Final Report on Community Policing

CITY OF AUSTIN, TEXAS

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1. INTRODUCTION AND EXECUTIVE SUMMARY

The Matrix Consulting Group was retained by the City of Austin to conduct a Community Policing Study. This final report presents the results of this study. This assessment is based on our understanding of policing needs through extensive input from the community and within the Department, extensive analysis of police workloads and service levels in the City, comparisons against industry best practices and peer agencies as well as this project team's extensive experience working with hundreds of police departments throughout the country.

1. STUDY SCOPE OF WORK

As noted above, the major focus of this phase of the study was the staffing and support needs of the Austin Police Department to provide proactive and community oriented law enforcement services to the City. As a result, the scope of this project included the following:

- What is meant by 'community policing' in a way that is appropriate and meaningful for Austin? This is critical because all policing flows from this important principle.

- How should 'community policing' be supported in the Department in recruitment and training, supervision and management, policies and procedures as well as in the leadership of the Department?

- How should the community be involved in the development, review and accountability of police services in Austin?

- What is the appropriate structure for field services to enable it to effectively anticipate community needs as well as respond to requests for service.

- What is the appropriate amount of proactive or 'community engagement' time for field patrol personnel? How does this fit into the wide range of roles which patrol officers should fulfill when they are not responding to calls for service.

- How should the proactive efforts of all field functions be coordinated to ensure that services are maximized to the community?

- What are the most appropriate roles for District Representatives in supporting the community? How many District Representatives are required in community engagement and support? What opportunities exist to civilianize some District Representatives given the breadth of the roles performed?

This study is intended to be a foundation for the choices in service delivery that the City and the Police Department have in order to be more effective in providing service to the community.

2.   STUDY METHODOLOGY

In this Police Department Community Policing Study, the Matrix Consulting Group project team employed a wide variety of data collection and analytical techniques. The project team conducted the following analytical activities:

- At the outset of the staffing study, the study team interviewed the Police Chief and his management team. The purpose of these interviews was to develop an initial understanding of the organization of the Police Department and issues that led to this study.

- The project team also met with the Mayor and each member of the City Council. The purpose of these interviews was to develop an understanding of their perspectives of community policing issues. The project team also met with the Assistant City Manager for Public Safety at the outset of the project.

- Because the views of the community were critical to this study, the project team utilized a multi-faceted approach to understand community policing direction and issues. This approach included:

    – The project team met with representatives of several groups within the City that represented neighborhoods, business and other special interests.

    – The project team offered community focus group meetings in each Council district, which were accomplished in a variety of ways – dedicated meetings on community policing; and joining regular constituent or neighborhood meetings.

    – The project team also utilized an online community survey to directly obtain views from people living and working in the City about issues of relevance to this study. Almost 1,700 people responded to the survey.

- The project team sought views about staffing and the management of field services through several approaches. These included:

  – The project team interviewed many staff in the two Patrol Bureaus and in other functional areas of the Department. These interviews included staff at all rank level and functions.

  – Because of the need to understand the more holistic nature of how 'community policing' is supported in Austin, the project team interviewed staff in other areas of the Department – recruitment and training, policy development, data management, etc.

  – Internal input was maximized through the use of an anonymous employee survey for all staff to provide input on issues of relevance to this study. Over 1,100 employees responded to the survey request.

- While on site, the project team collected a wide variety of data designed to document deployments and schedules, workloads and service levels as operating and management practices. The Austin Police Department was very forthcoming with this data and much assistance was provided to the project team. The project team developed a descriptive summary, or profile, of each function within the Police Department that was relevant to the study – reflecting organizational structure, staffing, workloads and service levels.

- To understand comparative issues, the project team developed a set of performance measures, called "best management practices" against which to evaluate current community services, workloads, and service levels in Austin. The team also compared the community policing efforts in Austin to 'peer' communities in Texas and around the country.

- Throughout the study process the project team kept the Police Department and the City Manager's Office apprised of the progress in the study.

Because this project was more than 'just another staffing study' the comprehensive and inclusive approaches utilized were essential.

3.   OVERVIEW OF KEY ISSUES FRAMING THIS STUDY

Over the last decade, Austin has seen significant growth and expansion throughout the City. This growth has put the Police Department and the City continually in the position to evaluate the resources needed for effective police services and to continually plan for future needs. This report contains the project team's evaluation of

the current level of services provided and recommendations for additional staffing in the

immediate future.

As the project team conducted this analysis, several key findings shaped the

direction of the study. These key findings are summarized below:

(1) ***"Community Policing" is not the coherent philosophy and strategy in the Department that it needs to be****.* The Austin Police Department has created many great community oriented programs which are attested to in this report. However, these great programs and ideas often exist in isolation and are not supported by strong policies, human resource and management strategies and leadership.

(2) **Steps need to be taken to ensure that internal support for community policing in the Department is consistent with these strategies**, including approaches utilized to recruit, train, supervise and manage personnel who interact with the community.

(3) **The Police Department's performance delivering proactive services and responding to calls needs to be measurable and transparent.** Metrics which support community policing goals need to focus on results and involve the community on a regular basis.

(4) ***Patrol resources have limited opportunities to be more proactive – proactivity levels are at an overall level of approximately 22%[1]***, well below the 35-45% range typically considered to represent an effective level of patrol service*.* During many hours of the day and in many areas of the City proactive or 'community engagement' time does not exist.

(5) ***District Representatives (DRs) provide a valuable link in addressing problems in each Region***, and provide a valuable link between the APD and residents and businesses, social services agencies and other City Departments. However, input from staff and the community indicates that these resources are not consistent in the services provided or in responsiveness to community needs.

There have been many efforts to develop and implement ideas to improve the

Department's response to crime and other policing issues in Austin and with the City's

rapid growth over the last decade. However, what has been lacking is a combined and

sustained coordinated initiative to implement a formal community policing program and

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[1] The level of proactivity reported by the Police Department has been somewhat lower than this (17% – 19%) because of several methodological differences in our two approaches. Principal among these differences is the inclusion of some proactive *activities* within counts of responses to *reactive* calls for service. In our methodology the separation of these types of work is critical as explained in the report.

process in Austin. The comprehensive needs for effective Community Policing for Austin are all evaluated in this project.

4.   SUMMARY OF RECOMMENDATIONS

This report provides analysis of Community Policing in Austin and ways to make these interactions more effective. The recommendations made by the project team encompass everything that is policing – strategies and management, personnel management, policies and supervision, and staff requirements. The table below provides a summary of these recommendations and opportunities for improvement.

Summary of Recommendations
Chapter 3 – Community Policing Leadership and Management
Rewrite the mission statement so that it is clear that the Austin Police Department conducts business that recognizes Community Policing and Problem-Solving as the foundation of all activities.
Include pedestrian stops and field interviews in the yearly Racial Profiling Report.
Patrol officers need to engage in community activities at a higher level than present efforts. This has been addressed in the resources analysis of this study.
Evaluate the software currently used by Internal Affairs to store investigative records and determine if modifications are needed or if new software must be purchased so that sufficient records searches may be conducted.
Develop a marketing plan that supports the agency's Community Policing goals and efforts.
The APD should provide funding for the PIO to market its Community Policing efforts.
Define the roles of supervisors, managers, command and executive staff as they relate to community oriented policing and problem-solving.
Develop an evaluation system that allows employees to assess supervisory, management, command, and executive efforts in Community Policing.
Identify and adopt a definition of leadership that is focused on problem-solving and facilitates the involvement of all employees in leading the community.
Provide leadership training to all members of the Department.
Establish a clear policy that defines community policing and problem-solving at the Austin Police Department. The policy should be comprehensive so that the philosophy of Community Policing is established in all functions of the Department.

Develop specifically defined performance measures to gauge the effectiveness of the Community Policing efforts of the Department at the organizational level. Publish a yearly report of the findings.

Work with the community in developing appropriate performance measures and reporting.

Chapter 4 – Support for Community Policing in the Department

Assign all resources necessary to recruiting in an effort to attain the number of applicants necessary to fill attrition and newly authorized positions.

Reduce the number of days required to complete the testing process to four months total and one visit.

Automate all background and testing to speed the process.

Develop a Marketing and Strategic plan for Recruiting and Hiring that emphasizes Community Policing principles.

Revise job classifications and policies and procedures that subscribe to Community Policing principles.

Continue efforts to utilize Community Liaisons, Explorers and PAL as feeders for Recruiting.

Revise the APD website and Facebook page to reflect Community Policing principles.

Develop a Community Policing theme that highlights the philosophy as a major focus of Academy training.

Develop an introductory survey class to teach cadets the history, structure, philosophy and application of Community Policing in the Austin Police Department.

Cadets should continue to write the observation report or make a presentation on their experience in the Immersion Program.

Continue to search for a Community Policing related train-the-trainer class to offer to Police Academy instructors and field training officers.

Transfer all exit interviews of cadets and trainees who self-terminate employment during the Police Academy and the Field Training Program to Human Resources.

Explore the use of problem-based learning methodology in the Police Academy.

Reconsider the planned change in the 1-7 rating scale to a 1-4 scale. The 1-7 scale allows trainees to work within a range of ratings where positive reinforcement is easier to attain.

Reassess proposed changes to the present Trainee Checklist. Instead of a reduction of tasks, the checklist can be redesigned to become a training guide (with no checkoff process) and include the processes of Community Policing.

The APD should approve the FTP proposal to add a DOR dimension that specifically includes community organizing and problem-solving.

Explore the use of Problem-Based Learning (PBL) as a limited tool to engage trainees in problem-identification and solution activities.

Explore the use of Bloom's Taxonomy of Learning as a tool to construct learning activities and to identify learning issues faced by trainees.

Implement a requirement that trainees complete a neighborhood portfolio that analyzes a specific area of the city, which will not only create a useful database for Community Policing activities, but will establish the foundation for partnerships between the community and the Department.

Explore the potential for developing and implementing a Community Policing-based field training program, such as that proposed by the Department of Justice, COPS Office (PTO), to replace the present program.

Conduct a training needs assessment of all APD training functions every 3 years.

Provide training on Community Policing to all non-sworn members through local delivery or e-learning methods already established by the Department.

Develop e-Learning training program that encompasses cultural and social issues that affect the relationship between the APD and the community it serves.

Provide problem-solving leadership to all employees through local delivery or e-learning methods already established by the Department.

Formalize the collection of employee demographic data/statistics by race, ethnicity, and gender, to be conducted annually by Human Resources.

Analyze the performance evaluations for all employees, sworn and non-sworn, and develop a system that evaluates employees' efforts in Community Policing, including specific dimensions on the Department's values, vision and mission.

Develop a reward system that encourages employee efforts in Community Policing. This may be a separate system or a modification of the Superior Service Citation.

Chapter 5 – Patrol Operations and Staffing

Add 12 new CSO positions to function in a field role, handling certain types of low-priority and non-emergency calls that would have otherwise contributed to sworn officer workload. Assign them to the patrol regions as follows to maximize their effect on improving patrol proactive capabilities:

- Region I (Central): 3 CSO positions
- Region II (North): 3 CSO positions
- Region III (east): 3 CSO positions
- Region IV (South): 3 CSO positions

Districts; I, II, III, IV:
Redeploy a limited number of officers from the evening and night shifts to each of the two day shifts to increase proactivity during those time periods.

Districts II, III, IV:
Review opportunities to transfer the workload of districts with high workloads to the surrounding districts in order to better balance proactive capabilities.

Increase the number of staff allocated to each region by adding the following positions:

- DTAC (Downtown): 4 officers
- Region I (Central): 13 officers and 2 corporals.
- Region II (North): 18 officers and 2 corporals.
- Region III (East): 12 officers and 2 corporals
- Region IV (South): 19 officers and 2 corporals.

These changes result in a net increase in the number of positions allocated to patrol by 66 officers and 8 corporals.

In addition to the staffing recommendations made in the previous section, add the following number of officer positions over the next four years in order to accommodate increases in patrol workload that will result from the City's population growth and to maintain an appropriate amount of 'proactive' or 'community engagement' time:

- 2017: 20 officers
- 2018: 18 officers
- 2019: 15 officers
- 2020: 13 officers

These positions should be deployed to the regions as determined by the rates of growth in community-generated activity by area.

Chapter 6 – District Representatives and Other Community Support Units

The District Representative Units should be re-focused to implement a community policing effort by identifying and forming stakeholder groups (a Project Team) that will identify issues to address, develop and implement effective responses to the identified problems and provide feedback to the Project Team. Staff a new Lieutenant position to implement and coordinate this effort.

Add 12 civilian Community Service Officers and re-assign 11 of the sworn District Representative positions to Patrol Operations.

Establish formal boards or committees for each constituent community that meet with a liaison on a quarterly basis (minimum) to discuss issues and ways to improve service.

Explore ways to fund Youth Camp and LINKS programs.

Provide Annual Reports of OCL activities and performance.

Community programs need to continue to work closely with DR's to support neighborhood events.

The APD should fund the publication of crime prevention materials for non-English speaking constituent communities.

Develop a policy that addresses officers volunteering their personal time to APD programs.

Develop methods to recruit youth in languages representative of Austin's diverse community.

Produce an annual report that highlights PAL successes and community policing principles.

Maintain the current staffing level in Parks and Lakes Units and continue to use these work units as necessary in support of safety and order maintenance goals in the downtown area.

The Highway Enforcement Command should continue its focus of having Motor Units spend more time in Patrol Districts handling traffic accident calls for service and selective traffic enforcement.
Increase the current level of staffing in the Motor Units by 4 Officers (to staff each of the six Motor Units with eight Officers) and add staffing in the future as needed to address traffic problems and provide traffic safety enforcement in support of the identified needs in the Regions.
Add measures to report on traffic safety performance (e.g., the number of contacts per work hour, injury accident reduction) to objectively evaluate performance.
Increase the current level of staffing in the Motor Units by 4 Officers (to staff each of the six Motor Units with eight Officers) and add staffing in the future as needed to address traffic problems and provide traffic safety enforcement in support of the identified needs in the Regions.
Evaluate the effectiveness of staffing the Telephone Reporting Unit (9-1-1 Call Takers) with dedicated staff during certain hours of the day.
Evaluate reasons for the high attrition rate in the Communications Unit and take immediate steps to try and reduce it to the 10% - 12% range.

The project team has developed projections for resource needs in the medium term (5 years). Changes in staffing levels cannot be implemented quickly. Intermediate strategies would need to be implemented to meet the proactivity targets – examples of such strategies could be double academies and/or increased levels of overtime.

5. MEASURING RESULTS

The project team believes that many of the recommendations made in this report, such as approaches to training, are evolutionary. Other recommendations, such as the use of civilians in a variety of community services are more radical. Many recommendations entail additional public funds to support the recommendations made. The City and the community need assurances that there are measurable results associated with these changes.

Among our recommendations for Leadership and Management in Community Policing is a process of transparency and performance management. This process should not be dictated by the Police Department, it should be more collaborative and focusing on the resolution of prioritized problems in the City. This issue has been an

impediment to change in the past. We have recommended a process in which the APD

work with groups of staff and citizens to define specific targets and metrics for use in

evaluating community engagement and proactive / problem oriented policing efforts in

Austin and review data to ensure that these service targets are met and staff held

accountable. Staff and citizen "strategic planning groups' would be intensive in Year 1,

quarterly thereafter.

The project team has identified many measures to use as an initial foundation for

measuring results. The table, below, describes processes and potential measures to

evaluate improvements and successes relating to the amount of time dedicated to

'community engagement' and the effectiveness of these approaches.

Community Policing Area	Processes	Metrics
Tracking Community Engagement Time	• Track the amount of proactive time spent by patrol officers in in aggregate and in Regions. • Track 'hot spots' in areas. • Track relevant individual measures of proactive community policing in aggregate and in Regions. • Supervisors (Sergeants) and managers (Lieutenants and above) develop 'tactical action plans' to address problems in each Region. • Track the efforts of District Representatives (DRs) in working to support the community on service issues. • Develop quality of life / code enforcement indicators. • Track the efforts of patrol supervisors and managers in supporting and interacting with the citizens.	• 35% proactive time on average in aggregate and in each Region, except DTAC. • Develop real time hot spot policing in 1 day; track results. • Develop metrics for each assignment – # of citizen interactions / month,% of time in officer initiated activities. • Meeting x% the targets spelled out in the plans. • DRs, depending on the Region, conduct x community meetings per y, create x community groups in y, conduct x programs per y, respond to requests in x days. • Quality of Life issues addressed by next day. • Conduct quarterly 'Commander Forums'; meet with identified community groups in x period; respond to requests in x days.

Community Policing Area	Processes	Metrics
Evaluating the Effectiveness of Community Policing	• Develop and work with Staff and Citizen 'Strategic Planning Groups' to define and evaluate specific community policing targets.	• Internal and external groups created in 2016; develop service targets in Q1 2017.
	• In support of the 'tactical action plans' described above develop comprehensive approaches to formally structure them.	• Develop planning process by Q2 2017 and implemented in Q3.
	• Develop long term targets for reduction of selected crime rates in each Region.	• Identify crime reduction rate targets for (e.g., burglary) in City and Regions.
	• Develop annual surveys of community perceptions of safety and the APDs effectiveness in shaping those perceptions.	• x% overall satisfaction; internal process developed for identified survey issues in 2 months.
	• Identify appropriate community groups in each Regions and work with them to address community problems which the APD can address.	• Outreach in 2016 to identify community groups to interact with; goal of quarterly (or other) meetings by Commanders or DRs, as appropriate.
	• Conduct periodic independent and objective assessments of the Department's performance in critical community policing efforts and interactions.	• Develop annual third party assessments of community policing performance, profiling, use of force, etc. Report findings publicly.
	• Develop specific training targets for community policing in the academy, field and ongoing in service training.	• Develop a 40 hour block of Academy training on Community Policing; develop field training standards for reinforcing community policing training; develop 8 hours of annual training on topic selected by Strategic Planning Groups and APD management.
	• Develop a process for periodically addressing community policing related policies, training, field supervision and individual performance.	• A group of APD managers, supervisors and staff evaluate needed changes in policies, training, performance evaluations annually. Work with the Strategic Planning Groups.

6. SUPPORTING RESOURCES

Many of the recommendations in this study are supported by various authors

who are recognized experts and institutions conducting research in Community

Oriented Policing and Problem-Solving. This list does not exhaust the available resources on this topic:

California Department of Peace Officers Standards and Training. (April 2006) "Recruitment and Retention Best Practices Update."

Final Report: The President's Task Force On 21st Century Policing, May 2015.

IACP National Policy Summit on Community-Police Relations: "Advancing A Culture of Cohesion and Trust." (2015) Retrieved from http://www.theiacp.org/Portals/0/documents/pdfs/CommunityPoliceRelationsSummitReport_Jan15.pdf Retrieved on April 23, 2016.

"Law Enforcement Career Exploring" Retrieved from http://www.exploring.org/exploring-discover-future/law-enforcement-career-exploring/ on April 23, 2016.

Heifetz, Ronald, Harvard University, Kennedy School of Government, personal contact.

Houston Police Department, " Evaluating Patrol Officer Performance Under Community Policing: The Houston Experiment. Technical Report." Publications Office, National Institute of Justice, Washington, DC.

Kaminsky, Glenn and Jerry Hoover (1990), "San Jose Model FTO Manual," Boulder Police Department, Boulder, Colorado.,

Law Enforcement Recruitment Toolkit (2006) U.S. Department of Justice, Office of Community Policing Services.

Marcchia, Richard. Police One Magazine. "Five Steps to create an Explorer program for your department," May 2, 2014. Retrieved from https://www.policeone.com/police-jobs-and-careers/articles/7128529-5-steps-to-create-an-Explorer-program-for-your-department/ on April 23, 2016.

National Association of Police Athletic Activities Leagues, INC. Retrieved from http://www.nationalpal.org/ on April 23, 2016.

National Citizens Police Academy Association. Retrieved from http://ncpaa.us/ on April 23, 2016.

National Information Officers Association. Retrieved from http://www.nioa.org/site/ on April 23, 2016.

Public Information Handbook for the State of Texas. Retrieved from https://www.texasattorneygeneral.gov/files/og/publicinfo_hb.pdf on April 23, 2016.

Roberts, David J., (2006), "Law Enforcement Tech Guide for Creating Performance Measures That Work: A Guide for Executives and Managers," Washington, D.C.: U.S. Department of Justice
Sparrow, Malcolm
        (2116) personal e-mail correspondence.
        (2016), The Crisis in American Policing, Brookings.
        (2016), Re-Humanizing Policing, Brian Lehrer
        (2016), Why we can't reform our cops: Race, guns & the failure to police the police

Scrivner, Ellen (2001) "Innovations in Police Recruitment and Hiring: Hiring in the Spirit of Service." U.S. Department of Justice, Office of Community Policing Services.

Trojanowicz, Robert, C. and Bonnie Bucqueroux, (2016) "Community Policing: How to get started," Anderson Publishing (retrieved from Lexis-Nexis).

U.S. Conference of Mayors. (2015) "Strengthening Police-Community Relations in American Cities: A report of the Conference of Mayors Working Group of Mayors and Police Chiefs." Retrieved from https://www.usmayors.org/83rdWinterMeeting/media/012215-report-policing.pdf Retrieved on April 23, 2016.

U.S. Department of Justice, Community Oriented Policing Services, Police Training Officer (PTO) Program, http://www.cops.usdoj.gov/default.asp?Item=461 Retrieved on April 30, 2016.

2. WHAT IS COMMUNITY POLICING?

Community policing is not one thing an agency does, it is all the activities in which an agency is involved. There are several avenues a department can take to implement community policing, but it is clear from many examples that for community policing to succeed it must be woven into the fabric of the organization. Community policing cannot be merely a guiding principle, it must be part of every action the agency takes. Community policing recognizes that officers are responsible to the community; rather than an "us" and "them" approach, it is a "we" "working together" system in which the community helps to define the problem and the police work with and through the community to resolve the issue.

The U.S. Department of Justice Office of Community Oriented Policing Services (COPS Office) defines community policing as:

"A philosophy that promotes organizational strategies that support the systematic use of partnerships and problem-solving techniques to proactively address the immediate conditions that give rise to public safety issues such as crime, social disorder, and the fear of crime."[2]

Community Policing programs should comprise three key components:

- **Community Partnerships** – Collaborative partnerships between the law enforcement agency and the individuals and organizations they serve to develop solutions to problems and increase trust in police.

- **Organizational Transformation** – The alignment of organizational management, structure, personnel, and information systems to support community partnerships and proactive problem solving.

- **Problem Solving** – The process of engaging in the proactive and systematic examination of identified problems to develop and evaluate effective responses.

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[2] Community Policing Defined COPS Office, US Department of Justice, pg.1

This definition and key elements have acceptance in many communities throughout the United States, large cities included, and therefore need to be considered. As a result, until a process is developed in Austin to best 'fit' the City, this is an effective starting point.

As a result of the holistic nature of effective community policing, the Matrix Consulting Group has been evaluating how these concepts permeate everything that the Austin Police Department does, including:

• **Recruiting** is the first activity that leads to effective community policing. Agencies that recruit for "adventure" and not the "mission" of service may attract people who are not well-suited for building community partnerships that strengthen the relationship[3]. Ideally the community should have input into how new officers are selected. This can help build trust and make the community feel as if they have a seat at the table.

• **Training** is also very important as it sets the tone for what officers are expected to do. Training officers to be successful in community policing will help them develop partnerships in the future that are mutually beneficial to the department and the community. Unfortunately, in many academies new recruits will get many hours of training in the use of force and law, but very few in problem solving or forming community partnerships. The lack of emphasis on community policing when officers are new may make it harder to lay the foundation for an effective community policing organization.

• **Policies and procedures** must be crafted to support community policing. If policies prohibit an officer from working with the community to resolve a community issue, then community policing will not flourish. Policies that embrace problem solving in a collaborative environment help officers to achieve better partnerships.

• **Supervision** has a great impact on community policing. Supervisors that have been successful at problem solving and working with the community are more likely to encourage and support working with the community through problem solving. Supervisors with community problem solving experience can be instrumental in developing younger officers into better community policing officers.

• **Promotional processes** play a significant role in how community policing is supported and grown in an organization. If partnerships and community policing

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[3] Community Policing Defined COPS Office, US Department of Justice, pg.8

problem solving experiences are included in the promotional process a department is sending a signal that this activity is encouraged by management.

- **Transparency and accountability** are important parts of community policing. With the 24-hour news cycle, click ad revenue for news companies, and video recording at almost every police-community member interaction, the need for transparency is increased. This means agencies must be able to respond to emerging stories quickly with as much information as they can release. This also means police agencies must have their own performance management plan and 'push out' information through the media and social media to communicate with the community regarding issues and events to promote transparency and accountability.

- **Community engagement** is critical in developing a community policing strategy. It is an important activity to seek community input in many different forums – from initially defining strategy to regularly monitoring service efforts in meeting community goals. Community engagement is not limited to community meetings, it must include every police – community encounter. Community engagement helps police to discover what is important to a community and allows the community to help define what is important for its police department.

Each of these factors is important to a police department that is effective at supporting its community. Each of these will be dealt with in this project. The staff resources needed for the department to be involved in community engagement in various patrol services is the subject of this first report for Austin.

3.   ASSESSMENT OF COMMUNITY POLICING LEADERSHIP AND MANAGEMENT

"Community Policing" is not just a set of techniques in which employees are trained and directed. It needs to start with a philosophy and vision for the Department, one that involves the community in its creation and monitoring. A guiding principle so central and pervasive to an organization requires management effort directed towards it, together with measures for the Department and citizens to use to determine its efficacy. This chapter of the report focuses on the management of a community oriented Police Department.

1.   PHILOSOPHY

The APD has established a philosophy of respect, trust, safety, and integrity in its vision, mission, and values statements. These statements are referred to in APD policy as well as various processes such as performance evaluations and training criteria.

(1)   Vision

"To be respected and trusted by all segments of Austin's diverse community."

The vision statement meets the needs of the community and aligns well with the Community Policing philosophy.

(2)   Mission

"To keep you, your family, and our community safe."

The mission statement does not demonstrate that Community Policing is a way of doing business in the Austin Police Department.

(3)   Values

The Austin Police Department values are encapsulated in the term *I C.A.R.E.*:

- ***I****ntegrity – the cornerstone of police work – without it public trust is lost.*
- ***C****ourage – to make the right professional decision.*
- ***A****ccountable – to the community, the department, and coworkers.*
- ***R****espect – of the community, the department, and most importantly, self.*
- ***E****thical – professional actions and decision making.*

The values of the Department are excellent standards in which to operate. The APD uses these as a guide for conduct in all police activities, however, there is no direct connection to community policing and problem-solving. Even so, there is a high level of confidence among patrol officers (83%) regarding the Department's mission, values, and goals as reinforcement of community policing.

(4) Learning from the Past

Critical incidents are analyzed and debriefed at several levels in the Department. The Training Academy uses case studies, both local and national, of these incidents to train cadets as well as senior officers. The APD's approach to learning from past incidents and failures, as well as successes, is appropriate and provides a preventative measure of repeating past mistakes.

(5) Discrimination and Profiling

The APD publishes an annual Racial Profiling Report that is factual and transparent. The report is meant to demonstrate the Department's commitment to providing law enforcement services and to enforcing the law equally and fairly without discrimination toward any group or individual. The report documents motor vehicle stops and subsequent searches that may result from those stops.

Not all stops made by police officers are the result of motor vehicle stops. Stopping pedestrians and performing field interviews may also be part of the normal activities of a law enforcement agency. The APD should expand its Racial Profiling assessment to include these as well.

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(6)   Community Engagement

Community engagement is attained at the higher levels of the APD through neighborhood meetings, a public face of the Chief of Police, and commanders' involvement with the community.   It is also part of the Police Academy through its Immersion Program.   Community engagement suffers at the Patrol level due to call loads and patrol strategies (see earlier Matrix report on Resources). The APD needs to reengage with the community at all levels to establish an effective Community Policing response.

(7)   Community Policing Issue.

The Austin Police Department Identifies Community Policing as a 'Mindset'. There appears to be a disconnect between what that mindset is and how the Department members perform community policing activities. This has been discussed in other parts of this report (Police Academy, FTP, etc.), but needs to be addressed at a different level in this section.   When interviewed about community policing, most employees mention various programs such as PAL, Police Explorers, Immersion Program, and other programmatic functions to define community policing in Austin. While all of these programs are positive approaches to working with the community, they are not indicative of a mindset or philosophy. They could function as stand-alone programs without community policing. What would make them part of a Community Policing philosophy is an integrated approach to doing business as a day-to-day effort that results in a community partnership theme.

To do this, Community Policing policies need to be developed and implemented, but only after a foundation is established by rewriting the mission statement to demonstrate that community policing is a way of doing business in all policing efforts.

Only 63% of patrol officers agree with the approach to providing community policing at the APD.

The APD has identified that time available for patrol officers to use in community policing activities is lower than what is required. The Matrix Consulting Group project team has analyzed the proactive time available for patrol officers and has made several recommendations in the Phase I Resources report.

(8) Summary of Findings

Potential Issues Area	Philosophy Findings
The mission statement recognizes Community Policing as a way of doing business.	The APD mission statement does not do this.
Pedestrian stops and field interviews are part of the Racial Profiling Report published yearly by the APD.	The yearly Racial Profiling report does not reflect this information.
Patrol officers engage the community as a routine activity as part of the Community Policing effort.	Patrol officers do not routinely engage the community because of call demands and other required services.

Recommendations

Rewrite the mission statement so that it is clear that the Austin Police Department conducts business that recognizes Community Policing and Problem-Solving as the foundation of all activities.

Include pedestrian stops and field interviews in the yearly Racial Profiling Report.

Patrol officers need to engage in community activities at a higher level than present efforts. This has been addressed in the resources analysis of this study.

2. INTERNAL ASSESSMENTS

The APD conducts organizational and individual assessments through the various processes of the Professional Standards Division.

(1) Organizational Assessment

The APD analyzes operations of all organizational units in the Department on a recurring basis. This is accomplished through its Risk Management inspections. The Risk Management unit conducts staff inspections, completes staff projects from the Chief's Office, conducts safety inspections, provides legal liaison with City Legal, handles Worker's Comp issues, coordinates policy review with the Policy Review Committee, performs CAD audits and runs the Guidance Advisory Program (GAP).

APD policies and procedures are reviewed by the Policy Review Committee regularly. This is an important support function for proper community policing efforts, as poorly written or outdated policies contradict efforts by the department to work with the community.

CAD audits are conducted twice per month and consist of inspecting various messages and communications to ensure proper use occurs. Quarterly reports are submitted on the findings of these audits.

(2) Pattern Recognition of Personnel and Institutional Issues

The Guidance Advisory Program (GAP) focuses on identifying patterns of behavior that, if caught in time, can be averted to avoid future problems. There are several triggers, such as use of sick time, use of force, and internal affairs complaints that automatically initiate reviews. This is being changed to include the number of drunk arrests, assault on a police officer arrests, and resisting arrests as additional triggers.

(3) Complaint Process

Internal Affairs is responsible for reviewing officer conduct involved in critical incidents as well as investigating complaints received on APD employees. This includes assisting in the investigation of officer involved shootings, serious injuries

resulting from vehicle pursuits, incidents resulting in serious injuries and death, and allegations of misconduct.

The primary source for accepting and filing complaints against police officers is the Officer of the Police Monitor (OPM). The OPM also monitors the investigation of complaints. There are approximately 1100 complaints filed each year with the OPM or with the APD's Internal Affairs Division. In 2014, 1,116 people contacted the OPM to file a complaint. Of those, 582 were actually filed as complaints. The rest were either supervisor referrals (305) or not deemed sufficient to investigate. These statistics are compiled by the OPM. Internal Affairs logs all investigations, but does not have the capability of data retrieval based on type of complaint. The OPM does keep records on complaints filed by racial/ethnic groups while APD Internal Affairs does not because the software being utilized does not allow retrieval of data based on specific queries. As a result, if data is required, a hand search of files must be accomplished.

(4)   Use of Force

All use of force incidents are reviewed and analyzed by Professional Standards policies and procedures and through training efforts in both the Academy and Advanced Training.

(5)   Community Policing Issues

It is important that APD command staff be able to access internal affairs investigative records by specific searches (e.g., number of formal complaints versus informal complaints).

(6)   Summary of Findings

Potential Issues Area	Internal Assessments Findings
Develop capacity to retrieve statistical data on internal affairs investigations that are broken down by type of investigation, disposition, and any other pertinent information needed for organizational assessment.	The APD does not have this capacity in the Department. This information is available through the Office of the Police Monitor.

Recommendation:

Evaluate the software currently used by Internal Affairs to store investigative records and determine if modifications are needed or new software must be purchased so that sufficient records searches may be conducted.

3.   TRANSPARENCY

The Department makes every effort to be transparent regarding its engagement with the community. This is accomplished by several means, including the Professional Standards complaint process, making public the Internal Affairs investigations results, and oversight by the Police Monitor as well as other committees.

(1)   Community Access to Internal Affairs Results

Internal Affairs investigation results are made available through the Police Monitor's Office. The Police Monitor is an independent unit that oversees the APD investigations.

(2)   Multiple Avenues for Citizens to Register Complaints

Citizens may lodge complaints directly with the APD or through other entities such as the Police Monitor, Constituency Liaison, or anonymously through various other channels.

4. OVERSIGHT

The APD makes multiple attempts at oversight of police engagement with the community through various conduits such as Professional Standards, first-line supervision, community involvement, and formalized discipline.

(1) Protocols for Chief to be Kept Informed of Issues

The Department has established protocols through Professional Standards reports and briefings to keep the Chief of Police informed of the status of internal investigations.

(2) Supervisors Engaged at Lower Levels of Complaint Process

Less serious complaints are handled by an officer's chain of command, normally a first-line supervisor, and are known as supervisor referrals. These types of complaints are typically for rudeness or simply failing to properly answer citizens' questions. This is one of the functions of first-line supervision that applies directly to community policing as it gives the sergeant an opportunity to work directly with the community as well as providing oversight and support to officers as problem-solving experiences. The first line supervisor monitors the behavior and actions of police officers, but also provides proper assistance and resources so the beat officers may engage the community in an effective manner that enhances the department-community partnership. Without the first line supervisor's support and oversight, police officers would not be effective at community policing.

(3) Community Involved in Oversight of Use of Force Incidents

Officer behavior is monitored by the Office of the Police Monitor and the Citizen Review Panel. These entities are independent of police department influence and have full access to incident reports.

(4)   Discipline Matrix

The APD uses a formal Discipline Matrix that provides general guidelines and consistency in the administration of discipline to sworn members of the Department. The APD discipline matrix is well designed and appropriate. This is not necessarily the opinion of patrol officers and civilian employees (only 44% and 64% respectively agree with the discipline practices).

(5)   Police Monitor

The Office of the Police Monitor (OPM) is an independent administrative office that works exclusively with the APD. According to the Department website, the OPM is the vehicle for citizens to voice and file complaints against APD officers. The OPM will:

- *Assess citizens' complaints*
- *Monitor Internal Affairs investigations*
- *Make recommendations on policy, procedures and discipline*
- *Monitor APD policies and practices*
- *Publish reports (six-month and annual)*
- *Conduct community outreach programs and educational forums*

The OPM lends credibility and oversight to the Department, which increases public trust. Patrol officers do not agree, as only 21% feel the OPM is effective. Civilian employees have a 47% agreement.

5.   PUBLIC INFORMATION AND RECORDS

The Public Information office is a liaison between the Austin Police Department, the news media, the public and special interest audiences. These may include matters of policy, strategy, initiatives, major events that require security planning, or day to day reporting of activities in the community or agency that are newsworthy. PIO responsibilities also include, response to Data Compliance (open records) requests,

social media responses and executive protection. The PIO is a Civilian Manager who reports directly to the Chief of Staff Support.

(1)   Primary Duties and Responsibilities of Staff

The PIO serves as a media advisor for APD managers and coordinates stand-up interview requests with representatives in various functional areas of the department. The PIO is the APD's point of contact and approval authority for all news releases.

Primary responsibilities include development and communication of the APD's message to the community concerning public safety and major events. This is accomplished in responses to day-to-day inquiries from the media and public, development of public service announcements and press releases, supporting the Chief of Police and command staff through public presentations, coordinating media interviews with representatives of functional areas throughout the department, responding to social media inquiries from the public and responding to field commander needs during major events. Day-to-day media requests are received from major media outlets via phone, email or text primarily.

One Sergeant is responsible for day-to-day supervision of sworn personnel and manages the "on-call team" (see below). The Sergeant is also responsible for the Executive Protection unit comprised on one corporal and 2 officers assigned to City Hall. This unit provides security for the mayor, city council and city manager. This includes driving when needed.

Two senior Pubic Information specialists are responsible for social media. This includes regular postings on Facebook, Twitter, APD's internal intranet and a new police department "Mobile App" to the public. Specialists are also responsible for development of the APD's website.

Two sworn PIO's are responsible for responses to public agencies request for information. One officer manages the Citizens Police Academy, however the FTE for this position resides in the Bureau's Support Unit. A senior volunteer assists the PIO with marketing via social media and special projects. The PIO does not have funds for marketing.

(2)   PIO Outreach

The PIO responds daily to Facebook and Twitter inquires form the public. This is guided by APD policy. The PIO distributes information to the general public and Austin's diverse community including Spanish, Asian and LGBT communities. The PIO works closely with the Office of Community Liaison in this regard.

The PIO meets quarterly with representatives from the media in an effort to maintain relations and solicit coverage of "public interest" stories about the APD and its personnel. The APD also maintains a section on its website called "Making a Difference" which allows citizens to post thanks for an officer's efforts.

(3)   Media Requests

The PIO estimates that the majority of day-to-day workload comprises media and data compliance requests which vary in the time required to respond or coordinate a response. After hours' media requests are handled by an "On-Call Team" of eleven primary officers and six backup officers who respond after hours, weekends and on holidays to significant events including suspicious deaths, multiple fatalities, bank robberies and call outs.

These officers receive two days of in-service PIO training and are capable of handling all required interviews, social media responses and media releases.

The city of Austin also manages Austin Warning and Communications System (WACS). This is an alphanumeric pager system designed to provide a rapid method of getting emergency information to the public through the media. It can also be used to provide the media with information about other newsworthy events.

(4)   Public Agency Requests for Information

Data Compliance is guided by State law (Tex. Gov't Code 552.021). These "open records" requests are generally received via mail, email or fax, and based on the type of request, are time sensitive as mandated by State law. A file for all requests is created and filed in laser fiche. The PIO coordinates with the appropriate organization via memo to obtain data and information to complete the request, and redacts information in accordance with the law before responding to the requestor. All Data Compliance requests are reviewed and approved by the Inspector in Government and Labor Relations.

(5)   Community Policing Issues

Marketing is critical to information the public about the APDs Community Policing philosophy. It can also provide the public with important contact information in the agency. These issues are important to establishing effective community relations and transparency.

(6)   Summary of Findings

Potential Issue Area	PIO Findings
PIO Outreach	The PIO does not have a Marketing Plan
Media Requests	The PIO does not have funding for Marketing

Recommendations:

Develop a marketing plan that supports the agency's Community Policing goals and efforts.

The APD should provide funding for the PIO to market its COPPS efforts.

6.   MANAGEMENT PROCESSES

Management processes that involve Community Policing may be divided into two areas: Executive and Command Staff, which include the Chief of Police and the upper-level commanders; and supervisors and mid-managers.

The Executive and Command roles in community policing include exhibiting leadership; developing policies that provide a foundation for the philosophy; supporting those policies in decision-making; providing resources to those employees engaged in Community Policing; and delegating authority to lower levels, understanding that responsibility cannot be delegated.

The Supervisory and Mid-management roles involve leadership; demonstrating commitment; supporting employees engaged in Community Policing by acting as a resource to those employees rather than a command figure; and delegating authority to the employees, with the same caveat regarding responsibility.

The employee survey questions that deal with supervision/management and community policing shows that only 54% of patrol officers agree that managers do a good job in this area, while 70% believe their supervisor is doing a good job.

Recommendations:

Define the roles of supervisors, managers, command and executive staff as they relate to community oriented policing and problem-solving.

Develop an evaluation system that allows employees to assess supervisory, management, command, and executive efforts in Community Policing.

7. LEADERSHIP AT ALL LEVELS OF THE DEPARTMENT

The Austin Police Department provides leadership training through various venues to those members of the department who hold supervisory or command positions. The training sources used are well-respected and applicable to the policing function. However, the community looks to the entire police department for leadership. This is not only provided by the Chief of Police, or the Chief's command staff, and is not provided by mid-management and supervisory levels as much as it is a function of all employees of the Department. Whether a clerk in Records, or a dispatcher in Communications, or a patrol officer answering a radio call, leadership is something that everyone needs to understand and be part of.

The President's Task Force on 21st Century Policing states in its recommendation that all personnel should be trained in leadership:

> *5.3 Recommendation: Law enforcement agencies should provide leadership training to all personnel throughout their careers.*

The project team suggests that Harvard's Kennedy School of Government's definition of leadership is appropriate for community policing:

> *Leadership is an activity as the mobilization of the resources of a people or of an organization to make progress on the difficult problems it faces...*

In this case, leadership is not a position, or set of personality characteristics, but rather a behavior that solves problems. There are other definitions of leadership, however it is important to identify one that facilitates the involvement of all employees in leading the community.

Recommendation:

Identify and adopt a definition of leadership that is focused on problem-solving and facilitates the involvement of all employees in leading the community.

Provide leadership training to all members of the Department.

8.   DEPARTMENT POLICIES

The APD Policy Manual (APD Policy 2015-4, Issued 11-29-2015) describes several functions that are part of a community policing effort. A broad search of the manual reveals 104 instances where 'community' is discussed, one instance of "community policing," two instances of "community oriented policing," and six instances of "problem-solving." There is no specific policy that defines community policing and its role in the Austin Police Department.   The following policies refer to a community policing philosophy:

PHILOSOPHY, VALUES, VISION AND MISSION

Philosophy of the Austin Police Department

Employees should be cognizant of the fact that they are a part of the community they serve and are accountable to the community for their decisions and the consequences of those decisions. Employees should make every effort to involve the community in problem solving, crime suppression, and crime prevention. Employees should strive to know the residents they serve. Positive contact between employees and residents will enhance the public understanding of the employee's role in society and help build partnerships from which crime and fear of crime can be reduced.

110.2.7 POLICE OFFICER
Police officers make up the majority of the Department's sworn personnel and often are the first to make contact with the public. Assignments vary in content but generally include patrol and community interaction.
…(h) The application of resources to specific problems or situations within the community, which may be improved or resolved by community oriented policing and problem solving strategies.

300.1.1 FUNCTION
…(f) Community oriented policing and problem solving activities such as citizen assists and individual citizen contacts of a positive nature.
…(h) The application of resources to specific problems or situations within the community, which may be improved or resolved by community oriented policing and problem solving strategies.

301.3 CUSTOMER SERVICE AND COMMUNITY RELATIONS
APD constantly works to establish direct contacts with the community we serve. Without grassroots community support, successful enforcement of many laws may be difficult, if not impossible. Community involvement can be an effective

means of eliciting public support, can serve to identify problems in the making, and may foster cooperative efforts in resolving community issues. Input from the community can also help ensure that agency policies accurately reflect the needs of the community.

301.3.1 COMMUNITY INVOLVEMENT AND RECRUITMENT PROGRAMS
(a) Police-Community cooperation can be obtained through open channels of communications, thus allowing for the discussion of concerns and problem areas within the community...

…6. Developing problem oriented or community policing strategies.

455.3 POLICY
Social media assists the department in meeting community outreach, problem-solving, investigations, and crime prevention

BIAS-BASED PROFILING

328.1 PURPOSE AND SCOPE
The Austin Police Department strives to provide law enforcement services to our diverse community with due regard to the racial, cultural or other inherent differences of those we serve. It shall be the policy and practice of this department to provide law enforcement services and to enforce the law equally and fairly without discrimination toward any individual(s) or group. Race, ethnicity or nationality, religion, gender, sexual orientation, economic status, age, cultural group, disability, or affiliation with any other similar identifiable group shall not be utilized as the basis for providing differing levels of law enforcement service or the enforcement of the law.

Recommendation:

Establish a clear policy that defines community policing and problem-solving at the Austin Police Department. The policy should be comprehensive so that the philosophy of Community Policing is established in all functions of the Department.

