Richmond City Council

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OFFICE OF THE CITY AUDITOR

REPORT # 2011-02
AUDIT

of the

City of Richmond Police Department
Operational Analysis

July 2010

OFFICIAL GOVERNMENT REPORT

Committed to increasing government efficiency, effectiveness,
and accountability on behalf of the Citizens of Richmond.

C i t y   o f   R i c h m o n d
C i t y   A u d i t o r

July 7, 2010

The Honorable Members of Richmond City Council
The Richmond City Audit Committee
Mr. Byron C. Marshall, CAO

Re: Police Department - Operational Analysis

The City Auditor's Office has completed an operational analysis of staffing and related issues in the Richmond Police Department. The review was conducted with the help of a consultant, Matrix Group Inc. of Palo Alto, CA. This company has significant expertise in conducting studies of law enforcement operations. They have conducted about 250 such studies throughout the country. The consulting cost for this study was about $115,000.

The attached report thoroughly evaluates staffing in various units in the Police Department. The consultants' work consisted of reviewing and analyzing information obtained from the Police Department. The work also consisted of interviewing Police personnel at all levels. During the entire project, the City Auditor's Office coordinated the work with the Police Department and the consultants.

The review identified substantial savings of approximately $2.8 Million and made 41 recommendations. Most of the savings come from eliminating certain positions and civilianizing sworn positions. The implementation of those recommendations is not likely to materially impact the Police Department's current practice of providing quality service. The study recommends eliminating 24 patrol officer positions by using a rotational schedule. This change will not alter the number of patrol officers in the field as they are deployed currently by improving efficiency in use of resources. If implemented, this change would result in a savings of about $1.3 million and should be evaluated thoroughly.

The City Auditor's Office appreciates the cooperation of the Police Department during this review. Written management responses are attached at the end of the report. If you have any questions or comments, please call me at extension 5640.

Respectfully,

Umesh Dalal, CPA, CIA, CIG
City Auditor

Police Department Operational Analysis

RICHMOND, VIRGINIA

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June 18, 2010

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1.   INTRODUCTION AND EXECUTIVE SUMMARY

Matrix Consulting Group was retained by the City of Richmond to conduct a Police Department Operational Analysis. The final report, which follows, presents the results of the study. This study, which began in the fall of 2009, was designed to provide an assessment of the efficiency and effectiveness of Police Department operations, identifying improvement opportunities relating to service delivery, organization and staffing, as well as management.

In reaching the concluding point of the study, the project team has assembled this final report which summarizes our findings, conclusions and recommendations where appropriate.

1.   STUDY METHODOLOGY.

In this Police Department Operational Analysis, the Matrix Consulting Group project team utilized a wide variety of data collection and analytical techniques. The project team conducted the following analytical activities:

- At the outset of the project, the study team interviewed the Police Chief and his management team. The project team also interviewed the City Auditor. The purpose of these interviews was to develop an initial understanding of the issues and background which led to this study.

- The project team conducted an intensive process of interviewing staff in every function within the Police Department. Members of the project team interviewed over 100 staff in individual interviews. These interviews included staff at every level in the organization — managers, supervisors and line staff.

- Employee input was also obtained through the use of an anonymous employee survey to which 59% of the Department's employees responded.

- While on site, the project team collected a wide variety of data designed to document workloads, costs, service levels and operating practices. The project team developed descriptive summaries, or profiles, of each function within the

Police Department — reflecting organizational structure, staffing, workloads, service levels and programmatic objectives.

- In order to make the assessments of operational strengths and improvement opportunities, the project team developed a set of performance measures, called "best management practices" against which to evaluate current services, workloads and service levels in the RPD. The performance measures represent:

    - Performance targets of "effective practices" based on the study team's experience in evaluating operations in other law enforcement operations in Virginia and elsewhere across the country.

    - Where they exist, performance targets reflecting "industry standards" were used to incorporate commonly utilized service delivery approaches in addition to targets developed by national research organizations.

    - In both instances, these measures of efficiency and effectiveness were selected and adjusted to reflect the unique operating and service conditions in Richmond.

- The project team developed a comparative survey with other law enforcement agencies and received the assistance of the City Auditor's Office in its conduct. While no jurisdiction is a perfect fit, the project team attempted to identify those agencies which are encountering some of the same service issues as Richmond. The agencies which participated to some degree included:

Albany, NY	Little Rock, AR
Baton Rouge, LA	Madison, WI
Lansing, MI	Raleigh, NC

Throughout this process the project team met with the Police Department's command staff to review study progress and issues identified. Reviews with the City Auditor were accomplished at the same time as the Department reviews.

2.   SUMMARY OF RECOMMENDATIONS.

The following exhibit provides a list of the principal recommendations in this report. The report should be accessed for detail discussion and analysis of each issue and the background behind each recommendation.

Summary of Key Recommendations in the Police Department Report

City of Richmond, Virginia

Chapter	Recommendation	Estimated Costs / (Savings)
Office of the Chief	The Richmond Police Department should eliminate one Police Captain position in the Officer of Professional Responsibility.	($97,200)
	The Richmond Police Department should revise its policies and procedures and ensure that these changes are included in the updates to the early warning system and the discipline matrix.	None
	The Richmond Police Department should eliminate the vacant Detective and 1.0 Marketing & Public Relations Specialist positions in the Public Affairs Unit.	($133,745)
	The Public Affairs Unit should conduct periodic meetings with the Department's executive leadership team to solicit input on the Unit's marketing and communications plan.	None
	Add one Paralegal position to relieve the General Counsel and Assistant General Counsel of basic legal research projects that are better suited to a Paralegal classification.	$45,780
	The General Counsel's Office should record the time expended by its legal staff to better project future staff needs.	None
	The Office of the General Counsel should have a functional reporting relationship within the Police Department but a technical reporting relationship to the City Attorney's Office.	None
Patrol Precincts	The RPD should ensure that major proactive enforcement activities are recorded in CAD to ensure effective utilization and management of available proactive time.	None
	The City and the Richmond Police Department consider altering the current shift schedule to a 10-hour shift with a 4-on, 3-off schedule. This approach would provide a high level of service while reducing the overall cost of staffing patrol operations. This change would result in 24 fewer authorized patrol officer positions required. This approach should be implemented through attrition.	($1,300,000)

Chapter	Recommendation	Estimated Costs / (Savings)
	The RPD should implement additional differential response techniques including the use of internet reporting for non-emergency, low-priority calls for service.	None
	The RPD should develop uniform comparative measures for patrol and FMT. Examples include: calls for service, arrests (felony vs. misdemeanor), drugs seized, money seized, field interrogations, surveillance hours, training hours, warrants served, etc.	None
	The staffing in the four Precinct Detective units should be maintained as currently authorized. The one exception would be to re-deploy one of the FMT-A or FMT-B positions in Precinct 2 to the Detective unit. Management and supervisory changes should be made in accordance with the recommendations made in the Support Services chapter of this report. These changes included recommended edits to General Orders 7-1 and 7-2 to improve accountability for timeliness of case handling and the development of case files.	None
	Given the high level of proactive time within patrol, and the availability of additional authorized positions under an alternative shift schedule, the RPD should reduce the amount of overtime expenditures. In addition, the Police Department should begin monitoring overtime expenditures by unit to better understanding major overtime drivers.	None
	The RPD should implement additional differential response techniques including the use of internet reporting for non-emergency, low-priority calls for service.	($108,000)
	The RPD should consider implementing a civilian field responder program to respond to low priority calls for service.	($421,000)
Support Services	The Police Department should modify General Orders 7-1 and 7-2 to reflect more direct guidance regarding timelines for investigative follow-up, actions taken by unit Sergeants and to provide a model of the expected case file.	None
	Maintain overall staffing in the Major Crimes Division. However, shift the investigation of Robberies to the Homicide Unit (renaming the Units Robbery / Homicide). This will enable the City to maintain the specialized training and skills in Homicide that have been developed.	None

Chapter	Recommendation	Estimated Costs / (Savings)
	The RPD should maintain the current shifts in the traffic units and the motorcycle squad. However, the RPD should encourage increased traffic enforcement efforts being undertaken by the Patrol Precincts on those days where Traffic Units are not working.	None
	The RPD should maintain current staffing in the traffic units and the motorcycle squad. However, patrol units should dedicate more of their time to this proactive activity, as appropriate, in an effort to improve on the department's overall traffic enforcement level.	None
	The Mounted Unit should maintain its current reporting relationship in the Special Events Division to maintain "core mission" operational command structure communications.	None
	Explore increased funding and support from the Friends of the Mounted Unit.	None
	Consider eliminating the two vacant Police Officer positions and operating with four Police Officer positions in the Mounted Unit.	($102,600)
Community, Youth and Intervention Services	In the future, explore joint funding of School Resource Officer positions with the Richmond School Board. Since the School Board provides security officers, the funding should be weighted towards the City, but still should reflect the substantial benefits the schools realize from having a RPD presence and mentoring influence in the schools. Currently, economic conditions prohibit the cost-sharing option. However, joint City/School District funding of these types of positions is common across the country.	Depends on future policy decision.
	Transfer one of the civilianized Sergeant position in the Warrants and Information Unit, and allow the sworn position to assist in supervision of the SRO staff.	None
	Move the TRAPP Unit and the nine civilian personnel (3 Truancy Services Coordinators and 6 Truancy Outreach Case Managers) from under the Police Department's command and move it under Justice Services. Justice Services runs a number of juvenile community based services, juvenile group services, juvenile monitoring and surveillance services, juvenile diversion services. Consider re-assigning all of these personnel to the Justice Services Department.	None
Administrative Support Bureau	Once the policies and procedures manual for communications is completed and implemented, the RPD and the City should consider re-civilianization of the dispatch center. Civilianization would better align position qualification with responsibilities.	($55,399)

Chapter	Recommendation	Estimated Costs / (Savings)
	The City and the RPD should pursue opportunities to regionalize emergency communications.	Depends on the number of regional participants.
	The Records and Technology Unit should civilianize the Police Officer positions assigned to the Records Management Systems (RMS) Team.	($24,389)
	The Records and Technology Unit should create an end users group for PISTOL to allow users to provide input to the RMS Team on issues and desired enhancements.	None
	The Richmond Police Department should review fees charged and should conduct a formal fee study.	Cannot quantify until further study is completed.
	The Records and Technology should create an information technology committee. Representatives for each division should be included on the committee.	None
	The Training Unit should fill the two vacant Police Officer positions assigned to the In-Service / Use of Force section.	None
	The Training Unit should eliminate the Lieutenant / Executive Officer position.	($87,755)
	The RPD should consider civilianizing the Warrants and Information Unit.	($313,667)
Human Resources	The Human Resources Division should eliminate 2.0 Detectives and 1.0 Sergeant in the Division's Personnel & Recruitment Unit.	($218,732)
	The Human Resources Division should look to alternative staffing utilization to address peaks in workload (e.g., background checks, recruitment fairs, etc.) by utilizing staff in the Department on a part-time or temporary basis.	None
	A formal, routine process for conducting training needs assessment of civilian personnel should be developed and implemented.	None
	The Richmond Police Department should re-evaluate staffing levels once an automated management system has been implemented and redundant, manual processes eliminated.	Cannot determine at this time.

Chapter	Recommendation	Estimated Costs / (Savings)
Financial Management	The Richmond Police Department should work closely with the City of Richmond to address technology related issues as the City implements an ERP. The RPD and the City should work together to reduce and / or eliminate redundant, manual processes.	None
Departmental Management	The Police Department should continue to promote the use of formal, analytically driven, approaches for management and supervision.	None
	The Richmond Police Department should continue to utilize its approach for reviewing, updating and promulgating policy. The Department has a comprehensive and professional approach to policy and procedure management.	None
Department Organization	Reorganize the Richmond Police Department into a three bureau structure. This reorganization would result in the elimination of a Major position (the Chief of Staff position) and the creation of a second Assistant Chief of Police position. There could be short term cost savings if the Assistant Chief position was hired at a lower step.	$20,322

2. OFFICE OF THE CHIEF

In this chapter of the report is provided the project team's assessment of functions which report directly to the Chief of Police.

1. THE OFFICE OF PROFESSIONAL RESPONSIBILITY CAN REDUCE MIDDLE MANAGEMENT BY ONE POSITION. MINOR CHANGES TO APPROACHES CAN IMPROVE OPERATIONS.

The Office of Professional Responsibility is a Division of the Richmond Police Department. Under the current organizational structure, the Major who commands the Office of Professional Responsibility (OPR) reports directly to the Chief of Police. The OPR is responsible for four primary functions within the Police Department:

- Investigating policy violations and alleged criminal actions committed by police officers (and superior staff). The unit will also engage in investigations of other City staff on request (these latter investigations are typically violations of public trust, major thefts, etc.).

- Serving as the primary staffing for the ad hoc "shoot teams" that are formed following officer-involved shootings.

- Recommending discipline for Police Department personnel when allegations of policy violations have been upheld by OPR investigations or by their superior officers.

- Investigating major financial crimes involving embezzlements, major frauds and other organized criminal financial activities.

This chapter examines organizational, operational and staffing issues within the Office of Professional Responsibility.

(1)   **The Organization of the Office of Professional Responsibility Should Be Modified through the Elimination of a Mid-Level Management Position.**

The first issue identified by the Matrix Consulting Group project team is the organizational structure within the OPR itself. The organization chart, which follows, depicts the current command structure of the Division:
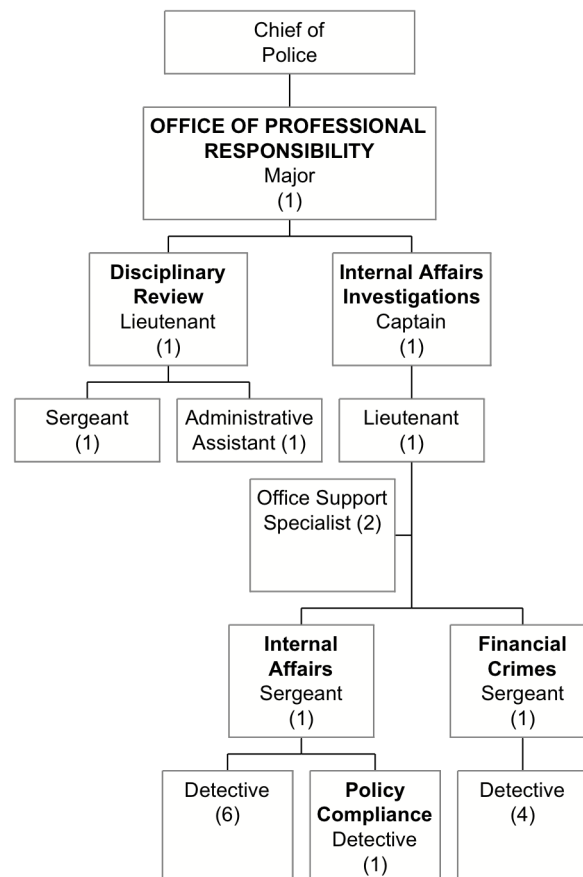
A review of the current organizational structure raises one primary issue – the 1:1 reporting relationship between the Internal Affairs Captain and Lieutenant. Under the current structure the Disciplinary Review Lieutenant and Internal Affairs Captain both, under the current structure, report to the Major who commands the Office. At this time, the Major reports directly to the Chief of Police – underscoring the importance that the Police Department places on the internal policing functions carried out by the OPR. The Matrix Consulting Group considered two options, each depicted in the following charts:

Option One – Eliminate Captain Position

Chief of Police

OFFICE OF PROFESSIONAL RESPONSIBILITY
Major
(1)

Disciplinary Review
Lieutenant
(1)

Internal Affairs Investigations
Lieutenant
(1)

Sergeant
(1)

Administrative Assistant (1)

Office Support Specialist (2)

Internal Affairs
Sergeant
(1)

Financial Crimes
Sergeant
(1)

Detective
(6)

Policy Compliance
Detective
(1)

Detective
(4)
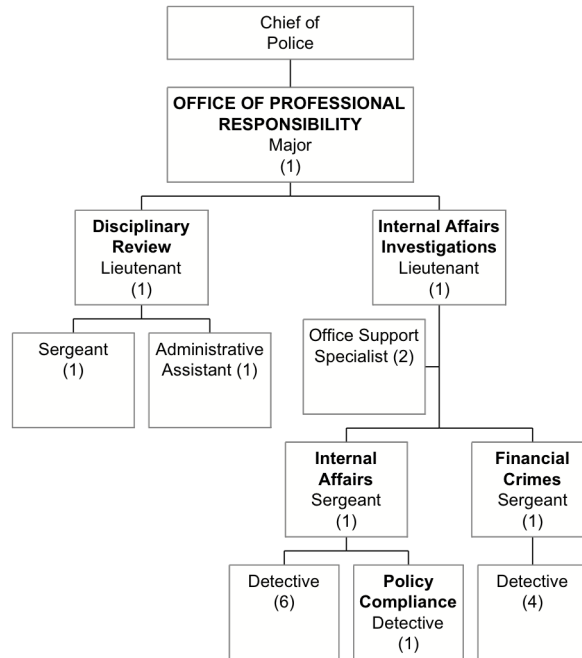
Option Two – Eliminate Major Position – Unit Reports to Chief of Staff

Chief of Police

CHIEF OF STAFF
Major
(1)

OFFICE OF PROFESSIONAL RESPONSIBILITY
Captain
(1)

Disciplinary Review
Lieutenant
(1)

Internal Affairs Investigations
Lieutenant
(1)

Sergeant
(1)

Administrative Assistant (1)

Office Support Specialist (2)

Internal Affairs
Sergeant
(1)

Financial Crimes
Sergeant
(1)

Detective
(6)

Policy Compliance
Detective
(1)

Detective
(4)
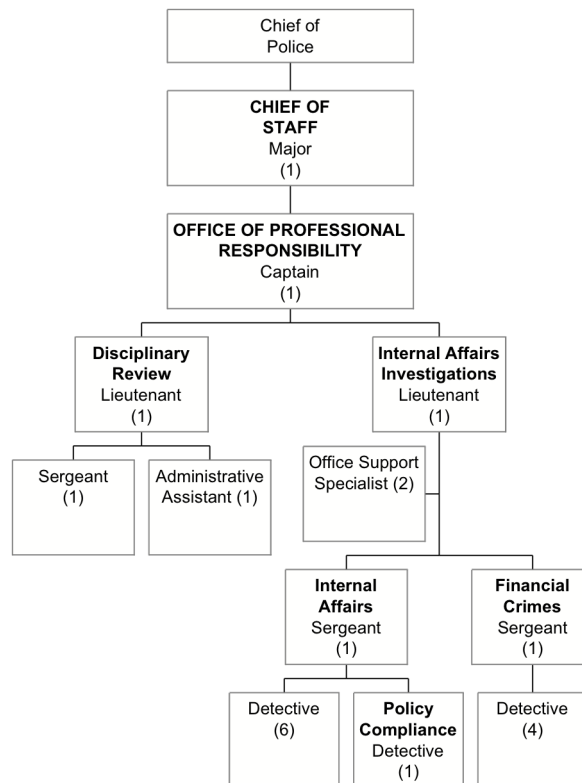
The paragraphs, that follow, provide a summary of the changes made in the two alternative organizational structures shown on the preceding page:

• **Option One** – Eliminates the Captain position and has the Lieutenant in Internal Affairs provide command of the Internal Affair Unit.

• **Option Two** – Eliminates the Major position, has the Captain command all OPR functions, and has the Captain reporting to the Major who is the Chief of Staff.

The two options present their own benefits and challenges for implementation. These are summarized in the table below:

Option	Benefits	Challenges
Option 1: Eliminate Captain	• Eliminates the 1:1 reporting relationship in Internal Affairs. • Both Lieutenants are responsible for their respective halves of the OPR. • Cost savings associated with position reduction.	• Chain of command in the RFP is more typically from Major to Captain – not Major to Lieutenant. However – this already exists within the OPR on the discipline side of the operation.
Option 2: Eliminate Major	• Eliminates the 1:1 reporting relationship in Internal Affairs. • Both Lieutenants are responsible for their respective halves of the OPR. • Cost savings associated with position reduction.	• Reduces the perceived importance of the OPR by reducing the rank of its commanding officer.

While both of the options eliminate the 1:1 reporting relationship in Internal Affairs, and while the elimination of the Major position would ultimately reduce the perceived importance of OPR.

The table, which follows, presents a summary of the fiscal impact of the above recommendations made in this section of the report.

Position	Salary (Minimum)	Benefits @ 35%	Total Cost per FTE	No.	Net Fiscal Impact
Police Captain	$72,000	$25,200	$97,200	(1.0)	($97,200)
Total	**$72,000**	**$25,200**	**$97,200**	**(1.0)**	**($97,200)**

Recommendation: The Richmond Police Department should eliminate a single Police Captain position in the Officer of Professional Responsibility. The net fiscal impact of this recommendation is an annual savings of $97,200.

(2)   The Office of Professional Responsibility Is Pursuing Several Key Changes to its Processes Related to Discipline and its Early Intervention System.

The OPR is responsible, in large part, for investigation and recommending discipline for employee's actions that violate Departmental policy. More broadly, the OPR is responsible for ensuring that the Department is viewed as professional and accountable for its actions – both internally and externally with the public. The OPR uses a number of approaches to further this mission, including:

- Investigating allegations of policy violations.

- Investigating allegations of criminal actions.

- Making recommendations to Training and other staff in the RPD for changes to be made to training, policies / procedures, etc.

- Delivery of roll call training highlighting policy-violations, major changes in policies and procedures, etc.

A review of the employee survey for questions relative to the operations of the OPR yields only a single response, related to the statement: "People in this Department are accountable for their actions." The results of the survey indicate that a large group of personnel Department-wide, in Field Services and Support Services. The OPR is charged, in part, with ensuring that the perception within the Department. The findings in the survey show that, despite the efforts of the OPR and the Department in general, that there remains work to do regarding the internal perception of accountability:

- More than 39% of all employees disagreed with the statement in the employee survey.

- Within the Bureaus and Offices of the Department, 42% in Field Services and 40% in Support Services disagreed that personnel are being held accountable for their actions.

The Matrix Consulting Group next reviewed these key programs and found all of them to meet or exceed our collection of best management practices. Our interviews with staff indicated that a number of changes are being made to several key systems including:

- An on-going effort to expand the number of categories and factors measured in the Early Warning System.

- An on-going program for enhancing the disciplinary matrix.

The current systems in place already meet the best practices expectations by being in place. The genesis of the Early Intervention Systems (EI) concept originated out of a growing recognition that subset of officers are responsible for a disproportionate number of department problems related to "use-of-force" and citizen complaints. An "EI" system is a data-based (manual or computer driven) management tool designed to identify officers and other Department members whose performance exhibits problems, and then to provide interventions, usually counseling or training, to correct those performance problems. EI systems have emerged as an important mechanism for ensuring police accountability. Systems identify potential officer job-related stress and/or personal problems that could impact job performance and interactions with the public. EI systems typically have specific departmentally developed alert "triggers" that are monitored and reported through the Department's information (manual or computer based) system. Examples of potential triggers are presented in the following table:

Performance Support Alert Triggers	
Category	**Trigger**
Investigated Complaints (I and II)	3 in 6 months
Vehicle Accidents (ARB)	2 in 6 months
Use of Force Investigations	2 in 6 months
Use of Force Officer Reports	2 in 6 months
Arrests for Obstructing a Police Officer, Resisting Arrest, or Disorderly Conduct	2 in 6 months
Criminal Investigations	1 in 6 months
Biased-based Policing Investigations	1 in 6 months
Hits any three categories within a rolling 6-month period	
Secondary Elements (Monitored Only – No Triggers)	
Wage Garnishments	Civil Claims Lawsuits
Voluntary Bankruptcy	Risk Management Reports

Department policies should be modified to require that individual Department member files be maintained for the examples displayed in the preceding table in conjunction with the requirement that all "use of force" and "pursuit" incident files be maintained by calendar year. The OPR is in the process, as mentioned above, of EI systems have evolved in the past ten years. Implementation of an improved EI system should involve careful planning with full involvement and support of executive management of both the Department and the City.

As discussed previously, the respondents to the employee survey raised concern regarding their lack of confidence in the present accountability processes. The Department and the City have made a significant and proactive investment by having a dedicated Discipline team in the OPR. The revised policy now under consideration will provide additional guidance for the Discipline Unit. The Department does currently have a guide to help in establishing discipline for sustained allegations. Improvements to this "Disciplinary Decision Guide" will assist as a point of reference in determining discipline for similar acts of misconduct. The following table displays a very brief example of what a Disciplinary Decision Guide should look like.

Policy Number	Conduct	1st Offense	2nd Offense	3rd Offense	4th + Offense
#	Alcohol related incidents not related to DWI	Written Reprimand / Minor	Major	Major / Terminate	Terminate
#	Neighborhood Disputes / Personal	Minor	Major	Major / Terminate	Terminate
#	False Information in Reports	Terminate			
#	Truthfulness of Internal investigations	Terminate			

Recommendation: The Richmond Police Department should seek to ensure that the key elements described, above, are included in the updates to the early warning system and the discipline matrix.

(3)   Staffing in the Office of Professional Responsibility is Appropriate for Line Functions Including Internal Affairs, Discipline, Policy Compliance and Computer / Financial Crimes.

The Office of Professional Responsibility has several line functions including the

following:

•   Internal Affairs

•   Discipline

•   Policy Compliance

•   Computer / Financial Crimes

Each of these units is responsible for handling various types of workload. These

are summarized, below:

Function	2009 Total	Est. Time Per Piece	Total Time	Staff	Time / Staff	% Net Available
Discipline	127	8	1,020	1	1,020	60%
Internal Affairs	427	16	6,828	6	1,138	67%
Policy Compliance	12	120	1,440	1	1,440	84%
Financial Crimes Cases	223	16	3,568	3	1,189	70%
Computer Forensics Cases	231	6	1,385	1	1,385	81%

With the rough estimates regarding the time it is clear that the staffing levels in each of the functional areas is appropriate given current workload have all staff working in excess of 60% on their primary duties – with other duties not captured in these estimates (participation in committees, provision of roll call training, participating in "shoot teams," and other key services.

Recommendation: Make no other adjustments to staffing in the OPR.

(4)   Overall, the Staffing in the Office of Professional Standards Should Be Reduced by One Position.

The Matrix Consulting Group's review of the staffing in the OPR indicates that one position should be eliminated – that of the Captain in Internal Affairs. This position reduction would result in savings in excess of $97,200 annually. This is a total net reduction of one (1) FTE from the Office.

Bureau / Section / Unit	Classification	Current FTE's	Recommended FTE's
Office of Professional Responsibility	Major	1	1
Disciplinary Review	Lieutenant	1	1
	Sergeant	1	1
	Administrative Assistant	1	1
Internal Affairs Investigations	Captain	1	0
	Lieutenant	1	1
	Office Support Specialist	2	2
Internal Affairs / Policy Compliance	Sergeant	1	1
	Detective	6	6
	Detective (Pol. Com.)	1	1
Financial Crimes	Sergeant	1	1
	Detective	4	4

2.   PUBLIC AFFAIRS

The Public Affairs Unit has overall responsibility for the Departments internal and external communication, including press releases, website content management, marketing, and outreach programs. The Public Affairs Unit is staffed as follows:

•   1.0 Public Information Manager

• 3.0 Marketing & Public Relations Specialist

• 1.0 Detective (currently vacant)

There are a number of key strengths in the Public Affairs Unit, including:

• The Public Affairs Unit attends weekly command staff meetings, where the Unit receives feedback and input on communication related issues. This keeps the Unit up to date on current issues and challenges facing the Richmond Police Department, as well as allows the Unit to inform command staff on public affairs issues.

• The Public Affairs Unit has developed a formal marketing plan for the Department. This plan is routinely monitored. The Unit updates the plan annually.

• The Public Affairs Unit has developed a number of communication tools to reach the public, as well as internally in the RPD. The Unit uses social networking sites, email, newsletters, Department's website, etc. to reach constituencies served by the Department.

• The Public Affairs Unit provides training to staff in the Department. Training focuses on media relations, marketing, leadership, public information and FOIA.

• The Public Affairs Unit provides ongoing support to Departmental personnel. This includes speechwriting, presentations, assisting with media contact, etc.

The Public Affairs Unit has implemented a number of programs and strategies for both internal and external communication.

(1)   Staffing and Services Provided by the Public Affairs Unit Was Compared to Other Police Agencies.

As noted, the Richmond Police Department's Public Affairs Unit has an authorized staffing level of 5.0. This includes one vacant position. Data were collected from other municipal police departments. The table, which follows, presents a comparison of the data for public information functions.

Dept. Staffing	Baton Rouge	Little Rock	Madison	Raleigh	Richmond
Sworn FTEs	633	531	440	777	754
Civilian FTEs	320	116	105	124	251.5
Total FTEs	**953**	**647**	**545**	**901**	**1,005.5**
Public Affairs					
Sworn FTEs	–	5.0	–	–	1.0
Civilian FTEs	2.0	5.0	1.0	2.0	4.0
PA FTEs	**2.0**	**10.0**	**1.0**	**2.0**	**5.0**

The points, which follow, provide a summary of the comparative data:

• The Baton Rouge Police Department has 2.0 FTEs assigned to its Public Affairs Unit. Staff assigned to this Unit are civilians.

• The Little Rock Police Department has the largest Public Affairs Unit with 10.0 FTEs. The Unit is staffed with a mix of sworn and civilian staff, including: 5.0 Officers, 1.0 Public Affairs Officer, 1.0 Crime Stoppers Coordinator, 1.0 Public Affairs Liaison and 2.0 Crime Prevention Officers.

• The Madison Police Department has 1.0 fulltime equivalent assigned to the Public Affairs Unit. This position is a civilian and is backed up by police officers when necessary.

• The Raleigh Police Department has 2.0 employees assigned to the Public Affairs Unit. This includes a Public Information Officer and an Assistant to the Public Information Officer. Both positions are civilian.

• The Richmond Police Department is authorized 5.0 fulltime equivalents. This includes the following civilian positions: 1.0 Public Information Manager and 3.0 Marketing and Public Relations Specialists. There is one authorized sworn position assigned to the Unit (detective). This position is currently vacant.

Observations regarding the comparative data are presented in the points below:

• With the exception of the Little Rock Police Department, all surveyed agencies had assigned civilian staff to their Public Affairs Unit.

• The ratio of Public Affairs personnel to total department staffing was the lowest (i.e., fewer FTEs per PIO FTEs) in the Little Rock Police Department of 1: 65. The Richmond Police Department had the second lowest of 1: 201.

• In comparison to the surveyed agencies, the Richmond Police Department had the second highest ratio of public affairs / information personnel to total department staffing. The table, below, presents the data.

Department	Total Dept. FTEs	Public Affairs FTEs	No. of Dept. FTEs per Public Affairs FTE
Baton Rouge	953	2	477
Little Rock	647	10	65
Madison	545	1	545
Raleigh	901	2	451
Average	**761.5**	**3.8**	**384**
Richmond	**1,005.5**	**5**	**201**

• Similarly, in comparison to the surveyed agencies, the Richmond Police Department had the second lowest ratio of public affairs / information personnel to City population. The table, below, presents the data.

Department	Population	Public Affairs FTEs	Residents per Public Affairs FTE
Baton Rouge	224,000	2	112,000
Little Rock	190,000	10	19,000
Madison	232,000	1	232,000
Raleigh	393,000	2	196,500
Average	**259,750**	**3.8**	**139,875**
Richmond	**202,000**	**5**	**40,400**

The Public Affairs Unit provides a number of communications and public information services, including responding to media inquiries, FOIA requests, issuing press releases, conducting public presentations, managing the employee awards program, issuing newsletters, hosting crime stopper events, posting to social networking sites, providing training, etc. Services provided by the Unit are both reactive (i.e., responding to press inquires, FOIA requests, etc.) and proactive (i.e., newsletters, awards programs, producing audio / visual materials, etc.) Given staffing levels and the program and services provided by the Unit, the Richmond Police Department has a high level of service with respect to public affairs functions. Additionally, the data show that the Richmond Police Department's public affairs staffing levels are significantly higher than the comparative agencies.

The project team recommends the following:

• Eliminate the vacant 1.0 Detective position.

• Eliminate 1.0 Marketing & Public Relations Specialist position.

The table, which follows, presents a summary of the fiscal impact of the above recommendations made in this section of the report. It should be noted that the project team assumed entry-level salaries for the positions listed below.

Position	Salary (Mid-Point)	Benefits @ 35%	Total Cost per FTE	No.	Net Fiscal Impact
Marketing & Public Relations Specialist	$41,308	$14,458	$55,766	(1.0)	($55,766)
Police Officer I (Detective)	$57,762	$20,217	$77,979	(1.0)	($77,979)
Total	$99,070	$34,675	$133,745	(2.0)	($133,745)

Recommendation: The Richmond Police Department should eliminate the vacant Detective and 1.0 Marketing & Public Relations Specialist positions in the Public Affairs Unit. The net fiscal impact of this recommendation is an annual savings of $133,745.

(2) The Public Affairs Unit Should Develop a Formal Process for Soliciting Input from the Department's Command Staff.

The Public Affairs Unit has developed a marketing plan. The purpose of a marketing plan is to clearly establish the direction of an organization takes to effectively communicate and market the organization. In other words, for the Richmond Police Department, the marketing plan provides the Public Affairs Unit with a framework in which to identify target 'constituents' (internal and external), the Department's message to those constituents, and the methods the Unit will deploy to effectively communicate the Department's message.

While the Public Affairs Unit's staff attend weekly command staff meetings, the Unit has not developed a process to ensure the Department's executive leadership team has formal input regarding communications and the marketing plan for the Department. Since the Public Affairs Unit is charged with developing a communicating the Department's message to its constituents, an effective understanding of the goals and priorities of the Department is critical to ensuring the marketing plan addresses the

communication desires of the Department's executive leadership team. The Public

Affairs Unit should meet annually with the Department's executive leadership team to

solicit input regarding the Unit's marketing plan.

Recommendation: The Public Affairs Unit should conduct periodic meetings with the Department's executive leadership team to solicit input on the Unit's marketing and communications plan.

Bureau / Section / Unit	Classification	Current FTE's	Recommended FTE's
Public Affairs	Public Info Manager	1.0	**1.0**
	Marketing & Public Relations Specialist	3.0	**2.0**
	Detective	1.0	**0.0**
Total		**5.0**	**3.0**

3. OFFICE OF THE GENERAL COUNSEL

The Office of the General Counsel reports directly to the Chief of Police. The

Office provides legal advice to the Chief in an effort to minimize potential lawsuits and

enhance the efficiency and effectiveness of Police services delivered by the

Department. The legal responsibilities include advising on legal issues that are local,

state and federal in nature, including case law at all levels.

The General Counsel, who has three direct reports, manages the Office. The

positions include an Assistant General Counsel, a Police Sergeant, and an

Administrative Program Support Assistant. The organizational structure is shown in the

chart below:

```
                    ┌─────────────────────┐
                    │  General Counsel    │
                    │        (1)          │
                    │                     │
                    └──────────┬──────────┘
                               │
        ┌──────────────────────┴──────────┬──────────────────────┐
 ┌──────────────────────┐        ┌──────────────────────┐
 │ Assistant General    │        │ Admin Program Supp.   │
 │ Counsel              │        │ Asst.                 │
 │      (1)             │        │      (1)              │
 └──────────────────────┘        └──────────────────────┘
 ┌──────────────────────┐
 │   Sergeant           │
 │      (1)             │
 └──────────────────────┘
```
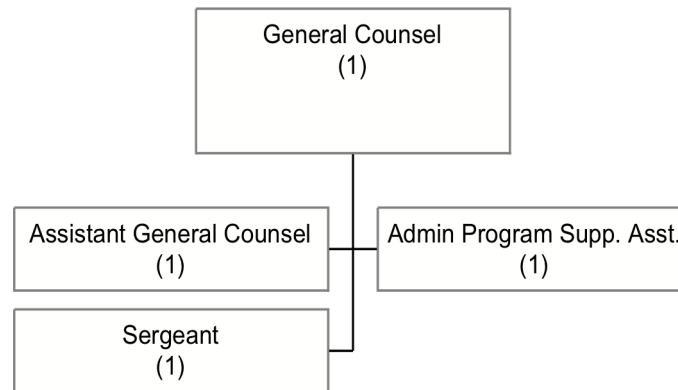
The staff performs a wide variety of duties, including handling the vast majority of FOIA requests for the department. The following bullet points highlight some of the other primary duties performed by this office:

• Provides timely responses to the Chief of Police and other interested parties; responds to citizen complaints; tracks General Assembly bills.

• Provides legal advice to the Chief of Police, department staff, and the City administration as to the need for new ordinances or new laws.

• Communicates the department's legal position in terms of settling lawsuits, trial approach, and/or filing appeals.

• Participates in a counseling capacity for boards such as the Use of Force Review Board and the Risk Management Review Board.

• Reviews and provides advice on contracts, MOUs, letters that may impact legislation or have legal implications; review all General Orders, internal policies and/or procedures, and new ordinances.

• Conducts legal training for in-service classes.

• Prepares legal bulletins and advisories pulling files, preparing court responses, and responding to Subpoena Duces Tecums within mandatory time lines.

• Investigating, interviewing witnesses, responding to "requests for documents", preparing reports and recommendations for EEOC complaints lodged against the department and filed with the EEOC's federal agency.

The following sections address the key issues identified in the diagnostic assessment and comparative survey portions of this study.

(1) **The General Counsel and the Assistant General Counsel Perform Duties That Could Be Delegated to a Paralegal Position.**

As is evidenced by the lengthy list of duties and responsibilities listed above, the General Counsel and the Assistant General Counsel perform a wide variety of duties. Some of those duties could be delegated to a Paralegal position, if one was one staff. This would free up the General Counsel and the Assistant General Counsel to concentrate on tasks that require an experienced legal professional.

Specifically, the tasks that can be assigned to the paralegal position are:

- **Preparing responses to FOIA requests** – between late 2008 and September 2009, the General Counsel received 141 Freedom of Information Act requests. The General Counsel and the Assistant General Counsel were responsible for all but two of those requests. The Administrative Assistant helped with clerical assistance on many of these cases. However, a Paralegal would have the necessary training and certifications to essentially handle all of these requests with limited assistance anc guidance from the General Counsel and the Assistant General Counsel. The Paralegal could work directly with the Administrative Assistant in responding to and tracking all FOIA requests.

- **Compilation of information related to sensitive cases** – The General Counsel responds to a significant number of accident and damage claims against the Police Department. Twenty-six new claims were in various stages of review and/or settlement between January and September 2009. In addition, the General Counsel was working on 11 additional claims from prior years. The General Counsel was also involved in seven EEOC cases filed in 2008 and 2009. A paralegal could be assigned data collection and analysis for these sensitive and potentially costly cases.

In addition, some of the benefits of having a Paralegal on staff are:

- Ability to assist lawyers in preparation for hearings and trials through investigating the facts of cases and ensure that all relevant information is considered. They also identify appropriate laws, judicial decisions, legal articles, and other materials that are relevant to assigned cases.

- Preparation of written reports that attorneys use in determining how cases should be handled. They may help prepare the legal arguments, draft pleadings and motions to be filed with the court, obtain affidavits, and assist attorneys during trials.

• Organizing and tracking files of all important case documents and make them available and easily accessible to attorneys.

• Preparation of informative or explanatory material on laws, agency regulations, and agency policy for general use by the agency and the public.

These benefits are crucial to assist the General Counsel and the Assistant

General Counsel in providing the most effective advice to the Chief of Police and the

City Attorney's Office regarding police-related legal issues.

Recommendation: Add one Paralegal position to relieve the General Counsel and Assistant General Counsel of basic legal research projects that are better suited to a Paralegal classification. The entry-level salary for a Paralegal is $33,911 annually, or $45,780 assuming a 35% benefit rate.

(2)   The General Counsel Should Record the Hours Expended on Each Project by Its Legal Staff.

Although the General Counsel's Office maintains spreadsheets and other

documentation that tracks cases and their outcomes, the group does not have a system

for recording and tracking the amount of time its attorneys, the Sergeant, and

administrative employee spend on various activities.   Recording and analyzing the time

spent on activities could be beneficial to the General Counsel for the following reasons.

• Information regarding future staff needs. Because the attorneys are exempt from overtime rules, it is not uncommon for them to work beyond normal business hours. Information regarding the total amount of time spent on office activities would enable the General Counsel's Office to better gauge the number of personnel needed to perform the many functions of the office.

• Information regarding the types of issues demanding attention. The amount of time required to handle RPD's various criminal, civil, labor, insurance and special projects would enable the office to identify in-house staff needs as well as situations in which outside counsel might best fit the specific workload requirements.

• Information that can be used in conjunction with future workload estimates to better match staff needs to the workload.

Recommendation: **The General Counsel's Office should record the time expended by its legal staff to better project future staff needs.**

(3) **The General Counsel's Office Has an Appropriate Level of Supervision for the Number of Personnel and the Correct Functional Reporting Relationship (Directly to the Chief). However, the General Counsel Should Receive Technical Supervision by the City Attorney's Office.**

The General Counsel heads the group and is the sole supervisor for the personnel in the group. The relationship between the members of the group is professional such that the General Counsel, The Assistant General Counsel, The Sergeant/Investigator, and the administrative support staff member work collegially and with a minimum need for close supervision. However, it should be noted that the City Attorney is ultimately responsible for all legal functions within City government. Therefore, the General Counsel should have a technical reporting relationship to the City Attorney. A technical reporting relationship means that the General Counsel will consult with and follow the City Attorney's advice on guidance on all legal matters, opinions, litigation, contract preparation, etc.

In addition, the majority of survey respondents indicated that their General Counsel (or Police Legal Advisor) reported directly to the Chief of Police on a day-to-day basis. In some cases, the position was hired through the City Attorney's Office, but still reported to the Chief of Police.

Recommendation: **The Office of the General Counsel should have a functional reporting relationship within the Police Department but a technical reporting relationship to the City Attorney's Office.**

3. PATROL PRECINCTS

This chapter of our report focuses on deployment and management of resources within the four patrol precincts within the City.

1. THE RPD UTILIZES A PATROL STAFFING MODEL THAT UTILIZES CALLS FOR SERVICE WORKLOAD, RESPONSE TIMES, AND AVAILABILITY ASSUMPTIONS TO DETERMINE PRECINCT STAFFING. HOWEVER, THIS ANALYSIS HAS NOT BEEN PERFORMED FOR MANY YEARS.

The Richmond Police Department last evaluated patrol officer staffing and deployment in early 2003. During this time, an outside consultant utilized a patrol staffing and deployment model called Managing Patrol Performance (MPP). This model was utilized to evaluate the number of officers needed based on targets for proactive time, officer availability, and response time objectives. The following goals were utilized to determine staffing levels:

• Up to 40% percent proactive time for each unit.

• Up to 3 units free in each Precinct to promote officer safety.

• Response times as low as 5 minutes to emergency calls.

• Response times of no longer than 45 minutes to routine calls.

Based on these field response and deployment objectives, the consultant determined that the RPD needed a total of 223 officers. At the time, a total of 170 were assigned to patrol. This did not consider staffing needed for specialty assignments including traffic, K-9, or any proactive enforcement assignments.

Currently, the RPD assigns 309 officers to patrol. The breakdown by patrol precinct in shown in the table below:

RPD Patrol Officers Assigned b Shift / Patrol Precinct

Patrol Precinct	Day Shift	Evening Shift	Midnight Shift	Total
Precinct 1	23	29	23	75
Precinct 2	24	32	23	79
Precinct 3	24	27	28	79
Precinct 4	23	28	25	76
Total	**94**	**116**	**99**	**309**

As shown above, the RPD currently deploys 94 officers on the Day Shift, 116 officers on the evening or afternoon shift, and 99 officers on the midnight shift for a total of 309. At first glance, it appears that the RPD is allocated a significant number of officers above the recommendations of the 2003 report. However, a number of issues should be noted regarding the 2003 study:

- The 2003 study was based on 2001 calls for service and unit availability data. Several data elements were also estimated including: units on duty, number of units sent to calls for service, and administrative time.

- The results of the 2003 study was based on the previous shift schedule which as a 12-hour schedule. Currently, the RPD utilizes a 10-hour shift schedule.

- Geographic boundaries of patrol precincts and sectors have changed since 2003.

The RPD has made some adjustments to staffing levels and patrol precinct boundaries since the 2003 study. However, the Police Department has not utilized the MPP model to update the analysis of patrol staffing needs or deployment.

2. THE MATRIX CONSULTING GROUP UTILIZES A PATROL STAFFING MODEL THAT INCORPORATES OFFICER SCHEDULING AND DEPLOYMENT, CALL FOR SERVICE WORKLOAD AND PROACTIVE TIME GOALS.

While it would be useful to identify a 'golden rule' of law enforcement staffing needs, the utilization of comparative measures does not provide for an appropriate evaluation of field staffing needs, nor should it be used as the primary basis for a local government to measure the effectiveness of law enforcement services. The Matrix

Consulting Group does not use a "per capita" or "per 1,000" ratio as an analytical tool in

assessing field staffing needs, for the following reasons:

- Ratios do not consider the seriousness of the workload levels of the jurisdictions being compared. For example, the crime rate should be considered in any comparative analysis of workloads, specifically, the number of serious crimes in a community (e.g., homicide, rape, robbery, aggravated assault, burglary, motor vehicle theft, and larceny).

- Ratios do not consider a jurisdiction's approach to alternative service delivery or "differential law enforcement response." The use of civilian personnel, or lack thereof, to handle community-generated calls for service and other workloads has great potential to impact the staffing levels of sworn personnel. The level / amount of civilians (i.e., community service officers, telephone reporting, online services, etc.) can be used to maximize the efficiency and effectiveness of sworn personnel handling higher priority calls in a community. These resources are not calculated in staffing ratios.

- Ratios do not consider the differences in service levels selected or capabilities, which a jurisdiction may have for their law enforcement services (e.g., community-oriented or problem-solving oriented, a reactive versus proactive philosophy, the utilization of City or County-wide resources in solving problems, etc.). All of which add to the inability to compare the necessary number of field patrol personnel.

- Ratios do not consider other differences which have an impact on regular patrol staffing needs such as existence of special enforcement / support units as well as operational approaches (e.g., the use of field citations versus arrests, manual versus automated and field reporting systems, and whether patrol deputies are expected to follow-up on certain investigations).

- Ratios do not take into account topographical differences (i.e., square miles of a service area) and other response impediments, which can impact patrol staffing needs.

For these reasons, the project team does not use "per capita" or "per 1,000

residents" ratios as a way for our clients to measure effectiveness in providing law

enforcement services, or as a determinant in developing staffing needs. The project

team's analysis of the RPD considered the need for a balance of community-generated

workloads and the availability of proactive time to generate activities. The following

subsections describe this analytical process.

(1)   The Analysis of Field Patrol Resource Requirements Should Be Based on Actual Workloads Handled and Appropriate Targets of Proactivity.

The Matrix Consulting Group utilizes a method in which the number of field

personnel required is based on an analysis of the unique workloads and service level

requirements of a community. In order to evaluate these resources and staffing issues,

the project team conducted a data collection and analytical effort focusing on the

following:

•   Determining community generated workloads in the detail necessary to understand the work volume and the time required to handle it.

•   Targeting an amount of time beyond community generated, or "reactive" workload, which can be utilized to be proactive in a directed kind of way (i.e., special enforcement of high-crime areas, etc.).

•   The field resources used to handle calls for service and proactive workloads based on officer availability levels (after taking into account personnel time for vacation, sick, etc.).

•   Deployment and scheduling utilized by the Richmond Police Department.

Field law enforcement services represent one of the areas of law enforcement

operations in which staffing and service levels can be clearly quantified. Several factors

determine the level of patrol staffing required in a community, including:

•   The community generated call for service demand by time of day, and day of week.

•   How Officers are utilized and deployed. As described previously, the RPD utilizes a 10-hour shift schedule (10.5 hours including an unpaid 30 minute lunch break) and three primary shifts. In addition, there are four patrol squads in each precinct resulting in 2 squads scheduled each day, and 3 squads scheduled on Thursday and Friday.

- How calls for service are managed by a law enforcement agency. Many departments throughout the United States "manage" calls for service in a number of ways. What these methods of handling calls for service have in common is that they free up the time of trained, professional officers from handling lower priority calls (i.e., routine calls) so that more of their available time can be spent on calls requiring a higher level of expertise and training. The RPD does utilize Differential Police Response, which calls for a civilian telephone report taker to handle low priority, low solvability offenses that require a simple report. This position is also staffed by sworn personnel during the evening hours.

- The level of service desired by communities varies; for example, the amount of "proactive" time, or "uncommitted" time a community desires. This is another factor impacting required patrol staffing levels. This involves time not spent handling community generated calls for service and "proactive" time for which an officer is available for preventive patrol, self-initiated activity (i.e. observations including suspicious pedestrians or vehicles, etc.), special or directive patrol, and other approaches for addressing crime problems, quality of life issues, etc. Proactive time is defined as available on-duty time not spent responding to citizen generated calls for service, administrative duties, or out of service.

The project team employed a model based on these decision points in evaluating officer field staffing for the RPD, in terms of workload, service levels, and overall operations. The following section identifies and discusses the various characteristics and elements of the field staffing model, and how proactive time is calculated.

(2)   Workload and Data Elements Utilized in Patrol Staffing Model

Officers dedicate time to responding and handling community generated calls for service, as well as related activities, including reports (particularly the more serious reports not completed during the initial handling of the call for service), arrests / bookings, back-up assistance, etc., as well as the associated times for these elements, as identified in the following table. These elements are all utilized to calculate total field commitments (i.e., proactive time) in our model, as follows:

(2.1) Patrol Workloads

The first critical data element required to analyze field resources is to document the types and amount of work handled by patrol officers. As shown previously, the RPD Patrol Precincts responded to 147,929 calls for service from October 1, 2008 to September 30, 2009. This does not include any officer-initiated activities including on-view incidents, directed patrols, subject stops, or other incidents not resulting from a citizen calling 9-1-1.

(2.2) Handling Time

A critical component of the Matrix Consulting Group's patrol staffing model is the evaluation of total time spent by patrol personnel handling community-generated calls for service. The calculation, below, shows each time element of the average amount of time spent by patrol Officers responding to calls for service:

Time Component	How Determined	Amount
Primary Unit Handling Time	From the CAD system 147,929 community generated calls for service were dispatched to field personnel from October 1, 2008 to September 30, 2009. Based on a total of 129,435 hours were committed to responding to calls for service by patrol units. This represents an average of 52.5 minutes per call.	52.5 Minutes per call
Back-up Assist	The Richmond Police Department provided the total amount of time committed to calls for service for all units that responded to incidents during October 1, 2008 to September 30, 2009. As a result, time spent by back-up units at the scene of an incident is included in the average handling time calculation shown above.	Included in handling time
Report Writing Time	Based on CAD dispositions for calls for service, the RPD completed 22,406 incident reports for offenses, accidents, juvenile offenses, and other incidents during this time period. While some of the time spent completing these reports is included in the handling time calculation, the project team estimated that approximately 40 minutes was spent on each of these reports. To ensure that report writing time was included in handling time, we added time spent on reports to each call by dividing total minutes by the total number of calls (896,240 / 147,929).	6 Minutes per call

Time Component	How Determined	Amount
Arrests and Bookings	Discussions with Command Staff as well as review of handling times indicate that this time is captured in the primary unit handling time.	Incl. in handling time
TOTAL OFFICER TIME PER COMMUNITY GENERATED CALL FOR SERVICE		**58.5 minutes**

As shown above, the project team determined that the average handling time per call was 58.5 minutes during October 1, 2008 to September 30, 2009. This includes time spent by all units and includes travel time, on-scene time, arrest time, and reporting writing.

(2.3)   Officer Availability

The second important workload element is the amount of time available for field personnel. The project team collected actual time spent by each officer logged into the CAD system for each day and hour from October 1, 2008 to September 30, 2009. The Records and Technology Division within the RPD also provided data, which indicate the amount of time, checked out of CAD as "out of service" for lunch or meal breaks, time spent at court, prisoner transport time, or other miscellaneous activities. Finally, the RPD provided an estimate of administrative time by determining the average amount of time spent by an officer either not logged into the CAD system or mark out of service during a 10.5-hour shift.

(3)   Deployment and Assignment of Officers

Also shown in the previous chapter, the project team documented the number of officers scheduled by patrol team. This information was utilized to develop a matrix of officers available by time of day and day of week using net availability data and scheduled deployment.

The next section discusses how the project team evaluates patrol staffing and deployment.

3. THE PROJECT TEAM COLLECTED DATA WHICH PROVIDE INFORMATION ON OFFICER ON DUTY TIME, ADMIN TIME, REACTIVE WORKLOADS AND OTHER FACTORS

The project team utilizes a patrol staffing and deployment model that utilizes a number of elements. The table, below, describes a number of factors and data that are utilized:

Input / Calculation	Description
Committed Time	• This includes the following: - Primary unit time on-scene. - Any report writing time. - Any arrest processing time. - Any time dedicated to the call for service by non-primary units (for any of the reasons above or for any other reason not listed). - <u>Does not include</u> units that are cancelled before they arrive on-scene.
Reactive Time	• The product of the number of calls for service times the number of hours in the shift (or period being measured) times the Committed Time. • When expressed as a percentage, it is shown as the Reactive Time divided by the Net Duty Time Available.
Proactive Time	• The remainder of the Net Duty Time Available after all Reactive Time is accounted for. • Proactive time represents actual on-duty time available for proactive enforcement.
Call for Service Workload	• The average number of calls for service (citizen generated only) that are handled within a given period of time. • Expressed in a per-hour basis in the spreadsheet.
Administrative Time	• Includes: shift briefing, vehicle / equipment preparation time, training, etc.
Out of Service Time	• Includes any time spent not available in the CAD system due to prisoner transports, meals, court, etc.
Net Duty Time Available	• Takes into account the gross time less the time lost on shift (i.e., administrative time). This information was derived from the RPD CAD system.

The following sections describe the results of our analysis in each of the patrol precincts.

4.   THE PROJECT TEAM DOCUMENTED ACTUAL TIME AVAILABLE WITHIN PATROL WITHIN EACH PATROL PRECINCT.

The first step in our analysis of field workloads and deployment was to document actual on-duty time spent by patrol officers during the study period (October 1, 2008 to September 30, 2009). The tables, below, show the total number of on duty hours spent logged into the CAD system, out of service time (meals, court, transport, etc.), as well as estimated administrative time by hour of day and precinct:

Precinct 1 – On Duty Time by Type

Hours	Login Hours	OS Hours	Admin Hours	Total Hours
0000-0059	18.14	0.96	3.63	22.73
0100-0159	16.49	0.81	3.30	20.60
0200-0259	12.18	0.41	2.44	15.02
0300-0359	9.78	0.24	1.96	11.98
0400-0459	9.40	0.20	1.88	11.48
0500-0559	9.17	0.21	1.83	11.21
0600-0659	8.88	0.24	1.78	10.90
0700-0759	6.25	0.37	1.25	7.87
0800-0859	8.15	0.81	1.63	10.59
0900-0959	8.86	1.22	1.77	11.86
1000-1059	8.95	1.11	1.79	11.86
1100-1159	9.01	1.11	1.80	11.92
1200-1259	8.96	0.85	1.79	11.61
1300-1359	8.94	0.72	1.79	11.45
1400-1459	9.02	0.71	1.80	11.54
1500-1559	9.09	0.89	1.82	11.80
1600-1659	10.77	1.39	2.15	14.31
1700-1759	11.06	0.78	2.21	14.05
1800-1859	10.90	0.41	2.18	13.48
1900-1959	10.93	0.38	2.19	13.50
2000-2059	11.00	0.33	2.20	13.53
2100-2159	10.96	0.53	2.19	13.68
2200-2259	17.11	2.03	3.42	22.56
2300-2359	18.47	1.87	3.69	24.04
Average	**10.94**	**0.77**	**2.19**	**13.90**

Precinct 2 – On Duty Time by Type

Hours	Login Hours	OS Hours	Admin Hours	Total Hours
0000-0059	17.22	1.01	3.44	21.68
0100-0159	14.96	1.00	2.99	18.95
0200-0259	9.72	0.42	1.94	12.08
0300-0359	9.13	0.47	1.83	11.42
0400-0459	8.90	0.44	1.78	11.11
0500-0559	8.61	0.45	1.72	10.79
0600-0659	7.70	0.44	1.54	9.68
0700-0759	6.99	0.38	1.40	8.77
0800-0859	8.59	0.73	1.72	11.03
0900-0959	8.76	1.15	1.75	11.67
1000-1059	8.80	0.90	1.76	11.46
1100-1159	8.83	0.98	1.77	11.57
1200-1259	8.77	1.10	1.75	11.63
1300-1359	8.74	1.10	1.75	11.59
1400-1459	8.66	0.92	1.73	11.31
1500-1559	8.58	0.82	1.72	11.11
1600-1659	11.72	0.94	2.34	15.01
1700-1759	9.38	0.35	1.88	11.61
1800-1859	9.32	0.31	1.86	11.49
1900-1959	9.30	0.34	1.86	11.50
2000-2059	9.22	0.50	1.84	11.56
2100-2159	11.94	1.40	2.39	15.73
2200-2259	17.57	2.13	3.51	23.21
2300-2359	17.67	1.21	3.53	22.41
Average	**10.38**	**0.81**	**2.08**	**13.27**

Precinct 3 – On Duty Time by Type

Hours	Login Hours	OS Hours	Admin Hours	Total Hours
0000-0059	15.54	0.90	3.11	19.54
0100-0159	13.86	0.78	2.77	17.41
0200-0259	10.37	0.42	2.07	12.86
0300-0359	8.90	0.28	1.78	10.97
0400-0459	8.65	0.33	1.73	10.71
0500-0559	8.42	0.33	1.68	10.43
0600-0659	7.96	0.35	1.59	9.90
0700-0759	6.34	0.36	1.27	7.96
0800-0859	9.05	0.74	1.81	11.60
0900-0959	10.14	1.10	2.03	13.27
1000-1059	10.17	1.00	2.03	13.20
1100-1159	10.15	0.84	2.03	13.02
1200-1259	10.06	0.67	2.01	12.74
1300-1359	10.02	0.66	2.00	12.69
1400-1459	9.96	0.56	1.99	12.52
1500-1559	9.76	0.57	1.95	12.29
1600-1659	10.11	0.65	2.02	12.78
1700-1759	9.78	0.43	1.96	12.17
1800-1859	10.25	0.42	2.05	12.72
1900-1959	10.25	0.53	2.05	12.83
2000-2059	10.20	0.51	2.04	12.74
2100-2159	10.15	0.56	2.03	12.74
2200-2259	11.12	0.93	2.22	14.27
2300-2359	15.06	1.08	3.01	19.15
Average	**10.26**	**0.63**	**2.05**	**12.94**

Precinct 4 – On Duty Time by Type

Hours	Login Hours	OS Hours	Admin Hours	Total Hours
0000-0059	18.45	1.76	3.69	23.90
0100-0159	16.70	1.47	3.34	21.51
0200-0259	11.66	0.86	2.33	14.85
0300-0359	9.27	0.53	1.85	11.65
0400-0459	8.74	0.52	1.75	11.01
0500-0559	8.48	0.59	1.70	10.77
0600-0659	7.90	0.98	1.58	10.46
0700-0759	7.42	1.21	1.48	10.12
0800-0859	7.07	0.87	1.41	9.35
0900-0959	8.99	1.34	1.80	12.12
1000-1059	9.24	1.34	1.85	12.43
1100-1159	9.24	1.45	1.85	12.53
1200-1259	9.23	1.39	1.85	12.46
1300-1359	9.22	1.39	1.84	12.46
1400-1459	9.14	1.42	1.83	12.39
1500-1559	8.88	1.37	1.78	12.03
1600-1659	10.74	1.42	2.15	14.31
1700-1759	10.67	0.83	2.13	13.63
1800-1859	10.46	0.70	2.09	13.25
1900-1959	10.35	0.77	2.07	13.20
2000-2059	10.51	1.20	2.10	13.82
2100-2159	11.25	1.23	2.25	14.72
2200-2259	12.96	1.24	2.59	16.79
2300-2359	18.21	1.76	3.64	23.61
Average	**10.62**	**1.15**	**2.12**	**13.89**

The following points highlight the information presented above:

- In each of the patrol precincts, the average hourly number of officers logged into the CAD system is fairly consistent at 10 to 11 officers. Average hourly login time varies significantly throughout the day however, from a high period of 18 to 19 officers during the hours of 2300 to 0100 in Precincts 1 and 4, to a low of approximately 7 officers logged in during the hours of 0600 to 0900 in all precincts.

- The average hourly number of officers logged out of service is approximately 1 officer in each precinct. This is time spent on break for meals, transporting prisoners, court time, or other time spent unavailable for response to calls for service.

- Approximately 2 officers during each hour of the day, in each of the precincts, are not logged into CAD. This time is assumed to be "administrative time." This time could include training, shift briefings, and other activities not performed while on duty and logged into CAD. Administrative time represents approximately 16% of the total on-duty time.

The following section provides an analysis of proactive time overall and within each patrol district.

5. ANALYSIS OF WORKLOADS AND DEPLOYMENT INDICATES THAT OVERALL PROACTIVE TIME IS HIGH.

The project team next evaluated available proactive time within Patrol not spent handling calls for service, out of service, or performing administrative assignments. The table, below, shows project team's calculation of overall proactive time levels throughout the City during October 1, 2008 to September 30, 2009:

Overall Proactive Time Calculation – RPD (Citywide)

Hour	Login Hours	OS Hours	On Duty Hours	CFS Hours	Other CFS Time	Total CFS Workload	% Reactive	% Proactive
0000	69.35	4.63	64.72	18.42	2.13	20.55	32%	68%
0100	62.01	4.06	57.96	16.55	1.91	18.46	32%	68%
0200	43.93	2.11	41.82	14.00	1.62	15.62	37%	63%
0300	37.08	1.52	35.56	11.48	1.32	12.80	36%	64%
0400	35.69	1.49	34.20	8.92	1.03	9.95	29%	71%
0500	34.69	1.58	33.10	7.14	0.82	7.96	24%	76%
0600	32.44	2.02	30.42	6.82	0.79	7.60	25%	75%
0700	27.00	2.32	24.68	7.39	0.85	8.24	33%	67%
0800	32.86	3.14	29.71	8.97	1.04	10.01	34%	66%
0900	36.75	4.82	31.93	10.93	1.26	12.19	38%	62%
1000	37.16	4.36	32.81	12.34	1.42	13.77	42%	58%
1100	37.22	4.37	32.85	13.54	1.56	15.10	46%	54%
1200	37.02	4.01	33.01	14.99	1.73	16.71	51%	49%
1300	36.92	3.87	33.05	15.93	1.84	17.77	54%	46%
1400	36.78	3.62	33.17	16.57	1.91	18.48	56%	44%
1500	36.32	3.65	32.67	17.83	2.06	19.89	61%	39%
1600	43.34	4.40	38.94	20.20	2.33	22.53	58%	42%
1700	40.90	2.39	38.51	18.20	2.10	20.30	53%	47%
1800	40.92	1.83	39.09	18.31	2.11	20.42	52%	48%
1900	40.84	2.01	38.83	18.30	2.11	20.42	53%	47%
2000	40.93	2.54	38.39	18.07	2.09	20.15	53%	47%
2100	44.30	3.73	40.57	19.09	2.20	21.29	52%	48%
2200	58.75	6.33	52.42	20.41	2.36	22.77	43%	57%
2300	69.41	5.93	63.48	20.23	2.33	22.56	36%	64%
Average	**42.19**	**3.36**	**38.83**	**14.78**	**1.71**	**16.48**	**42%**	**58%**

The following points summarize the information above:

- Login hours and out of service hours is the same information shown previously. However, the project team subtracted out of service time from total login time to

arrive at the actual time spent on duty either responding to calls for service or conducting self-initiated or proactive activities.

• Calls for service time is the actual amount of time spent by all units responding to the call for service and includes travel time to the incident, time spent on-scene, some report writing time (if performed on the call), and arrest and booking time. Because not all report writing time is captured in CAD, we also added "other CFS time" which includes report writing time. This figure was determined by adding the estimated percentage of total time writing reports (14,937 hours) to calls for service handling time (129,436 hours) or approximately 11.5%.

• As shown above, overall, the RPD has 58% of available on-duty time to perform proactive activities. This is a very high level. However, the amount varies significantly by time of day, from 40-50% during the hours of 1200 to 2200, to 60% to 70% during the hours of 2300 to 0900. While it is common to witness high levels of proactive time on the late evening and early morning shifts, due to lower call volumes and the need to provide minimum staffing for officer safety, proactive times during these hours are very high.

The following subsections describe variations by time of day in each of the patrol precincts.

(1)   Precinct 1

The project team calculated the distribution of proactive time within Precinct 1 during the study period. The table, below, shows the results of this calculation by time of day:

Proactive Time Calculation – RPD Patrol Precinct 1

Hour	Login Hours	OS Hours	On Duty Hours	CFS Hours	Other CFS Time	Total CFS Workload	% Reactive	% Proactive
0	18.14	0.96	17.17	3.94	0.45	4.39	26%	74%
100	16.49	0.81	15.68	3.37	0.39	3.76	24%	76%
200	12.18	0.41	11.77	2.91	0.34	3.25	28%	72%
300	9.78	0.24	9.54	2.42	0.28	2.70	28%	72%
400	9.40	0.20	9.20	1.91	0.22	2.13	23%	77%
500	9.17	0.21	8.96	1.47	0.17	1.64	18%	82%
600	8.88	0.24	8.64	1.46	0.17	1.63	19%	81%
700	6.25	0.37	5.88	1.52	0.18	1.70	29%	71%
800	8.15	0.81	7.34	1.83	0.21	2.04	28%	72%
900	8.86	1.22	7.64	2.43	0.28	2.71	35%	65%
1000	8.95	1.11	7.84	2.80	0.32	3.13	40%	60%
1100	9.01	1.11	7.90	2.99	0.34	3.34	42%	58%
1200	8.96	0.85	8.11	3.40	0.39	3.79	47%	53%
1300	8.94	0.72	8.22	3.64	0.42	4.05	49%	51%
1400	9.02	0.71	8.31	3.69	0.42	4.11	50%	50%
1500	9.09	0.89	8.21	4.02	0.46	4.48	55%	45%
1600	10.77	1.39	9.38	4.16	0.48	4.64	49%	51%
1700	11.06	0.78	10.28	3.86	0.44	4.31	42%	58%
1800	10.90	0.41	10.49	3.97	0.46	4.43	42%	58%
1900	10.93	0.38	10.56	4.11	0.47	4.58	43%	57%
2000	11.00	0.33	10.67	4.17	0.48	4.65	44%	56%
2100	10.96	0.53	10.43	4.30	0.49	4.80	46%	54%
2200	17.11	2.03	15.08	4.72	0.54	5.27	35%	65%
2300	18.47	1.87	16.60	4.47	0.51	4.99	30%	70%
Average	**10.94**	**0.77**	**10.16**	**3.23**	**0.37**	**3.60**	**36%**	**64%**

As shown above, overall, proactive time within Patrol Precinct 1 is approximately 64%, well above recommended level. Similar to the overall distribution throughout the City, proactive time averages between 50% to 60% during the hours of 1100 to 2100. During the evening and early morning hours, proactive time is within the 70% range.

(2)   Precinct 2

The project team calculated the distribution of proactive time within Precinct 2 during the study period. The table, below, shows the results of this calculation by time of day:

Proactive Time Calculation – RPD Patrol Precinct 2

Hour	Login Hours	OS Hours	On Duty Hours	CFS Hours	Other CFS Time	Total CFS Workload	% Reactive	% Proactive
0	17.22	1.01	16.21	4.56	0.52	5.08	31%	69%
100	14.96	1.00	13.96	4.05	0.47	4.51	32%	68%
200	9.72	0.42	9.30	3.11	0.36	3.47	37%	63%
300	9.13	0.47	8.66	2.58	0.30	2.88	33%	67%
400	8.90	0.44	8.46	1.92	0.22	2.14	25%	75%
500	8.61	0.45	8.16	1.56	0.18	1.74	21%	79%
600	7.70	0.44	7.26	1.38	0.16	1.54	21%	79%
700	6.99	0.38	6.60	1.27	0.15	1.41	21%	79%
800	8.59	0.73	7.86	1.79	0.21	1.99	25%	75%
900	8.76	1.15	7.61	2.12	0.24	2.36	31%	69%
1000	8.80	0.90	7.91	2.47	0.28	2.76	35%	65%
1100	8.83	0.98	7.85	2.84	0.33	3.17	40%	60%
1200	8.77	1.10	7.68	3.23	0.37	3.60	47%	53%
1300	8.74	1.10	7.64	3.53	0.41	3.93	52%	48%
1400	8.66	0.92	7.73	3.72	0.43	4.14	54%	46%
1500	8.58	0.82	7.77	3.97	0.46	4.43	57%	43%
1600	11.72	0.94	10.78	4.82	0.55	5.38	50%	50%
1700	9.38	0.35	9.03	4.28	0.49	4.77	53%	47%
1800	9.32	0.31	9.01	4.54	0.52	5.06	56%	44%
1900	9.30	0.34	8.97	4.59	0.53	5.11	57%	43%
2000	9.22	0.50	8.71	4.39	0.50	4.89	56%	44%
2100	11.94	1.40	10.54	5.00	0.58	5.58	53%	47%
2200	17.57	2.13	15.44	5.45	0.63	6.08	39%	61%
2300	17.67	1.21	16.45	5.12	0.59	5.71	35%	65%
Average	**10.38**	**0.81**	**9.57**	**3.43**	**0.39**	**3.82**	**40%**	**60%**

Overall, proactive time within Precinct 2 is approximately 60%. Between the hours of 1200 to 2100, proactive time is approximately 40-50%. However, during the midnight shift, proactive time increases to 60% and reaches approximately 80% during the hours of 0500 to 0700.

(3)   Precinct 3

The project team calculated the distribution of proactive time within Precinct 3 over the same period. The table, below, shows the results of this calculation by time of day:

Proactive Time Calculation – RPD Patrol Precinct 3

Hour	Login Hours	OS Hours	On Duty Hours	CFS Hours	Other CFS Time	Total CFS Workload	% Reactive	% Proactive
0	15.54	0.90	14.64	4.37	0.50	4.87	33%	67%
100	13.86	0.78	13.08	4.17	0.48	4.65	36%	64%
200	10.37	0.42	9.95	3.63	0.42	4.05	41%	59%
300	8.90	0.28	8.62	2.96	0.34	3.30	38%	62%
400	8.65	0.33	8.32	2.33	0.27	2.60	31%	69%
500	8.42	0.33	8.09	1.78	0.21	1.99	25%	75%
600	7.96	0.35	7.60	1.76	0.20	1.96	26%	74%
700	6.34	0.36	5.98	1.96	0.23	2.19	37%	63%
800	9.05	0.74	8.32	2.59	0.30	2.88	35%	65%
900	10.14	1.10	9.04	2.91	0.33	3.24	36%	64%
1000	10.17	1.00	9.16	3.08	0.35	3.43	37%	63%
1100	10.15	0.84	9.31	3.39	0.39	3.78	41%	59%
1200	10.06	0.67	9.39	3.69	0.42	4.12	44%	56%
1300	10.02	0.66	9.36	3.91	0.45	4.36	47%	53%
1400	9.96	0.56	9.40	4.17	0.48	4.65	49%	51%
1500	9.76	0.57	9.19	4.67	0.54	5.20	57%	43%
1600	10.11	0.65	9.46	5.23	0.60	5.83	62%	38%
1700	9.78	0.43	9.35	4.23	0.49	4.71	50%	50%
1800	10.25	0.42	9.83	4.42	0.51	4.93	50%	50%
1900	10.25	0.53	9.72	4.25	0.49	4.74	49%	51%
2000	10.20	0.51	9.69	4.31	0.50	4.80	50%	50%
2100	10.15	0.56	9.58	4.41	0.51	4.91	51%	49%
2200	11.12	0.93	10.19	4.65	0.53	5.18	51%	49%
2300	15.06	1.08	13.98	4.79	0.55	5.34	38%	62%
Average	**10.26**	**0.63**	**9.64**	**3.65**	**0.42**	**4.07**	**42%**	**58%**

The table above indicates that proactive time levels within Precinct 3 area average approximately 58%. Similar to other patrol precincts, proactive time is lowest during the 1200 to 2300 hours. However, proactive time levels are not as high in Precinct 3 as other Precincts due to the lower number of officers logged into CAD from 2200 to 0200. However, as workload declines in the early morning hours, proactive time increases to the 70% level during the hours of 0400 to 0700.

(4)   Precinct 4

This section provides the project team's calculation of proactive time within Precinct 4. The results of this analysis, are shown below:

Proactive Time Calculation – RPD Patrol Precinct 4

Hour	Login Hours	OS Hours	On Duty Hours	CFS Hours	Other CFS Time	Total CFS Workload	% Reactive	% Proactive
0	18.45	1.76	16.69	5.56	0.64	6.20	37%	63%
100	16.70	1.47	15.24	4.96	0.57	5.53	36%	64%
200	11.66	0.86	10.80	4.35	0.50	4.85	45%	55%
300	9.27	0.53	8.74	3.52	0.40	3.92	45%	55%
400	8.74	0.52	8.22	2.76	0.32	3.08	37%	63%
500	8.48	0.59	7.89	2.32	0.27	2.59	33%	67%
600	7.90	0.98	6.92	2.22	0.26	2.48	36%	64%
700	7.42	1.21	6.21	2.64	0.30	2.94	47%	53%
800	7.07	0.87	6.20	2.77	0.32	3.08	50%	50%
900	8.99	1.34	7.65	3.48	0.40	3.88	51%	49%
1000	9.24	1.34	7.90	3.99	0.46	4.45	56%	44%
1100	9.24	1.45	7.79	4.31	0.50	4.81	62%	38%
1200	9.23	1.39	7.84	4.67	0.54	5.20	66%	34%
1300	9.22	1.39	7.83	4.86	0.56	5.42	69%	31%
1400	9.14	1.42	7.72	4.99	0.57	5.56	72%	28%
1500	8.88	1.37	7.51	5.17	0.60	5.77	77%	23%
1600	10.74	1.42	9.32	5.99	0.69	6.68	72%	28%
1700	10.67	0.83	9.84	5.83	0.67	6.50	66%	34%
1800	10.46	0.70	9.76	5.38	0.62	6.00	61%	39%
1900	10.35	0.77	9.58	5.36	0.62	5.98	62%	38%
2000	10.51	1.20	9.31	5.20	0.60	5.80	62%	38%
2100	11.25	1.23	10.02	5.38	0.62	6.00	60%	40%
2200	12.96	1.24	11.72	5.59	0.64	6.23	53%	47%
2300	18.21	1.76	16.45	5.83	0.67	6.51	40%	60%
Average	**10.62**	**1.15**	**9.46**	**4.46**	**0.51**	**4.98**	**54%**	**46%**

As shown above, proactive time within Precinct 4 is lower overall than the other precincts as approximately 46%. During the daytime hours, proactive time actually falls below 40% throughout much of the day. Moreover, proactive time after 2200 hovers around 60% and never reaches the 70% level as in other precincts.

6. THE RPD UTILIZED AVAILABLE PROACTIVE TIME FOR OFFICER INITIATED ACTIVITIES, TRAFFIC ENFORCEMENT, AND OTHER ACTIVITIES.

The project team utilized data collected from the CAD system to document the utilization of proactive time in each of the patrol precincts. The tables, that follow, show the average daily hours spent on traffic enforcement activities and officer-initiated calls for service (e.g. on view incidents). They also show the percentage of available

proactive time (actual on-duty time not spent handling calls for service, conducting administrative assignments, or out of service for breaks, meals, court, and other activities.

Proactive Enforcement Activity
Precinct 1

Hour	Traffic Hours	Officer Initiated Hours	Total Traffic & OI	Total On Duty	Available Proactive Time	% of Proactive Time
0000-0059	1.55	2.02	3.57	18.14	13.50	26%
0100-0159	1.38	1.75	3.13	16.49	12.54	25%
0200-0259	1.05	1.47	2.52	12.18	8.82	29%
0300-0359	0.67	1.10	1.77	9.78	7.01	25%
0400-0459	0.50	0.82	1.32	9.40	7.23	18%
0500-0559	0.34	0.51	0.85	9.17	7.49	11%
0600-0659	0.23	0.33	0.56	8.88	7.21	8%
0700-0759	0.10	0.24	0.33	6.25	4.45	7%
0800-0859	0.20	0.25	0.45	8.15	5.88	8%
0900-0959	0.22	0.32	0.53	8.86	5.72	9%
1000-1059	0.25	0.35	0.60	8.95	5.38	11%
1100-1159	0.22	0.39	0.60	9.01	5.20	12%
1200-1259	0.23	0.43	0.66	8.96	4.77	14%
1300-1359	0.22	0.44	0.65	8.94	4.53	14%
1400-1459	0.25	0.41	0.66	9.02	4.55	15%
1500-1559	0.26	0.40	0.65	9.09	4.13	16%
1600-1659	0.50	0.71	1.21	10.77	5.44	22%
1700-1759	0.83	1.09	1.91	11.06	6.42	30%
1800-1859	0.97	1.26	2.23	10.90	6.30	35%
1900-1959	0.95	1.21	2.16	10.93	6.19	35%
2000-2059	0.91	1.12	2.02	11.00	6.20	33%
2100-2159	0.95	1.00	1.95	10.96	5.92	33%
2200-2259	1.24	1.37	2.61	17.11	11.13	23%
2300-2359	1.48	1.84	3.32	18.47	12.92	26%
Average	**0.64**	**0.87**	**1.51**	**10.94**	**7.04**	**20%**

Proactive Enforcement Activity
Precinct 2

Hour	Officer Initiated	Traffic	Total Traffic & OI	Total On Duty	Available Proactive Time	% of Proactive Time
0000-0059	1.45	1.38	2.83	17.22	11.82	24%
0100-0159	1.27	1.18	2.46	14.96	10.12	24%
0200-0259	0.91	0.89	1.81	9.72	6.10	30%
0300-0359	0.67	0.60	1.27	9.13	6.09	21%
0400-0459	0.53	0.48	1.01	8.90	6.65	15%
0500-0559	0.38	0.36	0.74	8.61	6.78	11%
0600-0659	0.26	0.29	0.54	7.70	6.07	9%
0700-0759	0.17	0.12	0.29	6.99	5.49	5%
0800-0859	0.24	0.18	0.42	8.59	6.41	7%
0900-0959	0.33	0.19	0.51	8.76	6.04	8%
1000-1059	0.42	0.18	0.61	8.80	5.74	11%
1100-1159	0.50	0.20	0.70	8.83	5.26	13%
1200-1259	0.51	0.20	0.71	8.77	4.66	15%
1300-1359	0.53	0.18	0.70	8.74	4.24	17%
1400-1459	0.52	0.18	0.70	8.66	4.02	17%
1500-1559	0.50	0.20	0.70	8.58	3.69	19%
1600-1659	0.60	0.37	0.96	11.72	5.88	16%
1700-1759	0.60	0.51	1.10	9.38	4.42	25%
1800-1859	0.62	0.55	1.17	9.32	4.09	29%
1900-1959	0.67	0.57	1.24	9.30	4.00	31%
2000-2059	0.73	0.61	1.34	9.22	4.04	33%
2100-2159	0.73	0.67	1.41	11.94	5.62	25%
2200-2259	1.08	1.05	2.13	17.57	10.65	20%
2300-2359	1.31	1.35	2.66	17.67	11.53	23%
Average	**0.65**	**0.52**	**1.17**	**10.38**	**6.23**	**19%**

Proactive Enforcement Activity
Precinct 3

Hour	Traffic	Officer Initiated	Total Traffic & OI	Total On Duty	Available Proactive Time	% of Proactive Time
0000-0059	1.27	1.33	2.60	15.54	10.37	25%
0100-0159	1.11	1.29	2.39	13.86	8.93	27%
0200-0259	0.94	1.21	2.15	10.37	6.15	35%
0300-0359	0.65	0.93	1.57	8.90	5.49	29%
0400-0459	0.47	0.70	1.17	8.65	5.95	20%
0500-0559	0.41	0.57	0.98	8.42	6.35	15%
0600-0659	0.38	0.45	0.83	7.96	5.90	14%
0700-0759	0.32	0.36	0.68	6.34	4.02	17%
0800-0859	0.09	0.26	0.36	9.05	5.91	6%
0900-0959	0.10	0.36	0.46	10.14	6.50	7%
1000-1059	0.08	0.40	0.48	10.17	6.36	8%
1100-1159	0.08	0.33	0.41	10.15	6.03	7%
1200-1259	0.09	0.34	0.43	10.06	5.65	8%
1300-1359	0.12	0.32	0.44	10.02	5.35	8%
1400-1459	0.10	0.37	0.47	9.96	5.04	9%
1500-1559	0.10	0.39	0.49	9.76	4.24	12%
1600-1659	0.13	0.42	0.55	10.11	3.88	14%
1700-1759	0.20	0.51	0.71	9.78	4.86	15%
1800-1859	0.29	0.60	0.88	10.25	5.11	17%
1900-1959	0.30	0.62	0.93	10.25	5.26	18%
2000-2059	0.38	0.61	1.00	10.20	5.14	19%
2100-2159	0.42	0.60	1.02	10.15	4.94	21%
2200-2259	0.47	0.74	1.21	11.12	5.47	22%
2300-2359	0.97	1.15	2.12	15.06	9.30	23%
Average	**0.39**	**0.62**	**1.01**	**10.26**	**5.92**	**16%**

Proactive Enforcement Activity
Precinct 4

Hour	Officer Initiated	Traffic	Total Proactive	Total On Duty	Available Proactive Time	% of Proactive Time
0000-0059	1.96	1.64	3.60	18.45	11.60	31%
0100-0159	1.77	1.66	3.43	16.70	10.65	32%
0200-0259	1.35	1.38	2.73	11.66	6.42	43%
0300-0359	0.98	0.93	1.91	9.27	5.11	37%
0400-0459	0.78	0.58	1.36	8.74	5.47	25%
0500-0559	0.50	0.36	0.86	8.48	5.69	15%
0600-0659	0.36	0.23	0.59	7.90	5.07	12%
0700-0759	0.30	0.20	0.50	7.42	3.91	13%
0800-0859	0.31	0.11	0.42	7.07	3.55	12%
0900-0959	0.55	0.11	0.66	8.99	4.43	15%
1000-1059	0.66	0.10	0.76	9.24	4.04	19%
1100-1159	0.66	0.08	0.74	9.24	3.53	21%
1200-1259	0.66	0.11	0.78	9.23	3.10	25%
1300-1359	0.59	0.12	0.71	9.22	2.84	25%
1400-1459	0.57	0.10	0.67	9.14	2.56	26%
1500-1559	0.63	0.08	0.71	8.88	2.05	35%
1600-1659	0.69	0.18	0.87	10.74	3.04	29%
1700-1759	0.70	0.30	1.00	10.67	3.63	28%
1800-1859	0.71	0.35	1.07	10.46	4.03	26%
1900-1959	0.73	0.41	1.14	10.35	3.89	29%
2000-2059	0.77	0.44	1.21	10.51	3.97	31%
2100-2159	0.83	0.57	1.40	11.25	4.51	31%
2200-2259	1.01	0.69	1.70	12.96	6.07	28%
2300-2359	1.81	1.36	3.17	18.21	11.01	29%
Average	**0.83**	**0.50**	**1.33**	**10.62**	**5.01**	**26%**

As shown above, the RPD patrol precincts averaged approximately 1 to 2 hours of officer initiated handling time and traffic enforcement, each hour. In other words, 1 to 2 hours of officer time was dedicated each hour to traffic enforcement and responding to on-view incidents. As a percentage of available proactive time, this represents approximately 20% to 26% of available time.

It should be noted that the above figures only reflect proactive enforcement and traffic enforcement activities actually recorded in the CAD system. It is likely that additional proactive enforcement (e.g. directed patrols, surveillance, citizen contacts, etc.) are not recorded within the system. However, the RPD should ensure that the

utilization of proactive time is accurately captured so that available time is effectively

managed.

