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Summary Audit Report

**PUBLIC SAFETY ASSESSMENT:
POLICE OPERATIONS**

June 17, 2008

Office of the City Auditor
Austin, Texas

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City of Austin

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Date: June 17, 2008
To: Mayor and Council
From: Stephen L. Morgan, City Auditor
Subject: Public Safety Assessment: Police Operations

I am pleased to present this summary audit report on Public Safety Police Operations in the City of Austin. This revised report clarifies budget trend information and specifies our response to Recommendation 7-1 regarding consolidation of police functions. We contracted with MGT of America, Inc. (MGT), a consultant firm with expertise in public safety operations, to conduct an assessment of police operations in the Austin Police Department (APD), Office of the Police Monitor (OPM), and Public Safety and Emergency Management (PSEM) Department.

We analyzed the MGT report (see Appendix B) and identified cross-cutting finding and recommendation theme areas which are presented in this summary report. We found that APD should:

1. Organize its units and divisions based on a common mission.
2. Improve coordination, cooperation, and communication with other police operations groups as well as external stakeholders.
3. Improve efforts to establish, track, and communicate meaningful measures related to demand and performance and use the information in its decision-making process.

We also found that the City of Austin's police oversight function can be strengthened by providing OPM with better access to APD data and by providing the Citizen Review Panel with adequate training and preparation time prior to reviewing cases.

Finally, we found that consolidating the PSEM police functions with APD would create organizational challenges, result in increased costs, and not be consistent with the practices of cities surveyed as part of this project.

We appreciate the cooperation and assistance we received from MGT and staff in APD, OPM, PSEM, and the City Manager's Office during this project.

Stephen L. Morgan, CIA, CGAP, CFE, CGFM
City Auditor

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PROJECT OVERVIEW

The City of Austin and the public safety unions, including those representing the Austin Police Department (APD) and Public Safety and Emergency Management Department (PSEM), are expected to engage in labor negotiations beginning in early 2008. For police, this is called the “Meet and Confer” process and is authorized under Chapter 143, Subchapter I, of the Texas Local Government Code. To the extent there is a conflict, the terms of a Meet and Confer agreement supersede existing statutory terms concerning wages and salaries, hours of work, or other terms of employment.

In recognition that these negotiations would be taking place, the Austin City Council passed Resolution No. 20060831-034 on August 31, 2006, directing the Office of the City Auditor (OCA), with input from the City Manager, public safety departments, and public safety associations:

“to solicit, negotiate and execute a contract with consultants having expertise in public safety operations and administration to conduct an independent assessment of public safety in the City of Austin.”

The resolution also tasked OCA with managing the project and providing quality assurance for the consultant assessment report. Our office began work by collecting information from various stakeholders to determine the appropriate scope of the assessment project. Using this information, our office narrowed the project scope and submitted a request for qualifications from consultants with expertise in police operations to assess operations at APD, the Office of the Police Monitor (OPM), and PSEM.

In an effort to foster an inclusive process, we assembled a consultant scoring and selection committee that included representatives from APD, the Austin Police Association (APA), and our office. Using scoring criteria designed to address consultant qualifications, experience, and concept (methodology), the scoring committee unanimously selected MGT of America, Inc. (MGT) to conduct the assessment project.

MGT began work on the project in March 2007. Our office provided assistance by summarizing relevant prior studies; conducting data retrieval work; drafting department background sections; and contributing to the peer survey and public outreach efforts. MGT gathered additional information through on-site observation, interviews, and data analysis. Based on an analysis of this information, MGT formulated findings, commendations, and recommendations.

Management’s response to the recommendations can be found in Appendix A. Of 123 total recommendations, Management concurred or partially concurred with 103. APD Management was responsible for 107 recommendations and concurred or partially concurred with 89. PSEM Management was responsible for eight recommendations and concurred with seven. OPM Management was responsible for seven recommendations and concurred with all. The City Manager’s Office was responsible for one recommendation and did not concur.

The MGT Public Safety Police Operations report (see Appendix B) is organized as follows:

- Key recommendations are included in a summary section at the beginning of each chapter, as applicable, along with the fiscal impacts for all the recommendations in the chapter
- Findings, recommendations, suggested implementation steps, and fiscal impacts are presented in single-spaced type within the report
- Background information is presented in double-spaced type within the report
- Chapter 9 of the report is a summary of the fiscal impacts for all the recommendations included in the report

The implementation steps reflect MGT's suggested implementation methodology and are not intended as a directive. The fiscal impacts were estimated using a conservative approach. However, additional savings and/or costs could be associated with the recommendations.

In addition to managing the project, our office conducted quality assurance work during the assessment and worked closely with MGT throughout the reporting process to ensure the independence and verify the reliability of information presented in the MGT report.

This project was approved by the City Council Audit and Finance Committee as part of the Office of the City Auditor fiscal year 2007 and 2008 service plans.

OBJECTIVES, SCOPE, AND METHODOLOGY

Objectives

Per the Council Resolution, our objectives for this project were to evaluate the following factors related to police operations:

1. Best practices criteria
2. Performance measures (including an evaluation of the relevance and reliability of data)
3. Deployment methods and models, including:
 - a. Overtime practices
 - b. Staffing levels
4. Alternative service delivery approaches, including cost estimates
5. Budgetary practices
6. Cost drivers for public safety and opportunities to reduce costs
7. Cost trends
8. Administrative support systems
9. Best practice criteria and performance measures for a police oversight function
10. Viability of combining the police groups from the Public Safety and Emergency Management Department into the Austin Police Department

Scope

This project focused on public safety in the City of Austin related to police operations in the Austin Police Department; the Office of the Police Monitor; and the Public Safety and Emergency Management Department which includes the Austin-Bergstrom International Airport Police, the Austin Park Police, and the City Marshals.

The consultant (MGT) reviewed and evaluated the results of public safety-related studies completed or contracted by the City within the last four years to determine whether information from those studies would be useful to this project. The timeframe for other data reviewed and analyzed by MGT varies depending on the context and/or availability of information and is noted in the MGT report.

Methodology

MGT, with assistance from OCA, conducted work in four phases to complete the project objectives:

Phase 1 – Created profiles for the departments assessed (APD, OPM, and PSEM).

Phase 2 – Facilitated stakeholder involvement and conducted a diagnostic review.

Phase 3 – Conducted an on-site review.

Phase 4 – Administered a peer agency survey and conducted analyses of the results.

MGT methods included:

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

Analysis of the information collected as well as MGT's knowledge of industry practices and standards provided the bases for the findings, commendations, and recommendations presented in the MGT report.

For example, MGT examined internal controls as they relate to the reliability of information used in the analysis by checking compliance with relevant policies, procedures, laws, and regulations. MGT conducted work to validate the reliability of

data collected. In addition, our office conducted supplementary work to establish that data collected was reliable according to audit standards.

MGT designed and performed tests to provide a reasonable basis for detecting fraud, waste, and abuse related to the project objectives by checking for proper oversight and separation of duties and verifying information that may be misleading.

We conducted this project in accordance with generally accepted government auditing standards. The standards require that the project be planned and performed to obtain sufficient, appropriate evidence to provide a reasonable basis for findings and conclusions based on the audit objectives. We believe that the evidence obtained by MGT provides a reasonable basis for the findings and conclusions based on the project objectives.

In addition, the standards contain requirements related to the reliance on work performed by consultants with specialized training and experience (specialists). The scoring committee evaluated firms that responded to our RFQ in the areas of prior related experience, qualifications, and concept (or methodology). The committee unanimously selected MGT as the most qualified consultant firm. Our office negotiated a refined project concept with MGT to ensure greater compliance with audit standards. We also addressed the issue of audit independence with MGT and all consultant staff certified that there were no independence impairments to conducting the assigned work.

Finally, our office conducted work to verify that MGT's work product met appropriate standards. We reviewed the MGT report and documentation to determine that the evidence gathered was appropriate and sufficient. In addition, we performed supplemental tests of data gathered by MGT including the APD Computer Aided Dispatch (CAD) data. We have determined that there is a reasonable basis to rely on the work conducted by MGT.

BACKGROUND

Elected city marshals provided law enforcement in Austin from the city's founding in 1839 until 1924 when the Austin Police Department (APD) was formed. APD's stated mission is "[t]o protect and serve Austin's diverse community so that residents and visitors feel, and are, safe."

Citizen oversight of the police department was established through Meet and Confer negotiations in 2001. As a result, the City Council created the Office of the Police Monitor (OPM) to accept complaints against officers and monitor the complaint process. A Citizen Review Panel (CRP) was created to provide additional oversight of the process. Both entities act in an advisory role and can make recommendations to the Chief of Police and the City Manager.

The Public Safety and Emergency Management (PSEM) Department was created in 2005 by the City Council by merging the Park Police, Airport Police, City Marshals, and the Office of Emergency Management. The goal of the new department was to improve performance and efficiency through a coordinated central command and standardized operations and emergency response. The police operations segments of PSEM assessed in this project include the Park Public Safety Division (Park Police), Airport Public Safety Division (Airport Police), and the City Marshals.

Analyzing the resources dedicated to police operations may not indicate the appropriateness of the resources, but may be useful as an indicator of trends and areas of risk. The exhibits on the next few pages present a financial background relative to police operations in Austin. Additional analysis is presented in Appendices C and D.

Exhibit 1 presents a snapshot of fiscal year 2007 police operations requirements while Exhibit 2 presents APD requirements relative to the General Fund (see page 7). Exhibit 3 presents a trend gap where the growth of APD expenditures exceeds the growth of General Fund revenue (see page 8 and additional analysis in Appendix C). Exhibit 4 presents a growth trend of APD staff compensation. However, since the General Fund has changed over time, accurate trend comparisons are difficult even with efforts to "normalize" the figures.

Therefore, the consultant report benchmarks APD data with peer agencies for more accurate comparative indicators (see Appendix B, chapter 2). MGT Exhibit 2-15 presents a per capita snapshot of Austin's police budget as compared with the peer cities for fiscal year 2005. Austin ranked near the middle in the comparison, but APD's per capita budget figure was higher than five of the six closest match peer cities as well as two of the four Texas cities. In addition, we gathered similar information from the International City/County Management Association (ICMA) for available cities to present a per capita expenditure trend over time. The ICMA data presents a growth trend for Austin that is higher than the growth trend for the peer cities (see Appendix D for additional information).

Because of these indicators, the consultant report focuses on detailed opportunities and barriers within police operations to reduce costs and manage the level of growth (see Appendix B, Chapters 3-8).

The Austin Police Department accounts for the majority of resources assessed in this project. In fiscal year 2007, the combined budgets of APD, OPM, and PSEM were approximately \$203 million. The APD budget accounts for 97.03 percent of that amount. In addition, the three departments are collectively staffed by 2,181.75 full time equivalents (FTEs). APD accounts for 93.81 percent of that amount (see Exhibit 1).

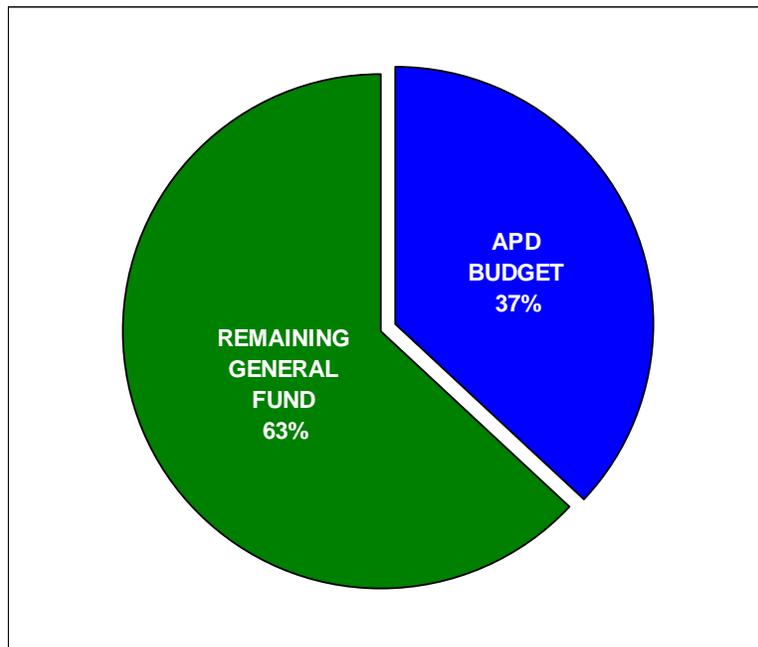
**EXHIBIT 1
Combined Budget Figures for APD, OPM, and PSEM (FY 2007)**

| Austin Budget 2006-2007 (Amended) | APD | OPM | PSEM | Total |
|-------------------------------------|---------------|-----------|-------------|---------------|
| Budget | \$197,012,588 | \$683,445 | \$5,342,618 | \$203,038,651 |
| FTEs (sworn and civilian) | 2,046.75 | 7 | 128 | 2,181.75 |
| % of Budget Total (\$203 million) | 97.03% | 0.34% | 2.63% | 100% |
| % of FTEs Total (2,181.75) | 93.81% | 0.32% | 5.87% | 100% |
| % of General Fund (\$534.6 million) | 36.85% | 0.13% | 1.00% | 37.98% |

Source: OCA analysis of City of Austin FY 2007-2008 Approved Budget.

