

LAW ENFORCEMENT ASSISTANCE ADMINISTRATION (LEAA)  
POLICE TECHNICAL ASSISTANCE REPORT

*Round Rock (TX) Police Department -*  
Organization and Management Study of the  
Round Rock, Texas Police Department

SUBJECT

REPORT NUMBER

75-084-019

FOR

Round Rock, Texas, Police Department

Population: 5,000+

Police Strength: (Sworn): 4

Total: 8

Square Mile Area: 2

CONTRACTOR

Public Administration Service  
1776 Massachusetts Avenue Northwest  
Washington, D.C. 20036

CONSULTANT

Larry R. Walton

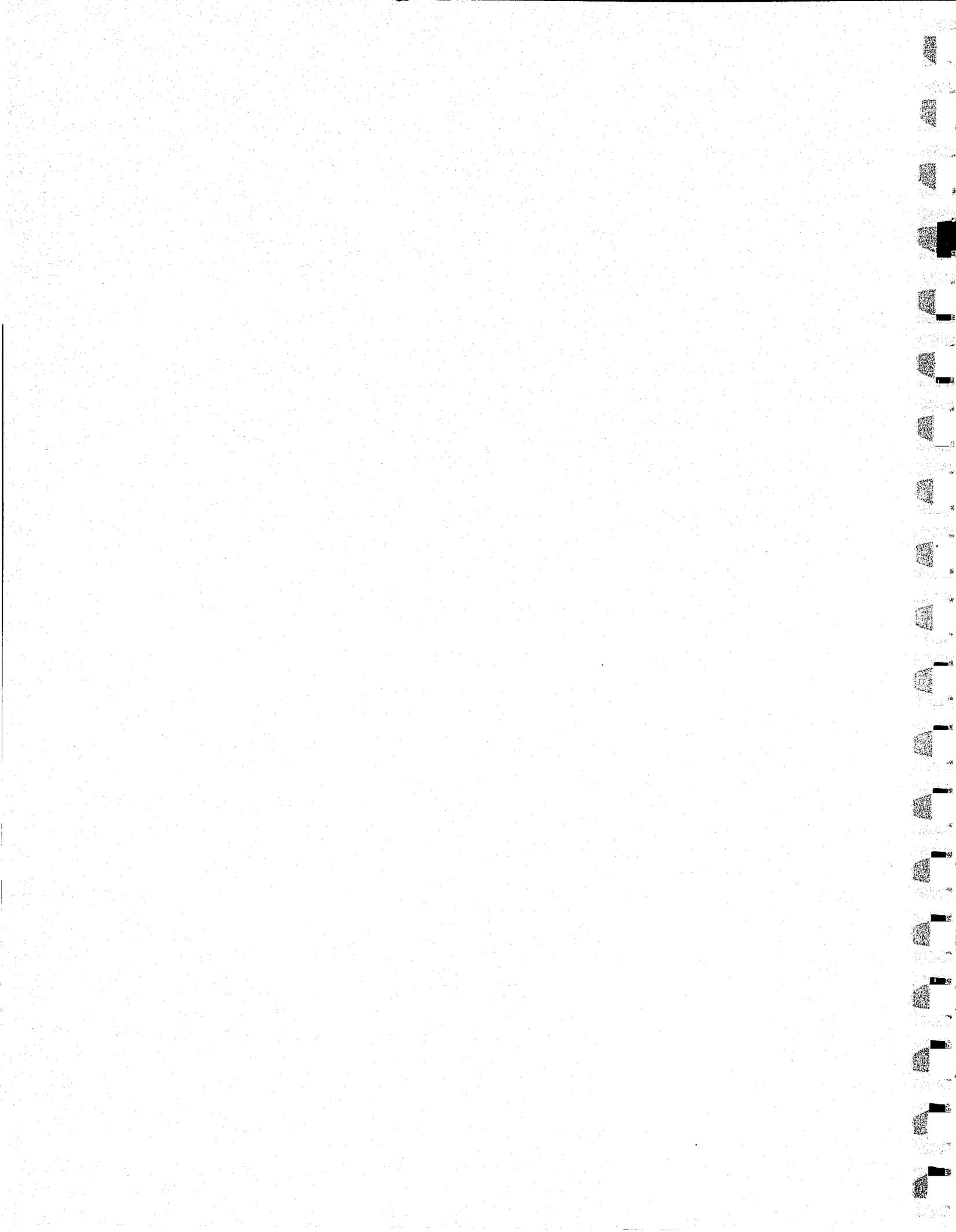
CONTRACT NUMBER

J-LEAA-002-76

DATE

December 4, 1975

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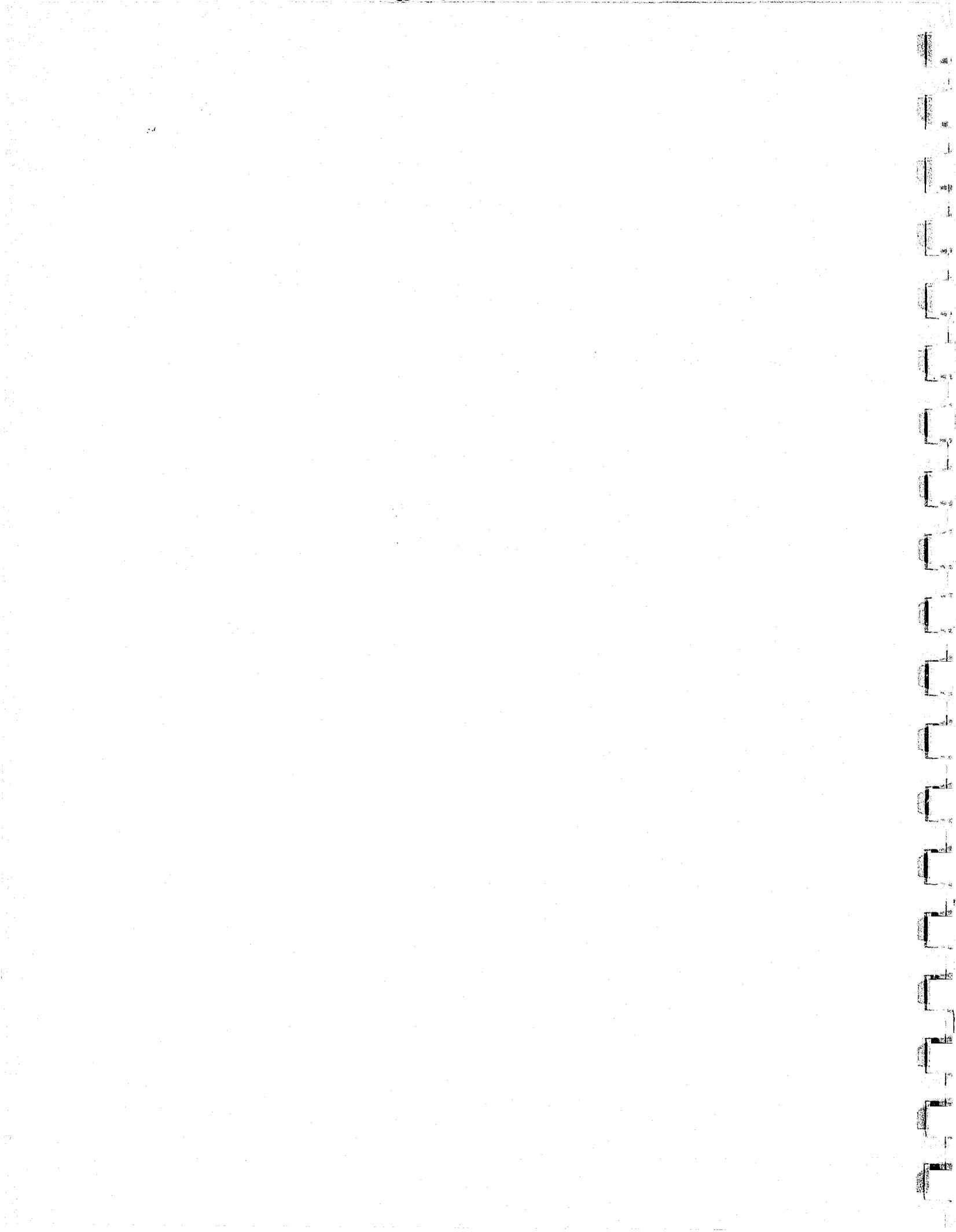


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## I. INTRODUCTION

Round Rock, Texas, is located 18 miles north of Austin on Interstate Highway 33. The current population is estimated at between 5,000 and 6,000. The City is approximately two square miles in size. Rapid growth has occurred in recent years because of the City's proximity to Austin. The City has City Manager-Council form of government.

The Round Rock Police Department consists of the Chief of Police, three patrolmen, and four dispatchers. In addition, there are two unpaid reserve officers (non-commissioned) available when needed. All persons arrested are incarcerated in the Williamson County Jail at Georgetown, eight miles north. A fee of \$5 per prisoner per day is paid to the County. Laboratory analysis work for the department is performed without charge by the Texas Department of Public Safety in Austin. Drunken drivers are given a breathalyzer test at the County Jail by Department of Public Safety Officers. The Police Department also performs radio dispatching services for both the city Fire Department and the Ambulance Services.

During the course of this study, the consultant interviewed the following persons:

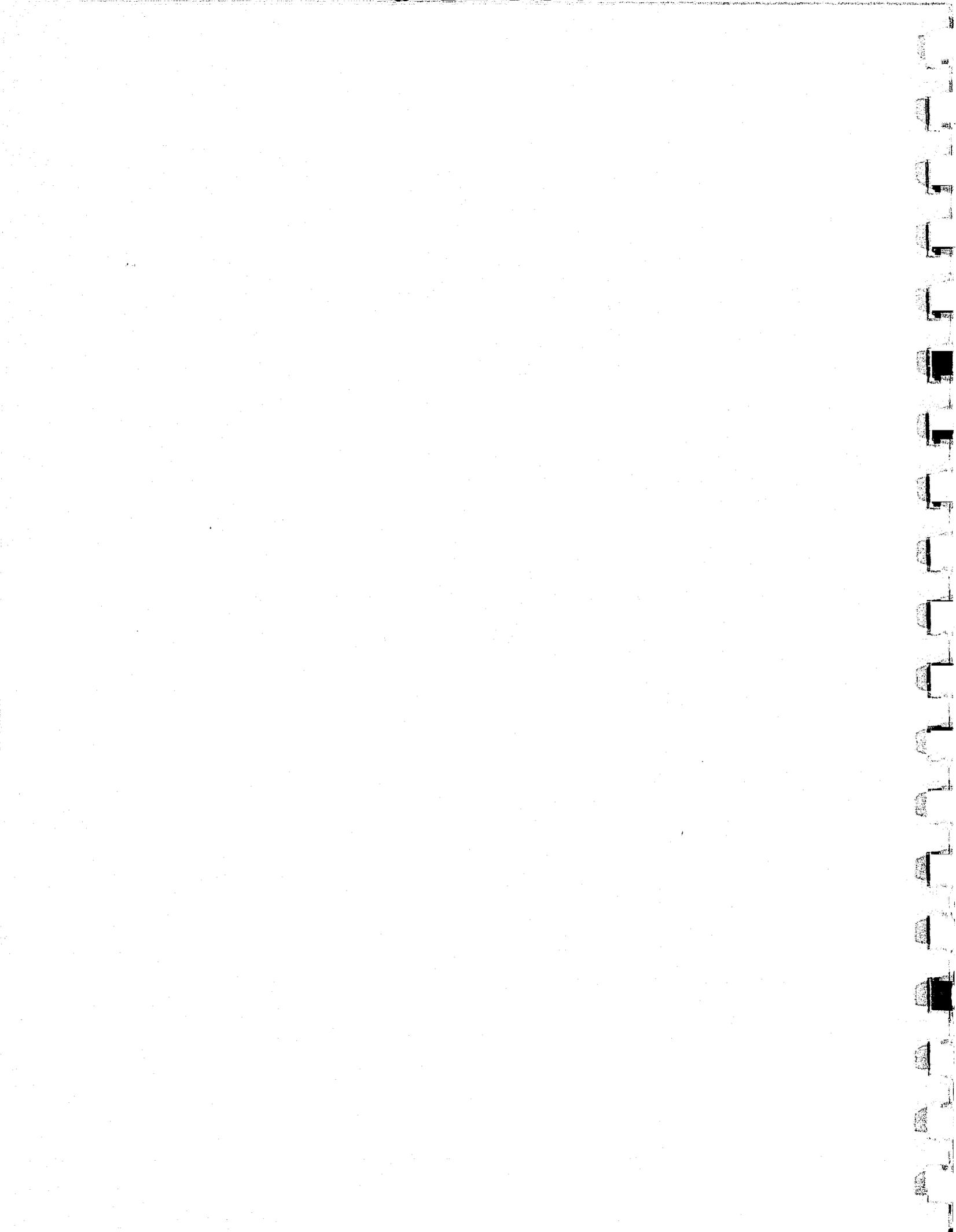
City Manager James Hislop

Chief of Police Kenneth Langston

Officer R. Williams

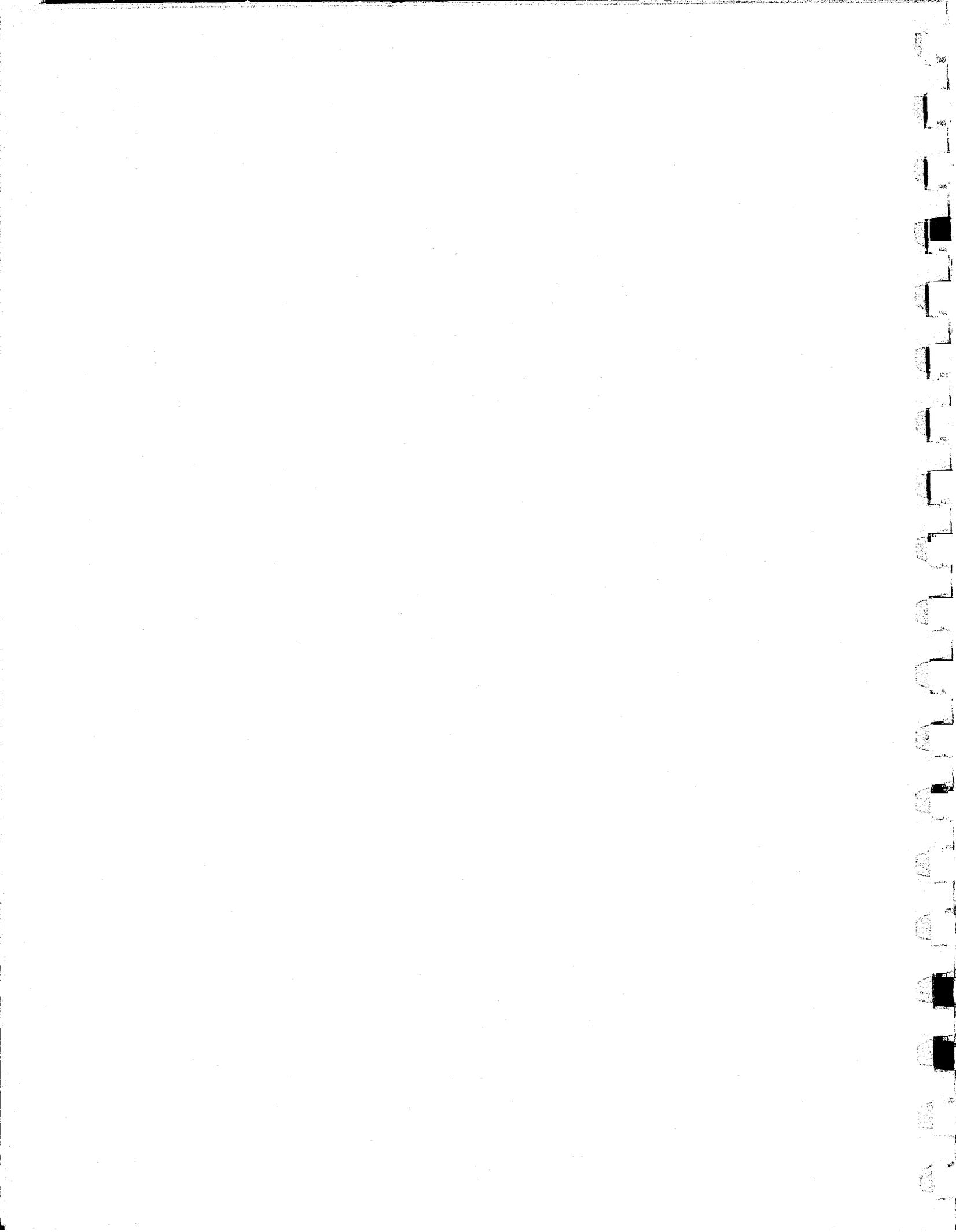
Officer Kenneth Hollan

Dispatcher Lorraine Bowling



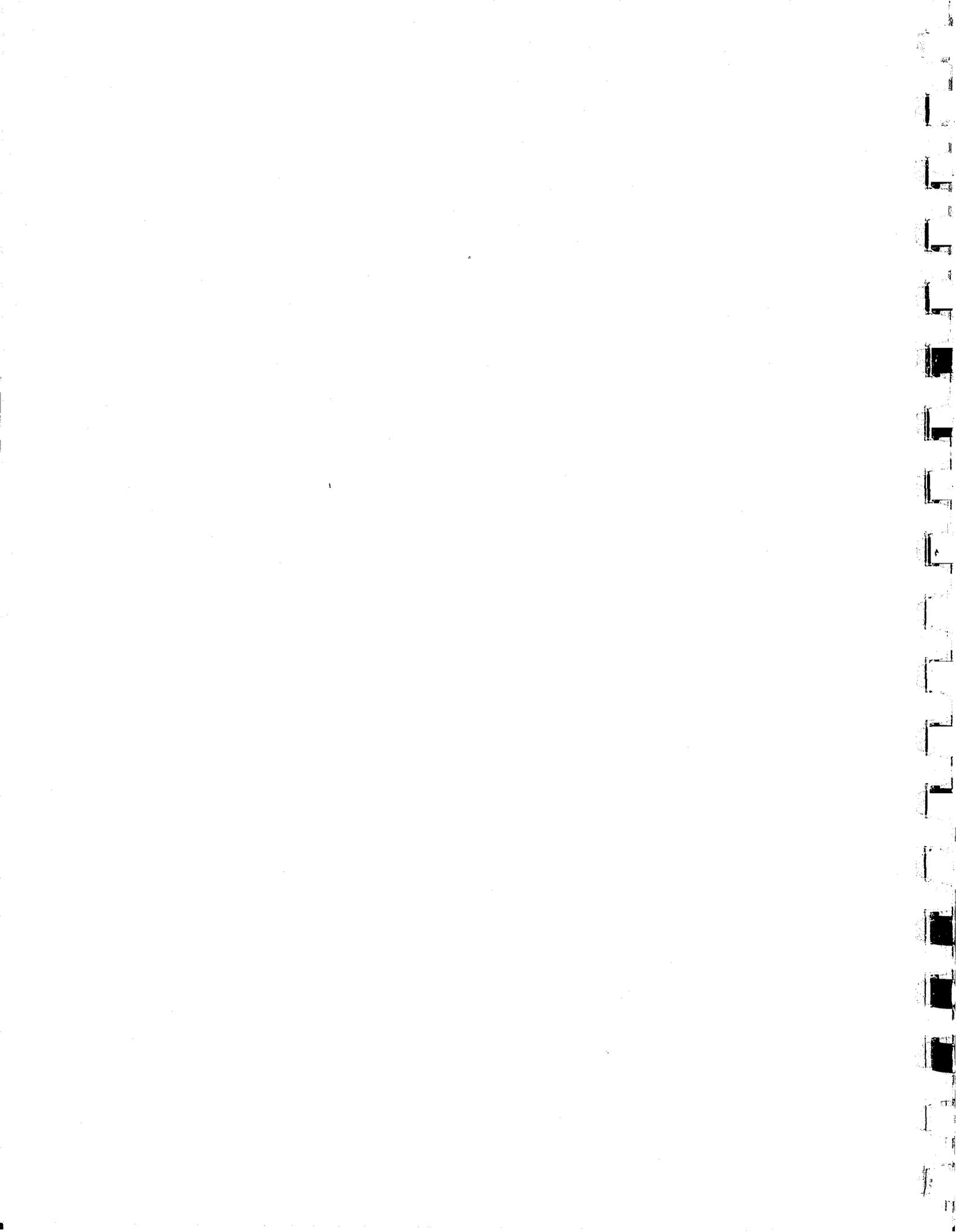
Data collected and reviewed included:

- . Report of calls for Service, 1973 and 1974
- . Index Crimes, 1st six months 1974 and five months of 1975
- . Workload Statistics, 1974
- . Radio Logs and Activity Reports
- . Survey of Public Facilities (Population Projections), Cecon, Inc., Austin, 1975
- . Round Rock Proposed Records System, Texas Commission on Law Enforcement Officer Standards and Education, 1975



## II. UNDERSTANDING THE PROBLEM

As received, the assignment called for a general organization and management study of the Police Department. As the study developed, it became apparent that, in addition to a review of the current situation, assistance was desired in formulating projections of future needs resulting from a rapidly increasing population. In 1970 Round Rock had a population of 2,800; the current population is estimated to be between 5,000 and 6,000. A recent survey predicted a 1980 population of 15,000 and a 1985 population of 20,000. Consequently, the City of Round Rock is faced with a major expansion of city services in the foreseeable future. Under these circumstances, a portion of this study has been devoted to the discussion of future needs of the Police Department, both in terms of manpower and organizational structure.



