

Justex Survey Outline

- Waco Police Association
- Crime Rate and Staffing
- Peer Cities
 - These are the peer cities which have been selected by the City of Waco. They are not the cities that were chosen in the 1997 Ralph-Anderson Survey. We do not accept these cities because of either the population size, whether they are a college city, and/or on the I-35 corridor. But since the city chose these as our peer cities let's look at the statistics.
- Part I. p. 11. Crime Rate for 12 comparable cities
 - This is from the 2006 Uniform Crime Reports published by the FBI.
 - Looking at this table, one can see that among our comparable cities, Waco is the 2nd worst for the Index Crimes and 5th for Violent Crimes.
 - Although you may think that we are in the median for violent crimes and those crimes are worst. For these violent crimes the state will compensate the victims, while the index crimes are affecting the victims the most. The burglaries of homes and vehicles where people have to pay out of pocket for the damages and to replace their stolen property.
 - Looking at the murder column, Waco has the third highest number of homicide reported in 2006, tied with Wichita Falls.
- Part I. p. 13. Comparable City Index Crime Rate 2006
 - According to the Uniform Crime Reports for 2006, Beaumont has the highest crime rate in this group of peer cities-a title Waco certainly does not want to seek.
- Part I. p. 14. Comparable City Violent Crime Rate 2006
- Part I. p. 16. Waco Violent Crime Rate by Year (per 10,000)
 - It should be noted that violent crimes has decreased from 1996 to 2000, but since 2003 violent crime has been increasing.
- Part I. p. 32-33. Largest 50 Cities by Index Crime Rate
 - In population Houston has the largest population in Texas, Waco is 20th in population size, and so why is Index Crime rate immediately below them?
 - Waco has more crime than San Antonio, Laredo, Irving, and El Paso.
 - Put another way, crime is not as bad as it used to be but is still worse in Waco than in 43 other large Texas cities.
 - The City of Waco has documented history of high crime rate. In 1987 Justex Systems, Inc. informed the city that the crime rate was high in Waco. In 1998, the Ralph Anderson and Associates Survey informed the city that the crime rate was high in Waco. And in 2008, Justex Systems, Inc. is informing the city again that the crime rate is still high in Waco.
- Part I. p. 17-18. (Narrative)

- Part I. p. 30. Currently Budgeted Authorized Strength
- Allocation Model for Criminal Investigation
 - This model may be used for determining both baseline and change levels of staffing for investigative units.
- Allocation Model for Police Patrol
 - This model is designed to provide a reasonable estimate, given a particular call load, of the number of patrol officers necessary to maintain specified levels of deterrent patrol, visibility, response time, and immediate availability for emergency response.
 - This model determines the number of officers needed to answer calls, and builds on that foundation to ensure enough officers are assigned to patrol so that performance objectives can be met.
 - Four performance objectives are:
 - Visibility of officers
 - Ability to meet response time goals for Priority 1 calls
 - Ability to meet response time goals for Priority 2 calls
 - Having an officer immediately available to respond to a s Priority 1 call
 - The model also considers self-initiated and directed patrol activities, report writing, court time, meal breaks, and tending to their patrol vehicles, in order to determine the number of officers to be assigned to the patrol function.
 - 28 numerical variables are used in this model
 - Numerical variables derive from; historical data (Historical), established policies and practices (Fixed Practice), national studies (National), and policy decisions (Policy).
 - Calls for Service Variables
 - Total number of calls for service handled by each division - Historical
 - Average service time (fraction of hour) per call for service – Calculated
 - Total number of days in the workload sample period – Calculated
 - Shift length – Fixed Practice
 - Performance Objectives
 - Patrol interval performance objective (hours), arterial roadways – Policy
 - Patrol interval performance objective (hours), residential roadways – Policy
 - Response time objective for Priority 1 calls – Policy
 - Response time objective for Priority 2 calls – Policy
 - Percentage of Priority 1 calls for which there will be at least one officer available – Policy
 - Patrol Visibility
 - Number of miles, arterial roadways by divisions – Fixed Practice
 - Average patrol speed (MPH), arterial roadways – National

