Commerce City Police Department

Staffing and Service Levels

Purpose

Provide	Provide current Staffing Summary
Provide	Provide updated Staffing Model Study
Provide	Provide alternative solutions
Evaluate	Evaluate service level changes

*Current State of the Department as of May 1, 2019

Allocated Positions*

- 145 Budgeted Positions (includes 10 over hires)
- 116 Commissioned Employees
- 29 Non-Commissioned Employees

Vacancies*

- 12 Commissioned Employees (includes 10 over hires)
- 5 Non-Commissioned Employees

Training/Recruitment*

- 10 in Field Training (June completion)
- 1 in Police Academy (June graduation)
- Anticipate 7 lateral/certified hires (June)

Personnel Distribution

Administrative

7 Allocated(Emergency Manager)

4 Commissioned

3 Non-Commissioned

Operations

84 Allocated

79 Commissioned*

5 Non-Commissioned

12 Vacancies (includes 10 over hires)

Support

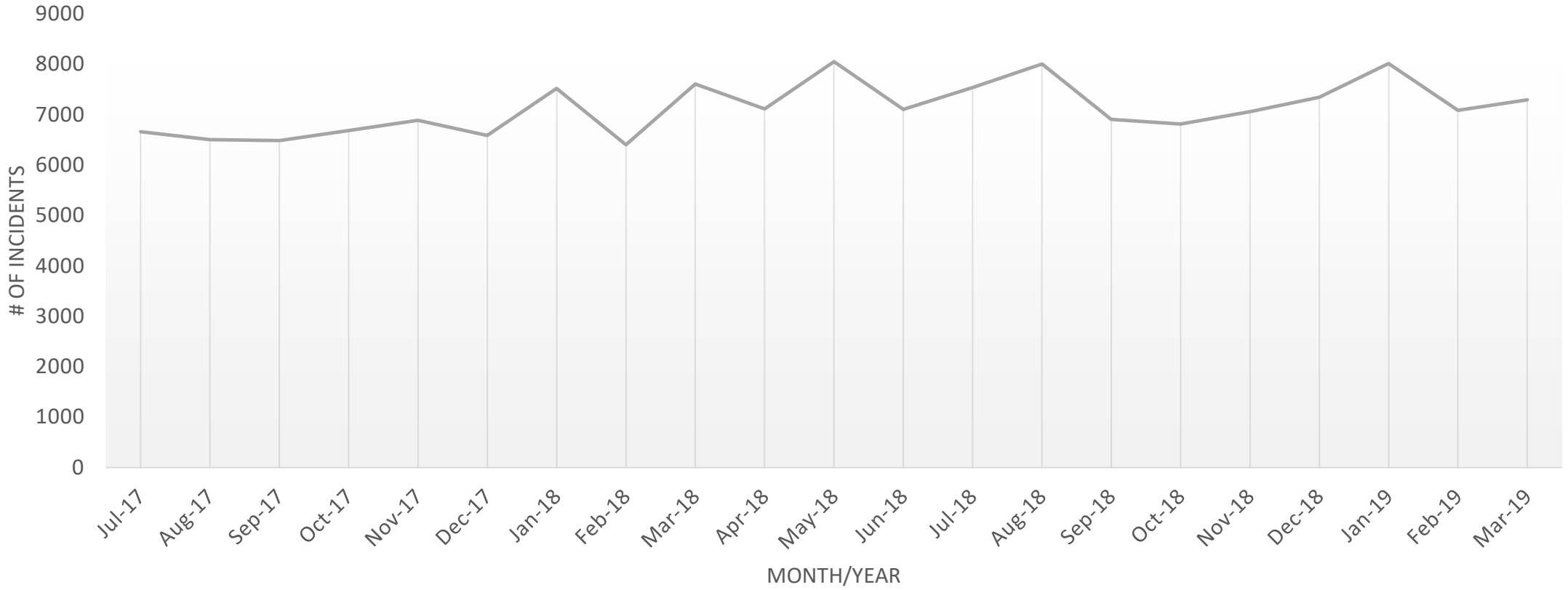
44 Allocated

23 Commissioned

21 Non-Commissioned

5 Non-Commissioned Vacancies