In fiscal year 2007, the Austin Police Department budget accounted for over a third of General Fund expenditures. The total City of Austin budget was approximately \$2.3 billion for fiscal year 2007. Of that amount, the General Fund was approximately \$535 million. The fiscal year 2007 APD budget was approximately \$197 million, or 37 percent of the General Fund (See Exhibit 2).

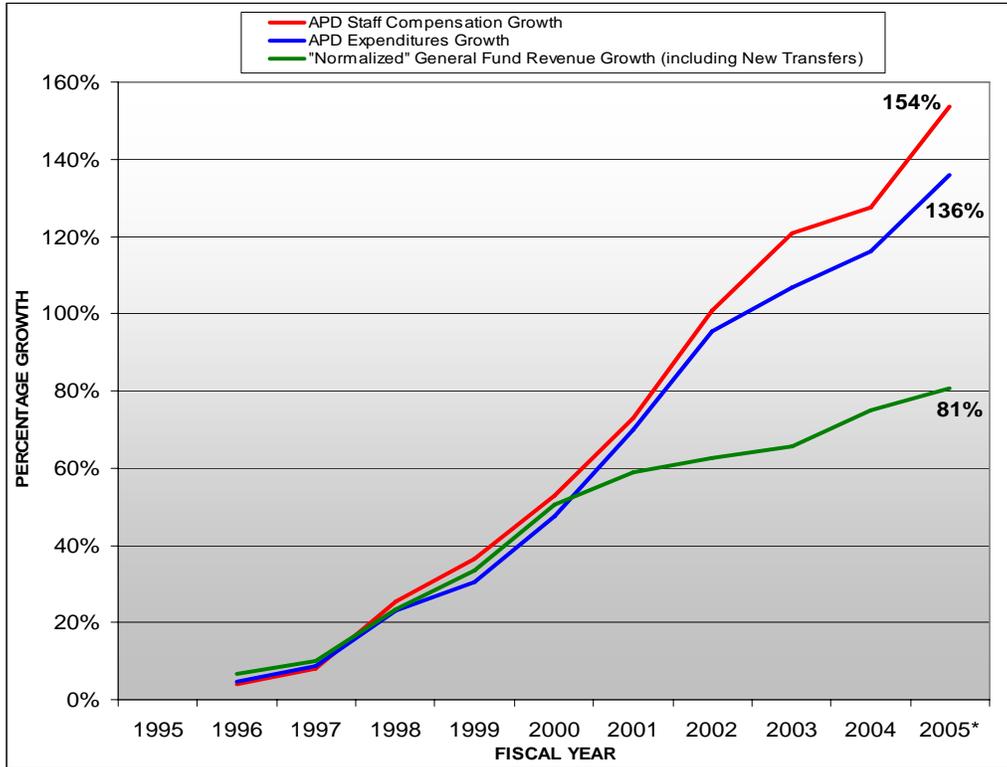
**EXHIBIT 2
APD Budget as a Percentage of the General Fund (FY 2007)**



Source: OCA Analysis of City of Austin FY 2007-2008 Approved Budget.

The major cost driver for public safety police operations in the City of Austin is compensation for Austin Police Department staff. For fiscal years 1995 to 2005, growth of APD expenditures outpaced the growth of General Fund revenue. In addition, growth of APD staff compensation outpaced both and grew at nearly twice the rate of General Fund revenue. Exhibit 3 displays the actual growth figures for the three categories. In addition, see Appendix C for additional perspective on this growth trend.

**EXHIBIT 3
APD Expenditures Grew at a Faster Rate than General Fund Revenues
during FY 1995-2005**



Source: OCA Analysis of City of Austin Comprehensive Annual Financial Reports 1995-2005.

* \$31.6 million was added in FY 2005 to “normalize” General Fund revenue (Hospital District).

“New Transfers” exclude Non-recurring, Emergency, Contingency, and Sustainability transfers.

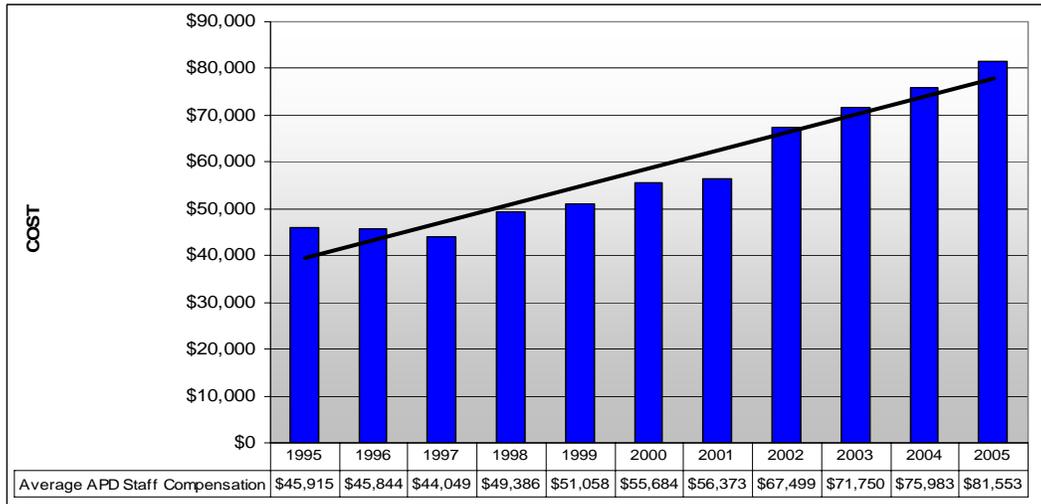
The General Fund revenue in Exhibit 3 includes property, sales, and other taxes; fees and other charges; and transfers (excluding Non-recurring, Emergency, Contingency, and Sustainability transfers). Fiscal year 2005 revenue was adjusted or “normalized” to include the property tax revenue that was transferred to the Hospital District.

General Fund revenue grew approximately 81 percent from fiscal year 1995 to 2005 rising from approximately \$270.5 million to \$488.5 million. During this time, APD expenditures as a percentage of General Fund revenue grew from approximately 27 percent in 1995 to 35 percent in 2005.

Total APD expenditures grew approximately 136 percent from fiscal year 1995 to 2005 rising from approximately \$73 million to \$172.1 million. APD staff compensation grew

approximately 154 percent rising from approximately \$64.8 million to \$164.3 million. During this time, staff compensation as a percentage of total APD expenditures grew from 88.8 percent in 1995 to 95.5 percent in 2005. In addition, the cost per employee, sworn and civilian, grew from \$45,915 in 1995 to \$81,553 in 2005 (see Exhibit 4).

EXHIBIT 4
Average APD Staff Compensation for FY 1995-2005



Source: OCA Analysis of City of Austin Comprehensive Annual Financial Reports 1995-2005.

The Austin Police Department ranked high among peer cities in service demand and number of civilian employees, but low among those cities in number of sworn officers per resident. APD ranked higher than most peer agencies in calls for service, civilian employees per 1,000 residents, number of cadets trained, and sworn and patrol officers per square mile (APD officers are deployed based on square mileage instead of population). However, APD ranked lower than most peers in officers per resident.

In addition, Austin ranked higher in density which is determined by dividing population by area. As Austin’s core continues to grow, density will further increase. Continued growth and increased density may drive higher call volumes and the need for additional growth at APD.

In a non-scientific public outreach effort called “Austin Listening,” respondents indicated that they perceive the Austin Police Department in a mostly negative fashion and cited specific concerns. Sixty percent of respondents expressed negative or mixed perceptions about APD. Concerns about aggressive tactics and bias were the most commonly mentioned. Conversely, the positive feedback was mostly generic. From a policy perspective, the most frequently suggested changes were to strengthen community policing efforts, hire additional officers, and improve officer visibility. The “Austin Listening” effort gathered input through response boxes deployed in public locations throughout the city as well as through telephone and e-mail comments. In addition, staff facilitated a general feedback session as well as a number of smaller sessions for interested groups.

SUMMARY RESULTS

The Austin Police Department (APD) should organize its units and divisions based on a common mission. In addition, APD needs to improve coordination, cooperation, and communication with other police operations groups as well as external stakeholders. APD also needs to improve efforts to establish, track, and communicate meaningful measures related to demand and performance and use the information in its decision-making process.

The City of Austin's police oversight function can be strengthened by providing the Office of the Police Monitor (OPM) with better access to APD data and by providing the Citizen Review Panel with adequate training and preparation time prior to reviewing cases.

Consolidating the Public Safety and Emergency Management (PSEM) police functions into APD would create organizational challenges, result in increased costs, and not be consistent with the practices of cities surveyed as part of this project.

I. Austin Police Department

The Austin Police Department should organize its units and divisions based on a common mission.

APD should organize commands and units according to a mission-focused approach. In addition, APD should adopt alternative deployment methods and other policy changes to maximize patrol staffing efficiency while still meeting its mission.

The Austin Police Department should organize commands and units according to a mission-focused approach. Some APD units perform duties that overlap with the mission of other units. The organizational units and their duties should be combined or reassigned to reduce this overlap. Staff displaced through these recommendations should be redeployed to fill vacancies in other areas which should improve service coverage and response time while also reducing the need for recruits and overtime.

The Austin Police Department should reduce the number of area commands from nine to five. Organizing by nine area commands creates unnecessary boundaries and obstacles for responding to calls and requires nine command staffs. A change to five area commands would place more resources in areas that generate the most calls for service. In addition, the new boundaries would border the major thoroughfares to reduce traffic-related delays that negatively affect response time. Also, this recommendation eliminates overhead costs for four area commands.

The Austin Police Department should establish a lateral entry program and modify training staffing to improve the training process. The APD academy is overtaxed and could be utilized in a more efficient manner. A lateral entry program

allows experienced peace officers to enter APD through a shorter, modified training academy. A majority of peer city agencies reported having such a program. A lateral entry program would decrease the time needed to deploy new APD officers and would reduce the training expense needed to do so.

APD should augment current training staff with retirees and instructors borrowed from operational units to further reduce training expenses. Retirees would cost less than full-time staff and are currently being used in other areas such as recruiting. Operations staff would contribute relevant, practical experience to the training environment. Also, the responsibility for the Field Training program should be shifted from Training to Patrol. This would create a more effective chain of command and provide for a more independent evaluation of the training program's effectiveness.

The Austin Police Department should adopt alternative deployment methods and other policy changes to maximize patrol staffing efficiency while still meeting its mission. Staffing efficiencies could be obtained by adopting an alternative patrol deployment model to match resources to demand. In addition policy changes related to hours worked, booking, and transport could contribute to these efficiencies.

The Austin Police Department should move from a platoon staffing model to a rotating shift model that requires one less officer per shift to cover the numbers of shifts needed. There are twenty-eight shifts that need to be covered. The platoon system requires eight officers and covers thirty-two shifts. The rotating shift model requires seven officers and covers only the twenty-eight shifts needed. Such a change would equate to a 12.5 percent savings. An additional benefit is that staff and supervisors are rotated which would foster a greater accountability to the department as a whole. Under a platoon system, the same officers and supervisor all work the same days. A platoon system can be insulating and foster accountability primarily to other members of the platoon.

In labor negotiations, City representatives could utilize a Fair Labor Standards Act (FLSA) provision to increase police coverage by 7 percent without incurring additional overtime costs. Under current policy, APD pays overtime to sworn staff for time worked in excess of 40 hours in a week. Negotiated policy changes could allow APD to pay overtime for time worked in excess of 43 hours in a week.

The Austin Police Department could implement policy changes to booking and transport practices to increase the time officers are available for active patrol duty. APD patrol officers must book evidence at a single substation. For officers assigned to other substations, this policy requires long drive times to and from the booking substation. APD patrol officers should be able to book evidence at their assigned substation. In addition, a task force should be formed to determine changes to transport policies that could yield similar efficiencies.

The Austin Police Department needs to improve coordination, cooperation, and communication internally, with other police operations groups, and with external stakeholders.

There are several areas where duties are ill defined, efforts are duplicated, and communication is hindered because coordination is lacking internally, across departments, and among stakeholders. APD and the other departments assessed can leverage resources to accomplish more with less by focusing processes by mission, making better use of technology, and coordinating efforts through improved cooperation and communication.

The Austin Police Department needs to improve coordination, cooperation, and communication in internal administrative systems. APD does not do an adequate job developing or monitoring its budget, minimizing the use of overtime, maximizing reimbursement for overtime, or utilizing potentially critical crime analysis information to target resources to reduce crime. Budget increases in selected areas may improve productivity for the organization as a whole.

The Austin Police Department needs to improve budget development and monitoring. Staff needs appropriate training and reporting information so that they can accurately track their budgets. In addition, APD should solicit input from staff during the budget planning phase. An improved budget process, appropriate training, and reliable reporting would involve APD staff more fully in the decision-making process and allow them to understand and control their expenditures including overtime.

The Austin Police Department should minimize overtime usage and maximize reimbursement for overtime expenditures. APD could reduce the need for overtime by filling vacancies and altering shift schedules (noted above). In some instances, units can stagger multiple shifts across more hours of the day to provide better service coverage, thereby reducing the need for overtime. In addition, APD incurs billable overtime expenditures that are not fully reimbursed. The accountability for overtime expenditures should be improved to ensure that all funds available for reimbursement are collected.