Recommendation: The RPD should ensure that major proactive enforcement activities are recorded in CAD to ensure effective utilization and management of available proactive time.

7.   **THE RPD'S CURRENT PATROL SCHEDULE HAS A SIGNIFICANT IMPACT ON OVERALL PROACTIVE TIME.**

The RPD currently uses a shift schedule that is comprised of 4 squads assigned

to each of the three daily shifts (days, evening, and midnights). The 10.5-hour (10-hours

after an unpaid lunch break is deducted) creates overlaps during the day between the

hours of 1500 to 1730, 1730 to 2100, and 2100 to 0230. Using overlaps to provide

additional officers on the street during peak hours is appropriate if there is a good match

between workload and officers scheduled. However, the current schedule also creates

large overlaps of officers on Thursdays and Friday. The RPD utilizes these days for

training and special assignments. However, the schedule results in a significant number

of additional officers available during these days.

The project team utilized the CAD login data to illustrate the difference in officer

availability on overlap day vs. non-overlap days:

Richmond Police Department
Average Daily Login Time by Precinct & Day of Week

Weekday	Precinct 1	Precinct 2	Precinct 3	Precinct 4	Total	% of Total
Sunday	235	230	224	227	917	13%
Monday	245	242	235	235	958	13%
Tuesday	242	243	233	230	948	13%
Wednesday	251	250	238	240	980	14%
Thursday	311	300	275	311	1,196	17%
Friday	304	304	281	315	1,204	17%
Saturday	248	240	246	255	989	14%
Total	**1,836**	**1,809**	**1,732**	**1,815**	**7,191**	**100%**

As shown above, the average daily number of officer hour logged into the CAD system increases significantly on Thursdays and Fridays. More than a third (34%) of officer time is utilized on these two days. On average, there are 242 additional officer hours utilized on Thursdays and Fridays, each day. Assuming a 10-hour shift (excluding non-paid meals), this equates to approximately 24 additional officers deployed on these two days.

The RPD has designed the current shift schedule to provide additional officer time for training and administrative duties, as well as to account for higher workload levels on Thursdays and Fridays. As a result, the project team evaluated the variations in proactive time across each precinct and day of week. The table, below, shows overall proactive time by day of week in each precinct.

Total Proactive Time by Day of Week and Precinct

Weekday	Precinct 1	Precinct 2	Precinct 3	Precinct 4	Total
Sunday	59%	60%	51%	46%	54%
Monday	65%	65%	57%	48%	59%
Tuesday	62%	66%	55%	44%	57%
Wednesday	63%	65%	56%	45%	57%
Thursday	68%	72%	61%	57%	65%
Friday	66%	69%	58%	55%	62%
Saturday	59%	59%	51%	47%	54%

As shown above, proactive time is highest on Thursdays and Fridays when overall proactive time is 65% and 62% respectively. Within each patrol precinct, Thursday and Fridays also have the most proactive time. Proactive time ranges from 55% and 57% within Precinct 4, to 72% and 69% within Precinct 2. While workload is higher on these days, the additional personnel create much higher proactive time levels than during the rest of the week.

8. **THE PROJECT TEAM DETERMINED THE NUMBER OF PATROL OFFICERS IN EACH PATROL PRECINCT NEEDED UNDER THE CURRENT SHIFT SCHEDULE.**

The project team utilized the preceding workload factors to determine the number of officers needed to handle community generated calls for service as well as maintain a minimum of 45% proactive time. The tables, that follow, show the average number of officers needed, on-duty, to provide this level of service:

Officers Needed Each Day and Hour – Precinct 1

Hour	Sun	Mon	Tues	Wed	Thur	Fri	Sat	Average
00	14.73	8.46	8.37	9.02	10.38	10.38	15.10	10.92
01	12.62	6.83	6.87	7.15	7.11	7.76	12.15	8.64
02	12.43	4.72	5.80	4.30	6.31	6.45	11.55	7.37
03	8.37	3.79	3.60	3.60	4.07	4.63	7.39	5.06
04	5.24	2.66	2.57	2.95	2.80	2.90	4.21	3.33
05	2.85	2.71	2.24	2.38	2.43	2.10	4.16	2.70
06	3.27	3.51	3.65	3.23	3.60	3.97	3.69	3.56
07	3.23	5.10	4.91	5.00	4.96	4.44	3.69	4.47
08	5.19	7.90	8.04	6.73	6.03	7.53	6.12	6.79
09	6.59	8.18	8.32	8.09	7.99	9.02	7.95	8.02
10	8.04	7.85	8.65	7.43	8.93	9.12	10.05	8.58
11	9.63	9.26	8.55	9.02	8.37	9.49	9.30	9.09
12	9.30	8.88	10.10	9.21	10.10	9.26	9.96	9.54
13	10.19	9.12	9.82	9.58	10.19	10.70	9.68	9.90
14	10.66	9.96	9.49	11.50	9.68	10.85	10.61	10.39
15	10.38	11.27	12.11	11.17	13.51	13.42	9.77	11.66
16	11.69	12.86	13.42	14.58	14.49	11.92	10.19	12.74
17	12.57	12.15	14.54	14.40	15.10	13.18	11.59	13.36
18	11.69	12.43	13.42	13.74	14.73	14.63	13.00	13.38
19	12.90	12.86	13.18	14.12	12.39	14.73	12.95	13.30
20	12.76	11.03	11.03	12.76	13.14	14.30	13.42	12.63
21	12.25	11.17	12.34	12.53	13.04	15.24	14.63	13.03
22	12.48	11.41	11.17	11.87	13.23	17.02	15.47	13.24
23	11.31	8.69	11.45	12.15	12.39	16.31	13.32	12.23

Officers Needed Each Day and Hour – Precinct 2

Hour	Sun	Mon	Tues	Wed	Thur	Fri	Sat	Average
00	12.43	8.65	7.20	8.32	9.82	8.46	11.41	9.47
01	10.70	6.59	5.94	5.52	5.98	6.08	10.66	7.35
02	10.33	5.05	4.81	4.72	4.35	5.52	9.54	6.33
03	8.13	3.97	3.09	2.20	2.95	3.09	6.87	4.33
04	5.10	2.66	2.10	2.48	2.52	2.71	4.11	3.10
05	3.69	2.48	2.20	1.96	2.38	2.15	3.88	2.68
06	2.34	2.66	3.55	2.85	2.52	2.95	3.41	2.90
07	3.79	4.49	4.63	4.44	4.86	5.10	3.97	4.47
08	4.07	5.14	5.89	5.28	6.45	5.61	5.14	5.37
09	6.17	6.50	6.87	7.43	6.40	8.09	5.80	6.75
10	7.20	7.85	7.06	8.04	7.06	7.01	8.84	7.58
11	8.55	8.46	7.90	8.32	7.99	8.37	8.65	8.32
12	8.60	8.41	8.37	8.84	7.95	9.12	9.40	8.67
13	10.19	8.23	7.76	8.55	7.90	9.21	9.16	8.71
14	10.70	9.16	8.74	11.08	8.51	11.03	10.85	10.01
15	10.00	9.58	9.82	10.85	10.66	11.83	9.58	10.33
16	10.66	12.53	11.87	13.60	11.08	12.20	11.78	11.96
17	12.86	13.56	13.00	13.60	13.00	14.96	12.53	13.36
18	11.31	13.42	12.76	12.95	12.48	12.81	13.32	12.72
19	14.21	13.04	12.76	13.09	13.37	12.95	14.63	13.44
20	12.34	13.18	10.61	13.37	11.69	12.81	13.60	12.51
21	11.87	11.36	11.22	13.09	12.90	13.42	15.29	12.74
22	13.23	11.59	10.52	10.75	12.43	15.38	16.31	12.89
23	10.66	9.49	9.63	10.00	10.85	14.30	15.52	11.49

Officers Needed Each Day and Hour – Precinct 3

Hour	Sun	Mon	Tues	Wed	Thur	Fri	Sat	Average
00	17.90	9.86	10.14	10.47	10.75	12.01	17.72	12.70
01	15.89	7.43	6.87	7.90	9.16	10.66	18.14	10.87
02	13.37	6.08	7.20	7.62	7.67	9.30	18.46	9.96
03	11.41	5.84	5.05	4.63	4.58	5.66	10.28	6.78
04	6.87	3.37	3.32	2.80	4.02	4.35	6.22	4.42
05	3.27	2.85	3.13	3.09	2.99	3.04	4.35	3.25
06	4.86	3.60	4.91	4.72	4.02	4.11	4.53	4.39
07	4.86	7.15	6.78	7.15	8.13	7.06	6.73	6.84
08	8.23	10.47	11.08	10.33	11.22	11.31	8.69	10.19
09	8.37	11.45	11.08	11.17	11.08	10.94	10.75	10.69
10	9.26	10.94	10.52	11.13	11.08	11.87	11.83	10.95
11	10.05	12.43	9.77	10.89	11.22	11.45	11.55	11.05
12	10.70	11.59	11.13	12.67	11.69	13.09	11.31	11.74
13	11.13	12.01	12.11	12.67	13.56	13.18	14.49	12.74
14	12.95	11.97	12.43	13.28	13.04	13.00	12.90	12.80
15	12.20	13.28	12.57	12.11	13.74	15.19	11.69	12.97
16	13.74	13.88	13.23	13.18	13.00	14.26	11.64	13.28
17	12.34	15.38	15.01	14.49	14.40	15.19	11.73	14.08
18	15.01	13.32	14.49	15.38	14.21	13.56	14.02	14.28
19	13.04	13.09	12.25	14.30	12.86	14.07	12.95	13.22
20	11.87	11.83	12.01	12.81	11.73	12.53	13.70	12.35
21	12.11	11.36	12.39	11.92	12.01	14.02	13.46	12.47
22	11.08	11.87	12.57	12.72	12.11	15.10	16.31	13.11
23	12.06	11.13	12.34	11.87	13.00	19.49	16.03	13.70

Officers Needed Each Day and Hour – Precinct 4

Hour	Sun	Mon	Tues	Wed	Thur	Fri	Sat	Total
00	20.01	10.80	10.66	11.08	11.64	10.47	17.72	13.20
01	17.90	8.13	7.20	7.25	8.69	10.89	16.13	10.89
02	16.83	6.54	5.24	6.12	7.57	11.97	17.90	10.31
03	9.72	5.05	4.25	4.86	5.47	6.36	10.24	6.56
04	5.70	2.85	3.55	3.60	3.37	4.16	5.47	4.10
05	4.02	4.11	3.79	4.02	2.85	3.88	3.74	3.77
06	4.39	5.33	4.96	4.53	3.93	5.28	4.72	4.73
07	4.53	7.20	7.43	8.32	7.85	7.53	6.54	7.06
08	7.06	9.77	11.36	10.56	10.89	9.58	8.37	9.66
09	10.19	13.51	13.00	12.81	12.81	11.97	10.38	12.09
10	9.44	13.37	12.81	14.40	13.23	12.01	11.97	12.46
11	12.43	14.82	14.96	15.19	12.39	15.38	13.42	14.08
12	12.15	13.42	14.58	15.19	13.00	13.46	14.40	13.74
13	12.11	14.21	14.26	16.55	14.26	15.01	13.98	14.34
14	13.04	15.24	14.96	16.92	16.17	15.24	13.98	15.08
15	14.63	16.22	16.36	17.53	16.88	17.30	13.14	16.01
16	14.26	16.41	18.04	18.09	18.75	17.25	15.01	16.83
17	14.35	17.95	19.59	18.14	20.19	18.93	15.71	17.84
18	13.23	17.95	17.44	18.37	17.16	19.07	16.74	17.14
19	12.95	16.83	17.53	15.57	15.01	18.04	14.26	15.74
20	13.18	14.16	13.88	17.02	16.64	18.00	15.47	15.48
21	13.14	14.12	15.10	16.36	14.68	17.67	16.83	15.41
22	12.11	12.76	13.98	13.79	15.71	20.10	18.28	15.25
23	12.06	12.25	11.92	13.32	14.73	18.18	19.35	14.54

As shown above, the number of officers needed on duty each day varies significantly by hour and precinct. The table, below, summarizes the average number of officers needed by 8-hour time block and by precinct:

Average Officers Needed on Duty by Precinct

Hours	Precinct 1	Precinct 2	Precinct 3	Precinct 4	Total
0700 to 1500	9	8	11	13	41
1500 to 2300	13	13	14	17	57
2300 to 0700	7	6	9	9	31

The table above shows the number of officers needed in each precinct by 8-hour time block to handle workloads and provided 45% proactive time. The table indicates that during several periods of the day, less than 9 officers are needed to meet targeted service levels. However, it is not uncommon to have high proactive time level during the late evening and early morning hours. While workload is typically lower during these

times, police departments still provide a minimum number of officers needed to ensure

officer safety (e.g. to handle 2 to 3 large incidents at once which require multiple unit

responses). As a result, the project team adjusted targeted staffing to reflect current

minimum staffing levels during each eight-hour block, as shown below:

Minimum Staffing Adjusted Average Officers Needed on Duty by Precinct

Hours	Precinct 1	Precinct 2	Precinct 3	Precinct 4	Total
0700 to 1500	9	9	11	13	42
1500 to 2300	13	13	14	17	57
2300 to 0700	9	9	9	9	36

The project team next calculated the number of officers needed based on the

current shift schedule. As described earlier, the current schedule uses four squads of

officers for each 10.5-hour shift. As a result, for 5 days out of the week, 2 squads are

used to meet minimum staffing. On Thursday and Friday, three squads are scheduled.

Therefore, in order to determine the number of officers needed, we divided the number

of officers needed for each shift shown above by two (for 2 squads). For example, in

Precinct 1, day shift, 5 officers are needed on each of the 4 squads to meet the target of

9 to 10 officers for the 5 days when two squads are working. Finally, we adjusted the

number needed by an 85% availability factor (e.g. officers work approximately 85% of

schedule hours based on use of leave data and estimate for long term disability, military

leave, etc.) and an estimated turnover rate of 5%. A turnover factor is included to

account for officer time lost due to separations and the need to recruit, academy and

field training new officers.

Estimated Number of Patrol Officers Needed for All Patrol Precincts

Shift	Squad A	Squad B	Squad C	Squad D	Total
Day	25	25	25	25	100
Evening	34	34	34	34	136
Midnight	21	21	21	21	84
Total	**80**	**80**	**80**	**80**	**320**

Estimated Turnover (@5%)	16
Total	**336**

Under the current schedule, the RPD appears to be understaffed. However, this is due to the fact that a third squad is scheduled on Thursday and Friday. As shown previously, the current schedule results in much higher levels of proactive time on Thursdays and Fridays due to the overlap of these days. Moreover, as shown below, the Patrol Precincts also currently have several vacant positions.

Patrol Precinct	Day	Evening	Midnight	Assigned	Vacancies	Total Authorized
Precinct 1	23	29	23	75	3	78
Precinct 2	24	32	23	79	2	81
Precinct 3	24	27	28	79	6	85
Precinct 4	23	28	25	76	3	79
Total Assigned	**94**	**116**	**99**	**309**	**14**	**323**

As shown above, including vacancies, the patrol precincts have 323 authorized patrol officer positions. Please note that this does not include FMT officers, detectives, or special assignment personnel. Considering the high levels of proactive time resulting from the project team's use of minimum staffing targets during low workload hours, as well as the higher proactive time resulting from the current shift schedule and squad rotation, the project team does not recommend additional officers, even if the current schedule is maintained.

9.   **THE USE OF ALTERNATIVE SHIFT SCHEDULES IN PATROL REDUCES THE NUMBER OF OFFICERS NEEDED TO MEET SERVICE TARGETS.**

The project team evaluated the impact of a change in the current shift schedule on the number of officers needed to provide targeted service levels. The choice of schedule has a major impact on staffing needs, as demonstrated by the table, below:

Element / Shift Schedule	8 Hour	10 Hour	11 Hour	12-Hour
Hours of Coverage per Shift (Shift length x 365)	2,920	3,650	4,015	4,380
Number of Shifts	3	3	3	2
Total Hours of Coverage per Year (# shifts x coverage per shift)	8,760	10,950	12,045	8,760
Scheduled Hours (Avg.)	2,080	2,080	2,189	2,080
Leaves (@15%)	312	312	328	312
Training (@40 hours annually)	40	40	40	40
Officers Needed to Provide 1 On duty Officer	5.07	6.34	6.62	5.07

The table shows the relief factor to provide 1 officer on duty at all times under different shift configurations. As shown above, under both 8-hour and 12-hour shifts, approximately 5 officer positions are needed to cover 1 patrol position 24-hour each day. Under a 10-hour shift plan, a multiplier of 6.34 is needed to provide the same coverage. Finally, under an 11-hour shift schedule, approximately 6.6 positions are needed for each 24-hour post. It should be noted that the current shift schedule actually requires more positions to cover one 24-hour post than the 10-hour position multiplier shown above. This is due to the unique nature of the squad structure, which utilizes 4 squads for each of the 10 hours shifts.

The project team next determined the number of officers needed under each alternative shift schedule shown above.

Officers Needed by Precinct & Alternative Shift Schedule

Shift Schedule	Precinct 1	Precinct 2	Precinct 3	Precinct 4	Total
8-Hour Schedule	55	55	60	69	239
10-Hour Schedule	69	69	75	86	299
11-Hour Schedule	72	72	79	90	313
12-Hour Schedule	55	55	60	69	239

As shown above, under an 8-hour shift plan, a total of 239 officers are needed to provide 45% proactive time and to meet minimum staffing during low workload hours, after considering use of leave, training, administrative time, and other lost duty time. Under the 10-hour shift schedule, which is based on a straight 3-shift concept wherein officers work 4 days on and have 3 days off each week, a total of 299 officers are needed. Under an 11-hour schedule, a total of 313 officers are needed. The 12-hour schedule requires the same number of officers as under the 8-hour plan.

The preceding analysis indicates that there are clear cost efficiencies to be gained from changing the current shift schedule. However, there are a number of considerations involved with any change from the current approach, including:

• The current schedule is a benefit to officers and may be a factor in their decision to join the RPD and for their continued employment. As a result, a major change from the current approach may increase turnover, which will in turn increase operating costs. This is particularly the case since the benefit rate (cost of benefits as a percentage of salaries) is less than the overtime rate of 50%.

• The current shift schedule provides overlap between shifts, even during days other than Thursday and Friday. Overlap between these shifts provides continuous coverage on the street and also provides an opportunity to conduct training, briefings, and other assignments.

Considering these factors, as well as the preceding analysis, the project team recommends that the City and the Richmond Police Department consider altering the current shift schedule to a 10-hour shift with a 4-on, 3-off schedule. This approach would provide a high level of service while reducing the overall cost of staffing patrol

operations. The tables, below, show the recommended changes to allocation of officer

staffing and the estimated cost of these changes:

Recommend Patrol Officer Staffing

Patrol Area	Recommended	Authorized*	Actual	Change
Precinct 1	69	78	75	(9)
Precinct 2	69	81	79	(12)
Precinct 3	75	85	79	(10)
Precinct 4	86	79	76	7
Total	**299**	**323**	**309**	**(24)**

* Does not include special assignment, FMT or Detectives

Midpoint PO II Salary	$40,000
Benefits (@35%)	$14,000
Total Officer Cost	$54,000
Position Change	(24)
Cost Savings	(1,296,000.00)

As shown above, the project team recommends a total of 299 authorized patrol

officer positions (not including FMT, Detectives, and special assignments). Currently,

there are 309 actual officers assigned to the patrol precincts. As a result, the

recommended staffing level would reduce current staffing by 10 positions and eliminate

14 vacant positions. This should be done through attrition.

Recommendation: The City and the Richmond Police Department consider altering the current shift schedule to a 10-hour shift with a 4-on, 3-off schedule. This approach would provide a high level of service while reducing the overall cost of staffing patrol operations. This change would result in 24 fewer authorized patrol officer positions required, at an estimated cost savings of $1.3 million. This approach should be implemented through attrition.

10. THE RPD HAS EXPRESSED AN INTEREST IN THE USE OF A 12-HOUR SHIFT SCHEDULE.

The RPD has expressed an interest in utilizing a 12-hour shift schedule within

patrol. The Police Department utilized this schedule several years ago, before switching

to the 10-hour schedule. As a result, the project team developed a pro-forma shift roster

for each patrol precinct, based on the calculations in the preceding sections.

The table, below, shows the recommended number of officers by shift and patrol precinct:

Pro Forma Officer Assignment – 12-hour shift schedule

Shift	Precinct 1	Precinct 2	Precinct 3	Precinct 4	Total
0700 to 1900	27	27	32	38	124
1900 to 0700	27	27	30	32	116
Total	**54**	**54**	**62**	**70**	**240**

Please note that the table above reflects the number of officers needed based on recommended staffing levels developed in the previous section. If the number of authorized officers under the 10-hour schedule were maintained, additional personnel could be assigned to work early and late shifts, or for a power shift in each precinct. One approach to a 12-hour shift schedule would be to utilize a rotation, which provides every other weekend off for personnel. The table, below, shows how the rotation would work under this approach.

Pro-form Squad Rotation – 12 hour shift

Shift	Sun	Mon	Tues	Wed	Thur	Fri	Sat
Day Shift	A	B	B	A	A	B	B
Evening	C	D	D	C	C	D	D

Shift	Sun	Mon	Tues	Wed	Thur	Fri	Sat
Day Shift	B	A	A	B	B	A	A
Evening	D	C	C	D	D	C	C

Shift	Sun	Mon	Tues	Wed	Thur	Fri	Sat
Day Shift	A	B	B	A	A	B	B
Evening	C	D	D	C	C	D	D

As shown above, one approach would be to use a rotation, which provides a three day weekend every other weekend. This is a popular shift schedule in other agencies.

11. THE RPD MAKES EFFECTIVE USE OF DIFFERENTIAL POLICE RESPONSE. HOWEVER, THE POLICE DEPARTMENT CAN UTILIZE ADDITIONAL CALL DIVERSION TECHNIQUES SUCH AS INTERNET REPORTING.

There are a number of techniques that law enforcement agencies utilize to reduce the number of non-emergency and low priority calls for service handled by sworn personnel. The use of differential police response has taken on a number of forms in various communities around the United States (and the world). The most common approaches include the following:

Approach	Description of Key Elements
Call Queuing	• Calls are grouped by type into different priority levels. • Calls of the highest priority are dispatched immediately (Officers may even be broken away from on-going calls to respond). • Calls of a lower priority will be placed in a queue or stacked until an appropriate unit is available. This may mean holding the call for a unit specifically assigned to the beat where the call has originated, waiting for a special unit (vice, narcotics, youth), etc.
Self Reporting	• Offered for call types where the caller needs the police report primarily for insurance purposes – i.e., where there is little chance of apprehending the offender. • Most often used for call types such as: gas drive offs, "beer runs," and other minor thefts. • Reports are either mailed, faxed or made (in-person) by the complainant with no Officer involvement.
Phone Report Taking	• As with Call Queuing, this approach relies on the triage of calls for service before the fact. • Call takers are provided with a set of questions related to pre-determined protocols which lead to the ultimate decision regarding whether to send an Officer or whether to take the report by phone. • To enhance the success of these programs, the call takers are encouraged to provide the caller with information regarding the response time of an Officer (very long) compared to doing the report over the phone (immediate) and to take other steps to educate the public. • These steps taken by the call takers are often conducted in conjunction with other educational efforts by the department.
Civilian Field Report Taking	• Departments will dispatch uniformed non-commissioned (non-sworn) to take reports from complainants in the field. • Some departments utilize these positions as a way of augmenting the approaches described, above. • Others use them as a way of handling calls that might have otherwise been taken over the phone (in another agency).

Approach	Description of Key Elements
Field Civilians in Other Roles	• An expansion of the above roles. This approach has uniformed non-sworn personnel responding to calls for service that have been determined to be of 1) lower risk, 2) higher priority than those calls taken over the phone and 3) to have the potential for requiring some follow-up – such as with evidence collection or photography. • Departments send these staff members to a wide range of call types. • Examples include: misdemeanors, traffic accidents, minor felonies, non-violent issues, civil matters, etc.

As indicated previously, the Richmond Police Department utilizes a combination of civilian personnel to take telephone reports for low priority, non-emergency cases (primary thefts with no leads). The table, below, shows the total number of calls diverted to DPR from October 1, 2008 to September 30, 2009:

Call Type	Total
ACC	17
ANIMAL-BITE	2
ASSAULT	251
B&E	190
DISORDERLY	57
DOMESTIC	162
DRUG	8
FRAUD-FORG	1,365
HARASS-PHONE	1,893
INDECENT-EXP	2
LARCENY	5,465
LOST-PROPERTY	126
MISS-PER-NORMAL	222
STOLEN-VEH	1,765
VANDALISM	2,608
Total	**14,133**
Non-DPR Calls	**147,929**
Diversion Rate	**9%**

As shown above, the current percentage of calls diverted to differential police response is 9.6%. In aggressively managed differential response agencies, the call diversion rate is between 10% to 20% of total calls. Police Departments are also increasingly utilizing internet reporting as a way to divert calls for service that require a

simple police report. These call types may include cold burglaries, vandalism, and minor

thefts where no suspect information is available, there is no evidence to be collected, or

where a report is needed for insurance purposes only. Other Police agencies utilize

civilian responders to handle calls that are higher priority than telephone and internet

reported incidents, but do not require the presence of a sworn officer. These incidents

include "cold" thefts and burglaries (where not suspect information is available), lost

property, abandoned vehicles, and other minor crimes. While the impact of an additional

call diversion through internet reporting is not significant in terms of officer time (e.g.

estimate 5% of the calls at approximately 23 minutes of handling time is approximately

3,000 hours of time or approximately 2 Officer FTEs), the use of internet reporting can

reduce future demand for law enforcement services.

The use of civilian responders, however, can significantly impact the number of

officers needed to respond to calls for service. This is due to the fact that civilian

responders would not need an additional 45% of their time dedicated to proactive

enforcement. As an illustration, the project team identified calls for service that are

currently handled by patrol officers that could be handled by civilian responders. We

identified calls that occurred during daytime hours (0700 to 0700) that appeared to be

low priority incidents:

Richmond Police Department
Potential Calls for Civilian Response

Call Type	Number
ABAN-BIKE	82
ABAN-VEH	1,810
ACC	7,502
ANIMAL-BITE	20
ASSIST	1,949
ASSIST-EMS	130
ASSIST-FIRE	4,081

Call Type	Number
ASSIST-OTHER	1,658
DISVEH-HAZ	1,541
DISVEH-NOHAZ-OCC	338
DISVEH-NOHAZUNOC	97
DPW	71
FOUND-PROP	1,085
FRAUD-FORG	655
INDECENT-EXP	264
LARCENY	3,242
RECOVERED-VEH	363
TRAFFIC-COMPLT	2,462
VANDALISM	1,500
Total	28,850

As shown above, there were 28,850 calls for service that could have been handled by civilian responders during October 2008 to September 2009. The project team used these calls to estimate the impact on officer staffing needs of using civilian response.

Total Handling Time (Minutes)	864,293
Average Handling (Minutes)	29.96
Officers at 45% Proactive Time	15
Civilian Responders Needed	8
Officer Cost	$810,000
Estimated Civilian Cost	$388,800
Cost Savings	$(421,200)

The table above shows that 15 Officers are needed to handle these calls for service and provide 45% proactive time. Using civilian responders would only require 8 positions. This is due to the fact that they do not need proactive time. Based on an estimated $54,000 total position cost for Officers and $48,600 for a civilian responder (based on an estimated 10% lower cost for salaries and benefits), the potential cost savings would be $421,200 annually.

Recommendation: The RPD should implement additional differential response techniques including the use of internet reporting for non-emergency, low-priority calls for service. This approach would reduce the need for 2 Officer positions, resulting in $108,000 annual savings.

Recommendation: The RPD should consider implementing a civilian field responder program to respond to low priority calls for service. This approach would save an estimated $421,000 annually.

12. THE FOCUSED MISSION TEAMS SHOULD DEVELOP UNIFORM PERFORMANCE MEASURES OF EFFECTIVENESS AND UTILIZATION.

Each of the four patrol precincts utilizes a group of dedicated proactive enforcement officers who are responsible for addressing crime in each precinct. These personnel are utilized for surveillance, drug buys, prostitution stings, and other proactive enforcement activities. The utilization of these teams is targeted toward the reduction of violent crime, which is tied to broader divisional and departmental goals and objectives. The table, below, shows the assignment of FMT officers by precinct:

Precinct	FMT Officers	FMT Sgts.	FMT Lt.
Precinct 1	12	2	1
Precinct 2	12	2	1
Precinct 3	5	1	1
Precinct 4	5	1	1

As shown above, the number of FMT officers varies by Patrol Precinct. There are 12 FMT officers assigned in Precincts 1 and 2. Precincts 3 and 4 have 5 FMT officers assigned. This is due to the fact that there are a larger number of property crime detectives in Precinct 3 and Precinct 4. Detectives are also used flexibly to perform surveillance, drug buys, prostitution stings, and other proactive activities.

The current approach to assigning proactive enforcement officers to patrol precincts is an effective way to provide geographic accountability. It also provides patrol commanders with resources to address precinct crime and other problems. Officers assigned to FMT in each precinct are also more knowledgeable about their particularly precinct since they spend their time in their respective areas.

Patrol Commanders are held accountable for resolving crime issues in their precincts. Each week, patrol, investigations, and other units hold crime analysis meeting to discuss crime trends and enforcement activities and strategies. The Patrol Precincts also closely monitor crime statistics and are charged with reducing violent crime and other crime by targeted percentages each year.

While the current approach is effective, the project team believes there are opportunities to improve the operation of the FMT units. The RPD should develop uniform comparative measures to evaluate the effectiveness of the FMT units. Currently, FMT provides a daily summary of activities, however, each FMT unit provides information in a slightly different format. Examples of uniform comparative measures include: calls for service, arrests (felony vs. misdemeanor), drugs seized, money seized, field interrogations, surveillance hours, training hours, warrants served, etc. This approach would allow the RFP to better evaluate the utilization of each of the FMT units. These metrics would not be utilized to ensure that units are performing an equal number of activities or achieving equal outcomes. For example, patrol units will have higher level of calls for service handled, while FMT units may have higher levels of drugs and money seized. However, these metrics can be utilized to ensure that proactive enforcement units are effective relative to other general enforcement units. For example, if performance metrics indicate that FMT units make fewer arrests, drug seizures, or serve fewer warrants than the average patrol officer, this may be an indication that personnel should be redeployed to a more productive use.

Recommendation: The RPD should develop uniform comparative measures for patrol and FMT. Examples include: calls for service, arrests (felony vs. misdemeanor), drugs seized, money seized, field interrogations, surveillance hours, training hours, warrants served, etc.

13. PROPERTY CRIMES DETECTIVES ARE STAFFED APPROPRIATELY IN EACH OF THE FOUR PRECINCTS

Each of the four Precincts maintain case handling Detectives. This approach is directly in support of the geographic policing model currently utilized by the Police Department. This model, when applied to investigations, is predicated on the assumption that Detectives will be better able to conduct follow-up investigations on their cases if they are able to focus on a geographic area.

Each Detective squad is comprised of one (1) Sergeant and between six (6) and 10 Detectives. The specific assignments given to the Detectives in each of the four Precincts vary somewhat depending on the specific requirements and needs of the individual Precinct commanders. The Detectives assigned to the Precincts are responsible for Property Crimes and, until recently, Robberies (these have been temporary reassigned to a Robbery Task Force). The table, below, shows the workload handled by the units in each Precinct:

Precinct	Cases 2008	Cases 2009 (1/1 - 9/30)	Annualized 2009	Detectives	Cases / Detective	Estimated Active Cases / Month / Detective
1	3,040	2,384	3,199	6	1,040	19.8
2	4,138	2,699	3,622	6	1,293	24.6
3	4,679	3,317	4,451	9	1,014	19.3
4	5,368	3,716	4,987	10	1,035	19.7
Total	17,225	12,116	16,259	31	1,080	20.9

The following paragraphs summarize the project team's findings regarding the staffing levels in the Precincts:

• The four Precincts have Detective staffing that ranges from six to 10 Detectives.

• The caseloads shown are those that were assigned for follow-up investigation in each of the Precincts.

•   The project team assumed a monthly turnover for these cases of 2.5 times per Detective – i.e., approximately eight (8) working days on average per case between the time of assignment and the time the case is closed by the Detective.

•   This shows that the Detectives are handling, at any one time, between 19.3 and 24.6 cases on average. The Matrix Consulting Group looks for Property Crimes units to handle no fewer than 15 active cases and no more than 25 active cases at any time (on average).

•   The Precincts have, with the exception of Precinct 2, the proper number of Detectives assigned. Precinct 2 should consider moving one of the Detectives from its FMT-A or FMT-B team into a more generalist investigator role. Alternatively, the Precinct could assign an Officer on temporary assignment to handle case follow-up on three or six month rotations. Such a rotation will offer the Officers an opportunity to experience Detective work and will enable the Precinct to better distribute the caseload it faces.

The project team also noted that there are widely disparate approaches to managing the caseload in the four Precincts. While the Precinct Captains should clearly continue to have the ability to assign resources, the project team would recommend some standardization among the four Precincts as follows:

•   Discontinue the "case screener" assignment in those Precincts that continue to have this assignment.

•   Assign cases geographically within the Precinct to improve Detective ability to follow-up, to enhance efficiency when Detectives are in the field conducting interviews, etc. To distribute Detectives to the Precincts, in support of the geographic policing model, is negatively impacted if cases are simply assigned on a first-come first-served basis.

•   Implement the changes to General Order 7-1 and General Order 7-2 as recommended in the Support Services chapter of this report. These recommendations include enhancing the level of direct accountability on Detectives and Sergeants for the timeliness of case handling and on the case files developed by the Detectives in support of prosecution.

Recommendation: The staffing in the four Precinct Detective units should be maintained as currently authorized. The one exception would be to re-deploy one of the FMT-A or FMT-B positions in Precinct 2 to the Detective unit. Management and supervisory changes should be made in accordance with the recommendations made in the Support Services chapter of this report. These

changes included recommended edits to General Orders 7-1 and 7-2 to improve accountability for timeliness of case handling and the development of case files.

14. **OVERTIME UTILIZATION WITHIN THE PATROL PRECINCTS APPEARS TO BE WITHIN ACCEPTABLE RANGES.**

The project team collected overtime expenditure data to evaluate the utilization of overtime within the patrol precincts. The RPD provided overtime utilization by reason for 2008 and 2009. The Department also provided budgeted and actual expenditures for each Division for FY 2008 and FY 2009. As a guideline, the project team uses a benchmark of 5% to 7% of total personnel costs for overtime expenditures. Overtime costs in excess of this benchmark indicate that there may be issues related to management of overtime or issues related to whether existing staffing levels meet minimum staffing policies.

The table, below, shows total personnel costs, budgeted and actual, for FY 2008 and FY 2009:

RPD FY 2008 Expenditures

Line Item	4150 - Area I		4160 - Area II	
	Budget	Expense	Budget	Expense
Salaries Full -Time	$11,911,133	$11,838,226	$11,632,384	$11,824,762
Salaries Over -Time	$700,000	$1,484,557	$685,000	$1,351,833
FICA	$760,616	$796,635	$762,987	$761,257
Retirement Contributions	$2,762,538	$2,797,213	$2,699,766	$2,675,421
Medicare/FICA	$178,058	$186,560	$178,609	$178,425
Group Life Insurance	$54,322	$48,034	$53,062	$46,592
Worker's Compensation		$3,487		
Health Care/Active Employees	$993,354	$1,058,967	$1,019,409	$1,045,185
Long Term Disability	$-	$30,406	$-	$29,443
Personnel Totals:	$17,360,021	$18,244,086	$17,031,217	$17,912,918
Overtime % of Personnel Costs	4%	8%	4%	8%

RPD FY 2009 Expenditures

Line Item	4150 - Area I		4160 - Area II	
	Budget	**Expense**	**Budget**	**Expense**
Full-time Salaries	$12,396,605	$12,701,178	$12,036,149	$12,320,606
Overtime	$700,000	$1,328,189	$685,000	$1,157,780
FICA	$772,305	$819,135	$898,720	$785,261
Retirement Contributions	$2,732,827	$2,864,573	$2,678,740	$2,699,194
Medicare/FICA	$215,676	$191,753	$175,636	$183,668
Group Life Insurance	$50,606	$41,609	$49,094	$40,241
Workers Compensation	$-	$3,050	$-	$2,028
Health Care/Active Employees	$1,155,314	$1,188,576	$1,111,681	$1,168,354
Long-Term Disability	$32,163	$32,227	$31,239	$30,965
Personnel Totals:	$18,055,496	$19,170,290	$17,666,259	$18,388,096
Overtime % of Total Personnel Costs	4%	7%	4%	6%

As shown above, actual overtime expenditures represented approximately 8% of total personnel costs in the patrol precincts during FY 2008. This is at the high end of the range. Overtime expenditures during FY 2009 comprised approximately 6 to 7% of total personnel costs. This is generally within the benchmark range.

The project team also evaluated utilization of overtime by shift and assignment during FY 2009 (July 1, 2008 to June 30, 2009). The table, below, shows total hours of overtime for each shift / assignment, and the average per day:

Shift	Total Hours	Avg/Day
Holiday Hours Worked	25,911.90	70.99
Precinct 1 Evenings	5,598.27	15.34
Precinct 3 Squad-Eve	4,707.52	12.90
Precinct 3 Midnights	4,126.39	11.31
Precinct 4 Evening	3,566.11	9.77
Precinct 2 Evenings	3,139.67	8.60
Precinct 4 Day - Patrol	2,701.78	7.40
Precinct 2 Days	2,541.80	6.96
Precinct 2 Midnights	2,152.77	5.90
Precinct 1 Days	2,112.75	5.79
Precinct 3 Squad-Day	2,047.10	5.61
FMT Tactical Prec 2	1,958.67	5.37
Precinct 4 MID - Patrol	1,940.66	5.32
Precinct 1 Midnights	1,670.46	4.58
FMT Detective Prec 2	1,472.04	4.03
FMT Detective Prec 4	1,319.25	3.61

Shift	Total Hours	Avg/Day
Precinct 4 Admin	1,126.75	3.09
FMT Detective Prec 1	1,062.03	2.91
Precinct 2 Administration	946.25	2.59
FMT 1st Eve Shift	800.52	2.19
Precinct 1 Administration	568.13	1.56
Precinct 3 FMT	553.42	1.52
Extra Duty	500.60	1.37
Precinct 3 Administration	496.08	1.36
FMT Detective Prec 3	454.15	1.24
Precinct 4- PATROL A EVE	405.90	1.11
FMT 4 TACT10	372.48	1.02
FMT 1st Day Shift	355.68	0.97
Precinct 4 VCIT Unit	181.90	0.50
Pct 2 Support Staff	131.30	0.36
Precinct 4 Detectives	112.20	0.31
PRECINCT 4 DET EVE	105.80	0.29
Watch Commander 1	95.00	0.26
Precinct 4 - Sgt Day	80.50	0.22
Precinct 4 FMT	73.80	0.20
Precinct 3 Det SQD 1	69.00	0.19
Downtown Bikes	67.50	0.18
Precinct 1 Bike Evening	66.33	0.18
FMT Tactical Prec 1	65.50	0.18
Precinct 1 Bike Day	62.58	0.17
Precinct 4 - Sgt EVE	59.85	0.16
P4 Gilpin Unit 8 hrs	51.53	0.14
Precinct 2 Detectives	47.80	0.13
P4 Gilpin Unit	38.60	0.11
FMT 4 TACT 8	35.60	0.10
Precinct 4 - Sgt Mid	30.80	0.08
Precinct 1 Detectives	23.50	0.06
Precinct 3 Det SQD 3	22.25	0.06
Precinct 3 Det SQD 2	20.25	0.06
FMT Det First Prec Eve	18.50	0.05
Precinct 2 - Sgt EVE	18.00	0.05
Precinct 2 FMT	17.50	0.05
Watch Commander 3	12.00	0.03
Pct 3 Support Staff	11.30	0.03
Total	**76,128.03**	**208.57**

As shown above, there are several categories utilized by the RPD to report types of overtime. Interestingly, the largest share of hours is attributed to Holiday Hours worked, which is not a shift or assignment. The table also shows that most overtime is

worked by the evening shifts in the patrol precincts. The project team next evaluated the

cause or "type of overtime", as recorded by the RPD. The table, shows total hours by

type for FY 2009:

Type of Overtime	Total	Avg/Day
Holiday Pay OT	26,162	71.68
Court	17,164	47.02
Minimum Staffing	8,523	23.35
Investigation	3,302	9.05
LATE CALL	3,054	8.37
Administrative	2,869	7.86
TRAINING	1,828	5.01
2009-03-0001 PARKS OT (GR	775	2.12
General-Patrol	698	1.91
WATCH COMMANDER	666	1.82
2009-05-0002 56TH PRESIDE	600	1.64
2008-05-0022 SUNTRUST MAR	588	1.61
2008-05-0023 SRT INITIATI	585	1.60
SWAT/NEGOTIATOR	525	1.44
Grant Violent Crime Reduc	380	1.04
TRAFFIC SAFETY GRANT-SC-2	317	0.87
Callout	286	0.78
ATF Initiative	278	0.76
GRANT-(area 2)-Violent Cr	267	0.73
2008-03-06 312 3RD QT ROB	258	0.71
2009-01-0001 BELLE ISLE P	253	0.69
Richmond Adult Drug Court	217	0.59
2008-03-05 311 PARK INITI	211	0.58
2009-04-0002 DOWNTOWN BRO	192	0.53
2008-05-0024 UKROPS CHRI	191	0.52
2008-03-07 3RD QRT M/V SE	191	0.52
2009-04-0003 GILPIN COURT	189	0.52
ROBBERY	185	0.51
2008-04-014 GINTER PARK I	185	0.51
2008-05-0026 CARYTOWN NEW	183	0.50
2008-01-011 BLACKWELL FAL	181	0.49
2008-04-010 412 CHAMBERLA	175	0.48
2008-02-014 213 4TH QRT B	173	0.47
Grant OT General	170	0.46
2008-02-013 212 4QRT BURG	170	0.46
2008-01-016 HOUSING ENFOR	168	0.46
2008-02-06 213 BURGLARY R	162	0.44
2008-01-06 BELLE ISLAND-M	161	0.44
2008-05-0011-DAY OF ACTIO	152	0.42
2008-03-08 313 3RD QRT RO	149	0.41

Type of Overtime	Total	Avg/Day
CMT TEAM	145	0.40
2008-03-09 312 Burglary I	144	0.39
2008-01-015-4th Qrt FULTO	141	0.38
BOMB SQUAD TRAINING	132	0.36
2008-04-08 411 GILPIN CT	128	0.35
2009-05-0007 10K UKROPS	126	0.34
2008-05-0019 Election Day	124	0.34
2008-04-015 413 JACKSON W	114	0.31
2008-02-05 212 BURGLARY	103	0.28
2008-04-012 HIGHLAND PARK	100	0.27
2008-01-09 MOSBY CT VIOLE	100	0.27
2008-01-012 ICMA (	95	0.26
2008-02-08 212 ROBBERY RE	94	0.26
2008-01-010 111 SECTOR 3R	92	0.25
GRIP Grant Directed Patro	92	0.25
2008-03-10 SEC. 311 BURGL	91	0.25
Bomb Call Out	87	0.24
2008-04-07 412-RANDOM GUN	78	0.21
2008-02-012 212 (4TH QT)	75	0.21
2008-01-007 113 Sector BE	67	0.18
2008-2-01 Second Precinct	65	0.18
2008-07-0043 Powhattan Po	64	0.18
Fourth of July	61	0.17
2008-04-09 413 ROBBERY IN	60	0.16
FFI	60	0.16
MISSED MEAL	58	0.16
2008-01-08 OAK GROVE/BLAC	55	0.15
New Years Eve	52	0.14
2008-05-013 HANNA TROPICA	49	0.13
2009-04-0001 Barton Heigh	44	0.12
2008-03-03 FAN ROBBEERY I	42	0.12
Command Post	35	0.10
DEA Initiative	35	0.09
FUNERAL (Honor Guard)	34	0.09
2008-04-013 GILPIN COURT	29	0.08
2008-05-0021 VUU RALLY	28	0.08
2008-01-0006 112 Sector S	25	0.07
2008-10-04 ROCK FOR BARAC	25	0.07
Grant Party Patrol (ABC)	24	0.07
2008-01-007 113 BURGLARY	24	0.06
2008-10-24 RPD ANNUAL COO	21	0.06
2008-4-0001 BURGLARY INIT	18	0.05
2008-04-06 4TH PREC HOLID	18	0.05
2008-02-09 213 ROBBERY RE	18	0.05
2008-02-011 213 BURGLARY	18	0.05
HOMICIDE	17	0.05

Type of Overtime	Total	Avg/Day
Pied Piper Productions	16	0.04
Inv. 1-Aggravated Assault	16	0.04
2008-01-005-FAIRHILLS INI	16	0.04
2008-08-0917 M.OBAMA -RIC	15	0.04
Inv. 8-Narcotics	14	0.04
2010-09-0002 WINTER STORM	12	0.03
GANG REDUCTION INITIATIVE	12	0.03
2009-01-0003 Shockoe Bott	12	0.03
2008-04-011 PROVIDENCE PK	12	0.03
2008-03-02 Third Precinct	12	0.03
2007-07-0001 Base Product	12	0.03
2008-03-01 3RD THEFT FROM	9	0.02
Inv. 10 - Federal Agency	8	0.02
2008-05-0012 Nascar Traff	8	0.02
DMV-GRANT	7	0.02
PROPERTY & EVIDENCE	7	0.02
JTTF Initiative	6	0.02
Gang Grant/Crime Analysis	6	0.02
2008-04-05 HIGHLAND PARK	6	0.02
2008-01-003 OAK GROVE/HIL	6	0.02
2007-3-0001 Theft frm aut	6	0.02
2008-2-04 Property Crime-	6	0.02
2009-05-0001 MAYOR'S CHUR	5	0.01
2008-05-0020 501 N 9TH ST	5	0.01
Inv.4-Force Investigation	4	0.01
Inv. 11-Traffic	4	0.01
2008-05-0040 RIR-	4	0.01
SALLY PORT	2	0.01
City Hall Mayor Event	2	0.01
2007-3-0004 THIRD PRECINC	2	0.01
Total	**76,128**	**208.57**

As shown above, there are a large number of overtime "types" or causes, which makes meaningful evaluation difficult. However, the table does indicate that the major causes of overtime are: Holiday Overtime Pay, Court, Minimum Staffing, and Late Calls. Holiday Overtime Pay represents that largest share of total overtime hours within patrol at over 26,140 hours. Holiday pay represents a City policy decision related to employee benefits. Court overtime is the second largest category. Court overtime is typically

unavoidable due to the need to call officers off duty to testify. Minimum staffing overtime represents approximately 4 to 5 full-time equivalents on an annual basis.

Overall, overtime usage appears to be reasonable. However, the RPD should change the way in which overtime is recorded to provide more meaningful trend analysis in the future. The Department should use fewer categories or causes of overtime. For example, the following categories should be utilized: Court, Training, Minimum Staffing, Late Calls, Detective Call Out, Special Events, Special Initiatives, and Grant Funded Overtime. Further detail could be provided as a subcategory. This approach would allow the City to determine whether overtime is being utilized due to operational decisions (e.g. minimum staffing policies, detective call out practices, etc.) or driven by other influences such as grant funding, special events, or special initiatives.

Recommendation: The RPD should change the way in which overtime expenditures and hours are recorded. Fewer categories of causes of overtime should be utilized such as Court, Training, Minimum Staffing, Late Calls, Detective Call Out, Special Events, Special Initiatives, and Grant Funded Overtime. Further detail could be provided as a subcategory. This approach would allow the City to determine whether overtime is being utilized due to operational decisions (e.g. minimum staffing policies, detective call out practices, etc.) or driven by other influences such as grant funding, special events, or special initiatives.

4.   SUPPORT SERVICES

The Support Services Bureau is responsible for conducting follow-up investigations and providing proactive investigations on a wide range of issues. The Division is made up of three major Divisions including:

• Major Crimes

• Special Investigations

• Special Events

The first section focuses on the way in which cases are assigned and managed in the Police Department.

1.   INVESTIGATIVE EFFECTIVENESS IS EVALUATED DIFFERENTLY THAN FIELD OPERATIONS.

As the Matrix Consulting Group has worked with investigative analysis in over more than 25 years working with law enforcement agencies, we have found that it is more difficult to evaluate the staffing levels required by criminal investigations because, unlike field services, more subjective and qualitative determinants of workload and work practices are more important. Factors making comparative analyses difficult include:

• Approaches used to screen, assign, and monitor cases are different among law enforcement agencies.

• What is actually investigated varies by agency. The extent to which agencies assign misdemeanor level property crime cases to detectives varies. Also, the extent to which patrol performs preliminary investigation varies widely and impacts detective caseloads. It should be noted that the RPD does an excellent job of identifying the types of investigations that patrol officers can and should handle. A significant number of cases are investigated in Patrol that are often investigated by detectives in other agencies.

• Work practices vary tremendously among agencies, relating to interviewing techniques, mix of telephone and in-person interviews, use of computer technologies, and the time devoted to clerical tasks.

• The nature of the caseload is also a critical factor to consider when examining quantitative factors relating to investigative activity. Each case is different in terms of leads, suspect description, and other available information. The way information in a single case combines with information on other cases also impacts investigative actions.

• Finally, the nature of the community itself is a factor in evaluating investigative workload and staffing needs. Citizen expectations translate into service levels impacting detectives in terms of what is investigated and how investigations are conducted.

Collectively, these factors portray a different type of workload compared to that which depicts patrol workload. In patrol, workload can be characterized broadly by the following factors:

• High volume/fast turnaround work.

• Work oriented not toward solution of a complex case, but oriented toward documenting available evidence at a crime scene and initiating contacts with victims and witnesses.

• Deployment practices designed to result in a rapid response of personnel.

Therefore, unlike patrol, investigative workload cannot be converted into quantitative methodologies to arrive at required staffing levels. Investigative staffing requirements need to be examined from a variety of perspectives in order to obtain an overall portrait of staffing issues, case handling issues and philosophies having an impact on staffing needs. The perspectives we employed in our study of investigative staffing include the following:

• The project team reviewed case management practices through interviews with staff and obtained caseload data for each of the units, where available.

• The project team compared RPD's investigator staffing and workload with detectives in other law enforcement agencies.

• The project team examined other measures of workload as well as effectiveness of investigative services.

It should be noted that caseload and workload data availability varies between agencies and the analytical methods used are improved by automated case management systems that accurately report investigator workloads and work progress. The Richmond Police Department has a sophisticated automated case management system that provides a significant amount of workload data, enabling more comprehensive data analysis and increasing the confidence in data accuracy. The system is used widely by case handling unit Sergeants who are knowledgeable in caseload management and tracking of investigator progress and productivity.

2. THE POLICE DEPARTMENT POLICY FOR CASE MANAGEMENT IS WELL CRAFTED AND IMPLEMENTED. HOWEVER, THERE ARE NEITHER TIME STANDARDS FOR CASE COMPLETION NOR REQUIREMENTS FOR CASE SUPERVISION BY UNIT COMMANDERS.

The Richmond Police Department has a detailed and well-crafted policy guiding the process of case selection, assignment and investigation. This policy requires the following steps to be taken:

• All cases initiated by Patrol are reviewed by a Patrol supervisor.

• The policies (7-1 and 7-2) are quite clear about the responsibilities of Officers in the field and Detectives regarding follow-up.

• There are some ambiguities regarding case assignments that are not clarified in the General Orders. In fact, there is no General Order that dictates how cases are to be assigned between investigative units.

• Either following that review, or potentially prior to that review, cases are reviewed by the staff in the appropriate follow-up unit.

• There is no policy that describes the responsibilities of the unit supervisor, other than the generic Accountability Statement found in the Department's General Orders which lays responsibility at the Division Commander. The policy does not speak to the roles of the unit Sergeants or Lieutenants regarding case oversight.

- Similarly, there are very few time standards included in either General Order (7-1 or 7-2). The few that are in either policy relate to the time in which the case file should be prepared following an arrest.

- All cases are assigned. They are assigned using one of two classifications:

  - Pending / Open – these require further investigation by the Detective.

  - Inactive – these cases are provided to the Detectives for information only – though they can be opened by either the Detective or the Sergeant in each unit.

- General Order 7-2 states that the objective for the RPD is to provide uniform case files to the Commonwealth Attorney's Office. A listing of elements is given within the policy that represent the minimum information that should be included. However, no standardized format is provided within the General Order with which to drive the consistency effort across the RPD. Further, our review of case files submitted by various units shows a wide range of approaches, outline formats, etc. This does not include the obvious discrepancies that should occur when comparing a simple assault to a homicide case – but rather, refers to the flow of information in the various case file submissions.

  The project team recommends that the Police Department adopt the following

changes:

- Specific performance measures must be added to the General Orders that establish the following:

  - A timeline under which first contact should be made by the Detective to the victim(s) of the alleged crime. It is appropriate for the Detective to re-contact the victim within one working day from the time the case is assigned.

  - A timeline for the completion of a first case supplement / case notes by the Detective. An appropriate standard would be 10 working days from the time the case was assigned to the Detective.

  - Timelines for continual updates to the case file. For example, if a case continues to be worked by the Detective an additional supplement should be filed every 30 calendar days from the time the case is assigned. This provides documentation for the Detective and the Sergeant to review.

- Specific guidance should also be provided in the General Orders directing the actions of the unit supervisors. These include the following requirements:

- Sergeants should assign the cases to their units (as is current practice).

- Sergeants should review, using the case management system, the progress of their Detectives on their cases – as compared to the timeline standards described, above.

• An example of the format required by the Police Department should be developed and included in General Order 7-2. This will further the Department's stated objective of having their case files be of uniform appearance and consistency.

• The records management system / case management system should be utilized to assign cases to the appropriate unit Sergeant. This assignment can be made based either on the most serious charge or based on the recommendation made by the Patrol supervisor based on the most serious charge.

• Once the cases are assigned to the Sergeant, he or she should review the basic facts and nature of each incident. The current process of assigning cases either pending / active or inactive should be continued.

Recommendation: The Police Department should modify General Orders 7-1 and 7-2 to reflect more direct guidance regarding timelines for investigative follow-up, actions taken by unit Sergeants and to provide a model of the expected case file.

3. **STAFFING IN THE MAJOR CRIMES UNITS IS APPROPRIATE OVERALL. THE POLICE DEPARTMENT SHOULD CONSIDER SHIFTING RESOURCES FROM THE DEDICATED HOMICIDE TEAMS INTO MORE GENERALIST VIOLENT CRIMES INVESTIGATORS.**

The Richmond Police Department has organized its Major Crimes personnel into

three primary units:

• Homicide (four teams of four Detectives for 16 total)

• Youth and Family Crimes (one team of eight Detectives)

• Aggravated Assault (two teams of five for 10 Detectives total)

The Police Department has, given its historical level of homicide activity, found

that it was advantageous to designate dedicated homicide teams. The level of homicide

activity has declined while the level of reported violent crimes have remained roughly

the same. The table, below, shows the workload handled by all units and Detectives:

Unit	Cases 2008	Cases 2009 (1/1 - 9/30)	Annualized 2009	Detectives	Cases / Detective	Estimated Active Cases / Month / Detective
Agg. Asslt.	676	550	738	10	141	6.7
Homicide *	446	304	408	16	53	2.5
YFC	2,098	1,941	2,605	8	588	18.7

* Includes homicides and unattended deaths. All unattended deaths receive follow-up. This figure only includes the 16 cases handling investigators – it excludes three (3) Cold Case Detectives assigned to the Homicide Unit.

Note that the caseload appears to be appropriate when examined in the aggregate – the Matrix Consulting Group targets approximately 8-10 cases per Detective in a crimes against persons unit and this analysis shows that the workload is approximately 7.9 active cases per Detective. However, when examined in more detail, a significant issue begins to appear:

- There is a wide disparity in terms of active cases per Detective when the workload is examined on a per unit basis.

- The lowest number of active cases per month is 2.5 for the Homicide Unit. Note that the 16 Detectives shown in the table include those who handle cases – this figure does not include three (3) Detectives who investigate cold case homicides.

- The busiest unit in the Division is clearly the Youth and Family Crimes Unit with almost 19 active cases per month per Detective.

What this analysis demonstrates is that the overall workload is appropriate for the number of Detectives – however, the distribution of that workload could be improved somewhat by redistributing workload:

- The Police Department should maintain the separate units as they are currently staffed in the case of Homicide and Aggravated Assault.

- Robberies should be removed from the Precinct Detective units responsibility and re-distributed to the Homicide Units. This will increase their workload and will decrease the workload of personnel in the Precincts.

Recommendation: Maintain overall staffing in the Major Crimes Division. Shift the investigation of Robberies to the Homicide Unit (renaming the Units Robbery

/ Homicide). This will enable the City to maintain the specialized training and skills in Homicide that have been developed.

4.   AN ANALYSIS OF OVERTIME IN THE SUPPORT SERVICES BUREAU'S MAJOR CRIMES DIVISION INDICATES THAT THESE LEVELS ARE WITHIN A REASONABLE RANGE AND SHRINKING YEAR TO YEAR.

The project team examined the amount of overtime generated by the Major

Crimes Division over the past, presented in the following table:

Shift	Sum of Hours	Sum of Value
Agg Assault Team A Total	106	$3,863
Agg Assault Team B Total	270	$9,837
Agg Asslt Day Total	496	$17,636
Agg Asslt Eve Total	1,153	$42,228
Forensics Total	106	$3,731
Forensics B Total	43	$1,635
Forensics Admin Total	342	$14,347
Forensics C Total	10	$315
Forensics D Total	29	$1,390
Forensics Day Total	302	$10,884
Forensics day new Total	25	$986
Forensics Eve Total	412	$15,613
Forensics Eve new Total	100	$3,450
Homicide Day new Total	220	$9,250
Homicide Days Total	846	$34,864
Homicide Eve Shift New Total	532	$21,782
Homicide Eves Total	1,450	$58,030
Maj Crime Cold Case Total	170	$6,585
Maj Crime Yth/Family Total	593	$20,491
Major Crime Yth Fam Eve Total	73	$2,474
Major Crimes Admin Total	370	$18,010
Major Crimes Homicide Total	2,129	$90,762
TOTAL	**9,775**	**$388,163**

The following points summarize these data and draws inferences relating to the

magnitude of overtime in this Division:

- The proportion of the overtime expended by the major groups in the Division is:

    - Forensics: 13.5%

    - Aggravated Assault: 19.0%

    - Homicide: 31.9%

    - Major Crimes / Administration: 35.6%

• No single Detective has a level of overtime disproportionate to their unit.

• The primary uses of overtime in the Major Crimes Bureau related to the following:

- Court

- Homicide and other major call out

- Late call (essentially call out) for major calls.

The project team does not believe that the use of overtime represents an issue in

Major Crimes. Some overtime is unavoidable given the nature of investigations.

Recommendation: Supervisors and Managers need to continue to manage and monitor overtime as they have in the past year.

5. SPECIAL INVESTIGATIONS HAS TAKEN A NOVEL APPROACH BY FOCUSING ALL EFFORTS ON REDUCTION OF VIOLENT CRIME

The Matrix Consulting Group did not identify any major issues for changing

staffing or policies within the Special Investigations Division of the Support Services

Bureau. The project team found that the Police Department and the command staff in

the SSB / SID have taken an innovative approach by focusing the resources of the

Division on targeted assignments related to the reduction of violent crimes.   The

following paragraphs summarize our key findings:

• The Division is comprised of three case-handling units (VST, Criminal Complaints and Gangs). Each unit has a Sergeant and six Detectives.

• In addition, several support functions exist including Technical Assistance (which does various forms of electronic surveillance) and the staff assigned to various federal tasks forces (which return revenue from forfeitures to the Department).

• Vice, Narcotics and Gangs activities are all focused through an assessment of the impact of each operation on the reduction of violent criminal behavior. For example, if the Division develops leads into two drug-dealing operations, and one has a history of violence and the other does not, the SID will focus the majority of its efforts on the operation with a violent past.

• Many of the street level vice / narcotics issues are addressed by the FMT units assigned within each Precinct. This enables the Precinct commanders to address quality of life issues (e.g., street drug sales, street prostitution) while the SID focuses on larger scale issues. Given the geographic model of policing employed in the City of Richmond, this is an appropriate approach.

Recommendation: Continue to focus the resources of the Special Investigations Division on reduction of violent crime. This is an appropriate role for a centralized unit operating in support of and in conjunction with FMT units.

6. **THE TWO TRAFFIC SQUADS AND THE MOTORCYCLE SQUAD HAVE A SCHEDULE TO EMPHASIZE ENFORCEMENT DURING PEAK PERIODS.**

The Traffic Units include two squads (A & B). Squad A contains a Sergeant and five Police Officers and Squad B contains a Sergeant and four Officers. These work units provide the following traffic-related services: crash investigation, traffic enforcement, speed enforcement, selective enforcement, special events, and escorts.

In addition, a motorcycle squad supplements the Traffic Units with a Sergeant and five Officers. This squad is responsible for traffic enforcement, radar enforcement, escorts, and commercial motor vehicle inspections. They also provide selective enforcement related to speed complaints. Finally, they perform traffic control at major crime scenes, fire scenes and relieve street patrol officers when necessary at those incidents. The RPD also assigns a squad of officers, organized under the Traffic Lieutenant, who investigate hit and runs and perform crash investigations.

The Traffic Units work 2 shifts – days and evenings. The day shift (early) begins at 0630 and ends at 1700. The day shift (late) begins at 0730 and ends at 1800. The evening shift begins at 1230 and ends at 2300. The Motorcycle Unit also works two shifts – days and evenings. The day shift begins at 0630 and ends at 1700. The evening shift begins at 1230 and ends at 2300. The work schedules for these units are summarized in the table on the following page.

Current Work Schedules
Traffic Squads A & B and Motorcycles

First 2 weeks

	SAT	SUN	MON	TU	WED	THU	FRI	SAT	SUN	MON	TU	WED	TH	FRI
Traffic A	RDO	RDO	RDO	RDO	D	D	D	D	RDO	RDO	D	D	D	D
Traffic B	D	RDO	RDO	E	E	E	E	RDO	RDO	RDO	RDO	E	E	E
Motors	RDO	RDO	RDO	RDO	D	D	D	D	RDO	RDO	D	D	D	D
Officers Days	4	0	0	0	10	10	10	10	0	0	10	10	10	10
Officers Evenings	0	0	0	4	4	4	4	0	0	0	0	4	4	4

Second 2 Weeks

	SAT	SUN	MON	TU	WED	THU	FRI	SAT	SUN	MON	TU	WED	TH	FRI
Traffic A	RDO	RDO	RDO	RDO	E	E	E	E	RDO	RDO	E	E	E	E
Traffic B	E	RDO	RDO	D	D	D	D	RDO	RDO	RDO	RDO	D	D	D
Motors	RDO	RDO	RDO	RDO	E	E	E	E	RDO	RDO	E	E	E	E
Officers Days	0	0	0	4	4	4	4	0	0	0	0	4	4	4
Officers Evenings	4	0	0	0	10	10	10	10	0	0	10	10	10	10

The table above can be summarized with the following bullet points:

- No Traffic or Motorcycle Officers are assigned to work Sundays and Mondays. Patrol covers all traffic assignments on these days.

- All staff is assigned to work Wednesday, Thursday and Friday of every week. Every other week the schedule rotates between 4 officers on days and 10 on evenings, and 10 officers on days and 4 on evenings.

- The Traffic Squads rotate day and evening shifts every two weeks. The Motorcycle Squad maintains the same schedule as Traffic Squad A.

- Saturdays have 4 Traffic officers assigned, rotating each week between day and evening shifts.

- Tuesdays also have 4 Traffic officers assigned, rotating each week between day and evening shifts.

The Traffic Squads and Motorcycle Squad have responsibility for traffic enforcement throughout the middle to the end of the week – Wednesday through Friday. On Tuesdays and Saturdays, four officers are assigned in rotating shifts between days and evenings, leaving the responsibility of traffic enforcement to the Patrol Precincts during the remaining hours of those days. In addition, Patrol is completely responsible for traffic enforcement on Sunday and Monday of every week.

Traffic enforcement workload combined with requirements for Traffic officers to work a number of special events including protests, indicates that the staff is busy. In addition, the Traffic staff members participate in and teach a number of training courses throughout the year. These courses include RADAR training, DUI Instructor classes, recruit training, and basic crash investigations training.

The table on the following page indicates the total number of traffic and motorcycle unit responses during a twelve-month period ending October 31, 2009. These responses ranged from traffic accidents to disabled vehicles to pedestrians

struck to disabled vehicles. In total there were 3,264 responses to 2,685 incidents. The

numbers do not include officer initiated workload.

Traffic and Motors Units
Responses by Hour of the Day

Hour	No. of Responses
0	22
1	30
2	14
3	4
4	9
5	7
6	20
7	97
8	154
9	160
10	131
11	188
12	249
13	298
14	428
15	459
16	313
17	209
18	158
19	106
20	82
21	59
22	41
23	26
Total	**3,264**

These responses can be broken down by averages over four hour increments of

time as shown in the table below:

Average Responses by 4-hour Block

Average 0000-0359	17.5
Average 0400-0759	33.3
Average 0800-1159	158.3
Average 1200-1559	358.5
Average 1600-1959	196.5
Average 2000-2359	52.0

The tables above can be summarized in the following bullet points:

- The greatest amount of activity coincides with the times when the largest number of Traffic officers are on the streets.

- The highest average activity occurs between noon and 4:00 PM. Again, this is the peak time when shifts are overlapping.

- The beginning of the morning shift and the end of the evening shift show lower activity as officers are just coming on the shift or wrapping up a shift.

The activity data identified in the table above excludes officer-initiated activities (traffic stops, for example). However, the workload levels match the staffing levels, indicating that the traffic officers are covering the most active times of the day for traffic activities.

Recommendation: The RPD should maintain the current shifts in the traffic units and the motorcycle squad. However, the RPD should encourage increased traffic enforcement efforts being undertaken by the Patrol Precincts on those days where Traffic Units are not working.

6. **ANALYSIS OF TRAFFIC ENFORCEMENT AND THE MOTORCYCLE SQUAD INDICATES THAT ENFORCEMENT LEVELS ARE BELOW BENCHMARK LEVELS.**

The primary purpose of traffic enforcement and selective enforcement units is to impact the number of accidents within the service area. Particular attention should also be paid to reducing the number of injury accidents and traffic fatalities that occur each year. The RPD has experienced a decrease in the number of traffic accident reports over the last three years, while fatalities have remained relatively constant over that time period. The staff analyzes traffic patterns, red light violations, accident data, and receives requests from the Precincts for traffic enforcement and to focus on high frequency crash areas of the City. The following table indicates the levels of traffic activity over the previous three years:

**Traffic Accident Information
2006-2008**

Year	Traffic Accident Reports	Accidents with Fatalities	Non-Fatal Accidents with Injuries	Property Only Accidents
2006	5,925	21	1,613	4,291
2007	5,917	21	1,631	4,265
2008	5,196	19	1,509	3,668
% change	(12.30)	(9.52)	(6.45)	(14.52)

The key points of this table can be summarized as follows:

• Across the board in all categories, the numbers of accident reports, the number of fatality accidents, non-fatal accidents, and property only accidents have been reduced over the last three years.

• Traffic accident reports declined by 729 reports between 2006 and 2008, a 12.3% decline.

• Fatal traffic accidents declined nearly 10% during the same period.

• Non-fatal accidents with injuries declined by 104, or a reduction of nearly 6.5%.

• Property only accidents declined by the greatest percentage, 14.52%, with a 623 reduction in property only accidents.

Research conducted by the National Traffic Safety Institute and confirmed by additional research completed by traffic safety research organizations (e.g., the University of California at Berkeley) has indicated that there is a relationship between levels of, and changes in, citation volume and motor vehicle accident frequency. Based on this research, a measure of traffic enforcement effectiveness has been developed. This measure, termed the "Traffic Enforcement Index", compares moving citations and traffic warnings with injury accident frequency. The ratio is calculated as follows:

$$\text{Traffic Enforcement Index} = \frac{\text{Number of Moving Citations Issued}}{\text{Number of Injury Accidents}}$$

The research indicates that the optimum effectiveness range for the traffic enforcement index is 35 to 40 (i.e., ratio of 35 moving citations issued for each injury accident which occurs in the community). As traffic citations and DUI arrests increase, injury accidents decrease and the 35 to 40 ratio is the range in which enforcement activities have an 'optimum' impact.

The project team evaluated the current level of traffic enforcement within the City of Richmond. The table, below, shows the total number of traffic citations and DUI arrests compared to injury accidents during 2008:

Element	Number
Total Citations	30,389
DUI Arrests	667
Injury Accidents	1,528
TE Index	**20.32**

As shown above, the current traffic enforcement index in Richmond is 20.32. This is below the optimum target of 35 to 40 citations and arrests per injury accident. It should be noted that this figure is likely lower than the actual enforcement level since the Virginia State Police also provide significant enforcement services within the City along the I-95 corridor.

The project team next evaluated the potential productivity of personnel assigned to the traffic and motorcycle squads against current citation and arrest production to assess overall staffing needs (citation, accident, and arrest data was provided by RPD):

Element	Number
Traffic Officers Assigned	9
MOST Officers	5
Scheduled Hours	2,080
Net Available Hours	1,664
Total Available Hours	23,296
Citations - Traffic	8,479
DUI Arrests	667
Total	9,146
Citations & Arrests Per Hour	**0.39**
Injury Accidents	1,528
Total Citations & Arrests	31,056
Citations & Arrests at 1:35 TEI	53,480
Difference	22,424
Officers Needed at Current Productivity	**13**

The following points highlight the information in the table above:

• Based on the current number of traffic officers and motorcycle officers assigned (which has not changed significantly since 2006), officers generated approximately 0.39 citation or arrest per service hour. This is below targets for effective traffic unit productivity. The citations issued only include those made by Traffic and motorcycle officers, and not Patrol officers.

• Based on the current number of injury accidents and the current productivity of traffic enforcement and motorcycle personnel, approximately 13 additional officers would be needed to meet the 35 to 1 ratio viewed by the project team as the 'optimum' service level. This would be a significant increase of traffic enforcement personnel.

• As previously indicated, the estimated traffic enforcement index is likely lower than actual experience due to traffic enforcement provided by the Virginia State Police. As a result, current enforcement levels are likely closer to the 1:35 ratio recommended by the project team.

• Increasing the number of citations and arrests to the benchmark level of one per hour would also lower the calculation for adding 13 more officers. Since the Patrol Precincts provide traffic enforcement activities two days per week, and have significantly more resources than the Traffic Unit, efforts could be made to step up Patrol enforcement activities as an alternative to adding more Traffic personnel.

It should be noted that the project team was not able to access citation data from any other law enforcement agencies, which provide traffic enforcement in the City of Richmond. The Virginia State Police provides traffic enforcement and accident investigation services to the interstate and these activities are not included in the above analysis. Given the likelihood of additional traffic enforcement, the lower traffic enforcement index is reasonable.

Recommendation: The RPD should maintain current staffing in the traffic units and the motorcycle squad. However, patrol units should dedicate more of their time to this proactive activity, as appropriate, in an effort to improve on the department's traffic enforcement level.

7. THE PARKING ENFORCEMENT POSITION VACANCIES SHOULD BE FILLED AS SOON AS POSSIBLE TO PROVIDE GREATER PARKING ENFORCEMENT COVERAGE AND INCREASE REVENUES

The Parking Enforcement Unit reports to the Support Team Sergeant in the Special Events Division. There are four authorized civilian positions (Police Support Specialist) assigned to conduct towing enforcement for street cleaning. They participate with the contracted tow company (Siebert's) to tow vehicles illegally parked on streets where cleaning, leaf collection, and street sweeping is scheduled. In addition, these positions are assigned traffic control spots during special events and parades. During 2008, these positions were responsible for the statistics summarized in the table below:

Parking Enforcement Workload Summary
Richmond Police Department

	Number	Charge/Fee	Total Revenue
Towing	4,789	$60	$287,340
Parking Permits	999	$40	$39,960
TOTAL			**$327,300**

Although the department is authorized four Police Support Specialist positions for this function, it appears that additional revenue could be generated by filling the two positions that were vacant at the time this report was prepared. Entry-level Police Support Specialist positions have a starting salary of $21,992. Assuming fringe benefit costs of 35%, the actual additional cost for hiring an additional Police Support Specialist would be $29,689, or $59,378 annually for two positions. Conservatively estimating that these two positions would generate an additional 25% of the current towing revenues, these positions would generate an additional $71,835 in revenue, while only adding costs of $59,378, a net surplus of an additional $12,457.

Recommendation: Fill the two vacant Police Support Specialist positions in the Parking Enforcement Unit with the expectation that additional revenues will be generated that more than cover the cost of filling the positions.

8. K-9 AND MOUNTED UNITS

The K-9 Unit and Mounted Units are important parts to the operations of the Richmond Police Department. In the K-9 Unit, a significant portion of the activities are in support of the Patrol Division. For example, seven of the ten dogs are assigned to work directly in the Patrol Precincts. There are two squads of K-9s that rotate They will work

rotating shifts through out the month, with the day shift beginning at 0530 and ending at 1600 the evening shift that begins at 1930 and ends at 0500. Typical assist work involves B&E's, tracking suspects, conducting searches, and weapons searches.

The K-9 Unit receives supervision from one Sergeant. The kennels are located at 801 Forest Lawn Drive, on the City's north side. The physical location is separate from any of the Patrol Division zone commands and Unit Officers and the Sergeant have different working hours than the Patrol Officers. A separate bomb team dog and his handler (a Police Officer) report to the Lieutenant in charge of the Homeland Security Unit are deployed under a separate command within the Special Events Division, so close coordination is still maintained. There are also two "passive K-9s" who work directly with the narcotics officers, typically working evening shifts from 1500 until 0100.

(1)   Continued Operation of a Separate and Distinct K-9 Sergeant Specifically to Supervise the K-9 Officers is Effective.

If K-9 Officers were a subunit of Patrol, they could still continue to operate out of their facility but be assigned flexible coverage areas based upon departmental needs in support of the Precinct and Shift Commanders. They could still be part of a special unit and deployed in their current shift rotations with their daily supervision coming from the K-9 Sergeant and Patrol Lieutenants. Interaction and information sharing would be improved. Alternatively, they could be more formally merged into the Patrol Division and obtain specific, long-term zone assignments along with the patrol schedule hours and rotation. Shift hours may need to be maintained due to the extensive length of the patrol shift and the need to rest and care for the K-9 Officers' dogs.

The downside of merging these operations into Patrol and eliminating the separate supervision is that the K-9 Officers would be taking direction from generalist

patrol supervisors instead of technically knowledgeable K-9 Sergeant. This could result in deployment inefficiencies or mistakes. Therefore, no reduction in K-9 supervisory and management staff is recommended.

Recommendation: Maintain the current level of K-9 resources in support of the Patrol Precincts, and keep it as a resource under its current command structure.

(2)   The Mounted Unit is Properly Placed in the Current Command Structure.

A Mounted Patrol Unit is a specialized support unit designed to augment patrol services. Richmond's Mounted Unit is one of the oldest existing units on the east coast, with only Philadelphia having a Mounted Unit with greater longevity. In Richmond, the Mounted Unit handles all directed patrol, tactical, community and ceremonial assignments by means of horseback. A Mounted Unit offers the following advantages:

•   A mounted officer has the additional flexibility to proceed "off-road" and does not have the vehicular limitations associated with patrol cars. While Officers can leave patrol cars and proceed on foot, the mounted officer has the additional advantage of speed compared to foot-bound counterparts.

•   Where a (mountain) bicycle patrol can go most places that a Mounted Unit can go, and at a "cheaper" unit cost, the mounted officer has not used significant personal energy while gaining the same, and in many cases, speed advantages.

•   An Officer sitting atop a horse has a certain height advantage compared to most other transportation modes, allowing generally unhindered views over walls, etc.

•   A Mounted Unit has public relations appeal compared to other specialized units.

•   A Mounted Unit has tremendous field force advantages for crowd control, and when necessary, riot control tactical advantages. Richmond's Mounted Unit is involved in the Crowd Management Team operations throughout the City.

Despite these advantages, some cities and counties struggling under extreme budgetary pressures have challenged the benefits of a full-time Mounted Unit over the last several years. For those agencies that have a Mounted Unit, some of them are part-time, volunteer only (e.g., Reserve Officers), funded exclusively through donations

(e.g., Denver Police Department) or some combination thereof. Based on these alternative operational practices, decisions to field a Mounted Unit are largely based on an agency's unique operational needs, demographics, serviced topography, political support, and funding availability.

The Unit provides general, high-visibility patrols and facilitates crowd control and policing activities at major events and highly populated locations. The unit has a total of 4 horses assigned. Currently, the Unit has a Sergeant and four Officers authorized, with two Officer positions vacant at the time of the staff interviews. The Unit also has a Stable Attendant (part-time – 32 hours a week) and a Ferrier to provide grooming, feeding and shoeing of the horses.

The Mounted Unit has worked patrol areas in Gilpin Court (near the stables), downtown, and in Shockoe Bottom and Shockoe Slip. They are a necessary presence major sporting events and community wide gatherings and celebrations, which are held in various sections of the City.

The staffing schedule of the Mounted Unit is as follows: The Mounted Sergeant is assigned to work 0730 to 1600 Monday through Friday. The Mounted Officers are assigned to work rotating day (0730 to 1600) and evening (1230 to 2100). The Ferrier is assigned to work 0500-1330 hours Monday through Friday. The stable attendant is assigned to work Saturday and Sunday 0500-1330 hours. Friends of the Mounted Unit donate horses and assist in funding of the Unit.

The Mounted Unit is an important field force presence and force multiplier in the City of Richmond due to the presence of very large crowds at the major special events hosted in the downtown area and in the Bottom. At the time of this study, the Mounted

Unit had three actual Police Officer positions staffing the Unit under the command of the

Sergeant. The Unit has an authorized strength of six Police Officers.

Recommendation: The Mounted Unit should maintain its current reporting relationship in the Special Events Division to maintain "core mission" operational command structure communications.

Recommendation: Explore increased funding and support from the Friends of the Mounted Unit.

Recommendation: Consider eliminating the two vacant Police Officer positions and operating with four Police Officer positions in the Mounted Unit. This would resulting in a budgeted savings of $102,600 including salary and fringe benefits.

9. OVERTIME EXPENDITURES WITHIN THE SPECIAL EVENTS DIVISION APPEAR REASONABLE, ALTHOUGH THE OVERTIME MONITORING SHOULD INCLUDE PERIODIC REVIEWS OF INDIVIDUAL OVERTIME ACCRUALS.

The Department provided the project team a listing of overtime hours and

charges reported during FY 2008-09. The following table summarizes the data for the

Special Events Division:

**Special Events Division
Overtime Summary**

	Hours	Dollars Spent	Avg. Cost/Hour
SED Command	45.000	$2,331.24	$51.81
SED Homeland/Admin	61.500	$3,123.84	$50.79
SED Training	33.350	$1,851.36	$55.51
Subtotal	**139.850**	**$7,306.44**	**$52.24**
Aviation	78.550	$2,567.43	$32.69
Subtotal	**78.550**	**$2,567.43**	**$32.69**
SED Mounted/Canine	86.083	$5,328.51	$61.90
Subtotal	**86.083**	**$5,328.51**	**$61.90**
K-9 Days	58.430	$2,333.12	$39.93
K-9 Evenings	20.000	$849.26	$42.46
K-9 MDS	896.416	$35,518.08	$39.62
K-9 10 P Day	125.133	$5,067.30	$40.50
K-9 8 Day	326.266	$12,538.89	$38.43

Special Events Division
Overtime Summary

	Hours	Dollars Spent	Avg. Cost/Hour
K-9 8 Evenings	101.750	$3,860.55	$37.94
K-9 Detector - Blood - Day	34.500	$1,238.48	$35.90
K-9 Detector - Blood - Evening	37.000	$1,399.91	$37.84
K-9 Patrol Day	23.500	$991.81	$42.20
K-9 Patrol Evening	1.700	$68.51	$40.30
K-9 Patrol Midnight	145.100	$6,013.94	$41.45
K-9 Sgt.	62.834	$3,049.76	$48.54
K-9 Sgt Evening	30.150	$1,326.99	$44.01
Subtotal	**1,862.779**	**$74,256.60**	**$39.86**
Mounted	9.500	$280.92	$29.57
Mounted Evening	6.000	$295.44	$49.24
Subtotal	**15.500**	**$576.36**	**$37.18**
Homeland Security	286.000	$11,664.67	$40.79
Subtotal	**286.000**	**$11,664.67**	**$40.79**
SED Traffic Lt. Day	377.133	$23,371.30	$61.97
SED Traffic Lt. Evening	255.150	$15,874.02	$62.21
Hit and Run - Crash Team	742.416	$31,442.53	$42.35
Motors - Evening	139.250	$5,925.24	$42.55
Motors	760.550	$31,571.61	$41.51
Support Officers	17.300	$296.11	$17.12
Traffic A	164.500	$7,058.41	$42.91
Traffic A - Evening	134.350	$5,812.09	$43.26
Traffic B	386.240	$14,870.89	$38.50
Traffic B - Evenings	403.616	$15,673.99	$38.83
Subtotal	**3,380.505**	**$151,896.19**	**$44.93**
Permits	119.250	$6,745.44	$56.57
Subtotal	**119.250**	**$6,745.44**	**$56.57**
School Guard Supervisor	62.000	$1,166.41	$18.81
School Guards	216.000	$2,415.96	$11.19
Subtotal	**278.000**	**$3,582.37**	**$12.89**
TOTAL	**6,246.517**	**$263,924.01**	**$42.25**

As was identified in the Patrol Division's analysis of overtime, there are a significant number of overtime categories captured in the data for Special Events. These categories include Special Events, Callouts, Training, Special Assignments, Grants, Kennel Care (K-9), SWAT Negotiator, and Court. Overall, the total overtime hours charged to the wide variety of activities does not exceed the typical overtime expenditures and hours seen in other Police Department across the country. The only issue involves overtime accruals by some individual positions. One position, for example, accrued more than 630 hours of overtime in a 12-month period, resulting in over $39,245 paid in overtime to one individual, according to detailed overtime records.

Recommendation: Ensure that monitoring of individual overtime accruals include prioritization of assignments and verification that overtime charges are necessary and cannot be assigned to lower paid staff.

10. **STAFFING IN THE BUREAU SHOULD REMAIN UNCHANGED FROM THE CURRENT AUTHORIZED STRENGTH. SOME POSITIONS SHOULD BE REDEPLOYED WITHIN THE BUREAU.**

The Support Services Bureau should maintain its current staffing, with the exception of the Mounted Unit. Some recommendations have been made by the project team to reallocate Detectives and to fill authorized but vacant positions. The exhibit, that follows, provides a summary of these overall changes by major unit:

Bureau / Section / Unit	Classification	Current FTE's	Recommended FTE's
Bureau Management	Major	1.0	1.0
	APSA	1.0	1.0
Special Events/Division Management	Police Captain	1.0	1.0
	Lieutenant	3.0	3.0
	APSA	2.0	2.0
Special Events / MOST / Traffic A&B, Motors and Parking Enforcement	Sergeant	4.0	4.0
	Police Officer	14.0	14.0
	Detective	2.0	2.0
	Prk. Enf. Spec.	2.0	4.0
Special Events/Mounted	Sergeant	1.0	1.0
	Police Officer	6.0	4.0
Special Events/K-9	Sergeant	1.0	1.0
	Police Officer	10.0	10.0

Bureau / Section / Unit	Classification	Current FTE's	Recommended FTE's
Special Events/Aviation	Police Officer	3.0	3.0
Special Events / Permits	Sergeant	1.0	1.0
Special Events / Homeland Security	Police Officer	1.0	1.0
Special Events / Criminal Intelligence	Sergeant	1.0	1.0
	Detective	4.0	4.0
Major Crimes/Division Management	Police Captain	1.0	1.0
Major Crimes / Homicide & Cold Case	Lieutenant	1.0	1.0
	Sergeant	5.0	5.0
	Detective	19.0	19.0
Major Crimes / Youth and Family Crime & Forensics	Lieutenant	1.0	1.0
	Sergeant	3.0	3.0
	Detective	16.0	16.0
	CSI	2.0	2.0
Major Crimes / Aggravated Assault	Lieutenant	1.0	1.0
	Sergeant	2.0	2.0
	Detective	10.0	10.0
Major Crimes / Task Forces	Sergeant	1.0	1.0
	Detective	5.0	5.0
Major Crimes / Photo-Support	Photo Tech.	1.0	1.0
Special Investigations/Division Management	Police Captain	1.0	1.0
Special Investigations / Complaints	Lieutenant	1.0	1.0
	Sergeant	3.0	3.0
	Detective	18.0	18.0
	Crime Analyst	1.0	1.0
	APSA	1.0	1.0
Special Investigations / Investigations	Lieutenant	1.0	1.0
	Sergeant	3.0	3.0
	Detective	11.0	11.0

5. COMMUNITY, YOUTH, & INTERVENTION SERVICES

The Community, Youth, and Intervention Services Bureau (CYIS) has as its mission, *to maintain and establish procedures and programs to interact with the citizens and communities of the City of Richmond – residential, business, commercial, government and to support community policing and customer service related philosophy.*[1] This Chapter summarizes this Bureau's operations and analyzes the programs and their staffing levels, making recommendations to either maintain current practices or make modifications in organizational structure and/or staffing levels.