### III. ANALYSIS OF THE PROBLEM

#### Personnel

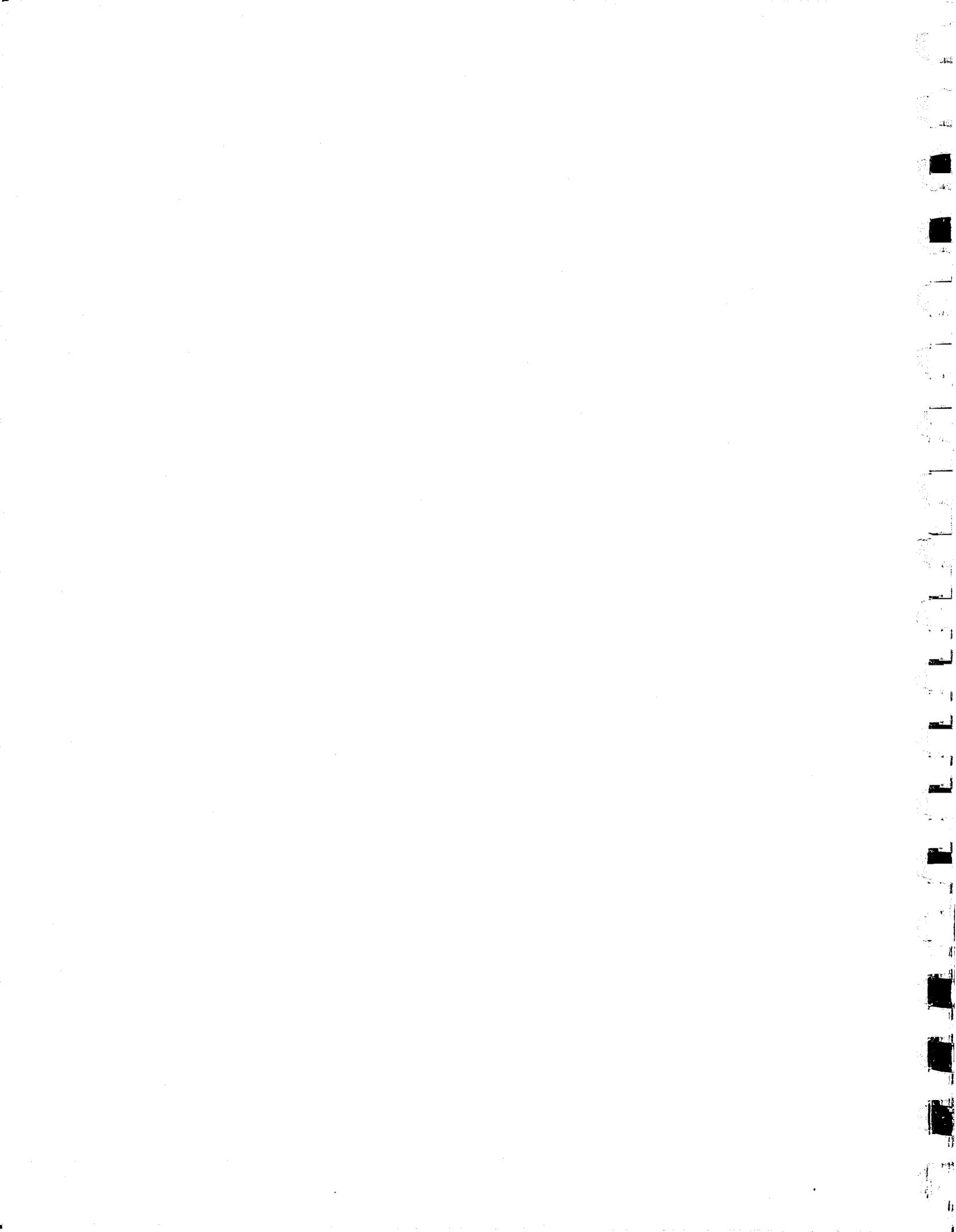
Because of limited manpower, personnel of the Police Department are required to work 12-hour shifts scheduled four days on duty followed by two days off duty making a 60-hour work week. The Chief of Police and one officer are assigned to the Day Shift (8:00 AM - 8:00 PM); one officer is assigned to the Night Shift; and one officer is assigned to relief. In order to provide for annual vacations, sick leave, etc., it is necessary for personnel to routinely work extra shifts to provide minimum coverage. There is no provision for paid overtime for working extra shifts, extended watch, off-duty court appearances, or any other form of overtime.

In addition to his administrative duties, the Chief of Police performs follow-up investigations for the department and routinely patrols in a radio car.

The department also employs four non-commissioned dispatchers, three paid by the City and one paid under the federal CETA program. Dispatchers work an eight-hour day. In order to provide 24-hour dispatching service, City Hall secretaries are required to serve as relief dispatchers from 8:00 AM - 5:00 PM two days per week. On these days, secretaries perform dispatching duties in addition to their regular secretarial duties. Dispatchers also function as records clerks for the department. The department plans to hire a police records clerk soon.

#### Salaries and Fringe Benefits

The Chief of Police receives \$800 per month; patrolmen receive \$550 to \$600 per month, and dispatchers receive \$400 to \$448 per month. All receive two weeks annual



leave and 12 paid sick days per year. Injury on duty is covered under Workmen's Compensation. Uniform shirts and pants are the only uniform or equipment items provided by the city.

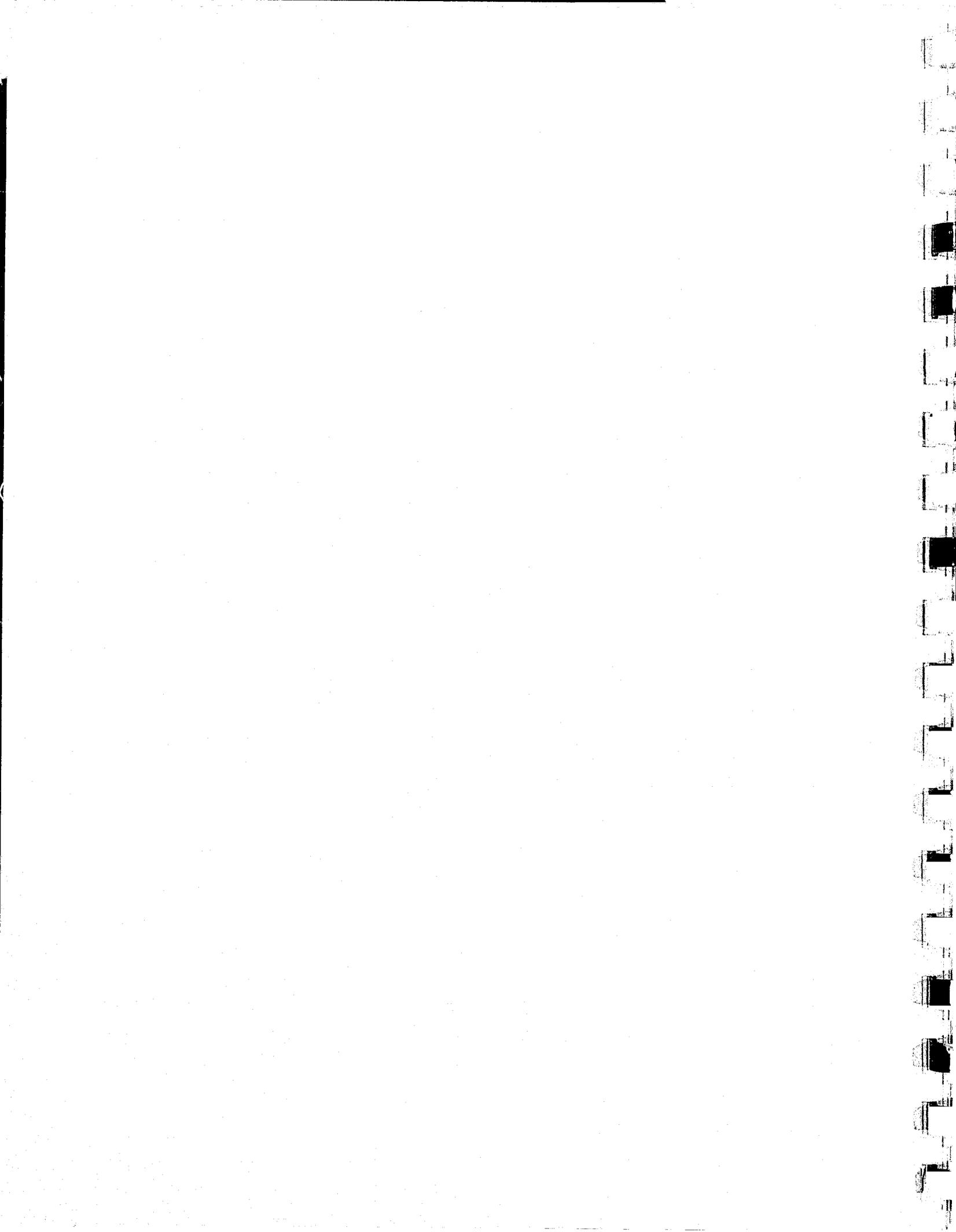
The current police budget totals \$70,940, of which approximately \$55,000 (77%) is devoted to police salaries.

### Training

Departmental training is limited to the basic 260-hour course required by the State of Texas. Manpower is not sufficient to allow for further training. Basic training is provided at the regional academy at Southwest Texas State University, San Marcos. Current salaries and working conditions do not attract recruit officers who are already certified; each new officer must take the basic training course at city expense.

### Workload

Department workload statistics (crime, etc.) are not maintained in a fashion conducive to analysis. Consequently, it is difficult to develop an accurate picture of departmental activities. The following represents the best statistical data available from department records. In 1973 the department answered 660 calls for service and investigated 129 traffic accidents. In 1974, the call for services increased to 2,256. Traffic accidents for 1975 are projected to be approximately 150. The best information available indicates that Index Crime for 1974 totaled approximately 208. On the generally accepted basis of "Index crimes per 100,000 population" Round Rock's 1974 Index Crime rate is comparable to the national average--a rather high figure for a community of 5,000 population. Index crime data for 1975 are available only for the months of May through September. On the basis of these limited data, 1975 Index Crimes are projected to be



approximately 170 to 200. Available information indicates that the clearance rate for Index Crimes is approximately 16 per cent.

#### Records and Reporting

Department policy provides for formal reporting of all offenses except those wherein the victim refuses to prosecute. A monthly report of traffic accidents and enforcement is made to the Texas Department of Public Safety. No reports of crime activities are made to the F.B.I. The records system consist of an alphabetical file of all police incidents and correspondence. There are no index files for cross reference purposes and the department does not have a written manual of policy and procedures.