The Austin Police Department needs to utilize crime analysis information in a more consistent and effective manner. APD should review the crime analysis function to coordinate how crime analysis information can best be formatted and used by those who need it to help manage resources to target crime. From an operations perspective, crime analysis information can be helpful to officers and supervisors by identifying timely information about crime “hotspots” and trends. That information can be used by supervisors to make appropriate assignments to address crime issues. While APD collects crime information, the information is not consistently communicated and used at APD.

Budget increases in a few selected areas can benefit the organization as a whole by eliminating backlogs and improving service times. This is especially true in the Forensics and Records Management sections at APD. In addition, APD should acquire an equipment tracking system to improve controls over APD equipment thereby reducing the incidence of lost and damaged equipment. Also, the recently eliminated City-County liaison position should be reinstated to coordinate issues at the jail facility. However, this position should be jointly funded.

The Austin Police Department as well as the other police operations groups need to improve coordination efforts to improve communication, reduce duplication, and resolve technology issues. APD, OPM, and PSEM should work together to leverage resources to avoid duplicated efforts and improve effectiveness. In addition, APD and OPM do not coordinate access to data or communicate regarding public outreach efforts. Each department has opportunities to utilize technologies that could improve communication and efficiency.

The Austin Police Department and Public Safety and Emergency Management Department should establish a formal agreement that defines duties and fosters coordination. There is a general lack of operational coordination between APD and PSEM that leads to confusion regarding respective duties and responsibilities. A formal agreement is especially important to clarify operational duties and coordination in adjacent patrol areas.

The Austin Police Department and Office of the Police Monitor should establish a formal mechanism to foster cooperation and information-sharing between departments. Each department works to build and maintain relationships with the community through outreach efforts. While APD's Office of Community Liaison and OPM share a common mission, there is little communication, coordination, or resource sharing. Combined efforts could include coordinating electronic contact lists, calendars, and outreach events.

The Office of the Police Monitor should have adequate access to Austin Police Department Internal Affairs information which should be up to date and reliable. OPM does not have full access to certain Internal Affairs information including information from the Guidance Advisory Program (GAP) system. The GAP system acts as an "early warning system" for officer behavior, so timeliness of data is critical. However, GAP system data may not be entered for several months and the system does not track information with adequate specificity. APD should review the GAP system to determine appropriate actions needed to upgrade or replace the system. In addition, APD and OPM should agree on access to this data or its equivalent (for more information on access issues, see the OPM section on page 16).

The Austin Police Department and Office of the Police Monitor should agree to operate a single database system to track citizen complaints. APD and OPM currently operate separate databases to track citizen complaints. OPM does not have real time access to the APD database. This can lead to delays in checking the status of a case. APD and OPM recognize this as a problem and are working to implement a joint database system.

Warrant information from the Municipal Court information system should be accessible in the Austin Police Department system. An individual stopped by an APD officer may have an outstanding Class C warrant, but that information is not automatically apparent in the APD system. APD officers manually call in to check for a match in the warrant system. The system interfaces should be modified to allow APD automatic electronic access to warrant information.

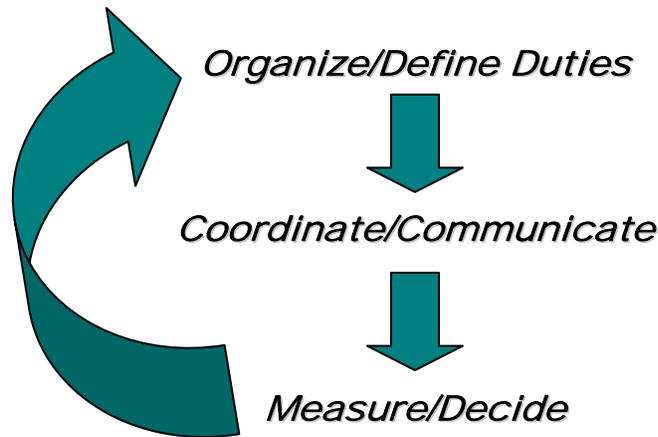
The Austin Police Department Computer Aided Dispatch (CAD) system should be programmed to ensure that two officers are automatically dispatched to all Priority 1 calls. Based on a random sample of CAD data, approximately six percent of Priority 1 calls were answered by only one officer. City of Austin policy is to dispatch two officers to Priority 1 calls, which are calls that require the most urgent response. This is a situation where overlap is intended. However, since CAD does not automatically dispatch two officers, dispatchers must remember to manually dispatch both officers.

The Austin Police Department as well as the other police operations groups need to provide the public with better access to public safety information. None of the departments does an adequate job of providing “easy-to-find” information to the public. APD and OPM should improve access to allow for the free flow of information to and from stakeholders. Of special note, the websites need to be upgraded to provide easily available links to pertinent information. In addition, information related to performance should be tracked and shared with stakeholders (for more information, see the “scorecard” discussion on page 15). These efforts should foster a better understanding between the public safety departments and the community.

The Austin Police Department needs to do a better job establishing, tracking, and communicating meaningful measures related to demand and performance and use the information in its decision-making process.

APD does not make adequate use of performance measures to monitor and evaluate its effectiveness and lacks the workload data needed to determine proper staffing and deployment. APD should establish meaningful measures and improve processes to capture, track, communicate, and utilize this data. Most importantly, management must use this information as a basis for making decisions (see Exhibit 5). In addition, APD needs to improve the analytical content of required reports.

EXHIBIT 5
Process Flow Synthesized from MGT Report Findings and Recommendations



Source: OCA-identified process themes from MGT report findings and recommendations.

The Austin Police Department should create a “scorecard” that provides relevant information about the agency’s performance to internal and external stakeholders. Performance measures inform stakeholders how an organization is performing. They can also be used to establish accountability or support funding requests including external grant money. In addition, management can base decisions on information gleaned from performance measures. APD and the other departments need to provide training to staff related to the development, use, and communication of relevant performance measures.

The Austin Police Department should develop “community policing” measures and track them using the CAD system. “Community policing” is a proactive approach to police work that seeks to solve problems by identifying, analyzing, and addressing community issues at their source. The amount of time APD officers spend on “community policing” activities could not be determined. Such measures, when developed, should be incorporated into staff appraisals to track and reward officers for positive “community policing” efforts.

The Austin Police Department should implement a case management system to improve the management of their investigative caseload, conduct a workload study, and develop proper measures to track performance. The case management system is considered a best practice in law enforcement and is used to evaluate “solvability” factors. Cases that are unlikely to result in an arrest are given lower priority so that cases that may result in an arrest can be worked. APD does not use a case management system to prioritize, manage, and track its investigative function. As a result, all cases are entered for investigation which can create unnecessary backlogs that may hinder the investigation of crimes that have a higher probability of being solved. In addition, APD lacks workload information and performance indicators that can be used to determine appropriate staffing and equipment needs.

The Austin Police Department needs to improve the content of information in required reports. Reports can communicate performance only if there is adequate information and analysis provided. The APD Internal Affairs annual report provides general information, but lacks meaningful analysis. Providing more comprehensive analysis of complaint data and policy recommendations will inform the reader and provide decision-makers with needed information to make appropriate policy decisions.

II. Office of the Police Monitor

Austin's police oversight function should be strengthened to enhance transparency and accountability.

OPM should draft a mandatory cooperation agreement with APD and have subpoena authority for documents. Citizen Review Panel members should complete sufficient training before hearing cases and should be given adequate time to review case information prior to rendering decisions. OPM should increase citizen awareness and understanding of the mediation process as an option for settling disputes with officers. OPM should meet reporting deadlines as required and improve the analytical content of their reports.

The Office of the Police Monitor should draft a mandatory cooperation agreement with the Austin Police Department and have subpoena authority for documents. APD has refused OPM access to GAP data even though the APD/OPM operating procedures state that OPM will have access to that data or its equivalent. OPM should have access to information that is required under current agreements. If that information, or its equivalent, is not shared, then OPM should pursue stronger agreements. The result would be greater accountability and a more transparent process to citizens.

Citizen Review Panel members should complete sufficient training before hearing cases and should be given adequate time to review case information prior to rendering decisions. In order to serve on the Citizen Review Panel (CRP), members are required to complete a training program. However, CRP members may not have completed sufficient training before hearing cases. Procedures should be in place so that newly appointed CRP members receive sufficient training before participating in meetings. In addition, OPM should examine the training program to determine if there are training events that need to be mandatory before CRP members can participate.

APD and OPM should agree on a process that provides more preparation time for CRP members, but protects the information provided. CRP members receive case information on the same day that they hear a case. This is insufficient time for CRP members to prepare, especially if the file is long or the issue is complicated.

The Office of the Police Monitor should increase citizen awareness and understanding of the mediation process as an option for settling disputes with officers. Mediation is becoming an accepted best practice for complaint resolution, but has not been used in Austin. OPM notes that mediation is offered as an option to all citizen complainants, but none have accepted. Anecdotal evidence indicates that some complainants view the mediation process as long and inconvenient. Additional efforts to communicate the mediation process and its benefits could encourage citizen complainants to utilize this emerging best practice.

Mediation is a non-adversarial alternative to the complaint process. Through mediation, a citizen complainant meets directly with the police officer whose behavior is at issue and the process is facilitated by a professional mediator. This process allows both the citizen and the officer to gain insight into the other's perspective and explore solutions. The result should be a more beneficial and educational outcome for all parties. In addition, there should be a cost savings for fewer investigative and review hours.

The Office of the Police Monitor should meet reporting deadlines as required and improve the analytical content of their reports. OPM has not filed its most recent report in a timely manner and the report has deficiencies such as missing data and generalized conclusions that may be misleading to the reader. The OPM report should include all required data and avoid generalized conclusions when discussing complex matters. Importantly, the report should be submitted in a timely manner so that current trends and issues are known and appropriate action can be taken.

III. Public Safety and Emergency Management Department Consolidation

AUDIT NOTE: The Austin City Council approved Resolution No. 20071206-047 directing that, among other things, negotiations commence through the Meet and Confer process to consolidate the law enforcement functions of PSEM into APD. Our consultant, MGT, performed their consolidation analysis and formed a recommendation based on a number of factors before this resolution was approved. We discussed the resolution with MGT and determined that, regardless of the updated estimate meant to better reflect the actual cost of consolidation, it did not change the underlying rationale for MGT's recommendation. However, MGT Recommendation 7-1, that PSEM maintain its independence from APD, was superseded by the Council resolution directing staff to pursue consolidation. Additional information has come to our attention that supports the direction provided in the Council resolution. Therefore the City Auditor's Office will not follow-up on this recommendation unless directed by the Council's Audit and Finance Committee.

Consolidating the Public Safety and Emergency Management police functions into the Austin Police Department would create organizational challenges, result in higher costs, and is not consistent with common practice.

Given the challenges and costs identified, PSEM police functions should not be consolidated with APD.

Consolidating the Public Safety and Emergency Management police functions into the Austin Police Department would create organizational challenges.

Organizational challenges include a stabilization period where PSEM functions would need to be covered while PSEM officers are being transferred and trained. Another challenge is the loss of specialized knowledge, especially related to airport patrols. Similarly, there is a need for revamped training. While APD takes a generalist training approach, PSEM takes a specialist approach specific to airport and park functions. For example, airport officers are required to hold an advanced level status as a medical aid provider and park officers are trained in specific waterway and boating scenarios.

In addition, there are culture and experience issues which complicate the transferability of staff. Consolidation may produce a short-term skill loss in areas as staff transfer to other functions as well as a long-term “mission creep” that erodes skills such as serving class C warrants.

Consolidating the Public Safety and Emergency Management police functions into the Austin Police Department would not deliver cost savings. Indeed, there are several factors related to consolidation that would increase the cost to the City. These include higher APD salary scales as compared to PSEM, increased training and equipment costs, additional stipends for medical certification, additional supervisory staff and risk management costs, and significant overtime costs related to the stabilization period.

Consolidating the Public Safety and Emergency Management police functions into the Austin Police Department is not be consistent with the practice of peer cities surveyed as part of this project. A review of the peer city data notes that one of the seventeen cities integrates all the PSEM functions into the police department while seven of the seventeen cities integrate only the airport police function into the police department.

APPENDIX A
MANAGEMENT RESPONSE

ACTION PLAN
Public Safety Assessment – Police Operations
City Manager’s Office

| Rec. # | Recommendation Text* | Concurrence | Proposed Strategies for Implementation | Status of Strategies | Responsible Person/ Phone Number | Proposed Implementation Date |
|--------|--|---------------|--|----------------------|--|---|
| 7-1 | <i>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.</i> | Do not Concur | Council passed resolution # <u>20071206-047</u> directing staff to pursue consolidation. | | ACM Lumbreras 4-6339. The Police Chief & Director of PSEM support consolidation. | Consolidation will be discussed during the 2008 Meet & Confer negotiations. |

indicates a “key recommendation.”