A Major who reports directly to the Assistant Chief manages the work groups in Community, Youth, and Intervention Services. These organizational units include the Division's Administration, Community Care, School Resource/Police Athletic League, Community Assisted Public Safety, HOPE, TRAPP and Volunteers in Policing units. The plan of organization for this bureau is presented below:

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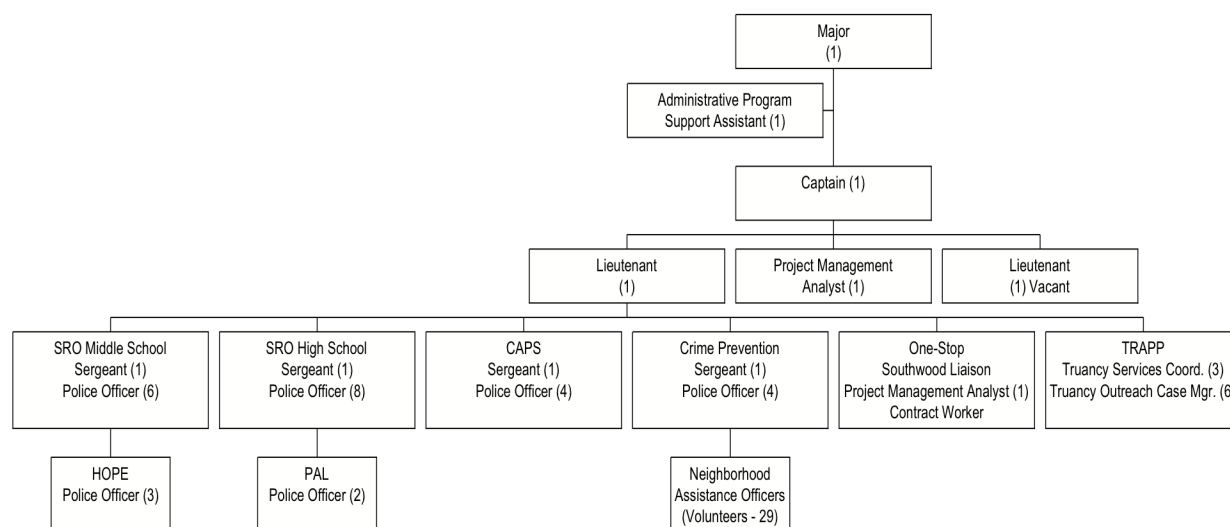
[1] Mission Statement – FY 2010-2011 Budget – City of Richmond, Va.

The current organizational structure has a Captain reporting directly to the Major. There are two Lieutenant positions that report to the Captain. However, one of the positions is currently vacant, and has been for a three months at the time of the initial project interviews. One Lieutenant has direct responsibility for all of the units under his command.

1. THE SCHOOL RESOURCE OFFICER PROGRAM WORKS EXTREMELY WELL IN THE RICHMOND PUBLIC SCHOOLS. HOWEVER, FUNDING IS NOT SHARED BETWEEN THE CITY AND THE RICHMOND PUBLIC SCHOOLS.

The School Resource Officer Program (SRO) is staffed by two sergeants and fourteen officers (12 officers currently assigned with 2 vacancies at the time of initial interviews) who are responsible for teaching, educating, mentoring, and providing a visible police presence at nine area middle schools and five high schools. Courses taught include gang awareness and gang reduction classes. The unit serves to support the overall goals of the Police Department by establishing a liaison with youth and encouraging education of crime prevention and promoting awareness to reduce crime in the schools. The officers are encouraged to develop a rapport with students and staff to keep lines of communication open and ensure that information related to potential disruptive or violent behavior is transmitted freely. They are also assigned to work with the Police Athletic League programs in the summer months when school is not in session.

Officers are located in the following areas, according to Precinct:

- First Precinct – 2 SROs (one middle and one high school)

- Second Precinct – 1 SRO (1 middle school)

- Third Precinct – 3 SROs (1 middle school and 2 high schools)

- Fourth Precinct – 4 SROs (1 middle school, 1 high school, and 2 officers located at an alternative school)

The primary responsibilities of the SROs follow best management practices identified in similar programs nationwide. These duties and responsibilities include:

- Identifying high-risk behavior or criminal activity in and around the school property.

- Providing timely and pertinent crime-related information to school personnel and security.

- Providing guidance to students on ethical issues in a classroom setting. Programs taught include: Class Action, Gang Resistance Educations and Training (GREAT), and the Police Athletic League.

- Providing individual counseling to students (mentoring and individual assistance).

- Serving as a resource for identifying potentially violent behavior and aid in reducing or avoiding possible conflicts.

The SROs have recently begun a program of selecting a group of Young Adult Police Commissioners from across the city to encourage students to work in partnership with the Police Department and city leaders to prevent and discourage socially unacceptable behavior of youth both inside and outside of the school environment. In 2009 the SRO staff worked to conduct quarterly meetings of the Young Adult Police Commissioners.

The SRO Unit also had a goal to provide GREAT training to 1,500 youths across the City. The following table indicates the progress thorough the third quarter (excluding September).

GREAT TRAINING - 2009

Month	Youth Trained	Quarterly Totals	% by Quarter
January	180		

February	253		
March	33	466	48%
April	135		
May	25		
June	100	260	27%
July	240		
August	-		
September	Not Available	240	25%
TOTAL	**966**		**100%**

The assignment of SROs to the middle schools, the high schools, and the alternative school, is a best practice and should be continued. The interaction with students in middle school grades provides a good foundation for positive interaction with police officers as a student progresses to high school. Additionally, this has resulted in strong partnerships between the School District and the Richmond Police Department.

The comparative survey responses also indicate that SRO programs provide strong partnerships in the majority of the communities responding to the survey. The following table summarizes the data gathered from six of the surveyed agencies:

Summary Of SRO Survey Responses

Organization	SROs on Staff?	Provide School Security?	Schools Participate in Funding?
Albany	Yes	No	Yes
Baton Rouge	No	N/A	N/A
Lansing	Yes	No	No
Little Rock	Yes	No	Yes
Madison	Yes	Yes	Yes
Raleigh	Yes	Yes	Yes

The responses above can be summarized with the following bullet points:

• Five of the six agencies provide SROs in the local school district

• Only two of the five agencies that have SROs in schools are also providing school security (no other contracted service providers in the schools).

• All but one of the five agencies has a shared funding arrangement with the schools to provide SROs at school campuses.

Recommendation: Continue to assign fourteen School Resource Officers and the Sergeant positions to the public schools in the City of Richmond.

Recommendation: In the future, explore joint funding of these positions with the Richmond School Board. Since the School Board provides security officers, the funding should be weighted towards the City, but still should reflect the substantial benefits the schools realize from having a RPD presence and mentoring influence in the schools. Currently, economic conditions prohibit the cost-sharing option. However, joint City/School District funding of these types of positions is common across the country.

2.   **THE POLICE ATHLETIC LEAGUE PROVIDES IMPORTANT SERVICES TO THE CITY'S YOUTH AND IS PROPERLY STAFFED.**

One of the two Sergeants responsible for the SRO program also serves as the

supervisor of the Police Athletic League (PAL) Unit. PAL, Inc. is a non-profit

organization of concerned community participants who are partnered with the RPD. The

PAL Board assists with the funding of the program activities.

Two Police Officers are assigned full-time to the PAL Unit. PAL focuses on improving the attitudes and perceptions of youth growing up in high-crime areas. The program uses interaction and involvement with law enforcement employees coupled with physical fitness and physical activity. Several key duties and responsibilities are:

• Oversee the operation and supervision of PAL Program activities, including obtaining equipment, handling administrative issues (physicals and insurance, for example), and supervising all PAL volunteer staff.

• Recruitment of area youth for PAL membership; recruit adult volunteers.

• Compile and maintain membership files, team rosters, parent/volunteer information, and activity/attendance records.

• Coordinate Class Action training that includes topics such as conflict resolution, law-related education, resistance to peer pressure, gangs, drugs and alcohol.

The programs offer a wide variety of activities during the school year at the SCOR Building (1385 Overbrook Road). These include after school programs and sports programs for youth 6-13 years of age. In addition, the PAL officers work with the Police Explorers Program, with approximately 20-30 youth participating. Activities include tennis, basketball, lacrosse, and golf. In the summer months, PAL offers a summer camp that is open to 200 youth over two four-week sessions. The children are charged $300 for each session and scholarships are provided for 30 of the participants.

The PAL Program works with specific program goals and objectives. The data shown below is through three quarters of activity. Some of these specific goals and measures are summarized in the following tables:

Goal: Increase Explorer Participation by 5% over 2008

2008 Participants:	26
2009 1st Quarter	29
2009 2nd Quarter	0
2009 3rd Quarter	0
Year-to-Date	29
Percentage Change	**11.5%**

The table above shows that the PAL Program exceeded its annual goal to increase the Police Explorer participation in the first three quarters of the year. The table below indicates the participation goal for all PAL Programs in 2009.

Goal: Increase PAL Programs from 430 to 800 Youth

	Participants
2009 1st Quarter	
Boxing	24
After School (2 sites)	164
Tennis	16
Police Explorers	29
2009 2nd Quarter	
Soccer Camp	80
Basketball	100
PAL Summer Camp	204
2009 3rd Quarter	
PAL Summer Camp	200
Tennis Camp	75
TOTAL YTD	**892**

Again, the participant data through the first three quarters indicates that the PAL Program is meeting its participation goals for the year.

Recommendation: Maintain the staffing level of two Police Officers assigned to the PAL Program. Continue to supplement these personnel with SRO staff during the summer months.

3.   **THE CITY'S HOMELESS OUTREACH PARTNERSHIP ENFORCEMENT (H.O.P.E.) UNIT PROVIDES ESSENTIAL SERVICES TO ASSIST THE HOMELESS. SPLITTING TIME BETWEEN HOME UNIT SUPERVISION AND SRO SUPERVISION CREATES SOME PROBLEMS FOR THE SERGEANT.**

One of the two Sergeants responsible for the SRO program (middle school SROs) also serves as the supervisor of the HOME Unit. The HOME Unit works in concert with a staff member from the Richmond Social Services Department and performs outreach and enforcement activities among the homeless population. The Sergeant estimates that there are 150 people living unsheltered in Richmond on any given night and approximately 1,100 homeless persons in total. In addition to assisting the homeless who may be mentally ill or chronic homeless, the Unit enters encampments and disbands those that are problematic in terms of criminal activities (crimes committed against the homeless, for example). The Unit handles complaints and members have been trained in trained in handling issues related to the homeless. The Unit contains three Police Officer positions who perform these duties.

Technically, the Unit is responsible for working with the homeless issues throughout the City. However, the two areas of concentration are downtown (Sector 413) and the Broad Street corridor. Currently, the Unit operates with one team of two officers and another team of the Sergeant and an officer. They will also work with a DSS social worker to engage the homes and inquire about their needs by identifying gaps in service. The teams will work to provide assistance and provide referrals, as needed. In 2009, the Unit had a goal of dissolving three encampments. As of the end of the third quarter they had already dissolved four encampments. The following table represents the homeless referral goal and workload statistics for the Unit. It should be noted that the HOME Unit was assigned to the CYIS Bureau in March 2009.

Goal: 20 referrals to the homeless every 30 days	
	Number of Referrals
January	16
February	19
March	27
April	55
May	34
June	37
July	59
August	42
September	Not Available
TOTAL	**289**
Average per Month	**36**

The table above indicates that the HOME Unit is exceeding their referral goals in every month since March 2009.

One issue identified in terms of supervision and management of staff is that the HOPE Sergeant also supervises the middle school SRO staff. Two weeks of every month the Sergeant works the evening shift with the HOME Unit, precluding him from direct supervision of the officers working in the middle schools. During these weeks the other Sergeant has a span of control of 14 staff when all the vacant positions in the Unit are filled.

Recommendation: Maintain the staffing level of three Police Officers assigned to the HOME Program.

Recommendation: Transfer one of the civilianized Sergeant position in the Warrants and Information Unit, and allow the sworn position to assist in supervision of the SRO staff.

4. COMMUNITY CARE UNIT SERVICES ARE NEIGHBORHOOD AND BUSINESS ORIENTED.

The Community Care Unit contains four sworn police officer positions and one Sergeant position. The officers are certified as crime prevention specialists through the Department of Criminal Justice Services. They serve as liaisons between the Unit, the Patrol Precincts, and the communities across the City of Richmond. They have several primary job tasks:

• Establish liaisons with formal community organizations, other community groups, sectors and precincts to provide crime prevention information and education.

• Speak to civic associations, businesses and citizen groups to teach crime prevention, community policing, and drug awareness.

• Coordinate Neighborhood Watch (NW) and Business Watch (BW) programs.

• Conduct citizen surveys every three years.

In addition, the Sergeant submits quarterly reports to the Planning Division that includes, at a minimum:

• A description of concerns voice by the community

• A description of potential problems that have a bearing on law enforcement activities in the community.

• A statement with recommended actions to address the community concerns.

• A statement of progress on previously identified problems and their ongoing attempts at solving those issues.

Some of the programs include:

• **Neighborhood Watch** – This is a program of neighbors watching out for other neighbors during times when criminal activity would most likely occur, and reporting suspicious activity to police. There are currently 157 active Neighborhood Watches and the Crime Prevention Officers have developed 9 new, revived, or updated Neighborhood Watches during the first three quarters of 2009. The Unit's goal for all of 2009 was to increase the number of Neighborhood Watch Groups to 161, a 10% increase over 2008.

- **Neighborhood Assistance Officers (NAO)** – This is a program that joins local volunteers in partnership with the Police Department. These citizens receive training and are involved in staffing traffic control points, assisting with crowd control at large events, and serving as a presence in neighborhoods. There are currently 36 active volunteers in the community, with 7 new volunteers joining during the first three quarters of 2009. The original goal was an increase in participation of 5% over 2008. The actual increase was nearly 20% in the first three quarters of 2009.

The Community Care Unit also hosted the 2nd Annual City-wide Neighborhood Watch Conference in June, 2009 and made presentations on a variety of topics, including :

- Business Crime Prevention

- Personal Safety

- Holiday/Vacation Crime Prevention

- Juvenile Safety and Crime Prevention (Gang Violence)

- Personal Safety

- Residential Security Senior Citizen Safety

Staff will respond to individual calls for assistance and provide training, education, home surveys, business surveys, and educational and informative materials to those individuals and organizations requesting assistance. They also work with Precinct Lieutenants who identify problems with businesses. The Community Care Unit will assist by preparing and presenting crime prevention programs for those businesses and neighborhoods.

Staff also works directly with the Project Management Analyst assigned to coordinate the Volunteers in Policing Unit. The Analyst manages the Volunteer Connection, a program designed to enhance volunteer programs throughout the City.

They coordinate with the Analyst in providing the Citizen Police Academies, supporting the NAO program, any grant programs that are crime prevention related.

Recommendation: Maintain the current Community Care Unit and continue to analyze performance against the Unit's goals of increasing participation in the NAO Program, providing Citizen Police Academies, and expanding the Neighborhood Watch Program.

5. **THE COMMUNITY ASSISTED PUBLIC SAFETY UNIT PERFORMS VITAL CODE ENFORCEMENT ACTIVITIES THROUGHOUT THE CITY OF RICHMOND. THESE EFFORTS SERVE TO ELIMINATE PROPERTIES THAT BREED CRIMINAL ACTIVITY.**

The Community Assisted Public Safety Unit contains four sworn police officer positions and one Sergeant position. The officers participate in four teams, each team led by a Property Maintenance Inspector and containing a Police Officer, a Fire Marshal, a Health Inspector, a Zoning Inspector, and a Tax Official. Their mission is to use combined enforcement activity to maximize the ability for city, state, and federal agencies to achieve code compliance on properties that are considered a public nuisance. They may also call in other local, state, or federal agencies, as needed The activities performed need to occur when certain criteria on a property or properties Is met. These are:

The problem must have a standing history, or the problem must have had previous enforcement action, or the problem must be public safety related. The strategies employed by the CAPS Teams are:

•   Extensive partnerships with citizens

•   Education on the elements of a healthy community

•   Proactive enforcement of laws and ordinances

The teams are organized by Precinct and the teams work with the department Environmental Officer (one in each Precinct) and neighborhood representatives to address properties that negatively impact the quality of life in the community. Each team has a caseload of approximately 20 cases using the following guidelines:

• Ten cases identified by the CAPS zone committees as the top priorities for each zone

• Five cases referred by the Department of Community Development

• Five cases referred by the Police Department

The number of inspections per year since 2007 is summarized in the table below:

CAPS Team Inspections
2007-2009

2007	1,710
2008	2,052
2009	5,516 (Includes re-inspections)

The large jump in inspections can be attributed to counting all re-inspections in 2009.

Recommendation: Maintain the current staffing level of one Sergeant and four Police Officers in the Community Assisted Public Safety Unit.

6. THE TRUANCY REDUCTION PROGRAM (TRAPP) HAS BEEN ASSIGNED TO THE POLICE DEPARTMENT FROM THE DEPARTMENT OF JUSTICE SERVICES.

The Truancy Reduction Program (TRAPP) maintains three outreach centers scattered throughout the City to identify truants, bring them in, and have them work with civilian social workers/outreach care workers with the ultimate goal of reducing truancy in the schools. Since the implementation of this program over two years ago, the truancy rate has dropped by approximately eight (8) percent. The staff includes three

Truancy Services Coordinator positions and six Truancy Outreach Case Managers. The staff also works in conjunction with staff at the One-Stop, another outreach facility.

One Project Management Analyst at the One-Stop manages the facility and provides community assistance to both youth and adults. Assistance includes mentoring, training (computer skill training, for example), and providing a food pantry. The other position (a contract position) continues the previously grant-funded gang reduction program (GRIP), that involves managing a caseload of youth with a history of gang involvement and coordinating a mentor program for these youth in the community (Southwood location).

Some of the goals for the programs are to go beyond identifying and holding truants. The programs contain elements of best practices in truancy programs across the United States.[2] These include collaboration with the community, family involvement, development of a supportive context, and a comprehensive approach that focuses both on prevention and intervention.

The centers are located in low income housing areas, including in one Section 8 housing complex. The staff identifies health issues, family issues, financial issues, and other social service related concerns to work with youth and families in an attempt to break the cycle of truancy as well as assist the community in identifying resources to improve the quality of life.

While these services are vital and necessary in the communities they serve, establishing direct reporting relationships to command staff in the Police Department may not be the best organizational structure to ensure the program meets its goals and

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[2] Truancy Prevention In Action: Best Practices And Model Truancy Programs – Executive Summary, National Center for School Engagement, July 2005. *Also see www.schoolengagement.org*

objectives. Split accountability between the Police Department and the Department of

Justice Services for the Truancy Program will, more than likely, reduce program

effectiveness over the long run. While one employee in Justice Services coordinates the

program, the staff reports through the Police Department chain of command.

Recommendation: Consider moving the TRAPP Unit and the nine civilian personnel (3 Truancy Services Coordinators and 6 Truancy Outreach Case Managers) from under the Police Department's command and move it under Justice Services. Justice Services runs a number of juvenile community based services, juvenile group services, juvenile monitoring and surveillance services, juvenile diversion services. Consider re-assigning all of these personnel to the Justice Services Department.

7. SUMMARY OF STAFFING RECOMMENDATIONS

The following table summarizes the staffing recommendations for the

Community, Youth and Intervention Services Bureau:

Bureau / Section / Unit	Classification	Current FTE's	Recommended FTE's
CYIS/School Resource Officers	Sergeant	1.0	2.0 ** (one FTE from Warrants and Information)
	Police Officer	14.0	14.0
CYIS/PAL	Police Officer	2.0	2.0
CYIS/HOME/SRO	Sergeant	1.0	1.0
	Police Officer	3.0	3.0
CYIS/Community Care	Sergeant	1.0	1.0
	Police Officer	4.0	4.0
CYIS/CAPS	Sergeant	1.0	1.0
	Police Officer	4.0	4.0

** It should be noted that the recommended increase of one Sergeant would be to reduce the span of control of the SRO/PAL Sergeant who must assume supervisory control of all of the middle school SRO staff when the other Sergeant is assigned to HOPE management and supervisory duties. It is recommended that one of the civilianized Sergeant positions in the Warrant and Information Unit be identified and moved to fill this need. It would require no additional budgeted Sergeant positions in the department. However, it would reduce the overall cost savings realized by $77,625, the salary and fringe benefit cost of one entry-level Sergeant position.

6.   ADMINISTRATIVE SUPPORT BUREAU

This section provides an analysis of organization and management of the Administrative Support Bureau.

1.   DIVISION OF EMERGENCY COMMUNICATIONS

The Division of Emergency Communications is the primary public safety answering point for the City of Richmond. DEC provides emergency 9-1-1 dispatching services for police, fire, and emergency medical services within the City. Fire services are provided by Richmond Police Department and emergency medical transport is provided by a third party provider, Richmond Ambulance Authority. DEC also handles all inter city communication to include Public Works and General Services.

(1)   The DEC Was Recently Reorganized to Address Training and Policy Issues.

As shown in the descriptive profile, the RPD currently assigns five sworn personnel to the emergency communications center. Previously, the DEC was a completely civilian organization. However, in response to quality control issues, the RPD now assigns a Captain who oversees DEC, two Lieutenants, and two Sergeants. The table, below, describes the key roles and responsibilities of these personnel:

Position / Assignment	Roles and Responsibilities
Captain	Overall management of the DEC including budget, policies and procedures. Immediate reports include the two Lieutenants assigned to DEC.
Lieutenant – Executive Officer	Primarily responsible for purchasing and research related to the new telephone system, furniture, and dispatch consoles.
Lieutenant – Operations	Primarily responsible for training new dispatchers, on-ongoing dispatcher training, payroll and personnel issues.
Sergeant – Policies & Procedures	Currently re-writing dispatch policies and procedures manual. Reviews May day incidents and assists with personnel issues.

Position / Assignment	Roles and Responsibilities
Sergeant – Personnel & QA / QC	Provides critical incident review and general quality control / quality assurance for call taking and dispatch of law enforcement calls.

While the RPD has assigned these personnel to the DEC in response to problems in the dispatch center, the assignment of 5 sworn personnel is excessive. In many dispatch centers across the United States, emergency communications centers are civilian operations. While it is appropriate for sworn personnel to be involved in the development of policies and procedures and review of critical incidents (e.g. shooting, pursuits, SWAT call outs, etc.), many of the responsibilities of the current sworn personnel can be handled by civilians. For example, researching telephone systems and dispatch consoles is a job that should be done by someone who has extensive experience working in a dispatch center, understands telephone and computer aided dispatch systems, but not necessarily a sworn officer. Moreover, while sworn personnel can and should be involved in some of the training functions to ensure proper procedure is being followed and to provide a field responders view of emergency operations, training and quality control functions can also be handled by non-sworn personnel.

As a result, the project team recommends that once the policies and procedures manual is re-written and accepted by the RPD, the positions currently staffed by sworn personnel should be re-civilianized. The project team also recommends that one of the Lieutenant positions be eliminated. One Lieutenant position should be sufficient to oversee Dispatch Operations, assist with Training, and perform administrative duties such as research related to new equipment and the new telephone system. The table, below, shows the estimated cost savings associated with this change:

Position	Number	Salary	Benefits	Position Cost	Total Cost
Captain	1	$92,268	$32,294	$124,561	$124,561
Lieutenant	1	$83,298	$29,154	$112,452	$112,452
Sergeant	2	$75,750	$26,513	$102,263	$204,525
			Total		$441,538
			10% Differential		$44,154
			Reduction of Lt. Position		$112,452
			Total Cost Savings		**$156,606**

As shown above, civilianization of sworn positions and reduction of one Lieutenant position in DEC would save approximately $156,000 annually. In addition, civilianization would better align position qualifications with responsibilities (i.e. training and background in telecommunications, 911 technology, etc.).

Recommendation: Once the policies and procedures manual for communications is completed and implemented, the RPD and the City should consider re-civilianization of the dispatch center. The City should also reduce Lieutenant staffing within the DEC by one position. These two changes would save approximately $156,606 annually.

(2)   The DEC Has a Variable Minimum Staffing Plan Based On Call Volume and Dispatch Consoles.

The Division of Emergency Communications utilizes a variable minimum-staffing plan that changes based on call volume and dispatch channel set-up. This includes 4 police dispatcher consoles, one assigned to each patrol precinct, as well as 2 fire dispatch consoles. The table, below, shows the minimum staffing plan by time of day and day of week:

DEC Minimum Call Taker and Dispatcher Staffing Plan

Hours	Sun	Mon	Tue	Wed	Thur	Fri	Sat
2330-0330 hours	13	12	12	12	12	12	13
0330-0730 hours	12	12	12	12	12	12	12
0730-1130 hours	12	13	13	13	13	13	12
1130-1530 hours	15	15	15	15	15	15	15
1530-1930 hours	14	15	15	15	15	15	15
1930-2330 hours	15	14	14	14	14	15	15

As shown above, the staffing plan changes throughout the day from 12 dispatchers and call-takers to 15 dispatchers and call-takers. The minimum staffing plan generally coincides with changes in total call volume, as shown in the chart, below:

Total Call Volume
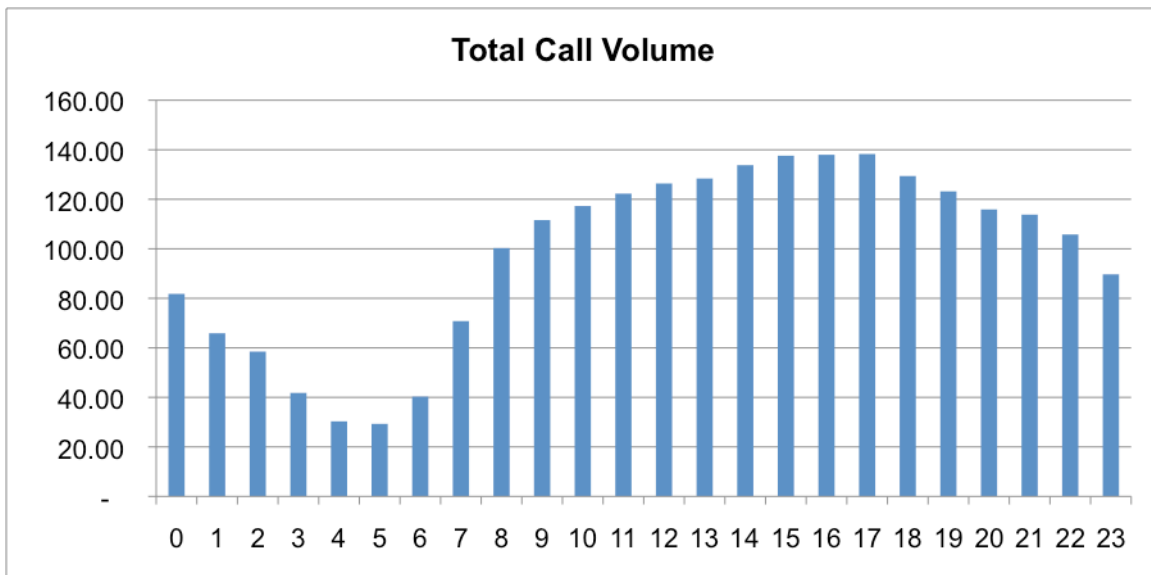
As shown above, call volume increase from through the afternoon hours and peak around 1600 to 1700. Similarly, the minimum staffing plan call for higher staffing levels from 1530 to 1930.

(3) The Matrix Consulting Group Utilizes a Dispatch Staffing Model That Relies On Call Volume, Dispatch Duties, and Availability Factors.

This section of our report describes our dispatcher utilization and staffing model and presents our analysis of staffing needs within the emergency communications center.

(3.1) Overview of Dispatcher Staffing Model

The quantitative approach utilized in this study ties the Richmond Police Department dispatching volumes with time standards developed to determine total communications center workload. This methodology has been utilized for over twenty years by members of this project team. This process starts from the premise that there

are relationships among dispatch center workloads that are reasonably constant from one agency to another relating to the following:

- The total number of telephone calls received in a dispatch center expressed on a "per incident" or call for service basis.

- The total number of radio transmissions received in a dispatch center expressed on a "per incident" or call for service basis.

- The total number of other workloads handled in a dispatch center expressed on a "per incident" or call for service basis.

These assumptions are critical because while most public safety agencies count "incidents" and/or "calls for service," few count other dispatching tasks such as the number of telephone calls, radio transmissions and other activities. Because of the variety of service provided by the DEC, the project team utilized two methodologies for determining communications center staffing. The first method utilizes total calls handled by the communications center to evaluate call taker staffing. This first approach utilizes the following elements:

- Total annual 911 calls during each hour of the day are collected to capture emergency workload patterns. This is important because the DEC is the PSAP for the City, but not does provide dispatching for emergency medical calls. In addition, the DEC handles calls for public works.

- Total annual administrative calls during each hour of the day are collected to capture other non-emergency workload which impacts call taker availability.

- The average call time is determined utilizing the emergency 911 records management system.

- Based on queuing theory, which utilizes a statistical formula for determining the probability of a call taker being available to answer a call, an availability factor of 50% is applied to call workload during each hour to determine the number of call takers needed. This factor is utilized to make sure that a dispatcher is available to answer the next income call, particularly during peak call demand periods.

The second approach is based on workload studies conducted by the Matrix

Consulting Group in public safety agencies throughout the United States. These studies

indicate that there are several key relationships related to dispatch workloads and

community generated calls for service. These standards include the following:

• For each law enforcement call for service, the equivalent of **6.73 minutes** of call-related and self-initiated activities are handled by dispatchers and 9-1-1 Specialists. This total includes:

  - Approximately 327 seconds of total radio transmissions related activity expressed on a per call for service basis — including call-related and self-initiated field workloads and administrative transmissions.

  - Approximately 13 seconds are allocated for records checks.

  - Approximately 64 seconds are allocated for other tasks associated with the dispatch center (e.g. administrative, record-keeping, other activities).

    Note: these standards represent averages — they do not represent actual workload per incidents. For example, it does not take 13 seconds to process a records request; however, the overall time required to process a records request averages 13 seconds per incident call.

• The time standards are then applied against known law enforcement calls for service to generate the total minutes of dispatch workloads.

• For each fire, emergency medical and service related incident, the equivalent of 6.2 minutes of radio time and administrative workloads are allocated. This includes time estimates of radio and administrative tasks. The 6.2 minutes is comprised of 372 seconds, which are allocated to radio transmissions – this is also expressed on a "per call for service" basis.

To understand workload variations, calls and dispatch center workloads are

calculated on a per hour basis. Finally, an allowance needs to be made regarding the

proportion of time desirable to have a dispatcher actually involved in call handling

and/or radio transmissions. There are several reasons why direct task allocation should

not be 100%, including the following:

• Dispatch centers which have high utilization levels tend to "burn-out" staff and have high levels of employee turnover. In calendar year 2003, the Communications Center had a turnover of 39 Dispatchers or 9-1-1 Specialists.

• Dispatch centers which have high utilization levels experience "queuing" problems in which responses to incoming calls and transmissions are delayed because of the number of calls and units handled.

• Quality begins to suffer because dispatchers cut calls and radio information exchanges short.

Thus, the project team used a task-loading factor of 30 minutes of actual call/radio activity per dispatch personnel per hour (or 50% utilization). The basis of this assumption is that one-half of every working hour should be used for direct communications workloads. This 30-minute factor is divided into the hourly workload amount in the dispatch center.

(3.2) Analysis of Dispatcher Staffing Needs

The project team utilized the model described above to evaluate staffing needs within the DEC, by hour of day. The table, below, shows the results of this analysis.

Richmond Police Department – DEC Call Taker and Dispatcher Staffing Analysis

Hour	Total Calls	Avg. Police Calls	Avg. Fire Calls	Call Takers Needed	Police Dispatchers Needed	Fire Dispatchers Needed	Service Channel / Teletype	Total
0	81.80	19.00	3.88	5.45	4.37	0.87	1.00	10.69
100	65.90	15.51	3.02	4.39	3.57	0.67	1.00	8.63
200	58.50	13.96	2.60	3.90	3.21	0.58	1.00	7.69
300	41.80	9.33	1.78	2.79	2.15	0.40	1.00	5.33
400	30.30	6.15	1.27	2.02	1.41	0.28	1.00	3.72
500	29.30	5.09	1.10	1.95	1.17	0.25	1.00	3.37
600	40.30	6.40	1.19	2.69	1.47	0.27	1.00	4.42
700	70.80	9.38	1.83	4.72	2.16	0.41	1.00	7.29
800	100.30	13.14	2.20	6.69	3.02	0.49	1.00	10.20
900	111.60	15.43	2.77	7.44	3.55	0.62	1.00	11.61
1000	117.30	16.26	3.11	7.82	3.74	0.69	1.00	12.25
1100	122.30	17.47	3.41	8.15	4.02	0.76	1.00	12.93
1200	126.40	17.95	3.56	8.43	4.13	0.79	1.00	13.35
1300	128.40	18.76	3.58	8.56	4.32	0.80	1.00	13.67
1400	133.80	19.83	4.11	8.92	4.56	0.92	1.00	14.40
1500	137.60	20.96	4.24	9.17	4.82	0.95	1.00	14.94
1600	138.00	22.51	4.91	9.20	5.18	1.10	1.00	15.47
1700	138.30	24.09	5.48	9.22	5.54	1.22	1.00	15.98
1800	129.40	23.63	5.22	8.63	5.43	1.17	1.00	15.23
1900	123.20	22.89	5.51	8.21	5.26	1.23	1.00	14.71
2000	115.90	21.78	5.13	7.73	5.01	1.15	1.00	13.88
2100	113.80	22.04	5.22	7.59	5.07	1.17	1.00	13.82
2200	105.80	22.39	5.29	7.05	5.15	1.18	1.00	13.38
2300	89.70	21.35	4.72	5.98	4.91	1.05	1.00	11.94

As shown above, the dispatcher-staffing model indicates that the number of call takers needed ranges from 2 to 5 throughout the day. The number of police dispatchers ranges from 2, during the 0400 to 0600 hours to 6 during the 1700 to 1900 hours. Fire dispatcher workloads indicate that an average of 1 dispatcher is needed throughout the day. The project team also included an additional position to handle service channel rescue (public works dispatch and teletype responsibilities). Overall, hourly call taker and dispatcher needs range form 4 dispatchers to 16 throughout the day.

It is important to note that the figures above to do consider the number of personnel needed to provide coverage for breaks, meals, training, and administrative

time. The current staffing plan used by DEC incorporates these elements. As a result,

the calculation, below, includes additional time for these elements:

Dispatchers and Call Takers Needed

Hours	Dispatchers	Hours of Coverage	Daily Hours	Annual Hours
2330 to 0730	7	8	56	20,366
0730 to 1530	12	8	96	34,932
1530 to 2330	14	8	115	41,972
Total Hours of Coverage				97,270
Scheduled Hours				2,080
Leaves				312
Admin Time				332
Training				40
Net Hours				1,397
Dispatchers Needed				70
With Turnover (@10%)				77

As shown above, based on call workloads, the DEC needs approximately 77

dispatchers and call takers. Currently, the DEC is allocated 75 full-time dispatchers and

12 part-time dispatchers (6 FTEs). However, there are currently 7 vacancies. This

results in approximately 74 dispatcher FTEs. However, the DEC is in the process of

training new dispatchers, which should increase current staffing levels. Given that

turnover varies significantly within dispatcher centers (turnover rates in many agencies

vary between 10% and 20%), the current authorized of 83 FTEs (75 full-time positions

and 12 half-time positions) is appropriate.

Recommendation: Maintain the current allocation of dispatchers to the Division of Emergency Communications.

(4) The City of Richmond Should Consider Additional Regionalization of Emergency Communications.

Regionalization of support services such as emergency communications has

been drawing attention over the past 20 years as municipalities seek to reduce costs for

administrative personnel, expensive technology and telephone systems, and overall

operational costs. Regionalization of services also improves interoperability between emergency services provides by improving information sharing and standardization of operating procedures.

The City of Richmond should be commended for integration of law enforcement and fire rescue emergency communications. Many cities across the country still maintain separate operations for these functions. However, there are additional opportunities to regionalize emergency communications, which may potentially reduce the cost of providing dispatch services as well as improve service coordination and information sharing. For example, the City utilizes a separate dispatch center for the Richmond Ambulance Authority, which provides emergency medical dispatch services. Interviews with DEC managers and personnel indicate that many of the dispatchers within the PD are already EMD certified. In addition, there may be opportunities to regionalize dispatch services with Virginia Commonwealth University, the Sheriff's Department, Henrico County, etc. Integration may not only reduce costs put provide system redundancy and back-up for the RPD.

Recommendation: The City and the RPD should pursue opportunities to regionalize emergency communications.

(5)   OVERTIME EXPENDITURES WITHIN THE DEC APPEAR REASONABLE.

The project team evaluated overtime utilization within the DEC for FY 07-08 and FY 08-09. The table, below, shows overtime expenditures attributable to the DEC during this time period:

Type	FY 07/08 Hours	FY 07/08 Paid	FY 08/09 Hours	FY 08/09 Paid
Administrative (Emergency Communications)	3,039	336,107	3,805	82,678
% of Total Authorized Hours	2%	N/A	2%	N/A

The data indicate that overtime hours have increased, despite a decrease in costs. As a gauge, we compared the number of hours to the total authorized position hours within the DEC to estimate the percentage of personnel costs associated with overtime. Typically, we utilize a range of 5% to 7% as a good measure of effective overtime usage. As shown above, DEC overtime expenditures are well within this range.

2. RECORDS AND TECHNOLOGY

The Records and Technology Unit has overall responsibility for the Richmond Police Department's information technology needs, systems and programs, as well as the Department's record management system.

(1) The Project Team Identified a Number of Improvement Opportunities in the Records and Technology Unit.

The Unit is organized into four core areas: RMS Team, Computer Services, Project Management and Central Records. There are number of strengths within the Records and Technology Unit, including:

- The Department has implemented a number of best practices with respect to technology, including the use of in-vehicle computer terminals, automated records management system, etc.

- Information technology has been centralized within the Richmond Police Department. The Records and Technology Unit is responsible for providing technology support to the divisions within the RPD.

- The Records and Technology Unit recently completed a detailed audit which resulted in a number of recommendations regarding technology infrastructure and systems. The Unit is in the process of implementing those recommendations.

• The Records and Technology Unit meets regularly with all information technology functions in the City.

• The Department has centralized responsibility for the RPD's records, including records processing and management. The Records Units is in a secured part of the facility to which access is restricted.

• The Unit provides customer service and staffs a window in the RPD's headquarters.

The Records and Technology Unit has implemented a number of 'best management practices' with respect to planning and managing workload and services. In addition to identifying core strengths of the Records and Technology Unit, the project team identified opportunities for improvement, which are contained in the following sections.

(2) Records and Technology Unit Staffing Levels Were Evaluated.

The Records and Technology Unit has two key sections: Technology and Records. The Technology Section is responsible for the management and support of the Richmond Police Department's information technology systems and equipment. The Records Section is responsible for records processing and management, as well as providing front counter customer support. The table, which follows, presents a summary of the staffing levels in the Records and Technology Unit.

Records and Technology	Classification	Current FTE's
Administration	Information Services Manager	1.0
Technology		
RMS Team	Systems Operations Admin.	1.0
	Police Officer	3.0
Computer Services	Systems Operations Admin.	1.0
	Systems Operations Analyst II	6.0
	Asst. Systems Ops. Analyst	1.0
Project Management	Program Manager	1.0
Central Records		
Administration	Program Manager	1.0
Data Entry	Admin. Project Analyst	1.0
	Office Support Specialist II	5.0
Data Quality	Admin. Project Analyst	1.0
	APSA	4.0
Records	Admin. Project Analyst	1.0
	ASPA	2.0
	Office Support Specialist II	7.0
Research & Admin Support	Admin. Project Analyst	1.0
	APSA	1.0
	Total	**38.0**

The project team reviewed data collected from the comparative agencies with respect to records and technology functions' staffing, services and workload to those of the Richmond Police Department.

(2.1) Staffing Levels in the Records Unit Were Compared to Workload.

The Records Section is organized into five groups: Administration, Data Entry, Data Quality, Records and Research and Administrative Support and are responsible for:

- Administration: Supervising the overall organization and operations of the Records Unit.

- Data Entry: Entry of data from reports into the RPD's records management system, PISTOL, including traffic summons, non-custody arrest, truancy, accident reports, and paper incident reports.

- Date Quality: Responsible for quality control of incident and arrest reports entered into the system, as well as ensuring correct Uniform Crime Reporting codes are entered.

- Records: Manages all criminal adult records, conducts criminal history checks, backgrounds and fingerprints and staffs the front counter. Responsible for the VNCIC communications and maintaining the sex offender registry.

- Research and Administrative Support: Manages the Department's records management program, including retention and destruction in accordance with applicable laws and provides general support to the Unit (i.e., procurement, distribution of reports, etc.)

The project team collected data from the Records Section. Data were available for January 2009 through August 2009. The table, below, shows actual data for that time period, as well as annualized data.

Subject	Jan. - Aug. 09	Annualized	Frequency per Day
Criminal History Reports	443	665	2.7
Incident Report Requests	659	989	4.0
Accident Report Requests	3,899	5,849	23.4
Fees Collected	$49,312	$73,968	295.9
Supreme Court Dispositions	4,045	6,068	24.3
Customers assisted / via phone	9,758	14,637	58.5
T/A SCANNED	2,908	4,362	17.4
CCRE's SCANNED	18,881	28,322	113.3

The project team also collected data from the Records Section that reflected data entry activities, which included the following:

Data Ops. Workload	2009 (Sept)	2009 Annualized	% Complete (Sept.)
Total IBRs	14	19	100%
Total IBRs Keyed	14	19	
Total CCREs	9,778	13,064	64%
Total CCREs Keyed	6,297	8,396	
Total Traffic Reports	19,047	25,552	70%
Total Traffic Keyed	13,361	17,815	
Total Accidents	3,845	5,147	56%
Total Accidents Keyed	2,159	2,879	
Total JVRs	865	1,153	81%
Total JVRs Keyed	702	936	
Total Pawn Shop	0	0	N/A
Total Pawn Shop Keyed	0	0	
Total Gold & Silver	0	0	N/A
Total Gold & Silver Keyed	0	0	
Truancy Reports	1,331	1,816	64%
Truancy Reports Keyed	858	1,144	
Federal Addrs Update	32	43	97%
Federal Addrs Update Keyed	31	41	

In addition to the above data, the project team reviewed comparative data provided by other municipal police departments. The table, below, presents a summary of the data.

Dept. Staffing	Albany	Baton Rouge	Lansing	Little Rock	Madison	Raleigh	Richmond
Sworn FTEs	328	633	252	531	440	777	754
Civilian FTEs	221	320	92	116	105	124	251.5
Total FTEs	549	953	344	647	545	901	1,005.5
Records							
No. of Staff	4	28	3	7	14	14	24
Shift Schedule	M-F	M-F	M-F	–	–	–	M - F
Civilian/Sworn	Civilian	–	Mix	Civilian	–	–	Civilian

The points, which follow, provide a discussion of the comparative data.

- The Albany and Little Rock Police Departments staff their records functions with Civilians, as does the Richmond Police Department. All Records staff are civilian, including the supervisory personnel.

- Similar to the RPD, the Albany and Little Rock Police Departments operate records functions on a traditional business schedule – Mondays through Fridays from 8:00 AM to 5:00 PM (or slight variation on operating hours).

- The ratio of sworn personnel to records function staff ranged from a low of 16.7 in Baton Rouge to a high of 82 in Albany. The chart, below, provides a summary

of the data. As shown in the chart, the Richmond Police Department the average of the comparative agencies was 1 Records FTE per 54 Sworn FTEs.
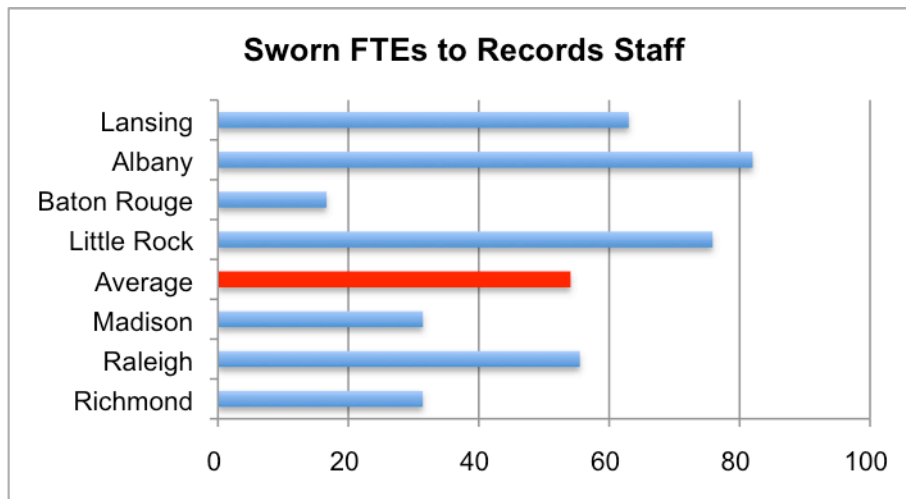
The points, which follow, provide a number of observations regarding the

Records Section staffing:

• The Records Section is responsible for answering the Department's main telephone line and providing general information. On average, the Section handles nearly 60 customer contacts per workday.

• The Records Section has begun to automate the reporting process, meaning that police officers are to input incident reports and submit them electronically for supervisory approval, as well as to the Records Section. This will allow Records personnel to have a greater focus on quality control and assurance, as well as reduce turnaround times for processing reports.

• The Records Section staffs one of the windows at the reception area of RPD headquarters. This Section processes fingerprints, background check requests, incident report requests, sex offenders' registry, etc.

• There are still a number of elements that are keyed into the system by Records Section personnel, including traffic summons, non-custody arrest, truancy, accident reports and paper incident reports. This creates a backlog (see table indicating percentage complete of keyed entries).

Future technological improvements with the Department's records management

system and its capabilities will reduce the number of reports which the Records Section

is required to manually key. This will enable the Section to: (a) reduce backlogs and improve turnaround time; and (b) focus on data integrity and quality.

The project team does not recommend any staffing changes to the Records Section at this time. Staff should focus increasing the percentage of reports keyed, while the Department continues to expand the capabilities of the RMS.

Recommendation: The project team does not recommend any staffing changes to the Records Section at this time. Staff should focus increasing the percentage of reports keyed, while the Department continues to expand the capabilities of the RMS.

(2.2)   Technology Unit Staffing Levels Were Evaluated.

The Technology Section is organized into three groups: Computer Services Unit, RMS Team, and Project Management. The groups are responsible for:

•   Computer Services Unit: Provides direct software and hardware support to all technology users in the Richmond Police Department.

•   RMS Team: Supports the Richmond Police Department's records management system, PISTOL.

•   Project Management: Serves as project manager for a variety of Department technology projects.

Comparative data were collected from information technology functions in a number of municipal police agencies. The table, which follows, presents a summary of the data.

Dept. Staffing	Albany	Madison	Raleigh	Lansing	Little Rock	Baton Rouge	Richmond
Population	93,600	224,000	190,000	232,000	393,000	259,750	202,000
Sworn	328	440	777	252	531	633	754
Civilian	221	105	124	92	116	320	251.5
Total	**549**	**545**	**901**	**344**	**647**	**953**	1,005.5
Information Technology							
Sworn	3	–	1	–	–	1	3
Civilian	4	3.5	9	–	–	4	10
Total	**7**	**3.5**	**10**	**0**	**0**	**5**	**13**

The points, which follow, present a discussion of the comparative data.

• Three of the surveyed police departments utilized a mix of sworn and civilian personnel in their information technology function. They are staffed as follows:

– The Albany Police Department has 1.0 Sergeant, 2.0 Officers and 4.0 Technicians (Civilians); and

– The Raleigh Police Department's information technology function is staffed with 1.0 Officer and the following civilian employees: 1.0 Manager, 2.0 Analyst and 6.0 Programmers.

– The Baton Rouge Police Department is staffed with one sworn position and four civilians.

• The Richmond Police Department's information technology function has 3.0 Officers assigned to the RMS Team (under a civilian supervisor).

• Two of the surveyed departments did not have staff assigned to information technology. The Cities of Lansing and Little Rock have City information technology departments that provide support to the police department.

• Spans of control are narrow in the information technology functions, ranging from 1: 2.5 to 1: 9. Spans of control overall in the RPD's Technology Section is 1: 5.

• The chart, which follows, presents a comparison of the ratio of information technology staff to police department staffing. The Richmond Police Department has the lowest ratio (i.e., higher number of IT FTEs per Department FTE) than the comparative agencies.

No. of Dept. Staff per IT FTE

Department	Value
Albany	~78
Baton Rouge	~190
Madison	~155
Raleigh	~90
Richmond	~77
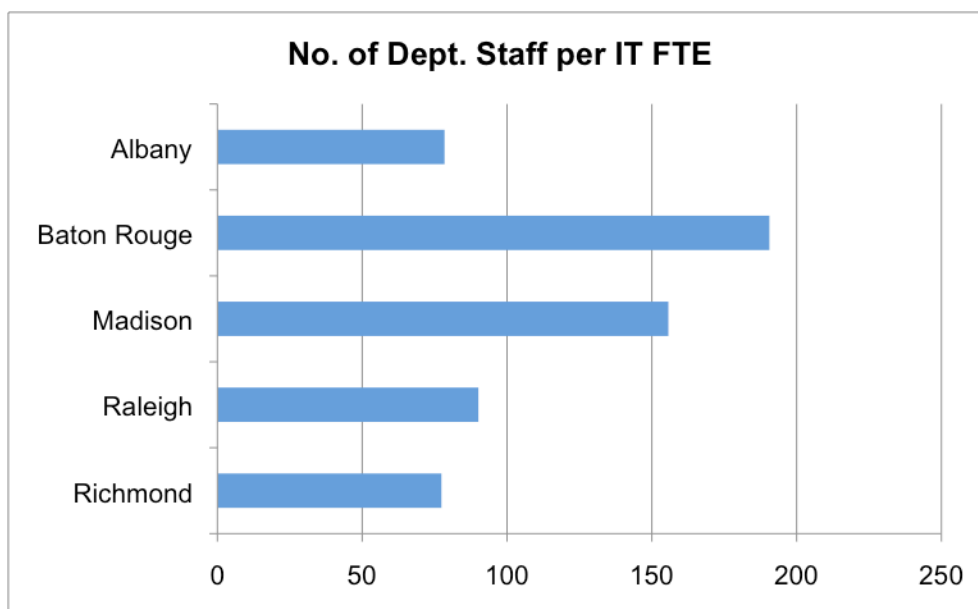
- Each police department receives varying support from their Cities' information technology function. For example,

  – Both the Lansing and Little Rock Police Departments receive all their information technology support from their Cities' information technology functions.

  – In the City of Raleigh, the information technology function manages the servers on which the RPD's servers sit.

  – The Albany Police Department receives all equipment installation and system maintenance from the City's information technology function.

  – The City of Madison's information technology function provides the MPD support on police software applications.

  – The City of Richmond's Department of Information Technology provides network services support.

The Richmond Police Department's Information Technology Section provides a variety of hardware and software support. Although staffing levels in the Information Technology Section are high compared to the other municipalities, the RPD's Information Technology provides most of the support with respect to the Department's information technology needs, including hardware replacement, maintenance and repair, as well as software development, support and maintenance.

The project team does not recommend any staffing changes for the Information Technology Section.

(3) The Records and Technology Unit Has a Number of Sworn Personnel Performing Civilian Functions.

Currently, the Records and Technology Unit has three sworn personnel in the Unit. Sworn personnel are responsible for the following:

- Provide application support to the Department's records management system, PISTOL.

• Install updates to the RMS.

• Troubleshoot end user problems with the system.

• Train Department employees on the system.

• Work with the vendor on issues with the system.

• Support the mobile data terminal (in-patrol car computer terminals), including maintain and repair hardware, install software, and replace equipment.

• Assist with correcting data integrity issues.

• Maintain system security and access.

While the Police Officers provide end user input on the records management system, core job duties and functions do not require the knowledge and background of commissioned officers. The Records and Technology Unit should:

• Create an end user group consisting of a variety of PISTOL users to solicit feedback on the current system, installs and updates, and potential improvements.

• Civilianize the 3.0 Officers assigned to the Records Management System Team.

The fiscal impact of this recommendation is net savings of $24,389 because the Department for entry level positions. While the fiscal impacts are minimal, civilianization of the position better aligns job duties and responsibilities with classification. The project team assumed entry-level salaries for Police Officer I and Systems Operations Analyst I.

Position	Salary (Mid-Point)	Benefits @ 35%	Total Cost per FTE	No.	Net Fiscal Impact
Police Officer	$52,260	$18,291	$70,551	(3.0)	($211,653)
Systems Operations Analyst I	$46,238	$16,183	$62,421	3.0	$187,264
Total	$98,498	$34,474	$132,972	0.0	($24,389)

Recommendation: The Records and Technology Unit should civilianize the Police Officer positions assigned to the Records Management Systems (RMS) Team.

Recommendation: The Records and Technology Unit should create an end users group for PISTOL to allow users to provide input to the RMS Team on issues and desired enhancements.

 (4)   The Records and Technology Unit Should Conduct a Formal Fee Study.

The Records and Technology Unit collects fees for certain services, such as fingerprinting, background checks and copies of reports. While the Department has not created a formal cost recovery policy, the Richmond Police Department neither evaluate fees annually nor adjusts fees on an annual basis. The Richmond Police Department should conduct a fee study. This study could be conducted using City personnel resources or contracted. The study should be used to ensure that individual fees charged are (1) appropriate and in proportion to the staff time required for review and processing; and (2) at a level to sufficient to cover full cost of services provided or to meet the level of cost recovery adopted by policy.

Recommendation: The Richmond Police Department should review fees charged and should conduct a formal fee study.

(5)   The Records and Technology Unit Should Solicit Customer Feedback Through Periodic Surveys.

The Records and Technology Unit has a high level of interaction with the Department's customers. The Unit staffs a window at the front counter where personnel provide general information to the public; process requests for fingerprints, background checks, incident reports, etc., and receipt money for services. Additionally, the Records and Technology Unit answers the main phone line for the Department. The Records and Technology Unit should develop customer comment cards that should ask the customer to rate the Department on a number of key factors:

•   Level of Customer Service Provided (rating each division interacted with);

- Accessibility of staff;

- Thoroughness of staff;

- Satisfaction with the process / issue resolution;

- Specific areas / individuals that provided exceptional service;

- Specific areas / individuals where service problems were encountered; and

- An opportunity for the applicant to make general comments about the process.

A semi-annual report should be developed outlining the level of satisfaction provided to customers and provided to the Chief of Police. Information gathered from this survey should be utilized for on-going evaluation and improvement of the process.

(6)   The Richmond Police Department Should Establish an Information Technology Committee.

In addition to providing information technology support to existing equipment and systems, the Records and Technology Unit reviews and approves all requests for new technology related equipment. Technology related purchases are driven either by the operating divisions (i.e., identifying a need or funding opportunity) or by the Records and Technology Unit (i.e., identifying a potential solution to a need). The Richmond Police Department does not have a formal process in place whereby technology needs and purchases are reviewed and prioritized on a department-wide basis. The Records and Technology Unit should create an information technology committee. The purpose of an information technology steering committee is to:

- Consider and recommend policies and strategies for information technology;

- Consider and recommend a department-wide strategic information technology plan and to prioritize goals and objectives;

- Prioritize funding for information technology;

• Establish a means of regular communication between customers and the Records and Technology Unit;

• Review trends and areas of complaints to deal with the root cause.

The Records and Technology Unit should create an information technology committee. Representatives for each division should be included on the committee.

Recommendation: The Records and Technology should create an information technology committee. Representatives for each division should be included on the committee.

3. TRAINING

The Training Academy is responsible for recruit training, in-service training, Cadet training, career development, field training, Police Honor Guard, and maintenance/delivery of all training related functions.

(1) Staffing Levels Were Compared to Best Practices and Other Police Agencies.

The Training Unit is organized into several core groups:

• Administration: Consists of 4.0 fulltime equivalents, responsible for the management and administration of the Training Unit.

• Building Maintenance Career Development & Cadet Program: Staffed with 2.0 FTEs, with responsibility for 5.0 Cadets, as well as the Department's sworn career development program.

• In-Service & Use of Force Training: Consists of 5.0 FTEs who are responsible for providing the Department's use of force and in-service training, as well as fire arms qualifications.

• Recruit Training: Staffed with 4.0 fulltime equivalents responsible for overseeing the Department's training academy for new recruits. Currently, oversees 21 new recruits.

There are a number of strengths in the Training Unit, including:

• Provides training to sworn personnel and ensure staff receive training as required by the State, including fire arms qualification, use of force and in-service training.

• Has staff responsible for career development for police officers (i.e., to help move police officers through the Police Officer I to Master Police Officer classifications).

• Utilizes an automated system to track training records of each sworn position in the Richmond Police Department.

• Has centralized training records for sworn staff.

• Solicits formal feedback from the Department's command staff regarding training topics and opportunities, as well as other RPD Divisions (e.g., Internal Affairs, Legal, etc.)

• Assesses the quality and usefulness of training classes provided to Department personnel through the use of surveys.

   The points, which follow, present a discussion of the Training Unit.

• The Unit provides 40 hours of in-service training, every two years to sworn personnel (i.e., 50% of all sworn staff receive in-service training each year).

• All sworn staff receive 16 hours of use of force training each year (two, eight hour sessions).

• Incorporates fire arms qualifications into the use of force training (staff must qualify twice each year).

• Spans of control in the Unit are narrow:

   – One-over-one reporting relationship between the Captain and the Lieutenant / Executive Officer. The table, below, summarizes core duties for the Captain and the Lieutenant

Captain	Lieutenant
• Responsible for the management and operations of the Department's training program. • Manage the Division's budget and personnel. • Develops bi-annual training program. • Identifies training opportunities locally and regionally. • Works with the Department's command staff to identify training needs. • Reviews all use of force incidents in the Department.	• Reports to the Captain and serves as the second in command in the Unit. • Manages all logistics for meetings in Training Academy within city, RPD and the community. • As necessary, backs up the Captain. • Supervises 3.0 Sergeants and 2.0 APSAs. • Assists with the development of the Department's training program.

   – The Lieutenant / Executive Officer has five direct reports, including two administrative personnel and three sergeants.

– One-over-one reporting relationship between the Building Maintenance / Career Development Sergeant and the Police Officer. This section also oversees the cadet program. There are five cadets.

– In-Service / Use of Force section has a span of control of 1: 5, while the Recruit Training section has a span of control of 1:2, plus a recruit class of 23.
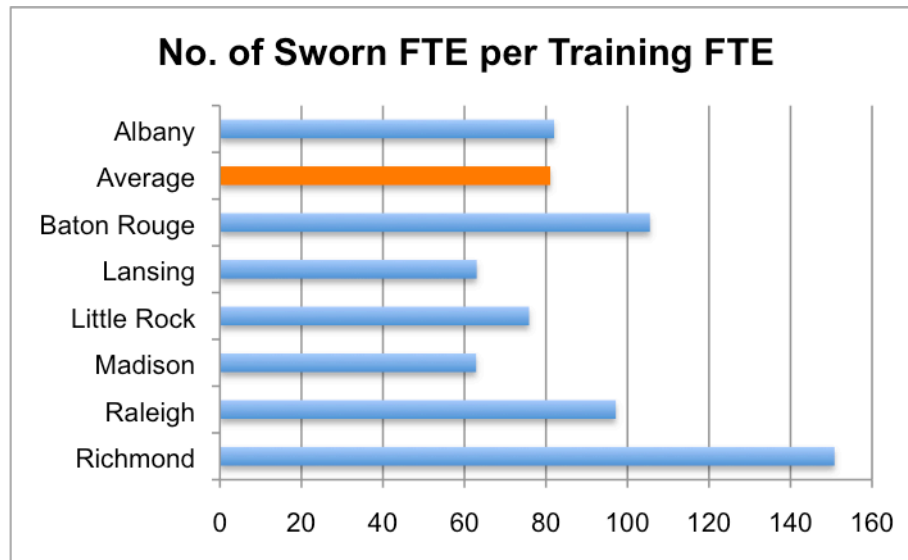
Data were collected from other municipal police agencies. The table, which

follows, presents a summary of the comparative data.

Depart. Staffing	Albany	Madison	Raleigh	Lansing	Little Rock	Baton Rouge	Richmond
Sworn	328	440	777	252	531	633	754
Civilian	221	105	124	92	116	320	251.5
Total	549	545	901	344	647	953	1,005.5
Training Unit							
No. of FTEs Assigned to In-Service	4	7	8	4	7	6	5
Targeted No. of Training Hrs.	21	24	40	30	40	20	40
Dept. Training Academy?	No	Yes	Yes	No	Yes	Yes	Yes
No. of FTEs / Academy	1	9	7	–	4	6	4
No. of Academy Classes	2	2	3	–	1	1	2
Ave. No. of Recruits	38	39	56	–	15	40	50

The points, which follow, provide a discussion of the comparative data.

• Four of the six comparative agencies operated their own training academy. The Richmond Police Department staffs its own training academy, typically running two academies per year with an average of twenty-five to thirty recruits. In general, the comparative agencies:

– Operated an average of two academy classes per year

– Trained an average of 38 new recruits per year

– An average of four recruits per Training Unit FTE per class (compared to 6.3 in the RPD)

- In-service training staffing levels ranged from four to eight FTEs. The Richmond Police Department has 5.0 FTEs assigned to in-service training. This Section also provides use of force training and firearms qualifications. The average number of sworn FTEs to Training personnel assigned to in-service and use of force training is 81 to 1. The chart, which follows, presents a comparison of the data.

No. of Sworn FTE per Training FTE

City	No. of Sworn FTE per Training FTE
Albany	~82
Average	~81
Baton Rouge	~105
Lansing	~63
Little Rock	~76
Madison	~63
Raleigh	~97
Richmond	~150

As shown in the chart above, the Richmond Police Department has the highest ratio of Training FTE per Sworn FTE for in-service, use of force and fire arms qualifications.

The project team recommends the following:

- Fill the two vacant Police Officer positions assigned to the In-Service and Use of Force section. Supervisory structure for this section would fall within an appropriate range (1 supervisor to 6 line staff).

- Eliminate the Lieutenant / Executive Officer. Reassign duties among existing personnel, for example:

    – All Sergeants and Training Unit personnel provide input into the development of the Department's training program, as well as operating issues (e.g., policies and procedures, etc.)

    – Assign logistical coordination of facility to use to the Building Maintenance, Career Development & Cadet Program Section with support provided by the APSA who serves as the Unit's receptionist.

Recommendation: The Training Unit should fill the two vacant Police Officer positions assigned to the In-Service / Use of Force section.

Recommendation: The Training Unit should eliminate the Lieutenant / Executive Officer position. It should be noted that entry-level salary is shown below.

Position	Salary (Mid-Point)	Benefits @ 35%	Total Cost per FTE	No.	Net Fiscal Impact
Lieutenant / Executive Officer	$65,004	$22,751	$87,755	(1.0)	($87,755)

4. WARRANTS AND INFORMATION UNIT

The following section discusses the organization and management of the Warrants and Information Unit and identifies issues related to sworn versus non-sworn positions.

(1) Organization and Management of the Warrant and Information Unit Includes Two Supervisory Levels of Sworn Positions – a Lieutenant and Three Sergeants.

The Warrants and Information Unit of the Administrative Services Bureau, supervised by a Police Lieutenant who reports to the Administrative Services Bureau Executive Director, contains three shifts of personnel, both sworn and civilian, who enter warrants, prepare warrant letters, and provide warrant information to a variety of sources. The following paragraphs offer brief summaries of the primary duties and responsibilities, organizational structure and reporting relationships in this work unit.

This unit operates around the clock each day of the week. The primary responsibilities are to handle incoming calls and public requests for assistance at the counter in the downtown Police Headquarters, verify, maintain and enter warrants into the computerized system (PISTOL).

The WAIS also files, enters and maintains all protective orders, trespass barments, prostitution free zones, emergency contacts and operates the department's mail room.

The following table is a summary of the Unit's primary activities during 2008. The entire 2009 calendar year data was not available at the time of the interview. However, the trend through nine months was stable for all activities:

Warrant and Information Unit
Statistical Report - 2007 and 2008

Activity	2007	2008	% Change
Record Checks	9,633	11,569	20.10
Warrants Returned to Court	1,526	1,862	22.02
Warrants Executed	12,539	13,170	5.03
Warrants Logged	13,967	13,914	(0.38)
Protective Orders Logged	532	1,358	155.26
Protective Orders Served	215	659	206.51
Protective Orders Returned	333	620	86.19

This table can be summarized with the following bullet points:

• Increases in activity were reported in every category except one (warrants logged) between the two calendar years.

• The number of warrants executed (served) included a variety of sources, including the Richmond Police Department and the Sheriff's Office. It should be noted that the Warrants and Information Unit is not tasked with serving warrants, unless they are releasable warrants from persons coming in to Police Headquarters.

• The number of Protective Orders logged and served increased substantially between 2007 and 2008. Again, the Warrant staff in this unit does not have the responsibility for serving those warrants.

The workload information indicates that although there were increases between 2007 and 2008, 2009 did not see similar increases. Rather, the numbers leveled off or decreased in the first nine months of the 2009 calendar year.

(2) The Comparative Survey Responses Indicate that Civilian Positions Can Perform the Vast Majority of the Work Performed by Sworn Officers in the Warrants and Information Unit.

The project team also reviewed the comparative survey data collected from various agencies across the United States including Raleigh, NC; Albany, NY; Little

Rock, AK; Baton Rouge, LA; and Lansing, MI. All agencies were asked to respond to

the questions: *What organizational unit is responsible for local warrant verification and*

management of warrant records? Is the staffing civilian, sworn, or a combination? Is the

unit a 24/7 operation? What is the staffing level? The project team reviewed the

responses and contacted several of the agencies for further clarification of their

responses. None of the responding agencies were organized with the same types of

responsibilities related to entering of warrant information into the computerized system,

storing of warrants, and warrant verification.

All responding agencies indicated that for the primary duties and responsibilities

assigned to the sworn Police Officer positions in the Richmond Police Department

Warrant Unit, with minimal exceptions, those duties were assigned to a civilian staff

member. Only any warrant serving activities required a sworn officer position. Currently,

the sworn positions serve releasable warrants. In 2009, 104 releasable warrants were

served in the first nine months of the year.

Essentially, the sworn police officer duties could be assigned to a civilian Police

Support Specialist position. If a warrant needed to be served, an officer could be called

in from the street or a detective could be called down to serve the warrant. Officers

calling in on the radio to verify warrants could be assisted by a Police Support Specialist

classification.

The following table profiles the estimated annual reductions to the Warrant and

Information Unit based upon hiring entry-level Police Support Specialist positions. The

sworn positions can be re-assigned to other areas of the department that require the

skills and expertise of ten sworn Police Officers, three Sergeants and one Lieutenant.

			Police Officer	
Current Classification	**Lieutenant**	**Sergeant (3)**	**(10)**	**TOTAL**
Current Cost (range midpoint and 35% fringe benefit rate)	$87,750	$232,875	$513,000	$833,625
Proposed Classification - or equivalent	**Customer Service Manager**	**Customer Service Supervisor**	**Police Support Specialist (10)**	
Proposed Cost	$65,752	$157,314	$296,892	$519,958
Difference	$(21,998)	$(75,561)	$(216,108)	$(313,667)

**Cost Savings Estimate
Replacing Sworn Positions with Civilians**

The table above can be summarized in the following bullet points:

- The sworn positions in the Unit cost the City approximately $833,000 in salary and fringe benefit costs. These numbers were calculated using the entry level salary of the Police Officer I, Sergeant, and Lieutenant classifications and estimating 35% of annual salary in fringe benefits.

- The proposed civilian classifications are estimated to cost approximately $520,000. Costs for the supervisory positions were estimated using the entry level of the salary ranges for those classifications (assuming an entry-level supervisory position would fill the vacancy) plus the 35% fringe benefit amount. Police Support Specialist positions were estimated to being at the entry level of the current pay grade plus the 35% fringe benefit calculation.

- Recommended classifications may not actually exist in the City's Classification and Pay Plan. However, these positions approximate the salary levels projected for each of these positions.

The table above indicates that the City could realize approximately $313,000 in savings to operate the Warrants and Information Unit through converting the sworn positions to civilians. This conversion would not occur overnight. Rather, a phased approach to replace the Police Officer positions, followed by the supervisory positions should be considered.

Recommendation: The RPD should consider civilianizing the Warrants and Information Unit, thereby annual salary and benefits costs by approximately $313,667.

(3)   The Overtime Hours and Costs For Sworn Positions Shown in the Warrants and Information Unit Appear Excessive.

The project team collected overtime hours and expenditure data from the 2008-09 fiscal year in the Warrants and Information Unit. This information is summarized in the following table:

Warrants & Information
Overtime Summary

	Hours	Dollars Spent	Avg. Cost/Hour
WAIS Day	870.100	$30,628.06	$35.20
WAIS Evening	1,138.000	$46,515.68	$40.87
WAIS Midnight	680.500	$29,757.25	$43.73
WAIS Administration	47.000	$1,978.49	$42.10
WAIS	30.000	$604.35	$20.15
TOTAL	**2,765.600**	**$109,483.83**	**$39.59**

Of the 2,765 hours of overtime charged during the fiscal year, 1,751 hours were charged to provide "minimum staffing" for the Unit. The remainder of the time was primarily for administrative and holiday pay. The number of records checks in 2008 totaled 11,569, or approximately 32 checks per day. These checks are one of the primary duties of the sworn staff. Given this workload statistic, and the ability of civilian staff to take over the vast majority of these responsibilities, the minimum staffing should be no more than one sworn position on each shift.

Recommendation: The RPD should essentially eliminate overtime for sworn staff in this Unit. Minimum staffing levels should be adjusted so that overtime is not necessary to maintain minimum staffing levels. Sworn overtime should also be eliminated as a consequence of civilianization.

5. SUMMARY RECOMMENDATIONS

The table, which follows, presents a summary of the staffing recommendations

for the Administrative

Bureau / Section / Unit	Classification	Current FTE's	Recommended FTE's
EMERGENCY COMMUNICATIONS			
Administration	Captain	1.0	1.0
	Lieutenant	1.0	1.0
	Sergeant	1.0	1.0
	COS	1.0	1.0
	CAD Admin.	1.0	1.0
	GIS Analyst	1.0	1.0
	ASPA	1.0	1.0
Operations	Lieutenant	1.0	1.0
	Sergeant	1.0	1.0
	COS	3.0	3.0
	ACOS	9.0	9.0
	CO	68.0	68.0
	Pool Employees	6.0	6.0
RECORDS AND TECHNOLOGY			
Administration	Information Services Manager	1.0	1.0
RMS Team	Systems Operations Admin.	1.0	1.0
	Police Officer	3.0	0.0
	Systems Operations Analyst II	0.0	3.0
Computer Services	Systems Operations Admin.	1.0	1.0
	Systems Operations Analyst II	6.0	6.0
	Asst. Systems Ops. Analyst	1.0	1.0
Project Management	Program Manager	1.0	1.0
Central Records Unit	Program Manager	1.0	1.0
	Admin. Project Analyst	1.0	1.0
	Office Support Specialist II	5.0	5.0
	Admin. Project Analyst	1.0	1.0
	APSA	4.0	4.0
	Admin. Project Analyst	1.0	1.0
	ASPA	2.0	2.0
	Office Support Specialist II	7.0	7.0
	Admin. Project Analyst	1.0	1.0
	APSA	1.0	1.0
TRAINING			
Administration	Captain	1.0	1.0
	Lieutenant / Executive Officer	1.0	0.0
	APSA	2.0	2.0
Building Maintenance, Career Development & Cadet Program	Sergeant	1.0	1.0
	Police Officer	1.0	1.0
	Cadet	5.0	5.0
In-Service & Use of Force Training	Sergeant	1.0	1.0
	Police Officer	4.0	6.0*
Recruit Training	Sergeant	1.0	1.0

Bureau / Section / Unit	Classification	Current FTE's	Recommended FTE's
	Police Officer	3.0	3.0
	Recruit	21	21
WARRANTS AND INFORMATION			
Warrants and Information	**Lieutenant**	1.0	0.0
	Sergeant	3.0	0.0
	Police Officer	10.0	0.0
	Police W & I Manager	0.0	1.0
	Police W & I Supervisor	0.0	3.0
	Police Support Specialist	0.0	10.0

*   Note: The additional two police officer positions are vacant positions, which the project team recommends the Department fills.

7.   HUMAN RESOURCES

The Human Resources has overall responsibility for the Department's personnel systems, including risk management, pay and classification, recruitment, background investigations, etc.   The Human Resources Division is staffed with 17.0 fulltime equivalents. The Human Resources Division is organized into two key Units:

• **Human Resources**: This Unit is responsible for all civilian training and recruitment, as well as coordinating human resources services with the City's Human Resources Department (e.g., pay and classification reviews) and handles grievances.

• **Personnel & Recruitment**: This Unit is responsible for conducting background investigations, polygraph analysis, occupational health and safety, recruitment for sworn personnel, etc.

There are a number of strengths within the Human Resources Division, including:

• The Human Resources Division has a position dedicated to occupational health and safety programs, including training, investigations and coordination with the City's Human Resources Department.

• The Division analyzes work practices that lead to incidents (e.g., injury, accidents, etc.)   The Division conducts policy reviews and updates them accordingly.

• The Division manages workers' compensation issues and utilizes a third party administrator for its workers' compensation claims.

• The Division conducts ongoing classifications studies with the assistance of the City's Human Resources Department.   The last study was conducted in December of 2008.

• The Richmond Police Department has a formal employee evaluation system. RPD managers and supervisors receive training on how to administer the employee evaluation.

• The Department has clearly defined grievance and disciplinary policies in-place.

• The Human Resources Division conducts exit interviews. All employees whose employment has been terminated are invited to participate in an exit interview, regardless of the reason for termination (e.g., voluntary or involuntary).

The sections, which follow, provide a discussion of the Human Resources Division's opportunities for improvement.

1. HUMAN RESOURCES STAFFING LEVELS AND THE PLAN OF ORGANIZATION WERE EVALUATED.

As noted, the Human Resources Division is staffed with 17.0 fulltime equivalents assigned to one of two sections: Human Resources or Personnel and Recruitment. Presented below is the plan of organization for the Human Resources Division.
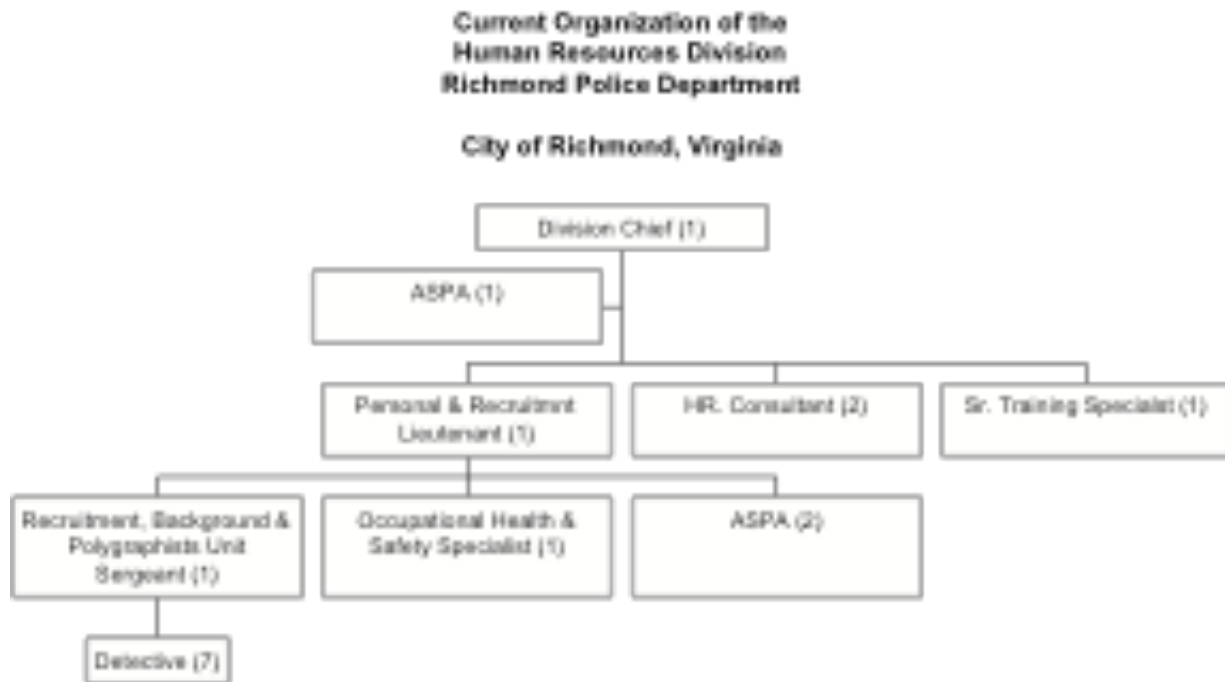
The points, which follow, present a discussion of the Human Resources Division.

• Spans of control for management and supervisory positions are narrow.

– The Human Resources Division Chief has five direct reports. This includes staff assigned to the Human Resources Unit, as well as general administrative support.

– The Personnel and Recruitment Lieutenant has four direct reports.

- – The Sergeant over Recruitment, Background & Polygraph Unit has seven direct reports.

- Human Resources Unit serves as the Department's liaison with the City's Human Resources Department in areas such as pay and classification, compensation, position evaluations, etc. This Unit conducts all civilian recruitments for the Department.

- The Occupational Health and Safety Specialist coordinates with the City's health and safety function, as well as oversee the RPD's health and safety programs, including worksite audits, injuries, accidents, workers compensation issues, etc.

- The Personnel and Recruitment Unit is responsible for conducting background investigations. The data, below, presents a summary of the Unit's workload.

Assigned:	2008	2009 (Sept.)	Annualized 2009
Sworn	230	73	97
Civilian	85	44	59
Interns	25	23	31
Executive Level	7	6	8
Violence Free Zone	11	16	21
Total	**358**	**162**	**216**

The above represents an average of 51 cases per detective in 2008 and an average of 31 per detective in 2009.

- The Personnel and Recruitment Unit maintains data on recruit testing. A summary of the data is presented in the table below.

Recruit Test	Result	Check-In	Physical Test	Written Test	Panel Interview	Final List
Recruit Test I	Pass	15	12	10	9	9
	Fail	0	3	2	1	6
	Total	15	15	12	10	15
	% Fail	**0%**	**20%**	**17%**	**10%**	**40%**
Recruit Test 2	Pass	21	16	13	11	11
	Fail	1	6	3	2	11
	Total	22	22	16	13	22
	% Fail	**5%**	**27%**	**19%**	**15%**	**50%**

As shown in the table, the two sample recruit tests had a completion rate of 40% and 50%. Most applicants dropped out at the physical and written stages.

- The Personnel and Recruitment Unit is responsible for conduct polygraph analysis. A summary of data for 2008 and annualized data for 2009 is presented in the table, below.

Type	2008	2009 (Sept)	Annualized
Pre-Employment Exams	168	73	97
Criminal Exams	49	50	67
Internal Affairs Exams		4	5
Total	**217**	**127**	**169**

- The City's Human Resources Department supports the Richmond Police Department in a number of ways:

  – Leads the City's pay and classification study

  – Conducts market surveys annually

  – Conducts position evaluations

  – Manages the City's online application program (NeoGov)

  – Create the performance evaluation and pay for performance system

  – Assists with grievances and / or disciplinary issues

  The project team reviewed comparative data for the human resources function.

The table, below, presents a summary of the data.

Depart. Staffing	Albany	Madison	Raleigh	Lansing	Little Rock	Baton Rouge	Richmond
Sworn	328	440	777	252	531	633	754
Civilian	221	105	124	92	116	320	251.5
Total	549	545	901	344	647	953	1,005.5
HR							
No. of FTEs	6	14	8	12	10	8	17
Support from City HR	Civil service function support	None	Publishing information on City server related to job openings	Recruiting	HR assists with the new recruit process (from recruiting through testing)	Civilian recruitment	Pay & Class. Studies, Perfom. Eval. Systems, Benefits, Market Surveys, etc.

The points, which follow, provide a discussion of the comparative data presented

in the above table.

- For the comparative agencies, the number of personnel assigned to human resources functions varied significantly. The range was a low of 6 FTEs to a high

of 14. The Richmond Police Department has 17.0 FTEs assigned to its Human Resources Division.

• Central human resources functions provided varying levels of support to the human resources functions in the police agencies. For example:
  – The City of Madison's Human Resources Department does not provide direct support to the Madison Police Department.

  – In the City of Raleigh, the Human Resources Department provides recruitment services, including maintaining a central website for available jobs.

  – In the Cities of Lansing and Baton Rouge, the Human Resources Department provides recruitment services.

  – In the City of Little Rock, the Human Resources Department assists the Police Department with new recruits and hirers to the Department, including job posting, application screening and testing.

  – In the City of Richmond, the Human Resources Department provides a variety of support, including manages the pay and classification and performance systems, conducts market surveys, provides safety programs, etc.

• Human Resources staffing included:

  – A mix of sworn and civilian personnel. Sworn personnel typically assigned to background investigations and security clearances.

  – A mix of fulltime personnel and personnel assigned part-time. Part-time personnel typically utilized for peaks in workload (e.g., background checks / security clearances, testing, etc.)

  – A mix of services. Staff include safety, training, recruitment and

• The ratio of human resources FTE to total department was an average of 1:76. The chart, below, presents a comparison of the data.

No. of FTEs per HR FTE

(Chart: horizontal bar chart showing "No. of FTEs per HR FTE" for the following cities)

- Albany: ~92
- Baton Rouge: ~119
- Lansing: ~28
- Little Rock: ~65
- Madison: ~39
- Raleigh: ~113
- Richmond: ~59

(x-axis scale: 0, 20, 40, 60, 80, 100, 120, 140)

As shown in the table, the Richmond Police Department has approximately 59 employees per human resources employee.

The points, which follow, present observations of the Human Resources Division.

• The Human Resources Division receives a higher level of support from the City's Human Resources Department when compared to the other agencies (e.g., market surveys, pay and class studies, benefits administration, etc.)

