

# POLICE OPERATIONS AND DATA ANALYSIS REPORT

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## ALLEN POLICE DEPARTMENT ALLEN, TEXAS



# CPSM<sup>®</sup>

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International City/County Management Association

# THE ASSOCIATION & THE COMPANY

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The International City/County Management Association is a 103-year old, nonprofit professional association of local government administrators and managers, with approximately 13,000 members located in 32 countries.

Since its inception in 1914, ICMA has been dedicated to assisting local governments and their managers in providing services to its citizens in an efficient and effective manner. ICMA advances the knowledge of local government best practices with its website ([www.icma.org](http://www.icma.org)), publications, research, professional development, and membership. The ICMA Center for Public Safety Management (ICMA/CPSM) was launched by ICMA to provide support to local governments in the areas of police, fire, and emergency medical services.

ICMA also represents local governments at the federal level and has been involved in numerous projects with the Department of Justice and the Department of Homeland Security.

In 2014, as part of a restructuring at ICMA, the Center for Public Safety Management (CPSM) was spun out as a separate company. It is now the exclusive provider of public safety technical assistance for ICMA. CPSM provides training and research for the Association's members and represents ICMA in its dealings with the federal government and other public safety professional associations such as CALEA, PERF, IACP, IFCA, IPMA-HR, DOJ, BJA, COPS, NFPA, and others.

The Center for Public Safety Management, LLC, maintains the same team of individuals performing the same level of service as when it was a component of ICMA. CPSM's local government technical assistance experience includes workload and deployment analysis using our unique methodology and subject matter experts to examine department organizational structure and culture, identify workload and staffing needs, and align department operations with industry best practices. We have conducted over 341 such studies in 42 states and provinces and 246 communities ranging in population from 8,000 (Boone, Iowa) to 800,000 (Indianapolis, Ind.).

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# SECTION 1. EXECUTIVE SUMMARY

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The Center for Public Safety Management, LLC (CPSM) was commissioned to review the operations of the Allen Police Department. While our analysis covered all aspects of the department's operations, particular areas of focus of this study included: identifying appropriate staffing of the department given the workload, community demographics, and crime levels; the effectiveness of the organizational structure; and efficiency and effectiveness of bureau/unit processes.

CPSM analyzed the department workload using operations research methodology and compared that workload to staffing and deployment levels. We reviewed other performance indicators that enabled us to understand the implications of service demand on current staffing. Our study involved data collection, interviews with key operational and administrative personnel, focus groups with line-level department personnel, on-site observations of the job environment, data analysis, comparative analysis, and the development of alternatives and recommendations.

Based upon CPSM's detailed assessment of the Allen Police Department, it is our conclusion that the department, overall, provides quality law enforcement services. The staff is professional and dedicated to the mission of the department. Through this report, we will strive to allow the reader to look inside the department to understand its strengths and its challenges. We sincerely hope that all parties utilize the information and recommendations contained herein in a constructive manner to make a fine law enforcement agency even better.

As part of this Executive Summary, below we have listed general observations that we believe identify some of the more significant issues facing the department. Many of these address department-wide issues rather than specific unit operations. Additionally, we have included a master list of unit-specific recommendations for consideration. We believe these recommendations will enhance organizational effectiveness. Some of these recommendations involve the creation of new job classifications. Others involve the reassignment/repurposing of job duties to other sections and units. It is important to note that in this report we will examine specific sections and units of the department. As we do so, and as appropriate, we will offer a detailed discussion of our general observations and recommendations for each.

The list of recommendations is extensive. Should the City of Allen and the Allen Police Department choose to implement any or all recommendations, it must be recognized that the overall implementation process will not take just weeks or even months to complete, but perhaps years. The recommendations are intended to form the basis of a long-term improvement for the city and department.

We would like to emphasize that this list of recommendations, though lengthy, is a common phenomenon in our operational assessments of agencies around the country and should in no way be interpreted as an indictment of what we consider to be a fine department. Our work, by design, focusses on potential areas for improvement. Had we listed areas in which the department excels, that list would dwarf the number of recommendations.

## GENERAL OBSERVATIONS

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- Within the next few years, the department may see the retirement of some in the command and supervisory staff, to include the rank of sergeant. It is imperative that the department consider a structured succession plan, including mentoring of the next generation of department leaders. While the plan must focus on command-level positions, the development of future mid-management and first-line supervisors must be considered as well. Exposure of all potential future leaders to a variety of administrative assignments and tasks is essential to prepare them for these future responsibilities.
- At the time of the site visit, CPSM noted that in some areas of the department, sworn staff are performing functions more commonly performed by civilian personnel in other law enforcement agencies. This is costly, limits civilian career advancement opportunities, and adversely impacts operational efficiencies. To its credit, the department has recognized this and has initiated action to convert some management and supervisory positions to civilian manager/supervisors. CPSM also suggests that the opportunity exists at command and line level positions as well. There will be extensive coverage on this as we report on individual divisions.
- Some organizational realignment is called for; specifically, sergeants should be relieved of administrative tasks and one FTE should be added in Records to handle court case preparation for patrol cases.
- There is a general absence of management reports that could aid the department's leadership and supervisors in effectively managing the department. Reports that are lacking include detective case management reports, traffic hit-and-run case management, and early intervention reports. These reports would be a valuable resource to the department's command and supervisory personnel and should be regularly produced for collective review.
- The department has a cross-section of employees that comprise the IT/RMS Implementation Committee. The RMS program's lack of interoperability with the CAD and other systems has created significant issues with efficiencies and required reporting, such as for NIBRS. Moving forward with a new RMS is critical.
- As noted previously, specific recommendations follow and are discussed in detail throughout the report. These recommendations are offered to enhance the operation of the Allen Police Department. The recommendations provided are to ensure that law enforcement resources are optimally deployed, operations are streamlined for efficiency, and services provided are cost-effective, all while maintaining a high level of service to the citizens of Allen.

CPSM staff would like to thank Chief Brian Harvey, Deputy Chief Ken Myers, and the entire staff of the Allen Police Department for their gracious cooperation and assistance in completing this project.

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## KEY RECOMMENDATIONS

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### **Succession Planning**

1. Provide on-going external leadership training to all supervisors and managers up to and including the Chief of Police. (See p. 20.)
2. It is imperative that efforts be made to develop the future leaders of the department. The focus of these efforts, though not to the exclusion of all employees, should be on mid-level managers and first-line supervisors, both sworn and civilian. Assignment of administrative tasks and to specialized units should be part of this plan. The recommendations offered in this assessment provide the opportunity to place administrative responsibilities on the shoulders of these first-line supervisors and mid-level management staff. (See p. 20.)
3. Implement a succession plan in preparation for upcoming vacancies within the leadership of the Allen Police Department. (See p. 20.)

### **Policy Manual**

4. Review critical policies on an annual basis to ensure that department practices align with department policy, and that policies reflect best practices. (See pp. 20-21.)

## **Patrol Service Division**

### **Patrol Recommendations**

5. Update the detention facility policy to assign the on-duty watch commander the responsibility to monitor the jail. Consider implementing enhanced technology to alert the on-duty watch commander if there is an alarm in the jail. (See p. 24.)
6. Add a large monitor in each watch commander's office in order to monitor the CCTV cameras throughout the facility. (See p. 24.)
7. Ensure corporals attend ongoing leadership training. (See p. 25.)
8. Implement a shift rotation policy so that officers remain on a shift for a pre-set number of deployments and then are required to change to another shift. (See p. 25.)
9. Assign patrol lieutenants and sergeants to monitor late calls and hold non-emergency calls for the oncoming shift in order to mitigate overtime connected to calls received late in a shift. (See p. 26.)
10. Implement an annual leave scheduling procedure for vacation leave. (See p. 26.)
11. Examine calls for service at high-volume call locations in an effort to identify opportunities to mitigate the need for frequent police response. The Community Relations Unit should work collaboratively with Patrol, the crime analyst and interested parties at these locations. (See p. 35.)
12. Once the online reporting system is active, revisit online reporting procedures routinely to potentially expand the types of reports accepted online. (See p. 36.)

### **K9 Program Recommendations**

13. Consider providing for succession planning by allowing other supervisors the opportunity to oversee the K9 program. (See pp. 48-49.)
14. Assign the K9 teams calls for service rather than holding the teams in "reserve." (See p. 48-49.)

### **Traffic Recommendations**

15. Implement a formal rotation schedule to provide opportunities for sworn personnel to acquire additional training and experience. (See p. 50.)
16. Require that accidents involving City of Allen vehicles and personnel be investigated by an outside law enforcement agency; update the SOP to reflect this. (See pp. 50-51.)
17. Consider using data from the traffic complaint log to generate a monthly report for the Traffic sergeant to review and share with Traffic personnel as well as patrol supervisors. (See pp. 52-53.)
18. Refine data collection to more accurately document the number of hit-and-run traffic collisions by working more closely with the crime analyst. (See p. 58.)
19. Create a case management system for hit-and-run cases through the RMS to make the case tracking mechanism more efficient. (See p. 58.)
20. Increase the number of officers in the department trained as DREs. (See p. 58.)
21. Adopt a performance management approach using traffic data to drive deployment and enforcement decisions toward traffic accidents and injuries. (See pp. 58-59.)

### **Field Training Program Recommendations**

22. Review and update the PPO Manual annually. (See p. 60.)
23. Review and update the FTO policy manual annually. (See p. 60.)
24. Monitor shift bidding for FTOs to ensure they are assigned to different shifts. (See p. 62.)
25. Consider ongoing trainer development for the FTOs—to include feedback received from past OIT critiques—when there are few trainees in the program. (See p. 63.)
26. Develop a more comprehensive training regimen to expose trainees on FTO status to Traffic, CID, and SRO units and functions. (See p. 63.)

### **SWAT Recommendations**

27. Update the Tactical Unit SOP to include those additional qualifications to become a SWAT team member as this will provide advance notice for potential candidates and enhance their ability to prepare to meet the standards of the team. (See p. 65.)
28. Ensure the SWAT team follows NTOA standards for annual training hours to meet best practice. (See pp. 65-66.)
29. Review and update the Tactical Unit SOP as necessary to meet current law and best practices. (See p. 66.)
30. Ensure the Patrol Service Deputy Chief attends the SWAT Commander Basic and Advanced courses as soon as possible. (See p. 66.)
31. Consider conducting a needs assessment of the SWAT team regarding personnel complement, equipment, and training. (See p. 66.)
32. Consideration should be given to using a regionalized approach for SWAT. (See p. 66.)

### **Hostage Negotiations Team Recommendations**

33. Implement scenario-based training with HNT and SWAT on at least an annual basis. (See p. 68.)
34. Review the NTOA guidelines to ensure best practices for the HNT. (See p. 68.)

### **Robot Unit Recommendation**

35. Review the Tactical Unit SOP in the Robot Unit section on an annual basis to ensure best practices. (See p. 69.)

### **Mental Health Evaluation Team Recommendations**

36. Explore the opportunity to collaborate with nongovernmental and other organizations to provide additional services to those needing help for drug and alcohol addiction, mental illness, and temporary or permanent housing. (See p. 69.)
37. Consider working with the crime analyst to identify the homeless or mentally ill people who generate the highest number of calls for service. (See p. 70.)
38. Consider tracking more comprehensive data to assist in developing strategies on ways to address the homelessness issue. (See p. 70.)

### **Bike Team Recommendations**

39. Update the Bicycle Team General Order to reflect the current strategy, duties, responsibilities, selection, and training. (See p. 71.)
40. Ensure all officers assigned to the bicycle detail attend and successfully pass the 40-hour police bicycle training course. (See p. 71.)

## **Criminal Investigations Division**

### **Division/Detective Recommendations**

41. Leadership should review the ancillary duties of the lieutenant to ensure that he is not over-obligated to other duties that detract from his primary duty of commander of the Criminal Investigations Division. (See p. 73.)
42. Consider providing investigators with issued body cameras to increase accountability instead of using pool cameras that are checked out when needed. (See p. 74.)
43. Consider a review of the take-home vehicle policy for the Criminal Investigations Division. (See p. 75.)
44. Review the ancillary duties of the sergeants assigned to the Criminal Investigations Division to ensure that they are not over-obligated to other duties that detract from their primary duty as supervisors in the Criminal Investigations Division. (See p. 75.)
45. Add one FTE civilian position in the Records Unit to process Patrol's arrest packets to alleviate administrative task burdens that should not be performed by sworn personnel in CID (refer to the Records Unit section of this report for a detailed discussion). (See p. 76.)
46. Capture performance-based data to include clearance rates for each investigator's workload to better enable the sergeant to perform a deeper level of analysis of each investigator's performance. Due to challenges with the current RMS, the IT/RMS Implementation Committee should address this issue with the RMS vendor. (See p. 77.)

### **Crime Analysis Recommendations**

47. Require Patrol, CID, and PSU lieutenants to attend the Weekly Executive Meetings and present their tactical plans to reduce or eliminate crime and address associated personnel training needs, and in following meetings report on their progress. (See p. 83.)
48. Implement a process similar to COMPSTAT designed to meet the needs of Allen Police Department in impacting crime. This process needs to utilize crime analysis more proactively



and foster communication, collaboration and data-driven tactical planning to reduce or eliminate crime. (See p. 83.)

### **Criminalistics/Crime Scene Recommendations**

- 49. Crime scene technicians should conduct a monthly examination of a small number of random samples of patrol officers' processing of crime scenes to include reviewing collected evidence, photographs, and the accompanying report for quality assurance and potential training needs. (See p. 84.)
- 50. Seek available training courses that would enhance the unit's performance and meet with the Training sergeant to determine feasibility for attending. (See p. 84.)
- 51. Update the SOP to include details regarding policy and procedures of the Criminalistics/Crime Scene Unit. (See p. 85.)
- 52. Review the fleet allocation for the Criminalistics/Crime Scene Unit. (See p. 85.)

### **Support Services Division**

#### **Civilian Career Ladder Recommendations**

- 53. Evaluate the feasibility of creating a civilian career ladder that allows lateral transfers to varied assignments for line staff and upward mobility for supervisors. (See pp. 86-87.)
- 54. Consider transitioning the Support Services Deputy Chief position to a civilian command level position. (See p. 87.)
- 55. If a civilian career ladder is pursued, the department should form a committee to explore how and where the transition should occur and to make recommendations. (See pp. 87-88.)

#### **Communications Recommendations**

- 56. Review and update all General Orders to include gender-neutral terms referring to all positions, from chief to civilian. (See p. 88.)
- 57. Consider addressing the pay disparity in the area of master certification for civilian versus sworn personnel, as this disparity could play into the feelings of value voiced by civilian staff members during the site visit. (See p. 91.)
- 58. Implement an automated phone system for the department's non-emergency phone line to offer options to the caller to alleviate the unnecessary task of call transfers and taking messages by Communications staff. (See p. 93.)
- 59. Activate the department's phone system voicemail capability. (See p. 93.)
- 60. Implement a department policy requiring PD employees to check their voicemail at the beginning and end of each shift and respond in a timely manner. The policy should also include the department and voicemail number to be listed on employee business cards. (See p. 93.)

#### **Jail Recommendations**

- 61. Update the General Order to include a medical screening process with a form documenting the procedure. (See p. 98.)
- 62. Revise the policy language to replace the term detox cell with sobering cell. (See p. 98.)
- 63. Address facility security issues that include jail key security. (See p. 98-99.)

64. Revise prisoner movement policies to require a second staff member be present in the police facility and made aware of the pending movement. (See p. 99.)
65. Revise policy to require the presence of a supervisor and adequate staff before movement of a recalcitrant or known violent prisoner. (See p. 99.)
66. Focus future jailer recruitment efforts on hiring more women to address the shortage of women working in the jail. (See p. 99.)
67. Ensure jail safety checks are random within the timeframes prescribed in policy and that time notations on the jail logs denote the actual time the prisoner is checked. (See p. 101.)
68. Upgrade the video cameras throughout the detention facility to include audio monitoring capabilities. (See p. 101.)
69. Require the watch commander to be responsible for physically checking the detention facility at least once per shift and for monitoring the jail when inmates are present. (See p. 101.)
70. Revise policy to include requirements of who should transport inmates to county jail to ensure the practice is consistent with expectations of the department. (See p. 101.)
71. Conduct an annual review of the detention facility operations to ensure standards are consistent with current law and state regulations. (See p. 102.)
72. Eliminate the acceptance of cash for inmate release and require payment through money order or credit/debit card. (See p. 102.)

### **Records Recommendations**

73. Identify a current member of the Records Unit to serve as the lead records technician and train them in the duties and responsibilities of the supervisor in order to have a smooth transition for all members of the Records Unit. (See p. 104.)
74. Transfer responsibilities for preparing Patrol Division's arrest files to Records to handle the administrative packaging of the case for the District Attorney's Office. (See pp. 104-105.)
75. Add one civilian FTE position to handle the administrative packaging of patrol cases for the District Attorney's Office. (See p. 105.)
76. Identify and implement a new integrated CAD/RMS system as soon as possible. (See p. 105.)
77. Provide frequent retraining to appropriate Records and detectives staff to ensure the correct UCR/NIBRS criteria are adhered to in reporting of crime and clearances. (See p. 105.)
78. Complete the migration to the FBI's National Incident Based Reporting System or work with the FBI to develop a plan and timeline for conversion. This may involve the IT/RMS implementation committee addressing this issue with the RMS vendor. (See p. 106.)
79. Implement a process to validate the statistics and clearance rates after they are submitted and publicly printed by the FBI. (See p. 108.)
80. Eliminate the acceptance of cash at the public window as a payment option for permits and fees. If the decision is made to continue to accept cash transactions at the public window, comprehensive and regular audits should be implemented. (See p. 108.)

### **Property and Evidence Recommendations**

81. Position a camera directly in front of the Property and Evidence exterior door for enhanced security. (See p. 110.)
82. Address the inoperable bar code scanner with the RMS vendor through the IT/RMS Implementation committee. (See p. 110.)
83. Add a temperature sensor warning system to the property and evidence storage room refrigerator. (See p. 110.)
84. Advertise the property and evidence technician position and screen potential candidates in advance of the position becoming vacant. (See p. 112.)
85. Technicians should attend the International Association of Property and Evidence Conference and/or the Texas Association of Property and Evidence Conference on an annual basis to remain up-to-date on industry standards and best practices. (See p. 112.)
86. Review carpool fleet usage and determine the viability of a designated property and evidence vehicle. (See p. 113.)

### **School Resource Officer Recommendations**

87. Break out the calls for service data by school location in order identify future staffing needs in SRO staff. (See p. 115.)
88. Should the department transition the Support Services Deputy Chief position to a civilian command level position, consideration should be given to transferring the SROs to Patrol Services. (See p. 115.)
89. Create a policy manual in conjunction with AISD to ensure best practices in the management and oversight of the Explorer program. (See p. 116.)

### **Public Safety Officer Recommendation**

90. Consider adding two FTE Public Safety Officer positions to assist with field reports to include cold calls, citizen assists, parking enforcement, and traffic control. (See p. 118.)

### **Animal Control Unit Recommendations**

91. Track educational presentations and shelter tours as part of the Animal Control Unit's workload. (See p. 119.)
92. Add air conditioning to the two animal control trucks that are only outfitted with fans. (See p. 120.)

## **Professional Standards Unit**

### **Professional Standard Unit Recommendations**

93. Update the organizational chart to show the current alignment of units in the Professional Standards Unit. (See p. 123.)
94. Create a strategic plan and assign responsibility for the strategic planning process to the Professional Standards Unit lieutenant. (See p. 124.)
95. Consider purchasing software to implement an early warning system and write an EIP policy/procedure for immediate implementation. (See pp. 126-127.)
96. Create a standardized, progressive discipline matrix that reflects the rules and regulations governing discipline specific to the department. (See p. 128.)

97. Consider posting the annual Professional Standards Unit report on the department's website. (See p. 129.)

### **Training Unit Recommendations**

98. Consider purchasing Training Tracker software to manage officer training, mandates, scheduling, training announcements, and training expenses. (See p. 132.)
99. Research why more employees are not utilizing the tuition reimbursement program and encourage staff to take advantage of this worthwhile personal enrichment opportunity. (See p. 133.)

### **Recruitment/Selection/Hiring Recommendation**

100. Add ethnicity and gender pass rates for each category in the hiring process in the PSU Year-End report. (See p. 133.)

### **Policy Recommendation**

101. Consider listing online all general orders that are appropriate for public viewing. (See p. 135.)

### **Promotional Process Recommendation**

102. Consider utilizing outside raters for the oral board portion of the process. (See p. 135.)

### **Community Relations Unit Recommendations**

103. Implement a formal rotation schedule for members of the CRU, including the CRU sergeant, and update General Order 5900 to include this schedule. (See p. 137.)
104. Assign CRU officers the responsibility for handling calls for service at the three sub-stations. (See p. 138.)
105. Consider transitioning a Community Relations officer to a civilian PSO position through attrition. (See p. 138.)
106. Ensure all CRU members attend training on Crime Prevention Through Environmental Design. (See pp. 138-139.)
107. Take a proactive approach to crime prevention by working with the crime analyst to identify trends associated with demographics or other variables. Engage the assistance of volunteers to address crime by targeting the highest volume crime locations. (See p. 139.)
108. Identify additional needs for volunteers to assist units throughout the department. (See p. 140.)

### **Worker's Compensation Recommendations**

109. Track and review the nature of activity employees were engaged in at the time of injury to determine patterns of injuries that may require specific training and/or policy revisions to reduce the incidence of occurrence. (See p. 141.)

END SECTION 1

# SECTION 2. METHODOLOGY

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## Data Analysis

CPSM used numerous sources of data to support our conclusions and recommendations for the Allen Police Department. Information was obtained from the FBI Uniform Crime Reporting (UCR) Program, Part I offenses, along with numerous sources of internal information. UCR Part I crimes are defined as murder, rape, robbery, aggravated assault, burglary, larceny-theft, and larceny of a motor vehicle. Internal sources included data from the computer-aided dispatch (CAD) system for information on calls for service (CFS). Due to the anomalies caused by the 2020 pandemic, CPSM used 2019 crime and CAD data for the analysis.

## Document Review

CPSM consultants were furnished with numerous reports and summary documents by the Allen Police Department. Information on strategic plans, personnel staffing and deployment, monthly and annual reports, operations manuals, intelligence bulletins, evaluations, training records, and performance statistics were reviewed by project team staff. Follow-up phone calls were used to clarify information as needed.

## Interviews

This study relied extensively on intensive interviews with personnel. On-site and in-person interviews were conducted with all bureau/section commanders regarding their operations.

## Focus Groups

A focus group is an unstructured group interview in which the moderator actively encourages discussion among participants. Focus groups generally consist of eight to ten participants and are used to explore issues that are difficult to define. APD focus group size was slightly larger and more participants were able to share their perspectives. Group discussion permits greater exploration of topics. For the purposes of this study, focus groups were held with a representative cross-section of employees within the department.

## Operational/Administrative Observations

Over the course of the evaluation period, numerous observations were conducted. These included observations of general patrol; investigations; support services such as records, communications, property and evidence; and administrative functions. CPSM representatives engaged all facets of department operations from a “participant observation” perspective.

## Staffing Analysis

In virtually all CPSM studies, we are asked to identify appropriate staffing levels. That is the case in this study as well. In the following subsections, we will extensively discuss workload, operational and safety conditions, and other factors to be considered in establishing appropriate staffing levels. Staffing recommendations are based upon our comprehensive evaluation of all relevant factors.

END SECTION 2

# SECTION 3. COMMUNITY AND DEPARTMENT OVERVIEW

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## COMMUNITY

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The City of Allen is located in Collin County, Texas, a northern suburb of Dallas, and is part of the Dallas-Fort Worth metropolitan area. The city has a total land area of 26.29 square miles (as of 2010). The U.S. Census Bureau estimated the city's 2019 population at approximately 105,623, an increase of 25 percent over the 2010 population of 84,246.

The City of Allen is a heterogeneous community; its population is 60.5 percent White, 17.3 percent Asian, 10.5 percent Hispanic, 9.4 percent Black/African American, 3 percent two or more races, and 0.5 percent American Indian/Alaskan Native American.

The owner-occupied housing rate is 74.7 percent for the city, compared to 65.6 percent for Collin County as a whole and 61.9 percent for the State of Texas. The rate of persons per household for the city is at 3.05 compared to 2.84 countywide, and 2.86 for the state. The median household income is \$106,736 for the city, compared to \$94,192 countywide, and \$59,570 for the state. Persons living in poverty make up 5.4 percent of the city's population, compared to 6.4 percent countywide, and 13.6 percent throughout Texas. This comparison reflects that the city rates vary from countywide and state rates.

Owner-occupied housing and poverty rates are examined in our studies since lower home ownership and higher poverty rates are often found in communities with higher crime rates. As Allen's rates differ from state and countywide rates, these do not appear to be factors driving variations in crime rates from regional or state/national averages.

The city is governed through the council/manager form of government. As such, the Chief of Police is a direct report to the City Manager.

## DEPARTMENT

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The Allen Police Department, similar to the community, is a diverse department. Its demographic composition is 86 percent White, 8 percent Hispanic/Latinx, 3 percent Asian, 3 percent Black/African American, <1 percent American Indian, and <1 percent other race. The department provides a full range of law enforcement services, excluding custody operations. The department is guided by clear mission and core values statements as follows:

### ***Vision and Values Statement***

*The Vision and Values of the Allen Police Department become the foundation for the mission statement, goals, objectives and ultimately the performance of the individual employee and our agency. By focusing attention on a **vision**, we can operate on the emotional and spiritual resources of the organization, on its **values, commitment** and **aspirations**. Once the human energies of the organization are aligned toward this common end, then the department has **achieved** a major precondition for **success**. The Department is committed to protecting the community, utilizing the philosophies of Community Policing.*

## Mission

The men and women of the Allen Police Department, in partnership with the citizens of Allen, are committed to improving the quality of life in our city by identifying and resolving public safety concerns; and

To enhance the spirit of community policing through the highest level of contemporary law enforcement services possible under the circumstances of given resources.

## Values

The men and women of the Allen Police Department are committed to the organizational values that, when bonded together with the community, create a higher standard called "Public Confidence and Trust." These values should reflect the mere utterance of the word **POLICE**.

<b>P</b> ride	Acceptance of self-satisfaction for service well done and performance of the highest standards.
<b>O</b> rganizational	Commitment to the Department, over and above any individual, reflecting this loyalty service to others.
<b>L</b> eadership	Establishment of direction and communication of a vision at every level of the organization.
<b>I</b> ntegrity	Commitment to the highest level of standards, as measured by the policing profession, moral principles and ethics.
<b>C</b> ourage	Meeting all challenges, all adversity, every level of danger with a recognition of the higher standards for which we are accountable.
<b>E</b> quality	Equal protection to <b>all</b> citizens.

## Commitment of Police Services

TO	provide sufficient law enforcement response to the citizens emergency and non-emergency calls for police service;
TO	proactively repress crime through specific and direct means;
TO	actively seek, arrest and prosecute those persons responsible for the infiltration of illicit drugs into the City;
TO	actively investigate unsolved, but solvable crimes; to detect and arrest the perpetrators of said crimes;
TO	provide a forum of programs through Community Policing for positive police interaction and communication with the community, especially its youth;
TO	gather, protect and preserve evidence that will assist in the successful prosecution of criminals;
TO	provide for the safe and smooth flow of traffic through the City, via techniques such as traffic enforcement and the repression of vehicular accidents; and



TO *provide the administrative, technical and supportive police services necessary to embrace and accomplish the police mission.*

## Uniform Crime Report/Crime Trends

While communities differ from one another in population, demographics, geographical landscape, and social-economic distinctions, comparisons to other jurisdictions can be helpful in illustrating how crime rates in Allen measure against those of other local Texas agencies as well as the State of Texas and the nation overall.

The FBI's Uniform Crime Reporting (UCR) Program assembles data on crime from police departments across the United States; the reports are utilized to measure the extent, fluctuation, and distribution of crime. For reporting purposes, criminal offenses are divided into two categories: Part 1 offenses and Part 2 offenses. In Part 1 offenses, representing the most serious crimes, the UCR indexes incidents in two categories: violent crimes and property crimes. Violent crimes include murder, rape, robbery, and aggravated assault. Property crimes include burglary, larceny, and motor vehicle theft. Crime rates are expressed (indexed) as the number of incidents per 100,000 population to allow for comparison.

Data acquired by CPSM from the FBI for use in this reporting reflects the most currently available information (2019). As indicated in Table 3-1, in 2019, the Allen Police Department reported a UCR Part I violent crime rate of 83 (indexed) and a property crime rate of 1,089 (indexed).

In comparing Allen Police Department data with other Texas cities and the nation, one can see Allen reports below average rates compared to statewide and national figures. Allen is the second lowest in both violent, property and overall crime rates in the state compared to similar-sized cities. The property crime rate is largely driven by larceny offenses, including shoplifting.

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**TABLE 3-1: Comparison of Reported Crime Rates by Jurisdiction, 2019, Per 100,000**

City	State	Population	Crime Rates		
			Violent	Property	Total
Abilene	TX	123,665	371	2,516	2,888
Carrollton	TX	139,179	90	901	991
Denton	TX	141,492	233	1,883	2,117
Killeen	TX	151,832	384	2,260	2,644
Lewisville	TX	108,000	221	1,967	2,188
Mesquite	TX	143,078	479	3,632	4,111
Midland	TX	146,806	137	1,191	1,328
Odessa	TX	123,468	1,038	2,935	3,973
Pasadena	TX	153,689	546	2,512	3,058
Pearland	TX	126,206	90	1,641	1,731
Richardson	TX	123,893	144	1,839	1,983
Round Rock	TX	132,747	124	1,684	1,808
San Angelo	TX	101,072	353	3,139	3,493
Sugar Land	TX	119,944	57	1,295	1,351
Tyler	TX	106,851	374	3,000	3,375
Waco	TX	139,870	571	3,288	3,859
Wichita Falls	TX	104,551	348	3,044	3,393
<b>Allen</b>	<b>TX</b>	<b>105,961</b>	<b>83</b>	<b>1,089</b>	<b>1,172</b>
<b>Texas</b>		<b>28,995,881</b>	<b>416</b>	<b>2,364</b>	<b>2,779</b>
<b>National</b>		<b>328,239,523</b>	<b>379</b>	<b>2,010</b>	<b>2,489</b>

**Source:** FBI Uniform Crime Report. Indexed per 100,000 population.

Table 3-2 shows the actual number of offenses within Allen. In this table, we added data for 2020 YTD as of September. These data were provided by the department, as the 2020 data are not yet available from the FBI UCR. The table shows that the actual number of incidents for most categories of crime decreased in 2019 compared to 2018. However, thus far in 2020 YTD, Part 1 offenses in rape and aggravated assault have already equaled or surpassed the total number of offenses in those categories in 2019.

**TABLE 3-2: Allen Police Department Reported Actual Part 1 Offenses, 2018–2020 YTD\***

Crime	2018	2019	% Change	2020*
Murder/ Manslaughter	0	0	N/A	1
Rape	30	19	-37%	<b>19</b>
Robbery	22	15	-32%	14
Aggravated Assault	57	52	-9%	<b>55</b>
Burglary	113	99	-12%	65
Larceny	1,089	1,015	-7%	642
Vehicle Theft	67	60	-10%	41

**\*Note:** FBI data for 2020 not yet available. Data for 2020 as of September provided by the Allen Police Department.

Figure 3-1 reflects the trend in Part 1 crime in the city over the past ten years. It shows that the property crime rate decreased significantly over the ten-year period. The violent crime rate remained low and reflected little change. The highest violent crime rate of this ten-year period occurred in 2018 at 108 (indexed). The lowest violent crime rate, at 62 (indexed), occurred in 2012. For 2019, the rate was 83 (indexed). As noted, property crime has trended downward since 2010 when the highest property crime rate occurred at 1,922 (indexed), with the low of 1,077 (indexed) in 2015. For 2019, the rate was 1,089 (indexed). These rates follow state and national trends, which show declines in both violent and property crime over the referenced ten-year period.

**FIGURE 3-1: Allen Reported Violent and Property Crime Rates, by Year**

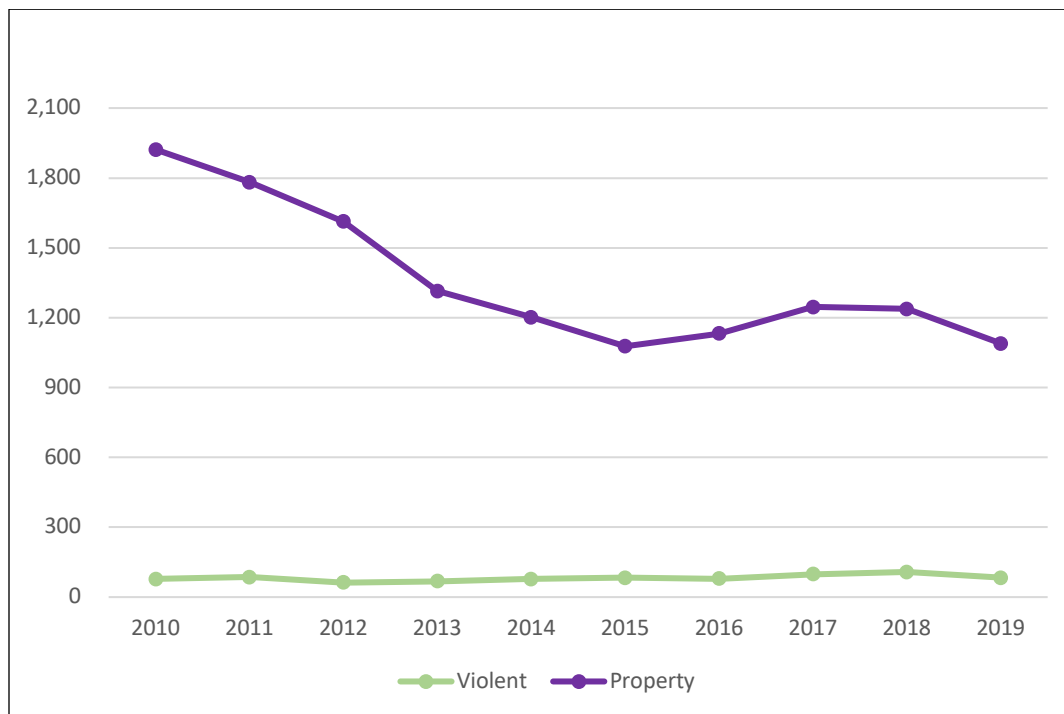
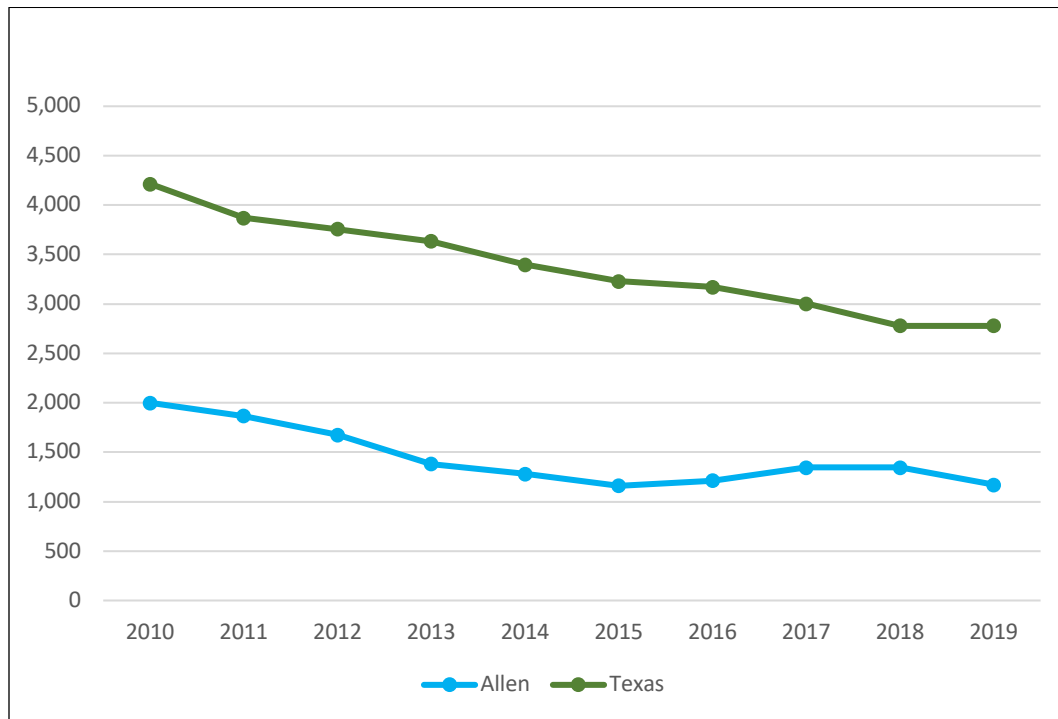


Figure 3-2 shows a comparison of combined violent and property crime rates for both Allen and the State of Texas for the period of 2010 through 2019. It reflects the observations made in Figure

3-1 and in Table 3-3 (which follows), notably, that crime is trending downward for Allen as well as the State of Texas. Secondly, the information shows the overall indexed crime rate in Allen is well below the overall state crime rate.

**FIGURE 3-2: Reported City and State Crime Rates, by Year**



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Table 3-3 compares Allen crime rates to both the state and national rates year by year for the period 2010 through 2019. Again, these data are indexed per 100,000 population. This information is provided for illustration purposes only.

**TABLE 3-3: Reported Municipal, State, and National Crime Rates, by Year, 2010-2019**

Year	Allen				Texas				National			
	Population	Violent	Property	Total	Population	Violent	Property	Total	Population	Violent	Property	Total
2010	84,246	78	1,922	2,000	25,218,692	449	3,767	4,215	314,170,775	393	2,833	3,225
2011	86,019	86	1,781	1,867	25,756,300	406	3,463	3,869	317,186,963	376	2,800	3,176
2012	88,783	62	1,613	1,675	26,143,479	407	3,349	3,756	319,697,368	377	2,758	3,135
2013	91,289	68	1,315	1,382	26,533,703	399	3,235	3,634	321,947,240	362	2,627	2,989
2014	93,889	78	1,201	1,279	27,043,226	404	2,995	3,399	324,699,246	357	2,464	2,821
2015	96,642	83	1,077	1,160	27,555,914	410	2,818	3,228	327,455,769	368	2,376	2,744
2016	101,020	79	1,131	1,211	27,948,471	432	2,739	3,171	329,308,297	383	2,353	2,736
2017	101,779	98	1,246	1,344	28,304,596	439	2,563	3,002	325,719,178	383	2,362	2,745
2018	103,168	108	1,238	1,346	28,701,845	411	2,367	2,778	327,167,434	369	2,200	2,568
2019	105,961	83	1,089	1,172	28,995,881	416	2,364	2,779	328,239,523	379	2,010	2,489

Table 3-4 shows *Clearance Rates* as reported by the department to the State of Texas and ultimately the FBI. In this table, we identify the actual number of Part 1 offenses committed, the number reported as cleared, and the percentage calculation of “cleared” cases. Allen rates are compared against the State of Texas and the nation as a whole. Generally, in order for a case to be “cleared,” an offender must be arrested, charges filed by the prosecuting authority, AND the offender delivered to the court for prosecution. This will be reported on in more detail as we examine the Records function of the department.

**TABLE 3-4: Reported Allen, State of Texas, and National Crime Clearance Rates, 2019**

Crime	Allen			Texas			National		
	Crimes	Clearances	Rate	Crimes	Clearances	Rate	Crimes	Clearances*	Rate
Murder Manslaughter	0	0	NA	1,403	824	59%	14,325	8,796	61%
Rape	19	2	11%	14,656	3,415	23%	124,817	41,065	33%
Robbery	15	2	13%	28,854	5,309	18%	239,643	73,091	31%
Aggravated Assault	54	25	46%	75,595	29,936	40%	726,778	380,105	52%
Burglary	95	2	2%	112,405	9,554	9%	981,264	138,358	14%
Larceny	997	188	19%	496,279	64,516	13%	4,533,178	834,105	18%
Vehicle Theft	62	3	5%	76,687	8,359	11%	655,778	90,497	14%

**Note:** \*Clearances were calculated from crimes and clearance rates, as these numbers are not directly available from the FBI.

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## Department Authorized Staffing Levels

The following table shows the authorized staffing levels for the department for FY 2017–18 through 2020–21. Staffing levels will be addressed throughout the report as we discuss specific operating sections. This table is simply intended to provide a broad overview of staffing levels over four years.

**TABLE 3-5: Authorized Staffing Levels, Fiscal Years 2017–2021**

Position	2017–18	2018–19	2019–20	2020–21	Vacant	Actual*
<b>Sworn Positions</b>						
Chief	1	1	1	1	0	1
Deputy Chief	3	3	3	3	0	3
Lieutenant	7	7	7	7	0	7
Sergeant	17	18	18	18	2	16
Corporal	13	13	13	13	2	11
Officer*	89	97	98	99	3	96
Bailiff**	1	1	1	1	0	1
<b>Sworn Total</b>	<b>131</b>	<b>140</b>	<b>141</b>	<b>142</b>	<b>7</b>	<b>135</b>
<b>Civilian Personnel</b>						
Sr. Administrative Assistant	1	1	1	1	0	1
Administrative Assistant	4	4	4	4	0	4
Criminalist	2	2	2	2	0	2
Crime Analyst	1	1	1	1	0	1
Victim Advocate	1	1	1	1	0	1
Property Evidence Technician	2	2	2	2	0	2
Quartermaster	1	1	1	1	0	1
Public Safety Officer	5	5	5	5	0	5
Detention Officer	8	8	8	8	0	8
Police Services Technician***	2	2	2	2	0	2
Communications Manager	1	1	1	1	0	1
Communications Supervisor	3	3	3	4	0	4
Lead Dispatcher	0	0	0	3	0	3
Dispatcher****	X	16	14	13	0	13
Records Supervisor	1	1	1	1	0	1
Police Records Technician	4	4	4	4	0	4
Animal Control Supervisor	1	1	1	1	0	1
Sr. Animal Control Officer	2	2	2	2	0	2
Animal Control Officer	4	4	4	4	0	2
<b>Civilian Total</b>	<b>58</b>	<b>59</b>	<b>59</b>	<b>59</b>	<b>0</b>	<b>59</b>
<b>Total Authorized Personnel</b>	<b>190</b>	<b>198</b>	<b>200</b>	<b>201</b>	<b>7</b>	<b>194</b>

**Source:** Allen Police Department. Staffing levels as of February 11, 2021. \* Police Officer position has three authorized over-hire positions that are vacant. \*\*Although the Bailiff position is listed, it is funded by the Municipal Court. \*\*\*Police Services Technician indicates two FTE positions; however, there is actually one FTE and two part-time positions. \*\*\*\* Dispatcher has one authorized over-hire position that is filled.

## Succession Planning

An important role of succession planning for any police department is to provide professional development relevant to the job position and the developmental needs of the employees. APD command level staff are eligible to retire in addition to two current sergeant vacancies. This presents an opportunity for staff to be promoted and assume greater positions of responsibility. Promotional opportunities for civilian staff are also important; like many agencies across the country, APD has been increasing supervision and management opportunities for civilian staff as well. Consideration should be given to civilian seconds-in-command and will be addressed in the Support Services section of the report.

For effective leadership in the APD, the position of sergeant is critical. During our study, CPSM learned that APD was in the promotional process for sergeant. Of the ten sergeants in patrol, four have fewer than three years of experience, while the other sergeants are longer tenured supervisors. The number of experienced supervisors affords the newer sergeants the ability to seek insight from peer sergeants as well as their lieutenants. APD recognizes the importance of leadership training and sends corporals to supervisory training within one year of promotion. This training is critical to first-line supervisors, especially newer corporals who serve as supervisors in the absence of a sergeant. APD is to be commended for proactively sending corporals to supervisory training, thus preparing them in advance for promotion to sergeant. New lieutenants attend a two-month management course upon promotion. Initial leadership training is essential to effectively leading organizations. Additionally, APD has bi-annual internal leadership training to include all supervisors and managers, both sworn and civilian. Since leadership is a perishable skill, CPSM recommends providing on-going leadership training through outside vendors to ensure best practices and a strong succession plan for the future. CPSM recommends that the department focus its leadership development efforts on the ranks of sergeant and lieutenant, and also include executive leadership development for deputy chief and chief.

The chief should review all performance evaluations for the rank of sergeant for the past three to five years, and work with the department's management staff (lieutenant and above) to discuss performance observations of sergeants in an effort to identify deficiencies, and then interview each sergeant to ascertain what he/she believes are needed areas for professional development. Research should be conducted to identify providers for applicable training and to determine the cost of needed training. Funding should be identified to support this leadership development initiative. Assignments of administrative tasks, and to specialized units, should be made with consideration as to how such assignments will best serve the individual sergeant and department's future leadership needs. This process can be repeated for civilian supervisors, lieutenants, with the chief and deputy chief reviewing performance.

The succession plan should also include a civilian career ladder to provide opportunities to promote from first-line supervisor to manager. As is the case for the sworn positions, leadership development training is a must; it would be beneficial to send sworn and civilian staff to the same training to avoid creating silos of leadership. APD is to be commended for developing various civilian supervisor and management positions. There is more opportunity to develop civilian managers while realizing cost savings and this will be addressed in the Support Services Section of the report.

## Policy Manual

Policies that serve as operational guidelines are critical to the effective and efficient management of any organization. Given the mission of law enforcement, and ever-changing laws that regulate the performance of such, a comprehensive and current policy manual is vital.

Few law enforcement agencies, including Allen, have the resources available to maintain a current policy manual. This is a daunting task. For that reason, Allen PD has assigned the Professional Standards Unit with this responsibility. PSU continually reviews policies and ensures they meet the department's specific operational needs and objectives. The Professional Standards lieutenant is responsible for policy modifications and updates and ensuring updates are disseminated throughout the department.

The Allen Police Department's general order manual is extensive. It consists of Chapter 100 to Chapter 6300 and covers all areas of responsibilities. Chapter 100 is a written directive system that states that the general orders at a minimum will be reviewed annually to ensure that each policy complies with all applicable state laws. The policies were last reviewed on October 5, 2020. Furthermore, command and supervisory personnel are charged with the responsibility to ensure that input is gathered from all levels and are accountable for the proper dissemination and implementation of all adopted policies and procedures.

As noted, it is the department's responsibility to ensure that the policies in place meet the department's objectives and practices. This alone requires a continuing commitment on the part of the department to review critical policies on an annual basis. In our operational assessment, we found several instances where department practices did not fully align with policy. As we report on specific units, we will cite examples. One of the best ways to ensure compliance is to use the policy manual as a guide for department-wide audits and inspections.

## Accreditation

In order to ensure policy is consistent with practice, law enforcement agencies across the country are able to participate in various types of accreditation either through the Commission on Accreditation of Law Enforcement Agencies (CALEA) or through the state police chiefs association. The State of Texas provides a Law Enforcement Recognition Program, which is a voluntary process wherein police agencies in Texas prove their compliance with 166 Texas law enforcement best practices. These best practices were carefully developed by Texas law enforcement professionals to assist agencies in the efficient and effective delivery of service, the reduction of risk, and the protection of individuals' rights.

Since the program's inception in 2006, more than 100 Texas law enforcement agencies have been "Recognized" and others are currently in the process to become Recognized Agency. While members of the Texas Police Chiefs Association support the national accreditation program, the Texas Best Practices Recognition Program has become the more common accreditation program within Texas law enforcement agencies.

An appointed committee of nine police chiefs from across the state conducts the final review of an agency's efforts and awards "Recognized" status. The committee also conducts an annual review of the best practices for additions and modifications. An agency that has been awarded "Recognized" status has undertaken a careful internal review of its policies, procedures, equipment, facilities, and operations. Most agencies find that some adjustments and revisions of their policies and procedures may be necessary. The agency then submits proof of their compliance with the standards (usually electronically) to independent assessors. After an independent review of their written documents and proofs, a team of assessors is sent to the agency to review their operations and facilities and to interview the department's staff. A Final Report outlining the findings is sent to the Recognition Committee. The committee reviews the findings and votes whether or not to award "Recognized" status.

The "Recognized" status is awarded for a four-year period. During the four-year period, the agency must submit an annual report and show continuing compliance with several



performance-related standards. These are reviewed as they are received and compliance is verified. During the last year of the period, the agency must prepare updated documentation on all best practices and another on-site review is conducted. The Recognition Committee will then vote again to approve "Recognized" status for the next four years. If the agency does not submit the required annual proofs, or if there is an indication received by the committee that the agency is not in compliance during the period, the committee may vote to remove "Recognized" status. The Texas Police Chiefs Association Foundation has contracted with an outside group to manage the recognition process to ensure integrity and accountability.

The Allen Police Department was first awarded "Recognized" status in 2009. Since then, APD has been a "Recognized Agency" with the current Certificate of Recognition being valid from February 2018 through February 2022. The Allen Police Department is to be commended for its long history in participating in this voluntary program to ensure best practices. It is apparent by the ongoing award as a "Recognized Agency" that the department is committed to continual improvement. The ongoing commitment to the Recognition program helps ensure that policies, procedures, equipment, facilities, and operations remain up-to-date.

### Department Overview Recommendations:

- Provide on-going external leadership training to all supervisors and managers up to and including the Chief of Police. (Recommendation No. 1.)
- It is imperative that efforts be made to develop the future leaders of the department. The focus of these efforts, though not to the exclusion of all employees, should be on mid-level managers and first-line supervisors, both sworn and civilian. Assignment of administrative tasks and to specialized units should be part of this plan. The recommendations offered in this assessment provide the opportunity to place administrative responsibilities on the shoulders of these first-line supervisors and mid-level management staff. (Recommendation No. 2.)
- Implement a succession plan in preparation for upcoming vacancies within the leadership of the Allen Police Department. (Recommendation No. 3.)
- Review critical policies on an annual basis to ensure that department practices align with department policy, and that policies reflect best practices. (Recommendation No. 4.)

*[End, Section 3]*

## SECTION 4. PATROL SERVICE DIVISION

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The Allen Police Department Patrol Service Division provides the community with a full range of police services, including responding to emergencies and calls for service (CFS), performing directed patrol activities, engaging in neighborhood problem solving, traffic enforcement, and investigative follow-up. The division is comprised of Patrol, Traffic, and K-9. We will address all three functions separately. Each is integrally involved in supporting the other. However, reporting on each separately allows the reader to better comprehend each function and its independent as well as collective value in providing policing services to the community.

Allen's commitment to handling every call, no matter how minor, ensures that the public gets a police response to all calls and every criminal case is investigated. This report will serve as an analysis of APD operations to include staffing and workload, organizational structure, and division/section processes to inform the reader about current public safety services provided.

The Patrol Service Division serves under the direction of a deputy chief who reports directly to the Chief of Police. Four lieutenants are assigned to Patrol in the Patrol Service Division.

### PATROL

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Field functions of Patrol include Patrol, Traffic, and K9. The following table shows the authorized and actual staffing levels of the division.

Uniformed patrol is considered the "backbone" of American policing. Officers assigned to this important function are the most visible members of the department and command the largest share of resources committed by the department. Proper allocation of these resources is critical to ensure the department is capable of responding to emergency calls for service and providing general law enforcement services to the public.

#### Patrol Section Staffing/Schedule

Patrol is comprised of an authorized complement of four lieutenants, ten sergeants, nine corporals, and 65 police officers. This complement of personnel is responsible for 24/7 policing services in the City of Allen.

As is noted in the following table, which shows authorized staffing at the time of the CPSM site visit, there were three patrol officer vacancies that are authorized over-hire positions.

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**TABLE 4-1: Patrol Service Authorized Staffing Levels for FY 2020–2021**

	<b>Authorized</b>	<b>Vacancies</b>	<b>Actual</b>
<b>Sworn Personnel</b>			
Deputy Chief	1	0	1
Lieutenant	4	0	4
Sergeant	10	0	10
Corporals	9	2	7
Officer	65	3	62
Bailiff*	1	0	1
<b>Sworn Total</b>	<b>90</b>	<b>5</b>	<b>85</b>
<b>Civilian Positions</b>			
Administrative Assistant	1		1
<b>Civilian Total</b>	<b>1</b>	<b>0</b>	<b>1</b>
<b>Total Authorized Personnel</b>	<b>91</b>	<b>5</b>	<b>86</b>

**Source:** Allen Police Department. Staffing levels as of February 11, 2021. \* The Bailiff position is funded by the Municipal Court.

Three K9 officers are assigned under the direction of a K9 Unit sergeant. A separate section in this report focuses on the K9 function. However, K9 teams are tasked with basic patrol function and work alongside the day and night patrol officers.

It is common policing practice at agencies of Allen's size and staffing alignment that a lieutenant serves as the patrol "watch commander." In doing so, lieutenants spend much of their time in the station handling various administrative and supervisory duties related to patrol shift operations including scheduling, payroll and overtime review, limited research, personnel mentoring/development, performance reviews, administrative reports, and attendance at both community and department meetings, among other duties.

There is no discrete watch commander's office; rather, the patrol lieutenants and sergeants have an area of offices located on the first floor in the patrol area. This presents a challenge in that there is no central hub for operations. CPSM learned that the lieutenants are often away from their office handling projects, meeting with staff or community members, and other administrative duties. As such, there is no police supervisor or manager monitoring the CCTV cameras around the building and in the jail. CPSM recommends consideration be given to enhanced technology to alert the on-duty watch commander if there is an alarm in the jail. APD should consider updating the detention facility policy to assign the on-duty watch commander the responsibility to monitor the jail. Further, a large monitor should be included in each watch commander's office in order to monitor the CCTV cameras.

After normal business hours the watch commander becomes the functional supervisor of all department operations, including Records, Jail, etc. Additional, though limited time, is spent in the field. In the absence of a lieutenant, a sergeant may serve in the capacity of watch commander.

Sergeants, on the other hand, are generally responsible for field supervision and serve as additional staffing in support of patrol officers during especially busy periods. They provide for a critical need in directing and supervising field operations on a 24/7 basis. Absence of proactive field supervision in policing creates significant liability for an agency.

In law enforcement agencies similar in size to Allen, virtually all lieutenants and sergeants have collateral duties, generally related to their primary assignments. For instance, at Allen all patrol lieutenants and sergeants are also charged with one or more collateral duties such as overseeing the SWAT team, Bicycle Unit, Emergency Management, Honor Guard and a myriad of other related functions.

Allen has incorporated the position of corporal as part of its workforce. The corporal position is considered a promotion from officer and is classified with other department positions through the city's Human Resources Department. Corporals are used in the dual capacity of an officer responsible for general calls for service, and field supervisor in the absence of a police sergeant. The corporal positions are common in police departments, as they are of considerable value in the absence of supervisors and as a leadership development program. In assessing their supervisory duties and responsibilities, CPSM learned corporals attend first-line supervisors training, which is a sound practice. As with the sergeants, CPSM recommends corporals attend ongoing leadership training.

The Patrol Division operates under a 3/12 work schedule, with personnel working either Sunday through Tuesday or Wednesday through Friday with alternating shifts working every other Saturday. To reach the required 160 work hours in the 28-day period, each lieutenant, sergeant, corporal, and officer works two additional 8-hour days within the cycle. That is to say, each patrol member is assigned to work three consecutive 12-hour shifts per week with one 8-hour shift on Saturday every other week. Under the schedule, the four-week work total amounts to 160 hours within that 28-day cycle. The work schedule is established in advance to ensure the department complies with FLSA rules.

There are four 3/12 shifts, with A (day) watch working from 5:00 a.m. to 5:00 p.m. or 6:00 a.m. to 6:00 p.m.; B (afternoon) watch working from 4:00 p.m. to 4:00 a.m.; and C (graveyard) watch working from 6:00 p.m. to 6:00 a.m. The schedule allows for overlapping start and end times to ensure officers are available in the field during shift changes.

Patrol deployments are six months in length, at which time patrol staff has the opportunity to rotate to another shift using seniority sign-up. There are no limitations on how long an officer can remain on a shift. Although remaining on the same shift provides for continuity, it is important to establish limitations for remaining on the same shift indefinitely to enable officers to work with different department personnel as well as serving different shift times that require a variety of service needs for the community. CPSM recommends a shift rotation policy be put in place so that officers remain on a shift for a pre-set number of deployments, and then are required to change. Some agencies allow two deployments then require the officer to move to another shift on the third deployment. For instance, an officer working C watch would need to change to A day or B watch after two six-month deployments (one year) on C watch.

The three K9 officers work a 4/10 work schedule to enable coverage seven days a week. Two K9s work from 8:00 p.m. to 5:00 a.m. (Sunday through Wednesday or Wednesday through Saturday) and one works from 9 p.m. to 6:00 a.m., Tuesday through Friday, with all K9s working on Wednesday as an overlap day. Additional details on the K9 Unit are covered later in this section.

Staffing levels are affected by both the number of officers assigned to the patrol function as well as the impact of time off associated with vacations, training, court appearances, FMLA, and illness/injury, etc. In Allen, the combination of these leave factors generally results in officers being unavailable for a shift at a rate of approximately 20 percent of the time. For instance, while a team may be staffed with ten officers, only eight may report to work due to various leave factors.

Additional staffing includes the team sergeant, as described above. The sergeants' schedule provides for 24-hour supervision, seven days a week, which is a highly desirable protocol. Shift sergeants present roll call briefings for their respective shifts, debrief incidents from the prior shifts, and are available in the field to coach and guide officers. Each shift has a sergeant and corporal assigned on both ends of the week, thus ensuring management oversight when a supervisor may be off. While sergeants do occasionally respond to calls for service and our workload calculations consider them as part of the patrol deployment, their primary responsibilities involve supervision and administrative functions and at times the addition of "watch commander" duties. As such, they handle minimal workload involving calls for service.

## Overtime

CPSM was asked to review overtime expenditures, with the goal of identifying causal factors and recommending alternatives that may reduce overtime.

To conduct this review, CPSM requested reports and data relative to the department's historical overtime expenditures and overtime management. APD and the city's Finance Department use MUNIS, a financial tracking software system. The overtime report was broken down by account number and activity description and included a historical usage for the past few fiscal years. CPSM learned that the command staff has the ability to place elements of the financial tracking system on their respective dashboard, so at a glance they can view overtime records such as hours used in the fiscal year. The software also allows the user to easily query the historical records for percent used and overall amounts per fiscal year.

A review of the overtime report revealed an easy-to-use format with color-coded specialized overtime sections such as grant-related, special events, task force, and event center overtime from regular overtime activities. This format enhances the ability of command staff to monitor and manage overtime expenses. APD and the City of Allen are to be commended for ensuring department heads and managers have access to such an efficient budget tracking system.

A review of the overtime report indicates the majority of patrol overtime in 2019 was expended due to late arrests or calls for service. This overtime use can be impacted by management of resources. CPSM recommends patrol lieutenants and sergeants monitor late calls and hold non-emergency calls for the oncoming shift in order to mitigate this category of overtime.

Managing employee leave time is a challenge. Most agencies pre-schedule employee vacation time to maximize staffing and minimize overtime. This is generally accomplished through a seniority-based selection process at the beginning of the calendar year. For this process, a limit on the number of personnel allowed off per week is established based on department staffing. CPSM recommends consideration be given to pre-scheduling employee vacation time in this manner twice per year during shift change.

In virtually all CPSM studies we are asked to identify appropriate staffing levels. That is the case in this study as well. In the following subsections, we will have an extensive discussion on workload and other factors to be considered in establishing staffing levels. Upon thorough evaluation of all contributing factors, we will make staffing recommendations.

## Minimum Staffing

The department has established a minimum staffing level based on the shift: A watch has a nine-officer and one supervisor minimum; B and C watch have combined shift minimums at eleven officers and two supervisors. The minimum staffing is an informal standard since department policy does not reference minimum staffing. This is appropriate, as the police chief or designee

must have the flexibility to adjust minimum staffing based upon ever-changing workload conditions.

Given the present available staffing level of officers in the patrol unit (86 plus three K9), scheduled coverage will normally range from a low of eight officers on duty to a high of 17. As noted, these numbers include the department's K9 officers and CPSM learned that APD does not factor the K9s into patrol shift minimum coverage. During staffing shortages officers must be held over, be brought in early, or be brought in on their day off. As we explore staffing further in this section, we will identify actual staffing levels. Actual staffing levels include regularly assigned personnel and those working in an overtime capacity to meet minimum staffing mandates.

## CALL / WORKLOAD DEMAND

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As noted in the Executive Summary, our work followed two tracks: (1) a data analysis of workload, primarily related to patrol, and (2) the operational assessment. In the following pages relative to Patrol, we draw upon the data analysis report to assist in our operational assessment. The data analysis report, in full, can be found following the operational assessment and readers are encouraged to thoroughly review it. The data analysis is rich with information, only a portion of which is included in this segment of the report. For purposes of our analysis, we used computer-aided dispatch (CAD) records supplied by the department's dispatch center. These records pertain to identifiable workload associated with specific units and are the most accurate, verifiable, and comprehensive records available.

Crime statistics for Allen indicate a below average level of violent and property crimes in comparison to the State of Texas and national levels. These figures were discussed in Section 3 and depicted in Table 3-1. While there have been slight up and down fluctuations, crime in Allen has been trending downward—following a national path—over the past ten years. The impact on crime in 2020 as a result of the pandemic and civil unrest are yet to be determined, but rates have shown fluctuations as indicated in Table 3-2.

Prevention of crime and the apprehension of criminals are at the forefront of responsibilities for police departments, but demands on police resources involve much more than crime. Traffic enforcement, the efficient flow of traffic through the community, and maintaining peace and order are but a few of the many such noncrime activities that fall into the scope of work of a police department. As we examine workload demands we will explore all activities.

The following table shows the main categories of calls for service the department handled during the study period of January 1, 2019 through December 31, 2019.

The 911/dispatch center recorded approximately 66,285 events that were assigned call numbers and which include an adequate record of a responding unit. When measured daily, the department reported an average of 181.6 patrol-related events per day. These data do not include directed patrol activities or out-of-service activities. As well, some events had fewer than 30 seconds spent on the call (indicating the call had been canceled) or lacked arrival times or other pertinent call information. After excluding these categories, the analysis focused on the remaining 64,880 calls for service. The data include both officer-initiated activity and community-initiated activity, e.g., residents, alarm companies, transfers from other law enforcement agencies, etc.

