Police Department Management and Operations Study

KYLE, TEXAS

FINAL REPORT

matrix
consulting group

October 2017

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1. INTRODUCTION AND EXECUTIVE SUMMARY

In April 2017, the Matrix Consulting Group began the project to conduct a Police Department Management and Operations Study for the Kyle Police Department (hereafter KPD or Department). This document is the report of the project teams' work that includes an analysis of department staffing and organizational structure and key operational elements that notably impact staffing levels.

1. Study Scope of Work

Government organizations should periodically review the services that they deliver. Service reviews will result in identifying proper resource requirements, operational efficiencies, and ensuring customer service goals are met. While the major focus of this study is the staffing needs of the Kyle Police Department, it is impossible to completely divorce this from the management of these resources. As a result, the scope of this project is comprehensive and includes:

•   Staffing allocations and deployments in each Police Department function;

•   The Police Department's organizational structure;

•   The management systems used to control operations and ensure that Department and community goals are met.

This assessment is intended to be a blueprint for the City to ensure the Police Department remains effective in its service to the community as growth occurs in the City.

2. Methodology Used in the Study

To understand and evaluate these staffing issues the project team undertook an assessment of the Department's operations. The primary approaches utilized by the project team in this study included, but were not limited to, the following:

- **Internal Interviews** – members of the project team individually interviewed numerous executive, management, and supervisory staff as part of this study.

- **External Stakeholder Interviews** – members of the project team also met with selected external stakeholders such as the City Manager, Assistant City Manager, and several City Council members.

- **Anonymous Employee Survey** – interview information was supplemented by an anonymous online survey to further elicit views within the scope of this study. 47 employees in the Department took the opportunity to participate through this input device. The results of the survey are provided in Appendix A of this report.

- **Data Collection** – the project team collected a wide variety of external and internal data documenting the structure, operations and organization, including:

    – Department staffing and scheduling
    – Documentation reflecting operations management
    – Numerous output data reflecting services provided
    – Various other performance information

    This data was summarized in a 'descriptive profile' of the Department, which was reviewed and corrected by KPD staff. This approach ensured that the project team had an appropriate understanding of the Department.

Throughout this process, the project team reviewed facts, findings, and conclusions through interim deliverables with the Department and the City.

3. Strengths of the Kyle Police Department

Since the study's principal focus was on staffing, reviewing the management of the Department's operations and services to the public were a necessary consequence of the effort. This study identified many positive characteristics in the Kyle Police Department. The project team feels that it is important for this Executive Summary to highlight some of the positive features of the Police Department. Specific strengths of the Department's management and operations identified by the project team and in the staff survey are summarized in the following table. Additional positive attributes can also be found in the body of this report.

Average response times to *all* calls for service is approximately 3 minutes and 45 seconds.

Overall, Patrol proactivity level is 42%.

5 year violent crime trend is down 22%.

The City of Kyle is considering consolidating their Dispatch center with the Hays County Communication Center, which should result in operational efficiencies.

Robust training program has resulted in tenured officers averaging 96 hours of in-service training, which is more than double minimum requirements.

Policy and Procedures are routinely reviewed and updated. The current policy and procedure manual is in the process of being updated.

92% of staff believe they provide a high level of service to the community.

85% of staff believe the approach to policing in the City improves the quality of life for residents.

74% of employees believe there is a positive working relationship between staff and management.

72% of staff plan to make a career with the Kyle Police Department

4. Summary of Recommendations

Throughout this report the project team provides evaluation and analysis of the staffing, organization, and services provided by the KPD and, where appropriate, makes suggestions for improvements. The table below provides a summary list of all the recommendations contained in the report.

Recommendations
PATROL AND TRAFFIC
Maintain the four patrol squads assigned to the Patrol Division.
Implement a power shift that deploys between 1000 and 2000 hours, which results in the need for an additional two patrol squads.
A total of 25 officers are required for the Patrol Division, which is a decrease of three authorized positions.
A total of six Sergeants should be assigned to Patrol, this is an increase in two authorized positions.
Maintain the Traffic Unit, while the Police Department works with the City leaders to determine the right level of enforcement.
Increase the Traffic Unit number of positions to four officers, which is an increase of one position in this unit.

The Traffic Unit should operate two squads, with Squad 1 working from 0700 to 1600 hours, and Squad 2 deployed from 1400 to 2200 hours.

A total of 31 officers are needed in Patrol in 2020, this is an increase of six positions above 2017 recommended staffing levels.

CRIMINAL INVESTIGATIONS

Formalize the case screening process using a documented solvability factor methodology that includes a 12-point criteria checklist on all assigned detective cases.

Formalize a detective caseload prioritization system as part of the case assignment process using a 7-priority system as a framework.

Ensure a formal supplemental report is written every 30-days for each case investigated for increased case management accountability and to better facilitate effective case closure.

Upon revision to the case management and case assignment approaches, revisit detective staffing level needs based on the tools provided in this report.

Kyle PD should begin utilizing the Victim Services Coordinator to conduct welfare checks during normal business hours.

Increase the staffing in Criminal Investigations by one detective position for a total of five (5) detectives in the Division.

Secure all windows and window units with metal caging to prevent entry into the property room by unauthorized persons.

Install motion activated cameras in the room to be monitored in the dispatch center.

Install a monitored alarm system in the property room with a distress alarm feature.

Revise the property and evidence SOP to include 2 annual audits of the property room at 6 month intervals.

SPECIAL SERVICES

Maintain the Juvenile and Mental Health Officer positions, solely focusing on providing these important services to the community.

Reduce the Warrant Officer position from two to one, which is a decrease in one authorized position.

Maintain the position of Community Services and Recruiting Officer.

Maintain the position of Training Officer for the Department in order to provide the high level of training to officers and staff of the KPD.

Task the Training Officer with ensuring all required TCOLE forms are in personnel files at the time of hiring.

Transition the duties associated with fleet management to the Training Officer.

Add a part time animal control officer, which is an increase in 0.5 authorized positions.

RECORDS AND COMMUNICATIONS

A total of four Record Specialists are required for the Records Division; this is an increase in one authorized full time equivalent position. Maintain the position of Records Supervisor.

Implement a power shift for Dispatchers by adding one dispatcher between 1000 and 2000 hours.

A total of 15 Call Taker / Dispatchers are required to operate the Communication Division, this incorporates the over hire of one position to quickly fill a vacant position. This is an increase of three authorized FTE call taker / dispatch positions.

Maintain the two part-time Dispatcher positions to provide increased staffing flexibility.

ORGANIZATION AND MANAGEMENT

Add a second Lieutenant position and reorganize the Department into two functional areas; operations and support.

Continue efforts to update policies and procedures. Develop a timeline to review all policies and procedures. After complete review, implement a timeline to review all policies and procedures over a three-year period.

Continue to provide high level of training to all officers, with an emphasis on recent hires.

Develop and implement a strategic training plan that outlines the specific training areas and type of training to be received over a three-year period.

Develop and implement a prioritized list of proactive activities to guide officers when they are not responding to calls for service.

The table below summarizes the changes recommended in this report at a gross level of sworn versus civilian personnel by division. This includes only full time equivalent personnel. For counting purposes the Lieutenants have been moved to the Office of the Chief.

Classification	Current Authorized Staffing	Recommended Staffing	Change
Patrol			
Sworn Personnel	36	35	-1
Civilian Personnel	0	0	0
Total Bureau Personnel	**36**	**35**	**-1**
Criminal Investigations			
Sworn Personnel	5	6	1
Civilian Personnel	2	2	0
Total Bureau Personnel	**7**	**8**	**1**
Special Services			
Sworn Personnel	9	7	-2
Civilian Personnel	5	7	2
Total Bureau Personnel	**14**	**14**	**0**
Communications			
Sworn Personnel	0	0	0
Civilian Personnel	15	18	3
Total Bureau Personnel	**15**	**18**	**3**
Records			
Sworn Personnel	0	0	0
Civilian Personnel	4	5	1
Total Bureau Personnel	**4**	**5**	**1**
Office of the Chief			
Sworn Personnel	3	4	1
Civilian Personnel	1	1	0
Total Bureau Personnel	**4**	**5**	**1**
Police Department Staffing Total	**80**	**85**	**5**

2. OVERVIEW OF THE CITY AND POLICE DEPARTMENT

This chapter presents an organizational overview of the variety of law enforcement services provided by the Kyle Police Department. Specifics related to job positions and unit functions are located in the appendices of this report. This overview is intended to provide a baseline description of the KPD that provides a framework for findings, conclusions and recommendations in subsequent chapters.

1. City of Kyle

The City of Kyle is located in the Austin urban area. Since the mid-2000's the Austin metro area has seen a large population growth, along with an increase in real estate values. The close proximity of Kyle to Austin's southern city limits has resulted in the City also experiencing exceptional growth. Kyle has many additional features that make it an attractive community including: being located along Interstate 35; ample undeveloped or under developed land; and a lower cost of living, which has resulted in commercial and other development growth. In 2000, the population of Kyle was estimated at 5,314 residents. In 2016, the United States Census Bureau estimated the population at 39,060 residents. This is a population increase of nearly 635% over this 16-year period.

The following table shows the estimated population by year since 2010.

2010-2016 Population Estimates

Year	Population[1]	% Change
2010	28,453	-
2011	29,253	2.8%
2012	30,862	5.5%
2013	31,729	2.8%
2014	32,870	3.6%
2015	35,733	8.7%
2016	39,060	9.3%

Notes: [1] U.S. Census Bureau Data
* Population projections based on 2010-2016
annual percentage change of 5.5%.

As illustrated above, the population of Kyle has increased from 28,453 in 2010 to an estimated 39,060 in 2016. This is an annual increase of 5.5%.

The project team was unable to find any population projections for the City of Kyle through local, regional, and state agencies. In order to look at future population projections, the project team utilized the 2010 - 2016 average percent change and applied it to the base 2016 population. In 2020, the project team estimates that the City of Kyle population will be approximately 48,388. The following table shows the projected City population from 2016 to 2020.

2016 – 2020 Population Projections

Year	Population[1]
2016	39,060
2017*	41,208
2018*	43,475
2019*	45,866
2020*	48,388

Notes: [1] U.S. Census Bureau Data
* Population projections based on
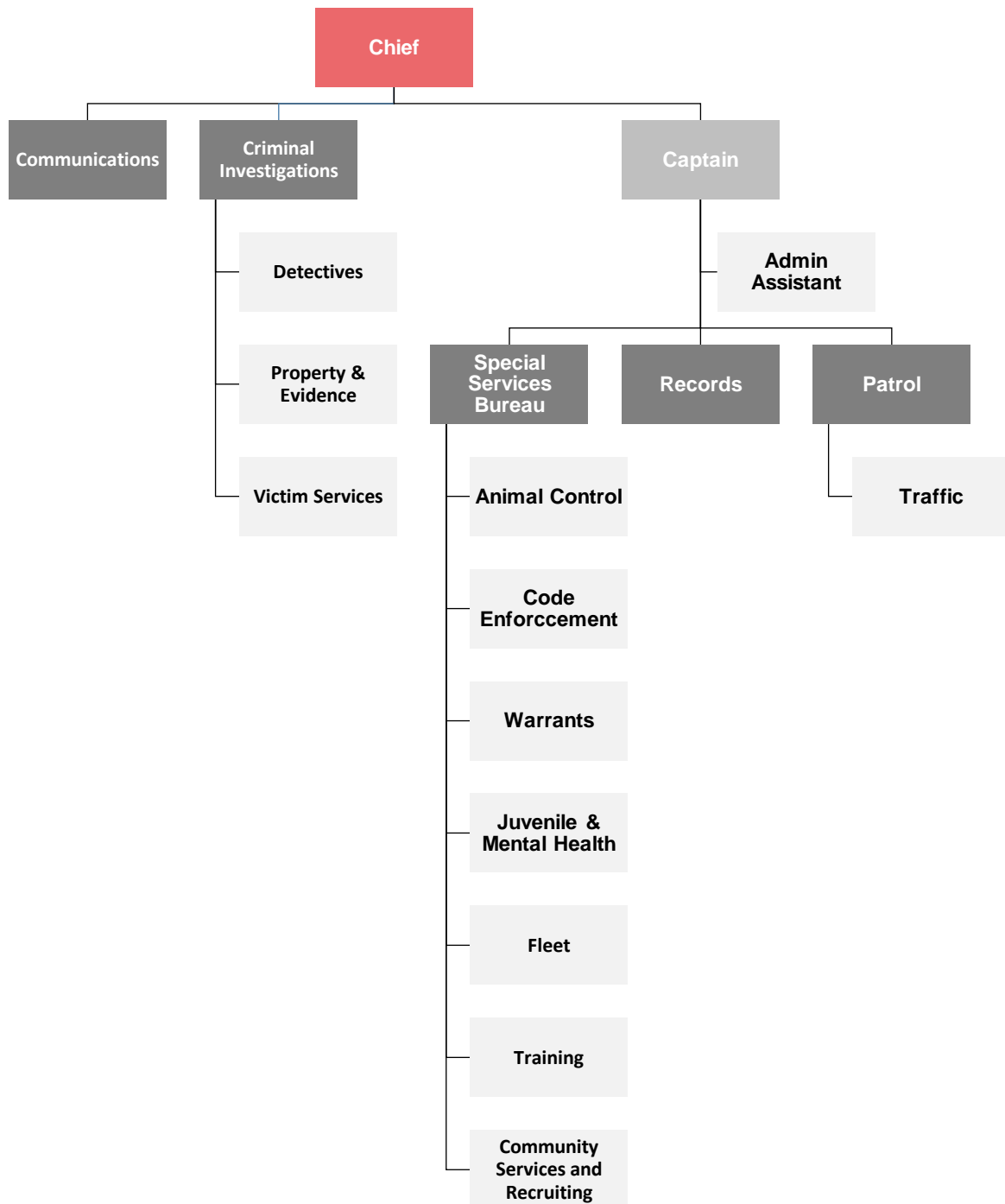2010-2016 annual percentage
change of 5.5%.

In addition to projecting the future population of Kyle, the project team spoke with representatives from the Planning Department. Kyle has expanded the geographic

footprint of the City in the last few years through annexation. In conjunction with annexation, the City has multiple housing related projects under review and construction at the time of this report. The Planning Department provided a list of potential residential developments to the project team. In addition to the current estimate of 11,630 households in Kyle, an additional 40,800 units could be added in Kyle in the next 10 years, including approximately 3,600 housing units under permitting review or under construction in the Spring of 2017.

Overall, it is safe to assume that Kyle will continue to see a large population increase in the foreseeable future, which will ultimately impact the staffing needs of the Kyle Police Department. The population increase will be included in the analysis of the Police Department, and will be incorporated into the recommendations of the study.

2. Police Department Organizational Structure

The organizational structure of the KPD is shown in the following diagram. The structure shows important reporting relationships and the functional areas under review in this study. A complete profile of the current staffing and organization of the Kyle Police Department is found in Appendix B of this report.

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                              └────┬────┘
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│               │ │Investigations│           │             │
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                 │               │          │   Assistant     │
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                                │  Community     │
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3.   Patrol Division - Patrol Workload Profile

One of the key workloads for patrol staff is community-generated calls for service (CFS). These reflect unique incidents whether one reporting party or ten different
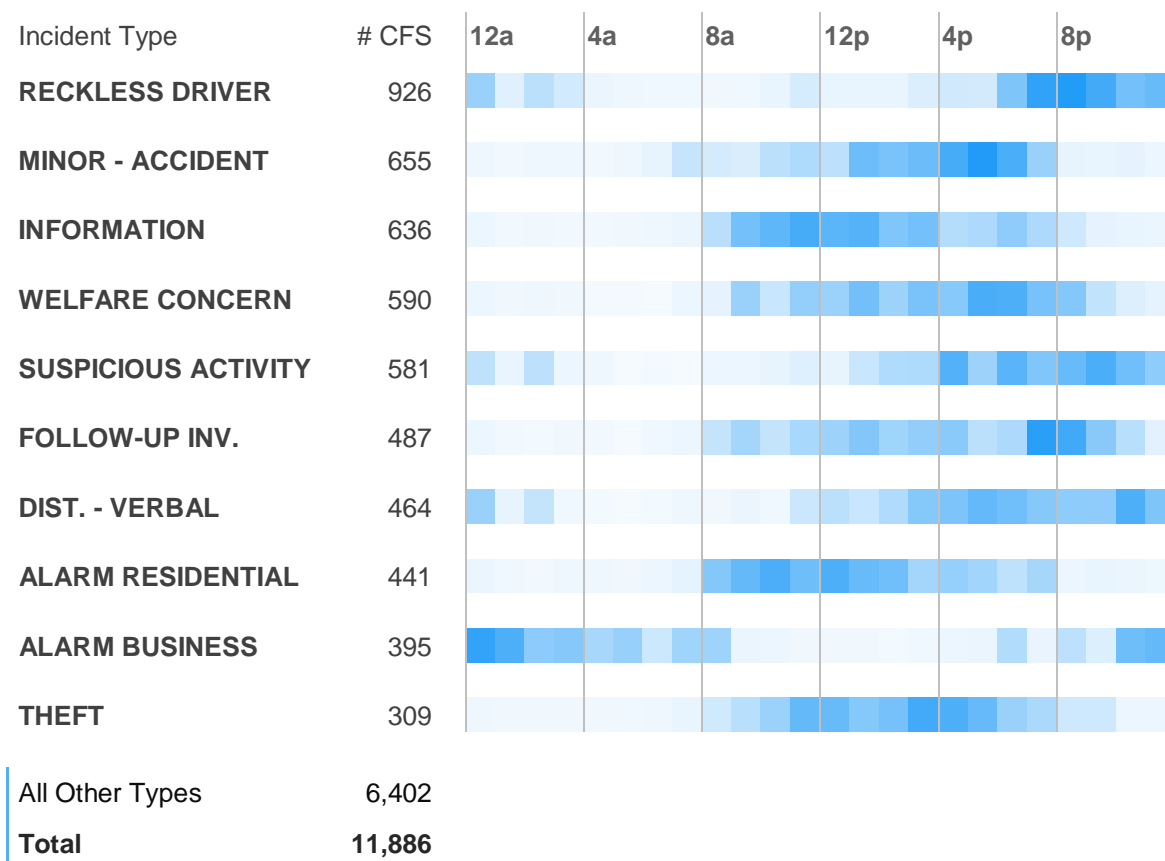
reporting parties are calling for service (e.g. traffic accident). One CFS may have multiple reporting parties. This CFS workload is a key (though not the only) driver of staffing resource needs in a police department.

(1)   Calls for Service Information

The project team examined the most recent one-year period for CFS workload available from January 2016 through December 2016. Overall, there were a total of 11,886 community generated calls for service in 2016.

With respect to the types of CFS the Department handles, the following chart reflects the top 10 most common call types received in 2016. It also shows the relative frequency in which these calls occur (darker is more frequent).

Most Common Call for Service Categories

Incident Type	# CFS	12a	4a	8a	12p	4p	8p
RECKLESS DRIVER	926						
MINOR - ACCIDENT	655						
INFORMATION	636						
WELFARE CONCERN	590						
SUSPICIOUS ACTIVITY	581						
FOLLOW-UP INV.	487						
DIST. - VERBAL	464						
ALARM RESIDENTIAL	441						
ALARM BUSINESS	395						
THEFT	309						
All Other Types	6,402						
Total	**11,886**						

Overall, the 10 most common call types result in 47% of the total calls for service received by KPD. Interestingly, the vast majority of the calls for service received are lower priority call types, such as information, welfare concern, follow-up investigation, etc. Some calls such as those for information, may not actually require a police officer to be dispatched to a location and may be handled by the police officer and / or the dispatcher.

While the total number of calls received is important, it is worth noting how the calls for service volume fluctuates throughout a 24-hour period. As shown in the CFS by the time of day graphic below, calls are particularly infrequent in the early morning hours (with less than one per hour, by example, in the 5 am timeframe) with calls for service peaks taking place in the late afternoon to early evening time period.

