concrete evidence in the community input comments for this problem. The bare majority of respondents perceiving ethnic/racial bias referenced high profile incidents receiving significant coverage by mass media. And approximately two-thirds of negative perception respondents concerned about aggression provided personal anecdotes either as the alleged victim of aggression or as a witness of perceived excessive use of force. Further compounding the problem are the expectations residents have of APD. Customer service respondents focused on "rudeness," lack of follow-up, and confusion about practices.

While incidents receiving media coverage were often referenced, the most intense negative sentiments in the community comments were the result of personal experiences.

To help quantify the unique problem this constitutes, we borrowed a straightforward customer service sensitivity analysis used in private sector operations. The goal of the model is to help management determine the permissible level of negative customer service interactions before the organization's reputation is permanently and irreparably harmed. Our sensitivity analysis demonstrates the substantial downside to even a small proportion of negative direct interactions by the patrol force.

The model finds that given the scale of APD patrol operations, even if a very small percentage of interactions lead to unhappy citizens, the process of transmitting negative opinions to peers impacts a significant proportion of Austin residents. It is unlikely that the negative impressions will be evenly distributed across the population. However, the concentration of negative impressions in specific geographies does not dilute the problem. The specific geographies or segments of Austin's population that have the most significant interaction with the police are likely to be the same whose trust is most important in order for community policing to properly function.

EXHIBIT 6-25
Sensitivity Analysis:
Total Negative Impressions from Resident Word-of-Mouth

		Number of intimate peers receiving negative word-of-mouth from incident			
		1	*2*	*3*	*4*
Percent of incidents that lead to a dissatisfied resident	*1%*	8,819	17,638	26,458	35,277
	3%	26,458	52,915	79,373	105,830
	5%	44,096	88,192	132,288	176,384
	7%	61,734	123,469	185,203	246,938
	9%	79,373	158,746	238,118	317,491
	11%	97,011	194,022	291,034	388,045
	13%	114,650	229,299	343,949	458,598
	15%	132,288	264,576	396,864	529,152

Source: *The model assumes a patrol force size of 530. This is based on recent force size. It assumes that the average patrol officer responds to 1,664 incidents annually based on an average of 208 total shifts with 8 incidents each. Again, this is based on recent data.*

FINDING

Strengthening community policing was the most mentioned policy recommendation.

EXHIBIT 6-26
Respondent Comments
Policy Recommendations
(Percentages expressed as portion of entire universe of collected comments)

Policy Recommendation	Times Mentioned	Percent of all comments (n=337)
Strenghten Community Policing	32	9.50%
More officers	15	4.45%
Increase visibility	7	2.08%
Bias sensitivity training	6	1.78%
Reduce concentration of patrols	4	1.19%
More Spanish Speakers	4	1.19%
Update training academy	3	0.89%
Self-record policing activity	3	0.89%
Diversity training	2	0.59%
Zero tolerance for aggression	2	0.59%
Higher pay	2	0.59%
Improve initial screening	2	0.59%
Improve Crowd Control	2	0.59%
Enhance Mental Health Practices	2	0.59%
Don't arrest parents in front of children	2	0.59%
Focus on violent crime	2	0.59%
Family counseling	1	0.30%
Supplementary job training	1	0.30%
Additional firearms training/practice	1	0.30%
Additional deadly force training	1	0.30%
Train for a "public servant" attitude	1	0.30%
African-American recruitment	1	0.30%
Command & control hierachy	1	0.30%
Residency requirment	1	0.30%
Stop hiring connected contractors	1	0.30%
Conduct Public Relations Campaign	1	0.30%
Upgrade equipment	1	0.30%
Better use of communication technology	1	0.30%
Change look of police cars	1	0.30%
Continue public safety consolidation	1	0.30%
Stop public safety consolidation	1	0.30%
Improve runaway case management	1	0.30%
Make probabtion officers more vigilant	1	0.30%
Shift more hiring towards Park police	1	0.30%
Reduce retaliation for civilian complaints	1	0.30%
More red light cameras	1	0.30%
Stop "entrapment" at downtown bars	1	0.30%
Reduce off duty extra hours	1	0.30%

Source: *Austin Listening Comments, 2007.*

6.6.3 Austin Listening Recommendations

Sentiments highlighted through the Austin Listening process support several of the recommendations made throughout this report. While these recommendations have already been covered in previous chapters, we will highlight them again given their potential to strengthen APD's community standing.

EXHIBIT 6-27
City of Austin Police Department
Summary of Organizational Changes

Recommended Organizational/ Functional Change	Recommendation Number	Chapter/ Section
Coordinate Internal Affairs Division and Office of Police Monitor reporting and tracking needs and procedures to ensure that the new data base will eliminate the possibility of inconsistent treatment of the same case by the two entities.	3-1	3 / 3.1
Include more comprehensive analysis of complaint data and recommendations that result from the disposition of the cases in IAD's annual report.	3-3	3 / 3.1
Develop a formal process for analyzing and correcting training deficiencies identified in IAD investigations and embed this process in APD's policies and procedures.	3-4	3 / 3.1
Provide a more accessible link to IAD through the APD website.	3-5	3/3.1
Design or upgrade the Guidance Advisory Program system to expand its capabilities and ensure that it provides the proper alerts needed to monitor, track and report use of force incidents by specific officers.	3-14	3/3.2.4
The annual UOF report should include additional analysis and recommendations.	3-19	3/3.2.4
Modify the employee performance appraisal form to include criteria evaluating patrol supervisors and officers on community policing efforts.	4-14	4/4.1
Develop a cadre of civilian volunteers to assist detectives with regular callbacks to crime victims.	5-45	5/5.5.5
Identify basic performance indicators for periodic evaluation of Community Liaison programs, and establish a process to formally evaluate programs.	6-9	6/6.5
Identify resources necessary to expedite current efforts to update the website with information that will connect the community with the services and initiatives provided by the Office of Community Liaison Team.	6-9	6/6.5
Increase public awareness of the mediation option for settling citizen complaints against officers.	8-1	8/8.1

Source: *MGT of America, Public Safety Police Operations Review, October 2007.*

7.0 PUBLIC SAFETY & EMERGENCY MANAGEMENT

7.0 PUBLIC SAFETY & EMERGENCY MANAGEMENT DIVISION

This chapter reviews the functions that fall under the city's Public Safety and Emergency Management (PSEM) Department which includes Park Police, Airport Police, City Marshal Division, and Professional Standards. The chapter includes five sections:

- Public Safety and Emergency Management and Austin Police Department Consolidation
- Public Safety and Emergency Management Administration
- Parks Public Safety Division
- Office of the City Marshal
- Airport Public Safety Division

Chapter Summary

Austin's Public Safety and Emergency Management (PSEM) Department includes all city police functions not part of the Austin Police Department (APD), including the Park Public Safety Division (the park police), Airport Public Safety Division (airport police) and the city marshals, as well as a Professional Standards Division. PSEM also includes an Office of Emergency Management, as shown in **Exhibit 7-2**; however, this office was not included in the scope of MGT's review.

Among other findings, MGT concluded that:

- consolidating PSEM and APD, as has been discussed, would lead to higher costs while creating organizational and human resource challenges.
- PSEM and APD have generally good relations, but little formal coordination of effort.
- APD has its own firing range but due to excess demand, PSEM has determined to use alternative ranges.
- park police resources are tied up by purposes unrelated to its mission.
- the City Marshal Division, which serves Class "C" warrants for the municipal court, had two vacant positions at the time of MGT's review, significantly reducing its ability to serve warrants.
- Class C warrant information on the court's system does not produce "hits" in APD's information system.

The *key commendations* in this chapter are:

- there are established performance measures for the city marshals' performance as well as for Municipal Court security.
- The Airport Public Safety Division is currently providing a professional level of service in carrying out security and law enforcement at Austin Bergstrom International Airport.

Key recommendations in this chapter include:

- based on interviews, surveys and analyses of pertinent information, MGT recommends that PSEM maintain its independence from APD.
- develop a memorandum of understanding or other formal agreement between APD and PSEM that defines their respective areas of responsibility.
- ensure that APD accommodates PSEM officers in its new firing range facility.
- ensure that the Park Police are used only for activities related to their core responsibility of providing patrol and related services at parks, lakes and recreational facilities.
- consider establishing a separate unit within PSEM to provide security services to the Austin Resource Center for the Homeless.
- ensure that vacant city marshal positions are filled as soon as possible, so that a sufficient number are available for warrant and courtroom security operations.

7.1 Public Safety and Emergency Management and Austin Police Department Consolidation

The city has conducted previous studies on the advantages and disadvantages of consolidating all police services under the umbrella of the Austin Police Department.

In June 2006, the Austin City Council passed a resolution directing the city manager to conduct a feasibility study regarding the potential cost, savings, efficiencies, employment issues, and practicality of consolidation of all the city's law enforcement functions under a single command and control structure.

As a result, two detailed studies of PSEM and APD consolidation were prepared as a response to the council's resolution. One study was prepared by the Austin Police Department; APD examined the likeliest consolidation scenario and provided operational and financial

impacts. Public Financial Management (PFM), an independent consulting firm, also prepared a financial analysis.

APD's reply stressed significant organizational and human resource concerns. Most pressing was a concern about the screening and training process for PSEM officers being absorbed into APD. PFM's analysis confirmed the absence of cost savings.

FINDING

Consolidation would lead to higher costs while creating organizational and human resource challenges.

MGT reviewed past work regarding the consolidation issue and had relevant conversations with key stakeholders including Parks and Aviation Department management as well as airline representatives to seek out significant recent changes at PSEM and APD that might alter past findings. We found that savings remain elusive, while the operational and human resource challenges presented by consolidation are still present. Below we detail these challenges.

Stabilization Period

The immediate obstacle is the proper development of stabilization training and assignments for PSEM personnel transferring into APD, especially for those moving into those divisions that were previously under the stand-alone APD structure. Coordinating the classroom and field training during the initial transfer has the potential to adversely affect service level consistency and quality for up to three years as the consolidation is carried out. Consequently, backfill and ensuring proper staffing at PSEM functions as its officers train is a final challenge.

Loss of Specialization

The loss of specialized knowledge, especially in the Airport Public Safety Division, is a significant downside to public safety effectiveness. The loss of consistent specialized training and field-based skill development experiences has the potential to undermine the quality of the consolidated division relative to the PSEM status quo. Various stakeholders expressed concerns that PSEM's "ambassador" role would be difficult to maintain if transferred to APD.

In addition to concerns expressed by APSD employees, MGT heard similar concerns from the Aviation Department and from airline representatives. These APSD "customers" expressed concern with losing the current level of service they receive if APSD services were to be moved under the APD.

Interviews with Parks Department management revealed that these departments are primarily satisfied with the operations of Park police. Further, these departments expressed a level of concern that if these law enforcement operations were to move under management of APD, some degree of specialized service would be lost.

Revamping Training

APD trainers are not presently certified to teach any courses in airport security, TSA- approved K-9 unit training, or airport-based crime-in-progress training scenarios. There would be a set-up time incurred before APD could obtain proper certification. Second, APD's generalist training does not require that its officers have an advanced level status as a medical aid provider. Presently, airport policy requires this credential from its force due to the large numbers of travelers contained in an area not easily accessible to the medical emergency system.

The creation of a division to handle park public safety functions also creates the immediate need for APD to invest in setting up a training function that covers several parks-specific areas including boater education instructor courses, waterway enforcement, wildlife rules, marine safety, boat collision investigation, as well as boating while intoxicated scenarios.

Lack of Transferability

APD management has expressed concerns regarding the ability of PSEM officers to laterally transfer into APD with the same rank. An initial concern has to do with the functionally different experiences and skills sets of the two workforces. Given the nature of public safety work, APD expressed concerns about the compatibility at the start of implementation of the hypothetical consolidation. Additionally, there are concerns regarding the acculturation of PSEM officers to the distinct management and paramilitary command structure of the APD. This concern was only amplified by those PSEM personnel that would potentially be transferring into middle-management at APD and did not possess previous experience managing in a conventional police force.

Skill Loss

There is a high likelihood of short-term "skill drain" as PSEM officers are given the option to transfer to APD. Over the long-term, "mission creep" towards the policing mission of the APD could further undermine the ability of the force to skillfully meet the mission of the new divisions. For example, there is a high risk that over time APD personnel would be distracted from executing Class C warrants since that service is functionally tangential to the department's public safety focus. Moreover, while the present city marshals have developed skills, technology systems, and business processes that enable the effective execution of Class C warrant service, it is doubtful whether APD would be able to effectively maintain these organizational pillars given its alignment towards a public safety mission.

Higher Costs

Consolidation would not deliver net savings. It would increase costs between $4.6-$5 million in the year of implementation under present labor agreements and policies. There are multiple factors contributing to higher costs under a consolidation scenario including:

- APD's salary scales are more costly than PSEM salary scales.
- APD would need to increase its training, recruiting, internal affairs, and special events budgets to properly staff the consolidated department.

- APD would still have to absorb certain unique costs from PSEM. For example, it is highly likely that APD would need to continue providing stipends for medical certification levels.
- APD would have to systematize certain equipment procurement decisions that have been managed with inconsistent donations or flexible purchases by PSEM in order to meet the deployment expectations of APD commanders. For example, APD would have to purchase jet skis for a park division, as well as develop maintenance and training systems.
- In order to maintain its current service level standards into merged PSEM functions, APD would need to increase officer and supervisory levels, as well as invest in risk management resources in those functions.
- In the short-term, significant overtime expenditures would be required as part of the transition. Some overtime would have to be used to cover consolidated PSEM divisions as its personnel trained and/or transferred. Other overtime needs would be imposed by special situations, such as the APD taking over security for the Austin Resource Center for the Homeless.

A majority of PSEM officers interviewed by MGT favor consolidation with the APD as long as their rank transfers with them. Such a transfer would entail an increase in salary for most all PSEM officers, as well as the attainment of civil service status. But the ongoing discussion of consolidation is a distraction and most officers want some decision to be reached, regardless of the outcome.

A review of peer and other cities did not reveal a best practice in this area. The organizational placements for airport, parks police and city marshals for Austin's peers are shown in **Exhibit 7-1**.

Of Austin's peers, Nashville was the only agency that consolidated all law enforcement operations. Six of the peer cities (Louisville Metro, Dallas, El Paso, Houston, Phoenix, and Las Vegas) placed Airport Police functions under the city's police functions. However, subsequent to administering the peer survey, Houston reported that it is in the process of evaluating whether its Airport Police should once again become a stand-alone operation.

EXHIBIT 7-1
Organizational Placement of Public Safety Functions within Police Department

City	Airport Police	Parks Police	City Marshal
Austin	No	No	No
Indianapolis	No	No	No
Charlotte-Meck.	No	No	No
Columbus	No	No	No
Nashville	Yes	Yes	Yes
Louisville Metro	Yes	No	No
Dallas	Yes	No	No
Ft. Worth	No	No	No
El Paso	Yes	No	No
Houston	Yes	No	No
San Antonio	No	No	No
Phoenix	Yes	No	No
Tucson	No	No	No
Las Vegas	Yes	No	No
Albuquerque	No	No	No
Portland	No	No	No
San Diego	No	No	No
Seattle	No	No	No

Source: *MGT of America, Inc., Peer City Survey, 2007.*

RECOMMENDATION 7-1:

Based on interviews, surveys and analyses of pertinent information, MGT recommends that the Department of Public Safety and Emergency Management maintain its independence from the Austin Police Department.

IMPLEMENTATION STEPS

1. The city manager drafts a recommendation to maintain PSEM's organization and operations.

2. The city council reviews and approves the recommendation.

FISCAL IMPACT

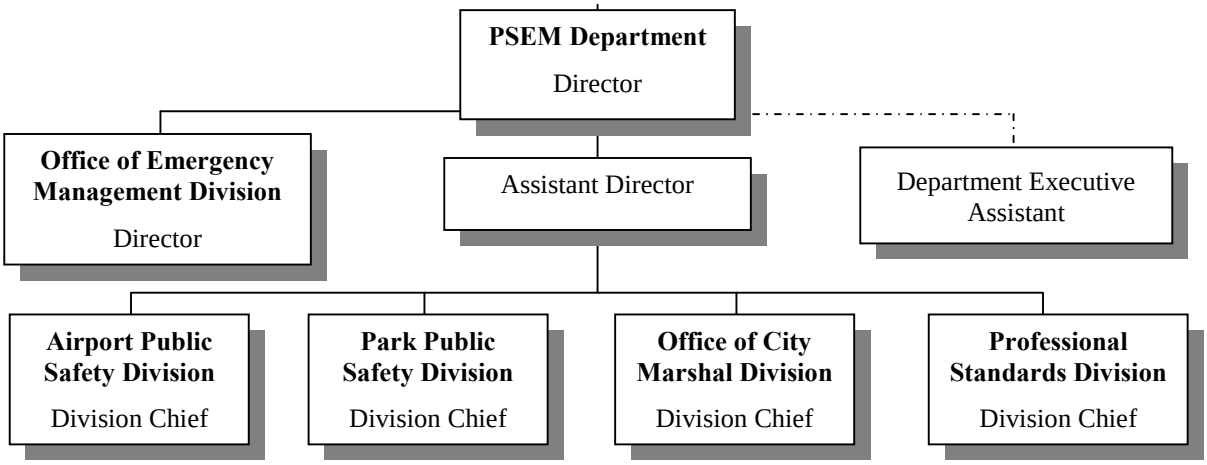
This recommendation could be accomplished with existing resources.

7.2 Public Safety and Emergency Management Administration

PSEM was created in 2005 by the Austin City Council by merging the Park Police, the Airport Police, the City Marshals, and the Office of Emergency Management. The goal of the merger was to enable performance and efficiency improvements through the coordination of a centralized command and the standardization of operations and emergency response.

Exhibit 7-2 shows the overall organizational structure of this department. The department is headed by a director who oversees each of the sections. The department maintains a Professional Standards Division which is responsible for recruiting, testing, interviewing, hiring, training, internal affairs investigations, and the development of departmental standard operating procedures and policies.

EXHIBIT 7-2
City of Austin
Department of Public Safety and Emergency Management
Organizational Chart



Source: *City of Austin Public Safety and Emergency Management Department, April 2007.*

FINDING

There is a general lack of formal coordination between the Public Safety and Emergency Management Department and the Austin Police Department.

According to some interviewees, relations between the Park Police and line APD officers generally are good, but relations with special city law enforcement units are poorly coordinated.

The APD chief of Police and the director of Public Safety and Emergency Management both report to the assistant city manager for public safety services. PSEM leadership told MGT that although relations between the two law enforcement entities are good, there are issues that arise because of a lack of formal agreement as to what each entity's responsibilities are.

The lack of a formal agreement also causes frustration for officers who are sometimes unsure of how to handle circumstances they encounter. For instance, Park Police officers said they are not sure when or whether they should respond to non-jurisdictional accidents or incidents that they encounter while traveling between facilities.

Interviewees also reported significant delays in obtaining assistance on underwater crime scenes, with canine and mounted patrols and with search and rescue.

There is also confusion regarding what crimes committed on park property that Park Police officers should respond to, and which crimes committed on park property that APD officers should respond to.

While the consolidation of the two police forces is not recommended, efforts should be made to create a lasting cooperative work environment between the two with an overlapping of general responsibilities in those areas that do in-fact overlap. This will increase the morale of PSEM officers and have a positive effect on the safety and well-being of the public at large.

RECOMMENDATION 7-2:

Develop a memorandum of understanding or similar formal agreement between the Austin Police Department and the Public Safety and Emergency Management Department that defines their respective areas of responsibility.

Without a memorandum of understanding (MOU) or similar agreement, operations between the two branches of law enforcement will continue to pose difficulties.

MOUs, letters of understanding and intra-governmental agreements are common forms of contractual agreement between first responders. It would be in the best interest of all to define the respective spheres of responsibility of APD and PSEM.

An MOU would give officers a clear understanding of the two forces' roles concerning issues such as:

- reporting;
- special unit cooperation;
- response parameters; and
- uniform crime data collection.

IMPLEMENTATION STEPS

1. During fiscal year 2008, the PSEM director and APD chief of Police meet to develop an MOU.

2. The assistant city manager over Public Safety Services reviews and approves the MOU.

3. APD and PSEM implement the MOU and ensure that all officers are informed of the agreement.

4. APD and PSEM conduct training emergency response drills to familiarize officers with first responder and tactical team support measures and strategies, including the roles and responsibilities of all involved.

FISCAL IMPACT

This recommendation can be implemented with existing resources.

FINDING

The Austin Police Department's firing range has become too crowded to accommodate the Public Safety and Emergency Management Department's required weapons training.

PSEM has determined that in order to best serve its mission, its officers should be required to take weapons training in excess of minimum standards set by the state. PSEM therefore conducts specialized training that requires more time at a range facility. For example, the training for flying while armed, active shooter response training, firearm simulator, and other force option are incorporated into PSEM weapons training. In addition, training also includes electronic control device use, baton, rifle and rapid shooter response.

PSEM officers, (parks, airport and city marshals) must qualify annually on an approved course of fire with every firearm and each type of ammunition they are authorized to carry. Because of the extensive training required, PSEM officers are allowed to spread their training over a period of days to minimize the time they are away from duty. However, because these officers use out-of-town ranges, they are required to drive 30 to 40 miles. City vehicles are available for PSEM officers to use and they are paid for their travel time.

The city has outgrown APD's firing range capacity and is in the process of planning a new facility.

RECOMMENDATION 7-3:

Ensure that the Public Safety and Emergency Management officers will be incorporated into usage plans for the Austin Police Department's new firing range facility.

IMPLEMENTATION STEPS

1. The director of PSEM meets with the APD chief to discuss use of the new firing range facility.

2. The two entities draft a memorandum of agreement allowing PSEM staff to attend the same weapons training as APD if applicable and use APD's new firing range.

3. APD and PSEM implement MOU for the joint use of the weapons training facility.

FISCAL IMPACT

This recommendation will result in the decrease in time that PSEM officers are away from duty due to drive time for weapons training as well as reduce the costs of using city vehicles for travel to the range sites.

7.3 Park Public Safety Division

Park Public Safety officers patrol 205 parks and recreation facilities encompassing more than 16,076 acres, as well as 172 athletic fields; 17 recreation centers; three area lakes; more than 50 miles of hike and bike trails; and numerous other facilities. The Park Police also have a permanent station at the Austin Resource Center for the Homeless (ARCH), a multipurpose facility serving the homeless population, which includes a 100-bed shelter for men, a day resource center and a health clinic for all homeless persons.

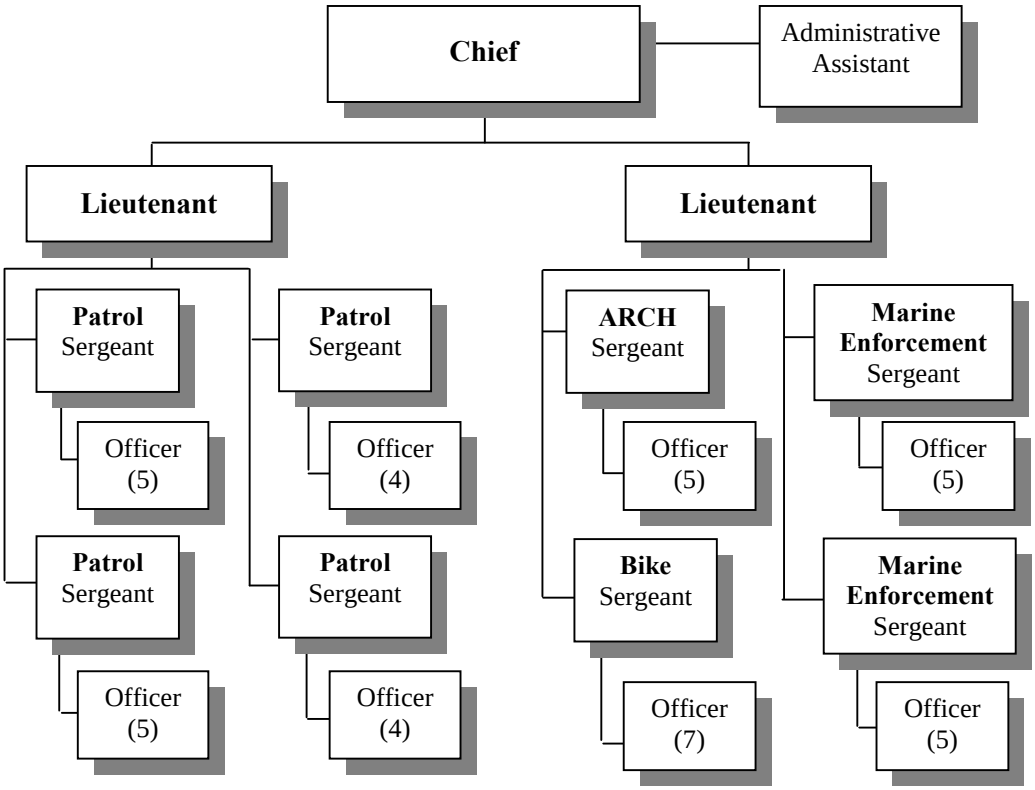
The Park Police's mission is to provide a safe recreational environment for Austin citizens and visitors by enforcing federal, state and local laws. Its officers conduct patrols in city vehicles, by bicycle and in boats. They also assist other PSEM divisions with tasks such as airport security as needed.

The division comprises four units (**Exhibit 7-3**):

- *the Vehicle Patrol Unit*, which patrols city parks, greenbelts and recreation centers. This unit is the division's largest, and is divided into a day shift and a night shift, each with two squads led by a sergeant and staffed with four to five officers. These officers also perform special or directed patrols throughout the park system as needed to address complaints from park patrons and other special needs.
- *the ARCH Patrol Unit*, based in the Austin Resource Center for the Homeless and created in response to its need for patrol officers. This unit comprises one sergeant and five officers who patrol the building and adjoining areas.
- *the Bicycle Patrol Unit*, which was created in response to increased crime and conflicts between pedestrians and bicyclists along the city's hike and bike trails. The unit provides police visibility on 30-plus miles of established hike and bike trails as well as about 40 miles of user-made trails throughout the city. The unit is staffed with one sergeant and three officers who patrol primarily on the established trail system; with each officer patrolling as much as 30 miles per shift.

- *the Lake Patrol Unit*, which is responsible for enforcing federal, state and local laws on Lake Austin, Lady Bird Lake (formerly Town Lake), and Walter E. Long Reservoir. The unit includes two squads, each led by a sergeant and staffed by five officers (**Exhibit 7-3**). The unit's duties include answering emergency calls on the lakes, enforcing the Texas Water Safety Act, inspecting boats for safety equipment and investigating boat collisions. Its officers must complete extensive training in boat operations, basic boater education and boating education instruction. Officers patrolling the area lakes use four outboard boats, ranging in size from 20 to 24 feet, and two personal watercraft vehicles. The lake patrol operates year-round on Lake Austin and seasonally on Lady Bird Lake and the Walter E. Long Reservoir.

EXHIBIT 7-3
City of Austin Public Safety and Emergency Management Department
Park Public Safety Division Organizational Structure



Source: *City of Austin Park Public Safety Division, April 2007.*

The city recently moved the Park Public Safety Division from the Parks Department to Public Safety and Emergency Management. The division is managed by the Park Police chief, who is supported by two lieutenants. One lieutenant supervises the Vehicle Patrol while the other supervises the ARCH, Bicycle Patrol and Lake Patrol units.

Park Police officers are sworn law enforcement officers with jurisdiction throughout the city. The division and PSEM work closely with APD and assist the city police as needed.

For performance assessments, the division is divided into two activities:

- lake patrol
- park and facility patrol

Lake patrol activities are authorized by the city's Code of Ordinances, Title XIV. Patrol officers issue citations, make arrests and conduct investigations into boating accidents. They also conduct boater safety classes and act as medical first responders.

The Lake Patrol Unit's performance measures for fiscal year 2005 through 2007 are shown in **Exhibit 7-4**.

EXHIBIT 7-4
City of Austin Park Public Safety Division
Lake Patrol Performance Measures
Fiscal Year 2005-2007

Performance Measure	2005	2006			2007
	Actual	Amended	Estimate	Actual	Approved
Cost per patrol hour	$107.00	$113.65	$108.36	$100.38	$142.11
Number of boat safety checks	1,058	1,200	1,500	772	2,000
Number of patrol hours	3,591	3,200	4,600	4,290.13	5,000
Percent of boats checked meeting safety standards	New	New	60	New	70
Reported number of accidents	8	10	10	18	20
Reported number of injuries	3	5	5	10	5
Reported number of fatalities	1	1	1	1	0

Source: *City of Austin Budget for fiscal year 2007.*

As the exhibit shows, lake accidents more than doubled between fiscal years 2005 and 2006. The division expects an 11 percent increase in accidents between fiscal years 2006 and 2007.

Park and facilities officers provide park, facility and special event security, conduct public education exercises and act as medical first responders.

Park and facility patrol performance measures for fiscal years 2005 through 2007 are shown in **Exhibit 7-5**.

EXHIBIT 7-5
City of Austin Park Public Safety Division
Park and Facility Patrol Performance Measures
Fiscal Years 2005-2007

Performance Measure	2005	2006			2007
	Actual	Amended	Estimate	Actual	Approved
Cost per action	$142	$196	$183	$153.13	$207
Number of enforcement actions	15,220	12,000	13,800	13,723	14,000
Percent of citizens that feel safe	81	85	85	81.4	85
Reported criminal activity per 1,000 population	5.00	2.62	2.97	3.03	2.91

Source: *City of Austin Budget for fiscal year 2007.*

These performance measures show that the number of enforcement actions were anticipated to increase in 2007, and that the cost per action was expected to increase from $153 to $207. Reported criminal activity fell sharply from 2006 to 2007 by 39.4 percent.

FINDING

Park Police resources are being used for purposes unrelated to the missions of the Park Public Safety Division.

The current objectives, or purposes, of Park Police are:

- To provide specialized public safety services to users of Austin's lakes and waterways in order to promote safety for boating and other water-related activities.
- To provide law enforcement and public assistance to park patrons and staff in order to promote a safe park environment.

The current lake services objective is required by the Austin, Texas Code of Ordinances, Title XIV.

Exhibit 7-6 shows the services of the Park Police.

EXHIBIT 7-6
City of Austin Park Police Services

Services	Lakes	Parks
Core Services	• Law enforcement • Lake patrol • Citations • Arrests • Investigations into boating accidents	• Law enforcement • Facility patrol • Facility security • Park patrol • Public safety Coordination
Semi-Core Services	• Boater safety classes	• Public education • Special event security
Service Enhancements	• Medical first responder	• Medical first responder

Source: *City of Austin, Department of Public Safety and Emergency Management, 2007.*

The stated objectives of the Park Police are to provide services on lakes, waterways and in area parks, for the benefit of park and lake patrons. MGT found, however, that Park Police officers often provide services unrelated to the division's objectives.

In particular, the Park Public Safety Division's commitment to the Austin Resource Center for the Homeless is entirely unrelated to its main objectives. The ARCH, which opened in April 2004, is operated by a nonprofit organization; the city supplies a portion of its operating funds and contracts for the security services provided by the Park Police. Park Police were given additional positions to cover the responsibilities of providing ARCH security; however, PSEM management indicated that the ARCH responsibilities are "creeping" into its operational budget for parks-related responsibilities.

Park Public Safety has no performance measures related to ARCH services. Clearly, the ARCH is not a lake, waterway or park, and its clients are not lake or park patrons. The ARCH Patrol Unit's activities fall entirely outside of the purposes and objectives of the Park Police.

The five officers committed to ARCH patrol are provided certified mental health training as well as emergency medical training and work a 7:00 a.m. to 5:00 p.m. shift. However, before and after these hours, other Park Police officers may be redirected from park patrol to resolve problems at the ARCH.

Moreover, the Austin Parks and Recreation Department uses Park Police officers to pick up money collected as user fees at park facilities and transport it to banks. Sworn law enforcement personnel should not be used for this function. Several interviewees indicated that non-sworn Park Department personnel are available to conduct this function and that, if a sworn officer who is transporting collections must respond to a call, the chain of custody for the collections can be delayed or broken.

Park Police also provide security services for events sponsored by Parks and Recreation. The increasing number of these park-sponsored events is limiting the Park Police's ability to address its core responsibilities. Interviewees indicated that the Park Police are being called upon to provide security at an increasing number of Parks and Recreation-sponsored events held on non-park property.

RECOMMENDATION 7-4:

Ensure that the Park Police are used only for activities related to their core responsibility of providing patrol and related services at parks, lakes and recreational facilities.

The consequences of this sort of "mission creep" are that Park Police increasingly find themselves offering services that are outside their core mission; that are neither measured nor funded by the division; and that drain resources from the division's core responsibilities. Continued mission creep can affect the core services that Parks Police are primarily responsible for.

IMPLEMENTATION STEP

1. The PSEM director meets with the city manager to discuss the reassignment of the Parks Police's non-core mission duties to more appropriate city departments.

FISCAL IMPACT

There is no fiscal impact associated with this recommendation.

RECOMMENDATION 7-5:

Transfer responsibility for the security services at the Austin Resources Center for the Homeless to a more appropriate setting within the city.

The security services for ARCH should be transferred out of the Parks Public Safety Division so that ARCH services do not encroach on the core mission of the Parks Police or on the division's operating budget. Providing ARCH security could remain a function of PSEM, but the city should consider setting up a separate division to provide the level of funding and specialized training needed to provide these services.

IMPLEMENTATION STEPS

1. The PSEM director and the city manager discuss a more appropriate placement for the ARCH security services, with consideration being given to the establishment of a separate division within PSEM.

2. After making this determination, the city manager and the appropriate city department head develop an operating budget and performance measures for ARCH security.

3. Current ARCH officers are transferred from Park Police to the newly created ARCH security division.

4. The city manager should meet with representatives of the non-profit organization to negotiate a more significant fiscal contribution for support of the ARCH security services.

FISCAL IMPACT

The implementation of this recommendation will help the city to better determine the resources it is expending on ARCH security services. If the city is able to obtain additional funding from the non-profit organization, it would result in a positive fiscal impact.

RECOMMENDATION 7-6:

Develop and monitor performance measures for activities that are unrelated to the core mission of the Public Safety and Emergency Management Department so that these efforts can be measured and quantified.

The PSEM is a multi-function and multi-facility law enforcement team. Its director should add outcome measures related to increased security needs at recreation centers and their impact on coverage at traditional park facilities, as well as activities related to special event coverage and coverage at non-park properties.

In addition, PSEM should develop performance measures to determine the share of service calls received by each of its divisions to track the use of its law enforcement officers.

These activities would help to refocus the Park Police on their core functions and also increase their availability for intra-PSEM functions. They will also provide PSEM with data for policy decisions.

IMPLEMENTATION STEPS

1. During the fiscal year 2009 budget development process, Park Police develop outcome measures related to the volume in calls and incidents at various facility types (parks, greenbelts, recreation centers, etc.) as well as for special events.

2. During the fiscal year 2009 budget development process, Park Police develop outcome measures as a ratio, or percentage, of hours that park facilities are left unmanned due to recreation center calls, special events and non-park facility coverage.

FISCAL IMPACT

This recommendation could be implemented with existing resources.

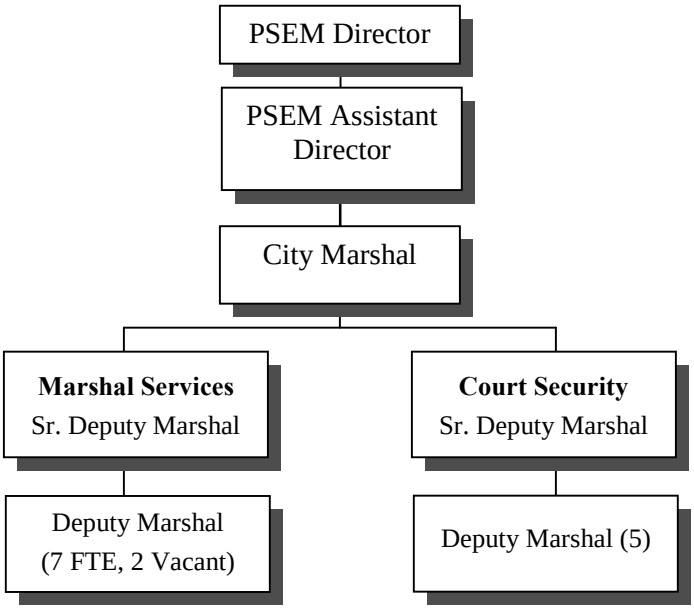
7.4 Office of the City Marshal

The Austin City Council originally established the City Marshal's Office in 1988 to serve Class "C" misdemeanor warrants for the Austin Municipal Court and later assigned it responsibility to oversee and manage courtroom security. All officers assigned to the present City Marshal Division are licensed peace officers. The division is directed by the city marshal, and comprises two organizational sections, *Marshal Services* and *Municipal Court Security*.

The Office of the City Marshal's approved budget for fiscal year 2006-07 amounted to $1,111,209; fiscal year 2007-08 proposed budget is $1,223,019, which is an increase of 10 percent.

A senior deputy city marshal who reports directly to the city marshal heads each section. The Marshal Services Section has seven deputy city marshal positions, two of them vacant at this writing; Municipal Court Security has five deputy city marshal positions, all occupied (**Exhibit 7-7**).

EXHIBIT 7-7
City of Austin Public Safety and Emergency Management Department
City Marshal Division Organizational Structure



Source: *Public Safety and Emergency Management Department, 2007.*

Major responsibilities of the City Marshal Division are described below.

7.4.1 Marshal Services

The primary duty of the City Marshal Division is to serve Class "C" warrants for the municipal court under the authority of the Code of Criminal Procedures Sections 45.014(a) and 45.202. This activity, now carried out by the Marshal Services Section, provides a revenue stream for the city of Austin.

Deputy marshals assigned to this section must seek out and arrest defendants with outstanding municipal court warrants, and serve subpoenas issued by the court. The section also provides backup for building and courtroom security, and works with other local law enforcement agencies to oversee the use of handicapped and disabled parking privileges in the downtown business area.

City marshals also respond to calls from APD officers who have arrested individuals with Class "C" warrants, and transport these individuals to the municipal court, allowing APD officers to return to duty much sooner. When an APD officer brings a defendant to municipal court directly, he or she may transfer custody to the deputy marshal on duty, who will complete all the necessary paperwork and appearance requirements.

Performance measures for Marshal Services follow in **Exhibit 7-8.**

EXHIBIT 7-8
City of Austin Marshal Services Performance Measures
Fiscal Year 2005-2007

Performance Measures	2004-05 Actual	2005-06 Actual	2006-07 Approved
Cost per Class C Misdemeanor Warrant Cleared by PSEM	45.87	171.82	66.94
Number of APD Requests for Transport	n/a	n/a	2,100
Total Number of Class C Misdemeanor Warrants Cleared by PSEM	11,104	4,017	12,000
Percent of ADP Request for Transport Calls Responded to in Under 30 Minutes	n/a	n/a	85
Percent of Class C Misdemeanor Warrants Cleared by PSEM to Class C Misdemeanor Warrant Issued	11	7.93	11

Source: *Data provided by PSEM, April 2007.*

PSEM's costs per Class C Misdemeanor warrant cleared rose by 275 percent from fiscal years 2005 to 2006. The number of Class C Misdemeanor warrants cleared fell significantly over the same period of time, by 63.8 percent.

7.4.2 Municipal Court Security

In response to high-profile breaches of courtroom security throughout the nation in the 1990s, the City Marshal Division received responsibility for this vital function. The Municipal Court Security Section now manages site security for three Municipal Court facilities: the main municipal court, located at 700 East 7th Street; the Downtown Austin Community Court (DACC), located on East 6th Street; and the municipal court's Southside substation, located at 5730 Manchaca Road.

A senior deputy city marshal leads the Municipal Court Security Section. The section has assigned three officers to the main Municipal Court, two to the DACC and one to the Southside substation. Their duties include:

- oversight and management of unarmed contract security guards;
- response to calls for assistance and panic alarms;
- regular patrols of court facilities;
- oversight of the court's physical security system (x-ray machines, magnetometers, security-access controlled portals);
- the impounding of vehicles that have been "booted," or immobilized by Municipal Court order;
- processing all prisoners brought to the Municipal Court or DACC by any law enforcement agency; and
- daily transportation of prisoners to the DACC from the Travis County Jail and back if necessary.