• There is limited technology in the Richmond Police Department (i.e., the Department does not have a comprehensive human resources management system). This has a number of impacts:

  – Lack of centralized, automated system that houses all personnel related information

  – Manual records and data track (i.e., labor intensive)

  – Significant resources are expended in tracking personnel (e.g., transfers and assignments)

  – Duplicative efforts (e.g., City data tracking versus RPD data tracking and systems)

• Unlike some of the comparative agencies (e.g., Raleigh, Lansing, Baton Rouge, etc.), the Richmond Police Department does not utilize other departmental personnel on a part-time basis (recruitment, background checks, etc.) For example, the City of Raleigh has four fulltime employees assigned to background checks and utilizes three employees on a part-time basis to conduct background checks.

• The Human Resources Division has a number of programs in place, including a recruitment and marketing plan, policies and procedures, recruitment and hiring practices, etc.

• Workload trend for background investigations and polygraph analyses are downward.

The project team recommends the following:

• The Human Resources Division should eliminate 2.0 Detectives assigned to background investigations.

• The Division should greater utilize personnel based on part-time or temporary assignments during peaks in workload (i.e., after recruit testing), as well as other resources within in the RPD (i.e., Records for general, non-security clearances, checks, etc.)

• The Human Resources Division should utilize other staff in the Department to assist in the implementation of the Department's recruitment plan, including attending job fairs, outreach events, etc.

• The Human Resources Division should also work with the Public Affairs Unit on its marketing and outreach efforts.

• The Human Resources Division should eliminate the Sergeant over background investigations. Detectives should report directly to the Lieutenant. The span of control for the Lieutenant would be 1: 8. This falls within an acceptable range.

The recommended plan of organization for the Human Resources Division is

presented below:

Recommended Plan of Organization
Human Resources Division
Richmond Police Department

City of Richmond, Virginia

It should be noted that entry-level salaries were utilized to calculate net fiscal impact of the recommendation.

Position	Salary (Mid-Point)	Benefits @ 35%	Total Cost per FTE	No.	Net Fiscal Impact
Detective (Police Officer I)	$52,260	$18,291	$70,551	(2.0)	($141,102)
Sergeant	$57,504	$20,126	$77,630	(1.0)	($77,630)
Total	**$109,764**	**$38,417**	**$148,181**	**(3.0)**	**($218,732)**

Recommendation: The Human Resources Division should eliminate 2.0 Detectives and 1.0 Sergeant in the Division's Personnel & Recruitment Unit.

Recommendation: The Human Resources Division should look to alternative staffing utilization to address peaks in workload (e.g., background checks, recruitment fairs, etc.) by utilizing staff in the Department on a part-time or temporary basis.

2.   THE HUMAN RESOURCES DIVISION SHOULD DEVELOP A TRAINING NEEDS ASSESSMENT FOR CIVILIAN POSITIONS.

The Human Resources Division is responsible for all civilian training in the Richmond Police Department.   There are approximately 161.5 fulltime equivalent civilian positions in the RPD.   In 2005, the Human Resources Division conducted a training needs assessment.   The purpose of this assessment was to identify gaps and needs in the organization with respect to knowledge, skills and abilities.

Recently, the Human Resources Division created the Senior Training Specialist position under the Human Resources Unit. This position is responsible for the following:

• Conduct training needs analysis

• Design programs, training models, etc. to support departmental training needs

• Facilitate trainings and workshops

• Coordinate and manage co-facilitators, training locations and course materials

• Identify behavior and skill gaps

• Manage and report program results, as well as personnel training records

• Assist with other human resources and training functions.

The Senior Training Specialist should develop a formal, ongoing process for conducting training needs assessments of civilian personnel. This should include input from sworn and civilian staff throughout the organization.

Recommendation: A formal, routine process for conducting training needs assessment of civilian personnel should be developed and implemented.

3. ONCE THE CITY ACQUIRES AND IMPLEMENTS A COMPREHENSIVE AUTOMATED MANAGEMENT SYSTEM, THE DIVISION SHOULD RE-EVALUATE STAFFING LEVELS.

The City of Richmond does not have a citywide enterprise system through which core City and departments can manage operations, personnel and finances. The City of Richmond has issued a request for proposals for a comprehensive information management system. An automated information system that includes a human resources management function, would enable the Human Resources Division to reduce a number of manual, labor-intensive work practices, such as maintain position control document, update compensation changes, maintain electronic personnel

records (i.e., training, employment history / assignments, performance evaluations,

disciplinary incidents, etc.)

The Richmond Police Department should re-evaluate staffing levels once an

automated management system has been implemented and redundant, manual

processes eliminated.

Recommendation: The Richmond Police Department should re-evaluate staffing levels once an automated management system has been implemented and redundant, manual processes eliminated.

Bureau / Section / Unit	Classification	Current FTE's	Recommended FTE's
Administration	Division Chief	1.0	**1.0**
	APSA	1.0	**1.0**
Human Resources	HR Consultant	2.0	**2.0**
	Sr. Training Specialist	1.0	**1.0**
Personnel & Recruitment	Lieutenant	1.0	**1.0**
	Occupational Safety & Health Specialist	1.0	**1.0**
	Sergeant	1.0	**0.0**
	Detective	7.0	**5.0**
	APSA	2.0	**2.0**

8.   FINANCIAL MANAGEMENT

The Financial Management has overall responsibility for a variety of financial management functions, including budget, payroll and procurement. Also organized as part of the Division are a number of functions, including property and evidence, fleet coordination, tow lot, asset forfeiture, etc. The Financial Management Division is staffed with thirty-two fulltime equivalents. The Division organized as follows:

There are a number of strengths with respect to the management and operations of the Financial Management Division, including:

- Management of financial systems have been centralized, as has responsibility for cash handling. The Financial Management Division is responsible for ensuring proper internal controls within the RPD. Additionally, responsibility for procurement has been centralized within the Financial Management Division.

- Both the City of Richmond and the Richmond Police Department (Financial Management) have developed comprehensive financial policies and procedures.

- The Richmond Police Department monitors operating and capital expenditures on an ongoing basis. Additionally, each Division has access to the financial system to be able to view year-to-date expenditures, budget versus actual expenditures, monitory overtime costs, and to create purchase requisitions. The Financial Management Division generates monthly budget reports which are provided to Division managers.

• Responsibility for grant monitoring, reporting and financial management has been assigned to the Financial Management Division.

• The Division actively monitors the property and evidence. The Department purges the inventory in accordance with legal requirements. Additionally, the Department will sell items, as allowed, using Propertyroom.com. The Property and Evidence Unit runs daily purge reports and cycles through the entire inventory annually.

• While the RPD has a position responsible for facilities management issues, the delivery of building maintenance and repair is provided by the City of Richmond. The Department does not maintain its own facilities maintenance resources.

The project team reviewed the staffing and operations of the Financial Management Division.

1. STAFFING IN THE FINANCIAL MANAGEMENT DIVISION WAS REVIEWED.

As noted, the Financial Management Division is organized into two main units: Financial Management and Property and Evidence. Property and Evidence consists of a number of other functions, such as fleet, tow lot, asset forfeiture and the materials unit. It should be noted that the City's Internal Audit Department conducted a separate, detailed audit of the Department's Property and Evidence unit. As such, a discussion of the Property and Evidence unit is not presented in this section.

The Financial Management Unit has several core sections, including budget, grants, and accounting. The Accounting Section consists of payroll, facilities coordination, Off-Duty coordination and procurement. The Financial Management Unit is organized as follows:

Current Functional Organization
Financial Management Division
Richmond Police Department

City of Richmond, Virginia

```
                    Deputy Director
                          |
                 Financial Management
                          |
        +-----------------+-----------------+
        |                 |                 |
     Grants            Budget          Accounting
Project Mgmt. Analyst (1)  Project Mgmt. Analyst (1)  Program Manager (1)
   APSA (1)           APSA (1)              |
                                            |
                         +------------------+------------------+
                         |                                     |
                      Payroll                              Facilities
              Accounting Supervisor (1)              Admin. Project Analyst (1)
                    APSA (4)                                   |
                         |                                     |
                     Off Duty                             Procurement
                   Sergeant (1)                    Accounting Supervisor (1)
                                                   Procurement Technician (2)
```

The points, which follow, provide a discussion of the staffing in the Financial

Management Unit.

- In addition to managing the operations and responsibilities of the Division, the Deputy Director is responsible for managing the operating and capital budget, including budget development, monitoring and tracking. The Deputy Director must also approve all purchase requisitions and orders.

- The Budget Section is staffed with 2.0 FTEs, who are responsible for monitoring the Department's budget on an ongoing basis, as well as reviewing purchase orders and requisitions. This Section provides RPD managers with budget reports. This Section also coordinates with the City's budget office and reconciles Department's data with the City's.

- The Grants Section is responsible for identifying, researching and writing grants. The Section is also responsible for monitoring grants and ensuring compliance with grant requirements.

- The Accounting Section is responsible for a number of functions, including payroll, procurement, off-duty scheduling, and facilities.

  There are a number of challenges facing the Financial Management Division.

- The City of Richmond does not have a state of the art ERP system.

- Due to inadequate systems, the Richmond Police Department has acquired its own software systems to facilitate a number of activities, including time and attendance reporting, scheduling, and financial management.

- Because the RPD has acquired standalone systems, the Financial Management Division often operates in both system (i.e., its own internal software systems for day-to-day needs, and interaction and data entry / monitoring in the City's software systems). For example:

  – The RPD's POSS allows remote entry of time and attendance data (i.e., an officer can enter time and attendance information at his/ her field office, which can then be electronically approved by his / her supervisor). With that said, in order to process payroll, the Financial Management Division must manually enter data from POSS into the City's payroll system.

  – The RPD utilizes its own financial management system, developed by the Records and Technology Unit. This means that for day-to-day operations staff in the RPD utilize this system for current expenditure and budget data. Staff in the Financial management Division must enter data into this system to keep it current. At the same time, data are entered and maintained by City personnel in the City's financial management system.

  – The Division has to manually update the payroll system to reflect changes in compensation (i.e., there is no link between the Human Resources Division, who approves compensation changes and the financial management system).

The City of Richmond has issued a request for proposal for an ERP. Acquisition and implementation of an ERP would have significant impacts on the Financial Management Division (i.e., training and skills enhancement of staff, as well as changes to business processes, reduction in duplicative and manual work practices, etc.) The project team does not recommend staffing changes to the Financial Management Unit. Once the City and Department implement an ERP, staffing levels in the Unit should be reexamined, particularly those processing functions, such as procurement and payroll.

2.   THE FINANCIAL MANAGEMENT DIVISION HAS A NUMBER OF SWORN PERSONNEL PERFORMING CIVILIAN FUNCTIONS.

The Financial Management Division has a number of sworn personnel performing civilian functions. Specifically, the Division has 1.0 Police Officer assigned to the Fleet Section and 1.0 Police Officer that reports to the Sergeant, but performs the same function as staff assigned to the Materials Unit.   With the exception of the Police Officer, the Materials Unit is civilian.

While the duties and functions of the Fleet Section and the Materials Unit benefit from knowledge and experience of law enforcement operations, the day-to-day job requirements and activities do not require the training, skills and certifications of a sworn law enforcement person.

Recommendation: The Property and Evidence Section should civilianize the Police Officer position assigned to Fleet and Property and Evidence.

Position	Salary (Mid-Point)	Benefits @ 35%	Total Cost per FTE	No.	Net Fiscal Impact
Police Officer	$52,260	$18,291	$70,551	(2.0)	($141,102)
Property & Evidence Technician	$33,132	$11,596	$44,728	1.0	$44,728
Fleet Coordinator	$40,000	$14,000	$54,000	1.0	$54,000
Total	**$125,392**	**$43,887**	**$169,279**	**0.0**	**($42,374)**

3.   THE RICHMOND POLICE DEPARTMENT SHOULD WORK CLOSELY WITH THE CITY OF RICHMOND TO ADDRESS TECHNOLOGY RELATED ISSUES THROUGH THE IMPLEMENTATION OF AN ERP.

The City of Richmond does not have a citywide enterprise system through which core City and departments can manage operations, personnel and finances. The City of Richmond has issued a request for proposals for a comprehensive information management system.   An automated information system that includes a variety of financial management functions would enable the Financial Management Division to

reduce a number of manual, labor-intensive work practices, such as processing

purchase requisitions and orders, time and attendance, budget monitoring and tracking.

Recommendation: The Richmond Police Department should work closely with the City of Richmond to address technology related issues as the City implements an ERP. The RPD and the City should work together to reduce and / or eliminate redundant, manual processes.

Bureau / Section / Unit	Classification	Current FTE's	Recommended FTE's
Administration	Deputy Director	1.0	1.0
	APSA	1.0	1.0
Budget	Project Mgmt. Analyst	1.0	1.0
	APSA	1.0	1.0
Grants	Project Mngt. Analyst	1.0	1.0
	Admin. Project Analyst	1.0	1.0
Accounting	Program Manager	1.0	1.0
	Accounting Supervisor	1.0	1.0
	APSA	4.0	4.0
	Admin. Project Analyst	1.0	1.0
	Sergeant	1.0	1.0
	Accounting Supervisor	1.0	1.0
	Procurement Technician	2.0	2.0

9. DEPARTMENT MANAGEMENT

This chapter focuses on the management systems utilized by the Richmond Police Department. Key areas that are examined in this chapter include:

- Development, measurement and tracking of key performance objectives for the Police Department's various activities and programs. What methods are used to hold senior staff and others accountable for these measures?

- Tracking, development, editing, promulgation and education regarding policies and procedures in the Police Department?

- How is work planned, scheduled and controlled within the Police Department?

- How effectively are data and analytical techniques used in the operations and management of the Police Department?

Other areas of management and supervision are addressed within individual Division / Office chapters.

1. THE POLICE DEPARTMENT OPERATES UNDER A DETAILED SET OF PERFORMANCE GOALS AND OBJECTIVES. ACCOUNTABILITY IS MANAGED THROUGH THESE GOALS AND OBJECTIVES.

The Richmond Police Department operates under a detailed set of goals and objectives. The project team from the Matrix Consulting Group reviewed a 24-page documented entitled "Calendar Year 2009 Goals and Objectives" which touches upon each major operational and program area of the Police Department. Broad goals expressed in the document include:

- Goal #1: Safe, Healthy and Secure Community

- Goal #2: Strong Public and Private Partnerships

- Goal #3: Operational Effectiveness and Efficiency

- Goal #4: Youth Engagement, Development and Intervention

Each of the goals, above, are broken down into between six (6) and 25 objectives – the objectives are more detailed and are linked to a measurable performance objective. Each of these measurable objectives is linked directly to a responsible party – these range from the Chief to the Majors, Captains and OIC's in each program area. A review of the goals, objectives, measures and responsibility matrix for 2009 raises the following points:

- The goals and objectives are developed by the command staff of the Richmond Police Department. These are driven by the philosophy of the Chief of Police – whose concerns are informed by community feedback and staff interaction.

  - Captains (and civilian equivalent civilians) recommend changes to their Majors (and civilian equivalent).

  - Once these changes are approved by the Majors, the recommended changes are forwarded to the Assistant Chief and / or Chief for approval.

  - Changes to the Goals and Objectives are made in conjunction with edits to the Multi Year Plan for the Police Department.

- The Goals are appropriately broad for an agency as complex as the Richmond Police Department.

- The objectives found in the document appropriately narrow the focus of attention on to specific improvements, opportunities and programs that should be operated by the Police Department.

- The measures in the Goals and Objectives document are easily documented and trackable. In some instances these measures are simply to maintain the current level of performance. In other instances the measurements are designed to prompt improvement (reduce crime x by y%) or to set a target or annual activities (eliminate three street gangs).

- The Goals and Objectives document is clear about the level of accountability for each objective.

- The various divisions and programs in the Department are required to report, monthly, on their progress.

- A number of the objectives are reported on at the regular Target (CompStat) meetings – particularly those that relate to crime and criminal activity.

- Others are tracked through the monthly reports by the Planning Unit – who reports on these measures to the Chief, Assistant Chief and other members of the command staff.

These goals and objectives are a critical element for the management of the Department. They provide the structure necessary to operationalize the philosophy of the Chief and the City. The project team found that the Police Department utilizes data effectively to manage operations. These data and analyses are developed in several ways, including:

- Data tracked and analyzed by Crime Analysis staff.

- Data tracked and analyzed by Planning staff.

- Data tracked and analyses developed by staff members in the operational units.

While these are positive steps, the project team noted that there are a number of other supervisory elements that do not appear to be effectively utilized by the Police Department. Examples of these include:

- Tracking of proactive and reactive time – rather than simply counting activities.

- Tracking of the time it takes to complete investigations.

- Holding staff accountable for completing initial steps of investigations within a targeted time period (and having the case management system provide exception reports).

- Reviewing on a weekly basis the productivity of traffic enforcement personnel.

These gaps indicate that the Police Department would benefit from expanding the same formal, analytically driven process used in managing the Goals and Objectives process, to the operations and programs of the Police Department. Specifically, the project team found the following:

• The Police Department has an effective process for developing and tracking goals and objectives. Community input is sought through the command staff and through specific formal outreach efforts on the part of the Police Department.

• There are systems in place throughout the Police Department to ensure that goals and objectives are broadly communicated.

• Each of the major organizational units of the Department has specific measurable goals.

• The City is kept informed as to the Police Department's progress with respect to their goals and objectives with an annual report developed by the Planning Unit.

Recommendation: The Police Department should continue to promote the use of formal, analytically driven, approaches for management and supervision.

2.   **THE POLICE DEPARTMENT HAS AN EFFECTIVE METHODOLOGY FOR DEVELOPING, REVIEWING, TRAINING AND PROMULGATING POLICIES AND PROCEDURES.**

The Richmond Police Department operates with a comprehensive collection of policies and procedures. The Planning and Accreditation Division is responsible for overseeing the development, review and monitoring of all policies and procedures. These activities include conducting research and development of new policies. A review of the results of the employee survey shows that staff largely believe that the Department does an effective job of maintaining the policies and procedures (with 47% agreeing and 44% neutral).

The points, that follow, summarize the current approach to policy and procedure management in the Richmond Police Department:

• The policies and procedures of the Richmond Police Department are comprehensive. They cover a wide range of topics that are germane to all aspects of the Department's operations. These are supplemented by procedures that are specific to operational units of the Department.

• Policies and procedures may be subject to review and update for several reasons:

- All policies and procedures are reviewed annually to ensure that they remain in accordance with legal and operational objectives, that they have accounted for other changes in policy within the Department, that they remain in accordance with changes in technology or equipment, etc.

- Policies and procedures may be subject to review based on the recommendation of the Office of Professional Responsibility – due to policy violations, policy ambiguity that shows up during the course of investigations, etc.

- Command staff may, for some other reason, initiate a review of a particular policy.

- Initial edits to policies and procedures will be made by the Planning and Accreditation staff. These edits are forwarded to a selected group of staff – often these staff represent a breadth of rank and responsibility. These review teams are typically comprised of personnel who will need to either manage or supervise personnel under the policy or personnel who will have to operate under its guidance.

- Once these reviews have been completed, the staff of the Planning and Accreditation Division will forward the under-review policy to members of the command staff for further commentary and edits. These recommended edits will be reconciled and incorporated into the final draft for review by the Chief.

- Once the Chief has signed off on the policy, steps are taken to incorporate it into the policies and procedures of the Police Department.

- Staff are notified of the new policies and procedures as they are issued. The Department takes steps to ensure that staff are aware of critical policy changes. In addition, the staff from the Office of Professional Responsibility take the extra step of providing roll call training to line personnel to explain and discuss the changes to the policies and procedures.

- Risk management and policy violations are handled through investigations and policy compliance assessments conducted by the staff of the Office of Professional Responsibility

The project team's findings related to the policies and procedures of the

Richmond Police Department indicate that the Department has an extensive, well-

ground approach to ensuring that the policies and procedures are effective and that

they cover all of the critical aspects of the Department and its programs. A review of the

best management practices shows the following:

- The policy and procedure manuals of the Police Department are complete with no major gaps in their coverage.

- The manuals are updated frequently, with individual policies and procedures reviewed, and updated as necessary, on an annual basis. Policies may be updated more frequently depending on the needs identified by the command staff, OPR, etc.

- The Police Department has an effective method for reviewing and updating policies and procedures. The method utilizes extensive input from a broad range of sources. The process for reviewing the policies allows for disparate sources for input.

- Changes to the policies and procedures are communicated to the staff of the RPD using email and through direct training provided in roll calls and other in-service training programs.

Recommendation: The Richmond Police Department should continue to utilize its approach for reviewing, updating and promulgating policy. The Department has a comprehensive and professional approach to policy and procedure management.

10. ORGANIZATION OF THE POLICE DEPARTMENT

This chapter addresses the overall organizational structure and top management positions in the Richmond Police Department. The project team has reviewed and evaluated the current organizational plan and makes recommendations for change to facilitate the management changes recommended in this report, better group complementary functions and better allocate spans of control.

1. THE RICHMOND POLICE DEPARTMENT IS ORGANIZED INTO MAJOR REPORTING AREAS WITH VASTLY DIFFERENT SPANS OF CONTROL.

The organization chart, below, depicts the current structure of the RPD, the allocation of functions as well as top management staffing. A summary of the defining characteristics of this organizational structure follow the organization chart.
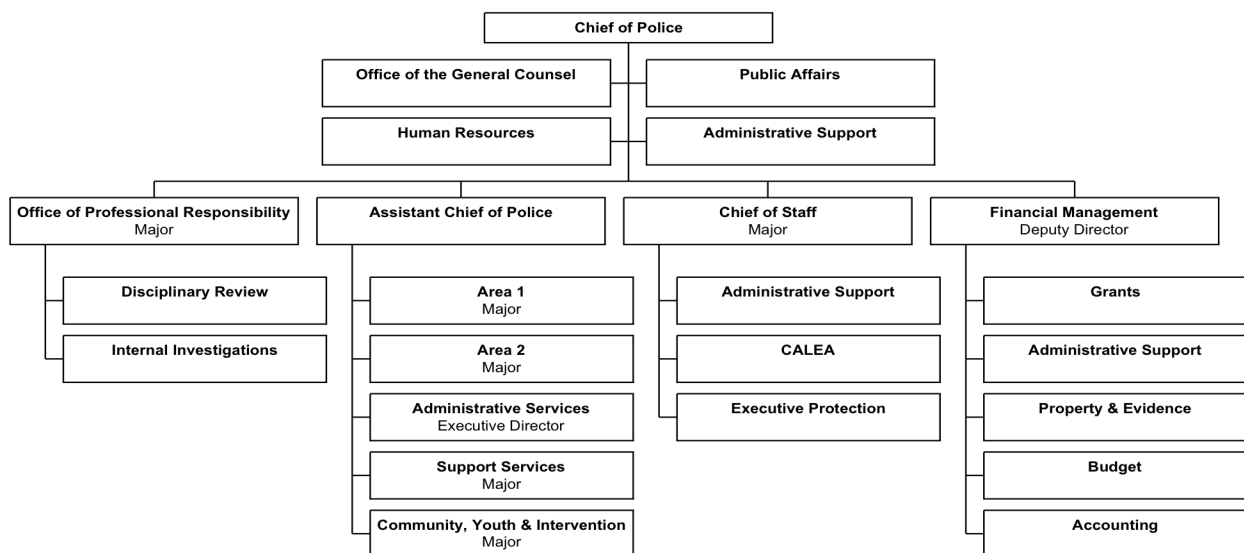
- The Chief of Police is the top command staff in the Richmond Police Department.

- All core law enforcement functions are organized under the Assistant Chief of Police. These functions include the following:

    – Field patrol is divided organizationally and operationally into two (2) area commands, each under a major.

–   Investigative and other functions are organized in Support Services which includes the following functions:

••   Case handling investigators – Major Crimes and forensics; headed by a Major.

••   Proactive Investigations – Special Investigations; also headed by a Major.

••   Special Events Division – traffic, parking enforcement, homeland security, field support functions (K-9, mounted and aviation).

–   Administrative Services, headed by a civilian manager who is responsible for the following functions:

••   Training, headed by a Captain.
••   Records and Technology, headed by a civilian manager.
••   Emergency Communications, headed by a Captain.
••   Planning, headed by a civilian manager.
••   Warrants and Information, headed by a Lieutenant.

–   Community, Youth and Intervention Services – including crime prevention functions, school resources officers, etc.

•   The Office of Professional Responsibility, headed by a Major, is responsible for review of employee disciplinary actions and internal investigations:

•   Also reporting directly to the Chief of Police are several departmental support functions, including:

–   Office of the General Counsel.

–   Public Affairs.

–   Human Resources.

–   Department Administrative Support.

–   Financial Management, which includes the following functions:

••   Grants.
••   Property & Evidence, which also includes asset forfeitures, towing operations and fleet coordination.
••   Budget.
••   Accounting.

In some respects, this organizational structure is not a common one. It reflects

an organization which has grown through accretion rather than a master planned effort.

These next sections explores the positive aspects of this organizational structure as well

as potential weaknesses.

2. THERE ARE SEVERAL POSITIVE ASPECTS REGARDING THE RPD ORGANIZATIONAL STRUCTURE.

The project team has reviewed the organizational structure of the Richmond

Police Department and has determined that in many respects it is well organized. The

following points summarize the project team's assessment of the positive aspects of

RPD's organizational structure:

• The Richmond Police Department is a relatively 'flat' organization which has pushed down important organizational responsibilities to a large number of mid-managers each reporting to the Chief of Police.

• In spite of this, there are few examples of 'one-over-one' reporting relationships in which one commander reports to another commander with no other functional responsibilities.

• The Richmond Police Department has civilianized several management positions, including Financial Management, Budget and Accounting, Human Resources and Public Affairs. This has ensured that in critical technical functions there is a high level of competency as well as continuity. In more than one instance, a sworn position reports to a non-sworn position.

• Several critical functions, such as the Office of Professional Responsibility and the Office of the General Counsel, report directly to the Chief of Police.

There are also issues associated with the RPD's organizational structure. Prior

to examining organizational issues, the project team has developed a set of

organizational principles against which to identify issues in the RPD.

3. **A SUCCESSFUL ORGANIZATION IS COMPRISED OF STRUCTURAL AND FUNCTIONAL ELEMENTS WHICH ARE BALANCED AND CONTRIBUTE TO EFFECTIVE MANAGEMENT.**

Any organization, whether law enforcement or not, needs to balance the need to function at the highest level of efficiency and effectiveness with the fact that it is comprised of human beings. Successful law enforcement organizations optimize the management and control of the organization while furthering the goal of providing a high level of service to the community. As a paramilitary organization centered around the concept of security, this balance is somewhat easier than for other types of complex organizations. In common with all complex organizations, an analysis of organizational structure needs to focus on functional alignment, spans of control, unit and individual performance criteria. No organization can be effective without some balance in these criteria.

There are a number of structural, functional and span of control criteria which should be considered in an analysis of the organization of the Richmond Police Department. The paragraphs, which follow, provide the project team's description of the organizational factors considered in this study.

Organizational Criteria	Explanation / Issues	Organizational Examples
Complementarity of Functions	Are functions grouped consistent with periodic interaction, common planning and scheduling approaches, to delivery services which are linked in some way, etc.?	Patrol with patrol support functions; human resources with financial administrative support functions.
Degree of Coordination Required	This factor concerns the relationships within units and among units, sections and divisions. Many functions need close or indirect alignment in order to maximize efficiency and/or effectiveness.	Patrol with community policing functions; internal affairs with professional standards functions.

Organizational Criteria	Explanation / Issues	Organizational Examples
Accountability	Does the organizational structure foster accountability among management and supervisory staff? While this criteria overlaps with the management systems utilized, the organizational structure itself can facilitate or impede the performance of an organization.	Level of command in the organization for important functions and the reporting structure within the Department – internal affairs commanded by a senior staff position; a high level of civilian manages all administrative functions.
Complexity of Work	Does the task involve a lot of steps, have many decision points, require a large amount of personal discretion in decision making? Greater complexity in work generally requires closer organizational placement.	Administrative functions are broken down into their constituent elements, each with a specialist supervisory position over it.

All functions – spans of control need to be appropriate for the assigned responsibilities. |
Degree of Organizational Risk	This relates to how much risk a function incurs if an activity is not performed or is performed poorly. Risk might involve financial or personnel concerns. Generally, higher risk functions are close in contact with top management staff. For example, property and evidence presents a relatively high organizational risk.	Internal affairs, asset seizures, etc.
Degree of Public Scrutiny	This factor is concerned with the degree to which public attention is routinely paid to a given activity. For example, internal affairs is a function whose work results in public scrutiny at some level.	Internal affairs, community policing.
Supervisor and Management Responsibilities	This relates to whether the supervisor is fully devoted to overseeing the primary activities on the function or has been assigned other duties. This results in function al responsibility being placed higher or lower in a management chain.	All functions – are spans of control appropriate for the assigned responsibilities?
Degree of Centralization	The physical dispersal of the function also relates to supervisory and management requirements – the greater the level of decentralization, the greater the number of managers and/or supervisors are generally required.	Field functions are decentralized; command and administrative staff are centralized.

The section, below, provides the project team's evaluation of this current organization against these organizational and span of control measures.

4.   THERE ARE SIGNIFICANT ISSUES WITH THE CURRENT ORGANIZATIONAL STRUCTURE AND LEVEL OF MANAGEMENT STAFFING IN THE RICHMOND POLICE DEPARTMENT.

The project team evaluated the Richmond Police Department against the organizational criteria described above as well as with management indicators. The table, which follows, provides a summary of this evaluation:

Evaluation of the Current Organizational Structure of the Richmond Police Department

Criteria	Issue?	Where?
Complementary organization	Yes	Administrative Support – not all administrative functions are located in the Administrative area of the Department; selected other functions could be relocated to other areas of the Department. Field Services – this area of the Department is excessive in size, incorporating patrol, community policing, patrol support, traffic, investigations and several departmental support functions.
Coordination of functions	Yes	Administrative Support and Field Services – the issues identified in the first row have the potential to impact the coordination of services in each of these areas.
Accountability for performance	No	N/A
Organizational complexity	No	N/A
Risk management	No	N/A
Public scrutiny	No	N/A
Spans of control	No	N/A
Centralization / decentralization	No	N/A

The preceding table demonstrates that there are significant organizational structure issues in the Richmond Police Department. The table, which follows, further elaborates on this assessment of the current organizational structure.

Issue	Evaluation
Is the RPD too "tiered" or too "flat" from a command and supervisory perspective?	This organization is not too 'flat' with vastly different levels of responsibility among divisional command staff; it results in unnecessary layers of managers or supervisors. Because of this the organization may have opportunities to streamline its management staffing.
Are functions placed too high or too low in the RPD in relation to their importance in meeting law enforcement and service objectives?	There are issues associated with functions placed too high in the RPD or commanded / supervised by too high a command positions. Several command staff have vastly differing spans of control.
Are spans of management and supervisory control too broad or too limited?	The equitable distribution of responsibilities among managers is an issue, especially in the administrative and support areas of the Department.
Are functions grouped logically?	There are several areas relating to administrative and field support functions which appear to be an issue.
Are lines of authority and responsibility clear to all command personnel and organizational units? Are they being adhered to?	Lines of authority are generally clear, however, especially in the line units.
Are there gaps or overlaps in programming which require organizational focus (planning, research, crime analysis, training, etc.)?	There do not appear to be significant gaps in the organization, with the exception of information technology. However, as indicated above there is a fragmentation of responsibility for administrative and support functional areas.
Is best use made of civilian personnel?	There are several examples of civilians managing certain roles in the RPD (Human Resources, Fiscal Services). There are other areas in which civilians could be utilized to manage civilian staffed operations – e.g., Fleet.

These issues can be amplified, as follows:

• The functions reporting to the Assistant Chief of Police represent essentially all of the core functions of the Department.

• CALEA's and Planning and Research's separation from the Office of Professional Responsibility misses an opportunity to tie current and future organizational behaviors.

• Administrative functions are organized in Financial Management, Administrative Support, Human Resources, under the Assistant Chief of Police and under the Chief of Staff.

• Fleet coordination, though the position is vacant, is overseen by a sworn position. Personnel and Recruitment is also overseen by a sworn position.

• Asset Forfeiture and Materials could be reorganized with investigative functions.

• The inappropriately named "Special Events Division" includes traffic, aviation, mounted and K-9 functions as well as homeland security (with also poorly organized intelligence, permits and school crossing guards) functions.

• Training is not organized with recruitment and other personnel functions.

The next section, then, identifies several alternatives to organizing the Richmond Police Department as well as organizing its command staffing.

5. THERE IS AN ORGANIZATIONAL ALTERNATIVE WHICH THE RICHMOND POLICE DEPARTMENT SHOULD CONSIDER WHICH BETTER GROUPS AND ALIGNS FUNCTIONS AND STREAMLINES MANAGEMENT STAFFING.

Based on the assessment of organizational strengths and improvement opportunities, and in light of the principles described earlier, the project team has developed an alternative organizational structure which streamlines the Department, make spans of control more consistent, and better group functions, especially administrative functions. These opportunities are described below:

• Critical functions needing to report directly to the Chief of Police would be structured at a staff level – Office of Professional Responsibility, Office of the General Counsel and Public Affairs. Administrative support functions, including Human Resources, currently reporting to the Chief of Police would be reorganized under a renamed Administrative Services Bureau.

• A Field Services Bureau would be created under an Assistant Chief position which would include the two patrol areas / 4 precincts, field support (traffic, aviation, mounted and K-9) and Community, Youth & Intervention Services.
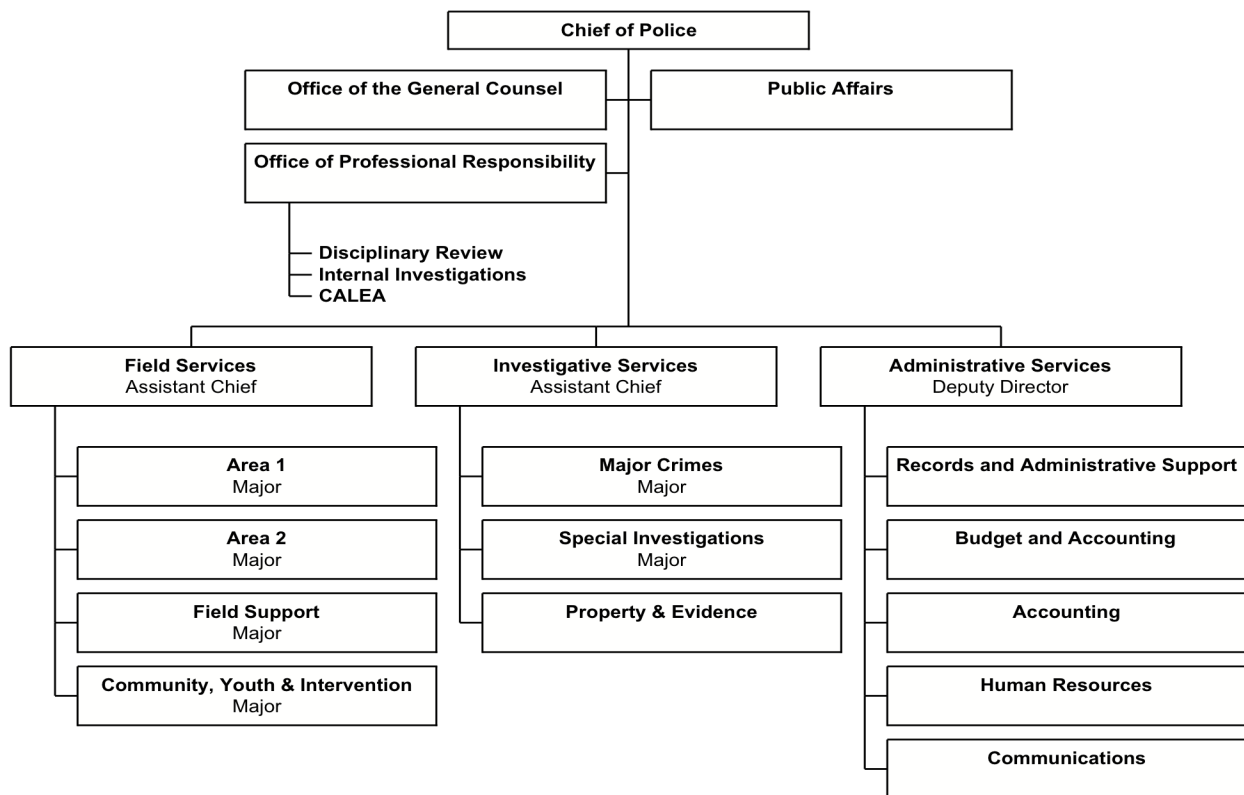
- An Investigative Services Bureau would be created under a second Assistant Chief position which would include Major Crimes, Special Investigations and Property and Evidence.

- The Office of Professional Responsibility would be expanded to include responsibility for CALEA.

- All Administrative and Department support functions would be grouped under a renamed Administrative Services Bureau under the Deputy Director position.

The net effect on management staffing would be the elimination of a Major position (the Chief of Staff) and the creation of an Assistant Chief position. The cost of this position change would be between $18,773 – $21,871 per year in salary and fringe benefits, depending on the step that the new Assistant Chief position was hired at. If however, assuming that the Chief of Staff is at a top step and an Assistant Chief position was hired at bottom step there would be short term savings of as much as $52,750 per year.

Reorganizing the Richmond Police Department as described in this chapter would streamline management, better organize functions, better balance spans of control, place organization-wide resources in a more appropriate reporting relationship at the top of the Police Department and accomplish this at a moderate additional cost.

The organization chart, which follows, summarizes these organizational recommendations.

Recommendation: Reorganize the Richmond Police Department into a three bureau structure. The cost of this reorganization would be moderate, at mid-point it would be $20,322 per year in salary and fringe benefit differential.

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                          ┌─────────────────────┐
                          │   Chief of Police   │
                          └─────────────────────┘
        ┌────────────────────────────┬──────────────────────────────┐
┌───────────────────────────┐                          ┌──────────────────────────┐
│ Office of the General Counsel │                       │      Public Affairs      │
└───────────────────────────┘                          └──────────────────────────┘
┌──────────────────────────────────┐
│ Office of Professional Responsibility │
└──────────────────────────────────┘
        │
        ├─ Disciplinary Review
        ├─ Internal Investigations
        └─ CALEA

┌─────────────────┐   ┌────────────────────────┐   ┌───────────────────────┐
│ Field Services  │   │ Investigative Services │   │ Administrative Services │
│ Assistant Chief │   │   Assistant Chief      │   │    Deputy Director      │
└─────────────────┘   └────────────────────────┘   └───────────────────────┘
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Field Services	Investigative Services	Administrative Services
Area 1 — Major	Major Crimes — Major	Records and Administrative Support
Area 2 — Major	Special Investigations — Major	Budget and Accounting
Field Support — Major	Property & Evidence	Accounting
Community, Youth & Intervention — Major		Human Resources
		Communications

6. ADMINISTRATIVE COSTS IN THE POLICE DEPARTMENT APPEAR TO HAVE BEEN ARTIFICIALLY INFLATED DUE TO INAPPROPRIATE PAYROLL ACCOUNTING.

The Internal Auditor's staff has expressed some concern regarding a significant increase in administrative costs in the Police Department – an increase measured in millions of dollars (it grew from $2.1 million in FY 2004 to $13.5 million in FY 2009 – an increase of $11 million). These increases represented a significant portion – almost half - of the overall increase in the Police Department budget for that time period.

The project team reviewed payroll records and discussed the changes in budget with the Police Department and made the following determinations:

• Additional staff were added to the Administrative Division including:

- H.R. Division Chief and two staff members transferred from the Department of Personnel.

- Disciplinary Review Office, consisting of one major, captain, sergeant and

administrative program support assistant.

- Transfer of the Personnel and Recruitment Unit to be supervised by the H.R. Division Chief.

- Transfer of eight sworn members to the Executive Protective Unit (there are now only two).

• In the Administrative Services Division, the Cadet Program was created which added 30 cadets over a three-year period. Ten cadets would be added each year beginning in 2008 and ending in 2010 with a full complement of 30 cadets. Also, the Crime Analysts were de-centralized throughout the department. In order to create a more cohesive and effective unit, these seven members were brought together under the supervision of the Administrative Services Division Deputy Director – along with their payroll.

• In 2007, the sworn members of both the Fire and Police Departments were removed from the City pay plan and placed into a step program. Over the course of the past few years, the salaries for both departments have increased due to this new pay plan. Given the other changes, noted above, these have exacerbated the administrative cost increases.

A review of detailed payroll records for the time verifies that this explanation is in fact an accurate depiction. The project team found that the bulk of the cost increases were attributable to either intra-City or departmental transfers and the creation of 30 new Recruit positions – which were accounted for within Administrative Services rather than within Operations. While the cost of these increases matches that of the increases found in Operations (largely for additional Police Officers) the programs added to the Department either represent necessary investments for modern law enforcement (e.g., Office of Professional Responsibility – Discipline Unit) or represent a transfer of existing costs from other City departments.

ATTACHMENT A
PROFILE OF THE POLICE DEPARTMENT

This Attachment is a descriptive profile of the Richmond Police Department (RPD), prepared by the project team from the Matrix Consulting Group. This profile serves as a comprehensive summary of staffing, organization, workload and other factors that describe the operations and services provided by the Richmond Police Department. This profile is organized into subsequent chapters that describe:

• The Office of the Chief and the Chief of Staff

• The Office of Professional Responsibility

• Office of the General Counsel

• Patrol Bureaus, Area 1 and Area 2

• Support Services

• Community, Youth & Intervention Services

• Administrative Services

• Financial Management

• Human Resources

The staffing numbers used are the authorized positions as of September 2009.

1. OFFICE OF THE CHIEF AND THE CHIEF OF STAFF

The Office of the Chief includes the Chief of Police, Assistant Chief of Police and the functions of the Chief of Staff, Office of Professional Responsibility.

(1) Introduction

The Chief of Police, Assistant Chief of Police, Chief of Staff (Major), Office of Professional Responsibility (Major), Deputy Director of Financial Management, Human Resource Chief, and General Counsel make up the managers of the Office of the Chief. While other personnel report to the Chief through the Assistant Chief of Police, the personnel in this unit report directly to the Chief or to the Chief of Staff operationally.

(2) Organizational Structure

The exhibit, below, provides a graphical depiction of the Office of the Chief and the Chief of Staff:
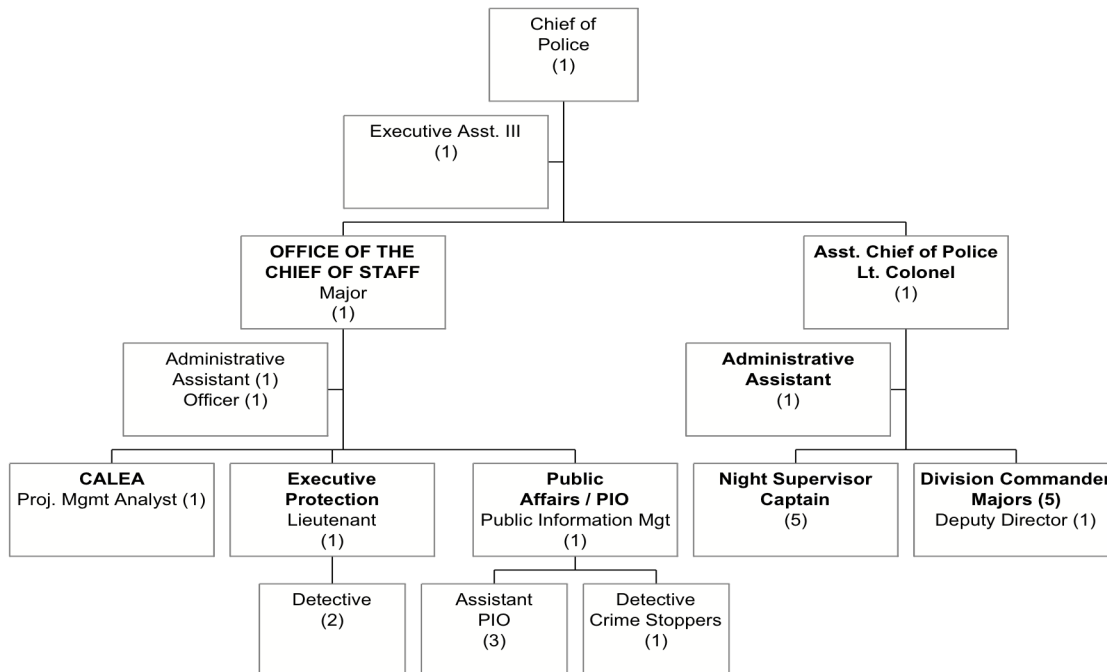
(3) Staffing

The exhibit that follows provides a summary of the staff reporting to the Office of the Chief and Chief of Staff, by function and classification, and also summarizes key roles and responsibilities.

Function	Position	Bgt	Key Roles and Responsibilities
Office of the Chief	Chief Executive Asst III	1 1	• Manages and coordinates all police services in the City to meet objectives set by the Mayor and City Council. • Provides overall leadership and guidance of Department personnel and police services. • Provides overall management and administration of the Department; coordinates resources. A member of the executive management team of the Department and the City. • Represents the Department to the public; develops relationships with business and neighborhood leaders. • Develops and maintains good working relationships with other managers in the City and peers in the regional and state law enforcement community. • Represents RPD in regional and state law enforcement work efforts and projects. • Coordinates and evaluates top Department managers. • Performs routine administrative functions in the day-to-day management of the Department.
	Assistant Chief Of Police Admin Assistant	1 1	Assists the Chief of Police in the Management and coordination of the day to day activities of police services in the City to meet objectives set by the Mayor and City Council. • Provides overall leadership and guidance of Department personnel and police services. • Provides overall management and administration of each Division and provides supervision to its Majors and Administrative Deputy Director. • Represents the Department to the public; develops relationships with business and neighborhood leaders. • Develops and maintains good working relationships with other managers in the City and peers in the regional and state law enforcement community. • Represents RPD in regional and state law enforcement work efforts and projects. • Coordinates and evaluates Division Commanders and Directors. • Performs routine administrative functions in the day-to-day management of the Department.
Night Supervisors	Captain	5	• Evening watch command duties are handled by a group of 5 Captains who supervise all police functions and respond to major incidents from 6:00 p.m. to 6:00 a.m. each day as well as daytime watch command for the City during the weekend. • The Captain assigned to the Night Supervisor unit report to the Assistant Chief of Police.

Function	Position	Bgt	Key Roles and Responsibilities
Office of the Chief of Staff	Major Admin. Asst. Officer	1 1 1	• The Major is responsible for addressing a wide range of community and intra-departmental issues. • These include supervising key functions such as CALEA, Executive Protection and Public Affairs. • In addition, the Major is responsible for overseeing a number of special projects initiated by the Chief and the political leadership of the Department.
CALEA	Project Mgmnt Analyst	1	• Responsible for overseeing the CALEA program within the RPD. • This includes coordinating policy updates and the development of new policies for the RPD. The Manger will coordinate policy updates through subject matter experts and those who will have to operate under the policy on a regular basis. • This position ensures that the RPD remains in continued compliance with all CALEA standards and requirements by collection of required data for each applicable standard. • This position is also responsible for coordinating the agencies tri-annual re-accreditation under the CALEA program.
Executive Protection	Lieutenant Detective	1 2	• The positions assigned to this unit are responsible for providing protection to the Mayor during public events and while traveling on official functions. • The three personnel in the unit will stagger their time with the Mayor to provide broader coverage. • The unit may be augmented by additional personnel taken from other assignments as needed.
Public Affairs	Public Info Manager	1	• Responsible for providing public education and for dealing with media requests. The Public Information Manager is the supervisor of the unit, with personnel covering evening hours and on-call services as needed.

Function	Position	Bgt	Key Roles and Responsibilities
	PIO	3	• Responsible for providing public education and for working with and responding to media requests. Pitch story ideas to the media and arrange for interviews. • Remain on-call to respond to critical incidents, including homicides, traffic fatalities, and hostage/barricade situations • Publish quarterly newsletter, "On the Scene." It contains information about the operations and personnel of the Richmond Police. • Publish the weekly electronic newsletter, "Blue Line Times." • Provide instruction in the areas of media relations, marketing, leadership, public speaking, and Freedom of Information. • Write speeches for senior command staff that focus on audience's specific issues, as well as providing an overview of the Police Department. • Oversee Department's Web site and update it on a regular basis. • Distribute press releases and e-mail advisories. • Develop marketing campaigns to promote various Department programs. • Coordinate special events, including Police Memorial Service. • Oversee awards recognition programs, including Quarterly Awards Ceremony and monthly Officer of the Month and Sergeant of the Month programs. • Coordinate Crime Stoppers program, which includes promoting the program through local media outlets and
	Detective	1	responding to tips.

(4)   Summary of Operations

The table below provides a brief summary the workload and service levels provided by the Investigations Division.

Function	Description of Services	Workload and Service Levels
Office of the Chief	• Oversees the overall operations of the Police Department.	
Assistant Chief of Police	• Oversees the day to day operations of the Police Department.	
Night Supervisor	• Oversees department operations during the evening/midnight hours.	
Chief of Staff	• Provides support to the Chief, handles a number of special projects.	

Function	Description of Services	Workload and Service Levels
CALEA	• Policy maintenance, file coordination, policy updates, overseeing tri-annual CALEA recertification.	
Executive Protection	• Provide protection for the Mayor during public events and during the Mayor's travel.	
Public Affairs	• Provide proactive and reactive marketing programs.	• Unit's annual report shows the unit responds to an average of 2,856 press inquiries, issued 168 press releases, emailed 372 advisories, handled 2,256 customer relations issued, hosted 720 crime stopper events etc. per year.

2. OFFICE OF PROFESSIONAL RESPONSIBILITY

(1) Introduction

This Division is responsible for conducting internal affairs investigations, developing disciplinary recommendations, conducting staff inspections and conducting computer, financial and public integrity investigations. The Major in charge of the Division reports directly to the Chief of Police.

(2) Organizational Structure

The plan of organization for the Office of Professional Responsibility is presented below:
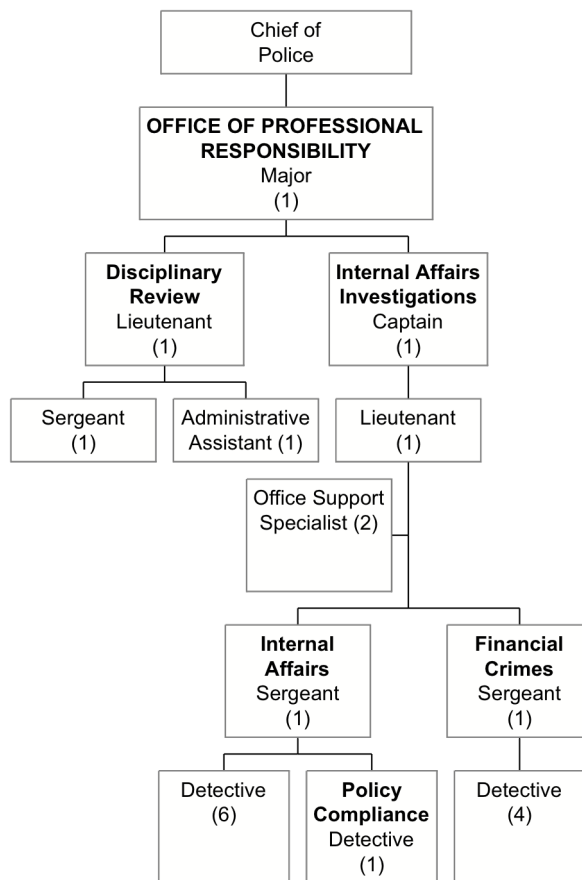
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                        │   Chief of   │
                        │    Police    │
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                               │
                   ┌───────────┴────────────┐
                   │ OFFICE OF PROFESSIONAL │
                   │     RESPONSIBILITY     │
                   │         Major          │
                   │          (1)           │
                   └───────────┬────────────┘
                ┌──────────────┴──────────────┐
        ┌───────┴────────┐           ┌─────────┴─────────┐
        │  Disciplinary  │           │  Internal Affairs │
        │     Review     │           │   Investigations  │
        │   Lieutenant   │           │      Captain      │
        │      (1)       │           │        (1)        │
        └───────┬────────┘           └─────────┬─────────┘
        ┌───────┴────────┐                     │
 ┌──────┴───┐  ┌─────────┴──────┐     ┌────────┴────────┐
 │ Sergeant │  │ Administrative │     │   Lieutenant    │
 │   (1)    │  │ Assistant (1)  │     │       (1)       │
 └──────────┘  └────────────────┘     └────────┬────────┘
                          ┌─────────────────┐  │
                          │ Office Support  │  │
                          │ Specialist (2)  │  │
                          └─────────────────┘  │
                               ┌───────────────┴──────────────┐
                       ┌───────┴────────┐           ┌──────────┴───────┐
                       │    Internal    │           │    Financial     │
                       │     Affairs    │           │     Crimes       │
                       │    Sergeant    │           │    Sergeant      │
                       │      (1)       │           │      (1)         │
                       └───────┬────────┘           └─────────┬────────┘
                    ┌──────────┴─────────┐               ┌────┴─────┐
              ┌─────┴────┐    ┌───────────┴───┐     ┌─────┴────┐
              │ Detective│    │     Policy     │     │ Detective│
              │   (6)    │    │   Compliance   │     │   (4)    │
              └──────────┘    │   Detective    │     └──────────┘
                              │      (1)       │
                              └────────────────┘
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(3)   Staffing

The exhibit that follows provides a summary of the staff reporting to the Office of Professional Responsibility Major, by function and classification, and also summarizes key roles and responsibilities.

Function	Position	Bgt	Key Roles and Responsibilities
Division Management	Major	1	• Provides overall leadership, management and administration of the Office of Professional Responsibility Division. • Provides guidance to staff and coordination of Department personnel. • Manages and coordinates the functions of the Bureau to meet objectives set by the Chief and political leaders of the City. • Reviews all investigations conducted by the field as well as those conducted by OPR for final determination. Works closely with HR and Legal Counsel on disciplinary issues that could result in major suspension time or termination of an employee.

Function	Position	Bgt	Key Roles and Responsibilities
Disciplinary Review	Lieutenant Sergeant Admin. Asst.	1 1 1	• The Lieutenant is the primary reviewer of cases and makes the major of decisions regarding recommendations for discipline. • Oversees input of data/discipline into the IA PISTOL module for accuracy. • Conducts pre-disciplinary conferences with employees that are facing suspension time, demotion or termination. • Sets up and manages the disciplinary review board on cases that need a determination made by the board. • The Sergeant focuses on ensuring that the Department's administrative policies are followed during the investigative and disciplinary procedures. • Tracks discipline to be placed in the PISTOL system. Creates the discipline paperwork for formal counsels and reprimands. Sets up paperwork for suspension dates and times and ensures that all paperwork is disseminated to the proper units. • The Administrative Assistant performs routine administrative functions in the day-to-day management of the DRO and also performs transcription duties in support of Internal Affairs.
Internal Affairs Management	Captain Lieutenant Office Support Specialist	1 1 2	• The Captain manages the Internal Affairs, Policy Compliance and Computer / etc. Crimes units. • Reviews all OPR investigations and makes recommendations/determinations on these cases. • Ensures quarterly/yearly goals are on track and prepares documents for review each quarter. • Works closely with the Commonwealth Attorney on any cases that may be criminal in nature for them to make a determination on prosecution. • The Lieutenant has day to day responsibility for overseeing the Internal Affairs, Policy Compliance and Computer / etc. Crimes units. This includes direct supervision of the two Sergeants. • The Office Support Specialist performs routine administrative functions in the day-to-day management of the Internal Affairs Unit and performs transcription duties.

Function	Position	Bgt	Key Roles and Responsibilities
Internal Affairs	Sergeant Detective	1 6	• The Internal Affairs unit is responsible for investigation of criminal and internal affairs complaints. • The Sergeant is responsible for assigning investigations to detectives, handles walk in complaints, call in complaints, and those via the internet to ensure they are handled and assigned properly. • Creates the investigative packets for those investigations that go out to the field. • The Detectives investigate all citizen complaints, criminal and internal complaints. • The Detectives investigate all citizen complaints, criminal and internal complaints. On criminal complaints the unit will allow the criminal proceeding to conclude and then follow up that same case with the administrative investigation to determine if any policy violations occurred.
Policy Compliance	Detective	1	• Conducts staff audits to ensure compliance with policies and procedures throughout the RPD. • Collects data, interviews staff and uses other observational methods to ensure continued compliance (or a need to alter policy to match new approaches). This includes work with the Department's planning unit.
Computer / Financial Crimes / Public Integrity	Sergeant Detective	1 4	• The Sergeant is the unit supervisor for this case handling unit. • One of the detectives is primarily a computer forensics specialist. • One focuses on identity theft. • Two detectives focus on financial and other types of crime assigned to the unit. Most of the financial crimes handled by these investigators are referred to the unit by the Commonwealth's Attorney.

(4) Summary of Operations

The table below provides a brief summary the workload and service levels provided by the Investigations Division.

Function	Description of Services	Workload and Service Levels
Disciplinary Review	• Review findings of fact prepared by the RPD's Internal Affairs unit. • Provide summary of past discipline history of the officer(s) involved. • Recommend discipline given history, discipline matrix, etc.	• 96 cases in 2008 and 95 cases in 2009 (1/1 – 9/30 in both years) were sustained against the officer.

Function	Description of Services	Workload and Service Levels
Internal Affairs	• Conduct criminal investigations of RPD personnel. These will be conducted prior to any internal investigation. • Develop findings of fact for allegations of policy violations. • Participate with other staff in the "Shoot" team when police officers use their firearms or are involved in other serious uses of force.	• Conducted 268 investigations in 2008 and 318 in 2009 (1/1 – 9/30 for both years). This annualizes to more then 360 in 2008 and 425 in 2009.
Policy Compliance	• Conduct staff inspections to ensure compliance with policies and procedures. Involve both scheduled annual audits and those directed by the command staff.	• Conducted more than a dozen audits per year. This include planned audits (cash funds), unannounced audits of property / evidence and other compliance issues.
Computer-Financial Crimes & Public Integrity	• Provide computer / other electronic forensics (duplicating memory / hard-drives, documenting contents, etc.). • Conducting "white collar" criminal investigations. Typically large-scale financial frauds. • Conduct investigations of public officials accused of public integrity crimes (routine thefts are handled by criminal detectives).	2008 Forensic Examinations: Computers: 32 Video: 88 Phone: 62 2009 To Date Forensic Examinations: Computer: 11 Video: 75 Phone: 62 Technical Advice Given: 14 2008 Total Financial Crimes/ICAC Investigations: 52 Bank Fraud 22 Embezzlement 7 ID Theft 12 Child Porn 3 Construction Fraud 4 Internet Crime 4 2009 To Date Financial Crimes/ICAC Investigations: 223 Bank Fraud 101 Construction Fraud 5 ID Theft 40 Child Porn 3 Internet Crime 15 ATM fraud 46 Embezzlement 12 Extortion 1

3.   OFFICE OF THE GENERAL COUNSEL

(1)   Introduction

The Office of the General Counsel reports directly to the Chief of Police. The Office provides legal advice to the Chief in an effort to minimize potential lawsuits and enhance the efficiency and effectiveness of Police services delivered by the Department. The legal responsibilities include advising on legal issues that are local, state and federal in nature, including case law at all levels.

(2)   Organizational Structure

The plan of organization for the Office of General Counsel is presented below.
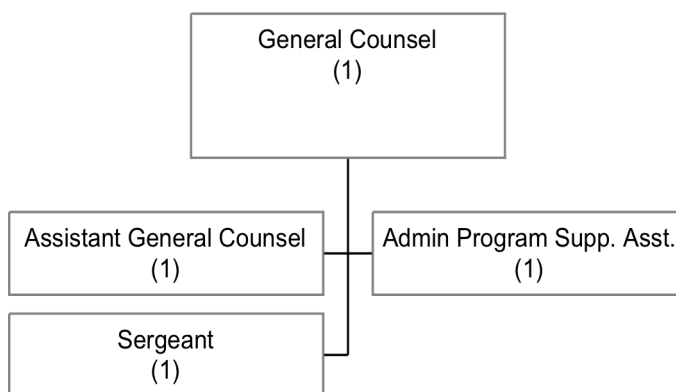
(3)   Staffing

The exhibit that follows provides a summary of the staff in the Office of the General Counsel, by function and classification, and also summarizes their key roles and responsibilities.

Function	Position	Bgt	Key Roles and Responsibilities
Legal Counsel	General Counsel Assistant General Counsel	1 1	• The General Counsel supervises staff including selecting or recommending selection, training, assigning and evaluating work, preparing internal communications, counseling, disciplining, and terminating or recommending termination. • Provides timely responses to the Chief of Police and other interested parties; responds to citizen complaints; tracks General Assembly bills. • Provides legal advice to the Chief of Police, department staff, and the City administration as to the need for new ordinances or new laws. • Communicates the department's legal position in terms of settling lawsuits, trial approach, and/or filing appeals. • Participates in a counseling capacity for boards such as the Use of Force Review Board and the Risk Management Review Board. • Review and provide advice on contracts, MOUs, letters that may impact legislation or have legal implications; review all General Orders, internal policies and/or procedures, and new ordinances. • Conducts legal training for in-service classes • Prepares legal bulletins and advisories pulling files, preparing court responses, and responding to Subpoena Duces Tecums within mandatory time lines; Handling and responding to FOIA requests from attorneys, insurance companies, the public-at-large in accordance with the more than 100 exemptions applicable to law enforcement and doing so within FOIA's strict time lines; Investigating, interviewing witnesses, responding to "requests for documents", preparing reports and recommendations for EEOC complaints lodged against the department and filed with the EEOC's federal agency.

Function	Position	Bgt	Key Roles and Responsibilities
Investigations/ Court Liaison	Sergeant	1	• Conducts all missed court investigations • Investigates property damage reports that result in claims for financial reimbursement • Investigates selected citizen complaints as assigned by the Chief of Police • Investigates a variety of issues where the department is potentially liable – instances, for example, where multiple parties claim legal entitlement). • Coordinates Grand Jury cases involving RPD officers. • Serves as the liaison on behalf of the department for the Commonwealth's Attorney Office (daily – and splits office time between two locations; the Courts (daily), and the federal exile project (weekly – and serves as property and evidence liaison on federal exile guns, etc.); • Facilitates getting officers to court on high profile or critical cases at a moment's notice in instances where officers were not subpoenaed or notified of changes in court dates; • Handles ID theft investigations in instances where the wrong person was charged for a crime (someone gave police a false name and social security number) or where the wrong person was arrested.
Administrative Support	Administrative Program Support Assistant	1	• Provides administrative support to the legal and investigative staff; sorts files, verifies and retrieves mail. • Updates charts and tracks FOIA, MOU, Subpoenas, case files, damage to private property documents, etc. • Types legal bulletins and advisories. • department representative for weekly City Council docket meetings at City Hall – tracks relevant local ordinances affecting police and potential controversial citizen comments/complaints at public Council meetings • Prepares form letters under the guidance of legal staff.

(4)   Summary of Operations

        The table below provides a brief summary the workload and service levels provided by the Office of General Counsel.

Function	Description of Services	Workload and Service Levels
General Counsel	• Provide high-level advice and assistance to the Chief of Police and the department regarding legal, policy, legislative, and personnel matters. • Drafts ordinances; proposes, writes, review policies; develops presentations for internal hearings and administrative proceedings. • Prepares and compiles extensive discovery responses for Federal Lawsuits as well as civil lawsuits regarding officer negligence, §1983 claims, employment lawsuits, wrongful death cases, workers comp cases, etc. for the City Attorney's office on behalf of the police department matters.	• 9 current active lawsuits against the City • 139 FOIA requests in 2009 • 8 pending property claims • 4 EEOC cases in 2009 Year to Date: 9 active lawsuits – several other cases have been closed and completed 19 police officer involved accidents - Handled claims and provided reports to City's Risk/claims adjuster with recommendations 18 Property damage claims handled, 8 more pending 192 FOIA requests of varying sizes and complexity 57 Subpoenas for documentation, reports and responses ("Subpoena duces tecum") At least 40 Memorandums of Understanding/contracts

4.   PATROL AREAS

(1)   Introduction

        The work groups in the Patrol Precincts are managed by two Majors who are responsible for two precincts each. The two Patrol Majors report directly to the Assistant Chief of Police. This Division is responsible for providing police patrol, response to calls for service, preliminary investigation of crime, to include property crimes and robbery, proactive enforcement of major crimes, environmental enforcement (e.g. nuisance properties, crime prevention through environmental design, etc.) and a variety of other police services for all reporting areas in the City of Richmond.

(2)   Organizational Structure

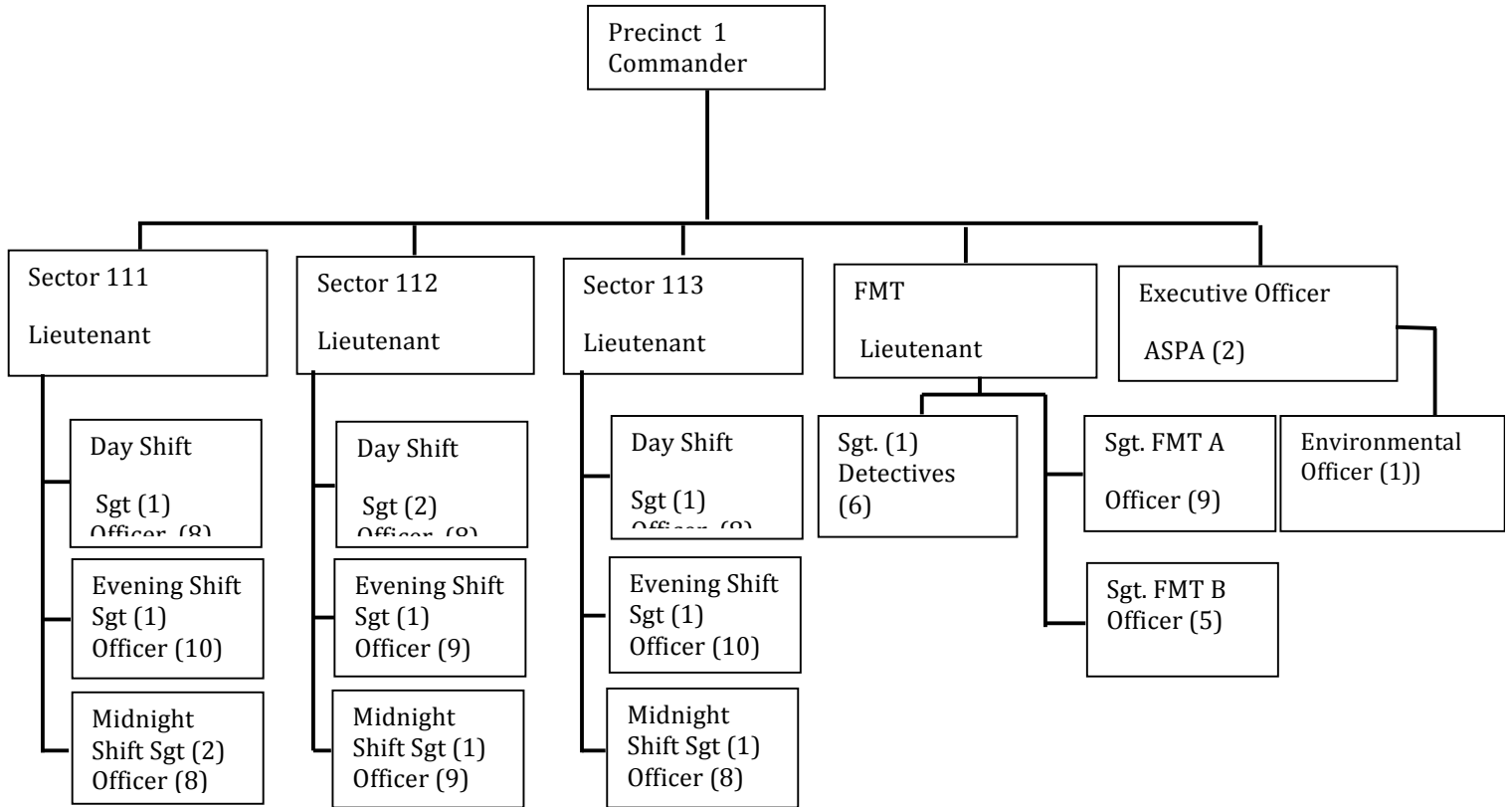   The overall plan of organization for the Patrol Division is presented below.

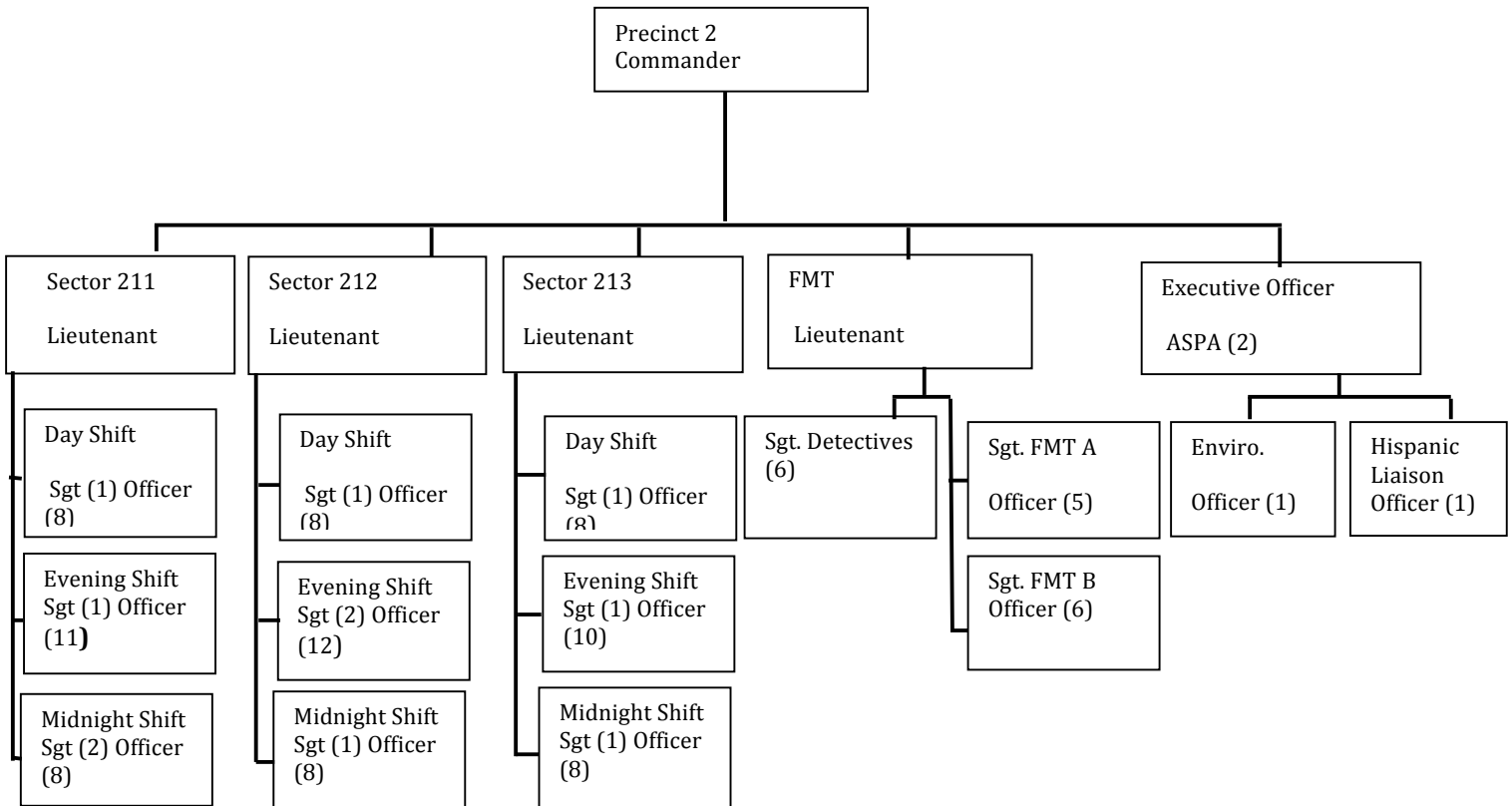# Organization of the Patrol Division
Richmond Police Department

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                        ┌─────────────────────────┐
                        │ Assistant Chief of Police│
                        └─────────────────────────┘
                 ┌──────────────┴──────────────┐
        ┌─────────────────┐           ┌─────────────────┐
        │     Major       │           │     Major       │
        │     Area 1      │           │     Area 2      │
        └─────────────────┘           └─────────────────┘
                      ┌──────────┐
                      │   APSA   │
                      └──────────┘
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Precinct 1 Captain	Precinct 2 Captain	Precinct 3 Captain	Precinct 4 Captain
APSA (2) Office Support Specialist II	APSA (2) Office Support Specialist II (1)	APSA (2) Office Support Specialist II (1)	APSA (2) Office Support Specialist II (1)
Sector 111 Lt.	Sector 211 Lt.	Sector 311 Lt.	Sector 411 Lt.
Sector 112 Lt.	Sector 212 Lt.	Sector 312 Lt.	Sector 412 Lt.
Sector 113 Lt.	Sector 213 Lt.	Sector 313 Lt.	Sector 413 Lt.
FMT/Detectives Lt.	FMT/Detectives Lt.	FMT/Detectives Lt.	FMT/Detectives
Executive Officer Lt.	Executive Officer Lt.	Executive Officer Lt.	Executive Officer Lt.

As shown above, the Majors over each Area supervise two Precinct Captains each. The Precinct Captains oversee five Lieutenants each, in addition to administrative

personnel. More detailed organization charts, which show the number of Sergeants and Officers assigned to each Precinct and Sector, are shown in the following pages.

Organization of Precinct 1
Richmond Police Department

Organization of Precinct 2
Richmond Police Department

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                         ┌─────────────────┐
                         │ Precinct 2      │
                         │ Commander       │
                         └─────────────────┘
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Sector 211 Lieutenant	Sector 212 Lieutenant	Sector 213 Lieutenant	FMT Lieutenant	Executive Officer ASPA (2)

Sector 211 Lieutenant
- Day Shift Sgt (1) Officer (8)
- Evening Shift Sgt (1) Officer (11)
- Midnight Shift Sgt (2) Officer (8)

Sector 212 Lieutenant
- Day Shift Sgt (1) Officer (8)
- Evening Shift Sgt (2) Officer (12)
- Midnight Shift Sgt (1) Officer (8)

Sector 213 Lieutenant
- Day Shift Sgt (1) Officer (8)
- Evening Shift Sgt (1) Officer (10)
- Midnight Shift Sgt (1) Officer (8)

FMT Lieutenant
- Sgt. Detectives (6)
- Sgt. FMT A Officer (5)
- Sgt. FMT B Officer (6)

Executive Officer ASPA (2)
- Enviro. Officer (1)
- Hispanic Liaison Officer (1)

Organization of Precinct 3
Richmond Police Department

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                          ┌──────────────────┐
                          │ Precinct 3       │
                          │ Commander        │
                          └──────────────────┘

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│ Sector 311  │  │ Sector 312  │  │ Sector 313  │  │ FMT         │  │ Executive Officer    │
│             │  │             │  │             │  │             │  │                      │
│ Lieutenant  │  │ Lieutenant  │  │ Lieutenant  │  │ Lieutenant  │  │ ASPA (2)             │
└─────────────┘  └─────────────┘  └─────────────┘  └─────────────┘  └──────────────────────┘
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Sector 311	Sector 312	Sector 313	FMT	Executive Officer
Day Shift / Sgt (1) / Officer (8)	Day Shift / Sgt (1) / Officer (9)	Day Shift / Sgt (2) / Officer (9)	Sgt. (1) Detectives (9) / Sgt. FMT (1) Officer (6)	Environmental Officer (1)
Evening Shift Sgt (1) Officer (8)	Evening Shift Sgt (2) Officer (11)	Evening Shift Sgt (1) Officer (9)		
Midnight Shift Sgt (2) Officer (8)	Midnight Shift Sgt (1) Officer (10)	Midnight Shift Sgt (1) Officer (11)		
Bike Unit Carytown Officer (1)				

Organization of Precinct 4
Richmond Police Department

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                          │   Precinct 4    │
                          │   Commander     │
                          └────────┬────────┘
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   ┌───────────┬───────────┬───────┴──────┬─────────────────┐
┌──────────┐┌──────────┐┌──────────┐┌──────────┐  ┌──────────────────┐
│Sector 411││Sector 412││Sector 413││   FMT    │  │Executive Officer │
│          ││          ││          ││          │  │                  │
│Lieutenant││Lieutenant││Lieutenant││Lieutenant│  │    ASPA (2)      │
└──────────┘└──────────┘└──────────┘└──────────┘  └──────────────────┘
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Sector 411 Lieutenant	Sector 412 Lieutenant	Sector 413 Lieutenant	FMT Lieutenant	Executive Officer ASPA (2)
Day Shift Sgt (2) Officer (8)	Day Shift Sgt (1) Officer (8)	Day Shift Sgt (1) Officer (8)	Sgt. (1) Detectives (10)	Sgt. FMT (1) Officer (6)	Environmental Officer (1)
Evening Shift Sgt (1) Officer (11)	Evening Shift Sgt (1) Officer (10)	Evening Shift Sgt (2) Officer (9)		VCIT (1) Officer (2)	
Midnight Shift Sgt (1) Officer (8)	Midnight Shift Sgt (2) Officer (8)	Midnight Shift Sgt (1) Officer (8)			
Gilpin Court Officer (2)	Sector 412 Walking Officer (1)	Sector 413 Downtown Officer (2)			

(3)   Staffing

The table below provides a summary of the assigned to each of the Patrol Precincts, by function and classification, and also summarizes their key roles and responsibilities.

Function	Position	Bgt	Key Roles and Responsibilities
Division Management	Major ASPA	2 1	• The Majors over the Patrol Division are responsible for management and oversight of the four patrol precincts. The precincts are divided into area 1 and area 2, each of which is supervised by a Major. • The Majors directly supervise two Precinct Captains as well as their administrative support staff. • The Majors are responsible for setting and meeting Division goals and objectives, review of policies and procedures, budget development and monitoring, as well as general supervision of personnel. Majors also review all paperwork generated in the field, Internal Affair investigations, pursuits, etc, along with review of grant reports. • The Patrol Majors report directly to the Assistant Chief of Police. • Administrative Program Support Assistants (APSA) provide administrative support to the Patrol Majors.

Function	Position	Bgt	Key Roles and Responsibilities
Precinct 1	Captain Lieutenant Sergeant Officer APSA Office Spec.	1 5 14 99 2 1	• The Precinct Captain is responsible for overall management and supervision of the civilians and officers assigned to their precinct. Each Precinct Captain directly supervises 5 Lieutenants who supervise the three patrol sectors in each precinct, focused mission team, and administrative personnel. • Three Lieutenants are assigned to a patrol sector and are responsible for crime trends, proactive enforcement efforts, and supervision of the Sergeants assigned to each shift in their sector. Lieutenants meet regularly with the Precinct Commander to discuss crime trends, proactive enforcement efforts, and other issues. • Lieutenants supervise each of the three shifts assigned to their sector. They work flexible hours to meet with each of their Sergeants. In addition, all Lieutenants work two evening shift to 03:00 each month in support of the Night Supervisors unit. • Officers assigned to patrol are also assigned to one of 4 squads (ABCD) and work ten and a half hour shifts. Each squad is assigned to work eight shifts every two weeks. A detailed table of when squads are assigned is shown in the following tables. Officers are responsible for response to community calls for service as well as proactive enforcement of state and local statutes and ordinances. • One Lieutenant supervises a group of detectives and proactive enforcement units (focus mission team). The detective group handles general investigations including property crime as well as motor vehicle theft, and other crimes. The detective squad consists of 1 Sergeant and 6 Detectives. • Officers assigned to the Focus Mission Team work undercover as well as in uniform. FMT officers are assigned to two Squads (A & B). Squad A has 1 Sergeant and 7 Officers. Squad B has 1 Sergeant and 5 Officers. • Each precinct assigns one Officer as the "Environmental Officer" who is responsible for nuisance abatement and crime prevention activities related to environmental design. • Two Officers are assigned to the violent crime initiative team which is a joint initiative with ATF. • Each precinct also assigns one civilian to perform Differential Police Response including taking reports over the phone of minor property crimes. This position is also filled by a light duty officer during evening and midnight hours.

Function	Position	Bgt	Key Roles and Responsibilities
Precinct 2	Captain Lieutenant Sergeant Officer APSA Office Spec.	1 5 14 101 2 1	• The Precinct Captain is responsible for overall management and supervision of the civilians and officers assigned to their precinct. Each Precinct Captain directly supervises 5 Lieutenants who supervise the three patrol sectors in each precinct, focused mission team, and administrative personnel. • Three Lieutenants are assigned to a patrol sector and are responsible for crime trends, proactive enforcement efforts, and supervision of the Sergeants assigned to each shift in their sector. Lieutenants meet regularly with the Precinct Commander to discuss crime trends, proactive enforcement efforts, and other issues. • Lieutenants supervise each of the three shifts assigned to their sector. They work flexible hours to meet with each of their Sergeants. In addition, all Lieutenants work two evening shift to 03:00 each month in support of the Night Supervisors unit. • Officers assigned to patrol are also assigned to one of 4 squads (ABCD) and work ten and a half hour shifts. Each squad is assigned to work eight shifts every two weeks. A detailed table of when squads are assigned is shown in the following tables. Officers are responsible for response to community calls for service as well as proactive enforcement of state and local statutes and ordinances. • One Lieutenant supervises a group of detectives and proactive enforcement units (focus mission team). The detective group handles general investigations including property crime as well as motor vehicle theft, and other crimes. The detective squad consists of 1 Sergeant and 6 Detectives. • Officers assigned to the Focus Mission Team work undercover as well as in uniform. FMT officers are assigned to two Squads (A & B). Squad A has 1 Sergeant and 6 Officers. Squad B has 1 Sergeant and 6 Officers. • Each precinct assigns one Officer as the "Environmental Officer" who is responsible for nuisance abatement and crime prevention activities related to environmental design. • Each precinct also assigns one civilian to perform Differential Police Response including taking reports over the phone of minor property crimes. This position is also filled by a light duty officer, during evening and midnight hours.

Function	Position	Bgt	Key Roles and Responsibilities
Precinct 3	Captain Lieutenant Sergeant Officer APSA Office Spec.	1 5 14 104 2 1	• The Precinct Captain is responsible for overall management and supervision of the civilians and officers assigned to their precinct. Each Precinct Captain directly supervises 5 Lieutenants who supervise the three patrol sectors in each precinct, focused mission team, and administrative personnel. • Three Lieutenants are assigned to a patrol sector and are responsible for crime trends, proactive enforcement efforts, and supervision of the Sergeants assigned to each shift in their sector. Lieutenants meet regularly with the Precinct Commander to discuss crime trends, proactive enforcement efforts, and other issues. • Lieutenants supervise each of the three shifts assigned to their sector. They work flexible hours to meet with each of their Sergeants. In addition, all Lieutenants work an evening shift each month in support of the Night Supervisors unit. • Officers assigned to patrol are also assigned to one of 4 squads (ABCD) and work ten-hour shifts. Each squad is assigned to work eight shifts every two weeks. A detailed table of when squads are assigned is shown in the following tables. Officers are responsible for response to community calls for service as well as proactive enforcement of state and local statutes and ordinances. • One Lieutenant supervises a group of detectives and proactive enforcement units (focus mission team). The detective group handles general investigations including property crime as well as motor vehicle theft, robberies, and other crimes. The detective squad consists of 1 Sergeant and 8 Detectives. • Officers assigned to the Focus Mission Team work undercover as well as in uniform. FMT officers are assigned to one squad, which has 1 Sergeant and 5 Officers. • Each precinct assigns one Officer as the "Environmental Officer" who is responsible for nuisance abatement and crime prevention activities related to environmental design. • Each precinct also assigns one civilian to perform Differential Police Response including taking reports over the phone of minor property crimes. This position is also filled by a light duty officer during evening and midnight hours when the APSA is off duty.