KPD – Calls for Service by Hour
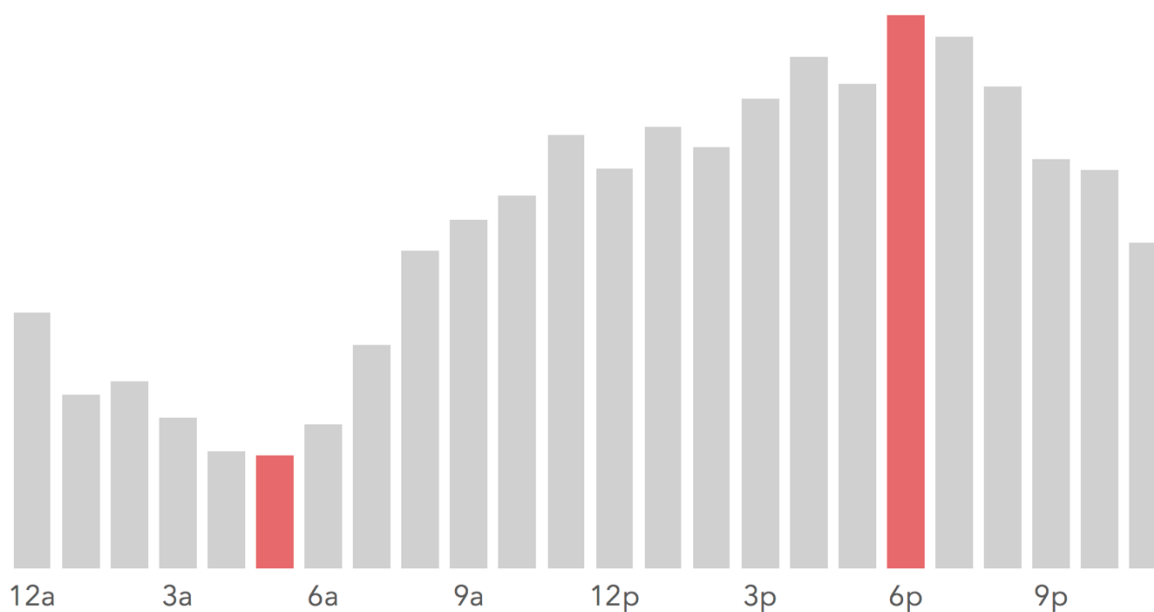
In addition to reviewing the calls for service by hour in aggregate, the project team reviewed the calls for service volume by hour and day of the week. The following table shows the CFS by hour and day of week.

KPD – Calls for Service by Day and Hour

Calls for Service by Hour and Weekday

Hour	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Total
12am	86	34	37	43	43	57	67	**367**
1am	60	28	27	23	35	33	43	**249**
2am	87	25	28	28	25	30	45	**268**
3am	46	24	20	27	24	25	50	**216**
4am	28	16	23	22	18	21	39	**167**
5am	25	28	19	25	27	20	18	**162**
6am	29	31	26	35	30	24	31	**206**
7am	24	51	47	49	52	56	42	**321**
8am	29	89	57	69	82	69	62	**457**
9am	44	86	63	66	79	78	85	**501**
10am	66	82	76	80	77	82	73	**536**
11am	79	77	82	91	102	95	97	**623**
12pm	66	87	62	101	73	88	99	**576**
1pm	93	94	85	80	103	95	85	**635**
2pm	79	98	79	80	96	88	86	**606**
3pm	85	93	100	108	109	98	83	**676**
4pm	78	136	109	106	101	108	98	**736**
5pm	85	119	98	90	90	111	105	**698**
6pm	102	126	110	117	118	117	106	**796**
7pm	108	98	110	101	114	112	123	**766**
8pm	102	93	79	93	109	103	114	**693**
9pm	79	74	80	81	82	83	110	**589**
10pm	78	75	63	72	66	99	121	**574**
11pm	61	56	62	56	59	71	103	**468**
Total	1,619	1,720	1,542	1,643	1,714	1,763	1,885	11,886

When analyzing the CFS by day and hour, Friday and Saturday were the busiest days per week. However, each day was within approximately 10% of the average daily CFS. Interestingly, the day and time that had the highest number of CFS was Monday

at 4pm, followed by Monday at 6pm. The 4 to 6pm time period on Mondays and the

7pm to midnight on Saturday were the two busiest times for community generated CFS.

(2)   Crime Statistics

Crime statistics reflect another important factor in determining the necessity for

staffing levels within a police department. While there are a multitude of crime and

community problems a police department can address, one of the key responsibilities is

preventing the occurrence of, and enforcing the laws surrounding, the most serious

criminal offenses, typically known as Part I Crimes. Part I Crimes are divided between

person and property crimes. Part I Person Crimes include criminal homicide, rape,

robbery, and aggravated assault. Part I Property Crimes include burglary, larceny – theft,

motor vehicle theft, and arson.

The following tables show the frequency of Part I person crimes and property

crimes in Kyle. Part I Crimes were provided for 2011 to 2015. Please note that 2016 data

was not available from the FBI.

Part I Crimes as Reported to UCR, 2011–2015

	2011	2012	2013	2014	2015	
Violent Crime	**81**	**107**	**90**	**67**	**62**	
Criminal Homicide	1	1	0	0	2	
Rape	15	15	12	12	11	
Robbery	5	6	6	3	6	
Aggravated Assault	60	85	72	52	43	
Property crime	**405**	**484**	**491**	**517**	**537**	
Burglary	69	103	75	78	65	
Larceny-Theft	315	352	384	412	440	
Motor Vehicle Theft	21	29	32	27	32	
Arson	3	1	1	1	1	

Part I Crimes Per 1,000	17.6
5YR Violent Crime	▼ **-23%**
5YR Property Crime	▲ **33%**

As seen in the table above, the number of Part I person crimes have decreased since 2011. Violent crime has steadily declined since 2011, though Kyle's population has grown approximately 33% during the same time period. The violent crime rate is 1.58 crimes per 1,000 residents. The average national violent crime rate in 2015 was 3.8 crimes per 1,000 population. Kyle's violent crime rate is one-half the national average.

As the violent crime rate decreased, property crimes rates have steadily risen since 2011. Interestingly, the property crime rate has increased at the same rate as Kyle's population. The property crime rate was 13.74 crimes per 1,000 population in 2015. In 2015 the national property crime rate was 24.9 crimes per 1,000 population. Kyle's property crime rate is well below the average national property crime rate.

Overall, the Part I crime rates in Kyle are well below national averages, signifying that Kyle is safer than most communities.

4.   Other Kyle Police Department Services

While patrol services and functions are typically the most visible aspect of law enforcement operations in most jurisdictions, and typically the most staff intensive, there are a variety of other important services provided by the KPD. Many of these functions provide operation support to Patrol, but other important areas include: criminal investigations; victim services; property and evidence collection and storage; community relations; records; and communications / dispatch. While these functional areas are numerous and provide increased support to provide for a safer community, these areas will be discussed in greater detail in the body of the report.

5.   Summary of Overview

The data indicates that Kyle has experienced significant growth in the past 15 years, and this growth is expected to continue into the foreseeable future. While the population has continued to grow, the 5-year violent crime rate has decreased 23%, while the 5-year property crime rate has increased approximately 33%.

When analyzing the trends associated with calls for service for the Police Department, a total of 11,886 calls were received in 2016. Of the calls received, the highest call volume was typically on weekdays during late afternoons, with the 1800-hour time frame as being the busiest. The top three calls for service type were for reckless driver, minor accident, and information. The data discussed in this section will serve as the baseline for future information surrounding the operational and staffing needs for the Police Department. The information will provide guidance in determining the future staffing and operational requirements of the Kyle Police Department now and in the future.

3. ANALYSIS OF PATROL AND TRAFFIC

This chapter will focus on patrol-related services, duties, and responsibilities with patrol operations that are provided by the KPD. The information utilized in this section was obtained through interviews with Department management and staff, City staff, data provided by the KPD, and a review of documents and information from the Department.

1. Overview of the Patrol Staffing Analytical Model.

While it would be useful to identify a quick and easy baseline to determine law enforcement staffing needs, there is no single correct answer. The utilization of various comparative measures such as ratio of patrol staff to population, crime rates, etc. does not provide for a comprehensive evaluation of field staffing needs, nor should it be used as the primary basis for a jurisdiction to measure the effectiveness of law enforcement service. It is the belief of the project team that law enforcement staffing resources should be based on the actual workload of the law enforcement agency. Workload indicators vary greatly based on the time of day or day of week due to geographical and population characteristics, service level philosophies, or the utilization of specialized units, just to name a few. Although staffing ratios are easy to apply, they do not provide a comprehensive measure of staffing needs for a specific community, and thus are not applicable in determining staffing needs for each department. The project team's approach is supported by the *International Association of Chiefs of Police (IACP)* that views officer per thousand ratios as "totally inappropriate as a basis for staffing decisions"[1].

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[1] International Association of Chiefs of Police, Patrol Staffing and Deployment Study, 2004, document 7218.

For these numerous reasons, the project team does not use "per capita" or "per 1,000 residents" ratios as a way for our clients to measure effectiveness in providing law enforcement services, or as a determinant in developing staffing needs. While per capita staffing has some comparative value year-to-year over the short-term, it can also become misleading over mid and longer-term timeframes. As the complexion of a community shifts and the delivery of patrol and police services change, per capita data becomes erroneous. This is certainly prevalent in Kyle, as the City is experiencing population growth and evolving from a small town to a largely suburban community of Austin. Given the shortcomings of per-capita analysis, the project team's analysis of KPD patrol staffing considered the need for a balance of community-generated workloads and the availability of proactive time to perform proactive and community policing. The following subsections describe this analytical process.

(1) Patrol Resource Requirements Will Be Based on Current Workloads and Incorporate Appropriate Proactivity Targets for Patrol.

The Matrix Consulting Group utilizes detailed analytical methods to determine the appropriate number of patrol and other field personnel required. These analytical methods include an in-depth analysis of workloads and service level requirements of the Community. In order to evaluate these resources and staffing issues, the project team conducted a data collection and analytical effort focusing on the following:

- Reviewing community generated calls for service workloads, to understand the level of detail necessary to understand the work volume by hour and day of week, and the time associated with handling the workload.

- Determined the availability of field personnel (mostly patrol) used to handle calls for services and proactive workload.

- Current deployment patterns utilized by patrol.

- Consideration for self-initiated law enforcement activities and targeting a sufficient amount of time beyond community generated calls for service, otherwise known as "reactive" workload. This time can then be utilized to perform proactive or community-oriented policing services (e.g. special enforcement of community-based problems, welfare and building checks, neighborhood patrol, attending community events, etc.).

- Maintaining a minimum deployment that reduces risks and maintains officer safety levels.

When determining appropriate staffing levels for field operations, it is dependent on the service levels desired by the community and the amount of proactive time officers need to perform this level of service. Several factors utilized in determining the level of patrol staffing required for each community include:

- Calls for services generated by the community by time of day, and day of week.

- How officers are utilized in the field (patrol versus specialized units), scheduling of officers, and in what manner staff are deployed (e.g. one-person versus two-person cars).

- How calls for service are managed by an agency, especially for lower priority calls, which can be handled in a multitude of ways. By utilizing different approaches for low priority calls, it may free up time for commissioned and trained staff from handling lower priority routine calls so that more of their available time can be spent on calls that require a higher level of expertise. An example may be utilizing civilians to take minor burglary reports, conducting welfare checks, attending community events, etc.

- The level of service desired by the community. This may reflect the amount of proactive time or unobligated time a community desires and how they wish officers time be spent. The service level that the community desires is a significant factor and primary driver impacting patrol staffing levels. Proactive time involves time not spent handling community generated calls for service and reflects time which an officer is available for community policing, preventive or directed patrol, self-initiated activity, and other approaches to addressing quality of life issues, crime problem areas, or community concerns.

The project team has developed a model based on these decision points in evaluating field staffing for officers. These parameters include workload, desired service levels, and overall operations. The following section identifies and discusses the various

characteristics and elements deployed in the field staffing model. Additionally, discussion is held in respect to how proactive time is calculated.

Recommendation:

Kyle PD should begin utilizing the Victim Services Coordinator to conduct welfare checks during normal business hours.

(2)   Workload and Data Elements Incorporated in the Patrol Staffing Model.

One of the key tasks of a patrol officer is to respond to community generated calls for service. In addition to responding to a call for service, additional tasks may be required. These workload tasks include report writing, arrest transport and booking, and back-up assistance to other officers. The time associated with these tasks vary by type and are averaged when incorporated into the staffing model. Additionally, these tasks impact the staffing level for patrol when incorporated into the desired service levels. Each of these data elements are discussed further in the following sections.

(2.1)   Patrol Workload – Calls for Service.

The most critical workload indicator for patrol is responding to community generated calls for services. Response to calls for service (CFS) is the primary responsibility of patrol officers. While CFS do not represent all workload, it is typically the most important task for officers to complete. Other workload for patrol officers include officer-initiated events, officer observations in the field resulting in public contact, conducting traffic stops, investigation follow-ups, administrative tasks, and numerous other activities which may or may not be recorded in the Computer-Aided Dispatch (CAD) reports. CFS, as typically defined, *represent contacts from the community, generally via E 9-1-1 telephone and 7-digit telephone calls ultimately resulting in <u>one</u> dispatched incident regardless of the number of patrol units sent.* It is critical to understand this

fundamental definition in order to comprehend how future analyses are performed in this report.

It should be noted that community generated calls for service are not intended to reflect all workload that patrol officers perform, as there are many activities that are not captured in CAD data. In Kyle, the call for service data represents those events or incidents that were entered into the CAD systems and include community generated calls for service and officer initiated activities. While self (or officer) initiated activity and similar work performed by officers is vitally important for the Police Department, the primary duty of patrol officers is to respond to community generated service requests. This will serve as the basis for staffing levels of patrol officer positions.

(2.2)   Calls for Service Analysis

As presented previously in the overview of KPD, the project team calculated the community-generated workload of the Police Department by analyzing calls for service data that was provided from the CAD database. The following table shows the total number of calls for service handled by patrol units by day and hour. This data is from the calendar year 2016.

2016 Community Generated Calls for Service by Hour and Weekday

Hour	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Total
12am	86	34	37	43	43	57	67	**367**
1am	60	28	27	23	35	33	43	**249**
2am	87	25	28	28	25	30	45	**268**
3am	46	24	20	27	24	25	50	**216**
4am	28	16	23	22	18	21	39	**167**
5am	25	28	19	25	27	20	18	**162**
6am	29	31	26	35	30	24	31	**206**
7am	24	51	47	49	52	56	42	**321**
8am	29	89	57	69	82	69	62	**457**
9am	44	86	63	66	79	78	85	**501**
10am	66	82	76	80	77	82	73	**536**
11am	79	77	82	91	102	95	97	**623**
12pm	66	87	62	101	73	88	99	**576**
1pm	93	94	85	80	103	95	85	**635**
2pm	79	98	79	80	96	88	86	**606**
3pm	85	93	100	108	109	98	83	**676**
4pm	78	136	109	106	101	108	98	**736**
5pm	85	119	98	90	90	111	105	**698**
6pm	102	126	110	117	118	117	106	**796**
7pm	108	98	110	101	114	112	123	**766**
8pm	102	93	79	93	109	103	114	**693**
9pm	79	74	80	81	82	83	110	**589**
10pm	78	75	63	72	66	99	121	**574**
11pm	61	56	62	56	59	71	103	**468**
Total	1,619	1,720	1,542	1,643	1,714	1,763	1,885	**11,886**

As noted previously, calls for service fluctuate throughout the day, but generally are the heaviest between 1200 and 2000 hours weekday, and from 1600 and 2300 hours on Saturday. These patterns are very similar to those of other law enforcement agencies that the project team has worked with.

In addition to presenting the annual CFS by hour and day, the project team created the following tables showing the CFS by day and time for the first six months and last six months of the year. This additional analysis is important considering the large seasonal fluctuations that occurred in 2016, as illustrated in the analysis below.

CFS by Hour and Weekday (Jan 1 – Jun 30)

Hour	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Total
12am	40	20	13	22	25	28	32	180
1am	25	15	13	7	18	16	20	114
2am	37	9	15	14	15	19	20	129
3am	17	13	10	12	11	9	17	89
4am	11	7	3	12	9	6	22	70
5am	9	9	10	9	12	13	11	73
6am	13	17	12	8	12	8	10	80
7am	12	20	16	25	21	22	15	131
8am	12	29	31	25	36	23	26	182
9am	17	41	24	25	38	32	33	210
10am	22	33	40	32	31	33	29	220
11am	35	34	35	46	43	38	41	272
12pm	19	36	35	40	30	25	37	222
1pm	45	40	45	33	45	38	38	284
2pm	35	42	30	31	38	32	30	238
3pm	38	45	51	47	50	40	32	303
4pm	38	61	53	48	41	54	42	337
5pm	39	50	39	44	37	49	52	310
6pm	50	39	51	54	57	61	45	357
7pm	39	41	44	44	46	55	57	326
8pm	35	37	33	36	37	47	42	267
9pm	36	20	32	33	41	39	42	243
10pm	30	27	20	37	29	36	54	233
11pm	27	24	24	22	31	38	32	198
Total	681	709	679	706	753	761	779	5,068

CFS by Hour and Weekday (July 1 – Dec 31)

Hour	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Total
12am	46	14	24	21	18	29	35	187
1am	35	13	14	16	17	17	23	135
2am	50	16	13	14	10	11	25	139
3am	29	11	10	15	13	16	33	127
4am	17	9	20	10	9	15	17	97
5am	16	19	9	16	15	7	7	89
6am	16	14	14	27	18	16	21	126
7am	12	31	31	24	31	34	27	190
8am	17	60	26	44	46	46	36	275
9am	27	45	39	41	41	46	52	291
10am	44	49	36	48	46	49	44	316
11am	44	43	47	45	59	57	56	351
12pm	47	51	27	61	43	63	62	354
1pm	48	54	40	47	58	57	47	351
2pm	44	56	49	49	58	56	56	368
3pm	47	48	49	61	59	58	51	373
4pm	40	75	56	58	60	54	56	399
5pm	46	69	59	46	53	62	53	388
6pm	52	87	59	63	61	56	61	439
7pm	69	57	66	57	68	57	66	440
8pm	67	56	46	57	72	56	72	426
9pm	43	54	48	48	41	44	68	346
10pm	48	48	43	35	37	63	67	341
11pm	34	32	38	34	28	33	71	270
Total	938	1,011	863	937	961	1,002	1,106	6,818

As illustrated in the two previous tables, the call volumes peak generally at the same time throughout the year. However, the CFS volume is considerably greater during the second half of 2016.

Additionally, the project team analyzed seasonal fluctuations in the calls for services. As shown in the table below, there are serious seasonal fluctuations, in the third

and fourth quarter of 2016. It should be noted that only 2016 data was provided and it is

unknown if this trend has been present in preceding years.

Calls for Service by Month

Month	# of CFS	Seasonal +/-
Jan	840	
Feb	880	-16.3%
Mar	768	
Apr	796	
May	882	-13.2%
Jun	902	
Jul	1,092	
Aug	1,154	+11.0%
Sep	1,051	
Oct	1,219	
Nov	1,072	+18.5%
Dec	1,230	
Total	**11,886**	

The call for service data suggests the following:

- There are seasonal variations to the call demand. The Department should take this into account when scheduling vacation time off and training leave.

- Patrol deployment levels do need to consider the daily fluctuations in workload as most days CFS levels peak in the late afternoon or early evenings, with the exception of Sundays.

- Patrol staffing levels need to consider workload variations by time of day as there is a particularly significant CFS variance dependent upon the hour of day. There is nearly six-times the CFS workload at 1800 hours as there is at 0500 hours.

- Staffing levels may need to be increased in the second half of the year, as seasonal fluctuations are strong. Especially if this trend continues.

(2.3) Calls for Service Time Commitments.

The previous sections of this chapter analyzed a variety of patrol workloads,

including fluctuations by time of day and day of week. Additionally, common incident types

were reviewed. This section will continue this analysis, detailing the full extent of the resource demands associated with this workload volume on patrol officers.

Each call for service represents a specific amount of workload, much of which is not captured in the CAD data. Some of these factors may be calculated from information and data received directly from the department, while others are estimated based on interviews and feedback from the employee survey.

In order to better explain these factors, the following table outlines the detail scope of community-generated workload, providing an explanation of the process used to determine and calculate each factor.

Factors Used to Calculate Total Patrol Workload

Number of Community-Generated Calls for Service

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

The calculation process used to develop this number has been summarized in previous sections.

Calculated from KPD data: **11,886 community-generated calls for service**

Primary Unit Handling Time (multiplied by the rate)

The time used by the primary unit to handle a community-generated call for service, including time spent traveling to the scene of the incident and the duration of on-scene time. For each incident, this number is calculated as the difference between 'call cleared' time stamp and the 'unit dispatched' time stamp.

In the experience of the project team, the average handling time is typically between 30 and 42 minutes in the vast majority of agencies where time spent writing reports and transporting/booking prisoners is *not* included within the recorded CAD data time stamps.

Given that average handling time could not be calculated from the CAD data received by the project team as a result of there being no time stamp for units closing their involvement with a call, a normative figure of 36.0 minutes was applied to all calls for service.

Estimated: **36.0 minutes of handling time per call for service**

Number of Backup Unit Responses

The total number of backup unit responses to community-generated calls for service. This number often varies based on the severity of the call, as well as the geographical density of the area being served.