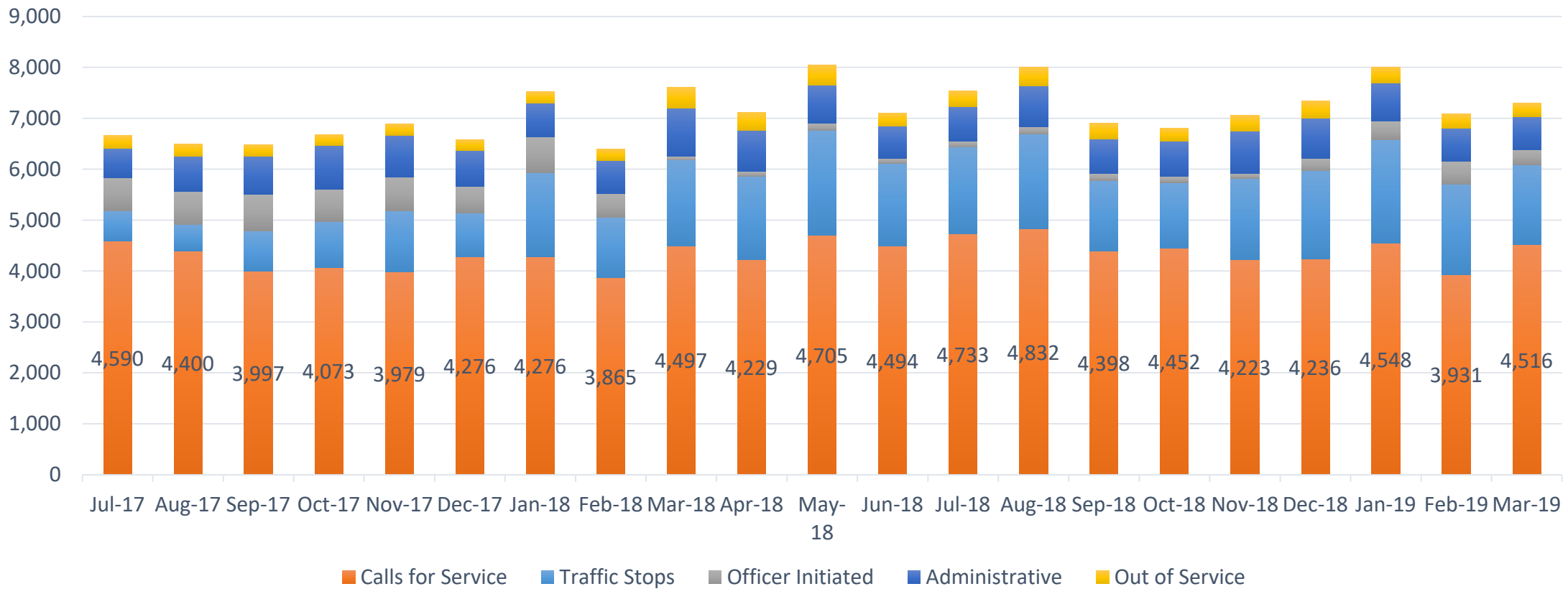
Patrol Operations



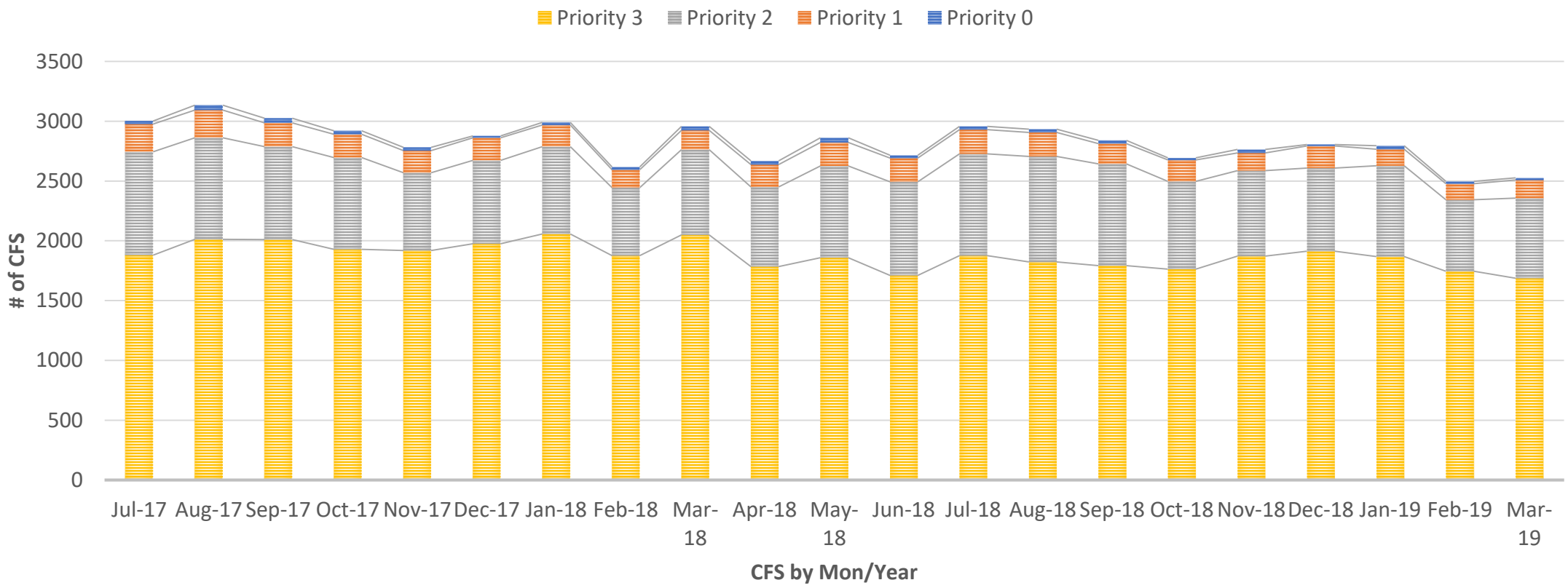
All Incidents: Jul 2017 - Mar 2019

Priorities Defined

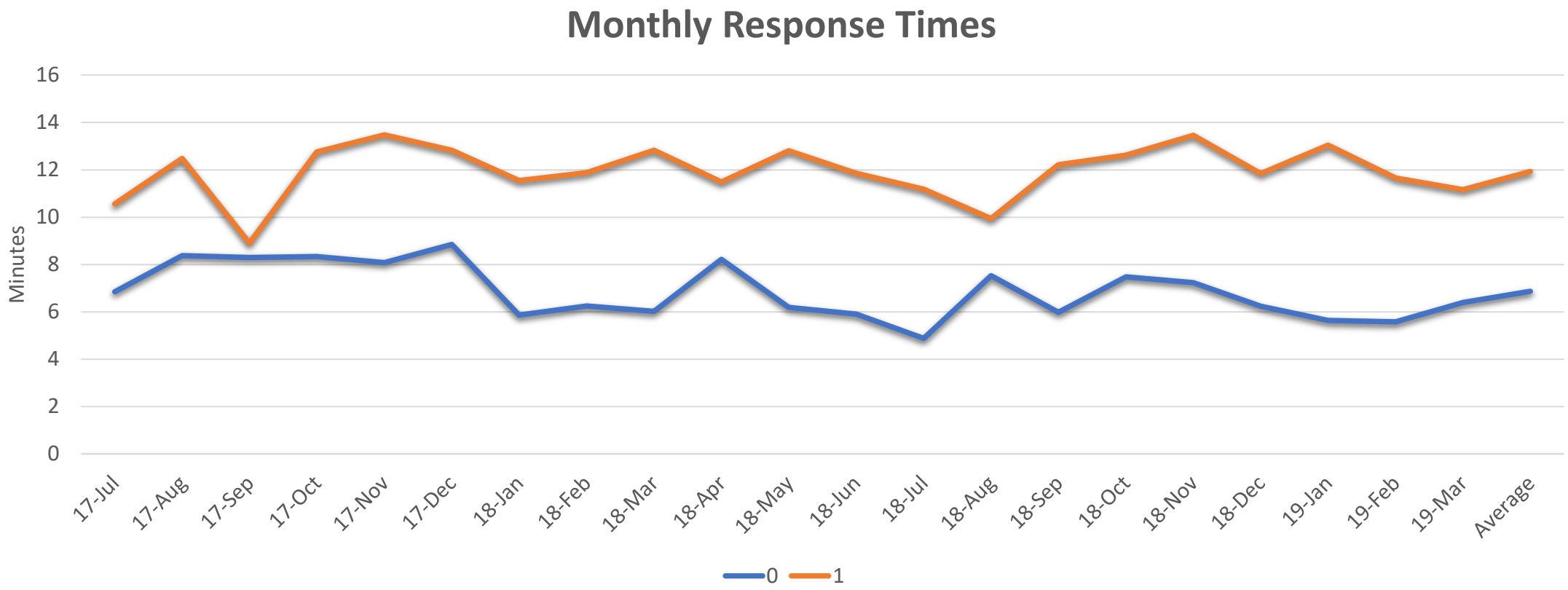
Priority 0	• Extreme Emergency Calls - To be aired or advised **immediately** and may <u>at times</u> be a tone alert call.
Priority 1	• Emergent - To be aired or advised of **immediately** and <u>may</u> also be a tone alert call. These calls are generally in progress situations involving large groups of people and/or where there is imminent threat to life or property.
Priority 2	• Urgent - To be aired or advised of within **5 minutes**. This will include most “just occurred” calls. This does not mean you can hold the call for 5 minutes before airing.
Priority 3	• Nonemergency – To be aired or advised of **within 10 minutes**. This will include cold report calls.
Priority 9	• Other – Lowest Priority, this priority is used for documentation purposes or very low priory type of calls.



