

A police car with its lights on at night, parked on a street. The word "POLICE" is visible on the side of the car.

ICMA | conference

HOW TO COLLABORATE WITH YOUR CHIEF TO CONDUCT A POLICE DEPARTMENT REVIEW

©Center for Public Safety Management, LLC

OCTOBER 20–23, 2019

MUSIC CITY CENT

PRESENTERS

ICMA | conference



Chief Jackie Gomez-Whiteley
Senior Associate



Thomas J. Wieczorek
Director



OCTOBER 20–23, 2019



MUSIC CITY CENTER, NASHVILLE, TN



#ICMA2019

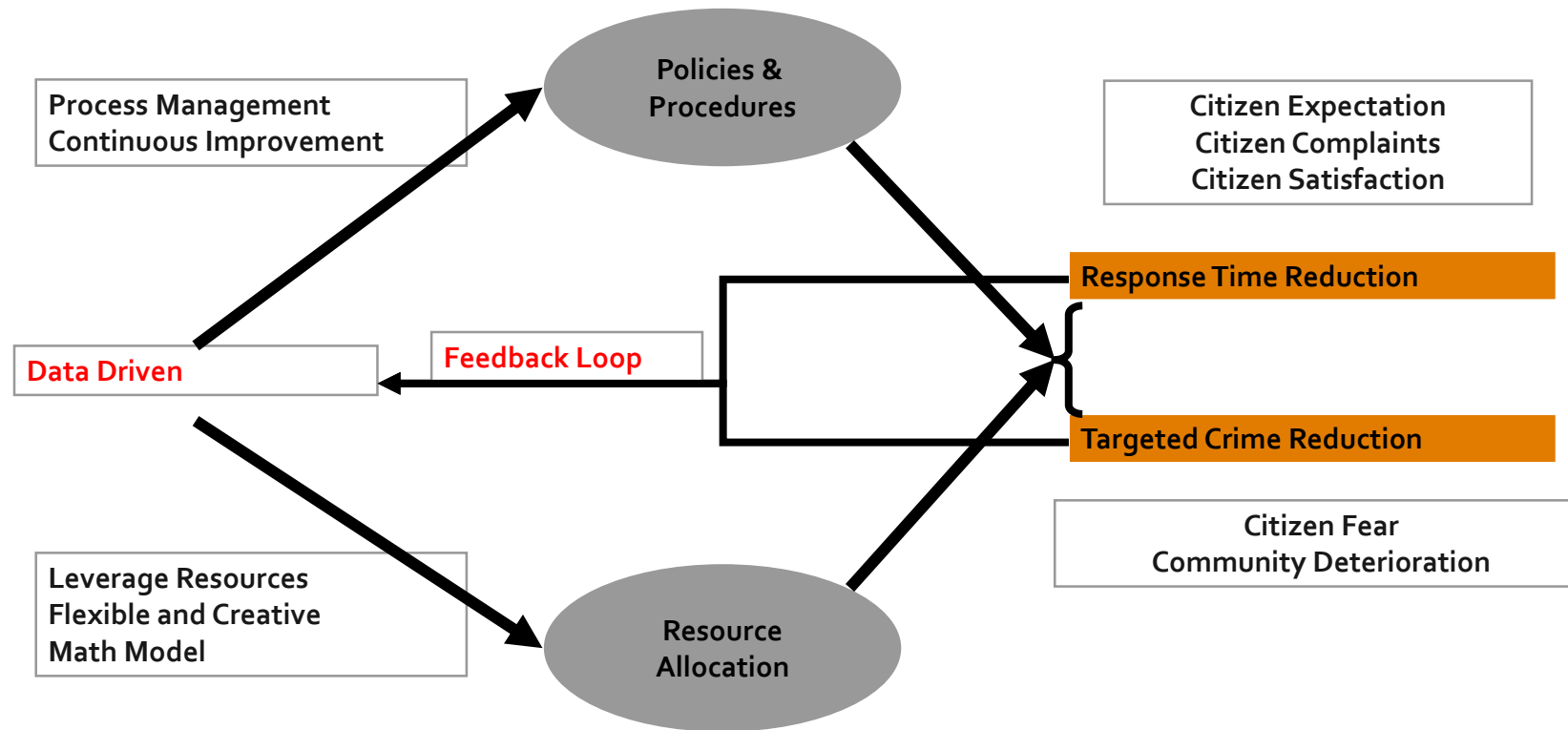
WHO WE ARE

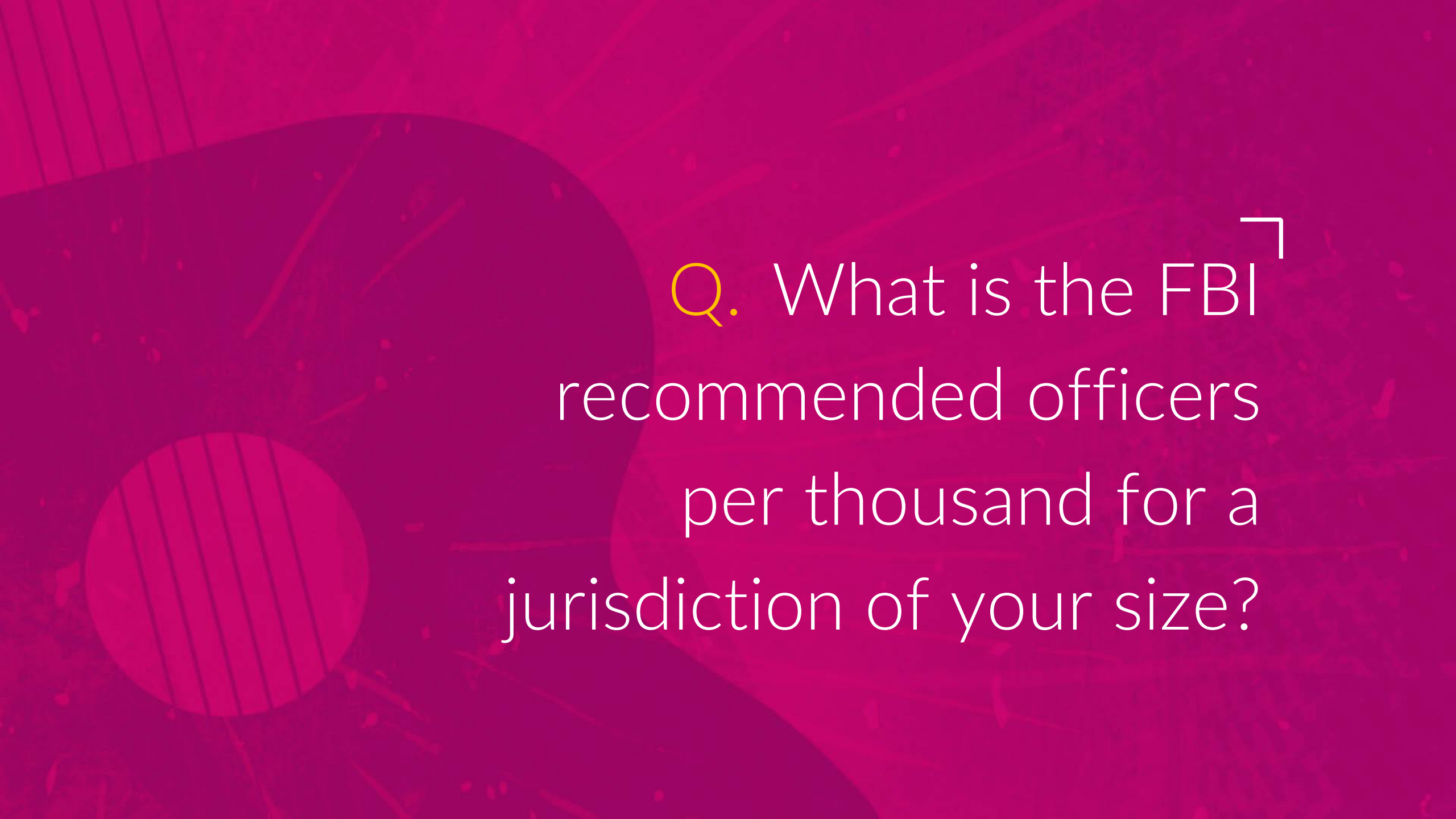
- The ICMA Center for Public Safety Management (ICMA/CPSM) was launched by ICMA to provide support to local governments in the areas of police, fire, and Emergency Medical Services.
- The Center also represents local governments at the federal level and has been involved in numerous projects with the Department of Justice and the Department of Homeland Security.
- In 2014 as part of a restructuring at ICMA the Center for Public Safety Management, (CPSM) spun out as a separate company and is now the exclusive provider of public safety technical assistance for ICMA. CPSM provides training and research for the Association's members and represents ICMA in its dealings with the federal government and other public safety professional associations such as CALEA, PERF, IACP, IAFC, IPMA-HR, DOJ, BJA, NFPA, etc.
- We have conducted over 330 such studies in 42 states and provinces and 231 communities ranging in size from 8,000 population Boone, IA to 800,000 population Indianapolis, IN.