This number can also be expressed as the *rate* of backup unit responses to calls for service, and is inclusive of any additional backup units beyond the first.

Estimated: **0.71 backup units per call for service**

Backup Unit Handling Time (multiplied by the rate)

The handling time for backup units responding to calls for service is calculated using the same process that was used for primary units, representing the time from the unit being dispatched to the unit clearing the call.

For the same reason that primary unit handling time was estimated, backup unit time was as well. Because backup units tend to spend less time on calls compared to the primary unit, it was assumed that average backup unit handling time is 75% that of the primary unit value. The majority of the responses received in the employee survey identified that patrol officers spend approximately 75% of the total call handling time on scene as a backup unit.

Estimated: **27.0 minutes of handling time per backup unit**

Number of Reports Written

The total number of reports and other assignments relating to calls for service that have been completed by patrol units, estimated at one report written for every three calls for service. This includes any supporting work completed by backup units. In this case, the number has been calculated from KPD data, which showed 2,271 incident reports being written by patrol officers.

Calculated from KPD data: **0.19 reports written per call for service**

Report Writing Time (multiplied by the report writing rate)

The average amount of time it takes to complete a report or other assignment in relation to a call for service. Without any data detailing this specifically in the CFS or CAD data, report writing time was estimated based on the responses received in respect to amount of time spent on report writing. An average of 45.8 minutes was received, which

based on the experience of the project team is typical. Report writing time includes the time spent by backup units on supporting work assignments.

Estimated: **45 minutes per written report**

Number of Jail Transports/Bookings

The number of arrests made that involve transport to and booking at a jail, assuming that this time is not captured within the call handling time. At 821 jail transports/bookings, this represents a rate of about 0.07 bookings per call for service.

Calculated from KPD data: **0.07 jail transports/bookings per call for service**

Time Per Jail Transport and Booking (multiplied by the jail transport/booking rate)

Given that data systems do not always capture the time that officers spend in the process of completing jail transports and bookings before they become available and in-service again, an estimate is used based on the results of the employee survey. Survey respondents indicated an average of 63.7 minutes to transport and process an arrestee at the Hays County Law Enforcement Center in San Marcos. This average is reasonable due to the distance needed to travel to San Marcos and to process an inmate and return to Kyle. This number was rounded to 60 minutes for calculation purposes.

Estimated: **60 minutes per jail transport and booking**

Total Workload Per Call for Service

The total time involved in handling a community-generated call for service, including the factors calculated for primary and backup unit handling time, reporting writing time, and jail transport/booking time.

The product of multiplying this value by the calls for service total at each hour and day of the week is the number of hours of community-generated workload handled by patrol units – equating to approximately 13,432 total hours in the year of data used in the analysis.

Calculated from previously listed factors: **67.8 total minutes of workload per call for service**

The table above presents the various factors and time commitments associated

with the average call for service. Each of these factors when considered independently

may not seem significant, but when aggregated for approximately 12,000 calls for service

annually, significantly impacts staffing needs of patrol. Interestingly, the employee survey which requested anonymous information such as workload tasks such as "average workload time" or "average jail transport trip time" resulted in outcomes that were within 5% of the normative values used by the project team when data is not readily available.

An overview of these calls for service workload factors is provided in the following table:

Summary of Patrol Workload Factors

Total Number of Calls for Service	**11,886**	53%
Avg. Primary Unit Handling Time (min.)	36.0	
Backup Units Per CFS	**0.71**	28%
Avg. Backup Unit Handling Time (min.)	27.0	
Reports Written Per CFS	**0.19**	13%
Time Per Report (min.)	45.0	
Jail Transports/Bookings Per CFS	**0.07**	6%
Time Per Jail Transport/Booking	60.0	
Avg. Workload Per Call (min.)	67.8	
Total Workload Hours	**13,432**	

The multiple factors associated with the call for service data described above are used in the patrol staff model based on proactive time availability as discussed in the following sections. In order to calculate patrol proactivity and uncommitted time, the total number of work hours (13,432) will be deducted from the total time in which patrol units are on duty and available.

(3)   Patrol Unit Scheduling

Before patrol officer staffing levels can be determined based on availability, it is important to first review the current patrol deployment and staffing schedules.

The KPD has implemented a 12-hour shift schedule. Patrol officers work either from 0600 to 1800 hours or from 1800 to 0600 hours. A total of four shifts make up the Patrol Division.

When at full staffing, a total of seven officers are assigned to each shift. However, due to staffing turnover, there has been a shortage of officers assigned per shift. Minimum staffing levels currently include a total of three patrol units for both shifts Sunday through Thursday. However, on Friday and Saturday nights a minimum complement of four patrol units are assigned. It should be noted that due to staffing shortages, this complement of officers in patrol may consist of a Patrol Sergeant, which is not considered best practice. When looking at future staffing needs, the Sergeant position will not be included in the minimum complement of officers deployed in the field.

(4) Patrol Unit Net Availability

A critical element to determine staffing requirements is to first determine the amount of time officers are available annually to perform their duties. A typical patrol officer is scheduled for 2,080 regular hours per year. However, staff are not typically available to work this number of hours when factoring in scheduled and unscheduled leave such as vacation and sick leave, in-service training, court time, administrative time, etc. When incorporating the amount of time associated with officers being unable to fulfill their post, the project team developed a "net patrol availability" calculation for patrol officers. The following table provides the calculation of the net availability of police officers assigned to patrol, based on data provided by the Department to the project team. The project team defines net availability as the number of hours that an officer (or any other employee) is available to perform their key roles and responsibilities after the impact of

leaves and administrative responsibilities have been subtracted from their gross 2,080
scheduled hours of work.

Factors Used to Calculate Patrol Availability

Work Hours Per Year

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

Base number: **2,080 scheduled work hours per year**

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

Includes all types of leave, as well as injuries and military leave – anything that would
cause officers that are normally scheduled to work on a specific day to instead not be
on duty. As a result, this category excludes on-duty training, administrative time, and
on-duty court time. Because injury leave hours could not be discerned from KPD
personnel data, an additional 100 hours per officer were added on to the average of
196 leave hours for those assigned to patrol.

Calculated/estimated from KPD data: **296 hours of leave per year**

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

The total number of hours that each officer spends per year attending court while on
duty, including transit time. Court attendance while on overtime is not included in the
figure. Without any data recording on-duty court time specifically for patrol officers, the
number of hours is estimated based on the experience of the project team.

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

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

The total number of hours spent per year in training that are completed while on-duty
and not on overtime. As with other factors, this figure excludes time spent while in the
Field Training program or while attending the academy.

Estimated: **96 hours of on-duty training time per year**

Administrative Time (subtracted from total work hours per year)

The total number of hours per year spent completing administrative tasks while on-
duty, including briefing, meal breaks, and various other activities.

The number is calculated as an estimate by multiplying 90 minutes of time per shift times the number of shifts actually worked by officers in a year after factoring out the shifts that are not worked as a result of leave being taken.

Estimated: **223 hours of administrative time per year**

Net Availability

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

Calculated by subtracting the previously listed factors from the base number:
1,445 net available hours per officer

The following table summarizes the calculation process, displaying how much each net factors contributes to the overall net availability of patrol officers.

Overview of Patrol Unit Net Availability

Base Annual Work Hours	**2,080**
Total Leave Hours	296
On-Duty Training Hours	96
On-Duty Court Hours	20
Administrative Hours	223
Net Availability Hours Per Officer	**1,445**

Officers individually average approximately 1,445 hours of on-duty each year and excluding the hours spent in training, court, or on administrative tasks.

2. Proactive Time Calculations Provide Guidance to Patrol Staffing Needs.

Proactive time allows for other workload to occur that is not in response to calls for service such as proactive traffic stops, investigative follow-up, community event attendance, meeting with neighbors, and building and welfare checks, etc. Many of the activities that are achieved during uncommitted times are self-initiated. All departments

should have a clearly defined use for uncommitted time, as officers should know what to do between calls for service.

> According to the *International Association of Chiefs of Police (IACP):*
>
> *Police agencies should consciously choose a policing style, recognizing that modifications have direct effect on staffing requirements. Agencies coping with budget constraints can choose to reduce uncommitted, prevention-focused time, thus expanding the time committed to response to calls. This strategy reduces patrol staffing requirements, which may risk public safety. Alternatively, agencies can choose to be more proactive, allocating, for example, 40%, 45%, or 50% to of each officer's time to crime prevention, problem solving, community relations, and other proactive activities. This strategy intensifies (increases) manpower requirements. The IACP management survey staff prefers this more proactive approach to policing.[2]*

Typically, less than 30% net proactive time available to patrol staff results in inefficient bundling of available time – i.e., uncommitted time comes in intervals too short to be effectively used by field personnel. Often field personnel will run from call-to-call and low proactive time can impact overall response time to the community. Proactive time of more than 50% generally results in less than efficient use of community resources, as it is difficult to effectively manage field patrol personnel with this level of uncommitted time. There are important exceptions, however, to these ratios that can be impacted by such issues as officer safety requirements, response time needs, etc. For example, small agencies with a small contingent of field staff and large service areas must have high levels of proactive time, often in the 60%+ range, to address response time, officer safety, and other performance-related issues. In sum, law enforcement agencies, unless of the smallest size, should typically have available from 40% to 50% proactive time to conduct

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[2] IACP Patrol Staffing and Deployment Study

efforts beyond CFS response; those agencies falling outside of this range may have opportunities for operational and/or staffing changes.

In sum, the results of the modeling and analysis is to model patrol staffing needs based on proactive time targets. However, recognizing that other ancillary factors impacting staffing levels for patrol do come into play. In summary, the following points identify key elements of effective provision of patrol services and their link to proactive time.

- An effective law enforcement patrol force, designed to be flexible in providing both reactive and proactive response to law enforcement issues in the community is important.

- A balanced approached is required for personnel and resource deployment to handle both reactive and proactive law enforcement duties. Generally, 50 to 60% of patrol officer time should be dedicated to responding to community calls for service. Resulting in 40 to 50% of time spent on specific proactive patrol activities, self-initiated tasks or community policing activities.

- The Department should implement a proactive time plan for officers so that officers know what activities to engage in when time permits. This will lead to effectively addressing specific problems in the community. Management should develop and oversee the plan with the daily coordination being accomplished by the Sergeant and their respective squads.

Many of these basic elements represent primary themes of efficient and effective local law enforcement agencies across the United States and some are seen throughout the Kyle Police Department.

3.   Calculation of Overall Patrol Proactivity for 16 Patrol Units.

After analyzing the patrol workload and staff availability, it is then only possible to determine the remaining time in which patrol units are available when not responding to calls for service, incidents, and completing other tasks related to the call. It is then when officers can focus on proactive tasks. The corresponding results will serve to gauge the

capacity of current resources to handle call demands in conjunction with meeting the desired service level.

The following table details the calculation process used by the project team to determine overall proactivity levels – the percentage of time that patrol officers have available outside of completing community generated calls for service workload. This calculation of Patrol Activity was based on the fact that for much of 2016 the Patrol Division was operating with only minimum staffing levels of 16 patrol units.

Calculation of Patrol Unit Proactivity

Unit Net Available Hours		23,120
Total Patrol Workload Hours	–	13,432
Resulting # of Uncommitted Hours	**=**	**9,688**
(Divided by total net available hours)	*/*	*23,120*
Overall Proactivity Level	**=**	**42%**

This proactive time calculation is based on a few simple assumptions that do not always reflect reality. For example, based on the CFS calculations, it assumes that report writing and arrests are equally distributed throughout the day. This of course is extremely unlikely as arrest and report writing fluctuated similar to the community generated call for service and are dependent on multiple variables. Additionally, it should be noted that proactive time calculation assumes that meals and administrative duties are equally distributed and provided throughout a shift, when in fact these activities are likely placed on hold or even eliminated if the backlog of calls for service exist. During busy times, the proactive time may actually be lower than what is calculated as these administrative tasks are not consistently completed during these high-volume times. Of note, proactive time calculations do not include trainees participating in the Field Training Officer (FTO)

program. Proactivity calculations does include the training officer that is part of the FTO

program, but not the trainee. Trainees in the FTO program have not received adequate

training to work independently, but they do provide backup to their FTO officer. While the

FTO program does not impact proactivity levels, as the officer and the trainee serve only

as one patrol unit, it does improve officer safety and may reduce the need for backup

units.

Overall, the Patrol Division has a very reasonable proactive level of 42%, which is

in the typical desired range for most municipal law enforcement operations. However,

based on previously analyzed call for service data, it is important to analyze proactivity

levels in greater detail.

4.   **Due to the Sensitive Nature of Patrol Staffing Levels in the City, All Analysis and Recommended Changes to Patrol Staffing Allocation Is Included in Appendix C.**

4. ANALYSIS OF CRIMINAL INVESTIGATIONS

1. Introduction to the Chapter

The chapter is broken down into a number of sections, beginning first with an overview of how investigative services differ widely among law enforcement agencies given the number of community and operational characteristics that impact these services. This is followed by a discussion of how case management philosophies have a significant impact on the investigative approach as well as detective staffing levels.

A variety of factors impacting the workloads must be considered when evaluating staffing requirements and related operational strength and opportunities for improvement. The workload and related information utilized in this chapter was obtained from one-on-one interviews with KPD investigations management and supervisory staff, and a variety of independent data collection efforts made by our project team with the assistance of these staff.

2. The Investigations Effectiveness Is Evaluated Differently Than the Patrol

The evaluation of staffing levels required by criminal investigations (CID) and supporting functions is more difficult than evaluating patrol staffing levels because, unlike field services, subjective and qualitative determinants of workload and work practices are more important. Patrol services have the benefit of several quantitative measures, such as calls for service, response time, and proactive time, to assist in the evaluation of staffing requirements. Investigative services, given the nature of this work, have fewer such reliable measures. Factors making investigative analyses difficult include:

- Approaches used to screen, assign, and monitor cases are different among law enforcement agencies.

- What is actually investigated varies by agency. The extent to which agencies assign misdemeanor level crime cases to detectives varies. Importantly, agencies screen cases assigned to detectives differently; one agency may assign a case perceived as "solvable" while another agency may not investigate such cases if there is perceived limited solvability and arrest potential.

- The extent to which patrol performs preliminary investigation varies widely and impacts detective caseloads.

- Work practices vary tremendously among agencies, relating to interviewing techniques, mix of telephone and in-person interviews, use of computer technologies, and the time devoted to clerical tasks.

- The nature of the caseload is also a critical factor to consider when examining quantitative factors relating to investigative activity. Each case is different in terms of workable leads, suspect description, and other available information. The way information in a single case combines with information on other cases (e.g. a case belonging to a crime series or crime pattern) also impacts investigative actions.

- The nature of the community itself is a factor in evaluating investigative workload and staffing needs. Citizen expectations translate into service levels impacting detectives in terms of what is investigated and how investigations are conducted.

- Finally, additional duties and responsibilities performed by detectives beyond caseload work impact staffing and operations. Such activities may include being a specialized trainer, assignment to support teams or various other administrative duties detracting from casework.

Collectively, these factors portray a different type of workload compared to patrol workload. Unlike patrol, investigative workload cannot consistently be converted into quantitative methodologies to arrive at required staffing levels. Investigative staffing requirements need to be examined from a variety of perspectives in order to obtain an overall portrait of staffing issues, case handling issues and operational philosophies that all have a notable impact on investigative-related staffing needs.

3. The Approach to Criminal Investigations Evaluation.

As noted, unlike patrol, investigative workload does not have as many specific measures that can be converted into quantitative methodologies to arrive at required

staffing levels. There are some important metrics available, yet how business is uniquely

conducted by the agency must also be considered. Investigative staffing requirements

need to be examined from a variety of perspectives in order to obtain an overall portrait

of staffing issues, case handling issues, and operational philosophies that have an impact

on overall staffing needs. The project team performed the following steps in the analysis

of the Investigations Bureau to determine resource requirements.

- Reviewed case management practices through interviews with unit supervisory and management staff and obtained available caseload data.

- Examined other qualitative measures of workload, as appropriate, to determine the effectiveness of investigative services provided.

- Examined organizational and supervisory spans of control.

    These efforts are framed by the following approaches to investigative analysis.

(1) There are Improvement Opportunities in the Case Screening and Management Process.

The current approach by which KPD manages cases has strengths as well as

opportunities for improvement. There are several key characteristics of case

management that will influence staffing. These include:

- The case screening process.

- The case assignment process.

- The case investigative and management process.

- The case closure process.

Currently the CID Sergeant screens cases and assigns them to the detectives.

There is no formal case screening tool used to determine whether a case should be

investigated and Detectives are largely responsible for managing their caseload after a

case is assigned.

There are several case management issues that affect both the way investigative efforts are conducted and staffing levels. Fundamentally, according to interviews and other information, the case management system (CMS) is an Excel spreadsheet developed by the CID Sergeant and is not a component of the Records Management System—RMS. The challenges are summarized as follows for each key case management area.

• **Case screening** – Generally, case screening is accomplished by the CID sergeant who reviews cases for "solvability." These efforts are generally guided by the individual sergeant's screening philosophy rather than a formalized standard operating procedure established for the Department and executed consistently for each case reviewed.

• **Case assignment** – Case assignment strategies also result in imbalanced caseloads by total number and "sophistication" among the detectives. This is discussed further in later sections of this chapter.

• **Case investigations –** What is being investigated, and how that is determined can be better formalized to help manage caseloads. For example, there is no minimum dollar-value established on the thefts to be investigated. Returning certain case types to Patrol for further follow-up is not occurring, resulting in inconsistencies. There are a variety of tools that can be employed to enhance what kinds of cases will be investigated and by whom.

• **Case closure –** A formal process by which cases are effectively managed includes a case closure component. To help facilitate manageable workloads, cases which no longer require near-term investigative efforts should be "closed" in some fashion. KPD does not consistently do this as the detectives determine when a case should be closed due to a lack of evidence or suspects. There is no routine follow up by the CID Sergeant to determine if cases should be proactively closed.

Consistent with the Commission on Accreditation for Law Enforcement Agencies (CALEA), in the absence of formalized case management it is difficult to effectively manage the case and other workloads of detectives. Such case management difficulties impact staffing requirements, as do all key operational processes of a law enforcement agency. In effect, the lack of a robust and updated case management approach will have

an impact on perceived staffing needs as there is no effective linkage between *what work should be done and what work is actually accomplished.*

(2)   KPD should Address its Case Management Approach Which Will Influence Staffing Levels in the Future.

As noted previously, the method for Investigations case management is largely based on the judgment of each detective, and different judgment is used dependent upon the individual detective.

(2.1) KPD Should Formalize the Case Screening Process Using Solvability Factors.

Present case screening practices also have no formal way to help prioritize workloads. In order to ensure consistency and help prioritize work for investigative follow-up, a formal case screening checklist with relevant solvability factors should be adopted. This is consistent with progressive case management philosophies as well as with the Commission on Accreditation for Law Enforcement Agencies (CALEA) case-screening system criteria (Section 42.1.2). The use of solvability factors is consistent with Section 42.1.2 which states, "The agency uses a case-screening system and specifies the criteria for continuing and/or suspending an investigative effort." This screening can take several forms. In the course of our research, the project team believes the following twelve-point process is most practical. If a crime report has any one of the solvability factors noted, it should be assigned for investigative follow-up. The twelve points are:

•   Witnesses to the crime;

•   Knowledge of the suspect's name;

•   Knowledge of where the suspect can be located;

•   Reasonable description of suspect;

- Identification of suspect possible;

- Property with traceable, identifiable characteristics, marks or numbers;

- Existence of a significant modus operandi;

- Presence of significant physical evidence;

- Reasonable description of the suspect's vehicle;

- Positive results from a crime scene evidence search;

- Belief that crime may be solved with publicity and/or reasonable additional investigative effort; and

- Strong possibility and/or opportunity for anyone, other than the suspect, to have committed the crime.

Effective case screening allows for the bulk of investigative resources to be dedicated to solvable cases, thereby allowing time to focus on solving and clearing major crime activities. Case screening based on formal solvability factors and the implementation of a formalized process is a best management practice that should be adopted by KPD. These solvability factors should be incorporated into a formal case screening process whereby the above list, or some derivative, is used as a "cover sheet" on all cases to determine whether it should be assigned to a Detective or referred back to Patrol investigative follow-up. For those cases assigned, the suggested prioritization, as discussed subsequently, should be noted on the cover sheet.

(2.2)   The Department Should Formalize the Case Assignment Strategy.

Once a case has been screened for solvability, based on those solvability factors checked, as well as a review of the qualitative case circumstances, the case should be prioritized for work based on the following seven-priority rating. Prioritization of workload has clearly been widely adopted in patrol services throughout the nation through a call

priority classifications (e.g. Priority 1 "lights and sirens" rapid response), but the concept is used much less frequently in other law enforcement arenas, such as criminal investigations. The project team believes case prioritization is an effective management tool to augment case screening. The seven-priority rating approach described below is one method for prioritizing cases; several other successful methods have been devised to include "dollar amounts" for property-related crimes and eliminating all crime types from investigations by detectives (e.g. vandalisms). The following assignment approach, based on priority, illustrates an industry best practices approach.