9. PERFORMANCE MEASURES FOR COMMUNITY POLICING

The following performance measures have been taken from various sources in Community Policing literature. The Department must measure its effectiveness in providing service to the community using the Community Policing philosophy. This may then be reported to community members each year.

(1)   Police-Community Relations
      a.   The community is satisfied with police efforts.
      b.   The Department is trusted to perform appropriately.

    c.   The Department is perceived to be legitimate in its use of authority

    d.   The Department is open and transparent in its policing efforts.

(2)   Constitutional Policing

    a.   The Department practices bias-free policing.

    b.   The Department uses the appropriate level of force.

(3)   Partnerships

    a.   The quantity of partnerships is adequate to meet the goals of Community Policing.

        1.   Other government agencies

        2.   Community members/groups

        3.   Non-profits/Service Providers

        4.   Private businesses

        5.   Media

    b.   The quality of partnerships is adequate to meet the goals of Community Policing.

(4)   Impact on crime

    a.   Patrol efforts are specific rather than random.

    b.   Problem and crime-analysis is institutionalized and used to identify where police resources will be focused.

    c.   Programs and projects produce tangible improvements in processes and outcomes that support agency objectives.

    d.   Programs and projects are sustainable over time.

(5)   Organizational Health

    a.   Management

        1.   Climate and culture encourages Community Policing.

        2.   Leadership focused on problem-solving and community partnerships.

    b.   Organizational Structure

        1.   Recruitment focused on Community Policing.

        2.   Training focused on Community Policing.

        3.   Personnel evaluations focused on Community Policing.

    c.   Programs and projects are aligned with Department mission and goals

    d.   Programs and projects are cost effective.

    e.   Programs and projects outcomes are as desired.

    f.   Department staffing depends on its ability to commit to Community Policing.

(6)   Fear of Crime

    a.   Criminal victimization is reduced.

    b.   Offenders are held accountable.

    c.   Police actions result in reduced fear and enhanced personal security.

    d.   Police actions guarantee safety in public places.

(7)   Problem-Solving

   a.   Department analysis of problems demonstrates a clear understanding of issues.

   b.   Problems are prioritized correctly and reflect community concerns.

   c.   Solutions are adequate to meet community expectations.

   d.   The Department understands the difference between short-term and long-term problems.

   e.   The Department understands the legal and fairness issues in response to problems.

   f.   The Department assesses responses to problems and responds accordingly.

The process for developing performance measures should not be dictated by the Police Department, it should be more collaborative and focusing on the resolution of prioritized problems in the City. The Austin Police Department needs to work with groups of staff and citizens to define specific targets and metrics for use in evaluating community engagement and proactive / problem oriented policing efforts and review data to ensure that these service targets are met and staff held accountable. Staff and citizen "strategic planning groups' would be intensive in Year 1, quarterly thereafter.

The table, below, describes processes and potential measures to evaluate improvements and successes relating to the amount of time dedicated to 'community engagement' and the effectiveness of these approaches.

Community Policing Area	Processes	Metrics
Tracking Community Engagement Time	• Track the amount of proactive time spent by patrol officers in in aggregate and in Regions. • Track 'hot spots' in areas. • Track relevant individual measures of proactive community policing in aggregate and in Regions. • Supervisors (Sergeants) and managers (Lieutenants and above) develop 'tactical action plans' to address problems in each Region. • Track the efforts of District Representatives (DRs) in working to support the community on service issues. • Develop quality of life / code enforcement indicators. • Track the efforts of patrol supervisors and managers in supporting and interacting with the citizens.	• 35% proactive time on average in aggregate and in each Region, except DTAC. • Develop real time hot spot policing in 1 day; track results. • Develop metrics for each assignment – # of citizen interactions / month,% of time in officer initiated activities. • Meeting x% the targets spelled out in the plans. • DRs, depending on the Region, conduct x community meetings per y, create x community groups in y, conduct x programs per y, respond to requests in x days. • Quality of Life issues addressed by next day. • Conduct quarterly 'Commander Forums'; meet with identified community groups in x period; respond to requests in x days.

Community Policing Area	Processes	Metrics
Evaluating the Effectiveness of Community Policing	• Develop and work with Staff and Citizen 'Strategic Planning Groups' to define and evaluate specific community policing targets.	• Internal and external groups created in 2016; develop service targets in Q1 2017.
	• In support of the 'tactical action plans' described above develop comprehensive approaches to formally structure them.	• Develop planning process by Q2 2017 and implemented in Q3.
	• Develop long term targets for reduction of selected crime rates in each Region.	• Identify crime reduction rate targets for (e.g., burglary) in City and Regions.
	• Develop annual surveys of community perceptions of safety and the APDs effectiveness in shaping those perceptions.	• x% overall satisfaction; internal process developed for identified survey issues in 2 months.
	• Identify appropriate community groups in each Regions and work with them to address community problems which the APD can address.	• Outreach in 2016 to identify community groups to interact with; goal of quarterly (or other) meetings by Commanders or DRs, as appropriate.
	• Conduct periodic independent and objective assessments of the Department's performance in critical community policing efforts and interactions.	• Develop annual third party assessments of community policing performance, profiling, use of force, etc. Report findings publicly.
	• Develop specific training targets for community policing in the academy, field and ongoing in service training.	• Develop a 40 hour block of Academy training on Community Policing; develop field training standards for reinforcing community policing training; develop 8 hours of annual training on topic selected by Strategic Planning Groups and APD management.
	• Develop a process for periodically addressing community policing related policies, training, field supervision and individual performance.	• A group of APD managers, supervisors and staff evaluate needed changes in policies, training, performance evaluations annually. Work with the Strategic Planning Groups.

(8)   Summary of Findings

Potential Issues Area

Performance Measures Findings

Specifically defined performance measures that determine the effectiveness of the Department's attempts at engaging the community using 'Community Policing' as a philosophy.

Change existing processes and develop new ones involving the community to measure the success of Community Policing efforts.

Work with the community to define and report on these measures,

Recommendation:

Develop specifically defined performance measures to gauge the effectiveness of the Community Policing efforts of the Department at the organizational level. Publish a yearly report of the findings.

Work with the community to develop appropriate measures and a reporting process that supports accountability for results.

4. SUPPORT FOR COMMUNITY POLICING IN THE DEPARTMENT

An effective community policing program needs to be based as much on the support mechanisms in place as on the commitment, management and resources required. "Community Policing" encompasses everything that is policing – starting with who is hired, how staff are trained and how staff are supervised. This chapter examines the support that the Austin Police Department provides for reinforcing community oriented principles in recruitment, training and other human resource programs.

1. RECRUITMENT AND HIRING OF EMPLOYEES CONSISTENT WITH COMMUNITY POLICING.

(1) Duties and Responsibilities in Recruiting and Hiring

The APD actively recruits, tests and hires qualified candidates locally and nationally that represent the demographics of Austin's diverse and growing population. APD staff are responsible for the recruitment, testing and hiring processes. Attrition levels and the number of newly approved positions challenge the APD to accomplish its recruiting and hiring goals. A commander oversees the Recruiting and Hiring Unit, while a Lieutenant manages its day-to-day operations and administration. The responsibilities for testing, backgrounds and hiring are divided between two Sergeants providing clerical support and an Administration Specialist.

Recruitment is the biggest challenge facing the APD. While the agency utilizes a number of contemporary marketing strategies discussed below, it does not produce the number of applicants necessary to fill open and newly approved positions. This will significantly hamper the APD's efforts to institutionalize Community Policing.

The APD utilizes a statewide, standardized background application form. Eleven officers (background investigators) and retirees (temporary employees) are dedicated to the background process. Investigators are available to mentor applicants through the background process. The lack of automation, however, increases the time it takes to complete backgrounds and must be addressed. Another issue is that the U.S. postal service does not recognize Recruiting's location as a deliverable address. This requires that applicants incur the cost of mailing backgrounds via UPS or Fed-Ex.

Background investigators coordinate completion of the testing process, which requires three visits to Austin to complete. Day One includes a physical fitness test, two Psychological exams (MMPI and IPI2) and completion of a Pre-polygraph test. TCLOSE also requires applicants to produce several original documents including a driver's license, social security number and a high school diploma. Day Two testing includes an Oral board, which was recently removed from the process then reinstated. Day Three testing includes a polygraph, a psychological exam and a physical exam.

(2) Outreach and Marketing Efforts

The APD utilizes a variety of aggressive recruitment techniques to find qualified applicants in what is described as a "tight" labor market. Recruiting outreach efforts include social media on the APD's website, Twitter and Facebook; print and electronic media; college campus visits; career fairs; street banners; and rear window advisements on patrol vehicles. The mobile recruiting team visits military bases, college campuses and police job fairs across the state and as far away as New York City to find potential candidates. Of concern is that the recruiting unit is directed to focus on "athletes" as preferred candidates. Contemporary recruiting efforts recommend

expanding the pool of applicants to other degrees and areas of education, as many compliment Community Policing principles.

While recruitment efforts are notable, they are not producing the number of applicants needed to fill current attrition and newly authorized positions. The APD seeks to fill two academy classes of 80 cadets and one Lateral Academy of 25 annually. Mobile recruitment and testing, enhanced advertisement and community outreach are a priority and should improve the number of applicants, but significant improvements in process are also necessary.

The APD must reduce the time required to complete the testing process. Plans to test onsite and to reduce the number of trips required to complete testing, as well as automation of the background process, will be helpful. The APD should carefully analyze the reasons for limited interest in positions and the high attrition in the academy. Making the jobs more attractive to Austin's diverse community, and in particular the newest generation of "millennials", is vital to the APD's success.

(3) **Issues Related to Community Policing**

(3.1) **Recruiting Is Unable to Fill Current Open Positions Due to the Low Number of Qualified Applicants Available and Is Being Authorized Additional Positions for Future Hiring.**

The APD's plan to utilize mobile recruitment that allows applicants to test onsite is promising. Also, reducing the number of days required to complete the testing process and weekend testing may be helpful. The APD recruiters travel long distances, including New York City, to recruit and indicate that they receive many qualified candidates. Recruiting must balance this with the Citizen Survey that expressed an interest in hiring locals.

(3.2) Recruiting Does Not Have a Marketing and Strategic Plan that Addresses the Methods and Challenges in Recruiting the Number of Applicants Required to Achieve Full Staffing Levels.

The plan should also provide ideas for how to make policing more attractive to the newest generation of potential applicants.

(3.3) The APD's Current Marketing Focuses on Adventure, Danger and the Stress of a Military Style Academy.

The APD should revise the academy to a style of learning environment that appeals to the current generation of applicants and is shown to be more successful in research. This approach complies with contemporary learning principles such as adult learning and Community Policing. The project team has made a recommendation regarding this in the Police Academy section of this report.

(3.4) Civilian and Sworn Job Classifications Do Not Identify Community Policing Principles or "Service" in Duties and Responsibilities of Employment.

All job classifications should be revised to stress 'community policing' as a philosophy that is supported by policy, the City and the Department. This philosophy should encompass job duties and community interactions and should be supported in first line supervision and annual evaluations.

(3.5) The Background Process Is Long and Requires that Applicants Complete Forms "Longhand" and Mail to APD's Recruiting Office Via UPS or Fed-Ex.

The U.S. Postal Service does not recognize the Recruitment address as a mail delivery site. The background process is unacceptably long and may take up to 18 months to complete. This creates a major hurdle for applicants in a limited and competitive market.

(4) Summary of Findings

Potential Issues Area	Police Academy Findings
The APD seeks to hire two academies of 80 cadets and one in-service lateral academy of 25 officers annually.	The number of applicants historically will not be enough to fill current attrition and newly approved positions.
The testing and hiring processes impacts the applicant pool.	The APD's testing process takes 4-18 months to complete, including 3 trips to Austin.
A Marketing and Strategic Plan should guide the efforts of Recruiting and Hiring.	Develop a Marketing and Strategic Plan for Recruiting and Hiring that emphasize Community Policing principles.
Employee job classifications and department policies and procedures that subscribe to Community Policing principles.	Revise all job classifications and policies and procedures to emphasize Community Policing principles.
Community Liaisons, PAL and Explorer Units offer an opportunity for recruiting.	Continue to utilize Community Liaisons, PAL and Explorer as feeder Units for Recruiting.
The APD website and social media offer an opportunity for recruiting.	Revise the APD website and Facebook page to reflect Community Policing Principles.

Recommendations:

Assign all resources necessary to recruiting in an effort to attain the number of applicants necessary to fill attrition and newly authorized positions.

Reduce the number of days required to complete the testing process to four months total and one visit.

Automate all background and testing to speed the process.

Develop a Marketing and Strategic plan for Recruiting and Hiring that emphasizes Community Policing principles.

Revise job classifications and policies and procedures that subscribe to Community Policing principles

Continue efforts to utilize OCL, Explorers and PAL as feeders for Recruiting.

Revise the APD website and Facebook page to reflect Community Policing principles

2.   ANALYSIS OF TRAINING

The training function of the APD consists of Cadet Training (Police Academy), Field Training Program (FTP), and Advanced Training (Learned Skills, Continuing Education, and Supervisor/Management Leadership Training). Training is staffed with 38 instructors in permanent assignments. Some personnel attend external training programs as well.

(1)   Police Academy

(1.1)   Duties and Responsibilities of Police Academy

The Austin Police Department administers its own cadet training academy, referred to as the Police Academy. The APD Police Academy is a basic training program for new sworn employees and is staffed with 13 full-time instructors.

Two regular police academies are offered each year, allowing for the training of 80 cadets per year. One modified police academy is available for lateral officers with 3 or more years of police experience, lasting 16 weeks. The modified academy normally has an attendance of approximately 12 cadets.

Cadet training for those with no police experience consists of a 32-week program (1260 hours). This program is longer than most academies, as upon graduation the cadets not only meet the basic TCOLE requirements for Texas certification (643 hours), but also obtain their intermediate certification. Intermediate certification is mandatory in the first two years of employment, so front-loading this requirement saves time and costs, as well as avoids a potentially confusing break in service for new police officers. Generally, patrol officers believe the Academy does a good job in preparing new officers, (79%) according to the employee survey.

The underlying philosophy of the Police Academy is founded on the Department's Mission, Vision, and Values. Classes are focused on these principles, which guide the instructors' efforts as well as the learning experiences of the cadets. Specifically, training philosophy in the Police Academy and other training functions encompasses the APD values of I C.A.R.E., which states:

- *Integrity – the cornerstone of policing – without it public trust is lost.*
- *Courage – to make the right professional decision.*
- *Accountable – to the community, the department, and coworkers.*
- *Respect – of the community, department, and importantly, self.*
- *Ethical – professional actions and decision making.*

(1.2) Outreach to Community

The cadets engage in community involvement through two programs administered by the Academy: The Immersion Program and the Patrol Orientation Program. The Immersion Program engages cadets with the community during a session where the cadets are exposed to members of different groups that represent the diversity of the City of Austin, so that they will have a better understanding of this diversity. This program is being modified at the time of this report. One modification that is being considered is to remove the requirement for cadets to write an observational report of the experience.

The Patrol Orientation Program (Ride-Outs) involves cadets riding with officers who work the areas where the cadets will be assigned after their graduation from the Police Academy. Each of two Ride-Outs lasts one week, allowing the cadets to become oriented to their assigned areas.

The APD has implemented a TCOLE Advisory Board comprised of community members and Academy staff. This board plays an important role in reaching out to the community for training advice.

(1.3)   Scenario Training and 'Real World' Situations

Rather than offering specific classes, cadets are exposed to community policing through scenario and role-playing sessions that are given throughout the academy. These role-playing sessions all have specific goals and relate to actual incidents that have occurred.   These 'real world' training scenarios provide cadets with valuable experience in critical thinking and tactical problem-solving. By using actual events that have occurred, the cadets are given opportunities to understand how events can unfold in unforeseeable ways, which helps foster an environment that includes "organizational memories" of critical mistakes.

Scenario training, if done well, is a form of problem-based learning (PBL) that has become a very useful tool in medical schools, and now police training programs.

(1.4)   Community Policing Related Training at the Academy

Community Policing and Problem-Solving, while a philosophy rather than a program, still must be taught and reinforced at all levels of the Department. Cadet training provides the initial exposure to the agency for new police officers. It is during this training, as well as in the Field Training Program, that cadets 'imprint' their future identity as Austin police officers. As such, it is vitally important that cadets be immersed in the basic philosophy of Community Policing and understand both what it is and how it is applied with the community from their very first day at the academy.

The cadet training academy builds the foundation for the department's community policing strategy, however, there is no specific class offered that is focused on community policing. There are some classes that peripherally cover skills needed to conduct community policing, such as Cultural Awareness, Communication and Problem-Solving, and Multiculturalism. While these classes are needed, they are

presented in stand-alone formats, as most academy classes tend to be traditionally. Classes that are typically useful for Community Policing include the above courses, but also logic and deductive reasoning, community resources, community organization and motivation, and negotiations. These classes are not offered at the APD academy.

Academy staff are responsible for teaching various topics to the cadets. For them to be able to properly teach Community Policing, they must be trained to do so. The APD does not provide this training, but is investigating Train-the-Trainer classes that focus on the Community Policing curriculum.

(1.5) Academy Attrition Rate

The attrition rate for the regular police academy has averaged 18% in 2014 and 2015. The attrition rate for the last graduated academy was 22%. The modified academy attrition rate has averaged 11%. While attrition rates vary, depending upon the stress of the academy (e.g., military style), 10-15% appears to be the national average figure. This does not necessarily mean the Police Academy is not performing as it should. While it is always important to understand why people leave the department during training, when attrition rates exceed 15% it is vitally important to conduct thorough assessments of the training function, conduct exit interviews, and develop a plan to reduce that attrition.

The APD is in the process of analyzing why people are choosing to leave at this early stage in their careers. Recent data supplied by the APD indicates that 50% of the attrition rate is due to cadets "not (being) prepared for the physical training." Those who are "not prepared mentally" make up 25% of the attrition rate. A direct response to this analysis is the recent formulation of the Cadet Mentoring Program, which allows current students to contact graduates of the preceding class for assistance. While the

mentoring program is a positive step forward, the APD must look at the 'style' of police training it is giving the cadets. Paramilitary academies with high stress approaches will have higher attrition rates. The set of videos produced by the APD and shown on YouTube are high-impact, exciting clips. However, they are also a reason why good applicants who have a different vision of their future police career will not apply. The video makes the APD Police Academy appear similar to a military boot camp. While it is true that police work is stressful and dangerous, so physically and emotionally fit individuals are the most sought after applicants, APD staff should reconsider the image they are invoking to the public regarding police officers in Austin.

A specific area of concern would be if a certain group had a higher attrition rate than others, for example, attrition rates for women in police academies across the country are typically higher than for men. The number of women hired in Class 133 was 5 out of 49 cadets, so a statistical analysis is difficult with such a small number. The APD must ensure that there is not a disparate impact on any group in the academy or field training program.

(1.6)   Community Policing Issues

(1.6.1)Community Policing Should Be a Primary Focus for the Academy.

Some classes are being offered that are part of traditional Community Policing curricula, but they are stand alone with no particular community-based theme. The Academy is already 32 weeks, so adding a number of additional classes would not be productive. Topics such as logic and deductive reasoning, community resources, community organization and motivation, community problem-solving, and negotiations could be woven into existing classes to create a Community Policing theme. This theme needs to be highlighted and reinforced in all classes.

(1.6.2)Develop a Single Class That Exposes Cadets to Community Policing's History, Structure, Philosophy, and Application.

Training often misses the point because it is not put into the proper context. Cadets will not be able to draw conclusions about Community Policing as an integrated topic dealing with partnerships, community problems, leadership, and proactive activities unless they are given the philosophical model as a 'package.' A single introductory class on Community Policing would be able to build the foundation for further learning on the topic. It would also allow cadets to ask specific questions about Community Policing and how it is supposed to work.

(1.6.3)The Immersion Program Provides a Very Good Means for Cadets to Interact with the Community.

The latest modification, removing the observation report by cadets to describe their experiences, should be reconsidered. Cadets' written exercises and/or presentations provide a reinforcement of the experience that also allows for assessment of the cadets' understanding of what they observed.

(1.6.4)Academy Staff Must Be Trained in Community Policing So They Have a Full Understanding of the Philosophy and How to Apply It in the Real World.

A specific course on how to teach Community Policing would adequately prepare Academy instructors on how to develop relevant lesson plans and how to insert topics related to Community Policing into current classes.

(1.6.5)Attrition Rates Are Not Easily Explainable, in the Academy or Elsewhere.

It is important to be able to determine the reasons people are leaving at this stage in their career. This can be accomplished by using exit interviews. These interviews, in order to be effective, must be conducted by someone other than training staff. Ideally, a non-sworn member of City Human Resources would provide a non-threatening environment for the cadet to open up about potential problems. That

information can be analyzed to determine if it negatively impacts any particular group of people. Only then can a plan be developed to address any issues that are identified.

The image of the Austin Police Department, as posted on YouTube, may be causing potentially good candidates to apply to other agencies. The APD needs to reassess its use of that video. A video such as that produced by the San Diego Police Department would be an alternative more conducive to recruiting efforts. That video can be seen at: https://www.youtube.com/watch?v=RVwbakdc2mA.

(1.6.6) There Is Often a Disconnect Between the Academy and Field Training.

The Academy often teaches blocks of information while the field training is conducted under real-life circumstances, using problem-based learning scenarios when possible. Problem-based learning is being used quite effectively in medical schools and some police training programs to teach problem-solving without needing to have a lecture class for instruction. In many cases, some classes can be combined, which saves training time and increases a cadet's understanding of the interrelationships of various topics being taught. The APD should consider increasing the use of problem-based learning as a teaching methodology that would allow consolidation of classes and enhance the theme approach. This method is used in the PTO program recommended by the President's Task Force on 21st Century Policing. By using it in the Academy, a seamless transition to field training for the cadets would be possible.

(1.7) Summary of Findings

Potential Issues Area	Police Academy Findings
Community Policing theme should be primary focus of cadet training.	Community Oriented Policing and Problem-Solving is not a focus of Police Academy training.
Introductory class on Community Policing is necessary to put community policing in context.	Academy lacks a single class that exposes cadets to Community Policing's history, structure, philosophy, and application to their roles.

Potential Issues Area	Police Academy Findings
Immersion Program observation report by cadets to reinforce experience and allow assessment of cadets' understanding.	The APD is considering removing the requirement to write this report.
Academy instructors are trained in Community Policing and related instruction methods.	Academy instructors are not trained on how to integrate Community Policing into their curricula. The APD is exploring available classes.
Attrition rates that are above 10% are analyzed and potential problems addressed.	The APD does conduct exit interviews and responds to potential problems. Interviews should be conducted by non-training personnel such as Human Resources.
Adult learning methodology used in all training classes.	APD Police Academy instructors use a variety of instructional methods, including adult learning. Explore the use of problem-based learning beyond scenario training so that classes are interrelated and problem-solving becomes the default response to issues faced by police officers.
The Police Academy presents a realistic image of a community oriented police department.	The APD-produced video on YouTube regarding the Police Academy training is too focused on the paramilitary aspect of policing.

Recommendations:

Develop a Community Policing theme that highlights the philosophy as a major focus of Academy training.

Develop an introductory survey class to teach cadets the history, structure, philosophy and application of Community Policing in the Austin Police Department.

Cadets should continue to write an observation report or make a presentation on their experience in the Immersion Program.

Continue to search for a Community Policing-related train-the-trainer class to offer to Police Academy instructors and field training officers.

Transfer all exit interviews of cadets and trainees who self-terminate employment during the Police Academy and the Field Training Program to Human Resources.

Explore the use of problem-based learning methodology in the Police Academy.

Produce a recruiting video that is more in alignment with community policing and problem-solving and make it available to the general public.

3. FIELD TRAINING PROGRAM (FTP)

The Field Training Program is considered to be the primary training experience for new officers and their last step in training before entering their final probation period. Probation ends at 15 months after the hiring date. Field training is of primary importance for the new officers to learn and practice community policing while actually performing the job of police officer.

(1) Structure and Standardization of the FTP

The Field Training Program is a 12-week (48 days) training program that follows the Police Academy. The modified Field Training Program for lateral hires is 8 weeks (32 days). Field training allows the cadet to use the basic training received in the Police Academy in a real world environment under the direct supervision and mentoring of a qualified field training officer.

The APD's field training program is based on the original field training model that was developed by the San Jose Police Department in 1968. At that time, it was a major innovation in police training. Part of the research during development was to study 43 job task analyses that had been conducted on police officer positions around the United States. As a result, 29 categories of performance were identified, subsequently modified to 31. A Likert 7-point rating scale was assigned to each category with specific behavioral anchors (behaviors tied directly to one of the points on the scale). The learning methodology was based loosely on Skinnerian behavior modification principles.

While it is not necessary to describe the San Jose Model completely, there are some factors that are relevant to this study. The 31 categories that were originally identified are much the same today as they were 48 years ago. The categories included topics relating to appearance, attitude, knowledge of statutes, driving skills, report

writing, investigative skills, officer safety, control of conflict, problem solving/decision making, use of the radio, and relationship with citizens and members of the department. A later category was developed that was titled, "Relationship with Ethnic Groups Other than Own."

Each of these categories was assigned three behavioral anchors that were listed on the 1 through 7 scale as follows:

1 – Unacceptable Behavior

4 – Acceptable Behavior

7 – Superior Behavior

Each of these anchors contained a list of behaviors that described the three levels of performance in the particular category being evaluated. There were no descriptions for numbers 2, 3, 5, and 6. These were discretionary for the field training officer to use to show trends and direction of performance. The evaluation instrument was called a Daily Observation Report (DOR) and was submitted for each training day of the program.

While the DOR served as the primary evaluation instrument, a second instrument called a Trainee Task List was developed. This consisted of all of the tasks that trainees were supposed to learn during the 12-week program. It was basically a list of tasks moving from the simple to the complex over time, with exceptions of topics such as officer safety that had to be covered early on. As trainees progressed through the program, they were exposed to the various tasks. The FTO signed the task list to show the trainee received some kind of training in that task. If a task was something that did not occur during training (e.g., handle a homicide), then a discussion would be held between the FTO and the trainee, followed by signing off that task. The task list was

typically 40 or 50 pages (or more) and was specific to the department's training goals, whereas the DOR was a national model with few modifications, if ever.

There were no categories that related directly to Community Policing because the FTO preceded that philosophy by several years. In the late 1990s, standards were written for Community Policing categories and made available to departments, which most tended to ignore. Other attempts were made to bring the San Jose Model into alignment with community policing, but the modifications were not sustainable. The model was entrenched in a 1960s mindset.

This led to the development of the Community Policing model of field training, alternatively known as the PTO Program or the Reno Model. This model will be discussed in greater depth in a section of this report below. The APD cites both the San Jose and Reno Models as part of its field training program.

 (2)   Field Training and Liability

The APD acknowledges that behavior modification principles influence its field training program, citing these as an important component of the program and indicating that this allows for mitigating organizational liability. It is further cited by the APD that the ratings, even though behavior modification, are endorsed by TCOLE FTO Basic Training; that a majority of law enforcement agencies in the U.S. use this method; and that the use of them has proven to be defensible in court.

It is well known in field training circles that the San Jose Model was created after a young officer was involved in a fatal traffic accident after rushing to a call not on his beat. Once the model was created, it was adopted by the San Francisco Police Department. In 1989 the SFPD terminated a female trainee who went to court and sued the department for discrimination and sexual harassment under EEOC regulations.

This case has been cited as proof that the San Jose Model is defensible in court. The problem with that is the SFPD lost that case. The judge did make a statement that the training program was not at fault, but rather the individual FTOs were the problem. The case was settled for $114,000 (after attorney fees were added) in 1984. The court decided, among other things, that the program did not adhere to the rating scores (scores did not correspond to written scoring guidelines), there was no positive training, and bias existed against women (Fadhl v. CCSF).

This is not a legal review, but it is well recognized that field training programs should be relevant to the jobs for which the trainees are preparing and that both the San Jose Model and the Reno Model have been around long enough to demonstrate they are defensible in court.

(3)   Field Training Program Attrition Rate

The attrition rate in the Field Training Program has been under 5% for regular cadets and 11% for lateral officers. The national attrition rate for field training averages 15%. As mentioned above in the Police Academy section of this report, it is clear that attrition rates, in and of themselves, do not necessarily indicate poor performance of a training program. That also holds true with regard to using a low attrition rate to demonstrate a successful program. The APD's field training program attrition rate is very low. One could say that is because trainees are well prepared. It could also indicate that ratings are inflated and trainees are allowed to complete the program so that more officers can be put on the street. This has happened with other agencies. The real indicators typically are attrition rates near zero or well above the national average. The APD's FTP attrition rate does not trigger concern.

(4)   Community Policing Related Training in the FTP

The San Jose Model was developed long before the idea of community policing became an accepted philosophy. As a result, the model did not meet the needs of law enforcement agencies that were attempting to establish community policing efforts. This became a major issue for police executives in the 1990s when community policing became a common theme. Many attempts were made by various agencies to find a solution to this problem. The San Jose Model, while an amazing police innovation at the time, is rooted in police thinking of the 1960s. Police executives are hiring a different type of person than they did nearly 50 years ago. Yet, the standard evaluation guidelines (SEGs) of the San Jose Model describe how an officer should look and behave. Some of these SEGs are adequate for today's police officers, but they are simply not enough. This has been validated by the number of police agencies, Austin P.D. included, making major modifications in the program to make it work. Most attempts have been misguided efforts to modify the field training model with solutions that were not properly evaluated.

This has led to the Department of Justice, COPS Office, funding and facilitating the establishment of a new field training program that is founded on the principles of Community Oriented Policing and Problem-Solving. This program is the PTO Program, also known as the Reno Model. Much of the structure is similar to the FTO (length of program, rotation of trainees through at least 3 training officers, standardized topics, and an evaluation process). The most important differences include full use of adult learning methodology and problem-based learning rather than behavior modification; its founding on COPPS principles; a failing forward approach to trainee mistakes; no Likert scale; and no checklists.

The San Jose Model is presently used by an estimated 4,000 agencies throughout the United States and some foreign agencies as well. Based on numbers of agencies that have engaged in PTO training, PTO is being used by more than 1,000 police agencies throughout the U.S. and other nations. There is no definitive number of agencies using PTO, but a trend exists of agencies switching from FTO to PTO. PTO has been adopted by several Texas police agencies.

The Austin Police Department uses what it refers to as a hybrid program consisting of both the San Jose and Reno models. Most of the APD field training program is based on a modified San Jose platform. Some characteristics of the PTO program are apparent, but not many.

(5)   Modifications of the FTP

The program is primarily based on the San Jose Model FTO Program with some elements of the Reno Model PTO Program – two nationally recognized field training models. The Reno Model is represented by the use of a Board of Evaluators and Prescriptive Training methods. The rest of the Field Training Program uses the older San Jose Model's evaluation system, check list and behavior modification techniques.

The Austin program has undergone some modifications since its adoption. The Trainee Field Training Checklist (the old San Jose Task List) has been reduced from 28 to 2 pages covering 44 tasks. This is a major change from something that previously covered hundreds of tasks. The sign-off process is still basically the same, only using a truncated version of the form. Trainee checklists often become a replacement for actual training. The checklist is just that, a series of statements to check off rather than a foundation for building skills that may be applied in all situations by the trainees in their

future activities. In any case, no Community Policing topics are listed in the APD Trainee Checklist.

The DOR for the APD is nearly the same as the original San Jose program DOR. The APD daily observation report has 31 categories (as does San Jose) with one added dimension for general comments. There are no Community Policing topics covered in the DOR. A recommendation that becomes effective in June, 2016, includes a new dimension on the DOR called "Community Organizing and Problem-Solving."

An earlier modification of the DOR rating scale increased the number of behavior anchors from three (numbers 1, 4, and 7 on a 7-point scale) to seven anchors. The descriptions of behaviors were redundant and not useful at all. The recommended change to the DOR rating scale is to do away with everything above a 4 (5, 6, and 7). This means the trainee will be evaluated on a scale that has 3 levels of unsatisfactory work and one level of acceptable work. No superior or above acceptable ratings will be available.

(6)   Outreach to the Community

While field training programs are inherently involved with individual members of the community, they do not necessarily engage the community as a social group. The FTP does not have a formal function that provides trainees with opportunities to reach out to the community in a positive fashion. A FTP staff recommendation is to require that trainees be evaluated on their ability to assist members of the community in handling neighborhood-specific issues. They will also attend Community Commander Forums and/or Neighborhood Watch meetings where they must be able to identify available resources and groups in assigned areas.

(7)   Adult Learning Principles and Field Training

Adult learning methodology is always available to use in any field training program, regardless of the model used. It is often, however, left up to the discretion of the trainer regarding which model to use. This is an acceptable practice, but the structure and focus of the training program may influence how adult learning is or is not used. The San Jose Model is clearly focused on behavior and tasks. If an FTO chooses to use problem-based learning or some other adult learning strategy, there is little support available in the model to facilitate its use.

The field training program must be able to support regular use of adult learning and problem-based learning methods, and adhere to the use of Bloom's Taxonomy of Learning, which identifies a hierarchy of learning as follows:

1.   Knowledge (define, describe, list)
2.   Comprehension (convert, explain, summarize)
3.   Application (demonstrate, show, use)
4.   Analysis (distinguish, outline, relate)
5.   Synthesis (combine, create, design)
6.   Evaluation (assess, compare, experiment)
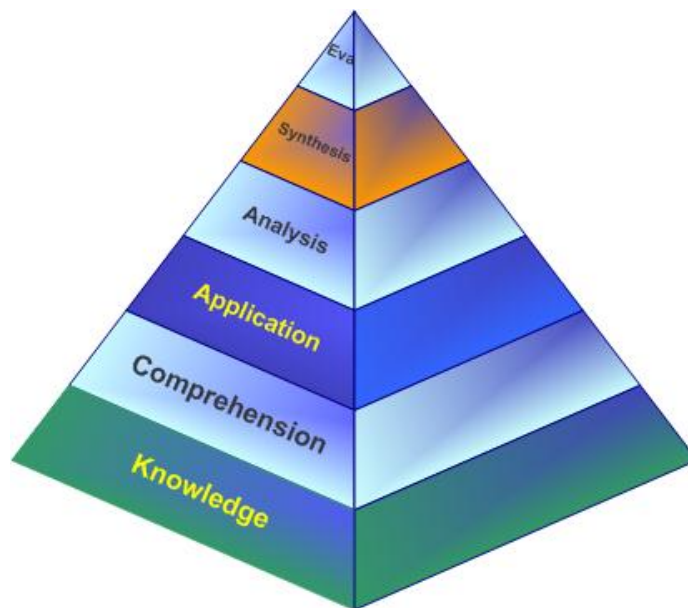
Bloom's Taxonomy

In its study of field training models, the Community Policing team interviewed coordinators of several FTO programs and found that most of the San Jose Model users operated in the two lowest levels of Bloom's Taxonomy (knowledge and comprehension). The field training program should be designed to operate at all levels of Bloom's (including recent modified taxonomies). Trainees who participated in field activities, written journals, and their own performance evaluations as well as being required to write about their experiences and make presentations were performing at the highest level of the taxonomy: evaluation.

(8)   Community Policing Issues

This segment of the report takes two approaches. The first (sub-sections 8.1 through 8.3) incorporates recommendations for immediate improvement of the existing field training program. The second approach is for a long-term improvement of establishing a new program (sub-section 8.4). This two-step approach is meant to allow the field training program to be consistent with community policing efforts while giving the Department time to consider a longer term alternative.

(8.1)   Modifications to the Present Field Training Program Need to Be Assessed.

It is evident that APD staff do not believe the San Jose Model is sufficiently adequate in its original form. This is in agreement with many training personnel throughout the U.S. And, as many other agencies have attempted, the APD is applying remedial measures to 'fix' the program. Three major APD-generated modifications are in process at this time: the Trainee Checklist, the DOR, and the 1-7 Likert Scale with behavioral anchors.

The checklist has been reduced from 28 to 2 pages. This was accomplished by removing tasks that are effectively already covered in the Police Academy. The issue

with this approach is that the field training program, by its very nature, is designed to expose trainees to various tasks while working in the field. By moving elements of the original checklist to the Police Academy, these tasks requirements do not occur under the tutelage of a field training officer in a real world environment. The removal of a considerable part of the trainee checklist seems to support the project team's contention that checklists are not effective training tools. Even so, a field training guide of some sort is necessary to attempt any form of standardized training for all trainees.

The present Field Training Program does not focus directly on community policing in any of its training dimensions. As in the Police Academy, a community policing attitude is accomplished through the use of peripheral training dimensions such as "Attitude Towards the Job," "Self-Initiated Field Activity," "Control of Conflict: Voice Command," "Problem Solving/Decision Making," "Communications," "Relationship with Citizens: General," and "Relationship with Ethnic/Cultural/Social Groups Other Than His/Her Own." The FTP staff have recommended the addition of a dimension called "Community Organization and Problem Solving." This is a positive proposal that will improve the program.

The FTP staff have recommended a change in the rating scale that removes all ratings that would be considered higher than an acceptable rating. They are also rewording the behavior anchors for unacceptable behavior to prevent redundancy of descriptions. The rewording is necessary, as two points on the rating scale cannot have the same rubric, however the change to the rating scale is problematic. The original 1-7 rating scale was designed to allow the FTO some discretion in interpreting the scale so only three numbers were anchored to descriptions. The other numbers did not describe behavior, but were there to show improvement patterns that could be used for positive

reinforcement. The recommended changes in the APD's scale remove half of the tools available for positive reinforcement as designed in the original model. The trainee now sees unacceptable or near-acceptable descriptions and tops out at acceptable. It is still unclear to the project team how that aligns with positive training efforts and the ability to show trends of improvement – which relates directly to the findings in the Fadhl vs. CCSF case.

(8.2)   Incorporate Adult Learning Methodology into the FTP.

FTOs are trained in adult learning techniques and may incorporate them into their personal teaching styles. The issue is that these techniques are not institutionalized into the field training program. The APD should reassess the field training program and explore means to using Bloom's Taxonomy of Learning as a measurement of the complexity of training provided. A limited use of Problem-Based Learning should also be considered, which would allow the trainee to develop problem-solving skills at a much higher level than presently acquired. Both of these methods have been very successful in teaching the various topics associated with Community Policing.

(8.3)   Establish an Outreach Component for the FTP.

Presently, the FTP does not include an element of community engagement. FTP personnel in the APD have proposed adding a new dimension to the DOR that covers community organizing and problem-solving. This proposal should be implemented as it would provide trainees with excellent skills for community policing efforts later on.

While this is an appropriate change to the program, simply having one dimension on the DOR will not suffice as a means to establishing an outreach component in the field training program. Trainees must be able to research neighborhood issues and work

on actively engaging the community to solve problems. One method established in other agencies is to develop what has been referred to variously as a beat profile, neighborhood profile or portfolio. The neighborhood portfolio is a complete analysis of a specific area such as a beat, precinct, or neighborhood, which includes demographics, geography, crime patterns, traffic issues and any other pertinent information that allow for a full understanding of the community. Trainees usually complete this analysis throughout the duration of the training program and make presentations to the field training staff or the board of evaluators. This not only helps the department understand the various characteristics of a neighborhood, but allows trainees to learn analytical skills that may be applied to their future assignments and develop community contacts that enhance their network of resources.

The employee survey indicates that 68% of patrol officers believe there is an expectation for them to get to know the community in the areas where they are assigned. This indicates a need for training and supervisory support in this area. This support begins with teaching trainees how to familiarize themselves with the segment of the community to which they are assigned.

(8.4) The Long-Term Need Is to Develop and Implement a New Field Training Program That Aligns with Community Policing and the Mission and Goals of the Austin Police Department.

The APD basically has two choices: create its own new field training program or adopt one that is already functioning.

Creating a completely new program for a single agency would be tremendously expensive, time-consuming, and risky. The initial cost of the San Jose Model is unknown, but the Reno Model cost $525,000 to develop and implement in 1989. The development team spent two years working on the model. Even after that, it still took

another year of testing and modifying the original product to meet agency demands. The more important issue aside from expense and time is risk. Training must meet certain legal criteria to be acceptable. That means the training must be relevant to the job that is being learned and must teach what it purports to teach. There are other liability issues as well, which means a full vetting of the new program is necessary in order to meet these legal requirements. There is no good reason for the APD to attempt an endeavor such as this. On the other hand, creating a program for the agency by modifying another program runs the same risks.

The APD should explore implementation of the Community Policing Model of field training (PTO). This model was specifically designed to overcome the issues that agencies like the APD are having with constantly changing a five-decade old training program that conflicts with community policing goals. The COPS Model uses adult learning and problem-based learning as its platform.   It also adheres to Bloom's Taxonomy in training methods and in prescriptive training designed to solve problems trainees are encountering that could lead to failure. The PTO Program is a structured process that includes an evaluation process, training problems that require solutions, journaling, a neighborhood portfolio and mid- and final-evaluations. A graph of the PTO program's functions follows:
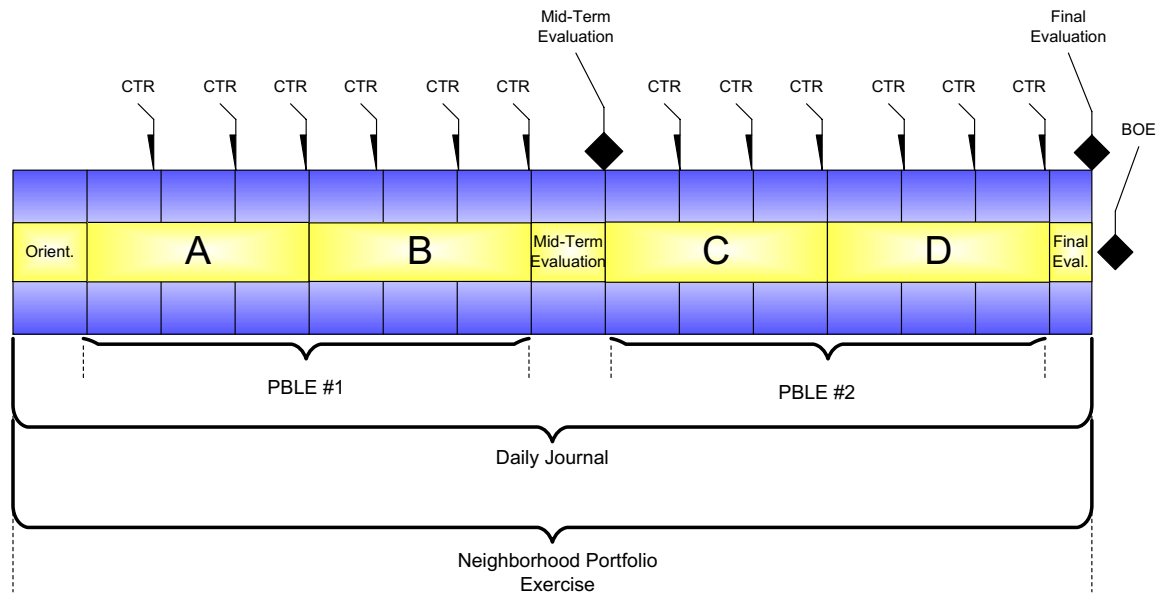
The APD training philosophy encompasses the approach that probationary police officers will observe and learn community policing through interaction with their training officers and become part of the police culture as a result of those continuing interactions. This is a valid concept only if the training program provides support and guidance for such actions.

The Community Policing PTO program is fully vetted, includes recommendations from police departments across the United States, and is backed by the Department of Justice COPS Office.

The FTP goals of the Austin Police Department as stated in the APD Field Training Program manual, revised in March of 2016, that apply to community policing specify:

> *Goal 3. Train the Trainees to research, access and use all available resources (i.e., Specialized Units, Training, Victims Services, Software Programs, State of Texas, COA and Other Agencies) toward solving problems while performing policing duties.*
>
> *Goal 4. Train the Trainees to analyze problems, form and implement an action plan to solve those problems and carry out that plan using effective communication (both verbal and in writing) and provide superior police services*

to protect Austin's Diverse Community through proactive response to Professional Policing.