Function	Position	Bgt	Key Roles and Responsibilities
Precinct 4	Captain Lieutenant Sergeant Officer APSA Office Spec.	1 5 14 103 2 1	• The Precinct Captain is responsible for overall management and supervision of the civilians and officers assigned to their precinct. Each Precinct Captain directly supervises 5 Lieutenants who supervise the three patrol sectors in each precinct, focused mission team, and administrative personnel. • Three Lieutenants are assigned to a patrol sector and are responsible for crime trends, proactive enforcement efforts, and supervision of the Sergeants assigned to each shift in their sector. Lieutenants meet regularly with the Precinct Commander to discuss crime trends, proactive enforcement efforts, and other issues. • Lieutenants supervise each of the three shifts assigned to their sector. They work flexible hours to meet with each of their Sergeants. In addition, all Lieutenants work an evening shift each month in support of the Night Supervisors unit. • Officers assigned to patrol are also assigned to one of 4 squads (ABCD) and work ten-hour shifts. Each squad is assigned to work eight shifts every two weeks. A detailed table of when squads are assigned is shown in the following tables. Officers are responsible for response to community calls for service as well as proactive enforcement of state and local statutes and ordinances. • One Lieutenant supervises a group of detectives and proactive enforcement units (focus mission team). The detective group handles general investigations including property crime as well as motor vehicle theft, robberies, and other crimes. The detective squad consists of 1 Sergeant and 9 Detectives. • Officers assigned to the Focus Mission Team work undercover as well as in uniform. FMT officers are assigned to one squad, which has 1 Sergeant and 5 Officers. • Each precinct assigns one Officer as the "Environmental Officer" who is responsible for nuisance abatement and crime prevention activities related to environmental design. • Two Officers are assigned to the Violent Crime Initiative Task Force with ATF. • Each precinct also assigns one civilian to perform Differential Police Response including taking reports over the phone of minor property crimes. This position is also filled by a light duty officer during evenings and midnight hours when the APSA is off duty.

(4)   Summary of Operations

The tables, that follow, provide a description of how personnel are deployed (scheduled) in each patrol precinct by time of day and day of week. In addition, the following pages provide a breakdown of community generated calls for service by precinct. Please note that we only excluded all officer-initiated incidents (e.g. traffic stops, subject stops, etc.) and calls where a unit never arrived on scene. Also note that the sum of the number of calls in each precinct does not add up to the total number of calls due to the lack of geographic (sector) information for 200 plus calls.

Assignment of Patrol Officers by Shift and Squad – Precinct 1

Shift	Squad A	Squad B	Squad C	Squad D	Total
Day	6	6	5	6	23
Evening	6	8	7	8	29
Midnight	6	5	6	6	23
Total	18	19	18	20	75

* Does not include Special Assignment, Investigations, FMT, etc.

Shift / Day	Sat	Sun	Mon	Tues	Wed	Thur	Fri
Day Shift (0700 to 1730)	A & B	A & B	C & D	C & D	A & B	AB & D	AB&C
Evening Shift (1500 to 0230)	A & B	A & B	C & D	C & D	A & B	AB & D	AB&C
Midnight Shift (2100 to 0730)	A & B	A & B	C & D	C & D	A & B	AB & D	AB&C

Shift / Day	Sat	Sun	Mon	Tues	Wed	Thur	Fri
Day Shift (0700 to 1730)	12	12	11	11	12	18	17
Evening Shift (1500 to 0230)	14	14	15	15	14	22	21
Midnight Shift (2100 to 0730)	11	11	12	12	11	17	17

Assignment of Patrol Officers by Shift and Squad – Precinct 2

Shift	Squad A	Squad B	Squad C	Squad D	Total
Day	6	6	6	6	24
Evening	9	7	8	8	32
Midnight	6	6	6	5	23
Total	21	19	20	19	79

* Does not include Special Assignment, Investigations, FMT, etc.

Shift / Day	Sat	Sun	Mon	Tues	Wed	Thur	Fri
Day Shift (0700 to 1730)	A & B	A & B	C & D	C & D	A & B	AB & D	AB&C
Evening Shift (1500 to 0230)	A & B	A & B	C & D	C & D	A & B	AB & D	AB&C
Midnight Shift (2100 to 0730)	A & B	A & B	C & D	C & D	A & B	AB & D	AB&C

Shift / Day	Sat	Sun	Mon	Tues	Wed	Thur	Fri
Day Shift (0700 to 1730)	12	12	12	12	12	18	18
Evening Shift (1500 to 0230)	16	16	16	16	16	24	24
Midnight Shift (2100 to 0730)	12	12	11	11	12	17	18

Assignment of Patrol Officers by Shift and Squad – Precinct 3

Shift	Squad A	Squad B	Squad C	Squad D	Total
Day	5	6	7	6	24
Evening	7	7	7	6	27
Midnight	7	7	6	8	28
Total	**19**	**20**	**20**	**20**	**79**

* Does not include Special Assignment, Investigations, FMT, etc.

Shift / Day	Sat	Sun	Mon	Tues	Wed	Thur	Fri
Day Shift (0700 to 1730)	A & B	A & B	C & D	C & D	A & B	AB & D	AB&C
Evening Shift (1500 to 0230)	A & B	A & B	C & D	C & D	A & B	AB & D	AB&C
Midnight Shift (2100 to 0730)	A & B	A & B	C & D	C & D	A & B	AB & D	AB&C

Shift / Day	Sat	Sun	Mon	Tues	Wed	Thur	Fri
Day Shift (0700 to 1730)	11	11	13	13	11	17	18
Evening Shift (1500 to 0230)	14	14	13	13	14	20	21
Midnight Shift (2100 to 0730)	14	14	14	14	14	22	20

Assignment of Patrol Officers by Shift and Squad – Precinct 4

Shift	Squad A	Squad B	Squad C	Squad D	Total
Day	5	6	6	6	23
Evening	8	6	7	7	28
Midnight	7	6	6	6	25
Total	**20**	**18**	**19**	**19**	**76**

* Does not include Special Assignment, Investigations, FMT, etc.

Shift / Day	Sat	Sun	Mon	Tues	Wed	Thur	Fri
Day Shift (0700 to 1730)	A & B	A & B	C & D	C & D	A & B	AB & D	AB&C
Evening Shift (1500 to 0230)	A & B	A & B	C & D	C & D	A & B	AB & D	AB&C
Midnight Shift (2100 to 0730)	A & B	A & B	C & D	C & D	A & B	AB & D	AB&C

Shift / Day	Sat	Sun	Mon	Tues	Wed	Thur	Fri
Day Shift (0700 to 1730)	11	12	12	11	17	17	11
Evening Shift (1500 to 0230)	14	14	14	14	21	21	14
Midnight Shift (2100 to 0730)	13	12	12	13	19	19	13

Richmond Police Department
Community Generated Calls for Service, October 2008 to September 2009
Citywide

Hour	Sun	Mon	Tues	Wed	Thur	Fri	Sat	Total	Avg./Hour
00	1,392	808	778	832	911	887	1,327	6,935	19.00
01	1,226	621	575	595	662	758	1,223	5,660	15.51
02	1,136	481	493	487	554	713	1,230	5,094	13.96
03	806	399	342	327	365	422	744	3,405	9.33
04	490	247	249	254	272	303	428	2,243	6.15
05	296	260	243	246	228	239	345	1,857	5.09
06	318	324	365	328	301	351	350	2,337	6.40
07	351	512	511	534	552	516	448	3,424	9.38
08	526	713	778	705	741	728	606	4,797	13.14
09	670	849	841	846	821	857	747	5,631	15.43
10	726	858	835	880	865	859	913	5,936	16.26
11	871	962	881	930	856	957	918	6,375	17.47
12	872	905	948	985	915	962	964	6,551	17.95
13	933	932	940	1,015	983	1,030	1,015	6,848	18.76
14	1,014	992	978	1,131	1,016	1,073	1,035	7,239	19.83
15	1,012	1,078	1,092	1,109	1,175	1,238	946	7,650	20.96
16	1,079	1,191	1,212	1,272	1,228	1,195	1,040	8,217	22.51
17	1,117	1,266	1,330	1,299	1,343	1,333	1,104	8,792	24.09
18	1,097	1,222	1,243	1,293	1,256	1,290	1,223	8,624	23.63
19	1,137	1,195	1,194	1,224	1,147	1,282	1,175	8,354	22.89
20	1,074	1,076	1,020	1,198	1,139	1,238	1,205	7,950	21.78
21	1,057	1,028	1,094	1,155	1,130	1,293	1,289	8,046	22.04
22	1,049	1,021	1,033	1,052	1,146	1,450	1,421	8,172	22.39
23	989	890	971	1,013	1,090	1,463	1,376	7,792	21.35
Total	**21,238**	**19,830**	**19,946**	**20,710**	**20,696**	**22,437**	**23,072**	**147,929**	**405.28**

Richmond Police Department
Community Generated Calls for Service, October 2008 to September 2009
Precinct 1

Hour	Sun	Mon	Tues	Wed	Thur	Fri	Sat	Total	Avg./ Hour
00	315	181	179	193	222	222	323	1,635	4.48
01	270	146	147	153	152	166	260	1,294	3.55
02	266	101	124	92	135	138	247	1,103	3.02
03	179	81	77	77	87	99	158	758	2.08
04	112	57	55	63	60	62	90	499	1.37
05	61	58	48	51	52	45	89	404	1.11
06	70	75	78	69	77	85	79	533	1.46
07	69	109	105	107	106	95	79	670	1.84
08	111	169	172	144	129	161	131	1,017	2.79
09	141	175	178	173	171	193	170	1,201	3.29
10	172	168	185	159	191	195	215	1,285	3.52
11	206	198	183	193	179	203	199	1,361	3.73
12	199	190	216	197	216	198	213	1,429	3.92
13	218	195	210	205	218	229	207	1,482	4.06
14	228	213	203	246	207	232	227	1,556	4.26
15	222	241	259	239	289	287	209	1,746	4.78
16	250	275	287	312	310	255	218	1,907	5.22
17	269	260	311	308	323	282	248	2,001	5.48
18	250	266	287	294	315	313	278	2,003	5.49
19	276	275	282	302	265	315	277	1,992	5.46
20	273	236	236	273	281	306	287	1,892	5.18
21	262	239	264	268	279	326	313	1,951	5.35
22	267	244	239	254	283	364	331	1,982	5.43
23	242	186	245	260	265	349	285	1,832	5.02
Total	**4,928**	**4,338**	**4,570**	**4,632**	**4,812**	**5,120**	**5,133**	**33,533**	**91.87**

Richmond Police Department
Community Generated Calls for Service, October 2008 to September 2009
Precinct 2

Hour	Sun	Mon	Tues	Wed	Thur	Fri	Sat	Total	Avg./ Hour
00	266	185	154	178	210	181	244	1,418	3.88
01	229	141	127	118	128	130	228	1,101	3.02
02	221	108	103	101	93	118	204	948	2.60
03	174	85	66	47	63	66	147	648	1.78
04	109	57	45	53	54	58	88	464	1.27
05	79	53	47	42	51	46	83	401	1.10
06	50	57	76	61	54	63	73	434	1.19
07	81	96	99	95	104	109	85	669	1.83
08	87	110	126	113	138	120	110	804	2.20
09	132	139	147	159	137	173	124	1,011	2.77
10	154	168	151	172	151	150	189	1,135	3.11
11	183	181	169	178	171	179	185	1,246	3.41
12	184	180	179	189	170	195	201	1,298	3.56
13	218	176	166	183	169	197	196	1,305	3.58
14	229	196	187	237	182	236	232	1,499	4.11
15	214	205	210	232	228	253	205	1,547	4.24
16	228	268	254	291	237	261	252	1,791	4.91
17	275	290	278	291	278	320	268	2,000	5.48
18	242	287	273	277	267	274	285	1,905	5.22
19	304	279	273	280	286	277	313	2,012	5.51
20	264	282	227	286	250	274	291	1,874	5.13
21	254	243	240	280	276	287	327	1,907	5.22
22	283	248	225	230	266	329	349	1,930	5.29
23	228	203	206	214	232	306	332	1,721	4.72
Total	**4,688**	**4,237**	**4,028**	**4,307**	**4,195**	**4,602**	**5,011**	**31,068**	**85.12**

Richmond Police Department
Community Generated Calls for Service, October 2008 to September 2009
Precinct 3

Hour	Sun	Mon	Tues	Wed	Thur	Fri	Sat	Total	Avg./ Hour
00	383	211	217	224	230	257	379	1,901	5.21
01	340	159	147	169	196	228	388	1,627	4.46
02	286	130	154	163	164	199	395	1,491	4.08
03	244	125	108	99	98	121	220	1,015	2.78
04	147	72	71	60	86	93	133	662	1.81
05	70	61	67	66	64	65	93	486	1.33
06	104	77	105	101	86	88	97	658	1.80
07	104	153	145	153	174	151	144	1,024	2.81
08	176	224	237	221	240	242	186	1,526	4.18
09	179	245	237	239	237	234	230	1,601	4.39
10	198	234	225	238	237	254	253	1,639	4.49
11	215	266	209	233	240	245	247	1,655	4.53
12	229	248	238	271	250	280	242	1,758	4.82
13	238	257	259	271	290	282	310	1,907	5.22
14	277	256	266	284	279	278	276	1,916	5.25
15	261	284	269	259	294	325	250	1,942	5.32
16	294	297	283	282	278	305	249	1,988	5.45
17	264	329	321	310	308	325	251	2,108	5.78
18	321	285	310	329	304	290	300	2,139	5.86
19	279	280	262	306	275	301	277	1,980	5.42
20	254	253	257	274	251	268	293	1,850	5.07
21	259	243	265	255	257	300	288	1,867	5.12
22	237	254	269	272	259	323	349	1,963	5.38
23	258	238	264	254	278	417	343	2,052	5.62
Total	5,617	5,181	5,185	5,333	5,375	5,871	6,193	38,755	106.18

Richmond Police Department
Community Generated Calls for Service, October 2008 to September 2009
Precinct 4

Hour	Sun	Mon	Tues	Wed	Thur	Fri	Sat	Total	Avg./ Hour
00	428	231	228	237	249	224	379	1,976	5.41
01	383	174	154	155	186	233	345	1,630	4.47
02	360	140	112	131	162	256	383	1,544	4.23
03	208	108	91	104	117	136	219	983	2.69
04	122	61	76	77	72	89	117	614	1.68
05	86	88	81	86	61	83	80	565	1.55
06	94	114	106	97	84	113	101	709	1.94
07	97	154	159	178	168	161	140	1,057	2.90
08	151	209	243	226	233	205	179	1,446	3.96
09	218	289	278	274	274	256	222	1,811	4.96
10	202	286	274	308	283	257	256	1,866	5.11
11	266	317	320	325	265	329	287	2,109	5.78
12	260	287	312	325	278	288	308	2,058	5.64
13	259	304	305	354	305	321	299	2,147	5.88
14	279	326	320	362	346	326	299	2,258	6.19
15	313	347	350	375	361	370	281	2,397	6.57
16	305	351	386	387	401	369	321	2,520	6.90
17	307	384	419	388	432	405	336	2,671	7.32
18	283	384	373	393	367	408	358	2,566	7.03
19	277	360	375	333	321	386	305	2,357	6.46
20	282	303	297	364	356	385	331	2,318	6.35
21	281	302	323	350	314	378	360	2,308	6.32
22	259	273	299	295	336	430	391	2,283	6.25
23	258	262	255	285	315	389	414	2,178	5.97
Total	**5,978**	**6,054**	**6,136**	**6,409**	**6,286**	**6,797**	**6,711**	**44,371**	**121.56**

5. SUPPORT SERVICES BUREAU

(1) Introduction

The Support Services Division is comprised of three Divisions: Special Events, Major Crimes and Special Investigation. The three divisions are focused on investigative and support functions. Some investigative functions in the Police Department have been decentralized to the Patrol Precincts.

(2) Organizational Structure

The plan of organization for the Support Services Bureau is presented below.

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                          │ Assistant Chief of│
                          │     Police       │
                          └────────┬────────┘
                                   │
                          ┌────────┴────────┐
                          │    SUPPORT      │
                          │   SERVICES      │
                          │     Major       │
                          │      (1)        │
                          └────────┬────────┘
              ┌────────────────────┼────────────────────┐
      ┌───────┴───────┐   ┌────────┴────────┐   ┌────────┴────────┐
      │   Special     │   │     Major       │   │    Special      │
      │   Events      │   │    Crimes       │   │  Investigation  │
      │  Captain      │   │   Captain       │   │   Captain       │
      │    (1)        │   │     (1)         │   │     (1)         │
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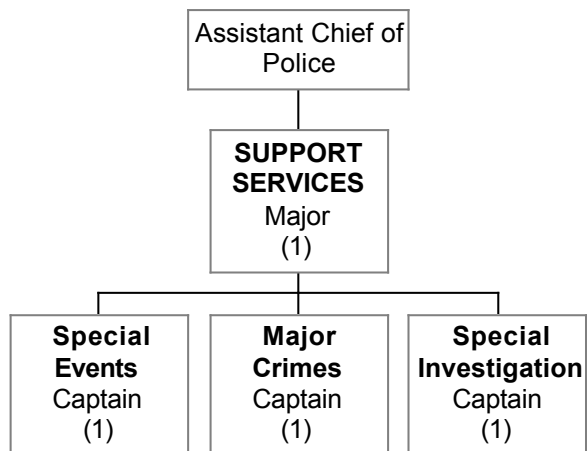
(2.1)   Special Events Organization

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                          │   Captain (1)    │
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Traffic Lieutenant (1)	Tactical Lieutenant (1)	Homeland Security Lieutenant (1)
MOST Sergeant (1) Officer (6)	Aviation Officer (3)	Criminal Intelligence Team Sergeant (1) **Detectives (3)**
Traffic	Mounted	Administrative Program Support Assistant (2)
Squad A Sergeant (1)	Sergeant (1) Officer (4) Stable Attendant (1) (P.T.) Ferrier (1)	EOD K-9 Officer (1)
Squad B Sergeant (1)	K-9	
Support Team Sergeant (1)	Sergeant (1) Officer (11)	
Hit & Run Detective (2)	Permits Sergeant (1)	
Parking Enforcement Police Support Specialist (3)	School Crossing Guards Supervisor (1) SCG (16)	

(2.2) Major Crimes Organization

The following depicts the organizational structure for the Major Crimes Division:
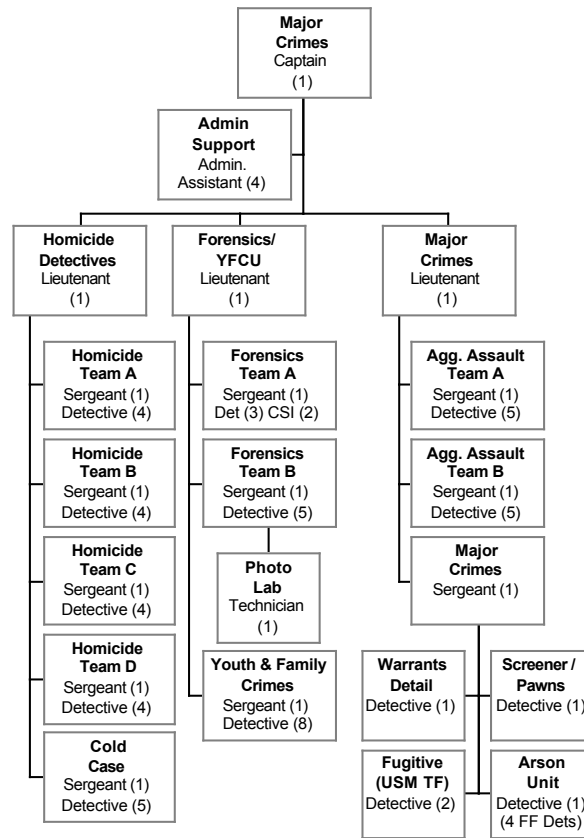
(2.3) Special Investigation Organization

The following depicts the organizational structure for the Special Investigation Division:
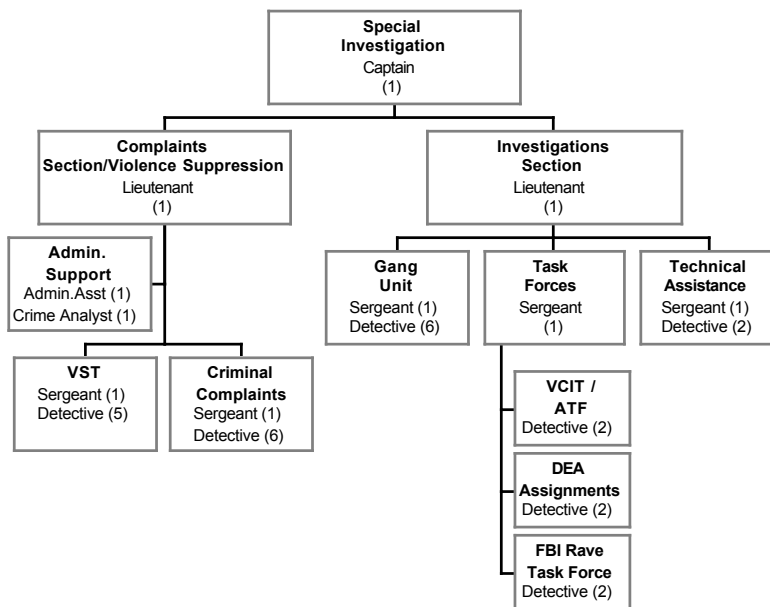
(3)   Staffing

The table below provides a summary of the staff reporting to the Support Services Major, by function and classification, and also summarizes key roles and responsibilities.

Function	Position	Bgt	Key Roles and Responsibilities
Bureau Management	Major Administrative Program Support Assistant	1 1	• Provides overall leadership, management and administration of the Support Services Bureau. • Provides guidance to staff and coordination of Department personnel. • Manages and coordinates all police services to meet objectives set by the Chief. • Provides direction to staff on major cases including homicides. • Provides day-to-day operational management of the entire Bureau. • Prepares budget projections, develops and monitors expenditures. • Responsible for personnel management within the Bureau. • Makes strategic decisions for all units in conjunction with the command staff. • Represents the department at community meetings and with citizen groups.

(3.1) Special Events Staffing

The table below provides a summary of the staff reporting to the Special Events Division Captain, by function and classification, and also summarizes their key roles and responsibilities.

Function	Position	Bgt	Key Roles and Responsibilities
Division Administration	Police Captain	1	• Provides day-to-day operational management of the entire Division. • Prepares budget projections, develops and monitors expenditures. • Responsible for personnel management within the Division. • Makes tactical and operational decisions for all units. • Represents the department at community meetings and with citizen groups. • Responds to and assumes command at major city events, i.e. Marathon. • Oversees the planning and management of Major City and Private sponsored events that effect public safety. • Ensures compliance for Federal funding.
Traffic Enforcement	Police Lieutenant	1	• Manages a staff working with Traffic Enforcement in police sedans and motorcycles; oversees a support team that includes staff that investigate hit & run accidents; manages the parking enforcement operations for the city. • Investigates all calls of an extremely serious nature in order to exercise direct control over field forces. • Investigates traffic crashes of an extremely serious nature in exercise direct control over field forces and CRASH Team members. • Manages grants related to the Special Events Unit.
School Crossing Guards	SCG Supervisor SCG	1 16 (pt)	• Assigned to work traffic control mornings and evenings during the school year at selected streets and intersections at schools across the city. (School Crossing Guards are Part Time)
Tactical	Lieutenant	1	• Manages the operations of three distinct organizational units: Aviation, Mounted, and K-9. • Ensures the efficiency and effectiveness of the three operations. • Reports progress of major activities through periodic conferences and meetings.

Function	Position	Bgt	Key Roles and Responsibilities
Aviation	Police Officer	3	• Three police officers are assigned as pilots to a metro unit consisting of officers from the City of Richmond, Henrico County, and Chesterfield County. • Operate 3 fixed-wing aircraft located at the Richmond airport. • Utilize FLIR and digital photography systems to assist in surveillances. • Perform prisoner transports, take aerial photographs, conduct pursuits, and fly during special events and/or protests. • Henrico County Sergeant performs operational supervision while the City oversees the administrative functions for the three officers.

Function	Position	Bgt	Key Roles and Responsibilities
MOST	Sergeant Police Officer	1 5	• Performs traffic enforcement, radar enforcement, escorts, and commercial motor vehicle inspections. • Provide selective enforcement related to speed complaints. • Perform traffic control at major crime scenes, fire scenes and relieve street patrol officers when necessary at those incidents. • Provide traffic enforcement at major events (Christmas parade, RIR, etc.).
Traffic – Squad A	Sergeant Police Officer	1 5	• Squad A works two weeks of days and two weeks of evenings in rotation with Squad B. • Provide the following traffic-related services: crash investigation, traffic enforcement, speed enforcement, selective enforcement, special events, and escorts. • Investigate officer-involved accidents if fatal or near-fatal.
Traffic – Squad B	Sergeant Police Officer	1 4	• Squad B works two weeks of days and two weeks of evenings in rotation with Squad A. • Provide the following traffic-related services: crash investigation, traffic enforcement, speed enforcement, selective enforcement, special events, and escorts. • Investigate officer-involved accidents if fatal or near-fatal.
Support Team	Sergeant	1	• Manages the Hit and Run team and Crash investigation team. Last year the hit and run team investigated 2,672 Hit and Run cases. Also, CRASH Team investigated 20 fatalities and 16 Police Vehicle accidents. • Performs case management and looks at solvability of hit and run cases.
Hit & Run	Detective	2	• Investigate hit and run accidents in the city. The Sergeant will also assist in investigations • Serve as a 2-person crash team and rotate with another 2-person team in traffic to investigate all fatality accidents and police-related accidents. A total of one Lieutenant, 2 sergeants and 5 officers are on the crash team, with 2 groups being on call. These officers have received extensive training in crash investigations.
Parking Enforcement	Parking Enforcement Officer	4	• Perform towing enforcement activities for street cleaning crews who are sweeping the streets and conducting leaf removal activities. Work in conjunction with the towing contractor (Siebert's) to enforce no parking areas.

Function	Position	Bgt	Key Roles and Responsibilities
Mounted	Police Sergeant Police Officer Civilian Ferrier and Stable Attendant	1 5	• The Police Sergeant provides direct supervision to the six Police Officers (2 current vacancies) in the Mounted Unit. • Conduct patrols in various areas of the city – Gilpin Court, downtown, Shockoe Bottom and Shockoe Slip, Fan, Carytown and Downtown. Participates in Major events for crowd control as well as community events (i.e. career days, festivals and hospital visits for Children's Hospitals). • Use radar and write parking tickets. • Participate in the Crowd Management Team (CMT) Unit in assisting with crowd control activities.
K-9	Sergeant Police Officer	1 10	• Ten Police Officers handle ten dogs in a variety of activities to include narcotics and patrol activities. • Two dogs are assigned to narcotics and rotate working day and evenings (4/10) on a monthly basis. • Seven dogs are designated patrol dogs, these dogs work permanent Midnights (4/10) and one works permanent days (5/8). These dogs are used for tracking suspects, firearms and building searches. • One bloodhound woks a monthly rotating schedule of days and evenings (4/10) and is utilized for suspect searches and missing persons.
Permits	Police Sergeant	1	• Provides parking, parade, special events, and street closing permits for all permitted events across the city. • Determines if street closures are necessary for events; prepares operational plans for event coverage. • Provides administrative support for Aviation.
Homeland Security & Intelligence/ Administration	Lieutenant	1	• Oversees the Criminal Intelligence Team, JTTF Detectives, EOD Team, and EOD K-9. Also, coordinates SWAT, Negotiators, EOD and Crowd Management Team (CMT). • Responsible for the Administrative Support Staff for the Division. • Rotates with the Captain in commanding/managing SWAT callouts.
EOD K-9	Police Officer	1	• Operates with the bomb dog to conduct pre-event sweeps. • Coordinate the activities of the bomb team and handles the bomb dog; master trainer for other bomb dogs and their handlers.

Function	Position	Bgt	Key Roles and Responsibilities
Criminal Intelligence Team	Sergeant Police Detective	1 4	• Conduct eco-terrorist investigations; collect intelligence on criminal and terrorist organizations; conduct dignitary and VIP visitation intelligence and provides Executive Protection for Dignitaries. • Two detective participates in the Joint Terrorism Task Force dedicated to investigating terrorism cases that affect the Richmond Region. • One detective monitor web sites on a daily basis, attempting to identify security issues, monitoring various groups, and local industries that could potentially be terrorist targets.
Administrative Support	Administrative Program Support Assistant	2	• Provide administrative support to the entire division by ordering supplies, compiling statistical reports, preparing payroll, and submitting requisitions.

(3.2) Major Crimes Staffing

The exhibit below provides a summary of the staff reporting to the Major Crimes Division Captain, by function and classification, and also summarizes their key roles and responsibilities.

Function	Position	Bgt	Key Roles and Responsibilities
Division Administration	Captain	1	• Provides day-to-day operational management of the entire Division. • Prepares budget projections, develops and monitors expenditures. • Responsible for personnel management within the Division. • Makes tactical and operational decisions for all units. • Represents the department at community meetings and with citizen groups. • Responds to and assumes command at major crime sites and incidents

Function	Position	Bgt	Key Roles and Responsibilities
Homicide Team A Team B Team C Team D	Lieutenant Sergeant Detective Sergeant Detective Sergeant Detective Sergeant Detective	1 1 4 1 4 1 4 1 4	• Handle the investigation of homicides that occur in the City of Richmond. • Respond to homicide or unattended death scenes. • Conduct follow-up investigations including interviews, research and other tasks. • Develop suspects and work with the Commonwealth's Attorney's office in developing witnesses, evidence and case information for successful prosecution.
Homicide – Cold Case Unit	Sergeant Detective	1 3	• Report to the Homicide Lieutenant. • Investigate homicides, as above, but focus primarily on those cases that have not been investigated for 5 plus years. A major focus is on applying modern techniques and technologies to these cases.
Forensics / YFCU Team A Team B	Lieutenant Sergeant Detective CSI Sergeant Detective	1 1 3 2 1 5	• Lieutenant provides oversight of the Forensics and Youth and Family Crime Unit. • Focus on responding to crime scenes with Homicide and Agg. Assault Teams. • Personnel are assigned a matching team from Homicide. Their scheduled are matched up (rotating days off / day + night schedule) so that personnel develop a strong professional relatioship. • Forensics personnel focus on collecting data and evidence from the crime scene: evidence collection, finger printing, photography, on-scene research, etc.
Youth and Family Crime Unit	Sergeant Detective	1 8	• Report to the Forensics / YFCU Lieutenant. • This unit is responsible for investigating crimes committed against children and other domestic situations.
Major Crimes – Agg Assault Team A Team B	Lieutenant Sergeant Detective Sergeant Detective	1 1 5 1 5	• The Lieutenant supervises the Aggravated Assault Teams and the personnel assigned to four task force functions from the RPD. • The Aggravated Assault /Sex Assault teams are responsible for handling serious (non-homicide) crimes against persons. • Like the Homicide teams, the personnel rotate in order to cover extended hours. In the case of the Teams, only a small number of staff are on-duty into the evening hours – though the full team is available for call-out should that be made necessary by the circumstances.

Function	Position	Bgt	Key Roles and Responsibilities
Major Crimes – Task Forces	Sergeant Detective	1 5	• The Sergeant supervises staff assigned to four task force duties. • (1) is assigned to Warrants, (1) assigned Pawns / Gold, (2) assigned to US Marshal's Fugitive Task Force, (1) assigned to work Arson. • Personnel assigned to the various task forces work under the direction of their unit commander for day to day tasks. The Sergeant serves as their connection to the RPD.
Photo Tech	Civilian	1	

(3.3) Special Investigation Staffing

The exhibit below provides a summary of the staff reporting to the Special Investigation Division Captain, by function and classification, and also summarizes their key roles and responsibilities.

Function	Position	Bgt	Key Roles and Responsibilities
Division Administration	Police Captain	1.0	• Provides day-to-day operational management of the entire Division. • Prepares budget projections, develops and monitors expenditures. • Responsible for personnel management within the Division. • Makes tactical and operational decisions for all units. • Represents the department at community meetings and with citizen groups. • Responds to and assumes command at major crime sites and incidents and assigns personnel to assist with investigations of drug related violent crimes.

Function	Position	Bgt	Key Roles and Responsibilities
Complaints Violence Suppression Team Crim. Complaints Task Forces Admin	Lieutenant Sergeant Detective Sergeant Detective Sergeant Detective Crime Analyst Administrative Program Support Assistant	1 1 5 1 6 1 7 1 1	• The Lieutenant provides oversight and day to day tactical management for the various complaints focused units. • The VST unit is a violence suppression team. This unit targets violent drug offenders (gangs, sales, etc.) for criminal prosecution. This application of traditional narcotics tactics is focused on reducing overall levels of violence in the City. • The Criminal Complaints unit is focused on "precinct complaints" about drug houses, drug corners, etc. The primary focus is on reducing street level narcotics activity that has reached the point of having a neighborhood or community-wide impact on quality of life. • Personnel assigned to Task Forces are supervised by a Sergeant. Two Detectives are assigned to VCIT (an ATF task force), (2) Detectives are assigned to the DEA task force for Richmond and (2) Detectives are assigned to the FBI's violent crime task force for Richmond. • Crime Analyst develops intelligence for detectives and handles CrimeNtel for Department. • Administrative Assistant performs routine administrative functions in the day-to-day management of the unit.
Investigations Gang Technical Assistance Major Cases	Lieutenant Sergeant Detective Sergeant Detective Sergeant Detective	1 1 5 1 2 1 4	• The Lieutenant provides oversight and day to day tactical management for the various complaints focused units. • The Gang unit focuses on violent gangs. Unlike more traditional units, where broad-scale identification is the focus, this unit focuses primarily on violent gangs (dealing in narcotics or otherwise). • The Technical Assistance Unit focuses on providing GPS monitoring, surveillance and other technical support to the RPD's investigative units. • The Major Cases unit focuses on suppliers of narcotics. One of the Detective focuses on asset forfeitures. While this unit will also focus on violent offenders, their primary focus is on large-scale operations.

(4)   Summary of Operations

The sub-sections below provides a brief summary the workload and service levels provided by the Support Services Bureau.

(4.1)   Special Events Division

The table below provides a brief summary the workload and service levels provided by the Special Events Division.

Function	Description of Services	Workload and Service Levels
Traffic	• Provides traffic enforcement, crash investigation, speed enforcement, selective enforcement, special events support, and escorts. • Investigates traffic accidents with fatalities, serious injury and serious police vehicle crashes (CRASH Team). • Investigates hit and run accidents with the Hit and Run support team.	• Supported 102 events such as: funeral escorts, dignitary visits, parades. • Conducted training for other officers and police recruits in the use of RADAR, basic crash investigation, traffic control, Intoxilyzer training, DUI Instructor school, Basic Motorcycle Operator school. • 2,672 cases investigated by hit and run detectives. • CRASH Team – 75 callouts and 20 fatalities investigated
Aviation	• Three officers are assigned as pilots for fixed-wing aircraft involved in a metro aviation unit. • Provide prisoner transports, surveillance, photography, pursuit assistance, and air support at special events and/or protests.	• 1,695 assignments in 2008 to include assistance of officers, surveillance, photography, calls for service.
Mounted Unit	• Conducts patrols in various neighborhoods and business districts to include Shockoe Bottom, Shockoe Slip, Fan, Carytown and Downtown. Participate in Major events for crowd control as well as community events (ie: school career days, festivals and hospital visits for Children's Hospital	• Provided support for 34 events and presented 24 demonstrations in 2008.

Function	Description of Services	Workload and Service Levels
K-9	• 10 dogs provide support with narcotics searches and detection, patrol support through tracking fleeing suspects, conducting building searches, and searching for guns. A bloodhound is available for assistance in finding missing persons and performing robbery searches.	Statistics include: • 56 training sessions for other law enforcement agencies • 17,910 school locker searches. • 589 vehicle searches • 127 persons searched • 365 building searches • 726 incidents assisted in Patrol • 235 incidents assisted that included narcotics • 40 incidents where the bloodhound was used. • 31 demonstrations at schools, community groups
Permits	• Issue parking, parade, special events, street closing permits	Issued the following permits in 2008: • Parking – 462 • Street Closing – 176 • Parade/Race Permits – 62
Homeland Security/SWAT/Negotiators/EOD and CMT	• Investigate and research potential threats to local and national security • Provide special weapons and tactical support at incidents requiring those types of interventions.	• Intelligence Bulletins distributed – 164 • Chief's Intelligence Briefs – 39 • CERT Training to the Public – 4 • SWAT Missions – 16 • Negotiator Missions – 16 • CMT – 11

(4.2)   Major Crimes Division

The table below provides a brief summary the workload and service levels provided by the Special Events Division.

Function	Description of Services	Workload and Service Levels
Homicide	• Investigate homicides and unattended deaths.	• Working with the crime analyst to develop detailed data.
Aggravated Assault Teams	• Investigate aggravated and sexual assaults and other person crimes (not including homicide or robbery).	• Working with the crime analyst to develop detailed data.

Function	Description of Services	Workload and Service Levels
Forensics Teams	• Provide support to the Homicide and Aggravated Assault Teams.	• Working with the crime analyst to develop detailed data.
Youth and Family Crimes	• Investigate crimes against and committed by children and within domestic situations.	• Working with the crime analyst to develop detailed data.

(4.3)   Special Investigation Division

The table below provides a brief summary the workload and service levels provided by the Special Investigation Division.

Function	Description of Services	Workload and Service Levels
Complaints	• Investigate and address complains forwarded from the Patrol Precincts. These typically involve narcotics and other quality of life issues.	• Working with the crime analyst to develop detailed data.
Major Cases	• Investigate cases related to major suppliers of narcotics. Some focus is given to focusing on the more violent drug offenders, but this is not the primary mission of this unit.	• Working with the crime analyst to develop detailed data.
VDOT	• Focus primarily on violent drug offenders. More violent offenders are given investigative priority over non-violent offenders. This unit may target one or more groups concurrently, depending on investigative information.	• Working with the crime analyst to develop detailed data.
Gang	• Focus primarily on violent drug offenders working in "gangs" or groups. This includes focusing on organized gangs and on crews known to use violence in the furtherance of their drug trafficking, prostitution, etc.	• Working with the crime analyst to develop detailed data.
Task Forces	• Focus is to coordinate efforts of Richmond Police Department Detectives with the other agencies assigned to the Task Force to ensure organizational goals are met.	• Work/meet with other agencies to coordinate efforts/goals

Function	Description of Services	Workload and Service Levels
Technical Assistance	• Provide investigative support through video, sounds, GPS and other technologies. Also provide physical surveillance support to other investigative units.	• Working with the crime analyst to develop detailed data.

6.   COMMUNITY, YOUTH & INTERVENTION SERVICES

(1)   Introduction

A Major who reports directly to the Assistant Chief manages the work groups in Community, Youth, and Intervention Services. These organizational units include the Division's Administration, Community Care, School Resource/Police Athletic League, Community Assisted Public Safety, HOPE, TRAPP and Volunteers in Policing units..

(2)   Organizational Structure

The plan of organization for the Community, Youth, and Intervention Services Division is presented below.
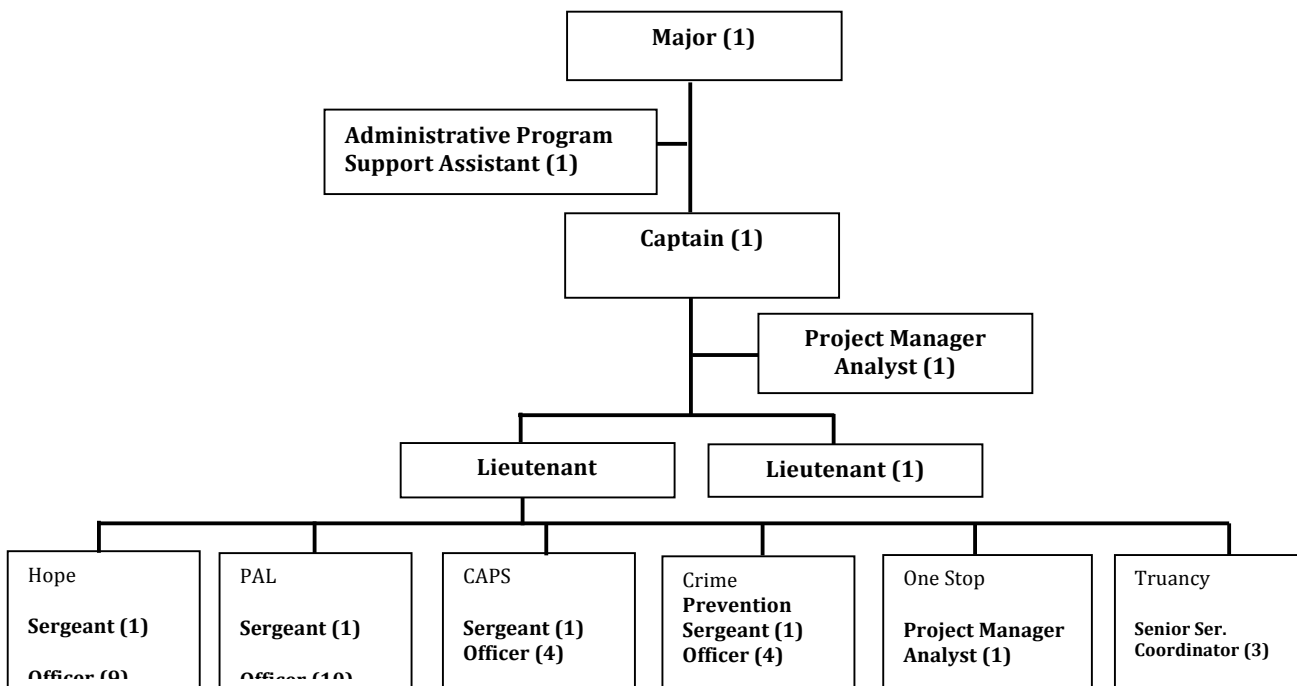
(3)   Staffing

The table below provides a summary of the staff reporting to the Community, Youth, and Intervention Services Division Major, by function and classification, and also summarizes their key roles and responsibilities.

Function	Position	Bgt	Key Roles and Responsibilities
Division Administration	Police Major	1	• HOPE and TRAPP provides overall management, oversight, and implementation of the division's fiscal forecasting, grants, payroll, fleet, all police citywide events, school resource officers, police athletic league programs, neighborhood watch, police volunteers, theme academies, education, awareness and prevention programs for youth, and citywide environmental blight reduction initiatives to decrease crime.
	Police Captain	2	• Provides day-to-day operational management of the entire Division. • Prepares budget projections, develops and monitors expenditures. • Responsible for personnel management within the Division. • Makes tactical and operational decisions for all units. • Represents the department at community meetings and with citizen groups.
	Police Lieutenant	2	• Provides direct day-to-day management of the Division to include the SRO, HOPE, PAL, CAPS, Crime Prevention, TRAPP, and One-Stop programs. • Works with Captain to develop divisional goals and objectives, budget projections, and expenditure monitoring. • Approves work schedules for subordinate staff. • Makes public presentations to citizen and civic groups related to the operations of the Division.
	Project Mgmt Analyst	1	• Provides program management, coordination, and support for departmental programs such as the Neighborhood Assistance Officers' academies and the "Mirror Me" program, a mentoring program for young women. • Organizes and coordinates the Volunteers in Policing Program (volunteer Connection). • Works with TRIAD to partner with senior citizen groups. • Manages division grants
	Administrative Program Support Assistant	1	• Provides secretarial and administrative office support for the Division, directly reporting to the Major, but also supporting the Captain. Orders supplies, processes requisitions, coordinates payroll for the Division.

Function	Position	Bgt	Key Roles and Responsibilities
School Resource Officers/HOPE	Police Sergeant	2	• Manages a staff of 14 sworn Police Officer positions who provide a uniformed police presence in selected Richmond Public Schools – middle (9) and high (5) schools. • One Sergeant is responsible for nine middle schools as well as the HOPE program (explained below). • One Sergeant is responsible for the five high school sites and the PAL program (explained below). • Conducts periodic inspections of school sites and coordinates with school personnel to ensure safe conditions within the schools.
	Police Officer	14	• Provide a uniformed police presence in the Richmond Public Schools. • Teach students life skills, gang awareness, and gang reduction classes as well as provide a visible presence in middle and high schools. • Assist campus security staff (school funded personnel) in maintaining safety and security on campuses.
HOPE	Police Officer	3	• Under the supervision of a Sergeant who also supervises the middle school School Resource Officers. • Their primary job is to make the homeless community as safe as possible through regular interaction with individuals in the community. • Provide homeless outreach in conjunction with one Department of Social Services employee. • Inspect and monitor homeless encampments; handle complaints such as panhandling. • Although the team has citywide responsibilities, the activities are focused primarily in the downtown area (Sector 413) and along the Broad Street corridor.
PAL	Police Officer	2	• Provide oversight and coordination of After School Programs for 6-13 year old children. • Staff the PAL After School Program at the SCORES building and offer programs such as computing, boxing, tennis, basketball, golf, etc. • Coordinate programs at spring break such as a soccer camp in conjunction with VCU. • Operate the summer camp (2 4-week programs) that operate 7 AM until 5 PM Monday through Thursday during the summer. The camp serves 200 children.

Function	Position	Bgt	Key Roles and Responsibilities
CAPS	Police Sergeant	1	• The Police Sergeant provides direct supervision to four Police Officers in the Community Assisted Public Safety Unit. • Reviews cases and prepares operations plans for entering locations, as needed. Advises on search and seizure issues. • Serves as the Administrative Sergeant for the entire Division. Coordinates fleet maintenance, vehicle inspections; prepares statistical reports. • Provides special project assistance to the Department's Command Staff. Projects include examining the feasibility of moving to 12-hour shifts and conducting a staffing study in Patrol. • Operating hours are 8;00 AM until 4:30 PM Monday through Friday.
	Police Officer	4	• Works in teams comprised of a property maintenance inspector (team coordinator), a zoning officer, a health inspector, a fire marshal, and a tax enforcement officer to address code enforcement issues that rise above the level of ordinary code enforcement activities. The criteria includes that the property requires the attention of two or more city agencies AND must have a standing history, or had a previous enforcement action, or must be public safety related. • The teams are organized by Precinct and work with the Environmental Officer and neighborhood groups in each area of the city to address properties that negatively impact the quality of life in the neighborhoods. • Responsible for maintaining the 18-2.258 database that lists all properties found in violation of the code (Illegal to possess, use, or deal drugs under the roof of a house). Send out and track certified letters to property owners related to code violations. • Normal working hours are 8:00 AM until 4:40 PM Monday through Friday.

Function	Position	Bgt	Key Roles and Responsibilities
Community Care Unit (Crime Prevention)	Police Sergeant	1	• Provides direct supervision of the four Police Officers assigned to the Unit. • Presents crime prevention programs to citizen and community groups. • Responds to citizen requests for information and assigns officers to assist and interact with businesses and homeowners. • Maintains professional and community contacts and takes an active role in the community and participates in identifying and providing law enforcement and customer service needs. • Works directly with the Neighborhood Assistance Officer (NAO) program that includes more than 28 volunteers who are used in a variety of situations to assist the department with traffic control, crowd control, crime deterrence, and community events. The NAOs are overseen by a volunteer supervisor/coordinator.
	Police Officer	4	• Serve as crime prevention specialists certified through Department of Criminal Justice Services and serve as liaisons with the community and the Precincts. • Speak to civic associations, businesses and citizen groups on crime prevention, community policing, and drug awareness and assist in coordinating Neighborhood Watch and Business Watch programs. • Participate in community events and give public safety presentations.
Truancy Reduction and Prevention Program	Site Coordinator Case Manager	3 6	• Three Site Coordinator positions each manage an outreach center. These centers are located in Hillside, Mosby and Highland Park. • The Case Manager positions investigate truancy cases and assist in truancy reduction efforts in conjunction with the City's Department of Justice Services. • Staff members seek out truants and ensure participants are participating in school and provide outreach services and assistance to the youth and their families. • Staff members work Monday through Friday 8:00 AM until 5:00 PM.

Function	Position	Bgt	Key Roles and Responsibilities
One Stop Southwood Liaison	Project Management Analyst Case Manager	1 1	• The One Stop serves as an outreach facility in the Southwood area of the city. Citizens can come in and receive a variety of services offered through the center including computer use and a variety of job skill training services. • The Project Management Analyst position is a carry-over position from the GRIP (Gang Reduction Intervention Program). This position maintains a caseload of 10 juveniles. The position Identifies juveniles who are likely or have a propensity to join gangs. Provides mentoring and works with clients, the courts and the Department of Social Services facilitates effective distribution of health and other support resources for youth and families. • The Case Manager position manages the one stop through training coordination and provision of services such as family assistance and the food pantry.

(4)   Summary of Operations

The table below provides a brief summary the workload and service levels provided by the Community, Youth, & Intervention Services Division.

Function	Description of Services	Workload and Service Levels
Division Administration	• Oversee and coordinate the daily operations of the units within the Division. • Provides fiscal management and forecasting of Division budget and grant funding.	• Manages grants related to GREAT, GRIP, SROs, Public Safety Housing Initiative, GRIP Interns, MIRROR ME, TRIAD, and GRIP Neighborhood Watch. • Goal of hosting a minimum of three citizen academies per year.

Function	Description of Services	Workload and Service Levels
SRO	• Provide a uniformed police presence in the schools and develop rapport with students through positive mentoring programs and educational classes •	• Provide services at seven middle schools and five high schools. • Staffing requirements: First Precinct – 1 middle school and 1 high school; Second Precinct – 1 middle school; Third Precinct – 1 middle school and 2 high schools; Fourth Precinct – 1 middle school, and 2 at an alternative school • Identify the top 20 problem students at George Wythe High School • Gang Resistance Education and Training – 350 students in 2007 and 1200 in 2008.
PAL	• Manage an innovative juvenile crime prevention-oriented program through PAL. Goal of improving the attitudes and perceptions of youth growing up in high-crime areas in order to reduce their desire or willingness to break the law.	• 559 children participating in ongoing PAL programs. Boxing – 12 After School Program – 182 Basketball – 122 Lacrosse – 150 Martial Arts – 51 Tennis - 16
Community Care	• Provide information and education to citizens on safety in general, crime prevention strategies to keep their persons and property safe, and to have officers trained in conducting security and vulnerability/threat assessments for homes, businesses or other uses.	• Neighborhood Watch Groups – 56 registered in 2007 • 285 crime prevention programs taught in 2007
CAPS	• Work in Partnership with other City agencies to bring about a systemic change in the way residents and the city administration thinks about and approach overall neighborhood health in the City of Richmond. • Work to eliminate blight and restore luster to city neighborhoods by assisting citizens in identifying and eliminating the problems with troublesome properties in the city.	• 1710 inspections in 2007 and 2052 in 2008. • 868 Uniform Notices of Violation issued in 2007 and 1041 in 2008.

7. ADMINISTRATIVE SERVICES

(1) Introduction

The Administrative Support Bureau reports to the Assistant Chief of Police. The Bureau, managed by a senior civilian, is comprised of the following Divisions: Warrants and Information, Emergency Communications, Records & Technology, Planning Division and the Training Division.

(2.1) Warrants and Information Unit Organizational Structure

The Warrants and Information Unit (WAIS) under the command of a Lieutenant, reports to the Executive Director of the Administrative Services Division. This division operates around the clock each day of the week. The primary responsibilities are to handle incoming calls and public requests for assistance at the counter in the downtown Police Headquarters, verify, maintain and enter warrants into the computerized system (PISTOL).

The WAIS also files, enters and maintains all protective orders, trespass barments, prostitution free zones, emergency contacts and operates the department's mail room. The plan of organization for the Warrants and Information Unit is presented below.

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                          Lieutenant (1)

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  Day Shift      Evening Shift   Midnight Shift   Administrative

  Sergeant (1)   Sergeant (1)    Sergeant (1)     Sergeant (1) Office
  Officer (3)    Officer (4)     Officer (3) Office Support Specialist
                                 Support Specialist II (2)
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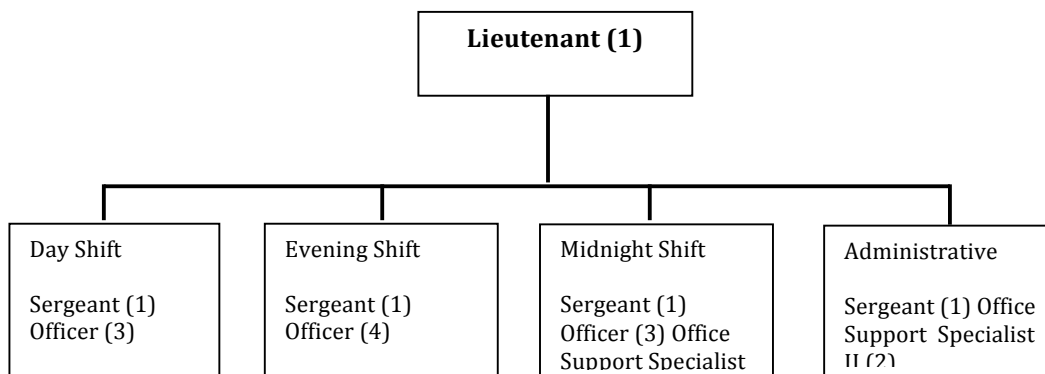
(2.2) Division of Emergency Communications Organizational Structure

The Division of Emergency Communications is the primary public safety answering point for the City of Richmond. DEC provides emergency 9-1-1 dispatching services for police, fire, and emergency medical services within the City. Fire services are provided by Richmond Police Department and emergency medical transport is provided by a third party provider, Richmond Ambulance Authority. DEC also handles all inter city communication to include Public Works and General Services. The overall organization of the Division of Emergency Communications is shown below:

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                              │   Captain   │
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        ┌──────────────────────┐    │
        │ Administrative Program│    │
        │ Support (1)Assistant (1)├──┤
        └──────────────────────┘    │
              ┌─────────────────┴──────────────────────┐
      ┌───────────────────┐                  ┌──────────────────────────┐
      │ Executive Officer  │                  │ Operations Lieutenant (1)│
      │ Lieutenant (1)     │                  └───────────┬──────────────┘
      └─────────┬──────────┘                              │
                │                             ┌───────────────────────┐
  ┌────────────────────────┐                 │     Sergeant (1)      │
  │ System Operations       │                └───────────┬───────────┘
  │ Administrations         │                             │
  │ Supervisor CAD (1)      │                 ┌───────────────────────┐
  └─────────────────────────┘                │      Platoon 1        │
                                             └───────────┬───────────┘
```

Platoon 1

Section A	Section B	Section C
ACOS (1)	**ACOS (1)**	**ACOS (1)**

Training Manager (1)

Sergeant (1)

Platoon 2

Section A	Section B	Section C
ACOS (1)	**ACOS (1)**	**ACOS (1)**

Platoon 3

Section A	Section B	Section C
ACOS (1)	**ACOS (1)**	**ACOS (1)**

(2.3) Records and Technology Organizational Structure

Records and Technology has overall responsibility for the Department's information technology needs, systems and programs, as well as the Department's record management system. Records and Technology also manages and services all official incident based reports and arrest records for the agency. The plan of organization for Records and Technology is presented below.

```
                          ┌─────────────────────────┐
                          │  Information Services    │
                          │      Manager (1)         │
                          └─────────────────────────┘
        ┌────────────────┬──────────┴──────────┬─────────────────┐
┌───────────────┐ ┌──────────────┐ ┌──────────────────┐ ┌──────────────────┐
│Computer Services│ │ RMS Team     │ │Program Management │ │ Central Records  │
│               │ │              │ │Office             │ │                  │
│System Operation Admin│ │System Operation Admin│ │              │ │Program Manager (1)│
└───────────────┘ └──────────────┘ └──────────────────┘ └──────────────────┘
┌───────────────┐         │
│System Operation│ ┌──────────────┐
│Analyst II (7)  │ │ Officer (3)  │
└───────────────┘ └──────────────┘
```

```
                                    ┌────────────────────────────────────────┐
                        ┌───────────┼────────────────┬─────────────────────┐
                ┌──────────────┐ ┌──────────────┐ ┌──────────────────────┐
                │ Records      │ │ Data Ops     │ │Research & Adm Sup Sec │
                │              │ │              │ │                       │
                │Supervisor (1)│ │Project Analyst (2)│ │Project Analyst (1)│
                └──────────────┘ └──────────────┘ └──────────────────────┘
```
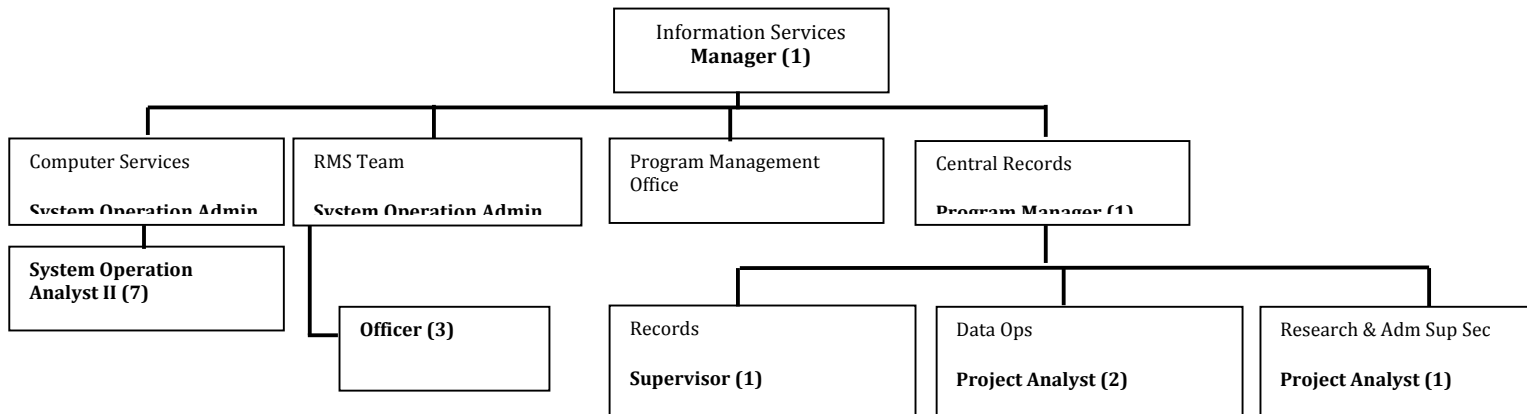
(2.4)   Training Unit Organizational Structure |

The Training Academy is responsible for recruit training, in-service training, Cadet training, career development, field training, Police Honor Guard, and maintenance/delivery of all training related functions.

The plan of organization for Training is presented below.

```
                          ┌──────────────────┐
                          │   Captain (1)    │
                          └──────────────────┘
                                    │
                          ┌──────────────────┐
                          │Executive Officer │
                          │ Lieutenant (1)   │
                          └──────────────────┘
          ┌──────────────────────────┐  │
          │Administrative Program     │  │
          │Support Assistant (2)      │  │
          └──────────────────────────┘  │
     ┌────────────────────────┬─────────┴──────────────┬──────────────────────┐
┌──────────────────────┐ ┌──────────────────────┐ ┌──────────────────────┐
│Building Maintenance/  │ │In-Service/Use of Force│ │Recruit Training      │
│Career Development     │ │                       │ │                      │
└──────────────────────┘ └──────────────────────┘ └──────────────────────┘
    ┌───────────┬───────────┐          │                        │
┌────────────┐ ┌──────────┐ ┌──────────────┐          ┌──────────────┐
│Officer ( 1)│ │Cadet (5) │ │ Officer (5)  │          │ Officer (2)  │
└────────────┘ └──────────┘ └──────────────┘          └──────────────┘
                                                              │
                                                      ┌──────────────┐
                                                      │ Recruit (23) │
                                                      └──────────────┘
```
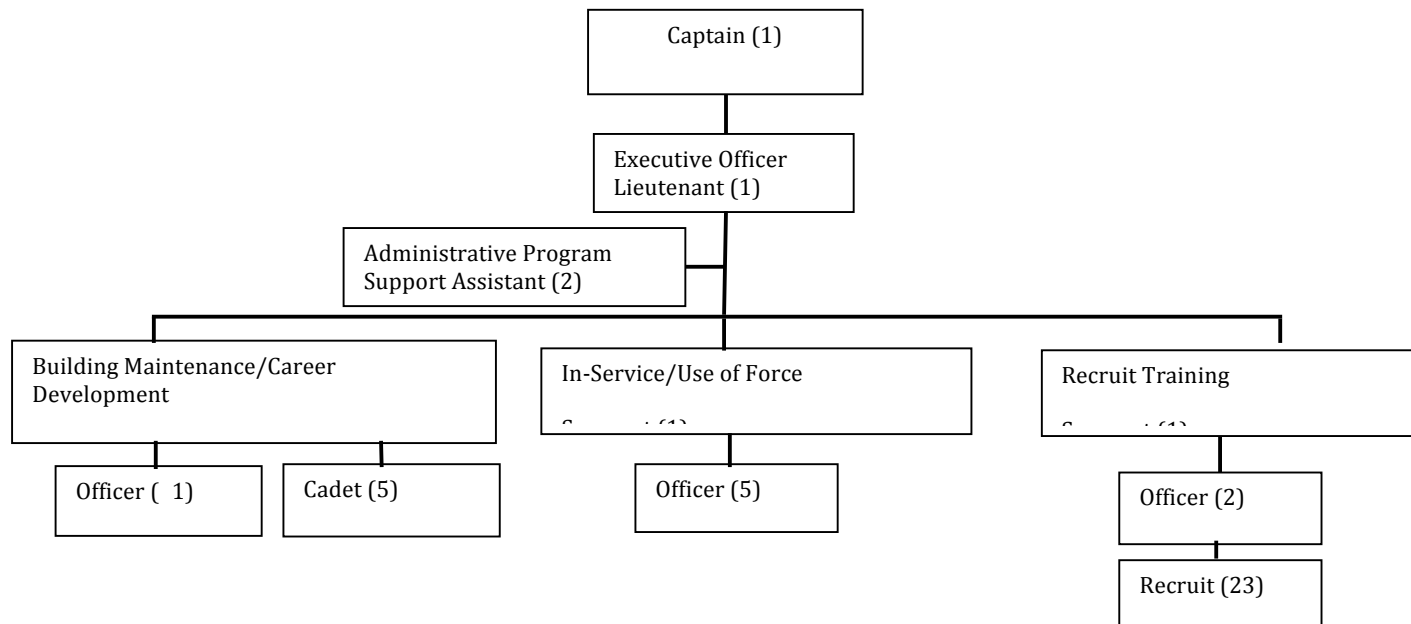
(2.5)   Planning Division Organizational Structure

The Planning Division is responsible for research, policy development, analysis of criminal and operational data and state accreditation process.   The plan of organization for the Planning Division is presented below.