- Number of miles, residential roadways by division – Fixed Practice
 - Average patrol speed (MPH), residential roadways – National
 - Response Time Variables
 - Area (square miles) – Fixed Practice
 - Average response speed (MPH) for emergency activities – National
 - Average response speed (MPH) for non-emergency activities – National
 - Immediate Availability Variables
 - Percentage of calls for service that cannot be preempted – Policy
 - Percentage of administrative activities that cannot be preempted – Policy
 - Percentage of self-initiated/directed activities that cannot be preempted – Policy
 - Managerial Variables
 - Weights assigned to patrol visibility and response times – Policy
 - Administrative time in minutes per hour per officer – Policy
 - Self-initiated/directed patrol time in minutes per hour per officer – Policy
 - Unrecoverable patrol time in minutes per hour per officer – Calculated
 - Percentage of time patrol units are staffed with two officers – Calculated
 - Average work week (hours) – Fixed Practice
 - Leave rate per officer (vacations, holidays, sick leave, training) – Calculated
 - Average number of officers supervised by each field supervisor – Policy
 - Percentage of field supervisor on-duty time spent on patrol activities – Policy
 - Data for this report was supplied by the Waco Police Department
- Part III. p. 49. (Narrative)
- Compensation
- Part II. p. 3. (Narrative)
- Part II. p. 72. Waco, Texas Base Pay
- Part II. p. 23. 30 Year Average As Compared To The Other Agencies
 - By year six the officers of the Waco Police Department have already reached the ceiling for pay. Essentially, a 30 year officer makes the same salary as a 6 year officer.
 - As you can see, there is a need to have the step increases in order to change this department from being a training facility or a stepping stone, to a career oriented department to retain our officers.
- Part II. p. 4-5. (Narrative)
- Page given by Larry on 1st day.
 - Emphasis on the -4.25%
- Part II. p. 28. (Narrative)
- Part II. p. 48. Table

- Supplement p. 3. Direct Compensation
- Supplement p. 3. Total Compensation
- Part II. p. 84 (Narrative)
 - On our last promotional exam for Sergeant, of the 170 eligible grade I officers, only 17 tested for the position.
 - And the promotional exam for commanders, of the 36 eligible Sergeants, only 3 tested for the position.
- Part II. p. 86. Sergeant Rank Differentials
- Supplement p. 4. (Narrative)
- Part II. p. 87. Commander Rank Differentials
- Supplement p. 4-5. (Narrative)
- Supplement p. 5. (Narrative)
- Part II. p. 89. (Narrative)
- Part II. p. 52. 1st Year Employment
- Part II. p. 54. 6th Year Employment
- Part II. p. 56. 11th Year Employment
- Part II. p. 58. 16th Year Employment
- Part II. p. 60. 21st Year Employment
- Part II. p. 62. 26th Year Employment
- Part II p. 64. 30th Year Employment
 - At this time retired police officers are paying over \$800 per month for health care insurance.
- Part II. p. 125. (Narrative)
- Part II. p. 125. (Narrative)
- Part II. p. 126-127. (Narrative)
 - Waco had several bonds pass, allowing the city to get a new police building, renovate the Knox Hall, and build new libraries. We are happy that the City of Waco is expanding and has pride in their local attractions and their appearance, but the City also needs to invest in its employees. The employees are the back bone of this City, each performing their task to provide for a smooth operation of the city. The police officers are part of this city. We are its defense against chaos and serve 24 hours a day 7 days a week. We cannot choose to leave our post in inclement weather; we are here rain or shine, snow or tornado. We willingly put our lives in harm's way to protect the people, dealing with horrors that most people only hear about, therefore, we cannot be held at the same standard as the other employees.