



City of Austin Police Department

Investigations and Supplemental Unit Staffing Report



Submitted By:

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1. Introduction and Summary

Introduction

The Austin Police Department (APD) contracted with BerryDunn to conduct a Workload and Deployment Analysis for patrol, investigations, and sub-units within the department. A primary focal point of this project was to understand whether personnel from any supplemental units could be allocated to primary patrol response. An additional point of focus for this project involved examining staffing allocations and reviewing operations at a high level to assess efficiency opportunities or other personnel deployments.

As part of this project, BerryDunn requested numerous data from the APD and conducted on-site interviews in April and May of 2025, with various personnel assigned to command-level positions, support staff, and those in each of the specialty units across the department. During the course of this work, the APD indicated a sense of urgency around any recommendations for reallocating personnel to patrol. Accordingly, BerryDunn has developed this report, which provides details on investigations and sub-units, to provide the APD with the feedback it requires. BerryDunn expects to produce a separate report with additional details regarding various patrol workload demands and functions.

Key Observations

At the outset of this project, BerryDunn requested various data from the APD, including a breakdown of personnel allocations for all of its sworn and professional staff positions. Table 1.1 reflects average percentages of personnel allocations from benchmark cities and several studies BerryDunn has conducted. As Table 1.1 reflects, the APD’s allocations to patrol and investigations are not well-aligned with these other agencies.

Table 1.1: Percentage of Officers in Patrol and Investigations

Cities	Total Officers	Assigned to Patrol	Percent of Officers	Assigned to Investigation	Percent of Officers
Benchmark City Averages	236	132	55.93%	30	12.71%
Prior Studies – Under 100 Officers	269	161	59.85%	38	14.13%
Prior Studies – 100+ Officers	3270	1657	50.67%	642	11.11%
Austin, TX PD	1793	637	35.53%	349	19.46%

Source: Prior Studies/agency provided data

Although the data in Table 1.1 reflects a sworn strength for the APD of 1,793 officers, when this project began, the sworn strength of the APD was 1,467, which is 326 officers lower than its authorized strength. This shortage of personnel has exacerbated staffing levels for patrol, which

were already comparatively low. Understandably, the APD is eager to determine how it might reallocate staff to patrol responsibilities to support primary call for service (CFS) response.

To better understand allocations to various investigations sections and units, BerryDunn conducted several interviews with unit supervisors and command personnel and requested various data from the APD regarding those units. Table 1.2 reflects the total number of cases routed to investigations for review, the total assigned and unassigned, and the percentage of cases assigned for investigation.

Table 1.2: Investigations Case Routing Totals Calendar Years (CY) 2022 – 2025 (summary totals – see Table 2.1)

Investigations Unit Assigned	Total	CY2022	CY2023	CY2024	CY2025*
Total – Routed	376,277	118,757	107,565	107,571	42,384
Total – Assigned	140,431	48,695	41,282	36,972	13,482
Total – Unassigned	235,846	70,062	66,283	70,599	28,902
Percent Assigned	37.32%	41.00%	38.38%	34.37%	31.81%

Source: Agency provided data

*Partial year data.

As BerryDunn pointed out in prior project work and in the Emergent Issues Memo, many cases are routed to investigations for review (in some instances, cases are routed to multiple investigations units), which are never assigned for investigation. For calendar years 2022 – 2024, approximately 37.92% of all routed cases were assigned to an investigator. For those same years, an average of 68,981 cases were reviewed, but not assigned to an investigator. Again, as BerryDunn has noted, this represents an inefficiency that is correctable through the use of solvability factors.

Although the APD provided investigations case data to BerryDunn electronically (and in-person during interviews), flaws in the investigations case management process (previously described in the Emergent Issues Memo and prior project work) and inconsistencies in various case management procedures make it impossible to assess true workloads for individual investigators or for the investigations units (though BerryDunn acknowledges some investigations units seem to have more robust case management processes and better data than others). Due to these data challenges, BerryDunn has relied upon other factors to draw conclusions regarding personnel allocations for investigations, such as BerryDunn’s experience and expertise in evaluating investigations units, and self-reported unit and division information provided to BerryDunn from the APD (see Section 2).

Similarly, the preliminary workload analysis provided within this report for the sub-units and support units has been predominantly qualitative, derived from interviews, and supplemented with self-reported analytics and interviews with those assigned to or responsible for those units. It is possible, and perhaps likely, that additional data (through a job task analysis [JTA] process) might prompt other observations and opportunities for personnel reallocation and process

adjustments. BerryDunn provides additional details regarding investigations and other support units in Sections 2 and 3 below.

In conversations with the APD, BerryDunn learned that the executive team had thoughtfully considered possible reallocation of positions from various units and divisions of the department, and that unit supervisors and commanders provided data and feedback to inform that discussion. At BerryDunn’s request, the APD provided a document that reflected those opportunities based on the APD’s internal review and assessment. In Table 1.3, BerryDunn has replicated the data provided by the APD and has included BerryDunn’s position allocation totals, based on BerryDunn’s assessment of the APD’s personnel allocations as well as and BerryDunn’s review of the individual units. (A full list of APD units and allocations is included in Appendix A. The data in Table 1.3 reflects only those units where personnel allocation adjustments are recommended or expected, whether recommended by BerryDunn or the APD).

In Table 1.3, the green column reflects the number of positions allocated by the APD for officer, corporal, sergeant, or lieutenant within each of the units. The pink column reflects the APDs recommended reallocation total by position and unit. The dark blue column indicates BerryDunn’s suggested personnel reallocation.

Table 1.3: APD and BerryDunn Position Recapture Comparison

Unit	Officer Lost	Assigned	BD Officer	Det. Corp Lost	Assigned	BD Det/Corp	Sgts. Lost	Assigned	BD Sergeant	Lts. Lost	Assigned	BD Lieutenant
Downtown Rapid Response Team (DARRT)				24	36	24	3	4	3	1	1	1
Force Review Unit (FRU)							2	12	8		1	
Recruiting	16	15	10					2			1	
Internal Affairs (IA)					1		2	16			3	
Cadet Training	14	14	10		2			1			1	
Advanced Education	9	6	6	1	1			1			1	
Defensive Tactics	2	8	4	1	1			1			1	
Firearms (Train)	3	9	5		1			1			1	
Air Support	1	0										
Austin Regional Intelligence Center (ARIC)	4	4	4		4			1			1	
Lake Patrol	2	0	0									
E-Comms (dispatch)							4	4	4		1	

Unit	Officer Lost	Assigned	BD Officer	Det. Corp Lost	Assigned	BD Det/Corp	Sgts. Lost	Assigned	BD Sergeant	Lts. Lost	Assigned	BD Lieutenant
Firearms (Investigations)	2	2	2		2							
Crisis Intervention	1	5			1			1				
Downtown Area Command (DTAC) (evenings)				2		*	2		*			
Violent Crimes Task Force (VCTF)		8	4		2			1				
Major Crimes		7	3		13			3	1		1	
Tactical (TAC) Intel		8	4		4			1				
Robbery					18	2		2			1	
Aggravated Assault					16	2		2				
Police Technology		4	2					1			1	
Narcotics Conspiracy		3			13	3		2			1	
Narcotics Support		0			10			1			1	
Firearms Crime Gun Intelligence Unit (CGIU)		2	1		6			2				
Firearms - Investigations		2						1				
Special Events		7	3		1			1			1	
Emergency Management		2	2					1				
TOTALS*	54	106	61	28	132	31	13	62	16	1	18	1

*BerryDunn notes that there might be minor discrepancies between the “Assigned” and “Lost” columns. These are likely the result of point-in-time totals and, for the purposes of this table, do not require reconciliation.

The numbers provided by BerryDunn in the dark blue columns in Table 1.3 reflect the maximum number of positions that BerryDunn recommends reallocating to avoid significant negative operational implications. In many cases, the number of position reallocations BerryDunn has recommended would require procedural adjustments, backfilling positions with professional staff, and/or reallocating work to other personnel, whether sworn or professional staff. In the pages that follow, BerryDunn has provided additional information and details the APD should consider in determining which positions to reallocate.

Additionally, it is BerryDunn’s assertion that the suggested position reallocations in Table 1.3, or the absence of such a recommendation, validate the importance of each of the specialty units affected, while simultaneously recognizing the need for the APD to prioritize core services within the Patrol Division. Within the documentation provided to BerryDunn (from which Table 1.3 was

derived), the APD has suggested specific units where reallocated personnel could be reassigned (see Appendix A). BerryDunn has not offered a similar recommendation, but instead believes any final personnel allocation decisions should be made collaboratively by the executive team.

Other General Observations

The following general observations are based on various data submitted to BerryDunn from the APD, and from interviews with the commanders and staff of the support and investigations units, which BerryDunn conducted to gain additional understanding of the mission and current staffing levels for those units. From the qualitative data received during in-person interviews and the self-reported quantitative and qualitative data (by unit/division), several observations emerged:

- **Duplication of Effort:** Various units may not recognize duplicative work efforts at the unit level. However, the intersection of responsibilities among specialty units presents a clear opportunity for realignment and improved efficiency.
- **Operational Division:** The practice of assigning portions of a criminal case to multiple investigations units, which essentially involves the division of case effort based on underlying criminal charges, is generally regarded as an inefficient practice.
- **Solvability Factors:** The current process for evaluating solvability factors is inefficient and ineffective. The use of solvability factor assessment at the patrol officer/patrol supervisor level would eliminate the need for secondary review of thousands of criminal incidents annually. This secondary review is currently consuming multiple full-time equivalent (FTEs) positions annually and is highly inefficient.
- **Process Adjustment:** Adjusting the process for evaluating case activations and workload management (as recommended in the Emergent Issues Memo) would enhance the efficiency and assessment of caseloads by unit and individual. Additionally, preliminary indications show that case management practices are inconsistent across the organization and investigation units, including case closure expectations, routine case reviews by supervisors, and closure of cases that are not solvable with reasonable effort. Adjusting these practices would almost certainly improve overall efficiencies within all areas of investigations, creating additional capacity and reducing the impact of reallocation of personnel from those units to patrol (these areas have also been outlined in detail in the Emergent Issues Memo).
- **Position Reallocation:** The opportunity to recapture officer-level positions may be best achieved through the reallocation of sergeants and detectives to positions currently held by officers in specialty or support units. This approach will help ensure that sergeants, detectives, and officers are assigned to duties and responsibilities that are more appropriately aligned with their job assignments.

2. Staffing Assessment

Observations by Unit/Division

The following information provides a preliminary outline of BerryDunn's observations relative to the ability to recapture positions from investigations, specialty assignments, or secondary roles to support primary patrol functions.

Specialty/Support Unit Summary

- **Force Review:**
 - a. Evaluate and revise preliminary supervisor responsibilities for response to resistance (R2R) incidents at the patrol level, providing a more thorough review at the time of the incident, including a recommendation from the supervisor as to whether the incident should be subjected to secondary review.
 - b. Evaluate which incidents are considered “force,” or R2R incidents, to include the pointing of a firearm or TASER at a subject under threat of use for compliance.
 - c. Remove low-level R2R (e.g., simple muscling techniques, non-injurious, soft hand techniques) from the automated review process.
 - d. For low-level R2R incidents, review a random but statistically valid sample number of incidents by force type on a monthly basis. (Alternatively, or additionally, the APD may wish to include an annual review of a minimal number of R2R incidents by officer, and/or to defer low-level R2R incident reviews to the officer's supervisor).

*BerryDunn is aware the APD is examining its R2R response in consideration of various adjustments, and initial conversations during the APD's review have drawn similar conclusions to those represented here by BerryDunn.
- **Recruiting:**
 - a. Modern recruiting strategies include more active processes and the development of an “everyone is a recruiter” philosophy across the organization. The APD is currently using many full-time officers for recruiting, which places recruiting responsibilities squarely within this unit, not the greater APD.
 - b. The return on traditional recruiting events is extremely poor. Despite this, there is a need to maintain a presence within these events and to continue to partner with possible pathways that contribute to the applicant pool.
 - c. The APD would benefit from a dispersed recruiting model that includes the use of multiple personnel from various department units, on a very infrequent and part-

time basis. Doing so would create an immediate opportunity to recapture several personnel from this unit for immediate patrol deployment.

- d. A noted impediment for this unit is the number of background investigations currently being conducted by this unit. The APD should, to the extent possible, outsource this work or use retired or other non-sworn personnel for these efforts.
- **Academy:**
 - a. There are many officers assigned to the academy to provide entry-level and advanced education to cadets and seasoned officers. There is an opportunity to use retired personnel, or academics, to offset a significant portion of this work, which would allow for the return of multiple officers to patrol status.
 - b. There is a need for experienced personnel to provide specialized education at the academy. The APD would benefit from calling upon internal experts to provide training either full-time or intermittently, particularly for advanced training for officers.

Investigations Summary

As outlined previously, BerryDunn has observed significant limitations in the APD’s case management data contained within the records management system (RMS). However, at BerryDunn’s request, the APD provided case routing and assignment data for its investigations units, from 2022 through 2025 year to date (YTD). The data in Table 2.1 reflects the number of cases assigned to at least one investigator within an investigations unit, by year and unit. However, because the APD often assigns cases to multiple units simultaneously, these numbers do not reflect the number of unique cases assigned, but rather the number of cases assigned to each unit, which may be duplicative in some instances.

Table 2.1: Investigations Case Assignments by Unit/Year

Investigations Unit Assigned	Total	CY2022	CY2023	CY2024	CY2025*
Aggravated Assault Unit	4,589	1,390	1,296	1,437	466
Animal Cruelty	2,004	545	645	590	224
Auto Theft Interdiction Property Crimes Investigation	21,834	6,447	6,551	6,726	2,110
Burglary Unit Property Crimes Investigation	4,047	2,065	1,035	708	239
Career Criminal Unit	1,442	617	412	284	129
Child Abuse Violent Crimes Investigations	8,764	2,556	2,187	2,909	1,112
CID Team 1 Persons	4,233	2,066	1,029	846	292
CID Team 1 Property	1,854	887	396	394	177

Investigations Unit Assigned	Total	CY2022	CY2023	CY2024	CY2025*
CID Team 2 Persons	2,143	1,379	559	117	88
CID Team 2 Property	4,963	2,176	1,557	1,005	225
CID Team 3 Persons	3,290	1,008	1,006	907	369
CID Team 3 Property	2,268	1,255	642	278	93
CID Team 4 Persons	1,635	1,087	162	233	153
CID Team 4 Property	3,077	1,008	1,092	764	213
Commercial Burglary Unit	5,814	3,030	1,430	1,021	333
Crisis Intervention Team	21,759	6,829	6,231	6,174	2,525
Domestic Violence/Violent Crimes	20,605	6,766	7,167	5,091	1,581
Financial Crimes Property Crimes Investigations	1,573	546	318	392	317
Highway Enforcement Investigations	4,288	1,528	1,342	933	485
Homicide Unit/Violent Crimes	4,438	1,297	1,388	1,287	466
Robbery Unit	2,944	901	922	805	316
Sex Crimes	4,991	1,323	1,604	1,486	578
All Others (39 assignment types – under 400/yr. avg.)	7,876	1,989	2,311	2,585	991
Total - Routed	376,277	118,757	107,565	107,571	42,384
Total - Assigned	140,431	48,695	41,282	36,972	13,482
Total - Unassigned	235,846	70,062	66,283	70,599	28,902
Percent Assigned	37.32%	41.00%	38.38%	34.37%	31.81%

Source: Agency provided data

*Partial year data.

