



City of Austin



Office of the City Auditor

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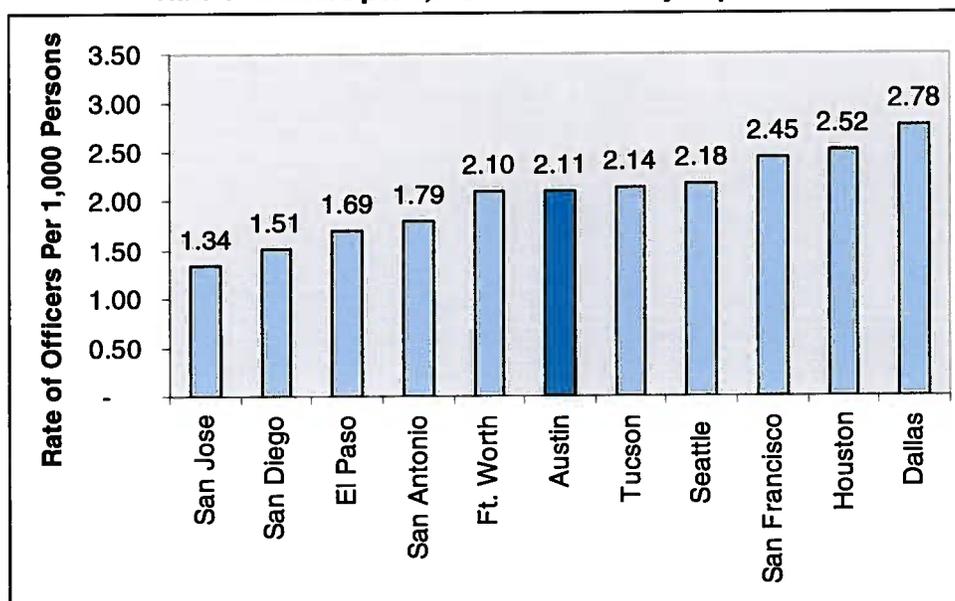
To: Mayor and Council

From: Kenneth J. Mory, City Auditor

Subject: Sworn Police Officer Staffing Levels of Peer Cities Compared to Austin

As you know, we include hours to respond to special requests from individual Council Members as part of our Strategic Audit Plan. This memo responds to a request from Council Member Spelman regarding information on the rate of sworn police officers per 1,000 persons in the population and how these resources are allocated. To conduct this work, we identified a total of ten major Texas and peer cities and gathered information on sworn officer staffing levels through available online information and phone/email correspondence with responsive cities. The rate of officers to population as of 2011 can be found below in Exhibit 1. Additional information on the methodology used to determine sworn officer staffing levels and allocation of sworn personnel (if available) can be found in Appendix A of this memo.

EXHIBIT 1:
Rate of Officers per 1,000 Persons in City Population



cc: City Manager
Assistance City Manager, Public Safety Services
Police Chief

**Appendix A:
Summary of Peer City Sworn Police Staffing Levels and Additional Information**

City	Population (as of 2010)	Number of Sworn Officers*	Sworn Officers per 1,000 residents	Methodology for Determining Rate of Sworn Officers	Allocation and Additional Information
Austin	790,390	1,669	2.11	The City has a goal of 2.0 officers per 1,000 persons	Neighborhood-based policing (comprised of patrol, patrol support, community partnerships, and park police) activities are approximately 50 percent of APD's FY 2010-11 budget.
Dallas	1,197,816	3,646	2.78	By ordinance and as a department goal, maintain a ratio of 3 officers per 1,000 persons. In FY 2010, they achieved a ratio of 2.78 per 1,000 persons.	Berkshire Advisors conducted a management and efficiency study in 2004.
El Paso	649,121	1,100	1.69	The department does not use a specific formula, but take into account FBI data, population, and crime data/trends. The number of officers provided is an estimate from the department's webpage as of 08/30/11.	The El Paso Police Department has a special services bureau, which includes crime scene, canine, special traffic investigations, airport, victim services, and court services divisions. Contracted with MGT of America to complete a patrol staffing study in 2010.
Ft. Worth	741,206	1,555	2.10	By ordinance, Ft. Worth is authorized 1,555 sworn police officers.	Use a "Patrol Allocation Model" developed by Justex Systems (consultants) to determine staffing levels at any given time.
Houston	2,099,451	5,291	2.52	Staffing levels are not driven by formula. Staffing takes into account two cadet classes/year as required by contract, budget constraints, and overall satisfaction of the department with the public. City Council, and Mayor.	In addition to field patrols, HPD has Homeland Security (including airports), Professional Standards, Special Investigations, and Criminal Investigations, Command divisions.
San Antonio	1,327,407	2,374	1.79	A specific formula is not used, but the department will take FBI data and crime trends into account.	Patrol is the largest of the four SAPD divisions, with more than 1,100 of the total 2,085 SAPD sworn officers.
San Diego	1,307,402	1,970	1.51	The number of sworn officers provided is current for FY 2012. San Diego does not have a specific goal/number of officers, or a goal of meeting any ratio. Staffing needs are based on crime rate, categories of crime, and population size.	The majority of staffing resources are dedicated to patrol. Had a specific 2:1000/ratio goal ten years ago, but were never able to achieve it. At present, crime rates have declined.
San Francisco	805,235	1,971	2.45	By Charter, Sec. 4.127, the City has an authorized minimum of 1,971 full duty sworn officers, and can be amended if sworn positions are converted into non-sworn positions.	Have sworn personnel on patrol at the Municipal Transit Agency, airport, and for traffic enforcement.

					Outside of the 729 field patrol officers, 235 sworn officers comprise the Bureau of Field Operations that includes the Metro Unit, Traffic Enforcement Unit, and Airport Unit.
San Jose	945,942	1,271	1.34	The actual number of officers at any time is subject to change due to shifting needs and priorities, community response, and the sworn staffing rotation policy.	The Office of the City Auditor completed a Police Civilianization Report in FY 2010 and a staffing analysis in FY 2011.
Seattle	608,660	1,327	2.18	Have a goal of 605 officers on patrol for 911 response. Outside of this metric, the SPD does not use a specific number to budget for sworn officers. The number of sworn officers provided is from June 30, 2011.	The Neighborhood Policing Plan established in 2007 provides a framework for deploying police officers to achieve 911 response and proactive policing outcomes.
Tucson	520,116	1,113	2.14	Authorized 1,113 officers in FY 2012, but funded 1,041 in FY 2011. Current ratio is 1.9 per 1,000	There was a ballot initiative in 2009 to mandate a ratio of officers to population, but it was defeated by voters.

* Note: Number of sworn officers is based on FY 2011 budgets, unless highlighted and explained in the methodology.