FINDING

The City Marshal's Division and the Municipal Court Security Section have established performance measures.

Exhibit 7-9 examines the court marshals' performance for fiscal year 2007.

EXHIBIT 7-9
City of Austin Court Marshal Performance, 2007

	October	November	December	January	February	March	Total YTD	Projected Totals
Arrestee Intake								
APD Drop-Off	50	40	42	53	42	79	306	612
Marshal Drop-Off	53	64	33	22	30	79	281	562
Total Arrestees	103	104	75	75	72	158	587	1174
Warrants	229	281	139	135	162	286	1232	2464
Pending	88	150	67	71	56	128	560	1120
Jail/Transports	136	138	132	137	125	159	827	1654
Court Marshal Arrest	14	4	6	5	6	11	46	92
Court Marshal Warrants								
Cleared Municipal Court	16	0	7	4	2	9	38	76
Cleared DACC	33	29	24	22	21	18	147	294
Warrant Phone Calls	781	285	394	415	439	445	2759	5518
Emergency Response								
Panic Button/Alarms	7	1	5	3	4	1	21	42
Disturbance	8	8	7	7	6	6	42	84
Medical Emergencies								
Employee	0	0	0	0	0	1	1	2
Customer	0	0	1	0	2	4	7	14

Source: *Austin City Marshal Division, 2007.*

The Municipal Court Security Section also has established performance measures for its activities (**Exhibit 7-10).**

EXHIBIT 7-10
City of Austin Court Security Performance Measures
Fiscal Year 2005-2007

Performance Measures	2004-05 Actual	2005-06 Actual	2006-07 Approved
Cost per Service Provided	n/a	n/a	67.90
Number of Arrestees Processed	n/a	n/a	2,800
Number of Booted Vehicles Processed	48	39	95
Number of Calls for Service in Courthouse	158	118	160
Number of prisoners transported	n/a	n/a	1,500

Source: *Data provided by PSEM, April 2007.*

The first, second and final performance measures in **Exhibit 7-10** are relatively new; no data were available for fiscal years' 2005 and 2006 actual performance. Note that Municipal Court Security saw substantial drops in the number of booted vehicles processed (18.8 percent) and the number of calls for service (25.3 percent) from fiscal year 2005 to 2006.

Tracking and monitoring these measures will allow division management to evaluate its performance.

COMMENDATION

There are meaningful performance measures for the Marshal Services Division and the Municipal Court Security Section.

FINDING

At the time of MGT's site review, Marshal Services had two vacant deputy marshal positions.

Before 2007, lone city marshals served Class C warrants. During a feasibility study that the city conducted in August 2006, a law enforcement expert consulted for the study noted that current procedures having one city marshal serve Class C warrants could create a dangerous situation due to a lack of back-up support. The consultant reported to the city that this was a situation needing immediate attention. As a result, the city added two additional positions to the section and created a policy requiring that warrants should be served only by teams of two marshals.

The new procedure, however, has significantly reduced the section's capacity to serve warrants. At this writing, just four officers serve warrants. If one officer is pulled to another duty, only one team is left for this function.

Furthermore, the policy and the two position vacancies leave few marshals available to respond to calls for assistance from APD, and to provide coverage for courts when needed.

RECOMMENDATION 7-7:

Ensure that vacant positions are filled as soon as possible.

This would ensure that a sufficient number of deputy marshals are available to staff street and courtroom security operations properly.

IMPLEMENTATION STEPS

1. The city marshal contacts Human Resources to arrange for the advertisement of the positions.

2. The city marshal interviews and hires two deputy marshals for the Marshal Services Section.

FISCAL IMPACT

Because these positions are budgeted but not filled, this recommendation could be implemented with existing budgeted resources. Once these positions are filled, the city should experience an increase in revenue generated by additional Class C warrant activity.

FINDING

PSEM uses unarmed security guards to supplement security services at the Municipal Court buildings.

In the past, Austin has used armed security at its court buildings to supplement court security. The city discontinued this practice due to uncertainties concerning the quality and quantity of training provided to armed contract security personnel.

RECOMMENDATION 7-8:

The city should consider using armed security guards at the Municipal Court buildings, thereby freeing up deputy marshals to serve Class C warrants and improve the revenue stream generated by this activity.

The city should once again consider contracting for armed security protection for its Municipal Court buildings, thus freeing deputy marshals to perform their primary responsibilities.

To ensure satisfaction with the quality of services provided by contracted armed security officers, the city must develop performance standards that are made part of the contract. In addition, close monitoring of the contract is necessary to ensure adequate performance.

IMPLEMENTATION STEPS

1. The city marshal and the director of courts meet to consider resuming the use of contracted armed guards for court security.

2. The city marshal and the director of courts determine the number of armed security guards needed and identify a funding source.

3. The city marshal and the director of courts develop performance and training standards that are included in any contract awarded.

4. The city marshal hires the guards and uses them to replace the same number of deputy marshals at the Municipal Court buildings.

5. The city marshal oversees the contract to ensure a satisfactory level of performance.

FISCAL IMPACT

The fiscal impact of this recommendation would depend on the number of contracted security guards to be hired and cannot be determined at this time.

FINDING

Interviews conducted during MGT's site visit indicated that the interface between the new Municipal Court information system and APD's information system is not functioning properly.

Interviewees reported that Class C warrant information on the court's system does not produce "hits" in APD's information system. That is, a Class C warrant issued by a city marshal does not automatically appear in APD's information system. As a result, individuals stopped by APD for traffic infractions and other violations are not apprehended for outstanding Class C warrants issued by marshals. APD officers must call in to determine if such warrants exist. Before the adoption of the new system, APD officers could obtain outstanding Class C warrant information through a query of the APD information system.

RECOMMENDATION 7-9:

Evaluate and, if necessary, modify the system interfaces to ensure that all outstanding Class C warrant information is available to APD officers.

IMPLEMENTATION STEPS

1. APD's Police Technology commander and the Municipal Court's head of technology meet with Communications and Technology Management to review the adequacy of the interface.

2. These officials oversee the development of procedures to test communications between the two systems.

3. Both organizations make any revisions to the interface needed to correct deficiencies.

FISCAL IMPACT

This recommendation can be implemented with existing resources.

7.5 Airport Public Safety Division

The Airport Public Safety Division (APSD) is part of the city of Austin's Public Safety and Emergency Management Department. It is a public-service oriented organization with the objective of providing a safe and orderly environment for the traveling public, visitors, and employees at the Austin Bergstrom International Airport (ABIA). There were more than 8.2 million passengers traveling through ABIA in 2006, and 302 commercial passenger flights per day.[1] Additionally, over three thousand people, including airline, FAA, cargo, concessions and rental car personnel, work on site. APSD achieves its goal of providing a safe and secure environment to the users of the airport through two sections: Patrol and Support Services.

The Patrol Unit, which enforces local, state, and federal laws, is responsible for providing law enforcement support for both the federally-mandated Airport Security Program and the security directives from the Transportation Security Administration (TSA). Every security alarm requires action from the Patrol Unit. They also respond to security breaches at the airport. There are 33 people in this unit, including one lieutenant, six sergeants, four corporals, and 22 patrol officers.

The Airport Support Services Section contains four units, including:

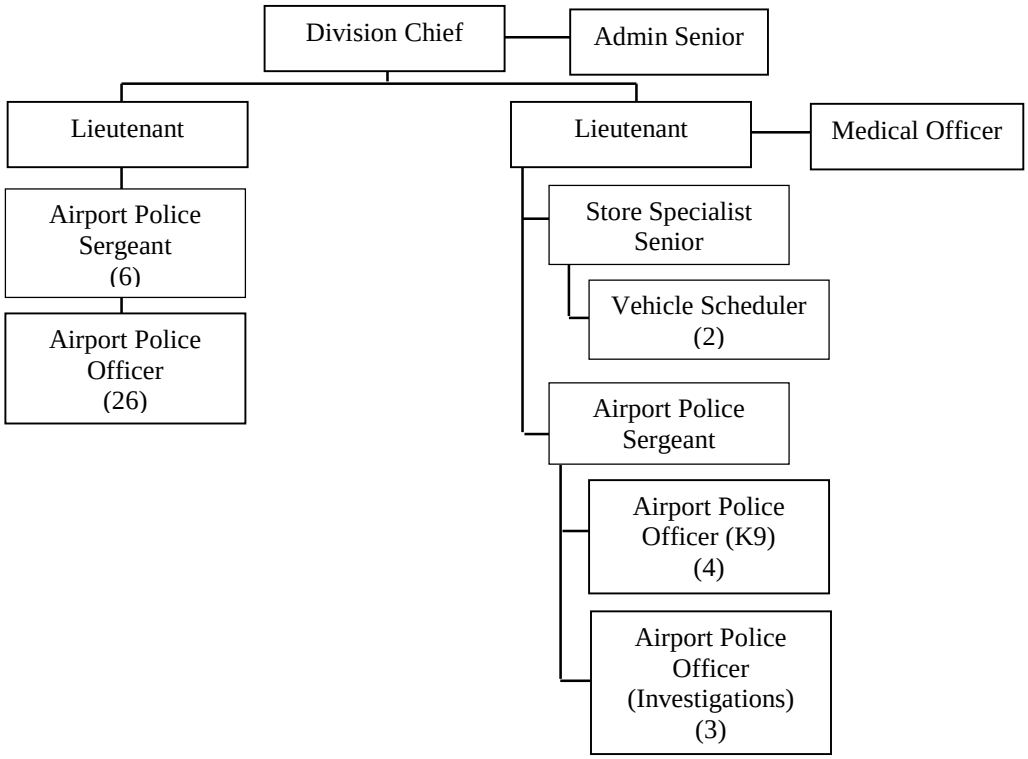
- *the Explosive Detection Unit (K9)*, which is responsible for responding to unattended or suspicious bags and unattended vehicles. The unit also responds to any aircraft or airport structure where there is an indication an explosive device is present or threatened. To serve as a deterrent, TSA requires that the unit spend time in areas of high pedestrian traffic. The unit has five members, including four patrol officers. The patrol officers are each paired with a dog to create a K9 team.

[1] http://www.ci.austin.tx.us/austinairport/genfact.htm.

- *the Investigation Unit*, which conducts complex criminal investigations, follows up on arrests for the District Attorney, and interacts with federal and local agencies on law enforcement activities. The Criminal Investigations Unit has two patrol officers and shares its sergeant with the Explosive Detection Unit.
- *the Medical*, which has one patrol officer who maintains records, conducts training and acts a liaison to Austin-Travis County Emergency Medical Services.
- *the Equipment and Vehicle Unit*, which has three civilians who maintain all patrol vehicles, equipment, and medical equipment.

The organizational structure of the division is shown in **Exhibit 7-11.**

EXHIBIT 7-11
City of Austin Public Safety and Emergency Management Department
Airport Public Safety Division Organizational Structure



Source: *City of Austin Airport Public Safety Division, April 2007.*

The Airport Public Safety Division existed as a division of the Aviation Department before merging with the Park Police and the City Marshal Division under the umbrella organization of Public Safety and Emergency Management in 2005. As seen is **Exhibit 7-11**, there is one division chief who manages two lieutenants. The lieutenant, in turn, is in charge of three units including: police, equipment and vehicles, and the medical officer.

APSD serves a large number of passengers each year. **Exhibit 7-12** shows the increasing traffic through ABIA.

EXHIBIT 7-12
City of Austin Public Safety and Emergency Management Department
Airport Public Safety Division
Number of Passengers (in millions)

	1997	1998	1999	2000	2001	2002	2003	2004	2005
Passengers	5.9	6.1	6.7	7.7	7.2	6.7	6.7	7.2	7.6

Source: *City of Austin Budget, 2006-2007 and City of Austin Budget, 2004-2005.*

The number of passengers showed steady growth through 2001, but then dropped through the first half of the decade. This trend was prevalent across the nation in the aftermath of the September 11th terrorist attacks.

Performance measures indicate PSEM believes the number of passengers will continue to increase. As seen in **Exhibit 7-13**, with that increase, more calls for service are anticipated.

EXHIBIT 7-13
City of Austin Public Safety and Emergency Management Department
Airport Public Safety Division
Performance Measures 2004-2008

Performance Measure	2004-05	2005-06	2006-07		2007-08
	Actual	Actual	Amended	Estimate	Approved
PSEM costs per passenger	.84[2]	New	0.52	0.46	0.48
Number of calls for service	26,112	33,473	29,500	37,000	37,000
Number of medical calls for service	225	New	275	147	300
Average response time for all calls for service at ABIA	New	New	3.5	3.5	3.0
Total Number of Passengers	7,571,764	NA	NA	NA	NA

Source: *City of Austin Budget, 2007-08 & 2006-07.*

FINDING

The Airport Public Safety Division has responded well to the additional demands placed upon it in the post 9/11 environment. This includes its success in obtaining approval for the revised Airport Security Plan as required by the federal government.

In addition, APSD has moved from a law enforcement model to a public safety model by achieving dual-certification as both police officers and medical first responders. APSD provides medical services. It also has access to Automated External Defibrillator (AED) equipment.

APSD employees see themselves as ambassadors for Austin, so they have a very customer-based approach to their jobs.

Interviews with Aviation Department management as well as airline representatives indicate a high level of satisfaction with APSD's performance and dedication to fulfilling its mission.

COMMENDATION

The Airport Public Safety Division is currently providing a professional level of service in carrying out security and law enforcement at Austin Bergstrom International Airport.

[2] For 2004-05, this is the airport security costs per passenger. It may not be comparable to PSEM cost per passenger.

8.0 OFFICE OF THE POLICE MONITOR

8.0 OFFICE OF THE POLICE MONITOR

This chapter covers the various functions assigned to and performed by the Office of the Police Monitor (OPM) in three sections:

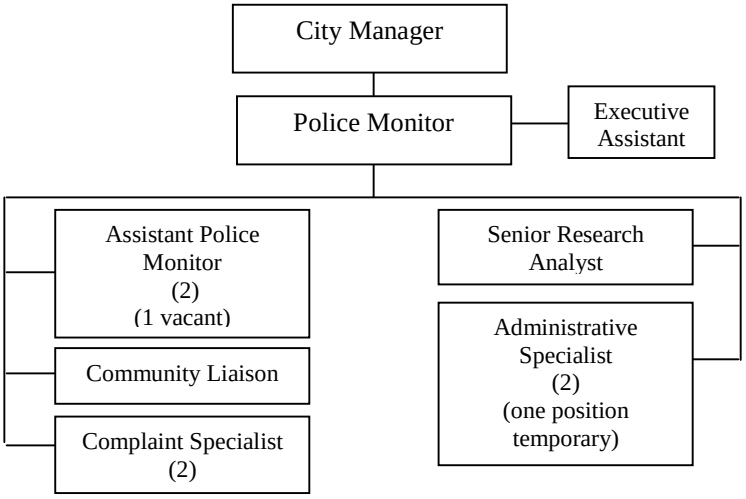
- Police Oversight Background and History
- City of Austin Office of the Police Monitor
- Citizen Review Panel

Chapter Summary

The Office of the Police Monitor accepts and files public complaints against APD officers, enters them in a complaint database and makes various outreach efforts to promote mutual respect between the community and law enforcement. It is the Austin Police Department's (APD) focal point for receiving all external complaints against sworn officers; if a citizen contacts the Internal Affairs Division with a complaint, they are referred to OPM.

The Office of the Police Monitor reports to the city manager's office. The police monitor manages the section with assistance from two assistant police monitors and seven civilian staff. **Exhibit 8-1** provides an organizational diagram of the office.

EXHIBIT 8-1
City of Austin
Office of the Police Monitor



Source: *City of Austin Office of the Police Monitor, April 2007.*

Among other findings, MGT concluded that:

- the current "Meet and Confer" agreement between APD and the Austin Police Association places significant limits on OPM's access to police information.
- APD has refused OPM access to the database for its Guidance Advisory Program (GAP), a program designed to identify potential behavioral problems among sworn officers. Such access is required by the joint APD/OPM operating procedures.
- OPM has not complied with the reporting requirements outlined in its operating procedures, which call for a public report on its operations every six months. The most recent report, for 2005, was delivered more than a year late.
- OPM and the Internal Affairs Division maintain separate databases of cases and complaints, a situation that delays case review and contributes to disagreements in APD's classification of cases.
- all citizens can opt for mediation to resolve conflicts with APD, but not one case to date has been handled in this way; OPM could do more to tell the public about the process.
- the Citizen Review Panel (CRP), created during the 2004 Meet and Confer negotiations, provides a sounding board for citizens who wish to speak publicly about a complaint. Panel members, however, are not receiving adequate introductory training.
- CRP panel members are not provided adequate time to review case files before the cases are heard.

Key recommendations in this chapter include:

- strengthen OPM's oversight powers by granting it limited subpoena authority and drafting a mandatory cooperation agreement with APD.
- give OPM access to the GAP database. If current GAP data are not available, OPM and APD should work together to determine whether equivalent data are available.
- complete OPM reports as required by the operating procedures.
- ensure that OPM's new database allows for access to APD complaint classifications and real-time access by both its own personnel and APD.
- increase public awareness of the mediation option for settling complaints against officers.
- provide newly appointed Citizen Review Panel members with adequate orientation training.
- amend the joint operating procedures to require that Citizen Review Panel members receive materials needed for their meetings five days prior to the hearing.

8.1 Police Oversight Background and History

The concept of civilian oversight of police began back in the 1960s as the concern over abuse of civil rights and violations of civil liberties by police reached critical levels as civil rights demonstrations and riots spread across the country. Initially, civilian oversight was dismissed as radical and dangerous by virtually everyone outside the civil rights communities, but by the beginning of the 21st Century more than 80 percent of the largest cities had some form of civilian oversight.[1]

Prior to this movement, holding law enforcement agencies and officers accountable for their actions was an internal police function only. Under civilian oversight, there is more of a division of responsibility as many investigations are still and should still be conducted by the police department itself. Those investigations are conducted by police because there are criminal charges involved or, as in the case of shootings, the law enforcement agency is better equipped and trained to conduct such investigations.

There are essentially four purposes for police oversight:

1. Holding officers accountable for misconduct;
2. Keeping a record, recognizing complaints as vital sources of information about a department;
3. Identifying patterns and problems related to policies and supervision rather than misconduct; and
4. Building public trust and community cohesion through patient listening to all complaint parties and letting them know they have been heard.[2]

Most civilian oversight agencies operate by receiving complaints against the police from the public and responding to them after conducting investigations when possible. This system is designed not only to hold individual officers accountable for their actions or law enforcement agencies accountable for poor policies and procedures, but by analyzing trends and data in the aggregate so it can lead to broader policy changes. Another approach involves only working with

[1] Samuel Walker, Police Accountability: The Role of Citizen Oversight 2001, p. 6.

[2] Ms. Debra Livingston, Professor of Law, Columbia University, comments made at the Eight Annual Conference of NACOLE, Cambridge, Massachusetts.

police agencies to resolve systemic problems related to organizational management, supervision, procedures, and policies by analyzing trends and other information and letting internal affairs staff conduct investigations.

There is a lack of in-depth research on the activities and effectiveness of civilian oversight, but there is much information on what communities around the country are doing and why each of them thinks civilian oversight is important for improving relationships between the community and the police, while protecting the fundamental human rights of those who come in contact with police. In a 2002 paper by the Vera Institute of Justice, "Building Public Confidence in Police through Civilian Oversight" by Emma Phillips and Jennifer Trone, the authors conclude:

> Civilian oversight can never substitute for good police leadership or displace internal methods of fostering accountability and responsibility. By exposing police practice, pointing out the shortcomings in how police regulate themselves, reporting honestly on the depth and pace of police reform, and engaging the public and the police in a dialogue, however, civilian oversight is a vital part of democratic policing.[3]

Although most of the civilian oversight agencies vary somewhat from city to city, there are basically three types of civilian involvement in the review of police. According to Samuel Walker the three basic types are:

1. Civilians outside of the police *conduct investigations* of citizen complaints;
2. Civilians are empowered only to *review* how the police department itself has adjudicated individual citizen complaints without access to internal police documents or the investigatory file; and
3. Civilians *audit, investigate, monitor* and report on the competence and effectiveness of the police managing misconduct *as a whole but do not review or investigate individual complaints.*[4]

[3] Emma Phillips and Jennifer Trone, "Building Public Confidence in Police Through Civilian Oversight", Vera Institute of Justice, September 2002, p. 12.

[4] Samuel Walker, "Varieties of Citizens Review: The Implications of Organizational Features of Complaint Review Procedures for Accountability of the police." American Journal of Police, Vol. XV, No. 3, 1996, pp. 72-73.

Mr. Walker goes further by dividing the three basic types in to five basic models of police oversight.

Models of Police Oversight

In Model I, individual complaints are received and investigated by persons who are not sworn police officers, making it the most independent form of police oversight. In Model IA, investigative reports are reviewed by a board that votes on the merits of the case and sends a recommendation to the police chief. Model IB involves a separate municipal agency with a single director who reviews the reports and forwards a recommendation on to the police chief.

These approaches are genuinely independent of the police department. With an independent board's input, diverse elements from the community can be involved. Complaints can be resented by police officers and may cause morale problems and so this model requires a high quality staff and well-defined procedures to work properly.

In Model II, citizen complaints are investigated by sworn police officers assigned to a department's internal affairs unit or office of professional standards. Reports are forwarded to a citizen oversight entity, which reviews them and determines the merits and forwards a recommendation to the police chief executive. Some oversight entities consist of a board while others are an individual. This model provides more oversight than a completely internal form of review (due to limited citizen input). However, it is less independent than Model I type of oversight. Frequently, this model promises independence that it often cannot deliver and, therefore, may not fully resolve community concerns about the complaint process.

Model III is a form of appellate review of citizen complaints. Complaints are received, investigated, and disposed of by the police department. If the complainant is not satisfied with the final decision by the police chief, then he or she may appeal that decision to a citizen oversight entity. In this system, input by civilians occurs after the initial disposition by the police

department. This system provides a limited degree of citizen oversight; it is far less independent than Models I or II, and so it delivers far less in the way of oversight than it appears to promise.

Model IV is an "auditor" approach. Individual citizen complaints are received, investigated and disposed of by the police department. An auditor conducts regular audits of department complaint processes and makes public reports. This system can monitor the internal affairs unit of the police department and recommend improvements. One drawback to this model is that such audits may be perceived as not fully independent from the department.[5]

Appendix C provides information on the types of models used by cities across the country. Most cities' oversight systems vary somewhat from the "models", and Austin is not an exception. For example, Austin's current oversight system has primary features of Models IA and IB, but also has some features of Model II. Its system provides for citizen complaints to be investigated by either internal or external investigators. In either case, both are sent to a police monitor and board for review and the monitor and board sends recommendations to the chief.

In determining the model of oversight that "works best," the National Association for Civilian Oversight of Law Enforcement (NACOLE) takes the position that each community must decide what will work best for them. NACOLE states that what any model requires is "that the community and its leadership have the integrity and political will to make civilian oversight work." Further, NACOLE states that oversight that works well:

- is independent;
- selects people with integrity who will go where facts lead them;
- supplies its overseers with adequate budgets, training and time; and
- expects them to listen deeply and to address detailed issues with fairness, patience and compassion for all parties.

[5] Walker, Samuel, Geoffrey P. Alpert, and Dennis J. Kenney. "Early Warning Systems: Responding to the Problem Police Officer." National Institute of Justice: Research in Brief. August 2000.

8.2 City of Austin Office of the Police Monitor

In March 2001, the city and the Austin Police Association (APA) negotiated to include a process to incorporate citizen input into the administrative review of the conduct of APD officers and the review of department policies and procedures. The Meet and Confer agreement, the city's contract with the APA, states that:

> Citizen Oversight means the process which incorporates citizen input into the administrative review of conduct of APD officers and the review of the Austin Police Department's policies and procedures. The City of Austin may provide for Citizen Oversight of the Austin Police Department. Citizen Oversight may include an Office of the Police Monitor and a Volunteer Citizen's Panel. The City agrees that there will be no parallel process created in addition to the one contemplated by these provisions.

As a result, the city council created the OPM and the Citizen Review Panel. In accordance with the joint APD and OPM operating procedures dated 2004, the principal duties of the OPM are:

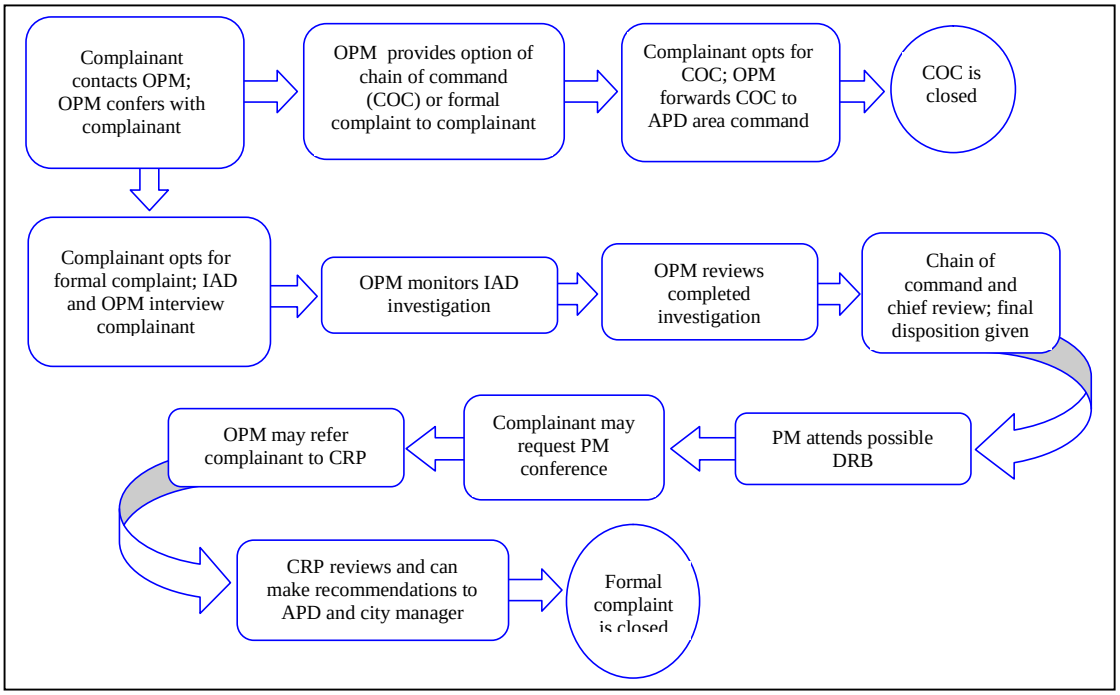
- to assess complaints involving APD officers;
- monitor APD's entire process for investigating complaints;
- attend all complainant and witness interviews;
- review the patterns and practices of APD officers;
- make policy recommendations to the chief of Police and/or city manager; and
- to provide a primary, but not exclusive, location for accepting administrative complaints of officer misconduct against police officers employed by APD.

The OPM is the focal point for receipt of all external complaints (citizen complaints) against sworn police department employees. If a citizen contacts the Internal Affairs Division (IAD) with a complaint, they are referred to OPM. An OPM complaint specialist interviews the complainant to determine the nature of the incident and whether a formal complaint is requested. The complaint is assigned an identification number and entered into an OPM complaint data base. The OPM specialist then escorts the complainant to IAD where an intake detective begins the

investigative process and enters information into an APD complaint tracking system. The OPM complaint specialist may attend the interview but not engage in the investigation.

OPM also provides administrative support and facilitates the duties and functions of the CRP. The police monitor may attend any Disciplinary Review Board (DRB) resulting from a complaint; however, the chief of Police retains all management rights and is the final authority in the process, which means the chief may agree with or change any recommendation issued by OPM or the CRP. **Exhibit 8-2** provides an illustration of the citizen complaint process.

EXHIBIT 8-2
City of Austin
Office of the Police Monitor Complaint Process



Source: *Office of the Police Monitor Annual Report May, 2005, page 8, figure 1.*

The CRP acts purely in an advisory role and has no independent investigative authority or subpoena powers. It is not a government agency and is therefore not bound by requirements of the Open Meetings Act.

The OPM and its staff are supervised by the police monitor who is appointed by and reports directly to the city manager. The police monitor is primarily responsible for accepting citizen complaints of misconduct against sworn employees of APD. As such, the police monitor has access to internal and external complaints against police officers, but may not independently investigate complaints.

In 2005, OPM documented 1,249 citizen complaints and inquiries, compared to 731 received in 2004. These fell into three categories:

- Chain of Command (COC) inquiries which are referred to the officers' supervisor to handle;
- Formal Complaints which can be Internal (filed by an APD officer against another member of the department) or External (filed by a civilian against an APD officer); and
- Contacts which include all other inquiries which do not result in a complaint. **Exhibit 8-3** shows the contacts by category for 2004-2005. The significant increase in contacts in 2005 is a result of expanding reporting to include all phone calls, emails and in-person visits to the OPM office.

EXHIBIT 8-3
City of Austin Office of the Police Monitor
Type of Contacts by Year 2004-2005[1]

Type of Contact	2004 Percent/Number	2005[2] Percent/Number
COC Inquiries	51% (306)	20% (259)
Formal Complaints	35% (340)	26% (339)
Contact	14% (85)	54% (685)
Total	731	1,249

Source: *City of Austin Office of the Police Monitor, Annual Report May 2005.*

[1]The OPM 2004 Annual Report listed 600 total complaints. This figure only included those internal formal complaints directly monitored by the OPM. However, the 2004 figure listed in the OPM 2005 Annual Report includes all internal complaints, including those not monitored by OPM, yielding a greater total complaint number in the present report when compared to the 2004 report.

[2]Most recent data available.

The police monitor observes investigations from receipt to finding and recommendation and has an opportunity to agree or disagree with the outcome. All disagreements may make their way to the chief's office for a final decision in the matter. This process is articulated in the joint OPM/APD operating procedures. The police monitor is required to publish reports every six months with detailed statistics as to the operation of the OPM.

The police monitor is the principle resource for the CRP, providing administrative support to the CRP by setting the agenda and coordinating monthly panel meetings. Citizens not satisfied with the findings of a complaint may exercise two options: 1) request a Police Monitor's Conference where a more detailed explanation of the investigation is provided and/or 2) request that the case be reviewed by the CRP at its monthly panel meeting.

Also, the police monitor is responsible for promoting mutual respect and trust between the APD and public through outreach efforts and education. OPM's outreach efforts are spearheaded by a community liaison who actively participates in attending community events, making public presentations and distributing informational materials in both English and Spanish to various ethnic and cultural community groups, public and non-profit organizations. In 2005, OPM attended more than 130 community events and functions. Citizens may contact OPM by phone, fax or email.

Voluntary mediation is also an option for the resolution of external complaints. Mediation is limited to external complaints that involve less serious allegations of profanity, rudeness, use of belittling language, inadequate police service, minor traffic violations, excessive force without injury, negligent damage to property, and negligent automobile accidents. Mediation is not available for officers involved in two or more complaints within a 12-month period of time. Mediation is offered to the complainant by the IAD detective during the intake process. At the time of this review, no complainants had used the mediation process.

FINDING

Although the current model of police oversight used by the city of Austin conforms to one of the standard models, the process could be strengthened by giving OPM more open access to data.

The Meet and Confer agreement gives OPM "unfettered" access to complaints against police officers, but the agreement also places limits on this access. Article 16, Section 2 of the agreement states in part:

> The Police Monitor will have unfettered access to the Internal Affairs investigation process**,** ***except as provided herein***. The Police Monitor may inquire of the Commander of the Internal Affairs Division of the Chief of Police, or the Chief's designee, as to the status of any pending IAD investigation.
>
> ***The OPM shall not gather evidence, contact or interview witnesses (except the complainant as provided herein), or otherwise independently investigate a complaint. The OPM shall not have the authority to subpoena witnesses. There shall be no administrative requirement, including but not limited to an order from the City Manger or the Department***, that a police officer appear or present evidence to the Police Monitor. The OPM may obtain the following information in connection with the filing of a complaint of officer misconduct:
>
> 1. the complainant's personal information;
> 2. the nature of the complaint;
> 3. witness information;
> 4. the incident location, date, and time; and
> 5. the APD officer(s) involved.
>
> (Emphasis added by MGT).

To guarantee greater access to data, some police oversight functions allow for subpoena authority over documents and evidence or have mandatory cooperation agreements between the oversight unit and the police department. In addition, some models MGT analyzed also require police employees to cooperate in oversight functions, and some even provide for fines for police or other city department employees who fail to cooperate with the oversight entity.

In a search for best practices relating to oversight authority, MGT found the following:

- In May 2007, the city of Chicago made changes to improve its police oversight functions. These included creating an Office of Professional Standards (OPS) to be an independent city department whose chief reports to the mayor. Its investigators will have subpoena authority. To some degree, OPS case summaries will be made public, and there will be fines and punishment prescribed for members of the police department who do not cooperate.

- The city of Minneapolis has an oversight board that has the authority to compel the presence of witnesses and/or documents via subpoena. In addition, there is also a requirement of cooperation by the Minneapolis Police Department and the oversight board.
- The city of Berkeley has an oversight board that has both full subpoena authority as well as a mandatory cooperation agreement. However, because of the agreement, Berkeley's oversight board has never used its subpoena power.

RECOMMENDATION 8-1:

Strengthen the Office of the Police Monitor's oversight powers by granting limited subpoena authority and drafting a mandatory cooperation agreement with the Austin Police Department.

By allowing greater access to data, either through subpoena authority or through agreement, Austin's oversight function would be strengthened and more transparent, thus lending a higher degree of accountability over the oversight process.

This recommendation pertains to subpoena authority over documents only.

IMPLEMENTATION STEPS

1. The city manager selects members for a committee to further study the issue of granting OPM more authority to obtain data in its oversight responsibilities. The committee should consider whether to grant OPM subpoena authority, draft a mandatory cooperation agreement, and assess penalties for employees who fail to cooperate in the oversight process.

2. The committee makes a recommendation to the city manager.

3. The city manager negotiates with the Austin Police Association to include the committee's recommendations in the next Meet and Confer agreement.

4. The police monitor and chief of Police ensure that standard operating procedures are updated to reflect the requirements of the new agreement.

5. The police monitor and chief of Police implement the new procedures.

FISCAL IMPACT

There is no fiscal impact associated with implementing this recommendation.

FINDING

The APD has refused the Office of the Police Monitor real-time access to its Guidance Advisory Program data base as required by the joint Austin Police Department/Office of the Police Monitor operating procedures.

The joint APD/OPM operating procedures, Section 4.A. (2) states "the OPM shall have real time computer access to the APD Guidance Advisory Program Database (or its equivalent)." The Guidance Advisory Program is a program designed to identify potential behavior problems and provide an intervention system for sworn patrol staff. GAP uses a data management program that contains predictive modeling software to help identify officers displaying potential behavior problems. (Refer to *Chapter 3* of this report for an in-depth analysis of the GAP program.)

The police monitor reported to the review team that a request for GAP information was denied by APD in 2006. The IAD lieutenant told the review team that a discussion among APD staff determined GAP data is non-disciplinary in nature and protected under administrative code.

RECOMMENDATION 8-2:

Allow the Office of the Police Monitor access to the GAP data.

If current GAP data is not available, OPM and APD should work together to determine if data "equivalent" to GAP may be available for review. This may satisfy OPM's concern that the office does not have complete information about Use of Force incidents to conduct the proper oversight in which the office is charged.

IMPLEMENTATION STEP

1. The police monitor and the chief of Police meet to resolve this issue.

FISCAL IMPACT

This recommendation can be implemented with existing resources.

FINDING

The Office of the Police Monitor has not complied with reporting requirements as outlined in operating procedures.

The joint APD/OPM operating procedures require that the police monitor provide a public report every six months that contains full and detailed statistics of the operation of the OPM. Specifically, Section 2.B. (6) of the procedures, which addresses the responsibilities of the police monitor, states the following:

> The Police Monitor shall be responsible for the publishing of public reports every six months. Such public reports will contain full and detailed statistics as to the operations of the OPM.

Further, Section 11.B. (1) of the procedures which detail reporting responsibilities of the OPM states:

> The Chief of Police and the Police Monitor shall prepare and submit to the City Manager, on a six-month basis, a joint report of activity of the Oversight Process during the preceding six months. The report shall include, at a minimum, the following information, supported by appropriate data and documentation:

(a) the number of complaints received by both IAD and the OPM;
(b) the number of investigations completed by IAD;
(c) the number of investigations reviewed by the Panel;
(d) a summary of actions and recommendations by the Panel, including how often the Panel concurred or disagreed with the final classification of a complaint and an analysis of the reason(s) that the Panel did not concur with the final classification;
(e) a summary of the timeliness of OPM's receipt of a completed investigation; and
(f) a summary of any procedural issues regarding the Oversight process and how those issues were resolved.

At the time of MGT's review, OPM staff stated that because of staffing shortages and a transition in management of the office, they were only able to prepare annual reports. However, the most recent report (2005) was more than one year late in being submitted to the city manager.

In addition, a review of the data and analyses contained in the 2005 OPM reports shows deficiencies in the data presented in the report. For instance, the report does not include the number of cases investigated by IAD. While the report states that the CRP reviewed 18 cases in 2005, it does not provide a summary of actions and recommendations by the panel.

Further, the report contains several generalized conclusions about complaint data which could mislead the reader. The 2005 report identifies an apparent overrepresentation of Hispanic officers in external complaints and Black officers in internal complaints. This finding in the report is based on a simple computation of percentage of complaints exceeding the percentage of officers in each instance. These statements, as written, may lead the reader to believe the observation is conclusive when, in fact, the report recognizes that such findings are complicated and need further examination.

The failure to report on OPM activities as required creates the risk of OPM failing to fulfill its mission. Without these reports, city management and the community have no way of evaluating the efforts of the monitor's office.

In addition, the generalized conclusions are potentially inflammatory and could result in misunderstandings from readers.

The city of Portland's (Oregon) Independent Police Review (IPR) Division produces quarterly reports in addition to its annual report. These reports are distributed throughout city management in addition to the public. Current and past reports are also available on Portland's website.

Exhibit 8-4 shows excerpts of the IPR's 2004 annual report. As the excerpt in the exhibit shows, the IPR provides a detailed breakdown of the types of citizen complaints in both table form and in narrative form.

EXHIBIT 8-4
City of Portland
Independent Police Review Annual Report Excerpt

Stages of Complaint Handling

In 2004, the Independent Police Review received 781 new cases and closed 822 cases. This was a minimal increase in the Independent Police Review's workload from 2003. The 781 new complaint cases resulted in 2,704 allegations investigated by IPR.

Of the 751 cases that received intake decisions, 40% were dismissed after the initial Independent Police Review investigation. The most common reason why the Independent Police Review dismissed an allegation was because the complaint did not allege misconduct.

Most Common Allegation for Citizen Complaints 2004

Ten Most Common Allegations Reported to IPR	Number of Complaints that Involved One or More of the Following Allegations
Rude Behavior	249
Excessive Force	225
Unjustified Behavior	174
Failed to Take Appropriate Action	138
Filed False Charges or Citations	116
Harassment	115
Warrantless Search and/or Seizure	79
Unlawfully Detained Complainant	72
Profanity	63
Intimidation	60

Once a case was referred to PPB for investigation, most cases were either handled as a service complaint or declined by IAD. Of those citizen-initiated complaints investigated by IAD, 16% resulted in one or more *sustained* findings.

In 2004, the Independent Police Review received 9 new citizen appeals, and closed 13 appeals. Only two appeals resulted in the CRC challenging findings made by the PPB.

IPR Intake Decisions 2004

Intake Decision	Total	Percent
Referred to IAD	288	38%
Dismissed After Intake Investigation Completed	301	40%
Resolved at Intake	18	2%
Referred to Other Agency	14	2%
Referred to Chief's Office-Policy Review	5	1%
Administrative Referral	85	11%
Pending or Completed Mediation	40	5%
Total	751	100%

Source: *Independent Police Review Division, Office of the Portland City Auditor, Annual Report, 2004.*

In addition to the annual and quarterly reports issued by Portland's IPR, the Police Bureau's annual report includes a section on IPR activities.

