



MEMORANDUM

TO: Mayor and City Council

THROUGH: Eddie Garcia, Assistant City Manager *E. G.*

FROM: Chief Lisa Davis, Austin Police Department *LD*

DATE: February 25, 2025

SUBJECT: **BerryDunn Targeted Operational Review and Summary Report**

The purpose of this memorandum is to share the completed *City of Austin-Austin Police Department Targeted Operational Review and Summary Report* and to provide information about next steps following the Austin Police Department's (APD) review of the enclosed findings and recommendations. The City of Austin contracted with Berry, Dunn, McNeil, & Parker, LLC (BerryDunn) in February 2024 to conduct a comprehensive assessment of functions of APD. This review included four areas of focus:

- Patrol Schedule Review of the Resource Intensive Service Calls (RISC) Model
- Business Process Mapping
- Field Technology and Data Integration Review
- Essential Call for Service (CFS) Evaluation

APD has reviewed BerryDunn's findings and is working to identify ways to incorporate recommended actions into operational plans. APD is also contracting with BerryDunn to complete a Work Analysis, through a separate scope of work, that will identify more efficient ways to utilize sworn and non-sworn personnel resources throughout the organization.

Should you have any questions about the enclosed report or the progress of this work, please contact Chief of Staff Robin Henderson at 512-974-5030 or via email at Robin.Henderson@austintexas.gov.

cc: T.C. Broadnax, City Manager
Myrna Rios, City Clerk
Corrie Stokes, City Auditor
Judge Sherry Statman, Presiding Judge
Mary Jane Grubb, Municipal Court Clerk
CMO Executive Team



City of Austin – Austin Police Department

Targeted Operational Review and Summary Report



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Executive Summary

In February 2024, the City of Austin, Texas (City) contracted with Berry, Dunn, McNeil & Parker, LLC (BerryDunn) to conduct a Targeted Operational Review and assessment of functions of the Austin Police Department. That project involved four sections:

- Patrol Schedule Review of the Resource Intensive Service Calls (RISC) Model
- Business Process Mapping
- Field Technology and Data Integration Review
- Essential Call for Service (CFS) Evaluation

In this executive summary, BerryDunn briefly describes the outputs for each of these areas.

RISC

The RISC model is designed to provide specially trained investigative teams to respond to incidents requiring significant resources and time. This allows patrol officers to be released from the incident to continue responding to community needs.

BerryDunn recognizes that the RISC model is a very new program and noted a few minor areas for APD to consider (in a separate report). Overall, BerryDunn is impressed with this model and the innovative problem-solving and resource allocation that led to its inception. BerryDunn believes the model will reduce on-scene time for patrol for the most resource-intensive CFS, and the firm predicts it could also improve clearance rates on certain CFS types, due to the prompt and thorough level of initial investigation and the immediate follow-up that will occur even at the point of the CFS. Based on BerryDunn's review of the RISC model, BerryDunn believes this model could become a best practice in other large police organizations.

Patrol Schedule

BerryDunn acknowledges that a review of the patrol schedule is outside the scope of this project. However, during the review of the RISC model, BerryDunn learned that the current patrol schedule utilizes an overlap day (where all officers for a given shift are scheduled, essentially doubling the number of personnel for that shift). Departments using these types of schedules often cite the use of overlap days for training, to cover for those taking leave, or for some other function. In reality, upon further inspection, this rarely occurs, and the overlap day becomes a wasted resource day.

Regardless of any perceived effectiveness of a patrol schedule that includes overlap days, BerryDunn generally recommends against their use. For the APD, the use of overlap days is creating additional challenges for a patrol schedule that is already struggling to meet daily staffing allocations. BerryDunn was not contracted to and did not conduct a thorough patrol schedule review. The observation listed above and the ensuing recommendation was made as part of BerryDunn's review of the RISC model. BerryDunn recommends APD consider eliminating the overlap day and thoroughly review and evaluate the current patrol schedule.

Business Process Mapping

BerryDunn explored various information and data related to specific business processes of the APD that relate to CFS response, and several of these processes were mapped in visual diagrams (throughout this report). During this process, BerryDunn reviewed initial CFS intake, patrol response and preliminary investigation, case routing (investigations), case routing (prosecution), and public information requests.

BerryDunn observed that the APD has well-defined and mature processes for each of these areas, and BerryDunn observed various best practices in use. Despite these positive observations, BerryDunn also noted some areas for possible improvement related to CFS coding within computer-aided dispatch (CAD) and the opportunity to engage the use of solvability factors in the preliminary investigation and case assignment processes. BerryDunn also noted that deployment of patrol resources in a sector-based environment, which in some cases includes large geographical areas, might be contributing to inefficient response to CFS.

Based on a review of the Public Information Request (PIR) Unit, BerryDunn noted there is a lack of uniform reporting and no secondary review or audit of data releases. Additionally, this unit is managing a significant volume and likely requires additional resources.

Field Technology and Data Integration Review

BerryDunn conducted an on-site review of the technology available for patrol officers in the field. That review included an in-person examination of the tools and their functionality in an APD patrol car guided by a well-accomplished patrol officer.

The APD compares favorably against other law enforcement agencies BerryDunn has studied in its use and deployment of field technology. Despite access to more than typical resources in the field, APD officers experience efficiency issues due to a lack of system integration as well as inefficient data capture and movement processes. Officers are regularly required to enter data multiple times and then manually populate fields in forms or other systems that could easily be automated.

Best practices in field reporting engage a philosophy that seeks to capture/create quality data once and to leverage interfaces and system integrations to move that data seamlessly across all reporting platforms. Entering data multiples times is not only inefficient, but it also creates the opportunity for errors, which can be extremely problematic from a criminal justice perspective. BerryDunn recommends the APD adopt a philosophy that includes the ability to capture relevant response and involvement data once (whether it is done electronically or manually) and to move that data electronically across all systems where it may be required.

Essential Call for Service (CFS) Evaluation

BerryDunn conducted an Essential CFS Evaluation for the APD that included an examination of its current CFS systems, including current Alternative Response systems. During the evaluation, BerryDunn isolated several CFS types that may be conducive for Alternative Response for the APD, in addition to those that are already available for such diversion. This process involved a multi-level assessment, including internal discussion and analysis and a community survey.

Both internal and external direct engagement efforts revealed clear support for an alternative response to certain CFS (given the appropriate CFS type and circumstances), specifically for using a Telephone Response Unit (TRU) or online reporting. There was also support for diverting certain CFS volume to trained non-sworn personnel. Those interviewed supported the development of hybrid or independent response models for certain CFS types (e.g., mental health, medicals, fire-related, unhoused persons).

Through a series of quantitative evaluation processes, the APD isolated 29 CFS types for alternative response consideration. Of that number, many have a substantial full time equivalent (FTE) volume that could be significantly improved through expanded alternative response. The APD is already diverting substantial CFS volume, but this could be expanded through developing additional Alternative Responses, consistent with this report.

Current Alternative Response processes that are routing through 311 and/or iReport would benefit from adjustments. The APD should consider establishing its own TRU, and TRU and online reports that are routinely routed to the Investigations Bureau should be redirected to administrative personnel for review and routing, to improve efficiency of those processes.

1.0 Project Overview

In February 2024, the City of Austin, Texas (City) contracted with Berry, Dunn, McNeil & Parker, LLC (BerryDunn) to conduct a Targeted Operational Review and assessment of functions of the Austin Police Department (APD). During the project, BerryDunn interviewed staff and government officials, analyzed data, and produced a series of findings and recommendations.

BerryDunn stands behind the core finding statements and purposes of the recommendations provided; however, the APD might implement those recommendations in several ways. Although BerryDunn has provided guidance and prompts within the recommendations, the APD should select an implementation approach that works best for its culture and environment.

1.1 Project Scope

The project BerryDunn completed for the APD involved four sections:

- Patrol Schedule/RISC Review (this work was delivered previously in a separate report)
- Business Process Mapping
- Field Technology and Data Integration Review
- Essential Call for Service (CFS) Evaluation

The following provides a brief overview of these areas as they relate to the project.



Patrol Scheduling. There are many nuances to deploying patrol officers in a way that maximizes efficiency and effectiveness. Patrol staff are typically the most critical and costly resource for police departments, yet most police agencies use patrol schedules that are inefficient in a variety of ways. BerryDunn is aware that the APD has developed a new model for scheduling its patrol personnel, and the APD is interested in a review of that new model to assess its efficacy and to isolate any performance gaps in the structure of the new schedule.



Business Process Mapping. Clear, thorough, and intentional business processes, that is, the systematic processes used to conduct operational work, are central to the effective and efficient delivery of police services. However, service delivery marks the beginning of these processes, and there are many administrative processes that are interdependent upon or occur because of initial service work.

Understanding these processes and how to refine them is critical to maximizing public safety efficiency, both operationally and administratively. BerryDunn has a proven research-based approach and model for conducting this work, which includes a mixed-methods research design and uses both quantitative and qualitative data. Through this detailed approach, BerryDunn will identify and map key service-related business processes to identify possible efficiency gaps.



Field Technology Use. Nearly all patrol-related public safety service work originates through the actions of patrol officers in the field. Sound policies and training underpin and guide the work of field personnel; however, the technology systems available and in use for patrol officers can greatly affect the efficiency of various aspects of field response. Although the capacity of patrol staff is a finite commodity, technology can add to efficiency and increase this capacity. Effective use of field technology can also improve the administrative efficiency of work that occurs after field response.



Essential CFS Evaluation. BerryDunn's Essential CFS Evaluation is a structured, collaborative methodology that helps communities identify essential versus non-essential police services. It provides an opportunity for determining whether a shift to the traditional service delivery model is appropriate, and if so, it helps determine which resource is best fit to respond to certain CFS categories. In conducting this work, BerryDunn will also examine and evaluate any online reporting capabilities and/or any telephonic reporting unit (TRU) the APD may be using.

1.2 Relevant Background

The City was incorporated in 1839 and touches three counties: Travis, Hays, and Williamson. The City is primarily located in Travis County and is the most populous city in Travis County. Austin is the 11th most populous city in the United States and the fourth most populous in the State of Texas. According to the 2020 census, the City has a population of 961,855. It is worth noting that the City has been listed as one of the fastest-growing large cities in the United States since 2010. The City is approximately 305 square miles.

The APD was formally created in 1862 and as of 2024 has an authorized strength of 1,812 sworn officers. This allocation represents a reduction of sworn staffing of 150 officers, which occurred in 2020. Despite APD's authorized strength of 1,812, APD currently has approximately 1,470 sworn officers. This equates to 342 vacancies (18.87% vacancy rate). APD currently has 472 officers assigned to the Patrol Division.

Although this project did not include a staffing study for the APD for sworn, non-sworn, or support positions, the workload data BerryDunn examined within CAD suggests a need for additional response personnel. A more thorough workload analysis would be needed to determine specific staffing levels, however, initial data review suggests the APD is operating at a substantial personnel deficit for CFS response.

1.3 Project Introduction and Summary




Within this report and its appendices, BerryDunn has provided various information as a means to validate and substantiate the observations of the team, as well as the associated recommendations.

The formal recommendations from this project can be found in three sections:

- First, a summary of the principal findings and recommendations is provided below. This is intended to provide consumers with a quick reference list of the formal recommendations made in this assessment.
- Second, recommendations are included at the end of each section to which they apply. Each chapter recommendation is the result of the topical analysis from that section and includes a summary of the basis for the recommendation.
- Third, for ease of review, each of the full recommendations is included sequentially within Appendix A.

BerryDunn has separated formal recommendations into three prioritized categories in rank order. The seriousness of the conditions or problems that individual recommendations are designed to correct, their relationship to the major priorities of the community and the department, the probability of successful implementation, and the estimated cost of implementation are the principal criteria used to prioritize recommendations. Table 1.1 describes the priority levels used for the recommendations.

Table 1.1: Priority Descriptions

Overall Priorities for Findings and Recommendations	
	Critical/Priority – These recommendations are very important and/or critical and the agency should prioritize these for action.
	High/Primary – These recommendations are less critical, but they are important and should be prioritized for implementation.
	Medium/Non-Urgent – These recommendations are important and less urgent, but they represent areas of improvement for the agency.

BerryDunn has provided a summary of the full recommendations and findings in Principal Findings and Recommendations. The format of this information is provided in Table 1.2.

Table 1.2: Short Recommendation Format

Chapter: The Policing Environment		
No.	Finding	Recommendation
1-1	Brief Finding Statement	Succinct Recommendation Statement

This format provides readers with a quick review of the findings and recommendations. The format for the full recommendations is included in Table 1.3. Each finding and recommendation includes a description of the details supporting the recommendation and details regarding areas

for agency consideration. Again, BerryDunn has provided each of the full recommendations in the body of the report and in Appendix A.

Table 1.3: Full Recommendation Format

[Section and Title]		
No.	Issue and Opportunity Description	Overall Priority
<i>Section:</i>		
1-1	Finding Area: (Finding Statement). Supporting information regarding the finding.	
	Recommendation: (Succinct Recommendation Statement). Additional details concerning the recommendation, including items for consideration.	

1.4 Changing Conditions

The APD is a dynamic and ever-changing organization. BerryDunn recognizes that numerous changes have taken place since the start of this assessment in early 2024. Understandably, it has been necessary to freeze conditions in order to prepare this report. The most current information on the conditions of the organization, including information on actions that constitute consideration and implementation of the recommendations included in this report, resides with APD’s command staff.

1.5 Principal Findings and Recommendations

Critical/Priority

Patrol Schedule		
No.	Finding	Recommendation
1-3	The current patrol schedule for the APD includes a weekly overlap day and accordingly, is likely not optimized to provide coverage and flexibility and to meet operational objectives. Although they serve a purpose, overlap schedules do not efficiently maximize the use of available personnel time.	BerryDunn recommends APD thoroughly evaluate the current patrol schedule and seek options that do not include an overlap day.

High/Primary

RISC Model		
No.	Finding	Recommendation
1-1	APD developed the RISC model to assist in handling calls for service (CFS) that require significant resources. When RISC teams are not responding to resource intensive CFS, they handle priority 2, 3, and 4 calls to assist patrol and relieve some of the call volume.	BerryDunn recommends APD monitor RISC teams' response to non-RISC incidents and document any incidents when RISC teams are unavailable to respond to RISC incidents.

RISC Model		
No.	Finding	Recommendation
1-2	In developing the RISC model, APD identified 10 incident types considered RISC incidents.	BerryDunn recommends APD continue to utilize the Crime Analysis Division to monitor CFS types and identify any additional incident types that may qualify for inclusion as RISC incidents for RISC team response.

CAD CFS Coding		
No.	Finding	Recommendation
2-1	In some instances (e.g., those for which APD will not respond), CFS received by the CC may not result in a CAD incident being generated. In other instances, some CFS may be closed without an APD response. There is no specific disposition code designation for either of these instances, which interferes with robust analysis of the CFS volume for the APD, particularly the volume in CAD.	BerryDunn recommends the APD generate a CAD record for all incoming CFS requests, evaluate its disposition codes, and add appropriate codes that allow for more granular analysis of the data in CAD.

Sector and District Response		
No.	Finding	Recommendation
2-3	The APD uses a sector model for deployment of patrol personnel, which allows for unstructured movement of resources and is likely contributing to inefficient response to CFS.	The APD should examine its sector deployment model and consider implementing a district model that helps ensure appropriate distribution of personnel across the sector, while also recognizing the staffing limitations for each sector and/or shift.

Open Records/PIR Unit Documentation		
No.	Finding	Recommendation
2-5	PIR unit requests for information are routed from various sources, and the documentation of data release is not uniform across all platforms.	The APD should establish a single platform as the mandatory location for recording data requests and releases. Although there should be a single location for such releases, the APD could perform secondary recording of data releases, possibly using GovQA for the primary platform and Versaterm for the secondary platform.

Open Records/PIR Unit		
No.	Finding	Recommendation
2-6	The PIR Unit is responsible for processing a high volume of information requests involving sensitive information that is subject to complex laws and involves a high risk for litigation. The PIR Unit does not have adequate controls and audit standards.	The APD should adopt clear controls for the PIR Unit, including secondary review of data for release, and regular quality control audits.

Data Capture and Movement		
No.	Finding	Recommendation
3-1	Field reporting processes for APD officers/field personnel lack automated data capture and routing functions, which regularly require	The APD should adopt a philosophy that includes the ability to capture relevant response and involvement data once in the field (whether

Data Capture and Movement		
No.	Finding	Recommendation
	manual data entry, often multiple times for a single incident, and are inefficient and create an opportunity for data entry errors.	it is done electronically or manually) and to move that data electronically across all systems where it may be required.

Pursue a Single Vendor CAD/RMS Solution		
No.	Finding	Recommendation
3-2	The APD operates in a technology environment that uses CAD and RMS systems from different vendors and that lacks adequate interfaces across all APD records platforms. These conditions contribute to inefficiency and system errors.	The APD should pursue a new CAD/RMS solution that operates with a single vendor. Additionally, the APD should evaluate all of its interfaces as part of a new CAD/RMS selection and take steps to ensure that all interfaces are compatible and functional with the new systems.

Unified Technology Approach		
No.	Finding	Recommendation
3-3	The APD uses a multi-layered approach and hierarchy for managing its technology systems and needs, which includes Central Records, the PTU, and the APD Data and Analytics teams. This structure has not provided a uniform approach to data and technology solutions.	The APD should develop an IT and data strategy that includes a structure that reports to a single oversight point. BerryDunn acknowledges that those with a vested interest in IT and data may be assigned to different units. This recommendation is not intended to circumvent that structure. However, all such units should report to a single point so that communication, collaboration, and decision-making can be centralized.

Examine CFS Types for Expanded Alternative Response		
No.	Finding	Recommendation
4-1	Analysis indicates the opportunity for the APD to divert additional CFS types to reduce the response burden for patrol. Internal and	The APD should revisit each potentially divertible CFS type to assess its viability for Alternative Response and pursue Alternative Response methods whenever appropriate.

Examine CFS Types for Expanded Alternative Response		
No.	Finding	Recommendation
	externally collected data suggests support for this approach.	

Conduct an Expanded Workload Analysis		
No.	Finding	Recommendation
4-4	Volume within CAD represents an estimated staff demand for approximately 1,200 positions. The level of analysis for this project did not include the workload distribution of that volume across various response personnel, units, and systems.	The APD should conduct a thorough review of the CFS workload volume associated with each type of response unit to determine the appropriate personnel demands for each and to aid the department in considering additional Alternative Response processes and systems.

Medium/Non-Urgent

Solvability Factors		
No.	Finding	Recommendation
2-2	The APD does not currently formally engage the use of solvability factors as an element of conducting a preliminary criminal investigation. The use of solvability factors helps increase the quality of preliminary investigations and can assist decision-makers in determining which cases should receive additional investigation.	The APD should require the use of solvability factors by all staff who conduct preliminary criminal investigations and complete the associated reports. Solvability factors should be reviewed by patrol supervisors as a part of the incident report approval process and used to assist with the case activation and assignment process.

Criminal Case Review and Assignment		
No.	Finding	Recommendation
2-4	The process in place for reviewing criminal cases for follow-up and assignment to an investigator is inefficient and in need of adjustment. The current practice of having investigators review each criminal incident is time	The APD should revise its process for reviewing criminal cases to delegate specific tasks to appropriate personnel and to save time for investigators. The APD should consider designating a single intake point for criminal case review, and

Criminal Case Review and Assignment		
No.	Finding	Recommendation
	consuming, and in many cases, unnecessary. Many reports lack sufficient basis for follow-up, and having investigators review these is an inefficient process.	assigned personnel, who are responsible for review of all incident reports, should be empowered to close criminal cases without the need for additional review. This decision should be based on the solvability factors (as completed by the originator of the incident report).

Develop a TRU		
No.	Finding	Recommendation
4-2	The APD does not have a TRU but instead relies on City staff working within the 311 system. There is sufficient volume to support a TRU within the APD, and such a system would improve efficiency outputs.	The APD should develop a TRU to manage telephonic reports that are routed from the CC or through 311.

Route 311 and iReports to an Administrative Review Process		
No.	Finding	Recommendation
4-3	Reports generated through 311 and the iReports processes are routed to the Investigations Bureau for review. Most of these reports do not require review by investigators and could be done more efficiently with administrative personnel.	The APD should route 311 and iReports to administrative, non-sworn personnel for review to remove this burden from the Investigations Bureau. If the APD establishes a TRU as recommended in this section, TRU personnel may be available to perform this function.

Section 1 Recommendations

As part of BerryDunn’s evaluation of the APD RISC model, BerryDunn produced three recommendations. Those recommendations have been provided below, without editing (other than changing the recommendation number).

Table 1.4: Section 1 Recommendations

RISC		
No.	RISC Model	Overall Priority
<i>Section 1: Project Overview</i>		
1-1	Finding Area: APD developed the RISC model to assist in handling calls for service (CFS) that require significant resources. When RISC teams are not responding to resource intensive CFS, they handle priority 2, 3, and 4 calls to assist patrol and relieve some of the call volume.	
	Recommendation: BerryDunn recommends APD monitor RISC teams' response to non-RISC incidents and document any incidents when RISC teams are unavailable to respond to RISC incidents.	

RISC		
No.	RISC Model	Overall Priority
<i>Section 1: Project Overview</i>		
1-2	Finding Area: In developing the RISC model, APD identified 10 incident types considered RISC incidents.	
	Recommendation: BerryDunn recommends APD continue to utilize the Crime Analysis Division to monitor CFS types and identify any additional incident types that may qualify for inclusion as RISC incidents for RISC team response.	

