

AUSTIN POLICE DEPARTMENT PATROL UTILIZATION STUDY

FINAL REPORT

July 2012



POLICE EXECUTIVE
RESEARCH FORUM

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Executive Summary

Sworn Staffing for the Austin Police Department

The Police Executive Research Forum (PERF) was retained by the City of Austin to provide the Austin City Council and City Executives with recommendations for an innovative, sustainable method to determine current and future police department staffing needs. The objectives of the study include: reviewing the current demand for sworn law enforcement, including calls for service, investigative workload, staffing for special events, and utilization of support staff; examining benchmarks for police staffing that are used in a sample of U.S. cities with populations from 500,000 to one million; gathering information on local community expectations regarding perceptions of safety, crime reduction strategies, community policing, and patrol utilization; recommending a methodology for the calculation of police staffing needs that can be updated and replicated by city staff in the future; and providing recommendations regarding three- to five-year staffing projections based on the community-based goals.

Assessing Police Staffing

Officers per Thousand Population

One measure that has been used for some time to assess officer staffing levels in Austin has been a ratio of officers per thousand residents. For a number of years the City has used “two per thousand” as its benchmark for minimum police staffing. The city’s population in April 2012 was listed as 824,205 which would dictate that the sworn staffing of the Austin Police Department (APD) be authorized at a minimum of 1,648.

Although the two-per-thousand ratio is convenient and provides dependable increases in police staffing as the city’s population rises, it does not appear to be based on an objective assessment of policing needs in Austin. Officers per thousand ratios are frequently used to compare departments to each other, but they have little value because they do not provide insight into how officers are used. One department might have officers assigned to the dispatch function and as crime scene technicians, while others use civilians to perform these functions. One jurisdiction might be large in area with room for growth. Another might be smaller and hemmed in by suburbs. One city may have very different crime problems from another. Consequently, approaches to determining the appropriate size of a given city’s police department should be based on an assessment of that agency and the work it needs to perform in its community.

A group of 30 police chiefs involved in a previous PERF study concluded that most American law enforcement agencies perform four core processes. They are:

- Responding to citizens' requests for services;
- Crime prevention;
- Crime solution; and
- Engaging the community to solve crime, violence and disorder problems.

These core functions are helpful in assessing the current demand for law enforcement in Austin, including calls for service, investigative workload, staffing for special events, and utilization of support staff, as requested in the City's Request for Proposals for this study.

Alternative Approaches to Assessing Staffing

To assess the staffing needs in the APD, the department's workload—the nature, quantity, and duration of tasks carried out by the organization's units—must be considered. A primary consideration in assessing workload is to first consider the factors that create workload. One category of work is primarily related to external demands for police services. For example, calls for service and investigation of crimes result in the need to receive calls, dispatch officers, manage records and process evidence. The workload in these units increases according to the levels of citizen requests for services and reports of crime.

A second category of work is related to internal demands, and includes functions and tasks that support the business of operating the police department. This type of workload is generated by tasks related to such functions as managing finances and human resource activities, maintaining buildings and equipment, managing information technology, conducting internal investigations, and training officers.

The final category of work involves functions that are necessary to support the core business processes in a department the size of the APD. While these functions are necessary, the level of effort, and subsequently personnel, is discretionary. Examples here include such functions as crime analysis, media relations, research and development, the Real Time Crime Center, and special outreach and task force programs. Determining staffing needs for support functions is difficult.

Workload in some units is more readily quantified than in others. Three approaches are generally applied to determining staffing needs. They are listed below.

Supervisor Observation and Evaluation: This approach involves a competent supervisor or manager understanding the work that needs to be done, the process used to carry out the work,

and making a determination whether the work is being done well and in a timely manner with the desired level of quality. Timeliness may be determined by external and or internal constraints. This approach is most generally applied in administrative areas where the workload demand is not self-generated, but created by external or internal drivers. For instance, communications center workload is generated primarily by external sources. Human Resources workload is created by internal sources.

Time Study: Another approach to determining staffing needs can be used when workload is easily quantified. In this approach, the number of required tasks combined with the time necessary to complete each task can be used as the basis for determining how many personnel are required to carry out that task. For example, if a clerk were required to conduct data entry of a particular form, and each form took 15 minutes to enter, and 60,000 forms were processed in a year, 15,000 hours would be required annually. After considering how many hours an individual employee is available for work each year, the number of employees required to carry out this task can be determined.

This approach has its shortcomings. First, few employees perform a single task; most perform a variety of tasks requiring different amounts of time. Second, it does not account for any value-added or quality issues. Third, the analysis can be very difficult and time-consuming to carry out. This approach should not stand alone in assessing personnel needs.

Assessment of Value: In functional areas where staffing is discretionary, an assessment of the value added to the core business processes of the department should be made. The value is generally determined by outcomes related to the staffing of the specific unit. For instance, the nature of the workload in the crime analysis unit is defined internally as being necessary, but it may or may not add value in reducing crime or apprehending criminals.

There are two methods in determining value. The first is a quantitative approach, where the impact of staffing on outcomes is measured. Using the crime analysis example described above, the impact of staffing on crime would be impossible to measure accurately, because there are many factors that can cause crime to increase or decrease. However, there may be internal outcome measures that could be applied to determine the value associated with different staffing levels.

The second assessment of value is qualitative. In this approach, supervisors and other subject matter experts may be able to articulate the value associated with staffing levels, even if they

cannot assign a measure to it. Because of the difficulty measuring the relationship between any variable and crime, this is the most common measure used to assess value in police departments.

The APD's Approach in Assessing Staffing Needs

The APD has a number of "time study" assessments in adjusting patrol staffing needs. According to a July 2011 report on detective staffing, the APD has used a methodology to allocate patrol officers since 2008 that takes into account response times to high priority calls, the number of high priority calls, and the number of lower priority calls. This methodology is used to move patrol resources to the sectors with the greatest demand. Another recent patrol staffing study examined the amount of uncommitted time available from 2009 to 2011. Patrol staffing is also examined periodically to make sure that the number of vacancies does not exceed 14%, thus triggering a freeze in transfer or promotions from patrol.

The department has also taken a number of steps toward measuring workloads for detective staffing. A July 2011 study took into account case load, the "productive" time detectives work on cases, and average hours worked per case. Key sources of data included the detective activity log and case information from the department's Records Management System.

These examples demonstrate that the department approaches staffing needs to some extent by using workload data. Much of the rest of the department is staffed through supervisor observation/evaluation and a qualitative assessment of value.

This mixed approach is common in police department thinking. But few departments have the resources or capabilities to conduct time studies or outcome evaluations. During periods of cutbacks, non-sworn personnel are often laid off first without much of an assessment of their value to the department compared to sworn personnel. Decisions to add administrative/clerical personnel are generally made only when the business process they carry out becomes overloaded or has a serious backlog.

PERF uses a "workload" methodology to examine current staffing in patrol and investigations. For other units, PERF reviews supervisor observations/evaluations and qualitative assessments of value to determine if the rationale for such staffing is justified.

Findings

Growth Projections

The chart below shows data from the City's demographic studies. Since 2007, the City of Austin has averaged an annual growth rate of 2.3%. Using that rate, the projected city population for each of the next five years is shown.

Year	City Population	Growth Rate
2008	750,525	2.1%
2009	774,037	3.1%
2010	790,390	2.1%
2011	812,025	2.7%
2012	824,205	1.5%
Average growth 2007-2012 =2.3%		
Projected Population 2013-2017 Growth Rate @2.3%		
2013	843,162	
2014	862,554	
2015	882,393	
2016	902,688	
2017	923,450	

By 2017, Austin will have a population of 923,450 if these projections are accurate. This represents an increase in population of 12% from 2012.

APD's authorized sworn police staffing (for all ranks) in 2012 is 1,718. As of June 15, 2012 the department had 81 vacancies. The ratio of two officers per thousand discussed above is viewed as a minimum level. The current ratio of authorized positions (1,718) per population (824,205) is 2.08.

PERF's review of sworn staffing in the Austin Police Department, as presented in this report, reveals a very busy department, struggling somewhat to keep up with calls for service response and the incoming flow of criminal cases that need investigation.

Patrol

The department and the city have a significant choice to make on patrol staffing. The analysis presented here plus interviews with patrol personnel at all levels confirm that patrol officers are very busy and do frequently go call-to-call. If the department and city want more patrol officer time for community engagement, problem solving and/or responding to “hot spots” discovered by the CompStat process, positions will need to be added to sector patrol. Overall, the amount of calls-for-service work averages 57% of the available patrol officer time per week.

This average is higher than other departments PERF has studied, including San Francisco and Memphis. The large amount of time consumed on calls for service, plus the time spent on self-initiated activities such as traffic stops, leaves little time left to engage the community, solve local crime and disorder problems, or patrol hot spots.

Reducing the average time consumed by calls for service to 45%, more in keeping with similar agencies, would improve response times, especially to lower-priority calls, would allow officers time for community engagement and problem-solving, and would still allow for substantial proactive, self-initiated work (an average of 22%). This level of staffing would require a total of 706 patrol officers and provide an average of just under 33% uncommitted time. The number of patrol officers would need to be increased by 90 to meet this target. (Ten additional sergeants should be added to maintain an appropriate span of control.)

The alternative is to just bring sector patrol to full authorized staffing of 616 (there are 57 vacancies in patrol). In this alternative, the function of sector patrol officers would be to answer calls and conduct a modest level of self-initiated work. They would not have time to use their knowledge of the districts they patrol everyday. Community engagement, problem solving and hot spot patrol would be carried out almost exclusively by specialist officers – the district representatives and Metro Tactical units (TAC).

Without an increase in sector patrol staffing, the projected population growth of 12% by 2017 will substantially interfere with the department’s ability to respond to residents’ calls for police service. There would be little time for proactive policing; and the periods when calls are stacked (there is no sector unit free to respond) would increase significantly.

The units – District Representatives and Metro TAC – that support sector policing, in Regional Support, are also suffering shortages. As the District Representative (DR) program achieves continued success, the requests for DRs in the neighborhoods are increasing.

There is a need to increase the staffing of the Metro TAC teams. Staffing each TAC team with a sergeant and eight officers consistently would provide the capacity for each team to safely and consistently conduct the types of operations they are intended to perform. This will require an additional 25 officers. Also a third TAC team should be added to Region 2 and Region 4 to expand their ability to deal with crime and disorder problems. Adding a third team to Region 2 and Region 4 would require an additional two sergeants and 16 officers.

Investigations

PERF's review of APD's centralized, specialized investigative units with external workload reveals a need for a total 138 investigators in order to ensure that thorough investigations are conducted. The current total number of investigators for these units is 97. The APD should add 41 investigators (and seven sergeants) especially in light of the citizen preferences in the city survey presented in this report. Clear majorities of residents felt that the APD should devote more time to "solving violent crimes" (86.9%) and to "solving property crimes" (68.2%).

Regional Detectives

There is also a need for an increase in Regional detectives. These locally anchored detectives investigate non-family violence cases, break-ins to vehicles, thefts and most financial crimes. The department should add one sergeant and eight detectives to each Region. This increase will allow expansion in the current capacity and deal with the large workload currently being faced by the regional detectives. Improvement in case closure rates should result.

Other Units

Recommendations are made in this report to increase staffing to enhance performance in other units. There are recommended increases for extended Canine coverage; improved Air coverage; and increased investigative capacity of the Vehicle Homicide Abatement unit. Adding a fourth team to the Parks Unit is also recommended.

Sworn Staffing Summary

Overall, by 2017, the department should add 155 officers, 78 detectives and 24 sergeants, for a total department increase of 257. However, this number of sworn staff can be reduced by civilianizing a number of positions. PERF identifies opportunities to convert sworn positions to civilian positions in Training, Risk Management, the Fusion Center, Technology and the Real

Time Crime Center. Some 29 such positions are identified which would reduce the increase in sworn staffing to 228.

Adding 228 new positions to the current authorization of 1,718 would bring the department's sworn strength to 1,946. Compared to the projected 2017 population of 923,450, the city would have a sworn-officer-to-population ratio of 2.11 officers per 1,000 residents.

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Introduction: Staffing the Austin Police Department

The Police Executive Research Forum (PERF) was retained by the City of Austin to provide the Austin City Council and City Executives with recommendations for an innovative, sustainable method to determine current and future police department staffing needs. The objectives of the study include: reviewing the current demand for sworn law enforcement, including calls for service, investigative workload, staffing for special events, and utilization of support staff; examining benchmarks for police staffing that are used in a sample of U.S. cities with populations from 500,000 to one million; gathering information on local community expectations regarding perceptions of safety, crime reduction strategies, community policing, and patrol utilization; recommending a methodology for the calculation of police staffing needs that can be updated and replicated by city staff in the future; and providing recommendations regarding three- to five-year staffing projections based on the community-based goals.

The first section of this report reviews the demand for law enforcement services in Austin including the results of the survey of resident to assess, community expectations. In this section methodologies for calculating police staffing needs, including those used in this study are presented. They are designed to be updated and replicated by city staff in the future. The final section examines staffing benchmarks from five selected cities comparable to Austin with populations between 500,000 and 1,000,000.

Current Law Enforcement Demand

Resident Survey

One component of our study was a survey of Austin residents who lived in Austin, commuted to the City of Austin for work, and/or owned businesses in Austin. PERF elected to utilize the services of the University of Wyoming's Wyoming Survey & Analysis Center (WYSAC). PERF has utilized the services of WYSAC previously and found them to deliver high-quality results.

A survey was drafted which incorporated questions contained in Austin's 2011 community satisfaction (Direction Finder) survey. New questions were drafted as well, with the final survey approved by the Austin Police Department. Phone interviews were conducted May 23-May 29, 2012.

Survey results

Respondents were first asked a series of introductory questions regarding their time in the City of Austin:

Austin residents:

- 69.1% (n=242) of respondents were residents of the City of Austin.
 - The average length of time respondents lived in Austin was 21.5 years.

Respondents were then asked relative to downtown Austin, where they lived:

- Northwest
 - Northeast
 - Central West
 - Downtown
 - Central East
 - Southwest
 - Southeast
- The majority of those surveyed lived in Northwest (37.6%, n=88) or Southwest (26.5%, n=62) Austin.

Commuters to Austin:

- 83 (23.7% of all respondents) of those surveyed commuted to Austin for work. Of the commuters:
 - 51.8% commuted five days a week
 - 54.9% typically worked on weekdays, while 45.1% worked a combination of weekdays and weekends
 - 91.5% of the commuters reported typically working a daytime shift, 23.2% reported typically working an evening shift, and 14.5% reported typically working a midnight/late night shift. Some respondents reported work multiple shifts either because they hold down more than one job or because their shifts vary day-to-day.

Business owners:

- 12.6% (n=44) of all respondents owned a business in Austin.
 - The average business owner in this survey has owned the business for 11.5 years.
- As with residents, the majority of business owners included in this survey had their businesses located in either Northwest (45.2%, n=19) or Southwest (26.2%, n=11) Austin.

Interactions with the Austin Police Department

Respondents were asked a series of questions pertaining to their interactions (if any) with the Austin Police Department. The majority of respondents (65.6%, n=229) had *not* had contact with the APD during the last 12 months.

Those who did have contact with APD (120 respondents) during the last 12 months were then asked how many times they had contact. The majority of respondents to this question (115 total—three respondents indicated “don’t know,” and two did not answer/refused to answer) either had contact with APD once (40.9%, n=47) or twice (21.7%, n=25) during the past 12 months. However, it is noteworthy that 36.5 percent of respondents reporting contact had *more* than two contacts with the APD.

Those who had contact with APD were then asked a series of questions regarding the nature of these contacts. Of the 120 respondents who reported contacts with APD,

- 60 talked to an APD officer on the street.
- 49 witnessed an incident where the police were involved.
- 43 received a traffic citation or warning from an APD officer.
- 20 attended a community meeting where the police were present.
- 42 attended some other function where the police were present.
- 40 reported a crime.
- 39 requested a service other than reporting a crime.

The Austin Police Department provides for on-line crime reporting under certain circumstances. Of the 40 respondents who reported a crime 37 said they used the telephone, only three reported using the Internet.

Satisfaction with the Austin Police Department

Question*	Very Satisfied/Satisfied	Very Dissatisfied/Dissatisfied	Neutral	N
How satisfied are you with the overall quality of police services in Austin?	67.9%	11.2%	21.0%	348
In Austin, how satisfied are you with the enforcement of local traffic laws?	65.6%	15.9%	18.5%	346
In Austin, how satisfied are you with the speed of emergency police response—in other words, how quickly police respond to emergencies.	56.6%	10.9%	32.4%	293

*Excludes those who reported “don’t know/not sure” or declined to answer the question.

Overall, most respondents are happy with their police department. Over two-thirds (67.9%) indicated that they are very satisfied or satisfied with the overall quality of police services in Austin. Over one-quarter (25.9%) indicated they were “very satisfied.”

Almost two-thirds (65.6%) were satisfied to some extent with the enforcement of local traffic laws.

Over half (56.6%) of those responding stated they were satisfied to some extent with the speed of emergency police response, with over one-fifth (21.8%) indicating they were very satisfied.

Visibility of the Austin Police Department and its members

Austin Police Department: Patrol Utilization Study
July 2012

Respondents were first asked about the visibility of APD employees in their neighborhoods over the past 6 months.

Neighborhood Visibility

Question—in the past 6 months, have you personally seen the following members of the APD in YOUR neighborhood...*	Yes	No	N
Uniform Officer in a vehicle	78.8%	21.2%	241
Uniform Officer on a motorcycle	29.0%	71.0%	241
Detective	19.1%	80.9%	225
Uniform Officer on a bicycle	11.6%	88.4%	241
Canine Officer	10.0%	90.0%	241
Uniform Civilian Personnel	9.3%	90.7%	227
Mounted Officer on horseback	3.3%	96.7%	242
Uniform Officer walking a foot beat	2.5%	97.5%	240

*Excludes those who reported “don’t know/not sure” or refused to answer the question.

The vast majority of respondents indicated that uniformed officers in vehicles constitute their most frequent sighting of APD personnel in the past six months in their neighborhoods (78.8%), with uniformed officers on motorcycles making up the second most visible element (29.0%). Only 2.5% of those responding indicated they had seen an officer walking a foot beat.

Respondents were then asked about the visibility of APD employees downtown or at public events.

Visibility Downtown or at Public Events

Question—in the past 6 months, have you personally seen the following members of the APD downtown or at a public event...*	Yes	No	N
Uniform Officer in a vehicle	85.8%	14.2%	330
Uniform Officer on a motorcycle	78.6%	21.4%	327
Uniform Officer on a bicycle	68.6%	31.4%	331
Uniform Officer walking a foot beat	51.7%	48.3%	329
Mounted Officer on horseback	48.0%	52.0%	327
Canine Officer	25.8%	74.2%	325
Uniform Civilian Personnel	20.1%	79.9%	294
Detective	18.3%	81.7%	284

*Excludes those who reported “don’t know/not sure” or refused to answer the question.

A majority of respondents indicated that they had seen uniformed officers in vehicles (85.8%), on motorcycles (78.6%), on bicycles (68.8%), and walking a foot beat (51.7%). Nearly half (48.0%) indicated they had seen a mounted officer on horseback. Canine officers, detectives, and uniform civilian personnel were not seen as frequently, most likely due to the specialized nature of their work (on in the case of detectives, because they work plainclothes and are less visible).

Perceptions of safety

Question*	Strongly Agree/Agree	Strongly Disagree/Disagree	Neutral	N
I feel safe in my neighborhood during the day	91.3%	3.7%	5.0%	242
I feel safe walking alone downtown during the day	84.2%	8.2%	7.6%	341
I feel safe in my neighborhood at night	81.0%	11.2%	7.9%	242
I feel safe in city parks	77.8%	8.7%	13.5%	334
I feel safe walking alone downtown at night	46.2%	36.9%	16.8%	333

*Excludes those who reported “don’t know/not sure” or refused to answer the question.

The majority of respondents agreed to some extent that they generally felt safe while in Austin. A large majority of respondents reported feeling safe in their neighborhoods during the day (91.3%), with over half (57.4%) stating they strongly agree with this statement.

A substantial majority (84.2%) said they feel safe walking alone downtown during the day, with almost half of those responding (40.5%) strongly agreeing that they felt safe.

A majority of respondents (81.0%) also reported feeling safe in their neighborhoods at night, with over one-third (35.1%) of respondents strongly agreeing that this was the case.

Over three-quarters (77.8%) of respondents agreed to some extent that they felt safe in city parks, with slightly over one-quarter (25.1%) strongly agreeing that they felt safe in Austin’s parks.

However, responses were mixed when it came to perceptions of safety when walking alone downtown at night. Of those who responded, 36.9% indicated that they did *not* feel safe walking alone downtown at night, with 27.9% expressing that view strongly.

Opinions on where police should spend their time

Question—The Austin Police Department should devote more time to...*	Strongly Agree/Agree	Strongly Disagree/Disagree	Neutral	N
Solving violent crimes	86.9%	3.8%	9.3%	344
Preventing criminal street gangs	85.3%	5.5%	9.2%	347
Reducing illegal activities committed by youth	77.8%	9.5%	12.7%	347
Reducing illegal drug activity	73.6%	12.1%	14.2%	345
Solving property crimes	68.2%	10.2%	21.7%	345
Ticketing drivers who violate traffic laws	42.5%	31.2%	26.3%	346

*Excludes those who reported “don’t know/not sure” or refused to answer the question.

A large majority of respondents expressed an opinion that APD should devote more time to solving violent crimes (86.9%), with 43.6% strongly agreeing with this.

Preventing criminal street gangs was also met with favor by respondents (85.3%) with almost half (45.0%) strongly agreeing.

Almost 80 percent (77.8%) of respondents agreed that reducing illegal activities committed by youth should be a focus of police effort, with over one-quarter (27.4%) strongly agreeing with this.

Slightly less than three-quarters (73.6%) of respondents viewed reducing illegal drug activity as a police priority, with almost one-third (30.4%) strongly agreeing.

Respondents also agreed to some extent (68.2%) that solving property crimes should be a higher priority with APD, with roughly one-quarter (24.1%) strongly agreeing that APD should do so.

However, only 42.5% of respondents were in favor of devoting more time to ticketing drivers who violate traffic laws. Almost one-quarter (23.1%) of respondents strongly disagreed that this was an area that APD should devote more time to.

The size of APD’s work force

Question*	Strongly Agree/Agree	Strongly Disagree/Disagree	Neutral	N
The APD does a good job of handling special events (for example, parades, marches, community events, etc.)	88.0%	5.3%	6.7%	342
The Austin Police Department has enough officers to maintain safety in the business community	68.4%	15.4%	16.3%	338
The Austin Police Department has enough officers on the street to keep my neighborhood safe	66.7%	23.6%	9.7%	237
The APD is capable of handling a large-scale emergency disaster response	52.3%	18.1%	29.5%	308
In a non-emergency situation, it is acceptable for the Austin Police Department to dispatch a civilian employee instead of an officer	46.6%	39.4%	14.0%	335
The Austin Police Department has enough officers on the street to maintain a low crime rate	45.3%	33.6%	21.1%	327
The Austin Police Department has enough Detectives to effectively solve crimes	33.4%	33.0%	33.7%	294
I am familiar with the officers working in my neighborhood or near my business	16.7%	73.0%	10.4%	336

*Excludes those who reported “don’t know/not sure” or refused to answer the question.

A wide majority of respondents (88.0%) agree to some extent that APD does a good job of handling special events. Almost 30 percent (28.9%) strongly agreed with this.

Over two-thirds of respondents agreed in some measure that APD has enough officers to maintain safety in the business community (68.4%). A similar number (66.7%) believed that APD has enough officers to keep their neighborhoods safe.

Respondents also largely viewed APD as being capable of handling a large-scale emergency disaster response (52.3%).

Respondents were less certain about whether civilians should be used to respond to non-emergency situations, with 46.6% accepting that idea but 39.4% rejecting it.

Less than half of respondents (45.3%) believed that APD has enough officers on the street to maintain a low crime rate; 33.6% said they do not believe APD has enough officers for that purpose.

Survey respondents were evenly split on whether ADP has enough detectives to effectively solve crimes.

Almost three-quarters (73.0%) of respondents indicated that they were not familiar with the officers working in their neighborhoods or near their businesses.

Respondent demographics

What is your age?	Percent	N
18-24	11.6%	40
25-34	19.7%	68
35-44	19.4%	67
45-54	21.1%	73
55-64	17.3%	60
64+	11.0%	38

*Excludes those who reported “don’t know/not sure” or refused to answer the question.