Also, in the same manual, the FTO role related to Community Policing is described as:

4. Objectively, accurately training and evaluating Trainees which includes:
a. Adhering to all APD Policy and Patrol SOPs, and
b. The fundamentals of Community Oriented Policing, the Problem Solving Process and application of the basic mechanics of police functions,

The APD has recognized the need to modify the field training program, as the present model does not appear to be meeting these goals. FTP staff have recommended changes in the DOR that will be helpful. However, there is no mention of Community Policing in the FTO selection process or in the Field Training class outline provided to the project team. The APD does refer to the TCLOSE Field Training Officer Course as a guideline for modifying its Field Training Program. The APD does have the discretion to create a new field training program if it choses to do so. The TCLOSE Field Training Officer Course manual states the following:

"Contemporary FTO Programs follow the San Jose model (in part or in whole), although the National Institute of Justice advocates the "Police Training Officer" (PTO) model that was initially tested in Reno, Nevada. This program teaches more problem solving skills than are required in a traditional community-policing environment."

"The FTO curriculum is designed to develop excellent teaching skills while allowing each agency to design its own training program for the various disciplines (peace officers...). ***Each agency should design its own standardized field training program model*** *in which new employees are trained and evaluated during the field-training program."*

Further support for developing a new field training program may be found in The President's Task Force on 21st Century Policing, which makes the following recommendations regarding field training programs:

5.13 Recommendation: The U.S. Department of Justice should support the development and implementation of improved Field Training Officer programs.

This is critical in terms of changing officer culture. Field Training Officers impart the organizational culture to the newest members. ***The most common current***

program, known as the San Jose Model, is more than 40 years old and is not based on current research knowledge of adult learning modalities. In many ways it even conflicts with innovative training strategies that encourage problem-based learning and support organizational procedural justice.

5.13.1 Action Item: The U.S. Department of Justice should support the development of broad Field Training Program standards and training strategies that address changing police culture and organizational procedural justice issues that agencies can adopt and customize to local needs.

A potential model for this is the Police Training Officer program developed by the COPS Office in collaboration with PERF and the Reno (Nevada) Police Department. This problem-based learning strategy used adult learning theory and problem solving tools to encourage new officers to think with a proactive mindset, enabling the identification of and solution to problems within their communities.

Finally, the Rand Corporation (a well-established think tank) made the following

recommendation to the Los Angeles Police Department in a study of its community

policing efforts:

The Department might find it valuable to study the FTO program in Reno, Nevada, for potential lessons of value. The Reno FTO program ("post-academy police training") features a unique training relation- ship in which FTOs act as coaches and developers for recruits. The program is problem based, builds on what recruits are learning in the academy, and reflects their future work. Participants are taught further about problem-solving strategies during their post-academy field training.

(9)   Summary of Findings

Potential Issues Area	Field Training Program Findings
1-7 Likert rating scale balances negative and positive rating opportunities.	The FTP originally used the San Jose Model Likert scale, but is changing to a 1-4 scale where 75% of the rubrics fall below acceptable range.
Training guide to facilitate the field training officers' efforts and ensure standardized training.	The Trainee Checklist has provided this guidance and standardization in the past, but has been a hindrance to effective training. Nor does the checklist contain any reference to Community Policing. The APD has reduced the checklist to a minimum of topics not covered adequately in the Police Academy.

Potential Issues Area	**Field Training Program Findings**
DOR dimensions include Community Policing processes.	No DOR dimensions presently cover the processes of Community Policing. A recent proposal by the FTP staff includes a dimension entitled, "Community Organizing and Problem-Solving."
Adult learning methods and problem-based learning is a foundation of learning for the field training program.	While FTOs are trained in various adult learning strategies, problem-based learning is not a component of the program.
Bloom's Taxonomy of Learning is used as a tool to construct learning activities as well as identify potential learning problems with trainees that may lead to failure.	Bloom's Taxonomy of Learning is not a component of the field training program.
The FTP has outreach activities to engage the community.	The FTP has no specific outreach components in the DOR or trainee checklist. A proposal has been made to establish a dimension on the DOR for this purpose. There is no process by which the trainee works with the community to establish a partnership.
Modifying a nearly 50-year-old training program to fit the needs of 21st Century policing.	FTP staff have made several recommendations that will modify the program, but these changes conflict with the original intent of the San Jose Model, do not sufficiently change the model so that it aligns with Community Policing, and may negatively affect the learning of trainees.

Short-Term Recommendations:

Reassess changing the 1-7 rating scale to a 1-4 scale. The 1-7 scale allows trainees to work within a range of ratings where positive reinforcement is easier to attain.

Reassess proposed changes to the present Trainee Checklist. Instead of a reduction of tasks, the checklist can be redesigned to become a training guide (with no checkoff process) and to include the processes of Community Policing.

The APD should approve the FTP proposal to add a DOR dimension that specifically includes community organizing and problem-solving.

Explore the use of Problem-Based Learning (PBL) as a limited tool to engage trainees in problem-identification and solution activities.

Explore the use of Bloom's Taxonomy of Learning as a tool to construct learning activities and to identify learning issues faced by trainees.

Implement a requirement that trainees complete a neighborhood portfolio that analyzes a specific area of the city, which will not only create a useful database for Community Policing activities, but will establish the foundation for partnerships between the community and the Department.

Long-Term Recommendation:

Explore the potential for developing and implementing a Community Policing-based field training program, such as that proposed by the Department of Justice (PTO), to replace the present program.

4. ADVANCED TRAINING (IN SERVICE TRAINING)

Advanced training conducted by the APD includes Learned Skills Training, Continuing Education, and Supervisor/Management Leadership Training.

(1) Duties and Responsibilities of Advanced Training

Advanced Training functions to meet the TCOLE in-service training requirements, which are at least 40 hours for every 24-month training cycle. APD in-service training efforts exceed this qualification.

Advanced Training also functions to maintain necessary skills regarding weapons and the proper use of force.

Supervisory/Management Leadership training is designed to prepare those in supervision and command roles to function effectively.

The APD advanced training meets these duties and responsibilities, however, leadership goes beyond the command function and will be dealt with in this report in a later section.

(2) Outreach to the Community

Scenario training relating to critical incidents has been offered to groups such as Black Lives Matter, NAACP, the media, the Human Rights Commission, and other faith-based organizations.

(3)   Learned Skills Training

Learned Skills Training is conducted for all APD officers who qualify once per year on firearms, OC, Taser, less lethal shotgun, and weapon selection. This training puts those critical areas of officer conduct into focus with community needs versus officer rights and expectations. The training is conducted with a focus on decision-making and problem-solving and requires officers to assess situations that have caused community concerns in the past.

The Learned Skills Training focuses on actual application of skills in a real world environment. It does not apply theory/collegiate forms of education, as the skills that are learned must be applicable on a daily basis and are reality-driven. This training emphasizes communication between the officer and the subject being encountered, de-escalation of force if at all possible, and if not, then the proper use of force considering the type of encounter with the subject.

The training is based on scenarios that have occurred in Austin as well as nationally. The scenarios encompass the controversial types of incidents that often create divisiveness between the community and the police. These scenarios include encounters with the mentally ill, deaf, and other individuals who may not respond in a reasonable manner as perceived by the police officer at that time.

Learned Skills training falls into the 'maintenance' category of community policing training in that officers must continue to challenge their perceptions regarding contacts with community members in all types of situations.

(4)   Training Needs Assessment

The training function of any police agency must be up to date and relevant. This will ensure that employees are adequately prepared to do their jobs, which will lower

risks and liability issues. For training to be properly planned, needs assessments should be conducted at a minimum every 3 years. The APD does not do this.

(5)   Non-Sworn Training and Community Policing

Civilian training centers around technology and is usually job-specific.   Civilian staff may attend the APD Leadership Academy, Leadership Command College, and any other course that relates to the job being performed. Community Policing is not simply a patrol officer function. All employees are to some extent involved in an agency's community policing efforts.   As such, all employees, sworn and non-sworn, must be trained in the philosophy and methodology that comprises Community Policing. The APD does not do this.

The results of the Police Department Employee Survey regarding community policing training demonstrate a lack of agreement by civilian employees that the training is effective (only 64% agreed).

(6)   E-Learning

The Department has an active e-Learning program. As of January 2014, the Department has disseminated 43 training modules in addition to the policy and legislative updates.

The APD's Continuing Education Unit will implement live online/on-demand TCOLE accredited training. The first accredited class for distribution will be the Body Worn Camera class. APD staff emphasized that this is inline with the President's Report on 21st Century Policing.   The project team agrees that the President's Report on 21st Century Policing should serve as a model for community policing related activities, as the team indicated in the section on field training.

The e-Learning program should include diversity training that goes beyond specific group interests. Diversity training should include stereotyping of any group, as well as cultural and social processes.

(7)   Leadership and Problem-Solving Training

Advanced Training in leadership is available to sergeants and lieutenants. The Leadership Academy for sergeants is based on the West Point model and is three weeks in duration. The Leadership/Command College for lieutenants meets one day per month for six months. Additionally, the Department sends personnel to the FBI National Academy, the Law Enforcement Management Institute of Texas (LEMIT), and the Senior Management Institute for Police (SMIP).

Leadership and problem-solving are not exclusive to command functions. Leadership training is important to establishing a partnership with the community, as citizens look to the police for leadership – which involves officers at all levels and many of the non-sworn personnel.

(8)   Community Policing Issues

(8.1) The APD Does A Very Good Job In Many Aspects Of Its Advanced Training Activities.

Positive features of the in-service training program include meeting state requirements for in-service training, e-learning, and Learned Skills training (which focuses on de-escalation of force and proper use of weapons). The command leadership training offered to supervisors and managers is also a strength of the APD's training programs, but all employees should be trained in problem-solving leadership.

(8.2) The APD Needs to Conduct Training Needs Assessments of All of Its Training Functions at Least Once Every 3 Years.

This is to ensure that training is relevant, up to date, and meeting contemporary needs of the community.

(8.3) The APD Needs to Conduct Training in Community Policing for All Members of the Department, Including Non-Sworn Members.

Dedicated training in the community policing philosophy and strategies needs to be implemented and valued in the Department. This dedicated training should include an introduction to Community Policing, a definition of Community Policing, and how it is applied at the Austin Police Department.

(9) Summary of Findings

Potential Issues Area	Advanced Training Findings
Conduct training needs assessment every three years.	The APD does not do this.
Conduct training in Community Policing for all members of the department, including non-sworn personnel.	The APD does not do this.
E-Learning trainings includes diversity issues.	E-Learning does not encompass cultural or social issues at this time, but proposals are being considered.
Conduct problem-solving leadership training for all members of the department, including non-sworn personnel.	The APD does not do this.

Recommendations:

Conduct a training needs assessment of all APD training functions every 3 years.

Provide training on Community Policing to all non-sworn members through local delivery or e-learning methods already established by the Department.

Develop an e-Learning training program that encompasses cultural and social issues that affect the relationship between the APD and the community it serves.

Provide problem-solving leadership to all employees through local delivery or e-learning methods already established by the Department.

5.   OTHER HUMAN RESOURCES ISSUES

APD Human Resources oversees payroll, sworn personnel actions, and civilian employee relations. While they are involved in non-sworn hiring, they do not engage with sworn personnel until after they are hired and the personnel files are transferred to HR. Human Resources has indirect responsibilities for Community Policing efforts through the following processes:

(1)   Workforce Diversity Data

Human Resources keeps informal records of demographic statistics of employees of the APD. These statistics are segmented by race, ethnicity, and gender. This type of information is valuable as a tool to analyze employee retention and possible indications of discrimination of particular groups should they exist.

(2)   Performance Evaluations Relating to Community Policing

The performance evaluations for sworn members focus on general conduct and responsibilities of employees. There are no dimensions that relate to Community Policing specifically. There are dimensions such as professionalism, courtesy, and communication, but they are very broad. Each evaluation does have a single check box to validate that the employee "has demonstrated a positive commitment toward the Values, Vision, and Mission of the Austin Police Department."

(3)   Incentivizing Community Policing

The APD offers a Superior Service Citation to employees for the following actions and services:

922.5.7 SUPERIOR SERVICE CITATION
(a) Presented to employees for
1. Demonstrating a superior commitment to quality service or caring service within the community or Department; or
2. Exhibiting outstanding problem-solving skills which brings recognition to the individual and Department; or
3. Providing volunteer community service which results in favorable recognition of the Department, or
4. Actions that go beyond the expected duties and responsibilities of the employee's
job description within the department.
(b) Medal, ribbon and certificate.
(c) Presented by the Chief or designee, or the employee's commander/manager.

(4)   Feedback from Exit Interviews

Sworn members of the Department participate in exit interviews upon termination of their employment. This information is made available to training and recruiting personnel.

(5)   Community Policing Issues

(5.1)   The Department Command Staff Must Have Current Data on Employee Demographics So That Proper Decisions May Be Made Relating to Hiring, Training, and Retention of Personnel.

This is necessary for the Department to become or remain representative of the community it serves. The APD does keep statistics by race, ethnicity and gender, but only informally by a member of Human Resources who takes it upon himself to do so. The Department must formalize this process to ensure sustainability of the collection as well as validity of the information gathered.

(5.2)   Sworn Member Performance Evaluations Do Not Reflect the Individual's Efforts to Conduct Community Policing as Part of Her / His Role.

While the Department's values, vision, and mission are included in the evaluation form, they are formatted as a single question with a check box. HR needs to conduct a formal review of the performance evaluation system and align it to the process of Community Policing so it may be used as a tool to facilitate the philosophy over time.

(5.3) The APD Does Not Have a Reward System in Place That Specifically Recognize Employees' Exceptional Performance in Community Policing.

A formal reward system would encourage employees to engage in community policing as well as recognize those who continue to do so. The reward system may be part of the performance evaluation, an addition to the Superior Service Citation, or a stand-alone program that recognizes good work by certificate, badge, or some other method meant to emphasize the importance of Community Policing.

(6) SUMMARY OF FINDINGS

Potential Issues Area	Human Resources Findings
Demographics of Department employees are reported to the command staff once per year and made available to the general public.	APD Human Resources does this, but only informally. There is no formal report presented by HR but rather one that is compiled and released upon request.
Sworn performance evaluations reflect officers' Community Policing activities.	The APD does not do this.
Develop a reward system that encourages employees to participate in Community Policing activities and recognizes those who do so successfully.	The APD offers a Superior Service Citation that recognizes problem-solving, but does not mention Community Policing specifically.

Recommendations:

Formalize the collection of employee demographic data/statistics by race, ethnicity, and gender, to be conducted annually by Human Resources.

Analyze the performance evaluations for all employees, sworn and non-sworn, and develop a system that evaluates employees' efforts in Community Policing, including specific dimensions on the Department's values, vision and mission.

Develop a reward system that encourages employee efforts in Community Policing. This may be a separate system or a modification of the Superior Service Citation.

5. ANALYSIS OF PATROL OPERATIONS AND STAFFING

1. ANALYSIS OF CITYWIDE PATROL WORKLOAD AND PROACTIVITY

The following sections provide analysis on the workloads handled by patrol units across all regions, including the calculation of patrol proactivity.

(1) Introduction

Analysis of the community-generated workload handled by patrol units in the field forms the core of field staffing needs. Developing an understanding of where, when, and what types of calls are received provides a detailed account of the service needs of the community, and by measuring the time used in responding and handling these calls, the staffing requirements for meeting the community's service needs can then be determined.

To provide a high level of service, however, it is not enough for patrol units to function as call responders – officers must have sufficient time outside of community-driven workload to proactively address community issues, conduct problem-oriented policing, and perform other self-directed engagement activities within the community.

Given the importance of providing for adequate proactive time in the process of determining patrol staffing needs, targets are set for the proportion of officers' available time that should be remain uncommitted – and available to conduct self-initiated workloads – on top of the number of hours that must be staffed for community-generated workloads. As a result, the primary focus in analyzing community-generated calls for service is not only to determine the level of call for service workloads, but to

determine the number of uncommitted hours that must also be staffed according to the targeted level of proactivity.

Proactive time is calculated through an analytical approach that examines the community-generated workload handled by patrol units, as well as the current staffing levels of the division, in order to produce a realistic estimation of the department's staffing needs at its targeted service levels. The data required to complete the analysis has been obtained from the computer aided dispatch system and other statistical data maintained by the department.

The following sections provide the process and results of the analysis of this data, which will provide the basis for developing an understanding of patrol staffing needs, as well as other issues relating to the effectiveness of field services.

(2) Methodology

Our project team has calculated the community-generated workload of the department by analyzing incident records in the computer aided dispatch (CAD) database covering a period of time beginning on March 1st, 2015 at midnight, and lasting for exactly one year.

For incidents to be identified as community-generated calls for service and included in our analysis of patrol, each of the following conditions needed to be met:

- The incident must have been unique.

- The incident must have first been dispatched within a period of one year beginning on March 1st, 2015.

- The incident must have involved at least an officer or corporal assigned to patrol, as identified by the unit codes of each individual response to a call.

- The incident must have been originally initiated by the community, identified in the following methods:

–   The time between the unit being dispatched and the unit arriving on scene must have been greater than zero.

–   The incident must have had a time stamp for the point at which the unit was dispatched.

–   Additionally, the incident type must have corresponded to a community-generated event. Call types that could be identified with a high level of certainty as being either self-initiated (e.g., traffic stops) or other activity generated by the department (e.g., directed patrol) were not counted as community-generated calls for service.

•   There must have been no major irregularities or issues with the data recorded for the incident that would prevent sufficient analysis, such as having no unit code or call close time stamp.

After filtering through the data as listed above, the remaining incidents represent

the community-generated calls for service handled by APD patrol units.

(3)   Calls for Service by Hour and Weekday

The following table displays the total number of calls for service handled by patrol

units by each hour and day of the week across all APD patrol areas:

Calls for Service by Hour and Weekday

Hour	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Total
12am	2,923	1,971	1,775	1,718	1,799	2,070	2,737	14,993
1am	2,621	1,592	1,348	1,352	1,412	1,696	2,270	12,291
2am	2,655	1,498	1,269	1,295	1,399	1,676	2,467	12,259
3am	2,356	1,239	918	1,087	1,111	1,403	2,135	10,249
4am	1,754	984	626	803	855	1,037	1,330	7,389
5am	1,121	757	664	680	680	819	978	5,699
6am	944	923	826	809	811	882	862	6,057
7am	1,347	1,747	1,620	1,651	1,690	1,748	1,488	11,291
8am	1,314	1,831	1,891	1,871	1,820	1,856	1,589	12,172
9am	1,544	2,052	2,010	1,880	1,980	2,059	1,864	13,389
10am	1,748	2,141	2,136	2,058	2,096	2,471	1,979	14,629
11am	1,882	2,190	2,231	2,068	2,147	2,458	2,106	15,082
12pm	2,049	2,385	2,288	2,352	2,352	2,664	2,167	16,257
1pm	2,187	2,345	2,305	2,305	2,315	2,664	2,277	16,398
2pm	2,166	2,339	2,362	2,429	2,319	2,548	2,363	16,526
3pm	2,529	2,759	2,589	2,789	2,475	2,557	2,533	18,231
4pm	2,569	3,359	3,194	3,040	2,901	2,904	2,571	20,538
5pm	2,950	3,854	3,691	3,418	3,519	3,509	2,740	23,681
6pm	2,811	3,334	3,164	3,038	3,212	2,813	3,234	21,606
7pm	2,675	2,910	2,808	2,764	2,913	3,182	2,980	20,232
8pm	2,630	2,815	2,642	2,684	2,722	3,132	2,786	19,411
9pm	3,042	2,786	2,851	2,948	2,853	3,262	3,249	20,991
10pm	2,947	2,531	2,565	2,688	2,753	3,100	3,407	19,991
11pm	2,334	2,068	2,141	2,132	2,441	2,992	3,074	17,182
Total	**53,098**	**52,410**	**49,914**	**49,859**	**50,575**	**55,502**	**55,186**	**366,544**
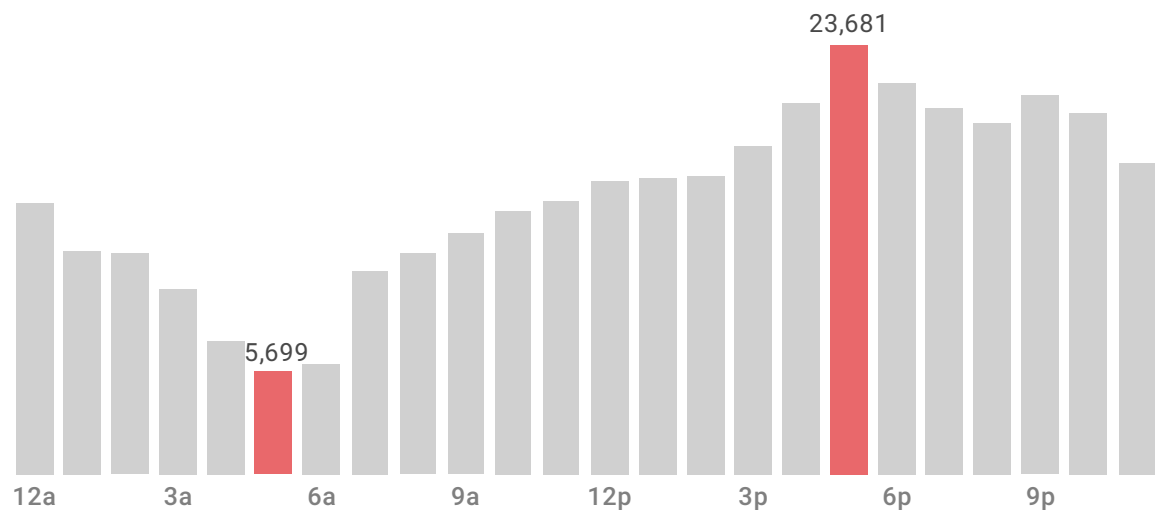
- Call volume reaches its highest point at 5:00PM, after increasing in each of the twelve previous hours.

- While Friday and Saturday nights display noticeably higher call workloads than other days, the hours with the highest number of calls being generated occur during the Monday through Friday evening commute hours.

The bell shape of the hourly distribution of calls is particularly interesting, as call volume does not immediately drop off sharply until after midnight. While not necessarily surprising given the city's size and its popular entertainment districts, the high call activity during nighttime hours presents additional challenges to managing patrol deployment. Only about three hours per day are significantly 'quieter' than the others, lasting from 4:00AM to 7:00AM.

(4)   Calls for Service by Month

The table below shows calls for service totals by month, displaying seasonal variation as the percentage that each quarterly total is higher or lower than the average:

Calls for Service by Month

Month	# of CFS	Seasonal Diff.
Jan	29,429	
Feb	29,186	-2.7%
Mar	30,528	
Apr	29,721	
May	32,020	+1.4%
Jun	31,213	
Jul	31,546	
Aug	31,482	+2.1%
Sep	30,530	
Oct	31,857	
Nov	29,198	-0.8%
Dec	29,834	
Total	**366,544**	

Seasonal variation in call for service totals is relatively insignificant, with the summer months adding only a few thousand additional calls.

(5)   Summary of Patrol Workload Factors

Each call for service represents a certain amount of workload, much of which is not captured within just the handling time of the primary unit. The following points outline the various factors which must be considered in addition to this, some of which are normative – as a result of limitations in the measurability of certain workloads – that have been developed based on the experience of the project team:

Factors Used in Calculating Total Patrol Workload

Number of Community-Generated Calls for Service

Data obtained from an export of CAD data covering a period of an entire year that has been analyzed and filtered in order to determine the number and characteristics of all community-generated activity handled by patrol officers. The calculation process used to develop this number has been summarized in previous sections.

Calculated from APD data: 366,544 community-generated call for service

Primary Unit Handling Time (multiplied by the rate)

The time used by the primary unit to handle a community-generated call for service, including time spent traveling to the scene of the incident and the duration of on-scene time. For each incident, this number is calculated as the difference between 'call cleared' time stamp and the 'unit dispatched' time stamp. In the experience of the project team, the average handling time is typically between 30 and 42 minutes in agencies where time spent writing reports and jail transport/booking workloads are *not* included within the period between the two time stamps.

Calculated from APD data: 51.4 minutes of handling time per call for service

Number of Backup Unit Responses

The total number and rate of backup units responding to community-generated calls for service. This number often varies based on the severity of the call, as well as the geographical density of the area being served. In being consistent with the availability calculations detailed in the next section, which deducts 35% of corporals' available time in order to account for supervisory duties, 35% of all backup responses made by corporals are not included as part of patrol workload.

Calculated from APD data: 1.13 backup units per call for service

Backup Unit Handling Time (multiplied by the rate)

The handling time of any backup units responding to community-generated calls for service, including both travel and on-scene times, and is typically calculated using the same process as for primary units. When data is available for each individual backup unit responding to a call, the time from the assignment of the unit to the time it is cleared from the call is calculated to develop averages for each hour and day of the week. In this case, a normative estimate was calculated at a rate of 75% of the primary unit's handling time *at each hour and day of the week*, resulting in an overall average of 57.7 minutes per backup unit response. The resulting number is higher than the overall average handling time for primary units, as call workloads are typically greater in incidents that involve backup units.

Calculated using both an estimate and APD data: 57.7 minutes of handling time per backup unit

Report Writing Time

Based on the number of community-generated calls for service, this number constitutes an important factor of the total workload handled by patrol units in responding to calls for service. It is often the case that officers are cleared from a call in the CAD system before they complete any assignments or other tasks relating to a call. As a result, the workload involved in this process must be estimated based on the experience of the project team.

Based on the high average handling time and interviews conducted by the project team, it is assumed that report writing time is included within it, and as a result, no additional workload factor is added.

Estimated: +0 minutes per written report

Time Per Jail Transport/Booking

The time that officers spend in the process of completing jail transports before they become available and in-service again. This number is adjusted as needed based on local factors, such as jail proximity and processing time.

Based on the high average handling time and interviews conducted by the project team, it is assumed that jail transport/booking time is included within it, and as a result, no additional workload factor is added.

Estimated: +0 minutes per jail/transport

Total Workload Per Call for Service

After combining the total workload from primary and backup handling times, as well as any additional workload factors, the result is the total minutes of patrol workload per call for service. This number can then be multiplied by the number of calls for service to produce the total workload hours handled by patrol units.

Calculated from previously listed factors: 116.5 total minutes of workload per CFS

Each of these factors contributes to the overall picture of patrol workload – the total number of hours required for patrol units to handle community-generated calls for service, including primary and backup unit handling times, report writing time, and jail/booking time.

The table below summarizes the results of these calculations:

Summary of Patrol Workload Factors

Category	Factor		Result
Total Number of Calls for Service	**366,544**	x	= 313,867 hrs
Avg. Primary Unit Handling Time (min.)	51.4 min		
Backup Units Per CFS	**1.13**	x	= 398,044 hrs
Avg. Backup Unit Handling Time (min.)	57.7 min		
Reports Written Per CFS	**0.00**	x	= 0 hrs
Time Per Report (min.)	45.0 min		
Jail Transports/Bookings Per CFS	**0.00**	x	= 0 hrs
Time Per Jail Transport/Booking	60.0 min		
Avg. Workload Per Call (min.)	116.5		
Total Workload Hours	**711,911**		

Overall, at 116.5 minutes of workload per call for service, the average time required to handle incidents is very high in comparison to other agencies. The average backup unit handling time of 57.7 minutes, in particular, is much higher than the typical norm. Combined with a backup rate of about 1.1 additional responses per call, each call represents a significant amount of time that must be staffed, in addition to resource needs that must be met in order to achieve a targeted level of service.

In order to determine proactivity levels, the 711,911 hours of community-generated workload handled by patrol will be compared against the total number of hours for which patrol officers are actually on-duty and responding to those incidents.

(6)   Patrol Unit Net Availability

To be able to calculate the total number of hours that officers have available for incidents and to complete other workloads, it is first necessary to develop an accurate representation of the average officer's time throughout a year – how often they are actually on-duty and in-service in the field. While the number of hours that officers and corporals are scheduled to work each normal pay period (i.e., not including any overtime hours) add up to a total of 2,080 per year, a large percentage of these hours are not actually spent on-duty and with them available in the field. As a result, it is critical to understand the number of hours by category that take away from that total – including vacation, sick, injury, sick, military, or any other type of leave – as well as any hours dedicated while on duty to attending court or training, and all time spent on administrative tasks, such as attending shift briefings or eating lunch.

Beginning with the total number of annual work hours under the various 10-hour shift schedules in each patrol sector, the calculations are made using a combination of department personnel data, watch sheets, and a number of assumptions made in the absence of quantitative data, which are formed based on the experience of the project team. After accounting for the time that each of these factors represents and subtracting it from the 2,080 total hours per year, the result of this process of elimination is the **net available hours** of patrol officers and corporals – the uncommitted, on-duty time that patrol officers and corporals are able to use to complete both reactive and proactive workloads. This statistic can then be multiplied by the number of patrol positions, resulting in the *total* number of net available hours.

The following factors are considered in the calculation process:

Work Hours Per Year

Total number of scheduled work hours for patrol units, without factoring in leave, training, or anything else that takes officers away from normal on-duty work. This forms the 'base number' from which other availability factors are subtracted.

Base number: 2,080 scheduled work hours per year

Total Leave Hours (subtracted from total work hours per year)

Includes all types of leave, as well as injuries and military leave – anything that would cause officers that are normally scheduled to work on a specific day to instead not be on duty. As a result, this category excludes on-duty training, administrative time, and on-duty court time.

Calculated from APD data: 295 hours of leave per year

On-Duty Court Time (subtracted from total work hours per year)

The total number of hours that each officer spends per year while on-duty attending court, including transit time. Without any data recording this time, the number of hours is estimated based on the experience of the project team.

Estimated: 20 hours of on-duty court time per year

On-Duty Training Time (subtracted from total work hours per year)

The total number of hours spent per year in training that are completed while on-duty and not on overtime. Without any data showing the number of on-duty training hours at a level of detail specific to patrol and/or officer classifications, the project team assumed a factor of one-half of the biannual requirement set by TCOLE, at 20 hours.

Estimated: 20 hours of on-duty training time per year

Administrative Time (subtracted from total work hours per year)

The total number of hours per year spent completing administrative tasks while on-duty, including briefings, meal breaks, and various other activities. The number is calculated as an estimate by multiplying 105 minutes of time per shift, times the number of shifts actually worked by officers in a year – after factoring out the number of shifts that are not worked due to leave being taken.

Estimated: 312 hours of administrative time per year

Net Availability

After subtracting the previous factors from the total work hours per year, the remaining hours comprise the *net available hours* – the time during which patrol units are actually available to work after accounting for all leave, as well as on-duty training and court time, in addition to administrative time. Net availability can also be expressed as a percentage of the total work hours per year.

Calculated from previously listed factors:

– 1,433 net available hours per officer
– 931 net available hours per corporal (65% of officer hours)

The following table outlines this calculation process, displaying how each availability factor contributes to the overall rate at which patrol officers and corporals are available and on-duty:

Calculation of Patrol Unit Net Availability

Calculation Factor		Officers	Corporals
Total Scheduled Work Hours		**2,080**	**2,080**
Total Leave Hours	–	295	295
On-Duty Training Hours	–	20	20
On-Duty Court Time Hours	–	20	20
Administrative Hours	–	312	312
% of Time Functioning in Line-Duty Role	x	100%	65%
Net Available Hours Per Position	=	**1,433**	**931**
Number of Positions	x	591	67
Total Net Available Hours	=	**846,925**	**62,409**
Total Net Available Hours (Ofc.+Cpl.)	=	**909,334**	

The key result of these calculations, the net availability of patrol officers and corporals, is used in our analysis to determine patrol proactivity levels and staffing needs.

(7)   Analysis of Overall Patrol Proactivity Levels

Proactive time is calculated through an analytical approach that examines the community-generated workload handled by patrol units, as well as the current staffing levels of the division, in order to produce a realistic estimation of the department's staffing needs at its targeted service levels.

The previous sections have provided the basis for this analysis by individually examining each factor used in the calculation of proactivity.

It is first important to define the objectives of calculating proactivity, as this determines what is counted and what is not in the calculation process. For the purposes of this study, the proactivity level of patrol is defined as the percentage of patrol officers' *available and on-duty time* that is not spent responding to community-generated calls for service. This can also be expressed visually as an equation:

Total Hours On-Duty and Available – Total Hours Handling Community-Generated CFS

Total Hours On-Duty and Available

Overall, the goal of the analysis is to accurately model the ability of patrol units to be proactive given current staffing allocations, and should not be considered a performance measure of how the proactive time is being used. Instead, the analysis ties the workload completed by patrol units to staffing levels in order to provide the opportunity for effective proactive policing. A larger department should generally target an overall proactivity level of at least 35 – 45% as an effective level of patrol coverage.

The table below displays the calculation process used by the project team to determine proactivity, as well as the resulting proportion of time that officers have available outside of responding to community-generated workloads:

Overall Patrol Proactivity

Calculation Factor		Value
Total Patrol Net Available Hours		909,334
Total Patrol Workload Hours	–	712,005
Resulting # of Uncommitted Hours	=	**197,329**
(Divided by total net available hours: 909,334)		
Overall Proactivity Level	=	**21.7%**

At 21.7% overall, the current patrol proactivity level is extremely low, and represents highly limited opportunities to conduct proactive policing. The number also indicates the risk for significant service level gaps if deployment schedules do not effectively provide for consistent staffing levels relative to current workloads.

It is difficult to draw conclusions from the results of this analysis on a citywide basis, however, as they represent a composite of largely independent patrol areas responding to different service levels needs. The service environment of DTAC, for instance, requires higher staffing and proactivity levels at certain hours and days of the week. Given these factors, it is critical to evaluate the effectiveness of patrol deployment in each region.

(8)   Assessment of Patrol at the Regional Level

While the findings of the proactivity analysis present clear findings and needs that should be addressed, it is important to first examine these same factors at the regional level. Citywide proactivity analysis involves the aggregation of a number of different service environments, with each organized under a different area command structure, with varying levels of allocated staff relative to the workload they handle.

Each region – and even each sector – has a shift schedule that is unique to that specific area, although all follow a relatively similar structure. Whereas the geographic

deployment structure of one region may provide for equity in proactive capabilities for each area, disparate workloads in another may work against the facilitation of community policing, providing for insufficient proactive time in the areas where it may have the greatest impact on public safety outcomes. To this point, the service environment and staffing needs of DTAC are unlike any other region.

As a result, the differences in the organization, staffing, and deployment effectiveness are critical to understanding the complete picture of the APD's patrol operations. The following sections will examine each region in a similar structure, providing an overview of its characteristics as well as an analysis of where these differences and commonalities exist.

In the analysis of alternatives, the findings from this process will be compared in order to provide a more advanced context of issue areas within the APD's patrol operations, helping to identify any opportunities to improve field services and facilitate community policing. Recommendations will include any needed changes to resource levels, as well as where current resources can be more effectively utilized.

The chart on the following page details the focuses of the analysis of each region, as well as the key metrics used to evaluate patrol staffing needs and the effectiveness of current deployment structures:

Issue Areas to Evaluate in Analysis of Regional Patrol Services

Proactivity and Staffing	Are current resources sufficient to handle community-generated workloads without causing significant call queues and delayed responses?
	Do current staffing resources provide for adequate proactive capabilities?
	Key Metric Used:
	Overall patrol proactivity levels, with a *minimum target level of proactivity* set at 35% to ensure that patrol has the potential to provide high levels of service.

Scheduled Deployment	Do shift schedules effectively allocate patrol resources against trends in community-generated workloads, ensuring that proactivity is kept at a relatively consistent level?
	Are there major issues with the shift schedules that create service level gaps at certain times or days in a typical week?
	Key Metric Used:
	Proactivity Levels by Time and Weekday. *Targeted levels of performance include the following:*
	– Zero four-hour time block periods with negative proactivity levels
	– Deployment of field units is relatively balanced against workload levels at various times of the day and week

Geographic Deployment	Are calls for service workloads and proactive capabilities largely consistent throughout each district in the region?
	Do the areas with the highest crime and service needs have the same amount of time available to be proactive as other areas?
	Key Metric Used:
	The percentage difference from each district's total # of CFS to the overall citywide average. *Targets include:*
	– A majority of districts having within +/- 20% of the average district CFS total represents an effective structure
	– No more than a limited number of districts with CFS totals that differ from the average by at least +/- 40%.

(9)   Notes on Methodology Differences

It is important to note that there are key differences between the methodologies used by the project team and those used by the APD to calculate proactive time, as discussed in the introductory chapters of this report.

Differences between the two methodologies can be summarized as follows:

Project Team Methodology	APD Methodology
Calls for service totals do not include activity generated by officers, such as traffic stops.	Calls for service totals include officer-initiated activities.
Net availability is calculated through leave data, as well as administrative, court, and on-duty training time.	Net availability is set at a flat rate of 75% per officer.
A factor of 105 minutes per each shift worked is used as part of net availability calculations.	No administrative time factor is used in net availability determinations.
Corporals are included in the number of available hours, but receive a penalty of 35% to their net availability to account for supervisory and mentoring duties. Consequently, 35% of corporal backup responses are also factored out.	Corporals are not included in calculating patrol availability.
The impact of long-term leave (e.g., military, administrative, injury, etc.) is represented in the total number of leave hours, and so those positions are included in staffing counts to avoid issues with double-counting.	Positions on long-term leave (e.g., military, administrative, injury, etc.) are not included in counts of patrol officer staffing levels.

As a result of these factors, the results of both calculation processes – whether labeled as "% proactive time" or "% uncommitted time" – should not be considered as being directly comparable, as the methodologies and steps used to produce the numbers are significantly different.

2.   ANALYSIS OF DTAC (Downtown Area)

Comprising much of Downtown Austin, DTAC (a backronym for **D**own**t**own **A**rea **C**ommand) is the only region that consists of a single sector. As a result, its patrol staffing levels are significantly lower than the other regions. Given the high density of its

service environment and the calls for service generated within its area, patrol districts are much smaller compared to those elsewhere in the city. To this point, across all four patrol districts, the dimensions of the region's rectangular shape measure only about 1 mile by 2 miles.

(1)   Service Environment

The unique nature of the region's service environment also carries a number of considerations for the evaluation of patrol functions. Given the volume of calls and crimes related to the many nightlife venues and entertainment attractions of Downtown Austin, there is a far greater need for increased staffing during key hours and days of the week. Proactivity targets should likely be set higher than normal during the periods of time that generate large crowds, as there is a greater likelihood of events occurring that require numerous units to arrive quickly on the scene in order to provide security and safety.

The map below provides an overview of the region, with darkness of the green shading indicating the level of population density within each census block:

Population by Census Block
DTAC
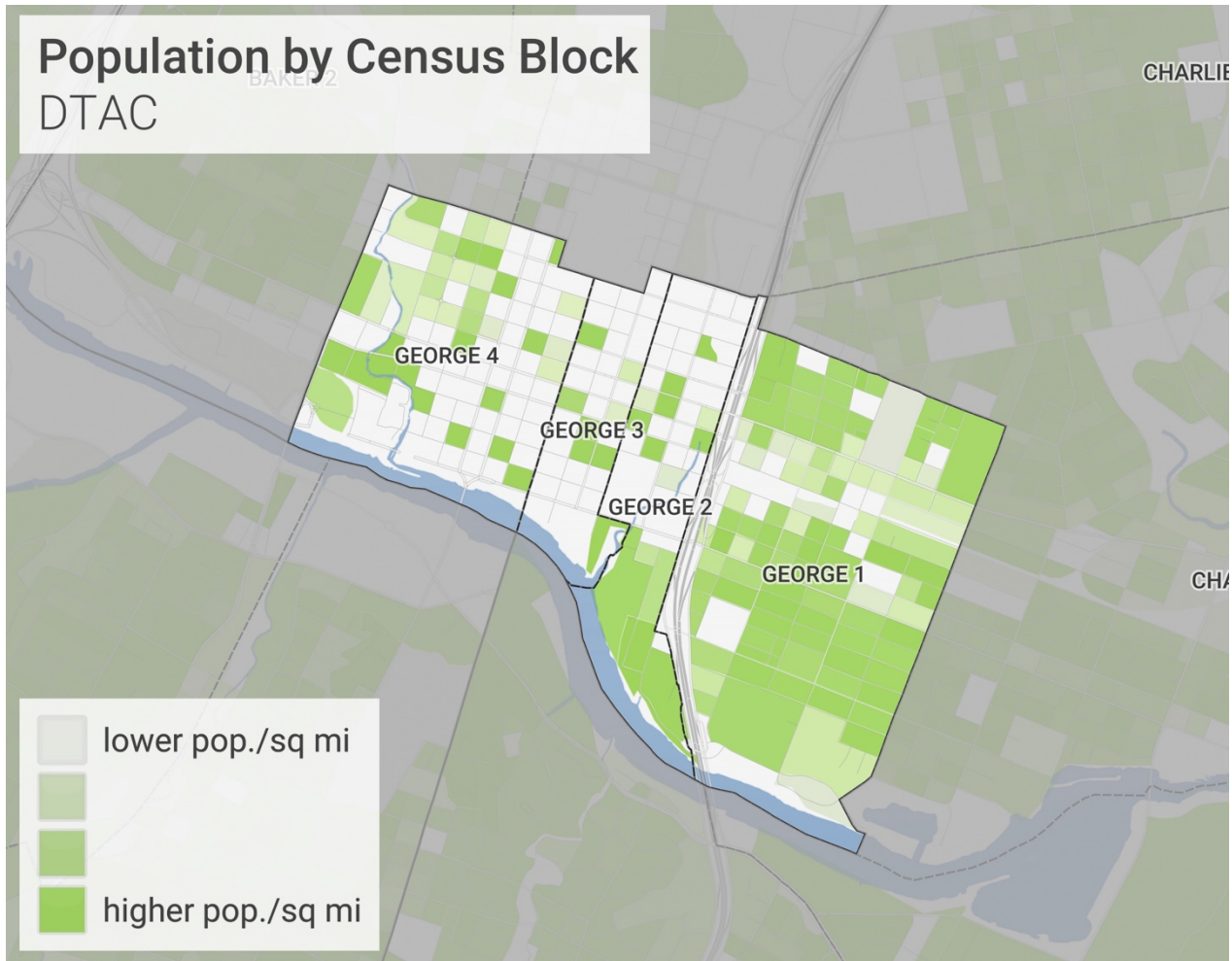
Of course, many of the blocks containing higher population levels are high-rise buildings, and so the density is dramatically greater than in other areas.

(2)   Patrol Staffing Levels

The table below provides the current number of filled sworn positions assigned to the region's patrol services:

DTAC Patrol Staffing

Rank	#
Lieutenant	4
Sergeant	8
Corporal	7
Officer	87

The table above does not include the two currently unfilled 'hard' vacancies (i.e., not including military and long-term injury leave), one of which represents an officer position and the other a corporal. DTAC is the only region without large numbers of vacancies. At only two currently, it is clear that it is a high priority to fill DTAC vacancies when they occur.

(3)   Sector Shift Schedule

With only one sector, DTAC is the only region without two separate shift configurations. As with the others, however, patrol staff are deployed in 10-hour shifts in teams that work staggered hours and days, with no two sectors following the same schedule. Despite the differences, each has three main shift types: Day, Evening, and Night.

The table below provides the days worked and start times of each shift team:

GEORGE SECTOR

	Sun	Mon	Tue	Wed	Thu	Fri	Sat
Day 1		600a	600a	600a	600a		
Day 2	700a	600a				530p	700a
Eve 1		500p	500p	500p	500p		
Eve 2	500p	200p				500p	500p
Eve 3			200p	200p	200p	200p	
Eve 4	600p				600p	600p	600p
Night 1	800p				800p	900p	900p
Night 2		800p	800p	800p	800p		

The shift schedules rotate regularly in four-week intervals, and otherwise provide for fixed weekly workdays.

(4)   Analysis of Call for Service Workloads

The following sections outline the community-generated workloads handled by patrol units in the region. Calls are only included if they occurred within the boundaries of the region, with the exception that if the call occurred just outside of the boundaries of APD's service area, it would be credited to the region. Given DTAC's central location, this consideration was not a factor in its call totals.