OVERVIEW¹

- Typical Request is **MORE** resources **PLEASE!**
Limited analyses of workloads, performance,
and value of MORE?
- Aggregate data on total calls misleading
- Performance **NOT** linear function of total calls:
An increase of 50% may require little
or no additional resources

Police Patrol: Reactive and Pro-active





Q. What is the FBI⁷
recommended officers
per thousand for a
jurisdiction of your size?

A. THERE IS NO SUCH
THING!
!

*And if your chief says
there is, think about
getting a new chief!*

How many police do we need?

“Officers per 1,000 and other urban myths”

by Joe Brann

- Policy issue driven by % of non-committed (free) time
- Function of work schedule
- What they do with the time is more important than how much they have!

Deployment Questions to Ask Chief

- Q. How many patrol personnel are actually on the street? By Season, Day of Week, Hour of day?
- Q. What's the difference between Calls For Service (CFS) vs. Workload
 - CFS is a quantity – a number
 - Workload is the cumulative time to handle CFS

Response Times Questions

- Q. Do you know that response time is only important on limited number of high priority calls?
- Q. Are calls dispatched and recorded by priority?
- Q. Is response time measured by time of day, day of week and season?
- Q. Do they always check for bad data?
- Q. Do they track long response times for high priority calls and find out why?