Household Income

What is your household’s total income before taxes in 2011?	Percent	N
Less than \$20,000	10.8%	33
\$20,000 to \$39,999	18.0%	55
\$40,000 to \$59,999	14.1%	43
\$60,000 to \$79,999	13.8%	42
\$80,000 to \$149,999	23.6%	72
\$150,000 or more	19.7%	60

*Excludes those who reported “don’t know/not sure” or refused to answer the question.

Other demographic information:

- Slightly more respondents were male (54.9%, n=192) than female (45.1%, n=158).
- The majority of respondents were reached on their cell phones (70.9%, n=248) as opposed to a land line.

- Regarding the number of people in the respondents' households (including themselves), two-thirds (66.8%, n=230) reported having three or fewer people.
- Most respondents were white (75.6%, n=263). Black or African Americans made up 7.5% (n=26) of respondents; Asians 4.0% (n=14); American Indians or Alaska Natives 2.9% (n=10); Native Hawaiians or Other Pacific Islanders 0.3% (n=1); and other 7.2% (n=25). Approximately 84% (n=288) of respondents stated that they were not of Hispanic, Latino or other Spanish ancestry.
- The majority of respondents owned their own homes (72.1%, n=248).

Summary

Survey respondents generally feel safe in Austin other than downtown at night. Their answers indicated that police visibility is generally high and that residents are overall satisfied with the police service they are getting. Areas that need more attention relate to investigations, especially of property crimes and the number of detectives. There was also an expressed perception that APD may not have enough officers on the street to maintain a low crime rate.

A majority of respondents feel that traffic enforcement is at a satisfactory level. Less than half thought the department should spend more time ticketing drivers who violate traffic laws.

Survey Methods

A dual sampling frame was used for the survey. Both RDD (random digit dialing) phone numbers and cell phone numbers believed to belong to households within the geography of interest were drawn into sample. A radius of 60 miles around the City of Austin was used to define that geography. RDD samples supplemented with cell phone samples secure the best coverage of all households in phone surveys, since they include both households with listed and with unlisted land line telephone numbers as well as households which are cell phone only or cell phone mostly. Currently for Texas overall it is believed that cell phone only and cell phone mostly households represent close to 50% of all households in the state. WYSAC purchased the random sample of cell phone numbers from the Marketing Systems Group, which is one of the leading national vendors specializing in the generation of scientific samples.

Well trained WYSAC interviewers conducted the interviews between May 23 and May 29, 2012 in calling sessions from 2 to 9 p.m. CDT. Phone numbers were called up to 12 times if previous attempts did not result in a completed survey, an irate refusal, or an otherwise ineligible number

(disconnected, out of area, etc.) Soft refusals were called back in an attempt at refusal conversion. Households were screened out if they did not meet the eligibility criteria of either living within the city limits of Austin, working in Austin, or visiting the city for other purposes. By the close of data collection, 546 records were screened out.

A total of 350 surveys were completed with eligible households, of which 70% were completed on a cell phone. Random samples of that size yield margins of error of about +/- 5 percentage points with 95% confidence.

Officers per Thousand Population

One measure that has been used for some time to assess officer staffing levels in Austin has been a ratio of officers per thousand population. For a number of years the City has used “two per thousand” as its benchmark for adequate police staffing. The city’s population in April 2012 was listed as 824,205 which would dictate that the sworn staffing of the Austin Police Department (APD) be authorized at a minimum of 1,648.

Although the two-per-thousand ratio is convenient and provides dependable increases in police staffing as the city’s population rises, it does not appear to be based on an objective assessment of policing needs in Austin. Officers per thousand ratios are frequently used to compare departments to each other, but they have little value because they do not provide insight into how officers are used. One department might have officers assigned to the dispatch function and as crime scene technicians, while others use civilians to perform these functions. One jurisdiction might be large in area with room for growth. Another might be smaller and hemmed in by suburbs. One city may have very different crime problems from another.

Consequently, approaches to determining the appropriate size of a given city’s police department should be based on an assessment of that agency and the work it needs to perform in its community. A starting point is an assessment of the APD’s vision, mission and values statement on its website:

<p style="text-align: center;">AUSTIN POLICE DEPARTMENT</p> <p style="text-align: center;">Vision Statement To be respected and trusted by all segments of Austin’s diverse community.</p> <p style="text-align: center;">Mission Statement To keep you, your family, and our community safe.</p> <p style="text-align: center;">Department Values – I C.A.R.E.</p> <p>Integrity – the cornerstone of police work-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, the department, and most importantly, self. Ethical – professional actions and decision making.</p>

Although these statements provide useful benchmarks for Austin residents to assess the performance of their police department, they do not provide much guidance as to staffing needs.

A group of 30 police chiefs involved in a previous PERF study concluded that most American law enforcement agencies perform four core processes. They are:

- Responding to citizens' requests for services;
- Crime prevention;
- Crime solution; and
- Engaging the community to solve crime, violence and disorder problems.

These core functions are aids in assessing the current demand for law enforcement in Austin, including calls for service, investigative workload, staffing for special events, and utilization of support staff, as requested in the Request for Proposals.

Approaches to Determining Staffing Needs

To assess the staffing needs in the APD, the nature, quantity, and duration of tasks carried out by the organization units must be considered. A primary consideration in assessing workload is to first consider the factors that create workload.

The first category of work is primarily related to external demands for police services. Calls for service and investigation of crimes result in the need to receive calls, dispatch officers, manage records and process evidence. The workload in these units increases with increases in citizen requests for services and reports of crime.

The second category of work is related to internal demands, and includes functions and tasks that support the business of operating the police department. Workload is generated by tasks related to such functions as managing finances and human resource activities, maintaining buildings and equipment, managing information technology, conducting internal investigations, and training officers. The workload generated in these areas is somewhat proportionate to the size of the APD, but also is influenced by external factors. For instance, the volume of internal investigations is partially influenced by the number of citizen contacts that APD officers have.

The third category of work involves functions that are necessary to support the core business processes in a department the size of the APD. While these functions are necessary, the level of effort, and subsequently personnel, is discretionary. Examples here include such functions as crime analysis, media relations, research and development, the real time crime center, and special outreach and task force programs.

The three categories of work described above are not unique and isolated. External workload demand and internal needs to support the organization are factors in all of the categories. What is different is the method used to determine staffing needs in each of these functional areas.

Determining staffing needs for support functions is difficult. Workload in some units is more readily quantified than in others. Three approaches are generally applied to determining staffing needs. They are listed below.

Supervisor Observation and Evaluation: This approach involves a competent supervisor or manager understanding the work that needs to be done, the process used to carry out the work, and making a determination whether the work is being done well and in a timely manner with the desired level of quality. Timeliness may be determined by external and or internal constraints. This approach is most generally applied in administrative areas where the workload demand is not self-generated, but created by external or internal drivers. For instance, communications center workload is generated primarily by external sources. Human Resources workload is created by internal sources.

Time Study: Another approach to determining staffing needs can be used when workload is easily quantified. In this approach, the number of required tasks combined with the time necessary to complete each task can be used as the basis for determining how many personnel are required to carry out that task. For example, if a clerk were required to conduct data entry of a particular form, and each form took 15 minute to enter, and 60,000 forms were processed in an a year, 15,000 hours are required annually. Considering how many hours an individual employee is available for work each year, the number of employees required to carry out this task can be determined.

This approach has its shortcomings. First, employees likely perform other tasks. Second, it does not account for any value-added or quality issues. Third, the analysis is very difficult and time-consuming to carry out. This approach should not stand alone in assessing personnel needs.

Assessment of Value: In functional areas where staffing is discretionary, an assessment of the value added to the core business processes of the department should be made. The value is generally determined by outcomes related to the staffing of the specific unit. For instance, the crime analysis unit carries out a set of specific tasks weekly, and that workload is measurable. The nature of the workload is defined internally as being necessary, but may or may not add value in reducing crime or apprehending criminals.

There are two methods in determining value. The first is a quantitative approach, where the impact of staffing on outcomes is measured. Using the crime analysis example described above, the impact of staffing on crime would be impossible to measure accurately, because there are many factors that can cause crime to increase or decrease. However, there may be internal outcome measures that could be applied to determine the value associated with different staffing levels.

The second assessment of value is qualitative. In this approach, supervisors and other subject matter experts may be able to articulate the value associated with staffing levels, even if they cannot assign a measure to it. Because of the difficulty measuring the relationship between any variable and crime, this is the most common measure used in police departments.

APD Approach in Assessing Staffing Needs

The APD has used workload assessment in adjusting patrol staffing needs. According to a July 2011 report on detective staffing, the APD has used a methodology to allocate patrol officers since 2008 that takes into account response times to high priority calls, the number of high priority calls, and the number of lower priority calls. This methodology is used to move patrol resources to the sectors with the greatest demand. Another recent patrol staffing study examined the amount of uncommitted time available from 2009 to 2011. Patrol staffing is also examined periodically to make sure that the number of vacancies does not exceed 14%, thus triggering a freeze in transfer or promotions from patrol.

The department has also taken a number of steps toward measuring workloads for detective staffing. A July 2011 study took into account case load, the “productive” time detectives work on cases, and average hours worked per case. Key sources of data included the detective activity log and case information from the department’s Records Management System.

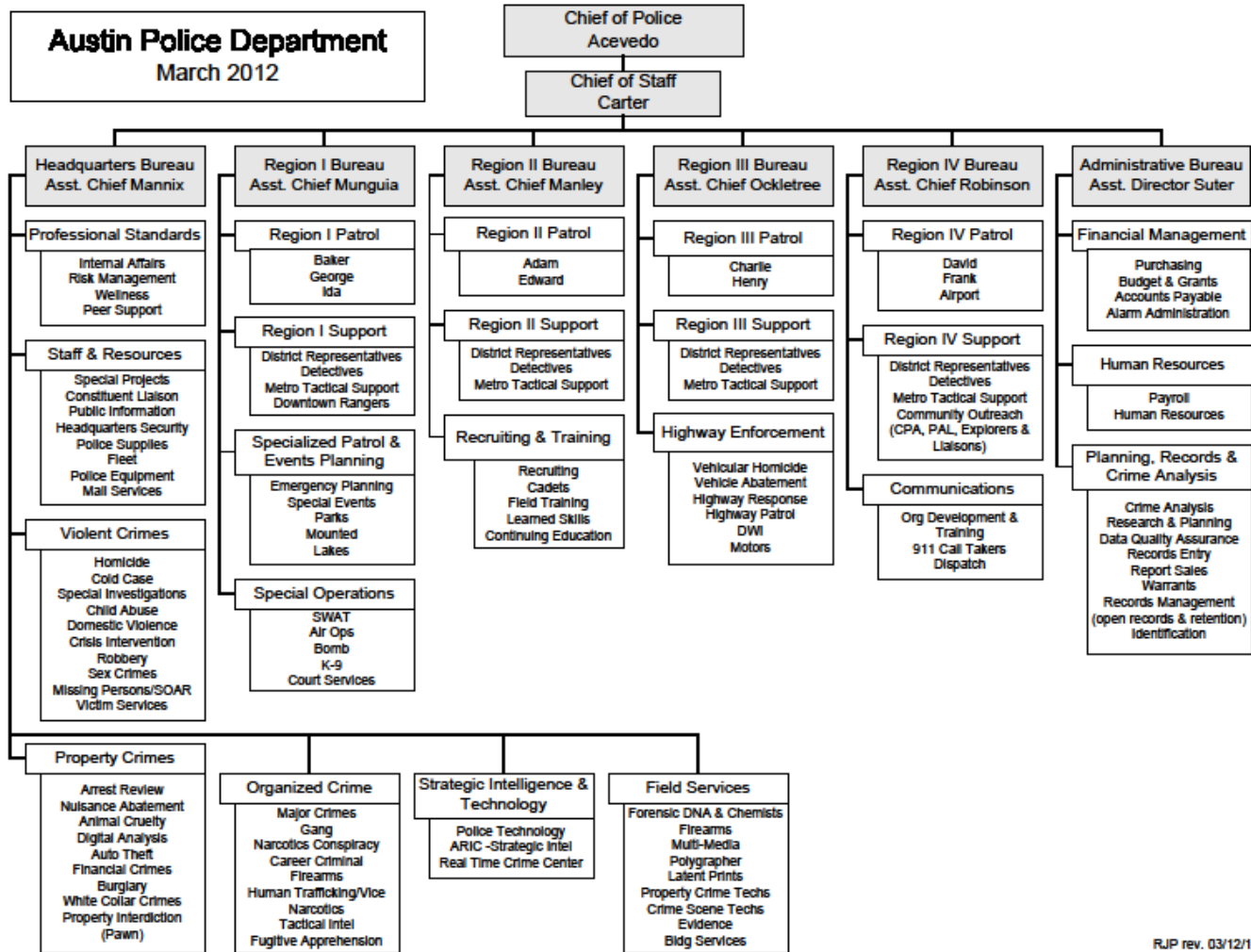
These examples demonstrate that the department does approach staffing needs to some extent by using workload data. Much of the rest of the department is staffed through supervisor observation/evaluation and a qualitative assessment of value.

This mixed approach is common in police departments. Few departments have the resources or capabilities to conduct time studies or outcome evaluations. Personnel cutbacks in law enforcement agencies are common throughout the country. In some departments, clerical personnel have been laid off so that the number of sworn personnel can be maintained. Decisions to add administrative/clerical personnel are generally made only when the business process they carry out becomes overloaded or has a serious backlog.

With regard to patrol and investigations, PERF uses a “workload” methodology to examine current staffing. For other units, PERF reviews supervisor observations/evaluations and qualitative assessments of value to determine if the rationale for such staffing is justified.

The next page depicts the structure of the Austin Police Department in March 2012.

Organizational Structure of the Austin Police Department – March 2012



Patrol Staffing and Organization

The Austin Police Department divides the patrol function into four Regions, each headed by an Assistant Chief of Police. These four Assistant Chiefs report to the Chief of Staff (who also holds the rank of Assistant Chief). The assistant chief over the Headquarters Bureau and the Assistant Director over the Administrative Bureau also report to the Deputy Chief.

Each Region is divided into multiple sectors for patrol purposes as follows:

- Region I – Baker, George and Ida sectors,
- Region II – Adam and Edward sectors,
- Region III – Charlie and Henry sectors,
- Region IV – David and Frank sectors.

Each Region's assistant chief has additional responsibilities. Each chief has a Patrol Support group for the Region. The Region I chief is also responsible for the Downtown Rangers, Specialized Patrol and Events Planning and Special Operations. The Region II chief is also in charge of Recruiting and Training. The Region III Bureau also commands Highway Enforcement. And the additional responsibilities of the Region IV chief include the Airport Community Outreach (CPA, PAL, Explorers and Liaisons) and Communications.

Each sector is divided into four districts (beat equivalents) with officers routinely assigned to the same district. Multiple officers on the same shift may be assigned to the same district.

Sectors typically have seven squads working four-ten shifts – four days on duty followed by three days off. There are two days shifts with a common day of Friday, three evening shifts with all three shifts working on Friday, and two midnight shifts with a common day for Friday/Saturday.

The Nature of Patrol Work in Austin

Austin Police Department patrol officers, as in most American law enforcement agencies, spend their time responding to calls for service from the public, engaging in self-initiated activity, and performing a variety of administrative tasks. Citizens ask for police service by calling the police dispatch center (either through 911 or on a non-emergency line), in person by hailing an officer in the field, or by going to a police facility. Officers responding to "calls for service" (CFS) may handle the incident informally, write a report about the incident if necessary (usually when their

preliminary investigation indicates that a crime has been committed), or, when circumstances warrant, make an arrest.

The amount of self-initiated activity is a measure of how proactive officers are. Officers may initiate an action because they see suspicious behavior, observe a traffic violation, are conducting a follow-up investigation to gather more information on a previous case, or are looking for suspects with outstanding warrants. Such activities are products of an officer’s discretion. The officer decides when and where to begin these encounters. The frequency of self-initiated activities that an officer performs is dependent, to some extent, on how busy the officer is with calls for service and on the availability of appropriate targets of opportunity.

Calls for service response and self-initiated work are both vital parts of patrol operations. The major difference between the two is that a police agency has little say over when calls for service are received; members of the public call the police when they need the police. They usually expect the prompt arrival of a uniformed officer. Although some departments are able to influence this workload to some extent – for example, by separating urgent calls necessitating an immediate high-priority response from non-urgent calls that may permit a delayed response – the times of day when calls originate cannot be controlled by the police. Self-initiated work is started by patrol officers when they are not responding to calls. The more time that is spent responding to calls for service, the less time there will be for self-initiated work, problem solving, and community engagement activity.

For Austin, for 2011, the following chart shows the 10 most prevalent dispatch types, including both calls for service and officer-initiated activity, citywide. The “number” column refers to the number of dispatched events. These 10 categories account for nearly half of the total of 650,603 dispatches for the year.

Leading Dispatch Types Citywide 2011

Type	Number
Traffic Stop	88,265
Disorderly Conduct / City Ordinance Violation	35,732
Alarm Burglar	34,003
Directed Patrol	33,039
Suspicious Person	24,088
Disturbance Other	23,428
Special Assignment	21,493
Traffic Hazard	16,580
Assist Complainant	15,491
Hang ups	14,900

The most frequent dispatch types are generally typical of those found in comparable departments. In large jurisdictions like Austin, “Traffic Stop” is often the leading single activity type. Disorderly conduct and other disturbances, suspicious persons, and traffic hazards are also common.

The high number of burglar alarms, 5.2% of the total dispatches, indicates that a re-examination of the city’s alarm ordinance may be warranted. Jurisdictions that have reduced alarm calls have levied heavier fines for false alarms, levied fines sooner with few or no “free” false alarms, or required alarm companies to verify the validity of an alarm before the police are summoned.

Another frequently occurring dispatch activity is 911 hang-ups. Multiple persons may call about the same event, and persons at the scene of an incident who call on cell phones may hang up as they see others calling. The police begin a response to each 911 call until it can be determined whether it is a duplicate or accidental dialing or that the police are not needed. Some 911 hang-ups may be a valid request for police service that was interrupted. For example, a domestic violence victim may begin a call but may then be forced to hang up by the perpetrator. Consequently, almost all 911 calls are dispatched while communications personnel try to determine whether the police response needs to continue or can be cancelled.

The next set of tables show the top dispatch activities for each sector.

Most Frequent Dispatch Types, By Sector, 2011

Adam	Number	Baker	Number	Charlie	Number
Directed Patrol	10842	Traffic Stop	13649	Traffic Stop	7153
Traffic Stop	9040	Alarm Burglar	4787	Special Assignment	3601
Alarm Burglar	5694	Disorderly Conduct / City Ordinance Violation	4708	Disorderly Conduct / City Ordinance Violation	3550
Homeland Security Dir Patrol	3973	Special Assignment	3411	Directed Patrol	3387
Disorderly Conduct / City Ordinance Violation	3883	Suspicious Person	3012	Disturbance Other	3175
Traffic Hazard	3192	Directed Patrol	2962	Alarm Burglar	2980
Hang Ups	2513	Homeland Security Dir Patrol	2656	Suspicious Person	2449
Suspicious Person	2483	Traffic Hazard	2216	Hang Ups	1899
Assist Complainant	2439	Service	1807	Service	1540
Crash Service	2264	Crash Service	1533	Traffic Hazard	1433

David	Number	Edward	Number	Frank	Number
Traffic Stop	10546	Traffic Stop	9651	Traffic Stop	12195
Alarm Burglar	5698	Directed Patrol	6986	Disorderly Conduct / City Ordinance Violation	5197
Disorderly Conduct / City Ordinance Violation	4499	Disorderly Conduct / City Ordinance Violation	4780	Alarm Burglar	4906
Suspicious Person	3647	Alarm Burglar	4254	Suspicious Person	3185
Traffic Hazard	2708	Disturbance Other	3946	Disturbance Other	2951
Disturbance Other	2685	Suspicious Person	2982	Special Assignment	2487
Hang Ups	2600	Hang Ups	2879	Assist Complainant	2133
Crash Service	2198	Assist Complainant	2185	Service	2068
Special Assignment	2131	Homeland Security Dir Patrol	2020	Traffic Hazard	1972
Service	2053	Service	1942	Suspicious Vehicle	1787

George	Number	Henry	Number	Ida	Number
Traffic Stop	6936	Traffic Stop	11982	Traffic Stop	7113
Subject Stop	4923	Disorderly Conduct / City Ordinance Violation	3787	Disorderly Conduct / City Ordinance Violation	3279
On Site Incident	4125	Disturbance Other	2681	Alarm Burglar	2682
Special Assignment	3812	Directed Patrol	2060	Suspicious Person	2548
Flagged Down	2911	Suspicious Person	2049	Disturbance Other	2536
Directed Patrol	2270	Assist Complainant	1839	Directed Patrol	2339
Parking Violation	2154	Hang Ups	1575	Hang Ups	1945
Disturbance Other	2110	Alarm Burglar	1536	Special Assignment	1799
Disorderly Conduct / City Ordinance Violation	2049	Family Disturbance	1386	Assist Complainant	1264
Suspicious Person	1733	Subject Stop	1307	Traffic Hazard	1243

The leading dispatch types are fairly consistent across all nine sectors. Traffic stops, burglar alarms (except in George sector), disorderly conduct, suspicious person, 911 hang-ups, and suspicious persons are among the top dispatch types in almost every sector.

George sector, which includes the city's entertainment district, has a higher proportion of proactive activities than the other sectors. Traffic Stop, Subject Stop, On Site Incident, Special Assignment and Directed Patrol are five of the top six activities. The other dispatch activity in the top six is Flagged Down. Because much of the patrol work done in the George sector is foot patrol, George officers are more accessible and therefore are easier to flag down.

Several sectors (Adam, Baker, and Edward) have high levels of Homeland Security – Directed Patrol activity. This indicates that officers record the time they spend patrolling critical infrastructure sites in those sectors.

All sectors have proactive activity among their top activity types. Some combination of Traffic Stop, Directed Patrol, Special Assignment, and Homeland Security – Directed Patrol shows up in all sectors.

Patrol Staffing and Workload Distribution

To determine the fit between patrol officer staffing and patrol workload requires three primary steps: determining the amount of work that needs to be performed, determining the level of current staffing resources committed to patrol, and assessing the match between workload and patrol.

Time Consumed: The first step in this process is to acquire a year's worth of dispatch data from the department's information system. The database PERF received for 2011 contained all dispatching records and the following data elements:

- Event/Incident number
- Report number
- Date of the Event/Incident
- Day of the Week
- Nature/Type of Incident (assault, burglary, suspicious persons, traffic stop, etc.)
- Police Sector, District etc. of the event/incident (this may be several fields)
- Address of the incident
- Unit Number

- Whether the unit is staffed by 1 or 2 officers (but counting the unit as a one-officer unit if the second officer is in field training status)
- Received Time
- Dispatched Time
- Arrived Time
- Cleared Time
- Event/Incident Disposition (especially whether a report was written)
- Priority
- Source (citizen call for service, officer initiated, administrative task, etc.)

The data is “cleaned” to remove incomplete records or those with excessively long time from received to cleared. Such records indicate that the officer never provided a cleared time to a dispatcher or that some other processing error occurred. The initial set of tables is composed of the average calls-for-service time consumed per week in each sector in hours, by hour of the day and day of the week.

PERF used an algorithm to create these matrices. The total time spent on Calls for Service (CFS) includes the time spent by each patrol officer on each call from the time the officer was dispatched until the officer indicated to the dispatcher that he/she completed the call, or “cleared” it. The call time was added into the hour block in which it occurred. For example, if the officer was dispatched at 1045 hours and cleared the call 35 minutes later at 1120 hours, 15 minutes were allocated to the 1000 – 1059 time block and 20 minutes were allocated to the 1100 to 1159 time block. The total amount of time was averaged by week and by day and hour.

The average CFS workload performed by patrol officers per hour in each sector is displayed in the Appendix. The following chart shows as example of a matrix developed in this manner, using the Adam sector.

