

New Orleans Police Department

ORGANIZATIONAL ASSESSMENT

September 2016

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I – INTRODUCTION

I - INTRODUCTION

This introduction is divided into two parts. The first part describes the study approach and the second part outlines the structure of this report.

STUDY APPROACH

The purpose of this study was to review the New Orleans Police Department's organizational structure and deployment, staffing needs, community policing approaches, and recruiting practices.

Both quantitative and qualitative analytic methods were used to conduct this study. Extensive interviewing was conducted within the Police Department including interviews with department managers, supervisors, and line employees; research of effective practices relating to reducing crime and community policing was conducted; focus group meetings were held with community representatives; and an activity analysis survey was administered to understand how much time patrol officers devote to various activities. In addition, the study team requested and reviewed a range of documents and data covering all areas of the New Orleans Police Department's operations.

REPORT ORGANIZATION

This report is divided into six chapters and five appendices:

I – Introduction (this chapter)

II – Executive Summary – presents an overview of the report's findings and recommendations

III – Research Findings – summarizes research on reducing crime, community policing, and the use of DNA evidence to solve crime

IV – Strategic Direction – defines the department's strategic imperatives, details strategies for addressing these priorities, and discusses the implications for organizational capabilities, organizational structure, and processes and practices

V – Operational Effectiveness And Efficiency– details observations and recommendations to improve the department's effectiveness and efficiency

VI – Staffing – specifies the resources needed to achieve selected service expectations and to implement strategic initiatives

Appendix A – Meetings With Community Groups – summarizes findings from community group meetings

Appendix B – Recruitment Best Practices – presents results of a review of recruitment best practices

Appendix C – Community Policing Best Practices – presents results of a review of community policing best practices

Appendix D – Activity Analysis Survey Results – summarizes findings from an activity analysis survey of patrol officers

Appendix E – Scheduling Alternative – presents an alternative schedule and discusses its staffing implications

II – EXECUTIVE SUMMARY

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This summary of study findings and recommendations is divided into four parts: research findings; strategic direction; organizational effectiveness and efficiency; and staffing.

A – RESEARCH FINDINGS

Research on effective policing practices relating to crime reduction, community policing, and the use of DNA evidence was conducted as part of this engagement. The themes that emerged from this review are summarized in this section.

Research On Crime Reduction Approaches

A number of themes emerge from the research on effective approaches to reducing crime.

- Focus on geographic areas where criminal activity is greatest
- Focus on individuals who are likely to commit crimes
- Effectively assess risks associated with geographic areas and individuals
- Incorporate problem solving with policing efforts to magnify the effect of policing initiatives
- Take a disciplined approach to managing resources to maximize the cost-effectiveness of policing initiatives
- Establish structured processes and plans that involve scanning, analysis, response, and assessment
- Incorporate effective communications into crime reduction initiatives
- Employ effective community outreach to build support for and enhance the effectiveness of crime reduction initiatives

Research On Community Policing

Research suggests that close to 100 percent of larger police agencies claim to have adopted community policing although understanding what community policing entails is less clear. In general, however, three components characterize most community policing initiatives: some level of community involvement and consultation; decentralization; and problem solving.

Research findings relating to the impact of community policing on crime are mixed. There is more consensus, however, on the extent to which community policing is effective at enhancing police legitimacy. Research indicates that when the principles of procedural justice are incorporated into police-citizen interactions citizens are most satisfied with the interaction and the outcome. Procedural justice has four components:

- Citizen participation in a proceeding prior to an authority reaching a decision (or voice)
- Perceived neutrality of the authority in making the decision
- Whether or not the authority showed dignity and respect toward citizens throughout the interaction
- Whether or not the authority conveyed trustworthy motives

Even if just one of these components of procedural justice is part of the intervention, the intervention is likely to increase citizen levels of compliance, cooperation, and satisfaction. The research also suggests that with some training and/or a clear directive any type of police intervention can be used to facilitate legitimacy. From traffic stops to field contacts, if police apply the principles of procedural justice during their encounters with citizens they create opportunities to enhance perceptions of legitimacy.

Research On DNA Evidence

The results of a multi-city experimental study suggests that using DNA evidence in property crime cases has the potential to lead to a greater number of identified suspects than traditional investigative means. In particular, the collection of DNA samples in burglaries was found to be a cost-effective approach to dealing with property crime.

B – STRATEGIC DIRECTION

This part is divided into six sections: strategic approaches; organizational capabilities; roles and responsibilities; organizational structure; management systems and practices; and implementation and staffing.

Strategic Approaches

The recommended approaches to reducing crime and implementing community policing principles reflect the research findings presented in the previous part. These research findings are generally consistent with the approaches the department currently employs. In particular, patrol districts currently focus on providing police interventions in high crime areas (e.g., “hot spots”), the gang unit employs “pulling levers” strategies to create appropriate incentives and deterrence to gang members, and the police department is already committed to incorporating community policing principles into all aspects of the department’s operations. Rather than implement entirely new strategic approaches therefore the recommended strategic approaches build on the strategic initiatives that are currently employed.

The research findings suggest a number of ways that the department can improve the effectiveness of strategies it already employs. Several steps can be taken to strengthen hot spot policing initiatives:

- Crime analysis and crime mapping should be used to more narrowly target hot spots
- Structured problem oriented policing strategies should be employed in these areas

- Policing strategies should be tailored to disrupt the situational dynamics at each hot spot
- Deployment of policing resources to the hot spot should be systematically monitored (where directed patrol is one of the policing strategies to be employed)
- Policing initiatives should be supplemented by community outreach initiatives in each hot spot area

In addition, efforts to provide focused deterrence and incentives to high risk individuals should be expanded. Furthermore, community policing initiatives should focus on promoting procedural justice.

Organizational Capabilities

A number of core organizational capabilities will be needed if the department is to address strategic imperatives and implement the recommended strategies for reducing crime and implementing community policing. These key capabilities will include: analysis; situational assessment; plan development and implementation; community outreach; implementing pulling levers strategies; branding; organizational development; and cost-effectiveness assessment.

Roles And Responsibilities

To implement the recommended approaches some organizational roles and functions within the department should be redefined and other roles should be established. In particular, patrol lieutenants in addition to continuing to lead shifts should be charged with developing plans that focus on hot spots and working with other district managers (e.g., lieutenants on other shifts) to ensure the effective execution of these plans. In addition, the department should consider establishing a corporal or master patrol officer position to provide needed administrative support to sergeants (which will free the sergeants to spend more time on the street actively supervising patrol officers), to provide informal coaching and mentoring to officers, and to make observations relating to whether interactions conform to procedural justice principles on calls. Please note that no additional staffing will be needed to establish these positions as these activities can be performed during shift hours where the number of calls received is relatively low.

Organizational Structure

The key functions needed to implement the recommended approach to achieving the department's strategic imperatives should be reflected in the department's organizational structure did not exist when the fact-finding for this engagement was being conducted. These functions include: organizational improvement; strategic communications; district level analysis and assessment; community outreach and problem oriented policing planning; and high risk offender initiatives.

The organizational improvement function should be assigned to the Office of the Superintendent and report to the Chief of Staff. The strategic communications function should be incorporated as part of the News Media Relations/Public Affairs Office. The district level analysis and assessment and community outreach and problem oriented policing functions should report to the Field Operations Bureau Deputy Superintendent.

The high risk offender initiatives function should report to the Investigations and Support Deputy Superintendent.

Management Systems And Practices

The New Orleans Police Department (NOPD) should develop management systems and practices that will support efforts to implement the recommended strategic approaches. In particular, the department must develop approaches to systematically monitor its success in incorporating community policing approaches into all aspects of its operations, should develop approaches to evaluating situational dynamics to support the development of problem oriented policing plans, should systematically evaluate the success of alternative pulling levers strategies focused on high-risk offenders, and should develop tools for monitoring the effectiveness with which department resources are used. In addition, the focus of COMSTAT meetings should be adjusted to monitor the success of these improvement initiatives.

Implementation And Staffing

Implementing the strategic approaches outlined in this section will take time and the staffing capacity needed to support these initiatives should grow over time accordingly. Initially, each of the recommended units should have sufficient staffing to begin to develop needed management systems and to provide initial support for the implementation of recommended strategies. Over time, as implementation of the recommended strategies expands staffing of these units should grow as well. As the following table shows, a total of 10 staff will be needed to support the implementation of the strategic direction outlined in this section.

Proposed Unit	Manager	Staff	Total
Organizational Improvement	1	0	1
Strategic Communications	1	0	1
Analysis And Assessment	1	2	3
Community Outreach And Problem Oriented Policing Planning	1	2	3
High Risk Offender Initiatives	1	1	2
Total	5	5	10

C – ORGANIZATIONAL EFFECTIVENESS AND EFFICIENCY

This part is divided into two sections. The first section presents recommendations to improve the department's effectiveness and the second section presents recommendations to improve efficiency.

IMPROVING OPERATIONAL EFFECTIVENESS

This section is divided into four subsections: resource limitations; management of civilians; fleet management and deployment; and management practices.

Resource Limitations

The effectiveness of the NOPD is compromised due to a lack of resources. The department has made difficult choices about how best to deploy its limited resources to create the most value for New Orleans citizens and should be commended for doing so.

Without an overall increase in staff resources, however, the department will not be able to achieve reduced response times and provide effective operations in other areas. This discussion identifies areas where resource limitations adversely affect department performance.

Proactive initiatives by district officers. The department's ability to support proactive crime reduction initiatives is not large. After making adjustments to reflect the fact that the time patrol officers devote to proactive activities is less productive than that of staff dedicated to proactive initiatives only 165.4 FTEs are available over the eight districts to support proactive initiatives.

Terrorism. The department currently does not have any dedicated personnel to protect the city from potential terrorist threats. Given New Orleans' role in hosting major events and the fact that it is one of the foremost tourism destinations in the nation this represents a significant shortcoming. Discussions with department staff indicate that addressing terrorism is a significant priority for the department and that 60 officers, 12 sergeants and two lieutenants should be assigned to address this need. This level of staffing would allow the department to deploy 12 five-man teams each of which is led by a sergeant.

Supervisory capacity. First-line supervisors are among the most important positions in any police department and play a pivotal role in ensuring procedural justice principles are reflected in officer interactions with citizens. However, the increased administrative burden associated with documenting compliance with consent decree mandates (as well as meeting other administrative mandates) reduces the time sergeants can spend in the field providing active supervision. As discussed, redefining the Police Officer IV positions to function as corporals (or creating a new corporal position) would provide sergeants with the administrative and supervisory support they need to spend more time in the field monitoring activities and providing active supervision.

DNA testing. As discussed, research suggests that using DNA evidence in property crimes (such as burglaries) has the potential to lead to a greater number of identified suspects and is a cost-effective approach to dealing with property crime. The Louisiana State Police currently conducts DNA testing for the NOPD but limits the amount of DNA evidence it will process. Given these limitations, increasing the number of property crime cases on which DNA evidence will be collected while relying on the Louisiana State Police to process this evidence seems impractical. Expanding DNA evidence testing for property crimes (while also increasing the amount of evidence processed to support other investigations) will therefore require the NOPD crime lab to develop the capability to conduct DNA testing.

To assess the viability of building an in-house DNA testing capability the department should first develop a plan that specifies costs, benefits, and expected time frames. Based on this plan an informed decision can be made about whether to proceed with the development of an in-house DNA testing capability.

Training. The effectiveness of training operations is hampered by the fact that part-time staff provides so much of the current training. In August 2015 there were 33 part-time NOPD instructors and 27 part-time outside instructors. To address this issue the department should, over time, increase the number of full-time instructors assigned to the Education and Training Division.

Management Of Civilians

Civilian employees will play a crucial role in the department's efforts to fulfill its strategic imperatives. Not only does using civilians to perform jobs currently held by sworn officers have the potential to reduce costs but, in their interactions with citizens, civilians can support the tenets of procedural justice that research suggests should define the department's approach to community policing. At present, however, two aspects of the department's management of civilian employees – non-competitive pay levels and lack of promotional opportunities – hamper the department's efforts to effectively use civilians to achieve its objectives.

Fleet Management And Deployment

A number of issues relating to the department's management of its fleet reduce its overall effectiveness. These issues relate to the number of vehicles deployed, the management of take home vehicles (including opportunities to leverage the department's fleet by providing take home cars to district officers who live within the City of New Orleans), and establishing a sinking fund to fund vehicle purchases.

Vehicle deployment. An average New Orleans police officer receives a salary and benefits that total \$82,730 a year¹ while the annualized cost of a fully equipped marked patrol vehicle is \$6,971 a year (assuming each unit lasts for five years). It makes little sense therefore to reduce the effectiveness of a patrol officer because a comparatively inexpensive patrol vehicle is not available. Nonetheless, an analysis of the number of vehicles assigned by patrol districts suggests that some districts "run out" of patrol vehicles when a number of vehicles are out of service which requires officers to "double up" and may prevent sergeants from supervising operations from the street. In addition, two of the eight districts do not have enough vehicles assigned to the investigative function to ensure each sworn officer assigned to the District Investigative Unit (DIU) will have a vehicle assigned to them. Moreover, while the department currently has enough vehicles assigned to support proactive narcotics and task force operations in all but one district, if the resources available to support proactive initiatives increase additional vehicles will be needed. Increased investment in vehicles is therefore warranted.

Take home vehicles. Current practices relating to take home vehicles do not represent an effective use of department resources because some officers are allowed to take a vehicle home even though providing them a take home vehicle creates no operational benefit to the department. Providing more consistent oversight over who is provided a take home car will address this issue.

At the same time the department increases oversight of who is provided a take home car it should also consider providing take home cars to all district officers who live in New Orleans. Implementing this recommendation will result in significant operational benefits including: increased utilization of patrol staff; incentive to live in the city; decreased operation costs per mile; improved officer response to major emergencies; improved response to high priority calls-for-service; increased department visibility; increased service to the community; and increased morale.

¹ In addition, the State of Louisiana pays each officer \$6,000 per year.

Funding vehicle purchases using a sinking fund. One way to help ensure that the resources to support needed vehicle purchases are available is to establish a sinking fund. The cost of vehicles that are “used up” each year is deposited into the fund and can only be used for vehicle replacement. (Functionally, sinking funds serve a similar purpose as depreciation for private-sector firms except that instead of using depreciation to “expense” the cost of an asset over time sinking fund payments are used to fund asset replacement.)

Management Practices

A number of existing management practices reduce the department’s effectiveness. These practices relate to call response; special event staffing; district case assignment practices; and report review.

Call response. For the most part the department has not established policies defining the number of officers that should be dispatched to different types of calls. The lack of dispatch policies results in a situation in which the number of officers responding to calls can vary dramatically. Even more important than the variation in the number of officers responding is the fact that the number of officers currently responding is often lower than what dispatch policies in other jurisdictions deem safe and appropriate. Increasing the number of district officers responding to calls should increase the number responding to incidents for which officer safety is a concern. Nonetheless, to ensure an adequate number of officers are deployed to each type of call the department should establish policies that detail the number of officers that should be dispatched as part of an initial response to each type of call.

Special event staffing. Providing the staffing needed to support special events creates a significant drain on department resources. To minimize the impact on service to citizens sworn officers assigned to administrative and support functions are typically required to adjust their schedules and are tasked to support these events. (Mardi Gras is the only event to which district patrol officers will typically be assigned). While not affecting direct service to customers assigning these staff to special events reduces their ability to perform their primary duties. With the exception of specialized units such as SWAT, mounted, canine, and traffic, using overtime to support special events is more effective than assigning sworn staff who are primarily responsible for performing other duties.

District case assignment practices. At present, district detectives are part of the initial response to most reported crimes. The responding patrol officer will complete the initial offense report and the detectives responding to the scene will complete supplemental reports. This investment of investigative effort is not a good use of resources. Detectives are generally most effective when they focus on conducting follow-up investigations of crimes with leads. Investigation of crimes without leads – commonly referred to as solvability factors – generally do not yield positive outcomes. Current practices require investigators to devote considerable time to all cases involving UCR crimes whether or not solvability factors exist.

The department should modify the approach to assigning cases to investigators. Patrol officers should be required to perform thorough preliminary investigations at crime scenes. Police reports prepared by patrol officers should then be reviewed by

investigative supervisors to identify solvability factors and cases with solvability factors should be assigned to detectives to conduct follow-up investigations.

Report review. At present, there is no expectation that patrol sergeants review reports prior to the end of a shift. In the past if reports were not reviewed before the end of a shift there were few consequences. However, if the recommendation that district detectives not respond to incident scenes is implemented, patrol sergeants will need to review reports by shift's end so that follow-up investigations will not be delayed (if there is a case with leads). The department should therefore establish an expectation that reports be reviewed before the end of a shift especially if the report relates to a crime for which a follow-up investigation may be warranted.

IMPROVING OPERATIONAL EFFICIENCY

This section, which discusses department practices that increase cost or reduce operational efficiency, or reduce department revenues, is divided into seven subsections: civilianization; district configuration; use of part-time staff; response to non-injury accidents; district administrative support; crime scene processing; and performance of non-police functions by department employees.

Civilianization

In general, civilians should fill police department positions unless an affirmative case can be made that sworn officers are needed. One of the primary reasons positions should be filled by civilians unless a sworn officer is needed to perform the job is that the cost of employing sworn officers is generally much higher than the cost of employing civilians. In addition, the recruit and in-service training sworn officers receive is much more extensive than the training civilian employees receive. By contrast, most civilian employees receive much more limited training prior to beginning employment with the police department.

A framework was used to systematically identify which positions sworn officers should fill and which positions civilians should fill. The analysis found 41 positions that should be civilianized. Before these positions are civilianized the department should ensure that compensation levels are set so that highly qualified civilians can be recruited to fill these roles. In addition, the department must ensure that training for new hires and for existing staff is in place.

District Configuration

For the most part, costs increase as the number of patrol districts a police department operates increases. Since there are fixed costs associated with operating patrol districts (e.g. commander positions and administrative support positions) the fewer the number of patrol districts the lower these fixed costs. In addition, some supervisory costs decline with the number of patrol districts. On the other hand, responsiveness to community needs tends to decline as the number of patrol districts declines since in larger districts it is more difficult for district commanders to be viewed as a visible leader in the community and to tailor services to address community needs.

Three factors were considered when evaluating how existing districts might be consolidated: geographic barriers (the extent to which barriers would make it difficult for

officers to travel from one part of the district to another); character (the extent to which districts have a unique character that dominates the approach to policing that needs to be provided); and type of crime (the level of violent crime across districts).

Based on this assessment the following district configuration is recommended:

- District 7 – this District is by far the largest of the districts, in terms of geography, population, and crime
- District 4 – the river creates barriers that would complicate travel within the district if it were combined with other districts
- District 8 – the French Quarter has a unique character that drives policing needs and that is dissimilar from the character of other districts
- District 5 – “violent” calls as a percentage of total calls in District 5 (19 percent) is higher than in any other district and is much higher than the districts with which it might be consolidated²
- Consolidated Districts 1 and 3
- Consolidated Districts 2 and 6

While the number of districts under this configuration is higher than in many other large cities management of other potential district consolidations would be difficult.

Use Of Part-Time Staffing

If the department is to meet response expectations during the days of the week and hours of the day with the highest level of workload it will need to deploy more officers than are needed to meet service expectations during the days and shift hours with lower workload. One way to address this issue is to use part-time staff to supplement full-time capacity during especially busy hours and/or days of the week. While the savings associated with using part-time staff are not dramatic neither are they trivial. Preliminary analysis indicates that a reduction of full-time staffing needs of 2.86 percent can be achieved by making judicious use of part-time staff. (These savings will, of course, be offset somewhat by the cost of the part-time officers.)

Response To Non-Injury Traffic Accidents

The department currently devotes considerable resources to responding to non-injury traffic accidents. Indeed, CAD information suggests that between August 1, 2014 and July 31, 2015 a total of 14,413 non-injury accidents were responded to or an average of 39.5 per day. Responding to such accidents does not represent a good use of officer time as insurance claims can be made without a police report.

² “Violent” calls as a percentage of calls was 12 percent in Districts 1 and 3.

District Administrative Support

Until the recent reallocation of staff to improve calls-for-service response the number of positions providing administrative support in districts was high. A district typically employed an administrative sergeant, an officer who provides administrative support to the district commander, an "A case" officer who coordinates the delivery of paperwork for cases filed with the district attorney, and a COMSTAT officer who coordinates the preparation of information at COMSTAT meetings. As part of the reallocation the department combined the COMSTAT and "A case" officer positions. This adjustment is warranted and should be retained even if department staffing levels increase.

Crime Scene Processing

At present, evidence processing at crime scenes is, for the most part, provided by Scientific Criminal Investigations field technicians. Some departments employ a tiered approach to crime scene processing where basic evidence collection (photography and lifting of latent fingerprints) is conducted by patrol officers and patrol officers with additional evidence collection expertise (who are deployed on each shift) process more involved crime scenes. Crime scene technicians in these departments are only deployed to major and/or sensitive cases such as homicides, officer involved shootings, gang incidents where there is a substantial crime scene, and selected high profile cases. In such departments the number of crime scene technicians needed is small.

Performance Of Non-Police Functions

The NOPD currently employs its own staff to perform minor vehicle maintenance and repairs and to provide minor maintenance on department facilities. Performing such work is currently necessary because the city units responsible for providing these services cannot do so in a timely manner. Nonetheless, performing these tasks diverts department resources from addressing its mission. The department should therefore work with the city to ensure that timely vehicle and facility support services are provided and should, over time, eliminate the department positions that provide these services.

D – STAFFING

The staffing analysis presented in this part is divided into three sections. The first section evaluates staffing needs determined primarily by workload and level of service expectations. The second section evaluates proactive staffing needs. A summary of staffing implications is presented in the third section.

Please note that the staffing recommendations presented in this section represent the staffing needed to substantially improve response to calls-for-service, to maintain clearance rates, and to enhance efforts to proactively reduce crime and enhance community service. At recommended staffing levels, resources will be adequate but not ample. In all facets of its operations, including calls-for-service response, investigations, and proactive work, NOPD may wish to expand its capacity beyond the recommended levels, in response to citizen and community needs. In particular, the ratio of effort devoted to responsive and proactive resources (55 percent responsive and 45 percent proactive) incorporated into the staffing analysis should be viewed as a minimum. As the department begins to develop the recommended analytic and management infrastructure needed to implement the recommended approaches to reducing crime and

improving community policing the proportion of resources devoted to proactive initiatives should increase. Over time, the department should consider establishing the goal that equal effort be devoted to proactive and responsive capabilities (a 50:50 proactive resources to responsive resources ratio).

ANALYSIS OF RESPONSE AND SUPPORT STAFFING NEEDS

This section is divided into seven subsections: patrol staffing; telephone response staffing; crime scene technicians; tactical; investigations; crime lab; and records and identification.

Patrol Staffing

The process for evaluating patrol call response staffing needs is divided into six steps.

- Step 1: Determine response expectations
- Step 2: Determine the number of citizen-initiated calls-for-service to which officers respond
- Step 3: Adjust the number of calls to reflect the fact that some call types require more than a one-officer response
- Step 4: Use queuing analysis and travel time analysis to determine the number of officers that need to be deployed to meet response time expectations during each hour of the week
- Step 5: Develop schedule
- Step 6: Adjust staffing levels to account for expected absences

Based on a service expectations that 90 percent of calls will be responded to within seven minutes,³ that patrol officers will work a schedule that gives them every third weekend off, and that sergeants rotate days off with the officers they supervise a total of 400 police officers, 72 sergeants, and 24 lieutenants are needed. This reflects an increase of 77 police officers, 21 sergeants, and 3 lieutenants over current staffing (after taking into account the recent increase in officers assigned to respond to calls).

Telephone Response Staffing

The process for evaluating the number of staff needed to handle calls by telephone is divided into four steps.

- Step 1: Determine the number of citizen-initiated calls received by hour that can be handled by telephone

³ For this analysis response time is calculated from the time a dispatcher receives the call from a 911 operator to the time an officer arrives at the incident scene.

- Step 2: Determine response time expectation
- Step 3: Use queuing analysis to determine the number of staff needed to handle calls by telephone by hour of the day
- Step 4: Determine how telephone report calls should be handled

If a service expectation that citizens will be called back within 15 minutes on average is established and officers assigned to the unit work a schedule that gives them every third weekend off 21 officers and 2 sergeants will need to be assigned to this unit. This represents an increase of 19 officers over current staffing.

Crime Scene Technicians

The process for evaluating the number of crime scene technicians needed is divided into five steps.

- Step 1: Determine the number of incidents to which crime scene technicians respond
- Step 2: Determine response expectation
- Step 3: Use queuing analysis to determine the number of crime scene technicians needed to meet response expectations by hour of the day
- Step 4: Develop schedule
- Step 5: Ensure sufficient relief capacity is available

If a service expectation that the hold time for crime scene technician response to incidents is no more than 30 minutes 90 percent of the time 14 crime scene technicians and 3 supervisors will be needed. This reflects an increase in crime scene technician staffing of five positions. In addition, the existing photo lab technician position that is assigned to the unit should be retained.

Tactical Unit

The tactical squads are currently staffed with 14 officers and 4 sergeants. The number of tactical/SWAT officers deployed by the New Orleans Police Department is fewer than the number deployed in a number of other large cities. Increasing the number of officers assigned to the tactical unit by 6 positions (for a total of 20 positions) would increase NOPD's SWAT capacity to be more in line with other jurisdictions and would provide the critical mass of officers needed to handle most incidents. At this level of staffing 8.4 officers would be working on average each day on each shift.

Investigations

Typically, investigative staffing levels can be evaluated by calculating the level of positive case outcomes a productive officer can be expected to achieve and then applying that standard to existing caseloads and clearance rate expectations. Establishing a productivity standard for the NOPD, however, is difficult because it is not

clear how the implementation of efficiency recommendations will affect investigative productivity.

Homicide and SAU. Given that homicide clearances fall significantly short of the national average a significant increase in homicide staffing appears warranted. Analysis suggests that 15 more homicide detectives are needed. One additional lieutenant and two additional sergeants are needed to oversee these detectives.

In addition, the department should over time increase staffing of the sex crimes unit. The current sex crimes unit averages seven cleared cases per investigator. If this level of productivity remains steady, to achieve the national average clearance rate of 38.5 percent 46 additional cases would need to be cleared which would require seven additional officers. In addition, one additional supervisory position should be established.

