

**The Bill Blackwood
Law Enforcement Management Institute of Texas**

**CompStat:
Will it Function in Smaller Department's?**

**An Administrative Research Paper
Submitted in Partial Fulfillment
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ABSTRACT

This author reviewed the Compstat managerial design to determine if it functioned in mid to smaller size policing agencies. The question arose as to whether or not workforce and funding in these agencies is sufficient enough to support the program? Reviews were conducted of New York's original Compstat design and a mid-sized Texas agency's implementation of the Compstat program. It was discovered that Compstat can function in smaller agencies with adjustments to the operational design of the agency and a command staff must exercise patience in implementation and commitment to the program to be successful. Crime is the core element of police operations; Compstat provides a method to identify and attack crime early on, allowing cities to move away from reaction base policing.

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INTRODUCTION

Policing has changed over the years to meet the needs of today's citizens. The traditional approach with centralized management made top management accountable for the accomplishment and failure of the policing mission. Pitfalls due to communication breakdowns between the street officer and top management lead to the development of Community Oriented Policing to try and improve the communication and meet the citizen's needs. Community Oriented Policing with its many designs and intense workforce demands, failed to fully develop in most policing operations. Centralized management and Community Oriented Policing both fell short in the management arena in respect to accountability and direct responsibility when addressing the community's needs.

New York City, New York in 1994 developed Compstat, a management style that can be viewed from two perspectives. Moore (2003) noted the following when he defined Compstat:

A managerial system tends to reinforce the "old" management style in a police department that emphasized the central control over the individual initiative, and compliance with policies and procedures over imaginative efforts, focused on solving the substantive problems police handle; or it can be viewed as part of a "new" style of police management that encourages a focus on substantive performance, and emphasis on experimentation and learning. (p. 469)

The success of this design depends on the commitment level of the leaders of the department. It forces upper management and mid-management together when addressing crime problems. Upper management must ensure the structure of the

Compstat model is maintained while mid-management is empowered with the responsibility to control criminal activity in their respective geographic district by keeping abreast of crime through current statistical analysis and citizen input followed by the implementation of corrective plans of action.

This review will focus on two issues. Is New York's original Compstat design functional for small to mid-sized department with limited workforce and resources, and if implemented in smaller departments, does the design require modification?

Methods of inquiry that will be utilized to prepare this report include reviews of books, journals, internet sources and research documents. Interviews will be conducted in person and by phone with representatives of agencies utilizing Compstat to determine how they implemented the design and how it has met their needs. This author will review information and statistical data from a department implementing Compstat to attempt and identify the impact and evolution of the program.

This author anticipates the findings from this research will show that Compstat is a sound management tool that faces extreme difficulty during implementation, due more to bias towards changes in management practices than cost or manpower availability. The author further believes that minor adjustments to the program is required in smaller agencies to accommodate the realignment of manpower and adjust for the varied types of statistical research that is available to agencies to implement problem oriented policing practices.

The information gained from this review will allow this author to recommend whether Compstat should be considered by small to mid-sized agencies as it was

originally designed, or should the design be adapted and, if so, what are some of the adaptations that should be considered?

REVIEW OF LITERATURE

With crime rates on the rise during the 1980's, communities demanded police intervention. Police organizations responding to this demand, fell short in meeting the needs of the community, something had to be done. One program that developed to address the crime problem was Compstat. Hoover (2004) noted, "the origins of Compstat are with the New York City Transit Police under the tutelage of William C. Bratton, the integration of the elements....manifested themselves as a strategic approach during his administration of the New York City Police Department" (p. 2).

Bratton initially identified four principles for crime reduction in the Compstat model. James Willis in his research broadened this to six principles, mission clarification, internal accountability, geographic organization, organizational flexibility, and data-driven analysis of problems and assessment (Willis, 2004). These principles moved Compstat beyond just a method of statistical analysis and into an in-depth managerial tool.

Bratton's implementation of Compstat required the mid-managers to take responsibility for the identification of crime problems or patterns in their precincts. Statistical analysis was conducted to identify crime problem areas and the mid-managers were then made responsible for the development of a plan to reduce the problem. In New York the mid-managers were held strictly accountable for their crime stats. Meetings were held weekly to implement, review, and adjust these plans to ensure effectiveness. New York's Police Department's accountability was so stringent

that organizational hostility during these meetings lead to precinct commanders being asked to retire on the spot. During the first year of Compstat operations, two-thirds of the New York Police Department's, seventy-six precinct commanders, were replaced, (Hoover, 2004, p. 1).

