

# Alexandria Police Department Staffing Study Presentation to City Council

June 14, 2016

*Serving the Leaders of Today, Developing the Leaders of Tomorrow*



## Why undertake a staffing study?

- Budget debate on what is the right level and allocation of police staffing
- Desire to increase community policing efforts in order to proactively increase effectiveness of policing and lower crime rates further
- Quantify issues/staffing needs using accepted methodology
- First step in developing long term staffing plan

# Alexandria Police Department Patrol and Investigations Staffing Analysis

Council Report

June 14, 2016

*Serving the Leaders of Today, Developing the Leaders of Tomorrow*





# Agenda

- Introduction
- Methodology
- Recommendations
- Questions - Discussion



# Introduction

- Mitchell Weinzetl, Ed. D., IACP
- IACP Experience
- Workload and Analysis Model



# Patrol

- Methodology
  - Gather Data
  - Analyze the Data
  - Workload Model
    - 30 – 30 – 30 – 10



# Officer Work Effort

Patrol Unit Category (partial list)	Hours
Patrol	69,525
Patrol Sgt.	2,519
Community Support	2,220
K9	776
Motor Unit	143
Motor Sgt.	27
<b>Sub-Totals</b>	<b>76,633</b>
<b>Non-Patrol Data (partial list)</b>	
Crime Scene Investigation (CSI)	1,664
Investigations	1,366
School Resource Officers (SRO)	781
DUI Detail	157
<b>Total Non-Patrol Hours</b>	<b>4,699</b>
<b>Grand Total</b>	<b>81,333</b>



# Officer Availability

<b>Annual hours worked</b>	<b>2,080</b>
<b><i>Leave Category</i></b>	
Paid Time Off (PTO)	-133
Extended Sick	-65
Holiday	-88
Leave Without Pay	-1
Military	-3
Injury	-8
Comp Time	-67
Mandatory training*	-20
Other training*	-49
<b>Average Annual Availability (hours)</b>	<b>1,646</b>