```
                    ┌──────────────────┐
                    │    Executive     │
                    │    Director      │
                    └──────────────────┘
                              │
                    ┌──────────────────┐
                    │    Planning      │
                    │   Director (1)   │
                    └──────────────────┘
                              │
        ┌─────────────────────┼─────────────────────┐
┌──────────────────┐ ┌──────────────────┐ ┌──────────────────┐
│ VA Accred / Policy│ │ Planning / Accred.│ │  Crime Analysis  │
│  Supervisor (1)  │ │  Support Unit    │ │  Supervisor (1)  │
│   Analyst (1)    │ │   Analyst (1)    │ │   Analyst (5)    │
└──────────────────┘ └──────────────────┘ └──────────────────┘
```
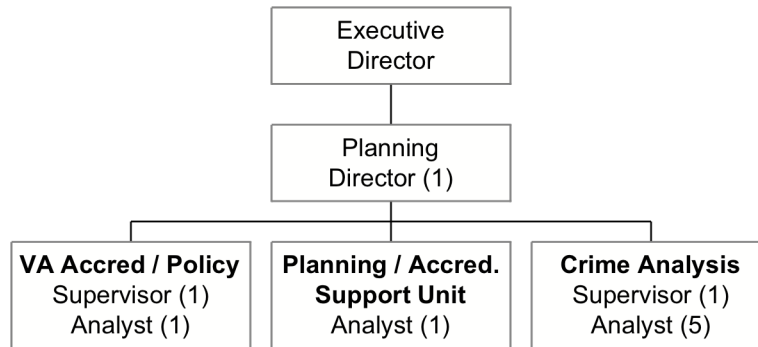
(3.1)   Warrants and Information Unit Staffing (WAIS)

The table below provides a summary of the staff in the Warrants and Information Unit, by function and classification, and also summarizes their key roles and responsibilities.

Function	Position	Bgt	Key Roles and Responsibilities
Unit Management	Lieutenant	1	• Supervises staff including selecting or recommending selection, training, assigning and evaluating work, preparing internal communications, counseling, disciplining, and terminating or recommending termination. Manages overall operation of WAIS including service staff, budget and systems.
Administrative Support	Office Support Specialist II	2	• One position provides mail delivery for the entire department. The position is also responsible for picking up summons and warrants from other offices. • One position prepares the paperwork for out-of-town warrants; prepares letters to send to wanted persons requesting they appear; answers phones when calls are directed from dispatch or other departmental sources

Function	Position	Bgt	Key Roles and Responsibilities
Warrants & Information	DAY SHIFT Police Sergeant Police Officer Office Support Specialist II EVENING SHIFT Police Sergeant Police Officer Office Support Specialist II MIDNIGHT SHIFT Police Sergeant Police Officer Office Support Specialist II	 1 3 3 1 4 2 1 3 3	• Warrants operates three shifts with the following work hours: Days – 6:00 AM – 4:30 PM Evenings – 1:00 PM – 9:30 PM and Midnights – 9:00 PM until 7:30 AM. Shifts rotate to ensure coverage 24/7. • The Police Officer position maintains warrants and protective orders; provide verification to officers in the field that warrants are active and valid; conduct name searches, make inquiries on the teletype; make inquiries on stolen vehicles; enter missing persons data into the computer database; conducts records checks when an arresting officer requests the information. • Police Officers also serve releasable warrants for persons appearing at the central Police headquarters. • Although the Office Support Specialists are trained to enter the warrant data, their primary responsibilities are staffing the front counter and answering questions from walk-up traffic in the central Police Headquarters; answer phones and direct callers to appropriate department and/or division.

(3.2) Division of Emergency Communications Staffing

The table, which follows, provides a summary of the assigned the Division of Emergency Communications, by function and classification, and also summarizes their key roles and responsibilities.

Function	Position	Bgt	Key Roles and Responsibilities
Division Management Admin	Captain Lieutenant Sergeant COS CAD Admin GIS Analyst ASPA	1 1 1 1 1 1 1	• The Captain is responsible for the overall management and supervision of the DEC. The Captain ensures that Division goals and objectives are met, develops policies and procedures, develops the annual budget, and directly supervises the two Lieutenants and the ASPA. • The Executive Officer (Lieutenant) is second in command to the DEC Captain. The Lieutenant is responsible for the day-to-day management of staff budget and projects. Key projects include researching new telephone system, facility upgrades/enhancements, 800 MHz system and several other operational enhancements. The Executive Officer is also responsible for oversight of training and the new dispatcher academy with the Communication Officer Supervisor • The Sergeant is responsible for providing administrative support to the DEC including payroll. The Sgt. also assists with training new dispatchers, updating policies and procedures, and special projects. • The Communications Officer Supervisor is responsible for new dispatcher training as well as ongoing training of dispatchers. The academy is run approximately twice per year. • The CAD Administrator supports the CAD system including maintenance and updates, reporting, special queries, server back-up, and other duties. The GIS Analyst updates the street centerline, verifies addressing, and maintains other GIS layers used by the DEC and the RPD. • The ASPA provides administrative support to the Division and the DEC Captain.

Function	Position	Bgt	Key Roles and Responsibilities
Operations	Lieutenant Sergeant COS ACOS CO Pool Employees	1 1 3 9 74 6	• One Lieutenant is responsible for Operations. This Lieutenant is also responsible for quality control and policy and procedure development. • The Sergeant is responsible for quality control and review of critical incidents to ensure they comply with DEC policies and procedures. The Sergeant leads the Critical Incident Review Board, which reviews all pursuits, officer may days, shooting, foot pursuits, and other major incidents. • Communications Officer Supervisors supervise one of the three platoons – 1st (midnight), 2nd (day), and 3rd (evening). Assist Communications Officer Supervisors supervise the shift when the COS is not available. The ACOS will also work as a dispatcher if a supervisor is present. • Dispatchers work eight hour shifts. Day and evening shifts rotate every three weeks; midnight shift is permanent. The schedule is shown in the following pages. Dispatchers do call intake, police, fire, and EMS dispatching. The dispatch floor assigns 1 dispatcher position to each patrol precinct, a service channel that provides teletype service and warrant verification and fire dispatch (local warrants are verified by the Warrant Office). Minimum staffing ranges from 12 to 15 depending on time of day and day of week (shown in the following pages). • The DEC also uses part-time pool employees to supplement dispatcher staffing as needed. There are 12 part-time pool officers (6 FTEs).

(3.3) Records and Technology Staffing

The exhibit below provides a summary of the in Records and Technology, by function and classification, and also summarizes their key roles and responsibilities.

Function	Position	Bgt	Key Roles and Responsibilities
Administration	Information Services Manager	1.0	• Manages the Departments records and technology programs. • Works with operating Divisions to determine the Department's technology needs. • Manage the Department's technology vendors. • Coordinates with the City's technology function. • Troubleshoots problems with software and applications. • Develops databases and applications, as needed. • Manages the Unit's budget.

Function	Position	Bgt	Key Roles and Responsibilities
RMS Team	Systems Operations Admin. Police Officer	1.0 3.0	• Reports to the Information Services Manager. • Provides application support to the Department's records management system, PISTOL. • Responsible for installing updates to system. • Troubleshoots end user problems with the system. • Provides training to employees of the Department on the system. • Works with the vendor on issues with the system. • Installs systems on MDTs. • Responsible for maintenance and replacement / replenishment of MDTs around the clock seven days a week. • Assist with correcting data integrity issues. • Creates and issues periodic reports from PISTOL.
Computer Services	Systems Operations Admin. Systems Operations Analyst II	1.0 6.0	• Reports to the Information Services Manager. • Responsible for providing all data and telecommunications support in the Department. • Maintains, repairs and replaces all desktops, laptops, servers, printers, PDAs, LiveScan, cameras, etc. • Provide hardware and software support. • Maintain the Department's servers, including safety and security, backups, space projections, etc. • Responsible for web and database design and support.
	Assistant Systems Operations Analyst	1.0	• Reports to the Systems Operations Administrator. • Responsible for staffing the Department's help desk. • Serves as first-level information technology support. • Respond to request for assistance. • Troubleshoot problems. • If necessary, assign follow or field work to a Systems Operations Analyst II. • Order supplies and materials for the Unit. • Conduct telephone line audits.
Project Management	Program Manager	1.0	• Reports to the Information Services Manager. • Responsible for special projects relating to information technology, such as Target Room upgrades, or IT Study. • Works with Department command staff to identify information technology projects for the Department. • Attend Citywide IT committee meeting monthly. • Participate on the A-Step-Above Award committee. • Utilize staff assigned to the Computer Services Unit, as needed.

Function	Position	Bgt	Key Roles and Responsibilities
Central Records Unit	Program Manager	1.0	• Reports to the Information Services Manager. • Maintains list of active employees in the Department. • Maintains the organizational directory for the Department. • Review daily staff reports, including error rate, work in/out, and statistical data on each unit. Submission of data to VSP for UCR. • Troubleshoot problems.
	Admin. Project Analyst Office Support Specialist II	1.0 5.0	• Reports to the Program Manager. • Responsible for data entry into the records management system, PISTO. • Keys reports into the system for traffic summons, non-custody arrest, truancy, accident reports, and paper incident reports.
	Admin. Project Analyst APSA	1.0 4.0	• Reports to the Program Manager. • Responsible for data integrity and quality control on incident and arrest reports. • Ensure correct UCR codes are entered. • Ensure incident and arrest reports match. • Coordinate with field units to address issues.
	Admin. Project Analyst APSA Office Support Specialist II	1.0 2.0 7.0	• Reports to the Program Manager. • Responsible for all criminal adult records. • Conducts criminal history checks, backgrounds, and fingerprints. • Maintains the sex offender registry. • Staffs Window 4 in the Police Department headquarters building. • Collects fees • Responsible for VNCIC communications. • Answer customer service line and direct calls for the Central Records Unit.
	Admin. Project Analyst APSA	1.0 1.0	• Reports to the Program Manager. • Responsible for records management. • Oversees the Department's records retention and purging programs.

(3.4) Training Division Staffing

The exhibit below provides a summary of the in Training, by function and classification, and also summarizes their key roles and responsibilities.

Function	Position	Bgt	Key Roles and Responsibilities
Administration	Captain	1.0	• Responsible for the management and operations of the Department's training program. • Manage the Division's budget and personnel. • Develops bi-annual training program. • Identifies training opportunities locally and regionally. • Works with the Department's command staff to identify training needs. • Reviews all use of force incidents in the Department.
	Lieutenant / Executive Officer	1.0	• Reports to the Captain. • Manages all logistics for meetings in Training Academy within city, RPD and the community. • As necessary, backs up the Captain. • Supervises 3.0 Sergeants and 2.0 APSAs. • Assists with the development of the Department's training program.
	APSA	2.0	• Reports to the Lieutenant. • Serves as the receptionist for the Training facility. • Provides general clerical and administrative support. • Maintains training records. • Enters training records into ACE Tracker.
Building Maintenance, Career Development & Cadet Program	Sergeant Police Office Cadet	1.0 1.0 5.0	• Reports to the Lieutenant / Executive Officer. • Responsible for monitoring individual employees' progression on the career development plans for police officer classification (five steps from PO I to Master PO). • Reviews records for training and continuing education to ensure compliance. • Maintains paper training files. • Identifies maintenance needs and coordinates with the City's facilities maintenance division. • Runs the Department's Cadet Program. • Provides support to other units.
In-Service & Use of Force Training	Sergeant Police Officer	1.0 4.0	• Reports to the Lieutenant. • Responsible for implementing the Department's in-service training program. • Responsible for implementing the Department's use of force training program, which is held twice annually in two, eight hour sessions. • Serve as the range master. • Responsible for conducting fire arms qualifications. • Conducts the EVOC (emergency vehicle operator course) training program.

Function	Position	Bgt	Key Roles and Responsibilities
Recruit Training	Sergeant Police Officer	1.0 3.0	• Reports to the Lieutenant. • Responsible for conducting the Department's new recruit training academy. • Develop course work. • Oversees the Department's field training program.
	Recruit	21	• Complete training requirements. • Complete field training program.

(3.5) Planning Division Staffing

Function	Position	Bgt	Key Roles and Responsibilities
Unit Management	Director	1	• Supervises staff including selecting or recommending selection, training, assigning and evaluating work, preparing internal communications, counseling, disciplining, and terminating or recommending termination. • Provides overall support to command staff and directs the work of staff according to management team priorities. • Ensures agency remains accredited with State of Virginia. • Ensures accurate/timely crime data/status reports are made available.
VA Accreditation / Policy	Supervisor Analyst	1 1	• Focus on the attainment and maintenance of VA accreditation (this is complementary to the maintenance of CALEA accreditation which is maintained in the Office of the Chief). • Maintain and update policies to policies.
Planning and Accreditation Support	Analyst	1	• Coordinates the distribution of policies and procedures for review. Works with senior staff to ensure their return of policy reviews. Works with accreditation staff, training and other relevant personnel to solicit feedback on needed changes.
Crime Analysis	Supervisor Analyst	1 5	• Provide support to Major Crimes and the four Patrol Precincts. Maps, analysis, review of CAD / RMS data, pattern development, prepare reports on crime trends for daily, weekly, monthly, quarterly and annual crime data.

(4.1)   Warrants and Information Unit Summary of Operations

The table below provides a brief summary the workload and service levels provided by the Field Services Division.

Function	Description of Services	Workload and Service Levels
Warrants and Information	• Receive warrants and protective orders and enter information into the PISTOL database. • Maintain hard copies of all warrants. • Answer phones and provide customer service and information to persons coming to Police Headquarters in-person. • Coordinates with Richmond Sheriff's Department transport of turn-ins from WAIS.	2008 • Record checks performed – 11,569 • Warrants returned to Court – 1,862 • Warrants executed – 13,170 • Warrants Logged – 13,914 • EPOs/PPOs Logged – 1,358 • EPOs/PPOs Served – 659 • EPOs/PPOs Returned – 620 Currently Active Warrants – 4,952 Total Persons Wanted – 4,025

(4.2)   Summary of Operations

The tables, that follow, provide a description of how personnel are deployed (scheduled) in the dispatch center, minimum staffing targets utilized by DEC, as well as a summary of call received by the dispatch center.

DEC Minimum Dispatcher Staffing Targets

Hours / Day	Sun	Mon	Tue	Wed	Thur	Fri	Sat
2330-0330 hours	13	12	12	12	12	12	13
0330-0730 hours	12	12	12	12	12	12	12
0730-1130 hours	12	13	13	13	13	13	12
1130-1530 hours	15	15	15	15	15	15	15
1530-1930 hours	14	15	15	15	15	15	15
1930-2330 hours	15	14	14	14	14	15	15

DEC Dispatchers Assigned by Shift and Section

Section / Shift	Midnight	Day	Evening	Total
Section A	7	8	8	23
Section B	6	8	7	21
Section C	7	8	8	23
Part-Time	4	2	0	6

DEC – Dispatcher Section Rotation for Each Shift

Sun	Mon	Tues	Wed	Thur	Fri	Sat	Sun	Mon	Tues	Wed	Thur	Fri	Sat
A	A	A	A			A	A	A	A		A	A	A
		B	B	B	B		B	B	B	B			B
C	C	C		C	C	C			C	C	C	C	

Total Calls Received by DEC 7/1/08 to 6/30/09

Hour	All Calls Avg. Count	Overall Avg. Ans	Overall Avg. Aban	Overall % of All	Inbound Land Line Avg. Ans	Inbound Land Line Avg. Aban	Inbound Land Line % of Inbound	Inbound Wireless Avg. Ans	Inbound Wireless Avg. Aban	Inbound Wireless % of Inbound	Inbound Hit Avg. Count	Inbound Hit % of Inbound	Outbound Avg. Count	Outbound % of All
0	81.80	49.00	13.10	76.00	40.70	12.40	85.60	5.30	0.70	9.70	2.90	4.70	19.70	24.00
1	65.90	38.40	10.70	74.50	31.50	10.10	84.70	4.60	0.60	10.60	2.30	4.70	16.80	25.50
2	58.50	33.00	9.70	73.00	26.50	9.10	83.50	4.50	0.60	11.80	2.00	4.70	15.80	27.00
3	41.80	23.70	6.60	72.60	19.40	6.30	84.70	2.90	0.30	10.70	1.40	4.60	11.40	27.40
4	30.30	17.10	4.50	71.40	14.20	4.30	85.40	1.90	0.20	9.60	1.10	4.90	8.70	28.60
5	29.30	16.60	4.50	71.70	14.20	4.30	87.70	1.50	0.20	8.20	0.90	4.10	8.30	28.30
6	40.30	22.00	6.60	71.10	18.70	6.30	87.30	2.00	0.30	8.00	1.40	4.80	11.70	28.90
7	70.80	37.70	14.30	73.40	31.70	13.90	87.70	3.10	0.40	6.70	2.90	5.60	18.80	26.60
8	100.30	54.40	20.20	74.50	45.50	19.50	87.20	4.20	0.70	6.60	4.70	6.30	25.60	25.50
9	111.60	62.40	22.90	76.40	51.50	22.00	86.20	5.00	0.80	6.90	5.90	7.00	26.40	23.60
10	117.30	64.60	24.80	76.20	52.60	23.80	85.50	5.60	0.90	7.30	6.40	7.20	28.00	23.80
11	122.30	66.40	25.80	75.40	53.70	24.80	85.10	6.10	1.10	7.70	6.60	7.20	30.10	24.60
12	126.40	69.70	26.70	76.30	56.40	25.50	84.90	6.70	1.20	8.20	6.60	6.90	30.00	23.70
13	128.40	71.10	27.30	76.60	57.20	26.20	84.70	6.80	1.10	8.10	7.10	7.20	30.00	23.40
14	133.80	73.70	28.00	76.00	59.10	26.60	84.20	7.50	1.40	8.70	7.20	7.00	32.20	24.00
15	137.60	76.00	28.20	75.70	61.00	26.80	84.30	7.80	1.40	8.80	7.20	6.90	33.50	24.30
16	138.00	76.70	27.40	75.40	61.70	25.90	84.10	8.30	1.60	9.50	6.70	6.40	33.90	24.60
17	138.30	77.90	26.70	75.70	62.80	25.10	84.00	8.70	1.70	9.90	6.40	6.10	33.60	24.30
18	129.40	72.50	24.80	75.20	58.00	23.10	83.30	8.50	1.70	10.60	6.00	6.10	32.10	24.80
19	123.20	69.20	23.50	75.30	55.60	22.00	83.60	8.30	1.60	10.60	5.40	5.80	30.40	24.70
20	115.90	65.30	21.80	75.20	52.60	20.00	83.40	7.90	1.70	11.10	4.80	5.60	28.80	24.80
21	113.80	64.40	21.50	75.50	52.20	20.00	84.00	7.70	1.50	10.70	4.60	5.30	27.80	24.50
22	105.80	59.90	20.20	75.60	48.30	18.70	83.70	7.70	1.50	11.60	3.80	4.80	25.80	24.40
23	89.70	51.30	15.90	74.90	41.40	14.80	83.70	6.50	1.10	11.30	3.40	5.00	22.50	25.10

(4.3)   Summary of Operations

The table below provides a brief summary the workload and service levels provided by the Records and Technology

Function	Description of Services	Workload and Service Levels
Records and Technology	• Responsible for processing all records for the Department, including data entry, data quality, and records management. • manages and serves all official IBE's/arrest records. • Manages all systems, technical equipment, hardware/software services and staff.	• The following presents activities for the Central Records Unit from January 2009 through August 2009.

Subject	Jan. - Aug. 09
Criminal History Reports	443
Incident Report Requests	659
Accident Report Requests	3,899
Fees Collected	49,312
Supreme Court Dispositions	4,045
Customers assisted / via phone	9,758
T/A SCANNED	2,908
CCRE's SCANNED	18,881

(4.4)   Summary of Operations

The table below provides a brief summary the workload and service levels provided by the Training.

Function	Description of Services	Workload and Service Levels
Training	• Provide in-service and career development, also recruit, Cadet and use of force training.	• Monitor career development for all Police Officers. • Ensures sworn employees receive 40 hours, every-two years. • Provide use of force training twice yearly, two, eight hour sessions. • Operates 18 lane range. • Conducts twice yearly fire arms qualifications.

8.   HUMAN RESOURCES

(1)   Introduction

The Human Resources has overall responsibility for the Department's personnel systems, including risk management, pay and classification, recruitment, background investigations, etc.

(2)   Organizational Structure

The plan of organization for Human Resources is presented below.
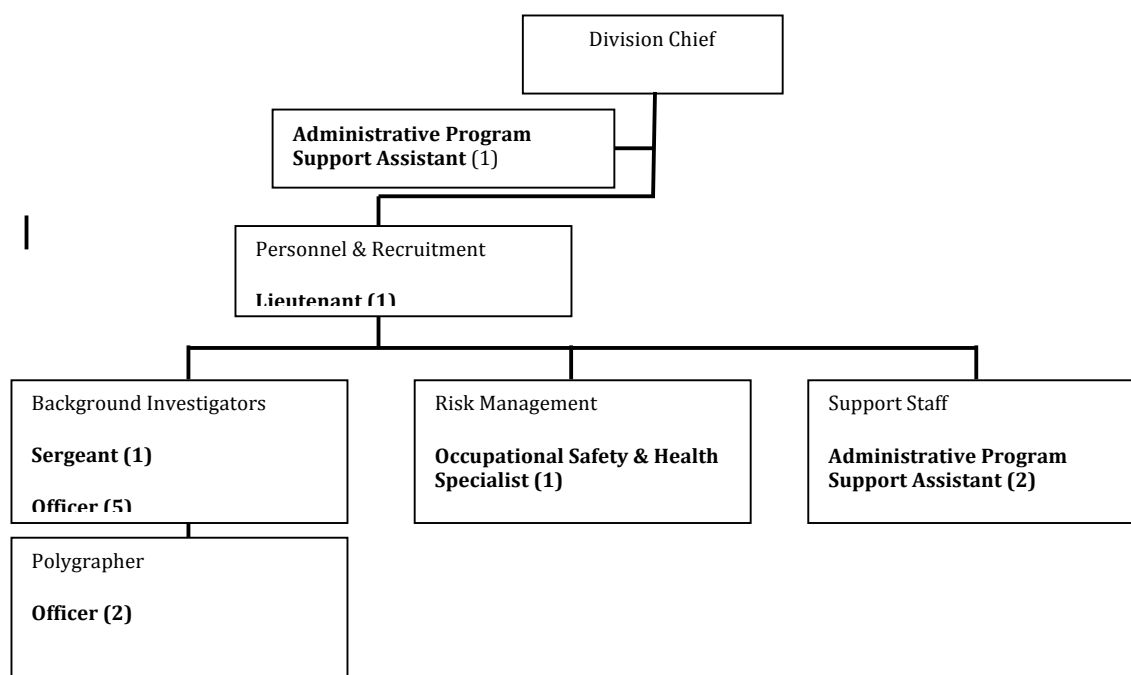
(3)   Staffing

The exhibit below provides a summary of the in Human Resources, by function and classification, and also summarizes their key roles and responsibilities.

Function	Position	Bgt	Key Roles and Responsibilities
Administration	Division Chief APSA	1 1	• Develops position reallocation reports, grievance complaint tracking, employee complaints tracking reports, shared leave tracking and correspondence associated with each of the named reports. • Coordinates the grievance process at the 2nd step as well as the shared leave process. • Serves as the Division Chief's Administrative Assistant.
Human Resources	HR Consultant	2	• Reports to the Division Chief. • Approves / certifies lists of eligible clients. • Handle classification and compensation issues for sworn and civilian personnel. • Process and hear employee grievance issues, complaints and unemployment claims.
	Sr. Training Specialist	1	• Creates, implements and conducts training needs assessments for civilian employees. • Creates, implements and conducts trainings based upon the department needs assessment. • Coordinate training opportunities with the City's human resources function. • Conduct training sessions. • This is a relatively new function in the Division.
Personnel & Recruitment	Lieutenant	1 1	• Reports to the Division Chief. • Backs up the Division Chief, as necessary. • Responsible for the recruitment of sworn personnel. • Reviews and signs off on all background investigations. • Monitors turnover.
	Occupational Safety & Health Specialist	1	• Reports to the Lieutenant. • Responsible for the Department's occupational safety and health programs, including training, investigations and coordination with the City's function. • Monitors injuries-on-duty and workers compensation claims. • Conducts OSHA training.
	Sergeant	1	• Reports to the Lieutenant. • Manages sworn staff assigned to background investigations, polygraphs, and recruitment of sworn personnel. • Assigns workload and monitors work to ensure timely completion. • Reviews all background investigations.

Function	Position	Bgt	Key Roles and Responsibilities
	Detective	7	• Reports to the Sergeant. • Responsible for conducting background investigations for new recruits, internship and mentor programs, civilians, sworn and concealed weapons permits. • Conducts security clearances for City personnel, as appropriate. • Conducts interviews and initial screenings, as well as testing for sworn recruits.. • Attend recruitment activities, such as college fairs. • Conduct polygraphs for new hires, as well as individuals involved in investigations.
	APSA	2	• Reports to the Lieutenant. • Provides general clerical and administrative support to the Division. • Serve as the Division's receptionist(s). • Maintains files and records.

(4)   Summary of Operations

The table below provides a brief summary the workload and service levels provided by the Human Resources.

Function	Description of Services	Workload and Service Levels
Human Resources	• Responsible for recruitment of civilian and sworn personnel. • Conduct investigations and security clearances. • Provide civilian training. • Reviews existing positions and personnel to ensure they are appropriately placed in the City's classification and compensations structure. • Approves all changes in employee compensation and work assignments, reassignments and transfers. • Provides employee relations support in regards to the employee grievance and complaint process, reviews discipline to ensure its application is consistent and equitable. • Manages the Performance Management process to ensure it is fair, equitable, in alignment with department performance goals and conducted in a timely manner. • Ensures department personnel records are in compliance with Federal guidelines and city code.	• Maintain classification, compensation and personnel records and services for 1,010.5 authorized positions • Carry a caseload of 15 – 20 background investigations. • In 2008, conducted 217 polygraphs (including 168 pre-employment polygraph analyses).

9.   FINANCIAL MANAGEMENT

(1)   Introduction

The Financial Management has overall responsibility for a variety of financial management functions, including budget, payroll, procurement, property and evidence, etc.

(2)   Organizational Structure

The plan of organization for Financial Management is presented below.
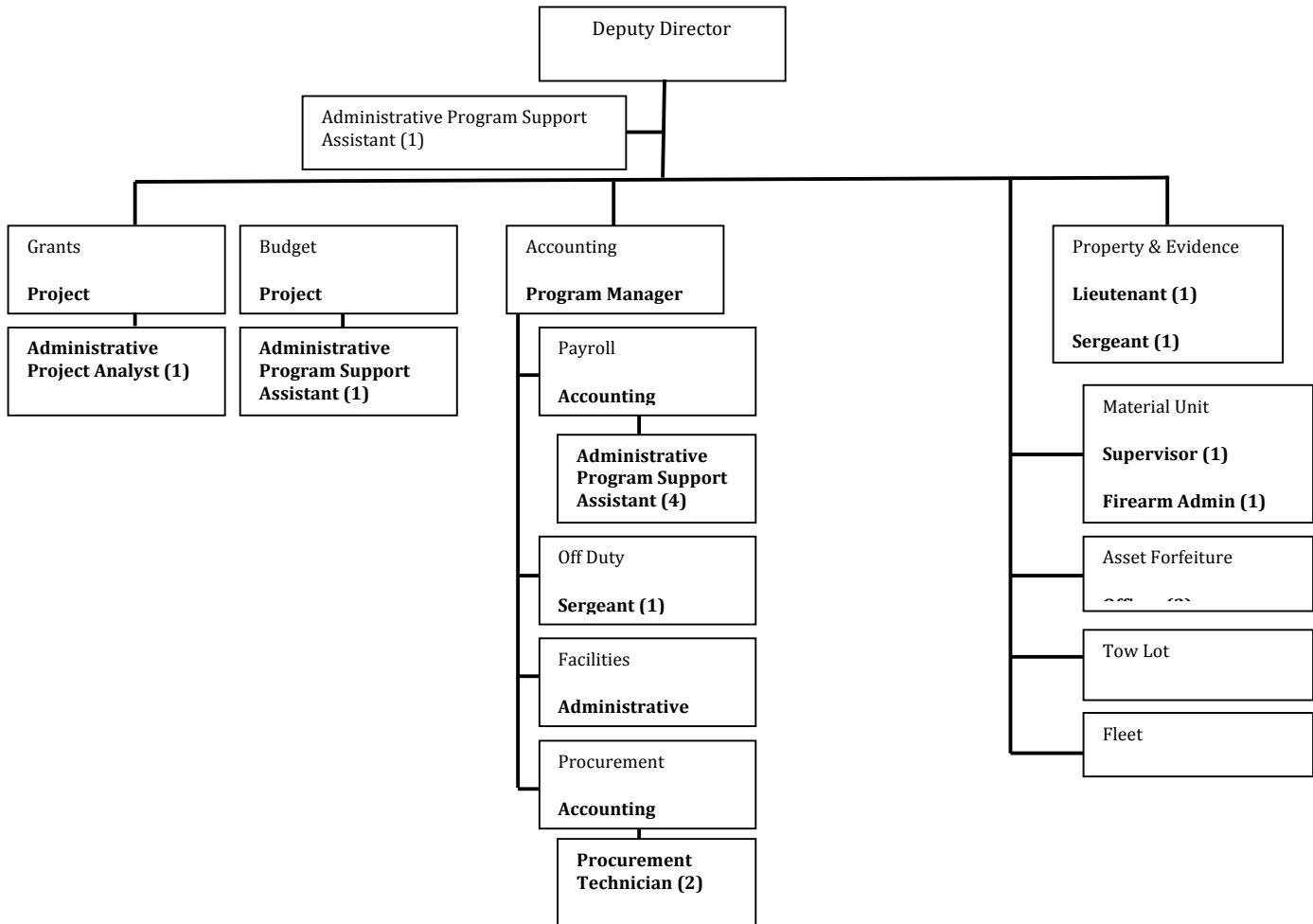
(3) Staffing

The exhibit that follows provides a summary of the staff in Financial Management, by function and classification, and also summarizes their key roles and responsibilities.

Function	Position	Bgt	Key Roles and Responsibilities
Administration	Deputy Director	1.0	• Responsible for the management and direction of Financial Management, which includes Asset Forfeiture. • Supervises and directs staff in Budget, Payroll, Grants, Property and Evidence, Fleet and Procurement. • Works with the Department's management team to develop policies and procedures relating to financial management. • Prepares, oversees and implements the Department's operating and capital budget to ensure budget objectives and controls are maintained. • Reviews and approves purchase requisitions and orders; maintaining segregation of duties • Facilitates the Department's annual budget process and works with Division managers and City personnel.
	APSA	1.0	• Provides administrative and clerical support to Financial Management.
Budget	Project Mgmt. Analyst APSA	1.0 1.0	• Responsible for monitoring the Department's budget. • Develops periodic budget reports. • Reviews reports with Division managers. • Reviews purchase orders and requisitions to ensure available funding. • Coordinates with the City's budget office, as needed. • Review purchase requisitions and orders to ensure correct account codes, as well as available funds. • Develop budget projects. • Monitory budgeted expenditures to actual. • Reconcile Department's data with City's budget data.
Grants	Project Mngt. Analyst Admin. Project Analyst	1.0 1.0	• Reports to the Deputy Director. • Identify grant opportunities. • Research and write grants. • Distribute quarterly letters to command staffing to identify need in the Department. • Attend weekly command staff meetings. • Work with the City's grant coordinator as needed. • Ensure compliance with grants, including distribution of funds and reporting requirements. • Assists with the Richmond Police Foundation in the short-term absence of the Accounting Program Manager.

Function	Position	Bgt	Key Roles and Responsibilities
Accounting	Program Manager	1.0	• While this position is filled, the incumbent has been temporarily assigned to another City department. • Responsibilities have been assumed by the Deputy Director and the Program Management Analyst in Grants. • Position functions as an assistant director and supervises a number of functions, including payroll, accounting, off-duty scheduling, facilities, etc.
	Accounting Supervisor APSA	1.0 4.0	• Responsible for processing the Department's payroll. • Receive time and attendance data from the various divisions in the Department. • Review and ensure accuracy, as well as proper documentation for leave and overtime. • Responsible for all payroll changes, including raises, reallocation and pay differentials. • Process payroll on a bi-weekly cycle. • Personnel enter data into POSS and Payroll staff review and audit data and enter data into City's payroll system. • Track and generate report on Department's overtime usage.
	Admin. Project Analyst	1.0	• Reports to the Program Manager. • Responsible for coordinating facility projects for the Department, including capital projects with the City. • Manages small construction projects. • Coordinates with the City on issues relating to facilities, including replacement, maintenance and repair. • Oversees the Department's fixed assets with respect to tracking.
	Sergeant	1.0	• Responsible for coordinating the Department's Off-Duty program, including receiving and processing requests for Off-Duty personnel, tracking hours and assignments and billing entities.
	Accounting Supervisor Procurement Technician	1.0 2.0	• Responsible for the Department's procurement activities. • Ensures purchase requisitions and purchase orders have received the proper approvals and signatures. • Enter purchase requisitions and orders into the City's information system. • Register vendors. • Assist with contract management. • Coordinate with the City's procurement function. • Review and process travel expenses.
Property & Evidence	Lieutenant	1.0	• Responsible for the management and oversight of the Department's Property and Evidence program, as well as Fleet, Tow Lot and Asset Forfeiture programs.

Function	Position	Bgt	Key Roles and Responsibilities
	Sergeant	1.0	• Serves as the second in command in the Unit. • Supervises sworn positions, as well as backs up the Materials Unit. • Supervises staff assigned to Fleet, Tow Lot, and Asset Forfeiture.
	Detective	2.0	• Responsible for the Department's asset forfeiture program. • Receive forms from Department personnel that have processed property and / or evidence to determine if items meet criteria for forfeiture. • Coordinate with officers to ensure proper documentation is submitted (e.g., warrants, arrest sheet, PISTOL reports, etc.) • Collect paperwork and submit request to the Commonwealth Attorney. • Deposit money into account. • Coordinate the auction or selling of property. • Provide check to the City or State as appropriate.
	Police Officer	3.0	• One position assigned to Fleet, one position assigned to the Tow Lot and one position assigned to the Materials and Support Unit. • Responsible for coordinating the Department's fleet with the City's fleet maintenance unit, including: – Coordinates the maintenance and repair of the Department's fleet with the City's fleet function. – Maintains Department data on fleet, including assignment and mileage. – Assist with tracking replacement schedules and needs. – Assists with acquisition of new vehicles. • Responsible for staffing the Tow Lot, including: – Manage tow lot inventory. – Check in vehicles – Check out vehicles • Assigned to Materials and Support Unit and is responsible for processing property and evidence.
	Materials Supervisor Property & Evidence Technician	1.0 5.0	• Responsible for the day-to-day operations of the Department's property and evidence. • Receive and process property and evidence submitted by the Department's sworn personnel. • Enter data into the property and evidence module in PISTOL. • Place property and evidence on shelves and barcode location. • Disburse and / or dispose property and / or evidence in accordance with policies and regulations. • Conduct audits of inventory. • Serve as the drug liaison, responsible inventorying drugs, transporting to State laboratory for testing, etc.

Function	Position	Bgt	Key Roles and Responsibilities
	Firearms Admin.	1.0	• Serve as the Unit's fire arms administrator. • Checks in all weapons. • Ensures weapons are safe (e.g., unloaded, locked, etc.) • Enters serial numbers in to NCIC and VCIN. • Checks serial numbers for stolen guns. • Sends information to ATF's EXILE (program for felons arrested with fire arms). • Releases weapons, including conducting background checks. • Purges inventory in accordance to rules, regulations and laws.
Materials Specialist			• Serves as the Department's quartermaster and is responsible for management of the Department's inventory, including ordering, tracking and distribution.

(4)   Summary of Operations

The table below provides a brief summary the workload and service levels provided by the Financial Management.

Function	Description of Services	Workload and Service Levels
Financial Management	• Manages the Department's budget, grants, procurement, payroll, facilities and off-duty	• N/A
Property & Evidence	• Manages the Department's property and evidence program. • Oversees Asset Forfeiture program. • Responsible for the tow lot and coordinating fleet needs for the Department.	• In 2008, the Department collected $145,910 and had 122 Asset Forfeiture cases. • Maintain property and evidence room with over 300,000 items. • Coordinate 620 fleet units.

ATTACHMENT B
RESULTS OF THE EMPLOYEE SURVEY

The Matrix Consulting Group developed and distributed an anonymous survey of the employees of the City of Richmond's Police Department as part of the Operational Analysis of the Police Department. The following summary provides information regarding this survey instrument.

1. AN ANONYMOUS SURVEY WAS DISTRIBUTED TO EMPLOYEES.

An anonymous survey was distributed online in order to allow employees the opportunity to provide confidential input with regard to organizational, operational, and other issues within the Police Department. Surveys were distributed to the Office of the Chief, Field Services, Investigations Services, and Administrative Services staff. Employees were asked to respond to a series of statements regarding their attitudes towards their job, their department, and the City.

Respondents provided the degree to which they either disagreed or agreed with the statement, given the following options: "Strongly Agree", "Agree", "Neutral", "Disagree", "Strongly Disagree", and "No Response". For discussion purposes in this document, the project team groups the "Strongly Disagree" and "Disagree" responses into one grouping when reporting general employee responses; the same is true for the "Strongly Agree" and "Agree" responses, as well as the "Neutral" and "No Response" responses.

Surveys were distributed to all 906 employees in the Department. The table, which follows, presents the results:

Total Response	Count
Survey Sent	906
Returned	535
Response Rate	**59%**

Of the surveys that were distributed, 535 were returned for an overall response rate of 59%.

While the survey was anonymous, employees were asked to provide some basic description of their positions within the Department. The first table, below, shows that three-fourths of respondents identified themselves as sworn personnel.

Classification	Count	Percentage
Sworn Personnel	402	75%
Civilian Personnel	131	24%
No Response	2	1%
Total	**535**	**100%**

The second table, below, shows the current role of respondents. The table shows that a majority (67%) of respondents are self-identified as line staff.

Current Role	Count	Percentage
Manager	29	5%
Supervisor	134	25%
Line Staff	356	67%
No Response	16	3%
Total	**535**	**100%**

The last table in this series, which follows, shows the current assignments of respondents:

Current Assignment	Count	Percentage
Office of the Chief	32	6%
Field Services	276	52%
Investigations Services	112	21%
Administrative Services	107	20%
No Response	8	1%
Total	**535**	**100%**

The Field Services Division comprises the bulk of employee deployment, and roughly 52% of respondents to this survey. The Investigations Services (21%) and Administrative Services (20%) Divisions have the next largest response percentages.

The sections, which follow, present a summary of the results of the employee survey. The results are organized into four major sections. The first section comprises a general overview of Department operating indicators. This section includes results from all survey respondents. The remaining sections include survey results that are segregated by operating divisions. The divisions included Field Services and Investigations Services, and staff who are assigned elsewhere in the Police Department. Staff were asked to only answer the questions related to their current assignments.

2.   **STAFF WERE ASKED TO RESPOND TO A NUMBER OF STATEMENTS REGARDLESS OF CURRENT OPERATIONS IN THE POLICE DEPARTMENT.**

All employees were provided an opportunity in this section to express their views regarding various operating indicators about the Department. The subsections, which follow, summarize the individual divisional responses in statistical form.

(1) **Respondents Have Positive Views about the Overall Service Levels of the Police Department.**

The employee survey contained statements relating to the overall service levels of the Police Department. The survey questions in this category and their responses are summarized in the table, below:

1. The RPD provides high levels of law enforcement service.										
Summary	**Total Responses**		**Chief's Office**		**Field Services**		**Investigations Services**		**Administrative Services**	
	#	**%**	**#**	**%**	**#**	**%**	**#**	**%**	**#**	**%**
Agree	412	82%	27	87%	201	78%	96	92%	82	81%
Disagree	22	4%	0	0%	20	8%	1	1%	1	1%
Neutral	68	14%	4	13%	38	15%	7	7%	18	18%
2. Our approach to policing improves the quality of life in Richmond.										
Summary	**Total Responses**		**Chief's Office**		**Field Services**		**Investigations Services**		**Administrative Services**	
	#	**%**	**#**	**%**	**#**	**%**	**#**	**%**	**#**	**%**
Agree	366	73%	28	90%	178	68%	80	77%	75	74%
Disagree	42	8%	0	0%	33	13%	5	5%	4	4%
Neutral	95	19%	3	10%	49	19%	19	18%	22	22%
3. In this region we are a leader in how we provide police services.										
Summary	**Total Responses**		**Chief's Office**		**Field Services**		**Investigations Services**		**Administrative Services**	
	#	**%**	**#**	**%**	**#**	**%**	**#**	**%**	**#**	**%**
Agree	296	59%	26	84%	130	50%	71	68%	65	64%
Disagree	64	13%	0	0%	53	20%	4	4%	7	7%
Neutral	142	28%	5	16%	76	29%	29	28%	29	29%
4. Residents and merchants have a high opinion of what we do.										
Summary	**Total Responses**		**Chief's Office**		**Field Services**		**Investigations Services**		**Administrative Services**	
	#	**%**	**#**	**%**	**#**	**%**	**#**	**%**	**#**	**%**
Agree	272	54%	22	71%	118	46%	70	67%	58	57%
Disagree	66	13%	2	6%	48	19%	9	9%	6	6%
Neutral	164	33%	7	23%	93	36%	25	24%	37	37%

The following points summarize the statistical information provided in the table, above:

- On the questions of perceptions toward overall service levels, **all participants** in the survey had the following responses:

  – An overwhelming majority of overall respondents, 82%, agreed with the statement "The RPD provides high levels of law enforcement service". Only 4% of respondents disagreed, while 14% were neutral[3].

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[3] Percentages may not add to 100% due to rounding. Neutral ratings were also consolidated with a small proportion of respondents that chose not to answer the question.

- Almost the same majority of respondents, 73%, agreed with the statement "Our approach to policing improves the quality of life in Richmond". Roughly 8% of respondents disagreed with the statement, with 19% remaining neutral.

- A majority of overall respondents, 59%, agreed with the statement "In this region we are a leader in how we provide police services". Roughly 13% of respondents disagreed with the statement, and 28% were neutral.

- A similar number of respondents, 54%, agreed with the statement "Residents and merchants have a high opinion of what we do". Again, about 13% of respondents disagreed with the statement, while 33% remained neutral.

- On the questions of perceptions toward overall service levels, **Chief's Office participants** in the survey had the following responses:

  - An overwhelming majority of Chief's Office respondents, 87%, agreed with the statement "The RPD provides high levels of law enforcement service". The remaining 14% of respondents were neutral.

  - Almost the same majority of respondents, 90%, agreed with the statement "Our approach to policing improves the quality of life in Richmond". The remaining 10% of respondents were neutral.

  - An overwhelming majority of respondents, 84%, agreed with the statement "In this region we are a leader in how we provide police services". The remaining 16% of respondents were neutral.

  - A similar number of respondents, 71%, agreed with the statement "Residents and merchants have a high opinion of what we do". About 16% of respondents disagreed with the statement, while 23% remained neutral.

- On the questions of perceptions toward overall service levels, **Field Services participants** in the survey had the following responses:

  - A vast majority of Field Services respondents, 78%, agreed with the statement "The RPD provides high levels of law enforcement service". Roughly 8% of respondents disagreed with the statement, while 15% remained neutral.

  - A majority of respondents, 68%, agreed with the statement "Our approach to policing improves the quality of life in Richmond". About 13% of respondents disagreed with the statement, while 19% were neutral.

– Half of all Field Services respondents, 50%, agreed with the statement "In this region we are a leader in how we provide police services". Roughly 20% of respondents disagreed with the statement, while 29% remained neutral.

– A plurality of respondents, 46%, agreed with the statement "Residents and merchants have a high opinion of what we do". About 19% of respondents disagreed with the statement, while 36% remained neutral.

• On the questions of perceptions toward overall service levels, **Investigations Services participants** in the survey had the following responses:

– An overwhelming majority of Investigations Services respondents, 92%, agreed with the statement "The RPD provides high levels of law enforcement service". Only 1% of respondents disagreed with the statement, while 7% remained neutral.

– A majority of respondents, 77%, agreed with the statement "Our approach to policing improves the quality of life in Richmond". Only 5% of respondents disagreed with the statement, while 18% were neutral.

– A majority of respondents, 68%, agreed with the statement "In this region we are a leader in how we provide police services". Only 4% of respondents disagreed with the statement, while 28% remained neutral.

– A similar number of respondents, 67%, agreed with the statement "Residents and merchants have a high opinion of what we do". About 9% of respondents disagreed with the statement, while 24% remained neutral.

• On the questions of perceptions toward overall service levels, **Administrative Services participants** in the survey had the following responses:

– A significant majority of Administrative Services respondents, 81%, agreed with the statement "The RPD provides high levels of law enforcement service". Only 1% of respondents disagreed with the statement, while 18% remained neutral.

– A similar majority of respondents, 74%, agreed with the statement "Our approach to policing improves the quality of life in Richmond". Only 4% of respondents disagreed with the statement, while 22% were neutral.

– A majority of Administrative Services respondents, 64%, agreed with the statement "In this region we are a leader in how we provide police services". Only 7% of respondents disagreed with the statement, while 29% remained neutral.

– A slight majority of respondents, 57%, agreed with the statement "Residents and merchants have a high opinion of what we do". Only 6% of respondents disagreed with the statement, while 37% remained neutral.

In summary, respondents feel strongly that they provide high levels of law enforcement service, and that their approach to policing improves the quality of life in Richmond. However, respondents feel less strongly that they are leaders in providing police services in the region but that residents and merchants have a high opinion of what they do.

(2) Respondents Have Mixed Views about the Ability of the Police Department to Evolve to Changes in the Operating Environment.

The employee survey contained several statements relating to the ability of the Police Department to evolve over time as the operating environment changes. The survey questions in this category and their responses are summarized in the table, below:

5. Our Department is constantly looking for ways to be more efficient and effective.										
Summary	**Total Responses**		**Chief's Office**		**Field Services**		**Investigations Services**		**Administrative Services**	
	#	**%**	**#**	**%**	**#**	**%**	**#**	**%**	**#**	**%**
Agree	271	54%	20	65%	119	46%	58	56%	69	68%
Disagree	133	26%	6	19%	94	36%	19	18%	13	13%
Neutral	99	20%	5	16%	47	18%	27	26%	19	19%
6. Staffing levels have kept up with needs of the City.										
Summary	**Total Responses**		**Chief's Office**		**Field Services**		**Investigations Services**		**Administrative Services**	
	#	**%**	**#**	**%**	**#**	**%**	**#**	**%**	**#**	**%**
Agree	135	27%	20	65%	39	15%	35	34%	39	39%
Disagree	257	51%	6	19%	166	64%	46	44%	37	37%
Neutral	110	22%	5	16%	54	21%	23	22%	25	25%

7. We do a good job planning our service needs.										
Summary	**Total Responses**		**Chief's Office**		**Field Services**		**Investigations Services**		**Administrative Services**	
	#	**%**	**#**	**%**	**#**	**%**	**#**	**%**	**#**	**%**
Agree	186	38%	18	60%	71	28%	47	46%	49	49%
Disagree	162	33%	5	17%	115	45%	25	25%	16	16%
Neutral	148	30%	7	23%	71	28%	30	29%	35	35%
9. Our in-service training program better prepares me for my job.										
Summary	**Total Responses**		**Chief's Office**		**Field Services**		**Investigations Services**		**Administrative Services**	
	#	**%**	**#**	**%**	**#**	**%**	**#**	**%**	**#**	**%**
Agree	310	62%	15	48%	177	69%	62	60%	53	52%
Disagree	74	15%	4	13%	36	14%	14	13%	17	17%
Neutral	117	23%	12	39%	45	17%	28	27%	31	31%

The following points summarize the statistical information provided in the table, above:

- On the questions of perceptions regarding the ability of the Police Department to evolve over time to changes in operating environments, **all participants** in the survey had the following responses:

    – A slight majority of all respondents, 54%, agreed with the statement "Our Department is constantly looking for ways to be more efficient and effective". About 26% of respondents disagreed with the statement, while 20% were neutral.

    – A similar majority of respondents, 51%, disagreed with the statement "Staffing levels have kept up with needs of the City". Roughly 27% of respondents agreed with the statement, while 22% were neutral.

    – A plurality of respondents, 38%, agreed with the statement "We do a good job planning our service needs". Roughly the same amount of respondents, 33%, disagreed with the statement, while 30% remained neutral.

    – A major of respondents, 62%, agreed with the statement "Our in-service training program better prepares me for my job". Roughly 15% of respondents disagreed with the statement, while 23% were neutral.

- On the questions of perceptions regarding the ability of the Police Department to evolve over time to changes in operating environments, **Chief's Office participants** in the survey had the following responses:

    – A majority of Chief's Office respondents, 65%, agreed with the statement "Our Department is constantly looking for ways to be more efficient and

effective". About 19% of respondents disagreed with the statement, while 16% were neutral.

– A similar majority of respondents, 65%, agreed with the statement "Staffing levels have kept up with needs of the City". Roughly 19% of respondents disagreed with the statement, while 16% were neutral.

– A majority of respondents, 60%, agreed with the statement "We do a good job planning our service needs". Roughly 17% of respondents disagreed with the statement, while 23% were either neutral or had no response.

– A plurality of respondents, 48%, agreed with the statement "Our in-service training program better prepares me for my job". Roughly 13% of respondents disagreed with the statement, while 39% were neutral.

• On the questions of perceptions regarding the ability of the Police Department to evolve over time to changes in operating environments, **Field Services participants** in the survey had the following responses:

– A plurality of Field Services respondents, 46%, agreed with the statement "Our Department is constantly looking for ways to be more efficient and effective". About 19% of respondents disagreed with the statement, while 36% remained neutral.

– A majority of respondents, 64%, disagreed with the statement "Staffing levels have kept up with needs of the City". Roughly 15% of respondents agreed with the statement, while 21% were neutral.

– A plurality of respondents, 45%, disagreed with the statement "We do a good job planning our service needs". An equal number of respondents, 28%, either agreed with, or were neutral towards the statement.

– A majority of respondents, 69%, agreed with the statement "Our in-service training program better prepares me for my job". Roughly 14% of respondents disagreed with the statement, while 17% were neutral.

• On the questions of perceptions regarding the ability of the Police Department to evolve over time to changes in operating environments, **Investigative Services participants** in the survey had the following responses:

– A slight majority of Investigative Services respondents, 56%, agreed with the statement "Our Department is constantly looking for ways to be more efficient and effective". About 18% of respondents disagreed with the statement, while 26% remained neutral.

- A plurality of respondents, 44%, disagreed with the statement "Staffing levels have kept up with needs of the City". Roughly 34% of respondents agreed with the statement, while 22% remained neutral.

- A similar plurality of respondents, 46%, agreed with the statement "We do a good job planning our service needs". Roughly a quarter of respondents, 25%, disagreed with the statement, while 29% were neutral.

- A majority of respondents, 60%, agreed with the statement "Our in-service training program better prepares me for my job". Roughly 13% of respondents disagreed with the statement, while 27% remained neutral.

- On the questions of perceptions regarding the ability of the Police Department to evolve over time to changes in operating environments, **Administrative Services participants** in the survey had the following responses:

  - A majority of Administrative Services respondents, 68%, agreed with the statement "Our Department is constantly looking for ways to be more efficient and effective". About 13% of respondents disagreed with the statement, while 19% remained neutral.

  - A plurality of respondents, 39%, agreed with the statement "Staffing levels have kept up with needs of the City". Roughly the same number of respondents, 37%, disagreed with the statement, while 25% were neutral.

  - Again, a plurality of respondents, 49%, agreed with the statement "We do a good job planning our service needs". Roughly 16% of respondents disagreed with the statement, while 35% of respondents remained neutral.

  - A majority of respondents, 52%, agreed with the statement "Our in-service training program better prepares me for my job". Roughly 17% of respondents disagreed with the statement, while 31% were neutral.

Overall, respondents feel that the Department is constantly looking for ways to be more efficiently and effective, and that the in-service training programs better prepare them for their job. However, respondents feel quite strongly that staffing levels and job planning need much improvement.

(3) **Respondents Have Mixed Views Regarding Internal Communications in the Police Department.**

The employee survey contained several statements relating to aspects of the internal communications within the Police Department. The survey questions in this category and their responses are summarized in the table, below:

8. My immediate supervisor is effective at setting expectations of my performance.										
Summary	Total Responses		Chief's Office		Field Services		Investigations Services		Administrative Services	
	#	%	#	%	#	%	#	%	#	%
Agree	348	69%	23	74%	181	70%	72	70%	70	69%
Disagree	68	14%	4	13%	33	13%	14	14%	13	13%
Neutral	86	17%	4	13%	46	18%	17	17%	18	18%
10. Managers and supervisors do a good job communicating Department priorities.										
Summary	Total Responses		Chief's Office		Field Services		Investigations Services		Administrative Services	
	#	%	#	%	#	%	#	%	#	%
Agree	215	43%	12	39%	111	43%	51	49%	40	40%
Disagree	156	31%	9	29%	86	33%	29	28%	29	29%
Neutral	132	26%	10	32%	63	24%	24	23%	31	31%
18. Sworn and civilian staff work well together.										
Summary	Total Responses		Chief's Office		Field Services		Investigations Services		Administrative Services	
	#	%	#	%	#	%	#	%	#	%
Agree	279	56%	19	61%	132	51%	65	63%	60	59%
Disagree	92	18%	3	10%	60	23%	12	12%	15	15%
Neutral	130	26%	9	29%	67	26%	26	25%	26	26%

The following points summarize the statistical information provided in the table, above:

• On the questions of perceptions regarding internal communications of the Police Department, **all participants** in the survey had the following responses:

– A majority of all respondents, 69%, agreed with the statement "My immediate supervisor is effective at setting expectations of my performance". Roughly 14% of respondents disagreed with the statement, while 17% were neutral.

– A plurality of respondents, 43%, agreed with the statement "Managers and supervisors do a good job communicating Department priorities". About 31% of respondents disagreed with the statement, while 26% remained neutral.

– A majority of respondents, 56%, agreed with the statement "Sworn and civilian staff work well together". About 18% of respondents disagreed with the statement, while 26% were neutral.

•   On the questions of perceptions regarding internal communications of the Police Department, **Chief's Office participants** in the survey had the following responses:

     –   A majority of Chief's Office respondents, 74%, agreed with the statement "My immediate supervisor is effective at setting expectations of my performance". The same number of respondents, 13%, either disagreed with the statement, or were neutral.

     –   A plurality of respondents, 39%, agreed with the statement "Managers and supervisors do a good job communicating Department priorities". About 29% of respondents disagreed with the statement, while 32% remained neutral.

     –   A majority of respondents, 61%, agreed with the statement "Sworn and civilian staff work well together". About 10% of respondents disagreed with the statement, while 29% were neutral.

•   On the questions of perceptions regarding internal communications of the Police Department, **Field Services participants** in the survey had the following responses:

     –   A majority of Field Services respondents, 70%, agreed with the statement "My immediate supervisor is effective at setting expectations of my performance". Roughly 13% of respondents disagreed with the statement, while 18% were neutral.

     –   A plurality of respondents, 43%, agreed with the statement "Managers and supervisors do a good job communicating Department priorities". About 33% of respondents disagreed with the statement, while 24% remained neutral.

     –   A slight majority of respondents, 51%, agreed with the statement "Sworn and civilian staff work well together". About 23% of respondents disagreed with the statement, while 26% were neutral.

•   On the questions of perceptions regarding internal communications of the Police Department, **Investigations Services participants** in the survey had the following responses:

     –   A majority of Investigations Services respondents, 70%, agreed with the statement "My immediate supervisor is effective at setting expectations of my performance". Roughly 14% of respondents disagreed with the statement, while 17% were neutral.

- A plurality of respondents, 49%, agreed with the statement "Managers and supervisors do a good job communicating Department priorities". About 28% of respondents disagreed with the statement, while 23% remained neutral.

- A majority of respondents, 63%, agreed with the statement "Sworn and civilian staff work well together". About 12% of respondents disagreed with the statement, while 25% were neutral.

- On the questions of perceptions regarding internal communications of the Police Department, **Administrative Services participants** in the survey had the following responses:

  - A majority of Administrative Services respondents, 69%, agreed with the statement "My immediate supervisor is effective at setting expectations of my performance". Roughly 13% of respondents disagreed with the statement, while 18% were neutral.

  - A plurality of respondents, 40%, agreed with the statement "Managers and supervisors do a good job communicating Department priorities". About 29% of respondents disagreed with the statement, while 31% remained neutral.

  - A majority of respondents, 59%, agreed with the statement "Sworn and civilian staff work well together". About 15% of respondents disagreed with the statement, while 26% were neutral.

In summary, respondents believe that sworn and civilian staff work well together, and that supervisors are effective at setting performance expectations, but that Department priorities and not communicated effectively.

(4)   Respondents Have Mostly Negative Perceptions Regarding the Department's Proactive and Community Oriented Programs.

Employees were asked about their attitudes regarding the Police Department's proactive and community oriented programs. The survey questions in this category and their responses are summarized in the table, below:

16. Our FMT teams are the most effective way to provide service.										
Summary	**Total Responses**		**Chief's Office**		**Field Services**		**Investigations Services**		**Administrative Services**	
	#	**%**	**#**	**%**	**#**	**%**	**#**	**%**	**#**	**%**
Agree	132	26%	7	23%	68	26%	27	26%	29	29%
Disagree	199	40%	7	23%	129	50%	40	39%	19	19%
Neutral	169	34%	17	55%	62	24%	36	35%	52	52%
17. Our outreach programs provide a vital service to the City.										
Summary	**Total Responses**		**Chief's Office**		**Field Services**		**Investigations Services**		**Administrative Services**	
	#	**%**	**#**	**%**	**#**	**%**	**#**	**%**	**#**	**%**
Agree	199	40%	14	45%	88	34%	44	43%	50	50%
Disagree	88	18%	3	10%	65	25%	13	13%	6	6%
Neutral	212	42%	14	45%	105	41%	46	45%	44	44%

The following points summarize the statistical information provided in the table, above:

• On the questions of perceptions regarding the Department's community oriented programs, **all participants** in the survey had the following responses:

– A plurality of all respondents, 40%, disagreed with the statement "Our FMT teams are the most effective way to provide service". About 26% of respondents agreed with the statement, while 34% remained neutral.

– A similar plurality of respondents, 40%, agreed with the statement "Our outreach programs provide a vital service to the City". About 18% of respondents disagreed with the statement, with the remaining 42% being neutral.

• On the questions of perceptions regarding the Department's community oriented programs, **Chief's Office participants** in the survey had the following responses:

– An equal number of Chief's Office respondents, 23%, both agreed and disagreed with the statement "Our FMT teams are the most effective way to provide service". The remaining 55% of respondents were either neutral or had no response.

– Again, an equal number of respondents, 45%, either agreed with or were neutral towards the statement "Our outreach programs provide a vital service to the City". The remaining 10% of respondents disagreed with the statement.

• On the questions of perceptions regarding the Department's community oriented programs, **Field Services participants** in the survey had the following responses:

– A majority of Field Services respondents, 50%, disagreed with the statement "Our FMT teams are the most effective way to provide service". About 26% of respondents agreed with the statement, while 24% remained neutral.

– A plurality of respondents, 34%, agreed with the statement "Our outreach programs provide a vital service to the City". About 25% of respondents disagreed with the statement, with the remaining 41% being neutral.

• On the questions of perceptions regarding the Department's community oriented programs, **Investigations Services participants** in the survey had the following responses:

– A plurality of Investigations Services respondents, 39%, disagreed with the statement "Our FMT teams are the most effective way to provide service". About 26% of respondents agreed with the statement, while 35% remained neutral.

– A similar plurality of respondents, 43%, agreed with the statement "Our outreach programs provide a vital service to the City". About 13% of respondents disagreed with the statement, with the remaining 45% being neutral.

• On the questions of perceptions regarding the Department's community oriented programs, **Administrative Services participants** in the survey had the following responses:

– A majority of Administrative Services respondents, 52%, were either neutral or had no response to the statement "Our FMT teams are the most effective way to provide service". About 29% of respondents agreed with the statement, while 19% disagreed.

– Half of respondents, 50%, agreed with the statement "Our outreach programs provide a vital service to the City". Only 6% of respondents disagreed with the statement, with the remaining 44% being neutral.

Overall, respondents do not believe that FMT teams are the most effective way to provide services, and have mixed feelings about the vitality of the services provided by outreach programs.

(5) **Respondents Have Mixed to Negative Perceptions Regarding Employee Accountability and Empowerment in the Police Department.**

Respondents were provided statements relating to employee accountability and empowerment within the Department. The survey questions in this category and their responses are summarized in the table, below:

11. People in this Department are accountable for their actions.										
Summary	**Total Responses**		**Chief's Office**		**Field Services**		**Investigations Services**		**Administrative Services**	
	#	**%**	**#**	**%**	**#**	**%**	**#**	**%**	**#**	**%**
Agree	178	36%	14	47%	80	31%	40	39%	41	41%
Disagree	195	39%	9	30%	109	42%	41	40%	32	32%
Neutral	128	26%	7	23%	70	27%	22	21%	28	28%
12. This Department recognizes and rewards excellence.										
Summary	**Total Responses**		**Chief's Office**		**Field Services**		**Investigations Services**		**Administrative Services**	
	#	**%**	**#**	**%**	**#**	**%**	**#**	**%**	**#**	**%**
Agree	222	44%	21	68%	102	39%	52	50%	43	43%
Disagree	139	28%	6	19%	89	34%	25	24%	17	17%
Neutral	141	28%	4	13%	69	27%	26	25%	40	40%
13. I feel empowered at my level to make decisions about work.										
Summary	**Total Responses**		**Chief's Office**		**Field Services**		**Investigations Services**		**Administrative Services**	
	#	**%**	**#**	**%**	**#**	**%**	**#**	**%**	**#**	**%**
Agree	293	59%	23	77%	129	50%	73	70%	66	65%
Disagree	117	23%	5	17%	74	29%	17	16%	18	18%
Neutral	89	18%	2	7%	54	21%	14	13%	17	17%

The following points summarize the information provided in the table, above:

- On the questions of employee accountability and empowerment, **all participants** in the survey had the following responses:

  – A plurality of all respondents, 39%, disagreed with the statement "People in this Department are accountable for their actions". About 36% of respondents agreed with the statement, while 26% remained neutral.

  – A plurality of respondents, 44%, agreed with the statement "This Department recognizes and rewards excellence". An equal percent, 28%, either disagreed with, or were neutral towards the statement.

  – A majority of respondents, 59%, agreed with the statement "I feel empowered at my level to make decisions about work". Roughly 23% of respondents disagreed with the statement, while 18% remained neutral.

- On the questions of employee accountability and empowerment, **Chief's Office participants** in the survey had the following responses:

– A plurality of Chief's Office respondents, 47%, agreed with the statement "People in this Department are accountable for their actions". About 30% of respondents disagreed with the statement, while 23% remained neutral.

– A majority of respondents, 68%, agreed with the statement "This Department recognizes and rewards excellence". About 19% of respondents disagreed with the statement, while 13% remained neutral.

– A similar majority of respondents, 77%, agreed with the statement "I feel empowered at my level to make decisions about work". About 17% of respondents disagreed with the statement, while only 7% remained neutral.

• On the questions of employee accountability and empowerment, **Field Services participants** in the survey had the following responses:

– A plurality of Field Services respondents, 42%, disagreed with the statement "People in this Department are accountable for their actions". About 31% of respondents agreed with the statement, while 27% remained neutral.

– A similar plurality of respondents, 39%, agreed with the statement "This Department recognizes and rewards excellence". About 34% of respondents disagreed with the statement, while 27% remained neutral.

– A majority of respondents, 50%, agreed with the statement "I feel empowered at my level to make decisions about work". About 29% of respondents disagreed with the statement, while 21% remained neutral.

• On the questions of employee accountability and empowerment, **Investigations Services participants** in the survey had the following responses:

– A plurality of Investigations Services respondents, 40%, disagreed with the statement "People in this Department are accountable for their actions". About 39% of respondents agreed with the statement, while 21% remained neutral.

– Half of respondents, 50%, agreed with the statement "This Department recognizes and rewards excellence". An almost equal number of respondents, 24 and 25%%, either disagreed with, or were neutral towards the statement.

– A majority of respondents, 70%, agreed with the statement "I feel empowered at my level to make decisions about work". About 16% of respondents disagreed with the statement, while 13% remained neutral.

- On the questions of employee accountability and empowerment, **Administrative Services participants** in the survey had the following responses:

  – A plurality of Administrative Services respondents, 41%, agreed with the statement "People in this Department are accountable for their actions". About 32% of respondents disagreed with the statement, while 28% remained neutral.

  – Again, a plurality of respondents, 43%, agreed with the statement "This Department recognizes and rewards excellence". About 17% of respondents disagreed with the statement, while 40% remained neutral.

  – A majority of respondents, 65%, agreed with the statement "I feel empowered at my level to make decisions about work". Roughly 18% of respondents disagreed with the statement, while 17% remained neutral.

In summary, respondents don't feel as though people in the Department are held accountable for their actions, nor are they recognized or rewarded for excellence. On the other hand, respondents feel empowered to make decisions about their work.

(6) Respondents Have Mixed Views Regarding the Police Department's Managers Effectiveness in Overseeing Police Services.

Employees were asked to evaluate statements about the Department's management of law enforcement services. The survey questions in this category and their responses are summarized in the table, below:

14. We utilize 'best practices' in managing police services.										
Summary	**Total Responses**		**Chief's Office**		**Field Services**		**Investigations Services**		**Administrative Services**	
	#	**%**	**#**	**%**	**#**	**%**	**#**	**%**	**#**	**%**
Agree	190	38%	19	61%	83	32%	43	41%	42	42%
Disagree	136	27%	5	16%	90	35%	20	19%	19	19%
Neutral	177	35%	7	23%	86	33%	41	39%	40	40%
15. Our organizational structure provides for improved coordination of service delivery.										
Summary	**Total Responses**		**Chief's Office**		**Field Services**		**Investigations Services**		**Administrative Services**	
	#	**%**	**#**	**%**	**#**	**%**	**#**	**%**	**#**	**%**
Agree	180	36%	19	61%	74	28%	42	40%	43	43%
Disagree	138	27%	3	10%	90	35%	24	23%	20	20%
Neutral	185	37%	9	29%	96	37%	38	37%	38	38%

The following points summarize the statistical information provided in the table, above:

- On the questions of managerial effectiveness and police services oversight, **all participants** in the survey had the following responses:

– A plurality of all respondents, 38%, agreed with the statement "We utilize 'best practices' in managing police services". About 27% of respondents disagreed with the statement, while 35% remained neutral.

– A similar plurality of respondents, 36%, agreed with the statement "Our organizational structure provides for improved coordination of service delivery". Roughly 37% of respondents disagreed with the statement, while 37% were neutral.

- On the questions of managerial effectiveness and police services oversight, **Chief's Office participants** in the survey had the following responses:

– A majority of Chief's Office respondents, 61%, agreed with the statement "We utilize 'best practices' in managing police services". About 16% of respondents disagreed with the statement, while 23% remained neutral.

– The same majority of respondents, 61%, agreed with the statement "Our organizational structure provides for improved coordination of service delivery". About 10% of respondents disagreed with the statement, while 29% were neutral.

- On the questions of managerial effectiveness and police services oversight, **Field Services participants** in the survey had the following responses:

– A plurality of Field Services respondents, 35%, disagreed with the statement "We utilize 'best practices' in managing police services". About 32% of respondents agreed with the statement, while 33% remained neutral.

– A similar plurality of respondents, 37%, were neutral or had no opinion towards the statement "Our organizational structure provides for improved coordination of service delivery". Roughly 35% of respondents disagreed with the statement, while 28% agreed.

- On the questions of managerial effectiveness and police services oversight, **Investigations Services participants** in the survey had the following responses:

– A plurality of Investigations Services respondents, 41%, agreed with the statement "We utilize 'best practices' in managing police services". Roughly 19% of respondents disagreed with the statement, while 39% remained neutral.

– A similar plurality of respondents, 40%, agreed with the statement "Our organizational structure provides for improved coordination of service

delivery". About 23% of respondents disagreed with the statement, while 37% were neutral.

- On the questions of managerial effectiveness and police services oversight, **Administrative Services participants** in the survey had the following responses:

    – A plurality of Administrative Services respondents, 42%, agreed with the statement "We utilize 'best practices' in managing police services". About 19% of respondents disagreed with the statement, while 40% remained neutral.

    – A similar plurality of respondents, 43%, agreed with the statement "Our organizational structure provides for improved coordination of service delivery". Roughly 20% of respondents disagreed with the statement, while 38% were neutral.

In summary, all respondents except those in the Chief's Office had mixed feelings regarding the use of managerial 'best practices' in police services, as well as the beneficial nature of the current organizational structure on the coordination of service delivery.

(7)   A Majority of Employees Indicated That They Are Often Busy but Can Generally Handle Their Current Workloads.

Employees were asked to assess their current workloads and their ability to handle these demands. The survey question and response in this category is summarized in the table, below:

19. Please select one of the following choices to describe your current workload:										
Summary	**Total Responses**		**Chief's Office**		**Field Services**		**Investigations Services**		**Administrative Services**	
	#	**%**	**#**	**%**	**#**	**%**	**#**	**%**	**#**	**%**
Always busy, can never catch up.	68	13%	4	13%	28	11%	17	16%	17	17%
Often busy, can generally keep up	292	57%	19	59%	144	54%	66	63%	59	58%
Right balance of time and work.	122	24%	7	22%	75	28%	19	18%	20	20%
Easily handle more work.	29	6%	2	6%	19	7%	3	3%	5	5%

The following points summarize the statistical information provided in the table, above:

- On the question of perceptions regarding current workload, **all participants** in the survey had the following response:

– Approximately 6% of respondents indicated that they could easily handle more work given the available time to do so.

– The majority of respondents, 57%, reported that they are often busy but can generally keep up with their workload.

– Roughly 24% of respondents felt that they have the right balance of time and work.

– The remaining 13% of respondents felt that they are always busy and can never catch up.

• On the question of perceptions regarding current workload, **Chief's Office participants** in the survey had the following response:

– Approximately 6% of respondents indicated that they could easily handle more work given the available time to do so.

– The majority of respondents, 59%, reported that they are often busy but can generally keep up with their workload.

– Roughly 22% of respondents felt that they have the right balance of time and work.

– The remaining 13% of respondents felt that they are always busy and can never catch up.

• On the question of perceptions regarding current workload, **Field Services participants** in the survey had the following response:

– Approximately 7% of respondents indicated that they could easily handle more work given the available time to do so.

– The majority of respondents, 54%, reported that they are often busy but can generally keep up with their workload.

– Roughly 28% of respondents felt that they have the right balance of time and work.

– The remaining 11% of respondents felt that they are always busy and can never catch up.

• On the question of perceptions regarding current workload, **Investigations Services participants** in the survey had the following response:

– Approximately 3% of respondents indicated that they could easily handle more work given the available time to do so.

– The majority of respondents, 63%, reported that they are often busy but can generally keep up with their workload.

– Roughly 18% of respondents felt that they have the right balance of time and work.

– The remaining 16% of respondents felt that they are always busy and can never catch up.

• On the question of perceptions regarding current workload, **Administrative Services participants** in the survey had the following response:

– Approximately 5% of respondents indicated that they could easily handle more work given the available time to do so.

– The majority of respondents, 58%, reported that they are often busy but can generally keep up with their workload.

– Roughly 20% of respondents felt that they have the right balance of time and work.

– The remaining 17% of respondents felt that they are always busy and can never catch up.

Overall, respondents feel that they are often busy, but can generally keep up with their current workloads.

3. SWORN STAFF ASSIGNED TO THE FIELD SERVICES DIVISION WERE ASKED TO RESPOND TO SEVERAL QUESTIONS PERTAINING TO THEIR JOBS.

In this section, sworn Field Services staff were asked questions regarding their views on various operating indicators within their division. The subsections, which follow, summarizes in statistical form, the responses that were compiled.

(1) Respondents Have Generally Positive Views Regarding Some Aspects of Operations in the Field Services Division.

Employees were asked to evaluate statements about the Field Services Division's approach to conducting their operations. The survey questions in this category and their responses are summarized in the table, below:

	Agree		Disagree		Neutral	
	#	**%**	**#**	**%**	**#**	**%**
21. I have adequate proactive time to do my job well.	105	53%	56	28%	38	19%
22. Our proactive time is directed toward known problems.	118	59%	49	25%	32	16%
27. We do a good job prioritizing workloads.	80	40%	56	28%	62	31%
32. The crime analysis information provided to me is useful.	103	52%	39	20%	55	28%

The following points summarize the statistical information provided in the table, above:

• A majority of respondents, 53%, agreed with the statement "I have adequate proactive time to do my job well". Roughly 28% of respondents disagreed with the statement, while 19% were neutral.

• A slightly higher majority of respondents, 59%, agreed with the statement "Our proactive time is directed toward known problems". About 25% of respondents disagreed with this statement, with 16% remaining neutral.

• A plurality of respondents, 40%, agreed with the statement "We do a good job prioritizing workloads". About 28% of respondents disagreed with the statement, while 31% were neutral or had no response.

• A slight majority of respondents, 52%, agreed with the statement "The crime analysis information provided to me is useful". Roughly 20% of respondents disagreed with the statement, while 28% were neutral.

Overall, Field Services employees feel that they have adequate proactive time that is directed toward known problems, and that the crime analysis information provided to them is useful. However, respondents have mixed feelings regarding the prioritization of workloads.

(2)   Staff in the Field Services Division Have Positive Views about the Community Policing Program and Special Units, but Mixed Views about Some Aspects of Field Services Operations.

Employees were next asked to evaluate statements about the Division's utilization of coordinated operations. The survey questions in this category and their responses are summarized in the table, below:

	Agree		Disagree		Neutral	
	#	%	#	%	#	%
20. We have a sound approach to community policing.	116	59%	33	17%	49	25%
23. Back-up is available when needed.	102	51%	57	29%	40	20%
28. Special units (e.g., traffic and crime suppression) serve vital needs in the community.	118	60%	36	18%	44	22%
29. Special assignment units are effectively coordinated within field services.	58	30%	95	48%	43	22%
30. FMT resources are allocated effectively among precincts.	47	24%	93	47%	58	29%
31. Detectives coordinate their work with field services.	83	42%	57	29%	58	29%

The following points summarize the statistical information provided in the table, above:

- A majority of respondents, 59%, agreed with the statement "We have a sound approach to community policing". About 17% of respondents disagreed, while 25% were neutral.

- A slight majority of respondents, 51%, agreed with the statement "Back-up is available when needed". Roughly 29% of respondents disagreed with the statement, while 20% were neutral.

- A majority of respondents, 60%, agreed with the statement "Special units (e.g., traffic and crime suppression) serve vital needs in the community". About 18% of respondents disagreed with the statement, while 22% remained neutral.

- A plurality of respondents, 48%, disagreed with the statement "Special assignment units are effectively coordinated within field services". Roughly 30% of respondents agreed with the statement, while 22% were neutral.

- A similar plurality of respondents, 47%, also disagreed with the statement "FMT resources are allocated effectively among precincts". Roughly 24% of respondents agreed with the statement, while 29% were neutral.

- A similar plurality of respondents, 42%, agreed with the statement "Detectives coordinate their work with field services". An equal number of respondents, 29%, either disagreed or were neutral to the statement.

In summary, respondents feel strongly that their department has a sound approach to community policing, that special units serve vital needs, and that back-up is available when needed. However, respondents had mixed feelings regarding the effectiveness of detective and special assignment unit workload coordination.

(3)   Staff in the Field Services Division Have Mixed Views Regarding the Staffing and Scheduling of Their Workload and Resources.

Employees were asked to evaluate statements regarding the scheduling and staffing of personnel within the Field Services Division. The survey questions in this category and their responses are summarized in the table, below:

	Agree		Disagree		Neutral	
	#	%	#	%	#	%
24. The allocation of staffing among precincts is appropriate.	39	20%	116	58%	44	22%
25. Our shift schedule is an important personal benefit.	111	56%	48	24%	39	20%
26. Our shift schedule effectively matches staffing needs to workload demands.	55	28%	95	48%	48	24%

The following points summarize the statistical information provided in the table, above:

- The majority of respondents, 58%, disagreed with the statement "The allocation of staffing among precincts is appropriate". About 20% of respondents agreed with the statement, while 22% remained neutral.

- A slight majority of respondents, 56%, agreed with the statement "Our shift schedule is an important personal benefit". About 24% of respondents disagreed with the statement, and 20% remained neutral.

- A plurality of respondents, 48%, disagreed with the statement "Our shift schedule effectively matches staffing needs to workload demands". About 28% of respondents agreed with the questions, while 24% were neutral.

Overall, Field Services respondents felt that the allocation of staffing among precincts was not appropriate, and that the overall shift schedule doesn't match the staffing needs and workload demands. However, respondents do feel that shift schedules are an important personal benefit.

**4.   SWORN RESPONDENTS ASSIGNED WITHIN THE INVESTIGATIVE
         SERVICES DIVISION WERE ASKED TO RESPOND TO A NUMBER OF
         STATEMENTS PERTAINING TO THEIR ROLES IN THE DEPARTMENT.**

In this section, staff in the Investigative Services Division were asked to respond
to a number of statements regarding their views of various issues within the Division.
The subsections, which follow, summarizes the responses.

**(1)   Employees Have Positive Views Regarding the Division's Interaction With
         Other Investigative Units, Other Units in the Department, and Other
         Agencies.**

Employees were asked to evaluate statements about the Division's coordination
with Field Services and other investigative units and agencies. The survey questions in
this category and their responses are summarized in the table, below:

	Agree		Disagree		Neutral	
	#	%	#	%	#	%
36. We coordinate effectively with special investigative units.	47	75%	6	10%	10	16%
37. Special investigative units serve vital needs in the community.	57	90%	0	0%	6	10%
38. We coordinate well with field services.	50	79%	6	10%	7	11%
42. We coordinate well with other agencies in the area.	52	83%	5	8%	6	10%

The following points summarize the statistical information provided in the table,
above:

•   A significant majority of Investigations Services respondents, 75%, agreed with
        the statement "We coordinate effectively with special investigative units". Only
        10% of respondents disagreed with the statement, while 16% were neutral.

•   An overwhelming majority of respondents, 90%, agreed with the statement
        "Special investigative units serve vital needs in the community". The remaining
        10% of respondents were neutral.

•   A similar majority of respondents, 79%, agreed with the statement "We
        coordinate well with field services". Again, only 10% of respondents disagreed,
        while 11% remained neutral.

•   A significant majority of respondents, 83%, agreed with the statement "We
        coordinate well with other agencies in the area". Only 8% of respondents
        disagreed with the statement, while 10% remained neutral.

Overall, Investigative Services respondents feel that their Division does a good job coordinating with special investigative units, field services units, and other agencies in the area.

(2)   Employees Have Positive Perceptions of the Case Management System.

Employees were asked to evaluate statements about the case management system used by the Division. The survey questions in this category and their responses are summarized in the table, below:

	Agree		Disagree		Neutral	
	#	**%**	**#**	**%**	**#**	**%**
34. Our approach to case management is effective in prioritizing our caseloads.	46	74%	8	13%	8	13%
40. The case management system provides useful information about case status and caseloads.	54	86%	4	6%	5	8%

The following points summarize the statistical information provided in the table, above:

• A significant majority of respondents, 74%, agreed with the statement "Our approach to case management is effective in prioritizing our caseloads". An equal number of respondents, 13%, disagreed or were neutral towards the statement.

• A significant majority of respondents, 86%m agreed with the statement "The case management system provides useful information about case status and caseloads". Only 6% of respondents disagreed with the statement, and 8% were neutral.

Overall, respondents believe that the approach to case management is effective in prioritizing caseloads, and that the case management system provides useful information about case status'.

(3) **Employees Agree That Incident Reports and Crime Analysis Information is Useful, but Have Mixed Feelings Regarding the Quality of Incident Reports from Field Units.**

Employees were asked to evaluate statements about the quality of the incident reports and crime analysis used by the Division. The survey questions in this category and their responses are summarized in the table, below:

	Agree		Disagree		Neutral	
	#	**%**	**#**	**%**	**#**	**%**
33. The quality of incident reports from field units is high.	25	40%	20	32%	18	29%
41. Crime analysis information is useful to our work.	53	85%	2	3%	7	11%

The following points summarize the statistical information provided in the table, above:

• A plurality of respondents, 40%, agreed with the statement "The quality of incident reports from field units is high". Roughly 32% of respondents disagreed with the question, while 29% remained neutral.

• A significant majority of respondents, 85%, agreed with the statement "Crime analysis information is useful to our work". Only 3% of respondents disagreed with the statement, while 11% were neutral.

In summary, while respondents agree that crime analysis information is useful to their work, they have mixed feelings regarding the quality of incident reports from field units.

(4) **Employees Believe That Caseloads Are Reasonable. However, Respondents Also Have Mixed Feelings About Staffing Levels.**

The final part of this section asked employees to evaluate statements about additional services provided by the Division. The survey questions in this category and their responses are summarized in the table, below:

	Agree		Disagree		Neutral	
	#	**%**	**#**	**%**	**#**	**%**
35. The allocation of staff between central investigations and precincts is appropriate	32	51%	14	22%	17	27%
39. I work a caseload which is reasonable given the type of investigations I handle.	40	63%	15	24%	8	13%
43. Our staffing levels allow us to investigate crimes other agencies cannot do.	19	30%	26	41%	18	29%

The following points summarize the statistical information provided in the table, above:

- A slight majority of respondents, 51%, agreed with the statement "The allocation of staff between central investigations and precincts is appropriate". Roughly 22% of respondents disagreed with the statement, while 27% were neutral.

- A majority of respondents, 63%, agreed with the statement "I work a caseload which is reasonable given the type of investigations I handle". About 24% of respondents disagreed with the statement, while 13% remained neutral.

- A plurality of respondents, 41%, disagreed with the statement "Our staffing levels allow us to investigate crimes other agencies cannot do". Roughly 30% of respondents agreed with the statement, while the remaining 29% were neutral.

In summary, respondents believe that the allocation of staff between central investigations and precincts, and the caseload worked by type of investigations handled is appropriate. While respondents have mixed feelings regarding staffing levels allowing them to investigate crimes other agencies cannot.

5. CIVILIAN AND SWORN STAFF FROM FUNCTIONS OTHER THAN FIELD SERVICES AND INVESTIGATIONS SERVICES WERE ASKED TO RESPOND TO A FINAL SET OF STATEMENTS IN THE SURVEY.

In this final section, employees who are working in a services function or in the Office of the Chief, Public Affairs, Human Resources, or a civilian employee in Field Services or Investigations were asked to share their views about various operating indicators in their service areas. The subsections, which follow, summarize the responses that were provided.

(1) Employees Have Mixed Feelings Regarding the Level of Cooperation Between Their City Counterparts, as Well as the Quality of Training Provided to Civilian and Sworn Personnel.

Employees were asked to evaluate statements relating to the general level of cooperation between other support functions, and the quality of training provided to both civilian and sworn personnel. The survey questions in this category and their responses are summarized in the table, below:

	Agree		Disagree		Neutral	
	#	**%**	**#**	**%**	**#**	**%**
51. We work well with our City counterparts in areas of payroll, IT and other support functions.	79	51%	10	6%	65	42%
52. We provide high quality training to sworn and civilian personnel.	58	38%	30	20%	65	42%

The following points summarize the statistical information provided in the table, above:

- A slight majority of respondents, 51%, agreed with the statement "We work well with our City counterparts in areas of payroll, IT and other support functions". Only 6% of respondents disagreed, while 42% remained neutral.

- A plurality of respondents, 38%, agreed with the statement "We provide high quality training to sworn and civilian personnel". The largest percentage of respondents, 42% were neutral towards the statement, and 20% disagreed.

In summary, while respondents feel that they work well with their City counterparts, they are less positive about the quality of training provided to sworn and civilian personnel.

(2) Employees Believe That They Provide a High Level of Administrative Support to the Police Department, But Have Mixed Feelings Regarding the Organization of Administrative Support Functions.

Employees were asked to evaluate statements that measure the level of administrative support they provide. The survey questions in this category and their responses are summarized in the table, below:

	Agree		Disagree		Neutral	
	#	**%**	**#**	**%**	**#**	**%**
48. Administrative support functions are appropriately organized to best coordinate services.	63	41%	28	18%	64	41%
49. We provide a high level of administrative support to employees in the RPD.	87	56%	16	10%	52	34%

The following points summarize the statistical information provided in the table, above:

• A plurality of respondents, 41%, agreed with the statement "Administrative support functions are appropriately organized to best coordinate services". Roughly 18% of respondents disagreed with the statement, while 41% were neutral.

• A majority of respondents, 56%, agreed with the statement "We provide a high level of administrative support to employees in the RPD". About 10% of respondents disagreed with the statement, while 34% remained neutral.

Overall, respondents feel strongly that they provide a high level of administrative support to employees in the Police Department, however, they have mixed feelings about weather the Administrative support functions are appropriately organized to best coordinate services.

(3) Employees Have Mixed Feelings Regarding the Level of Service Provided by the Records Unit.

Employees were asked to identify whether they agree with the statement that the Records Unit provides high service levels. The responses are summarized in the table, below:

	Agree		Disagree		Neutral	
	#	%	#	%	#	%
54. We provide the public with a high level of service in Records.	65	42%	8	5%	83	53%

In response to the statement: "We provide the public with a high level of service in Records," 53% of respondents were either neutral or had no response. Of those who had an opinion, 42% agreed with the statement, while only 5% disagreed.

(4) Respondents Had Mixed Feelings Regarding the Appropriateness With Which Professional Standards Maintains Policies and Procedures.

Employees were asked if they agree with the statement that the Professional Standards Division maintains the Department's policies and procedures appropriately. The responses are summarized in the table, below:

	Agree		Disagree		Neutral	
	#	%	#	%	#	%
55. Professional Standards maintains our policies and procedures appropriately.	74	47%	14	9%	69	44%

In response to the statement: "Professional Standards maintains our policies and procedures appropriately," 47% of respondents agreed with the statement, while

only 9% disagreed. The remaining 44% of respondents were either neutral or had no response.

(5)   Respondents Have Mixed Views Regarding Personnel Practices for Civilian Staff.

Employees were asked to identify whether they agree with the statements that civilian personnel practices is appropriate for the Department. The survey questions in this category and their responses are summarized in the table, below:

	Agree		Disagree		Neutral	
	#	%	#	%	#	%
44. As a civilian employee I am respected for the work I do.	67	44%	31	20%	56	36%
45. As a civilian staff person, I have adequate opportunity for career advancement in the RPD.	24	16%	61	40%	68	44%
46. We have the right employee classifications in support roles.	37	24%	48	31%	69	45%