Over the past decade, Compstat has begun to develop as a positive managerial tool. Its implementation has moved from the east to the west across the nation. In Texas 10 agencies have been identified that are currently utilizing some form of Compstat. "Texas does not follow the "hard, cold, and cruel" model initially employed in New York City. (Hoover, 2004, p. 2).

This author was part of the development of the Compstat program in the Killeen Police Department, Killeen, Texas. The department is comprised of a 271 member organization with 208 commission positions, servicing 100,233 citizens over a 44.4 square mile area. This author attended Compstat meetings, reviewed statistical analysis, and monitored projects and problem solving activities. During the department's design and implementation phase, this author spoke with representatives of the Arlington and Austin Police Department to determine the structure of their Compstat program. This author learned that Arlington and Austin began the Compstat operation in the original design established by Bratton in New York. As they progressed, they identified a need to adapt their program operation to ensure they could meet the needs of their agency and its organizational design and the community's demand for action. As an example, New York Police Department held weekly meetings to evaluate crime statistic information and program activity. Arlington modified this and meets on the first week of the month to distribute crime statistics and then on the

second week of the month to evaluate program activities. Austin has adjusted their meeting process as well approximating the same basic design. Austin noted the increased time between meetings was necessary to accommodate the various districts needs and the number of officers involved. This was primarily adopted due to the cost of holding these meetings.

After speaking with several agencies, the Killeen Police Department command staff defined the mission and goals of their program, which imitated the original Compstat design and allowed for periodic reviews to determine if adjustments are necessary. Killeen was broken into four geographical districts; Lieutenant's, who previously served as shift commanders were re-designated as district commanders. The commanders retained their original shift oversight responsibilities for management purposes, but their direct responsibilities changed with a new focused accountability on their district's crime, traffic, and community activities. They were responsible for identifying crime patterns and planning and coordinating with the other districts to implement programs to interrupt patterns as they developed. They were responsible for their district's community problems at all levels.

In September of 2004, meetings were scheduled weekly to review crime statistics and target identified problems. The Criminal Intelligence Unit produced crime maps tracking activity (i.e., burglary, auto theft, criminal mischief, robbery, traffic accidents) several days prior to each meeting. District commanders were responsible for analyzing of the information provided to identify problems or trends and the development of plans of action to address them. Representatives from all sections and

staff were present to provide support, share ideas and ensure effective communication existed at all levels on any topic or project presented or implemented.

Meetings opened with overviews of departmental issues presented by the meeting chairman, either the Chief or Assistant Chief. This was followed by a presentation from the Intelligence Manager providing a city wide overview of crime and traffic data collected during the previous week and a summarized comparison of the current Uniform Crime Report trends in the city, compared to the previous year. After the intelligence report each district then reviewed old business to report the status of ongoing issues or programs, or close out a program with a report detailing the program's result. On completion of old business, the meeting moved to new business from each district, the commanders were expected to present any new trends, problems, or issues that had come to their attention since the last meeting. Once all district business was completed the meeting was opened for business from each individual in attendance.

Initially the format of the meetings dealt with statistical and intelligence information only. Resistance arose from most supervisors arguing they could not meet daily work demands with the current workforce and the increased demand of addressing specific problems. The district commanders initially resisted performing their own research and depended primarily on the intelligence unit to produce and analyze problems. Staff held that the commanders must address the problems and they must utilize existing resources. Staff required the commanders to utilize the intelligence gathered and produce their own assessment of the information and their own plan of action to management of problems. The key to this direction was moving them away

from their traditional shift commander activities and into a research and development mode while holding them accountable for their actions or lack thereof. They were provided examples of flexible adaptation that included, adjusting schedules, sharing workforce between divisions and sections, directing patrol activities in specific problem areas, targeting problems by reallocating officers during slow activity periods. This program design forced commanders to think outside the box in their approach to problem solving. Manpower and resources were not necessarily limited to the patrol division. This design forced divisions to work together and share the workload to meet the immediate need of the community and address whatever problem or issue they identified. Although the design and direction was in place the district commanders initially held strongly to old methods of management. They reacted to problems as they arose, they let the workforce manage itself by natural assignment to avoid disturbing the routine, and they resisted the necessity to interact with their district to learn its needs. They justified their resistance by sighting heavy call load, minimum staffing on the shift, and demand on them as a lieutenant and shift supervisor.