**TABLE 4-2: Total and Average Calls per Day, by Category**

Category	No. of Calls	Calls per Day
Accident	2,561	7.0
Alarm	3,776	10.3
Animal	239	0.7
Assist citizen	1,160	3.2
Assist other agency	983	2.7
City ordinance / minor offense	1,790	4.9
Crime—person	417	1.1
Crime—property	1,870	5.1
Crime prevention	1,264	3.5
Disturbance	2,336	6.4
Follow-up	3,315	9.1
Investigation	9,579	26.2
Juvenile	295	0.8
Suspicious incident	2,061	5.6
Traffic enforcement	32,007	87.7
Warrant and prisoner	1,227	3.4
<b>Total</b>	<b>64,880</b>	<b>177.8</b>

**Note:** The focus here is on recorded calls rather than recorded events. We removed 1,405 events with zero time on scene.

In total, officers were involved in 64,880 calls during the 12-month study period, an average of 177.8 calls per day, or 7.4 per hour. The top four categories of calls accounted for 80 percent of all calls: 53 percent of calls were traffic-related calls (enforcement and accidents), 15 percent were investigations, 6 percent were general noncriminal, and 6 percent were alarms. Crimes (person and property) accounted for 4 percent of calls.

In the next table we examine both the origin of the call and the average time spent on a call by the primary unit. Community-initiated calls include calls from citizens, businesses, alarm companies, transfers from other law enforcement agencies, etc. Police-initiated refers to calls generated by a patrol officer or other Allen police employees.



**TABLE 4-3: Primary Unit's Average Occupied Times, by Category and Initiator**

Category	Community-Initiated		Police-Initiated	
	Minutes	Calls	Minutes	Calls
Accident	39.2	2,375	32.9	186
Alarm	11.3	3,775	6.4	1
Animal	18.7	234	10.6	5
Assist citizen	21.7	412	12.7	748
Assist other agency	43.3	829	16.9	154
City ordinance / minor offense	17.2	991	7.3	799
Crime-person	55.9	399	45.9	18
Crime-property	50.9	1,822	50.5	48
Crime prevention	11.6	240	6.9	1,024
Disturbance	36.0	2,287	35.6	49
Follow-up	29.0	1,963	28.4	1,352
Investigation	21.2	5,419	14.0	4,160
Juvenile	30.1	292	20.6	3
Suspicious incident	23.8	2,044	13.3	17
Traffic enforcement	20.8	2,027	10.6	29,979
Warrant and prisoner	84.1	1,161	78.9	66
<b>Weighted Average/Total Calls</b>	<b>29.3</b>	<b>26,270</b>	<b>11.8</b>	<b>38,609</b>

**Note:** The information in the table is limited to calls and excludes all events that show zero time on scene. A unit's occupied time is measured as the time from when the unit was dispatched until the unit becomes available again. The times shown are the average occupied minutes per call for the primary unit, rather than the total occupied minutes for all units assigned to a call.

A unit's average time spent on a call ranged from 6 to 84 minutes overall. The longer weighted average times spent on calls were for community-initiated warrant and prisoner calls at 84.1 minutes. The average time spent on crime calls was 52 minutes for community-initiated calls and 50 minutes for police-initiated calls. The overall average weighted time was 29.3 minutes for community-initiated calls and 11.8 minutes for police-initiated calls.

In the next two tables, we look at the average number of police units that responded to an activity. The information in these tables is limited to calls and excludes all events that show zero time on scene, directed patrol, etc.

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**TABLE 4-4: Average Number of Responding Units, by Initiator and Category**

Category	Community-Initiated		Police-Initiated	
	No. of Units	Calls	No. of Units	Calls
Accident	2.2	2,375	1.7	186
Alarm	2.4	3,775	2.0	1
Animal	1.6	234	1.0	5
Assist citizen	2.0	412	1.2	748
Assist other agency	2.8	829	1.1	154
City ordinance / minor offense	1.3	991	1.1	799
Crime–person	2.3	399	1.9	18
Crime–property	2.1	1,822	1.5	48
Crime prevention	1.3	240	1.0	1,024
Disturbance	2.8	2,287	2.6	49
Follow-up	1.3	1,963	1.1	1,352
Investigation	2.4	5,419	1.5	4,160
Juvenile	1.6	292	1.7	3
Suspicious incident	2.7	2,044	1.6	17
Traffic enforcement	2.1	2,027	1.2	29,980
Warrant and prisoner	1.2	1,161	1.6	66
<b>Weighted Average/Total Calls</b>	<b>2.2</b>	<b>26,270</b>	<b>1.3</b>	<b>38,610</b>

**Note:** The information in the table is limited to calls and excludes all events that show zero time on scene.

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**TABLE 4-5: Average Number of Responding Units, by Category, Community-initiated Calls**

Category	Responding Units		
	One	Two	Three or More
Accident	962	690	723
Alarm	247	2,117	1,411
Animal	140	63	31
Assist citizen	134	170	108
Assist other agency	134	255	440
City ordinance / minor offense	750	192	49
Crime-person	165	103	131
Crime-property	931	402	489
Crime prevention	193	33	14
Disturbance	66	1,033	1,188
Follow-up	1,576	304	83
Investigation	436	3,047	1,936
Juvenile	151	109	32
Suspicious incident	74	965	1,005
Traffic enforcement	715	698	614
Warrant and prisoner	988	129	44
<b>Total</b>	<b>7,662</b>	<b>10,310</b>	<b>8,298</b>

**Note:** The overall mean number of responding units was 1.6 for all calls, with an average of 2.2 for community-initiated calls and 1.3 for police-initiated calls. Twenty-nine percent of community-initiated calls involved one responding unit, 39 percent of community-initiated calls involved two responding units, and 32 percent of community-initiated calls involved three or more responding units. The largest group of calls with three or more responding units involved investigations.

### Calls for Service Efficiency

Further examination of various elements of the calls for service and patrol response data also warrants discussion. Data from Tables 4-2 through 4-5 provide a wealth of information about demand, workload, and deployment per call in Allen. Taken together these statistics provide an excellent lens through which to view the efficiency of patrol operations. According to the data in Table 4-3, Allen primary patrol units on average take 29.3 minutes to handle a community-initiated call for service. This time is consistent with the CPSM benchmark time of about 29.3 minutes for such a CFS, based upon our experience. Also, according to Table 4-5, the department dispatches an overall mean number of 2.2 units per community-initiated CFS. The number of officers dispatched (like occupied time) varies by category of call but is higher than the policing norms of about 1.7 officers per CFS.<sup>1</sup>

For police-initiated activities, the number of officers involved (1.3 vs. 2.2 units for community-initiated calls) is slightly higher than policing norms. The average time spent on activities (11.8 minutes vs. 29.3 minutes for community-initiated calls) is lower for police-initiated activities and the same for community-initiated calls compared to policing norms.

Response times for CFS in Allen average 7.9 minutes in the winter and 8.1 minutes in the summer. These response times are lower than in many communities. Average response time to the

1. CPSM benchmarks are derived from data collected in assessments of agencies studied by CPSM.

“highest-priority” CFS (Priority 1), at 4.3 minutes, is lower than the 7.8-minute benchmark for this category of CFS. Additional information concerning response times is included later in this section.

The following table provides a comparison of calls for service and workload data for the Allen Police Department in relation to those of other agencies for which CPSM has conducted similar studies. As was earlier cautioned with FBI UCR crime report data, this is a broad comparison, and should be viewed in that framework. Factors such as demographics, service expectations, and the ability to provide for community and officer safety needs must be considered.

In comparing Allen data to that from other studies conducted by CPSM, we look for significant statistical anomalies. The most significant anomalies observed are the lower crime rates and lower response times. Allen’s experience generally falls within norms for other variables examined.

**TABLE 4-6: CFS Comparisons to Other CPSM Study Cities**

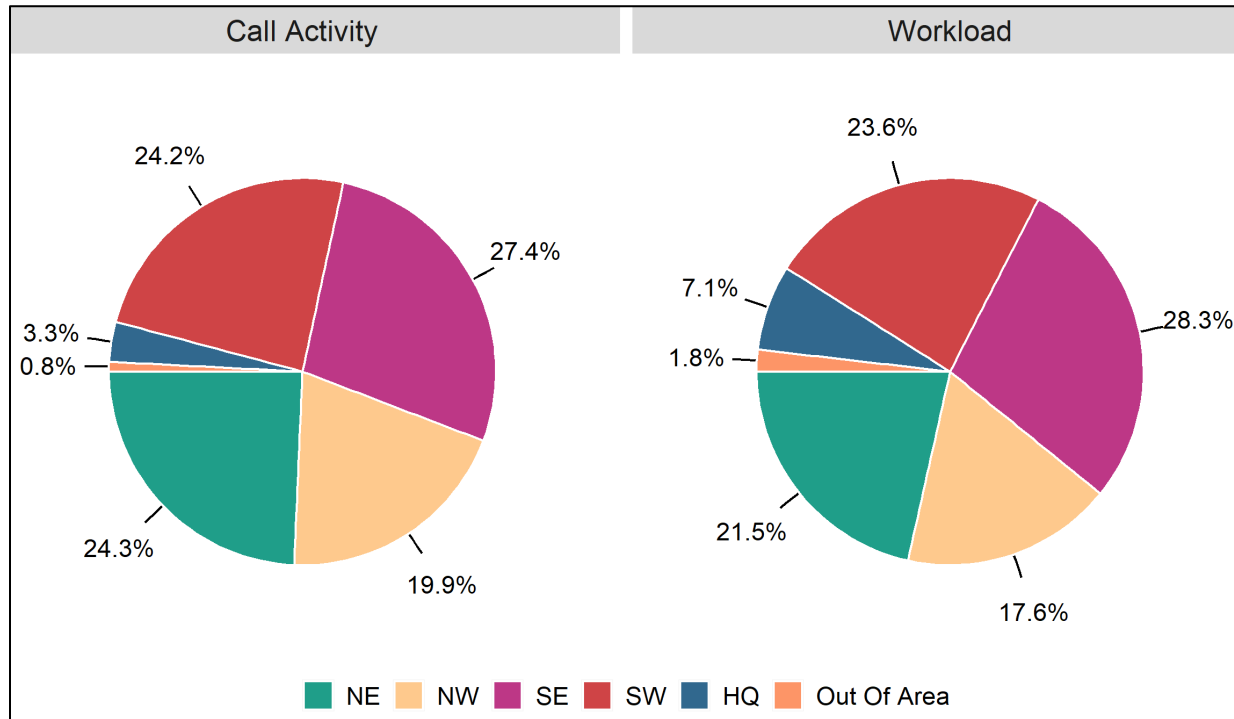
Variable Description	Mean	Minimum	Maximum	Allen	APD vs. CPSM Comps
Population	66,963.6	4,474.0	833,024.0	84,246	LOWER
Officers per 100,000 Population	180.5	58.4	591.4	168.6	LOWER
Patrol, Percent of Total Sworn*	66.1	32.4	96.8	63	LOWER
Index Crime Rate, per 100,000	3,117.0	405.0	10,441.7	1,172	LOWER
VCR (Violent crime rate, per 100,000)	339.5	0.0	1,776.5	83	LOWER
PCR (Property crime rate, per 100,000)	2,779.9	319.0	8,981.7	1,089	LOWER
Avg. Service Time, Police CFS	18.1	7.1	47.3	11.8	LOWER
Avg. Service Time, Public CFS	29.3	13.0	54.7	29.3	SAME
Avg. # of Responding Units, Police CFS	1.2	1.0	2.0	1.3	HIGHER
Avg. # of Responding Units, Public CFS	1.7	1.0	2.6	2.2	HIGHER
Workload Percent, Weekdays Winter	33.3	5.1	65.8	38	HIGHER
Workload Percent, Weekends Winter	33.7	4.1	69.0	39	HIGHER
Workload Percent, Weekdays Summer	35.8	5.5	85.7	40	HIGHER
Workload Percent, Weekends Summer	37.1	5.0	82.0	39	HIGHER
Average Response Time, Winter (min.)	13.1	3.1	45.6	7.9	LOWER
Average Response Time, Summer (min.)	13.5	2.4	47.6	8.1	LOWER
High-priority Response Time (min)	7.8	2.8	23.1	4.3	LOWER

**\*Note:** The Patrol, Percent of Total Sworn data is based on 60 departments studied. All other categories based on more than 130 police agencies studied.

### Geographic Call Distribution

Here we examine call demand by the beats established by the department. As can be seen in the following figure and table, the northwest district had the lowest percentage of calls per day and lowest workload (hours required to complete calls). The southeast district had the highest percentage of calls per day and the highest workload.

**FIGURE 4-1: Percentage Calls and Work Hours, by District**



**TABLE 4-7: Calls and Work Hours by Service Area, per Day**

Jurisdiction	District	Per Day		Area (Sq. Miles)
		Calls	Work Hours	
NE	Dist11	23.9	10.0	1.99
	Dist12	5.2	2.7	1.92
	Dist13	14.1	5.4	2.18
SE	Dist21	19.6	9.6	1.39
	Dist22	9.8	4.8	2.07
	Dist23	19.4	9.5	2.22
SW	Dist31	12.4	5.3	4.19
	Dist32	15.2	7.1	1.39
	Dist33	15.5	7.5	1.74
NW	Dist41	4.9	2.4	1.56
	Dist42	17.2	7.2	2.52
	Dist43	13.2	5.3	2.71
Headquarter		5.9	6.0	NA
Out of area		1.4	1.5	NA
<b>Total</b>		<b>177.8</b>	<b>84.5</b>	<b>26.49</b>

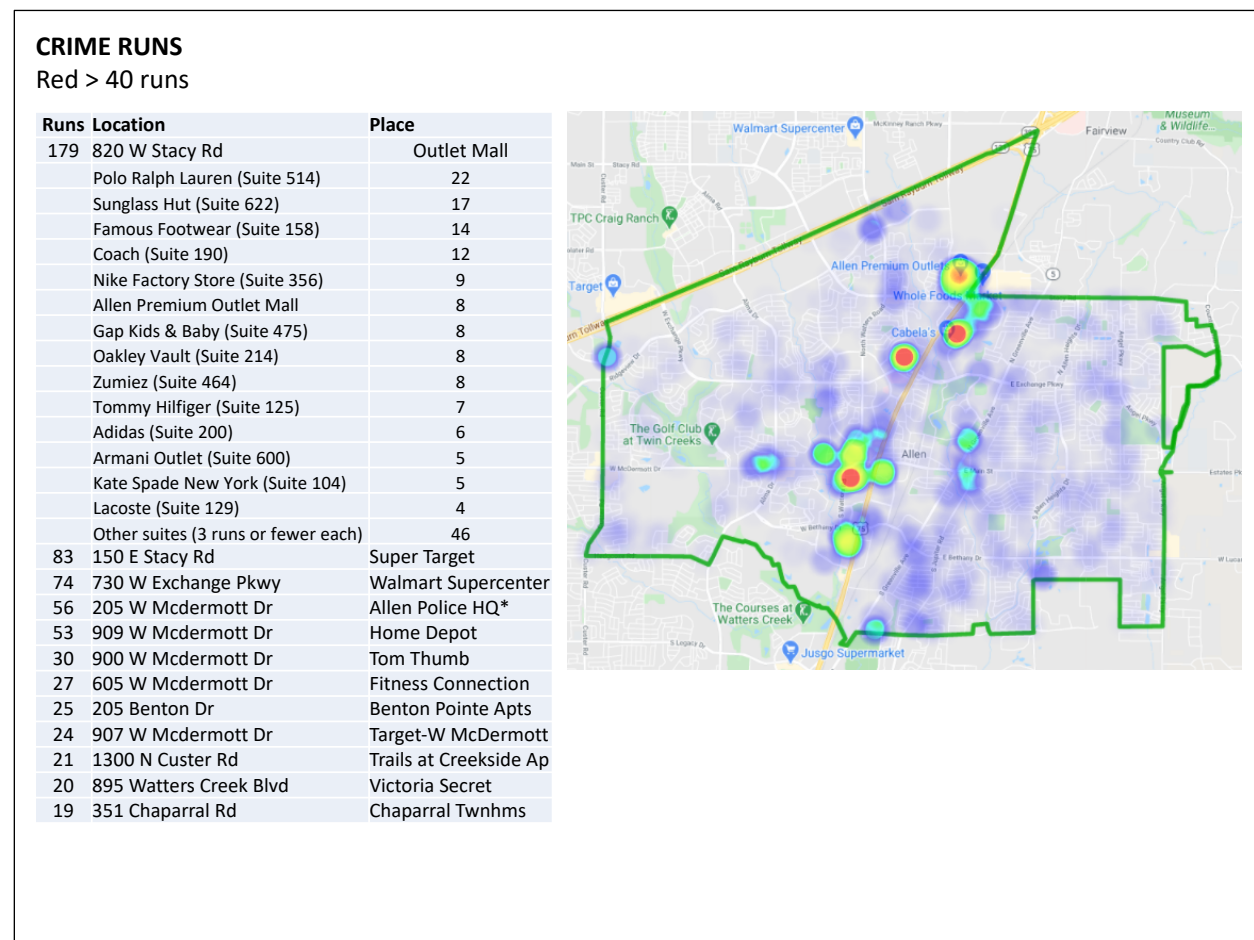
**Note:** The supplied values for area/square miles focus on the four main police service areas.

The southeast district had the most calls (48.8 per day) and workload (24.0 hours per day), and it accounted for 27 percent of total calls and 28 percent of the total workload. Excluding calls located at headquarters or within an undefined district, an even distribution would allot 42.6 calls and 19.2 work hours per district.

This information is provided for department review in determining appropriate service area configurations. CPSM makes no recommendation as to such boundaries.

In the following figure, we examine locations with a high call volume involving reports of criminal activity. This may include assaults, robberies, burglaries, larceny including shoplifting, auto crimes, etc.

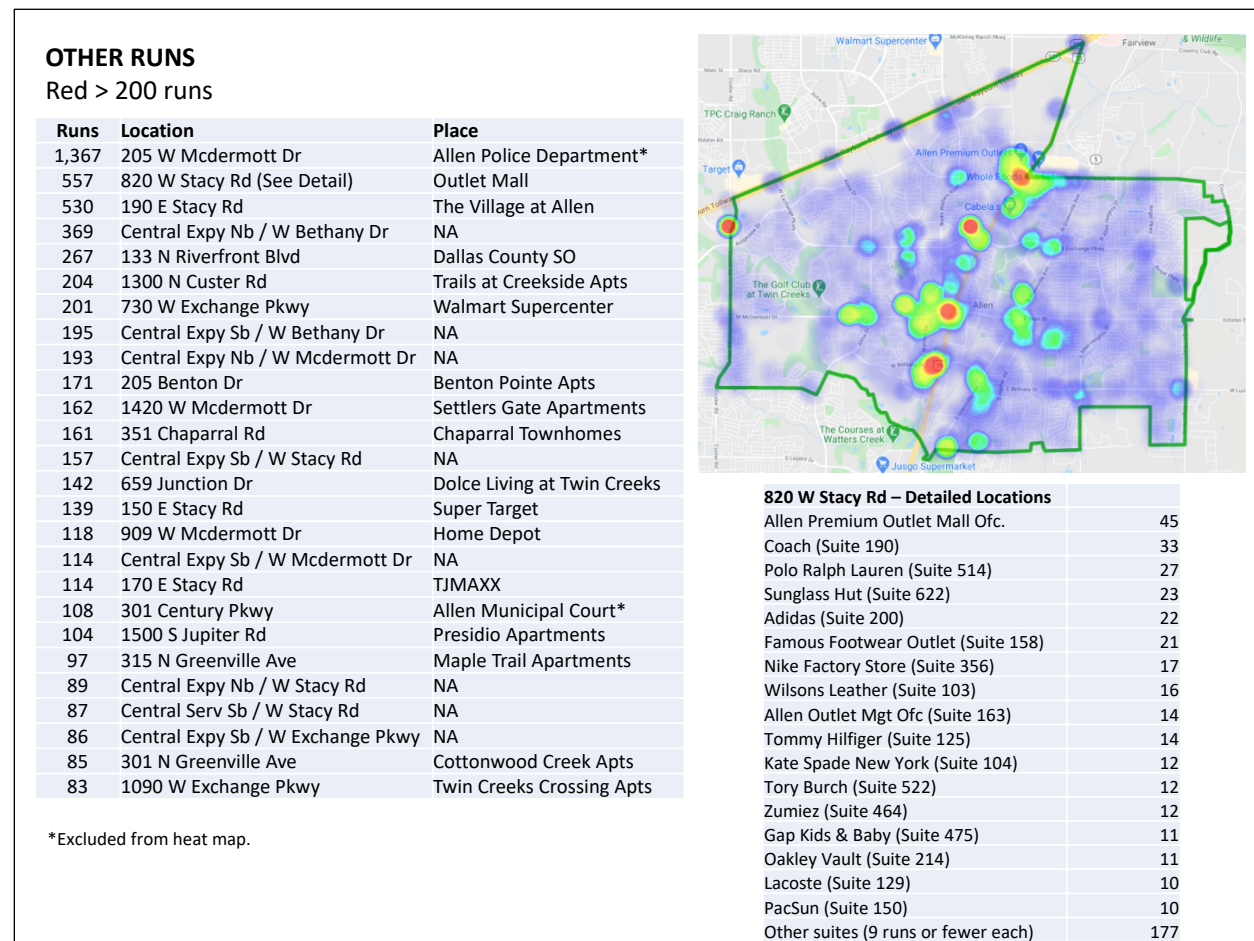
**FIGURE 4-2: High-volume Locations for Crime Calls**



The top three crime call locations are the Allen Premium Outlets, Super Target, and Walmart Supercenter. Typically, when CPSM examines locations with high call volume, hospitals and police stations nearly always appear on the list. This is due to initial reports of a crime often being reported at these locations, though the actual crime occurred elsewhere. These locations are therefore excluded from consideration. The remaining high profile “hot spots” at the Allen Premium Outlets, Super Target, and Walmart Supercenter should be the focus of a specific and targeted strategy that aims to eliminate, or drastically reduce, the conditions present at these locations. APD should work closely with the crime analyst to gather more in-depth details and meet with private security at the shopping centers to minimize theft, which reduces the demand placed on patrol resources. Since the Community Relations Unit already commits 50 percent of the shift during weekdays to these locations, they would be the most appropriate unit to take the lead in collaborating with private security and the crime analyst.

In the next figure, we examine locations with high call volume involving noncriminal activity. This may include a family dispute, traffic accident, a suspicious person, a disturbance involving a customer, a parking complaint, or any number of other calls that do not result a criminal investigative report.

**FIGURE 4-3: High-volume Locations for Calls for Service Stemming from Noncriminal Activity**



The Allen Premium Outlets and The Village at Allen had more than twice as many high-volume calls for service than the next high-volume locations, Trails at Creekside Apartments and Walmart Supercenter, respectively. This localized workload demand lends itself to opportunities to target and abate the activities. Since the CRU commits 50 percent of the workday during the weekdays to the Allen Premium Outlets and The Village at Allen, the unit is best situated to lead the effort with the crime analyst to address the calls for service. Again, the hospital was not included for consideration.

The department should examine calls for service at these and other high-volume call locations in an effort to identify opportunities to mitigate the need for such frequent police response. The Community Relations Unit should work collaboratively with Patrol and interested parties, and crime reduction strategies could be put into place to accomplish this. This may include security assessments for target hardening, use of security cameras, and providing crime prevention tips for residents of these more highly impacted locations. This is commonly a role for crime analysis and CRU personnel.



## Call Mitigation

In all of our studies, CPSM examines call mitigation as a tool to reduce workload demand. In evaluating the workload, response to alarm calls is always considered, as alarm response numbers as a percentage of calls for service are generally high, and the ratio of legitimate to false alarms is extremely low. In general, the rate of false alarms is about 97 to 98 percent of all activations. Though not popular with residents and the business community, some police departments have found it necessary to discontinue the response to alarms in certain circumstances due to the burden associated with false alarm response.

Allen regulates alarm activity through Chapter 8 of the Code of Ordinances, Article IV, Sections 8-96 through 8-113. The ordinance was thoroughly reviewed and found to be comprehensive. It includes a permit fee of \$50 for a residence and \$100 annually for commercial alarms. Each permit holder is entitled to three “free” false alarms during the annual permit cycle; thereafter, each subsequent false alarm is subject to a fine of \$50 for the fourth and fifth false alarms, \$75 for the sixth and seventh false alarms, and \$100 for eight or more false alarms in the annual cycle. For permits with eight or more false alarms in a year, the Chief of Police may revoke or refuse to renew the alarm permit.

During the one-year study period, the APD responded to 3,776 alarm calls, or 10.3 calls per day, which translates to 6 percent of the calls per day and 4 percent of workload. While any number of false alarms has some negative impact on police operations, for a city of this size 10.3 calls per day is above the norm. CPSM suggests that the city make an effort to ensure that all false alarm violations are charged as defined in the Municipal Code, a process that is handled by a third-party administrator; this will help mitigate unnecessary police responses. No changes are required of the department's protocol in response to false alarms. Any modification would likely be unpopular.

Along with reducing responses to alarms, another option commonly considered by police departments in an effort to reduce workload is discontinuing of responses to non-injury traffic accidents where the involved vehicles do not pose a traffic hazard. Many agencies have adopted this policy, or one that limits the response and investigation to an exchange of driver information.

CPSM considered this for Allen as well. However, an average of seven accidents per day does not have a significant impact on workload. Patrol already facilitates driver exchange of information in the field when there is a non-injury traffic collision and the vehicles are drivable. CPSM suggests that no changes in protocol take place. Additional detail on traffic matters is covered later in this section.

APD is in the process of establishing an online reporting system so community members can file an online report. Agencies with online reporting systems provide the ability to report custody order violations, harassing phone calls, hit-and-run property damage-only accidents, identity theft, lost property, minor traffic collisions with no injuries, malicious mischief, and vehicle tampering. This service is convenient for the public and helps mitigate unnecessary police responses.

In light of the pandemic, police agencies with online reporting are expanding the types of reports accepted to enable community members to safely report incidents and crimes. APD is to be commended for taking this proactive step and is encouraged to continuously evaluate the types of incidents for which online reports can be accepted.

To this point, we have focused largely upon the number of calls and other patrol workload activities for the one-year study period. In the section that follows we will examine how the patrol

force allocates time and resources to this workload and other activities. This analysis will assist the city in determining necessary staffing of the patrol function.

### **Noncall Activities**

By necessity, officers engage in a variety of activities that are referred to as “out of service” or “noncall” activities. In the “Deployment and All Workload” figures that follow in this section, this work is accounted for in the magenta section of the graphs. As is reflected in the figures, this noncall activity often accounts for a substantial amount of the workload, in fact, often accounting for more time than is committed to self-initiated activities.

In the period from January 1, 2019 to December 31, 2019, the dispatch center recorded activities that were not assigned a call number. We focused on those activities that involved a patrol unit. We also limited our analysis to out-of-service activities that occurred during shifts where the same patrol unit was also responding to calls for service. Each record only indicates one unit per activity. There were a few problems with the data provided and we made assumptions and decisions to address these issues:

- We excluded activities that lasted fewer than 30 seconds. These are irrelevant and contribute little to the overall workload.
- Another portion of the recorded activities lasted more than eight hours. As an activity is unlikely to last more than eight hours, we assumed that these records were inaccurate.
- After these exclusions, 27,749 activities remained. These activities had an average duration of 29.2 minutes.

The following table shows how out-of-service activities are classified by the department in the computer-aided dispatch (CAD) system, the frequency of occurrence, and the number of minutes, on average, for each occurrence.

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**TABLE 4-8: Activities and Average Occupied Times by Description**

Status	Description	Occupied Time	Count
Busy	4-police station unavail.	43.8	1,902
Busy	6-busy/avail	19.4	146
Busy	7-unavailable	36.2	1,337
Busy	9-fuel	10.6	135
Busy	B-briefing	32.9	956
Busy	DDACTS Zone 1	22.6	6,139
Busy	DP-directed patrol	16.7	261
Busy	FD-front desk	92.2	163
Busy	PPW-paperwork	35.7	633
Busy	PW-park n walk	13.0	1,304
Busy	T-training	96.5	441
Busy	VM-vehicle maintenance	23.0	1,002
Busy	Miscellaneous	68.1	141
Remove OOS	No details*	20.3	7,951
<b>Administrative - Weighted Average/Total Activities</b>		<b>26.7</b>	<b>22,511</b>
<b>Personal - Weighted Average/Total Activities</b>		<b>39.8</b>	<b>5,238</b>
<b>Weighted Average/Total Activities</b>		<b>29.2</b>	<b>27,749</b>

The most common out-of-service description was DDACTS Zone 1. Training activities showed the longest average time. The average time spent on administrative activities was 26.7 minutes and for personal activities it was 39.8 minutes. The overall average time spent on out-of-service activities was 29.2 minutes.

This information is provided to enable the department to evaluate the appropriateness of these activities, both in terms of the frequency and encumbered time.

## WORKLOAD DEMAND ANALYSIS

Uniformed patrol is considered the “backbone” of American policing. Officers assigned to this important function are the most visible members of the department and command the largest share of resources committed by the department. Proper allocation of these resources is critical to have officers available to respond to calls for service and provide law enforcement services to the public.

Although some police administrators suggest that there are national standards for the number of officers per thousand residents that a department should employ, that is not the case. The International Association of Chiefs of Police (IACP) states that ready-made, universally applicable patrol staffing standards do not exist. Furthermore, ratios such as officers-per-thousand population are inappropriate to use as the basis for staffing decisions.

According to *Public Management* magazine, “A key resource is discretionary patrol time, or the time available for officers to make self-initiated stops, advise a victim in how to prevent the next crime, or call property owners, neighbors, or local agencies to report problems or request assistance. Understanding discretionary time, and how it is used, is vital. Yet most police

departments do not compile such data effectively. To be sure, this is not easy to do and, in some departments may require improvements in management information systems."<sup>2</sup>

Essentially, "discretionary time" on patrol is the amount of time available each day where officers are not committed to handling CFS and workload demands from the public. It is "discretionary" and intended to be used at the discretion of the officers to address problems in the community and be available in the event of emergencies. When there is no discretionary time, officers are entirely committed to service demands, do not get the chance to address other community problems that do not arise through 911, and are not available in times of serious emergency. The lack of discretionary time indicates a department is understaffed. Conversely, when there is too much discretionary time, officers are idle. This may be an indication that the department is overstaffed.

Staffing decisions, particularly for patrol, must be based on actual workload as well as ensuring that sufficient staffing exists to respond to emergency situations involving the safety of the public and officers alike. Once the actual workload is determined, and the amount of discretionary time is determined, then staffing decisions can be made consistent with the department's policing philosophy and the community's ability to fund service. The Allen Police Department is a full-service police department, and its philosophy is to address essentially all requests for service in a community policing style. With this in mind it is necessary to look at workload to understand the impact of this style of policing in the context of community demand.

To understand actual workload (the time required to complete certain activities), it is critical to review total reported events within the context of how the events originated, such as through directed patrol, administrative tasks, officer-initiated activities, and citizen-initiated activities. Analysis of this type enables identification of activities that are really "calls" from those activities that are some other type of event.

In general, a "Rule of 60" can be applied to evaluate patrol staffing. This rule has two parts. The first part states that 60 percent of the sworn officers in a department should be dedicated to the patrol function (patrol staffing) and the second part states that no more than 60 percent of their time should be committed to calls for service. This commitment of 60 percent of their time is referred to as the patrol "Saturation Index" (SI).

The Rule of 60 is not a hard-and-fast rule, but rather a starting point for discussion on patrol deployment. Resource allocation decisions must be made from a policy and/or managerial perspective through which costs and benefits of competing demands are considered. The patrol saturation index indicates the percentage of time dedicated by police officers to public demands for service and administrative duties related to their jobs. Effective patrol deployment would exist at amounts where the saturation index was less than 60.

This Rule of 60 for patrol deployment does not mean the remaining 40 percent of time is downtime or break time. It reflects the extent to which patrol officer time is saturated by calls for service. The time when police personnel are not responding to calls should be committed to management-directed operations. This is a more focused use of time and can include supervised allocation of patrol officer activities toward proactive enforcement, crime prevention, community policing, and citizen safety initiatives. It will also provide ready and available resources in the event of a large-scale emergency.

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2. John Campbell, Joseph Brann, and David Williams, "Officer-per-Thousand Formulas and Other Policy Myths," *Public Management* 86 (March 2004): 22–27.

From an organizational standpoint, it is important to have uniformed patrol resources available at all times of the day to deal with issues such as proactive enforcement, community policing, and emergency response. Patrol is generally the most visible and available resource in policing, and the ability to harness this resource is critical for successful operations.

Understanding the difference between the various types of police department events and the resulting staffing implications is critical to determining deployment needs. This portion of the study looks at the total deployed hours of the police department with a comparison to current time spent to provide services.

From an officer's standpoint, once a certain level of CFS activity is reached, the officer's focus shifts to a CFS-based reactionary mode. Once that threshold is reached, the patrol officer's mindset begins to shift from one that looks for ways to deal with crime and quality-of-life conditions in the community to one that continually prepares for the next call. After saturation, officers cease proactive policing and engage in a reactionary style of policing. The outlook becomes, "Why act proactively when my actions are only going to be interrupted by a call?" Any uncommitted time is spent waiting for the next call.

### **Rule of 60 – Part 1**

According to the department personnel data available at the time of the site visit (February 2021), the department was authorized for 142 full-time sworn officers in the current FY 2020–2021 budget. When fully staffed, 89 of those personnel are assigned to patrol functions (includes lieutenants, sergeants, officers/patrol, traffic, and K9). When fully staffed, patrol staffing would thus represent 63 percent of total sworn staffing, meeting CPSM's Rule of 60 recommendation.

At the time of the submission of this report the department had two corporal and three patrol officer vacancies. Thus, at present, patrol staffing represents approximately 60 percent of the available/authorized sworn officers in the Allen Police Department. Therefore, the patrol function is within recommended staffing levels compared to total department operations.

### **Rule of 60 – Part 2**

The second part of the "Rule of 60" examines workload and discretionary time and suggests that no more than 60 percent of time should be committed to calls for service and self-initiated arrests, etc. In other words, CPSM suggests that no more than 60 percent of available patrol officer time be spent responding to the service demands in the community. The remaining 40 percent of the time is the "discretionary time" for officers to be available to address community problems and be available for serious emergencies. This Rule of 60 for patrol deployment does not mean the remaining 40 percent of time is downtime or break time. It is simply a reflection of the point at which patrol officer time is "saturated" by CFS.

It is CPSM's contention that patrol staffing is optimally deployed when the SI is below the 60 percent range. An SI greater than 60 percent indicates that the patrol manpower is largely reactive and overburdened with CFS and workload demands. An SI of somewhat less than 60 percent indicates that patrol manpower is optimally staffed. SI levels significantly lower than 60 percent, however, indicate patrol resources may be underutilized, and may signal an opportunity for a reduction in patrol resources or reallocation of police personnel.

Departments must be cautious in interpreting the SI too narrowly. For example, one should not conclude that SI can never exceed 60 percent at any time during the day, or that in any given hour no more than 60 percent of any officer's time be committed to CFS. The SI at 60 percent is intended to be a benchmark to evaluate overall service demands on patrol staffing. When SI levels exceed 60 percent for substantial periods of a given shift, or at isolated but consistent and

specific times during the day, then decisions should be made to reallocate or realign personnel to reduce the SI to levels below 60. Lastly, this is not a hard-and-fast rule, but a benchmark to be used in evaluating staffing decisions. Other factors such as the availability of sufficient resources to safely, efficiently, and effectively respond to emergency calls for service must be considered.

While the call data referenced in Tables 4-2 to 4-8 reflected call activity for the entire one-year study period, for this portion of the study we examine not just the total number of calls, but the actual time spent on these calls as well as other duties. Here, we compare “all” workload, which includes other-initiated calls, police-initiated calls, directed patrol work, and out-of-service activities. We examined deployment and workload for eight weeks in winter (January 4 through February 28, 2019) and eight weeks in summer (July 7 through August 31, 2019).

The department’s main patrol force consists of patrol sergeants, corporals, officers, and K9 officers. During 2019, deployed officers operated on 12-hour shifts starting at 5:00 a.m., 6:00 a.m., 4:00 p.m., and 6:00 p.m. The police department’s main patrol force deployed an average of 11.7 units per hour during the 24-hour day in winter 2019 and an average of 11.9 units per hour in summer 2019. When additional units (traffic officers, traffic sergeants, a traffic corporal, STEP officers, a CVE officer – traffic, and watch commanders) were included, the department averaged 12.8 units per hour during the 24-hour day in winter 2019 and 13.0 units in summer 2019.

In Figures 4-4 through 4-11, our analysis examines solely Patrol deployment (public safety officers, and Traffic units are referred to as added patrol). We did not include functions such as PSOs, SROs, detectives, etc. This allows for assessment of how the department and its patrol force is positioned to meet the demands of calls for service while also engaging in proactive policing to combat crime, disorder, and address traffic issues in the community. We considered only those personnel who reported for duty rather than authorized staffing levels and described the deployment and workload in distinct steps, distinguishing between winter and summer and between weekdays (Monday through Friday) and weekends (Saturday and Sunday).

A closer examination of Figures 4-4, 4-6, 4-8, and 4-10 reveals a spike in deployment around 4:00 p.m., which can be attributed to overlapping day shifts with the oncoming night shift. The number of personnel available throughout the day varies from as few as eight officers in the early morning hours to as many as 17 officers at 4:00 p.m.

These same figures illustrate the deployment of patrol resources and added resources to handle the workload. Workload includes community-initiated CFS, police-initiated CFS, out-of-service/noncall activities, and directed patrol activities. Again, in these four figures representing deployment and all workload for weekdays and weekends in both winter and summer, personnel including Traffic and PSOs, sworn and civilian, are reflected as added patrol.

In Figures 4-5, 4-7, 4-9, and 4-11, the saturation index is explored. Patrol resources that are available are denoted by the dashed green line at the top. The 100 percent value indicates the total police officer hours available during the 24-hour period. This amount varies during the day consistent with the staffing of the shifts, but at any given hour the total amount of available manpower will equal 100. The red dashed line fixed at the 60 percent level represents the saturation index (SI). As discussed above in the Rule of 60, Part 2, this is the point at which patrol resources become largely reactive as CFS and workload demands consume a larger and larger portion of available time. The data reveal that the APD patrol function is below the SI throughout the day in both winter and summer, weekdays and weekends.

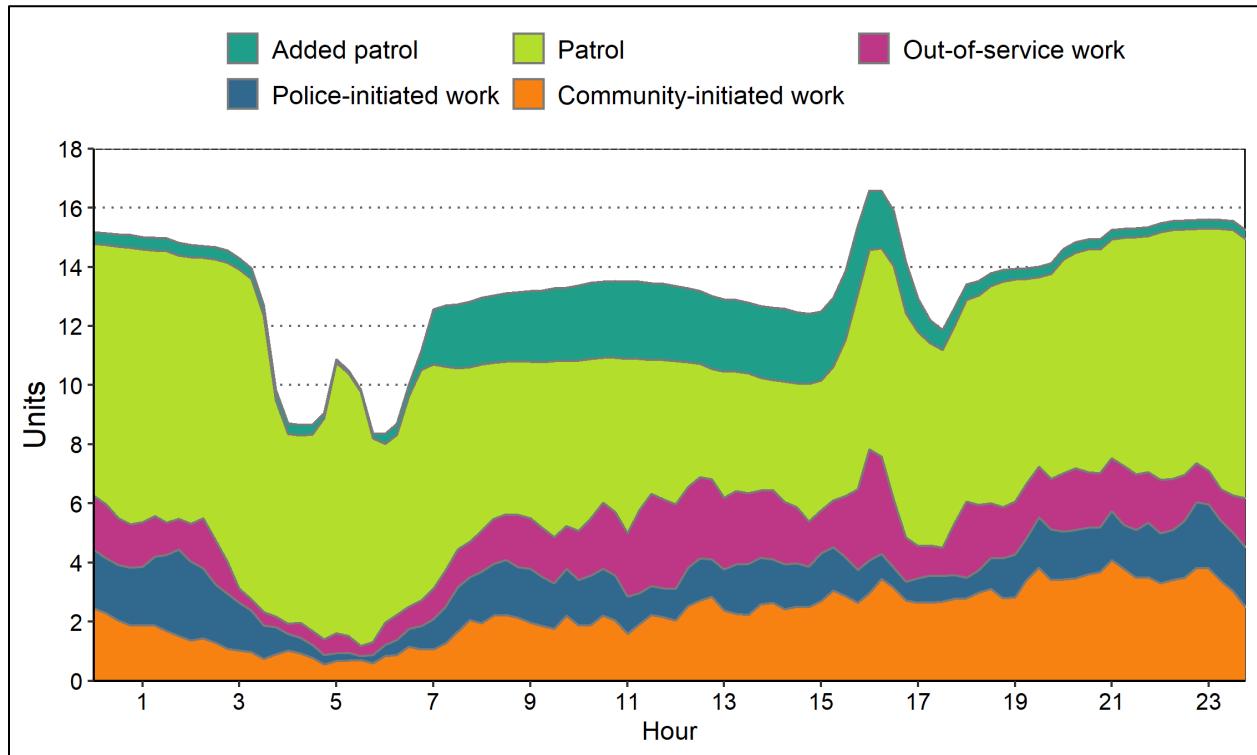
Consideration must be given to ensure there is ample time for officers to prepare reports and perform other administrative functions related to handling calls for service. Often, officers build

this time directly into the service time of the call. Other times, officers take themselves out of service to perform this work, or remain available in the dispatch system and perform these functions as they are waiting for the next assignment. Regardless of the method used, it is important to have resources available to support this important role. The overlap of shifts provides this resource, as does providing enough officers on each shift so that administrative work can be accomplished while simultaneously providing enough officers to handle community demands.

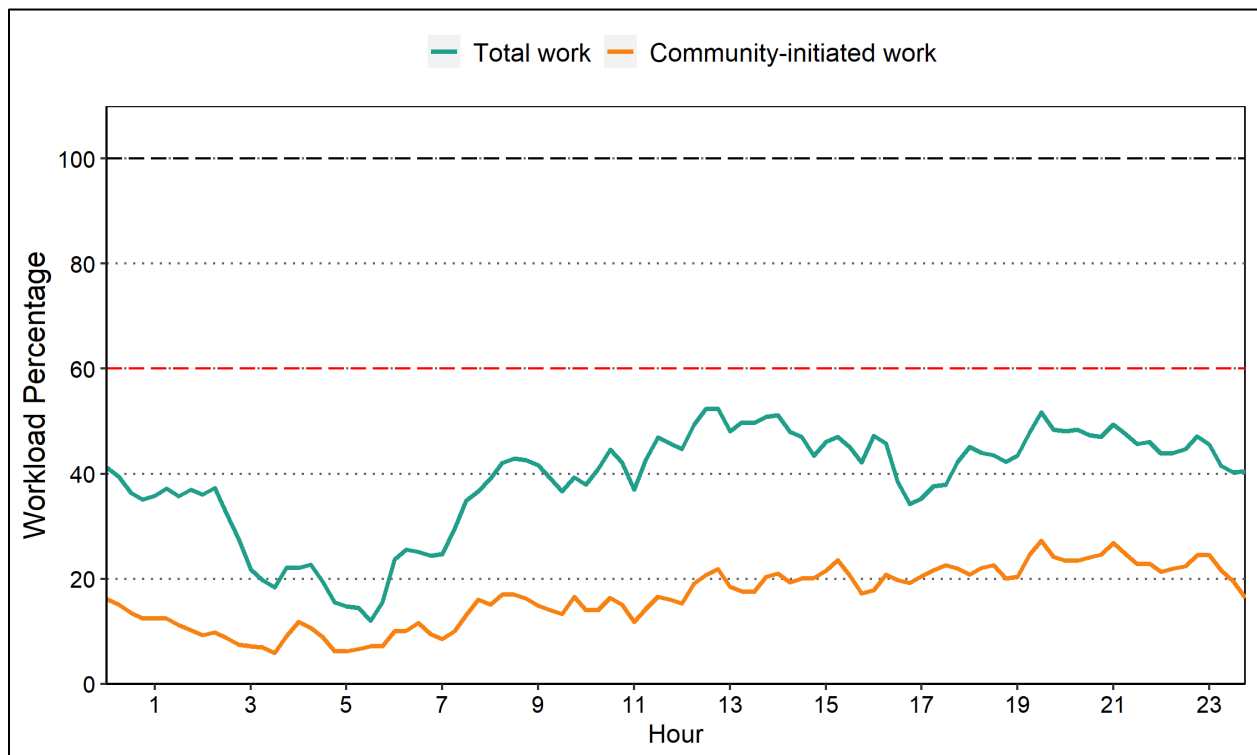
In summary, daily saturation indexes in the 38 percent to 53 percent range during the time periods under observation suggest that APD officers on patrol operate with sufficient discretionary time to address crime, disorder, and traffic issues as well as be available for emergencies as they arise.

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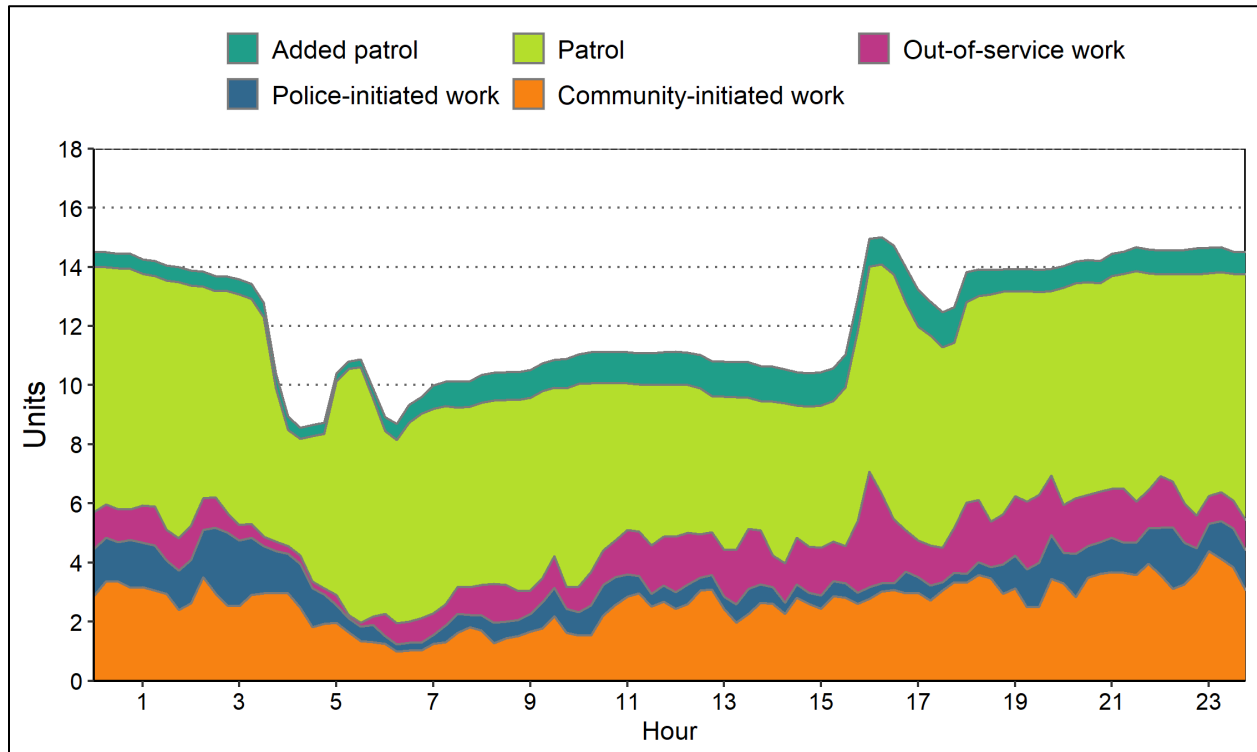
**FIGURE 4-4: Deployment and All Workload, Weekdays, Summer 2019**



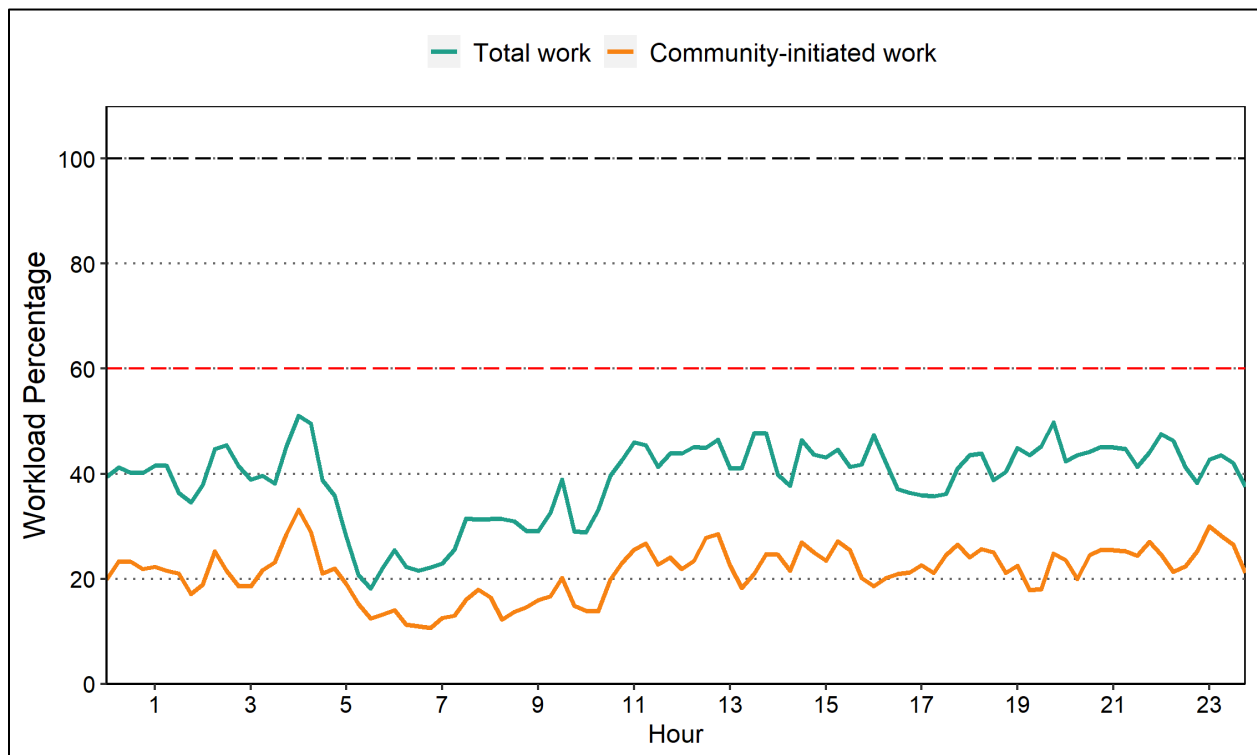
**FIGURE 4-5: Percentage of Workload, Weekdays, Summer 2019**



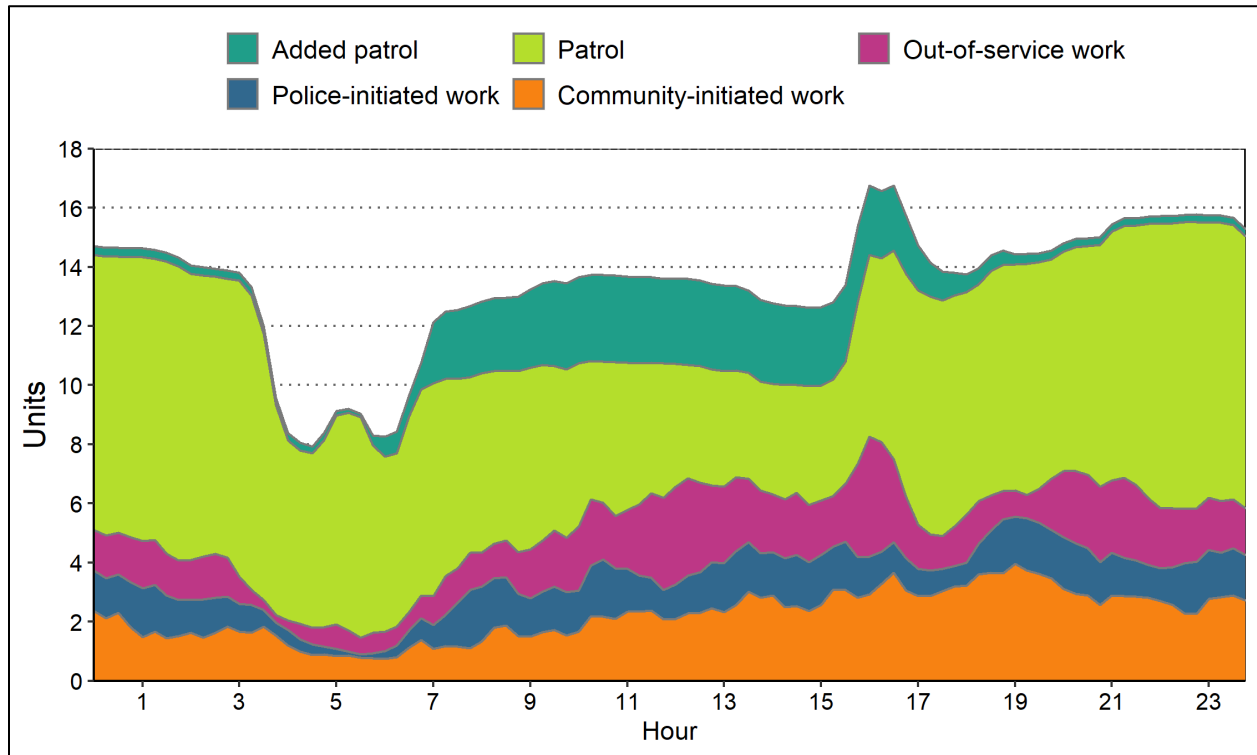
**FIGURE 4-6: Deployment and All Workload, Weekends, Summer 2019**



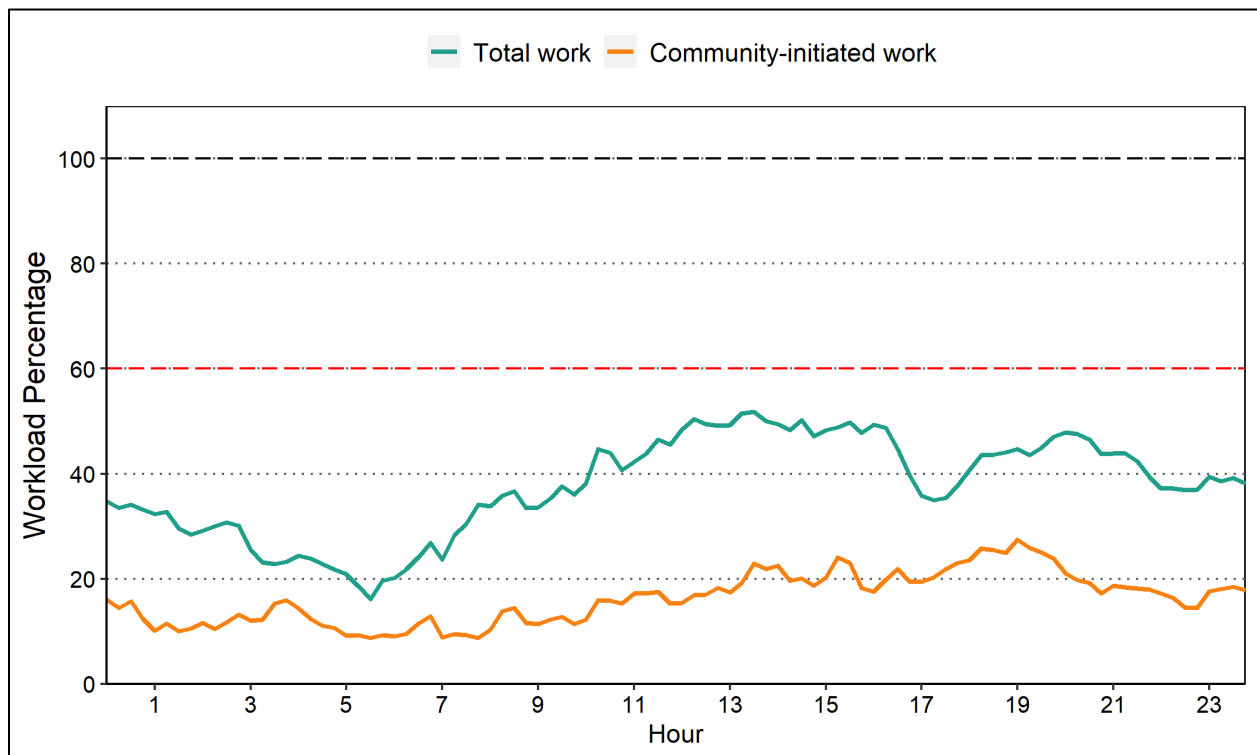
**FIGURE 4-7: Percentage of Workload, Weekends, Summer 2019**



**FIGURE 4-8: Deployment and All Workload, Weekdays, Winter 2019**

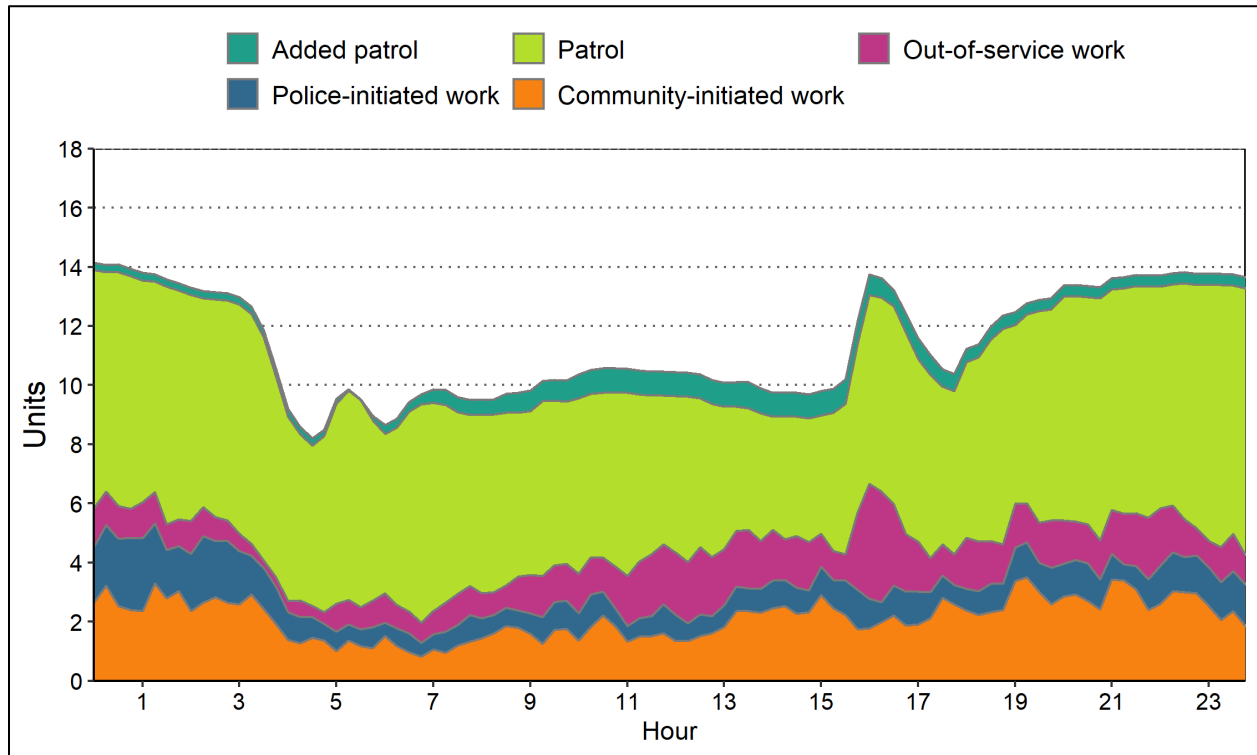


**FIGURE 4-9: Percentage of Workload, Weekdays, Winter 2019**

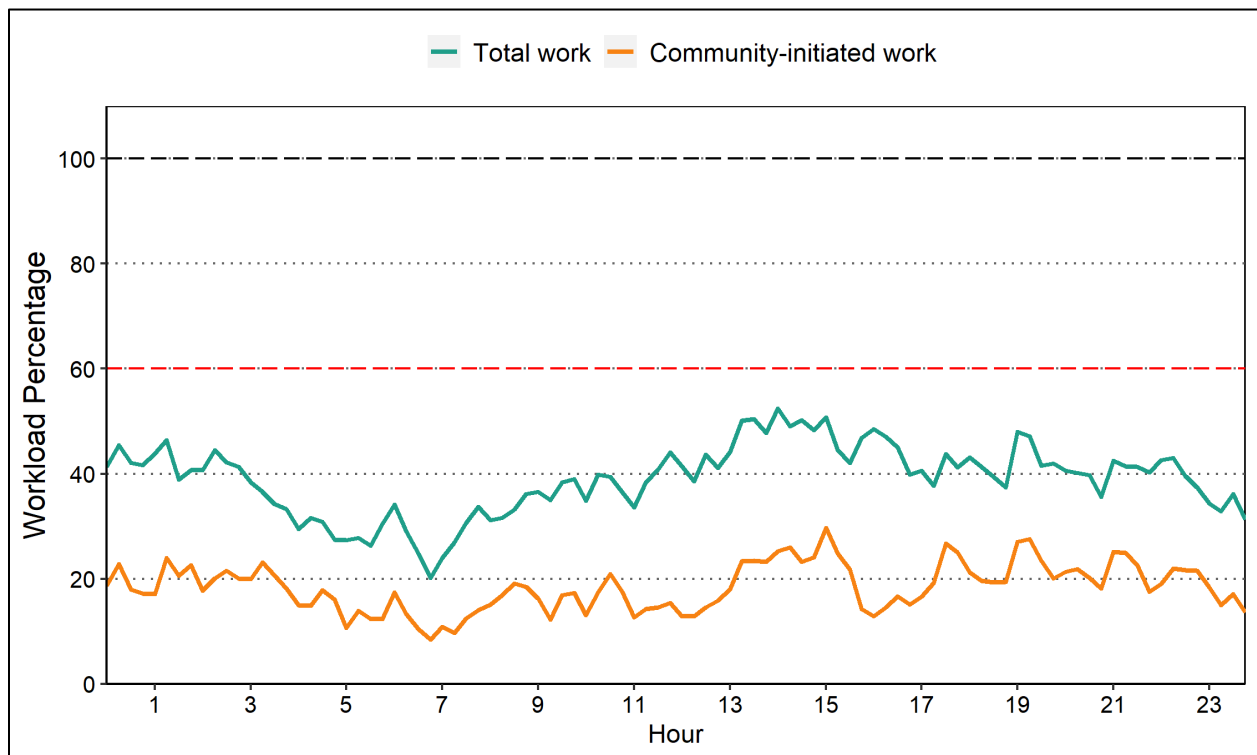




**FIGURE 4-10: Deployment and All Workload, Weekends, Winter 2019**



**FIGURE 4-11: Percentage of Workload, Weekends, Winter 2019**



## Patrol Workload Demand Summary

We have extensively discussed workload to this point. It is evident from the data that the department's present workload is within the standards established in the "Rule of 60" discussion.