ACTION PLAN
Public Safety Assessment – Police Operations
Austin Police Department

| Rec. # | Recommendation Text* | Concurrence | Proposed Strategies for Implementation | Status of Strategies | Responsible Person/ Phone Number | Proposed Implementation Date |
|---------------|---|--------------------|--|-----------------------------|---|-------------------------------------|
| 3-1 | <i>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.</i> | Concur | OPM/APD working with CTM to develop joint database. | Underway | APD - Cmdr. Charles Johnson 974-8501 | April 2008 |
| 3-2 | <i>Secure access to completed Internal Affairs Division case files.</i> | Concur | IAD moved to a new location with a designated file room. | Implemented | Cmdr. Charles Johnson 974-8501 | November 2007 |
| 3-3 | Include more comprehensive analysis of complaint data and recommendations that result from the disposition of the cases in Internal Affairs Division’s annual report. | Concur | APD Planning to conduct a comprehensive analysis in order for IAD to provide recommendations. | Planned | Cmdr. Charles Johnson 974-8501 | June 2008 |
| 3-4 | <i>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.</i> | Concur | IAD will meet with Training monthly to discuss training deficiencies identified. | Planned | Cmdr. Charles Johnson 974-8501 | April 2008 |
| 3-5 | <i>Provide a more accessible link to the Internal Affairs Division through the Austin Police Department website.</i> | Concur | APD Marketing/ IAD will update website to reflect current operations and provide easier access through site. | Planned | Cmdr. Sean Mannix 974-5030 | June 2008 |
| 3-6 | Ensure that detectives assigned to the Internal Affairs Division receive formal training specific to the handling of administrative internal affairs cases. | Concur | Identify appropriate training/instructors. | Planned | Cmdr. Charles Johnson 974-8501 | June 2008 |

indicates a “key recommendation.”

| Rec. # | Recommendation Text* | Concurrence | Proposed Strategies for Implementation | Status of Strategies | Responsible Person/ Phone Number | Proposed Implementation Date |
|--------|--|----------------|--|----------------------|-----------------------------------|------------------------------|
| 3-7 | Develop meaningful goals, objectives and performance measures for the Internal Affairs Division. | Concur | Identify proper performance measures for IAD. | Underway | Cmdr. Charles Johnson 974-8501 | April 2008 |
| 3-8 | Locate the Office of the Police Monitor liaison in an office and reporting structure separate from the Internal Affairs Division. | Do Not Concur | Through restructure, our department eliminated this position. | | AC David Carter 974-5030 | |
| 3-9 | <i>Limit cadet class size to no more than 35 to 40 recruits.</i> | Partial Concur | We concur with the recommendation but due to our vacancy levels and current plans to increase patrol staffing we could not meet this goal. | Planned | AC David Carter 974-5030 | October 2010 |
| 3-10 | Amend Austin Police Department policy to establish a lateral entry program. | Concur | This would be a meet and Confer issue and APD would also have to develop a training curriculum and strategic plan for implementation. | Planned | AC Leo Enriquez 974-5030 | October 2008 |
| 3-11 | <i>Augment the permanent academy staff with more instructors borrowed from operational units and with recently retired officers.</i> | Concur | APD has developed adjunct instructor program. | Underway | AC Leo Enriquez 974-5030 | June 2008 |
| 3-12 | Place the Field Training Education Program Unit under the supervision of the Patrol Bureau assistant chief. | Do Not Concur | Current structure does not support this recommendation. APD will increase communication and coordination between Bureau chiefs. | | AC David Carter 974-5030 | |
| 3-13 | <i>Create a strategic recruiting plan to establish departmental hiring goals, based on population and demographic projections, for the next three to five years.</i> | Concur | Recruiting will be moved under the Marketing Division and will develop a 3 year strategic plan to address this recommendation. | Planned | Cmdr. Sean Mannix 974-5030 | October 2008 |

indicates a “key recommendation.”

| Rec. # | Recommendation Text* | Concurrence | Proposed Strategies for Implementation | Status of Strategies | Responsible Person/ Phone Number | Proposed Implementation Date |
|--------|--|-------------|---|----------------------|-----------------------------------|------------------------------|
| 3-14 | <i>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.</i> | Concur | Work with CTM to redesign program to provide proper alerts to include UOF. Develop clear guidelines to ensure accountability for follow up. | Underway | Cmdr. Rick Hinkle 974-5523 | October 2008 |
| 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. | Concur | Develop new UOF policies to include reporting procedures for Sergeants. | Underway | Cmdr. Rick Hinkle 974-5523 | June 2008 |
| 3-16 | Amend Austin Police Department's use of force policies to specify when a supervisor's presence on the scene is required. | Concur | Develop new UOF policies to include reporting procedures for Sergeants. | Underway | Cmdr. Rick Hinkle 974-5523 | June 2008 |
| 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. | Concur | Develop new UOF policies to include reporting procedures for Sergeants. | Underway | Cmdr. Rick Hinkle 974-5523 | June 2008 |
| 3-18 | Revise the policy [SOP for GAP] to eliminate any misunderstanding of inspection requirements. | Concur | Rewrite policy in provide a clearer understanding. | Planned | Cmdr. Rick Hinkle 974-5523 | June 2008 |
| 3-19 | The annual use of force report should include additional analysis and recommendations. | Concur | The new UOF policies will assist in capturing necessary data to provide a deeper analysis and ability to provide recommendation. | Planned | Cmdr. Charles Johnson 974-8501 | October 2008 |

indicates a "key recommendation."

| Rec. # | Recommendation Text* | Concurrence | Proposed Strategies for Implementation | Status of Strategies | Responsible Person/ Phone Number | Proposed Implementation Date |
|--------|--|----------------|---|----------------------|----------------------------------|------------------------------|
| 3-20 | <i>Reassign all functions not directly associated with the Accreditation Unit's core objectives to more appropriate units.</i> | Partial Concur | Both of these units are staffed with very few personnel and pending additional staffing the unit will need to remain in place to provide current service levels. This is a budgetary issue and should be address in budget planning for FY09. | Planned | AC Leo Enriquez 974-5030 | October 2008 |
| 3-21 | Reassign the Accreditations Unit to either the Planning and Crime Analysis Unit or the Training Division. | Do Not Concur | With the implementation of a Risk Management Division, Accreditation will move under this Division. | | AC David Carter 974-5030 | |
| 3-22 | Place the Inspections Unit closer to the chief of Police and investigate the option of implementing a rotational inspections team model. | Partial Concur | See Rec. # 3-20 | Planned | AC Leo Enriquez 974-5030 | October 2008 |
| 4-1 | <i>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.</i> | Partial Concur | Updating the duties of the corporals in order for there to be consistency throughout the department. They are also part of the adjunct instructor program. | Underway | Cmdr. Rick Hinkle 974-5523 | June 2008 |
| 4-2 | Conduct a staff inspection of the District Representative program and revise the standard operating procedures for district representatives accordingly. | Partial Concur | Evaluate the DR program and revise SOPS's. | Planned | AC Patti Robinson 974-5030 | October 2008 |
| 4-3 | <i>Review and evaluate the area commands' deployment and organization of their Street Response Units.</i> | Concur | Move all SR units under one command, OCD. | Implemented | AC Sam Holt 974-5030 | September 2007 |

indicates a "key recommendation."

| Rec. # | Recommendation Text* | Concurrence | Proposed Strategies for Implementation | Status of Strategies | Responsible Person/ Phone Number | Proposed Implementation Date |
|--------|--|-------------|---|----------------------|--|------------------------------|
| 4-4 | <i>Conduct a departmental review of the crime analysis function to determine how best to use it to meet APD's needs. This effort should include the development of a standard format for reports that is useful for patrol officers and their supervisors.</i> | Concur | COMPSTAT will be implemented department wide to help address strategic plans, operational plans and tactical plans in which the Crime Analysis will play an important role. | Underway | Cmdr. Troy Gay 974-5030 | April 2008 |
| 4-5 | <i>Eliminate the Patrol Narcotics Unit in the Central East substation.</i> | Concur | Reassign responsibilities between both Arrest Review and Forensic Division. Detective will be reassigned. | Planned | Dir. Tech. Services Ed Harris 974-5030 Cmdr. M. Jung 974-5994 | June 2008 |
| 4-6 | <i>Achieve the response time goal established in APD's fiscal year 2006 budget by filling vacant positions in all area commands.</i> | Concur | Departmental freeze on positions leaving patrol until staffing level are appropriate. Also, evaluating communication software to assist with response time. | Underway | AC David Carter 974-5030 | March 2008 |
| 4-7 | <i>Amend current policy and procedures to allow officers to book drugs, guns and money at their assigned substation.</i> | Concur | Officer can now turn in evidence at sub-stations | Implemented | AC Al Eells 974-5030 | March 2007 |
| 4-8 | <i>Retrofit new patrol vehicles with cages that extend across the entire seat.</i> | Concur | All new car starting in FY08 will all have full cages. | Underway | Cmdr. Troy Gay 974-5030 | March 2008 |
| 4-9 | Assemble a task force to consider and recommend ways to reduce the amount of time patrol officers spend on transporting offenders. | Concur | Commanders will meet and discuss this topic and develop strategies to address this issue. | Planned | AC Sam Holt 974-5030 | October 2008 |
| 4-10 | <i>Modify the CAD system's programming to ensure that more than one unit is automatically dispatched for all Priority 1 events.</i> | Concur | Evaluating all calls and placing them in three groups (Hot Shots, Urgent and Service Calls) and establishing rules for CAD automation. | Underway | AC Patti Robinson 974-5030 | October 2008 |

indicates a "key recommendation."

| Rec. # | Recommendation Text* | Concurrence | Proposed Strategies for Implementation | Status of Strategies | Responsible Person/ Phone Number | Proposed Implementation Date |
|--------|---|----------------|--|----------------------|----------------------------------|------------------------------|
| 4-11 | <i>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.</i> | Do Not Concur | Meet and Confer Issue. Will need to be addressed at CMO level. | | CMO | |
| 4-12 | City and Austin Police Department officials should work to improve the efficiency of patrol staffing. | Concur | Development of COMPSTAT to assist in developing better strategic, operational and tactical plans. Also see Rec. # 4-9. | Underway | Cmdr. Troy Gay 974-5030 | April 2008 |
| 4-13 | <i>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.</i> | Partial Concur | Development of COMPSTAT should allow our department to track CP activities. Will need to evaluate how to use CAD for this purpose. | Underway | Cmdr. Troy Gay 974-5030 | April 2008 |
| 4-14 | <i>Modify the employee performance appraisal form to include criteria evaluating patrol supervisors and officers on community policing efforts.</i> | Concur | Evaluate and development of performance appraisals department wide. | Underway | AC Leo Enriquez 974-5030 | October 2008 |
| 4-15 | Develop processes to measure the effectiveness of community policing. | Concur | Implementation of COMPSTAT | Underway | Cmdr. Troy Gay 974-5030 | April 2008 |
| 4-16 | Review and consider eliminating the function of the District Representatives. | Do Not Concur | Current restructure and evaluation of DR program to insure they are more effective. | | AC David Carter 974-5030 | |
| 5-1 | Conduct a workload study of the two Homicide units to determine their appropriate staffing levels and establish workload measures. | Concur | Planning Unit will conduct a departmental study to establish appropriate staffing levels for detectives. | Underway | Cmdr. Troy Gay 974-5030 | October 2008 |

indicates a "key recommendation."

| Rec. # | Recommendation Text* | Concurrence | Proposed Strategies for Implementation | Status of Strategies | Responsible Person/ Phone Number | Proposed Implementation Date |
|--------|--|----------------|--|----------------------|----------------------------------|------------------------------|
| 5-2 | Move the Robbery unit community liaison position in to the proposed Crime Prevention Education Unit (recommended later in this chapter). | Partial Concur | Recently formed a new division, Community Education and Outreach. This division could assume several of the community education programs but we will need to evaluate each of these programs as well as the funding of these positions. Several of the positions are grant funded and we may not be allowed to move. | Underway | AC Leo Enriquez 974-5030 | October 2008 |
| 5-3 | Make clear to detectives and their supervisors in the command areas that responsibility for all robbery cases rests with the Robbery Unit. | Concur | Violent Crime will discuss this with Command Staff and put out a Training bulletin to address this issue. | Planned | AC AI Eells 974-5030 | April 2008 |
| 5-4 | Make the Integrity Crimes Unit a separate group within the same bureau as the Internal Affairs Division. | Concur | ICU will be renamed to the Special Investigative Unit. This unit will receive additional staffing and will handle all Officer Involved shooting and Use of Force incident as defined by new police. With the new direction of the unit APD does agree this unit could be more aligned within the same bureau as IAD. | Implemented | AC AI Eells 974-5030 | March 2008 |
| 5-5 | Change the Child Abuse units' working hours to provide broader shift coverage and reduce overtime costs. | Partial Concur | Evaluate staffing level needed for after hours which will include Child Abuse. A majority of resources for child abuse cases are daytime hours only (CPS, Child Advocacy Center etc.) | Planned | AC AI Eells 974-5030 | October 2008 |

indicates a "key recommendation."