Symbolically, the Compstat approach to managing problems within a district placed the commander in a position that required him to manage the needs of his district as if he were a chief of a city. They were required to address a broad range of issues beyond just crime, such as, neighborhood watch meetings, new business contacts, participation in community functions, citizen contacts and other community oriented interactions, functions that most mid-managers have never been directly responsible for. Traditional, managerial design required them to react to direction from

above and rarely required them to work independently with the flexibility and accountability of this program, a mindset that was proving difficult to change.

The intelligence manager collected crime statistics daily and made them available on request. District commanders were instructed in search techniques to retrieve the daily data from the reporting system for review in a limited format. The daily statistical information was correlated by the Intelligence Manager into a pin map format and distributed weekly in a report that was made available to all supervisors. Each meeting brought reviews of the activities in the districts based on the statistical information. As communication began to develop throughout the system, new problems outside the statistically driven information surfaced from many sources, community, staff, and city officials. Information paths were developed to bring problems to Compstat from; public contacts, complaints by phone, community meetings, internet, and many other sources, which addressed both crime and quality of life issues. This adaptation began as a slow evolution with supervisors still remaining extremely resistant and fighting the concept of thinking outside the box.

To distance the district commanders from the traditional patrol environment they were moved from the patrol area, to a geographically separated office with modified working hours. Over the first twelve months Compstat began to evolve as the district commanders began to detach from the traditional shift design. The volume of information gathered and the ability to respond on a smaller operational scale resulted in the meetings being changed to every other week. The statistical information reports continued to be distributed weekly. The organization of the meeting has remained constant, although problem areas have broadened to include quality of life issues, crime

and traffic statistics continue as the primary focus of conversation and problem resolution.

The Code Enforcement Department and Animal Control Unit were added to the Compstat ranks. This opened the range of problem solving to areas such as, animal abuse, nuisance violations (abandoned cars, tall grass, and illegal dumping), property abatement (dangerous buildings) and other general ordinance violations. This broadened the policing approach to problems outside the traditional policing mission. The concept as presented by Chief Dennis Baldwin, of the Killeen Police Department, is that the police are traditionally the first contacted for a citizen's problem. Although the police may not be the answer to the problem the police should be prepared to direct the citizens to have the problem addressed. He felt that in many instances, police assistance may be necessary to support the citizen in presenting problems to other departments within the city; this interaction would help ensure problem resolution and citizen satisfaction with local government overall.

In May of 2006, just over one and a half years into the program, the traditional resistance again arose within the ranks of the district commanders, they cited the same problematic complaints to include: insufficient manpower, time and call load too heavy to allow for a specific program approach to problems, and the high cost of overtime to maintain details. In general, the overall resistance to continue the Compstat management design still existed. These complaints were taken under consideration but, with the persistence of Police Chief Baldwin, the Compstat program continued. District commanders moved back into the Compstat methodology, goals and objectives were again presented, analysis was expected with the use of non-contemporary

thinking, personnel at all levels were to participate, personnel were expected to seek new policing concepts and re-initiate communication with satellite departments within the city to broaden resources. All aspects of this approach focused on the district commanders being accountable for their action or lack thereof and allowed the Department to broaden its approach to address crime problems and improve the quality of life in the city.

During the latest evaluation in May, 2006, it was determined that although the statistical data was being disseminated to supervisory levels there was a lag in the officers receiving and sharing the information. This problem was discovered during an assessment of a rise in reported burglaries and an action plan to address the burglary problem. A portion of the plan necessitated the distribution of information on active repeat offenders living in the city. In response to the problem, a SharePoint internet interactive site was developed and made available to all levels of the department. The site provided general information about current issues. Such as serial offenders released from jail with info packets that included photos, current address and criminal history. The site posted current activities such as standing program detail list. It provided by district, the ability for district commanders and officers to post information, including photos about potential problem areas, people, or complaints within the areas, or simply post an information report about activities or issues needing dissemination. Each posting allowed for expanded comments, responses, or additional information to be added or attached through a chat link. Each link of which, was visible to any officer with access to the site.