The average workload for all work (based upon existing staffing and deployment) during the winter period was at 38 percent on weekdays, and 39 percent on weekends. In the summer period, the average Saturation Index was at 40 percent on weekdays and 39 percent on weekends.

The peak Saturation Index during the winter was at 52 percent on both weekdays and weekends. The peak Saturation Index during the summer was at 53 percent on weekdays, and 51 percent on weekends. Based upon these data, the workload is met by the available resources, suggesting that the patrol function is adequately staffed to meet workload demands.

## Productivity

Based upon data provided by the department for the one-year period of January 1, 2019 through December 31, 2019, officers responded to 26,270 calls for service from the public and conducted 38,609 self-initiated activities. The department further reported that personnel assigned to Patrol (patrol corporals, officers, Traffic, and K9s) totaled 69 (does not include bailiff and vacant positions). The department indicated that in 2019, 4,732 reports taken, 2,536 arrests made, and 11,098 traffic infraction citations issued.

If one assumes every activity was handled equally and each patrol officer worked the equivalent of 147 (assumes eight weeks of leave on average), each of the 69 patrol officers served as the primary handling unit on an average of 380.7 calls for service from the public (2.6 calls per shift); conducted 559.6 self-initiated activities (3.8 per shift); wrote 68.6 formal police reports (roughly one report every other shift); made 36.8 arrests (one arrest every four shifts); and issued 160.8 traffic citations (one traffic citation nearly every shift).

These numbers are skewed on the high side, as not all activities were handled by patrol officers alone, but the numbers provide a point of reference as to activity level. For instance, patrol sergeants occasionally handle limited calls for service and engage in enforcement activities. PSOs may handle calls for service, though they would not engage in arrests or issue traffic citations. Should sergeants and PSOs be included in the calculations, the per-officer numbers would be adjusted (reduced) accordingly. As can be seen in Figures 4-4 to 4-11, out-of-service/noncall activities generally consume a larger portion of the officers' time than self-initiated activities, though some of this time may be attributable to work related to a self-initiated activity (e.g., report writing).

It is understood that some officers are more active than others, and their individual data will vary from the averages, up or down.

## Patrol Recommendations:

- Update the detention facility policy to assign the on-duty watch commander the responsibility to monitor the jail. Consider implementing enhanced technology to alert the on-duty watch commander if there is an alarm in the jail. (Recommendation No. 5.)
- Add a large monitor in each watch commander's office in order to monitor the CCTV cameras throughout the facility. (Recommendation No. 6.)
- Ensure corporals attend ongoing leadership training. (Recommendation No. 7.)

- Implement a shift rotation policy so that officers remain on a shift for a pre-set number of deployments and then are required to change to another shift. (Recommendation No. 8.)
- Assign patrol lieutenants and sergeants to monitor late calls and hold non-emergency calls for the oncoming shift in order to mitigate overtime connected with calls received late in a shift. (Recommendation No. 9.)
- Implement an annual leave scheduling procedure for vacation leave. (Recommendation No. 10.)
- Examine calls for service at high-volume call locations in an effort to identify opportunities to mitigate the need for frequent police response. The Community Relations Unit should work collaboratively with Patrol, the crime analyst, and interested parties at these locations. (Recommendation No. 11.)
- Once the online reporting system is active, revisit online reporting procedures routinely to potentially expand the types of reports accepted online. (Recommendation No. 12.)

## POLICE SERVICE DOGS (K9)

The Allen Police Department has used Police Service Dogs (PSDs) or K9 teams, which consist of a full-time sworn officer/handler accompanied by a PSD or K9, since 1997. K9 teams assist in drug enforcement, search and rescue, apprehension, and public relations.

A patrol sergeant supervises three K9 officers as a primary duty. The K9 officers are assigned to staggered 4/10-hour workdays, wherein one K9 officer works Sunday through Wednesday and one K9 officer works Wednesday through Saturday from 8:00 p.m. to 5:00 a.m.; the third works Tuesday through Friday, from 9:00 p.m. to 6:00 a.m. The K9 officers are provided one hour per day to care for the K9 to complete the 10-hour shift. The four hours per week satisfies the weekly K9 care to comply with FLSA.

The K9 teams are trained in patrol apprehension, tracking, and narcotics detection. A review of K9 deployments indicates no litigation, which reflects favorably on the training and supervision of the program. The K9 sergeant has been a part of the K9 program for over 20 years, both as a handler and supervisor. He is a certified trainer with the National Narcotics Detector Dog Association and has trained APD personnel as well as K9 teams throughout the country. Although the expertise is beneficial for the APD K9 team, CPSM recommends consideration should be given for succession planning and providing other supervisors the opportunity to oversee the program. Moreover, a span of control of one sergeant and three K9 teams resulting in limited use of force suggests the sergeant has time that can be used to support other needs of the division, namely supporting patrol supervision.

APD General Order 2800 covers initial and ongoing training, records, deployment criteria, bite reports, K9 handler selection criteria, etc. CPSM reviewed the policy and found it to be comprehensive and well written. K9 officers commit to a minimum four-year assignment to the K9 team. Thereafter, they must reapply to remain on the K9 team. APD is to be commended for maintaining a rotational opportunity in the K9 unit to afford other officers this added experience and training.

K9 officers have weekly training days on Wednesdays from 10:30 a.m. to 3:30 p.m. At a minimum, K9 teams train 16 hours per month. Training days are regularly conducted with a neighboring agency. Each K9 team has successfully passed the K9 certification school. Additionally, the K9 teams attend annual training through the National Narcotics Detector Dog Association.

In many agencies, K9 units have limited responsibilities and are often held in “reserve” to respond to calls requiring a K9 or provide back-up support, which limits their involvement in a case. They rarely handle calls for service, write few crime reports, issue few traffic citations, and make few arrests. CPSM asserts that in all but the largest of agencies and where K9 calls are common, this leads to a wasteful use of the handler officer's time. While it is appropriate to assign K9 teams as rove units rather than a specific district or beat, CPSM recommends the K9 teams be assigned to handle calls for service.

The following table summarizes K9 deployments for the past three years.

**TABLE 4-9: K9 Calls for Service, Arrests, Bites, 2018 to 2020 YTD**

	<b>2018*</b>	<b>2019</b>	<b>2020</b>
Total Calls for service	1,335	1,283	748
Arrests	84	70	36
Arrest Assists	210	224	191
Tactical Deployments	317	264	166
Narcotic Seizures	318	330	203
Other Agency Assists	29	22	16
K9 Apprehensions	9	12	19
Bites	0	1	1
Total Training Hours	797	1,075	849
Total Maintenance Hours	1,062	1,054	1,086

**Source:** Allen Police Department. \*In 2018, one K9 officer was out of service for 5 months.

The K9 teams are assigned take-home SUV police units. The units have been specially equipped for K9 use. The vehicles also have an internal heat monitoring system to alert the K9 officer if the interior becomes too hot while the K9 is inside. If activated, an alarm sends a signal to the officer's cell phone, the rear windows roll down, and the unit horn alarms until the system is reset. This system is important, since at times throughout a shift the K9 remains in the patrol unit while the K9 officer is away handling other duties. As a condition of joining the K9 team, officers must live within a 30-minute response time to the city.

The K9 Unit uses logs to record deployments, training, bites, and all activities associated with operations. CPSM learned that the tracking of management reports is mostly done by hand and memorialized in memorandums. Due to the high liability associated with a K9 program, this process is outdated and time-intensive. K9 bites are tracked with all responses to aggression through the Professional Standards Unit. CPSM learned the department recently purchased a K9 program software, KATS, to track and manage the K9 program. APD is to be commended for remaining up-to-date with current practices in K9 management.

### K9 Recommendations:

- Consider providing for succession planning by allowing other supervisors the opportunity to oversee the K9 program. (Recommendation No. 13.)
- Assign the K9 teams calls for service rather than holding the teams in “reserve.” (Recommendation No. 14.)

## TRAFFIC UNIT

The APD has a dedicated Traffic Unit (Traffic) currently staffed by a full-time sergeant, corporal, four motorcycle officers, and one commercial motor vehicle officer. In addition, the court bailiff is assigned to Traffic although the position is funded by the municipal court.

**TABLE 4-10: Traffic Section Authorized Staffing Levels, FY 2020–2021**

Position	Authorized	Vacancies (2/11/21)	Actual
<b>Sworn Personnel</b>			
Sergeant	1		1
Corporal	1		1
Motor Officer	4		4
Commercial Motor Vehicle Officer	1		1
Bailiff*	1		1
<b>Sworn Total</b>	<b>8</b>	<b>0</b>	<b>8</b>

**Source:** Allen Police Department. \*Bailiff position not funded by APD.

### Staffing

Traffic officers work an overlapping 4/10-hour schedule from 7:00 a.m. to 5:00 p.m. Monday through Saturday. The sergeant and two motor officers work Monday through Thursday and the corporal, two motor officers, and the commercial motor vehicle officer work Tuesday through Friday. Traffic personnel work rotating Saturdays from 7:00 a.m. to 5:00 p.m. so as to provide coverage six days per week. The commercial motor vehicle officer position is funded by the state and the officer adjusts his schedule to begin at 6:00 a.m. when needed for his assignment.

CPSM learned that most special assignments, including motor officer, are essentially permanent. That is, the assignments are not rotational depending on the unit (with the exception of K9 as mentioned above and School Resource Officers). Once assigned to Traffic as a motor officer, the officer may remain in that position indefinitely or until the officer promotes or accepts another special assignment. CPSM recommends a formal rotation schedule be considered to provide opportunities for sworn personnel to acquire additional training and experience; this will serve both the individual and organization into the future.

Rotational special assignments are especially important for an organization the size of APD. Other agencies of similar size have, for example, a three-year assignment with the opportunity to request a one-year extension twice, for a total assignment of five years. The annual extensions are based on good performance. Five years provides sufficient time for the motor officer to progress through traffic investigation courses up to and including accident reconstruction school. Once established, the rotational schedule should be included in the General Orders.

CPSM learned that department Standard Operating Procedure (SOP) 2020.003 – Motor Vehicle Crash Investigation Procedures describes the process for conducting traffic collision investigations. CPSM found the policy to be detailed and well written. The SOP covers how APD officers are to investigate traffic collisions and defined reportable versus nonreportable traffic collisions and how they are to be documented. With regard to traffic collisions involving City of Allen vehicles, the policy indicates the crash be investigated; however, it does not describe who has the responsibility for the investigation. In order to maintain the integrity of the investigation and avoid the appearance of a conflict of interest, CPSM recommends the investigation be

handled by an outside law enforcement agency; the SOP should be updated to reflect this. During the current challenge of maintaining public trust, it is essential that a neutral agency investigate any injury or crime-related collisions involving on-duty police and/or city employee.

The Traffic Unit is responsible for investigating major injury and fatal traffic collisions in the city. Injury and non-injury traffic collisions are investigated by patrol officers. The SOP indicates that non-injury traffic collisions on city streets and private property where both drivers are present will be handled by the responding officer, who is to document all necessary information in the call remarks of the computer-aided dispatch/records management system (CAD/RMS).

In the event of a major injury or fatal traffic collision, regardless of whether it occurs on city streets or private property, the on-call traffic officer will be responsible for the investigation. That traffic officer is responsible for completion of the investigation. The unit has a rotation schedule for callouts during the evening and weekend hours.

All traffic collision reports are reviewed and approved by a supervisor. The patrol sergeants review and approve most reports, while the Traffic sergeant assists in report approval, especially with collisions involving city and/or department employees or when the accident investigator is unavailable. CPSM learned the department uses CRIS software for traffic collision report writing; this is a system that captures all traffic collision data for the state.

While traffic concerns often emanate from residential areas and school zones, traffic accidents occur more frequently in areas with a high retail concentration and/or high traffic volume. Anecdotal evidence suggests that this is also the case in Allen; therefore, it is imperative that APD commit adequate resources to address all traffic-related issues.

Traffic is also participating in a state Selective Traffic Enforcement Program (S.T.E.P.) grant through TXDOT. The comprehensive grant is focused on traffic education and enforcement in two zones: on Stacy between Bethany and Watters to Greenville, and on the 121 Sam Rayburn Tollway Corridor. The grant indicates priority be given to driving while intoxicated (DWI), speed enforcement, occupant protection (safety belt and child safety seat), intersection traffic control, and distracted driving.

A second S.T.E.P. grant is focused solely on impaired driving (DWI).

A third S.T.E.P. grant is focused on training (non-CMV) officers on commercial motor vehicle enforcement so as to increase patrol officers' capabilities in CMV enforcement. The grant indicates priority be given to driving while intoxicated (DWI), speed enforcement, occupant protection (safety belt), hazardous moving violations, and distracted driving. The Traffic Unit has been involved in the S.T.E.P. grant for several years.

Another grant is offered through the Regional Council of Governments through the North Central Texas Council of Governments. The grant is providing a three-dimensional (3D) scanner system to aid in crime scene mapping and processing, accident investigations, and court room testimony.

In addition to traditional traffic enforcement, additional duties for which Traffic is responsible are:

- Maintenance of radar and LIDAR devices.
- Maintenance of Preliminary Alcohol Screening (PAS) devices.
- Maintenance of E-ticket devices.
- Deployment of radar trailers and managing data collection.

- Training section members to respond to handle fatality and major accident collisions.
- For the sergeant, approving traffic collision reports and using the CRIS system for data analysis.
- Working special events, such as USA celebration and National Night Out.
- Staffing community outreach events such as Junior Police Academy, Citizen Academy, Escadrille School Band Booster events, community forums, etc.
- Responding to major injury and fatal traffic collisions.
- Investigating hit-and-run traffic collisions.
- Parking enforcement.
- Enforcing abandoned vehicle ordinance.

### **Motorcycle Skills Training**

The operation of a police motorcycle is a perishable skill. As such, perishable skills training is a practice necessary to maintain the high degree of riding skills to ensure the safe operation of the motorcycle for enforcement purposes. Although motor officers ride routinely in their daily assignment, this is no substitute for motorcycle training that includes slow-speed maneuvering and traffic collision evasion, at the very least. These exercises are established in the police motorcycle training guide used at the police motorcycle academy approved by the Texas Commission on Law Enforcement. A comprehensive motorcycle training program strengthens the knowledge, skills, and abilities of the motor officers while raising the overall competence and safety of the unit. Costs associated with training are an investment in proactive risk management.

Most agencies that have traffic units manned with motor officers require the motor officers to conduct motorcycle safety and skills training at a minimum of at least annually, with some agencies training quarterly. APD conducts 10-hour monthly motorcycle safety and skills training and biannual qualification on key police motorcycle skills tests. APD is to be commended for the commitment to continued training of this perishable skill.

### **Management of Traffic Complaints**

APD handles traffic complaints from community members that are received from calls or emails. Additionally, community members can communicate concerns regarding any city-related issue to include traffic through the city's website. The Traffic sergeant, corporal, and lieutenant receive traffic-related complaints and may communicate with the calling party if additional information is needed or if the person requests to speak to an officer. The Traffic sergeant will assign a traffic officer to respond to the area and monitor the roadway for any traffic safety issues. A motor officer typically responds to complaints by scouting the location to determine if a need for enforcement exists and handles traffic concerns accordingly. CPSM inquired about the ability to audit community traffic concerns and learned a log is kept of all complaints and as well the department has the ability to audit the electronic citation system used by the traffic officers for outcomes.

CPSM learned the number of citizen complaints is not reviewed on a monthly basis for trends such as service areas, traffic issues, time of year, or other factors that could lend to proactively addressing traffic concerns; the Traffic sergeant does have the ability to data mine the complaints and traffic issues. In an effort to educate and serve the community, a monthly report could be created to aid in the analysis of traffic-related complaints compared to traffic accidents. CPSM recommends data from the traffic complaint log be used to generate a



monthly report for the Traffic sergeant to review and share with Traffic personnel as well as patrol supervisors.

### **Traffic Sergeant Duties**

CPSM examined the duties and responsibilities of the Traffic sergeant. Some of these duties are shared with the corporal, giving both the time needed to supervise in the field while fulfilling these responsibilities:

- Supervisory oversight of six Traffic Unit personnel and the bailiff.
- Scheduling.
- Review, approval, and auditing of reports.
- Review and auditing of citations.
- Review and auditing of activity logs.
- Oversee and address traffic complaints from community members.
- Supervise equipment maintenance.
- Manage motorcycle training program.
- Attend meetings addressing traffic safety.
- Plan, schedule, and supervise department's involvement in large-scale special events.
- Manage, audit, and report on traffic grants.
- Conduct community/school safety presentations.

### **Vehicle Impounds**

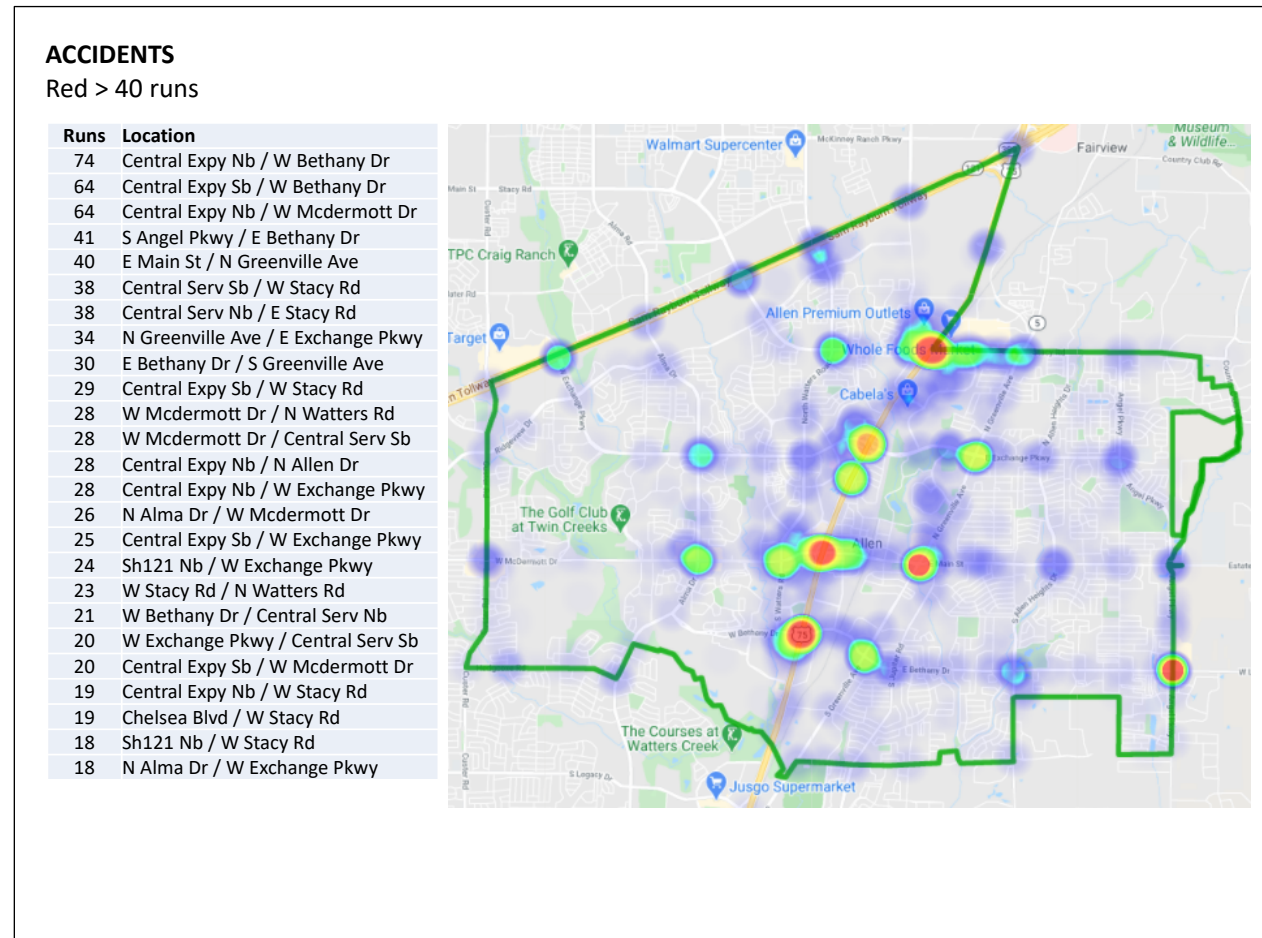
The police department does not have its own vehicle impound lot. The department has a contract with Signature Towing in Plano, Texas, for impounds and towed vehicles. Traffic officers oversee vehicle holds and conduct periodic inspections of the tow yard to ensure the accuracy of vehicles being held as well as the yard's security. Officers handle CFS involving abandoned vehicles per 683.002 in the Texas Transportation Code and City of Allen Code of Ordinances Chapter 9, Article XII, Section 9-324; junk vehicles per 683.071 in the Texas Transportation Code; accidents, arrests, or traffic hazards.

APD General Order 1000 details the vehicle impound policy to provide procedures and guidelines for motor vehicles taken into custody by the department. The policy is thorough and addresses guidelines for removal or towing of vehicles as well as procedures for removal, inventory, and storage of property.

In the following figure we examine locations with a high volume of traffic accidents. We note that Central Expressway northbound at West Bethany Drive had the most traffic collisions; as well, Central Expressway southbound at West Bethany Drive and Central Expressway northbound at West McDermott Drive both saw 64 accidents. These three locations account for the top three locations for traffic accidents.



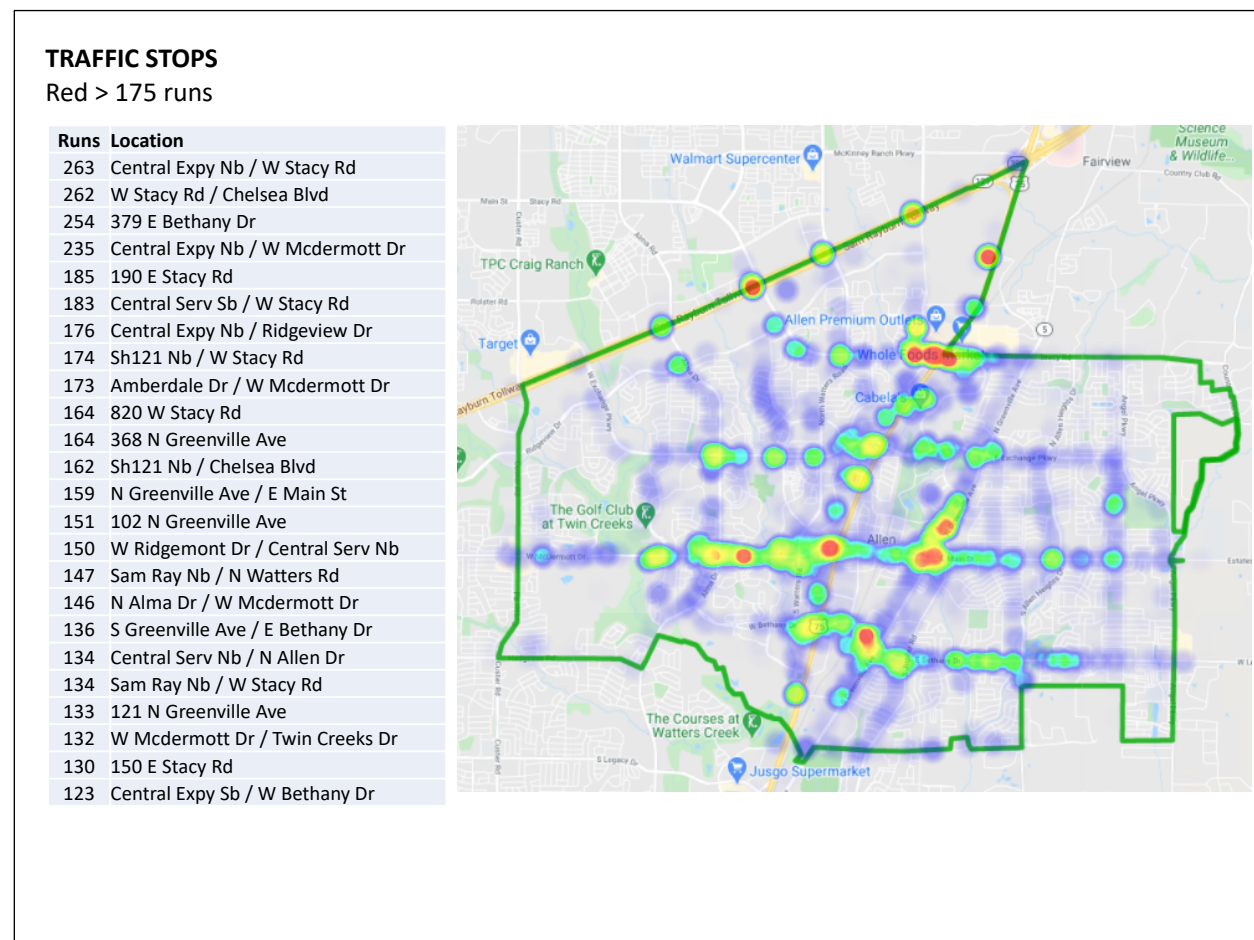
**FIGURE 4-12: High-Frequency Traffic Accident Locations, 2019**



In the next figure, we examine areas of concentrated traffic enforcement and education conducted via traffic stops. CPSM noted the most frequent location for traffic collisions was Central Expressway northbound as well as southbound at West Bethany Drive; however, there were few traffic stops in this area. The number of traffic stops at Central Expressway northbound at West Bethany Drive did not measure a notable quantity during the data search.

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**FIGURE 4-13: High-Frequency Traffic Stop Locations, 2019**



In order to address areas with a high number of traffic collisions, agencies apply the three “E’s” to traffic safety: education, engineering, and enforcement. In such an arrangement, staff from the police department and traffic engineering department meet regularly to address traffic issues including requests for traffic signs, speed mitigation, and other traffic safety issues. Staff also collaborate on suggestions for temporary and long-term road improvements as well as traffic concerns raised by the community.

Allen also has a committee of city and school district officials that meet to address engineering, education, and enforcement issues as well. The committee consists of the Traffic Section sergeant, a city traffic engineer, and representatives from the Allen Independent School District. The committee meets monthly as needed to review traffic collision data in the city and around schools and to share complaints about traffic or engineering concerns.

Recently, staff indicated that Traffic has been meeting on a quarterly basis with city traffic engineering, TXDOT, North Texas Tow Away Authority, and the local wrecker service to address traffic-related matters. APD is to be commended for the commitment to collaborating with regional resources from the city and state to ensure traffic safety in Allen remains a priority.

### Citations

The following table indicates the total number of traffic citations issued by the Allen PD for three calendar years, 2018 to 2020, and includes both Patrol and Traffic officers' traffic citations. The

data show that of the total citations issued from 2018 through 2020, three percent were issued for criminal traffic violations. Citations are also issued for nontraffic criminal incidents such as shoplifting, vandalism, petty theft, and other minor crimes. Citations issued for nontraffic criminal incidents are not accounted for in the table.

**TABLE 4-11: Traffic Citations Issued in Allen, 2018–2020**

Year	Parking Citations	*Criminal Traffic	Traffic Citations	% Change
2018	370	539	16,571	--
2019	446	537	18,132	-9%
2020	175	74	5,467	-70%
<b>Total</b>	<b>991</b>	<b>1,150</b>	<b>40,170</b>	

**Source:** Allen Police Department. \* Criminal Traffic includes DWI, Driving While License Invalid, and Hit-and-Run citations.

There is no industry standard for the number of citations expected of a patrol or traffic officer, and establishing quotas is both undesirable and unlawful. Nonetheless, as part of the overall work effort, agencies can demand that sufficient effort be directed to those areas of greatest concern to the community. Measuring performance relative to traffic enforcement, both individually and collectively, is appropriate when used as part of a broader measure of overall performance.

CPSM noted the 70 percent decrease in citations from 2019 to 2020. Staff indicated that the COVID-19 pandemic significantly impacted the community, wherein fewer drivers were on the roads. Additionally, the police department was recalibrating public safety priorities and service delivery. The decrease in traffic enforcement, as well as collisions, is understandable, but traffic is anticipated to increase as the economy gear back up.

### Accident Data

In the following seven tables, data are presented on traffic accidents in Allen for the past three years. Again, the pandemic led to fewer vehicles on the roads in 2020, which subsequently led to a reduction in traffic collisions and injuries.

Table 4-12 summarizes traffic-related calls for service by day of week from 2018 to 2020; Table 4-13 shows how many of those calls resulted in a traffic accident report being taken. Both of these tables show the information by day of the week. The data reveal more traffic-related calls for service and accident reports taken on Fridays and Saturdays. Throughout the three-year period, 58 percent of the calls for service resulted in a traffic collision report being taken, as illustrated in Table 4-14. From 2019 to 2020, traffic-related calls for service decreased by 21 percent and traffic collision reports decreased by 25 percent.

DWI collisions decreased from 75 in 2019 to 53 in 2020, a 29 percent decrease. Data in Table 4-17, DWI Collisions by Day of the Week, reveal that 109 DWI collisions occurred during weekdays and 83 occurred during weekends. The most DWI collisions (48) occurred on Saturday.

**TABLE 4-12: Traffic Accident Calls by Day of Week, 2018–2020**

Year	Sun	Mon	Tues	Wed	Thurs	Fri	Sat	Total
2018	292	412	434	403	366	539	451	<b>2,897</b>
2019	289	391	450	431	447	493	471	<b>2,972</b>
2020	245	302	324	356	335	399	377	<b>2,338</b>

Source: Allen Police Department.

**TABLE 4-13: Traffic Accident Reports by Day of Week, 2018–2020**

Year	Sun	Mon	Tues	Wed	Thurs	Fri	Sat	Total
2018	91	122	137	112	103	144	133	<b>842</b>
2019	103	141	132	115	131	139	145	<b>906</b>
2020	69	93	100	105	110	100	105	<b>682</b>

Source: Allen Police Department.

**TABLE 4-14: Traffic Accidents, Information Exchange vs Reports, 2018–2020**

Year	Non-Injury Info Exchange	Reports Taken	% Reports
2018	2,055	842	59%
2019	2,066	906	56%
2020	1,656	682	59%

Source: Allen Police Department.

**TABLE 4-15: Auto-Pedestrian Accidents by Day of Week, 2018–2020**

Year	Sun	Mon	Tues	Wed	Thurs	Fri	Sat	Total
2018	1	2	2	4	0	1	2	<b>12</b>
2019	3	2	1	2	3	4	5	<b>20</b>
2020	0	3	0	0	0	4	1	<b>8</b>

Source: Allen Police Department.

**TABLE 4-16: Fatal Accidents by Day of Week, 2018–2020**

Year	Sun	Mon	Tues	Wed	Thurs	Fri	Sat	Total
2018	0	0	0	0	0	1	0	<b>1</b>
2019	0	0	0	1	1	2	0	<b>4</b>
2020	0	1	1	0	1	0	1	<b>4</b>

Source: Allen Police Department.

**TABLE 4-17: DWI Accidents by Day of Week, 2018–2020**

Year	Sun	Mon	Tues	Wed	Thurs	Fri	Sat	Total
2018	16	6	7	3	8	13	11	<b>64</b>
2019	10	6	7	5	9	11	27	<b>75</b>
2020*	9	7	5	5	9	8	10	<b>53</b>

Source: Allen Police Department.

### Hit-and-Run Collisions and Investigations

Hit-and-run traffic investigations are handled by the four motor officers. In an effort to examine the workload associated with hit-and-run follow-up investigations, CPSM inquired about case management tracking; we learned the current RMS presents challenges for tracking these types of traffic accident investigations. Traffic investigation cases could be in the field-based reporting system for Patrol and in the RMS for the Criminal Investigations Division. Consequently, the sergeant must query each motor officer by name at least once a week in order to review their caseload. On a monthly basis, the sergeant emails the Traffic officers to review cases.

The following table shows the number of hit-and-run cases derived from traffic follow-up calls for the past three years. A review of actual cases investigated from 2018 to 2020 indicates an average of 48 cases per year. With four traffic officers investigating hit-and-run collisions, this averages to 12 cases per year, which is a manageable number of cases even when factoring in four fatal collisions a year, or one fatal investigation per traffic officer per year.

**TABLE 4-18: Hit-and-Run Collisions, 2018–2020**

Year	Investigated	Follow-up Calls	Charges Filed
2018	69	142	20
2019	39	148	27
2020	37	87	13

**Source:** Allen Police Department.

CPSM learned that when a hit-and-run collision is cleared by a traffic investigator who determines the suspect was at fault, the person is often issued a citation related to the cause of the crash, such as failure to control speed, disregard for red light, etc., rather than a hit-and-run specific offense. CPSM recommends the Traffic Unit work closely with the crime analyst to refine data collection to more accurately document the number of hit-and-run traffic collisions. It is also recommended that a case management system for hit-and-run cases be created through the RMS so as to reduce the inefficient case tracking mechanism currently in effect.

APD is aware of the inefficiencies in data mining in both Traffic as well as CID and other units. A technology/RMS committee has been established to address issues with the computer-aided dispatch (CAD) and RMS, with a goal of resolving the issues in 2021. The department is to be commended for recognizing the challenges with data mining and beginning the process of finding and implementing a solution.

### Training Officers as Drug Recognition Experts

Drug Recognition Experts (DRE) are an important resource in maintaining traffic safety. Due to the prevalence of drugs in society, DWI drivers may be impaired by drugs or a combination of drugs and alcohol. CPSM learned there is only one certified DRE officer in the APD and who is able to assist with DWI saturation patrols in addition to their normal duties. APD is to be commended for ensuring an officer with this added expertise is available to assist in reducing impaired driving in Allen. DRE certification requires a commitment to ongoing training and certification for this technical skill. Consequently, it is challenging to find officers willing to commit to the high level of training and certification. CPSM recommends the APD take steps to increase the number of DRE officers.

### Strategic Approach to Traffic Safety

An opportunity for improvement for the Traffic Unit could be to adopt a performance management approach (using traffic data to drive deployment and enforcement decisions)

toward traffic accidents and injuries. This approach could be the focus of the unit as well as migrated to the rest of Patrol. Adopting a strategic approach to traffic safety and engaging the entire department in this effort will magnify the current enforcement-centered approach and make the overall traffic safety plan of the APD more effective. The scope of this effort is beyond the unit itself and must be embraced by the Patrol commander. Under this approach, the Traffic lieutenant would become responsible for the overall traffic safety plan of the APD. The Traffic Unit would develop the plans necessary to focus the efforts of the rest of the department.

This approach could entail the creation of written traffic safety plans, monthly reports using traffic crash data to identify times/days/locations/causes of traffic crashes, and holding patrol shifts accountable for implementing this plan. The Traffic sergeant or corporal would assist in the data analysis, plan preparation, and other administrative assignments associated with traffic safety management. This may be well-suited for the Traffic lieutenant, with the crime analyst providing support for data analysis. CPSM recommends that the department consider a performance management approach to mitigating traffic collisions.

### **Bailiff**

The bailiff (Municipal Court Officer) is supervised by the Traffic sergeant. The bailiff ensures the safety of court employees and those present during court proceedings. Annually, the Bailiff reviews the fire evacuation plan with court employees. The Bailiff also serves municipal warrants on wanted persons who come to court and assists other units in warrant service when available.

### **Traffic Recommendations:**

- Implement a formal rotation schedule to provide opportunities for sworn personnel to acquire additional training and experience. (Recommendation No. 15.)
- Require that accidents involving City of Allen vehicles and personnel be investigated by an outside law enforcement agency; update the SOP to reflect this practice. (Recommendation No. 16.)
- Consider using data from the traffic complaint log to generate a monthly report for the Traffic sergeant to review and share with Traffic personnel as well as patrol supervisors. (Recommendation No. 17.)
- Refine data collection to more accurately document the number of hit-and-run traffic collisions by working more closely with the crime analyst. (Recommendation No. 18.)
- Create a case management system for hit-and-run cases through the RMS to make the case tracking mechanism more efficient. (Recommendation No. 19.)
- Increase the number of officers trained as DREs in the department. (Recommendation No. 20.)
- Adopt a performance management approach using traffic data to drive deployment and enforcement decisions toward traffic accidents and injuries. (Recommendation No. 21.)



## SPECIALIZED PATROL FUNCTIONS / COLLATERAL DUTIES

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### Field Training Officer Program (FTO)

The Field Training and Performance Evaluation Program (FTPEP) is one of the most important functions in any police department. The purpose of the FTPEP is to train new officers, called Officers in Training (OIT), so that each is prepared to function as a solo beat officer at the conclusion of their training cycle. All new officers, and those hired as lateral officers from another police agency, attend one of several local public safety training academies certified by the Texas Commission on Law Enforcement to receive their license. The academy provides the minimum training requirements for Texas, which is a full-time, 998-hour course.

Experienced officers are selected as field training officers (FTOs) to train police academy graduates and lateral officers over a four-month program. The FTOs serve as role models for OITs and shape their behavior and understanding of the APD vision, philosophy, and operational processes. Field training officers have the dual responsibility of providing police service in their assigned beats, as well as conducting training and evaluations for new officers.

The FTPEP is intended to facilitate an officer's transition from the academic setting (academy) to the performance of general patrol duties. Although an officer graduating from the academy has received a thorough introduction to basic law enforcement subjects, that officer cannot be expected to immediately assume the full responsibilities of an experienced officer. Newly assigned officers must receive additional training in the field where they can learn from officers who have a great deal of practical patrol experience. In cases where the new officer is a lateral officer from another police agency, the FTPEP can be shortened based on the OIT's performance and ability to demonstrate competency in meeting Allen PD's training standards.

The FTPEP introduces a newly assigned officer to the personnel, procedures, policies, and purposes of the department. The Allen PD FTPEP timeframe is described in the Field Training Officer (FTO) Manual and is based upon the OIT's level of prior law enforcement experience. The FTPEP can be an accelerated 10-week program for an officer with prior experience or a standard 18-week program for a new officer with no prior experience or an experienced officer needing more training. The accelerated program involves the orientation and first phase being conducted in the first five weeks, and phases two through four being completed in the second five week. The standard FTPEP program requires the OIT to first attend a two-week OIT school prior to starting the FTPEP. The OIT then begins the FTPEP starting with a one-week orientation and four-phase program in which the first phase lasts 14 work days, the second and third phases last 20 days, and the last phase lasts seven days. APD has a FTPEP Probationary Police Officer (PPO) Manual (49 pages) for the orientation and each of the four phases that describes tasks and includes training documentation regarding when the training was provided and by who. CPSM noted the PPO Manual was last updated in April 2018, and recommends the PPO Manual be reviewed and updated as needed annually. Trainees are rotated through different training officers during their four phases. Once the trainee successfully completes all phases, they move to solo-officer capacity.

The department's FTO Manual (69 pages) covers all aspects of the training, the department's expectations, and the trainee's goals. The manual was recently revised in July 2020. APD is to be commended for keeping the manual current. Due to the ever-changing policing industry, CPSM recommends that the FTO Manual be reviewed annually and revised as needed. CPSM's review of the program showed that it is a comprehensive program designed for the success of the trainee.

The FTO Manual outlines the selection process for FTOs. Officers who would like to be selected into the FTO program:

- Must be a police officer with the Allen Police Department.
- Have a minimum of two years of police experience, and six months with the Allen Police Department.
- Must have had a minimum evaluation of at least “exceeds standards” on last performance rating.
- Must not have any sustained complaints that resulted in suspension/demotion within 12 months preceding application.
- Must have a favorable recommendation from their current supervisor(s), to include corporals and sergeants if applicable.
- Must be self-motivated and self-disciplined.
- Must have a good working knowledge of federal, state, and local laws.
- Must be willing to work as a member of a team, under a team concept.
- Must have good written and verbal communication skills.
- Must be able to successfully complete the basic Texas Commission on Law Enforcement (TCOLE) Instructors course within two years of appointment.

An officer interested in becoming an FTO must submit a memo of interest to the FTO sergeant; this is reviewed by the FTO sergeant and FTO administrator (lieutenant). Candidates are ranked based on qualifications and selected in order. The department currently has 11 FTOs; they are designated with Field Training insignias on their uniforms. FTOs receive additional compensation while assigned to the FTO program.

Selected FTOs must attend a TCOLE-certified 40-hour FTO course prior to being assigned a trainee. In addition to any in-house training that might occur for the FTOs, they must also attend the TCOLE Instructor course.

The FTO program is administered by a Patrol lieutenant and supervised by two Patrol sergeants. In the FTPEP Standard Operating Procedure (SOP), the directive states that the Administrator of Field Training (AFT) appoints the Field Training Sergeant (FTS). Two Patrol sergeants currently serve as FTS as a collateral duty. This is a sound practice as the FTO supervisor is assigned to patrol where it is easier to observe and meet with both FTOs and trainees.

The FTS's responsibilities include the following:

- Monitors all aspects of the FTPEP.
- Monitors compliance with all program guidelines and procedures.
- Keeps the AFT informed of the direction and status of the field training program.
- Identifies potential problems and offers alternative solutions and recommends the implementation of program changes.
- Assigns Officers in Training (OITs) to Field Training Officers (FTOs) on the various patrol watches or the Traffic Unit.
- Communicates frequently with all program personnel and keeps the FTOs informed of changes and problems identified in the program.



- Offers appropriate alternatives within program guidelines to address problems before and after they occur.
- Performs any other duties as may be assigned by the Deputy Chief of Police or Chief of Police or as outlined within Standard Operating Procedures.
- Monitors the training and evaluation activities on a daily basis.
- Maintains complete and accurate records of Officer in Training assignments.
- Reviews and signs all training and evaluation reports submitted on a daily basis.
- Conducts biweekly and end-of-phase evaluation conferences.
- Coordinates the quarterly Field Training Unit meetings to discuss the effectiveness of the training program and any necessary changes that may need to be implemented. The FTS is responsible for documenting the minutes of the meeting, which should include all individuals in attendance and all topics discussed regarding the program.
- During the biannual review, the FTS amends the Field Training Manual to reflect any changes to city, state, or federal laws, department or city policies/procedures, and/or any modification addressed during the quarterly FTO meetings. The updated manual will then be submitted to the AFT so he may present it to the Chief of Police for review.

In addition to the aforementioned duties listed in the policy, the FTS communicates with FTOs on a weekly basis regarding OIT performance and disseminates learning points gleaned from evaluations of FTOs by the OITs at the end of their training period. The FTS notifies the AFT when daily observation reports are ready for review. The FTS provides weekly updates to command staff regarding the FTO program and a brief synopsis of each OIT's progress.

Trainees are assigned to specific FTOs based upon the needs of the individual trainees to help them overcome a specific deficiency. For example, if the trainee is struggling with officer safety, he/she will be placed with an officer who practices strong officer safety. As much as the department would like to assign trainees to specific FTOs, sometimes it is also based upon availability.

It is important during the FTPEP that trainees not only rotate through different training officers in their phases, but also that they rotate through the different shifts. There is no requirement that FTOs be assigned to a specific shift because they sign up based on seniority. Staff indicated that due to a mixture of tenured and newer FTOs, the FTOs are consistently spread amongst several shifts. CPSM reviewed the current patrol shift roster and noted FTOs are spread throughout all shifts. APD ensures that trainees work all shifts during their training cycle. Due to the balance of FTOs on most shifts, there does not currently appear to be a need to establish FTO slots on the shift sign-up. It will be important that the FTO supervisor monitor the schedule to ensure the FTOs continue to spread out on all shifts.

APD uses the San Jose field training model. In this model, there are 31 evaluation categories that are ranked using a 7-point rating system. Daily Observation Reports (DORs) are completed electronically by the FTO, reviewed and approved by the FTS and AFT, and ultimately signed by the OIT.

APD uses Agency360 software as the digital platform to document the training and evaluation process. CPSM reviewed the system capabilities and workflow. Agency360 is a robust system that not only documents training by topic and performance with detailed ratings, but also provides a count for the amount of time per category and task. A summary tab provides a snapshot of the most acceptable and least acceptable categories, including respective areas.

Each phase of training requires a mid-phase report where the FTS completes a status update report and a phase advancement report where the FTS indicates if the OIT is prepared to move to the next phase. At the end of the fourth phase, the FTS completes an end-of-program report. OITs also complete phase critiques for each phase as well as the FTPEP.

As illustrated in the following table, FTO Program Outcomes, the number of FTOs has remained relatively steady over the past three years. The department's FTPEP has done an excellent job during this timeframe successfully training new officers in the FTPEP as evidenced by the 100 percent pass rate of new officers who entered the training program. This is not to say that the FTPEP automatically passes everyone all of the time, as CPSM learned that prior to 2018 some OITs did not successfully complete the program. The department is to be commended for its commitment to, and success of, its FTPEP and focus on teaching.

**TABLE 4-19: FTO Program Outcomes, 2018–2020**

	2018	2019	2020
FTOs*	11	10	12
Trainees	18	13	7
Trainees passing FTO	18	13	7

**Source:** Allen Police Department. \*These numbers do not include the AFT and FTS positions.

FTO meetings are critical to the success of any FTPEP. It provides the opportunity for FTOs to discuss trainee performance, along with training issues they might be having, and to receive additional ongoing FTO training. The AFT and both FTS meet quarterly to review the FTO program. The department conducts biannual FTO meetings with all FTOs. Issues observed by the AFT and/or FTS such as Standardized Evaluation Guidelines, training practices that are positive or negative, and the importance of documentation during the training process are covered. CPSM reviewed the minutes from a recent meeting and found them to be complete and well-documented.

CPSM recommends when there are few trainees in the program, the FTS may consider ongoing trainer development for the FTOs and to include feedback received from past OIT critiques. APD is to be commended for not only focusing on training new officers, but also soliciting feedback to ensure the FTOs continue to hone skills to train, coach, and mentor.

CPSM learned the FTO program does not incorporate exposure to other units within the department, such as Traffic, SROs, and CID. The value of working with other units, even briefly, underscores the importance of thorough, well-written investigations, handling of evidence, and elements needed for prosecution. CPSM recommends the FTS incorporate greater exposure to Traffic, SROs, and CID for the OITs to develop a greater understanding of each unit's function and value to the organization and community. Well-trained officers are more adept at problem solving and calling on appropriate resources if they are familiar with the services that each unit provides. Like the traffic officer, an SRO and a detective will likely have a different perspective toward solving conflicts and recognizing opportunities to help the public.

### FTO Program Recommendations:

- Review and update the PPO Manual annually. (Recommendation No. 22.)
- Review and update the FTO policy manual annually. (Recommendation No. 23.)
- Monitor shift bidding for FTOs to ensure they are assigned to different shifts. (Recommendation No. 24.)

- Consider ongoing trainer development for the FTOs—to include feedback received from past OIT critiques—when there are few trainees in the program. (Recommendation No. 25.)
- Develop a more comprehensive training regimen to expose trainees on FTO status to Traffic, CID, and SRO units and functions. (Recommendation No. 26.)

## Special Weapons and Tactics Team

Special weapons and tactics teams (SWAT) have a history in law enforcement dating back to the late 1960s. SWAT units were established to provide specialized support in handling critical field operations where intense negotiations and/or special tactical deployment methods beyond the capacity of field officers appear to be necessary.

Though the potential for violent encounters is a part of everyday law enforcement, from time to time agencies are confronted with situations where specialized equipment and training are advantageous in attempting to safely resolve an incident. For that reason, virtually all agencies have developed, equipped, and trained teams of personnel for such a response. The Allen Police Department has established a SWAT team for such circumstances.

In April 2018, the National Tactical Operators Association (NTOA) published the Tactical Response and Operations Standard for Law Enforcement Agencies as a guideline. The document defines the types of teams to include: SWAT Tier 1 team, SWAT Tier 2 team, Tactical Response team, and Perimeter Control and Containment team. The SWAT tiers are based upon the ability to handle hostage rescue, barricaded subjects, sniper operations, high-risk warrant service and high-risk apprehension, high-risk security operations, terrorism response, special assignments, and other incidents that exceed the capability and/or capacity of an agency's first responders and/or investigative units.

Per the NTOA guideline, SWAT Tier 1 teams require at least 26 members to resolve an incident in one operational period. SWAT Tier 2 teams, with a 19-member minimum, do not have the appropriate number of personnel for handling hostage rescues, but maintain all of the necessary mission capabilities. A SWAT Tier 2 team may still be faced with conducting an emergency hostage rescue if circumstances require it. A Tactical Response team is recommended to have at least 15 members and can conduct any single or combination of capabilities to include barricaded subject operations, sniper operations, high-risk warrant service and high-risk apprehension, high-risk security operations, and terrorism response operations. A Perimeter Control and Containment team may deploy any number of appropriately trained personnel to establish a perimeter and tactical command.

At full capacity, APD's Tactical Unit Standard Operating Procedure (SOP) 20030.002, Section V indicates the team consists of 19 members of the department; however, the SWAT 2020 end-of-year report showed 15 to include the Deputy Chief and SWAT medic. APD does not include an active K9 component to the team. As is common with all but the largest jurisdictions, members of teams serve on the SWAT team in a collateral role to their primary duty assignment, be that Patrol, Traffic, Detectives, etc. The following table shows the number of SWAT team members for 2018 through 2020.

**TABLE 4-20: SWAT Team Members, 2018–2020**

	<b>2018</b>	<b>2019</b>	<b>2020</b>
<b>Number of Officers:</b>	13	15	13

**Source:** Allen Police Department. The SWAT Medic and Patrol Deputy Chief are not included as they are non-operational positions.

Should an incident exceed the APD SWAT team's capabilities, APD relies upon neighboring jurisdictions, such as McKinney PD, Plano PD, and Frisco PD, for assistance. The following table reflects the number and type of incidents that APD SWAT handled over the past three years. As noted in the table, there has been a decrease in use of SWAT over this period.

**TABLE 4-21: SWAT Activity, 2018–2020**

<b>Mission Type</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>
Warrant Service	6	3	1
Barricaded Person	0	0	0

**Source:** Allen Police Department.

### **Selection**

Membership on the SWAT team is voluntary and openings are announced through memorandum. Interested personnel submit a department memo through the chain of command expressing their interest. Officers volunteering for the SWAT team must pass or have passed a specific battery of tests, to include but not limited to weapons proficiency, physical abilities, an oral interview, and a review of the officer's personnel file. Each battery of tests/reviews is pass/fail. A list of successful applicants will be placed on an eligibility roster and appointment will be approved by the Chief of Police.

### **Requirements**

In order to become a SWAT team member, officers must meet the following minimum criteria as set forth in APD SOP, Section IX:

- Two years of law enforcement experience with the Allen Police Department, excluding time in a police academy or a field training program, or;
- Have met the requirements for the Lateral Officer Entry Program and completed the Allen Police Department field training program, or;
- One year with the Allen Police Department with one year of prior law enforcement service with a department of comparable or greater size, or;
- One year with the Allen Police Department with prior equitable military experience; and
- No disciplinary action within the previous 12 months from the date of the application deadline.

The APD SOP indicates that additional qualifications will be included in the announcement for SWAT team openings. CPSM recommends that the Tactical Unit SOP be updated to include those additional qualifications as this will provide advance notice for potential candidates and enhance their ability to prepare to meet the standards of the team.

### **Training**

The APD Tactical Unit SOP indicates SWAT team members will train a minimum of 160 hours per year. CPSM learned that APD SWAT cross-trains with other SWAT teams in the Dallas metro area to enhance team performance, which is a sound practice. The following table reflects the team's number of 10-hour training days over a three-year period.

**TABLE 4-22: SWAT Training Days, 2018–2020**

Training Type	2020	2019	2018
General	12	11	11
Firearms	5	5	6
<b>Total</b>	<b>17</b>	<b>16</b>	<b>17</b>

**Source:** Allen Police Department.

In light of the SWAT team serving in a collateral duty, meeting the training threshold can be a challenge. The NTOA guideline for training calls for a recommended 192 to 480 hours per year in addition to 40 hours per year for the entire team to train together. CPSM recommends the SWAT team follow NTOA standards to ensure best practice. CPSM recommends the Tactical Unit SOP be reviewed annually and be updated as necessary to meet current law and best practices.

The National Tactical Officers Association and the Texas Tactical Police Officers Association (TTPOA) are dedicated to improving tactics and safety through education, peer contacts, and the sharing of tactical information. Both also provide training for members through an annual conference and ongoing tactical training classes such as the following:

- Chemical agent instructor course.
- SWAT team leader course.
- SWAT commander basic and advanced.
- Ballistic shield operator course.
- Long rifle basic, intermediate, and advanced courses.
- Breaching school.
- Noise flash diversionary device instructor course.
- Less lethal Instructor course.
- Low-light instructor course.
- Armored vehicle operator's course.

Recently, APD rotated the assignments for the three deputy chiefs. As such, the current Deputy Chief is in the process of integrating into his role overseeing the Tactical Unit, but has not yet attended SWAT Commander Basic and Advanced courses. CPSM recommends the Patrol Service Deputy Chief attend these courses as soon as possible. With the change of leadership of the SWAT team, this presents APD with an excellent opportunity to do a needs assessment of the SWAT team regarding personnel size, equipment, and training.

### **Regionalization**

Many agencies the size of APD and smaller have moved to a regional, multi-agency SWAT team approach, with three to five agencies working together to field a SWAT team. This can reduce the financial burden of operating a team, and it also alleviates the issue of having to backfill positions. If APD were to consolidate its SWAT team with several other agencies, it could significantly reduce the number of officers required to staff a team while increasing the opportunity to acquire additional equipment.

In the case of APD, at least one day a month, a total of 14 SWAT team members participate in the monthly SWAT training. In agencies the size of APD, most likely a majority of those officers

who are in patrol assignments must be replaced to meet minimum staffing in their assignments. This can be a huge burden for the agency; it has to compensate officers with overtime to replace those SWAT members, and filling their patrol slots can be difficult if the agency is already staffed at minimums. Moreover, should an incident require SWAT response in the future, the team's deployment would create staffing issues during a protracted incident. A review of SWAT Team activations over the past three years shows there has been a decline in missions as was reflected in Table 4-22. Although it may not be a popular decision among officers, a regional approach must be given some consideration in today's reality.

## SWAT Recommendations:

- Update the Tactical Unit SOP to include those additional qualifications to become a SWAT team member, as this provides advance notice for potential candidates and enhances their ability to prepare to meet the standards of the team. (Recommendation No. 27.)
- Ensure the SWAT team follows NTOA standards for annual training hours to meet best practice. (Recommendation No. 28.)
- Review and update the Tactical Unit SOP as necessary to meet current law and best practices. (Recommendation No. 29.)
- Ensure the Patrol Service Deputy Chief attends the SWAT Commander Basic and Advanced courses as soon as possible. (Recommendation No. 30.)
- Consider conducting a needs assessment of the SWAT team regarding personnel complement, equipment, and training. (Recommendation No. 31.)
- Consideration should be given to using a regionalized approach for SWAT. (Recommendation No. 32.)

## Hostage Negotiations Team

Per the APD Tactical Unit SOP, the Hostage Negotiations Team's (HNT) mission is to prevent the loss of life and arrange for a peaceful resolution to any hostage incident, or other critical incident where lives are in jeopardy. This goal will generally be accomplished through the use of highly developed verbal skills and extensive knowledge of personality types, mental disorders, and human motivation. The Hostage Negotiations Team was established to provide skilled verbal communicators who may be utilized to attempt to de-escalate and effect surrender in critical situations where suspects have taken hostages, barricaded themselves, or have suicidal tendencies.

The five-member team has one sergeant, one corporal, and three officers.

### Selection

Interested personnel submit a letter of intent accompanied by a favorable letter of recommendation from the candidate's current supervisor. The candidates undergo an interview by the Tactical Unit Commander, HNT Team Leader, HNT Assistant Team Leader, a negotiator, and one SWAT officer. Personnel are selected based on the ability to communicate efficiently under stress and for their willingness to give the time and effort necessary to perform the duty.

### Training

Those officers selected as members of the HNT attend the Basic Negotiators Course prior to primary use in an actual crisis situation. Additional training will be coordinated by the team

supervisor. A minimum of 40 hours of training per year are required to maintain a high level of proficiency in order to be compliant with Texas Penal Code Sections 16.02 and 16.03.

CPSM learned the APD SWAT and HNT teams do not consistently train together, although department staff indicated the goal is to train at least annually. CPSM recommends a concerted effort be made to participate in at least one SWAT/HNT training day at a minimum per year. The department should also review the NTOA guideline referenced above to ensure best practices for HNT.

In addition to the training requirements, the APD HNT hones their negotiations by handling phone calls at the Dallas Suicide Crisis Center. The supervisor and HNT members all served more than 40 hours in 2020 at the center. Their efforts demonstrate a level of commitment to further developing their skills while also demonstrating their commitment to helping save lives. APD is to be commended for going above and beyond its work for the community.

## Hostage Negotiations Team Recommendations:

- Implement scenario-based training with HNT and SWAT on at least an annual basis. (Recommendation No. 33.)
- Review the NTOA guidelines to ensure best practices for the HNT. (Recommendation No. 34.)

## Robot Unit

The Tactical Unit SOP describes the purpose of the Robot Unit as supporting the SWAT team with the resolution of critical incidents requiring tactical intervention. The Robot Unit is under the command and direction of the Tactical Unit Commander and works closely with the SWAT Team Leader and Assistant Team Leaders to assist with the resolution of these incidents.

The team is made up of two sergeants and two officers/investigators.

### Selection

Interested personnel submit a letter of intent accompanied by a favorable letter of recommendation from the candidate's current supervisor. The candidates undergo an interview by the Tactical Unit Commander and current members of the Robot Unit. Candidates who successfully pass the oral interview will participate in a working interview with current unit members that is pass/fail. Candidates will be assessed in the following areas:

- Ability to function in a team environment.
- Mechanical aptitude.
- Retention of knowledge and skills learned during the working interview.
- Ability to accept criticism.
- Compatibility with current Robot Unit members.
- Problem-solving abilities.

### Training

The Robot Unit convenes on a monthly basis for training, robot maintenance, and vehicle maintenance when staffing allows. In lieu of a training day, the Robot Unit can utilize public



demonstrations such as the Citizen's Police Academy to hone their skills and to conduct robot and vehicle maintenance.

When the Robot Unit is called out to an incident, the team reports to the Tactical Unit Commander or designee. The Robot Unit serves to augment the Tactical Unit to help resolve incidents.

As indicated for the SWAT and HNT teams, the NTOA and TTPOA are good resources to ensure best practices. CPSM recommends that on at least an annual basis, the Tactical Unit SOP be reviewed in the Robot Unit section to ensure best practices.

## Robot Unit Recommendation:

- Review the Tactical Unit SOP in the Robot Unit section on an annual basis to ensure best practices. (Recommendation No. 35.)

## Mental Health Issues

Mental health and homeless-related issues plague many communities across the country. The issue is yet another aspect of the national call for criminal justice reform regarding how police officers respond to mental health calls. Although the City of Allen does not have a high number of homeless individuals, the department has one patrol officer focused on addressing those in the community challenged by this circumstance.

This issue is not unique to Allen, the region, or state. In fact, this is a national trend that requires not only first responders to assist, but just as important requires the infrastructure to provide housing and treatment options. In 2020, members of the Patrol Division updated the general order related to mental health response. The division also developed an information sheet related to mental health services in, and around, Collin County. These information sheets can be provided to any person, or the family of a person, having a mental health episode.

In January 2017, Collin County contracted with Life Path Systems to provide a mental health facility to assist local agencies. Currently, there is no facility that will accept juvenile Apprehension by Peace Officer Without Warrant (APOWW). CPSM recommends APD explore the opportunity to collaborate with nongovernmental and other organizations to provide additional services to those needing help for drug and alcohol addiction, mental illness, and temporary or permanent housing.

The following table reflects the number of persons detained for mental health assistance via APOWW. Although there was a slight spike in adult APOWWs in 2018, the trend has been declining over the past four years, as is also true for juvenile APOWWs.

**TABLE 4-23: Persons APOWW, 2018–2019**

Training Type	2017	2018	2019	2020	% Change
APOWW Adults	173	204	160	115	-28%
APOWW Juveniles	32	11	7	7	None
<b>Total</b>	<b>205</b>	<b>215</b>	<b>167</b>	<b>122</b>	<b>-27%</b>

**Source:** Allen Police Department.



CPSM recommends the patrol officer committed to assisting those with mental health challenges consider working with the crime analyst to identify the homeless or mentally ill people who generate the highest number of calls for service. One city with which we are familiar conducted such a study to learn that one homeless and mentally ill man generated the highest number of calls for service in a year, costing more \$1 million in city services. This included the cost of multiple police and fire responses, paramedic trips to the emergency room, and trips to medical assessments for psychiatric evaluation. The strategy the department employed was to focus intense outreach efforts on a relatively small group of people who generated the highest calls for service. This was a successful strategy and one APD might consider.

In light of this issue continuing to be a pressing matter in many communities, CPSM recommends APD consider tracking more specific data to assist in developing strategies on ways to address the matter in the future. The data could include:

- Total number of homeless contacts.
- Number of homeless taken off the street.
- Number of people for whom services were provided.
- Tracking details regarding homeless contacts, such as veterans.
- Number of people placed in temporary shelters.
- Number of people sent home/relocated.
- Number of arrests.
- Number of citations issued.

CPSM learned the department intends to apply for a grant in 2021 to fund a Mental Health Coordinator for the police department. If funded, the position will work with the Patrol Division to identify members of the community who may not need police services, but who may benefit from mental health providers in the community. Data collection and mining will be valuable to assist in demonstrating the impact of the Mental Health Coordinator position in alleviating calls for service as well as providing the types of assistance and support needed in the community.

## Mental Evaluation Team Recommendations:

- Explore the opportunity to collaborate with nongovernmental and other organizations to provide additional services to those needing help for drug and alcohol addiction, mental illness, and temporary or permanent housing. (Recommendation No. 36.)
- Consider working with the crime analyst to identify the homeless or mentally ill people who generate the highest number of calls for service. (Recommendation No. 37.)
- Consider tracking more comprehensive data to assist in developing strategies on ways to address the homelessness issue. (Recommendation No. 38.)

## Bike Team

The Allen Police Department has a bicycle team wherein members serve part-time as an ancillary duty. CPSM learned the Bike Team has been inactive in the past and as recent as 2018 a proposal was drafted to reactivate the bike patrol unit and reassess deployment protocols as shift scheduling has changed since the team's inception several years ago. There are no

standard operating procedures or structure to the program. Subsequently, the department is in the process of exploring the implementation of a Bike Team comprised of a sergeant and six officers.