- **Priority 1** – Felony Crime with In-custody suspect or excellent chance of arrest.

- **Priority 2** – Misdemeanor Crime with In-custody suspect or excellent chance of arrest.

- **Priority 3** – Felony Crime with reasonable chance of arrest.

- **Priority 4** – Felony Crime with limited chance of arrest.

- **Priority 5** – Misdemeanor Crime with reasonable chance of arrest.

- **Priority 6** – Misdemeanor Crime with limited chance of arrest.

- **Priority 7** – Courtesy phone call based on no solvability factors.

This priority system can be modified to meet the unique needs of the KPD. However, the prioritization concept should be used as a framework for prioritizing workload, thereby focusing detective resources on the most important cases. Once cases have been prioritized, any case with a low priority score and not assigned to a detective should at minimum generate a victim "form letter" notifying them of the reasons for case suspension. The letter should also provide KPD contact information in the event additional workable case-related information becomes available.

(2.3)   KPD Should Re-Visit the Types of Cases Detectives Investigate to Potentially Allow for Investigative Focus on Higher Priority Crimes. This Can Result in Revised Staffing Levels.

As noted earlier, there is not a consistent standard with regard to the types of crimes a law enforcement agency should investigate. While it is generally common practice for law enforcement to investigate solvable Part I crimes, even this is not universal. When considering Part II and other crime types, investigative efforts vary widely by agency. Currently KPD investigates most crimes, particularly misdemeanor incidents, that are often not investigated by other law enforcement counterparts of similar sized agencies.

While each agency is different with respect to the kinds of cases assigned and under what circumstances, beyond eliminating cases assigned based on a Prioritization System noted above, the following guidelines can facilitate further reducing potential case workloads.

- Cases, regardless of type, with the exception of homicides, are not assigned and immediately suspended during case screening due to lack of real leads (solvability).

- The cases are not assigned as they are low priority and they do not elevate to a level deemed sufficient for an expenditure of detective resources (e.g. low value misdemeanor thefts).

- Misdemeanor cases will not be assigned unless there is a named suspect AND a cooperative victim.

- Case types will not be assigned in which prosecutors have little interest in pursuing.

In summary, KPD should revisit exactly what kinds of cases are to be assigned to detectives in the context of a new case management approach and expected service delivery to the community, with emphasis on reducing the number of unnecessary cases

assigned.

(2.4) The Department Should Require Formal 30-day Supplemental Reports to Facilitate Case Closure.

While the Sergeant may have verbal follow-up with respect to detectives' case progress, without a formalized feedback mechanism to determine case progress, it is nearly impossible to fully understand the workloads associated with each detective. Currently KPD is not requiring detective staff to provide formal supplemental reports. This should be resolved, with formal 30-day supplemental reports mandated for each case assigned, with 30-day follow-ups continuing until the case is closed. This write-up does not necessarily need to be extensive, just summarizing investigative efforts conducted and why the case remains open (or is recommended for closure). These supplemental reports can be memorialized in the CMS and should be reviewed by the Sergeant to determine case progress and potential case closure.

The 30-day supplemental should be a trigger point for potentially suspending cases classified as lower priority (described above) such as low dollar-value economic crimes, any misdemeanor crime with limited chance of arrest, etc. In effect, these lower priority cases should be suspended / closed within 30 days unless probability of arrest is high.

This approach will help resolve the extended backlogs being experienced in much of CID and current high caseloads experienced by the Detectives. The process will help better manage workloads thereby providing relevant information on resources needed, compared to the outstanding solvable cases.

In conclusion, a revision to the case management approach—to include revisions to case screening, case assignment, case investigation and case closure— can have a

dramatic impact on detective staffing levels. Once case management principles have

been revised, The KPD should revisit detective staffing needs based on the

recommendations provided in this report.

The following recommendations are made with regard to the case management

process.

Recommendations:

Formalize the case screening process using a documented solvability factor methodology that includes a 12-point criteria checklist on all assigned detective cases.

Formalize a detective caseload prioritization system as part of the case assignment process using a 7-priority system as a framework.

Ensure a formal supplemental report is written every 30-days for each case investigated for increased case management accountability and to better facilitate effective case closure.

Upon revision to the case management and case assignment approaches, revisit detective staffing level needs based on the tools provided in this report.

(3)   Case Workloads Are a Primary Determinant for Investigative Staffing Levels.

Investigative workload can employ a series of indicators to determine the extent to

which core investigative staffing is adequate and general workload is appropriate.

Performance against these metrics can ultimately influence staffing requirements for

detectives. Significant research has been developed to determine metrics for the

efficiency and effectiveness of investigative services. These research efforts are

summarized in the following matrix.

Approaches Employed in Determining Investigative Staffing
In the mid 1980's, police researcher Elliott Gribble (Gribble) identified the average hours per major case type required to perform a complete investigative effort. These excluded major initiatives such as homicide investigations but included common felonious criminal investigations such as burglary, robbery, aggravated assault, etc. Average work hours range from approximately 3 to 9 hours dependent upon the case type. While investigative approaches have changed in the last three decades, this information nevertheless serves as one data source for analysis.[3]
In 2007, police researcher William Prummell (Prummell) built on the original work of Gribble to re-evaluate the efficacy of the estimates. Based on his research, despite advancements in technology the profile of investigative efforts had changed such that average time for cases took longer than Gribble's original research. Further, Prummell researched more case types, including homicide (estimated average time to investigate: 147 hours). In summary, based on Pummel's research efforts, cases were taking from two-to-five times longer to investigate compared to the 1980's.[4]
Even more recent, various police organizations such as the non-profit Police Executive Research Forum (PERF) have considered other approaches such as average case hours required based on type and complexity of the case (ranging from Contact Only to Typical to More Complex). Time required ranges significantly based on case sophistication and does not necessarily align well with the previous research. Nevertheless, it does recognize that different robbery cases (by example robbery) can take different amounts of time (ranging, based on PERF estimates, from 1-60 hours). This research recognizes that workload can be within a range with minimum and maximum efforts generally needed.[5]

Based on these metrics and others, the Matrix Consulting Group has devised an approach where conclusions are drawn in the context of how investigative resources are used, and caseloads are managed in the law enforcement agency under study. There are a few important clarifications needed with respect to commonly misunderstood case-related nomenclature—specifically the difference between assigned cases, open cases, and active cases.

- An **assigned case** is any case type that is provided to a detective or officer with the expectation that case follow-up work will be conducted.

- An **open case** is any case that has not been officially closed through arrest, exhaustion of leads, or other reasons for inactivation or suspension. Cases can languish in a detective's case file for a variety of reasons to include overworked caseloads, ineffective case management, or other issues.

- An **active case** is any case that is actively worked by the detective whereby actual

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[3] Allocation of Personnel: Methodology for Required Staffing of Detectives, Gribble, 1985, page 4.
[4] Allocation of Personnel: Investigations, Prummell, 2007, page 3.
[5] Austin Police Department Study, PERF, 2012, page 38.

case follow-up is conducted regularly. Active cases are worked every month with some reasonable efforts undertaken. Active cases, with the exception of the most difficult, are often closed within 30-45 days of assignment. The table below shows benchmarks for the number of active cases that a detective should be able to work.

The current case management system at KPD shows cases assigned to detectives and cases that are open, but does not define what makes a case considered active, and there is no method of capturing when the last activity occurred on an open case. For purposes of this study, only assumptions can be made with respect to what the active caseload should be based on effective case management practices.

In the context of the above definitions, comparative measures used to help determine investigative staffing, efficiency and effectiveness are summarized in the following table. While all KPD detectives are considered "generalists", the table illustrates caseload figures for specialty detectives to allow analysis in subsequent years if unit specialization occurs in the KPD:

Comparative Measures for Investigations

Comparative Measures	Comparative Industry Patterns
Case Clearance for Part I Crimes.	The Uniform Crime Report provides data on average case clearance by major crime type. Case clearance is recognized as one element of effectiveness with respect to case investigations; however, it has shortcomings as subsequently described.
Active cases assigned to "property" crimes Detectives (e.g., burglary/theft).	15 to 20 **active** cases per month based on a survey of dozens of law enforcement agencies performed by the Matrix Consulting Group over many years. Recent research in California and elsewhere suggests this range has been reduced to 12-15 cases as the complexity of evidence collection and testing has increased the overall time required to investigate a case.

Comparative Measures	Comparative Industry Patterns
Active cases assigned to "person" crimes Detectives.	8 to 12 **active** cases per month based on the same survey. 3 to 5 active cases for complex person crimes such as felony assault (shootings) to include homicides. Domestic Violence (DV) cases vary widely dependent upon State mandates that result in varied workloads. Some DV Units can handle 20 to 30 cases per detective per month, whereas others can only handle DV caseloads typically attributed to the "felonious person crimes." For the same evidentiary reasons noted previously, person crime caseloads are often being lowered to 6-8 cases per month.
Active cases assigned to sex crimes.	Because of the sophisticated and sensitive nature of sex crimes, these specialized person crime cases have a lower **active** case range of 5-7 cases per month.
Active cases assigned to White Collar Crimes Detectives (e.g., fraud).	These have a broader range due to their varied complexity, from 10 to 20 **active** cases per month unless they are particularly difficult (e.g. embezzlement or high value) in which case the range is closer to 8-12 per month.
Active cases assigned to "generalist" crimes Detectives.	12 to 15 **active** cases per month based on the Matrix survey. Because of the sophisticated evidence-related processing noted previously, a lower range can result in 9-12 cases per month.
Average hours dedicated to crime investigations by type of crime.	Different studies over the past 30 years (Prummell; Gribble) have attempted to estimate an average number of hours worked for each investigation per crime type. These include: • Burglary: 6-12 hours. (PERF 0.5-40) • Robbery: 9-30 hours. (PERF: 1-60) • Aggravated Assault/Battery: 4-25 hours. • Homicide: 147 hours (PERF: 2-220)
Maximum Investigations that Can be Handled	Varied data from different sources has developed benchmarks based on the sophistication of certain crime types and the extensive time investment often required. A key example is one benchmark suggesting a single detective could handle no more relevant caseload than five (5) homicides annually.

These different metrics are used to inform the analytical efforts described in the following sections.

(4)   Case Workloads Evaluation – Case Management System

Data was abstracted by KPD staff from the Case Status database and other

sources; these were provided in Excel for our use by the project team and provided for

each detective. Data was provided for calendar 2016 and included such elements as total

cases assigned, case disposition, and other information. The data showed a total of 28

cases not assigned due to inactivity, but did not provide the total cases screened by the

Sergeant to allow review of the total number of cases not assigned for investigation for

any other reason. Our project team analyzed this data from a variety of perspectives. The

findings, conclusions and recommendations for CID are found in the following sections.

4.   Criminal Investigation Division Analysis

The Criminal Investigation Division is responsible for the follow up investigations

of crimes in Kyle. These include investigative efforts for both violent and property crimes.
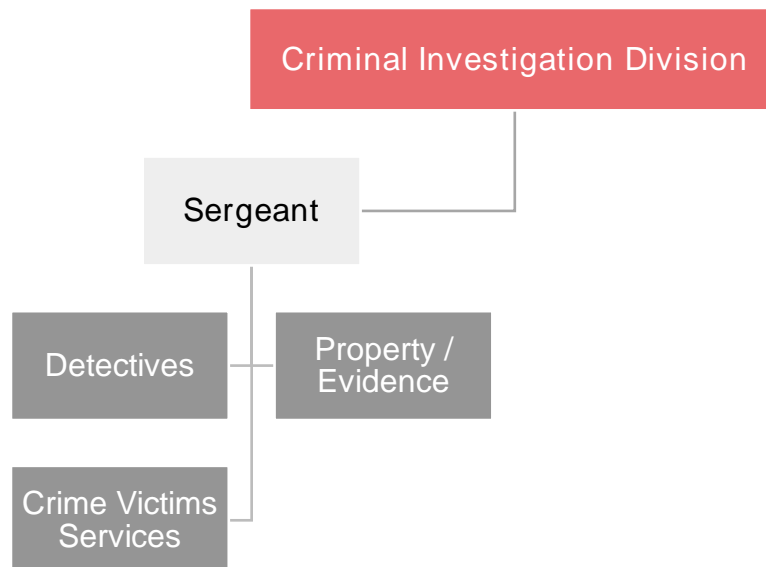
The following shows the current staffing of these units at the time of this report:

•   Four (4) Generalist Detectives

•   One (1) Victim Services Coordinator

•   One (1) Property and Evidence Technician
The caseload of the Generalist Detectives varies by Detective and is illustrated in

the following table, it is important to note that the total cases are not reflective of the four detectives as there were staffing changes in 2016 which resulted in 28 cases not being assigned to these detectives, which is why the total column is higher than the four detectives caseload.

2016 Detective Workload

Detective	Cases Assigned	Open	Active	Closed	Arrest	Avg. / Month
A	119	44	25	75	1	9.9
B	339	308	164	31	7	28.3
C	53	24	32	29	2	4.1
D	169	104	55	65	1	14.1
Total	**708**	**504**	**284**	**204**	**11**	**59**

While there is no other workload data readily available for the detectives, given in 2016 there were a total of 708 cases assigned to the four detectives, which results in an average of 59 cases per month being assigned to the detectives. This is an average of approximately 15 new cases per detective. The resulting caseloads are too high to allow for a proper and thorough investigation.

In the employee survey conducted by the project team, 64% of respondents either disagreed or strongly disagreed with the statement "We have the investigative staff we need to follow up on cases which have the potential to be solved."

Based on the current case workloads and analysis, the following recommendations are made regarding the Detective staffing.

Recommendations:

Increase the staffing in Criminal Investigations by one detective position for a total of five (5) detectives in the Division.

5.   Analysis of the Property and Evidence Function

The Property and Evidence Unit consists of a single Property and Evidence Technician that is supervised by the CID Sergeant and is responsible for the inventory and secure storage of all items that are collected as part of an investigation or articles that may have been turned into the Police Department. Property and Evidence is stored in a building located off site from the Police Department. During our site visit, a tour of the facility found it to be in good order, but there are improvements that can be made to enhance the security of the facility and better protect agency property and evidence.

The number of items that have been collected by the Department and thus stored by the Property and Evidence Unit from January 1, 2016 to March 31, 2017 is shown in the following table.

Items Entered by Year

Year	# of New Items	Monthly Avg.
2016	1,110	92.5
Jan - Mar 2017	931	310.3

As seen in the table, the number of items entered into Property and Evidence has increased by an average of 218 items each month in 2017. This is largely due to the efforts of the newly hired Property and Evidence Technician, which began working in the unit in December of 2016. An audit conducted in January of 2017 by an outside agency found the existing condition of the room unacceptable, with over 2,000 items not entered into the property and evidence data base. The newly appointed Technician has been focused on bringing the room up to best practice standards and entering the remaining items. Once the backlog of property and evidence that was not entered is caught up, the workload is appropriate for a single property and evidence technician.

Best practices call for random audits of property and evidence rooms to ensure that all items are stored properly and can be found when requested. During site interviews, it was noted that the current schedule of 30 and 90 day audits is not being followed. This is a very aggressive schedule and should be revised. There should be two audits conducted annually, one by the CID Sergeant of a small sample of items, typically 20 – 25 items and one by supervisor outside CID of a larger sample of items, typically a minimum of 100 items to ensure the items can be located, are in the system and properly stored. There should be two audits of the property and evidence room conducted each year. The first should be conducted by the CID Sergeant and consist of a small random sample of 20-25 items, typically this would occur in the middle of the year. The second, or end of year audit, should be broader in scope and include a minimum of 100 items or up to 10% of the inventory, and be conducted by a supervisor outside of CID. Each audit should, at a minimum, determine if the item can be located, is entered into the system correctly and is properly stored.

The implementation of "propertyroom.com" by the KPD to assist with the disposal of property and evidence should improve the efficiency and effectiveness of the agency in disposing of property and evidence once approved by a Magistrate.

Recommendation:

Revise the property and evidence SOP to include 2 annual audits of the property room at 6 month intervals.

5. Analysis of Special Services

This chapter will focus on the Special Services Bureau (SSB) services, duties, and responsibilities that provide much needed support to the KPD. The information analyzed and utilized in this chapter was obtained through interviews with Department personnel and management. Additionally, data and relevant information was provided by the KPD.

1. Overview of the Special Services Bureau

The SSB is comprised of a variety of sworn and non-sworn (civilian) personnel that are responsible for providing a variety of services to the KPD and community. These areas include: background investigations; in-service training; fleet; community services; recruiting; warrants; juvenile and mental health services; animal control; and code enforcement duties. The SSB is currently supervised by a Sergeant with a total of eight officers and five civilians reporting to the Sergeant. Currently, there are several vacancies within the officer ranks, as four officers have been pulled from SSB to work in patrol. Additionally, the Mental Health Officer recently resigned, leaving a total of five vacancies in SSB.

When fully staffed, there was an officer assigned to each of the following functional areas:

• Training

• Fleet

• Community Services and Recruiting

• Warrants (2 officers)

• Juvenile Officer

- Mental Health Officer.

Additionally, a total of two civilians were assigned to Animal Control, and one fulltime and two part-time civilians were assigned to Code Enforcement.

Overall, a total of 11 sworn officers and five civilians are assigned to the SSB.

2.   Analysis of the Sworn Staff Functions.

As discussed in the previous section, there is a combination of sworn and non-sworn personnel assigned to SSB. Clearly, each of these personnel classifications have different duties and tasks associated with them. This section of the report will focus solely on those tasks that are currently assigned to sworn personnel.

(2.1)   The Juvenile and Mental Health Officer Positions Are Considered a Best Practice and Should Continue.

Currently, the KPD has two authorized positions that focus on Juvenile and Mental Health services for the community. It is the understanding of the project team that these two positions were initially grant funded and now these positions are funded by the City. The purpose of these positions is to provide intervention with juvenile(s) or offenders who suffer with mental illness. These positions focus on working with community members who may or may not have committed a crime by providing education about social service resources available to them to improve their quality of life, provide mental health services, divert from secure incarceration to treatment programs, and perform periodic welfare and mental health evaluations while in the field. Additionally, the Mental Health Officer is responsible for providing crisis intervention training to KPD officers so that they may more readily detect individuals who may suffer from mental illness and deal with them in alternative manners versus arresting and sending directly to jail. Both of these positions provide valuable services to the residents of Kyle. These types of positons are becoming

more common in police agencies as more information comes to light about mental health and the importance of alternative social service programs to help individuals suffering from mental illness. Additionally, similar services are provided to at-risk juveniles or juveniles who may have been recently arrested. Both of these specialized officers provide an exemplary level of service and is considered best practice.

However, it was noted that the Juvenile Officer occasionally provides assistance during municipal court hearings by serving as security / bailiff. The Juvenile Officer has been serving in municipal court due to current Warrant Officer vacancies. While the Juvenile Officer may be required to attend court proceedings based on the fact that some individuals they may be working with have court hearings, this position should only serve in the courtroom under extreme short staffing circumstances. The intent of the Juvenile Officer is to provide services to juveniles in the community, and not serving as the bailiff in court. Bailiff duties fall under the Warrant Officer position, and the Juvenile Officer should only fill this position in the rare event that Warrant of other officers are not available to fill the post.

The following data was provided to the project team in respect to the workload associated with the Juvenile Officer. This is a great example of the proactive and positive approach that both the Juvenile and Mental Health Officer have in the community.

2016 Juvenile Officer Workload

2016 Juvenile Officer Data	
Parent Meetings	208
Juvenile Meetings (school)	235
Juvenile Meetings (home)	131
Programs Referred	44
Agency Meetings	93
Training Attended	5
Training Provided	4
MHO Juvenile Transports	7
Charges Filed	1
Presentations	40
Attempt Parent Contact	157
Agency Assists	12
Total	**937**

Recommendation:

Maintain the Juvenile and Mental Health Officer positions, solely focusing on providing these important services to the community.

(2.2) With Increased Patrol Staffing Resources, The Warrant Officer Positions Should Be Reduced to One Officer.

Currently, there are two authorized officer positions that serve as Warrant Officers. Their duties include processing outstanding warrants for the Kyle Municipal Court along with serving as courtroom bailiff for the weekly court hearings. Based on staff interviews, these two positions have been vacant for an extended period of time, with other officers backfilling for bailiff duty during court proceedings. However, at the time of this report, the project team had no data on the number of warrants processed or papers served by the warrant officers. Based on the increase in the number of patrol officers deployed

throughout the day, it is recommended that the Warrant Officer positions be reduced to one officer. With additional officers deployed for Patrol, and a proactivity goal of 40%, officers should have additional and sufficient time to occasionally serve warrants and paperwork for the municipal court in conjunction with the one warrant officer, who is only assigned to courts one day per week. The Warrant Officer has an additional four days per week to process and serve warrant paperwork. Also, since Kyle has implemented a community policing philosophy, patrol officers may more readily know the location or acquaintances of the individuals and can serve the papers more efficiently.

