



# POLICE STAFFING STUDY

*Proposal*

# The Why

## Why now

- Castle Hills annexation
- Re-evaluate our efficiency
- Give us a good baseline moving forward

## Why a firm

- No dedicated staff that could complete analysis
- Independent, outside review
- Experts in their field

# Police Staffing Models

- Crime Trends
- Per-Capita Approach
- Minimum-Staffing Level
- Authorized / Budgeted Levels
- Workload Based

# Crime Trends

- Popular in the early 20<sup>th</sup> century
- Crime levels and trends became the benchmark for staffing
- Inefficient approach
- Crime influenced by other factors



# Per-Capita Approach

- Officer-to-population ratio
- Not recommended by ICMA
- National average 2.5 per 1,000 (*source 2003 BJS study*)
- Model used by many communities
- Easy to comprehend and apply
- Equally inefficient and unreliable

The background features a network of stylized human figures in a grey color, each standing on a circular base. These figures are interconnected by a series of lines that form a grid-like pattern across the entire slide. The overall aesthetic is professional and modern.

## Minimum-Staffing Level

- Determined by past practice, policy, supervisory judgment, or a combination
- Staffing is set a certain level
- “Hard” and “soft” minimums
- Commonly used in collective bargaining agreements

# Authorized / Budgeted Levels

- City predetermines a specific level of staffing
- Fairly common approach
- Not based on actual community needs
- Can be politicized or predicated on an artificial figure



# Workload Based Approach

- ICMA is a strong advocate of this approach
- Based on actual levels of demand
- Matches that demand with resources
- Has shortcomings if calls for service is the only factor used
- Other operational demands not accounted for





# Historically at LPD

- Never conducted third party staffing study
- Traditionally, worked off the minimum staffing approach more than any other model in Patrol
- Attempted to incorporate workload into the equation
  - Patrol availability for shift staffing
  - Detectives based on assigned cases

# Comprehensive Assessment

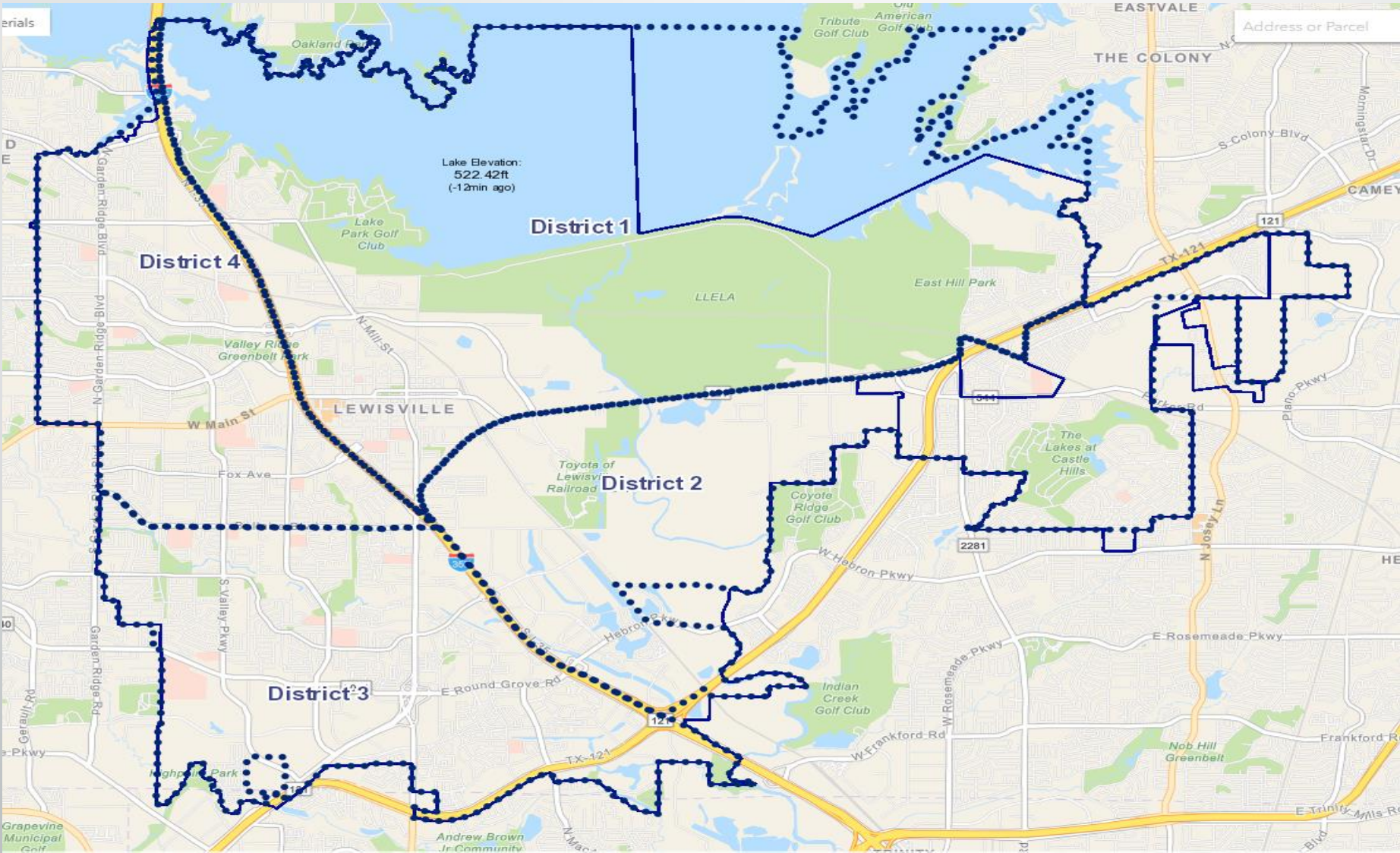
- Comprehensive assessment of workload through Call For Service (CFS) and other sustained operational commitments
- Requires complex data analysis that is beyond the capacity of most police departments
- Most accurate and reliable predictor of police staffing levels

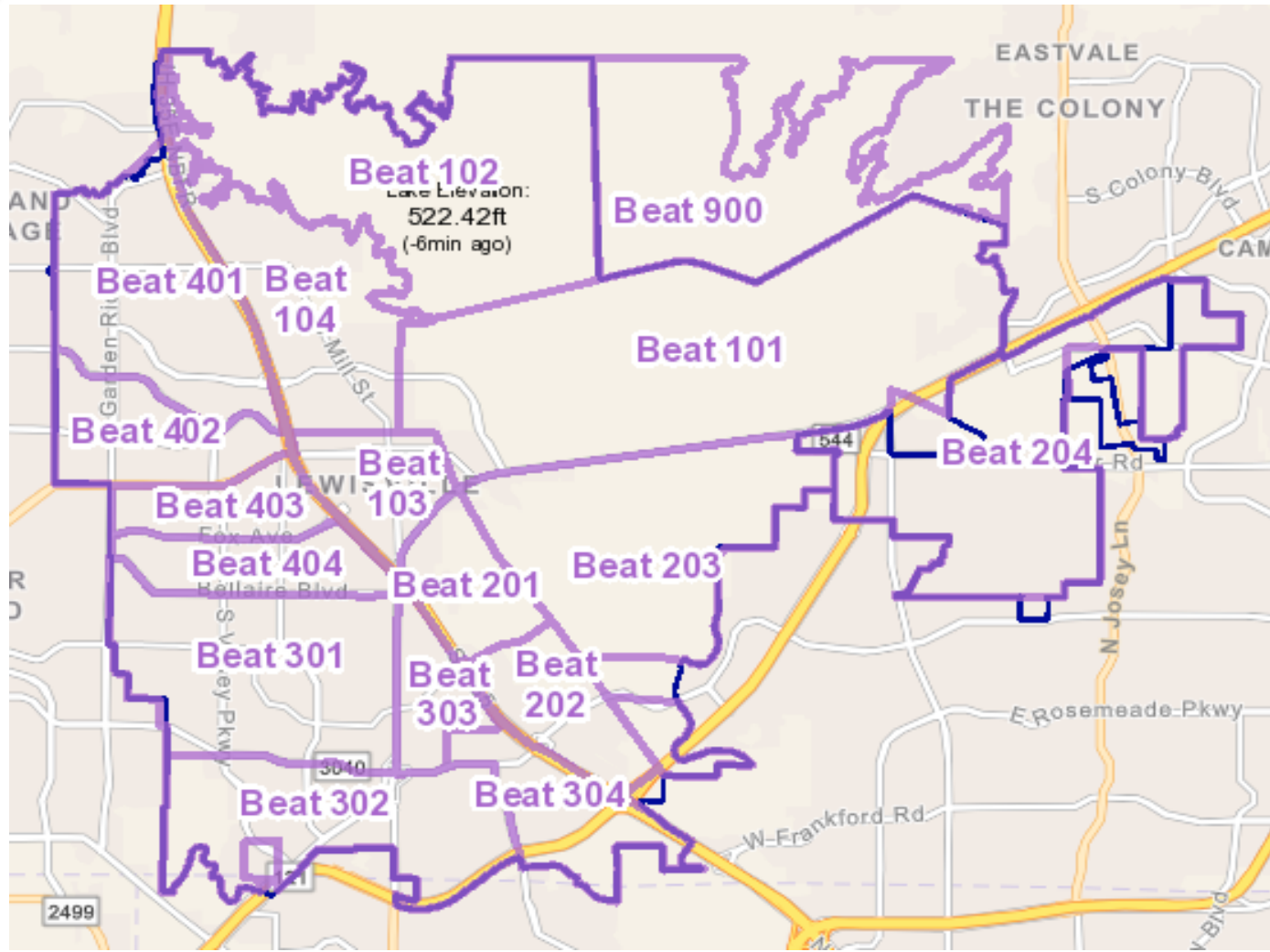
“An analysis of police department staffing: How many officers do you really need?”