Incident by Type

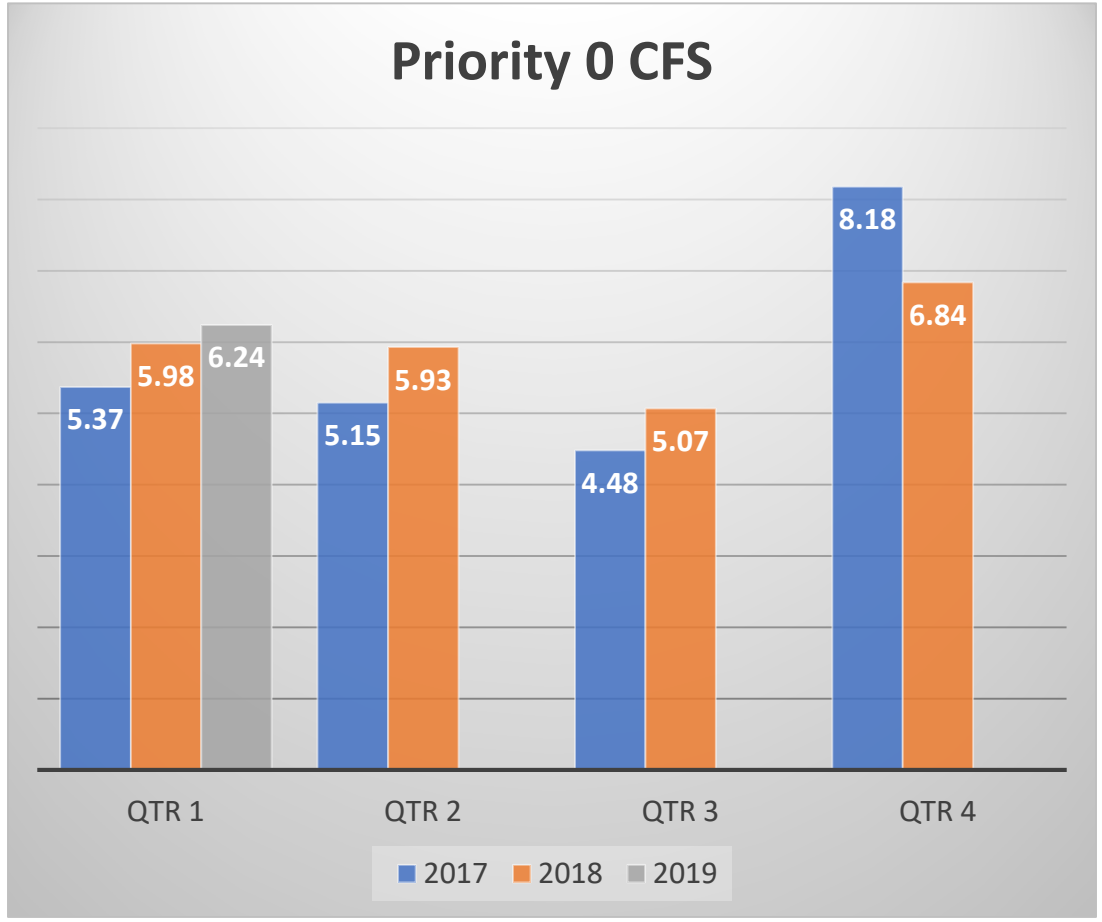


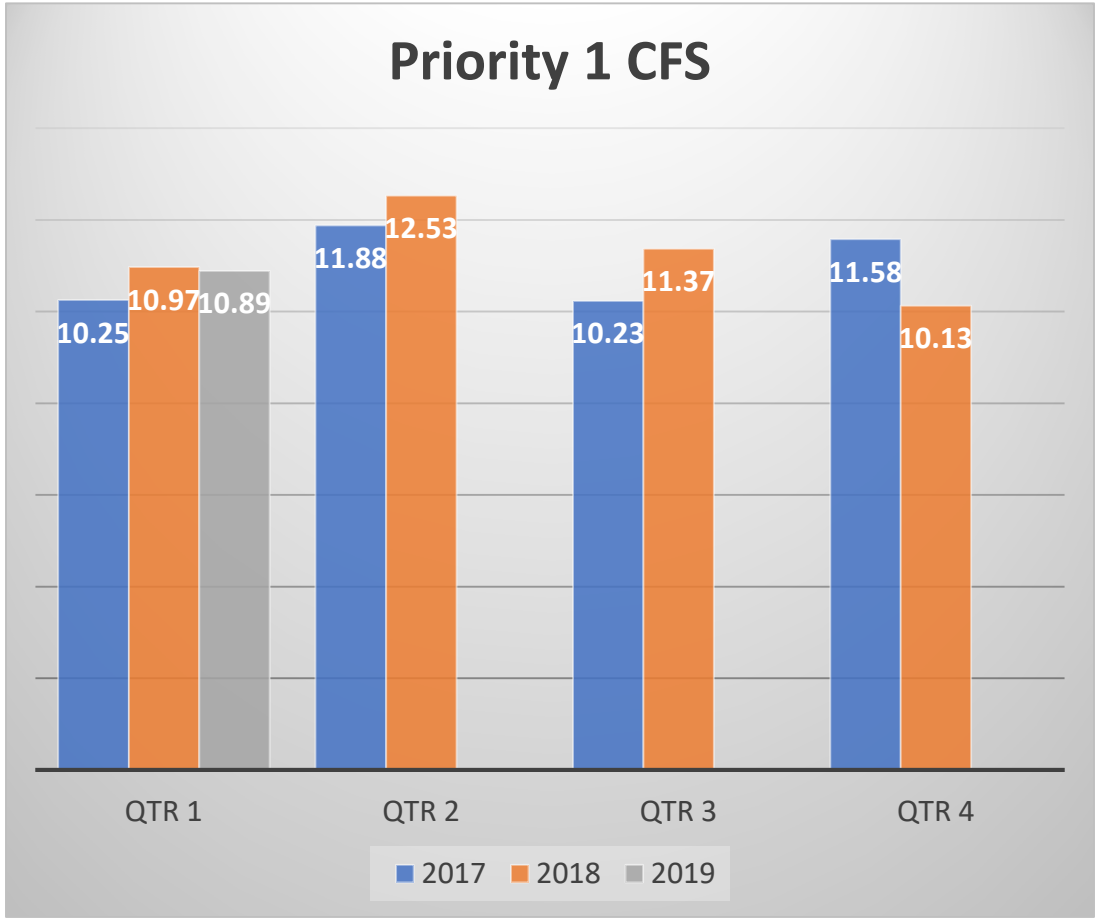
Calls for Service by Mon/Year and Priority