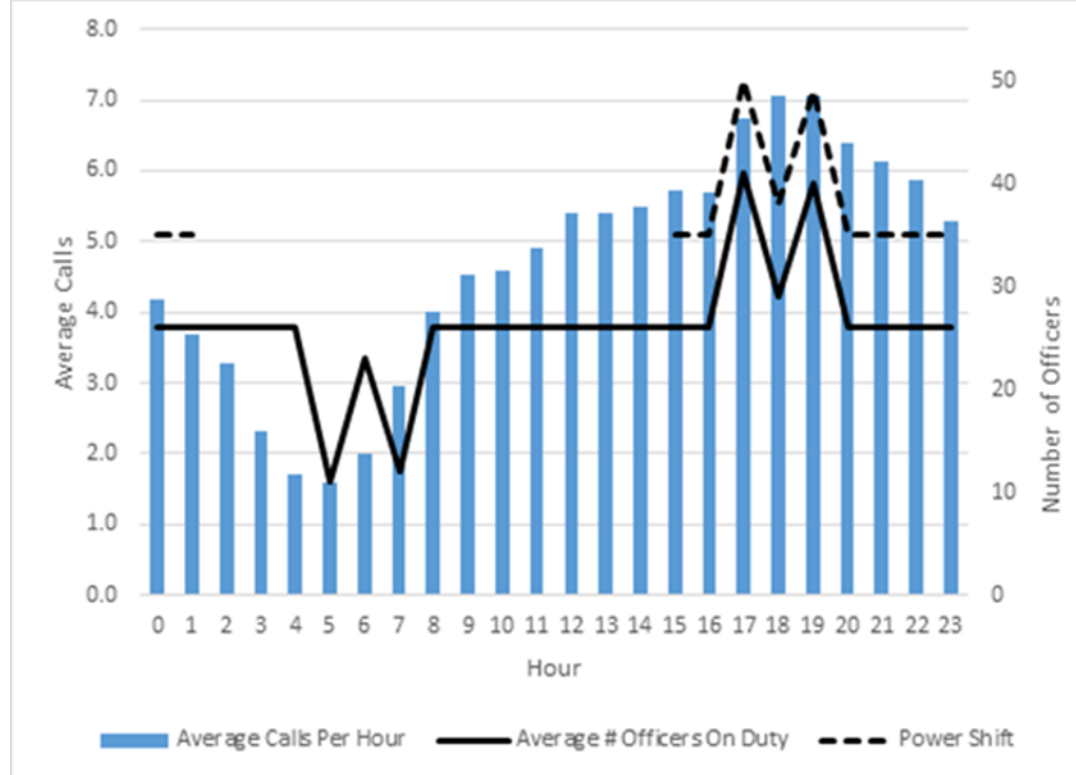
# Obligated Workload - Patrol

	Literal Explanation and Formula	Model 1	Model 2
A	Total Patrol Unit Obligated Hours - Citizen CFS (includes backup)	62,164	64,277
B	Available Hours per Officer	1,646	1,646
C	Authorized Strength in Patrol	113	113
D	Current Patrol Hours Available (B*C)	185,998	185,998
E	Current % Obligated to Citizen CFS (A/D)	<b>33.42%</b>	<b>34.56%</b>
F	Target Obligated Workload (30%)	30.00%	30.00%
G	Officer Workload Hours Available at 30% (B*F)	494	494
H	Patrol Officers Required to Meet Target Workload (A/G)	126	130
	<b>Additional Primary CFS Response Officers Needed (H minus C)</b>	<b>12.89</b>	<b>17.17</b>

CFS = Calls for service



# CAD Activity – Citizen Generated Average by Hour with Staffing





# Motor Vehicle Crashes

Crash Type	Time Spent (Hours)
City Property Damage	740
Conditions Unknown	1,148
Hit and Run Property Damage	2,045
Personal Injury	1,744
Property Damage	4,432
Total Hours	10,111



# Recommendations - Patrol

- *Augment Patrol Staffing*
- *Prioritize Patrol Staffing*
- *Establish Minimum Patrol Staffing*
- *Reemphasize Community Policing as a Department Strategy*
- *Re-emphasize a Beat-Structured Patrol Response*
- *Reduce Operational Vacancies*
- *Increase the Volume and Types of Incidents Handled by Telephone Reporting Unit and Through Online Reporting*
- *Modify the Work Schedule*
- *Improve the Documentation of Officer Activity*
- *Augment and Revise the Mission of the Motors Unit*
- *Monitor and Manage Back-Up Unit Response*



# Investigations

- Methodology
  - Caseloads
  - Personnel Data
  - Interviews
  - Observations
  - Survey



# Availability - Investigations

<b>Annual hours worked</b>	<b>2,080</b>
<b><i>Leave Category</i></b>	
PTO	-161
Extended Sick	-62
Holiday	-88
Leave Without Pay	-5
Military	-3
Injury	-0
Comp Time	-41
Mandatory training	-20
Other training	-49
<b>Average Annual Availability (hours)</b>	<b>1,660</b>



# Caseload – Average Hours per Case

	Cases Assigned	Number of Detectives	Annual Cases per Detective	Monthly Average per Detective	Average Available Hours per Year	Average Hours Available per Month	Average Hours Available per Case
<b>Persons</b>							
Homicide	49	3	16	1.36	1660	138	102
Robbery	147	4	37	3.06	1660	138	45
Adult Sex Offenses	54	2	27	2.25	1660	138	61
Youth	341	6	57	4.74	1660	138	29
<b>Property</b>							
Burglary	321	4	80	6.69	1660	138	21
Financial Crimes	72	3	24	2.00	1660	138	69
Auto Theft	77	1	77	6.42	1660	138	22
Computer Crimes	207	3*	69	5.75	1660	138	24



# Recommendations - Investigations

- *Maintain Investigations Staffing for CIS*
- *Prioritize Investigations Staffing*
- *Revisit Staffing for Vice/Narcotics*
- *Define Expectations and Monitor Case Closure Timelines*
- *Utilize the Case Tracking System within Records to its Full Potential*
- *Examine the Case Assignment Process for Investigations*
- *Add Redundancy to the Electronic Forensics Area*
- *Consider Revisions to the Domestic Violence Investigations Division and to the Preliminary Investigation of Domestic Violence by Patrol Officers*
  - *Add Supervisor*
  - *Implement LAP*
  - *Reorganize the Domestic Violence Unit*





# Recommendations - Supplemental

- *Revise the Case Reporting Practice of the Electronic Forensic Team*
- *Training*
  - *Records*
  - *Leadership Training*
  - *Mentoring*
  - *Community-Based Policing*
- *Re-evaluate Specialty Assignments*
- *Merge the COPS Unit and Crime Prevention Unit*
- *Improve Internal Communications*
- *Examine Staffing for Crime Analysis Unit*



# Project Outcomes

- Patrol
  - Service Delivery
  - Community Based Policing
- Investigations
  - Improved Accountability
  - Improved Capacity
- Schedule
- Emphasize problem solving practices



# Next Steps

- *Develop and implement overhire strategy to increase numbers of available patrol personnel (i.e., not in Academy or field training status)*
- *Review IACP recommendations in detail and develop implementation plans*
- *Identify internal reallocation opportunities*
- *Prioritize future requests for additional staffing for FY 2018 budget process and beyond*



# Questions & Discussion

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Education

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