# Scope of Study

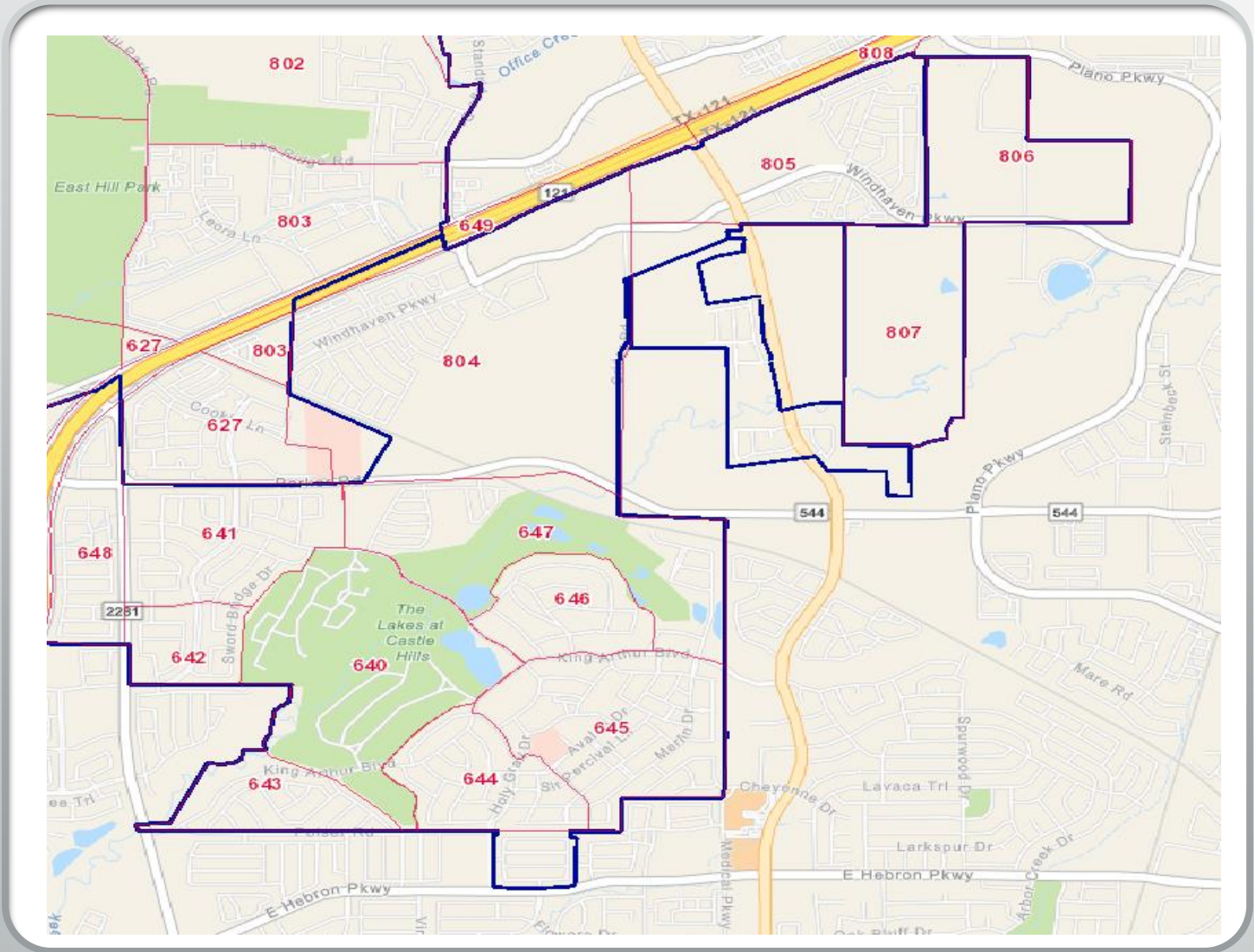
- Staffing of all organizational units
- Organizational structure, allocation of functions and spans of control
- Management of operations including decisions regarding scheduling, priorities as well as relevant policies and procedures
- Review geographical deployments (beat design)
- Use of Civilians to create efficiencies

# Districts





# Beats



# Internal Reporting Area (IRA)

# Police Studies are Commonplace

## Regional Departments

- Dallas - Approved 2018
- Fort Worth - 2014, 2018
- Grand Prairie - 2011
- Allen - 2012
- Frisco - 2002
- Arlington - 2014
- Southlake - 2005

## Statewide Departments

- Austin - 2018
- Kyle - 2017
- San Antonio - 2010
- Sunnyvale - 2019
- Texarkana - 2005
- The Woodlands - 2018

# Decision Points

- Conduct staffing and geographical study
- Fund study through supplemental appropriation from Crime Control Prevention District (\$50K to \$80K)
- Enter into a professional services agreement with consulting firm
- Begin study in March or April
- Begin addressing any shortfalls in the FY 19/20 budget

**Note:** A staffing study will most likely result in a recommendation for additional personnel which will have a budget impact





# Questions / Comments





# HOTEL NUISANCE ABATEMENT PROGRAM UPDATE

*Budget Suites of America*

# Background



# Nuisance Crimes

- Prostitution
- Obscenity
- Gambling
- Engaging in organized criminal activity
- Deliver, possession, manufacture, or use of a controlled substance
- Discharge of a firearm
- Commercial manufacture, distribution, or exhibition of obscene material
- Aggravated assault or sexual assault
- Robbery
- Unlawful carrying of weapons
- Murder
- Continuous sexual abuse of a child
- Massage therapy or services in violation of Occupations Code
- Alcohol violations
- Gang activity

# 2018 Methodology

Identified all nuisance crimes on hotel properties

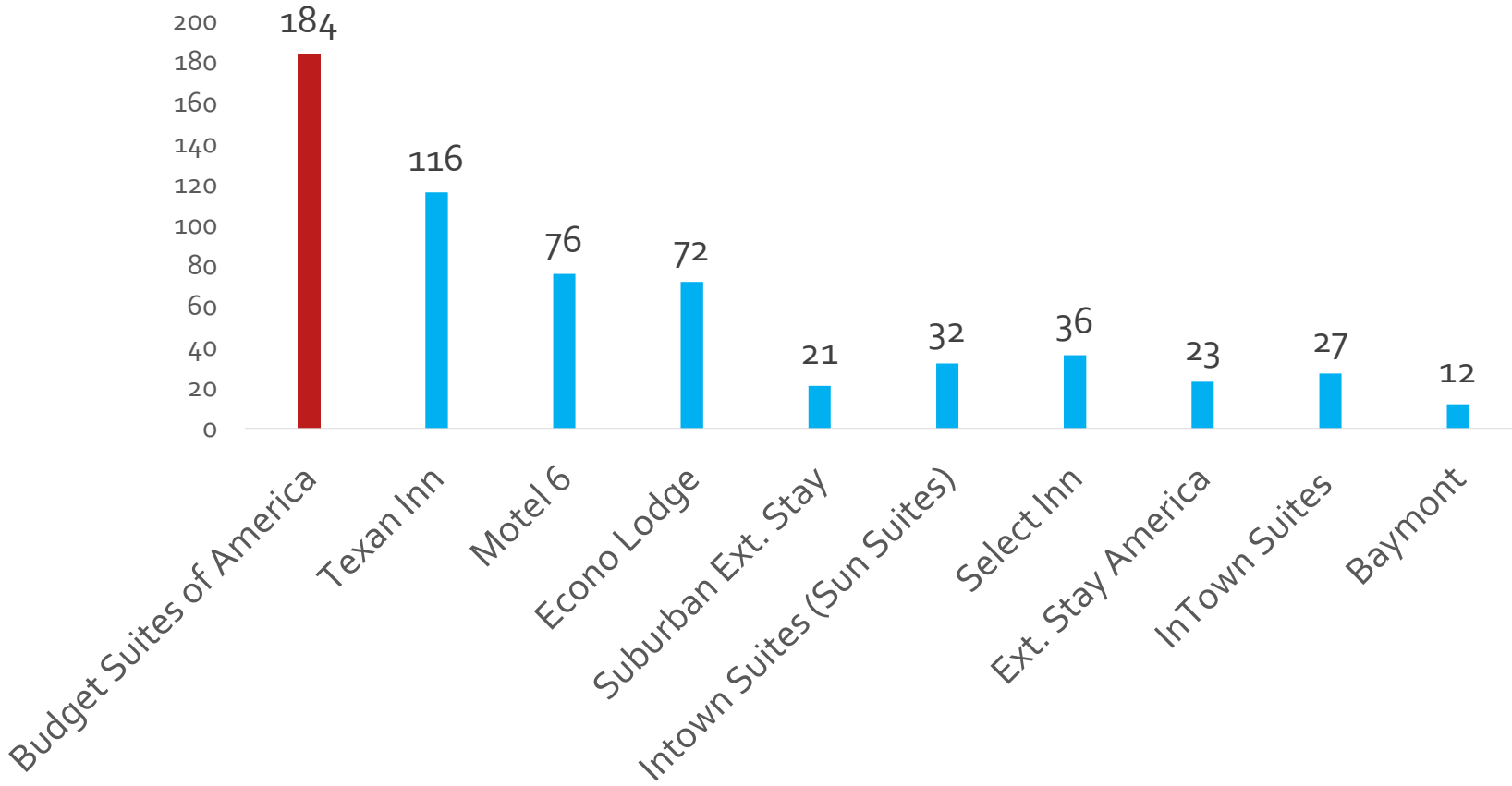
Checked data over a four-year period

Only hotels with double-digit nuisance crimes were included

# Three Categories of Data Collection

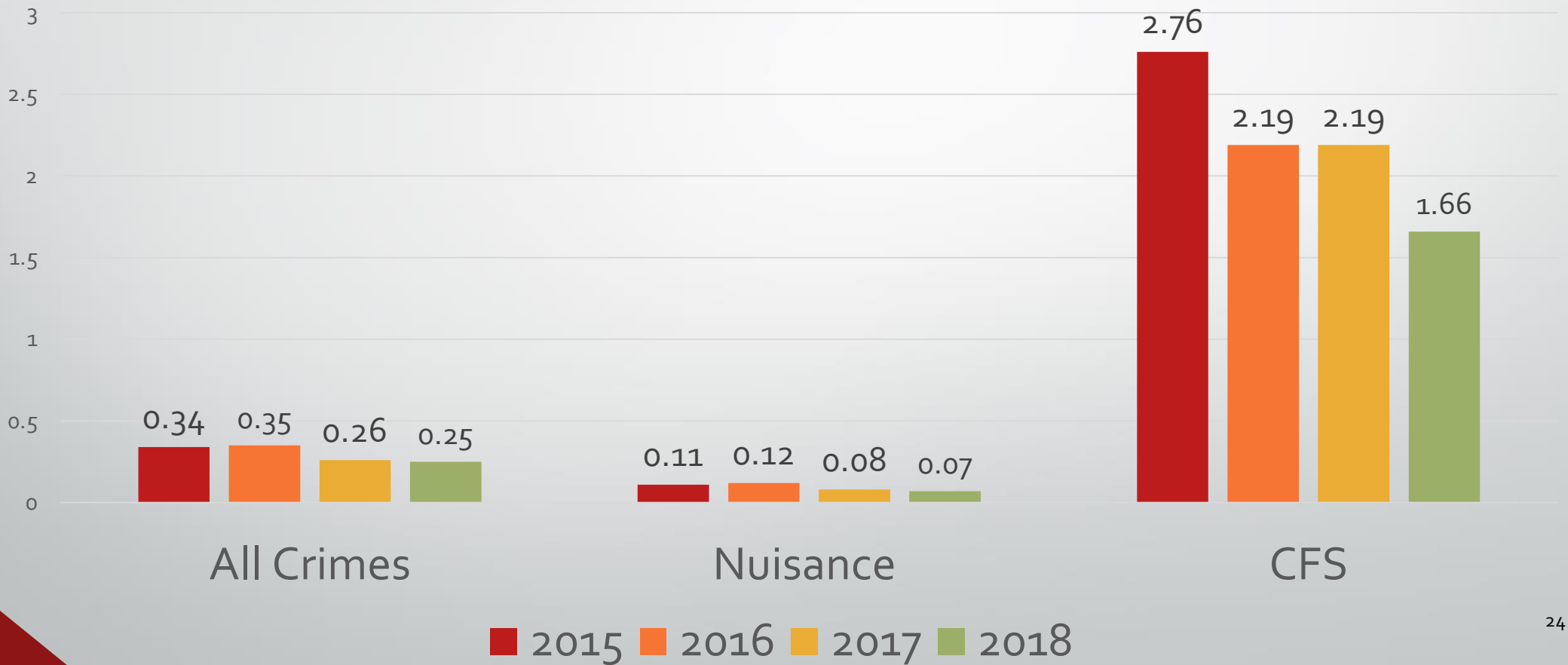
- **Nuisance Crimes** - Those specifically addressed in Chapter 125, Texas Civil Practice and Remedies Code
- **All Crimes** - All of the crimes reported to LPD, regardless of degree. This category includes nuisance crimes
- **Calls For Service (CFS)** - Any time a call is generated that warrants a police response