Average Time Consumed by Calls for Service in Hours – 2011

Adam Sector

hr	sun	mon	tue	wed	thu	fri	sat
0000	7	7.9	7.2	7.3	7.1	8.1	11.1
0100	10.8	5.8	5.3	6.1	5.9	6.1	9.6
0200	8	4.7	4.6	5.2	4.9	4.6	8.5
0300	7.7	4.3	4.3	5	4.5	5.4	7.4
0400	6.2	4	3.8	3.6	3.7	4.8	6.1
0500	4.2	2.8	2.7	2.9	2.4	3.3	4.1
0600	4.2	2.8	3	2.6	3.2	3.4	3.6
0700	4	3.9	4.4	4.2	4.2	4.3	3.9
0800	3.8	5.5	5.6	5.4	5.7	5.8	4.4
0900	4	6.4	5.8	5.8	6.3	7	4.6
1000	4.5	7	5.8	5.9	6	7	5.2
1100	4.7	6.7	6	5.9	6.6	7.2	6.1
1200	5.3	6.9	6.1	6.3	6.8	8.6	6.2
1300	5.9	6.7	6.9	6.9	6.8	9.1	6.3
1400	6.2	7	7.1	7.8	7.2	9	7
1500	7.4	7.8	7.7	9.3	7.7	8.2	7.9
1600	8.7	8.9	9.6	8.6	9.1	9.6	7.4
1700	10.1	11	11.3	8.7	11.1	11.7	9.2
1800	10	11.4	11.1	9.3	11.2	9.8	10.7
1900	9.5	10.7	10.3	8.4	9.8	11.9	10.9
2000	10	10.1	9.6	9	9.4	11.8	11.4
2100	10.4	10.8	9.9	10.5	10.5	12.6	12.5
2200	9.5	9.8	10.9	9.3	10.3	12.1	12
2300	8.4	8.5	9.3	8.1	9.5	11.4	11.7

The shaded areas represent periods of high calls for service time consumed – time blocks with an average time consumed of 10 hours or higher. In the Adam sector there is a sustained high calls for service workload daily from 1700 hours through 2100 hours, except on Wednesday. There are also consistent periods of high time spent on calls for service on the weekend, Friday and Saturday beginning about 1900 and continuing after midnight on the following day.

Officers Available: The Austin Police Department uses the “four-ten” shift for its patrol officers. Officers work four straight ten-hour shifts, and then have three consecutive days off. Sectors typically have seven squads. There are two days shifts, with both working on Friday; three evening shifts, with all three shifts working on Friday; and two midnight shifts, with both coming to work on Friday evening and continuing to work into Saturday.

Shift start and end times vary from sector to sector, based on the need to cover peak times with overlapping shifts. Some shifts start on the half hour and end on the half hour so that only half of the squad is scheduled for the first and last times of the shift. Some shifts start at 45 minutes past the hour and end at 45 minutes past the hour. Others start at 15 minutes past the hour and end at 15 minutes after the hour. And these conditions vary by day of the week. These

schedules create time periods where only fractions of the squad's full strength are expected to be at work. The next chart shows the schedule for Adam sector.

Adam Sector Schedule for Patrol Officers 2012

Adam	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Day 1	5:30am-3:30pm	5:30am-3:30pm				8:45am-6:45pm	5:30am-3:30pm
Day 2			5:30am-3:30pm	5:30am-3:30pm	5:30am-3:30pm	5:30am-3:30pm	
Eve 1	2:15pm-12:15am	2:15pm-12:15am	2:15pm-12:15am				2:15pm-12:15am
Eve 2	3:45pm-1:45am				3:45pm-1:45am	3:45pm-1:45am	4:45pm-2:45am
Eve 3		3:45pm-1:45am	3:45pm-1:45am	2:15pm-12:15am	2:15pm-12:15am		
Night 1	8:00pm-6:00am	8:00pm-6:00am				8:00pm-6:00am	8:00pm-6:00am
Night 2			8:00pm-6:00am	8:00pm-6:00am	8:00pm-6:00am	6:15pm-4:15am	

The CompStat report for April 27 – May 24, 2012 shows that the Adam sector had 69 officers available. The table below shows how they were scheduled by hour and day over the course of the week in a matrix that is similar in format to that for the time consumed by calls for service.

Number of Patrol Officers Scheduled – Adam Sector

hr	Sun	Mon	Tue	Wed	Thu	Fri	Sat
0000	22.5	22.5	22.5	21.5	11.5	21.5	29
0100	20	17.5	17.5	16.5	9	16.5	26.5
0200	17.5	10	10	9	9	9	19
0300	10	10	10	9	9	9	19
0400	10	10	10	9	9	9	12.5
0500	15	15	15	14	14	14	15
0600	10	10	10	10	10	10	10
0700	10	10	10	10	10	10	10
0800	10	10	10	10	10	12.5	10
0900	10	10	10	10	10	20	10
1000	10	10	10	10	10	20	10
1100	10	10	10	10	10	20	10
1200	10	10	10	10	10	20	10
1300	10	10	10	10	10	20	10
1400	17.5	17.5	17.5	17.5	17.5	20	17.5
1500	17.5	17.5	17.5	15	17.5	17.5	15
1600	20	20	20	10	20	20	12.5
1700	20	20	20	10	20	20	20
1800	20	20	20	10	20	24.25	20
1900	20	20	20	10	20	19	20
2000	30	30	29	19	29	29	30
2100	30	30	29	19	29	29	30
2200	30	30	29	19	29	29	30
2300	30	30	29	19	29	29	30

This table shows the number of officers scheduled. Officers do not “show up” on every day they are scheduled to work. Absences may be due to vacation, illness, training, court appearances, or other leave time.

Austin calculates that patrol officer show up typically 75% of the time they are scheduled. This is similar to other similar police departments. The next table shows the result of applying the 75% show-up rate and overlaying the officer data with the average time consumed by calls for service. The resulting table depicts the average amount of officer time consumed by calls for service by hour of the day and day of the week. The following sample table using the Adam sector to show the results of this comparison.

Average Per Cent of Patrol Officer Consumed by Calls for Service

hr	sun	mon	tue	wed	thu	fri	sat
0000	41.5%	46.8%	42.7%	45.3%	82.3%	50.2%	51.0%
0100	72.0%	44.2%	40.4%	49.3%	87.4%	49.3%	48.3%
0200	61.0%	62.7%	61.3%	77.0%	72.6%	68.1%	59.6%
0300	102.7%	57.3%	57.3%	74.1%	66.7%	80.0%	51.9%
0400	82.7%	53.3%	50.7%	53.3%	54.8%	71.1%	65.1%
0500	37.3%	24.9%	24.0%	27.6%	22.9%	31.4%	36.4%
0600	56.0%	37.3%	40.0%	34.7%	42.7%	45.3%	48.0%
0700	53.3%	52.0%	58.7%	56.0%	56.0%	57.3%	52.0%
0800	50.7%	73.3%	74.7%	72.0%	76.0%	61.9%	58.7%
0900	53.3%	85.3%	77.3%	77.3%	84.0%	46.7%	61.3%
1000	60.0%	93.3%	77.3%	78.7%	80.0%	46.7%	69.3%
1100	62.7%	89.3%	80.0%	78.7%	88.0%	48.0%	81.3%
1200	70.7%	92.0%	81.3%	84.0%	90.7%	57.3%	82.7%
1300	78.7%	89.3%	92.0%	92.0%	90.7%	60.7%	84.0%
1400	47.2%	53.3%	54.1%	59.4%	54.9%	60.0%	53.3%
1500	56.4%	59.4%	58.7%	82.7%	58.7%	62.5%	70.2%
1600	58.0%	59.3%	64.0%	114.7%	60.7%	64.0%	78.9%
1700	67.3%	73.3%	75.3%	116.0%	74.0%	78.0%	61.3%
1800	66.7%	76.0%	74.0%	124.0%	74.7%	53.9%	71.3%
1900	63.3%	71.3%	68.7%	112.0%	65.3%	83.5%	72.7%
2000	44.4%	44.9%	44.1%	63.2%	43.2%	54.3%	50.7%
2100	46.2%	48.0%	45.5%	73.7%	48.3%	57.9%	55.6%
2200	42.2%	43.6%	50.1%	65.3%	47.4%	55.6%	53.3%
2300	37.3%	37.8%	42.8%	56.8%	43.7%	52.4%	52.0%

The shaded time blocks represent those that indicate over 100% of the average patrol officer time was consumed by calls for service. There are five times when the average workload exceeds the available staffing – Sunday morning from 0300 to 0400 and on Wednesday from 1600 through 1900. These periods indicate a mismatch between the schedule and the workload. During these periods other units may be helping the sector handle its call load. Regional support officers if they can safely be pulled away from a special project might be able to assist. Other help may come from other special units, officers from other sectors and supervisors. In some instances during these busy periods calls will be “stacked” and not dispatched until an officer in the sector of the call becomes available.

Overall, patrol staffing is down 57 officers from the total authorized for 2012 of 616, a vacancy rate of approximately 10%. Because actual staffing is below authorized levels in all sectors, the percentage of time consumed by Calls for Service would decline if staffing were raised to full authorized levels.

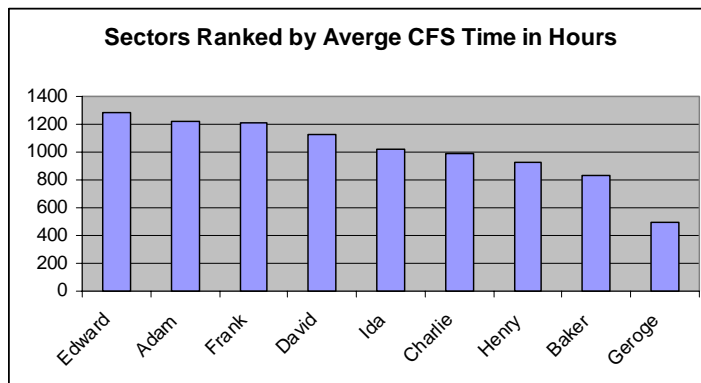
The following table summarizes sector staffing, the number of officers (actual and authorized) and compares the officer resources to the calls for service workload.

Sector	Officers Actual - May 2012	Available average Officer hours per week at 75% show-up	Average Weekly CFS Hours	Actual Officer Time Consumed by CFS	Authorized Officers	Time that Would Be Consumed by CFS at 75% Show-up Rate If Staffing Were at Authorized Level
George	58	1740	493.7	28.4%	65	25.3%
Baker	57	1710	832.2	48.7%	66	42.0%
Ida	58	1740	1020.8	58.7%	62	54.9%
Adam	69	2070	1222.8	59.1%	75	54.3%
Edward	70	2100	1287.3	61.3%	76	56.5%
Charlie	60	1800	988.3	54.9%	66	49.9%
Henry	59	1770	931	52.6%	63	49.3%
Frank	63	1890	1212	64.1%	71	56.9%
David	65	1950	1129.3	57.9%	72	52.3%

At the current patrol staffing level, the sectors (excepting George because of its special circumstances) average an overall 57.2% of the available time consumed by calls for service. At authorized staffing, the overall average per cent would be 52%. Edward, the busiest sector, has an officer CFS time consumed figure 55% higher than Baker, the least busy sector. Data for each sector can be found in Appendix 1.

Most of the sectors have periods of over 100% time consumed. As stated earlier, this indicates that they are getting help from other units or that calls are being “stacked.”

The adjacent chart shows the average CFS time consumed by sector. Edward has 55% CFS work but only 23% more officers than Baker sector.



There are no universally accepted standards for how much patrol time should be consumed by calls for service. One department may set an informal target at 30% to 40%. Another department may determine that patrol officer calls for service time should not exceed an average of 60%. An old rule of thumb, recognized before community policing became prevalent, was that one-third of an officer’s time should be spent on calls for service, one-third on self-initiated activity, and one-third on uncommitted patrol time. A desire for some of an officer’s time to be devoted to community policing activities altered that old rule and led to many variations dependent on local considerations.

Often how patrol officer time is spent is not closely tracked or subject to a formal target. PERF’s staff work in other cities has shown variation in targets for patrol time use. Kansas City, MO has a standard of 35% of an officer’s time being used to respond to calls for service. Chandler, AZ (a large Phoenix suburb) set a standard of 40%. In San Francisco, the time consumed varied in each of the city’s ten police districts from a low of 30% to a high of just over 50%. Tallahassee, FL, with an actual figure of 67%, set a target to reduce call-for-service time to 50%. West Palm Beach, FL set a target at 45%. Memphis has an average of 42% of patrol officer time consumed by calls for service. With an average time consumed figure of 57.2% (and with only two sectors being below 49%) Austin has a comparatively high average calls for service time consumed figure.

Self-Initiated Activity

The amount of time consumed by self-initiated activity is a product of officer initiative, supervisory pressure and available time. It varies widely from agency to agency. In some agencies with light calls-for-service workload, 40% of the available time consumed may be by self-initiated activity. In other agencies with heavy calls-for-service workload, self-initiated time may average less than 15%. The next table shows the average time consumed by self-initiated activity in each Austin sector.

Average Weekly Time Consumed by Self-Initiated Activity

Sector	Officers	SI Time in Hours	Officer Time Consumed by SI
George	58	632.2	36.3%
Baker	57	427.3	25.0%
Ida	58	385.9	22.2%
Adam	69	379.6	18.3%
Edward	70	510.5	24.3%
Charlie	60	451	25.1%
Henry	59	433.1	24.5%
Frank	63	427.8	22.6%
David	65	411.5	21.1%

George sector, home of Austin’s entertainment district, has both the highest average number of hours consumed by self-initiated activities and the highest average percentage of patrol officer time consumed by self-initiated activities, at 36.3%. The walking beats in George help facilitate these officer initiated public contacts. This proactive approach helps George sector officers achieve their objective of crowd control during special events and order maintenance in the entertainment district. Other than Adam sector (18.3%), the other sectors all average over 20% of time consumed by self-initiated activity. This illustrates that despite high call workloads, the sectors still have relatively high levels of proactive policing.

The next table shows the total officer time consumed by calls for service and self-initiated activity and the average current uncommitted time. It also shows the amount of uncommitted time calculated in a 2011 APD study.

Patrol Officer Time Consumed

Sector	Officer Time Consumed by SI	Officer Time Consumed by CFS	Total Officer Time Consumed	Current Uncommitted Time	Uncommitted Time from 2011 Study
George	36.3%	28.4%	64.7%	35.3%	37.5%
Baker	25.0%	48.7%	73.7%	26.3%	34.2%
Ida	22.2%	58.7%	80.8%	19.2%	26.4%
Adam	18.3%	59.1%	77.4%	22.6%	28.7%
Edward	24.3%	61.3%	85.6%	14.4%	26.3%
Charlie	25.1%	54.9%	80.0%	20.0%	34.2%
Henry	24.5%	52.6%	77.1%	22.9%	31.4%
Frank	22.6%	64.1%	86.8%	13.2%	31.4%
David	21.1%	57.9%	79.0%	21.0%	32.2%

On average for all the sectors, the uncommitted time average of 21.7% is nearly a third lower than the figure of 31.4% from the APD's study in 2011. The APD's figure was calculated at full authorized sector strength. The same study also calculated an uncommitted time average of 27.2% at an 8% vacancy rate. Vacancies have a definite impact on the amount of uncommitted time available,

The combination of high calls for service time consumed, the low rate of uncommitted time, and the variations in workload and staffing among sectors all indicate a need for a realignment of sector patrol officer staffing. Establishing a target of 45% for calls-for-service time in each sector will equalize the workload per sector and provide more uncommitted time for sector officers to work on problems and engage the community. The following table shows the uncommitted time¹ and the number of officers that would need to be assigned to each sector to achieve a 45% calls for service workload:

¹ The uncommitted time is derived by adding an average of 45% call for service time for each sector to the current rate of self-initiated time consumed and subtracting the total from 100%. The SI time consumed would be expected to remain the same for each sector since new officer would be expected to engage in the same amount of SI activity as current officers.

Sector Staffing to Achieve 45% of Officer Time Consumed by CFS

Sector	Average Uncommitted Time	Number of Officers Assigned
George	35.3%	65
Baker	30.0%	62
Ida	32.8%	76
Adam	36.7%	91
Edward	30.7%	96
Charlie	29.9%	73
Henry	30.5%	69
Frank	32.4%	90
David	33.9%	84

This level of staffing would require a total of 706 patrol officers and provide an average of just under 33% uncommitted time. The level of staffing would improve response times, especially to lower-priority calls, would allow officers time for community engagement and problem-solving, and would still allow for substantial proactive, self-initiated work.

The department and the city have a significant choice to make on patrol staffing. The analysis presented here plus interviews with patrol personnel at all levels confirm that patrol officers are very busy and do frequently go call-to-call. If the department and city want more patrol officer time for community engagement, problem solving and/or responding to “hot spots” discovered by the CompStat process, positions will need to be added to sector patrol.

A CFS average time consumed figure of 45% would achieve these objectives. To achieve the target of 45% CFS time, the staffing level for sector patrol will need to be 706, 90 officers more than the current authorized strength of 616. In addition, the 57 sector patrol slots vacant at the time of this study will need to be filled. Also, to maintain an appropriate supervisory span of control, an additional 10 sergeants positions will be needed.

The alternative is to bring sector patrol officers to full authorized staffing of 616 and make some adjustments among the sectors to better equalize the workload. Such adjustments should be designed to decrease the peak workload times when calls are stacked or others have to help sector officers answer calls. In this alternative the function of sector patrol officers would be limited to answering calls and conducting a modest level of self-initiated work. Community engagement, problem solving and hot spot patrol would be almost exclusively be carried out by specialist officers – the district representatives and Metro Tactical units.

Investigations

In the Austin Police Department there are three specialized investigative units – Violent Crimes, Property Crimes, and Organized Crime. These units are part of the Headquarters Bureau commanded by an Assistant Chief.

Violent Crimes

A commander is in charge of the Violent Crimes section. There are 135 personnel in this section, including 88 detectives in 4 Divisions.

Violent Crimes 1 has responsibility for Homicide, Cold Cases and Special Investigations and is headed by a Lieutenant. Homicide has two sergeants and 12 detectives. Cold Cases has one sergeant and four detectives, and Special Investigations has one sergeant and seven detectives.

Violent Crimes 2 has responsibility for Child Abuse, Family Violence, Domestic Violence Response, and Crisis Intervention, which is stationed at Austin's State Hospital. This team is headed by a Lieutenant. The Child Abuse Unit has two sergeants and 15 detectives in two teams responsible for child abuse, child exploitation, child pornography and other child-related offenses. Family Violence has two sergeants and 13 detectives responsible for all family-related misdemeanor assaults, handling 5,000 cases per year including those with injuries and direct files from field officers. The Domestic Violence Response Team is staffed with one sergeant and seven detectives, who are responsible for all domestic-related aggravated assaults. The Crisis Intervention Team has one sergeant and seven officers, who work with the 144 trained CIT officers in the field and follow up on persons brought in by field CIT officers to the hospital.

Violent Crimes 3 is headed by a lieutenant. This team has responsibility for Robbery, Sex Offender Registration, Missing Persons, and Victim Services. The Robbery Unit has two sergeants and 15 detectives (two of whom are assigned to the FBI's Violent Crime Task Force). Sex Offender Registration has two sergeants and 12 detectives. Missing Persons has one sergeant and three detectives. The Victim Services Unit is made up entirely of civilians, with three teams of Crisis Team Counselors able to respond to victims around the clock and on weekends. Under the best conditions, there are two counselors on duty citywide. Violent Crimes has a team of seven plus a supervisor to support victims of these crimes including providing follow up to immigrant robbery victims. The unit also does follow-up with sex crime victims to be sure they are connected with the services they need.

Property Crimes

Property Crimes is headed by a Commander. There are two Property Crimes teams, each composed of multiple units.

Burglary, which was centralized a year ago, has two sergeants and 14 detectives. For the first two months of the year, they were assigned 800 cases. The clearance rate for burglary has doubled to about 8% since the centralization, but the number of detectives also doubled. There has been a three-week backlog before cases are assigned to a detective, reported because a significant number are being returned to patrol officers for corrections. Because the cases are already “old” before an investigation begins in the Burglary Unit, more detailed initial investigations by patrol officers might increase clearances.

Property Interdiction Unit and Pawn Shop Unit: The Pawn Shop unit has two civilians. The City Council is expected to review legislation soon that would require automated pawn systems to be in place. Currently police employees have to physically go to the shops to collect pawn tickets, if the ordinance passes pawn shops will be required to submit their records directly to the APD electronically. Detectives also go to the shops to pick up stolen items and perform inspections.

One sergeant and four detectives work in the Property Interdiction Unit dealing with salvage yards and piracy investigations. The high price of copper and other metals has increased the incentives to steal these items and fence them to salvage yards. Salvage yards must take photographs of the metal items they take in and identify the sellers. The unit also works with the motion picture industry to identify pirated movies and music being sold at flea markets.

The Auto Theft Interdiction Unit, stationed at HQ, has a sergeant and nine detectives. They have a recovery rate of approximately 30% and work about 130 cases a week. One officer works Saturday and Sunday to handle all arrests occurring over the weekend. Field officers have discretion as to whether a recovered car is processed for evidence in the vehicle. As with the Burglary Unit, there is a feeling in the Auto Theft Unit that more complete initial investigations by Patrol could be helpful, because backlogs of several weeks in the Auto Theft Unit result in cases becoming stale.

Financial Crimes & White Collar Crime has a sergeant and seven detectives, two of whom are assigned to a Federal Secret Service counterfeiting and white collar crime task force. The Unit

operates out of HQ, with the exception of the Task Force officers. This Unit investigates all credit card crime, forgery/fraud, I.D. theft, and embezzlement over \$50,000.

Digital Analysis Response Team (DART): This unit has one sergeant and five detectives, who provide technology forensics on computers, cell phones and digital images collected at crime scenes from the security cameras of businesses victimized by crime and others whose cameras may have had a view of crime scenes. DART is considering assigning a detective to the FBI federal task force.

The Arrest Review Function is also part of Property Crimes. This unit has one sergeant and five detectives, supplemented by overtime, for around-the-clock assignments at the Travis County Jail. Their job is to assist police officers with arrest reports for quality assurance. The Patrol Support Function also reviews patrol officer cases. The APD currently has a very low rejection rate from the D.A.'s office. The detectives act as liaisons with the jail and review all A and B misdemeanors. These detectives also do initial drug testing of arrestees and can upload photo evidence into the APD system. They can also review video recordings from the scene of DWI arrests. This unit also has a small arrest review station downtown, in a building close to the city's entertainment area, for Thursday, Friday and Saturday nights. The unit also has a room in Williamson County for remote booking of persons arrested in other parts of Austin. Arrest reports from the remote locations are faxed to the unit downtown for upload into APD's system.

The Animal Cruelty Unit is co-located at the recently completed Animal Shelter and is staffed with a sergeant, one civilian and two detectives. They receive complaints of animal abuse, barking dogs and other complaints. Because the Humane Society only works during the daytime the APD assumes responsibility for animal complaints during other hours.

COURT Liaison is also in the Property Crimes Division, and consists of five civilians: two in the D.A.'s Office, two at County Court, and one at Municipal Court. They keep track of receiving subpoenas and scheduling of employees for court. They have access to APD databases on officer assignments, scheduled vacations, etc.

Staffing of Investigative Services

No matter how much investigative effort is put forth by police officers and investigators, not all crimes can be solved. The volume of crime in most cities in America is beyond the investigative resources of police departments. Large urban police departments in the United States, such as Austin's, find that the best use of limited investigative resources is to assign cases based upon two basic criteria: the seriousness of the incident, and the potential to solve the case (often referred to as "solvability factors").

The series of crimes that make up the FBI Uniform Crime Report's Part I offenses (homicide, rape, robbery, aggravated assault, burglary, motor vehicle theft and arson) are often assigned for follow-up investigation. These types of crimes are assigned due to the severity of the crime, injuries caused to victims, a danger of continuing violence associated with the crime, the threat to the community at large, and a higher potential for solving the case and arresting criminals than is often found in lower-level crimes. Significant property loss, as defined by the police agency, may also be justification for an offense to receive immediate follow-up investigation.

Solvability factors are the leads, clues and pieces of information present at a crime scene which may be useful in bringing a case to a successful disposition. The success of a follow-up investigation, if one is initiated, depends heavily on how the preliminary investigation was conducted by the first responder and investigator along with the information uncovered during the initial review.

Useful solvability factors include:

- Witnesses to the crime – individuals or "electronic witnesses" in the form of video/audio recordings
- Knowledge of suspect's name
- Knowledge of where the suspect may be located
- Description of the suspect
- Description of the suspect's vehicle
- Traceable property
- Specific method of operation (MO)
- Presence of usable physical evidence

- Assistance of the public and/or the news media

The APD does not use a formal solvability system. Its case assignment process depends on the current caseload, the type and complexity of a case and the general impression of the case's solvability.

