



CITY OF ATLANTA

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TO: Ivory Lee Young Jr., Chair, and Members of the Public Safety and Legal Administration Committee

FROM: Leslie Ward

DATE: January 11, 2010

SUBJECT: Patrol officer availability during furlough period

When we presented the performance audit, *Patrol Officer Availability*, at the June 9, 2009, meeting of the Public Safety and Legal Affairs Committee, members asked us how our audit results would have been affected by the furlough of city employees, including police, then in effect. To answer the question, we analyzed additional data for the period December 25th 2008, through April 8th, 2009; employees' work hours were reduced from 40 hours to 36 hours during most of this period. We compared these results with those in the audit report for the same period a year earlier (December 25, 2007 through March 31, 2008), during which the normal 40-hour work week was in effect.

Our analysis of the furlough period focused on the extent of "blackout" in each of the Atlanta Police Department's 6 patrol zones. We defined blackout as periods when all patrol officers assigned to respond to calls for service in a zone were busy and unavailable to respond to additional calls. We calculated the total minutes of blackout in each zone for each day and in each hour of the day for the furlough period and comparison period. We did not measure the duration of individual blackout periods, which can be as short as one minute in our analysis. We also calculated the average number of patrol units on duty for each zone. We defined a patrol unit as a patrol car or foot patrol officer who is primarily assigned to respond to calls for service within a zone.

The average number of patrol units on duty each day decreased during the furlough for all zones except for zones 2 and 6, which showed slight increases. All zones except for zone 6 experienced an increase in blackout during the furlough. Zone 5 had the highest number of units on duty and lowest blackout both before and during the furlough. Zone 4 experienced the most blackout before the furlough and zone 3 experienced the most blackout during the furlough, as average daily minutes of blackout more than doubled in zone 3 from 102.2 in the pre-furlough comparison period to 214.3 during the furlough (see Exhibit 1).

Exhibit 1
 Comparison of Patrol Resources and Blackout by Zone
 During Furlough and Pre-Furlough Comparison Period

	Zone 1	Zone 2	Zone 3	Zone 4	Zone 5	Zone 6
Average Number of Patrol Units On Duty Per Day	38.8	35.8	33.4	42.1	56.0	35.8
Furlough	36.5	36.1	28.6	35.9	44.5	36.6
Average Blackout Minutes Per Day	83.9	64.0	102.2	144.6	34.6	95.4
Furlough	95.9	66.4	214.3	162.2	49.4	54.6
Number of Days with No Blackout	0	2	1	0	11	1
Furlough	0	5	0	0	22	4

Source: Analysis of CAD data December 25, 2007- March 31, 2008 and December 25, 2008-April 8, 2009.

All zones experienced considerable day-to-day variation in blackout both before and during the furlough. While fewer patrol units were on duty in all zones for most hours of the day during the furlough, all of the patrol zones experienced lower blackout during some hours of the day or on some days of the week during the furlough period. This finding suggests that factors other than available resources may contribute to patrol officers' ability to respond to demands for service. For example, calls for service from the public could have been less frequent. Officers might have handled calls more efficiently or might have engaged in fewer self-initiated activities. Zone realignments and/or shift adjustments might have better aligned patrol coverage with calls for service. The Atlanta Police Department may wish to consider these factors and how they might be used to manage blackout in the future.

Graphs displaying our results begin on page 4 and include the following measures and comparisons for each patrol zone:

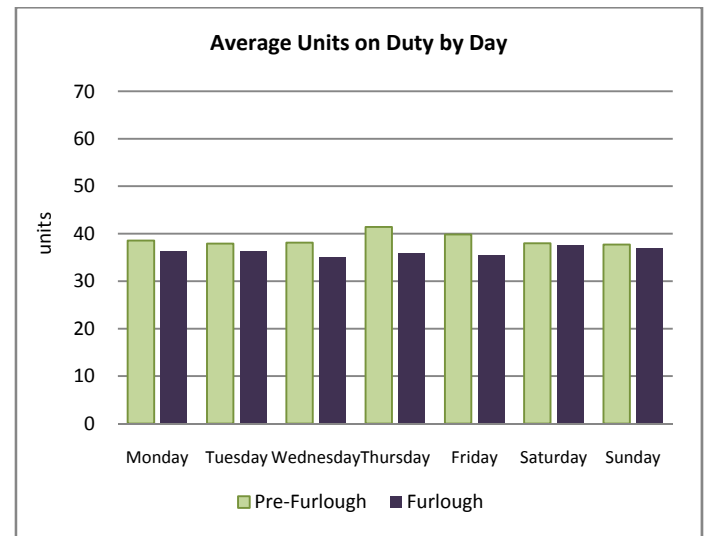
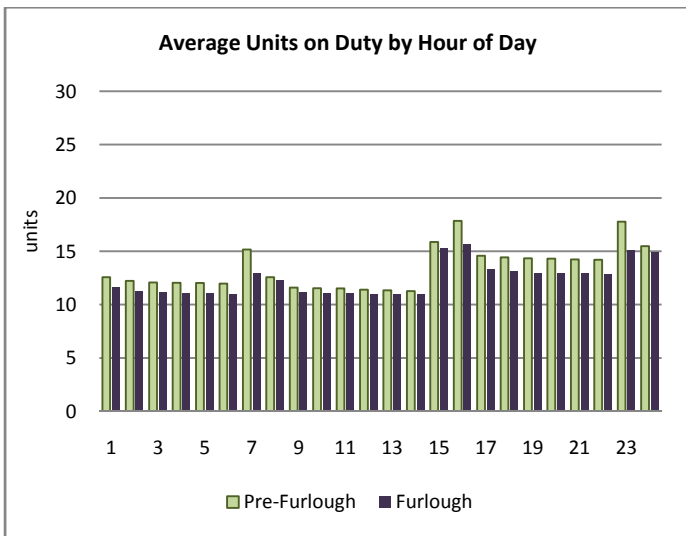
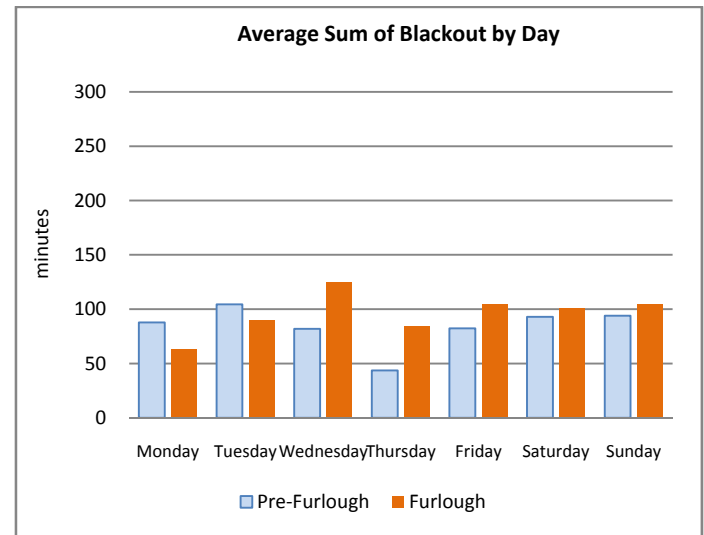
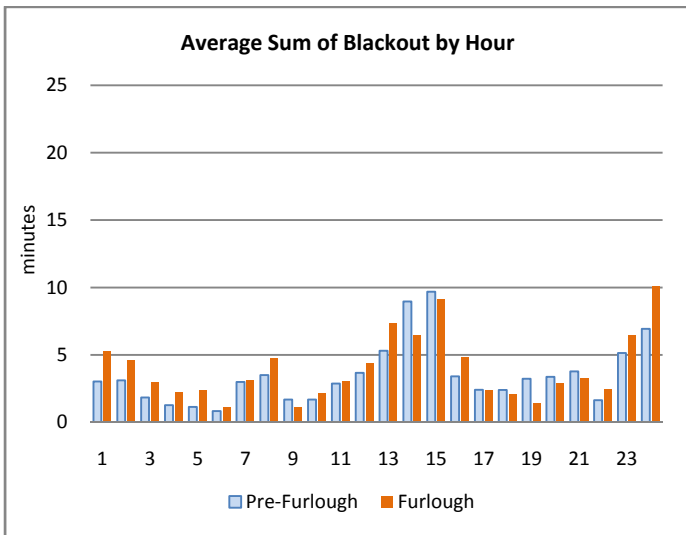
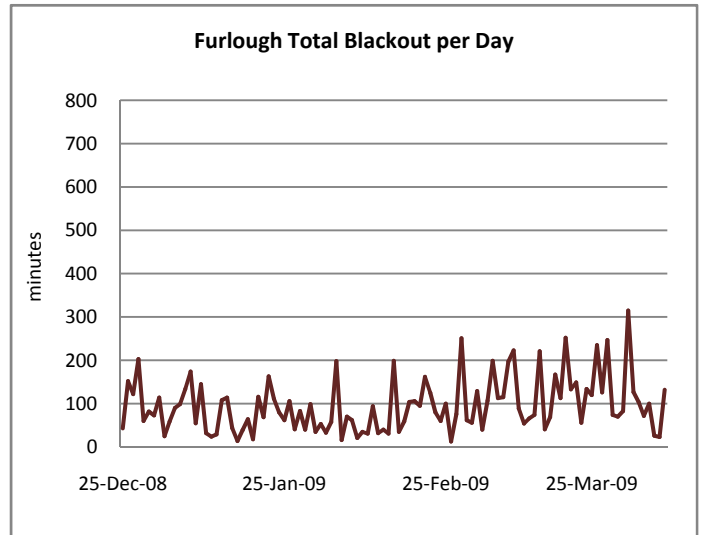
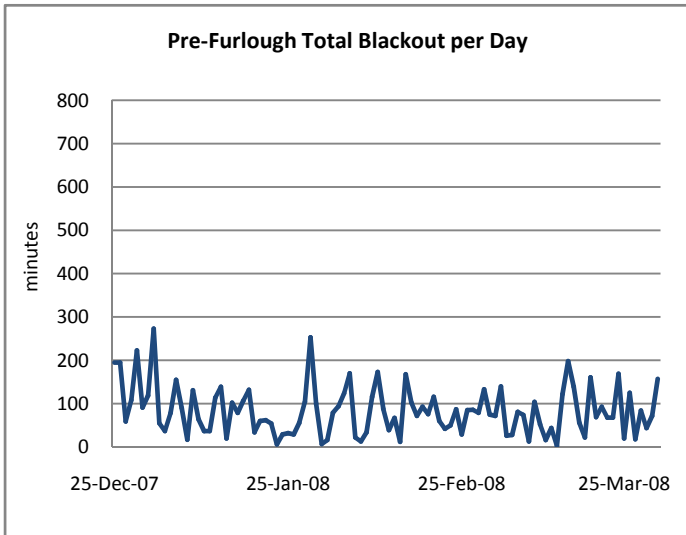
- Total blackout minutes during each day of the furlough period and the comparison period
- Comparison of average blackout minutes by hour of day for both periods
- Comparison of average patrol units on duty by hour of day for both periods
- Comparison of average blackout minutes by day of week for both periods
- Comparison of average patrol units on duty by day of week for both periods