# Total Nuisance Crimes 2014-2017



Four-Year  
Comparison

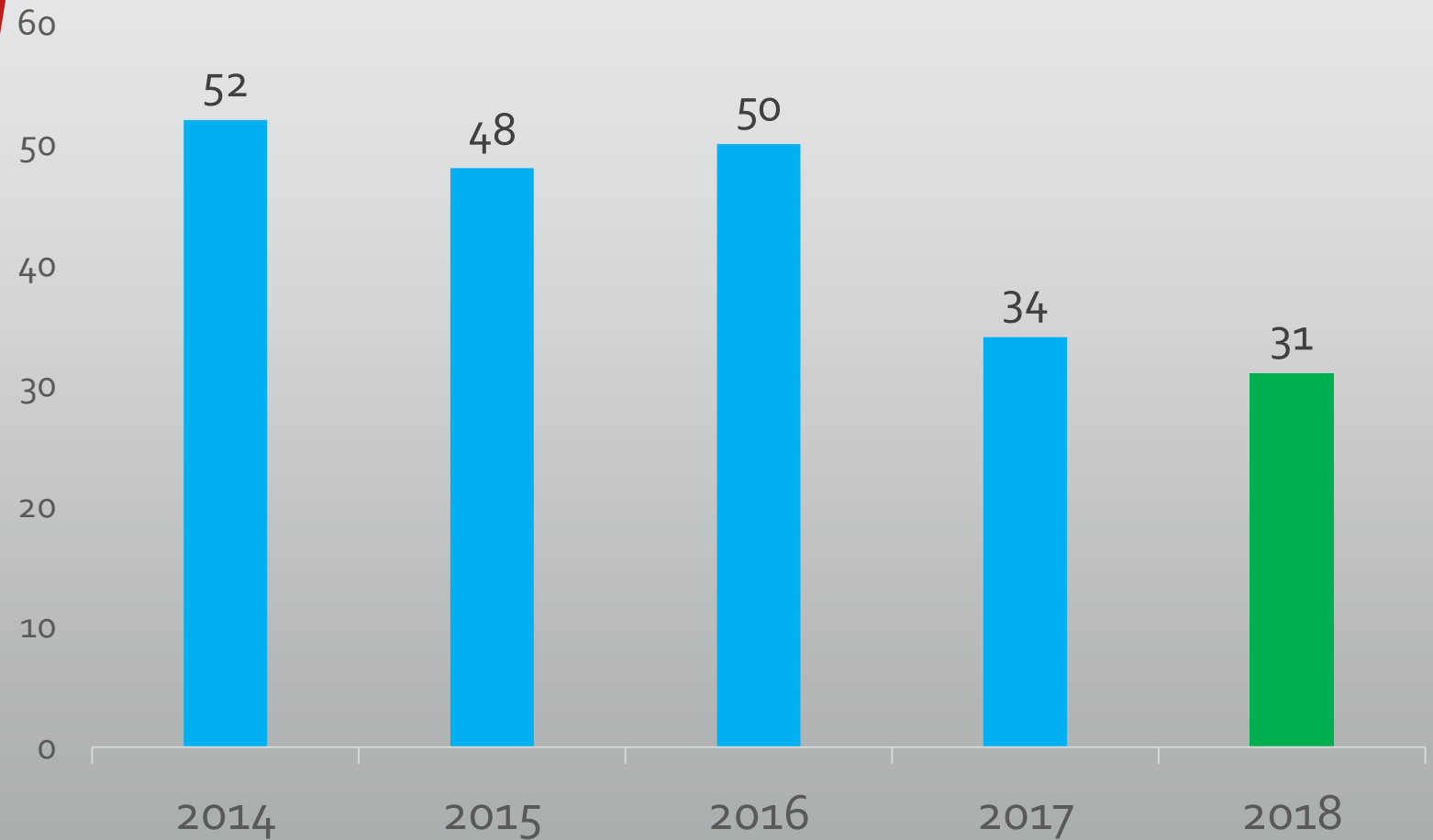
# Historical per Unit Budget Suites of America