Patrol Schedule		
No.	Patrol Schedule	Overall Priority
<i>Section 1: Project Overview</i>		
1-3	Finding Area: The current patrol schedule for the APD includes a weekly overlap day and accordingly, is likely not optimized to provide coverage and flexibility and to meet operational objectives. Although they serve a purpose, overlap schedules do not efficiently maximize the use of available personnel time.	
	Recommendation: BerryDunn recommends APD thoroughly evaluate the current patrol schedule and seek options that do not include an overlap day.	

2.0 Business Processes

As part of this project, BerryDunn explored various information and data related to specific business processes (operational practices) of the APD that relate to CFS response. Although there are many processes that support primary CFS response and public safety, BerryDunn has isolated several processes that are common opportunities for efficiency, including:

- Initial CFS intake and dispatching to patrol staff (this is a dispatch/communications center function)
- Patrol response and preliminary investigation
- Evidence collection and processing during preliminary investigations
- Patrol documentation of preliminary investigations, including initial CFS documentation, and incident report completion and routing (including supervisor review/approval)
- Case review and activation of cases for supplemental investigation, including supervision and case monitoring
- Case submission for prosecution, including tracking charge and no-charge decisions

BerryDunn conducted a series of interviews with key APD personnel to isolate and map these processes, examining each for any potential process gaps or opportunities for improvement. Following the interviews and data review, BerryDunn completed three separate business process maps (see Figures 2.1 – 2.3 later in this section).

2.1 Initial CFS Intake

Community-generated CFS, whether emergency or non-emergency, have traditionally been routed through a dispatch/communications center. Over the past several years, however, many police departments, including the APD, have expanded the number of CFS entry points. There are several CFS input opportunities currently available to the Austin community, including:

- 911 (for emergency and non-emergency CFS)
- 311 (which is a City of Austin resource for generating a wide range of service requests)
- Online reporting through iReportAustin.com
- Telephonic reporting through 311

Generally, CFS that route through 911 are entered into a computer aided dispatch (CAD) system, which tracks various CFS data, including the incident type, location, date, time, and officers assigned. CAD systems are also typically used to track officer-initiated activity, as well as the activities of other sworn or non-sworn units (e.g., investigations, animal control). CAD data creates a permanent record of these activities, which can later be referenced for a variety of purposes, including assessing workloads and, ultimately, staffing needs.

Other systems such as 311, online reporting, and telephonic reporting can be categorized as Alternative CFS Response methods since they generally do not involve dispatching a police officer to a particular location to respond to a specific situation or issue. These systems also capture workload data, which can also be analyzed, depending upon how the data they collect is structured. BerryDunn provides additional details on Alternative CFS Response in Section 4.0 of this report.

Additionally, CAD data and Alternative CFS Response data are often integrated with a police department's Records Management System (RMS). These systems can capture various CFS data for use in criminal investigations and other various data analysis functions. BerryDunn learned that the APD uses Central Square for CAD and Versaterm for RMS. These systems are not fully integrated (although some integration exists), and not all CAD incidents result in an RMS incident. Converting CAD data into the RMS is generally a manual process and only occurs when an officer/staff member determines there is a need to develop an RMS record/report.

2.1.1 Communication Center Functions

BerryDunn interviewed communications center (CC) personnel to gain a general understanding of several common CC functions.

Staffing

The CC uses a system that includes call takers and dispatchers. Call takers collect the initial information needed to determine the nature of the CFS, and then this information is routed to a dispatcher who dispatches the appropriate sworn or non-sworn resources. The CC has 104 call taker positions and 75 dispatcher positions. At the time of this inquiry, the CC had a vacancy rate of 21.22%. This number is significant and indicative of the struggles many police and public safety agencies across the United States have encountered in trying to maintain staffing levels.

The CC assigns dispatchers to each of the City's 10 sectors, which includes 9 primary sectors and the airport. Dispatch staffing minimums at the CC are 10, but 13 is preferred. Each of the different sectors has a separate primary radio channel, including the airport. Although they can monitor multiple sectors, dispatchers generally focus on their primary sector assignment.

Unit Dispatching

When CFS are received by the CC, call takers will review the incident type and need, and when appropriate, they will suggest the caller file a report through 311 and/or online reporting. This practice helps reduce the need to dispatch officers in the field, and it is a best practice.

If an officer response is needed, sector dispatchers will determine the most appropriate officer(s)/resources to send to the CFS. The CC engages the use of an automatic vehicle location (AVL) system, which monitors the location of police resources on a map that is visible to the dispatcher. Although dispatchers can see the location of officers in adjacent sectors, the typical practice is to use AVL to locate the nearest officer for the assigned sector. Once the appropriate resource is located, they can be assigned to the CFS.

Self-Assigning/Generating Incidents

Once a CFS is started within CAD, APD officers (and any non-sworn personnel with access to CAD) can see the CFS on their mobile data terminal (MDT). If an officer sees a CFS on their MDT in their area, they can assign themselves to the incident, even before the dispatcher assigns them or another resource. There is no current restriction on self-assigning for CFS, and officers do this regularly (including assigning themselves as backup on a CFS assigned to another unit).

Officers can also self-generate an incident. This typically occurs because of a traffic/pedestrian stop or based on some other officer-initiated and non-dispatched activity (e.g., observed crime, citizen approach to officer). Although officers could initiate a CFS on their own within CAD, most will ask the CC to create one for them.

Non-Response

During conversations with staff, BerryDunn learned that certain CFS to the CC might not result in a CAD entry. For example, the APD does not respond to car burglaries (theft from an auto) when there is no suspect present. Callers wishing to report a car burglary would be referred to use 311 or to the online reporting system (which they may or may not engage), and generally, no CAD record would be created. In other instances, such as a “cold” disturbance (one that occurred previously) where no officer is sent, the incident would be coded as a “no report.” This code is not used exclusively for this purpose, which can create challenges in evaluating CFS data within CAD.

BerryDunn was also told by field personnel that in some cases, when CFS are very old (10 – 12 hours), they may be closed without response. CC personnel told BerryDunn that APD supervisors could clear old CFS; however, this is not a common practice, and they generally do not drop CFS out of the system.

Understanding the APD’s actual volume, including which CFS were diverted, which were closed without response (if any), and which CFS actually generated a response—and by who—is a critical element in understanding overall workloads and demands. The APD uses a variety of disposition codes within its CAD system (e.g., report written, non-police matter, supplemental written); however, there are no specific codes to distinguish CFS that are diverted with no APD response or CFS that are closed without response for some other reason. Given the value of this information, BerryDunn recommends the APD evaluate its disposition codes and add appropriate codes that allow for more granular analysis of the data in CAD.

2.2 Patrol Response and Preliminary Investigation

Field personnel, including patrol officers and those who support the patrol function (hereafter referred to as officers), respond to various CFS, based on their unit and sector assignment and their role. CFS can originate for officers in a variety of ways, including being dispatched by the CC, direct contact/request from the public, or through self-initiation, based on observed activity.

Officers use an MDT to monitor CAD activity and to perform a variety of CFS functions. The CC will directly dispatch officers to high-priority CFS (0’s and 1’s), but Level 2 and 3 CFS (lower

priority) are queued within the CAD system, and officers are expected to assign themselves to those CFS based on their unit/sector assignment. Generally, officers will acknowledge being dispatched via radio, but when they self-assign, dispatchers will voice this self-assignment over the radio for awareness of the other units.

Incident Documentation

Most of the documentation for CFS occurs through the CAD system. When an officer completes a CFS, they will update the call notes within the CAD record (which may include adding names or other summary data in free-form narrative) and they will add a disposition to the incident. This information only occurs within CAD, and unless it is manually moved over to the RMS, it only exists within the CAD record. Officers estimate that about 25% of CFS require additional reporting within RMS; the rest are only reported in CAD.

If the CFS involves a crime or otherwise requires a report to be written, the officer will need to generate an incident within RMS. Because the CAD and RMS are from different vendors, there is very limited integration between the two. It is possible to import the case number from CAD into RMS, but doing so requires that the officer clear themselves from the CFS first, which is cumbersome. Officers report that instead, they manually transfer the case number from CAD to RMS, which occasionally results in data entry errors.

In addition to updating the CAD record and completing a report in RMS (when appropriate), officers are also required to collect Impartial Policing Data (IPD) for all police-related contacts. This information is entered through a separate contact form through the MDT (or it may be captured through a written report). BerryDunn notes that collecting IPD for all contacts is a best practice.

Reports

When a report is required, officers generate the report within RMS. The officer will type the report, and once completed, route it to their supervisor for review. Supervisors can reject or return a report to the originating officer, and they sometimes do this. More often, however, supervisors will ask the officer to complete a supplemental report explaining any omission or other issue with the prior report. Once a report is submitted by an officer, the report is also sent to the Investigations Bureau (IB) for review and possible action.

Preliminary Investigation and Follow-Up

Officers generally conduct their own investigations and interviews unless the incident is a homicide or it involves an officer (or some other high-level incident). If the incident type requires it, a detective will respond to the scene to assist with the investigation.

Although officers usually conduct their own preliminary investigations, they generally do not have cases assigned to them for additional follow-up once the initial reports are filed.

Solvability Factors

Upon inquiry, BerryDunn learned that the APD does not engage the use of solvability factors as an assessment tool in determining which cases should be activated for additional investigation.

This means that Investigations supervisors may spend a great deal of time reviewing reports that are never going to actually be assigned for follow-up investigation (the exception is the Financial Crimes Unit, which does use solvability factors in its case assignment review).

The reality of modern policing is that many CFS that include crimes reported to the police do not have actionable leads or those that would make investigation likely to produce a suspect. A great deal of research has been performed on what leads or evidence make a case likely to produce results and when the absence of such leads makes follow-up likely to be unproductive. These conditions are generally called solvability factors, and a weighted algorithmic scale of these factors can provide guidance on the anticipated effectiveness or efficiency of investigative follow-up.

Solvability factors include information such as whether there is a known suspect, whether there is a vehicle description, whether there are witnesses to the crime, and whether there is physical evidence. The sum of these factors comprises the baseline of a thorough preliminary investigation. If officers do not collect this information and report on it, one could reasonably assert that the preliminary investigation and/or the report was incomplete.

By design, requiring patrol staff to collect and record this information helps to ensure a thorough preliminary investigation, and it can expedite the process of determining whether a case should be forwarded to a detective for additional investigation. BerryDunn recommends the APD revise the report-writing and approval process and include solvability factors as a required element within that process for all personnel generating criminal reports.

National Incident Based Reporting System (NIBRS)

In recent years, the FBI has shifted from the Uniform Crime Reporting (UCR) model to the National Incident Based Reporting System (NIBRS) model. In the past, criminal coding occurred as a function of the records department. In contrast, NIBRS coding is done by officers in the field. APD officers perform this function on incidents they generate in RMS (those that require coding), and that process includes a validation check to ensure the incident is coded correctly.

Evidence Collection During Preliminary Investigations

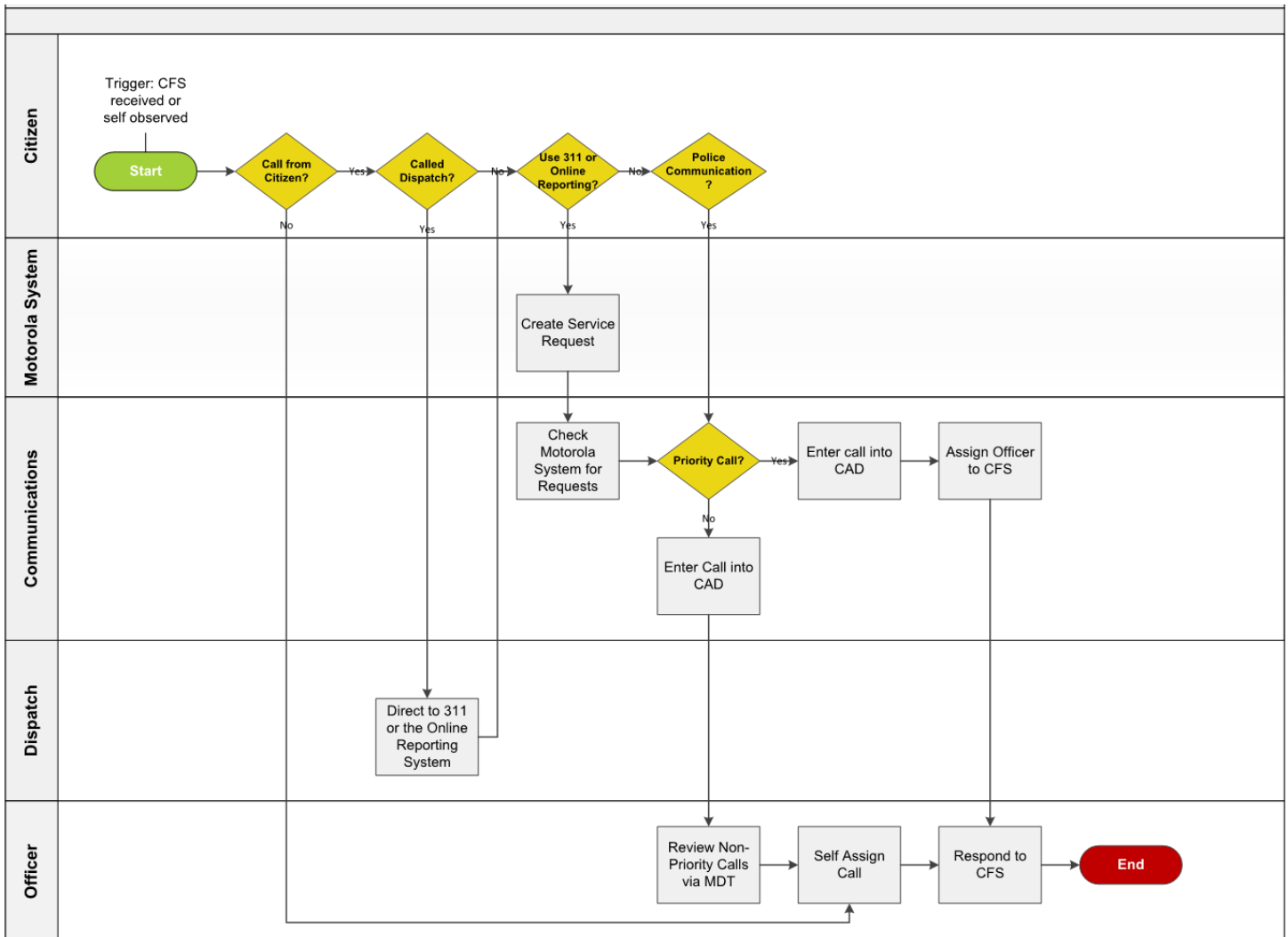
Although the APD has a separate Crime Scene Unit, in most cases, responding officers will collect their own evidence. Patrol officers have evidence bags and limited equipment for collecting evidence. When warranted, the officer can request assistance from the Crime Scene Unit.

Arrests

In situations involving an arrest, officers are responsible for booking the offender and for completing an affidavit of arrest for the arrest review detective or sergeant, for approval (in addition to completing the report within RMS). Once approved, the affidavit/arrest warrant will be submitted to the judge for signature.

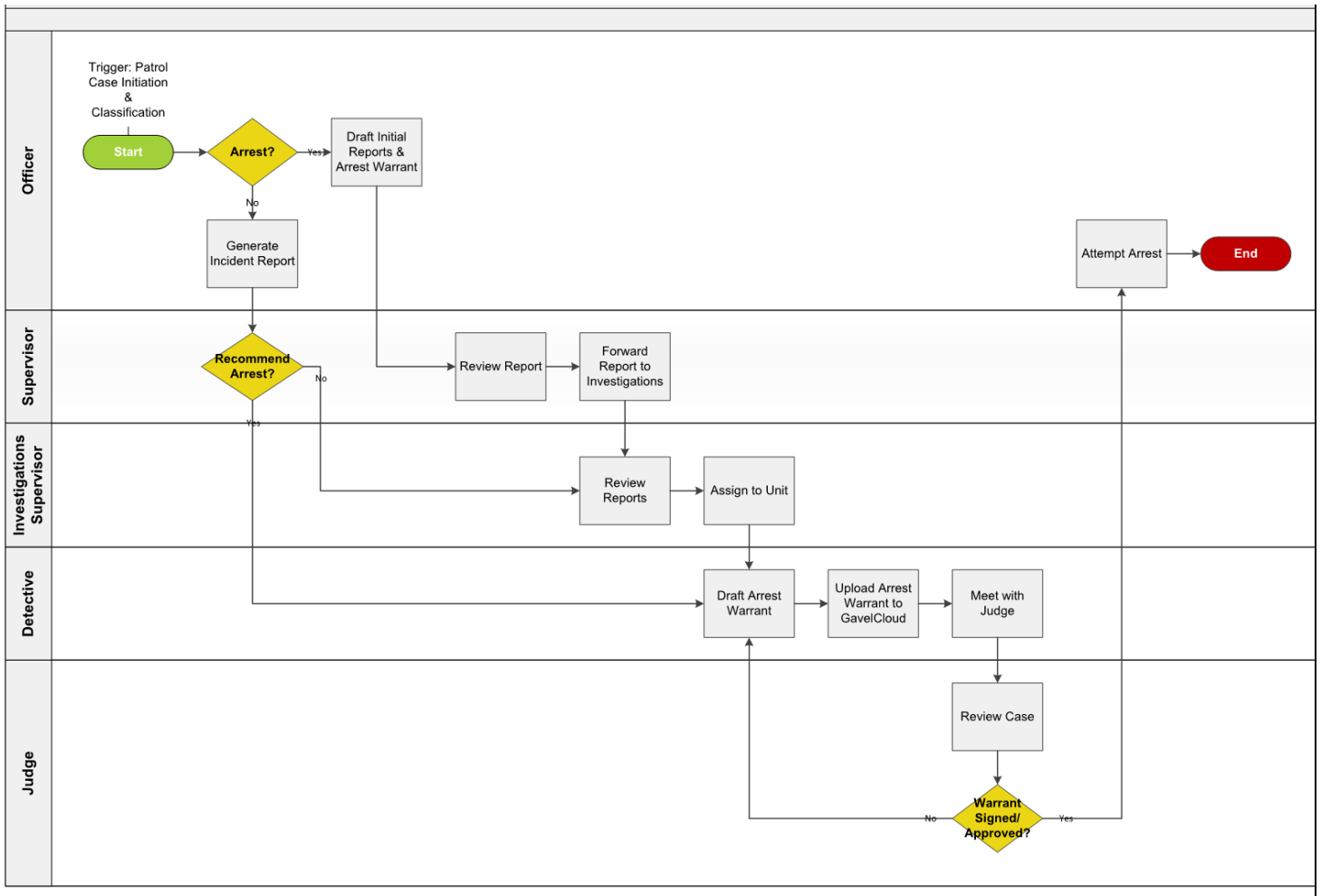
In Figure 2.1 below, BerryDunn has provided a visual depiction of typical CFS routing from the point of the incident, through the officer's response.

Figure 2.1: Initial CFS Response



In Figure 2.2, BerryDunn provides a visual representation of when a case/arrest is generated by patrol, and how it is routed, either for arrest/warrant or investigation.

Figure 2.2: Case Reports and Assignment



Patrol Response Summary

The APD’s response to CFS and preliminary investigations by patrol is consistent with standard industry practices and includes appropriate controls for response and monitoring officer activity and outputs. As noted, the APD does not currently use solvability factors as part of preliminary investigations, and this is an area for improvement. Additionally, the lack of integration between CAD and RMS is less than ideal and creates various efficiency challenges and opportunities for data entry errors (BerryDunn expands on this discussion in Section 3.0).

In discussions with staff, BerryDunn learned that the APD had moved away from a sector and district model to one where units are only assigned to sectors, eliminating the use of districts. Table 2.1 provides a breakdown of the population and square miles of each of the City’s sectors.

Table 2.1: Sector Sizes

Sector	Population 2023	Square Miles
Adam	172,721	56.01
Baker	137,336	35.49
Charlie	86,087	37.23
David	157,059	48.94
Edward	120,682	25.18
Frank	152,689	35.70
George	14,319	1.15
Henry	77,128	23.10
Ida	66,014	11.78

Source: Agency-provided data

It is possible, and perhaps likely, that the original district model could not be maintained due to personnel shortages. However, as Table 2.1 reflects, some of the sectors are very large geographically. Without a district structure, it is conceivable that most or all available units could be centralized in one area of a sector, which could create extended response times. BerryDunn is aware—from direct experience—that traveling across the City, even for a scant few miles, can take significant time. Moreover, the use of AVL can exacerbate this issue, particularly when multiple CFS occur in a specific area within a sector.

It is important to understand how the distribution of personnel within a sector can not only affect response times, but efficient response by the units assigned to that sector. CAD data will capture travel time from the point of dispatch to the time the officer arrives on the scene. What it will not do (without intentionally collecting this information) is capture the amount of time that it takes officers to return to a particular area after leaving it to take a call. *Return time*, which is the time it takes to get back to a specific location, is essentially lost time. Theoretically, if it takes an officer five minutes to respond from one location to another, it will take another five minutes to get back.