In November of 2006 this author interviewed several district commanders to gain perspective their observations of the evolution of Compstat within the department. They were presented with three primary questions. Does the Compstat design as it was originally developed work for a mid-size department or does it require adaptations? What must be present for Compstat to work, and what is the greatest advantage of the Compstat design.

This author conducted an interview with Eric Morsbach, a district commander with the Killeen Police Department; he stated that he felt that Compstat would work in mid to smaller departments with modifications. Compstat must have a strong commitment by the chief to be accomplished. This commitment is necessary if manpower allocation and funding to support manpower allocation are to be provided to address problems identified as a result of the program. Morsbach felt that the mid to smaller departments do not have the manpower to meet the structured need of the program, but with overtime allocation and manpower adjustments in work programs the mission can be accomplished. Morsbach felt that communication was the greatest advantage to the overall program. The interaction at all levels has brought a clearer understanding of the police mission and the problems being addressed. The timely meetings and intelligence information flow allowed up to date, timely information at all levels of the department. This information flow restricts the ability for serial offenders to continue to operate, traffic problems to continue unabridged and simple quality of life issues to be forgotten (E. Morsbach, personal communication, December 14, 2006).

This author also conducted an interview with James Kelley, a district commander with the Killeen Police Department, he advised that Compstat can work in mid to smaller

departments but manpower is a critical problem. He stringently noted that the command staff must understand the manpower need when creating additional details that function in conjunction with a department's routine operation and must understand the pitfalls attached to not recognizing when the system has been overtaxed. Kelley felt that one of the greatest advantages to the Compstat program was the communication it generated from the top to the bottom. He made special note of the SharePoint interactive network site and that it had only been fully on-line for a short time but was being viewed, updated, and responded to by the officers in a very positive manner. The officers had already begun to post daily comments about activities they were involved with and felt others should have knowledge of. These postings generated quick responses from other officers adding to the information gathered. Overall the greatest advantage of the Compstat program was communication (J. Kelley, personal communication, December 21, 2006).

METHODOLOGY

An analysis will be conducted to evaluate whether New York's original Compstat design is functional for small to mid-sized department with limited workforce and resources, and if implemented in smaller departments whether the design requires modification? This author believes that the research will support that Compstat is functional with modifications.

This author will draw data from weekly reports documenting the direction of the Compstat program in the Killeen Police Department. The initial reporting period will cover twelve months from the inception of the program in the department and attempt to identify the origin of major program. Program origins will be broken into the following

categories: the problem or Issue is driven by statistical Uniform Crime Report categories tracked by department intelligence, the problem or issue is driven by the department, or the problem or issue is driven by community complaint. The purpose of this evaluation is to determine what guides activity within the Compstat design. Is it strictly statistical data or is it other complaint driven information?

A review will be made of the department's population information, calls for service load, and Uniform Crime Report in order to determine the crime rate today vs. when the Compstat program was implemented in an attempt to identify any patterns of change.

FINDINGS

Compstat demands a change of thinking by the police, resistance to change is clearly the greatest hurdle to its implementation. Command must remain consistent in the forum and application of their Compstat program. By developing and holding to the defined structure, it creates an environment that mandates change to continue to operate. Agencies must understand the resistance to new concepts and exercise patience to bring the change to maturity. When implemented properly the overall greatest gain from this program is open communication at all levels of the policing mission. Senior command is required to participate to ensure direction, functionality and oversight is maintained. Mid-management is required to exercise the knowledge they have of the needs on the street to prepare and implement action plans for problem resolution. First line supervision is required to work directly with mid-management to implement programs in which mid-management has ownership, responsibility, and accountability. All departments and sections are required to interact and support the

overall mission by supplying information, equipment and workforce when necessary to accomplish the defined goals and objectives.