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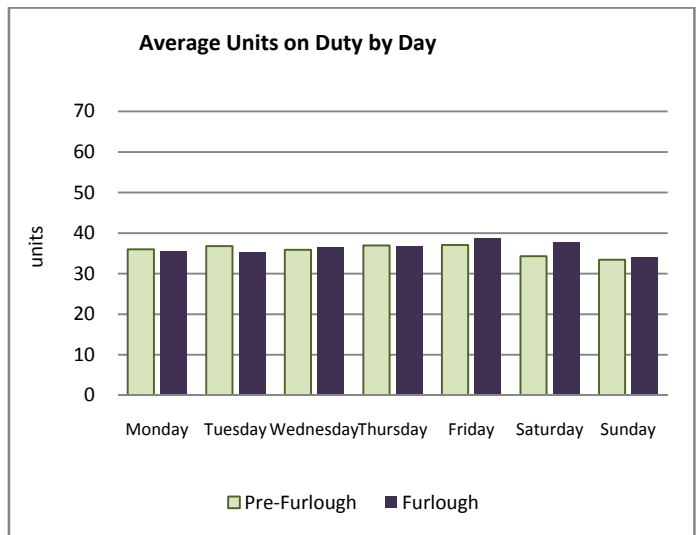
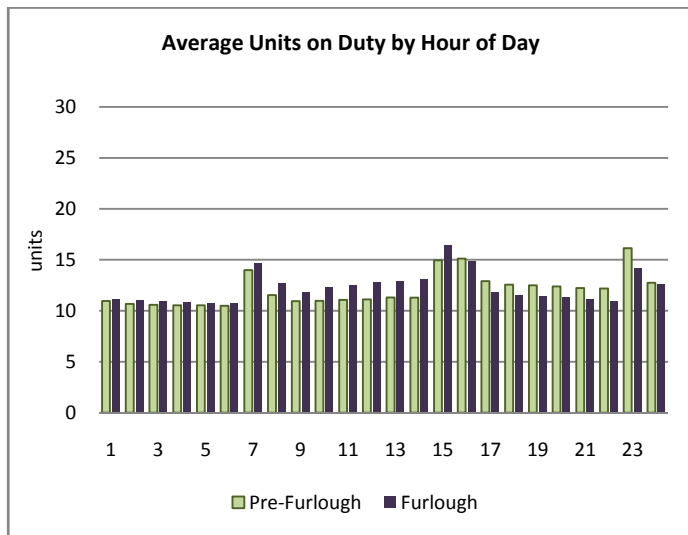
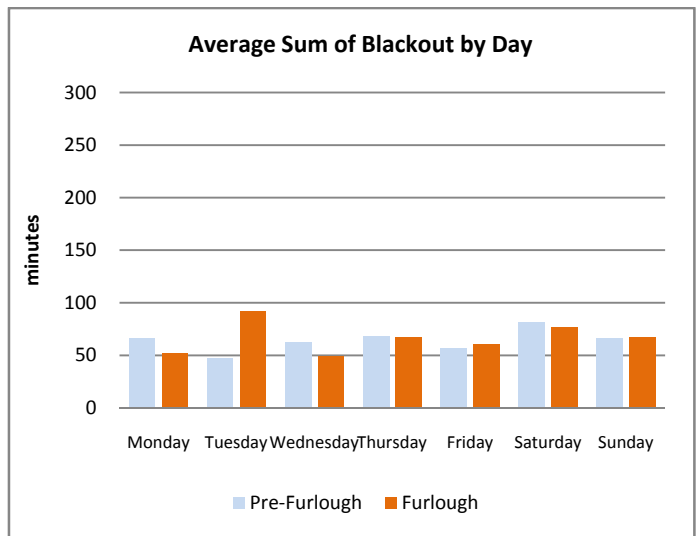
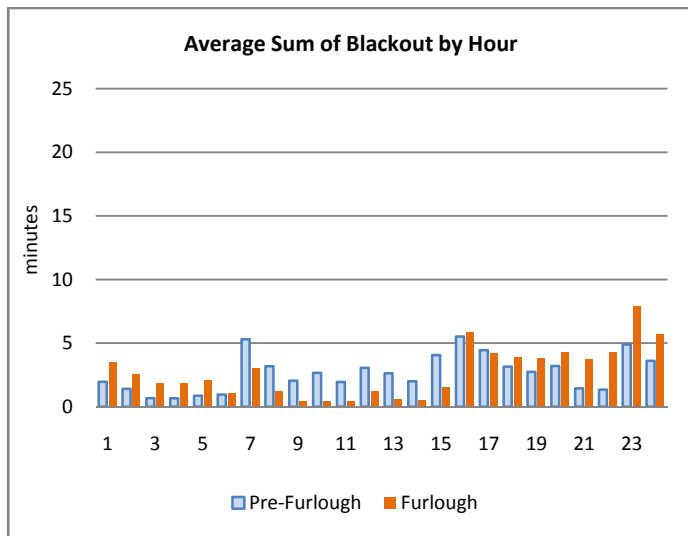