Overall, it is recommended to reduce Warrant Officers from two positions to one, while utilizing the proactive time available for Patrol Officers to assist in serving paperwork for the Kyle Municipal Court.

Recommendation:

Reduce the Warrant Officer position from two to one, which is a decrease in one authorized position.

(2.3) The Community Services and Recruiting Officer Position Provides Valuable Services to the KPD.

While currently vacant, KPD has the position of Community Services and Recruiting Officer. The purpose of this position is to serve as a liaison to the community and community organizations by attending events, conducting the citizen police academy, and is responsible for all recruiting related events for KPD. Considering the growth and evolution of the City of Kyle and the struggle of all law enforcement agencies in the recruiting of new hires, this position is an important and valuable resource for the KPD.

The community services and relation component of this job description is valuable to both the community and the department. In today's world, where some groups have

tried to marginalize the work performed by law enforcement, it is important for the agencies to be proactive in their community and have an open line of communication with the people they serve. Additionally, this allows for the community to hear from the KPD, but more importantly provide input to the department. In order to have this back and forth communication between the community and KPD it is important to dedicate a staff member to perform these functions. With the department having a pulse on the community it allows for the department to address minor issues before they become major.

In conjunction with the community outreach component of this position, the officer is responsible for conducting all recruiting activities for the department. In today's robust job market, the number of applicants have dramatically decreased from ten or even five years ago. Most of the agencies the project team has worked with over the past few years have struggled to fill vacant positions. With a decreasing pool of qualified candidates to choose from, and increasing demand for additional policing positions, inter-agency competition for candidates has intensified. Recruiting is a key task associated with the Community Service position. In addition to performing recruiting duties, this position is also responsible for conducting background investigations for new hires. This duty is well placed, as this position should be well acquainted with the individuals who have passed their respective exams to be considered for employment.

Based on the current size of KPD, one position dedicated to these proactive activities is sufficient to handle the associated workload. Also, when comparing to best practice, this practice is considered exemplary and should continue.

Recommendation:

Maintain the position of Community Services and Recruiting Officer.

(2.4)   The Training and Fleet Functions Should Be Handled By One Officer.

When at full staffing, there is a Training Officer and a Fleet Officer assigned to perform respective duties. The Training Officer serves as the in-service training coordinator for the KPD, and is also responsible for providing instruction, record keeping, and fire arms instructor. All duties which are typically assigned to the training officer of a law enforcement agency. In the project team's experience, it is typical to see one Training Officer dedicated to training duties for an agency that has approximately 40 sworn personnel and 12 dispatchers. One dedicated Training Officer is sufficient for an organization the size of KPD.

Based on discussion with management and officers, and the responses received in the employee survey, KPD values training. However, due to staffing shortages in patrol, the officer assigned to perform training related duties has been reallocated to assist with Patrol. Thus, training has not been a priority as patrol is struggling to meet minimum staffing levels with limited overtime. As with all law enforcement, training should be a priority, and certainly is with KPD when they are adequately staffed to have the flexibility to conduct training.

The State of Texas requires that all sworn law enforcement officers receive a minimum of 40 hours of in-service training each year. Based on a review of training records provided, KPD has exceeded the state minimum training requirement. A total of 28 peace officers had less than 200 training hours in 2016, and these individuals average 96 hours of in-service training. The individuals who had greater than 200 training hours

were considered new hires who had or were completing their basic law enforcement academy. An average of 96 hours of in-service training indicates that officers receive training at a very high level. With this type of training program, it is important to have an in-agency training coordinator.

The Department also recently underwent an audit by the Texas Commission on Law Enforcement (TCOLE), which is found in Appendix D of this report. This audit showed several areas where agency record keeping related to the initial hiring and documentation required forms were not present in personnel files. This task should be a function of the Training Officer with a checklist developed to ensure all required forms and documentation are in employee personnel files upon initial hiring.

Currently, the Fleet Operations Officer manages the Department's fleet and coordinates fleet maintenance activities. Based on the understanding of the project team, this position was created as a response to an aging patrol fleet. Since the implementation of this position, the Department has replaced many of their patrol vehicles and thus the need for the position has greatly diminished. However, it is important to have someone manage the procurement and outfitting of new Department vehicles. Fleet management should transition to the Training Officer who would then be responsible for fleet operations of the Department.

Recommendation:

Maintain the position of Training Officer for the Department in order to provide the high level of training to officers and staff of the KPD.

Task the Training Officer with ensuring all required TCOLE forms are in personnel files at the time of hiring.

Transition the duties associated with fleet management to the Training Officer, and eliminate the position of Fleet Officer.

3.   Analysis of Civilian Personnel.

As discussed in the introduction to this Chapter, the SSB is comprised of two non-sworn units, Animal Control and Code Enforcement. Both Animal Control and Code Enforcement provide regulatory enforcement of adopted city and state codes related to animals and property maintenance. For smaller agencies and cities similar in size to Kyle, these functions are generally a part of the Police Department. The project team recommends that Animal Control and Code Enforcement remain a part of the Police Department and organizationally located as part of the SSB.

(3.1)   Animal Control Should Add a Part Time Position Immediately, and Transition to Full Time as Needed.

Currently, Animal Control has two full time personnel assigned to complete the tasks associated to these functions. The following table presents the three-year workload associated with Animal Control.

2014 – 2016 Animal Control Workload

Task	2014	2015	2016
Total Animal Reports/Supplements	175	208	260
Total Citations	25	46	54
Total Animal Calls for Service in CAD	3,508	3,631	4,090
Total Impounded Animals	643	555	636
Total Animals Returned to Owner	295	275	404
Total Bite Cases	74	75	71
Total Barking Complaints	182	161	171
Total	**4,902**	**4,951**	**5,686**

As seen in the table, the workload has increased approximately 13% since 2014, with the highest increase in the number of Animal Calls for Service. As the population of Kyle continues to grow and more undeveloped land continues to be developed, it is expected that the workload for Animal Control will continue to grow. Similar to Patrol

functions there are many unknown factors associated with Animal Control duties. In order to meet the current increase in workload, a part time animal control officer should be hired for up to 19 hours per week. If the workload continues to grow, as one would assume it would in a growing City like Kyle, the position may be easily transitioned to a full-time position.

Recommendation:

Add a part time animal control officer, which is an increase in 0.5 authorized positions.

(3.2)   Code Enforcement Should Transition to Two Full Time Officers and One Part Time Officer.

Code Enforcement is tasked with enforcing the adopted property maintenance and minimum housing code. They focus mainly on maintenance issues that are located on the exterior of buildings and enforcing property upkeep and site conditions. The Building Department is responsible for enforcing all building and life safety codes.

Code Enforcement is comprised of one full time officer and two-part time officers. It should be noted that the two-part time officers are scheduled to work a total of 38 hours per week. The following table presents the workload associated with Code Enforcement in 2016.

2016 Code Enforcement Workload

Task	Number
Re-Inspections	1,088
Telephone Calls	1,009
Overgrown Properties	900
Persons Contacts	729
Violation Notices (door)	683
Signs on ROW	624
Illegal Signs	587
Letters Sent	400
Nuisance Vehicles	375

Task	Number
Other Violations	371
Care of Premise	292
Fence Repairs	136
Calls for Service	75
Illegal dumping	62
Commercial Vehicle Parking	60
Off Street Parking	53
Complaints Filed	29
Training	22
Investigate Pending Viol.	21
Graffiti	19
Waste/ Water Violations	19
Construction w/o Permits	18
Home Occupation Violations	15
Programs Research	15
Zoning Issues	14
Citations Issued	8
Used Tires Storage/ Disposal	6
Dangerous/ Substandard	5
Total	**7,635**

As shown in the table above a total of 7,635 unique incidents were recorded by Code Enforcement staff. A total of 1,088 re-inspections occurred, which was the largest number of task completed, closely followed by phone calls at 1,009. A total of 900 complaints and investigations were conducted related to overgrown properties, 683 violation notices were processed, and 624 illegal signs were collected from right of ways. This is a significant workload for what is equivalent to less than two full-time employees.

As Kyle continues to grow and see more development, it is expected that the number of code enforcement complaints received will continue to increase. While many property maintenance issues arise from older properties that may not be maintained, complaints received for new construction are a significant workload driver. New construction complaints typically stem from improper securing of trash and placement of dumpsters, illegally parked vehicles, noise complaints, construction without permits, care

of premise which includes overgrown lots. These types of complaints can be time consuming as it is a challenge to locate the appropriate party who has committed the violation. As the City and Code Enforcement continue to evolve, it is important to have consistency in staff handling the active caseload. In order to achieve this, it is recommended that Code Enforcement transition to two full-time employees and one part time employee. The current workload is easily sufficient for two full time employees as seen, based on current workload levels, but efficiency is lost by utilizing two part-time personnel. By having two full-time personnel, it allows for increased consistency and availability for the property owner who is not in compliance to meet with or speak to the officer who originally cited them. Similar to Animal Control, the workload is projected to continue to increase for Code Enforcement due to the recently adopted Municipal Parking Ordinance that grants Code Enforcement Officers the ability to issue parking citations. The current workload and projected additional workload will cause the immediate need for a part-time officer in addition to the two full time officers. The part-time officer provides flexibility and can easily be transitioned to a full-time position if the workload warrants increased staffing resources.

Recommendation:

Transition to two full-time and one part-time code enforcement officers, which is an increase in 0.5 authorized positions.

6. Analysis of the Records Division

The Records Division is responsible for processing, maintaining, and retrieving all police reports and records associated with the Kyle Police Department. Additional duties include serving as the public counter for the KPD Headquarters building, and serving as the switchboard operator for non-emergency calls to the Police Department. Records staff also perform some administrative tasks for the Department in conjunction with the Administrative Assistant that reports directly to the Chief and Captain.

The Records Division consists of a Supervisor, two full time Record Specialists and two part-time Record Specialists. When incorporating the two part-time Record Specialists, a total of three full-time equivalent staff report to the Supervisor.

1. The Records Division Has Seen a Steady Increase in Workload Since 2011.

Records has a wide range of workload duties, but their main focus is processing police reports for proper coding and compliance with all state and federal laws. Records staff review each police report for completion and compliance, and then file it in the electronic records management system. In addition to processing police officer's reports, Record's staff coordinate the open records request process for KPD. This includes receiving the open record request, retrieving, reviewing, and redacting sensitive information in the report, audio, and visual files. After the information has been reviewed and redacted it is sent to the requestor.

In addition to the aforementioned duties, a required task that has become very time consuming is work associated with Morton's Act. Morton's Act, enacted in January 2014 requires Record's staff to compile all case records for all KPD arrests and submitting this

information to the Hays County District Attorney's Office. Compiling arrest information includes retrieving all audio, visual, and official paperwork associated with each arrest. This includes redacting all irrelevant information from the audio and visual files. An example of this redaction would be removing non-arrest radio traffic from a patrol vehicle dashcam video of a DWI arrest. Effective September 1, 2017 a new State law requires that all vehicle stops be recorded and logged for annual evaluation of potential discrimination in traffic enforcement practices. This will cause an increase in Records workload as all these records are now required to be maintained by the agency.

The following table shows the historic workload associated with Records.

2011 – 2016 Records Workload

	2011	2012	2013	2014	2015	2016
Police Reports Processed	2,270	2,174	2,062	2,484	2,736	3,061
Open Record Request	751	1,107	997	1,102	1,394	2,007
Morton's Act Compliance	n/a	n/a	n/a	844	881	821

As seen in the table above, the number of police reports processed has increased approximately 35% since 2011. Additionally, the number of open record requests has increased nearly 167% since 2011. The increase in the number of police reports processed is not surprising considering the population growth that Kyle has experienced since 2011. The growth of open record requests is very significant, as the amount of time required to process these reports is much longer than police reports. However, the project team has seen a very similar trend across most law enforcement agencies they have worked with. Open record requests have become a major workload burden for most law enforcement agencies as citizens, defendants, and attorneys have desired greater transparency in law enforcement and government. Kyle is not different than most other agencies the project team has recently worked with.

The implementation of Morton's Act has negatively impacted law enforcement staffing since its implementation in 2014. While each agency in conjunction with the County's District Attorney has to decide their level of compliance to the law, KPD has decided to provide all audio and visual files associated with each arrest. Compliance with Morton's Act has clearly resulted in additional workload for Records staff.

Overall, the workload associated with Records has increased dramatically since 2011, but has seen the greatest growth since 2014, primarily as a result of compliance with Morton's Act.

2.   The Records Division Has Recently Implemented New Data Management Software.

During the course of this study, the Records Division has expanded the software programs they use. The Records Division has utilized Tyler New World Records Management System in conjunction with the CAD system since 2011. As the KPD planned to implement a body camera system, the Records Divisions has started to utilize the Taser - Axon software system to manage their digital media. Digital media includes: body cam; dash cam; photos; audio; and video recordings. The Taser – Axon system allows for consolidated storage of all digital media, resulting in one location for storage and retrieval.

As part of the Taser – Axon software system, the PD has access to "evidence.com." "Evidence.com" provides the Records Division the ability to transfer digital media files to the Hays County District Attorney's Office and criminal justice agencies. Implementing the Taser – Axon system should result in Records Division staff becoming more efficient in the storage and collection of applicable records, especially for cases that require Morton's Act compliance. "Evidence.com" results in staff now

submitting information to the Hays County District Attorney's Office electronically versus burning a DVD and delivering in-person. However, it should be noted that hand delivery is still required for cases involving Juvenile Probation.

3.   Corresponding with the Increases in the Number of Police Officers and Calls For Service, The Number of Record Specialists Need to Increase.

Currently a total of two full-time, two part-time Record Specialists, and a Supervisor are assigned to the Records Division. The Supervisor is considered a working supervisor as this position primarily handles tasks associated with Morton's Act. It is not unusual for a supervisor to be classified as a working supervisor. It is important to note that a Supervisor in this capacity should be spending approximately 50% of their time working on non-supervisory tasks. However, in the Records Division, the Supervisor spends a majority of their time associated with performing Morton's Act and open record request research. The project team will use a goal of 50% of the Supervisor's time associated with non-administrative tasks for staffing projection purposes.

In order to determine the number of Record Specialists needed to complete the primary workload associated with Records, it is important to analyze workload and time associated with completing each task. The project team worked with Records staff to develop an estimated time associated with completing each task. Based on 2016 data, the following staffing projections were made:

Estimated Workload Hours and Full Time Equivalents Required

Task	Workload	Time Per Task	Total Hours
Police Reports Processed	3,061	10	510
Open Record Request	2,007	90	3,011
Morton's Act Compliance	821	180	2,463
Total Time Required			5,984
Utilization Factor			75%
FTE Required (Specialist)			**3.8**

Based on the number of tasks completed in 2016, the estimated time to complete each task, and that staff are only available to work 75% of their scheduled time, a total of 3.8 full-time equivalent Record Specialists are needed for the Records Division. A utilization factor of 75% was used to calculate for vacation, sick leave, and other time when staff are not available to work on assigned tasks. Record Specialists serve as the receptionist for Headquarters and serve as the switchboard during office hours, reducing the amount of time they have to focus solely on completing records tasks. Based on the utilization rate of 50% for the Records Supervisor, this result in an increase (0.3) of full-time equivalent Records Specialist needed for the Records Division. When incorporating the working Records Supervisor this in an increase of 0.3 full time Record Specialists.

Similar to other Divisions in the PD, the projected increase in the calls for service workload and subsequent staffing recommendations in Patrol will impact the Records Division. Both the CFS and the number of officers deployed in Patrol is expected to increase approximately 25%. With a 25% increase in CFS, the number of police reports written and the number of arrests should expect to increase accordingly. An increase in CFS will impact the number of police reports and Morton's Act requests processed by Records Division staff. It is recommended to add one additional Record Specialist in the near future to relieve some tasks assigned to the Records Supervisor, but more importantly handle the increased workload duties. This increase in the number of staff assigned to the Records Division is an increase of 25%. A total of four Record Specialists and one Supervisor is recommended in the Records Division.

Incorporating four, full-time Record Specialist, results in an increase in one full time equivalent Record Specialist. Incorporating this staffing recommendation will help ensure

that current and future workload through 2021 is completed. Consideration may be given

to continue using two part-time specialists, as this allows for greater staffing flexibility.

Recommendation:

A total of four Record Specialists are required for the Records Division, this is an increase in one authorized full-time equivalent position.

7. Analysis of the Communication Division

The Communication Division serves as the public safety answering point (PSAP) for the City of Kyle, and is responsible for receiving all 911 calls from the community along with dispatching Police Officers and Animal Control Officers in the Kyle Police Department. Along with answering all 911 calls in Kyle, staff (call taker / dispatchers) are responsible for transferring all Fire and EMS related calls to Hays County for Dispatch. In addition, dispatchers are responsible for answering or transferring all non-emergency calls received to the appropriate staff. Communication provides a vital service to the citizens and officers of the Kyle Police Department.

Communications is made up of one Supervisor, two lead call takers / dispatchers, 10 full-time call takers / dispatchers, and two part-time call takers / dispatchers. All staff are cross-trained to be call takers and dispatchers. The project team typically sees cross trained call takers and dispatchers in agencies that have less than eight to ten dispatch consoles. For an agency the size of Kyle the utilization of a combination call taker and dispatcher results in operational efficiencies. A combination call taker and dispatcher is considered best practice for smaller agencies, such as Kyle.

The Communication Center is located approximately one block from the Police Department Headquarters and is located in its own designated building. While the building was not initially constructed as a dispatch center, the building is a masonry building and has a backup generator in the event of power loss. The structure appears to be constructed well and is adequately sized to house Communication operations. The Hays County Communication Center serves as the primary backup for Kyle in the event of emergency.

It should be noted that the project team is aware of the possibility that the City of

Kyle may consolidate their dispatch center with Hays County in a new public safety

answering point facility in San Marcos. Consolidation of PSAP operations is gaining

momentum across the United States and may result in operational efficiency and cost

saving opportunities. In many instances consolidated PSAPs allow staff to be more

efficient, resulting in the need for less call taker / dispatchers as a whole when compared

to several individual call centers. Furthermore, a consolidated PSAP reduces operational

costs associated with infrastructure (e.g. CAD/RMS systems, facility construction and

maintenance, backup generators, etc.) However, the project team is not aware of

potential costs associated with the consolidated PSAP in Hays County, and all

recommendations presented in this report will assume that Kyle will continue to operate

an independent dispatch center for Police operations.

1. Communications Has Seen a 47% Increase in the Number of 911 Calls Received Since 2011.

The Communication Division serves as the answering point for all emergency calls

received in the City of Kyle. In addition to answering 911 calls, dispatchers are also

responsible for dispatching for Police and Animal Control Officers. As part of daily

operations, officers will radio to dispatch when they conduct self-initiated stops, arrive on

scene after being dispatched, are on break, etc. Also, call taker / dispatchers monitor the

radio channels associated with KPD, but also other law enforcement agencies in the

County such as Hays County Sheriff's Office, Texas Highway Patrol, and other local and

adjacent agencies. While much of this radio traffic is monitored in the background, call

taker / dispatchers are primarily focused on answering calls as they come in, and

dispatching appropriate personnel when required. The following table presents the historic 911 calls received.

911 Calls Received From 2011 to 2016

	2011	2012	2013*	2014	2015	2016
911 Calls Received	11,897	12,458	n/a	13,710	16,406	17,423

* 2013 CAD data was not available due to a change in reporting system.

As seen in the table above, the number of 911 calls received has increased from 11,897 in 2011 to a high of 17,423 in 2016. This is an overall increase of 47% since 2011. Each year has seen a year-to-year increase in the number of calls received.

2. Call Taker / Dispatchers Scheduling Should Be Revised to Incorporate a Power Shift.

Currently, Communication deploys a 12-hour shift schedule similar to what Patrol uses. Based on this approach a total of two call taker / dispatchers are always on duty for each shift, regardless of time of day. Occasionally, there will be a total of three call taker / dispatchers on duty, if all call taker / dispatchers assigned to that particular shift are working. Similar to operations in Patrol, workload fluctuates throughout the day. As the workload for Patrol increases, so does the work for call taker / dispatchers, as they are the ones who receive the 911 call, and subsequently dispatch officers.