In assessing Killeen's weekly reports this author found that approximately 59% of the major program activity generated was from statistically driven information alone, supported by the Uniform Crime Report statistical data gathered and provide in the weekly reports. In the majority of the planned program activities, focus was centered on burglaries of residences, burglary of vehicles, robberies, and criminal mischief's. In October of 2005 C District identified residential areas where over 21 residential burglaries had occurred in a three week period. A program plan was developed to attack the area with a focused approach to identifying possible suspects. The plan included use of on-duty staff on bicycles in the area with zero tolerance contact authority, as well as a limited use of overtime special focus manpower. The program was in place for two weeks and resulted in the arrest of two individuals during the commission of a burglary. During the next two weeks no burglaries, aggravated assaults, or robberies were reported in the area. The police presence created a positive community impact with the crime intervention and the visual and direct contacts made by the officers. The program stopped an aggressive burglary group reducing property loss to citizens while improving the image of the police in the community's eyes creating a positive community support base.

Approximately 21% of the major program activity was driven by department identified problems, some were filtered issues brought to light by outside departments and some were specific problems identified by departmental entities responding to community surveys identifying general community dissatisfaction with traffic congestion

and activity, or local government concerns such as disparate properties and illegal dumping. In January of 2006 C District identified a high accident and speed problem area. This complaint was broadly identified in a city survey and supported by intelligence gathered accident information. A program plan was developed to target the area with an overtime detail focused on speeding. Over a period of five days, 65.7 hours of overtime were directed at the problem area. During this time 834 speeders were monitored but traffic flow only allowed 263 citations to be issued. This volume of speeder activity justified the extension of the program. The program indirectly, fiscally supported the plan necessary to address the problem, although it is still present, the speeding volume has been cut drastically and the community's reaction has been positive towards the slowed traffic pattern.

Approximately 20% of the major problem activities were generated from community driven quality of life issues brought to light by specific community complaints concerning such issues as, loud music, pedestrian and street narcotic activity in specific neighborhoods. In some instances such as loud music and street narcotic activity, major programs were developing to address the problem. In January of 2005 A District was task with the development of a loud music detail to be implement in segments over a one year period. In the first three months 190 citations were issued in comparison to 38 the previous year. The cost for overtime in conducting the program was approximately \$2,431. The fiscal impact of these 190 citations if the court imposes a maximum fine is approx \$95,000. The program indirectly funded itself and resulted in citizen complaints falling to near zero.

In all instances where program activity was considered, the department intelligence unit utilized statistical data to support or refute the problem as it had been identified. This allowed the district commanders to focus their method of approach and ensure they are addressing the problem from the proper direction. Analysis provides the necessary information to prioritize problems and measure the impact of the programs being implemented.

The Uniform Crime Report for 2004, (initiation year of Compstat), showed the City of Killeen with 5865 part one crimes, a decrease of 7.97%. Compstat was only active during the last four months of the calendar year, all which fell below reported crime during the same months of 2003. The Uniform Crime Report submitted by the City of Killeen for calendar year 2005 showed 6823 part one crimes, an increase of 16.35% in the crime index. The Uniform Crime Report information for calendar year 2006 showed 6236 part one crimes through the month of November, a decrease of 8.60% for the year to date. Overall, the Uniform Crime Report shows that the crime index for the City of Killeen has dropped by approx 1.85% since 2004 (S. Dixon, personal communication, December 8, 2006).

Evaluating crime in relation to population requires the assessment of growth in the city since the inception of the Compstat Program. In 2000 the Federal Census Bureau placed the City of Killeen's population at 86,911. In July of 2006 the Federal Census Bureau set the population of the City of Killeen at 100,233. Analysis patterned the growth trend for the city over the past three years at a steady rate of approximately 2.42% per year (S. Dixon, personal communication, December 8, 2006).

Calls for service by calendar year in the City of Killeen grew at a greater rate during this time period. In 2004 calls for service were up 16.40%, in 2005 calls for service were up 3.84%, and in 2006 calls for service were up year to date 1.85%. This equates to a growth of 23.12% in calls for service since the inception year of the Compstat program in the City of Killeen.

When reviewing the implementation of Compstat by the City of Killeen several key points of information became evident. The program has been in effect since September of 2004; population has been growing at an average rate of approximately 2.42% per year or approximately 7.26% since the year of the programs inception. Calls for service have grown by 22.09%, since the year of the programs inception. Every aspect that affects the policing mission since the year 2004 has shown significant increases. The crime index in relation should rise proportionally; it however, has actually decreased by approximately 1.85% over the same time period.