| Rec. # | Recommendation Text* | Concurrence | Proposed Strategies for Implementation | Status of Strategies | Responsible Person/ Phone Number | Proposed Implementation Date |
|--------|--|----------------|--|----------------------|----------------------------------|------------------------------|
| 5-6 | <i>Consolidate the Domestic Violence Emergency Response Team and Domestic Violence units.</i> | Do Not Concur | The DV and DIVERT team are housed and work together on cases. There is only a functional division of responsibilities not duplication of efforts. To eliminated confusion effective March 2008 there will be two units named DV 1 and DV 2. | | AC David Carter 974-5030 | |
| 5-7 | <i>Combine the Homicide Cold Case Unit with the Sex Crimes Cold Case Unit.</i> | Do Not Concur | Although they are both Cold Case Units, our department wants the unit to focus on their primary mission and they also provide back up for both the Homicide and Sex Crimes Units. | | AC David Carter 974-5030 | |
| 5-8 | <i>Merge the Computer Forensics and High Tech Crimes units with the Financial Crimes and White Collar Crimes Unit in the Property Crimes Section.</i> | Partial Concur | Computer Forensics provides our department with support for investigators and does not perform investigative functions. This is also a specialized position and will be evaluating whether or not the unit can move under our Forensic Division. Evaluate responsibilities of High Crimes to see if they fall under Financial Crimes or remain a unit under Property Crimes. | Planned | AC AI Eells 974-5030 | October 2008 |
| 5-9 | <i>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.”</i> | Concur | Evaluate current structure in conjunction with detective staffing study. | Underway | AC AI Eells 974-5030 | October 2008 |

indicates a “key recommendation.”

| Rec. # | Recommendation Text* | Concurrence | Proposed Strategies for Implementation | Status of Strategies | Responsible Person/ Phone Number | Proposed Implementation Date |
|--------|---|----------------|---|----------------------|----------------------------------|------------------------------|
| 5-10 | <i>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.</i> | Partial Concur | With restructure of the Apprehension section they will handle these additional duties except for DVRT. DVRT handles on-going cases and does not monitor for compliance. Currently Patrol handles compliance checks for protective orders and emergency protective orders. | Underway | AC AI Eells 974-5030 | June 2008 |
| 5-11 | Reassign responsibility for animal cruelty calls to the city Health Department's Animal Protection and Control unit. | Do Not Concur | Currently APD Patrol handles calls received through 911 and HHS-Animal Control handles calls through 311. APD and HHS will work to educate the community on the services provided by each agency. | Planned | AC David Carter 974-5030 | October 2008 |
| 5-12 | <i>Move the Pawn Shop Unit from Offender Apprehension to the Property Crimes Section.</i> | Concur | This move has already occurred. | Implemented | AC AI Eells 974-5030 | August 2007 |
| 5-13 | <i>Eliminate the Crisis Intervention Unit and assign its staff and responsibilities to the Patrol Bureau.</i> | Partial Concur | All Officers are being trained as MHO's and handle the immediate concerns on patrol but we will need to evaluate who would provide follow up if required which is currently being conducted by this Unit. | Planned | AC David Carter 974-5030 | October 2008 |
| 5-14 | <i>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.</i> | Partial Concur | Through evaluation and restructure APD is evaluating the need for ACT and placement of the Abatement Unit. | Underway | AC AI Eells 974-5030 | June 2008 |

indicates a "key recommendation."

| Rec. # | Recommendation Text* | Concurrence | Proposed Strategies for Implementation | Status of Strategies | Responsible Person/ Phone Number | Proposed Implementation Date |
|--------|--|----------------|--|----------------------|----------------------------------|------------------------------|
| 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. | Partial Concur | Recently formed a new division, Community Education and Outreach. This division could assume several of the community education programs but we will need to evaluate each of these programs as well as the funding of these positions. Several of the positions are grant funded and we may not be allowed to move. | Underway | AC Leo Enriquez 974-5030 | October 2008 |
| 5-16 | Reconfigure the Offender Apprehension Section to include: Fugitive Apprehension; Career Criminals; Arrest Review and Court Liaison; and Juvenile. | Concur | These units will be moved under the Apprehension section of the Property /Apprehension Division | Implemented | AC AI Eells 974-5030 | March 2008 |
| 5-17 | <i>Move Arrest Review and Court Liaison to the Offender Apprehension Section.</i> | Concur | We move this unit under the Apprehension section under Property/Apprehension Division. | Implemented | AC AI Eells 974-5030 | March 2008 |
| 5-18 | Move the Auto Theft Interdiction Unit's public education function to the proposed Crime Prevention Education Unit recommended later in this chapter. | Partial Concur | Recently formed a new division, Community Education and Outreach. This division could assume several of the community education programs but we will need to evaluate each of these programs as well as the funding of these positions. Several of the positions are grant funded and we may not be allow to move. | Planned | AC Leo Enriquez 974-5030 | October 2008 |

indicates a "key recommendation."

| Rec. # | Recommendation Text* | Concurrence | Proposed Strategies for Implementation | Status of Strategies | Responsible Person/ Phone Number | Proposed Implementation Date |
|--------|--|----------------|--|----------------------|----------------------------------|------------------------------|
| 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. | Do Not Concur | This function had been with area detectives but this was centralized in order in provide better trend analysis and increase communication and develop better strategic plans. | | AC David Carter 974-5030 | |
| 5-20 | <i>Assign responsibility for investigating all financial crimes to the Financial Crimes and White Collar Crimes Unit.</i> | Partial Concur | Based on the staffing level of detectives within this unit APD could not assign all financial crimes cases to this one unit. APD will be conducting a detective staffing analysis to evaluated the appropriate staffing levels. | Underway | AC AI Eells 974-5030 | October 2008 |
| 5-21 | <i>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.</i> | Partial Concur | Due to staffing levels and the special requirements for registration we will not be able to transfer unit to apprehension but have restructured and feel this unit would be best supervised under Violent Crimes were Sex Crimes is located. | Implemented | AC AI Eells 974-5030 | March 2008 |
| 5-22 | <i>Reconfigure the Property Crimes and Offender Apprehension Division into two separate divisions, including only those units that support their missions.</i> | Partial Concur | Property Crimes and Offender Apprehension Division will remain one Division but APD will restructure these two areas to include units that support their mission. | Implemented | AC AI Eells 974-5030 | March 2008 |

indicates a “key recommendation.”

| Rec. # | Recommendation Text* | Concurrence | Proposed Strategies for Implementation | Status of Strategies | Responsible Person/ Phone Number | Proposed Implementation Date |
|--------|--|----------------|---|----------------------|----------------------------------|------------------------------|
| 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. | Concur | OCD will be restructured in order for each bureau to have both street and mid level narcotic units assigned to a bureau supervised by a lieutenant. Each you will schedule their hours according to the needs of each bureau. | Implemented | AC Sam Holt 974-5030 | March 2008 |
| 5-24 | <i>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.</i> | Concur | The current structure has a Property/ Apprehension Division. CCU will be moved under this Division. | Implemented | AC AI Eells 974-5030 | March 2008 |
| 5-25 | <i>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.</i> | Concur | Major Crimes Task Force will absorb both the duties and personnel within Firearms Review. | Implemented | AC Sam Holt 974-5030 | March 2008 |
| 5-26 | <i>Eliminate the Human Trafficking Unit and assign its responsibilities to the Special Investigations Section.</i> | Partial Concur | Human Trafficking and the personnel will retain their duties but will move under the Career Criminal Unit. | Implemented | AC AI Eells 974-5030 | March 2008 |
| 5-27 | <i>Merge the Major Crimes Task Force with the Gang Suppression Unit.</i> | Partial Concur | These units are under one command and report to one Lieutenant. These units do work together on a daily basis and are to large to combine but will need to communicate their efforts more effectively in order to maximize their efforts. | Planned | AC Sam Holt 974-5030 | June 2008 |

indicates a “key recommendation.”

| Rec. # | Recommendation Text* | Concurrence | Proposed Strategies for Implementation | Status of Strategies | Responsible Person/ Phone Number | Proposed Implementation Date |
|--------|--|---------------|--|-----------------------|----------------------------------|------------------------------|
| 5-28 | <i>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.</i> | Do Not Concur | Although the Organization Chart has two teams listed, the team acts and response as one functional unit. These teams are divided more for span of control and specialization than as an independent functional unit. The unit has created a third unit to assist the department with adjunct instructor program. | | AC David Carter 974-5030 | |
| 5-29 | <i>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.</i> | Concur | APD has provided this information to CMO and does not fall under our umbrella to set fees. | This falls under CMO. | AC David Carter 974-5030 | October 2008 |
| 5-30 | Relocate special events coordinating and accounting functions to the city manager's office. | Do Not Concur | CMO will evaluate the need for an SPOC for coordinating special events on a city wide basis. | Planned | AC David Carter 974-5030 | October 2008 |
| 5-31 | Ensure that reports of expenditures and revenues are available to provide adequate oversight of the special events function. | Do Not Concur | See Rec. # 5-30. | Planned | AC David Carter 974-5030 | October 2008 |
| 5-32 | Consider establishing an enterprise fund to account for all revenues and expenditures associated with the Special Events Unit. | Do Not Concur | See Rec. # 5-30. | Planned | AC David Carter 974-5030 | October 2008 |
| 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. | Concur | Training staff to adjust curriculum to build in these preplan event to utilize cadets when possible. | Planned | AC Leo Enriquez 974-5030 | October 2008 |

indicates a "key recommendation."

| Rec. # | Recommendation Text* | Concurrence | Proposed Strategies for Implementation | Status of Strategies | Responsible Person/ Phone Number | Proposed Implementation Date |
|--------|--|----------------|---|----------------------|----------------------------------|------------------------------|
| 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. | Concur | This will need to be address by City Legal. | Planned | AC David Carter 974-5030 | October 2008 |
| 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. | Concur | This would allow for proper planning but will need to be address at the CMO level. | Planned | CMO | October 2008 |
| 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. | Concur | During a recent restructure the executive protection function was reassigned under the Highway Enforcement Division. | Implemented | AC Patti Robinson 974-5030 | September 2007 |
| 5-37 | Move the Control Booth Unit to the Administrative Bureau. | Partial Concur | APD will retain a HQ Bureau and assess whether or not this function can be absorb with HQ. | Planned | AC Al Eells 974-5030 | June 2008 |
| 5-38 | <i>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.</i> | Do Not Concur | Although the Intelligence Unit supports the investigative units, it also provides our department with necessary homeland defense intelligence which is coordinated in our Special Operations Unit. The Crime Stoppers program provides necessary intelligence for both investigation and homeland security concerns. Also, Crime Stoppers is funded through a regional program. | | AC David Carter 974-5030 | |

indicates a "key recommendation."

| Rec. # | Recommendation Text* | Concurrence | Proposed Strategies for Implementation | Status of Strategies | Responsible Person/ Phone Number | Proposed Implementation Date |
|--------|--|----------------|--|----------------------|----------------------------------|------------------------------|
| 5-39 | Conduct a workload study to determine actual staffing needs before filling the vacant positions in the Homeland Defense Unit. | Concur | Eliminated homeland positions and all Homeland responsibilities fall under Special Operations. | Implemented | AC David Carter 974-5030 | September 2007 |
| 5-40 | Eliminate the Air Enforcement Section and reassign its staff to other units. | Do Not Concur | Will evaluate the current deployment schedule and cost to identify any modification to the program in order to be more cost efficient. | | AC Patti Robinson 974-5030 | |
| 5-41 | Conduct a workload study to determine appropriate staffing levels for the entire Highway Patrol and Response Section as well as its units. | Concur | Evaluate workload and staffing levels after the detective analysis has been completed. | Planned | AC AI Eells 974-5030 | January 2009 |
| 5-42 | Merge the Traffic Education Unit into the proposed Crime Prevention Education Unit recommended earlier in this chapter. | Do Not Concur | The Traffic Education Unit is tied to an Inter-local agreement between APD and Capital Metro and will need to remain in Hwy Enforcement. | | AC Patti Robinson 974-5030 | |
| 5-43 | The Austin Police Department should adopt a managing criminal investigations approach to help streamline its case assignment process. | Concur | Utilized current applications of our RMS to enhance abilities to manage criminal investigations. | Planned | AC AI Eells 974-5030 | October 2008 |
| 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. | Partial Concur | At this time APD does agree that all Juvenile crimes should be assigned to decentralized detectives but until further evaluation of detective staffing APD does not agree with Auto Theft/Robbery recommendations. | Underway | AC AI Eells 974-5030 | October 2008 |

 indicates a "key recommendation."

| Rec. # | Recommendation Text* | Concurrence | Proposed Strategies for Implementation | Status of Strategies | Responsible Person/ Phone Number | Proposed Implementation Date |
|--------|--|----------------|--|----------------------|---|------------------------------|
| 5-45 | Develop a cadre of civilian volunteers to assist detectives with regular callbacks to crime victims. | Partial Concur | Evaluate "best practices" using volunteers or interns for this function. | Planned | AC AI Eells 974-5030 | October 2008 |
| 5-46 | <i>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.</i> | Concur | Planning Unit will conduct a departmental study to establish appropriate staffing levels for detectives. | Underway | Cmdr. Troy Gay 974-5030 | October 2008 |
| 5-47 | Fully equip the crime scene specialists so that each can be as productive as possible. | Concur | Six new vehicles were added in 2007 for Crime Scene Specialist. | Implemented | Dir. Tech. Services Ed Harris 974-5030 | June 2007 |
| 5-48 | <i>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.</i> | Concur | Establish appropriate budget proposal for FY09 | Underway | Dir. Tech. Services Ed Harris 974-5030 | October 2008 |
| 5-49 | Increase the DNA unit's budget for consumables and other items needed to support the expected increase in case processing. | Concur | Establish appropriate budget proposal for FY09 | Underway | Dir. Tech. Services Ed Harris 974-5030 | October 2008 |
| 5-50 | <i>Add one more full-time chemist to the Chemistry Unit.</i> | Concur | Establish appropriate budget proposal for FY09 | Underway | Dir. Tech. Services Ed Harris 974-5030 | October 2008 |
| 5-51 | APD should fund the Integrated Ballistics Information System specialist position when the grant expires at the end of the current fiscal year. | Concur | Establish appropriate budget proposal for FY09 | Underway | Dir. Tech. Services Ed Harris 974-5030 | October 2008 |
| 5-52 | <i>The department should add one more firearms examiner to help handle the unit's growing workload.</i> | Concur | Establish appropriate budget proposal for FY09 | Underway | Dir. Tech. Services Ed Harris 974-5030 | October 2008 |

indicates a "key recommendation."