RECOMMENDATION 8-3:

Complete Office of the Police Monitor reports as required by the joint Austin Police Department/Office of the Police Monitor operating procedures.

To improve accountability of the OPM, the office should ensure that it reports its activities in a timely manner.

This will bring any trends or issues related to citizen complaints of the oversight process to the attention of the city manager and APD staff in a more timely manner so that appropriate policy or program changes may be explored.

IMPLEMENTATION STEPS

1. The police monitor develops a report template that contains all elements as required by operating procedures.

2. The police monitor includes recommendations concerning trends and related issues in the report.

3. The city manager develops a reporting timeline to ensure that reports can be issued every six months.

4. The police monitor conducts a formal presentation of findings and recommendations to APD staff so appropriate and timely policy and procedure decisions may be made.

FISCAL IMPACT

There are no costs anticipated in this recommendation.

FINDING

The Office of the Police Monitor and Internal Affairs Division maintain separate data bases of cases/complaints, which delays the case review process. In addition, The Office of the Police Monitor disagrees with many of Internal Affairs' complaint classifications.

The 2005 OPM report spends considerable time discussing the disagreement of case classifications between IAD and OPM. The OPM and IAD complaint data base systems are separate. The 2005 OPM report notes that:

> For the third consecutive year, IAD and the OPM have disagreed in the classification, i.e., severity, of a case… Disagreement appears to be greatest for cases classified as D, with a 69 percent agreement rate for external D's and a 75 percent agreement rate for internal D's.

A new integrated data base system is under development and should lead to more timely resolution of this issue.

While OPM has access to IAD's data base, it is not real time and may cause week-long delays before OPM can check the status of a case. Also, both data bases lack the ability to provide adequate reporting for statistical analysis of data.

When considering that a goal of OPM is to build public trust and respect between the public and APD, this disagreement in the classification of citizen complaints may serve to undermine that goal. In addition, the lack of agreement in the classification system causes unnecessary delays in the monitoring process.

RECOMMENDATION 8-4:

Ensure that the new data base allows for standard complaint classifications and allows for real-time access to data by both the police department and the Office of the Police Monitor.

Differences of opinion about case classifications between OPM and IAD are expected, but the high percentage noted in OPM's annual report is troublesome. The new joint data base system provides an opportunity for more timely resolution to this problem. OPM and IAD should take advantage of the new system to resolve their differences of opinion. The new system will greatly enhance the timely review of case data by OPM and reduce differences in opinion regarding case classification only if the classification conventions are properly established at the onset of the system implementation.

IMPLEMENTATION STEPS

1. Complete testing of the joint data base system as quickly as possible.

2. OPM and IAD staff members coordinate to establish guidelines regarding the classification of cases to help reduce any differences of opinion regarding the classification of complaints entered into the system.

FISCAL IMPACT

The system under development is already funded.

FINDING

Mediation is not being used to resolve citizen complaints.

Although citizens have the option of using mediation as a means to resolve conflicts with the Austin Police Department, not one case processed by OPM has been mediated. OPM could do more to educate the public about what the mediation process is and how it is used. For example, a review of OPM's website shows that information regarding the mediation process is contained on the website, but it is not displayed prominently.

Mediation is a process whereby the citizen filing a complaint has an opportunity to mediate directly with a police officer against whom a complaint has been filed. The mediation session is overseen by a professional mediator.

Mediation provides a non-adversarial alternative to the complaint handling process, as not everyone having a complaint against an officer wants to see the officer disciplined. Often complainants merely want to understand why an officer took a particular action, or to explain their own actions or perceptions, or to discuss how the incident affected them.

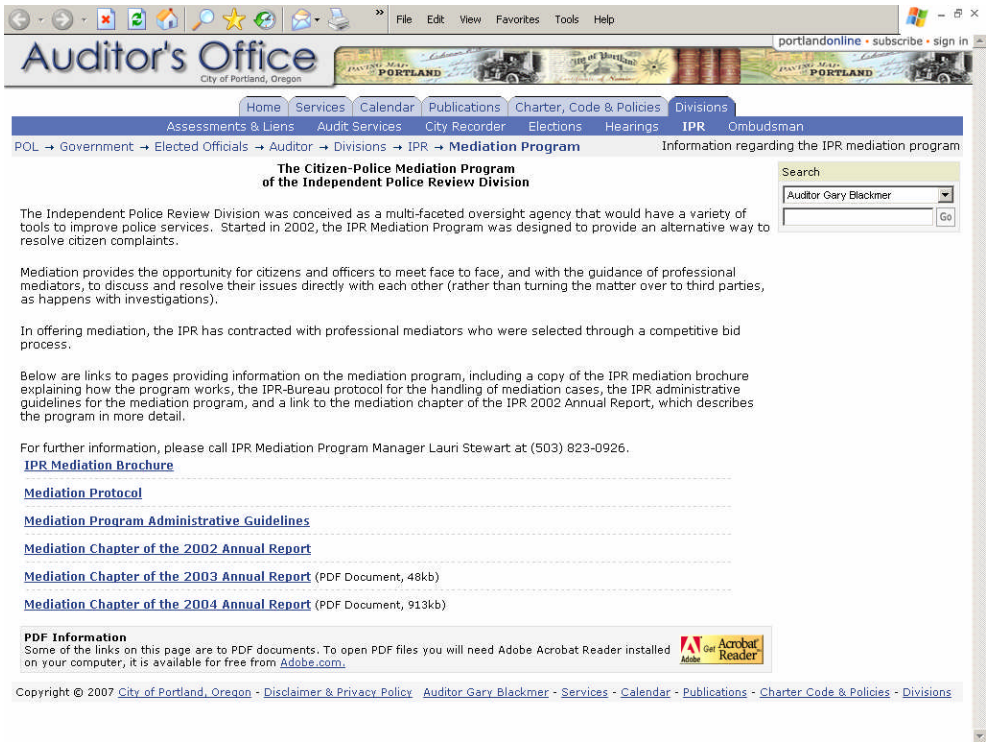
The mediation process also allows valuable opportunities for citizens and police to better understand each other's perspectives, to explore how they might prevent similar problems in the future, and to reach a satisfying resolution.

The OPM assistant police monitor indicated to the review team that every citizen has been offered, but has refused, the opportunity to use mediation as a method for resolving their complaints. In many other agencies, it is the officers and not citizens that are reluctant to use the process. In discussions with two complainants, the assistant police monitor stated that one requested that their complaint be handled by the officer's commander and the other indicated the process for mediation was too long and inconvenient.

Austin Police Association representatives, through interviews, stated that few citizens understand the process and that more public education is needed.

Many civilian oversight agencies are using mediation as a way of meeting the challenges they face in helping to resolve citizen/police conflicts. Portland, Oregon, for example, has an Independent Police Review Division that operates under the authority of the City Auditor. The IPR provides extensive information on its services for citizens to review. A visit to the IPR website, which also has a link at the Portland Police Bureau's website, shows the information made available to the public. **Exhibits 8-5** and **8-6** show the information available at the IPR website.

EXHIBIT 8-5
City of Portland Auditor's Office
Independent Police Review Division



File Edit View Favorites Tools Help

Auditor's Office
City of Portland, Oregon

portlandonline • subscribe • sign in

Home | Services | Calendar | Publications | Charter, Code & Policies | Divisions

Assessments & Liens | Audit Services | City Recorder | Elections | Hearings | IPR | Ombudsman

POL → Government → Elected Officials → Auditor → Divisions → IPR → **Mediation Program**

Information regarding the IPR mediation program

Search
Auditor Gary Blackmer
Go

The Citizen-Police Mediation Program
of the Independent Police Review Division

The Independent Police Review Division was conceived as a multi-faceted oversight agency that would have a variety of tools to improve police services. Started in 2002, the IPR Mediation Program was designed to provide an alternative way to resolve citizen complaints.

Mediation provides the opportunity for citizens and officers to meet face to face, and with the guidance of professional mediators, to discuss and resolve their issues directly with each other (rather than turning the matter over to third parties, as happens with investigations).

In offering mediation, the IPR has contracted with professional mediators who were selected through a competitive bid process.

Below are links to pages providing information on the mediation program, including a copy of the IPR mediation brochure explaining how the program works, the IPR-Bureau protocol for the handling of mediation cases, the IPR administrative guidelines for the mediation program, and a link to the mediation chapter of the IPR 2002 Annual Report, which describes the program in more detail.

For further information, please call IPR Mediation Program Manager Lauri Stewart at (503) 823-0926.

IPR Mediation Brochure

Mediation Protocol

Mediation Program Administrative Guidelines

Mediation Chapter of the 2002 Annual Report

Mediation Chapter of the 2003 Annual Report (PDF Document, 48kb)

Mediation Chapter of the 2004 Annual Report (PDF Document, 913kb)

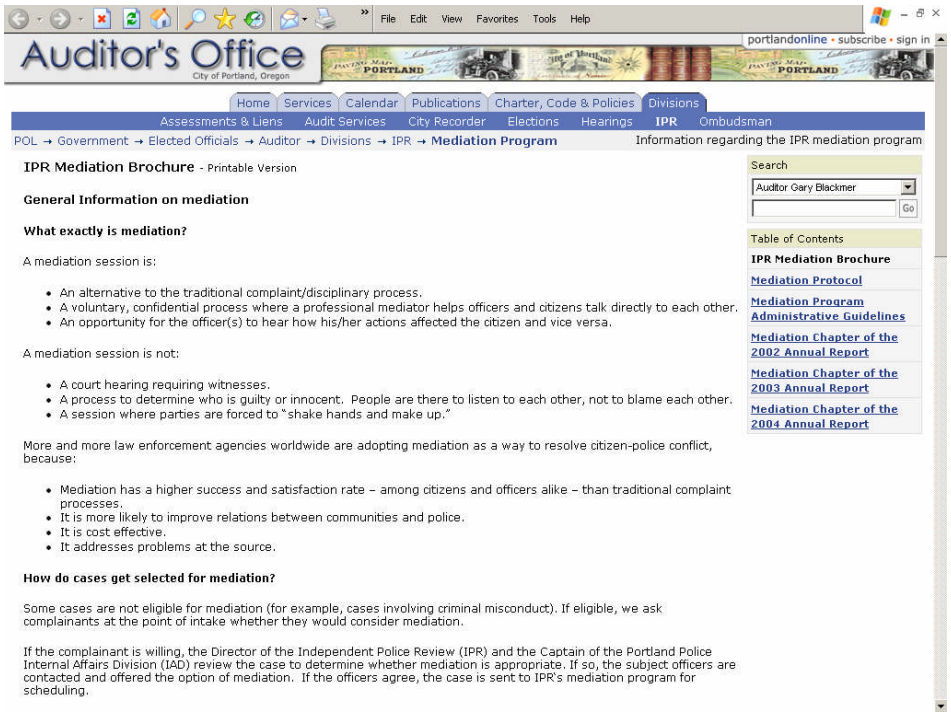
PDF Information
Some of the links on this page are to PDF documents. To open PDF files you will need Adobe Acrobat Reader installed on your computer, it is available for free from Adobe.com.

Get Acrobat Reader

Copyright © 2007 City of Portland, Oregon - Disclaimer & Privacy Policy Auditor Gary Blackmer - Services - Calendar - Publications - Charter Code & Policies - Divisions

Source: *http://www.portlandonline.com/auditor/index.cfm?c=29387*.

EXHIBIT 8-6
City of Portland Auditor's Office
Independent Police Review Division



File Edit View Favorites Tools Help

portlandonline • subscribe • sign in

Auditor's Office
City of Portland, Oregon

Home | Services | Calendar | Publications | Charter, Code & Policies | Divisions

Assessments & Liens | Audit Services | City Recorder | Elections | Hearings | IPR | Ombudsman

POL → Government → Elected Officials → Auditor → Divisions → IPR → **Mediation Program**

Information regarding the IPR mediation program

IPR Mediation Brochure - Printable Version

General Information on mediation

What exactly is mediation?

A mediation session is:

- An alternative to the traditional complaint/disciplinary process.
- A voluntary, confidential process where a professional mediator helps officers and citizens talk directly to each other.
- An opportunity for the officer(s) to hear how his/her actions affected the citizen and vice versa.

A mediation session is not:

- A court hearing requiring witnesses.
- A process to determine who is guilty or innocent. People are there to listen to each other, not to blame each other.
- A session where parties are forced to "shake hands and make up."

More and more law enforcement agencies worldwide are adopting mediation as a way to resolve citizen-police conflict, because:

- Mediation has a higher success and satisfaction rate – among citizens and officers alike – than traditional complaint processes.
- It is more likely to improve relations between communities and police.
- It is cost effective.
- It addresses problems at the source.

How do cases get selected for mediation?

Some cases are not eligible for mediation (for example, cases involving criminal misconduct). If eligible, we ask complainants at the point of intake whether they would consider mediation.

If the complainant is willing, the Director of the Independent Police Review (IPR) and the Captain of the Portland Police Internal Affairs Division (IAD) review the case to determine whether mediation is appropriate. If so, the subject officers are contacted and offered the option of mediation. If the officers agree, the case is sent to IPR's mediation program for scheduling.

Search
Auditor Gary Blackmer
Go

Table of Contents
IPR Mediation Brochure
Mediation Protocol
Mediation Program Administrative Guidelines
Mediation Chapter of the 2002 Annual Report
Mediation Chapter of the 2003 Annual Report
Mediation Chapter of the 2004 Annual Report

Source: *http://www.portlandonline.com/auditor/index.cfm?c=29387&a=26979*.

Of the 781 cases received by the IPR in fiscal year 2004, the most recent year for which data was available, 33 cases were resolved through mediation. In its annual report, IPR reports that of the 33 cases, 66 percent of officers and 49 percent of citizens report that the dispute was resolved satisfactorily, while 21 percent of police officers and 39 percent of citizens said their issues were partially resolved. Considering the potential complexities and controversial nature of complaints, these satisfaction levels are relatively high. And although 10 percent of officers and 12 percent of citizens felt that their cases were not at all resolved through the mediation process, 90 percent and 87 percent of citizens and officers, respectively, said they would recommend mediation to others as a way to resolve police/citizen complaints.

Other cities that have used mediation in such circumstances include New York City; Washington, DC; Kansas City, MO; Berkeley, CA; and San Diego, CA.

RECOMMENDATION 8-5:

Increase public awareness of the mediation option for settling citizen complaints against officers.

OPM should ensure that citizens are well educated about the process and its benefits. The APD should also ensure that officers understand the opportunities and benefits of mediation should a complainant request the process. The APD should review the Portland IPR mediation process as a best practice for additional information and guidance.

IMPLEMENTATION STEPS

1. Police monitor staff upgrades information about the mediation option on the OPM and APD websites.

2. The police monitor works with the APD and APA to develop an education strategy that will encourage the acceptance and use of mediation as an option.

3. The police monitor and ADP staff discuss mediation as an option during outreach meetings.

FISCAL IMPACT

This should result in productivity savings to the city by reducing hours spent on the investigation of complaints by IAD's and OPM's review.

8.3 Citizen Review Panel

The Citizen Review Panel was created during the 2004 Meet and Confer negotiations between the city of Austin and the APA. The panel is made up of seven volunteer members of the community recommended by city council members and appointed by the city manager. The CRP meets monthly and provides a sounding board for citizens requesting to speak publicly about their complaints. The CRP also works in conjunction with the OPM to provide the chief of Police with recommendations limited to requests for:

- further investigation about a complaint;
- a review or change of policies;
- an "independent investigation;" or
- a written non-binding recommendation on discipline in "Critical Incidents."

According to the APD/OPM Operating Manual, the following issues may be referred to the panel absent a complainant's request:

- a "Critical Incident" (use of force involving an APD officer that results in serious bodily injury, an in-custody death or officer-involved shooting);
- the appearance of a pattern of serious misconduct by the officer involved;
- the appearance of a pattern of department-wide misconduct;
- the appearance of serious official misconduct by one or more members of the department;
- the appearance of bias-based misconduct; or
- the appearance of issues to be addressed by policy, procedure, or training recommendations.

FINDING

Citizen Review Panel members are not receiving adequate training before hearing and deciding on cases.

The Meet and Confer agreement between the APA and the city provides minimum training requirements for new CRP members. Section 3.C. of the agreement states:

> To serve on the Panel, each member must complete the following training within 180 days of their appointment. Failure to timely complete the required training shall automatically result in the immediate removal of the member from the Panel. The minimum training requirements are as follows:
>
> 1. Attend a two to three (2-3) day training tailored from parts of the Austin Police Academy.
> 2. Attend six (6) hours of training provided by the Internal Affairs Division.
> 3. Attend the Citizen's Police Academy.
>
> In addition to the training requirements as set forth in the Meet and Confer agreement, the joint APD/OPM standard operating procedures dated March 2004 include the following training requirements for CRP members:
>
> - attend three-hour ride-alongs in each area sector, at least three of which must occur during a Friday or Saturday evening or night shift;
> - spend at least four hours with a walking beat officer in the Downtown Area Command during a Friday or Saturday evening or night shift; and
> - attend meetings with community groups and persons who have an interest in police oversight.

The current program is comprehensive and there are no recommendations to change its content. The issue here lies in CRP members' ability to make decisions when they have not completed the orientation. The Meet and Confer agreement requires only that the training be completed within 180 days of appointment. However, many new CRP members hear and decide on cases prior to fulfilling their training. In one instance, for example, a new CRP member was required to review and make decisions on cases at their first meeting, but had not completed *any* of the required training.

While CRP members interviewed by MGT were complimentary of the thoroughness of their orientation training, they indicated they would have felt more comfortable if they had more time to read the training materials and participate in training requirements before being required to make decisions about cases at their monthly meetings.

RECOMMENDATION 8-6:

Ensure adequate orientation for newly appointed Citizen Review Panel members.

The Joint APD/OPM Operating Procedure (2004), Section 8.C. identifies six minimum training requirements for new CRP members that must be completed within 180 days of their appointment. The OPM should work with the CRP and determine which areas of training should be identified as prerequisites to a member participating in case reviews.

The OPM should also review the training requirements with CRP members and determine if some of the training events should be made mandatory prior to new members participating in decisions at a CRP meeting.

IMPLEMENTATION STEPS

1. Working with CRP members and APD staff, the OPM ensures certain training events are complete prior to a new member participating in any CRP decisions.

2. The police monitor conducts an evaluation of each member's training to ensure there are no violations of the 180-day requirement in the Meet and Confer agreement.

3. The police monitor determines each member's work schedule and availability to complete any outstanding training.

4. The police monitor develops a training matrix based on each member's availability that will ensure all training requirements are met within the 180 day requirement.

FISCAL IMPACT

There are no costs anticipated in this recommendation.

FINDING

The meeting preparation process is insufficient to allow the Citizen Review Panel adequate time to prepare for meetings.

When cases are scheduled for review at monthly meetings, the Internal Affairs representative provides the case(s) scheduled to be heard to CRP members just prior to the scheduled meeting. On a typical meeting day, the CRP members convene at 3:00 p.m. and are given the cases to review. Once members have reviewed the case reports, they indicate to the Internal Affairs representative that they are ready to receive a verbal presentation. The public portion of the CRP meeting then begins by 6:00 p.m. CRP members indicate they simply do not have enough time to read through the cases and they voiced concern about their ability to perform their duties adequately.

Since many cases can be lengthy and contain detailed information, the CRP members are not adequately prepared for their meetings. The summary for cases alone may be 10-20 pages in length.

Article 16 of the Meet and Confer agreement covers the citizen oversight function. Section 3.F. (c) of Article 16 stipulates that a meeting agenda must be prepared and available five days prior to a meeting. However, the agreement and operating procedures are silent as to the timing of case information provided to CRP members.

APD representatives told the review team that they are concerned about maintaining confidentiality over the information contained in case write-ups, and for this reason provide the case files immediately prior to CRP meetings.

Section 8 of Article 16 contains provisions regarding the confidentiality of police personnel records and IAD investigation files. This section sets forth authority for CRP members to view information contained in such personnel and IAD files. CRP members are bound to confidentiality. Specifically, Section 8. (d) states the following:

> A breach of the confidentiality provisions of this Agreement and/or Chapter 143 of the Texas Local Government Code by any individual involved in Citizen Oversight:
>
> 1. Shall be a basis for removal from office;
> 2. May subject the individual to criminal prosecution for offenses including, but not limited to Abuse of Official Capacity, Official Oppression, Misuse of Official Information, or the Texas Public Information Act; and/or
> 3. May subject the individual to civil liability under applicable State and Federal law.

Section 8 further requires the continuity of the confidentiality requirements. That is, all individuals serving as a CRP member are bound by the confidentiality requirements even after their association with the oversight process has ended.

The Albuquerque Independent Review Office of the Police Oversight Commission has developed a workable process to address the critical issue of confidentiality of records. The Police Oversight Commission is provided a CD-ROM with case information prior to the meeting so they have adequate time for preparation. The disk is collected after the meeting.

RECOMMENDATION 8-7:

Amend the joint Austin Police Department/Office of the Police Monitor operating procedures to require that Citizen Review Panel members are provided materials necessary for their meetings five days prior to the scheduled meeting.

APD's concern over confidentiality is a valid concern; however, the current process is hindering effectiveness of the citizen oversight function. Since confidentiality requirements are set forth in the Meet and Confer agreement, along with repercussions in the event that the requirements are breached, APD should come to a workable solution with the CRP. This will help to improve the oversight function and promote an atmosphere of mutual trust in the process.

The IAD lieutenant should work with city technology staff to determine what means are possible to provide the information earlier in the process without risking its security. A simple solution may be to provide the cases to CRP members in an electronic format that is "read only," with an appropriate warning not to copy or print any documents. This can be done by providing the information on a CD-ROM which can be collected by IAD at the end of each meeting. While there is no way to prevent copying or printing, the individuals involved in the process must be afforded trust in the council appointed-representatives for the sake of the integrity and effectiveness of the process.

IMPLEMENTATION STEPS

1. IAD meets with city of Austin programmers and find a workable solution to any security and confidentiality concerns.

2. OPM and APD amend operating procedures to meet the CRP's needs.

FISCAL IMPACT

There are no costs anticipated in this recommendation.

9.0 SUMMARY FINDINGS & FISCAL IMPACT ESTIMATES

9.0 FISCAL IMPACT SUMMARY

MGT's report contains over 120 recommendations for the Austin Police Department (APD), the Department of Public Safety and Emergency Management (PSEM) and the Office of the Police Monitor (OPM). If implemented, these recommendations could provide a savings (or cost avoidance) of over $23 million over five years (**Exhibit 9-1**).

To develop these fiscal impacts, MGT used the following assumptions:

- most fiscal impacts cannot take effect until fiscal year 2008-09 because of the budget approval process.
- if a recommendation involves a savings or cost avoidance, the savings could accrue to the city for the last six months of the 2007-08 fiscal year.
- if a recommendation requires an expenditure of an insignificant amount, the expenditure could feasibly be accomplished during the 2007-08 fiscal year through amending the budget.

The most significant source of savings or cost avoidance in this report involves the redeployment or re-assignment of staff. Our recommendations do not eliminate any current positions, but rather redeploy positions to other areas of the city.

Our fiscal impact estimates regarding sworn employee salaries are based on average salary information provided by the city's Budget Office as follows:

Title	Average Annual Salary
Police Commander	$104,791
Police Lieutenant	$100,791
Police Sergeant	$86,544
Police Corporal	$77,254
Police Detective	$76,468
Police Officer	$59,982

The Budget Office also provided an annual benefits rate of 41.9 percent for sworn APD personnel that includes, employer's share of Federal Insurance Contribution Act (FICA) payments, Medicare, retirement, health insurance, pay for performance, premium pay, longevity pay, and certification pay.

EXHIBIT 9-1
City of Austin Public Safety Police Operations
Fiscal Impact Summary

Rec. #	Recommendation	2007-08	2008-09	2009-10	2010-11	2011-12	Total 5-year Fiscal Impact	One-Time Fiscal Impact
	Chapter 3: Professional Standards and Training							
3-1	Coordinate Internal Affairs Division and Office of Police Monitor reporting and tracking needs and procedures to ensure that the new data base will eliminate the possibility of inconsistent tracking of the same case by the two entities.	$0	$0	$0	$0	$0	$0	$0
3-2	Secure access to completed Internal Affairs Division case files.	-$7,500	$0	$0	$0	$0	-$7,500	$0
3-3	Include more comprehensive analysis of complaint data and recommendations that result from the disposition of the cases in the Internal Affairs Division's annual report.	$0	$0	$0	$0	$0	$0	
3-4	Develop a formal process for analyzing and correcting training deficiencies identified in Internal Affairs Division investigations and document this process in the Austin Police Department's policies and procedures.	$0	$0	$0	$0	$0	$0	$0
3-5	Provide a more accessible link to the Internal Affairs Division through the Austin Police Department website.	$0	$0	$0	$0	$0	$0	
3-6	Ensure that detectives assigned to the Internal Affairs Division receive formal training specific to the handling of administrative internal affairs cases.	-$21,030	-$30	-$3,030	-$30	-$3,030	-$27,150	$0
3-7	Develop meaningful goals, objectives and performance measures for the Internal Affairs Division.	$0	$0	$0	$0	$0	$0	$0
3-8	Locate the Office of the Police Monitor liaison in an office and reporting structure separate from the Internal Affairs Division.	$0	$0	$0	$0	$0	$0	$0
3-9	Limit cadet class size to no more than 35 to 40 recruits.	$0	-$510,687	-$510,687	-$510,687	-$510,687	-$2,042,748	$0
3-10	Amend Austin Police Department policy to establish a lateral entry program.	$0	$0	$0	$0	$0	$0	$0
3-11	Augment the permanent academy staff with more instructors borrowed from operational units and with recently retired officers.	$0	$0	$0	$0	$0	$0	$0

EXHIBIT 9-1 *(Continued)*
City of Austin Public Safety Police Operations
Fiscal Impact Summary

Rec. #	Recommendation	2007-08	2008-09	2009-10	2010-11	2011-12	Total 5-year Fiscal Impact	One-Time Fiscal Impact
	Chapter 3: Professional Standards and Training							
3-12	Place the Field Training Education Program Unit under the supervision of the Patrol Bureau assistant chief.	$0	$0	$0	$0	$0	$0	$0
3-13	Create a strategic recruiting plan to establish departmental hiring goals, based on population and demographic projections, for the next three to five years.	$0	$0	$0	$0	$0	$0	$0
3-14	Design or upgrade the Guidance Advisory Program system to expand its capabilities and ensure that it provides the proper alerts needed to monitor, track and report use of force incidents by specific officers.	$0	$0	$0	$0	$0	-$70,000	-$70,000
3-15	Amend Austin Police Department policy and procedures to allow supervisors to enter of use of force data directly into the department's information system, where it can be accessed by Guidance Advisory Program staff.	$0	$0	$0	$0	$0	$0	$0
3-16	Amend Austin Police Department's use of force policies to specify when a supervisor's presence on the scene is required.	$0	$0	$0	$0	$0	$0	$0
3-17	Revise the Use of Force Report form and associated policies to ensure that a supervisor has reviewed critical elements of the incident and that a routing process to the appropriate bureau is in place.	$0	$0	$0	$0	$0	$0	$0
3-18	Revise the policy to eliminate any misunderstanding of inspection requirements.	$0	$0	$0	$0	$0	$0	$0
3-19	The annual use of force report should include additional analysis and recommendations.	$0	$0	$0	$0	$0	$0	$0
3-20	Reassign all functions not directly associated with the Accreditation Unit's core objectives to more appropriate units.	$0	$0	$0	$0	$0	$0	$0

EXHIBIT 9-1 *(Continued)*
City of Austin Public Safety Police Operations
Fiscal Impact Summary

Rec. #	Recommendation	2007-08	2008-09	2009-10	2010-11	2011-12	Total 5-year Fiscal Impact	One-Time Fiscal Impact
	Chapter 3: Professional Standards and Training							
3-21	Reassign the Accreditations Unit to either the Planning and Crime Analysis Unit or the Training Division.	$0	$0	$0	$0	$0	$0	$0
3-22	Place the Inspections Unit closer to the chief of Police and investigate the option of implementing a rotational inspections team model.	$0	$0	$0	$0	$0	$0	$0
Chapter 3 Totals		***-$28,530***	***-$510,717***	***-$513,717***	***-$510,717***	***-$513,717***	***-$2,147,398***	***-$70,000***
	Chapter 4: Field Operations - Patrol Division							
4-1	Establish clear and consistent directions regarding the duties of corporals when a sergeant is on and off duty. Corporals should be assigned to patrol cars and actively patrolling and responding to calls when sergeants are on duty.	$0	$0	$0	$0	$0	$0	$0
4-2	Conduct a staff inspection of the District Representative program and revise the standard operating procedures for district representatives accordingly.	$0	$1,532,060	$1,532,060	$1,532,060	$1,532,060	$6,128,240	$0
4-3	Review and evaluate the area commands' deployment and organization of their Street Response units.	$0	$3,400,000	$3,400,000	$3,400,000	$3,400,000	$13,600,000	$0
4-4	Conduct a departmental review of the crime analysis function to determine how best to use it to meet the Austin Police Department's needs. This effort should include the development of a standard format for reports that is useful for patrol officers and their supervisors.	$0	$0	$0	$0	$0	$0	$0
4-5	Eliminate the Patrol Narcotics unit in the Central East substation.	$105,500	$211,000	$211,000	$211,000	$211,000	$949,500	$0
4-6	Achieve the response time goal established in the Austin Police Department's fiscal year 2006 budget by filling vacant positions in all area commands.	$0	-$8,700,000	-$8,700,000	-$8,700,000	-$8,700,000	-$34,800,000	$0
4-7	Amend current policy and procedures to allow officers to book drugs, guns and money at their assigned substation.	$170,000	$340,000	$340,000	$340,000	$340,000	$1,530,000	$0

EXHIBIT 9-1 *(Continued)*
City of Austin Public Safety Police Operations
Fiscal Impact Summary

Rec. #	Recommendation	2007-08	2008-09	2009-10	2010-11	2011-12	Total 5-year Fiscal Impact	One-Time Fiscal Impact
	Chapter 4: Field Operations - Patrol Division							
4-8	Retrofit new patrol vehicles with cages that extend across the entire seat.	$0	$0	$0	$0	$0	$0	$0
4-9	Assemble a task force to consider and recommend ways to reduce the amount of time patrol officers spend on transporting offenders.	$0	$0	$0	$0	$0	$0	$0
4-10	Modify the CAD system's programming to ensure that more than one unit is automatically dispatched for all Priority 1 events.	$0	$0	$0	$0	$0	$0	$0
4-11	During upcoming contract negotiations, city officials should consider the Federal Labor Standards Act law enforcement exemption and its implications. Minor policy changes could increase police presence on the street without additional overtime.	$0	$2,700,000	$2,700,000	$2,700,000	$2,700,000	$10,800,000	$0
4-12	City and Austin Police Department officials should work to improve the efficiency of patrol staffing.	$0	$0	$0	$0	$0	$0	$0
4-13	Modify the Austin Police Department's standard operating procedures to direct officers to call in community policing activities to dispatchers for inclusion in the CAD system.	$0	$0	$0	$0	$0	$0	$0
4-14	Modify the employee performance appraisal form to include criteria evaluating patrol supervisors and officers on community policing efforts.	$0	$0	$0	$0	$0	$0	$0
4-15	Develop processes to measure the effectiveness of community policing.	-$2,000	-$2,000	-$2,000	-$2,000	-$2,000	-$10,000	$0
4-16	Review and consider eliminating the function of the District Representatives.	$0	$0	$0	$0	$0	$0	$0
Chapter 4 Totals		***$273,500***	***-$518,940***	***-$518,940***	***-$518,940***	***-$518,940***	***-$1,802,260***	***$0***

EXHIBIT 9-1 *(Continued)*
City of Austin Public Safety Police Operations
Fiscal Impact Summary

Rec. #	Recommendation	2007-08	2008-09	2009-10	2010-11	2011-12	Total 5-year Fiscal Impact	One-Time Fiscal Impact
	Chapter 5: Investigations							
5-1	Conduct a workload study of the two Homicide units to determine their appropriate staffing levels and establish workload measures.	$0	$0	$0	$0	$0	$0	$0
5-2	Move the Robbery Unit community liaison position in to the proposed Crime Prevention Education Unit (recommended later in this chapter).	$0	$0	$0	$0	$0	$0	$0
5-3	Make clear to detectives and their supervisors in the command areas that responsibility for all robbery cases rests with the Robbery Unit.	$0	$0	$0	$0	$0	$0	$0
5-4	Make the Integrity Crimes Unit a separate group within the same bureau as the Internal Affairs Division.	$0	$0	$0	$0	$0	$0	$0
5-5	Change the Child Abuse units' working hours to provide broader shift coverage and reduce overtime costs.	$0	$0	$0	$0	$0	$0	$0
5-6	Consolidate the Domestic Violence Emergency Response Team and Domestic Violence units.	$0	$0	$0	$0	$0	$0	$0
5-7	Combine the Homicide Cold Case Unit with the Sex Crimes Cold Case Unit.	$0	$0	$0	$0	$0	$0	$0
5-8	Merge the Computer Forensics and High Tech Crimes units with the Financial Crimes and White Collar Crimes Unit in the Property Crimes Section.	$0	$0	$0	$0	$0	$0	$0
5-9	Reorganize the Violent Crimes sections to include only those units that actually investigate violent crimes and create an After Hours Investigators Unit to serve as "first responder."	$0	$0	$0	$0	$0	$0	$0
5-10	Modify the mission of the Fugitive Apprehension Unit to include researching and monitoring individuals currently tracked by the Domestic Violence Emergency Response Team, Sex Offender Apprehension and Response and Career Criminal units.	$0	$0	$0	$0	$0	$0	$0

EXHIBIT 9-1 *(Continued)*
City of Austin Public Safety Police Operations
Fiscal Impact Summary

Rec. #	Recommendation	2007-08	2008-09	2009-10	2010-11	2011-12	Total 5-year Fiscal Impact	One-Time Fiscal Impact
	Chapter 5: Investigations							
5-11	Reassign responsibility for animal cruelty calls to the city Health Department's Animal Protection and Control Unit.	$108,508	$217,016	$217,016	$217,016	$217,016	$976,572	$0
5-12	Move the Pawn Shop Unit from Offender Apprehension to the Property Crimes Section.	$0	$0	$0	$0	$0	$0	$0
5-13	Eliminate the Crisis Intervention Unit and assign its staff and responsibilities to the Patrol Bureau.	$255,344	$510,687	$510,687	$510,687	$510,687	$2,298,092	$0
5-14	Move the alcohol control and abatement responsibilities of the Alcohol Control Team and the Abatement and Community Education Unit to the Special Investigations Section of the Organized Crime Division.	$0	$0	$0	$0	$0	$0	$0
5-15	Move the Alcohol Control Team and Abatement and Community Education outreach and community education responsibilities to the proposed Crime Prevention Education Unit recommended later in this chapter.	$0	$0	$0	$0	$0	$0	$0
5-16	Reconfigure the Offender Apprehension Section to include: Fugitive Apprehension; Career Criminals; Arrest Review and Court Liaison; and Juvenile.	$0	$0	$0	$0	$0	$0	$0
5-17	Move Arrest Review and Court Liaison to the Offender Apprehension Section.	$0	$0	$0	$0	$0	$0	$0
5-18	Move the Auto Theft Interdiction Unit's public education function to the proposed Crime Prevention Education Unit recommended later in this chapter.	$0	$0	$0	$0	$0	$0	$0
5-19	Refocus the mission of the Auto Theft Interdiction Unit to investigating commercial vehicle thefts. Return responsibility for investigations of automobile thefts to the area commands and provide additional training if necessary.	$0	$0	$0	$0	$0	$0	$0
5-20	Assign responsibility for investigating all financial crimes to the Financial Crimes and White Collar Crimes Unit.	$0	$0	$0	$0	$0	$0	$0

EXHIBIT 9-1 *(Continued)*
City of Austin Public Safety Police Operations
Fiscal Impact Summary

Rec. #	Recommendation	2007-08	2008-09	2009-10	2010-11	2011-12	Total 5-year Fiscal Impact	One-Time Fiscal Impact
	Chapter 5: Investigations							
5-21	Eliminate the Sexual Offender Apprehension and Response Unit. Transfer its sex offender registration responsibilities to the Sex Crimes Unit and its sex offender monitoring function to the Fugitive Apprehension Unit.	$61,403	$122,806	$122,806	$122,806	$122,806	$552,627	$0
5-22	Reconfigure the Property Crimes and Offender Apprehension Division into two separate divisions, including only those units that support their missions.	$0	$0	$0	$0	$0	$0	$0
5-23	Work hours for the three Narcotics units should be coordinated to ensure that they provide coverage for their operations without excessive use of overtime by changing the shift structure.	$0	$0	$0	$0	$0	$0	$0
5-24	Since the responsibilities of the Career Criminal and Fugitive Apprehension units are similar, they should be placed in the proposed Offender Apprehension Division to facilitate coordination and information sharing.	$0	$0	$0	$0	$0	$0	$0
5-25	Eliminate the Firearms Review Unit and assign its staff to other investigative units. The reassigned officers should continue to work with and advise investigations of cases involving firearms.	$108,508	$217,016	$217,016	$217,016	$217,016	$976,572	$0
5-26	Eliminate the Human Trafficking Unit and assign its responsibilities to the Special Investigations Section.	$533,763	$1,067,525	$1,067,525	$1,067,525	$1,067,525	$4,803,863	$0
5-27	Merge the Major Crimes Task Force with the Gang Suppression Unit.	$0	$0	$0	$0	$0	$0	$0
5-28	Conduct a workload study of the Special Weapons and Tactics function to determine whether the Austin Police Department can eliminate one of its full-time Special Weapons and Tactics teams and reassign its officers to other units in the department.	$414,115	$828,230	$828,230	$828,230	$828,230	$3,727,035	$0
5-29	Conduct a fee study and set rates for special event coverage that accurately reflect the city's costs; and increase the minimum hours paid to officers for working these events.	$0	$0	$0	$0	$0	$0	$0

EXHIBIT 9-1 *(Continued)*
City of Austin Public Safety Police Operations
Fiscal Impact Summary

Rec. #	Recommendation	2007-08	2008-09	2009-10	2010-11	2011-12	Total 5-year Fiscal Impact	One-Time Fiscal Impact
	Chapter 5: Investigations							
5-30	Relocate special events coordinating and accounting functions to the city manager's office.	$0	$0	$0	$0	$0	$0	$0
5-31	Ensure that reports of expenditures and revenues are available to provide adequate oversight of the special events function.	-$10,000	-$20,000	-$20,000	-$20,000	-$20,000	-$90,000	$0
5-32	Consider establishing an enterprise fund to account for all revenues and expenditures associated with the Special Events Unit.	$0	$0	$0	$0	$0	$0	$0
5-33	Require Austin Police Department Police Academy cadets to work several special events by making this duty part of the training curriculum. Encourage cadets to work some events during their off-duty time for overtime.	$0	$0	$0	$0	$0	$0	$0
5-34	Conduct an evaluation of the risks associated with the city's off-duty employment practices and develop policies and procedures on such practices.	$0	$0	$0	$0	$0	$0	$0
5-35	Amend Chapter 14-7 of the city ordinances to eliminate the requirement that persons may not file an application for parade permit earlier than the 60th day before the date of a proposed parade.	$0	$0	$0	$0	$0	$0	$0
5-36	The executive protection function should be assigned to the Highway Enforcement Division, as it is frequently called upon to handle special event assignments	$0	$0	$0	$0	$0	$0	$0
5-37	Move the Control Booth Unit to the Administrative Bureau.	$0	$0	$0	$0	$0	$0	

EXHIBIT 9-1 *(Continued)*
City of Austin Public Safety Police Operations
Fiscal Impact Summary