In a prior study, BerryDunn calculated the lost time for officers responding out of beat and returning to their original assigned beat. For that agency, which was about one third of the size of the APD, BerryDunn calculated that the full available time for as many as 15 full-time officers was being consumed by inefficient cross-city/beat response. BerryDunn did not perform this type of calculation for the APD, and due to the abandonment of district assignments within the sectors, it is currently not possible to identify this metric for the APD. Still, it is highly likely that the APD is losing significant time and efficiency to CFS response, due to its unstructured deployment of personnel. Again, the original district structure for the APD may no longer be viable; however, BerryDunn recommends the APD consider revising its sector deployments and recreating a deployment structure (districts) that minimizes the need for cross-sector response.

2.3 Case Routing – Investigations

In Figure 2.2 above, BerryDunn provided a visual depiction of how a case moves from the preliminary investigation phase in patrol to assignment to the IB. This section reviews how cases are received, assigned, and monitored within the IB.

Receiving and Assignment

As described above, when an officer completes a criminal report, it will automatically route to the IB. If the case involves multiple criminal charges, it may route to multiple units within the IB. Each unit within the IB has a report queue, and as reports are routed to that queue, an administrative staff member will pull them and assign them to a unit sergeant.

Each unit sergeant will review the case and either close it, assign it to a detective, or reclassify it. If they reclassify it, the case will automatically re-route to the appropriate unit. Although various units may review a case, the highest crime level will determine which unit owns the case. Others who review the case may make notes about their review, and any possible intersections with their work, so that the primary unit sergeant can be aware of those items. When a case is assigned, the sergeant will also add a time-due flag for case completion.

In some cases, investigators from multiple units may be assigned to a case. In those instances, there is a primary investigator (generally from the highest crime level) who is in charge of the case.

Case Review and Monitoring

The APD has a robust system for monitoring active cases. Unit sergeants set the initial time-due flag (the duration can vary by unit and case type) and will monitor case progression over time. If the case reaches the set due date, the sergeant will connect with the detective to check their progress on the case. Unit sergeants will also conduct periodic reviews and may conduct one-on-one case reviews with detectives. Additionally, IB lieutenants are expected to review five detective caseloads per month, and they are expected to rotate through the detectives. All supervisors are able to view the queues of each detective, and they are able to monitor case progress, based on the information in the queues. Staff explained to BerryDunn that the above process is in line with department policy on case review and monitoring.

The case system is also set up so that if anyone adds something to an active case, the primary investigator will receive a notification. This helps ensure that the primary investigator is aware of any additional work completed by other detectives and/or any updates or notes left by supervisors.

Case Closure

Once an investigation has reached conclusion, either due to charges or closure for other reasons, the primary investigator will set a case closure code. Once a case closure code is added, the case will automatically route to the sergeant, who will review the case and either close it or reroute it as appropriate.

Case Review and Monitoring Summary

Case routing to investigations of all criminal incidents is generally considered an inefficient practice. Many criminal cases lack sufficient solvability factors, which means there is little likelihood that the case will be assigned for follow-up investigation at all. Reviewing all of these cases is generally an unproductive use of time for investigative personnel. For the APD, this situation may be multiplied when cases are routed to multiple IB units for review. Essentially, investigative sergeants spend significant time reviewing case reports that do not require their attention nor warrant additional investigation.

The APD should revise its process for reviewing criminal cases to delegate specific tasks to appropriate personnel and to save time for investigators. To accomplish this, the APD should have patrol officers fill out solvability factors (as outlined in Section 2.2), and the APD should designate a single entry point for review of all criminal cases, to determine which cases should be forwarded for IB review. To help ensure clear understanding of possible criminal connections, the crime analyst should review all criminal reports and forward any relevant information to the appropriate resources.

Although BerryDunn is recommending revision to the case routing and assignment process, the case monitoring process in use by the APD is exceptional. Supervisors are expected to set clear timelines for case completion, and they are also expected to monitor ongoing case activity. These processes represent a best practice, and yet, they are not consistently applied in many law enforcement agencies.

2.4 Case Routing – Prosecution

Prosecution of criminal cases for the APD occurs through two primary methods, either as a result of an arrest by patrol or when the IB initiates an arrest warrant on a case (see Figure 2.2). As noted previously, following a patrol arrest, the officer will complete an affidavit, which will be reviewed by the arrest review sergeant and then forwarded to the court for issuance of an arrest warrant.

Other cases are generally initiated by the IB. Once a decision is made to pursue an arrest warrant (and supervisor approval is obtained), the detective will create an affidavit and upload it to a software program called CloudGavel. This software program is used to facilitate a review of the case by the judge. If the judge approves the case, either the appropriate prosecuting attorney will pick up the case (if the offender is in custody) or an arrest warrant will be issued if the person is not in custody.

Once a case is opened with the prosecutor, the prosecutor will open a portal for all case data to be uploaded. When the portal is available, the assigned detective is notified, and they are responsible for transferring everything into the portal. The detective is also responsible for uploading any new information to the portal, where appropriate.

It is BerryDunn's observation that the case prosecution routing system in place at the APD has appropriate structure and oversight, and the process seems to be efficient.

2.5 Open Records Unit/Public Information Request Unit (PIR)

BerryDunn met with APD personnel responsible for processing Open Records/Freedom of Information Act (FOIA) requests. During that meeting, BerryDunn learned that there are several ways in which someone may request information from the City/APD. They include:

- Online: A request can be made through the APD or City website. These requests are routed through GovQA, a software product that is designed to manage public records requests (among other requests).
- Email: A request can be made through email. These are also routed through GovQA.
- In Person: These can be filed in person using an approved form, and when they are received, they are uploaded to GovQA.
- Written/Mail: Requests submitted through the mail on an approved form are uploaded into GovQA.
- Subpoena or Other Governmental Agency: These are not routed through GovQA but instead are tracked and recorded on a spreadsheet. Staff usually update the tracker in Versaterm, but they do not do this when it is another agency making the request.
- Council Requests: These involve various requests from council members for access to records. These releases are generally uploaded and tracked in GovQA, but they are not recorded in Versaterm.

Staff reported to BerryDunn that they receive about 100 requests per day, and that generally, they have about five days to complete each request. Table 2.2 provides a list of annual request volume for the past four years.

Table 2.2: Processed Requests

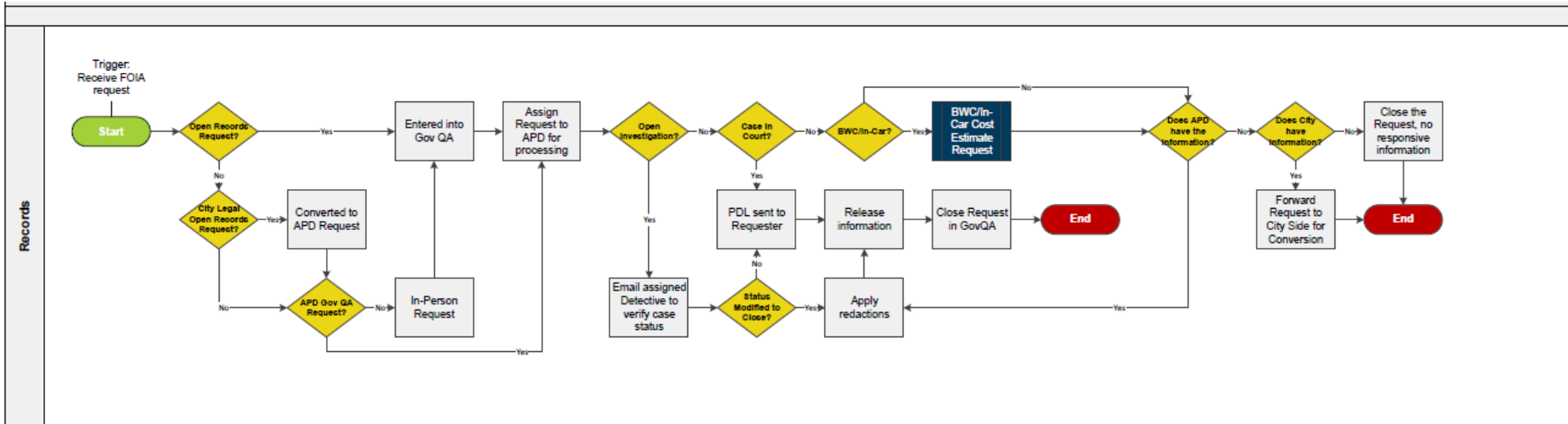
Origin	2020	2021	2022	2023
GovQA	21,173	21,444	23,470	26,358
Subpoenas	346	332	323	345
Governmental Agency Requests	3,683	3,810	3,474	3,528

Source: Agency-provided data

At the time of this inquiry, there were five staff members working on PIRs. When a request is received, a staff member is assigned to the request, and they process it. Processing the request involves significant effort to assess what information, if any, can be released. Staff will review the incident record, body worn camera (BWC) video, 911 recordings, and all documentation associated with the request. When cases are open for investigation, or are pending court proceedings, staff will request a Predetermination Letter (PDL) from the City’s legal team to determine what information may be released. If there are questions about what can be released, staff will reach out to the City legal team for clarification, and they are reportedly very responsive.

After staff review the incident data, they will prepare it for release. This may involve redacting various information such as dates of birth, Social Security numbers, driver’s license numbers, vehicle data, title numbers, and medical information. When any information is released, it is attached to the file within GovQA, and it is also tracked within Versaterm. Figure 2.3 provides a visual depiction of how PIRs are routed.

Figure 2.3: PIR Request Process



All staff within the PIR Unit are authorized to release information to the requestor, and they are expected to do so in compliance with the PDL and any appropriate laws. BerryDunn learned that there is no secondary review of data requests and the data being released, nor are there any audit protocols for regular or random audits of data releases.

Based on initial conversations with staff, and in light of the information provided in Table 2.2, BerryDunn felt that a workload analysis for the PIR Unit would be appropriate. Such analysis would help quantify workload demands and assess business processes in a more detailed manner. In subsequent discussion, BerryDunn learned that work responsibilities for the PIR Unit were changing, and a workload analysis would not be appropriate at this time.

BerryDunn recognizes that PIR units perform a high-risk function. There are many legal implications to the release or withholding of information, and it is in the best interests of the APD to closely monitor this function, to help mitigate potential litigation in the future.

For these reasons, regardless of the restructuring of the PIR Unit, BerryDunn recommends that the APD develop various controls to mitigate possible risks, including the addition of an audit function.

Section 2 Recommendations

This section provides the six formal recommendations from Section 2.0. They are presented chronologically as they previously appeared in this report. Each recommendation below includes the section and subsection (if applicable), the recommendation number, and the priority as assessed by BerryDunn along with details concerning the findings and recommendations.

Table 2.3: Section 2 Recommendations

Business Processes		
No.	CAD CFS Coding	Overall Priority
<i>Section 2.1: Initial CFS Intake</i>		
2-1	<p>Finding Area: In some instances (e.g., those for which APD will not respond), CFS received by the CC may not result in a CAD incident being generated. In other instances, some CFS may be closed without an APD response. There is no specific disposition code designation for either of these instances, which interferes with robust analysis of the CFS volume for the APD, particularly the volume in CAD.</p>	
	<p>Recommendation: BerryDunn recommends the APD generate a CAD record for all incoming CFS requests, evaluate its disposition codes, and add appropriate codes that allow for more granular analysis of the data in CAD.</p>	

Business Processes		
No.	Solvability Factors	Overall Priority
<i>Section 2.2: Patrol Response and Preliminary Investigation</i>		
2-2	<p>Finding Area: The APD does not currently formally engage the use of solvability factors as an element of conducting a preliminary criminal investigation. The use of solvability factors helps increase the quality of preliminary investigations and can assist decision-makers in determining which cases should receive additional investigation.</p>	
	<p>Recommendation: The APD should require the use of solvability factors by all staff who conduct preliminary criminal investigations and complete the associated reports. Solvability factors should be reviewed by patrol supervisors as a part of the incident report approval process and used to assist with the case activation and assignment process.</p>	

Business Processes		
No.	Sector and District Response	Overall Priority
Section 2.2: Patrol Response and Preliminary Investigation		
2-3	<p>Finding Area: The APD uses a sector model for deployment of patrol personnel, which allows for unstructured movement of resources and is likely contributing to inefficient response to CFS.</p>	
	<p>Recommendation: The APD should examine its sector deployment model and consider implementing a district model that helps ensure appropriate distribution of personnel across the sector, while also recognizing the staffing limitations for each sector and/or shift.</p>	

Business Processes		
No.	Criminal Case Review and Assignment	Overall Priority
Section 2.3: Case Routing – Investigations		
2-4	<p>Finding: The process in place for reviewing criminal cases for follow-up and assignment to an investigator is inefficient and in need of adjustment. The current practice of having investigators review each criminal incident is time consuming, and in many cases, unnecessary. Many reports lack sufficient basis for follow-up, and having investigators review these is an inefficient process.</p>	
	<p>Recommendation: The APD should revise its process for reviewing criminal cases to delegate specific tasks to appropriate personnel and to save time for investigators.</p> <p>The APD should consider designating a single intake point for criminal case review, and assigned personnel, who are responsible for review of all incident reports, should be empowered to close criminal cases without the need for additional review. This decision should be based on the solvability factors (as completed by the originator of the incident report).</p> <p>Because case routing at the APD occurs simultaneous to routing of a case for review by the patrol supervisor, BerryDunn recommends the APD assign a supervisor to the single intake point for case reviews.</p> <p>Additionally, the crime analysis team should review all criminal cases, whether closed or forwarded for follow-up, to help ensure a consistent understanding of all criminal events and to look for patterns of activity or persons. If these are identified, the analysis team should forward relevant information to the appropriate commander or unit.</p>	

Business Processes		
No.	Open Records/PIR Unit Documentation	Overall Priority
<i>Section 2.5: Open Records Unit/Public Information Request Unit</i>		
2-5	<p>Finding Area: PIR unit requests for information are routed from various sources, and the documentation of data release is not uniform across all platforms.</p>	
	<p>Recommendation: The APD should establish a single platform as the mandatory location for recording data requests and releases.</p> <p>Although there should be a single location for such releases, the APD could perform secondary recording of data releases, possibly using GovQA for the primary platform and Versaterm for the secondary platform.</p>	

Business Processes		
No.	Open Records/PIR Unit	Overall Priority
<i>Section 2.5: Open Records Unit/Public Information Request Unit</i>		
2-6	<p>Finding Area: The PIR Unit is responsible for processing a high volume of information requests involving sensitive information that is subject to complex laws and involves a high risk for litigation. The PIR Unit does not have adequate controls and audit standards.</p>	
	<p>Recommendation: The APD should adopt clear controls for the PIR Unit, including secondary review of data for release, and regular quality control audits.</p>	

3.0 Field Technology and Integration

This section outlines BerryDunn's observations regarding the use of field technology and the integration and leveraging of data in support of patrol operations processes; it also incorporates elements of the APD's business processes and their relation to any gaps and/or opportunities.

3.1 Evaluate Field Technology

BerryDunn conducted an on-site review of the technology available for patrol officers in the field. That review included an in-person examination of the tools and their functionality in an APD patrol car guided by a well-accomplished patrol officer.

3.1.1 Field Technology Systems and Functional Capabilities

Like all modern public safety agencies, APD has mobile data terminals (MDTs) and other field reporting systems in all its patrol vehicles. These are essential tools for field officers and staff working in the Patrol Division. During an on-site review of APD field technology in the patrol car, BerryDunn noted the following functions:

- Fully functioning computer (MDT) with internet access
- Full access to CAD and mobile functions
- e-Citation printer
- In-car camera (currently do not have automated license plate readers [ALPRs], but the new cameras will have this feature)
- CAD and full RMS access
- IPD is collected for all police-related contacts through a form on the MDT
- Ability to print crash information exchange and two sheets via e-Citation printer
- Global Positioning System (GPS) and mapping features are available for navigation and location tracking
- Officers have BWCs that are integrated with personal equipment and the vehicle
- Department-issued smartphone with an app for generating e-Citations and initial crash report data

BerryDunn noted the following limitations to field reporting:

- There are no driver's license readers in the patrol cars for capturing driver's license data electronically.
- Although tow sheets can be printed via the e-Citation printer, these documents are not imported or stored within the RMS or CAD system.

- There are no other custom forms available for processing/printing within the Patrol Unit, other than e-Citation, tow sheets, and crash information exchange.
- There are no data capture opportunities (e.g., driver's license, registration), except when importing e-Citation or crash data.
- There is no data push from CAD to RMS (data in CAD stays in CAD and is not imported into any RMS record; this must be done manually).

Summary/Other Observations

The APD compares favorably against other law enforcement agencies BerryDunn has studied in its use and deployment of field technology. Despite access to better than average resources in the field, APD officers experience efficiency issues due to a lack of system integration and inefficient data capture and movement processes. Officers are regularly required to enter data multiple times, and they manually populate fields in forms or other systems that could easily be automated.

Best practices in field reporting engage a philosophy that seeks to capture/create quality data once and to leverage interfaces and system integrations to move that data seamlessly across all reporting platforms. Entering data multiples times is not only inefficient, but it also creates the opportunity for errors, which can be extremely problematic from a criminal justice perspective. BerryDunn recommends the APD adopt a philosophy that includes the ability to capture relevant response and involvement data once (whether it is done electronically or manually) and to move that data electronically across all systems where it may be required.

3.2 Evaluate Data Integration and Supporting Technology

BerryDunn met with key APD personnel and the APD Police Technology Unit (PTU) to discuss data integration from field technology (or other sources) and how these integrations support public safety and administrative operations. BerryDunn has evaluated the information gleaned in the on-site review and meetings with key APD team members. This report contains suggested changes (e.g., technology integrations, new purchases, transferring from one system to another), expected implementation timelines for any proposed solutions, and expected improved outcomes and opportunities to measure success.

3.2.1 Software

The backbone of all effective police data functions is a robust RMS. Police agencies with a good RMS that is integrated with other field technologies (including CAD) are able to create operational efficiencies that save time and effort for staff. Proper use of these systems can be valuable in assessing a variety of police functions, and they can help agencies combat crime more effectively. During this assessment, BerryDunn learned that the APD has a good RMS, and generally, the APD is making good use of several components and features available within the RMS. However, there are many noted operational challenges with the various software systems the APD is using, most of which are related to integration issues. At BerryDunn's

request, the APD developed a list of major software components and assessed their functional level and known challenges. This data is presented in Table 3.1.

Table 3.1: APD Software

Major Technology Component (Software)	Description of Use	Functional Assessment Level (1 High – 10 Low)	Noted Challenges
Visinet Browser	Computer Aided Dispatch Platform	4	
Enterprise CAD	Computer Aided Dispatch Platform	3	Test, Production, Secondary and Development are running different versions which creates differences in testing updates and processes. There are instances where a bug could exist in production but not in the test and development environment which forces extremely thorough testing in all environments because they will operate differently.
Enterprise Mobile	Computer Aided Dispatch Platform	2	The integration forces the CAD Call and the associated RMS GO Report to be linked manually after the CAD Call closes. Therefore, the officer must manually enter the Case Number in the GO and this can create duplicate reports and typo errors. At this time, we also don't have the ability to relate automatically the CAD Call to Citations and Warnings.
9-1-1 Call System	9-1-1 System	2	
GeoMSAG		4	
eCitations		5	Configuration issues, device compatibility
eCrash		5	Configuration issues, device compatibility
Warnings		5	Configuration issues, device compatibility
Records Management System		3	Not Affiliated with CAD, integration issues, redundancy of efforts
Evidence.com		3	
DMAV - Panasonic Arbitrator		4	Outdated technology. In the process of switching to AXON FLEET
CRIS		4	

Major Technology Component (Software)	Description of Use	Functional Assessment Level (1 High – 10 Low)	Noted Challenges
EasyStreetDraw			Must be done on a desktop computer to diagram the crash which can delay the report processing.
Axon Standards		3	Need to complete configuration, no internal dashboards for quick reporting, Cloud environment requires a stable internet connection for upload
Performance		3	
Maximo	Police Equipment Issuing and	3	System is being phased out
EZO	Asset Management - Check in and out for small daily check in and out	3	Replacing Checkmate
HR Portal			
Dimensions		7	Still in configuration
Telestaff		7	Still in configuration
ArcGIS Pro			Most of the Geospatial data is stored outside the ausps network and getting that data through the firewalls increases slow downs for large datasets.
ArcGIS Online			Not Approved for CJIS Data
Acadis		4	
Staffing Allocation Tool			
Qlik Sense Business Intelligence			Not able to access via phones
Kaseware			
Accurint Virtual Crime Center			
MicroStrategy			

Major Technology Component (Software)	Description of Use	Functional Assessment Level (1 High – 10 Low)	Noted Challenges
GovQA			
IA Case Management System			System is being phased out
Wrecker			
Confidential Informant System			
Case Service			
Picture Link			
PrintLogic			
PowerBI			Limited Mapping functionality which community members would like to be able to use to find the neighborhoods.
Cell Hawk			Cloud environment requires a stable internet connection for upload
i2 Analysis			
CABIS			
Wrecker Management	Custom application to help with identification of which Wrecker company has what territory for crashes.		
Confidential Informant System			
DWI Faster	Fill out DWI Forms for the State		
Service Now	Help desk ticket		

Source: Agency-provided data

3.2.2 Integration With CAD

The CAD and RMS in use by APD are manufactured and maintained by two separate vendors, and the RMS and CAD are not fully integrated. These systems are not able to automatically transfer all data. The lack of integration between these two systems represents a significant gap for APD. For example, when an officer creates an incident in CAD, they must close the incident and then manually enter the incident number into the RMS so that minimal information will be transferred. This process is inefficient and creates an opportunity for errors. APD staff report this process often results in incorrectly entered incident numbers and duplicate reports. Additionally, APD is not able to link a CAD call to issued citations or warnings.