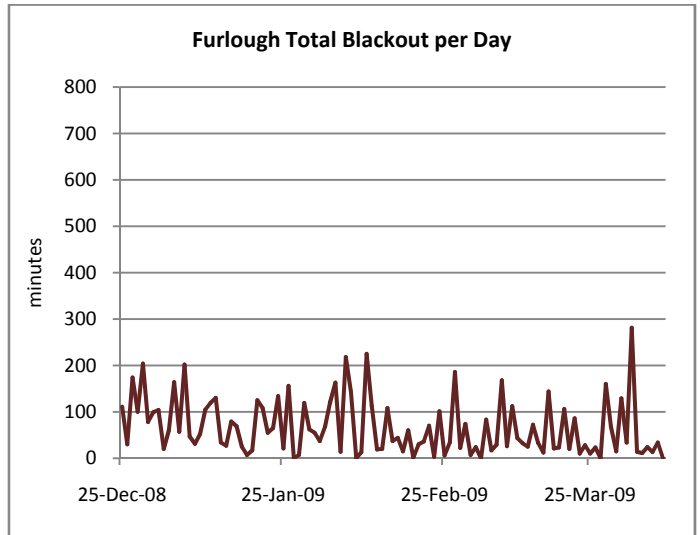
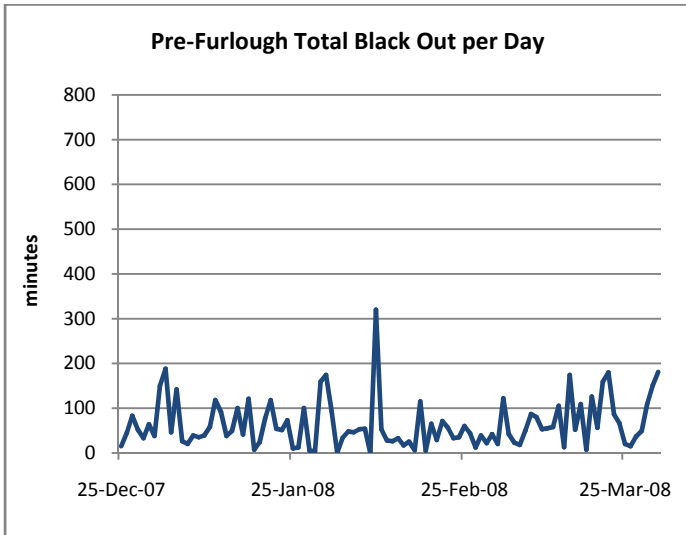
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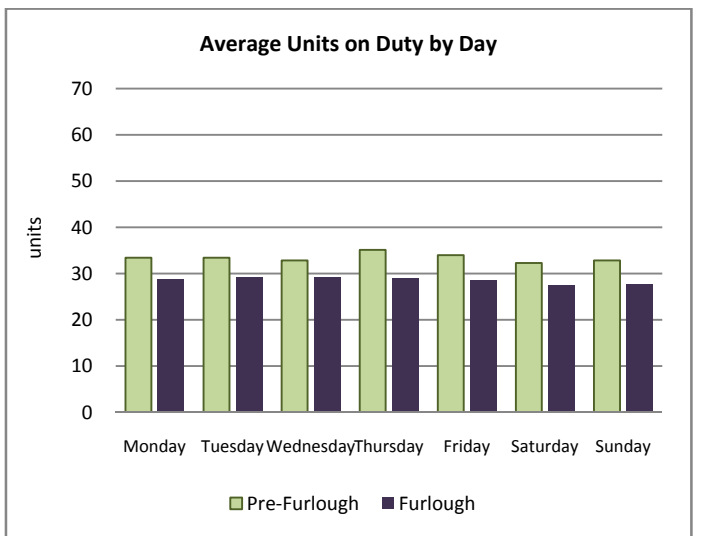