The mission of the Bike Team is to be available for rapid response to fleeing suspects, patrolling proactively in areas prone to crime, promoting community relations in retail areas, and patrolling hot spots in residential and retail areas. Officers assigned to the unit will take a patrol unit with the bike on a locking rack. Officers also ride on hiking and bike trails.

CPSM recommends a Bike Patrol General Order be created and updated annually to include all areas of the program including strategy, duties, responsibilities, selection, and training.

### **Qualifications**

Officers interested in joining the Bike Team must have two years of experience with APD. Interested applicants submit a letter of intent expressing why they want to join the team, their pre-existing qualifications, and a letter of performance assessment from their respective supervisor on their current job performance.

The physical testing includes bicycle riding proficiency testing to include a 100-meter sprint to the bike, donning a helmet and riding three miles, stopping and dismounting and picking up the bike and sprinting while carrying the bike for 100 meters, all in a maximum time of 15 minutes and 30 seconds.

An oral interview is the final portion of the testing process. Assignment to the team does not include specialty pay.

### **Training**

The operation of a bicycle for patrol operations is a perishable skill. As such, training for this element of police service can be provided through the International Police Enforcement Mountain Bike Association 40-hour basic course. Since APD's Bike Unit has not been in use for some time, CPSM recommends recertification of members of the team even if they had prior experience and/or training.

### **Equipment**

APD currently has six police bicycles and the newest is 14 years old. Staff indicated the bicycle fleet is slated to be replaced in the upcoming budget. Additionally, APD plans to test and evaluate the use of electric bicycles in partnership with a local vendor.

APD supplies the Bike Team with complete uniforms and safety equipment to include Blauer bicycle uniform shorts, pants, long and short-sleeve polo shirts, new helmets, and emergency equipment. APD is to be commended for ensuring officers are properly equipped with safety gear.

### **Bike Team Recommendations:**

- Update the Bicycle Team General Order to reflect the current strategy, duties, responsibilities, selection, and training for the unit. (Recommendation No. 39.)
- Ensure all officers assigned to the bicycle detail attend and successfully pass the 40-hour police bicycle training course. (Recommendation No. 40.)

## PATROL BUREAU SUMMARY

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Minimum staffing as determined by the department is generally reasonable, that is, "A" watch has a nine-officer and one-supervisor minimum; "B" and "C" watches have combined shift minimums at eleven officers and two supervisors. This does not include the PSOs, when available. As previously noted, the discretion for establishing minimum staffing should remain with the chief. Minimum standards are just that, minimums, not optimal. Minimums simply establish a reasonable number of personnel available to generally ensure citizen and officer safety and the ability to respond to emergency calls for service in a timely manner. Minimum staffing numbers do not allow for proactive policing, problem solving, and timely response to non-emergency calls.

*END SECTION 4*

## SECTION 5. CRIMINAL INVESTIGATIONS DIVISION

The Criminal Investigations Division (CID) operates under the command of a deputy chief. A lieutenant is responsible for the overall operations and day-to-day supervision of the division; he has 18 years with the Allen Police Department and four years in his current position. The lieutenant also has ancillary duties that include SWAT, hostage negotiations, Robot Unit, forfeiture funds, and back-up public information officer (PIO). The Criminal Investigations Division has several units under the direction of a sergeant that is, Crimes Against Persons, Crimes Against Property, Narcotics, Crime Analysis, and Criminalistics. CPSM will report on each of these functions separately. The following table summarizes the personnel assigned within the CID. There is one civilian administrative assistant assigned to the Criminal Investigations Division.

**TABLE 5-1: CID Authorized Staffing Levels for FY 2020–2021**

	Authorized	Vacancies	Actual
<b>Sworn Personnel</b>			
Deputy Chief	1		1
Lieutenant	1		1
Sergeant	3		3
Corporal	4		4
Officer/Detective	17	1	16
<b>Sworn Total</b>	<b>26</b>	<b>1</b>	<b>25</b>
<b>Civilian Positions</b>			
Administrative Assistant	1		1
Crime Analyst	1		1
Criminalist	2		2
Victim Advocate	1		1
<b>Civilian Total</b>	<b>5</b>	<b>0</b>	<b>5</b>
<b>Total Authorized Personnel</b>	<b>31</b>	<b>1</b>	<b>30</b>

**Source:** Allen Police Department.

### CASE MANAGEMENT

Case management is a significant factor utilized by a department in the management of its investigative function and resources. CPSM examined the case management practices of the Criminal Investigations Division and found it is an area of opportunity for the APD. CPSM was provided the following outline of APD's current case management process.

Standard Operating Procedure 2020.003, Criminal Investigations Division, outlines the process for case assignment. All cases are reviewed by each unit's supervisor for solvability factors. If any of the following solvability factors are present, the supervisor will assign the case to an investigator. The SOP describes solvability factors as including:

- Witness to the crime.

- Knowledge of suspect's name.
- Knowledge of where a suspect can be located.
- Description of suspect.
- Identification of a suspect.
- Property with identifiable characteristics.
- Existence of a modus operandi (MO).
- Presence of significant physical evidence.
- Presence of a description which identifies the vehicle used by the suspect.
- Positive results from a crime scene evidence search.
- Belief that a crime may be solved with publicity and/or reasonable additional investigative effort.
- An opportunity for but one person to have committed the crime.
- If the value of the property loss is extreme.
- Any other offense that, due to extenuating circumstances, would cause the supervisor to assign the case for follow-up.

The Allen Police Department uses excellent solvability factors and appears to have a strong dedication to investigate any possible factor that may lead to solving the case. The Allen Police Department is to be commended for its proactive efforts.

The lieutenant indicated that the department's record management system (RMS) is difficult to data mine to produce statistics. Therefore, the sergeants use a "work-around" and utilize an Excel spreadsheet as a parallel method of tracking cases. With the current RMS, an investigator could inactivate a case and the sergeant may not be aware of the reclassification. While it is inefficient to keep dual systems, it appears to be necessary due to the challenges of the RMS. As mentioned earlier, the department has established a technology/RMS committee to address issues with both the computer-aided dispatch (CAD) and RMS. The department hopes to have these technology issues addressed by the end of the fourth quarter of 2021.

Cases assigned to detectives should be updated on a consistent basis for case management and accountability with consideration as to the type of investigation, continued existence of current solvability factors, or new leads. Cases should be updated at least on a monthly basis as to the status of the case.

Supervisors should review active cases with consistent intervals and closed case files should be inspected by the supervisor for accuracy, completeness, legal considerations, and appropriateness of case disposition. The department policy should include case management timelines for the responsibility of detectives updating cases and the responsibility of supervisors for case review.

Investigators do not receive any additional pay for their position. However, they do receive a stipend of \$100 per month as a clothing allowance. The lieutenant would like each investigator to be issued their own body camera for increased accountability. Currently, there is a pool of body cameras and investigators must check out a camera versus being issued one of their own. CPSM recommends the department purchase additional body worn cameras for detectives as this is a critical piece of equipment to assist in investigations as well as build public trust.

Additionally, there has been a disparity in the issuance of take-home vehicles. At one time, all investigators had take-home vehicles. Currently, the lieutenant, sergeants, narcotics investigators, and crimes against children investigators have take-home cars. The remaining investigators in Crimes Against Persons and Crimes Against Property are no longer issued take-home cars. This disparity should be reviewed. If determined to be a benefit to the performance of the investigators and the department, CPSM recommends consideration be given to strategically planning for an increase in the fleet over time.

CPSM learned that CID has a job enrichment program that allows patrol officers the opportunity to be temporarily assigned to the division during the summer months. This is an excellent succession planning program and should be continued for the development of patrol officers and the grooming of future investigators for the division.

## CRIMES AGAINST PERSONS

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The Crimes Against Persons Unit is commanded by a sergeant who reports to the Criminal Investigations Division lieutenant. The sergeant has been assigned to the unit for the past four years and has been the department for 22 years. One corporal, six investigators, and one victim advocate round out the unit. Three of the investigators work Crimes Against Persons, and the other three investigators work Crimes Against Children and are assigned to the Collin County Child Advocacy Center as part of a child abuse task force with the Wylie Police Department. The Crimes Against Children investigators handle child victim cases and review all Child Protective Services referrals in the City of Allen. One of the Crimes Against Children investigators is working under grant funding.

The sergeant indicated the Criminal Investigations Division has undergone changes in staffing, with five investigators replaced and one new victim advocate. The changes in staff resulted in enhanced accountability and performance. The unit works a 4/10 shift with investigators working either from 0600 to 1600 or 0700 to 1700, with staggered shifts for coverage Monday through Friday. The unit has a rotation schedule for callouts during the evening and weekend hours. The sergeant indicated that the unit has no significant overtime costs.

The sergeant and corporal supervise the unit but also maintain a caseload. Additionally, the sergeant, corporal, and one of the investigators also process crime scenes, when necessary. Similar to the lieutenant's position, the sergeant also has ancillary duties in addition to his primary duty of supervising the Crimes Against Persons Unit. The sergeant's ancillary duties include sex offender registration, firearms instructor, threat assessor, taser instructor, and crime scene processing.

The department produces a year-end review document each year pertaining to the Criminal Investigations Division. CPSM was referred to this document for workload statistics for the Criminal Investigation Division. The document highlights some high-profile cases the division has worked and provides a five-year statistical comparison for the following metrics: New Cases Assigned, Average Monthly Caseload, Cases Filed, Cases Worked, Arrest Warrants, Search Warrants, CPS Referrals, and Property Recovered. The following table provides the five-year history of workload statistics for the Crimes Against Persons Unit.

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**TABLE 5-2: Workload Statistics for Crimes Against Persons, 2016–2020**

Category	2016	2017	2018	2019	4-Year Average	2020	Percent Change
New Cases	1,057	1,066	1,064	938	1,031.3	858	-16.8%
Average Monthly Caseload	36.6	51.6	49.8	34.2	43.1	28.2	-34.5%
Cases Filed	595	657	600	496	587.0	486	-17.2%
Cases Worked	1,048	1,102	1,054	939	1,035.8	885	-14.6%
Arrest Warrant	60	77	77	71	71.3	47	-34.0%
Search Warrants	32	12	58	34	34.0	51	50.0%
Property Recovered	\$2,620	\$16,264	\$63,440	\$0	\$20,581.	\$0	-100.0%

**Source:** Allen Police Department.

Statistics for 2020 should be interpreted with caution due to the unusual circumstances caused by the COVID-19 pandemic. In discussing the workload with the sergeant, we found that a significant amount of time and effort is spent on preparing the Patrol Division's arrest packets for referral to the District Attorney's Office. CPSM asked the sergeant for an estimation as to the number of Patrol Division's arrest packets for referral to the District Attorney's Office which are handled by the Crimes Against Persons Unit. The sergeant reviewed data from the case arrest log and reported 672 cases in 2018, 691 cases in 2019, and 547 cases in 2020. Some of these cases may have needed follow-up by the Crimes Against Persons Unit and some of the cases may not have needed follow-up but did require an arrest packet assembled for referral to the District Attorney's Office. While some cases from Patrol may require follow-up for the completion of the case, those cases that require only administrative packaging of the case for the District Attorney's Office should have that work performed by a civilian and not a sergeant or investigator. CPSM recommends the administrative packaging of the cases that do not require follow-up be performed by the Records Unit (discussion of this issue is presented in the Records Unit section of this report). This change would enable the Crimes Against Persons Unit to focus on necessary investigations and follow-up investigations. Additionally, the sergeant would have a better assessment of the workload of the unit.

Three investigators are assigned to the Collin County Child Advocacy Center operating as a task force with the Wylie Police Department. Presented in the following table are the workload statistics for the Crimes Against Children Unit for a five-year period.

§ § §

**TABLE 5-3: Workload Statistics for Crimes Against Children, 2016–2020**

Category	2016	2017	2018	2019	4-Year Average	2020	Percent Change
New Cases	633	610	722	828	698.3	762	9.1%
Average Monthly Caseload	72.7	110.8	89.2	38.8	77.9	30.9	-60.3%
Cases Filed	23	20	51	56	37.5	30	-20.0%
Cases Worked	578	512	824	926	710.0	761	7.2%
Arrest Warrant	15	13	29	41	24.5	19	-22.4%
Search Warrants	8	10	18	34	17.5	56	220.0%
CPS Referrals	631	608	709	750	674.5	671	-0.5%
Property Recovered	\$0	\$0	\$0	\$0	\$0	\$0	-----

**Source:** Allen Police Department.

The presentation of the data above is for informational purposes but does not reflect the performance of each investigator. For the management of the unit, CPSM recommends capturing each investigator's workload and performance measures to include clearance rates for all units in the Criminal Investigations Division. This would provide the sergeants with a deeper level of analysis of each investigator's performance and ability to provide further training and resources for improvement where needed. Presented in the next table is an example of how the department could capture each investigator's workload and performance.

## Clearance Rates

While preventing crime is crucial to law enforcement agencies, solving crimes is as important. Solving crime results in prosecution of offenders, which not only prevents future crime, it also provides much-needed closure to crime victims. Clearance rates, as defined and measured by the FBI Uniform Crime Report (UCR) program and the FBI's new reporting program, the National Incident-Based Reporting System (NIBRS: [fbi.gov/file-repository/ucr/ucr-2019-1-nibrs-user-manual-093020.pdf/view](https://www.fbi.gov/file-repository/ucr/ucr-2019-1-nibrs-user-manual-093020.pdf/view)), offer a benchmark for a department's effectiveness in solving crimes.

The clearance rate is the relationship between reported crimes and persons arrested for those crimes. It is an important measure of the overall effectiveness of a police department and an important measure of the performance of an investigative unit in a police department. According to the FBI UCR program, a law enforcement agency reports that an offense is cleared by arrest or solved for crime-reporting purposes when three specific conditions have been met: 1) at least one person has been arrested, 2) the person has been charged with the commission of the offense, and 3) the person has been turned over to the court for prosecution (whether following arrest, court summons, or police notice).

In its clearance calculations, the UCR program counts the number of offenses that are cleared, not the number of persons arrested. The arrest of one person may clear several crimes, and the arrest of many persons may clear only one offense. In addition, some clearances that an agency records in a particular calendar year, such as 2019, may pertain to offenses that occurred in previous years.

In certain situations, elements beyond law enforcement's control prevent the agency from arresting and formally charging the offender. When this occurs, the agency can clear the offense exceptionally. Law enforcement agencies must meet the following four conditions in



order to clear an offense by exceptional means; the agency must have identified the offender; gathered enough evidence to support an arrest, make a charge, and turn over the offender to the court for prosecution; identified the offender's exact location so that the suspect could be taken into custody immediately; and encountered a circumstance outside the control of law enforcement that prohibits the agency from arresting, charging, and prosecuting the offender.

Annually, departments report clearance rates to the FBI for inclusion in the UCR, which were presented earlier in Table 3-4 of this report.

Accurate case clearance is an important performance evaluation tool for supervisors. It is essential to track the effectiveness of individual detectives through their diligence in solving and clearing cases. Awareness of a detective's performance is critical to identifying increased oversight or training needs. The number of cases assigned per detective is important, as well as a supervisor's anecdotal knowledge, but performance evaluation must also be supported by data. Clearance rates are another benchmark of a department's effectiveness in solving crime and should be part of the CID's evaluation process.

Discussions with APD staff regarding FBI UCR clearance criteria indicates additional training in this area would be beneficial. This subject and potential training needs will be discussed in more detail in the Records section of this report.

**TABLE 5-4: Example of Capturing Investigators' Workload**

<b>Detective</b>	<b>Number of Assigned Cases</b>	<b>Active Cases</b>	<b>Inactive Cases</b>	<b>Cleared by Arrest</b>	<b>Cleared Exceptionally</b>	<b>Unfounded</b>	<b>Clearance Rate</b>
#1	19	7	12	4	0	1	26%
#2	64	11	39	1	2	5	13%
#3	53	13	45	8	1	9	34%
#4	100	19	90	5	0	9	15%
#5	70	14	52	10	1	5	21%
#6	56	18	13	6	20	5	55%
#7	63	19	26	2	2	7	17%
#8	76	15	62	3	0	10	17%
<b>Total</b>	<b>501</b>	<b>116</b>	<b>339</b>	<b>39</b>	<b>26</b>	<b>51</b>	<b>-----</b>

**Source:** Allen Police Department.

The department should consider conducting a deeper analysis of each investigator's performance over time by capturing the clearance rates of each investigator by crime category. This would provide insight into the detective's performance over time, by crime type, and would also benchmark the unit's success. However, supervisory staff indicated that the RMS did not have the capacity to produce clearance rates by investigator and type of crime. This impacts command staff's ability to assess each investigator's performance using clearance rates as a means of measurement. CPSM recommends that the IT/RMS implementation committee address this issue with the RMS vendor.

When training new investigators, the sergeant utilizes a training checklist. New investigators also attend a New Detective Training Course, Interview and Interrogation Training Course, and specialty training specific to the assignment, such as the Homicide Training Course.

The Criminal Investigations Division has two interview rooms equipped with both audio and visual recordings for use by all investigators. This is an important feature for the preservation of evidence as it pertains to interviews and statements.

## Victim Advocate

APD has had a victim advocate for many years. The former victim advocate retired in October 2019, and a new victim advocate was hired in October 2020. The new victim advocate is a Licensed Master Social Worker who holds a professional license that enables her to practice social work through therapy, counseling, and by providing life-betterment services to people in need. The department is to be commended for hiring a highly qualified victim advocate to serve crime victims.

The department was unable to locate any workload data for 2017 or 2019. In 2018, the prior victim advocate conducted 160 referrals, completed 14 crime victim compensation packets, completed 1,305 provider contacts, 111 protective/ex-parte protective orders, and 25 emergency protective orders.

The new victim advocate had statistics for April 2020 through October 2020. The victim advocate provided the following services: completed 14 crime compensation packets; assisted 25 clients with completing ex-parte protective orders or with completing the District Attorney's protective order questionnaire; conducted 342 follow-up contacts with clients; provided 154 informational referrals to community agencies; provided education about the criminal justice system to 126 clients or their caregivers; provided victim's rights information to 83 clients; made 7 WHFY referrals; completed 4 financial assistance referrals; provided psycho-education specific to victimization to 73 clients, their caregivers, or family members; provided immediate short-term crisis intervention 159 times to clients; advocated 207 times on behalf of clients to a member of the criminal justice system; advocated for 5 clients to receive medical treatment as the result of a crime; and accompanied 35 clients to law enforcement interviews.

During the above time period, the victim advocate is also credited for remodeling an interview room that provided a more comfortable environment for crime victims while projecting a professional image of the department. The victim advocate accomplished this remodeling with a limited budget. CPSM commends this effort for enhancing compassionate services to community members while being fiscally responsible.

## CRIMES AGAINST PROPERTY

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The Crimes Against Property Unit is supervised by a sergeant who reports to the Criminal Investigations Division lieutenant. The sergeant has been with the department for 16 years and assigned to the Crimes Against Property Unit for one year. The sergeant has an ancillary duty of being the Robot Team leader for S.W.A.T.

The unit works a 4/10 shift with a staggered schedule so as to provide coverage Monday through Friday. The sergeant works 8:00 a.m. to 6:00 p.m., the corporals work 7:00 a.m. to 5:00 p.m., and investigators work either 6:00 a.m. to 4:00 p.m. or 7:00 a.m. to 5:00 p.m. Investigators have a rotational call-out schedule for coverage during the nights and weekends.

Of the two corporals assigned to the unit, one is assigned as a task force officer with the Federal Bureau of Investigation and the other corporal primarily investigates juvenile crimes. There are eight assigned investigators; however, one of the investigators is assigned to the IT/RMS implementation committee and another investigator is on an extended leave. Therefore, in

2020, there were six active investigators to work property crimes. The following table shows the workload for the Crimes Against Property Unit for the five-year period of 2016 to 2020.

**TABLE 5-5: Workload Statistics for Crimes Against Property, 2016–2020**

Category	2016	2017	2018	2019	4-Year Average	2020	Percent Change
New Cases	1,971	2,423	2,442	2,178	2,208.5	1,978	-10.4%
Average Monthly Caseload	56.0	91.0	81.7	59.6	72.1	48.6	-32.6%
Cases Filed	462	539	670	581	563.0	494	-12.3%
Cases Worked	1,857	2,072	2,624	2,224	2,194.3	2,070	-5.7%
Arrest Warrant	209	175	260	211	213.8	265	24.0%
Search Warrants	68	71	46	62	61.8	82	32.8%
Property Recovered	\$412,838	\$319,436	\$632,700	\$1,187,382	\$638,089	\$583,091	-8.6%

**Source:** Allen Police Department.

Again, statistics for the 2020 year should be interpreted with caution due to the unusual circumstances caused by the pandemic. The department is to be commended for its excellent record on recovery of property. Similar to the statistics presented in the Crimes Against Persons section, the presentation of the above data is informative but does not reflect the performance of each investigator. For the effective management of the unit, CPSM recommends capturing each investigator's workload and performance measures to include clearance rates. This would provide the sergeant with a deeper level of analysis of each investigator's performance.

As is the case for the Crimes Against Persons Unit, new investigators assigned to the unit attend New Detective Training, Interview and Interrogation Training, in-house training, and specialty training when offered.

## NARCOTICS UNIT

The Narcotics Unit is supervised by a sergeant who reports to the Criminal Investigations Division lieutenant. The sergeant has been in his current position for eight years and with APD for 19 years. The Narcotics Unit has one corporal who has been with the Narcotics Unit for three years, and two investigators with tenure of nine and seven years, respectively. The members of the Narcotics Unit work Tuesday through Friday, 8:00 a.m. to 6:00 p.m. The four members of the Narcotics Unit share responsibility for a call-out rotation for one week a month.

There are no members currently assigned to any local, state, or federal task forces. The Narcotics Unit sergeant has no budgetary responsibilities and reports little overtime usage. In discussing the workload with the sergeant, corporal, and two investigators, we found that much like the Crimes Against Persons Unit, a significant amount of time and effort is spent preparing the Patrol Division's arrest packets for cases with a drug nexus for referral to the District Attorney's Office. The sergeant estimated that 80 percent of the Narcotics Unit's workload is preparing the Patrol Division's arrest packets; in a separate interview, the corporal and investigators estimated 75 percent of their time is allocated to preparing the Patrol Division's arrest packets.

The preparation for the Patrol Division's arrest packets for cases with a drug nexus is time-consuming. The work requires a significant amount of administrative activity, such as making three copies of video from body cameras for the District Attorney, Records Unit, and defense

attorney. Some cases may require follow-up by a narcotics investigator, but a large number of the cases could be processed by a civilian. As with the other units mentioned above, CPSM recommends Records process those cases that need no investigative follow-up.

The following table presents the workload statistics for the unit for 2016 through 2020.

**TABLE 5-6: Workload Statistics for the Narcotics Unit, 2016–2020**

Category	2016	2017	2018	2019	4-Year Average	2020	Percent Change
New Cases	883	1,036	957	892	942.0	824	-12.5%
Average Monthly Caseload	30.8	37.2	40.7	44.1	38.2	39.2	2.6%
Cases Filed	785	925	890	862	865.5	779	-10.0%
Cases Worked	885	1,002	935	925	936.8	834	-11.0%
Arrest Warrant	45	90	92	73	75.0	85	13.3%
Search Warrants	34	54	79	95	65.5	125	90.8%

**Source:** Allen Police Department.

The statistics for New Cases Assigned, Cases Filed, and Cases Worked combine the Patrol Division's arrest packets with Narcotics Unit cases. Therefore, the sergeant was unable to present the number of actual self-initiated narcotics cases. Clearance rates are not tracked by the Narcotics Unit.

The sergeant indicated that most of the actual narcotics cases are generated from phone calls from citizens providing information to be followed up on or through confidential informants. Due to the size of the Narcotics Unit and the amount of time spent on processing the Patrol Division's arrest packets, the Narcotics Unit conducts limited proactive tactical strategies such as hand buys.

CPSM learned that one of the investigators focuses on digital forensics. The investigator has completed seven weeks of training in digital forensics through Cellebrite, Oxygen Forensics, and the National Computer Forensics Institute (Secret Service). The other investigator is working on obtaining training for forensic computer extraction. The department's year-end review report indicated that the department had acquired a GrayKey device which extracts encrypted or inaccessible data from mobile devices. This technology significantly increased the number of mobile devices analyzed by the department from 75 devices in 2019 to 166 devices in 2020, a 121 percent increase. Furthermore, as part of the analysis of the 166 devices, some of the devices were cases from the Richardson Police Department, Wylie Police Department, Collin County District Attorney's Office, and Texas Parks and Wildlife Department. The Allen Police Department is to be commended for its assistance with digital forensics to other law enforcement agencies.

Digital forensics is a rapidly growing area for investigations and requires a significant amount of training. The department would make better use of the Narcotics Unit by focusing on working actual narcotics investigations, surveillance, intelligence gathering, and digital forensic investigations, instead of performing duties that could be done by a civilian position. Therefore, as indicated in the Crimes Against Persons Section of this document, the recommendation to add a civilian position to the Records Unit to prepare the Patrol Division's arrest packets would benefit the overall performance of the CID. Consideration should be given to locating funds to pay for the new civilian position in the Records Unit to prepare the Patrol Division's arrest packets.

## Division Recommendations:

- Leadership should review the ancillary duties of the lieutenant to ensure that he is not over-obligated to other duties that may detract from his primary duty of commander of the Criminal Investigations Division. (Recommendation No. 41.)
- Consider providing investigators with issued body cameras to increase accountability instead of using pool cameras that are checked out when needed. (Recommendation No. 42.)
- Consider a review of the take-home vehicle policy for the Criminal Investigations Division. (Recommendation No. 43.)
- Review the ancillary duties of the sergeants assigned to the Criminal Investigations Division to ensure that they are not over-obligated to other duties that may detract from their primary duty as supervisors. (Recommendation No. 44.)
- Add one FTE civilian position in the Records Unit to process Patrol's arrest packets to alleviate administrative task burdens that should not be performed by sworn personnel in CID (refer to the Records Unit section of this report for a detailed discussion). (Recommendation No. 45.)
- Capture performance-based data to include clearance rates for each investigator's workload to better enable the sergeant to perform a deeper level of analysis of each investigator's performance. (Recommendation No. 46.)

## CRIME ANALYSIS

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Crime analysis is part of the Criminal Investigations Division; one full-time civilian is assigned to crime analysis. The crime analyst works Monday through Friday from 8:00 a.m. to 5:00 p.m. and has been in the position for five years. The crime analyst holds a Crime Analysis Certification from the Alpha Group Center, California State University at Sacramento. This certification consists of five courses, each 40-hours in duration for a total of 200 hours of training. The crime analyst generates a substantial amount of reports and provided information pertaining to each of the following reports:

- Knowledge of suspect's name.
- Annual DDACTS Report: Hot-spot modeling. The crime analyst has concerns that there is a lack of buy-in by the department. Originally the report was generated monthly but was changed to quarterly. The crime analyst suggested outcomes need to be created by Patrol from this report instead of tracking how many hours an officer spends in a hot spot.
- Weekly Significant Activity Report: This report is a snapshot of crime from the prior week. The report is sent out on Mondays to supervisors to share with their subordinates.
- Crime Bulletin & Intelligence Summaries as Requested: Requests from the department were tracked for the period of January through February 10, 2020, with 10 reports were requested.
- Monthly and Annual Part 1 UCR Reports: Records codes the crimes, and the crime analyst compiles the report. The department is still using the UCR format instead of the new NIBRS.
- Monthly and Annual Criminal Investigations Division Reports: Investigators send the data from their spreadsheets to the crime analyst to generate both monthly and annual reports.
- Clery Act Report: The analyst compiles crime statistics from universities or colleges in the department's jurisdiction.

- Ad Hoc Reports: Various reports generated such as marijuana statistics, COVID, domestic violence, neighborhood crime, etc.
- Weekly Executive Meeting Report: The crime analyst attends the Executive Meeting with the chief and three deputy chiefs every Monday morning.

The crime analyst is committed to her job; however, there is a sense of frustration due to a lack of guidance regarding the expectations of her position. She prepares for the Weekly Executive Meetings with statistics but sometimes the meetings are canceled or when a meeting is held, no one asks her about the documentation she has brought to the meeting. It appears that the department does not have a strategic plan as to how to leverage the crime analyst's role in crime reduction.

The crime analyst is producing reports but there is not a system to use the data in a proactive and manner. For example, the patrol lieutenants are responsible for geographical areas. The patrol lieutenants need to be proactive in requesting data and utilizing the data generated by crime analysis. Each lieutenant should generate a tactical data-driven report addressing how they are going to reduce crime or eliminate crime hot-spots, patterns of crime, or crime trends. There should be a process of accountability, communication, and collaboration to address crime by the department. This could be accomplished by implementing a process similar to COMPSTAT designed to meet the needs of Allen Police Department in addressing crime in the community.

CPSM recommends that Patrol lieutenants attend the Weekly Executive Meetings and present their tactical plans to reduce or eliminate crime, and in following meetings report on their progress. Additionally, CPSM recommends the lieutenant of the Criminal Investigations Division be included in the process to provide resources to assist the patrol's tactical plan. The lieutenant from Professional Standards could also be included to address and coordinate administrative issues such as training, policy developments and revisions, and recruitment strategies. The crime analyst should be part of the Weekly Executive Meeting to assist in this collaborative effort.

The lieutenants should involve their sergeants in the tactical planning in order to shift the organization's culture and level of commitment to data-driven responses to crime. CPSM learned there was not one request from a patrol sergeant to generate any crime analysis data. The lack of inquiry could be indicative of a lack of understanding in patrol regarding the use and value of crime analysis for impacting crime.

Crime analysis plays an important role in law enforcement. CPSM recommends the Allen Police Department utilize crime analysis more proactively and implement a process for fostering communication, collaboration, and data-driven tactical planning to reduce or eliminate crime.

## Crime Analysis Recommendations:

- Require Patrol, CID, and PSU lieutenants to attend the Weekly Executive Meetings and present their tactical plans to reduce or eliminate crime and address associated personnel training needs, and in following meetings report on their progress. (Recommendation No. 47.)
- Implement a process similar to COMPSTAT designed to meet the needs of Allen Police Department in impacting crime. This process needs to utilize crime analysis more proactively and foster communication, collaboration and data-driven tactical planning to reduce or eliminate crime. (Recommendation No. 48.)



## CRIMINALISTICS/CRIME SCENE UNIT

The Criminalistics/Crime Scene Unit is part of the Criminal Investigations Division. The unit consists of two full-time civilians: one works Monday through Thursday from 8:00 a.m. to 6:00 p.m., and the other works Tuesday through Friday from 7:30 a.m. to 5:30 p.m. The Criminalistics/Crime Scene Unit was created in 2000 with one position and a second position was added in 2005. One of the crime scene technicians has worked in the unit since May 2013 and the other since February 2015. The following table displays the unit's workload statistics for 2019 and 2020. The data for 2017 and 2018 were not included due to a different manner of capturing the categories during those years.

**TABLE 5-7: Workload Statistics for the Criminalistics/Crime Scene Unit, 2019 & 2020**

Category	2019	2020
On-duty Callouts	77	70
Off-duty Callouts	17	21
Items Collected	241	111*
Latent Lift Cards	229	170
Lab Evidence Processed	147	233*
Latents into AFIS	18	18
Latents into AFIX	1	8
Latents into NGI	15	14
AFIS/AFIX/NGI Hits	12	17
Comparisons	1,230	1,528
Identifications	13	22
Verifications	48	21
<b>Totals</b>	<b>2,048</b>	<b>2,233</b>

**Source:** Allen Police Department.

**Note:** \* Statistics for 2020 should be interpreted with caution due to the unusual circumstances created by the pandemic. CPSM learned that in 2020 one of the crime scene technicians was on maternity leave and an investigator was temporarily assigned to assist the unit; however, records for items of evidence collected and processed were not collected. Therefore, 2020 statistics totals are not accurate and appear lower in the table, even though more items were collected than are reflected.

In light of patrol officers processing more of their own crime scenes, the crime scene technician advised there has been a decrease in the unit's caseload. Although patrol is processing crime scenes, there is a lack of quality control. CPSM recommends the crime scene technicians conduct monthly small random samples of patrol officers' processing of crime scenes to include reviewing collected evidence, photographs, and the accompanying report for quality assurance. This will also help identify any potential crime scene training needed for patrol.

The crime scene technician advised that they have a sufficient amount of training to perform their duties but industry standards for crime scene and science are always progressing. The crime scene technician would like to attend shooting reconstruction training, blood splatter, and the COLE Instructor Course. CPSM recommends that the crime scene technicians monitor available training courses that would enhance their performance and meet with the Training sergeant to determine feasibility and cost of the training.

CPSM reviewed the General Order pertaining to Criminalistics/Crime Scene Unit and noted a lack of a specific and detailed SOP. Criminalistics/Crime Scene duties, procedures, policies, and responsibilities need to be comprehensive. The unit is briefly mentioned in Section VI. Criminalist, General Order 1900, Criminal Investigations Division Operations, and briefly mentioned in SOP 2020.003, Criminal Investigations Division. However, in SOP 2020.003, the victim advocate procedures, duties, and responsibilities are clearly indicated. CPSM recommends the Criminalistics/Crime Scene Unit SOP be significantly expanded to be more informative about policy and procedures. The crime scene technicians would be a good resource for this endeavor.

The crime scene technicians are each on-call once every two weeks. The crime scene technicians have a cumbersome process for exchanging the crime scene vehicle during call-out weeks. This is because there is only one crime scene vehicle. A smooth and efficient vehicle exchange process appears to be lacking as one technician must follow the other technician to their home to trade out vehicles. This is done on-duty and takes away from the potential availability of the crime scene technicians. CPSM recommends that the commander of the Criminal Investigations Division review the assignment of only one crime scene vehicle to the Criminalistics/Crime Scene Unit due to the cumbersome process for exchanging the crime scene vehicle between crime scene technicians during call-out weeks.

### Criminalistics/Crime Scene Unit Recommendations:

- Crime scene technicians should conduct a monthly examination of a small number of random samples of patrol officers' processing of crime scenes to include reviewing collected evidence, photographs, and the accompanying report for quality assurance and potential training needs. (Recommendation No. 49.)
- Seek available training courses that would enhance the unit's performance and meet with the Training sergeant to determine feasibility for attending. (Recommendation No. 50.)
- Update the SOP to include details regarding policy and procedures of the Criminalistics/Crime Scene Unit. (Recommendation No. 51.)
- Review the fleet allocation for the Criminalistics/Crime Scene Unit. (Recommendation No. 52.)

*END SECTION 5*



## SECTION 6. SUPPORT SERVICES DIVISION

Under the leadership of a deputy chief, the Support Services Division is responsible for key functions to support the organization. The Support Services Division is comprised of Communications, Jail, Records, Property and Evidence, School Resource Officer, Police Services Officers, and Animal Control. CPSM will report on each of these functions separately.

**TABLE 6-1: Support Services Division Authorized Staffing Levels for FY 2020/2021**

	Authorized	Vacancies	Actual
<b>Sworn Personnel</b>			
Deputy Chief	1		1
Lieutenant	1		1
Sergeant	3	1	2
Corporal	0		0
Officer	11		11
<b>Sworn Total</b>	<b>16</b>	<b>1</b>	<b>15</b>
<b>Civilian Positions</b>			
Administrative Assistant	1		1
Property Evidence Technician	2		2
Quartermaster	1		1
Public Safety Officer	5		5
Detention Officer	8		8
Police Services Technician*	2		2
Communications Manager	1		1
Communications Supervisor	4		4
Lead Dispatcher	3		3
Dispatcher**	14		13
Records Supervisor	1		1
Police Records Technician	4		4
Animal Control Supervisor	1		1
Sr. Animal Control Officer	2		2
Animal Control Officer	4		4
<b>Civilian Total</b>	<b>52</b>		<b>52</b>
<b>Total Authorized Personnel</b>	<b>68</b>		<b>67</b>

**Source:** Allen Police Department. \* Police Services Technician position includes one FTE and two 0.5 FTEs, totaling 2 FTEs. \*\* Dispatcher position is authorized one over-hire position.

### CIVILIAN CAREER LADDER

An opportunity the department should consider is creating a civilian career ladder at the Allen PD. Several positions and duties currently held by sworn staff would be well suited for professional staff, and could possibly be changed through attrition. These include both discrete functions

and full-time positions, such as the Support Services Deputy Chief, Training officer, and Community Relations officer. Collateral and/or primary duties assigned to the CID sergeants, Training, and Community Relations could be reassigned to civilians.

Like many law enforcement agencies, the Support Services Division is comprised of primarily civilian professionals responsible for key functions of a police department. These areas include Communications, Jail, Records, Property and Evidence, Public Safety Officers, and Animal Control. Accordingly, line level personnel in these units report to a civilian supervisor and/or manager. Since these positions do not involve enforcement action, a sworn command level officer could be transitioned to a civilian command level position. The SROs could be re-assigned to patrol since a part of their responsibilities include handling calls for service at the schools.

Through attrition, the Support Services Deputy Chief position could be reclassified to a civilian command level position, resulting in cost savings dependent on the agreed upon pay and benefits. In police departments with a formal civilian career ladder, civilian command is normally limited to support services such as communications, records, property and evidence, etc., while sworn command maintains oversight for operational and professional standards functions. CPSM encourages the APD to reexamine the roles civilians could assume in the department for the following reasons: (1) the development of expertise, (2) providing a career ladder for civilian staff, and (3) personnel costs. CPSM recommends consideration be given to transitioning the Support Services Deputy Chief position to a civilian command level position.

As mentioned above, two CID sergeants spend a significant amount of time preparing court packages for patrol cases. Handling these administrative duties are an inefficient use of the sergeants' experience and training. Another example is coordination of community outreach events undertaken by officers assigned to the Community Relations Unit. These and other suggestions are discussed in their respective sections.

Several positions, such as the Training and Community Relations officers, still require sworn staff for oversight and participation. Additionally, implementing a civilian career ladder takes time for civilians to gain experience so they can apply knowledge and skills in new assignments. Some professional staff have already been immersed in several operational and administrative assignments. If public safety officers (PSOs), perhaps best suited for lateral movement, broaden their understanding of department operations they will be more valuable employees, able to offer insight and observations. Creation of a civilian (professional) staff career ladder benefits the police department several ways. Such a career ladder will:

- Increase opportunities for professional staff.
- Reduce staffing costs.
- Enhance professional staff's organizational value through exposure to a broader array of assignments.
- Eliminate inefficient use of sworn rank resources by using professional staff for duties appropriate to their rank.
- Address the impression expressed by many civilian employees of lack of value to the department.

The creation of a professional staff career ladder and transfer of collateral duties from sworn to professional staff must be planned carefully. The transition can occur through attrition, creation of FTE positions, or elimination. If the APD chooses to explore this possibility, CPSM recommends

forming a committee to examine where and how this approach would be feasible. Police departments that have increased civilian positions throughout their organization would serve as valuable resources.

### Civilian Career Ladder Recommendations:

- Evaluate the feasibility of creating a civilian career ladder that allows lateral transfers to varied assignments for line staff and upward mobility for supervisors. (Recommendation No. 53.)
- Consider transitioning the Support Services Deputy Chief position to a civilian command level position. (Recommendation No. 54.)
- If a civilian career ladder is pursued, the department should form a committee to explore how and where the transition should occur and to make recommendations. (Recommendation No. 55.)

## COMMUNICATIONS UNIT

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The APD Communications Unit serves as the Public Safety Answering Point (PSAP) for the Allen PD and handles dispatching duties for police and fire/EMS. The focus of this assessment is on dispatch services for the police department.

The Communications Unit is located in the basement of city hall. The unit's facility is well-designed, with multiple dispatch positions, and is a pleasing environment for the employees in which to work. Dispatch positions have been ergonomically designed to prevent and reduce repetitive motion injuries.

APD General Order 4000, Section VIII – Support Services Operations, establishes guidelines for operations in each unit to include Communications. Upon review, CPSM noted the General Order lacked gender-neutral language pertaining to staff, to include the Communications Manager. CPSM recommends all General Orders be reviewed and updated to include gender-neutral terms referring to all positions, from chief to civilian. More than 100 SOPs pertain to Communications. In conjunction with the department's accreditation process, the SOPs are reviewed and updated every two years; they were last updated in June 2020. CPSM reviewed the General Order page pertaining to Communications and found it to be a brief description of responsibilities and organization of the division. The SOPs were more specific to the tasks in the Communications Unit. A review of the dispatchers' training manual was also conducted and found to cover all aspects of a dispatcher's training. The training manual was comprehensive and complete and documents a trainee's progress in detail; this helps set the course for a favorable success rate for new dispatchers.

The communications function is a vital component of an effective law enforcement agency. 911/communications operators serve in two primary rolls: (1) answering 911 and non-emergency telephone calls, and (2) radio communications operator duties. In the case of APD, all full-time personnel are cross-trained in both roles. CPSM learned dispatchers are also trained in Emergency Medical Dispatching and undergo a separate review and assessment for accreditation. Although this technical skill in fire/EMT service is noteworthy, it is outside the scope of this assessment. The Communications Unit currently operates with the former Inform (now called Enterprise) by Central Square as its computer-aided dispatch (CAD) operator system. This system does not currently support the department's records management system (RMS) and field-based reporting (FBR); however, the department has been in the process of transitioning to the Central Square RMS system in order to integrate both.

Often the first point of contact for a citizen seeking assistance, 911 operators play a significant role in setting the tone for the community's attitude toward the agency. The efficiency with which they collect information from callers and relay that information to responding personnel significantly impacts the safety of citizens and officers alike. And for crimes in progress, their work substantially affects the chances of apprehending criminals.

The Communications Unit can and should serve as an important addition to the investigative effort for in-progress crimes or the active search for wanted suspects. As officers search for suspects in the field, Communications staff can simultaneously search various computer databases, technology sources, and at times social media platforms for information that may be of value to the investigative effort. This can apply to missing persons as well.

The Communications Unit is responsible for all NCIC-related activity to include teletypes and entries related to stolen vehicles and/or weapons, missing persons and runaways, and warrant confirmation on Class C entries entered by the municipal court or charges above Class C entered and confirmed through Collin County.

## Communications Staffing

The Communications Unit and its personnel operate under the direction of a civilian Communications Unit Manager. Four civilian dispatch supervisors are responsible for day-to-day operation of their respective shifts. This supervisor is a "working" supervisor, staffing a full-time communications position. Three full-time dispatch leads and 14 (to include one over-hire) dispatcher positions round out the authorized staffing. One of the four supervisors is currently reassigned to the Technology Implementation Committee. Communications shift minimums are three per shift, a minimum staffing number that must be maintained.

The following table reflects all authorized (budgeted) staffing assigned to the Communications Unit. It depicts authorized positions, vacancies, and actual staffing.

**TABLE 6-2: Communications Personnel Authorized Staffing Levels for FY 2020–2021**

Rank	Authorized	Vacant	Actual
Manager	1		1
Supervisor	4		3*
Dispatch Lead	3		3
Dispatcher	14		14**
<b>Total</b>	<b>22</b>	<b>0</b>	<b>21*</b>

**Source:** Allen Police Department. \* One Supervisor is currently assigned to the department's Technology Implementation Committee. \*\*One dispatcher is an authorized over-hire position.

The position of 911/dispatch operator involves challenging and stressful duty. Virtually every agency studied by CPSM reports that finding qualified applicants who can complete the rigorous training program required to perform these duties is a struggle. That is consistent with the experience of CPSM staff in the agencies in which we worked. However, Allen does not appear to be struggling with that issue. APD is to be commended for having no vacancies and creating a positive working environment to help retain staff.

## Work Schedules

The work week for communications personnel consists of five 8-hour shifts. This schedule enables each full-time employee to reach 160 hours over a 28-day pay period. The full-time dispatchers and supervisors, except for the manager, rotate shifts every six months.

The following table shows the work schedule for January 2021, with staffing as presently available and assigned.

**TABLE 6-3: Communications Unit Operator Work Schedule**

Position	Sun	Mon	Tues	Wed	Thurs	Fri	Sat
Supervisor A Shift	X	6:00am-2:00pm	6:00am-2:00pm	6:00am-2:00pm	6:00am-2:00pm	6:00am-2:00pm	X
Lead A Shift	6:00am-2:00pm	X	X	6:00am-2:00pm	6:00am-2:00pm	6:00am-2:00pm	6:00am-2:00pm
Dispatcher A-1	X	X	6:00am-2:00pm	6:00am-2:00pm	6:00am-2:00pm	6:00am-2:00pm	6:00am-2:00pm
Dispatcher A-2	6:00am-2:00pm	6:00am-2:00pm	X	X	6:00am-2:00pm	6:00am-2:00pm	6:00am-2:00pm
Dispatcher A-3	6:00am-2:00pm	6:00am-2:00pm	6:00am-2:00pm	X	X	6:00am-2:00pm	6:00am-2:00pm
Dispatcher A-4	6:00am-2:00pm	6:00am-2:00pm	6:00am-2:00pm	6:00am-2:00pm	6:00am-2:00pm	X	X
Dispatcher A-5	6:00am-2:00pm	6:00am-2:00pm	6:00am-2:00pm	6:00am-2:00pm	X	X	6:00am-2:00pm
<b>Total A Shift</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>
Supervisor B Shift	2:00pm-10:00pm	2:00pm-10:00pm	2:00pm-10:00pm	2:00pm-10:00pm	2:00pm-10:00pm	X	X
Lead B Shift	X	X	2:00pm-10:00pm	2:00pm-10:00pm	2:00pm-10:00pm	2:00pm-10:00pm	2:00pm-10:00pm
Dispatcher B-1	X	2:00pm-10:00pm	2:00pm-10:00pm	2:00pm-10:00pm	2:00pm-10:00pm	2:00pm-10:00pm	X
Dispatcher B-2	2:00pm-10:00pm	2:00pm-10:00pm	2:00pm-10:00pm	X	X	2:00pm-10:00pm	2:00pm-10:00pm
Dispatcher B-3	2:00pm-10:00pm	2:00pm-10:00pm	X	X	2:00pm-10:00pm	2:00pm-10:00pm	2:00pm-10:00pm
Dispatcher B-4	2:00pm-10:00pm	2:00pm-10:00pm	2:00pm-10:00pm	2:00pm-10:00pm	X	X	2:00pm-10:00pm
Dispatcher B-5	2:00pm-10:00pm	X	X	2:00pm-10:00pm	2:00pm-10:00pm	2:00pm-10:00pm	2:00pm-10:00pm
<b>Total B Shift</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>
Supervisor C Shift	10:00pm-6:00am	10:00pm-6:00am	10:00pm-6:00am	10:00pm-6:00am	10:00pm-6:00am	X	X
Lead C Shift	10:00pm-6:00am	X	X	10:00pm-6:00am	10:00pm-6:00am	10:00pm-6:00am	10:00pm-6:00am
Dispatcher C-1	10:00pm-6:00am	10:00pm-6:00am	X	X	10:00pm-6:00am	10:00pm-6:00am	10:00pm-6:00am

Position	Sun	Mon	Tues	Wed	Thurs	Fri	Sat
Supervisor A Shift	X	6:00am-2:00pm	6:00am-2:00pm	6:00am-2:00pm	6:00am-2:00pm	6:00am-2:00pm	X
Lead A Shift	6:00am-2:00pm	X	X	6:00am-2:00pm	6:00am-2:00pm	6:00am-2:00pm	6:00am-2:00pm
Dispatcher C-2	10:00pm-6:00am	10:00pm-6:00am	10:00pm-6:00am	X	X	10:00pm-6:00am	10:00pm-6:00am
Dispatcher C-3	X	X	10:00pm-6:00am	10:00pm-6:00am	10:00pm-6:00am	10:00pm-6:00am	10:00pm-6:00am
<b>Total C Shift</b>	<b>4</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>4</b>	<b>4</b>	<b>4</b>
<b>Grand Total</b>	<b>14</b>	<b>13</b>	<b>13</b>	<b>13</b>	<b>14</b>	<b>14</b>	<b>14</b>

**Source:** Allen Police Department

It is important to note that these staffing numbers do not factor in time off due to vacation, illness, mandatory training, etc. Based upon scheduled time off, the actual number of personnel reporting for duty on a scheduled shift will be approximately 20 percent lower than is reflected. The shift minimum for the Communications Unit is three on all shifts.

## Training

All newly hired communications operators attend a Texas Commission on Law Enforcement Education (TCOLE) Public Safety Dispatchers' course, which consists of 40 hours of instruction, part of the one-month dispatch academy. CPSM learned this will change in March 2021 to 80 hours of training. The dispatch course is required for APD employees within the first 12 months of being hired. Upon completion of the dispatcher's course, the dispatcher begins the in-house Field Training program. The training program provides an overall introduction to the Communications Unit, phone training for both police and fire, PD dispatch, fire dispatch, and NCIC usage. In the final stage, the dispatcher operates on their own while being observed by the training officer. This is commonly referred to as the ghost phase in which the goal is to allow the dispatcher to function independently with a resource at hand should one be needed to assist. The in-house training lasts for nine to twelve months based on the progress of the new employee. The training is handled by dispatchers who have attended a "Train the Trainer" course.

All Communications Unit personnel are required to attend 20 hours of continued professional training per year. Communications operators receive ongoing advanced professional training through attending TCOLE training classes, the Police1 Learning Portal, the International Academy of Emergency Dispatch (IAED), and in-house department-related training (e.g., recurring high-risk, low-frequency training).

As with sworn employees, civilian personnel receive certification pay based upon their level of expertise: basic, intermediate, advanced, and master. Certification pay is provided for each respective certification level. CPSM learned the amount of pay is the same for intermediate and advanced certification department-wide; however, master certification pay for civilian personnel is \$1,380 versus \$1,800 for sworn. CPSM recommends consideration be given to addressing the pay disparity as this could play into the feelings of lack of value voiced by civilian staff members during the site visit.

## Call / Workload Demand

In addition to serving as the 911 Public Safety Answering Point (PSAP), where all 911 calls are received, the Communications Unit also receives various other calls via the department's telephone lines. In 2019, the unit handled a total of 120,712 incoming and outgoing telephone calls. This equates to an average of one call every 4.36 minutes. Of course, call volume would be higher during peak activity times, and lower during slower times of the day. Of the total volume of calls handled, 36,263 (30 percent) were 911 calls and of those, 3,365 (9 percent) were abandoned, meaning the caller hung up before the call was connected. The remaining 59,037 incoming calls (49 percent) were non-emergency and/or general business calls.

Of the 911 calls, 99.29 percent were answered within 15 seconds, which is better than the National Emergency Number Association (NENA) standard of 95 percent within 15 seconds. The average call taker answer time in the APD was 2.53 seconds.

In addition to the 95,300 (79 percent) total incoming calls, Communications recorded 25,412 (21 percent of call calls) outgoing calls in 2019. The ratio of outgoing calls to incoming calls is generally consistent with other law enforcement agencies.

In CPSM studies, it is common to find that the hours between 8:00 a.m. and 8:00 p.m. represent those that are busiest for most communication centers relative to telephone calls, though this varies somewhat from agency to agency based upon community demographics. To examine this, CPSM requested telephone call data by hour to enable our analysis.

The following table reflects call activity by hour of day for 2019 and 2020. These totals include 911, non-emergency, and outgoing phone calls. Radio traffic workload is not included in this table. In the case of Allen, high call volume hours are similar to other agencies studied and range from 8:00 a.m. to 10:00 p.m.

**TABLE 6-4: Average Daily Telephone Call Volume by Hour, 2019 and 2020**

Hour of Day	Call Volume		Daily Average		% Change
	2019	2020	2019	2020	
Midnight	3,366	2,802	9.22	7.68	-17%
1:00 a.m.	2,942	2,357	8.06	6.46	-20%
2:00 a.m.	2,397	2,141	6.57	5.87	-11%
3:00 a.m.	2,028	1,823	5.56	4.99	-10%
4:00 a.m.	1,596	1,556	4.37	4.26	-3%
5:00 a.m.	2,039	1,847	5.59	5.06	-9%
6:00 a.m.	2,707	2,296	7.42	6.29	-15%
7:00 a.m.	3,999	3,067	10.96	8.40	-23%
8:00 a.m.	5,097	4,184	13.96	11.46	-18%
9:00 a.m.	5,641	5,122	15.45	14.03	-9%
10:00 a.m.	6,035	5,541	16.53	15.18	-8%
11:00 a.m.	6,451	5,880	17.67	16.11	-9%
Noon	6,519	6,157	17.86	16.87	-6%
1:00 p.m.	6,825	6,555	18.70	17.96	-4%
2:00 p.m.	7,231	6,903	19.81	18.91	-5%



3:00 p.m.	7,030	6,498	19.26	17.80	-8%
4:00 p.m.	7,448	6,720	20.41	18.41	-10%
5:00 p.m.	7,303	6,722	20.01	18.42	-8%
6:00 p.m.	7,200	6,471	19.73	17.73	-10%
7:00 p.m.	6,240	5,549	17.10	15.20	-11%
8:00 p.m.	5,731	5,133	15.70	14.06	-11%
9:00 p.m.	5,609	4,588	15.37	12.57	-18%
10:00 p.m.	5,041	4,164	13.81	11.41	-17%
11:00 p.m.	4,237	3,269	11.61	8.97	-23%

**Source:** Allen Police Department

**Note:** \*Includes all incoming and outgoing phone calls. Calls transferred in-house are not included.

Another opportunity for enhanced efficiencies at APD is to address the phone system. Currently, when someone calls the non-emergency number to the police department, it rings directly in the Communications Center. The call taker can either transfer the caller to the appropriate section, unit, or person in the department or, in cases where someone is calling to speak with a patrol officer, dispatch takes a message. This is an antiquated process. Furthermore, when the desk officer is not at the desk, those phone lines are also forwarded to dispatch.

CPSM recommends an automated phone menu for calls received from the department's non-emergency phone line be implemented and offer options to the caller to alleviate the unnecessary task of call transfers and taking messages. Should the caller need to speak with dispatch regarding a non-emergent matter, that could be one of the first prompts. CPSM learned the phone system has the capability to add voicemail for officers. As was previously indicated, an average of 70 percent of telephone calls handled by Communications were non-911 calls during 2019. While some of these calls are appropriately handled by Communications, in many cases, Communications simply reroutes the caller to the appropriate party or takes a message. APD Communications redirects 21 percent of incoming calls. These non-emergency calls have a significant negative impact on the 911/Communications operation.

While the unit or party to which the call is transferred varies, it was reported that many of the transferred calls were from a citizen seeking to contact an officer who had previous contact with the calling party through a call for service or other means. APD's phone system has the capability to assign an individual voicemail box to each officer, but this option has yet to be activated; hence, the calling party utilizes Communications to connect them to the desired officer. CPSM recommends the phone system's voicemail capability be activated. APD must ensure all personnel are required by policy to provide their voicemail number and department phone number. Each officer should be required to regularly review and respond to phone messages, something that should be included in the updated department policy. Supervisory oversight of this requirement should be included in any drafted policy. Requiring the use of voicemail by officers should aid in reducing the number of incoming calls to Communications.

In addition to answering 911 and non-emergency telephone calls and dispatching for police and fire/EMS, dispatchers are expected to monitor video cameras in the facility as needed. This responsibility includes cameras strategically located throughout the police building, parking lot, and jail. Although the lieutenants also have the capability to monitor cameras, dispatchers have monitors in the dispatch center. CPSM asserts that due to the high liability with monitoring cameras in the jail, this responsibility should be reassigned. While Communications could continue to have the capability to assist if asked and staffing allows for monitoring the jail



temporarily, due to the critical tasks associated with the Communications Unit, the primary responsibility for monitoring the jail facility should fall on the watch commander.

## Communications Staffing Summary

The department's minimum staffing objective is currently three communications personnel assigned at all hours on all shifts. It is important to note that as we discuss minimum staffing, it is just that, minimum, not optimal.

As described above, if all existing authorized personnel report to work on all shifts, Communications operates above minimum staffing. As personnel take scheduled or unscheduled leave due to training, vacation, illness, FMLA, etc., staffing can fall below the levels indicated to minimum staffing. APD staff reported the general practice for maintaining minimum staffing is to bring in off-duty communications personnel on overtime by either reporting from home or extending their shift.

Communications expended 2,694 hours of overtime over the past three years (2018–2020) to maintain required staffing generally due to scheduled or unscheduled leave. This is an average of 898 hours per year or 25 hours per month. Department overtime expenditures (discussed in depth earlier in the Patrol section of this report) are tracked to a level that allows detailed examination of causal factors or patterns.

### High-priority Calls

All police departments prioritize calls for service based upon the seriousness of the call. The highest priority calls are referred to as Priority 1 calls. While definitions of a Priority 1 call may vary from agency to agency, such calls should include those involving life safety and in-progress crimes. For such calls, citizens expect and demand that their police department be adequately staffed and prepared to respond in a timely fashion.

The department assigns calls as Priority 1 through 4, with Priority 1 being highest. The following describes those prioritizations:

#### Priority 1 Call:

- Life and death emergencies. Officers respond with lights and sirens.
- Subject down and not breathing.
- Medical emergency where officer can give medical aid before paramedics can respond (gun shot or stabbing victim).
- A traffic collision where there are confirmed injuries, or the caller is unsure of injuries.

#### Priority 2 Call:

- Calls of crimes that are in progress or have just occurred and there is a chance of catching the suspect.
- Calls of suspicious people/circumstances or disturbances.

#### Priority 3 Call:

- Report calls where a crime has already occurred, and a police report needs to be taken.
- Non-injury crash.

### Priority 4, 5, and 6 Calls:

- Calls of motorist assist, found property, juvenile complaint, animal complaint, noise complaint, criminal mischief delayed.
- Calls that can wait for a period of time without jeopardy.

While our data analysis report contains considerable information concerning response times to all priorities of calls for service and should be reviewed in its entirety, here we will focus on the highest priority of calls for service. For this analysis, we utilized data from citizen-initiated calls for service.

The following table depicts the average response time to Priority 1 calls as well as all other calls (all other priorities). Data calculations are based on what is commonly practiced at law enforcement agencies. That is, a call taker receiving a call, types the information into a call screen, electronically sends it to the dispatcher, and the call is broadcast and assigned to an officer to handle. The dispatch processing period is measured from the time of call receipt, ending when the dispatcher assigns an officer to that call. The travel period begins at the conclusion of the dispatch processing period and ends when the officer arrives at the scene of the call. The response time represents the combination of the dispatch processing and travel periods. This is the amount of time it takes from the initial call to an officer arriving on scene.

**TABLE 6-5: Average Dispatch, Travel, and Response Times, by Priority**

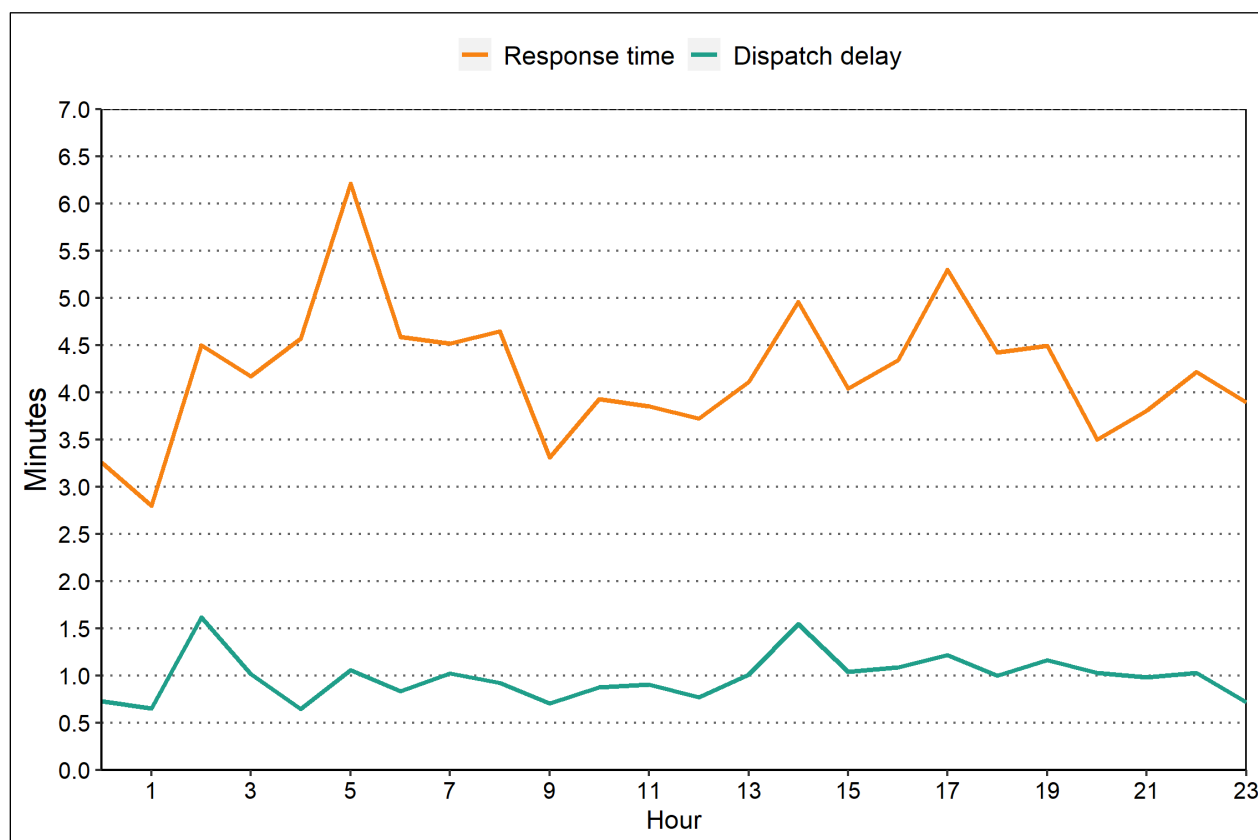
Priority	Dispatch Delay	Travel Time	Response Time	Calls
1	1.1	3.3	4.3	674
2	1.3	4.6	5.9	6,060
3	2.6	5.2	7.7	12,318
4	5.4	5.7	11.1	2,964
5	5.5	6.8	12.3	957
6	12.1	5.5	17.5	211
<b>Total</b>	<b>2.8</b>	<b>5.1</b>	<b>7.9</b>	<b>23,184</b>

**Note:** The total average is weighted according to the number of calls within each priority level.

An average response time of 4.3 minutes for Priority 1 calls is lower than the overall average of 7.9 minutes for all calls. The average response time to Priority 1 calls is also less than the mean of 7.8 minutes for all agencies studied by CPSM, and also under the optimal goal of five minutes. Allen PD attributes this favorable response to the updated CAD system and maintaining state-of-the-art technology as well as having patrol staff available to handle calls for service. It is apparent the APD Communications Unit is a high-performing unit.