The data in Table 2.1 reflects unit assignment totals for any unit averaging at least 400 case assignments per year. Again, the average annual review of 68,981 cases that were not assigned for investigation is significant and comes at an efficiency cost to the APD. BerryDunn also notes that the average percentage of cases assigned to investigations (37.91) between 2022 and 2024 is consistent with other studies BerryDunn has conducted.

Based on BerryDunn’s prior work, most criminal investigators have approximately 1,300 hours per year to dedicate to actual investigative work (after removing leave time, training time, and other non-productive time). Conservatively, if the APD spent, on average, 15 minutes reviewing each of the non-assigned cases, the result would be an efficiency loss of 13.26 full-time positions ($68,981/4 = 17,245$ hours/1,300 hours per investigator). Although the recovery of

these FTEs might occur in increments across various units, the hours recovered are significant and could have a material effect on caseloads in many units.

In Table 2.2, BerryDunn has provided a summary of the 20 most frequent case assignments for the years 2022 – 2025, based on the case type.

Table 2.2: Investigations Case Assignments by Case Type/Year (Top 20)

Case Title Code	Total	CY2022	CY2023	CY2024	CY2025*
Auto Theft	16,796	4,929	5,188	5,132	1,547
Emotionally Disturbed Person (EDP) Intervention With Contact	16,383	5,230	4,755	4,557	1,841
Assault With Injury-Family/Date Violence	7,758	2,698	3,106	1,502	452
Burglary Non-Residence	3,631	1,521	1,061	803	246
Child Protective Services Referral	3,817	1,110	798	1,360	549
Aggravated Assault	3,056	990	900	894	272
EDP Voluntary	2,405	754	642	728	281
Burglary of Residence	2,274	1,001	629	491	153
Death Due to Natural Causes	2,074	599	693	632	150
Aggravated Assault Strangle/Suffocate	1,965	595	628	603	139
Auto Theft Information	2,006	549	544	680	233
EDP No Contact	1,893	553	543	555	242
Assault by Contact Family/Dating	1,775	680	553	404	138
Crash/Fail Stop And Render Aid	1,744	553	538	441	212
Theft Catalytic Converter	1,435	1,255	175	5	0
Aggravated Assault Family/Date Violence	1,396	479	458	383	76
Aggravated Robbery/Deadly Weapon	1,340	452	440	317	131
Assault Information (Family Violence)	1,361	403	394	392	172
Out of City Auto Theft	1,334	390	358	440	146
Child Abuse Information	1,349	395	367	411	176
Totals (Top 20 Most Frequent Case Types)	139,709	48,430	41,039	36,761	13,479

Source: Agency provided data

*Partial year data.

Based on the data from Tables 2.1 and 2.2, the APD assigns approximately 42,076 cases to its investigators annually (partial year data from 2025 was excluded). To understand the implications of this number, BerryDunn divided 42,076 by 12 (months), and then by 349 (the

number of investigators allocated within the APD). The result is an average of 10.04 cases assigned to each investigator.

In Table 2.3, BerryDunn provides comparative data related to current and preferred caseloads for investigators, based on prior studies BerryDunn has conducted and a national survey of more than a thousand investigators and investigations supervisors. Based on that data, actual typical monthly caseloads range from 9 – 18, while preferred caseloads range from 7 – 12.

Table 2.3: Current and Preferred Caseloads

Investigations Caseload	Prior Studies	National	Prior Studies	National
	Current Avg.	Current Avg.	Preferred Avg.	Preferred Avg.
Fraud/Financial Crimes	0	18	0	11
Homicide/Violent Crime	13	15	11	9
Other Crimes Against Persons	7	18	8	12
Property Crimes	12	18	9	11
General Investigations	10	14	11	9
Other Specialized Unit	12	13	7	9
Task Force	10	10	8	7
VICE/Narcotics	9	11	7	7

Source: BerryDunn prior studies, National survey by the IACP

Although there are no firm national standards for caseloads for investigators, it has been BerryDunn’s experience and observation over multiple studies that a workable monthly caseload is between 12 – 15. This number might be lower for more complex caseloads (e.g., homicide), or higher for other caseload types (e.g., property crimes). It is also important to note that the monthly caseload is significantly affected by how quickly cases are closed by each investigator. Table 2.4 provides data on current and optimal case closure timelines, as expressed from the same respondents in the survey mentioned related to Table 2.3. The top portion of Table 2.4 shows current case closure timelines by case type, and the bottom portion of the table provides optimal case closure timelines.

Table 2.4: Case Closure Timelines

Current and Reported	Prior Cities Pct.	Natl. Pct.	Prior Cities Pct.	Natl. Pct.
Case Closure Timelines	0 – 30 Days		31 – 60 Days	
Serious Persons Crimes	42.36%	54.95%	20.75%	17.77%
Other Persons Crimes	34.02%	38.16%	38.49%	40.32%

Property Crimes	41.99%	30.04%	27.05%	35.72%
Fraud/Financial Crimes	25.31%	17.98%	26.53%	25.17%
Current and Reported	Prior Cities Pct.	Natl. Pct.	Prior Cities Pct.	Natl. Pct.
Case Closure Timelines	61 – 90 Days		Over 90 Days	
Serious Persons Crimes	15.27%	11.68%	21.61%	15.61%
Other Persons Crimes	18.56%	14.61%	8.93%	6.90%
Property Crimes	18.86%	19.76%	12.10%	14.48%
Fraud/Financial Crimes	21.22%	27.39%	26.94%	29.46%
Optimal	Prior Cities	Natl.	Prior Cities	Natl.
Case Closure Timeline	0 – 30	Pct.	31 – 60	Pct.
Serious Persons	47.88%	52.02%	27.71%	21.41%
Other Persons	44.74%	37.78%	44.76%	39.52%
Property Crimes	33.74%	28.08%	50.80%	40.00%
Fraud/Financial	22.56%	17.16%	34.86%	31.35%
Optimal	Prior Cities	Natl.	Prior Cities	Natl.
Case Closure Timeline	61 – 90	Pct	Over 90	Pct.
Serious Persons	14.01%	12.47%	12.45%	14.11%
Other Persons	11.62%	15.35%	3.43%	7.34%
Property Crimes	18.80%	21.32%	1.96%	10.60%
Fraud/Financial	28.76%	27.84%	16.50%	23.65%

Source: BerryDunn prior studies, National survey by the IACP

Although the percentages vary across case types, most respondents indicate that case closure timelines are or should be between 0 – 60 days, although fraud/financial cases are an outlier. To understand the implications that case closure timelines have on caseloads, BerryDunn will use the example provided above. If the APD turned over their caseloads on a 60-day revolving cycle, then the 42,076 cases assigned across 349 investigators would result in an average monthly caseload of 20.09 cases. This would, of course, mean that the average case duration is 60 days, which would be atypically high (as an average).

During interviews and a cursory review of RMS data, BerryDunn learned that even though cases are assigned to an investigator, this does not necessarily mean that any investigative work was conducted. In some instances, an assigned investigator may conclude there are no meaningful leads to pursue, and the case may be closed without further effort. If this occurred sparingly (20% of the time), and the average case closure rate for the APD was 45 days, the

result would be an average caseload of 12.05 active cases per investigator (33,661 cases, spread out over eight 45-day cycles, divided by 349 investigators).

The examples BerryDunn has provided above are merely that, and they are illustrations at best. Due to limitations in the RMS data, BerryDunn lacks the confidence to draw any data-driven conclusions. Additionally, it is likely that some units are carrying disproportionate caseloads, and the suggested averages may fail to capture the workload burdens of those units. Regardless, it is BerryDunn’s assertion, given all of the information provided, that there are some opportunities to reallocate some positions from certain investigations units, particularly through merging units and combining efforts of units with a similar mission. BerryDunn reiterates here, as noted in the Emergent Issues Memo, the need to improve case management practices for the APD’s investigations units, both to help ensure confidence in the investigative case assignment process and to improve confidence in the investigations data outputs from RMS.

Opportunities in Investigations

The following table outlines additional opportunities for the APD to consider in their process of assessing which positions to recapture. Based on BerryDunn’s assessment, the following areas present significant opportunities for the department to address various staffing efforts through realignment of units, expanding capacities, or addressing processes and workflows.

Table 2.5: Position Recapture Opportunity

Opportunities	
A.	TAC Intel, VCTF, and Major Crimes Units: These units are similar in mission, share overlapping responsibilities, and have a similar nature and response. These units could merge and form a more effective unit together, and this would create the potential to recapture some positions. The APD should evaluate the deployment officers to these roles, and the potential to recapture some positions for other deployment.
B.	Robbery and Aggravated Assault: These units are similar in mission and share overlapping responsibilities, including a similar nature and response. These two units could merge and be a highly effective unit together. The APD should evaluate the deployment officers to these roles, as well as the potential to recapture some positions for other deployment.
C.	CGIU and Firearms: Though it is clear the CGIU was created for a particular purpose, these units have close ties; if combined, they could provide an opportunity to recapture some positions.
D.	Narcotics Conspiracy and Narcotics Support: It could be beneficial if these two units merged to combine resources for operational capacity. Doing so would also create the potential to recapture positions.
E.	Sworn Officer Classification: The number of supervisor and investigations positions within the APD is arguably disproportionate. BerryDunn recognizes that this may have occurred due to an ongoing practice of promoting personnel to any vacant supervisor, corporal, or detective positions, so as to avoid losing those position allocations. This condition has complicated operational roles and shifted the balance of officers versus other classifications. The APD may

	wish to consider the possibility of deferring promotions for a specified period (perhaps through collaboration with the City of Austin (the City)).
F.	Work Duties vs. Position Classification: Because the APD has an abundance of personnel in corporal or detective roles, those personnel may be working in a functional role that does not rely on their elevated position classification, and instead, may warrant the performance of work duties commensurate with other roles (e.g., patrol). The APD may need to, through policy or cultural adjustment, reset expectations for these personnel and clarify their functional role, regardless of their position classification.
G.	Camp Clean-Up: The District Representatives (DR) are reportedly spending an inordinate amount of time in a standby capacity while illegal camps are cleaned up by a contractor. This is an inefficient use of their time, which could be better spent engaging in meaningful community policing and problem-solving activities. It would benefit the APD if the City would adjust its policy on the use of reserve officers to perform this function. Doing so would relieve the DRs of this burden.
H.	Data-Driven Approaches to Crime and Traffic Safety (DDACTS): Based on information provided to BerryDunn, the APD is not leveraging data in a DDACTS format. Doing so could benefit overall traffic safety and contribute to crime reduction.
I.	Use of Polygraph in Hiring Process: The use of a polygraph as part of the hiring process is costly, is not required, and may contribute to elongated hiring timelines. Many police agencies do not use polygraphs for this purpose, and instead rely on other factors, such as the psychological exam, background investigation, and even the use of CVSA.

Additional Factors

The following information provides other areas that APD should evaluate regarding systems and processes.

Table 2.6: Other Operational Observations

Component	Observation	Details
Solvability Factors	Solvability factors are not being utilized to determine case viability.	<ul style="list-style-type: none"> Solvability factors should be completed by patrol and reviewed by line-level supervisors. The process should be managed through the RMS or through a template or smart form. The APD should work with information technology (IT) to develop system/method to implement this process.
Flock System	Retention period is capped at seven days by city council.	<ul style="list-style-type: none"> The limited retention period may greatly hinder various investigative processes.

		<ul style="list-style-type: none"> The system has the ability to capture specific information that could be relevant for case investigations. The APD should consider revising its policies on when the system can be used, perhaps expanding it to mid-to-high level cases and extending the retention period.
Beat/District Deployment:	Current deployment allows units to position themselves in a manner that increases response times or helps them avoid being recommended for response based on geographical location.	<ul style="list-style-type: none"> Although they have not yet been calculated, it is likely that the removal of the district structure for patrol has lengthened CFS response times. APD should advocate the use of a district deployment system that encourages and emphasizes geographically structured policing and dispatching, such that officers can develop familiarity with their assigned district, allowing them to establish relationships and develop collaborative community partnerships and community policing actions.
Patrol Work Schedule	Current schedule with overlap day.	<ul style="list-style-type: none"> The patrol schedule has the potential to capture valuable workhours and should be reevaluated for revision.

Table 2.7: Structure and Performance Observations

Category	Details
Professional Staff: Chain of Command	The current chain of command for professional staff may not be optimal and may be responsible for operational challenges across various units, as well as a growing divide between sworn and civilian personnel. This structure is atypical in law enforcement agencies and may hinder overall effectiveness; the APD should consider revising it.
Patrol Sergeant and/or Lieutenant: Missed Patterns of Deficient or Risky Practices	Without regular front-line supervisory review, patterns such as incomplete narratives, improper articulation of probable cause, or inconsistent use of force documentation may go unnoticed. Over time, these unchecked issues can lead to legal vulnerabilities, compromised investigations, or disciplinary action that could have been prevented through early intervention.

<p>Patrol Sergeant: Erosion of Accountability and Training Opportunities</p>	<p>Supervisory review is a key mechanism for reinforcing standards and providing corrective feedback. When this step is skipped, officers may continue to repeat mistakes and/or develop habits that deviate from policy. This not only affects individual performance but can also contribute to a broader culture of diminished accountability within the unit.</p>
<p>All Sworn Staff</p>	<p>To promote greater equity and balance across the department, APD may wish to consider a department-wide redistribution of personnel, drawing from all units. A seniority-based reallocation strategy could be evaluated, along with a model that prioritizes unit needs and officer tenure. As vacancies are filled, senior officers who were reassigned from their original units could be given the opportunity to return, helping to ensure continuity and recognition of experience.</p>

3. Support Unit Details

This section provides additional details about BerryDunn’s preliminary observations regarding Support Unit functions and the potential opportunity to recapture sworn positions. As noted previously, the data in this section has its limitations and should be regarded as preliminary and subject to change.