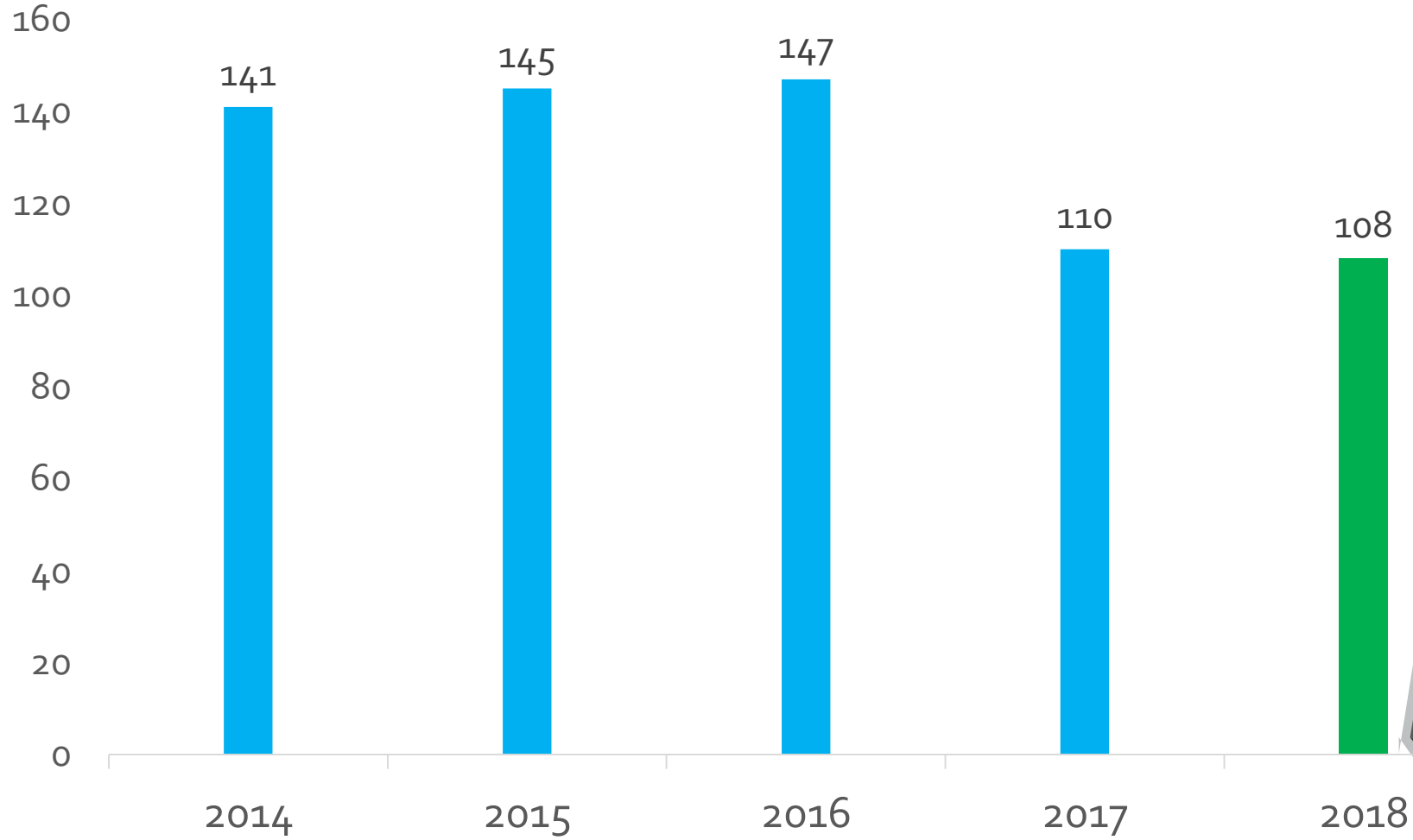


# Budget Suites of America Results

## Nuisance Crimes



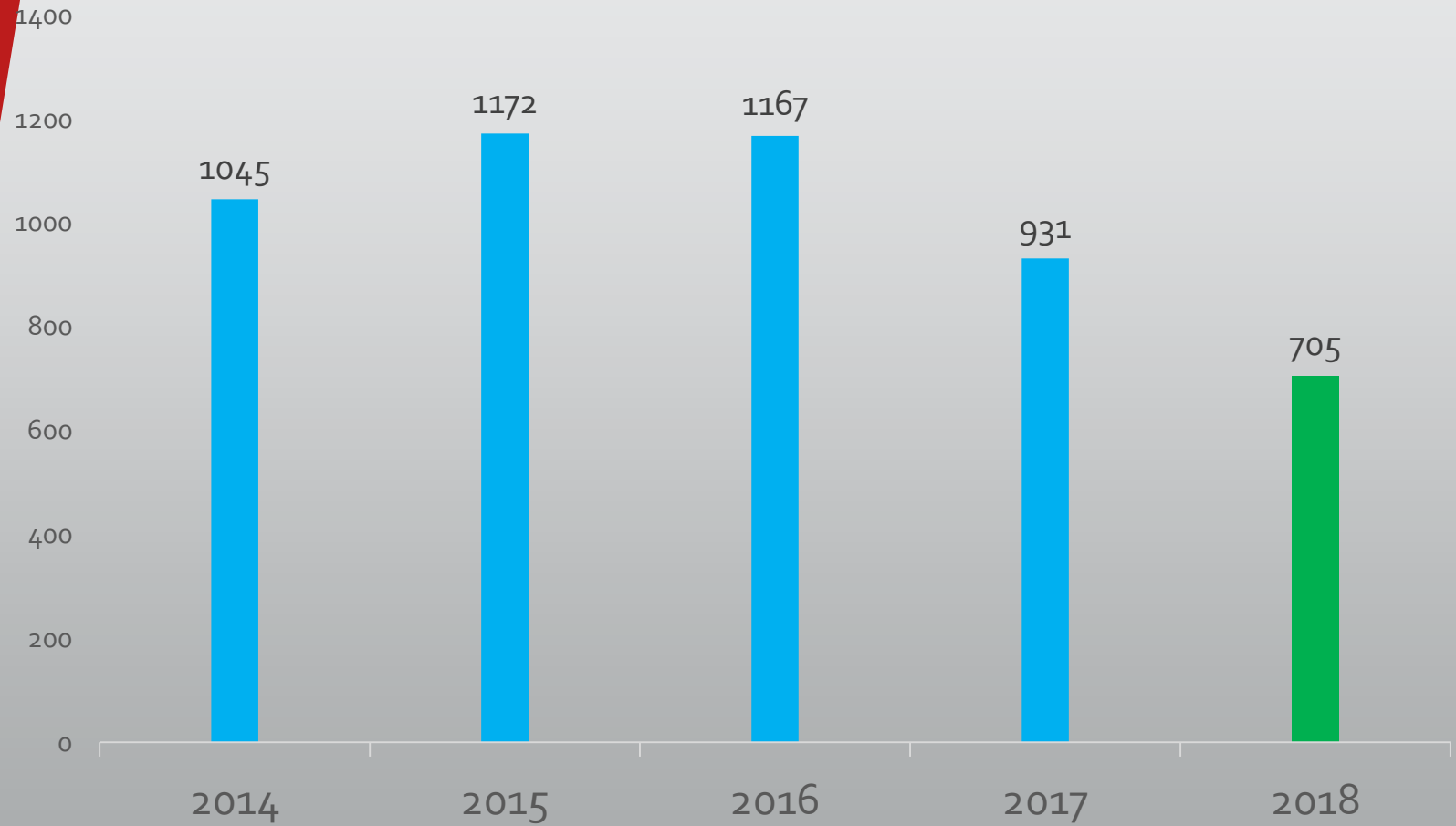
## All Reported Crimes



**Budget  
Suites of  
America  
Results**

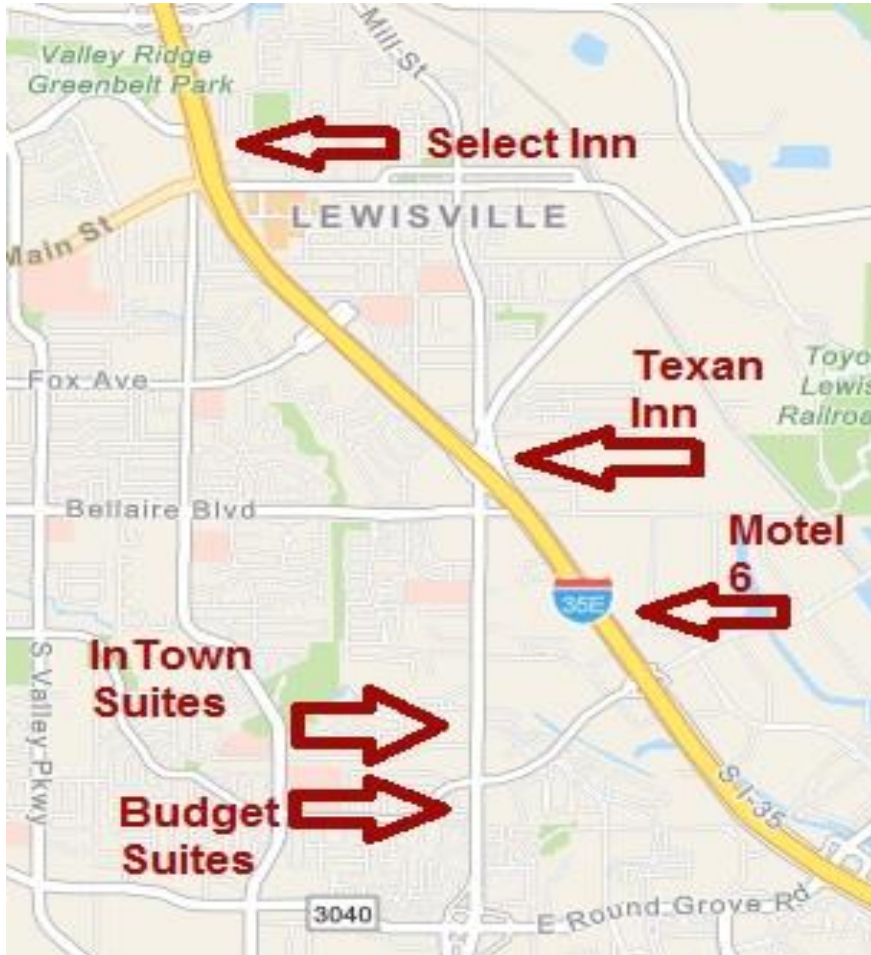