The following figure focuses on Priority 1 calls only, and shows average times by hour of day.

**FIGURE 6-1: Average Response Time and Dispatch Processing Time for High-priority Calls, by Hour**



## Quality Control Audits

Periodic reviews of random tape-recorded phone calls and radio dispatched calls handled by each 911 dispatcher are important to ensure quality control and to identify training and or performance issues. An audit involves a review of tape-recorded conversations between the parties, timeliness of dispatch of the call, etc. This is an important aspect of managing a 911/dispatch operation. Monitoring communication calls for service can also assist in identifying troublesome areas that specific employees may have and provides an opportunity to correct that individual employee's deficiencies.

At present, the dispatch supervisors conduct monthly audits for all staff. The audit involves review of tape-recorded conversations between the parties, timeliness of dispatch of the call, etc. In addition to the monthly audits, the Communications Manager reviews any significant call or incident to evaluate the unit's performance as well as identify areas for improvement. Once reviewed, the manager forwards the call to the supervisor for review with the employee. This is an important aspect of managing a 911/dispatch operation and the department is to be commended for its commitment to this effort.

CPSM noted that APD Communications routinely audits and reviews a variety of calls for service. The current phone logging system includes an evaluator module that can be set to retrieve random calls to be evaluated based on the NENA standards. APD's commitment to auditing for training purposes also assists in maintaining accreditation. The Communications Manager and

supervisory staff are to be commended for the ongoing quality assurance practices and focus on quality service.

## Communications Recommendations:

- Review and update all General Orders to include gender-neutral terms referring to all positions, from chief to civilian. (Recommendation No. 56.)
- Consider addressing the pay disparity in the area of masters certification for civilian versus sworn personnel, as this disparity could play into the feelings of value voiced by civilian staff members during the site visit. (Recommendation No. 57.)
- Implement an automated phone system for the department's non-emergency phone line to offer options to the caller to alleviate the unnecessary task of call transfers and taking messages by Communications staff. (Recommendation No. 58.)
- Activate the department's phone system voicemail capability. (Recommendation No. 59.)
- Implement a department policy requiring PD employees to check their voicemail at the beginning and end of each shift and respond in a timely manner. The policy should also include the department and voicemail number to be listed on employee business cards. (Recommendation No. 60.)

## JAIL SECTION

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The Allen Police Department operates a detention facility for persons arrested for Class C misdemeanor charges. Persons booked for any other charges to include Class B and above to include felonies must be transported to the Collin County Jail.

The Allen Police detention facility is used for the detention of persons arrested with a probable cause evaluation by a judge. A prisoner cannot remain in the jail for more than 24 hours on misdemeanors and 48 hours on felonies (does not apply to a warrant arrest) without a probable cause evaluation by a judge. Long-term jail population is not housed at the APD detention facility. APD GO 1800 – Detention Facility Operations, was reviewed by CPSM and it was found to be comprehensive and well written. The GO establishes uniform procedures for the booking, safe handling, and release of inmates at the APD Detention Facility.

Prisoners booked in the facility are processed in accordance with APD GO Section VI – Initial Booking Process. Although Section X – Inmates Requiring Special Supervision, describes medical care, there is no indication of a medical screening procedure in the initial booking process. CPSM recommends the GO be updated to include a medical screening process to include a form documenting this procedure. Prisoners are classified by gender for housing according to the jail's classification plan by the on-duty jailer. They are provided the required bedding, meal, and a phone call.

The APD Detention Facility also has an inmate worker program; however, due to the pandemic, the program has not been utilized recently. When in use, inmate workers were permitted to perform duties as assigned by the detention officer in and around the police department.

### Security

APD's police facility was built in 1989 and underwent a partial renovation in 2002. The jail facility occupies 3,000 square feet of the police building, with approximately 1,500 square feet dedicated to holding cells. The jail has eight cells with a total of 17 beds configured in the following manner: six male holding cells (12 beds), two female holding cells (4 beds), one ADA single cell (1 bed), and one temporary holding cell (no bed) used as a holding cell for processing.

CPSM learned the temporary holding cell is commonly referred to as a "detox cell." Due to the medical management of a person undergoing the process of detoxification, CPSM cautions agencies against the term "detox," rather, the term "sobering" is more appropriate and often what is actually occurring when an arrestee is placed in a cell to sober from an intoxicated state. CPSM recommends updating the GO 1800A – Detention Facility Operations policy language to replace the term detox cell with sobering cell. The average inmate daily population in 2019 was 5.52 prisoners.

The jail's physical plant is relatively good for its age. Larger system components such as electrical, plumbing, air conditioning, and heating are dependent on the entire building and beyond the scope of this assessment. The jailers complete the daily cleaning requirements of the facility. Any required maintenance or repair is completed by the Allen Building Maintenance Department.

During a jail tour by CPSM staff, security vulnerabilities noted below were identified and should be addressed expeditiously.

- Jailers have a jail key block in their possession as part of their regular duties. These keys provide ingress and egress to various areas of the jail. Some keys in the jailer's possession allow exit of

the jail to the station parking lot and interior station hallways. Should a prisoner overcome a jailer and obtain the jail keys, immediate escape through exterior exit doors is possible. Concerned staff should be convened to determine the best security versus workflow process to eliminate the present security issues. At a minimum, keys to exterior hard doors should be stored outside of the jail's secure area until needed. Interior doors to the other station areas could utilize a combination of access card and key code locks. When resolved, security procedures should be documented in the detention facility policy.

- Solo jail staff regularly move prisoners within the jail without prior notification to APD staff, which creates a potential safety and security issue, especially in the more remote areas of the jail. A second staff member should be present in the police facility and made aware of the pending movement or other activity before opening the prisoner's cell door so as to enhance staff safety. Except in emergencies, prisoner movement should not be allowed when additional staff is not present and available in the police facility.
- Recalcitrant and/or violent prisoners held in the APD jail can be an increased threat to jail staff. Movement of a recalcitrant or known violent prisoner should require the presence of a supervisor and adequate staff before opening the prisoner's cell door for movement or other activity.

### Staffing

Jail personnel are charged with responsibility for the safety and welfare of inmates placed in the department's custody and for ensuring the minimum jail standards established by law are provided for each inmate. The APD jail administrator is the Support Services Deputy Chief, the jail manager position is a Patrol Services lieutenant, and the jail supervisor is a Patrol Services sergeant. Both the lieutenant and sergeant oversee the jail as a collateral duty. Patrol sergeants handle jail supervision after normal business hours.

The current civilian jail staff consists of eight jailers. APD jail staff work a 3/12 schedule with an additional 8-hour shift every other week. That is to say they work three 12-hour shifts in one week, and the following week work three 12-hour shifts and one 8-hour shift; thus, they work 160 hours in a 28-day period. Four jailers work Sunday through Tuesday, with two working from 6:00 a.m. to 6:00 p.m. and two working from 6:00 p.m. to 6:00 a.m. Four jailers work Wednesday through Friday, with two working from 6:00 a.m. to 6:00 p.m. and two working from 6:00 p.m. to 6:00 a.m. A review of the schedule as shown in the following table appears to indicate jail staff work 12-hour shifts on Saturdays; however, CPSM learned staff selects which Saturday they work to provide seven-day coverage and they adjust their hours accordingly. When there is a staffing shortage, the detention facility is staffed by either patrol staff or PSOs (trained in limited duties such as jail checks) as needed when someone is in custody.

Since there is only one female jailer, when a female is in custody, an APD female staff member such as a police officer, PSO, or dispatcher will assist in the jail as needed. CPSM recommends recruitment efforts for future jailers be focused on hiring more women to address this shortcoming.

**TABLE 6-6: Jail Staff Shift Schedule**

<b>Week One</b>							
<b>Jailer</b>	<b>Mon</b>	<b>Tues</b>	<b>Wed</b>	<b>Thurs</b>	<b>Fri</b>	<b>Sat</b>	<b>Sun</b>
<b>Jailer 1</b>	6:00 a.m.- 6:00 p.m.	6:00 a.m.- 6:00 p.m.	OFF	OFF	OFF	OFF	6:00 a.m.- 6:00 p.m.
<b>Jailer 2</b>	6:00 a.m.- 6:00 p.m.	6:00 a.m.- 6:00 p.m.	OFF	OFF	OFF	OFF	6:00 a.m.- 6:00 p.m.
<b>Jailer 3</b>	6:00 p.m.- 6:00 a.m.	6:00 p.m.- 6:00 a.m.	OFF	OFF	OFF	OFF	6:00 p.m.- 6:00 a.m.
<b>Jailer 4</b>	6:00 p.m.- 6:00 a.m.	6:00 p.m.- 6:00 a.m.	OFF	OFF	OFF	OFF	6:00 p.m.- 6:00 a.m.
<b>Jailer 5</b>	OFF	OFF	6:00 a.m.- 6:00 p.m.	6:00 a.m.- 6:00 p.m.	6:00 a.m.- 6:00 p.m.	6:00 a.m.- 6:00 p.m.	OFF
<b>Jailer 6</b>	OFF	OFF	6:00 a.m.- 6:00 p.m.	6:00 a.m.- 6:00 p.m.	6:00 a.m.- 6:00 p.m.	6:00 a.m.- 6:00 p.m.	OFF
<b>Jailer 7</b>	OFF	OFF	6:00 p.m.- 6:00 a.m.	6:00 p.m.- 6:00 a.m.	6:00 p.m.- 6:00 a.m.	6:00 p.m.- 6:00 a.m.	OFF
<b>Jailer 8</b>	OFF	OFF	6:00 p.m.- 6:00 a.m.	6:00 p.m.- 6:00 a.m.	6:00 p.m.- 6:00 a.m.	6:00 p.m.- 6:00 a.m.	OFF

<b>Week Two</b>							
<b>Jailer</b>	<b>Monday</b>	<b>Tuesday</b>	<b>Wednesday</b>	<b>Thursday</b>	<b>Friday</b>	<b>Saturday</b>	<b>Sunday</b>
<b>Jailer 1</b>	6:00 a.m.- 6:00 p.m.	6:00 a.m.- 6:00 p.m.	OFF	OFF	OFF	6:00 a.m.- 6:00 p.m.	6:00 a.m.- 6:00 p.m.
<b>Jailer 2</b>	6:00 a.m.- 6:00 p.m.	6:00 a.m.- 6:00 p.m.	OFF	OFF	OFF	6:00 a.m.- 6:00 p.m.	6:00 a.m.- 6:00 p.m.
<b>Jailer 3</b>	6:00 p.m.- 6:00 a.m.	6:00 p.m.- 6:00 a.m.	OFF	OFF	OFF	6:00 p.m.- 6:00 a.m.	6:00 p.m.- 6:00 a.m.
<b>Jailer 4</b>	6:00 p.m.- 6:00 a.m.	6:00 p.m.- 6:00 a.m.	OFF	OFF	OFF	6:00 p.m.- 6:00 a.m.	6:00 p.m.- 6:00 a.m.
<b>Jailer 5</b>	OFF	OFF	6:00 a.m.- 6:00 p.m.	6:00 a.m.- 6:00 p.m.	6:00 a.m.- 6:00 p.m.	OFF	OFF
<b>Jailer 6</b>	OFF	OFF	6:00 a.m.- 6:00 p.m.	6:00 a.m.- 6:00 p.m.	6:00 a.m.- 6:00 p.m.	OFF	OFF
<b>Jailer 7</b>	OFF	OFF	6:00 p.m.- 6:00 a.m.	6:00 p.m.- 6:00 a.m.	6:00 p.m.- 6:00 a.m.	OFF	OFF
<b>Jailer 8</b>	OFF	OFF	6:00 p.m.- 6:00 a.m.	6:00 p.m.- 6:00 a.m.	6:00 p.m.- 6:00 a.m.	OFF	OFF

**Source:** Allen Police Department. \*Works every other Saturday.

The Texas Commission on Law Enforcement requires detention officers working detention centers to have an active license or appointment. The APD detention facility is a temporary holding facility that does not require TCOLE certification, although jailers are trained to this standard. Subsequently, jailers can obtain basic, intermediate, advanced, and master certification through a combination of hours, education or military experience, and experience.

A major area of concern in managing a detention facility is the timing of the required face-to-face safety checks. Should an incident occur which involves loss of life or serious injury to a prisoner and it is found a failure to comply with required safety checks contributed to the incident, APD could face significant liability. APD staff must continue its diligence to maintain this compliance practice; time notations should be recorded at the actual time they occur. APD utilizes cameras to assist in monitoring the jail environment. The recorded video would likely be examined to verify safety checks against the written document in the event of an incident and consistency could be a factor. Any safety checks or inspections by APD supervision or other entities should be noted on the jail safety check log. CPSM recommends jail safety checks be random within the timeframes prescribed in policy and that time notations on the jail logs denote the actual time the prisoner is checked.

The detention facility has video of limited areas of the jail that can be monitored by station staff; however, audio monitoring is only available in the booking area. CPSM recommends the video cameras throughout the detention facility be upgraded to include audio monitoring capabilities, especially in light of having limited staff working in the jail. CPSM learned that assigning responsibility to monitor the detention facility is lacking in policy and practice. Although the jail falls under the overall responsibility of the Support Services Deputy Chief, it is not practical to expect the Deputy Chief to constantly monitor the jail. Most agencies require the on-duty watch commander to handle this responsibility in addition to random checks of the detention facility at least once or twice during their respective shift. As mentioned in the Communications section, dispatch also has the ability to monitor the jail, without audio, but due to the high liability associated with the main duties in dispatch, monitoring the jail should not be an area of responsibility for Communications except under limited circumstances and short durations when staffing allows. CPSM recommends the watch commander be responsible for physically checking the detention facility at least once per shift and also have the responsibility of monitoring the jail when inmates are present.

### **Prisoner Transportation**

Movement of prisoners from one place to another is a necessary component of the criminal justice system. Safely and securely transporting a prisoner to the correct location, on time, ensures the system complies with the prisoner's constitutional rights and protects the community by safeguarding the prisoner in transit. Transportation of prisoners to and from secure locations is the most vulnerable part of any custody system. Impenetrable structures with multilayer security and adequate staff provide deterrent to escape or assault.

Currently, APD's transportation is generally handled by a single unarmed civilian jailer in a marked APD jail van. The county jail is roughly a 15-minute drive from the police department. A patrol officer follows the custody van into the county jail sally port to ensure safety. Sometimes officers will transport their own arrestee to jail, depending on staffing and/or the behavior of the prisoner. Although the transport vehicle generally provides minimal confinement barriers, there are few impediments to a failure in staff diligence or attack from an outside collaborator. Whether one prisoner is being transported or eight, the proper staffing, equipment, and procedure protocols must be in place. APD has put into practice measures to ensure each segment is in place to reduce the opportunity for escape and/or injury to staff, prisoners, and the community.

A review of GO 1800A, Detention Facility Operations, Sections XIV, Transporting of Non-Violent Inmates and XV, Transporting of Violent Inmates, revealed a lack of detail describing who should transport the inmate to the county jail. Although the process described by staff is appropriate, there is no policy outlining the expectations and requirements. CPSM recommends the policy be



updated to include requirements of who should transport inmates to county jail to ensure the practice is consistent with expectations of the department.

Operation of a detention facility exposes any government entity to significant issues of potential liability. Allen and its police department must continually monitor the environment to ensure compliance with state standards, especially for staff and prisoner safety. CPSM recommends an annual review of the Detention Facility Operations should be conducted to ensure standards are consistent with current law and state regulations.

As mentioned in the Records section, the acceptance of cash transactions presents an unnecessary risk to the city and the department. Cash bonds or fine payments for release are accepted at the APD detention facility and covered under Section VII, Methods of Inmate Release, B. Acceptable Methods of Bonds or Fine Payment for Release, as well as Section VIII, Cash Handling Procedure. CPSM recommends discontinuing the acceptance of cash and requiring payment through money order or credit/debit card.

### Jail Recommendations:

- Update the General Order to include a medical screening process with a form documenting the procedure. (Recommendation No. 61.)
- Revise the policy language to replace the term detox cell with sobering cell. (Recommendation No. 62.)
- Address facility security issues that include jail key security. (Recommendation No. 63.)
- Revise prisoner movement policies to require a second staff member be present in the police facility and made aware of the pending movement. (Recommendation No. 64.)
- Revise policy to require the presence of a supervisor and adequate staff before movement of a recalcitrant or known violent prisoner. (Recommendation No. 65.)
- Focus future jailer recruitment efforts on hiring more women to address the shortage of women working in the jail. (Recommendation No. 66.)
- Ensure jail safety checks are random within the timeframes prescribed in policy and that time notations on the jail logs denote the actual time the prisoner is checked. (Recommendation No. 67.)
- Upgrade the video cameras throughout the detention facility to include audio monitoring capabilities. (Recommendation No. 68.)
- Require the watch commander to be responsible for physically checking the detention facility at least once per shift and for monitoring the jail when inmates are present. (Recommendation No. 69.)
- Revise policy to include requirements of who should transport inmates to county jail to ensure the practice is consistent with expectations of the department. (Recommendation No. 70.)
- Conduct an annual review of the detention facility operations to ensure standards are consistent with current law and state regulations. (Recommendation No. 71.)
- Eliminate the acceptance of cash for inmate release and require payment through money order or credit/debit card. (Recommendation No. 72.)

## RECORDS

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The Records Unit is supervised by a civilian Records Supervisor who reports to the Support Services Division lieutenant. The Records Supervisor has been in her current position for six years and worked as a Records Technician for seven years prior. She has worked at APD for 26 years. The Records Unit is staffed with four civilian staff in Records who report to the Records Supervisor. There are three records technicians and one Open Records Expungement Technician assigned to the Records Unit.

### Records Staffing and Workload

Staff members work Monday through Friday from 8:00 a.m. to 5:00 p.m. The supervisor had made a scheduling adjustment to have the unit staffed from 7:00 a.m. to 6:00 p.m. to better accommodate the public; however, this change did not result in the public utilizing the additional hours. Therefore, the Records Unit schedules were adjusted back to 8:00 a.m. to 5:00 p.m. The effort made to improve services to the public is commendable.

The Records Unit's primary responsibility is to manage information for the department and the public through efficient record retention and security. The Allen Police Department does not maintain any records for other police jurisdictions. The supervisor's duties include, but are not limited to, the following:

- Supervision and training of staff.
- Custodian of records including the acceptance of subpoenas, attendance at court to produce 911 tapes into evidence.
- Handling complaints from the public.
- Approving Property and Evidence staff members' time sheets.
- Troubleshooting for the records technicians.

The three records technicians process offense reports, arrest reports, Project H.O.M.E., Project H.O.M.E. renewals, notarizations, alarm permits, solicitor permits, solicitor applicants, accident reports, accident revenue, fingerprints, fingerprint revenue, criminal history processing, and statute of limitations (SOL) revenue. The Open Records Expungement Technician is responsible for all expungement requests and the forwarding of records to the Attorney General. This is a new position that has been in effect for the past year.

The Records Unit has a significant workload. Presented in the following table are the workload statistics for 2017 through 2019; 2020 figures were not included in this table because of the disruptions caused by the pandemic and the closing of the jail for repairs.

**TABLE 6-7: Records Unit Workload Statistics, 2017–2019**

Category	2017	2018	2019
Offense Reports	7,260	7,153	7,089
Arrest Reports	2,788	2,574	2,657
Project H.O.M.E.	11	10	13
Project H.O.M.E. Renewals	9	1	1
Expunctions	80	114	81
Notarizations	269	380	474
Open Records Requests	494	1,161	964
Alarm Permits	215	204	172
Solicitor Permits	103	207	337
Solicitor Applicants	224	454	572
Accident Reports	919	914	952
Accident Revenue	\$11,840	\$7,296	\$7,956
Fingerprints	470	496	535
Fingerprints Revenue	\$4,715	\$5,115	\$5,635
Criminal History Processed	71	44	65
Sol Revenue	0	\$29,180	\$40,430

**Source:** Allen Police Department

The Records Unit is to be commended for keeping such detailed records.

Records management is a critical function of a police department. A police department's Records Unit should be efficient and effective in handling all records and documents. The supervisor of the Records Unit is planning to retire in the near future. Succession planning is critical for the Records Unit for a smooth transition and the insurance of continued efficiency and effectiveness. CPSM recommends identifying a current member of the Records Unit to serve as the lead records technician. This lead records technician should start to learn the job duties and responsibilities of the supervisor. The additional training will ensure that the lead records technician is prepared to take on the duties and responsibilities of the Records Unit Supervisor resulting in a back-up for the supervisor and possibly offer a smooth transition for all members of the Records Unit should that person be promoted.

As discussed in the Criminal Investigations Divisions section of this report, it is apparent the workload of the Crimes Against Persons sergeant and the Narcotics sergeant is affected by the significant amount time and effort they devote to preparing the Patrol Division's arrest packets for referral to the District Attorney's Office. CPSM asked one sergeant for an estimate of how many Patrol Division arrest packets for referral to the District Attorney's Office are prepared by the Crimes Against Persons Unit. The sergeant pulled statistics from the case arrest log and reported 672 cases in 2018, 691 cases in 2019, and 547 cases in 2020. Some of these cases may have required follow-up by the Crimes Against Persons Unit and some of the cases may not have needed follow-up by the CID but still required an arrest packet to be assembled for referral to the District Attorney's Office.

While some cases from patrol may require follow-up for the completion of the case, those patrol cases that just require administrative packaging of the case for the District Attorney's Office should be performed by a civilian and not a sergeant or investigator. It should be noted that the

Narcotics sergeant estimated 80 percent of the Narcotics Unit time is focused on preparing Patrol arrest packets. CPSM recommends that the administrative packaging of the cases that do not require follow-up be performed by the Records Unit. In discussing this issue with the Records Unit supervisor, CPSM learned that a significant amount of the documentation that is needed for the Patrol arrest packets can be found in the Records Unit. The supervisor welcomed the opportunity to assist with this current ineffective and time-consuming process, but believes an additional civilian position would be needed in the Records Unit to perform this task. CPSM agrees that an additional civilian position is needed to accomplish this re-engineering of the Patrol arrest packets.

The recommendation to add a civilian position to the Records Unit to prepare the Patrol Division's arrest files will benefit the overall performance of the Criminal Investigations Division. Additionally, the State Forfeitures account had a balance of \$126,496.74 as of 11/2/20, and the Federal Forfeitures account had a balance of \$44,505.44 as of 11/20/20. Consideration should be given to utilizing these funds to pay for the new civilian position in the Records Unit to prepare the Patrol Division's arrest files. The current pay scale range for a records technician is \$31,349.14 to \$45,458.82.

## Records Management System

As mentioned earlier in the report, the department has an IT/RMS implementation committee exploring a more efficient records management system (RMS). Currently, the department uses Intergraph as its RMS, which has interface issues with the department's Central Square CAD system, which has made the RMS system inefficient. The department is to be commended for addressing this issue and is encouraged to implement a new integrated CAD/RMS system as soon as possible.

## FBI UCR Reporting

Annually, departments report crime data and clearance rates to the FBI for inclusion in the Uniform Crime Report (UCR), as was addressed in reporting in the Investigations section. In the APD, this reporting is done by the Records Unit based upon report data entered into the records management system.

CPSM learned there was a general lack of understanding within the department of the FBI criteria for Part 1 felony case clearance, which results in artificially high or inaccurate case clearance rates. The three-pronged requirement for the FBI's case clearance is as follows:

- The crime resulted in an arrest.
- Criminal charges were filed against the defendant.
- The defendant appeared in court on the charges.

In CPSM's experience, this misunderstanding occurs in nearly all police departments. Most departments use arrests alone to report case clearances instead of ensuring that all three FBI guidelines were met.

CPSM recommends frequent training be provided to appropriate Records staff and detectives to ensure the correct criteria are used to report case clearances. Based upon the complexity of coding criteria, coding should be the responsibility of a limited number of staff, not to exceed two.

In 2016, the FBI director approved a recommendation to transition all federal, state, county, local, and tribal law enforcement agencies from the Uniform Crime Reporting Program (UCR) to National Incident-Based Reporting System (NIBRS).

NIBRS is a more robust system. It will improve the quality of crime data by capturing incident-level crime details, including multiple offenses arising from the same incident. In the current Summary Reporting System (SRS) of the UCR system, multiple offenses are counted as one felony crime. The conversion to NIBRS has the potential to slightly increase crime rates from 2021 forward. For example, under the prior SRS system, an event involving two suspects who commit a home invasion robbery, severely beat multiple victims, and set the house on fire, the crime is counted as a single felony, a robbery. Under NIBRS, the same event will result in every crime committed by each suspect as a separate crime; therefore, increasing the crime from one felony under the prior crime data system to as many as eight felonies under the new NIBRS.

In addition, NIBRS will also track relationships between victim and offenders, arrestees, and property involved in crime. The transition to NIBRS for all law enforcement agencies must be operational by January 1, 2021. The APD is still working on the transition. CPSM was informed that the current RMS system makes crime statistic and clearance rates difficult to extract. CPSM recommends the IT/RMS implementation committee address this issue with the RMS vendor. CPSM also recommends that Records complete the transition or be subject to working with the FBI to develop a plan and timeline for conversion.

The following table reflects the department's 2019 crime statistics when it was appropriate to utilize the Uniform Crime Reporting system.

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**TABLE 6-8: F.B.I. Uniform Crime Reporting, 2019**

<b>2019</b>	<b>Jan</b>	<b>Feb</b>	<b>Mar</b>	<b>Apr</b>	<b>May</b>	<b>Jun</b>	<b>Jul</b>	<b>Aug</b>	<b>Sep</b>	<b>Oct</b>	<b>Nov</b>	<b>Dec</b>	<b>Total</b>	<b>Cleared</b>	<b>Clearance %</b>
Criminal Homicide	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Rape	2	2	3	0	2	2	1	0	1	4	2	0	19	8	42.11%
Robbery	1	0	1	6	1	1	2	0	0	0	3	0	15	7	46.67%
Assault Total	30	27	31	36	46	27	28	33	30	31	43	41	403	216	53.60%
Aggravated Assault	4	7	5	5	6	0	5	6	3	1	4	6	52	32	61.54%
Simple Assault	26	20	26	31	40	27	23	27	27	30	39	35	351	184	52.42%
Burglary	6	13	7	8	9	6	7	8	8	9	7	11	99	4	4.04%
Larceny	86	76	74	66	87	103	97	91	85	92	73	85	1015	229	22.56%
MVT	2	7	2	5	4	9	8	2	3	4	8	6	60	5	8.33%

The following table provides the 2019 crime statistics and clearance rates for APD. When comparing the previous table to the following table, it can be seen that there are discrepancies in the categories of rape, robbery, aggravated assault, burglary, larceny, and motor vehicle theft. CPSM recommends implementing a process in the Records Unit to validate the statistics and clearance rates after they are submitted and publicly printed by the F.B.I.

**TABLE 6-9: Reported Allen Crime Clearance Rates, 2019**

Crime	Number	Clearances	Rate
Murder Manslaughter	0	0	NA
Rape	19	2	11%
Robbery	15	2	13%
Aggravated Assault	54	25	46%
Burglary	95	2	2%
Larceny	997	188	19%
Vehicle Theft	62	3	5%

**Note:** \*Clearances were calculated from crimes and clearance rates, as these numbers are not directly available from the FBI.

## Payment Options

One concern noted was Records staff handling cash at the front counter. Depending upon the service sought, whether for the collection of fees, vehicle release payments, purchase of report copies, etc., the public may pay with money orders, checks, credit cards, debit cards, or cash.

The Records Unit has a secure system for the collection of fees. Checks, credit cards, or cash can be accepted at the front window and placed in the register with the type of service and monetary amount. Every day the funds are removed from the register with the accompanying documentation and the money is placed in a safe. The money must feed one bill at a time into the safe. Checks are fed into the JP Morgan check reader. On Wednesdays, Brinks Security comes to the Records Unit, records the amount and transports the money to the bank. Documentation gets placed on the N drive, a city-wide network and the city Finance Department accesses the information.

Cash transactions present an unnecessary risk to the city and the department. A few years ago, a records manager at a municipal police department in suburban Los Angeles, California, pled guilty to grand theft after stealing money she collected in the course of her duties over many years. Though she agreed to reimburse the city \$140,000, department estimates placed the loss at more than \$340,000. These were cash transactions for those of the same nature that take place in Allen.

CPSM is not suggesting that suspicious activity has occurred at the Records Unit; however, CPSM maintains that the current system presents an unnecessary risk to the city, APD, and its staff, and should be revised to eliminate the acceptance of cash.

## Records Recommendations:

- Identify a current member of the Records Unit to serve as the lead records technician and train them in the duties and responsibilities of the supervisor in order to have a smooth transition for all members of the Records Unit. (Recommendation No. 73.)

- Transfer responsibilities for preparing Patrol Division's arrest files to Records to handle the administrative packaging of the case for the District Attorney's Office. (Recommendation No. 74.)
- Add one civilian FTE position to handle the administrative packaging of patrol cases for the District Attorney's Office. (Recommendation No. 75.)
- Identify and implement a new integrated CAD/RMS system as soon as possible. (Recommendation No. 76.)
- Provide frequent retraining to appropriate Records and detectives staff to ensure the correct UCR/NIBRS criteria are adhered to in reporting of crime and clearances. (Recommendation No. 77.)
- Complete the migration to the FBI's National Incident Based Reporting System or work with the FBI to develop a plan and timeline for conversion. This may involve the IT/RMS implementation committee addressing this issue with the RMS vendor. (Recommendation No. 78.)
- Implement a process to validate the statistics and clearance rates after they are submitted and publicly printed by the FBI. (Recommendation No. 79.)
- Eliminate the acceptance of cash at the public window as a payment option for permits and fees. If the decision is made to continue to accept cash transactions at the public window, comprehensive and regular audits should be implemented. (Recommendation No. 80.)

## PROPERTY AND EVIDENCE

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Property and Evidence is one of the highest risk operations in any police department. The intake, processing, storage, and disposal of evidence and property are important functions for any law enforcement agency. It is especially true for weapons, narcotics and dangerous drugs, currency, and valuable jewelry. Police agencies across the country have often faced the consequences of mismanaged property and evidence sections. This has resulted in terminations and arrests of police employees, from janitors to police chiefs, for thefts of narcotics, cash, jewelry, guns, and other items of value. In some cases, audits that revealed unaccounted-for property and evidence led to the termination of police executives, though they were not suspected of being implicated in the theft/loss of the evidence. Controlling access to the property and evidence areas, inventory control, and regular audits are critical to the effective management of the property and evidence function.

The Property and Evidence Unit consists of two civilian property and evidence technicians who report to the Records Unit Supervisor. One property and evidence technician has been in the position for the last seven years, and the other has been in the position for nine months. The two technicians both work Monday through Friday and stagger their work hours for longer coverage throughout the day so one works from 6:00 a.m. to 3:00 p.m. and the other works from 9:00 a.m. to 6:00 p.m. Both positions are on-call for major cases that occur during off hours and weekends.

General Order, Chapter 5400, Property & Evidence, governs the procedures for property and evidence collected, maintained, and disposed of by the department. The general order provides clear guidance for police officers and investigators as to their responsibilities when collecting property and evidence for submission to the Property and Evidence Unit. It should be noted that during the site visit, CPSM reviewed the Property and Evidence Manual compiled by the property and evidence technicians to provide instruction on how to prepare different types of evidence for submission by patrol officers and investigators. It was obvious that much time and thought was given to this manual by the property and evidence technicians. This is a clear



example of initiative and a focus on helping the police officers and investigators correctly package property and evidence. The manual rests on a desk used by police officers and investigators to package property and evidence. Furthermore, the general order authorizes the property and evidence technicians the right of refusal of inappropriately packaged property or evidence. Section IV, Procedures, D1, states that "if an item cannot be accounted for or the item is improperly packaged, an email notice will be sent to the impounding officer, and his immediate supervisor including an Evidence Correction Form (APD-329), and a description of the issue." The police officer or investigator will have five days to correct the error. This is a good system for quality control and the department is to be commended for this practice.

The general order states that only the property and evidence technicians and members of the department authorized by the Chief of Police may enter the Property and Evidence Room. Those individuals authorized by the Chief of Police to enter the Property and Evidence Room must be accompanied by a property and evidence technician. Any employee who enters the Property and Evidence Room without appropriate authorization is subject to disciplinary action.

## Intake

The Property and Evidence Room has a door secured by keycard access. There is a camera in the hallway but there needs to be a camera better positioned to observed entry into the Property and Evidence room. There is an officer's work area with a desk, chair, printer, computer, scale, and supplies labeled in the cabinets. The intake process is as follows: the officers complete the packaging of the property or evidence and the required form and submit both into a locker. The manual created by the property and evidence technicians is positioned on the desk to serve as a reference for packaging property and evidence. There is a total of 68 lockers of various sizes to secure property and evidence. There are two large cages to secure larger items such as bicycles. There are also eight cell phone lockers.

There is a door that leads into the property and evidence technicians' office. The door requires a key and the only individuals with keys are both property and evidence technicians and a staff member from Professional Standards Unit. There is a camera in this office. The property and evidence technicians' office is small for two people but they have strategically organized the desks and chairs to enable the best use of the space. Each desk has two monitor screens, phone, supplies, forms, and data entry of the evidence forms into the RMS is completed in this office. There is a large calendar on the wall for monthly activity reminders. The office area is well-organized and neat. No other personnel are permitted in this office unless accompanied by a property and evidence technician.

The property and evidence office has a door that leads into the property and evidence storage room. There is a badge reader for access into this storage room; however, individuals must be authorized to enter the storage room. Both property and evidence technicians were very diligent in having CPSM register in the access logbook which records the individual's name, reason for entry, date, time in, time out, and name of the property and evidence technician who was the escort.

The property and evidence storage room also has a camera. In this room, property and evidence was packaged in folders and organized by case number. The folders were skillfully placed in bins indicating the year the item was taken into property and evidence custody. It should be noted that the RMS has not worked properly to enable the property and evidence technicians to use a bar code scanner. Being able to use a bar code scanner would increase the efficiency of locating property and evidence. CPSM recommends that the IT/RMS implementation committee discuss this issue with the RMS vendor. In the property and evidence storage room, there was a refrigerator for evidence; however, it lacked a temperature sensor

warning system to notify staff of temperature extremes. CPSM recommends a temperature sensor warning system be added to the refrigerator. Two large safes were also in the storage room. There were also large hanging bags for long rifles. In another small room with a secured door, guns, drugs and a small safe for monies was also organized.

The Property and Evidence Unit has impressive workload statistics and organized records. The following table displays the evidence processed for 2018 and 2019. Table 6-11 displays the evidence processed for 2020 and this information is presented in a separate table because of some changes in category descriptions.

**TABLE 6-10: Property and Evidence Processed by the Unit, 2018 and 2019**

Category	2018	2019
Intake of New Items	4,439	4,135
Items Released to APD/LE Personnel	484	455
Items Returned from APD/LE Personnel	306	395
Items TO & FROM Court/DA's Office	17	82
Items Released to Owner	360	357
Monies Released to Owner	\$2,066.53	\$54,323.42
Case Dispositions Completed	715	963
Items Disposed	2,102	3,770
Items Auctioned and/or Donated	98	105
Bikes Checked In	49	37
Property Hearings	70	5
Found Property Cases (Intake)	165	164
Cases Cleared	1	3
Disposals/Lab/Off Site Trips	174	189
Items Sent to Lab	655	635
Items Returned from Lab	751	555
Certified Letters Sent	98	218
Certified Letters Returned	90	207
Money Checked In	\$52,841.17	\$119,531.86
Money Deposited/Seized	\$65,687.72	\$16,337.62
Guns Checked In	101	137
Guns RTO/Disposed	70	84

**Source:** Allen Police Department.

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**TABLE 6-11: Property and Evidence Processed by the Unit, 2020**

Category	2020
Intake of New Items	3,453
Items Released to APD/LE Personnel	262
Items Returned from APD/LE Personnel	302
Items TO & FROM Court/DA's Office	15
Items Released to Owner	345
Monies Released to Owner	\$8,829.00
Case Dispositions Completed	802
Items Disposed	4,494
Items Auctioned and/or Donated	274
Bikes Checked In	16
Property Hearings	2
Found Property Cases (Intake)	110
Cases Cleared	5
Disposals/Lab/Off Site Trips	279
Items Sent to Lab	824
Items Returned from Lab	698
SANE Exams Received	7
SANE Exams Sent to Lab	7
SANE Exams Received from Lab	11
Money Checked In	\$66,340.80
Money Deposited/Seized	\$81,209.70
Guns Checked In	123
Guns RTO/Disposed	87

**Source:** Allen Police Department.

## Audits

For quality assurance measures, a mini audit is conducted twice a year. The auditor is the Records Unit Supervisor who randomly selects 25 items and compares the completed documentation to the stored item. An annual audit is conducted by the Professional Standards Unit and also compares completed documentation to the stored item with a focus on guns, drugs, and monies.

The property and evidence technicians are a high-performance team that are detail-oriented and passionate about their job. Unfortunately, one technician is planning on retiring. This is a critical position to be filled due to the importance of the department's credibility for evidence handling in criminal cases, level of responsibility, need to be detail-oriented, and ability to work in a small work area with another person. Succession planning is critical and CPSM recommends advertising the position and screening potential applicants in advance of the retirement.

Two professional associations prominently serve the PE field; the Texas Association for Property and Evidence (TAPE) and the International Association of Property and Evidence (IAPE). Both provide valuable training and technical support. CPSM recommends that the property and evidence technicians attend the International Association of Property and Evidence

Conference and the Texas Association of Property and Evidence Conference to keep informed in the best practices of managing a Property and Evidence Unit.

A concern of the property and evidence technicians is the availability of pool cars. CPSM was provided carpool data from the property and evidence technicians for the time period of 2/28/20 through 2/12/21. The following information is verbatim from the document submitted to CPSM:

The below is a summary of our pool car (vehicle usage) for the above outlined data period. We compiled this data by tracking the number of times that we check out a vehicle from the pool fleet over a period of approximately one (1) year. The pool fleet consists of three (3) cars (unit 335, 295, and 245). If all vehicles are in use, we must wait until a unit is available.

Property and Evidence uses a vehicle to transport evidence and narcotics to laboratories throughout the DFW area. We visit five (5) labs on a weekly or regular basis. A vehicle is also used to transport and retrieve evidence from our off-site evidence storage area on a consistent basis. We are also called upon to assist in the transportation of evidence to and from the court. As mentioned, we often combine multiple lab visits on the same day to reduce the number of trips needed and to ensure we are working efficiently.

TOTAL VEHICLE SIGN OUTS FROM POOL FLEET.....259  
TOTAL PROPERTY/EVIDENCE SIGN OUTS.....132  
THIS IS 51% OF ALL REQUESTED POOL VEHICLES.  
TOTAL NUMBER OF WORKING DAYS FOR PERIOD.....262  
PROPERTY/EVIDENCE USES A VEHICLE EVERY 2 DAYS ON AVERAGE.

Based on the high usage of the pool vehicle, CPSM recommends a review of the carpool fleet to determine current needs and future needs of the Property and Evidence unit for consideration of a designated property and evidence vehicle.

## Property and Evidence Unit Recommendations:

- Position a camera directly in front of the Property and Evidence exterior door for enhanced security. (Recommendation No. 81.)
- Address the inoperable bar code scanner with the RMS vendor through the IT/RMS implementation committee. (Recommendation No. 82.)
- Add a temperature sensor warning system to the property and evidence storage room refrigerator. (Recommendation No. 83.)
- Advertise the property and evidence technician position and screen potential candidates in advance of the position becoming vacant. (Recommendation No. 84.)
- Technicians should attend the International Association of Property and Evidence Conference and/or the Texas Association of Property and Evidence Conference on an annual basis to remain up-to-date on industry standards and best practices. (Recommendation No. 85.)
- Review carpool fleet usage and determine the viability of a designated Property and Evidence vehicle. (Recommendation No. 86.)

## SCHOOL RESOURCE OFFICERS

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In support of the Allen schools, both public and private, school resource officers (SROs) are deployed to serve as mentors for students and a resource for families and school staff. Overall, the program plays an invaluable role in shaping young peoples' relationships with police and in establishing and maintaining productive relationships with school officials. Under the direction of the two Support Services sergeants, the SROs serve 18 elementary schools, 3 middle schools, the Freshman Center, one high school, the Dillard Special Achievement Center, and the STEAM (Science, Technology, Engineering, Arts, and Math) Center. The SROs' responsibilities focus on both program delivery and security/enforcement.

Funding for the SRO positions comes from an interlocal agreement between the Allen Independent School District (AISD), which currently pays nearly 55 percent of SRO costs, and the police department, which funds the remainder. The agreement is designed to reach full capacity in 2022 with 15 SROs and 2 sergeants, with the district funding 66.67 percent and the APD funding 33.33 percent. Currently, there are 11 SROs and 2 sergeants.

General Order 5500 – School Resource Officer Program, describes the duties and responsibilities of the program. SROs are selected by an application process and oral board to include a representative from the school district. SROs are selected based on hierarchical scores and serve for a minimum of three years. The following two years either the officer or APD can determine suitability to continue in the assignment. After year five, the SRO must retest to remain in the position. APD is to be commended for this rotational practice as it ensures SROs remain committed to and focused on the program and as well it provides opportunities for others.

SROs attend the mandatory Basic SRO course within the first year of appointment to the position. CPSM learned that in most cases, interested personnel attend this course prior to being selected. Other courses attended include Advanced SRO, alert training/active shooter response training, basic instructor school (to learn how to teach), Self-Aid Buddy-Aid, shield training, and state-mandated training. Special equipment such as rifles and shields are maintained in a secure location in the respective SRO offices.

The SROs work a 4/10 schedule and report four days a week and stagger their shifts Monday through Friday from 7:00 a.m. to 5:00 p.m. for full weekday coverage. GO 5500 indicates the SROs' campus hours are Monday through Friday from 7:30 a.m. to 4:30 p.m. The additional 30 minutes before and after their shift are used to prepare their police units, for reports, and other administrative duties.

When schools are not in session, the SROs are assigned to patrol or special duty. During the summer, SROs host the seven-week Junior Police Academy, which is five days a week with 30 students.

SROs use the summer months to attend either the National Association of School Resource Officers conference or the Texas Association of School Resource Officers conference. The SROs are scheduled to attend the national conference one year and the state conference the following year to ensure they stay current on national and state training and best practices. The commitment to ongoing training is important and the department is to be commended for making SRO training a priority.

School-related duties entail providing a police response to all 25 schools and participating in school-related activities. All radio calls originating from a school are dispatched to the SRO, if on duty and available. Calls generally involve a student's disruptive behavior and/or criminal activity. As Allen has several schools that address student psychological and emotional

disorders, the SRO responds to these calls to provide assistance and, when appropriate, initiate a psychiatric evaluation hold. The SRO collects contraband such as narcotics and tobacco products and disposes according to APD policy.

The State of Texas recently started a program for ninth grade students regarding interactions with law enforcement. Initially in the fall of 2018, APD scheduled a block of time for the students to watch a video and send questions via email so the SRO could respond. In an effort to enhance the program, SROs filmed traffic stops with ninth graders for training. The goal is to create interactive training in a town hall environment where the SRO broadcasts a video to classrooms and students can use cell phones to text live questions. The format is designed to empower students to ask questions they would not normally feel comfortable asking while allowing the officer to review and select questions to address. APD is to be commended for taking this proactive approach to connect with the youth in the community.

The SROs participate in school-related activities, such as Career Day, College Night, graduation ceremonies, and sports activities. Training is provided to the school administration as well as students and can include, but not be limited to, active shooter, drug awareness, and student discipline. Younger students are engaged by the SROs through classroom interaction such as reading books and discussing law enforcement.

A key area of responsibility is providing threat assessments. APD SROs have participated in extensive training on threat assessments. In addition to attending various conferences on the topic, they attended training provided by the U.S. Secret Service, FBI, and private subject-matter experts. Subsequently, APD in collaboration with the lead counselor at AISD created a school threat assessment program. As the first department and school district in the area to implement a threat assessment program, they have trained more than 20 agencies and school districts. GO 2004.004 – School Threat Assessments, establishes a uniform procedure for assessing potential threats within the educational environment and defines roles and responsibilities of the APD and AISD. CPSM reviewed the policy and found it to be well written and comprehensive. The threat assessment program is a fine example of community-police collaboration involving AISD administration, school counselors and SROs.

CPSM requested available calls for service (CFS) data to examine responses to Allen schools; however, data regarding responses to the various types of schools was not maintained. The basic activity numbers representing the SROs' workload such as counseling, trespass, arrests (on view and warrant), citations (nonmoving and nontraffic), reports (offense, information supplemental, and crash), calls for service and assistance, meetings, drills, and patrol was provided in total as well as broken down by month. CPSM recommends breaking out the calls for service data by school location in order identify future SRO staffing needs.

Should the department transition the Support Services Deputy Chief position to a civilian command level position, consideration should be given to transferring the SROs to Patrol Services.

## Explorer Program

The SROs also support Explorer Program recruitment efforts at the local high school and participate in Explorer training and activities. Unlike many agencies that house the Explorer Program within the police department, APD collaborates with the Allen Independent School District, which actually oversees the program.

Explorers are volunteers who are between 14 and 18 years of age. They are recruited from the community and local high schools through word of mouth from events at the beginning of the



year at high school, and social media (Twitter and Facebook). The Explorer program teaches mentorship, leadership, and the ability to learn about law enforcement and public service. This is an excellent opportunity and has been an effective tool in many departments for nurturing and developing future police officers and civilian police employees.

Law Enforcement Exploring at APD is a hands-on program open to young men and women who have an interest in a career in law enforcement or a related field in the criminal justice system. The program offers young adults a personal awareness of the criminal justice system through training, practical experiences, competition, and other activities. Additionally, the program promotes personal growth through character development, respect for the rule of law, physical fitness, good citizenship, and patriotism.

APD's Explorer Program, Post 1511, is also part of the Learning for Life program, which is a curriculum that prepares students to enhance their self-confidence, motivation, and self-esteem. The program uses age-appropriate, grade-specific lesson plans to give youth skills and information that will help them make positive decisions for themselves, their families, and their futures.

At the time of the site visit, the department had approximately 10 active Explorers (capped at 15) who are supervised by the SRO sergeant and Allen Independent School District (AISD) Law Enforcement Teacher (who are also advisors) and three Explorer advisors (two SROs and one teacher). All sworn personnel (advisors) involved with the program receive compensation for their time spent with the program. There is funding for the Explorer Program in the department's budget for police personnel involved in the program.

AISD funds the Explorer uniforms, outings, and events and pays insurance through the Boy Scouts. Prospective Explorers participate in an interview process prior to entering the program. Explorers attend weekly explorer meetings every Wednesday from 4:30 pm. to 6:00 p.m. at the high school where they receive additional training from the advisors. Explorers participate in several local Explorer competitions, both locally as well as throughout the state.

CPSM learned there is no Explorer policy manual or SOP. Exploring Learning for Life and other Police Explorer programs are good resources to contact for examples of current Explorer program manuals. The manual should include guidelines to reflect appropriate management and oversight of the program. CPSM recommends that the SRO sergeant work with AISD to prioritize the creation of a policy manual to ensure best practices in the management and oversight of the Explorer program.

Similar to some cities, Allen 's general fund does not fund the Explorer Program. The program's expenses are handled through the AISD, an agreement that began in 2015.

Explorers are only authorized to wear their uniforms for competition. They are expected to change into their uniform prior to the event and return to civilian clothing afterwards. At no time are they authorized to travel in uniform. This is a sound practice as it prevents an Explorer from being mistaken as a police officer. During meetings and other events, the Explorers may wear polo shirts or t-shirts.

CPSM has cautioned agencies regarding these programs due to the unfortunate number of programs receiving wide publicity in the media due to misconduct between police employees and Explorer youth. Recent allegations in a large California agency brought this issue to light again. That agency identified deficiencies in training for assigned officers regarding how to interact with minors, making it difficult to hold them accountable if a problem arose. It also published an updated program manual outlining guidelines and restrictions aimed at eliminating the chances of misconduct in the future.



APD is to be commended for its commitment to community youth, but it is imperative that random checks of Explorer activities occur and that the program be included in the department audits and inspections. The APD staff who are involved in the Explorer post are passionate about spending time with the Explorers and enthusiastic about working with them to help them possibly in the future become members of the law enforcement community.

## Internships

Over the past few years, the APD has provided high school law students the opportunity to intern at the police department. There are six internship positions available. Throughout the school year the intern(s) spend time in certain sections of the department. The program lasts five to six weeks during the year. As is the case with the Explorer program, an internship program promotes mentorship, leadership, and the ability to learn about law enforcement and public service. Interns who have an interest in a career in law enforcement or a related field in the criminal justice system gain insight and personal awareness of the criminal justice system through practical experiences and personal growth through character development, respect for the rule of law, good citizenship, and patriotism.

Each year there are five to eight students who participate in the internship program and they are split into groups of two or three for their assigned rotations. Each year, the respective groups will rotate two to three times through the crime lab and communications where they spend approximately 10 weeks. During that time, students are on site approximately 15 times from 10:00 a.m. to 12:30 p.m. While in the communications center, they remain in dispatch observing call taking, dispatching, and overall operations. However, during the crime lab rotation, interns spend a day with other areas, such as narcotics, SWAT, bomb robot, K9, detectives, recruitment, and administration.

## SRO Recommendations:

- Break out the calls for service data by school location in order identify future staffing needs in SRO staff. (Recommendation No. 87.)
- Should the department transition the Support Services Deputy Chief position to a civilian command level position, consideration should be given to transferring the SROs to Patrol Services. (Recommendation No. 88.)
- Create a policy manual in conjunction with AISD to ensure best practices in the management and oversight of the Explorer program. (Recommendation No. 89.)

## PUBLIC SAFETY OFFICER

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Public Safety Officers (PSOs) are civilian employees who are assigned to work the front desk. PSO duties include answering phone inquiries, lobby patron assistance, report writing, and extra patrol requests. PSOs perform functions formerly handled by police officers and provide an invaluable resource, allowing officers more discretionary patrol time. PSOs are part of the Support Services Division.

The value of PSOs cannot be overstated. They relieve officers from handling a myriad of duties that would otherwise encumber officers. When PSO vacancies occur, it has a significant impact on Patrol operations. Given that it is less costly and easier to recruit, train, and staff PSO positions compared to police officers, a concerted effort should be made to minimize vacancies in the PSO staffing levels.

The current civilian PSO staff consists of five PSOs: four assigned to the front desk and one temporarily assigned to the RMS Implementation Team. PSOs work a 3/12 schedule with an additional 8-hour shift every other week occurring on Wednesday. That is to say they work three 12-hour shifts in one week, and the following week work three 12-hour shifts and one 8-hour shift; thus, they work 160 hours in a 28-day period. Two PSOs work Sunday through Tuesday where one works from 6:00 a.m. to 6:00 p.m. and the other works 6:00 p.m. to 6:00 a.m. The other two PSOs work Thursday through Saturday where one works from 6:00 a.m. to 6:00 p.m. and the other works 6:00 p.m. to 6:00 a.m. On Wednesdays, the Sunday through Tuesday PSOs and Thursday through Saturday PSOs work alternating weeks from 6:00 a.m. to 2:00 p.m. and 6:00 p.m. to 2:00 a.m. It is important to note that these staffing numbers do not factor in time off due to vacation, illness, mandatory training, etc. Based upon scheduled time off, the actual number of personnel reporting for duty on a scheduled shift will be approximately 20 percent lower than is reflected. Hence, with one PSO for each shift, if someone is sick or in training, the position becomes vacant.

The PSOs are typically supervised by a sergeant; however, the PSO sergeant recently retired. Consequently, a corporal on light duty is assisting with PSO scheduling duties and also reports significant issues to the patrol lieutenant until another sergeant is assigned the PSO Unit.

CPSM reviewed the types of activities PSOs are trained to handle. The training program for PSOs is designed similar to the police officer training software program in Agency360. Types of duties include assisting stranded motorists, abandoned vehicles, parking violations, and taking reports for crimes that have occurred and there is no suspect on scene such as burglary, theft, criminal mischief, found property, and bicycle cases. PSOs are trained by an experienced PSO and the performance is documented in Agency360.

Since the front desk is staffed 365 days per year, CPSM inquired about after-hours work. PSOs assist with data entry into the Brazos citation data system, enter child protective safety cases into RMS, and gather information for CID. PSOs also assist with jail checks from time-to-time when jailers are not available.

CPSM learned PSOs have not been in the field for a couple of years due to staffing shortages. Intermittently, when an officer is injured and assigned to light duty at the front desk, the PSO is able to assist with calls for service and reports in the field. In order to assist with report taking in the field, CPSM recommends consideration be given to expanding the number of PSOs from five to seven. Adding two additional PSOs would provide for weekday coverage to handle cold reports, citizen assists, parking enforcement, and traffic control during high activity periods on day shift. This not only would enable patrol officers more time for discretionary patrol functions, but also would provide other civilian career opportunities. The two additional PSOs could cover 7 days on the existing 3/12-hour shift and some additional training would be required.

### Public Safety Officer Recommendation:

- Consider adding two FTE Public Safety Officer positions to assist with field reports to include cold calls, citizen assists, parking enforcement, and traffic control. (Recommendation No. 90.)

## ANIMAL CONTROL

The Animal Control Unit consists of a civilian supervisor, two senior animal control officers, and four animal control officers. The supervisor has been in the current position for the past three years. The supervisor has prior experience as a police officer in Orange County, California. The supervisor is passionate about the mission of her job. The supervisor works Monday through Friday from 8:00 a.m. to 5:00 p.m. The remaining staff has experienced some changes in work hours. At one time, the senior animal control officers and the four animal control officers worked an 80-hour work period over two weeks consisting of six 12-hour shifts with one 8-hour shift. When COVID emerged, shifts were realigned. The supervisor's shift stayed the same but the senior animal control officers and animal control officers changed shifts. One senior animal control officer and two animal control officers work Monday, Tuesday, Wednesday from 7:00 a.m. to 7:00 p.m. and every other Sunday from 8:00 a.m. to 4:00 p.m., for a total of 80 hours during a pay period. The other senior animal control officer and three other animal control officers work Thursday, Friday, and Saturday from 7:00 a.m. to 7:00 p.m. and every other Sunday from 8:00 a.m. to 4:00 p.m., for a total of 80 hours during a pay period.

The Animal Control Unit is governed by General Order, Chapter 5200, Animal Control Procedures. We found the general order was detailed and presented clear procedures. Additionally, it prescribed that in accordance with the Texas Penal Code, Chapter 42.09, Police or Animal Control personnel shall investigate all complaints concerning cruelty to animals. Due to COVID, the animal shelter is not open to the public for visitation. Animals can be viewed online for adoption services. The shelter's philosophy is to be a non-kill shelter and encourage adoptions. The shelter can hold 51 dogs and 38 cats before bringing out additional crates to handle an overload of animals. During COVID almost all of the dogs were adopted. Unfortunately, some of the adopters are surrendering their animals. The shelter does not house large livestock but will accept rabbits, dogs, cats, turtles, birds of prey, and other small breeds.

The main duties and responsibilities of the animal control officers is rabies control, taking care of both sick and healthy animals, caring for stray animals, investigating animal bites and scratches, and licensing of animals. Additionally, the animal control officers provide tours of the shelter to the public, give educational presentations to diverse organizations and communities on the role of an animal control officer, animal care, and other topics of interest to the public. CPSM recommends that the educational presentations and shelter tours be tracked as part of the Animal Control Unit's workload.

**TABLE 6-12: Animal Control Unit Workload, 2017–2020**

Category	2017	2018	2019	2020
General Incidents	704	724	813	826
Vicious/Dangerous Dog Incidents	6	7	15	8
Nuisance Calls	392	432	508	480
Abuse/Cruelty/Neglect Incidents	14	18	76	87
Bite Cases	170	163	145	150
Stray Animals Cases	963	922	769	902
Injured/Sick Animals	215	200	260	234
<b>Totals</b>	<b>2,464</b>	<b>2,466</b>	<b>2,586</b>	<b>2,687</b>

**Source:** Allen Police Department.

The job requirements to be eligible to serve as an animal control officer are at least one year of job experience working with animals such as veterinarian technician, doggie day care technician, pet sitter, groomer, or working in a zoo. Candidates must take a Basic Certification Course in Texas that is two days in duration and has a qualifying test. Animal control officers must maintain certification by taking 30 hours of training every three years. Candidates must have a certification in bite stick techniques and attend a one-day euthanasia training course within four months of being hired. Training for animal control officers is as important as for sworn officers. The National Animal Care and Control Association (NACA) found that "Deputy Sheriffs and Police Officers make numerous public contacts during their shifts, but Animal Control Officers make four times as many contacts during the same period. Thus, four times the exposure equals four times the possible liability." (NACA, Importance of Training, <https://nacanet.site-ym.com/page/Training?>).

It should be noted that animal control officers can get compassion fatigue due to witnessing the abuse of animals and the act of euthanasia. Therefore, it is important for the supervisor and all members of the Animal Control Unit to be cognitive of this type of stress and address officer wellness.

The Animal Control Unit has three trucks but only one of the trucks is air conditioned, and the other two trucks only have fans in the vehicle. CPSM recommends placing air conditioning in the two trucks that are only outfitted with fans.

### Animal Control Unit Recommendations:

- Track educational presentations and shelter tours as part of the Animal Control Unit's workload. (Recommendation No. 91.)
- Add air conditioning to the two animal control trucks that are only outfitted with fans. (Recommendation No. 92.)

## INFORMATION TECHNOLOGY

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Consistent with virtually all law enforcement agencies, the Allen PD utilizes a wide array of information technologies. City IT policy describes the purpose and scope of information technology use. After personnel, these technologies serve as the lifeblood of the organization and are essential to virtually all department functions. Simple examples include the 911 telephone system, the computer-aided dispatch system, records management system, and the radio broadcast system. A failure of any one of these systems can severely impact and/or cripple access to emergency fire, medical, and law enforcement services. Case management systems in use by detectives, internal affairs, traffic investigators, etc., are also vitally important. A broader list of technologies in use by APD includes, but is not limited to:

- TLETS.
- Automated License Plate Reader System (ALPRS).
- MS TEAMS - virtual arraignments, virtual meetings, etc.
- Central Square Enterprise CAD.
- Hexagon and soon to be Central Square RMS.
- Hexagon and soon to be Central Square FBR.
- AFIX.

- Mentalix Live Scan.
- Solacom 9-1-1.
- Open Fox.

APD information technology services are provided by the city. There is an IT administrator and IT technician assigned to the police department. City IT services include, but are not limited to, the following:

- Installing, managing, and monitoring Windows O.S. servers AD, DNS, DHCP, Exchange.
- Installing, managing, and monitoring virtualization technologies using Nutanix.
- Developing effective security policies and procedures including weekly/monthly updates.
- Configuring firewalls and switches.
- Installing, configuring, and administering Office 365 Web Security Suite.
- Designing and implementing disaster recovery backup plans for the infrastructure.
- Managing and monitoring public safety applications for APD software including CAD, Mobile, RMS, and FBR.
- Managing and maintaining in-house camera system.
- Implementing and managing the phone system (VOIP).
- Managing CJIS security compliance.

APD staff identified the following IT projects in process:

- Transition to the new Central Square RMS system.
- Replacement and upgrade of equipment for Layer 3 network.
- Server file share moves.
- In-car mobile device management.

APD staff identified the following IT functions requiring upgrades and/or repairs:

- Upgrade Command Post.
- Upgrade current computer-aided dispatch (CAD) software.
- Upgrade Central Square mobile system.
- Implementation of upgrade from 18 physical to approximately 55 virtual servers.
- Implementation of ALPR fixed cameras.
- Upgrade NICE communication system.
- Implementation of drone equipment to include computer equipment.
- Upgrade PCs.
- Upgrade Watchguard BWC.
- Upgrade computers, in-car cameras, and cradle points in police units.
- Upgrade police facility camera system.
- Upgrade and repair city-wide camera system.

APD currently has an IT/RMS Implementation Committee, which is a technology working group consisting of a cross-section of sworn and professional PD staff to address current and future IT needs and issues for APD. The group can identify needs and system redundancies among other issues, and provide valuable input toward resolutions that will be most workable for the end users. As mentioned earlier in the report, the committee is focused on replacing the RMS system so it is compatible with the department's CAD system.

## No Recommendations

*END SECTION 6*

## SECTION 7. PROFESSIONAL STANDARDS UNIT

Under the leadership of a deputy chief, the Professional Standards Unit (PSU) is responsible for key functions to support the organization. The Professional Standards Unit is comprised of Internal Affairs, Recruitment/Selection/Hiring, Training, and Community Relations. CPSM will report on each of these functions separately.

**TABLE 7-1: Professional Standards Unit Authorized Staffing Levels for FY 2020–2021**

	Authorized	Vacancies	Actual
<b>Sworn Personnel</b>			
Lieutenant	1	0	1
Sergeant	1	0	1
Corporal	0	0	0
Officer	3	0	3
<b>Sworn Total</b>	<b>5</b>	<b>0</b>	<b>5</b>
<b>Civilian Positions</b>			
Administrative Assistant	1	0	1
<b>Civilian Total</b>	<b>1</b>	<b>0</b>	<b>1</b>
<b>Total Authorized Personnel</b>	<b>6</b>	<b>0</b>	<b>6</b>

**Source:** Allen Police Department.

The PSU is supervised by a lieutenant who reports to the Deputy Chief. The lieutenant has served in his current position for four years and has been with the department for 23 years. There is a sergeant also assigned to the division to assist in overseeing supervision. The sergeant has been assigned to the division for three years and has been with the department for 13 years.

The members of the Professional Standards Unit work Monday through Friday from 8:00 a.m. to 5:00 p.m. It should be noted that the organization chart needs revision in the presentation of the PSU. The organizational chart is confusing as it lists Professional Standards overseeing Internal Affairs and Community Relations falling under PSU. The organizational chart does not display Training/Firearms Proficiency or Recruitment/Selection/Hiring. CPSM recommends that the organizational chart be updated to show the current alignment of units in PSU.

### STRATEGIC PLANNING

The department's leadership relies on informal strategic planning in both operational and administrative management of the department. CPSM observed that department members understand the daily mission of the department, but long-term strategic planning was not prevalent in the department. Leadership had a clear "gut-instinct" as to when, where, why, and how crimes were occurring throughout the community, but there is a lack of the use of crime analysis data by the department to support both tactical and strategic planning.

CPSM offers the following suggested steps to enable the department to make more effective use of strategic planning. Formalizing operational and administrative processes within a police department requires a shift in the organizational culture. Just as policing requires a proactive



and not reactive approach to reduce crime, systems must be into place to enable the department to shift to a proactive philosophy

### **Implement a Three- to Five-year Strategic Planning Process**

Strategic planning must be integrated throughout the department. The initial step should be to create a three- to five-year strategic plan for the department. Leadership should create broad goals and objectives for the entire department. Each component of the department should use these department-wide goals and objectives to sculpture unit-level goals and objectives.