Table 3.1 provides a Position Recapture Opportunity Scale for assessing each unit. This scale ranges from green—which suggest the **Strong** opportunity to recapture positions without significant service or unit interruption, to red—which suggests it would be **Unlikely** that the unit could continue to function without disruption or significant impediment to its mission if positions were removed. BerryDunn will use this scale throughout the tables in the next two sections.

Table 3.1: Position Recapture Opportunity Scale

Recapture Categories	
STRONG	The opportunity to recapture and/or repurpose sworn staff position(s) from this unit is high, without significant disruption to unit functions.
POSSIBLE	There is a possibility to recapture and/or repurpose sworn staff position(s) from this unit, with minimal disruption to unit functions.
NEUTRAL	Although there may be an opportunity to recapture and/or repurpose sworn staff position(s) from this unit, there is no strong indication to recommend any movement at this time.
NEGATIVE IMPLICATIONS	Although there may be an opportunity to recapture and/or repurpose sworn staff position(s), doing so could have significant disruption or direct implications to the organizational operations and mission. Additional modifications or evaluation should be conducted before making any adjustments.
UNLIKELY	Removing sworn positions from this unit would likely result in significant disruption to unit functions.
INCOMPLETE	<i>Assessment of this unit is incomplete and/or requires additional information and review.</i>

Even where BerryDunn has initially identified a Strong opportunity to recapture positions from a particular unit, in some circumstances, doing so may require backfilling sworn positions with appropriate professional staff and/or the need to modify various operational procedures to accommodate the reallocation. BerryDunn recommends that if positions are removed from any unit, an analysis should be completed to determine the impact of the removal of those positions, and what steps, if any, can or should be made to mitigate the change.

Throughout each of the unit assessment tables, BerryDunn includes an arguably subjective rating that indicates whether the unit is a “force multiplier.” The “force multiplier” designation specifically indicates whether a unit’s activities have **HIGH**, **MEDIUM**, or **LOW** impact on relieving CFS volume and/or assisting with reducing core patrol duties and responsibilities. BerryDunn recognizes that all units contribute to and support one another, including patrol, and that all units serve the greater public safety mission for the APD. However, some units, by their mission, function, and outputs, contribute to reducing CFS volume, either in real time or in the future. Units that have a **HIGH** force multiplier quotient are important to maintain (to the extent possible), due to the value they bring in addressing current and future acute CFS workloads. This is particularly true given the APD’s shortage of patrol personnel.

In each of the tables below, BerryDunn also provides general and background information for each unit, including the staff allocations, unit mission/purpose, and key observations emanating from BerryDunn’s direct interactions with unit personnel, review of data submitted, and review of the command data worksheet provided for each unit (Staff Allocations and Mission information are derived directly from information and data the APD provided to BerryDunn). Again, the information in these tables has its limitations, and the conclusions drawn, or key observations made, could be subject to adjustment, with additional data or inquiry.

Table 3.2: DAART

Staff Allocations		Mission	Type of Work
1	Lieutenant	Dedicated to reducing crime in the Downtown Area Command (DTAC) area. This is accomplished through place network investigations (PNI), hot spot policing, and self-initiated activity. Specifically, the teams are assigned or pick a location to focus on crime reduction. This is done through a variety of operations, such as nuisance abatement, drug enforcement, burglary operations, alcohol law enforcement, bicycle theft prevention, vagrancy enforcement, etc.	<p>Key Observations: There is a high concentration of sworn officers (detectives) in a central area downtown. This is likely an overallocation of personnel.</p> <ul style="list-style-type: none"> Key Point 1: The agency may experience potential issues with direction, expectations, follow-through, accountability, and high shift numbers. This may also promote apathy in call response, over-response, and extended time on scene. Key Point 2: Officers from this unit are frequently pulled into various tasks or assignments, often detracting from the unit’s primary mission.
4	Sergeant		
36	Detective		
	Corporal		
	Officer		
	Civilian		
Force Multiplier: HIGH			

Staff Allocations	Mission	Type of Work
		<ul style="list-style-type: none"> • Key Point 3: There appears to be a direct overlap in responsibilities and duties with TAC Intel, VCTF, Major Crimes, Gangs, and Narcotics. • Key Point 4: There is an opportunity to use personnel from support units and refocus their efforts to target the downtown area. These efforts could be supplemented by Mounted Patrol, DR, Motor Units, and Tactical (TAC) Units, allowing detectives to be reallocated to other critical areas.

Table 3.3: Force Review

Staff Allocations		Mission	Type of Work
1	Lieutenant	Provide a comprehensive, consistent, and timely review of Response to Resistance (R2R) and vehicle pursuit incidents within the APD.	<p>Key Observations: This unit spends substantial time on level 4 R2Rs (the lowest level), and there is no review conducted for show of force (SoF) instances for firearm or TASER reviews.</p> <ul style="list-style-type: none"> • Key Point 1: Currently, the unit reviews every level 4 R2R, which is unnecessary at this resistance level. • Key Point 2: Random reviews of a percentage of level 4 R2R incidents could be conducted to monitor trends and training opportunities. • Key Point 3: There is likely an opportunity to reallocate some of the sergeants in this unit to focus on other priority duties. • Key Point 4: Patrol sergeants, who are reportedly responsible for preliminary review of R2R incidents, currently provide little review or reporting, but could be
12	Sergeant		
	Detective		
	Corporal		
	Officer		
	Civilian		
Force Multiplier: LOW			

Staff Allocations	Mission	Type of Work
		leveraged substantially for these incidents, particularly for level 4 R2R events.

Table 3.4: Recruiting

Staff Allocations		Mission	Type of Work
1	Lieutenant	Recruiting is responsible for procuring, screening, and selecting the best possible applicants for the APD Academy.	<p>Key Observations: The unit has significantly reduced its recruitment activities and is currently dedicated to supporting background investigations for personnel vetting.</p> <ul style="list-style-type: none"> <p>Key Point 1: Recruiting officers are currently spending significant time conducting background investigations to meet hiring demands, diverting them from their primary duties. While they are supporting civilian background investigators, this process could be more efficient and probably substantially more effective, if handled by reallocating trained detectives into the unit or utilizing retired officers—who would bring investigative and extensive law enforcement experience with them. This could also streamline the process. Their involvement would not only improve the quality and speed of background checks, but also allow recruiting officers to focus on engaging and onboarding qualified candidates, ultimately strengthening overall recruitment efforts.</p> <p>Key Point 2: While a few officer positions are essential to serve as the public face of recruiting, the overall number of sworn officers assigned to the unit is higher than necessary for the current level of recruiting activity (especially in an “everyone is a recruiter” environment). Many of the unit’s tasks—such as outreach coordination,</p>
2	Sergeant		
	Detective		
	Corporal		
15	Officer		
12	Civilian (Background Investigators)		
<p>Force Multiplier: LOW</p>			

Staff Allocations	Mission	Type of Work
		<p>event planning, and applicant support—could be effectively handled by civilian staff or reallocating corporals/detectives to the unit and reallocating the officer positions back to patrol operations where their presence is more critical.</p> <ul style="list-style-type: none"> • Key Point 3: There is critical time lost by using outside providers for various testing phases—this provides an opportunity to bring the processes in-house to speed up testing. • Key Point 4: The department could explore other options for a volunteer recruiting team, which could be developed to support overall recruiting efforts. • Key Point 5: Current recruiting campaigns are not yielding optimal results. The sworn complement in this unit is using valuable workhours on campaigns, such as recruiting fairs that nationally have yielded minimal results, and by controlling and producing their own marketing and media campaigns, which should be directed and marketed by marketing team. Their efforts, by keeping them internally within the unit and not using the expertise of the marketing team, have likely hampered overall recruiting efforts and failed to analyze appropriate analytics behind marketing campaigns. The bulk of this work should be handled by the marketing/media group, and there are indicators that a true collaborative effort with marketing has not been embraced by the recruiting team.

Table 3.5: Professional Standards – Internal Affairs (IA)

Staff Allocations		Mission	Type of Work
3	Lieutenant	IA serves as a fact-finding entity that investigates allegations of misconduct.	<p>Key Observations: Currently, this unit conducts all investigations into any complaint or policy violation (excluding any criminal investigation into a PD or city employee).</p> <ul style="list-style-type: none"> • Key Point 1: All policy violations and allegations of misconduct are being handled at an IA level, instead of addressing these at the lowest supervisory level. This can be inefficient and may lead to other supervisory issues and problems due to a disconnection between the officer and their direct supervisor. • Key Point 2: There are inconsistencies in determination and/or application of any disciplinary actions, which has been problematic. • Key Point 3: The unit has identified that the bulk of the issues they observe seem to come from a lack of experience and/or training in basic police concepts, laws, and enforcement. (Notably, these observations have a nexus to ineffective, inconsistent, or non-existent supervision of patrol officers at the sergeant level). • Key Point 4: IA has noted that other issues seem to be related to supervisors being promoted into specialty units, without ever having supervised anyone in the past. This has led to leadership challenges, performance problems, and liability issues. • Key Point 5: The detective and sergeants in the unit have overlapping duties. Administrative duties could be absorbed by administrative professionals in the unit.
16	Sergeant		
1	Detective		
	Corporal		
	Officer		
	Civilian		
Force Multiplier: LOW			

Staff Allocations	Mission	Type of Work
		<ul style="list-style-type: none"> • Other: The detective assigned to this unit may not be warranted based on overall work volume, and this should position be evaluated for reassignment. • Other: The number of sergeants in the unit may not be warranted based on overall work volume.

Table 3.6: Training Academy – Cadet Training

Staff Allocations		Mission	Type of Work
1	Lieutenant	Provide required Texas Commission on Law Enforcement (TCOLE) training to license cadets as Austin police officers. This is accomplished by providing classroom instruction, hands on instruction, scenario based training, and written exams. The Cadet Training Unit (CTU) was created to provide basic law enforcement training for cadets to assure optimum performance, effectiveness, and productivity as Austin police officers.	<p>Key Observations: Although the training unit has successfully met the department’s mandatory training requirements, most of its resources have been concentrated on supporting the academy. This focus has limited the unit’s ability to deliver broader training or professional development programs.</p> <ul style="list-style-type: none"> • Key Point 1: While maintaining a limited number of officer-level positions within the unit is beneficial for cadet training and mentorship, the overall number of such officer positions should be reviewed to help ensure alignment with operational effectiveness and resource optimization. • Key Point 2: There is an opportunity for officer positions to be reallocated and replaced by corporals, sergeants, or detectives, which will also provide more experience for training within the unit. • Key Point 3: The overall number of academies has been reduced due to limited number of qualified cadets for the class.
1	Sergeant		
	Detective		
2	Corporal		
14	Officer		
13	Civilian		
Force Multiplier: LOW			

Staff Allocations	Mission	Type of Work
		<ul style="list-style-type: none"> • Key Point 4: The agency is losing a high percentage of recruits during the academy; an analysis into this percentage and reasons for these outcomes should be conducted. (Generally, academy failures suggest issues with either the hiring process or the training curriculum/delivery process, or both).

Table 3.7: Training Academy – Advanced Education / Leadership

Staff Allocations		Mission	Type of Work
2	Lieutenant	Advanced Education: Provide in-service training for sworn and non-sworn personnel to meet TCOLE-mandated training, city council-mandated training, and department-mandated training. Leadership – creation and facilitation of leadership training	<p>Key Observations: There is a process in place to provide advanced education and leadership programs within the department for additional career and professional growth.</p> <ul style="list-style-type: none"> • Key Point 1: Advanced education and leadership training efforts have fallen short of expectations, due in part to limited staffing, but also because the bulk of the instructors who are teaching these areas have limited field or leadership experience. This lack of operational credibility makes it harder for them to effectively engage and influence more seasoned officers. • Key Point 2: Currently, there is only one active 40-hour leadership class being taught once a month (APD Basic Leadership). The academy is also developing a mentoring program. • Key Point 3: There is a distinct training opportunity for front-line leadership that the agency wants to explore. Professional training plans should be developed for ongoing supervisor and leadership training.
1	Sergeant		
0	Detective		
1	Corporal		
6	Officer		
0	Civilian		
Force Multiplier: LOW			

Staff Allocations	Mission	Type of Work
		<ul style="list-style-type: none"> Key Point 4: This is an area where officer positions could be recaptured, and detectives, corporals, or sergeants could be reallocated into the unit. This would expand the subject matter experts (SMEs) at the academy and would contribute to a more experienced instructor group. Reserves (retirees) could also supplement staff as SMEs for training (to accomplish this, changes to council directives may be needed).