Rec. #	Recommendation	2007-08	2008-09	2009-10	2010-11	2011-12	Total 5-year Fiscal Impact	One-Time Fiscal Impact
	Chapter 5: Investigations							
5-38	Eliminate the Intelligence and Crime Stoppers Unit and assign responsibility for Crime Stoppers to the proposed Crime Prevention Education Unit. Assign the criminal intelligence function to the Investigations Bureau, as it directly supports the bureau's work.	$170,229	$340,458	$340,458	$340,458	$340,458	$1,532,061	$0
5-39	Conduct a workload study to determine actual staffing needs before filling the vacant positions in the Homeland Defense Unit.	$170,229	$340,458	$340,458	$340,458	$340,458	$1,532,061	$0
5-40	Eliminate the Air Enforcement Section and reassign its staff to other units.	$845,700	$1,691,400	$1,691,400	$1,691,400	$1,691,400	$7,611,300	$0
5-41	Conduct a workload study to determine appropriate staffing levels for the entire Highway Patrol and Response Section as well as its units.	$0	$0	$0	$0	$0	$0	$0
5-42	Merge the Traffic Education Unit into the proposed Crime Prevention Education Unit recommended earlier in this chapter.	$0	$0	$0	$0	$0	$0	$0
5-43	The Austin Police Department should adopt a managing criminal investigations approach to help streamline its case assignment process.	$0	$0	$0	$0	$0	$0	$0
5-44	To support the Austin Police Department's decentralized model for some investigations, the department should assign the following crimes to area detective units: auto thefts other than apparent commercial vehicle thefts, "chop shop" operations and specialized vehicle thefts; all juvenile crimes other than child abuse crimes; robberies of persons such as purse snatchings and "strong-arm" robberies that involve the use of force.	$0	$0	$0	$0	$0	$0	$0

EXHIBIT 9-1 *(Continued)*
City of Austin Public Safety Police Operations
Fiscal Impact Summary

Rec. #	Recommendation	2007-08	2008-09	2009-10	2010-11	2011-12	Total 5-year Fiscal Impact	One-Time Fiscal Impact
	Chapter 5: Investigations							
5-45	Develop a cadre of civilian volunteers to assist detectives with regular callbacks to crime victims.	$0	$0	$0	$0	$0	$0	$0
5-46	Conduct a workload study to determine appropriate staffing levels for all investigative units of the Investigations Bureau as well as the area commands' detective units.	$0	$0	$0	$0	$0	-$200,000	-$200,000
5-47	Fully equip the crime scene specialists so that each can be as productive as possible.	$0	$0	$0	$0	$0	-$100,800	-$100,800
5-48	Increase the Crime Scene Investigators and Property Crimes Technicians Unit's budget for consumable supplies to cover the supplies needed for lab work connected with evidence collection, processing and preservation.	-$7,500	-$7,500	-$7,500	-$7,500	-$7,500	-$37,500	$0
5-49	Increase the DNA unit's budget for consumables and other items needed to support the expected increase in case processing.	$0	-$152,200	-$152,200	-$152,200	-$152,200	-$608,800	$0
5-50	Add one more full-time chemist to the Chemistry Unit.	$0	-$70,500	-$70,500	-$70,500	-$70,500	-$288,250	-$6,250
5-51	APD should fund the Integrated Ballistics Information System specialist position when the grant expires at the end of the current fiscal year.	$0	-$52,900	-$52,900	-$52,900	-$52,900	-$225,850	-$14,250
5-52	The department should add one more firearms examiner to help handle the unit's growing workload.	$0	-$70,200	-$70,200	-$70,200	-$70,200	-$360,800	-$80,000
5-53	The Austin Police Department should purchase another computer for fingerprint enhancement, to support the increased demand for fingerprint analysis.	-$300	-$300	-$300	-$300	-$300	-$8,000	-$6,500
5-54	The Austin Police Department should replace outdated computers and upgrade software used by the Multi-Media Unit.	$0	-$17,000	-$17,000	-$17,000	-$17,000	-$81,200	-$13,200
5-55	The Austin Police Department should increase the Forensic Science Division's consumables and commodities budget.	$0	-$42,000	-$42,000	-$42,000	-$42,000	-$168,000	$0
Chapter 5 Totals		***$2,649,999***	***$4,902,996***	***$4,902,996***	***$4,902,996***	***$4,902,996***	***$21,840,983***	***-$421,000***

EXHIBIT 9-1 *(Continued)*
City of Austin Public Safety Police Operations
Fiscal Impact Summary

Rec. #	Recommendation	2007-08	2008-09	2009-10	2010-11	2011-12	Total 5-year Fiscal Impact	One-Time Fiscal Impact
	Chapter 6: Administration and Management							
6-1	Align the operational and support functions within the organizational structure of the Police Department to facilitate better coordination and communication.	$0	$0	$0	$0	$0	$0	$0
6-2	Re-draw Austin's area command sectors, reducing the nine sectors to five.	$0	$694,796	$694,796	$694,796	$694,796	$2,779,184	$0
6-3	Provide training to department staff on the development and use of performance measures, both for internal and for external use.	$0	$0	$0	$0	$0	$0	$0
6-4	Develop a budgeting process that obtains input from department managers and provides them with training needed to conduct proper budget oversight.	$0	$0	$0	$0	$0	$0	$0
6-5	Control overtime costs by improving budgeting and monitoring of expenditures and implement accounting procedures to ensure all billable overtime is reimbursed.	$936,000	$936,000	$936,000	$936,000	$936,000	$4,680,000	$0
6-6	Purchase property control scanning equipment to improve controls over the Austin Police Department equipment inventory.	$0	$0	$0	$0	$0	-$25,000	-$25,000
6-7	Staff the Records Management Section appropriately so that work can be completed accurately and in a timely fashion, and to eliminate backlogs.	$0	-$422,000	-$422,000	-$422,000	-$422,000	-$1,688,000	$0
6-8	Re-establish the city-county liaison position to assist in the Central Booking operation.	$0	-$26,000	-$26,000	-$26,000	-$26,000	-$104,000	$0
6-9	Identify basic performance indicators for periodic evaluation of Community Liaison programs, and establish a process to formally evaluate them.	$0	$0	$0	$0	$0	$0	$0
6-10	Update the Austin Police Department website with information on the Community Liaison Section's services and initiatives, and establish an online community feedback process.	$0	$0	$0	$0	$0	$0	$0
6-11	Re-locate the Eastside Story program to another organization.	$0	$0	$0	$0	$0	$0	$0

EXHIBIT 9-1 *(Continued)*
City of Austin Public Safety Police Operations
Fiscal Impact Summary

Rec. #	Recommendation	2007-08	2008-09	2009-10	2010-11	2011-12	Total 5-year Fiscal Impact	One-Time Fiscal Impact
	Chapter 6: Administration and Management							
6-12	Increase funding for the Eastside Story program to support the growing demand for its services.	$0	-$49,000	-$49,000	-$49,000	-$49,000	-$196,000	$0
6-13	Consider creating a new name for the Eastside Story program while maintaining its services.	$0	$0	$0	$0	$0	$0	$0
6-14	Develop formal coordination mechanisms to ensure that the Office of the Police Monitor and the Austin Police Department's Office of Community Liaison routinely share information and meet at least quarterly to coordinate their efforts.	$0	$0	$0	$0	$0	$0	$0
Chapter 6 Totals		**$936,000**	**$1,133,796**	**$1,133,796**	**$1,133,796**	**$1,133,796**	**$5,446,184**	**-$25,000**
	Chapter 7: Public Safety and Emergency Management Division							
7-1	Based on interviews, surveys and analyses of pertinent information, MGT recommends that the Department of Public Safety and Emergency Management maintain its independence from the Austin Police Department.	$0	$0	$0	$0	$0	$0	$0
7-2	Develop a memorandum of understanding or similar formal agreement between the Austin Police Department and the Public Safety and Emergency Management Department that defines their respective areas of responsibility.	$0	$0	$0	$0	$0	$0	$0
7-3	Ensure that the Public Safety and Emergency Management officers will be incorporated into usage plans for the Austin Police Department's new firing range facility.	$0	$0	$0	$0	$0	$0	$0
7-4	Ensure that the Park Police are used only for activities related to their core responsibility of providing patrol and related services at parks, lakes and recreational facilities.	$0	$0	$0	$0	$0	$0	$0

EXHIBIT 9-1 *(Continued)*
City of Austin Public Safety Police Operations
Fiscal Impact Summary

Rec. #	Recommendation	2007-08	2008-09	2009-10	2010-11	2011-12	Total 5-year Fiscal Impact	One-Time Fiscal Impact
	Chapter 7: Public Safety and Emergency Management Division							
7-5	Transfer responsibility for the security services at the Austin Resources Center for the Homeless to a more appropriate setting within the city.	$0	$0	$0	$0	$0	$0	$0
7-6	Develop and monitor performance measures for activities that are unrelated to the core mission of the Public Safety and Emergency Management Department so that these efforts can be measured and quantified.	$0	$0	$0	$0	$0	$0	$0
7-7	Ensure that vacant positions are filled as soon as possible.	$0	$0	$0	$0	$0	$0	$0
7-8	The city should consider using armed security guards at the Municipal Court buildings, thereby freeing up deputy marshals to serve Class C warrants and improve the revenue stream generated by this activity.	$0	$0	$0	$0	$0	$0	$0
7-9	Evaluate and, if necessary, modify the system interfaces to ensure that all outstanding Class C warrant information is available to Austin Police Department officers.	$0	$0	$0	$0	$0	$0	$0
Chapter 7 Totals		***$0***	***$0***	***$0***	***$0***	***$0***	***$0***	***$0***

EXHIBIT 9-1 *(Continued)*
City of Austin Public Safety Police Operations
Fiscal Impact Summary

Rec. #	Recommendation	2007-08	2008-09	2009-10	2010-11	2011-12	Total 5-year Fiscal Impact	One-Time Fiscal Impact
	Chapter 8: Office of the Police Monitor							
8-1	Strengthen the Office of the Police Monitor's oversight powers by granting limited subpoena authority and drafting a mandatory cooperation agreement with the Austin Police Department.	$0	$0	$0	$0	$0	$0	$0
8-2	Allow the Office of the Police Monitor access to the GAP data.	$0	$0	$0	$0	$0	$0	$0
8-3	Complete Office of the Police Monitor reports as required by the joint Austin Police Department/Office of the Police Monitor operating procedures.	$0	$0	$0	$0	$0	$0	$0
8-4	Ensure that the new data base allows for standard complaint classifications and allows for real-time access to data by both the police department and the Office of the Police Monitor.	$0	$0	$0	$0	$0	$0	$0
8-5	Increase public awareness of the mediation option for settling citizen complaints against officers.	$0	$0	$0	$0	$0	$0	$0
8-6	Ensure adequate orientation for newly appointed Citizen Review Panel members.	$0	$0	$0	$0	$0	$0	$0
8-7	Amend the joint Austin Police Department/Office of the Police Monitor operating procedures to require that Citizen Review Panel members are provided materials necessary for their meetings five days prior to the scheduled meeting.	$0	$0	$0	$0	$0	$0	$0
Chapter 8 Totals		***$0***	***$0***	***$0***	***$0***	***$0***	***$0***	***$0***
Grand Totals		***$3,830,969***	***$5,007,135***	***$5,004,135***	***$5,007,135***	***$5,004,135***	***$23,337,509***	***-$516,000***

APPENDICES

APPENDIX A: PEER SURVEY INSTRUMENT

City of Austin Police Department

Resource Allocation Study
Peer Agency Survey
June 2007

Instructions

Please answer all questions as completely as possible. We respectfully request that this survey be completed no later than close of business day June 15, 2007. If you have any questions, please contact Patrick Johnson (Office of the City Auditor) at 512-974-1333; Lieutenant Phillip Crochet with the Austin Police Department at (512) 974-5914; and for technical assistance, Roy Mars (MGT of America, Inc.) at 800-326-9132 x.4341or at rmars@mgtamer.com.

PLEASE NOTE: If you need to leave your computer before finishing this survey please click the "Submit and Continue" button at the bottom of the page before exiting. This will save the data you entered on this page and allow you to re-enter the survey at a later time to complete the survey with your previous responses already entered.

Background

1.	**Total number of sworn employees:**	
2.	**Total number of non-sworn employees:**	
3.	**Size of budget :**	$
4.	**Number of square miles covered in your jurisdiction:**	
5.	**Please explain your department's system by which calls for service are prioritized.**	
6.	**Number of calls for service handled in each of the past three years:**	
	a. 2006	
	b. 2005	
	c. 2004	

Patrol Staffing

7.	**Number of actual patrol officers (uniformed officers in marked cars doing primarily dispatched call response, not in a specialized unit):**	
8.	**What is the work schedule of Patrol Staff:**	
	○ Four 10-hour shifts	
	○ Five 8-hour shifts	
	○ Other	
9.	**Do you use power shifts to supplement the regular shifts?**	
	○ Yes	
	○ No	
10.	**Number of uniformed officers assigned to Traffic functions:**	
11.	**Number of uniformed officers assigned to other specialized units (Breakdown by unit):**	

POLICE DEPARTMENT
STAFFING FOR FIELD SUPPORT SECTION

Area	Sworn Staff	Civilian Staff
Commander's Office		
Critical Incident Management		
Highway/Traffic Enforcement		
Public Aides		
Bicycle Detail		
DWI		
K-9 Detail		
SWAT		
Mounted Patrol		
Special Events		

12.	**Total number of calls handled by Patrol Officers (not specialized units) during the most recent 12-month period:**	

13.	**If utilized, how is your official minimum staffing level for patrol maintained?**	
14.	**How many patrol districts or sectors do you operate?**	
15.	**How many individual patrol beats or zones?**	
16.	**How are beats, zones or districts established/modified?**	

Training

24. Who provides training for your department?

25. How many weeks is your training? weeks

26. How many classes do you conduct per year? classes

27. What is the average class size? students

28. Do you have a lateral entry program?

Yes

No

29. What type of training is provided for newly promoted supervisors?

Planning/Management

30. Does your department engage in formal strategic planning?

- ○ Yes
- ○ No

31. Does your department use formal performance measures to gauge unit performance?

- ○ Yes
- ○ No

32. What type of division level input is collected for your budget development process?

33. Does your department distribute formal monthly budget reports to each division?

- ○ Yes
- ○ No

34. Where are purchasing decisions made (i.e., central budget office, division level, etc.)?

35. Are division commanders held accountable for budgetary control/expenditures in their units?

- ○ Yes
- ○ No

a. What controls exist to ensure a division stays within budget?

Secondary Employment

36. Do you allow secondary employment?

- ○ Yes
- ○ No

a. If yes, what ranks may participate in secondary employment?

b. Do you have a formal policy on secondary employment?

- ○ Yes
- ○ No

c. Does the department have staff involved in the administration of secondary employment? (i.e., scheduling, payroll, and/or monitoring of)

- ○ Yes
- ○ No

Equipment

37. How many motorcycles does your department have in use?

a. In what capacity are they used?

b. Are some motorcycles take home vehicles?

- ○ Yes
- ○ No

38. For what, if anything, does your department use laptop computers in patrol cars?

39. What is your policy on the use of video cameras in patrol cars?

40. If one exists, how many aircraft are in the department's aviation unit?

a. What type?

Workload Management

41. Do you have a formal, non-emergency, alternative call system?

- Yes
- No

42. What percentage of police reports are taken by civilian employees via telephone? %

43. What percentages of civilian employees take non-critical reports in the field? %

44. How many substations does the department have?

a. Are they:

- self contained (patrol, traffic, investigations, etc.)?
- patrol facilities only?

45. Do you have a policy for managing large special events?

- Yes
- No

46. Who performs the analysis functions for each unit (clearance rates, hot spots, etc)?

Special Units

47. If one exists, how many dogs/officers does the department have in a K-9 unit?

48. If one exists, how many horses/officers does the department have in a mounted unit?

a. Horses

b. Officers

49. If one exists, how many officers are assigned to a bicycle unit?

a. How is that number determined?

50. Does your department have a special unit assigned to the airport (airport police)?

- Yes
- No

51. Does your department have a special unit assigned to your parks (parks police)?

- Yes
- No

52. Does your department have a special unit for delivering warrants (marshal service)?

- Yes
- No

Complaints

53. How are complaints against officers investigated?

Conclusion

54. You may use the space below to enter comments, add any other information you feel would be pertinent, or make suggestions.

Submit

APPENDIX B: PEER SURVEY RESPONSES

			1	2	3
Q #	**Q#ID**	**Questions**	**Austin, TX**	**Indianapolis, IN**	**Charlotte-Mecklenberg, NC**
0	**0.00**	**General Background**			
1	**1.00**	# Sworn Emp.	1,442	1,232	1,555
2	**2.00**	# Non-sworn Emp.	604	248	458
3	**3.00**	Annual Budget	$197,012,588	$113,204,497	$163,635,846
4	**4.00**	Size of Jurisdiction (sq. miles)	238	86	448
5	**5.00**	System by which calls are prioritized	P1-Imminent threat; violent crime in progress; or violent suspect onscene; may be apprehended. P2-Non-violent crime against person(s) in progress; property crime in progress; or property crime suspect onscene; may be apprehended. P3-Incident in progress that may develop into a hazardous situation; witness/complainant on scene with suspect info, or delay will not result in further injury, loss of property, or adversely affect an investigation. P4-Any incident not in progress involving minor offenses, incident in which complainant has delayed in reporting at least 30 minutes or delay is not likely to adversely affect investigation.	All calls come in through 911 center. Emergency calls are dispatched to closest units. Non-emergency calls coming in on 911 lines are diverted to non-emergency lines, then are dispatched into a run que through an in-car laptop system to cars on assigned beats.	Priority 0- no timers – quickest response possible, officer in trouble Priority 1- Emergency Priority- 3 minute dispatch delay, 7 minute travel time- 10 minute total response Priority 3- Immediate Priority- 10 minute dispatch delay, 10 minute travel time- 20 minute total response Priority 4- Special Priority for Officer Crime Scene calls Priority 5- Routine Priority- 30 minute dispatch delay, 15 minute travel time- 45 minute total response Priority 6- Animal Control Emergency Priority- 10 minute dispatch delay, 20 minute travel time- 30 minute total response Priority 7-Animal Control Immediate Priority- 30 minute dispatch delay, 190 minute travel time- 4 hour total response Priority 8- Animal Control Routine Priority- 1 hour dispatch delay, 23 hour travel time- 24 hour total response Priority 9- No timers- planned events

			1	2	3
Q #	**Q#ID**	**Questions**	**Austin, TX**	**Indianapolis, IN**	**Charlotte-Mecklenberg, NC**
0	**0.00**	**General Background *(cont'd)***			
5.1	**5.10**	Can you email/fax the definition of a priority 1 / highest priority call? Email to: Erich.Fritz@ci.austin.tx.us Fax to: 512-974-2078		Not controlled by Indy police, controlling org does not have info.	Above
6.1	**6.10**	Total calls for service (2006)	756,909	1,243,532	408,665
6.2	**6.20**	Total calls for service (2005)	735,329	1,160,470	408,374
6.3	**6.30**	Total calls for service (2004)	692,841	1,202,569	393,998
0	**0.00**	**Patrol Staffing**			
7	**7.00**	# Patrol Officers	612	751	1,050
8	**8.00**	Type of work schedule utilized	Five 10-hour shifts	Five 8-hour shifts	Five 8-hour shifts
	8.01	If other, please describe	n/a	n/a	n/a
9	**9.00**	Do you use power shifts	No	Yes	Yes
10	**10.00**	# of officers assigned to traffic functions	94	72	10
11	**11.00**	Uniformed Officers assigned to Specialized Units		148	
	11.01	Sworn staff (Commander's Office)		21	7
	11.02	Non-sworn staff (Commander's Office)	11	7	0

			1	2	3
Q #	**Q#ID**	**Questions**	**Austin, TX**	**Indianapolis, IN**	**Charlotte-Mecklenberg, NC**
0	**0.00**	**Patrol Staffing *(cont'd)***			
	11.03	Sworn staff (Critical Incident)		0	not full time
	11.04	Non-sworn staff (Critical Incident)		0	not full time
	11.05	Sworn staff (Traffic)	73	48	15
	11.06	Non-sworn staff (Traffic)	1	0	1
	11.07	Sworn staff (Public Aides)	48	5	0
	11.08	Non-sworn staff (Public Aides)	10	4	0
	11.09	Sworn staff (Bicycle Detail)	100	12	not full time
	11.10	Non-sworn staff (Bicycle Detail)		0	not full time
	11.11	Sworn staff (DWI)	16	5	not full time
	11.12	Non-sworn staff (DWI)		0	not full time
	11.13	Sworn staff (K-9)	8	31	15
	11.14	Non-sworn staff (K-9)		0	0
	11.15	Sworn staff (SWAT)	18	2	100 part time
	11.16	Non-sworn staff (SWAT)		0	0
	11.17	Sworn staff (Mounted Patrol)	9	11	0
	11.18	Non-sworn staff (Mounted Patrol)	2	0	0
	11.19	Sworn staff (Special Events)	4	2	150 part time
	11.20	Non-sworn staff (Special Events)	1	0	0
12	**12.00**	# Calls Handled by Patrol	359,784	not controlled by Indy police, controlling org does not have info.	don't have this info.

			1	2	3
Q #	**Q#ID**	**Questions**	**Austin, TX**	**Indianapolis, IN**	**Charlotte-Mecklenberg, NC**
0	**0.00**	**Patrol Staffing *(cont'd)***			
13	**13.00**	Maintenance of Official Minimum Staffing	In recent years, the department has tried to maintain staffing at approximately 80% within Area Commands. Supervisors are encouraged to maintain staffing by shifting resources (people) from other areas and by monitoring how vacation and training are scheduled. Supervisors have also used overtime when necessary.	Determined by Chief of Police and command staff. Budget for staffing of entire department established by City County Council.	We utilize Managing Patrol Performance(MPP) model to determine and maintain staffing levels
14	**14.00**	# Patrol Districts/Sectors	9	5	13
15	**15.00**	# Ind. Beats/Zones	69	61	39
16	**16.00**	How are beats, districts, or zones established	Routine analysis of call loads, response times, natural and manmade barriers to travel and, whenever possible, neighborhood boundaries.	Zones and beats are determined by command staff based on a variety of statistics, such as run load, no. of reports, population, etc. However, there has not been a need for new zones or beats for many, many years.	Based on workload. We just completed a redistricting effort in January of 2007
0	**0.00**	**Investigations**			
17	**17.00**	Staffing by Unit			
	17.01	Crime Scene Lieutenant		0	0
	17.02	Crime Scene Sergeant		0	1
	17.03	Crime Scene Officers		0	25
	17.04	Crime Scene Civilian	32	0	22
	17.05	***Total:***	***32***	***0***	***48***
	17.06	Crisis Intervention Lieutenant		0	0
	17.07	Crisis Intervention Sergeant	1	0	0

			1	2	3
Q #	**Q#ID**	**Questions**	**Austin, TX**	**Indianapolis, IN**	**Charlotte-Mecklenberg, NC**
0	**0.00**	**Investigations *(cont'd)***			
	17.08	Crisis Intervention Officers	6	0	0
	17.09	Crisis Intervention Civilian	1	0	0
	17.10	***Total:***	***8***	***0***	***0***
	17.11	Homicide Lieutenant	1	0	0
	17.12	Homicide Sergeant	3	0	3
	17.13	Homicide Officers	16	32	23
	17.14	Homicide Civilians	1	1.5	2
	17.15	***Total:***	***21***	***33.5***	***28***
	17.16	Child Abuse Lieutenants	1	0	0
	17.17	Child Abuse Sergeants	2	0	1
	17.18	Child Abuse Officers	15	15	5
	17.19	Child Abuse Civilians	1	2	1
	17.20	***Total:***	***19***	***17***	***7***
	17.21	Domestic Violence Lieutenants		1	0
	17.22	Domestic Violence Sergeants	2	0	1
	17.23	Domestic Violence Officers	14	18	7
	17.24	Domestic Violence Civilians	1	1	1
	17.25	***Total:***	***17***	***20***	***9***
	17.26	Sex Crimes Lieutenant		0	0
	17.27	Sex Crimes Sergeants	1	0	1
	17.28	Sex Crimes Officers	11	11	5
	17.29	Sex Crimes Civilians	3	2	1
	17.30	***Total:***	***15***	***13***	***7***

			1	2	3
Q #	**Q#ID**	**Questions**	**Austin, TX**	**Indianapolis, IN**	**Charlotte-Mecklenberg, NC**
0	**0.00**	**Investigations *(cont'd)***			
	17.31	Robbery Lieutenant	1	0	0
	17.32	Robbery Sergeants	1	0	2
	17.33	Robbery Officers	9	18	18
	17.34	Robbery Civilians	2	1.5	0
	17.35	***Total:***	***13***	***19.5***	***20***
	17.36	Crime Analyst Lieutenants		1	0
	17.37	Crime Analyst Sergeants		0	0
	17.38	Crime Analyst Officers		1	0
	17.39	Crime Analyst Civilians	14	10	20
	17.40	***Total:***	***14***	***12***	***20***
	17.41	Auto Theft Lieutenants		1	0
	17.42	Auto Theft Sergeants	1	0	1
	17.43	Auto Theft Officers	9	9	9
	17.44	Auto Theft Civilians	2	2	1
	17.45	***Total:***	***12***	***12***	***11***
	17.46	Pawn Lieutenants		0	0
	17.47	Pawn Sergeants	1	0	1
	17.48	Pawn Officers	5	4	2
	17.49	Pawn Civilians	1	2	0
	17.50	***Total:***	***7***	***6***	***3***
	17.51	Organized Crime Lieutenants	2	1	0
	17.52	Organized Crime Sergeants	7	0	1
	17.53	Organized Crime Officers	53	8	3
	17.54	Organized Crime Civilians	2	0	1
	17.55	***Total:***	***64***	***9***	***5***

			1	2	3
Q #	**Q#ID**	**Questions**	**Austin, TX**	**Indianapolis, IN**	**Charlotte-Mecklenberg, NC**
0	**0.00**	**Investigations *(cont'd)***			
	17.56	Vice Lieutenants		0	0
	17.57	Vice Sergeants		0	3
	17.58	Vice Officers		10	24
	17.59	Vice Civilians		0	0
	17.60	***Total:***	***0***	***10***	***27***
	17.61	Gang Lieutenants		0	0
	17.62	Gang Sergeants	1	0	1
	17.63	Gang Officers	10	11	3
	17.64	Gang Civilians		0	0
	17.65	***Total:***	***11***	***11***	***4***
	17.66	Forensics Lieutenants		0	0
	17.67	Forensics Sergeants		0	0
	17.68	Forensics Officers		0	0
	17.69	Forensics Civilians	59	0	9
	17.70	***Total:***	***59***	***0***	***9***
	17.71	Homeland Security/Strategic Information Lieutenant		0	0
	17.72	Homeland Security/Strategic Information Sergeant		0	0
	17.73	Homeland Security/Strategic Information Officers		0	0
	17.74	Homeland Security/Strategic Information Civilians	4	0	0
	17.75	Homeland Security/Intelligence-Dignitary Protection Lieutenant		0	0

			1	2	3
Q #	**Q#ID**	**Questions**	**Austin, TX**	**Indianapolis, IN**	**Charlotte-Mecklenberg, NC**
0	**0.00**	**Investigations *(cont'd)***			
	17.76	Homeland Security/Intelligence-Dignitary Protection Sergeant	2	0	1
	17.77	Homeland Security/Intelligence-Dignitary Protection Officers	12	0	3
	17.78	Homeland Security/Intelligence-Dignitary Protection Civilians	1	0	1
	17.79	Homeland Security/Joint Interdiction Lieutenants		0	0
	17.80	Homeland Security/Joint Interdiction Sergeants		0	0
	17.81	Homeland Security/Joint Interdiction Officers	2	0	0
	17.82	Homeland Security/Joint Interdiction Civilians		0	0
	17.83	Homeland Security/Smuggling Detail Lieutenants		0	0
	17.84	Homeland Security/Smuggling Detail Sergeants	1	0	0
	17.85	Homeland Security/Smuggling Detail Officers	3	0	0

			1	2	3
Q #	**Q#ID**	**Questions**	**Austin, TX**	**Indianapolis, IN**	**Charlotte-Mecklenberg, NC**
0	**0.00**	**Investigations *(cont'd)***			
	17.86	Homeland Security/Smuggling Detail Civilians	1	0	0
	17.87	Homeland Security/Bomb Detail-Hazmat Lieutenant		0	0
	17.88	Homeland Security/Bomb Detail-Hazmat Sergeants	1	0	1
	17.89	Homeland Security/Bomb Detail-Hazmat Officers	6	1	7
	17.90	Homeland Security/Bomb Detail-Hazmat Civilians		0	0
	17.91	***Total:***	***33***	***1***	***8***
18	**18.00**	Do you have a formal case mgmt. system?	Yes	Yes	Yes
	18.01	If yes, is it computerized?	Yes	Yes	Yes
	18.02	Software	Versadex	Tiburon	In house RMS System
19	**19.00**	Average Caseload (per det., per month)	41	n/a	too varied
20	**20.00**	Do you have a policy for internal investigations?	Yes	Yes	Yes
21	**21.00**	Are investigating officers routinely assigned to temp. patrol duty?	No	No	No
22	**22.00**	Are undercover officers used for uniformed duty?	No	No	No
23	**23.00**	Are non-sworn employees used for field evidence collection?	Yes	Yes	Yes

			1	2	3
Q #	**Q#ID**	**Questions**	**Austin, TX**	**Indianapolis, IN**	**Charlotte-Mecklenberg, NC**
0	**0.00**	**Investigations *(cont'd)***			
23	**23.00**	Are non-sworn employees used for securing crime scenes?		n/a	Yes
23	**23.00**	Are non-sworn employees used for crime scene processing?	Yes	Yes	Yes
0	**0.00**	**Training**			
24	**24.00**	How is training achieved?	Department's training academy	IPD has their own accredited training academy.	We have an in house training academy
25	**25.00**	# of weeks for new cadet training	32	24	18
26	**26.00**	# new cadet classes per year	2	2	50
27	**27.00**	Average new cadet class size	80	50	20
28	**28.00**	Do you have a lateral entry program?	No	Yes	Yes
29	**29.00**	Describe training for newly promoted supervisors	120 hour Sergeant's school that covers an overview of operations, the change in their role, ethics, communication, leadership, how to counsel subordinates, Human Resources policies, and civil rights issues.	Two week supervisor training - involves classroom and field training.	We have both specific training and a Development track for supervisors
0	**0.00**	**Planning/Management**			
30	**30.00**	Do you engage in formal strategic planning?	Yes	Yes	Yes
31	**31.00**	Are formal performance measures used to gauge unit performance?	Yes	Yes	Yes

			1	2	3
Q #	**Q#ID**	**Questions**	**Austin, TX**	**Indianapolis, IN**	**Charlotte-Mecklenberg, NC**
0	**0.00**	**Planning/Management *(cont'd)***			
32	**32.00**	What type of division level input is allowed for budget development?	In years when funds are available, Commanders; Managers gather input from subordinates and submit resource requests on behalf of their command. Then, Executive staff weighs the requests and develops a departmental proposal that meets the City Budget Office's targeted dollar amount.	Commanders may request equipment, training and resources as needed.	Each division meets with fiscal affairs to determine budgetary needs for every budget cycle
33	**33.00**	Are formal monthly budget reports distributed to each division?	No	No	n/a
34	**34.00**	Where are purchasing decisions made?	Command/Exec staff in conjunction with department Finance Office	Administration Deputy Chief's Office	both at the division level for smaller purchases, Department oversight for larger purchases and city oversight for over $100,000 purchases
35	**35.00**	Are division commanders held accountable for budgets?	Yes	No	Yes
35.1	**35.10**	What controls exist to ensure division stays within budget?	Current year estimates of spending are routinely discussed in staff meetings. If they find their command to be over budget, Commanders take strategic measures to reduce spending by shifting resources. If spending is too high and the department is projected to go over budget for the year, upper management can freeze discretionary spending and filling non-sworn vacancy positions.	n/a	Fiscal Affairs oversight

			1	2	3
Q #	**Q#ID**	**Questions**	**Austin, TX**	**Indianapolis, IN**	**Charlotte-Mecklenberg, NC**
0	**0.00**	**Secondary Employment Title**			
36	**36.00**	Secondary Employment Allowed?	Yes	Yes	Yes
	36.01	If yes, what ranks may participate?	Commander and below	All	all ranks after completing probationary period
	36.02	Formal policy on secondary employment	Yes	Yes	Yes
	36.03	Is dept. staff utilized to coordinate secondary employment?	Yes	Yes	Yes
0	**0.00**	**Equipment**			
37	**37.00**	# of motorcycles	67	45	12
	37.01	What capacity are they used?	Traffic and patrol	Traffic control and enforcement	Traffic enforcement primarily but also special events and ignitary escort
	37.02	Are they allowed for take home?	Yes	Yes	Yes
38	**38.00**	For what are laptops in the patrol cars used?	The Mobile Data Computers are used to 1) enter reports, 2) access the department's intranet to check email and other correspondence including training bulletings, 3) run TCIC/NCIC background checks, and 4) access GIS maps and other internet resources	Dispatched runs, car-to-car messaging. Eventually will be used for running license and wanted checks, but not capable yet.	Interface with CAD system to receive calls, report completion and entry to RMS system Intranet access and internet access
39	**39.00**	Policy for video camera use in patrol cars	Officers are mandated to turn on the camera in all traffic, pedestrian and DWI stops. Officers are allowed to turn on the camera for any other incident that they want to videotape.	Don't currently use them	They are in all marked units and are automatically activated

			1	2	3
Q #	**Q#ID**	**Questions**	**Austin, TX**	**Indianapolis, IN**	**Charlotte-Mecklenberg, NC**
0	**0.00**	**Equipment *(cont'd)***			
40	**40.00**	# of aircrafts	3	1	2
40a	**40a**	What types?	2 helicopters and 1 fixed wing aircraft	MD600N NOTAR turbine - purchased 2003	2 helicopters
0	**0.00**	**Workload Management**			
41	**41.00**	Formal, non-emergency alternative call system?	Yes	Yes	Yes
42	**42.00**	% of police reports taken by civilians via telephone	30	n/a	35
43	**43.00**	% of civilians that take non-critical police reports in the field	3	n/a	0
44	**44.00**	How many substations are utilized?	4	5	13
44a	**44a**	Self-contained or patrol only?	Self-contained	Patrol only	Patrol only
45	**45.00**	Policy for managing large special events	Yes	Yes	Yes
46	**46.00**	Analysis functions for each unit	Planning; Crime Analysis	IPD has a Crime Analysis Unit that can support district commanders upon request	We have a separate Research Planning and Analysis unit of 21 people that handles analysis functions for all units. There is also an intelligence analysis unit that handles analysis for Undercover operations. All analysts are non sworn.
0	**0.00**	**Special Units**			
47	**47.00**	# of dogs/officers in K-9 unit?	8	n/a	15
48	**48.00**	# of horses	14	n/a	0
	48.01	# of equestrian officers	9	11	0
49	**49.00**	# of officers assigned to bicycle unit?	73	n/a	15

			1	2	3
Q #	**Q#ID**	**Questions**	**Austin, TX**	**Indianapolis, IN**	**Charlotte-Mecklenberg, NC**
0	**0.00**	**Special Units *(cont'd)***			
	49.01	How is this number derived?	73 officers working in the Downtown Area Command are assigned a bicycle that they use on their beat in tandem with the car and walking. The department has over 100 bicycles distributed throughout the area commands that are used by patrol officers. The bikes are deployed in high crime areas, generally as a part of a larger crime reduction plan.	n/a	The bicycle units are determined individually by division. There is no set number, it is determined by the needs of each division
50	**50.00**	Airport police	No	No	No
51	**51.00**	Parks police	No	No	No
52	**52.00**	Marshall service	Yes	No	No
0	**0.00**	**Complaints**			
53	**53.00**	Manner in which complaints against officers investigated?	All citizen complaints go through the Office of the Police Monitor and are then referred to the police department's Internal Affairs Division. The complaints are classified by Internal Affairs and assigned for investigation. Once the investigations are complete, the complaints are sent to the subject officer's chain of command for review and final disposition.	Filed through a Citizens Complaint Office, which is independent of the police department. If warranted, cases may be investigated by them, or referred to Internal Affairs for further investigation.	We have an Internal Affairs division that investigates all complaints against officers with 12 sergeants.

			1	2	3
Q #	**Q#ID**	**Questions**	**Austin, TX**	**Indianapolis, IN**	**Charlotte-Mecklenberg, NC**
0	**0.00**	**Complaints**			
54	**54.00**	Additional comments?	Question 11: "Commander's Office" in "Field Support". We have 9 Area Commanders over patrol; 2 Staff Commanders that provide support for the Chiefs; 3 Commanders over investigations; and 4 Commanders over Training, Internal Affairs, Special Ops, and Highway Enforcement. Question 11: "Critical Incidence Management" - We are organized so that almost everyone who would be at the scene of a critical incident would have a role in "critical incident management". The number of roles depends upon the severity of the incident. All sworn receive training in this area so there is not a specialized unit. Finally, we do not have a "bicycle unit", the officers working downtown make the most use out of the bicycles but they also drive and walk their beats. Officers in other areas also have access to bicycles that they use during crime reduction iniatives.	We have attempted to answer as many questions as possible to the best of our ability. Some data was unavailable. Detailed breakdown of other data could not be determined in the requested time frame due our current work load and manpower constraints. All information is based on the Indianapolis Police Department only, prior to our merger with the Sheriff's Department. As of January 1, 2007, both agencies merged to become the Indianapolis Metropolitan Police Department. Data for this survey is based on 2006 year-end information prior to the merger.	

			4	5	6
Q #	**Q#ID**	**Questions**	**Columbus, OH**	**Nashville, TN**	**Louisville Metro, KY**
0	**0.00**	**General Background**			
1	**1.00**	# Sworn Emp.	1,822	1,227	1,174
2	**2.00**	# Non-sworn Emp.	393	302	313
3	**3.00**	Annual Budget	$239,545,364	$143,702,930	$149,282,600
4	**4.00**	Size of Jurisdiction (sq. miles)	222	533	386
5	**5.00**	System by which calls are prioritized	Priority one thru five, with one being the highest priority.	The highest priority is given to in progress violent crimes or situations where there is the likelyhood of bodily injury followed by crimes that are no longer in progress without injury and finally report only calls and talk to officer calls.	All emergency calls are dispatched through MetroSafe. This department dispatches all EMS, Fire and Police calls. Calls are prioritized and dispatched. Non-emergency calls are sent to the Telephone Reporting Unit, which generally takes the report over the phone.

			4	5	6
Q #	**Q#ID**	**Questions**	**Columbus, OH**	**Nashville, TN**	**Louisville Metro, KY**
0	**0.00**	**General Background *(cont'd)***			
5.1	**5.10**	Can you email/fax the definition of a priority 1 / highest priority call? Email to: Erich.Fritz@ci.austin.tx.us Fax to: 512-974-2078	IV. Dispatching Priority System Priority 1 1. These incidents are dispatched immediately to any car clear on the involved or any adjoining precinct. If no units are available on the involved or adjoining precinct, the dispatcher will immediately notify the precinct or nearest available sergeant. The notified sergeant will personally respond, redirect units that may be on a lower priority run to respond, or advise the dispatcher to pull cars from non-adjoining precincts. 2. The alert tone will be used when dispatching these incidents. Priority 1 ten codes require a 10-60 (lights & sirens) response unless the 10-60 would further endanger the victim(s). This priority is used for crimes in progress involving life threatening circumstances and situations that produce or are likely to produce serious bodily injury or death to any person. Here are the 10-Codes: 3—Officer in Trouble 8—Burglary in Progress 14—Stabbing 28—Homicide 42—Robbery in Progress 43—Shooting 44—Sex Crime in Progress	call 615-862-8600 for comm.	Priority One Calls-Confirmed shootings, confirmed stabbings, crimes in progress runs, office/employee in trouble runs and holdups.