The strategic plan should include goals and objectives, measurable outcomes, timelines, and funding requirements, and should identify a responsible party for the execution of each of the goals and objectives. The plan's end goal is to reduce crime and enhance the quality of life in Allen, Texas. A detailed strategic plan will enable the department to work with city leadership to determine priorities and funding.

The responsibility for creating a strategic plan is certainly directed by the leadership of the Chief of Police; however, the strategic planning process should be guided by a deputy chief. CPSM recommends that the responsibility for the strategic planning process fall under the Professional Standards Unit lieutenant. The PSU lieutenant would be responsible for overseeing the development of the strategic planning process, but all supervisors would be involved in creating goals and objectives reflective of their unit.

There is no one format for constructing a strategic plan. The formatting, contents, level of analysis, and depth of detail of strategic plans vary by police departments. CPSM offers the following examples of varied strategic plans that the Allen Police Department can review. Click on the department's name to access the link to the department's strategic plan. Review the strategic plans of other police departments to provide guidance in creating the strategic plan that best fits the needs of the Allen Police Department.

- [Ashland Police Department, 2018 - 2023](#)
- [Clearwater Police Department, 2017 - 2022](#)
- [Salt Lake City Police Department, 2018 - 2022](#)
- [Stockton Police Department, 2020-2022](#)
- [Castle Rock Police Department, 2019-2023](#)
- [Charleston Police Department, 2020-2025](#)
- [Article – Strategic planning for small law enforcement agencies, Police1](#)
- [Article – Strategic Management in Policing: The Role of the Strategic Manager, IACP](#)

## **INTERNAL AFFAIRS**

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The lieutenant and sergeant play an active role in Internal Affairs. There is one investigator assigned to the Internal Affairs Unit. The investigator has served in the unit for six years and has been with the department for 19 years. The investigator also conducts background investigations for the hiring process.

## Personnel Complaints

Public trust is vital to the law enforcement mission. This trust rests on departmental responsiveness to community needs and expectations. The Professional Standards Unit receives complaints and gives appropriate supervisory and management attention to the allegations of misconduct. This is intended to foster public confidence and promote constructive communication. The complaint process is posted on the APD website along with the complaint form.

Personnel complaints consist of any allegation of misconduct or improper job performance against any department employee that, if true, would constitute a violation of department policy, or federal, state, or local law. Such complaints originate from either a community or internal source.

The Internal Affairs process is outlined in General Order 300, Discipline/Complaints Against Police Personnel. A copy of "How to File a Complaint" is posted within the department, provided to the media, and to any citizen requesting information on how to make a complaint against the department or any employee of the department. The brochure was detailed as to the process and communicated the process effectively. Additionally, the department's website provides information on filing a complaint and enables citizens to file a complaint through the website. The website also provides the public with an opportunity to commend an employee, and this provides an excellent balance of collecting information about the department and its personnel.

The department does accept anonymous complaints to be investigated, but only at the specific direction of the Chief of Police. If the preliminary investigation identifies a violation, a formal complaint will be signed by a member of the Professional Standards Unit. There is a time period for filing of a complaint with the department. The department is to be commended for its efforts in notifying the public on how to file a complaint, and accepting anonymous complaints screened by the Chief of Police.

Complaints must be filed within 30 days of the incident with three exceptions to this rule. The first exception is when the complaint involves a criminal investigation; the criminal statute of limitations will determine the time period for the filing of the complaint. However, the general order states that the statutory limitations shall not prevent the Chief of Police from taking disciplinary action deemed necessary to preserve the integrity of the department. The second exception is when the complainant can demonstrate with good cause why the complaint was not made within the 30-day period and determination of accepting the complaint will be made by the Chief of Police. The third exception is when otherwise authorized by the Chief of Police.

The general order states the requirements for making formal complaints. Persons wanting to file a complaint must submit a written statement with their signature on it. Complaints may be filed by mail. Complaints can be filed by internal supervisors and employees and must be submitted in writing and signed by the employee. In some cases, the Professional Standards Unit may serve as the complainant of an externally originated complaint that cannot or will not be made by the original complainant but will only be done if a substantial amount of evidence is presented that a significant violation has occurred.

The general order has two levels of investigative responsibility. Level 1 complaints are for violations such as crimes, excessive force, arrest/detention allegations, unlawful entry into a building, unjustified search, harassment or discrimination, and serious rule infractions. Level 1 complaints may be formally investigated by the Professional Standards Unit personnel unless otherwise authorized by the Chief of Police. Level 2 complaints include violations such as demeanor or minor rule infractions. Level 2 complaints will be initiated by generating a Personnel

Incident Form (APD-28) or memorandum and the complaint will be investigated at the shift, unit, or division level with prior approval from the respective deputy chief or his/her designee. Level 2 complaints may also be investigated at the shift, unit, or division level with approval from the respective deputy chief and the Chief of Police, and these investigations will be referred to as Division Level Investigations. Level 2 complaints may be forwarded to the Professional Standards Unit for investigation, at the request of the respective deputy chief, with the approval of the Chief of Police.

The general order indicates that Level 1 violations in which the complainant calls or responds to the department Monday through Friday between the hours of 8:00 a.m. and 5:00 p.m. will be referred directly to the Professional Standards Unit. If the Level 1 violation occurs after these days and hours, the on-duty supervisor will immediately notify the on-call Professional Standards investigator or will interview the complainant by phone or in-person. The investigator will advise the complainant of the process and initiate an investigation, if warranted. During the work hours of the Professional Standards Unit, Level 2 complaints will be referred to the Professional Standards Unit. When the Professional Standards Unit members are not available, the complaint will be handled by an on-duty supervisor.

In CPSM's review of the department's policy we found both depth and detail within the policy. The policy clearly identifies the terminology used, enumerates the responsibilities and authority of the Professional Standards Unit, discusses the processing of complaints, and delineates when complaints will be handled at the supervisory level versus when a full internal affairs investigation conducted by the Professional Standards Unit is warranted. The employee's rights during internal affairs investigations are discussed with *Garrity v. New Jersey*, 385 U.S. 483 and *Gardner v. Broderick*, 392 are referenced within the policy. Confidentiality, classification of findings, disciplinary and non-disciplinary actions, investigative time limits, appeals and grievances, and recordkeeping and security are clearly presented. However, the policy does not include progressive discipline.

## Early Intervention Program

The department does not have an Early Intervention Program in place.

In the early 1970s, Herman Goldstein noted the problem officers are well known to their supervisors, administrators, peers, and to residents in the community. In 1981, the U. S. Commission on Civil Rights recommended that all police departments create an early intervention program to identify problem officers, that is, "those who are frequently the subject of complaints or who demonstrate identifiable patterns of inappropriate behavior."

An Early Intervention Program (EIP) is a data-based law enforcement management tool designed to identify officers whose behavior is problematic and provide a form of intervention to correct that problematic performance. Using this model, a department can intervene before the problematic officer is in a situation that would warrant formal disciplinary action.

The EIP program allows the department to track personnel complaints, uses of force, etc. The EIP is a resource for supervisory personnel to identify employees who may display symptoms of job stress or performance problems at early stages. The intent of an EIP is to proactively provide employees with the assistance and training necessary to perform their assigned duties in an effective and efficient manner.

While individual incidents such as personnel complaints, traffic collisions, and uses of force are reviewed at the time of occurrence by a supervisor and the chain of command, these incidents may appear acceptable in isolation. However, a pattern of less-than-optimal job performance

may be developing that is more difficult to identify. Tracking the indicators detailed in this program enables supervisors to examine the totality of an individual's actions and make a more accurate assessment of the employee's well-being.

Although the department does monitor and track activity by officers related to citizen complaints, firearms discharge, response to resistance incidents, high-speed pursuits, and vehicular damage, they do not have a formalized policy that mandates some action be taken by the department when an officer reaches a certain threshold in those areas.

The following table shows a sample of early intervention indicators and a schedule that may be of value to the organization. Each agency that chooses to utilize an EIP should establish its own list of indicators and a schedule that meets the needs of the organization while considering workload demands present in that agency. Again, this is only a sample for illustration.

**TABLE 7-2: Sample Early Intervention Program Threshold**

Incident Type	# of incidents	Threshold
Administrative investigation	0	3 incidents within 12 months
Citizen Complaint	0	3 incidents within 12 months
Missed court	0	2 incidents within 12 months
Use of force	0	4 incidents within 12 months
Vehicle accidents	0	2 incidents within 12 months
Vehicle pursuit	0	2 incidents within 12 months
Cumulative Total	0	7 incidents within 12 months

It is important to note that the notification triggered by reaching a threshold in and of itself does not suggest a definitive problem with an employee, but rather, informs supervision of a high rate of total incidents. Again, this is a number determined by the department. For instance, officers working high crime areas are more commonly involved in arrests and uses of force, thereby potentially triggering a notification when their actions are entirely appropriate. This applies to more proactive officers as well. Nonetheless, the department can look at the employee's pattern of conduct and determine if there may be a problem. If so, they may address the problem through counselling, training, or as otherwise called for.

The EIP report, with the recommended assistance, if any, may be completed by the officer's supervisor and presented to the involved police manager. The manager reviews the recommendation and provides any necessary insight and/or recommendation(s). The manager then makes the final decision on any recommended action as a result of an EIP report.

In most agencies CPSM has studied, three instances of questionable conduct or performance indicators (as listed above) within a 12-month period will initiate the early intervention program process. A menu of remedial actions can increase agency accountability and offer employees a better opportunity to meet the agency's values and mission statement. The department should formalize a policy defining a course of intervention designed to correct/interrupt the emerging pattern, practice, or trend with officers. CPSM recommends the department consider purchasing software to implement an early warning system and write an EIP policy/procedure for immediate implementation.

While some may suggest that in small to mid-size agencies such as Allen PD, supervision can easily identify individuals who would reach thresholds, the fact is that few supervisors are aware

of all such incidents, and leaving it to one or more persons' recollection of incidents is both unreliable and unwise.

## Progressive Discipline Matrix

There is no indication that the department utilizes a standardized progressive discipline matrix. A standardized progressive discipline matrix can assist the department's leadership in objectively and consistently delivering discipline based on the severity of the violation and the discipline record of the department member. CPSM recommends that the department utilize progressive discipline with a standardized matrix to be able to apply discipline in a consistent manner and for purposes of educating personnel as to potential disciplinary action for offenses. The following table provides an illustration of a progressive discipline matrix.

**TABLE 7-3: Example of a Standardized Progressive Discipline Matrix**

Class	First Offense	Second Offense	Third Offense	Fourth Offense
1	Min: Verbal counseling	Min: Documented counseling	Min: Documented written reprimand	Min: 1-day suspension
	Max: Documented oral reprimand	Max: Documented written reprimand	Max: 3-day suspension	Max: 5-day suspension
2	Min: N/A	Min: Documented written reprimand	Min: 1-day suspension	Min: 5-day suspension
	Max: Documented written reprimand	Max: 5-day suspension	Max: 5-day suspension	Max: 10-day suspension
3	Min: Documented written reprimand	Min: Documented written reprimand	Min: 1-day suspension	Min: 30-day suspension
	Max: 1-day suspension	Max: 10-day suspension	Max: 15-day suspension	Max: Dismissal
4	Min: 1-day suspension	Min: 5-day suspension	Min: 10-day suspension	Min: Dismissal
	Max: 10-day suspension	Max: 15-day suspension	Max: 30-day suspension	Max: Dismissal
5	Min: 5-day suspension	Min: 10-day suspension	Min: 30-day suspension	Min: Dismissal
	Max: Dismissal	Max: Dismissal	Max: Dismissal	Max: Dismissal

The "class" category should clearly define specific department violations that fall in the categories. Potential discipline should be listed for the first offense through the fifth offense. This enables consistent and transparent issuance of discipline to department personnel. The matrix would incorporate current considerations for disciplinary action such as seriousness of the offense, and previous disciplinary action administered for violations which are the same or similar in nature. The department could also attach to this matrix process a review of the employee's performance evaluations as indicated in the current process for sustained complaints. The matrix provides transparency and predictability for the level of discipline an employee may receive for a violation(s).

CPSM recommends that departments consider creating a matrix that reflects the rules and regulations governing discipline specific to the department.

## Transparency/Accountability/Quality Assurance

The Allen Police Department does an exceptional job in producing a comprehensive Professional Standards Unit Year-End Report. The department produces this report through Excel spreadsheets. The report identifies the members of the Professional Standards Unit, detailed discipline and commendations, personnel incidents findings and discipline, division level investigations dispositions and action taken, internal affairs investigations dispositions and action taken, summary of internal affairs cases, weapons discharge action taken, response to resistance statistics, summary of response to resistance, police response to resistance analysis, police pursuit statistics, summaries and analysis, fleet crashes, summary of fleet crashes, safe driving awards, employee safety and accident prevention, summaries and analysis, department inspections, training statistical data, and recruiting/selection/hiring statistical data. CPSM learned from Human Resources that there have been no grievances filed by Allen Police Department employees from 2017 through 2020.

The Allen Police Department is to be commended for producing such a detailed and comprehensive yearly report. To increase transparency and accountability to the public, CPSM suggests consideration be given to posting this report on the department's website.

## Professional Standards Unit Recommendations:

- Update the organizational chart to show the current alignment of units in the Professional Standards Unit. (Recommendation No. 93.)
- Create a strategic plan and assign responsibility for the strategic planning process to the Professional Standards Unit lieutenant. (Recommendation No. 94.)
- Consider purchasing software to implement an early warning system and write an EIP policy/procedure for immediate implementation. (Recommendation No. 95.)
- Create a standardized, progressive discipline matrix that reflects the rules and regulations governing discipline specific to the department. (Recommendation No. 96.)
- Consider posting the annual Professional Standards Unit report on the department's website. (Recommendation No. 97.)

## TRAINING UNIT

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The Training Unit is a component of the Professional Standards Unit. The lieutenant and sergeant have supervisory responsibility over the Training Unit. The sergeant has ancillary duties that include quartermaster, promotional process coordinator, SWAT, tactical medicine, mental health App coordinator, and drone pilot. The sergeant is also active in recruiting, policy review, defensive tactics training, and internal affairs. The Training Unit consists of one Training Coordinator/Trainer and one rangemaster. The Internal Affairs investigator and the Recruitment investigator also assist with training.

## Academy Training

In July 2016, the U.S. Department of Justice, Bureau of Justice Statistics, published results of a 2013 survey of state and local training academies. The average length of a basic law enforcement training program in a training academy (not including field training) was found to be 840 hours or 21 weeks. Academies operated by state POST agencies averaged 650 hours. In Texas, the Plano Richardson Police Training Academy is 998 hours and requires the successful



completion of the licensing exam. The Allen Police Department currently hires both recruits who have successfully completed the police academy/licensing exam and certified sworn officers. The following table provides the attendance and graduation statistics for individuals sent to the police academy by the Allen Police Department.

**TABLE 7-4: Attendance and Graduation Statistics for Allen PD Sponsored Recruits**

Category	2017	2018	2019	2020
Sent	2	5	1	2
Graduated	2	5	1	2
Success Rate	100%	100%	100%	100%

**Source:** Allen Police Department.

The consistent level of successful completion of the police academy is commendable and reflects favorably on the screening and testing process for prospective Allen Police officers.

While the Animal Control Officers do not attend a police academy, the Allen Police Department has a 40-day structured internal training program. Standard Operating Procedure, 2040.003, Animal Control, details the training program. TCOLE has four levels of Telecommunicator Proficiency Certification Requirements: Basic – one year of service; Intermediate – two years of service and 120 hours of training; Advanced – four years of service and 240 hours of training; and Master – eight years of service and 500 hours of training.

## In-Service Training

In-service training is critical to ensure a competent and efficient police department. The Training Unit has great responsibility in providing training and access to training courses that will educate the department's police officers, impact the performance of the department, and the public's perception of professionalism. But this responsibility is also shared by supervisory and line level employees who must be focused on training opportunities, must work in collaboration with the Training Unit for scheduling personnel, and ensure supervisory follow-through that individuals attend the schedule training opportunities.

In meeting with the Training Unit, we found there appears to be a focused effort by the Training Unit to schedule training and seek training opportunities for department members. However, there is a sense of frustration, at times, within the Training Unit due to the lack of cooperation from supervisors and officers in coordinating with the Training Unit. For example, CPSM learned that police officers are scheduled for the range but then do not show up or call the rangemaster to advise they cannot make the training and do not appear to have a valid reason. If a police officer cannot make the training, the police officer should notify his/her immediate supervisor explaining the reason why and the supervisor should call the Training Unit sergeant to advise that the officer cannot make the training. The Training Unit sergeant will then notify the rangemaster. Furthermore, when the Training Unit sends out the schedule to supervisors to have their subordinates scheduled for training, the response is slow, and the Training Unit must continually follow up to make sure individuals are scheduled for training. The lack of priority and follow-through can understandably be a source of frustration and could also expose the city and department to risk due to some supervisors and officers not taking training seriously.

This is a good example of why the PSU lieutenant needs to be a part of the proposed Compstat process discussed earlier in the Crime Analysis section of this report. The Compstat model includes examining administrative processes in the department for accountability. The lieutenant could address these types of training issues in a formal setting with the department leadership.



Collaboration and cooperation are important when different units in the department must work together to accomplish a specific goal. In this case, the goal is to promote the importance of training and the cooperation between the Training Unit and other divisions when scheduling training.

The department utilizes the Training Unit personnel and other in-house instructors to deliver the department's in-service training. The department has a substantial number of individuals listed as instructors for various high-liability areas. The department has also focused on Crisis Intervention Training (C.I.T.) and other de-escalation training. Listed in the following table are the de-escalation courses and number of attendee hours over the past three years.

**TABLE 7-5: CIT and De-escalation Training Hours, 2017–2020**

<b>Training Course</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>
Mental Health	280	80	40	0
Verbal Judo	0	0	168	52
CIT 1850 SB	0	80	1,080	240
De-escalation 1849 SB	0	32	296	96
<b>Totals</b>	<b>280</b>	<b>192</b>	<b>1,584</b>	<b>388</b>

**Source:** Allen Police Department.

CPSM reviewed the lesson plan for the 8-hour De-escalation Techniques Training – Limiting Use of Force in Public Interaction (TCOLE #1849). The lesson plan was comprehensive with learning objectives, evaluation procedures, instructional strategies, training materials, required equipment and supplies, and a detailed presentation guide.

The following table shows the amount of funding allocated for training for the past three fiscal years: 2018–2019, 2019–2020, and 2020–2021. The level of funding is an indicator of the department's commitment to properly training its employees. The lower training budget amount for FY 2019–2020 was due to the impacts of the pandemic in the offerings of training and the ability to send sworn members to training. The department's funding for training clearly indicates the Chief of Police is dedicated to having a well-trained department.

**TABLE 7-6: Training Budget Funding for FY 2018–19 through 2020–21**

<b>Fiscal Year</b>	<b>Training Budget</b>
2018–2019	\$118,220
2019–2020	\$95,350
2020–2021	\$101,850

**Source:** Allen Police Department.

The department maintains spreadsheets to capture statistical data for training. In the following tables, statistical data for a variety of training categories for 2017–2019 are described. This data was extracted from the Year-End Report.

**TABLE 7-7: Training Requests, 2017–2019**

<b>Training Requests</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>
Requested	588	472	601
Approved	521	395	554
Denied	67	77	47

**Source:** Allen Police Department.

**TABLE 7-8: Training Class Activity, 2017–2019**

Training Class Activity	2017	2018	2019
Total Training Classes Attended	625	480	809
Internal Training Classes	104	85	345
Hosted Training Classes	9	12	31
Probationary Police Officer	7	9	8

**Source:** Allen Police Department.

**TABLE 7-9: TCOLE Recognized Training Hours, 2017–2019**

TCOLE Recognized Training	2017	2018	2019
Sworn (External Training)	5,891	5,498	8,070
Sworn (Internal Training)	1,479	1,262	3,316
Non-sworn (External Training)	927	520	1,272
Non-sworn (Internal Training)	360	134	479

**Source:** Allen Police Department.

**TABLE 7-10: TCOLE Peace Officer Certifications Obtained, 2017–2019**

TCOLE Peace Officer Certification	2017	2018	2019
Master Police Certification Obtained	2	12	4
Advanced Police Certification Obtained	2	4	8
Intermediate Police Certification Obtained	5	1	5
Instructor Certification	2	5	2

**Source:** Allen Police Department.

**TABLE 7-11: Total TCOLE Certifications as of 12/31/19**

Master – Total Department TCOLE Certifications	69
Advanced – Total Department TCOLE Certifications	28
Intermediate – Total Department TCOLE Certifications	13
Instructor – Total Department TCOLE Certifications	70

**Source:** Allen Police Department.

The Training Unit is keeping track of training by use of Excel spreadsheets. This is an antiquated method of tracking training. CPSM recommends the department consider purchasing Training Tracker software to manage officer training, mandates, and training expenses. Additionally, Training Tracker software enables the creation of an employee training dashboard, with functions such as create/manage training courses, schedule training events, invite officers to training, detailed reporting for training expenses and budgets, manage range and defensive tactics entries, upload documents to officer dashboards, track individual officers' training courses and hours, and export training FOIA requests. Automating the Training Unit's administrative duties would enhance the Training Unit's ability to focus on course development. Additionally, automation would make it easier for both the Training Unit and supervisor staff from other divisions to work collaboratively and coordinate training. The Training Unit initiated a training calendar, but it just provides limited information. With automation, training offerings would be easier to communicate to department members.

## Educational Tuition Reimbursement

An educational tuition reimbursement program for college tuition is funded by the city. CPSM was advised by the PSU lieutenant that only three individuals from the department have utilized this benefit. The department should consider researching why more individuals are not utilizing the tuition reimbursement program and encourage staff to take advantage of this worthwhile personal enrichment opportunity.

## Training Unit Recommendations:

- Consider purchasing Training Tracker software to manage officer training, mandates, scheduling, training announcements, and training expenses. (Recommendation No. 98.)
- Research why more employees are not utilizing the tuition reimbursement program and encourage staff to take advantage of this worthwhile personal enrichment opportunity. (Recommendation No. 99.)

## RECRUITMENT/SELECTION/HIRING

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Police departments throughout the country are being challenged with finding qualified personnel to fill sworn positions. The most important asset a police department has is its human capital. Poor hiring practices lead to poor performance, police misconduct, and morale issues. Comprehensive recruitment, selection, and hiring processes lead to the selection of individuals who have the ability to serve their communities with dedication, integrity, and competency. Succession planning is more likely to be successful when a department has a qualified workforce to build future leaders. Police departments cannot short-cut the recruitment/selection/hiring process just to fill vacant positions. Hiring qualified employees and creating an internal environment of growth, respect, and good working conditions is likely to increase retention rates.

The Professional Standards Unit has one investigator assigned as the lead for recruiting/selection/hiring, and this position also supports the Training Unit. There are other department members who assist the investigator in recruitment fairs. The department recruits from a variety of sources to include, but not limited to, Instagram, Facebook, Indeed, Discoveringpolicing.com, TML.org, USACOPS.com, PoliceOne.com, TMPA, Officer.com, GO LAW ENFORCEMENT.com, Jobing.com, TCOLE, and the TheMilitaryEdge.com. Significant effort is made by the department to recruit from a variety of platforms that reach an audience of diverse individuals.

In 2019, the department initiated its second year of lateral hiring, which proved to be highly successful the prior year; however, with other agencies adopting the same hiring strategy, the numbers of lateral candidates for the Allen Police Department began to decrease. The department decided to adopt a recruitment strategy that looked beyond the State of Texas and focused on opportunities nationwide. Recruiters attended two job fairs, one in New York and the other in California. The New York recruitment was the most successful, so the department has decided to return to New York in the future. California was also a successful recruitment and together, the two recruitment fairs produced dozens of applications and two new hires. Another recruitment trip is tentatively being discussed to return to New York to recruit.

The following table provides detailed testing/selection/hiring/retention statistical data for 2017 through 2019. This is excellent data collection as it presents a clear picture of the process and how many individuals successfully passed each component of the process. CPSM recommends adding ethnicity and gender pass rates for each category. The department credits the lateral

program for supporting retention levels as demonstrated by the statistical data for retention in 2019.

**TABLE 7-12: Police Officer Testing/Selection/Hiring & Retention Data, 2017–2019**

Category	2017	2018	2019
Applied	1,320	819	733
Approved by Human Resources	917	460	502
Tested	242	70	77
Passed Testing	53	34	44
Pass Rate	21.9%	48.6%	57.1%
Hired	16	15	12
Retained	13	12	12
% of Retention	81.3%	80.0%	100%

**Source:** PSU Year End Report, published February 13, 2020.

During the site visit conducted on February 11 and 12, 2021, the investigator advised CPSM that there are two vacant positions; one is vacant because the sworn member left unexpectedly. The investigator advised that the department has a four-year contract with lateral positions and a six-year contract with recruit positions to repay the department \$4,000.00 and \$6,000.00, respectively, for leaving the department within those time periods without a valid reason for separation.

General Order, Chapter 1700, Hiring/Recruiting Process, details the 12 phases of the hiring process, probationary and lateral entries, and the training for the background investigators.

### Recruitment/Selection/Hiring Recommendation:

- Add ethnicity and gender pass rates for each category in the hiring process in the PSU Year-End Report. (Recommendation No. 100.)

## POLICIES

The Allen Police Department is an accredited agency. Similar to many accredited agencies, the accreditation process results in the police department adopting comprehensive and structured policies that promote guidelines to ensure accountability of all members. The review of all general orders is critical to maintain best practices in the workforce. Policy review is administered by the lieutenant and sergeant assigned to the Professional Standards Unit. The Allen Police Department's general order manual is quite impressive. It consists of Chapter 100 to Chapter 6300 and covers all areas of responsibilities. Chapter 100 is a written directive system that states that the general orders at a minimum will be reviewed annually to ensure that each policy complies with all applicable state laws. The policies were last reviewed on October 5, 2020. Furthermore, command and supervisory personnel are charged with the responsibility to assure that input is gathered from all levels and are accountable for the proper dissemination and implementation of all adopted policies and procedures.

Each general order is structured for uniformity, resulting in an appealing presentation. The general orders are comprehensive and present chapter number, title, index words, purpose, policy, procedures, definitions, and detailed sections presenting authority and responsibilities. The high-liability areas such as Emergency Vehicle Operations/Motor Vehicle Pursuits (Chapter

500) and Response to Force/Aggression (Chapter 800) clearly represented best practices. Additionally, Racial Profiling (Chapter 5300) defined what racial profiling is, how to file a complaint, and responsibilities of supervisors and officers in the use of audio and video equipment. The department website listed a tab for General Orders but only four policies were visible: Racial Profiling, Response to Resistance, Ride Along Program, and Volunteer Police Chaplaincy Program. CPSM recommends the department consider listing all general orders that are appropriate for public viewing.

The Allen Police Department's General Order Manual was very impressive and should serve as a model for other law enforcement agencies.

### Policy Recommendation:

- Consider listing online all general orders that are appropriate for public viewing. (Recommendation No. 101.)

## PERFORMANCE EVALUATIONS

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The Allen Police Department has a strong methodology and instrumentation for evaluating its employees. Performance evaluations are done on a yearly basis. The performance evaluation instrument is electronic and allows for supervisors to enter observations and comments throughout the year. The anniversary date for conducting a performance evaluation is either the employee's original start date or their date of promotion.

An employee's supervisor is notified 60 days in advance of the employee's anniversary date, a time during which the supervisor can enter notes about the employee and create goals for the employee's performance for the next year. The supervisor will complete the performance evaluation and will submit the evaluation through the chain of command for approval. Once all levels of approval are completed, the performance evaluation is sent electronically to Human Resources for final approval. Once the final approval is completed, the evaluating supervisor will print a copy of the performance evaluation and meet with the employee to discuss their performance evaluation.

The performance evaluation instrument has a three-point rating scale with one being needs improvement, two meets standards, and three exceeds standards. There are multiple categories of performance and the areas are weighted. Employees are evaluated on the department's behavioral expectations of P.R.I.D.E. values. P.R.I.D.E. is a concept and an attitude that represents the city's core values of People First, Respect, Integrity, Deliver, and Excel. The employee is rated in each of these categories and the performance evaluation instrument requires details and anecdotal evidence to support the ratings in these categories. Additionally, employees are evaluated in other categories such as: job competencies, problem solving, effective communication, professional expertise, attendance, and initiative. Employees are also evaluated in completing current year goals, future year goals, and training. The employee receives an overall rating from the summary ratings for each category.

The Allen Police Department provided CPSM with an example of a completed performance evaluation instrument. The department requires raters to attend a one-hour training session on how to evaluate personnel and how to complete the performance evaluation instrument. The Allen Police Department is to be commended for having a robust performance evaluation system.

No recommendations are offered.

## PROMOTIONAL PROCESS

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General Order Chapter 3700, Promotional Process, is a comprehensive general order that establishes the guidelines and requirements for promotion. In the State of Texas, the Texas Commission on Law Enforcement Officer Standards and Education (TCLEOSE) emphasizes in-service training in pursuit of the Basic, Intermediate, Advanced, and Master Peace Officer certificates. The certificates along with education are requirements in the department's promotional process.

For the rank of corporal, a candidate must possess a TCLEOSE Intermediate Certificate, high school diploma or G.E.D., minimum of four years of police experience with a minimum of one year with the Allen Police Department, and must have completed the probationary period. The phases of the promotional process for the rank of corporal are a validated written test in which the candidate must achieve a minimum score of 70 percent to proceed to the next phase and is weighted at 50 percent in the process. Candidates who successfully score a 70 percent on the written examination will then participate in an oral interview board in which the candidate must score at least 24.5 out of 35 possible points, or 70 percent to continue to the next phase. The oral board is weighted at 50 percent in the promotional process. Longevity points will be added to final overall combined written examination percentage and oral board percentage score. Candidates shall receive one-half point per year of service with the Allen Police Department up to five points. The calculation of longevity points will take place from the last day in December each year. Candidates shall be ranked by their overall combined test scores and shall be interviewed by the Chief of Police. In the event the Chief of Police decides to promote outside the ranking order, the Chief of Police must submit a justification letter to the City Manager for approval. The corporal promotional process is held in February of each year.

For the rank of sergeant, the candidate must possess a TCLEOSE Intermediate Certificate, high school diploma or G.E.D., minimum of 15 college semester credits, minimum of five years of experience as a police officer, and currently hold the rank of police corporal with the Allen Police Department. Similar to the corporal's promotional process, the phases of the promotional process for the rank of sergeant are a validated written test in which the candidate must achieve a minimum score of 70 percent to proceed to the next phase and is weighted at 50 percent in the process. Candidates who successfully score a 70 percent on the written examination will then participate in an oral interview board in which the candidate must score at least 24.5 out of 35 possible points, or 70 percent to continue to the next phase. The oral board is weighted at 50 percent in the promotional process. Longevity points will be added to final overall combined written examination percentage and oral board percentage scores. Candidates shall receive one-half point per year of service with the Allen Police Department up to five points. The calculation of longevity points will take place from the last day in December each year. Candidates shall be ranked by their overall combined test scores and shall be interviewed by the Chief of Police. In the event the Chief of Police decides to promote outside the ranking order, the Chief of Police must submit a justification letter to the City Manager for approval. The sergeant promotional process is held in January of each year.

For the rank of Lieutenant, which is an appointed position, the candidate must possess an Advanced Certificate, high school diploma or G.E.D., minimum of 45 college semester credits, six years of police experience, and currently hold the rank of sergeant with the Allen Police Department.

For the rank of Captain, the candidate must possess a TCLEOSE Master Certificate, high school diploma or G.E.D., an Associate Degree or minimum of 60 college semester credits, minimum of



eight years of police experience, and currently hold the rank of lieutenant with the Allen Police Department.

For the rank of Deputy Chief, the candidate must possess a TCLEOSE Master Peace Officer Certificate, minimum of a bachelor's degree, minimum of 10 years of law enforcement experience, and currently hold the rank of lieutenant or above with the Allen Police Department. The selection process for Lieutenant, Captain, and Deputy Chief of Police can include written examinations, oral boards, assessment centers, or other procedures deemed necessary for selection by the Chief of Police. In the event of no qualified or interested candidates, the Chief of Police will be authorized to consider applications from candidates not currently employed by the Allen Police Department and who meet the minimum education and certification requirements as set forth by the Chief of Police.

One recommendation offered by CPSM is to utilize outside raters for the oral board portion of the process. The oral board questions should be scenario-based and designed with a defined set of performance dimensions for the rating scales. This offers more objectivity and removes the perception that the oral board process is slanted by relationships within the department.

### Promotional Process Recommendation:

- Consider utilizing outside raters for the oral board portion of the process. (Recommendation No. 102.)

## COMMUNITY RELATIONS UNIT

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The Allen Police Department is committed to maintaining the quality of life for all residents and visitors. The Community Relations Unit (CRU), with other department employees, strives to establish close ties with all segments of the population.

### Staffing

The CRU is staffed by a sergeant and three officers. The CRU works a 4/10 schedule from 8:00 a.m. to 6:00 p.m. with the sergeant and one officer working Monday through Thursday and a senior officer and one officer working Tuesday through Friday. The team are all scheduled to work on Wednesdays, which provides an opportunity for weekly meetings and training. Due to the nature of CRU working with the community, the work hours are often adjusted to meet the needs of the community.

Selection to the CRU is based on an application, positive recommendation from a supervisor, and oral interview. The sergeant and two officer positions are assigned to CRU with no rotation and one officer position rotates every 24 months. A review of the General Order 5900 indicated it is the responsibility of all APD staff to be committed to community outreach. The GO also summarized the duties of CRU and community outreach programs. However, there were no details regarding requirements for serving on CRU, selection, training, and/or rotational requirements. As was mentioned earlier in the report, rotating supervisory and officer positions provides the opportunity for others to experience serving the community in a specialized capacity and upon eventual return to Patrol, the supervisor or officer brings back a deeper level of experience and service to the community.

CPSM recommends a formal rotation schedule be considered to provide opportunities for sworn personnel to acquire additional training and experience; this will serve both the individual and organization into the future. Rotational special assignments are especially important for an



organization the size of APD. Other agencies of similar size provide a three-year assignment, with the opportunity to request a one-year extension twice, for a total of five years. The annual extensions are based on good performance. Once established, the rotational schedule should be included in General Order 5900.

The City of Allen has three substations located at major business complexes: the Allen Premium Outlets, Village of Allen, and Watters Creek. APD has an existing agreement with the management of each respective center that an officer is present at least 50 percent of the time Monday through Friday from 8:00 a.m. to 5:00 p.m. on the property. As such, CRU members are not subject to routine patrol calls. They respond to calls in-progress but patrol officers handle the investigation. CPSM asserts that using CRU members as a second-tier response can lead to a wasteful use of services. The amount of time patrolling the business complexes places CRU in the best position to proactively prevent crime as well as reactively respond to calls for service. The lack of ownership for CRU's areas of responsibility seem counterintuitive to the assignment. CPSM recommends consideration be given to assigning CRU officers the responsibility for handling calls for service at the three substations, much like the SROs handle calls for service at the schools.

CPSM learned the primary mission of CRU is to engage the community in positive police-community relationships. The CRU coordinates the following activities and events:

- Citizen Police Academies.
- Rape Aggression Defense.
- Tobacco compliance inspections.
- Ribbon cuttings.
- PD tours.
- Neighborhood Watch.
- Daycare Officer Maxwell visits.
- National Night Out.
- Active shooter training.
- Home and business security surveys.
- Media relations.
- Community events such as St. Jude Catholic Church, mosque and faith-based events, car shows, July 4, drug takebacks, and teacher education events.

The Community Relations Unit officers are currently sworn positions; however, some of these positions can be well-served in a civilian capacity, which is common in many police departments. CPSM recommends consideration be given to transitioning a Community Relations officer to a civilian PSO position in the future.

## Crime Prevention

Community Relations provides a variety of crime and safety information. This includes the Neighborhood Watch programs, school and business safety, etc.

CPSM learned that two of the three CRU officers are certified in Crime Prevention Through Environmental Design (CPTED) training. The course describes best practices in designing landscapes, parking lots, lighting, entrances, and exits of residential and business buildings and

entertainment complexes to encourage safety and prevent crime. CPSM recommends all CRU members attend CPTED training.

APD is fortunate to have a crime analyst who can assist with crime prevention strategies. CPSM recommends CRU take a proactive approach to crime prevention by working with the crime analyst to identify trends associated with demographics or other variables. Staff can engage the assistance of volunteers to address the targeting of the highest-volume crime locations.

### **Neighborhood Watch**

Neighborhood Watch is a crime prevention program involving neighbors trained to deter crime and report suspicious activity to police. Neighborhood Watch groups are usually formed after a resident garners interest from neighbors interested in a safer neighborhood. A police officer presents crime prevention and safety information. In addition to educating neighbors, they become better acquainted, exchange contact information, and help build a more cohesive neighborhood. One community member volunteers to be the Neighborhood Watch captain and is responsible for coordinating the group and maintaining communication.

Community Relations staff indicated since the pandemic, the meetings have subsided; however, some meetings are still conducted through ZOOM. CRU also has a heat map through the Ring neighbors app.

### **Volunteers in Policing**

Pre-COVID, the Allen Police Department had 25 volunteers who worked in the station. Common tasks include staffing the front desk, helping with vehicle maintenance tasks, assisting the Internal Affairs and Records Units, and performing clerical work for the Criminal Investigations Division. Over the past year, the number of volunteers has dwindled down due to the impacts of the pandemic because community members are understandably less active in the community.

### **Citizens on Patrol**

Pre-COVID, the Allen Police Department had 50 volunteers as part of the Citizens on Patrol (COP). This program uses volunteers who patrol areas of the city during peak times of criminal activity. They provide an extra set of eyes for the Allen Police Department. COPs has logged more than 6,000 miles each year.

In order to join the Citizens on Patrol, volunteer candidates must graduate from the Citizen Police Academy and complete the following training:

- Proper radio procedures.
- Proper and safe operation of a marked department vehicle.
- Gaining a working knowledge of directions and locations within the city.
- Learning how to be an alert and effective observer and how to accurately report what is observed.

Each year, the department holds a separate volunteer recognition event for the VIPs and COPs where the amount of service hours per volunteer are recognized. CPSM commends the department for not only offering two different levels of volunteerism with the department, but for also ensuring public recognition of the members of each volunteer unit. Efforts such as VIP and COP programs continue to strengthen the bond with the community as well as ensure department members remain aware of the amount of support within the community.

## Citizen Police Academy (CPA)

The Citizen Police Academy is designed to acquaint community members with an overview of the APD, including Patrol, CID, Support Services, and PSU. The purpose is for the community to gain a deeper understanding of the job knowledge, skills, and abilities of today's police officer. It also helps dispel misconceptions about police.

APD covers the following areas in the academy:

- Patrol ride along.
- Criminal justice system.
- Development of a police officer.
- Traffic enforcement.
- Prevention and assistance.
- Special responses.
- Investigations.
- Community preparedness.

The 12-week long CPA is offered twice a year; however, since the advent of the COVID-19 pandemic, it has been on hold. Several CPA graduates typically ask about volunteering and are referred to the VIP and COP programs.

Some departments use CPA graduates extensively in detective sections, particularly those citizens with a banking or law enforcement background. These volunteers have been invaluable in preliminary identity theft investigations, calling crime victims on behalf of detectives to provide case numbers and the identity of the handling detective. Another task is calling families of missing persons or runaway juveniles to check on their status. Each specialized unit might identify tasks that do not require a sworn officer to perform. CPA graduates with experience in retail may be suited to assist in Business Watch or other crime prevention presentations. Police departments that have been recognized for outstanding volunteer programs may be a helpful resource. CPSM recommends staff identify additional needs for volunteers to assist units throughout the department.

## Community Relations Recommendations:

- Implement a formal rotation schedule for members of the CRU, including the CRU sergeant, and update General Order 5900 to include this rotation schedule. (Recommendation No. 103.)
- Assign CRU officers the responsibility for handling calls for service at the three substations. (Recommendation No. 104.)
- Consider transitioning a Community Relations officer to a civilian PSO position through attrition. (Recommendation No. 105.)
- Ensure all CRU members attend training in Crime Prevention Through Environmental Design. (Recommendation No. 106.)
- Take a proactive approach to crime prevention by working with the crime analyst to identify trends associated with demographics or other variables. Engage the assistance of volunteers

to address crime by targeting the highest volume crime locations. (Recommendation No. 107.)

- Identify additional needs for volunteers to assist units throughout the department. (Recommendation No. 108.)

## WORKER'S COMPENSATION

Injuries and exposure to health hazards resulting in worker's compensation claims are inherent in policing. While workplace safety training is necessary and helpful for many circumstances, the unpredictable and volatile nature of policing make it impossible to prevent injuries/claims. The APD is not alone in coping with this disruptive and costly reality. The state of the law in Texas as it relates to occupational injuries can result in significant cost exposure.

Upon completion of a formal injury report, the paperwork is forwarded to the HR department. The HR department is the city's recordkeeper for injury reports for all departments. These reports are logged and tracked by the city's risk management staff.

CPSM requested four years of records for worker's compensation claims. The following Table 7-13 shows all claims and associated costs for that time period. In our examination, we looked at actual costs to include disability pay, supplemental pay, medical costs, and legal fees. Future anticipated costs for which funds are set aside as reserve are not included in this data as they are yet to be expended. Claims submitted where no lost time, medical treatment, or other non-administrative costs were incurred are not included in the number of claims.

**TABLE 7-13: Worker's Compensation Claim Data, 2017–2020**

	2017	2018	2019	2020
Total Disability Amount Paid	\$46,444.01	\$177,294.64	\$82,762.19	\$4,386.30
Total Number of Claims	6	11	13	5

Overall, the total number of formal claims appears consistent with rates of claims for similarly sized agencies.

The APD does not receive a quarterly injury report from the city's risk management staff to assist with identifying trends, training, and equipment needs. CPSM recommends that the Training sergeant work with city's risk management staff to examine the nature of activity employees were engaged in at the time of injury. This will help determine if there is a pattern of injuries that require specific training or policy revisions to reduce the incidence of occurrence. Tracking and reviewing this information on at least an annual basis will enable the department to address training and policy needs as they become apparent.

### Worker's Compensation Recommendation:

- Track and review the nature of activity employees were engaged in at the time of injury to determine patterns of injuries that may require specific training and/or policy revisions to reduce the incidence of occurrence. (Recommendation No. 109.)

*End Section 7*

## SECTION 8. DATA ANALYSIS

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This data analysis report on police patrol operations for the Allen Police Department focuses on three main areas: workload, deployment, and response times. These three areas are related almost exclusively to patrol operations, which constitute a significant portion of the police department's personnel and financial commitment.

All information in this analysis was developed using data from the department's computer-aided dispatch (CAD) system.

CPSM collected data for one year from January 1, 2019, through December 31, 2019. The majority of the first section of the report, concluding with Table 8-9, uses call data for one year. For the detailed workload analysis, we use two eight-week sample periods. The first period is from January 4 through February 28, 2019, or winter, and the second period is from July 7 through August 31, 2019, or summer.

### WORKLOAD ANALYSIS

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When CPSM analyzes a set of dispatch records, we go through a series of steps:

- We first process the data to improve accuracy. For example, we remove test records that do not indicate an actual activity. We also remove incomplete data, as found in situations where there is not enough time-stamp information to evaluate the record.
- At this point, we have a series of records that we call "events." We identify these events in three ways:
  - We distinguish between patrol and nonpatrol units.
  - We assign a category to each event based upon its description.
  - We indicate whether the call is "zero time on scene" (i.e., patrol units spent less than 30 seconds on scene), "police-initiated," or "community-initiated."
    - "Police-initiated" includes calls where the times for the first unit assigned and arrived were identical.
    - "Community-initiated" includes all remaining calls.
- We then remove all records that do not involve a patrol unit to get a total number of patrol-related events.
- At important points during our analysis, we focus on a smaller group of events designed to represent actual calls for service. This excludes events with no unit time spent on scene and directed patrol activities.

In this way, we first identify a total number of records, then limit ourselves to patrol events, and finally focus on calls for service.

As with similar cases around the country, we encountered several issues when analyzing Allen's dispatch data. We made assumptions and decisions to address these issues.

- 1,405 events (about 2 percent) involved patrol units spending zero time on scene.

- One call lacked an accurate busy time. We excluded this call when evaluating busy times and work hours.
- The computer-aided dispatch (CAD) system used approximately 70 different event descriptions, which we condensed into 16 categories for our tables and 11 categories for our figures (shown in Chart 1). Table 20 in the appendix shows how each call description was categorized.

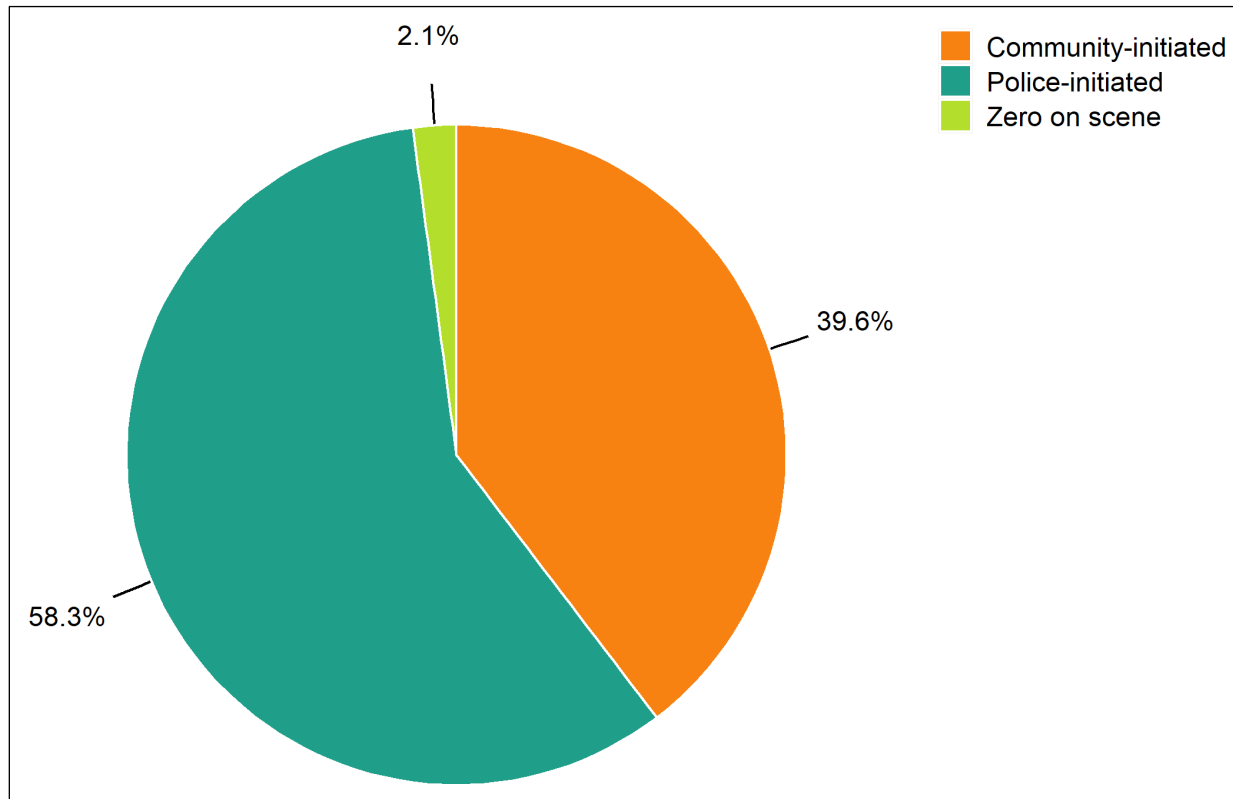
Between January 1, 2019, and December 31, 2019, the communications center recorded approximately 66,315 events involving a responding patrol unit. When measured daily, the department was dispatched to an average of 182 patrol-related events per day, approximately 2 percent of which (4 per day) had fewer than 30 seconds spent on the call.

In the following pages, we show two types of data: activity and workload. The activity levels are measured by the average number of calls per day, broken down by the type and origin of the calls, and categorized by the nature of the calls (crime, traffic, etc.). Workloads are measured in average work hours per day.

### CHART 8-1: Event Descriptions for Tables and Figures

Table Category	Figure Category
Alarm	Alarm
Assist citizen	Assist
Assist other agency	
Crime—person	Crime
Crime—property	
Crime prevention	Crime prevention
Disturbance	Disturbance
Animal	General noncriminal
Follow-up	
Juvenile	
Investigation	Investigation
Suspicious incident	Suspicious
Accident	Traffic
Traffic enforcement	
City ordinance / minor offense	Violation
Warrant and prisoner	Warrant and prisoner

**FIGURE 8-1: Percentage Events per Day, by Initiator**



**Note:** Percentages are based on a total of 66,315 events.

**TABLE 8-1: Events per Day, by Initiator**

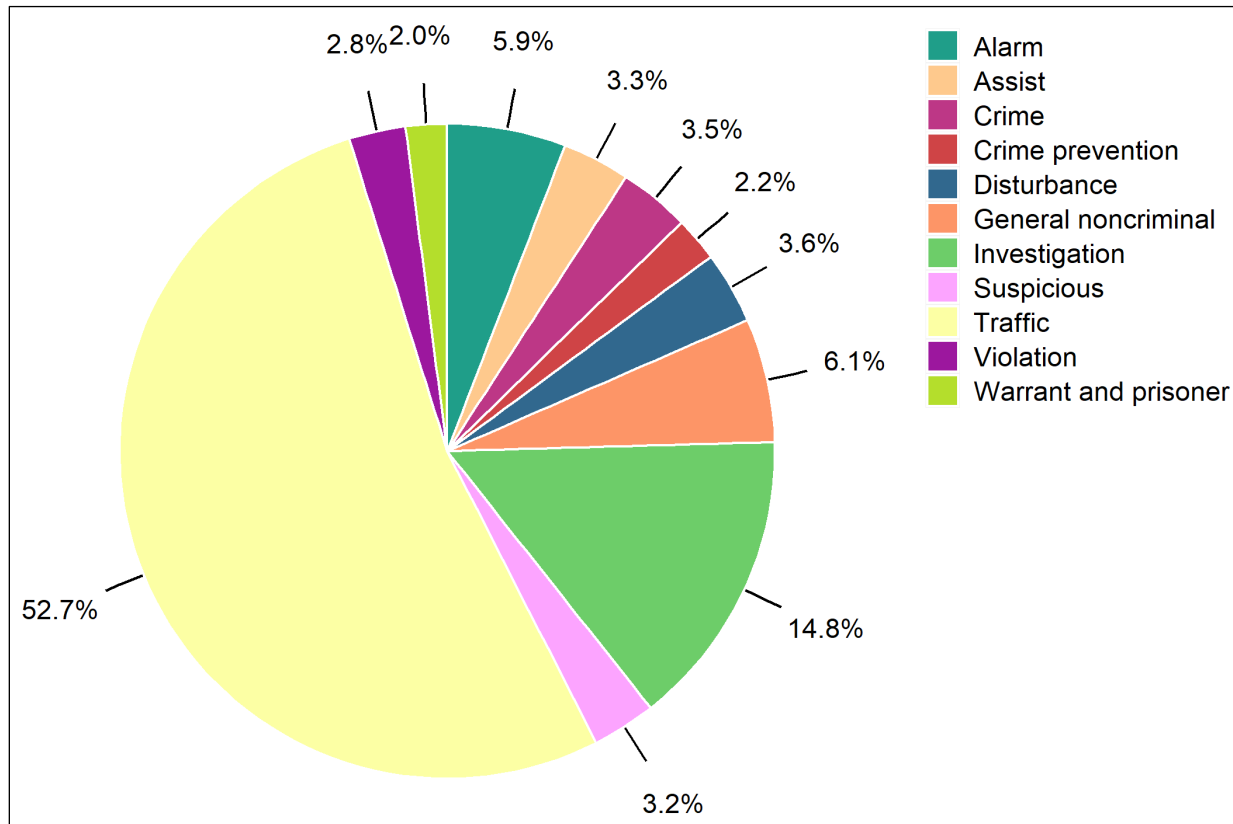
Initiator	No. of Events	Events per Day
Community-initiated	26,270	72.0
Police-initiated	38,610	105.8
Zero on scene	1,405	3.8
<b>Total</b>	<b>66,285</b>	<b>181.6</b>

**Observations:**

- 40 percent of all events were community-initiated.
- 58 percent of all events were police-initiated.
- 2 percent of the events had zero time on scene.
- On average, there were 182 events per day, or 7.6 per hour.



**FIGURE 8-2: Percentage Events per Day, by Category**



**Note:** The figure combines categories in the following table according to the description in Chart 8-1.

**TABLE 8-2: Events per Day, by Category**

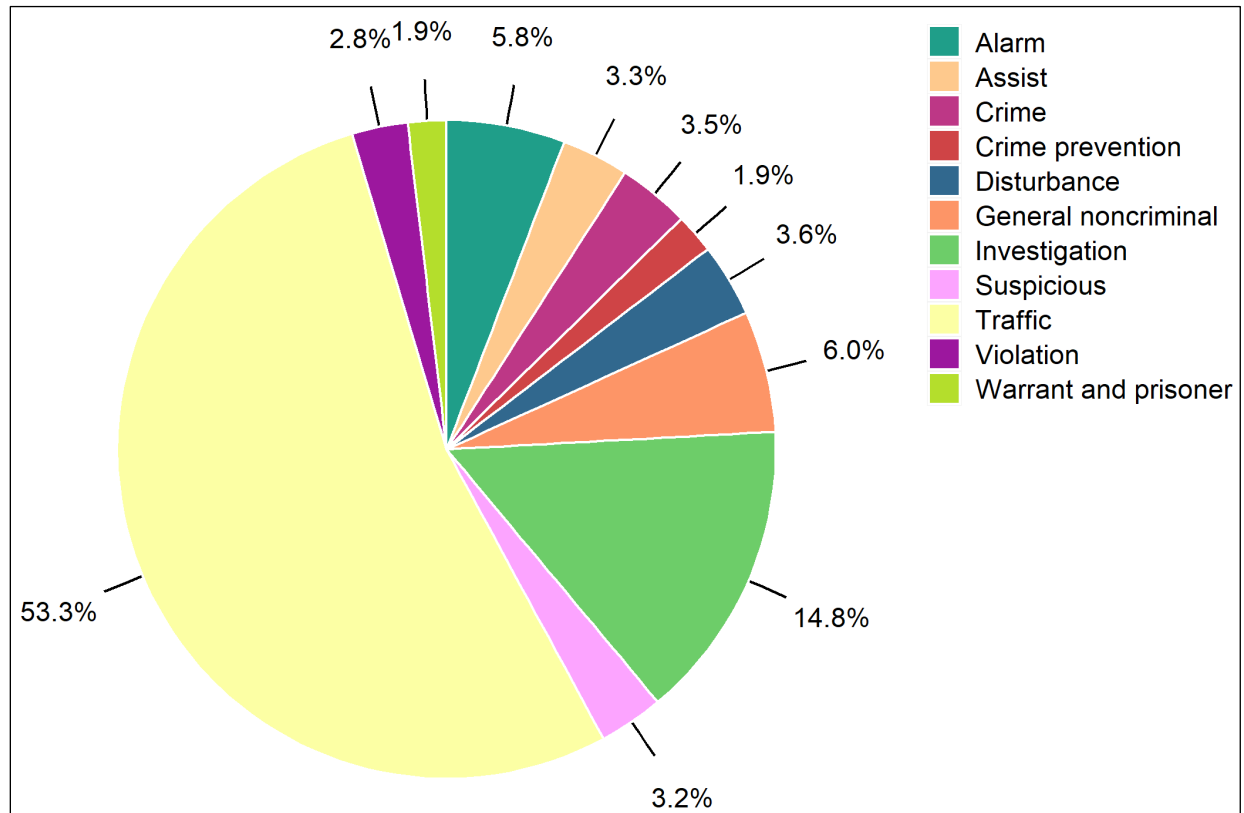
Category	No. of Events	Events per Day
Accident	2,593	7.1
Alarm	3,883	10.6
Animal	246	0.7
Assist citizen	1,213	3.3
Assist other agency	998	2.7
City ordinance / minor offense	1,855	5.1
Crime—person	421	1.2
Crime—property	1,903	5.2
Crime prevention	1,445	4.0
Disturbance	2,365	6.5
Follow-up	3,489	9.6
Investigation	9,790	26.8
Juvenile	306	0.8
Suspicious incident	2,091	5.7
Traffic enforcement	32,334	88.6
Warrant and prisoner	1,353	3.7
<b>Total</b>	<b>66,285</b>	<b>181.6</b>

**Note:** Observations below refer to events shown within the figure rather than the table.

### Observations:

- The top four categories accounted for 80 percent of events.
  - 53 percent of events were traffic enforcement.
  - 15 percent of events were investigations.
  - 6 percent of events were general noncriminal calls.
  - 6 percent of events were alarms.
- 4 percent of events were crimes (person and property).

**FIGURE 8-3: Percentage Calls per Day, by Category**



**Note:** The figure combines categories in the following table according to the description in Chart 8-1.

**TABLE 8-3: Calls per Day, by Category**

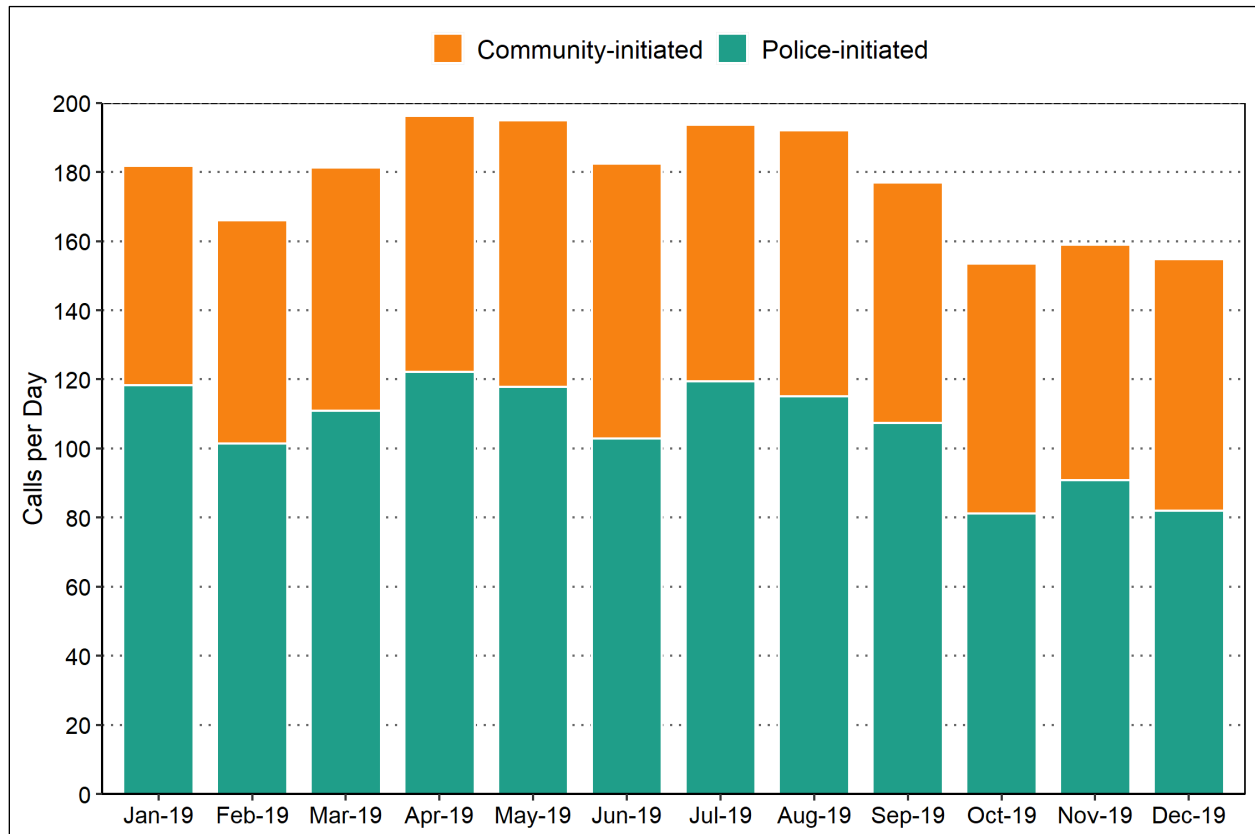
Category	No. of Events	Events per Day
Accident	2,593	7.1
Alarm	3,883	10.6
Animal	246	0.7
Assist citizen	1,213	3.3
Assist other agency	998	2.7
City ordinance / minor offense	1,855	5.1
Crime—person	421	1.2
Crime—property	1,903	5.2
Crime prevention	1,445	4.0
Disturbance	2,365	6.5
Follow-up	3,489	9.6
Investigation	9,790	26.8
Juvenile	306	0.8
Suspicious incident	2,091	5.7
Traffic enforcement	32,334	88.6
Warrant and prisoner	1,353	3.7
<b>Total</b>	<b>66,285</b>	<b>181.6</b>

**Note:** The focus here is on recorded calls rather than recorded events. We removed 1,405 events with zero time on scene.

### Observations:

- On average, there were 177.8 calls per day, or 7.4 per hour.
- The top four categories accounted for 80 percent of calls:
  - 53 percent of calls were traffic-related calls (enforcement and accidents).
  - 15 percent of calls were investigations.
  - 6 percent of calls were general noncriminal calls.
  - 6 percent of calls were alarms.
- 4 percent of calls were crimes (person and property).