Table 3.8: Training Academy – Defensive Tactics/Firearms

Staff Allocations		Mission	Type of Work
1	Lieutenant	Learned Skills – provide comprehensive training and recertification of tactical police skills to both commissioned and non-commissioned personnel in order to maintain compliance with department and TCOLE standards	Key Observations: These training sections continue to fulfill state mandates but have been limited in providing additional training opportunities. <ul style="list-style-type: none"> Key Point 1: There is an opportunity to reallocate some officer positions and utilize civilian staff for curriculum review, community review, and data research. Outside civilian educators/instructors can assist in teaching. This may be an opportunity for civilian staff to train while under the direct supervision and decision-making of sworn personnel. Key Point 2: There is flexibility to exchange officers for corporals or sergeants.
2	Sergeant		
0	Detective		
1	Corporal		
17	Officer	Firearms – provide comprehensive training and recertification of tactical police skills to both commissioned and non-commissioned personnel.	
0	Civilian		
Force Multiplier: LOW			

Table 3.9: Air Ops

Staff Allocations		Mission	Type of Work
0	Lieutenant	<p>The Air Ops unit is used in operational support for pursuits (foot and vehicle), missing persons, violent crimes (robberies, homicides, aggravated assaults, and weapon calls). In some cases, air support can arrive first on scene to size up a situation to help guide patrol into areas or look for hazards for approaching units (ambush, etc.). They also support special weapons and tactics (SWAT) operations, wildland fire suppression, and Helicopter Search and Rescue Team (HSART) operations. Technology on-board allows precise tracking and mapping.</p>	<p>Key Observations: The unit provides critical support to patrol and operational support to other units, departments, and agencies across the region.</p> <p>Key Point 1: The operational numbers have already been decreased in the unit, so they are no longer able to provide true in air 24/7 coverage but are available on call with immediate launch. All flights require one pilot and one tactical flight officer.</p> <p>Key Point 2: This is a highly specialized unit, which requires continual training and certifications as well as time in air.</p> <p>Key Point 3: Aircraft maintenance and safety is a key component for the unit, but the equipment is getting old, and there is only one mechanic to keep operational.</p> <p>Key Point 4: One officer position has been temporarily reassigned. A recommendation would be to move that officer back to the unit to increase operational capacity.</p>
1	Sergeant		
	Detective		
	Corporal		
7	Officer		
2	Civilian		
<p>Force Multiplier: LOW</p>			

Table 3.10: E-Comms (Dispatch/Emergency Communications)

Staff Allocations		Mission	Type of Work
1	Lieutenant	<p>Primary responsibility is answering emergency calls for service and dispatching Department personnel. The Division also handles police related non-emergency calls for service transferred from Austin 311.</p>	<p>Key Observations: Communication between patrol and E-Comms has become increasingly strained, prompting the reassignment of four sergeants to the unit to help mediate and resolve ongoing issues.</p> <ul style="list-style-type: none"> Key Point 1: The unit is experiencing a shortage in staff and has a steady rate of attrition.
4	Sergeant		
	Detective		
	Corporal		
	Officer		

Staff Allocations		Mission	Type of Work
	Civilian		<ul style="list-style-type: none"> • Key Point 2: The unit has started cross-training call takers and dispatchers to provide better overall coverage. • Key Point 3: The real time crime center (RTCC) lieutenant and division commander are trying to address operational differences between E-Comms and sworn staff, but they feel adding more sworn personnel in the unit would further those efforts. • Key Point 4: Issues and challenges between E-Comms and patrol would be best served through training and accountability, and although adding sergeants to E-Comms provides a bridge for additional context between these units, the issues should be resolvable through coordinated leadership between patrol and E-Comms.
Force Multiplier: LOW			

Table 3.11: Police Technology

Staff Allocations		Mission	Type of Work
1	Lieutenant	Ensure that all technology purchases and projects go through a standardized process, which prevents overlaps in service and redundant purchases of applications, software, devices, and/or technology equipment	<p>Key Observations: There are three distinct groups that are involved in technology related to the APD, but this unit handles daily operations and all technology requests.</p> <ul style="list-style-type: none"> • Key point 1 – There are inefficiencies in processes and effectively streamlining operations due to involvement of three competing groups. (BerryDunn made significant observations and recommendations regarding APD’s technology environment in the last project report). • Key point 2 – While having officers assigned to support patrol level technology can be beneficial, reallocating some of these positions and replacing them with more
1	Sergeant		
	Detective		
	Corporal		
4	Officer		
6	Civilian		
Force Multiplier: LOW			

Staff Allocations	Mission	Type of Work
		<p>experienced sworn personnel—such as detectives or corporals—may enhance the unit’s overall effectiveness and operational impact.</p> <ul style="list-style-type: none"> • Key point 3 – Certain technology-related responsibilities currently assigned to sworn personnel could be more effectively managed through a collective model with civilian business systems analysts and/or IT specialists, helping to ensure better alignment with technical expertise and resource optimization. • Key point 4 – Professional staff are not included in decision-making related to areas that impact or affect their work assignments and job duties around technology needs. • Other: The stated workload is high, but there is not enough information at this time to determine whether this can be streamlined.

Table 3.12: Special Events

Staff Allocations		Mission	Type of Work
1	Lieutenant	Special Event Unit (SEU) plan and coordinate hundreds of events every year from small events to large-scale and multi-day events.	<p>Key Observations: A significant number of events each year demand careful planning and staffing.</p> <ul style="list-style-type: none"> • Key Point 1: Some of the planning, permitting, and working with other departments and organizations could effortlessly be handled by professional staff, freeing up valuable work hours for tactical and operational planning for the sworn staff.
1	Sergeant		
	Detective		
1	Corporal		
7	Officer		
0	Civilian		

Staff Allocations		Mission	Type of Work
75	Reserve		<ul style="list-style-type: none"> • Key Point 2: While having seven officers in the unit may be beneficial, the staffing of these officers could be accomplished through professional staff assisting with the event planning for specific events and assignments handled through voluntary event sign-up. • Key Point 3: Information suggests the reserve officers can be called up to perform other peace office duties as needed to supplement the full-time police force at the direction of the chief of police. This option should be evaluated to allow reserve officers the opportunity to supplement other units, such as the DRs for camp clean-up. • Key Point 4: Alternative approaches to traffic control at special events should be explored, including the use of civilian personnel. This could reduce the reliance on sworn officers for routine traffic duties and allow reserve officers to be reassigned to other law enforcement responsibilities.
Force Multiplier: LOW			

Table 3.13: Emergency Management Unit

Staff Allocations		Mission	Type of Work
	Lieutenant	Provide Emergency Management services, based on the adoption of City Resolution to adopt the National Incident Management System (NIMS) for management of disasters, acts of terrorism, and other extraordinary emergencies.	Key Observations: The necessity of assigning full-time sworn personnel to the Emergency Management Unit (EMU) should be evaluated, as EMU functions are often coordinated at the citywide level, rather than solely within the police department, to help ensure comprehensive emergency response across all departments.
1	Sergeant		
	Detective		
	Corporal		
2	Officer		

Staff Allocations		Mission	Type of Work
2	Civilian – Emergency Plans Officers		<ul style="list-style-type: none"> Key Point 1: Emergency Management is typically managed and overseen by civilian emergency managers who are trained in all aspects of NIMS, have certifications in all levels, and represent all interests. Key Point 2: Sworn personnel should engage in regular training with the EMU to maintain readiness and help ensure they can be effectively deployed when needed. Key Point 3: EMU training is provided through Federal Emergency Management Agency (FEMA), and a majority of the classes can be done online. In-person classes offered are typically free or subsidized; instructors may also be provided through FEMA.
Force Multiplier: LOW			

Table 3.14: Executive Protection Unit

Staff Allocations		Mission	Type of Work
	Lieutenant	Planning and coordinating security measures designed to safeguard the mayor, the city manager, their families, visiting dignitaries, and others who might be at heightened personal risk due to their professional roles, social statuses, or associations.	<p>Key Observations: Staff from this unit may not be redeployed because it is the only unit providing 24/7 dignitary protection.</p> <ul style="list-style-type: none"> Key Point 1: The current staffing level is not enough to cover the dignitary protection needed, often exceeding a 40-hour week to ensure coverage. Key Point 2: The equipment being used is outdated, and the unit's vehicles to be replaced to maintain effective dignitary protection.
	Sergeant		
	Detective		
1	Corporal		
4	Officer		
	Civilian		
Force Multiplier: LOW			

Table 3.15: Commercial Motor Vehicle Enforcement (CVE)

Staff Allocations		Mission	Type of Work
	Lieutenant	The CVE unit enforces local, state, and federal laws as they apply to the operation of commercial motor vehicles, weight regulations and the transportation of Hazardous Materials on the roadways in the City.	<p>Key Observations: The unit covers all commercial vehicle enforcement. However, more information is needed in relation to whether this is a voluntary Memorandum of Understanding (MOU) with the Texas Department of Public Safety (DPS) to handle all CVE.</p> <ul style="list-style-type: none"> • Key Point 1: There appears to be some overlap with Vehicle Homicide and HEI, but this unit only handles the circumstance if a commercial vehicle is involved. • Key Point 2: The officers in this unit do have certifications in commercial vehicle inspections and hazardous material transportation. • Key Point 3: The unit appears to be conducting a large number of vehicle inspections but handles a low number of commercial vehicle crashes. • Other: Further information is needed on whether there is potential to return the functions of this to DPS authority.
1	Sergeant		
	Detective		
1	Corporal		
3	Officer		
	Civilian		
3	Auxiliary Officer		
Force Multiplier (Indirect/ Intermittent): MEDIUM			

Table 3.16: Motors Auxiliary Unit

Staff Allocations		Mission	Type of Work
1	Lieutenant (PT)	The Motors Auxiliary Unit's main objective and purpose is to provide services specific and unique to officers on motorcycles. Examples of these services include special event assignments, executive protection VIP escort assignments, University of Texas sport team escorts, line of duty death (LODD) funeral	<p>Key Observations: The unit is considered a voluntary/ auxiliary unit, with two part-time sergeants who handle requests and supervision of motors during events. They enlist other officers who are certified on motors when needed.</p> <ul style="list-style-type: none"> • Key Point 1: 40 officers have training and are available on a volunteer basis to help with the various events.
2	Sergeant (PT)		
	Detective		
	Corporal		
40	Officer (Volunteer)		

Staff Allocations		Mission	Type of Work
	Civilian	escorts, and active-duty APD, retired APD, and active-duty military funeral escorts. Motors officers reassigned to patrol provide directed patrol traffic enforcement to the assigned sectors when staffing allows.	
	Force Multiplier: LOW		

Table 3.17: Real Time Crime Center (RTCC)/Backfill

Staff Allocations		Mission	Type of Work
6	Lieutenant	Provide overwatch and be able to make decisions to direct resources – 24/7/365	<p>Key Observations: The RTCC is the watch commander for the agency and provides direct oversight for resource deployment and incident management.</p> <ul style="list-style-type: none"> • Key Point 1: City council requires a lieutenant to always be on duty. However, there is no built-in shift relief factor, which is causing burnout and scheduling conflicts. • Key Point 2: The RTCC provides watch commander oversight for supervision that is lacking in the patrol sergeant rank and helps ensure proper response, reduces over-response, and directs activities on the street when necessary. • Key Point 3: There is an opportunity to develop sergeants by having rotating shifts in the RTCC with the lieutenants to understand overall patrol operational responsibilities. This would also provide mentoring and leadership opportunities. • Key Point 4: The watch commanders oversee the backfill coordination.
	Sergeant		
	Detective		
	Corporal		
	Officer		
8	Civilian		
Force Multiplier: LOW			

Table 3.18: Court Services

Staff Allocations		Mission	Type of Work
	Lieutenant	Protection of visitors, customers and employees of the Austin Municipal Court System, and security of its facilities. This includes the Austin Municipal Court (AMC), Downtown Austin Community Court (DACC), and the North Sub-Payment Center	<p>Key Observations: The unit provides all primary court security functions for the municipal courts, including security inside the courtrooms when court is in session, as well as picking up arrestees for court and transporting subjects remanded in court.</p> <ul style="list-style-type: none"> • Key Point 1: They are tasked with various duties that could potentially be allocated to civilian security officers. • Key Point 2: Due to staffing, they are no longer able to pick up arrests from the street; however, officers can drop arrestees off at the DACC instead of transporting them out to the jail. • Key Point 3: The staffing in this unit appears to be at a minimum for the services and responsibilities they are required to perform, and likely would benefit from one to two additional personnel.
1	Sergeant		
	Detective		
	Corporal		
7	Officer		
	Civilian		
Force Multiplier: LOW			

Table 3.19: Airport

Staff Allocations		Mission	Type of Work
1	Lieutenant	The Transportation Security Administration requirement for law enforcement support for the purpose of Law Enforcement officers at the Austin-Bergstrom International Airport (49 CFR XII PART 1542) is fulfilled by the establishment	<p>Key Observations: The unit is funded through Transportation Security Administration (TSA) and requires special Federal Aviation Administration (FAA) clearances to work in the airport.</p>
6	Sergeant		
2	Detective		
	Corporal		
44	Officer (includes 4 K9)		

Staff Allocations		Mission	Type of Work
	Civilian	of the Airport Operations Unit within the organizational structure of the APD.	<ul style="list-style-type: none"> • Key Point 1: There is additional funding for officers/K9s available from TSA, when additional sworn officers become available. • Key Point 2: Their patrol area covers both in and around the airport, including all areas that are airport property. • Key Point 3: They have their own K9 explosives section at the airport that works directly to support the airport operations. • Key Point 4: They have their own detectives to provide direct support of airport law enforcement functions. • Key Point 5: Because of the nature of the operations around the airport and security, this unit is its own district and is able to handle all primary law enforcement and investigative operations internally.
Force Multiplier: LOW			

Table 3.20: Explosive Ordinance Division (EOD) / K9 Bomb

Staff Allocations		Mission	Type of Work
1	Lieutenant	Responding to bombing incidents, suspected explosive or suspicious packages, known explosives, military ordnance, weapons of mass destruction (WMD) and HazMat incidents, bomb threats directed at mobile targets, SWAT callouts and planned operations, and Pre-Event and Executive Protection sweeps. The bomb squad also serves as the Public Safety Dive Team for the City.	<p>Key Observations: EOD/K9 have specific training that cannot be easily replaced. The bomb squad is a federally accredited unit, and staff are certified as bomb technicians.</p> <ul style="list-style-type: none"> • Key Point 1: EOD and EOD/K9 provide specific and direct assistance that cannot be easily replaced based on the specialized nature and expertise of these teams and the training they need. • Key Point 2: The EOD unit is a regional unit, and there is no other EOD unit in the region.
1	Sergeant		
	Detective		
1	Corporal		
9	Officer		
	Civilian		
Force Multiplier LOW			

Staff Allocations	Mission	Type of Work
		<ul style="list-style-type: none"> • Key Point 3: EOD is also part of the dive team with additional technical expertise. • Key Point 4: K9 groups are under different commands and may not be as efficient for training and response with this model. Examine whether EOD/K9 and Patrol K9 should be consolidated for better deployment of resources.