# Budget Suites of America Results

## Calls For Service

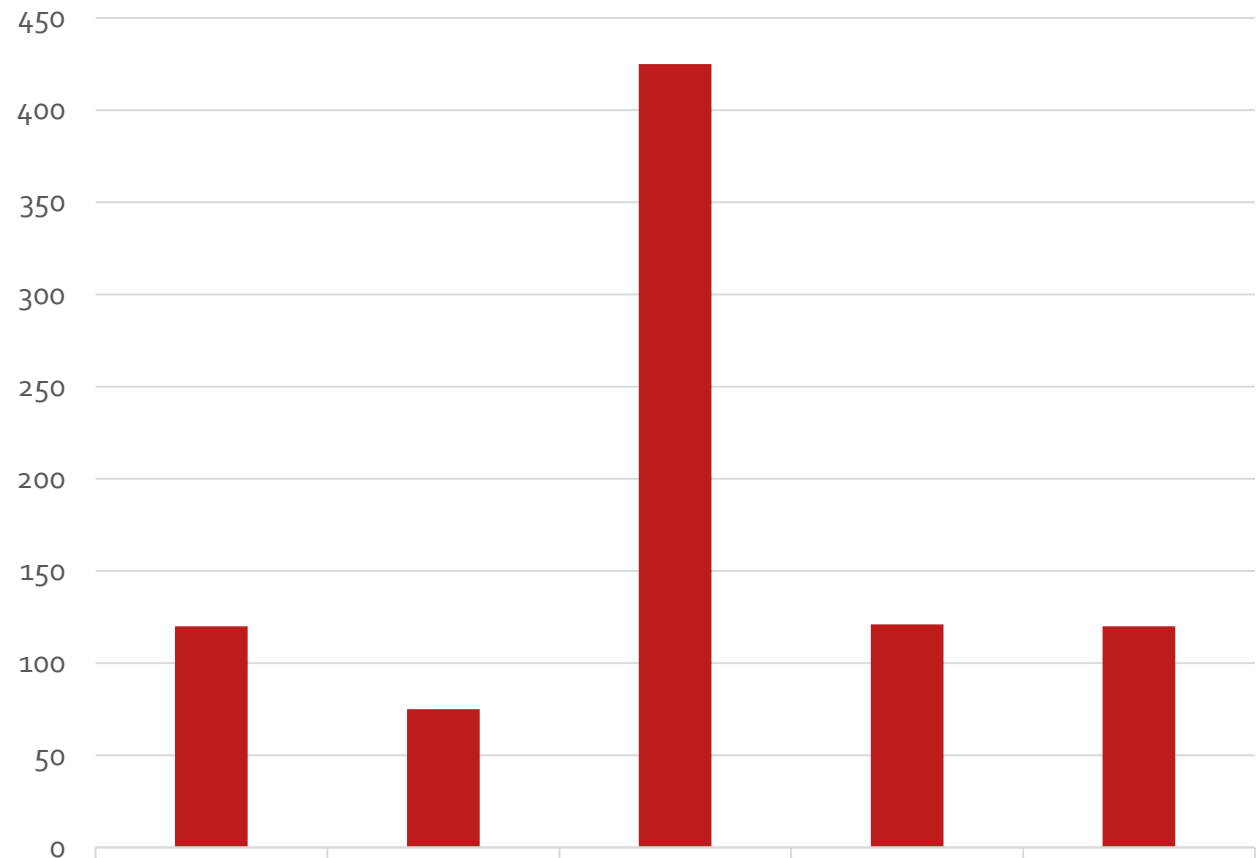




# Comparison Between Hotels in 2018



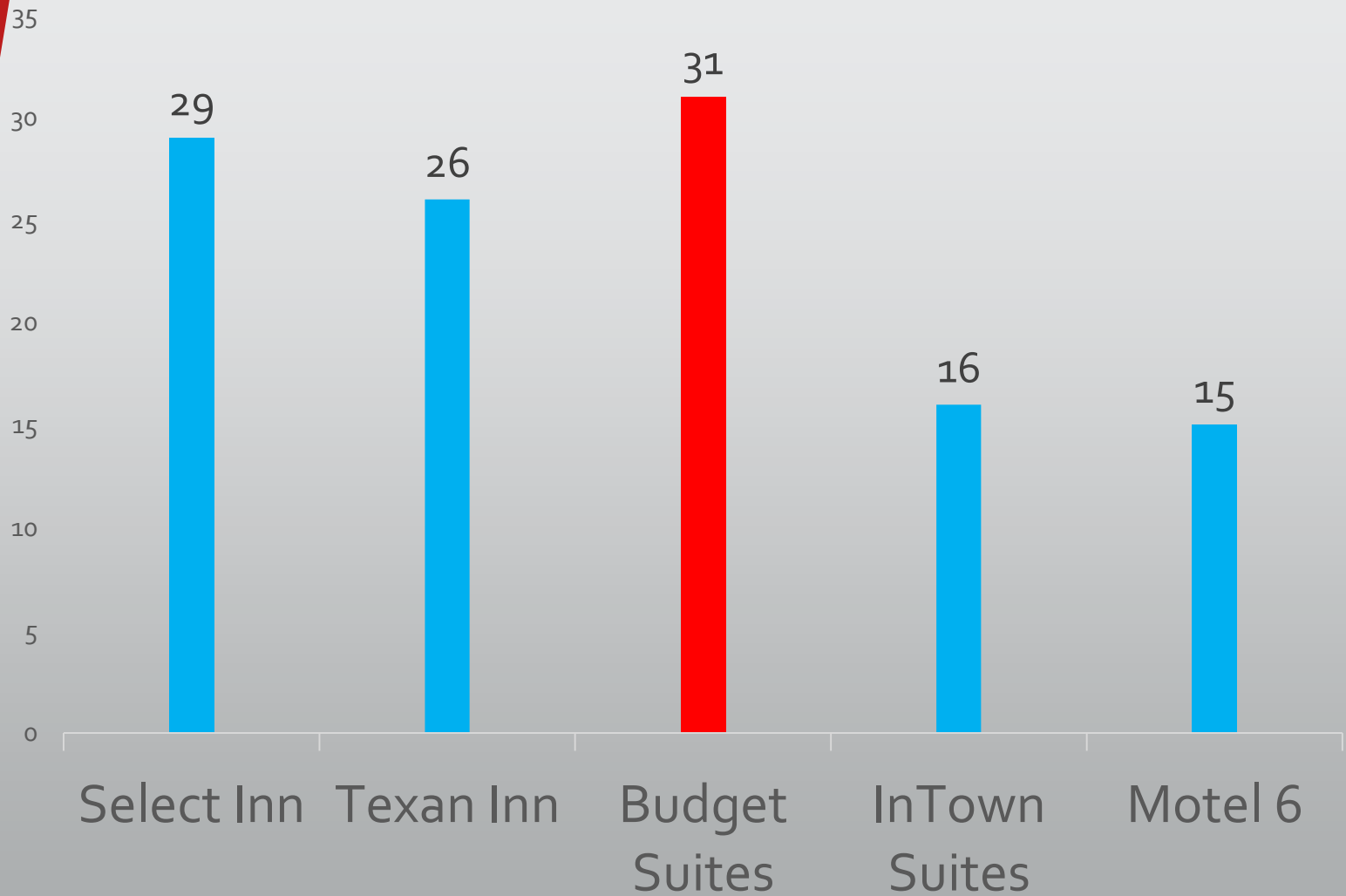
# Hotel Locations

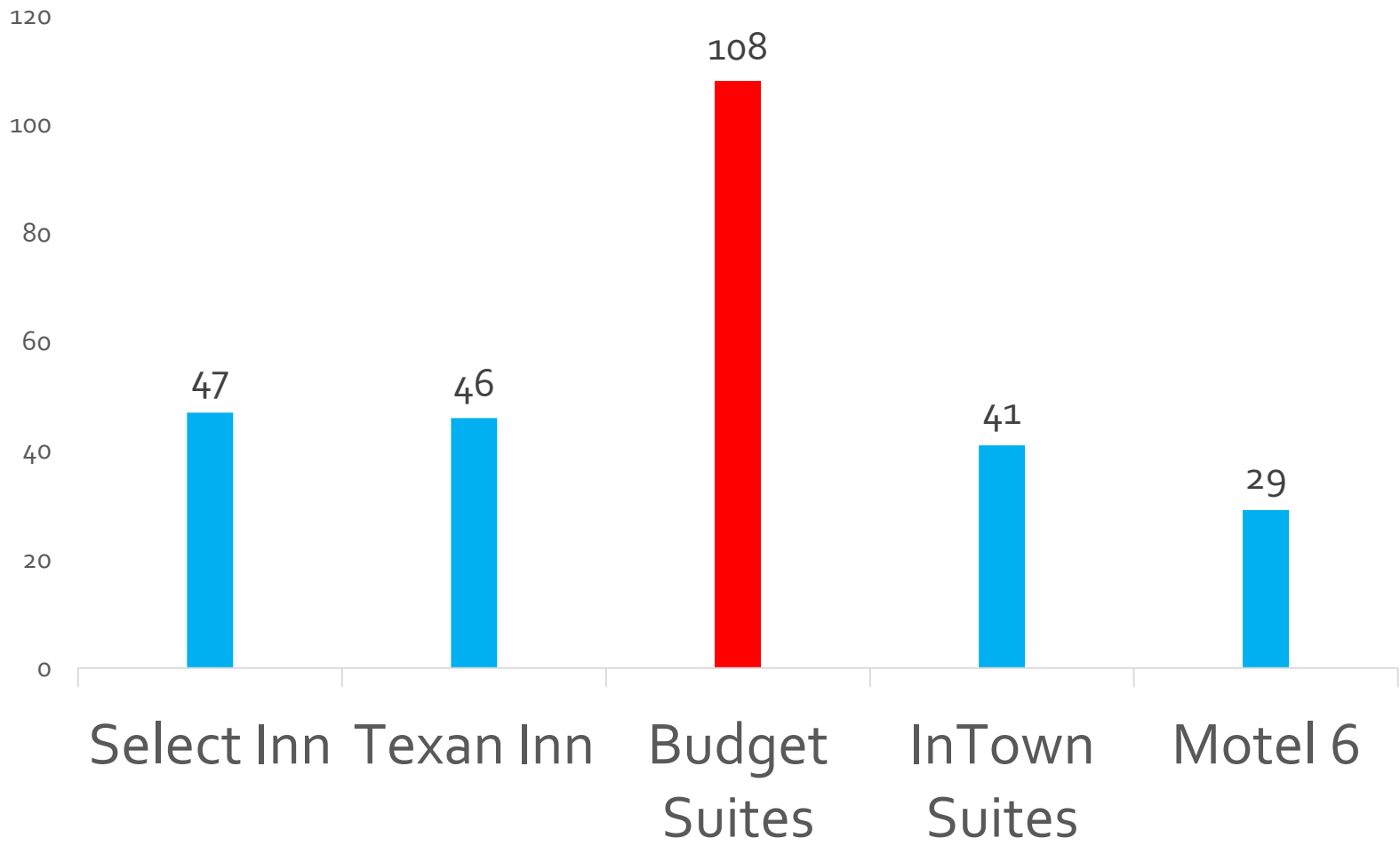


	Select Inn	Texan Inn	Budget Suites	InTown Suites	Motel 6
■ Units	120	75	425	121	120