(4.1)   CFS by Hour and Weekday

The following table displays the total number of calls for service handled by patrol units by each hour and day of the week:

DTAC Calls for Service by Hour and Weekday

Hour	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Total
12am	156	158	111	97	120	169	139	950
1am	191	104	75	89	87	183	178	907
2am	420	191	122	142	164	256	340	1,635
3am	382	116	67	111	127	187	313	1,303
4am	200	67	51	77	67	93	167	722
5am	102	56	42	51	50	68	93	462
6am	54	111	79	74	84	104	45	551
7am	111	147	113	114	111	132	119	847
8am	110	142	127	121	138	145	113	896
9am	109	174	169	165	150	161	113	1,041
10am	132	233	169	167	185	189	137	1,212
11am	153	236	193	195	197	194	171	1,339
12pm	155	193	197	209	208	224	169	1,355
1pm	146	214	187	214	184	214	147	1,306
2pm	144	201	218	204	201	184	157	1,309
3pm	180	194	187	188	189	206	157	1,301
4pm	110	225	209	200	188	195	95	1,222
5pm	251	279	295	280	286	278	225	1,894
6pm	285	240	237	246	256	259	257	1,780
7pm	230	167	175	164	194	202	216	1,348
8pm	184	160	157	157	169	180	171	1,178
9pm	200	138	161	149	153	159	168	1,128
10pm	159	132	139	176	151	181	203	1,141
11pm	160	120	132	140	147	182	189	1,070
Total	**4,324**	**3,998**	**3,612**	**3,730**	**3,806**	**4,345**	**4,082**	**27,897**

Throughout the entire week, call for service volume picks up significantly in the early evening during common commuting times. Interestingly, the impact of incidents occurring around bar closing times on Friday and Saturday nights (Sat/Sun mornings from around 2:00am to 3:00am) is immediately visible in examining that chart, with over double the number of calls occurring in this time frame than virtually any other hour of the week.

(4.2) Geography of Community-Generated Workloads

CAD incidents that had been previously identified as representing unique community-generated calls for service were mapped using the geographic coordinates listed in the dataset. In a small number of calls, the location could not be determined for various reasons, such as missing coordinate fields. In those instances, their location was only identified at this region level by using the unit code listed for the primary unit responding to the call.

The following map provides a visualization of call for service concentrations by shading census areas according to the number of incidents that occurred within each zone:

CFS by Census Block
DTAC

fewer calls   more calls

The following table provides the number of calls for service, backup units, and total community-generated workload of each DTAC district:

DTAC Call for Service Workloads by District

District	Primary Units		Backup Units		Total Workload
	# of CFS	Avg. HT	# of Resp.	Avg. HT	
GEORGE 1	6,010	44.5 min	6,502	47.3 min	9,591 hrs
GEORGE 2	8,637	45.4 min	6,502	47.3 min	11,658 hrs
GEORGE 3	5,982	37.9 min	6,502	47.3 min	8,911 hrs
GEORGE 4	7,087	39.6 min	6,502	47.3 min	9,809 hrs

Districts George 3 and George 4 have markedly lower handling times than the other two districts, while at the same time maintaining similar call totals. When compared to any other APD districts, both DTAC's call volume and workload totals per beat are significantly lower. This is particularly notable given that DTAC also has the highest number of patrol units assigned to it than any other region.

Rather than assign the actual number of backup unit responses that occurred in each individual area, the total for the region as a whole was divided equally among each district. Given that backup units are likely to come from other districts rather than from the one in which the call occurred, this provides for a more realistic representation of how backup unit workloads would affect each district.

Later in this chapter, differences in call for service workloads between individual districts will be examined further as part of the analysis of patrol deployments.

(5)   Regional Proactivity Levels

Assigning the number of net available hours to each district equally, the 87 officer and 7 corporal positions that are currently filled in patrol equate to an average of 32,799 net available hours for each district. The ratio of available hours per district in DTAC is

considerably higher than in other regions, which range from about 22,000 to 27,000 net

available hours per district.

DTAC Proactivity by District

District	Total Workload	Net Availability	% Proactivity
GEORGE 1	9,591	32,799	70.8%
GEORGE 2	11,658	32,799	64.5%
GEORGE 3	8,911	32,799	72.8%
GEORGE 4	9,809	32,799	70.1%

Overall, DTAC maintains a proactivity level of 69.5% – far above that of any

other patrol region. To this point, **DTAC's proactivity is well over five times as high**

as all but one of the other regions.

(6)   Patrol Deployment

The following sections provide analysis of the strategies and practices for the

deployment of patrol units, examining both shift configurations and geographic

assignments.

(6.1)   Shift Schedules and Deployment Practices

Under the 10-hour shift schedule followed by DTAC patrol units, periods of

overlap occur every day, presenting the opportunity to maximize resources during

periods of high workload. Using the allocation of patrol units to each of the region's eight

shift teams according to the sector's start times, the effectiveness of the current shift

configuration can be evaluated against trends in the actual workload levels for the

region throughout all hours and days of the average week.

(6.2) Proactivity and Staffing Levels by Time of Day

With significantly greater levels of uncommitted time, DTAC proactivity does not drop to severely low levels in the same manner as in other regions. Instead, it remains at exceedingly high levels throughout all times and days of the week.

The following table details the results of this analysis, displaying DTAC proactivity in four-hour time increments for each day of the week, as well as on an overall basis:

DTAC Proactivity by Time and Weekday

Time	# Units	S	M	T	W	Th	F	Sa	Overall
2am – 6am	12.1	42%	63%	79%	71%	67%	78%	58%	66%
6am – 10am	8.6	57%	72%	55%	61%	60%	51%	65%	62%
10am – 2pm	8.7	47%	57%	34%	36%	47%	33%	49%	45%
2pm – 6pm	12.0	44%	52%	54%	57%	56%	52%	54%	57%
6pm – 10pm	20.8	57%	71%	73%	64%	78%	76%	65%	72%
10pm – 2am	22.5	79%	76%	83%	76%	85%	84%	77%	81%
Overall	**14.1**	**60%**	**67%**	**69%**	**65%**	**73%**	**71%**	**65%**	**69%**

As evidenced by the dark green shading in all but three of the four-hour blocks, there are no deficiencies in the proactivity levels that should be addressed through changes to deployment schedules.

The targeted range for an effective level of proactivity is typically set from 35 to 50%, representing adequate patrol staffing resources to self-generate activity in the field. At 69% overall, DTAC's proactivity is well beyond those levels, providing a truly exceptional level of patrol coverage to the area it covers. Granted, DTAC's four districts comprise a very unique area that possesses a number of characteristics stemming from the workload generated by the entertainment district – frequently involving crowds, nightlife venues, and other situations and locations in which patrolling from a squad car

is not always feasible. Foot and bike patrols are deployed regularly, as are special mounted patrol units when needed.

(6.3) Geographic Policing and Deployment

Each of DTAC's four districts have somewhat lower workload levels than the citywide average, as evidenced by the following table and its accompanying map, which display inequities in call for services totals by district:

DTAC District CFS Variation from Citywide Average

District	# of CFS	% from Avg.
GEORGE 1	7,204	-29.9%
GEORGE 2	7,928	-22.9%
GEORGE 3	**5,358**	**-47.9%**
GEORGE 4	7,997	-22.2%

CFS Disparity by Beat
DTAC

Legend:
- 40% or more below avg.
- 20−40% below avg.
- +/- 20% from avg.
- 20−40% above avg.
- 40% or more above avg.
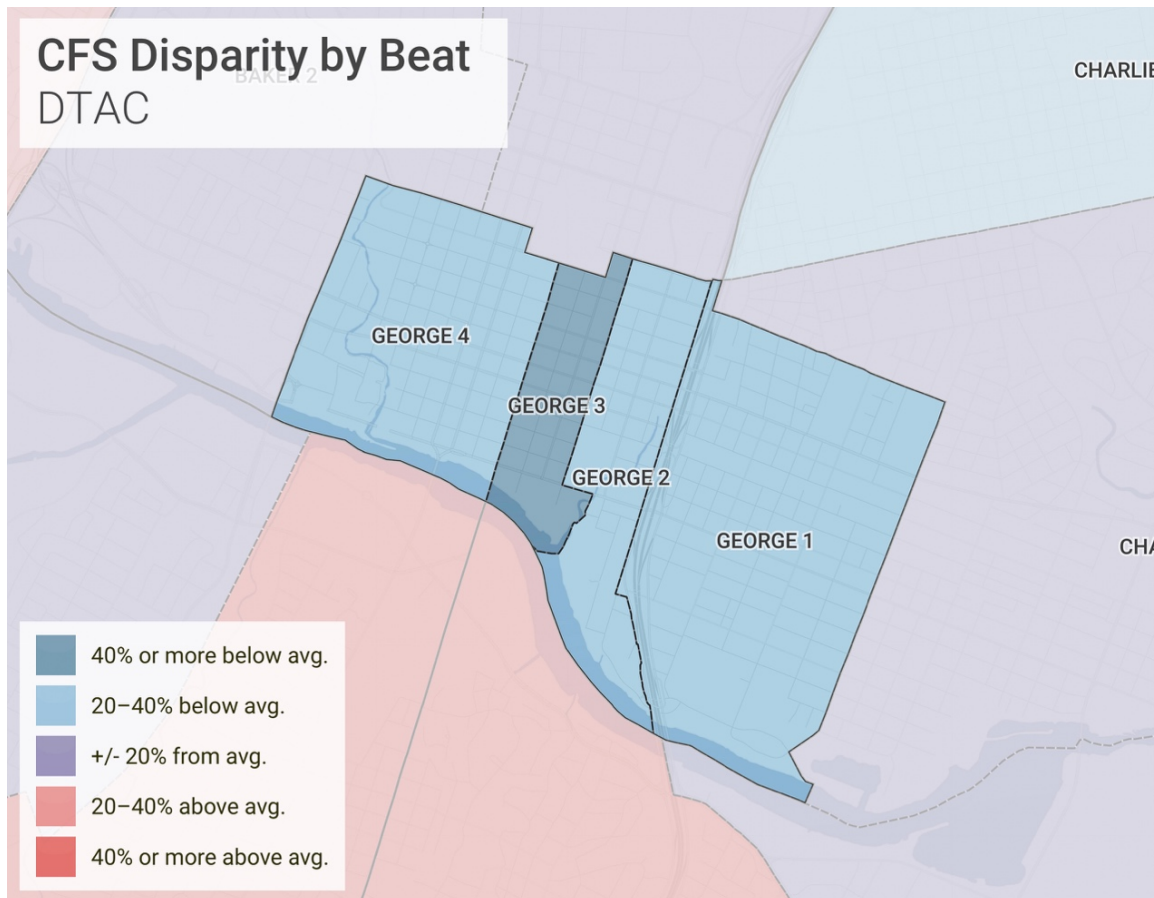
The call for service totals of districts within the DTAC area vary differently from the average district, with up to 47.9% fewer calls handled. This should be considered within the context of DTAC's service environment however, as its unique characteristics increase the value of staffing for additional proactive time in that area.

(7)   Summary of Findings

The following outlines the results of the analysis of regional service levels against the criteria presented earlier in the report:

Potential Issue Area	Region DTAC (Downtown) Findings
Proactivity and Staffing	Exceptional levels of proactive capabilities – nearly double the targeted level of 35% proactivity overall.
Deployment Schedules	Shift schedule efficiently allocates staff against periods of high workload, providing for additional coverage during the evening and nighttime hours featuring high call volume and safety concerns as a result of the city's Downtown entertainment districts. No major service level gaps exist in the current deployment schedule.
Geographic Deployment	All four districts have less than 20% of the average number of calls for service. One district has nearly 50% fewer calls handled than the citywide average. Despite these issues, however, the organization of smaller beats for the Downtown area possesses a number of advantages, allowing for quicker response times and better facilitation of foot and bike patrol deployment.

3. ANALYSIS OF REGION I (Central)

Region I is comprised of the Baker and Ida sectors, each of which contains four districts. Uniquely among the five patrol regions, patrol staff are based out of two different substations, with personnel assigned to Ida working out of the North Substation, and Baker staff located in the APD Patrol Building on E 8th Street.

(1) Service Environment

The second smallest patrol subdivision by total area, Region I features a variety of different service environments and neighborhoods. The map below provides an overview of the region, with darkness of the green shading indicating the level of population density within each census block:
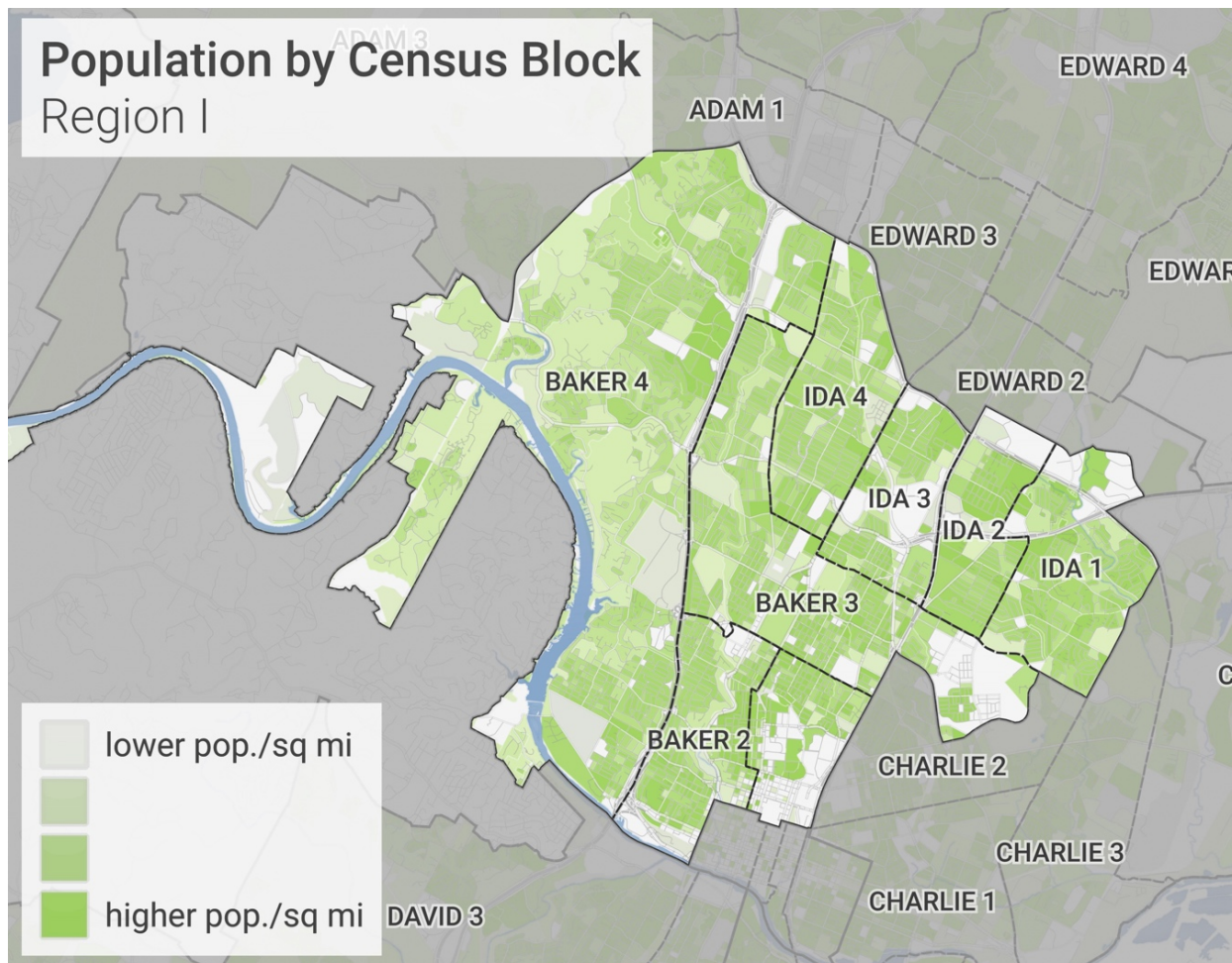
Region I encompasses much of the area immediately north of Downtown, including the main University of Texas campus, as well as the Old West Austin, Hyde Park, and Central Austin neighborhoods.

(2)   Patrol Staffing Levels

The table below provides the current number of filled sworn positions assigned to the region's patrol services:

Region I Patrol Staffing

Rank	#
Lieutenant	5
Sergeant	15
Corporal	14
Officer	115

The table above does not include the 14 currently unfilled 'hard' vacancies (i.e., not including military and long-term injury leave), all of which exist at the officer level.

(3)   Sector Shift Schedules

As with the other regions, patrol staff are deployed in 10-hour shifts in teams that work staggered hours and days, with no two sectors following the same schedule. Despite the differences, each has three main shift types: Day, Evening, and Night.

The table below provides the days worked and start times of each shift team:

BAKER SECTOR

	Sun	Mon	Tue	Wed	Thu	Fri	Sat
Day 1	600a	600a				730a	600a
Day 2			600a	600a	600a	600a	
Eve 1	230p	230p				230p	230p
Eve 2		230p	230p	230p	230p		
Eve 3	400p	400p	400p				400p
Eve 4			400p	400p	400p	400p	
Night 1	900p	900p				900p	900p
Night 2			900p	900p	900p	700p	

IDA SECTOR

	Sun	Mon	Tue	Wed	Thu	Fri	Sat
Day 1	630a	630a				900a	630a
Day 2			630a	630a	630a	630a	
Eve 1	200p	400p	400p				200p
Eve 2	400p				400p	400p	400p
Eve 3		200p	200p	200p	200p		
Night 1	900p				900p	900p	900p
Night 2		900p	900p	900p	700p		

The shift schedules rotate regularly in four-week intervals, and otherwise provide for fixed weekly workdays.

(4)   Analysis of Calls for Service Workloads

The following sections outline the community-generated workloads handled by patrol units in the region. Calls are only included if they occurred within the boundaries of the region, with the exception that if the call occurred just outside of the boundaries of the APD's service area, it would be credited to the region.

(4.1) CFS by Hour and Weekday

The following table displays the total number of calls for service handled by patrol units by each hour and day of the week:

Region I Calls for Service by Hour and Weekday

Hour	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Total
12am	653	463	418	423	446	514	663	3,580
1am	570	388	319	347	350	413	541	2,928
2am	546	327	328	292	323	391	551	2,758
3am	507	299	231	242	243	361	513	2,396
4am	370	237	163	182	199	261	280	1,692
5am	264	173	185	168	198	240	262	1,490
6am	174	168	136	139	135	161	164	1,077
7am	358	439	413	403	416	420	412	2,861
8am	310	453	499	481	459	480	374	3,056
9am	395	504	506	467	500	555	469	3,396
10am	403	506	523	512	533	575	481	3,533
11am	440	510	564	504	533	590	513	3,654
12pm	475	570	593	603	600	658	519	4,018
1pm	497	561	598	573	610	680	558	4,077
2pm	494	556	611	580	590	651	552	4,034
3pm	589	736	621	666	627	647	613	4,499
4pm	558	804	819	702	668	737	617	4,905
5pm	645	916	859	705	777	808	654	5,364
6pm	629	775	751	697	725	672	700	4,949
7pm	573	688	638	658	690	667	625	4,539
8pm	581	630	583	594	647	636	620	4,291
9pm	611	620	618	623	620	792	707	4,591
10pm	664	598	613	605	672	715	811	4,678
11pm	511	486	542	465	604	728	744	4,080
Total	**11,817**	**12,407**	**12,131**	**11,631**	**12,165**	**13,352**	**12,943**	**86,446**

Call for service totals drop more sharply during the nighttime hours in Region I than in many other areas of the city, reaching somewhat lower levels for up to six hours Monday through Friday. Evenings, however, feature sustained periods of high call volume.

(4.2) Geography of Community-Generated Workloads

CAD incidents that had been previously identified as representing unique community-generated calls for service were mapped using the geographic coordinates

listed in the dataset. In a small number of calls, the location could not be determined for various reasons, such as missing coordinate fields. In those instances, their location was only identified at this region level by using the unit code listed for the primary unit responding to the call.

The following map provides a visualization of call for service concentrations by shading census areas according to the number of incidents that occurred within each zone:

The following table provides the number of calls for service, backup units, and total community-generated workload of each Region I district:

Region I Call for Service Workloads by District

District	Primary Units		Backup Units		Total Workload
	# of CFS	Avg. HT	# of Resp.	Avg. HT	
BAKER 1	10,170	48.9 min	11,735	53.7 min	18,793 hrs
BAKER 2	9,464	41.1 min	11,735	53.7 min	16,980 hrs
BAKER 3	13,088	48.2 min	11,735	53.7 min	21,020 hrs
BAKER 4	13,271	45.2 min	11,735	53.7 min	20,489 hrs
IDA 1	11,282	55.4 min	11,735	53.7 min	20,915 hrs
IDA 2	12,216	52.0 min	11,735	53.7 min	21,095 hrs
IDA 3	8,871	48.2 min	11,735	53.7 min	17,630 hrs
IDA 4	7,626	49.0 min	11,735	53.7 min	16,727 hrs

Average handling times for calls in Region I are somewhat lower than the average citywide, with the time only rising above 50 minutes in two of the eight regions.

Rather than assign the actual number of backup unit responses that occurred in each individual area, the total for the region as a whole was divided equally among each district. Given that backup units are likely to come from other districts rather than from the one in which the call occurred, this provides for a more realistic representation of how backup unit workloads would affect each district.

Later in this chapter, differences in call for service workloads between individual districts will be examined further as part of the analysis of patrol deployments.

(5)   Regional Proactivity Levels

Assigning the number of net available hours to each district equally, the 115 officer and 14 corporal positions in patrol that are currently filled equate to an average of 22,230 net available hours for each district.

Region I Proactivity by District

District	Total Workload Hours	Net Available Hours	% Proactivity
BAKER 1	18,793	22,230	15.5%
BAKER 2	16,980	22,230	23.6%
BAKER 3	21,020	22,230	5.4%
BAKER 4	20,489	22,230	7.8%
IDA 1	20,915	22,230	5.9%
IDA 2	21,095	22,230	5.1%
IDA 3	17,630	22,230	20.7%
IDA 4	16,727	22,230	24.8%

Overall, Region I maintains a proactivity level of 13.3% – an extremely low rate, indicating insufficient time for patrol units to be able to conduct self-initiated and problem-oriented policing at the patrol level.

(6)   Patrol Deployment

The following sections provide analysis of the strategies and practices for the deployment of patrol units, examining both shift configurations and geographic assignments.

(6.1)   Shift Schedules and Deployment Practices

Under the 10-hour shift schedule followed by APD patrol units, periods of overlap occur every day, presenting the opportunity to maximize resources during periods of high workload. Using the allocation of patrol units to each of the region's eight shift teams according to the sector's start times, the effectiveness of the current shift configuration can be evaluated against trends in the actual workload levels for the region throughout all hours and days of the average week.

(6.2)   Proactivity and Staffing Levels by Time of Day

The following table details the results of this analysis, displaying Region I proactivity in four-hour time increments for each day of the week, as well as on an overall basis:

Region I Proactivity by Time and Weekday

Time	# Units	S	M	T	W	Th	F	Sa	Overall
2am – 6am	12.6	-41%	15%	22%	17%	9%	31%	0%	8%
6am – 10am	13.7	20%	9%	15%	13%	15%	34%	29%	27%
10am – 2pm	13.6	-15%	-22%	-32%	-34%	-26%	23%	-19%	-13%
2pm – 6pm	27.7	12%	23%	17%	-1%	12%	18%	14%	15%
6pm – 10pm	29.0	2%	20%	27%	-4%	24%	1%	1%	14%
10pm – 2am	31.2	23%	32%	34%	38%	38%	33%	19%	32%
Overall	**21.1**	**7%**	**20%**	**21%**	**10%**	**21%**	**24%**	**11%**	**13%**

As with the citywide proactivity analysis by time of day, a proactivity level as low as 13% greatly exacerbates any inefficiencies in the scheduling of officers against workload. This can be observed prominently for the hours between 1000 and 1400, where proactivity levels consistently fall well under zero, totaling -12.7% overall for the week. Combined with the fact that the late evening hours have significantly higher proactivity levels, this indicates that the adjustment on shift schedule hours and staffing allocations may improve the distribution of proactivity across more times of the day.

(6.3)   Geographic Policing and Deployment

Each of Region I's eight districts have somewhat lower workload levels than the citywide average, as evidenced by the following table and its accompanying map displaying inequities in call for services totals by district:

Regional CFS Variation from Citywide Average

District	# of CFS	% from Avg.
BAKER 1	10,513	2.3%
BAKER 2	9,160	-10.9%
BAKER 3	13,754	33.8%
BAKER 4	13,476	31.1%
IDA 1	11,557	12.4%
IDA 2	12,265	19.3%
IDA 3	9,328	-9.3%
IDA 4	8,093	-21.3%

CFS Disparity by Beat
Region I
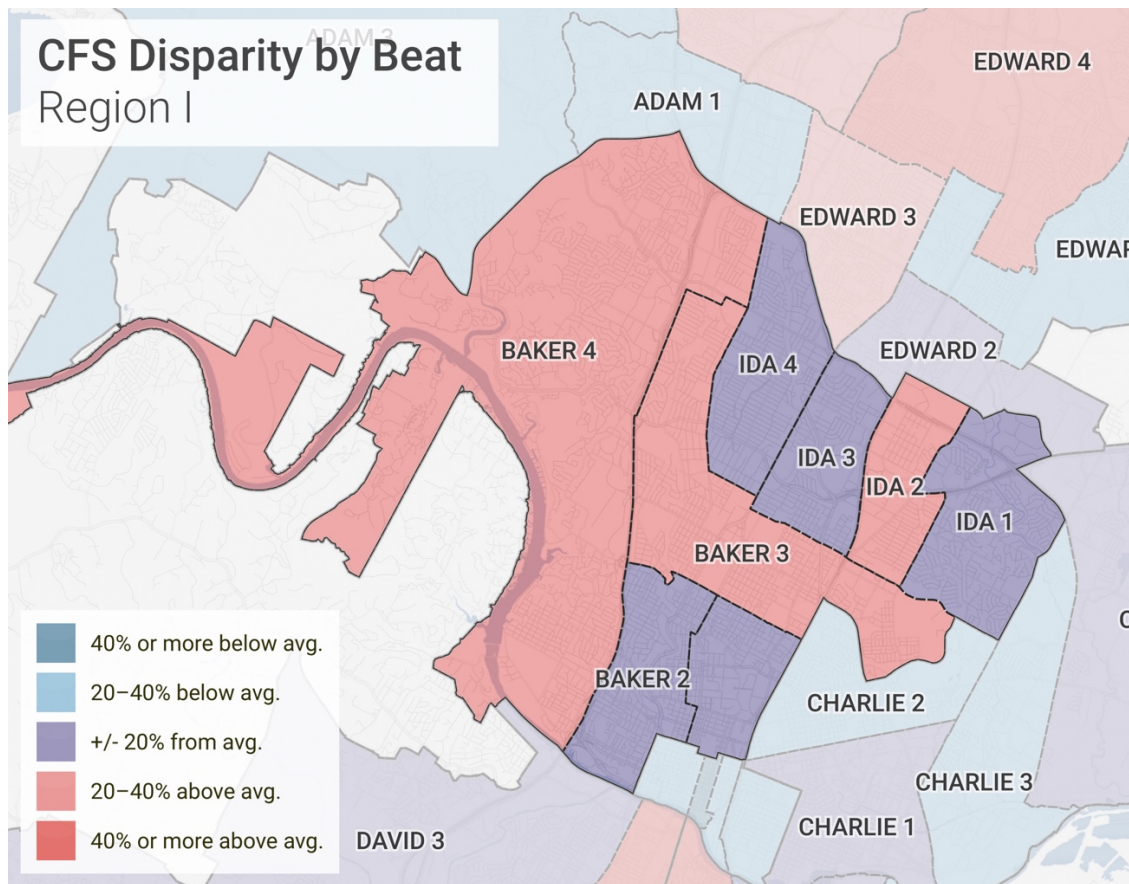
For the most part, workload of districts within Region I are relatively equal – the calls for service totals of five of the eight districts fall within 20% of the citywide average. Overall, the geographical deployment structure of the region can be considered to be effective in that regard.

(7)   Summary of Findings

The following outlines the results of the analysis of regional service levels against

the proactivity criteria presented earlier in the report:

Potential Issue Area	Region I (Central) Findings
Proactivity and Staffing	Vastly insufficient resources for patrol to have opportunities for proactive policing.
	Inadequate resources to handle current workloads – proactivity frequently reaches negative levels.
Deployment Schedules	Some inefficiencies in shift schedule, resulting in long periods of negative levels of proactivity.
Geographic Deployment	No significant variations in call volume by district.

Recommendation:

Redeploy a limited number of officers from the evening shifts to each of the two day shifts to increase proactivity during those time periods.

4.   ANALYSIS OF REGION II (North)

Comprised of the Adam and Edward sectors, Region II encompasses the

northwestern areas of the city, and as a whole is somewhat less densely populated than

the areas immediately south of it.

(1)   Service Environment

The map below provides an overview of the region, with darkness of the green

shading indicating the level of population density within each census block:

Population by Census Block
Region II
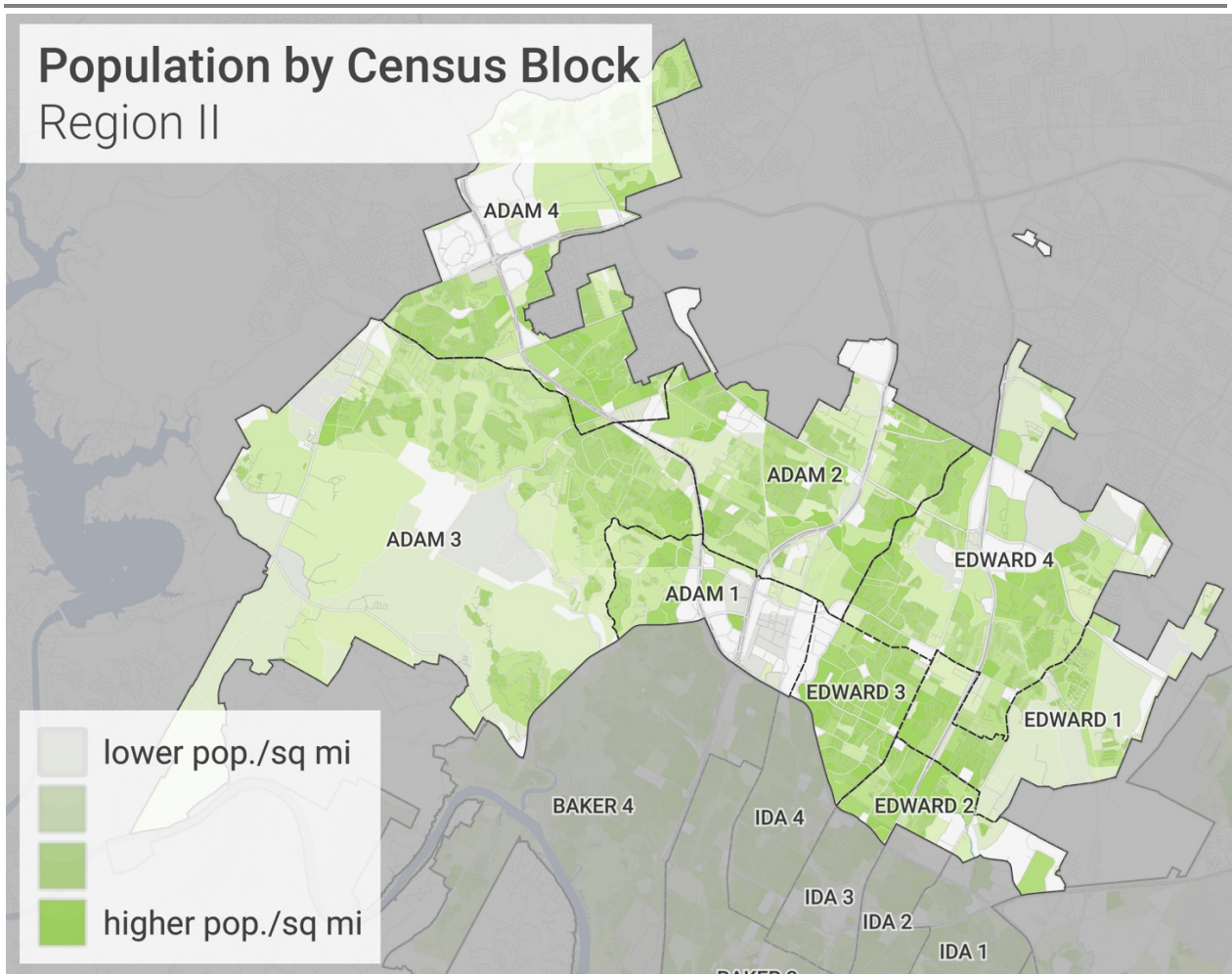
Within Region II, districts Edward 2 and 3 represent the most densely populated areas in the region, and are also the smallest by area.

(2)   Patrol Staffing Levels

The table below provides the current number of filled sworn positions assigned to the region's patrol services:

Region II Patrol Staffing

Rank	#
Lieutenant	5
Sergeant	14
Corporal	16
Officer	140

The table above does not include the 20 currently unfilled 'hard' vacancies (i.e., not including military and long-term injury leave), all of which are at the officer level.

(3) Sector Shift Schedules

As with the other regions, patrol staff are deployed in 10-hour shifts in teams that work staggered hours and days, with no two sectors following the same schedule. Despite the differences, each has three main shift types: Day, Evening, and Night.

The table below provides the days worked and start times of each shift team:

ADAM SECTOR

	Sun	Mon	Tue	Wed	Thu	Fri	Sat
Day 1	530a	530a				845a	530a
Day 2			530a	530a	530a	530a	
Eve 1	200p	345p	345p				200p
Eve 2	345p			345p	345p	345p	
Eve 3		200p	200p	200p	200p		
Night 1	800p	800p				800p	800p
Night 2			800p	800p	800p	615p	

EDWARD SECTOR

	Sun	Mon	Tue	Wed	Thu	Fri	Sat
Day 1	600a	600a				915a	600a
Day 2			600a	600a	600a	600a	
Eve 1	230p	415p	415p				230p
Eve 2				415p	415p	415p	515p
Eve 3		230p	230p	230p	230p		
Night 1	830p	830p				830p	830p
Night 2			830p	830p	830p	645p	

The shift schedules rotate regularly in four-week intervals, and otherwise provide for fixed weekly workdays.

(4) Analysis of Calls for Service Workloads

The following sections outline the community-generated workloads handled by patrol units in the region. Calls are only included if they occurred within the boundaries of the region, with the exception that if the call occurred just outside of the boundaries of the APD's service area, it would be credited to the region.

(4.1) CFS by Hour and Weekday

The following table displays the total number of calls for service handled by patrol units by each hour and day of the week:

Region II Calls for Service by Hour and Weekday

Hour	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Total
12am	714	426	407	438	453	462	663	3,563
1am	650	392	340	302	365	383	554	2,986
2am	565	336	281	278	313	332	520	2,625
3am	473	290	222	247	261	303	419	2,215
4am	421	249	154	198	226	229	325	1,802
5am	228	164	120	124	142	152	157	1,087
6am	336	271	289	257	281	268	296	1,998
7am	316	429	370	395	415	413	303	2,641
8am	295	406	460	457	407	443	406	2,874
9am	388	459	458	410	467	494	426	3,102
10am	438	498	487	489	457	581	468	3,418
11am	470	508	504	463	508	576	521	3,550
12pm	510	578	483	512	534	601	508	3,726
1pm	532	525	516	524	518	594	585	3,794
2pm	524	509	472	533	497	570	540	3,645
3pm	681	718	666	703	620	524	698	4,610
4pm	671	833	739	664	684	689	694	4,974
5pm	706	946	874	844	897	890	697	5,854
6pm	662	813	748	703	762	695	836	5,219
7pm	655	690	680	656	692	815	718	4,906
8pm	658	722	709	719	676	751	733	4,968
9pm	787	687	752	789	751	789	833	5,388
10pm	708	621	637	645	702	749	820	4,882
11pm	550	500	534	533	592	728	715	4,152
Total	12,938	12,570	11,902	11,883	12,220	13,031	13,435	87,979

Call for service volumes in Region II follow a relatively well-defined and predictable pattern, varying only slightly on different days of the week. The significant changes in activity at different times of the day can be viewed more noticeably in the chart below:

Calls for Service by Hour

5,854

1,087

12a   3a   6a   9a   12p   3p   6p   9p
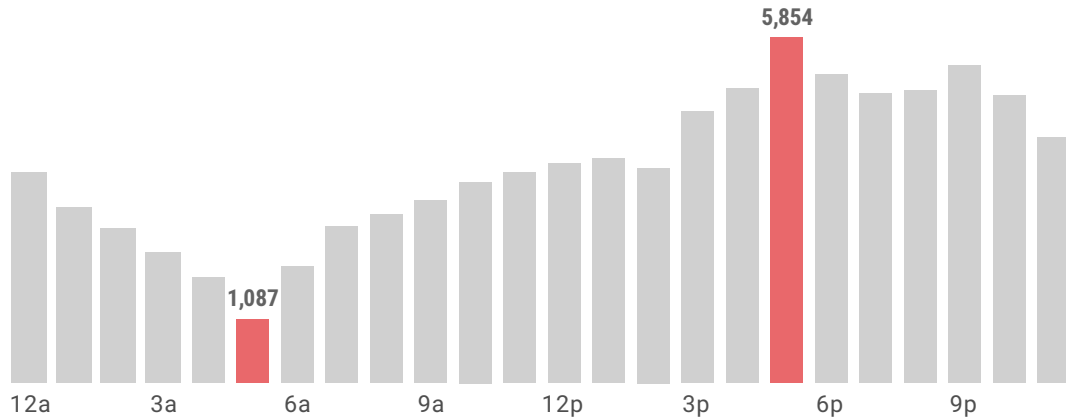
Beginning at around 3:00pm every day, call activity rises steadily towards a brief peak level of volume at 5:00pm. Twelve hours later at 5:00am, call volume falls to its lowest point over the 24-hour cycle, reaching a level that is less than just one-fifth of the volume at the peak time. In a 10-hour shift configuration, the department has the ability to maximize staffing resources around expected patterns in workload levels. Analysis later in this chapter will assess this practice and examine alternative deployment configurations.

(4.2) Geography of Community-Generated Workloads

CAD incidents that had been previously identified as representing unique community-generated calls for service were mapped using the geographic coordinates listed in the dataset. In a small number of calls, the location could not be determined for various reasons, such as missing coordinate fields. In those instances, their location was only identified at this region level by using the unit code listed for the primary unit responding to the call.

The following map provides a visualization of call for service concentrations by shading census areas according to the number of incidents that occurred within each zone:

CFS by Census Block
Region II

fewer calls — more calls

The following table provides the number of calls for service, backup units, and total community-generated workload of each district contained within the Adam and Edward sectors:

Region II Calls for Service Workloads by District

| District | Primary Units | | Backup Units | | Total |
	# of CFS	Avg. HT	# of Resp.	Avg. HT	Workload
ADAM 1	6,385	46.2 min	12,877	61.4 min	18,094 hrs
ADAM 2	12,972	53.2 min	12,877	61.4 min	24,681 hrs
ADAM 3	7,447	54.8 min	12,877	61.4 min	19,978 hrs
ADAM 4	13,055	54.9 min	12,877	61.4 min	25,129 hrs
EDWARD 1	9,015	56.0 min	12,877	61.4 min	21,584 hrs
EDWARD 2	10,226	58.3 min	12,877	61.4 min	23,113 hrs
EDWARD 3	13,652	58.5 min	12,877	61.4 min	26,489 hrs
EDWARD 4	14,569	57.9 min	12,877	61.4 min	27,235 hrs

In contrast to Region I, districts within Region II display average handling times of well above 50 minutes per call – ranging from 56.0 to 58.5 minutes in the Edward sector. Backup unit handling time, as a result, is also very high.

Rather than assign the actual number of backup unit responses that occurred in each individual area, the total for the region as a whole was divided equally among each district. Given that backup units are likely to come from other districts rather than from the one in which the call occurred, this provides for a more realistic representation of how backup unit workloads would affect each district.

Later in this chapter, differences in call for service workloads between individual districts will be examined further as part of the analysis of patrol deployments.

(5) **Regional Proactivity Levels**

Assigning the number of net available hours to each district equally, the 16 corporal and 140 officer positions in patrol that are currently filled equate to an average of 26,941 net available hours for each district.

The table below provides the total workload, net availability, and levels of patrol proactivity by district:

Region II Proactivity by District

District	Total Workload Hours	Net Available Hours	% Proactivity
ADAM 1	18,094	26,941	32.8%
ADAM 2	24,681	26,941	8.4%
ADAM 3	19,978	26,941	25.8%
ADAM 4	25,129	26,941	6.7%
EDWARD 1	21,584	26,941	19.9%
EDWARD 2	23,113	26,941	14.2%
EDWARD 3	26,489	26,941	1.7%
EDWARD 4	27,235	26,941	-1.1%

Overall, Region II maintains a proactivity level of 13.2%, including workload handled outside of the region by patrol units assigned to Region II. As with Region I, this represents an extremely low level patrol coverage. Proactivity levels do, however, vary significantly from district to district, with capabilities ranging from as high as 32.8% in Adam 1, to as low as -1.1% in Edward 4.

(6) **Patrol Deployment**

The following sections provide analysis of the strategies and practices for the deployment of patrol units, examining both shift configurations and geographic assignments.

Under the 10-hour shift schedule followed by Region II patrol units, periods of overlap occur every day, presenting the opportunity to maximize resources during periods of high workload. Using the allocation of patrol units to each of the region's eight shift teams according to the sector's start times, the effectiveness of the current shift configuration can be evaluated against trends in the actual workload levels for the region throughout all hours and days of the average week.

(6.1)   Effectiveness of Patrol Deployments

The following table displays the results of this analysis, displaying Region II proactivity in four-hour time increments for each day of the week, as well as on an overall basis:

Region II Proactivity by Time and Weekday

Time	# Units	S	M	T	W	Th	F	Sa	Overall
2am − 6am	17.3	-9%	17%	38%	39%	22%	21%	30%	24%
6am − 10am	17.3	25%	1%	7%	-1%	-4%	45%	19%	19%
10am − 2pm	15.6	3%	-19%	-25%	-29%	-33%	25%	-6%	-7%
2pm − 6pm	25.9	1%	-1%	1%	-6%	9%	-42%	10%	-1%
6pm − 10pm	34.5	-16%	2%	15%	0%	15%	9%	16%	9%
10pm − 2am	38.1	8%	28%	42%	37%	31%	25%	31%	29%
Overall	**24.7**	**2%**	**8%**	**18%**	**11%**	**14%**	**19%**	**20%**	**13%**

It is clear that at an overall proactivity level of just 13.2%, any opportunities for redeployment are limited, and proactivity will remain at consistently low levels regardless of the schedule configuration chosen. There are, however, identifiable issues with the schedules followed by the Adam and Edward sectors:

•   More resources are on-duty in the early nighttime hours than during any other part of the day.

- Proactivity reaches negative levels (indicating calls are often being queued before they can be handled) throughout the daytime hours, with the hours featuring the lowest proactivity occurring when the fewest staff are available and on-duty.

Reallocation of staffing levels by shift and rearrangement of start times can both play a role in mitigating these issues, although opportunities to do so are limited, given current deficiencies in staffing resources.