Table 3.21: Lake Patrol

Staff Allocations		Mission	Type of Work
1	Lieutenant	<p>With a dual focus on safety and law enforcement, the unit aims to deter unsafe activities and educate the public on water safety. The Lake Unit oversees both recreational and commercial activities on city-controlled lakes and serve as the primary law enforcement agency on Austin's waterway</p> <p>Other: They patrol three areas: Lake Austin (21 miles), Lady Bird Lake (6 miles), and Decker Lake (4 miles).</p>	<p>Key Observations: The volume for this unit is somewhat cyclical, with six months out of the year being very busy, and the other six months being not as busy but reportedly still exceeding service availability.</p> <ul style="list-style-type: none"> • Key Point 1: This unit is responsible for large geographic areas that are not easily accessible or are accessible only by boats. • Key Point 2: Staffing has been reduced, and the current level is maintaining hours seven days per week, with coverage occurring during primary call hours. • Key Point 3: This unit provides additional services with swift water rescue. • Key Point 4: This is a unit that may benefit from an increase of one to two positions.
1	Sergeant		
	Detective		
	Corporal		
6	Officer		
	Civilian		
<p>Force Multiplier: MEDIUM</p>			

Table 3.22: Mounted Patrol

Staff Allocations		Mission	Type of Work
	Lieutenant	Provide trained police horses and riders to perform regular patrol functions to assist in the prevention and detection of crime, attend community engagement events, provide crowd management, and assist in search and rescue operations.	<p>Key Observations: The Mounted Patrol Unit can be a force multiplier and provides a unique but adaptable operational service.</p> <ul style="list-style-type: none"> • Key Point 1: The unit is supplementing patrol and/or DAART operations with daily patrols in the focus areas downtown, and those requiring high visibility patrol. • Key Point 2: Staff for Mounted Patrol are sometimes pulled from other operational duties to assist with special events or crowd control. • Key Point 3: Specialized training and a direct bond with the horse must be maintained—however, the number of work hours is limited due to transportation, feeding, and training. • Key Point 4: Each rider and horse must be paired up with another mounted unit for optimal safety. • Key Point 5: There may be an opportunity to recover some operational time by fully turning over equipment and daily upkeep of animals to the professional barn/animal staff.
2	Sergeant		
	Detective		
2	Corporal		
8	Officer		
2	Civilian		
Force Multiplier: MEDIUM			

Table 3.23: Patrol K9

Staff Allocations		Mission	Type of Work
1	Lieutenant	Patrol K9s primarily are used to apprehend suspects and provide deterrent to criminals. They work with the APD special teams to assist in the apprehension of criminals.	<p>Key Observations: Although they are not considered a primary response, the patrol K9s support patrol with low priority calls and if the call can be handled in a timely fashion.</p> <ul style="list-style-type: none"> • Key Point 1: K9s can contribute to overall reduction of use of force.
1	Sergeant		
	Detective		
	Corporal		

Staff Allocations		Mission	Type of Work
10	Officer		<ul style="list-style-type: none"> Key Point 2: K9s are able to check and clear areas quickly, efficiently, and safely. Key Point 3: K9s are a valuable resource when needed to assist with various operational and tactical deployments.
	Civilian		
Force Multiplier: MEDIUM			
<p>Opportunity – K9 (EOD) and Patrol K9 These units are similar in mission, have overlapping responsibilities, and are similar in nature and response. These units could merge and be a more effective unit together. Training may be more beneficial, and collective supervision may add potential to recapture some positions. The APD should evaluate the deployment of supervisors in these roles, and the potential to recapture some positions for other deployment.</p>			

Table 3.24: Risk Management/Inspections/Explorers/Police Athletic League

Staff Allocations		Mission	Type of Work
1	Lieutenant	<p>Risk Management and Inspections are handling associated tasks to include random drug inspections and audits, workman’s comp issues, and specifically looking at risk issues.</p> <p>Explorers / Police Athletic League’s (PAL) - mission is to prevent juvenile delinquency and violence by building the bond between police and youth through our athletic, educational and wellness programs. Through these positive encounters with police, PAL officers are able to build a bond with youth that helps create trust and understanding.</p>	<p>Key Observations: The Risk Management/Inspections Unit is responsible for conducting the department-required and mandated inspections and audits.</p> <ul style="list-style-type: none"> Key Point 1: The department may want to evaluate whether these duties need to be done by sworn staff, or if some of the risk management and workman’s comp issues should be handled by human resources (HR) staff, who are considered SMEs in these areas. Key Point 2: The original reasons for not using HR to perform certain functions may no longer be valid, and legal considerations may want to be reassessed. Key Point 3: The Explorer and PAL programs support a strong community policing philosophy and support the overall mission of the department.
6	Sergeant		
	Detective		
1	Corporal		
	Officer		
	Civilian		
Force Multiplier: LOW			

Table 3.25: SWAT

Staff Allocations		Mission	Type of Work
1	Lieutenant	Primary function is to support patrol, investigations units, and other law enforcement agencies who require tactical assistance to include hostage situations and/or barricaded suspects, high threat warrant service, civil unrest/disobedience, dignitary protection, specialized training, quick reaction force, overwatch detail, and any other specialized functions as approved by the special Operations commander.	<p>Key Observations: SWAT’s primary function is to support patrol and investigations with specialized tactical operations that require various specialized expertise.</p> <ul style="list-style-type: none"> • Key Point 1: SWAT is available for response 24/7/365. • Key Point 2: SWAT supports all units throughout the APD.
3	Sergeant		
	Detective		
	Corporal		
21	Officer		
	Civilian		
Force Multiplier: LOW			

Table 3.26: SWAT – Unmanned Aerial Systems

Staff Allocations		Mission	Type of Work
	Lieutenant	Primary function to support APD patrol, investigations units, and other law enforcement agencies with drone support.	<p>Key Observations: These officers are assigned to SWAT, and their key function is to provide drone coverage for any situation that necessitates additional coverage.</p> <ul style="list-style-type: none"> • Key Point 1: They are available for response 24/7/365. • Key Point 2: They support all units throughout the APD. • Key Point 3: Specialized training and certifications are required to fly unmanned aerial systems (UAS/drones) in day/night air spaces.
	Sergeant		
	Detective		
	Corporal		
2	Officer		
	Civilian		
Force Multiplier: MEDIUM			

Table 3.27: Counter Assault Strike Team (CAST)

Staff Allocations		Mission	Type of Work
	Lieutenant	Rapid and comprehensive law enforcement response to incidents involving mass and/or large-scale violence such as active shooters, acts of terrorism, large-scale hostage sieges and ongoing violence occurring in multiple geographical locations simultaneously.	<p>Key Observations: This is a completely volunteer unit, in which the officers are trained in rapid responses to major events.</p> <ul style="list-style-type: none"> • Key Point 1: This team will respond to any active shooter or mass casualty event. • Key Point 2: The unit delivers training throughout the department, as well as conducting inter-agency training.
	Sergeant		
	Detective		
	Corporal		
	Officer		
	Civilian		
Force Multiplier: LOW			

4. Investigation Unit Details

In each of the tables below, BerryDunn provides general and background information for each investigations unit, including the staff allocations, unit mission/purpose, and key observations emanating from BerryDunn’s direct interactions with unit personnel, review of data submitted, and review of the command data worksheet provided for each unit (Staff Allocations and Mission information are derived directly from information and data the APD provided to BerryDunn). Again, the information in these tables has its limitations, and the conclusions drawn, or key observations made, could be subject to adjustment, with additional data or inquiry.

Table 4.1: ARIC

Staff Allocations		Mission	Type of Work
1	Lieutenant	ARIC sworn personnel evaluate the nature of the reports and respond accordingly. If the report involves a criminal or terrorism nexus this response would entail creating a suspicious activity report (SAR) and working with the appropriate outside agency or internal investigations unit to identify suspects and mitigate any threat to life or social order.	<p>Key Observations: The unit reviews information and gathers intelligence related to SARs that have both terrorism and criminal components.</p> <ul style="list-style-type: none"> • Key Point 1: This unit present cases to the Behavioral Threat Assessment Management Team (BTAM) for intervention, prior to acts of violent crime or terrorism. • Key Point 2: There appears to be a nexus with TAC Intel and VCTF. • Key Point 3: This unit has two detectives assigned to the FBI Joint Terrorism Task Force (JTTF). • Other: It is unclear how many reports this unit reviews, and what work product it generates.
1	Sergeant		
4	Detective		
0	Corporal		
4	Officer		
4	Civilian (Crime analysts)		
Force Multiplier: LOW			

Table 4.2: Violent Crimes Task Force (VCTF)

Staff Allocations		Mission	Type of Work
0	Lieutenant		

Staff Allocations		Mission	Type of Work
1	Sergeant	VCTF provides field support to detectives investigating violent felony offenses. Conduct coordinated covert surveillance to identify suspects; tactical operations to arrest suspects; and execute search warrants	<p>Key Observations: This unit provides operational assistance and tactical and investigative support to various units.</p> <ul style="list-style-type: none"> Key Point 1: The unit provides on-ground operational assistance to locate suspects and witnesses, gather intelligence, and execute arrests. Key Point 2: There is operational overlap in nature of work with TAC Intel and Major Crimes that should be evaluated, and a merge of units presents an opportunity to recapture positions.
2	Detective		
0	Corporal		
8	Officer		
0	Civilian		
Force Multiplier: LOW			

Table 4.3: Tactical Intelligence

Staff Allocations		Mission	Type of Work
0	Lieutenant	Primary function is to solve violent crime and locate and apprehend dangerous and violent fugitives.	<p>Key Observations: They provide on-ground operational assistance to locate suspects and witnesses, gather intelligence, and execute arrests</p> <ul style="list-style-type: none"> Key Point 1: They support operations with expertise and assistance in ground operations; they locate and apprehend fugitives and suspects. Key Point 2: There is operational overlap in nature of work with VCTF and Major Crimes that should be evaluated, and a merge of units presents an opportunity to recapture positions. Key Point 3: TAC Intel does receive federal overtime funding assistance. Key Point 4: This is an intelligence-driven and investigative support unit that employs advanced
1	Sergeant		
2	Detective		
0	Corporal		
8	Officer		
1	Civilian		
Force Multiplier: LOW			

Staff Allocations	Mission	Type of Work
		research, surveillance, and evidence-gathering techniques. <ul style="list-style-type: none"> • Key Point 5: This unit has on-call availability 24/7

Table 4.4: Major Crimes

Staff Allocations		Mission	Type of Work
1	Lieutenant	Major Crimes – most versatile and flexible unit in the department. Leverage specialized capabilities and collaborative partnerships to have a positive impact on violent crime and overall quality of life in Austin.	Key Observations: This unit provides operational support with on-ground investigations. <ul style="list-style-type: none"> • Key Point 1: They have a similar nature to the gang unit, but Major Crimes is staffed with officers, whereas the gang unit is staffed with detectives. • Key Point 2: There are operational overlaps in nature of their work. Although the focus of this unit is slightly different, the overall capabilities and responsibilities mirror other operational units. • Key Point 3: Major Crimes coordinates follow-up investigations with the VCTF and other support units. • Key Point 4: Officers in this unit have been deputized as task force officers with Homeland Security Investigations • Key Point 5: The APD is reportedly preparing to repurpose some of the officers in this unit to VICE.
1	Sergeant		
1	Detective		
0	Corporal		
8	Officer		
	Civilian		
Force Multiplier: MEDIUM			

Opportunity – TAC Intel, VCTF, and Major Crimes Units: These units are similar in mission, have overlapping responsibilities, and are similar in nature and response. These units could merge and be effective unit together. There is potential to recapture some positions through merging these units. The APD should evaluate the deployment officers to these roles, there is potential to recapture some positions for alternative deployment.



Table 4.5: Gangs

Staff Allocations		Mission	Type of Work
1	Lieutenant	Gangs - Conduct gang, violent crime, and drug investigations that have the greatest positive community impact, through short-term, complex, and protracted investigations.	<p>Key Observations: This unit is responsible for all criminal investigations involving gang members and maintaining gang-related information.</p> <ul style="list-style-type: none"> Key Point 1: The unit's operations are typically resource intensive. Key Point 2: There is a direct nexus with VCTF, TAC Intel, as they are similar in nature and operational response. Key Point 3: There is also overlap with homicide, CGIU, and Narcotics Conspiracy. Key Point 4: They also conduct federal investigations.
2	Sergeant		
12	Detective		
0	Corporal		
0	Officer		
1	Civilian		
Force Multiplier: LOW			

Table 4.6: Robbery

Staff Allocations		Mission	Type of Work
1	Lieutenant	Investigates all robberies that are either a 1st or 2nd degree felony/violent crimes against persons	<p>Key Observations: Because this unit investigates violent crimes against a person as well as robberies, there is a direct correlation to the investigations that are being conducted by the Aggravated Assault Unit</p> <ul style="list-style-type: none"> Key Point 1: The unit's clearance rate is above the national average; the series crime clearance rate is also very good. Key Point 2: The investigative processes between robbery and aggravated assault are similar in process and nature.
2	Sergeant		
18	Detective		
0	Corporal		
0	Officer		
2	Civilian		
Force Multiplier: LOW			

Staff Allocations	Mission	Type of Work
		<ul style="list-style-type: none"> • Key Point 3: This unit will sometimes file other applicable charges in furtherance of the robbery investigation; however, these overlap with the other investigations units.

Table 4.7: Aggravated Assault

Staff Allocations		Mission	Type of Work
0	Lieutenant	Investigation of aggravated assault cases, including shootings, stabbings, and serious assaults involving other weapons. Includes assaults against Peace Officers.	<p>Key Observations: Investigative work from this unit overlaps with other units, and operational responsibilities are similar in nature to other units.</p> <ul style="list-style-type: none"> • Key Point 1: This unit seems is a sister unit to the Homicide Unit, in that they occasionally cover on-call for the Homicide Unit or retain murder and death investigations that started as an aggravated assault. • Key Point 2: There are overlaps and competing interests with Robbery Unit, and some overlap with VCTF and TAC Intel. • Key Point 3: The unit will provide on-scene response to assist with scene investigations.
2	Sergeant		
16	Detective		
0	Corporal		
0	Officer		
3	Civilian		
Force Multiplier: LOW			

Opportunity – Robbery and Aggravated Assault: These units are similar in mission, have overlapping responsibilities, and are similar in nature and response. These two units could merge and be an effective unit together. The APD should evaluate the deployment of sworn positions, there is potential to recapture some positions for other deployment.