50. We do a good job finding qualified candidates for employment in the RPD.	64	41%	36	23%	56	36%

The following points summarize the statistical information provided in the table, above:

•   A plurality of respondents, 44%, agreed with the statement "As a civilian employee I am respected for the work I do". Roughly 20% of respondents disagreed with the statement, while 36% remained neutral.

•   A similar plurality of respondents, 44%, were neutral or had no response to the statement "As a civilian staff person, I have adequate opportunity for career advancement in the RPD". Of the remaining respondents, only 16% agreed with the statement, while 40% disagreed.

•   Again, a plurality of respondents, 45%, were neutral or had no response to the statement "We have the right employee classifications in support roles". Of the remaining respondents, 31% disagreed with the statement, while 24% agreed.

•   A plurality of respondents, 41%, agreed with the statement "We do a good job finding qualified candidates for employment in the RPD". Roughly 23% of respondents disagreed with the statement, while 36% remained neutral.

Overall, in looking at the opinions of respondents who either agreed or disagreed with the above statements, respondents appear to have mixed feelings about the respect given to civilian employees, the classifications of employees in support roles, and the credentials of candidates applying for employment with the Department.

However, respondents do not believe that they have adequate opportunities for career advancement in the RPD.

(6) **Employees Generally Agree That the Use of Technology Is Appropriate for the Police Department.**

Employees were asked to evaluate the statements that relate to the use of technology in the Department. The survey questions in this category and their responses are summarized in the table, below:

	Agree		Disagree		Neutral	
	#	%	#	%	#	%
47. Information systems in use improve our efficiency.	82	53%	19	12%	54	35%
53. We have the proper software and hardware to perform our jobs effectively and efficiently.	68	44%	43	28%	44	28%

The following points summarize the statistical information provided in the table, above:

- A majority of respondents, 53%, agreed with the statement "Information systems in use improve our efficiency". Roughly 12% of respondents disagreed with the statement, while 35% of respondents were either neutral or had no response.

- A plurality of respondents, 44%, agreed with the statement "We have the proper software and hardware to perform our jobs effectively and efficiently". An equal number of respondents, 28%, both disagreed with or were neutral towards the statement.

Overall, respondents have positive feelings towards the ability of information systems to improve Departmental efficiency, however, they have mixed feelings as to weather the Department has the proper hardware and software to increase job efficiency and effectiveness.

APPENDIX C
BEST PRACTICES ASSESSMENT
OF THE RICHMOND POLICE DEPARTMENT

This best practices diagnostic assessment tool represented an important step for the project team to develop its findings and issues. In order to make the assessments of operational strengths and improvement opportunities, the Matrix Consulting Group has developed a set of performance measures called "best management practices" against which to evaluate the Police Department.

The measures utilized have been derived from the project team's collective experience and represent the following ways to identify law enforcement strengths as well as improvement opportunities:

•   Statements of "effective practices" based on the study team's experience in evaluating operations in other agencies or "industry standards" from other research organizations.

•   Identification of whether and how a law enforcement organization meets the performance targets.

•   A brief description of potential alternatives to current practice.

There are no recommendations contained in this Appendix. The purpose of the best practices assessment was to develop a list of potential issues for further review in this study. However, these can also serve as the basis for policy discussions and for the development of performance measures for the Police Department going forward.

The project team has attempted to conform to grouping functions as the Police Department groups them organizationally. This was not always possible because of overlapping missions of several of these functions.

1.   PATROL AREAS

Performance Target	Does the RPD Meet the Target?	Potential Improvements
FIELD OPERATIONS - PATROL PRECINCTS		
Are patrol staff deployed consistent with call for service demands by time and day of week?	The RPD deploys personnel based on call for service workload patterns. Calls for service are highest during the afternoon and early evening hours and on Thursday, Friday, and Saturday. The current minimum staffing plan call for a larger number of personnel assigned to the afternoon shift and fewer on the day and midnight shift (roughly 9 officers are deployed on days and midnights and 12 are deployed during evenings). The RPD also schedules 3 squads on Thursday and Friday in anticipation of higher workload levels as well as to schedule training.	Call for service workload patterns indicate that workload during the midnight shift declines significantly during the hours of 0200 to 0700. However, the midnight shift is staffed similarly to the daytime shift despite a higher level of workload during the morning and early afternoon hours. The RPD should consider modifying deployment of personnel on the midnight shift to better match workload while maintaining sufficient personnel to meet response time goals and provide adequate back-up for officer safety.

Performance Target	Does the RPD Meet the Target?		Potential Improvements
Are patrol "beats" designed in such a way so that workload is <u>targeted</u> to be roughly the same across the urbanized area of the department's responsibility?	Calls for service are roughly similar in each of the Sectors within the Patrol Precincts. The table below shows the distribution of calls for service during October 2008 to September 2009:		The distribution of calls for service indicates that Precincts 3 and 4 have sectors with larger shares of workload. In addition, interviews with RPD staff, as well as review of patrol sector maps indicate that there may be opportunities to improve the design of sector boundaries. For example, Sectors 112 and 311 are split by the James River, which creates potential response time issues.

Sector	Calls	Share
111	12,859	8%
112	12,437	7%
113	12,427	7%
211	12,021	7%
212	13,139	8%
213	10,917	6%
311	14,464	8%
312	16,612	10%
313	13,925	8%
411	15,707	9%
412	20,130	12%
413	15,668	9%
N/A	264	0%
Total	**170,570**	**100%**

Sectors were designed in an attempt to balance workloads while maintaining response time objectives.

Performance Target	Does the RPD Meet the Target?	Potential Improvements
1st Response **CFS Response Times - Emergency Calls** 		

	October-2009	**November-2009**	**Average**
111	5.64	3.82	4.73
112	5.31	4.84	5.08
113	4.31	3.88	4.10
211	5.29	4.77	5.03
212	4.77	4.8	4.79
213	3.76	4.95	4.36
311	7.87	5.84	6.86
312	8.62	5.26	6.94
313	4.12	4.29	4.21
411	5.37	4.85	5.11
412	7.47	5.43	6.45
413	6.97	6.68	6.83
Average	**5.79**	**4.95**	

Performance Target	Does the RPD Meet the Target?	Potential Improvements
Are current shift schedules appropriate considering the factors of calls for service, deployment, etc.?	The current shift schedule generally deploys personnel on the busiest days of the week and during the busiest times of the day.	The 10.5-hour shift schedule creates overlaps amongst the shifts, which provides additional personnel during busy times as well as during lower periods of workload (e.g. midnight shift). The current rotation of squads also provides a large number of Officers on Thursday and Friday. The current rotation of squads also provides a large number of Officers on Thursday and Friday. While this is done based on calls for service patterns and in order to facilitate training, this creates a large overlap of personnel. The 10.5 hour shift schedule also creates the need for a larger number of officers due to the overlap in shift coverage. For example, an 8-hour schedule or 12 hour schedule could reduce the number of officers needed to meet minimum staffing targets.

Performance Target	Does the RPD Meet the Target?	Potential Improvements
Is there an established policy for prioritizing calls?	The RPD has a call prioritization policy, which utilizes call severity, time since incident occurred (in-progress, just occurred, etc.), and other factors.	
Are calls for service dispatched using a call prioritization system? Do field units self-dispatch to certain call types / priorities (i.e., self-manage the workload)?	Calls for service are dispatched using the call prioritization system. Units do not self-dispatch. However, they may respond to an incident if they are closer than another unit.	
Given call for service workloads and patrol staffing/deployment, does preventive field time fall within 35%-50% of available time?		Initial proactive time analysis indicates that overall proactive time levels are very high (61%). Proactive time is above 60% in each Precinct with the exception of Precinct 4 (51%). This is a function of the overlap created by the 10.5-hour shift schedule, the rotation of squads during the week (e.g. heavy on Thursday and Friday), and the minimum staffing plan which calls for the same number of officers on the daytime and midnight shifts.
Do field units operate with a proper mix of supervisory and line positions (with a ratio of 1:6 to 1:9)?	Patrol Precincts and squads are staffed with a Supervisor to Officer ratio of 1:8 to 1:10.	

Performance Target	Does the RPD Meet the Target?	Potential Improvements
Are non-sworn personnel utilized to handle low priority calls for service? Is the level of diversion (including all approaches) in the 10% - 20% range?	The RPD utilizes non-sworn civilian personnel to respond to low priority, non-emergency calls for service as part of its Differential Police Response (DPR) program. In addition, light duty officers are utilizes during the evening and midnight shift hours to handle these calls. During October 1, 2008 to September 30, 2009, the RPD handled 12,947 incidents through its DPR program. This represents approximately 7% of the total calls for service during this time.	The RPD should consider utilizes DPR for additional call types to increase the level of call diversion. The RPD may also want to implement an internet self-reporting system for low priority workload. Many Departments utilize internet reporting for auto burglary, theft, lost and stolen property, and vandalism. Neighborhood Assistance Officers worked 4500 hours last year (2008), all civilian, all volunteer, handling low priority CFS and assignments (including patrol in marked units).
Sworn personnel are not handling administrative assignments, which could be performed by non-sworn personnel.	Generally, most sworn personnel are not handling administrative assignments that could be performed by non-sworn personnel.	Currently, the Executive Officers in each Precinct are responsible for payroll, coordination of fleet and building maintenance and purchase orders. These duties should be re-assigned to non-sworn personnel.
Is the utilization of available proactive time tracked, managed and evaluated?	The Patrol Precinct Lieutenants talk regularly with Sergeants about what proactive enforcement activities are performed in each sector. Lieutenants meet weekly with the Precinct Commander to discuss crime trends and strategies utilizes in each of the sectors.	The RPD however, does not have a formal approach to documenting the availability of proactive time or activities performed by patrol personnel. For example, there is no log or central repository of activities performed during an Officers shift. The PPD should document proactive activities and utilize this information during employee evaluations. The Police Department just deployed a web based solution to this issue.

Performance Target	Does the RPD Meet the Target?	Potential Improvements
Personnel are allocated between commands using a methodology that accounts for workload volume, call duration and type of calls handled.	The RPD utilizes a system called Managing Patrol Performance (MPP) to allocate personnel between Patrol Precincts. The MPP system utilizes workload volume, call duration, and type to allocate personnel. In addition, the RPD utilizes a 40% target for proactive time, 5-minute response time to emergency incidents, as well as a 3 available unit per Precinct to identify staffing needs.	
Is technology being utilized effectively in field patrol operations? In-car reporting? Access to data in the field?	The RPD utilizes mobile computers in patrol cars for field reporting, CAD monitoring and incident notification, etc. Officers have access to crime trends, criminal history databases, and other information.	
FOCUSED MISSION TEAMS (FMT'S)		
Are specialized field operational units deployed as a proactive unit; given a clearly defined mission; and held accountable for service levels, field time, and performance outputs/outcomes?	The Focus Mission Team (FMT) provides targeted proactive enforcement in each of the Patrol Precincts. Precinct Commanders can utilize these personnel to address persistent issues in each of their areas including: drugs, prostitution, robberies, and other issues. The FMT reports to a Lieutenant, who reports directly to the Precinct Commander. The Precinct Commander is responsible for reporting to the Patrol Majors including: crime trends, strategies employed, and outcomes of proactive enforcement efforts.	
Are specialized field operational units deployed based on the use of available crime or other enforcement data?	The FMT is deployed in each precinct based on weekly crime analysis information. Deployment of personnel will change depending upon new trends in crime or changes due to enforcement efforts.	

Performance Target	Does the RPD Meet the Target?	Potential Improvements
Are specialized field operational units regularly evaluated based on their efficiency and service delivery effectiveness, particular when compared against Patrol (e.g. CFS/officer, arrests/deputy, etc.)?		FMT personnel are not evaluated against other officers within Patrol. The RPD should consider developing summary level performance measures for specialized enforcement units to identify any issues with productivity, effectiveness, and use of available time.
Is proactive enforcement dedicated to target highest-risk areas first?	The FMT is deployed in each precinct based on weekly crime analysis information. Deployment of personnel will change depending upon new trends in crime or changes due to enforcement efforts.	
Are proactive enforcement units available to the Precincts? What is the process for issue identification and for accessing specialized enforcement units?	The FMT unit is deployed based on the direction of the Precinct Commander. The Patrol Majors and Captains identify major crime trends in bi-monthly crime analysis meeting. These meetings are also utilized to discuss proactive enforcement strategies and outcomes. FMT units will be redeployed based on the outcome of these meetings. However, issue identification is largely developed at the precinct level.	

Initial Proactive Time Analysis – RPD Patrol Precincts

	All Districts	0700 - 1730	1500 - 0130	2100 - 0730
Deployment				
Actual On-Duty Staffing (Officers -- no supervisors)	71.00	57.00	82.00	74.00
Length of Shift (hours)	10.50	10.50	10.50	10.50
Total Gross Duty Time Available (mins.)	134,190	35,910	51,660	46,620
Less Breaks / Meals (1.5 hours / Officer)	(19,170)	(5,130)	(7,380)	(6,660)
Net Duty Time Available	115,020	30,780	44,280	39,960
Reactive Workload Requirements				
Average Number of Calls for Service per Hour	19.47	20.69	23.85	15.68
Committed Time (Travel, On-Scene, Reports, Arrests, etc. - All Units)	69.76	69.76	69.76	69.76
Direct Call Handling Time (mins.)	44,114	15,153.12	17,473.16	11,487.99
Percentage of Time Committed to Reactive Workload	**38.4%**	**49.2%**	**39.5%**	**28.7%**
Total Proactive Time Available After Reactive Work	**61.6%**	**50.8%**	**60.5%**	**71.3%**

	Precinct 1	0700 - 1730	1500 - 0130	2100 - 0730
Deployment				
Actual On-Duty Staffing (Officers -- no supervisors)	17.00	14.00	20.00	17.00
Length of Shift (hours)	31.50	10.50	10.50	10.50
Total Gross Duty Time Available (mins.)	32,130	8,820	12,600	10,710
Less Breaks / Meals (1.5 hours / Officer)	(4,590)	(1,260)	(1,800)	(1,530)
Net Duty Time Available	27,540	7,560	10,800	9,180
Reactive Workload Requirements				
Average Number of Calls for Service per Hour	4.31	4.41	5.47	3.53
Committed Time (Travel, On-Scene, Reports, Arrests, etc. - All Units)	69.23	69.23	69.23	69.23
Direct Call Handling Time (mins.)	9,747.39	3,205.85	3,976.79	2,564.75
Percentage of Time Committed to Reactive Workload	**35.4%**	**42.4%**	**36.8%**	**27.9%**
Total Proactive Time Available After Reactive Work	**64.6%**	**57.6%**	**63.2%**	**72.1%**

Initial Proactive Time Analysis – RPD Patrol Precincts (Cont.)

	Precinct 2	0700 - 1730	1500 - 0130	2100 - 0730
Deployment				
Actual On-Duty Staffing (Officers -- no supervisors)	18.00	15.00	22.00	18.00
Length of Shift (hours)	31.50	10.50	10.50	10.50
Total Gross Duty Time Available (mins.)	34,650	9,450	13,860	11,340
Less Breaks / Meals (1.5 hours / Officer)	(4,950)	(1,350)	(1,980)	(1,620)
Net Duty Time Available	29,700	8,100	11,880	9,720
Reactive Workload Requirements				
Average Number of Calls for Service per Hour	4.12	4.19	5.28	3.33
Committed Time (Travel, On-Scene, Reports, Arrests, etc. - All Units)	72.65	72.65	72.65	72.65
Direct Call Handling Time (mins.)	9,760.80	3,194.56	4,024.51	2,541.74
Percentage of Time Committed to Reactive Workload	**32.9%**	**39.4%**	**33.9%**	**26.1%**
Total Proactive Time Available After Reactive Work	**67.1%**	**60.6%**	**66.1%**	**73.9%**

	Precinct 3	0700 - 1730	1500 - 0130	2100 - 0730
Deployment				
Actual On-Duty Staffing (Officers -- no supervisors)	18.00	14.00	21.00	19.00
Length of Shift (hours)	31.50	10.50	10.50	10.50
Total Gross Duty Time Available (mins.)	34,020	8,820	13,230	11,970
Less Breaks / Meals (1.5 hours / Officer)	(4,860)	(1,260)	(1,890)	(1,710)
Net Duty Time Available	29,160	7,560	11,340	10,260
Reactive Workload Requirements				
Average Number of Calls for Service per Hour	5.14	5.55	6.03	4.25
Committed Time (Travel, On-Scene, Reports, Arrests, etc. - All Units)	64.79	64.79	64.79	64.79
Direct Call Handling Time (mins.)	10,765.90	3,773.39	4,102.74	2,889.77
Percentage of Time Committed to Reactive Workload	**36.9%**	**49.9%**	**36.2%**	**28.2%**
Total Proactive Time Available After Reactive Work	**63.1%**	**50.1%**	**63.8%**	**71.8%**

	Precinct 4	0700 - 1730	1500 - 0130	2100 - 0730
Deployment				
Actual On-Duty Staffing (Officers -- no supervisors)	17.00	14.00	20.00	18.00
Length of Shift (hours)	31.50	10.50	10.50	10.50
Total Gross Duty Time Available (mins.)	32,760	8,820	12,600	11,340
Less Breaks / Meals (1.5 hours / Officer)	(4,680)	(1,260)	(1,800)	(1,620)
Net Duty Time Available	28,080	7,560	10,800	9,720
Reactive Workload Requirements				
Average Number of Calls for Service per Hour	5.88	6.52	7.04	4.55
Committed Time (Travel, On-Scene, Reports, Arrests, etc. - All Units)	72.11	72.11	72.11	72.11
Direct Call Handling Time (mins.)	13,709.31	4,932.92	5,329.13	3,447.27
Percentage of Time Committed to Reactive Workload	**48.8%**	**65.3%**	**49.3%**	**35.5%**
Total Proactive Time Available After Reactive Work	**51.2%**	**34.7%**	**50.7%**	**64.5%**

2. SUPPORT SERVICES

Performance Target	Does the Department Meet the Target?	Potential Improvements
INVESTIGATIONS		
MAJOR CRIMES		
• The number of active cases for "generalist" detectives averages 12-15 per month. (Weighted basis of person and property crimes). • Dedicated person crime investigators (e.g. robbery) average 8-12 active cases per month each. Case ranges are much less for homicide and aggravated assault cases. • Dedicated property crime investigators (e.g. burglary) average 15-20 active cases per month each. • White collar crimes (e.g. fraud) have a broader range due to their varied complexity, from 10-20 active cases per month each.	For the Precincts, when looked at on a monthly basis, the project team found that monthly assignments ranged between 14.4 and 34.4 cases per month – or between an estimated 7 and 17 cases per month. This is below or within the range of active and open cases – based on this estimate. For Major Case detectives (central investigative units focusing entirely on person crimes) the project team found that for the 54 Detectives shown on the report that there was an average of 9.5 cases assigned per month.	Among Precinct Detectives, the range of active cases spans 187 – 352 – a range that is indicative of non-managed caseloads (from a report run 10/23/09 for January – September 2009). Among Major Crimes Detectives, it was also observed that there were an unusually high level of cases that were reported to be "active" with figures exceeding 36 per Detective – a very high level in person crimes units. These issues are particularly concerning when the "screener" positions are examined in the Precincts that have them – where more than 1,000 cases are currently "active."

Performance Target	Does the Department Meet the Target?	Potential Improvements
The number of Part I crimes per detective is in the 400-500 range.		The City of Richmond had, in 2008, 9,787 Part I crimes as reported by the FBI in the Uniform Crime Report. Given that there are currently 68 case handling generalist investigators (Precinct, Hit & Run, Homicide, Cold Case, Youth and Family Crime and Aggravated Assault), this translates to 144 Part I Crimes per detective – significantly below the range in the best practice.
The ratio of management and supervisory personnel is appropriate and approximates industry standards. One-on-one reporting relationships exist only in cases where they are justified by unusual or extenuating circumstances. Supervisor/Detective ratio is in the 1:6 – 1:9 range.	Supervisor to Detective ratio is in the range of 1:4 to 1:9 depending on the unit and specific assignment. The low end is found in Homicide / Aggravated Assault teams and the high end of the range is found in the Precinct Detective teams (which focus more on property crimes).	
Unit supervisors are utilizing a formal case management system that involves screening cases for solvability, assigning cases based on workloads, reviewing cases once assigned, and making decisions about proceeding based on case progress criteria.	Unit supervisors are reviewing cases one at a time and assigning them. This is done using an on-line system.

Almost all person crimes are assigned regardless of leads or other solvability factors. | The project team did not find that solvability factors or other screening criteria were being used to automatically triage incidents for assignment.

Property crimes will be assigned to a Detective "screener" in most of the Precincts (approaches in the Precincts are not universally applied in all four commands). These staff (and in others, line Detectives) contacts victims once to determine if they have additional information about stolen items, witnesses, suspects, etc. that would enable the Detectives to successfully investigate the case. If additional information becomes available, the case will be reassigned (in Precincts where there is a "screener") or opened by the Detective assigned the file. |

Performance Target	Does the Department Meet the Target?	Potential Improvements
A case management automated system exists to support unit supervisors in making decisions and monitoring caseloads.	The Richmond Police Department has a case management system that is a module found within its "PISTOL" software (records management system).	
Field supervisors assist in making recommendations about assigning cases.		There is no feedback from patrol directing follow-up (or not) on cases. All case assignment decisions are made by the detective supervisors in all units.
Patrol staff members handle the follow-up of minor crimes, as appropriate.	Patrol staff handle a number of investigative follow-ups. In the Precincts, this amounts to approximately 33% of cases tracked in the case management system.	
The Department has developed capabilities to monitor internet and computer crime issues.	The Police Department monitors internet based crimes. There is a dedicated unit focusing on large scale financial crimes, computer forensics and related issues.	
Callout of staff on a rotating basis rather than night shifts of investigators.	The Police Department assigns personnel in rotating day / evening shifts. This enables them to have access to businesses, witnesses, etc. and to reduce the need to use overtime to provide coverage. Overnight response is handled by call out.	
Investigators regularly brief field operations staff in crime trends, important cases, etc.	There is minimal regular / scheduled interaction between the field units and the detectives in the Precincts or from Major Cases. The interaction in the Precincts is augmented by the opportunities for informal interaction given their proximity.	

Performance Target	Does the Department Meet the Target?	Potential Improvements
Sworn personnel are not handling administrative assignments that could be performed by non-sworn personnel.		Sworn personnel handle almost all investigative functions. There are no civilians involved in conducting research, following up on information requests, etc.
Quality, performance and technical standards are developed and measured and memorialized in a policies and procedures manual.	There are a number of performance requirements in the Department's manual. There are policies, for example, requiring that all cases receive memorialized action in the form of case supplements on a regular basis.	The project team found that a very high proportion of cases are listed as "active" in PISTOL, suggesting that there is minimal
Prosecutors are involved early in the investigation of major crimes.	The RPD works very closely with the Commonwealth's Attorney – particularly on homicides and other major crimes.	
All interviews of suspects are tape recorded and/or video recorded.	All interviews are recorded by the Richmond Police Department.	
FORENSICS		
Decisions about calling out field evidence collection specialists are based on the technical requirements of the crime scene.	Any call out is based on the technical requirements of the scene. All homicides receive a field response. CSI's are assigned in teams that rotate in conjunction with major crimes units (Homicide and Aggravated Assault) enabling them to build a working relationship.	
Field patrol personnel handle the processing of 'minor' or other crime scenes.	Field personnel and Detectives are expected to handle minor evidence collection tasks.	
SPECIAL INVESTIGATIONS		

Performance Target	Does the Department Meet the Target?	Potential Improvements
Specialized operations such as street crime enforcement, narcotics and vice operations are provided.	The Richmond Police Department has a broad-spectrum approach to dealing with violence. This includes staff assigned at the Patrol Precinct level (FMT) and personnel assigned centrally. The primary focus of the Special Investigations units is on the reduction and mitigation of violence in crime. For example, narcotics enforcement is specifically targeted at violent drug dealers. This focus is intended to address both narcotics trafficking – and those who are most likely to put the community at risk through violence.	
Are decisions made at the appropriate level?	Decisions regarding the targeted enforcement efforts of the Special Investigations staff are made at the unit supervisor level. Larger programs involving multiple units are coordinated through the command staff level.	
Clearly defined mission that focuses on both street level as well as large-scale interdiction?	The RPD has clearly defined violence reduction as its number on priority – this includes within its Special Investigations units. Narcotics investigations are focused primarily on violent gangs and groups. This approach focuses staff effort on those offenders who are most likely to utilize violence during the course of their transactions.	
Targets are tied to meeting the mission and are reviewed periodically.	Those targeted for enforcement activities within the purview of the Special Investigations units are reviewed and approved by various levels of the command staff – both within the Division and within the overall command staff of the RPD.	

Performance Target	Does the Department Meet the Target?	Potential Improvements
Internal systems and performance measures have been designed to provide for internal accountability?	The primary focus, and the way in which each unit's success is judged, is on their impact on the reduction of violent criminal activities.	
Internal systems provide for clear accountability and tracking of money and drugs used / collected?	There are strict policies accounting for money and other assets in the Special Investigations Division. The RPD's staff inspector conducts regular audits of cash and other assets insuring that there is a detailed and proper accounting. A review of these reports indicated that staff are expected to be able to account for all funds to the $0.01.	
Interaction with local, state, federal and international agencies?	The Special Investigations Division has personnel assigned to a number of state and federal task forces. These personnel focus on violent crime, major narcotics investigations and the like. These personnel also serve as a conduit for information between the RPD and the federal agencies.	
Secured storage on-site for drugs and money?	There are a number of secure storage options available for staff. As noted above, all case funds are accounted for regularly, according to policy and in detail.	
Asset seizure funds are regularly audited by an external entity.	The asset seizure funds are subject to the same level of internal audit as other cash accounts in the Police Department (and in the City). Multiple levels of internal audit can be brought to bear on these funds.	

SPECIAL EVENTS

TRAFFIC ENFORCEMENT

Performance Target	Does the Department Meet the Target?	Potential Improvements
Are dedicated traffic enforcement personnel averaging one citizen contact or citation each duty hour?	The Department appears to be meeting this standard.	
Is the Traffic Enforcement Index (citations and DUI arrests divided by injury/fatal accidents) in the 1:25 to 1:40 range?		The project team collected data that indicated there were 30,387 traffic summons issued in 2008 and 668 DUI arrests. This resulted in a total of 31,055 summons and arrests. The number of injury/fatal accidents totaled 1,528 in 2008. This results in a ratio of 1:20.
Does the unit regularly coordinate with other government entities, particularly traffic engineering, to help develop deployment strategies and/or develop a Traffic Management Plan?	The RPD utilizes traffic accident and enforcement data to identify major problem areas and communicates this information to other government agencies.	
Do traffic enforcement personnel provide periodic calls for service back-up?	Traffic enforcement personnel provide periodic call for service back-up.	

CANINE AND MOUNTED

Do the Units have a clearly defined mission for providing patrol and other support functions?	Both Unit's roles and responsibilities are defined by the General Orders.	
Are Canine Unit personnel deployed in accordance with workload and other demands in the field?	Generally, the Canine unit is deployed in accordance with workload and service demands but some maintain a different schedule than patrol units and have different supervisors. For example, there are 2 passive canines who work narcotics on the evening shift and a bloodhound that works strictly evenings	

Performance Target	Does the Department Meet the Target?	Potential Improvements
Are Canine Unit personnel assigned geographically to reduce response times and to increase availability / accountability?	Seven staff members are assigned to Patrol and operate geographically.	
Does the agency utilize a formal program to train, evaluate and ultimately test canine partners before they are admitted to the field?	The RPD has a detailed program for canine selection, training and evaluation before a dog is released to work in the field (either patrol or narcotics).	
Do personnel get weekly, on-duty training time? Is this done with other personnel?	Personnel get extensive on-duty training.	
Does the agency have formal canine Standard Operating Procedures and/or a deployment policy?	The agency has a formal canine Standard Operating Procedure.	
Are Mounted Unit personnel deployed in accordance with workload and other demands in the field?	Personnel are prominent during special events and other gatherings where field force presence is critical. They play a role in high profile patrols in urban areas as well as public relations.	
Are sworn personnel in the Mounted Unit being used in areas where their certifications / training are not required.	A part-time stable attendant is on staff. Officers are not typically required to perform these duties, thus reducing their ability to perform proactive police activities.	
Does the agency utilize a formal program to train, evaluate and ultimately test Mounted Unit officers and horses before they are admitted to the field?	The RPD has a program for officer selection, training and evaluation before officers and horses are deemed ready to work in the field.	

AVIATION

Performance Target	Does the Department Meet the Target?	Potential Improvements
Are specialized field operational units deployed as a proactive unit; given a clearly defined mission; and held accountable for service levels, field time, and performance outputs/outcomes?	Units are deployed and dispatched based on a regional concept with Henrico County overseeing the operation. Three pilots are assigned to provide Richmond's contribution to the program.	
Are specialized field operational units deployed based on the use of available crime or other enforcement data?	Deployment is typically based on a combination of complaints, calls for service workload, or geographically based). Crime analysis or similar data is used minimally in deployment decisions. These are generally reactive units with their defined assignment being proactive patrol and patrol support.	
Do the Units have a clearly defined mission for providing patrol and other support functions?	The Aviation Unit's roles and responsibilities are clearly defined. The unit tries to maintain regular patrol hours given the availability of the fixed wing. due to budget limitations, maintenance, etc.	
Do the Units have a comprehensive policies and procedures or general operations manual dedicated to air support operations?	The Units have comprehensive policies and procedures in place.	
Does the Aviation Unit use Reserve Officers and/or "Relief" Officers to augment air support operations and act in the role of the Tactical Flight Officer/Observer?		No relief or reserve officers are utilized. Flights are typically solo flights when conducting surveillance, taking photographs, and responding to calls for service assistance requests.

HOMELAND SECURITY/SWAT/BOMB UNITS

Performance Target	Does the Department Meet the Target?	Potential Improvements
The organization provides a blend of investigative, analytical, operational and technical resources	The organization provides a blend of services: • The Criminal Intelligence Unit is primarily engaged in Joint Terrorism Task Force (JTTF). • The Lieutenant is responsible for overseeing the administrative requirements of the SWAT Team. The Captain and the Lieutenant rotate in managing SWAT activities and incidents. • Personnel double as members of SWAT (Tactical Support), bomb squad, and hostage negotiators. • This unity of command at the department level of inter-related HLS functions, including SWAT team operational support and the Crowd Management Team, is a Best Management Practice.	
The organization that has a clearly defined mission that has both proactive and reactive focus.	The Homeland Security Unit's Mission is defined and organized with specific focus on homeland security response, disaster recovery and prevention through improved security.	
Sworn personnel are not handling administrative / technical / support functions that could be performed by non-sworn personnel.	Sworn personnel handle the Homeland Security services.	
Displayed ability to coordinate, exchange information and engage operations with all levels of government external to the Department.	The Unit is part of the FBI's Joint Terrorism Task Force with other law enforcement agencies, including the State Police.	

Performance Target	Does the Department Meet the Target?	Potential Improvements
Displayed ability to coordinate, exchange information and engage operations with all Divisions, Units, and Sections of the Department.	Departmental members work closely and frequently on all major regional events with the Special Events Unit by providing coordination and emergency (SWAT) ready teams for immediate responses. The department has the entire planning and response spectrum under one command.	
Has investigative resource to follow-up on reports of suspicious activities that display a potential for terrorist activity at any level locally and regionally.	The Intelligence Unit investigators provide the resources necessary to investigate all reports that have some level of terrorist implication. If these "leads, tips, reports" evolve to a significant terrorist level to information (case) is referred to the Joint Terrorism Task Force.	
The Homeland Security Unit has identified and engages in security planning with major industries in the City.	The Unit is responsible for assisting and coordinating with public and private organizations to assess and protect critical infrastructure in the City. • Coordinates with other agencies on critical facilities and maintains basic contact information on critical facilities and suspected groups or individuals. • Conducts security and risk assessments of high profile targets in the City.	
Does the Department have a critical incident response team (i.e., SWAT)?	The RPD has SWAT teams ready to respond throughout the week, although there are no staff dedicated ONLY to SWAT operations. After hours and weekend availability is done on a callout basis between the Captain and the Lieutenant.	
Protocol exists under which call out of the team members is determined.	A formal operational procedure exists and defines how/when SWAT can be called out.	

Performance Target	Does the Department Meet the Target?	Potential Improvements
Does the SWAT team engage in weekly training in high-risk and high-liability skills?	SWAT training data is still being analyzed.	
Is SWAT used in support of warrant service and other high-risk police actions (beyond barricaded suspects)?	SWAT, also known as Tactical Support, is used in support of high-risk field operations including high-risk arrest and search warrants. There is a process in place by which SWAT team support is requested and through which the team receives information about the planned action, the layout of the structure, information known about suspects in the facility, etc.	
Do SWAT members perform other duties when not training, planning or executing high-risk operations?	There are no dedicated SWAT Team members. All assignments for SWAT are in addition to other primary duties.	
Do SWAT members receive training in special tasks such as: HazMat, executive protection, ordinance, etc.?	SWAT team members receive a wide range of specialized training to cover foreseeable situations.	
Do SWAT members pre-plan potential targets or high-risk public use facilities?	SWAT team members work with high-risk targets to pre-plan potential issues.	
Does the hostage negotiation team require ongoing training and perform regular simulations of hostage situations? Are staff from other Units (e.g. patrol) involved?	These are conducted periodically and in conjunction with SWAT training activities. These drills involve a wide array of resources and units.	
The Office has a trained and certified explosive response or "Bomb Unit."	The Department has a trained and certified explosive response unit.	
Personnel are not allowed to function as primary responders on a call-out until they have been certified.	Personnel are allowed to respond but only as a secondary on calls until they are fully certified as technicians.	

Performance Target	Does the Department Meet the Target?	Potential Improvements
COMMUNITY, YOUTH & INTERVENTION SERVICES		
CRIME PREVENTION, COMMUNITY SERVICES, CAPS, TRAPP		
There are proactive crime prevention programs that focus on a cross-section of law enforcement issues in an effort to develop positive relationships and to address community issues.	The Crime Prevention Unit provides a vast array of crime prevention programs that primarily involve the 56 active Neighborhood Watch Groups (144 total). In 2007, they provided 285 separate programs. The CAPS (Community Assisted Public Safety) Team proactively addresses abandoned or derelict properties where illegal drug trade activities often flourish. Condemnations and evictions are used as a proactive tool to address these attractive nuisance properties. They performed 2,052 inspections in 2008.	
The Department has an active crime prevention program that has collaboration and partnerships between multiple agencies (state, local, federal, and community)	RPD has a crime prevention program that is active with schools, businesses, and community groups. In addition, Crime Prevention conduct security and vulnerability/threat assessments for homes and businesses.	
The crime prevention program includes cultural sensitivity to the needs of different groups (gender, racial/ethnic)	Crime Prevention programs are designed with specific cultural, age specific, and racial/ethnic issues in mind.	
The crime prevention program includes situational crime prevention and policing to target hot spots.	The crime prevention programming works closely with neighborhood groups, the Office of the Chief and others to target crime hot spots and trends.	

Performance Target	Does the Department Meet the Target?	Potential Improvements
The Department has an active Volunteer Program	Neighborhood Assistance Officers include several dozen volunteers who assist in providing a police presence, directing traffic, and assisting in crime prevention programs.	
The Truancy Reduction and Prevention Program (TRAPP) contains several key components: Collaboration; Family Involvement; a focus on prevention and intervention; use of incentives and sanctions; development of a supportive context; evaluation of the programs successes and challenges.	The truancy program contains the majority of these elements, especially the focus on prevention as well as intervention. Personnel staff outreach centers in the communities and involve parents and family members.	Management of this program is split between the Police Department and the City's Department of Justice Services.

SCHOOL RESOURCE, PAL, HOPE

The Department participates with local school districts in an SRO program; funding is shared.	RPD currently operates an SRO program with the Richmond City Schools with SROs at seven middle schools and five high schools.	The current program is funded by RPD.
SROs participate in other outreach services and perform law enforcement duties and responsibilities during the months that school is not in session	The RPD operates a robust PAL program that includes after-school activities (6-13 year olds) and a summer camp for 200 youth.	
The homeless outreach program incorporates a multi-pronged approach to impacting the plight of the homeless, including participating with social services agencies to assist the homeless in ending the cycle of homelessness, job placement services, and gathering intelligence on criminal activities among and against the homeless..	The HOME Program works with the mentally ill and chronically homeless by developing partnerships with service providers in the area. Responsibility is citywide, but the program focuses on the downtown areas. The teams also focus on gathering intelligence and interacting with the homeless and identifying the types of services they require.	

WARRANTS/INFORMATION

Performance Target	Does the Department Meet the Target?	Potential Improvements
Public Information staff are available to handle customer requests.	This Division has civilians dedicated to the public counters, who are responsible for processing all public requests except records.	
Warrant retention and retrieval personnel are civilians.	.	The Division is managed by a sworn position (Lieutenant)and has a large number of sworn personnel (3 Sergeants and 10 Police Officers) assigned to the unit.

3. COMMUNICATIONS

Performance Target	Does the RPD Meet the Target?	Potential Improvements
COMMUNICATIONS		
A consolidated public safety dispatch center is utilized that dispatches police and fire calls for service.	The City of Richmond utilizes a consolidated dispatch center for dispatch of police and fire calls. Richmond Ambulance Authority does have a separate dispatch center for EMS incidents. However, this facility is also utilized to management non-emergency transport requests.	
All dispatchers have training that meets or exceeds APCO training guidelines.	The RPD has developed a dispatcher training academy that includes 7 weeks of classroom training and on the job daily observations and performance evaluations.	
Teletype operators and dispatchers have appropriate training and certifications to access criminal justice databases.	DEC personnel receive training and certification to access NCIC and local criminal justice databases.	
Communications has developed and utilizes written procedures to standardize effective dispatch practices.	The RFP has developed written procedures to standardize dispatch practices. These policies are utilized in the Dispatcher training academy.	
90% of the 9-1-1 calls are answered within 10 seconds.	91% of all calls received by DEC (including non-emergency) are answered within 7 to 12 seconds of ring time.	
The CAD and the records management system (RMS) are integrated.	The RPD utilizes an integrated CAD and records management system.	

Performance Target	Does the RPD Meet the Target?	Potential Improvements
The radio system is digital and all units have been equipped with digital radios.	The RFP utilizes a digital 800 Mhz system. All units are equipped with digital radios.	
In-vehicle computers are utilized in police vehicles to reduce the extent of dispatcher workload such as records checks and call status updates.	In vehicle computers can be utilized to perform criminal background checks, place units en-route, at the scene of an incidents, and in "cleared" status.	The RPD cannot utilize the DEC or in car computers to access local warrant clearance information. This function is performed by the warrant office. The RPD should consider changing this procedure to allow dispatchers to check the status of local warrants.
Communications is staffed with civilians.	Dispatchers, call takers, and line supervisors are all civilian personnel.	The DEC currently staffs 2 Sergeants and 1 Lieutenant within Operations. In addition, a Lieutenant is assigned as the Executive Officers within the DEC. These personnel are responsible for policy and procedure development, training, quality assurance and control, shift supervision, as well as special projects (e.g. new phone system research, grants, facility upgrades). Several of these positions were created in response to deficiencies noted in an earlier study related to policies and procedures, dispatcher training, quality control, and other issues. As a result, policies and procedures have been re-written and a new training and quality control system is in place. However, as these new procedures are finalized, the RPD should consider reducing the number of sworn personnel responsible for training, QA/QC, and supervision.
Dispatch equipment and furniture has been ergonomically designed to reduce the risk of repetitive motion injuries, problems with lighting and the constant use of computer screens.		The DEC needs to upgrade its current equipment and furniture. The Executive Officers is researching new telephone system equipment as well as furniture upgrades.

Performance Target	Does the RPD Meet the Target?	Potential Improvements
Adequate communications and 9-1-1 network equipment is utilized for dispatching.		The DEC needs to upgrade its current equipment and furniture. The Executive Officers is researching new telephone system equipment as well as furniture upgrades.
The work schedule for dispatchers matches the call for service demand profile by hour of the day and day of week.	The DEC utilizes a minimum staffing plan that varies based on call workload by hour of day and day of week. The DEC also utilizes part-time personnel to better match call taker and dispatchers needed to changes in workload.	The current shift schedule includes an overlap day on Tuesday, which is used for training purposes. However, this creates a large overlap of personnel compared to workload. While this approach provides a large amount of training for dispatchers, it requires more dispatchers than would be required under an alternative shift schedule which relied on a straight 3 platoon, 8-hour shift schedule. The RPD should consider the use of an alternative shift rotation which reduces this overlap, while providing sufficient training hours for dispatchers and call takers.

Average Hourly Calls Handled by DEC
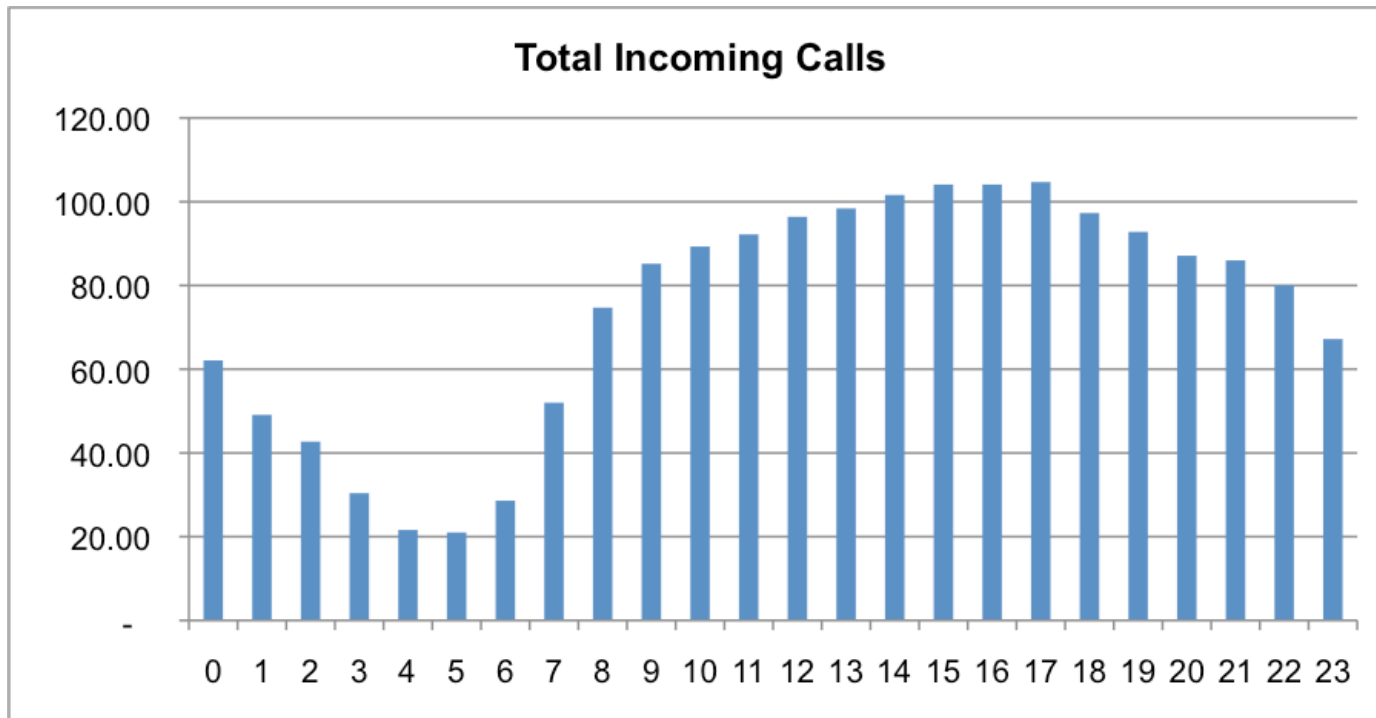
DEC - Minimum Staffing Plan

Hour	Sun	Mon	Tues	Wed	Thur	Fri	Sat
0000	13	12	12	12	12	12	13
0100	13	12	12	12	12	12	13
0200	13	12	12	12	12	12	13
0300	13	12	12	12	12	12	13
0400	12	12	12	12	12	12	13
0500	12	12	12	12	12	12	13
0600	12	12	12	12	12	12	13
0700	12	12	12	12	12	12	13
0800	12	13	13	13	13	13	12
0900	12	13	13	13	13	13	12
1000	12	13	13	13	13	13	12
1100	12	13	13	13	13	13	12
1200	15	15	15	15	15	15	15
1300	15	15	15	15	15	15	15
1400	15	15	15	15	15	15	15
1500	15	15	15	15	15	15	15
1600	14	15	15	15	15	15	15
1700	14	15	15	15	15	15	15
1800	14	15	15	15	15	15	15
1900	14	15	15	15	15	15	15
2000	15	15	15	15	15	15	15
2100	15	15	15	15	15	15	15
2200	15	15	15	15	15	15	15
2300	15	15	15	15	15	15	15

Net Available Dispatchers & Call Takers

Hour	Sun	Mon	Tues	Wed	Thur	Fri	Sat
0000	12	12	17	11	11	11	12
0100	12	12	17	11	11	11	12
0200	12	12	17	11	11	11	12
0300	12	12	17	11	11	11	12
0400	12	12	17	11	11	11	12
0500	12	12	17	11	11	11	12
0600	12	12	17	11	11	11	12
0700	12	12	17	11	11	11	12
0800	14	14	20	14	14	14	14
0900	14	14	20	14	14	14	14
1000	14	14	20	14	14	14	14
1100	14	14	20	14	14	14	14
1200	14	14	20	14	14	14	14
1300	14	14	20	14	14	14	14
1400	14	14	20	14	14	14	14
1500	14	14	20	14	14	14	14
1600	14	14	20	13	13	13	14
1700	14	14	20	13	13	13	14
1800	14	14	20	13	13	13	14
1900	14	14	20	13	13	13	14
2000	14	14	20	13	13	13	14
2100	14	14	20	13	13	13	14
2200	14	14	20	13	13	13	14
2300	14	14	20	13	13	13	14

4. OFFICE OF PROFESSIONAL RESPONSIBILITY AND RELATED FUNCTIONS

Performance Target	Does the Department Meet the Target?	Potential Improvements
PROFESSIONAL STANDARDS		
Does the Department meet accreditation standards of CALEA, or comparable standards?	The Police Department is accredited under both CALEA and state programs. Staff are dedicated to maintaining relevant files.	
Does the agency provide a variety of methods to comment on police services?	The RPD has an extensive process under which command staff members, subject matter experts and others with an interest in a subject area are able to focus on and provide feedback on all policies.	
Does the agency analyze operations of all organizational units on a recurring basis?	The Police Department has a number of personnel who are focused on evaluating operations, providing research and planning assistance, updating policies and procedures, etc.	
INTERNAL AFFAIRS / DISCIPLINE		
Is there a policy and procedure regarding the Internal Affairs process? Does it do more than simply restate state law?	The Police Department has detailed policies and procedures describing the internal affairs process and the resulting disciplinary process. The Department is in the middle of a major re-write of these policies – as a number of significant changes are underway in this important area.	

Performance Target	Does the Department Meet the Target?	Potential Improvements
Minor complaints are tracked and, as necessary, followed up on by the agency at the unit or division level.	Minor complaints are tracked – the Department is considering changes to its early warning system that would further expand the types of events that are tracked centrally.	
Are Internal Affairs investigations completed within 90 days from the allegation?	The Department targets completion within 90 days.	The Department will delay conduct of any internal affairs investigation when there is a potential criminal issue – the criminal investigation will be completed first (to avoid potential legal conflicts).
Departmentally initiated cases equal or exceed those from the public (i.e., self-policing)? What is the trend (increase/decrease)?	The proportion of cases are evenly divided between internally initiated and externally generated. There does not appear to be any change in this distribution.	
Does the public have sufficient access to the internal affairs process and its results? Is a status report provided for protracted investigations?	Public information is available on internal affairs (at a very summary level). Updates will be provided for publicly generated cases where there is an extended investigation.	
Complaint and non-complaint information is used to develop guidance for both training and policy development.	There is direct feedback into training, policy and other key management systems from internal affairs and disciplinary staff.	
Does Internal Affairs promote awareness of the process among line personnel? Are I.A. policies clear and complete?	The Internal Affairs staff conduct at least one "roll call" level training in all commands quarterly. These will be on subjects that have been a frequent focus of internal affairs investigations or of a very serious complaint.	

Performance Target	Does the Department Meet the Target?	Potential Improvements
How is discipline/corrective action accomplished?	The Police Department has staff dedicated to recommending discipline on each case. These personnel review the finding of fact, the discipline matrix, past performance of the individuals involved and other key information. A major focus is in place to ensure consistency of reactions by the RPD to avoid the potential for disparate discipline.	
Does the Department accept complaints from anonymous sources?	The Department accepts them from anonymous sources.	
Does the Department, as a matter of policy, inform an officer that a complaint has been made against him and that an investigation will commence?	The Department will inform an officer of an internal affairs investigation. This may not happen immediately if there is a potential for there to be a criminal investigation as well.	
Does the Department proactively attempt to uncover patterns of officer misconduct?		There is no effort to proactively identify officer misconduct – except where it may be identified through the early warning system.
Is there an established formal procedure for reviewing complaints for patterns of inappropriate behavior and/or for committing acts of misconduct?	The Department has a process through both its early warning system and its disciplinary processes to identify and respond to patterns of behavior among officers.	
Are Internal Affairs investigators and other supervisors provided specialized training regarding the conduct of internal investigations?	Personnel are provided with general investigative and specialized training for conducting internal affairs investigations. Personnel with specialized duties (discipline management) receive additional training. Personnel are encouraged to attend external training and conferences on these issues.	
Are audio and/or video recordings made of interviews with witnesses and/or officers?	All interviews are recorded.	

Performance Target	Does the Department Meet the Target?	Potential Improvements
POLICY COMPLIANCE		
Are staff inspections conducted on both scheduled and un-scheduled bases?	The Police Department's Policy Compliance Detective conducts both announced and unannounced inspections. These include regular inspections of high liability areas and less regular inspections of other areas of the Department checking on policy compliance.	
Do staff inspections focus on high liability issues as a priority? Specifically on property / evidence, internal affairs compliance, cash-handling, etc.	The Department, with a single Detective assigned, has time only to focus on the high liability areas. This includes checking on property and evidence, cash handling and other potential risk management issues. Policies such as use of force, pursuit, etc. are examined by Internal Affairs staff.	
Are reports generated for senior staff describing the findings and recommended improvements resulting from staff inspections?	The Policy Compliance detective generates a report following each inspection / audit. These include major findings, issues identified and recommendations for improvement. These are shared with the command staff.	
FINANCIAL CRIMES / COMPUTER FORENSICS		
Unit dedicated to computer forensics has secure facility – separated from other investigators.	Forensics personnel operate in a secure area that is not open to access by others – even within the unit. Detectives who interact with the computer forensics personnel typically do so outside of the secure area – unless they are reviewing images which should be shared on a limited basis.	

Performance Target	Does the Department Meet the Target?	Potential Improvements
Computer forensics personnel have received recognized training allowing them to function as expert witnesses, to preserve key computer evidence, etc.	Computer forensics personnel have received specialized training. The challenge for the RPD has been to obtain sufficient opportunities for training to expand the number of certified personnel.	
Financial crimes personnel focus on large-scale fraud and related cases.	Financial Crimes personnel typically work on cases referred to them from the Commonwealth's Attorney's office. These cases are large and complicated and require the kind of specialized focus that cannot be obtained from one of the Precinct Detectives.	
In decentralized agencies, major financial crimes are investigated centrally (along with other major person crimes) to provide opportunities for training, etc.	In the RPD, all complicated financial crimes – frauds, embezzlements, etc. are handled by the Financial Crimes detectives. Less complicated crimes (credit card frauds, forged instruments) tend to be handled at the Precinct level.	

5.   FINANCIAL MANAGEMENT

Performance Target	Does the RPD Meet the Target?	Potential Improvements
FINANCIAL FUNCTIONS		
Management of financial systems has been centralized to assure effective financial management practices.	The Financial Management Division is responsible for the day-to-day financial management and operations of the Richmond Police Department. The RPD has centralized management of financial systems within the Financial Management Division.	
Comprehensive and effective fiscal policies have been developed.	The City of Richmond has developed citywide policies and procedures relating to fiscal management. In addition to City policies, the Financial Management Division has developed policies specific to the operations of the Richmond Police Department.	
A program budget is utilized that links the RPD strategic plan to the goals, objectives, and performance measures within the budget complying with GFOA *Best Practices in Public Budgeting*.		The Richmond Police Department uses a hybrid program/line item budget. Each program is assigned activity codes and all procurement is completed utilizing these codes. The City of Richmond, this past year, utilized a line item approach that coincides with what the police department is currently doing.
Budget instructions have been prepared and are available on-line.		Budget instructions are not online.

Performance Target	Does the RPD Meet the Target?	Potential Improvements
Operating and capital expenditures are monitored on an ongoing basis to assure actual expenditures do not exceed the authorized budget.	The Richmond Police Department monitors operating and capital expenditures on an ongoing basis. Additionally, each Division has access to the financial system to be able to view year-to-date expenditures, budget versus actual expenditures and to create purchase requisitions.	The Richmond Police Department has created a database to better track current expenditures and activities. This system is a separate, stand alone system from the City.
Responsibility for all cash handling management has been centralized.	Responsibility for cash handling has been centralized. The Financial Management Division is responsible for ensure proper internal controls are in place, conducting training and	
Accounts payable uses effective practices to process invoices including: • Managing payment dates and terms to maximize cash flow and discounts; and • Streamlining accounts payable processes to reduce cost and improve productivity placing increasing reliance on technological solutions, including making payments electronically;	The Financial Management Division enters data into the City's system incompliance with City requirements. The City issues vendor payments.	
Sworn positions are utilized in the Financial Management Division, where appropriate.	The Division is staffed with mostly civilian personnel in its core financial services functions, such as budget, grants management, accounting, procurement, etc.	The Division has a number of sworn positions in traditionally civilian functions, including fleet coordination, asset forfeiture, and property and evidence functions.
The Financial Management Division provides the RPD with periodic reports.	The Financial Management Division generates monthly budget reports, including budgeted versus actual expenditures, overtime utilization and costs, etc. to other Division managers in the Department.	

Performance Target	Does the RPD Meet the Target?	Potential Improvements
Procurement is centralized to minimize fragmentation.	Procurement is centralized within the Financial Management Division. The Division is responsible for processing all procurement activities with the City.	
Procurement cards are utilized to reduce the costs of acquisition of small purchases. Internal control measures have been developed and put in place for the use of procurement cards.	The Department has assigned credit cards to Majors, Chiefs and the Financial Management Division. These credit cards are not utilized for small purchases. The Department utilizes purchase requisitions and orders for most purchases.	
Comprehensive and well documented purchasing policies and procedures are in place.	The City has a comprehensive and well documented procurement policies and procedures manual, which is placed on the City's website.	
Competitive bidding techniques are utilized.	The Richmond Police Department follows the requirements of the City with respect to competitive bidding. The Financial Management Division ensures RPD compliance with City policies and procedures.	
Purchasing planning techniques and blanket purchase orders are utilized to enable bulk purchasing and lower unit costs.	The Department utilizes blanket purchase orders, as well as bulk purchase to lower costs.	
Grant accounting maintains financial information, monitors grant expenditures for compliance with conditions, prepares financial reports, and carries out all cash management responsibilities associated with the grant.	The Financial Management Division has a Grants Management Unit that is responsible for all grant reporting and monitoring to ensure compliance with the terms of each grant.	
A state-of-the-art ERP is utilized to support the financial, human resource, payroll, and purchasing functions within RPD.		The City of Richmond does not have a state-of-the-art ERP. The City is in the process of exploring technological solutions.

Performance Target	Does the RPD Meet the Target?	Potential Improvements
Time and attendance reporting is done electronically.	Divisions within the RPD enter data directly in to the Department's payroll system.	The Department purchased a separate payroll scheduling system due to the inadequacies for the current city payroll system that does not track hours correctly nor allow for in-depth reporting. While this is processed electronically, the Department must enter data into the City's time and attendance system.
Electronic submittal of payroll data from operating divisions.	Internally, data are submitted electronically.	The Payroll Unit must generate reports from the Department's system.
Direct deposit is available and is widely utilized.	Direct deposit is available and widely utilized by the Department.	
FACILITIES MANAGEMENT		
The RPD has designated an individual section or employee to manage facility maintenance.	The Financial Management Division is responsible for coordinating with the City of Richmond on facility management and maintenance issue. There is one FTE assigned to facility and project management. This employee is responsible for managing all capital projects for the RPD, as well as coordinating maintenance work order requests.	
Facilities Management periodically inspects the condition of building components.	The City of Richmond provides facilities maintenance and is responsible for conducting inspector of building components. Facilities maintenance services have been centralized within the overall organizational structure of the City.	

Performance Target	Does the RPD Meet the Target?	Potential Improvements
Facilities Management periodically inspects Police Department facilities to identify maintenance and repair projects.	The City's facilities management function conducts inspections of facilities. Additionally, there are RPD staff responsible for identifying issues with facilities they occupy (e.g., Sergeant as the Training Academy, etc.)	
The Police Department has a service level agreement with the City's Facilities Management Department.		The RPD does not have a formal, written service level agreement with the City's facilities management function.
Staff in Facilities Management are civilian.	The Administrative Project Analyst responsible for the RPD's facilities management program is a civilian.	

6.   HUMAN RESOURCES

Performance Target	Does the RPD Meet the Target?	Potential Improvements
	HUMAN RESOURCES	
Is the RPD in compliance with OSHA standards?	The Human Resources Division has an Occupational Safety and Health Specialist. This position is responsible for ensuring Departmental compliance with OSHA standards.	
Is the outsourcing of services evaluated on a periodic basis?	The Department periodically evaluates outsourcing of services, such as poly graphs, annual physicals, etc.	
Are Case Managers assigned to workers compensation cases, which meet specific criteria? (e.g., when surgery is required, worker out 8 weeks or more, costs greater than $10,000, etc.)	The Occupational Safety and Health Specialist is responsible for managing workers compensation cases.	
Does the Health and Safety organization analyze work practices which are leading to injury? Are training programs in place to abate the problems arising from these practices?	The Occupational Safety and Health Specialist is responsible for reviewing all injury on duty cases to determine changes in policies, procedures or equipment to prevent further occurrences, when appropriate.	
Statistics are available to assess losses by type.	The Department tracks statistics on workers compensation claims.	
Third party administrators are utilized to support staff efforts in the handling and processing of liability cases.	The Department utilizes a third party administrator for its workers compensation program.	

Performance Target	Does the RPD Meet the Target?	Potential Improvements
Classifications are comprehensively reviewed every 5 years? Reclassifications evaluated on an ongoing basis?	A Classification study was completed by RPD Human Resources in coordination with City Hall HR in December 2008. City Hall HR conducts, in coordination with RPD HR classification studies every 5-7 yrs.	
Are employees' performances objectively evaluated each year?	The Department has a formal employee performance system. Supervisors are requirement to conduct annual evaluations of all staff. Quarterly evaluations are conducted for sworn personnel.	
Are performance ratings linked directly to compensation?	The City of Richmond has implemented a new pay for performance system, which links performance evaluations to compensation.	
Are supervisors trained periodically in the administration of the performance evaluation process?	The Human Resources Consultants are responsible for training managers and supervisors on the performance evaluation process. This is done for all new supervisors, as well as periodically.	
Does the Division routinely (e.g., annually) conduct salary surveys of benchmark positions in the competitive market to ensure the external equity of the Department's pay plan?	City Hall Human Resources conducts market salary surveys annually for all City departments.	
Does the evaluation system comprehensively cover all aspects of job complexity, difficulty and responsibility?	The evaluation system has been updated within the last five years and addresses all aspects of job complexity and responsibility.	
Positions are evaluated at least every three years to ensure continued compliance with the FLSA requirements regarding exempt versus nonexempt positions.	City Hall HR conducts position evaluations citywide. RPD HR conducts evaluations at the request of management, focusing on classification status issues which includes FLSA exempt / non-exempt status.	

Performance Target	Does the RPD Meet the Target?	Potential Improvements
Does the Division handle grievances and/or complaints from employees?	The Human Resources Division handles grievances and complaints. Depending on the issue, the Division will also work with Internal Affairs, as well as City's Human Resources Department.	
Are grievance guidelines clearly defined in the personnel regulations?	The RPD has clearly defined the process for filing grievances.	
Is the Division formally involved in the review of all policies and procedures relating to officer discipline or related processes?	The Richmond Police Department has a Disciplinary Review Board. The Human Resources Division participates. The Division also conducts a policy review for all incidents.	
Are exit interviews routinely conducted in order to determine the primary causes for employee turnover?	Exit interviews are routinely conducted.	
PERSONNEL AND RECRUITMENT		
The Human Resources Division average recruitment turnaround time targets are: • 45 – 60 days for clerical • 45 – 60 days for operational • 60 –90 days for paraprofessional / technical • 60 –90 days for professional • 120 – 150 days for management		The Human Resources Division has not developed formal recruitment turnaround targets for classifications.

Performance Target	Does the RPD Meet the Target?	Potential Improvements
All recruitment and selection processes have been centralized within the organization.	The Human Resources Division is responsible for all recruitment and selection within the RPD. The Personnel & Recruitment Unit handles sworn recruitment. The Human Resources Unit handles civilian recruitment.	
Proactive advertising and recruiting techniques used for all positions.	The Department utilizes proactive advertising and utilizes Career Builder, as well as the City's website, recruitment / job fairs, etc.	
Searches for management personnel are national in scope.	The Department searches national for upper management positions, such as with the recent recruitment of the Police Chief.	
Can the Division transmit and receive applications on-line?	Applications and resumes are received and transmitted online using NeoGov.	
The recruitment and selection process is thorough in terms of assessing a candidate's qualifications and suitability.	The recruitment and selection process is thorough. For sworn positions, applicants must pass initial pre-screening, written and physical exams detailed background check, polygraph analysis, etc.	
The process for recruitment and selection of recruits is streamlined to insure the department is not losing candidates due to long processing times.	The process is streamlined to ensure timeliness. Additionally, the Division tracks where candidates 'drop out' and why to an effort to better manage the process and prepare applicants for success.	
The marketing effort focuses on the key benefits of joining law enforcement and becoming a police officer (i.e. job satisfaction, compensation, retirement plan, days off, etc).	The Division has created a Personnel Recruitment and Selection plan that includes a detailed marketing effort to promote the benefits of the joining the RPD.	
Background investigations take a reasonable amount of time and comprehensive in scope.	The Division maintains a target of 60 days for completion of background checks.	

7.   PUBLIC AFFAIRS

Performance Target	Does the RPD Meet the Target?	Potential Improvements
Public Affairs develop communication goals in conjunction with the Chief and the command staff.	Public Affairs Unit attends the weekly command staff meeting, where the Unit receives feedback and input on communication related issues as they occur.	The Public Affairs Unit does not have a formal process in place during which communication goals are developed with specific input from the Chief and command staff as part as a goal setting and planning process.
The Public Affairs Unit has developed a formal marketing plan for the RPD.	The Public Affairs Unit has developed a formal marketing plan for the Richmond Police Department. This plan is reviewed and updated annually.	
Public Affairs staff have developed processes for soliciting input from constituencies served and represented by the organization	The Public Affairs Unit has a number of communication tools in place, both to push information out, as well as solicit input from constituencies (internal and external to the Department)	
Public Affairs staff provides media relations training for key managers in the RPD.	The Public Affairs staff provides key training to staff in areas such as media relations, marketing, leadership, public information and FOIA. Additionally, the Public Affairs staff are available to the Department to assist with speech writing, presentations, questions / answers, etc. The Unit also provides training to new recruits during the Training Academy.	
Staff is able to respond to citizen and media requests for information and emergency events on a timely basis.	The Public Affairs Unit responds to citizen and media request on a timely basis. Staff are kept informed of ongoing issues and are able to juggle multiple requests for information.	

Performance Target	Does the RPD Meet the Target?	Potential Improvements
The media relation's staff reviews all press releases made by others for quality control prior to release.	The Public Affairs Unit is responsible for issuing all press releases for the Department.	
Effective means are employed to communicate information regarding RPD to employees.	The Public Affairs Units utilizes a number of tools to communication information to RPD employees, including newsletter, website, and email alerts. The Unit produces a weekly electronic newsletter for employees called Blue Times.	
The staff provides web-site administration for the RPD in terms of content.	The Public Affairs Unit is responsible for managing the content of the RPD's website.	
The Public Affairs Unit utilizes technology to communicate its message.	The Public Affairs Unit uses social media sites, local television and	

8.   ADMINISTRATIVE SERVICES

Performance Target	Does the RPD Meet the Target?	Potential Improvements
	RECORDS AND TECHNOLOGY	
Are Patrol personnel utilizing in-vehicle computers for dispatch information and developing report narratives, etc.?	The Richmond Police Department utilizes in-vehicle computer terminals.	
RMS (records management systems) are integrated and automated.	The Department utilizes PISTOL for its records management system. The system has a number of modules that the Department uses, including incident reporting, warrants, arrest reports, traffic summons, field contact, case management, etc. The Property and Evidence module in PISTOL was analyzed and determined to not be cost effective, nor beneficial operationally to implement. The asset forfeiture module is utilized to track assets. RPD has implemented 21 modules in addition to the base RMS product currently in production. RPD has reviewed the additional 20 modules available from their RMS vendor and found the following: 5 modules are for business processes not performed by the RPD, 8 modules do not provide enough benefit for the cost, 5 modules provide a good cot/benefit ratio, and 2 modules do not appear worth investigating.	
Records staff are available to handle customer requests.	The Records Unit staffs one front counter to receive and process walk-in records requests. The Unit is able to handle customer requests.	

Performance Target	Does the RPD Meet the Target?	Potential Improvements
Records are maintained in an area secure from the public and staff.	The Records Unit is secured. Records are stored in a restricted access area.	
The RMS system allows for automated field reporting.	The records management system allows for automated field reporting.	
Records requests are processed within an hour of a request.	Typically, records requests are processed immediately, while the requestor waits.	
Records purging and destruction proceeds per state guidelines.	The Records Unit has staff assigned to records management. These staff are responsible for purging records in accordance with State guidelines.	
Records personnel are civilians.	Records personnel are civilian.	
The cost of taking and processing fingerprints for residents is recovered through fees.	The Department charges $5 for fingerprinting.	A formal fee study has not been performed by the Department.
Information Technology has been administratively centralized to assure the effective fulfillment of the IT strategic plan and the efficient use of resources.	Information technology has been centralized in the Records and Technology Unit.	
The management of the planning, maintenance, and construction of the networking, data, and voice communications has been administratively centralized to capture economies of scale.	The Records and Technology Unit is responsible for the management of the Department's information technology needs and systems.	
A five-year strategic plan has been developed for information technology to assure the cost effective use of investments in technology, and is updated every other year.	The Records and Technology Unit recently completed a detailed audit, which resulted in a number of recommendations that the Unit is in the process of implementing.	

Performance Target	Does the RPD Meet the Target?	Potential Improvements
Effective customer support is provided (help desk, field support, training, etc.) to support their customers in the RPD.	The Records and Technology Unit has one position dedicated to the 'help desk' function, as well as the Computer Services Unit. The position assigned to the help desk responds to requests, provides assistance over the phone or by email, and triages requests for the CSU. The CSU is responsible for field support.	
An information technology steering committee has been established to provide customers the opportunity to provide input regarding IT policies, standards, application development priorities, etc.	The City of Richmond's Information Technology Department host a meeting for all information technology functions in the City. The Information Services Manager attends the monthly meeting on behalf of the RPD.	The Richmond Police Department does not have an information technology steering committee.
An up-to-date inventory of computer equipment has been established and is continuously updated.	The Unit maintains an inventory of equipment. This inventory list is used to determine the Department refreshment needs / replacement schedule.	
Technology standards have been developed for the desktop (hardware and software), server applications, database applications, utility and management applications, LAN/WAN devices.	The Records and Technology Unit has developed software and hardware standards for the Department.	
The training of IT employees is sufficient to keep up with the swift pace of technology.	RPD has consistently provided technical training via off-site & on-site training in addition to computer based training in prior fiscal years. Due to massive budget reductions for the currently fiscal year, all training is limited to computer based training and self-study materials.	

Performance Target	Does the RPD Meet the Target?	Potential Improvements
Effective practices are utilized for application selection, acquisition, and project management.	The Records and Technology Unit has a position dedicated to project management. While a relatively new position in the organization, the Program Manager is responsible for managing a variety of special projects for the Department. Records and Technology staff review/approve all requests for purchase of technical/computer related equipment.	The Records and Technology Unit is in the process of centralizing the acquisition of IT related goods and services. Divisions within the RPD still have the ability to directly acquire IT related products without the approval or input of Records and Technology.
Effective disaster recovery and contingency planning procedures are in place, are tested, and IT employees provided ongoing training in these procedures.	RPD currently implements an industry standard approach for enterprise-wide data backups. In addition, RPD has implemented VMware's high-availability & load balancing ESX solution for 90% of all enterprise-wide server-based applications.	The Records and Technology Division has identified a need for an effective disaster recovery and contingency plan, including offsite backups. The Division is in the process of more fully developing and implementing the pan.
An IT refresh program is in place to ensure hardware is replaced on a timely basis.	The Department has an IT refresh program that compliance with the City's guidelines.	
Customer satisfaction with Records & Technology is routinely monitored and satisfaction with those services is high.		The Records and Technology Unit does not have a process in place to monitor customer satisfaction.
The ratio of information technology staff as a percentage of total Department staff is 2% to 3%.		The ratio of information technology staff is 1% of total
The span of control for supervisors and managers approximates 7 to 10.		Spans of controls are 1:5 for information technology.

Performance Target	Does the RPD Meet the Target?	Potential Improvements
Helpdesk tracking software is utilized to automate helpdesk tracking, build the knowledge base regarding customer needs, documents recurring problems, identify training or documentation needs, allow for reporting of helpdesk resource utilization (e.g. volume of calls) which can be used as staffing justification	The Records and Technology Unit has help desk tracking software, called Track It. The Unit utilizes this software to receive and process requests for assistance and track ongoing workloads.	
Civilian employees are utilized for information technology functions.		The Unit has three sworn Officer positions assigned to the Records Management System Team.
	TRAINING	
In-service training hours averages 40 hours per sworn officer per year.	Sworn officers receive 40 hours of in service training every two years, complying with the State of Virginia requirements.	
In-service training is available to sworn as well as civilian employees.	Training for civilian employees is provided by the City and the Departments human resources functions.	The Training Division does not provide training to civilian employees with the exception of police cadets.
Training needs assessments are conducted to determine needed training.	The Captain responsible for Training and the Department's command staff determine training needs for the Department. In addition, the Division receives input from Internal Affairs on issues that could be addressed through training.	
Training records are centralized.	Training records are centralized. The Training Division maintenance a database of all training activities for each employee, as well as hard copy files.	

Performance Target	Does the RPD Meet the Target?	Potential Improvements
The Academy curriculum meets the state mandated requirements.	The Academy curriculum meets state requirements.	
Recruits receive standard number of hours required by the Virginia Criminal Justice and Standards Training Commission (CJSTC).	The Department offers a 28-week training academy for new recruits, which provides for standard number of hours of training in each core area.	
Does the RPD conduct a supervisor's school for new supervisors?	The Department's supervisory personnel receiving training on management and supervisory skills. Staff are also able to participate in VCU's executive leadership program.	
There are an adequate number of instructors available to the Academy.	The Training Division has one Sergeant and two Officers assigned to Recruit Training. Additional resources are available for specific training topics and courses, as needed. The typical recruit class size is between 25 and 30 recruits.	
The quality and usefulness of training is frequently assessed.	Training participates are asked to complete evaluation sheets for each course. Additionally, the Division plans its training curriculum on a two-year cycle at which point current training offerings are evaluated and assessed.	
All sworn RPD personnel meet State and agency requirements for firearms certification annually.	The Training Division ensures all sworn personnel participate in their biannual firearms qualifications.	
There is on-going annual defensive tactics training provided to officers.	The Training Division provides annual use of force training, which is provided to all sworn personnel yearly.	

Performance Target	Does the RPD Meet the Target?	Potential Improvements
Does Training communicate formally with the Internal Affairs to identify instances of recurring violations and/or problematic behavior, and incorporate this into directed counseling and training?	The Training Division formally communicates with Internal Affairs to identify issues into training courses.	

8.   OFFICE OF THE GENERAL COUNSEL

Performance Target	Does the RPD Meet the Target?	Potential Improvements
OFFICE OF THE GENERAL COUNSEL		
The General Counsel handles the vast majority of FOIA requests for the department with the exclusion of media requests, handles all subpoena requests for civil matters and responds to court orders for both state and federal courts regarding document production, 911 calls, investigations, etc.	RPD's Public Information Office confers with the General Counsel on high priority media requests, and media requests of a sensitive nature. General Counsel advises the public affairs unit to special exclusions of the law pertaining to law enforcement agencies when responding to requests for information and assists in forming media responses as well as providing FOIA training for the Public Affairs Unit on an as needed basis. General Counsel responds to a high number of requests for information from the general public, attorneys, insurance agencies and the courts. General Counsel alerts and confers with the City Attorney's office when "Motions to Quash" or "Protective orders" are needed for both Civil and Criminal matters.	
The General Counsel provides guidance and opinions to the City on state and local criminal justice issues affecting the operation of the RPD	The General Counsel consults with the Chief on State Legislative issues, acts as a liaison with the Commonwealth's Attorney and reviews all inter-agency agreements and memorandums of understanding.	

Performance Target	Does the RPD Meet the Target?	Potential Improvements
The General Counsel provides opinions, guidance and training to the RPD regarding all criminal matters that affect citizens and members of the Department.	The General Counsel serves as the General Counsel to the Chief regarding criminal matters. Legal issues range from providing training to Officers, drafting legislation to defending the RPD and its officers in criminal proceedings. The General Counsel reviews cases with the Commonwealth's Attorney and responds to Officer requests for case guidance.	
The General Counsel routinely consults with the RPD's Public Information and Internal Affairs Units regarding investigations and information requests.	The General Counsel consults with the RPD's Public Information Officer regarding information requests from the public and from attorneys, works with Internal Affairs on criminal cases.	
The General Counsel uses paralegals to provide assistance with legal research and processing.		The General Counsel's Office, staffed by two attorneys and an Administrative Program Support Assistant, but does not have any paralegals. Recommendation to hire paralegal.
The General Counsel conducts a case-by-case evaluation of the use of outside counsel to provide legal work on a cost-effective basis.	The General Counsel and the Commonwealth's Attorney handle criminal cases without outside counsel. The City Attorney handles civil cases. The city is self-insured and handles most issues with its own legal staff rather than with outside Counsel. The General Counsel confers and consults with the City Attorney's office regarding whether outside counsel is needed in specific civil cases due to potential conflicts of interests and/or complexity of issues. The city is self-insured and handles most issues with its own legal staff rather than with outside Counsel.	

Performance Target	**Does the RPD Meet the Target?**	**Potential Improvements**
The General Counsel had established response time targets for information requests: • 1 day to simple verbal question • 1 workweek to simple memo response. • 2-3 weeks response to complex issues. • Written notice given on issues that will require greater time periods.	The General Counsel responds to telephone and email requests for assistance and opinions. The type of response is dictated by the immediacy and complexity of the inquiry. The RPD's General Counsel is on-call for emergencies.	The General Counsel does not maintain any written standards or reports regarding the response time to inquiries
The General Counsel conducts an annual review of issues with each division head and their management teams.	The General Counsel alerts management to and provides guidance and advice on potential liability issues affecting the department and training needs.	The General Counsel responds primarily to case related issues. Neither the General Counsel nor the City's General Counsel have a formal process for meeting with the RPD's management team to conduct an annual review of legal issues.
Training programs are developed and administered to reduce risk associated with vehicular operations, property, etc. and to provide staff with appropriate legal guidance in the performance of their duties.	The General Counsel devises roll call training that addresses case preparation and other issues facing police operations. The General Counsel participates in recruit training. The General Counsel devises roll call training that addresses new criminal laws, liability issues, best practices employment law and supervisory responsibility. The General Counsel participates in recruit, supervisory, and employee training.	

Performance Target	Does the RPD Meet the Target?	Potential Improvements
Legal staff is involved in the review of all internal investigations where disciplinary action is probable.	The General Counsel works with the RPD's Internal Affairs units on disciplinary cases that involve criminal charges. The General Counsel works with the RPD's Internal Affairs units on all cases where discipline may result and provides advice to the administration regarding potential criminal charges and other legal matters (i.e. sexual harassment).	
Helpdesk type software is used to track proactive and reactive customer support activities, build a knowledge base regarding customer needs, document recurring problems, identify training and documentation needs, allow for reporting of activity levels that can be used to estimate staff needs.	The General Counsel engages in a range of proactive and reactive legal issues facing the Department. (i.e. Pursuits, car accidents, property damage claims, use of force, etc.)	The General Counsel does not have any software to track customer support activities.

ATTACHMENT D
RESULTS OF THE COMPARATIVE SURVEY

The City of Richmond retained the Matrix Consulting Group to conduct an Analysis of the Police Department. As part of this study, the project team conducted a survey of comparable communities. The project team developed a survey instrument through which information regarding several key service areas was collected. Agencies for which a partial or complete response was received included:

• Albany, New York

• Baton Rouge, Louisiana

• Lansing, Michigan

• Little Rock, Arkansas

• Madison, Wisconsin

• Raleigh, North Carolina

The sections, which follow, provide a summary of the results of the comparative surveys.

1. COMPARATIVE AGENCIES PROVIDED OVERALL STAFFING AND ORGANIZATIONAL DATA.

Comparative agencies were asked to provide general data regarding overall civilian and sworn staffing, command structure and budget. The table, which follows, presents a summary of the general data provided by the comparative agencies.

Item	Albany	Baton Rouge	Lansing	Little Rock	Madison	Raleigh	Richmond