(6.2) Geographic Policing and Deployment

Each of Region II's eight districts have somewhat lower workload levels than the citywide average, as evidenced by the following table and its accompanying map displaying inequities in call for services totals by district;

Region II District CFS Variation from Citywide Average

District	# of CFS	% from Avg.
ADAM 1	6,306	-38.7%
ADAM 2	12,923	25.7%
ADAM 3	7,581	-26.3%
ADAM 4	13,027	26.7%
EDWARD 1	8,011	-22.1%
EDWARD 2	10,507	2.2%
EDWARD 3	13,227	28.6%
EDWARD 4	14,711	43.1%
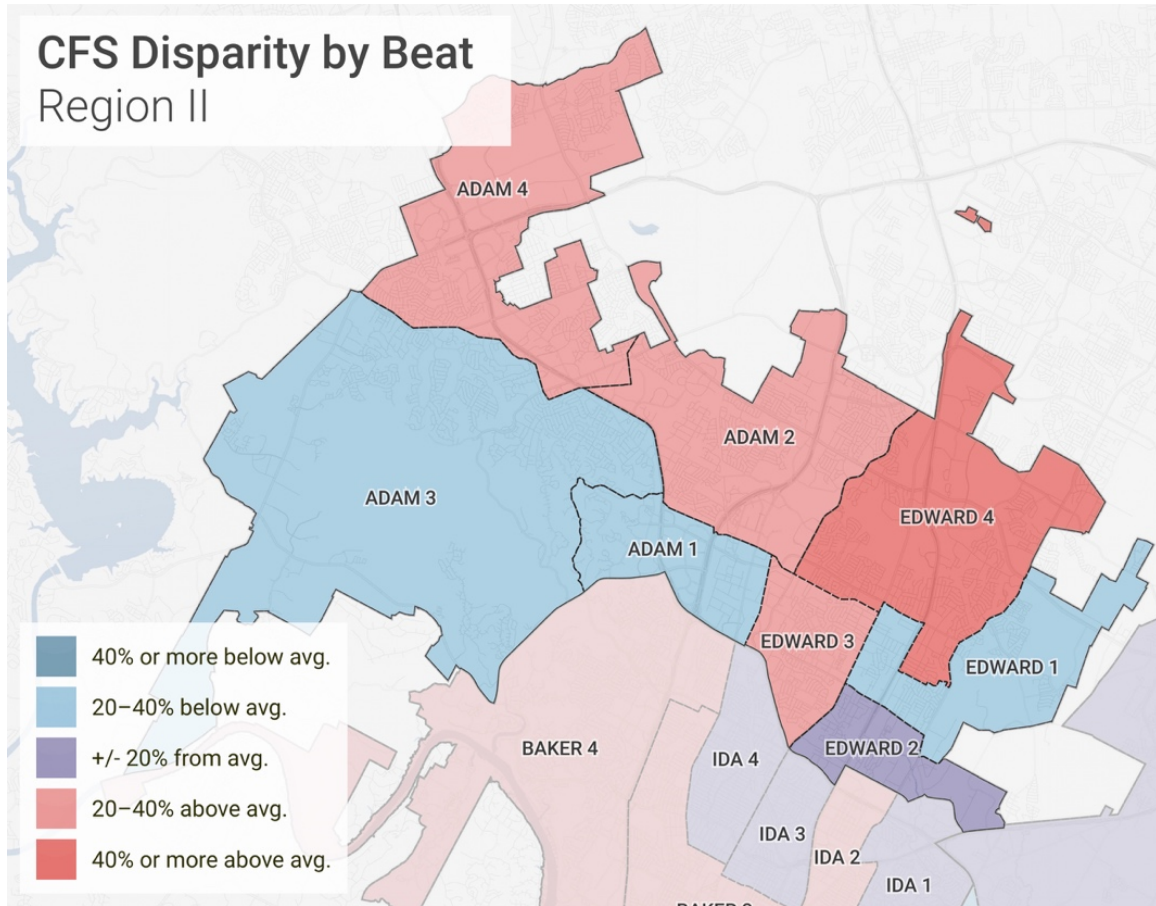
Region II districts display significant inequity in both the level of workload and call volume, with the eight districts having a call for service total that is within 20% of the citywide average. The Edward 4 district in particular presents issues, with over 43% of the average number of incidents – 2.3 times the number of calls generated by Adam 1.

As with other patrol areas, officers in the Adam and Edward sectors are not required to be assigned to a district for defined periods of time.

(7)   Summary of Findings

The following outlines the results of the analysis of regional service levels against the proactivity criteria presented earlier in the report:

Potential Issue Area	Region II (North) Findings
Proactivity and Staffing	Vastly insufficient resources for patrol to have opportunities for proactive policing.
	Inadequate resources to handle current workloads – proactivity frequently reaches negative levels.
Deployment Schedules	Shift schedules inefficiently allocate resources to general trends in workload levels.
	Significant 'weak points' in the deployment schedule create service level gaps regularly at certain times throughout the week. – Sunday and Monday have nearly half the proactivity level as the weekly average.
Geographic Deployment	Extensive variations exist in call workloads by district. For instance, the call volume of one district is over 2.3 times that of another.

Recommendations:

Redeploy a limited number of officers from the evening and night shifts to each of the two day shifts to increase proactivity during those time periods.

Review opportunities to transfer the workload of districts with high workloads to the surrounding districts in order to better balance proactive capabilities.

5.   ANALYSIS OF REGION III (East)

Region III is comprised of the Charlie and Henry sectors, with its area covering

the easternmost areas of the city. Although the region includes the airport and its

assigned staff, those functions are organized entirely separately from patrol services.

(1)   Service Environment

The area covered by Region III displays a wide variety of different service

environments, including highly dense neighborhoods, as well as areas that are relatively

more rural.

The map below provides an overview of the region, with darkness of the green shading indicating the level of population density within each census block:
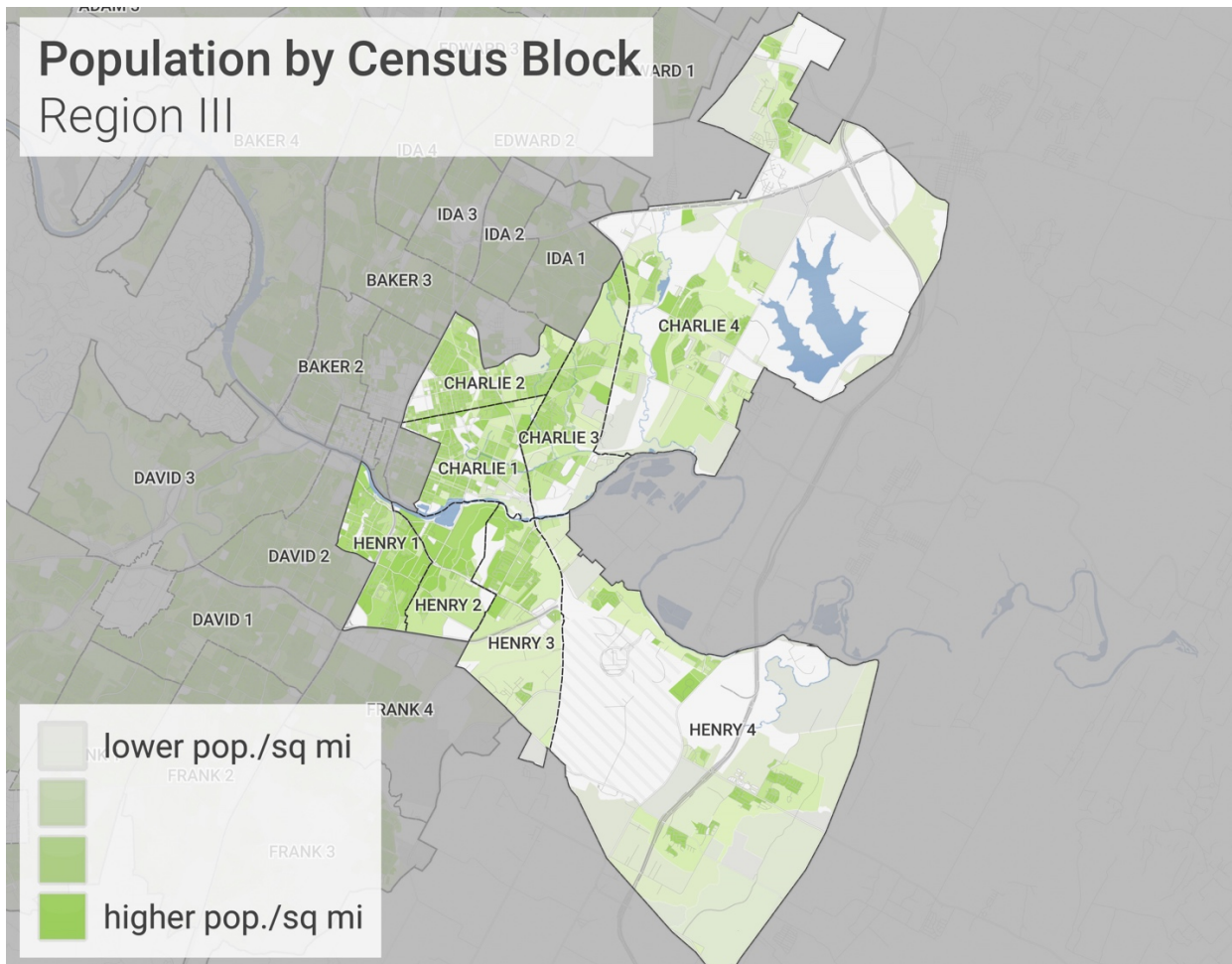
It is evident from the extensive variations in shading displayed in the map that Region III includes large sections of both densely and sparsely populated areas. Additionally, the road network visible in the background indicates that many of the more remote areas serviced by the region lack highway direct transportation routes from the other patrol areas.

(2)   Patrol Staffing Levels

The table below provides the current number of filled sworn positions assigned to the region's patrol services:

Region III Patrol Staffing

Rank	#
Lieutenant	5
Sergeant	14
Corporal	14
Officer	119

The table above does not include the 15 currently unfilled 'hard' vacancies (i.e., not including military and long-term injury leave), all of which are at the officer level.

(3)   Sector Shift Schedules

As with the other regions, patrol staff are deployed in 10-hour shifts in teams that work staggered hours and days, with no two sectors following the same schedule. Despite the differences, each has three main shift types: Day, Evening, and Night.

The table below provides the days worked and start times of each shift team:

CHARLIE SECTOR

	Sun	Mon	Tue	Wed	Thu	Fri	Sat
Day 1	545a	545a				545a	545a
Day 2			545a	545a	545a	845a	
Eve 1	200p	400p	400p				200p
Eve 2	400p				400p	400p	600p
Eve 3		200p	200p	200p	200p		
Night 1	830p	830p				830p	830p
Night 2			830p	830p	830p	630p	

HENRY SECTOR

	Sun	Mon	Tue	Wed	Thu	Fri	Sat
Day 1	630a	630a				630a	630a
Day 2			630a	630a	630a	945a	
Eve 1	300p	300p	300p				300p
Eve 2				300p	300p	400p	600p
Eve 3		400p	400p	400p	400p		
Night 1	900p	900p				900p	900p
Night 2			900p	900p	900p	700p	

The shift schedules rotate regularly in four-week intervals, and otherwise provide for fixed weekly workdays.

(4)   Analysis of Calls for Service Workloads

The following sections outline the community-generated workloads handled by patrol units in the region. Calls are only included if they occurred within the boundaries of the region, with the exception that if the call occurred just outside of the boundaries of the APD's service area, it would be credited to the region.

(4.1) CFS by Hour and Weekday

The following table displays the total number of calls for service handled by patrol units by each hour and day of the week:

Region III Calls for Service by Hour and Weekday

Hour	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Total
12am	630	410	372	359	336	403	560	3,070
1am	557	294	280	277	267	316	455	2,446
2am	541	276	285	275	270	317	504	2,468
3am	472	235	177	234	226	269	448	2,061
4am	376	181	117	156	169	213	260	1,472
5am	239	182	122	145	141	165	203	1,197
6am	176	186	135	151	156	155	166	1,125
7am	273	305	297	332	332	339	305	2,183
8am	237	363	362	365	347	343	291	2,308
9am	273	386	396	363	351	354	345	2,468
10am	342	394	423	355	373	453	354	2,694
11am	365	421	431	373	373	490	381	2,834
12pm	398	450	440	423	434	492	432	3,069
1pm	413	449	428	415	400	508	426	3,039
2pm	381	423	399	433	383	466	425	2,910
3pm	497	464	460	521	459	496	441	3,338
4pm	522	629	594	608	581	547	507	3,988
5pm	575	731	708	680	678	673	440	4,485
6pm	542	661	623	607	658	487	571	4,149
7pm	513	584	574	560	579	682	650	4,142
8pm	551	528	534	528	512	669	535	3,857
9pm	674	579	597	630	577	660	675	4,392
10pm	654	521	523	544	551	624	684	4,101
11pm	530	434	416	441	493	624	647	3,585
Total	**10,731**	**10,086**	**9,693**	**9,775**	**9,646**	**10,745**	**10,705**	**71,381**

Region III call activity follows relatively well-defined patterns in call activity, without significant variation in workload levels by day of the week. An exception to this would be Friday and Saturday nights (Sat/Sun early morning), which require additional resources to staff effectively in comparison to the rest of the week, where workload levels are much lower.

(4.2) Geography of Community-Generated Workloads

CAD incidents that had been previously identified as representing unique community-generated calls for service were mapped using the geographic coordinates listed in the dataset. In a small number of calls, the location could not be determined for various reasons, such as missing coordinate fields. In those instances, their location was only identified at this region level by using the unit code listed for the primary unit responding to the call.

The map located on the following page provides a visualization of call for service volume geographically, shading census blocks according to the number of calls for service:

CFS by Census Block
Region III

fewer calls   more calls
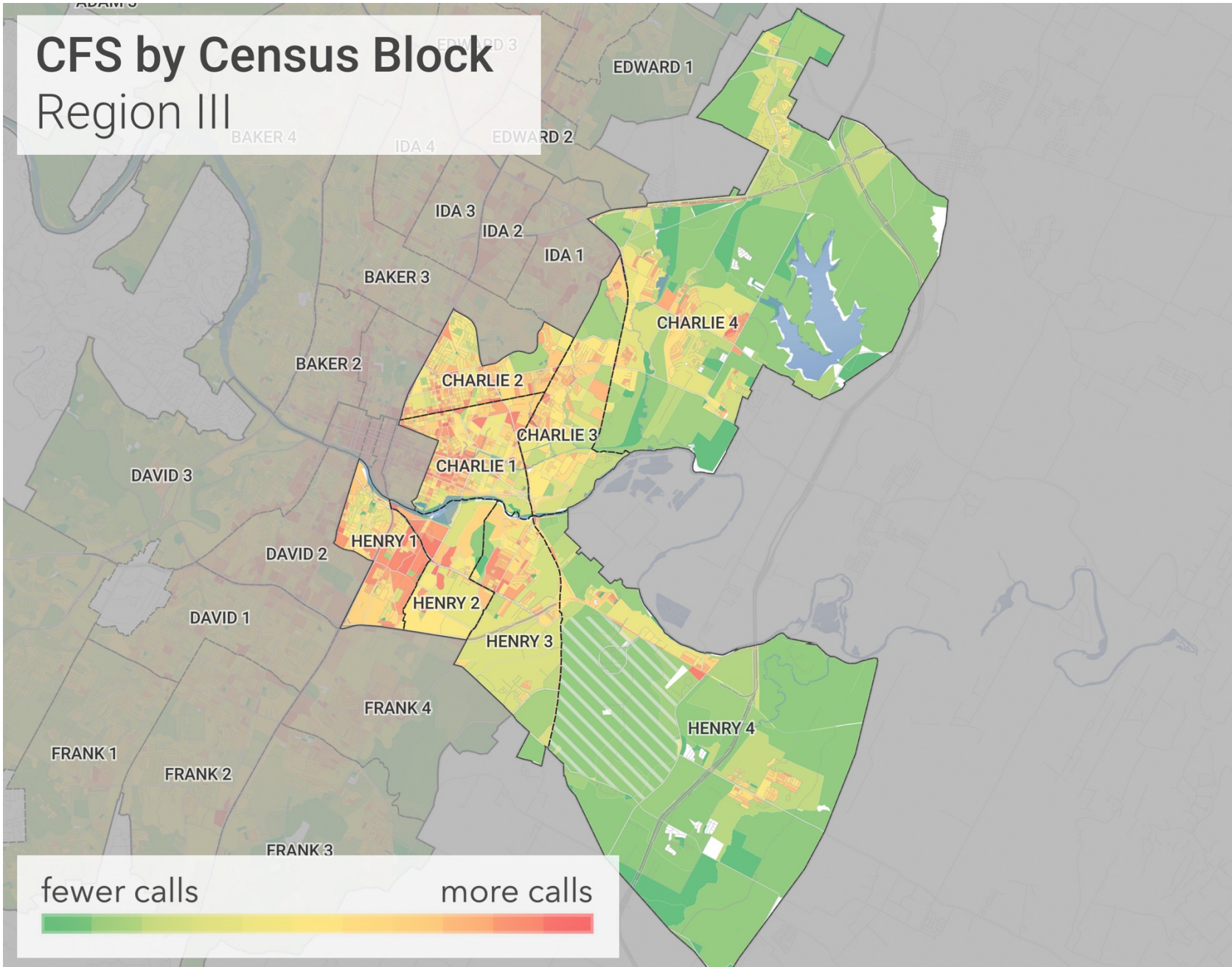
Many of the region's concentrations of calls for service are located surrounding the Downtown area, with both the Charlie and Henry sectors each serving a district with a comparatively much lower level of workload.

This is evident in the following table, which provides the number of calls for service, backup units, and total community-generated workload of each Region III district:

Region III Call for Service Workloads by District

District	Primary Units		Backup Units		Total Workload
	# of CFS	Avg. HT	# of Resp.	Avg. HT	
CHARLIE 1	12,271	47.4 min	11,229	61.1 min	21,137 hrs
CHARLIE 2	7,360	45.6 min	11,229	61.1 min	17,033 hrs
CHARLIE 3	7,766	52.2 min	11,229	61.1 min	18,201 hrs
CHARLIE 4	8,832	58.7 min	11,229	61.1 min	20,074 hrs
HENRY 1	13,673	54.3 min	11,229	61.1 min	23,826 hrs
HENRY 2	9,224	58.2 min	11,229	61.1 min	20,385 hrs
HENRY 3	7,129	57.0 min	11,229	61.1 min	18,211 hrs
HENRY 4	4,696	67.3 min	11,229	61.1 min	16,709 hrs

Average handling time varies extensively among the various districts within Region III, with Henry 4 having the highest average time of the entire city, at 67.3 minutes per call – an exceptionally high level. This is somewhat, however, balanced by the fact that it has a very low number of calls for service.

As in the other regions, the number of backup unit responses was totaled for the region as a whole and divided equally among each district, rather than assigning the actual number of backup unit responses that occurred in each individual area. Given that backup units are likely to come from other districts rather than from the one in which the call occurred, this provides for a more realistic representation of how backup unit workloads would affect each district.

Later in this chapter, differences in call for service workloads between individual districts will be examined further as part of the analysis of patrol deployments.

(5)   Regional Proactivity Levels

Assigning the number of net available hours to each district equally, the 119 officer and 14 corporal positions in patrol that are currently filled equate to an average of 22,947 net available hours for each district.

Region III Proactivity by District

District	Total Workload Hours	Net Available Hours	% Proactivity
CHARLIE 1	21,137	22,947	7.9%
CHARLIE 2	17,033	22,947	25.8%
CHARLIE 3	18,201	22,947	20.7%
CHARLIE 4	20,074	22,947	12.5%
HENRY 1	23,826	22,947	-3.8%
HENRY 2	20,385	22,947	11.2%
HENRY 3	18,211	22,947	20.6%
HENRY 4	16,709	22,947	27.2%

Proactive capabilities range significantly, with Henry 1 maintaining a proactivity level of only -3.8%. Other districts, such as Henry 4, display much higher levels, reaching as high as 27.2%.

(6)   Patrol Deployment

The following sections provide analysis of the strategies and practices for the deployment of patrol units, examining both shift configurations and geographic assignments.

(6.1)   Shift Schedules and Deployment Practices

Under the 10-hour shift schedule followed by APD patrol units, periods of overlap occur every day, presenting the opportunity to maximize resources during periods of high workload. Using the allocation of patrol units to each of the region's eight shift teams according to the sector's start times, the effectiveness of the current shift configuration can be evaluated against trends in the actual workload levels for the region throughout all hours and days of the average week.

(6.2)   Proactivity Variation and Shift Schedule Effectiveness

The following table displays the results of this analysis, displaying Region III proactivity in four-hour time increments for each day of the week, as well as on an overall basis:

Region III Proactivity by Time and Weekday

Time	# Units	S	M	T	W	Th	F	Sa	Overall
2am − 6am	15.6	-6%	21%	31%	24%	24%	10%	25%	18%
6am − 10am	17.0	34%	24%	19%	14%	18%	35%	41%	32%
10am − 2pm	15.3	0%	-16%	-16%	-9%	-16%	29%	-2%	0%
2pm − 6pm	21.6	7%	11%	16%	-4%	11%	10%	-3%	11%
6pm − 10pm	25.6	-20%	7%	10%	-6%	16%	-11%	16%	7%
10pm − 2am	33.7	12%	27%	39%	43%	31%	31%	26%	31%
Overall	**21.5**	**6%**	**15%**	**21%**	**15%**	**19%**	**21%**	**21%**	**15%**

Overall, the patrol proactivity level reaches the targeted level of 15.0% only one-fifth of the time, with almost all of those hours occurring between 10:00pm and 2:00am.

As with many of the other regions, staffing levels are particularly deficient in the late morning hours, with the time period from 10:00am to 2:00pm averaging just 0% proactivity over the course of an entire week. This, combined with the overlapping hours

from 10:00pm to 2:00am that provide relatively higher proactivity levels, indicate that opportunities exist to better match deployment allocations against trends in workload.

At 15% proactivity overall, however, these opportunities are somewhat limited – there is no way to solve the issue through optimization. In spite of these limitations, steps should be taken to better distribute proactivity across the day through redeployment.

(6.3) Geographic Policing and Deployment

The significant differences in the workload represented by each district are reflected in the table and map below, showing the percentage differences in call for services totals by district:

District CFS Variation from Citywide Average

District	# of CFS	% from Avg.
CHARLIE 1	11,624	13%
CHARLIE 2	7,682	-25%
CHARLIE 3	7,726	-25%
CHARLIE 4	8,740	-15.0%
HENRY 1	14,237	39%
HENRY 2	9,374	-9%
HENRY 3	7,056	-31%
HENRY 4	4,832	-53%
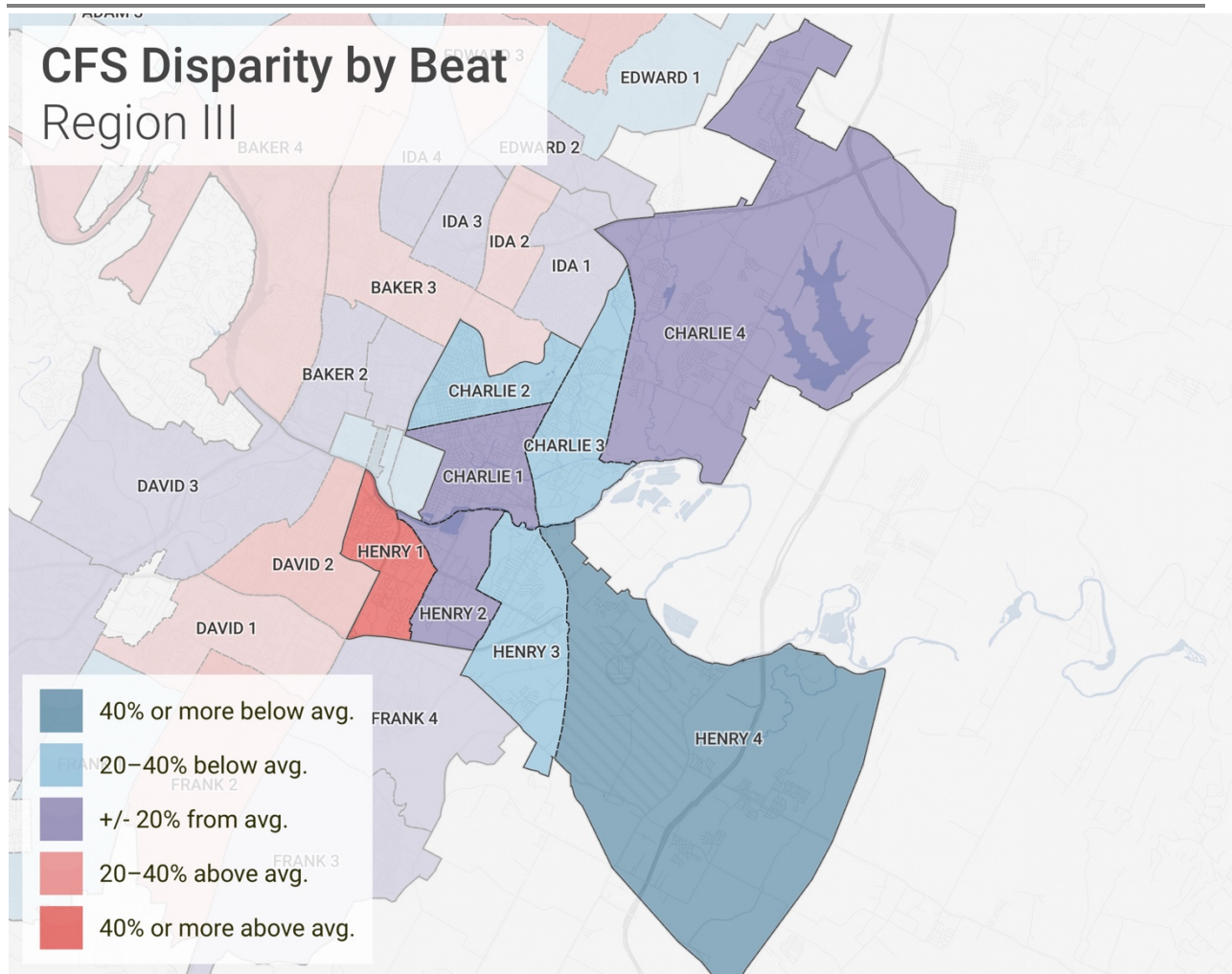
Three of Region III's eight districts have somewhat lower workload levels than the citywide average, one of which has among the lowest of all APD districts, at -53% below the average call for service total. By contrast, Henry 1 (at +39% above the average) represents about three times the number of calls. In total, five of the region's eight beats vary by least 20% from the average.

(7) Summary of Findings

The following outlines the results of the analysis of regional service levels against the proactivity criteria presented earlier in the report:

Potential Issue Area	Region III (East) Findings
Proactivity and Staffing	Vastly insufficient resources for patrol to have opportunities for proactive policing.

Inadequate resources to handle current workloads – proactivity frequently reaches negative levels. |
| **Deployment Schedules** | Some inefficiencies in shift schedule, resulting in lower proactivity levels during the daytime hours.

Service level gaps exist in the late morning and early afternoon hours, where proactivity averages below zero overall throughout the typical week. |
| **Geographic Deployment** | Extensive call variation by district – five of the eight districts feature call totals that are over 20% outside of the citywide average.

One district features a call total that is more than 50% greater than the citywide average. |

Recommendations:

Redeploy a limited number of officers from the evening and night shifts to each of the two day shifts to increase proactivity during those time periods.

Review opportunities to transfer the workload of districts with high workloads to the surrounding districts in order to better balance proactive capabilities.

6.   ANALYSIS OF REGION IV (South)

Region IV is comprised of the David and Frank sectors, with its area covering the southwestern areas of the city.

(1)   Service Environment

The map below provides an overview of the region, with darkness of the green shading indicating the level of population density within each census block:
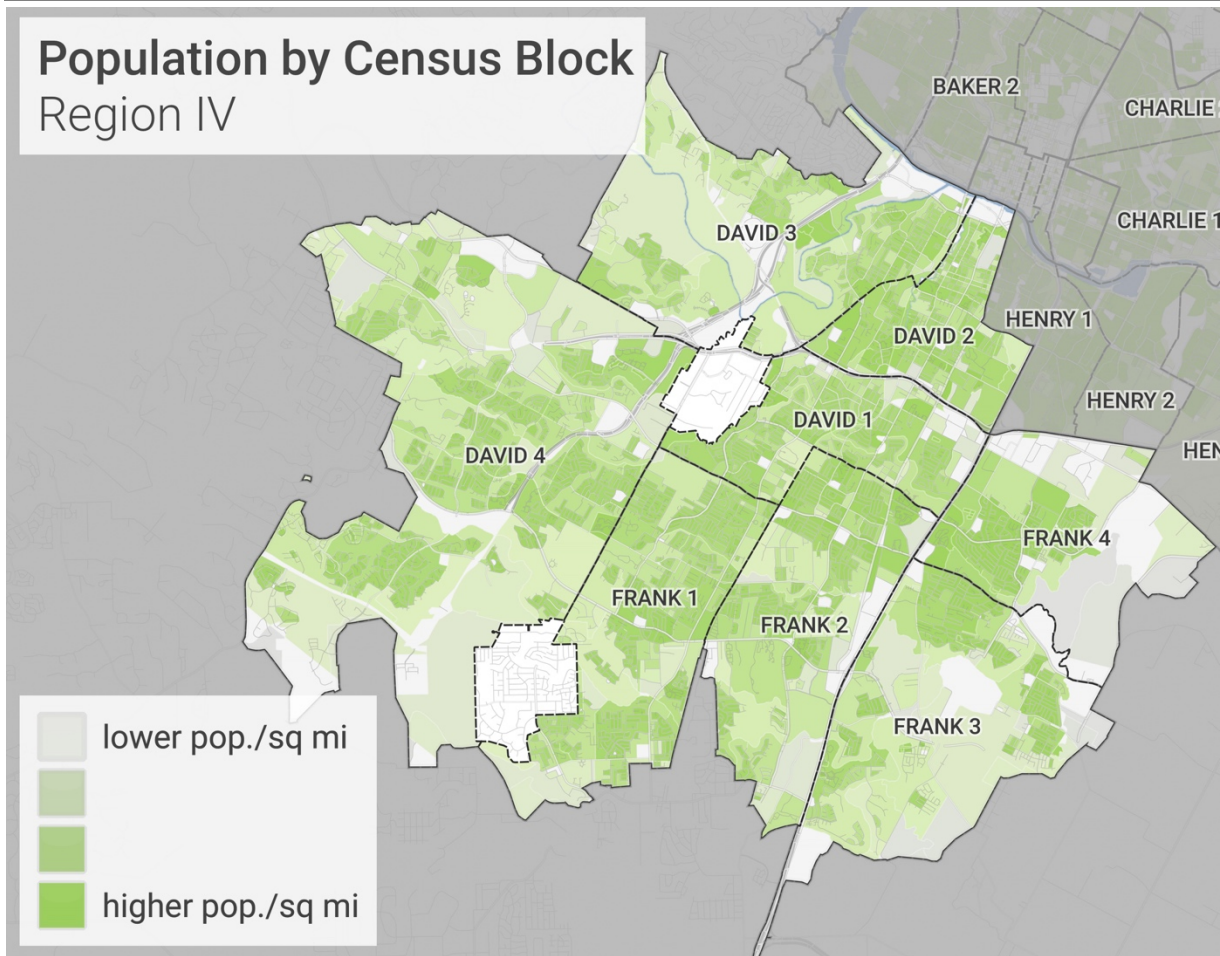
The region is somewhat less densely populated than the areas directly north of it, with Region IV covering the largest area of any patrol command.

(2)   Patrol Staffing Levels

The table below provides the current number of filled sworn positions assigned to the region's patrol services:

Region IV Patrol Staffing

Rank	#
Lieutenant	6
Sergeant	14
Corporal	15
Officer	130

The table above does not include the 15 currently unfilled 'hard' vacancies (i.e., not including military and long-term injury leave), all of which are at the officer level.

(3)   Sector Shift Schedules

As with the other regions, patrol staff are deployed in 10-hour shifts in teams that work staggered hours and days, with no two sectors following the same schedule. Despite the differences, each has three main shift types: Day, Evening, and Night.

The table below provides the days worked and start times of each shift team:

FRANK SECTOR

	Sun	Mon	Tue	Wed	Thu	Fri	Sat
Day 1	630a	630a				900a	630a
Day 2			630a	630a	630a	630a	
Eve 1	300p	430p	430p				300p
Eve 2	430p			430p	430p	530p	
Eve 3		300p	300p	300p	300p		
Night 1	900p	900p				900p	900p
Night 2			900p	900p	900p	715p	

DAVID SECTOR

	Sun	Mon	Tue	Wed	Thu	Fri	Sat
Day 1	545a	545a				900a	545a
Day 2			545a	545a	545a	545a	
Eve 1	200p	400p	400p				200p
Eve 2				400p	400p	400p	500p
Eve 3		200p	200p	200p	200p		
Night 1	830p	830p				830p	830p
Night 2			830p	830p	830p	630p	

The shift schedules rotate regularly in four-week intervals, and otherwise provide for fixed weekly workdays.

(4)   Analysis of Calls for Service Workloads

The following sections outline the community-generated workloads handled by patrol units in the region. Calls are only included if they occurred within the boundaries of the region, with the exception that if the call occurred just outside of the boundaries of the APD's service area, it would be credited to the region.

(4.1) CFS by Hour and Weekday

The following table displays the total number of calls for service handled by patrol units by each hour and day of the week:

Region IV Calls for Service by Hour and Weekday

Hour	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Total
12am	770	514	467	400	442	522	712	3,827
1am	653	414	334	337	343	401	542	3,024
2am	583	368	252	308	329	379	552	2,771
3am	522	299	221	253	254	282	442	2,273
4am	386	250	141	190	194	241	298	1,700
5am	288	182	195	192	149	194	263	1,463
6am	204	187	187	187	155	194	191	1,305
7am	289	426	427	407	416	444	349	2,758
8am	362	467	443	447	469	445	405	3,038
9am	379	529	481	475	512	495	511	3,382
10am	433	510	534	535	548	673	539	3,772
11am	454	515	539	533	535	608	520	3,704
12pm	511	594	575	605	576	689	539	4,089
1pm	598	596	576	579	603	668	561	4,181
2pm	623	650	662	679	648	677	689	4,628
3pm	582	646	655	711	580	684	623	4,481
4pm	708	868	833	866	780	736	658	5,449
5pm	773	981	955	909	881	860	724	6,083
6pm	693	845	805	785	811	700	870	5,509
7pm	704	781	741	726	758	816	771	5,297
8pm	656	775	659	686	717	896	727	5,116
9pm	770	762	722	757	752	862	866	5,491
10pm	762	658	653	718	677	831	889	5,188
11pm	583	528	517	552	604	729	779	4,292
Total	**13,286**	**13,345**	**12,574**	**12,837**	**12,733**	**14,026**	**14,020**	**92,821**

Call volume patterns follow largely similar trends to the other regions, reaching sustained peaks during the evening hours before dropping sharply for a period of about six hours during the nighttime and early morning hours.

(4.2) Geography of Community-Generated Workloads

CAD incidents that had been previously identified as representing unique community-generated calls for service were mapped using the geographic coordinates listed in the dataset. In a small number of calls, the location could not be determined for various reasons, such as missing coordinate fields. In those instances, their location was only identified at this region level by using the unit code listed for the primary unit responding to the call.

The following map provides a visualization of call for service concentrations by shading census areas according to the number of incidents that occurred within each zone:

CFS by Census Block
Region IV

fewer calls   more calls

The following table provides the number of calls for service, backup units, and total community-generated workload of each Region IV district:

Region IV Call for Service Workloads by District

| District | Primary Units | | Backup Units | | Total |
	# of CFS	Avg. HT	# of Resp.	Avg. HT	Workload
DAVID 1	13,039	48.4 min	12,632	57.4 min	22,601 hrs
DAVID 2	16,333	45.4 min	12,632	57.4 min	24,452 hrs
DAVID 3	9,283	46.0 min	12,632	57.4 min	19,204 hrs
DAVID 4	11,022	50.1 min	12,632	57.4 min	21,280 hrs
FRANK 1	7,667	52.5 min	12,632	57.4 min	18,788 hrs
FRANK 2	14,625	53.5 min	12,632	57.4 min	25,122 hrs
FRANK 3	8,342	55.9 min	12,632	57.4 min	19,854 hrs
FRANK 4	11,649	53.5 min	12,632	57.4 min	22,463 hrs

Average handling time hours in Region IV are relatively near the average, as are call totals – no significant variations exist outside of Frank 1's call for service volume.

Rather than assign the actual number of backup unit responses that occurred in each individual area, the total for the region as a whole was divided equally among each district. Given that backup units are likely to come from other districts rather than from the one in which the call occurred, this provides for a more realistic representation of how backup unit workloads would affect each district.

Later in this chapter, differences in call for service workloads between individual districts will be examined further as part of the analysis of patrol deployments.

(5) Regional Proactivity Levels

Assigning the number of net available hours to each district equally, the 130 officer and 15 corporal positions that are currently filled in patrol equate to an average of 25,150 net available hours per district.

Region IV Proactivity by District

District	Total Workload Hours	Net Available Hours	% Proactivity
DAVID 1	22,601	25,150	10.1%
DAVID 2	24,452	25,150	2.8%
DAVID 3	19,204	25,150	23.6%
DAVID 4	21,280	25,150	15.4%
FRANK 1	18,788	25,150	25.3%
FRANK 2	25,122	25,150	0.1%
FRANK 3	19,854	25,150	21.1%
FRANK 4	22,463	25,150	10.7%

As a whole, including workload from responses outside of these areas by Region IV patrol units, the region currently maintains a proactivity level of only 13.2%. Although proactive capabilities of each district do not vary as significantly as in other regions, two of the districts, Frank 2 and David 2, have overall proactivity levels of under 3%.

(6)   Patrol Deployment

The following sections provide analysis of the strategies and practices for the deployment of patrol units, examining both shift configurations and geographic assignments.

(6.1)   Shift Schedules and Deployment Practices

Under the 10-hour shift schedule followed by Region IV patrol units, periods of overlap occur every day, presenting the opportunity to maximize resources during periods of high workload. Using the allocation of patrol units to each of the region's eight shift teams according to the sector's start times, the effectiveness of the current shift configuration can be evaluated against trends in the actual workload levels for the region throughout all hours and days of the average week.

(6.2)   Proactivity and Staffing Levels by Time of Day

The following table displays the results of this analysis, displaying regional proactivity levels in four-hour time increments for each day of the week, as well as on an overall basis:

Region IV Proactivity by Time and Weekday

Time	# Units	S	M	T	W	Th	F	Sa	Overall
2am – 6am	17.4	-13%	23%	36%	38%	36%	24%	37%	26%
6am – 10am	16.5	30%	15%	26%	29%	23%	29%	31%	31%
10am – 2pm	16.5	-6%	-16%	-13%	-13%	-14%	28%	-9%	-2%
2pm – 6pm	24.4	-6%	-5%	-1%	-22%	3%	13%	-2%	0%
6pm – 10pm	28.5	-22%	-8%	4%	-24%	-4%	2%	0%	-4%
10pm – 2am	34.9	13%	28%	40%	38%	34%	28%	29%	30%
Overall	**23.0**	**2%**	**8%**	**17%**	**10%**	**14%**	**22%**	**18%**	**13%**

As with the other regions, patrol proactivity is considerably low in region IV, and is currently at a level of only 13.2% overall. On many days, staffing remains at effective levels for the late evening, but subsequently falls well below zero during the morning and afternoon hours. Unlike the most of the other regions, however, these levels are sustained into the evening, with three successive four-hour periods beginning at 10:00AM where proactivity levels remain at -1.9%, -0.2%, and -3.8% overall. These inequalities indicate not only opportunities for redeployment, but also an imbalance of staffing levels assigned to the region in comparison to others.

(2)   Geographic Policing and Deployment

Each of Region IV's eight districts have somewhat lower workload levels than the citywide average, as evidenced by the following table and its accompanying map, displaying inequities in the number of calls for service by district:

District CFS Variation from Citywide Average

District	# of CFS	% from Avg.
DAVID 1	13,379	30.1%
DAVID 2	15,733	53.0%
DAVID 3	10,156	-1.2%
DAVID 4	10,876	5.8%
FRANK 1	7,750	-24.6%
FRANK 2	14,439	40.4%
FRANK 3	8,455	-17.8%
FRANK 4	11,560	12.4%

CFS Disparity by Beat
Region IV
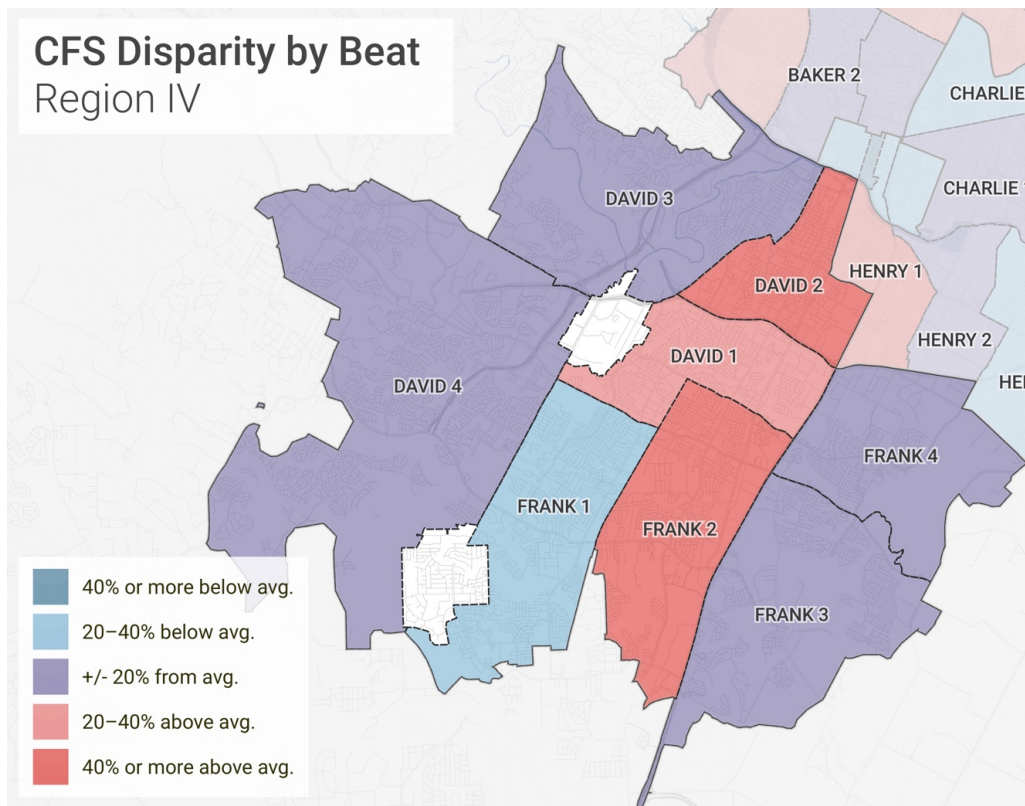
While half of the region's beats are relatively equal, the others display significant variation. Two of the beats – David 2 and Frank 2 – feature call totals well over 40% of the citywide average.

(7)   Summary of Findings

The following outlines the results of the analysis of regional service levels against the proactivity criteria presented earlier in the report.

Potential Issue Area	Region IV (South) Findings
Proactivity and Staffing	Vastly insufficient resources for patrol to have opportunities for proactive policing.
	Inadequate resources to handle current workloads – proactivity frequently reaches negative levels.
Deployment Schedules	Some inefficiencies in shift schedule, resulting in lower proactivity levels during the daytime hours.
	Service level gaps exist in the late afternoon hours, where proactivity averages only -3.8% overall throughout the typical week.
Geographic Deployment	Extensive call variation by district – five of the eight districts feature call totals that are over 20% outside of the citywide average.
	One district features a call total that is more than 50% greater than the citywide average.

Recommendations:

Redeploy a limited number of officers from the evening and night shifts to each of the two day shifts to increase proactivity during those time periods.

Review opportunities to transfer the workload of districts with high workloads to the surrounding districts in order to better balance proactive capabilities.

7. OPPORTUNITIES TO IMPLEMENT DIFFERENTIAL RESPONSE CAPABILITIES

A number of strategies exist to improve the proactive capabilities of patrol, including adding additional resources and redeploying existing ones, as well as making changes to the way in which services are provided.

Alternative call response, or a differential response program, allows responses to be made to certain types of low-priority and non-emergency calls for service by a civilian Community Services Officer (CSO) in place of a sworn officer. There are a number of advantages with this option, as it allows for calls for service workloads that would

normally be handled by patrol officers to instead be diverted. As a result, differential response programs directly increase the proactive time available to patrol units.

The following sections outline the methodology and effects of such a program, using call for service data over the past year to determine the level of field workload that may be diverted to an alternative method of response.

(1)   Methodology and Assumptions Used in Analysis

The following assumptions have been made in designing a differential response program:

•   It is assumed that CSOs will respond to only minor, non-emergency calls in which an armed response is not needed, and no safety concerns are presented to the call responder.

•   Only calls that occur between the 6:00am and 10:00pm hours will be considered for CSO safety concerns. The statistics included within this section reflect only the calls within these hours.

•   CSOs will not be able to respond to every call of the designated incident types, as there may be some factors present in individual calls that require the capabilities of a sworn response.

    –   Likewise, a number of calls may occur within a short timeframe within an area, and sworn officers may need to handle one or more of those calls in place of the CSO.

    –   As a result, a "% Diverted" column is included that presents the percentage of calls for service within that call type that will be diverted to a CSO response.