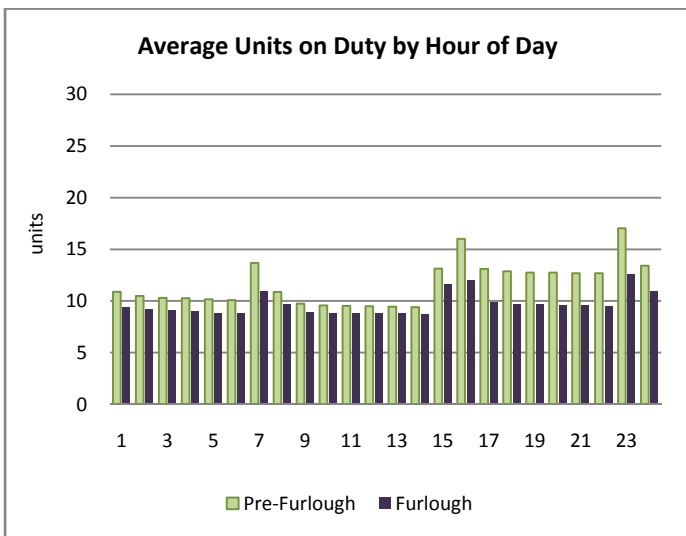
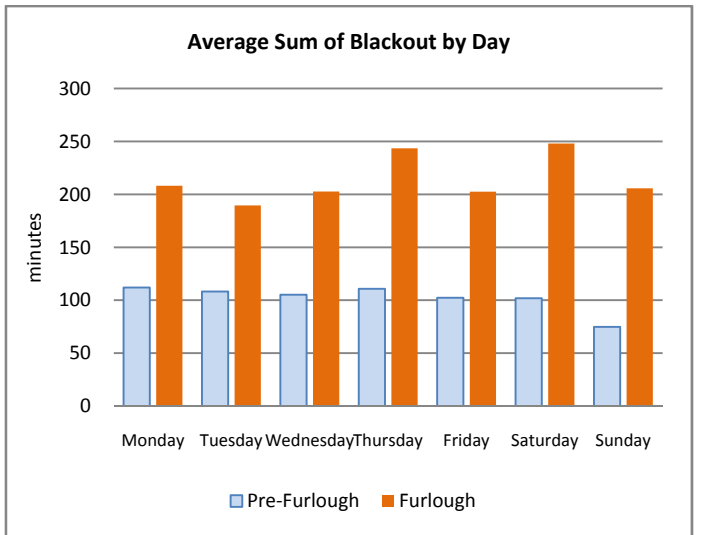
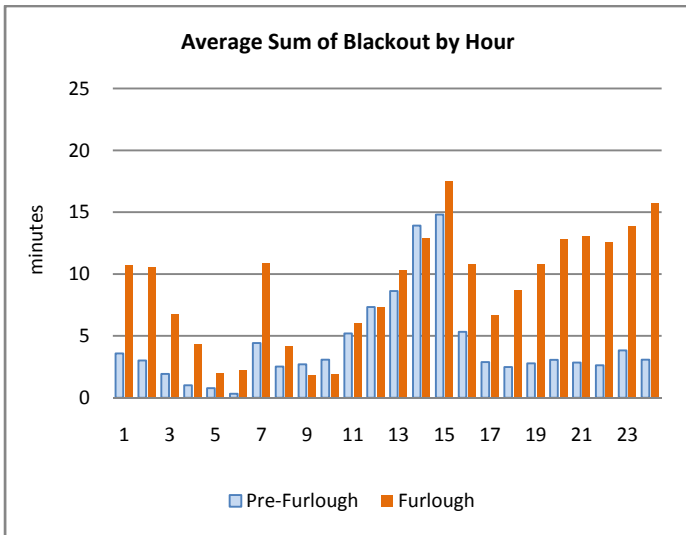
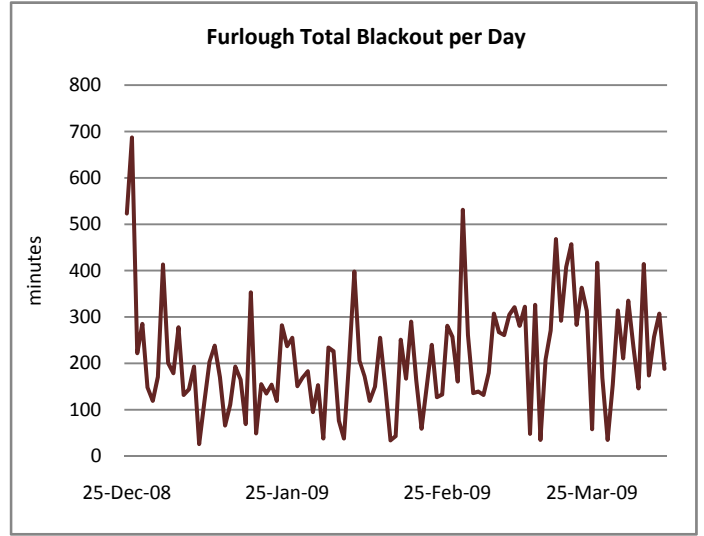
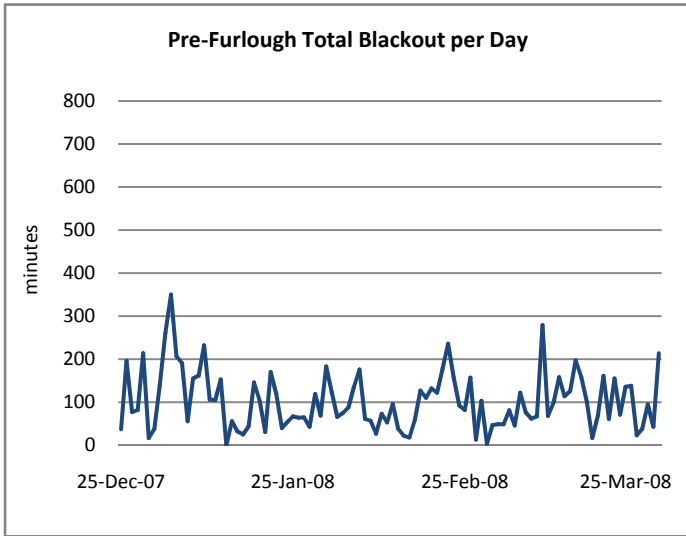
Zone 1