Key Patrol Questions

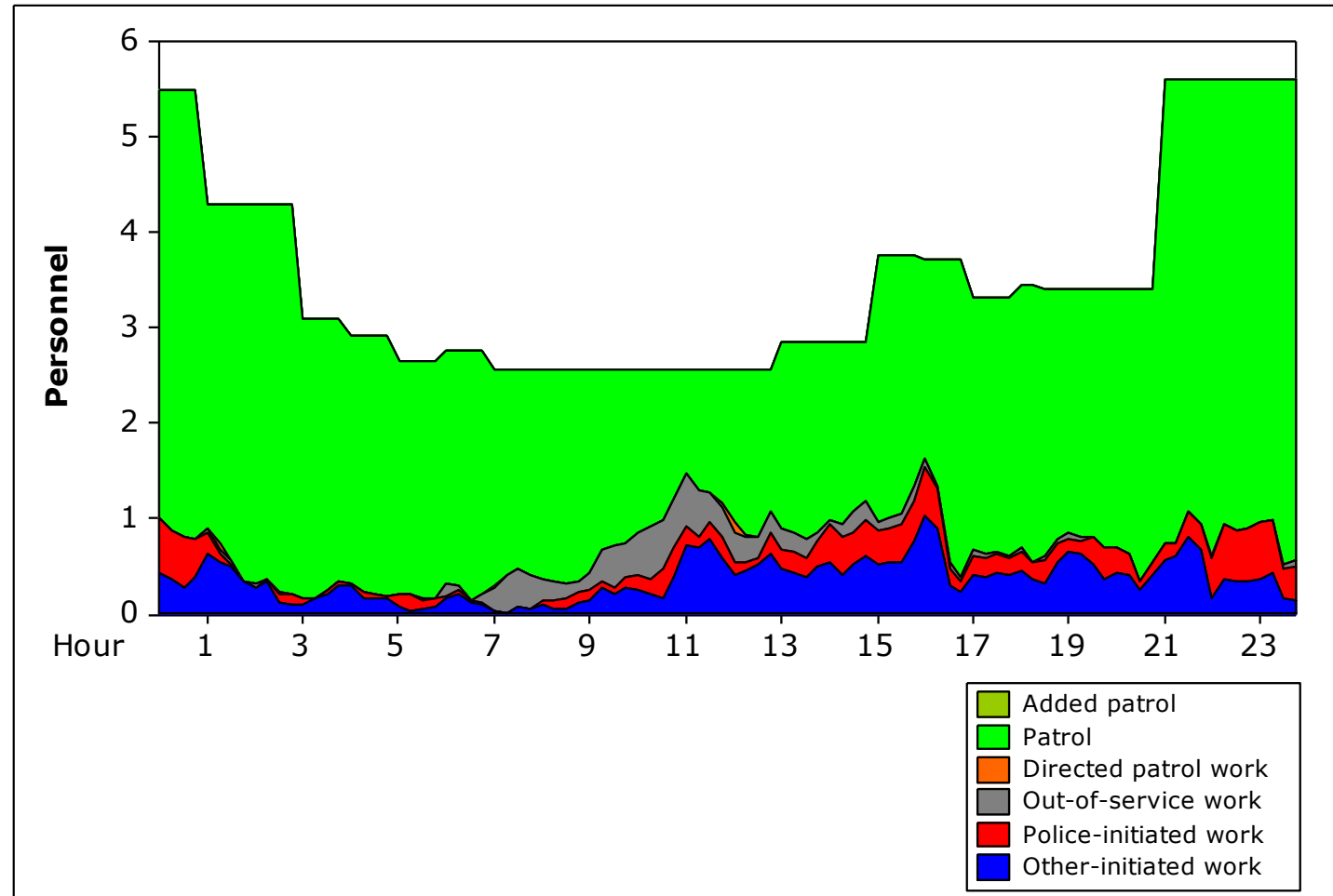
- Q. Is deployment aligned with workload variations by season, day of week, hour of day?
- Q. Are same number of patrol units assigned around the clock? – rarely good idea
- Q. Are problem areas such as shift change identified?
- Q. Do shift start times, schedules & CBAs limit deployment flexibility and alignment?