| Rec. # | Recommendation Text* | Concurrence | Proposed Strategies for Implementation | Status of Strategies | Responsible Person/ Phone Number | Proposed Implementation Date |
|--------|--|----------------|--|----------------------|---|------------------------------|
| 5-53 | <i>The Austin Police Department should purchase another computer for fingerprint enhancement, to support the increased demand for fingerprint analysis.</i> | Partial Concur | CTM has evaluated current system and system is being updated to handle future demands. | Underway | Dir. Tech. Services Ed Harris 974-5030 | June 2008 |
| 5-54 | The Austin Police Department should replace outdated computers and upgrade software used by the Multi-Media Unit. | Concur | Police Technology is working with Multi-media to identify and replace necessary equipment and establish a replacement schedule. | Underway | Cmdr. Troy Gay 974-5030 | June 2008 |
| 5-55 | The Austin Police Department should increase the Forensic Science Division's consumables and commodities budget. | Concur | Establish appropriate budget proposal for FY09 | Underway | Dir. Tech. Services Ed Harris 974-5030 | October 2008 |
| 6-1 | <i>Align the operational and support functions within the organizational structure of the Police Department to facilitate better coordination and communication.</i> | Concur | APD will implement several of the recommended organizational structural changes. | Underway | AC David Carter 974-5030 | June 2008 |
| 6-2 | <i>Re-draw Austin's area command sectors, reducing the nine sectors to five.</i> | Do Not Concur | Planning has worked with Command Staff to identify and establish new bureau, area command and district lines. Instead of fewer area commands APD will have fewer districts within area command to accomplish this same goal. | | AC David Carter 974-5030 | |
| 6-3 | <i>Provide training to department staff on the development and use of performance measures, both for internal and for external use.</i> | Concur | Performance Measure will be a part of COMPSTAT. | Underway | Cmdr. Troy Gay 974-5030 | April 2008 |
| 6-4 | <i>Develop a budgeting process that obtains input from department managers and provides them with training needed to conduct proper budget oversight.</i> | Concur | Creation of Budget Committee to assist with budget oversight and assist with training for managers throughout the department to increase budget oversight | Underway | Cmdr. Jeff Adicks | September 2007 |

 indicates a "key recommendation."

| Rec. # | Recommendation Text* | Concurrence | Proposed Strategies for Implementation | Status of Strategies | Responsible Person/ Phone Number | Proposed Implementation Date |
|--------|--|-------------|---|----------------------|----------------------------------|------------------------------|
| 6-5 | <i>Control overtime costs by improving budgeting and monitoring of expenditures and implement accounting procedures to ensure all billable overtime is reimbursed.</i> | Concur | Creation of Budget Committee to assist with budget oversight and assist with training for managers throughout the department to increase budget oversight | Underway | Cmdr. Jeff Adicks | September 2007 |
| 6-6 | <i>Purchase property control scanning equipment to improve controls over the Austin Police Department equipment inventory.</i> | Concur | This has been placed on our IT initiatives for FY09 | Planned | Cmdr. Troy Gay 974-5030 | October 2008 |
| 6-7 | <i>Staff the Records Management Section appropriately so that work can be completed accurately and in a timely fashion, and to eliminate backlogs.</i> | Concur | APD did not receive the additional 8 FTE's in FY08 budget. We will resubmit request for future budgets to include recommendation of 13 FTE positions. | Underway | Cmdr. Troy Gay 974-5030 | October 2008 |
| 6-8 | Re-establish the city-county liaison position to assist in the Central Booking operation. | Concur | This is a budgetary issue as well as an Inter-local agreement between APD and TCSO that will have to be negotiated. | Planned | AC Al Eells 974-5030 | October 2008 |
| 6-9 | Identify basic performance indicators for periodic evaluation of Community Liaison programs, and establish a process to formally evaluate them. | Concur | With the implementation of the Community Education and Outreach Division performance measure will be establish. | Planned | Cmdr. Charles Ortiz 974-4201 | October 2008 |
| 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. | Concur | PIO and Marketing units are working with CTM on City wide project to update website. | Planned | Cmdr. Sean Mannix 974-5030 | October 2008 |

indicates a "key recommendation."

| Rec. # | Recommendation Text* | Concurrence | Proposed Strategies for Implementation | Status of Strategies | Responsible Person/ Phone Number | Proposed Implementation Date |
|--------|---|---------------|---|----------------------|------------------------------------|------------------------------|
| 6-11 | <i>Re-locate the Eastside Story program to another organization.</i> | Concur | APD would like remain involved in this program but feel this program would be better suited under another organization. | Planned | AC Sam Holt 974-5030 | October 2008 |
| 6-12 | Increase funding for the Eastside Story program to support the growing demand for its services. | Concur | See Rec. # 6-11. Budget proposal will need to be addressed by another organization. | Planned | AC Sam Holt 974-5030 | October 2008 |
| 6-13 | Consider creating a new name for the Eastside Story program while maintaining its services. | Do Not Concur | <i>This program is well known by the name and understands the confusion of donations by other programs but APD feels this should be addressed by another organization (see Rec. # 6-11)</i> | Planned | AC Sam Holt | October 2008 |
| 6-14 | <i>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.</i> | Concur | Community Liaison will be part of the newly formed Community Education and Outreach Division. The new Division will meet with OPM to develop and coordinate their efforts. | Planned | Cmdr. Charles Ortiz 974-4201 | June 2008 |

indicates a "key recommendation."
Appendix A

ACTION PLAN
Public Safety Assessment – Police Operations
Office of the Police Monitor

| Rec. # | Recommendation Text* | Concurrence | Proposed Strategies for Implementation | Status of Strategies | Responsible Person/ Phone Number | Proposed Implementation Date |
|--------|--|-------------|---|---|----------------------------------|--|
| 8-1 | <i>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.</i> | Concurrence | This is a matter of negotiation between the City of Austin and the Austin Police Association (APA) in the Meet and Confer process. | The Meet and Confer process between the City of Austin and APA is underway. | Cliff Brown 974-9090 | Negotiations should be concluded by September 2008 |
| 8-2 | <i>Allow the Office of the Police Monitor access to the GAP data.</i> | Concurrence | GAP monitors 6 variables: # of sick hours, negligent collisions, pursuits, officer as a victim instances, use of force incidents, and IAD complaints. Currently the OPM has access to only one of these variables, IAD complaints. The OPM also has indirect access to number of negligent collisions and pursuits, if they are pursued as internal IAD complaints. The OPM may want to collaborate with APD to get access to the remaining key variables. These variables should be available in a similar report format as that offered to the Chains of Command. | Planned | Cliff Brown 974-9090 | June 2008 |
| 8-3 | <i>Complete Office of the Police Monitor reports as required by the joint Austin Police Department/Office of the Police Monitor operating procedures.</i> | Concurrence | Report template was developed during the creation of the 2004 Annual Report. This report template has also been used in the 2005 and 2006 annual reports. Report template will also be used in subsequent reports. | Implemented | | |

indicates a “key recommendation.”

| Rec. # | Recommendation Text* | Concurrence | Proposed Strategies for Implementation | Status of Strategies | Responsible Person/ Phone Number | Proposed Implementation Date |
|--------|----------------------|-------------|--|----------------------|----------------------------------|---|
| 8-3 | <i>Continued...</i> | | Case, Officer, and Policy recommendations made by both the OPM and Citizen Review Panel are included in the report template and can be found in the 2003, 2004, 2005, and 2006 annual reports. | Implemented | | |
| 8-3 | <i>Continued...</i> | | The Police Monitor and City Manager developed a timeline for the 2005 and 2006 annual and semi-annual reports. As soon as 2006 annual report is approved by the City Manager's Office, a similar timeline will be discussed for upcoming reports. | Underway | | |
| 8-3 | <i>Continued...</i> | | The OPM currently conducts a formal presentation of findings and recommendations to the Mayor and City Council. Such a similar presentation to APD staff could have great benefits. However, it should be noted that individual officer, case, and policy recommendations are sent to APD staff on a continual basis. Therefore, APD is currently granted the opportunity to make appropriate and timely policy and procedure decisions. | Planned | | OPM is currently working to get on the April City Council agenda. |

indicates a "key recommendation."
Appendix A

| Rec. # | Recommendation Text* | Concurrence | Proposed Strategies for Implementation | Status of Strategies | Responsible Person/ Phone Number | Proposed Implementation Date |
|--------|--|-------------|---|----------------------|----------------------------------|---|
| 8-4 | <i>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.</i> | Concurrence | Complaint classifications are based on APD General Order A109; Classification description represents attempt at standardization. | Implemented | | |
| 8-4 | <i>Continued...</i> | | Both the current IAD/OPM data management systems and the new ICMS data management system are real-time systems. However, timeliness of data entry needs to improve for this factor to be effective. ICMS, the upcoming joint database system should be helpful in improving efficiency of data entry in that it removes current data duplication. | Underway | | ICMS a top priority for IAD and OPM. Second wave of data migration will take place week of March 10, 2008 |
| 8-4 | <i>Continued...</i> | | OPM opinions of IAD classifications likely to continue to be a source of disagreement. This is not a function of classification standardization, but of perception of the severity of a case. OPM will continue to track opinion of case classifications and promptly notify IAD of classification disagreements in order to allow IAD a greater opportunity to enact recommendations, reducing ultimate disagreements between the OPM and IAD. | Underway | | |

indicates a “key recommendation.”

| Rec. # | Recommendation Text* | Concurrence | Proposed Strategies for Implementation | Status of Strategies | Responsible Person/ Phone Number | Proposed Implementation Date |
|--------|--|-------------|--|---|----------------------------------|------------------------------|
| 8-5 | <i>Increase public awareness of the mediation option for settling citizen complaints against officers.</i> | Concurrence | <p>Emphasize process during initial consultation with Complainant</p> <p>Ensure Internal Affairs (IA) is also offering this option at time of IA intake</p> <p>Educate public about this option at all Community meetings and presentations by OPM</p> <p>Use all available media outlets</p> <p>Make option more prominent on OPM website</p> | All of these proposed strategies is underway | Cliff Brown 974-9090 | Implemented |
| 8-6 | <i>Ensure adequate orientation for newly appointed Citizen Review Panel members.</i> | Concurrence | <p>Evaluate all current Board Members training record</p> <p>Propose change in process such that all newly appointed members will receive all required training prior to appointment to Panel</p> <p>Have APD tailor training specific to Panel members</p> | All of these proposed strategies are underway | Cliff Brown 974-9090 | May 2008 |
| 8-7 | <i>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.</i> | Concurrence | <p>This is a matter of negotiation between the City of Austin and the Austin Police Association (APA) in the Meet and Confer process.</p> | Proposed strategy is underway | Cliff Brown 974-9090 | |

indicates a “key recommendation.”

ACTION PLAN
Public Safety Assessment – Police Operations
Public Safety and Emergency Management Department

| Rec. # | Recommendation Text* | Concurrence | Proposed Strategies for Implementation | Status of Strategies | Responsible Person/ Phone Number | Proposed Implementation Date |
|--------|--|---------------|--|----------------------|--|------------------------------|
| 7-2 | <i>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.</i> | Concur | <i>PSEM Management will meet with APD Management to develop areas of responsibility and create a MOU.</i> | <i>Planned</i> | <i>Division Chief J.J. Schmidt</i> | <i>October 1, 2008</i> |
| 7-3 | <i>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.</i> | Concur | <i>PSEM Management will meet with APD Management to incorporate PSEM needs into the planning of a new facility.</i> | <i>Planned</i> | <i>Division Chief J.J. Schmidt</i> | <i>October 1, 2008</i> |
| 7-4 | <i>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.</i> | Concur | <i>PSEM Mgt will meet with Park Mgt to ensure that the Park Police are used only for activities related to their core responsibilities.</i> | <i>Planned</i> | <i>Alvin Shaw Division Chief</i> | <i>October 1, 2008</i> |
| 7-5 | <i>Transfer responsibility for security services at the Austin Resource Center for the Homeless to a more appropriate setting within the city.</i> | Concur | <i>Transfer Public Safety operations for ARCH out of the Park Public Safety Division and establish a separate specialized ARCH Public Safety unit.</i> | <i>Planned</i> | <i>Division Chief Michael Urubek</i> | <i>October 1, 2008</i> |

indicates a “key recommendation.”

| Rec. # | Recommendation Text* | Concurrence | Proposed Strategies for Implementation | Status of Strategies | Responsible Person/ Phone Number | Proposed Implementation Date |
|--------|--|----------------------|---|----------------------|--------------------------------------|------------------------------|
| 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. | Concur | <i>PSEM Management will develop outcome performance measures related to special events, call volume at various facility types (parks, greenbelts, recreation centers, etc.) and non-park facility coverage.</i> | <i>Planned</i> | <i>Division Chief Alvin Shaw</i> | October 1, 2008 |
| 7-7 | <i>Ensure that vacant positions are filled as soon as possible.</i> | Concur | <i>All Deputy Marshal vacancies have been filled.</i> | <i>Implemented</i> | <i>Division Chief J.J. Schmidt</i> | <i>Completed</i> |
| 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. | Do Not Concur | <i>In addition to providing overall Court public safety and security, deputy city marshals assigned to municipal court facilities are responsible for responding to disturbances, responding to calls to the screening area for weapons or contraband, impounding vehicles, and transporting and processing prisoners. Most, if not all, of these functions, must be performed by peace officers. Thus, the addition of armed security guards would not eliminate the need for deputy marshals at Municipal Court or at the DACC. In addition, the level of use of force/firearms training received by deputy marshals far exceeds the level of training required by armed security guards.</i> | | <i>Division Chief Michael Urubek</i> | |
| 7-9 | <i>Evaluate and, if necessary, modify the system interfaces to ensure that all outstanding Class C warrant information is available to Austin Police Department officers.</i> | Concur | <i>This system has been corrected and is providing up to date and real time information.</i> | <i>Implemented</i> | <i>Division Chief Michael Urubek</i> | <i>completed</i> |

indicates a “key recommendation.”