Gang unit. The multi-agency gang unit is currently staffed with three officers and one sergeant while the street gang unit is staffed with seven officers and one sergeant. In 2013 the multi-agency gang unit was staffed with five officers and one sergeant and the street gang unit was staffed with 16 officers and 4 sergeants. Given the importance of gang investigations to the department's efforts to reduce violent crime restoring gang unit staffing to previous levels is recommended.

District investigators. Reducing the number of incident scenes to which investigators respond and limiting the cases assigned for follow-up investigations to cases with leads should improve the productivity of district investigators considerably. The total time spent by district officers responding to incident scenes was 37,072 hours or the equivalent of 18.17 investigators working 2,040 hours a year. Assuming conservatively that half of this investigative time is unproductive, the investigative capacity of at least nine additional investigators can be created by requiring patrol officers to perform thorough preliminary investigations at crime scenes. One investigative position should therefore be reassigned from each of the districts.

Crime Lab

Analysis suggests that staffing should be adjusted for two units – the firearms unit and the drug chemistry unit. In addition, an evidence custodian position should be established.

Firearms unit. In the firearms unit there is a backlog of about 650 cases for which NIBIN (National Integrated Ballistic Identification Network) hits need to be confirmed. Rather than increasing full-time staffing to address this backlog the department should increase its part-time staffing capacity until the backlog has been addressed.

Drug chemistry unit. The drug chemistry unit, which is responsible for testing drugs, faces a significant backlog. While the evidence system indicates that over 12,000 cases need testing many of these cases may have been adjudicated and testing may not be necessary. Given the uncertainty over the size of the actual backlog it would seem prudent for two additional chemists to be hired immediately and after the actual size of the backlog has been determined additional chemists should be hired as appropriate.

Evidence custodian. The department should also invest in a dedicated evidence technician to facilitate evidence tracking. This position would perform a number of functions including ensuring evidence is received, handled, and tracked correctly by the crime lab, conduct quality assurance audits, and support ongoing efforts to improve laboratory operations.

Records And Identification

Analysis suggests that staffing adjustments are warranted for two units – subpoena and data entry – and that special officer staffing should be increased if the department desires spot checks to be performed.

Subpoena unit. The subpoena unit – which handles all public records requests and subpoenas – lacks the staffing to keep up with demand. Staffing of this unit should therefore be increased by one position.

Data entry unit. The data entry unit is charged with entering handwritten reports into the department's records management system and also scanning these reports into the system. Records staff suggest that nothing would be lost if these reports were just scanned into the records management system. (Later, if they needed to be presented in court they could be typed). Taking this step would significantly reduce data entry workload and would conservatively enable the unit to reassign one of the three positions currently assigned to the unit.

Special officers. The special officer's unit currently has sufficient capacity to approve the commissions of special officers who serve as security officers. The unit does not however have the capacity to conduct spot checks to ensure security officers have appropriate credentials. If this function is a priority additional staffing is needed.

ANALYSIS OF PROACTIVE STAFFING NEEDS

The analysis of the department's proactive staffing needs is divided into three sections. First, the department's current allocation of line staff between proactive and responsive functions is assessed. Next, a desired allocation of line staff between proactive and responsive functions is determined. The need for additional resources to support proactive initiatives is then discussed.

Current Staffing Allocation

Three steps were taken to evaluate the current allocation of staff resources.

- Step 1: Categorize units/functions
- Step 2: Allocate patrol staff among proactive and responsive categories
- Step 3: Calculate staffing by category

The results of this analysis indicates that when indirect support is considered the department devotes 23.7 percent of line officers and civilians to proactive activities and 44.7 percent to responsive activities.

Determine Desired Staffing Allocation

With 23.7 percent of line officers and civilians devoted to proactive activity and 44.7 percent devoted to responsive activities the current ratio of line resources devoted to responsive activities to line resources devoted to proactive activities is 65:35 (65 percent responsive and 35 percent proactive). While there is no correct or incorrect allocation of police resources between proactive and responsive activities some departments have established an expectation that over time the level of effort devoted to proactive and responsive activities should be equal. For the purposes of this analysis, the consultants recommend that at a minimum the ratio of effort devoted to responsive to proactive resources should be 55:45 (55 percent responsive and 45 percent proactive).

As discussed, as the department begins to develop the recommended analytic and management infrastructure needed to implement the recommended approaches to reducing crime and improving community policing the department should strongly consider increasing the proportion of resources devoted to proactive policing. While it is prudent in the short-term to establish the recommended minimum ratio of 55 percent responsive resources to 45 percent proactive resources, as the department expands its ability to effectively implement proactive initiatives the percent of resources devoted to proactive initiatives should increase. Over time, the department should consider establishing a goal that equal effort be devoted to proactive and responsive capabilities (a 50:50 proactive resources to responsive resources ratio).⁴

Assess Resource Implications

A four-step process was used to evaluate the staffing implications of the department developing an expectation that a ratio of 55:45 should define the relative effort (defined in terms of line officers and civilian staffing) devoted to responsive and proactive activities.

- Step 1: Assess the staffing allocation by category after study recommendations are implemented
- Step 2: Determine how many additional proactive staff are needed to achieve desired mix of proactive and responsive capacity
- Step 3: Determine the best way to allocate additional proactive staff
- Step 4: Assess implications for management and supervisory needs

The results of this analysis suggest that 88 proactive positions be established as summarized in the following table.

⁴ This goal is consistent with the desired ratio of responsive to proactive resources other police departments the consultants have studied have established.

Function	First Increment Of 15 Officers	Second Increment Of 15 Officers	Third Increment Of 15 Officers	Fourth Increment Of 15 Officers	Fifth Increment Of 15 Officers	Final Increment Of 13 Officers
District officers (who also respond to calls)	5	6	5	2	2	
District officers who support proactive narcotics investigations	5		5	2	2	2
District officers who are deployed at the discretion of the district commander	5		5	2	2	2
District officers who provide directed patrol at specific locations		4		2		2
Officers assigned to the multi-agency gang unit		1			1	
Officers assigned to the FBI/JTTF task force		2				1
Officers assigned to the FBI/ATF task force		1				1
Officers assigned to the street gang unit		1			1	1
DWI traffic enforcement officers				2		1
Selective traffic enforcement officers				2		
Hit and run traffic officers				2		
RTA transit officers				1		
Officers assigned to criminal intelligence					1	
Officers assigned to the Intel Anti-Corruption task force					1	
Officers assigned to the FBI Narcotics/Vice task force					1	1

Function	First Increment Of 15 Officers	Second Increment Of 15 Officers	Third Increment Of 15 Officers	Fourth Increment Of 15 Officers	Fifth Increment Of 15 Officers	Final Increment Of 13 Officers
Officers assigned to the centralized NOPD narcotics unit					2	1
Officers assigned to the centralized crime prevention unit					2	1
Total	15	15	15	15	15	13

SUMMARY

A summary of the staffing implications of the staffing analysis is presented in the following table. A net total of 328 positions will need to be established to implement these recommendations.

Function/Unit	Lieutenant/Sergeant/Supervisor	Officer/Civilian	Total
Districts			
Officers who respond to calls(a)	24	97	121
Officers who support proactive initiatives	--	40	40
District detectives	--	(8)	(8)
Telephone report unit(b)	--	19	19
Crime prevention	--	3	3
Terrorism	14	60	74
Special Operations			
Tactical	--	6	6
Traffic(c)	--	7	7
RTA transit unit	--	1	1
Investigations And Support			
Homicide unit	6	15	21
Sex crimes unit	1	7	8
Multi-agency gang unit	--	4	4
FBI/JTTF task force	--	3	3
FBI/ATF task force	--	2	2
Street gang unit	2	10	12
Criminal intelligence	--	1	1
Intel Anti-Corruption task force	--	1	1
FBI Narcotics/Vice task force	--	2	2
Centralized NOPD narcotics unit	--	3	3
Crime Lab			
Crime Scene	--	5	5
Chemistry	--	2	2
Management(d)	--	1	1

Function/Unit	Lieutenant/Sergeant/Supervisor	Officer/Civilian	Total
Records			
Subpoena	--	1	1
Data entry	--	(1)	(1)
Total	47	281	328

- (a) 77 additional patrol officers (who respond to calls) are needed to meet response expectations and 20 officers (who respond to calls) will support proactive activities.
- (b) Sergeants who will provide supervision are already assigned to the unit.
- (c) Selective traffic enforcement, DWI, and hit and run investigations.
- (d) Evidence custodian.

The total increase in staffing needed to implement these recommendations (and the previously discussed recommendations to establish five manager and five staff positions to support implementation of the recommended strategic direction) is 338 positions. A summary of staffing implications by unit is presented in Exhibit II-1.

COMPARISON OF CURRENT AND RECOMMENDED STAFFING

Bureau/Unit	Current Staffing						Recommended Staffing						Addition/(Reduction)					
	Managers(a)	Lieutenant	Sergeant	Officer/ Civilian	Other	Total	Managers(a)	Lieutenant	Sergeant	Officer/ Civilian	Other	Total	Managers(a)	Lieutenant	Sergeant	Officer/ Civilian	Other	Total
Office Of The Superintendent	0	1	5	19	1	26	3	1	5	22	1	32	3	0	0	3	0	6
Compliance	1	1	4	16	1	23	1	1	4	16	1	23	0	0	0	0	0	0
Public Integrity Bureau	2	5	19	14	1	41	2	5	19	14	1	41	0	0	0	0	0	0
Field Operations																		
Alternative Police Response	0	0	2	2	0	4	0	0	2	21	0	23	0	0	0	19	0	19
Districts	8	31	92	551	0	682	8	34	113	680	0	835	0	3	21	129	0	153
Special Operations	1	2	13	56	0	72	1	2	13	70	0	86	0	0	0	14	0	14
Terrorism	0	0	0	0	0	0	0	2	12	60	0	74	0	2	12	60	0	74
Other	5	2	4	8	1	20	6	2	4	10	1	23	1	0	0	2	0	3
Investigations And Support																		
Crime Lab	1	1	0	29	0	31	1	1	0	37	0	39	0	0	0	8	0	8
Homicide	0	1	4	27	0	32	0	2	9	42	0	53	0	1	5	15	0	21
Sex Crimes	0	1	7	31	0	39	0	1	8	38	0	47	0	0	1	7	0	8
Multi-Agency Gang Unit	0	0	1	4	0	5	0	0	1	8	0	9	0	0	0	4	0	4
Street Gang Unit	0	1	2	9	0	12	0	1	4	19	0	24	0	0	2	10	0	12
Other Investigations	1	1	5	24	0	31	1	1	5	36	0	43	0	0	0	12	0	12
Other	3	2	12	62	1	80	4	2	12	65	1	84	1	0	0	3	0	4
Management Services Bureau																		
Records	0	0	3	44	0	47	0	0	3	44	0	47	0	0	0	0	0	0
Other	1	4	17	221	2	245	1	4	17	221	2	245	0	0	0	0	0	0
Other	0	0	0	2	3	5	0	0	0	2	3	5	0	0	0	0	0	0
TOTAL	23	53	190	1119	10	1395	28	59	231	1405	10	1733	5	6	41	286	0	338

(a) C/O, Commander, Captain.

III – RESEARCH FINDINGS

III – RESEARCH FINDINGS

Research on effective policing practices relating to crime reduction, community policing, and the use of DNA evidence was conducted as part of this engagement. The themes that emerged from this review are summarized in this chapter.

RESEARCH ON CRIME REDUCTION APPROACHES

A number of themes emerge from the research on effective approaches to reducing crime: focus; risk identification; problem solving; management discipline; structured processes; communications; and community outreach. The research on specific policing strategies also suggests that some approaches are more effective than others. A discussion of these themes and strategies follows.

Focus On Geographic Areas Where Criminal Activity Is Greatest

Research consistently indicates that crime is not evenly distributed across cities. Indeed, one study found that 50 percent of calls or incidents are concentrated in less than five percent of a city's locations. The evidence indicates that by concentrating police resources on these small geographic areas or "hot spots" a significantly beneficial impact on crime can be achieved.

The research also suggests that concerns that focusing police resources on hot spots merely displaces crime that then moves to other areas are not well founded. Indeed, one study found that spatial displacement is not only not a problem in hot spot policing but that the more likely outcome of such interventions was a diffusion of crime control benefits in which the area surrounding the target hot spots also showed a decrease in crime and disorder.

Focus On Individuals Who Are Likely To Commit Crimes

Other crime reduction approaches that the research suggests are effective focus deterrence efforts (and incentives) on persons likely to commit specific crimes. These approaches – commonly referred to as "pulling levers" approaches because a variety of levers are employed to sanction groups or individuals who commit serious violations or to provide incentives for them not to commit violations – have been successfully employed in numerous cities (and are currently employed in New Orleans). In general, focused deterrence strategies are targeted on very specific behaviors by a relatively small number of chronic offenders who are highly vulnerable to criminal justice sanctions. When deterrence efforts are focused on the most high risk offenders and the deterrent threat is credible there can be significant crime control benefits. However, these efforts not only emphasize increasing the risk of offending but also decreasing opportunity structures for violence, deflecting offenders away from crime, increasing the collective efficacy of communities, and increasing the legitimacy of police actions.

Risk Assessment

Issues of focus – whether on geographic areas or individuals – and risk assessment are integrally linked. Before the department can focus resources on hot spots or frame deterrence and incentives for individuals who are likely to commit crimes these hot spots

and high risk individuals must be identified. The research on hot spot policing suggests, for example, that the more narrowly defined the hot spot is the better. One article, for example, noted that hot spots should be defined in terms of intersections street corners, and specific street segments. In another study, hot spots of roughly one street block in length were defined. The research on pulling levers has tended to focus on areas where high risk individuals congregate (e.g. known drug markets) or groups of which high risk individuals are members (e.g., gangs). Expanding these strategies to focus on deterrence and incentives on other individuals who are likely to commit crimes requires the ability to systematically identify these high risk individuals.

Problem Solving

The research strongly suggests that problem solving in hot spot areas magnifies the benefits of hot spot initiatives over generalized enforcement approaches. For example, one study found that decreases in crime in hot spots that are a focal point for problem solving are more durable than decreases in crime associated with saturation patrol. In particular, problem solving that incorporates “situational prevention strategies” that consider the physical, organizational, and social environments that make crime possible have been shown to be most effective. These strategies focus on disrupting situational dynamics that allow crime to occur by for example, increasing risks or effort for potential offenders or by reducing the attractiveness of potential targets. Such activities might include securing lots, razing abandoned buildings, or cleaning up graffiti.

Management Discipline

The research also suggests that management discipline will be needed to maximize the benefits of crime reduction initiatives. One study, for example, found that the benefits of directed patrol in a hot spot area follows well-defined patterns. The research indicates that each additional minute of an officer’s time spent in a hot spot increases survival time – that is, the amount of time after officers depart a hot spot before disorderly activity occurs – by 23 percent as long as 10 minutes is spent in the hot spot area. (If 10 minutes were spent in the area the residual deterrence benefits were greater than those from an officer simply driving through the hot spot.) After about 15 minutes, however, there were diminishing returns and increased time did not lead to improvements in residual deterrence. To implement a hot spot policing strategy that incorporated directed patrol, therefore, managers and supervisors would need to ensure officers spend at least 10 minutes but not more than 15 minutes in the hot spot area.

Structured Processes

The research also suggests that problem-solving efforts are more likely to be successful when a structured approach is used to develop the effort that involves scanning, analysis, response, and assessment (SARA). One study noted that police agencies typically fail to conduct in-depth problem analysis when undertaking problem solving initiatives but that even shallow problem analysis is helpful.

The need for structured approaches to undertaking problem-solving initiatives is not surprising given the previously noted finding that problem-solving efforts that focus on situational prevention strategies are most effective. Other research also suggests that tailoring the approaches and strategies used to support hot spot policing efforts will enhance the effectiveness of these efforts. One study found, for example, that there

was typically no direct relationship between disorder arrests and violent crime but that disorder arrests in areas with decreased residential integration was associated with a reduction in violent crime. These findings suggest that while emphasizing misdemeanor arrests in an area is generally not a sound crime reduction strategy, police disorder arrests may have a positive impact in areas characterized by low residential attachment. However, in areas where residential integration is high the effects of order maintenance arrests on violent crime will likely be low.

Communications

Research findings also suggest that effective communications will enhance crime reduction initiatives. In particular, effective approaches to communicating deterrence effects and incentives to high risk offenders must be established. Existing pulling levers strategies, for example, typically employ direct (and frequent) face-to-face communications approaches that are sometimes supplemented by written communications that lay out the specific consequences associated with law breaking and the resources and support available if no law breaking occurs. One article referred to the deterrence threat as a “form of advertising” the key element of which was a direct and explicit “retail deterrence” message to a relatively small target audience regarding what kind of behavior would provoke a special response and what that response would be.

Community Outreach

Effective community outreach can help build support for and enhance the effectiveness of crime reduction initiatives. The assessment of situational dynamics that are crucial to developing effective problem oriented policing approaches can only be enhanced by working with representatives of the community who best understand the situation(s) being addressed. To the extent that community members can be engaged as partners in addressing these issues the more likely that results will be durable. Furthermore, pulling levers approaches often engage community groups in offering services and support to high risk offenders.

In addition, community outreach in areas where policing efforts will be intensified can help build support for crime reduction efforts. The concern with hot spots policing and other intensive interventions is that citizens may view the increased police presence and aggressive tactics as unfair, which could damage perceptions of the police department's legitimacy. While limited evidence suggests that citizens living in targeted areas welcome increased police intervention, nonetheless, reaching out to the community to mitigate potential damage to perceptions of the police (and to build overall support for the initiative) appears worthwhile.

RESEARCH ON COMMUNITY POLICING

Research suggests that close to 100 percent of larger police agencies claim to have adopted community policing although understanding what community policing entails is less clear. In general, however, three components characterize most community policing initiatives:

- Some level of community involvement and consultation
- Decentralization
- Problem solving

It is worth noting that these characteristics of community policing suggest that community policing efforts and efforts to reduce crime are far from antithetical and, indeed, that community policing concepts should be incorporated into crime reduction initiatives.

When viewed in isolation, however, research findings relating to the impact of community policing on crime are mixed. One study, for example, suggests that community policing has a small impact on violent crime, a non-significant impact on property crime, and a small effect on fear of crime. Other studies indicate that some community policing activities – such as door-to-door visits by officers and efforts to initiate more positive informal contacts with citizens – can lead to lower levels of victimization.

There is more consensus, however, on the extent to which community policing is effective at enhancing police legitimacy. Research shows that citizens are more likely to comply and cooperate with police and obey the law when they view the police as legitimate. Research also indicates that police can achieve positive changes in citizen attitudes to the police by adopting a dialogue consistent with procedural justice principles as a component of any police intervention. In particular, research indicates that when the principles of procedural justice are incorporated into police-citizen interactions citizens are most satisfied with the interaction and the outcome. In addition, over time employing these principles substantially increases cooperation with the police. Indeed, research suggests that procedural justice is more important to gaining public trust in police and cooperation with police than police performance or effectiveness.

Procedural justice has four components:

- Citizen participation in a proceeding prior to an authority reaching a decision (or voice)
- Perceived neutrality of the authority in making the decision
- Whether or not the authority showed dignity and respect toward citizens throughout the interaction
- Whether or not the authority conveyed trustworthy motives

Even if just one of these components of procedural justice is part of the intervention, the intervention is likely to increase citizen levels of compliance, cooperation, and satisfaction. The research also suggests that with some training and/or a clear directive any type of police intervention can be used to facilitate legitimacy. From traffic stops to field contacts, if police apply the principles of procedural justice during their encounters with citizens they create opportunities to enhance perceptions of legitimacy.

RESEARCH ON DNA EVIDENCE

The results of a multi-city experimental study suggests that using DNA evidence in property crime cases has the potential to lead to a greater number of identified suspects than traditional investigative means. In particular, the collection of DNA samples in burglaries was found to be a cost-effective approach to dealing with property crime.

It is worth noting that DNA will likely only become more effective in identifying suspects as the size of national and local DNA databases continues to increase. Additionally, since offenders identified by DNA had more than twice as many prior felony arrests as those identified by standard investigative work, it is reasonable to suggest that the increased use of DNA will help to identify more high rate offenders.

IV – STRATEGIC DIRECTION

IV – STRATEGIC DIRECTION

The mission of the New Orleans Police Department is to provide professional police services to the public in order to maintain order and protect life and property. To accomplish this mission, the department is committed to the philosophy of Community Oriented Policing as a means to inform organizational decisions and prioritize crime fighting and quality of life initiatives by engaging each neighborhood and community organization in collaborative problem-solving partnerships. The department is committed to integrating community and problem oriented policing into its daily management principles, policies, procedures, recruitment efforts, training, personnel selection, performance evaluation process, resource deployment, tactics and accountability systems.

To achieve this mission (while also meeting the requirements of the federal consent decree) the department should focus on six strategic imperatives:

- Reducing crime
- Providing effective response to requests for assistance to residents and visitors and/or to victims of crimes
- Maintaining order and protecting the life and property of residents and visitors
- Incorporating community policing principles into all aspects of department operations
- Making efficient and effective use of available resources
- Embracing the requirements of the federal consent decree

This chapter focuses primarily on the strategies the department should take to reduce crime and incorporate community policing principles into all aspects of the department's operations. These are the strategies that have the greatest impact on the department's organizational capabilities, how roles and responsibilities should be changed, how the department should be organized, and what management systems and practices should be developed. Subsequent chapters address other strategic imperatives. For example, Chapter V presents recommendations to improve the efficiency and effectiveness of available resources. Chapter VI details the staff resources needed to fulfill these strategic imperatives. No recommendations are made with regard to the implementation of the federal consent decree as a federal judge is overseeing implementation of the consent decree. The recommended organizational structure and recommended staffing levels, however, reflect the need to embrace these requirements.

A – STRATEGIC APPROACHES

The recommended approaches to reducing crime and implementing community policing principles reflect the research findings presented in Chapter III. These research findings are generally consistent with the approaches the department currently employs. In particular, patrol districts currently focus on providing police interventions in high crime areas (e.g., "hot spots"), the gang unit employs "pulling levers" strategies to create appropriate incentives and deterrence to gang members, and the police department is already committed to incorporating community policing principles into all aspects of the

department's operations.¹ Rather than implement entirely new strategic approaches therefore the recommended strategic approaches build on the strategic initiatives that are currently employed.

The research findings suggest a number of ways that the department can improve the effectiveness of strategies it already employs. Several steps can be taken to strengthen hot spot policing initiatives:

- Crime analysis and crime mapping should be used to more narrowly target hot spots
- Structured problem oriented policing strategies should be employed in these areas
- Policing strategies should be tailored to disrupt the situational dynamics at each hot spot
- Deployment of policing resources to the hot spot should be systematically monitored (where directed patrol is one of the policing strategies to be employed)
- Policing initiatives should be supplemented by community outreach initiatives in each hot spot area

In addition, efforts to provide focused deterrence and incentives to high risk individuals should be expanded. The pulling levers strategies the department employs to reduce gang violence appear to be exemplary. The department should build on this approach to identify other high risk individuals and develop approaches to focus deterrence and incentive efforts on them.

Furthermore, in addition to supporting hot spot policing, community policing initiatives should focus on promoting procedural justice. In addition to ensuring all officers (and civilians) are trained in the tenets of procedural justice the department should develop management systems that monitor and support efforts to ensure that procedural justice tenets are reflected in each of the department's interactions with citizens.

B – ORGANIZATIONAL CAPABILITIES

A number of core organizational capabilities will be needed if the department is to implement the recommended strategies for reducing crime and implementing community policing approaches while also addressing other strategic imperatives (e.g., providing effective response and ensuring efficient and effective use is made of department resources). These key capabilities will include: analysis; situational assessment; plan development and implementation; community outreach; implementing pulling levers strategies; branding; organizational development; and cost-effectiveness assessment.

¹ As noted, the department's mission statement states that "the department is committed to integrating community and problem-oriented policing into its daily management principles, policies, procedures, recruitment efforts, training, personnel selection, performance evaluation process, resource deployment, tactics and accountability systems."

Analysis

A robust analytic capacity will be needed to support the recommended strategies. In addition to the type of crime analysis that is currently undertaken to identify hot spots (in as well defined areas as possible) analysis will also be needed to support situational assessment by defining characteristics of the physical, organizational, and social environments in a hot spot area that make crime possible. Moreover, the department will need to take an analytic approach to identifying high risk individuals – in addition to gang members. Perhaps most importantly the department will need the ability to rigorously assess the effectiveness of alternative strategies to addressing hot spot issues (and how the effectiveness varies depending on the characteristics of the hot spot area), to evaluate the effectiveness of alternative approaches to communicating deterrence and incentive messages to high risk offenders, and to gauge the relative costs and effectiveness of alternative approaches to achieving department objectives. Information supplemented by appropriate analysis should inform how the department implements its strategic initiatives with the goal that over time data gathering and analysis will support improved decision making.

Situational Assessment

As discussed in Chapter III, problem oriented policing that focuses on situational prevention strategies – that is, strategies concerned with the physical, organization, and social environments that make crime possible – is likely to have the strongest impact on crime and disorder; yet, when performing problem oriented policing officers typically fail to conduct any in-depth problem analysis, much less problem analysis that focuses on situational factors. The ability to perform situational assessments therefore will be critical to ensuring that problem oriented policing initiatives in hot spot areas will have the greatest impact (and the highest return on the investment in these activities). The situational assessment capability is therefore linked both to the strategic imperative to reduce crime and the imperative of ensuring that the department makes efficient and effective use of available resources.

Plan Development And Execution

Analytic capabilities that support sound situational assessments must be incorporated into problem oriented policing plans and these plans must be effectively executed. The department therefore needs both the ability to develop plans – research suggests that plans developed following a SARA (scanning, analysis, response, and assessment) model are effective – and to implement these plans. Execution involves the ability to comply with tasks, meet deadlines, and stay within budget. In addition, execution should involve developing the information needed to assess performance and to use this information to improve plan development and execution on an ongoing basis.

Community Outreach

Community outreach and community organizing capabilities will be needed to support hot spot policing efforts. Two of the tenets of procedural justice – ensuring citizens have a voice by involving them prior to making a decision and conveying trustworthy motives – will be enhanced by effective community outreach efforts. In addition, to the extent community members in a hot spot area not only have a voice in developing hot spot

initiatives but are engaged and encouraged to become partners in solving problems in the affected area the benefits of the hot spot initiative will be more durable.