This lack of integration creates redundancy in work and opportunities for errors. BerryDunn recommends APD source CAD and RMS systems built and maintained by the same vendor that are fully integrated. Additionally, the APD should evaluate all of its interfaces and seek opportunities to either replace non-compatible systems or to develop/improve interfaces so that they function without undue errors. Engaging this process is part of the single data capture/creation and routing process BerryDunn has recommended above. Again, this best practice approach reduces inefficiencies and the likelihood of errors.

At BerryDunn's request, the APD provided an inventory of its current interfaces, and these are outlined in Table 3.2. During BerryDunn's meeting with APD Information Technology (IT) and PTU staff, there was considerable discussion regarding system interfaces. Although they are not reflected in Table 3.2, staff outlined several challenges with existing interfaces, most of which related to incorrect, incomplete, or inaccurate passing of data. Again, best practices involve seamless and essentially error-free movement of data across all systems and platforms; this is not the condition with APD.

Table 3.2: Technology Interfaces

Interface	Description
Case Service to vRMS	Ingests online non-emergency reports to the Records Management System
VersatermXML SC Export	Ingests Verbal and Written Warnings from Brazos to RMS (SC)
JournalTech: Austin DACC TX GENERICXML	Ingests DACC Citations from Brazos to Journal (Municipal Court)
GENERICXML Export (VersaGO)	Ingests Offense Citations from Brazos to RMS (GO)
JournalTech: Austin TX GENERICXML	Ingests non- DACC Citations from Brazos to Journal (Municipal Court)
Versadex RMS Austin TX GENERICXML (eCitation)	Ingests Citations from Brazos to RMS (TK)
TXDOT XML INTERFACE	Sends State Mandated Crash Reports to TxDOT from Brazos.
LEXISNEXIS INTERFACE	Sends Crash Reports to LexisNexis for purchase from Brazos.
Inco1	Call For Service data ingested into the RMS after a call for service closes. Including the Units assigned and the Call Notes
Picturelink	Sends Mugshots from the Jail to RMS
Axon Evidence.com Categorization	Extracts information from the data warehouse CAD and RMS tables to help with categorization of Bodyworn camera for retention
Warrants	Sends Warrants from municipal court to a custom Website for public viewing
FOTS	Extracts Citations from JournalTech to a database Table

Source: Agency-provided data

In addition to providing information regarding APD’s software and interfaces, BerryDunn asked the APD to outline its technology needs, to describe the need, and to identify the criticality of that need. That information is provided in Table 3.3.

3.2.3 System Needs

Table 3.3: Technology Needs

Major Technology Component	Description of Need	Criticality of Need (1 High – 10 Low)
CAD/RMS	The need for one vendor for both CAD and RMS. The integration is lacking between two systems	3
Public Safety Enterprise GIS	Deploying a CJIS-specific Esri tenant equips law enforcement agencies with a secure and streamlined platform for managing sensitive criminal justice information. Embracing digital transformation and harnessing cloud-based technologies enable agencies to fortify security, enhance operational efficiency, and ensure compliance with regulatory standards. By establishing a separate Esri tenant distinct from the broader city infrastructure, departments can tailor security measures precisely to the sensitivity of the data, while granting the wider city access to more user-friendly controls. This separation facilitates dedicated monitoring by a Public Safety CTM over a smaller, specialized user group, allowing for tailored decision-making without imposing unnecessary restrictions on the city at large. Moreover, bifurcation provides logical isolation, safeguarding each environment in case of a cyber attack on one or the other.	8
RMS to Cloud	RMS Cloud Migration (status: in development). Migrating the RMS from an on-premises server to a cloud-based solution assists in addressing challenges the department has in resolving data quality issues as well as increasing the department’s ability to share data. The project also facilitates the deployment of level two and level three reporting servers to comply with legal requirements for data reporting, accessibility, and storage. The project will facilitate efficient data analysis and public accessible data while ensuring information integrity. After cloud migration is complete, APD plans to solicit contractor support to evaluate and address current data integrity issues. The project will be administered by the department’s Research and Planning Unit with the assistance of the department’s Information Technology Unit. Given resource limitations, this project includes funding for contract resources to assist with implementation.	4

Major Technology Component	Description of Need	Criticality of Need (1 High – 10 Low)
Electronic ticketing system	Electronic ticketing system (status: in development). A request for information (RFI) is currently open for vendor response. The period for vendor response closes August 2, 2023. After cloud migration is complete, APD plans to seek a new electronic ticketing system for issuing citations which will replace the current technology. The current technology exhibits a variety of data integrity issues that the vendor cannot address and does not integrate with the department’s RMS. A new solution that addresses these issues is available.	1
Public Safety Enterprise M365 Tenant	Implementing a CJIS specific Microsoft 365 tenant offers law enforcement agencies a secure and efficient platform for managing sensitive criminal justice information. By embracing digital transformation and leveraging cloud-based technologies, agencies can enhance security, improve operational efficiency, and ensure compliance with regulatory requirements, ultimately better serving their communities while mitigating risks associated with cyber threats and data breaches. One that is separate from the wider city will allow the department to secure the tenant in a way that is as restrictive as needed for the sensitive data but allow the broader city to embrace the more user friendly access controls. Separating the tenants would facilitate a Public Safety CTM monitoring a much smaller and specialized group of users and make decisions for Public Safety without impacting the overall city by requiring stricter limitations which are unnecessary for the city. Furthermore, bifurcation will offer logical silos should one or the other environment comes under cyber attack.	2
Automated Redaction Software	Software to automate redactions PII/CJI/HIPAA etc. from Crime Reports for public information requests. This would alleviate the over 20,000 backlog of Public Information Requests	5

Source: Agency-provided data

As Table 3.3 reflects, the APD has identified several technology needs with high criticality. BerryDunn has reviewed the items in this table with the APD and concurs with its assessment of need. Although APD staff did not rate it as the most critical need, BerryDunn again notes the pressing need for a CAD/RMS system provided by a single vendor.

3.3 Technology Approach and Operational Structure

The APD uses a multi-layered approach and hierarchy for managing its technology systems and needs, which includes (minimally) Central Records, the PTU, and the APD Data and Analytics teams. This structure has not provided a uniform approach to data and technology solutions. During conversations with various APD staff and those assigned to these units, BerryDunn noted a disconnected IT and data strategy that sought solutions benefiting individual units (and users) but did not fully consider the implications of software or IT changes across the department. Additionally, in some cases, BerryDunn learned that there was a lack of knowledge across units regarding solutions being pursued or other work being performed.

It is BerryDunn's observation that although different units responsible for IT and data have good intentions, there is a lack of recognition that the areas that are important to a particular unit are part of a larger system. There is also a lack of coordinated effort in solving system and data issues across all affected units. Accordingly, BerryDunn recommends the APD develop an IT and data strategy that includes a structure that reports to a single oversight point.

BerryDunn acknowledges that those with a vested interest in IT and data may be assigned to different units and this recommendation is not intended to circumvent or eliminate that structure. However, all such units should report to a single point so that communication, collaboration, and decision-making can be centralized.

Summary

In this section BerryDunn reviewed the APD's field technology and systems, as well as the technology, software, and systems that support its police records and reporting processes.

Field technology available to officers/staff in the patrol vehicles is robust and is more complete than most police agencies BerryDunn has studied. However, there are various limiting factors, such as the inability to auto-capture, populate, and route CFS information, that reduce overall efficiency and contribute to data entry errors.

Like field technology, the APD has deployed various software and technologies in support of its public safety operations. Many of these systems, however, suffer from inadequate interfaces, which impede overall performance. Most significantly, BerryDunn notes that the CAD and RMS systems in use by the APD are from different vendors, which is a contributing factor in many efficiency challenges. To correct for this, BerryDunn is recommending the APD deploy a CAD/RMS system from a single vendor, as well as the adoption of a philosophy that includes the ability to capture relevant response and involvement data once in the field (whether it is done electronically or manually) and to move that data electronically across all systems where it may be required.

The APD, like many police agencies, has multiple units that have a vested interest in the technology the department uses and the manner in which that technology supports their unit and its constituents. Although BerryDunn observed that each unit has appropriate intentions, the IT and data approach lacks uniformity and pursuit of a mutual purpose. Accordingly, BerryDunn

recommends that the APD realign its oversight over all units that have a role within the IT and data functions for the department.


Section 3 Recommendations

This section provides the three formal recommendations from Section 3.0. They are presented chronologically as they previously appeared in this report. Each recommendation below includes the section and subsection (if applicable), the recommendation number, and the priority as assessed by BerryDunn along with details concerning the findings and recommendations.

Table 3.4: Section 3 Recommendations

Field Technology and Integration		
No.	Data Capture and Movement	Overall Priority
Section 3.1.1: Field Technology Systems and Functional Capabilities		
3-1	Finding Area: Field reporting processes for APD officers/field personnel lack automated data capture and routing functions, which regularly require manual data entry, often multiple times for a single incident, and are inefficient and create an opportunity for data entry errors.	
	Recommendation: The APD should adopt a philosophy that includes the ability to capture relevant response and involvement data once in the field (whether it is done electronically or manually) and to move that data electronically across all systems where it may be required.	

Field Technology and Integration		
No.	Pursue a Single Vendor CAD/RMS Solution	Overall Priority
Section 3.2.3: System Needs		
3-2	Finding Area: The APD operates in a technology environment that uses CAD and RMS systems from different vendors and that lacks adequate interfaces across all APD records platforms. These conditions contribute to inefficiency and system errors.	
	Recommendation: The APD should pursue a new CAD/RMS solution that operates with a single vendor. Additionally, the APD should evaluate all of its interfaces as part of a new CAD/RMS selection and take steps to ensure that all interfaces are compatible and functional with the new systems.	

Field Technology and Integration		
No.	Unified Technology Approach	Overall Priority
Section 3.3: Technology Approach and Operational Structure		
3-3	<p>Finding Area: The APD uses a multi-layered approach and hierarchy for managing its technology systems and needs, which includes Central Records, the PTU, and the APD Data and Analytics teams. This structure has not provided a uniform approach to data and technology solutions.</p>	
	<p>Recommendation: The APD should develop an IT and data strategy that includes a structure that reports to a single oversight point.</p> <p>BerryDunn acknowledges that those with a vested interest in IT and data may be assigned to different units. This recommendation is not intended to circumvent that structure. However, all such units should report to a single point so that communication, collaboration, and decision-making can be centralized.</p>	

4.0 Essential Calls for Service (CFS) Evaluation

For this project, BerryDunn conducted an Essential CFS Evaluation to outline opportunities for adjustment to the traditional police patrol response model. This section outlines the process and outputs.

4.1 Essential CFS Evaluation Process

The best-practice approach to evaluating alternatives to the traditional police CFS model should expand the level of collaboration beyond the walls of the police department. The 21st Century Policing Task Force final report explains:

Law enforcement agencies should work with community residents to identify problems and collaborate on implementing solutions that produce meaningful results for the community...and; Do things with residents in the co-production of public safety rather than doing things to or for them.¹

Making changes to the traditional police CFS response model is an involved process that requires a thoughtful approach. BerryDunn has developed a collaborative Essential CFS Evaluation process that considers numerous critical factors to produce data that police staff, community members, and elected leaders can rely upon in making critical decisions about future public safety needs.

BerryDunn's Essential CFS Evaluation model is outlined below. BerryDunn followed this process in conducting this evaluation. The results of the process are provided in the sections that follow.

4.1.1 Essential CFS Evaluation Work Plan Steps

BerryDunn followed the Essential CFS Evaluation work plan steps listed below:

1. Facilitate initial discussions with APD project team
2. Conduct staff and stakeholder interviews
3. Finalize and distribute Essential Police CFS Evaluation tool internally
4. Distribute Essential Police CFS Evaluation tool externally (via survey)
5. Perform data analysis
6. Develop Essential CFS Report

¹ Final Report of The President's Task Force on 21st Century Policing – http://www.cops.usdoj.gov/pdf/taskforce/taskforce_finalreport.pdf

4.1.2 Essential CFS Evaluation Discussion

Determining possible alternatives to traditional CFS police response requires substantial data collection and analysis to inform and guide outcomes and recommendations. The work plan above briefly outlines BerryDunn's collaborative approach to collecting and analyzing this type of data.

One aspect of BerryDunn's process involves analyzing the computer-aided dispatch (CAD) data for the police department. This determines CFS types to be evaluated and quantifies the level of annual work effort in full-time equivalent (FTE) sworn officer (or non-sworn) positions. For purposes of this analysis, calculating the value of a single FTE for patrol staff involves starting with the standard number of annual work hours (2,080), removing non-work time (e.g., vacation, sick leave, training), and calculating 30% of that value (which is the percent of time an officer is expected to be engaged in CFS activity). Based on prior studies, the average number of annual working hours for patrol officers is 1,700, once leave and other non-productive time is removed. This results in 510 hours of available CFS response time annually for each officer (on average). Quantifying the data in this way helps determine the potential impact various CFS alternative responses could have on agency workload. If the FTE level is negligible, this data reveals that diverting a CFS category will likely provide little workload relief and add little value to the department and the community (although there may still be other reasons to divert some CFS types).

In addition to CAD data analysis, BerryDunn also uses a customizable CFS Evaluation instrument to collect quantitative data. This instrument is used to solicit data from members of the police department and various professional stakeholders, possible CFS response resources, and the community. Tables 4.1 and 4.2 reflect the numerous evaluative points of the instrument, which present a full range of areas to be considered in making decisions about future police response.

Table 4.1: Essential Police CFS Evaluation Method

CFS Activity	Police Mandate	Risk/Potential Danger	Immediate Response	Type: Crime, Traffic, Service	Other Resources Available	Alternative Response	Volume in FTEs	Community Value	Custom Field
Alarm									
Theft									
Domestic									
Medical									
Mental Health									
Traffic									

Table 4.2: Essential Police CFS Evaluation Legend

Category	Rating	Explanation
Police Mandate	Yes, No	Legal requirement for response
Risk/Potential Danger	High, Possible, Limited	As assessed by call type and category
Immediate Response	Yes, No	24/7 response necessary/expected
Type: Crime, Traffic, Service	Category	CFS category assigned
Other Resources Available	Yes, No, Limited, TBD	Current, to some extent, or possible
Alternative Response	Yes, No	TRU or online reporting options
Volume in FTEs	Calculated Value	Based on CAD analysis
Community Value	Calculated Value	Based on community input (1 – 5)
Custom Field	TBD	TBD

Lastly, BerryDunn’s process includes interviews with members of the department. This feedback is used to validate and support outputs from the quantitative efforts and to guide and shape final recommendations.

4.1.3 CFS Summary

In the tables below, BerryDunn has provided data from its analysis of the CAD data provided by the APD. This project did not include a full workload analysis; however, BerryDunn did analyze

the CAD data to isolate and estimate overall work volumes, including examining total volumes and the volume of supplanting that is occurring. In this context, supplanting refers to resources who are not assigned primary patrol responsibilities but take CFS as a primary responding unit. In doing so, these units supplant existing resources, which effectively reduces the overall workload managed by patrol. This process masks and reduces actual patrol workloads. BerryDunn also provides workload full-time equivalent (FTE) counts in the tables, based on an expected 30% obligated workload for patrol personnel. Based on unit call numbers and information provided by the APD, BerryDunn isolated patrol staff, patrol support staff, non-APD units, and non-patrol units within the CAD dataset.

In summary:

- Based on BerryDunn's *limited* review, the workload in CAD indicates 1,014.79 FTEs of workload volume being managed by patrol*, with an additional 185.76 FTEs of workload by personnel supplanting current staffing. In total, the data suggests the need for 1,200.55 patrol personnel (see Appendix C Table C.1).
- Workloads associated with a specific sector within CAD total 992.89 FTEs* (see Appendix C Table C.2). There are notable variances in workload across the sectors.

*Certain volume associated with patrol may involve volume that was managed through another alternative response method (e.g., online, TRU).

4.2 Essential CFS Evaluation Results

This section describes the results of the quantitative and qualitative data collection and its analysis.

4.2.1 Quantitative Data Collection

Quantitative data for this section originates from three sources: CAD data, survey data from the APD, and survey data from the community.

4.2.2 Administration Coding Criteria

The initial CAD dataset BerryDunn reviewed contained 415 CFS types. Of this total, BerryDunn coded 211 as criminal, 169 as service, and 35 as non-CFS response related outsourcing (the full list of CFS types is provided in Appendix C Table C.3). Notably, there were many duplicates within the 415 CFS types within the CAD dataset. Generally, duplicates resulted from officers changing the original dispatched CFS type to another type (which is appropriate when the officer concludes the original CFS type was inaccurate). When this occurs within CAD, an asterisk or – sign is added to the coded CFS type, which produces a “duplicate.” BerryDunn examined the full CFS list from CAD and ultimately collapsed this list into 58 CFS Groups (see Appendix C Table C.4).

BerryDunn provided the CFS types to the APD administration in an Excel spreadsheet to determine which CFS were conducive to potential diversion. APD administration was asked to

assess each CFS type and to consider and respond to the questions provided in the sections below.

Criminal/Ordinance Incidents:

- Does this CFS type require an in-person officer response?
- Could this CFS type possibly be handled in person by a non-sworn staff member?
- Could this CFS type possibly be diverted to a TRU or an online reporting portal?

Non-Criminal Incidents:

- Does this CFS type require an in-person officer response?
- Could this CFS type possibly be handled in person by a non-sworn staff member?
- Could this CFS type possibly be diverted to a TRU or an online reporting portal?
- Does this CFS type require a police response at all (assuming another resource can be identified)?
- Is it possible that this CFS type might not always require a police response?

Category Removal:

- Are there any categories of CFS types that do not apply to the APD or that cannot otherwise be diverted?

4.2.3 APD CFS Types Coding Outputs

Designated APD staff reviewed the CFS incident types and determined there were 29 CFS types that were open to possible diversion, whether internal or external. Notably, the APD has performed a similar exercise previously, and these results were provided to BerryDunn (see Subsection 4.3, Table 4.12). Additionally, APD already diverts certain CFS volume, which BerryDunn also describes in Subsection 4.3.

4.2.4 Data Coding Protocols

Based on the APD coding outputs, BerryDunn then developed an Excel spreadsheet for evaluation of the targeted CFS by internal staff. The spreadsheet isolated the 29 CFS types for expanded internal evaluation. BerryDunn requested that staff use the legend from Table 4.3 to form their responses to the 29 CFS types.

Table 4.3: Survey Legend

Category	Rating	Explanation
Police Mandate	Yes, No (Y - N)	Legal requirement for response (or reporting)
Risk/Potential Danger	High, Possible, Limited (H - P - L)	As assessed by call type and category
Immediate Response	Yes, No (Y - N)	24/7 response necessary/expected
Type: Crime, Ordinance, Traffic, Service	Category (C - O - T - S)	CFS category assigned
Other Resources Available	Yes, No, Limited, TBD (Y - N - L - T)	Current (Y or N), Limited (to some extent), or TBD (possible)
Alternative Response	Yes, No (Y - N)	Telephone Response Unit (TRU) or online reporting options
Volume in FTEs	Calculated Value (CAD DATA)	Based on CAD analysis
Importance Rating 1 – 10 (10 = Most Important; 1 = Least Important)		
Police Department Value	Calculate Value (Internal)	Based on department input (1 – 10)
Acceptance Rating 1 – 5 (5 = Most Accepting; 1 = Least Accepting)		
Community/Stakeholder Value: Open to Alternative Response (Phone/Online)	Calculated Value (External)	Based on stakeholder input (1 – 5)

After the assigned sworn staff completed the ratings and submitted them, BerryDunn merged the responses for data analysis and reporting, using the data coding protocols detailed below:

- **Police Mandate:** If any responses contained a Yes (Y), that category was coded with a Y. Otherwise, a No (N) was coded.
- **Risk/Potential Danger:** Coded with the most frequent risk label (H-High, P-Possible, or L-Limited).
- **Immediate Response:** If any responses contained a Y, that category was coded with a Y. Otherwise, an N was coded.
- **Crime, Ordinance, Traffic, Service:** Coded with the most frequent label (C-Crime, O-Ordinance, T-Traffic, or S-Service).
- **Other Resources Available:** If any responses contained a Y, that category was coded with a Y. Otherwise, an N was coded. If any response contained an L (Limited) or T (To be Determined), a T was coded. All narrative comments were copied from the response.

- **Alternative Response:** If any responses contained a Y, that category was coded with a Y. Otherwise, an N was coded. All narrative comments were copied from the response.
- **Police Department Value:** Responses were averaged and rounded to the nearest whole number.

(Outputs from this process are included in Table 4.4 below)

4.2.5 Quantitative Data Results

Simultaneous to the internal CFS evaluation, BerryDunn developed and distributed an online survey for community review of the 29 CFS types isolated by the APD as being diversion eligible. A link to this survey was posted online on the Speak Up Austin website, and the City communications team promoted the survey opportunity through its various social media platforms. The online survey was active online for approximately four weeks. BerryDunn received 532 viable survey responses from the community. In Table 4.4 below, BerryDunn has combined the APD evaluation response (using Table 4.3 as the legend), the averaged community responses from the survey, and the FTE counts for the designated CFS types, as captured in CAD.