**FIGURE 8-4: Calls per Day, by Initiator and Month**



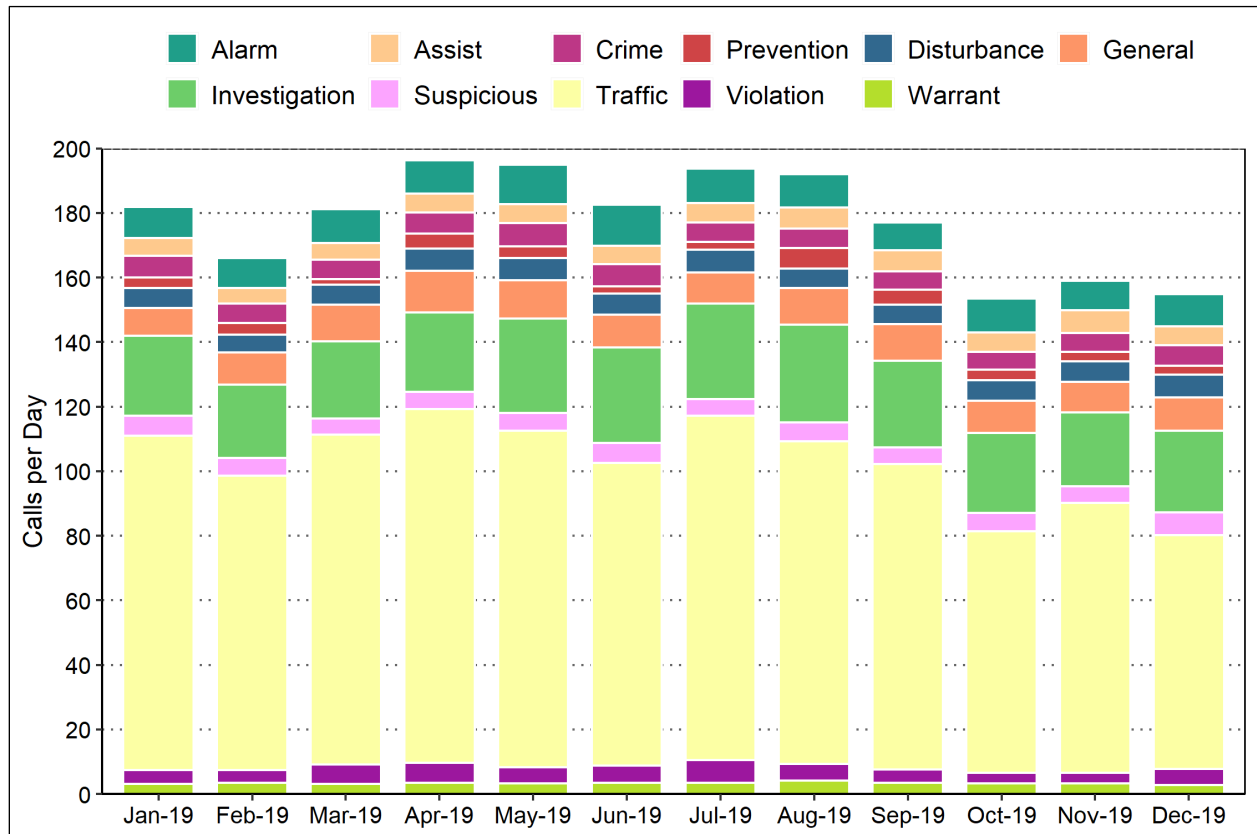
**TABLE 8-4: Calls per Day, by Initiator and Months**

Initiator	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Community	63.4	64.6	70.3	74.0	77.0	79.7	74.2	76.8	69.7	72.3	68.2	72.8
Police	118.4	101.4	110.8	122.1	117.6	102.8	119.5	115.1	107.2	81.2	90.8	82.1
<b>Total</b>	<b>181.7</b>	<b>166.0</b>	<b>181.1</b>	<b>196.2</b>	<b>194.6</b>	<b>182.5</b>	<b>193.7</b>	<b>191.9</b>	<b>176.9</b>	<b>153.5</b>	<b>159.0</b>	<b>154.9</b>

### Observations:

- The number of calls per day was lowest in October and December.
- The number of calls per day was highest in April and May.
- The months with the most calls had 28 percent more calls than the months with the fewest calls.
- April had the most police-initiated calls, with 51 percent more than October, which had the fewest.
- June had the most community-initiated calls, with 26 percent more than January, which had the fewest.

**FIGURE 8-5: Calls per Day, by Category and Month**



**Note:** The figure combines categories in the following table according to the description in Chart 8-1.

**TABLE 8-5: Calls per Day, by Category and Month**

Category	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Accident	6.1	6.8	6.1	7.8	5.9	7.1	7.2	7.2	7.3	7.1	7.6	8.0
Alarm	9.7	9.3	10.6	10.2	12.2	12.7	10.7	10.4	8.6	10.5	9.1	10.0
Animal	0.3	0.7	0.6	0.5	1.1	0.6	0.7	0.5	0.6	0.7	0.9	0.5
Assist citizen	2.9	2.5	2.9	2.9	3.0	3.2	3.3	3.8	3.4	2.9	4.0	3.4
Assist other agency	2.5	2.3	2.2	3.1	2.8	2.5	2.6	2.6	3.1	3.1	3.0	2.5
City ordinance / minor offense	4.3	3.9	6.0	6.3	4.9	5.3	7.0	5.1	4.2	3.2	3.4	5.1
Crime-person	1.3	0.8	1.1	1.3	1.5	1.3	0.8	1.0	1.2	1.3	1.1	1.1
Crime-property	5.4	5.3	5.0	5.3	5.7	5.6	5.3	5.2	4.5	4.3	4.8	5.2
Crime prevention	3.3	3.7	1.6	4.6	3.6	2.2	2.4	6.4	4.7	3.3	3.0	2.8
Disturbance	6.1	5.4	6.2	7.0	6.8	6.5	7.0	5.9	6.0	6.3	6.3	7.1
Follow-up	7.9	8.7	9.9	10.9	9.5	8.7	8.4	10.6	9.9	8.1	7.5	9.1
Investigation	24.7	22.7	23.9	24.7	29.2	29.7	29.6	30.2	26.7	24.9	22.8	25.4
Juvenile	0.5	0.6	0.9	1.2	1.1	0.9	0.6	0.3	0.8	1.1	1.1	0.6
Suspicious incident	6.3	5.5	4.9	5.4	5.5	6.2	5.1	5.8	5.2	5.6	5.1	7.0
Traffic enforcement	97.4	84.4	96.2	101.7	98.3	86.5	99.4	92.7	87.3	67.8	76.0	64.3
Warrant and prisoner	3.1	3.5	3.1	3.4	3.3	3.5	3.5	4.2	3.4	3.3	3.2	2.7
<b>Total</b>	<b>181.7</b>	<b>166.0</b>	<b>181.1</b>	<b>196.2</b>	<b>194.6</b>	<b>182.5</b>	<b>193.7</b>	<b>191.9</b>	<b>176.9</b>	<b>153.5</b>	<b>159.0</b>	<b>154.9</b>

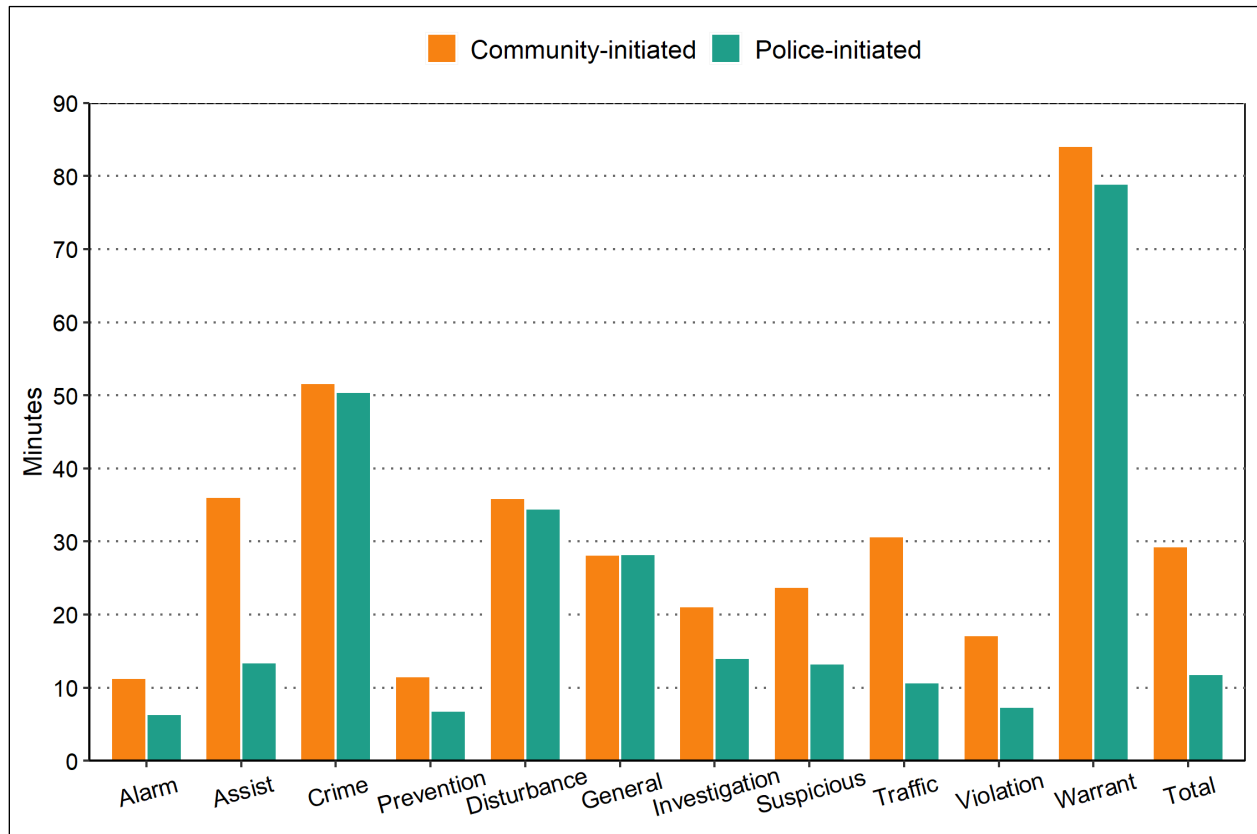
**Note:** Calculations were limited to calls rather than events.

### Observations:

- The top four categories averaged between 76 and 82 percent of calls throughout the year:
  - Traffic-related calls (enforcement and accidents) averaged between 72.3 and 109.5 calls per day throughout the year.
  - Investigation calls averaged between 22.8 and 30.3 calls per day throughout the year.
  - General noncriminal calls averaged between 8.7 and 12.8 calls per day throughout the year.
  - Alarm calls averaged between 8.6 and 12.7 calls per day throughout the year.
- Crime calls averaged between 5.6 and 7.2 calls per day throughout the year and accounted for 3 to 4 percent of total calls.



**FIGURE 8-6: Primary Unit's Average Occupied Times, by Category and Initiator**



**Note:** The figure combines categories using weighted averages from the following table according to the description in Chart 8-1. For this graph and the following Table 8-6, we removed one call with an inaccurate busy time.

**TABLE 8-6: Primary Unit's Average Occupied Times, by Category and Initiator**

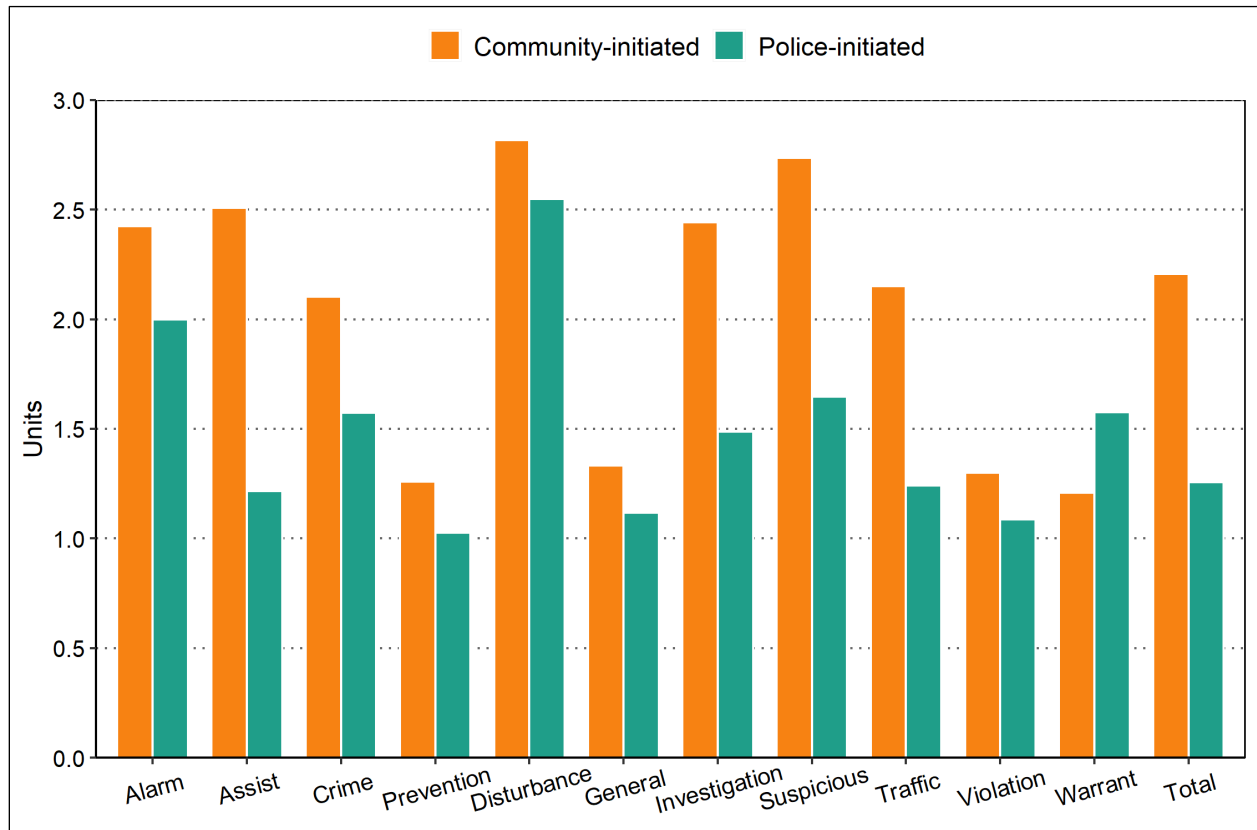
Category	Community-Initiated		Police-Initiated	
	Minutes	Calls	Minutes	Calls
Accident	39.2	2,375	32.9	186
Alarm	11.3	3,775	6.4	1
Animal	18.7	234	10.6	5
Assist citizen	21.7	412	12.7	748
Assist other agency	43.3	829	16.9	154
City ordinance / minor offense	17.2	991	7.3	799
Crime-person	55.9	399	45.9	18
Crime-property	50.9	1,822	50.5	48
Crime prevention	11.6	240	6.9	1,024
Disturbance	36.0	2,287	35.6	49
Follow-up	29.0	1,963	28.4	1,352
Investigation	21.2	5,419	14.0	4,160
Juvenile	30.1	292	20.6	3
Suspicious incident	23.8	2,044	13.3	17
Traffic enforcement	20.8	2,027	10.6	29,979
Warrant and prisoner	84.1	1,161	78.9	66
<b>Weighted Average/Total Calls</b>	<b>29.3</b>	<b>26,270</b>	<b>11.8</b>	<b>38,609</b>

**Note:** The information in Figure 8-6 and Table 8-6 is limited to calls and excludes all events that show zero time on scene. A unit's occupied time is measured as the time from when the unit was dispatched until the unit becomes available again. The times shown are the average occupied minutes per call for the primary unit, rather than the total occupied minutes for all units assigned to a call. Observations below refer to times shown within the figure rather than the table.

### Observations:

- A unit's time spent on a call averaged 18.9 minutes, with 29.3 minutes for community-initiated calls and 11.8 minutes for police-initiated calls.
- A unit's average time spent on a call ranged from 6 to 84 minutes overall.
- The longest average times were for community-initiated warrant and prisoner calls.
- The average time spent on crime calls was 52 minutes for community-initiated calls and 50 minutes for police-initiated calls.

**FIGURE 8-7: Number of Responding Units, by Initiator and Category**



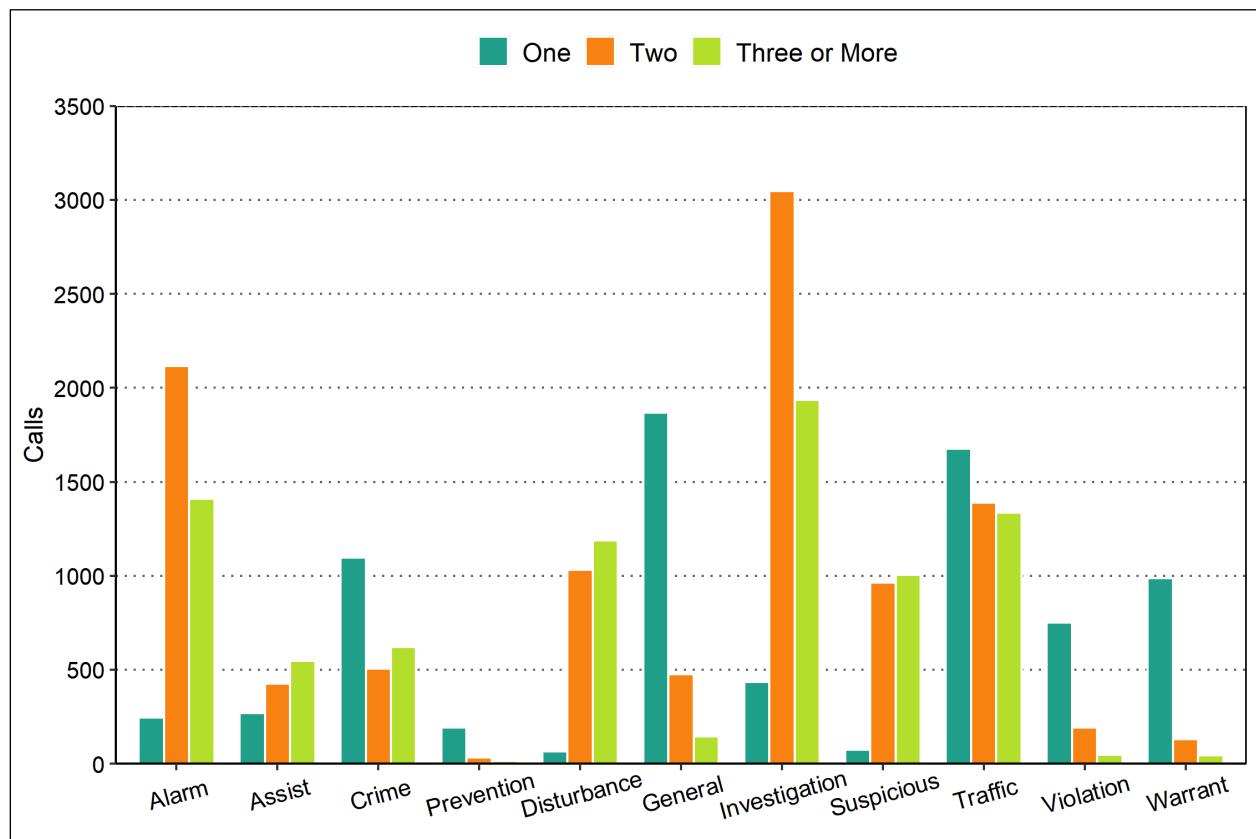
**Note:** The figure combines categories using weighted averages from the following table according to the description in Chart 8-1.

**TABLE 8-7: Average Number of Responding Units, by Initiator and Category**

Category	Community-Initiated		Police-Initiated	
	No. of Units	Calls	No. of Units	Calls
Accident	2.2	2,375	1.7	186
Alarm	2.4	3,775	2.0	1
Animal	1.6	234	1.0	5
Assist citizen	2.0	412	1.2	748
Assist other agency	2.8	829	1.1	154
City ordinance / minor offense	1.3	991	1.1	799
Crime–person	2.3	399	1.9	18
Crime–property	2.1	1,822	1.5	48
Crime prevention	1.3	240	1.0	1,024
Disturbance	2.8	2,287	2.6	49
Follow-up	1.3	1,963	1.1	1,352
Investigation	2.4	5,419	1.5	4,160
Juvenile	1.6	292	1.7	3
Suspicious incident	2.7	2,044	1.6	17
Traffic enforcement	2.1	2,027	1.2	29,980
Warrant and prisoner	1.2	1,161	1.6	66
<b>Weighted Average/Total Calls</b>	<b>2.2</b>	<b>26,270</b>	<b>1.3</b>	<b>38,610</b>

**Note:** The information in Figure 8-7 and Table 8-7 is limited to calls and excludes all events that show zero time on scene. Observations refer to the number of responding units shown within the figure rather than the table.

**FIGURE 8-8: Number of Responding Units, by Category, Community-initiated Calls**



**Note:** The figure combines categories using weighted averages from the following table according to the description in Chart 8-1.

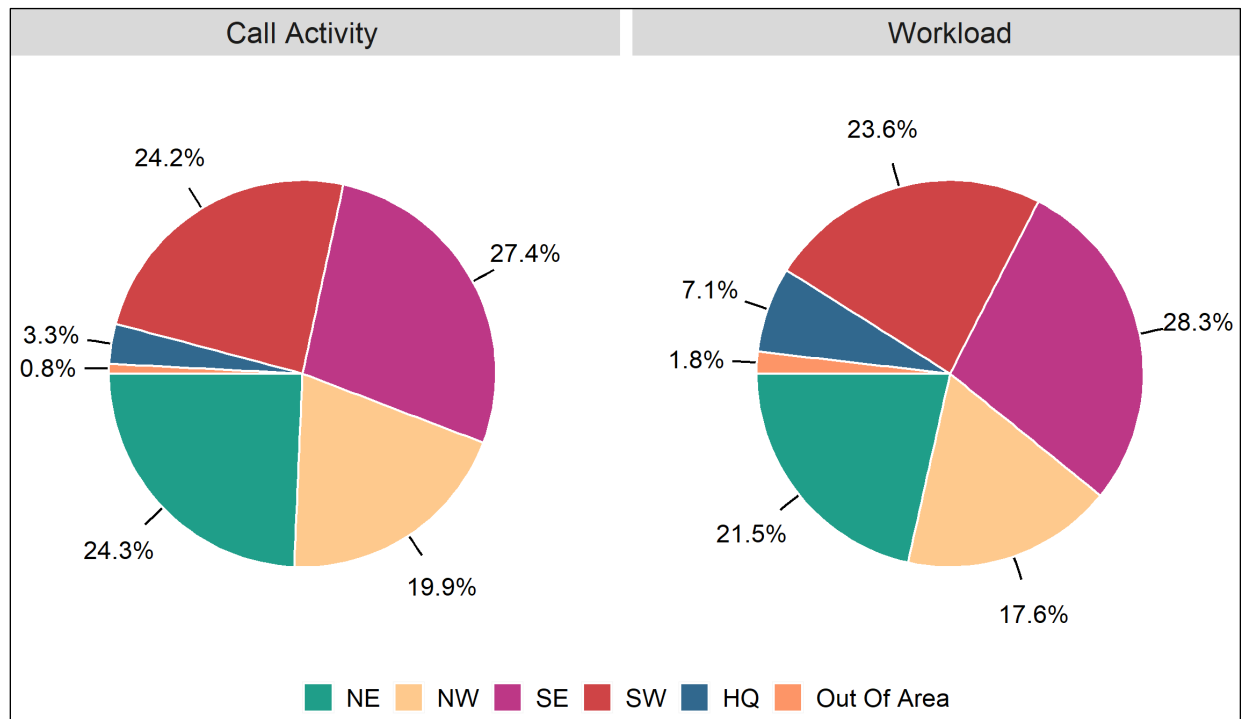
**TABLE 8-8: Number of Responding Units, by Category, Community-initiated Calls**

Category	Responding Units		
	One	Two	Three or More
Accident	962	690	723
Alarm	247	2,117	1,411
Animal	140	63	31
Assist citizen	134	170	108
Assist other agency	134	255	440
City ordinance / minor offense	750	192	49
Crime—person	165	103	131
Crime—property	931	402	489
Crime prevention	193	33	14
Disturbance	66	1,033	1,188
Follow-up	1,576	304	83
Investigation	436	3,047	1,936
Juvenile	151	109	32
Suspicious incident	74	965	1,005
Traffic enforcement	715	698	614
Warrant and prisoner	988	129	44
<b>Total</b>	<b>7,662</b>	<b>10,310</b>	<b>8,298</b>

### Observations:

- The overall mean number of responding units was 1.6 for police-initiated calls, with 2.2 units for community-initiated calls and 1.3 units for police-initiated calls.
- The mean number of responding units was as high as 2.8 for disturbance calls that were community-initiated.
- 29 percent of community-initiated calls involved one responding unit.
- 39 percent of community-initiated calls involved two responding units.
- 32 percent of community-initiated calls involved three or more responding units.
- The largest group of calls with three or more responding units involved investigations.

**FIGURE 8-9: Percentage Calls and Work Hours, by District**



**TABLE 8-9: Calls and Work Hours by District, per Day**

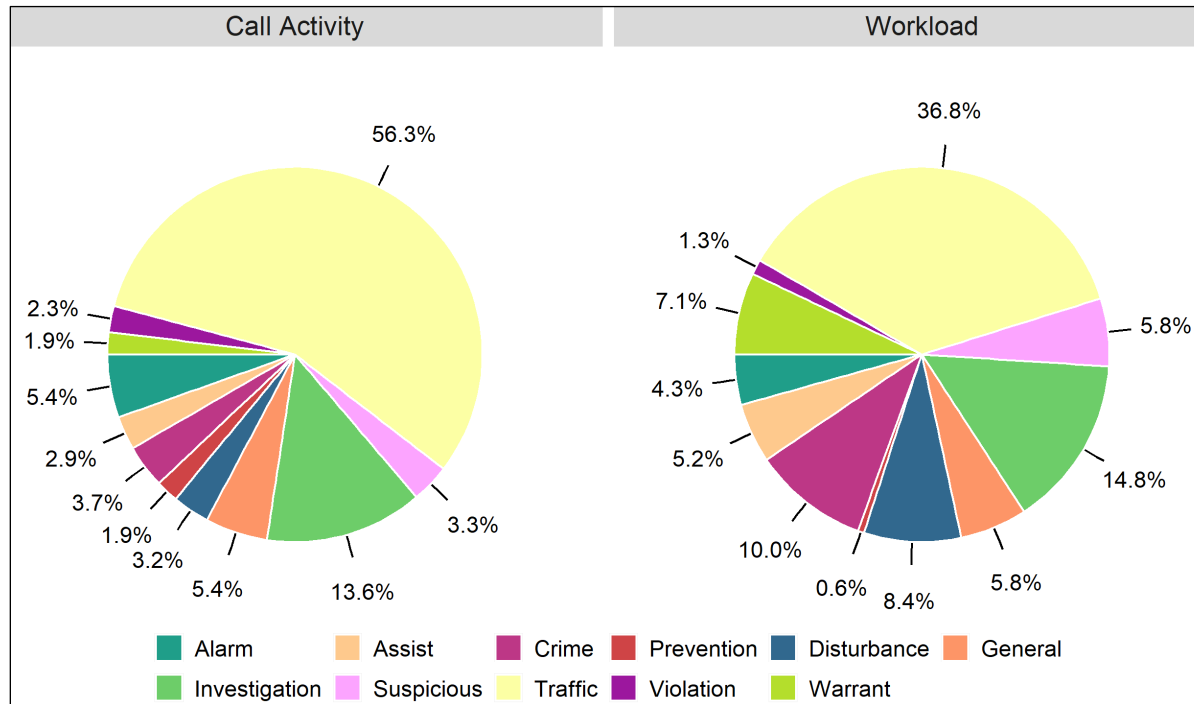
Area	District	Per Day		Area (Sq. Miles)
		Calls	Work Hours	
NE	Dist11	23.9	10.0	1.99
	Dist12	5.2	2.7	1.92
	Dist13	14.1	5.4	2.18
SE	Dist21	19.6	9.6	1.39
	Dist22	9.8	4.8	2.07
	Dist23	19.4	9.5	2.22
SW	Dist31	12.4	5.3	4.19
	Dist32	15.2	7.1	1.39
	Dist33	15.5	7.5	1.74
NW	Dist41	4.9	2.4	1.56
	Dist42	17.2	7.2	2.52
	Dist43	13.2	5.3	2.71
Headquarters		5.9	6.0	NA
Out of area		1.4	1.5	NA
<b>Total</b>		<b>177.8</b>	<b>84.5</b>	<b>26.49</b>

**Observations:**

- The southeast district had the most calls (48.8 per day) and workload (24.0 hours per day), and it accounted for 27 percent of total calls and 28 percent of total workload.
- Excluding calls located at Headquarters or out of the area, an even distribution would allot 42.6 calls and 19.2 work hours per area.



**FIGURE 8-10: Percentage Calls and Work Hours, by Category, Winter 2019**



**TABLE 8-10: Calls and Work Hours per Day, by Category, Winter 2019**

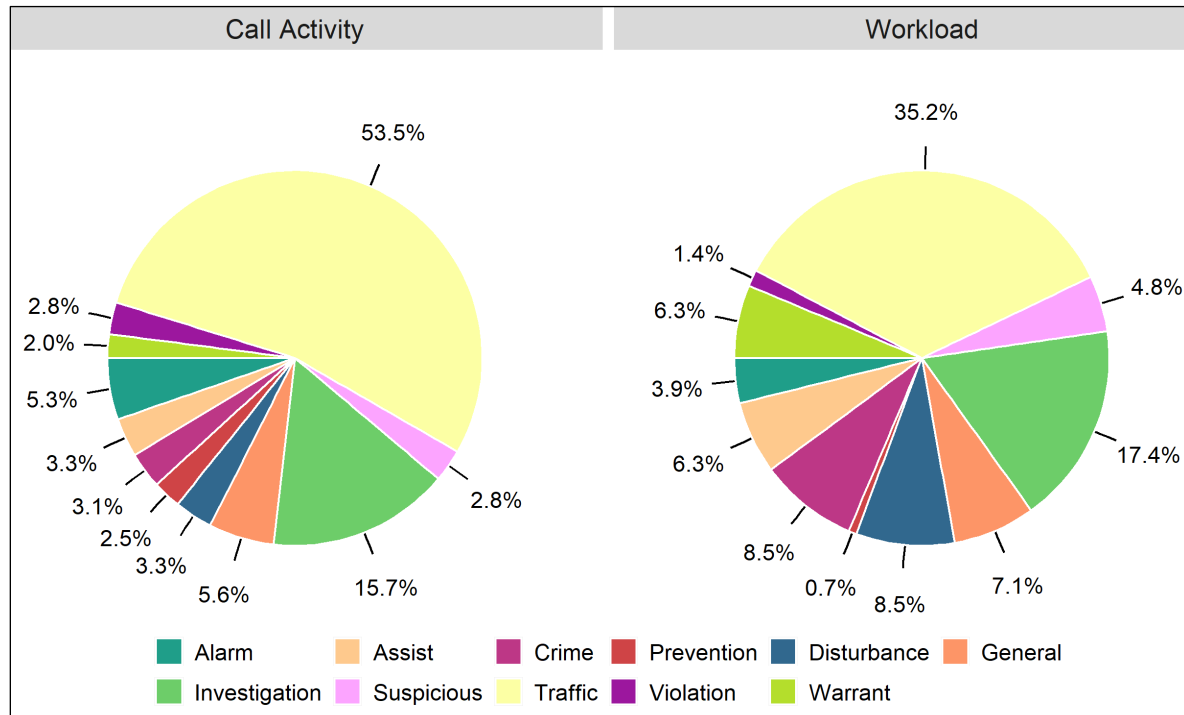
Category	Per Day	
	Calls	Work Hours
Accident	6.5	6.5
Alarm	9.6	3.5
Animal	0.5	0.3
Assist citizen	2.7	1.0
Assist other agency	2.4	3.2
City ordinance / minor offense	4.0	1.1
Crime-person	1.1	1.3
Crime-property	5.5	6.8
Crime prevention	3.4	0.5
Disturbance	5.6	6.8
Follow-up	8.4	4.2
Investigation	23.9	12.0
Juvenile	0.6	0.3
Suspicious incident	5.9	4.8
Traffic enforcement	92.3	23.4
Warrant and prisoner	3.3	5.8
<b>Total</b>	<b>175.6</b>	<b>81.3</b>

**Note:** Workload calculations focused on calls rather than events.

## Observations, Winter (January 4 through February 28, 2019):

- Total calls averaged 176 per day or 7.3 per hour.
- Total workload averaged 81 hours per day, meaning that on average 3.4 units per hour were busy responding to calls.
- Traffic calls constituted 56 percent of calls and 37 percent of workload.
- Investigations constituted 14 percent of calls and 15 percent of workload.
- General noncriminal calls constituted 5 percent of calls and 6 percent of workload.
- Alarms constituted 5 percent of calls and 4 percent of workload.
- These top four categories constituted 81 percent of calls and 62 percent of workload.
- Crimes (person and property) constituted 4 percent of calls and 10 percent of workload.
- Disturbances were 3 percent of calls and 8 percent of the workload.

**FIGURE 8-11: Percentage Calls and Work Hours, by Category, Summer 2019**



**TABLE 8-11: Calls and Work Hours per Day, by Category, Summer 2019**

Category	Per Day	
	Calls	Work Hours
Accident	7.5	7.6
Alarm	10.2	3.4
Animal	0.6	0.2
Assist citizen	3.8	1.5
Assist other agency	2.7	4.0
City ordinance / minor offense	5.3	1.2
Crime—person	0.9	1.4
Crime—property	5.1	6.0
Crime prevention	4.7	0.6
Disturbance	6.4	7.4
Follow-up	9.8	5.4
Investigation	30.3	15.2
Juvenile	0.5	0.6
Suspicious incident	5.5	4.2
Traffic enforcement	95.8	23.1
Warrant and prisoner	3.9	5.5
<b>Total</b>	<b>193.0</b>	<b>87.2</b>

**Note:** Workload calculations focused on calls rather than events.

### Observations, Summer (July 7 through August 31, 2019):

- The average number of calls per day and daily workload were higher in summer than in winter.
- Total calls averaged 193 per day or 8.0 per hour.
- Total workload averaged 87 hours per day, meaning that on average 3.6 units per hour were busy responding to calls.
- Traffic calls constituted 54 percent of calls and 35 percent of workload.
- Investigations constituted 16 percent of calls and 17 percent of workload.
- General noncriminal calls constituted 6 percent of calls and 7 percent of workload.
- Alarms constituted 5 percent of calls and 4 percent of workload.
- These top four categories constituted 80 percent of calls and 64 percent of workload.
- Crimes (person and property) constituted 3 percent of calls and 8 percent of workload.
- Disturbances constituted 3 percent of calls and 9 percent of workload.

## OUT-OF-SERVICE ACTIVITIES

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In the period from January 1, 2019, through December 31, 2019, the dispatch center recorded activities that were not assigned a call number. We focused on those activities that involved a patrol unit. We also limited our analysis to noncall activities that occurred during shifts where the same patrol unit was also responding to calls for service. Each record only indicates one unit per activity. There were a few problems with the data provided and we made assumptions and decisions to address these issues:

- We excluded activities that lasted less than 30 seconds. These are irrelevant and contribute little to the overall workload.
- Another portion of the recorded activities lasted more than eight hours. As an activity is unlikely to last more than eight hours, we assumed that these records were inaccurate.
- After these exclusions, 27,749 activities remained. These activities had an average duration of 29.2 minutes.

In this section, we report out of service activities and workload by type of activity. In the next section, we include these activities in the overall workload when comparing the total workload against available personnel in winter and summer.

**TABLE 8-12: Activities and Occupied Times by Description**

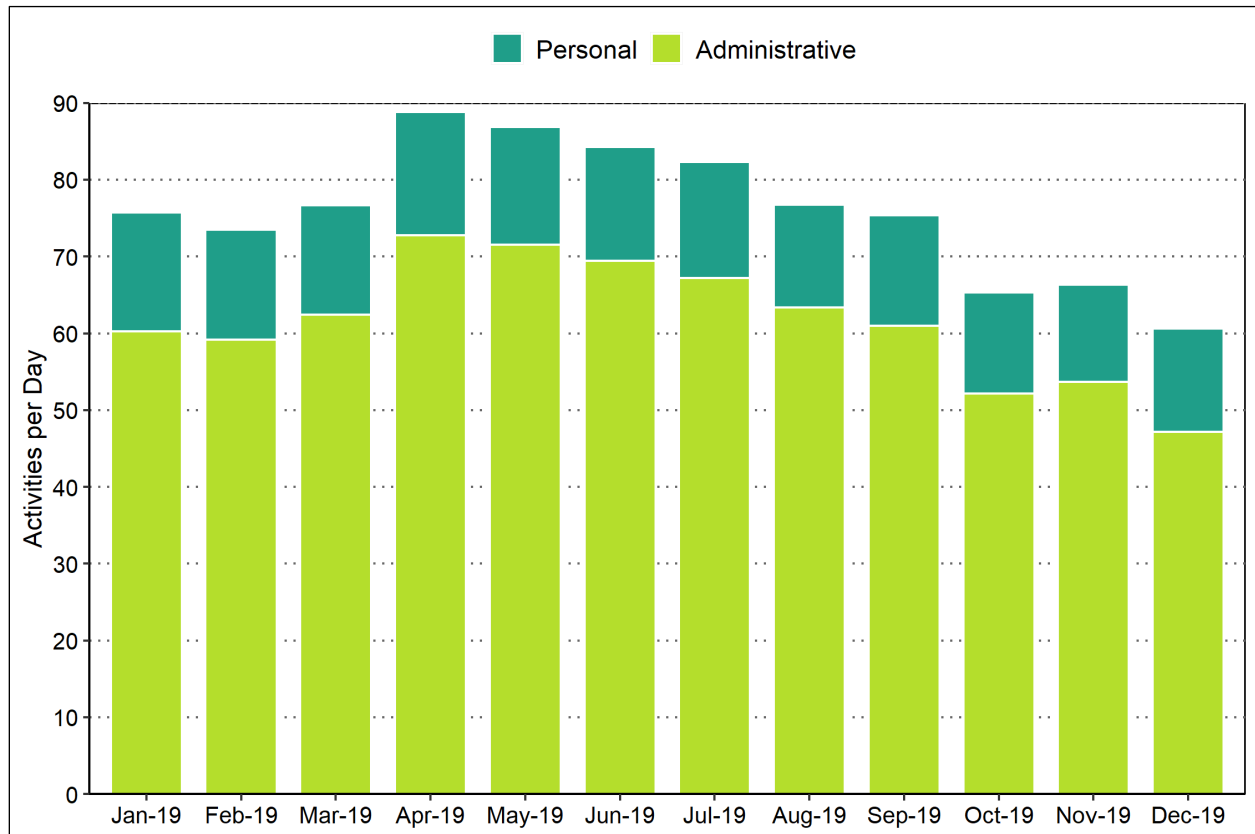
Status	Description	Occupied Time	Count
Busy	4-police station unavail.	43.8	1,902
Busy	6-busy/avail	19.4	146
Busy	7-unavailable	36.2	1,337
Busy	9-fuel	10.6	135
Busy	B-briefing	32.9	956
Busy	DDACTS zone 1	22.6	6,139
Busy	DP-directed patrol	16.7	261
Busy	FD-front desk	92.2	163
Busy	PPW-paperwork	35.7	633
Busy	PW-park n walk	13.0	1,304
Busy	T-training	96.5	441
Busy	VM-vehicle maintenance	23.0	1,002
Busy	Miscellaneous	68.1	141
Remove oos	No details*	20.3	7,951
<b>Administrative - Weighted Average/Total Activities</b>		<b>26.7</b>	<b>22,511</b>
<b>Personal - Weighted Average/Total Activities</b>		<b>39.8</b>	<b>5,238</b>
<b>Weighted Average/Total Activities</b>		<b>29.2</b>	<b>27,749</b>

**Note:** \*No description was recorded with unit status code "remove oos."

### Observations:

- The most common out of service description was "DDACTS zone 1."
- The recorded personal activities were long and short breaks with unit status code "Busy."
- The description with the longest average time was for training.
- The average time spent was 26.7 minutes for administrative activities and was 39.8 minutes for personal activities.

**FIGURE 8-12: Activities per Day, by Month**



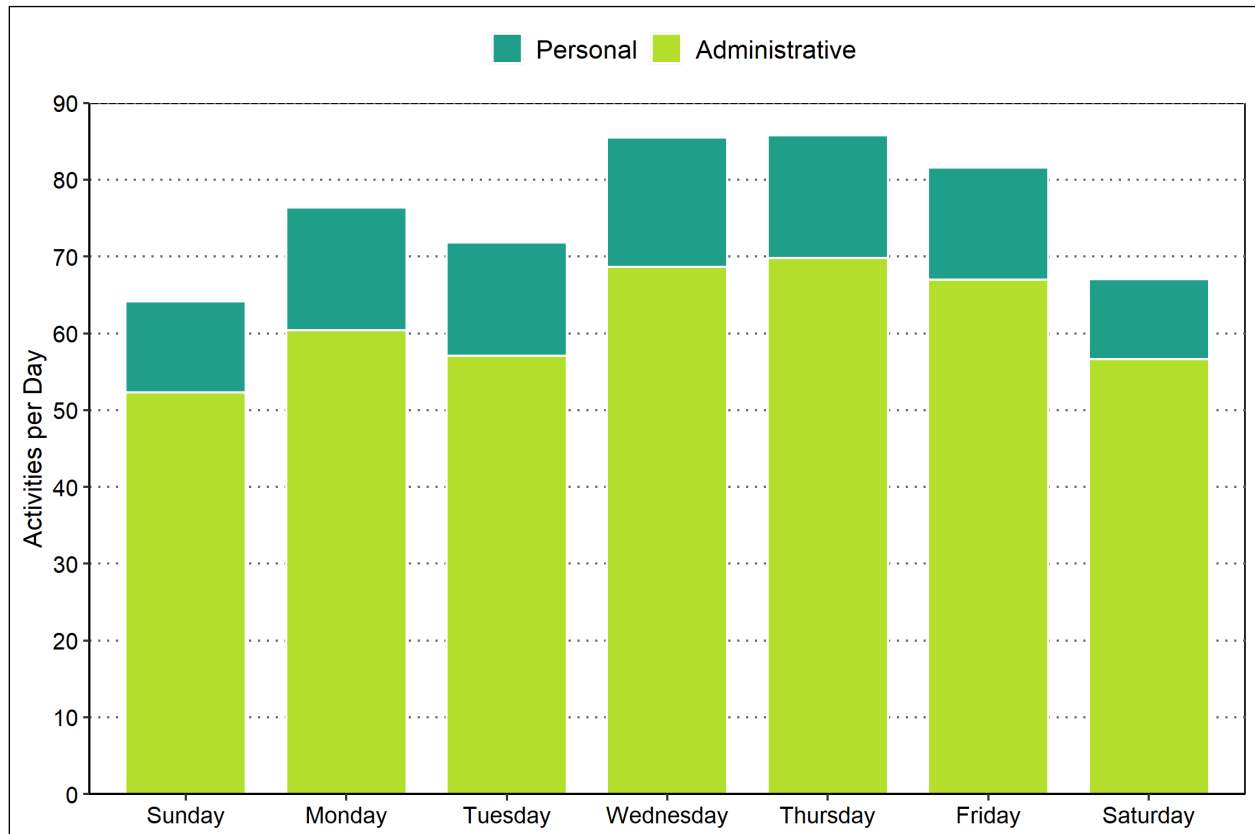
**TABLE 8-13: Activities per Day, by Month**

Activities	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Personal	60.3	59.2	62.5	72.7	71.5	69.4	67.2	63.4	61.0	52.2	53.7	47.2
Administrative	15.5	14.3	14.2	16.1	15.3	14.9	15.1	13.4	14.4	13.1	12.6	13.4
<b>Total</b>	<b>75.7</b>	<b>73.5</b>	<b>76.6</b>	<b>88.8</b>	<b>86.8</b>	<b>84.3</b>	<b>82.3</b>	<b>76.7</b>	<b>75.4</b>	<b>65.3</b>	<b>66.3</b>	<b>60.6</b>

### Observations:

- The number of activities per day was lowest in December.
- The number of activities per day was highest in April.

**FIGURE 8-13: Activities per Day, by Day of Week**



**TABLE 8-14: Activities per Day, by Day of Week**

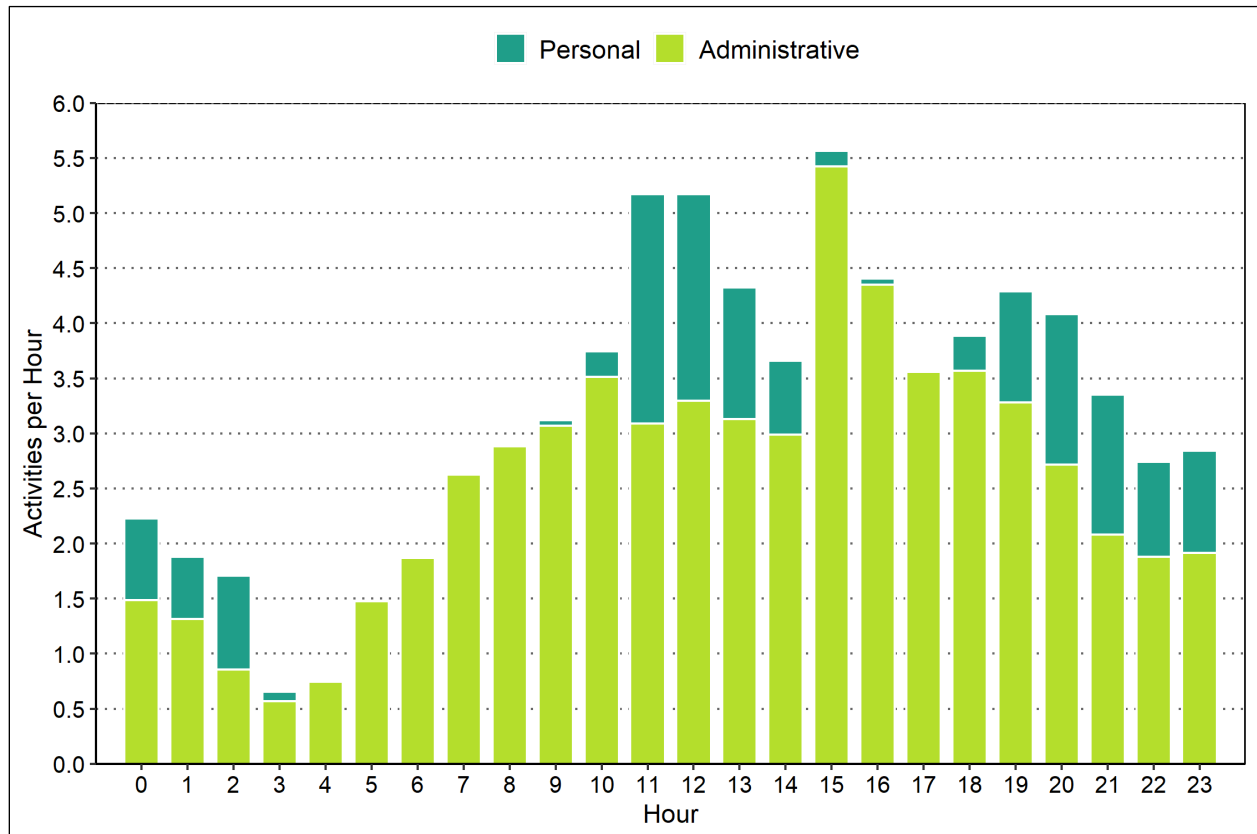
Day of Week	Administrative	Personal	Activities per Day
Sunday	52.3	11.9	64.2
Monday	60.4	16.0	76.4
Tuesday	57.1	14.7	71.8
Wednesday	68.7	16.8	85.5
Thursday	69.8	16.0	85.8
Friday	67.0	14.6	81.6
Saturday	56.7	10.4	67.0
Weekly Average	61.7	14.4	76.0

**Observations:**

- The number of noncall activities per day was lowest on weekends.
- The number of noncall activities per day was highest on Wednesday and Thursday.



**FIGURE 8-14: Activities per Day, by Hour of Day**



**TABLE 8-15: Activities per Hour, by Hour of Day**

Hour	Personal	Administrative	Total
0	0.74	1.49	2.23
1	0.56	1.32	1.88
2	0.85	0.85	1.71
3	0.08	0.57	0.65
4	0.01	0.74	0.75
5	0.00	1.48	1.48
6	0.01	1.87	1.88
7	0.01	2.63	2.63
8	0.01	2.88	2.89
9	0.05	3.07	3.12
10	0.23	3.51	3.74
11	2.08	3.09	5.17
12	1.87	3.30	5.17
13	1.20	3.13	4.33
14	0.67	2.99	3.66
15	0.14	5.42	5.56
16	0.06	4.35	4.41
17	0.01	3.56	3.57
18	0.32	3.57	3.89
19	1.01	3.28	4.29
20	1.37	2.72	4.08
21	1.27	2.08	3.35
22	0.87	1.88	2.74
23	0.93	1.92	2.84
<b>Hourly Average</b>	<b>0.60</b>	<b>2.57</b>	<b>3.17</b>

**Observations:**

- The number of activities per hour was highest between 3:00 p.m. and 4:00 p.m.
- The number of activities per hour was lowest between 3:00 a.m. and 4:00 a.m.

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## DEPLOYMENT

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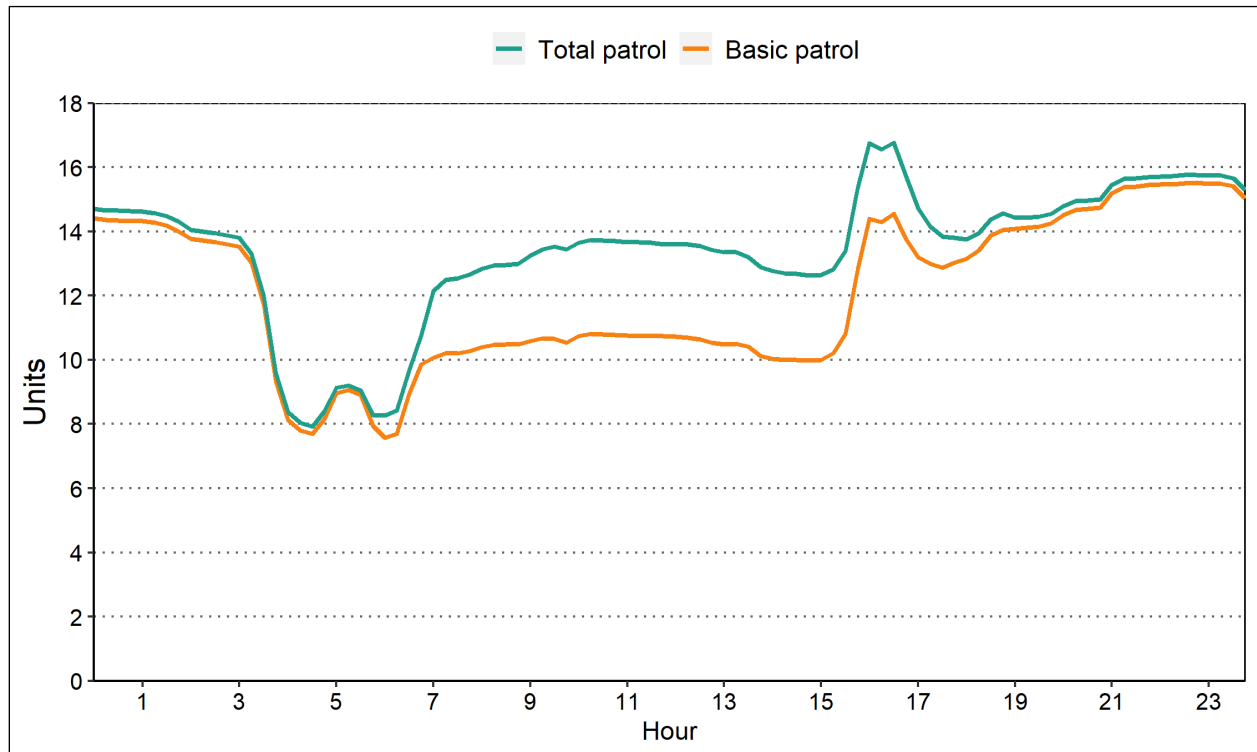
For this study, we examined deployment information for eight weeks in winter (January 4 through February 28, 2019) and eight weeks in summer (July 7 through August 31, 2019). The department's main patrol force consists of patrol officers, patrol corporals, patrol sergeants, field training officers, K9 officers, and a K9 sergeant. During 2019, patrol operated on 12-hour shifts starting at 5:00 a.m. or 6:00 a.m., 4:00 p.m., and 6:00 p.m. The police department's main patrol force deployed an average of 11.7 units per hour during the 24-hour day in winter 2019 and an average of 11.9 units per hour in summer 2019. When additional units (traffic officers, traffic sergeants, a traffic corporal, STEP officers, a CVE officer – traffic, and watch commanders) were included, the department averaged 12.8 units per hour during the 24-hour day in winter 2019 and 13.0 units in summer 2019.

In this section, we describe the deployment and workload in distinct steps, distinguishing between summer and winter and between weekdays (Monday through Friday) and weekends (Saturday and Sunday):

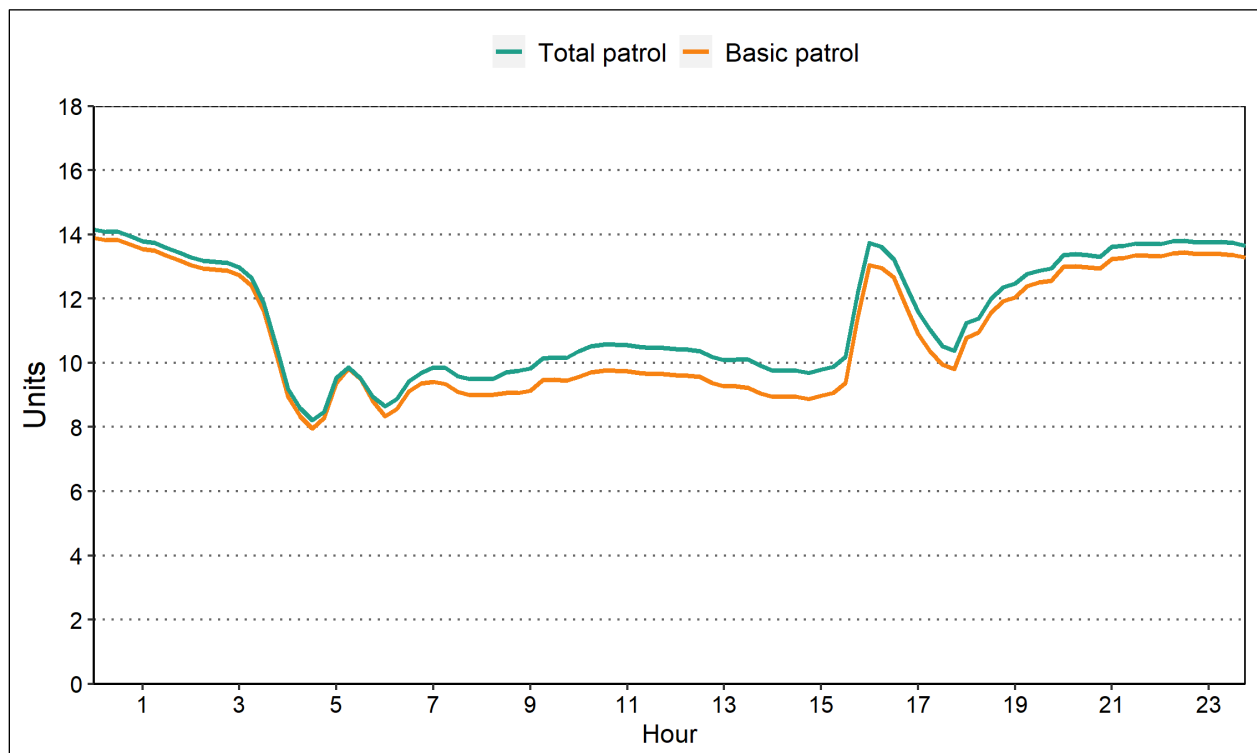
- First, we focus on patrol deployment alone.
- Next, we compare “all” workload, which includes community-initiated calls, police-initiated calls, and out-of-service activities.
- Finally, we compare the workload against deployment by percentage.

Comments follow each set of four figures, with separate discussions for winter and summer.

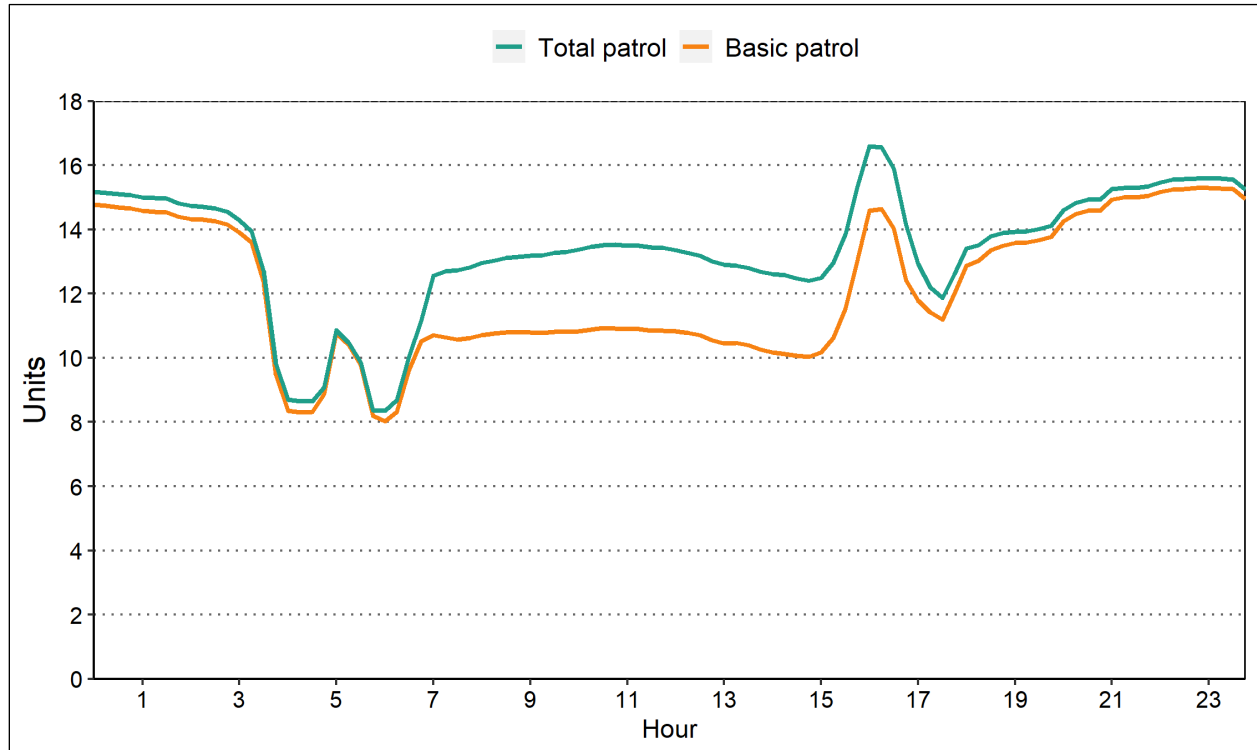
**FIGURE 8-15: Deployed Units, Weekdays, Winter 2019**



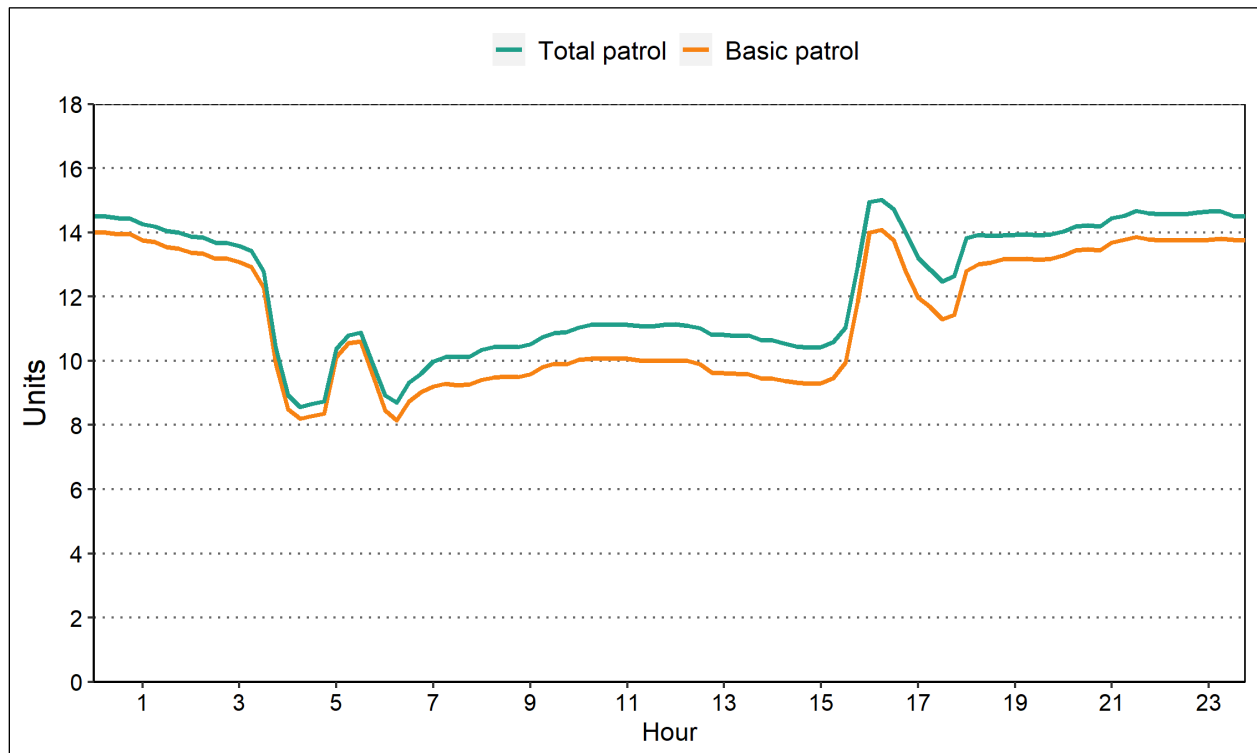
**FIGURE 8-16: Deployed Units, Weekends, Winter 2019**



**FIGURE 8-17: Deployed Units, Weekdays, Summer 2019**



**FIGURE 8-18: Deployed Units, Weekends, Summer 2019**

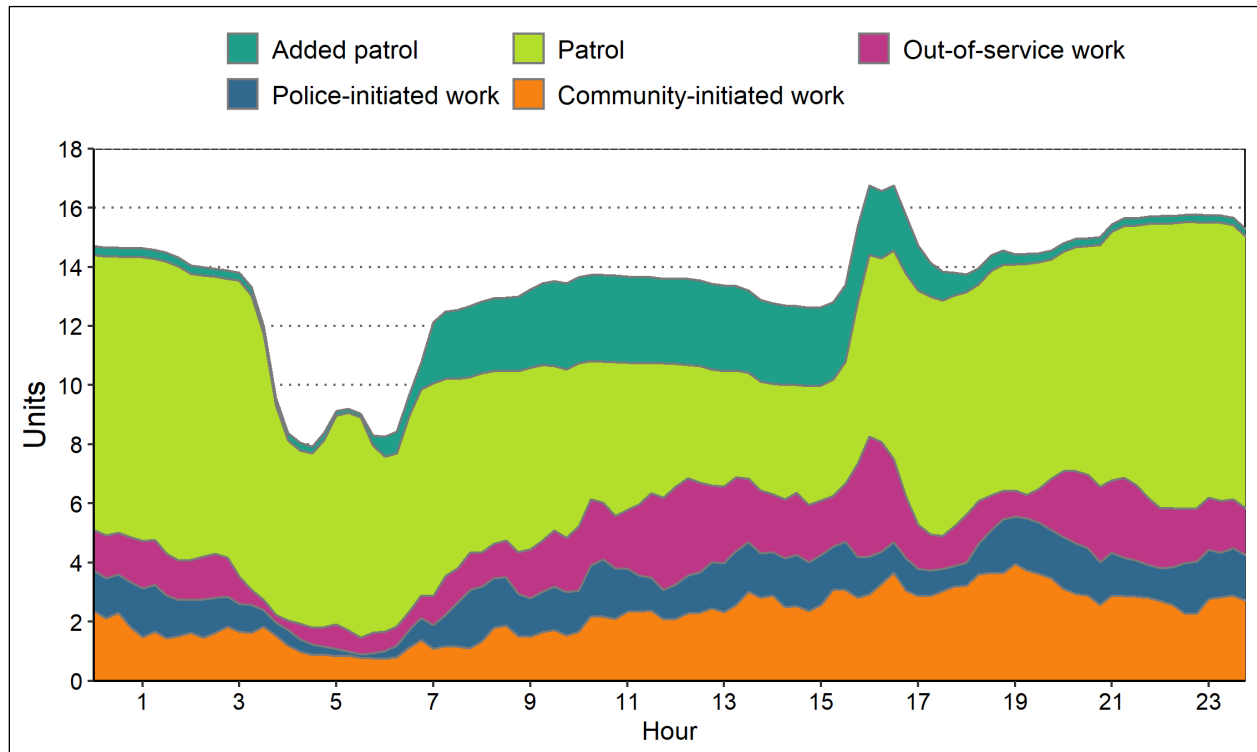


## Observations:

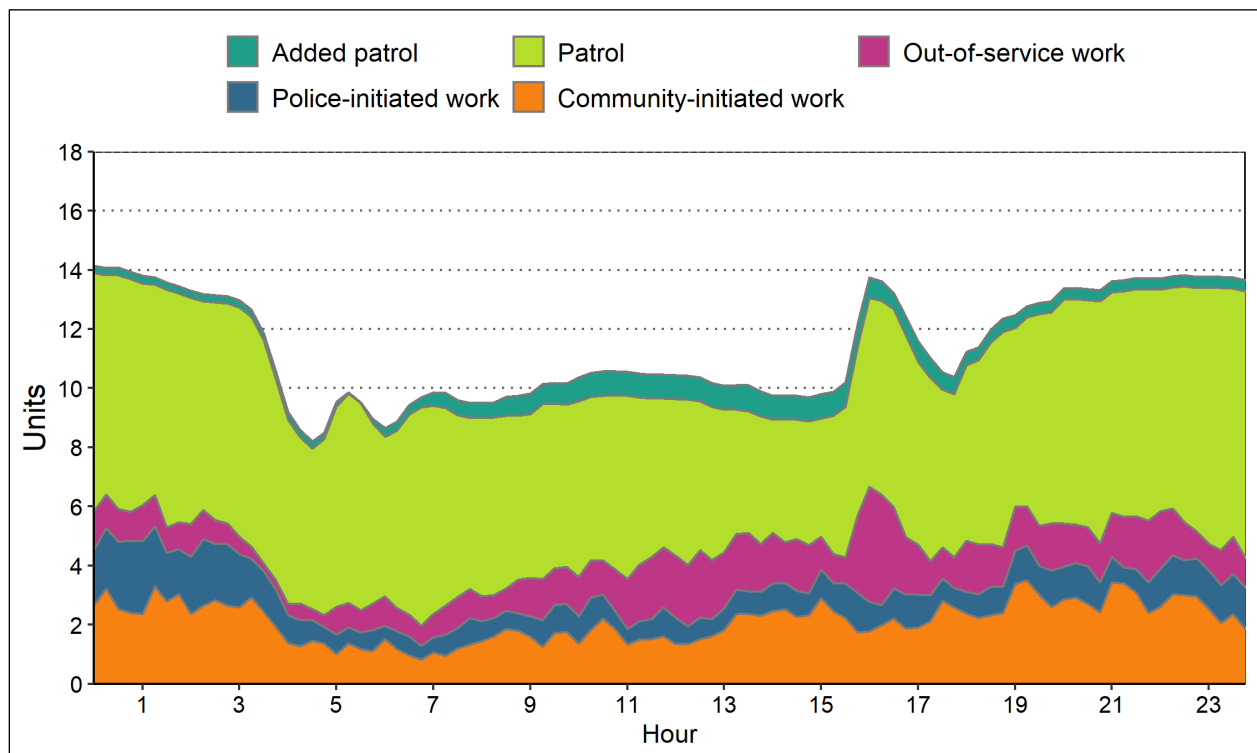
- For Winter (January 4 through February 28, 2019):
  - The average deployment was 13.4 units per hour during the week and 11.4 units per hour on the weekend.
  - Average deployment varied from 7.9 to 16.8 units per hour on weekdays and 8.2 to 14.1 units per hour on weekends.
- For Summer (July 7 through August 31, 2019):
  - The average deployment was 13.4 units per hour during the week and 12.2 units per hour on the weekend.
  - Average deployment varied from 8.4 to 16.6 units per hour on weekdays and 8.6 to 15.0 units per hour on weekends.