When considering staffing levels, it is important to understand the actual availability of employees' time to address casework is quite different from the hours they are assigned to work. Members of police departments have 2,080 hours available to work per year (an average of 40 hours per week). However, not all these hours will be available to apply to an investigative workload. From the 2,080 annual hours to be had, one must deduct holidays, various categories of leave (annual, military, family, in-service, etc.), training time, and court time to determine the amount of time available to investigate cases. The department has established a show-up rate for its detectives at 75%. Therefore a detective will have 1,560 hours of proactive time a year (2080 total hours times 75%). This average is typical of large departments like Austin.

Staffing Methodology

PERF used information from the APD's previous investigative staffing work -- "Austin Police Department Detective Staffing – July 2011," "2011 Detective Data," and "APD Investigative Benchmarks."

Next, PERF sought to identify the time necessary for members of the Austin investigative units to complete thorough investigations. A case has been thoroughly investigated when it is ready to be submitted for prosecution or when all leads have been exhausted.

As mentioned earlier, solvability factors are often used to assign cases for investigation. To determine staffing levels, PERF separates criminal investigations into four distinct solvability categories: Contact Only (cases that result in no follow-up or in simply re-contacting the victim); Less-Complicated Cases (substantial solvability factors are present that require relatively little further investigation to close the case); Typical Cases (those with a moderate level of solvability factors); and More Complex Cases (limited solvability factors present that require substantial effort and are difficult to close). PERF provided each investigative unit in the APD with a form asking for estimates of the percentage of cases in each of the four categories for that unit and the average amount of time necessary to complete a thorough investigation in each category.

Because the Austin investigation units had no hard data on the solvability factors for their cases or of the time required for thorough investigations, in some instances the returned data were rough estimates. PERF reviewed its work with other similar investigative studies and made some adjustments when necessary to provide more typical measures of the time needed.

An estimate of the average time it takes to investigate each type of crime in each solvability category was established. This methodological approach is most useful for units whose cases come from outside the unit, as opposed to units that have significant discretionary work loads.

Organized crime units, vice and narcotics, and gang units have some outside cases sent for investigation, but most of their work is discretionary, based on what they discover and what they think needs follow up. Although the APD’s 2011 detective staffing study included a review of most organized crime units, they are generally excluded from this analysis because of their discretionary nature. Two exceptions are the Firearms Investigation Unit, which does have an external caseload, and the Human Trafficking Unit, was also is externally driven.

The next table represents the percentage of cases in each unit that fall into various levels of solvability, and the time required to complete a thorough investigation in each type of crime at each level of solvability, in Austin’s external work driven units. (The Regional investigative units are discussed later.)

Case and Time Analysis of Investigative Bureaus

	Contact Only		Less Complicated		Typical		More Complex	
	% of Total Cases	Hours per Case Type	% of Total Cases	Hours per Case Type	% of Total Cases	Hours per Case Type	% of Total Cases	Hours per Case Type
Violent Crimes								
Homicide	40%	2	40%	40	10%	80	10%	220
Robbery	30%	1	35%	10	25%	30	10%	60
Sex Crimes	15%	0.5	40%	8	25%	32	20%	80
Child Abuse	10%	1	5%	12	80%	20	5%	64
Domestic Violence	25%	0.5	30%	3	35%	6	10%	24
DVERT	5%	0.5	20%	3	45%	6	30%	15
Property Crimes								
Auto Theft	50%	0.5	25%	3	15%	8	10%	16
Finance	40%	2	25%	4	25%	8	10%	40
Burglary	40%	0.5	30%	3	20%	10	10%	40

DVERT = Domestic Violence Emergency Response Team

As an example, in the cases investigated by the Robbery Unit, “Contact Only” cases typically consume one hour for each investigation; “Less Complicated” cases were allocated 10 hours each; “Typical Cases” consume on average 30 hours and “Complicated” cases average 60 hours per investigation. Comparing these figures to burglary—a less serious crime type but one that involves a significantly greater volume of cases—burglaries were assigned a half-hour for “Contact Only” cases, 3 hours for “Less Complicated” cases, 10 hours for “Typical Cases” and 40 hours for “Complicated Cases.” Again, these are average times for thorough investigations in each category.

The following table provides the expected average caseload, the total number of hours, the number of investigators needed to conduct thorough investigations at a 75% show-up rate (1,560 hours per year), the number of investigators currently assigned, and the difference between those currently assigned and those needed.

UNIT	Total Cases	Total Hours Needed	Investigators needed for thorough investigations	Current Investigators	Changes	Additional Sergeants
Violent Crimes						
Homicide	995	30,671	19.7	12	7.7	1
Robbery	2084	28,766	18.4	12	6.4	1
Sex Crimes	1404	22,981	14.7	11	3.7	
Child Abuse	2060	39,770	25.5	15	10.5	2
Domestic Violence	4717	21,818	14.0	8	6.0	1
DVERT	2322	16,781	10.8	7	3.8	1
Property Crimes						
Auto Theft	5205	15,879	10.2	10	0.2	
Financial	1351	9,187	5.9	8	-2.1	
Burglary	4800	29,763	19.1	14	5.1	1

The next table compares PERF recommendations with those made in the department’s 2011 Detective Staffing study.

UNIT	PERF Recommendation	APD Study Recommendation	Difference: Dept - PERF
Violent Crimes			
Homicide	19.7	22	2.3
Robbery	18.4	18	-0.4
Sex Crimes	14.7	14	-0.7
Child Abuse	25.5	17	-8.5
Domestic Violence	14.0	3	-11.0
DVERT	10.8	2	-8.8
Property Crimes			
Auto Theft	10.2	7	-3.2
Finance	5.9	8	2.1
Burglary*	19.1	14	5.1

For the APD investigative units with external workload, the PERF methodology results in a recommended total 138.2 investigators for these units. The department's study results in 105. The current total investigators for these units are 97.

The following table compares the number of investigator ascertained through the PERF analysis with the current number assigned.

UNIT	Investigators needed for thorough investigations	Current Investigators	Changes
Violent Crimes			
Homicide	19.7	12	7.7
Robbery	18.4	12	6.4
Sex Crimes	14.7	11	3.7
Child Abuse	25.5	15	10.5
Domestic Violence	14	8	6
DVERT	10.8	7	3.8
Property Crimes			
Auto Theft	10.2	10	0.2
Financial	5.9	8	-2.1
Burglary	19.1	14	5.1
Totals	138.3	97	41.3

Add Investigators

Recommendation: The APD should add investigators especially in light of the citizen preferences in the survey described below. Clear majorities felt that the APD should devote more time to “solving violent crimes” (86.9%) and to “solving property crimes” (68.2%). Because of the financial burden of adding large numbers of positions, this increase of 41 detectives should be phased in over three years with 15 positions added the first year, 15 the second year and 11 the third year. In addition, seven new sergeant positions will need to be added to maintain an appropriate span of control.

Regional Detectives

In Austin, each Patrol Region has an assigned group of detectives. This is in keeping with best practices for progressive police departments; some investigators are decentralized and work out of stations across the city. Geographically based crimes – local crime with local victims and local suspects -- may be resolved more easily with knowledge of neighborhood offenders. Knowledge of people and criminals in the neighborhoods plus local intelligence from patrol officers provide information that can help solve such crimes. Investigators working in the neighborhoods and in daily contact with patrol officers tend to have more information about local crime and criminal behavior. Decentralizing detectives can improve investigative results, increase communications, and reflect a decentralized community policing philosophy.

Regional detectives generally work all types of assaults, except those involving family violence, thefts, financial crime with loss less than \$50,000, break-ins to vehicles, and other crimes not handled by a specialized detective unit. Current staffing per sector is 16 detectives and two sergeants, except for Region 4 which has 15 detectives.

The following tables shows aggregated figures for the crimes worked by regional detectives by solvability factors and time required. The figures were derived from data collected from the regional detectives and from previous PERF studies of detective units.

Regional Detectives, All Cases		
Contact Only	Percent of Total Cases	45%
	Time in Hours per Case Type	1 hour
Less Complicated	Percent of Total Cases	25%
	Time in Hours per Case Type	5 hours
Typical	Percent of Total Cases	20%
	Time in Hours per Case Type	16 hours
More Complex	Percent of Total Cases	10%
	Time in Hours per Case Type	30 hours

The next table shows for each region the average caseload expected (extrapolated from data in the APD 2011 Detective Staffing Study), the hours per solvability type, the total hours needed per year for thorough investigations, and the number of detectives that would be needed at the 75% show-up rate. Another impact on regional detective staffing is that detectives from each region are pulled for temporary 28-day duty as night detectives.

Regional Detectives Needed for Thorough Investigations

	Region 1	Region 2	Region 3	Region 4
Cases per Year	9198	9770	6338	9055
Hours for "Contact Only" Cases	4139	4397	2852	4075
Hours for "Less Complicated" Cases	11498	12213	7923	11319
Hours for "Typical" Cases	29434	31264	20282	28976
Hours for "More Complex" Cases	27594	29310	19014	27165
Total Hours	72665	77184	50071	71535
Regional Detectives at 75% Show-up	46.6	49.5	32.1	45.9
Regional Detectives Currently Assigned	16	16	16	15
Regional Detectives Recommend by APD Study	16	13	13	15

The number of Regional Detectives needed for thorough investigations is substantially higher than either those currently assigned or those recommended in the department's 2011 study. Department data indicate that 76% of the cases assigned to regional detectives are closed as "suspended." Only about 24% of the regional cases are "solved" in some fashion.

Department data indicates that the time currently spent by regional detective averages between 1.2 hours per case and 1.6 hours per case. Staffing for through investigations would provide an average of about eight hours per case. This would likely lead to a much higher closure rate.

However, a sudden expansion in regional detectives would have a substantial financial impact on the department. As the city grows and as caseloads increase, there will be a need for more regional detectives.

Add Regional Detectives

Recommendation: The department should add one sergeant and eight detectives to each region as finances permit. This will allow some expansion in the current capacity and deal with the large workload currently being faced by the regional detectives. Improvement in case closure rates should result.

Support Units

Patrol Support

Each of the four patrol regions not only has patrol officers to respond to calls for service, but also a Patrol Support section. Each support section has Detectives, District Representatives, and Metro Tactical Units. The Regional Detectives were discussed above.

Officer staffing for the regional support units as of March 2012 is follows:

Region Patrol Support Staffing

Officer Staffing*	Region 1	Region 2	Region 3	Region 3
District Representatives	14	8	9	8
Metro Tac 1	8	6	5	6
Metro Tac 2	5	6	8	5
Metro Tac 3	6		8	

*Some officer positions are filled by detectives/corporals.

District Representatives

District Representatives (DRs) are assigned to specific geographical areas in each region. Attempts are made to assign DRs who speak a second language to neighborhoods that contain immigrant populations who speak that language. These officers are responsible for all outreach and community contact in the Region. They work with many in the community, handling everything from business complaints at shopping malls to lectures at schools to National Night Out activities. They provide the GREAT (Gang Resistance Education and Training) program in schools, train Neighborhood Watch groups, and do home and business CPTED (Crime Prevention Through Environmental Design) inspections.

District Representatives respond to Council Action Forms (CAF). They work on special projects, such as transient encampments, in which they work in partnership with other city agencies such as code enforcement, and other police units such as traffic. They act as crime prevention specialists, doing outreach and problem-solving with the community, facilitating enforcement actions where needed, and utilizing other community resources to address community issues like crime prevention and dealing with crime “hot spots.” They consistently coordinate and collaborate with the centralized Community Liaison (civilian outreach) office.

The District Representatives are an elastic resource. As more neighborhoods become organized, the need for DRs increases. They provide valuable links between Austin's neighborhoods, the Police Department, and other agencies of city government.

Add More DRs as Needed.

Recommendation: The department should add more DRs as they become needed, based on assessment by the APD command staff. Some of the justification for these positions include:

- As the DR program achieves continued success, more communities will demand a DR in their neighborhood;
- Using such a problem-solving approach, the results of additional DRs efforts may expect to be decreases in crime and CFS. It is an investment which will pay dividends in the future;

Metro Tactical Teams

The Metro Tactical Teams are designed to provide each region with resources that can be used to address crime and disorder problems outside the capacity of patrol response. Currently Regions One and Three each have three teams, while Regions Two and Four each have two teams.

TAC Teams work different hours to address various crime problems. They may work street narcotics cases and street gang issues as well as burglary suppression and prostitution enforcement. If an investigation might take over two weeks, becomes complicated, or proves to involve upper-level crime, it is referred to the centralized Organized Crime Unit. TAC teams develop assignments from a variety of sources, including crime trends identified by CompStat, information from District Representatives on citizen-reported crime problems, problem addresses, and tips from community members. TAC teams are proactive, self-initiated units.

TAC activities are limited by vacancies, details, and limited duty. They may not have enough personnel to safely do "buy-bust" operations or undercover take downs. Special events interrupt their street activity. At one point for three weekends in a row there were some units assigned to direct traffic on Congress St. and 6th St. The regional TAC teams seem to be a reservoir for pulling people for other units or temporary duty assignments.

Staff each TAC team with a sergeant and eight officers.

Recommendation: Staffing each TAC team with a sergeant and eight officers consistently would provide the capacity for each team to safely and consistently conduct the types of operations they are intended to perform. This would require an additional 25 officers.

Add a third TAC team to Region 2 and Region 4.

Recommendation: A third TAC team should be added to Region 2 and Region 4 to expand their ability to deal with crime and disorder problems. Adding a third team to Region 2 and Region 4 would require an additional two sergeants and 16 officers.

Organized Crime Division

The Organized Crime Division falls under the authority of the Headquarters Bureau Assistant Chief and is overseen by a Commander. The goal of the division is the reduction of criminal activities through the disruption, dismantling and destruction of criminal enterprises. The Organized Crime division employs a specialist approach to investigate violent crimes and criminals, along with organized criminal operations, including transnational and local narcotic organizations; prison and street gangs; and human trafficking entities.

As with similar investigative work units throughout American police agencies, the workload of most sections within the Austin Police Department's Organized Crime Division are primarily based upon self-initiated activities. PERF noted the Firearms Investigation and Human Trafficking Units do have some externally driven caseload but also have discretionary activity. Also as may be expected, some vice, narcotics, and gang detectives have outside information or leads sent for investigation, but most of their work is discretionary

Members of the division are organized into three sections, each commanded by a lieutenant. The Organized Crime Division is responsible for the following investigative activities: narcotics conspiracy and enforcement, major crimes, gang suppression, firearms review, career criminals, human trafficking /vice activities, nuisance abatement, criminal apprehension and fugitive apprehension.

As with similar investigative work units throughout American police agencies, the workload of most sections within the Austin Police Department's Organized Crime Division is primarily based upon self-initiated activities. PERF noted the Firearms Investigation and Human Trafficking Units are exceptions, with externally driven caseloads. Also as may be expected, some vice, narcotics, and gang detectives have outside information or leads sent for investigation, but most of their work is discretionary. Because the workload of such investigative units is self-initiated, it is customary practice in policing to determine staffing levels based upon these factors: the scope of the criminal problem; its adverse impact on the public and the community's demand for service; and discretionary resources available in the department. Although the department's 2011 detective staffing study included a review of most organized crime units, they are addressed here separately because of their discretionary nature.

The Austin Police Department provided PERF with an extremely extensive analysis of the work performed by investigative units for the 14-week period of March through May 2011. This data

was extrapolated to project the number of cases that each unit may be expected to produce in a twelve-month period.

The first section of the Organized Crime Division reviewed by PERF is under the command of a lieutenant and houses four teams: Narcotics Conspiracy Team One, Narcotics Conspiracy Team Two, the Major Crimes Unit, and the Gang Suppression Unit:

- Narcotics Conspiracy Team One – Current staffing: one sergeant and 10 detectives. This team works primarily prescription drugs, tracking prescriptions throughout the state. During the 14-week period, the team initiated 28 cases which when extrapolated over 52 weeks indicate the workload of the unit averages 104 cases a year.
- Narcotic Conspiracy Team Two – Current staffing: one sergeant and seven detectives. Members of this team work higher-level narcotics operatives and are members of the DEA Diversion and HIDTA Task Forces. Such participation serves as a force-multiplier for the department. During the 14-week period tracked, the team initiated seven cases, which when extrapolated over 52 weeks, indicates the workload of the unit would average 26 cases a year.

The remaining two teams within the first section of the Organized Crime Division are designed primarily to combat criminal gang activity in Austin. Members of the Major Crimes and Gang Suppression Units participate in the GREAT Program in schools and the FBI's Violent Gang Safe Streets Task Force. The department has implemented the Safe Street Officers Initiative as its part of their approach to address the challenge of juvenile gangs.

- Major Crime Unit – Current staffing: one sergeant, six detectives, and one Senior Police Officer, who serves as liaison with the Housing Authority. Members of the unit work major criminal investigations that take a significant amount of time to resolve. During the 14-week period tracked, the team handled 76 cases which when extrapolated over 52 weeks, indicates an average of 282 cases a year.
- Gang Suppression Unit – Current staffing: one sergeant, 10 detectives, and one civilian social worker. Members of the unit work aggressively to curtail the illegal criminal activity of gangs having an impact on Austin's communities. During the 14-week period, the team initiated 674 cases, which when extrapolated over 52 weeks, indicates an

average annual caseload of 2,503 cases. The civilian licensed social worker assigned to the unit provides support services for victims and family members of gang crimes.

The second section of the Organized Crime Division is under the command of a lieutenant and is comprised of six units (Narcotics Team One; Narcotics Team Two; Human Trafficking/Vice and Nuisance Abatement; Firearms Review Unit; and Career Criminals Unit):

- Narcotics Teams One and Two – Each team is currently staffed with one sergeant and seven detectives. Team One is responsible for the mid-level narcotics operation in south Austin and Team Two is responsible for the mid-level narcotics operations in the north portion of the city. During the 14-week period of capturing data by the department, Team One initiated 339 cases, for an annualized workload of 1,259 cases. Team Two initiated 1,018 cases, for an annual workload of 3,781 cases.

Equalize Narcotics Team Staffing

Recommendation: Two detective positions should be moved from Team One to Team Two, for a new staffing level of five detectives on Team One and nine detectives on Team Two. There is a large disparity between the productivity of Narcotic Teams One and Two. In the 14 weeks in which caseloads were captured were captured by the department, Team Two initiated three times as many cases as Team One. It is noted that Team One staffing was reduced by one detective during that time, which may have impacted productivity, but not to the level registered. Based upon the workload output of the detectives, such deployment of personnel will better match the service demands to resources.

- Human Trafficking/Vice and Nuisance Abatement – Current staffing: one sergeant, nine detectives, and one civilian analyst/instructor. Human trafficking investigations are somewhat complaint-driven and involve victims who are subjected to force, fraud or coercion for the purpose of sexual exploitation or forced labor. In an effort to combat such offenses, the unit performs significant outreach and education programs in the community. Vice detectives enforce state laws and city ordinances on organized gambling, organized prostitution, and pornography. Nuisance Abatements handled by the unit involve “problem properties” at a higher level than are addressed by Patrol Regions, including flea markets and counterfeiting goods including pirating movies and CDs. The unit initiated 49 cases in the 14 weeks captured by the department which suggests an annual workload of 182 cases. PERF noted that seasonal differences and the large number of special events occurring in Austin may impact the workload of the unit, which may not be represented in the period in which data was captured. It is also noted that the analyst/instructor position was grant-funded, which expires in June 2012.

- The Firearms Review Unit and the Career Criminal Units work in cooperation with one another. In fact, one sergeant is responsible for supervising both the Firearms Review and Blue Team Career Criminal Units (CCU) and is also a member of the ATF Task Force. The mission of the CCUs is to target high-profile suspects, repeat offenders, and persons on probation or parole who pose an immediate danger. The Units work closely with other sections of the department and various criminal justice agencies at the municipal, state and federal level, to enhance APD's ability to apprehend and prosecute offenders who have a high propensity for criminal behavior. The work performed by the CCU teams is designed to reduce crime by apprehending repeat offenders, which has the ancillary impact of decreasing patrol calls for service.

Workload of all three units (Human Trafficking/Vice and Nuisance Abatement; Firearms Review; and Career Criminals) collected for the 14-week period of March through May 2011 was combined by the department. The three units initiated 337 cases. When extrapolated over a 52-week period, the units may be expected to initiate 1,252 cases annually.

- Firearms Review Unit – Staffing: one sergeant and five detectives. (The sergeant position also supervises the Career Criminal Unit Blue Team). The Firearms Review Unit investigates all firearms taken into custody by the Austin Police Department. Detectives also investigate persons obtaining firearms illegally and locations of illegal sales of firearms, including gun stores and local gun shows. The Unit works in close partnership with the Bureau of Alcohol, Tobacco, Firearms and Explosives.
- Career Criminal Unit Blue Team – Staffing: one sergeant and seven Senior Police Officers. Members of the CCU Blue Team conduct follow-up investigation on all firearms cases and work closely with the ATF.
- Career Criminal Unit Red Team – Staffing: one sergeant and six Senior Police Officers. Members of the CCU Red Team assist detectives in identifying and apprehending suspects, apprehend repeat offenders assigned to them, and work in partnership with Probation and Parole.

The third section of the Organized Crime Division, also under the command of a lieutenant, is comprised of the following two units:

- Criminal Apprehension Team – Current staffing: one sergeant, one detective and eight Senior Police Officers. Members of the team perform their duties in plainclothes and are

responsible for following up on information provided by Crime Stoppers. They also conduct surveillances and perform other tactics to locate wanted criminals through the Lone Star Fugitive Task Force, including persons wanted for serious offenses.

- Fugitive Apprehension Team – Current staffing: one sergeant and six Senior Police Officers. The team performs uniform warrant service duties for primarily “A” and “B” level misdemeanors and family violence warrants. In 2011, the Fugitive Apprehension Team arrested 4,069 Austin suspects, performed 32 probation retentions, and served 118 out-of-city extradition apprehensions, for a total 4,219 arrests. In the first four months of 2012, the team arrested 1,281 Austin suspects, 19 probation retentions, and 117 out of city extradition apprehensions for a total 1,417 arrests. Should the team continue at this rate, their productivity for 2012 will remain virtually the same as in 2011.

Because the workload of such investigative units is self-initiated, it is customary practice in policing to determine staffing levels based upon: the scope of the criminal problem; its adverse impact on the public and the community’s demand for service; and discretionary resources available in the department. PERF reviewed each of the Organized Crime units and found that they meet these standards.

Special Operations

Special Operations falls under the authority of the Region I Assistant Chief and is overseen by a Commander. Special Operations is organized into three areas, each under the command of a lieutenant: Tactical Operations, Homeland Security, and Air Operations. Responsibility for the Critical Incident Negotiation Team (CINT) and Hostage Negotiations Team (HNT) falls under the direct authority of the Special Operations Commander.

Tactical Operations

Tactical Operations is comprised of the Austin Police Department's SWAT Team, which is directed by a full-time lieutenant. The SWAT Team is deployed for high-risk warrants as well as other high-risk situations, including: barricaded subjects, hostage situations, active shooting incidents, and other incidents where the training and equipment of the SWAT Team are warranted. SWAT response is provided on a 24/7 basis through a rotational on-call schedule between the three teams; every week, two of the three teams are on call. Each team is made up of one sergeant and seven officers, for a full complement of one lieutenant, three sergeants and 21 officers. At the time of the PERF site visit in May of 2012, there was one officer vacancy on Team 1. The team supplements staffing through "Gold Team" members, 12 to 15 patrol officers who receive a minimum of 10 hours training per month and who may be deployed on a SWAT call-out.

Although work days and hours may be modified to meet the needs of the department, normal hour of operations for the team is 6:00 a.m. to 3:00 p.m. Those assigned to the "Sniper" squad work Monday through Thursday and the remaining "Entry Team" personnel work Tuesday through Friday. Compensation for being on-call is accumulated at eight hours per week, so for all practical purposes, members of the SWAT Team work four eight-hour days a week. On-call compensation, as currently earned in accordance with contractual agreement, allows 24/7 coverage of the SWAT Team without use of overtime expenditures.

Mondays are training days for snipers and members of the entry teams. On Fridays, unit personnel are responsible for equipment maintenance, including vehicles, preparing training lesson plans, completing work-ups on high-risk deployments, and other such activities. The full team trains one to two days per week, depending on the deployment needs of the team.