There are different sections within Table 4.4 that are important to understand. First, within the CFS Category, the tan categories represent criminal-coded CFS types, and the light blue categories represent service-related CFS volume (note that CFS type classifications are generalized for consistency, and some CFS coded as criminal [e.g., Family Disturbance] may not result in a criminal charge, and some coded as service [e.g., Check Welfare] may result in an arrest and criminal charges). APD staff rated each of these areas and their responses are reflected in the dark blue vertical-titled columns. Responses from community members are reflected in the green vertical-titled columns.

Data in the orange vertical-titled column reflects the FTE volume for a CFS type as captured in CAD. In some cases, overall FTE volume may be combined within another category. For example, the volume for Family Disturbance is included within the Disturbance/Disorderly Person(s) category. In these instances, an alpha-character has been placed in the FTE column, and these are referenced at the bottom of Table 4.4.

APD staff responses in Table 4.3 suggest there are already many Alternative Response options available, particularly for criminal-coded events. Notably, some categories (e.g., Check Welfare, Motor Vehicle Crash) with high FTE counts are reported to have limited Alternative Response resources and no noted Alternative Response options.

Table 4.4: APD and Stakeholder Survey Results

CFS Category	Police Mandate	Risk/Potential Danger	Immediate Response	Crime, Ordinance, Traffic, Service	Other Resources Available	Alternative Response (TRU/Online)	Volume in FTEs*	Police Department Value	Non-Sworn Community Service Officer	TRU/Online	External Alternative Response
Assault - Aggravated (delayed report, no injury, no current danger)	N	P	N	C	T	Y	18.01	7	3		
Auto Theft (delayed report, no known suspect, no evidence to collect)	N	L	N	C	L	Y	36.72	5	4		
Disturbance/Disorderly Person(s) (delayed report or non-violent)	N	L	N	C	Y	Y	254.70	1	3		
Family Disturbance (non-violent)	N	P	N	C	L	N	a	8	3		
Prostitution (complaint, not in progress)	N	L	N	C	L	Y	0.29	3	4		
Theft of Services (e.g., gas drive off, fail to pay at restaurant)	N	L	N	C	Y	Y	11.02	3	4		
Weapon/Gun/Firearm (delayed report, no known suspect, no evidence to collect)	N	P	N	C	Y	Y	49.79	5	3		
Burglary/Theft from Vehicle (delayed report, no known suspect, no evidence to collect)	N	L	N	C	Y	Y	24.20	4	4	3	
Criminal Damage to Property / Arson (no evidence to collect)	N	L	N	C	Y	Y	5.49	5	4	3	
Identity Theft	N	P	N	C	Y	Y	b	5	4	4	
Theft (delayed report, no known suspect, no evidence to collect)	N	L	N	C	Y	Y	b	3	4	3	

CFS Category	Police Mandate	Risk/Potential Danger	Immediate Response	Crime, Ordinance, Traffic, Service	Other Resources Available	Alternative Response (TRU/Online)	Volume in FTEs*	Police Department Value	Non-Sworn Community Service Officer	TRU/Online	External Alternative Response
Embezzlement	N	P	N	C	Y	Y	0.52	5	4	4	
911 Hang-Up	Y	P	Y	S	N	N	6.70	10	3		
Animal - Urgent	N	P	N	S	L	N	0.01	5	4		
Loose Livestock	N	P	N	S	L	N	c	5	4		
Check Welfare of Person/Situation (non-dangerous)	Y	P	Y	S	L	N	142.23	10	4		
Request for Area Check (general complaint/request)	N	L	N	S	L	N	0.40	2	3		
Mental Health / EDP (Emotionally Disturbed Person)	N	P	N	S	L	N	14.86	5	4		
Motor Vehicle Crash (non-injury)	N	P	N	T	L	N	120.90	1	4		
Motor Vehicle Crash (minor injury)	Y	P	Y	C	L	N	d	5	3		
Reckless Driving Complaint	N	P	N	T	L	N	40.74	5	3		
Stalled Vehicle	N	P	N	T	L	N	e	5	4		
Roadway Related / Traffic Hazard / Complaint	Y	P	Y	T	L	Y	e	5	3		
Suspicious Person/Vehicle/Circumstances (non-dangerous)	N	P	N	C	L	Y	80.70	5	3		

CFS Category	Police Mandate	Risk/Potential Danger	Immediate Response	Crime, Ordinance, Traffic, Service	Other Resources Available	Alternative Response (TRU/Online)	Volume in FTEs*	Police Department Value	Non-Sworn Community Service Officer	TRU/Online	External Alternative Response
Grass Fire	N	P	N	S	Y	N	0.41	5	3		3
Suspicious Package (non-dangerous)	N	P	Y	S	N	N	f	5	3		3
Alarm Burglary/Glass/Other General	Y	P	N	O	N	Y	65.84	5	3		3
Recovered Runaway	N	L	N	S	N	Y	0.07	3	3		3
Mental Health / Suicidal	Y	H	Y	S	L	N	g	10	3		3

a - Included in Disturbance/Disorderly

b - Included in Theft

c - Included in Animal

d - Included in Motor Vehicle Crash (non-injury)

e - Included in Roadway Related / Traffic Hazard / Complaint

f - Included in Suspicious Person/Vehicle/Circumstances (non-dangerous)

g - Included in Mental Health / EDP (Emotionally Disturbed Person)

*FTE counts here consider all CFS data in CAD and may include data associated with other Alternative Response systems.

Within the community response area of Table 4.4, the survey data has been split into three categories:

- Non-Sworn - Community Service Officer (CSO) response
- TRU/Online response
- External Alternative response

For each of these categories, the number shown reflects the average of the respondents' level of acceptance to an alternative response (with 5 being the most accepting and 1 being the least accepting).

The survey response data in Table 4.4 generally reflects moderate to strong acceptance levels for alternative CFS responses, with all categories receiving an average response of at least 3 and many receiving a score of 4. In Appendix C, BerryDunn has provided the community response data from Table 4.4 in a separate table that reflects the survey categories and responses (see Appendix C Table C.5).

As part of the process of evaluating Alternative CFS Response, the APD was asked to provide possible outsourcing opportunities or additional details regarding any CFS type. The unedited responses are provided in Table 4.5.

Table 4.5: APD Alternative Response Suggestions

CFS Category	Other Resources, Alternative Response, and Comments
Assault - Aggravated (delayed report, no injury, no current danger)	If there was any information that the situation was ongoing or had an element of revenge, it may require a response, but mostly this can be an online or TRU report.
Auto Theft (delayed report, no known suspect, no evidence to collect)	The only portion of these calls that requires anything more than an online or TRU report, is to verify the identity of the caller (has to be someone with standing to report the vehicle stolen). So, some sort of video conference would be necessary.
Disturbance/Disorderly Person(s) (delayed report or non-violent)	If there is no indication that there is an ongoing threat, these can be TRU. I put C but depending on the circumstances, it could also be ordinance or service as well.
Family Disturbance (non-violent)	Our FV [Family Violence] unit wants to keep these as a response because with an on-scene evaluation and further questioning, we often times identify safety issues or past abuse.
Drug Information	Switched to Drug Information only (removed found drugs as a criteria).
Identity Theft	There may be some instances of when an officer should go, but the vast majority can be TRU or online.
Embezzlement	There may be some instances of when an officer should go, but the vast majority can be TRU or online.

CFS Category	Other Resources, Alternative Response, and Comments
911 Hang-Up	This is too vague to know what you are referring, so I went with the assumption it was a 911 hangup and we don't know on the front end what the call was about.
Animal - Urgent	These calls vary from a loose dog to an attacking dog. It also includes dogs in locked cars in the summer heat, etc. Hard to put all into one category.
Loose Livestock	This can be an emergency if the livestock is causing a potential to cause an accident. Other than that, this case can be diverted.
Mental Health / EDP (Emotionally Disturbed Person)	I went with the assumption there was no threat to anyone. If the call details any threatening comments or behavior, my answers would change.
Roadway Related / Traffic Hazard / Complaint	Assuming the hazard could cause a subsequent crash.
Suspicious Person/Vehicle/Circumstances (non-dangerous)	Depending on call text, may seem non dangerous but officers may recognize the activity as related to another crime or trend. I think patrol should decide to respond or not.
Grass Fire	We only need to respond if Austin Fire Department (AFD) wants us there for traffic control or people.

Similarly, BerryDunn also asked the community to identify any possible outsourcing suggestions for the CFS types that were in the survey. BerryDunn collected these responses from the survey respondents, and they are provided in Table 4.6.

Table 4.6: Community Alternative Response Suggestions

CFS Type	Alternative Response Suggestions
Alarm Burglary/Glass/Other General	Security company; Reserve APD officers, Civilian volunteers; non-sworn community service officer (CSO); Private contractor; the Code Department (or similar)
Recovered Runaway	Non-police task force, Lifeworks and/or Travis Co (already in use?), trained and licensed mental health worker (including psychologist or therapist), social worker, Child Protective Services (CPS), shelter employees, SAFE alliance, Gardner Betts, Integral Care or ATCEMS, juvenile probation, CSO
Mental Health / Suicidal	Travis County Integral Care (or other trained/licensed mental health professional), Emergency Medical Service (EMS) providers with a mental health specialty, licensed therapist working in conjunction with courts, social worker, non-profit agencies, health worker, fire and EMS department, crisis intervention team, existing Expanded Mobile Crisis Outreach Team (EMCOT) and Community Health Paramedic (CHP) programs
Grass Fire	Fire (volunteer and/or career)

CFS Type	Alternative Response Suggestions
Suspicious Package (non-dangerous)	CSO, Postal Service armed division, fire department with their robot bomb disposal unit

4.3APD Alternative Response Systems

Alternative CFS Response is not new to the APD. In fact, the APD has various methods available for alternative reporting, including:

- 311 – a City of Austin resource for generating a wide range of service requests
- Telephonic reporting via 311
- Online reporting through iReportAustin.com

At BerryDunn’s request, the APD provided summary data regarding incidents and requests that were routed through the iReport system. As Table 4.7 shows, this involves substantial volume, some of which involves administrative tasks, not CFS (e.g., existing police report).

Table 4.7: iReport Volume 2023

CFS Category	Count
Collision	9,593
Evidence/Property	1,727
Existing Police Report	5,143
Family Protection/Child Custody	961
Miscellaneous	1,007
Noise/Alarm	25,058
Officer Contact Request	3,526
Request Police Report	55,598
Vehicle Issues	4,176
Totals	106,789

Source: Agency-provided data

Still, other CFS categories in Table 4.7 represent volume that likely reduced workloads for patrol personnel (e.g., request police report, collision). The number of requests reflected in Table 4.7 is substantial and indicative of an appropriate strategy by the APD to try to manage the large volume of service demands from the community.

Similarly, BerryDunn asked the APD to provide details regarding its online reporting system. Figure 4.1 provides a list of online reporting categories, as reflected on the APD’s website as part of the iReport system.

Figure 4.1: APD Online Reporting Categories

You can file a report online for:

- Assault (minor or no injury, excluding domestic violence)
- Assault with Injury
- Assault by Contact
- Threats (excluding domestic violence)
- Burglary that does not involve fire/arson
- Theft (excluding prescriptions, firearms, explosives, vehicle license plates, and motor vehicles of any kind)
- Lost or missing property (excluding narcotic prescription medication, vehicle license plates, and firearms)
- Damaged property or Graffiti
- Fraud
- Harassment
- Counterfeiting or Forgery
- Identity theft
- Illegal use of a credit or debit card
- Minor, non-criminal child custody issues for documentation only
- Trespassing (suspect no longer on scene)
- Shoplifting reports
- Hit & Run
- Indecent Exposure
- Wrecker Ordinance Violation
- Bicycle Registration

Table 4.8 outlines the volume of reports that were filed through the APD online reporting system.

Table 4.8: Online Reporting CFS Types and Volume

Type of Call – Online	# of Offenses
Hit and Run Violation	4,252
Burglary from a Motor Vehicle	3,656
All Other Theft-Larceny	2,047
Criminal Damage - Vandalism	1,984
Mail Theft	1,555
Shoplifting	1,425
Lost Property	1,154
Identity Theft	1,020
C Harassment	1,010
Burglary of a Shed	776
Theft of a Bicycle	696

Type of Call – Online	# of Offenses
Pocket-Picking	685
Fraud - Other	575
Burglary of a Residence	540
Burglary of a non-residence	528
Trespass	451
Credit Card Automated Teller Machine (ATM) Fraud	389
Forgery	341
Debit Card ATM Fraud	287
Theft of Motor Vehicle Parts	278
Bicycle Registration	185
Hate Crime Information	159
Assault by Contact	143
Assault by Threats	131
Interfere with Child Custody	108
Theft of Catalytic Converter	106
Terroristic Threat	102
Theft of Metal	91
Theft of Services	89
Assault with Injury	70
Theft from Auto	54
Graffiti	41
Theft from Building	35
Indecent Exposure	33
Counterfeiting	15
Wrecker Ordinance Violation	12
Theft from Coin-Op Machine	10
Harass - Online Impersonation	8
Prescription Fraud	3
Purse-Snatching	3
Total	25,047

Source: Agency-provided data

Again, the data in this table reflects substantial volume, with the top 10 categories from Table 4.8 totaling 18,880 incidents. Although BerryDunn did not perform a detailed CFS analysis for the APD, Table 4.9 reflects average minutes per CFS from several prior law enforcement workload studies BerryDunn has conducted.

Table 4.9: Average Time Per CFS – BerryDunn Studies

Prior Study Averages			
Category	% of Total Calls	% of Total Call Time	Minutes Per CFS
Crime	39.01%	46.65%	56.47
Service	46.53%	38.52%	39.10
Traffic	14.46%	14.82%	48.41
Total Avg.			47.22

Source: BerryDunn-provided data

Using the average time per CFS reflected in Table 4.9 (47.22 minutes), BerryDunn calculates that the volume reflected in Table 4.8 (25,047 incidents) represents the equivalent response time of more than 38 full-time police officers/staff ($25,047 \times 47.22 \text{ minutes} / 60 \text{ [time converted to hours]} / 510 \text{ hours [available time per officer]}$). Essentially, if not for the volume diverted in Table 4.8, the APD would require an additional 38 officers/staff.

Like online reporting, the APD also has many CFS that are reported via telephone. These reports are not filed with the APD directly but are received by administrative personnel at the City through the 311 system. Table 4.10 provides the CFS volume reported through the TRU.

Table 4.10: TRU Volume

Type of Call – TRU	# of Calls
Burglary	3,943
Crash (includes Leave Scene & Fail to Stop Render Aid)	2,803
Theft	2,410
Trespassing	1,292
Criminal Mischief & Graffiti	1,087
Theft of License Plate	983
Harassment	922
Auto Theft	703
Credit/Debit Card Abuse	666
Request to Locate	479
Identity Theft	475

Type of Call – TRU	# of Calls
Fraud	441
Mail Theft	393
Lost/Missing Property	388
Threats	270
Interfere with Child Custody	252
Suspicious Person	202
Counterfeiting & Forgery	186
Assault by Contact	178
Theft of Trailer	154
Auto Theft Information	135
Shoplifting	134
Terroristic Threat	92
Wrecker Ordinance Violation	89
Theft from Auto	85
Suspicious Vehicle	61
Theft Catalytic Converter	38
Assault with Injury	33
Assault Information	22
Indecent Exposure	18
Assist Complainant	13
Totals	18,947

Source: Agency-provided data

Using the same calculation method shown above, the data in Table 4.10 represents the equivalent demand for 29 full-time police officers/staff. Based on the volume from Tables 4.8 and 4.10, the APD is currently mitigating the demand for an estimated 67 full-time officers/staff through the use of Alternative Response to CFS.

In Table 4.11, BerryDunn has provided a list of the top 25 CFS types by grouped category, based on the total number of FTEs required to manage the volume. Based on the data in CAD associated with these 25 types, it would require approximately 1,185 officers/staff to manage the volume.

Table 4.11: Top 25 CAD FTEs by Grouped Category

CFS Type	FTEs
Disturbance/Disorderly	254.70
Check Welfare	142.23
Motor Vehicle Crash	120.71
Trespass	98.19
Assist Public/Other Agency	86.13
Suspicion	80.70
Alarm	65.84
Unknown	57.50
Weapon/Gun/Firearm	49.79
Roadway Related/Traffic Complaint	40.74
Auto Theft	36.72
Burglary	24.20
Assault - Aggravated	18.01
Sexual Assault/Rape	17.62
Mental Health/Suicidal	14.86
Robbery	12.18
Theft	11.02
Other Criminal	11.00
Missing	10.65
Pedestrian on Highway	8.53
911 CFS/Related	6.70
Criminal Mischief/Property/Arson	5.49
Airport - Assist	5.08
Warrant	3.57
Found	3.27
Top 25 Total FTEs	1185.45

Source: Calculations from agency-provided CAD data

As noted previously, BerryDunn performed a limited assessment of the CFS data in CAD to determine relative staffing needs and to calculate estimated FTE counts. These calculations suggest substantial work volume, and much of this work volume is being managed by patrol. Definitely calculating patrol vs. non-patrol volumes would require a more detailed analysis. It is

evident to BerryDunn, however, that the community is generating significant service demands that the APD has been working diligently to manage.

As noted previously, the APD has recently conducted a similar Alternative CFS Response exercise to evaluate whether there were certain CFS that could be moved to an alternative process. A committee was convened to review 27 CFS types for consideration and feedback. Those types are listed in Table 4.12. The CFS types listed in Table 4.12 had been reviewed/developed/refined by patrol, dispatch, the legal department, and executive staff, however, there was no community involvement in this process. Following their additional review and analysis, feedback from this committee was provided to APD administration for further consideration.

Table 4.12: APD Staff – Alternative Response Review CFS Types

CFS Type
Crash Response
Crash Reports
EDP Calls
EDP Transports
Traffic Hazards
Animals on Roadway
Parking Violations
Animal Urgent
Criminal Trespass Non-Residence
Criminal Trespass Notice (CTN) Issued
Criminal Trespass Calls from Alarm Companies
Criminal Trespass Calls Blanket CTNs
Criminal Trespass at Homeowners Association (HOA) Pools or House Rule Violations
Missing Persons-adult or not suspicious
Nuisance Calls at Parks (quality of life)
DOC calls (except weapon or sex offenses)
Suspicious Person/Vehicle (no crime)
BOV/BOR (burglary of vehicle/residence)
Check Welfare (no crime)
Found Narcotics/Abandoned Property
Disturbance Service

CFS Type
Service Calls
Old Theft
Old Reports of Crimes at Schools or Correctional Facilities
Repeat Alarm Calls
Animal Bite

Source: Agency-provided data

BerryDunn observes that the CFS types in Table 4.12 are highly consistent with the CFS types isolated for review as a part of this project. Given the outputs from this process, and the prior effort of the APD in examining and expanding its Alternative Response processes, BerryDunn recommends the APD renew its efforts in considering various CFS diversions, consistent with its prior efforts and the results of this report.

Other Discussion

During interviews with APD staff, BerryDunn learned that as noted above, the APD does not have its own TRU but instead relies on City staff (who work within the 311 system) to take telephonic reports. There is a certain level of sophistication required for taking such reports, and City staff, who have more generalized skills, might not be in the best position to perform this task. In addition to understanding certain nuances in the police report and preliminary investigation process, City staff do not have the same level of ready access to APD personnel for questions or referral of certain reports, when appropriate. Based on the data in Table 4.10, there is ample volume to support a full-time TRU within the APD. Moving this function into the department would likely improve efficiency and provide other operational benefits.

BerryDunn also learned from staff that 311 and iReport incidents are routed to the APD Investigations Bureau for review. BerryDunn acknowledges that each reported incident should receive secondary review, to ensure that the incident is routed for appropriate action, as needed. However, because of the nature of these systems and the pre-qualifications for filing via online or through a TRU, the vast majority of these incidents do not require secondary follow-up. Routing these incidents to the Investigations Bureau represents a misalignment of resources, as secondary review of these cases could easily be managed by an administrative staff member. BerryDunn recommends the APD develop a process for timely administrative review of online or TRU reports, including escalation to the Investigations Bureau when appropriate.

As noted in Section 2.0, BerryDunn is aware that dispatchers in the CC will offer to route callers to the 311 or iReport system as an alternative to dispatching an officer. However, this CFS is still created within the CAD system. Accordingly, significant data within the CAD system is managed by non-patrol resources. Fully understanding which data within CAD relates to patrol or other alternative response resources is beyond the scope of this project. However, the APD would benefit from a more detailed analysis of its workloads to assess the distribution of work and to isolate opportunities for more efficient and effective CFS response.

4.3.1 Other Alternative Response

During this project, staff discussed with BerryDunn several other alternative response options and systems in use by the APD.

Homeless Outreach Street Team (HOST)

HOST is an outreach team (not part of the APD) that primarily services the downtown Austin area. This team conducts direct outreach to homeless persons to offer services and coordinates other efforts such as camp cleanups. This team also works with Integral Care (a counseling and mental health service organization) to manage mental health needs for homeless persons. When necessary, HOST can contact APD for response to complete a mental health hold.

