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

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PRESENTERS

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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.
• 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

- Process Management
  - Continuous Improvement
- Data Driven
- Feedback Loop
- Resource Allocation
- Policies & Procedures
  - Response Time Reduction
  - Targeted Crime Reduction
  - Citizen Fear
  - Community Deterioration
  - Citizen Expectation
  - Citizen Complaints
  - Citizen Satisfaction

Leverage Resources
- Flexible and Creative
- Math Model
Q. What is the FBI recommended officers per thousand for a jurisdiction of your size?
And if your chief says there is, think about getting a new chief!

A. THERE IS NO SUCH THING!
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

Graph showing personnel distribution over hours with different categories: Patrol, Out-of-service work, Police-initiated work, Other-initiated work.
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!
THANK YOU

Questions?

ICMA conference