DISCUSSION/CONCLUSIONS

The questions posed during this review were; Is New York's original Compstat design functional for small to mid-sized department with limited workforce and resources, and if implemented in smaller departments, does the design require modification?

This author found that most agencies in Texas began with the original Compstat design. In every case, they adapted the program to their needs which varied based on volume of crime and population. They removed the hard-core accountability approach and adopted problem oriented problem solving and quality of life issues into the

programs design. Most Texas agencies learned, communication inside their agency, although functional was hampered and at times non-existent.

Ideally, Compstat is a functional program for any agency. Its design requires some modification based on the agencies size, call load and commitment. Meeting frequency and task demands vary drastically depending on crime activity and community need. The design demands involvement and commitment throughout the system. At the same time, it greatly enhances information exchange and understanding, creating a more unified, knowledgeable and consistent police operation. Compstats advantage is the managerial design it employees, its difficulty lies in changing of old mindsets among police managers. However, patience and tenacity will result in improved interaction between the community and the agency, and a more effective police department.

The greatest argument against the Compstat design is the lack of manpower; the most productive aspect of the Compstat program is the ability for managers to work outside the box and incorporate cooperation throughout a department. The reality of Compstat is that crime activities targeted by the program exist regardless of the presence of the program. All policing agencies dealing with crime will deal with serial offenders, crime patterns, and community dissatisfaction. The only question remaining is when the department will identify and address their problems. Compstat simply provides a management structure for identifying crime patterns during their early stage of development, allowing for the creation of a focused plan of action to stop or limit the impact of the problem. Ultimately, Compstat reduces the high peaks of crime and stabilizes criminal activity across the board.

Outside the box, many of Compstat's programs indirectly fund the necessary activity to deal with crime and traffic problems within existing operations. Even with those programs that do not fund themselves, the community support generated in addressing quality of life issues greatly outweighs the cost and inconvenience of adjusting operations. No matter what approach is used, every department will have to address their crime and community problems at some point. Planned organized approaches will always be more productive to an agency than forced reactionary responses.

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APPENDIX/APPENDICES

- Appendix A – Analysis Sheet showing the Uniform Crime Report Trend Data for calendar year 2004 / 2005 / 2006 showing part-one crime index counts over the three year period.
- Appendix B – Analysis Sheet showing the Calls for Service Trend Data for calendar year 2004 / 2005 / 2006 demonstrating growth trend over the three year period.
- Appendix C – Population Projection Sheet showing population growth trend analysis for 2000 through 2005.
- Appendix D –
 - Home Page for Killeen Police Department, Share Point Web site showing the site links available to all Killeen Police Officers
 - Home Page for the Killeen Police Department, Compstat Share Point Web Site Showing web link sand chat chains available to all Killeen Police Officers.
- Appendix E –
 - CompStat meting notes for October 14, 2004 demonstrating meeting structure and the topic information reviewed.
 - PowerPoint of a CompStat introduction briefing outline presented June 29, 2006 by the department's intelligence manager.
 - PowerPoint of a CompStat detail presented April 7, 2005 by a district commander. The PowerPoint demonstrated the information outline presented to begin, review, and conclude a targeted problem

Appendix A

Analysis Sheet showing the Uniform Crime Report Trend Data for calendar year

2004 / 2005 / 2006 showing part-one crime index counts over the three year period.

	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept
2004	483	381	445	464	502	539	548	530	493
2005	432	343	423	506	609	650	725	619	604
2006	492	421	528	539	512	544	577	554	515
2005	432	775	1198	1704	2313	2963	3688	4307	4911
2006	492	913	1441	1980	2492	3036	3613	4167	4682
	13.89%	17.81%	20.28%	16.20%	7.74%	2.46%	-2.03%	-3.25%	-4.66%
2004/2005/2006	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May
	493	525	494	460	432	343	423	506	609
	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May
	604	715	638	559	492	421	528	539	512
	Sept	Oct	Nov	Dec					
	515	528	527	499					

Appendix B

Analysis Sheet showing the Calls for Service Trend Data for calendar year 2004 /

2005 / 2006 demonstrating growth trend over the three year period.