Implementing Pulling Levers Strategies

The pulling levers strategies the department currently employs to reduce gang violence follows a template developed in other communities. To expand the use of these concepts to address other high risk offenders will require that the department develop the ability to design and implement such approaches. This would entail designing appropriate incentives and deterrence approaches for different categories of high risk offenders, developing effective approaches to communicating these incentives and sanctions to target offenders, and organizing community and criminal justice resources to ensure that promised incentives and sanctions are delivered.

Branding

As the department's mission statement makes clear, NOPD is fully committed to infusing community policing concepts into all aspects of its operations. To support these efforts the department should develop the ability to incorporate procedural justice concepts into a well understood "brand." Just as for consumer products a brand creates a unique name and image for a product in the consumer's mind, the NOPD brand should create an image that reinforces concepts of procedural justice to both internal and external stakeholders.

Organizational Development

Infusing procedural justice concepts into all aspects of the department's operations will take time. Over time the department will need to ensure that these concepts are reflected in all aspects of its operations. Organizational development² capabilities will be needed to ensure that department policies, practices, and systems reflect these principles, that commitment to these concepts is maintained, and that systems and practices support efforts to improve performance over time.

Cost-Effectiveness Assessment

If the department is to ensure that it makes efficient and effective use of available resources it will need the ability to rigorously assess the cost-effectiveness of department operations and the strategic approaches it employs. In addition to ensuring the department operates as cost effectively as possible given what it is striving to accomplish, having a strong cost-effectiveness assessment capability will ensure that the benefits of the initiatives the department undertakes outweigh the costs.

C – ROLES AND RESPONSIBILITIES

To implement the recommended approaches some organizational roles and functions within the department should be redefined and other roles should be established. In particular, the role of patrol lieutenants should be modified and a new corporal (or master patrol officer) position should be established.

² Organization development is an ongoing, systematic process of implementing effective organizational change.

Patrol Lieutenants

To effectively implement the proposed approaches, focused management attention will be needed on hot spot areas to manage response, develop problem oriented policing strategies, and provide community outreach that supports these efforts. Successfully fulfilling these functions requires a geographic rather than a time of day focus. To provide the management attention needed to support these efforts, the role of patrol lieutenants should be expanded to include hot spot management as well as shift leadership. While patrol lieutenants should continue to lead shifts (and address emerging issues that require management attention) they should also be charged with developing plans that focus on hot spots and working with other district managers (e.g., lieutenants on other shifts) to ensure the effective execution of these plans.

Corporal/Master Patrol Officer

Ongoing and consistent supervision, monitoring, and coaching/counseling are essential if the department is to achieve its goal of incorporating community policing practices into all aspects of police department operations. In patrol especially, where the frequency of interactions with citizens is greatest, the department must be vigilant in reinforcing expectations that all interactions reflect procedural justice principles.

First line supervisors (i.e., patrol sergeants) will be the pivotal jobs in bringing about this change yet, at present, paperwork and administrative requirements have reduced the time sergeants can spend on the street actively supervising and supporting these efforts. (Please note that the requirements of the consent decree have increased the administrative burden of sergeants.) To help address this issue the department has tasked lieutenants with assuming more administrative and paperwork requirements to free sergeants to provide active supervision in the field. However, if study recommendations are implemented lieutenants will be charged with developing and overseeing the implementation of problem oriented policing plans and will have limited time to provide administrative support to sergeants.

To provide additional support to sergeants a corporal or master patrol officer position should be established. These corporals or master patrol officers would perform a number of functions:

- Performing administrative duties delegated to them by sergeants (which would include but not be limited to reviewing in-car and body camera videos of officers on calls)
- Calling citizens to obtain feedback on their satisfaction with the service provided at calls
- Responding to calls during hours of peak activity on a shift
- Making observations relating to whether interactions conform to procedural justice principles on calls
- Providing informal coaching to officers

- Serving as mentors to new officers (or officers who are struggling to meet new expectations relating to procedural justice when interacting with citizens)
- Monitoring officer activity to ensure requirements of problem oriented policing plans are being implemented

Please note that no additional staffing will be needed to establish these positions. As will be discussed in greater detail in Chapter VI, patrol staffing recommendations ensure that sufficient officers will be deployed to meet service expectations during the hour(s) of peak activity on a shift. Corporals or master patrol officers should be expected to be available for call response during these hours. During other shift hours, however, they can provide administrative and supervisory support to sergeants without compromising the district's ability to meet service expectations.

D – ORGANIZATIONAL STRUCTURE

The key functions needed to implement the recommended approach to achieving the department's strategic imperatives should be reflected in the department's organizational structure did not exist when the fact-finding for this engagement was being conducted. These functions include:

- Organizational improvement
- Strategic communications
- District level analysis and assessment
- Community outreach and problem oriented policing planning
- High risk offender initiatives

The organizational improvement function should be assigned to the Office of the Superintendent and report to the Chief of Staff. The strategic communications function should be incorporated as part of the News Media Relations/Public Affairs Office. The district level analysis and assessment and community outreach and problem oriented policing functions should report to the Field Operations Bureau Deputy Superintendent. The high risk offender initiatives function should report to the Investigations and Support Deputy Superintendent. A discussion of the primary functions of each of these recommended units follows.

Organizational Improvement

The organizational improvement unit, which should report to the Superintendent's Chief of Staff, will be charged with supporting systemic improvement efforts that support the entire department. In particular, the unit will be charged with inculcating community policing concepts – especially those that support procedural justice – into all aspects of the department's operations. In addition, the unit will be charged with ensuring the department maintains a consistent focus on making sure department resources are being used as effectively as possible.

The unit will develop a systemic approach to achieve these ends. At a minimum it will develop systems, processes, and metrics to assess and evaluate the department's success. In addition, the unit will be available to help line managers develop and implement initiatives to improve performance.

Strategic Communications

The strategic communications unit, which should be incorporated into the department's News Media Relations/Public Affairs Office, will be responsible for developing a brand identification for the department that reflects the principles of procedural justice. The unit will develop a plan to reinforce this message in ongoing communications with internal and external stakeholders.

Analysis And Assessment

The analysis and assessment unit, which should report to the Field Operations Bureau's Deputy Superintendent, will perform a number of related functions. First, it will identify crime hot spots and will perform the analysis needed to support a situational assessment of the conditions that support crime in these hot spot areas. In addition, the unit will perform rigorous assessments of the results achieved by the problem oriented policing plans developed by district staff. (Please note that separating the assessment from the implementation function will help to ensure the objectivity of the assessment process.) Moreover, as part of the assessment process the unit will be charged with rigorously articulating lessons learned that can be incorporated into – and hopefully improve – future planning efforts.

Community Outreach And Problem Oriented Policing Planning

The community outreach and problem oriented policing planning unit – which should report to the Field Operations Bureau's Deputy Superintendent – will play both a compliance and a technical assistance role. From a compliance perspective, the unit will define expectations for what key features should be included in a problem oriented policing plan. For example, plans should include a thoughtful assessment of the current situation, a community outreach component, a list of the steps required, timeframes for completing each step, and an approach to evaluating success. The unit should review plans developed in each district. If these plans do not include each of the required components they should not be approved.

In addition to serving in a compliance role the unit should also provide technical assistance to districts in developing and implementing problem oriented policing plans. For example, if a problem oriented policing plan is found deficient in an area unit staff would work with the district lieutenants who developed the plan to address these deficiencies. They should also provide guidance and assistance in how best to implement key features of the plan. In addition to providing planning expertise and support the unit should also provide community outreach expertise. In particular, community organizing and outreach professionals should be assigned to the unit and be available to assist district lieutenants in building community support and engagement in the plan (and in ensuring community outreach and engagement efforts are consistent with procedural justice principles). While initially significant assistance may be needed to provide planning and community organizing/outreach support, over time district

lieutenants should develop the skills needed to develop and implement plans that incorporate community engagement with only limited support from the community outreach and problem oriented policing planning unit.

High Risk Offenders Initiatives

The high risk offenders initiatives unit – which should report to the Investigations and Support Bureau Deputy Superintendent – should play the same role as the analysis and assessment and the community outreach and problem oriented policing units play in the Field Operations Bureau. One part of the unit should focus on using crime analysis to identify high risk offenders and on assessing the effectiveness of initiatives to reduce the number of crimes committed by these individuals. Another part of the unit will be charged with working with the Investigations and Support Bureau line units to develop and implement deterrence/incentive pulling levers strategies focused on these individuals.

E – MANAGEMENT SYSTEMS AND PRACTICES

NOPD should develop management systems and practices that will support efforts to implement the recommended strategic approaches. In particular, the department must develop approaches to systematically monitor its success in incorporating community policing approaches into all aspects of its operations, should develop approaches to evaluating situational dynamics to support the development of problem oriented policing plans, should systematically evaluate the success of alternative pulling levers strategies focused on high risk offenders, and should develop tools for monitoring the effectiveness with which department resources are used. In addition, the focus of COMSTAT meetings should be adjusted to monitor the success of these improvement initiatives.

Monitoring Community Policing Implementation

The procedural justice principles that research suggests should underlie department community policing initiatives are qualitative in nature and therefore difficult to assess. However, unless the department's performance in implementing these concepts is systematically evaluated it will be difficult to improve performance. A range of approaches to monitoring the department's performance in implementing community policing concepts should be considered:

- **Surveys of a representative sample of citizens.** Overall perceptions of the police department can be assessed over time by conducting surveys of a representative sample of citizens. The surveys can be structured to understand overall perceptions relating to key procedural justice components (e.g., neutrality in making decisions, showing dignity and respect toward citizens, and conveying trustworthy motives) and can also be designed to gather information on the success of department branding efforts. Moreover, with a large enough survey that is appropriately designed perceptions of procedural justice can be tracked by district and/or by demographic groups.
- **Follow-up surveys of individuals who have had interactions with the police department.** The department can also conduct follow-up surveys (by mail or telephone) with representative samples of individuals who have had interactions with the police department to assess whether principles of procedural justice were

reflected in the interaction. Depending on the resources available this information can be broken out by type of interaction (for example, citizen request for information, officer initiated interactions), district, and unit.

- **Review of videos of interactions with citizens.** Structured observations of in-car and on-body camera videos of officer interactions with citizens using trained coders can also be used to assess whether principles of procedural justice are reflected in these interactions. Please note that unlike follow-up surveys from citizens who will provide a subjective assessment of these interactions, structured video review will provide an objective assessment of these interactions. In addition, the results of these structured assessments can identify specific problems that can be addressed through training and/or supervisory attention.
- **CAD information.** If officers are required to communicate the type, frequency, location, and duration of citizen interactions (other than call-for-service response) to dispatchers, this information can be used to quantify the level of effort devoted to these interactions.³ Please note that the research on community policing and procedural justice indicates that any type of police/community interaction can enhance perceptions of procedural justice. In addition, this information can be used to assess implementation of hot spot policing efforts where officers may be expected to patrol in a hot spot (and if possible interact with citizens) for a given period of time.
- **Surveys of individuals contacted as part of community outreach initiatives.** As noted, the development of problem oriented policing plans should generally include a community outreach component. (Citizen participation in the decision-making process is a procedural justice component). The effectiveness of these outreach efforts could be systematically evaluated by surveying (by phone or mail) the targets of these outreach efforts.

Please note that to the extent possible in addition to evaluating performance and progress inculcating community policing throughout the department, survey results, structured observations, and reviews of CAD data should provide actionable data that can be used to support efforts to improve performance. In particular, to the extent possible, the data collection approaches should provide information on where training efforts and supervisory attention should be focused.

Evaluating Situational Dynamics

As discussed in Chapter III, problem oriented policing approaches incorporating “situational prevention strategies” that consider the physical, organizational, and social environments that make crime possible have been shown to be most effective. The department, however, currently lacks a framework for identifying such situational dynamics much less for developing problem solving strategies to address them. Efforts to systematically identifying situational dynamics will inevitably proceed in fits and starts. Over time, however, the department’s ability to evaluate situational dynamics should improve. Management systems and evaluation frameworks that codify the department’s approach to evaluating situational dynamics and institutionalize improvement over time

³ If desired, the quality of these interactions could be assessed using reviews of body camera or in-car videos or by surveys of the citizens with whom the interaction takes place.

will ensure the department's assessment efforts continue to strengthen and that backsliding and efforts that "recreate the wheel" are avoided as personnel change.

Evaluating Strategies Focused On High Risk Offenders

The recommended approach to reducing crime by high risk offenders builds on the pulling levers concepts the department currently employs to reduce violent crime by gang members. As the department adapts these strategies to reduce crime by other high risk offenders, systems must be in place to memorialize and, over time, institutionalize effective practices. For example, frameworks for identifying high risk offenders who are most likely to be influenced by rewards and sanctions should be developed, effective approaches to communicating rewards and sanctions to these individuals must be recorded, and strategies for ensuring sanctions and rewards are swift and reliable must be established.

Monitoring Operational Cost-Effectiveness

To garner support for these improvement initiatives the department needs to demonstrate that it is committed to making effective use of resources and that over time investments in improvements and crime reduction will yield positive returns. To communicate its ongoing commitment to cost-effective operations cost-effectiveness metrics should be established (where appropriate⁴) and performance on these metrics should be evaluated over time. In addition, evaluations of crime reduction and community policing initiatives should include a cost component to ensure that the level of investment is justified by the expected level of return.⁵ Please note that statistical approaches such as "conjoint analysis"⁶ can be used to assign values to disparate police department outcomes thereby facilitating a comparison of the cost-effectiveness of different improvement initiatives.

COMSTAT Meetings

COMSTAT meetings can provide a focal point for driving improvement throughout the department. In addition to reviewing information on existing crime the meetings can also be used to review information relating to community policing success (as reflected in community surveys, structured observations, and surveys of users) and the cost-effectiveness of operations. The COMSTAT meetings can also provide a forum for reviewing and monitoring hot spot and problem oriented policing plans, and for

⁴ Not all police functions lend themselves to a cost per unit of output calculation.

⁵ Please note that not all crime reduction/community policing initiatives will be successful. Initiatives where costs are high but the expected level of return is low should be avoided regardless of whether the initiative is likely to be successful. That being said, initiatives with a lower "degree of difficulty" and therefore a higher expected value (because the probability of success is higher) should be preferred over similar initiatives with a high degree of difficulty.

⁶ Conjoint analysis is a statistical tool that market researchers have used for more than 30 years to help private sector companies understand how to develop products and services that are valued by customers. In this context, conjoint analysis could be used to determine how department managers and stakeholders value various levels of performance provided by the police department.

discussing approaches to evaluating and addressing situational dynamics in different hot spot areas, approaches to engaging the community to support problem oriented policing initiatives, and efforts to incorporate procedural justice tenets into all interactions with citizens. Reviewing these issues in COMSTAT meetings will provide an effective way to share ideas and information while also building support for recommended policing approaches. In addition, rather than focusing on what has happened in the past, the meetings will focus on initiatives that are being undertaken to reduce crime and improve community relations in the future.

F – IMPLEMENTATION AND STAFFING

Implementing the strategic approaches outlined in this chapter will take time and the staffing capacity needed to support these initiatives should grow over time accordingly. Initially, each of the recommended units should have sufficient staffing to begin to develop needed management systems and to provide initial support for the implementation of recommended strategies. Over time, as implementation of the recommended strategies expands staffing of these units should grow as well. A discussion of the initial staffing each unit needs and the key implementation activities that should be undertaken for each unit follows.

Organizational Improvement

One management professional should be assigned to the organizational improvement unit initially. This employee should focus on the following activities over the next 12 months:

1. Determining what approaches to evaluating department performance in employing community policing approaches that incorporate procedural justice components should be used
2. Developing parameters for each evaluation approach (for example, if a survey of a representative sample of citizens is to be conducted whether a representative sample is needed for the city as a whole or for the city and individual districts) and developing a budget
3. Designing survey instruments (with expert assistance as warranted) for citywide surveys of representative citizens
4. Designing survey instruments (with expert assistance as warranted) for individuals who have interacted with police employees
5. Developing observation checklists (with expert assistance as warranted) to be used in systematically assessing the extent to which the components of procedural justice are reflected in videos of officer interactions with citizens
6. Identifying and training full-time, part-time, or contract staff to conduct structured observations of officer interactions with citizens
7. Developing metrics and approaches to evaluating the cost-effectiveness of department operations

8. Developing general metrics and approaches to evaluating the cost-effectiveness of crime reduction initiatives

Strategic Communications

One management position should be added to the News Media Relations/Public Affairs Office. This position would be charged with developing the department's brand and ensuring the brand message is reinforced in internal and external communications with stakeholders.

Analysis And Assessment

The analysis and assessment unit should initially be staffed with one manager and two analysts. The unit should be charged with the following tasks over the next 12 months:

1. Refining existing approaches to identifying hot spot areas and develop systems to facilitate the identification effort
2. Developing frameworks for conducting situational assessments in hot spot areas
3. Training district staff on how to perform situational assessments
4. Establishing a process for improving hot spot identification, approaches to conducting situational assessments, and training district staff on an ongoing basis
5. Developing approaches to monitoring and assessing the success of problem oriented initiatives
6. Developing approaches to using the CAD system to capture information relating to the implementation of problem oriented policing initiatives and the tracking of officer contacts with citizens that support community policing efforts
7. Working with the Education and Training Division to develop in-service training programs that will train officers on the new expectations for reporting activity information via the CAD system
8. Working with the Field Operations Division to ensure district managers and supervisors focus attention on implementing new reporting practices

Community Outreach And Problem Oriented Policing Planning

This unit should initially be staffed with a manager and two staff positions. One staff person would focus on evaluating problem oriented policing plans and providing related technical assistance. The second staff person would focus on supporting community outreach and community organizing efforts that support the development and implementation of problem oriented policing plans. The unit should be charged with completing the following tasks over the next 12 months:

1. Defining department expectations for the components that should be included in all problem oriented policing plans

2. Developing a process for reviewing district plans and providing assistance as part of the review process
3. Working with the analysis and assessment unit to define the types of analysis and support needed to identify hot spot areas and conduct situational assessments
4. Working with the analysis and assessment unit to develop approaches for evaluating the effectiveness of problem oriented policing plans
5. Working with districts in conducting initial situational assessments
6. Developing initial approaches for undertaking community outreach and, as appropriate, soliciting community engagement in the development and implementation of these plans
7. Providing assistance to districts in conducting community outreach and community organizing efforts
8. Working with districts in developing initial problem oriented policing plans
9. Working with Field Operations Bureau staff on defining the recommended role of lieutenants
10. Training district lieutenants on how to develop problem oriented policing plans and on how to effectively fulfill their new roles

Please note that the rollout of the recommended approach to developing problem oriented policing plans should proceed slowly. Initially, plans should be developed in two or three districts only. Only after the process for developing these plans is established (and needed systems and capabilities are developed and in place) should the process be expanded to all districts.

High Risk Offender Initiatives

One manager and one staff position should be initially assigned to the high risk offender initiatives unit. Over the next 12 months they should be charged with developing an initial high risk offender initiative for one category of high risk offenders (other than gang members). Tasks that would be included in developing this initiative should include the following:

1. Working with the analysis and assessment unit to identify different categories of high risk offenders
2. Selecting the category of high risk offenders on which the initiative should focus
3. Developing an approach to identifying high risk offenders in the selected category
4. Determining what deterrence/incentives would be most effective for this category of high risk offenders

5. Determining what partners are needed to provide deterrence/incentives and soliciting their participation
6. Determining the best way to communicate deterrence/incentives
7. Undertaking a trial
8. Refining approaches based on the results of the trial

G – SUMMARY OF STAFFING IMPLICATIONS

A total of 10 staff will be needed to support the implementation of the strategic direction outlined in this chapter.

Proposed Unit	Manager	Staff	Total
Organizational Improvement	1	0	1
Strategic Communications	1	0	1
Analysis And Assessment	1	2	3
Community Outreach And Problem Oriented Policing Planning	1	2	3
High Risk Offender Initiatives	1	1	2
Total	5	5	10

V – OPERATIONAL EFFICIENCY AND EFFECTIVENESS

V – OPERATIONAL EFFECTIVENESS AND EFFICIENCY

This chapter is divided into two parts. The first part presents recommendations to improve the department's operational effectiveness and the second part presents recommendations to improve operational efficiency.

A – IMPROVING OPERATIONAL EFFECTIVENESS

This part is divided into five sections: resource limitations; organizational structure; management of civilians; fleet management and deployment; and management practices.

RESOURCE LIMITATIONS

The effectiveness of the New Orleans Police Department is compromised due to a lack of resources. The department has made difficult choices about how best to deploy its limited resources to create the most value for New Orleans citizens and should be commended for doing so. Most recently, for example, the department has reallocated officers from a range of functions to district patrol in order to achieve substantial improvements in response times. In doing so, however, the department's effectiveness at performing other important functions is reduced (and in some cases eliminated). Without an overall increase in staff resources the department will not be able to achieve reduced response times and provide effective operations in other areas. This section identifies areas where resource limitations adversely affect department performance.

Proactive Initiatives By District Officers

When reallocating staff to increase the number of officers available to respond to citizen requests for assistance, for the most part¹, the department protected task force officers who support proactive initiatives in the districts. Even with these staff the department's ability to support proactive crime reduction initiatives is not large. As the following table shows, even when the time patrol officers can support proactive initiatives between calls is considered the time available to support proactive initiatives is limited.²

¹ The two task forces that support proactive initiatives in District 7 were reduced to one task force (and the staff were allocated to respond to calls-for-service). In addition, the Community Coordinating Sergeants and Quality of Life Officers were reallocated to call response.

² Please note that these calculations assume that patrol officers will not be available to support proactive initiatives during the first half hour of their shifts and that the remaining time between calls is 25 percent less productive than that of task force officers who are dedicated to supporting proactive initiatives. (The time patrol officers spend between calls is less productive than that of dedicated officers because it is difficult to make productive use of small increments of time, inefficiencies are associated with repeatedly traveling to locations where proactive activities will be conducted, starting and stopping proactive activities to respond to calls reduces effectiveness, and because officers are only available to support proactive initiatives when call workload is low not when the need for proactive support is greatest.)

District	FTEs Available To Support Proactive Initiatives Between Calls	Task Force/Narcotics FTEs	School Resource Officers	Other	Total
1	9.3	6.0	2.0		17.3
2	14.5	7.0	1.0		22.5
3	11.9	6.0	1.0		18.9
4	15.8	7.0		1.0(a)	23.8
5	14.1	7.0	2.0		23.1
6	9.8	5.0	1.0	1.0(b)	16.8
7	13.0	8.0	2.0		23.0
8	10.0	5.0		5.0(c)	20.0
Total	98.4	51.0	9.0	7.0	165.4

(a) Neighborhood Policing Team.

(b) Parks patrol.

(c) Bourbon Street patrol.

Please note that developing and implementing problem oriented policing plans that focus on “hot spot” areas as recommended in Chapter IV will increase the need for district officers that are dedicated to supporting these plans. Indeed, the research findings presented in Chapter III suggest that a structured approach to supporting proactive initiatives – for example, spending 10 to 15 minutes but no more in a hot spot area – is needed. Even with extremely effective first-line supervision creating a structured approach that depends on officers who may or may not be available (because they may or may not be responding to calls) would be extremely difficult.

Terrorism

The department currently does not have any dedicated personnel to protect the city from potential terrorist threats. Given New Orleans’ role in hosting major events and the fact that it is one of the foremost tourism destinations in the nation this represents a significant shortcoming. Discussions with department staff indicate that addressing terrorism is a significant priority for the department and that 60 officers, 12 sergeants and two lieutenants should be assigned to address this need. This level of staffing would allow the department to deploy 12 five-man teams each of which is led by a sergeant.

Supervisory Capacity

First-line supervisors are among the most important positions in any police department. As discussed in Chapter IV, first line supervisors will play a pivotal role in ensuring procedural justice principles are reflected in officer interactions with citizens. In addition, patrol sergeants play a central role in ensuring consent decree requirements are adhered to. However, the increased administrative burden associated with documenting compliance with consent decree mandates (as well as meeting other administrative mandates) reduces the time sergeants can spend in the field providing active supervision. The department recognizes the importance of these pivotal positions and has maintained a supervisor to officer ratio of one to eight as patrol staffing levels have been increased.

As discussed in Chapter IV redefining the Police Officer IV positions to function as corporals (or creating a new corporal position) would provide sergeants with the administrative and supervisory support they need to spend more time in the field monitoring activities and providing active supervision. Please note that while corporals should receive a stipend for performing their duties (much in the same way that Field Training Officers currently receive stipends) if the department decides to establish these positions no additional staff will be needed. Instead, corporals should focus on providing administrative and supervisory support during the hours on their shift when they are not needed to meet call-for-service response expectations.

DNA Testing

As discussed in Chapter III, research suggests that using DNA evidence in property crimes (such as burglaries) has the potential to lead to a greater number of identified suspects and is a cost-effective approach to dealing with property crimes. The Louisiana State Police currently conducts DNA testing for NOPD but limits the amount of DNA evidence it will process. At present the Louisiana State Police will process as many as five pieces of evidence for homicide cases and as many as two pieces of evidence for property cases (although evidence is rarely submitted for property crimes). Given these limitations, increasing the number of property crime cases on which DNA evidence will be collected while relying on the Louisiana State Police to process this evidence seems impractical. Expanding DNA evidence testing for property crimes (while also increasing the amount of evidence processed to support other investigations) will therefore require the NOPD crime lab to develop the capability to conduct DNA testing.

The cost of developing this capacity will not be small. The department estimates that more than \$1 million dollars will be needed for the reagents and chemicals required to perform tests. In addition, the department will need to acquire the equipment needed to conduct tests, hire a technical leader to oversee DNA operations, and hire DNA analysts. It will likely take a minimum of two years to develop an in-house DNA testing capacity.

To assess the viability of building an in-house DNA testing capability the department should first develop a plan that specifies costs, benefits, and expected time frames. Based on this plan an informed decision can be made about whether to proceed with the development of an in-house DNA testing capability.

Training

The effectiveness of training operations is hampered by the fact that part-time staff provides so much of the current training. In August 2015 there were 33 part-time NOPD instructors and 27 part-time outside instructors.