In non-emergency situations, requests for use of the SWAT Team are initiated by the completion of a Threat Assessment Form. The requesting section identifies the activity (search warrant, arrest warrant), location, and suspect of interest. SWAT supervisors review each request, and if it meets the criteria, a full “work-up” is completed in preparation for deployment. If circumstances warrant, an entry team may be deployed rather than the full SWAT Team, as determined by the SWAT lieutenant.

In addition to their own training, members of the SWAT Team provide training for other members of the department on building entries and other tactical situations. The team also responds to about 6 requests from the community per month to attend public events.

Increase utilization of the SWAT Team

Recommendation: The SWAT Team may provide further value for the department in the completion of daily missions as needed. Such activity may include supplementing patrol in high crime areas, and helping the Gang Suppression Unit to curtail gang activity and identify gang members.

Homeland Security

Homeland Security is under the command of a lieutenant and is made up of the following four functions, each supervised by a sergeant: Court Services, K-9 Patrol, K-9 Interdiction, and Bomb Squad/Weapons of Mass Destruction.

- Court Services – Current staffing: One sergeant, one corporal and 12 officers, two positions of which are currently vacant. Court Services is responsible for providing building security, bailiff duties, prisoner transport and warrant service duties. Facilities served are the Austin Municipal Court, the Downtown Community Court, and City Hall (to accept payments to the court and hold hearings). Personnel are deployed on a 4-10 schedule, working either Monday through Thursday or Tuesday through Friday. The Austin Municipal Court has four officers assigned, two from 7:00 a.m. to 5:00 p.m. and two from 3:00 p.m. to 11:00 p.m. The Downtown Community Court is staffed with two officers from 7:00 a.m. to 5:00 p.m., and City Hall is staffed by a single officer 7:00 a.m. to 5:00 p.m. During the first four months of 2012, \$16,348 in overtime funds have been consumed covering the vacant position. In the past, Court Services has been responsible

for municipal Class C and Traffic warrants. The staffing shortage has prevented fulfilling this function.

Fill Court Services Vacancies

Recommendation: Court Services should fill its current vacancies. Such staffing levels will prevent the scheduled use of overtime in these “fixed” positions, will deploy trained personnel in these specialized assignments, and will provide the opportunity to reinstitute warrant service duties.

Continue pursuit of Magistrate Court

Recommendation: The Austin Police Department should continue pursuing the implementation of a Magistrate Court. Civilians should be used to provide necessary services at a significant cost savings to the department.

Work with the Courts to implement video arraignment

Recommendation: The Austin Police Department should work with the Courts to implement Video Arraignment. Such a practice will reduce staffing needs and significantly reduce the transportation of prisoners.

- K-9 Patrol – Staffing: One sergeant and nine officers. Patrol K-9 teams are deployed citywide. They are responsible for handling alarm calls and other activities that entail the searching for and apprehending suspects who evade on foot or conceal themselves from detection or apprehension. Teams are assigned a 4-10 schedule but actually work an 8.75-hour shift per day, to comply with the Fair Labor Standard Act for the caring of the animal and vehicle. Teams are deployed as follows: two teams 5:30 to 2:15 Monday through Thursday; three teams 2:00 p.m. to 10:45 p.m. Monday through Thursday; and four teams 9:00 p.m. to 5:45 a.m. Thursday through Sunday. The Patrol K-9 Teams train at least 16 hours per month and do so mostly during the cooler evening hours. The Unit sergeant responds to the scene of a bite to conduct an administrative investigation into the use of force.

Add two canine teams to achieve 24/7 coverage

Recommendation: Should the Austin Police Department wish to achieve its goal of 24/7 field coverage of Patrol canine, the addition of two more teams of a handler and dog may accomplish such a deployment. The addition of two K-9 handlers would also decrease the overtime necessary for callouts by members of the unit.

- K-9 Interdiction – Current staffing: One sergeant and eight officers. K-9 Interdiction teams are deployed in the attempt to curtail narcotics trafficking in and around Austin. The teams’ patrol areas include highways, bus depots, and storage facilities in an attempt to detect the signs of narcotic trafficking. The unit also responds to calls for service as needed and assists other sections of the department, including Patrol, Narcotics, Human Trafficking, SWAT Team and the Regional Bureaus’ initiatives. The K-9 unit rotates every month from day to night shifts; changes days off every two weeks; and staggers starting times to prevent the detection of coverage by offenders.
- Bomb Squad/Weapons of Mass Destruction – Current staffing: One sergeant, one detective and five officers. The Austin Police Department’s Bomb Squad is considered a Council of Governments (COG) operation and as such may be deployed wherever needed in the 10 counties that make up the COG. The unit is scheduled to work from 6:00 a.m. to 3:00 p.m. Monday through Thursday. The squad is divided into two three-person teams that rotate weekly on-call duties, and as with other on-call units in the department, receive 8 hours compensation time per week. The unit has the ancillary duty of being the department’s dive team. All technicians are diver certified and underwater explosive trained. The squad is well equipped, having two response vehicles and robots purchased with Homeland Security funds. The role of the detective on the team is to complete affidavits on the cases investigated and assist in criminal investigations. Four of the five officers are certified bomb technicians, having completed training by the FBI and maintaining the necessary certifications. The department intends to have the fifth member trained and certified. In addition to handling bomb and weapons of mass destruction incidents, the squad responds with the SWAT Team on all deployments and assists on advance sweeps for dignitary visits.

Air Operations

- Air Operations – Current staffing: One sergeant, one corporal, three officers, two mechanics and one contract pilot. The Air Operations equipment consists of two helicopters and one fixed wing airplane, and the department has budgeted to acquire a third helicopter in the Fall of 2012. The unit provides coverage 12 hours per day, from 3:00 p.m. to 3:00 a.m., Monday through Saturday. Aircraft are in the air an estimated three to four hours during the 12-hour shift. Currently there are two pilots, both certified to fly the helicopter and fixed wing and a contract pilot who may be called when necessary. The other members of the unit are Technical Flight Officers (TFO), responsible for running the mission equipment.

To achieve 24/7 air coverage, add two additional flight teams.

Recommendation: Should the Austin Police Department wish to achieve its goal of 24/7 coverage by Air Operations, two additional teams of one pilot and one Technical Flight Officer are required.

Highway Enforcement

The Highway Enforcement section is the citywide traffic function. Headed by a commander, this section, reports to the Region III assistant chief. A common theme among those interviewed was that Austin's road construction has not kept up with the city's population growth. The result is consistently clogged roadways, especially highways and expressways. The city's size, 272 square miles and limited roadways, makes traffic flow a major problem.

The Highway Enforcement unit (Traffic) has 121 sworn positions, with seven vacancies. There are four units within the division: Vehicle Homicide-Abatement/wrecker; Highway Response-License and Weights; DWI; and Motors. Each unit is headed by a lieutenant. They work city-wide and have their own Highway radio channel. The officers work 10-hour shifts.

Traffic Units respond to "hot shot" calls nearby and will assist patrol with significant or long-term traffic control issues, such as downed wires and perimeter assignments for crime scenes, thus freeing up patrol units for calls. They supervise several private wrecker services that are assigned to specific zones and are required to have a 20-minute response inside their zone and 45 minutes outside. They try to staff during peak times for accidents, and Highway and Motor patrol shifts are assigned top 20 crash locations.

Traffic also has two plainclothes officers who enforce laws against drivers who fail to yield to pedestrians. As of the June 7, 2012, 17 pedestrians have been killed in the city in 2012. In 2011 during the comparable time period only five pedestrians had been killed. Traffic is involved in a major pedestrian education campaign and provides educational programs on other traffic safety issues. Traffic officers often are also required to provide escorts and to staff special events. Traffic also applies for and coordinates state and federal highway enforcement grants.

The Highway Response portion of the Highway Response-License and Weights Unit has two teams, one with six officers, the other with seven. Each team is supervised by a sergeant. These teams patrol the main roads in cars with "push bars." They respond to accidents and clear roadways. Although their primary assignment is on the main roads, they help out sector patrol when needed during peak sector patrol periods. The License and Weights Unit has two teams of seven officers supervised by a sergeant (one team has a corporal) assigned to commercial vehicle licensing and weight enforcement. They work fixed zones and investigate truck crashes, hazmat complaints, overweight truck scale initiatives, log book and licensing inspections, and complaints about trucks-related debris and construction site issues in neighborhoods.

The Motors Unit (motorcycles) consists of five teams of eight officers each, supervised by a sergeant. Two teams work Monday through Thursday and two teams work Tuesday through Friday. The first team on each schedule works 0600 – 1600 and the second from 0900 – 1900; combining to cover morning and afternoon rush hour. The fifth team works as a Traffic Initiative shift and rotates each month on assignments coordinated by a Corporal. Motor officers “home garage” their bikes and have specific areas in the city as their regular assignment. They are required to be in their assigned area by the beginning of their work shift.

The Vehicle Homicide-Abatement/Wrecker Unit has two teams; one with six detectives and three officers supervised by a sergeant, and one team with eight detectives supervised by a sergeant. The Vehicle Homicide and Wrecker unit is currently looking to hire a civilian to manage the Wrecker contracts (two detectives are currently doing it). The unit has three officers and two civilians who deal with abandoned vehicles, which are towed to contract tow lots.

This Unit is responsible for investigating all serious accidents with injuries or fatalities. They investigate case of evading arrest by juveniles and all Leaving-the-Scene (hit and run) accident reports. They estimate that there are 100 hours of “back room” work necessary for every fatality. The Unit has sophisticated equipment to diagram fatality and serious injury scenes. This equipment has utility for homicide investigations, and the unit is responding to requests to utilize it as part of homicide investigations, which pulls them from their primary workload. They receive some 1400 hit and run cases a year, and have a backlog that is resulting in some cases being in danger of hitting statute of limitations benchmarks.

The final Unit is the DWI unit, which has two teams of seven officers and one corporal each, supervised by a sergeant. They are supported by a detective DWI Coordinator, who files cases for charging (only someone with detective rank can do this). This team also works 10-hour shifts from 1930 – 0530 hrs, with one team working Tuesday thru Friday and the other Wednesday thru Saturday. The DWI Unit initiates 2,000 DWI arrests a year (one third of the City total of 6,000).

Most of traffic work is discretionary. It is very difficult to quantify the benefits of adding 10 additional traffic officers. They may produce additional revenue, but they may create more traffic congestion if they stop violators during peak traffic periods on heavily traveled roads. Traffic citations should be aimed at modifying the behavior of drivers at high accident locations during the times when these accidents occur. It is difficult to achieve this end when the roads are as congested as they are in Austin.

Add Five Detectives to the Vehicle Homicide Abatement unit.

Recommendation: The 2011 APD detective staffing study recommends adding five additional detectives to the Vehicle Homicide Abatement Unit. PERF concurs with this recommendation. When accident investigations are backlogged and hit-and-run drivers can avoid accountability, there is great justification to adding to an accident investigation unit.

Airport

The Airport Unit is assigned to Region IV Patrol. It became part of the department approximately three years ago. It has 28 officers, one detective, and four sergeants. It is supervised by a Lieutenant. They also have four canine teams (for bomb sniffing) specifically assigned to the airport only. If needed, back-up would come from Regional Patrol.

All costs for the unit are negotiated and paid by the Transportation Security Administration (TSA) and the Airport Authority. Airport Unit members work six 10-hour shifts, with five officers on duty. They are required to be at the screening stations per TSA regulations. Schedules are designed to provide overlap coverage on the Monday day shift (the busiest time) and Thursday for night shifts. All assigned officers must have mandated specific federal training required for airport work and TSA clearance. They have no corporals, so there are sergeants assigned on overtime to cover when sergeants are not available.

The Airport is staffed to meet TSA regulation and therefore the current staffing level is appropriate under current circumstances.

Recruiting and Training

Recruiting and Training falls under the authority of the Region II Bureau Assistant Chief and is overseen by a Commander. Recruiting and Training is organized into four areas, each under the command of a lieutenant with the assistance of a civilian Administrative Specialist: Recruiting; Continuing Education; Cadet Training; and Learned Skills. The Academy Commander also oversees the departmental Force Review Board.

Recruiting

Members of the Recruiting Unit work from an off-site facility leased by the City. The unit is staffed with one lieutenant, one sergeant and 10 Senior Police Officers. Recruiters are responsible for recruiting, testing and conducting the background investigations of all officer candidates. In addition, they recently have become responsible for recruiting all civilian employees seeking an appointment to the Austin Police Department, including Forensics/Evidence candidates. Normal work hours are Monday through Friday either 8:00 a.m. to 4:00 p.m. or 9:00 a.m. to 5:00 p.m., although days and hours may be flexed to meet the needs of the department. The Recruiting Unit has also been given the task of initiating and overseeing the new Paid Intern Program initiated by the City.

The department's recruiting efforts include visiting military bases, attending universities in the South and as far away as California, participating in job fairs, and advertising in national and regional law enforcement publications. Potential candidates may call the recruiting Unit, visit the office, or fill out an interest card online to initiate their application process.

Over 8,000 persons completed interest cards to the Recruitment Unit in 2011. Approximately 13% of those individuals completed an application to initiate the process of testing for an officer's position with the Austin Police Department. PERF was advised that the large drop-off is due to a change of interest by potential candidates and a failure to meet the standards.

Increase staffing of the Recruiting Unit

Recommendation: Staffing of the Recruiting Unit should be increased by one and the Unit assigned full-time responsibility for the implement and oversight of the Paid Intern Program.

Determine if the Recruiting Unit needs to be expanded if they conduct civilian background investigations

Recommendation: Should the department expand the policy of having the Recruiting Unit conduct the background investigation on all civilian employees, which PERF recognizes as a best practice, the staffing level should be monitored to determine if the increased workload requires additional personnel.

Continuing Education

Continuing Education staff consists of one lieutenant, one sergeant, one corporal, nine Senior Police Officers and a civilian Chaplain. This unit is charged with developing and implementing all in-service training for the agency. Training includes both mandatory legislative training and elective courses, with the exception of learned skills or those utilizing muscle memory. The unit also provides leadership education for the department, including a Leadership Academy based upon the West Point Leadership Model, Supervisory school and Leadership Command College for lieutenants and above. One course PERF has recognized as a **best policing practice** is the Veterans Tactical Response School designed for members of the department serving in the military returning from a deployment.

Add a videographer to Continuing Education

Recommendation: Continuing Education should add a videographer position to its staff. This position should be a civilian who is responsible for developing and producing training videos. With the addition of this position, the department may take advantage of technology to provide off-site training to achieve more efficient use of training personnel and facilities.

Cadet Training

The Cadet Training staff is made up of one lieutenant, two sergeants and 15 Senior Police Officers. The SPOs are organized into two teams supervised by a sergeant; one team has eight officers and the other seven. These teams are responsible for all training of Academy Recruit Classes and oversight of the Field Training Officer Program. The two sergeants and their teams rotate primary responsibility for each academy class. This enables a smooth operation of overlapping classes.

The Cadet Training staff is responsible for both Cadet classes, which are designed for individuals who have not been certified as police officers by Texas Commission on Law Enforcement Officer Standards and Education (TCLEOSE). This academy training is 32 weeks, nearly doubles the minimum requirements of TCLEOSE. The Cadet Training is also responsible for the 17-week Modified Academy, designed for newly hired Austin Police Officers with police

experience who have been certified. As with the Cadet Academy, the Modified Academy is very structured. The department reports that typically close to 90% of each academy class graduates. This is a typical rate for police academies in cities similar to Austin.

All instructors must have completed the 40 hour Basic Instructor Course in order to teach at the academy. Although all Cadet Training staff has completed this course, not all classes are taught by academy personnel. Some members of the department with subject matter expertise who have completed the Basic Instructor Course provide instruction to academy trainees.

The size of the academy classes in the past has varied from as low as 20 over 100. The current Academy Class 122 began with 70 recruits in training. The size and frequency of the class is based upon such criteria as the number of recruits ready for hire and the budgetary impact of hiring a group of recruits and initiating academy training. The inconsistency in the frequency and size of classes may adversely impact the department in a number of ways: good candidates, especially members of minority groups, who are unable to wait for a hire date may accept a position with another agency; postponing classes negatively affects recruiting efforts; inconsistent class sizes make deploying academy staff and instructors difficult for the proper oversight of recruits; exceptionally large classes can place a burden on the FTO program to properly train new officers; and large classes create facility shortages for other training conducted at the academy.

Add a corporal to each Cadet Training Team.

Recommendation: Each of the two Cadet Training Teams should have a corporal position to assist the sergeant in the supervision of officers and class recruits. One of the SRO positions in each team should be converted to a corporal position, thereby providing additional supervision while maintaining the same staffing levels.

Limit Cadet class size, schedule classes at set intervals.

Recommendation: The Department should strive to conduct three academy classes per year, one beginning every four months, with a class size of 40. If it becomes necessary to deviate from this practice, ample notice should be given to Recruiting and Academy staff, so appropriate adjustments may be made.

Learned Skills

The Learned Skills staff consists of one lieutenant, one sergeant, one corporal, nine Senior Police Officers and a civilian position that provides maintenance duties at the range. This unit is charged with developing and implementing training skills that require muscle memory such as driving skills, defense tactics and firearms training. Some of the Learned Skills staff is cross-trained in disciplines. The academy has four full-time firearms instructors who are supplemented by five adjunct instructors from Patrol, each assigned to the academy for a one-month period.

Add civilian firearms instructors

Recommendation: The Department should add two full-time civilian firearms instructors to the Learned Skills staff in 2013.

The department is in the process of changing its range qualification requirements from once a year to once a month. PERF concurs with the modification of policy; however, it will certainly stretch existing resources. The addition of two firearms instructors will provide for safe monthly range qualification for all sworn members of the department, remedial training as necessary, and the development of effective courses of fire. As recommended, the instructors need not be sworn personnel. Many agencies have successfully used well qualified civilian employees, such as those with military firearms instruction experience.

Civilianize other positions in Learned Skills

Recommendation: The Department should look for opportunities to civilianize other instructor positions within Learned Skills.

A sworn officer is not necessary to instruct on all the positions within the Learned Skills section of the Academy. Carefully selected and trained personnel may successfully fulfill the requirements of such positions and provide the opportunity for cost savings to the department and the allocation of sworn resources where their expertise and certified status are required.

HQ Bureau

The Headquarters Bureau is headed by an Assistant Chief. It is composed of the following units: Professional Standards, Staff and Resources, Violent Crimes, Property Crimes, Organized Crime, Strategic Intelligence and Technology and Field Services.

Professional Standards

A Commander heads the Professional Standards Division, which has the two parts: the Internal Affairs Division (IAD) and Risk Management. IAD has a Lieutenant and 11 sergeants to investigate internal complaints against officers. External complaints are first referred to the Austin Police Monitor (OPM) an independent City of Austin administrative office. OPM receives all external complaints against officers and forwards them to the police department for assignment and classification. The monitor's officer has access to all documents and OPM can sit in on interviews. OPM is not an advocate for the complainant, but advocates for the *process* to ensure that it is transparent and fair.

If citizens are not satisfied with the outcome of an investigation, they can meet with the Monitor to express their issues. If the Monitor's response is not satisfactory to them, they can appeal to a Citizen Review Panel (CPA) (appointed by the City Manager) and the case can again be reviewed. The CPA can determine that no change is warranted, make a recommendation for a re-investigation or recommend a policy change on discipline.

Internal complaints are handled by IAD directly. Civilian investigations are handled in Financial Services. The IAD handles all cases of officers involved in criminal conduct as well. Depending on the allegation, IAD will complete the investigation or refer it to the officer's chain-of-command (allegations class B violations and below). Investigations of all allegations of class A violations are done by IAD. Also, IAD investigates all off-duty domestic incidents; to be sure such investigations comply with state law. Civilians accused of criminal conduct are investigated by IAD.

Sergeants have geographic areas of responsibility, so that field personnel have a specific person they can contact for advice and questions on any issues.

The number of OPM contacts has varied from about 1,000 to 1,500 over the last several years. The number of formal complaints has varied just under 300 to almost 400 and the number of supervisory inquires has varied from about 230 to just under 570. IAD investigators play a role

in all of these investigations. This translates to a case load annually per detective of between 44 and 81.

Internal affairs investigations are often lengthy and need to be very thorough. Detectives assigned to the IA function need to be appropriately training and acquire the expertise for these sometimes delicate cases to ensure fairness for both complainants and officers. Especially with a fluctuating workload an IA unit should maintain a consistent number of trained investigators. The current assignment of 12 sergeants to investigate IA cases in an appropriate number given the work they perform.

The other part of Professional Standards is Risk Management also headed by a Lieutenant. One of its units, Peer Support has a sergeant assigned and is responsible for critical incident debriefing. The unit has 47 volunteer counselors who made 960 contacts in 2011. At the current rate of contacts in 2012, that number will be exceeded. Some of the activity may be influenced by the recent loss of an officer.

Risk Management is responsible for drug and alcohol testing through a contract with a clinic. There are 25 random surprise tests a month off of two lists: one for the Organized Crime Unit and one for the rest of the Department, including the chiefs.

Under Risk Management is the Chaplaincy Program with 22 Chaplain volunteers. They attend training, are assigned regions, and do quarterly ride-a-longs with officers. They also assist with respond to death notifications and sensitive events where their expertise can be utilized.

Workers Compensation/Limited Duty Program tracks all officer injuries and is tied to a State system for reporting of workers compensatory injuries. Officers injured off-duty are directly supervised during rehabilitation. They are generally limited to 1040 hours of leave. After that those injured on-duty are subject to a disability retirement, those injured off-duty are subject to separation because of their lack of fitness. A detective and two non-sworn employees are assigned to this unit.

The Guidance Advisory Program (GAP) is an early intervention program that flags officers with certain levels of behaviors that indicate that he/she may be headed for increased problem behavior. Monitored behaviors include use of force incidents, excessive sick leave utilization, IAD complaints, and negligent accidents. One detective is assigned to this function.

The Workers Compensation and GAP functions are supervised by a sergeant. A sergeant also supervises the other units that are part of Risk Management.

- Safety and Inspections has two detectives that do staff compliance checks and deal with special issues, such as the use of Electronic Control Weapons (ECWs).
- Legal Liaison/Inspections assists the Law Department in the approval of forms and updates to SOP's. One detective is assigned to this function.
- The "Approved Forms Inspections/SOPs" function is staffed by two detectives. This unit seeks to ensure that forms and SOPs are update and current.
- The Policy unit has one officer assigned and performs policy review requests. The officer then vets them and submits them to the executive staff for reviews and eventual sign off by the Chief.

Risk Management is an important organizational function that few police agencies staff at a sufficient level to perform the necessary functions. The total sworn staffing in the APD is one lieutenant, three sergeants, seven detectives and one officer. Each of the positions is needed but whether sworn personnel need to staff each is less apparent.

Over time civilianize Risk Management

Recommendation: The APD should overtime civilianize the parts of risk management that do not require the qualification of a sworn officer. Consideration should be given to Safety/Inspections, Approved Forms Inspections/SOP and Legal Liaison/Inspection as targets for using civilian employees, Risk management is a large component in the private sector and persons with a business risk management background may bring new perspectives to these functions in the department.

Staff and Resources

The Staff and Resources Unit performs a number of diverse functions using both sworn and civilian personnel. Special Projects, Constituent Liaison, Public Information, Headquarters Security, Police Supplies, Fleet, Police Equipment and Mail Services are all function of this division.

The public information officer is headed by a civilian who supervises three Civilians. The PIO is assisted by one sergeant, one corporal and one police officer. The officer communicates on APD Net, screens inquiries and responds to phone calls about everything the department does. They maintain a web page and the department's web page as well as an intra-net. The office facilitates three annual six Citizen's Police Academies of 6 weeks. They work with other departmental units to answer freedom of information requests.

The Resources portion of the division is responsible for keeping track of all property, equipment, fleet and staffing in the APD. All vacancies are tracked and a determination is made as where the vaccines should be carried.

Six civilians staff the Property and Equipment function. Four others are detailed to each of the four regions. At the Regions they sign out equipment to officers.

The unit prepares a wide range of reports including staffing reports for CompStat, 28 day profiles of response times for calls by Region, reported crime by Region, a listing of all personnel and where they are currently assigned and their status, hot spot maps by Region, patrol staffing by Region, all traffic statistics, DWI arrests by Region, Collisions by Region, top locations for accidents, police officer accidents by Region, employee injuries, internal complaints, offices failing to appear in court by Region, Response to Resistance (Use of force) statistics, arrests by Region, Tickets by Region and Region crime statistics.