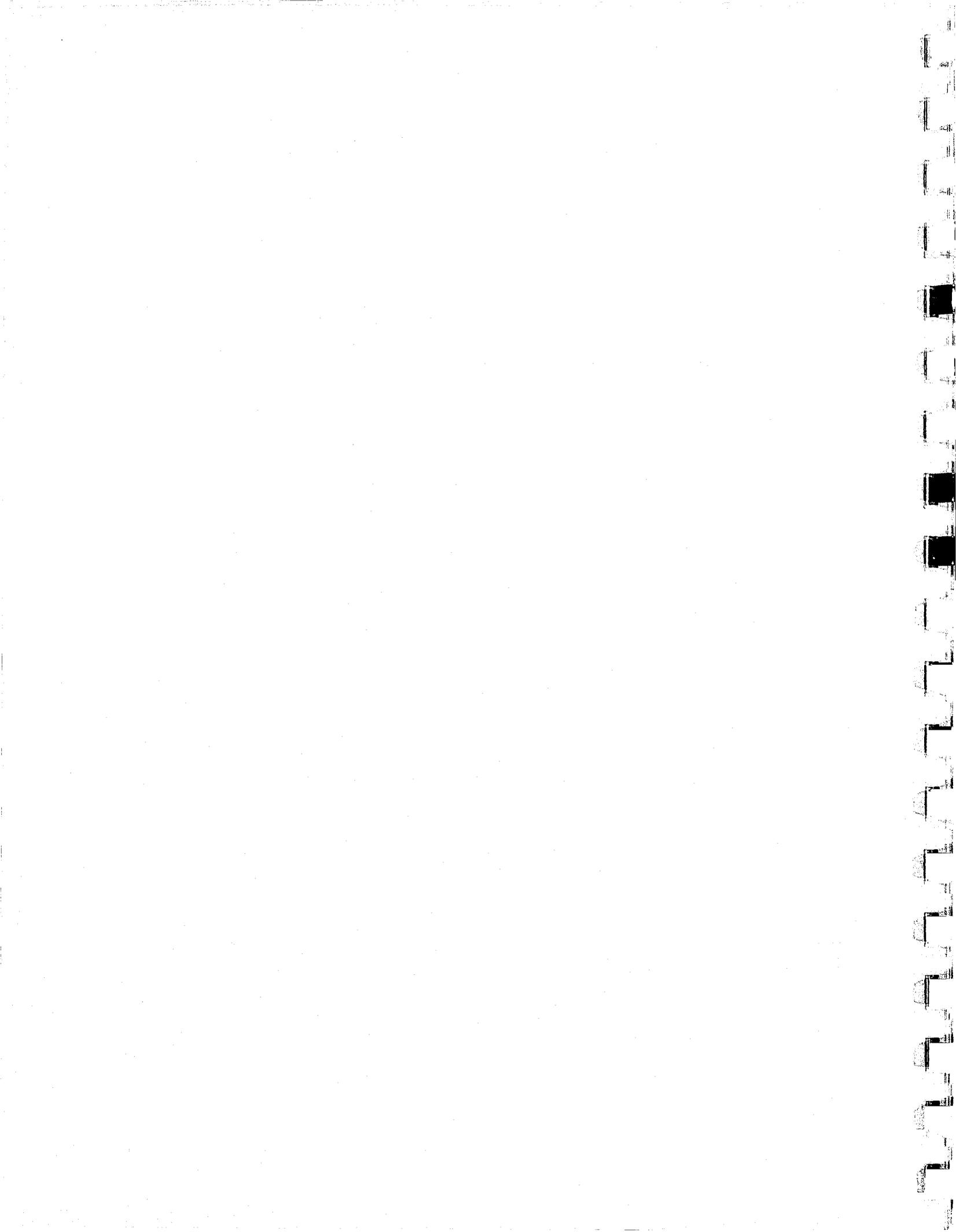
The Texas Commission on Law Enforcement Officer Standards and Education conducted a records system study for the department in June 1975. Recommendations for a fully developed records and reporting system will be implemented in the near future.

#### Community Relations and Crime Prevention

The department is unable to mount a continuing crime prevention program or to engage in a formal community relations program. An informal "Neighborhood Watch" program is encouraged by word of mouth and efforts have been made to develop an "Operation I.D." program, but these have met with little success.

The city is presently building a new police station with an anticipated completion date of January 1, 1976. At that time, a new communications center will be put into operation and personnel will be able to maintain constant radio contact through the use of walkie-talkies.

A grant application has been made for a new communications console, dictating equipment and transmission taping capabilities. No provision has been made, however, for an inter-city radio link or teletype facilities.



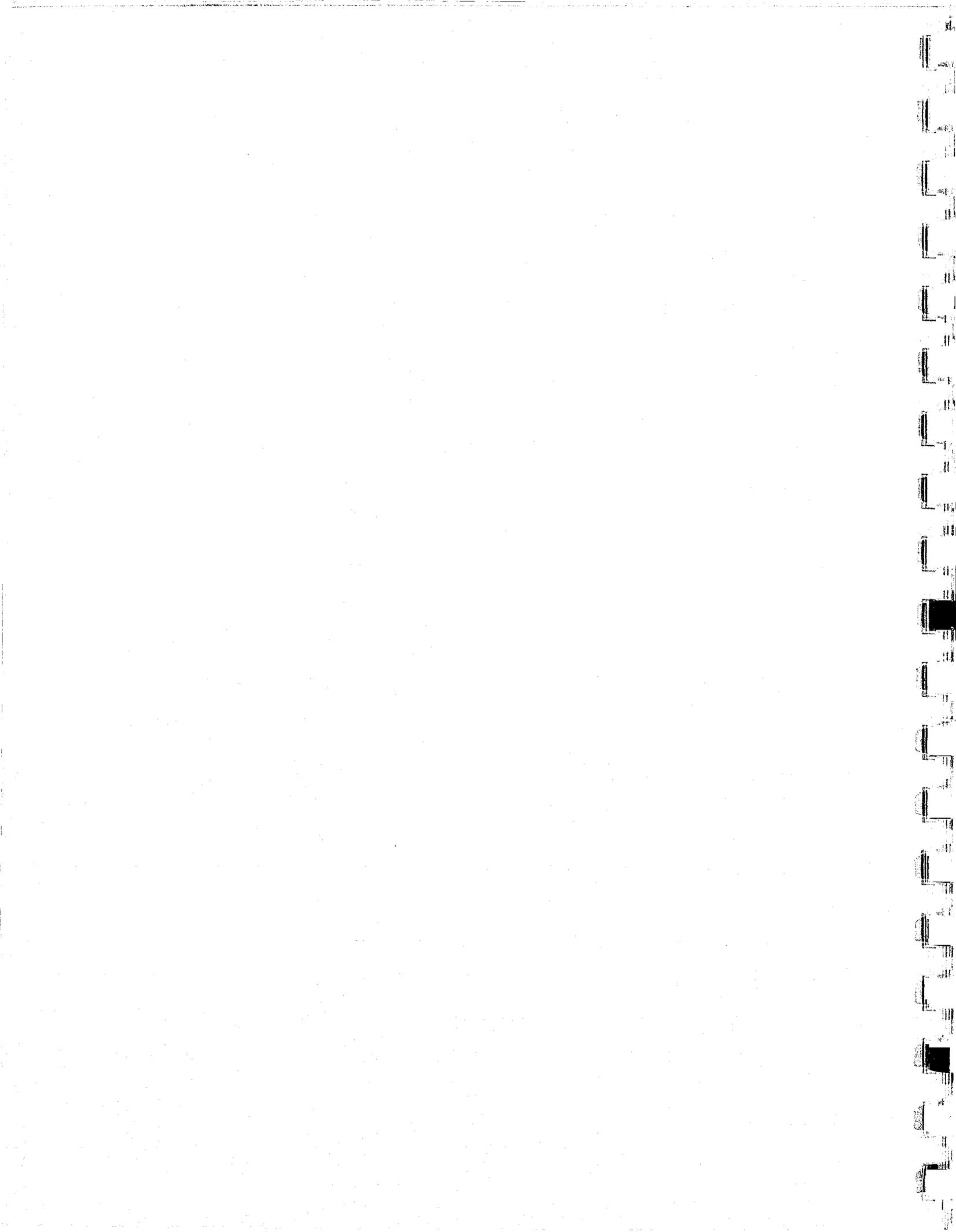
#### IV. FINDINGS AND CONCLUSIONS

##### Personnel

It appears that the department cannot adequately carry out its responsibilities because of a lack of manpower. The necessity of maintaining 12-hour shifts, when almost all other police departments (and other city employees also) in the area only work eight-hour shifts; the need to work additional shifts to provide for vacation relief; the necessity for the Chief of Police to handle routine patrol activities and follow-up investigation as well as administrative duties; and the necessity of using unskilled clerical personnel to provide relief for dispatchers two days a week all point to serious manpower shortages. The problem is aggravated by the fact that there are no provisions for paid overtime. It is doubtful that the department can perform effectively at present; anticipated increases in workload resulting from explosive growth will completely overwhelm the department.

The city recognizes the need to cope with an increasing population, but present working conditions, fringe benefits, salaries, etc. are anything but conducive to attracting and retaining qualified personnel. It is expensive and discouraging as well as disruptive in terms of maintaining an adequate performance level to recruit untrained personnel, provide paid training to meet state standards, develop personnel to a productive level, and then lose them to other police agencies providing more realistic benefits. When the department moves into the new building, using the City Hall secretarial staff as relief dispatchers will be even more cumbersome and inefficient than at present. The plan to hire a police records clerk may or may not alleviate this problem.

It is also the opinion of the consultant that the Chief of Police cannot adequately perform his normal duties and at the same time do an adequate job of follow-up



investigation. As a consequence, follow-up work tends to be slighted with a resultant negligible influence on solving community crime problems.

#### Salaries and Fringe Benefits

The matter of salaries and fringe benefits has been addressed above; it will suffice at this point to indicate that present salaries, fringe benefits, and working conditions are not attractive enough to recruit and retain suitable police officer candidates.

#### Training

The inability of the department to provide specialized, advanced, and supplemental training to police personnel seriously reduces the potential effectiveness of operating personnel. Because of the factors described above, certified police officers from other departments are not likely to desire appointment to the Round Rock Police Department, and consequently the department will constantly be struggling to provide services with limited personnel while recruits receive their basic training. This basic training, though necessary, forms only a foundation in the long-range development of efficient police personnel.

#### Records and Reporting

The new records system designed for the department by the Texas Commission on Law Enforcement Officers Standards and Training will assist in the creation of an efficient records system. Recommendations for improving other related areas will be found in the next section of this report.

#### Community Relations and Crime Prevention

It is recognized that the administrators of a city the size of Round Rock cannot avail themselves of many police tools available to cities with greater financial resources.



It does appear however that expanded efforts in the area of crime prevention would be fruitful. Since the dividing line between crime prevention and community relations tends to blur, there undoubtedly would be some benefit in both areas. Details are outlined in the following section.

#### Equipment and Facilities

The new police building appears to be ample in size with suitable space for expansion in the distant future. Office arrangement is logical and provides for good traffic patterns. The new radio console scheduled for installation when the building is occupied represents the greatest equipment need of the department. The absence of an inter-city link and/or high-speed teletype facilities, however, will tend to hamper efficient operation.