Based on the calls for service data presented in the Patrol Division chapter, the associated workload with call taker / dispatchers steadily increases throughout the day and peaks around 1800 hours. In order to maintain the ability to answer all 911 calls and dispatch officers accordingly, it is recommended that the Communication Division implement a power shift to correspond with the increased workload volume of 911 calls received and officers dispatched. The current workload is sufficient to justify this recommendation, but if previous Patrol recommendations are implemented, the number

of officers on duty will increase during the same time frame, resulting in increased radio traffic that will negatively impact current call taker /dispatcher resources. Utilizing a power shift that corresponds with Patrol's schedule, one additional call taker / dispatcher should be assigned between 1000 and 2000 hours.

Overall, implementing a power shift will provide much needed staffing resources in Communications when the call volumes and the number of Patrol officers deployed in the field are the greatest.

Recommendation:

Implement a power shift for by adding one call taker / dispatcher between 1000 and 2000 hours.

3. **A Total of 15 Full-Time Call Taker / Dispatchers Are Required When Incorporating Dispatcher Net Availability and Turnover Rates.**

Based on the current call volume associated with Communication, the current staffing level of two call taker / dispatchers per shift is adequate, with the exception of the busiest times of the day (1000 – 2000 hours), when a third call taker / dispatcher is required. During the overnight and early morning hours, the community generated calls for service volume is low enough that only one dispatcher is required, however best practice indicates there should never be less than two call taker / dispatchers on duty at all times. In order to determine staffing for Communication the following assumptions were utilized:

• A minimum of two call taker / dispatchers will be on duty at all times.

• Between 1000 and 2000 hours, a third dispatcher will be on duty to handle the increased call volume and dispatch traffic.

• A turnover rate of 12% for call taker / dispatcher was used.

• Call taker / dispatchers have net availability of 75%.

When incorporating the net availability for call taker / dispatchers, a total of 14 full-time equivalents are required to staff the Communication Division when incorporating the revised staffing schedule as discussed in the previous section.

Based on the project team's experience when analyzing communication operations, the turnover rate for dispatchers in most agencies ranges between 10 to 15%. Due to the certification requirements and the time it takes to train a new hire on the CAD system, dispatchers cannot be immediately replaced with a new hire. It typically takes two to four months for a new hire to adequately train and be able to work solo. It is important for the Communication Division to have an over hire practice in order to more efficiently replace a dispatcher when they leave or are out for an extended period of time. Based on the size of the Kyle Communication Division, it is recommended that one additional call taker / dispatcher position be authorized for over hire to provide for a quicker and more smooth transition when a dispatcher leaves the agency. By incorporating this additional position, this results in a total need of 15 full-time authorized call taker / dispatcher positions. This is an increase of three authorized call taker / dispatch positions over current authorized levels.

Currently, there are two part-time call taker / dispatchers authorized for Communications. Part-time personnel are utilized to backfill vacation, sick time, and other absences for full-time call taker / dispatchers. Part time call taker / dispatchers provide additional flexibility for staffing the Communication Center during special events or emergency situations. The use of part-time call taker/ dispatchers to augment staff is not often seen by the project team, but based on the size of the Communication Division and

increased flexibility, it is recommended to maintain the two part-time call taker / dispatch

positions.

Recommendation:

A total of 15 Call Taker / Dispatchers are required to operate the Communication Division, this incorporates the over hire of one position to quickly fill a vacant position.

Maintain the two part-time Call Taker / Dispatcher positions to provide increased staffing flexibility.
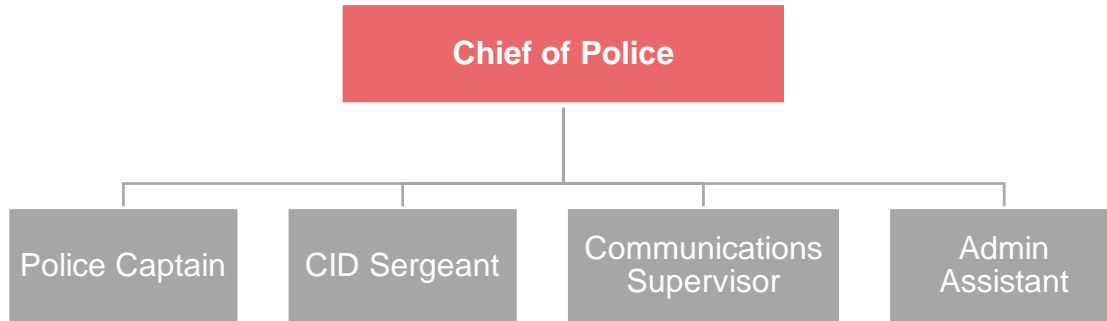
8. Analysis of the Organization and Management

Policing is going through significant evolutionary change in this country and around the world. Leaders recognize that the status quo will not take policing and community safety into the future and many agencies grapple with how to effectively lead and implement change. It is critical that leaders at all levels, but in particular, Chiefs, take the lead and begin to foster the environment for change in their organizations. KPD has seen significant turnover in the past few years and has not been able to fill positons as quickly as vacancies have occurred. The results of the employee survey indicated that the personnel have confidence in the administration and support the Chief and the work he is doing to change the organizational culture. It is critical that the Office of the Chief of Police continues to build on the past successes and has the time to focus on strategic planning and long-range goals for the Department.

1. The Organizational Structure of the KPD Should Realign, Resulting in the Chief Only Having Two Direct Reports.

The Chief needs to focus on critical management matters. In order to be effective, responsibilities should be strategic and limited to those requiring Executive attention. However, in the KPD the Chief has too many direct reports and significant ongoing, non-executive responsibilities.

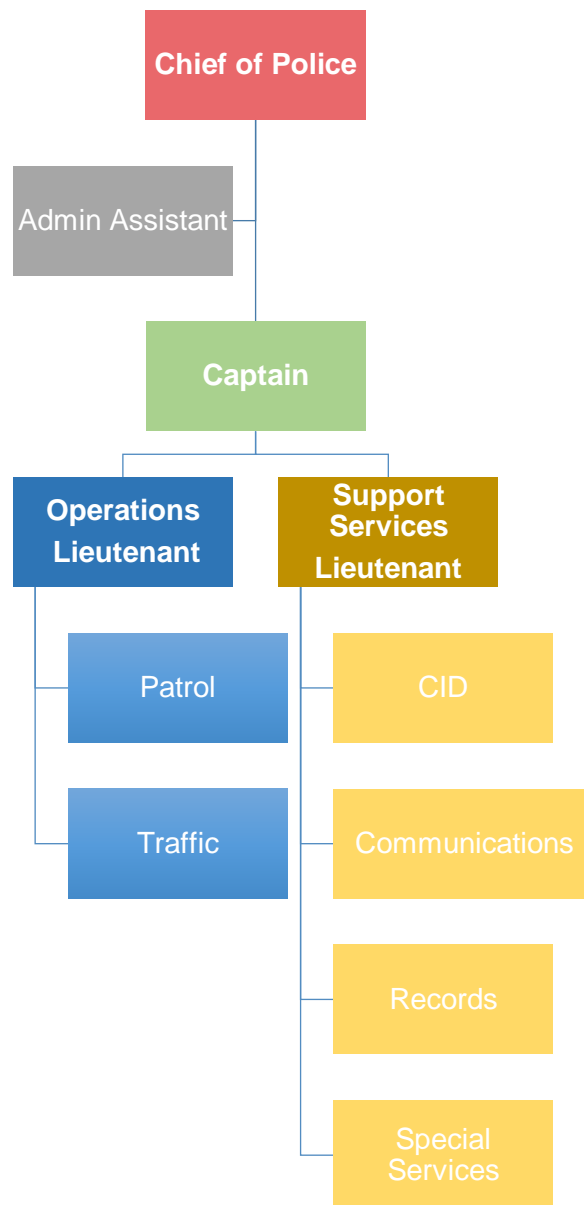The following shows the Chief of Police direct reports:

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                        ┌─────────────────────┐
                        │   Chief of Police   │
                        └─────────────────────┘
                                  │
        ┌─────────────────┬───────┴────────┬─────────────────┐
┌───────────────┐ ┌───────────────┐ ┌───────────────┐ ┌───────────────┐
│ Police Captain│ │ CID Sergeant  │ │Communications │ │    Admin      │
│               │ │               │ │  Supervisor   │ │  Assistant    │
└───────────────┘ └───────────────┘ └───────────────┘ └───────────────┘
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As shown above, the Chief has four direct reports and is the direct supervisor over the Criminal Investigation Division and the Communications Division supervisors. This results in the Chief spending too much time on day-to-day operational issues with these areas and less on strategic administrative duties.

In order create a more consistent and streamlined reporting structure throughout the KPD, the project team believes an effective solution is to create a second Lieutenant position. The second Lieutenant position will allow for more effective oversight of the support services associated with the Department. In addition, implementing an additional Lieutenant position will allow for the Chief and Captain to focus on management and strategic issues for the Department while allowing the Lieutenants to focus on the daily operation of their respective functional areas. Based on the recommendations in this report, each Lieutenant will have a similar number of employees under their span of control, noting that the Patrol Lieutenant will have a greater number of direct reports. The Patrol Lieutenant title should be changed to Operations Lieutenant and the second Lieutenant should be titled Support Services Lieutenant.

With the addition of a second Lieutenant, the result of the organizational structure is that both the Chief and the Captain will only have two direct reports each. This proposed structure will allow the Chief and Captain to focus more on establishing a strategic

direction and providing a high level of managerial oversight and decision making. The following illustrates the recommended organizational structure with the addition of a second Lieutenant position