While using part-time instructors is cost-effective – many external instructors do not charge for their services – and the department has taken steps to ensure the quality of adjunct instructors by requiring them to attend law enforcement instructional schools, relying so extensively on part-time instructional staff complicates efforts to ensure the overall quality of instruction. Obviously, the challenges Education and Training Division managers face in monitoring instructional quality and working with instructors to improve their performance is increased the more instructors there are that have to be supported. Moreover, when police department employees are serving as part-time instructors they

are not available to perform their primary job duties, which may compromise the quality of service citizens, receive.

To address this issue the department should, over time, increase the number of full-time instructors assigned to the Education and Training Division. Please note that implementation of this recommendations will facilitate the department's efforts to increase the number of civilians – who are instructional experts – who are assigned to the Division.

Emergency Operations

At present, the captain who oversees the Special Operations Division also serves as the liaison to the city's Emergency Operations Center (EOC). Given his other responsibilities the captain has only limited time to devote to his EOC responsibilities. Equally problematic is the fact that if a tactical incident took place during an emergency – a not at all unlikely prospect – the captain would have to leave the Emergency Operations Center to oversee the tactical incident. A better approach to staffing the EOC would be to assign someone on a part-time basis to this function so that he or she could become familiar with it. One option would be to assign the sworn officer who will serve as the department's liaison to the communications function (when this responsibility is transferred to Orleans Parrish) as the department's liaison to the Emergency Operations Center.

ORGANIZATIONAL STRUCTURE

In general, the department's organizational structure is sound. While implementing the recommended strategic direction outlined in Chapter IV will require establishing several new organizational units only two other changes to the department's organizational structure are suggested. First, the department should consider reassigning the Education and Training Division from the Management Services Bureau to the Office of the Superintendent. Doing so would signal the important role education and training will play in achieving the department's strategic direction and will facilitate efforts to ensure the Education and Training Division is actively involved in the department's systemic improvement efforts. In addition, if Crime Prevention Section staffing is restored – the section's staff were redeployed to patrol districts as part of the department's efforts to increase the number of officers available to provide calls-for-service response – these staff should be integrated into the recommended Community Outreach And Problem Oriented Policing Planning Unit. Doing so will ensure that community outreach efforts focus on activities that will build support for crime reduction initiatives and engaging community members to serve as partners in reducing crime.

In addition to these two organizational recommendations when the department is no longer subject to the consent decree and the Compliance Bureau is no longer needed several functions assigned to the Compliance Bureau's Information Systems Section (the on-body camera, in-car camera, and mobile data terminal/AVL units) should be reassigned to the Management Services Bureau (which oversees other functions focused on maintaining facilities, vehicles, and equipment. The Crime Analysis Unit (which currently reports to the Compliance Bureau's Information Systems Section) should be assigned to the recommended Analysis and Assessment Unit.

In addition to these organizational changes the department should explore whether one-over-one reporting relationships are warranted in the Public Integrity Bureau (where a Deputy Superintendent oversees a sworn commander) and the Education and Training Division (where a commander oversees a lieutenant).

MANAGEMENT OF CIVILIANS

Civilian employees will play a crucial role to the department's efforts to fulfill its strategic imperatives. Not only does using civilians to perform jobs currently held by sworn officers have the potential to reduce costs (as will be discussed in greater detail later in this chapter) but, in their interactions with citizens, civilians can support the tenets of procedural justice that research suggests should define the department's approach to community policing. At present, however, two aspects of the department's management of civilian employees – non-competitive pay levels and lack of promotional opportunities – hamper the department's efforts to effectively use civilians to achieve its objectives. A discussion of these issues follows.

Civilian Compensation

In interviews department managers indicated that low compensation made it difficult to fill vacant positions with staff with the skills and competencies needed to fulfill job requirements and contributed to high turnover when positions were filled. Managers noted that it is not uncommon for civilian staff in some areas to join the NOPD in an entry-level capacity and, once they are trained and gain some experience, to leverage that training and experience to obtain jobs with other agencies.

Promotional Opportunities

The New Orleans Police Department is noteworthy for the number of senior managers within the department who are civilians. Indeed, three of the five bureaus within the department – the Public Integrity Bureau, the Management Services Bureau, and the Compliance Bureau) – are led by civilians. Despite the number of civilians in senior management positions, however, in a number of areas of the department with a relatively high number of civilian employees career opportunities for civilians are limited.³ For example, first-line supervision in the records and identification functions is provided by sergeants even though the preponderance of the employees assigned to the unit are civilians. Likewise, in the Central Evidence and Property area sworn officers provide all supervision even though more than half of the current line staff are civilians.

Creating promotional opportunities to provide career advancement opportunities to excellent civilian employees while beneficial at present will become even more important as the department increases its commitment to using civilian employees to perform a wide variety of functions (as discussed in the section on civilianization). Doing so will not only help the department retain its best civilian employees but will also signal to civilian staff its confidence in them as full partners in delivering high quality services to citizens.

³ Please note that in other areas opportunities for career advancement are available. Most notably in the scientific criminal investigations and the budget and human resources areas promotional opportunities are available to civilians. However, even in the scientific criminal investigations area management oversight is provided by a lieutenant.

FLEET MANAGEMENT AND DEPLOYMENT

A number of issues relating to the department's management of its fleet reduce its overall effectiveness. These issues relate to the number of vehicles deployed, the management of take home vehicles (including opportunities to leverage the department's fleet by providing take home cars to district officers who live within the City of New Orleans), and establishing a sinking fund to fund vehicle purchases.

Vehicle Deployment

An average New Orleans police officer receives a salary and benefits that total \$82,730 a year⁴ while the annualized cost of a fully equipped marked patrol vehicle is \$6,971 a year (assuming each unit lasts for five years). It makes little sense therefore to reduce the effectiveness of a patrol officer because a comparatively inexpensive patrol vehicle is not available. Nonetheless, in interviews department managers and staff cited numerous examples of officer effectiveness being reduced due to a lack of patrol vehicles. In particular, district officers report deploying two officers in a single car because not enough vehicles were available to assign each officer to their own patrol unit and district sergeants report having to share vehicles (which is especially problematic given the need for first-line supervisors to spend as much time in the field as possible). An analysis of the number of vehicles assigned by patrol districts suggests the anecdotal evidence is correct and that some districts "run out" of patrol vehicles when a number of vehicles are out of service.

Analysis also indicates that more vehicles will need to be acquired when patrol staffing levels are increased to the levels recommended in Chapter VI. Specifically, the analysis indicates that while all but one district will have enough vehicles to ensure one vehicle can be assigned to each patrol officer after patrol staffing levels are increased, there is little margin for error in a number of districts. District 5 will lack the vehicles needed to assign each officer to an individual vehicle during the busiest shift. Moreover, in Districts 3, 6, and 7 if even a relatively small percentage of patrol vehicles are not available each officer will not be assigned an individual vehicle during the busiest shifts.

⁴ In addition, the State of Louisiana pays each officer \$6,000 per year.

District	Platoon Vehicles Assigned(a)	Patrol Officers, Sergeants, And Lieutenants(b)	Excess/ (Shortfall)
1	19.0	11.9	7.1
2	23.0	10.7	12.3
3	16.0(c)	12.6	3.4
4	23.0	11.9	11.1
5	12.0	12.6	(0.6)
6	12.0	10.7	1.3
7	15.0	13.8	1.2
8	47.0	8.8	38.2

(a) Assumes all vehicles are operational.

(b) Number needed during the busiest shift assuming 1.59 relief factor. (This relief factor takes into account regularly scheduled days off.)

(c) Includes two marked vehicles that are "unassigned."

Please note that while additional marked vehicles are assigned to each patrol district and could be made available for assignment to patrol officers these vehicles generally have high mileage and may not be suitable for intensive patrol use. Indeed, as the following table shows in the four districts that may run short of vehicles when a number of vehicles are out of service (Districts 3, 5, 6, and 7) the average mileage of other marked vehicles assigned to the district (excluding vehicles assigned to the investigators) ranges from 99,919.2 miles to 142,080.3 miles.

District	Average Mileage Per Vehicle Assigned		
	Platoon	DIU	Other
1	16,877.0	66,521.4	104,143.6
2	37,324.8	106,423.6	110,441.2
3	41,790.9(a)	58,783.1	108,029.1
4	40,588.0	76,743.7	121,047.6
5	16,927.9	65,118.6	142,080.3
6	39,937.7(b)	67,541.9	99,919.2
7	30,402.1	82,731.4	108,538.1
8	31,994.5(c)	66,702.6	80,985.9

(a) Includes two "unassigned" marked vehicles and six vehicles assigned to Lakeview.

(b) Includes three marked vehicles assigned to Magazine.

(c) Includes one marked vehicle assigned to French Market.

In addition, two of the eight districts do not have enough vehicles assigned to the investigative function to ensure each sworn officer assigned to the District Investigative Unit (DIU) will have a vehicle assigned to them. Please note that if five percent of the DIU vehicles are out of service being repaired or maintained an additional district (District 4) will not have enough vehicles assigned to DIU to ensure each officer can be assigned a vehicle.

District	DIU Vehicles Assigned(a)	DIU Officers And Staff(b)	Excess/ (Shortfall)
1	16.0	12.1	3.9
2	14.0	7.8	6.2
3	11.0	11.2	(0.2)
4	13.0	12.9	0.1
5	14.0	14.7	(0.7)
6	12.0	10.3	1.7
7	12.0	11.2	0.8
8	17.0	14.7	2.3

(a) Assumes all vehicles are operational.

(b) Number needed assuming 1.16 relief factor.

Moreover, while the department currently has enough vehicles assigned to support proactive narcotics and task force operations in all but one district, if the resources available to support proactive initiatives increases additional vehicles will be needed.

District	Narcotics Or Task Force Vehicles Assigned	Narcotics And Task Force Officers(a)	Excess/ (Shortfall)
1	3.0	6.0	(3.0)
2	6.0	6.0	0.0
3	6.0	5.2	0.8
4	10.0	6.9	3.1
5	9.0	7.8(b)	1.2
6	9.0	7.0	2.0
7	12.0	5.2	6.8
8	8.0	6.0(c)	2.0

(a) Number needed assuming 1.16 relief factor.

(b) Includes eight general assignment officers and one task force officer (adjusted to reflect 1.16 relief factor).

(c) Five task force officers were recently reallocated to patrol.

It should also be noted that the vehicles that support proactive initiatives have high mileage. The average mileage per vehicle assigned to proactive initiatives exceeded 90,000 miles in seven of the eight districts and exceeded 100,000 miles in four of the eight districts.

District	Average Mileage
1	91,423.0
2	140,424.0
3	103,735.8
4	125,900.0
5	96,938.3
6	100,071.1
7	90,903.2
8	65,655.5

Increased investment in vehicles is therefore warranted.

Take Home Vehicles

While current practices relating to take home vehicles do not represent an effective use of department resources, providing increased opportunities to take home cars (for district officers who live within the city) can create significant benefits at a modest cost.

Current take home car practices. At present, some officers are allowed to take a vehicle home even though providing them a take home vehicle creates no operational benefit to the department. Under the current system district commanders determine which district staff take home cars. Any officer who lives within 40 miles⁵ of New Orleans is eligible for a take home car as long as the commander approves this usage. Relying on commander discretion with regard to who should be provided a take home car has led to significant differences across the department in who has access to a take home car. In the patrol districts for example, take home cars as a percentage of all vehicles ranges from a high of 51.0 percent in District 7 to a low of 9.8 percent in District 8.

District	Total Vehicles	Total Take Home	Percent Take Home
1	49	16	32.7%
2	51	16	31.4%
3	43	11	25.6%
4	57	17	29.8%
5	44	17	38.6%
6	41	4	9.8%
7	49	25	51.0%
8	100	20	20.0%
All Districts	434	126	29.0%

Moreover, perspectives relating to the need for district administrative and investigative staff to take home cars vary significantly by district. As the following table shows both the number of vehicles assigned to administrative personnel and the percentage of administrators that are allowed to take the vehicles assigned to them home varies significantly by district. In District 6 only one administrator is assigned a take home car (and only two administrators are assigned vehicles) while in District 7 five of the seven administrators to whom vehicles are assigned have take home cars.

⁵ Officers who live more than 40 miles from the city limits cannot take cars home unless they are canine officers or are assigned to the tactical unit.

District	Total Vehicles Assigned To Administrators	Take Home Vehicles Assigned To Administrators	Take Home Percent
1	8	3	37.5%
2	5	2	40.0%
3	5	3	60.0%
4	7	4	57.1%
5	4	2	50.0%
6	2	1	50.0%
7	7	5	71.4%
8	3	3	100.0%
All Districts	41	23	56.1%

Likewise, the extent to which district investigators are assigned take home cars varies. Only a quarter (25.0 percent) of the vehicles assigned to investigators in District 6 are take home vehicles while 85.7 of the vehicles assigned to investigators in District 2 are take home vehicles.

District	Total Vehicles Assigned To DIU	DIU Take Home Vehicles	Take Home Percent
1	16	11	68.8%
2	14	12	85.7%
3	11	7	63.6%
4	13	7	53.8%
5	14	9	64.3%
6	12	3	25.0%
7	12	10	83.3%
8	17	12	70.6%
All Districts	109	71	65.1%

While the cost to the department of take home cars is reduced because officers are required to pay a fee that varies with the distance from the city limits to their home, it nonetheless is not a good use of department resources to subsidize the cost of take home cars when these expenditures yield no operational benefit. The department should therefore establish a policy that does not allow officers to take cars home unless there is an operational benefit to doing so.

Providing take home cars to district officers who live in New Orleans. Providing take home cars to district officers who live in New Orleans has the potential to create a number of operational advantages.⁶ These operational benefits include:

- **Increased utilization of patrol staff.** The productivity of patrol staff (as measured in the time they are on duty and available for calls and other activity) is increased when patrol officers are allowed to take cars home. This increased productivity results from two factors. First, the unproductive time officers spend at the beginning of each shift

⁶ The department estimates that 672 (58.3 percent) of the 1,152 sworn NOPD officers live within the city. The percentage of district officers who reside within the city is likely similar to this percentage.

is reduced, as there is no need to assign vehicles and equip each vehicle with personal equipment.⁷ In addition, when patrol officers take cars home they remain in their patrol beats until the end of the shift completing all required reports from mobile data terminals in their cars rather than returning to the station.

- **Incentive to live in the city.** Establishing the take home car program encourages officers to live in the city.
- **Decreased operation costs per mile.** When officers take cars home they tend to take better care of them than when they share a car with two or three other officers during the course of a day. Officers care for take home vehicles as they do their own personal vehicles and have increased pride in their vehicles' condition and cleanliness. Some departments that have implemented such a program report the useful lifetime of each car has been extended by several thousand miles and three to five years. (Indeed, some of these departments report that the additional mileage put on a car driving it to and from work is offset by the fact that the life of the vehicle is extended.) In addition, holding officers accountable for damage and possible abuse becomes easier, as does the ability to recognize individuals who take exceptional care of their vehicle. It should also be noted that officers are expected to perform routine maintenance of take home units while off duty.
- **Improved officer response to major emergencies.** One of the most significant benefits of a take home car program for patrol officers is that response to major emergencies is greatly enhanced. At present, if there is an emergency need to call in off-duty officers, officers drive their personal cars to their district, where they gather equipment. Take home cars allow for patrol officers and district command staff to respond where needed, when needed. In rare situations, such as a major disaster, the department could activate all sworn officers (who live within the city) in a relatively short time, and send officers directly to their assignment from their homes.
- **Improved response to high priority calls-for-service.** In some critical situations – for example, situations where an officer is “down” – the nearest on-duty unit may be several miles away while an off-duty officer may be just around the corner. In such a situation, deploying an off-duty officer to the incident reduces the time required to provide back up and assistance.
- **Increased department visibility.** Although research indicates that police visibility alone does not reduce crime, police visibility has been shown to make people feel safer. Increased patrol car visibility also improves traffic enforcement as the regular presence of an increased number of patrol cars across the city has been shown to improve driver compliance with traffic laws. Take home car programs result in more police units being driven on the streets as officers go to and from work or other approved activity. Even an unattended unit parked in a lot or driveway increases police visibility and perceptions of community safety. (Many cities mandate that vehicles cannot be garaged at the officer's residence and must be parked on the street or in the driveway.) Not surprisingly, residents in cities with patrol take home car programs report that they like the presence of police cars in their neighborhoods.

⁷ Some departments with take home car programs hold roll call only once or twice a week. During the other days of the week, information is shared both electronically and by patrol supervisors in individual discussions with patrol officers.

- **Increased service to the community.** Officers operating patrol cars, both on duty and off duty, are required to render aid to motorists and others in need of assistance. Moreover, since officers are required to take action when witnessing a violation, arrests may increase.
- **Increased morale.** Cities that utilize a take home car program report an increase in officer morale.

The department should explore the costs and benefits of providing take home cars to patrol officers and other uniformed officers who live within the city limits of New Orleans. Over the life of a car, there are only two costs associated with implementing the take home car program. First, although take home cars will last proportionately longer than vehicles used on an “intense use” plan, more money has to be tied up in the purchase of these cars.⁸ The opportunity cost – that is, the interest the department might earn if its financial resources were not tied up in cars – associated with the investment is a cost the department must incur when establishing a take home car program. (Please note, however, that over a purchasing cycle the total number of dollars spent on cars will be the same.) The second cost associated with the take home car program is the cost of the additional mileage put on cars when used for personal use. These costs are offset, however, by the city’s requirement that employees taking vehicles home pay a vehicle personal use charge.⁹

In addition to the financial costs of the program there are other potential risks associated with the program that must be managed. In particular, officers may face risks when operating a marked patrol vehicle while they are not on duty. In addition, vehicles parked at home may be subject to more vandalism than vehicles parked on police department property. Moreover, because take home cars will be limited to officers who live within the city limits of New Orleans, establishing this program has the potential to create some tension between the officers who are allowed to take home cars and those who don’t. (As noted, however, one of the benefits of the program is that it provides an incentive for officers to live within the city limits.)

Before deciding whether to proceed with this initiative the department should make a systematic assessment of how the costs and risks associated with a take home car program compare to the significant benefits that have been described. As part of the process, the department should identify five to ten cities that have well managed take

⁸ Cars under a take home car program will last approximately 4.9 times as long as vehicles deployed three shifts a week. Take home cars will patrol approximately 4.3 shifts a week (one shift a day per week adjusted for expected 16 percent expected absences) while intensely used vehicles will be deployed as many as 21 shifts a week. Twenty-one shifts divided by 4.3 shifts yields the result that take home cars will last 4.9 times as long as intensely used vehicles.

⁹ City Circular Memorandum No. 10-09 dated July 14, 2010 states that “for those employees on a weekly pay cycle, \$24.04 per pay period will be deducted per week for the personal use of a take-home vehicle, where the one-way driving distance from the employee’s actual domicile to the employee’s primary reporting work site is less than 20 miles.” This memorandum also states that “for those employees on a weekly pay cycle, \$72.12 per pay period will be deducted per week for the personal use of a take-home vehicle, where the one-way driving distance from the employee’s actual domicile to the employee’s primary reporting to work site is between 20 and 40 miles.”

home car programs and discuss with these cities the benefits that have accrued as well as the costs and risks that are associated with the program. (For example, detailed information on program costs as well as any savings in maintenance expenditures that have been realized should be gathered and analyzed.) In addition, as part of this process, the approaches these other departments have used to address risks associated with the program should be identified. Performing this analysis will not only enable the department to make an informed decision about whether to proceed with the program but also, if the take home car program is implemented, will provide a basis for establishing policies designed to minimize program risks.

Funding Vehicle Purchases Using A Sinking Fund

One way to help ensure that the resources necessary to support needed vehicle purchases are available is to establish a “sinking fund.” The cost of vehicles that are “used up” each year is deposited into the fund and can only be used for vehicle replacement. (Functionally, sinking funds serve a similar purpose as depreciation for private-sector firms except that instead of using depreciation to “expense” the cost of an asset over time sinking fund payments are used to fund asset replacement.) The primary challenges associated with sinking funds is maintaining the discipline to fund them each year and establishing protections against raiding the funds during difficult times when cash is needed for other purposes.

MANAGEMENT PRACTICES

A number of existing management practices reduce the department’s effectiveness. These practices relate to call response; special event staffing; district case assignment practices; report review; report writing; traffic scheduling; and technology.

Call Response

For the most part the department has not established policies defining the number of officers that should be dispatched to different types of calls. The lack of dispatch policies results in a situation in which the number of officers responding to calls can vary dramatically. These variations in the number of officers responding, of course, are exacerbated by the fact that the number of officers available to respond to calls is limited.

As the following table shows, the number of officers responding to calls varies significantly for selected call types.

Number Of District Officers Responding	Aggravated Assault Domestic	Suspicious Person	Fight	Armed Robbery	Aggravated Assault	Discharging Firearm
1	32.1%	52.7%	40.2%	20.6%	40.0%	47.8%
2	28.8%	33.9%	41.6%	30.5%	36.6%	34.5%
3	16.5%	9.8%	13.4%	22.7%	11.6%	12.2%
4	13.7%	2.6%	3.7%	14.8%	5.6%	3.9%
5	6.6%	0.7%	0.8%	6.8%	3.6%	1.1%
6	1.9%	0.2%	0.2%	2.7%	2.0%	0.3%
7	0.5%	0.1%	0.1%	0.8%	0.3%	0.1%
8	0.0%	0.1%	0.0%	0.6%	0.2%	0.1%
9	0.0%	0.0%	0.1%	0.4%	0.0%	0.0%

Even more important than the variation in the number of officers responding is the fact that the number of officers currently responding is often lower than what dispatch policies in other jurisdictions¹⁰ deem safe and appropriate. As the following table shows New Orleans response to selected calls is lower than the number dispatched by policy in other jurisdictions and is at least 30 percent lower for five of the six call types for which comparisons were made.¹¹

Call Type	Benchmark Response	Percent of Calls Below Benchmark	Percent of Calls At Benchmark	Percent of Calls Above Benchmark
Aggravated Assault Domestic(a)	2	32%	29%	39%
Fight	2	40%	42%	18%
Armed Robbery	3	52%	23%	26%
Aggravated Assault	2	40%	37%	23%
Discharging Firearm(b)	3	82%	12%	6%

(a) Benchmark is for "domestic violence" call.

(b) Benchmark is for "shots fired" call.

Increasing the number of district officers responding to calls should increase the number responding to incidents for which officer safety is a concern. Nonetheless, to ensure an adequate number of officers are deployed to each type of call the department should establish policies that detail the number of officers that should be dispatched as part of an initial response to each type of call.

Special Event Staffing

Providing the staffing needed to support special events creates a significant drain on department resources. While many permitted events are supported by off-duty police officers, staffing for numerous large events is provided by the city. Such events include

¹⁰ Dispatch expectations established in Oklahoma City, Oklahoma or St. Paul, Minnesota were used for comparisons.

¹¹ Calls for which the number of officers responding has the potential to affect officer safety were selected for comparison.

Mardi Gras, selected parades, dignitary visits, selected festivals, and selected marathons/runs. To minimize the impact on service to citizens sworn officers assigned to administrative and support functions are typically required to adjust their schedules and are tasked to support these events. (Mardi Gras is the only event to which district patrol officers will typically be assigned). While not affecting direct service to customers assigning these staff to special events reduces their ability to perform their primary duties.

With the exception of specialized units such as SWAT, mounted, canine, and traffic, using overtime to support special events is more effective than assigning sworn staff who are primarily responsible for performing other duties. Assigning staff from specialized units is reasonable because one of the primary reasons for having these units is to support infrequent incidents that require specialized skills. Assigning staff from these units to support special events will not limit their ability to provide specialized response when needed – they can be redirected from their special event assignment as necessary. By contrast, when other sworn staff are assigned to support special events the time these staff have to perform their primary duties is reduced. Moreover, as the department assigns more civilian staff to perform administrative and support functions currently assigned to officers (recommendations for civilianizing selected positions are presented later in this chapter) its ability to reassign sworn officers to support events will be limited. Consequently, to minimize the impact on ongoing operations when the number of staff needed to support special events exceeds the number that can be provided by officers assigned to specialized units, overtime officers should provide these staff needs.

District Case Assignment Practices

At present, district detectives are part of the initial response to most reported crimes. The responding patrol officer will complete the initial offense report and the detectives responding to the scene will complete supplemental reports. Typically, one detective will respond to the incident but more will respond if indicated. (From August 1, 2014 to July 31, 2015, the average number of district detectives responding to calls was 1.2.)

The time district detectives spend responding to calls is not small. According to CAD data, from August 1, 2014 to July 31, 2015, 27,476 incidents were responded to by district detectives or an average of 75.3 per day.¹² The total time spent by district officers responding to incident scenes was 37,072 hours or the equivalent of 18.17 investigators working 2,040 hours a year.¹³

This investment of investigative effort is not a good use of resources. Detectives are generally most effective when they focus on conducting follow-up investigations of crimes with leads. Investigation of crimes without leads – commonly referred to as solvability factors – generally do not yield positive outcomes. Current practices require

¹² The total number of responses – which includes responses to incidents to which more than one detective responded – was 33,448 or 91.7 per day.

¹³ The number of detectives required to make these responses is, of course, higher as this estimate does not include investigator absences due to illness, sickness, training and the like and assumes that investigators are fully productive each hour of the day.

investigators to devote considerable time to all cases involving UCR crimes whether or not solvability factors exist.

The department should modify the approach to assigning cases to investigators. Patrol officers should be required to perform thorough preliminary investigations at crime scenes. No limit on the amount of time devoted to these preliminary investigations should be established as long as supervisors consider the time is being used productively. (At present, supervisors reportedly limit officers to spending 60 minutes when conducting preliminary investigations to increase their availability for call response.) Police reports prepared by patrol officers should then be reviewed by investigative supervisors to identify solvability factors and cases with solvability factors should be assigned to detectives to conduct follow-up investigations. Please note that one barrier to implementing this recommendation – the limited time patrol officers have to conduct follow-up investigations – has been removed by the department's decision to significantly increase the number of officers who respond to calls.

Report Review

At present, there is no expectation that patrol sergeants review reports prior to the end of a shift. In the past if reports were not reviewed before the end of a shift there were few consequences. However, if the recommendation that district detectives not respond to incident scenes is implemented, patrol sergeants will need to review reports by shift's end so that follow-up investigations will not be delayed (if there is a case with leads). The department should therefore establish an expectation that reports be reviewed before the end of a shift especially if the report relates to a crime for which a follow-up investigation may be warranted. In general this should not create a burden if reports are submitted for review in a timely manner. For reports completed in the last two hours of a shift, report review should prioritize crime reports that may be investigated by detectives. (Review of other reports might be delayed until the next shift that the officer completing the report is working.)