	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec
2004	8353	8306	10022	9835	10832	9813	10771	10242	9792	9909	9217	9025
2005	9138	8211	10219	10189	10706	10535	11450	10750	9965	10416	9935	9061
2006	10061	8673	10252	10145	10829	10468	10724	11294	10893	10716	9570	9185
2004/2005/2006	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec
	8353	8306	10022	9835	10832	9813	10771	10242	9792	9909	9217	9025
	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec
	9138	8211	10219	10189	10706	10535	11450	10750	9965	10416	9935	9061

Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec
10061	8673	10252	10145	10829	10468	10724	11294	10893	10716	9570	9061

Appendix C

Population Projection Sheet showing population growth trend analysis for 2000
through 2005.

Population Projections

Exponential Regression Forecast

Census Year	Population	Δ%
1940	1263	
1950	7045	457.80%
1960	23377	231.82%
1970	35507	51.89%
1980	46296	30.39%
1990	63525	37.21%
2000	86911	36.81%
2010	121142	39.39%
2015	142218	17.40%
2020	166961	17.40%
2025	196008	17.40%
2030	230109	17.40%

Census Estimates	Estimate	Δ%
2000 Census	86911	
Estimate Base	86862	
7/2000 Estimate	87427	0.65%
2001 Estimate	89237	2.07%
2002 Estimate	92322	3.46%
2003 Estimate	95842	3.81%
2004 Estimate	96971	1.18%
2005 Estimate	100233	3.36%
Average Δ%		2.42%

2003	95842
2004	96971
2005	100233
2006	100233 2425.64 102658.64

7.11%

Increase
2003



Killeen Police Department

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by

Scott Dickson

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Wind: 3 SW**Barometer:**

29.95"

Humidity:

87%



62°/46°

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Appendix E

CompStat meeting notes for October 14, 2004 demonstrating meeting structure and the topic information reviewed.

PowerPoint of a CompStat introduction briefing outline presented June 29, 2006 by the department's intelligence manager.

PowerPoint of a CompStat detail presented April 7, 2005 by a district commander. The PowerPoint demonstrated the information outline presented to begin, review, and conclude a targeted problem

CompStat Notes
10/14/2004

APPENDIX - E

Overall

- Bond for new HQ approved. 2 mil available. Action plan in the works, needs assessment, site survey, etc.
- Fleet being held up by SUV purchase for recruiting in Council, addressed on the 19th. Next year vehicle justification more detailed such as mileage, etc.
- Taser purchasing in the works.
- Halloween time on 30th?
- Pay Plan meeting with City Manager, FOP proposal presented. Also recommended restructuring of pay grades. Decision must be made next week.
- Considering new RMS to deal with field reporting. Working with TPD on direction.
- Helicopter program. TPD willing to consider moving the aircraft more central to the cities with full time pilot/crew. Current aircraft not worth keeping. KPD signed 1033 letter to look for another aircraft.
- Criminal trespass warning and multi-use citations. Multi-use warning citations/FIR's.
- CompStat room should be finished next week.
- To Do's
 - Warrant storage/service with Bell County
 - CrimeSolve access for District Commanders
 - CT/FIR Form and procedures
 - Project Plan boilerplate form
 - Tract field in Incident reporting

A District

- SEZ detail set for tonight or this weekend depending on weather.
- Purse snatching incident

- Aggravated assaults up, not sure
- Several narcotics related tips and prostitutes on 18th.
- New Issues
 - SEZ detail Friday/Saturday 10P-2A
 - SEZ over at the end of October
 - Burglary prevention north of Rancier

B District

- Commander not present due to emergency.

C District

- Kizer Stone concert canceled.
- Another concert on the 16th but should not be a problem. Fat Joe from 7PM to 1AM. Older crowd and security at SEC of K3C.
- Toledo/Barcelona issue down
- Requested Red light enforcement from Traffic Unit / Shifts
- New Issues
 - 307 E Bryce met with manager re: trespassing
 - Place being sold in a few weeks
 - Issue with asst. manager regarding signing complaints
 - Warrant service detail during fat shift days
 - Burglaries and BMV
 - Red Light detail 190 & Ft Hood and 190 & WS Young

D District

- Attended a neighborhood watch meeting. Very positive response.
- New Issues
 - Agg Robbery detail regarding gang related robberies at Willow Springs Elementary with CID in works.
 - Tichenor - 1405 Anna Lee will become a problem
 - Assaults by bouncers at the clubs