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                    ┌─────────────────┐
                    │  Chief of Police │
                    └─────────────────┘
         ┌──────────────────┐  │
         │ Admin Assistant  │──┤
         └──────────────────┘  │
                    ┌─────────────────┐
                    │     Captain     │
                    └─────────────────┘
         ┌──────────────────┐   ┌──────────────────┐
         │   Operations     │   │     Support      │
         │   Lieutenant     │   │     Services     │
         │                  │   │   Lieutenant     │
         └──────────────────┘   └──────────────────┘
              │  ┌─────────┐       │  ┌─────────────┐
              ├──│ Patrol  │       ├──│     CID     │
              │  └─────────┘       │  └─────────────┘
              │  ┌─────────┐       │  ┌─────────────┐
              └──│ Traffic │       ├──│Communications│
                 └─────────┘       │  └─────────────┘
                                   │  ┌─────────────┐
                                   ├──│   Records    │
                                   │  └─────────────┘
                                   │  ┌─────────────┐
                                   └──│   Special    │
                                      │   Services   │
                                      └─────────────┘
```

As shown, this organizational structure will result in the Chief of Police having two direct reports and the Captain overseeing the two Lieutenants. Operations would be

responsible for patrol and traffic. Support would oversee special services, CID, Communications and Records.

Recommendation:

Add a second Lieutenant position and reorganize the Department into to functional areas; operations and support.

2.   **The Continued Updating of Policies And Procedures Will Help Ensure Proper Oversight of the Department.**

During discussions between the project team and various members of the KPD, there were several comments about the need to update adopted policies and procedures. In discussion with KPD management it was concluded that policies and procedures are in the infant stages of being updated. Having an updated and adopted set of policies and procedures is an important first step in the effective management of any organization. Policies and procedures are the guiding principles for all staff to follow. In the realm of public safety, it is important to continuously review and update these policies on an ongoing basis, as local, state, and federal laws (and guidance) are constantly changing.

It is the understanding of the project team that KPD utilizes the Power DMS platform for policies and procedures. Power DMS is one of several different software systems that allow for the electronic updating of policies, and for the electronic sign off and recordkeeping of policies and procedures. These types of software systems provide a template for updating and implementing new policies.

When updating policies and procedures it is important for the management team and those associated with updating these guiding documents, to have a consistent system for employee input and feedback on proposed changes. Allowing employees to have input as part of the initial review process allows for smoother implementation of

changes to policies and procedures. It is important to have clear communication on why certain policies are being changed and the anticipated impact on employees.

Overall, it is important for the Kyle Police Department to continue to update their policies and procedures. One key element to implement would be to set a timeline for a complete review of current policies and procedures and to develop a timeline for addressing the areas that need to be revised. Once the initial review and changes are made, then the Department should set a goal of reviewing a certain number of sections throughout each calendar year with a complete review conducted every three years.

Recommendation:

Conduct a complete review of all adopted policies and procedures, and develop a timeline for completion.

Develop a standardized approach to receive employee input into the review process.

3. When Patrol Is Fully Staffed, the Department Has a Robust Training Program.

In the Special Services Bureau section of this report, the level of training provided sworn officers was analyzed. However, very little discussion is had about the current training practices of the Kyle Police Department. In multiple discussion with staff and referenced in the Employee Survey analysis (81% agreement rate that sufficient training is provided) KPD has a strong and dedicated training program. It was noted in many discussions that in-service training has not been a top priority for the past 6 to 12 months, as the Training Officer has been re tasked with other duties. Additionally, a fair number of vacancies have persisted over the last year, which limits the availability of staff to fill patrol positions in order for officers to attend training. However, considering the large number of new hires, the Field Training program has continued to provide necessary

training to meet the needs of each individual.

The State of Texas requires a minimum of 40 hours of in-service training for law enforcement officials. For those individuals who appeared to be out of the basic law enforcement academy and have passed the field training program, officers averaged 96 hours of in-service training in 2015 (this calculation is discussed in the Support Service section in Chapter 5 in greater detail). This level of in-service training shows that KPD is a strong proponent of providing training to its staff. Many studies have shown that a strong in-service training program results in a reduction in the number of complaints received by the department, use of force reviews, and less disciplinary action against staff. While the project team did not conduct an in-depth review of the types of training programs provided, it was clear when speaking to staff that a wide range of training has previously been provided. Training types discussed included many that are outside typical in-service training such as: advanced ASP baton, crisis intervention training, mental health issue recognition, specialized defensive tactics training, and many others. Additionally, it was noted that many officers were certified as instructors for the Department, which demonstrates their advanced knowledge of specific subject areas.

KPD should develop and implement a strategic training plan to guide the training efforts. Implementing a training plan will provide guidance to the training officer and staff about upcoming training requirements. Also, by having a plan, it will help standardize training for all employees. When employees know the type of training opportunities that will be provided, it will help staff and supervisors to identify areas and skillsets that they may be struggling with and allow for better input from line staff in regard to the training opportunities they feel they need to work safely and efficiently but may not be receiving

at the right time or at all. A strategic training plan is an easy and effective approach to providing proper training to all staff.

Discussed briefly in the patrol workload data, was seasonal fluctuations in the CFS workload. In 2016, the CFS workload was considerably lower during the first six months of the year when compared to the second half of the year. CFS was approximately 14% lower than the annual average in the first half of the year. The Police Department should provide the majority of in-service training during the first six months of the year, as this will have the least impact on service level in the community. Additionally, training should be provided during the morning hours as the CFS workload is considerably lower during this part of the day. Subsequently by scheduling more in-service training earlier in the year, staff are less likely to be on vacation when compared to the summer months. The lower CFS volume and increased staff availability will make conducting more training during the first six months of the year lessen the impact on patrol staff.

It is recommended that the Police Department continue a robust training program that allows for a well-trained and effective police force. While the number of hours of training is well above what the project team has seen with most agencies they have recently worked with, it is not uncommon to see a strong emphasis on training. However, due to the large turnover of staff in the KPD, it is important to continue to provide a strong training program for new hires to the Department as they continue to develop new and improve existing skill sets.

Recommendation:

Maintain a strong training program, and prioritize training while still meeting minimum staffing requirements.

Develop and implement a strategic training plan that outlines the types of training that will provided over a three-year period.

4.   **A Proactive Time Plan Should Be Developed and Implemented to Provide Officers with A Prioritized List of Activities to Accomplish When Not Responding to Calls for Service.**

An advantage of utilizing the proactive time approach to patrol staffing modeling is that it clearly sets a desired threshold of officer availability. As officer availability varies greatly from day-to-day, it is important for the Department to develop a list of prioritized activities for officers to accomplish when they are not responding to calls. Many of these activities should focus on proactive police work such as officer follow-ups or business checks. Time is also available to meet with citizens and develop positive relationships with the community. With a wide variety of activities that patrol officers may accomplish in their unencumbered time, KPD management should develop a plan to address how officers should best utilize this proactive time.

The plan should be divided into two parts as the activities that can be completed during the daytime and overnight will significantly differ. A prime example of this is investigation follow up. The availability of individuals is greater during the day than it is at night. Conversely, most businesses are open during the day, so conducting building checks during the day would accomplish little, while security checks at 2 a.m. provide a valuable service. As the plan is being developed it is important for KPD management to have open discussions with staff along with City Administration and Elected Officials to identify activities that the Department, City, and Citizens feel are important. It is important to develop a plan that adequately addresses issues from these three groups. This contributes to the KPD providing effective law enforcement and potentially other valuable services to the Kyle Community.

After the implementation of the plan, it is important for the plan to be easily modified to quickly adjust to address specific community problems. An example may be a recent string of auto burglaries. A flexible plan will provide guidance to patrol officers to proactively patrol residential neighborhoods to show an increased police presence, but also identify ways for officers to educate citizens on how to prevent such crimes. A plan that is flexible enough to meet the constantly changing priorities of law enforcement and crime activity is important to maximize the effectiveness of the plan.

Recommendation:

Develop and implement a prioritized list of proactive time activities to guide officers when they are not responding to calls for service.

Appendix A – Analysis of the Employee Survey

As part of the Matrix Consulting Group's organizational assessment for the City of Kyle Police Department, the project team distributed an anonymous survey to the employees of the Department to gauge their opinion on a number of topics related to the operations of the Department and potential improvement opportunities. This report summarizes the results of the survey. The survey asked three types of questions:

- **General questions:** At the beginning of the survey, respondents were asked to provide some information about their position and assignment with the Department. The answers to these questions are used in this analysis to explore differences in responses between groups of respondents.

- **Multiple Choice Questions:** Respondents were presented with a number of multiple choice statements. Some of these were statements where they indicated their level of agreement or disagreement, and others presented a list of possible responses to a question.

- **Open-ended response questions:** As the end of the survey, staff were given space to provide opinions about the Department's strengths and improvement opportunities in their own words.

The link to the online survey was distributed in April and May via email to Department staff. A total of 47 employees responded to the survey, in varying degrees of completion. The following section presents a summary of key findings from the survey.

1. SUMMARY OF KEY FINDINGS

While a complete analysis can be found in the sections below, the following points summarize the key findings from the responses received to this survey:

Findings of Strengths

- Staff overwhelmingly believe they provide a high level of service to the community.

- Staff believe that they respond quickly to high priority calls.

- Staff see accountability and discipline across the Department as fair and equitable.

- Staff have clear expectations for their work.

- Most staff plan to make a career at the Department.

- Most staff say that although they are busy, they can usually keep up with their workload.

- Staff believe that their commitment to service and flexible, positive approach to police operations are the Department's greatest strengths.

Findings of Potential Improvement Opportunities

- Staff overwhelmingly believe that staffing is insufficient across the Department, and that it affects the responsiveness and investigative quality of the Department.

- Staff overwhelmingly believe that their existing facilities are inadequate to support their operations.

- Employees, particularly those with the rank (or equivalent) of sergeant or above, see some issues with the adequacy of traffic enforcement and dispatch operations.

- Staff believe that they are very busy, and half of ranking staff say that they can never keep up with their workload.

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2.   RESPONSES TO GENERAL QUESTIONS

While responses to the survey were confidential, the project team asked respondents to indicate some information about their position for comparison purposes. They were asked to indicate their employment status, assignment, and current rank.

(1)   Respondents Are Approximately Split Between Commissioned Officers and Civilians.

The first of these demographic identifiers asked employees to indicate whether they are a commissioned or civilian employee. The table below shows the results.

ABOUT HALF OF RESPONDENTS ARE CIVILIAN STAFF	
Response	**Count**
Commissioned	25
Civilian	22
TOTAL	**47**

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(2)   Patrol Staff Account for 36% of All Respondents.

The second of these questions asked respondents to indicate whether they are assigned to patrol, or to another unit such as administration, investigations, etc. The following table shows the results.

JUST OVER A THIRD OF RESPONDENTS ARE PATROL STAFF	
Response	**Count**
Patrol	17
Other (Investigations, Special Services, Dispatch, Records, Etc.)	30
TOTAL	**47**

(3)   Line Staff Account for 83% of All Respondents.

The third question asked employees to indicate their current rank. The table below shows the results.

THE MAJORITY OF RESPONDENTS ARE LINE STAFF	
Response	**Count**
Sergeant or Higher	8
Line Staff (officer or civilian)	39
TOTAL	**47**

The differences in responses from these groups are explored, where they are notable, in the analysis sections below.

3.	MULTIPLE CHOICE QUESTIONS

The first section of the survey asked respondents to indicate their level of agreement or disagreement with 38 statements about the City's law enforcement related operations. The response options were "strongly agree" (SA), "agree" (A), "disagree" (D), and "strongly disagree" (SD). Respondents could also choose "no opinion" or opt out of responding to the statement at all, in which case they were not counted among the respondents for that statement. For this reason, percentages may not add up to 100%, since a percentage of respondents may have chosen "no opinion". The following sections show the responses to statements by topic.

(1)   Staff Overwhelmingly Believe They Provide a High Level of Service to the Community.

The table below shows the percentage of responses received to statements about the level of service the Department provides to the community.

#	SERVICE TO THE COMMUNITY Statement	SA	A	D	SD
1	Overall, we provide a high level of service to the community.	43%	49%	6%	2%
2	Our approach to policing improves the quality of life in Kyle.	28%	57%	11%	0%
3	We deal with law enforcement issues in the community effectively when they arise.	40%	43%	13%	0%
4	"Community policing" is a high priority for the department.	30%	43%	13%	4%
5	Our department has a positive relationship with the community.	35%	54%	4%	0%

Every statement in this group received more than 70% agreement and less than 20% disagreement. Staff at each level (patrol, supervisors, civilian, investigators, etc.) are confident that they provide a high level of service to the community. In dealing with law enforcement issues, practicing community policing, and building community relationships, the Department's employees across each group believe that the City of Kyle is well-served by its police force.

•   Statement #3, that the Department deals with law enforcement issues when they arise, received 83% agreement and 13% disagreement. This stands in contrast to Statement #7, where staff said that their staffing resources are insufficient to meet community need. This apparent discrepancy can be interpreted by reading open-ended responses, where it is apparent that staff see themselves bridging the gap between inadequate resources and growing community need. They believe they are performing at a high level *in spite* of glaring staffing and facility needs.

(2)   Staff Believe Patrol Staffing Levels are Inadequate, and that It Impacts the Responsiveness of the Department.

The following table shows the percentage of responses received to statements about the adequacy of staffing resources and its impact on the Department's responsiveness.

STAFFING RESOURCES AND IMPACT					
#	Statement	SA	A	D	SD
7	Patrol staff resources are adequate to meet the law enforcement needs of the community.	9%	17%	38%	32%
8	Back-up units are available for high priority calls.	11%	36%	34%	11%
9	The amount of proactive time available to patrol allows us to address problems in the community.	6%	26%	40%	17%
10	Our response times to lower priority calls is appropriate.	15%	47%	26%	2%
11	Our response times to high priority calls is appropriate.	28%	51%	11%	2%
13	We have the staff we need to perform effectively in the field.	2%	9%	45%	43%

The responses to statements in this section were mixed. They showed that staff believe they are responding well to calls for service, but that they overwhelmingly believe the number of staff is insufficient to perform well in the field, meet the needs of the community,

- Responses to Statement #11 show that staff overwhelmingly believe that the Department responds with appropriate urgency to high priority calls. This statement was the most positively-received in the section.

- When asked about response times to lower priority calls in Statement #10, staff gave fewer agreeing responses and 28% disagreement. When asked about the availability of backup units in Statement #8, responses were evenly split at 47% to 45%.

- The most revealing responses came when staff were faced with Statements #7, #9, and #13, which focused on the number of available staff and how it impacts the amount of proactive patrol time available and the ability of the Department to perform effectively in the field. Each of these statements received much more disagreement than agreement, showing that the respondents view staffing as a major issue. This aligns with responses received later in the survey to open-ended questions, where staffing was the most pressing concern for Department employees.

(3) Staff Have Mixed Opinions on the Adequacy of the Various Services Provided by the Department.

The table below shows the percentage of responses received to statements about the adequacy of the various services provided by the Department.

ADEQUACY OF DEPARTMENT SERVICES					
#	Statement	SA	A	D	SD
12	Our traffic enforcement is adequate.	6%	32%	40%	11%
14	Animal Control services provided by our department are adequate.	19%	34%	30%	9%
15	Code Enforcement services provided by our department are adequate.	13%	45%	13%	4%
16	We have adequate Records staff to support department operations.	15%	34%	21%	11%
17	We have adequate Communication / Dispatchers to support department operations.	9%	28%	40%	13%
18	We have the necessary resources in Investigations to deal with solvable crimes.	6%	19%	26%	28%
19	Investigative coordination between Detectives and Patrol is adequate.	9%	26%	34%	11%
20	The depth and quality of our investigative efforts is adequate.	6%	45%	19%	9%
21	We have the investigative staff we need to follow up on cases which have the potential to be solved.	6%	9%	28%	36%

The responses to these statements show that staff view investigations and dispatch/communications as areas of specific need. The differences in various groups of respondents also illuminate two trends: 1) Commissioned staff have more negative opinions about most Department services than non-commissioned staff, and 2) line staff have more positive opinions about the Department's services than ranking staff.

• Code Enforcement services were well-viewed in Statement #15 across the Department by those who chose to respond, with 58% agreement and just 17% disagreement.

• Statement #12, regarding the adequacy of traffic enforcement, received disagreement from 75% of ranking staff, whereas line-level staff were approximately split, at 44% to 46%. Similarly, commissioned staff tended to

disagree (36% agreement and 64% disagreement), while civilians tended to agree (41% agreement and 36% disagreement).

- Statement #14, that animal control services are adequate, received 41% agreement and 53% disagreement from patrol staff. This stands in contrast to non-patrol staff, who gave 60% agreement and 30% disagreement.

- Statement #16, that the Department has adequate records staff, received a greater proportion of disagreement from commissioned staff (44% disagreement) than civilians (18% disagreement). Line staff gave more positive responses to this statement (51% agreement and 26% disagreement) than ranking staff (38% agreement and 63% disagreement).

- Statement #17, regarding the adequacy of dispatchers/communications staff to support operations, received much more agreement from line staff (24% agreement and 46% disagreement) than ranking staff (zero agreeing responses and 88% disagreement).

- Statement #18, that the Department has sufficient investigative resources to deal with solvable crimes, received a greater proportion of disagreement from commissioned staff (72% disagreement) than civilians (32% disagreement). Line staff gave more positive responses to this statement (31% agreement and 46% disagreement) than ranking staff (zero agreeing responses and 88% disagreement).

- Statement #19, that investigative coordination between patrol and detectives is adequate, received much more agreement from line staff (38% agreement and 38% disagreement) than ranking staff (one agreeing response and 75% disagreement). It also received a greater proportion of disagreement from commissioned staff (60% disagreement) than civilians (27% disagreement).

- Statement #20, that the depth and quality of investigative efforts is adequate, received a greater proportion of disagreement from commissioned staff (36% disagreement) than civilians (18% disagreement). Patrol staff tended to agree more with this statement (76% agreement and 23% disagreement) than non-patrol staff (37% agreement and 30% disagreement).

- Statement #21, that the Department has enough investigative staff to follow up on cases which may be solved, received disagreement across the Department, but a

greater proportion of commissioned staff disagreed (84% disagreement) than civilians (41% disagreement).

(4) Respondents Generally Believe that the Department Provides a Professional Work Environment with Clear Expectations.

The following table shows the percentage of responses received to statements about the professionalism of the Department's work environment.

#	Statement	SA	A	D	SD
	PROFESSIONALISM OF DEPARTMENT WORK ENVIRONMENT				
22	Policies are clearly defined and provide appropriate direction and guidance.	19%	53%	15%	11%
23	Polices are followed consistently.	9%	47%	26%	13%
24	Policies are enforced consistently across the department.	9%	46%	13%	17%
25	Disciplinary action in the department is fair.	13%	48%	7%	9%
26	Discipline in the department is consistent.	13%	36%	13%	13%
27	Employees at all levels of the organization are held accountable for their actions.	19%	34%	13%	17%
28	Procedures are clearly defined and provide appropriate direction and guidance.	17%	49%	15%	11%
31	The department's expectations for my work performance are clear to me.	21%	64%	11%	2%

Every statement in this section received a majority of agreement and less than 40% disagreement. Similarly, to the previous group of statements, line staff tended to be more positive than their ranking counterparts, and non-commissioned staff offered more agreement on most statements than those who serve as commissioned officers.

• For every statement in this section, ranking staff offered fewer agreeing responses and more disagreement than line staff.

• Statement #24, that policies are enforced equally, received a greater proportion of disagreement from commissioned staff (40% disagreement) than civilians (19% disagreement).

- Statement #26, that discipline is consistent in the Department, received a greater proportion of disagreement from commissioned staff (36% disagreement) than civilians (14% disagreement).

(5) Employees Have Generally Positive Opinions About the Employee Experience at the Department.