Report Writing

A small number of patrol officers hand write their reports rather than entering report information directly into the department's records management system. While the number of handwritten reports is not large – from October 2014 to September 2015 there was an average of 111.3 handwritten reports per month – when reports are handwritten it creates a burden on the records unit (that must transcribe them) and increases the time before the reports are available in the system. To address this issue the department should establish the clear expectation that patrol officers enter reports into the computer unless the officer's in-car terminal is not working. Sergeants should enforce this expectation.

Traffic Scheduling

To provide the staff resources needed to improve response time the department recently assigned traffic officers who are responsible for responding to traffic accidents and providing traffic enforcement to patrol. As the department grows and has the capacity to restore traffic enforcement capacity it should consider modifying the shift schedule for these officers.

The need for traffic officers to handle traffic accidents and provide selective enforcement varies with the number of accidents reported. Until the recent reallocation of traffic officers to patrol, traffic officers were assigned to one of two shifts (a day shift that operates from 6:25 a.m. to 3:30 p.m. Monday through Friday or an evening shift that operates from 2:35 p.m. to 11:00 p.m. from Tuesday through Saturday). The hours traffic officers were scheduled to work accounted for 70.1 percent of the traffic accidents reported (based on CAD data). However, under the current schedule traffic officer coverage is provided from 7:00 p.m. to 11:00 p.m. despite the fact that the number of traffic accidents reported during these hours is relatively small. Indeed, the average number of traffic accidents per day from 7:00 a.m. to 7:00 p.m. on Monday through Friday¹⁴ is 180.13 while the average number of traffic accidents per day from 7:00 p.m. to 11:00 p.m. on Tuesday through Friday is 86.0.

Assigning traffic officers to 12 or 13 hour shifts (when traffic officer capacity is restored) will improve the match between traffic accidents and officer capacity while modestly reducing costs. If 12-hour shifts are used officers would be deployed for 12 hours (from 7:00 a.m. to 7:00 p.m.) on Monday through Saturday and for eight hours (from noon to 8:00 p.m. on Sunday). Under this alternative the percentage of traffic accidents occurring during hours traffic officers are scheduled to work would increase from 70.1 percent under the current schedule to 73.1 percent. In addition, this schedule would provide some traffic coverage on Sundays. Alternatively, if officers are scheduled for 13 hours (from 7:00 a.m. to 8:00 p.m.) on Monday through Saturday the percentage of traffic accidents occurring during hours traffic officers are scheduled to work would increase slightly to 73.6 percent. In addition, costs would decrease slightly as the 25 minutes at the beginning of each shift incorporated into the current schedule would only need to be provided 6 times as opposed to 10 times under the current schedule.

Technology

Conducting a thorough analysis of department record management systems and other technology was beyond the scope of this study. In interviews, however, a number of problems with existing systems that hinder department effectiveness were identified. For example, the court notification system is reportedly outdated, the department lacks the ability to effectively integrate information from its old records management system with the existing records management system, and the microfiche system used to store old records is extremely difficult to use. An assessment of whether the cost of addressing these shortcomings would exceed the benefits could not be conducted as part of this study but these problems suggest that conducting a more thorough review of these issues would be warranted.

In addition, the department should consider acquiring total station technology to support the investigation of major accidents. A total work station is an electronic, optical instrument used in surveying and can be used to reconstruct accident scenes with computer technology. This tool both reduces the time required to reconstruct an accident scene and improves accuracy. In addition, total stations with reflectorless capabilities can typically be operated by only one person.¹⁵

¹⁴ Please note that traffic officers are only deployed from 7:00 a.m. to 3:30 p.m. on Mondays.

¹⁵ Total stations typically require the user to set up a prism pole on the object being measured that is used to reflect the total station's laser beam. Reflectorless total stations can capture

B – IMPROVING OPERATIONAL EFFICIENCY

This part, which discusses department practices that increase costs or reduce operational efficiency, is divided into seven sections: civilianization; district configuration; use of part-time staff; response to non-injury accidents; district administrative support; crime scene processing; and performance of non-police functions by department employees.

CIVILIANIZATION

In general, civilians should fill police department positions unless an affirmative case can be made that sworn officers are needed. One of the primary reasons positions should be filled by civilians unless a sworn officer is needed to perform the job is that the cost of employing sworn officers is generally much higher than the cost of employing civilians. In addition, the recruit and in-service training sworn officers receive is much more extensive than the training civilian employees receive. By contrast, most civilian employees receive much more limited training prior to beginning employment with the police department.

The framework used to assess which positions should be filled by sworn officers and which positions should be filled by civilians assumes that an affirmative case for assigning a position to a sworn officer can be made under three conditions:

- The position requires the law enforcement powers of a sworn officer
- The skills, training, and experience of a sworn officer are needed to effectively perform the job duties
- The skills, training, and experience of a sworn officer are not required to effectively perform the job but assigning the position to a sworn officer is beneficial to citizens and/or the department and the value of these benefits outweigh the costs

The analysis of potential opportunities for civilianization should begin by identifying positions for which the case for assigning a sworn officer to fill the position is unambiguous. This will be the case when law enforcement powers are required to perform the functions assigned to the position; a broad range of the skills, training, and experience of a sworn officer are required; and the job functions that justify the assignment of a sworn officer comprise the preponderance of the position's job duties.

When an unambiguous case for assigning a sworn officer to fill a position cannot be made it may nonetheless be beneficial¹⁶ for the function to be assigned to a sworn officer. Three factors should be considered when making this determination.

distance measurements without a prism pole as long as the objects being measured are within line of sight. Because a prism pole does not need to be set up, the number of people needed is reduced and safety is increased.

¹⁶ The estimated benefits associated with assigning a sworn officer to the position should outweigh the estimated costs.

- **Credibility.** In some cases, assigning a sworn officer to fill a position provides the credibility needed to effectively perform the position's job responsibilities. For example, while civilians could conceivably recruit sworn officers they would likely not be effective because potential employees would want to discuss what police work is like with someone who has actually served as a police officer.
- **Operational knowledge and experience.** For some functions, the operational knowledge and perspective of a sworn officer is helpful in performing job duties. However, the need for operational knowledge and expertise should only provide a rationale for assigning the function to a sworn officer if the need for this knowledge and perspective is consistent and frequent and if the negative consequences that may result from not having this knowledge and perspective is sufficiently severe that the additional costs associated with assigning a sworn officer to the position are warranted.
- **Leadership development.** In some instances, while a sworn officer is not needed to fill a position, assigning a sworn officer to the position is helpful in developing the skills of future leaders. This rationale for assigning sworn officers to a position should be used only if the level of technical skills and professional expertise needed to perform the function are not excessive (i.e., a sworn officer rotating through the assignment on a three-year cycle¹⁷ can quickly develop the skills and expertise needed to perform the job) and if the best way to become familiar with the function or activity is by managing or performing it on a day-to-day basis.

Exhibit V-1 presents the results of the assessment of positions held by sworn officers that can be assigned to civilians. As this exhibit shows the following positions should be civilianized:

Bureau	Position Description
Field Operations	■ District – "A Case" Officer
	■ District – COMSTAT Officer
	■ District – Officer Supporting District Commander
	■ District – Fleet Officer
	■ Reserve Program Coordinator
	■ Traffic – Fleet Officer
	■ Telephone Reporting
Management Services	■ Public Records – Sergeant(a)
	■ Criminal Records – Sergeant

¹⁷ If the primary reason for assigning the function or service to a sworn officer is leadership development, potential leaders should rotate through the position so that a number of potential future leaders can benefit from the experience of holding the position.

CIVILIANIZATION ASSESSMENT

Position/Function	Law Enforce. Powers Required? (Yes or No)	Skills, Training And Exp. Of Sworn Officer Required? (Yes or No)	Job Duties Requiring Sworn Comprise Preponder ance Of Job Function? (Yes or No)	Unambig. Case For Sworn? Yes Or No	Credibility Of Sworn Needed? (Yes or No)	Operat'l Knowl. And Perspect. Of Sworn Helpful? (Yes Or No)	Need For Knowl. and Perspect. Of Sworn Is Consistent and Frequent? (Yes or No)	Negative Conseq. Of Making Decisions Without Sworn Knowl. And Skills Are Significant (Yes or No)	Assigning Sworn Officers To The Position Is Helpful In Developing The Skills Of Future Leaders? (Yes or No)	Technical Skills and Professional Expertise Needed To Fulfill Function Are Not Excessive (Yes or No)	Best Way To Become Familiar With Function Is To Manage Or Perform It On a Day- To-Day Basis? (Yes or No)	Summary Assess: Position (As Currently Configured) Should Be Held By Sworn? (Yes or No)	Comment
District - "A Case" Officer	No	No	No	No	No	Yes	Yes	No	No			No	
District - Compstat Officer	No	No	No	No	No	Yes	Yes	No	No			No	
District - Administrative Sergeant	No	No	No	No	Yes	Yes	Yes	No	No			Yes	
District - Officer Supporting District Commander	No	No	No	No	No	No			No			No	
District - Fleet Officer	No	No	No	No	No	No			No			No	
District - Quality Of Life Officer	No	No	No	No	Yes	Yes	Yes	No	No			Yes	
Reserve Program Coordinator	No	No	No	No	Yes	No			No			No	
Traffic - Administrative Sergeant	No	No	No	No	Yes	Yes	Yes	Yes	No			Yes	
Traffic - Fleet Officer	No	No	No	No	No	No			No			No	
Records And Identification - Commander	No	No	No	No	No	Yes	Yes	No	Yes	Yes	Yes	Yes	
Public Records - Sergeant	No	No	No	No	No	No			No			No	In the short-term the knowledge of the incumbent sergeant would be difficult to replace.
Criminal Records - Sergeant	No	No	No	No	No	No			No			No	
Latent Print Officer	No	No	No	No	No	No			No			No	
Special Officer unit Officer	Yes	No	No	No	No	No			No			No	Except for the fact that this officer arrests people identified through the certification process that have outstanding warrants, an officer is not needed to perform this function.
NCIC Sergeant	No	No	No	No	Yes	No			No			No	Credibility of an officer is, however, helpful when dealing with officers in the field.
Property Management/Carpenter Shop Officer	No	No	No	No	No	No			No			No	
Fleet And Equipment Sergeant	No	No	No	No	No	Yes	No	No	No			No	
Fleet And Equipment Officer	No	No	No	No	No	No			No			No	
Education And Training Commander	No	No	No	No	Yes	Yes	No	No	Yes	Yes	Yes	Yes	
Education And Training Lieutenant	No	No	No	No	Yes	Yes	No	No	No			No	
Education And Training Sergeant	No	No	No	No	Yes	Yes	No	No	No			Mix	A mix of sworn and civilian supervisors is warranted.
Education And Training Officer	No	No	No	No	Yes	Yes	No	No	No			Mix	A mix of sworn and civilian instructors is warranted.
CID Commander Administrative Officer	No	No	No	No	No	No			No			No	
CID Commander DNA Liaison	No	No	No	No	No	No			No			No	
Victim Assistance Officer	No	No	No	No	Yes	No			No			No	
Homicide Staff Sergeant	No	No	No	No	No	No			No			No	
Special Victims Staff Officer	No	No	No	No	No	No			No			No	
Digital Forensics Officers	No	No	No	No	No	Yes	Yes	No	No			No	
Juvenile Captain	No	No	No	No	Yes	Yes	Yes	Yes	No			Yes	
Juvenile Staff Officer	No	No	No	No	No	No			No			No	
Juvenile Sergeant And Officers	No	No	No	No	No	No			No			No	
Narcotics Officer (Arrest Processing)	No	No	No	No	Yes	Yes	Yes	No	No			Yes	
Narcotics - Asset Forfeiture Officer	No	No	No	No	No	No			No			No	
Street Gang Unit Staff Officer	No	No	No	No	No	Yes			No			No	
Court Security Officers	No	No	No	No	Yes	No			No			No	Change in legislation may be needed to implement.
Court Liaison Sergeant	No	No	No	No	No	No			No			No	Sworn experience can be helpful from time to time when dealing with officers. Need access to sworn capacity to provide support.
Crime Prevention Officers	No	No	No	No	Yes	No			No			Yes	
Central Evidence And Property Lieutannt	No	No	No	No	No	No			No			No	Transition to civilians should be accomplished over time. Civilians must be well trained on both security and evidence issues. Pay should be adequate to limit risk of malfeasance.
Central Evidence And Property Administrative Assistant	No	No	No	No	No	No			No			No	

CIVILIANIZATION ASSESSMENT

Position/Function	Law Enforce. Powers Required? (Yes or No)	Skills, Training And Exp. Of Sworn Officer Required? (Yes or No)	Job Duties Requiring Sworn Comprise Preponder ance Of Job Function? (Yes or No)	Unambig. Case For Sworn? Yes Or No	Credibility Of Sworn Needed? (Yes or No)	Operat'l Knowl. And Perspect. Of Sworn Helpful? (Yes Or No)	Need For Knowl. and Perspect. Of Sworn Is Consistent and Frequent? (Yes or No)	Negative Conseq. Of Making Decisions Without Sworn Knowl. And Skills Are Significant (Yes or No)	Assigning Sworn Officers To The Position Is Helpful In Developing The Skills Of Future Leaders? (Yes or No)	Technical Skills and Professional Expertise Needed To Fulfill Function Are Not Excessive (Yes or No)	Best Way To Become Familiar With Function Is To Manage Or Perform It On a Day- To-Day Basis? (Yes or No)	Summary Assess: Position (As Currently Configured) Should Be Held By Sworn? (Yes or No)	Comment
Central Evidence And Property Sergeant And Officers - Day Shift	No	No	No	No	No	No			No			No	Transition to civilians should be accomplished over time. Civilians must be well trained on both security and evidence issues. Pay should be adequate to limit risk of malfeasance.
Central Evidence And Property - Sergeant And Officers - Evening And Night Shift	No	No	No	No	No	No			No			No	Transition to civilians should be accomplished over time. Civilians must be well trained on both security and evidence issues. Pay should be adequate to limit risk of malfeasance. Need for sworn limited on evening and night shift but security presence is needed.
Crime Lab Lieutenant	No	No	No	No	Yes	Yes	Yes	Yes	No			Yes	
Firearms Sergeant and Officers	No	No	No	No	No	No			No			No	
Forensic Officer	No	no	No	No	No	No			No			No	
Recruiting - Background Investigations	No	No	No	No	Yes	Yes	Yes	Yes	No			Yes	Civilians can provide support to background investigations.
Telephone Reporting	No	No	No	No	No	Yes	Yes	No	No			No	

Bureau	Position Description
Investigations And Support	■ Latent Print Officer
	■ Special Officer Unit Officer(b)
	■ NCIC Sergeant(c)
	■ Property Management/Carpenter Shop Officer
	■ Fleet And Equipment Sergeant
	■ Fleet And Equipment Officer
	■ Education And Training Lieutenant
	■ Education And Training Sergeant(d)
	■ Education And Training Officer(d)
	■ Officer Supporting the CID Commander
	■ DNA Liaison
	■ Victim Assistance Officer
	■ Homicide Staff Sergeant
	■ Special Victims Staff Sergeant
	■ Digital Forensics Officer
	■ Juvenile Staff Officer
	■ Juvenile Sergeant
	■ Juvenile Officer
	■ Narcotics Asset Forfeiture Officer
	■ Street Gang Unit Staff Officer
	■ Court Security Officer(e)
	■ Court Liaison Sergeant
	■ Central Evidence And Property Lieutenant(f)
	■ Central Evidence And Property Administrative Assistant
	■ Central Evidence And Property Sergeant – Day Shift(f)
	■ Central Evidence And Property Officer – Day Shift(f)
	■ Central Evidence and Property Sergeant – Evening Shift(f)(g)
	■ Central Evidence And Property Officer – Evening Shift(f)(g)

Bureau	Position Description
	<ul style="list-style-type: none"> ■ Central Evidence And Property Sergeant – Night Shift(f)(g) ■ Central Evidence and Property Officer – Night Shift(f)(g) ■ Firearms Sergeant ■ Firearms Officer

- (a) In the short-term, the knowledge of the incumbent sergeant would be difficult to replace.
- (b) A sworn officer will need to be called to make arrests when persons with warrants are identified.
- (c) The credibility of a sworn officer is, however, helpful when dealing with officers in the field.
- (d) A mix of sworn and civilian staff is warranted.
- (e) A legislative change may be needed to implement this recommendation.
- (f) Transition to civilians should be accomplished over time. Civilians must be well trained on both security and evidence issues. Pay should be adequate to limit risk of malfeasance.
- (g) Security presence is needed but does not need to be provided by a sworn officer.

Before these positions are civilianized the department should ensure that compensation levels are set to ensure that highly qualified civilians can be recruited to fill these roles. In addition, the department must ensure that training for new hires and for existing staff is in place. Particular attention should be focused on ensuring that training that supports the implementation of procedural justice components when civilians interact with citizens is developed.

Please note that city and department decision makers must be committed to retaining civilian positions during times of cutbacks. The work performed by civilians is critical to the effective operations of the NOPD and if civilian positions are reduced more expensive sworn officers will likely be assigned to perform their duties.

DISTRICT CONFIGURATION

For the most part, costs increase as the number of patrol districts a police department operates increases. Since there are fixed costs associated with operating patrol districts (e.g. commander positions and administrative support positions) the fewer the number of patrol districts the lower these fixed costs. In addition, some supervisory costs decline with the number of patrol districts. For example, within broad parameters only one lieutenant is needed per shift to provide shift supervision regardless of the size of the district.¹⁸ In addition, on the margin, staffing needs decline as the number of patrol districts declines.¹⁹

¹⁸ Note that additional lieutenants may be needed to oversee the development of crime reduction plans (as discussed in Chapter IV) as the size of a district increases.

¹⁹ Staffing needs decline for two reasons. First, the number of officers needed to meet response expectations does not vary directly with the number of calls responded to. In general, therefore, fewer officers need to be deployed to meet response expectations for calls in a single district than if these calls were divided among two districts. In addition, to the extent staffing needs must be

On the other hand, responsiveness to community needs tends to decline as the number of patrol districts declines since in larger districts it is more difficult for district commanders to be viewed as a visible leader in the community and to tailor services to address community needs. Please note, however, that if the role of lieutenants is redefined to focus on developing tailored policing plans to address needs in local communities the impact reducing districts has on department responsiveness will be mitigated.

As the following table shows, the number of patrol district in New Orleans exceeds the number of district in all but two of the large police departments the consultants have evaluated.

Department	Number Of Districts
Phoenix, AZ	9
Memphis, TN	8
New Orleans, LA	8
District Of Columbia	7
Dallas, TX	5
Kansas City, MO	5
Raleigh, NC	5
Seattle, WA	5
Colorado Springs, CO	4
Oklahoma City, OK	4
St. Paul, MN	3
Average (Excluding New Orleans)	5.5

Several factors were considered when evaluating how existing districts might be consolidated:

- Geographic barriers - the extent to which barriers would make it difficult for officers to travel from one part of the district to another
- Character – the extent to which districts have a unique character that dominates the approach to policing that needs to be provided
- Type of crime – the level of violent crime across districts

Based on this assessment the following district configuration is recommended:

- District 7 – this district is by far the largest of the districts, in terms of geography, population, and crime
- District 4 – the river creates barriers that would complicate travel within the district if it were combined with other districts
- District 8 – the French Quarter has a unique character that drives policing needs and that is dissimilar from the character of other districts

“rounded up” to convert fractional staffing needs to full-time staff these rounding requirements tend to be smaller if the number of districts is smaller.

- District 5 – “violent” calls as a percentage of total calls in District 5 (19 percent) is higher than in any other district and is much higher than the districts with which it might be consolidated²⁰
- Consolidated Districts 1 and 3
- Consolidated Districts 2 and 6

While the number of districts under this configuration is larger than in many other large cities management of other potential district consolidations would be difficult.

Implementing this configuration will reduce staffing requirements by 22 positions.

Position	Number
Commander	2
Shift Lieutenant	6
DIU Lieutenant	2
Administrative Sergeant	2
Desk Officer(a)	4
COMSTAT/"A Case" Officer(b)	2
Administrative Support Officer	2
Patrol Officer	2
Total	22

- (a) Assumes desk officer positions will be staffed on the day and evening shift only.
- (b) Assumes COMSTAT and A case officers are combined.

USE OF PART-TIME STAFFING

If the department is to meet response expectations during the days of the week and hours of the day with the highest level workload it will need to deploy more officers than are needed to meet service expectations during the days and shift hours with lower workload. One way to address this issue is to use part-time staff to supplement full-time capacity during especially busy hours and/or days of the week. While the savings associated with using part-time staff are not dramatic neither are they trivial. Preliminary analysis indicates that a reduction of full-time staffing needs of 2.86 percent can be achieved by making judicious use of part-time staff. (These savings will, of course, be offset somewhat by the cost of the part-time officers.)

RESPONSE TO NON-INJURY TRAFFIC ACCIDENTS

The department currently devotes considerable resources to responding to non-injury traffic accidents. Indeed, CAD information suggests that between August 1, 2014 and July 31, 2015 a total of 14,413 non-injury accidents were responded to or an average of 39.5 per day. Responding to such accidents does not represent a good use of officer time as insurance claims can be made without a police report. Indeed, a number of cities no longer respond to non-injury traffic accidents including those in Columbia (MO),

²⁰ “Violent” calls as a percentage of calls was 12 percent in Districts 1 and 3.

Garden Grove (CA), Los Angeles (CA), Mateca (CA), San Jose (CA), Springfield (MO), San Diego (CA), San Antonio (TX), and Tucson (AZ). Please note that in many of these jurisdictions police will respond if the vehicles are in a roadway and can't be moved and if citizens indicate they require a police response. No police response is made to most non-injury traffic accidents in these jurisdictions, however.

DISTRICT ADMINISTRATIVE SUPPORT

Until the recent reallocation of staff to improve calls-for-service response the number of positions providing administrative support in districts was high. A district typically employed an administrative sergeant, an officer who provides administrative support to the district commander, an "A case" officer who coordinates the delivery of paperwork for cases filed with the district attorney, and a COMSTAT officer who coordinates the preparation of information at COMSTAT meetings. As part of the reallocation the department combined the COMSTAT and "A case" officer positions. This adjustment is warranted and should be retained even if department staffing levels increase.

CRIME SCENE PROCESSING

At present, evidence processing at crime scenes is, for the most part, provided by Scientific Criminal Investigations field technicians. While 112 officers have been certified to lift latent prints at crime scenes and some officers are trained to take photographs, for the most part when evidence at a crime scene needs to be processed a patrol officer will call for the assistance of a technician.

The department should consider an alternative approach to processing crime scenes that relies much more extensively on patrol officers to process crime scenes. Some departments employ a tiered approach to crime scene processing where basic evidence collection (photography and lifting of latent fingerprints) is conducted by patrol officers and patrol officers with additional evidence collection expertise (who are deployed on each shift) process more involved crime scene. Crime scene technicians in these departments are only deployed to major and/or sensitive cases such as homicides, officer involved shootings, gang incidents where there is a substantial crime scene, and selected high profile cases. In such departments the number of crime scene technicians needed is small – a recent review of the Seattle (WA) Police Department found four crime scene technicians and one supervisor are needed. (Three supervisors and nine civilians currently perform this function in New Orleans and the staffing analysis presented in Chapter VI suggests five additional positions are needed.)

Please note that relying on patrol officers to assume more responsibility for crime scene processing would not have been possible before the department reallocated additional resources to patrol. With more patrol staffing, however, patrol officers will be able to spend additional time at crime scenes for which evidence processing is needed.

PERFORMANCE OF NON-POLICE FUNCTIONS

The police department currently employs its own staff to perform minor vehicle maintenance and repairs and to provide minor maintenance on department facilities. Performing such work is currently necessary because the city units responsible for providing these services cannot do so in a timely manner. Nonetheless, performing

these tasks diverts department resources from addressing its mission. The department should therefore work with the city to ensure that timely vehicle and facility support services are provided and should, over time, eliminate the department positions that provide these services.

VI – STAFFING

VI – STAFFING

In general there are four ways that police departments create value:

- Responding – they respond to requests for assistance from residents and businesses
- Being proactive – they work proactively to reduce crime, improve quality of life, and enhance perceptions of safety and security
- Providing direct support – they perform functions that directly support efforts to provide responsive or proactive services
- Providing indirect support – they perform functions that indirectly support the department's overall operations

The approach that is taken to evaluating staffing needs varies based on the type of service being provided. For responsive services and direct and indirect support services staffing is determined primarily by the level of service desired and workload. For proactive services, by contrast, staffing needs depend primarily on department priorities and the resources that are available to support those priorities.

Please note that the staffing recommendations presented in this chapter represent the staffing needed to substantially improve response to calls-for-service, to maintain clearance rates, and to enhance efforts to proactively reduce crime and enhance community policing. At recommended staffing levels, resources will be adequate but not ample. In all facets of its operations NOPD may wish to expand its capacity beyond the recommended levels in response to citizen and community needs. In particular, as the department begins to develop the recommended analytic and management infrastructure needed to implement the recommended approaches to reducing crime and improving community policing the resources devoted to proactive initiatives should increase.

The staffing analysis is divided into three parts. The first part evaluates staffing needs determined primarily by workload and level of service expectations. The second part evaluates proactive staffing needs. A summary of staffing implications is presented in the third part.

A – ANALYSIS OF RESPONSE AND SUPPORT STAFFING NEEDS

This part is divided into seven sections: patrol staffing; telephone response staffing; crime scene technicians; tactical; investigations; crime lab; and records and identification.

PATROL STAFFING

Patrol Staffing Analysis

The process for evaluating patrol call response staffing needs is divided into six steps.

Step 1: Determine response expectations. Existing response times¹ in New Orleans are lengthy and vary significantly by district. Average response times range from 12.5 minutes (in District 8) to 26.2 minutes (in District 7) for Priority 2 calls (higher priority calls) and range from 59.9 minutes (in District 1) to 188.4 minutes (in District 7) for Priority 1 calls (lower priority calls).