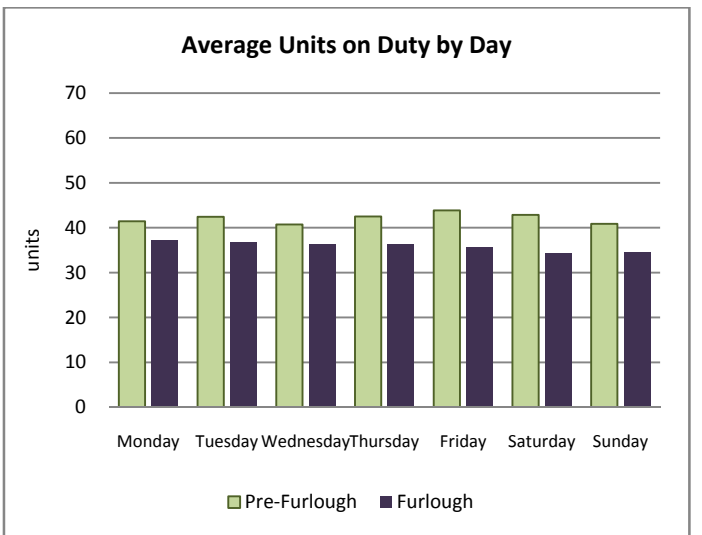
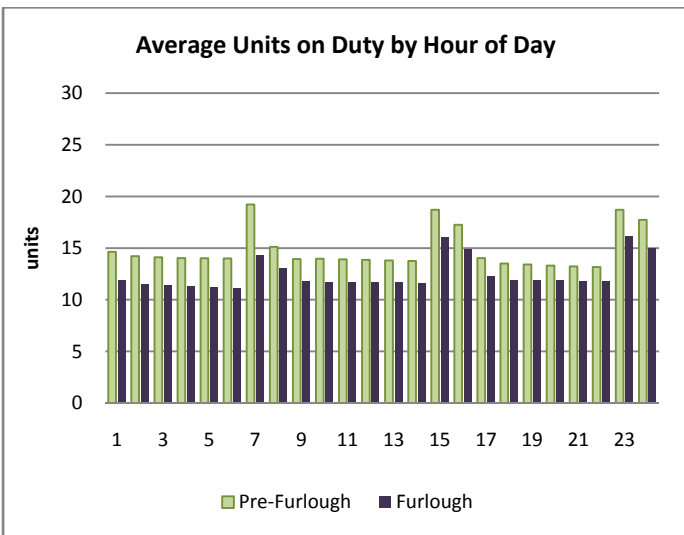
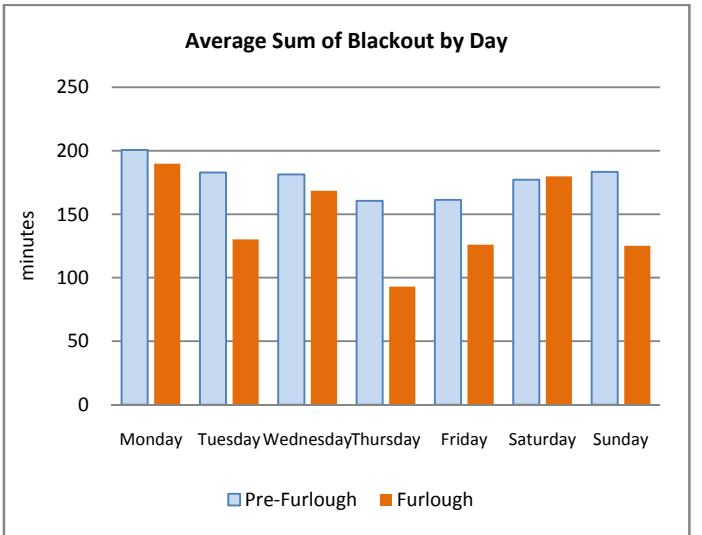
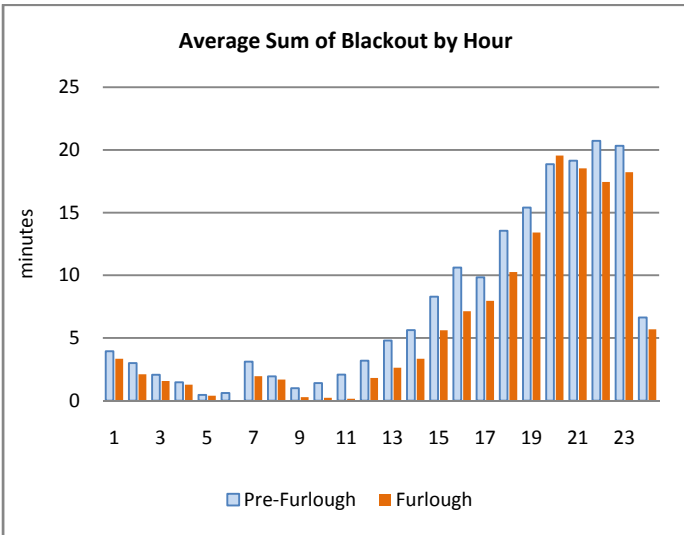
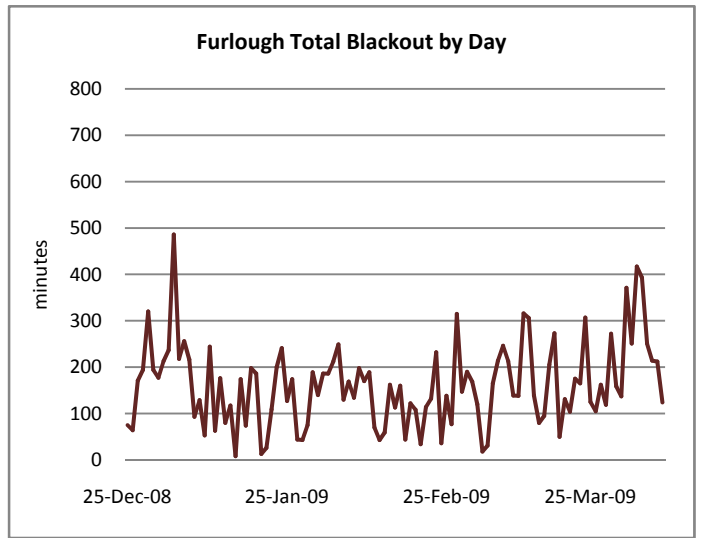