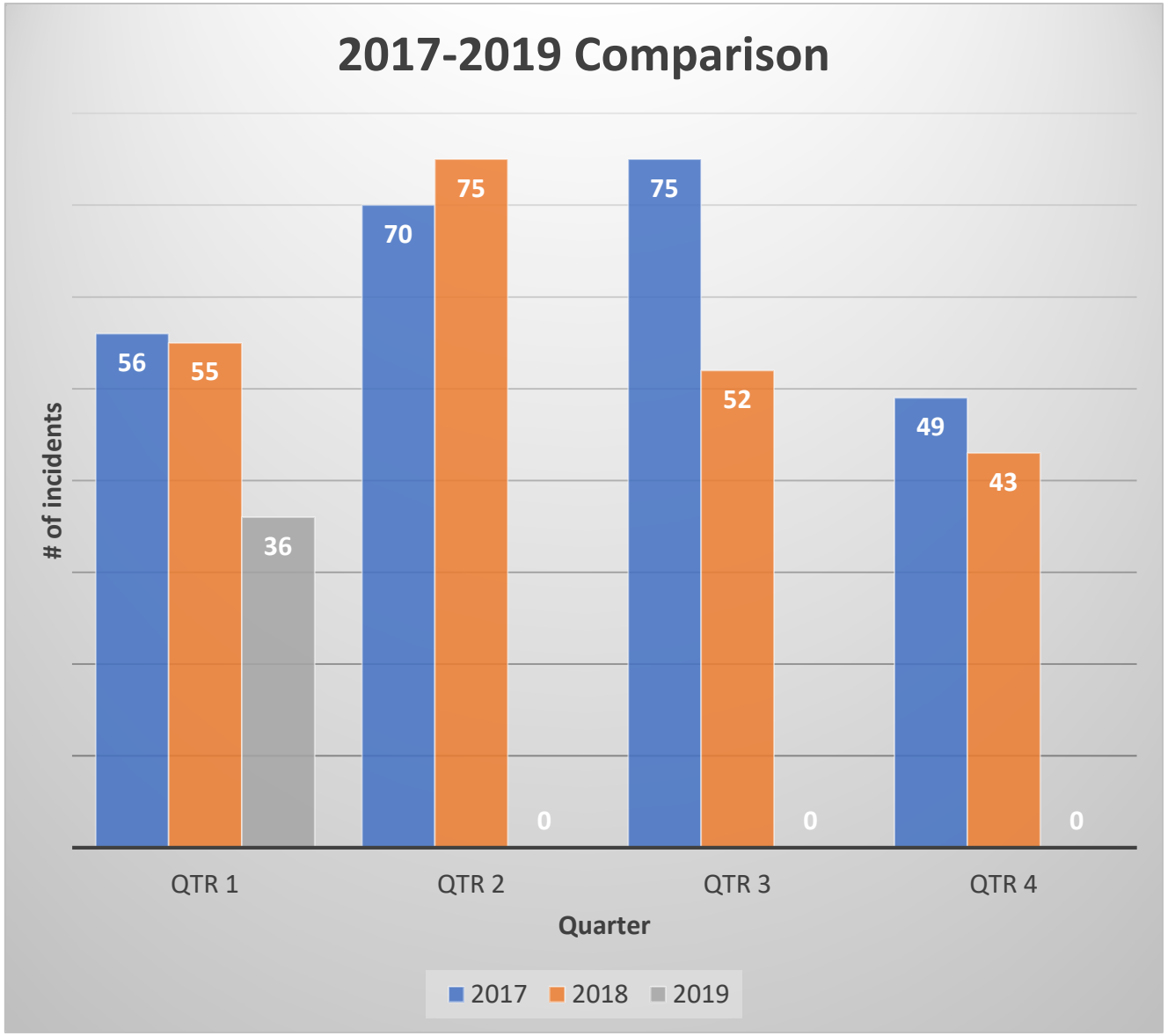
Priority 0/1 Response Times

Response Times to Priority 0 and 1 CFS

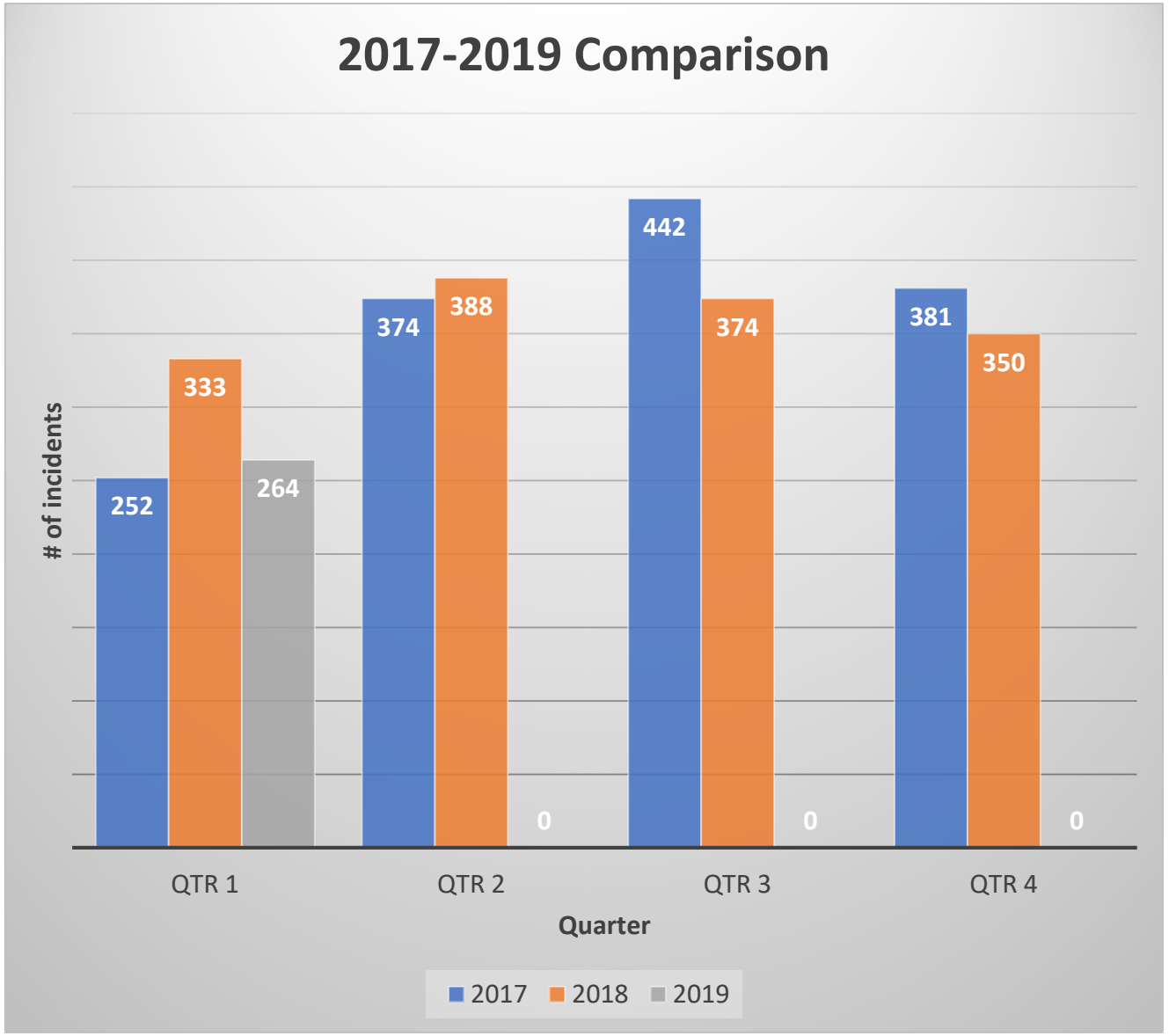




Number of Priority 0 CFS Incidents by Quarter



Number of Priority 1 CFS Incidents by Quarter



What We Control

- Response to Calls
- How calls are prioritized
- Service Levels
- Effective/Efficient Work Processes
- Staffing Levels