(2)   Overview of the Proposed Program

The following table displays the resulting calls over the year of CAD data received by the project team that meet the conditions and assumptions outlined in the dot points above:

Incident Types Targeted for Differential Response

Category	# of CFS	% Diverted	# Diverted	Avg. HT[4]	Total Hrs
Crash Service	5,301	.85	**4,506**	53.1	3,990
Service	9,891	.35	**3,462**	55.7	3,213
Blue Form Collision	3,432	.95	**3,260**	40.9	2,223
Crash Blue Form	1,040	.95	**988**	41.4	681
Animal Service	1,656	.70	**1,159**	32.4	626
Assist Motorist	787	.95	**748**	42.0	523
Burglary of Vehicle	571	.50	**286**	102.6	488
Found Property	447	.95	**425**	65.3	462
Parking Violation	639	.95	**607**	27.8	281
Pickup Items/Evidence	235	.95	**223**	60.4	225
Impounded Vehicle	198	.95	**188**	67.3	211
Collision	146	.60	**88**	102.1	149
Abandoned Vehicle	126	.95	**120**	59.7	119
Stalled Vehicle	225	.95	**214**	28.1	100
Information	834	.25	**209**	26.1	91
Graffiti	41	.95	**39**	93.9	61
Parking Violation	79	.95	**75**	15.9	20
Dog Ordinance Violence	11	.95	**10**	72.1	13
Abandoned Vehicle-Other	10	.95	**10**	48.1	8
Parking Violation-Fire Lane	4	.95	**4**	17.0	1
Parking Violation-Handicap	2	.95	**2**	25.5	1
Weather Damage	1	.95	**1**	45.6	1
Parking Violation-Other	1	.95	**1**	4.8	0
TOTAL	**25,677**		**16,623** x **48.8** min = **13,515** hrs		

In total, if the differential response program were to be implemented with the ability to handle calls as listed above, CSOs could divert up to 4.5% of all calls for service currently handled by sworn patrol units – 16,623 of 366,544 total calls. This equates to approximately 13,515 hours of workload per year – the equivalent of approximately 14 APD officers staffed at a 35% proactivity target.

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[4] Minutes of total call handling time.

(3)   Call Diversion Workload Trends

The maximum window for CSOs to be on-duty – for safety concerns as well as workload – has been set at 6:00am, running for 14 hours. It is clear, though, that certain times of the day feature greater numbers of incidents that CSOs can handle than others. The following chart displays where the calls included in the previous chart exist on a basis of the hours and days of a full week:

Differential Response Calls by Hour and Weekday

Hour	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Total
6am	23	29	41	29	39	39	37	237
7am	71	111	134	121	129	118	56	739
8am	55	134	128	139	140	123	80	797
9am	75	128	116	120	129	150	93	811
10am	72	134	122	129	121	153	134	864
11am	128	138	138	158	109	185	131	986
12pm	112	179	164	146	164	196	154	1,115
1pm	145	168	174	162	149	205	171	1,175
2pm	141	178	142	158	161	183	164	1,126
3pm	160	202	175	191	164	174	184	1,250
4pm	182	252	241	207	206	240	178	1,506
5pm	171	307	293	287	283	277	172	1,790
6pm	141	242	236	214	226	152	203	1,414
7pm	123	159	157	156	153	196	149	1,094
8pm	101	106	106	129	134	176	128	880
9pm	97	118	111	125	120	158	110	839
Total	**1,796**	**2,583**	**2,477**	**2,471**	**2,427**	**2,725**	**2,144**	**16,623**

Clearly, it is evident that CSOs should start after 7am, and that having them on-duty for the early evening hours would present the greatest potential for productive call handling. Furthermore, it is also evident that weekdays feature many more opportunities to divert calls of these types than weekend days. This is partly due to the large proportion of calls that CSOs can handle that are reflective of minor, non-injury, and past-tense accident reports, which occur in greater volumes with commuter traffic.

(4)   Projected Outcomes of Differential Response Program on Patrol Proactivity

The CSO field services program would result in direct improvements to the service capabilities of sworn patrol, as the reduction in the total number of workload hours they would have otherwise handled instead corresponds to an increase in patrol proactivity levels.

The table below presents calculations on how the workload diverted by the differential response program affects proactivity levels, using the same factors and rates for the workload handled by CSO that were presented previously:

Effects of Implementing the Differential Response Program

Region	Proactivity (Before)	Hours Diverted	Proactivity (After)	+/- Change
DTAC (Dtwn.)	69.4%	829	70.0%	**+0.6%**
Region I (Central)	13.4%	3,417	15.3%	**+1.9%**
Region II (North)	13.2%	3,773	15.0%	**+1.8%**
Region III (East)	15.0%	2,261	16.2%	**+1.2%**
Region IV (South)	13.2%	3,234	14.8%	**+1.6%**
Total	**21.7%**	**13,515**	**23.2%**	**+1.5%**

While the diversion of over 13,000 hours of workload from patrol may not alone solve issues of low proactivity of staffing in patrol, it is an important step toward doing so. It is evident from analysis of APD CAD data that the types of calls that CSOs can handle occur frequently enough for them to be highly productive in the field.

There are also a number of advantages to hiring CSOs in regards to the urgency of a need to improve proactive capabilities in patrol. Perhaps foremost among these is that the hiring process for CSOs is significantly shorter than it is for sworn candidates. Compared to the various stages of interviews, tests, academy, and FTO training that comprise the full period of time from the submission of an application to regular field

duty, CSOs can be hired and trained in a fraction of the time. Compensation is also

comparatively lower for CSOs, and while that is not the primary reason to implement a

differential response program, it is an important consideration given resource limitations.

(5)   Staffing the Differential Response Program

Given the assumptions that have been outlined throughout this section, the

number of positions needed to complete the targeted level of call diversion can be

determined as a function of achieving that objective. While proactivity is not a factor in

CSO staffing calculations, it must be assumed that CSOs will not be utilized 100% of

the time – there will be gaps throughout the day where there are no calls pending that

would require CSO response. Given this consideration, the project team estimates that

CSO availability is utilized at a rate of 80% overall. Additionally, a 70% rate of net

availability – similar to patrol officers – is used in addition to determine the number of

on-duty hours out of 2,080 annual work hours per year.

The following table uses these factors to produce the number of CSO positions

that must be staffed to handle the targeted levels of workload:

Calculation of CSO Staffing Needs

Annual Work Hours		2,080 hrs
Net Availability	x	70%
Utilization Rate	x	80%
Workload Completed Per CSO	=	**1,165 hrs**
Targeted Hours Diverted		13,515
(divided by workload per CSO (1,165) and rounded up to the nearest full number)		
CSO Positions Required	=	**12.0 FTEs**

Given the potential for differential response to improve patrol capabilities in a

cost-effective and relatively shorter time period, the addition of 12 new field CSO

positions should be prioritized. The new positions should be allocated to Regions I through IV, as DTAC already maintains a considerably high level of proactivity, allowing for call diversion to be focused on the areas with the most constrained staffing resources. Furthermore, CSO workloads are much lower in DTAC, even after accounting for the smaller size of the region. As time allows, such as during periods of relative inactivity, the CSOs assigned to the four other regions will nonetheless be able to handle calls in DTAC.

Recommendation:

Add 12 new CSO positions to function in a field role, handling certain types of low-priority and non-emergency calls that would have otherwise contributed to sworn officer workload. Assign them to the patrol regions as follows to maximize their effect on improving patrol proactive capabilities:

- *Region I (Central): 3 CSO positions*

- *Region II (North): 3 CSO positions*

- *Region III (East): 3 CSO positions*

- *Region IV (South): 3 CSO positions*

8.   PATROL STAFFING REQUIREMENTS TO ACHIEVE TARGETED LEVEL OF SERVICE

(1)   Introduction

As discussed in the citywide analysis of proactivity, it is critical that staffing considerations for patrol focus on determining the number of staff required to handle workloads at a given level of proactivity. In this case, we have used a target proactivity level of 35% overall – the minimum level of coverage for adequate proactive capabilities to be practiced on a consistent basis. In order to determine how much time is needed to be proactive, the total workload must first be calculated.

(2)   Patrol Workload and Proactivity by Region

The following table provides the number of workload hours by region, as well as the factors that contribute to those totals, using the analytical methods outlined earlier in this report:

Current Patrol Workload Levels by Region

Region	Primary Units		Backup Units		Total Workload
	# of CFS	Avg. HT	# of Resp.	Avg. HT	
DTAC (Dtwn.)	27,897	42.2 min	26,010	47.3 min	40,128 hrs
Region I (Central)	86,446	48.7 min	93,880	53.7 min	154,098 hrs
Region II (North)	87,979	55.7 min	103,017	61.4 min	187,041 hrs
Region III (East)	71,381	54.2 min	89,828	61.1 min	156,035 hrs
Region IV (South)	92,821	50.4 min	101,056	57.4 min	174,658 hrs
Unkn.	20	106.0 min	12	48.9 min	45 hrs
Total	**366,544**	**51.4 min**	**413,803**	**57.7 min**	**712,005 hrs[5]**

To calculate proactivity, the total workload hours per region are then compared to the total net available hours of patrol positions staffed in each region, as shown in the following table:

Current Patrol Proactivity by Region

Region	Workload Hours	# of Ofc.	# of Cpl.	Net Available Hours	% Proactivity
DTAC (Dtwn.)	40,128	87	7	131,195	69.4%
Region I (Central)	154,098	115	14	177,840	13.4%
Region II (North)	187,041	140	16	215,529	13.2%
Region III (East)	156,035	119	14	183,572	15.0%
Region IV (South)	174,658	130	16	201,198	13.2%
Unknown	45	–	–	–	–

Two major findings emerge from the results of this analysis:

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[5] The total number of workload hours differs negligibly from the figure reported earlier in the report by less than one-hundredth of one perfect (0.01%) as a result of differences in rounding.

- Staffing levels are currently insufficient to handle the overall community-generated workloads handled by patrol.

- Inequity exists between regions in their proactive capabilities, as a result of the current distribution of staff.

To address the identified deficiencies in staffing levels, adding CSO positions and transferring a number of officer positions from DR roles[6] to patrol can create improvements in proactivity levels. These changes, however, are marginal when compared to the magnitude of the staffing level deficiencies.

The following sections identify how these issues may be addressed – first by calculating the number of filled officer and corporal positions needed in each region to achieve targeted levels of proactivity, and then by determining the number of *authorized* positions that must be added to meet those levels.

(3)   Number of Filled Positions Required to Reach Proactivity Targets

Certain assumptions have been made in calculating patrol staffing needs, as outlined below:

- The analysis does not include the effects of the recommended differential response program involving new CSO positions, which will add an estimated 1.5% to overall proactivity.

- Likewise, the calculations do not factor in the effects of transferring 11 officer positions from district representative roles into core patrol, which would add approximately the same level of proactivity on an overall basis.

- For regions I, II, III, and IV, an overall proactivity level of 35% is set as the target.

- Given the unique service environment and staffing needs of DTAC, a different target for proactivity is set, using the current level of over 69% overall.

- It is assumed that with the additional officer positions, four new shifts are created – requiring the addition of four corporals and four sergeants. These positions are divided equally between regions I, II, III, and IV.

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[6] This refers to a recommendation discussed in the analysis of specialized regional resources, which adds civilian DR roles.

- As before, corporals represent 931 net available hours, or 65% of the available hours per position that officer positions equate to (1,433).

With these assumptions in place, the number of *filled* officer and corporal positions that are required to reach targeted proactivity levels can then be calculated with the same process that was used to determine current proactivity under present staffing levels. In this case, however, alternative staffing levels are plugged into the equation – resulting in far more available hours, and consequently, higher proactivity levels.

The results of these calculations, using the previously outlined assumptions and calculation process, present the *filled* patrol staffing levels at which proactivity targets are able to be met:

Filled Patrol Positions Required to Reach Proactivity Targets

Region	Workload Hours	Target Proactivity	Units Needed [7]		With New Positions	
			Ofc.	Cpl.	Available Hours	% Proactivity
DTAC (Dtwn.)	40,128	**69.0%**	87	7	131,195	69.4%
Region I (C)	154,098	**35.0%**	156	15	237,526	35.1%
Region II (N)	187,041	**35.0%**	190	17	288,112	35.1%
Region III (E)	156,035	**35.0%**	158	15	240,392	35.1%
Region IV (S)	174,658	**35.0%**	177	17	269,843	35.2%
Total[8]	**712,005**	–	**768**	**71**	**1,166,707**	**39.0%**[9]

Given that the table above displays the number of officers and corporal positions that need to be filled in order to reach the proactivity target of each region, it does not account for the rate at which vacancies occur – whether through retirement, termination,

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[7] Refers to the number of *filled* positions, including those on injury and military leave. Does not account for turnover.

[8] The total number of workload hours includes incidents representing approximately 45 hours that could not identified to one of the five patrol regions.

[9] When viewed on a citywide basis, overall proactivity levels should be considered within the context that DTAC maintains different staffing needs from the other four regions.

or any other reason. As these will continually occur, patrol regions will never remain consistently at full staffing unless immediately backfilled from elsewhere within the organization. Because this practice would negatively affect the other functions of the department, it is important for authorized staffing levels in patrol to be set at a level *above* the number needed to achieve proactivity targets.

(4)   Accounting for Turnover in Staffing Level Needs

To determine the number of positions that must be authorized to consistently maintain proactivity at targeted levels, the staffing numbers determined previously are multiplied by a turnover factor. In this case, a normative value of 5% is used as a turnover factor – meaning that the number of staff required in each region is multiplied by 105% as a buffer against expected levels of attrition. Because there cannot be partial positions, the result is rounded up to the nearest full number.

The results of these calculations are displayed in the pair of tables below, multiplying the number of filled positions needed by a turnover factor of 5%:

Officer Positions Needed to Account for Turnover

Region	Ofc. Needed (Filled)	Turnover Adj. (+5%)	Ofc. Needed (Auth.)
DTAC (Dtwn.)	87	x 1.05	**92**
Region I (Central)	156	x 1.05	**164**
Region II (North)	190	x 1.05	**200**
Region III (East)	158	x 1.05	**166**
Region IV (South)	177	x 1.05	**186**
Total	768		808

The same process is used to determine the number of authorized corporal positions needed in order to account for an estimated turnover rate of 5%:

Corporal Positions Needed to Account for Turnover

Region	Cpl. Needed	Turnover	Cpl. Needed

	(Filled)	**Adj. (5%)**	*(Auth.)*
DTAC (Dtwn.)	7	x 105%	8
Region I (Central)	15	x 105%	16
Region II (North)	16	x 105%	18
Region III (East)	15	x 105%	16
Region IV (South)	17	x 105%	18
Total	**71**		**76**

With the number of authorized positions needed to consistently achieve targeted proactivity levels in each region, these needs can then be compared against existing and planned changes in staffing levels.

(5) Planned and Additional Patrol Staffing Changes Needed to Reach Proactivity Targets

The department is currently in the process of adding additional officers over the next two years. These positions are already funded, but currently exist as vacancies until they are filled in two increments to be completed on October 1st, 2016 (47 positions) and October 1st, 2017 (39 positions). In comparing the number of current patrol positions against the recommended staffing levels, it is critical to consider these positions, as they have already been budgeted and allocated. Additionally, because the analysis is now referring to the number of *authorized* positions, any current vacancies in patrol should be considered part of patrol staffing levels.

The following table shows the most optimal allocation of the planned increases to staffing levels, as well as the additional officer positions needed in order to meet the proactivity targets of 35% in Regions, I, II, III, and IV, and 69% in DTAC:

Officer Positions Needed
(After Planned Staffing Level Changes)

Region	Current Ofc. (w/ vacancies)	Ofc. Added 10/1/16	Ofc. Added 10/1/17	Additional Ofc. Needed	Total (w/ new positions)
DTAC (Dtwn.)	88	0	0	+ 4	92
Region I (C)	129	12	10	+ 13	164
Region II (N)	160	12	10	+ 18	200
Region III (E)	134	11	9	+ 12	166
Region IV (S)	145	12	10	+ 19	186
TOTAL	656	47	39	+ 66	808

As no corporal positions are being added within the 86 positions that are already planned for deployment over the next two years, the only step involved in this process is to subtract the current number of authorized corporal positions (including vacancies) from the recommended levels in each region:

Additional Corporal Positions Needed
(After Planned Staffing Level Changes)

Region	Current Cpl. (w/ vacancies)	Additional Cpl. Needed	Total (w/ new positions)
DTAC (Dtwn.)	8	0	8
Region I (Central)	14	+ 2	16
Region II (North)	16	+ 2	18
Region III (East)	14	+ 2	16
Region IV (South)	16	+ 2	18
TOTAL	68	+ 8	76

In summary, the recommended staffing level changes amount to an additional 66 officers and 8 corporals beyond any that have already been authorized, including those that are either currently vacant or those that are planned for deployment over the next two years. These changes are independent of any increases in call diversion through the deployment of CSOs.

Recommendations:

Increase the number of staff allocated to each region by adding the following positions:

- *DTAC (Downtown): 4 officers*

- *Region I (Central): 13 officers and 2 corporals.*

- *Region II (North): 18 officers and 2 corporals.*

- *Region III (East): 12 officers and 2 corporals*

- *Region IV (South): 19 officers and 2 corporals.*

These changes result in a net increase in the number of positions allocated to patrol by 66 officers and 8 corporals.

(6) Impact of Population Growth on Staffing Needs

Austin is still growing at a rapid rate, a trend that is expected to last well into the future. Official growth estimates produced by the City of Austin Demographer place the city's population at above the one million mark by 2020, as shown in the table below:

Austin Growth Projections, 2016 – 2020

Year	Total Pop.	+ / –
2016	926,426	
2017	949,587	
2018	970,952	
2019	987,944	
2020	1,002,763	
5YR Change	8.2%	
3YR Avg. Growth Rate	**1.8%**	

As evidenced by the declining size of the green bars in the rightmost column, the actual per-year increase in residents slows somewhat by 2020, although the annual rate of growth is maintained at 1.8% on average through the last three years in that period, from 2018 to 2020. These numbers possess significant implications for staffing needs, as additional residents will generate increased service needs throughout the city. In

order to determine the magnitude of the changes to staffing needs that will be brought

about by growth in the near future, the following assumptions are made:

• It is assumed that the rate at which calls for service are generated per capita is maintained at its current level of **395.7 calls per 1,000 residents**.

• The average total amount of workload involved in handling each call for service, including both primary and backup unit time, is assumed to remain at the same rate of **116.5 minutes per incident**.

• It is assumed that net availability remains at current levels.

Using these factors, the total workload can be estimated at the projected future

population levels. To calculate expected workload hours, population estimates are

multiplied by the rate of calls generated per person (.3597, as shown above), and the

product is then multiplied by the number of minutes on average per incident. This result

is then divided by 60 to convert the unit from minutes to hours.

With the workload determined, staffing needs can then be determined based on

the number of available hours needed to achieve targeted proactivity levels. The results

of these calculations are displayed in the table below:

Estimated Patrol Workload Increases from Population Growth

Year	Est. Population	Est. Workload Hours	% Workload Growth
2016	926,426	712,005	–
2017	949,587	729,709	**+2.5%**
2018	970,952	746,127	**+2.2%**
2019	987,944	759,184	**+1.8%**
2020	1,002,763	770,572	**+1.5%**

In total, community-generated patrol workloads are projected to grow by

approximately 8.2% from 2016 to 2020. The staff needed to compensate for these

changes may then be determined from the proportion of growth in total workload hours

to the number of authorized patrol officer positions. For the purposes of this analysis, it

is assumed that the staffing recommendations made earlier in this chapter have been implemented.

These estimates are shown in the table below, using the results of the calculations presented previously:

Additional Officers Needed to Accommodate Workload Increases, 2016 – 2020

Year	% Workload Growth	Ofc. Needed	Ofc. +/–
2016	–	797	–
2017	+2.5%	817	+ 20
2018	+2.2%	835	+ 18
2019	+1.8%	850	+ 15
2020	+1.5%	863	+ 13

The results of this analysis show that on average, 16.5 officers should be added per year from 2017 to 2020. These changes assume that the previous staffing increases are implemented, but are independent of other staffing recommendations in the report, such as the addition of CSOs and the transfer of some DR positions into patrol roles.

Recommendation:

In addition to the staffing recommendations made in the previous section, add the following number of officer positions over the next four years in order to accommodate increases in patrol workload that will result from the city's population growth as well as to maintain appropriate levels of 'proactive' or 'community engagement' time:

- *2017: 20 officers*

- *2018: 18 officers*

- *2019: 15 officers*

- *2020: 13 officers*

These positions should be deployed to the regions as determined by the rates of growth in community-generated activity by area.

(6)   Reference Maps

The following two pages provide citywide views of two maps provided earlier in the regional patrol analysis sections: Calls for service for service by beat, as well as call volume by census block.

CFS by Census Block
Citywide

fewer calls ————————— more calls

ADAM

EDWARD

BAKER

IDA

CHARLIE

GEORGE

DAVID

HENRY

FRANK
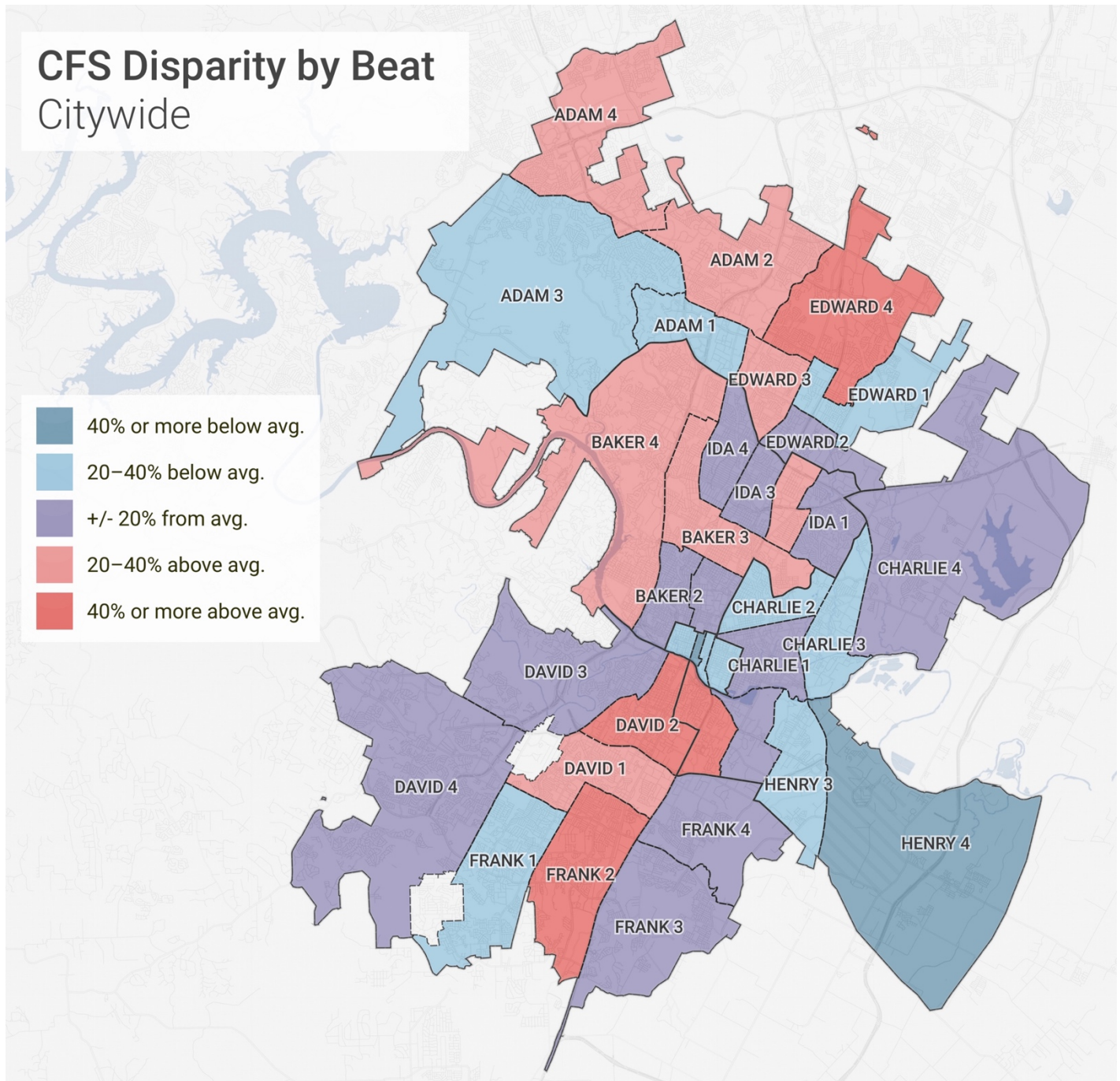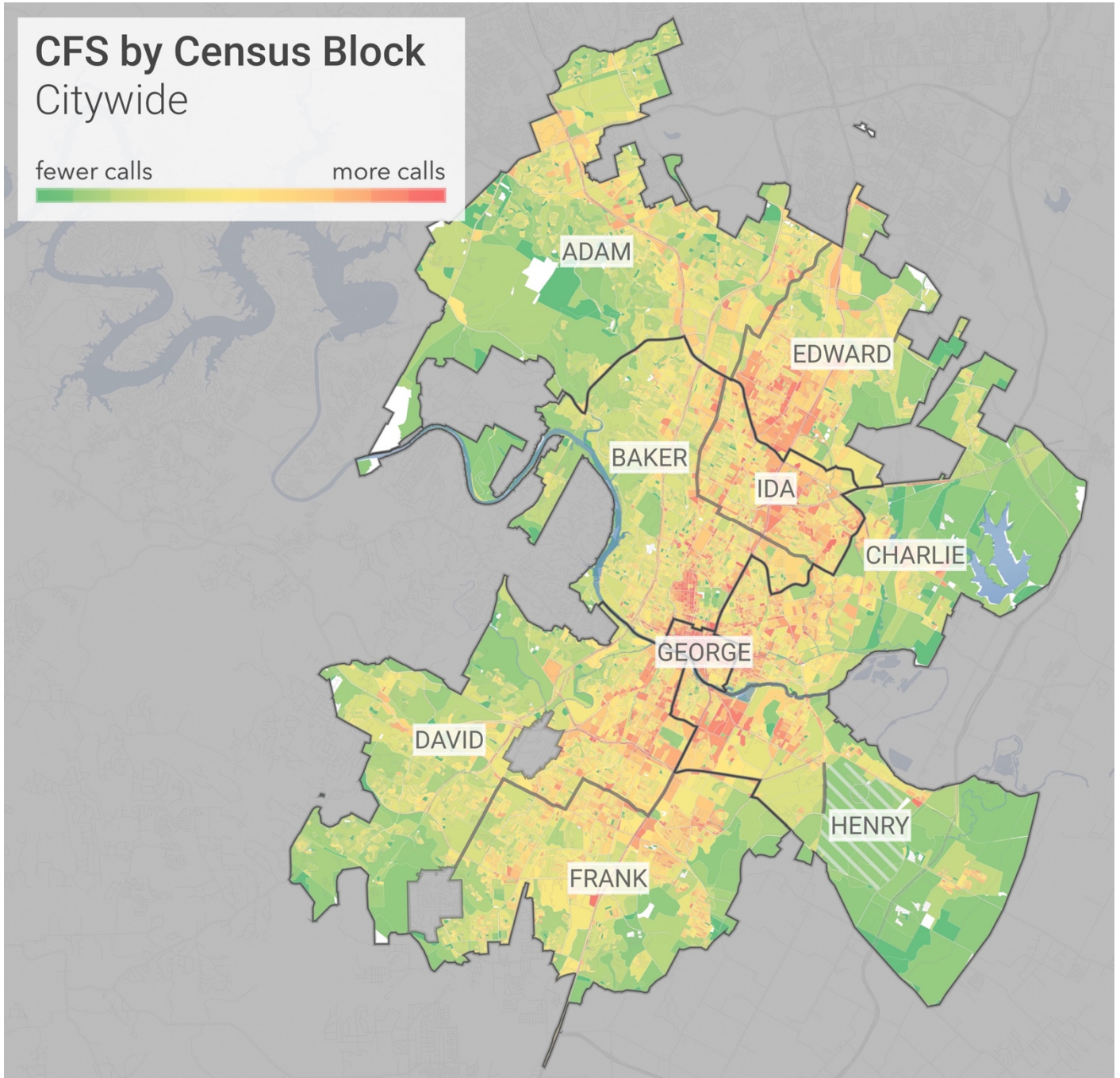
6. DISTRICT REPRESENTATIVES AND OTHER COMMUNITY SUPPORT UNITS

In addition to field patrol services, the Austin Police Department staffs several centralized and decentralized specialty units that provide support to patrol field operations and also have responsibility for other work tasks, projects and assignments. This chapter provides a detailed look at the staffing, workload and field support functions provided by these units.

1. DISTRICT REPRESENTATIVES PROVIDE VALUABLE DIRECT AND SUPPLEMENTAL FIELD SERVICES

The project team met with District Representatives (DRs) in the Downtown Area Command (DTAC) and the other Regions to understand their duties, tasks and assignments as well as any special projects for which they are responsible. The DRs work dayshift hours and provide coverage Monday – Friday and at other times as needed for special events. The number of DR Officers assigned to a Region generally corresponds to the number of Districts in the Region, for example DTAC is only comprised of four Districts so has a fewer number of DRs.

District Representative Unit Staffing

Region	Sergeant	Officer
DTAC	1	4
Region I	1	8
Region II	1	8
Region III	1	9
Region IV	1	6
Total	**5**	**35**

The actual staffing level is normally lower than the authorized level shown above due to positions that are vacant. Currently there is one vacancy in DTAC and one vacancy in Region III.

(1)   Roles and Responsibilities of District Representatives.

The primary duties of the DRs are to handle workload tasks to relieve the regular Patrol Officers from some repetitive calls and problem areas that do not have a short term solution. There are commonalities of work for all of the DRs citywide but some job tasks and issues vary from Region to Region. For example, in DTAC most of the problems and issues are related to the homeless population, as the primary service agencies such as ARCH (Austin Resource Center for the Homeless) that provide services to the homeless, are located in the downtown area.

The specific tasks include handling the 'quality of life' and other complaints from residents or businesses, referrals from Patrol Officers and City Council members. The complaints are received by email, phone, in person and through 'Council Action Forms' when referred from a member of the City Council or their staff. It can also be said that any police related problem or issue that doesn't "fit" somewhere else will be assigned to a DR unit.   The following list includes some of the tasks assigned to District Representatives:

- Special events, including Run with the Heroes, Blue Santa, Bicycle Rodeos, Community College Spring Break Expo, back to school "Back Pack" event, career day at Austin schools, Black History Month presentations, National Night Out, Shop with a Cop, the annual APD Explorers Convention.

- Safety talks and information for children (e.g., Stranger Danger), daycare facilities, college students (Apartment Orientation and Safety class), women's personal safety, senior citizen safety talks.

- Safe Kids Child Seat installations and inspections.

- Yard parking enforcement and other parking problems.

- Burglary of vehicle (BOV) parking lot security initiatives.

- Liaison with the PIO Office regarding media communication on various issues.

- Commander's Forums coordination and discussion.

- Neighborhood cleanups and Greenbelt cleanups (work with Park Rangers), assist TXCOT with underpass cleanups.

- Councilmember monthly Town Hall meetings (4 Districts).

- Assisting in the establishment and maintenance of Neighborhood Watch Groups and business association groups.

- Assisting with staffing and security for festivals and events such as South by Southwest, Lone Star Custom Car Show, VIP visitors, etc.

- Special Olympics Games (summer & winter)

- School related tasks: Meet and Greet, school safety checks, truancy enforcement and prevention; officer / student mentoring, teach GREAT (Gang Resistance Education and Training)

- Revitalization Austin projects: Colony Creek, Central East and Montopolis; Restore Rundberg monthly meetings and walking beats.

- NAACP Brick by Brick / Building Bridges Community meetings (weekly).

- Assist with Active Shooter Presentations, provide 'open carry' presentations to City Staff and the public.

- Sound and noise ordinance enforcement.

DRs and DR Sergeants also attend various meetings regarding projects or issues in their assigned areas; these include City Council meetings, business association meetings, Neighborhood Watch meetings and various social service agency meetings. Other assignments that are primarily handled by the DRs include tours of the police facility, various crime prevention talks and coordination of the Community Court (DTAC only). The Community Court is a process used to handle low level and first time

offenses in the downtown area such as panhandling, trespassing and alcohol related violations.

One of the services and mitigation measures used by DRs is a crime prevention survey for businesses to evaluate whether additional measures should be taken to improve safety. DRs are trained in the CPTED (Crime Prevention Through Environmental Design) model and use this crime prevention survey process in their evaluation of the business property and practices. The CPTED survey evaluates a variety of safety factors including lighting, shrubbery, fencing, access, employee parking lot locations, etc.

Another recent, significant change for all DR units is the new task of handling the abandoned vehicle program for the APD. It first involves a response to mark and tag the vehicle and then a return response days later to follow-up to determine if the vehicle is gone or needs to be removed (towed). This task should only require about two hours per week to complete (based on dividing the work of the two Officers that were assigned fulltime to handle abandoned vehicles citywide) but DRs indicate that there is a backlog of abandoned vehicle complaints that they are trying to address and resolve. As a result, in some areas of the city with a higher number of abandoned vehicles it is taking significantly more than two hours per week to adequately address this issue, and can consume eight or more hours per week.

DRs are also at times assigned to work other APD initiatives, which impact their primary job tasks. For example, last year all DRs were assigned to work one day a week on traffic related complaints; but this task is not currently required. However, to assist patrol with its workload, all DRs (also Metro Tac and Detectives) are re-assigned to work patrol one week per quarter. Additionally, there are various other projects and

initiatives that are assigned to the DRs that have an impact on their workload. The most significant impact resulting from the additional tasks and duties is the reduction in the amount of proactive patrol in their Districts. In the downtown area this proactive time was used to provide a visible presence and also address specific problems such as aggressive panhandling and bicycle thefts.

The primary way that the DR Units track their work on referral complaints is a computerized system called "issues tracking" which is available on the APD intranet. This system is used by the administrative staff, Sergeants and Officers to log the complaints and document their work on them. This system provides a historical record so that if the same complaint comes up again they can look back several years, if necessary, to find out what actions were previously taken.

(2)   The Community Survey Revealed Overall Satisfaction in Personal Contacts with District Representatives with the Exception of One Council District.

The project team used several methods to obtain input from the community on the services provided by the police department and the delivery of the services by staff. A total of 1,687 residents and business owners completed the written Community Survey asking their opinions and about their experiences with regard to the police department.

In the city of Austin, just over 24% of respondents reported that they had contact with a District Representative in the last year and 41% said that the contact was positive (the percentages in all but two Council Districts varied from 36% to 46%) and just 8% said that it was negative (varying from 0% to 13% in all but one Council District). The two Council Districts that varied significantly from these overall averages for the City were District 1 and District 4. In District 1 a significant 67% of survey respondents said their contact with a DR was negative and only 27% said that it was a positive encounter,

while in District 4 over 59% of respondents reported positive contacts and just 7% reported the contact with the DR was negative.

In the next section the project team analyzes the feasibility of using a combination of sworn District Representatives and civilian staff to provide the services of these work units.

(3)   A Combination of Sworn DRs and Civilian Staff Will Provide a More Efficient Delivery of Services.

Some of the tasks performed by DRs do not require a sworn officer to handle them. Two of the other police agencies surveyed for this project (Arlington, Texas and Denver, Colorado) use a combination of sworn and civilian staffing for positions specifically assigned to community policing units such as the APD's District Representatives.[10]   Tasks that could be handled by civilian staff include crime prevention talks, Neighborhood Watch meetings and program coordination, CPTED surveys and evaluations, tours of the police facility and the abandoned vehicle program. The following table shows a list of the specific tasks performed by District Representatives and the tasks that could clearly be performed by civilian staff.[11]

Job Task	OK for Civilian
Abandoned Vehicle enforcement / towing / abatement	✓
Yard Parking enforcement; other parking problems	✓
Burglary of vehicle prevention – parking lot walk through initiatives	✓
Commanders Forums – discussion with DR's (breakout sessions)	✓
Assist in forming and maintenance of neighborhood and business associations such as Neighborhood Watch	✓

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[10] The other surveyed agencies, Fort Worth, San Antonio, Portland (OR) and San Diego do not use civilian staff.

[11] The project team used the list recently developed by APD management that lists the DR duties and identifies the ones that could be performed by civilian staff.

Job Task	OK for Civilian
Neighborhood Watch training	✓
Formal & informal security surveys of commercial and residential properties (CPTED)	✓
COA Council Person Monthly Town Hall (three Districts)	✓
Community Neighborhood Watch and Community Meetings	✓
Neighborhood / Business Safety Fairs	✓
Neighborhood cleanups; work with Park Rangers in Greenbelt cleanups	✓
Handle quality of life issues; document problem solving efforts and maintains long term problem solving techniques.	✓
Safe Kids Child Seat Installation/Inspection	✓
Special events: bicycle rodeos, Blue Santa, Run with the Heroes, Austin Community College Spring Break Survivor Expo (Eastview and Riverside Campus), back to school "Back Pack' event, Black History Month Presentations, ADL / AME religious community outreach seminars	✓
VIN Etching initiatives (vehicle theft prevention)	✓
Safety talks: annual College Student Apartment Orientation, Senior Safety Presentations, Women's Safety Presentations, Safety Presentations to children (e.g. Stranger Danger)	✓
S.A.L.T. Seminar (Seniors in Law Enforcement)	✓
Annual LBJ Prom Night DWI / FV awareness seminar	✓
Communicate with the public and media, assist the DR Sergeant with writing nextdoor.com information and other forms of social media	✓
Sends updates to PIO for the district representative web page; provides PIO with information for press releases	✓
Long term Sustainable Planning for crime issues	
Citizen dispute resolution	
Respond and address LE issues related to 'Council Action Forms'	
Support and assist patrol personnel with complex and recurring issues and problems	
Patrol backfill, traffic enforcement	
Assist patrol during emergencies	
Special events: National Night Out, Shop with a COP, Juneteenth Festival (Rosewood Park), PALS Program	
Security for Special Events (e.g. Texas Relays, SXSW, UT football games, Lone Star Car Show, MLK parade, Virgin de Guadalupe parade), tax free weekends	

Job Task	OK for Civilian
Towing of vehicles, work with abatement unit on abandoned vehicle problems that require abatements	
Blanket Criminal Trespass Notice (Enforcement); noise ordinance enforcement	
Assists the metro tactical unit as needed; conduct public order crime initiatives, conduct Directed Patrols	
Detail Protection for officers and dignitaries (Judge detail, Officers Hospital, VIPS)	
Assist TXDOT with underpass cleanups; property owners with transient camps	
Work with AFD, Code Enforcement and other city departments (e.g. West Campus PACE, STR)	
Deploys and operates unit ATVs as needed in greenbelt areas and static displays	
Active Shooter/Safety presentations	
Open Carry Presentations to City Departments and Public	
COA Revitalization Austin – Colony Creek, Central East, Montopolis special projects	
R.E.A.D (Rundberg Educational Advancement District) Officer-led programs / meetings	
R.E.A.D at Risk Youth Meetings / Law Enforcement Side	
R.E.A.D School traffic enforcement, safety checks	
Community meetings, safety fairs, and HOA meetings.	
Restore Rundberg monthly meetings, walking beats	
Weekly NAACP Brick-By-Brick / Building Bridges Community Meeting	
Work with Refugee and Immigrant Services organizations (Caritas, Advance, Texas Refuge Project)	
AISD Career Day at approx. 40 plus schools in Command	
Officer / student mentoring	
Annual "Bike to School" event - provide escort/traffic control during route	
Assisting with Truancy issues in area Schools	
Dobie Middle School Leadership Program; teach GREAT drug education	
Meet and Greet in Schools (Officer/Patrol car)	
At Risk Youth Outreach- Community in Schools	
Back to school - school zone initiatives	

Job Task	OK for Civilian
Annual "No Place for Hate" outreach	
Annual APD Explorers convention	
Daycare "Community Helper" (Show-n-Tell)	
Annual Special Olympics (Summer/Winter games)	
Annual University Texas Safety Coalition	
"Blue Guardian" Helping hands foster home outreach; "My Brother's Keeper" program	

This is a fairly comprehensive list of job tasks and duties and the check marks in the first section show the tasks that were identified by APD management that could be performed by civilian District Representatives. The project team believes that a percentage of current sworn DR Officers should be converted to civilian positions (field civilians handling appropriate Patrol workload was also discussed in the previous Chapter on Patrol Operations). The project team is aware of the current budget proposal to convert 75% of the sworn DRs to civilian positions, but believes there is a need for more sworn DRs than are provided in this budget proposal. Additionally, due to the work of DTAC with the homeless issues in the downtown area, the four sworn DRs assigned to DTAC should all remain sworn positions but DTAC should also be staffed with at least one civilian position to assist with its duties.

The project team believes that approximately one-third of the sworn DR positions should be converted to civilian positions. This is significantly fewer than proposed in the budget submittal but the project team believes it is prudent to take a more measured approach to implementing a civilian DR staffing. This will allow time to train and integrate civilians into the program and will help to reduce any unforeseen and unintended consequences of converting the majority to civilian positions.

This type of civilian position is commonly called a Community Service Officer (CSO) and works closely with sworn staff in common support of field work. The following table shows a recommended sworn and civilian staffing distribution for the five DR work units.

District Representative Work Units – Sworn and Civilian Staffing

Region	Current Staffing		Recommended Staffing		
	Sergeant	Officer	Sergeant	Officer	CSO
DTAC	1	4	1	4	1
Region I	1	8	1	5	3
Region II	1	8	1	5	3
Region III	1	9	1	6	3
Region IV	1	6	1	4	2
Total	**5**	**35**	**5**	**24**	**12**

The project team recommends the 11 Officer positions be transferred to Patrol Operations to provide additional staffing to increase the level of available proactive time for Patrol Officers.

The Community Service Officers assigned to these DR tasks would work closely with the CSOs assigned to Patrol Operations and assist each other as needed to complete the work[12].

(4)   District Representative Work Units Should be Managed by a Dedicated Lieutenant Responsible for Overseeing Implementation of Formalized Community Oriented Policing Program.

As evident from the description of the roles and responsibilities listed earlier, the District Representatives provide a wide range of "other" police services, crime prevention services and social services to the Austin community. In many ways they

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[12] The Patrol positions and DR positions should be the same job classification so that shared work and transfers between units can be easily accomplished.

provide the link and liaison between the APD and other City Departments, the City Council, residents, businesses and social service groups working in Austin.

However well-connected individual Sergeants and Officers may be to residents or members of the business community, there is not a consistent and formalized "community policing" methodology in place in the APD. Each District Representative operates solely under the direction and guidance of the Region Commander. While local control of this important work group is important to ensure needs in the Region are addressed there also should be centralized oversight, coordination and responsibility. One of the goals of a centralized approach should be to increase the percentage of times that residents report their contact with the DR was "positive" and also to achieve a reasonably consistent "positive" contact level city-wide.

Austin should implement a formalized Community Oriented Policing program, and the District Representative work units are the key groups to lead and guide the APD in a successful implementation and cultural change in the organization. A Lieutenant is needed to provide the consistent philosophy and guidance in the implementation of the COP program. Important tasks include developing an overall framework for seeking community input through the identification of stakeholders in each Region that are willing to work with the Police Department over the long term – this group will be referred to as the Project Team. Once these stakeholders are selected, there must be an input process to identify the highest priority needs that will result in projects, goals and work tasks that should be accomplished. Integrated with a COP plan is regular reporting back to the Project Team regarding the measurable results (successes or failures) of the work tasks and making adjustments to the plan or tasks in an effort to realize the project goal.

A coordinating Lieutenant is also needed to ensure that the District Representatives are coordinating efforts with Patrol Officers, so that the identified COP projects are not developed outside of Patrol, but in consultation with District Patrol Officers. This needs to occur in all five Regions equally so that the implementation of COP is consistent from Region to Region. In order for this to be accomplished and implementation of "silos" avoided, the program needs centralized coordination and cooperative control (with the Regional Command) so that all APD Command staff, Lieutenants, Sergeants and Officers feel they have involvement in COP rather than just the District Representatives. Successful implementation of this COP effort reasonably requires one Lieutenant assigned fulltime to accomplish this in all five Regions.

If this approach is adopted by the Police Department and the City it will result in a fundamental change in the way the APD provides services to the community. The identified projects, goals and methodology will be a cooperative effort of police and community partnerships. This is a brief explanation of an overall community policing philosophy that will necessarily transform the organization, as it is a fundamental change to routine police department community service methodology.

Recommendations:

The District Representative Units should be re-focused to implement a community policing effort, by identifying and forming stakeholder groups that will identify issues to address, develop and implement effective responses to the identified problems, and provide feedback to the Project Team.