District	Response Time (Minutes)	
	Priority 2	Priority 1
1	14.2	59.9
2	16.6	76.1
3	20.3	125.5
4	14.9	62.2
5	22.3	125.4
6	17.9	82.8
7	26.2	188.4
8	12.5	61.2

However, response times that are achieved 90 percent of the time are much longer than these averages. Response to 90 percent of calls range from 16.6 minutes (in District 1) to 50.8 minutes (in Districts 5 and 7) for Priority 2 calls (higher priority calls) and range from 166.6 minutes (in District 4) to 563.2 minutes (in District 7) for Priority 1 calls (lower priority calls).

District	Response Time (Minutes)	
	Priority 2	Priority 1
1	16.6	170.0
2	32.5	192.9
3	40.8	400.3
4	27.9	166.6
5	50.8	358.7
6	40.3	222.6
7	50.8	563.2
8	25.4	169.1

An improvement in response times is warranted. Discussions with department staff suggest that a standard of 7 minutes 90 percent of the time to higher priority calls (Priority 2 calls) and a response time of 14 minutes 90 percent of the time to lower priority calls (Priority 1 calls) should be established. Please note that for these calls response time is calculated from the time the call is transferred from a 911 operator to a

¹ These response times are calculated from the time a call is "created" (i.e., when it is received by a 911 operator) until an officer arrives at the incident scene. Calculations were made using data from calls where there was a timestamp in both the "TimeCreated" and "TimeArrived" field. No adjustments were made to omit "outliers" where the calculated response times were much longer than the response times for other calls.

dispatcher to the time an officer arrives at an incident scene.² As noted, current response times were calculated from the time the call is received from a 911 operator to the time an officer arrives at the incident scene.

Step 2: Determine the number of citizen-initiated calls-for-service to which officers will respond. CAD data from the period from 8/1/2014 to 7/31/2015 was used to determine the number of citizen-initiated calls patrol officers will respond to. The current number of calls responded to was adjusted to reflect the fact that the number of calls handled by phone can be increased (from the current 6,596 calls per year to an anticipated 23,258 calls per year) and that the number of alarm calls will be reduced by 50 percent (a reduction of 17,785 calls) when the new false alarm ordinance is implemented. After making these adjustments, a total of 238,925 citizen-initiated calls (an average of 655 per day) were used in the staffing analysis.

Step 3: Adjust the number of calls to reflect the fact that some call types require more than a one-officer response. Some types of calls require two or more officers to respond. Using information on the number of officers that currently respond to calls for-service (with slight adjustments based on NOPD input), calls received by hour of the day and day of the week in each district were weighted to reflect the number of officers required to respond to these calls. The average number of officer responses per hour and day in each patrol district is summarized in Exhibits VI-1 to VI-8.

Step 4: Use queuing analysis and travel time analysis to determine the number of officers that need to be deployed to meet response time expectations during each hour of the week. Response times to calls include the time a call must be held waiting for an officer to become available and the time required for an officer to travel to the call. Queuing analysis – which estimates the time a call will be held because no officer is available for response – incorporates information on the average number of officer responses needed by hour of the day and day of the week (calculated in Step 3) and the average time officers spend providing service on a call. (The elapsed call times used in the queuing analysis were determined based on the average time officers currently spend handling calls for each call priority in each district.) Travel time analysis, which estimates the time required for officers to travel to the call location, is a function of the number of officers available for response (calculated by the queuing analysis) and the speed of response. By combining queuing analysis and travel time analysis the number of officers that need to be deployed during each hour of the week in each district was calculated (see Exhibits VI-9 to VI-16).

Step 5: Develop schedule. Based on the number of staff that need to be deployed to meet response time expectations during each hour of the week (calculated in Step 4) the number needed during each patrol shift was calculated. Schedules for each district are presented in Exhibits VI-17 to VI-24. These schedules assume that officers will be scheduled so that they are not required to work every third weekend.³ Alternative schedules (and their implications for staffing) are presented in Appendix E.

² In other police departments the consultants have studied 911 call processing times typically range from 20 to 30 seconds for high priority calls to 60 seconds for non-emergency calls.

³ Please note that using part-time staff to supplement weekend staffing on the night shift would have the potential to reduce night shift staffing needs.

AVERAGE RESPONSES BY HOUR AND DAY
(District 1)

Hour	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
12:00 a.m.	5.6	4.6	4.4	4.0	4.7	4.9	5.7
1:00 a.m.	5.6	4.0	4.7	3.5	4.1	4.4	5.7
2:00 a.m.	4.3	3.1	2.7	2.1	3.2	3.7	4.6
3:00 a.m.	4.7	3.4	2.8	3.2	2.8	4.3	4.9
4:00 a.m.	4.5	2.9	3.6	3.6	3.1	4.6	4.5
5:00 a.m.	3.7	2.9	3.3	2.8	2.8	3.4	3.5
6:00 a.m.	2.4	2.7	2.8	2.6	2.1	3.3	3.6
7:00 a.m.	3.0	4.2	3.7	4.4	3.9	3.7	3.8
8:00 a.m.	4.2	5.6	6.0	5.3	6.0	5.3	4.5
9:00 a.m.	5.8	6.7	6.7	5.3	6.3	6.1	4.8
10:00 a.m.	5.4	6.2	5.7	5.3	6.0	6.7	4.9
11:00 a.m.	5.7	7.0	7.1	6.9	6.8	6.8	5.4
12:00 p.m.	5.8	6.8	6.5	6.6	7.0	7.3	6.2
1:00 p.m.	4.5	5.5	6.3	7.4	7.1	6.5	5.6
2:00 p.m.	5.7	6.1	6.0	6.0	5.8	6.5	4.9
3:00 p.m.	6.2	6.2	6.4	7.1	5.9	6.5	5.9
4:00 p.m.	6.3	7.3	6.1	7.7	7.5	7.9	5.5
5:00 p.m.	7.7	7.8	8.9	8.4	7.0	6.1	6.7
6:00 p.m.	7.0	7.2	6.3	8.2	7.1	6.8	6.1
7:00 p.m.	7.4	6.5	5.5	6.9	5.3	7.4	7.3
8:00 p.m.	7.7	5.3	6.8	7.8	6.7	7.1	6.7
9:00 p.m.	6.1	5.6	6.0	6.6	5.9	6.8	7.4
10:00 p.m.	6.0	5.0	4.4	5.2	4.4	6.3	6.2
11:00 p.m.	4.8	4.6	4.2	5.2	4.8	5.6	6.6

AVERAGE RESPONSES BY HOUR AND DAY
(District 2)

Hour	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
12:00 a.m.	4.6	2.9	2.9	2.8	2.9	3.7	5.0
1:00 a.m.	3.8	2.1	2.2	2.5	2.5	3.4	3.7
2:00 a.m.	3.6	2.1	2.0	2.4	2.3	2.3	3.2
3:00 a.m.	2.5	2.5	1.2	2.0	1.5	2.6	2.7
4:00 a.m.	2.2	1.6	1.0	1.6	1.3	2.0	2.0
5:00 a.m.	2.2	1.4	1.2	1.5	1.4	2.3	2.5
6:00 a.m.	1.9	1.3	1.5	2.1	1.7	1.5	1.8
7:00 a.m.	2.7	2.5	3.3	2.8	3.5	4.1	3.3
8:00 a.m.	2.7	4.4	4.5	4.3	4.6	4.4	3.5
9:00 a.m.	3.6	4.4	4.6	4.7	5.1	4.9	4.9
10:00 a.m.	3.9	4.7	4.7	4.7	5.1	5.2	5.1
11:00 a.m.	5.7	4.7	5.4	5.5	5.0	5.2	5.1
12:00 p.m.	5.1	5.2	5.4	6.4	5.1	6.1	5.6
1:00 p.m.	4.5	5.6	5.9	5.4	4.7	5.3	4.6
2:00 p.m.	5.0	4.6	4.2	4.8	3.8	4.9	5.3
3:00 p.m.	4.1	5.2	5.2	5.3	4.6	5.4	4.6
4:00 p.m.	4.9	6.4	5.7	5.2	5.0	5.3	4.5
5:00 p.m.	5.0	5.8	5.4	6.3	5.0	5.3	5.4
6:00 p.m.	4.9	5.0	5.4	4.1	5.6	5.5	4.9
7:00 p.m.	4.3	4.8	4.8	5.1	5.3	5.3	4.8
8:00 p.m.	3.7	4.8	4.7	5.0	4.1	4.4	5.8
9:00 p.m.	4.2	3.9	4.0	4.2	4.9	5.3	4.5
10:00 p.m.	4.3	3.7	3.5	3.6	4.5	5.3	4.6
11:00 p.m.	3.9	3.5	2.6	3.8	3.9	5.1	4.4

AVERAGE RESPONSES BY HOUR AND DAY
(District 3)

Hour	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
12:00 a.m.	7.1	5.3	4.6	4.9	5.2	5.4	6.5
1:00 a.m.	5.9	4.4	4.4	5.2	5.8	6.0	6.9
2:00 a.m.	4.5	3.8	3.2	3.7	3.2	4.1	3.1
3:00 a.m.	4.2	2.8	2.5	4.0	3.3	4.0	4.5
4:00 a.m.	4.4	3.9	3.5	3.5	4.0	4.7	4.5
5:00 a.m.	4.0	3.5	3.3	4.0	3.7	4.0	3.0
6:00 a.m.	3.4	3.5	3.3	4.0	3.6	3.2	2.9
7:00 a.m.	3.2	5.2	4.8	4.8	6.0	4.9	4.5
8:00 a.m.	3.6	6.9	6.6	6.3	6.6	5.8	5.0
9:00 a.m.	4.7	7.2	6.4	6.5	6.2	6.4	5.7
10:00 a.m.	5.2	7.2	6.4	7.0	6.3	5.5	6.0
11:00 a.m.	4.8	7.6	7.5	5.9	6.5	6.9	6.3
12:00 p.m.	5.9	7.5	7.1	6.8	6.6	8.2	7.1
1:00 p.m.	5.9	7.6	7.3	7.4	6.9	8.1	7.2
2:00 p.m.	5.6	6.5	7.1	5.7	5.5	6.4	5.2
3:00 p.m.	6.5	6.1	6.9	7.3	6.5	7.0	5.5
4:00 p.m.	6.8	7.2	7.0	8.6	8.6	7.2	7.1
5:00 p.m.	6.2	7.2	7.7	7.6	7.3	8.1	6.3
6:00 p.m.	6.1	7.6	6.4	6.8	7.2	7.4	6.4
7:00 p.m.	6.5	5.5	6.2	6.0	5.7	6.9	6.9
8:00 p.m.	7.5	6.2	6.4	7.2	5.8	6.3	7.1
9:00 p.m.	6.4	5.5	6.0	6.1	5.7	6.2	6.3
10:00 p.m.	6.1	4.5	5.4	4.8	5.1	6.2	7.0
11:00 p.m.	6.1	4.9	5.7	6.2	5.6	6.6	7.8

AVERAGE RESPONSES BY HOUR AND DAY
(District 4)

Hour	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
12:00 a.m.	3.2	2.8	1.9	2.6	3.0	2.9	3.3
1:00 a.m.	2.7	2.6	2.1	1.5	1.8	1.9	3.1
2:00 a.m.	2.5	1.6	1.9	1.9	1.8	1.9	2.6
3:00 a.m.	2.5	1.3	1.5	1.4	1.3	1.7	2.5
4:00 a.m.	1.6	1.4	1.1	1.9	1.7	1.4	1.8
5:00 a.m.	1.9	0.8	1.0	1.5	1.1	1.3	1.4
6:00 a.m.	2.0	1.8	1.3	1.6	1.8	1.8	1.6
7:00 a.m.	1.5	3.1	3.0	2.8	2.8	3.1	2.3
8:00 a.m.	2.4	4.3	4.4	4.1	3.4	4.1	3.3
9:00 a.m.	3.4	4.2	3.9	3.8	4.4	3.8	3.6
10:00 a.m.	3.8	5.1	5.3	4.3	4.2	4.1	4.6
11:00 a.m.	4.0	4.8	5.0	4.9	5.1	4.2	4.8
12:00 p.m.	4.6	4.3	4.9	4.4	4.5	4.6	5.4
1:00 p.m.	5.0	4.9	4.7	5.4	5.2	4.9	3.8
2:00 p.m.	4.1	4.5	4.5	4.7	3.7	4.7	4.3
3:00 p.m.	4.2	4.4	4.6	4.9	4.2	4.5	4.5
4:00 p.m.	4.5	4.4	5.0	5.6	4.8	5.4	4.3
5:00 p.m.	4.1	5.9	5.6	5.3	4.7	6.2	4.9
6:00 p.m.	4.3	4.7	5.6	5.0	6.5	4.5	4.8
7:00 p.m.	4.2	5.5	5.1	4.3	5.7	5.3	4.7
8:00 p.m.	5.0	4.3	4.9	5.2	5.0	5.7	5.0
9:00 p.m.	4.2	4.5	5.7	5.0	4.7	5.0	4.8
10:00 p.m.	4.7	2.8	4.0	3.7	3.6	5.1	3.6
11:00 p.m.	3.2	3.0	3.9	2.6	3.5	4.7	4.2

AVERAGE RESPONSES BY HOUR AND DAY
(District 5)

Hour	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
12:00 a.m.	4.7	3.7	3.4	3.7	3.9	4.1	4.2
1:00 a.m.	5.4	2.7	2.6	3.3	3.6	3.2	4.1
2:00 a.m.	3.8	3.1	3.2	2.1	2.6	2.6	3.3
3:00 a.m.	3.3	2.4	1.7	2.2	2.1	2.2	3.0
4:00 a.m.	2.8	2.5	1.6	1.8	2.6	2.1	2.7
5:00 a.m.	2.3	2.4	1.5	1.8	1.8	2.2	2.3
6:00 a.m.	2.4	2.5	1.8	2.4	2.0	2.9	2.3
7:00 a.m.	3.2	3.1	4.1	3.1	3.3	3.2	2.7
8:00 a.m.	3.9	4.5	3.9	4.5	4.4	4.0	4.4
9:00 a.m.	4.0	4.6	4.9	4.9	5.5	5.2	4.5
10:00 a.m.	5.7	5.0	5.4	4.9	4.7	4.7	6.0
11:00 a.m.	4.3	6.2	5.1	5.8	5.9	4.6	5.6
12:00 p.m.	5.1	5.2	4.6	5.4	5.1	5.4	5.3
1:00 p.m.	5.0	5.9	5.1	5.4	6.2	5.1	4.9
2:00 p.m.	5.1	5.5	5.2	4.6	5.0	5.3	5.0
3:00 p.m.	5.3	6.3	5.3	6.2	5.3	4.8	4.8
4:00 p.m.	5.6	6.6	6.5	5.9	6.1	5.9	5.8
5:00 p.m.	6.2	6.4	6.9	6.2	6.3	5.7	5.5
6:00 p.m.	5.7	5.7	6.4	5.9	6.2	6.0	6.2
7:00 p.m.	6.2	5.7	5.9	5.8	5.8	6.5	5.7
8:00 p.m.	7.0	5.3	6.2	5.3	5.5	6.0	7.4
9:00 p.m.	6.4	6.1	6.0	5.6	5.8	6.5	6.1
10:00 p.m.	5.7	5.3	5.3	5.3	5.1	6.2	6.1
11:00 p.m.	4.7	4.5	4.3	4.7	4.1	5.4	4.7

AVERAGE RESPONSES BY HOUR AND DAY
(District 6)

Hour	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
12:00 a.m.	5.7	4.3	3.1	3.3	3.8	4.4	4.9
1:00 a.m.	5.2	3.2	2.9	3.2	3.8	4.4	4.7
2:00 a.m.	4.4	3.1	2.3	3.1	3.1	2.7	4.8
3:00 a.m.	4.1	2.9	2.1	2.1	2.6	2.3	3.7
4:00 a.m.	3.7	2.1	2	1.5	2	1.9	3.2
5:00 a.m.	2.9	2.1	2.1	1.9	2.1	2	2.9
6:00 a.m.	2.1	2	2.6	2.1	2.9	2.7	2.7
7:00 a.m.	3.3	3.5	3.7	3.8	3.7	4.1	3.3
8:00 a.m.	3.3	4.6	4.9	5.1	4.9	4.9	3.7
9:00 a.m.	3.9	4.4	6.5	4.8	4.5	6	4.8
10:00 a.m.	5.3	6.1	5.3	6.8	5.5	6.5	4.7
11:00 a.m.	5.4	5.7	5.9	6.5	5.9	5.5	5.8
12:00 p.m.	5.7	5.6	5.6	6.1	5.9	5.9	5
1:00 p.m.	5.3	6.7	5.5	5.2	7	5.2	5.5
2:00 p.m.	4.4	5.4	5.9	5.7	5.5	6.9	5.6
3:00 p.m.	4.8	6.6	6.1	6.3	6	6.4	5.1
4:00 p.m.	6.1	6.9	6.7	6.7	7.1	6.3	5.4
5:00 p.m.	5.4	7.3	6.9	6.6	5.8	6.3	6.2
6:00 p.m.	6.5	6.1	6.9	5.8	5.8	6.1	4.7
7:00 p.m.	6.7	5.2	5	6	6	5.8	6.3
8:00 p.m.	6.3	5.5	5.1	6.5	5.8	7.2	6.2
9:00 p.m.	6.1	5.7	5.8	6.2	5.2	6.4	6.5
10:00 p.m.	4.9	4.8	5.1	4.8	5.5	5.8	6.7
11:00 p.m.	5.3	3.3	4.7	5.2	4.9	5.8	6.6

AVERAGE RESPONSES BY HOUR AND DAY
(District 7)

Hour	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
12:00 a.m.	4.9	4.0	3.1	4.0	4.7	5.2	4.7
1:00 a.m.	5.2	4.1	3.5	3.8	3.8	4.7	5.2
2:00 a.m.	4.3	3.3	2.4	3.5	2.8	2.8	3.5
3:00 a.m.	3.5	2.6	1.9	2.5	2.8	3.0	3.1
4:00 a.m.	2.9	2.4	2.3	2.3	2.3	2.7	2.6
5:00 a.m.	2.3	2.4	2.0	2.8	1.8	2.6	2.4
6:00 a.m.	1.6	2.4	2.7	2.8	2.8	3.1	2.5
7:00 a.m.	2.6	4.6	4.3	4.6	3.8	4.2	3.2
8:00 a.m.	4.3	5.2	5.0	4.9	5.4	5.7	4.3
9:00 a.m.	3.8	6.2	5.6	5.3	5.9	6.4	5.5
10:00 a.m.	5.7	7.1	7.3	6.6	6.7	5.7	6.8
11:00 a.m.	5.3	6.7	6.7	7.0	7.4	6.6	6.3
12:00 p.m.	6.3	6.5	6.8	7.5	6.5	7.7	6.4
1:00 p.m.	6.5	7.6	6.7	7.0	6.6	7.1	6.3
2:00 p.m.	6.4	6.6	6.1	6.4	5.9	6.1	6.2
3:00 p.m.	5.8	5.2	6.0	5.8	5.7	5.8	5.4
4:00 p.m.	6.0	6.9	6.7	6.9	6.5	7.1	6.1
5:00 p.m.	6.8	7.4	6.2	7.0	6.2	6.6	6.1
6:00 p.m.	6.2	6.9	7.1	6.3	6.8	6.6	5.5
7:00 p.m.	6.2	6.5	6.1	5.2	6.5	6.1	6.1
8:00 p.m.	6.2	6.4	6.3	5.9	6.3	6.5	6.9
9:00 p.m.	5.6	6.3	6.2	6.1	6.9	7.4	6.9
10:00 p.m.	5.9	5.0	5.4	4.7	5.0	6.1	5.5
11:00 p.m.	6.6	4.9	5.1	5.5	6.1	5.6	6.3

AVERAGE RESPONSES BY HOUR AND DAY
(District 8)

Hour	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
12:00 a.m.	8.0	4.1	3.4	3.8	4.0	5.0	7.7
1:00 a.m.	6.6	4.2	3.3	3.8	4.0	4.7	6.5
2:00 a.m.	7.0	3.4	3.0	3.2	3.9	3.9	6.0
3:00 a.m.	6.3	3.1	2.6	3.0	3.2	4.6	6.4
4:00 a.m.	6.3	2.7	2.4	2.5	2.1	3.7	5.1
5:00 a.m.	3.8	3.1	1.9	2.4	2.7	3.4	3.7
6:00 a.m.	3.7	2.2	1.6	2.1	2.7	3.4	3.5
7:00 a.m.	4.5	2.7	3.3	3.3	2.8	3.3	3.8
8:00 a.m.	4.2	3.9	4.5	3.9	3.9	3.7	3.8
9:00 a.m.	4.7	4.4	3.9	3.6	3.6	4.1	4.4
10:00 a.m.	4.7	5.5	3.4	4.4	4.3	5.3	5.0
11:00 a.m.	4.8	4.4	4.1	4.7	4.4	4.7	4.4
12:00 p.m.	5.4	5.1	4.2	3.9	5.1	5.1	4.6
1:00 p.m.	5.1	5.0	4.9	4.7	4.9	5.6	5.9
2:00 p.m.	5.4	5.0	4.5	4.3	4.6	5.2	5.4
3:00 p.m.	4.5	5.1	5.8	5.7	5.9	4.5	5.5
4:00 p.m.	5.2	5.0	4.6	5.0	4.8	6.1	6.3
5:00 p.m.	4.9	4.4	5.3	5.6	5.3	5.4	6.2
6:00 p.m.	4.3	4.6	4.1	5.0	4.5	5.4	5.1
7:00 p.m.	4.6	3.9	3.6	4.5	4.0	5.2	5.0
8:00 p.m.	5.5	3.9	4.3	4.6	3.8	4.9	5.3
9:00 p.m.	4.2	4.2	4.9	4.5	3.6	6.9	5.7
10:00 p.m.	5.1	3.7	3.8	4.7	3.8	5.8	6.7
11:00 p.m.	4.1	4.0	3.9	3.9	4.9	6.2	7.1

**NUMBER OF UNITS NEEDED BY HOUR OF DAY AND DAY OF WEEK
(District 1)**

Hour	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
12:00 a.m.	7	6	6	6	6	7	7
1:00 a.m.	7	6	6	6	6	6	7
2:00 a.m.	6	5	5	4	5	6	7
3:00 a.m.	7	6	5	5	5	6	7
4:00 a.m.	6	5	6	6	5	7	6
5:00 a.m.	6	5	5	5	5	6	6
6:00 a.m.	5	5	5	5	4	5	6
7:00 a.m.	5	6	6	6	6	6	6
8:00 a.m.	6	7	8	7	8	7	6
9:00 a.m.	8	8	8	7	8	8	7
10:00 a.m.	7	8	7	7	8	8	7
11:00 a.m.	7	8	8	8	8	8	7
12:00 p.m.	8	8	8	8	9	8	7
1:00 p.m.	6	7	8	8	9	8	7
2:00 p.m.	7	8	8	8	8	8	7
3:00 p.m.	8	8	8	9	8	8	8
4:00 p.m.	8	9	8	9	9	9	7
5:00 p.m.	9	9	8	9	9	8	8
6:00 p.m.	9	9	8	9	9	8	8
7:00 p.m.	9	8	7	8	7	9	9
8:00 p.m.	9	7	8	9	8	9	8
9:00 p.m.	8	7	8	8	8	8	9
10:00 p.m.	8	7	6	7	6	8	8
11:00 p.m.	6	6	6	6	7	7	7

**NUMBER OF UNITS NEEDED BY HOUR OF DAY AND DAY OF WEEK
(District 2)**

Hour	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
12:00 a.m.	7	6	6	5	6	6	7
1:00 a.m.	7	5	5	5	5	6	6
2:00 a.m.	6	5	5	5	5	5	6
3:00 a.m.	5	5	4	5	4	5	5
4:00 a.m.	5	4	3	4	4	5	5
5:00 a.m.	5	4	4	4	4	5	5
6:00 a.m.	5	4	4	5	4	4	4
7:00 a.m.	5	5	6	6	6	7	6
8:00 a.m.	5	7	7	7	7	7	6
9:00 a.m.	6	7	7	7	8	8	8
10:00 a.m.	7	7	7	7	8	8	8
11:00 a.m.	8	7	8	8	8	8	8
12:00 p.m.	8	8	8	8	8	8	8
1:00 p.m.	7	8	8	8	7	8	7
2:00 p.m.	8	7	7	7	7	8	8
3:00 p.m.	7	8	8	8	7	8	7
4:00 p.m.	8	8	8	8	8	8	7
5:00 p.m.	8	8	8	8	8	8	8
6:00 p.m.	8	8	8	7	8	8	8
7:00 p.m.	7	7	7	8	8	8	7
8:00 p.m.	6	7	7	8	7	7	8
9:00 p.m.	7	7	7	7	8	8	7
10:00 p.m.	7	6	6	6	7	8	7
11:00 p.m.	6	6	5	6	6	7	7

**NUMBER OF UNITS NEEDED BY HOUR OF DAY AND DAY OF WEEK
(District 3)**

Hour	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
12:00 a.m.	10	8	8	8	8	8	9
1:00 a.m.	9	7	7	8	8	8	10
2:00 a.m.	8	7	6	7	6	7	6
3:00 a.m.	7	6	6	7	6	7	8
4:00 a.m.	7	7	7	7	7	8	8
5:00 a.m.	7	7	6	7	7	7	6
6:00 a.m.	6	7	6	7	7	6	6
7:00 a.m.	6	8	8	8	9	8	8
8:00 a.m.	7	10	10	9	10	9	8
9:00 a.m.	8	10	9	9	9	9	9
10:00 a.m.	8	10	9	10	9	9	9
11:00 a.m.	8	10	10	9	9	10	9
12:00 p.m.	9	10	10	10	10	10	10
1:00 p.m.	9	10	10	10	10	10	10
2:00 p.m.	9	9	10	9	9	9	8
3:00 p.m.	9	9	10	10	9	10	9
4:00 p.m.	10	10	10	10	10	10	10
5:00 p.m.	9	10	10	10	10	10	9
6:00 p.m.	9	10	9	10	10	10	9
7:00 p.m.	9	9	9	9	9	10	10
8:00 p.m.	10	9	9	10	9	9	10
9:00 p.m.	9	9	9	9	9	9	9
10:00 p.m.	9	8	8	8	8	9	10
11:00 p.m.	8	8	8	8	8	10	10