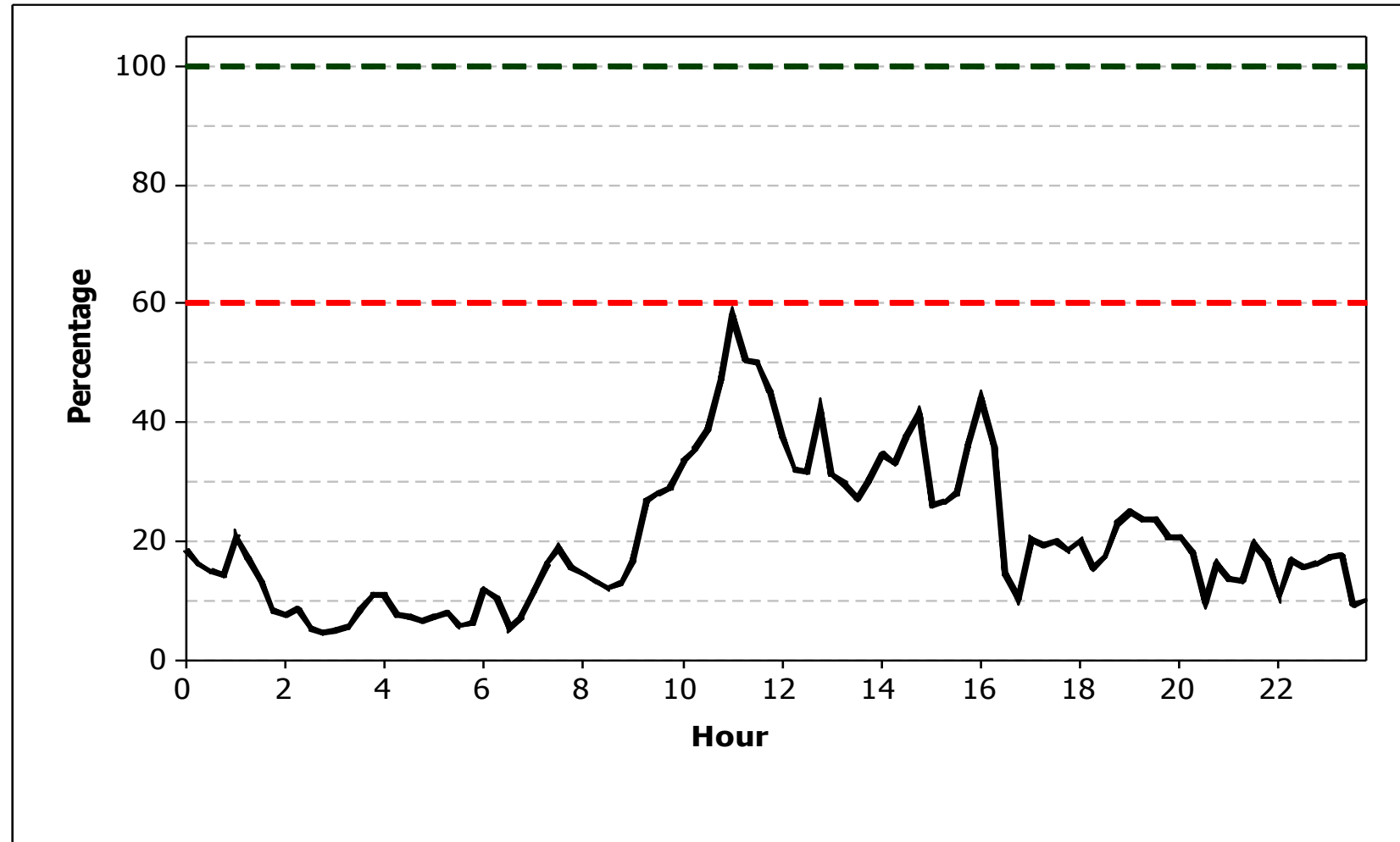
Rule of 60 – Police Allocation

- 60% of the Total Number of Sworn Officers should be assigned to Patrol
- No more than 60% of available man-hours should be dedicated to workload