Table 4.8: Narcotics Conspiracy

Staff Allocations		Mission	Type of Work
1	Lieutenant	Identify and apprehend narcotic traffickers and dismantle narcotic trafficking organizations by coordinating criminal investigations, surveillance, undercover operations, and surveillance.	<p>Key Observations: This unit conducts large-scale narcotic investigations with direct Drug Enforcement Agency (DEA) interaction.</p> <ul style="list-style-type: none"> • Key Point 1: There is overlap with Narcotics Support, and both units appear to be working state and federal cases. • Key Point 2: This unit has the only dual purpose K9 unit, but currently, three of the four K9 positions are vacant. • Key Point 3: Narcotics Conspiracy is comprised entirely of Task Force Officers (TFOs) deputized as agents under the authority of the DEA.
2	Sergeant		
13	Detective		
1	Corporal (K9)		
3	Officer (K9) Vacant		
0	Civilian		
Force Multiplier: LOW			

Table 4.9: Narcotics Support

Staff Allocations		Mission	Type of Work
0	Lieutenant	Specializes in the investigation of mid-level narcotic distribution and homicide investigations related to overdose fentanyl poisoning.	<p>Key Observations: The focus for their operations is on mid-level narcotic investigations.</p> <ul style="list-style-type: none"> • Key Point 1: These investigations are not on the same scale as the Narcotic Conspiracy Unit’s investigations, but there is a direct nexus in being the same type of investigative work. • Key Point 2: They provide direct support to patrol, and they respond to callouts. • Key Point 3: There is some overlap with VCTF, TAC Intel, and Major Crimes, as they are conducting similar on-ground operations.
1	Sergeant		
10	Detective		
0	Corporal		
0	Officer		
0	Civilian		
Force Multiplier: LOW			

Staff Allocations	Mission	Type of Work
		<ul style="list-style-type: none"> • Key Point 4: Both Narcotics Support and Narcotics Conspiracy are working state and federal cases.
<p>Opportunity – Narcotics Conspiracy and Narcotics Support – Both of these units focus their efforts squarely on narcotics. Merging these units would likely improve functionality and provide combined resources for improved operational capacity. This would be an area for potential recapture of position(s).</p>		

Table 4.10: Firearms/CGIU

Staff Allocations		Mission	Type of Work
0	Lieutenant	Immediate collection, management, and analysis of crime gun evidence, such as fired cartridge cases (FCCs)	<p>Key Observations: This is an operational unit that focuses on undercover and surveillance ops.</p> <ul style="list-style-type: none"> • Key Point 1: There is overlap with the gang unit on operational assistance. • Key Point 2: This unit follows up on recommendations from the NPI assessment. • Key Point 3: There is a direct nexus with the Firearms Unit. • Key Point 4: This unit has collaborative partnerships with other state and federal agencies. • Key Point 5: The agency should evaluate the processes and duties that could potentially be civilianized. Several of the processes conducted by sworn staff are often done by evidence technicians or crime scene analysts, which are typically civilian positions.
2	Sergeant		
6	Detective		
0	Corporal		
2	Officer		
3	Civilian		
<p>Force Multiplier: LOW</p>			

Table 4.11: Firearms

Staff Allocations		Mission	Type of Work
	Lieutenant	Investigated, reviewed, and authorized over 7,000+ firearms for destruction with a court order.	<p>Key Observations: This unit is responsible for determining destruction of all seized firearms.</p> <ul style="list-style-type: none"> • Key Point 1: There is an overlap with TAC and VCTF for operational on-ground assistance and/or support. Firearms Unit assists other units within the Tactical Investigations Division when asked to assist with surveillance, search warrants, callouts, or other tactical operations • Key Point 2: The unit researches information related to the firearms through various databases for determination of destruction (BerryDunn is unable to determine at this time how much of their time with this research could be conducted by civilian personnel). • Key Point 3: Other units have a civilian investigations support analyst (ISA) who assists with writing various warrant/pc/court documentation. • Key Point 4: The agency should evaluate the processes and duties that can be civilianized.
2	Sergeant		
2	Detective		
	Corporal		
	Officer		
3	Civilian (retirees)		
Authorized three more civilian retirees in 2025			
Force Multiplier: LOW			
<p>Opportunity – CGIU and Firearms – It could be beneficial if the Firearms unit merged with the CGIU, as the areas are closely tied and the combined resources could be beneficial to potentially recapture position(s).</p>			

Table 4.12: Burglary

Staff Allocations		Mission	Type of Work
0	Lieutenant	<p>The Residential Burglary Unit is responsible for investigating all residential burglaries, along with shed, detached garage, and storage units.</p> <p>The Commercial Burglary and Metal Theft Unit (CBM) investigates burglary of non-residences, metal thefts, catalytic converter thefts, illegal labeling of recordings, and trademark counterfeiting offenses.</p>	<p>Key Observations: The two burglary units handle all burglary related and other associated felony crimes.</p> <ul style="list-style-type: none"> • Key Point 1: There was mention of filing of charges that overlap with other units, such as Aggravated Assault/Robbery (This practice was mentioned by other units as well, but at this time, it is unclear how this is handled between the units, how the decision is made, and what overlap and/or competing interests are occurring during the investigation). • Key Point 2: There is operational overlap with TAC Intel and Major Crimes.
3	Sergeant		
17	Detective		
0	Corporal		
0	Officer		
3	Civilian		
Force Multiplier: LOW			

Table 4.13: Auto Theft

Staff Allocations		Mission	Type of Work
0	Lieutenant	<p>Investigates auto thefts; inspects salvage yards, repair shops, and auto dealers, does vehicle tracking, performs vehicle inspections for salvage or out of state titles, conducts a bait vehicle program, Vehicle Identification Number (VIN) switches, regenerated VIN's. and assists other agencies with auto theft investigations.</p>	<p>Key Observations: The unit conducts all groundwork related to auto thefts, auto theft rings, and attempted recovery of the vehicles.</p> <ul style="list-style-type: none"> • Key Point 1: There is potential overlap with Gangs, Narcotics, and TAC Intel. • Key Point 2: Their focus is auto related property crime investigations with operational on-ground responsibilities. • Key Point 3: Although some of the services this unit provides, such as VIN verification, are helpful for the community, there are numerous other places these can be accomplished outside of the police department,
2	Sergeant		
10	Detective		
0	Corporal		
0	Officer		
3	Civilian		
Force Multiplier: LOW			

Staff Allocations	Mission	Type of Work
		resulting in recouped work hours. There is also a potential to train civilians to be certified VIN inspectors.

Table 4.14: Region Detectives

Staff Allocations		Mission	Type of Work
0	Lieutenant	Handle crimes of disorder (misdemeanor, public order crimes) in specific geographic regions and as an added support mechanism to localized patrol commands.	<p>Key Observations: The region detectives work cases directly related to their district, so they may be more vested in their area of responsibility.</p> <ul style="list-style-type: none"> • Key Point 1: The unit is spending valuable work hours reviewing approximately 50k cases annually, to determine if they are viable, but over 34k of the 50k reviewed last year were suspended. • Key Point 2: Although solvability factors are being utilized by the agency, this needs to be moved from an investigative level and should be engaged at patrol level. Currently, two people in each district are reviewing all cases forwarded, but with the use of solvability factors at the patrol level, this would likely result in a reduction of at least one FTE per division and create investigation capacity within the region, with minimal impact on patrol. • Key Point 3: The unit is working dayshift hours; they are missing valuable opportunities for mentoring junior officers in investigative techniques. • Key Point 4: If any case is identified as a potential case of bias, they are immediately reviewed.
4	Sergeant		
32	Detective		
0	Corporal		
0	Officer		
0	Civilian		
<p>Force Multiplier: LOW</p>			

Table 4.15: Investigations – Homicide

Staff Allocations		Mission	Type of Work
1	Lieutenant	Investigates all deaths (except traffic related deaths and natural causes when signed off by doctor)	<p>Key Observations: The Homicide Unit appears to be staffed appropriately for overall caseload, and its caseload related specifically to homicides.</p> <ul style="list-style-type: none"> • Key Point 1: The unit clearance rates on homicides is exceptional, even with the increase in number of homicides year over year in the last four years. • Key Point 2: The Homicide Unit does have an overnight shift available until 2 a.m. for death scene coverage to assist patrol. • Key Point 3: Two detectives are always on call to respond if a homicide occurs. • Key Point 4: The experience level in this unit is unusually low, with a high turnover rate in the unit.
2	Sergeant		
15	Detective		
0	Corporal		
0	Officer		
2	Civilian		
Force Multiplier: LOW			

Table 4.16: Human Trafficking

Staff Allocations		Mission	Type of Work
1	Lieutenant	Responsible for investigating crimes related or adjacent to commercial sex and smuggling offenses, and gambling offenses (though the capability to address them has been diminished over time). Primary focus has been trafficking crimes, organized commercial sex, and smuggling.	<p>Key Observations: The unit is tasked with multiple aspects of human trafficking operations and is currently operating with limited personnel.</p> <ul style="list-style-type: none"> • Key Point 1: The unit has also been given additional duties and responsibilities to work street-level VICE activities. • Key Point 2: Their operations have been successful in locating and recovering victims of trafficking.
1	Sergeant		
8	Detective		
0	Corporal		
0	Officer		
2	Civilian (Intelligence Analyst)		

Staff Allocations	Mission	Type of Work
Force Multiplier: LOW		<ul style="list-style-type: none"> • Key Point 3: These types of investigations can be time intensive and ongoing.

Table 4.17: Crisis Intervention

Staff Allocations		Mission	Type of Work
0	Lieutenant	Assist uniformed patrol and to act as a liaison between the department and the mental health community.	<p>Key Observations: This team handles mental health crisis similar to co-responder units across the country but is handling typical co-responder duties at a sworn level.</p> <ul style="list-style-type: none"> • Key Point 1: The background and knowledge for this unit to have the ability to assist with placement and offer services has a direct impact on patrol operations. Removing officers from this unit may have a significant negative impact on patrol • Key Point 2: The unit responds to calls throughout the City and is responsible for coordinating with all healthcare providers; transports to/from hospitals, follow-up with family members to obtain additional information when an emergency detention is required, or to provide follow-up care and assistance. • Key Point 3: The unit coordinates various aspects of addressing high-risk offenders with the district attorney (DA). A crisis intervention team (CIT) officer is specifically assigned to work with the city’s Homeless Outreach Street Team (HOST). The unit also works closely with the Emergency Mobile Crises Outreach Team (EMCOT), which is staffed by paramedics from Austin/Travis County Emergency Medical Services (EMS)
1	Sergeant		
1	Detective		
0	Corporal		
5	Officer		
3	Civilian		
Force Multiplier: HIGH			

Staff Allocations	Mission	Type of Work
		<ul style="list-style-type: none"> • Key Point 4: The CIT unit will present cases to the BTAM • Key Point 5: The agency should evaluate the feasibility of a true co-response model with clinicians and case managers coordinating the mental health aspects.

Table 4.18: Sex Crimes

Staff Allocations		Mission	Type of Work
1	Lieutenant	Investigation of all felony and misdemeanor adult (17 years of age or older) sexual offenses. Collaborate with victim services counselors and the Sexual Assault Response Team (SART). Other: 1 Lieutenant / 1 Sergeant / 2 ISA / offsite	Key Observations: Based on a prior lawsuit, in 2023, the APD launched the Collective Sex Crimes Response Model (CSCRM). <ul style="list-style-type: none"> • Key Point 1: The unit works approximately 1200 – 1400 cases/yr. between 20 detectives and two retired temporary personnel. • Key Point 2: The unit handles an average of 300 cold cases per year. • Key Point 3: Investigative Support Agents (Civilian) investigate misdemeanor sex crimes to the extent they are authorized to do so (See CDW), up to completing the probable cause statement and all warrant documents—at which time a detective takes over.
3	Sergeant		
20	Detective		
0	Corporal		
0	Officer		
5	Civilian		
2	Retired PTT		
Force Multiplier: LOW			

Table 4.19: Domestic Violence

Staff Allocations		Mission	Type of Work
0	Lieutenant		
2	Sergeant		

Staff Allocations		Mission	Type of Work
16	Detective	DV investigates all familial or relationship-based felony and misdemeanor assaults and stalking cases. SVIU – plain clothes investigative support to DV – priority cases where ongoing or escalating risk to victim is present. Safety planning, surveillance cameras, counter stalking, assist with security installation, on-call for stranger rape callouts and patrol assistance.	<p>Key Observations: The unit takes a proactive approach to dealing with domestic violence and proactively pursuant DV offenders when threatening behavior is occurring.</p> <ul style="list-style-type: none"> • Key Point 1: SVIU Is the only on-ground team that tracks and apprehends subjects wanted for crimes against family, child abuse, and sex assault, but they may have overlap with TAC Intel and VCTF, due to similarity in nature with ground operations. • Key Point 2: Sergeants respond on scene for Response to Resistance (R2R) incidents or other significant events They provide supervisions of field operations. • Key Point 3: ISAs investigate the misdemeanor cases assigned to them up to the extent they are authorized. • Key Point 4: This unit has one of the highest caseloads of any of the investigations unit. • Key Point 5: They are called out and respond on all felony DVs.
0	Corporal		
3	Officer		
3	Civilian		
Force Multiplier: HIGH			

Table 4.20: Child Abuse

Staff Allocations		Mission	Type of Work
1	Lieutenant	Investigation of crimes against children, elderly, and disabled. An estimated 80% of this unit's cases are sexual in nature, 15% are physical abuse to child, and 5% are abuse of elderly or disabled.	<p>Key Observations: This is the only unit that has specific responsibility for crimes against children, the elderly, and the disabled.</p> <ul style="list-style-type: none"> • Key Point 1: The overall caseload is high, and the cases can be complicated and disturbing because of their nature.
3	Sergeant		
17	Detective		
0	Corporal		
0	Officer		

Staff Allocations		Mission	Type of Work
1	Civilian		<ul style="list-style-type: none"> • Key Point 2: The unit experiences a lot of callouts. • Key Point 3: The unit also handles all child kidnapping investigations when the victim has returned or is no longer missing.
Force Multiplier: LOW			

Table 4.21: Child Exploitation

Staff Allocations		Mission	Type of Work
0	Lieutenant	The child exploitation (CE) Unit is part of the South Texas Internet Crimes against Children Task Force. The CE Unit conducts covert investigations requiring proactive online chatting operations with our detectives working undercover to find predators with a proclivity for harming children.	<p>Key Observations: This unit specializes in online and predator investigations that focus on criminal activity involving children.</p> <ul style="list-style-type: none"> • Key Point 1: This unit conducts undercover and covert investigations with the support of the other Tactical Investigations Units with crimes that often cross county and state boundaries. • Key Point 2: The unit conducts proactive “Peer to Peer” (P2) investigations that target users who are downloading and sharing large volumes of child sexual abuse material (CSAM) on the Bit Torrent network. • Key Point 3: The CE Unit is currently part of the Tactical Investigations Division housed in a secure office at Rutherford. • Key Point 4: Both callouts and patrol reports have increased by approximately 20% in the last year.
1	Sergeant		
7	Detective		
0	Corporal		
0	Officer		
0	Civilian		
Force Multiplier: LOW		This unit is based out of Rutherford.	