**NUMBER OF UNITS NEEDED BY HOUR OF DAY AND DAY OF WEEK
(District 4)**

Hour	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
12:00 a.m.	7	6	5	6	6	6	7
1:00 a.m.	6	6	5	5	5	5	7
2:00 a.m.	6	5	5	5	5	5	6
3:00 a.m.	6	4	5	5	4	5	6
4:00 a.m.	5	5	4	5	5	5	5
5:00 a.m.	5	4	4	5	4	4	5
6:00 a.m.	5	5	4	5	5	5	5
7:00 a.m.	5	7	7	6	6	7	6
8:00 a.m.	6	8	8	8	7	8	7
9:00 a.m.	7	8	8	8	8	8	7
10:00 a.m.	8	9	9	8	8	8	8
11:00 a.m.	8	9	9	9	9	8	9
12:00 p.m.	8	8	9	8	8	8	9
1:00 p.m.	8	9	9	9	9	9	8
2:00 p.m.	8	8	8	9	7	9	8
3:00 p.m.	8	8	8	9	8	8	8
4:00 p.m.	8	8	9	9	9	9	8
5:00 p.m.	8	9	10	9	9	9	9
6:00 p.m.	8	9	10	9	9	8	9
7:00 p.m.	8	9	9	8	9	9	9
8:00 p.m.	8	8	9	9	9	9	9
9:00 p.m.	8	8	10	9	9	9	9
10:00 p.m.	9	6	8	7	7	9	7
11:00 p.m.	6	7	6	6	6	7	7

**NUMBER OF UNITS NEEDED BY HOUR OF DAY AND DAY OF WEEK
(District 5)**

Hour	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
12:00 a.m.	8	7	7	7	7	7	8
1:00 a.m.	8	6	6	7	7	6	7
2:00 a.m.	7	6	6	5	6	6	7
3:00 a.m.	7	6	5	5	5	5	6
4:00 a.m.	6	6	5	5	6	5	6
5:00 a.m.	5	6	4	5	5	5	5
6:00 a.m.	6	6	5	6	5	6	5
7:00 a.m.	6	6	7	6	7	6	6
8:00 a.m.	7	8	7	8	8	7	8
9:00 a.m.	7	8	8	8	9	9	8
10:00 a.m.	8	8	9	8	8	8	9
11:00 a.m.	8	9	8	9	9	8	9
12:00 p.m.	8	9	8	9	8	9	9
1:00 p.m.	8	9	8	9	9	8	8
2:00 p.m.	8	9	9	8	8	9	8
3:00 p.m.	9	10	9	9	9	8	8
4:00 p.m.	9	10	10	9	9	9	9
5:00 p.m.	10	10	10	9	10	9	9
6:00 p.m.	9	9	10	9	10	9	10
7:00 p.m.	10	9	9	9	9	10	9
8:00 p.m.	10	9	10	9	9	9	10
9:00 p.m.	10	9	9	9	9	10	9
10:00 p.m.	9	9	9	9	8	10	9
11:00 p.m.	7	7	7	7	7	8	8

NUMBER OF UNITS NEEDED BY HOUR OF DAY AND DAY OF WEEK
(District 6)

Hour	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
12:00 a.m.	8	7	6	6	6	7	7
1:00 a.m.	7	6	5	6	6	7	7
2:00 a.m.	7	6	5	6	6	5	7
3:00 a.m.	6	5	5	5	5	5	6
4:00 a.m.	6	5	4	4	4	4	6
5:00 a.m.	5	5	5	4	5	4	5
6:00 a.m.	5	4	5	5	5	5	5
7:00 a.m.	6	6	6	6	6	6	6
8:00 a.m.	6	7	7	7	7	7	6
9:00 a.m.	6	7	8	7	7	8	7
10:00 a.m.	8	8	8	9	8	9	7
11:00 a.m.	8	8	8	9	8	8	8
12:00 p.m.	8	8	8	8	8	8	7
1:00 p.m.	8	8	8	7	8	7	8
2:00 p.m.	7	8	8	8	8	9	8
3:00 p.m.	7	9	8	8	8	8	7
4:00 p.m.	8	9	9	9	8	8	8
5:00 p.m.	8	9	9	9	8	8	8
6:00 p.m.	9	8	9	8	8	8	7
7:00 p.m.	9	7	7	8	8	8	8
8:00 p.m.	8	8	7	9	8	8	8
9:00 p.m.	8	8	8	8	7	8	8
10:00 p.m.	7	7	7	7	8	8	8
11:00 p.m.	7	6	6	6	7	7	8

**NUMBER OF UNITS NEEDED BY HOUR OF DAY AND DAY OF WEEK
(District 7)**

Hour	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
12:00 a.m.	9	8	7	8	9	9	9
1:00 a.m.	9	8	7	8	8	9	9
2:00 a.m.	8	7	6	7	6	6	7
3:00 a.m.	7	6	5	6	6	7	7
4:00 a.m.	7	6	6	6	6	6	6
5:00 a.m.	6	6	5	6	5	6	6
6:00 a.m.	5	6	6	6	6	7	6
7:00 a.m.	6	9	8	9	8	8	7
8:00 a.m.	8	9	9	9	9	10	8
9:00 a.m.	8	10	10	9	10	11	10
10:00 a.m.	10	11	11	11	11	10	11
11:00 a.m.	9	11	11	11	11	11	10
12:00 p.m.	10	11	11	11	11	11	11
1:00 p.m.	11	11	11	11	11	11	10
2:00 p.m.	11	11	10	11	10	10	10
3:00 p.m.	10	9	10	10	10	10	9
4:00 p.m.	10	11	10	10	11	11	10
5:00 p.m.	10	11	10	10	10	11	10
6:00 p.m.	10	11	10	10	11	11	10
7:00 p.m.	10	11	10	9	11	10	10
8:00 p.m.	10	11	10	10	10	11	11
9:00 p.m.	10	10	10	10	11	11	11
10:00 p.m.	10	9	9	9	9	10	10
11:00 p.m.	10	8	8	9	9	9	9

**NUMBER OF UNITS NEEDED BY HOUR OF DAY AND DAY OF WEEK
(District 8)**

Hour	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
12:00 a.m.	8	6	5	5	5	6	7
1:00 a.m.	7	6	5	5	5	6	7
2:00 a.m.	8	5	5	5	5	5	7
3:00 a.m.	7	5	4	5	5	6	7
4:00 a.m.	7	4	4	4	4	5	6
5:00 a.m.	5	5	4	4	4	5	5
6:00 a.m.	5	4	3	4	4	5	5
7:00 a.m.	6	4	5	5	5	5	5
8:00 a.m.	6	5	6	5	5	5	5
9:00 a.m.	6	6	5	5	5	6	6
10:00 a.m.	6	6	5	6	6	6	6
11:00 a.m.	6	6	6	6	6	6	6
12:00 p.m.	6	6	6	5	6	6	6
1:00 p.m.	6	6	6	6	6	6	6
2:00 p.m.	6	6	6	6	6	6	6
3:00 p.m.	6	6	6	6	6	6	7
4:00 p.m.	6	6	6	6	6	7	7
5:00 p.m.	6	6	6	6	6	6	7
6:00 p.m.	6	6	6	6	6	6	6
7:00 p.m.	6	5	5	6	5	6	6
8:00 p.m.	6	5	6	6	5	6	6
9:00 p.m.	6	6	6	6	5	7	7
10:00 p.m.	6	5	5	6	5	7	7
11:00 p.m.	6	5	5	5	6	7	8

PROPOSED DISTRICT 1 SCHEDULE

		Week 1							Week 2							Week 3						
	Number Of Officers Needed	Sun	Mon	Tues	Wed	Thurs	Fri	Sat	Sun	Mon	Tues	Wed	Thurs	Fri	Sat	Sun	Mon	Tues	Wed	Thurs	Fri	Sat
Shift																						
Day																						
6:25 a.m. to 3:00 p.m.	4	off	4	4	4	4	off	4	4	4	off	off	4	4	4	4	off	4	4	4	4	off
	4	4	off	4	4	4	4	off	off	4	4	4	4	off	4	4	4	off	off	4	4	4
	4	4	4	off	off	4	4	4	4	off	4	4	4	4	off	off	4	4	4	4	off	4
	Total	12	8	8	8	8	12	8	8	8	8	8	12	8	8	8	8	8	8	12	8	8
Evening																						
2:25 p.m. to 11:00	5	off	5	5	5	5	off	5	5	5	off	off	5	5	5	5	off	5	5	5	5	off
	5	5	off	5	5	5	5	off	off	5	5	5	5	off	5	5	5	off	off	5	5	5
	4	4	4	off	off	4	4	4	4	off	4	4	4	4	off	off	4	4	4	4	off	4
	Total	14	9	9	10	10	14	9	9	9	10	9	9	14	9	10	10	9	9	9	14	10
Night																						
10:25 p.m. to 7:00 a.m.	4	off	4	4	4	4	off	4	4	4	off	off	4	4	4	4	off	4	4	4	4	off
	3	3	off	3	3	3	3	off	off	3	3	3	3	off	3	3	3	off	off	3	3	3
	4	4	4	off	off	4	4	4	4	off	4	4	4	4	off	off	4	4	4	4	off	4
	Total	11	7	8	7	7	11	7	8	8	7	7	7	11	8	7	7	7	8	8	11	7
Total All Shifts		37																				

PROPOSED DISTRICT 2 SCHEDULE

		Week 1							Week 2							Week 3							
	Shift	Number Of Officers Needed	Sun	Mon	Tues	Wed	Thurs	Fri	Sat	Sun	Mon	Tues	Wed	Thurs	Fri	Sat	Sun	Mon	Tues	Wed	Thurs	Fri	Sat
Day																							
6:25 a.m. to 3:00 p.m.		4	off	4	4	4	4	off	4	4	4	off	off	4	4	4	4	off	4	4	4	4	off
		4	4	off	4	4	4	4	off	off	4	4	4	4	off	4	4	4	off	off	4	4	4
		4	4	4	off	off	4	4	4	4	off	4	4	4	4	off	off	4	4	4	4	off	4
	Total	12	8	8	8	8	12	8	8	8	8	8	8	12	8	8	8	8	8	8	12	8	8
Evening																							
2:25 p.m. to 11:00		4	off	4	4	4	4	off	4	4	4	off	off	4	4	4	4	off	4	4	4	4	off
		4	4	off	4	4	4	4	off	off	4	4	4	4	off	4	4	4	off	off	4	4	4
		4	4	4	off	off	4	4	4	4	off	4	4	4	4	off	off	4	4	4	4	off	4
	Total	12	8	8	8	8	12	8	8	8	8	8	8	12	8	8	8	8	8	8	12	8	8
Night																							
10:25 p.m. to 7:00 a.m.		4	off	4	4	4	4	off	4	4	4	off	off	4	4	4	4	off	4	4	4	4	off
		3	3	off	3	3	3	3	off	off	3	3	3	3	off	3	3	3	off	off	3	3	3
		4	4	4	off	off	4	4	4	4	off	4	4	4	4	off	off	4	4	4	4	off	4
	Total	11	7	8	7	7	11	7	8	8	7	7	7	11	8	7	7	7	8	8	11	7	7
Total All Shifts		35																					

PROPOSED DISTRICT 3 SCHEDULE

[illegible]

PROPOSED DISTRICT 4 SCHEDULE

		Week 1							Week 2							Week 3						
	Number Of Officers Needed	Sun	Mon	Tues	Wed	Thurs	Fri	Sat	Sun	Mon	Tues	Wed	Thurs	Fri	Sat	Sun	Mon	Tues	Wed	Thurs	Fri	Sat
Shift																						
Day																						
6:25 a.m. to 3:00 p.m.	5	off	5	5	5	5	off	5	5	5	off	off	5	5	5	5	off	5	5	5	5	off
	5	5	off	5	5	5	5	off	off	5	5	5	5	off	5	5	5	off	off	5	5	5
	4	4	4	off	off	4	4	4	4	off	4	4	4	4	off	off	4	4	4	4	off	4
	Total	14	9	9	10	10	14	9	9	9	10	9	9	14	9	10	10	9	9	9	14	10
Evening																						
2:25 p.m. to 11:00	5	off	5	5	5	5	off	5	5	5	off	off	5	5	5	5	off	5	5	5	5	off
	5	5	off	5	5	5	5	off	off	5	5	5	5	off	5	5	5	off	off	5	5	5
	5	5	5	off	off	5	5	5	5	off	5	5	5	5	off	off	5	5	5	5	off	5
	Total	15	10	10	10	10	15	10	10	10	10	10	10	15	10	10	10	10	10	10	15	10
Night																						
10:25 p.m. to 7:00 a.m.	4	off	4	4	4	4	off	4	4	4	off	off	4	4	4	4	off	4	4	4	4	off
	4	4	off	4	4	4	4	off	off	4	4	4	4	off	4	4	4	off	off	4	4	4
	3	3	3	off	off	3	3	3	3	off	3	3	3	3	off	off	3	3	3	3	off	3
	Total	11	7	7	8	8	11	7	7	7	8	7	7	11	7	8	8	7	7	7	11	8
Total All Shifts		40																				

PROPOSED DISTRICT 5 SCHEDULE

[illegible]

PROPOSED DISTRICT 6 SCHEDULE

		Week 1							Week 2							Week 3						
	Number Of Officers Needed	Sun	Mon	Tues	Wed	Thurs	Fri	Sat	Sun	Mon	Tues	Wed	Thurs	Fri	Sat	Sun	Mon	Tues	Wed	Thurs	Fri	Sat
Shift																						
Day																						
6:25 a.m. to 3:00 p.m.	5	off	5	5	5	5	off	5	5	5	off	off	5	5	5	5	off	5	5	5	5	off
	5	5	off	5	5	5	5	off	off	5	5	5	5	off	5	5	5	off	off	5	5	5
	4	4	4	off	off	4	4	4	4	off	4	4	4	4	off	off	4	4	4	off	4	4
	Total	14	9	9	10	10	14	9	9	9	10	9	9	14	9	10	10	9	9	9	14	10
Evening																						
2:25 p.m. to 11:00	5	off	5	5	5	5	off	5	5	5	off	off	5	5	5	5	off	5	5	5	5	off
	5	5	off	5	5	5	5	off	off	5	5	5	5	off	5	5	5	off	off	5	5	5
	4	4	4	off	off	4	4	4	4	off	4	4	4	4	off	off	4	4	4	4	off	4
	Total	14	9	9	10	10	14	9	9	9	10	9	9	14	9	10	10	9	9	9	14	10
Night																						
10:25 p.m. to 7:00 a.m.	4	off	4	4	4	4	off	4	4	4	off	off	4	4	4	4	off	4	4	4	4	off
	4	4	off	4	4	4	4	off	off	4	4	4	4	off	4	4	4	off	off	4	4	4
	4	4	4	off	off	4	4	4	4	off	4	4	4	4	off	off	4	4	4	4	off	4
	Total	12	8	8	8	8	12	8	8	8	8	8	8	12	8	8	8	8	8	8	12	8
Total		40																				

PROPOSED DISTRICT 7 SCHEDULE

		Week 1							Week 2							Week 3						
	Number Of Officers Needed	Sun	Mon	Tues	Wed	Thurs	Fri	Sat	Sun	Mon	Tues	Wed	Thurs	Fri	Sat	Sun	Mon	Tues	Wed	Thurs	Fri	Sat
Shift																						
Day																						
6:25 a.m. to 3:00 p.m.	6	off	6	6	6	6	off	6	6	6	off	off	6	6	6	6	off	6	6	6	6	off
	6	6	off	6	6	6	6	off	off	6	6	6	6	off	6	6	6	off	off	6	6	6
	5	5	5	off	off	5	5	5	5	off	5	5	5	5	off	off	5	5	5	5	off	5
	Total	17	11	11	12	12	17	11	11	11	12	11	11	17	11	12	12	11	11	11	17	12
Evening 2:25 p.m. to 11:00	6	off	6	6	6	6	off	6	6	6	off	off	6	6	6	6	off	6	6	6	6	off
	6	6	off	6	6	6	6	off	off	6	6	6	6	off	6	6	6	off	off	6	6	6
	5	5	5	off	off	5	5	5	5	off	5	5	5	5	off	off	5	5	5	5	off	5
	Total	17	11	11	12	12	17	11	11	11	12	11	11	17	11	12	12	11	11	11	17	12
Night 10:25 p.m. to 7:00 a.m.	5	off	5	5	5	5	off	5	5	5	off	off	5	5	5	5	off	5	5	5	5	off
	5	5	off	5	5	5	5	off	off	5	5	5	5	off	5	5	5	off	off	5	5	5
	5	5	5	off	off	5	5	5	5	off	5	5	5	5	off	off	5	5	5	5	off	5
	Total	15	10	10	10	10	15	10	10	10	10	10	10	15	10	10	10	10	10	10	15	10
Total		49																				

PROPOSED DISTRICT 8 SCHEDULE

		Week 1							Week 2							Week 3						
	Number Of Officers Needed	Sun	Mon	Tues	Wed	Thurs	Fri	Sat	Sun	Mon	Tues	Wed	Thurs	Fri	Sat	Sun	Mon	Tues	Wed	Thurs	Fri	Sat
Shift																						
Day																						
6:25 a.m. to 3:00 p.m.	3	off	3	3	3	3	off	3	3	3	off	off	3	3	3	3	off	3	3	3	3	off
	3	3	off	3	3	3	3	off	off	3	3	3	3	off	3	3	3	off	off	3	3	3
	3	3	3	off	off	3	3	3	3	off	3	3	3	3	off	off	3	3	3	3	off	3
	Total	9	6	6	6	6	9	6	6	6	6	6	9	6	6	6	6	6	6	9	6	6
Evening																						
2:25 p.m. to 11:00	4	off	4	4	4	4	off	4	4	4	off	off	4	4	4	4	off	4	4	4	4	off
	3	3	off	3	3	3	3	off	off	3	3	3	3	off	3	3	3	off	off	3	3	3
	3	3	3	off	off	3	3	3	3	off	3	3	3	3	off	off	3	3	3	3	off	3
	Total	10	6	7	7	7	10	6	7	7	7	6	6	10	7	7	7	6	7	7	10	7
Night																						
10:25 p.m. to 7:00 a.m.	4	off	4	4	4	4	off	4	4	4	off	off	4	4	4	4	off	4	4	4	4	off
	4	4	off	4	4	4	4	off	off	4	4	4	4	off	4	4	4	off	off	4	4	4
	4	4	4	off	off	4	4	4	4	off	4	4	4	4	off	off	4	4	4	4	off	4
	Total	12	8	8	8	8	12	8	8	8	8	8	8	12	8	8	8	8	8	8	12	8
Total		31																				

Step 6: Adjust staffing levels to account for expected absences. A relief factor was calculated for sworn officers based on information on district officer absences for a year plus the expectation that officers will participate in 80 hours of training a year. The number of officers needed on each shift is multiplied by the relief factor (1.19) to ensure sufficient officers will be deployed each day to meet response expectations. The results of these calculations are summarized in the following table. Please note that the number of officers scheduled includes one officer in each district on each of the day and evening shifts to serve as desk officer.

District And Shift	Number Of Officers Scheduled	Relief Factor	Staffing After Relief	Staffing After Rounding(b)
District 1				
Day Shift(a)	13	1.19	15.47	16
Evening Shift(a)	15	1.19	17.85	18
Night Shift	11	1.19	13.09	13
District 2				
Day Shift(a)	13	1.19	15.47	16
Evening Shift(a)	13	1.19	15.47	16
Night Shift	11	1.19	13.09	13
District 3				
Day Shift(a)	16	1.19	19.04	19
Evening Shift(a)	16	1.19	19.04	19
Night Shift	15	1.19	17.85	18
District 4				
Day Shift(a)	15	1.19	17.85	18
Evening Shift(a)	16	1.19	19.04	19
Night Shift	11	1.19	13.09	13
District 5				
Day Shift(a)	15	1.19	17.85	18
Evening Shift(a)	16	1.19	19.04	19
Night Shift	12	1.19	14.28	14
District 6				
Day Shift(a)	15	1.19	17.85	18
Evening Shift(a)	15	1.19	17.85	18
Night Shift	12	1.19	14.28	14
District 7				
Day Shift(a)	18	1.19	21.42	22
Evening Shift(a)	18	1.19	21.42	22
Night Shift	15	1.19	17.85	18

District And Shift	Number Of Officers Scheduled	Relief Factor	Staffing After Relief	Staffing After Rounding(b)
District 8				
Day Shift(a)	10	1.19	11.90	12
Evening Shift(a)	11	1.19	13.09	13
Night Shift	12	1.19	14.28	14

(a) Includes one officer on the day and evening shifts to serve as desk officer.

(b) Staffing needs below .33 FTEs are rounded down to facilitate continuity on shifts.

Patrol Staffing Recommendations

The number of patrol officers, sergeants, and lieutenants needed in each district to meet response time expectations is summarized in the following table. Please note that three sergeants are needed on each shift to meet the consent decree requirement that patrol officers and the sergeants who supervise them work a schedule with the same days off.

District And Shift	Police Officer	Sergeant	Lieutenant	Total
District 1				
Day Shift(a)	16	3	1	20
Evening Shift(a)	18	3	1	22
Night Shift	13	3	1	17
District 2				
Day Shift(a)	16	3	1	20
Evening Shift(a)	16	3	1	20
Night Shift	13	3	1	17
District 3				
Day Shift(a)	19	3	1	23
Evening Shift(a)	19	3	1	23
Night Shift	18	3	1	22
District 4				
Day Shift(a)	18	3	1	22
Evening Shift(a)	19	3	1	23
Night Shift	13	3	1	17
District 5				
Day Shift(a)	18	3	1	22
Evening Shift(a)	19	3	1	23
Night Shift	14	3	1	18
District 6				
Day Shift(a)	18	3	1	22
Evening Shift(a)	18	3	1	22
Night Shift	14	3	1	18

District And Shift	Police Officer	Sergeant	Lieutenant	Total
District 7				
Day Shift(a)	22	3	1	26
Evening Shift(a)	22	3	1	26
Night Shift	18	3	1	22
District 8				
Day Shift(a)	12	3	1	16
Evening Shift(a)	13	3	1	17
Night Shift	14	3	1	18
Total All Districts	400	72	24	496

(a) Includes one officer on the day and evening shifts to serve as desk officer.

A summary of the difference between current patrol platoon staffing and desk officers and recommended staffing is presented in Exhibit VI-25. As this exhibit shows implementing the study recommendations will increase patrol staffing by 3 lieutenants, 21 sergeants, and 77 police officer positions.

TELEPHONE RESPONSE STAFFING

Telephone Response Staffing Analysis

The process for evaluating the number of staff needed to handle calls by telephone is divided into four steps.

Step 1: Determine the number of citizen-initiated calls received by hour that can be handled by telephone. Discussions with department managers suggest that significantly more calls can be handled by telephone than is currently the case. The types of calls currently responded to by officers that can be handled by phone include the following: auto theft, bicycle theft, lost property, simple burglary vehicle, simple criminal damage, suspicious person, and theft from exterior. Handling these calls by telephone will increase the number of telephone responses from 6,596 to 23,257.

Step 2: Determine response time expectation. If no one is available to handle the call by telephone, the analysis assumes the average time before a citizen is called back should be 15 minutes.

Step 3: Use queuing analysis to determine the number of staff needed to handle calls by telephone by hour of the day. Exhibit VI-26 shows the number of staff that need to be available to handle calls by telephone to ensure that the wait time before a citizen is called back (if no one is immediately available to take the report by phone) is 15 minutes. As this exhibit shows the greatest number of staff needed to meet this expectation is five.

Step 4: Determine how telephone report calls should be handled. Given the relatively small number of calls that need to be handled during any hour of the day district desk officers should be able to take telephone reports. Even during the busiest hour of the week only an average of 29 minutes will be required to handle reports by phone. During the night shift, when the desk officer positions will not be staffed, two

COMPARISON OF CURRENT AND RECOMMENDED PATROL STAFFING

	Current Staffing			Recommended Staffing			Addition/(Reduction)		
	Lieutenant	Sergeant	Police Officer	Lieutenant	Sergeant	Police Officer	Lieutenant	Sergeant	Police Officer
District 1									
Day Shift(a)	1	3	13	1	3	16	0	0	3
Evening Shift(a)	1	2	13	1	3	18	0	1	5
Night Shift	1	1	11	1	3	13	0	2	2
District 2									
Day Shift(a)	1	2	14	1	3	16	0	1	2
Evening Shift(a)	1	3	16	1	3	16	0	0	0
Night Shift	1	2	11	1	3	13	0	1	2
District 3									
Day Shift(a)	1	2	15	1	3	19	0	1	4
Evening Shift(a)	1	3	15	1	3	19	0	0	4
Night Shift	1	2	13	1	3	18	0	1	5
District 4									
Day Shift(a)	1	1	14	1	3	18	0	2	4
Evening Shift(a)(b)	1	2	18	1	3	19	0	1	1
Night Shift	0	3	11	1	3	13	1	0	2
District 5									
Day Shift(a)	1	1	11	1	3	18	0	2	7
Evening Shift(a)(b)	1	3	22	1	3	19	0	0	-3
Night Shift	1	2	12	1	3	14	0	1	2
District 6									
Day Shift(a)	1	1	15	1	3	18	0	2	3
Evening Shift(a)	0	3	13	1	3	18	1	0	5
Night Shift	1	2	6	1	3	14	0	1	8
District 7									
Day Shift(a)	1	2	11	1	3	22	0	1	11
Evening Shift(a)	0	3	20	1	3	22	1	0	2
Night Shift	1	2	14	1	3	18	0	1	4
District 8									
Day Shift(a)	1	2	10	1	3	12	0	1	2
Evening Shift(a)	1	1	14	1	3	13	0	2	-1
Night Shift	1	3	11	1	3	14	0	0	3
Total	21	51	323	24	72	400	3	21	77

(a) Includes desk officer on the day and evening shifts.

(b) Includes power shift staffing.