HOST receives referrals from family members, business centers, and businesses. Although referrals do not typically come through the 911 communications center (CC), APD and emergency medical services (EMS) staff may contact the HOST team for support, particularly for individual high system users. HOST also coordinates monthly clinics to provide various resources to the unhoused.

Mental Health Care

The City and APD have several resources available for mental health response and services:

- 911 Presence: During the hours of 2:00 p.m. – 10:00 p.m., 7 days a week, Integral Care staffs a mental health professional within the CC. If CFS are received that require mental health services, this professional will triage the CFS and determine the appropriate need and resources.
- Mobile Crisis Outreach Team (MCOT): There are three mobile crisis outreach teams, which are run by Integral Care, whose hours are Mon-Fri 6 a.m. to 10 p.m., and Sat-Sun 10 am to 8 p.m. These teams are available to respond to any mental health-related incidents.
- Mental Health Assistance Line: Integral Care also manages the mental health call center (512-472-HELP). Callers can receive crisis support, can learn about other resources available, and can schedule appointments, if needed.

Crisis Intervention Team (CIT)

The APD has a CIT that works with EMS and Integral Care to provide support and offer services to individuals within the community. This team meets weekly to discuss possible needs and individuals who may benefit from direct outreach.

Community Health Paramedic Program

EMS operates a community health paramedic (CHP) program to divert low-acuity EMS CFS to various resources. This process engages the use of three to four response units, staffed with a single paramedic who is also cross-trained in mental health response, who can respond to assist those in need. When appropriate, Integral Care will respond with the paramedic.

Office of Violence Prevention (OVP)

The OVP was formed in 2021 to strategically address and prevent violence. The approach involves preventive processes to interrupt and preempt the cycle of violence. “The Office of Violence Prevention (OVP) invests in the equitable access to safety in Austin through evidence-based, community-led programming targeted to those who need it most.”² The OVP approach engages various programming to reduce community violence and to support overall community safety.

The above list briefly describes several programs and response teams that are active within the City to support public safety. This list is not intended to be all-inclusive or an in-depth representation of the various services available. It does, however, provide a glimpse of the various efforts of the City and the APD in diversifying their approach to community safety.

4.4 Summary

BerryDunn conducted an Essential CFS Evaluation for the APD that included an examination of its current CFS systems, including current Alternative Response systems. During the evaluation, BerryDunn isolated several CFS types that could be conducive for Alternative Response for the APD, in addition to those that are already available for such diversion. This process involved a multi-level assessment, including internal discussion and analysis, and a community survey.

Both internal and external direct engagement efforts revealed clear support for an alternative response to certain CFS (given the appropriate CFS type and circumstances), specifically for using a TRU or online reporting. There was also support for diverting certain CFS volume to trained non-sworn personnel. Those interviewed supported the development of hybrid or independent response models for certain CFS types (e.g., mental health, medicals, fire-related, unhoused persons).

Through a series of quantitative evaluation processes, the APD isolated 29 CFS types for alternative response consideration. Of that number, many have a substantial FTE volume that could be significantly improved through expanded alternative response. The APD is already diverting substantial CFS volume, but this could be expanded through developing additional Alternative Responses, consistent with this report.

Current Alternative Response processes that are routing through 311 and/or iReport would benefit from adjustments. The APD should consider establishing its own TRU, and TRU and online reports that are routinely routed to the Investigations Bureau should be redirected to administrative personnel for review and routing to improve efficiency of those processes.

² [Office of Violence Prevention Programs | AustinTexas.gov](https://www.austintexas.gov/office-of-violence-prevention-programs)

Section 4 Recommendations

This section provides the four formal recommendations from Section 4.0. They are presented chronologically as they previously appeared in this report. Each recommendation below includes the section and subsection (if applicable), the recommendation number, and the priority as assessed by BerryDunn along with details concerning the findings and recommendations.


Table 4.13: Section 4 Recommendations

Essential CFS Evaluation		
No.	Examine CFS Types for Expanded Alternative Response	Overall Priority
<i>Section 4.3: APD Alternative Response Systems</i>		
4-1	Finding Area: Analysis indicates the opportunity for the APD to divert additional CFS types to reduce the response burden for patrol. Internal and externally collected data suggests support for this approach.	
	Recommendation: The APD should revisit each potentially divertible CFS type to assess its viability for Alternative Response and pursue Alternative Response methods whenever appropriate.	

Essential CFS Evaluation		
No.	Develop a TRU	Overall Priority
<i>Section 4.3: APD Alternative Response Systems</i>		
4-2	Finding Area: The APD does not have a TRU but instead relies on City staff working within the 311 system. There is sufficient volume to support a TRU within the APD, and such a system would improve efficiency outputs.	
	Recommendation: The APD should develop a TRU to manage telephonic reports that are routed from the CC or through 311.	

Essential CFS Evaluation		
No.	Route 311 and iReports to an Administrative Review Process	Overall Priority
<i>Section 4.3: APD Alternative Response Systems</i>		
4-3	Finding Area: Reports generated through 311 and the iReports processes are routed to the Investigations Bureau for review. Most of these reports do not require review by investigators and could be done more efficiently with administrative personnel.	

Essential CFS Evaluation		
No.	Route 311 and iReports to an Administrative Review Process	Overall Priority
Section 4.3: APD Alternative Response Systems		
	<p>Recommendation: The APD should route 311 and iReports to administrative, non-sworn personnel for review to remove this burden from the Investigations Bureau.</p> <p>If the APD establishes a TRU as recommended in this section, TRU personnel may be available to perform this function.</p>	

Essential CFS Evaluation		
No.	Conduct an Expanded Workload Analysis	Overall Priority
Section 4.3: APD Alternative Response Systems		
4-4	<p>Finding Area: Volume within CAD represents an estimated staff demand for approximately 1,200 positions. The level of analysis for this project did not include the workload distribution of that volume across various response personnel, units, and systems.</p>	
	<p>Recommendation: The APD should conduct a thorough review of the CFS workload volume associated with each type of response unit to determine the appropriate personnel demands for each and to aid the department in considering additional Alternative Response processes and systems.</p>	

5.0 Alternatives to Traditional Police CFS Research

As outlined in the prior section, one of the scope items for this project involved conducting an Essential CFS Evaluation for the APD. BerryDunn has previously conducted industry research on the traditional police CFS model, including an examination of other models. That research relied on the following questions:

- What new alternatives to responding to CFS exist or are emerging in the field?
- What are comparable cities across the nation doing?
- Is there data available on the success of these alternatives?

Because of its relevance to this project, BerryDunn has included that research here. Below, BerryDunn provides information from research on alternative CFS responses from selected models in use throughout the U.S. The information in this section has been collected from public sources, and BerryDunn updated its research in this area in 2024. A summary of the research models is also provided in Appendix C: Table c.1.

5.1 Introduction

The questions outlined above suggest researching alternative CFS models to help the City determine the most cost-effective, appropriate, and/or innovative process for the APD to engage to manage mental health incidents and other CFS not requiring a police response. The goal was to identify an alternative system that provides high quality CFS response for non-police-required services, particularly for those in need of mental health services (and other CFS types), whether those resources are internal or external to the APD. Although alternative CFS response is commonly discussed in reference to mental health incidents (almost exclusively), nearly all active models that BerryDunn researched or is familiar with involve a hybrid approach which places mental health CFS within a spectrum of incidents that could be diverted to alternative resources.

In reviewing the literature presented in support of this effort to determine the most cost-effective and appropriate ways to deal with mental health and other CFS, many of the reviewed publications and authors/researchers argue that the impetus for change started in 2020 with the murder of George Floyd. While Floyd's murder was an event that appropriately garnered worldwide attention and generated calls for police reform, historic and related research suggests that the police/mental health crisis, in particular, started long before recent events. Some have even suggested that over the last decade, the systematic closing down of publicly-funded hospitals and other service reductions for people suffering from mental illness are largely responsible for the increasing challenges experienced by police personnel in managing these crisis events. So, although it may be accurate that Floyd's murder has been a catalyst for broader changes in CFS response, many agencies have been using alternative response for a long time. In fact, one of the most well-known models, Crisis Assistance Helping Out on the Streets (CAHOOTS), has been in place for more than thirty years.

Despite the longevity of the CAHOOTS program, most models BerryDunn researched are relatively new, and accordingly, there is little data to validate program effectiveness. While there

are various models in use, the three most common types appear to be: (1) officer crisis intervention team (CIT), (2) co-responder, and (3) vendor/third-party response (definitions and explanations of these models are included in Appendix C: Table C.1). Each method has various degrees of positives and negatives depending on the needs of the community, and each is affected by workload demands, available staffing, and budget conditions.

5.2 Alternative CFS Response Models

This subsection highlights research information and CFS response data that BerryDunn collected for this project. BerryDunn has also summarized known information about several alternative CFS models in Appendix C: Table C.1.

5.2.1 Mental Health Statistics

Over the past 30 years, law enforcement has been inundated with CFS related to individuals experiencing a mental health incident or crisis. In the process, law enforcement officers have become de-facto social workers in responding to CFS involving suicidal ideation, self-harm, and individuals who are in mental distress. Many of these individuals are also chemically dependent, homeless, and/or are transient and live off the grid, increasing the likelihood that their mental health needs are underserved.

Research suggests there are larger populations of those in need of mental health services in larger urban areas; however, this does not mean that smaller law enforcement agencies have any less of a challenge. Although certain data indicate a greater need in urban areas, there is no data that suggests certain community types (e.g., urban, suburban, rural) will experience a specific CFS percentage that tracks with national statistics or averages. In short, the volume of need is not predictable based on community size, but rather, it is assessed based on the needs of each unique community.

One noted problem specific to mental health incidents is that mental health behaviors are often criminalized, and these subjects are commonly arrested and placed into the criminal justice system. Incarceration, whether at the local or state level, often further isolates individuals in need of mental health services. As an example of the prevalence of mental health incidents, the American Psychological Association (APA) estimates that approximately 20% of available patrol officer time is spent dealing with individuals affected by a mental health crisis in some manner. Further, a 2018 study conducted by A. C. Watson, and J. D. Wood estimates that 6-10% of the CFS the Chicago Police Department responds to involve individuals with a mental health need.³

In addition, information presented by Mental Illness Policy Org. highlights the increases in mental health response by the New York City Police Department (NYPD). Reportedly, in 1976, the NYPD responded to an estimated 1,000 CFS for those in emotional distress. Those numbers rose to 20,843 in 1980; 46,845 in 1985; and to 64,424 in 1998. In a paper authored by

³ Everyday police work during mental health encounters: A study of call resolutions in Chicago and their implications for diversion - PMC (nih.gov)

Arthur Cotton in 2017 that explored mental health response issues facing law enforcement, the author found that an estimated 5-10% of CFS he reviewed were mental health related.⁴ Although these studies point to a significant service need, reliable data on this volume is not available.

One significant complication to an accurate and true representation of how many CFS are mental health related involves inconsistent and inaccurate data collection and coding (a national condition and one BerryDunn also observed with the APD). For example, some incidents are coded as criminal activity, some are coded as a medical-related, and others are coded as service-related (and numerous other inaccurate code categories). Moreover, many legitimate criminal, medical, or service incidents have mental health connections, even if a mental health crisis did not prompt the interaction, and even if professional mental health staff did not report to the scene. These coding issues—and failures to document a mental health connection with any CFS—create problems in developing a clear picture of the volume of mental health needs in any geographic area. This impacts the ability of the agency to quantify the need, which complicates the proper staffing level for alternative CFS response. Additionally, even if a particular agency codes these incidents in a manner that can be used to identify volumes, the lack of national standards in data collection and reporting makes cross-comparisons impossible, further complicating development of an appropriate staffing model.

It is also worth noting that as indicated above, mental health challenges are often interwoven into other police CFS responses. Accordingly, agencies considering alternative CFS response should do so with an understanding that many CFS that do not originate or present as having a mental health connection, may involve one. Capturing and coding this data could be an important aspect of developing a broad understanding of the need for mental health services.

5.2.2 Methods of Service

A review of contemporary research across law enforcement in the United States, Canada, and Australia provides three primary styles of response to dealing with mental health crisis CFS. The first is the CIT model, which originated in Memphis, Tennessee. In this model, law enforcement officers are provided with a 40-hour training course on how to interact with individuals in mental distress. This model still involves a law enforcement response, and officers handle everything from the start of the call to final disposition. Despite this focused training, there have still been problems related to unnecessary use of force (UOF), escalation, and criminalization of behavior in those CFS involving mental health issues. The overall cost of CIT training is somewhat varied, but costs around \$800 per officer.

A second primary model involves co-response, in which law enforcement is partnered with private/government social workers who respond as a collective unit to deal with those calls identified as someone experiencing mental health distress or crisis. Co-responding officers commonly do so in plain clothes to soften their presence, and they generally respond with a

⁴ <https://shsu-ir.tdl.org/bitstream/handle/20.500.11875/2285/1723.pdf?sequence=1&isAllowed=y>

social worker or other professional staff member. Most often, these units are secondary responders who are summoned after a primary police department unit has arrived and assessed the situation. Many co-responder units only work Monday through Friday, typically from 8 a.m. to 4 p.m. As part of this model, some agencies have also started to staff social workers and mental health professionals in dispatch centers, to help triage the CFS, and to help dispatchers determine appropriate uniformed response, diversion to CIT units, or diversion to other officers or social workers.

A third primary model involves private vendors who are contracted or hired by community agencies to respond exclusively to mental health CFS, or welfare checks and other identified CFS. These teams typically include non-sworn civilian personnel, and generally include a two-to-three-person response, most commonly in a van that is equipped with general service items for the team's use, and/or food, water, or other essentials, so they can provide some modicum of services to those who do not want additional or formal intervention. The most notable examples of this model include CAHOOTS in Oregon, Support Team Assisted Response (STAR) in Denver, and Canopy in Minneapolis. There are other programs that mirror this model in several ways; however, some of those programs target specific populations (e.g., unhoused) and/or do not have a mental health service focus.

BerryDunn notes here that there are innumerable variations and iterations of models (particularly for mental health and mental-health-related incidents) either in use or proposed for implementation. However, succinctly, these models can be broken out into three main categories:

- Use of specifically trained sworn police personnel (CIT)
- Use of a co-response model with the police and professional personnel trained as social workers and/or mental health staff
- Contracted services, which operate largely independent of the police department, but which may request assistance based on certain conditions

Given the challenges associated with mental health CFS response and recognizing that many CFS may include mental health issues that were not apparent at the time of the CFS, BerryDunn recommends that departments consider CIT training as a mandate for all primary responding police personnel. This is true regardless of whether the department chooses an alternative response model for CFS and known mental health incidents.

5.2.3 Staffing Models

In reviewing the literature, websites, and related public information, there are a very limited number of 24-hour response teams; this is typically due to cost issues and workloads but may also be affected by difficulty in securing and retaining qualified staff. Generally, 24-hour response teams appear to be isolated to large urban areas such as Eugene, Oregon, and Minneapolis, Minnesota. For Denver's STAR program, the original pilot included a staffing model for only Monday through Friday, 8 a.m. to 4 p.m., with only one van working the entirety of the patrol response area. Stakeholders found this unacceptable, increased funding, and

expanded the service hours to include longer days and the entire week; however, they do not staff a 24-hour model.

For smaller communities, staffing one or two daily shifts with professional co-responder personnel may provide for diversion of a significant volume of mental-health-related and other CFS, while balancing overall costs.

5.2.4 Funding

Most of the funding sources for these projects appear to be direct line items created by governmental entities, or collaborative grants/partnerships with other government partners (e.g., county/state hospital with local law enforcement). CAHOOTS is a private collaboration between the White Bird Clinic, the City of Eugene, and the Eugene Police Department. Based on BerryDunn's research, expended resources/funds related to co-responder and contract/vendor services demonstrate a positive relationship between allocated budget dollars and services rendered, which allows law enforcement officers more time to respond to non-mental-health issues. Despite this apparent/reported correlation, there is no known data that specifically quantifies and demonstrates this perceived/reported benefit. Even the CAHOOTS program in Oregon, which is considered a best-practice model, has not demonstrated such benefit, despite data released from CAHOOTS that suggests otherwise.

In addition, it is worth mentioning that one of the challenges with the third-party vendor/contractor response model is the turnover and burnout of employees. This has become an even more significant issue recently, as some communities have had difficulty finding qualified candidates to fill these positions. It should also be noted that the vendors/contractors still commonly rely on police to respond first to an incident, and many regularly call police to respond to an incident because they feel unsafe, and/or because dispatching the co-responder unit was inappropriate, based on inaccurate or incomplete 911 information, or a misunderstanding of the person taking the call.

5.2.5 Grants

There appears to be an increase in federal and state government grants that can be used toward creating units that deal with mental health issues. Federal grants have been available through the Bureau of Justice Assistance (BJA) and the National Institute of Justice (NIJ), for example, and more states are also now providing funding. In some cases, grants have also been issued for sustaining alternative mental health services. There have also been community block grants, private foundation grants, and grants through the U.S. Department Health and Human Services. BerryDunn has not identified any specific federal grant opportunities at this time, however City staff have informed BerryDunn of a possible grants available through the State of Illinois.

Health care insurance providers, as well as hospitals, have also been contacted by communities recently to help with funding of units to deal with mental health problems, and to triage patient entry into their own medical systems. Managing these conditions in the field frees up emergency rooms, and helps hospitals dedicate time to other emergent needs. Additionally, depending

upon qualifications and services provided, it may be possible to recover some costs through direct insurance billing.

5.2.6 Creation of Unit

BerryDunn's research and experience suggests that there are some keys to developing a successful unit to deal with mental health issues. These include:

- Developing a solid leadership foundation between all partners/stakeholders to utilize this new engagement methodology
- Standardized policies and procedures which demonstrate the duties, roles, and responsibilities (including communication center protocols)
- Clear contracts for services between partners that also demonstrate duties, roles, responsibilities, and costs
- Appropriate data coding, reporting, and analysis, to evaluate program success

There are also indications in the literature that workers assigned to these units should be offered and afforded the chance to seek mental health support through various means, and minimally, through an employee assistance program (EAP) model. This is important because many of these workers, like law enforcement personnel, experience secondary trauma in managing these incidents.

As with any program of this size and nature, continued programmatic review should be conducted to help ensure that performance metrics are clearly being met. There are various reasons for this, but chief among them is to demonstrate that the programs are successful and producing intended and expected results. Program evaluation can also assist in identifying process and policy improvements.

Despite the need for such programmatic review, there is very little research data with which to conduct a cost benefit analysis in the utilization of these programs. Although CAHOOTS has been operating for thirty years, and available data suggest it is successful, until recently, there had never been a full program review of the CAHOOTS model (or any other model BerryDunn identified in the literature). However, in 2022-2023, BerryDunn was hired by the City of Eugene to conduct a full review of the CAHOOTS program. Although BerryDunn observed many positive aspects of the model, lack of oversight or regular review and monitoring, lack of accountability, an expansion of its initial purpose, and the independent operational model, completely independent of the City, have reduced the model's overall effectiveness. BerryDunn provided the City of Eugene with numerous suggestions to help improve a number of noted gaps.

5.2.7 Criminal/Violent CFS with Mental Health

In all instances, research suggests that CFS with a criminal or violent nexus should continue to be managed by law enforcement personnel, regardless of any known or suspected mental health overtone. This is also consistent with the Essential CFS Evaluation BerryDunn conducted for the APD.

5.3 Conclusion

The research is clear that utilizing alternative CFS response methods has the potential to produce important benefits that include:

- Freeing up sworn law enforcement time to manage other pressing CFS
- Providing more appropriate mental health interventions to those in crisis
- Reducing trauma (and UOF) for those in need of services

By all accounts, diverting CFS to other resources, internal or external, relieves a portion of the work burden typically managed by sworn officers. Given the service demands faced by a growing number of police departments, this is an important benefit.

Similarly, it is inarguable that including professionally-trained social workers and/or mental health workers in an alternative CFS model improves the interactions between those in crisis and responding personnel. Additionally, because of their focused vocation, professional staff are better equipped to provide counseling and connections to other resources, and they are more adept in de-escalating tense situations involving mental health circumstances.

The common alternative response models include:

- Use of specifically trained police personnel (CIT)
- Use of a co-response model with police and professional personnel who are trained as social workers and/or mental health staff
- Contracted services, which operate largely independent of the police department

Departments can experience one or all of the above-listed benefits (among others) by engaging either a co-responder or contracted services model. However, cost remains a factor. Despite the potential for the above-listed benefits, there is a lack of data to confirm or refute the financial benefits of alternative CFS response models. Although it is well-established that certain non-sworn police personnel could manage certain CFS at a reduced cost, utilizing professional staff and/or engaging contracted services may not necessarily reduce costs to the City/department. This can be affected by the model used and the volume of service demands. Arguably, however, even if cost-reductions do not result from implementing an alternative CFS response model, aligning responding personnel with appropriate CFS types will likely produce positive outcomes more consistently.

Although there are notable benefits to alternative CFS response, it would be cost-prohibitive in all but the largest communities for departments to staff an alternative response program that operates 24-hours per day. This is because, for smaller communities there is not enough workload volume to support development of a 24/7 alternative service response unit. In most cases, overnight personnel would be idle and underutilized. For these communities, utilizing a part-time/hybrid model is likely a more cost-effective solution. For the APD, there may be sufficient volume to support a 24/7 unit; however, additional CFS analysis would be needed to support this as a formal recommendation.