No Control Measures

Volume of Calls

Growth in the City

Legal requirements

Retention/Hiring/Training
Indoctrination

Service Population

Budget

Crime

Organization and Staffing

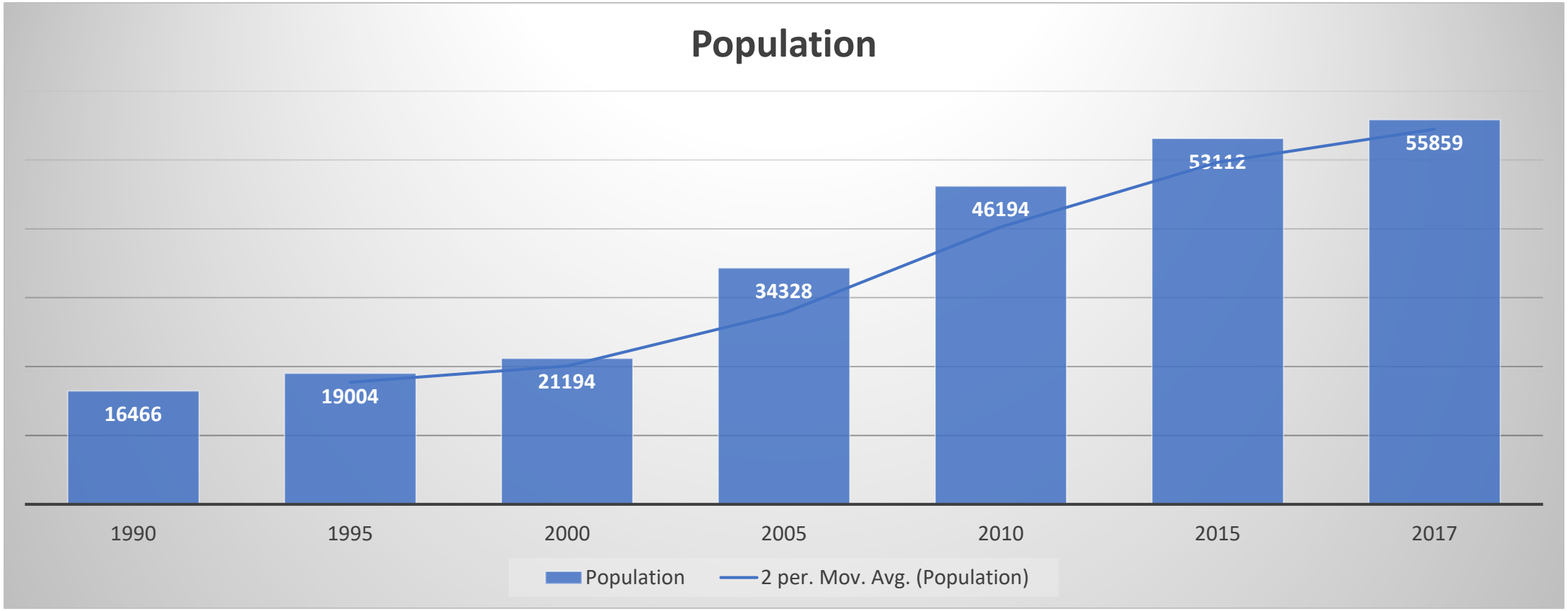
Scheduling

Call Load and Distribution

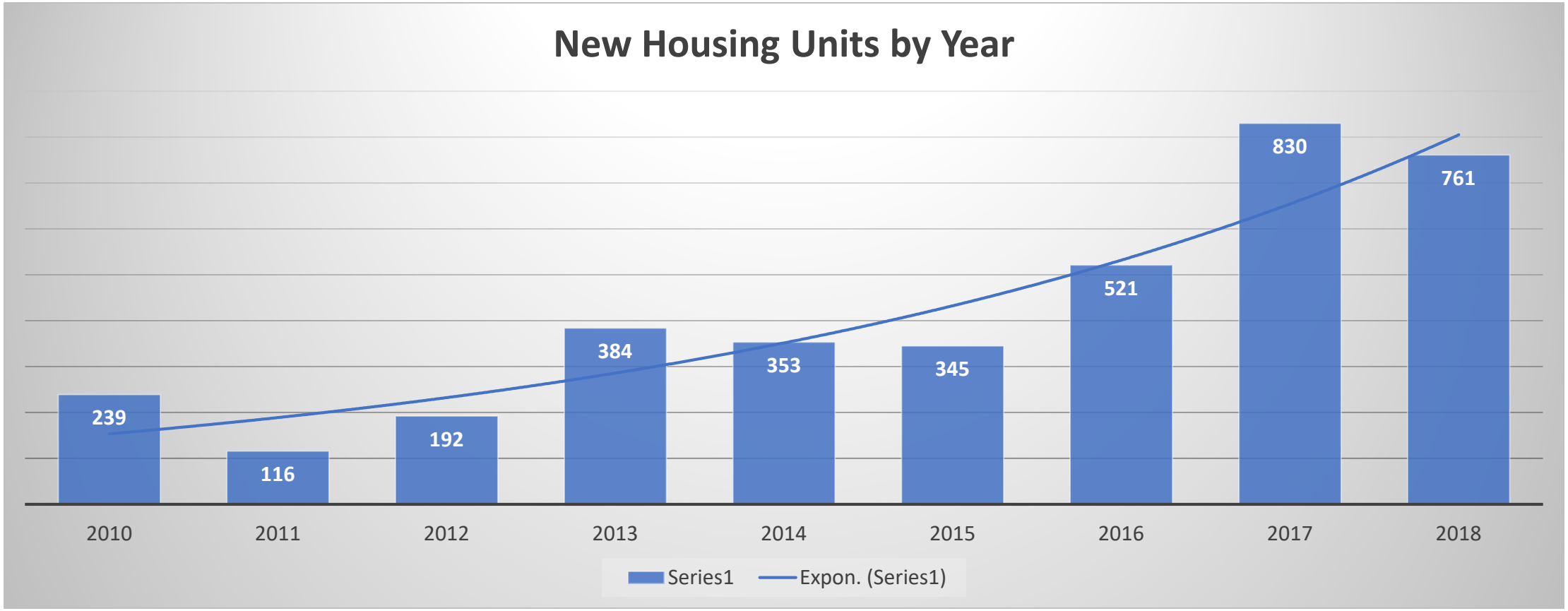
Officer Workload

Officer Availability

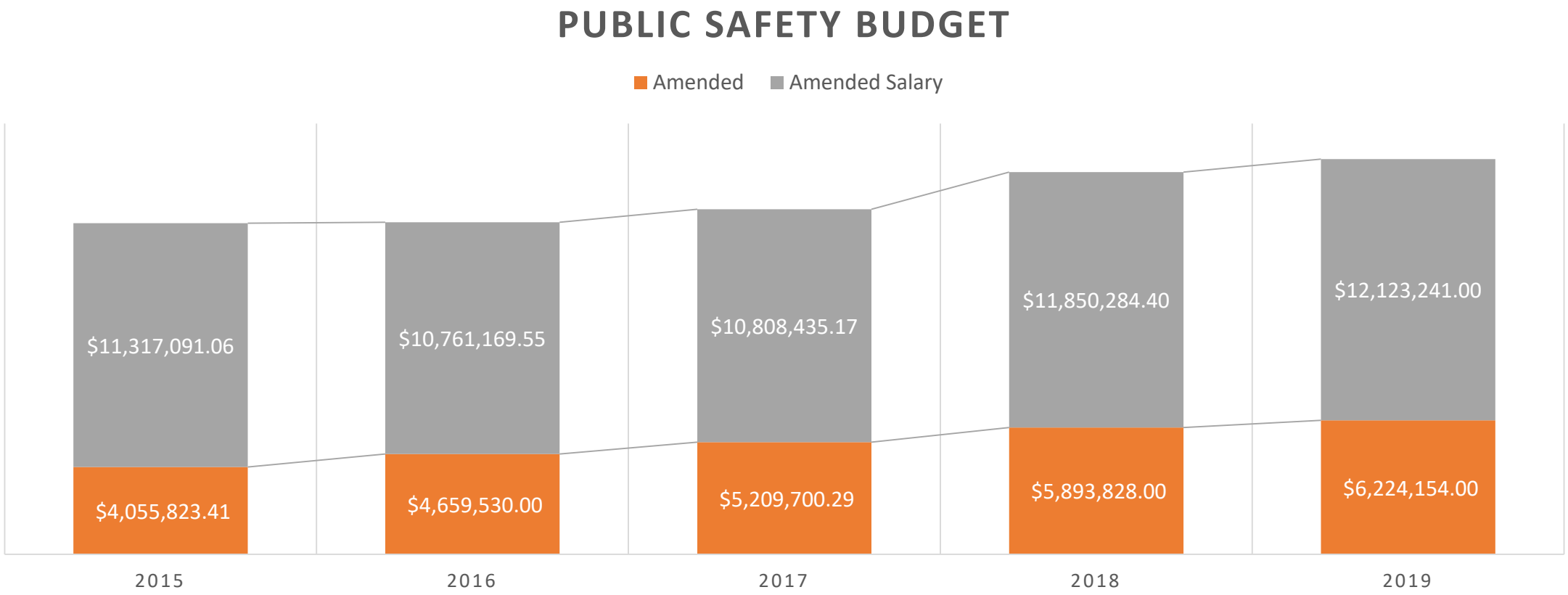
Staffing Analysis



Service Population

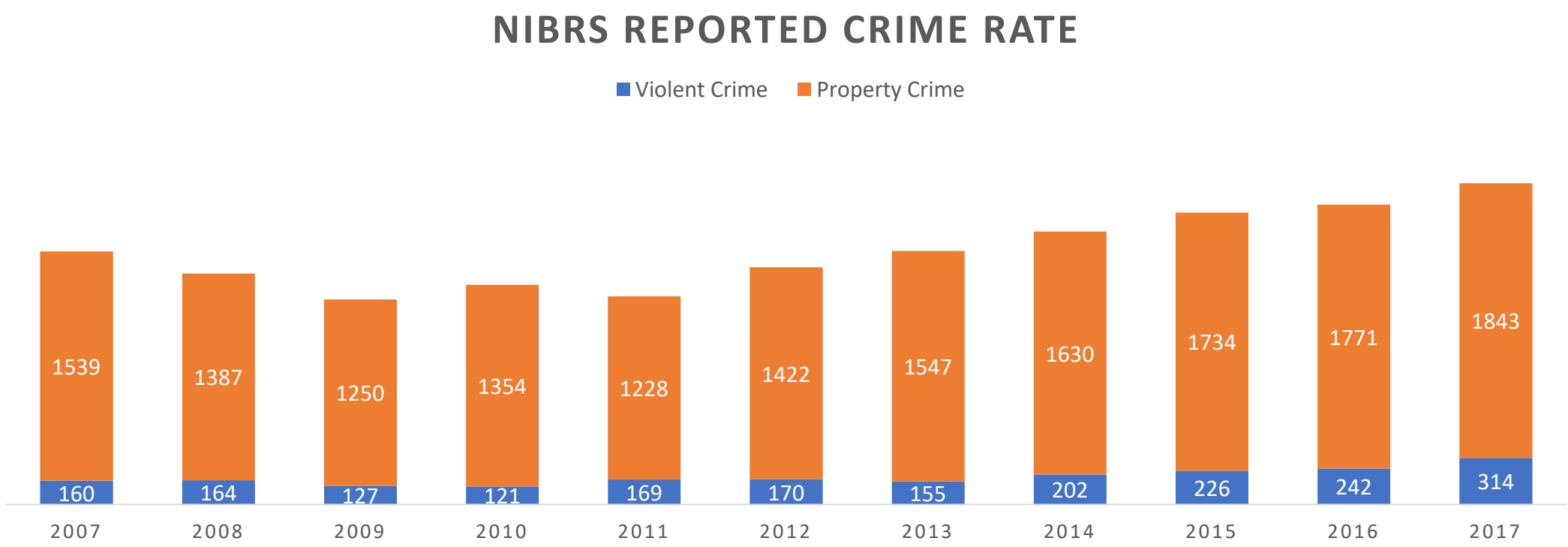


Commerce City Residential Units



Public Safety Budget

Crime Information



Organization/Staffing

Availability

- Shift Hours