## V. RECOMMENDATIONS

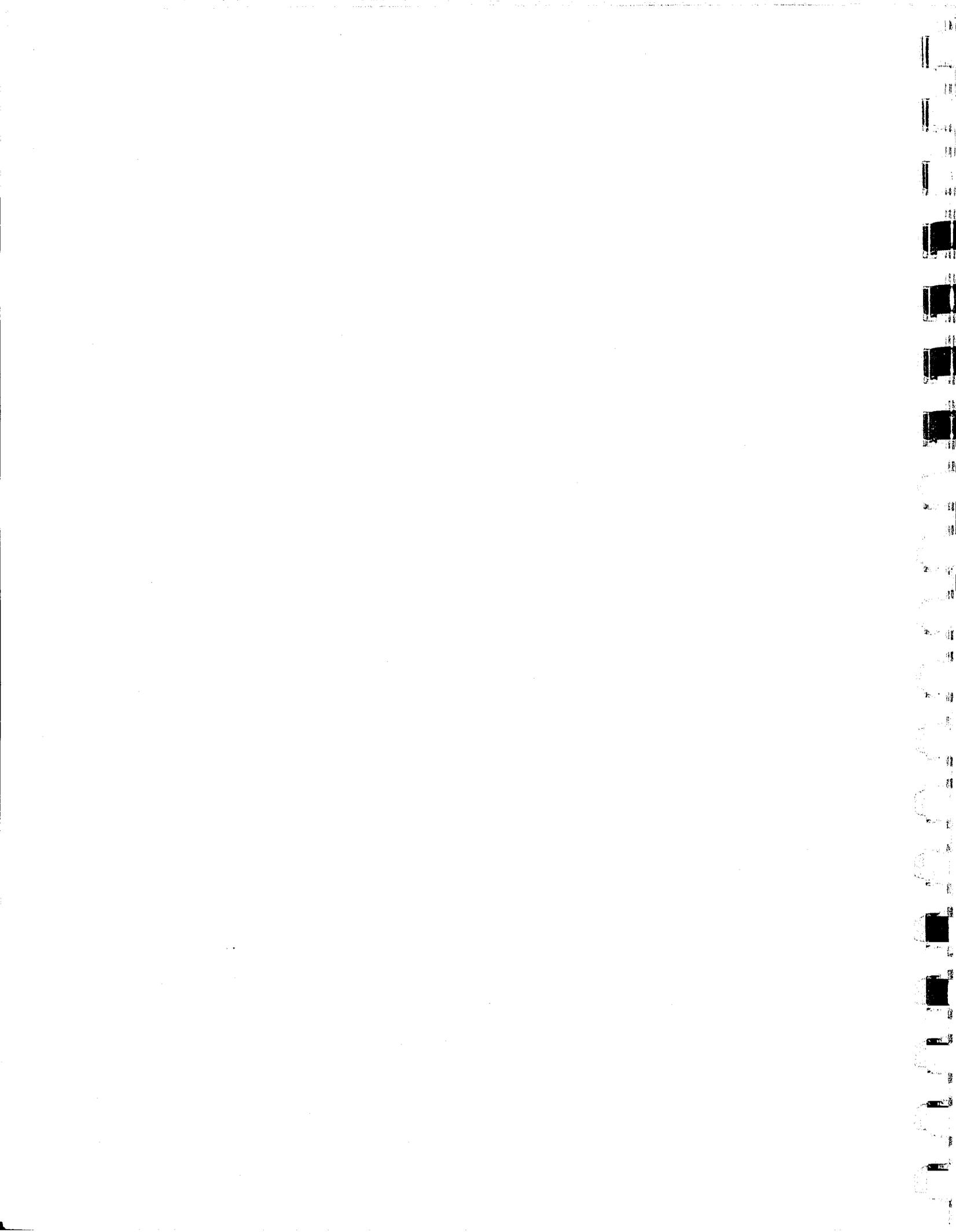
### Personnel

#### Staffing and Shifts

1. Considering existing needs, the Police Department should be increased in size by four. Further increases in city population should result in appropriate increases in police personnel.
  - a. A patrolman's position should be added to the department to provide for adequate follow-up investigation of crimes. The officer assigned to the position should also be assigned the responsibility for crime prevention activities. In this regard, suitable training should be provided.
  - b. An additional dispatcher should be hired instead of the records clerk now contemplated. This would provide for 24-hour coverage seven days per week of the dispatching function. All dispatchers should be made responsible for recordkeeping and other clerical tasks in addition to their dispatching duties.
  - c. Recommendations for personnel increases and attendant organizational changes in the future are outlined in the appendices. After existing personnel have been brought up to the level recommended, the next addition to the department should be a supervisory position—a sergeant.
2. Personnel should normally be required to work shifts of eight hours, five days per week. In order to provide for one officer on duty every day of the year on a particular shift, at least 1.65 men are needed. This factor includes vacation, normal sickness, days off, etc. Applying this factor to three watches indicates a need for five officers to provide minimum field coverage ( $3 \times 1.65 = 4.95$ ). This would mean an increase of two officers.

#### Salaries and Fringe Benefits

1. Provision should be made to place the Police Department in a competitive position with neighboring departments in the area of salaries and employee benefits. This is essential if the department is to attract and retain officers in the future.
2. Salaries for departmental personnel should be comparable with those paid to nearby Austin police employees.



3. Work beyond the eight-hour-per-day, five-day-per-week schedule should be compensated for at the rate of time and one-half. Off-duty time spent in court by police personnel should be compensated at the same rate.

### Training

1. Specialized and refresher training should be provided to all personnel as an on-going program.
2. For a police department in a city the size of Round Rock, the Training Keys and Sight/Sound programs of the International Association of Chiefs of Police (IACP) are particularly appropriate. Training Keys is a semi-monthly publication devoted primarily to material suitable for both specialized and refresher training. A discussion guide and question section, appropriate for use by an instructor or discussion leader, are included. The Sight/Sound program was designed as a supplement to the Training Keys Series and consists of five volumes (12 programs per volume) using 35mm slides or filmstrips of color photographs or drawings, coordinated with sound effects. Together these training aids make an effective and practical training program.
3. The department should also, when possible, take advantage of pertinent seminars, short courses, etc. conducted periodically by the FBI, IACP, and the Texas Department of Public Safety, and local Colleges and Universities.

### Records and Reporting

General. Crime and workload statistics should be routinely compiled and presented in a form for review and analysis.

#### Specific

1. All offenses should be formally reported regardless of the value of property stolen or destroyed, the extent of injury, the likelihood of a successful prosecution.
2. Crimes and the arrests should be routinely reported to the FBI on a monthly basis on the forms provided and in the manner prescribed by the FBI.
3. A departmental statistical report should be adopted for portrayal of crime and workload factors. An example of a report form of this type is included in the Appendices.



### Community Relations and Crime Prevention

General. Manpower necessary to implement these functions has been previously discussed. Aggressive programs should be developed.

#### Specific

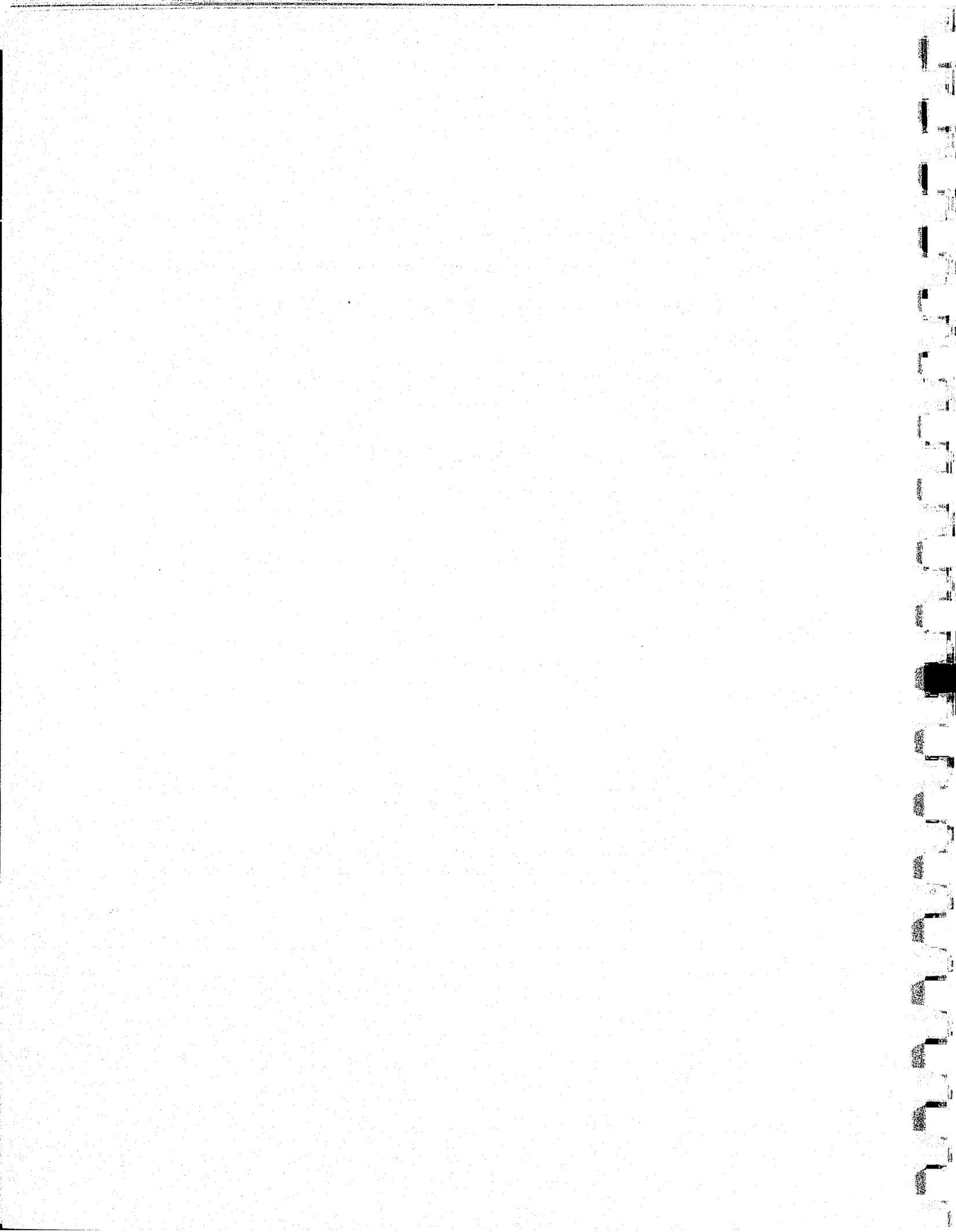
1. Training of the officer assigned to this activity at the Crime Prevention Institute at San Marcos, Texas, would be highly desirable.
2. The "Operation I.D." programs should be reinsituted and aggressively brought to the community. Efforts should be made to secure the assistance of a Boy Scout troop or a civic organization to go house-to-house bringing the program to city residents rather than depending on them to avail themselves of an opportunity to mark their belongings.
3. The "Neighborhood Watch" program should be formalized and directed by the officer assigned to crime prevention activities.