Staff a new Lieutenant position to implement and coordinate the transition to a formal Community Oriented Policing program.

Add 12 civilian Community Service Officers and re-assign 11 of the sworn District Representative positions to Patrol Operations.

2.   OFFICE OF THE COMMUNITY LIAISON

The Office of Community Liaison (OCL) works closely with District representatives at neighborhood functions and meetings upon request.   The OCL manages major fundraising efforts to support Austin's less fortunate families.   Liaison officers are also assigned to improve relations and represent the needs of Austin's diverse and special interest communities.

The OCL was created in 1997 to increase community awareness and understanding of the mission of the Austin PD. Community Liaisons work with special interest groups (Hispanic, Asian, African American, Faith Based and LGBT communities) and support District Representatives in four areas of the city. The OCL's staff are funded, but all programs receive funding through donations to two 501(c)3's: OCL Corporation and Operation Blue Santa.   Each of which operates under a board comprised of business representatives and citizens.

Other programs include Communications Facilitator, Volunteers in Policing, National Night Out and Operation Blue Santa – which donates tens of thousands of toys to underprivileged children and youth throughout the community.   The OCL provides the department with a vital link to diverse community groups in its efforts to increase community policing partnerships and problem solving.   This is a bilateral partnership and not just focused on positive relations.   It is focused on understanding one another and treating all of those involved with respect.

(1)   Duties and Responsibilities of Staff

A civilian manager reports directly to a Commander and oversees the overall operations and administration of the OCL.   An administrative specialist provides clerical support.   The manager is responsible for the day to day operations and supervision of

community liaison officers and volunteers. Duties include coordinating work schedules,

employee evaluations, performance reviews, budgeting and reporting. The manager is

a representative of the Chief of Police for Operation Blue Santa, serving on the Board of

Directors as treasurer. Most of the manager's time is spent working with APD staff,

other city agencies and donor organizations to support the OCL's fundraising efforts for

less fortunate families.

Nine Community Liaison Officers work with citizens representing Austin's diverse

and special interest groups. Liaisons are constituent- and geographic-based. They

work closely with District representatives on activities in their respective geographic

area. They also spend considerable time attending meetings and public events at the

request of constituent communities. Liaisons are responsible for coordinating the APD's

National Night Program. National Night is a popular community policing program

designed to strengthen neighborhood spirit and police-community partnerships. This

program is nationally recognized.

(2)   OCL Outreach and Diversity

Community Liaisons work to bridge communications with the APD by

establishing collaborative partnerships to address issues. Liaisons spend much of their

time working with churches or businesses in their region when community requests or

events deserve attention. They are the APD's point of contact for the African American,

Hispanic, Asian, LGBTQ, and Faith Based communities.

Liaisons are able to reach out to community leaders in their constituency and

discuss questions or concerns of community members. In the case of crisis, such as a

police shooting, the relationship with liaisons contributes to maintaining calm among

constituent communities while police address the issue. While Liaisons are busy in their

communities, most do not have a group or board of constituents they meet with on a regular basis to discuss issues.

The Community Liaison Corporation funds an annual Summer Leadership Program for middle school aged youth and a Leadership in Knowledge and Support (LINKS) program for older youth. These programs seek to promote positive relations between the APD and Austin's diverse communities. The OCL coordinates the curriculum, which involves team activities and field trips designed around personal, civic, social and educational development.

The Summer Leadership Program curriculum focuses on leadership, teamwork communications skills and improving self-esteem. LINKS is a low cost program for high school aged youth. In partnership with III Corps Fort Hood, AISD and other organizations, LINKS seeks to improve students' leadership skills and to engage them in community service.

The Community Liaison Corporation struggled with funding both programs in 2015, resulting in cancellation of the Summer Leadership Program and ending LINKS halfway through the program. The OCL is working with Community Liaison Corporation on ideas to increase funding.

Volunteers in Police Service (VIPS) outreach efforts strengthen community relations and partnerships. The OCL is the APD's point of contact for police volunteers. The APD utilizes VIPS in a variety of assignments including communication facilitator, Clergy, disabled parking enforcement, immigrant outreach, role play for academy scenarios and support of various units throughout the department.

Of note is the OCL's Communication Facilitator (CF) program, which provides APD officers with Spanish language translation services in the field. CF's are

volunteers and respond upon request to radio calls for Spanish speakers. CF's provide

a valuable and responsive service to officers in the field. Their services are only limited

in the fact that they are not court certified translators. The APD utilizes a Language

Interpreter Service when certified translation is needed for investigations.

(3)   Fundraising for Families in Need

Operation Blue Santa is the OCL's largest fundraiser and is in its 43rd year of

operation. Private corporation partnerships form a foundation for operation and result in

outreach to 14,000 less fortunate children and families annually, which includes holiday

gifts and a meal. APD District Representatives, Police Explorers, PAL, APD volunteers

and local Residents donate more than 12,000 volunteer hours annually. Each year,

Chuy's Children Giving to Children parade is attended by 20,000 Austin residents who

donate more than 5,000 toys for needy children, which are donated to Operation Blue

Santa's effort.

In 2015, the OCL received 8,500 applications for assistance from needy families.

The APD and City employees come together and utilize three substations; one Church

and the OCL's office assemble and deliver orders to families using employee and

volunteer private vehicles.

(4)   Community Policing Issues

**(4.1) Community Liaisons Address Issues and Concerns of Constituent
        Communities on an as Needed Basis.**

All Liaisons should establish a working group for their assigned constituent

community and formally meet to discusses issues and ways to improve services. This

will allow Liaisons to identify issues more quickly and plan strategically with constituent

communities.

(4.2) Youth Camp and LINKS Provide Less Fortunate Youth with a Unique Opportunity to Learn about Leadership, Teamwork and Importance of Community Service.

Youth oriented programs are a significant positives for the community and the Police Department. Funding of these important community based youth programs should continue to be a priority for the APD.

(4.3) The OCL Is a High Priority Community Service Unit.

Reporting of activities and performance measures should occur annually at a minimum and be posted on the APD's website.

(4.4) The OCL's Working Relationship with DRs Is Vital to Building Community Trust and Respect.

These two Units are the most identifiable community policing efforts at the APD. While the Units work well together, DR workloads prevent officers from participating in many OCL activities with constituent communities. The APD should find ways to relieve DRs of non-essential tasks that prevent them from performing one of their primary responsibilities.

(4.5) Public Safety Is an Essential Element of COPPS.

The OCL is unable to provide non-English speaking constituent communities with crime prevention materials due to lack of funding for translation. The APD should explore ways to address this issue.

(5)   SUMMARY OF FINDINGS

Potential Issues Area	Police Academy Findings
OCLs work closely with constituent communities in response to issues and crisis.	The OCL should establish a formal board or committee representative of constituent members to meet formally on a quarterly basis minimum to discuss any issues and ways explore ways to improve service.
OCLs sponsors youth leadership camps for less fortunate youth.	A lack of funding resulted in 2015 leadership programs being either cancelled or curriculum shortened.
OCLs provides Command Staff with periodic reporting of activities and performance.	The OCL is a high profile area due to its importance in establishing community trust and respect. Annual reporting should be accomplished annually at a minimum.
OCLs supports requests from DRs to participate in neighborhood events	DRs participate in major fundraising events but due to workload are often unavailable to participate in constituent neighborhood events.
OCLs publishes some crime prevention materials in Spanish	The OCL lacks the funds to publish crime prevention materials in the non-English constituent communities. A limited number of materials are produced in Spanish as a result of volunteer efforts.

Recommendations:

Establish formal boards or committees for each constituent community that meet with liaison on a quarterly basis minimum to discuss issues and ways to improve service.

Explore ways to fund Youth Camp and LINKS programs

Provide Annual Reports of OCL activities and performance.

Continue to work closely with DRs to support neighborhood events.

The APD should fund the publication of crime prevention materials for non-English speaking constituent communities.

3.   POLICE ACTIVITIES LEAGUE (PAL)

PAL is a nationally recognized police program that reaches out to less fortunate children and youth in the community and offers the opportunity for mentorship, anti-drug training (GREAT), involvement in sports activities and leadership.   The APD's PAL program operates as a 501(c)3 corporation in association with the National Association of Police Activities Leagues. This Community Policing Program provides thousands of Austin's elementary and middle school kids with the opportunity to participate in PAL sports, activities and clinics annually.

The mission of PAL programs is to promote strong and positive attitudes of youth towards law enforcement through sports activities and to mentor youth so they have a chance to be successful in life.   PAL's main goal is to prevent juvenile delinquency and violence by building bonds through athletics, wellness and education programs.

(1)   Duties and Responsibilities of Staff

The administration of the PAL/Explorer programs is guided by the APD SOP. A Sergeant oversees all operations and administration of both programs and reports directly to a Lieutenant. Duties and responsibilities include monthly reporting on activities and events for both programs. The Sergeant represents the APD at meetings with other law enforcement agencies, social organizations, events and media related to PAL/Explorer activities.   The Sergeant is also a member of PAL and provides board members with updates on events and the budget at meetings.

The Sergeant directly supervises three PAL Officers and Two Explorer Officers who coordinate and administer activities and events. Officers for each program work closely with parents and program volunteers who are subject to established guidelines

for the program. The officers also coordinate the use of volunteer off-duty officers for PAL/Explorer programs and events.

(2) PAL Outreach

The APD works in partnership with the City of Austin Parks and Recreation department, YMCA and other organizations to provide youth with a wide variety of PAL programs. Thousands of Austin's less fortunate youth (girls and boys) are able to participate in athletic sports and activities, where most would not otherwise have this ability.

PAL and volunteer officers work closely with youth, mentoring them in life's skills and community service. Parents are also recruited to work alongside officers in coaching soccer, basketball and boxing programs. This positive influence with police officers engenders positive values and attitudes about police by youth and parents alike.

The APD uses social media (Twitter and Facebook) and the department's PAL website to recruit interested youth. This community policing and outreach effort has received high praise from parents and supporting organizations. The APD's PAL program also operates its own dedicated website.

Youth involved in the PAL program engage in community outreach through community service. PAL participants volunteer time to assist the OCL with Operation Blue Santa and Chuy's Parade during the holiday season. This public service benefits thousands of Austin's less fortunate families.

(4)   Summary of Findings

Potential Issues Area	Police Academy Findings
Working with youth takes patience and special skill sets.	There is no documented selection criteria to ensure officers are well-suited for the position.
Austin provides an opportunity to recruit youth representing many cultures, nationalities and languages.	Recruiting information is limited to the English Language.
The PAL program exhibits positive police-community relations and COPPS principles.	The program does not produce an annual report documenting its program and successes.

Recommendations:

Develop a policy that addresses officers volunteering their personal time to APD programs.

Develop methods to recruit youth in languages representative of Austin's diverse community.

Produce an annual report that highlights PAL successes and community policing principles.

4.   POLICE EXPLORERS

The APD sponsors two Explorer Posts of 17 youth each, and provide uniforms, equipment and travel to events in order to accommodate the participation of under-privileged youth. The APD's Explorer program participates in several regional and national competitions against other police explorer programs. The APD will host the State explorer competition this year, where 80 teams from other agencies will compete in a number of activities including, shooting, forensics and traffic stops. APD officers mentor youth during their explorer experience and the program gives back hundreds of hours of community service, including support of the OCL's Operation Blue Santa program.

Police Explorers is a police program sponsored by the Boy Scouts of America. Youth 14-20 years of age are introduced to a career-oriented program that is designed to help young people develop into mature, caring and responsible adults. The focus of police exploring is on "learning for life" programs centered on developing social and life skills that assist in character and career development. Explorers are introduced to the policing profession through an intensive 3-week academy run by police officers.

(1)   Duties and Responsibilities of Staff

The administration of the PAL/Explorer programs are guided by the APD SOP. A Sergeant oversees all operations and administration of both programs and reports directly to a Lieutenant. Duties and responsibilities include monthly reporting on activities and events for both programs. The Sergeant represents the APD at meetings with other law enforcement agencies, social organizations, events and media related to PAL/Explorer activities.

The sergeant directly supervises three PAL Officers and Two Explorer Officers who coordinate and administer activities and events. Officers for each program work closely with parents and program volunteers who are subject to established guidelines for the program.   The officers also coordinate the use of volunteer off-duty officers for PAL/Explorer programs and events.

(2)   Explorer Outreach

The APD sponsors two Explorer Posts (998 and 1000), each consisting of 17 youths. The APD provides uniforms, equipment and travel to Explorer events in order to accommodate participation by under-privileged youth. APD officers mentor youth during their explorer experience and the program gives back hundreds of hours of community service, including support of the OCL's Operation Blue Santa, Chuy's

Parade and District Representatives National Night Out crime prevention program. These programs epitomize the principles of community policing.

Interested applicants can apply for the program on the APD's website as well as via a website dedicated to the Explorer Program. The Explorer program also manages a robust Facebook site that includes a blog, photos and videos of explorers engaged in training, events and competitions.

The Explorer Program is working to increase the number of minority youths in the Program.

(3)   Explorer Academy

The academy is the highlight of the police explorer experience. It provides youth with an overview of police work and engages youth "hands-on" in many areas of the department's training. Police Explorers participate in several regional and national competitions against other police explorer programs.   The APD will host the State explorer competition this year where 80 teams from other agencies will compete in a number of activities including, shooting, forensics and traffic stops. The academy is an excellent means of growing youth interest in a law enforcement career.

(5)   Summary of Findings

Potential Issues Area	Police Academy Findings
Working with youth takes patience and special skill sets.	There is no documented selection criteria to ensure officers are well suited for the position.
Austin provides an opportunity to recruit youth representing many cultures, nationalities and languages.	Recruiting information is limited to the English Language.
The PAL program exhibits positive police community relations and COPPS principles.	The program does not produce an annual report documenting its program and successes.

Recommendations:

Develop a policy that addresses officers volunteering their personal time to APD programs.

Develop methods to recruit youth in languages representative of Austin's diverse community.

Produce an annual report that highlights Explorer successes and community policing principles.

5.   THE METRO TAC WORK UNITS COORDINATE WITH PATROL OPERATIONS AND DETECTIVES.

The other significant resources attached to all five Regional commands are the "Metro Tac" Units. All Metro Tac Units' normal schedules are Monday thru Thursday or Tuesday thru Friday and each week they typically work two 'day' shifts (beginning at 1300 hours) and two 'evening' shifts (beginning at 1600 hours). The following table shows the authorized staffing level of these units.

Metro Tac Unit Staffing

Region	Sergeant	Corporal	Officer
DTAC	1	1	12
Region I	1	1	12
Region II	1	1	12
Region III	1	1	12
Region IV	1	1	12
Total	**5**	**5**	**60**

The actual staffing level is normally lower than the authorized level shown above due to positions that are vacant. As of April 2016 there is one vacancy in DTAC and Region I and three vacancies in Region IV.

The primary job tasks of Metro Tac are to focus on public order crimes (e.g., begging, soliciting, under-age drinking, etc.), burglary, auto burglary, thefts from persons and pick pocketing, robberies (downtown area and regional malls/strip malls)

and sexual assaults. Metro Tac also conducts some 'sting' operations for prostitution, auto theft, and thefts from vehicles and surveillance operations as needed for criminal investigations or to locate wanted suspects. Suspect apprehension is commonly at the request of Detectives arising out of one of their investigations. When they need to locate and arrest a suspect the Metro Tac officers are normally the ones who make the arrest for them.

Metro Tac is also responsible for coordinating many significant criminal investigations to arrest the suspect, often unknown, who is responsible for the crime(s). A recent example is the on-going investigation of the rock throwing crimes committed by an unknown suspect. The Metro Tac unit has the primary responsibility to coordinate the investigation, and to coordinate with crime analysis to develop a plan to schedule surveillance deployments during the times when the crimes have occurred. In this and other larger scale investigations, help is provided by all of the Metro Tac units.

The Metro Tac Sergeants attend the Rapid Response meetings in their Region. The meetings are run by the Commander or Operations Lieutenant and are also attended by the DR Sergeant and the Regional Crime Analysts. These are bi-weekly meetings to review crimes that have occurred, communicate the results of previous crime suppression efforts, discuss any current crime trends in the Region over the last two weeks and develop plans to address the latest trends in criminal activity. The areas of focus decided at these meetings become the 'hot spot' policing areas for Region staff.

Metro Tac Units are also used as a flexible work force to assist with special events, festivals, conventions and the regular influx of people into the downtown entertainment areas on the weekends. The assistance to DTAC is needed, as all of the

on-duty DTAC officers are needed to work fixed posts in the entertainment area. The main area is on 6th Street between Red River and Brazos Streets but has expanded into other downtown areas at the west end and also the Rainy Street area. On a rotating basis Metro Tac Units from other Regions and also Parks and Lakes Unit Officers are assigned to work the DTAC Regions to handle the calls for service and related work on these weekend nights and also to specifically patrol the other downtown entertainment areas.

One issue that has come up in the recent past is the appropriate use of Metro Tac resources – many times these types of work units end up spending the great majority of their time investigating narcotics crimes and attempting to make undercover drug buys from low level dealers. While these investigations may be appropriate in some circumstances, they most often result in little time for other important work tasks and responsibilities. APD management has recently emphasized that Metro Tac Units are not to focus on narcotics crimes unless they arise in the investigation of one of their primary duties – the project team supports this decision by management regarding the focus and mission of Metro Tac. The APD addresses the narcotics crimes in Austin through centralized narcotics crimes units operating out of the Organized Crime Division.

The project team believes that Metro Tac Units assigned to the Region are not only valuable resources for the local Commander but essential to addressing issues in the Region. The APD's Metro Tac Units are currently appropriately staffed with a Sergeant, a Corporal and 12 Officers and therefore no staffing changes are recommended. However, should the community policing process described in the

section above regarding the District Representatives be implemented, the Metro Tac

Units should be an integral part of the identified goals and work tasks.

Recommendation:

The current staffing levels in Metro Tac Units and the current mission to focus on Regional crime and hot spots should be maintained and the centralized investigative units should continue their primary responsibility to address narcotics crimes.

6.   PARKS AND LAKES UNIT

Also assigned under the DTAC area command is the Parks and Lakes Unit. The

four Parks units provide coverage from 0600 to midnight all week and the Lakes Patrol

Units provide coverage on most days from the late morning through evening hours. The

following table shows the authorized staffing level of these units. The Parks Unit is

housed in portable buildings near Deep Eddy pool. The Lakes Unit is housed at

Westlake Marina but also has vehicles to transport its boats and equipment to the other

lake and river locations.

The following table shows the authorized staffing level of these units.

Parks and Lakes Unit Staffing

Unit	Sergeant	Corporal	Officer
Park Patrol 100	1	1	8
Park Patrol 200	1	1	9
Park Patrol 300	1	1	8
Park Patrol 400	1	1	8
Lake Patrol 100	1	1	5
Lake Patrol 200	-	1	5
Total	**5**	**6**	**43**

The actual staffing level is normally lower than the authorized level shown above

due to positions that are vacant. As of April 2016 there are four vacancies in Park

Patrol Units and two vacancies in Lakes Patrol Units.

The primary responsibility is to provide a safe environment in the parks through enforcement of laws and proactive patrol of all of the park areas in the City. There are over 29,000 acres of parks and greenbelt areas in Austin and approximately 300 miles of trails. The larger parks (and where Officers spend most of their time) are Lady Bird Park/Lake, Zilker Park, Walnut Creek Park and Emma Long Park. Some of the parks include lake or river areas, but the water areas are the primary responsibility of Lakes Patrol. The main waterways patrolled by Lakes Officers are Lake Austin, Lady Bird Lake and Decker Lake.

The Parks and Lakes Officers are also used to supplement other projects and needs in DTAC. Day shift units conduct an early morning daily check of the homeless who may be sleeping in doorways of downtown businesses. They also are assigned to assist with proactive patrol and security on Friday and Saturday nights in the Rainey Street downtown entertainment area. Park Officers were also assigned to work traffic enforcement in 2015. Although these duties reduce the amount of time in performance of primary responsibilities it is important for all specialty units to provide support of the overall APD goals and objectives – in this situation providing a safe environment in the City's downtown areas.

The primary responsibilities and job tasks of the Parks Unit is response to calls in the parks and order maintenance through providing proactive patrol, often using bicycles and ATVs as their mode of transportation. Officers enforce laws and local ordinances and deal with alcohol violations, thefts and fights, but the #1 issue and complaint is dogs being off leash. Parks Officers made over 1,700 arrests and issued over 7,600 citations and warnings (traffic related) last year.

The Lake Patrol Officers employ boats and other equipment (e.g., jet skis) for their patrol work. Their primary duties are to provide proactive enforcement of boating safety regulations and "under the influence" laws. Lakes Patrol made 25 arrests and issued over 1,100 citations in the first nine months of 2015 (only partial year stats available).

The Parks and Lakes Units are under the oversight of a Lieutenant to coordinate their work efforts. The management of this group has only recently been placed in the DTAC and should remain there, as it is important for stability in command to exist so that facility and equipment needs can be adequately addressed and provided over the next several years.

Recommendation:

Maintain the current staffing level in Parks and Lakes Units and continue to use these work units as necessary in support of safety and order maintenance goals in the downtown area.

7. HIGHWAY ENFORCEMENT COMMAND

The Highway Enforcement Command (HEC) is a unit managed by a Commander and organized under the South Patrol Bureau Assistant Chief. The HEC Commander and Lieutenants provide the overall work strategy for the Unit and daily oversight of operations. The following table lists the authorized staffing of the HEC.

Staffing of the Highway Enforcement Command

Unit	Lieutenant	Sergeant	Corporal / Detective	Officer
Vehicular Homicide & DWI	1	4	12	20
Highway Response, Commercial Enforcement, Accidents, Wrecker Enforcement	1	4	7	22
Motors – Traffic Safety	1	6	1	44
Total	**3**	**14**	**20**	**86**

Actual staffing levels are normally lower than authorized levels due to vacant positions. As of April 2016 there are only two Officer vacancies in Motors.

The duties of the HEC include major injury/fatal accident investigation, drunk driving enforcement, general traffic safety enforcement, commercial vehicle and motor carrier enforcement, highway traffic accident investigation and response, and manages the STEP (Selective Traffic Enforcement Program) grant – targeting DWI and aggressive driving (approximately 100,000 tickets were written). All units only work weekdays except the DWI enforcement units. Traffic and pedestrian safety is a significant concern in Austin, as there were 102 traffic fatalities in 2015 – up from 63 in 2014. The primary goal of these work units is to impact the overall goal of reducing fatal and injury accidents in Austin, which is embodied in "Vision 0" – the vision of having zero traffic fatalities in Austin.

The evaluation in this section focuses on the Motor Units of the APD, as this work group has the most significant connection to the regional work in support of community policing functions. The primary role of the Motor Officers is to provide enforcement of the traffic safety laws and frequently work intersections and streets where there have been a high number of traffic accidents in an effort to reduce the frequency of motor vehicle accidents. They also respond to complaints from members of the public and provide appropriate traffic enforcement in response to these complaints. When needed, however, sworn staff assigned to the unit may fill-in for patrol units, typically due to either low staffing on a particular day or high-activity time periods in which patrol units are largely committed to other responsibilities.

The following table shows the level of traffic safety enforcement provided by the Motor Units last year.

Motor Units Workload 2015

Work Task	Number
Hazardous Citations	19,772
Non-Hazardous Citations	7,126
Warnings	6,267
Total	**33,165**
Traffic Accident Investigations	3,212

This table shows that the Motor Units took a total of 33,165 enforcement actions in 2015 and investigated 3,212 traffic accidents (other HEC units and Patrol Officers also investigated traffic accidents). The citation and warnings numbers equal approximately 1.1 enforcement actions per hour for a Motor Officer.[13] A frequently used standard for a traffic unit is 1 enforcement action per hour, so the APD Motor Units are an effective work unit using this measurement. Measuring work efforts of the traffic units is recommended as part a process to reevaluate performance. Austin currently reports on the number but does not have a performance goal for this measurement. Examples of traffic related performance measures include establishing a target goal for the number of contacts per work hour, a goal for a percentage reduction in the number of traffic accidents at a targeted intersection and a goal of reducing the overall number of traffic fatalities per 100,000 residents.

In the last year the focus of work for the Motor Units has changed to provide more direct support to the District Patrol Officers by handling as many of the traffic accidents that occur in the Districts as possible, and also providing more selective traffic safety enforcement (including in response to complaints). This change in focus is needed to address community needs and support field operations in the Districts.

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[13] Officers net availability is approximately 1,478 hours annually (after deducting leaves, training and administrative time) and using a 50% proactive percentage are available 739 hours annually for proactive enforcement.

However, a coordinated approach is needed to integrate traffic safety services (both selective traffic enforcement and accident investigation) in an overall community policing plan and provide the desired services to residents and businesses. Some of the first complaints in most communities are traffic related complaints, such as speeding in neighborhoods, running stop signs and red lights, not yielding to pedestrians and aggressive driving. Some of the resources used to address these community needs are in Highway Enforcement Command, primarily provided by the Motor Units, and these resources must continue to be available and to be an integral part of the Police Department's response in accomplishing the community policing plans that will be developed.

As the District Representative Units coordinate the development of community policing plans, the Traffic Units should have input into the specific traffic related tasks that may be desired, as not all desired tasks will be productive or valuable. It is also important to track and measure their work in support of the identified tasks and to report results back to the community policing Project Team.

The current staffing of the six Motor Units varies from seven to eight Officers per Unit – the project team recommends staffing be increased by four Motor Officers so that each Unit can be assigned eight Officers. The project team believes this is an appropriate staffing level to address current needs. In the future additional traffic resources may be needed to adequately address traffic issues and investigate traffic accidents as Austin continues to grow.

The recent re-focus of the Motor Units to provide more call for service handling (traffic accidents) and enforcement actions in the Districts is supported by the project team as it moves the APD toward identifying and meeting local needs.

Additionally, if the community policing program discussed in this report is implemented it will require the Motor Units' effort and also resources from all of the APD to effectively develop and carryout comprehensive community policing services. Traffic services are an integral part of community policing programs, as many complaints and issues in any City are traffic related.

Recommendations:

The Highway Enforcement Command should continue its focus of having Motor Units spend more time in Patrol Districts handling traffic accident calls for service and selective traffic enforcement.

Add measures to report on performance (e.g., the number of contacts per work hour, injury accident reduction) to objectively evaluate performance.

Increase the current level of staffing in the Motor Units by 4 Officers (to staff each of the six Motor Units with eight Officers) and add staffing in the future as needed to address traffic problems and provide traffic safety enforcement in support of the identified needs in the Regions.

8.   THE COMMUNICATIONS UNIT PROVIDES EFFECTIVE DIVERSION OF CALLS THROUGH TELEPHONE REPORTING.

The Communications Unit is a unit managed by a Commander and organized under the Support Bureau Assistant Chief. The Communications Commander, Lieutenant, civilian managers and supervisors provide the overall work strategy and daily oversight of operations.

Austin's Communications Unit is housed in a facility that also houses the Austin Fire Department communications center, Travis County communications and the Texas Department of Transportation dispatching centers. APD Communications has 229 civilian positions, from call taker through managers, that provide all dispatching and communications services for the PD. The following table lists the authorized staffing of Communications.

Staffing of Communications Services

Position Title	Positions
Commander, Lieutenant	2
Assistant Manager Emergency Communications	3
Org. Development & Training Manager	1
Business Systems Analyst	1
Administrative Specialist	2
Administrative Assistant (Support Staff)	1
Communication Supervisor	12
Lead (first line supervisors)	14
Dispatcher	77
Call Taker	105
Part Time Call Taker	7
Training Specialist	4
IT Support Analyst	1
Customer Service Scheduling Analyst	1
Total	**231**

All staff are civilians except for the Commander and Lieutenant. The actual staffing level for Dispatchers is lower than the authorized level shown above due to the high attrition rate.

The Communications Center is the PSAP, or Public Safety Answering Point, for Austin 9-1-1 calls from mobile or land line phones. When an emergency call is received it is screened by the call taker and if it is not a 'police related' call it is transferred to the appropriate location. For police related calls requiring an Officer, the call taker will create a CAD (Computer Aided Dispatch) case and collect basic information before transferring it to a police Dispatcher. If the reported incident does not require the immediate presence of an Officer the call taker will request that the reporting party call the 3-1-1 call center to report the incident.

When the incoming 9-1-1 call volume allows, the Call Takers will also take reports over the phone for a variety of incidents that do not require an Officer and where the reporting party agrees to report the incident over the phone. This service provides an alternate method to reduce the volume of calls where an Officer is dispatched to the scene. This unit functions as a Telephone Reporting Unit (TRU) or an alternative call handling unit. Although the Communications Center does not separately staff an alternative call handling group these are ancillary duties of the 9-1-1 Call Takers – this function will be referred to as a TRU. The TRU operates 24/7 but only when the incoming volume of 9-1-1 calls allow.

The other source of incoming requests to the TRU is the 3-1-1 call center operated by the City of Austin to provide information and access to City services for residents. This center is staffed through a contract with Austin Energy. The 3-1-1 operators receive many calls, some of which are low priority police related calls from members of the public, and the 3-1-1 operators will transfer these calls to the APD non-emergency call takers in the Communications Center. If the 9-1-1 center is too busy to accept the non-emergency transfer the 3-1-1 operator will take a message, called a "service request", and forward it to the TRU to call the reporting party back. Most calls are returned within several hours. The TRU handles a high volume of calls from these two sources and takes a significant number of reports over the phone – 46,127 reports in calendar year 2014 and 40,048 reports in 2015. The following table shows the breakdown of the types of calls handled by the Telephone Reporting Unit last year.

Incident	Number
Theft	15,031
Traffic Accident (most are hit & runs)	6,903
Burglary of Vehicle	5,887
Credit Card Fraud	3,476
Criminal Mischief	2,957
Harassment	2,077
Miscellaneous (various other incidents)	3,717
Total	**40,048**

While not all of the calls would have resulted in the response of an Officer, it is very likely that a significant majority of reporting parties would have requested an Officer response. The 40,048 reports taken by the TRU in 2015 constitute a call diversion rate of almost 10% of the total number of community generated calls for service (assuming 100% of the TRU reports would have resulted in an Officer response in absence of the existence of the TRU). The call diversion rate is even higher for 2014 at approximately 11%. It is important to note that the TRU handled more than 46,000 calls last year, as some calls were resolved that did not result in a report.

This unit is a very valuable component of the Police Department's services to Austin residents and is a very effective method to provide resolution to requests from members of the public in the most cost efficient manner. The current method of staffing the TRU is very cost efficient and should be continued, but the Department should also look for ways to expand the use of the Telephone Reporting Unit. The Department should also evaluate if the TRU workload demand is high enough during certain hours of the day to provide dedicated TRU staffing. This should not be implemented until the attrition rate (discussed in the next section) can be reduced.

The most significant challenge is hiring and retaining staff, as the attrition rate over the last several years has averaged 20%. Attrition rates this high require a significant number of staff resources to recruit, hire and train new employees. The emergency call taking and dispatching function is a critical component in the overall performance of the Police Department as it is often the first PD employee encountered by Austin residents when contacting the Department. Newer employees tend to make more mistakes and receive more frequent complaints about rudeness – these types of issues can also be a function of operating under stress and not having a high enough experience level to operate under stress "comfortably". While it is common for police agencies to have an attrition rate in the double digits, one as high as Austin's deserves evaluation and corrective measures. It is important for the City and the APD to quickly address the reasons for the high attrition rate and take steps to reduce it. A more stable staff in Communications would improve the working environment of senior employees and also provide a better trained and competent workforce that can better assist field units at calls for service as part of the APD's overall community policing strategy.

Recommendation:

Evaluate the effectiveness of staffing the Telephone Reporting Unit (9-1-1 Call Takers) with dedicated staff during certain hours of the day.

Evaluate the reasons for the high attrition rate in the Communications Unit and take immediate steps to try and reduce it to the 10% - 12% range.

ATTACHMENT A – RESULTS OF THE COMMUNITY SURVEY ON COMMUNITY POLICING

As part of the community policing study for the Austin Police Department, the Matrix Consulting Group conducted an anonymous survey of Austin residents using the online service Survey Monkey to gain their input and insight into issues related to the structure and content of services to citizens as well as the organization of community policing within the Police Department. The survey received a total of 1,692 responses.

1. INTRODUCTION TO THE PURPOSE AND STRUCTURE OF THE SURVEY

The survey consisted of several sections. The first section of the survey focused on demographic and other information such as the City Council District in which the respondent resided, whether they worked in Austin and resided elsewhere, and their length of residency in Austin. The second section of the survey focused on identifying the major law enforcement issues within each district.

The next portions of the survey focused on the different types of interactions with the Police Department, either through a Patrol Officer, District Representative, Detective, other personnel, through request for service, community meetings, etc.

The next section of the survey asked residents to provide input regarding the Police Department and their level of service and responsiveness in the community. This section contained a variety of statements to which respondents were asked to select one of the following responses: "strongly agree," "agree," "disagree," and "strongly disagree." For those that had no response, that option was also provided.

The last section of the survey provided respondents with an open-ended statement to provide their responses regarding improvements that the Police Department could make to its community policing efforts.

While the survey was confidential, respondents were asked in the beginning to indicate which City Council District they reside in, length of residency in Austin, and whether they work in Austin, but live elsewhere. The following tables provide the results:

District	# of Resp.	% of Total
District 1 Ora Houston (City Center / East)	107	6%
District 2 Delia Garza (South)	116	7%
District 3 Sabino Renteria (City Center / East)	115	7%
District 4 Greg Casar (Northeast)	162	10%
District 5 Ann Kitchen (Southwest)	211	12%
District 6 Don Zimmerman (Northwest)	94	6%
District 7 Leslie Pool (North)	190	11%
District 8 Ellen Troxclair (Southwest)	175	10%
District 9 Kathie Tovo (City Center)	186	11%
District 10 Shari Gallo (Northwest)	190	11%
I don't live in Austin	136	8%
No Response	10	1%
Total	1,692	100%

Length of Residency	# of Resp.	% of Total
Less than 1 year	76	4%
1-5 years	221	13%
6-10 years	174	10%
11-15 years	154	9%
16-20 years	179	11%
21-30 years	248	15%
31-40 years	192	11%
41-50 years	112	7%
50+ years	65	4%
No Response	271	16%
Total	1692	100%

Work In Austin but live elsewhere	# of Resp.	% of Total
Yes	165	10%
No	1216	72%
No Response	311	18%
Total	1692	100%

As the tables above and on the previous page indicate respondents are fairly evenly distributed between the various Council Districts, with the highest number of representation from Districts 5, 7, 9, and 10. Additionally, the majority of respondents had lived in Austin for a long time – only 28% resided in the City for 10 years or less. Lastly, only 10% of the respondents worked in Austin, but lived elsewhere.

2.   THE COMMUNITY GENERALLY AGREED THAT THE PRIMARY LAW ENFORCEMENT ISSUES FACING AUSTIN ARE THE LACK OF OFFICERS, BURGLARIES, SPEEDING, VANDALISM, AND HOMELESSNESS.

The first question of the survey focused on the primary law enforcement issues and problems facing residents within their specific districts. Residents were provided with an open-ended response box to provide as little or as much description as necessary to adequately describe the problems within their district. The following points detail the law enforcement issues identified in this section by all respondents (not filtered by the Council District:

•   Lack of Officers

•   Burglary

•   Speeding

•   Vandalism

•   Homelessness

As the points above indicate the primary issues facing the residents of Austin related to lack of seeing officers on the streets along with burglaries within their neighborhoods. As the statement specifically asked residents to focus on their districts,

the project team also filtered these law enforcement problems by District. The following table lists all of the major law enforcement problems and whether a specific Council District identified that as one of the major issues within their district.

Law Enforcement Problem	DISTRICT										Non-Residents
	1	2	3	4	5	6	7	8	9	10	
Not Enough Officers			■		■	■	■				■
Burglary / Robbery / Break-ins / Theft	■	■	■	■	■	■	■	■		■	
Speeding	■	■			■	■	■	■	■		
Vandalism		■					■				
Homelessness				■	■		■		■	■	■
Drugs	■		■		■						■
Traffic Violations		■		■				■		■	
Racial Profiling	■	■									
Drunk Driving			■								
Texting & Driving			■								
Loitering				■							
Gang Activity				■							
Rape										■	

As the table above shows that burglary, speeding, homelessness, and not enough officers are fairly consistent throughout most of the districts. There are other law enforcement problems that are more unique to specific districts such as texting and driving, gang activity, and loitering in District 3. Respondents in some of the other districts tried to group their responses to one of the more common major categories. Residents in Districts 1, 3, and 5 identified drugs as a major issue, and the only other category of respondents to call out drugs were non-residents.

3. **THE MAJORITY OF RESPONDENTS WHO INTERACTED WITH POLICE OFFICERS HAD THEIR ISSUE RESOLVED AND HAD A POSITIVE EXPERIENCE WITH PATROL OFFICERS AND OTHER APD STAFF.**

In this section of the survey, residents were asked to identify their interactions with the Police Department and the experience of that interaction. The following table shows the responses for each of these statements broken out by District.

Statement	Response Category	Yes	No
1. In the past year have you had any contact with an APD Patrol Officer?	District 1	63%	37%
	District 2	60%	40%
	District 3	64%	36%
	District 4	59%	41%
	District 5	48%	52%
	District 6	55%	45%
	District 7	45%	55%
	District 8	48%	52%
	District 9	57%	43%
	District 10	50%	50%
	Non-Residents	60%	40%
	Overall	54%	46%
2. Did the Officer resolve the problem you contacted them about?	District 1	52%	48%
	District 2	51%	49%
	District 3	57%	43%
	District 4	54%	46%
	District 5	51%	49%
	District 6	66%	34%
	District 7	58%	42%
	District 8	60%	40%
	District 9	51%	49%
	District 10	58%	42%
	Non-Residents	68%	32%
	Overall	56%	44%
3. In the past year have you had any contact with an APD Police Officer assigned as a District Representative?	District 1	22%	78%
	District 2	21%	79%
	District 3	23%	77%
	District 4	44%	56%
	District 5	26%	74%
	District 6	16%	84%
	District 7	18%	82%
	District 8	18%	82%
	District 9	26%	74%
	District 10	17%	83%
	Non-Residents	19%	81%
	Overall	24%	76%
4. In the past year have you had any contact with an APD Detective?	District 1	18%	82%
	District 2	17%	83%
	District 3	23%	77%
	District 4	17%	83%
	District 5	15%	85%
	District 6	18%	82%
	District 7	9%	91%
	District 8	15%	85%
	District 9	26%	74%
	District 10	18%	82%
	Non-Residents	35%	65%
	Overall	18%	82%
5. In the past year have you had any contact with any other APD staff?	District 1	33%	67%
	District 2	27%	73%
	District 3	39%	61%
	District 4	34%	66%
	District 5	31%	69%
	District 6	33%	67%

Statement	Response Category	Yes	No
	District 7	29%	71%
	District 8	31%	69%
	District 9	26%	74%
	District 10	31%	69%
	Non-Residents	42%	58%
	Overall	32%	68%
6. Are you a member of any type of neighborhood or community policing group?	District 1	21%	79%
	District 2	25%	75%
	District 3	17%	83%
	District 4	16%	84%
	District 5	15%	85%
	District 6	16%	84%
	District 7	17%	83%
	District 8	13%	88%
	District 9	19%	81%
	District 10	15%	85%
	Non-Residents	13%	88%
	Overall	17%	83%
7. Have you been to a Commander's Forum in your District in the past year?	District 1	13%	87%
	District 2	14%	86%
	District 3	10%	90%
	District 4	12%	88%
	District 5	14%	86%
	District 6	14%	86%
	District 7	10%	90%
	District 8	11%	89%
	District 9	14%	86%
	District 10	9%	91%
	Non-Residents	4%	96%
	Overall	11%	89%
8. Have you been to any other APD sponsored meeting?	District 1	22%	78%
	District 2	15%	85%
	District 3	14%	86%
	District 4	24%	76%
	District 5	13%	87%
	District 6	7%	93%
	District 7	11%	89%
	District 8	12%	88%
	District 9	11%	89%
	District 10	10%	90%
	Non-Residents	15%	85%
	Overall	14%	86%

As the previous table shows there was a variety of responses regarding the types of interaction that residents and non-residents had with the Department. The following points provide further detail regarding the information presented in the table:

- **Statements #1 and #2 on contact and problem resolution with APD Officer:** The majority of respondents for most Districts except District 5, 7, and 8 had contact with an APD officer within the last year. However, for those respondents

who had interaction with an APD officer generally agreed that the Office was able to resolve their problem.

- **Statements #3 – #5 on APD staff contact:** The majority of respondents did not have any contact with other APD staff (besides patrol officer) either through a District Representative, Detective, or any other type of APD Staff. For those who did respond yes to other APD staff that included staff such as 911, dispatchers, chief, clerical staff, etc.

- **Statement #6 on Community Policing Group:** An overwhelming majority of respondents stated that they were not part of any neighborhood or community policing group.

- **Statements #7 and #8 on Commander's Forum and other APD Sponsored Meetings:** Approximately 76% to 90% of respondents stated that they had not been to any Commander's Forums or any other type of APD sponsored meeting. Those who did attend the other APD sponsored meetings included Austin Night Out, Heroes Day, Neighborhood Crime Watch, and other community meetings.

To provide further context to this information, the survey asked respondents to rate the interaction with APD staff. The following table breaks down the level of experience of that interaction based on the different interactions as well as the various districts:

Statement	Response Category	Positive	Negative	Neutral
9. Rate your experience with the APD Patrol Officer.	District 1	47%	36%	18%
	District 2	51%	18%	31%
	District 3	48%	16%	36%
	District 4	58%	13%	29%
	District 5	48%	20%	31%
	District 6	65%	5%	29%
	District 7	55%	10%	35%
	District 8	50%	13%	38%
	District 9	52%	18%	30%
	District 10	51%	16%	32%
	Non-Residents	61%	14%	25%
	Overall	52%	15%	32%
10. Rate your experience with the District Representative.	District 1	27%	67%	7%
	District 2	38%	13%	49%
	District 3	36%	16%	48%
	District 4	59%	7%	34%
	District 5	40%	7%	53%
	District 6	38%	0%	62%
	District 7	46%	7%	48%
	District 8	42%	4%	54%
	District 9	38%	9%	54%
	District 10	38%	8%	53%
	Non-Residents	32%	13%	55%

Statement	Response Category	Positive	Negative	Neutral
	Overall	41%	8%	51%
	District 1	23%	18%	60%
	District 2	27%	16%	58%
	District 3	22%	18%	60%
	District 4	25%	8%	67%
	District 5	26%	11%	63%
11. Rate your experience with the APD Detective.	District 6	24%	9%	68%
	District 7	24%	4%	72%
	District 8	26%	11%	62%
	District 9	33%	17%	50%
	District 10	32%	12%	56%
	Non-Residents	51%	9%	40%
	Overall	28%	12%	60%
	District 1	38%	19%	43%
	District 2	35%	10%	56%
	District 3	48%	7%	45%
	District 4	40%	12%	48%
	District 5	46%	14%	40%
12. Rate your experience with any other APD staff.	District 6	45%	5%	50%
	District 7	49%	7%	43%
	District 8	47%	15%	38%
	District 9	48%	15%	37%
	District 10	51%	11%	37%
	Non-Residents	60%	14%	26%
	Overall	46%	12%	42%

The table above presents varying opinions regarding the level of experience for residents during their interaction with various Austin Police Department employees. The following points provide further analysis regarding the statements:

- **Experience with APD Patrol Officer:** The majority of respondents in District 2, 4, 6, 7, 9, 10, Non-Residents, and all responses had a positive experience. Exactly half of the respondents, 50%, in District 8 had a positive experience. However, less than half of the respondents in Districts 1, 3, and 5 had a positive experience.

- **Experience with District Representatives:** There was only one District for which the majority of residents (59%) had a positive experience with APD District Representatives – District 4. Similarly, there was also only one district, where the majority of residents (67%) had a negative experience – District 1. Some of the other districts, such as District 5, 6, 8-10, Non-residents, and Overall had majority neutral experiences regarding the District Representatives. The remaining Districts – 2, 3, and 7, had no clear majority for any of the categories – positive, negative, or neutral.

- **Experience with APD Detectives:** For all response categories except District 9 and Non-Residents had majority neutral experiences with APD Detectives. Exactly half of the respondents in District 9 were neutral regarding their

experience with the Detectives; while 51% of non-residents had a positive experience with APD Detectives.