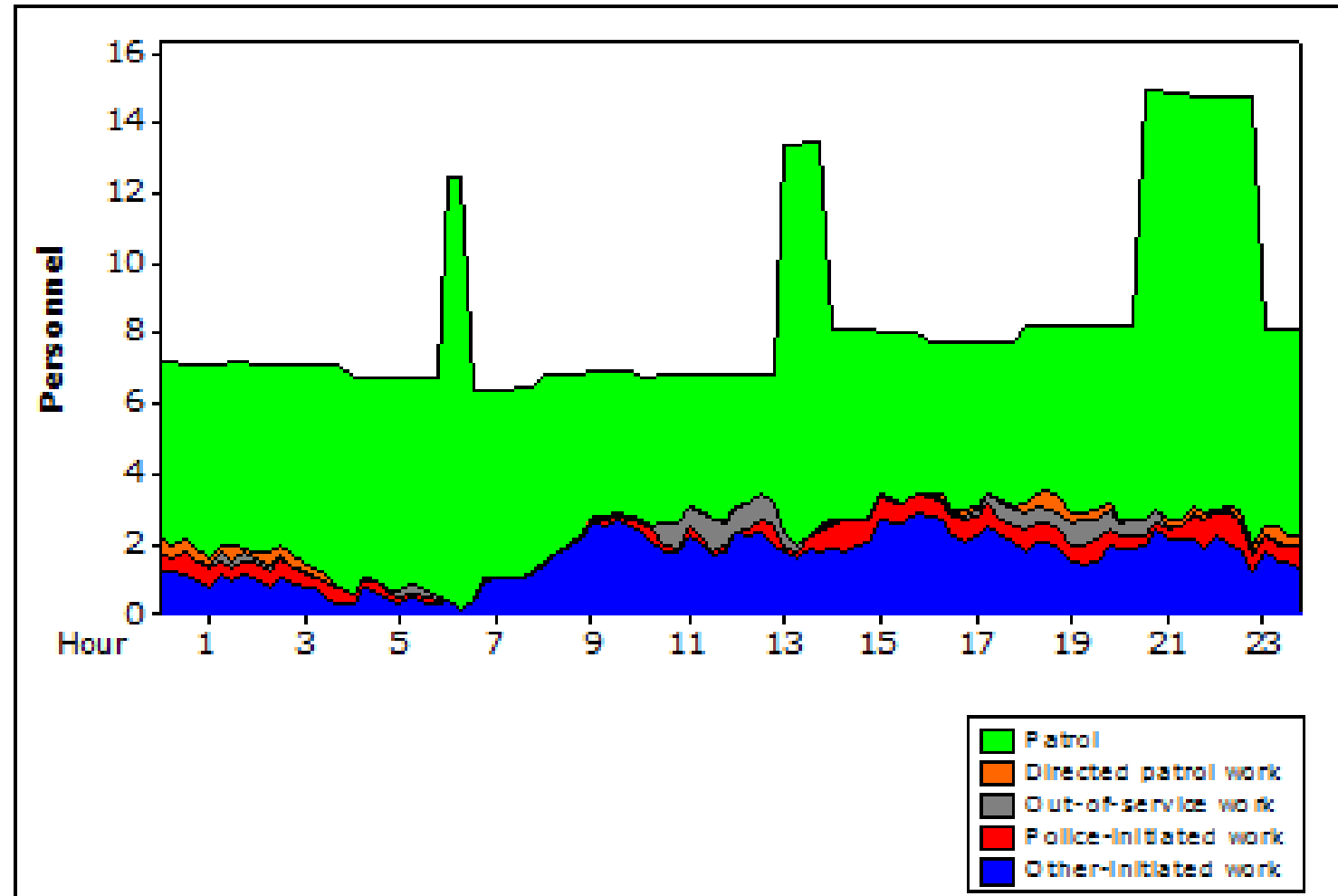
Understanding Workload