### Equipment

General. Provisions should be made for acquiring communications equipment necessary to provide a complete system.

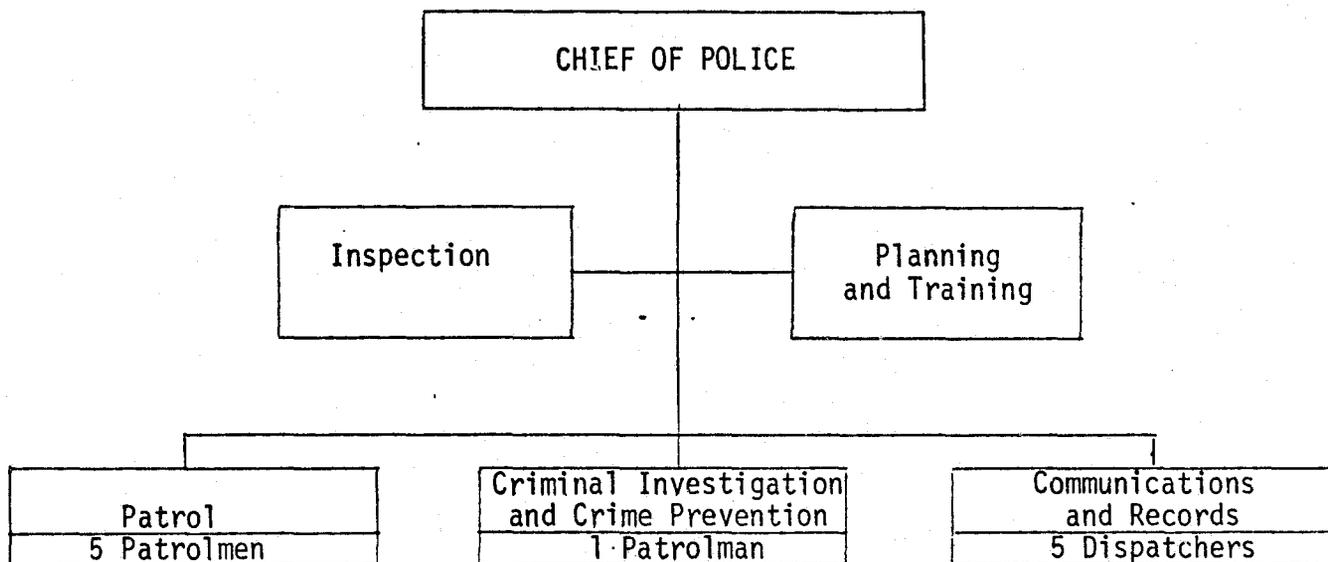
#### Specific

1. An inter-city radio link, providing swift and accurate communication with surrounding cities, sheriffs departments and state law enforcement agencies, should be added to the existing system.
2. A high-speed teletype giving access to computerized files in Austin (TCIC) and Washington, D.C. (NCIC) should be an integral part of the communications system.