Population	93,539	223,689	114,000	189,515	240,000	385,507	202,002
Square Miles	22	72	35.2	125.2	77.4	141	60.1
Current Budget (Million)	$47.4	$75.3	$34.2	$49.2	$58.0	$89.3	$74.9
Total FTEs	**549.0**	**953.0**	**344.0**	**647.0**	**545.0**	**901.0**	**1,005.5**

Annual expenditures ranged from $34.2 million to $89.2. The average expenditure per fulltime equivalent for the comparative agencies was $91,000 per FTE. The chart, below, presents a comparison of the data.

Expenditures per FTE
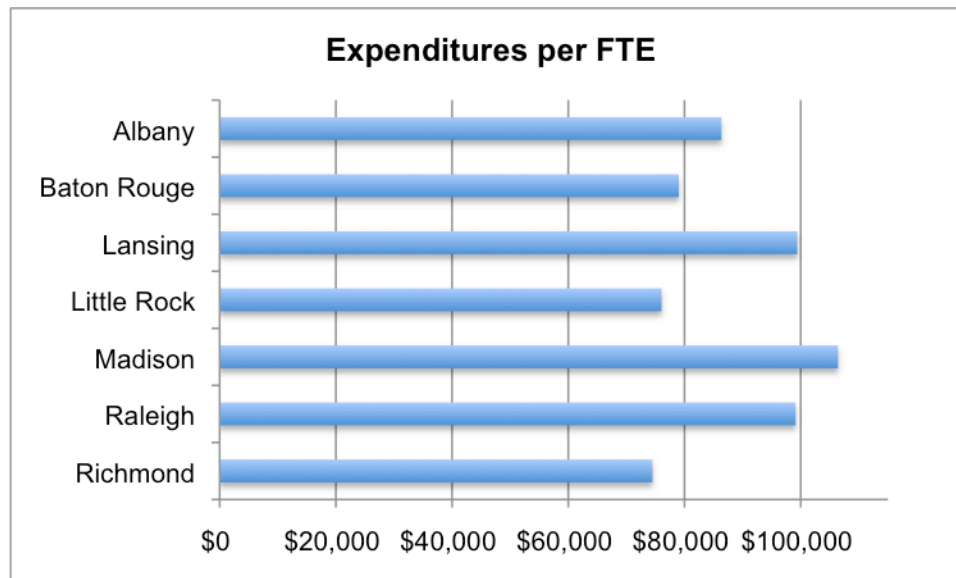
The Richmond Police Department is the only police department of the comparative agencies with over 1,000 authorized FTES and ranks seventh among the agencies for expenditures per FTE.

Survey respondents were asked to provide data regarding total sworn and non-sworn personnel. The chart, below, presents a summary of the results.
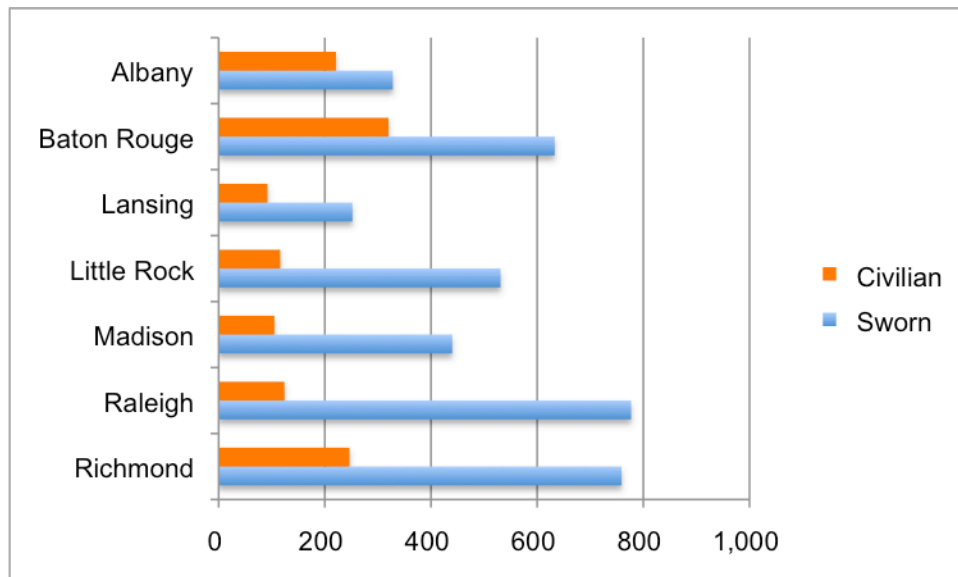
For the comparative agencies, sworn personnel accounted for an average of 75% of total staffing, which is where the Richmond Police Department falls. The range for the comparative agencies was 60% to 86% of Department staffing are sworn positions.

2.   RESPONDENTS PROVIDED DATA REGARDING FIELD SERVICES.

The comparative agencies were asked to provide information regarding their field services functions.

(1)   General Information Was Provided Regarding Field Services.

Information included general staffing levels, use of patrol districts, community policing and proactive enforcement teams, shift schedules, etc.   The table, which follows, presents a comparison of the data.

| Item	Albany	Baton Rouge	Lansing	Little Rock	Madison	Raleigh	Richmond
Staff Assigned to Field Services	227	438	143	270	228	448	486
No. Patrol Districts	2	4	16	23	5	6	4
Community Policing	Special	Special	Mix	Special	Mix	Special	Mix
Geographically Based	No	Yes	Yes	Yes	Yes	Yes	Yes
Dedicated Proactive Teams?	Yes	No	Yes	Yes	Yes	Yes	Yes
FTEs Assigned to Traffic Enforcement	15	45	7	14	9	18	18
Decentralized Facilities	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Patrol Shift	8 hour	10 hour	12 hour	8 hour	8 hour	12 hour	10.5 hour

The points, which follow, present a discussion of the data collected from the comparative agencies.

•   The number of sworn personnel assigned to field services ranged from 143 in Lansing to 486 in Richmond. The chart, below, shows the percentage of sworn staff assigned to field services.

% of Sworn Staff Assigned to Field Services
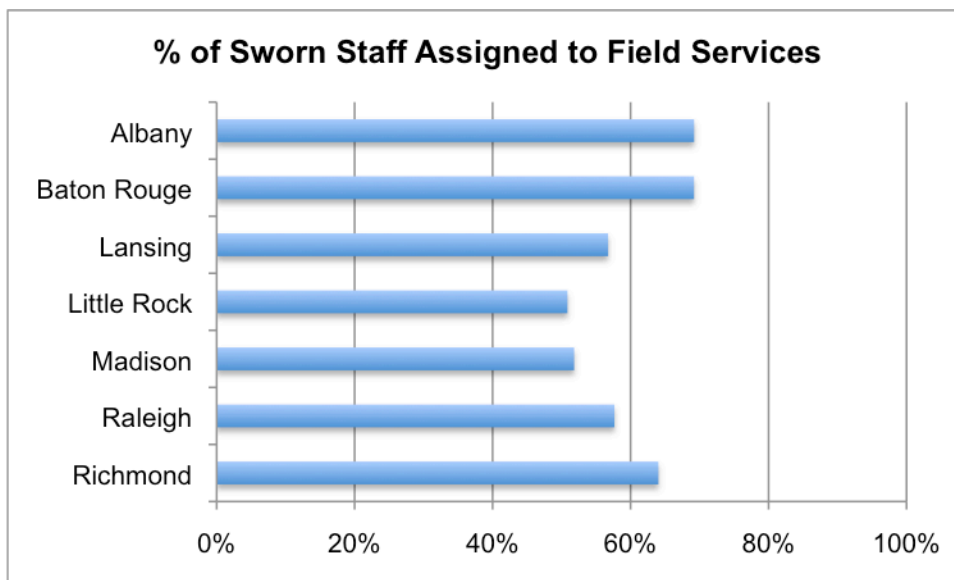
As shown in the above table, approximately 64% of Richmond Police Department's sworn personnel are assigned to field services compared to the average of the comparative agencies of 59%.

• All of the comparative agencies utilized multiple patrol districts. The number of patrol districts ranged from 2 in Albany to 23 in Little Rock. The chart, below, presents a comparison of the average number of square miles per patrol district.

Ave. No. of Square Miles per Patrol District
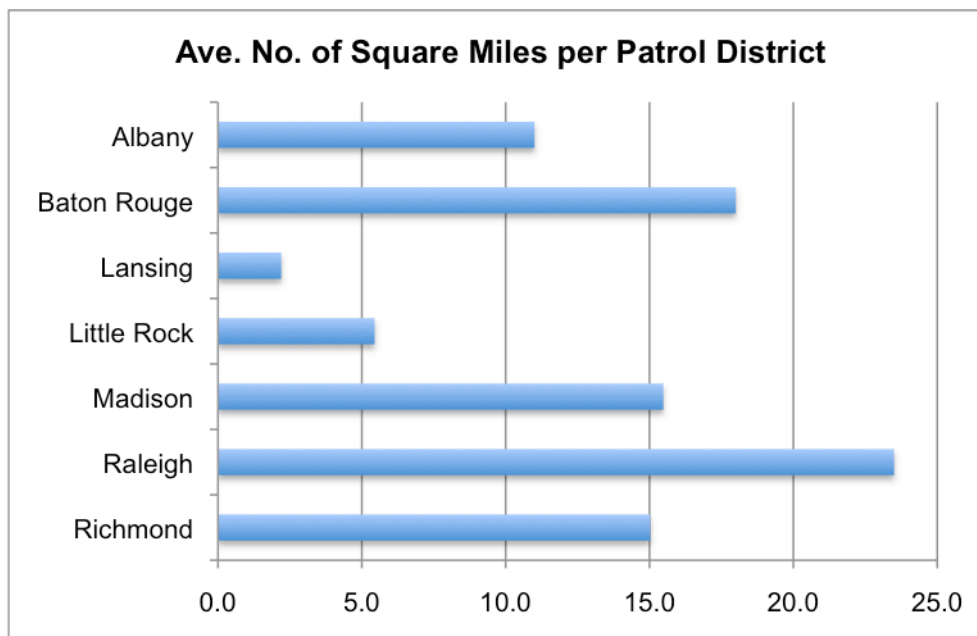
The Cities of Lansing and Little Rock have comparatively small patrol districts (2.2 and 5.2 square miles per patrol district, respectively).

- With respect to community policing, four police departments had dedicated specialized units, including:

    – The Albany Police Department has a specialized unit of 40 Community Services Officers.

    – The Baton Rouge Police Department has a specialized community policing unit staffed with 4.0 Officers.

    – The Little Rock Police Department has a specialized community policing unit that is staffed with 11.0 Officers.

    – The Raleigh Police Department has 3.0 Offices assigned to the northeast district and 10 officers assigned to the southeast district.

- While several departments operated with a mixed approach, meaning they supplemented patrol community policing activities with dedicated units. For example,

    – The Lansing Police Department operates under a community policing philosophy with all staff involved in community policing activities. The Department also has a dedicated community policing unit of 8.0 Officers assigned to distressed neighborhoods.

    – The Madison Police Department supplements patrol community policing activities with a dedicated proactive units consisting of 13 Neighborhood Officers and Community Policing Teams with 5.0 Sergeants and 28 Officers.

    – While all field staff in the Richmond Police Department are involved in community policing, each precinct has an Environmental Officer assigned who is responsible for nuisance abatement issues.

- With the exception of the Baton Rouge Police Department, all of the departments had dedicated proactive enforcement teams.

    – The Albany Police Department has a Strategic Development Unit staffed with 1.0 Sergeant and 21 Officers who are assigned throughout the City.

    – The Lansing Police Department has a Special Operations Section staffed with 2.0 Sergeants, 3.0 Detectives and 10 Officers.

    – The Little Rock Police Department has proactive teams assigned to patrol districts. There are 30.0 Officers assigned to the proactive teams.

–   In the Madison Police Department, each patrol district has a team of 6 to 8 FTEs assigned to proactive work. Additionally, the Department has a proactive drug enforcement unit consisting of 1.0 Lieutenant, 1.0 Sergeant, 4.0 Detectives and 5.0 Officers.

–   The Raleigh Police Department has six proactive units in its Special Operations Division. There are 60 Officers assigned to the proactive units.

–   In the Richmond Police Department, each precinct has a group of dedicated officers. This includes 5.0 Focused Mission Team officers in two precincts and 12 FMT Officers in two precincts (a total of 34 FTEs).

•   Including the Richmond Police Department, all of the agencies operated from multiple, decentralized facilities.

•   Of the comparative agencies, three utilized an 8 hour shift for patrol (Albany, Little Rock and Madison Police Departments); two utilized a 12 hour shift (Lansing and Raleigh Police Departments). The Richmond Police Department operates on a 10.5 hour shift and the Baton Rouge Police Department operates on a 10 hour shift.

(2)   Field Services Workload Data Were Collected.

Comparative agencies were asked to workload data, including number of dispatched calls handled by patrol, officer initiated activity, number of traffic citations issued, etc. The table, which follows, presents a summary of the data.

| Item	Albany	Baton Rouge	Lansing	Little Rock	Madison	Raleigh	Richmond
No. of Dispatched Calls Handled by Patrol	157,827	242,000	93,413	150,042	121,760	216,592	147,929
No. of Officer Initiated Activity Generated	51,253	Unknown	7,390	18,681	9,000	194,014	91,350
No. of Moving Traffic Citations Issued	89,306	95,197	15,464	37,281	20,747	26,231	30,389
No. of Injury Accidents	679	8,002	803	4,033	1,028	5,303	1,528

The points, which follow, present a discussion of the workload data collected from the comparative agencies.

•   The average number of dispatched calls per sworn fulltime equivalent assigned to field services was 579 per FTE. The chart, below, presents a comparison of the data.

Calls Dispatched per Sworn FTE Assigned to Field Services
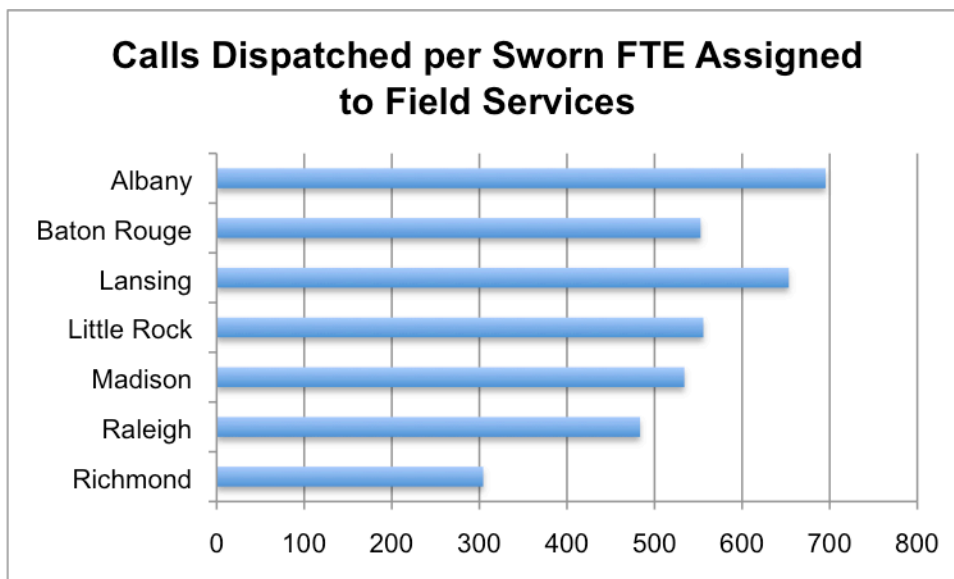
The number of dispatched calls per sworn FTE range from a high of 695 in Albany to a low of 304 in Richmond.

• The average number of officer initiated pieces of activity per sworn fulltime equivalent assigned to field services was 164 per FTE. The chart, below, presents a summary of the data.

Officer Initiated Activty per Sworn FTE Assigned to Field Services
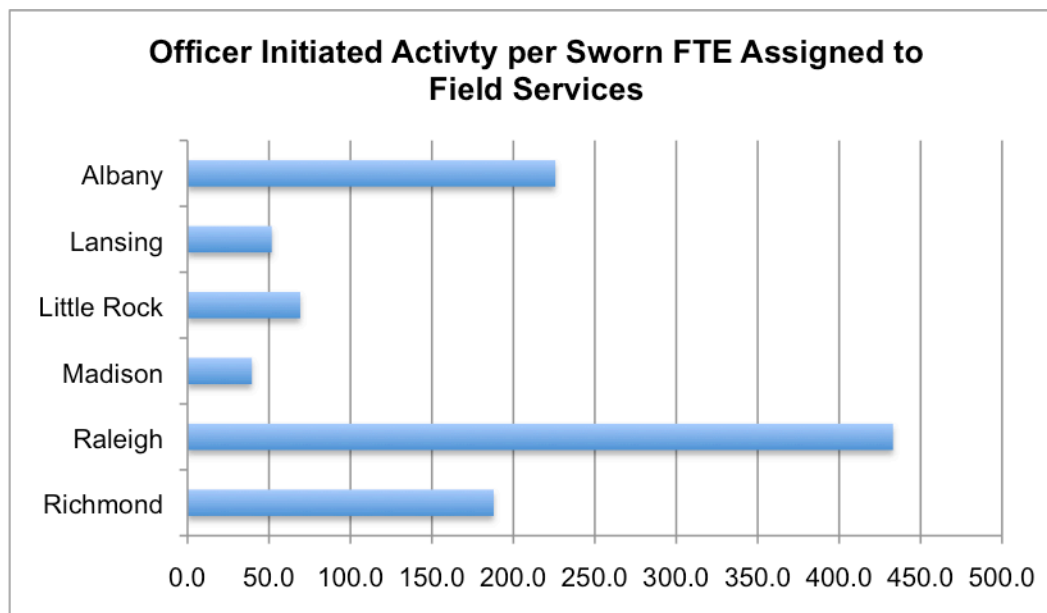
The range of officer initiated activity per sworn FTE assigned to field services ranged from a 40 in Madison to a high of 433 in Raleigh. This number was above the average in Richmond at 188 units of activity per sworn FTE.

- The chart, below, presents a comparison of the data regarding dispatched calls and officer initiated activity for the responding departments.
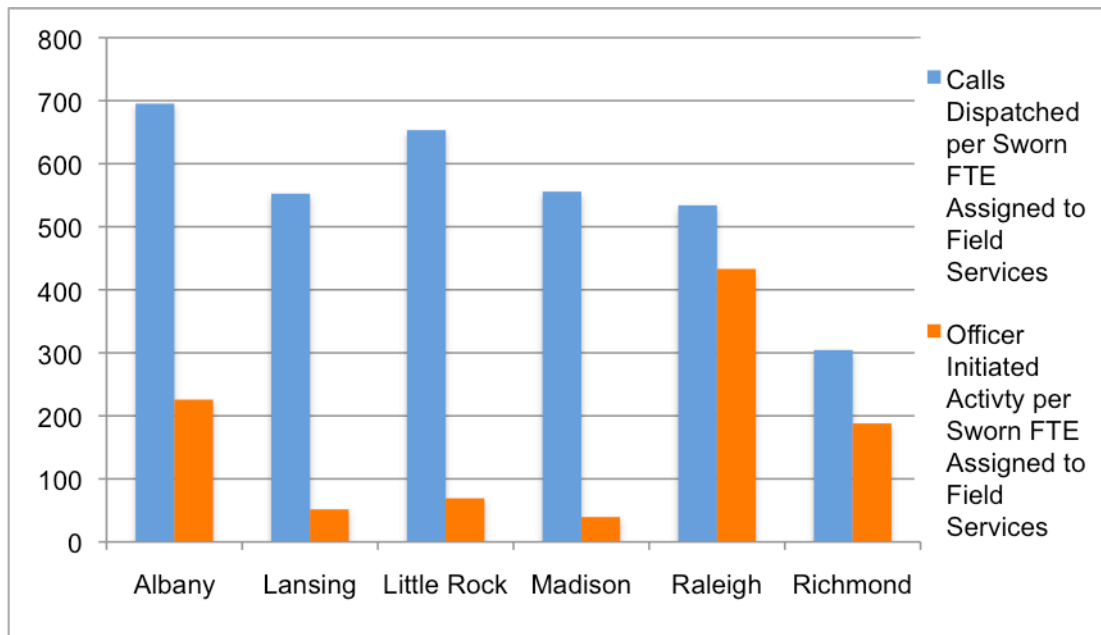
Observations regarding the data presented in the chart above include:

– Dispatched calls and activities per sworn FTE in the Raleigh Police consisted of 55% dispatched calls and 45% officer initiated activity.

– Similarly, in the Richmond Police Department, workload per sworn FTE was 62% dispatched calls and 38% officer initiated activity.

– The Lansing, Little Rock and Madison Police Departments' workload for dispatched calls were over 90%.

- The Albany Police Department had significantly more moving citations per injury accidents – 131: 1. The average of the comparative agencies was 32:1 including Albany and 13.1 excluding Albany PD. The table, below, summarizes the data.

City	Moving Traffic Citations Issued per Injury Accident
Albany	131.5
Baton Rouge	11.9
Lansing	19.3
Little Rock	9.2
Madison	20.2
Raleigh	4.9
Richmond	19.9
Ave. incl. Albany	32.8
Ave. excl. Albany	13.1

The Richmond Police Department is above the average of the comparative agencies when Albany Police Department is excluded. Data for the Albany Police Department show that the Department issues nearly ten times more moving traffic citations per injury accident than the average of the other comparative agencies.

(3)   Comparative Agencies Provided Information Regarding Prioritization Systems, Response Alternatives and School Resources Officers and Dispatch.

The comparative agencies were asked to provide information regarding departmental call prioritization systems, dispatch center, school resource officers and use of civilians and / or telephone or reporting. The table, below, presents a comparison of the data.

Item	Albany	Baton Rouge	Lansing	Little Rock	Madison	Raleigh	Richmond
Have a call prioritization system?	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Utilize civilians to respond to low priority calls?	No	No	No	No	No	Yes	No.
Telephone reporting unit to take low priority calls?	N/A	Yes	No	No	Yes	Yes	Yes
Internet reporting for minor crimes?	No	No	No	No	Yes	No	No.
Employ School Resource Officers?	Yes	No	Yes	Yes	Yes	Yes	Yes
PD provides dispatch?	No	Yes	Yes	No	No	No	Yes
How many personnel are assigned?	34	50	56	N/A	0	N/A	101

The points, which follow, provide a discussion of the information presented in the above table.

•   All of the surveyed departments have in place a call prioritization system. For example,

–   The Baton Rouge Police Department has a target of a one minute or less responses for its highest priority.

–   The Lansing Police Department has a call prioritization system of: (1) emergency; (2) immediate; and (3) delayed response.

- The Little Rock Police Department has an immediate response for priority 1 through 4 calls, 15 minute response for priority 5 & 6 calls, a 30 minute response for priority 7 & 8 calls and a 45 minute response for priority 9 calls.

- The Richmond Police Department utilizes an average seven minute response time target, but does not differentiate by call type.

- The Raleigh Police Department is the only department that utilizes civilian to respond to low priority calls.

- While two of the departments do not have telephone reporting units, four, including Richmond Police Department, do have telephone reporting units.

  - The Baton Rouge Police Department assigns 4.0 FTEs per shift to their telephone reporting unit to accept theft reports.

  - The Madison Police Department staffs its telephone reporting unit with light-duty officers, typically averages 2 – 3 Officers on the first and second shifts.

  - The Raleigh Police Department staffs its telephone reporting unit with 16 FTE and accepts calls where no suspect information or evidence to be collected.

  - The Richmond Police Department uses civilian telephone report takers during the day (one per precinct). Light duty personnel are also assigned during the evening and other hours to provide the service. Call types include thefts, simple assaults, vandalism, lost property, stolen vehicles, accidents, etc.

- The Madison Police Department is the only agency that accepts reports over the Internet for minor crimes. Reports that can be submitted online include thefts, thefts from autos, worthless checks, fraud, forgery, neighbor trouble, landlord/tenant, lost property, damaged property, etc.

- With the exception of Baton Rouge, all of the police departments had school resource officers (SROs). The Madison Police Department's SROs provide facility security in addition to other activities. In the other police departments, SROs are not responsible for providing security. The Lansing and Richmond Police Departments are the only police departments that do not receive some funding from the schools for school resource officers.

- The Baton Rouge, Lansing and Richmond Police Departments provide their own dispatch services. In addition to dispatching for police services, the Lansing PD

also dispatches for 23 additional agencies. The Richmond Police Department dispatches for a number of departments, including police fire and public works. For the remaining departments, dispatch services are provided a number of ways, including:

–   A combined police and fire dispatch department (Albany).

–   A separate City department (Little Rock).

–   By another government agency (Dane County for Madison PD).

–   A consolidated multi-government department (City of Raleigh and Wake County).

•   In the City of Albany and Lansing Police Department, dispatchers are civilian employees. The Richmond Police Department employs a mix of sworn and civilian staff.

The section, which follows, presents a summary of data regarding investigations.

3.   DATA WERE PROVIDED REGARDING INVESTIGATIONS.

Survey participants were asked to provide a variety of data regarding investigations, including staffing levels and assignments, general caseload data, scheduling, use of automated case management systems, etc. The table, below, presents a summary of the data.

Item	Albany	Baton Rouge	Lansing	Little Rock	Madison	Raleigh	Richmond
No. FTEs handling investigations	71	0	30	99	16	28	101
Detectives assigned to multiple shifts?	Yes	No	Yes	Yes	Yes	Yes	Yes
Geographic areas of responsibility?	No	Yes	Yes	Yes	Yes	Yes	Yes (for property)
No. of Investigators w/ Specialty Assignments	–	146	–	33	6	36	29
% of cases are assigned to investigators rather than screened or inactivated?	100%	–	57.5%	30%	1%	39%	Unknown

Item	Albany	Baton Rouge	Lansing	Little Rock	Madison	Raleigh	Richmond
Utilize non-sworn non-clerical personnel in investigative functions?	No	No	No	No	Yes, provide case assistance	No	No
Ave. active caseload of investigators: • Person crimes • Property crimes	100 – 150 Cases	–	Violent Person – 20 Property – 10 - 20	Person – 30 to 40 Property - 50 to 60	Person – 10 to 30 Property – 30 to 80 c	Person – 10 to 20 Property - 10 to 15	Person – 3 to 19 Property – 19 to 25
Number of Part I crimes in 2008?	5,439	15,157	5,200	17,969	9,240	15,814	9,736
What was your clearance rate for Part I crimes in 2008? • Person crimes • Property crimes	–	Person – 42% Property – 16%	Person – 474 Property- 225	24.8% Person – 52.75% Property- 20.34%	Person- 52% Property – 26%	Violent Crimes- 54% Property Crimes- 24%	Violent Crime - 51% Property Crime - 20%
How are victims with cases of low solvability handled?	All assigned	–	Short text or letter sent in mail	N/A	–	Contact is made with the victim	Contact is made with the victim
Personnel in a multi-jurisdiction narcotics unit?	Yes	Yes	Yes	Yes	Yes	Yes	Yes
No. Assigned Multi-Jurd.?	2	12	2	2	12	4	2 (DEA) 5 Other Units
Automated case management system?	No	Yes	Yes	Yes	Yes	No	Yes
"Victims' assistance" unit?	Yes	Yes	Yes	Yes	Yes	Yes	No
No. of FTEs	3	1	Volunteers	3	Provided by County	3	N/A

The points, which follow, provide a discussion of the data.

• The Baton Rouge Police Department is the only police department that does not staff detectives on multiple shifts.

- The Albany Police Department is the only department that does not assign detectives to geographic areas of responsibility. The Richmond Police Department assigns property crimes investigations geographically.

- With the exception of Albany, the comparative agencies did not assign 100% of case, rather they screened or inactivated cases.

- The number of FTEs handling investigations ranged from 16 in the Madison Police Department to 101 in the Richmond Police Department. The table, below, presents a comparison of the number of sworn FTEs assigned to field services per 1.0 FTE handling investigations.

- The Madison Police Department is the only department that utilizes non-sworn personnel to provide support (other than clerical) to detectives.
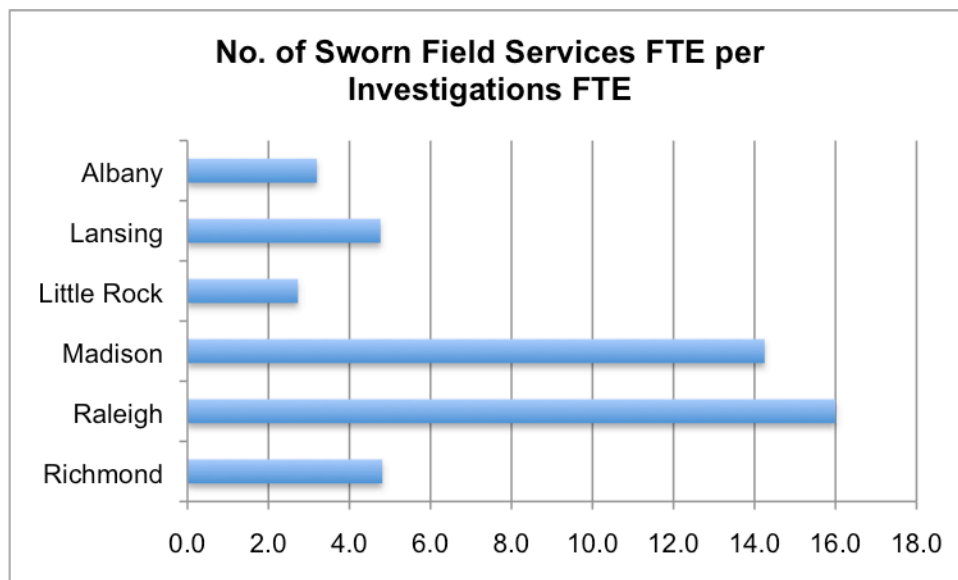
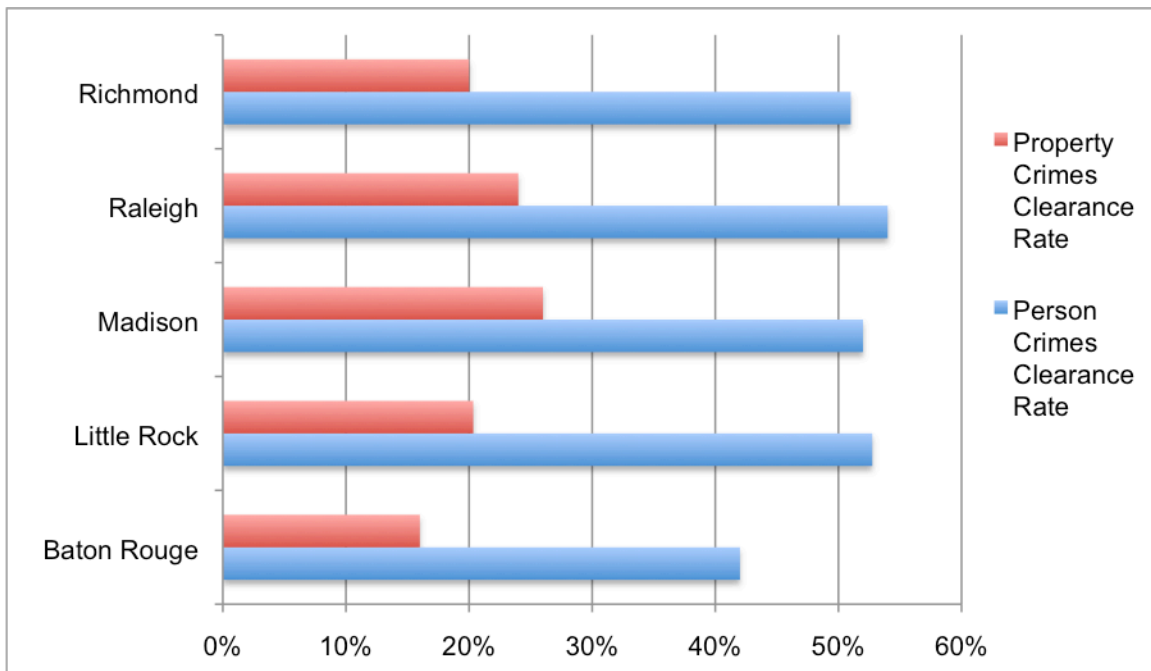The average of the comparative agencies was 8.2 sworn FTEs assigned to field services per 1.0 FTE handling investigations. In the Richmond Police Department, there are 4.8 sworn FTEs in field services per 1.0 FTE handling investigations.

- The average number of Part I Crimes per 1,000 for the comparative agencies was 58 per 1,000. In the City of Richmond, the Part I Crime per 1,000 was 48. The chart be

Part I Crimes per 1,000
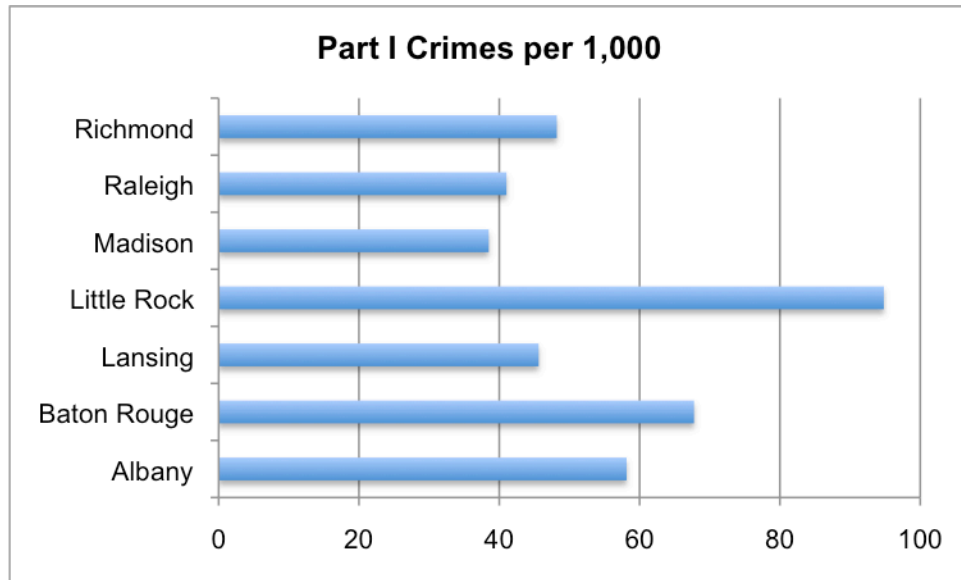
- Clearance rates for person crimes averaged 50% and averaged 20% for property crimes. The Richmond Police Department's clearance rates are similar to the averages of the comparative agencies. The chart, below, presents a comparison of the data.

- Like the Richmond Police Department, all of the comparative agencies assigned personnel to a multi-jurisdiction narcotics unit.

- The Richmond Police Department is the only department that does not have a 'Victim's Assistance' Unit. On average, the comparative had 3.0 fulltime equivalents assigned to the Unit.

The section, which follows, provides a summary of data with respect to support and administrative services.

4. RESPONDENTS PROVIDED INFORMATION REGARDING SUPPORT AND ADMINISTRATIVE SERVICES.

Survey respondents were asked to provide data regarding a variety of support and administrative services, including property and evidence, fleet services, warrants, information technology, training and human resources.

(1) Survey Participants Provided Information On A Number of Core Support Services.

Data were collected from the survey participants regarding fleet operations, property and evidence, human resources, etc. The table, which follows, presents a discussion of the data relating to field evidence technicians and property and evidence staffing.

Item	Albany	Baton Rouge	Lansing	Little Rock	Madison	Raleigh	Richmond
Field evidence technicians?	Yes	Yes	Yes	Yes	No	No	Yes
FTEs assigned to Property & Evidence	2	7	3	5	5	7	8
P&E Sworn or Civilian?	Sworn	Mix	Sworn	Civilian	Civilians	Civilian	Mix

Of the comparative agencies, four police departments (Albany, Baton Rouge, Lansing and Little Rock) have field evidence technicians. Richmond has field evidence technicians, as well. With respect to staff assigned to property and evidence personnel, two Departments utilized only sworn personnel, three departments assigned civilian and, in addition to the Richmond Police Department, one department used a mix of sworn and civilian employees.

The table, which follows, presents a summary of the data with respect to information technology, records, and warrants personnel.

Item	Albany	Baton Rouge	Lansing	Little Rock	Madison	Raleigh	Richmond
FTEs assigned to Records	4	38	4	7	14	14	24
Responsible for local warrant verification and management of warrant?	Detectives	–	Verification Detention Unit	Warrants	Court Services	Warrant Squad	Warrants & Info Unit
No. FTEs assigned to Technology	7	5	–	–	3	10	13
IT Staff civilian or sworn	Mix	Mix	–	–	Civilian	Mix	Mix
City IT Support?	Yes	Yes	Yes	Yes	Yes	Yes	Yes

The points, below, discuss the comparative data for records and information technology.

• Records staffing ranged from 4 to 38. The average number of sworn personnel per records FTE was 54.1. Comparatively, the Richmond Police Department has a ratio of 1 records FTE to 31 sworn FTEs. The chart, below, presents a comparison of the data.
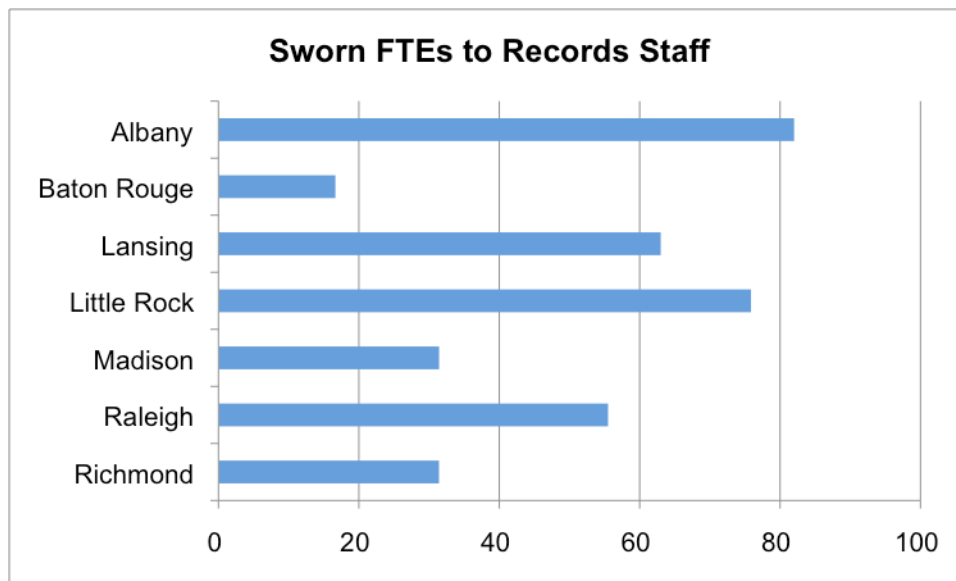
• Warrant verification and management of warrant records varied among the comparative agencies with most agencies operating a dedicated unit consisting of both sworn and civilian employees. With the exception of Madison, all warrant units operated twenty-four hours per day, seven days per week.

- With respect to information technology, the Lansing and Little Rock Police Departments receive their information technology support entirely from the City's IT function. All other departments receive varying levels of support from their Cities' IT functions. The average number of department personnel per information technology FTE was 129. Comparatively, the Richmond Police Department has a ratio of 1: 77. The chart, below, presents the comparative data.

No. of Dept. Staff per IT FTE
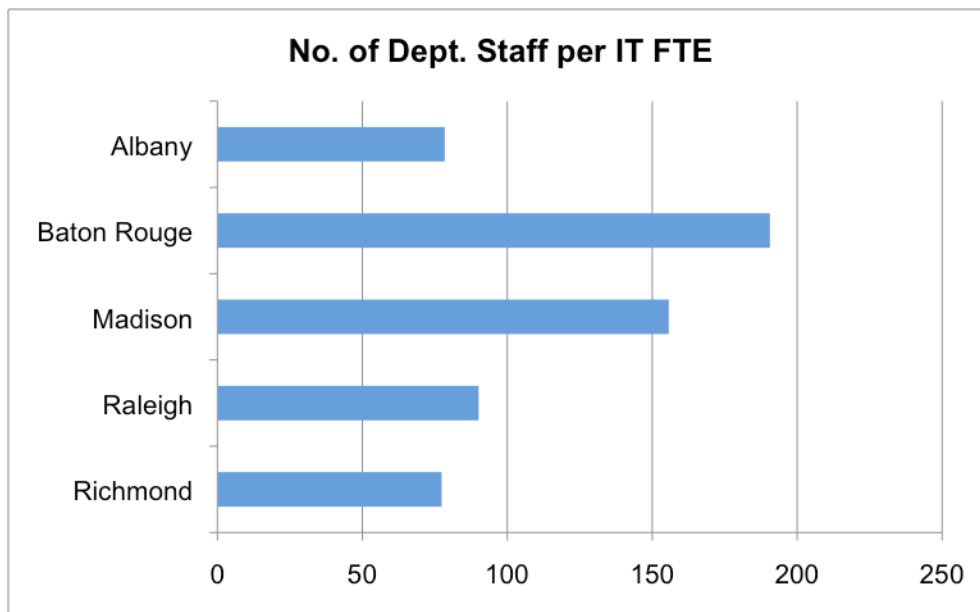
Information was provided by the comparative agencies with respect to training and human resources functions. The table, below, presents a comparison of the data.

Item	Albany	Baton Rouge	Lansing	Little Rock	Madison	Raleigh	Richmond
No. FTEs Assigned to In-Service	4	6	2	7	7	8	5
Targeted No. of Training Hours (in-service)	21	20	30	40	24	40	40 every 2 years
Dept. Training Academy?	No	Yes	No	Yes	Yes	Yes	Yes
No. of Academies?	2	1	N/A	1	2	3	2
No. of Recruits	19	40	–	15	39	56	50
No. FTEs assigned to Academy	1	6	N/A	4	9	4	5
Assigned to HR?	3	2	12 part-time	5	30+		17

Item	Albany	Baton Rouge	Lansing	Little Rock	Madison	Raleigh	Richmond
Role of City HR?	Civil Service Dept.	None	Recruit.	Recruit.	None	Recruit and hiring	Class & Comp, Surveys, etc.
No. FTEs assigned to background investigations	2	Varies	12	5	N/A	4 FTEs, 3 p/t	7

The points, which follow, provide a discussion of the data presented in the table.

• Central human resources functions provided varying levels of support to the human resources functions in the police agencies. For example:

– The City of Madison's Human Resources Department does not provide direct support to the Madison Police Department.

– In the City of Raleigh, the Human Resources Department provides recruitment services, including maintaining a central website for available jobs.

– In the Cities of Lansing and Baton Rouge, the Human Resources Department provides recruitment services.

– In the City of Little Rock, the Human Resources Department assists the Police Department with new recruits and hirers to the Department, including job posting, application screening and testing.

– In the City of Richmond, the Human Resources Department provides a variety of support, including manages the pay and classification and performance systems, conducts market surveys, provides safety programs, etc.

• Human Resources staffing included:

– A mix of sworn and civilian personnel. Sworn personnel typically assigned to background investigations and security clearances.

– A mix of fulltime personnel and personnel assigned part-time. Part-time personnel typically utilized for peaks in workload (e.g., background checks / security clearances, testing, etc.)

– A mix of services. Staff include safety, training, recruitment and

• The ratio of human resources FTE to total department was an average of 1:76. The chart, below, presents a comparison of the data.

No. of FTEs per HR FTE

- Four of the six comparative agencies operated their own training academy. The Richmond Police Department staffs its own training academy, typically running two academies per year with an average of twenty-five to thirty recruits. In general, the comparative agencies:

  – Operated an average of two academy classes per year

  – Trained an average of 38 new recruits per year

  – An average of four recruits per Training Unit FTE per class (compared to 6.3 in the RPD)

- In-service training staffing levels ranged from four to eight FTEs. The Richmond Police Department has 5.0 FTEs assigned to in-service training. This Section also provides use of force training and firearms qualifications. The average number of sworn FTEs to Training personnel assigned to in-service and use of force training is 81 to 1. The chart, which follows, presents a comparison of the data.

No. of Sworn FTE per Training FTE

Agency	(bar chart, approximate value)
Albany	~82
Baton Rouge	~105
Lansing	~62
Little Rock	~75
Madison	~62
Raleigh	~97
Richmond	~150

The survey participants provided data with respect to their public information office. The table, below, presents the PIO data from the comparative agencies.

Item	Albany	Baton Rouge	Lansing	Little Rock	Madison	Raleigh	Richmond
PIO function?	1	2	1	10	1	2	5
PIO Civilian or sworn?	–	Civilian	Sworn	Mix	Civilian	Civilian	Mix

The points, which follow, provide a summary of the comparative data:

• The Baton Rouge Police Department has 2.0 FTEs assigned to its Public Affairs Unit. Staff assigned to this Unit are civilians.

• The Little Rock Police Department has the largest Public Affairs Unit with 10.0 FTEs. The Unit is staffed with a mix of sworn and civilian staff, including: 5.0 Officers, 1.0 Public Affairs Officer, 1.0 Crime Stoppers Coordinator, 1.0 Public Affairs Liaison and 2.0 Crime Prevention Officers.

• The Lansing Police Department has 1.0 FTE assigned to public information. This position is a lieutenant.

• The Madison Police Department has 1.0 fulltime equivalent assigned to the Public Affairs Unit. This position is a civilian and is backed up by police officers when necessary.

• The Raleigh Police Department has 2.0 employees assigned to the Public Affairs Unit. This includes a Public Information Officer and an Assistant to the Public Information Officer. Both positions are civilian.

• The Richmond Police Department is authorized 5.0 fulltime equivalents. This includes the following civilian positions: 1.0 Public Information Manager and 3.0

Marketing and Public Relations Specialists. There is one authorized sworn position assigned to the Unit (detective). This position is currently vacant.

Overall, the police departments were mixed with respect to the use of civilian and sworn departments.

(2)   Comparative Data Were Collected Regarding Internal Affairs.

Survey participants provided information regarding their internal affairs programs, including staffing, number of cases and how complaints were initiated. The table, below, presents a summary of the data.

Item	Albany	Baton Rouge	Lansing	Little Rock	Madison	Raleigh	Richmond
IA Staffing							
Sworn	5	6	2	8	2	2	11
Unsworn	2			2		1	3
Total	7	6	2	10	2	3	14
No. of Cases	1,139	105	349	156	242	103	425
Complaints Initiated:							
Internal	1,002	78	54	10	38	37	unk.
External	137	27	105	146	202	66	unk.
Total Cases	1,139	105	159	156	240	103	425
Utilize an early warning / intervention program?	Yes	Yes	Yes	Yes	Yes	Yes	Yes

The points, which follow, summarize the comparative data.

•   Internal Affairs staffing varies from 2 through 14 fulltime equivalents. The majority of staff assigned to Internal Affairs functions are sworn.

•   Like the Richmond Police Department, all of the comparative agencies utilized an early warning / intervention program.

•   The average number of sworn FTEs per Internal Affairs FTE was 135 to 1. The ratio in the Richmond Police Department was 54 to 1. The chart, below, presents the comparative data.

No. of Sworn Staff per IA FTE
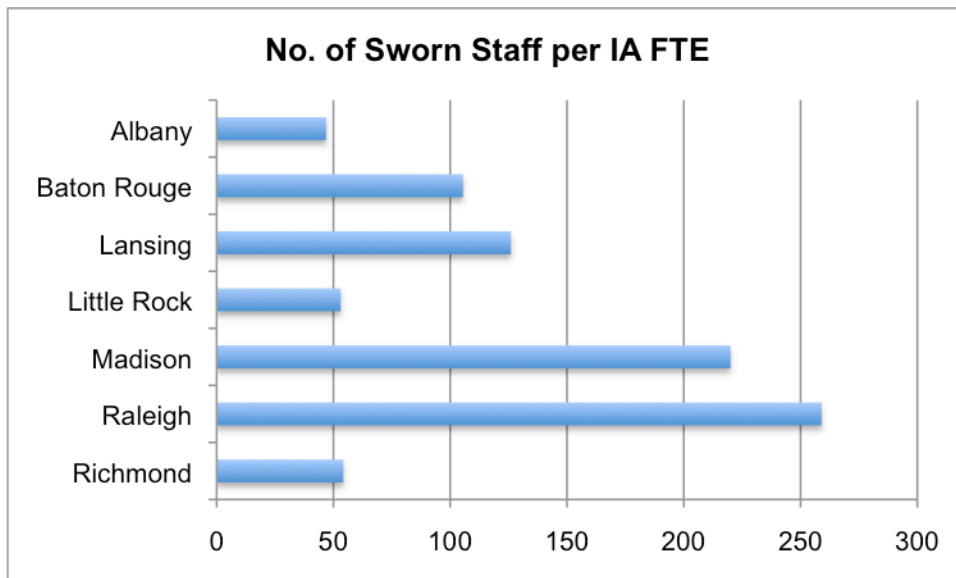
- The average number of cases per Sworn FTEs ranged from a high of 3.47 cases per 1.0 sworn FTE in the Albany Police Department to a low of 0.13 cases per 1.0 sworn FTE in the Raleigh Police Department. In the Richmond Police Department, the ratio was 0.56 to 1, compared to the average of 0.87 cases per sworn FTE.

No. Cases per Sworn FTE
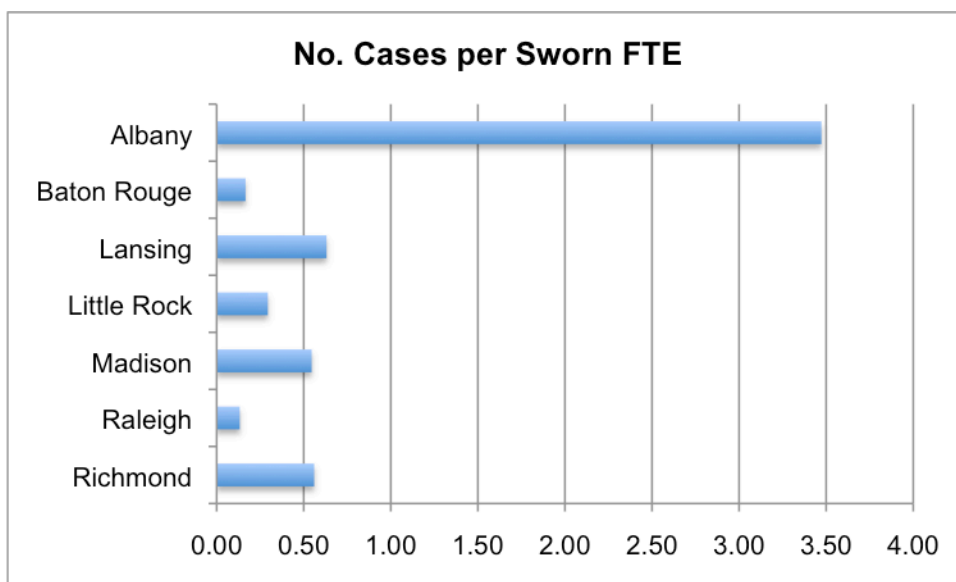
The section, which follows, presents a summary of the comparative data regarding legal support.

(3) **Respondents Were Asked to Provide Information Regarding Legal Support Provided to the Police Department.**

Comparative agencies were asked to provide data regarding legal advice and counsel provided to the Chief of Police. A summary of the data is presented below.

Item	Albany	Baton Rouge	Lansing	Little Rock	Madison	Raleigh	Richmond
Organizational Unit?	City of Albany, Corporation Counsel	Police Legal Advisory	City Attorney's Office	City Attorney's Office	City Attorney's Office	Chief's Office	General Counsel reporting to the Chief
Staffing?	9	2	1	–	1	1	4
Unit reports to?	City of Albany Mayor / Council	Chief City Attorney	Reports to Chief	N / A	Police of Chief or Executive Staff	Chief	Reports to the Chief of Police

The points, which follow, present a discussion of the data regarding legal advice provided to the Chief of Police.

• Similar to the Richmond Police Department, the Baton Rouge and Raleigh Police Departments have legal counsel within the Police Department.

• In the Cities of Albany, Lansing, Little Rock, and Madison, a city department provides legal counsel to the Police Department.

• Like the Richmond Police Department, the Lansing Police Department legal counsel reports directly to the Chief of Police. In the Baton Rouge Police Department, legal counsel reports to both the Chief of Police and the City Attorney.

• In Lansing, Madison and Raleigh, the Police Departments have 1.0 FTE providing legal counsel to the Chief of Police.

• With the exception of Richmond, all legal counsel personnel are civilian. The Richmond Police Department has one sergeant assigned to the General Counsel's Office.

Overall, the comparative agencies utilized their City's legal department to provide support to the Chief of Police and had fewer staff dedicated to providing that service to the Police Department.

Questions	Albany	Baton Rouge	Lansing	Little Rock
Population	93,539	223,689	114,000	189,515
Square Miles	22	72	35.2	125.2
Current Budget (Million)	$47.4	$75.3	$34.2	$49.2
Cmmd. Structure	Chief Deputy Chief Assistant Chief Commander (Admin.) Lieutenant Sergeant Detective/Officer (Super./Patrol)		Chief Captain Lieutenant Sergeant Detective Officer	
CALEA	No, Accredited with NY State/DCJS since 1999	Yes	No	Yes
Staffing				
Sworn	328	633	252	531
Civilian	221	320	245	116
Total FTEs	549	953	497	647
FIELD SERVICES				
Staffing	227	438	143	270
Officers	203			
Sergeants	18			
Lieutenants	6			
No. of Patrol Districts	2	4	16	23
All patrol involved Community Policing or specialized field units?	Specialized – 40 Community Services Officers	4 in COP unit	Operated under CP philosophy (all staff) plus a dedicated unit of 8 CPOs assigned to distressed neighborhoods.	Specialized COPP, units 11 Sworn Officers
COP geographically based?		Yes	Yes	Yes
Dedicated proactive enforcement teams? Are teams assigned to patrol districts? How many officers are assigned?	Strategic development unit with the City. Assigned per Sergeant; 21 Officers in Unit	No	Special operations sectioned staffed with 2 Sergeants 3 Detectives 10 Officers	Yes, proactive teams assigned to patrol districts 30 Officers

Questions	Albany	Baton Rouge	Lansing	Little Rock
Decentralized facilities? How many?	Headquarters South Station Center Station Special Operations	Yes, 7	Yes, 3	Yes, 3 Patrol Divisions HQs, 1 Training Division HQ, 1 Special Investigations Division facility, 1 Internal affairs Division Office
How many personnel are assigned to Traffic Enforcement?	1 Lieutenant 3 Sergeant 11 Officers	54	7	14
How long is the patrol shift? How many teams/squads are assigned to a shift? How does the rotation work (e.g. 5 days worked out of 7, 4 on 2 off, etc.)?	8 hour 1 squad per shift 5 days on, 2 off 5 days on, 2 off 4 days on 2 off (every third week rotates)	10 hour	12 hour with variable leave days. With 60 Officers assigned to each shift	8 hours 5 on, 2 off
How many dispatched calls for service were handled by patrol last year?	157,827	242,000	93,413	150,042
How many officer initiated pieces of activity were generated last year?	51,253	Unknown	Over 7,390	18,681
How many moving traffic citations were issued in 2008?	89,306	95,197	15,464	37,281
How many injury accidents occurred last year?	679	8,002	803	5,208 total accidents, 4,033 total injuries
Does the Department maintain a call prioritization system? What are response time targets by priority? Are these targets being met?	Yes, 911, 1, 2, and 3	Yes, target is 1 minute or less for highest priority	Yes, 1 – Emergency 2- Immediate 3 – Delayed response	Yes, 1 -4 immediate dispatch, 5&6, 15 minute, 7&8 30 minute, 9-45 minutes
Utilize civilians to respond to low priority calls?	No	No	No	No
Telephone reporting unit to take low priority calls?	Dispatch, handled 182,005 calls	Yes, 4 per shifts Thefts	No	No
Internet reporting for minor crimes?	No	No	No	No

Questions	Albany	Baton Rouge	Lansing	Little Rock
Does the organization employ School Resource Officers? Do these positions provide the primary security detail at each school? Does the school district participate in funding any portion of these positions?	Yes, SROs SROs do not provide security Some funding from the schools	No	Yes, SROs, do not provide security and do not receive funding from schools.	Yes, do not provide security, schools have their own security officers and school district contributes funding
Does the Police Department provide its own dispatch services or is it provided through another department? (If so, which department)	Communications Unit (combined Fire & Police)	Police	Yes, also provide dispatch for 8 law enforcement agencies, 10 fire/rescue departments, 1 county heave rescue, 1 county hazmat – a total of 23 agencies	City provides dispatch
If yes, how many uniform and civilian personnel are assigned to the dispatch function?	Civilian (3) Supervisors (3) Sr. Dispatchers (28) Dispatchers	50	Civilian, 56 FTEs	N/A
INVESTIGATIONS				
How many sworn personnel are assigned to general case handling investigations?	Sworn CIU – 28 FIU – 10 CFSU – 12 CRU – 19 ICU – 2	0	30, including 26 Detectives and 4 Sergeants (spilt between north and south precinct)	99, including 33 in Special Investigations and 66 in Detective Divisions
Detectives assigned to multiple shifts?	Yes, A: 1 AM – 9 AM B: 9 AM – 5 PM C: 5 PM – 1 AM	No	Yes, 2 detectives assigned to afternoons	Yes, assigned to all three shifts
Are investigators given geographical areas of responsibility? Which crime types are decentralized?	No	Yes	City is divided North and South. Each with their own detective's bureau	Yes, burglaries

Questions	Albany	Baton Rouge	Lansing	Little Rock
How many investigators are assigned to special or proactive investigations (e.g., vice, narcotics)? Please provide a list by case type.	CUI – Detectives FIU – Forensic CFSU – Children & Family CRU – Narcotic ICU- Statistical Ser.	146	16 sworn, 1 clerical non-sworn Special Ops / Drug- 1 LT, 2 SGT, 9 Officers, 2 Detectives Tri-County Metro- 1 Detective, 1 Officer	Intel Unit – 9 Investigators Vice Unit – 4 Narcotics Unit- 11 Street Narcotics Unit – 7
What percent of cases are assigned to investigators rather than screened or inactivated?	All are assigned		57.5% sent to investigations	30% of all incident reports result in cases being assigned to n investigator
Do you utilize non-sworn non-clerical personnel in investigative functions? Do they handle cases? Do they provide case assistance? Number and classification of these staff?	No	No	No	No
What is the estimated average active caseload of investigators: • Person crimes • Property crimes	100 – 150 Cases		20+ violent person crimes per detective (2-3 new per day per detect.) and 10-20 open property crimes per Detective (4 to 5 new per day per Det.)	Person crimes – 30 to 40 cases per month Property crimes- 50 to 60 cases per month
Number of Part I crimes in 2008?	5,439	15,157	5,200	17,969
What was your clearance rate for Part I crimes in 2008? • Person crimes • Property crimes	7,074	Person – 42% Property – 16%	Person – 474 Property- 225	24.8% Person – 52.75% Property- 20.34%
How are victims with cases of low solvability handled?	All signed		Short tx or letter sent in mail	N/A
Personnel in a multi-jurisdiction narcotics unit? How many personnel?	Yes, 2	Yes, 12	Yes, 2	Yes, 2
Automated case management system?	No	Yes	Yes	Yes
Is there a "victims' assistance" unit? Number of staff?	Yes, CFSU, 3	Yes, 1	Yes, staffed by volunteers	Yes, 3

Questions	Albany	Baton Rouge	Lansing	Little Rock
SUPPORT SERVICES				
Are there field evidence technicians? How many? How are they deployed (e.g., 24/7)? How many field responses last year?	Yes, FIU – 10 Deployed 24/7 2,000	Yes	2 field evidence techs, 10 hours and then by callback as needed	Yes, 7; 0700-1500 – 3 1500-2300 – 4 2 on-call over night 1,141
Staff assigned to property and evidence? How are they deployed (e.g., 24/7)? How many pieces of evidence booked last year?	Evidence Tech – 2 Assigned 24/7 5,200	7 employees	3 FTEs, M-F, 7 AM-3PM (1 civilian, 1 sworn) M-F, 8 AM- 4PM (1 sworn); after hours, locked property room	5 FTEs
Are staff in property and evidence sworn or civilian? If there is a mix of sworn and civilian personnel, please list the positions.	Detectives	4 Sworn 3 Civilian	2 Sworn (1 Officer, 1 Sergeant)	Civilian
Number of staff assigned to records? How are they deployed (e.g., 24/7)? Number of reports last year?	Civilians 8:30 AM to 4:30 PM 4 FTEs 18,840 reports	21 Criminal Records 17 Traffic Records	4 Civilian (3 FTE, 1 part-time) 1 Lieutenant 18,561 total reports M-F 7:30 AM – 4:30 PM	7
Organizational unit is responsible for local warrant verification and management of warrant records?	Detectives Civilian & Sworn 24/7 2 FTEs		Verification Detention Unit / Civilian 24/7 with 1 Sworn Sergeant on duty	Warrants 9 Sworn, 1 Clerical Not 24/7
How many staff assigned to information technology?	1 Sergeant 2 Officers 4 Technicians	5	None, services provided by the City	No PD staff, all services provided by the City
Are staff in information technology sworn or civilian?	Mix	1 Sworn 4 Civilian	Civilian	N/A
Does the City have its own information technology department?	City provides equipment installation and system maintenance	Yes	Yes, all support	Yes
How many staff are assigned to in service training?	1 Sergeant 3 Officers	6	1 Coordinator 1 Range Sergeant	7

Questions	Albany	Baton Rouge	Lansing	Little Rock
What are the targeted number of hours of in service training for sworn personnel? Is this target being met?	NYS Accreditation 21 hours year Exceed requirements	20 hours, meets target	30 hours, meet target	40 hours, meet target
Does the department have its own academy?	No	Yes	No	Yes
How many academy classes were held in 2008? How many recruits went through the academy?	2 classes 19 each	1 class 40 recruits	N/A	1 Academy Class 15 applicants, 11 graduated
How many staff assigned to the academy function?	1 Officer	6	N/A	4 Sworn Officers
How many personnel are assigned to other human resources functions?	2 Detectives 1 Officer	2	12 part-time in addition to regular duties	5 Sworn Officers
What role does the City's human resources department play with respect to Police recruitment and training?	Civil Service Dept.	None	Recruitment only	HR handles recruitment
Does the City provide civilian recruitment and hiring services to the Department?	Yes	Yes	Yes	Yes
How many and what classification conducts background checks and security clearances? What is the average caseload per FTE?	2 Detectives Varying caseloads	Sworn, numbers vary	12 background investigations, sergeants and lieutenants	5 Officers
Does the Department have its own public affairs / information/ communication office?	1 Public Information Officer	Yes, 2 FTEs	1 Lieutenant, PIO	Yes, 5 Sworn Officers 1 Public Affairs Officer 1 Crime Stoppers Coordinator 1 Public Affairs Liaison 2 Crime Prevention Officers
Does your agency provide the programs in schools? Which?	3 PAL / Resources Officer		4 SROs	Yes

Questions	Albany	Baton Rouge	Lansing	Little Rock
How many sworn and non-sworn personnel are assigned to crime prevention?	4, sworn		2	2 Sworn
Number of crime analysts?	2 Detectives 5 Civilians	2	1	3
INTERNAL AFFAIRS / PROFESSIONAL STANDARDS				
How many staff are assigned to Internal Affairs? Number sworn and non-sworn?	5 Sworn 2 Unsworn	6 Sworn	1 Lieutenant 1 Sergeant	8 Sworn 2 Clerical
How many cases were handled last year?	1,139	105	129 Formal 220 Informal	156
How many complaints were initiated internally? How many complaints were initiated externally?	Internal- 1,002 External 137	Internal- 78 External- 27	Internal – 54 External – 105	Internal – 10 External – 146
Does the agency utilize an early warning / intervention program?	Yes	Yes	Yes	Yes
Is your agency accredited? State Accreditation or National (e.g. CALEA)?	Yes, NYS – DCJS	CALEA	No	Yes, CALEA
How many personnel are assigned to accreditation? Is this a full-time job or collateral duty?	1, part-time equivalent	4 Fulltime, 2 Sworn	N/A	2 FTEs
FLEET				
Total number of sedans in the police fleet? Number assigned to patrol?	Fleet – 176 Patrol – 67	Fleet – 876 Patrol- 573	Fleet- 135 Patrol-67	Fleet – 319 Patrol – 198
Which personnel have take-home cars? Can they take cars out of the jurisdiction?	Administrative, yes	All, yes	Chief & Captains	Police Chief Assistant Chiefs Administrative Adjutant Public Affairs LT & Sgt. Division Commanders SWAT Officers Hostage Negotiators Call-Out Detectives Limit of 20 miles outside of the

Questions	Albany	Baton Rouge	Lansing	Little Rock
Does the Department have its own fleet maintenance? Maintained by the City? Or private vendor?	Private contractor	City-provided	City provided	City provided
Do motor officers purchase their own motorcycles? What are the terms for their reimbursement?	No	No	No	No
If the city owns the motorcycles what is the replacement cycle?	City owned	3 years	1 year lease, New motorcycle every year	3 years
What are the replacement targets for: Patrol sedans? Non-patrol sedans?	NYS Contract	3 years / 5 years	4 years patrol 8 years non-patrol	3 years / 100,000 miles Patrol 5 years / 100,000 miles Non-Patrol
What mileage target is used for the PM of sedans?	Vehicle rotated every 4 years	3,000 miles	5,000 miles	5,000 miles
ADMINISTRATION / CHIEF'S OFFICE				
What organizational unit provides legal advice and counsel to the Police Chief?	City of Albany, Corporation Counsel	Police Legal Advisory	Legal advisor employed through the City and City Attorney's Office	City Attorney's Office
What are the classifications and the staffing level of this unit?	1 Corp. Counsel 1 Deputy Corp. Counsel 7 Asst. Corp. Counsel	Attorney, 2 FTEs	Legal Advisor, 1, civilian	N / A
Does the unit directly report to the Police Chief or another department (City Attorney, for example)?	City of Albany Mayor / Common Council	Chief City Attorney	Reports to Chief	N / A

Questions	Madison	Raleigh	Richmond
Population	240,000	385,507	202,002
Square Miles	77.4	141	60.1
Current Budget (Million)	$58	$89.3	$74.1
Cmmd. Structure		Chief Deputy Chief 4 Majors (Division heads)	
CALEA	No	Yes	
Staffing			
Sworn	440	777	754
Civilian	105	124	241.5
Total FTEs	545	901	1,005.5
FIELD SERVICES			
No. of Sworn FTEs	228	448	486
No. of Patrol Districts	5	6	4
All patrol involved Community Policing or specialized field units?	All staff, but have units focused on proactive CP units – 13 Neighborhood Officers, CP teams with 5 Sergeants and 28 Officers	3 in NE District 10 in SE District	All involved, but each precinct has an Environmental Officer (nuisance abatement issues)
COP geographically based?	Yes	Yes	Yes
Dedicated proactive enforcement teams? Are teams assigned to patrol districts? How many officers are assigned?	Yes, each District has a team of 6 – 8 assigned to proactive work. Practice drug enforcement too – 1 LT., 1 Srgt., 4 Detectives and 5 Officers	Yes, assigned to special operations division. 6 units with a total of 60 officers	Yes, each precinct has a group of dedicated officers. There are 5 FMT officers in two precincts and 12 FMT officers in two precincts for a total of 34 officers.
Decentralized facilities? How many?	Yes, 5 facilities	Yes, 7	Yes, 4
How many personnel are assigned to Traffic Enforcement?	1 Sergeant 8 Officers	2 Sergeants 16 Officers	1 LT 3 Sgts 14 Officers
How long is the patrol shift? How many teams/squads are assigned to a shift? How does the rotation work (e.g. 5 days worked out of 7, 4 on 2 off, etc.)?	8 hour shift, min. staffing: 7 AM-3 PM- 25 Officers 3 PM – 11 PM- 34 Officers 11 PM – 7 AM- 28 Officers; 6 days on, 3 days offs	6 Districts 4 Patrol Squads per district 12 hour shift (2 week rotation of 2 on, 2 off, 3 on, 2 off, 2 on and 3 off)	10.5-hour shifts. However, 30 minutes is an unpaid meal break.

Questions	Madison	Raleigh	Richmond
How many dispatched calls for service were handled by patrol last year?	121,760	216,592	147,929
How many officer initiated pieces of activity were generated last year?	9,000	194,014	91,350
How many moving traffic citations were issued in 2008?	20,747	26,231	30,389
How many injury accidents occurred last year?	1,028	5,303	1,528
Does the Department maintain a call prioritization system? What are response time targets by priority? Are these targets being met?	Established by the County's Dispatch	Yes	Yes. The RPD utilizes a 7 minute average response time target, but does not differentiate by call type.
Utilize civilians to respond to low priority calls?	No	Yes, 6 animal control officers	No.
Telephone reporting unit to take low priority calls?	Yes, Fluctuates, Light-Duty Officers, can be 0-5 Officers, averages 2-3 Officers, 1st and 2nd shift	Yes, 16 Calls where no suspect information or evidence to be collected	RPD uses civilian telephone report takers during the day, 1 per precinct. Light duty personnel are also assigned during the evening and other hours to provide this service. In 2009, 9% of calls were handled. Types include thefts, simple assaults, vandalism, lost property, stolen vehicles, accidents, etc.
Internet reporting for minor crimes?	Yes, thefts, theft from auto, worthless checks, fraud, forgery, neighbor trouble, landlord/tenant, lost property, damage property, information	No	No.
Does the organization employ School Resource Officers? Do these positions provide the primary security detail at each school? Does the school district participate in funding any portion of these positions?	Yes, SROs, provides security and receives funding from schools	Yes, SROs, no security and receives funding from schools	Yes, do not provide security and no funding from schools

Questions	Madison	Raleigh	Richmond
Does the Police Department provide its own dispatch services or is it provided through another department? (If so, which department)	No, Dane County 911 Center	No, City of Raleigh/Wake County EC Center	RPD dispatches for police, fire, and public works.
If yes, how many uniform and civilian personnel are assigned to the dispatch function?	0	N/A	Total of 101 positions authorized, 90 actual. 5 Sworn positions.
INVESTIGATIONS			
How many sworn personnel are assigned to general case handling investigations?	Citywide General Assignment 16 General Assignment Detectives	N/NW-1 Sgt., 7 Detectives NE-1 Sgt., 5 Detectives SE-1 Sgt., 7 Detectives Downtown/SW-1 Sgt., 5 Detectives	101
Detectives assigned to multiple shifts?	Yes AM and PM shifts	Yes, rotating days, nights and weekends	Yes
Are investigators given geographical areas of responsibility? Which crime types are decentralized?	Yes, geographical areas by district: West – 3; South-2, North-3, East-3, & Central-5	Yes, Burglary (North & South)	Property crimes detectives are decentralizes
How many investigators are assigned to special or proactive investigations (e.g., vice, narcotics)? Please provide a list by case type.	4 City Detectives assigned to Dane County Narcotics & Gang Taskforce; 1 Gang Detective & 1 Computer Forensics Detective	5 Srgts. 31 Detectives (3 drugs & vice units, 1 career criminal unit, 1 fugitive task force)	29
What percent of cases are assigned to investigators rather than screened or inactivated?	About 1% of cases are assigned to detectives	39%	Unknown
Do you utilize non-sworn non-clerical personnel in investigative functions? Do they handle cases? Do they provide case assistance? Number and classification of these staff?	Yes, but they do not handle cases / they provide case assistance; 1 Police Lab Technician	No	No
What is the estimated average active caseload of investigators: • Person crimes • Property crimes	Person – 10 to 30 cases Property – 30 to 80 cases	Person – 10 to 20 cases Property- 10 to 15 cases	Person – 3 to 19 Property – 19 to 25
Number of Part I crimes in 2008?	9,240	15,814	9,736

Questions	Madison	Raleigh	Richmond
What was your clearance rate for Part I crimes in 2008? • Person crimes • Property crimes	Person- 52% Property – 26%	Violent Crimes- 54% Property Crimes- 24%	Persons 51% Property 20%
How are victims with cases of low solvability handled?	–	Contact is made with the victim	Contact with the Victim is made
Personnel in a multi-jurisdiction narcotics unit? How many personnel?	Yes, 1 LT, 1 Srgt., 4 Detectives, 5 Officers; 1 FTE Civilian	Yes, 4	2 (DEA) 5 (other units)
Automated case management system?	Yes, Internal case management	No	Yes
Is there a "victims' assistance" unit? Number of staff?	Through Dane County	3	Yes
SUPPORT SERVICES			
Are there field evidence technicians? How many? How are they deployed (e.g., 24/7)? How many field responses last year?	No	No	Yes
Staff assigned to property and evidence? How are they deployed (e.g., 24/7)? How many pieces of evidence booked last year?	5, day hours	2 in Property 5 in Evidence	8
Are staff in property and evidence sworn or civilian? If there is a mix of sworn and civilian personnel, please list the positions.	Civilians	Civilian	Mix
Number of staff assigned to records? How are they deployed (e.g., 24/7)? Number of reports last year?	14, M-F; 55,638 cases	14	24, Administrative Schedule
Organizational unit is responsible for local warrant verification and management of warrant records?	Court Services, Civilian, Day Hours, 1	Warrants Squad; 1 Srgt. 2 Officers, 2 Civilian Staff (24/7)	Warrants & Info Unit, 1 LT 1 Admin. Srgt. 3 Srgts. (shift) 10 Officers 10 Office Support Specialist positions (civilian) 24/7

Questions	Madison	Raleigh	Richmond
How many staff assigned to information technology?	Technological and Project Support – 3 FTEs	1 Mgr. 2 Analyst 6 Programmers 1 Officer	13
Are staff in information technology sworn or civilian?	Civilian	Mix	Mix
Does the City have its own information technology department?	Yes, provide support to police applications	Yes, department programs on City servers	Yes
How many staff are assigned to in service training?	7	In-service-2 Range -6	5
What are the targeted number of hours of in service training for sworn personnel? Is this target being met?	24 per year, meet targets	40	40 hours every two years, plus annual use of force. Meeting target
Does the department have its own academy?	Yes	Yes	Yes
How many academy classes were held in 2008? How many recruits went through the academy?	2 Classes 39 Recruits	3 and 1 partial 2 basic academies 2 lateral academies 56 recruits	Ave. of 2 classes and 50 recruits
How many staff assigned to the academy function?	9	1 Sgt. 3 Detectives	5
How many personnel are assigned to other human resources functions?	30+	Post information on City website	17
What role does the City's human resources department play with respect to Police recruitment and training?	None	Yes	Recruitment, classification and compensation studies, salary surveys, etc.
Does the City provide civilian recruitment and hiring services to the Department?	Yes	Yes	Mix
How many and what classification conducts background checks and security clearances? What is the average caseload per FTE?	N/A	4 FTE and 3 part-time; on average 20 cases per FTE and 5 for part-time	Detectives, assigned fulltime 7.0
Does the Department have its own public affairs / information/ communication office?	Yes, 1 Primary person is civilian; back up provided by sworn officers	1 PIO 1 Assistant PIO Civilian	Yes, 5.0 FTEs, including one vacant sworn position.

Questions	Madison	Raleigh	Richmond
Does your agency provide the programs in schools? Which?	Yes, educational resources officer and safety education	D.A.R.E Program	SRO program with POs at middle and high schools teaching life skills classes, gang avoidance, etc.
How many sworn and non-sworn personnel are assigned to crime prevention?	1	10	Crime Prevention Unit (Community Care), 1 Sgt., 4 POs
Number of crime analysts?	3	8	

INTERNAL AFFAIRS / PROFESSIONAL STANDARDS

Questions	Madison	Raleigh	Richmond
How many staff are assigned to Internal Affairs? Number sworn and non-sworn?	1 Lieutenant 1 Sergeant	1 LT 1 Sgt. 1 Civilian	
How many cases were handled last year?	242	103	11
How many complaints were initiated internally? How many complaints were initiated externally?	Internal-38 External-202	Internal – 37 External – 66	3
Does the agency utilize an early warning / intervention program?	Beginning 2010	Yes	14
Is your agency accredited? State Accreditation or National (e.g. CALEA)?	No	Yes	425
How many personnel are assigned to accreditation? Is this a full-time job or collateral duty?	N/A	1 Accreditation Manager	

FLEET

Questions	Madison	Raleigh	Richmond
Total number of sedans in the police fleet? Number assigned to patrol?	Sedans-182 Assigned to Operations (include. Detectives)- 140	Fleet – 509	Fleet – 620
Which personnel have take-home cars? Can they take cars out of the jurisdiction?	Chief Assistant Chief Captains Lieutenants (not all) Must live within City limits	Depends on assignment, must reside in the City; some selective positions can be outside of the City (bomb squad, etc.)	
Does the Department have its own fleet maintenance? Maintained by the City? or private vendor?	City provided	Department & City	No, provided by the City

Questions	Madison	Raleigh	Richmond
Do motor officers purchase their own motorcycles? What are the terms for their reimbursement?	Leased	No	No
If the city owns the motorcycles what is the replacement cycle?	3 year	N/A	Leased, 3 year
What are the replacement targets for: Patrol sedans? Non-patrol sedans?	Patrol – 3 to 4 years	100,00 Miles	Patrol – 3 years Non-Patrol, 5 years
What mileage target is used for the PM of sedans?	N/A	5,000	Monthly
ADMINISTRATION / CHIEF'S OFFICE			
What organizational unit provides legal advice and counsel to the Police Chief?	City Attorney's Office	Chief's Office	General Counsel reporting to the Chief
What are the classifications and the staffing level of this unit?	Assistant City Attorney	1 Police Attorney	1 GC 1AGC 1 Sgt. 1 APSA
Does the unit directly report to the Police Chief or another department (City Attorney, for example)?	Police of Chief or Executive Staff	Yes	Reports to the Chief of Police

Summary of Key Recommendations in the Police Department Report

City of Richmond, Virginia

	Chapter	PG	Recommendation		Estimated Costs / (Savings)
		Concur Y/N	Target Date	Title of Person Responsible	ACTION TAKEN
1	**Office of the Chief**	12	The Richmond Police Department should eliminate one Police Captain position in the Office of Professional Responsibility.		($97,200)
		N	N/A	Assistant Chief of Police	See Summary
2		16	The Richmond Police Department should revise its policies and procedures and ensure that these changes are included in the updates to the early warning system and the discipline matrix.		None
		Y	4th Quarter, 2010	Deputy Director of Administration	See Summary
3		21	The Richmond Police Department should eliminate (a) the vacant Detective and (b)1.0 Marketing & Public Relations Specialist positions in the Public Affairs Unit.		($133,745)
		N	N/A	Assistant Chief of Police	See Summary
4		22	The Public Affairs Unit should conduct periodic meetings with the Department's executive leadership team to solicit input on the Unit's marketing and communications plan.		None
		Y	Immediate	Public Information Manager	See Summary
5		25	Add one Paralegal position to relieve the General Counsel and Assistant General Counsel of basic legal research projects that are better suited to a Paralegal classification.		$45,780
		Y	When Funds are Available	General Counsel	See Summary

		Concur Y/N	Target Date	Title of Person Responsible	ACTION TAKEN
6		26	The General Counsel's Office should record the time expended by its legal staff to better project future staff needs.		None
		Y	July 1, 2010	General Counsel	See Summary
7		26	The Office of the General Counsel should have a functional reporting relationship within the Police Department but a technical reporting relationship to the City Attorney's Office.		None
		N	N/A	General Counsel	See Summary
8	**Patrol Precincts**	49	The Richmond Police Department should ensure that major proactive enforcement activities are recorded in CAD to ensure effective utilization and management of available proactive time.		None
		Y	October 1, 2010	Information Services Manager	See Summary
9		59	The City and the Richmond Police Department consider altering the current shift schedule to a 10-hour shift with a 4-on, 3-off schedule. This approach would provide a high level of service while reducing the overall cost of staffing patrol operations. This change would result in 24 fewer authorized patrol officer positions required. This approach should be implemented through attrition.		($1,300,000)
		N	N/A	Chief of Police	See Summary
10		64	The RPD should implement additional differential response techniques including the use of internet reporting for non-emergency, low-priority calls for service.		(108,000)
		Y	Pending Evaluation (12-31-10)	Assistant Chief of Police	See Summary
11		65	The RPD should consider implementing a civilian field responder program to respond to low priority calls for service.		(421,000)
		P	Pending Evaluation (12-31-10)	Assistant Chief of Police	See Summary

		Concur Y/N	Target Date	Title of Person Responsible	ACTION TAKEN
12		66	The RPD should develop uniform comparative measures for patrol and FMT. Examples include: calls for service, arrests (felony vs. misdemeanor), drugs seized, money seized, field interrogations, surveillance hours, training hours, warrants served, etc.		None
		N	N/A	Assistant Chief of Police	See Summary
13		68	The staffing in the four Precinct Detective units should be maintained as currently authorized. The one exception would be to re-deploy one of the FMT-A or FMT-B positions in Precinct 2 to the Detective unit. Management and supervisory changes should be made in accordance with the recommendations made in the Support Services chapter of this report. These changes included recommended edits to General Orders 7-1 and 7-2 to improve accountability for timeliness of case handling and the development of case files.		None
		Y	March 2010	Assistant Chief of Police	See Summary
14		75	Given the high level of proactive time within patrol, and the availability of additional authorized positions under an alternative shift schedule, the RPD should reduce the amount of overtime expenditures. In addition, The Police Department should begin monitoring overtime expenditures by unit to better understanding major overtime drivers. The RPD should change the way in which overtime expenditures and hours are recorded. Few categories of causes of overtime should be utilized such as Court, Training, Minimum Staffing, Late Calls, Detective Call Out, Special Events, Special Initiatives, and Grant Funded Overtime. Further detail could be provided as a subcategory. This approach would allow the City to determine whether overtime is being utilized due to operational decisions (e.g. minimum staffing policies, detective call out practices, etc.) or driven by other influences such as grant funding, special events, or special initiatives.		
		Y	March 2010	Assistant Chief of Police	See Summary

		Concur Y/N	Target Date	Title of Person Responsible	ACTION TAKEN
15	**Support Services**	80	The Police Department should modify General Orders 7-1 and 7-2 to reflect more direct guidance regarding timelines for investigative follow-up, actions taken by unit Sergeants and to provide a model of the expected case file.		None
		Y	2nd Quarter, 2010	Deputy Director of Administration	See Summary
16		82	Maintain overall staffing in the Major Crimes Division. However, shift the investigation of Robberies to the Homicide Unit (renaming the Units Robbery / Homicide). This will enable the City to maintain the specialized training and skills in Homicide that have been developed.		None
		N	N/A	Assistant Chief of Police	See Summary
17		89	The RPD should maintain the current shifts in the traffic units and the motorcycle squad. However, the RPD should encourage increased traffic enforcement efforts being undertaken by the Patrol Precincts on those days where Traffic Units are not working.		None
		N	N/A	Assistant Chief of Police	See Summary
18		93	The RPD should maintain current staffing in the traffic units and the motorcycle squad. However, patrol units should dedicate more of their time to this proactive activity, as appropriate, in an effort to improve on the department's overall traffic enforcement level.		None
		N	N/A	Assistant Chief of Police	See Summary

		Concur Y/N	Target Date	Title of Person Responsible	ACTION TAKEN
19		98	The Mounted Unit should maintain its current reporting relationship in the Special Events Division to maintain "core mission" operational command structure communications.		None
		Y	N/A	Assistant Chief of Police	See Summary
20		98	Explore increased funding and support from the Friends of the Mounted Unit.		None
		Y	Immediate	Assistant Chief of Police	See Summary
21		98	Consider eliminating the two vacant Police Officer positions and operating with four Police Officer positions in the Mounted Unit.		($102,600)
		N	N/A	Assistant Chief of Police	See Summary
22	**Community, Youth and Intervention Services**	106	In the future, explore joint funding of School Resource Officer positions with the Richmond School Board. Since the School Board provides security officers, the funding should be weighted towards the City, but still should reflect the substantial benefits the schools realize from having a RPD presence and mentoring influence in the schools. Currently, economic conditions prohibit the cost-sharing option. However, joint City/School District funding of these types of positions is common across the country.		Depends on future policy decision.
		N	N/A	Chief of Police	See Summary
23		110	Transfer one of the civilianized Sergeant positions in the Warrants and Information Unit, and allow the sworn position to assist in supervision of the SRO staff.		None
		P	Pending Evaluation of #33	Assistant Chief of Police	See Summary

		Concur Y/N	Target Date	Title of Person Responsible	ACTION TAKEN
24		116	Consider moving the TRAPP Unit and the nine civilian personnel (3 Truancy Services Coordinators and 6 Truancy Outreach Case Managers) from under the Police Department's command and move it under Justice Services. Justice Services runs a number of juvenile community based services, juvenile group services, juvenile monitoring and surveillance services, juvenile diversion services. Consider re-assigning all of these personnel to the Justice Services Department.		None
		Y	July 1, 2010	Chief of Police	See Summary
25	**Administrative Support Bureau**	119	Once the policies and procedures manual for communications is completed and implemented, the RPD and the City should consider re-civilianization of the dispatch center. Civilianization would better align position qualification with responsibilities.		($55,399)
		P	Pending Evaluation (10/1/10)	Assistant Chief of Police	See Summary
26		126	The City and the RPD should pursue opportunities to regionalize emergency communications.		Depends on the number of regional participants.
		Y	Immediate	Assistant Chief of Police	See Summary
27		136	The Records and Technology Unit should civilianize the Police Officer positions assigned to the Records Management Systems (RMS) Team.		($24,389)
		Y	July, 2011-2013	Assistant Chief of Police	See Summary
28		137	The Records and Technology Unit should create an end users group for PISTOL to allow users to provide input to the RMS Team on issues and desired enhancements.		None
		Y	Immediate	Information Services Manager	See Summary

		Concur Y/N	Target Date	Title of Person Responsible	ACTION TAKEN
29		137	The Richmond Police Department should review fees charged and should conduct a formal fee study.		Cannot quantify until further study is completed.
		Y	October 1, 2010	Assistant Chief of Police	See Summary
30		139	The Records and Technology should create an information technology committee. Representatives for each division should be included on the committee.		None
		Y	Immediate	Information Services Manager	See Summary
31		142	The Training Unit should fill the two vacant Police Officer positions assigned to the In-Service / Use of Force section.		None
		N	N/A	Assistant Chief of Police	See Summary
32		143	The Training Unit should eliminate the Lieutenant / Executive Officer position.		($87,755)
		N	N/A	Assistant Chief of Police	See Summary
33		147	The RDP should consider civilianizing the Warrants and Information Unit.		($313,667)
		P	Pending Evaluation (10/1/10)	Assistant Chief of Police	See Summary
34	**Human Resources**	157	The Human Resources Division should eliminate (a) 2.0 Detectives and (b)1.0 Sergeant in the Division's Personnel & Recruitment Unit.		($218,732)
		Y/N	(a) July 1, 2010 & (b) N/A	Assistant Chief of Police	See Summary

		Concur Y/N	Target Date	Title of Person Responsible	ACTION TAKEN
35		157	The Human Resources Division should look to alternative staffing utilization to address peaks in workload (e.g., background checks, recruitment fairs, etc.) by utilizing staff in the Department on a part-time or temporary basis.		None
		Y	As Needed	Human Resources Chief	See Summary
36		158	A formal, routine process for conducting training needs assessment of civilian personnel should be developed and implemented.		None
		Y	January 2010	Human Resources Chief	See Summary
37		159	The Richmond Police Department should re-evaluate staffing levels once an automated management system has been implemented and redundant, manual processes eliminated.		Cannot determine at this time.
		Y	N/A	Human Resources Chief	See Summary
38	**Financial Management**	164	The Richmond Police Department should work closely with the City of Richmond to address technology related issues as the City implements an ERP. The RPD and the City should work together to reduce and/or eliminate redundant, manual processes.		None
		Y	N/A	Deputy Director of Financial Management	See Summary
39	**Departmental Management**	169	The Police Department should continue to promote the use of formal, analytically driven, approaches for management and supervision.		None
		Y	N/A	Chief of Police	See Summary
40		171	The Richmond Police Department should continue to utilize its approach for reviewing, updating and promulgating policy. The Department has a comprehensive and professional approach to policy and procedure management.		None
		Y	N/A	Chief of Police	See Summary

		Concur Y/N	Target Date	Title of Person Responsible	ACTION TAKEN
41	**Department Organization**	180	Reorganize the Richmond Police Department into a three bureau structure. This reorganization would result in the elimination of a Major position (the Chief of Staff position) and the creation of a second Assistant Chief of Police position. There could be short term cost savings if the Assistant Chief position was hired at a lower step.		$20,322
		Y	August, 2010	Chief of Police	See Summary

1. The current structure of the Office of Professional Responsibility is one major with a captain and lieutenant as direct reports. This recommendation is to remove the captain's position. There is also the comparison of the existing lieutenant direct report to the major, supporting the removal of the captain.

   The police department ***does not concur*** with this recommendation. There is a huge difference in the duties and responsibilities of these two direct reports. Internal Affairs Division should have a captain because there is a need for this level of oversight. This captain is responsible for the internal investigations, the financial crimes investigations, and the policy compliance. Internal investigations need several levels of review to ensure the chief has a thorough investigation, with all questions answered and the best recommendation. This captain also sets the tone for the investigation and is intimately involved in the process. When these investigations reach the major, they are almost ready for the chief's review. As the investigations move up the chair, it receives a different level of review and recommendations are made if there is an infraction. The major reviews the investigations from a global level and makes the final recommendation to the chief. There are times when this recommendation does not flow with the investigator's finding because of the impact on morale or the department will be better served with a different outcome. Removing the captains puts the major in the role of a captain, commanding the division and compromising his/her ability to give it the needed global view.

   The direct report lieutenant is not in a command position, but more of an advisor. Because this person is not involved in the investigation, there is freedom to focus totally on the punishment matrix based on the finding. The lieutenant is also responsible for scheduling and completing the predisposition conference, as well as the ensuring the punishment is executed. This removes the investigating body from the punishment phase, thereby strengthening each step in the process. Even though this is a direct report to the major, it is a needed administrative function where a captain's oversight is not necessary.

2. The Richmond Police Department ***concurs*** with the recommendations. General Orders 1-1 "Code of Conduct", 1-16 "Disciplinary Procedures", and 7-21 "Internal Investigations, Citizen Complaints and Integrity Tests" are all due for review in the Fourth Quarter of this Calendar Year. The Planning Division will work with Subject Matter Experts in the Office of Professional Responsibility, Disciplinary Review Office to review these policies and make the requisite modifications as recommended by the Project Team. Those modifications include reflecting current and ongoing expansion of the number of categories and factors measured in the Early Warning System, enhancing the disciplinary matrix to provide additional guidance for the Disciplinary Review Office, individual Department member files be maintained for the examples displayed in the table on page 14 of the Project Team's report, and implementation of an improved Early Intervention system. There are ***no estimated cost savings*** by adopting these recommendations.

3. The Richmond Police Department ***does not concur*** with these suggestions. The Detective position in this unit is responsible for all Crime Stopper cases, maintaining regional partnership with other jurisdictions and is responsible for all media recordings. The Marketing & Public Relations Specialist position in Public Affairs has increased duties due to the increased community outreach, public relations, FOIA requests and internal media requirements. This unit has only (3) Marketing & Public Relations Specialist that rotate 24/7 on-call duties on a weekly basis.

4. The Richmond Police Department ***concurs*** with this suggestion and meets weekly with the Command Staff to develop media strategies as well as individually with the Chief of Police.

5. The Richmond Police Department ***concurs*** with this suggestion; however, there are no funds available at this time to accommodate the incorporation of a paralegal. Consideration will be given at a future time when funding becomes available.

6. The Richmond Police Department ***concurs*** with this suggestion. The General Counsel's Office currently tracks time spent on FOIA requests, especially for billing purposes. Going forward, the General Counsel's office can institute a weekly activity report requiring staff members to specify time spent when completing specified tasks. This information can then be compiled and compared with the number of projects assigned to the General Counsel's office relatively to work hours and manpower.

7. The Richmond Police Department ***does not concur*** with this suggestion. Currently, the General Counsel's office has a technical reporting relationship within the Police Department. The General Counsel's office is a direct report to the Chief of Police and meets with the Chief on a regular basis to provide updates, status, and report out on cases, volume of claims, EEOC matters; attorney represented grievances, FOIAs, legal updates and departmental liability issues. The General Counsel's office provides departmental wide legal updates and bulletins regarding new laws, and amendments. The General Counsel's office works in conjunction with the HR and Internal affairs division on potential employment claims and addressing legal issues as they arise. Likewise, the General Counsel works in conjunction with the public affairs unit regarding high priority media requests. The General Counsel also informally "reports out" weekly on City council matters, and pursuits. Finally, in regards to departmental Goals and Objectives, General Counsel provides an annual overview.

    The General Counsel's office is in daily contact with the City Attorney's office and maintains full and open lines of communication, both written and verbally to facilitate the best and timely legal representation of departmental issues. Additionally, technical/formal reporting to the City Attorney's office is provided in the following ways: For all lawsuits served against the department and/or employees, the City Attorney's office receives immediate written notification. When responding to and handling all types of property damage claims the General Counsel's office provides a thorough investigative report and all relevant documentation directly to the City Attorney's Office. Regarding all proposed department related ordinances and proposed changes to

the City Code, the City Attorney's office receives and reviews our papers and approves or denies their content and or form prior to the papers forwarding to City Council. The General Counsel's office provides the originals for all EEOC responses directly to the City Attorney's office, which then submits under their letterhead the City's official response incorporating the departments. The same type of system is in place for EEOC responses and is used between the General Counsel's office and the City Attorney's office for attorney represented grievance hearings and appeals. Finally on all pending lawsuits, the General Counsel's office works in tandem with the City Attorney's office, compiling discovery responses, and documents necessary for motions and/or trial. The General Counsel's office acts as a liaison for the City Attorney's office.

8. The Richmond Police Department ***concurs*** with this suggestion and is currently working with CAD Information Technology personnel and our Records System to capture all proactive information with a targeted completion date of October 1, 2010.

9. The Richmond Police Department ***does not concur*** with this suggestion. We are currently on a 10.5 hours shift in order to maintain proactive enforcement and continue with sector policing. If the department were to change to the suggested schedule the following services would impacted.

1. The reduction of 24 officers would greatly impact the service delivery to the citizens of Richmond and would impact the ability of the organization to continue the historic crime reduction levels the city has seen. The core service delivery of the police is to answer calls for service from the community and to deter crime and investigate crimes once they have occurred. With the current staffing levels the departments has been able to do several things that the community has come to expect that would no longer continue:

    ▪ Dedicated homicide unit- with the reduction of 24 officers the role of investigating robberies would have to be returned to Major Crimes Unit from the precincts and the whole concept of dedicated homicide teams would no longer exists. The dedicated homicide teams has greatly impacted the organizations ability to solve homicides quickly which has had a deterrent effect in that retaliation homicides have been reduced, community involvement in solving the crimes has greatly increased, due to the quick arrest of the suspects, and the criminals have the knowledge that a focused approached will be used to arrest in homicides so less have been occurring.

    ▪ Each Police precinct has an environmental officer assigned that works with the community, other city agencies and their commanders to address quality of life issue within a geographical area. Criminological theory clearly links the environment and crime and this position would be eliminated with a reduction of 24 officers. The work would not be completed at the same level as a patrol officer would be trying to address these issues in between answering radio calls.

- Our personnel are tasked with attending various community meetings, community events, council meetings, etc. The reduction in force would not allow our officers to attend every meeting, thus reducing the strength of the community partnerships that we have worked diligently to build with many community groups.

- Several of the precincts currently have the ability to address community issues through alternative patrol (i.e. downtown bike patrol, bike patrol in parks, etc.). A reduction in force would not allow for that type of community presence as responding to calls for service would be the main objective. Therefore we would lose that close contact with the community with just responding to calls for service.

Additionally there would be an increase in case load for precinct detectives as relating to property crime as their numbers would be reduced to make up for the reduction of officers in patrol
Hispanic liaison officer- This position would be eliminated
SRO's in the middle schools would be eliminated

2. Matrix states that proactive time is too high and that with the reduction of 24 officers' proactive time would be more closely aligned with recommended percentages. Currently officers use proactive time to address high crime areas with directed assignments, traffic stops, and self initiated calls. Matrix acknowledges (pg 30) that "the level of service desired by communities varies; for example the amount of "proactive" time or "uncommitted" time a community desires." Richmond Police Department believes that we are currently meeting the community's expectations for "proactive" time and with the reduction of 24 officers that time would be reduced to an unacceptable level. The amount of proactive time officers has contributed greatly to the reduction in crime the city has been experiencing.

10. The Richmond Police Department ___concurs___ that an evaluation of differential reporting techniques should be completed and is currently working with its' Information Technology staff to research and evaluate its implementation.

11. The Richmond Police Department ___concurs___ that an evaluation of a civilian responder program is necessary and will be completed December 31, 2010.

12. We ___do not concur___ with this recommendation due to the functions of the two units being different and focused. Patrol is primarily responsible for answering CFS (calls for service) and patrol on average in each precinct consists of approximately 80-85 people. There are on average about 8 people per precinct in the FMT (Focused Mission Team). The FMT is not responsible for answering calls for service. This unit is problem driven depending on the specific precinct issues. For example, if a precinct is having a burglary problem in a certain area, the FMT may be tasked with focusing on this particular area (surveillance and high visibility). Therefore, arrests may not be the focus, but they may

be in the area to prevent incidents from occurring. A comparative measure for patrol that consists of 10 times more personnel and has a different primary responsibility than FMT is not reasonable. Eighty plus officers should conduct more field interrogations than FMT based on the number of personnel. FMT conducts search warrants than patrol. FMT may be tasked with focusing on a drug complaint or drug issues. They would conduct more surveillance and seize money and drugs. Drug and money seizures may be closer in comparison, but difficult to make that comparison since the focus can be different. Based on sector policing, patrol and FMT have directed functions on many occasions outside of just CFS. We can provide a copy an individual precincts direction to understand how directed units are within the precinct in order to address the various issues that are occurring in the area.

13. The Richmond Police Department ***concurs*** and has already implemented this change of redeployment of FMT's.

14. Police Department ***concurs*** and has monitored all overtime by type, personnel and division. A scheduling system was purchased 2 years ago to manage both the scheduling of time within individual units and to track and manage overtime usage.

15. Richmond Police Department ***concurs*** with the recommendation to review these General Orders. The Planning Division will initiate a review in the Second Quarter of 2010 of both General Orders 7-1 and 7-2 and work with Subject Matter Experts in both Support Services and the Precincts with specific attention given to the project team recommendations that the Department add specific performance measures in General Orders 7-1 "Preliminary and Follow-Up Investigations" and 7-2 "Case File Preparation Procedures" that establish the following: (1) A timeline under which first contact should be made by the Detective to the victim(s) of the alleged crime. Per the Project Team, it is appropriate for the Detective to re-contact the victim within one working day from the time the case is assigned; (2) A timeline for the completion of a first case supplement / case notes by the Detective. Per the Project Team, an appropriate standard would be 10 working days from the time the case was assigned to the Detective; (3) Timelines for continual updates to the case file. For example, if a case continues to be worked by the Detective an additional supplement should be filed every 30 calendar days from the time the case is assigned. This provides documentation for the Detective and the Sergeant to review. Also included in the review will be the Project Team's recommendation that the policy(ies) include specific guidance directing the actions of the unit supervisors including the following requirements:

- Sergeants should assign the cases to their units (as is current practice);
- Sergeants should review, using the case management system, the progress of their Detectives on their cases as compared to the timeline standards described above; and,
- An example of the format desired by the Police Department for case files for inclusion in the General Order 7-2. This will further the Department's stated objective of having case files be of uniform appearance and consistency.
-

There are **no estimated cost savings** by adoption of these recommendations.

16. The Richmond Police Department ***does not concur*** with this suggestion of shifting robbery investigations to the Homicide Unit.

Robbery investigations were centralized with the homicide unit from 2000-2004 and did not allow a direct focus and accountability in the investigation into these violent crimes. Decentralizing robbery to the Precincts allows for direct accountability. The Detectives have the ability to address robberies at a neighborhood, sector, and precinct level. They have the ability to address precinct officers on trends, patterns and a response on every shift, 24 hours a day.

In 2005, robbery was decentralized and the Homicide Unit was created to focus solely on the identification, arrest, and prosecution of homicides. In the past, homicides detectives were tasked in investigating other violent crimes during the critical 72-hour period after a homicide thus resulting in lower clearance and conviction rates.

Reviewing Robberies and Homicides during the last decade: From 2000 to 2004 Robberies and Homicides were centralized. In 2005 to present, robberies were decentralized to the precincts and a homicide unit was created to solely focus on the most heinous crime, the taking of a life. Below is an analysis of Departmental data for both robbery and homicide over a 10 year period:

Homicides for 10 year period

	Homicide	IBR # Cleared*	IBR Clearance Rate	FBI National Clearance Rate - Homicide
2001	70	52	74%	62.40%
2002	83	36	43%	64.00%
2003	94	72	77%	62.40%
2004	96	68	71%	62.60%
2005	86	85	99%	62.10%
2006	81	79	98%	60.70%
2007	55	64	116%	61.20%
2008	32	40	125%	63.60%
2009	39	38	97%	63.60%

Robberies for a 10 year period

	Robbery	IBR # Cleared	IBR Clearance Rate - Robbery	FBI National Clearance Rate - Robbery
2000	1077	274	25%	25.7%
2001	1342	357	27%	24.9%
2002	1341	242	18%	25.7%
2003	1347	203	15%	26.3%
2004	1349	348	26%	26.2%
2005	1211	280	23%	25.4%
2006	1007	325	32%	25.2%
2007	969	336	35%	25.9%
2008	778	296	38%	26.8%
2009	850	251	30%	26.8%

During 2000 thru 2004, Robberies and Homicides were centralized with an average clearance rate of 67% for Homicides and 22% for Robberies.

During 2005 thru 2009 when Robberies were decentralized and focused at a precinct level which led to an average 32% IBR clearance rate, a 10% increase over the centralized model. The Homicide unit was formed in 2005 with a sole focus thus resulting in an average 107% IBR clearance rate for Homicides, a 40% increase in clearance rates.

During 2000 thru 2004 when Robberies and Homicides were centralized the conviction rate for homicides was 65%. During 2005 thru 2009 when Robberies were decentralized and Homicide Unit had a direct/sole focus resulted in a 90% conviction rate for Homicides, an increase of 25%.

The decentralization of robberies to the precinct and the formation of a homicide unit vastly improved clearance rates and operational effectiveness. Therefore, we do not recommend the proposed change by MATRIX

17. The Richmond Police Department's ***does not concur***. We manage traffic control both from the Traffic Unit and individual precincts. Each Precinct Commander is tasked with the responsibility to handle all crime issues, traffic control being one of them. The Special Events Division and the Precincts partner to ensure all traffic control issues are being addressed.

18. As stated in management response #17, the precincts manage all crime issues as well as traffic issues within their individual areas. A portion of traffic control within the City of Richmond is handled by the State Police. The amount of traffic control for the City of Richmond handled by the State Patrol in a capital city was not taken into consideration

by Matrix when capturing data for the Traffic Enforcement Index numbers. This is a crucial element of consideration.

19. The Richmond Police Department ***concurs*** with this suggestion.

20. The Richmond Police Department ***concurs*** with this suggestion and will pursue outside funding sources. The friends of the mounted already supply the department with horses.

21. The Richmond Police Department ***does not concur*** with this suggestion. The mounted unit is used as both a special events and a tactical unit responding to calls for service. Currently there are one (1) sergeant and five (5) officer positions within this unit, with one vacancy. This vacancy will be filled once the next recruit class graduates.

22. Richmond Police Department ***does not concur*** with this recommendation. The Richmond Police Department and the RSB missions are different, even thought the SRO's work in the schools and provide a security function; they also educate and foster relationships with the children. However, they are police officers and because of manpower issues may be removed from the schools to handle other assignments. If the budgets were combined this would cause conflict with the RSB and the use of our personnel.

23. See suggestion response #35.

24. Richmond Police Department ***concurs*** with this recommendation to move the TRAPP Unit to Justice Services. The consolidation of the truancy program under one umbrella **w**ill allow the program to run more efficient and has been completed in the FY2011 budget year.

25. Richmond Police Department ***concurs*** that an evaluation of the staffing within this unit needs to be completed. The target date of completion is October 1, 2010..

26. Richmond Police Department ***concurs*** with this recommendation. Regional cooperation to regionalize emergency communications would be required; Richmond Police Department will broach this subject in its regional committee meeting with area communications centers to determine the level of interest amongst the area jurisdictions. Additionally, conversations with key executives within the City of Richmond will also be needed to push this regional approach to emergency communications forward.

27. Richmond Police Department ***concurs*** and will begin working with Human Resources to civilianize these positions. There will be a transfer of one position a year for three years. Transition of these jobs will be completed in FY2013.

28. Richmond Police Department ***concurs*** with this recommendation. A Records and Technology Division has been developing a parallel model to the standard technology committee model used in the past. This new model utilizes a framework that includes input from every level of management to the front line officers in operations and

civilians in supporting roles. Richmond Police Department is open to modifying this model to include a single committee representing each of these roles as a centralized committee for all technology projects and issues. This committee will be tasked with assisting in the development of the technology plan for Richmond Police Department, starting with the review of existing projects and needs. A key function of this committee will be to review the various functions of PISTOL, providing input on enhancements from a user perspective.

29. The Richmond Police Department ***concurs*** with this suggestion and is initiating a formal fee study to be completed October 1, 2010.

30. Answered in #28.

31. Richmond Police Department ***does not concur*** with this recommendation at this time, due to 2011 budget obligations, it is best to maintain vacancies with these (2) positions. The academy staffing will be reduced by the removal of the Cadet Sergeant and Cadet Officer assigned to the Academy when this program is frozen at the end of the calendar year and these positions will fill these vacancies.

32. Richmond Police Department ***does not concur*** with this recommendation. The Lieutenant position at the Academy functions as the Executive Officer (XO) of the Academy, assisting the Captain in all of his responsibilities. The XO is responsible for all administrative functions including, but not limited to, ensuring full compliance with DCJS training requirements for recruits and sworn employees, scheduling and coordinating training requirements. In addition, the XO is responsible for supervision of the Sergeants in charge of Career Development, Recruit Training and the Cadets. This ensures full compliance with Career Development requirements and administrative paperwork and recordkeeping. Recruit training includes tracking the curriculum for compliance with state and Richmond Police Department mandated training; instructors are secured by the XO for all training where required. Management of the budget process, ensuring funding availability and fiscal solvency is required of the XO. Various other administrative functions, including maintaining leave records, training records, administrative forms and regulations, inspections are all under the auspices of the XO. The need for a Lt. as an Executive Officer is paramount in having a continuum of leadership when the Captain is not available. This position could not be administered at a lower rank due to the direct supervision of Sergeants.

33. Richmond Police Department ***concurs*** pending a staffing evaluation. Targeted completion date is October 1, 2010.

34. The HR Division ***partially concurs*** with this suggestion. This unit has been reduced the by one (1) Detective in January 2010. The unit has also recommended the elimination of one (1) Detective for FY2011. The Division cannot support the recommendation of reducing the unit by one Sergeant at this time. Eliminating a Sergeant's position would leave only one supervisor (Lieutenant) in the unit, supervising a unit of eight (8) people performing five (5) different support function areas (Recruitment, Statistical Staffing, Backgrounds, Polygraphs, and Occupational Safety). This Division does not have a

viable HRIS system, which makes all work and the supervision of it, labor intensive. Support of this recommendation could occur after the Division has acquired a viable HRIS system.

35. The HR Division ***concurs*** with this suggestion and has utilized this type of alternative staffing in the past (FY03, 04, 05). Should staff be reduced again in the Division during FY2010-2011, the Division would welcome the utilization of this option.

36. The Richmond Police Department Human Resources Division ***concurs*** and has developed & created a formalized civilian training needs assessment survey in January 2010, which has been distributed to staff and whose results have been compiled. Based upon the results, Richmond Police Department HR has set a goal of creating 2 training modules in CY 2010.   (Module I-Professional Communication) (Module II-Increased Productivity)

37. The Richmond Police Department HR Division ***concurs*** with this recommendation and is willing to re-evaluate staffing levels and redundant processes once an HRIS system is implemented.

38. The Richmond Police Department ***concurs*** with this suggestion and will work closely with the ERP Team to ensure all police needs are met.

39. The Richmond Police Department ***concurs*** with this suggestion and will continue to promote the use of formal, analytically driven, approaches for management and supervision.

40. The Richmond Police Department ***concurs*** with this suggestion.

41. The Richmond Police Department ***concurs*** with this suggestion and is in the process of reorganization to include a three bureau structure and is working with the City Administration to accomplish this. The suggestion to utilize a major position is mute due to reductions already taken for the FY2011 budget; other accommodations will be made to implement this plan.