- 8’s, 10’s or 12’s
- Hybrid
- Cover Officers
- RDO’s/Leave
- Training
- Injury

CFS

- Staffing Levels
- Geographic District
- Priority Calls
- Service Levels

Response Times

- Peak Times
- Operational Time
- Administrative Time
- Unobligated Time

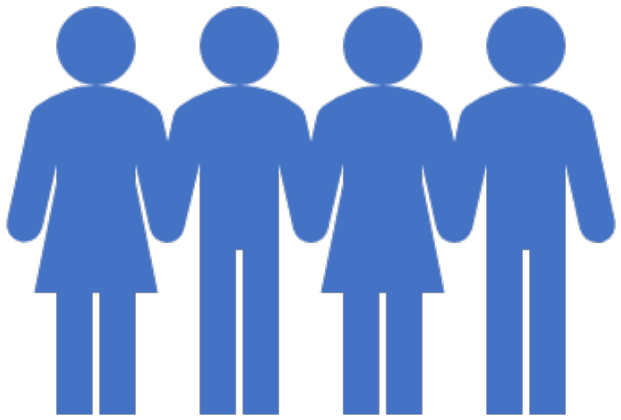
Staffing Study Considerations

Strategies for police staffing vary greatly across national, regional and local agencies.

No single national standard for police staffing is recognized.

The development and implementation of effective and efficient staffing plans must be based on sound police management practices.

Most studies reject “per capita” or “per 1,000” ratios as an effective method for determining staffing.

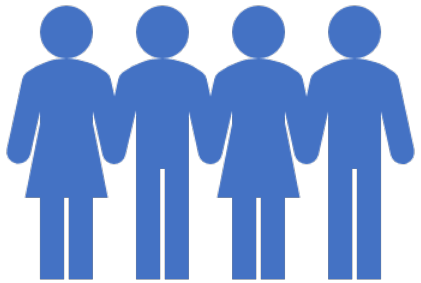


Staffing Study Criteria

- Political Climate
- Economic Conditions
- Demographics
- Crime Trends
- Community Expectations
- Staffing Patterns
- Population Growth
- Ratio of Officers to Population
- Ratio of Sworn to Non-Sworn

Staffing Study Considerations

- International Association of Chiefs of Police
- Police Executive Research Forum
- Northwestern School of Police Staff and Command
- ICMA Center for Public Safety
- Local/Regional Studies