APPENDIX I

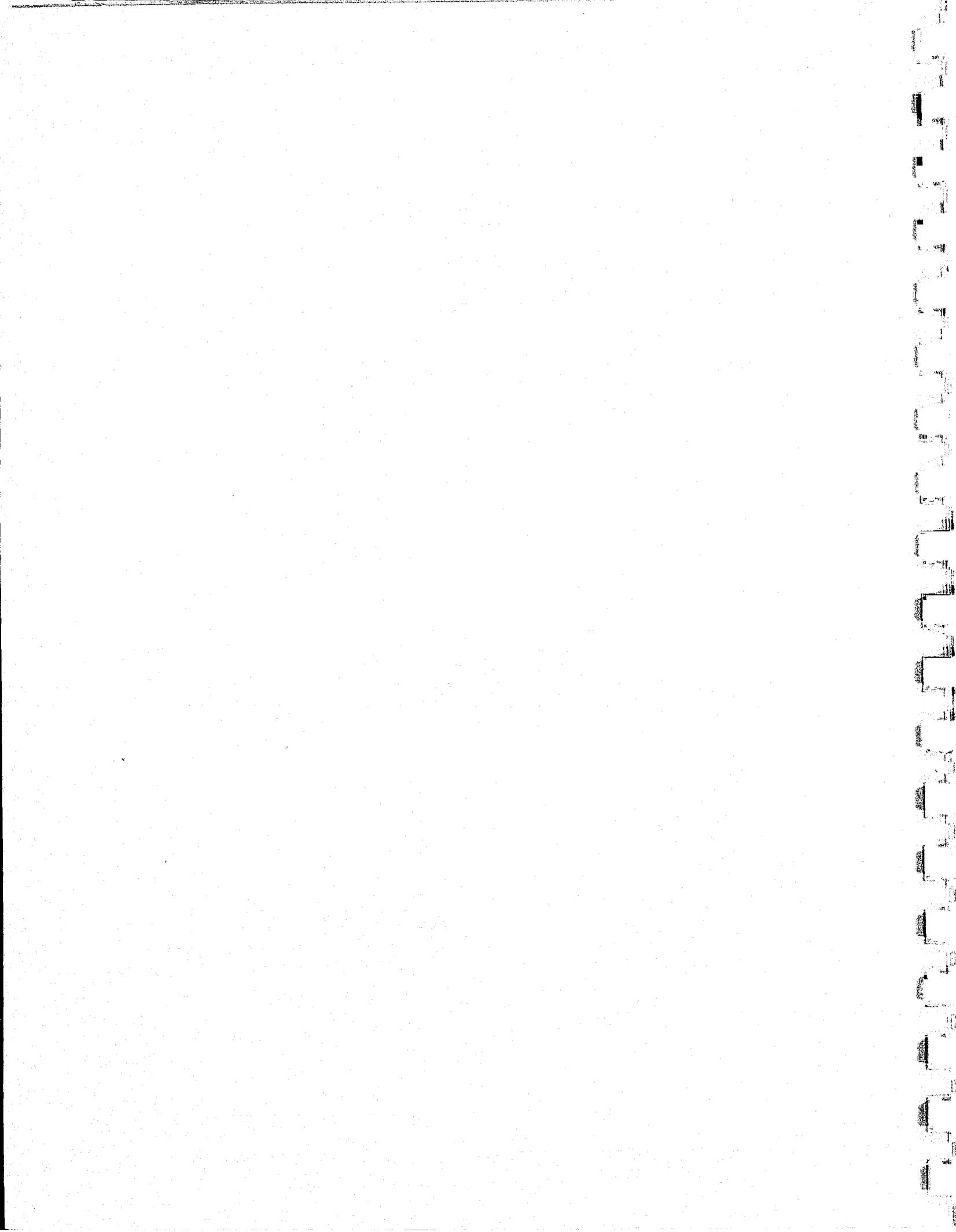
ROUND ROCK POLICE DEPARTMENT  
RECOMMENDED ORGANIZATION - 1975



Commissioned Personnel: 7

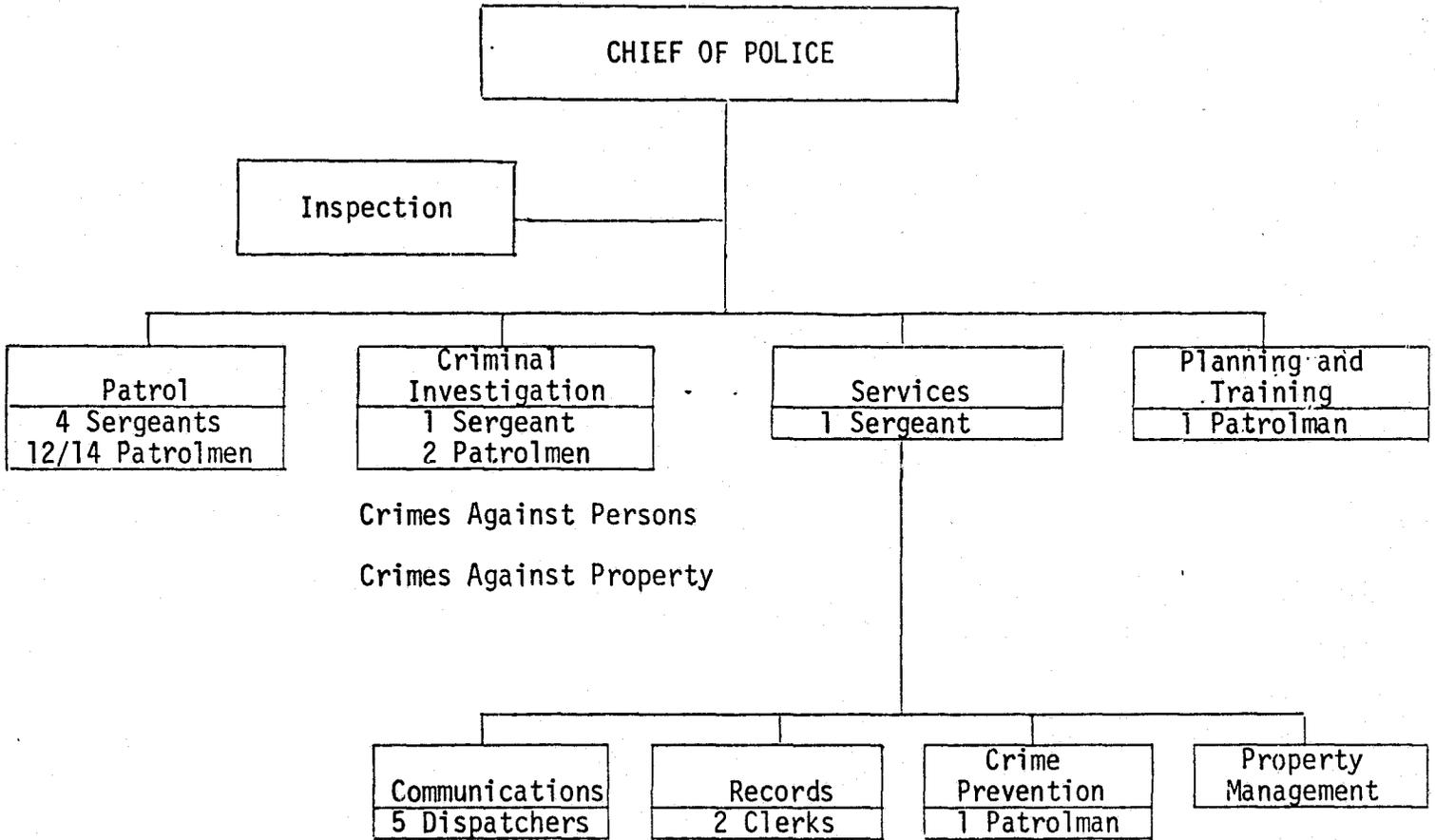
Civilian Personnel: 5

Total: 12



APPENDIX II

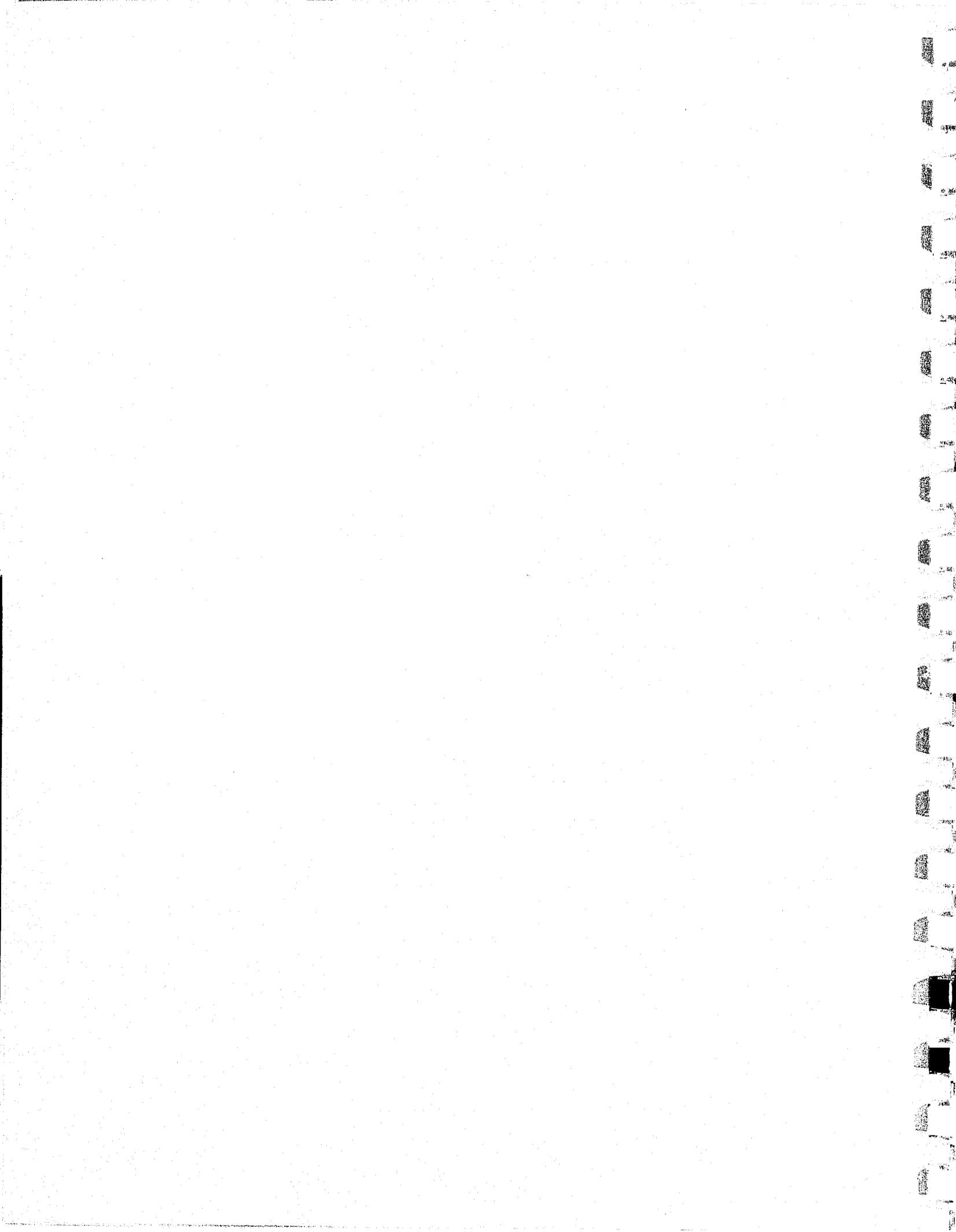
ROUND ROCK POLICE DEPARTMENT  
RECOMMENDED ORGANIZATION - 1980



Commissioned Personnel: 23-25

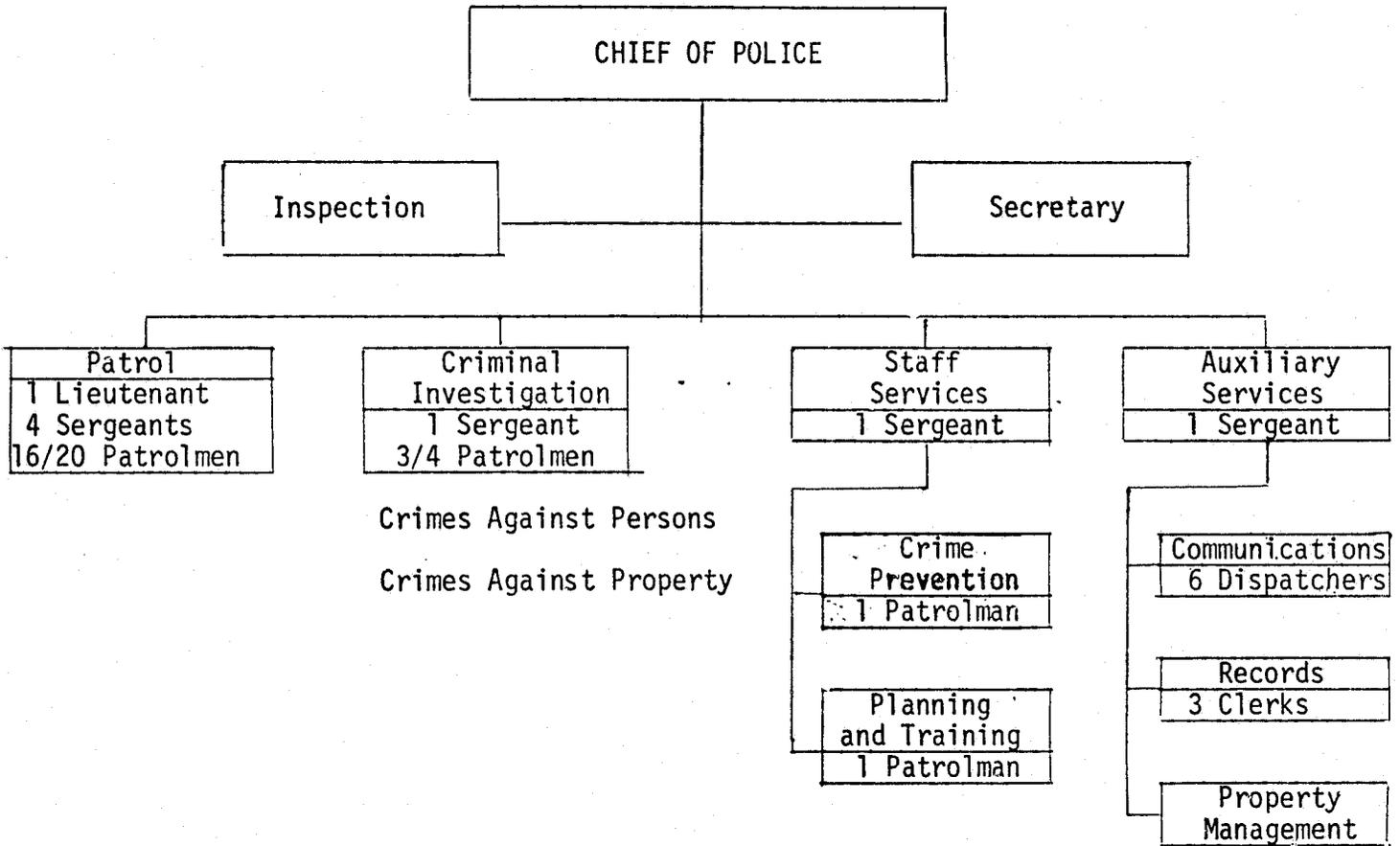
Civilian Personnel: 7

Total: 30-32



APPENDIX III

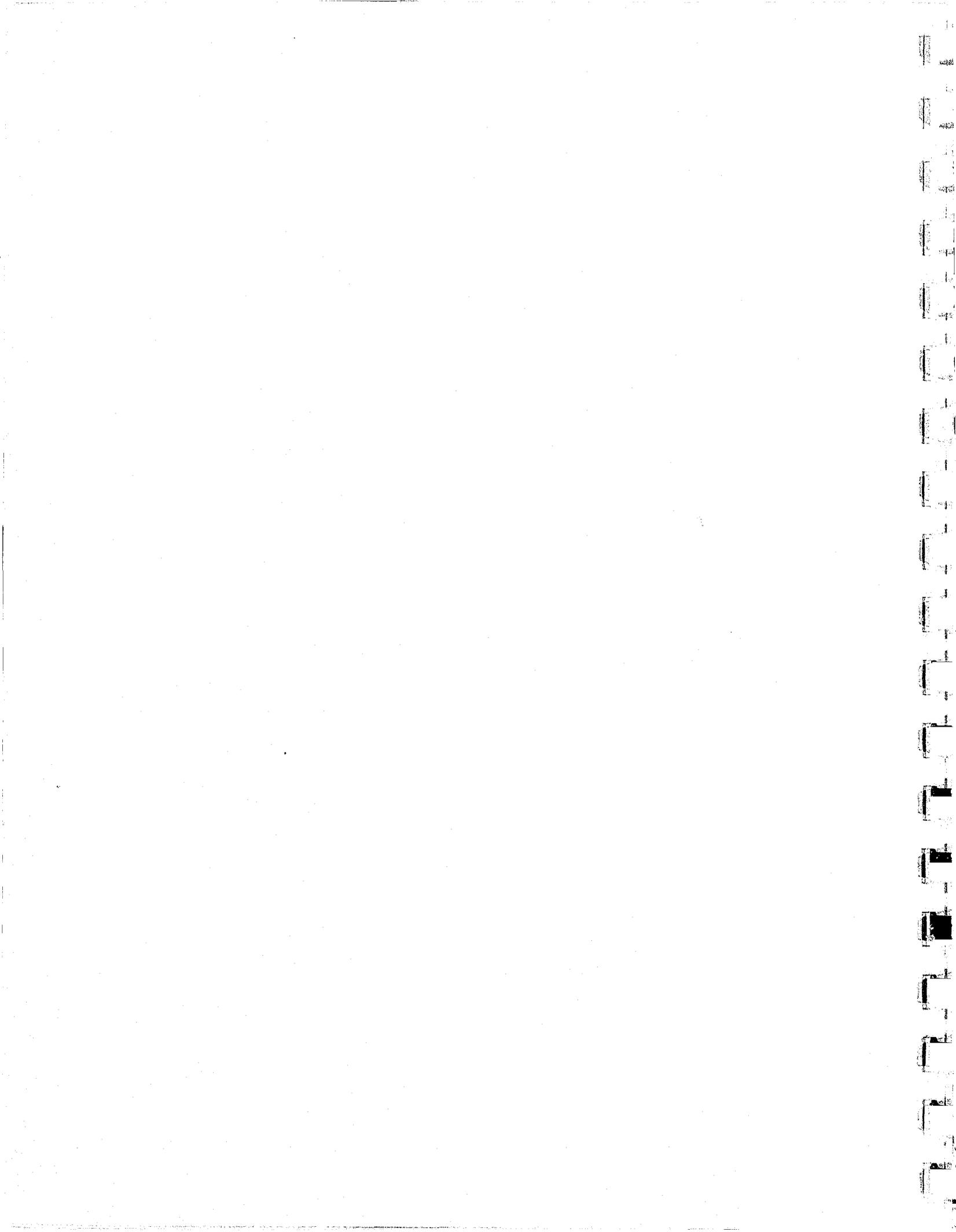
ROUND ROCK POLICE DEPARTMENT  
RECOMMENDED ORGANIZATION - 1985



Commissioned Personnel: 30-35

Civilian Personnel: 10

Total: 40-45

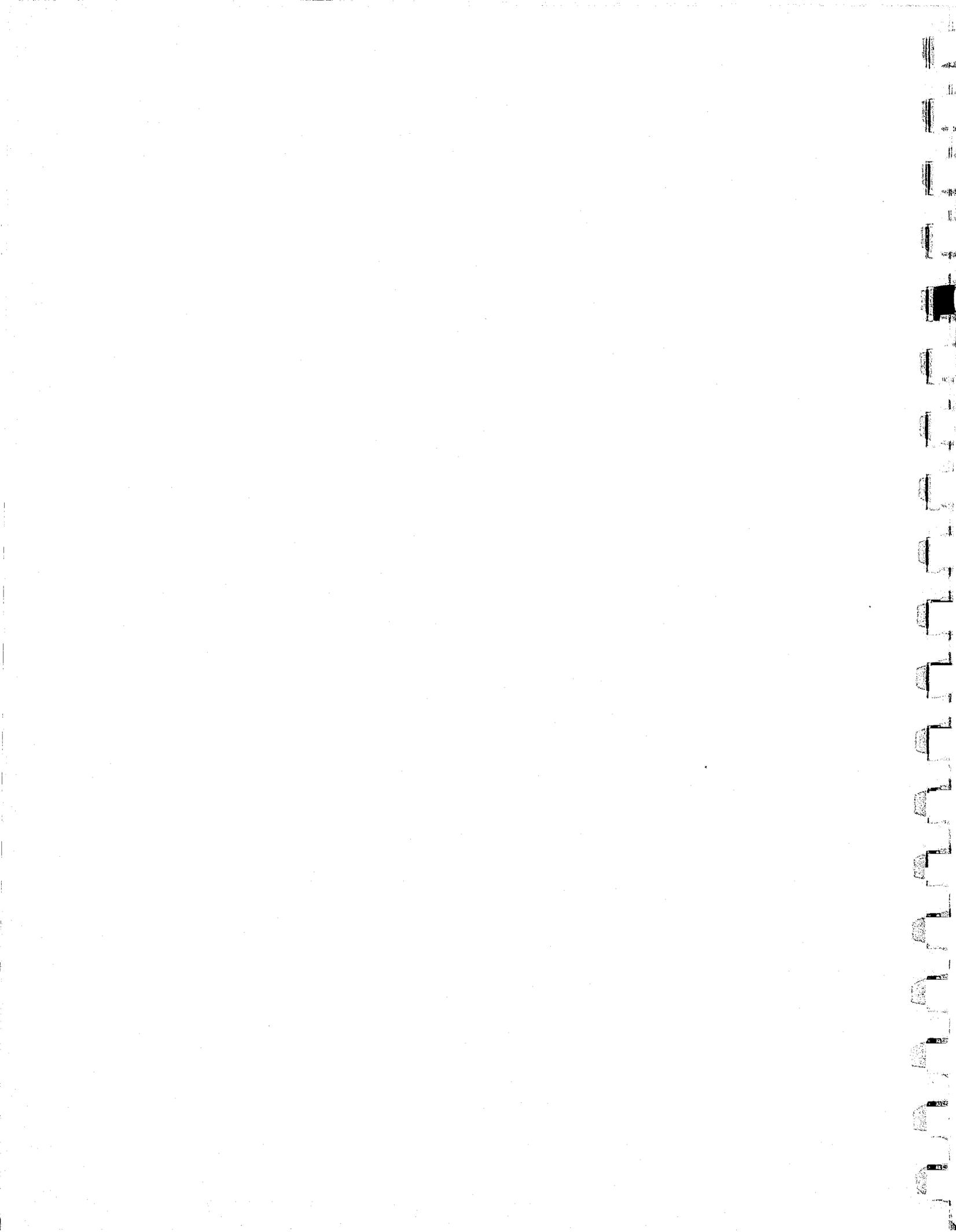


ROUND ROCK POLICE DEPARTMENT  
 CONSOLIDATED OFFENSE REPORT

APPENDIX IV

For month ending

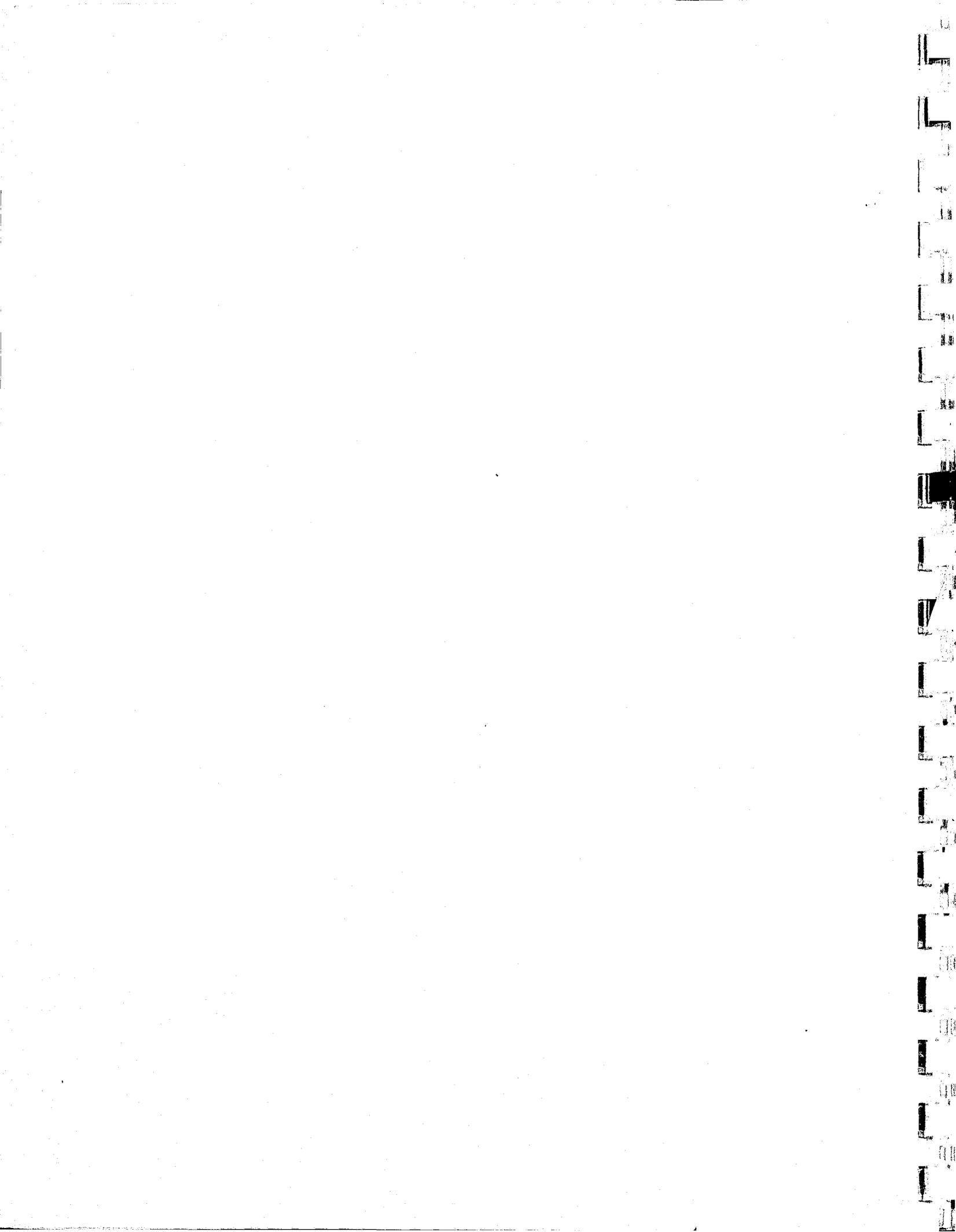
OFFENSES REPORTED			OFFENSES CLEARED	
This Year To Date	Last Year To Date	CLASSIFICATION OF OFFENSES	This Year To Date	Last Year To Date
		Part 1 Classes		
		Murder		
		Neg. Homicide		
		Forcible Rape		
		Robbery		
		Agg. Assault		
		Burglary		
		Theft Over		
		Theft Under		
		Auto Theft		
		TOTAL Part 1 Classes		
		Part 2 Classes		
		Other assaults		
		Forgery & Passing		
		Embezz. Fraud		
		Rec. Stolen Property		
		Weapons Possession		
		Sex Offenses (Ex. 3-15)		