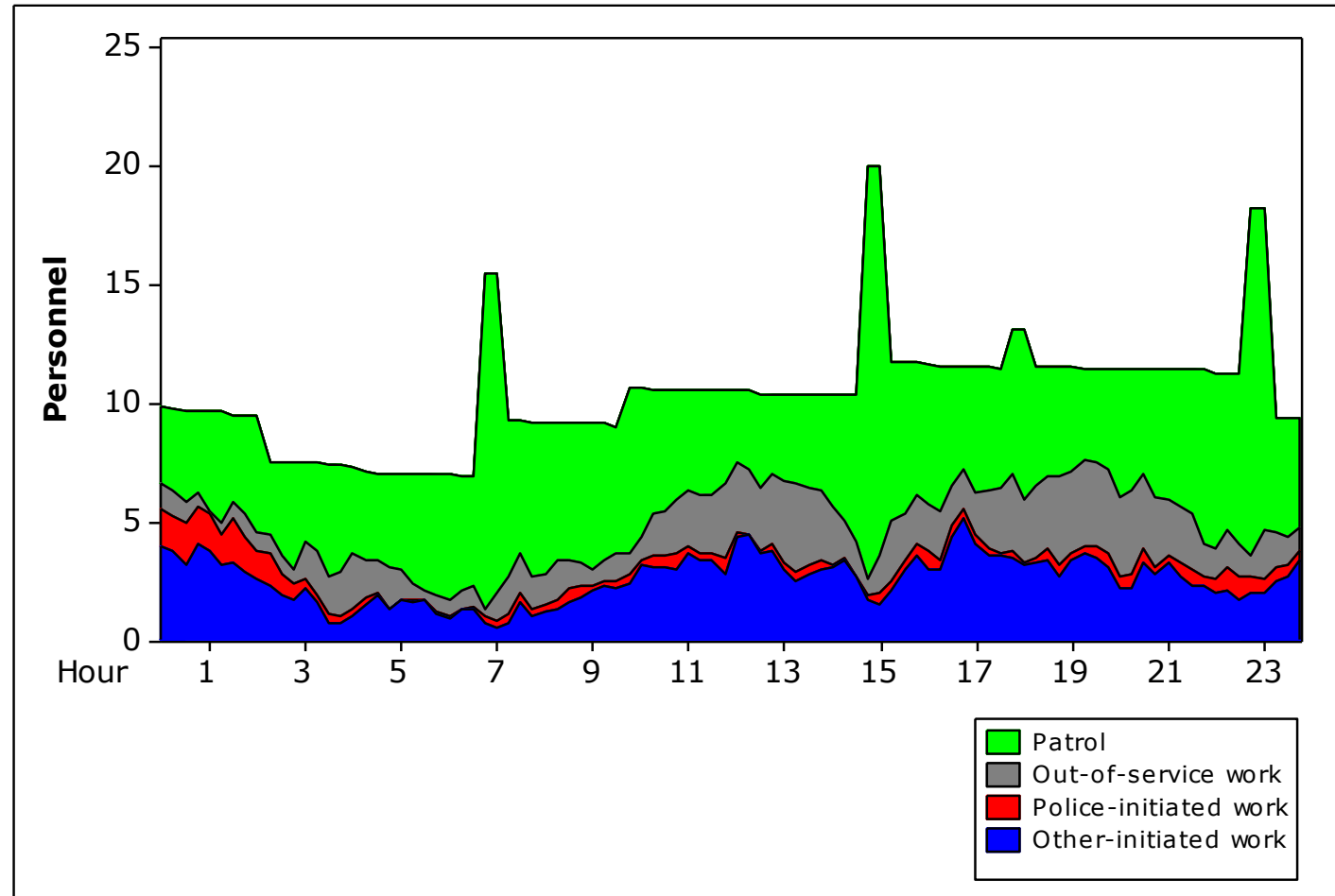
Workload Percentage by Hour, Weekdays, Winter