# Nuisance Crimes 2018

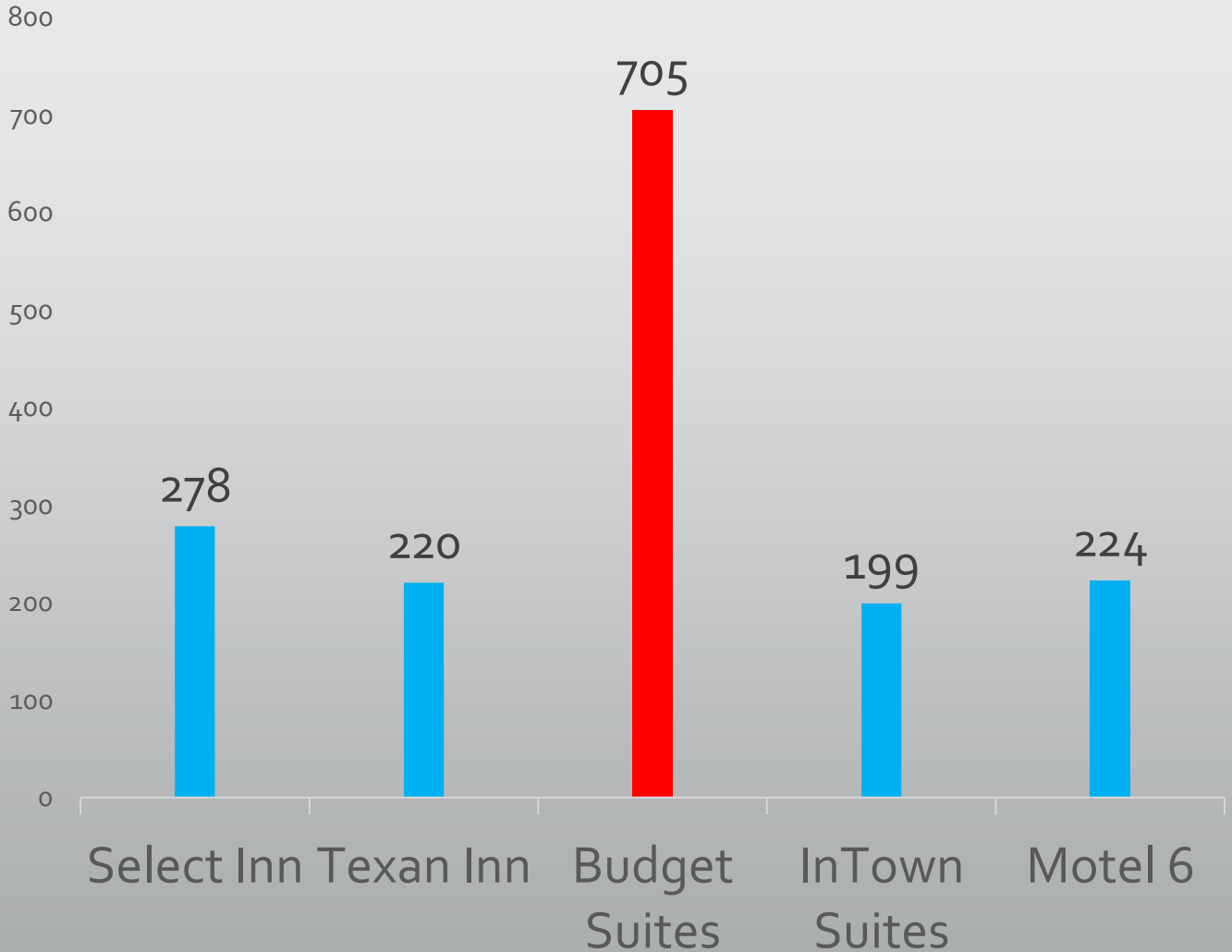


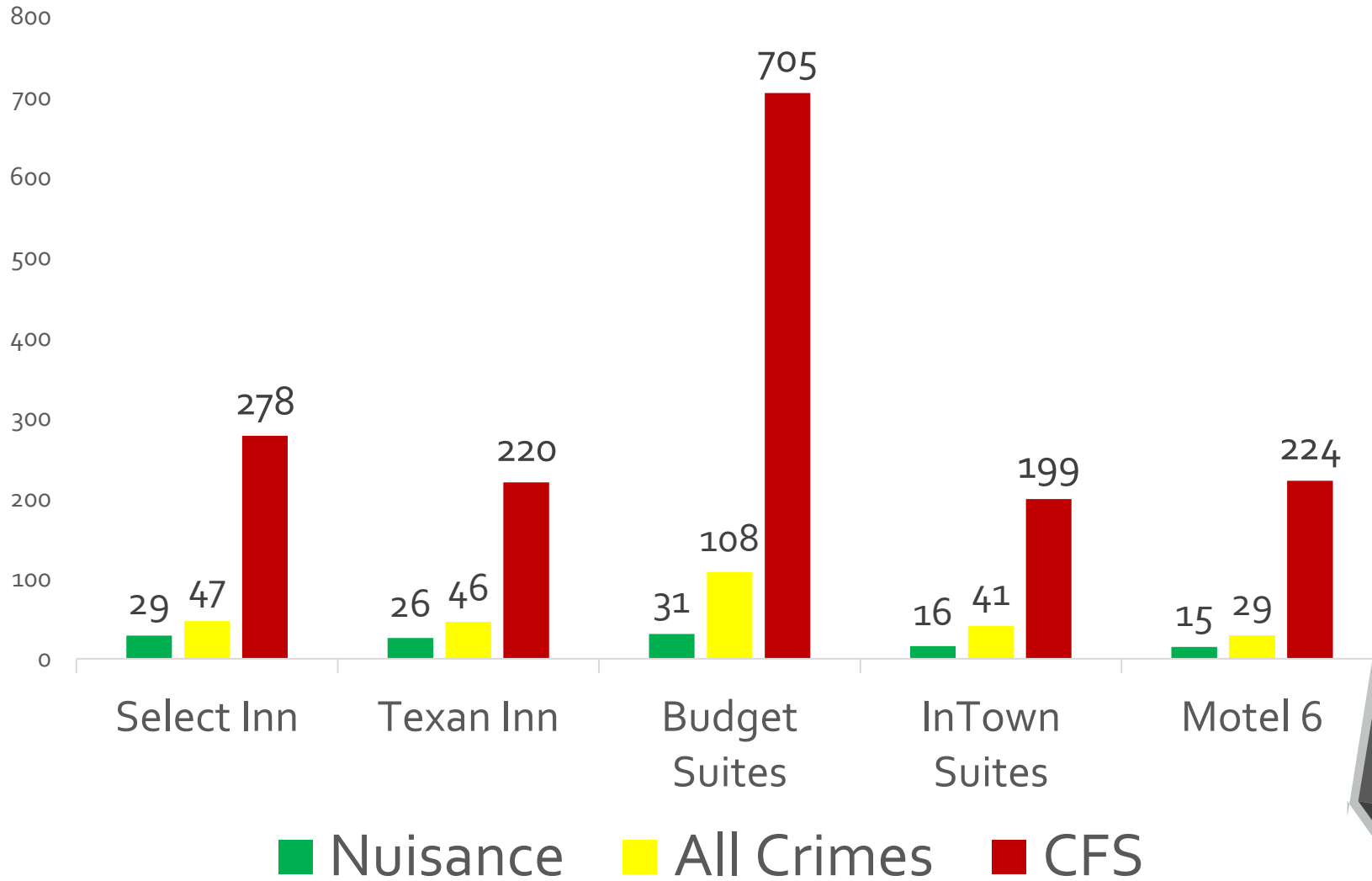


# All Reported Crimes 2018



# Calls For Service 2018

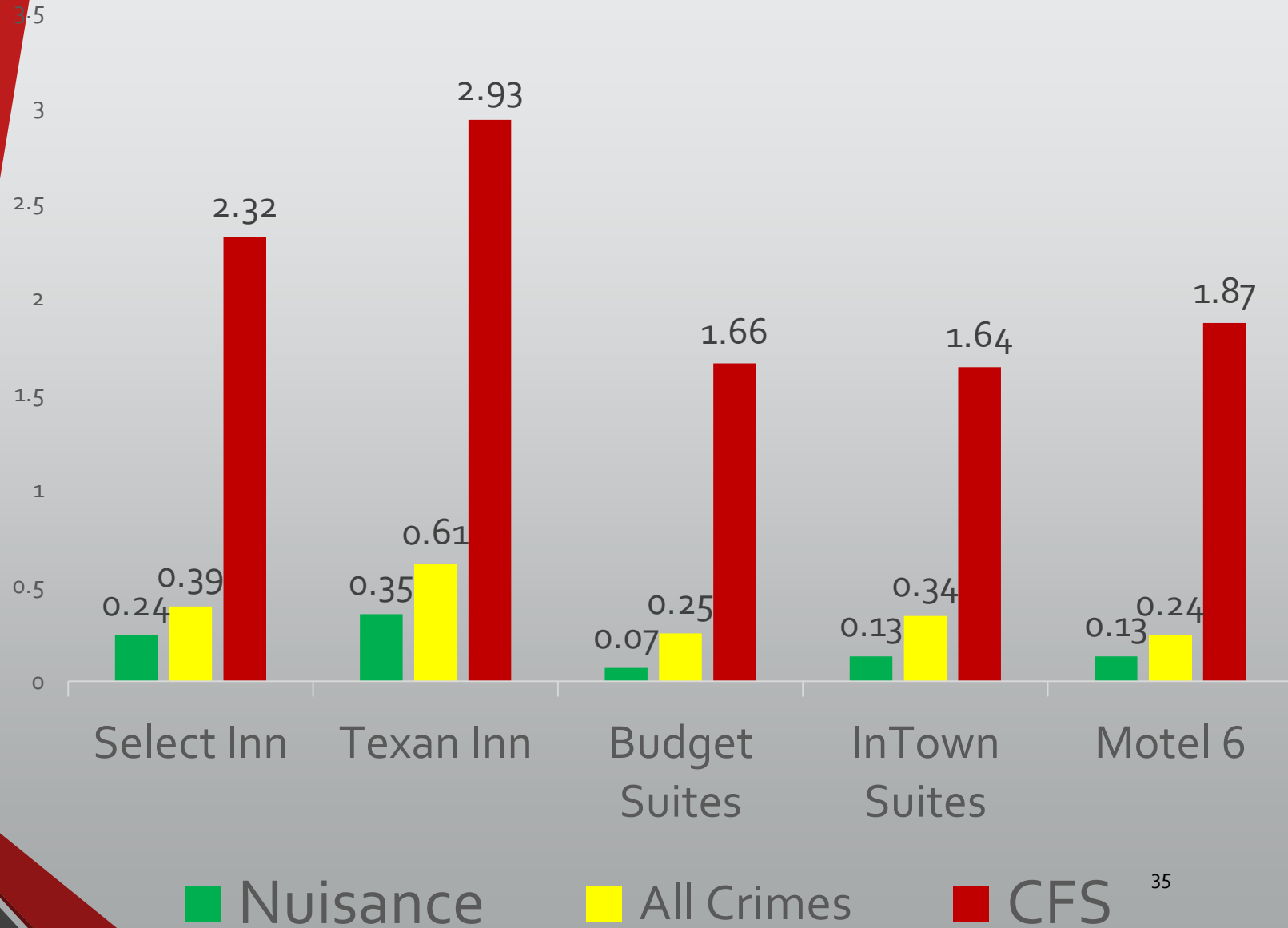




# Comprehensive Review 2018

Comprehensive  
Review  
*Per Hotel Unit*

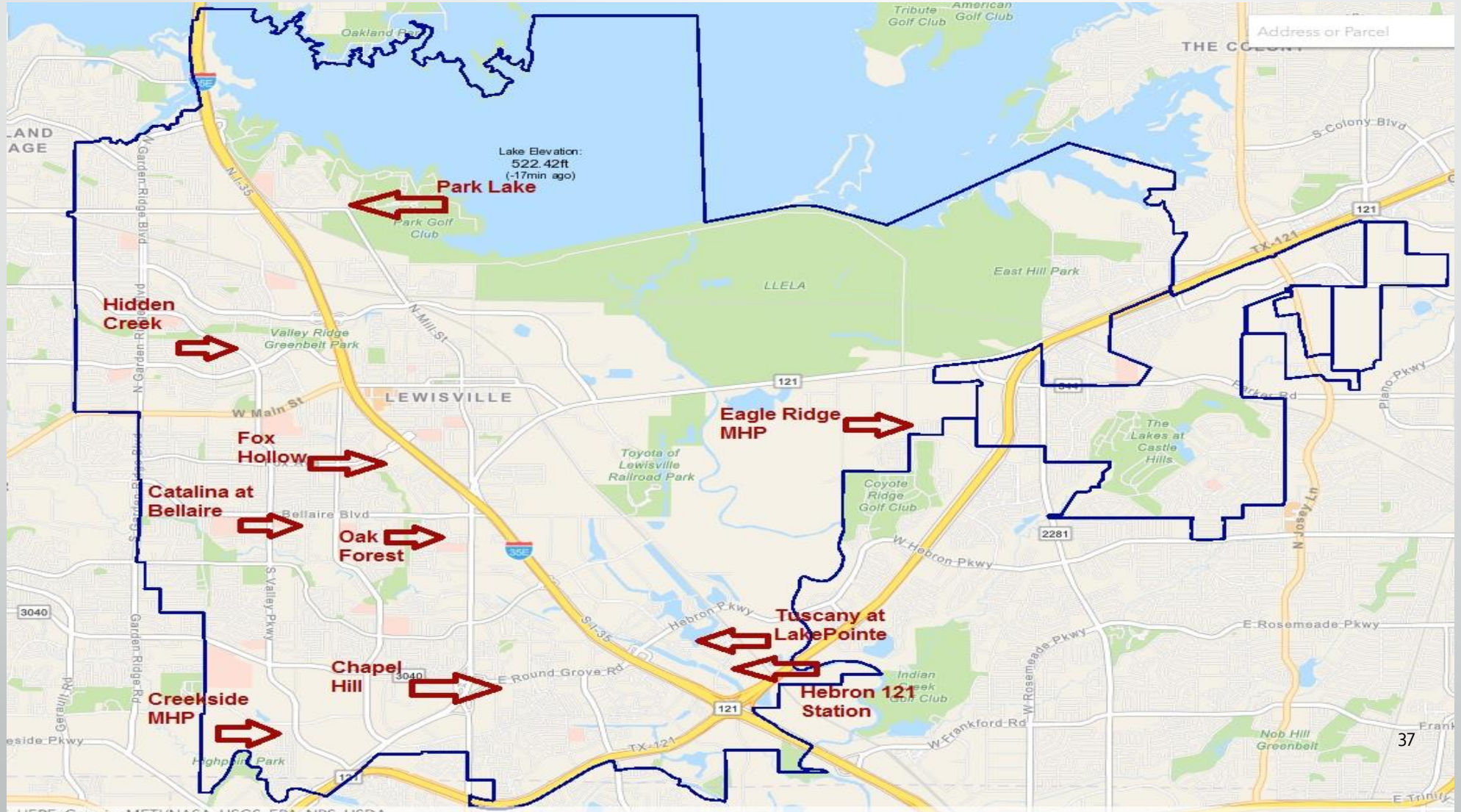
2018

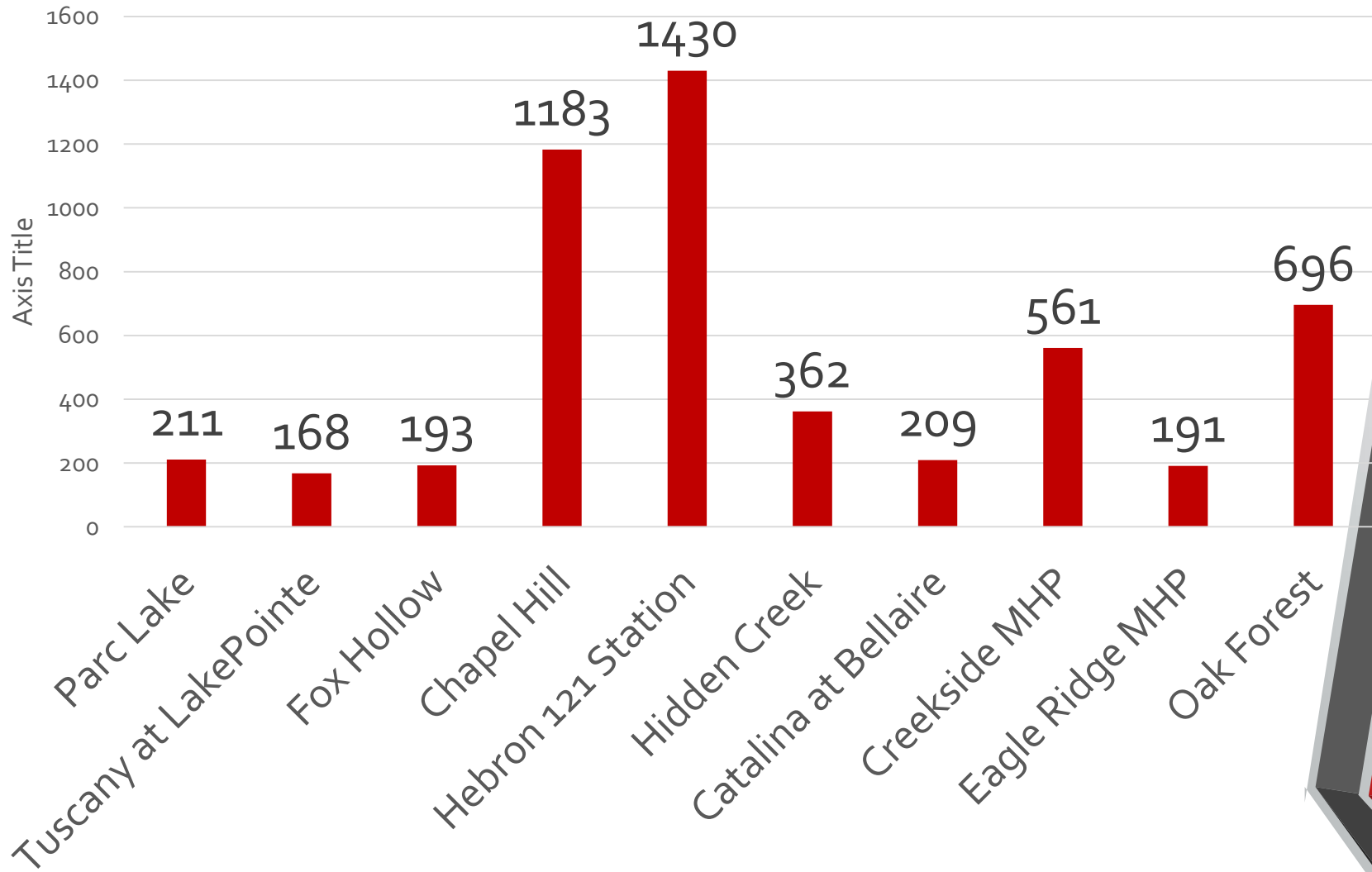




# Examination of Apartment Complexes and Mobile Home Parks Using Same Criteria

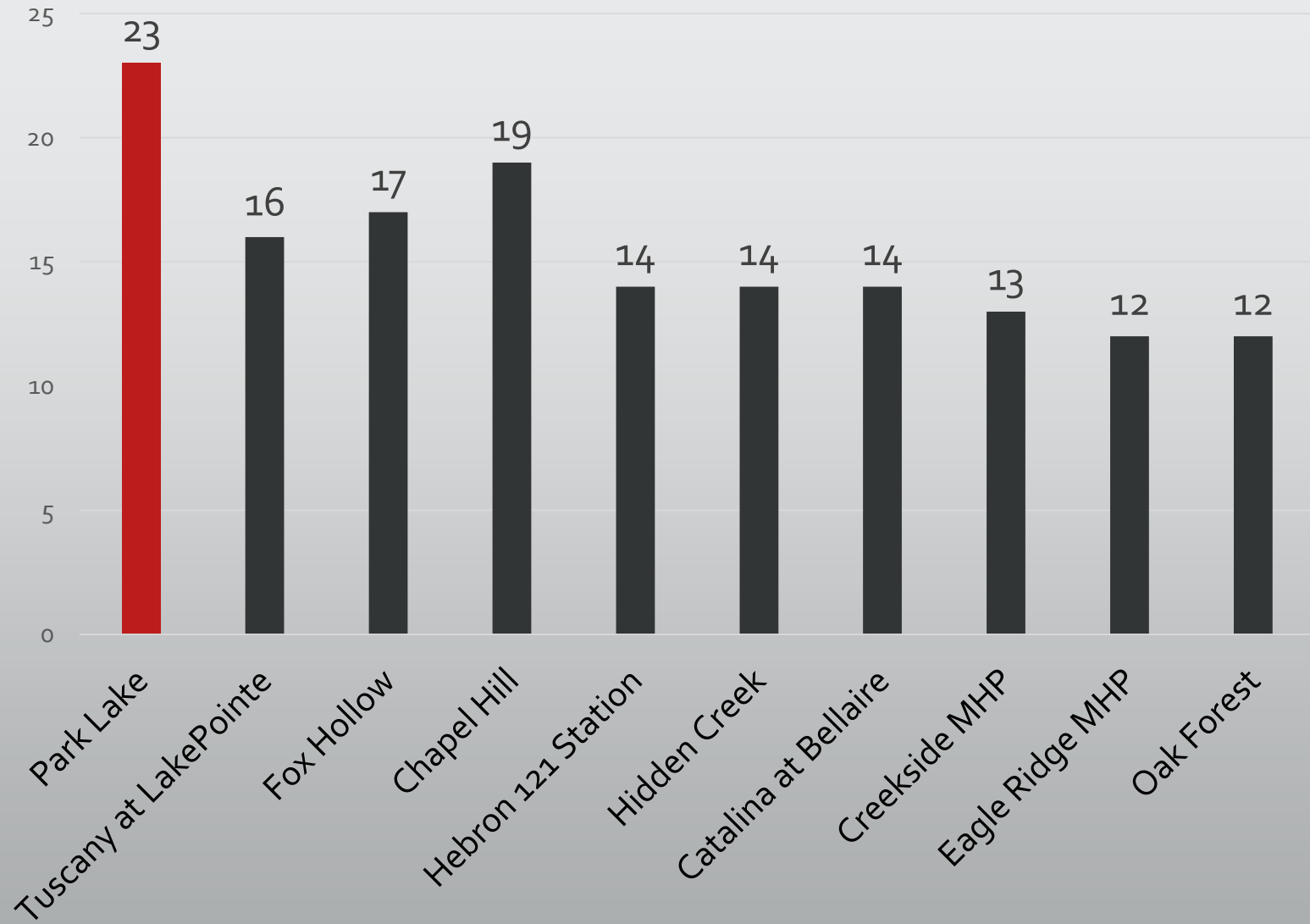