		Prostitution		
		Resisting Arrest		
		Narcotic laws		
		Liquor Laws		
		Drunkenness		
		D.W.I.		
		D.W.L.S.		
		Disorderly Conduct		
		Gambling		
		All Other Offenses		
		Suspicious Persons		
		TOTAL Part 2 Classes		
		TOTAL 1 & 2 Classes		
JUVENILE OFFENSES				
	1970	1971		
Vandalism				
Runaways				
All Other				
Total Juv.				
		TRAFFIC ANALYSIS		
		Speeding		
		Drivers License		
		Failure to Yield ROW		
		Drove left of Center		
		Improper Overtaking		
		Following too Closely		
		Made Improper Turn		
		Inadequate brakes		
		Improper lights		
		All Parking		
		Traffic Signal		
		Stop Signs		
		All Others		
		TOTAL TRAFFIC		
		Warnings		



APPENDIX IV

Part 6 Classes Accidents	This Year To Date	Last Year To Date
Property Damage		
Injury in		
Deaths In		
TOTAL Accidents		

MISCELLANEOUS SERVICES AND INCIDENTS		
	This year To Date	Last Year To Date
Autos recovered		
Persons Assisted		
Doors found open and reported		
Persons reported missing		
Persons missing found		
Fires discovered		
Lamp outages reported		
Miscellaneous investigations		
Non-vehicular accidents		
Arrests for other jurisdictions		
Insanity cases handled		
Suicide cases investigated		
Sudden deaths investigated		
Warrants executed		
Escorts, funeral, amb., etc.		
Prisoners		



**END**