Patrol Workload Staffing Analysis

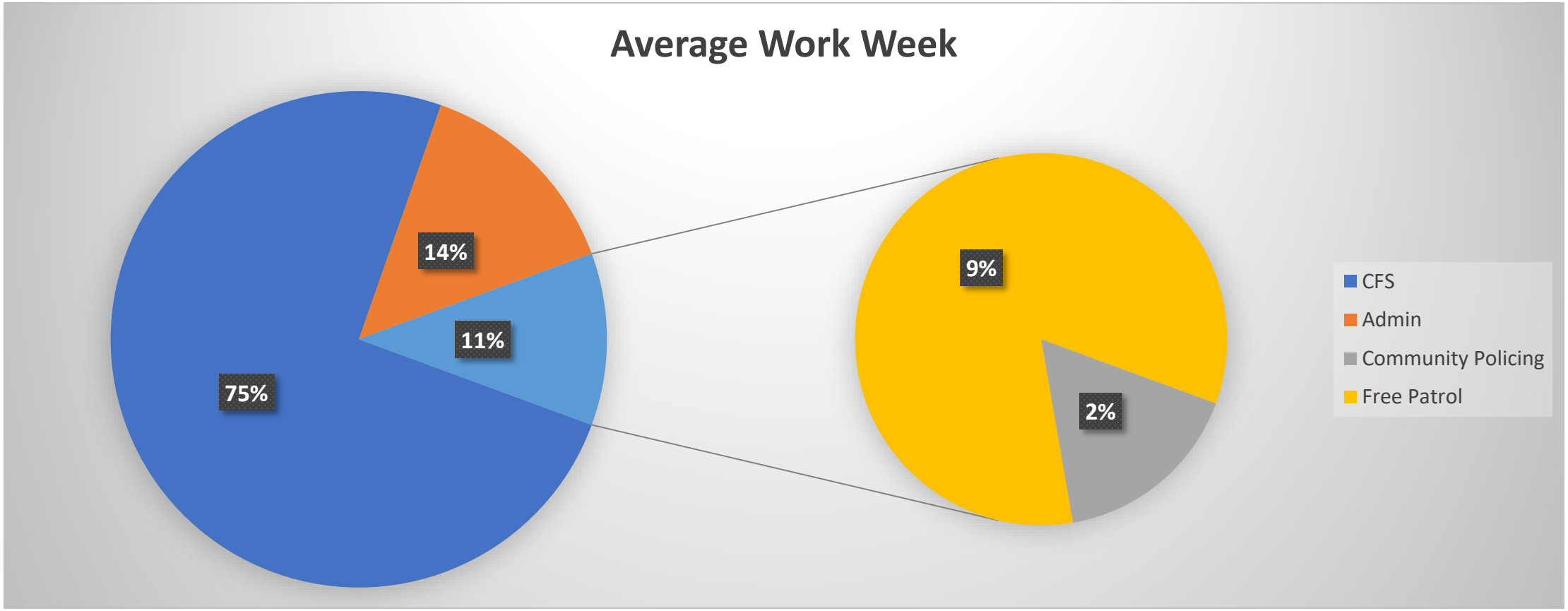
- Average time officers spend on CFS
- Patrol Workload based upon annual CFS
- # of officers required to manage workload over 24/365
- Adjust # of officers based upon work schedule
- Adjust # of officers to accommodate unscheduled time off

Obligated Functions

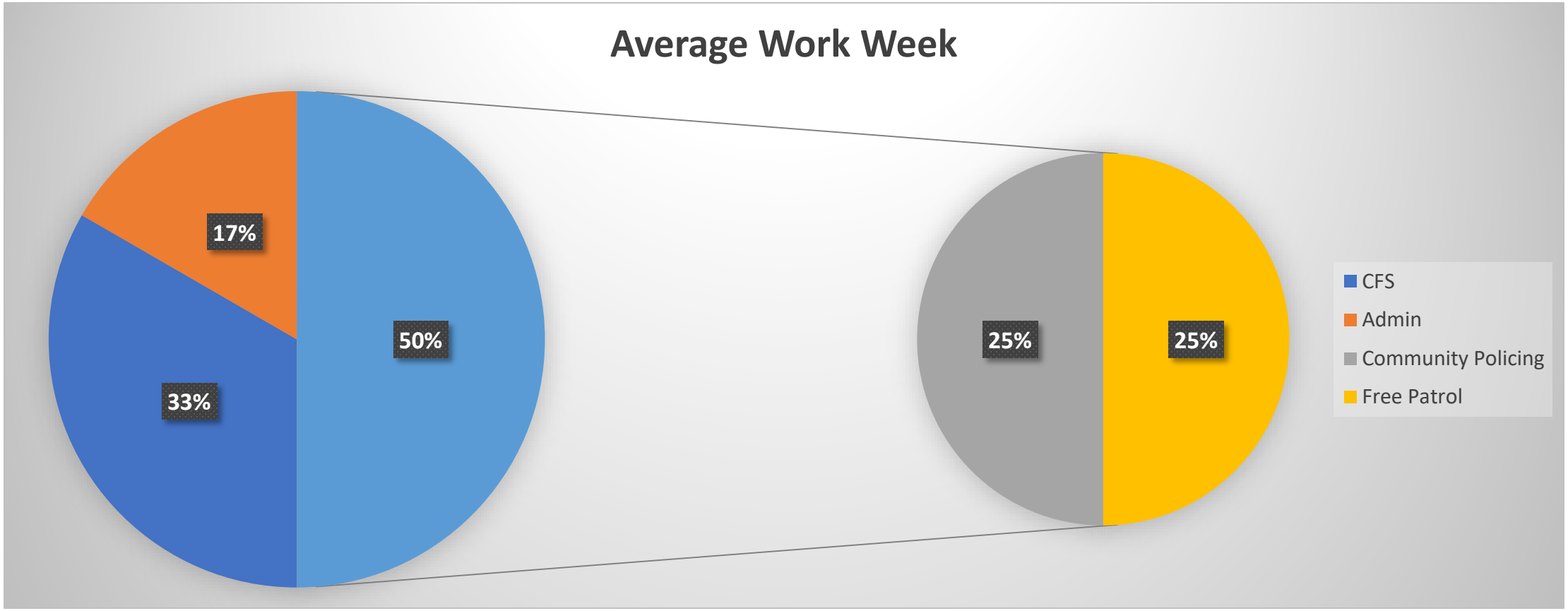
- Shift Briefing/Training
- Court Attendance
- Vehicle Maintenance
- Meals/Breaks
- Supervisor Interaction
- Numerous other activities that pull officers away from primary functions

Unobligated Function

- Desired level of service beyond obligated time
- Increase community engagement/policing
- Increase quality of life in feeling of safety in the community
- Self initiated activity
- Directed patrol activities
- Problem solving



Current Staffing



Staffing Analysis Goal

2009 – 2019 Comparison

2009

Total Obligated Time

- CFS + Admin + Cover
- = 40,855
- Formula Recommended 59 Officers

2019

Total Obligated Time

- CFS + Admin + Cover
- = 48,705
- Formula Recommended 72 Officers
- 16.2% increase in 10 years

Commerce City Police Department Staffing Study Results

Staffing Study used 2018 Call Data

Staffing Study completed using 10 hour and 12 hour shifts

All models reported the need for between 70-74 officers assigned to primary CFS responsibility

Solutions Implemented

Direct Recruitment

Detectives

Investigative Technicians

Digital Media Technicians

Technology Solutions

Radar Technology

PD Mobile Technology

ALPR

Process Improvement

Data Analysis

CRM Handling

Complaint Management

Future Implementation

- Evaluate Duty Officer Position
- Modify Service Levels
- Expand Civilian Personnel
- Evaluate Data for Operational and Strategic Decision Making
- Overcommunicate Modifications to Residents
- Monitor Modifications for Effectiveness

Council Assistance

1. Understand the complexities of police work
2. Communicate the need for change to residents
3. Recognize that we are being proactive in addressing challenges
4. Fund items that assist in long term solutions