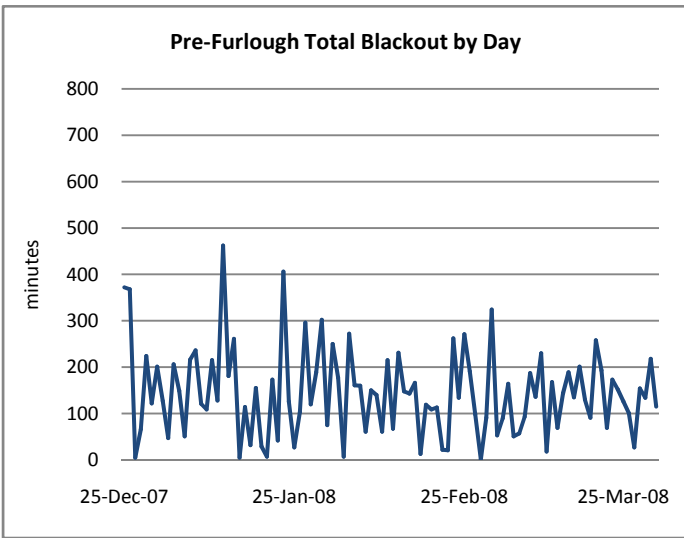
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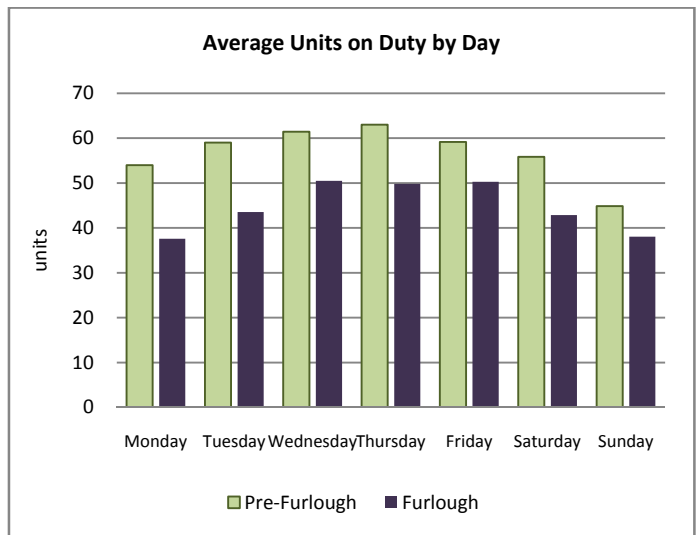
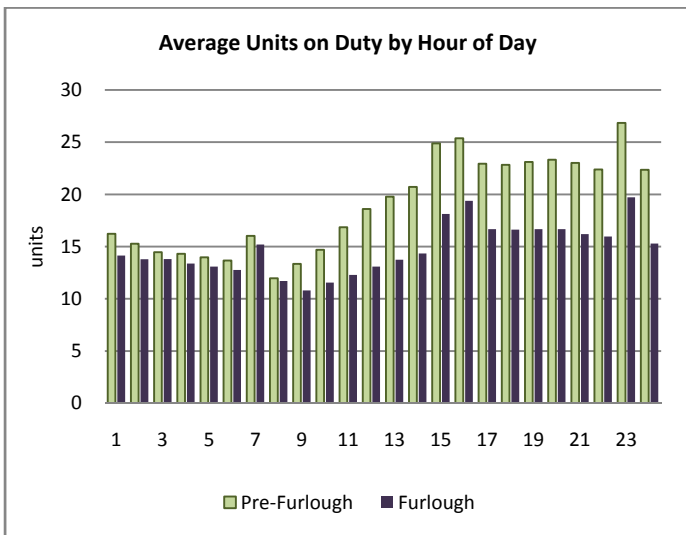