The staffing of the Staff and Resources division is discretionary. The current allocation serves the department well as evidenced by the volume of work performed by its personnel.

Strategic Intelligence and Technology

This division used to be “Strategic Planning”, but is now a Fusion Center housed with the Texas Department of Public Safety Fusion Center, which is staffed from personnel from three counties. There are 40 different agencies in these counties and 10 of the largest ones are current partners in the center. Eventually other smaller, departments will be added. The center began operation in its current configuration in December of 2010. It is staffed with a lieutenant, one sergeant, four detectives, four police officers, four civilian analysts, one administrative specialist and one fire captain. Two detectives are members of the Joint Terrorism Task Force and two other detectives investigate Suspicious Activity Reports (SARs) of interest. The four officers each have a Region and vet all SAR’s as they come in.

In 2013 review each function in the Fusion Center to see if it can be civilianized.

Recommendation: Many agencies make good use of civilian analysts freeing up sworn personnel for positions that require their qualifications. After the operations of the Center have settled, after two years of operation, the department should review each position to see if sworn status is required.

The division has one Technology Project Manager, who works with City Purchasing and City Communications and Technology Management (CTM). The Wireless Office (a different City Department) works with the CTM to install all equipment into the cars, including sirens. The Technology Unit has a lieutenant, one sergeant, seven police officers (mini-project managers), and two Business System Analyst (civilians). They are responsible for all APD technology and also monitor social media. The Technology Unit is responsible for maintaining needed technology licenses and vetting requests for equipment.

With some 40 projects in process, and ten of them needing constant attention, the staff size of the unit is appropriate. However, the department should seek over time to replace sworn personnel with qualified civilians.

Replace Technology unit sworn personnel with civilians.

Recommendation: The department should over time replace the sworn officers in the technology unit with appropriately trained civilians. Sworn positions can better be utilized when the job requires their training and qualifications, their arrest powers and firearms certification. To continue to include the sworn perspective in technology projects a civilianized unit should include two rotating sworn Subject Matter Expert positions

Austin’s Real Time Crime Center (HALO) was developed at headquarters to monitor crime as it happens across the city, make resource deployment decisions in response and support officers in the field. It has been staffed by moving the Watch Commander position from the Emergency

Communications Center to the Real Time Crime Center. Five lieutenants are now permanently assigned as watch commanders. Additionally nine officers are assigned to the Center, some of whom are on light-duty.

Besides monitoring the cameras with live feeds into the center, nine databases are monitored which are constantly being updated. Other sources of information are being monitored including information supplied anonymously by citizens on the "Citizen Observer" web-site and information from other area law enforcement agencies. Four analysts are assigned to mine data and respond to requests for other agencies. For the officer positions, they look for "Proactive officers" who will mine information constantly in support of field investigations. All have to be trained and vetted before being assigned. Each lieutenant on duty is the "Watch Commander" with the power to direct all resources of the department.

After one year of operation, sworn officer staffing should be reviewed to determine if their expertise is needed.

Recommendation: This new operation will take time to grow and mature. The nine officer positions monitoring the system might be replaced by retired officers, officers on long term disabilities or civilians.

Specialized Patrol and Events Planning

Specialized Patrol and Events Planning falls under the authority of the Region I Bureau Assistant Chief and is overseen by a Commander. Specialized Patrol and Events Planning is organized into two areas, each under the command of a lieutenant: Specialized Patrol and Events Planning.

Specialized Patrol

Specialized Patrol is under the command of a lieutenant and is comprised of the following three units: Parks, Mounted and Lake Patrol.

Park Patrol Unit – Staffing: three sergeants, one corporal, 23 officers and one civilian. Members of the unit are trained in executive protection for deployment as necessary and assist the traffic section when needed. The Park Patrol Unit is responsible for patrolling more than 16,000 acres of land containing 251 parks, 15 preserves, 40 greenbelts, 47 pools, and over 74 miles of trails in the City of Austin and the counties of Hays, Travis and Williamson. Park officers work in both uniform and plain clothes to maintain the park safety. They use various modes to fulfill their duties including patrol in vehicles, on foot, and on bicycles. These alternate methods are necessary as not all areas patrolled by the Park Patrol Unit are accessible by car.

In addition to the daily duties of patrolling the parks, the unit is responsible for maintaining law and order at the special events that take place on park lands including the Zilker Kite Festival, the Zilker Tree Holiday Festival, the Urban Music Festival, the Austin Symphony's 4th of July concert, Juneteenth Celebration and the South By Southwest (SXSW) Music Festival.

The Parks Patrol Unit is deployed into three teams: Team 100 consists of a sergeant and eight officers that work from 6:00 a.m. to 2:00 p.m.; Team 200 is staffed with one sergeant, one corporal and seven officers that also work from 6:00 a.m. to 2:00 p.m.; Team 300 is staffed with one sergeant and eight officers and works from 2:00 p.m. to midnight. The teams rotate days off every other week between Saturday/Sunday/Monday and Tuesday/Wednesday/Thursday. As the schedule indicates there is only coverage at the parks on the evening shift half the time.

Add a fourth team to the Parks Unit.

Recommendation: In order to provide seven-day coverage during afternoon and evening hours, the Park Patrol Unit should have a fourth team (Parks 400) consisting of one sergeant, one corporal and seven officers assigned to work from 2:00 p.m. to midnight and rotating days off with Team 300.

Add three corporal positions to the Parks Unit.

Recommendation: The Park Patrol Unit should add three corporal positions and assign one to the 100, 300 and the above recommended 400 teams to assist in the supervision of the

team and provide oversight when the team sergeant is off. This recommendation may be accomplished in conjunction with the above proposal by moving one officer position from Parks 100 and 300 to the newly staffed 400 team, and backfilling those positions with a corporal.

Mounted Unit – Staffing: one sergeant, one corporal, eight officers and two civilian stable-hands. The Mounted Unit is deployed into two teams consisting of the sergeant and four officers on one team and the corporal and four officers on the other. Both teams may be deployed together for large events. The unit provides crowd control for the Downtown especially on Thursday, Friday and Saturday nights as the bars close and patrons leave the area. It may be assigned to special events as needed, patrol trails at the request of the patrol Regions and perform public relations services for the public at the request of the community. Auxiliary riders may be used as required as the unit currently has fourteen horses.

Lake Patrol Unit – Staffing: two sergeants, one corporal and twelve officers. The unit operates seven days per week and is responsible for patrolling the three public lakes in the City of Austin: Walter E. Long, Lady Bird and Lake Austin. Police presence on these waterways is designed to ensure the safety of all on the water and identify opportunities to educate boaters. The unit uses its seven crafts for the enforcement of all Texas waterways laws and City of Austin ordinances including: illegal bridge jumping, personal watercraft bans on certain holidays, and music levels from boats.

The Lake Patrol Unit is deployed into two teams: Team 100 consists of a sergeant and six officers and the 200 Team is made up of a sergeant, a corporal and six officers. The teams work during daytime and evening hours. In addition to its staffing, auxiliary crew members may work with the unit on compensation time providing they are certified for water enforcement by the State of Texas.

Replace one officer position with a corporal position.

Recommendation: The Lake Patrol Unit should add one corporal position to the 200 team to assist in the supervision of the unit and provide oversight when the team sergeant is off. This recommendation may be accomplished by converting one officer position to a corporal, thereby not increasing the overall staffing level of the unit.

Events Planning

Events Planning is under the command of a lieutenant and is comprised of the following two units: Special Events and Executive Protection and Emergency Planning and Response.

Special Events and Executive Protection Unit – Staffing: one sergeant, one corporal, five officers and one civilian assistant. The Special Events and Executive Protection Unit is responsible for executive protection and works with various state and federal agencies to fulfill this mission. The unit is responsible for processing and coordinating over 450 events in the City of Austin per year. Any event requiring a Closure Permit or Conditional Use Permit is handled by the unit. Events may be large scale such as “Carnival” and the South by South West Music Festival or small like a neighborhood street party which involve closures for moving and stationary events as defined by the City of Austin Right-of-Way Rules. Members of the unit also assist enforcement of the sound ordinance.

The City of Austin takes a holistic approach to planning events through the adoption of a City Events Team. Representatives of numerous departments come together at the City Planning Development Review to plan events, identify issues and address concerns to ensure the enjoyment and safety of the public attending such gatherings. The City intends to centralize this planning organization at a Special Events Office in the future. One function key to the successful planning of events is the department’s proactive notification of the communities impacted by events.

The Special Events Unit establishes and is responsible for the police staffing at these public events. Overtime is solicited by the unit through e-mail for officers to sign up to work events. The current system is time consuming as members of the unit have to answer calls and respond to e-mails of officers to staff events. A system is planned in the future to use software for such sign-ups which will more efficiently assign staffing for events based upon the criteria established by the department.

Add one officer positions to Special Events

Recommendation: The Special Events and Executive Protection Unity should increase staffing by one officer position. Adding one position for Special Events will assist the department in providing regular weekend coverage and assist in the enforcement of the city’s noise ordinance.

Emergency Planning and Response Unit – Staffing: two officers with the assistance of the section lieutenant. The Emergency Planning and Response Unit is responsible for establishing operational plans for the Austin Police Department’s response to manmade or natural

emergencies and disasters. The unit works in partnership with various federal, state and local organizations and universities to provide for the safety of the public in such events.

Summary: Sworn Staffing Recommendations

The next table summarizes the recommendations for additional sworn staffing for the Austin Police Department.

Additional Sworn Staffing Recommended

Unit	Officers	Detectives	Sergeants	Total
Sector Patrol	90		10	100
Investigations: Violent Crime and Property Crimes		41	7	48
Regional Detectives		32	4	36
District Representatives	10			10
Regional Metro TAC Units	25			25
Additional TAC Units	16		2	18
Special Events	1			1
Canine Unit	2			2
Air	2			2
Vehicular Homicide		5		5
Recruiting	1			1
Parks	8		1	9
Total	155	78	24	257

The next table shows units where there is a potential to replace sworn officers with civilians.

Potential Sworn to Civilian Replacements

Unit	Positions for Potential Sworn to Civilian Conversion
Training	2
Risk Management	5
Fusion Center (ARIC)	5
Technology	8
Real Time Crime Center	9
	29

Converting all of the potential sworn to civilian positions would reduce the need for the sworn staffing increase to 228.

Sworn Staffing Benchmarking

One of the requirements of the RFP for this project was to identify at least five police agencies with community dynamics and department organizational structures similar to APD's; to list benchmarks for patrol, investigations, special events, traffic, and support staffing from similar police agencies; and to describe methods currently in use for projecting sworn staffing needs in similar cities.

In order to fulfill this requirement, PERF staff identified six jurisdictions that met the criteria above in order to serve as benchmarking agencies. These jurisdictions are:

- Fort Worth, TX
- Memphis, TN
- Portland, OR
- San Francisco, CA
- San Jose, CA
- Seattle, WA

Each of these agencies was contacted in order to obtain sworn staffing levels for patrol, investigations, special events, traffic, and support. The data collected was then benchmarked against the staffing levels of the Austin Police Department.

A word of caution should be given with regard to benchmarking: while benchmarking is useful for "at a glance" comparisons across agencies, it should not be used as the sole basis of making fundamental or structural changes to a police department. Police departments across the United States are staffed according to a variety of unique factors in their jurisdictions such as location, demographics, daytime and nighttime populations, etc. Each jurisdiction has its own combination of factors that affect staffing needs.

Similarly, how departments want their patrol officers' time to be spent across a variety of tasks (e.g., responding to calls, community policing, random patrol, unobligated time, etc.) will have a direct effect on staffing.

The benchmarks are presented in the following table.

Jurisdiction	Austin	Ft. Worth	Memphis	Portland (OR)	San Francisco	San Jose	Seattle
Population	824,205	650,000	682,000	556,370	753,930	909,100	617,300
Total sworn	1,718	1,500	2,248	996	2,328	1,400	1,329
Officers per 1,000	2.08	2.31	3.30	1.79	3.09	1.54	2.15
Patrol	779	893	1,246	665	1,105	657	786
% of Total Sworn	45.3%	59.5%	55.4%	66.8%	47.5%	46.9%	59.1%
Patrol staff per 1,000	0.95	1.37	1.83	1.20	1.47	0.72	1.27
Investigations	300	180	208	186	290	189	155
% of Total Sworn	17.5%	12.0%	9.3%	18.7%	12.5%	13.5%	11.7%
Investigators per 1,000	0.36	0.28	0.30	0.33	0.38	0.21	0.25
Special Events	65	1	N/A	0	30	0	0
% of Total Sworn	0.2%	0.1%	N/A	0.00%	1.3%	0.0%	0.0%
Special Events staff per 1,000	0.00	0.00	N/A	0.00	0.04	0.00	0.00
Traffic	122	93	66	57	95	48	50
% of Total Sworn	7.1%	6.2%	2.9%	5.7%	4.1%	3.4%	3.8%
Traffic staff per 1,000	0.15	0.14	0.10	0.10	0.13	0.05	0.08
Support	218	61	133	57	62	37	48
% of Total Sworn	12.7%	4.0%	5.9%	5.7%	2.7%	2.6%	3.6%
Support staff per 1,000	0.26	0.09	0.20	0.10	0.08	0.04	0.08

Overall Staffing

In terms of overall sworn staffing, the Austin Police Department has the third highest staffing level among benchmark agencies, with 1,718 officers (based on authorized staffing levels as of October 1, 2011). Only San Francisco and Memphis have more police officers (2,328 and 2,248 officers respectively). However, with regard to officers per thousand population, Austin ranks third lowest (2.08 officers per thousand residents), with only two other agencies—Portland, OR and San Jose—having a lower ratio of officers per thousand (1.79 and 1.54 officers per thousand respectively).

Patrol Staffing

Staffing for APD’s patrol function is lower than most of the benchmarking agencies, with 779 sworn members committed to the patrol function. Only two of the surveyed agencies (Portland, OR and San Jose) have their patrol functions staffed at a lower level than Austin (665 and 657 officers respectively). Austin’s patrol officers as a percentage of total sworn officers is the *lowest* among all benchmarking agencies, at 45.3%. Austin’s number of patrol officers per

thousand population is second lowest among all agencies, with less than one officer (0.95) per thousand. Only San Jose has a smaller ratio of patrol officers per thousand (0.72).

Investigations Staffing

With a sworn Investigations staff of 300, the Austin Police Department has more investigators than any of the benchmarking agencies, and has the second highest percentage of Investigators as a percentage of its total sworn personnel, at 17.5%. Only Portland, OR reported having a higher percentage of investigators (18.7%) as a percentage of all sworn personnel. Austin has the third highest ratio of investigators to overall population at 0.36 per thousand. However, the ratios of nvestigators per thousand in Fort Worth (0.40) and San Francisco (0.38) are not considerably higher than that of Austin.

Special Events Staffing

Special Events staffing does not lend itself to easy benchmarking in this instance, as several agencies reported either having zero or minimal staff devoted to this function (data from Memphis was not available). The Austin Police Department has 4 officers committed to the Special Events function. San Francisco has 30 full time equivalent (FTE) officers.

Austin has a high number of special events because not only is it the state capitol with a major university but also it sees a larger number of protests, citywide festivals, and other major events. As other departments do, these events are policed with combinations of on duty officers with adjusted schedules and off-duty officers on overtime.

Traffic

Austin has more sworn personnel assigned to Traffic (122 officers) than any other benchmark agency. As with Special Events, this is not surprising, as Austin is the state capitol, and has different needs with regard to dignitary escort, protests, and other specialized matters. Additionally, the Texas Department of Public Safety does not patrol highways in major Texas cities, so the high number of traffic officers in Austin and Ft. Worth may be attributed to this phenomenon. A primary emphasis in the APD is to deal with traffic congestion. Austin is usually rated in the top ten large cities with the most traffic congestion. As a percentage of the overall police force, Austin has more officers on Traffic (7.1%) than any of the benchmark agencies, and has more traffic officers per thousand population (0.15).

Support

The Austin Police Department has more sworn personnel assigned to Support than any of the benchmarking agencies, with 218 officers assigned to this function. Support staffing as a percentage of overall sworn personnel is also higher in Austin (with Support staff making up 12.7% of APD's overall staffing) than in any of the benchmark agencies. Support staff per thousand was highest in Austin (0.26).

Summary

While APD's Patrol staffing is lower than that of most other benchmarking agencies, it has one of the higher overall staffing levels, as well as the highest staffing levels among benchmark agencies with regard to Investigations, Traffic and Support.

Appendix 1: Community Survey

Question Hello

Hello, my name is [First Name]. I'm calling on behalf of the City of Austin and the Police Executive Research Forum. A Critical part of their study of the Austin Police Department is a random survey of residents of Austin, and of those who work in the city but live elsewhere.

Your opinions are an extremely important component of this research.

Would you mind participating in a quick survey so that your views on the Austin Police Department are incorporated into this study?

1. (Yes)
2. (No)

If needed: The Police Executive Research Forum, a nonprofit organization dedicated to improving the delivery of policing services nationwide. They are conducting a patrol utilization study of the Austin Police Department.

Question Hello2

I won't ask for your name, address or other personal information that may identify you. Your participation in this survey is voluntary. You don't have to answer any questions you don't want to and you may end the interview at any time. If you have questions about your rights as a research subject you can call the University IRB. I can provide you with that number.

The interview takes about 10 minutes. The information you provide will be confidential. If you have questions about the survey, I can provide you with a telephone number to get more information.

May I continue with the survey?

If needed: Brian Harnisch (307) 766-6103 for more SURVEY information.
UW Institutional Review Board (IRB) Administrator (307) 766-5320.

1. (Yes)
2. (No)

Question AskCell

Thanks! I need to ask. Have I reached you on a cell phone

1. (Yes)
2. (No)

Question YCell

I am not allowed to interview you if you are driving or doing something else that might put you in danger. May I continue, or should I call at another time?

If not now: What would be a good time to call back?

1. (OK to keep going)
2. (Not now, call at another time)
3. (Refusal/Hang up/Termination)

Question TexRes

First I need to confirm. Do you live in Texas?

1. (Yes)
2. (No)
8. (Don't know/Not sure)
9. (No Answer/Refused)

Question Yes

And am I speaking with someone 18 or older.

1. (Yes)
2. (No)

Question Q1

Are you a resident of the City of Austin?

1. Yes
2. No

7. (Don't know/Not sure)
9. (Refused)

Logic Instructions:
if (ans<2) skip qlb

Question Q1a

Do you regularly commute to the city of Austin for work, for other reasons like school, doctors, shopping, or do you own a business in Austin?

1. Yes
2. No

7. (Don't know/Not sure)
9. (Refused)

Logic Instructions:
if (ans=2) skip Thanks3
if (ans=1) skip q3
skip q3

Question Q1b

Approximately how many years have you lived in the City of Austin?

Enter 888 for "Don't Know/Not sure", 999 for "No Answer/Refused"
0 for less than 1 year

Years:

Question Q2

Relative to downtown, where do you live?

Would you say...

Read all answer choices.

1. Northwest
2. Northeast
3. Central West
4. Downtown
5. Central East
6. Southwest
7. Southeast
8. (Don't know/Not sure)
9. (Refused)

Logic Instructions:

```
if (ans<8) skip q4
```

Question Q3

Do you commute to the city of Austin for work?

1. Yes
2. No

7. (Don't know/Not sure)
9. (Refused)

Logic Instructions:

```
if (ans=2) skip q3c
```

Question Q3A

How many days per week do you commute to the city of Austin for work?

Enter 8 for "Don't Know/Not sure", 9 for "No Answer/Refused"

Days:

Question Q3B1

When working in Austin, do you typically work on weekdays, weekends, or some combination of the two?

1. Weekdays
2. Weekends
3. Some combination of the two

7. (Don't know/Not sure)
9. (Refused)

Question Q3B2a

When working in Austin, do you typically work a daytime shift?

If needed: For example, 9am-5pm or similar.

1. Yes
2. No

7. (Don't know/Not sure)
9. (Refused)

Question Q3B2b

Do you typically work an evening shift?

If needed: For example, 4pm to 11pm or similar.

1. Yes
2. No

7. (Don't know/Not sure)
9. (Refused)

Question Q3B2c

Do you typically work a midnight/late-night shift?

1. Yes
2. No

7. (Don't know/Not sure)
9. (Refused)

Question Q3B2d

Do you typically work other types of shifts?

Text:

Question Q3C

Do you commute to the City of Austin four or more times a week for other reasons like school, doctors, or shopping?

1. Yes
2. No

7. (Don't know/Not sure)
9. (Refused)

Question Q4

Do you own a business in Austin?

1. Yes
2. No

7. (Don't know/Not sure)
9. (Refused)

Logic Instructions:
if (ans>1) skip q5

Question Q4A

How many years have you owned a business in Austin:

Enter 888 for "Don't Know/Not sure", 999 for "No Answer/Refused"

Years:

Question Q4B

Relative to downtown, where is your business?

1. Northwest
2. Northeast
3. Central West
4. Downtown
5. Central East
6. Southwest
7. Southeast
8. (Don't know/Not sure)
9. (Refused)

Question Q5

Have you had any contact with the Austin Police Department, also known as APD, during the past 12 months?

1. Yes
2. No

7. (Don't know/Not sure)
9. (Refused)

Logic Instructions:

```
if ((q1>1) & (q3>1) & (q3c>1) & (q4>1)) skip thanks3  
if (ans>1) skip q9
```

Question Q6

How many times during the last 12 months have you had contact with the Austin Police Department?

Enter 888 for "Don't Know/Not sure", 999 for "No Answer/Refused"

Times:

Question Q7a

And what was nature of the contacts?

Did you: Report a crime?

1. Yes
2. No

7. (Don't know/Not sure)
9. (Refused)

Question Q7b

Did you: Request a service OTHER than reporting crime?

If needed: What was the nature of your contact with APD?

1. Yes
2. No

7. (Don't know/Not sure)
9. (Refused)

Question Q7c

Did you: Attended a community meeting where the police were present?

If needed: What was the nature of your contact with APD?

1. Yes
2. No

7. (Don't know/Not sure)
9. (Refused)

Question Q7d

Attended some other function where the police were present?

If needed: What was the nature of your contact with APD?

1. Yes
2. No

7. (Don't know/Not sure)
9. (Refused)

Question Q7e

Witnessed an incident where the police were involved?

If needed: What was the nature of your contact with APD?

1. Yes
2. No

7. (Don't know/Not sure)
9. (Refused)

Question Q7f

Received a traffic citation or warning from an APD officer?

If needed: What was the nature of your contact with APD?

1. Yes
2. No

7. (Don't know/Not sure)
9. (Refused)

Question Q7g

Did you: Talk to an APD officer on the street?

If needed: What was the nature of your contact with APD?

1. Yes
2. No

7. (Don't know/Not sure)
9. (Refused)

Question Q7h

Did you have contact with APD in the last 12 months for any other reason?

Leave blank if 'no'

Text:

Question Q8

If you were reporting a crime, did you use the Internet or telephone to file the report?

1. Internet
2. Phone

7. (Don't know/Not sure)
9. (Refused)

Logic Instructions:

if (q7a>1) skip

Question Q9

How satisfied are you with the overall quality of police services in Austin?

Would you say you are...

1. Very satisfied
2. Satisfied
3. Neutral
4. Dissatisfied
5. Very dissatisfied

7. (Don't know/Not sure)
9. (Refused)

Question Q10

In Austin, how satisfied are you with the speed of emergency police response, in other words how quickly police respond to emergencies?

Probe to clarify if necessary.

1. Very satisfied
2. Satisfied
3. Neutral
4. Dissatisfied
5. Very dissatisfied

7. (Don't know/Not sure)
9. (Refused)

Question Q11

In Austin, how satisfied are you with the enforcement of local traffic laws?

Probe to clarify if necessary.

1. Very satisfied
2. Satisfied
3. Neutral
4. Dissatisfied
5. Very dissatisfied

7. (Don't know/Not sure)
9. (Refused)

Logic Instructions:
if (vq1>1) skp q13a

Question Q12A

For the following questions I'd like you to consider only YOUR NEIGHBORHOOD.

In the past 6 months, have you personally seen the following members of the APD in your neighborhood...

Uniform Officer in a vehicle?

1. Yes
2. No

7. (Don't know/Not sure)
9. (Refused)

Logic Instructions:

if (q1>1) skip

Question Q12B

Uniform Officer on a motorcycle?

If needed: In the past 6 months, have you personally seen the following members of the APD in your neighborhood?