• **Experience with other APD Staff:** The majority of District 2 respondents were neutral regarding their experience with other APD Staff. These other APD staff included clerical staff, code enforcement, chief, 911 dispatch, crime analysis staff, etc. Exactly half of the respondents in District 8, were neutral regarding their experience with these other APD staff. For all other Districts and response categories there was no clear majority.

Considering that the majority of respondents did not have any interaction with District Representatives, APD Detectives, APD staff, etc. it makes sense that the majority of respondents had neutral experiences with APD officers and staff.

4. RESIDENTS AND NON-RESIDENTS AGREE THAT THEY FEEL SAFE IN AUSTIN AND THAT THE DEPARTMENT PROVIDES A HIGH LEVEL OF SERVICE.

The survey provided respondents with an opportunity to discuss issues related to Community Policing, this includes evaluating the organization structure and approach to policing, hiring officers that think community policing is important, communicating community policies, procedures and priorities to officers, and the use of proactive time.

The following chart provides a visual representation of the number of agree and disagree responses to each statement. For each of the statements all respondents that agreed were assigned a positive value, while the number of respondents that disagreed were assigned a negative value[14].

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[14] For example, 30 on the chart reflects 30 respondents disagreed with the statement.

Community Policing Responses
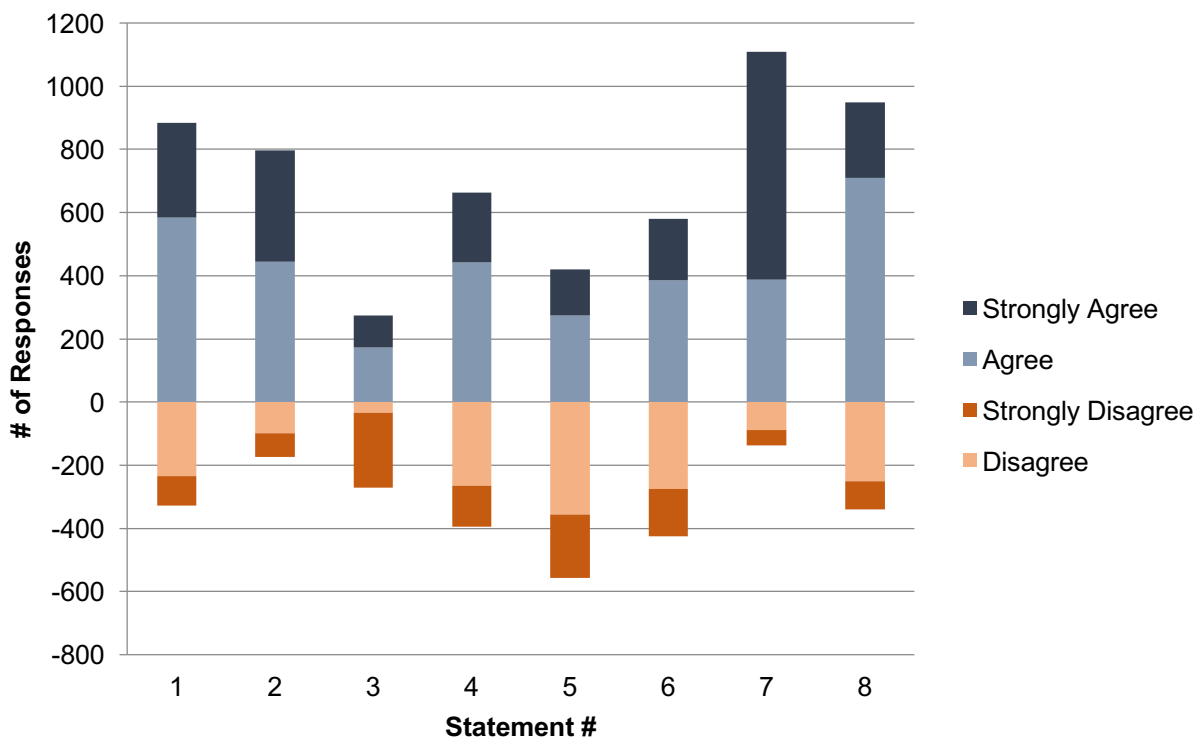
As the graph above shows that for the majority of questions, except for seeing the same APD patrol officers in the area had positive reactions. To provide additional overview of the results of the community survey, the project team distilled the results of the survey based on the Districts. The following table shows the results of the survey based on all of the categories discussed above:

Statement	Response Category	Agree	Disagree	No Opinion
	District 1	63%	33%	5%
	District 2	59%	29%	13%
	District 3	70%	19%	11%
	District 4	69%	22%	9%
13. The Police Department provides a high level of law enforcement service to Austin.	District 5	68%	25%	8%
	District 6	69%	24%	7%
	District 7	76%	17%	6%
	District 8	70%	21%	9%
	District 9	61%	36%	4%
	District 10	65%	29%	6%
	Non-Residents	77%	21%	2%
	Overall	68%	25%	7%
14. Austin Police Officers are	District 1	73%	18%	9%

Statement	Response Category	Agree	Disagree	No Opinion
professional in my contacts with them (please leave blank if you have not had any contacts).	District 2	77%	21%	1%
	District 3	73%	16%	11%
	District 4	79%	15%	6%
	District 5	70%	22%	8%
	District 6	78%	15%	7%
	District 7	82%	10%	8%
	District 8	79%	11%	10%
	District 9	77%	16%	7%
	District 10	72%	20%	8%
	Non-Residents	74%	16%	10%
	Overall	76%	17%	8%
15. I see the same APD Officers who patrol in my area.	District 1	15%	53%	31%
	District 2	32%	42%	26%
	District 3	27%	53%	20%
	District 4	34%	40%	26%
	District 5	17%	44%	39%
	District 6	26%	47%	27%
	District 7	19%	43%	38%
	District 8	14%	55%	32%
	District 9	23%	57%	20%
	District 10	17%	47%	37%
	Non-Residents	32%	42%	26%
	Overall	22%	47%	31%
16. The Police Department staff are responsive to our law enforcement needs.	District 1	45%	40%	15%
	District 2	38%	37%	25%
	District 3	52%	35%	13%
	District 4	57%	29%	14%
	District 5	57%	28%	15%
	District 6	60%	29%	11%
	District 7	57%	20%	23%
	District 8	52%	30%	18%
	District 9	46%	39%	15%
	District 10	51%	32%	17%
	Non-Residents	65%	25%	10%
	Overall	53%	31%	16%
17. The Department does a good job anticipating service needs in my neighborhood.	District 1	22%	48%	30%
	District 2	25%	48%	26%
	District 3	39%	46%	14%
	District 4	43%	38%	20%
	District 5	37%	40%	23%
	District 6	41%	42%	17%
	District 7	32%	35%	33%
	District 8	29%	50%	21%
	District 9	23%	58%	18%
	District 10	35%	39%	26%
	Non-Residents	40%	32%	28%
	Overall	33%	44%	23%
18. Officers are prompt in responding to problems raised by the community.	District 1	44%	40%	16%
	District 2	38%	39%	23%
	District 3	42%	42%	15%
	District 4	53%	29%	18%
	District 5	46%	32%	22%
	District 6	58%	28%	13%
	District 7	50%	23%	27%

Statement	Response Category	Agree	Disagree	No Opinion
	District 8	41%	36%	22%
	District 9	39%	45%	16%
	District 10	47%	27%	26%
	Non-Residents	61%	31%	8%
	Overall	46%	34%	20%
19. It is important to me to regularly see an officer in my area.	District 1	80%	14%	7%
	District 2	77%	18%	5%
	District 3	87%	11%	2%
	District 4	88%	9%	3%
	District 5	79%	15%	5%
	District 6	89%	10%	1%
	District 7	90%	8%	3%
	District 8	87%	9%	4%
	District 9	84%	13%	3%
	District 10	86%	8%	6%
	Non-Residents	78%	8%	14%
	Overall	85%	11%	4%
20. I feel safe in Austin.	District 1	65%	32%	3%
	District 2	68%	29%	3%
	District 3	73%	24%	3%
	District 4	75%	22%	3%
	District 5	77%	22%	1%
	District 6	70%	28%	1%
	District 7	77%	21%	2%
	District 8	75%	23%	2%
	District 9	64%	35%	1%
	District 10	73%	27%	1%
	Non-Residents	69%	25%	6%
	Overall	72%	26%	2%

As the prior table shows there are a variety of responses related to community policing as expressed by the residents of Austin. The following points detail the key issues identified in the results:

- **Statement #13 on service level of the Department:** The majority of respondents across all districts agreed that the Department provides a high level of law enforcement service to the Department. The level of agreement varied from a low of 59% for District 2 residents to a high of 81% for District 9 residents.

- **Statement #14 on professionalism of the Officers:** Similar to the previous statement, the majority of respondents across all districts agreed with this statement. However, there was less variation in responses as they ranged from a low of 70% in District 5 to a high of 82% in District 7.
- **Statements #15 and #19 on visibility of officers:** Respondents had a mixed reaction to this statement. While the majority of residents in 4 districts (1, 3, 8, and 9) disagreed that they regularly see officers in their area, respondents across all categories agreed that it is important for them to have that visibility of officers in their area.

within the community.

The project team filtered the responses by each major response category. The following table lists the category and the major theme for improvement that was presented for each category:

Response Category	Primary Opportunity for Improvement
District 1	Increasing neighborhood patrols and having a visible presence in the District
District 2	Hire additional officers and increase their visibility
District 3	Increasing patrols and focusing on traffic regulations / drunk driving
District 4	Retaining the READ program and other community programs in the District
District 5	Increasing staffing and foot patrols
District 6	Enforce the law and train / arm residents
District 7	Increase visibility in the neighborhood
District 8	Increase diversity training for officers and patrols in the neighborhoods
District 9	Increasing patrols and their presence within the community
District 10	Hire additional staff, focus on homelessness, and improve response times
Non-Residents	Enhance officer presence in the community and increase staffing

The points above reiterate the major themes reflected throughout the survey, with respondents suggesting the need for increased patrols and visibility of officers within the Districts. The only unique response was in District 4, where respondents primarily focused on budget cuts affecting community programs.

ATTACHMENT B – RESULTS OF THE POLICE DEPARTMENT EMPLOYEE SURVEY

As part of the community policing study for the Austin Police Department, our project team conducted an anonymous survey of Police employees using the online service Survey Monkey to gain their input and insight into issues related to the structure and content of services to citizens as well as the organization of community policing within the Police Department. This survey was voluntary and a total of 1,120 responses were received out of 2,446, representing a response rate of 46%.

1.   INTRODUCTION TO THE PURPOSE AND STRUCTURE OF THE SURVEY

The survey consisted of two sections. The first section contained 14 statements to which respondents were asked to select one of the following responses: "strongly agree," "agree," "disagree," and "strongly disagree." For those that had no response, that option was also provided.   The statements in this section of the survey were designed to provide an understanding of the perceptions, attitudes, and opinions of Austin Police Department employees with respect to Community Policing.

In the second section only those employees who are sworn officers were asked to characterize community policing in regards to the use of proactive time, coordination with patrol units and other divisions, and the use of crime analysis data.

While the survey was confidential, respondents were asked in the beginning to indicate their status, level within the organization, current work assignment, Patrol Bureau, and Patrol Region assignment. The tables on the following page present this descriptive information.

Breakdown of Respondents by Sworn vs. Civilian

Sworn vs. Civilian	# of Resp.	% of Total
Sworn	815	73%
Civilian	300	27%
Blank	5	0%
Total	1,120	100%

Breakdown of Respondents by Level in Organization

Current Level in Organization	# of Resp.	% of Total
Manager (Lt, Comm., Asst. Chief, Chief of Staff, and Chief)	90	8%
Supervisor (Sergeant & Civilian Supervisor)	157	14%
Line Staff (Sworn & Civilian)	861	77%
No Response (Blank)	12	1%
Total	1,120	100%

Breakdown of Respondents by Current Assignment

Current Assignment	# of Resp.	% of Total
Office of the Chief	9	1%
Headquarters or Admin Bureau	143	13%
Investigations Bureau	218	20%
North or South Patrol Bureau	400	36%
Support Bureau	314	28%
Blank	36	3%
Total	1,120	100%

Breakdown of Respondents by Patrol Bureau Assignment

Patrol Bureau Assignment	# of Resp.	% of Total
DTAC	63	6%
Region I	75	7%
Region II	115	10%
Region III	106	10%
Region IV	112	10%
Specialty Unit	244	22%
Blank	405	36%
Total	1,120	100%

Breakdown of Respondents by Patrol Region

Patrol Region	# of Resp.	% of Total
Patrol	385	35%
District Representative	32	3%
Metro TAC	22	2%
Detective	70	6%
Support Staff or Other	186	17%
Blank	420	38%
Total	1,120	100%

The majority of respondents are sworn and line staff employees. However, when considering their current assignment its split fairly evenly between Investigations, North or South, and Support Bureaus. Similarly, responses were fairly split among the Patrol Bureau Assignments between Region II, III, IV, and the Specialty Unit.

2.   **EMPLOYEES GENERALLY AGREED THAT THERE WAS A HIGH LEVEL OF SERVICE PROVIDED TO THE COMMUNITY ALONG WITH EFFECTIVE USE OF THE LIMITED PROACTIVE TIME; HOWEVER, THERE WAS DISAGREEMENT REGARDING CURRENT STAFFING LEVELS BEING SUFFICIENT TO SERVICE THE COMMUNITY.**

The survey provided all employees with an opportunity to discuss issues related to Community Policing, this includes evaluating the organization structure and approach to policing, hiring officers that think community policing is important, communicating community policies, procedures and priorities to officers, and the use of proactive time.

The chart on the following provides a visual representation of the number of agree and disagree responses to each statement for Sworn employees only. For each of the statements all respondents that agreed were assigned a positive value, while the number of respondents that disagreed were assigned a negative value[15].

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[15] By example -30 on the chart reflects 30 respondents disagreed with the statement.

Austin Employee Survey - Sworn Respondents
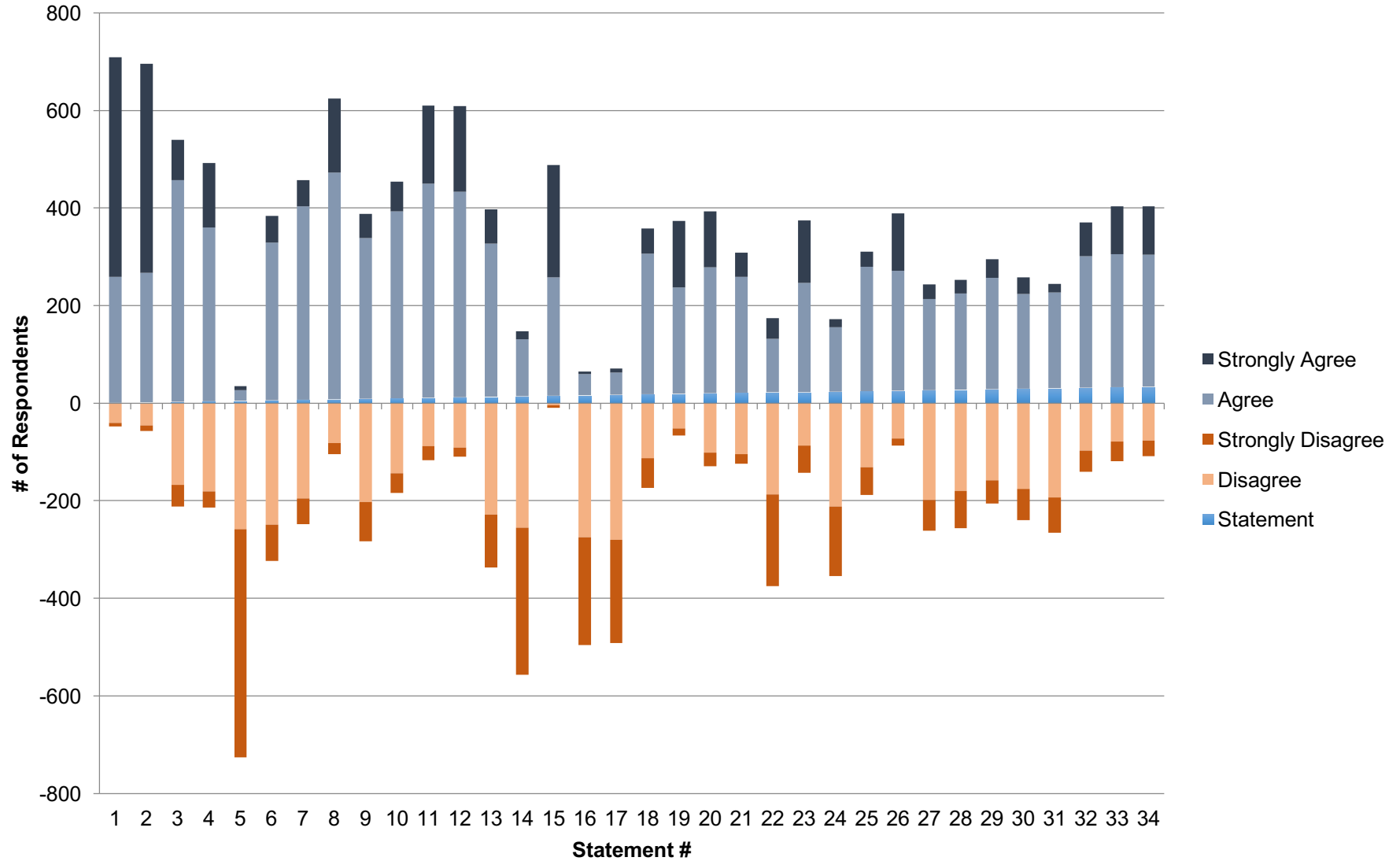
As the graph on the previous page shows barring certain questions related to staffing levels and effective coordination, employees had positive reactions regarding community policing prioritization and service levels in the department.

To provide additional overview of the results of the employee survey, the project team distilled the results of the employee survey based on a variety of factors: civilian responses and then the sworn responses were filtered by all departments / divisions (except Patrol), all Patrol employees, and then for each of the Patrol employees, the responses were distilled by assignment.

The table on the following pages shows the results of the employee survey based on all of the categories discussed above:

Statement	Response Category	Agree	Disagree	No Response
1. The APD provides a high level of law enforcement service to the citizens we serve.	Patrol – DTAC	91%	9%	0%
	Patrol – Region I	90%	10%	0%
	Patrol – Region II	96%	3%	1%
	Patrol – Region III	92%	8%	0%
	Patrol – Region IV	95%	3%	1%
	Patrol – Specialty Unit	84%	9%	6%
	All Patrol	93%	6%	1%
	All Other Sworn	92%	6%	2%
	Civilian	94%	1%	5%
2. The Austin Police Department improves the quality of life in the City.	Patrol – DTAC	85%	15%	0%
	Patrol – Region I	90%	6%	4%
	Patrol – Region II	91%	7%	2%
	Patrol – Region III	90%	10%	0%
	Patrol – Region IV	93%	6%	1%
	Patrol – Specialty Unit	94%	3%	3%
	All Patrol	91%	8%	2%
	All Other Sworn	90%	7%	3%
	Civilian	94%	1%	4%
3. The Austin Police Department has the support of the community.	Patrol – DTAC	74%	26%	0%
	Patrol – Region I	67%	33%	0%
	Patrol – Region II	73%	24%	2%
	Patrol – Region III	65%	33%	1%
	Patrol – Region IV	75%	24%	1%
	Patrol – Specialty Unit	74%	23%	3%
	All Patrol	71%	27%	1%
	All Other Sworn	69%	27%	4%
	Civilian	76%	17%	7%

Statement	Response Category	Agree	Disagree	No Response
4. Our approach to providing 'community policing' is right for Austin	Patrol – DTAC	56%	35%	9%
	Patrol – Region I	57%	35%	8%
	Patrol – Region II	62%	32%	6%
	Patrol – Region III	58%	31%	10%
	Patrol – Region IV	72%	16%	11%
	Patrol – Specialty Unit	66%	22%	13%
	All Patrol	63%	28%	9%
	All Other Sworn	65%	27%	8%
	Civilian	75%	7%	18%
5. Staffing levels have kept up with needs of Austin	Patrol – DTAC	3%	97%	0%
	Patrol – Region I	4%	96%	0%
	Patrol – Region II	6%	92%	2%
	Patrol – Region III	0%	99%	1%
	Patrol – Region IV	0%	99%	1%
	Patrol – Specialty Unit	6%	91%	3%
	All Patrol	3%	96%	1%
	All Other Sworn	5%	92%	3%
	Civilian	18%	77%	4%
6. We do a good job planning how we provide services to the community.	Patrol – DTAC	47%	50%	3%
	Patrol – Region I	31%	55%	14%
	Patrol – Region II	62%	29%	9%
	Patrol – Region III	42%	49%	9%
	Patrol – Region IV	55%	36%	9%
	Patrol – Specialty Unit	50%	34%	16%
	All Patrol	50%	41%	10%
	All Other Sworn	49%	42%	9%
	Civilian	66%	21%	13%
7. Our organizational structure provides for coordination of service delivery to the community.	Patrol – DTAC	59%	35%	6%
	Patrol – Region I	41%	45%	14%
	Patrol – Region II	59%	30%	11%
	Patrol – Region III	56%	36%	8%
	Patrol – Region IV	69%	24%	7%
	Patrol – Specialty Unit	66%	25%	9%
	All Patrol	59%	32%	9%
	All Other Sworn	59%	32%	9%
	Civilian	73%	14%	13%
8. The Department's mission, values and goals reinforce our orientation to the community.	Patrol – DTAC	76%	18%	6%
	Patrol – Region I	76%	16%	8%
	Patrol – Region II	89%	6%	6%
	Patrol – Region III	82%	8%	10%
	Patrol – Region IV	83%	10%	7%
	Patrol – Specialty Unit	84%	10%	6%
	All Patrol	83%	10%	7%
	All Other Sworn	78%	17%	6%
	Civilian	89%	3%	8%
9. We are effective at recruiting staff who fit into our community policing model.	Patrol – DTAC	59%	38%	3%
	Patrol – Region I	43%	37%	20%
	Patrol – Region II	59%	27%	14%
	Patrol – Region III	44%	45%	12%
	Patrol – Region IV	59%	26%	15%

Statement	Response Category	Agree	Disagree	No Response
	Patrol – Specialty Unit	53%	41%	6%
	All Patrol	53%	34%	13%
	All Other Sworn	46%	38%	15%
	Civilian	59%	17%	24%
10. We do a good job of hiring people who think that 'community policing' is important.	Patrol – DTAC	53%	24%	24%
	Patrol – Region I	51%	16%	33%
	Patrol – Region II	65%	23%	13%
	Patrol – Region III	49%	36%	15%
	Patrol – Region IV	64%	15%	21%
	Patrol – Specialty Unit	56%	31%	13%
	All Patrol	57%	24%	19%
	All Other Sworn	58%	23%	18%
	Civilian	58%	12%	30%
11. The Academy does a good job preparing new officers for effective service to the community.	Patrol – DTAC	74%	21%	6%
	Patrol – Region I	71%	18%	10%
	Patrol – Region II	81%	17%	2%
	Patrol – Region III	83%	14%	3%
	Patrol – Region IV	80%	9%	10%
	Patrol – Specialty Unit	75%	16%	9%
	All Patrol	79%	15%	6%
	All Other Sworn	77%	16%	8%
	Civilian	64%	6%	30%
12. Our field-training program does a good job preparing academy graduates to effectively serve the community.	Patrol – DTAC	76%	15%	9%
	Patrol – Region I	88%	10%	2%
	Patrol – Region II	79%	17%	4%
	Patrol – Region III	83%	13%	4%
	Patrol – Region IV	79%	9%	12%
	Patrol – Specialty Unit	75%	13%	13%
	All Patrol	80%	13%	7%
	All Other Sworn	75%	16%	9%
	Civilian	60%	7%	33%
13. The APD disciplinary process provides appropriate accountability for officers.	Patrol – DTAC	38%	59%	3%
	Patrol – Region I	53%	45%	2%
	Patrol – Region II	60%	33%	7%
	Patrol – Region III	54%	41%	5%
	Patrol – Region IV	60%	34%	6%
	Patrol – Specialty Unit	44%	47%	9%
	All Patrol	54%	40%	5%
	All Other Sworn	46%	46%	8%
	Civilian	64%	12%	24%
14. The external oversight of the Austin Police Department by the Police Monitor is effective.	Patrol – DTAC	9%	85%	6%
	Patrol – Region I	37%	49%	14%
	Patrol – Region II	30%	56%	14%
	Patrol – Region III	14%	74%	12%
	Patrol – Region IV	15%	72%	13%
	Patrol – Specialty Unit	16%	81%	3%
	All Patrol	21%	68%	12%
	All Other Sworn	14%	76%	9%
	Civilian	47%	21%	32%
15. I have a good	Patrol – DTAC	100%	0%	0%

Statement	Response Category	Agree	Disagree	No Response
understanding of problems in the district I am assigned to.	Patrol – Region I	91%	5%	5%
	Patrol – Region II	93%	1%	6%
	Patrol – Region III	93%	0%	7%
	Patrol – Region IV	95%	1%	4%
	Patrol – Specialty Unit	79%	4%	17%
	All Patrol	93%	1%	6%
	All Other Sworn	62%	2%	36%
16. Patrol has adequate proactive time to solve problems in the community.	Patrol – DTAC	16%	84%	0%
	Patrol – Region I	2%	95%	2%
	Patrol – Region II	17%	80%	4%
	Patrol – Region III	1%	95%	4%
	Patrol – Region IV	12%	87%	1%
	Patrol – Specialty Unit	9%	87%	4%
	All Patrol	10%	88%	3%
	All Other Sworn	6%	80%	14%
17. Patrol has adequate proactive time to be engaged with citizens.	Patrol – DTAC	19%	81%	0%
	Patrol – Region I	2%	95%	2%
	Patrol – Region II	15%	82%	2%
	Patrol – Region III	0%	94%	6%
	Patrol – Region IV	13%	86%	1%
	Patrol – Specialty Unit	0%	96%	4%
	All Patrol	9%	88%	3%
	All Other Sworn	9%	79%	13%
18. Our proactive time is directed toward known problems	Patrol – DTAC	69%	25%	6%
	Patrol – Region I	58%	33%	9%
	Patrol – Region II	65%	26%	8%
	Patrol – Region III	65%	28%	7%
	Patrol – Region IV	65%	30%	5%
	Patrol – Specialty Unit	48%	30%	22%
	All Patrol	63%	29%	8%
	All Other Sworn	51%	31%	18%
19. When I have proactive time, I spend most of it in the district that I am assigned.	Patrol – DTAC	77%	16%	6%
	Patrol – Region I	73%	9%	18%
	Patrol – Region II	69%	15%	15%
	Patrol – Region III	73%	14%	13%
	Patrol – Region IV	75%	9%	15%
	Patrol – Specialty Unit	57%	17%	26%
	All Patrol	72%	13%	15%
	All Other Sworn	44%	9%	47%
20. There is an expectation for me to get to know the community in the area(s) that I am assigned to.	Patrol – DTAC	71%	23%	6%
	Patrol – Region I	63%	30%	7%
	Patrol – Region II	69%	23%	8%
	Patrol – Region III	63%	31%	6%
	Patrol – Region IV	74%	20%	6%
	Patrol – Specialty Unit	68%	18%	14%
	All Patrol	68%	24%	7%
	All Other Sworn	58%	19%	23%
21. My Region has effective connections between law enforcement and community groups.	Patrol – DTAC	66%	16%	19%
	Patrol – Region I	51%	28%	21%
	Patrol – Region II	59%	20%	20%
	Patrol – Region III	55%	32%	13%

Statement	Response Category	Agree	Disagree	No Response
	Patrol – Region IV	54%	21%	25%
	Patrol – Specialty Unit	43%	30%	26%
	All Patrol	55%	24%	20%
	All Other Sworn	41%	16%	42%
22. We effectively deal with 'displaced' people in the community (e.g., homeless and the mentally ill).	Patrol – DTAC	19%	78%	3%
	Patrol – Region I	26%	74%	0%
	Patrol – Region II	32%	62%	6%
	Patrol – Region III	34%	62%	4%
	Patrol – Region IV	31%	62%	7%
	Patrol – Specialty Unit	18%	73%	9%
	All Patrol	29%	66%	5%
	All Other Sworn	23%	62%	16%
23. District Representatives provide a valuable service to the community.	Patrol – DTAC	47%	34%	19%
	Patrol – Region I	37%	44%	19%
	Patrol – Region II	61%	26%	13%
	Patrol – Region III	65%	24%	11%
	Patrol – Region IV	68%	14%	18%
	Patrol – Specialty Unit	68%	23%	9%
	All Patrol	59%	26%	15%
	All Other Sworn	61%	23%	16%
24. The allocation of staff among Regions is appropriate.	Patrol – DTAC	38%	59%	3%
	Patrol – Region I	14%	73%	14%
	Patrol – Region II	29%	58%	13%
	Patrol – Region III	15%	76%	8%
	Patrol – Region IV	29%	55%	17%
	Patrol – Specialty Unit	23%	68%	9%
	All Patrol	25%	64%	12%
	All Other Sworn	27%	56%	17%
25. Managers do a good job communicating community policing priorities.	Patrol – DTAC	53%	34%	13%
	Patrol – Region I	51%	33%	16%
	Patrol – Region II	58%	27%	16%
	Patrol – Region III	45%	41%	14%
	Patrol – Region IV	62%	21%	17%
	Patrol – Specialty Unit	41%	45%	14%
	All Patrol	54%	31%	15%
	All Other Sworn	44%	34%	22%
26. My immediate supervisor is effective at setting community policing expectations for me.	Patrol – DTAC	76%	15%	9%
	Patrol – Region I	67%	14%	19%
	Patrol – Region II	69%	16%	16%
	Patrol – Region III	66%	23%	11%
	Patrol – Region IV	74%	11%	15%
	Patrol – Specialty Unit	64%	9%	27%
	All Patrol	70%	15%	15%
	All Other Sworn	52%	14%	34%
27. Patrol operations are effectively coordinated with other units and functions such as District Representatives	Patrol – DTAC	41%	56%	3%
	Patrol – Region I	26%	60%	14%
	Patrol – Region II	42%	52%	6%
	Patrol – Region III	30%	62%	8%
	Patrol – Region IV	47%	39%	14%
	Patrol – Specialty Unit	50%	27%	23%
	All Patrol	39%	51%	10%

Statement	Response Category	Agree	Disagree	No Response
	All Other Sworn	36%	36%	28%
28. Patrol operations are effectively coordinated with other units and functions such as Metro TAC	Patrol – DTAC	34%	59%	6%
	Patrol – Region I	23%	65%	12%
	Patrol – Region II	47%	47%	6%
	Patrol – Region III	27%	62%	11%
	Patrol – Region IV	48%	40%	12%
	Patrol – Specialty Unit	57%	19%	24%
	All Patrol	39%	50%	10%
	All Other Sworn	39%	34%	27%
29. Patrol operations are effectively coordinated with other units and functions such as Traffic (HEC)	Patrol – DTAC	56%	31%	13%
	Patrol – Region I	43%	45%	12%
	Patrol – Region II	49%	41%	10%
	Patrol – Region III	44%	42%	14%
	Patrol – Region IV	52%	36%	12%
	Patrol – Specialty Unit	48%	39%	13%
	All Patrol	49%	40%	12%
	All Other Sworn	43%	29%	28%
30. Patrol operations are effectively coordinated with other units and functions such as Special Operations units	Patrol – DTAC	44%	47%	9%
	Patrol – Region I	31%	48%	21%
	Patrol – Region II	40%	45%	16%
	Patrol – Region III	26%	57%	17%
	Patrol – Region IV	46%	42%	12%
	Patrol – Specialty Unit	50%	32%	18%
	All Patrol	38%	46%	15%
	All Other Sworn	41%	33%	26%
31. We have timely access to translators, when needed.	Patrol – DTAC	27%	58%	15%
	Patrol – Region I	36%	57%	7%
	Patrol – Region II	46%	46%	8%
	Patrol – Region III	31%	67%	3%
	Patrol – Region IV	42%	51%	7%
	Patrol – Specialty Unit	32%	41%	27%
	All Patrol	38%	54%	9%
	All Other Sworn	36%	33%	31%
32. Crime Analysis data available allows us to be more efficient in the delivery of proactive services.	Patrol – DTAC	61%	36%	3%
	Patrol – Region I	55%	29%	17%
	Patrol – Region II	60%	32%	8%
	Patrol – Region III	59%	30%	11%
	Patrol – Region IV	60%	20%	20%
	Patrol – Specialty Unit	73%	14%	14%
	All Patrol	60%	28%	13%
	All Other Sworn	55%	20%	25%
33. The crime analysis information provided to me is useful.	Patrol – DTAC	66%	28%	6%
	Patrol – Region I	49%	28%	23%
	Patrol – Region II	60%	29%	11%
	Patrol – Region III	67%	25%	8%
	Patrol – Region IV	67%	17%	15%
	Patrol – Specialty Unit	77%	14%	9%
	All Patrol	63%	24%	12%
	All Other Sworn	63%	14%	23%
34. The crime analysis information provided to me	Patrol – DTAC	61%	27%	12%
	Patrol – Region I	50%	34%	16%

Statement	Response Category	Agree	Disagree	No Response
is timely.	Patrol – Region II	69%	17%	14%
	Patrol – Region III	63%	25%	11%
	Patrol – Region IV	67%	18%	15%
	Patrol – Specialty Unit	82%	9%	9%
	All Patrol	65%	22%	14%
	All Other Sworn	60%	14%	26%

As the table above and on the previous pages shows there are a variety of responses related to community policing as expressed by employees of the Police Department. It is important to note that civilian employees were not asked questions 15 onwards, as such there are no responses for civilian employees starting from question 15. The following points detail the key points regarding the results of the employee survey:

- **Statements #1 & #2 on service levels:** An overwhelming majority of respondents (Patrol and all other sworn) agreed that not only does APD provide a high level of service to the citizens but that the Department also improves the quality of the life in the City.

- **Statement #3 on support of the community:** Respondents generally agreed that the Department has the support of the community, this agreement level varied from a low of 65% for Region III officers to a high of 75% for Region IV officers. The agreement level of Patrol employees at 71% was only slightly higher than 69% agreement level of all other sworn employees.

- **Statement #4 on approach and planning community policing:** While employees generally agreed that the Department's approach to community policing is right, there was varying levels of agreements. Some key additional points:
  - Employees in DTAC (56%), Region I (57%), and Region III (58%) only slightly agreed,
  - Compared to employees in Region IV (72%)
  - It is also interesting to note that for this category, Civilians had the highest response of agreement at 75%.

- **Statement #5 on staffing levels:** Similar to the service level statements, there was nearly a unanimous response among sworn employees (92-99%) that current staffing levels are inadequate. Whereas, only 77% of civilian employees felt that current staffing levels did not meet the needs of the city.

- **Statements #6 and #7 on service delivery to the community:** Employees had a variety of reactions regarding statements related to the delivery of community services as it relates to planning for those services and the organizational structure of the department. The following points provide further insight:

    - Slightly less than half (49%) of all non-patrol sworn employees agreed that the department does a good job planning those services, but 59% agreed that their organizational structure provides for coordination of service delivery to the community.

    - While half of patrol sworn employees (50%) agreed that they do a good job of planning services to the community, the response pattern varied greatly among the various assignments. 50% of Specialty Unit, 55% of Region IV, and 62% of Region II employees agreed with the statements compared to 31% of Region I, 42% of Region III and 47% of DTAC employees.

    - Patrol responses also varied regarding agreement on the organizational structure providing coordination for service delivery to the community. Similar to the previous statement, Region I respondents had the lowest rate of agreement at 41%, whereas Region IV respondents had the highest rate of agreement at 69%.

    - For both statements Civilian respondents had a much higher level of agreement, 66% for planning services and 73% for organizational structure for those services to the community.

- **Statement #8 on department's mission, goals, and values:** 83% of all patrol employees and 78% of other sworn employees agreed that the department's mission, values, and goals all aligned and reinforced community policing.

- **Statements #9 & #10 on recruiting and hiring:** Employees generally had a mixed reaction regarding effective recruitment and hiring practices of new employees.

    - In terms of effective recruitment there were only two assignments for which less than half of the employees agreed that they recruitment was effective (Region I – 43% and Region III – 44%).

    - Additionally, less than half of all other sworn employees, 46% agreed.

    - There was a fairly clear majority regarding agreeing that the Department does a good job of hiring people recognizing the importance of community policing. The only exception was employees in Region III – only 49% agreed with this statement.

- **Statements #11 & #12 on community policing training:** Overall, respondents agreed that both the academy and the field-training program prepares officers for effective service in the community. There was varying levels of agreement depending upon assignment, 71% of Region I officers agreed with the academy providing good support compared to 83% of Region III officers. Similarly, 75% of Specialty Unit officers agreed with the field-training program's effectiveness compared to 88% of Region I officers. In both instances, civilian employees had the lowest rate of agreement at 64% and 60% respectively.

- **Statement #13 on the disciplinary process:** There was a wide variety of response as it related to the current disciplinary process providing appropriate accountability for officers. 59% of DTAC respondents disagreed with the statement compared to all other assignments and sworn officers. The highest level of agreement related to accountability came from Region II and Region IV at 60% each.

- **Statement #14 on external oversight by the Police Monitor:** The majority of respondents disagreed that the external oversight of the Department by the Police Monitor is effective. This disagreement varied from 68% for all Patrol employees to 85% for DTAC only employees. It is interesting to note that Region I officers had no clear majority with less than half of the employees disagreeing (49%). Similarly, there was no clear consensus among civilian employees, with about 47% agreeing that external oversight was effective.

- **Statement #15 on good understanding of the assigned district:** An overwhelming majority of respondents agreed that they have a good understanding of the problem that affect the district they are assigned too, the only exceptions were Specialty Unit staff, as only 79% of those employees agreed compared to the overall average of 93% of employees.

- **Statements #16 & #17 on adequate proactive time:** Between 84% to 95% of employees disagreed that there was adequate proactive time to either solve problems or effectively engage with the community.

- **Statements #18 and #19 on use of proactive time:** There were a variety of responses regarding the use of proactive time. Less than half of the Specialty Unit employees (48%) agreed that their proactive time is directed towards known problems compared to the 63% agreement seen for all patrol employees. Similarly, 57% of Specialty Unit employees agreed that they spend proactive time in the district that they are assigned to compared to the 72% level of agreement seen for all patrol employees.

- **Statement #20 on knowledge of the community:** Employees generally agreed across all regions and units that there is a clear expectation for them to get to know their specific community areas. The level of agreement varied from 58% for all other sworn employees to a high of 74% for Region IV employees.

- **Statement #21 on connections between law enforcement and community groups:** Approximately 41% of all other sworn employees agreed that their was effective connections compared to a high of 66% of DTAC employees. All other assignments agreement levels varied from 43% for Specialty Unit to 59% of Region I employees.

- **Statement #22 on dealing with 'displaced' people:** There was a general sense of disagreement regarding the department's dealing with displaced people in the community. The disagreement level ranged from a low of 62% to a high of 78% for DTAC employees.

- **Statement #23 on valuable service of District Representatives:** Employees had varied levels of responses regarding the District Representatives providing a valuable service to the community. Employees in Region I and DTAC had low levels of agreement at 37% and 47% respectively compared to 68% for Region IV and Specialty Unit employees.

- **Statement #24 on allocation of staff among regions:** There was a great amount of variation among respondents regarding appropriate allocation of staff among regions.

  - Approximately 55% of Region IV, 56% of all other sworn, 58% of Region II, and 59% of DTAC employees disagreed that the allocation is appropriate.

  - There was a much higher level of disagreement at 65% for all patrol and 68% for Specialty Unit employees.

  - However, the largest level of disagreement was seen between Region I (73%) and Region III (76%) employees.

- **Statements #25 and #26 on managers and supervisors:** While employees had mixed reactions regarding their managers doing a good communicating community policing priorities, there was a much higher level of agreement that their immediate supervisors were more effective at setting those community policing expectations.

  - The agreement varies leveled from 45% of Region III employees agreeing that their managers do a good job of communicating to 66% of those same Region III employees agreeing that their immediate supervisor is effective at communicating those policies.

  - This pattern is reflected for most of the patrol units and even all patrol employees with agreement ranging from a low of 41% for Specialty Units for managers to a high of 76% for supervisors for DTAC employees.

- There was less variation in agreement for all other sworn employees, as 44% of all other sworn agreed that managers do a good job compared to 52% agreement regarding supervisors. The 8% difference is much smaller than the 20% difference seen for patrol employees.

- **Statement #27 on effective coordination with District Representatives:** There was a wide variety of responses among the various patrol units regarding the effective coordination of patrol operations with District Representatives.

  - Four out of six units (DTAC, Region I, Region II, and Region III) disagreed regarding effective coordination between District Representatives and Patrol operations. This disagreement varied from a low of 52% to a high of 62%.

  - Region IV and All Other Sworn employees had a mixed reaction, with no clear majority, as 47% of Region IV employees agreed that there was effective coordination with District Representatives compared to an equal 36% agree and disagree for all other sworn employees.

  - About half of Specialty Unit employees, 50%, agreed that there was effective coordination between District Representatives and patrol operations.

- **Statement #28 on effective coordination with Metro TAC:** Similar to District Representatives employees had mixed reactions concerning effective coordination with Metro TAC.

  - The majority of employees in DTAC, Region I, and Region III disagreed that there was effective coordination and 50% of all patrol employees disagreed.

  - Respondents in Region II, Region IV, and all other sworn had mixed reactions with 47% of Region II employees agreeing and disagreeing, 48% of Region IV employees agreeing, and 39% of all other sworn employees agreeing that there was effective coordination.

  - Approximately 57% of Specialty Unit employees agreed that there was effective coordination.
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- **Statement #29 on effective coordination with Traffic (HEC):** Employees had varying levels of agreement and disagreement with no clear majority, except for DTAC and Region IV employees.

  - 56% of DTAC and 52% of Region IV employees agreed that there was effective coordination.

- Responses were split fairly closely between agreement and disagreement for Region I, II, and III employees. The percentage points varied from a low of 2% to a high of 8%.

- Nearly half of patrol employees, 49%, agreed that there was effective coordination between Traffic and patrol operations. This agreement level dropped to 43% for all other sworn employees.

- **Statement #30 on effective coordination with Special Operations:** For all units the levels of agreement and disagreement varied greatly. The level of disagreement ranged from a low of 32% for Specialty Unit to a high of 57% for Region III employees. The level of agreement ranged from a low of 31% for Region I employees to a high of 50% for Specialty Unit employees. The level of agreement and disagreement varied about 3%-5% for DTAC, Region II, and Region IV employees.

- **Statement #31 on timely access to translators:** Employees generally disagreed that there was timely access to translators. There was some variation in responses with an equal proportion of Region II respondents (46%) agreeing and disagreeing with the statement, and 36% of all other sworn employees agreeing with the statement.

- **Statements #32-#34 on crime analysis data and information:** Employees generally agreed that crime analysis data provided is useful, timely, and allows them to be more efficient in the delivery of proactive services. There was not a significant variation in agreement levels. The only exception was that less than half of Region I employees, 49%, agreed that that the crime analysis information provided was useful.

Overall, employees had positive sentiments regarding the service levels provided by the Police Department and that they are well prepared through the academy and training programs to provide those services. However, there was some disagreement regarding current staffing levels, external oversight of the Department, the level of proactive time, and dealing with displaced people in the community. There were also some mixed reactions regarding coordination between patrol operations and other functions / units such as District Representatives, Metro TAC, Traffic (HEC), and Special Operations; with certain Regions and Units having a more favorable outlook

regarding coordination such as Specialty Units.

3.   NARRATIVE RESPONSES.

As part of the employee survey, respondents were also provided with an opportunity to express their sentiments through several boxes that asked them to provide any further clarification or information as needed. For purposes of consistency, the project team filtered the narrative responses by sworn employees only. The primary consensus was the severe lack of staffing that is affecting the ability of the Department to service the citizens appropriately and effectively. The following points summarize the key themes in the narrative responses:

•   Staffing deficiencies

•   The effectiveness of Police Monitor oversight

•   Officers rely too heavily on district representatives

•   Disciplinary procedures are unclear, inconsistent, and unfair

•   Community policing is neither a goal or priority for the Department

•   Homeless population is an emerging issue for the city and the Department

•   Lack of time for proactive policing

The points above reiterate the major themes and sentiments reflected throughout the forced choice section of the survey.