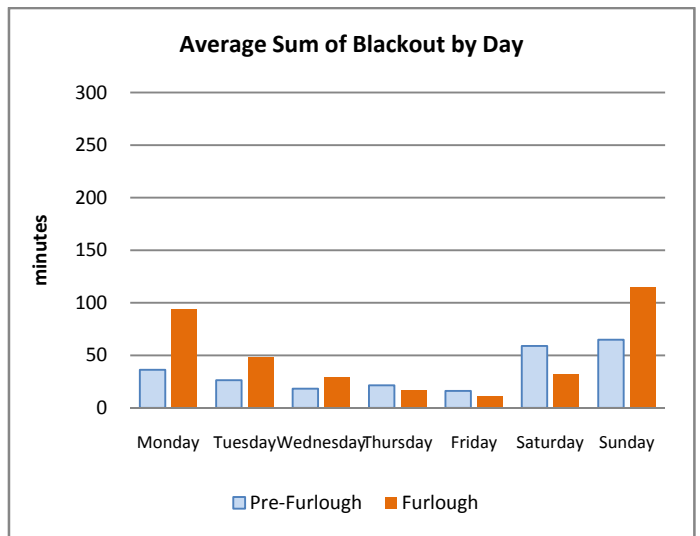
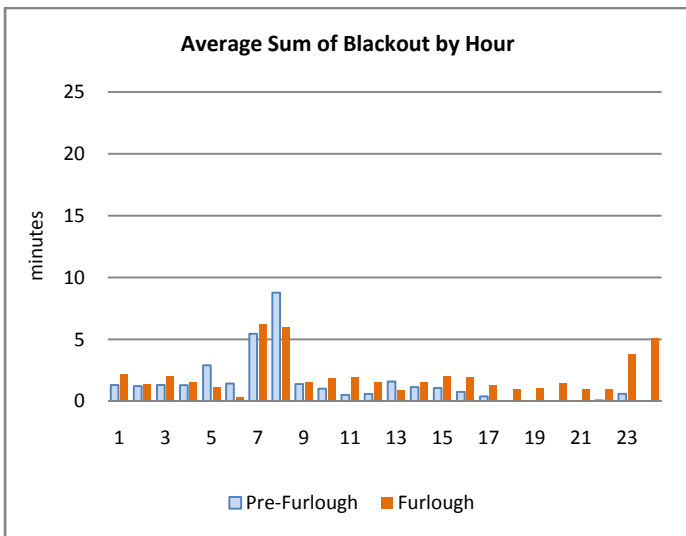
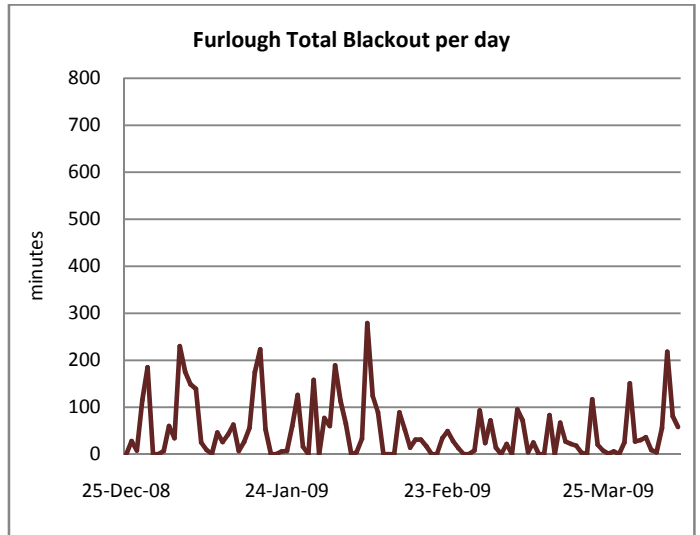
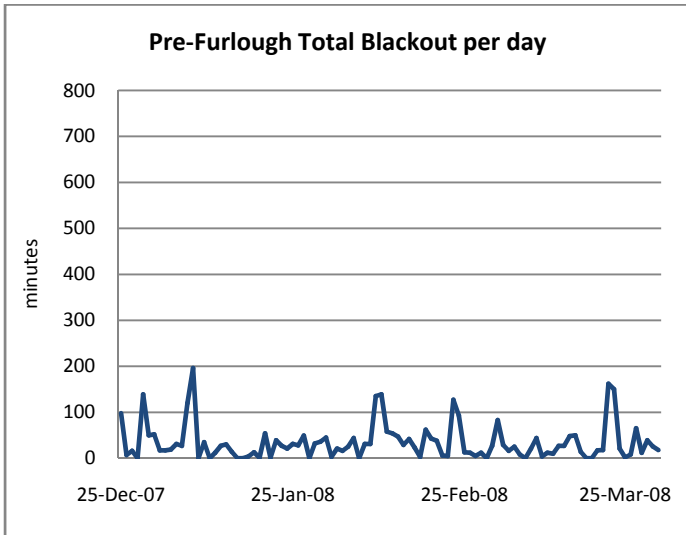
Zone 3



Zone 4



Zone 5



Zone 6