APPENDIX B

MGT REPORT ON PUBLIC SAFETY POLICE OPERATIONS

-- See separate report titled “Public Safety Police Operations” –

APPENDIX C
GROWTH TREND

Exhibit 3 on page 8 of this report represents a percentage growth gap between APD expenditures and sources of General Fund revenue. Exhibit 6 (see next page) represents the growth trend in terms of dollars and percents for the components that make up the sources for the General Fund which are tax revenue, other revenue (fees), and transfers (new). In addition, APD and public safety expenditures are represented as line overlays.

Tax revenue grew from approximately \$149 million in fiscal year 1995 to \$365 million in 2007 for a growth of 145 percent.

Fines, fees, and other revenue grew from approximately \$50 million in fiscal year 1995 to \$113 million in 2007 for a growth of 124 percent.

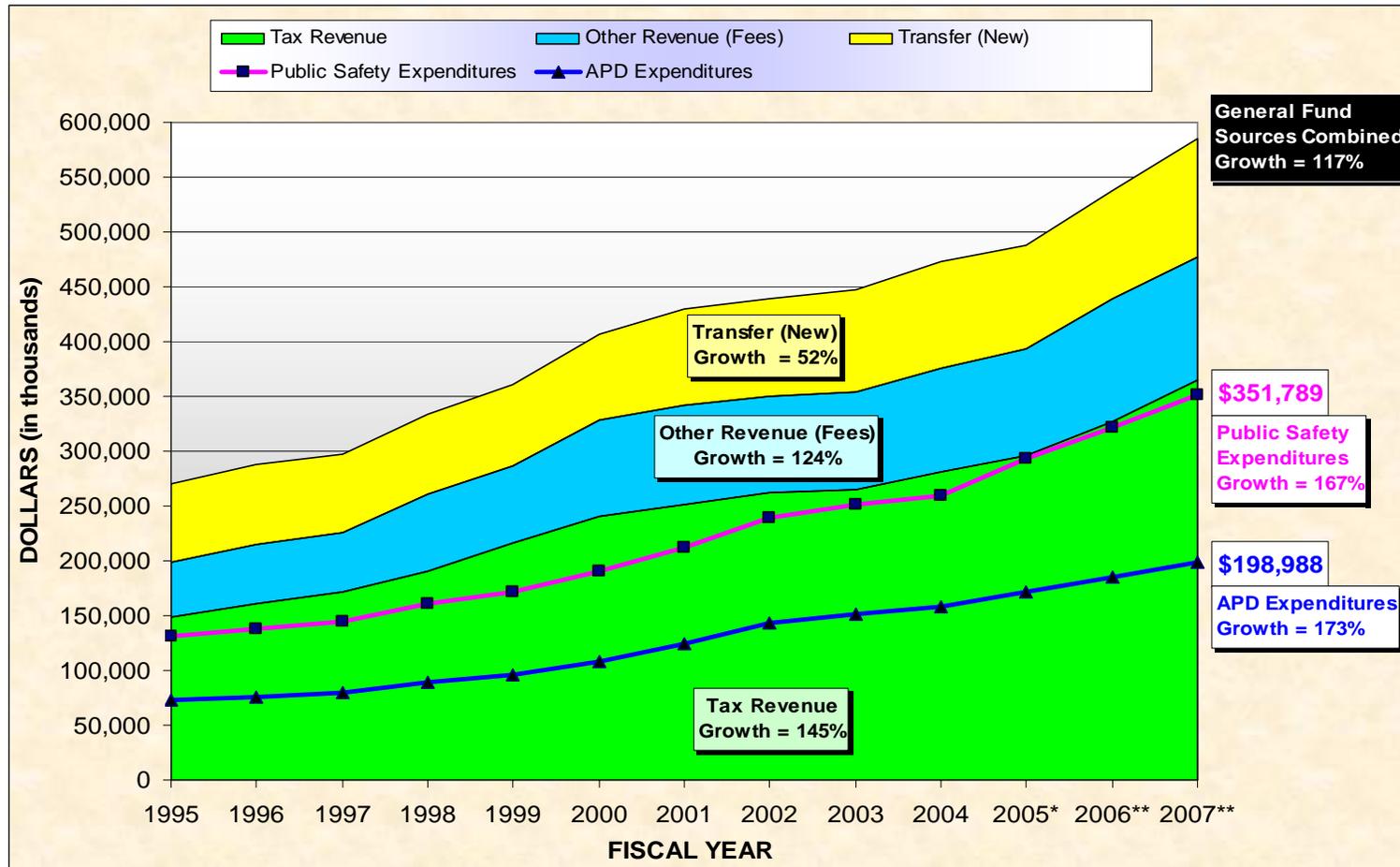
Transfers (excluding Non-recurring, Emergency, Contingency, and Sustainability transfers) grew from approximately \$71 million in fiscal year 1995 to \$108 million in 2007 for a growth of 52 percent.

Combined, General Fund sources of revenue grew from approximately \$271 million in fiscal year 1995 to \$586 million in 2007 for a growth of 117 percent.

APD expenditures grew from approximately \$73 million in fiscal year 1995 to \$199 million in 2007 for a growth of 173 percent.

Public Safety expenditures grew from approximately \$132 million in fiscal year 1995 to \$352 million in 2007 for a growth of 167 percent.

EXHIBIT 6
General Fund Sources compared with Public Safety and APD Expenditures
during FY 1995-2007

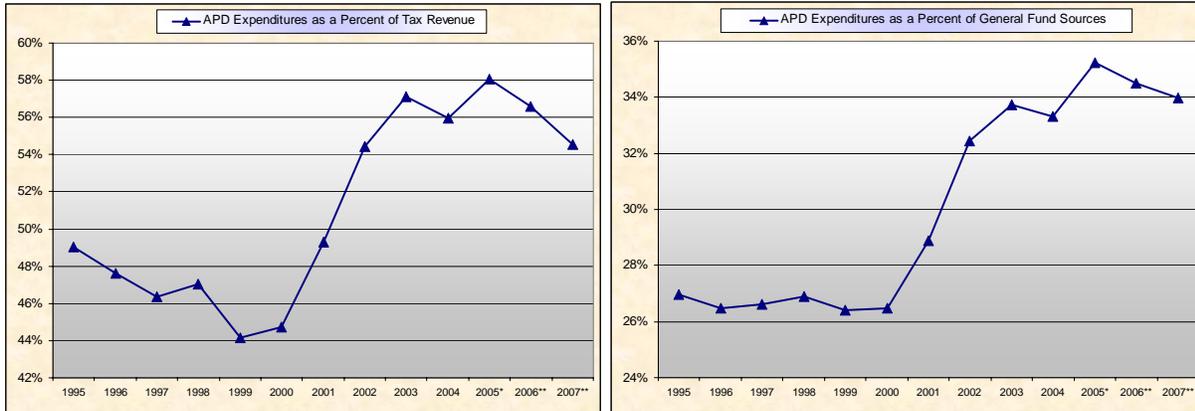


Source: OCA Analysis of City of Austin Comprehensive Annual Financial Reports 1995-2007.

* \$31.6 million was added in FY 2005 to “normalize” General Fund revenue (Hospital District). “New Transfers” exclude Non-recurring, Emergency, Contingency, and Sustainability transfers.

** FY 2006 and 2007 CAFRs were not available when MGT completed their work. \$33.2 million was added in FY 2006 and \$38.4 million was added in FY 2007 to “normalize” General Fund revenue (Hospital District). “New Transfers” exclude Non-recurring, Emergency, Contingency, and Sustainability transfers.

From fiscal year 1995 to 2007, APD expenditures as a percent of tax revenue grew from 49 percent to 54.5 percent. APD expenditures as a percent of all General Fund sources grew from 27 percent to 34 percent (see percents by year in the charts below).

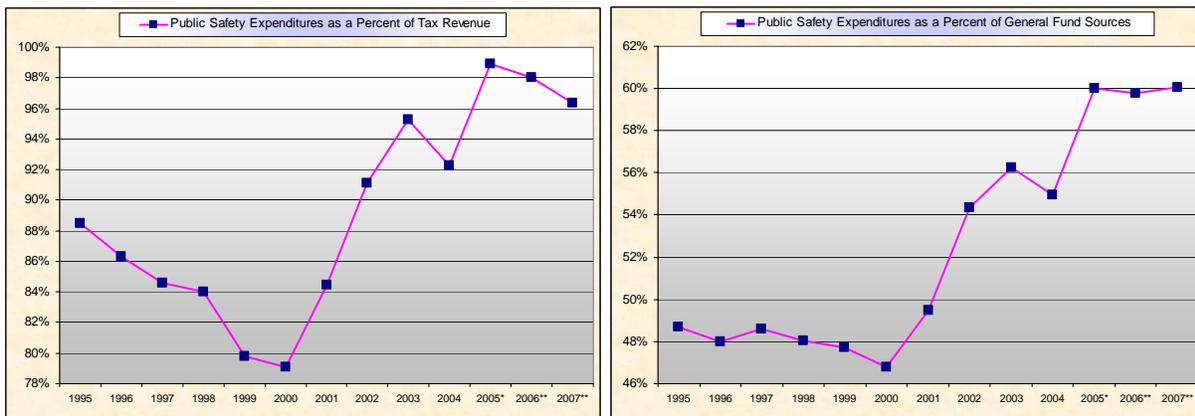


Source: OCA Analysis of City of Austin Comprehensive Annual Financial Reports 1995-2007.

* \$31.6 million was added in FY 2005 to “normalize” General Fund revenue (Hospital District). "New Transfers" exclude Non-recurring, Emergency, Contingency, and Sustainability transfers.

** FY 2006 and 2007 CAFRs were not available when MGT completed their work. \$33.2 million was added in FY 2006 and \$38.4 million was added in FY 2007 to “normalize” General Fund revenue (Hospital District). "New Transfers" exclude Non-recurring, Emergency, Contingency, and Sustainability transfers.

During the same time period, Public Safety expenditures as a percent of tax revenue grew from 88.5 percent to 96.4 percent. Public Safety expenditures as a percent of all General Fund sources grew from 48.7 percent to 60.1 percent of all General Fund sources (see percents by year in the charts below).



Source: OCA Analysis of City of Austin Comprehensive Annual Financial Reports 1995-2007.

* \$31.6 million was added in FY 2005 to “normalize” General Fund revenue (Hospital District). "New Transfers" exclude Non-recurring, Emergency, Contingency, and Sustainability transfers.

** FY 2006 and 2007 CAFRs were not available when MGT completed their work. \$33.2 million was added in FY 2006 and \$38.4 million was added in FY 2007 to “normalize” General Fund revenue (Hospital District). "New Transfers" exclude Non-recurring, Emergency, Contingency, and Sustainability transfers.

APPENDIX D
ICMA PEER CITY DATA

As noted on page 6 of this report, we gathered data from the International City/County Management Association (ICMA) to analyze police expenditure trends over time. While recognizing the limitations of self-reported data, every effort was made to collect information from the peer cities used in the MGT report (see Appendix B). However, city participation and/or response rates to the ICMA surveys limited the cities available for analysis.

We were able to use ICMA data for three Appendix B peer cities, Dallas and San Antonio, Texas and Tucson, Arizona. In addition, we used ICMA data from Mesa, Arizona; Oklahoma City, Oklahoma; and San Jose, California. ICMA data from Phoenix, Arizona and Portland, Oregon, two Appendix B cities, were not used here because of incomplete and sporadic reporting.

Exhibit 7 presents a summary of the ICMA calculation for operating and maintenance expenditures charged to the police department per capita for the seven cities analyzed. Austin’s police expenditures were more than two times higher than other peer city police expenditures over the time period. Also, Austin police expenditures grew 84 percent during the period while other peer city expenditures grew in a range from 20 to 34 percent.