			4	5	6
Q #	**Q#ID**	**Questions**	**Columbus, OH**	**Nashville, TN**	**Louisville Metro, KY**
0	**0.00**	**General Background *(cont'd)***			
6.1	**6.10**	Total calls for service (2006)	1,480,000	741,186	549,869
6.2	**6.20**	Total calls for service (2005)	1,460,000	709,848	507,491
6.3	**6.30**	Total calls for service (2004)	1,500,000	658,377	566,652
0	**0.00**	**Patrol Staffing**			
7	**7.00**	# Patrol Officers	1,002	373	643
8	**8.00**	Type of work schedule utilized	Other	Five 8-hour shifts	Five 8-hour shifts
	8.01	If other, please describe	Both of the above are used	n/a	n/a
9	**9.00**	Do you use power shifts	No	No	No
10	**10.00**	# of officers assigned to traffic functions	69	33	14
11	**11.00**	Uniformed Officers assigned to Specialized Units			
	11.01	Sworn staff (Commander's Office)	1	12	10
	11.02	Non-sworn staff (Commander's Office)	1	6	9
	11.03	Sworn staff (Critical Incident)	3	10	0
	11.04	Non-sworn staff (Critical Incident)	0		0
	11.05	Sworn staff (Traffic)	69	26	21
	11.06	Non-sworn staff (Traffic)	1		4
	11.07	Sworn staff (Public Aides)	0		0
	11.08	Non-sworn staff (Public Aides)	0	2	0
	11.09	Sworn staff (Bicycle Detail)	40	24	55

			4	5	6
Q #	**Q#ID**	**Questions**	**Columbus, OH**	**Nashville, TN**	**Louisville Metro, KY**
0	**0.00**	**Patrol Staffing *(cont'd)***			
	11.10	Non-sworn staff (Bicycle Detail)	0		0
	11.11	Sworn staff (DWI)	0	7	0
	11.12	Non-sworn staff (DWI)	0		0
	11.13	Sworn staff (K-9)	8	20	14
	11.14	Non-sworn staff (K-9)	0		1
	11.15	Sworn staff (SWAT)	26	13	43
	11.16	Non-sworn staff (SWAT)	1		6
	11.17	Sworn staff (Mounted Patrol)	4	6	6
	11.18	Non-sworn staff (Mounted Patrol)	2		2
	11.19	Sworn staff (Special Events)	2	1	11
	11.20	Non-sworn staff (Special Events)	0		2
12	**12.00**	# Calls Handled by Patrol	1021493 calls, 857934 incidents		12. 571152 calls were handled in the past 12 months.
13	**13.00**	Maintenance of Official Minimum Staffing	Each patrol commander (5) sets minimum standards for his/her bureau.	It is the responsibility of the patrol Commanders to ensure that the minimum staffing levels are maintained.	Recruit training classes are held constantly throughout the year. The department has 2-3 operating each year. These new hires supplement the retirees/vacancies which each patrol division faces.
14	**14.00**	# Patrol Districts/Sectors	19	6	8
15	**15.00**	# Ind. Beats/Zones	5	65	44
16	**16.00**	How are beats, districts, or zones established	As areas increase in size and/or population, the precincts and numbers of cars/officers are reevaluated.	The zones are reviewed yearly according to an analysis of calls for service.	These are based on need and criminal activity. The more densely populated areas have smaller beats and divisions, and therefore, more coverage.

			4	5	6
Q #	**Q#ID**	**Questions**	**Columbus, OH**	**Nashville, TN**	**Louisville Metro, KY**
0	**0.00**	**Investigations**			
17	**17.00**	Staffing by Unit		#17 Robbery: We currently do not have detectives solely dedicated to robbery cases. The Robbery Unit was decentralized and those detectives were added to each precinct's investigative unit. #17 Strategic Information: We do not have a corresponding unit. Those responsibilities would fall under our Specialized Investigations Division.	
	17.01	Crime Scene Lieutenant	0	2	1
	17.02	Crime Scene Sergeant	1	3	1
	17.03	Crime Scene Officers	16	12	0
	17.04	Crime Scene Civilian	0		22
	17.05	***Total:***	***17***	***17***	***24***
	17.06	Crisis Intervention Lieutenant	1		1
	17.07	Crisis Intervention Sergeant	3		1
	17.08	Crisis Intervention Officers	121		12
	17.09	Crisis Intervention Civilian	0	4	0
	17.10	***Total:***	***125***	***4***	***14***
	17.11	Homicide Lieutenant	1	1	1
	17.12	Homicide Sergeant	4	1	3
	17.13	Homicide Officers	36	6	23
	17.14	Homicide Civilians	0	1	0
	17.15	***Total:***	***41***	***9***	***27***
	17.16	Child Abuse Lieutenants	0		1
	17.17	Child Abuse Sergeants	1	1	4
	17.18	Child Abuse Officers	7	7	25
	17.19	Child Abuse Civilians	1	1	3
	17.20	***Total:***	***9***	***9***	***33***

			4	5	6
Q #	**Q#ID**	**Questions**	**Columbus, OH**	**Nashville, TN**	**Louisville Metro, KY**
0	**0.00**	**Investigations *(cont'd)***			
	17.21	Domestic Violence Lieutenants	0	1	0
	17.22	Domestic Violence Sergeants	1	3	0
	17.23	Domestic Violence Officers	8	12	0
	17.24	Domestic Violence Civilians	0	8	0
	17.25	***Total:***	***9***	***24***	***0***
	17.26	Sex Crimes Lieutenant	0	1	1
	17.27	Sex Crimes Sergeants	3	2	1
	17.28	Sex Crimes Officers	29	15	8
	17.29	Sex Crimes Civilians	0	2	0
	17.30	***Total:***	***32***	***20***	***10***
	17.31	Robbery Lieutenant	0		1
	17.32	Robbery Sergeants	2		2
	17.33	Robbery Officers	19		11
	17.34	Robbery Civilians	0		0
	17.35	***Total:***	***21***	***0***	***14***
	17.36	Crime Analyst Lieutenants	0		1
	17.37	Crime Analyst Sergeants	0		0
	17.38	Crime Analyst Officers	0		1
	17.39	Crime Analyst Civilians	5	4	6
	17.40	***Total:***	***5***	***4***	***8***
	17.41	Auto Theft Lieutenants	0		0
	17.42	Auto Theft Sergeants	2	1	1
	17.43	Auto Theft Officers	21	7	2
	17.44	Auto Theft Civilians	0	1	0
	17.45	***Total:***	***23***	***9***	***3***
	17.46	Pawn Lieutenants	0		0
	17.47	Pawn Sergeants	2	1	1

			4	5	6
Q #	**Q#ID**	**Questions**	**Columbus, OH**	**Nashville, TN**	**Louisville Metro, KY**
0	**0.00**	**Investigations *(cont'd)***			
	17.48	Pawn Officers	46	1	2
	17.49	Pawn Civilians	5	1	4
	17.50	***Total:***	***53***	***3***	***7***
	17.51	Organized Crime Lieutenants	0	1	0
	17.52	Organized Crime Sergeants	1	1	0
	17.53	Organized Crime Officers	12	5	0
	17.54	Organized Crime Civilians	0		0
	17.55	***Total:***	***13***	***7***	***0***
	17.56	Vice Lieutenants	1	3	1
	17.57	Vice Sergeants	2	6	1
	17.58	Vice Officers	22	27	5
	17.59	Vice Civilians	1	6	0
	17.60	***Total:***	***26***	***42***	***7***
	17.61	Gang Lieutenants	0	1	1
	17.62	Gang Sergeants	0	2	1
	17.63	Gang Officers	7	12	2
	17.64	Gang Civilians	0		1
	17.65	***Total:***	***7***	***15***	***5***
	17.66	Forensics Lieutenants	0	2	0
	17.67	Forensics Sergeants	1	3	0
	17.68	Forensics Officers	16	11	0
	17.69	Forensics Civilians	14	33	0
	17.70	***Total:***	***31***	***49***	***0***
	17.71	Homeland Security/Strategic Information Lieutenant	1		0
	17.72	Homeland Security/Strategic Information Sergeant	2		0

			4	5	6
Q #	**Q#ID**	**Questions**	**Columbus, OH**	**Nashville, TN**	**Louisville Metro, KY**
0	**0.00**	**Investigations *(cont'd)***			
	17.73	Homeland Security/Strategic Information Officers	9		0
	17.74	Homeland Security/Strategic Information Civilians	1		0
	17.75	Homeland Security/Intelligence-Dignitary Protection Lieutenant	0	1	1
	17.76	Homeland Security/Intelligence-Dignitary Protection Sergeant	0	1	2
	17.77	Homeland Security/Intelligence-Dignitary Protection Officers	0	5	15
	17.78	Homeland Security/Intelligence-Dignitary Protection Civilians	0		1
	17.79	Homeland Security/Joint Interdiction Lieutenants	0		0
	17.80	Homeland Security/Joint Interdiction Sergeants	0	1	0
	17.81	Homeland Security/Joint Interdiction Officers	0	4	0
	17.82	Homeland Security/Joint Interdiction Civilians	0		0
	17.83	Homeland Security/Smuggling Detail Lieutenants	0		0

			4	5	6
Q #	**Q#ID**	**Questions**	**Columbus, OH**	**Nashville, TN**	**Louisville Metro, KY**
0	**0.00**	**Investigations *(cont'd)***			
	17.84	Homeland Security/Smuggling Detail Sergeants	0		0
	17.85	Homeland Security/Smuggling Detail Officers	0		0
	17.86	Homeland Security/Smuggling Detail Civilians	0		0
	17.87	Homeland Security/Bomb Detail-Hazmat Lieutenant	0		2
	17.88	Homeland Security/Bomb Detail-Hazmat Sergeants	0	1	2
	17.89	Homeland Security/Bomb Detail-Hazmat Officers	0	4	10
	17.90	Homeland Security/Bomb Detail-Hazmat Civilians	0		0
	17.91	***Total:***	***0***	***5***	***14***
18	**18.00**	Do you have a formal case mgmt. system?	Yes	No	Yes
	18.01	If yes, is it computerized?	No	n/a	Yes
	18.02	Software	n/a	n/a	Vision RMS
19	**19.00**	Average Caseload (per det., per month)	50	#19 Average monthly caseload per Detective: With detectives ranging from general precinct detectives to several specialized investigative detectives an average accurate monthly number would be difficult to provide.	19. Cannot be determined.
20	**20.00**	Do you have a policy for internal investigations?	Yes	Yes	Yes
21	**21.00**	Are investigating officers routinely assigned to temp. patrol duty?	No	Yes	No

			4	5	6
Q #	**Q#ID**	**Questions**	**Columbus, OH**	**Nashville, TN**	**Louisville Metro, KY**
0	**0.00**	**Investigations *(cont'd)***			
22	**22.00**	Are undercover officers used for uniformed duty?	No	No	No
23	**23.00**	Are non-sworn employees used for field evidence collection?	Yes	Yes	Yes
23	**23.00**	Are non-sworn employees used for securing crime scenes?	No	Yes	Yes
23	**23.00**	Are non-sworn employees used for crime scene processing?	Yes	Yes	Yes
0	**0.00**	**Training**			
24	**24.00**	How is training achieved?	Most in house at the academy. There are a multitude of outside companies also, too many to mention here.	We have our own training academy for trainee classes as well as annual in-service.	The Training Unit of the LMPD.
25	**25.00**	# of weeks for new cadet training	30	22	32
26	**26.00**	# new cadet classes per year	2	3	2
27	**27.00**	Average new cadet class size	50	25	30
28	**28.00**	Do you have a lateral entry program?	No	No	Yes
29	**29.00**	Describe training for newly promoted supervisors	2 week supervisor's class initially; then further training as needed.	40 hour new supervisors training class including courses on Counseling Services, Conducting Employee Investigations, Ethics for Supervisors, Payroll & Time Accounting, Leadership & Communication Excellence, Managing Problem Employees, Media Relations, Critical Incidents, Community Policing, Policy, and Incident Command Exercises.	There is a 2 week training program for newly appointed sergeants. They receive additional 2 week on-the-job training with a mentor. Lieutenants and above are just paired up with their peers for a few days before they are on their own.

			4	5	6
Q #	**Q#ID**	**Questions**	**Columbus, OH**	**Nashville, TN**	**Louisville Metro, KY**
0	**0.00**	**Planning/Management**			
30	**30.00**	Do you engage in formal strategic planning?	Yes	Yes	Yes
31	**31.00**	Are formal performance measures used to gauge unit performance?	Yes	Yes	Yes
32	**32.00**	What type of division level input is allowed for budget development?	Requests are taken from all personnel, then filtered thru the supervisors, finally being approved by the chief. Finally approval given by city council.	The Commanders and Captains (Division heads) submit budget requests to the Office of Fiscal Affairs.	Division commanders can request a certain amount each year. However, the budget is largely determined on need and past performance.
33	**33.00**	Are formal monthly budget reports distributed to each division?	Yes	Yes	Yes
34	**34.00**	Where are purchasing decisions made?	Major decisions made by chief, then approved by auditor and safety director.	Division Level	Police Finance located at LMPD Headquarters
35	**35.00**	Are division commanders held accountable for budgets?	Yes	Yes	Yes
35.1	**35.10**	What controls exist to ensure division stays within budget?	Limits are set at the start of the fiscal year.	The Monthly Report	Each month, after distribution reports are sent out, a summary report is produced which shows how much divisions have spent and how much they have left out of their accounts. They can request more money if they are over-budget, but this money must be pulled from other areas.

			4	5	6
Q #	**Q#ID**	**Questions**	**Columbus, OH**	**Nashville, TN**	**Louisville Metro, KY**
0	**0.00**	**Secondary Employment Title**			
36	**36.00**	Secondary Employment Allowed?	Yes	Yes	Yes
	36.01	If yes, what ranks may participate?	officer thru commander.	Up to and including Lieutenant may participate. Captains and above may not.	All ranks with the exception, of the Chief, Asst. Chiefs and officers on probation.
	36.02	Formal policy on secondary employment	Yes	Yes	Yes
	36.03	Is dept. staff utilized to coordinate secondary employment?	Yes	Yes	No
0	**0.00**	**Equipment**			
37	**37.00**	# of motorcycles	32	35	0
	37.01	What capacity are they used?	Traffic enforcement and escorts.	Traffic enforcement and dignatory and other motorcades.	n/a
	37.02	Are they allowed for take home?	No	Yes	No
38	**38.00**	For what are laptops in the patrol cars used?	All cruisers are computerized with fixed station terminals. They are used for ALL functions including report taking.	Dispatch of calls, BOLO information, view mug shots, vehicle registration, driver's license, warrants, arrest history, and other related database checks as well as utilization of mapping software and documents with state statutes and local ordinances.	Mobile Data Terminals (MDTs) are used to check driver's license and registration information. The department is beginning to utilize an e-citation program. This will allow officers to print citations in their vehicles and transmit the data to the court.

			4	5	6
Q #	**Q#ID**	**Questions**	**Columbus, OH**	**Nashville, TN**	**Louisville Metro, KY**
0	**0.00**	**Equipment *(cont'd)***			
39	**39.00**	Policy for video camera use in patrol cars	Required in all marked cars.	It is the policy of the Metropolitan Nashville Police Department that members assigned vehicle mounted audio/video equipment will utilize the equipment for the purpose of collecting evidence that will be used in the prosecution of those who violate the law. It is also the policy of the Metropolitan Nashville Police Department that audio/video recordings from vehicle mounted recording devices will be cataloged and secured in keeping with current departmental policy on evidence collection and storage, for a period of no less than fifteen (15) months. This is to ensure that audio/video recordings will be available and admissible as evidence according to the rules of evidence in criminal prosecutions, civil cases, or complaint investigations. (This is the policy statement of our General Order 02-04 on Vehicle Mounted Audio/Video Recording Equipment)	This can be accessed by going to http://www.louisvilleky.gov/MetroPolice/Resources.htm and clicking on Standard Operating Procedures. The SOP is 4.1
40	**40.00**	# of aircrafts	9	6	1
40a	**40a**	What types?	Schweitzer 500 helicopters; 1 Bell Ranger & 1 Bell UH 1.	Four (4) OH58 Military Surplus and two (2) MacDonald Douglas 500E.	Helicopter

			4	5	6
Q #	**Q#ID**	**Questions**	**Columbus, OH**	**Nashville, TN**	**Louisville Metro, KY**
0	**0.00**	**Workload Management**			
41	**41.00**	Formal, non-emergency alternative call system?	Yes	Yes	No
42	**42.00**	% of police reports taken by civilians via telephone	20	20	25
43	**43.00**	% of civilians that take non-critical police reports in the field	0	0	0 - 43. The city/department is in the process of implementing a Civilian Reporting Unit to go out to the homes of citizens and take non-emergency/less severe reports.
44	**44.00**	How many substations are utilized?	17	4	19 - 44. 8 patrol divisions + 11 other locations which handle various functions.
44a	**44a**	Self-contained or patrol only?	Patrol only	Patrol only	Self-contained
45	**45.00**	Policy for managing large special events	Yes	Yes	Yes
46	**46.00**	Analysis functions for each unit	each unit supervisor.	CAP officers at each precinct and Crime Analysis personnel in the Strategic Development Division.	These are completed by the unit commanders who forward their data to the LMPD Crime Analysis Unit. Many of the statistical data are a part of our monthly Performance Measures.
0	**0.00**	**Special Units**			
47	**47.00**	# of dogs/officers in K-9 unit?	1	20	14
48	**48.00**	# of horses	6	12	11
	48.01	# of equestrian officers	4	6	6
49	**49.00**	# of officers assigned to bicycle unit?	20	24	0

			4	5	6
Q #	**Q#ID**	**Questions**	**Columbus, OH**	**Nashville, TN**	**Louisville Metro, KY**
0	**0.00**	**Special Units *(cont'd)***			
	49.01	How is this number derived?	Random	Annually there is a re-bid for patrol and prior to that time an allocation study is done for personnel that is dependent on calls for service. Each Commander then decides how many officers to allocate to their bicycle units. Four (4) out of six (6) precincts currently utilize bicycle units.	n/a
50	**50.00**	Airport police	No	Yes - #50 Unit assigned to the airport: We currently have one officer assigned to a task force whose duties include the airport.	Yes
51	**51.00**	Parks police	No	Yes	No
52	**52.00**	Marshall service	No	Yes	No – 52. This is handled by the Jefferson County Sheriff's Office.
0	**0.00**	**Complaints**			
53	**53.00**	Manner in which complaints against officers investigated?	Internal Affairs Bureau.	The primary responsibility lies with the officer's immediate supervisor. Some complaints must be investigated by our Office of Professional Accountability due to their seriousness and according to our departmental policy.	All complaints against officers are investigated by the Professional Standards Unit. Their findings and recommendations are reviewed by a Civilian Review Board and the Chief of Police.

			4	5	6
Q #	**Q#ID**	**Questions**	**Columbus, OH**	**Nashville, TN**	**Louisville Metro, KY**
0	**0.00**	**Complaints**			
54	**54.00**	Additional comments?	We noticed several of the questions were repeated in other areas-may skew the numbers.	#17 Robbery: We currently do not have detectives solely dedicated to robbery cases. The Robbery Unit was decentralized and those detectives were added to each precinct's investigative unit.#17 Strategic Information: We do not have a corresponding unit. Those responsibilities would fall under our Specialized Investigations Division.#19 Average monthly caseload per Detective: With detectives ranging from general precinct detectives to several specialized investigative detectives an average accurate monthly number would be difficult to provide.#50 Unit assigned to the airport: We currently have one officer assigned to a task force whose duties include the airport.We will soon be utilizing ARMS (Advanced Records Management System) which will allow officers in the field to complete reports on their laptops and send them electronically to their supervisors for approval before send them to the Records Division.	Elaboration on questions: 12. 571152 calls were handled in the past 12 months. 19. Cannot be determined. 43. The city/department is in the process of implementing a Civilian Reporting Unit to go out to the homes of citizens and take non-emergency/less severe reports. 44. 8 patrol divisions + 11 other locations which handle various functions. 52. This is handled by the Jefferson County Sheriff's Office.

			7	8	9
Q #	**Q#ID**	**Questions**	**Dallas, TX**	**Fort Worth, TX**	**El Paso, TX**
0	**0.00**	**General Background**			
1	**1.00**	# Sworn Emp.	3,103	1,493	1,113
2	**2.00**	# Non-sworn Emp.	604	362	326
3	**3.00**	Annual Budget	$362,903,806	$198,277,153	$101,348,324
4	**4.00**	Size of Jurisdiction (sq. miles)	384	352	251
5	**5.00**	System by which calls are prioritized	Priority 1 includes shootings, cuttings, assist officer, Terrorist incident, in progress calls Priority 2 includes 911 hang-up, school disturbance, major disturbance, major accident, prowler, robbery, hold-up alarm, suicide Priority 3 includes Drug house, minor accident, drunk, burglary, burglar alarm, injured person, dead person, open building, prisoner Priority 4 includes theft, minor disturbance, parking violation, street blockage, criminal mischief, abandon vehicle.	Priority 1 calls are dispatched within two (2) minutes and may be authorized as a Code 3 response. Priority 2 calls do not meet the criteria of Priority 1, but require immediate response and are dispatched within 8 minutes. Priority 3 calls are condiered non-priority and delay would not create an adverse effect.	Unassigned calls are placed in a queue in CAD (Computer Aided Dispatch). The computer assigns a priority code (1-9 with 1 being highest).If there are more than one of the same priority level, they are put in order by time received. 1--serious danger to police personnel 2--serious natural or man-made disaster or calls involving a large area (riots, aircraft crash) 3--aggravated, in progress type calls usually involving an assault or a weapon; post September 11, suspicious subject/vehicle calls are added to this priority 4--in progress burglary type calls or assaults just occurred and unknown problems 5--non-aggravated disturbance, burglary just occurred, welfare checks

			7	8	9
Q #	**Q#ID**	**Questions**	**Dallas, TX**	**Fort Worth, TX**	**El Paso, TX**
0	**0.00**	**General Background *(cont'd)***			
5	**5.00**				6--non-aggravated, in progress property crime calls 7--non-aggravated property just occurred, information calls involving juveniles or assaults 8--minor disturbances and information on burglary calls 9--information calls, administrative calls and non-aggravated property crimes
5.1	**5.10**	Can you email/fax the definition of a priority 1 / highest priority call? Email to: Erich.Fritz@ci.austin.tx.us Fax to: 512-974-2078	above	A. Calls that shall be considered priority one (1) are those which by their nature or the circum stances surrounding the call pose an immediate threat to human life. B. Other situations such as explosions, plane crashes, or incidents such as unruly crowds or riots may be designated as priority one (1) calls when the available information justifies the priority.	above
6.1	**6.10**	Total calls for service (2006)	620,192	317,446	960000 high due to flooding
6.2	**6.20**	Total calls for service (2005)	672,813	310,056	675,000
6.3	**6.30**	Total calls for service (2004)	636,088	303,159	670,904

			7	8	9
Q #	**Q#ID**	**Questions**	**Dallas, TX**	**Fort Worth, TX**	**El Paso, TX**
0	**0.00**	**Patrol Staffing**			
7	**7.00**	# Patrol Officers	1,192	635	537
8	**8.00**	Type of work schedule utilized	Five 8-hour shifts	Other	Four 10-hour shifts
	8.01	If other, please describe	n/a	Three patrol divisions are 4/10 and one is 5/8	n/a
9	**9.00**	Do you use power shifts	Yes	Yes	No
10	**10.00**	# of officers assigned to traffic functions	102	50	100
11	**11.00**	Uniformed Officers assigned to Specialized Units		Question 11: not answered since they are assigned to other units and most were answered elsewhere in the document.	
	11.01	Sworn staff (Commander's Office)	39	0	13
	11.02	Non-sworn staff (Commander's Office)	11	0	17
	11.03	Sworn staff (Critical Incident)	0	0	0
	11.04	Non-sworn staff (Critical Incident)	0	0	0
	11.05	Sworn staff (Traffic)	124	0	29
	11.06	Non-sworn staff (Traffic)	15	0	1
	11.07	Sworn staff (Public Aides)	0	0	0
	11.08	Non-sworn staff (Public Aides)	0	0	0
	11.09	Sworn staff (Bicycle Detail)	24	0	20
	11.10	Non-sworn staff (Bicycle Detail)	0	0	0
	11.11	Sworn staff (DWI)	11	0	6
	11.12	Non-sworn staff (DWI)	0	0	0
	11.13	Sworn staff (K-9)	11	0	9
	11.14	Non-sworn staff (K-9)	0	0	0

			7	8	9
Q #	**Q#ID**	**Questions**	**Dallas, TX**	**Fort Worth, TX**	**El Paso, TX**
0	**0.00**	**Patrol Staffing**			
	11.15	Sworn staff (SWAT)	65	0	6
	11.16	Non-sworn staff (SWAT)	1	0	0
	11.17	Sworn staff (Mounted Patrol)	17	0	0
	11.18	Non-sworn staff (Mounted Patrol)	3	0	0
	11.19	Sworn staff (Special Events)	4	0	0
	11.20	Non-sworn staff (Special Events)	2	0	0
12	**12.00**	# Calls Handled by Patrol	#12 613474 calls between June,2006 and May,2007	349,687	472,427
13	**13.00**	Maintenance of Official Minimum Staffing	Patrol Commanders are required to adhere to minimum staffing when they prepare daily details for each watch. If staffing falls below minimum due to last minute emergency, no effort is made to correct it.	Find officers within division, then bureau. If unable to locate an officer in the division or bureau, then overtime can be paid. Note above in question #12, the number is 349,687. The blank did not take entire number.	There is no formal policy, past practice is based on 85% in the field on duty staffing requirement.
14	**14.00**	# Patrol Districts/Sectors	6	12	7
15	**15.00**	# Ind. Beats/Zones	232	78	45
16	**16.00**	How are beats, districts, or zones established	Divisions, sectors and beats are designed using workload and the Staff Wizard and Geobalancer computer programs sold by Corona Solutions software company. Workload is made up of data including number of calls dispatched, time call received, number of officers necessary, time of each officer on call, square mileage of the division and linear street mileage of the division.	Based on number of calls, distance, natural boundaries, and population.	Through GIS and 911 District.

			7	8	9
Q #	**Q#ID**	**Questions**	**Dallas, TX**	**Fort Worth, TX**	**El Paso, TX**
0	**0.00**	**Investigations**			
17	**17.00**	Staffing by Unit		Question 17; Domestic Violence is decentralized and detectives handle several different offenses, not just domestic violence	
	17.01	Crime Scene Lieutenant	2	0	1
	17.02	Crime Scene Sergeant	7	1	3
	17.03	Crime Scene Officers	32	16	23
	17.04	Crime Scene Civilian	36	0	0
	17.05	***Total:***	***77***	***17***	***27***
	17.06	Crisis Intervention Lieutenant	0	0	0
	17.07	Crisis Intervention Sergeant	0	0	0
	17.08	Crisis Intervention Officers	0	0	0
	17.09	Crisis Intervention Civilian	0	0	0
	17.10	***Total:***	***0***	***0***	***0***
	17.11	Homicide Lieutenant	1	1	1
	17.12	Homicide Sergeant	5	1	4
	17.13	Homicide Officers	35	9	29
	17.14	Homicide Civilians	1	0	0
	17.15	***Total:***	***42***	***11***	***34***
	17.16	Child Abuse Lieutenants	1	0	1
	17.17	Child Abuse Sergeants	1	1	2
	17.18	Child Abuse Officers	11	8	12
	17.19	Child Abuse Civilians	1	0	0
	17.20	***Total:***	***14***	***9***	***15***
	17.21	Domestic Violence Lieutenants	1	0	0
	17.22	Domestic Violence Sergeants	2	0	0

			7	8	9
Q #	**Q#ID**	**Questions**	**Dallas, TX**	**Fort Worth, TX**	**El Paso, TX**
0	**0.00**	**Investigations *(cont'd)***			
	17.23	Domestic Violence Officers	20	0	0
	17.24	Domestic Violence Civilians	7	0	0
	17.25	***Total:***	***30***	***0***	***0***
	17.26	Sex Crimes Lieutenant	1	0	0
	17.27	Sex Crimes Sergeants	1	1	0
	17.28	Sex Crimes Officers	7	9	0
	17.29	Sex Crimes Civilians	0	0	0
	17.30	***Total:***	***9***	***10***	***0***
	17.31	Robbery Lieutenant	1	0	0
	17.32	Robbery Sergeants	2	1	0
	17.33	Robbery Officers	27	10	0
	17.34	Robbery Civilians	1	0	0
	17.35	***Total:***	***31***	***11***	***0***
	17.36	Crime Analyst Lieutenants	1	0	0
	17.37	Crime Analyst Sergeants	1	0	0
	17.38	Crime Analyst Officers	1	0	0
	17.39	Crime Analyst Civilians	11	6	11
	17.40	***Total:***	***14***	***6***	***11***
	17.41	Auto Theft Lieutenants	1	1	1
	17.42	Auto Theft Sergeants	4	1	3
	17.43	Auto Theft Officers	28	14	15
	17.44	Auto Theft Civilians	10	0	0
	17.45	***Total:***	***43***	***16***	***19***
	17.46	Pawn Lieutenants	1	0	0
	17.47	Pawn Sergeants	1	0	1
	17.48	Pawn Officers	7	1	0
	17.49	Pawn Civilians	7	0	3
	17.50	***Total:***	***16***	***1***	***4***

			7	8	9
Q #	**Q#ID**	**Questions**	**Dallas, TX**	**Fort Worth, TX**	**El Paso, TX**
0	**0.00**	**Investigations *(cont'd)***			
	17.51	Organized Crime Lieutenants	1	0	0
	17.52	Organized Crime Sergeants	4	0	0
	17.53	Organized Crime Officers	24	0	0
	17.54	Organized Crime Civilians	2	0	0
	17.55	***Total:***	***31***	***0***	***0***
	17.56	Vice Lieutenants	2	1	0
	17.57	Vice Sergeants	5	3	1
	17.58	Vice Officers	30	19	7
	17.59	Vice Civilians	2	0	0
	17.60	***Total:***	***39***	***23***	***8***
	17.61	Gang Lieutenants	1	1	0
	17.62	Gang Sergeants	4	3	0
	17.63	Gang Officers	27	36	0
	17.64	Gang Civilians	2	0	0
	17.65	***Total:***	***34***	***40***	***0***
	17.66	Forensics Lieutenants	0	0	0
	17.67	Forensics Sergeants	0	0	0
	17.68	Forensics Officers	0	0	0
	17.69	Forensics Civilians	0	19	8
	17.70	***Total:***	***0***	***19***	***8***
	17.71	Homeland Security/Strategic Information Lieutenant	1	1	0
	17.72	Homeland Security/Strategic Information Sergeant	2	1	0
	17.73	Homeland Security/Strategic Information Officers	6	8	0

			7	8	9
Q #	**Q#ID**	**Questions**	**Dallas, TX**	**Fort Worth, TX**	**El Paso, TX**
0	**0.00**	**Investigations *(cont'd)***			
	17.74	Homeland Security/Strategic Information Civilians	3	0	0
	17.75	Homeland Security/Intelligence-Dignitary Protection Lieutenant	0	0	1
	17.76	Homeland Security/Intelligence-Dignitary Protection Sergeant	1	0	1
	17.77	Homeland Security/Intelligence-Dignitary Protection Officers	7	0	9
	17.78	Homeland Security/Intelligence-Dignitary Protection Civilians	0	0	0
	17.79	Homeland Security/Joint Interdiction Lieutenants	1	0	0
	17.80	Homeland Security/Joint Interdiction Sergeants	1	0	0
	17.81	Homeland Security/Joint Interdiction Officers	5	0	0
	17.82	Homeland Security/Joint Interdiction Civilians	2	0	0
	17.83	Homeland Security/Smuggling Detail Lieutenants	2	0	0
	17.84	Homeland Security/Smuggling Detail Sergeants	4	0	0

			7	8	9
Q #	**Q#ID**	**Questions**	**Dallas, TX**	**Fort Worth, TX**	**El Paso, TX**
0	**0.00**	**Investigations *(cont'd)***			
	17.85	Homeland Security/Smuggling Detail Officers	23	0	1
	17.86	Homeland Security/Smuggling Detail Civilians	2	0	1
	17.87	Homeland Security/Bomb Detail-Hazmat Lieutenant	1	0	0
	17.88	Homeland Security/Bomb Detail-Hazmat Sergeants	1	0	1
	17.89	Homeland Security/Bomb Detail-Hazmat Officers	3	0	5
	17.90	Homeland Security/Bomb Detail-Hazmat Civilians	0	0	0
	17.91	***Total:***	***5***	***10***	***6***
18	**18.00**	Do you have a formal case mgmt. system?	Yes	Yes	Yes
	18.01	If yes, is it computerized?	Yes	Yes	Yes
	18.02	Software	in house with county	Internally developed	Intergraph/I-Leads
19	**19.00**	Average Caseload (per det., per month)	40	Question 19: The various units have different caseloads, for example homicide19; SCRAM 15; Auto Theft 60; Missing Persons 55; Fraud 70; and Robbery 20.	60
20	**20.00**	Do you have a policy for internal investigations?	Yes	Yes	Yes
21	**21.00**	Are investigating officers routinely assigned to temp. patrol duty?	No	No	No
22	**22.00**	Are undercover officers used for uniformed duty?	No	No	No

			7	8	9
Q #	**Q#ID**	**Questions**	**Dallas, TX**	**Fort Worth, TX**	**El Paso, TX**
0	**0.00**	**Investigations *(cont'd)***			
23	**23.00**	Are non-sworn employees used for field evidence collection?	Yes	n/a	Yes
23	**23.00**	Are non-sworn employees used for securing crime scenes?	No	n/a	n/a
23	**23.00**	Are non-sworn employees used for crime scene processing?	Yes	n/a	n/a
0	**0.00**	**Training**			
24	**24.00**	How is training achieved?	Members of the Dallas Police Academy.	We have our own Academy	We have our own Academy that is part of the Department.
25	**25.00**	# of weeks for new cadet training	32	30	26
26	**26.00**	# new cadet classes per year	4	3	2
27	**27.00**	Average new cadet class size	35	38	40
28	**28.00**	Do you have a lateral entry program?	Yes	No	Yes
29	**29.00**	Describe training for newly promoted supervisors	3 week supervisor school	One week-TCLEOSE course 3737	40 hour class in leadership, rules and regulations
0	**0.00**	**Planning/Management**			
30	**30.00**	Do you engage in formal strategic planning?	Yes	Yes	Yes
31	**31.00**	Are formal performance measures used to gauge unit performance?	Yes	Yes	Yes

			7	8	9
Q #	**Q#ID**	**Questions**	**Dallas, TX**	**Fort Worth, TX**	**El Paso, TX**
0	**0.00**	**Planning/Management *(cont'd)***			
32	**32.00**	What type of division level input is allowed for budget development?	Executive and below	All divisions participate in needs assessment which helps identify what improvements are desired. These requests are ranked and prioritized by the department.	Division managers submit proposed budgets for their individual divisions.
33	**33.00**	Are formal monthly budget reports distributed to each division?	Yes	No	Yes
34	**34.00**	Where are purchasing decisions made?	Division level, central budget office, City Controller	Unit/Section identifies what they may need and the request is generally authorized by their chain and routed to Fiscal staff for their concurrence as to budgetary impact.	Division Level
35	**35.00**	Are division commanders held accountable for budgets?	Yes	Yes	Yes
35.1	**35.10**	What controls exist to ensure division stays within budget?	Monthly reports	Fiscal staff reviews purchases for concurrence as to budgetary impact.	Monthly reports on FY expenditures.
0	**0.00**	**Secondary Employment title**			
36	**36.00**	Secondary Employment Allowed?	Yes	Yes	Yes
	36.01	If yes, what ranks may participate?	All ranks of sworn and uniformed public service officers	Lt and below	Lt. and below
	36.02	Formal policy on secondary employment	Yes	Yes	Yes
	36.03	Is dept. staff utilized to coordinate secondary employment?	Yes	No	No

			7	8	9
Q #	**Q#ID**	**Questions**	**Dallas, TX**	**Fort Worth, TX**	**El Paso, TX**
0	**0.00**	**Equipment**			
37	**37.00**	# of motorcycles	36	32	35
	37.01	What capacity are they used?	Primary is enforcement. Secondary involves dignitary escort, funeral representation, parades, accidents, protest.	Traffic enforcement in school zones, residential areas, major thoroughfares. Also used for escorts and special events.	Traffic enforcement and traffic investigation
	37.02	Are they allowed for take home?	No	Yes - Question 37b: We are going to a city-lease program and those motors will not be taken home; however, we currently have a program where the officer owns the motor and is paid an allowance and takes the motor home.	Yes
38	**38.00**	For what are laptops in the patrol cars used?	Reports, computer checks of vehicles and people.	Do not use laptops in patrol vehicles. Have MDCs that accept the information, then the officer saves to a memory stick and loads to server from office.	CAD--to be dispatched to calls and show status (en route, at scene, etc), officers can also put themselves out on self-initiated activity, TLETS and NLETS access, e-mail between cars We are preparing to get wireless internet for the cars that will allow reports to be done in the field, JIMS and warrants can be accessed, and full internet access will be available
39	**39.00**	Policy for video camera use in patrol cars	When involved in vehicle pursuits, pedestrian or traffic stops, anytime the vehicles emergency lights are activated.	Officer activates when stopping a person. Also can be automatically activated when lights/siren are switched on.	Marked Patrol vehicles with on board camera systems are checked by the officers before the tour of duty. Officers are required to enter in their information at the beginning of the shift. The system is activated when emergency lights are activated. Tapes are removed by supervisors when needed or after an incident as evidence. Training is provided on the use and set up.
40	**40.00**	# of aircrafts	7	2	2

			7	8	9
Q #	**Q#ID**	**Questions**	**Dallas, TX**	**Fort Worth, TX**	**El Paso, TX**
0	**0.00**	**Equipment *(cont'd)***			
40a	**40a**	What types?	(2) New 206 Jet Bell Rangers (1)407 Jet Bell Ranger (2)OH 58 (2)Old 206 B Jet Bell Ranger	Bell 206 B111	one helicopter and one fixed-wing
0	**0.00**	**Workload Management**			
41	**41.00**	Formal, non-emergency alternative call system?	Yes	Yes	Yes
42	**42.00**	% of police reports taken by civilians via telephone	11	55	30
43	**43.00**	% of civilians that take non-critical police reports in the field	0	0	0
44	**44.00**	How many substations are utilized?	6	15	5
44a	**44a**	Self-contained or patrol only?	Patrol only	Self-contained	Self-contained
45	**45.00**	Policy for managing large special events	Yes	Yes	Yes
46	**46.00**	Analysis functions for each unit	Civilian crime analysts	Crime Analysts are assigned to the four patrol division containing criminal investigation and headquarters criminal investigations. The Lt for the patrol district uses this information to plan details and special operations.	Each Regional Command has a Crime Analyst. Headquarters also has a Crime Analysis Unit and stats and reports are coordinated through that office with each regional Crime Analyst.
0	**0.00**	**Special Units**			
47	**47.00**	# of dogs/officers in K-9 unit?	11	13	13
48	**48.00**	# of horses	25	17	0
	48.01	# of equestrian officers	17	10	0
49	**49.00**	# of officers assigned to bicycle unit?	24	20	20

			7	8	9
Q #	**Q#ID**	**Questions**	**Dallas, TX**	**Fort Worth, TX**	**El Paso, TX**
0	**0.00**	**Special Units *(cont'd)***			
	49.01	How is this number derived?	Used in the Central Business District for better coverage.	Command staff based on needs of the downtown dynamics. There is a bike support group that generates and distributes funds to the bike unit	Based on needs assessment and availability of equipment
50	**50.00**	Airport police	Yes	No	Yes
51	**51.00**	Parks police	No	No - Question 51: We do not have a Park Unit; however, we do have Neighborhood Police Officers that are assigned exclusively to the Parks within their division.	No
52	**52.00**	Marshall service	Yes	No	No

			7	8	9
Q #	**Q#ID**	**Questions**	**Dallas, TX**	**Fort Worth, TX**	**El Paso, TX**
0	**0.00**	**Complaints**			
53	**53.00**	Manner in which complaints against officers investigated?	Upon receipt of an external, written complaint directly from a citizen, or an internally generated Complaint Referral/Request form from a departmental supervisor, the Internal Affairs and Public Integrity Division Commander will: A. Determine whether the complaint should be handled as a standard documented Internal Affairs investigation and given a control number; or as an Administrative Inquiry which will not have a control number assigned. B. Ensure the complaint is investigated promptly with the greatest degree of investigative efficiency, and concluded in a timely manner. C. In the case of external written complaints received by mail, cause a letter to be sent to the complainant acknowledging receipt of the complaint. The letter will contain the Control Number assigned (if applicable) and the name of the person responsible for conducting the investigation or inquiry; or the reason why an investigation will not be conducted.	Initially investigated by the officer's Commander. Possible violations of law or serious administrative violations are investigated by Internal Affairs	Complaints can be taken by phone, in person or on-line. The case is screened and assigned to investigator. Case findings are referred to the Command Staff for disposition or punishment.