1. Yes
2. No

7. (Don't know/Not sure)
9. (Refused)

Logic Instructions:

if (q1>1) skip

Question Q12C

Uniform Officer on bicycle?

If needed: In the past 6 months, have you personally seen the following members of the APD in your neighborhood?

1. Yes
2. No

7. (Don't know/Not sure)
9. (Refused)

Logic Instructions:
if (q1>1) skip

Question Q12D

Uniform Officer walking a foot beat?

If needed: In the past 6 months, have you personally seen the following members of the APD in your neighborhood?

1. Yes
2. No

7. (Don't know/Not sure)
9. (Refused)

Logic Instructions:
if (q1>1) skip

Question Q12E

A mounted officer?

If needed: An officer on Horseback. In the past 6 months, have you personally seen the following members of the APD in your neighborhood?

1. Yes
2. No

7. (Don't know/Not sure)
9. (Refused)

Logic Instructions:
if (q1>1) skip

Question Q12F

Canine Officer?

If needed: In the past 6 months, have you personally seen the following members of the APD in your neighborhood?

1. Yes
2. No

7. (Don't know/Not sure)
9. (Refused)

Logic Instructions:
if (q1>1) skip

Question Q12G

Detective?

If needed: In the past 6 months, have you personally seen the following members of the APD in your neighborhood?

1. Yes
2. No

7. (Don't know/Not sure)
9. (Refused)

Logic Instructions:
if (q1>1) skip

Question Q12H

Uniform Civilian Personnel?

If needed: In the past 6 months, have you personally seen the following members of the APD in your neighborhood?

1. Yes
2. No

7. (Don't know/Not sure)
9. (Refused)

Logic Instructions:
if (q1>1) skip

Question Q13A

For the following questions I'd like you to consider only DOWNTOWN or AT A PUBLIC EVENT IN AUSTIN.

In the past 6 months, have you personally seen the following members of the APD downtown or at a public event...

Uniform Officer in a vehicle?

1. Yes
2. No

7. (Don't know/Not sure)
9. (Refused)

Question Q13B

Uniform Officer on a motorcycle?

If needed: In the past 6 months, have you personally seen the following members of the APD downtown or at a public event?

1. Yes
2. No

7. (Don't know/Not sure)
9. (Refused)

Question Q13C

Uniform Officer on bicycle?

If needed: In the past 6 months, have you personally seen the following members of the APD downtown or at a public event?

1. Yes
2. No

7. (Don't know/Not sure)
9. (Refused)

Question Q13D

Uniform Officer walking a foot beat?

If needed: In the past 6 months, have you personally seen the following members of the APD downtown or at a public event?

1. Yes
2. No

7. (Don't know/Not sure)
9. (Refused)

Question Q13E

Mounted officer on horseback?

If needed: In the past 6 months, have you personally seen the following members of the APD downtown or at a public event?

1. Yes
2. No

7. (Don't know/Not sure)
9. (Refused)

Question Q13F

Canine Officer?

If needed: In the past 6 months, have you personally seen the following members of the APD downtown or at a public event?

1. Yes
2. No

7. (Don't know/Not sure)
9. (Refused)

Question Q13G

Detective?

If needed: In the past 6 months, have you personally seen the following members of the APD downtown or at a public event?

1. Yes
2. No

7. (Don't know/Not sure)
9. (Refused)

Question Q13H

Uniform Civilian Personnel?

If needed: In the past 6 months, have you personally seen the following members of the APD downtown or at a public event?

1. Yes
2. No

7. (Don't know/Not sure)
9. (Refused)

Logic Instructions:

if (vq1>1) skip q16

Question Q14

The following are a few statements about how safe you might feel. Please tell me how much you agree or disagree with each one of them.

I feel safe in my neighborhood during the day.

Would you say you...

Read all answer choices.

1. Strongly agree
2. Agree
3. Neutral
4. Disagree
5. Strongly disagree

7. (Don't know/Not sure)
9. (Refused)

Question Q15

I feel safe in my neighborhood at night.

Would you say you...

If needed: Following are a few statements about how safe you might feel. Please tell me how much you agree or disagree with each one of them.

1. Strongly agree
2. Agree
3. Neutral
4. Disagree
5. Strongly disagree

7. (Don't know/Not sure)
9. (Refused)

Question Q16

If not yet read: The following are a few statements about how safe you might feel. Please tell me how much you agree or disagree with each one of them.

I feel safe walking alone downtown during the day.

Would you say you...

1. Strongly agree
2. Agree
3. Neutral
4. Disagree
5. Strongly disagree

7. (Don't know/Not sure)
9. (Refused)

Question Q17

I feel safe walking alone downtown at night.

If needed: Following are a few statements about how safe you might feel. Please tell me how much you agree or disagree with each one of them.

1. Strongly agree
2. Agree
3. Neutral
4. Disagree
5. Strongly disagree

7. (Don't know/Not sure)
9. (Refused)

Question Q18

I feel safe in city parks.

If needed: Following are a few statements about how safe you might feel. Please tell me how much you agree or disagree with each one of them.

1. Strongly agree
2. Agree
3. Neutral
4. Disagree
5. Strongly disagree

7. (Don't know/Not sure)
9. (Refused)

Question Q19

Following are some statements about where police should spend their time. Please tell me how much you agree or disagree with each one.

The Austin Police Department should devote more time to ticketing drivers who violate traffic laws.

Would you say you....

Read all answer choices.

1. Strongly agree
2. Agree
3. Neutral
4. Disagree
5. Strongly disagree

7. (Don't know/Not sure)
9. (Refused)

Question Q20

The Austin Police Department should devote more time to reducing illegal drug activity.

Would you say you...

If needed: Following are some statements about where police should spend their time. Please tell me how much you agree or disagree with each one.

1. Strongly agree
2. Agree
3. Neutral
4. Disagree
5. Strongly disagree

7. (Don't know/Not sure)
9. (Refused)

Question Q21

The Austin Police Department should devote more time to preventing criminal street gangs.

If needed: Following are some statements about where police should spend their time. Please tell me how much you agree or disagree with each one.

1. Strongly agree
2. Agree
3. Neutral
4. Disagree
5. Strongly disagree

7. (Don't know/Not sure)
9. (Refused)

Question Q22

The Austin Police Department should devote more time to reducing illegal activities committed by youth.

If needed: Following are some statements about where police should spend their time. Please tell me how much you agree or disagree with each one.

1. Strongly agree
2. Agree
3. Neutral
4. Disagree
5. Strongly disagree

7. (Don't know/Not sure)
9. (Refused)

Question Q23

The Austin Police Department should devote more time to solving violent crimes.

If needed: Following are some statements about where police should spend their time. Please tell me how much you agree or disagree with each one.

1. Strongly agree
2. Agree
3. Neutral
4. Disagree
5. Strongly disagree

7. (Don't know/Not sure)
9. (Refused)

Question Q24

The Austin Police Department should devote more time to solving property crimes.

If needed: Following are some statements about where police should spend their time. Please tell me how much you agree or disagree with each one.

1. Strongly agree
2. Agree
3. Neutral
4. Disagree
5. Strongly disagree

7. (Don't know/Not sure)
9. (Refused)

Question Q25

The following is a series of questions about the size of APD's workforce. Please tell me how strongly you agree or disagree with each statement.

Here is the first statement... "The Austin Police Department has enough officers on the street to maintain a low crime rate."

Would you say you...

Read all answer choices.

1. Strongly agree
2. Agree
3. Neutral
4. Disagree
5. Strongly disagree

7. (Don't know/Not sure)
9. (Refused)

Logic Instructions:
if (vq1>1) skip q27

Question Q26

"The Austin Police Department has enough officers on the street to keep my neighborhood safe."

How strongly do you agree or disagree with this statement?

If needed: Please tell me how strongly you agree or disagree with each statement.

1. Strongly agree
2. Agree
3. Neutral
4. Disagree
5. Strongly disagree

7. (Don't know/Not sure)
9. (Refused)

Question Q27

The Austin Police Department has enough officers to maintain safety in the business community.

If needed: Please tell me how strongly you agree or disagree with each statement.

1. Strongly agree
2. Agree
3. Neutral
4. Disagree
5. Strongly disagree

7. (Don't know/Not sure)
9. (Refused)

Question Q28

The Austin Police Department has enough Detectives to effectively solve crimes.

If needed: Please tell me how strongly you agree or disagree with each statement.

1. Strongly agree
2. Agree
3. Neutral
4. Disagree
5. Strongly disagree

7. (Don't know/Not sure)
9. (Refused)

Question Q29

I am familiar with the officers working in my neighborhood or near my business.

If needed: Please tell me how strongly you agree or disagree with each statement.

1. Strongly agree
2. Agree
3. Neutral
4. Disagree
5. Strongly disagree

7. (Don't know/Not sure)
9. (Refused)

Question Q30

The APD is capable of handling a large-scale emergency disaster response.

If needed: Please tell me how strongly you agree or disagree with each statement.

1. Strongly agree
2. Agree
3. Neutral
4. Disagree
5. Strongly disagree

7. (Don't know/Not sure)
9. (Refused)

Question Q31

The APD does a good job of handling special events. For example, parades, marches, community events, etc.

If needed: Please tell me how strongly you agree or disagree with each statement.

1. Strongly agree
2. Agree
3. Neutral
4. Disagree
5. Strongly disagree

7. (Don't know/Not sure)
9. (Refused)

Question Q32

In a non-emergency situation, it is acceptable for the Austin Police Department to dispatch a civilian employee instead of an officer.

If needed: Please tell me how strongly you agree or disagree with each statement.

1. Strongly agree
2. Agree
3. Neutral
4. Disagree
5. Strongly disagree

7. (Don't know/Not sure)
9. (Refused)

Question Age

And now I have a few questions about you that will be used for statistical purposes only.

What is your age?

Enter 888 for "Don't Know/Not sure", 999 for "No Answer/Refused"

Age:

Question Peop

Including yourself, how many people live in your household?

Enter 88 for "Don't Know/Not sure", 99 for "No Answer/Refused"

People:

Question Hisp

Are you of Hispanic, Latino, or some other Spanish ancestry?

1. (Yes)
2. (No)

7. (Don't know/Not sure)
9. (Refused)

Question Race

And which one of the following would you say BEST describes your race?

Read answer choices 1-6. Mark BEST response.

1. White
2. Black or African American
3. Asian
4. Native Hawaiian or Other Pacific Islander
5. American Indian or Alaska Native
6. Other (specify)
7. (Don't know/Not sure)
8. (Refused)

Question Income

I'm going to read a list of income ranges. Please stop me when you hear the one that best describes your household's total income before taxes in 2011.

1. Less than \$20,000
2. \$20,000 to \$39,999
3. \$40,000 to \$59,999
4. \$60,000 to \$79,999
5. \$80,000 to \$149,999
6. \$150,000 or more

8. (Don't know/Not sure)
9. (No answer/Refused)

Question Rent

And do you rent or own your home?

1. Rent
2. Own

9. (No answer/Refused)

Question Gender

Respondent's Sex. Code without asking.

If needed: "And I am required to ask, what is your gender?"

1. (Male)
2. (Female)

Question Comment

This is the end of the survey. Do you have any comments that you would like to make at this time?

Appendix 2: Sector Calls for Service Data

Adam Sector: Average Hours Consumed by Calls for Service, 2011

hr	sun	mon	tue	wed	thu	fri	sat
0000	7	7.9	7.2	7.3	7.1	8.1	11.1
0100	10.8	5.8	5.3	6.1	5.9	6.1	9.6
0200	8	4.7	4.6	5.2	4.9	4.6	8.5
0300	7.7	4.3	4.3	5	4.5	5.4	7.4
0400	6.2	4	3.8	3.6	3.7	4.8	6.1
0500	4.2	2.8	2.7	2.9	2.4	3.3	4.1
0600	4.2	2.8	3	2.6	3.2	3.4	3.6
0700	4	3.9	4.4	4.2	4.2	4.3	3.9
0800	3.8	5.5	5.6	5.4	5.7	5.8	4.4
0900	4	6.4	5.8	5.8	6.3	7	4.6
1000	4.5	7	5.8	5.9	6	7	5.2
1100	4.7	6.7	6	5.9	6.6	7.2	6.1
1200	5.3	6.9	6.1	6.3	6.8	8.6	6.2
1300	5.9	6.7	6.9	6.9	6.8	9.1	6.3
1400	6.2	7	7.1	7.8	7.2	9	7
1500	7.4	7.8	7.7	9.3	7.7	8.2	7.9
1600	8.7	8.9	9.6	8.6	9.1	9.6	7.4
1700	10.1	11	11.3	8.7	11.1	11.7	9.2
1800	10	11.4	11.1	9.3	11.2	9.8	10.7
1900	9.5	10.7	10.3	8.4	9.8	11.9	10.9
2000	10	10.1	9.6	9	9.4	11.8	11.4
2100	10.4	10.8	9.9	10.5	10.5	12.6	12.5
2200	9.5	9.8	10.9	9.3	10.3	12.1	12
2300	8.4	8.5	9.3	8.1	9.5	11.4	11.7

Adam Sector: Percent of Average Patrol Officer Time Consumed by Calls for Service

hr	sun	mon	tue	wed	thu	fri	sat
0000	41.5%	46.8%	42.7%	45.3%	82.3%	50.2%	51.0%
0100	72.0%	44.2%	40.4%	49.3%	87.4%	49.3%	48.3%
0200	61.0%	62.7%	61.3%	77.0%	72.6%	68.1%	59.6%
0300	102.7%	57.3%	57.3%	74.1%	66.7%	80.0%	51.9%
0400	82.7%	53.3%	50.7%	53.3%	54.8%	71.1%	65.1%
0500	37.3%	24.9%	24.0%	27.6%	22.9%	31.4%	36.4%
0600	56.0%	37.3%	40.0%	34.7%	42.7%	45.3%	48.0%
0700	53.3%	52.0%	58.7%	56.0%	56.0%	57.3%	52.0%
0800	50.7%	73.3%	74.7%	72.0%	76.0%	61.9%	58.7%
0900	53.3%	85.3%	77.3%	77.3%	84.0%	46.7%	61.3%
1000	60.0%	93.3%	77.3%	78.7%	80.0%	46.7%	69.3%
1100	62.7%	89.3%	80.0%	78.7%	88.0%	48.0%	81.3%
1200	70.7%	92.0%	81.3%	84.0%	90.7%	57.3%	82.7%
1300	78.7%	89.3%	92.0%	92.0%	90.7%	60.7%	84.0%
1400	47.2%	53.3%	54.1%	59.4%	54.9%	60.0%	53.3%
1500	56.4%	59.4%	58.7%	82.7%	58.7%	62.5%	70.2%
1600	58.0%	59.3%	64.0%	114.7%	60.7%	64.0%	78.9%
1700	67.3%	73.3%	75.3%	116.0%	74.0%	78.0%	61.3%
1800	66.7%	76.0%	74.0%	124.0%	74.7%	53.9%	71.3%
1900	63.3%	71.3%	68.7%	112.0%	65.3%	83.5%	72.7%
2000	44.4%	44.9%	44.1%	63.2%	43.2%	54.3%	50.7%
2100	46.2%	48.0%	45.5%	73.7%	48.3%	57.9%	55.6%
2200	42.2%	43.6%	50.1%	65.3%	47.4%	55.6%	53.3%
2300	37.3%	37.8%	42.8%	56.8%	43.7%	52.4%	52.0%

Baker Sector: Average Hours Consumed by Calls for Service, 2011

hr	sun	mon	tue	wed	thu	Fri	sat
0000	4.2	4.6	5.2	5.2	4.7	4.9	6.7
0100	7	3.1	3.7	3.8	3.7	4.1	6.2
0200	4.9	2.6	3.2	3	3.1	3.5	6.3
0300	5.1	2.6	3.6	2.4	3.2	4.3	7
0400	4.6	2.4	3	2	2.5	4.2	5.7
0500	3.4	2.1	2.5	2	2.3	3.6	3.9
0600	2.6	1.6	1.8	1.6	2.1	2.6	2.9
0700	2.6	1.9	2.2	2.5	3	3	2.6
0800	2.9	3.2	3.4	3.7	3.6	3.3	2.8
0900	3.2	4.2	4.4	3.6	4.2	4.5	3.2
1000	4.3	4.3	4.4	4.2	4.5	5.2	4.1
1100	4.6	4.4	4.5	4.2	4.5	5.1	4.8
1200	4.8	4.6	4.3	4.9	4.7	5.4	4.7
1300	5.2	4.8	4.4	5.3	5.3	5.7	4.8
1400	5.8	4.9	5.4	5.5	5.6	6.3	5.2
1500	6.3	5.9	6.5	5.9	6.5	6.7	5.5
1600	5.4	6.2	6.8	6.4	7	7.1	5.8
1700	5.1	7.7	8.2	7.1	8.2	8.3	6.5
1800	5.3	7.7	8.2	7.6	7.5	6.6	6.6
1900	5.2	6.7	7.1	7	6.9	5.9	6.4
2000	5.3	6.4	6.3	7.1	6.3	6.5	6.8
2100	5.2	5.8	6.6	6.8	6.3	6.9	7.4
2200	5.2	6	6.2	7	6.4	7	7.7
2300	5	5.9	5.6	6.3	5.8	6.7	7.9

Baker Sector: Percent of Average Patrol Officer Time Consumed by Calls for Service

hr	sun	mon	tue	wed	thu	fri	sat
0000	26.7%	51.1%	34.7%	34.7%	29.8%	31.1%	35.7%
0100	54.9%	51.7%	30.8%	31.7%	29.0%	32.2%	33.1%
0200	38.4%	43.3%	53.3%	50.0%	51.7%	58.3%	52.5%
0300	85.0%	43.3%	60.0%	40.0%	53.3%	71.7%	58.3%
0400	76.7%	40.0%	50.0%	33.3%	41.7%	70.0%	47.5%
0500	56.7%	35.0%	41.7%	33.3%	38.3%	60.0%	65.0%
0600	21.7%	13.3%	15.0%	13.3%	17.5%	21.7%	24.2%
0700	43.3%	31.7%	36.7%	41.7%	50.0%	50.0%	43.3%
0800	48.3%	53.3%	56.7%	61.7%	60.0%	55.0%	46.7%
0900	53.3%	70.0%	73.3%	60.0%	70.0%	75.0%	53.3%
1000	71.7%	71.7%	73.3%	70.0%	75.0%	57.8%	68.3%
1100	76.7%	73.3%	75.0%	70.0%	75.0%	42.5%	80.0%
1200	80.0%	76.7%	71.7%	81.7%	78.3%	45.0%	78.3%
1300	86.7%	80.0%	73.3%	88.3%	88.3%	47.5%	80.0%
1400	64.4%	54.4%	60.0%	61.1%	62.2%	52.5%	57.8%
1500	52.5%	49.2%	54.2%	49.2%	54.2%	55.8%	45.8%
1600	90.0%	51.7%	56.7%	50.2%	54.9%	55.7%	45.5%
1700	85.0%	64.2%	68.3%	55.7%	64.3%	65.1%	51.0%
1800	88.3%	64.2%	68.3%	59.6%	58.8%	51.8%	51.8%
1900	86.7%	55.8%	59.2%	54.9%	54.1%	37.5%	50.2%
2000	88.3%	53.3%	52.5%	55.7%	49.4%	51.0%	53.3%
2100	43.3%	32.2%	36.7%	36.3%	33.6%	36.8%	39.5%
2200	43.3%	33.3%	34.4%	37.3%	34.1%	37.3%	41.1%
2300	41.7%	32.8%	31.1%	33.6%	30.9%	35.7%	42.1%

Charlie Sector: Average Hours Consumed by Calls for Service, 2011

hr	sun	mon	tue	wed	thu	fri	sat
0000	5.5	6.3	6.2	5.1	5	6.7	9.2
0100	9.7	5.4	5	4.7	4.2	6.2	7.6
0200	8.8	5	3.9	3.9	3.8	5.6	7.4
0300	8.4	4.4	3.4	3.7	3.6	5.4	7.9
0400	6.2	3.1	3.4	3.5	3	3.8	6
0500	4.2	2.1	2.7	2.9	2.5	4	4.5
0600	3.1	1.9	1.9	2	1.6	3.6	3.3
0700	3.9	3.4	3.1	3.2	3.1	4.3	3.5
0800	4.1	4.6	3.9	4.1	3.9	4.6	4
0900	4.2	5.4	4.5	4.8	5.3	5.3	4.5
1000	4.4	5.4	5.5	4.3	5	5.9	4.8
1100	5.1	4.9	5.8	5	5.4	6.3	4.7
1200	5.3	5.1	5.8	5.5	6.2	6.8	5.4
1300	5.3	5.4	5.6	5.4	5.8	7.4	5.8
1400	5.9	6.4	5.7	6.6	6.1	7.8	6
1500	6	7	5.8	7.2	6.8	7	6
1600	6	7.1	6.2	6.7	6.8	7	5.9
1700	7.1	8.3	8	6.8	9	9.5	6.1
1800	7.2	8.1	8.4	6.9	8.3	7.6	6.7
1900	7.1	8.1	8	6.9	7.8	7.8	7.8
2000	7.9	8	7.5	6.1	7.5	8.1	7.7
2100	8.5	7.9	8	6.8	8.1	8.4	9.2
2200	8	7.9	7.8	7	6.8	8.8	9.5
2300	6.8	7.5	7	6.4	6.5	9	9.8

Charlie Sector: Percent of Average Patrol Officer Time Consumed by Calls for Service

hr	sun	mon	tue	wed	thu	fri	sat
0000	43.1%	46.7%	48.6%	40.0%	74.1%	49.6%	45.4%
0100	76.1%	40.0%	39.2%	36.9%	62.2%	45.9%	37.5%
0200	69.0%	74.1%	57.8%	57.8%	56.3%	83.0%	54.8%
0300	65.9%	65.2%	50.4%	54.8%	53.3%	80.0%	58.5%
0400	91.9%	45.9%	50.4%	51.9%	44.4%	56.3%	59.3%
0500	50.9%	25.5%	32.0%	34.4%	29.6%	48.5%	54.5%
0600	33.1%	17.2%	18.8%	19.8%	15.8%	38.4%	35.2%
0700	65.0%	56.7%	45.9%	47.4%	45.9%	71.7%	58.3%
0800	68.3%	76.7%	57.8%	60.7%	57.8%	59.8%	66.7%
0900	70.0%	90.0%	66.7%	71.1%	78.5%	41.6%	75.0%
1000	73.3%	90.0%	81.5%	63.7%	74.1%	46.3%	80.0%
1100	85.0%	81.7%	85.9%	74.1%	80.0%	49.4%	78.3%
1200	88.3%	85.0%	85.9%	81.5%	91.9%	53.3%	90.0%
1300	88.3%	90.0%	83.0%	80.0%	85.9%	58.0%	96.7%
1400	49.2%	53.3%	44.7%	51.8%	47.8%	61.2%	33.3%
1500	57.1%	66.7%	52.4%	65.1%	61.5%	62.2%	36.4%
1600	47.1%	59.2%	51.7%	111.7%	53.3%	51.9%	49.2%
1700	55.7%	69.2%	66.7%	113.3%	70.6%	70.4%	50.8%
1800	56.5%	67.5%	70.0%	115.0%	65.1%	50.0%	37.2%
1900	55.7%	67.5%	66.7%	115.0%	61.2%	57.8%	43.3%
2000	54.7%	52.0%	48.8%	65.1%	46.5%	48.0%	36.0%
2100	43.6%	42.1%	42.7%	53.3%	41.5%	41.5%	39.6%
2200	41.0%	42.1%	41.6%	54.9%	34.9%	43.5%	40.9%
2300	34.9%	40.0%	37.3%	50.2%	33.3%	44.4%	42.2%