EXHIBIT 7
Austin Police Expenditures are Growing Faster than Peer City Police Expenditures

| CITY | 1997-2006* | | Average Yearly Difference | |
|---------------|-------------------|--------------------|---------------------------|---------|
| | Amount Difference | Percent Difference | Amount | Percent |
| Austin | \$120.34 | 84% | \$13.37 | 9.3% |
| Dallas | \$46.43 | 22% | \$5.16 | 2.4% |
| Mesa** | n/a | n/a | \$7.48** | 3.3%** |
| Oklahoma City | \$33.97 | 20% | \$3.77 | 2.2% |
| San Antonio* | \$49.01* | 33%* | \$6.13* | 4.1%* |
| San Jose | \$59.14 | 34% | \$6.57 | 3.8% |
| Tucson* | \$57.88* | 33%* | \$7.24* | 4.1%* |

Source: OCA analysis of ICMA survey data (1997-2006).

* 2006 figures were not available for San Antonio or Tucson. Calculations presented for these cities are from 1997-2005 (calculations were divided by eight years to determine the “average yearly difference” calculations).

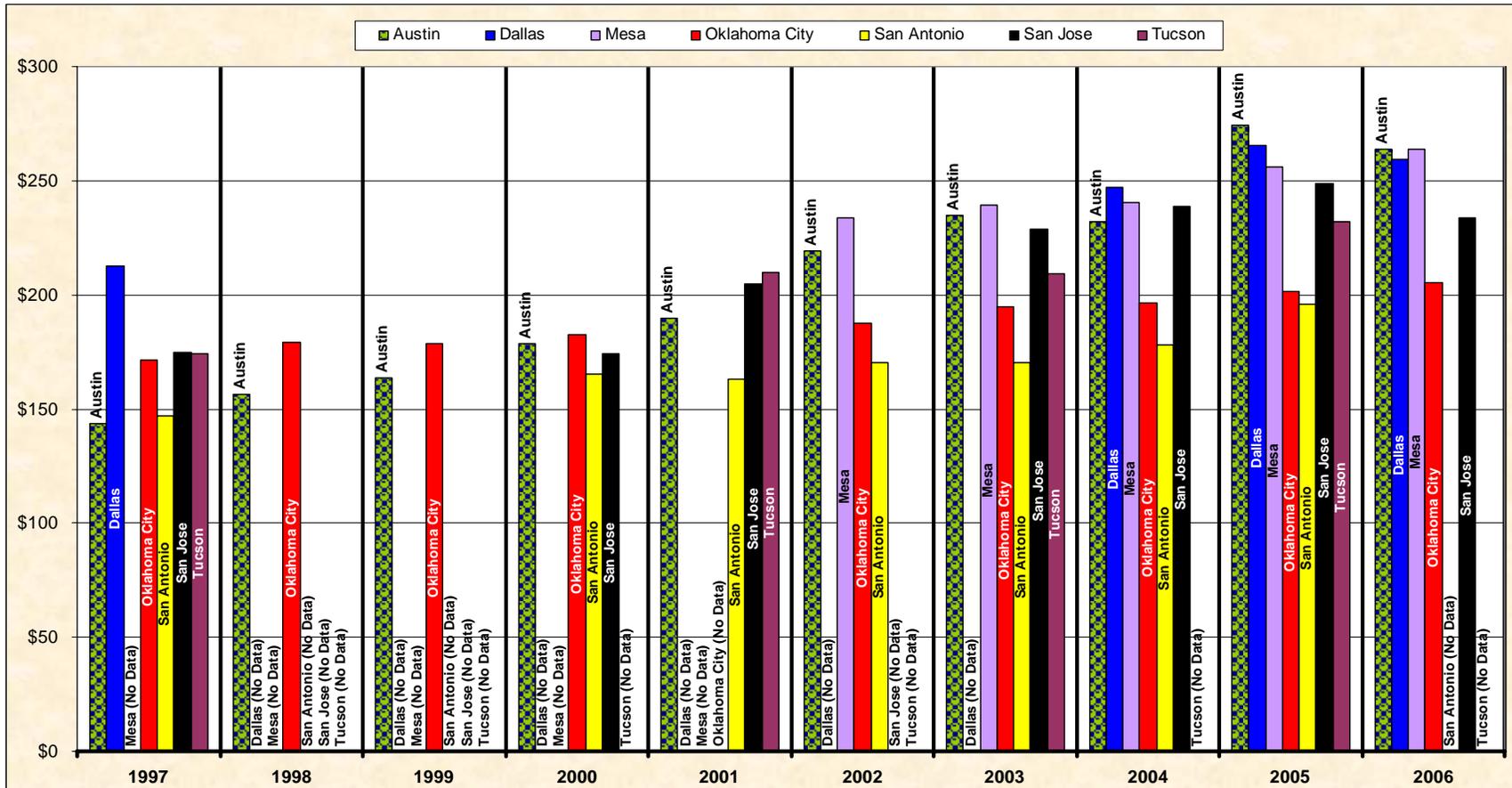
** Earliest available figures for Mesa were from 2002. For 2002-2006, the amount difference is \$29.91 and the percent difference is 13% (calculations were divided by four years to determine the “average yearly difference” calculations).

The ICMA data for operating and maintenance expenditures charged to the police department per capita is presented by city and year in Exhibit 8 (see next page). Of the cities reporting, Austin had the lowest expenditures per capita in 1997 and the highest expenditures per capita in 2006.

We also gathered ICMA Uniform Crime Reports Part I violent and property crime rate data to indicate the relative crime environment among the cities. This information is presented in Exhibits 9 and 10, respectively.

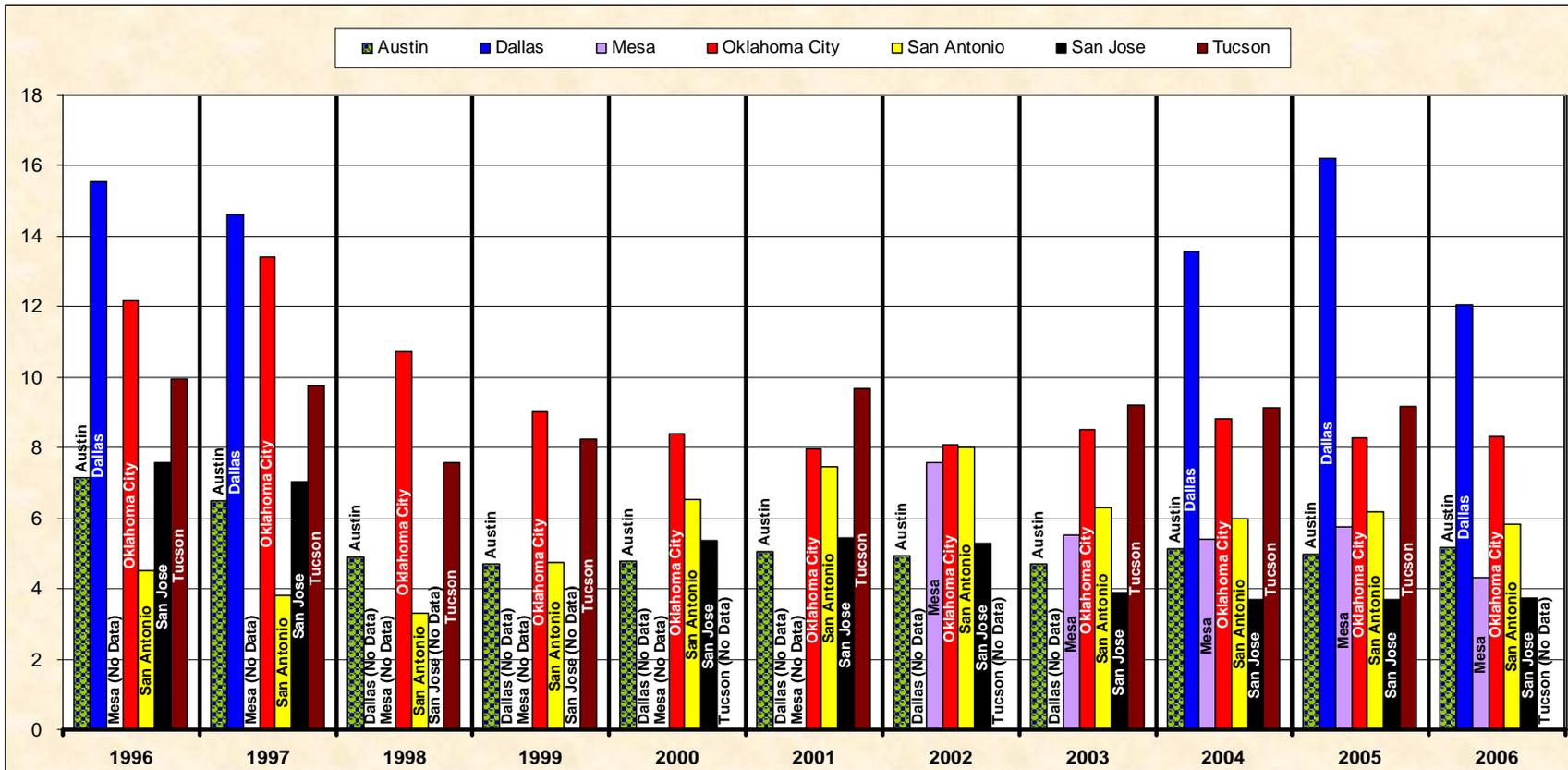
EXHIBIT 8

Total Operating and Maintenance Expenditures Charged to the Police Department per Capita (1997-2006)



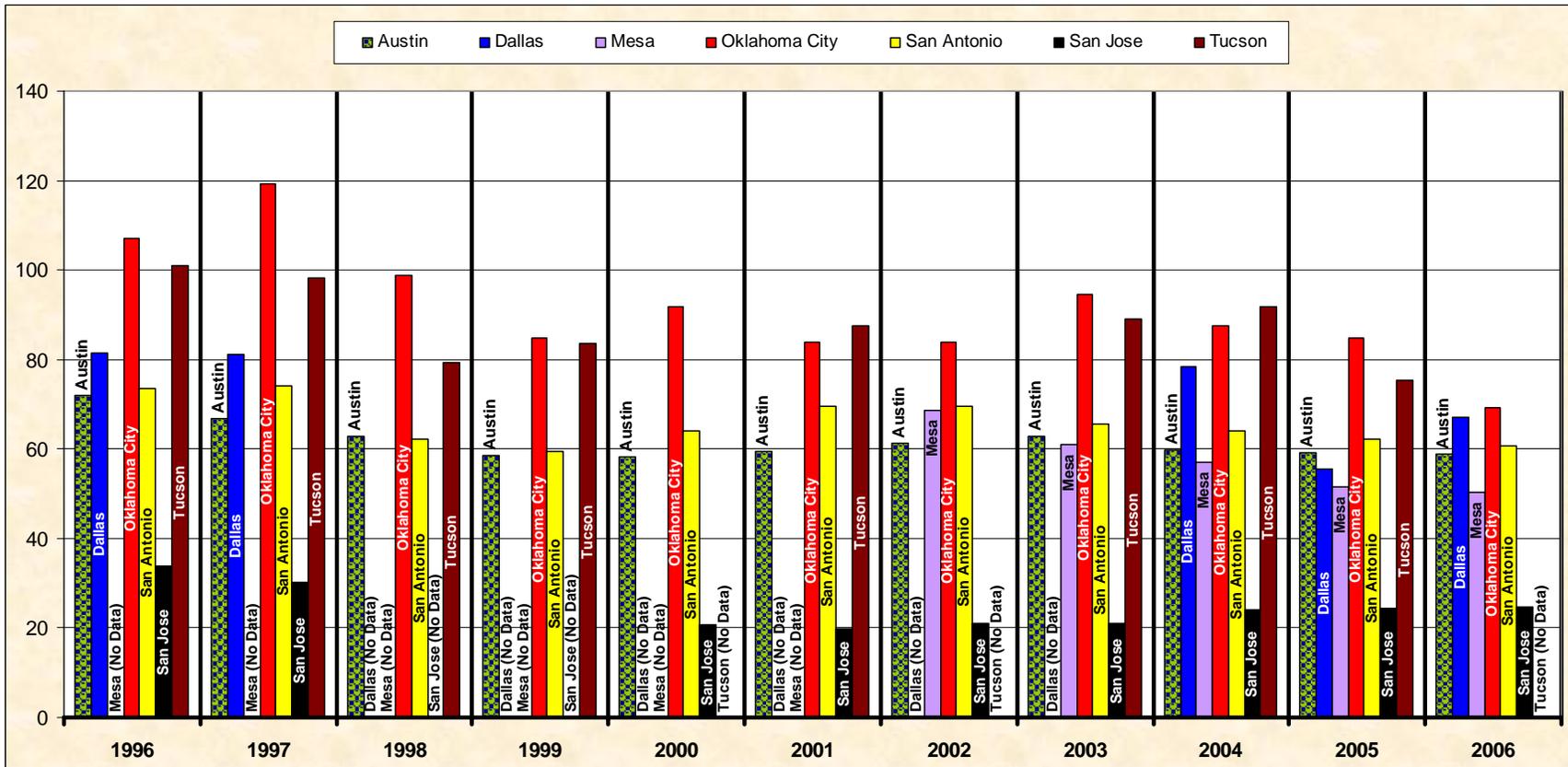
Source: OCA analysis of ICMA survey data (1997-2006).

EXHIBIT 9
UCR Part I Violent Crimes Reported per 1,000 Population (1997-2006)



Source: OCA analysis of ICMA survey data (1997-2006).

EXHIBIT 10
UCR Part I Property Crimes Reported per 1,000 Population (1997-2006)



Source: OCA analysis of ICMA survey data (1997-2006).