			7	8	9
Q #	**Q#ID**	**Questions**	**Dallas, TX**	**Fort Worth, TX**	**El Paso, TX**
0	**0.00**	**Complaints**			
54	**54.00**	Additional comments?	#12 613474 calls between June,2006 and May,2007	Question 51: We do not have a Park Unit; however, we do have Neighborhood Police Officers that are assigned exclusively to the Parks within their division. Question 19: The various units have different caseloads, for example homicide19; SCRAM 15; Auto Theft 60; Missing Persons 55; Fraud 70; and Robbery 20. Question 37b: We are going to a city-lease program and those motors will not be taken home; however, we currently have a program where the officer owns the motor and is paid an allowance and takes the motor home. Question 11: not answered since they are assigned to other units and most were answered elsewhere in the document. Question 17; Domestic Violence is decentralized and detectives handle several different offenses, not just domestic violence.	

			10	11	12
Q #	**Q#ID**	**Questions**	**Houston, TX**	**San Antonio, TX**	**Phoenix, AZ**
0	**0.00**	**General Background**			
1	**1.00**	# Sworn Emp.		2,122	3,228
2	**2.00**	# Non-sworn Emp.		627	1,150
3	**3.00**	Annual Budget		$279,940,110	$466,095,349
4	**4.00**	Size of Jurisdiction (sq. miles)	639	504	516
5	**5.00**	System by which calls are prioritized		Procedure 403 Communications .03 CLASSIFICATION OF CALLS A. A Code-One Call is a request for police services that does not present an actual and immediate potential for personal injury. A code-one call generally requires only a routine police response. B. A Code-Two Emergency Call is a request for police service which presents a strong potential for personal injury. Examples of code-two emergency calls include, but are not limited to, the following: 1. A police officer or security guard needs assistance with the arrest of offensive persons, crowd control, or imminently violent disturbances; 2. Felonies in progress where the actor has fled or is in such proximity that a rapid police response may result in arrest or identification of the actor;	- The following calls will be dispatched as Priority One calls: (1)Crimes in progress or just occurred. These would be of a serious nature or have a degree of immediate personal danger or harm. This includes, but is not limited to: (a)Officer needs assistance. (b)Homicide (c)Sexual Assault (d)Shooting or Stabbing (e)Fights with weapons (fists are considered to be weapons), where someone is injured or likely to be injured. (f)Armed Robbery (g)Burglary – suspect is still at the scene or left the scene immediately prior to or during the call. (h)P.P.D. Alarms (i)Silent Armed Robbery Alarms (j)Kidnapping (k)Forgery – suspect is still at the scene or left the scene immediately prior to or during the call.

			10	11	12
Q #	**Q#ID**	**Questions**	**Houston, TX**	**San Antonio, TX**	**Phoenix, AZ**
0	**0.00**	**General Background *(cont'd)***			
5	**5.00**	System by which calls are prioritized		3. Gang fights or fights where dangerous weapons are being used; 4. Fires when life is in imminent danger and the Fire Department has not yet arrived; and 5. Situations in which an officer may render aid prior to the arrival of medical assistance. 6. Calls of an apparent emergency nature in which the prime responsibility lies with another governmental agency do not constitute a police emergency. For example: a. Most ambulance calls to non-criminal incidents; and b. Fires where the Fire Department has already arrived on the scene. C. A Code-Three Emergency Call is a request for police service which presents an actual and verified threat of immediate danger of death or serious bodily injury to a peace officer or any citizen. The threat must be an immediate threat and the assistance needed must be immediate. A code-three emergency call is usually prompted by any of the following requests for assistance.	(l)Domestic Violence where an assault is in progress or weapons are involved. If one spouse/party is hitting/beating, striking, or harming in any physical manner the other spouse/party. (m)Suicide (n)Airplane Crash (o)Motor vehicle accidents with extremely serious injuries, i.e., suspect pinned in vehicle. (p)Fight calls or disturbance at any school. (q)Requests for a back-up from the Fire Department due to immediate danger to the fire fighters or the incident is one of immediate danger. (r)Juveniles under eight years of age missing any time are considered exigent circumstances and will be dispatched as a priority one call. See Operations Order 4.4. This does not pertain to Custodial Interference situations. See Operators Order 4.26.9. (s)Graffiti calls in progress when the suspect(s) are still at the scene. (t)Incidents on a City Bus – disturbances, fights, subject threatening, etc. (u)Armored vehicles involved in an accident.

			10	11	12
Q #	**Q#ID**	**Questions**	**Houston, TX**	**San Antonio, TX**	**Phoenix, AZ**
0	**0.00**	**General Background *(cont'd)***			
5	**5.00**	System by which calls are prioritized		1. A police officer needs help and all instances in which the safety of an officer is directly threatened or immediate assistance is required. For example: a. A police officer is in trouble, being assaulted, or involved in a shooting; or b. A police officer encounters a robbery, burglary, or any other crime in progress in which the officer's intervention might be met with violent resistance. 2. Any person under imminent threat of death or serious bodily injury that the officer responding to may be able to prevent, including: a. Crimes in progress, when the actor is still present, such as shootings, cuttings, robberies, sexual assaults; and b. Serious situations where human life is in peril and the police have a primary responsibility. 3. Major disasters (i.e., floods, aircraft crashes, and other natural or manmade disasters).	NOTE: "Just occurred" property crimes of a serious nature should be a Priority One only if the suspect is still at the scene or left the scene immediately prior to or during the call. "Just occurred" crimes against persons should be Priority One if the suspect is still at the scene or has left the scene within the last five minutes. A.Calls requesting medical assistance will immediately be transferred to the Fire Department. Upon receiving a request for the Fire Department on the 9-1-1 line, transfer the call using the Fire/EMS option on the 9-1-1 Transfer menu. (1)At no time will Communications Personnel offer medical advice. B.Upon receiving a request for the Fire Department on a Crime Stop line (26151), press the conference button, advise of call, then press conference button again. Do not disconnect. C.The 9-1-1 Operator will monitor the call long enough to establish if Police assistance is required. After the call has been transferred to the Fire Department, no further questions will be asked by the 9-1-1 operator. If no Police assistance is necessary, place the call on hold. If it is determined that Police assistance is necessary, the 9-1-1

			10	11	12
Q #	**Q#ID**	**Questions**	**Houston, TX**	**San Antonio, TX**	**Phoenix, AZ**
0	**0.00**	**General Background *(cont'd)***			
5	**5.00**	System by which calls are prioritized			Operator will enter the call according to the priority. If the call is an emergency call, the call will be hot-lined. When the 9-1-1Operator receiving the call is unable to hot line the call, i.e., monitoring for additional information, a co-worker will be asked to do so. D.The following guidelines will be used: (1)Medic Hot Calls (Priority One) will be hotted immediately by the 9-1-1 Operator. The TAC Operator will immediately broadcast the call with a hot tone on the appropriate talk group(s) and assign officers to the following medical calls: (a)Drowning (b)Overdose calls where the subject is violent or there is an expectation that violence will occur (c)Attempt suicide calls where there is violence or an expectation that violence will occur (d)Work-site injuries that may be life threatening (2)The following medical calls will be entered as a Priority Two call for broadcast only and sent to the appropriate precinct operator. The call will be immediately broadcast by the precinct operator and cancelled if no unit is available to respond. (a)Subject choking.

			10	11	12
Q #	**Q#ID**	**Questions**	**Houston, TX**	**San Antonio, TX**	**Phoenix, AZ**
0	**0.00**	**General Background *(cont'd)***			
5	**5.00**	System by which calls are prioritized			(b)Serious accident type injuries, i.e., subject fell through a plate glass window or arcadia door. Subject caught in a piece of equipment, sever bleeding type injuries, etc. (c)Children locked in a vehicle. (d)Subject not breathing or unconscious. (e)Subject having a heart attack (cardiac arrest) (f)Overdose – non-violent situations (3)Officers will be dispatched on the following Priority Two calls. These calls will not be cancelled, but will be held until a unit is available. (a)Work-site injuries that are not life threatening but serious in nature. OSHA requires a police report be made. An officer will be sent on such incidents. (b)Subject down, unknown cause. These incidents require a joint response. The first PD or Fire unit on the scene will advise if the other is needed. If Fire advises that officers response is not necessary, the call may be cancelled. E.The Fire Department may call back and request police assistance when necessary on any type of medical call. Officers will be sent as soon as possible when required by Fire.

			10	11	12
Q #	**Q#ID**	**Questions**	**Houston, TX**	**San Antonio, TX**	**Phoenix, AZ**
0	**0.00**	**General Background *(cont'd)***			
5	**5.00**	System by which calls are prioritized			NOTE: These guidelines reflect only requests for emergency medical assistance. For incidents where a crime has been committed and mutual response is necessary, see Section C-4.5. - The following calls will be dispatched as Priority 2, urgent calls, but not life threatening. All Priority 2 calls will be dispatched by voice along with the MDT's. These calls include, but are not limited to: (1)Accidents on public property. (2)Accidents with injury. (3)Domestic violence where no physical abuse is occurring. (4)Missing children between ages of 8-12 years, refer to Operations Order 4.4. (5)Silent/Audible Alarms – Burglar or Intrusion. (6)Prowlers. (7)Sexual Assaults, when the victim is at the hospital. (8)All requests from the Fire department except back-up situations of immediate danger to the fire fighters.

			10	11	12
Q #	**Q#ID**	**Questions**	**Houston, TX**	**San Antonio, TX**	**Phoenix, AZ**
0	**0.00**	**General Background *(cont'd)***			
5	**5.00**	System by which calls are prioritized			(9)Civil Matter standbys where exigent circumstances exist (i.e., argument in progress, weapons observed, previous threats have been made, etc.). Officers will be dispatched to serve orders of protection, injunctions prohibiting harassment or vicious dog orders. Refer to Bureau Manual C-17 Civil Matters. (10)Animals locked in vehicle (summertime). (11)Picking up subjects with warrants – (10-52 Detail) from another jurisdiction and/or a Phoenix warrant. (12)Page 2 requests. (13)Request for Wagons (14)Assist Rabies/Animal Control. (15)Access interference with paper work. - Priority 3 calls are calls considered to be report calls, to report a crime after the fact. The following calls will be dispatched as Priority 3 calls. These include, but are not limited to: (1)Burglary (2)Burglary from vehicle (3)Any crime where evidence was left. (4)Stolen or Recovered vehicles with no suspect information.

			10	11	12
Q #	**Q#ID**	**Questions**	**Houston, TX**	**San Antonio, TX**	**Phoenix, AZ**
0	**0.00**	**General Background *(cont'd)***			
5	**5.00**	System by which calls are prioritized			(5)Civil Matter standbys: In non-exigent circumstances where the potential for violence does not exist and where no violence is foreseen, officers will be dispatched only between the hours of 0700-1500. The only variation is court ordered. For more detailed information on handling civil matter calls, see Bureau Policy C-17.Loud music disturbing.
5.1	**5.10**	Can you email/fax the definition of a priority 1 / highest priority call? Email to: Erich.Fritz@ci.austin.tx.us Fax to: 512-974-2078		above	(above)
6.1	**6.10**	Total calls for service (2006)		996,515	900,174
6.2	**6.20**	Total calls for service (2005)		922,904	902,243
6.3	**6.30**	Total calls for service (2004)		892,208	895,221
0	**0.00**	**Patrol Staffing**			
7	**7.00**	# Patrol Officers		898	997
8	**8.00**	Type of work schedule utilized	Other	Five 8-hour shifts	Four 10-hour shifts
	8.01	If other, please describe	Both above	n/a	n/a
9	**9.00**	Do you use power shifts	Yes	No	No
10	**10.00**	# of officers assigned to traffic functions		114	132

			10	11	12
Q #	**Q#ID**	**Questions**	**Houston, TX**	**San Antonio, TX**	**Phoenix, AZ**
0	**0.00**	**Patrol Staffing *(cont'd)***			
11	**11.00**	Uniformed Officers assigned to Specialized Units		289	n/a
	11.01	Sworn staff (Commander's Office)		48	Both sworn and non-sworn varied across 20 bureaus
	11.02	Non-sworn staff (Commander's Office)		18	Both sworn and non-sworn varied across 20 bureaus
	11.03	Sworn staff (Critical Incident)		3	77
	11.04	Non-sworn staff (Critical Incident)		1	13
	11.05	Sworn staff (Traffic)		111	131
	11.06	Non-sworn staff (Traffic)		1	7
	11.07	Sworn staff (Public Aides)		public safety team 0	0
	11.08	Non-sworn staff (Public Aides)		public safety team 20	0
	11.09	Sworn staff (Bicycle Detail)		47	46
	11.10	Non-sworn staff (Bicycle Detail)		1	0
	11.11	Sworn staff (DWI)		3	28
	11.12	Non-sworn staff (DWI)		1	0
	11.13	Sworn staff (K-9)		7	21
	11.14	Non-sworn staff (K-9)		0	18
	11.15	Sworn staff (SWAT)		28	50
	11.16	Non-sworn staff (SWAT)		0	0
	11.17	Sworn staff (Mounted Patrol)		0	5
	11.18	Non-sworn staff (Mounted Patrol)		0	0

			10	11	12
Q #	**Q#ID**	**Questions**	**Houston, TX**	**San Antonio, TX**	**Phoenix, AZ**
0	**0.00**	**Patrol Staffing *(cont'd)***			
	11.19	Sworn staff (Special Events)		0	46
	11.20	Non-sworn staff (Special Events)		0	11
12	**12.00**	# Calls Handled by Patrol		996515 for '06	900,174
13	**13.00**	Maintenance of Official Minimum Staffing		FBI sanctioned Patrol Availability Factor methodology.	Beats plus one officer
14	**14.00**	# Patrol Districts/Sectors	23	114	6
15	**15.00**	# Ind. Beats/Zones	120	114 - Q15-Patrol districts are the same as individual patrol beats or zones. We have 114 patrol districts, which are the same as individual patrol beats.	90
16	**16.00**	How are beats, districts, or zones established		Workload, annexations, population of an area, calls for service, natural boundaries, response times, patrol availability factor.	Based on workload
0	**0.00**	**Investigations**			
17	**17.00**	Staffing by Unit		Q17-SAPD has Detective Investigator positions, these were included in your Officer; category. Homicide and Sex Crimes handle some DV and child abuse cases. Property crimes handles Pawn out of each substation. Smuggling is handled by our VICE/Intelligence unit. Narcotics handles Joint Interdiction.	
	17.01	Crime Scene Lieutenant		1	1
	17.02	Crime Scene Sergeant		3	0
	17.03	Crime Scene Officers		19	0
	17.04	Crime Scene Civilian		32	13
	17.05	***Total:***	***0***	***55***	***14***

			10	11	12
Q #	**Q#ID**	**Questions**	**Houston, TX**	**San Antonio, TX**	**Phoenix, AZ**
0	**0.00**	**Investigations *(cont'd)***			
	17.06	Crisis Intervention Lieutenant		0	0
	17.07	Crisis Intervention Sergeant		1	0
	17.08	Crisis Intervention Officers		2	0
	17.09	Crisis Intervention Civilian		0	0
	17.10	***Total:***	***0***	***3***	***0***
	17.11	Homicide Lieutenant		1	1
	17.12	Homicide Sergeant		2	7
	17.13	Homicide Officers		31	35
	17.14	Homicide Civilians		7	7
	17.15	***Total:***	***0***	***41***	***50***
	17.16	Child Abuse Lieutenants		0	1
	17.17	Child Abuse Sergeants		0	4
	17.18	Child Abuse Officers		0	30
	17.19	Child Abuse Civilians		0	2
	17.20	***Total:***	***0***	***0***	***37***
	17.21	Domestic Violence Lieutenants		0	1
	17.22	Domestic Violence Sergeants		0	3
	17.23	Domestic Violence Officers		0	28
	17.24	Domestic Violence Civilians		0	2
	17.25	***Total:***	***0***	***0***	***34***
	17.26	Sex Crimes Lieutenant		1	1
	17.27	Sex Crimes Sergeants		4	4
	17.28	Sex Crimes Officers		37	28

			10	11	12
Q #	**Q#ID**	**Questions**	**Houston, TX**	**San Antonio, TX**	**Phoenix, AZ**
0	**0.00**	**Investigations *(cont'd)***			
	17.29	Sex Crimes Civilians		3	3
	17.30	***Total:***	***0***	***45***	***36***
	17.31	Robbery Lieutenant		0	1
	17.32	Robbery Sergeants		6	2
	17.33	Robbery Officers		81	20
	17.34	Robbery Civilians		15	1
	17.35	***Total:***	***0***	***102***	***24***
	17.36	Crime Analyst Lieutenants		0	1
	17.37	Crime Analyst Sergeants		0	1
	17.38	Crime Analyst Officers		0	3
	17.39	Crime Analyst Civilians		6	19
	17.40	***Total:***	***0***	***6***	***24***
	17.41	Auto Theft Lieutenants		1	1
	17.42	Auto Theft Sergeants		2	4
	17.43	Auto Theft Officers		17	18
	17.44	Auto Theft Civilians		5	3
	17.45	***Total:***	***0***	***25***	***26***
	17.46	Pawn Lieutenants		0	1
	17.47	Pawn Sergeants		0	1
	17.48	Pawn Officers		0	5
	17.49	Pawn Civilians		0	3
	17.50	***Total:***	***0***	***0***	***10***
	17.51	Organized Crime Lieutenants		0	1
	17.52	Organized Crime Sergeants		0	1
	17.53	Organized Crime Officers		0	8
	17.54	Organized Crime Civilians		0	1

			10	11	12
Q #	**Q#ID**	**Questions**	**Houston, TX**	**San Antonio, TX**	**Phoenix, AZ**
0	**0.00**	**Investigations *(cont'd)***			
	17.55	***Total:***	***0***	***0***	***11***
	17.56	Vice Lieutenants		1	1
	17.57	Vice Sergeants		3	3
	17.58	Vice Officers		19	17
	17.59	Vice Civilians		1	0
	17.60	***Total:***	***0***	***24***	***21***
	17.61	Gang Lieutenants		0	1
	17.62	Gang Sergeants		3	6
	17.63	Gang Officers		31	39
	17.64	Gang Civilians		0	3
	17.65	***Total:***	***0***	***34***	***49***
	17.66	Forensics Lieutenants		1	1
	17.67	Forensics Sergeants		3	0
	17.68	Forensics Officers		19	0
	17.69	Forensics Civilians		32	99
	17.70	***Total:***	***0***	***55***	***100***
	17.71	Homeland Security/Strategic Information Lieutenant		1	0
	17.72	Homeland Security/Strategic Information Sergeant		0	0
	17.73	Homeland Security/Strategic Information Officers		1	0
	17.74	Homeland Security/Strategic Information Civilians		8	0

			10	11	12
Q #	**Q#ID**	**Questions**	**Houston, TX**	**San Antonio, TX**	**Phoenix, AZ**
0	**0.00**	**Investigations *(cont'd)***			
	17.75	Homeland Security/Intelligence-Dignitary Protection Lieutenant		0	0
	17.76	Homeland Security/Intelligence-Dignitary Protection Sergeant		1	0
	17.77	Homeland Security/Intelligence-Dignitary Protection Officers		10	0
	17.78	Homeland Security/Intelligence-Dignitary Protection Civilians		2	4
	17.79	Homeland Security/Joint Interdiction Lieutenants		0	0
	17.80	Homeland Security/Joint Interdiction Sergeants		0	0
	17.81	Homeland Security/Joint Interdiction Officers		0	0
	17.82	Homeland Security/Joint Interdiction Civilians		0	0
	17.83	Homeland Security/Smuggling Detail Lieutenants		0	0
	17.84	Homeland Security/Smuggling Detail Sergeants		0	1
	17.85	Homeland Security/Smuggling Detail Officers		0	6

			10	11	12
Q #	**Q#ID**	**Questions**	**Houston, TX**	**San Antonio, TX**	**Phoenix, AZ**
0	**0.00**	**Investigations *(cont'd)***			
	17.86	Homeland Security/Smuggling Detail Civilians		0	0
	17.87	Homeland Security/Bomb Detail-Hazmat Lieutenant		0	1
	17.88	Homeland Security/Bomb Detail-Hazmat Sergeants		1	1
	17.89	Homeland Security/Bomb Detail-Hazmat Officers		3	9
	17.90	Homeland Security/Bomb Detail-Hazmat Civilians		0	0
	17.91	***Total:***	***0***	***4***	***11***
18	**18.00**	Do you have a formal case mgmt. system?	Yes	Yes	Yes
	18.01	If yes, is it computerized?	Yes	Yes	Yes
	18.02	Software		Developed in-house	In house Unisys System
19	**19.00**	Average Caseload (per det., per month)		17	n/a
20	**20.00**	Do you have a policy for internal investigations?	Yes	Yes	Yes
21	**21.00**	Are investigating officers routinely assigned to temp. patrol duty?	Yes	No	No
22	**22.00**	Are undercover officers used for uniformed duty?	No	Yes	No
23	**23.00**	Are non-sworn employees used for field evidence collection?	n/a	Yes	Yes
23	**23.00**	Are non-sworn employees used for securing crime scenes?		Yes	no

			10	11	12
Q #	**Q#ID**	**Questions**	**Houston, TX**	**San Antonio, TX**	**Phoenix, AZ**
0	**0.00**	**Investigations *(cont'd)***			
23	**23.00**	Are non-sworn employees used for crime scene processing?	n/a	Yes	Yes
0	**0.00**	**Training**			
24	**24.00**	How is training achieved?		Training Academy	The department provides many different types of training. Training is provided by other officers and other agencies. There is no specific time frame, class size or number of classes provided per year.
25	**25.00**	# of weeks for new cadet training		30	16
26	**26.00**	# new cadet classes per year		4	12
27	**27.00**	Average new cadet class size		35	15
28	**28.00**	Do you have a lateral entry program?	Yes	No	Yes
29	**29.00**	Describe training for newly promoted supervisors	Patrol Supervisor Orientation	Sergeant's Course	Sergeant in Training Program and two weeks of Supervisor Classes through the City of Phoenix
0	**0.00**	**Planning/Management**			
30	**30.00**	Do you engage in formal strategic planning?	Yes	Yes	Yes
31	**31.00**	Are formal performance measures used to gauge unit performance?	Yes	Yes	Yes
32	**32.00**	What type of division level input is allowed for budget development?	n/a	They provide suggested improvement items.	n/a

			10	11	12
Q #	**Q#ID**	**Questions**	**Houston, TX**	**San Antonio, TX**	**Phoenix, AZ**
0	**0.00**	**Planning/Management *(cont'd)***			
33	**33.00**	Are formal monthly budget reports distributed to each division?	Yes	No - Q33-SAPD and the City of San Antonio use SAP software which can be accessed by all units. Members of Fiscal Services staff meet with Division Commanders to monitor budget data.	Yes
34	**34.00**	Where are purchasing decisions made?		Central Budget Office	Depends on the purchase but could be made at all levels of command
35	**35.00**	Are division commanders held accountable for budgets?	Yes	Yes	Yes
35.1	**35.10**	What controls exist to ensure division stays within budget?		Monthly meetings, see Q.33	There are budget reviews with Fiscal Management and monthly reports on performance.
0	**0.00**	**Secondary Employment Title**			
36	**36.00**	Secondary Employment Allowed?	Yes	Yes	Yes
	36.01	If yes, what ranks may participate?	All ranks	All	all ranks
	36.02	Formal policy on secondary employment	Yes	Yes	Yes
	36.03	Is dept. staff utilized to coordinate secondary employment?	Yes	Yes	Yes
0	**0.00**	**Equipment**			
37	**37.00**	# of motorcycles		22	160
	37.01	What capacity are they used?		Traffic enforcement and dignitary escorts.	Traffic enforcement, motorcades, special events (such as parades) and some motor officers respond to criminal traffic calls when not doing traffic enforcement.
	37.02	Are they allowed for take home?	n/a	Yes	Yes

			10	11	12
Q #	**Q#ID**	**Questions**	**Houston, TX**	**San Antonio, TX**	**Phoenix, AZ**
0	**0.00**	**Equipment *(cont'd)***			
38	**38.00**	For what are laptops in the patrol cars used?		Communication between dispatch and officer, among officers; background checks, warrant checks, criminal information, etc. Single point of information.	They are used to map calls, do record checks/MVD, Field Interrogations write narrative for departmental reports, etc. but no wireless no field departmental report entry
39	**39.00**			Traffic is outfitted now, there are some in patrol. Policy 507 and SOP 211:General Manual Procedure 507 D.W.I. Arrest Procedures .01 INTRODUCTION A. This procedure provides guidelines for the detection, arrest, and processing of drivers who are suspected of operating a motor vehicle while intoxicated. B. This procedure also provides guidelines for handling minors who are suspected of operating a motor vehicle while under the influence of alcohol. C. In addition, this procedure gives guidance for the implementation of the Texas Administrative License Revocation (ALR) Statute for intoxicated drivers who either refuse or fail a blood or breath test.	Only our Aggressive Driver detail is the only detail that uses the video cameras in undercover cars. No patrol vehicles have them. Currently, there is no policy regarding video cameras.

			10	11	12
Q #	**Q#ID**	**Questions**	**Houston, TX**	**San Antonio, TX**	**Phoenix, AZ**
0	**0.00**	**Equipment *(cont'd)***			
39	**39.00**			D. This procedure also assigns responsibilities for the assignment of members as qualified intoxilyzer/video operators and the maintenance of supplies and equipment used in intoxicated driver testing. .02 POLICY The responsibility to remove intoxicated drivers from the roadway extends to all sworn members of the Department regardless of their actual duty status or primary unit of assignment. .03 DEFINITIONS A. " Administrative License Revocation & quot; means the administrative process to suspend the drivers' licenses of persons who either refuse or fail a breath or blood test. B. "Breath Test" means the taking of a breath specimen through the use of an Intoxilyzer to determine the Blood Alcohol Concentration (BAC) of a suspected intoxicated driver. C. "Chemical Test" includes the breath test or the voluntary or mandatory blood test for determining the suspects Blood Alcohol Concentration or drug usage, and a urine test conducted for determining drug usage, but does not include the portable breath test.	

			10	11	12
Q #	**Q#ID**	**Questions**	**Houston, TX**	**San Antonio, TX**	**Phoenix, AZ**
0	**0.00**	**Equipment *(cont'd)***			
39	**39.00**			D. "D.R.E." in this procedure means either a drug recognition evaluation or a drug recognition expert. E. "Drug Recognition Evaluation & quot; means the process the drug recognition expert uses to evaluate a suspect for the use of drugs by means of physical, clinical, and psychological criteria. F. " Drug Recognition Expert & quot; means an officer trained to predict which of the seven (7) drug categories is causing the impairment of a driver that is not under the influence of alcohol. G. "Intoxicated" means not having the normal use of mental or physical faculties by reason of the introduction of alcohol, a controlled substance, a drug, a dangerous drug, a combination of two or more of those substances, or any other substance into the body; or having an alcohol concentration of 0.08 or more. H. "Juvenile" means a person who is ten (10) years of age or older and under seventeen (17) years of age.	

			10	11	12
Q #	**Q#ID**	**Questions**	**Houston, TX**	**San Antonio, TX**	**Phoenix, AZ**
0	**0.00**	**Equipment *(cont'd)***			
39	**39.00**			I. "Minor" means a person under 21 years of age as defined in the Texas Alcoholic Beverage Code, Section 106.01, Definition, and includes juveniles. J. "Portable Breath Test" means the taking of a voluntary breath specimen through the use of a Portable Breath Tester to determine the presence of alcohol in a driver's system. K. "Under the Influence" means having a detectable amount of alcohol in the person's system, yet the blood alcohol concentration is less than 0.08. .04 PROBABLE CAUSE FOR D.W.I. OR D.U.I. A. Officers establish probable cause for arresting drivers for Driving While Intoxicated (D.W.I.) or for Driving Under the Influence of Alcohol by Minor (D.U.I.) by relying on personal knowledge and training, including: 1. Personal observation of drivers involved in traffic accidents and or traffic violations;	

			10	11	12
Q #	**Q#ID**	**Questions**	**Houston, TX**	**San Antonio, TX**	**Phoenix, AZ**
0	**0.00**	**Equipment *(cont'd)***			
39	**39.00**			2. Reasonable suspicion based on information provided by individuals who are witnesses to traffic violations and or traffic accidents involving the person suspected of being intoxicated or under the influence; or 3. Personal observation of drivers stopped for the purpose of providing them with information (i.e., road conditions ahead); B. After a traffic stop or arrival at a traffic accident scene, the officer shall: 1. Remove the driver to a place of safety if he is suspected of being intoxicated. 2. Conduct the standardized field sobriety test. Officers operating vehicles equipped with an on-board video camera will record the administering of the standardized field sobriety test. The video recording will be collected for evidence if the suspect is arrested. 3. Record the observations on SAPD Form 24-FSC, Officer's Field Sobriety Checklist. 4. Other sobriety tests that an officer may conduct are:	

			10	11	12
Q #	**Q#ID**	**Questions**	**Houston, TX**	**San Antonio, TX**	**Phoenix, AZ**
0	**0.00**	**Equipment *(cont'd)***			
39	**39.00**			a. Reciting of the alphabet; and b. The numerical count. 5. A field sobriety test may be impractical when it would jeopardize the safety of the officer or the suspect. 6. If after conducting the standardized field sobriety tests the officer has determined that a minor is not intoxicated, but has a detectable amount of alcohol in his system, the minor will be processed for D.U.I. in accordance with Section .05 of this procedure. 7. Drivers suspected of being intoxicated and who are refusing to perform field sobriety tests are transported to the DWI Testing Room to be processed in accordance with Sections .09, .10, .11 and .12 of this procedure. .05 DRIVING UNDER THE INFLUENCE OF ALCOHOL A. Minors who operate a motor vehicle in a public place with any detectable amount of alcohol concentration of less than .08 in their system are in violation of the Texas Alcoholic Beverage Code, Section 106.041, Driving Under the Influence of Alcohol by Minor.	

			10	11	12
Q #	**Q#ID**	**Questions**	**Houston, TX**	**San Antonio, TX**	**Phoenix, AZ**
0	**0.00**	**Equipment *(cont'd)***			
39	**39.00**			1. Minors under this offense are individuals younger than 21 years of age and include juveniles. 2. Individuals, 21 years of age or older, are not charged for the offense of DUI. B. Minors arrested for D.U.I. or D.W.I. will be processed under the Administrative License Revocation Statute in accordance with Section .13 of this procedure. C. Minors operating a motor vehicle who are not intoxicated, but where officers have probable cause to suspect that the minor has any detectable amount of alcohol in his/her system shall process the minor as follows: 1. Arrest the minor for the offense of D.U.I. and offer the minor a voluntary portable breath test at the scene of the arrest using a portable breath tester. 2. If the minor agrees to a voluntary portable breath test, perform the test on the minor at the scene. D. DUI by Individuals - (17 years of age or older and under 21 years of age)	

			10	11	12
Q #	**Q#ID**	**Questions**	**Houston, TX**	**San Antonio, TX**	**Phoenix, AZ**
0	**0.00**	**Equipment *(cont'd)***			
39	**39.00**			1. If the portable breath test shows any alcohol concentration of less that .08 in a minor's system who is seventeen (17) years of age or older and under twenty one (21) years of age, the officer shall book the minor into the Detention Center for the class C misdemeanor offense of D.U.I.; 2. Vehicles driven by minors who are seventeen (17) years of age or older are impounded in accordance with Procedure 607, Impounding Vehicles. E. DUI by Individuals – (10 years of age or older and under 17 years of age) 1. If the juvenile's portable breath test shows any alcohol concentration of less than .08, the officer shall attempt to contact the juvenile's parent or legal guardian and allow them one (1) hour to come to the scene to take custody of the juvenile. 2. If the parent or legal guardian of a juvenile comes to the scene to take custody of the juvenile, the juvenile is issued a misdemeanor citation for the class C misdemeanor offense of D.U.I. and released to the parent or legal guardian.	

			10	11	12
Q #	**Q#ID**	**Questions**	**Houston, TX**	**San Antonio, TX**	**Phoenix, AZ**
0	**0.00**	**Equipment *(cont'd)***			
39	**39.00**			3. If the parent or legal guardian of a juvenile does not take custody of the juvenile within the allowed one (1) hour, the juvenile is issued a misdemeanor citation for the class C misdemeanor offense of D.U.I. and transported to the Youth Crimes Services Unit for further disposition. 4. Vehicles driven by juveniles are released to the vehicles registered owner, or impounded in accordance with Procedure 607, Impounding Vehicles. Vehicles are not released at the scene to individuals who are arrested for D.U.I. F. Minors who refuse a standardized field sobriety test and a portable breath test are arrested for D.U.I. when a detectable amount of alcohol is determined to be in the minor's system. Minors, who refuse a standardized field sobriety test and a portable breath test, are arrested for D.W.I. and returned to the DWI Testing Room to be processed for DWI when the arresting officer develops probable cause to establish an arrest for D.W.I.	

			10	11	12
Q #	**Q#ID**	**Questions**	**Houston, TX**	**San Antonio, TX**	**Phoenix, AZ**
0	**0.00**	**Equipment *(cont'd)***			
39	**39.00**			G. Minors who are arrested for D.W.I. and whose Blood Alcohol Concentration level is below 0.08 are arrested for D.U.I when the arresting officer believes that the violator has no other impairment drugs in their system that would render the subject in violation of D.W.I. H. Required Reports For D.U.I. Arrests 1. SAPD Form #2, Incident Report, or SAPD Form 24-1A DWI/Traffic Case Report will be completed listing the probable cause and the results of the portable breath test. The letters "D.U.I." are written across the top of the report in bold print. 2. SAPD Form DIC-24, Statutory Warning is completed if an intoxilyzer breath test or blood test is given or offered. A copy is given to the minor. 3. SAPD Form DIC-23, Peace Officer's Sworn Report is completed when a minor is issued a misdemeanor citation for D.U.I. or is arrested and booked for D.U.I. 4. SAPD Form DIC-25, Notice of Suspension, is completed when a minor is issued a misdemeanor citation for D.U.I. or is arrested and booked for D.U.I. A copy of the form is given to the minor.	

			10	11	12
Q #	**Q#ID**	**Questions**	**Houston, TX**	**San Antonio, TX**	**Phoenix, AZ**
0	**0.00**	**Equipment *(cont'd)***			
39	**39.00**			I. All applicable reports and forms, including citations and the minors Texas driver's license, are stapled together and placed in the report receptacle located in the Magistrate's Office or in the accident report receptacle located at each area substation. J. Minors who either refuse or register a 0.04 or higher alcohol concentration on the breath test or portable breath test if operating a commercial motor vehicle, in addition to the class C misdemeanor charges, will be processed under the Administrative License Revocation Statute in accordance with Section .13 of this procedure. .06 D.W.I. ARREST AND VEHICLE DISPOSITION A. Suspected intoxicated drivers are arrested and transported to the City of San Antonio Detention Center in accordance with Procedure 601, Prisoners. When juvenile suspects are arrested, officers are responsible for making the proper notifications in accordance with Section .07 of this procedure.	

			10	11	12
Q #	**Q#ID**	**Questions**	**Houston, TX**	**San Antonio, TX**	**Phoenix, AZ**
0	**0.00**	**Equipment *(cont'd)***			
39	**39.00**			B. In conjunction with the arrest of drivers suspected of being intoxicated, officers: 1. Collect and record items of evidence; 2. Identify and record the names of all passengers and witnesses; and 3. Record investigative questions and verbal responses made by drivers, the smell of intoxicants on drivers, and other identifying factors that may indicate to the officer that the driver is intoxicated at the time of the arrest. C. When available, a secondary officer should be used to impound the suspect's vehicle in order to expedite the processing of the D.W.I. suspect. D. Suspects' vehicles are impounded in compliance with Procedure 607, Impounding Vehicles. E. Evidence and personal property are handled according to Procedure 606, Impounding Property. .07 JUVENILE – DWI ARRESTS	

			10	11	12
Q #	**Q#ID**	**Questions**	**Houston, TX**	**San Antonio, TX**	**Phoenix, AZ**
0	**0.00**	**Equipment *(cont'd)***			
39	**39.00**			A. When a juvenile is taken into custody for the offense of Driving While Intoxicated (D.W.I.), the arresting officer shall promptly give notice of his action and a statement of the reason for taking the juvenile into custody, to: 1. The juvenile's parent, guardian, or custodian; and 2. The Youth Crimes Services Unit. B. Notification of an arrest of a juvenile may be made through the Communications Unit or by the officer himself. Officers may utilize the telephone located in the D.W.I. Testing Room to make the notification. The notification process should be conducted within one (1) hour of the arrest and will be documented in the officer's report. C. When a juvenile is taken into custody for the offense of Driving While Intoxicated (D.W.I.), the juvenile will be given testing preference in the D.W.I. Testing Room. D. Interaction between adults and juveniles in the Detention Center and D.W.I. Testing Room should be kept to a minimum. E. An SAPD Officer guards juveniles at all times while in the Detention Center and D.W.I. Testing Room.	

			10	11	12
Q #	**Q#ID**	**Questions**	**Houston, TX**	**San Antonio, TX**	**Phoenix, AZ**
0	**0.00**	**Equipment *(cont'd)***			
39	**39.00**			F. Juvenile D.W.I. suspects are taken into the office area of the D.W.I. Testing Room for observation prior to the breath test and for processing after the breath test. G. Juvenile D.W.I. suspects shall be read SAPD Form DIC-24, Statutory Warning on video, and the offering of the breath test or blood test and their response shall be recorded on the video camera prior to the chemical test. The juvenile is permitted to waive or assert his rights regarding taking the breath test, blood test, or other D.W.I. test without the concurrence of an attorney. H. Upon completion of all testing procedures, the juvenile must be taken to the Youth Crime Services Unit for processing. I. Injured or sick juvenile suspects arrested for D.W.I., D.U.I., Intoxication Manslaughter or Intoxication Assault are handled in accordance with Procedure 602 Juveniles, Injured or Sick Juvenile Suspects, and Section .10, D, of this procedure when a mandatory blood test is required.	

			10	11	12
Q #	**Q#ID**	**Questions**	**Houston, TX**	**San Antonio, TX**	**Phoenix, AZ**
0	**0.00**	**Equipment *(cont'd)***			
39	**39.00**			.08 D.W.I. TESTING ROOM SECURITY A. Suspects are thoroughly searched prior to entering the Detention Center. B. Suspects must be handcuffed prior to entering the Detention Center and will remain handcuffed at all times while in the Detention Center, except when in the D.W.I. Testing Room. C. Officers secure their weapons in the gunlock boxes provided at the entrance to the Detention Center. D. D.W.I. suspects will be searched by a detention guard when the suspects enter the Detention Center. Officers will advise detention center personnel that they have a D.W.I. suspect so that searching priority will be given to the suspect. E. Personal property belonging to D.W.I. suspects that is accepted at the Detention Center will be inventoried and kept at the booking area while the suspect is being tested. 1. A Magistrate Services-Detention Center Form #17, Registration/Property Form, will be filled out and signed by the detention guard, the arresting officer, and the D.W.I. suspect.	