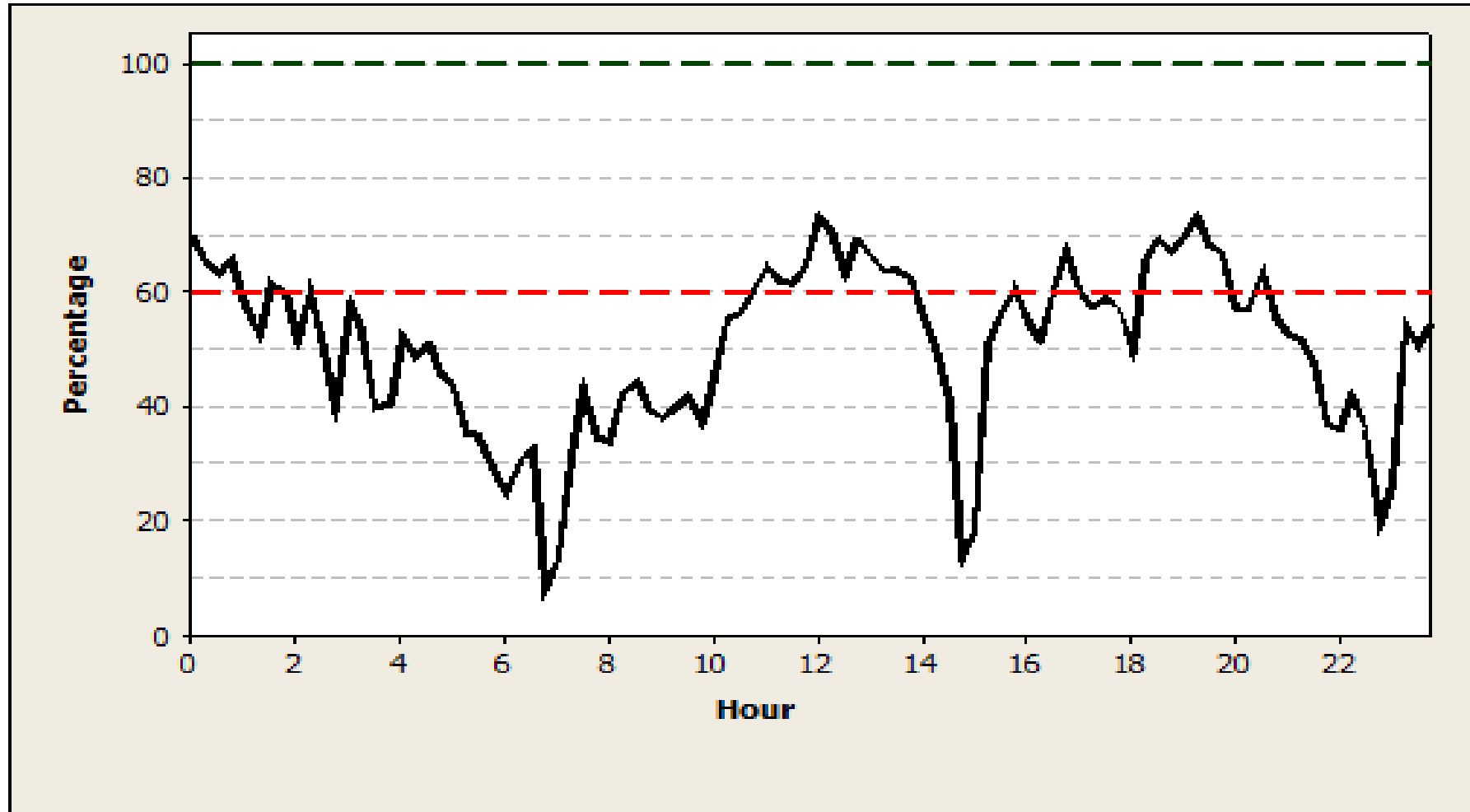
Deployment and Main Workload, Weekdays, Summer



Deployment and Main Workload, Weekends, August 2012



Patrol Saturation Index, Weekends, August 2012



A Chief's Perspective

- What has been the experience with analyses?
- What is the value to the Police Department and chief?
- What happens when the Chief is not responsive or does not want to participate?
- How do you deal with a chief who is not cooperative?

For ICMA Members and 2019 ICMA

A benefit for ICMA members and attendees:

- We will open two police and two fire comprehensive analyses (including workload studies) for November, December, and January
- If you are attending this conference or an ICMA member – 10% reduction in price
- This savings should cover your conference costs or dues!

#ICMA2019

THANK YOU

Questions?

ICMA | conference



616-813-3782

twieczorek@cpsm.us

jgomezwhiteley@cpsm.us

#ICMA2019