David Sector: Average Hours Consumed by Calls for Service, 2011

hr	sun	mon	tue	wed	thu	fri	sat
0000	5.9	6.4	6.5	6.1	6.6	7.7	9.4
0100	9.7	5.6	5.3	5.5	5.3	6.5	8.6
0200	8.2	5.7	4.4	5.1	4.9	5.8	8.5
0300	7.3	4.7	4.4	5.1	4.6	6	9.5
0400	5.7	4	3.3	4.4	4.3	5.1	6.9
0500	4.7	2.9	2.2	3.3	3.2	3.6	5.3
0600	3.8	2	2.2	2.3	2.6	2.7	3.8
0700	4	3.4	3.3	3.6	3.5	4.2	3.8
0800	3.8	4.8	4.8	4.7	5	4.5	4.2
0900	3.8	5.8	5.5	6.2	5.8	5.7	4.6
1000	4.5	5.6	5.9	6.9	6.3	6.9	5.2
1100	4.6	5.8	6.1	7.4	6.4	6.4	5.8
1200	5.2	6.3	6.4	7.6	6.6	7.6	6.4
1300	5.8	6.7	6.8	6.9	6.1	8.7	7
1400	7.2	7.7	7.5	7.5	6.8	8.6	8
1500	7.5	8.4	7.8	8.1	7	7.5	8
1600	6.9	8.5	7.8	8	7.7	8.4	6.9
1700	6.6	11	10	9.4	9.3	10.9	7.4
1800	6.9	11	10.1	10	9.4	8.9	8.9
1900	6.7	9.8	9.7	8.6	9.6	9.7	9
2000	6.4	9.2	8.8	7.4	8.4	10	8.7
2100	8	9.6	8.8	8.8	9.8	10.3	8.8
2200	8.3	8.7	9.3	8.1	9.9	9.8	9.5
2300	7.6	7.4	8.7	7.4	8	9.2	9.2

David Sector: Percent of Average Patrol Officer Time Consumed by Calls for Service

hr	sun	mon	tue	wed	thu	fri	sat
0000	39.3%	85.3%	45.6%	42.8%	46.3%	54.0%	43.2%
0100	64.7%	74.7%	37.2%	38.6%	37.2%	45.6%	39.5%
0200	54.7%	76.0%	58.7%	68.0%	65.3%	77.3%	56.7%
0300	97.3%	62.7%	58.7%	68.0%	61.3%	80.0%	63.3%
0400	76.0%	53.3%	44.0%	58.7%	57.3%	68.0%	61.3%
0500	51.2%	31.6%	23.9%	35.9%	34.8%	39.2%	57.7%
0600	36.2%	19.0%	21.0%	21.9%	24.8%	25.7%	36.2%
0700	59.3%	50.4%	48.9%	53.3%	51.9%	62.2%	56.3%
0800	56.3%	71.1%	71.1%	69.6%	74.1%	66.7%	62.2%
0900	56.3%	85.9%	81.5%	91.9%	85.9%	42.2%	68.1%
1000	66.7%	83.0%	87.4%	102.2%	93.3%	51.1%	77.0%
1100	68.1%	85.9%	90.4%	109.6%	94.8%	47.4%	85.9%
1200	77.0%	93.3%	94.8%	112.6%	97.8%	56.3%	94.8%
1300	85.9%	99.3%	100.7%	102.2%	90.4%	64.4%	103.7%
1400	53.3%	57.0%	55.6%	55.6%	50.4%	63.7%	59.3%
1500	63.5%	71.1%	66.0%	68.6%	59.3%	63.5%	67.7%
1600	102.2%	63.0%	57.8%	59.3%	57.0%	62.2%	102.2%
1700	97.8%	81.5%	74.1%	69.6%	68.9%	80.7%	51.9%
1800	102.2%	81.5%	74.8%	74.1%	69.6%	51.6%	62.5%
1900	99.3%	72.6%	71.9%	63.7%	71.1%	68.1%	63.2%
2000	61.0%	53.3%	51.0%	42.9%	48.7%	55.6%	48.3%
2100	56.1%	45.7%	41.9%	41.9%	46.7%	47.4%	40.5%
2200	58.2%	41.4%	44.3%	38.6%	47.1%	45.1%	43.7%
2300	53.3%	35.2%	41.4%	35.2%	38.1%	42.3%	42.3%

Edward Sector: Average Hours Consumed by Calls for Service, 2011

hr	sun	mon	tue	wed	thu	fri	sat
0000	7.5	7.5	7.8	8.8	8.8	10.2	11.3
0100	12.6	6.5	7	7.9	7.4	9.1	11.2
0200	10.7	6.9	5.8	5.7	5.3	7.6	9.5
0300	9.3	6.3	5.4	4.6	4.5	6.8	10
0400	7.6	5.2	5.1	3.8	4.3	5.5	7.9
0500	6.6	4.3	4.2	3.2	3.7	5	6.5
0600	4.4	3	3.1	2	2.1	3.2	3.9
0700	4.3	5.1	4.6	3.8	3.8	4.7	4.2
0800	3.8	6.4	5.4	4.9	4.8	5.4	4.1
0900	4.1	5.8	5.4	5.4	5.7	5.7	4.7
1000	4.7	6.2	5.4	6	6.6	6.6	5.9
1100	5.2	5.9	5.3	6	6.7	7.3	6.4
1200	5.6	6.7	6.3	6.4	6.7	8.7	6.7
1300	5.9	6.7	6	6.5	7	9.5	6.3
1400	6.3	6.6	6.7	7	6.9	10.6	6.5
1500	7.6	7.9	8.2	8.4	8.2	8.8	7.7
1600	7.1	8.8	8.7	8.3	8.4	7.6	7
1700	7.2	11.3	11.4	10.9	11.1	11.8	7.3
1800	7.6	11.8	11.8	11.3	11.4	10.8	10.5
1900	8.3	11.6	11.1	10.4	10.5	9.5	11.1
2000	8.8	11.3	10.1	10.4	10	11.2	10.6
2100	11.2	11.7	10.7	10.7	11.1	12.8	11.8
2200	10.2	11.5	10.6	10.4	12	11.8	11.8
2300	9.2	10.1	10.5	9.9	11.4	12.8	12.8

Edward Sector: Percent of Average Patrol Officer Time Consumed by Calls for Service

hr	sun	mon	tue	wed	thu	fri	sat
0000	40.0%	40.0%	69.3%	46.9%	46.9%	54.4%	50.2%
0100	168.0%	43.3%	93.3%	52.7%	49.3%	60.7%	49.8%
0200	142.7%	73.6%	77.3%	60.8%	56.5%	81.1%	50.7%
0300	99.2%	84.0%	72.0%	61.3%	60.0%	90.7%	66.7%
0400	101.3%	69.3%	68.0%	50.7%	57.3%	73.3%	60.2%
0500	88.0%	57.3%	56.0%	42.7%	49.3%	66.7%	86.7%
0600	39.1%	26.7%	27.6%	17.8%	18.7%	28.4%	34.7%
0700	57.3%	68.0%	61.3%	50.7%	50.7%	62.7%	56.0%
0800	50.7%	85.3%	72.0%	65.3%	64.0%	72.0%	54.7%
0900	54.7%	77.3%	72.0%	72.0%	76.0%	43.4%	62.7%
1000	62.7%	82.7%	72.0%	80.0%	88.0%	44.0%	78.7%
1100	69.3%	78.7%	70.7%	80.0%	89.3%	48.7%	85.3%
1200	74.7%	89.3%	84.0%	85.3%	89.3%	58.0%	89.3%
1300	78.7%	89.3%	80.0%	86.7%	93.3%	63.3%	84.0%
1400	56.0%	58.7%	59.6%	62.2%	61.3%	70.7%	43.3%
1500	50.7%	52.7%	54.7%	56.0%	54.7%	58.7%	34.2%
1600	94.7%	67.0%	66.3%	63.2%	64.0%	57.9%	46.7%
1700	96.0%	75.3%	76.0%	72.7%	74.0%	78.7%	35.4%
1800	101.3%	78.7%	78.7%	75.3%	76.0%	64.0%	46.7%
1900	110.7%	77.3%	74.0%	69.3%	70.0%	56.3%	49.3%
2000	78.2%	60.3%	53.9%	55.5%	53.3%	59.7%	40.4%
2100	74.7%	52.0%	47.6%	47.6%	49.3%	56.9%	39.3%
2200	68.0%	51.1%	47.1%	46.2%	53.3%	52.4%	39.3%
2300	61.3%	44.9%	46.7%	44.0%	50.7%	56.9%	42.7%

Frank Sector: Average Hours Consumed by Calls for Service, 2011

hr	sun	mon	tue	wed	thu	fri	sat
0000	9.4	9.1	7.7	9.2	7.4	10	9.9
0100	13	7.8	5.2	7.2	5	7.7	9.4
0200	9.1	6.1	4.2	5	4.2	6	8.4
0300	7.6	4.9	3.7	4.1	4.2	6	9.7
0400	6.5	4.5	2.9	3.9	3.7	5.2	7.7
0500	5.2	4.1	2.8	3.6	3.2	4.1	6.1
0600	3.5	3.3	2.3	3	2.1	2.1	4.5
0700	3.3	4.9	3.7	4.5	3.5	3.9	5
0800	4.4	6.5	4.9	5.7	4.9	5.3	5.3
0900	4.3	6.5	4.8	5.6	5.1	5.3	4.6
1000	5.3	6.7	5.8	5.7	5.6	6.9	5.1
1100	5.7	6.1	6.2	5.2	5.6	6.6	5.8
1200	6	6.6	6.5	6.3	6.3	6.3	6.2
1300	6	6.8	6.8	6.8	6.6	7.2	6.2
1400	6.2	7.4	6.5	6.9	7.3	6.9	6.2
1500	7.4	8.5	6.9	7.6	7.9	8.6	7
1600	7.6	7.9	7.1	7.7	7.2	7	6.1
1700	9.8	10	9.9	7.8	9.7	10.2	6.7
1800	10.6	11.1	11	8.1	10.8	9.2	8.9
1900	11.2	10.9	11.6	8.3	9.8	9.1	9.1
2000	10.9	9.8	11	8.3	9.7	11.2	9.7
2100	11.4	10.3	10.7	9.1	10.1	11	10.5
2200	11.9	11.3	11.1	9.5	10.1	12	12.3
2300	12.1	9.8	10	8.4	10.1	11.8	11.8

Frank Sector: Percent of Average Patrol Officer Time Consumed by Calls for Service

hr	sun	mon	tue	wed	thu	fri	sat
0000	69.6%	44.9%	38.0%	45.4%	54.8%	49.4%	48.9%
0100	192.6%	57.8%	38.5%	53.3%	74.1%	57.0%	46.4%
0200	134.8%	60.2%	41.5%	49.4%	62.2%	59.3%	49.8%
0300	112.6%	72.6%	54.8%	60.7%	62.2%	88.9%	71.9%
0400	96.3%	66.7%	43.0%	57.8%	54.8%	77.0%	57.0%
0500	77.0%	60.7%	41.5%	53.3%	47.4%	60.7%	51.6%
0600	34.6%	32.6%	22.7%	29.6%	20.7%	20.7%	44.4%
0700	48.9%	72.6%	54.8%	66.7%	51.9%	57.8%	74.1%
0800	65.2%	96.3%	72.6%	84.4%	72.6%	78.5%	78.5%
0900	63.7%	96.3%	71.1%	83.0%	75.6%	39.3%	68.1%
1000	78.5%	99.3%	85.9%	84.4%	83.0%	51.1%	75.6%
1100	84.4%	90.4%	91.9%	77.0%	83.0%	48.9%	85.9%
1200	88.9%	97.8%	96.3%	93.3%	93.3%	46.7%	91.9%
1300	88.9%	100.7%	100.7%	100.7%	97.8%	53.3%	91.9%
1400	91.9%	109.6%	96.3%	102.2%	108.1%	51.1%	91.9%
1500	54.8%	63.0%	51.1%	56.3%	58.5%	63.7%	103.7%
1600	56.3%	58.5%	52.6%	76.0%	53.3%	51.9%	45.2%
1700	72.6%	74.1%	73.3%	115.6%	71.9%	75.6%	66.2%
1800	78.5%	82.2%	81.5%	120.0%	80.0%	68.1%	65.9%
1900	83.0%	80.7%	85.9%	123.0%	72.6%	107.9%	67.4%
2000	80.7%	72.6%	81.5%	123.0%	71.9%	83.0%	71.9%
2100	56.3%	50.9%	52.8%	67.4%	49.9%	54.3%	51.9%
2200	58.8%	55.8%	54.8%	70.4%	49.9%	59.3%	60.7%
2300	59.8%	48.4%	49.4%	62.2%	49.9%	58.3%	58.3%

George Sector: Average Hours Consumed by Calls for Service, 2011

hr	sun	mon	tue	wed	thu	fri	sat
0000	3.2	3.8	3.2	3.7	2.5	3	4.5
0100	6.1	2.8	2.8	3	2.6	2.8	4.1
0200	7.2	2.7	2	2.5	2.5	3.6	6
0300	8.3	3.3	1.9	2.7	3	4	7
0400	5.2	2.4	1.5	2.1	2.1	2.3	4.7
0500	2.9	1.7	0.8	1.6	1.2	1.3	2.8
0600	1.8	1.2	0.6	1.2	0.6	0.9	1.4
0700	2.1	1.8	1.1	1.3	0.8	1.6	1.4
0800	2	1.9	1.5	1.7	1.3	2	2.4
0900	2	2.4	1.8	2	2.2	2.2	2.4
1000	1.7	2.7	2.3	2.5	2.4	2.9	2.3
1100	1.8	2.9	2.2	2.3	2.6	2.9	2.4
1200	2.1	2.9	2.5	2.8	2.5	3	2.6
1300	2.2	2.4	2.3	2.5	2.7	3.1	2.7
1400	2.3	2.7	2.6	2.9	3	3.4	2.8
1500	2	2.3	2.4	2.8	2.7	3.3	2.8
1600	1.7	1.9	2	2	2.1	2.8	2.1
1700	2.8	3.6	3.3	3	3.6	3.4	2.2
1800	3.5	4.1	4.3	4.1	4.3	4	4.4
1900	4.6	4.3	4	3.8	4.5	4.5	4
2000	4	3.8	3.9	3.3	4.3	5	3.8
2100	3.8	3.8	3.1	3.4	3.9	5	4.7
2200	4.2	3.3	2.9	3.1	3.8	4.1	5
2300	3.9	3.3	3	3.4	3.6	3.6	4.6

George Sector: Percent of Average Patrol Officer Time Consumed by Calls for Service

hr	sun	mon	tue	wed	thu	fri	sat
0000	19.4%	23.0%	19.4%	32.9%	22.2%	18.2%	27.3%
0100	37.0%	17.0%	17.0%	26.7%	23.1%	17.0%	24.8%
0200	43.6%	16.4%	17.8%	22.2%	22.2%	21.8%	36.4%
0300	73.8%	29.3%	31.7%	45.0%	50.0%	35.6%	62.2%
0400	86.7%	40.0%	25.0%	35.0%	35.0%	38.3%	78.3%
0500	48.3%	28.3%	13.3%	26.7%	20.0%	21.7%	46.7%
0600	30.0%	7.3%	11.4%	22.9%	11.4%	17.1%	23.3%
0700	40.0%	17.1%	21.0%	24.8%	15.2%	30.5%	26.7%
0800	38.1%	18.1%	28.6%	32.4%	24.8%	38.1%	45.7%
0900	38.1%	22.9%	34.3%	38.1%	41.9%	41.9%	45.7%
1000	32.4%	25.7%	43.8%	47.6%	45.7%	55.2%	43.8%
1100	34.3%	27.6%	41.9%	43.8%	49.5%	55.2%	45.7%
1200	40.0%	27.6%	47.6%	53.3%	47.6%	57.1%	49.5%
1300	41.9%	22.9%	43.8%	47.6%	51.4%	59.0%	51.4%
1400	43.8%	25.7%	24.8%	27.6%	28.6%	32.4%	53.3%
1500	38.1%	21.9%	22.9%	26.7%	25.7%	31.4%	53.3%
1600	32.4%	36.2%	38.1%	38.1%	40.0%	53.3%	40.0%
1700	53.3%	34.3%	31.4%	28.6%	34.3%	32.4%	41.9%
1800	33.3%	39.0%	41.0%	39.0%	27.3%	25.4%	41.9%
1900	43.8%	41.0%	38.1%	36.2%	28.6%	28.6%	38.1%
2000	38.1%	23.0%	23.6%	20.0%	19.8%	23.0%	36.2%
2100	23.0%	23.0%	18.8%	20.6%	17.9%	23.0%	28.5%
2200	25.5%	20.0%	17.6%	18.8%	17.5%	18.9%	30.3%
2300	23.6%	20.0%	18.2%	20.6%	16.6%	16.6%	27.9%

Henry Sector: Average Hours Consumed by Calls for Service, 2011

hr	sun	mon	tue	wed	thu	fri	sat
0000	7.6	6.5	6.3	6.9	6.7	7.3	9.3
0100	10.8	5.6	5.2	5.5	5.1	5.6	8.5
0200	10.6	5.4	4	4.8	5.1	4.5	7.8
0300	9.3	5.9	4	3.7	4.9	4.9	8.5
0400	6.4	4.2	3.2	2.8	3.8	4.1	7.1
0500	5	3.8	2.8	2.3	3.4	3.6	4.8
0600	3.9	2.8	1.9	2	2.8	2.6	3.2
0700	3.8	3.1	2.4	2.2	3.2	2.4	3.6
0800	3.8	4.3	3.9	3	3.7	3.6	3.3
0900	3.5	4.8	3.8	3.5	3.7	4.1	3.2
1000	4.1	5.4	4.2	3.3	4	4.8	3.8
1100	4.2	5.3	4.7	3.7	4.4	5.2	4.7
1200	3.9	5.4	5.2	4.3	4.3	5.4	5
1300	4.4	5.2	5.4	4.3	4.6	6.1	5.2
1400	5.3	5.1	5.5	4.3	5.2	6.1	5.5
1500	5.5	5.4	6.4	4.7	5.4	6.4	5.6
1600	4.8	5.3	5.5	5	4.9	5.8	5
1700	5	7.1	7.4	6.8	6.8	7.1	5.4
1800	5.2	7.3	8.1	7.2	6.6	7.3	6.5
1900	5.9	7.6	7.7	6.8	7.3	6.3	7.8
2000	6.6	7.1	8.1	6.6	6.9	7.1	7.5
2100	7.9	6.8	8.4	6.7	7.1	7.1	8
2200	8.3	7.6	8.3	7.3	7.7	8.7	9.4
2300	8.4	7.1	7.8	7	7.7	8.3	9.4

Henry Sector: Percent of Average Patrol Officer Time Consumed by Calls for Service

hr	sun	mon	tue	wed	thu	fri	sat
0000	39.0%	51.0%	32.3%	35.4%	34.4%	37.4%	49.6%
0100	84.7%	93.3%	40.8%	43.1%	40.0%	43.9%	45.3%
0200	83.1%	90.0%	66.7%	80.0%	85.0%	75.0%	65.0%
0300	72.9%	98.3%	66.7%	61.7%	81.7%	81.7%	70.8%
0400	106.7%	70.0%	53.3%	46.7%	63.3%	68.3%	59.2%
0500	83.3%	63.3%	46.7%	38.3%	56.7%	60.0%	80.0%
0600	43.3%	31.1%	21.1%	22.2%	31.1%	28.9%	35.6%
0700	63.3%	51.7%	40.0%	36.7%	53.3%	40.0%	60.0%
0800	63.3%	71.7%	65.0%	50.0%	61.7%	60.0%	55.0%
0900	58.3%	80.0%	63.3%	58.3%	61.7%	54.7%	53.3%
1000	68.3%	90.0%	70.0%	55.0%	66.7%	40.0%	63.3%
1100	70.0%	88.3%	78.3%	61.7%	73.3%	43.3%	78.3%
1200	65.0%	90.0%	86.7%	71.7%	71.7%	45.0%	83.3%
1300	73.3%	86.7%	90.0%	71.7%	76.7%	50.8%	86.7%
1400	88.3%	85.0%	91.7%	71.7%	86.7%	50.8%	91.7%
1500	43.1%	42.4%	50.2%	36.9%	42.4%	53.3%	43.9%
1600	49.2%	32.1%	33.3%	30.3%	29.7%	36.8%	51.3%
1700	74.1%	52.6%	54.8%	50.4%	50.4%	55.7%	80.0%
1800	77.0%	54.1%	60.0%	53.3%	48.9%	57.3%	48.1%
1900	87.4%	56.3%	57.0%	50.4%	54.1%	36.5%	57.8%
2000	97.8%	52.6%	60.0%	48.9%	51.1%	55.7%	55.6%
2100	62.0%	34.9%	43.1%	34.4%	36.4%	37.9%	41.0%
2200	65.1%	39.0%	42.6%	37.4%	39.5%	46.4%	48.2%
2300	65.9%	36.4%	40.0%	35.9%	39.5%	44.3%	48.2%

Ida Sector: Average Hours Consumed by Calls for Service, 2011

Hr	sun	mon	tue	wed	thu	fri	sat
0000	6.2	7.8	6.5	6.4	6	7.4	10.4
0100	9.6	6.1	5.2	6.1	6.2	6.3	9.7
0200	8.9	4.7	4.6	4.5	5.2	5	8.7
0300	7.4	3.8	4	3.8	4.5	4.1	8.3
0400	5.7	3.7	3.6	3.3	4	3.8	6.7
0500	4.7	2.8	2.9	2.4	2.9	3	4.2
0600	3.4	2.4	2	2.2	1.8	2.3	3.1
0700	3.5	3.1	2.9	2.8	2.6	3.2	3.8
0800	3.7	4.2	4.5	4	3.9	4.5	3.8
0900	4.2	4.8	4.9	4.5	4.3	4.5	4.4
1000	5.1	4.9	4.9	4.8	4.9	5.6	5
1100	5.3	5.5	5.4	5.2	5.5	6.7	5.2
1200	5.2	5.5	6.2	5.7	6	7.4	5.5
1300	5.4	5.7	6.8	5.7	6	7.2	6.1
1400	5.2	5.7	6.7	5.9	6.1	6.7	6.4
1500	5.3	6	7.5	6.5	6.3	7.6	7
1600	5.7	6.7	7.1	7.3	6.7	6.3	7.8
1700	6.3	7.9	8.1	7.7	7.5	7.8	7.3
1800	7.3	9	9.4	7.7	8.3	9.1	7.5
1900	7.4	8.3	9.4	6.8	7.9	7.3	8.3
2000	7.4	7.3	7.7	7.1	8.2	9.4	8.6
2100	7.8	6.8	8	7.3	7.5	8.7	8
2200	9.2	8.5	8.4	8.2	8.3	9.9	9
2300	9.6	7.6	7.6	7.4	6.6	9.6	9.5

Ida Sector: Percent of Average Patrol Officer Time Consumed by Calls for Service

Hr	sun	mon	tue	wed	thu	fri	sat
0000	48.6%	41.6%	34.7%	34.1%	47.1%	29.0%	40.8%
0100	75.3%	42.8%	36.5%	42.8%	75.2%	30.0%	46.2%
0200	69.8%	41.8%	40.9%	40.0%	77.0%	27.8%	48.3%
0300	65.8%	56.3%	59.3%	56.3%	66.7%	30.4%	61.5%
0400	84.4%	54.8%	53.3%	48.9%	59.3%	28.1%	49.6%
0500	69.6%	41.5%	43.0%	35.6%	43.0%	34.8%	35.0%
0600	34.9%	24.6%	20.5%	22.6%	18.5%	20.4%	31.8%
0700	58.3%	51.7%	48.3%	46.7%	43.3%	53.3%	63.3%
0800	61.7%	70.0%	75.0%	66.7%	65.0%	75.0%	63.3%
0900	70.0%	80.0%	81.7%	75.0%	71.7%	60.0%	73.3%
1000	85.0%	81.7%	81.7%	80.0%	81.7%	46.7%	83.3%
1100	88.3%	91.7%	90.0%	86.7%	91.7%	55.8%	86.7%
1200	86.7%	91.7%	103.3%	95.0%	100.0%	61.7%	91.7%
1300	90.0%	95.0%	113.3%	95.0%	100.0%	60.0%	101.7%
1400	86.7%	95.0%	111.7%	98.3%	101.7%	55.8%	61.0%
1500	50.5%	57.1%	71.4%	61.9%	60.0%	63.3%	58.3%
1600	54.3%	63.8%	67.6%	81.1%	63.8%	60.0%	86.7%
1700	52.5%	65.8%	67.5%	128.3%	62.5%	65.0%	97.3%
1800	60.8%	75.0%	78.3%	128.3%	69.2%	75.8%	62.5%
1900	61.7%	69.2%	78.3%	113.3%	45.8%	60.8%	69.2%
2000	61.7%	60.8%	64.2%	118.3%	43.7%	73.7%	71.7%
2100	41.6%	36.3%	42.7%	57.3%	29.4%	44.6%	66.7%
2200	49.1%	45.3%	44.8%	64.3%	32.5%	50.8%	44.4%
2300	51.2%	40.5%	40.5%	58.0%	25.9%	49.2%	46.9%