Despite the noted cautions about cost, providing the right public safety services to those in need, and utilizing the best resources available, may be a preferred course, even if there are no direct cost savings.

Appendix A – Recommendations

RISC		
No.	RISC Model	Overall Priority
<i>Section 1: Project Overview</i>		
1-1	Finding Area: APD developed the RISC model to assist in handling calls for service (CFS) that require significant resources. When RISC teams are not responding to resource intensive CFS, they handle priority 2, 3, and 4 calls to assist patrol and relieve some of the call volume.	
	Recommendation: BerryDunn recommends APD monitor RISC teams' response to non-RISC incidents and document any incidents when RISC teams are unavailable to respond to RISC incidents.	

RISC		
No.	RISC Model	Overall Priority
<i>Section 1: Project Overview</i>		
1-2	Finding Area: In developing the RISC model, APD identified 10 incident types considered RISC incidents.	
	Recommendation: BerryDunn recommends APD continue to utilize the Crime Analysis Division to monitor CFS types and identify any additional incident types that may qualify for inclusion as RISC incidents for RISC team response.	


Patrol Schedule		
No.	Patrol Schedule	Overall Priority
<i>Section 1: Project Overview</i>		
1-3	Finding Area: The current patrol schedule for the APD includes a weekly overlap day and accordingly, is likely not optimized to provide coverage and flexibility and to meet operational objectives. Although they serve a purpose, overlap schedules do not efficiently maximize the use of available personnel time.	
	Recommendation: BerryDunn recommends APD thoroughly evaluate the current patrol schedule and seek options that do not include an overlap day.	

Business Processes		
No.	CAD CFS Coding	Overall Priority
Section 2.1: Initial CFS Intake		
2-1	<p>Finding Area: In some instances (e.g., those for which APD will not respond), CFS received by the CC may not result in a CAD incident being generated. In other instances, some CFS may be closed without an APD response. There is no specific disposition code designation for either of these instances, which interferes with robust analysis of the CFS volume for the APD, particularly the volume in CAD.</p>	
	<p>Recommendation: BerryDunn recommends the APD generate a CAD record for all incoming CFS requests, evaluate its disposition codes, and add appropriate codes that allow for more granular analysis of the data in CAD.</p>	

Business Processes		
No.	Solvability Factors	Overall Priority
Section 2.2: Patrol Response and Preliminary Investigation		
2-2	<p>Finding Area: The APD does not currently formally engage the use of solvability factors as an element of conducting a preliminary criminal investigation. The use of solvability factors helps increase the quality of preliminary investigations and can assist decision-makers in determining which cases should receive additional investigation.</p>	
	<p>Recommendation: The APD should require the use of solvability factors by all staff who conduct preliminary criminal investigations and complete the associated reports. Solvability factors should be reviewed by patrol supervisors as a part of the incident report approval process and used to assist with the case activation and assignment process.</p>	

Business Processes		
No.	Sector and District Response	Overall Priority
Section 2.2: Patrol Response and Preliminary Investigation		
2-3	<p>Finding Area: The APD uses a sector model for deployment of patrol personnel, which allows for unstructured movement of resources and is likely contributing to inefficient response to CFS.</p>	
	<p>Recommendation: The APD should examine its sector deployment model and consider implementing a district model that helps ensure appropriate distribution</p>	

Business Processes		
No.	Sector and District Response	Overall Priority
	of personnel across the sector, while also recognizing the staffing limitations for each sector and/or shift.	

Business Processes		
No.	Criminal Case Review and Assignment	Overall Priority
Section 2.3: Case Routing – Investigations		
2-4	<p>Finding: The process in place for reviewing criminal cases for follow-up and assignment to an investigator is inefficient and in need of adjustment. The current practice of having investigators review each criminal incident is time consuming, and in many cases, unnecessary. Many reports lack sufficient basis for follow-up, and having investigators review these is an inefficient process.</p>	
	<p>Recommendation: The APD should revise its process for reviewing criminal cases to delegate specific tasks to appropriate personnel and to save time for investigators.</p> <p>The APD should consider designating a single intake point for criminal case review, and assigned personnel, who are responsible for review of all incident reports, should be empowered to close criminal cases without the need for additional review. This decision should be based on the solvability factors (as completed by the originator of the incident report).</p> <p>Because case routing at the APD occurs simultaneous to routing of a case for review by the patrol supervisor, BerryDunn recommends the APD assign a supervisor to the single intake point for case reviews.</p> <p>Additionally, the crime analysis team should review all criminal cases, whether closed or forwarded for follow-up, to help ensure a consistent understanding of all criminal events and to look for patterns of activity or persons. If these are identified, the analysis team should forward relevant information to the appropriate commander or unit.</p>	

Business Processes		
No.	Open Records/PIR Unit Documentation	Overall Priority
Section 2.5: Open Records Unit/Public Information Request Unit		
2-5	<p>Finding Area: PIR unit requests for information are routed from various sources, and the documentation of data release is not uniform across all platforms.</p>	

Business Processes		
No.	Open Records/PIR Unit Documentation	Overall Priority
	<p>Recommendation: The APD should establish a single platform as the mandatory location for recording data requests and releases.</p> <p>Although there should be a single location for such releases, the APD could perform secondary recording of data releases, possibly using GovQA for the primary platform and Versaterm for the secondary platform.</p>	

Business Processes		
No.	Open Records/PIR Unit	Overall Priority
Section 2.5: Open Records Unit/Public Information Request Unit		
2-6	<p>Finding Area: The PIR Unit is responsible for processing a high volume of information requests involving sensitive information that is subject to complex laws and involves a high risk for litigation. The PIR Unit does not have adequate controls and audit standards.</p>	
	<p>Recommendation: The APD should adopt clear controls for the PIR Unit, including secondary review of data for release, and regular quality control audits.</p>	

Field Technology and Integration		
No.	Data Capture and Movement	Overall Priority
Section 3.1.1: Field Technology Systems and Functional Capabilities		
3-1	<p>Finding Area: Field reporting processes for APD officers/field personnel lack automated data capture and routing functions, which regularly require manual data entry, often multiple times for a single incident, and are inefficient and create an opportunity for data entry errors.</p>	
	<p>Recommendation: The APD should adopt a philosophy that includes the ability to capture relevant response and involvement data once in the field (whether it is done electronically or manually) and to move that data electronically across all systems where it may be required.</p>	

Field Technology and Integration		
No.	Pursue a Single Vendor CAD/RMS Solution	Overall Priority
Section 3.2.3: System Needs		
3-2	<p>Finding Area: The APD operates in a technology environment that uses CAD and RMS systems from different vendors and that lacks adequate interfaces across all APD records platforms. These conditions contribute to inefficiency and system errors.</p>	
	<p>Recommendation: The APD should pursue a new CAD/RMS solution that operates with a single vendor. Additionally, the APD should evaluate all of its interfaces as part of a new CAD/RMS selection and take steps to ensure that all interfaces are compatible and functional with the new systems.</p>	

Field Technology and Integration		
No.	Unified Technology Approach	Overall Priority
Section 3.3: Technology Approach and Operational Structure		
3-3	<p>Finding Area: The APD uses a multi-layered approach and hierarchy for managing its technology systems and needs, which includes Central Records, the PTU, and the APD Data and Analytics teams. This structure has not provided a uniform approach to data and technology solutions.</p>	
	<p>Recommendation: The APD should develop an IT and data strategy that includes a structure that reports to a single oversight point.</p> <p>BerryDunn acknowledges that those with a vested interest in IT and data may be assigned to different units. This recommendation is not intended to circumvent that structure. However, all such units should report to a single point so that communication, collaboration, and decision-making can be centralized.</p>	

Essential CFS Evaluation		
No.	Examine CFS Types for Expanded Alternative Response	Overall Priority
Section 4.3: APD Alternative Response Systems		
4-1	<p>Finding Area: Analysis indicates the opportunity for the APD to divert additional CFS types to reduce the response burden for patrol. Internal and externally collected data suggests support for this approach.</p>	
	<p>Recommendation: The APD should revisit each potentially divertible CFS type to assess its viability for Alternative Response and pursue Alternative Response methods whenever appropriate.</p>	

Essential CFS Evaluation		
No.	Develop a TRU	Overall Priority
Section 4.3: APD Alternative Response Systems		
4-2	Finding Area: The APD does not have a TRU but instead relies on City staff working within the 311 system. There is sufficient volume to support a TRU within the APD, and such a system would improve efficiency outputs.	
	Recommendation: The APD should develop a TRU to manage telephonic reports that are routed from the CC or through 311.	

Essential CFS Evaluation		
No.	Route 311 and iReports to an Administrative Review Process	Overall Priority
Section 4.3: APD Alternative Response Systems		
4-3	Finding Area: Reports generated through 311 and the iReports processes are routed to the Investigations Bureau for review. Most of these reports do not require review by investigators and could be done more efficiently with administrative personnel.	
	Recommendation: The APD should route 311 and iReports to administrative, non-sworn personnel for review to remove this burden from the Investigations Bureau. If the APD establishes a TRU as recommended in this section, TRU personnel may be available to perform this function.	

Essential CFS Evaluation		
No.	Conduct an Expanded Workload Analysis	Overall Priority
Section 4.3: APD Alternative Response Systems		
4-4	Finding Area: Volume within CAD represents an estimated staff demand for approximately 1,200 positions. The level of analysis for this project did not include the workload distribution of that volume across various response personnel, units, and systems.	
	Recommendation: The APD should conduct a thorough review of the CFS workload volume associated with each type of response unit to determine the appropriate personnel demands for each and to aid the department in considering additional Alternative Response processes and systems.	

Appendix B – Acronyms

Table B.1: Terms and Definitions

Term	Definition
ALPR	Automated License Plate Reader
AFD	Austin Fire Department
APD	Austin Police Department
ATM	Automated Teller Machine
AVL	Automatic Vehicle Location
BerryDunn	Berry, Dunn, McNeil & Parker, LLC
BOR	Burglary of Residence
BOV	Burglary of Vehicle
BWC	Body Worn Camera
CAD	Computer-Aided Dispatch
CC	Communications Center
City	City of Austin, TX
CIT	Crisis Intervention Team
CFS	Call for Service
CHP	Community Health Paramedic
CPS	Child Protective Services
CSO	Community Service Officer
CTN	Criminal Trespass Notice
EDP	Emotionally Disturbed Person
EMCOT	Expanded Mobile Crisis Outreach Team
EMS	Emergency Medical Services
FOIA	Freedom of Information Act
FTE	Full Time Equivalent
FV	Family Violence
GPS	Global Positioning System
HOA	Homeowners Association
HOST	Homeless Outreach Street Team
IB	Investigations Bureau
IPD	Impartial Policing Data

Term	Definition
IT	Information Technology
MDT	Mobile Data Terminal
MCOT	Mobile Crisis Outreach Team
NIBRS	National Incident Based Reporting System
OVP	Office of Violence Prevention
PDL	Predetermination Letter
PIR	Public Information Request
PM	Project Manager
PMT	Project Management Team
PTU	Police Technology Unit
RISC	Resource Intensive Service Calls
RMS	Records Management System
SME	Subject Matter Expert
SOP	Standard Operating Procedure
TBD	To be Determined
TRU	Telephone Response Unit
UCR	Uniform Crime Reporting

Appendix C – Supplemental Tables

Appendix Table C.1 APD Volume and Supplanting Hours

Incident Type	All Units in CAD				Patrol/Supplemental			Non-APD/Other Units		
	Community Count	Community Hours	Officer Count	Officer Hours	Hours	Hours (Decimal)	FTEs	Supplanting	Hours	FTEs
Check Welfare Urgent	18120	53560:11:24	188	378:02:54	45795:32:48	45795.55	89.80	7764:38:36	7764.64	15.22
Disturbance Other	24013	48622:48:09	405	508:58:44	43236:56:07	43236.94	84.78	5385:52:02	5385.87	10.56
Trespass Urgent	30951	43734:37:25	338	308:01:20	39316:07:36	39316.13	77.09	4418:29:49	4418.50	8.66
-Disturbance HS	10274	43100:11:34	71	216:32:41	38809:05:34	38809.09	76.10	4291:06:00	4291.10	8.41
-Crash HS	6907	30278:17:40	92	375:06:30	26559:24:06	26559.40	52.08	3718:53:34	3718.89	7.29
Disturbance Urgent	7605	27281:27:07	62	158:11:55	24380:16:31	24380.28	47.80	2901:10:36	2901.18	5.69
Suspicious Person	17989	25942:53:22	192	187:26:57	22912:12:11	22912.20	44.93	3030:41:11	3030.69	5.94
Alarm Burglar	26686	26066:27:54	170	81:42:08	22324:21:22	22324.36	43.77	3742:06:32	3742.11	7.34
Crash Urgent	9072	23112:22:40	432	1150:28:03	20811:09:56	20811.17	40.81	2301:12:44	2301.21	4.51
Nature Unknown Urgent	8014	23557:29:22	59	168:40:14	20685:54:38	20685.91	40.56	2871:34:44	2871.58	5.63
Check Welfare Service	12038	18970:15:41	395	450:22:34	15873:39:30	15873.66	31.12	3096:36:11	3096.60	6.07
*Assist Non Emergency	6669	15104:50:49	169	220:22:05	13075:54:01	13075.90	25.64	2028:56:48	2028.95	3.98
Auto Theft Service	8843	14472:55:54	118	168:35:57	11665:45:00	11665.75	22.87	2807:10:54	2807.18	5.50
Service	9166	13395:37:05	269	448:21:22	10820:27:28	10820.46	21.22	2575:09:37	2575.16	5.05
Shots Fired	4396	11450:13:23	51	55:26:58	9389:19:26	9389.32	18.41	2060:53:57	2060.90	4.04

Incident Type	All Units in CAD				Patrol/Supplemental			Non-APD/Other Units		
	Community Count	Community Hours	Officer Count	Officer Hours	Hours	Hours (Decimal)	FTEs	Supplanting	Hours	FTEs
-Traffic Hazard HS	7385	9388:13:39	70	50:59:32	7927:02:38	7927.04	15.54	1461:11:01	1461.18	2.87
Disturbance Service	4145	9113:46:24	58	73:29:12	7529:53:34	7529.89	14.76	1583:52:50	1583.88	3.11
Suspicious Vehicle	5182	8688:30:31	60	54:29:58	7393:01:03	7393.02	14.50	1295:29:28	1295.49	2.54
-Gun HS	1039	8320:39:49	7	70:06:04	7023:32:46	7023.55	13.77	1297:07:03	1297.12	2.54
Traffic Hazard	8415	8156:32:16	500	363:49:31	6785:07:32	6785.13	13.30	1371:24:44	1371.41	2.69
Crash Service	5159	7703:01:30	122	169:31:20	6761:29:52	6761.50	13.26	941:31:38	941.53	1.85
-Prowler HS	1986	5700:10:38	7	4:34:59	5292:41:40	5292.69	10.38	407:28:58	407.48	0.80
-Burglary HS	1232	5891:45:58	1	0:02:57	5151:13:47	5151.23	10.10	740:32:11	740.54	1.45
-Shoot/Stab HS	300	7099:01:52	4	5:51:49	5120:01:49	5120.03	10.04	1979:00:03	1979.00	3.88
All Others	60017	123569:22:45	66880	124534:51:37	92904:30:35	92904.51	182.17	30664:52:10	30664.87	60.13
Total	295603	612281:44:51	70720	130204:07:21	517544:41:30	517544.69	1014.79	94737:03:21	94737.06	185.76

Appendix Table C.1 APD Patrol and Supplanting FTEs by Sector

Incident Type/Sectors	Adam	Baker	Charlie	David	Edward	Frank	George	Henry	Ida	Totals
Check Welfare Urgent	10.78	10.37	8.55	11.57	12.06	11.81	5.28	9.88	9.17	89.45
Disturbance Other	9.45	6.41	9.36	8.41	14.20	12.31	4.35	10.70	8.94	84.12
Trespass Urgent	7.83	8.49	6.39	9.71	10.71	6.65	9.05	8.27	9.84	76.94
-Disturbance HS	8.70	5.18	9.43	7.65	13.34	9.92	3.68	9.72	8.39	76.02
-Crash HS	7.46	6.30	6.20	5.98	6.51	6.51	0.60	6.61	5.71	51.89
Disturbance Urgent	5.25	3.40	5.36	5.48	7.61	6.78	3.36	5.70	4.75	47.69
Suspicious Person	4.34	5.23	4.53	5.71	5.60	5.03	3.74	5.42	4.97	44.56
Alarm Burglar	5.79	6.87	3.97	6.17	5.55	5.18	2.11	3.49	4.59	43.73
Crash Urgent	5.38	5.38	4.77	5.55	6.29	4.98	1.22	3.64	3.32	40.53
Nature Unknown Urgent	4.90	3.07	4.25	3.84	7.33	5.94	1.15	5.35	4.60	40.44
Check Welfare Service	4.41	3.90	2.94	3.76	4.11	4.43	1.79	2.89	2.71	30.93
Auto Theft Service	2.39	1.85	3.12	1.98	4.19	2.89	0.81	2.96	2.08	22.27
*Assist Non-Emergency	2.41	2.32	2.43	2.43	3.36	2.58	1.14	2.12	2.39	21.17
Service	4.06	3.96	1.36	3.77	2.05	1.69	1.11	1.46	1.42	20.88
Shots Fired	1.58	0.68	3.11	1.53	4.49	2.35	0.07	2.21	2.38	18.39
-Traffic Hazard HS	2.46	2.16	2.02	1.99	1.42	1.23	0.04	2.14	2.05	15.50
Disturbance Service	1.65	1.52	1.60	1.51	2.48	2.08	0.76	1.72	1.30	14.62
Suspicious Vehicle	1.45	1.26	1.90	1.77	2.25	2.30	0.29	1.76	1.33	14.31
-Gun HS	1.40	0.43	1.98	1.39	3.14	2.00	0.47	1.46	1.43	13.70
Traffic Hazard	1.56	2.08	1.73	1.76	1.55	1.39	0.87	1.30	0.97	13.21

Incident Type/Sectors	Adam	Baker	Charlie	David	Edward	Frank	George	Henry	Ida	Totals
Crash Service	1.68	1.72	1.49	1.73	1.96	1.49	0.61	1.26	1.14	13.09
-Prowler HS	1.33	1.07	1.25	1.16	1.70	1.15	0.14	1.18	1.39	10.38
-Burglary HS	1.04	0.87	1.37	1.48	1.29	1.29	0.38	1.25	1.12	10.10
-Shoot/Stab HS	0.84	0.81	1.03	0.73	2.12	2.06	0.21	1.27	0.94	10.01
All Others	18.90	18.34	18.00	20.17	26.16	19.99	10.54	18.54	18.33	168.97
Total	117.03	103.68	108.17	117.21	151.46	124.04	53.77	112.30	105.22	992.89

Appendix Table C.3 CAD CFS Types

CAD Original CFS Types
* 911 TRANSFER TO APD
* Cancel This Call
* RA FROM AFD-NO EMER
* RA FROM PD-EMER
* RA FROM PD-NO EMER
*Agency Assist HS
*Assist Non Emergency
*Call From TCSO - Emergency
*Call From TCSO - Non Emergenc
*Public Safety Assist Code 3
*Public Safety Assist Urgent
*SAPD - Actual Threat to Life
*SAPD - Non-Emergency
*SAPD - Potential Threat
*TCSO Emergency
*TCSO Non Emergency
911 CELL PHONE HANG UPS
A W O L
Aircraft Alert 2
Aircraft Alert 3
Aircraft Diversion
Airfield Ops Area Viol
Airport Assist
AISD
Alarm Burglar
Alarm DV
Alarm Glass Break
Alarm GPS Violation
Alarm Other
Alarm Robbery

CAD Original CFS Types
Alarm Screening Checkpoint
Animal Urgent
ASSAULT BY CONTACT
ASSIST APD
ASSIST COMPLAINANT
ASSIST EMS
ASSIST TCSO
-Attempted Suicide HS
Auto Theft
Auto Theft Bait Vehicle
Auto Theft Service
-Bomb HS
Bomb Threat Urgent
-Burglary HS
Burglary Urgent
Burglary Vehicle
CADET TRAINING
CCD / Counselor
CCD / Counselor / TCSO
CHECK WELFARE
Check Welfare Service
Check Welfare Urgent
Checking Area
CMV Inspection
COLLISION
COLLISION WITH INJURY
COVID-19 Face Mask Viol
-Crash HS
Crash Service
Crash Urgent
CRIM MISCH/ ARSON

CAD Original CFS Types
CRIM MISCH/PROP DAMAGE/FV
DANGERS DRUG VIO
Deceased Person
Decoy Vehicle
DELIVER MESSAGE
Directed Patrol
DIST STAND BY
DISTURBANCE - VEHICLE
-Disturbance HS
Disturbance Other
Disturbance Service
Disturbance Urgent
Disturbance Vehicle Urgent
DISTURBANCE W/GUN
DOC / C.O. Violation
Drugs
E D P
FALSE ALARM/ BURG
FAMILY DISTURBANCE
Federal Aviation Violation
Flag Down
FOLLOW UP CRUELTY TO ANIMALS
Follow Up Investigation
Found/Abandoned Hazardous
Grass Fire
-Gun HS
Gun Other
Gun Urgent
Hang-ups
HAZARD TRFC VIOL
HERO - Traffic Hazard