Table 4.22: Special Investigations Unit (SIU)

Staff Allocations		Mission	Type of Work
1	Lieutenant	Handle criminal offenses involving potential power abuse; focused on maintaining the integrity and accountability of law enforcement and city employees within the City of Austin.	<p>Key Observations: There is a nexus with the IA Unit, but SIU handles all criminal investigations into Austin employee misconduct.</p> <ul style="list-style-type: none"> Key Point 1: The agency may want to evaluate the caseload vs. number of detectives to determine whether any positions could be reallocated. Other: The SIU responds to freedom of information act (FOIA)/DA requests, but there is a question as to why this is not being handled through the public information officer (PIO) or the city.
2	Sergeant		
8	Detective		
0	Corporal		
0	Officer		
1	Civilian		
Force Multiplier: LOW			

Table 4.23: Investigations – Cold Case/Missing Persons

Staff Allocations		Mission	Type of Work
0	Lieutenant	<p>Cold Case – Investigation of a homicide case that has remained open (not solved) for at least one year.</p> <p>Missing Persons – Investigate all missing persons, kidnappings, child abductions, and missing high-risk/endangered child or adult.</p>	<p>Key Observation: Investigation times for cold cases are longer by nature, and the unit is diligently working cases.</p> <ul style="list-style-type: none"> Key Point 1: The unit is currently investigating approximately 187 unsolved homicide cases to include missing persons investigations believed to involve foul play. Key Point 2: This unit currently relies on active detectives for case investigations, though other agencies have successfully staffed similar units with retired investigators. There is an opportunity to use a mix of current and retired personnel for this unit and reallocate some of the detectives to other core functions
1	Sergeant		
7	Detective		
0	Corporal		
0	Officer		
1	Civilian		
Force Multiplier: LOW			

Table 4.24: Financial Crimes

Staff Allocations		Mission	Type of Work
1	Lieutenant	Investigate financial crimes, identity theft crimes and forgeries against persons and institution Financial Crimes – Fraud / Forgery White-Collar Crimes Unit – complex financial crimes that resulted in a loss \$50,000 or greater or that are close to \$ amount but have serious ramifications.	<p>Key Observations: Financial and white-collar crimes have become more complex and specialized in nature.</p> <ul style="list-style-type: none"> • Key Point 1: The unit has been identified as underperforming, but an explanation into the circumstances was not provided. • Key Point 2: There is an overlap between financial crimes and white-collar crime based on the criminal codes.
1	Sergeant		
9	Detective		
0	Corporal		
0	Officer		
2	Civilian		
Force Multiplier: LOW			

Table 4.25: Sex Offender Apprehension and Registration (SOAR)

Staff Allocations		Mission	Type of Work
0	Lieutenant	Responsible for Sex Offender apprehension and registration, monitoring sex offender’s residing in city. Also newly assigned any person identified as a terrorist offender with duty to register.	<p>Key Observations: SOAR is responsible for all entry, tracking, and home visits for sex offenders in the city, with over 2200 currently residing in the city limits</p> <ul style="list-style-type: none"> • Key Point 1: Civilians currently help with administrative duties, and the sworn officers conduct the necessary law enforcement activities perform required house checks • Key Point 2: No one has been designated as a terrorist offender yet. • Key Point 3: The unit is currently assisting with property disposal as time permits.
1	Sergeant		
3	Detective		
0	Corporal		
2	Officer (Vacant)		
5	Civilian		
2	Civilian PTT		
Force Multiplier: LOW			

Table 4.26: Digital Forensics

Staff Allocations		Mission	Type of Work
1	Lieutenant	Investigation and forensic analysis of all digital evidence related to criminal cases. Other: Current shift – 7 a.m.to 5 p.m. Monday through Friday Other: 1 Detective is assigned to FBI Cybercrime Task Force	Key Observations: There is very specialized training required to conduct forensic exams of digital evidence, which requires ongoing and updated certifications. <ul style="list-style-type: none"> Key Point 1: These investigations can be time consuming and need to have expertise to be able to testify effectively regarding content found on devices.
1	Sergeant		
6	Detective		
0	Corporal		
0	Officer		
0	Civilian		
Force Multiplier: LOW			

Table 4.27: Vehicular Homicide

Staff Allocations		Mission	Type of Work
1	Lieutenant	Investigates all fatal traffic crashes. Conducts full investigation and files all cases.	Key Observations: The unit has technical expertise in the area of accident investigation and also alleviates a burden from patrol by conducting these investigations. <ul style="list-style-type: none"> Key Point 1: The caseload appears to be reasonable and appropriate for current level of accidents (based on the first quarter of 2025). Key Point 2: Investigations of this nature require expertise in various areas that also require higher levels of certification. Key Point 3: Technical requirements have increased with technological advances.
1	Sergeant		
9	Detective		
0	Corporal		
0	Officer		
3	Civilian		
Force Multiplier: MEDIUM			

Staff Allocations	Mission	Type of Work
		<ul style="list-style-type: none"> • Key Point 4: It was reported that the unit has investigated 25 fatal crashes so far in the first quarter of 2025.

Table 4.28: Highway Enforcement Investigations (HEI)/Wrecker Enforcement

Staff Allocations		Mission	Type of Work
0	Lieutenant	HEI unit conducts follow-up investigations and filing criminal charges related to traffic incidents. Wrecker Enforcement Unit - regulating non-consent towing and booting operations within the City of Austin	<p>Key Observations: There has been intentional work completed to improve the processes within the unit to an efficient and effective level and to include victim notifications for closure or determine whether there is additional information.</p> <ul style="list-style-type: none"> • Key Point 1: The process of case assignment appears to be a best practice by using solvability factors and victim notification when there are no viable leads or suspects. • Key Point 2: An evaluation into the number of cases vs. assignment to verify they are being properly vetted with solvability factors and overall enforcement direction. • Key Point 3: There appears to be overlap with VCTF, TAC, and Major Crimes; they are similar in nature for on-the-ground operational functions. • Key Point 4: There is a potential opportunity that Wrecker Enforcement could be civilianized with sworn oversight, if desired by the agency.
1	Sergeant		
6	Detective		
0	Corporal		
0	Officer		
2	Civilian		
<p>Force Multiplier: HIGH</p>			

Table 4.29: Impaired Driving Investigations (IDI)/Vehicle Abatement

Staff Allocations		Mission	Type of Work
0	Lieutenant	<p>The purpose of the IDI is to support all driving under the influence (DUI) investigations at APD; investigate all non-alcohol related impairment investigations through the utilization of our Drug Recognition Expert program.</p> <p>Vehicle Abatement – responds to thousands of 311 calls for service each year; specifically, to calls where a vehicle appears to be abandoned</p>	<p>Key Observations: This unit handles all DUI investigations that are brought in by patrol or that the unit itself responds to.</p> <ul style="list-style-type: none"> Key Point 1: This unit investigates driving under the DUI cases that do not initially result in an arrest at the time of the incident (“hospital cases”) and collects DUI evidence at the APD’s primary booking facility—Travis County Central Booking—which is staffed by the Travis County Sheriff’s Office. Key Point 2: Vehicle abatement activities could potentially be civilianized with sworn oversight.
1	Sergeant		
3	Detective		
0	Corporal		
2	Officer		
1	Civilian		
1	PT Civilian		
Force Multiplier: HIGH			

Table 4.30: Evidence Integrity

Staff Allocations		Mission	Type of Work
0	Lieutenant	<p>Provide support to the Evidence Control Section – for laboratory tracking services to ensure safe transfer and legal disposition of all evidence, found and abandoned property, and all seized property. Responsible for all forensic testing and DNA evidence testing outsourced to laboratories. Manages all property dispositions.</p>	<p>Key Observations: The unit is already civilianized with sworn oversight of the evidence.</p> <ul style="list-style-type: none"> Key Point 1: They have enlisted former detectives in part-time roles to help with evidence control. Key Point 2: They handle the property disposition, and work with the Forensic Unit that is outside the direct control of the Police Department. However, the disposal is currently backlogged. Key Point 3: It was noted that only sworn employees can authorized disposals. However, some processes could be civilianized to enhance efficiency around identification of those items, such as court record checks, National
1	Sergeant		
0	Detective		
0	Corporal		
0	Officer		
4	Civilian		
3	PTT (Former APD Detectives)		
Force Multiplier: LOW			

Staff Allocations	Mission	Type of Work
		Crime Information Center (NCIC)/Texas Crime Information Center (TCIC) checks, etc.

Table 4.31: Special Victims Investigations – Arrest Review

Staff Allocations	Mission	Type of Work
0 Lieutenant	Review probable cause affidavits, arrests and direct filing of criminal charges. Also supervise the Animal Cruelty Unit Other: Offsite – located at the Travis County Central Booking Facility Other: This unit is staffed 24/7	Key Observations: The sergeants are tasked with reviewing all arrest affidavits and ensuring they have the necessary probable cause and are complete. When they are not, they will contact the officers directly to get this accomplished. <ul style="list-style-type: none"> Key Point 1: The unit alleviates the operational burden on field sergeants by handling specific responsibilities; however, it may also limit the line-level supervisor’s direct oversight and awareness of their officers’ actions related to offender arrests. Key Point 2: When sergeants are less involved in the arrest process, they may miss opportunities to coach or correct officer behavior in real time. This can hinder the professional development of both the supervisor and their team and may lead to inconsistencies in how policies are applied or enforced across shifts or unit.
6 Sergeant		
0 Detective		
0 Corporal		
0 Officer		
0 Civilian		
Force Multiplier: LOW		

Table 4.32: Animal Cruelty

Staff Allocations	Mission	Type of Work
0 Lieutenant	Investigate all allegations and reports of animal cruelty, neglect, and illegal exploitation of	Key Observations: Investigations are conducted into animal violations by sworn officers.
0 Sergeant		
2 Detective		

Staff Allocations		Mission	Type of Work
0	Corporal	domestic, feral, and wild animals within jurisdiction. Other: This unit is staffed 8 a.m. to 5 p.m. Monday through Friday and they have a rotational on-call schedule	<ul style="list-style-type: none"> • Key Point 1: Handle all criminal violations related to animal cruelty abuse. Animal control officers with the city handle all other animal-related calls • Key Point 2: Staffing for activities may be appropriate or low based on actual call volume and activities associated with seizing animals
0	Officer		
1	Civilian		
Force Multiplier: MEDIUM			

Appendix A: Reallocation Crosswalk

Appendix Table A.1: Reallocation Crosswalk

Unit	Officer	Assigned	BD Officer	Det / Corporal	Assigned	BD Det/Corp	Sgts lost	Assigned	BD Sergeant	LTs lost	Assigned	BD Lieutenant		Ofc Added	Det/Cpl. Added	Sgt Added	LT Added
Patrol														54			
DARRT				24	36	24	3	4	3	1	1	1					
FRU							2	12	8		1						
Recruiting	16	15	10					2			1				12	2	
IA					1		2	16			3						
Ops Lieutenant											1						
Cadet Training	14	14	10		2			1			1				10	1	
Advanced Ed	9	6	6	1	1			1			1					7	
Def Tactics	2	8	4	1	1			1			1						
Firearms (Train)	3	9	5		1			1			1						
Leadership		0						1			0						
Air Support	1	0															
ARIC	4	4	4		4			1			1				4		

Unit	Officer	Assigned	BD Officer	Det / Corporal	Assigned	BD Det/Corp	Sgts lost	Assigned	BD Sergeant	LTs lost	Assigned	BD Lieutenant		Ofc Added	Det/Cpl. Added	Sgt Added	LT Added
Lake Patrol	2	0	0														
E-Comms (dispatch)							4	4	4		1						
Firearms (Inv)	2	2	2		2												
Crisis Intervention	1	5			1			1									
DTAC (evenings)				2		*	2		*								
VCTF		8	4		2			1									
Major Crimes		7	3		13			3	1		1						
TAC Intel		8	4		4			1									
Robbery					18	2		2			1						
Aggravated Assault					16	2		2									
Police Tech		4	2					1			1						
Risk/Insp/Exp/PALS					1			6			1						
Narcotics Conspiracy		3			13	3		2			1						
Narcotics Support		0			10			1			1						
Firearms (CGIU)		2	1		6			2									
Firearms - Investigations		2						1									

Unit	Officer	Assigned	BD Officer	Det / Corporal	Assigned	BD Det/Corp	Sgts lost	Assigned	BD Sergeant	LTs lost	Assigned	BD Lieutenant		Ofc Added	Det/Cpl. Added	Sgt Added	LT Added
RTCC											6						
Airport		44			2			6			1						
Peer Support		4						1									
N. Metro TAC / S. Metro TAC		16			2			2									
District Reps		19			0			0			0						
Mounted		8			2			2			0						
Court Services		7						1									
EOD / K9 / Patrol K9		19			2			2			2						
SWAT		21						3			1						
Human Trafficking / VICE					8			1			1						
Special Events		7	3		1			1			1						
Emergency management		2	2					1									
Motors								2									
EPU		4			1												
CVE		3			1			1									
Region Detectives					32			4			1						

Unit	Officer	Assigned	BD Officer	Det / Corporal	Assigned	BD Det/Corp	Sgts lost	Assigned	BD Sergeant	LTs lost	Assigned	BD Lieutenant		Ofc Added	Det/Cpl. Added	Sgt Added	LT Added
Digital Forensics					6			1			1						
Evidence Integrity					9			1			1						
Animal Cruelty					2												
Vehicular Homicide					9			1			1						
HVE / Wrecker					6			1									
Impaired Driving / Veh Abatement		2			3			1									
TOTALS	54	253	61	28	218	31	13	253	16	1	35	1		54	26	10	0

Appendix B: Acronyms

Appendix Table B.1: Acronyms

Acronym	Description
AMC	Austin Municipal Court
APD	Austin Police Department
ARIC	Austin Regional Intelligence Center
BTAM	Behavioral Threat Assessment Management Team
BD	BerryDunn
CAST	Counter Assault Strike Team
CBM	Commercial Burglary and Metal Theft Unit
CE	Child Exploitation
CFS	Call for Service
CGIU	Crime Gun Intelligence Unit
CID	Criminal Investigations Division
CIT	Crisis Intervention Team
CSAM	Child Sexual Abuse Material
CSCRM	Collective Sex Crimes Response Model
CTU	Cadet Training Unit
CVE	Commercial Vehicle Enforcement
CVSA	Computer Voice Stress Analysis
DACC	Downtown Austin Community Court
DARRT	Downtown Rapid Response Team
DDACTS	Data-Driven Approaches to Crime and Traffic Safety
DEA	Drug Enforcement Agency
DPS	Department of Public Safety
DR	District Representatives
DTAC	Downtown Area Command
DUI	Driving Under the Influence
DV	Domestic Violence

Acronym	Description
EDP	Emotionally Disturbed Person
EMCOT	Emergency Mobile Crises Outreach Team
EMS	Emergency Medical Services
EMU	Emergency Management Unit
EOD	Explosive Ordinance Division
FAA	Federal Aviation Administration
FCC	Fired Cartridge Cases
FEMA	Federal Emergency Management Agency
FOIA	Freedom of Information Act
FRU	Force Review Unit
FTE	Full-Time Equivalent
HEI	Highway Enforcement Investigations
HOST	Homeless Outreach Street Team
HR	Human Resources
HSART	Helicopter Search and Rescue Team
IACP	International Association of Chiefs of Police
IA	Internal Affairs
IDI	Impaired Driving Investigations
ISA	Investigations Support Analyst
IT	Information Technology
JTA	Job Task Analysis
JTTF	Joint Terrorism Task Force
LODD	Line of Duty Death
LT	Lieutenant
MOU	Memorandum of Understanding
NCIC	National Crime Information Center
NIMS	National Incident Management System
PAL	Police Athletic League
P2	Peer to Peer