The table below shows the percentage of responses received to statements about the supportiveness of the work environment and the employee experience at the Department.

#	Statement	SA	A	D	SD
	SUPPORTIVENESS OF THE WORK ENVIRONMENT AND EMPLOYEE EXPERIENCE				
6	I am kept informed of important Departmental information.	28%	40%	21%	4%
29	Our department does a good job of planning and scheduling work.	15%	53%	15%	6%
30	I receive the appropriate training to do my job well.	22%	59%	11%	7%
32	The department has a positive organizational culture.	13%	49%	21%	9%
33	The working relationships between KPD line staff and management are generally positive.	17%	57%	17%	4%
34	There are sufficient promotional opportunities in this department.	9%	37%	22%	13%
35	I plan to make a career here at this department.	36%	36%	9%	2%

Almost every statement in this section received a majority of agreement and no more than 35% disagreement. The only exception was the availability of promotional opportunities in the Department, which was met with less enthusiastic agreement than other statements in this section. Line staff continued to provide more agreement than ranking officers throughout these statements, and civilian staff were more positive than commissioned employees.

- Statement #32 asked whether the Department has a positive organizational culture. Civilian staff were more positive in their responses (77% agreement and 14% disagreement) than commissioned employees (split at 48% agreement and 48% disagreement). Line staff were also more positive (66% agreement and 23% disagreement) than ranking officers (38% agreement and 58% disagreement).

- Statement #33 inquired about the working relationships between line staff and managers. Line staff tended to agree (77% agreement and 18% disagreement) more than ranking staff (58% agreement and 38% disagreement) with this statement. Civilian staff were also more positive in their responses (82% agreement and 14% disagreement) than commissioned employees (68% agreement and 28% disagreement).

- Statement #34 asked if there are sufficient promotional opportunities in the Department. Line staff were more positive (53% agreement and 16% disagreement) than ranking officers (13% agreement and 75% disagreement) in their responses.

(6)   Staff Have Mixed Opinions About the Adequacy of Physical Resources in the Department, but Are United in the Belief that Their Facilities are Insufficient.

The following table shows the percentage of responses received to statements about the sufficiency of physical resources (facilities, technology, and equipment) provided to Department staff.

#	PHYSICAL RESOURCES OF THE DEPARTMENT Statement	SA	A	D	SD
36	Current Police Department facilities are adequately sized.	2%	6%	9%	77%
37	We are provided adequate technology resources to effectively perform our duties.	6%	30%	23%	36%
38	We are provided with adequate equipment (non-technology) to effectively complete our jobs.	15%	49%	21%	15%

The primary message from this section of statements is that staff believe the current Police Department facilities are inadequately sized. This corresponds to responses in the open-ended question section at the end of the survey, where facilities were listed as one of the top two major opportunities for improvement in the Department by employees.

- Statement #36 received unified disagreement across the Department. Staff across all groups agree that the existing facilities are inadequate.

- Statement #37, regarding the adequacy of Department technology, received more positive responses from line staff (41% agreement and 54% disagreement) than ranking staff (13% agreement and 78% disagreement).

- <u>Statement #38</u>, focusing on whether the Department's equipment is adequate, got more agreement from commissioned staff (76% agreement and 24% disagreement) than civilians (50% agreement, 50% disagreement).

(7) Most Staff Believe That Their Workload is Heavy but Manageable.

One multiple-choice question asked respondents to indicate how they feel about their workload. They were given the choice of 4 statements and instructed to choose the statement that most closely reflects their workload. The table and chart below show the results received.

STAFF OPINIONS ON WORKLOAD	
Response	**Count**
I am always busy and can never catch up.	9
I am often busy but can usually keep up.	27
I have the right balance of work and time available.	8
I could handle more work given my available time.	3
TOTAL	**47**

Most Staff Believe Their Workload is Heavy But Manageable
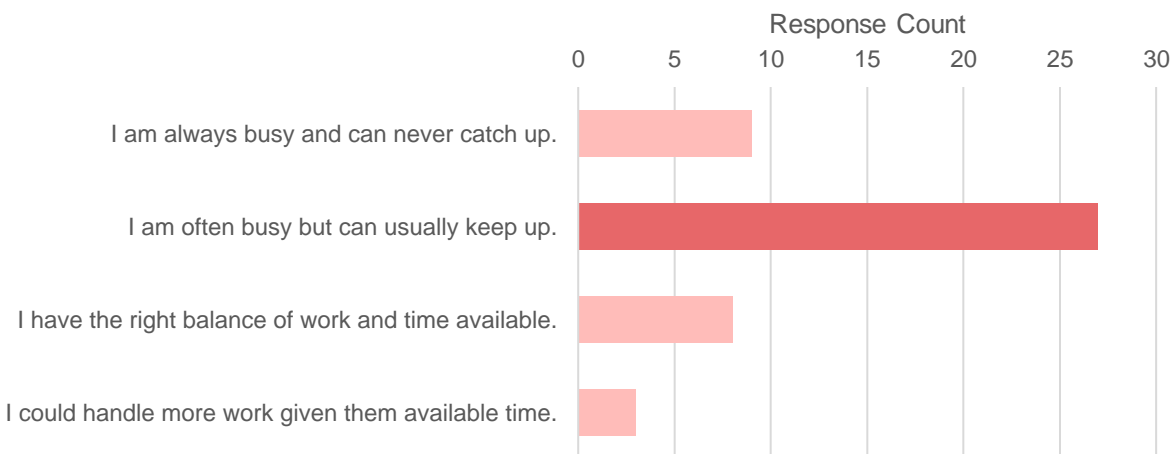
As the table and chart show, more than half of respondents said that they are "often busy, but can usually keep up". Some differences between groups could be recognized from the responses – the table below breaks down the percentage of responses by group:

WORKLOAD RESPONSES BY RESPONDENT GROUP				
	Could Handle More	Right Balance	Often Busy	Always Busy
Commissioned	8%	12%	56%	24%
Civilian	5%	23%	59%	14%
Ranking	0%	0%	50%	50%
Line Staff	8%	21%	59%	13%
Patrol	12%	12%	71%	6%
Non-patrol	3%	20%	50%	27%

- Patrol staff gave responses which were much more concentrated in the "often busy" category than other groups of respondents. Non-patrol staff were more likely to claim a good balance, but also more likely to be "always busy".

- Nobody equal to or above the rank of sergeant said that they have any free time, or even the right balance of work.

(8)   Most Respondents Say They Remain on Scene Greater Than 75% of the Call Length When Responding as the Backup Unit.

Another multiple-choice question asked respondents how much of the call length they typically remain on scene in a backup situation. The following table and chart show the results received.

WHEN I PROVIDE BACKUP TO A CALL FOR SERVICE, I TYPICALLY AM ON SCENE BEFORE CLEARING:	
Response	Count
90% to 100% of the total time	4
75% of the total time	9
50% of the total time	2
25% of the total time	3
TOTAL	**18**

Most Respondents Indicated They Are on Scene 75% or Greater as the Backup Unit
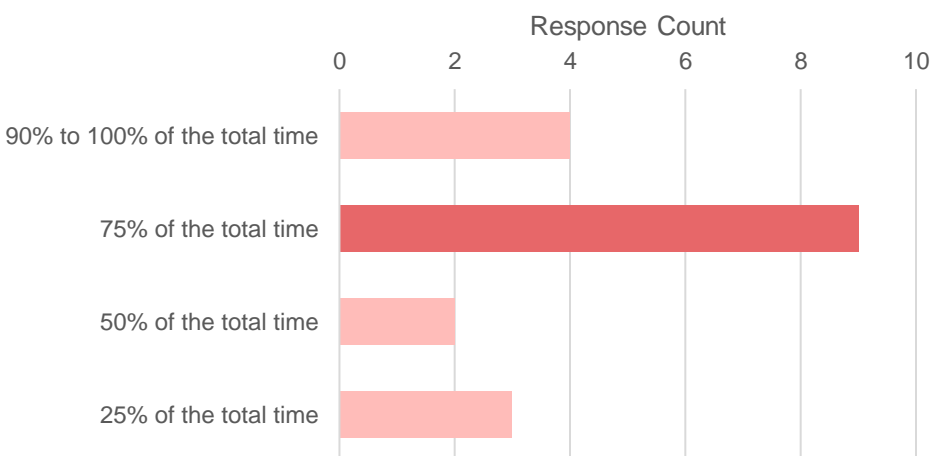
As the table and chart show, half of respondents said they usually remain on scene 75% of the call length in a backup situation. This response was limited to those individuals who classified themselves as Patrol.

5.   OPEN-ENDED QUESTIONS

The final section of the survey asked respondents to provide input in their own words. The following headers show their opinions on the Department's strengths and improvement opportunities.

(1)   Respondents Believe that Resilient, Collaborative, Positive-Thinking Staff Are the Department's Greatest Strength.

The first open-ended question asked respondents what they felt the greatest strengths of the Department are. A total of 38 responses were received, some of which mentioned multiple strengths. The following table outlines the most common themes of the responses received.

DEPARTMENT STRENGTHS	
Response	**Count**
Staff Capabilities and Attitudes	9
Communication and Cooperation	8
Flexibility of Department and Staff	6
Leadership	4
Training	4
Equipment	3
Management	3
Other	11

• The most common themes focused on the quality of police officers in the department in terms of their positive attitude and their desire to better themselves and the department for the sake of the community. Several responses spoke highly of the many young officers in the Department.

• Communication and cooperation was another common theme, both among patrol units and between different divisions. A sense of camaraderie was apparent in these responses.

• A number of responses lauded the flexibility of the Department and its officers as they find new, adaptive ways to provide a high level of service to a growing community with limited resources of their own.

The responses to this question showed that employees generally view the Department's personnel as its greatest strength. Their positive and driven outlook, along with a flexible, cooperative approach to operations, are bright spots according to respondents. Many answers to this question spoke of positive momentum and a culture shift taking place within the Department, and a few also mentioned improved community relations resulting from that shift.

(2) Respondents Believe Staffing and Facilities Are the Two Greatest Opportunities for Improvement in the Department.

The second open-ended question asked respondents what they felt to be the most significant opportunities for improvement in the Department. There were 38 responses to this question. The table below shows the most prevalent themes in staff responses.

IMPROVEMENT OPPORTUNITIES	
Response	Count
Staffing	14
Facilities	11
Leadership/Management	6
Equipment	5
Training	3
Accountability	3
Other	8

- Staffing was by far the most common theme in employee responses. Respondents feel that they are severely understaffed, a sentiment which mirrors responses to multiple choice statements earlier in the survey.

- The need for new and expanded facilities was the second most common theme in the responses to this question. Staff feel strongly that the existing facilities are completely insufficient for the Department's operations. This aligns with the multiple choice responses to a similar question earlier in the survey.

- Other common themes included frustration with Department leadership/management, specifically their perceived slowness to embrace change in the Department and a need for enhanced accountability in their management of staff and operations.

While additional themes like the need for new equipment, more training opportunities, etc. were also raised, the biggest concerns by far have to do with staffing and the Department's facilities. Employees know that Kyle is a rapidly growing community, and they have serious concerns about the Department's ability to grow along with it.

The responses to this survey were useful for illuminating staff opinions about a variety of topics. The most urgent concerns were expressed, employee opinions about Department services and culture became clear, and the balance between staffing and workload was explored. The opinions and issues found in these survey results are useful for the project team's analysis going forward.

Appendix B – Descriptive Profile of the Kyle Police Department

1. Introduction

This draft document provides a description or "profile" of the organization of the Kyle Police Department (KPD) and the major tasks and responsibilities of the various work groups within the Department. This profile is descriptive only; it does not contain analysis of operations or recommendations (these will be provided in the 'final report').

Data contained in the profile were developed based on the work conducted by the project team to date, including:

•   Interviews with management and supervisory staff in the Police Department.

•   Collection of various data describing organization and staffing patterns, workloads and service levels, etc. Our data collection efforts continue.

•   Review of various documents and reports which the KPD has forwarded to the project team.

This descriptive profile does not attempt to recapitulate all organizational and operational facets of the Police Department. For example, duties and responsibilities and tasks performed are not at the job description level. Rather, the profile reflects a summary of our understanding of the organization, which is foundational for issues identification and analysis as part of the study. The structure of this descriptive profile is as follows:

•   Generalized services provided for key KPD functional areas.

•   Authorized (or current organizational deployment) staffing levels by functional area, along with current staffing levels.

•   Functional organizational charts showing organizational structure.

This profile will be reviewed for accuracy and completeness by KPD command staff. Once finalized it will serve as a factual basis for the project team's understanding of the KPD organization, staffing, and operations. The following is an organizational chart of the KPD by major function, more detailed organizational charts will be provided in individual sections.

Kyle Police Department Organizational Chart
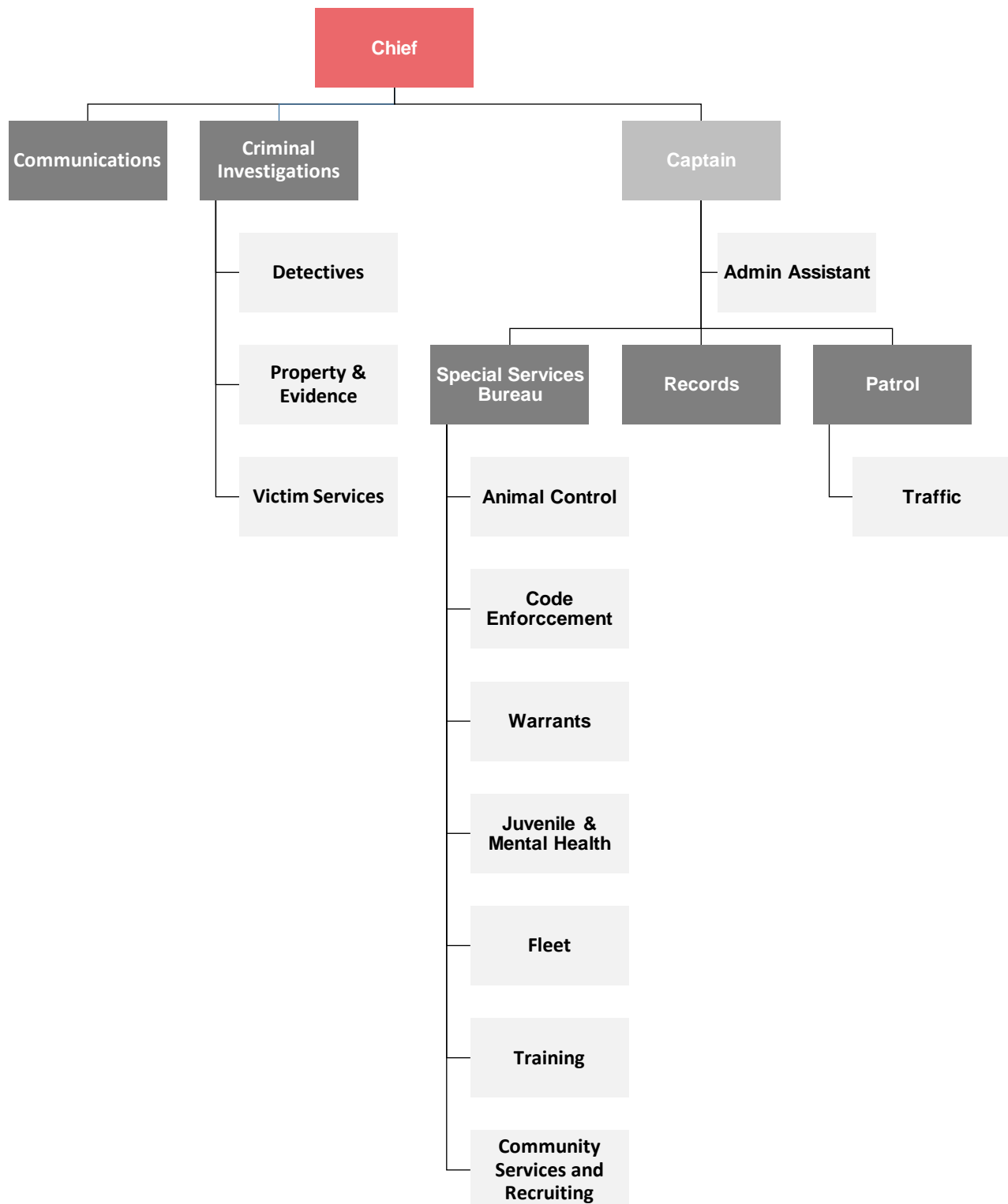
2. Administration

1. Administration

Administration provides overall direction, guidance and leadership for the Department. The Chief has responsibility for every area of the organization and ensures that all employees perform their jobs in accordance with the overall mission of the Department and in accordance to the established values. Administration is comprised of the Chief, Captain, and Administrative Assistant.

(1)   Staffing and Unit Descriptions

The following table provides the personnel and major tasks of staff for functions under Administration.

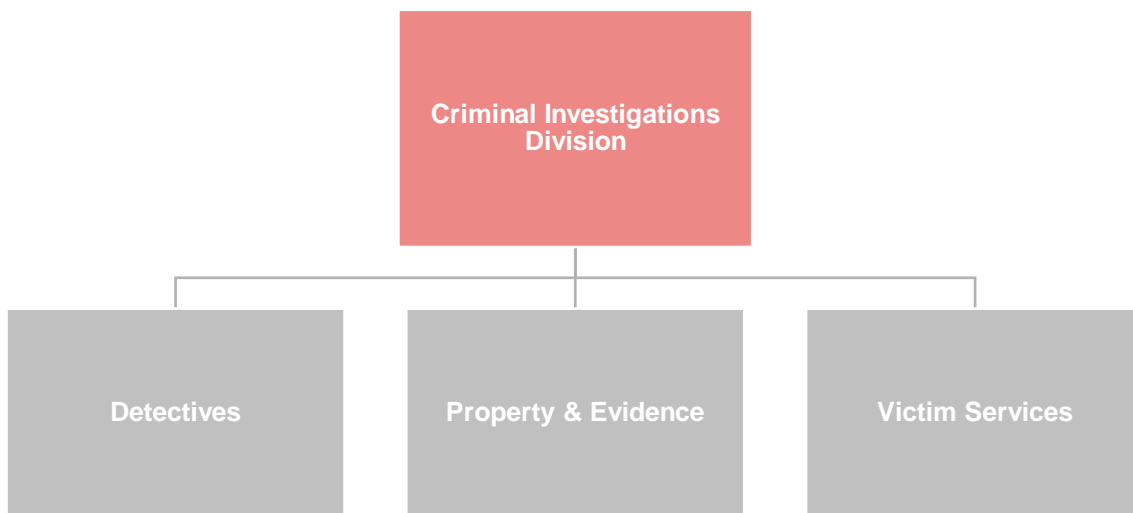| Unit/Division	Curr.	Auth.	Position	Unit Description
Chief	1	1	Chief	• Provides the overall leadership, management, and administration of the Department. • Supervises the Captain. • Reviews policies and procedures, goals and objectives. • Performs routine administrative functions in the day-to-day management of the Department. • Attends community events on behalf of the Department and City. • Communication and Criminal Investigation report directly to the Chief. Recent reorganization.
Captain	1	1	Captain	• Provides day-to-day administrative oversight to the Department. • Directly supervises the Special Services Bureau, Records, and Patrol. • Primary liaison with City's Human Resources Department. Oversees new employee hiring process by attending recruitment events, reviews

Unit/Division	Curr.	Auth.	Position	Unit Description
				background packets, and participates in sworn oral boards. • Attends community events and homeowner association meetings. • Serves in the absence of the Chief.
Administrative Assistant	1	1	Administrative Assistant	• Supports the department in all administrative functions. • Duties include processing payroll, account receivables and payments, purchase orders, department travel vouchers, mail processing, and annual budget preparation. • Reports to the Captain.

3. Criminal Investigation Division

1. Investigations

The Criminal Investigations Division (CID) is responsible for investigation of criminal activity in the City of Kyle. In addition to the investigations, the collection and subsequent storage of property and evidence is performed by the Property and Evidence Technician. Additionally, Victim Services related activities are a part of this division and is funded by a grant. CID is led by a Sergeant that reports directly to the Chief.

The following chart outlines the overall organization of Investigations Bureau.

(2)   Staffing and Unit Descriptions

The following table provides the personnel and major tasks of the work units.

Unit/Division	Curr.	Auth.	Position	Unit Description
Investigations	1	1	Sergeant	• Sergeant supervises the detectives. Responsible for reviewing and
	3	4	Detectives	assigning caseload. Occasionally

Unit/Division	Curr.	Auth.	Position	Unit Description
				assigned cases to help alleviate backlog of detectives. • All detectives are generalist, with one working primarily property crimes, two detectives focusing on person crimes, and one handling most financial crimes. • Case management is handled by individual detectives. Sergeant manages open cases in Excel file.
Crime Victim Services	1	1	Victim Services Coordinator	• Provides Crisis Intervention services to Officers and Victims by responding to scenes. (e.g. domestic violence, assault, etc.) • Meets with victims after the crime to provide information on legal process, available support services and resources. • Host workshops to educate public on resources available to victims. • Coordinates activities of 8 volunteers who assist with on-scene support. • Reports to Investigation Sergeant.
Property & Evidence	1	1	Property & Evidence Technician	• Intake and process all property and evidence received from officers. • Enters property and evidence into Tracker system. • Pulls and provides evidence to District Attorney and / or forensic lab as needed. • Processes property and evidence for disposal. • Serves as crime scene technician and collects evidence along with photographing crime scenes. • Runs LEADS online for pawn shops for stolen property. • Conducts periodic evidence audits. • Reports to Investigation Sergeant.

4. Communications

Communications is responsible for operating the emergency communication and dispatch center for the City of Kyle. Communication receives all 911 related calls in the call center and subsequently dispatches law enforcement resources. Staff also are responsible for transferring fire and emergency medical services calls for service to the Hays County Communication Center or other applicable agencies.

1. Communications

Communications is managed by a Supervisor and is supplemented by two lead call takers. The Communications Supervisor reports directly to the Chief. Communications is located approximately one block west of the City Hall / Police complex on Center Street. Dispatchers primarily work in pairs and work 12-hour shifts, with the exception of a half shift on Friday. Teams have rotating days off every two weeks. One-half of staff have the following schedule, while the remainder of staff work the opposite schedule: Work Tuesday and Wednesday, off Thursday, work ½ day on Friday, work Saturday, Sunday, Monday, off Tuesday and Wednesday, work Thursday and ½ day Friday, then off Saturday – Monday. Minimum staffing level is two call takers / dispatchers per shift.

(1) Staffing and Unit Descriptions

The following table provides the personnel and major work tasks of Communications.

| Unit/Division	Curr.	Auth.	Position	Unit Description
Communications	1	1	Supervisor	• Public Safety Answering Point for E911 Calls for City of Kyle.
	2	2	Lead Call Takers / Dispatchers	• Dispatches calls for Police and Animal Control services.
	9	10	Call Takers / Dispatchers (FT)	• Transfer E911 calls to Hays County for Fire and EMS services.
	2	2	Call Takers / Dispatchers (PT)	• Answers and routes non-emergency calls to appropriate agencies and staff.
				• Services as PD switchboard after normal business hours.
				• Supervisors and leads assist Records with retrieving and editing communications for Morton's Law.
				• Part time call takers are utilized on Fridays and to cover vacation, training, and sick leave.
				• Currently, three call takers / dispatchers are in the initial training phase.

5. Patrol

1. Patrol Commands

Patrol is made up of four patrol squads and the traffic unit. Patrol officers are assigned to one of four patrol shifts. Two shifts are assigned to days and two shifts assigned to nights. Patrol work 12-hours shifts with rotating days off. Patrol is led by a Lieutenant and each patrol shift is led by a Sergeant. The Traffic Unit is also lead by a Sergeant.

(1) Organization

The following chart outlines the organization of Patrol including the Traffic Unit.
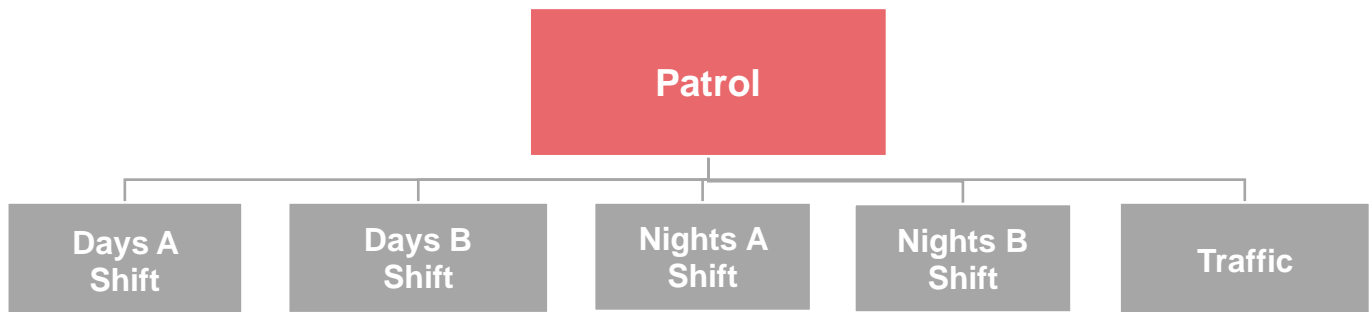
(2) Staffing and Unit Descriptions

The following table provides current filled and authorized staffing positions for Patrol. It is important to note that current, or 'actual', position totals include those on temporary or light duty; or suspended. They do not, however, include vacancies or long-term disability.

Unit/Division	Curr.	Auth.	Position	Unit Description
Patrol Administration	1	1	Lieutenant	• Provides administrative oversight and leadership for the Patrol. • Completes internal investigations for the Department. • Provides direct supervision of Patrol and Traffic Sergeants. • Oversees the Field Training Program. • Handles administrative task for Patrol such as payroll verification, scheduling, and secondary supervision of officers.
Patrol	4 26	4 28	Sergeant Officer	• Sergeants provide shift supervision, officer evaluation, perform administrative task, and perform minor internal affairs investigations. • Responds to calls for service and working proactively in the community as workload levels permit. • Prepare police reports. • Officers are responsible for compiling Officer related jacket for Morton's Law. • Seven officers are assigned to each shift. • Minimum staffing is three officers (including Sergeant) during days and nights. Friday and Saturday nights minimum staffing is four.
Traffic	0 1	1 3	Sergeant Officer	• Sergeant provides administrative oversight of the Unit, including officer evaluation, administrative oversight, backs up Patrol Sergeants. Participates in traffic enforcement and investigative activities. • Handles traffic enforcement, accident investigation. Includes accident reconstruction. • Officers (and Sergeant) rotate between three weeks of daytime traffic, and one week on nights for DWI enforcement.

6. Special Services Bureau

The Special Services Bureau (SSB) is comprised of many support operations for the Kyle Police Department. SSB operations include Warrants, Animal Control, Code Enforcement, Juvenile Officer, Mental Health Officer, Fleet, Training, Recruitment, and Public Outreach functions. The SSB is supervised by a Sergeant and is comprised of sworn and non-sworn personnel.

(1)   Organization

The following chart outlines the organization of the Special Services Bureau.
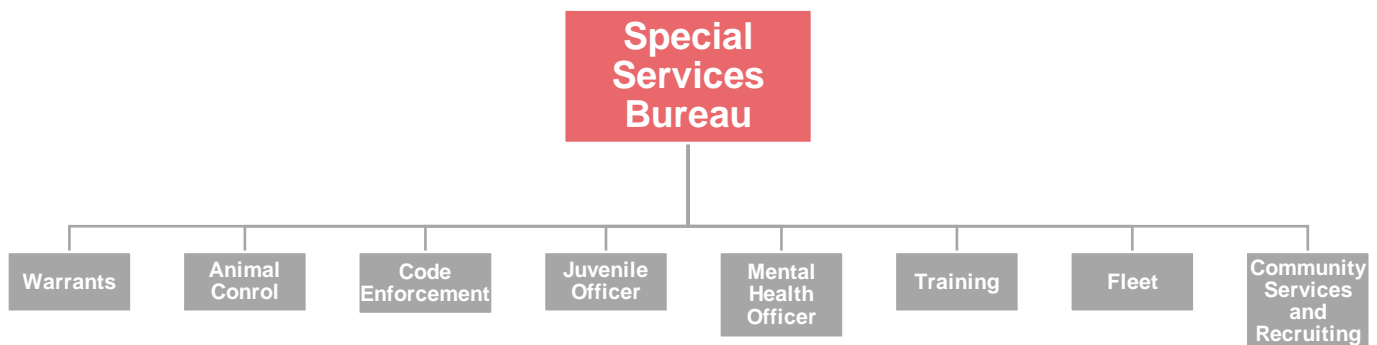
(2)   Staffing and Unit Descriptions

Currently, Special Services Bureau has multiple vacancies as multiple officers have transitioned to Patrol to backfill vacancies. The following table provides the personnel and major tasks of the work units.

Unit/Division	Curr.	Auth.	Position	Unit Description
SSB Administration	1	1	Sergeant	• Provides the overall leadership, management and administration of this Bureau.
	1	1	Officer	

Unit/Division	Curr.	Auth.	Position	Unit Description
				• Supervises each of the work units. • Reviews policies and procedures, goals and objectives. • Currently serving as Fleet and Training Coordinator. • Completes all pre-employment investigations for new PD hires.
Training	0	1	Officer	• Serves as Training Coordinator for Department. • Responsible for providing training for department, including instruction and recordkeeping. • Provides quarterly firearms training. • Utilizes other staff to serve as instructors.
Fleet	0	1	Officer	• Responsible for procurement, outfitting, and maintenance scheduling of all Department vehicles. • Assists with background investigations, purchasing, training, and other duties as assigned.
Community Services and Recruiting	0	1	Officer	• Serves as a liaison to community and community organizations by attending events. • Responsible for conducting citizen police academy. • Serves as recruiting coordinator for Department by attending job fairs and community and recruiting events. • Assists in background investigations for new hires.
Warrants	0	2	Officer	• Process and serve outstanding warrants for the Kyle Municipal Court. • Serves as courtroom Bailiff during Wednesday court proceedings. • Assists in transportation of in-custody defendants to and from jail.
Animal Control	2	2	Animal Control Officer (non-sworn)	• Responsible for enforcement of adopted animal related ordinances including the proper registration of animals within City Limits. • Investigate complaints in respect to stray domestic and wild animals. • Capture stray and dangerous animals and transport to San Marcos Animal Shelter.

Unit/Division	Curr.	Auth.	Position	Unit Description
Code Enforcement	1	1	Code Enforcement Officer (FT, non-sworn)	• Investigate and gain compliance of private property maintenance issues, including issues related to health, safety, and welfare.
	2	2	Code Enforcement Officer (PT, non-sworn)	• Investigations are both proactive and reactive. • Part-time positions work 19-hours per week, with one officer working morning and the other working afternoons.
Juvenile Officer	1	1	Officer	• Works with school system, other social agencies to help divert juvenile offenders from criminal justice system, especially juveniles who suffer from mental illness. • Conducts investigations of juvenile offenders and perform mental health evaluations to help provide proper resources to juveniles. • Position is grant funded. • Currently serves as back up for Municipal Court Bailiff.
Mental Health Officer	0	1	Officer	• Provides intervention for individuals who suffer from mental illness and divert from criminal justice system to treatment programs. • Conducts investigations of offenders and determine if they do suffer from mental illness in order to provide treatment assistance. • Assists with Victim Services Coordinator to help victims and other individuals to gain access to care they may need. • Position is grant funded.

7. Records Division

The Records Division is responsible for maintaining all Police Department records, including the processing and filing of all police and investigation reports. Additionally, Records is tasked with compiling the case records for all KPD arrests and providing them to the Hays County District Attorney's Office (Morton's Law). In addition to these duties, records staff are responsible for handling all open records requests of the Police Department.

1. Records Division

The Records Division is overseen by a Record Supervisor who reports directly to the Captain. In addition to the Records Supervisor, the division is comprised of two full-time Record Specialists and two part-time Record Specialists.

(1)   Staffing and Unit Descriptions

The following table provides the personnel and major tasks of the Records Division.

Unit/Division	Curr.	Auth.	Position	Unit Description
Records	1	1	Supervisor	• Supervisor provides the overall management of Records.
	2	2	Record Specialist (FT)	• Supervisor completes all reporting to UCR and NIBRS, expungements, and data request.
	2	2	Record Specialist (PT)	• One FT specialist focuses on District Attorney case preparation (Morton's Law), which includes compiling all applicable police reports, E911 communication audio, and in-car and body camera footage.
				• One FT specialist completes open record request along with follow-up District Attorney items.
				• Part-time specialists assist in case preparation, managing records, operating PD switchboard, staffing the public counter, and assist in

Unit/Division	Curr.	Auth.	Position	Unit Description
				administrative functions of the Police Department. • Issue mass gathering and golf cart permits.

Appendix C – Patrol Staffing and Property and Evidence Analysis and Recommendations – CONFIDENTIAL (NOT FOR PUBLIC DISCLOSURE)