# Apartment Locations

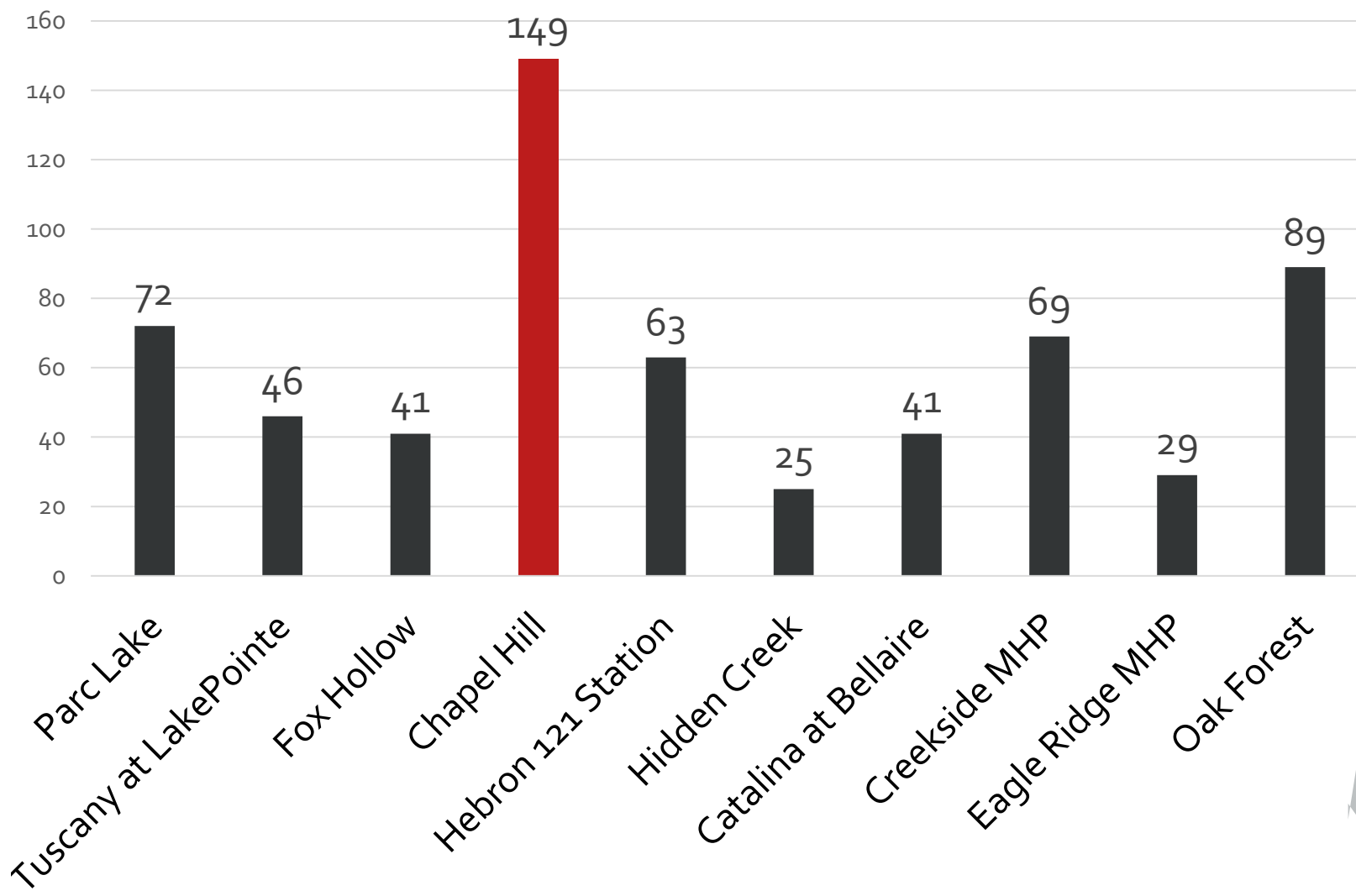




Apartment  
Total Units

# Apartment Complex Nuisance Crimes 2018

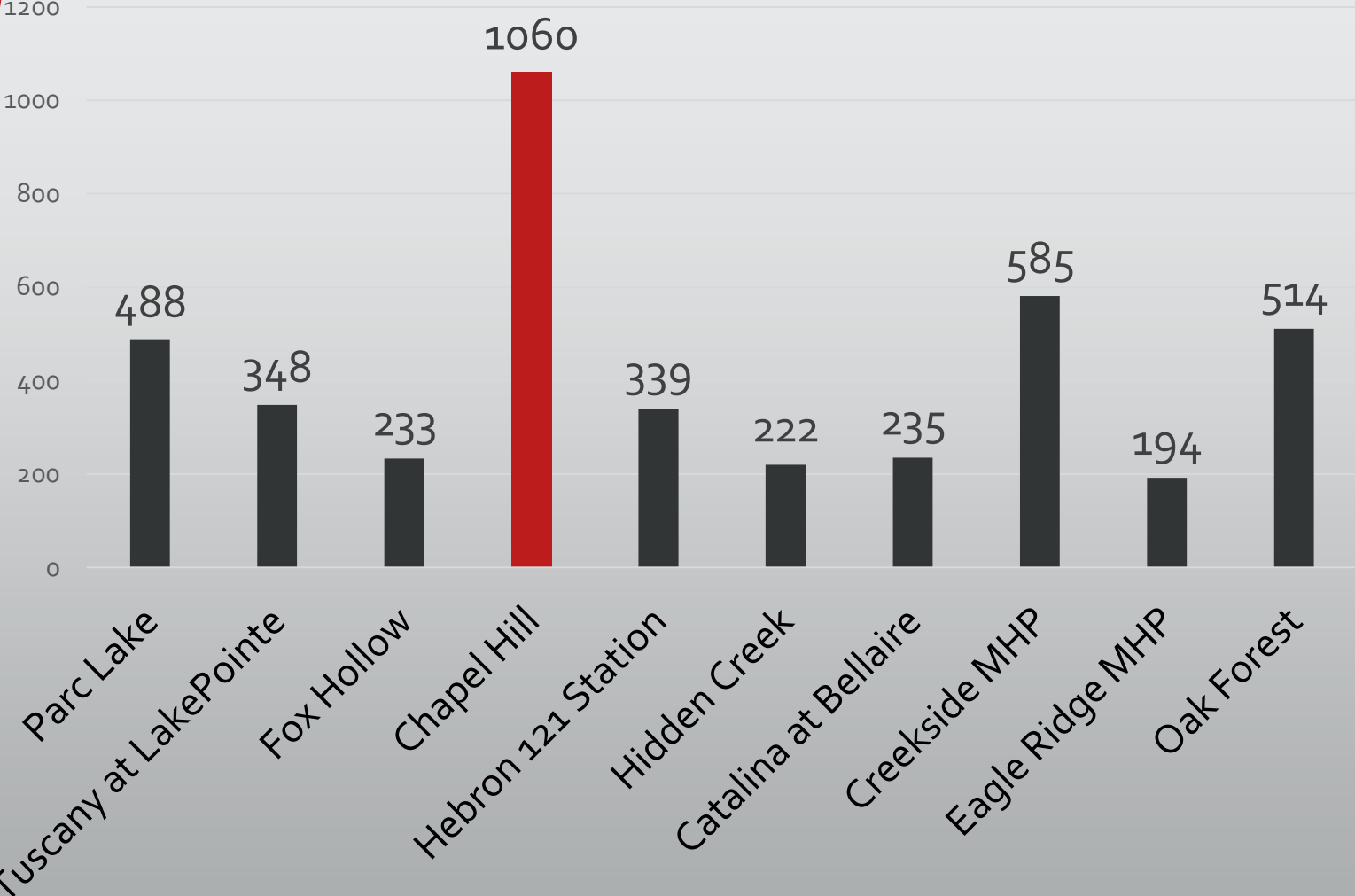




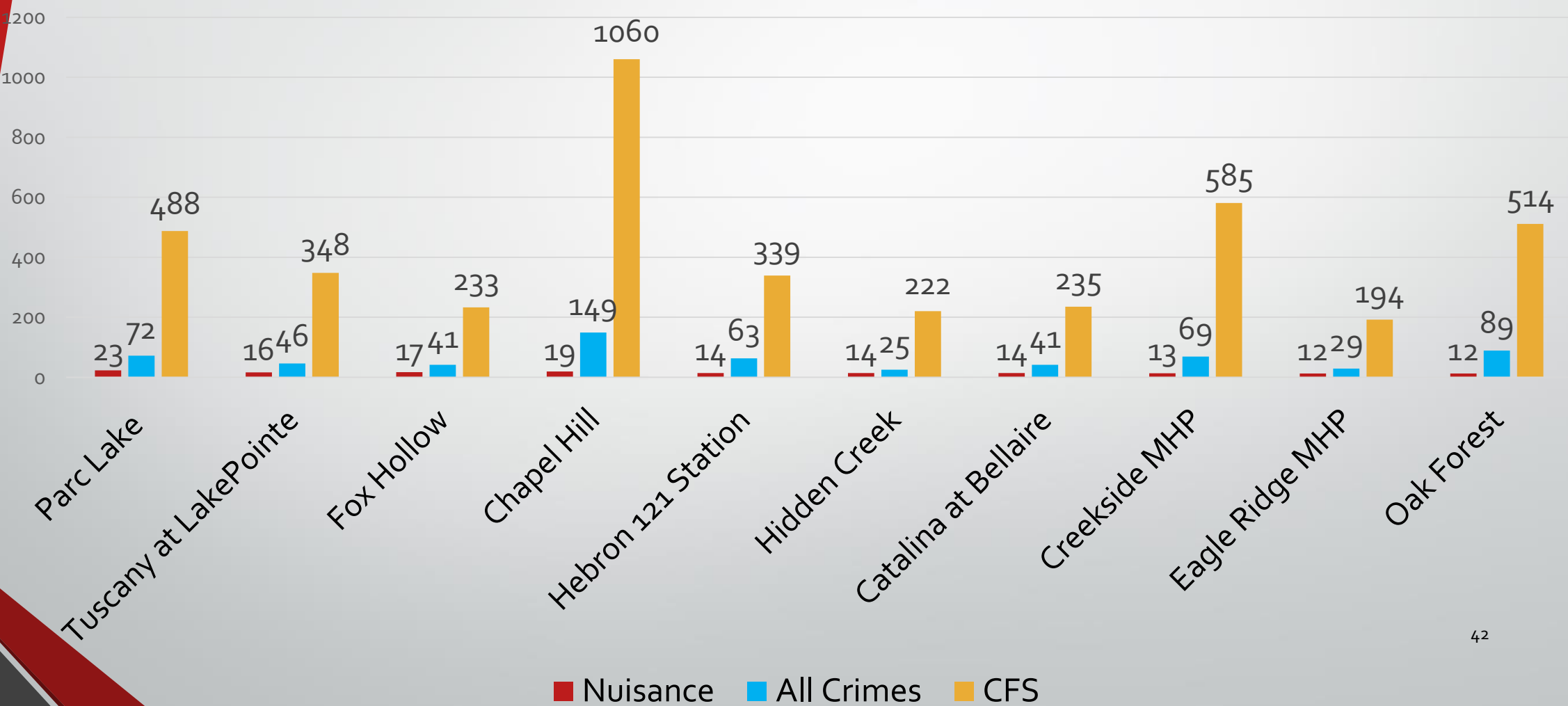
# All Reported Crimes 2018



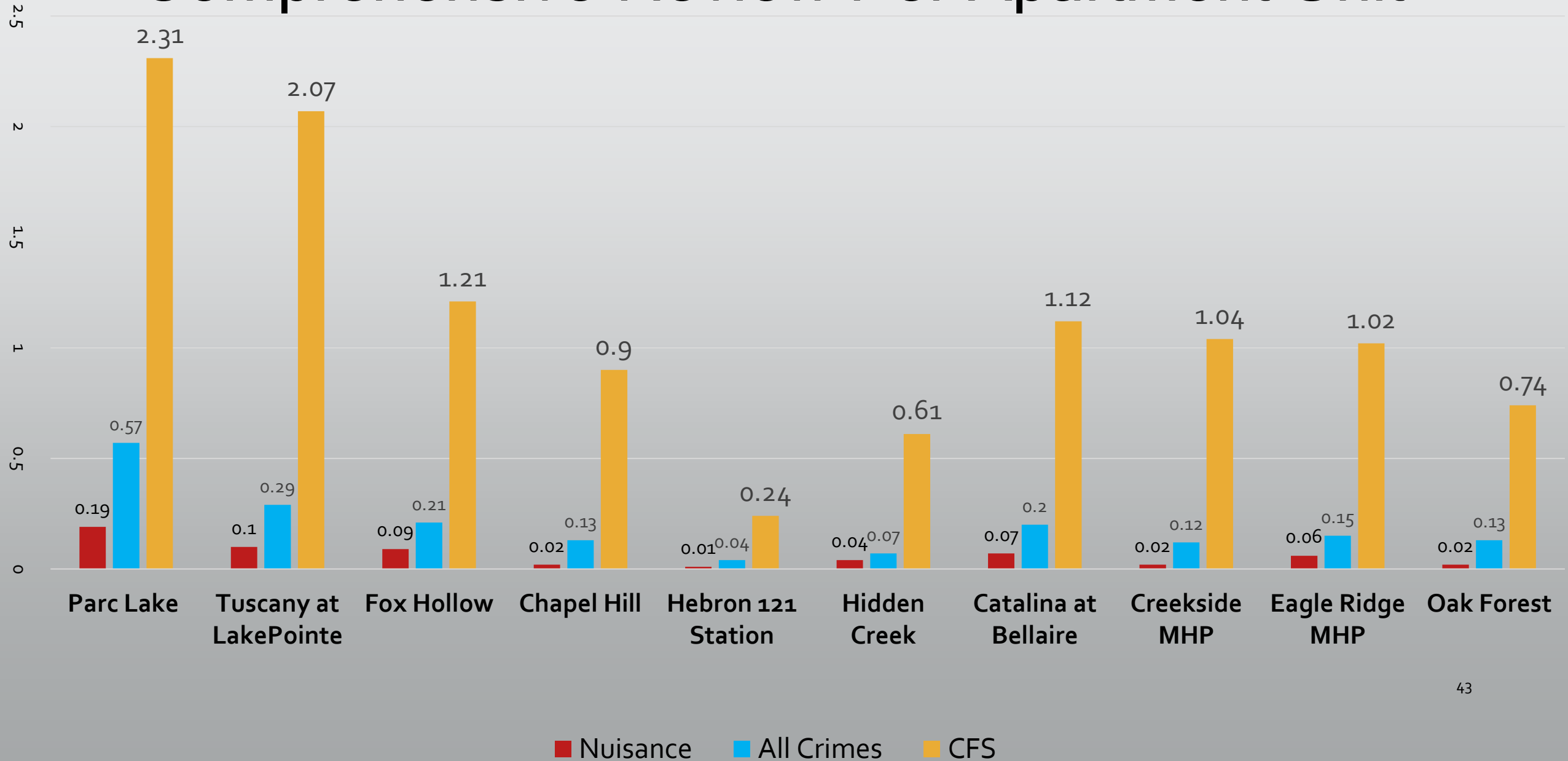
# Calls For Service 2018



# Comprehensive Review 2018



# Comprehensive Review Per Apartment Unit



# Apartment Implementation

- Does the complex have an effective lease
- Working lights in common areas
- Units should be inspected regularly
- Graffiti removal
- Issue criminal trespass warnings and enforce violations
- Inoperable vehicles and unsightly debris
- Loitering in common areas afterhours

# Decision Points

Continue

- Continue to work with Budget Suites of America to address crime

Begin

- Begin conversation with Parc Lake and Texan Inn ownership

Dedicate

- Dedicate staffing to combat crime in high-density locations

# Questions / Comments