Acronym	Description
PIO	Public Information Officer
PNI	Place Network Investigations
PT	Part-time
R2R	Response to Resistance
RMS	Records Management System
RTCC	Real Time Crime Center
SART	Sexual Assault Response Team
SAR	Suspicious Activity Report
SGT	Sergeant
SIU	Special Investigations Unit
SME	Subject Matter Expert
SOAR	Sex Offender Apprehension and Registration
SEU	Special Event Unit
SoF	Show of Force
SVIU	Special Victims Investigations Unit
SWAT	Special Weapons and Tactics
TAC	Tactical
TAC Intel	Tactical Intelligence
TCIC	Texas Crime Information Center
TCOLE	Texas Commission on Law Enforcement
TFO	Task Force Officers
TSA	Transportation Security Administration
UAS	Unmanned Aerial Systems
VCTF	Violent Crimes Task Force
VIN	Vehicle Identification Number
WMD	Weapons of Mass Destruction
YTD	Year to Date

Appendix C: Consolidated Observations and Recommendations

Appendix Table C.1: Observations and Recommendations

Table	Unit	Observation or Recommendation
p. 9	General	Duplication of Effort: Various units may not recognize duplicative work efforts at the unit level. However, the intersection of responsibilities among specialty units presents a clear opportunity for realignment and improved efficiency.
p. 9	Investigations	Operational Division: The practice of assigning portions of a criminal case to multiple investigations units, which essentially involves the division of case effort based on underlying criminal charges, is generally regarded as an inefficient practice.
p. 9	Patrol/Investigations	Solvability Factors: The current process for evaluating solvability factors is inefficient and ineffective. The use of solvability factor assessment at the patrol officer/patrol supervisor level would eliminate the need for secondary review of thousands of criminal incidents annually. This secondary review is currently consuming multiple full-time equivalent (FTEs) positions annually and is highly inefficient.
p. 9	Patrol/Investigations	Process Adjustment: Adjusting the process for evaluating case activations and workload management (as recommended in the Emergent Issues Memo) would enhance the efficiency and assessment of caseloads by unit and individual. Additionally, preliminary indications show that case management practices are inconsistent across the organization and investigation units, including case closure expectations, routine case reviews by supervisors, and closure of cases that are not solvable with reasonable effort. Adjusting these practices would almost certainly improve overall efficiencies within all areas of investigations, creating additional capacity and reducing the impact of reallocation of personnel from those units to patrol (these areas have also been outlined in detail in the Emergent Issues Memo).
p. 10	General	Position Reallocation: The opportunity to recapture officer-level positions may be best achieved through the reallocation of sergeants and detectives to positions currently held by officers in specialty or support units. This approach will help ensure that sergeants, detectives, and officers are assigned to duties and responsibilities that are more appropriately aligned with their job assignments.

Table	Unit	Observation or Recommendation
p. 11		<p>Force Review:</p> <ul style="list-style-type: none"> a. Evaluate and revise preliminary supervisor responsibilities for response to resistance (R2R) incidents at the patrol level, providing a more thorough review at the time of the incident, including a recommendation from the supervisor as to whether the incident should be subjected to secondary review. b. Evaluate which incidents are considered “force,” or R2R incidents, to include the pointing of a firearm or TASER at a subject under threat of use for compliance. c. Remove low-level R2R (e.g., simple muscling techniques, non-injurious, soft hand techniques) from the automated review process. d. For low-level R2R incidents, review a random but statistically valid sample number of incidents by force type on a monthly basis. (Alternatively, or additionally, the APD may wish to include an annual review of a minimal number of R2R incidents by officer, and/or to defer low-level R2R incident reviews to the officer’s supervisor). <p>*BerryDunn is aware the APD is examining its R2R response in consideration of various adjustments, and initial conversations during the APD’s review have drawn similar conclusions to those represented here by BerryDunn.</p>
p. 11-12	General	<p>Recruiting:</p> <ul style="list-style-type: none"> a. Modern recruiting strategies include more active processes and the development of an “everyone is a recruiter” philosophy across the organization. The APD is currently using many full-time officers for recruiting, which places recruiting responsibilities squarely within this unit, not the greater APD. b. The return on traditional recruiting events is extremely poor. Despite this, there is a need to maintain a presence within these events and to continue to partner with possible pathways that contribute to the applicant pool. c. The APD would benefit from a dispersed recruiting model that includes the use of multiple personnel from various department units, on a very infrequent and part-time basis. Doing so would create an immediate opportunity to recapture several personnel from this unit for immediate patrol deployment. d. A noted impediment for this unit is the number of background investigations currently being conducted by this unit. The APD should,

Table	Unit	Observation or Recommendation
		to the extent possible, outsource this work or use retired or other non-sworn personnel for these efforts.
p. 12	Academy	<p>Academy:</p> <ul style="list-style-type: none"> a. There are many officers assigned to the academy to provide entry-level and advanced education to cadets and seasoned officers. There is an opportunity to use retired personnel, or academics, to offset a significant portion of this work, which would allow for the return of multiple officers to patrol status. b. There is a need for experienced personnel to provide specialized education at the academy. The APD would benefit from calling upon internal experts to provide training either full-time or intermittently, particularly for advanced training for officers.
2.5	Investigations	<p>TAC Intel, VCTF, and Major Crimes Units: These units are similar in mission, share overlapping responsibilities, and have a similar nature and response. These units could merge and form a more effective unit together, and this would create the potential to recapture some positions. The APD should evaluate the deployment officers to these roles, and the potential to recapture some positions for other deployment.</p>
2.5	Investigations	<p>Robbery and Aggravated Assault: These units are similar in mission and share overlapping responsibilities, including a similar nature and response. These two units could merge and be a highly effective unit together. The APD should evaluate the deployment officers to these roles, as well as the potential to recapture some positions for other deployment.</p>
2.5	Investigations	<p>CGIU and Firearms: Though it is clear the CGIU was created for a particular purpose, these units have close ties; if combined, they could provide an opportunity to recapture some positions.</p>
2.5	Investigations	<p>Narcotics Conspiracy and Narcotics Support: It could be beneficial if these two units merged to combine resources for operational capacity. Doing so would also create the potential to recapture positions.</p>
2.5	General	<p>Sworn Officer Classification: The number of supervisor and investigations positions within the APD is arguably disproportionate. BerryDunn recognizes that this may have occurred due to an ongoing practice of promoting personnel to any vacant supervisor, corporal, or detective positions, so as to avoid losing those position allocations. This condition has complicated operational roles and shifted the balance of officers versus other classifications. The APD may wish to consider the possibility of deferring promotions for a specified period (perhaps through collaboration with the City of Austin (the City)).</p>

Table	Unit	Observation or Recommendation
2.5	General	Work Duties vs. Position Classification: Because the APD has an abundance of personnel in corporal or detective roles, those personnel may be working in a functional role that does not rely on their elevated position classification, and instead, may warrant the performance of work duties commensurate with other roles (e.g., patrol). The APD may need to, through policy or cultural adjustment, reset expectations for these personnel and clarify their functional role, regardless of their position classification.
2.5	District Representatives	Camp Clean-Up: The DRs are reportedly spending an inordinate amount of time in a standby capacity while illegal camps are cleaned up by a contractor. This is an inefficient use of their time, which could be better spent engaging in meaningful community policing and problem-solving activities. It would benefit the APD if the City would adjust its policy on the use of reserve officers to perform this function. Doing so would relieve the DRs of this burden.
2.5	General	DDACTS: Based on information provided to BerryDunn, the APD is not leveraging data in a DDACTS format. Doing so could benefit overall traffic safety and contribute to crime reduction.
2.5	Hiring	Use of Polygraph in Hiring Process: The use of a polygraph as part of the hiring process is costly, is not required, and may contribute to elongated hiring timelines. Many police agencies do not use polygraphs for this purpose, and instead rely on other factors, such as the psychological exam, background investigation, and even the use of computer voice stress analysis (CVSA).
2.6	Flock System	Retention period is capped at 7 days by city council <ul style="list-style-type: none"> • The limited retention period may greatly hinder various investigative processes. • The system has the ability to capture specific information that could be relevant for case investigations. • The APD should consider revising its policies on when the system can be used, perhaps expanding it to mid-to-high level cases and extending the retention period.
2.6	Patrol Beat/Districts	Current deployment allows units to position themselves in a manner that increases response times or helps them avoid being recommended for response based on geographical location. <ul style="list-style-type: none"> • Although they have not yet been calculated, it is likely that the removal of the district structure for patrol has lengthened CFS response times. • APD should advocate the use of a district deployment system that encourages and emphasizes geographically structured policing and dispatching, such that officers can develop familiarity with their assigned district, allowing them to establish relationships and develop collaborative community partnerships and community policing actions.

Table	Unit	Observation or Recommendation
2.7	Professional Staff	The current chain of command for professional staff may not be optimal and may be responsible for operational challenges across various units, as well as a growing divide between sworn and civilian personnel. This structure is atypical in law enforcement agencies and may hinder overall effectiveness; the APD should consider revising it.
2.7	Patrol Sergeant and/or Lieutenant: Missed Patterns of Deficient or Risky Practices	Without regular front-line supervisory review, patterns such as incomplete narratives, improper articulation of probable cause, or inconsistent use of force documentation may go unnoticed. Over time, these unchecked issues can lead to legal vulnerabilities, compromised investigations, or disciplinary action that could have been prevented through early intervention.
2.7	Patrol Sergeant: Erosion of Accountability and Training Opportunities	Supervisory review is a key mechanism for reinforcing standards and providing corrective feedback. When this step is skipped, officers may continue to repeat mistakes and/or develop habits that deviate from policy. This not only affects individual performance but can also contribute to a broader culture of diminished accountability within the unit.
2.7	All sworn staff	To promote greater equity and balance across the department, APD may wish to consider a department-wide redistribution of personnel, drawing from all units. A seniority-based reallocation strategy could be evaluated, along with a model that prioritizes unit needs and officer tenure. As vacancies are filled, senior officers who were reassigned from their original units could be given the opportunity to return, helping to ensure continuity and recognition of experience.
3.2	DAART	Key Point 4: There is an opportunity to use personnel from support units and refocus their efforts to target the downtown area. These efforts could be supplemented by Mounted Patrol, DRs, Motor Units, and Tactical (TAC) Units, allowing detectives to be reallocated to other critical areas.
3.3	Force Review	Key Point 4: Patrol sergeants, who are reportedly responsible for preliminary review of R2R incidents, currently provide little review or reporting, but could be leveraged substantially for these incidents, particularly for level 4 R2R events.
3.5	IA	Key Point 1: All policy violations and allegations of misconduct are being handled at an IA level, instead of addressing these at the lowest supervisory level. This can be inefficient and may lead to other supervisory issues and problems due to a disconnection between the officer and their direct supervisor.
3.6	Academy	Key Point 4: The agency is losing a high percentage of recruits during the academy; an analysis into this percentage and reasons for these outcomes should be conducted. (Generally, academy failures suggest issues with either the hiring process or the training curriculum/delivery process, or both).
3.9	Air Ops	Key Point 4: One officer position has been temporarily reassigned. A recommendation would be to move that officer back to the unit to increase operational capacity.

Table	Unit	Observation or Recommendation
3.10	E-Comms	Key Point 4: Issues and challenges between E-Comms and patrol would be best served through training and accountability, and although adding sergeants to E-Comms provides a bridge for additional context between these units, the issues should be resolvable through coordinated leadership between patrol and E-Comms.
3.12	Special Events	Key Point 4: Alternative approaches to traffic control at special events should be explored, including the use of civilian personnel. This could reduce the reliance on sworn officers for routine traffic duties and allow reserve officers to be reassigned to other law enforcement responsibilities.
3.17	RTCC	Key Point 3: There is an opportunity to develop sergeants by having rotating shifts in the RTCC with the lieutenants to understand overall patrol operational responsibilities. This would also provide mentoring and leadership opportunities.
3.18	Court Services	Key Point 3: The staffing in this unit appears to be at a minimum for the services and responsibilities they are required to perform, and likely would benefit from one to two additional personnel.
3.20, 3.23	EOD/K9 and Patrol K9	Opportunity – K9 (EOD) and Patrol K9 These units are similar in mission, have overlapping responsibilities, and are similar in nature and response. These units could merge and be a more effective unit together. Training may be more beneficial, and collective supervision may add potential to recapture some positions. The APD should evaluate the deployment of supervisors in these roles, and the potential to recapture some positions for other deployment.
3.21	Lake Patrol	Key Point 4: This is a unit that may benefit from an increase of one to two positions.
3.24	Risk Management	Key Point 1: The department may want to evaluate whether these duties need to be done by sworn staff, or if some of the risk management and workman’s comp issues should be handled by human resources (HR) staff, who are considered SMEs in these areas. Key Point 2: The original reasons for not using HR to perform certain functions may no longer be valid, and legal considerations may want to be reassessed.
4.2, 4.3, 4.4	VCTF, TAC Intel, Major Crimes	Opportunity – TAC Intel, VCTF, and Major Crimes Units: These units are similar in mission, have overlapping responsibilities, and are similar in nature and response. These units could merge and be effective unit together. There is potential to recapture some positions through merging these units. The APD should evaluate the deployment officers to these roles, there is potential to recapture some positions for alternative deployment.
4.6, 4.7	Robbery, Aggravated Assault	Opportunity – Robbery and Aggravated Assault: These units are similar in mission, have overlapping responsibilities, and are similar in nature and response. These two units could merge and be an effective unit together. The

Table	Unit	Observation or Recommendation
		APD should evaluate the deployment of sworn positions, there is potential to recapture some positions for other deployment.
4.8, 4.9	Narcotics Conspiracy and Narcotics Support	Opportunity – Narcotics Conspiracy and Narcotics Support – Both of these units focus their efforts squarely on narcotics. Merging these units would likely improve functionality and provide combined resources for improved operational capacity. This would be an area for potential recapture of position(s).
4.10, 4.11	Firearms/CGIU and Firearms	Opportunity – CGIU and Firearms – It could be beneficial if the Firearms unit merged with the CGIU, as the areas are closely tied and the combined resources could be beneficial to potentially recapture position(s).
4.17	Crisis Intervention	Key Point 5: The agency should evaluate the feasibility of a true co-response model with clinicians and case managers coordinating the mental health aspects.
4.28	HEI/Wrecker Enforcement	Key Point 4: There is a potential opportunity that Wrecker Enforcement could be civilianized with sworn oversight, if desired by the agency.
4.29	IDI	Key Point 2: Vehicle abatement activities could potentially be civilianized with sworn oversight.