			10	11	12
Q #	**Q#ID**	**Questions**	**Houston, TX**	**San Antonio, TX**	**Phoenix, AZ**
0	**0.00**	**Equipment *(cont'd)***			
39	**39.00**			2. In the event the D.W.I. suspect is to be released from custody, he is returned to the booking area and all personal property listed on the Registration/Property Form is returned. F. Personal property belonging to D.W.I. suspects that is not accepted at the Detention Center is processed according to Procedure 601, Prisoners. G. A detention guard supervisor will unlock the door to the D.W.I. Testing Room for intoxilyzer operators or officers with D.W.I. suspects. H. Only persons on authorized police business or persons with the expressed permission of the Chief of Police are allowed in the D.W.I. Testing Room at the City of San Antonio Detention Center while tests are being administered. I. Adult suspects taken to the D.W.I. Testing Room are seated at the interview cubicle on the side that restricts the suspect's field of vision. Juvenile suspects are seated in the office area of the D.W.I. Testing Room in accordance with Section .07 of this procedure.	

			10	11	12
Q #	**Q#ID**	**Questions**	**Houston, TX**	**San Antonio, TX**	**Phoenix, AZ**
0	**0.00**	**Equipment *(cont'd)***			
39	**39.00**			1. Violent and uncooperative prisoners will remain handcuffed while in the D.W.I. Testing Room. 2. All prisoners will be handcuffed prior to leaving the D.W.I. Testing Room. D.W.I. suspects who pass the intoxilyzer test will also be handcuffed until they have been processed out of the Detention Center. J. A detention guard supervisor will lock the door to the D.W.I. Testing Room when notified by the intoxilyzer operator or officer that the room is vacant. .09 PRE-TESTING PROCEDURES FOR D.W.I. A. Officers will not smoke while in the D.W.I. Testing Room. B. Suspects are not allowed to smoke, chew gum, eat, drink, or introduce any substance into their mouth prior to testing. C. A qualified intoxilyzer/video operator is assigned to the D.W.I. Testing Room each Wednesday through Sunday from 1800 - 0400 hours. During other times the arresting officer will request a qualified on-duty intoxilyzer/video operator through the Communications Unit.	

			10	11	12
Q #	**Q#ID**	**Questions**	**Houston, TX**	**San Antonio, TX**	**Phoenix, AZ**
0	**0.00**	**Equipment *(cont'd)***			
39	**39.00**			D. The arresting officer will request the suspect to voluntarily submit to a chemical breath test or blood test to determine the level of alcohol concentration in their system. E. The arresting officer prepares and reads SAPD Form DIC-24, Police Officer D.W.I. Statutory Warning, to the suspect. F. The arresting officer also prepares and reads SAPD Form DIC-55, Peace Officer Statutory Warning For Commercial Motor Vehicle Operators, if the suspect was operating a commercial motor vehicle. .10 D.W.I. CHEMICAL TESTS AND THE PORTABLE BREATH TEST A. The Portable Breath Test – Voluntary 1. Portable breath testers will only be used and administered to drivers under the following conditions; a. To determine any detectable amount of alcohol in the minor's system, when an officer has probable cause to believe that a minor is operating a motor vehicle while under the influence of alcohol;	

			10	11	12
Q #	**Q#ID**	**Questions**	**Houston, TX**	**San Antonio, TX**	**Phoenix, AZ**
0	**0.00**	**Equipment *(cont'd)***			
39	**39.00**			b. To determine any detectable amount of alcohol in a driver's system while operating a commercial motor vehicle; and c. When a driver is suspected of driving while intoxicated and is injured or physically disabled to the point where he is unable to perform the Standardized Field Sobriety Test (SFST). 2. Officers operating vehicles equipped with an on-board video camera will record the administering of the portable breath test. The portable breath test results will not be recorded by the on-board video camera. If an officer is not able to record the administering of the portable breath test, (i.e., the suspect is out of the cameras range and he is not able to be relocated back into camera range) the officer will document the reason why the portable breath test was not recorded on video in the details of his report. 3. Portable breath testers will not be issued to or maintained by patrol officers assigned to the Patrol Division or the Technical Services Division.	

			10	11	12
Q #	**Q#ID**	**Questions**	**Houston, TX**	**San Antonio, TX**	**Phoenix, AZ**
0	**0.00**	**Equipment *(cont'd)***			
39	**39.00**			4. The portable breath testers will be maintained by field supervisors. Field supervisors will immediately respond to a scene and provide officers with the portable breath tester when applicable as outlined in Section .10, Subsection A, 1, of this procedure. 5. Officers will detail in their report the conditions under which a portable breath test is used, including the results of the portable breath test. 6. Field supervisors shall approve all reports in cases where a suspect who was operating a motor vehicle is released after the administering of a portable breath test. B. The Breath Test - Voluntary 1. Officers having a suspect who is arrested for the offense of D.W.I. and consents to a breath test proceed under the direction of the intoxilyzer/video operator. 2. Depending on the outcome of the breath test, the suspect is:	

			10	11	12
Q #	**Q#ID**	**Questions**	**Houston, TX**	**San Antonio, TX**	**Phoenix, AZ**
0	**0.00**	**Equipment *(cont'd)***			
39	**39.00**			a. Released from custody and transported to the Growdon Storage Facility located at 3625 Growdon Road to recover his vehicle, if the Blood Alcohol Concentration (BAC) level is below 0.08 and the suspect is twenty-one (21) years of age or older and is not otherwise impaired. If the suspect is under twenty-one (21) years of age, the suspect is handled in accordance with Section .05 Driving Under the Influence of Alcohol. b. Booked into the City Detention Center or the Bexar County Juvenile Detention Center if the BAC level is 0.08 or higher according to booking procedures; or c. Evaluated by a drug recognition expert (D.R.E.) - The suspect exhibits symptoms of intoxication but the breath test does not indicate a significant level of alcohol concentration consistent with the impairment. If the suspect consents to a drug evaluation, proceed under the direction of the drug recognition expert. If the suspect refuses a drug evaluation, proceed to the next step, videotaping of the suspect.	

			10	11	12
Q #	**Q#ID**	**Questions**	**Houston, TX**	**San Antonio, TX**	**Phoenix, AZ**
0	**0.00**	**Equipment *(cont'd)***			
39	**39.00**			d. Videotaped - The suspect exhibits symptoms of intoxication but the breath test does not indicate a significant level of alcohol concentration consistent with the impairment and the suspect has been evaluated or refused to be evaluated by a drug recognition expert (D.R.E.). If the suspect consents to being videotaped, proceed under the direction of the intoxilyzer/video operator in accordance with Section .11. If the suspect refuses to be videotaped, proceed to Section .10, Subsection B, 2, f. e. Depending on the results of the drug recognition evaluation by the drug recognition expert and/or the probable cause established by the videotape the suspect is either: (1). Released from custody and transported to the Growdon Storage Facility to recover his vehicle if not otherwise impaired; or (2). Booked into the City of San Antonio Detention Center or the Bexar County Juvenile Detention Center for the offense of D.W.I. with a supervisor's approval, according to booking procedures.	

			10	11	12
Q #	**Q#ID**	**Questions**	**Houston, TX**	**San Antonio, TX**	**Phoenix, AZ**
0	**0.00**	**Equipment *(cont'd)***			
39	**39.00**			f. If the suspect refuses a drug recognition evaluation and/or refuses to be videotaped, the suspect is booked for "D.W.I. Refusal" with the approval of a supervisor. 3. Officers having a suspect under arrest for the offense of D.W.I. who refuses to submit to a voluntary breath test will process the suspect as follows: a. Follow Section .11, Videotaping, of this procedure; and b. Book the suspect for "D.W.I. Refusal" with the approval of a supervisor. C. Blood Test - Voluntary 1. The voluntary blood test is offered to a suspect who is under arrest for the offense of D.W.I., and; a. The suspect is suspected of being under the influence of drugs; or b. When the suspect is sick or injured and is to be transported to a medical facility for treatment. 2. If the suspect submits to a voluntary blood test, the blood is collected at a medical hospital or medical facility by qualified medical personnel: If the suspect is unconscious, a blood specimen will be taken.	

			10	11	12
Q #	**Q#ID**	**Questions**	**Houston, TX**	**San Antonio, TX**	**Phoenix, AZ**
0	**0.00**	**Equipment *(cont'd)***			
39	**39.00**			a. Officers will request that medical personnel obtain two (2) gray-topped vials of suspect's blood. Each vial should contain five (5) to six (6) milliliters of suspect's blood. b. Blood samples are taken to the Medical Examiner's Office for analysis. The blood samples are placed in an envelope provided by the Medical Examiner's office. The Medical Examiners office is located at 7337 Louis Pasteur Dr. (1). All necessary information is written on the outside of the envelope; (2). A copy of SAPD Form DIC-23A, Specimen Routing Report, is attached to the envelope; (3). If the officer suspects that drugs are involved in the intoxication, he makes a notation on the envelope to have a drug screen test performed on the blood sample; and (4). The envelope is placed in the refrigerator at the Medical Examiner's Office. 3. Suspects under arrest for the offense of D.W.I. who either consent to a voluntary blood test or who refuse a voluntary blood test are processed as follows;	

			10	11	12
Q #	**Q#ID**	**Questions**	**Houston, TX**	**San Antonio, TX**	**Phoenix, AZ**
0	**0.00**	**Equipment *(cont'd)***			
39	**39.00**			a. Booked, with a supervisor's approval, according to booking procedures as outlined in Procedure 601, Prisoners or Procedure 602, Juveniles. b. May be issued SAPD Form No. 52-X, Notice to Hospitalized Suspects, and released to the care of a hospital with the approval of a supervisor as outlined in Procedures 601, Prisoners and 602, Juveniles when the suspect is arrested for a misdemeanor D.W.I. offense; or i.Injured adult suspects arrested for a felony D.W.I. offense, Intoxication Assault, or Intoxication Manslaughter will not be issued SAPD Form 52-X and released to a hospital, but will be booked by proxy and guarded until relieved by the Bexar County Sheriff's Department. ii.Injured or sick juvenile suspects are handled in accordance with Procedure 602 Juveniles, Injured or Sick Juvenile Suspects, and Section .10, D, of this procedure when a mandatory blood test is required. D. Blood Test – Mandatory	

			10	11	12
Q #	**Q#ID**	**Questions**	**Houston, TX**	**San Antonio, TX**	**Phoenix, AZ**
0	**0.00**	**Equipment *(cont'd)***			
39	**39.00**			1. A mandatory blood test will be taken if a traffic accident resulted in a death or causes serious bodily injury to another and the officer has probable cause to believe that the accident occurred because a driver was operating a motor vehicle while intoxicated. If these conditions are present, the following steps are taken: a. An Accident Investigations Detective assigned to the Homicide Unit is dispatched to the scene of the traffic accident; b. The suspect is arrested for the offense of Intoxication Assault or Intoxication Manslaughter; and c. The suspect is offered a voluntary blood test by reading SAPD Form DIC-24 Statutory Warning to the suspect. If the suspect consents to a voluntary blood test, follow Section .10, Subsection D, 4, of this procedure for drawing the blood. 2. If the suspect refuses a voluntary blood test, a mandatory blood specimen will be taken. The blood will be drawn in accordance with Section .10, Subsection D, 4, of this procedure.	

			10	11	12
Q #	**Q#ID**	**Questions**	**Houston, TX**	**San Antonio, TX**	**Phoenix, AZ**
0	**0.00**	**Equipment *(cont'd)***			
39	**39.00**			3. If the suspect is unconscious and incapable of refusal, a blood specimen will be taken under implied consent. The blood will be drawn in accordance with Section .10, Subsection D, 4, of this procedure. 4. When a suspect is going to be charged with Intoxication Assault or Intoxication Manslaughter, officers will have medical personnel draw the suspects blood according to the following process; a. First Blood Draw - Medical personnel will obtain two (2) gray-topped vials of suspect's blood. Each vial should contain five (5) to six (6) milliliters of suspect's blood: and b. Second Blood Draw - Medical personnel will obtain two (2) additional gray topped vials of the suspect's blood, two (2) hours after the first blood draw, for a total of four (4) vials of the suspect's blood. 5. After qualified medical personnel have taken the mandatory blood specimen, officers will follow Section .10, Subsection C, 2,b, in processing the blood specimen.	

			10	11	12
Q #	**Q#ID**	**Questions**	**Houston, TX**	**San Antonio, TX**	**Phoenix, AZ**
0	**0.00**	**Equipment *(cont'd)***			
39	**39.00**			6. SAPD Form TLE-51, Statutory Authorization-Mandatory Blood Specimen, and SAPD Form TLE-51A, Affidavit of Person who Withdrew Blood are prepared and submitted for all mandatory blood tests. 7. When a mandatory blood specimen has been taken, the adult suspect is to be booked into the City of San Antonio Detention Center, by proxy if necessary, for the offense of Intoxication Assault or Intoxication Manslaughter. Hospitalized adult suspects arrested for the offense of Intoxication Assault or Intoxication Manslaughter will not be issued SAPD Form 52-X, Notice To Hospitalized Suspects, and released. Officers will guard the suspect until relieved by the Bexar County Sheriff's Department. 8. When a mandatory blood specimen has been taken from a Juvenile, the Juvenile is handled in accordance with Procedure 602 Juveniles, Injured or Sick Juvenile Suspects.	

			10	11	12
Q #	**Q#ID**	**Questions**	**Houston, TX**	**San Antonio, TX**	**Phoenix, AZ**
0	**0.00**	**Equipment *(cont'd)***			
39	**39.00**	Policy for video camera use in patrol cars		.11 VIDEOTAPING IN THE DWI TESTING ROOM A. Videotaping is conducted when a suspect refuses to submit to a voluntary chemical breath test or when the suspect exhibits symptoms of intoxication but the breath test does not indicate a significant level of alcohol concentration consistent with the impairment. B. The arresting officer follows the directions of the intoxilyzer/video operator in the production of the videotape. C. The videotape strives to show whether or not the suspect has normal use of his mental and physical faculties. The v	
40	**40.00**	# of aircrafts		5	10
40a	**40a**	What types?		Rotary wing	7 helicopters - 3 American Eurocopters, 3 Augusta Koalas, and 1 Augusta twin engine rescue helicopter 3 airplanes - two 172 Cessnas and one 182 Cessna
0	**0.00**	**Workload Management**			
41	**41.00**	Formal, non-emergency alternative call system?	Yes	Yes	Yes
42	**42.00**	% of police reports taken by civilians via telephone		10	33
43	**43.00**	% of civilians that take non-critical police reports in the field		0	0
44	**44.00**	How many substations are utilized?	13	6	20

			10	11	12
Q #	**Q#ID**	**Questions**	**Houston, TX**	**San Antonio, TX**	**Phoenix, AZ**
0	**0.00**	**Workload Management *(cont'd)***			
44a	**44a**	Self-contained or patrol only?	Self-contained	Self-contained	Self-contained
45	**45.00**	Policy for managing large special events	Yes	Yes	Yes
46	**46.00**	Analysis functions for each unit		Crime analysts, Management analysts, GIS techs	One officer analyst at each of the 6 precincts and a centralized Crime Analysis and Research Unit (1 civilian supervisor, 1 sergeant, 3 sworn analysts, 6 civilian analysts and 5 civilian research aides) at Headquarters.
0	**0.00**	**Special Units**			
47	**47.00**	# of dogs/officers in K-9 unit?		20	20
48	**48.00**	# of horses		0	9
	48.01	# of equestrian officers		0	5
49	**49.00**	# of officers assigned to bicycle unit?		47	38
	49.01	How is this number derived?		Calls for service	By the Chief
50	**50.00**	Airport police	Yes	No	Yes
51	**51.00**	Parks police	No	No	No
52	**52.00**	Marshall service	Yes	No	No
0	**0.00**	**Complaints**			
53	**53.00**	Manner in which complaints against officers investigated?		Review boards and internal affairs. GM 303 deals with this but is too large to attach. Please call and we'll email it to you if needed.	Complaints are routed to the Professional Standards Bureau for follow-up and investigation.

			10	11	12
Q #	**Q#ID**	**Questions**	**Houston, TX**	**San Antonio, TX**	**Phoenix, AZ**
0	**0.00**	**Compkaints *(cont'd)***			
54	**54.00**	Additional comments?		Q17-SAPD has Detective Investigator positions, these were included in your Officer; category. Homicide and Sex Crimes handle some DV and child abuse cases. Property crimes handles Pawn out of each substation. Smuggling is handled by our VICE/Intelligence unit. Narcotics handles Joint Interdiction. Q33-SAPD and the City of San Antonio use SAP software which can be accessed by all units. Members of Fiscal Services staff meet with Division Commanders to monitor budget data. Q15-Patrol districts are the same as individual patrol beats or zones. We have 114 patrol districts, which are the same as individual patrol beats.	

			13	14	15
Q #	**Q#ID**	**Questions**	**Tucson, AZ**	**Las Vegas, NV**	**Albuquerque, NM**
0	**0.00**	**General Background**			
1	**1.00**	# Sworn Emp.	1,071	3,372	983
2	**2.00**	# Non-sworn Emp.	397	1,649	560
3	**3.00**	Annual Budget	$149,739,440	$466,475,681	$130,503,000
4	**4.00**	Size of Jurisdiction (sq. miles)	227	7500	188
5	**5.00**	System by which calls are prioritized	LEVEL 1 EMERGENCY RESPONSE - An incident posing an immediate threat to life where the threat is present and on-going; and/or an incident posing an immediate threat to life involving the actual use or threatened use of a weapon. The mere presence of a weapon alone, however, without any indication of use or threat of use does not support or justify a Level 1 call. LEVEL 2 CRITICAL RESPONSE - An incident involving a situation of imminent danger to life or a high potential for a threat to life to develop or escalate. This incident must be in progress or have occurred within the past five (5) minutes.	Zero - Immediate, urgent response required by the nearest available unit. One - Immediate police response needed to prevent a more serious situation from developing. Two - Indicates no urgency in police response. Normally used for report calls, assisting citizens, calls with lengthy time lapses, etc. Three - Use for information only. No actual police response is needed.	The APD utilizes an advanced computer system that automatically prioritizes each call as it comes in to the system. A dispatcher has the option to manually change the priority of any call.

			13	14	15
Q #	**Q#ID**	**Questions**	**Tucson, AZ**	**Las Vegas, NV**	**Albuquerque, NM**
0	**0.00**	**General Background *(cont'd)***			
5	**5.00**	System by which calls are prioritized	LEVEL 3 URGENT RESPONSE - Crimes against persons or significant property crimes where a rapid response is needed and the incident is in progress, has occurred within the past 10 minutes or is about to escalate to a more serious situation. LEVEL 4 GENERAL RESPONSE - Other crimes or matters requiring police response, generally occurring more than 10-minutes prior to dispatch and having a complainant. LEVEL 5 INFORMATION RESPONSE - Call to relay information or notify officers about a situation. Calls are sent to beat books/briefing and are not dispatched by Communications.		

			13	14	15
Q #	**Q#ID**	**Questions**	**Tucson, AZ**	**Las Vegas, NV**	**Albuquerque, NM**
0	**0.00**	**General Background *(cont'd)***			
5	**5.00**	System by which calls are prioritized	LEVEL 6 BEAT CALL RESPONSE - Calls that require a police response but are not time critical and are most suitably handled by a beat officer. Level 6 calls are not dispatched by Communications. Clearance may be satisfied with conversion to a Level 5 call. LEVEL 7 NON-VERIFIED ALARM RESPONSE - For use with alarm reports to Communications that are not verified, or loud music complaints with no complainant or victim (does not include loud parties.)		
5.1	**5.10**	Can you email/fax the definition of a priority 1 / highest priority call? Email to: Erich.Fritz@ci.austin.tx.us Fax to: 512-974-2078	above	above (0 is highest)	call comm 505-833-7202.
6.1	**6.10**	Total calls for service (2006)	337,403	543,428	464,260
6.2	**6.20**	Total calls for service (2005)	344,183	511,576	447,400
6.3	**6.30**	Total calls for service (2004)	357,772	484,798	n/a

			13	14	15
Q #	**Q#ID**	**Questions**	**Tucson, AZ**	**Las Vegas, NV**	**Albuquerque, NM**
0	**0.00**	**Patrol Staffing**			
7	**7.00**	# Patrol Officers	399	1,311	430
8	**8.00**	Type of work schedule utilized	Five 8-hour shifts	Four 10-hour shifts	Four 10-hour shifts
	8.01	If other, please describe	n/a	n/a	n/a
9	**9.00**	Do you use power shifts	No	No	No
10	**10.00**	# of officers assigned to traffic functions	54	149	24
11	**11.00**	Uniformed Officers assigned to Specialized Units			
	11.01	Sworn staff (Commander's Office)	19	division commanders 1	9
	11.02	Non-sworn staff (Commander's Office)	5	1	5
	11.03	Sworn staff (Critical Incident)	9	0	0
	11.04	Non-sworn staff (Critical Incident)	1	0	0
	11.05	Sworn staff (Traffic)	2	149	26
	11.06	Non-sworn staff (Traffic)		21	2
	11.07	Sworn staff (Public Aides)		0	25
	11.08	Non-sworn staff (Public Aides)		0	0
	11.09	Sworn staff (Bicycle Detail)	34	0	23
	11.10	Non-sworn staff (Bicycle Detail)		0	0
	11.11	Sworn staff (DWI)	9	0	12
	11.12	Non-sworn staff (DWI)		0	0
	11.13	Sworn staff (K-9)	11	17	8
	11.14	Non-sworn staff (K-9)		1	0

			13	14	15
Q #	**Q#ID**	**Questions**	**Tucson, AZ**	**Las Vegas, NV**	**Albuquerque, NM**
0	**0.00**	**Patrol Staffing *(cont'd)***			
	11.15	Sworn staff (SWAT)	4	29	20
	11.16	Non-sworn staff (SWAT)		1	0
	11.17	Sworn staff (Mounted Patrol)		7	8
	11.18	Non-sworn staff (Mounted Patrol)		0	0
	11.19	Sworn staff (Special Events)	1	5	0
	11.20	Non-sworn staff (Special Events)		2	0
12	**12.00**	# Calls Handled by Patrol	289	543,428	call comm. 505-833-7202.
13	**13.00**	Maintenance of Official Minimum Staffing		ad hoc	Each area command is required to maintain 70% officer minimum. If at any time the manning level is below 70%, officers may be pulled from another area command or offered overtime.
14	**14.00**	# Patrol Districts/Sectors	5	7	5
15	**15.00**	# Ind. Beats/Zones	32	116	94
16	**16.00**	How are beats, districts, or zones established	Work load analysis, call type and frequency, natural boundaries, ward boundary's, large special event locations, population density, etc.	Changed only when new stations are opened. Based on calls for service, population and precedence calls.	Major event establishment, natural barrier, and population of an area determines beat and beat officers.
0	**0.00**	**Investigations**			
17	**17.00**	**Staffing by Unit**			
	17.01	Crime Scene Lieutenant		1	0
	17.02	Crime Scene Sergeant		0	0
	17.03	Crime Scene Officers		0	0
	17.04	Crime Scene Civilian		48	0
	17.05	***Total:***	***0***	***49***	***0***

			13	14	15
Q #	**Q#ID**	**Questions**	**Tucson, AZ**	**Las Vegas, NV**	**Albuquerque, NM**
0	**0.00**	**Investigations *(cont'd)***			
	17.06	Crisis Intervention Lieutenant		0	0
	17.07	Crisis Intervention Sergeant		1	1
	17.08	Crisis Intervention Officers		0	5
	17.09	Crisis Intervention Civilian		0	0
	17.10	***Total:***	***0***	***1***	***6***
	17.11	Homicide Lieutenant	1	1	1
	17.12	Homicide Sergeant	1	2	1
	17.13	Homicide Officers	8	27	10
	17.14	Homicide Civilians	1	2	0
	17.15	***Total:***	***11***	***32***	***12***
	17.16	Child Abuse Lieutenants	1	0	1
	17.17	Child Abuse Sergeants	2	0	1
	17.18	Child Abuse Officers	16	0	10
	17.19	Child Abuse Civilians	3	12	1
	17.20	***Total:***	***22***	***12***	***13***
	17.21	Domestic Violence Lieutenants		1	0
	17.22	Domestic Violence Sergeants	1	2	1
	17.23	Domestic Violence Officers	8	18	4
	17.24	Domestic Violence Civilians	1	5	0
	17.25	***Total:***	***10***	***26***	***5***
	17.26	Sex Crimes Lieutenant		1	1
	17.27	Sex Crimes Sergeants	1	2	1
	17.28	Sex Crimes Officers	10	18	8

			13	14	15
Q #	**Q#ID**	**Questions**	**Tucson, AZ**	**Las Vegas, NV**	**Albuquerque, NM**
0	**0.00**	**Investigations *(cont'd)***			
	17.29	Sex Crimes Civilians	2	8	1
	17.30	***Total:***	***13***	***29***	***11***
	17.31	Robbery Lieutenant		1	1
	17.32	Robbery Sergeants	1	2	1
	17.33	Robbery Officers	8	32	8
	17.34	Robbery Civilians	1	2	0
	17.35	***Total:***	***10***	***37***	***10***
	17.36	Crime Analyst Lieutenants		0	0
	17.37	Crime Analyst Sergeants		0	0
	17.38	Crime Analyst Officers		0	0
	17.39	Crime Analyst Civilians	2	12	0
	17.40	***Total:***	***2***	***12***	***0***
	17.41	Auto Theft Lieutenants	1	1	1
	17.42	Auto Theft Sergeants	2	2	1
	17.43	Auto Theft Officers	12	18	11
	17.44	Auto Theft Civilians	2	6	1
	17.45	***Total:***	***17***	***27***	***14***
	17.46	Pawn Lieutenants		0	0
	17.47	Pawn Sergeants	1	0	0
	17.48	Pawn Officers	6	0	1
	17.49	Pawn Civilians	4	3	0
	17.50	***Total:***	***11***	***3***	***1***
	17.51	Organized Crime Lieutenants		2	0
	17.52	Organized Crime Sergeants		5	0
	17.53	Organized Crime Officers		22	0
	17.54	Organized Crime Civilians		7	0

			13	14	15
Q #	**Q#ID**	**Questions**	**Tucson, AZ**	**Las Vegas, NV**	**Albuquerque, NM**
0	**0.00**	**Investigations *(cont'd)***			
	17.55	***Total:***	***0***	***36***	***0***
	17.56	Vice Lieutenants		1	0
	17.57	Vice Sergeants		5	1
	17.58	Vice Officers		32	7
	17.59	Vice Civilians		2	0
	17.60	***Total:***	***0***	***40***	***8***
	17.61	Gang Lieutenants		2	0
	17.62	Gang Sergeants		7	1
	17.63	Gang Officers		48	6
	17.64	Gang Civilians		9	1
	17.65	***Total:***	***0***	***66***	***8***
	17.66	Forensics Lieutenants		0	1
	17.67	Forensics Sergeants		0	2
	17.68	Forensics Officers		0	25
	17.69	Forensics Civilians		50	15
	17.70	***Total:***	***0***	***50***	***43***
	17.71	Homeland Security/Strategic Information Lieutenant		3	2
	17.72	Homeland Security/Strategic Information Sergeant		4	3
	17.73	Homeland Security/Strategic Information Officers		17	13
	17.74	Homeland Security/Strategic Information Civilians		14	26

			13	14	15
Q #	**Q#ID**	**Questions**	**Tucson, AZ**	**Las Vegas, NV**	**Albuquerque, NM**
0	**0.00**	**Investigations *(cont'd)***			
	17.75	Homeland Security/Intelligence-Dignitary Protection Lieutenant		0	0
	17.76	Homeland Security/Intelligence-Dignitary Protection Sergeant		0	0
	17.77	Homeland Security/Intelligence-Dignitary Protection Officers		0	0
	17.78	Homeland Security/Intelligence-Dignitary Protection Civilians		0	0
	17.79	Homeland Security/Joint Interdiction Lieutenants		0	0
	17.80	Homeland Security/Joint Interdiction Sergeants		0	0
	17.81	Homeland Security/Joint Interdiction Officers		0	0
	17.82	Homeland Security/Joint Interdiction Civilians		0	0
	17.83	Homeland Security/Smuggling Detail Lieutenants		0	0
	17.84	Homeland Security/Smuggling Detail Sergeants		0	0

			13	14	15
Q #	**Q#ID**	**Questions**	**Tucson, AZ**	**Las Vegas, NV**	**Albuquerque, NM**
0	**0.00**	**Investigations *(cont'd)***			
	17.85	Homeland Security/Smuggling Detail Officers		0	0
	17.86	Homeland Security/Smuggling Detail Civilians		0	0
	17.87	Homeland Security/Bomb Detail-Hazmat Lieutenant	1	0	0
	17.88	Homeland Security/Bomb Detail-Hazmat Sergeants	1	0	1
	17.89	Homeland Security/Bomb Detail-Hazmat Officers	4	0	6
	17.90	Homeland Security/Bomb Detail-Hazmat Civilians		0	0
	17.91	***Total:***	***6***	***0***	***7***
18	**18.00**	Do you have a formal case mgmt. system?	Yes	Yes	No
	18.01	If yes, is it computerized?	Yes	Yes	n/a
	18.02	Software	Extra Personal Client-Attachmate	home-grown	n/a
19	**19.00**	Average Caseload (per det., per month)	30	n/a	20
20	**20.00**	Do you have a policy for internal investigations?	Yes	Yes	Yes
21	**21.00**	Are investigating officers routinely assigned to temp. patrol duty?	No	No	No
22	**22.00**	Are undercover officers used for uniformed duty?	No	No	No
23	**23.00**	Are non-sworn employees used for field evidence collection?	Yes	Yes	Yes

			13	14	15
Q #	**Q#ID**	**Questions**	**Tucson, AZ**	**Las Vegas, NV**	**Albuquerque, NM**
0	**0.00**	**Investigations *(cont'd)***			
23	**23.00**	Are non-sworn employees used for securing crime scenes?		Yes	n/a
23	**23.00**	Are non-sworn employees used for crime scene processing?	Yes	Yes	Yes
0	**0.00**	**Training**			
24	**24.00**	How is training achieved?	Tucson Police Training Center, AZPOST	Internal	in house state of New Mexico satellite academy
25	**25.00**	# of weeks for new cadet training	52	21	24
26	**26.00**	# new cadet classes per year	365	12	5
27	**27.00**	Average new cadet class size	30	40	18
28	**28.00**	Do you have a lateral entry program?	Yes	Yes	Yes
29	**29.00**	Describe training for newly promoted supervisors	40-hour	On the above questions, I assume you are talking about academy training. One week class for newly promoted supervisors. Cadets 18-21 who can do field reports.	at least 40 hours police training and 40 hours City training
0	**0.00**	**Planning/Management**			
30	**30.00**	Do you engage in formal strategic planning?	Yes	No	Yes
31	**31.00**	Are formal performance measures used to gauge unit performance?	Yes	Yes	Yes
32	**32.00**	What type of division level input is allowed for budget development?	Needs assessment, equipment replacement, capital needs	Units prepare their own budget and must justify each section.	n/a

			13	14	15
Q #	**Q#ID**	**Questions**	**Tucson, AZ**	**Las Vegas, NV**	**Albuquerque, NM**
0	**0.00**	**Planning/Management *(cont'd)***			
33	**33.00**	Are formal monthly budget reports distributed to each division?	Yes	No	Yes
34	**34.00**	Where are purchasing decisions made?	depends on purchase type and amount	division level	Fiscal Management Division of APD
35	**35.00**	Are division commanders held accountable for budgets?	Yes	Yes	Yes
35.1	**35.10**	What controls exist to ensure division stays within budget?	Budget office oversight	budget office oversight	lt. and capts
0	**0.00**	**Secondary Employment title**			
36	**36.00**	Secondary Employment Allowed?	Yes	Yes	Yes
	36.01	If yes, what ranks may participate?	Captain and below	All	n/a
	36.02	Formal policy on secondary employment	Yes	Yes	Yes
	36.03	Is dept. staff utilized to coordinate secondary employment?	Yes	Yes	No
0	**0.00**	**Equipment**			
37	**37.00**	# of motorcycles	40	160	20
	37.01	What capacity are they used?	Traffic Enforcement, Special Events/Escorts, auto accidents and DUI	Traffic patrol	traffic enforcement, crash reports, courts
	37.02	Are they allowed for take home?	No	Yes	Yes

			13	14	15
Q #	**Q#ID**	**Questions**	**Tucson, AZ**	**Las Vegas, NV**	**Albuquerque, NM**
0	**0.00**	**Equipment *(cont'd)***			
38	**38.00**	For what are laptops in the patrol cars used?		Pilot program just starting. Used for all purposes including CAD	call dispatch, issue traffic citations, write crash reports, MVD checks, warrant checks, NCIC
39	**39.00**	Policy for video camera use in patrol cars	Being studied	n/a	n/a
40	**40.00**	# of aircrafts	3	8	2
40a	**40a**	What types?	Two Bell helicopters and a fixed wing Cessna	7 helicopters and one fixed wing.	1 plane, 1 helicopter
0	**0.00**	**Workload Management**			
41	**41.00**	Formal, non-emergency alternative call system?	Yes	Yes	n/a
42	**42.00**	% of police reports taken by civilians via telephone	0	n/a	n/a
43	**43.00**	% of civilians that take non-critical police reports in the field	0	n/a	n/a
44	**44.00**	How many substations are utilized?	5	7	10
44a	**44a**	Self-contained or patrol only?	Patrol only	Patrol only	Self-contained
45	**45.00**	Policy for managing large special events	Yes	Yes	Yes
46	**46.00**	Analysis functions for each unit	Criminal Intelligence Officer (CIO)	Some Crime analysts in specialized units – all other crime analysts are centrally located in the Deployment Operations Center (DOC).	Traffic analysis unit analyzes data. Hot spot analysis done by the crime analysis unit. Crime analysis does not compile clearance rates
0	**0.00**	**Special Units**			
47	**47.00**	# of dogs/officers in K-9 unit?	8	35	8
48	**48.00**	# of horses		11	8
	48.01	# of equestrian officers		6	8

			13	14	15
Q #	**Q#ID**	**Questions**	**Tucson, AZ**	**Las Vegas, NV**	**Albuquerque, NM**
49	**49.00**	# of officers assigned to bicycle unit?	34	n/a	0
	49.01	How is this number derived?		n/a	0
50	**50.00**	Airport police	No	Yes	No
51	**51.00**	Parks police	No	No	No
52	**52.00**	Marshall service	No	No	No
53	**53.00**	Manner in which complaints against officers investigated?	By the Office of Professional Standards/IAD. Detectives are assigned to complete the bulk of the investigative work with oversight and review by Sergeants and a Commander	Not sure what you are looking for here. Complaints are received anywhere within the department and then investigated.	Internal Affairs Unit
54	**54.00**	Additional comments?		It's difficult to answer some questions because we aren't aligned the same as your questions (i.e., bicycle units are assigned to each station, not just a single unit. Same is true for some other questions.	

			16	17	18
Q #	**Q#ID**	**Questions**	**Portland, OR**	**San Diego, CA**	**Seattle, WA**
0	**0.00**	**General Background**			
1	**1.00**	# Sworn Emp.	1,015	2,128	1,277
2	**2.00**	# Non-sworn Emp.	266	691	475
3	**3.00**	Annual Budget	$141,000,000	$404,000,000	$208,000,000
4	**4.00**	Size of Jurisdiction (sq. miles)	147	333	143
5	**5.00**	System by which calls are prioritized	Calls are arraigned priority 1 through 5 with 1 being the highest priority. 1 and 2 get dispatched immediately via voice by the dispatcher, 3, 4, and 5 get placed on the officers car computer to be self-dispatched.	The Dispatch Priority System has five levels: ¡ Priority E: Dispatch immediately. Priority E calls involve an imminent threat to life. Examples include: officer or person down, no detail accident, attempt suicide. ¡ Priority One: Dispatch immediately. Priority One calls involve serious crimes in progress or a threat to life. Examples include: missing children, child abuse, Domestic Violence, disturbances involving weapons or violence and bomb threats.	Priorities - 0 - Critical 1 - Immediate 2 - Urgent 3 - Prompt 4 - As Available

			16	17	18
Q #	**Q#ID**	**Questions**	**Portland, OR**	**San Diego, CA**	**Seattle, WA**
0	**0.00**	**General Background *(cont'd)***			
5	**5.00**	System by which calls are prioritized		¡ Priority Two: Dispatch as quickly as possible. Priority Two calls involve complaints regarding less serious crimes where there is no threat to life. Examples include: prowlers who have left, preserve the peace, crime reports for citizens standing by at an inconvenient location, blocked driveway when the caller is waiting to leave, injured animals, loud parties with mitigating circumstances. i Priority Three: Dispatch as quickly as possible. Priority Three calls involve minor crimes or requests for service which are not urgent. Examples include: investigating a cold crime, a non-violent drunk person in public, loud parties involving noise only. ¡ Priority Four: Dispatch when no higher priority calls are waiting. Priority Four calls involve minor requests for police service. Examples include: found property, most parking violations, etc. (c) The dispatch priority system is designed to be only a guide as a higher or lower priority may be more appropriate.	

			16	17	18
Q #	**Q#ID**	**Questions**	**Portland, OR**	**San Diego, CA**	**Seattle, WA**
0	**0.00**	**General Background *(cont'd)***			
5.1	**5.10**	Can you email/fax the definition of a priority 1 / highest priority call? Email to: Erich.Fritz@ci.austin.tx.us Fax to: 512-974-2078	2.5.2 Priority E (Emergency) 1. In-progress incidents where a life is in imminent danger. 2. Entry of a Priority "E" incident will send an automated EMER message to all BOEC terminals. Note: Since automated EMER messages are only sent on Priority E incidents, a manual Hot Incident notification must be sent on other priority incidents. 2.5.3 Priority 1 (Urgent) 1. In-progress incidents when a life could be in danger (e.g., subject could possibly have a weapon). 2. Assigned to incomplete 9-1-1 calls.	above	There are two means available to the dispatcher for determining the relative urgency of each request for service: (1) the extenuating factors and (2) the precedence code assigned by the operator who created the event. Extenuating Factors - The extenuating factors for each call are comprised of (a) the information recorded in the event format, and (b) factors known to the experienced dispatcher. These factors are discussed again at greater length in the Resource Management sub-sections because of their significant role in determining the proper field unit response to each call. These factors are introduced here because they are also a part of correctly evaluating and assigning a priority to each call received. A) Weapon Information What type of weapon is involved? A contact weapon, or a gun capable of inflicting injury from a distance? The presence of a weapon or weapons increases the possibility or probability of injury or damage, and thus increases the urgency for a police response.

			16	17	18
Q #	**Q#ID**	**Questions**	**Portland, OR**	**San Diego, CA**	**Seattle, WA**
0	**0.00**	**General Background *(cont'd)***			
5.1	**5.10**	Can you email/fax the definition of a priority 1 / highest priority call? Email to: Erich.Fritz@ci.austin.tx.us Fax to: 512-974-2078			B) Mental Condition Violence or the potential for violence increases the urgency of a call. C) Under Influence of Alcohol or Drug. Persons using alcohol or drugs have an increased potential for violence and their involvement in a situation increases the urgency of the call. D) Number of Persons Involved The greater the number of persons involved in a situation which is enforcement/apprehension, the greater the likelihood of the situation deteriorating because of a delay in dispatch. E) Time of Day/Weather Conditions For example, an accident in the middle of a busy arterial after dark during rainy weather clearly poses a greater hazard to other motorists than one on a back road in broad daylight. Hours of darkness, or weather conditions which restrict visibility or create hazards, increase dispatch urgency.

			16	17	18
Q #	**Q#ID**	**Questions**	**Portland, OR**	**San Diego, CA**	**Seattle, WA**
0	**0.00**	**General Background *(cont'd)***			
5.1	**5.10**	Can you email/fax the definition of a priority 1 / highest priority call? Email to: Erich.Fritz@ci.austin.tx.us Fax to: 512-974-2078			F) Location of the Call Some areas of the city are geographically more hazardous than others if calls in those areas are not handled promptly - busy arterials in the case of traffic accidents, or densely populated areas in which crowds are likely to be drawn if a situation is not brought under control as quickly as possible. Precedence Codes - In addition to the extenuating factors within each call, the precedence code provides the other guideline for dispatchers in assessing urgency. The guidelines for operator-assigned precedence codes 0 through 4 are discussed in the section Precedence Codes, 5.10180. The following guidelines are "translations" of each code, in terms of urgency of dispatch: 0 — Dispatch immediately (as soon as the Chief Dispatcher has completed his/her initial broadcast.