CAD Original CFS Types
Homeland Security-DP
ID Property Crimes
Illum Aircraft Intense Light
Information
INFORMATIONAL CALL
Intelligence Info-Airport
INV/MANSLTR-TRFC
-Kidnapping Abduction HS
LEO Verify
LOOSE LIVESTOCK
MAKING FIREARM ACCESS CHILD
Manpads
Mischief / Vandalism
-Missing HS
Missing Service
MURDER
NATURE UNKNOWN
Nature Unknown Urgent
Obvious Threat-ETD
-Officer Needs Assistance HS
On Site Incident
Panic Alarm-Airport
-Pedestrian on HSR
Perimeter Check - ARPT
Pin Duress
Prostitution
-Prowler HS
REC APPREH/ JUVEN
Reckless Driving Info
Recovered Runaway
-Robbery HS

CAD Original CFS Types
Robbery Service
Robbery Urgent
Safety Alert
Secondary Employment
Security Breach
Security Checkpoint Assign
Service
-Sex Crime HS
Sex Crime Service
Sex Crime Urgent
-Shoot/Stab HS
Shoot/Stab Service
Shoot/Stab Urgent
Shots Fired
Special Assignment
Stalled Vehicle
Subject Stop
SUSP PACKAGE
Suspect Bag-ETD
Suspicious Package
Suspicious Person
Suspicious Unknown
Suspicious Vehicle
TAMPER W/ ID NUMB
Theft
THEFT/ EMBEZZLE
Trace
TRACK/MISSING ADULT
Traffic Hazard
-Traffic Hazard HS
Traffic Stop

CAD Original CFS Types
Trespass Urgent
TRFC HAZD/ DEBRIS
TSA Spot Assist
Union Pacific Crim Trespass
Warrant Service
Warrant Service - Airport
Weapon Inspect Airport
Weather Alert
-WMD CBRNE HS
Working School Zone
Working Traffic
WRONG WAY DRIVER
-Wrong Way Motorists on HSR
x68A INSPECTION
xABANDONED REFRIGERATOR
xABANDONED VEHICLE
xAGG ASLT ENHANC STRANGL/SUFFO
xAGG ASLT STRANGLE/SUFFOCATE
xAGG ASSAULT
xAGG ASSAULT FAM/DATE VIOL
xAGG ASSAULT MOTOR VEHICLE
xAGG ROBBERY BY ASSAULT
xAGG ROBBERY/DEADLY WEAPON
xAGG SEX ASLT OF CHILD/OBJECT
xAIRPORT - ASSIST FEDERAL AGEN
xAIRPORT - FEDERAL VIOL
xAIRPORT - FOUND MARIJUANA
xAIRPORT - INTELLIGENCE INFO
xAIRPORT - SUSPICIOUS PKG/ITEM
xAIRPORT - SUSPICIOUS VEH
xAIRPORT - TSA ASSIST

CAD Original CFS Types
xAIRPORT BREACH OF SECURITY
xAIRPORT INFO
xAIRPORT UNATTENDED BAG / LUGG
xAIRPORT-CRIMINAL TRESPASS
xALCOHOL CONTROL TEAM
xALTERED DRIVER LICENSE
xANIMAL BITE
xAPS REFERRAL
xARSON
xARSON WITH BODILY INJURY
xASSAULT BY CONTACT
xASSAULT BY CONTACT FAM/DATING
xASSAULT BY THREAT
xASSAULT BY THREAT FAM/DATE
xASSAULT INFO FAM VIOL
xASSAULT INFORMATION
xASSAULT ON PEACE OFFICER
xASSAULT ON PUBLIC SERVANT
xASSAULT W/INJURY-FAM/DATE VIO
xASSAULT WITH INJURY
xASSIST BOAT
xASSIST CITY DEPARTMENT
xASSIST COMPLAINANT
xASSIST EMS
xASSIST FIRE DEPARTMENT
xASSIST MOTORIST/PUBLIC
xASSIST OTHER AGENCY
xASSIST OTHER AGENCY - ICE
xATT AUTO THEFT
xATT THEFT
xAUTO THEFT INFORMATION

CAD Original CFS Types
xAUTO THEFT RECOVERY
xBICYCLIST INJURED
xBLOCKED DRIVE/ROADWAY
xBOAT STOP
xBURG NON RESIDENCE SHEDS
xBURGLARY INFORMATION
xBURGLARY NON RESIDENCE
xBURGLARY OF RESIDENCE
xBURGLARY OF VEHICLE
xBURGLARY/NON-RESIDENCE
xCAMPING IN PARK
xCHILD ABUSE INFO
xCHILD IN NEED OF SUPERVISION
xCO VIOL CAMPING
xCOMMUNITY POL - BSN/RES VISIT
xCOMMUNITY POLICE
xCPS REFERRAL
xCRASH AUTO AND MOTORCYCLE
XCrash Blue Form
xCRASH CR3
xCRASH LEAVING THE SCENE
xCRASH WITH AUTO AND BICYCLE
xCRASH WITH CITY VEHICLE
xCREDIT CARD ABUSE OTHER
xCRIM NEG HOMICIDE/NON TRAFFIC
xCRIMINAL APPREHENSION TEAM
xCRIMINAL MISCHIEF
xCRIMINAL MISCHIEF INFORMATION
XCRIMINAL SOLICITATION OF MINO
xCRIMINAL TRESPASS
xCRIMINAL TRESPASS NOTICE

CAD Original CFS Types
xCRIMINAL TRESPASS NOTICE - CO
xCRIMINAL TRESPASS/IN VEHICLE
xCRUELTY TO ANIMALS
xCUSTODY ARREST TRAFFIC WARRANT
xDAMAGE CITY PROP
xDAMAGE CITY VEHICLE
xDATING VIOLENCE
xDEL SYNTHETIC MARIJUANA
xDELIVER C/S OTHER
xDELIVER CONTROLLED SUB/SYN NA
xDELIVER MESSAGE
xDELIVER OF MARIJUANA
xDELIVERY C/S NARCOTIC
xDIS HARMFUL MATERIAL TO MINOR
xDOC DISCHARGE GUN IN PUBLIC
xDOC-EXPOSURE
xDOC-FIGHTING
xDUI - AGE 17-20
xDUI AGE 16 AND UNDER
xDWI
xDWI .15 BAC OR ABOVE
xDWI / FELONY
xDWI/2nd OFFENSE
xDWI/DRE DRUG RECOGNITION EXP
xEDP EMOTIONALLY DISTURBED PER
xEDP INTERVENTION
xEDP INTERVENTION W/CONTACT
xEDP VOLUNTARY
xEMERGENCY DETENTION
xESCORT OTHER
xEVADING / VEHICLE

CAD Original CFS Types
xEVADING FOOT
xEXPLOITATION OF CHILD/ELDERLY
xEXPLOSIVE ORDINANCE DISPOSAL
xFAIL REG SEX OFF
xFAIL TO REGISTER - MINOR VIC
xFAILURE STOP AND RENDER AID
xFAILURE TO IDENTIFY
xFALSE ALARM OR REPORT
xFALSE BURGLAR ALARM
xFALSE ROBBERY ALARM
xFAMILY DISTURBANCE
xFEDERAL VIOL/OTH
xFICTITIOUS DL / ID CARD
xFICTITIOUS LICENSE PLATE
xFICTITIOUS NAME
xFIELD OBSERVATION
xFIREWORKS ORDINANCE VIOLATION
xFLOODED ROADWAY
xFO CARD
xFORENSICS INFO
xFOUND CONTROLLED SUBSTANCE
xFOUND FIREARM
xFOUND LICENSE PLATE
xFOUND PROPERTY
xFRAUD OTHER
xFUNERAL ESCORT
xGANG INFO
xGLASS CONTAINER VIOLATION
xGRAFFITTI
xHARASSMENT
xHARASSMENT OF PUBLIC SERVANT

CAD Original CFS Types
xHARBORING A RUNAWAY
xHAZARDOUS TRAFFIC CITATION
xHUMAN TRAFFICKING INFO
xICY ROADWAY
xIDENTITY THEFT
xIMPOUND/REPO VEH NON-APD
xIMPOUNDED VEHICLE
xINCEST-PROHIBITED SEX CONDUCT
xINDECENCY W/ A CHILD CONTACT
xINDECENT ASSAULT
xINDECENT EXPOSUR
xINJURY TO A CHILD
xINJURY TO ELDERLY PERSON
xINTELLEGENGE INFORMATION
xINTERFERENCE W/POLICE ANIMAL
xINTRFERE WITH CHILD CUSTODY
xLIQUOR LAW VIOLATION/OTHER
xLITTERING
xLOST LICENSE PLATE
xLOST PROPERTY
xMAIL THEFT
xMISREP AGE BY MINOR
xNARCOTICS INFORMATION
xOBSTRUCTION HIGHWAY PASSAGE
xONLINE IMPERSONATION
xOOC AUTO THEFT RECOVERY
xOPEN DOOR/WINDOW
xPAGING NOTIFICATION - DRUG
XParking Violation
xPEDESTRIAN ON ROAD
xPERSON DOWN

CAD Original CFS Types
xPICKUP ITEM/EVID
xPLACES WEAPONS PROHIBITED AIR
xPOSS ALCOHOL AGE 17-20
xPOSS CONTROLLED SUB/NARCOTIC
xPOSS CONTROLLED SUB/NARCOTIC1
xPOSS CONTROLLED SUB/OTHER
xPOSS CRIMINAL INSTRUMENT
xPOSS DRG PARAPHERNALIA
xPOSS MARIJUANA
xPOSS OF FIREARM BY FELON
xPOSS OF PROHIBITED WEAPON
xPROVIDE IMPLEMENT FOR ESCAPE
xPUBLIC INTOXICATION
xPUBLIC INTOX-SOBERING CENTER
xRACING ON HIGHWAY
xRAPE
xRECKLESS CONDUCT
xRECOVERED RUNAWAY
xRepeat Runaway
xREQ APPREH/JUVENILE
xREQUEST APPREHEN
xREQUEST TO LOCATE
xRESISTING ARREST OR SEARCH
xRESPONSE TO RESISTANCE REPORT
xROAD RAGE
xROBBERY BY ASSAULT
xROBBERY BY THREAT
xROBBERY INFO
xRUNAWAY CHILD
xS/W STREET RESPONSE
xSEX OFFENDER COMPLIANCE CHECK

CAD Original CFS Types
xSEXUAL ASSAULT
xSEXUAL ASSAULT INFORMATION
xSEXUAL ASSAULT OF A CHILD/OBJ
xSEXUAL ASSAULT W/OBJECT
xSHOPLIFTING
xSPEC ASSIGN PARADE
xSTALKING
xSUSPECTED SEXUAL ASSAULT
xSUSPICIOUS VEHICLE
xSWAT OPERATION
xTAMPERING WITH EVIDENCE
xTELECOMM CRIME OTHER
xTERRORISTIC THREAT
xTEST INCIDENT
xTHEFT
xTHEFT FROM PERSON
xTHEFT INFORMATION
xTHEFT OF BICYCLE
xTHEFT OF LICENSE PLATE
xTHEFT OF SERVICE
xTHEFT OF TRAILER
xTRANSPORT PRISONER
xUCW
xUCW ON LICENSED PREMISES
xUIPP
xUNAUTHORIZED USE OF VEH
xVEHICLE FIRE
xVIOL CITY ORDINANCE - AIRPORT
xVIOL CITY ORDINANCE SOUND
xVIOL OCCUPATIONAL DRIV LICENS
xVIOL OF EMERG PROTECTIVE ORD

CAD Original CFS Types
xVIOL OF PARK CURFEW
xWARRANT ARREST NON-TRAFFIC
xWEATHER DAMAGE
xWRECKER REQUEST
yyyyyWeap Inspect Checkpoint 3
zALARM/OTHER-J
zASSIST OTHER AGENCY
ZBLUE FORM COLLISION
zCOLLISION/LEAVING THE SCENE-J
zFORGERY/ALTERING-J
zLOITER IN PARK-J
zVIOL. WATER SAFETY
zXFR-PFLUGERVILLE

Appendix Table C.4 CAD CFS Types

Compressed CFS Types
911 CFS/Related
Airport - Assist
Airport - Criminal Incident
Alarm
Animal - Criminal
Animal/Animal Related
Arson
Assault
Assault - Aggravated
Assault - Public Official
Assist Public/Other Agency
Auto Theft
AWOL
Bomb Threat/Bomb Event
Burglary
Check Welfare
Checking Area
Child Abuse
Criminal Mischief/Property/Arson
Deceased
Decoy Vehicle
Disturbance/Disorderly
Drug Related
DUI/DWI
Escorts
Fire/Fire Related
Fleeing/Evading/Obstruction
Found
Fraud/Forgery
Harassing Behavior/Threats/Calls

Compressed CFS Types
Hit and Run Motor Vehicle Crash
Homicide/Murder
Juveniles
Kidnapping
Lewd/Obscene
Liquor/Alcohol-Related
Lost
Mental Health/Suicidal
Miscellaneous Service
Missing
Motor Vehicle Crash
Motor Vehicle Related
Other Criminal
Pedestrian on Highway
Prostitution
Roadway Related/Traffic Complaint
Robbery
Sexual Assault/Rape
Shoplifting
Subject Stop
Suspicion
Theft
Traffic Stop
Trespass
Unknown
Violate Court Order/Custody
Warrant
Weapon/Gun/Firearm

Appendix Table C.5: Community Survey Results

CFS Type	CSO	TRU/Online	Alternative
CRIMINAL			
SECTION 1-A			
Assault - Aggravated (delayed report, no injury, no current danger)	3		
Auto Theft (delayed report, no known suspect, no evidence to collect)	4		
Disturbance/Disorderly Person(s) (delayed report or non-violent)	3		
Family Disturbance (non-violent)	3		
Drug Related (drug information, found drugs)	4		
Prostitution (complaint, not in progress)	4		
Theft of Services (e.g., gas drive off, fail to pay at restaurant)	4		
Weapon/Gun/Firearm (delayed report, no known suspect, no evidence to collect)	3		
SECTION 1-B			
Burglary/Theft from Vehicle (delayed report, no known suspect, no evidence to collect)	4	3	
Criminal Damage to Property / Arson (no evidence to collect)	4	3	
Identity Theft	4	4	
Theft (delayed report, no known suspect, no evidence to collect)	4	3	
Embezzlement	4	4	
SERVICE			
SECTION 2-A			
911 Call / Non-Emergency	3		
Animal - Urgent	4		
Loose Livestock	4		
CFS Type	CSO	TRU/Online	Alternative
Check Welfare of Person/Situation (non-dangerous)	4		
Request for Area Check (general complaint/request)	3		
Mental Health / EDP (Emotionally Disturbed Person)	4		
Motor Vehicle Crash (non-injury)	4		
Motor Vehicle Crash (minor injury)	3		
Reckless Driving Complaint	3		
Stalled Vehicle	4		

CFS Type	CSO	TRU/Online	Alternative
Roadway Related / Traffic Hazard / Complaint	3		
Suspicious Person/Vehicle/Circumstances (non-dangerous)	3		
Grass Fire	3		
Suspicious Package (non-dangerous)	3		
SECTION 2-B			
Alarm Burglary/Glass/Other General	3	3	
Recovered Runaway	3	3	
Mental Health / Suicidal	3	3	
SECTION 2-C			
Alarm Burglary/Glass/Other General			3
Recovered Runaway			3
Mental Health / Suicidal			3
Grass Fire			3
Suspicious Package (non-dangerous)			3

Appendix D

Appendix Table D.1: Summary Research on Prevalent Alternative CFS Models in Use

City	Model	Data/Notes	Costs
Eugene, Oregon	<p>CAHOOTS: Crisis Assistance Helping Out on the Streets</p> <p>Organization: White Bird Clinic.</p> <p>Alternative response, welfare checks, street, and dispatched-based workers.</p> <p>Each CAHOOTS response includes at least an EMT and a crisis response worker, and they may request assistance from police or paramedics as they see fit.</p>	<p>High level data suggests that 20%* of the CFS appropriately triaged are resolved without law enforcement intervention.</p> <p>*This percentage may be inaccurate.</p> <p>CAHOOTS has worked with 13 Cities during May/June 2021. Pilot programs are currently happening in Denver, Houston, Los Angeles, Portland, Oregon, and Rochester, New York.</p> <p>Common CAHOOTS response categories:</p> <ul style="list-style-type: none"> • Check Welfare • Assist Public – Police • Transport • Suicidal Subject • Disorderly Subject • Traffic Hazard • Criminal Trespass • Dispute • Found Syringe • Intoxicated Subject 	<p>Funding source:</p> <p>Contract/appropriation from City of Eugene. Direct funding from police department and City budget.</p> <p>Cost is approximately \$1M annually</p>
Houston, Texas	<p>Mobile Crisis Outreach</p> <p>This is a new program that is in development and deployment.</p>	<p>Limited information and no published data.</p> <p>Changes proposed/enacted by the Mayor</p> <ul style="list-style-type: none"> • Changed the Houston PD's policy on Body-Worn Cameras to allow for the release of video within 30 days 	<p>Funding source:</p> <p>Proposed City funding:</p> <ul style="list-style-type: none"> • Expand crisis case diversion. \$272,140 annually to hire four additional counselors.

		<ul style="list-style-type: none"> • A ban on “no-knock” warrants for nonviolent offenses • Appointed a Deputy Inspector General of the new office of Policing Reform and Accountability • Signed an Executive Order to restructure the Independent Police Oversight Board (IPOB) and named a new board chair • Changed how the public can file complaints and access information on a newly designed website with five data dashboards regarding police transparency • Invest \$25 million in crises intervention over three years. 	<ul style="list-style-type: none"> • Increase the number of Mobile Crisis Outreach Teams by 18 teams; hire 36 additional clinicians; local mental health authority will need funding to hire. \$4.3 million annually • Add six CIRT Teams, six additional counselors and six additional MHD at \$2.4 million annually • Implement Clinician Officer Remote Evaluation (CORE) proposal to provide tele-health technology to 80 HPD CIT Trained Officers on patrol. \$847,875 annually. • Fund Citywide Domestic Abuse Response Team with a victim advocate and forensic nurse examiner \$800,000 - \$1.2 Million annually.
Oakland, California	<p>MACRO: Mobile Assistance Community Responders of Oakland</p> <ul style="list-style-type: none"> • Community response program for non-violent 911 calls. • The goal is to reduce responses by police, resulting in fewer arrests and negative interactions, and increased access to community-based services and resources for impacted individuals and families, 	<p>Limited information and no published data.</p> <p>Response Categories</p> <ul style="list-style-type: none"> • Intoxicated/Drunk in Public • Panhandling • Disorderly Juveniles – group • Disturbance Auto – noise, revving engine • Disturbance Drinkers • Loud Music – Noise complaint • Drunk – Oakland term 	<p>Funding source: City</p>

	and most especially for Black, Indigenous, and People of Color (BIPOC)	<ul style="list-style-type: none"> • Evaluation for Community Assessment Treatment and Transport Team (CATT) response • Incurrigible Juvenile • Found Senile • Indecent Exposure • Standby Preserve the Peace • Check Well Being • Sleeper <p>Three teams on two shifts, day and swing, seven days a week with functioning hours of 07:00 – 15:00 and 15:00 – 23:00</p> <p>18-month pilot program run by the Oakland Fire Dept. (OFD)</p>	
San Francisco, California	<p>CART: Compassionate Alternative Response Team</p> <p>Proposed alternative response program</p>	<p>Limited information and no published data.</p> <p>Proposed Response Categories</p> <ul style="list-style-type: none"> • Person attempting suicide • Well-being check • Sit/lie ordinance violations • Aggressive panhandling • Homeless encampment • Trespassing • Suspicious person in a car • Suspicious person 	Funding source: City (\$6M)
Minneapolis, Minnesota	<p>Canopy</p> <p>Two-member teams respond to 911 calls about behavioral or mental health-related crises to provide crisis intervention,</p>	<p>Limited information and no published data.</p> <p>24hrs coverage</p>	Funding source: Direct budget/contract with City of Minneapolis – (\$3M annually)

	counseling or a connection to support services.		
Memphis, Tennessee	CIT Trained Officers Officers respond without other individuals	Limited information and no published data. Research suggests higher use of force / deadly force with subjects in mental health crisis	Funding source: Direct funding/trainings costs already incorporated into the agency by / and through City budget allocations.
Denver, Colorado	S.T.A.R. Medical/Social Workers	Limited information and no published data. No 24hrs Response Original M-F 8hrs with 1 responder van M-Sunday 16hrs 4 responder vans	Funding source: Provided through a mix of Police / City / County and Health Services
Hennepin County, Minnesota	Embedded Social Workers Embedded in larger agencies as co-responders	Limited information and no published data. Day Shift 2019 Embedded PD/Social Workers Started 2020 Social Workers at dispatch 911 – Staffed 24hrs/day to determine and triage CFS	Funding source: County ballot initiative
Dakota County, Minnesota	Crisis Responder / Social Worker Assigned to 911 center and agencies	Limited information and no published data. 911 full coverage	Funding source: County budget
Boston, Massachusetts	BEST Co-responder; police w/trained master level degrees	Limited information and no published data. No information on shifts – but appears to be only assigned to two districts	Funding source: City funded



Victoria Police, Melbourne, Australia	Original Response by Police Follow up once determined mental health issues/mental health unit responded	Limited information and no published data. Shifts and unit assignments are not identified	Funding source: Government/Health System
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Note: This list is not inclusive of all known models