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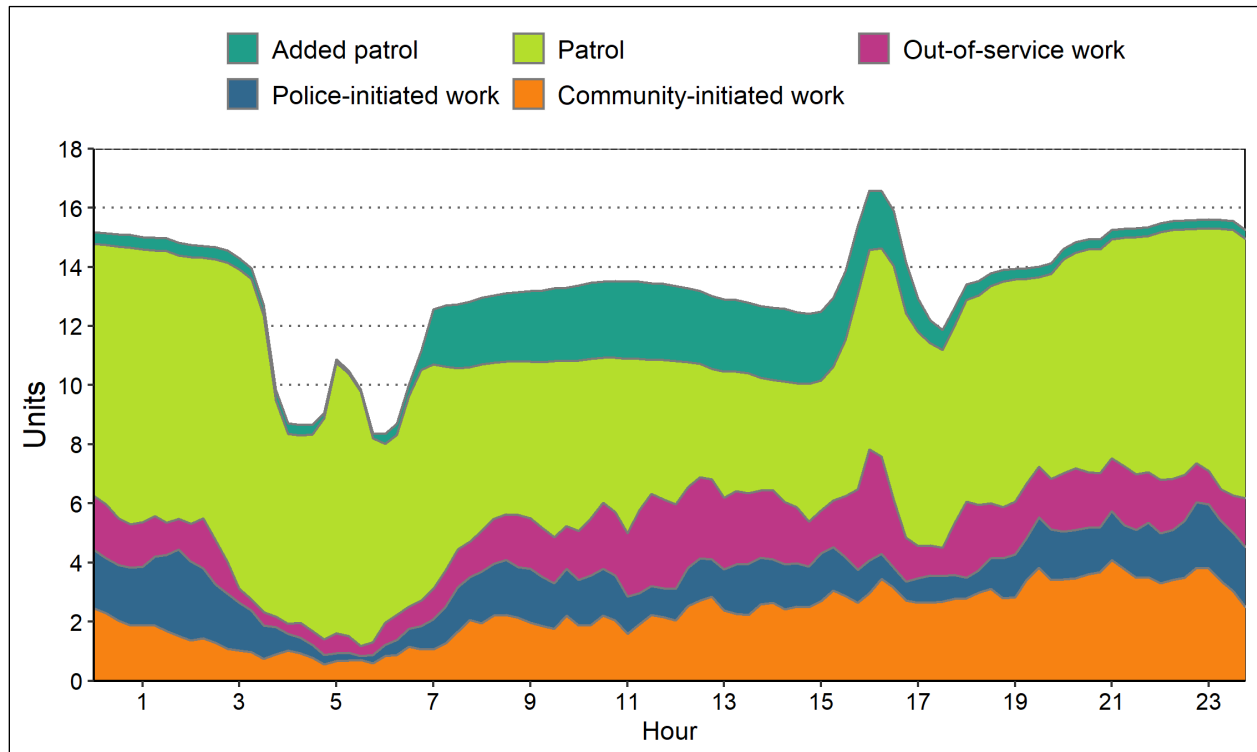
**FIGURE 8-19: Deployment and All Workload, Weekdays, Winter 2019**



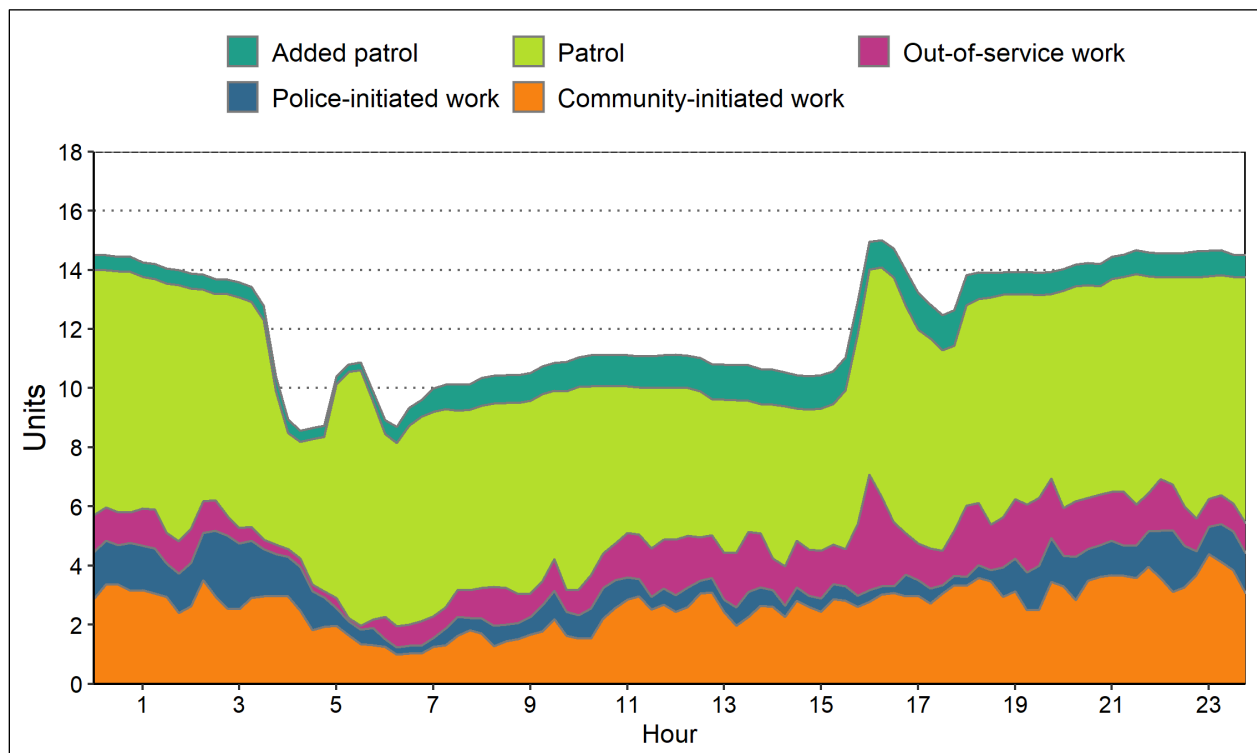
**FIGURE 8-20: Deployment and All Workload, Weekends, Winter 2019**



**FIGURE 8-21: Deployment and All Workload, Weekdays, Summer 2019**



**FIGURE 8-22: Deployment and All Workload, Weekends, Summer 2019**



**Note:** Figures 8-19 to 8-22 show deployment along with all workload from community-initiated calls and police-initiated calls and out-of-service work.



## Observations:

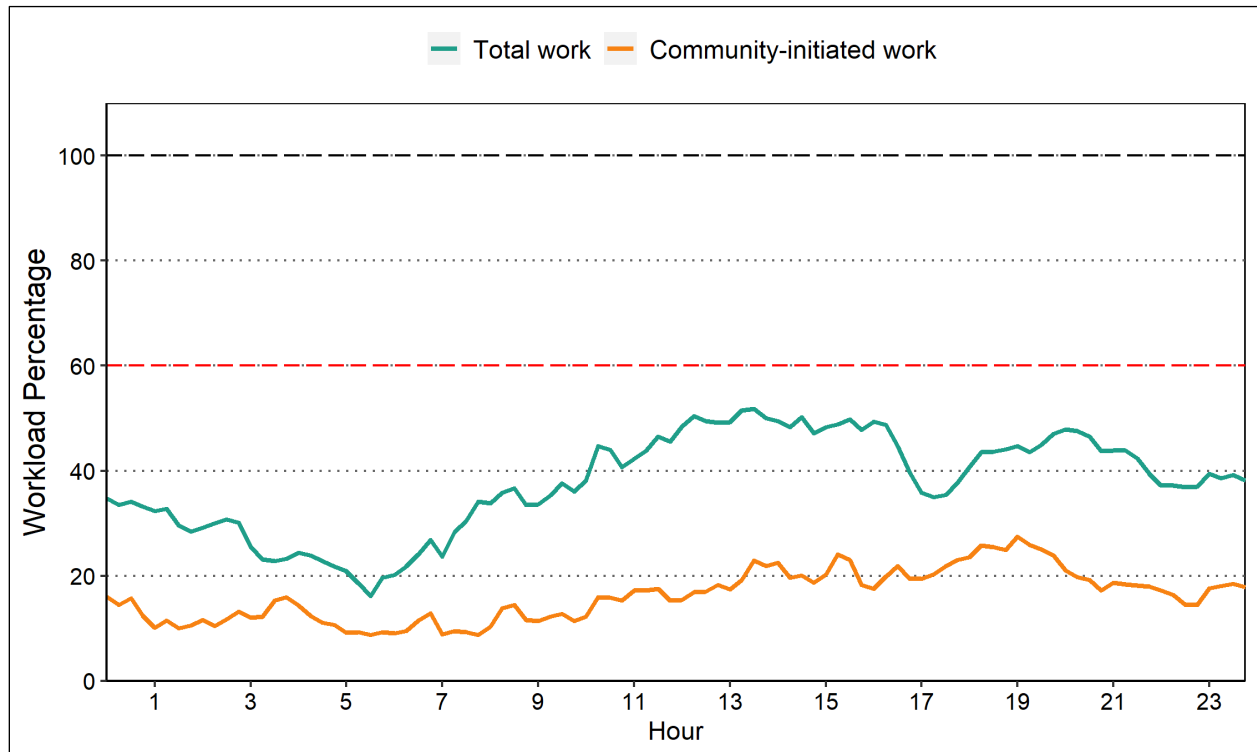
### Winter:

- Community-initiated work:
  - Average community-initiated workload was 2.2 units per hour during the week and 2.1 units per hour on weekends.
  - This was approximately 17 percent of hourly deployment during the week and 19 percent of hourly deployment on weekends.
- All work:
  - Average workload was 5.2 units per hour during the week and 4.5 units per hour on weekends.
  - This was approximately 38 percent of hourly deployment during the week and 39 percent of hourly deployment on weekends.

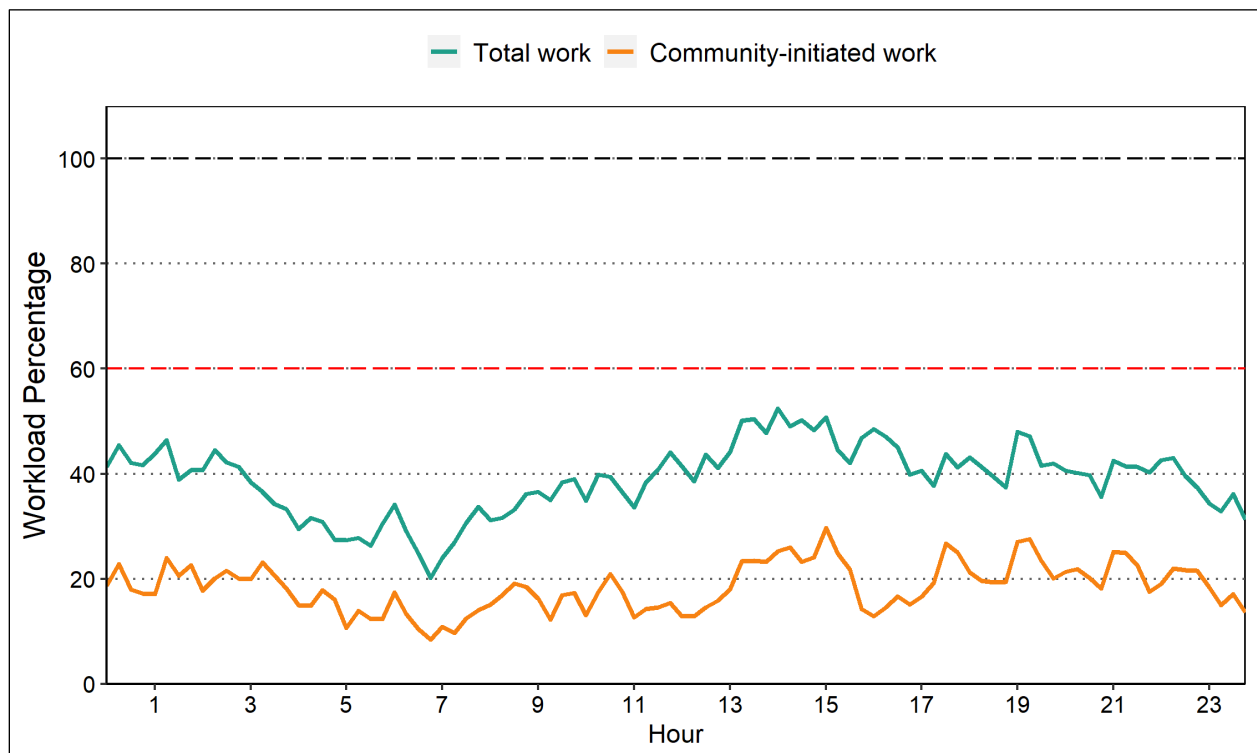
### Summer:

- Community-initiated work:
  - Average community-initiated workload was 2.3 units per hour during the week and 2.6 units per hour on weekends.
  - This was approximately 17 percent of hourly deployment during the week and 22 percent of hourly deployment on weekends.
- All work:
  - Average workload was 5.3 units per hour during the week and 4.8 units per hour on weekends.
  - This was approximately 40 percent of hourly deployment during the week and 39 percent of hourly deployment on weekends.

**FIGURE 8-23: Percentage of Workload, Weekdays, Winter 2019**



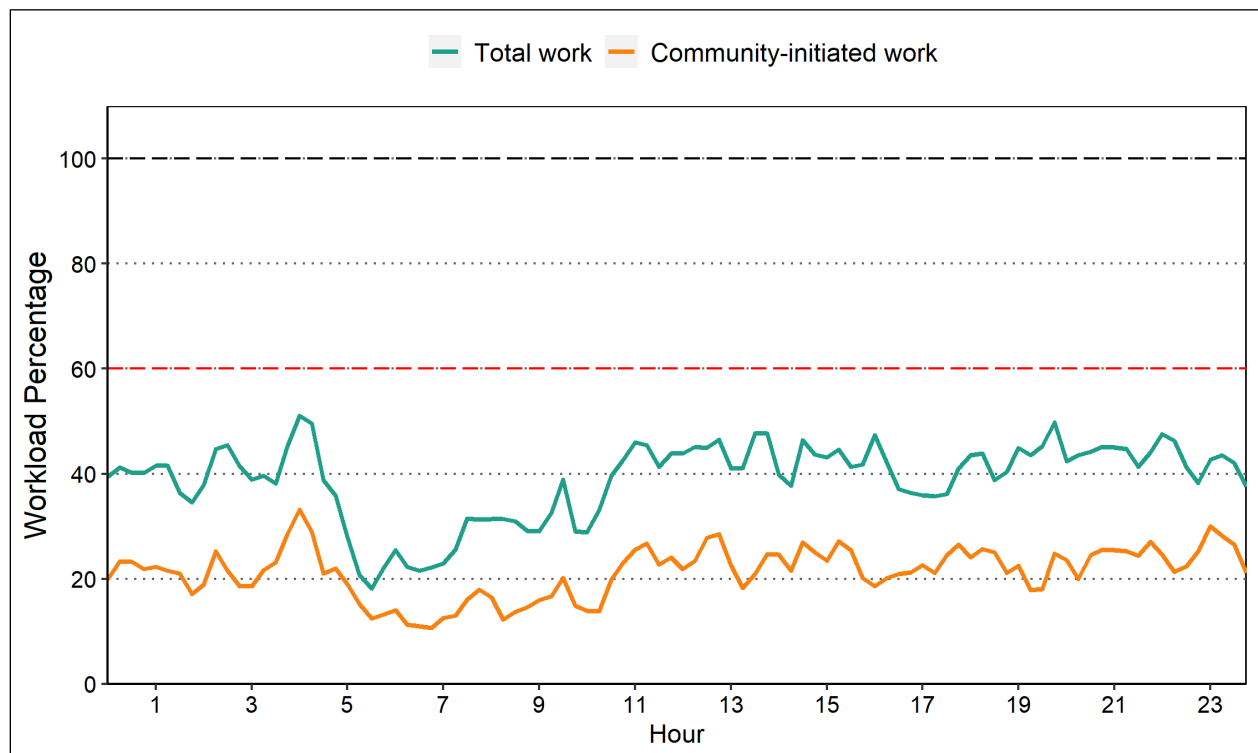
**FIGURE 8-24: Percentage of Workload, Weekends, Winter 2019**



**FIGURE 8-25: Percentage of Workload, Weekdays, Summer 2019**



**FIGURE 8-26: Percentage of Workload, Weekends, Summer 2019**



## Observations:

### Winter:

- Community-initiated work:
  - During the week, workload reached a maximum of 27 percent of deployment between 7:00 p.m. and 7:15 p.m.
  - On weekends, workload reached a maximum of 30 percent of deployment between 3:00 p.m. and 3:15 p.m.
- All work:
  - During the week, workload reached a maximum of 52 percent of deployment between 1:15 p.m. and 1:45 p.m.
  - On weekends, workload reached a maximum of 52 percent of deployment between 2:00 p.m. and 2:15 p.m.

### Summer:

- Community-initiated work:
  - During the week, workload reached a maximum of 27 percent of deployment between 7:30 p.m. and 7:45 p.m. and between 9:00 p.m. and 9:15 p.m.
  - On weekends, workload reached a maximum of 33 percent of deployment between 4:00 a.m. and 4:15 a.m.
- All work:
  - During the week, workload reached a maximum of 53 percent of deployment between 12:30 p.m. and 1:00 p.m., and between 7:30 p.m. and 7:45 p.m.
  - On weekends, workload reached a maximum of 51 percent of deployment between 4:00 a.m. and 4:15 a.m.

## RESPONSE TIMES

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We analyzed the response times to various types of calls, separating the duration into dispatch processing time and travel time, to determine whether response times varied by call type. Response time is measured as the difference between when a call is received and when the first unit arrives on scene. This is further divided into dispatch processing time and travel time. Dispatch processing time is the time between when a call is received and when the first unit is dispatched. Travel time is the remaining time until the first unit arrives on scene.

We begin the discussion with statistics that include all calls combined. We started with 9,834 calls for winter and 10,809 calls for summer. We limited our analysis to community-initiated calls, which amounted to 3,614 calls for winter and 4,223 calls for summer. Also, we removed calls lacking a recorded arriving unit. We were left with 3,171 calls in winter and 3,744 calls in summer for our analysis. For the entire year, we began with 64,880 calls, limited our analysis to 26,270 community-initiated calls. With similar exclusions, we were left with 23,184 calls.

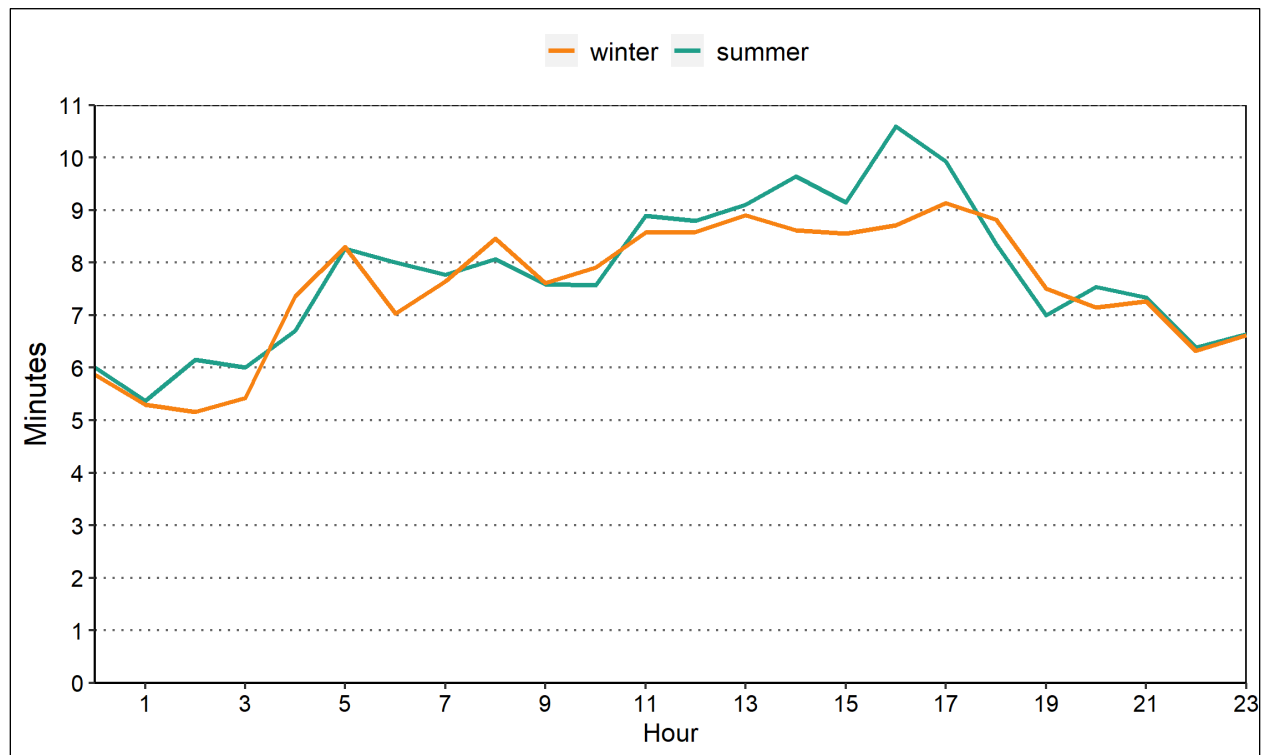
Our initial analysis does not distinguish calls based on priority; instead, it examines the difference in response to all calls by time of day and compares the winter and summer periods. We then present a brief analysis of response time for high-priority calls alone.

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## All Calls

This section looks at all calls without considering their priorities. In addition to examining the differences in response times by both time of day and season (winter vs. summer), we show differences in response times by category.

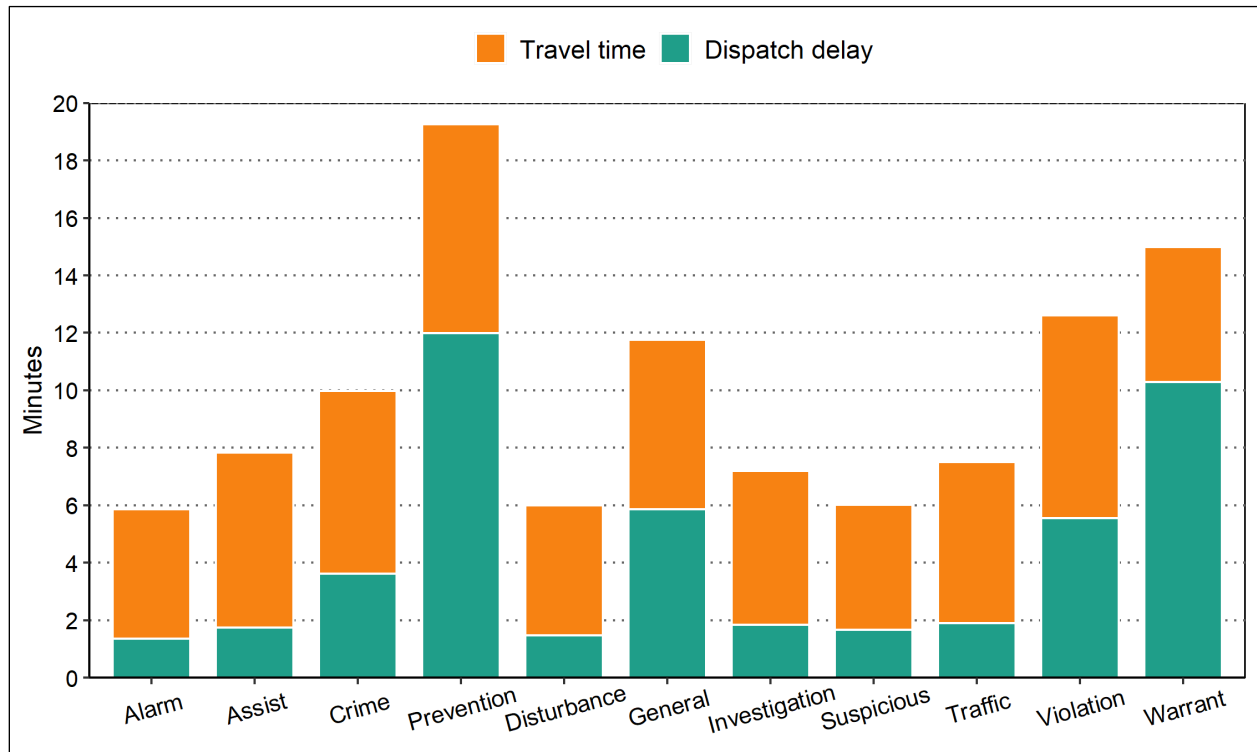
**FIGURE 8-27: Average Response Time and Dispatch Processing Times, by Hour of Day, Winter and Summer 2019**



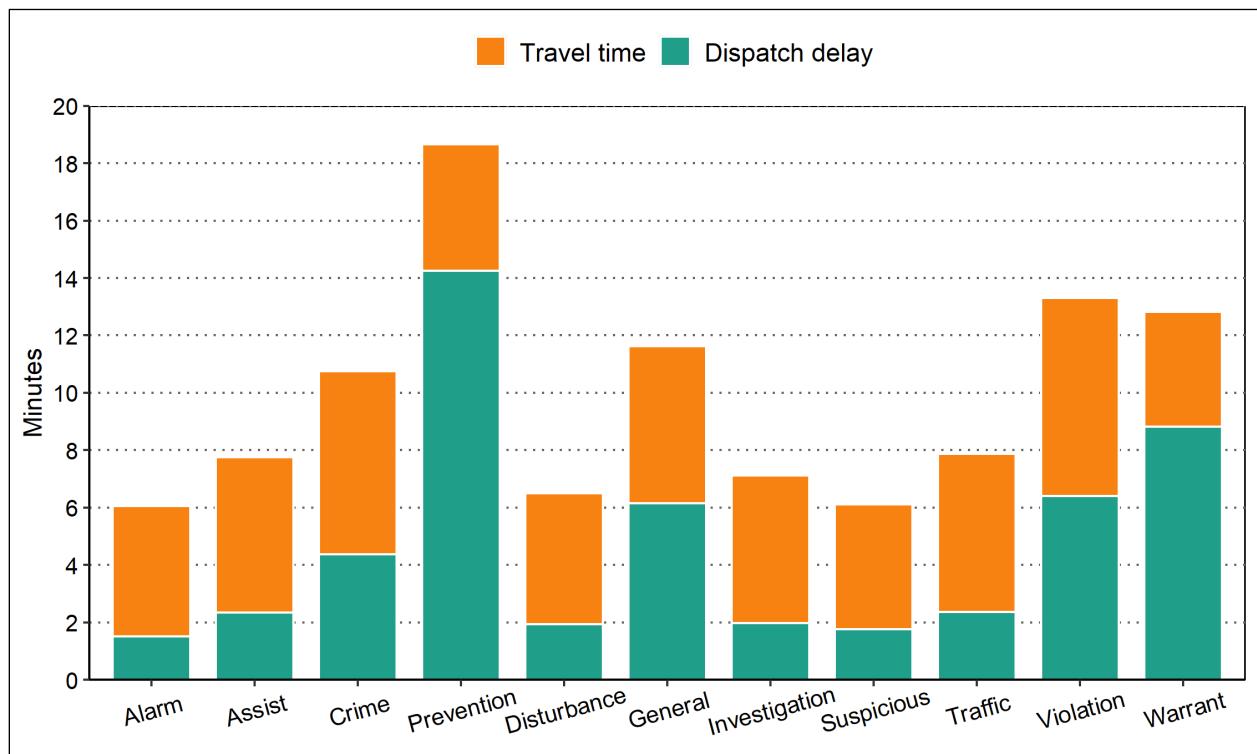
### Observations:

- Average response times varied significantly by the hour of the day.
- In winter, the longest response times were between 5:00 p.m. and 6:00 p.m., with an average of 9.1 minutes.
- In winter, the shortest response times were between 2:00 a.m. and 3:00 a.m., with an average of 5.2 minutes.
- In summer, the longest response times were between 4:00 p.m. and 5:00 p.m., with an average of 10.6 minutes.
- In summer, the shortest response times were between 1:00 a.m. and 2:00 a.m., with an average of 5.4 minutes.

**FIGURE 8-28: Average Response Time by Category, Winter 2019**



**FIGURE 8-29: Average Response Time by Category, Summer 2019**



**TABLE 8-16: Average Response Time Components, by Category**

Category	Winter, Time in Minutes			Summer, Time in Minutes		
	Dispatch	Travel	Response	Dispatch	Travel	Response
Accident	1.8	5.7	7.6	2.5	5.5	8.0
Alarm	1.4	4.5	5.9	1.5	4.5	6.0
Animal	3.3	6.0	9.3	2.2	4.4	6.5
Assist citizen	2.8	9.0	11.8	2.8	6.9	9.8
Assist other agency	1.2	4.7	5.9	2.1	4.4	6.5
City ordinance / minor offense	5.6	7.0	12.6	6.4	6.9	13.3
Crime-person	4.2	6.0	10.2	4.5	5.2	9.6
Crime-property	3.5	6.4	9.9	4.4	6.6	11.0
Crime prevention	12.0	7.3	19.3	14.2	4.4	18.7
Disturbance	1.5	4.5	6.0	1.9	4.6	6.5
Follow-up	6.5	5.6	12.2	7.0	5.5	12.5
Investigation	1.8	5.4	7.2	2.0	5.1	7.1
Juvenile	3.7	7.6	11.2	2.4	6.4	8.8
Suspicious incident	1.7	4.3	6.0	1.8	4.3	6.1
Traffic enforcement	2.0	5.4	7.4	2.2	5.6	7.7
Warrant service	10.3	4.7	15.0	8.8	4.0	12.8
<b>Total Average</b>	<b>2.5</b>	<b>5.4</b>	<b>7.9</b>	<b>2.9</b>	<b>5.2</b>	<b>8.1</b>

**Note:** The total average is weighted according to the number of calls per category. \*\*No prisoner transport calls were included in this analysis.

### Observations:

- In winter, the average response time for most categories was between 6 minutes and 15 minutes.
- In winter, the average response time was as short as 6 minutes (for alarms) and as long as 19 minutes (for crime prevention calls).
- In summer, the average response time for most categories was between 6 minutes and 13 minutes.
- In summer, the average response time was as short as 6 minutes (for alarms) and as long as 19 minutes (for crime prevention calls).
- The average response time for crimes (person and property) was 10 minutes in winter and 11 minutes in summer.



**TABLE 8-17: 90th Percentiles for Response Time Components, by Category**

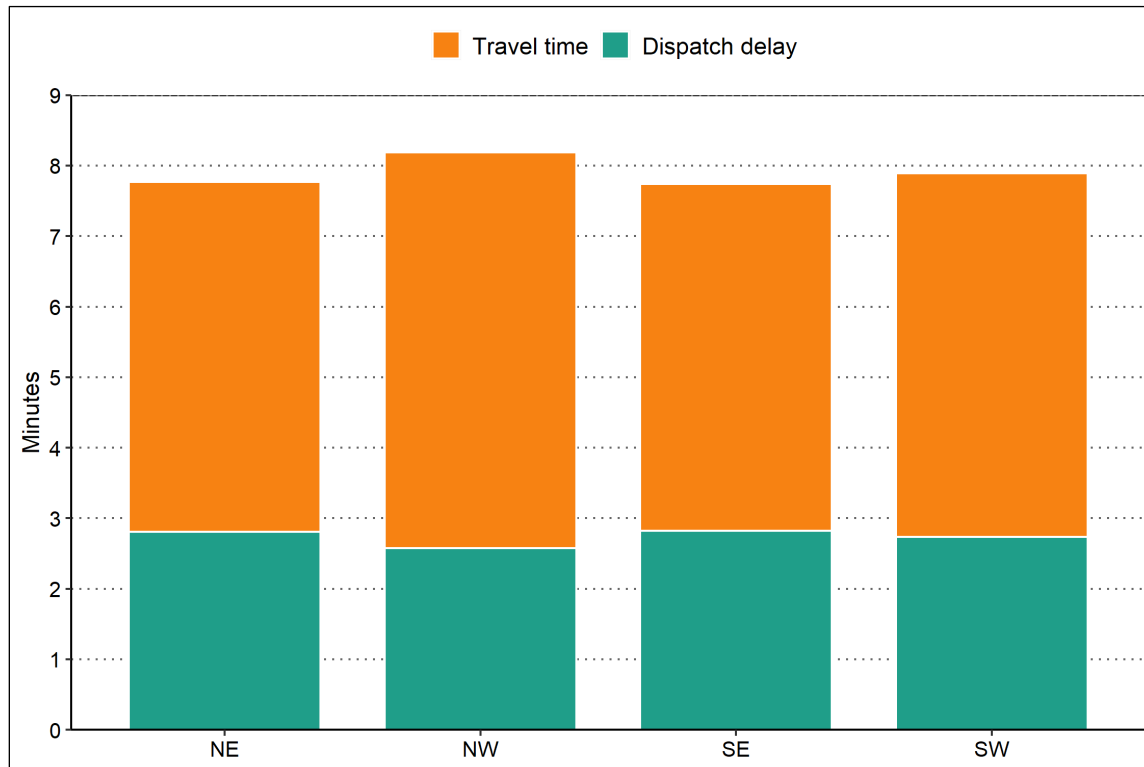
Category	Winter, Time in Minutes			Summer, Time in Minutes		
	Dispatch	Travel	Response	Dispatch	Travel	Response
Accident	3.3	11.0	13.6	5.2	10.7	14.7
Alarm	2.7	8.3	10.1	2.7	8.5	10.6
Animal	4.0	11.5	20.6	5.9	8.7	11.2
Assist citizen	5.4	15.7	21.4	7.1	11.8	15.7
Assist other agency	2.9	8.0	9.4	3.5	7.4	9.7
City ordinance / minor offense	13.5	12.6	22.9	20.0	13.8	29.4
Crime-person	10.3	13.0	20.5	9.1	10.6	18.1
Crime-property	7.2	13.5	18.9	11.1	12.6	23.4
Crime prevention	41.9	15.8	42.3	51.2	7.7	57.7
Disturbance	2.5	7.4	9.3	3.0	8.1	10.9
Follow-up	17.3	12.4	27.3	18.1	12.8	26.9
Investigation	3.4	9.0	11.8	3.8	9.1	12.0
Juvenile	6.8	16.3	23.2	3.7	8.9	20.7
Suspicious incident	2.8	7.7	9.8	3.5	7.5	10.1
Traffic enforcement	4.0	9.7	12.7	4.1	10.7	13.9
Warrant service*	51.7	8.2	55.7	27.6	7.4	28.0
<b>Total</b>	<b>4.7</b>	<b>10.0</b>	<b>14.1</b>	<b>5.8</b>	<b>9.8</b>	<b>14.7</b>

**Note:** A 90th percentile value of 14.1 minutes means that 90 percent of all calls are responded to in fewer than 14.1 minutes. For this reason, the columns for dispatch processing time and travel time may not be equal to the total response time. \*No prisoner transport calls were included in this analysis.

### Observations:

- In winter, the 90th percentile value for response time was as short as 9 minutes (for disturbances) and as long as 56 minutes (for warrant and prisoner calls).
- In summer, the 90th percentile value for response time was as short as 10 minutes (for suspicious calls) and as long as 58 minutes (for crime prevention calls).

**FIGURE 8-30: Average Response Time Components, by District**



**TABLE 8-18: Average Response Time Components, by District**

Area	District	Time in Minutes			Calls	Area (Sq. Miles)
		Dispatch	Travel	Response		
NE	Dist11	2.7	4.6	7.3	2,732	1.99
	Dist12	2.9	5.9	8.8	1,110	1.92
	Dist13	2.9	5.0	7.9	1,720	2.18
SE	Dist21	2.8	4.3	7.1	2,750	1.39
	Dist22	2.8	5.6	8.4	1,650	2.07
	Dist23	2.8	5.1	8.0	2,579	2.22
SW	Dist31	2.8	6.3	9.1	1,984	4.19
	Dist32	2.7	4.5	7.2	2,115	1.39
	Dist33	2.7	4.7	7.4	2,309	1.74
NW	Dist41	2.9	7.3	10.2	804	1.56
	Dist42	2.5	5.2	7.7	1,836	2.52
	Dist43	2.5	5.2	7.7	1,595	2.71
<b>Total Average</b>		<b>2.7</b>	<b>5.1</b>	<b>7.9</b>	<b>23,184</b>	<b>26.49</b>

### Observations:

- Districts share a similar dispatch processing time, between 2.5 and 2.9 minutes.
- The four areas share a similar response time, between 7.7 and 8.2 minutes.

## High-Priority Calls

The department assigned priorities to calls with Priority 1 as the highest priority. Table 8-19 shows average response times by priority.

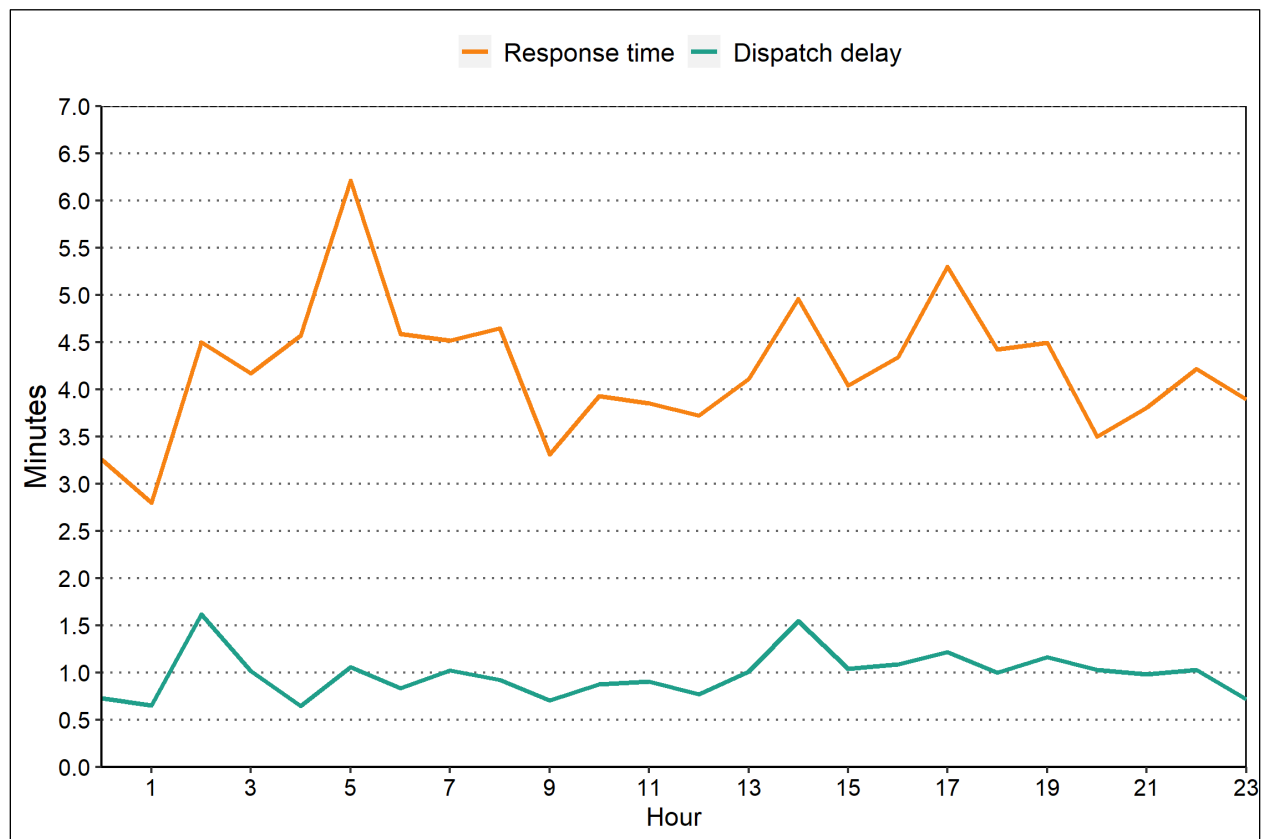
**TABLE 8-19: Average and 90th Percentile Response Times, by Priority**

Priority	Time in Minutes			Calls	90th Percentile Response Time
	Dispatch Delay	Travel Time	Response Time		
1	1.1	3.3	4.3	674	7.2
2	1.3	4.6	5.9	6,060	9.9
3	2.6	5.2	7.7	12,318	13.5
4	5.4	5.7	11.1	2,964	22.8
5	5.5	6.8	12.3	957	25.6
6	12.1	5.5	17.5	211	57.7
<b>Total</b>	<b>2.8</b>	<b>5.1</b>	<b>7.9</b>	<b>23,184</b>	<b>14.2</b>

**Note:** The total average is weighted according to the number of calls within each priority level. No prisoner transfers were included in this table.

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**FIGURE 8-31: Average Response Times and Dispatch Processing Times for High-priority Calls, by Hour**



### Observations:

- High-priority calls had an average response time of 4.3 minutes, lower than the overall average of 7.9 minutes for all calls.
- Average dispatch processing time was 1.1 minutes for high-priority calls, compared to 2.8 minutes overall.
- For high-priority calls, the longest response times were between 5:00 a.m. and 6:00 a.m., with an average of 6.2 minutes.
- For high-priority calls, the shortest response times were between 1:00 a.m. and 2:00 a.m., with an average of 2.8 minutes.
- Average dispatch processing time for high-priority calls was consistently 1.5 minutes or less.

# APPENDIX A: CALL TYPE CLASSIFICATION

Call descriptions for the department's calls for service from January 1, 2019, to December 31, 2019, were classified into the following categories.

**TABLE 8-20: Call Type, by Category**

Call Type Description	Table Category	Figure Category
Burglar Alarm	Alarm	Alarm
Panic Alarm		
Robbery Alarm		
Motorist Assist	Assist citizen	Assist
Vehicle/Residential Unlock		
Assist Fire Department		
Assist Other Agency	Assist other agency	
Assault Delayed	Crime-person	Crime
Assault Just Occurred		
Assist Officer		
Bomb Threat		
Fight		
Harassment		
Robbery In Progress/Just Occr		
Sex Offense		
Shooting		
Stabbing/Cutting		
Threats		
Burglary Delayed	Crime-property	
Burglary In Progress/Just Occr		
Crim Mis In Prog/Just Occr		
Criminal Mischief Delayed		
Criminal Trespass		
Forgery Delayed		
Forgery In Progress/Just Occ		
Shoplifter in Custody		
Theft Delayed		
Theft In Progress/Just Occ		
Crime Prevention	Crime prevention	Crime prevention
Special Watch		
Disturbance	Disturbance	Disturbance
Noise Complaint		
Vehicle Disturbance		
Aggressive Animal	Animal	General noncriminal

Call Type Description	Table Category	Figure Category
Animal Complaint	Follow-up	
Follow Up		
Meet Complainant		
Child Protection Services	Juvenile	General noncriminal
Juvenile Complaint		
Runaway		
911 Hangup	Investigation	Investigation
Found Property		
Investigation		
Missing Person		
Narcotics		
Open Door/Window		
Signal 70		
Suicide/Att. Suicide		
Weapons		
Welfare Concern		
Suspicious Circumstances	Suspicious incident	Suspicious
Suspicious Person/Veh/Circ		
Crash Non-Injury	Accident	Traffic
Injury Crash		
Commercial Vehicle Inspection	Traffic enforcement	
DWI		
Speeding/Reckless Driving		
STEP (Traffic Enforcement)		
Traffic Hazard		
Traffic Stop		
Abandoned Vehicle	City ordinance / minor offense	Violation
City Ordinance Violation		
Fireworks		
Parking Complaint		
Solicitor		
Prisoner Transfer	Warrant and prisoner	Warrant and prisoner
Warrant Service		

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## APPENDIX B: CALLS EXCLUDED FROM STUDY

According to records obtained from the CAD, Allen PD was associated with 97,329 calls in 2019. 66,285 events were recorded with at least one patrol unit. In other words, 31,044 calls were excluded from our analysis.

Some of these calls (5,011) had a responding APD unit that was not part of the patrol force. 87 calls had responding units but lacked adequate unit information. 2,133 calls were test calls or special assignments. These totaled 7,231 calls.

**TABLE 8-21: All Excluded Calls**

Summary of Calls Excluded	Count	Percentage
No Dispatched Units	23,813	77%
Only Nonpatrol Units Responded	5,011	16%
Missing or Inaccurate Unit Time Stamps	87	0%
Test Calls and Special Assignments	2,133	7%
<b>All Calls Excluded from Study</b>	<b>31,044</b>	<b>100%</b>

We examined the call records for these 23,813 calls without dispatched units more closely. We found that almost all 23,813 calls, except for 1 call, had no recorded primary unit and no dispatch, en route, or arrival time, recorded within the call record.

**TABLE 8-22: Calls Without Units, By Description**

Call Type	Count	Cumulative Percentage
NA	17,409	73%
911 Hangup	3,152	86%
Speeding/Reckless Driving	738	89%
Meet Complainant	318	91%
Crash Non-Injury	294	92%
Prisoner Transfer	284	93%
Special Watch	258	94%
DWI	205	95%
Burglar Alarm	203	96%
Traffic Hazard	146	97%
Welfare Concern	121	97%
Other*	685	100%
<b>Total</b>	<b>23,813</b>	<b>100%</b>

**Note:** \*These 685 calls include an additional 48 different call descriptions. Within this group, the most frequent type accounts for less than 1 percent of the total 23,813 calls.

**TABLE 8-23: Calls Without Units, By Disposition**

Disposition	Count	Cumulative Percentage
NA	9,140	38%
DC-Cancel Disreg by Caller	3,535	53%
TO-TO Other Agency	3,137	66%
MD-911 Misdialed	2,970	79%
DUP-Cancel Duplicate Call	2,134	88%
BC-Cancel Broadcast	996	92%
CN-Cancel Entry Error	804	95%
T-Cancel Test Call	631	98%
DA-Cancel Disreg by Alarm Co	204	99%
Other*	262	100%
<b>Total</b>	<b>23,813</b>	<b>100%</b>

**Note:** \*These 262 calls include calls with additional 39 different infrequent dispositions.

The 4,981 calls that had a responding nonpatrol APD unit included a total of 5,348 responding units (responses). Table 8-24 and Table 8-25 summarize the most frequent call descriptions and unit types.

**TABLE 8-24: Calls with Only Nonpatrol Units, By Description**

Call Type	Count	Cumulative Percentage
Meet Complainant	1,029	21%
Follow Up	691	34%
Investigation	582	46%
Child Protection Services	563	57%
Forgery Delayed	329	64%
Theft Delayed	304	70%
Traffic Stop	176	73%
Disturbance	161	77%
Crime Prevention	146	79%
911 Hangup	110	82%
Found Property	99	84%
Traffic Hazard	72	85%
Harassment	71	86%
Motorist Assist	69	88%
Crash Non-Injury	54	89%
Special Watch	54	90%
Burglary Delayed	501	100%
<b>Total</b>	<b>5,011</b>	<b>100%</b>

**Note:** \*These 499 calls include an additional 33 different call descriptions. Within this group, the most frequent type accounts for less than 1 percent of the total 5,011 calls.



**TABLE 8-25: Calls with Only Nonpatrol Units, By Unit Type**

Unit Type	Responses	Cumulative Percentage
Public Safety Officer	2,677	50%
SRO Officer	1,562	78%
Investigator - CID	295	84%
Citizen on Patrol	166	87%
SRO Sergeant	157	90%
Community Relations	140	93%
Street Crimes unit	87	94%
CID Sergeant	79	96%
Off Duty Unit	57	97%
Other*	182	100%
<b>Total</b>	<b>5,402</b>	<b>100%</b>

**Note:** \*These 181 responses include an additional 22 different unit types. Within this group, the most frequent type accounts for less than 1 percent of the total 5,402 responses.

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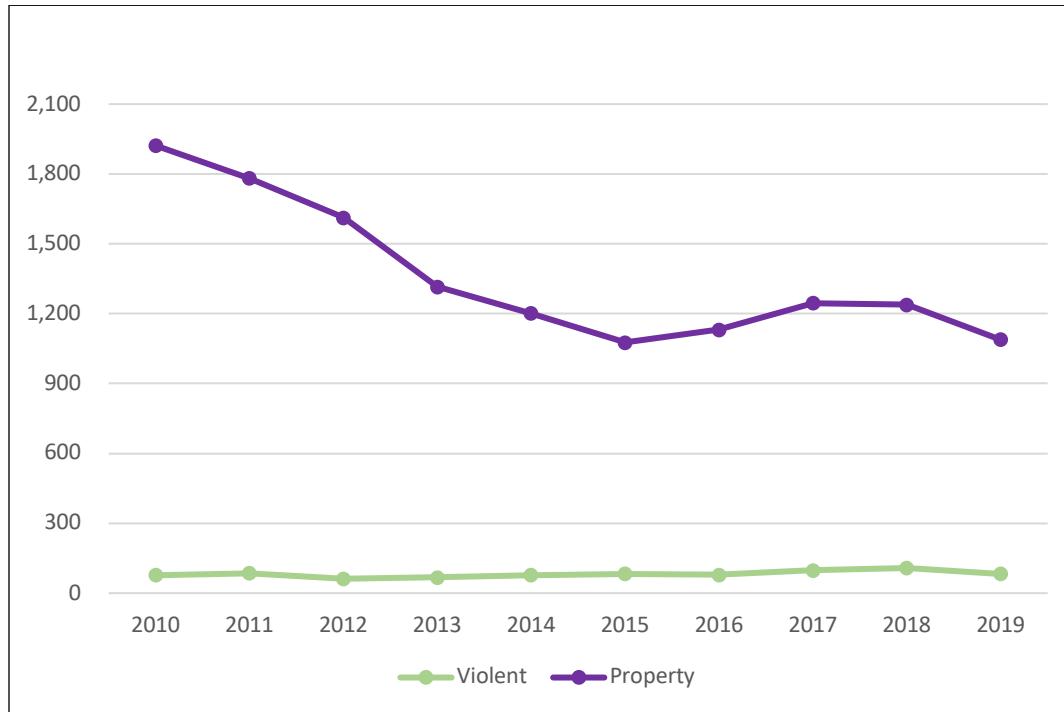
# APPENDIX C: UNIFORM CRIME REPORT INFORMATION

This section presents information obtained from Uniform Crime Reports (UCR) collected by the Federal Bureau of Investigation (FBI) and the Texas Department of Public Safety. The tables and figures include the most recent information that is publicly available at the national level. This includes crime reports for 2010 through 2019, along with clearance rates for 2019. Crime rates are expressed as incidents per 100,000 population.

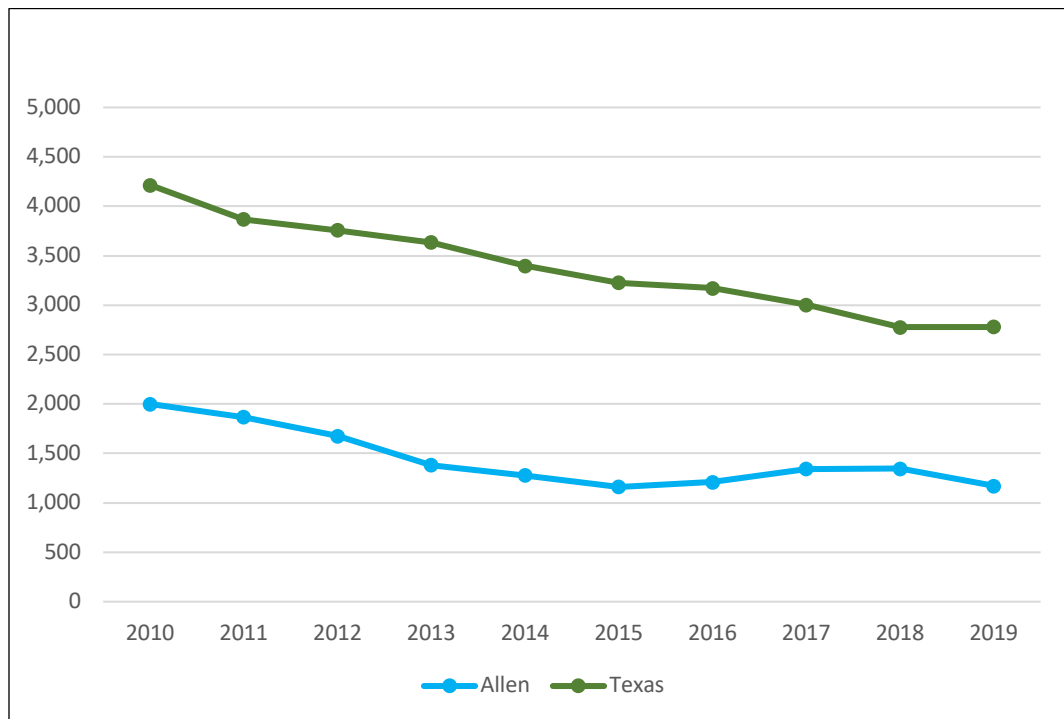
**TABLE 8-26: Reported Crime Rates in 2019, by City**

City	State	Population	Crime Rates		
			Violent	Property	Total
Abilene	TX	123,665	371	2,516	2,888
Carrollton	TX	139,179	90	901	991
Denton	TX	141,492	233	1,883	2,117
Killeen	TX	151,832	384	2,260	2,644
Lewisville	TX	108,000	221	1,967	2,188
Mesquite	TX	143,078	479	3,632	4,111
Midland	TX	146,806	137	1,191	1,328
Odessa	TX	123,468	1,038	2,935	3,973
Pasadena	TX	153,689	546	2,512	3,058
Pearland	TX	126,206	90	1,641	1,731
Richardson	TX	123,893	144	1,839	1,983
Round Rock	TX	132,747	124	1,684	1,808
San Angelo	TX	101,072	353	3,139	3,493
Sugar Land	TX	119,944	57	1,295	1,351
Tyler	TX	106,851	374	3,000	3,375
Waco	TX	139,870	571	3,288	3,859
Wichita Falls	TX	104,551	348	3,044	3,393
<b>Allen</b>	<b>TX</b>	<b>105,961</b>	<b>83</b>	<b>1,089</b>	<b>1,172</b>
<b>Texas</b>		<b>28,995,881</b>	<b>416</b>	<b>2,364</b>	<b>2,779</b>
<b>National</b>		<b>328,239,523</b>	<b>379</b>	<b>2,010</b>	<b>2,489</b>

**FIGURE 8-32: Reported Allen Violent and Property Crime Rates, by Year**



**FIGURE 8-33: Reported City and State Crime Rates, by Year**



**TABLE 8-27: Reported Allen, State of Texas, and National Crime Rates, by Year**

Year	Allen				Texas				National			
	Population	Violent	Property	Total	Population	Violent	Property	Total	Population	Violent	Property	Total
2010	84,246	78	1,922	2,000	25,218,692	449	3,767	4,215	314,170,775	393	2,833	3,225
2011	86,019	86	1,781	1,867	25,756,300	406	3,463	3,869	317,186,963	376	2,800	3,176
2012	88,783	62	1,613	1,675	26,143,479	407	3,349	3,756	319,697,368	377	2,758	3,135
2013	91,289	68	1,315	1,382	26,533,703	399	3,235	3,634	321,947,240	362	2,627	2,989
2014	93,889	78	1,201	1,279	27,043,226	404	2,995	3,399	324,699,246	357	2,464	2,821
2015	96,642	83	1,077	1,160	27,555,914	410	2,818	3,228	327,455,769	368	2,376	2,744
2016	101,020	79	1,131	1,211	27,948,471	432	2,739	3,171	329,308,297	383	2,353	2,736
2017	101,779	98	1,246	1,344	28,304,596	439	2,563	3,002	325,719,178	383	2,362	2,745
2018	103,168	108	1,238	1,346	28,701,845	411	2,367	2,778	327,167,434	369	2,200	2,568
2019	105,961	83	1,089	1,172	28,995,881	416	2,364	2,779	328,239,523	379	2,010	2,489

**TABLE 8-28: Reported Allen, State of Texas, and National Crime Clearance Rates**

Crime	Allen			Texas			National		
	Crimes	Clearances	Rate	Crimes	Clearances	Rate	Crimes	Clearances*	Rate
Murder Manslaughter	0	0	NA	1,403	824	59%	14,325	8,796	61%
Rape	19	2	11%	14,656	3,415	23%	124,817	41,065	33%
Robbery	15	2	13%	28,854	5,309	18%	239,643	73,091	31%
Aggravated Assault	54	25	46%	75,595	29,936	40%	726,778	380,105	52%
Burglary	95	2	2%	112,405	9,554	9%	981,264	138,358	14%
Larceny	997	188	19%	496,279	64,516	13%	4,533,178	834,105	18%
Vehicle Theft	62	3	5%	76,687	8,359	11%	655,778	90,497	14%

**Note:** \*Clearances were calculated from crimes and clearance rates, as these numbers are not directly available from the FBI.

END SECTION 8, END OF REPORT