			16	17	18
Q #	**Q#ID**	**Questions**	**Portland, OR**	**San Diego, CA**	**Seattle, WA**
0	**0.00**	**General Background *(cont'd)***			
5.1	**5.10**	Can you email/fax the definition of a priority 1 / highest priority call? Email to: Erich.Fritz@ci.austin.tx.us Fax to: 512-974-2078			1 — Only slightly less urgent than 0; can be held only as long as it takes to free units if none are available, including terminating 931/eating and 932/coffee downtimes. 2 — Send any available unit(s) within reasonable proximity to the call (adjacent districts, sectors), or selectively "free" unit(s) from other assignment(s) to respond. (Follow the Aggressive Dispatching Policy for precedence 2 and above calls, section 6.35.090). 3 — Can hold until unit available, with thirty-minute call—back procedure. 4 — Can hold until all other precedence calls are dispatched, with thirty-minute call-back procedure. Assessing Urgency Within Precedence Category - At any given point in time, the zone dispatcher may have a number of waiting calls which all share the same precedence code. It is self-evident that not all calls within a single precedence category will be of equal urgency.

			16	17	18
Q #	**Q#ID**	**Questions**	**Portland, OR**	**San Diego, CA**	**Seattle, WA**
0	**0.00**	**General Background *(cont'd)***			
5.1	**5.10**	Can you email/fax the definition of a priority 1 / highest priority call? Email to: Erich.Fritz@ci.austin.tx.us Fax to: 512-974-2078			The following guidelines are offered for assessing the relative urgency of waiting events with the same precedence code. 1) The nature of the call and its extenuating factors are used to "sort" events within precedence categories: increased or increasing potential for harm to persons or damage to property increases the urgency of dispatch. For example, a non-injury traffic accident in which the vehicles are blocking the roadway may be precedence 3. A routine "fender-bender" accident, with no injuries, that is not blocking, will also be a precedence 3 • If these calls were received at about the same time by the zone dispatcher, the blocking accident is dispatched first, as the vehicles blocking the roadway constitutes an inherent potential problem.

			16	17	18
Q #	**Q#ID**	**Questions**	**Portland, OR**	**San Diego, CA**	**Seattle, WA**
0	**0.00**	**General Background *(cont'd)***			
5.1	**5.10**	Can you email/fax the definition of a priority 1 / highest priority call? Email to: Erich.Fritz@ci.austin.tx.us Fax to: 512-974-2078			2) The longer a precedence 3 event waits, the more urgent it becomes to dispatch it. Dispatch delay is a situation to be avoided and/or limited whenever possible, in the interest of providing prompt, responsive service to citizens, particularly those who are the victims of crimes. This is the reason events are sorted in the event summary, within precedence category, with the "oldest" event first. As with so much of both workload and resource management, these guidelines are taken together with the guidelines for the other aspects of dispatching, and together they provide a basis for classifying and sorting calls, determining the extent of response each requires, and assigning the most appropriate units.
6.1	**6.10**	Total calls for service (2006)	227,000	618695 - Question 6: Dispatched Calls Only, not total calls received	233,511
6.2	**6.20**	Total calls for service (2005)	244,000	644223 - Question 6: Dispatched Calls Only, not total calls received	234,380
6.3	**6.30**	Total calls for service (2004)	260,000	670019 - Question 6: Dispatched Calls Only, not total calls received	233,076

			16	17	18
Q #	**Q#ID**	**Questions**	**Portland, OR**	**San Diego, CA**	**Seattle, WA**
0	**0.00**	**Patrol Staffing**			
7	**7.00**	# Patrol Officers	383	870	525
8	**8.00**	Type of work schedule utilized	Four 10-hour shifts	Four 10-hour shifts	Other
	8.01	If other, please describe	n/a	n/a	Four 9 hour shifts
9	**9.00**	Do you use power shifts	No	Yes	No
10	**10.00**	# of officers assigned to traffic functions	51	94	50
11	**11.00**	Uniformed Officers assigned to Specialized Units		362	175
	11.01	Sworn staff (Commander's Office)	5	2	3
	11.02	Non-sworn staff (Commander's Office)	0	3	5
	11.03	Sworn staff (Critical Incident)	0	4	6
	11.04	Non-sworn staff (Critical Incident)	0	0	0
	11.05	Sworn staff (Traffic)	51	188	64
	11.06	Non-sworn staff (Traffic)	2	78	3
	11.07	Sworn staff (Public Aides)	0	0	0
	11.08	Non-sworn staff (Public Aides)	0	0	1
	11.09	Sworn staff (Bicycle Detail)	0	16	30
	11.10	Non-sworn staff (Bicycle Detail)	0	0	0
	11.11	Sworn staff (DWI)	0	0	7
	11.12	Non-sworn staff (DWI)	0	0	0
	11.13	Sworn staff (K-9)	8	46	15
	11.14	Non-sworn staff (K-9)	0	0	0

			16	17	18
Q #	**Q#ID**	**Questions**	**Portland, OR**	**San Diego, CA**	**Seattle, WA**
0	**0.00**	**Patrol Staffing *(cont'd)***			
	11.15	Sworn staff (SWAT)	30	16	29
	11.16	Non-sworn staff (SWAT)	0	0	0
	11.17	Sworn staff (Mounted Patrol)	6	9	5
	11.18	Non-sworn staff (Mounted Patrol)	0	0	1
	11.19	Sworn staff (Special Events)	0	0	6
	11.20	Non-sworn staff (Special Events)	0	0	0
12	**12.00**	# Calls Handled by Patrol	1,891	623,940	2,490
13	**13.00**	Maintenance of Official Minimum Staffing	Each precinct shift has a set minimum staffing number; based on calls for service, area of coverage, etc. If enough officers are not available to meet minimum staffing levels, we will hire officers on overtime to reach the minimum staffing level.	A saturation formula that factors in average number of calls, hours in a shift, time spent actively on calls, the expected percent of shift spent on administrative tasks, etc. is the basis of the minimal staffing plan. The plan is shifted to deal with other environmental factors such as special events, etc. The department as a whole is activity driven and staffing allocation is fluid.	Patrol Deployment Unit advises Deputy Chief of Operations, who makes adjustments among precincts
14	**14.00**	# Patrol Districts/Sectors	62	9	20
15	**15.00**	# Ind. Beats/Zones	62	122	64

			16	17	18
Q #	**Q#ID**	**Questions**	**Portland, OR**	**San Diego, CA**	**Seattle, WA**
0	**0.00**	**Patrol Staffing *(cont'd)***			
16	**16.00**	How are beats, districts, or zones established	Districts per precinct are established mainly based on neighborhood association boundaries. They are then adjusted due to environmental barriers; freeways, rivers, mountains, etc.	Beats were established under a community policing model and correspond to geographical divisions of perceived neighborhood, 122 of which currently exist in the City of San Diego. Each Beat may be moved between service areas and divisions on a bi-annual basis. Actual changes in geographic boundaries of neighborhoods/beats occur at the request of the community served through a survey process regarding perceived neighborhood boundaries. This information is matched against GIS information to provide the closest geographic match to perceived neighborhood.	We are in the process of compiling workload stats (calls for service, service time) and using the data in a computer program, Geo Balance, to create equal sectors and equal precincts.
0	**0.00**	**Investigations**			
17	**17.00**	Staffing by Unit	The empty blanks ~~in prior questions~~ are due to officers not specifically assigned to a task. Many tasks are completed by one sworn member so in order to fill out the individual boxes, the data will not be clean	Personnel Allocation questions: The allocations where responses are made are estimated since the study questions do not match the department structure, and because many of the specialized units listed are contained within other units or are designated personnel assigned other duties and only activated on to a team when the need for that team arises.	
	17.01	Crime Scene Lieutenant	0	0	0
	17.02	Crime Scene Sergeant	1	0	1
	17.03	Crime Scene Officers	8	0	3
	17.04	Crime Scene Civilian	0	0	0

			16	17	18
Q #	**Q#ID**	**Questions**	**Portland, OR**	**San Diego, CA**	**Seattle, WA**
0	**0.00**	**Investigations *(cont'd)***			
	17.05	***Total:***	***9***	***0***	***4***
	17.06	Crisis Intervention Lieutenant	0	0	0
	17.07	Crisis Intervention Sergeant	0	0	1
	17.08	Crisis Intervention Officers	0	0	1
	17.09	Crisis Intervention Civilian	0	0	0
	17.10	***Total:***	***0***	***0***	***2***
	17.11	Homicide Lieutenant	0	2	1
	17.12	Homicide Sergeant	1	6	3
	17.13	Homicide Officers	6	20	20
	17.14	Homicide Civilians	0	1	3
	17.15	***Total:***	***7***	***29***	***27***
	17.16	Child Abuse Lieutenants	0	0	0
	17.17	Child Abuse Sergeants	1	3	1
	17.18	Child Abuse Officers	8	14	3
	17.19	Child Abuse Civilians	0	3	0
	17.20	***Total:***	***9***	***20***	***4***
	17.21	Domestic Violence Lieutenants	0	1	1
	17.22	Domestic Violence Sergeants	1	4	2
	17.23	Domestic Violence Officers	8	25	15
	17.24	Domestic Violence Civilians	0	1	5
	17.25	***Total:***	***9***	***31***	***23***
	17.26	Sex Crimes Lieutenant	0	1	1
	17.27	Sex Crimes Sergeants	1	2	2

			16	17	18
Q #	**Q#ID**	**Questions**	**Portland, OR**	**San Diego, CA**	**Seattle, WA**
0	**0.00**	**Investigations *(cont'd)***			
	17.28	Sex Crimes Officers	8	13	17
	17.29	Sex Crimes Civilians	0	1	1
	17.30	***Total:***	***9***	***17***	***21***
	17.31	Robbery Lieutenant	0	1	1
	17.32	Robbery Sergeants	1	3	1
	17.33	Robbery Officers	8	14	11
	17.34	Robbery Civilians	0	3	0
	17.35	***Total:***	***9***	***21***	***13***
	17.36	Crime Analyst Lieutenants	0	0	0
	17.37	Crime Analyst Sergeants	1	0	1
	17.38	Crime Analyst Officers	9	0	5
	17.39	Crime Analyst Civilians	4	11	0
	17.40	***Total:***	***14***	***11***	***6***
	17.41	Auto Theft Lieutenants	0	0	0
	17.42	Auto Theft Sergeants	0	2	1
	17.43	Auto Theft Officers	0	9	11
	17.44	Auto Theft Civilians	0	1	1
	17.45	***Total:***	***0***	***12***	***13***
	17.46	Pawn Lieutenants	0	0	0
	17.47	Pawn Sergeants	1	0	1
	17.48	Pawn Officers	2	0	3
	17.49	Pawn Civilians	0	0	1
	17.50	***Total:***	***3***	***0***	***5***
	17.51	Organized Crime Lieutenants	0	1	0
	17.52	Organized Crime Sergeants	0	3	0
	17.53	Organized Crime Officers	0	10	0
	17.54	Organized Crime Civilians	0	1	0
	17.55	***Total:***	***0***	***15***	***0***

			16	17	18
Q #	**Q#ID**	**Questions**	**Portland, OR**	**San Diego, CA**	**Seattle, WA**
0	**0.00**	**Investigations *(cont'd)***			
	17.56	Vice Lieutenants	0	1	1
	17.57	Vice Sergeants	2	5	2
	17.58	Vice Officers	12	15	8
	17.59	Vice Civilians	0	12	2
	17.60	***Total:***	***14***	***33***	***13***
	17.61	Gang Lieutenants	0	1	0
	17.62	Gang Sergeants	2	9	1
	17.63	Gang Officers	10	47	6
	17.64	Gang Civilians	0	2	0
	17.65	***Total:***	***12***	***59***	***7***
	17.66	Forensics Lieutenants	0	0	0
	17.67	Forensics Sergeants	0	1	1
	17.68	Forensics Officers	0	3	3
	17.69	Forensics Civilians	0	66	13
	17.70	***Total:***	***0***	***70***	***17***
	17.71	Homeland Security/Strategic Information Lieutenant	0	0	1
	17.72	Homeland Security/Strategic Information Sergeant	0	0	1
	17.73	Homeland Security/Strategic Information Officers	0	0	4
	17.74	Homeland Security/Strategic Information Civilians	0	0	1
	17.75	Homeland Security/Intelligence-Dignitary Protection Lieutenant	0	0	0

			16	17	18
Q #	**Q#ID**	**Questions**	**Portland, OR**	**San Diego, CA**	**Seattle, WA**
0	**0.00**	**Investigations *(cont'd)***			
	17.76	Homeland Security/Intelligence-Dignitary Protection Sergeant	0	0	0
	17.77	Homeland Security/Intelligence-Dignitary Protection Officers	0	0	1
	17.78	Homeland Security/Intelligence-Dignitary Protection Civilians	0	0	0
	17.79	Homeland Security/Joint Interdiction Lieutenants	0	0	0
	17.80	Homeland Security/Joint Interdiction Sergeants	0	0	0
	17.81	Homeland Security/Joint Interdiction Officers	0	15	3
	17.82	Homeland Security/Joint Interdiction Civilians	0	0	0
	17.83	Homeland Security/Smuggling Detail Lieutenants	0	0	0
	17.84	Homeland Security/Smuggling Detail Sergeants	0	0	0
	17.85	Homeland Security/Smuggling Detail Officers	0	0	0
	17.86	Homeland Security/Smuggling Detail Civilians	0	0	0

			16	17	18
Q #	**Q#ID**	**Questions**	**Portland, OR**	**San Diego, CA**	**Seattle, WA**
0	**0.00**	**Investigations *(cont'd)***			
	17.87	Homeland Security/Bomb Detail-Hazmat Lieutenant	0	0	1
	17.88	Homeland Security/Bomb Detail-Hazmat Sergeants	1	0	2
	17.89	Homeland Security/Bomb Detail-Hazmat Officers	3	0	7
	17.90	Homeland Security/Bomb Detail-Hazmat Civilians	0	0	1
	17.91	***Total:***	***4***	***0***	***11***
18	**18.00**	Do you have a formal case mgmt. system?	Yes	Yes	Yes
	18.01	If yes, is it computerized?	No	Yes	Yes
	18.02	Software	n/a	Sierra Systems	home built in records system
19	**19.00**	Average Caseload (per det., per month)	homicide 1/det/mo.	to varied to say	n/a, varies too much
20	**20.00**	Do you have a policy for internal investigations?	Yes	Yes	Yes
21	**21.00**	Are investigating officers routinely assigned to temp. patrol duty?	No	No	No
22	**22.00**	Are undercover officers used for uniformed duty?	No	Yes	No
23	**23.00**	Are non-sworn employees used for field evidence collection?	n/a	Yes	No
23	**23.00**	Are non-sworn employees used for securing crime scenes?	no	Yes	No
23	**23.00**	Are non-sworn employees used for crime scene processing?	no	Yes	No

			16	17	18
Q #	**Q#ID**	**Questions**	**Portland, OR**	**San Diego, CA**	**Seattle, WA**
0	**0.00**	**Training**			
24	**24.00**	How is training achieved?	We have our own training division	Training & Development Unit in cooperative agreement with Community Colleges to fulfill State mandated training. The Training & Development Unit also coordinates training with outside agencies, through conferences and with other training entities, including department unit to unit training. Assumed below is Academy Training Only.	Washington State Criminal Justice Training Commission
25	**25.00**	# of weeks for new cadet training	16	41	16
26	**26.00**	# new cadet classes per year	20	4	14
27	**27.00**	Average new cadet class size	35	30	30
28	**28.00**	Do you have a lateral entry program?	Yes	Yes	Yes
29	**29.00**	Describe training for newly promoted supervisors	Sergeants receive a two week sergeant academy. Detective receive coaches for their specific detailed assignment.	80 hours through state and 80 in-house	WSCJTC First Line Supervision - State Mandated
0	**0.00**	**Planning/Management**			
30	**30.00**	Do you engage in formal strategic planning?	Yes	Yes	Yes
31	**31.00**	Are formal performance measures used to gauge unit performance?	Yes	Yes	Yes

			16	17	18
Q #	**Q#ID**	**Questions**	**Portland, OR**	**San Diego, CA**	**Seattle, WA**
0	**0.00**	**Planning/Management *(cont'd)***			
32	**32.00**	What type of division level input is allowed for budget development?	Command staff and above	Programs, performance, staffing needs/ actuals, equipment, overtime, special assignments & pay, impact of changes in equipment staffing allocation to performance of duties, special program establishment and continuance, etc.	Annual requests as part of formal budget process
33	**33.00**	Are formal monthly budget reports distributed to each division?	Yes	No	No
34	**34.00**	Where are purchasing decisions made?	Commanders and above	City General Services Department w/ input from PD Division & PD Fiscal Services	Deputy Chief of Administration
35	**35.00**	Are division commanders held accountable for budgets?	Yes	Yes	Yes
35.1	**35.10**	What controls exist to ensure division stays within budget?	Simple documentation of spending and then budget freezes and the end of the budget year.	Quarterly Management reports and continued interaction between Division Commanders and Fiscal Services Analysts keep commanders informed of budget status. Division Commanders report out quarterly to Chief's Executive Board. The Board makes executive decisions about where over expenditures in one division can be compensated for with savings in other areas. Overall budget is overseen by Fiscal Program Manager and Executive Assistant Chief of Police.	Regular review of expenditure data against plan

			16	17	18
Q #	**Q#ID**	**Questions**	**Portland, OR**	**San Diego, CA**	**Seattle, WA**
0	**0.00**	**Secondary Employment Yitle**			
36	**36.00**	Secondary Employment Allowed?	Yes	Yes	Yes
	36.01	If yes, what ranks may participate?	Officers and Sergeants	All.	Officers and Sergeants only
	36.02	Formal policy on secondary employment	Yes	Yes	Yes
	36.03	Is dept. staff utilized to coordinate secondary employment?	Yes	Yes	No
0	**0.00**	**Equipment**			
37	**37.00**	# of motorcycles	35	58	36
	37.01	What capacity are they used?	Normal traffic patrol	Traffic Patrol	Traffic Enforcement
	37.02	Are they allowed for take home?	Yes	Yes	Yes
38	**38.00**	For what are laptops in the patrol cars used?	We do not have laptops in our patrol cars. This concept is being examined currently.	Automated Field Reporting, Email, LE secure websites, Department LAN System	We are in the process of creating a policy for an upcoming distribution of lap tops to all sworn officers
39	**39.00**	Policy for video camera use in patrol cars	A couple of our traffic d.u.i.i. cars have video cameras only.	We currently have a few cameras for testing purposes.	In Car video is new to our Department and we are in the process of creating the policy.
40	**40.00**	# of aircrafts	2	6	0
40a	**40a**	What types?	Fixed wing single prop aircraft	4 Eurocopter AS-350 B3 2 Fixed Wing Cissna 182-RG	n/a

			16	17	18
Q #	**Q#ID**	**Questions**	**Portland, OR**	**San Diego, CA**	**Seattle, WA**
0	**0.00**	**Workload Management**			
41	**41.00**	Formal, non-emergency alternative call system?	Yes	n/a - Lack of response: In many places the meaning of the question was unclear and no answer was given. As example, question 41 might refer to a 311 system, which we do not have or may refer to a secondary public line that activates only when the primary communications division is disabled and the communications center moved to it's alternative operations center.	Yes
42	**42.00**	% of police reports taken by civilians via telephone	0	yes mostly property and cold crimes	0
43	**43.00**	% of civilians that take non-critical police reports in the field	0	yes mostly property and cold crimes	0
44	**44.00**	How many substations are utilized?	7	10	9
44a	**44a**	Self-contained or patrol only?	Self-contained	Self-contained	Self-contained
45	**45.00**	Policy for managing large special events	Yes	Yes	Yes
46	**46.00**	Analysis functions for each unit	unit commander provides this information to the chief's office	There is a centralized Crime Analysis unit staffed with 6 analysts and 2 supervising analysts. Each analyst is assigned several units, including area stations, investigation, support and administrative groups. The analyst series is a cross disciplinary series throughout the City. There is an analyst stationed at Traffic Division who performs traffic studies in addition to fiscal, grant writing, and other duties.	The Criminal Analysis Unit performs analysis for each precinct and the sergeant of each detective unit is responsible for his or her own unit.

			16	17	18
Q #	**Q#ID**	**Questions**	**Portland, OR**	**San Diego, CA**	**Seattle, WA**
0	**0.00**	**Special Units**			
47	**47.00**	# of dogs/officers in K-9 unit?	8	57	13
48	**48.00**	# of horses	10	10	8
	48.01	# of equestrian officers	6	12	5
49	**49.00**	# of officers assigned to bicycle unit?	0	30	30
	49.01	How is this number derived?	n/a	This is not a separate unit, but groups of six officers are assigned to bike patrol based on seasonal and event activity needs. The officers are assigned to standard patrol units when not actively patrolling on bikes.	Each precinct staffs as many bike officers as their staffing allows. Increased unit size during summer months in most precincts.
50	**50.00**	Airport police	No	No	No
51	**51.00**	Parks police	No	No	No
52	**52.00**	Marshall service	No	No	No
0	**0.00**	**Complaints**			
53	**53.00**	Manner in which complaints against officers investigated?	Through an Independent Police Review board that initially screens the complaints then sends forward t Internal Affairs the ones they feel need investigation	Complaints are classified as Category 1 and 2. Category 1 complaints are always investigated by Internal Affairs (Force, Arrest, Slur, Discrimination, etc.) Category 2 complaints are typically investigated at the Command Level (courtesy, service, procedure, etc.), but Internal Affairs may elect to investigate under certain circumstances. The procedure is outlined in an 18 page document.	Our Internal Investigations Unit is overseen by a civilian Office of Professional Accountability. We are in the process of changing our accountability stemming from out City Council and Mayor commendations.

			16	17	18
Q #	**Q#ID**	**Questions**	**Portland, OR**	**San Diego, CA**	**Seattle, WA**
0	**0.00**	**Complaints *(cont'd)***			
54	**54.00**	Additional comments?	The empty blanks in prior questions are due to officers not specifically assigned to a task. Many tasks are completed by one sworn member so in order to fill out the individual boxes, the data will not be clean	Question 6: Dispatched Calls Only, not total calls received Personnel Allocation questions: The allocations where responses are made are estimated since the study questions do not match the department structure, and because many of the specialized units listed are contained within other units or are designated personnel assigned other duties and only activated on to a team when the need for that team arises. Lack of response: In many places the meaning of the question was unclear and no answer was given. As example, question 41 might refer to a 311 system, which we do not have or may refer to a secondary public line that activates only when the primary communications division is disabled and the communications center moved to it's alternative operations center.	Our entire Department Manual is available on-line at http://srvweb/spdweb/Library/Ethics/SPD_Policies_and_Procedures.pdf

APPENDIX C: MODELS OF CIVILIAN OVERSIGHT

State	City	Models of Police Oversight	Category
Arizona	**Tucson**	***Independent Police Officer*** **–** Office has two staff members. They audit and monitor investigations, receive complaints, and forward them on to the Office of Professional Standards. They also monitor the shooting boards.	III
	Tucson	***Citizen Police Advisory Review Board*** **–** There are seven voting members appointed by the mayor and city council. Monthly public meetings are held to review IA investigations.	II
California	**Berkeley**	***Police Review Commission*** **–** The commission receives and independently investigates complaints, reviews the Police Department and provides mediation. There are nine members and they have subpoena power. Complaints must be filed within 90 days of the incident. The commission forwards this to IA within 30 days but IA is not required to send all complaints to PRC. Mediation is an option. The PRC and IA investigate independently and officers must participate in PRC investigations. Any or all allegations may be dismissed, if it is not dismissed a Board of Inquiry is held and findings are forwarded to the city manager and police chief (who decides whether or not to follow findings). A decision may be appealed within 15 days. The PRC can make recommendations on policies and they issue quarterly reports.	IA
	Long Beach	***Citizen Police Complaint Commission*** **–** They receive and investigate police misconduct referring complaints to the department's IA unit.	IB
	Los Angeles (city)	***Office of Inspector General*** **–** They review personnel investigations or allegations against the chief of police, oversee and conduct audits and review officer shootings.	III
	Los Angeles (county)	***Office of Ombudsman*** **–** The ombudsman provides oversight of the sheriff's department. They handle complaints for other county agencies and act as mediator. They are appointed by the sheriff and county board of supervisors. The ombudsman is contacted if a complainant does not feel a complete investigation was conducted. They offer mediation but do not have independent investigative authority. Final determination regarding the case is made by LASD.	III
	Los Angeles (county)	***Office of Independent Review*** **–** This is a civilian oversight agency that monitors the LA County Sheriff's Department. They ensure allegations of misconduct are investigated and audit ongoing and completed investigations. They have no subpoena power.	III
	Los Angeles (county) Evaluative & Performance	***Special Counsel to LA Board of Supervisors on Kolts Commission Implementation*** **–** They monitor the Kolts Commission reform efforts. They issue semi-annual reports on department progress and have subpoena power as well as access to all records in the department and may investigate a report on any topic bearing liability.	III

State	City	Models of Police Oversight	Category
California (continued)	**Novato**	***Police Advisory and Review Board –*** The board reviews appeals of IA investigations.	II
	Oakland	***Citizens' Police Review Board –*** The board investigates citizen complaints and holds public hearings. They make findings and recommendations to the city manager. They have no subpoena power. The nine member board is appointed by the mayor and the city council.	IA
	Richmond	***Police Review Commission –*** The nine-member commission investigates citizen complaints, reviews police policy and hears appeals of IA investigations. They have subpoena power and can recommend discipline. Only reports of excessive force or racial abuse can be filed with the commission within 45 days of the incident. An investigative officer conducts an investigation and submits findings to the commission. The commission then orders further investigation, forwards it on to the chief or conducts a public hearing. Appeals may be filed within 10 days.	IA
	Riverside	***Community Police Review Commission –*** This nine member board is a hybrid that monitors and investigates.	III & IV
	Sacramento	***Office of Public Safety Accountability –*** This office monitors the Police and Fire departments and makes recommendations to the city manger. They conduct investigations, review and audit Police Department investigations.	III & IV
	San Diego (city)	***Citizens' Review Board on Police Practices –*** The board reviews complaints and IA investigations, and also evaluates investigations and makes recommendations to the chief and city manager. They can also review and recommend policies.	II
	San Diego (county)	***Citizens' Law Enforcement Review Board –*** This board receives and investigates deaths and complaints. The findings are submitted to an 11-member review board that approves recommendations sent to department heads.	IA
	San Francisco	***Office of Citizen Complaints –*** This office investigates complaints against Police Department staff and has subpoena power. Complaints can also be filed at IA and is assigned to an intake investigator. Mediation is also offered. OCC supervisors review all OCC investigations (complainants and the officer can meet with the investigator to review the process) and there are chief hearings and Police Commission hearings. The OCC's findings can be overturned by commissioners but not the department. An officer can appeal a Chief's hearing decision.	IA
	San Jose Evaluative & Performance	***City of San Jose Independent Police Auditor –*** The auditor reports to the mayor and city council. They accept complaints, monitor investigations, do community outreach and semi-annual reports. If there are disagreements with findings they are sent to the city manager. Complaints are filed with the IPA or IA within 30 days of incident but complainants can also wait up to a year. The IA investigates while the IPA monitors. The IA sends completed investigations to the chief and the IPA can request further investigation. The final decision is made by the city manager.	III

State	City	Models of Police Oversight	Category
Colorado	**Denver**	***Office of the Independent Monitor* –** The staff of five works with a seven member citizen oversight board (which evaluates the work of the monitor, holds public meetings, and makes policy recommendations). They review IA investigations and make recommendations on discipline to the chief. They also publish annual reports.	III
Connecticut	**New Haven**	***Civilian Review Board* –** The 16-member board reviews police investigations of complaints which are filed with the Police Department within one year of the incident. Mediation is offered for an informal resolution. The board reviews all completed investigations, and they can recommend further investigation or agree or disagree with the findings. A complainant may file an appeal within 90 days of notification.	II
Florida	**Miami (city)**	***Civilian Investigative Panel* –** The 13-member panel conducts investigations, inquirers into misconduct, and forwards findings to the chief.	IA
	Miami-Dade	***Independent Review Panel* –** The panel reviews complaints against any department, investigates complaints and submits findings to the IRP. Findings are discussed at a dispute resolution meeting and the panel's recommendations are sent to the involved department, the county manager, the mayor and commissioners.	IA
	Orange County	***Orange County Citizen Review Board* –** The advisory board reviews citizen complaints after the investigation is completed by the sheriff's office. Recommendations are made on policy based on findings.	II
	St. Petersburg	***Civilian Police Review Committee* –** The 23 members appointed by the mayor review internal investigations and report results to the public. They have no subpoena power, do not process civilian complaints and cannot change findings of the IA investigations. They can only make policy recommendations. All complaints are investigated by IA and once the investigation is public record the CPRC reviews the determination made.	II
Hawaii	**Hawaii (county)**	***County of Hawaii Police Commission* –** The nine members appointed by the mayor review the annual budget, make recommendations, and can hire/fire the chief. They have no subpoena power. Complains filed with CHPC must be filed within 60 days of the incident. The investigation is done by the commission and a written notice of findings is given to the chief who retains final authority.	IA
Idaho	**Boise**	***Office of the Community Ombudsman* –** The ombudsman receives and investigates complaints and shooting incidents. They can make policy recommendations and report to the mayor and the city council (no board). They have no subpoena power. Complaints can also be filed with the Police Department within 90 days of the incident. The ombudsman then classifies them based on seriousness. Informal complaints may be investigated by an officer's immediate supervisor, while formals are done by the entity that received the complaint. Appeals must be filed within 30 days and the ombudsman may conduct the investigation.	IV

State	City	Models of Police Oversight	Category
Illinois	**Chicago**	***Chicago Police Board –*** The board conducts hearings and decides disciplinary cases. They consider appeals from employees, adopts rules and regulations, and monitor compliance with First Amendment rights.	II
Indiana	**Indianapolis**	***Citizen Police Complaint Board and Citizen Police –*** A 12-member board appointed by the city council, mayor and fraternal order of police.	II
Maryland	**Prince George**	***Citizen Complaint Oversight Panel –*** The seven-member board is appointed by the county executive. They review investigations of complaints or deaths and make recommendations to the Chief of Police and County Administrative Officer regarding policy.	II
Massachusetts	**Cambridge**	***Cambridge Police Review and Advisory Board –*** The five civilian members are appointed by the city manager and have subpoena power. Formal complaints must be filed within 60 days of the incident with the PRAB or the Quality Control Department of the PD. If a complaint is filed with the QC it is then forwarded to the PRAB and vice versa. The PRAB conducts preliminary investigations then orders a full investigation. Mediation may be suggested. If a complaint is sustained, then discipline is recommended and sent to the CM. A hearing or review can be requested if the complainant is not satisfied but cannot hear appeals of the QC complaint investigations. They can recommend policies and issue a quarterly report.	II
Michigan	**Flint**	***Flint Ombudsman –*** The ombudsman is appointed by the city council and has subpoena power. Filed complaints are assigned to an investigator. Informal complaints may include an IA investigation or mediation. For formal investigations, the complaint is sent to the chief who must respond within seven days. The investigator prepares a report for the ombudsman who can recommend discipline be imposed.	III
Minnesota	**Minneapolis**	***Minneapolis Civilian Police Review Authority –*** The 11 members investigate and make determinations regarding complaints. They have no subpoena power and a complaint can be filed with either MCPRA or IA (but not both). Mediation can be offered. An MCPRA investigator conducts a preliminary investigation, and once completed, all complaints are scheduled for hearing. Three board members hear a complaint and if sustained the Police Department recommends discipline to the chief who has final authority. Appeals must be heard within 30 days.	IA
	St. Paul	***Police-Civilian Internal Affairs Review Commission –*** The seven members (two are SPPD officers) of the commission are appointed by the mayor and the chief. A civilian coordinator employed by the Police Department processes complaints from the public. The commission has subpoena power. Complaints can be filed with the commission that then forwards it to the IA. If it is an informal complaint it is not sent back to the commission for review, but if it is formal, they review the IA investigation. They can vote to sustain and on discipline as well as on further investigation. There are no appeals of their findings.	II

State	City	Models of Police Oversight	Category
Missouri	**Kansas City**	***Board of Police Commissioners Office of Community Complaints*** **–** This office is overseen by the Board of Police Commissioners. They have no subpoena power. Complaints must be filed in person within 90 days of the incident. Mediation is encouraged. A complaint is classified and then sent to IA for further investigation. The OCC then reviews completed investigations and recommends findings. The director then forwards this to the chief. The OCC provides final determination for returned analyses. Appeals may occur within 30 days.	III
Nebraska	**Omaha**	***Public Safety Auditor*** **–** The auditor provides oversight to citizen complaints against the Police and Fire departments. They audit investigations, and further investigate IA investigations and quarterly reports. They report to the auditing committee. They have no subpoena power. Complaints filed at the PD are forwarded to the auditor and the professional standards office. The auditor reviews investigation and the PSA forwards the completed investigations to the chief. An auditor may conduct and internal investigation.	III
Nevada	**Las Vegas**	***Citizen Review Board*** **–** The board has subpoena power but no investigative power. They receive complaints and review investigations by the Police Department and the IA. They can make recommendations on policy or discipline.	II
New Mexico	**Albuquerque**	***Independent Review of the Police Oversight Commission*** **–** The commission receives citizen complaints and assigns them to an IRO investigator or the IA. Recommended findings are sent to the chief. They also make recommendations regarding policies and procedures.	II
New York	**Albany**	***Citizens' Police Review Board*** **–** The nine-member board reviews and makes findings on investigations. They make recommendations to common council and the mayor on policies. Complaints must be in writing and filed (with either CPRB or department) within six months of the incident. Mediation is offered. They receive quarterly updates of investigations from the chief. Investigation should be concluded within 60 days. If the board is not satisfied, they can seek authorization for an outside investigator. The chief makes a final determination.	II
	NYC	***Civilian Complaint Review Board*** **–** The 13 members of the board receive, investigate, hear and make findings on complaints. They produce semi-annual reports, offer a mediation program, can issue subpoenas, and can obtain NYPD records. Complaints can also be filed with the NYPD. A complaint is assigned to an investigator and their closing report is submitted to team management and then to a board panel. Sustained cases are forwarded to the police commissioner. To appeal, new evidence must be shown.	IA
	Rochester	***Rochester Civilian Review Board*** **–** The board reviews IA investigations of misconduct, and makes policy recommendations. They have voluntary subpoena power and may return an investigation if not satisfied.	II

State	City	Models of Police Oversight	Category
North Carolina	**Charlotte**	***Citizens Review Board* –** The 11-member board reviews appeals of dispositions imposed by the chief. They have no subpoena power. Appeals must be filed with clerk's office within seven days of receiving findings. A case is reviewed within 14 days.	II
Ohio	**Cincinnati**	***Citizen Complaint Authority* –** They investigate allegations, and review and resolve citizen complaints. It is an independent investigative agency led by an executive director with professional investigators.	IV
	Dayton	***Dayton Citizens Appeal Board* –** The board has five voting members and two non-voting members appointed by the city manager. Appeals must be filed within 30 days of notification of department's findings. Hearings are public and the board conducts an executive session before a public hearing. They may request further investigation from IA.	II
	Dayton	***Joint office of Citizen Complaints (Ombudsman)* –** The ombudsman is a public official elected by the board. The JOCC oversees all government offices and specializes in receiving and investigating complaints from residents. They have no subpoena power. Complaints can be filed with the ombudsman or the Department (has jurisdiction over complaints filed with the JOCC). The JOCC either investigates complaints themselves or refers them to IA. Mediation is an option. The JOCC does not make findings or recommendations to the chief or city but to the district commander. There are no appeals of their recommendations (must file with IA). They can make policy recommendations to the chief.	IV
Oregon	**Eugene**	***Eugene Police Commission* –** The 12-member citizen body does not review allegations and inquiries, but are an advisory to the city council, the chief, and the city manager.	II
	Portland	***Independent Police Review Division* –** This is an 8.5-staff member and nine-member Citizen Review Committee. They take all citizen complaints, monitors and review IA investigations, conduct specialty audits, and make policy recommendations. Complaints are assigned to an IPR investigator for preliminary investigation then forwarded to the Director. They may be referred to mediation or can also refer to the IA who conducts a full investigation. Results are forwarded to the officer's commanding officer and then to the chief. Appeals can be filed within 30 days.	III & IV
	Portland	***Citizen Review Committee* –** The CRC is part of the IPR. Members appointed by the city council. They report to the city council regarding appeals of citizen complaints and to the IPR regarding policies and procedures. They do not process complaints but rather hear appeals. A request for appeal must be filed within 30 days. If no further investigation is required there is a CRC hearing where they can agree with the findings, deny the appeal or recommend changes. If there is no agreement between the CRC, IA and department it then goes before the city council.	II

State	City	Models of Police Oversight	Category
Pennsylvania	**Philadelphia**	***Police Advisory Commission* –** The 15 members are appointed by the mayor. They investigate complaints, and have subpoena authority. Findings and recommendations are forwarded to the mayor.	IA
	Philadelphia	***Integrity & Accountability Office* –** They conduct internal monitoring and auditing.	III
	Pittsburgh	***Citizen Police Review Board* –** The seven-member board holds public hearings and has no subpoena power. They make recommendations on policy and discipline, and offer mediation.	II
Tennessee	**Knoxville**	***Police Advisory & Review Committee* –** The seven volunteer members receive, investigate and hear cases and make findings to the mayor and the chief. They also make recommendations on policy changes and have subpoena power. Complaints are filed with the executive director of the committee and are forwarded on to the IA Unit or filed with IA. Mediation is encouraged. The ED reviews closed files to see if they are complete and reports to the committee who votes for further investigation. Once satisfied the board reports to the chief, mayor and city council.	IB
Texas	**Austin**	***Office of the Police Monitor* –** This office monitors IA investigations and can refer cases to the citizen review panel.	IA & IB
Utah	**Salt Lake City**	***Police Civilian Review Board* –** The 14 members have no subpoena power. Complaints are first filed with IA and then the board within four days. Mediation is not offered. An investigation is initiated with five board members voting for one. The investigator reports to the board and has access to all IA information. The board makes recommendations to the chief about discipline. There are no appeals.	II
Washington	**King County**	***King County Office of Citizen Complaints (Ombudsman)* –** The ombudsman investigates complaints, makes and publishes recommendations and can access sheriff's records.	IV
	Seattle	***Office of Professional Accountability* –** This office conducts internal investigations and recommends strategies and policies. Complaints can also be filed with the Citizen Services Bureau, and are investigated by the OPA investigation unit or line supervisors. The director then receives the investigation, and those that are sustained are sent to the chief.	IV
	Seattle	***Office of Professional Accountability Civilian Auditor* –** The auditor is an independent contractor who reviews all complaints and OPA investigations. They are a part-time appointee who is not an employee of the city. He or she has access to all files and info and has authority only to make recommendations to OPA or the chief.	III
	Seattle	***OPA Review Board* –** The three members appointed by the city council, review investigations. They have no subpoena power and do not process citizen complaints, but rather review IA complaint investigations.	II

State	City	Models of Police Oversight	Category
Wash. D.C.	**Wash. D.C.**	***Office of Police Complaints* –** This office investigates and mediates complaints. They have subpoena power and make policy recommendations. They are overseen by the PCB. They can investigate complaints received within 45 days of incident. Complaints may be filed with OPC. The executive director reviews the document, and if it is in their jurisdiction, the case is given to an investigator who conducts the investigation. Their report is then reviewed by the ED to determine if it should be dismissed. If it is believed misconduct occurred, the complaint is referred to a complaint examiner who makes a decision which is then forwarded on to the chief.	IV
	Wash. D.C.	***Police Complaints Board* –** The board oversees the OPC. Board members are appointed by the mayor.	II

MGT OF AMERICA, INC.

502 East 11th Street ♦ Suite 300 ♦ Austin, Texas 78701
(512) 476-4697 (T) ♦ (512) 476-4699 (F)
www.mgtcriminaljustice.com

Txp TEXAS PERSPECTIVES INC.

SNAP MANAGEMENT GROUP, Inc.