STAFF NEEDED BY HOUR OF DAY AND DAY OF WEEK
(Telephone Response)

Hour	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
12:00 a.m.	2	2	2	2	2	2	2
1:00 a.m.	2	2	2	2	2	2	2
2:00 a.m.	2	2	2	2	2	2	2
3:00 a.m.	2	2	2	2	2	2	2
4:00 a.m.	2	2	2	2	2	2	2
5:00 a.m.	2	2	2	2	2	2	2
6:00 a.m.	2	2	2	2	2	2	2
7:00 a.m.	3	4	4	4	3	4	3
8:00 a.m.	4	5	5	5	5	4	4
9:00 a.m.	4	5	5	5	5	5	4
10:00 a.m.	4	5	5	5	5	5	4
11:00 a.m.	4	5	5	5	4	5	4
12:00 p.m.	4	5	5	5	4	4	4
1:00 p.m.	4	5	4	5	5	4	4
2:00 p.m.	4	5	4	5	4	4	4
3:00 p.m.	3	4	4	4	4	4	4
4:00 p.m.	4	4	4	4	4	4	4
5:00 p.m.	4	4	4	4	4	4	4
6:00 p.m.	3	4	4	4	4	3	3
7:00 p.m.	4	4	4	3	3	3	3
8:00 p.m.	3	3	3	3	3	3	3
9:00 p.m.	3	3	3	3	3	3	3
10:00 p.m.	3	2	3	3	3	3	3
11:00 p.m.	2	2	2	2	2	2	2

employees will need to be available to handle telephone calls. If the department determines that it is impractical to assign responsibility for handing telephone report calls to desk officers, a dedicated telephone report unit should perform this function.

Telephone Response Staffing Recommendations

As noted, during the night shift when the desk officer position will not be staffed, two employees will need to be available to handle telephone calls. To ensure these positions are available seven days a week after accounting for expected absences four positions will be needed. Please note that officers who are functioning in a limited duty capacity can likely fill these positions. Limited duty officers can also be assigned to the day and evening shifts to handle some telephone calls – with the remaining calls directed to patrol districts.

Exhibit VI-27 presents a schedule for a dedicated telephone report unit (if the department deems a dedicated unit is needed). This schedule assumes that officers will be scheduled so that they are not required to work every third weekend. As the following table shows, after relief needs are considered, this unit would need to be staffed by 21 personnel.

Shift	Number Needed	Relief Factor	Number Needed After Relief	Number Needed After Rounding
Day	8	1.19	9.52	10
Evening	6	1.19	7.14	7
Night	3	1.19	3.57	4
Total	17			21

Two sergeants are currently assigned to the alternative response unit. By staggering their schedules to cover more than one shift they should be able to effectively supervise staff on all three shifts. As noted, staff in limited duty assignments can often be trained to handle calls by telephone.

CRIME SCENE TECHNICIANS

Crime Scene Technician Staffing Analysis

The process for evaluating the number of crime scene technicians needed is divided into five steps.⁴

Step 1: Determine the number of incidents to which crime scene technicians respond. According to the CAD system, from 8/1/2014 to 7/31/2015 there were 2,984 crime scene technician responses⁵ to incidents (or an average of 8.2 per day).

⁴ Please note that this analysis assumes that the changes to processing crime scenes recommended in Chapter V will not be immediately implemented.

⁵ Please note that response numbers reflect the fact that more than one crime scene technician responds to some incidents.

PROPOSED TELEPHONE REPORT UNIT SCHEDULE

[illegible]

Step 2: Determine response expectation. The analysis assumes that the hold time for crime scene technician response to incidents is 30 minutes 90 percent of the time.

Step 3: Use queuing analysis to determine the number of crime scene technicians needed to meet response expectations by hour of the day. Exhibit VI-28 shows the number of crime scene technicians that need to be deployed by hour of the day to meet the response expectation established in Step 2.

Step 4: Develop schedule. A proposed schedule for crime scene technicians is presented in Exhibit VI-29. As this exhibit shows, to ensure sufficient crime scene technicians are available to meet response expectations 14 crime scene technicians are needed.

Step 5: Ensure sufficient relief capacity is available. Spans of control of crime scene technician supervisors are relatively narrow at recommended staffing levels. Rather than increase technician staffing to account for expected absences, supervisors should respond to calls when staffing levels fall below required levels. One supervisor should be assigned to each shift.

Crime Scene Technician Staffing Recommendations

The number of crime scene technicians and supervisors needed to meet response expectations is summarized in the following table:

Shift	Crime Scene Technician	Supervisor	Total
Day	5	1	6
Evening	5	1	6
Night	4	1	5
Total	14	3	17

Implementing this recommendation will increase crime scene technician staffing by five positions. In addition, the existing photo lab technician position that is assigned to the unit should be retained.

TACTICAL UNIT

The tactical squads are currently staffed with 14 officers and 4 sergeants. Two sergeants and eight officers are assigned to the day shift and two sergeants and six officers are assigned to the night shift. At this level of staffing 6.7 officers will typically be available on the day shift to support tactical operations and 5.0 officers will typically be available on the night shift (after accounting for expected absences). At this level of staffing the tactical unit will lack the critical mass to handle some incidents (without relying on staff from the other shift to provide support on overtime.)

The number of tactical/SWAT officers deployed by the New Orleans Police Department is fewer than the number deployed in a number of other large cities.

NUMBER OF CRIME SCENE TECHNICIANS NEEDED BY HOUR OF THE DAY
(Assumes 30 Minutes Average Hold Time)

Hour Of Day	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
0	3	2	2	2	2	2	2
1	3	2	2	2	2	2	2
2	2	2	2	2	2	2	3
3	2	2	2	2	2	2	2
4	3	2	2	2	2	2	2
5	2	2	2	2	2	2	2
6	2	3	2	2	2	2	2
7	3	4	3	3	3	3	3
8	2	3	4	3	3	3	3
9	3	3	4	3	3	3	3
10	3	3	3	3	3	3	2
11	3	3	2	3	3	3	3
12	3	3	3	3	3	3	2
13	3	3	2	2	3	2	2
14	3	3	3	3	2	3	3
15	4	3	3	3	2	3	2
16	3	3	3	2	3	3	3
17	2	3	2	3	3	3	2
18	2	3	2	2	3	2	2
19	2	3	3	3	2	2	3
20	2	2	2	2	2	3	2
21	2	2	2	2	2	3	2
22	3	2	2	2	3	2	2
23	2	2	2	2	2	2	2

PROPOSED CRIME SCENE TECHNICIAN SCHEDULE

Shift	Number Per Shift	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Day								
	1	1	1	1	1	1	off	off
	1	off	1	1	1	1	1	off
	0	off	off	0	0	0	0	0
	1	1	off	off	1	1	1	1
	0	0	0	off	off	0	0	0
	2	2	2	2	off	off	2	2
	0	0	0	0	0	off	off	0
Shift Total	5	4	4	4	3	3	4	3
Evening								
	1	1	1	1	1	1	off	off
	1	off	1	1	1	1	1	off
	0	off	off	0	0	0	0	0
	2	2	off	off	2	2	2	2
	0	0	0	off	off	0	0	0
	1	1	1	1	off	off	1	1
	0	0	0	0	0	off	off	0
Shift Total	5	4	3	3	4	4	4	3
Night								
	0	0	0	0	0	0	off	off
	1	off	1	1	1	1	1	off
	0	off	off	0	0	0	0	0
	1	1	off	off	1	1	1	1
	1	1	1	off	off	1	1	1
	1	1	1	1	off	off	1	1
	0	0	0	0	0	off	off	0
Shift Total	4	3	3	2	2	3	4	3
Total All Shifts	14							

City	Number Of SWAT Officers
Mesa, Arizona	30
Raleigh, North Carolina	27
Seattle, Washington	21
Denver, Colorado	21
Atlanta, Georgia	14
<i>New Orleans, Louisiana</i>	<i>14</i>

Increasing the number of officers assigned to the tactical unit by 6 positions (for a total of 20 positions) would increase NOPD's SWAT capacity to be more in line with other jurisdictions and would provide the critical mass of officers needed to handle most incidents. At this level of staffing 8.4 officers would be working on average each day on each shift.

Please note that the cost of adding these positions is mitigated considerably if when not handling tactical incidents and training these officers are deployed to support proactive initiatives (as long as the department desires to increase the number of officers who support proactive initiatives by at least six positions).

INVESTIGATIONS

Typically, investigative staffing levels can be evaluated by calculating the level of positive case outcomes a productive officer can be expected to achieve and then applying that standard to existing caseloads and clearance rate expectations. Establishing a productivity standard for the NOPD, however, is difficult because it is not clear how the implementation of efficiency recommendations will affect investigative productivity.

Rather than adjusting staffing levels immediately the department should take a phased approach to modifying investigative staffing. A review of department clearance rates suggests that the department should gradually reduce district detective staffing while investing additional capacity (and efficiency savings) into the sex crimes and, to a lesser extent, the homicide units. As the following table shows, NOPD success in solving crimes generally compares favorably to national averages for most crime categories.

Crime	Reported	Cleared	Rate	National Average
Murder	148	56	37.8%	64.5%
Rape	266	56	21.1%	38.5%
Aggravated Assault(a)	931	563	60.5%	56.3%
Robbery(b)	1,236	334	27.0%	29.6%
Burglary(c)	2,623	345	13.2%	13.6%
Larceny Theft(d)	6,340	1,446	22.8%	23.0%
Auto Theft	2,273	156	6.9%	12.8%

(a) Aggravated battery, shootings, and assaults.

(b) Armed robbery, property snatching, and simple robbery.

(c) Aggravated burglary, business burglary, residence burglary, and simple burglary.

(d) Theft and shoplifting.

However, for three crime categories – murder, rape, and auto theft – the department's performance lags national averages. It is in these areas that investigative capacity freed up by efficiency gains should be invested. In addition, the department should restore the staffing of the multi-agency gang unit and the street gang unit to previous levels.

Homicide And SAU

The number of homicide clearances falls significantly short of the national average. At present, the 21 homicide detectives clear an average of 2.6 cases a year. To achieve the national average clearance rate of 64.5 percent, 95.6 cases would need to be cleared or 39.6 more than are currently cleared. Fifteen more homicide detectives are needed. One additional lieutenant and two additional sergeants will also be needed to supervise these detectives.

In addition, the department should over time increase staffing of the sex crimes unit. The current sex crime unit averages seven cleared cases per investigator. If this level of productivity remains steady to achieve the national average clearance rate of 38.5 percent 46 additional cases would need to be cleared which would require seven additional officers. (Since the productivity of each additional investigator is likely to decline more than seven investigators will likely be needed to achieve the national average clearance rate.) In addition, one additional supervisory position should be established.

Please note that the productivity of new investigators should be tracked. Sex crimes and homicide staffing should be increased until the additional case clearances resulting from increasing staffing do not justify the cost. The Organizational Improvement Unit recommended in Chapter IV should develop frameworks for making this assessment.

District Investigators

Reducing the number of incident scenes to which investigators respond and limiting the cases assigned for follow-up investigations to cases with leads should improve the productivity of district investigators considerably. As noted in Chapter IV, the total time spent by district officers responding to incident scenes was 37,072 hours or the equivalent of 18.17 investigators working 2,040 hours a year.⁶ Assuming conservatively that half of this investigative time is unproductive, the investigative capacity of at least nine additional investigators can be created by requiring patrol officers to perform thorough preliminary investigations at crime scenes. One investigative position should therefore be reassigned from each of the districts.⁷ (Additional productivity benefits will result from changing case assignment practices.)

⁶ The number of detectives required to make these responses is, of course, higher as this estimate does not include investigator absences due to illness, sickness, training and the like and assumes that investigators are fully productive each hour of the day.

⁷ While improving management practices will free up the equivalent of nine FTEs no district has so many more investigative responses than other districts that reducing that district's investigative capacity by two positions is warranted.

Based on the experience of another department an auto theft investigator can achieve about 80 clearances a year. Since 157 additional clearances are necessary to reach the national average in clearances the equivalent of two additional FTEs of investigator capacity is needed to achieve this goal. Rather than increase staffing, however, the productivity gains achieved by strengthening case assignment practices should be focused on investigating auto thefts.

Gang Investigations

The multi-agency gang unit is currently staffed with three officers and one sergeant while the street gang unit is staffed with seven officers and one sergeant. In 2013 the multi-agency gang unit was staffed with five officers and one sergeant and the street gang unit was staffed with 16 officers and 4 sergeants. Given the importance of gang investigations to the department's efforts to reduce violent crime restoring gang unit staffing to previous levels is recommended.

CRIME LAB

Two factors were considered when evaluating crime lab operations staffing – work backlog and change in workload. In general, if operations are efficient and well managed a unit is appropriately staffed if workload matches existing staffing capacity (as reflected in the fact that there are no significant backlogs) and no significant changes in workload has occurred that would justify a staffing change. In the crime lab backlogs are relatively high in two units and in one of these units workload has significantly increased in recent years.

Firearms unit. In the firearms unit there is a backlog of about 650 cases for which NIBIN (National Integrated Ballistic Identification Network) hits need to be confirmed. Rather than increasing full-time staffing to address this backlog the department should increase its part-time staffing capacity until the backlog has been addressed.

Drug chemistry unit. The drug chemistry unit, which is responsible for testing drugs, faces a significant backlog. While the evidence system indicates that over 12,000 cases need testing many of these cases may have been adjudicated and testing may not be necessary. Department managers estimate that the number of backlogged cases actually requiring testing is between 3,000 cases (or 160 percent of the average cases handled in 2014 and 2015) and 4,000 cases (or 213 percent of the average cases handled between 2014 and 2015). If one assumes the bulk of this backlog has been created over the 21 months since August 2014 when the district attorney increased the number of cases for which drug testing is required the average increase in backlog per month ranges between 143 and 190 cases (or between 1,716 and 2,280 annually). Since 1,870 cases are currently processed per month this analysis would suggest that the number of chemists assigned to the drug chemistry unit be doubled from four to eight chemists. Given the uncertainty over the size of the actual backlog it would seem prudent for two additional chemists to be hired immediately and after the actual size of the backlog has been determined additional chemists should be hired as appropriate. As part of this process, the department should discuss with the district attorney expectations for when drug testing is required.

Evidence custodian. The department should also invest in a dedicated evidence technician to facilitate evidence tracking. This position would perform a number of functions including ensuring evidence is received, handled, and tracked correctly by the crime lab, conduct quality assurance audits, and support ongoing efforts to improve laboratory operations. Such a position, for example, would be able to determine the actual backlog of drug testing cases.

RECORDS AND IDENTIFICATION

Analysis suggests that staffing adjustments are warranted for two units – subpoena and data entry – and that special officer staffing should be increased if the department desires spot checks to be performed.⁸

Subpoena unit. The subpoena unit – which handles all public records requests and subpoenas – lacks the staffing to keep up with demand. In the first eight months of 2015 800 requests had been received of which only 650 (81.3 percent) had been completed. In addition, over time requests for video from body cameras and in vehicle cameras – which require more effort to address – are likely to increase. Staffing of this unit should therefore be increased by one position.

Data entry unit. The data entry unit is charged with entering handwritten reports into the department's records management system and also scanning these reports into the system. The preponderance of these handwritten reports (estimated to be 95 percent) are created by other agencies working within the city with only about five percent written by NOPD officers. While it is important for the department to maintain records for all activities occurring within the city, it is not clear whether these reports need to be entered into the system. Records staff suggest that nothing would be lost if these reports were just scanned into the records management system. (Later, if they needed to be presented in court they could be typed.) Taking this step would significantly reduce data entry workload and would conservatively enable the unit to reassign one of the three positions currently assigned to the unit.

Special officers. The special officers' unit currently has sufficient capacity to approve the commissions of special officers who serve as security officers. The unit does not however have the capacity to conduct spot checks to ensure security officers have appropriate credentials. If this function is a priority additional staffing is needed.

B – ANALYSIS OF PROACTIVE STAFFING NEEDS

The analysis of the department's proactive staffing needs is divided into three parts. First, the department's current allocation of line staff between proactive and responsive functions is assessed. Next, a desired allocation of line staff between proactive and responsive functions is determined. The need for additional resources to support proactive initiatives is then discussed.

⁸ For the NCIC function queuing analysis could be performed to ensure a fast response to officer NCIC queries, however, the information needed to conduct such an analysis was not available.

CURRENT STAFFING ALLOCATION

Three steps were taken to evaluate the current allocation of staff resources.

Step 1: Categorize Units/Functions

As discussed previously, police department services may be grouped into four general categories:

- Responding
- Being proactive
- Providing direct support
- Providing indirect support

Based on our understanding of the department developed in interviews an initial categorization of units/functions was undertaken. Please note that for the purpose of this assessment direct support activities were divided into two categories – those that support responsive activities and those that support proactive activities. In addition, the analysis focuses on officers, detectives, and line civilians. Once the appropriate allocation of officers, detectives, and line civilians is determined the number of additional managers and supervisors needed is then calculated.

Step 2: Allocate Patrol Staff Among Proactive And Responsive Categories

Patrol officers spend part of their time on responsive activities (e.g., responding to calls), part of their time on administrative activities, and part of their time supporting proactive initiatives. A two-part process was used to determine how patrol officer time should be allocated between proactive and responsive activities. First, the time officers currently⁹ devote to responsive and proactive activities was calculated.¹⁰ The results of these calculations are summarized in the following table.

District	Responsive FTEs	Proactive FTEs	Total FTEs
		(Before Effectiveness Adjustment)	
1	24.64	12.36	37.00
2	21.64	19.36	41.00
3	27.16	15.84	43.00

⁹ Please note that the current allocation of staffing includes the recent reallocation of staff to increase patrol staffing.

¹⁰ CAD information was used to calculate the time patrol officers currently devote to call response. Activity analysis surveys in which officers estimated the time they devote to administrative activities was used to estimate the time they currently devote to administrative activities. Proactive time was calculated by subtracting administrative time and call response time from total available officer time. After making this initial calculation administrative time was proportionately allocated to responsive and proactive time.

District	Responsive FTEs	Proactive FTEs (Before Effectiveness Adjustment)	Total FTEs
4	21.99	21.01	43.00
5	26.26	18.74	45.00
6	20.92	13.08	34.00
7	27.63	17.37	45.00
8	21.66	13.34	35.00
Total (All Districts)	191.90	131.10	323.00

Proactive time was then reduced by 25 percent to reflect that officers are limited in the proactive activities they can perform between calls (they are limited to functions that can be interrupted), that inefficiencies result when proactive activities must repeatedly stop and start, and that the time between calls may not be sufficient to perform any proactive activities. The allocation of current patrol FTEs after this adjustment is made is summarized in the following table:

District	Responsive FTEs	Proactive FTEs (After Effectiveness Adjustment)
1	24.64	9.27
2	21.64	14.52
3	27.16	11.88
4	21.99	15.76
5	26.26	14.06
6	20.92	9.81
7	27.63	13.03
8	21.66	10.00

Step 3: Calculate Staffing By Category

The results of the initial categorization of detective, patrol officer, and line civilian time (developed in Step 1) were then updated to reflect the allocation of patrol staff between responsive and proactive activities. The results of the categorization are summarized in the following table.

Category	Number Of Detectives, Officers, And Line	
	Civilians(a)	Percent
Proactive	239.3	22.3%
Responsive	404.9	37.8%
Indirect Support – Administration	184.0	17.2%
Direct Support – Responsive	74.0	6.9%
Direct Support – Proactive	15.0	1.4%
Other(b)	155.0	14.4%
Total	1,072.2	100.0%

(a) Please note that the time patrol officers have to support proactive activities is reduced by 25 percent to reflect the fact that this time is less productive than the time of officers who are dedicated to proactive initiatives.

(b) Includes, for example, police recruits and limited duty officers.

Please note that 1,072.2 does not reflect the department's current staffing for a number of reasons. First, the analysis only includes detectives, officers, and line civilians. Second, communications personnel are excluded from the analysis as they will be transferred from the department. In addition, patrol staffing has been reduced to reflect the fact that staff dedicated to proactive activities are more productive than patrol officers who support proactive initiatives between calls.

When indirect support is considered the department devotes 23.7 percent of line officers and civilians to proactive activities and 44.7 percent to responsive activities.

DETERMINE DESIRED STAFFING ALLOCATION

As presented in the previous section the current ratio of line resources devoted to responsive activities to line resources devoted to proactive activities is 65:35 (65 percent responsive and 35 percent proactive).¹¹ While there is no correct or incorrect allocation of police resources between proactive and responsive activities some departments have established an expectation that over time the level of effort devoted to proactive and responsive activities should be equal. For the purposes of this analysis, the consultants recommend that at a minimum the ratio of effort devoted to responsive to proactive resources should be 55:45 (55 percent responsive and 45 percent proactive).

As discussed, as the department begins to develop the recommended analytic and management infrastructure needed to implement the recommended approaches to reducing crime and improving community policing the department should strongly consider increasing the proportion of resources devoted to proactive policing. While it is prudent in the short-term to establish the recommended minimum ratio of 55 percent responsive resources to 45 percent proactive resources, as the department expands its ability to effectively implement proactive initiatives the percent of resources devoted to

¹¹ If 44.7 percent of line officers and civilians are devoted to responsive activities and 23.7 percent are devoted to proactive activities the ratio of the resources devoted to responsive and proactive activities – when these activities alone are considered – is 65:35.

proactive initiatives should increase. Over time, the department should consider establishing a goal that equal effort be devoted to proactive and responsive capabilities (a 50:50 proactive resources to responsive resources ratio).

ASSESS RESOURCE IMPLICATIONS

A four-step process was used to evaluate the staffing implications of the department developing an expectation that a ratio of 55:45 should define the relative effort (defined in terms of line officers and civilian staffing) devoted to responsive and proactive activities.

Step 1: Assess The Staffing Allocation By Category After Study Recommendations Are Implemented

Implementing the recommendations presented in this chapter and Chapter V¹² will alter the current distribution of staffing by category. The following table summarizes these changes.

Recommendation	Number Of Officers/Civilians	Category
Increase SWAT staffing	6	Responsive
Increase terrorism staffing	60	Proactive
Increase number of officers responding to calls-for-services	77	Mixed Responsive And Proactive
Increase staff to take reports by telephone	19	Responsive
Increase crime scene technician staffing	5	Direct Support – Responsive
Decrease district detective staffing	(8)	Responsive
Increase homicide staffing	15	Responsive
Increase sex crime staffing	7	Responsive
Increase multi-agency gang unit staffing	2	Proactive
Increase street gang unit staffing	7	Proactive
Increase drug chemistry staffing	2	Direct Support - Responsive
Establish laboratory evidence custodian position	1	Direct Support – Responsive
Increase subpoena unit staffing	1	Indirect Support - Administration
Decrease data entry unit staffing	(1)	Indirect Support - Administration

The staffing allocation by category after these recommendations have been implemented is summarized in the following table.

¹² Please note that the management and support positions recommended in Chapter IV are excluded from this analysis as these positions are managerial and/or analytic and will not affect the ratio of line resources devoted to responsive and proactive efforts.

Category	Number Of Officers/Civilians(a)	Percent
Proactive	340.5	27.5%
Responsive	462.1	37.3%
Direct Support – Proactive	15.8	1.3%
Direct Support – Responsive	81.2	6.5%
Indirect Support – Administration	184.0	14.9%
Other(b)	155.0	12.5%
Total	1,238.6	100.0%

(a) Please note that the time patrol officers have to support proactive activities is reduced by 25 percent to reflect the fact that this time is less productive than the time of officers who are dedicated to proactive initiatives.

(b) Includes, for example, police recruits and limited duty officers.

After indirect support is considered, after the study recommendations have been implemented the department will devote 28.8 percent of line officers and civilians to proactive activities and 43.8 percent to responsive activities.

Step 2: Determine How Many Additional Proactive Staff Are Needed To Achieve Desired Mix Of Proactive And Responsive Capacity

After the study recommendations are implemented the ratio of line resources devoted to responsive activities to line resources devoted to proactive activities will be 60:40 (60 percent responsive and 40 percent proactive). To bring the mix of line staff devoted to responsive and proactive activities to the desired ratio proactive staffing will need to be increased by 88.2 positions.¹³ (Increasing proactive staffing by 88.2 positions will bring total proactive staffing to 444.5 positions. The ratio of 543.3 responsive positions to 444.5 proactive positions is 55:45.)

Step 3: Determine The Best Way To Allocate Additional Proactive Staff

To determine how to best allocate additional proactive staff, department leaders were asked to consider how increments of 15 additional staff to support proactive initiatives should be implemented. The results of this assessment for the first five increments of 15 additional proactive staff and a final increment of 13 officers are summarized in the following table.

¹³ Please note that the level of service the department desires to achieve determines responsive capacity. Consequently, responsive capacity cannot be reduced to achieve the desired ratio of proactive to responsive activity because reducing responsive capacity would reduce the department's ability to achieve desired service expectations.

Function	First Increment Of 15 Officers	Second Increment Of 15 Officers	Third Increment Of 15 Officers	Fourth Increment Of 15 Officers	Fifth Increment Of 15 Officers	Final Increment Of 13 Officers
District officers (who also respond to calls)	5	6	5	2	2	
District officers who support proactive narcotics investigations	5		5	2	2	2
District officers who are deployed at the discretion of the district commander	5		5	2	2	2
District officers who provide directed patrol at specific locations		4		2		2
Officers assigned to the multi-agency gang unit		1			1	
Officers assigned to the FBI/JTTF task force		2				1
Officers assigned to the FBI/ATF task force		1				1
Officers assigned to the street gang unit		1			1	1
DWI traffic enforcement officers				2		1
Selective traffic enforcement officers				2		
Hit and run traffic officers				2		
RTA transit officers				1		
Officers assigned to criminal intelligence					1	
Officers assigned to the Intel Anti-Corruption task force					1	
Officers assigned to the FBI Narcotics/Vice task force					1	1

Function	First Increment Of 15 Officers	Second Increment Of 15 Officers	Third Increment Of 15 Officers	Fourth Increment Of 15 Officers	Fifth Increment Of 15 Officers	Final Increment Of 13 Officers
Officers assigned to the centralized NOPD narcotics unit					2	1
Officers assigned to the centralized crime prevention unit					2	1
Total	15	15	15	15	15	13

Step 4: Assess Implications For Management And Supervisory Needs

Because the additional proactive staff will be spread among so many functions and units no additional management and supervisory staffing are needed to oversee these additional proactive positions.

C – SUMMARY

A summary of the staffing implications of the recommendations in this chapter is presented in the following table. A net total of 328 positions will need to be established to implement these recommendations.

Function/Unit	Lieutenant/Sergeant/Supervisor	Officer/Civilian	Total
Districts			
Officers who respond to calls(a)	24	97	121
Officers who support proactive initiatives	--	40	40
District detectives	--	(8)	(8)
Telephone report unit(b)	--	19	19
Crime prevention	--	3	3
Terrorism	14	60	74
Special Operations			
Tactical	--	6	6
Traffic(c)	--	7	7
RTA transit unit	--	1	1
Investigations And Support			
Homicide unit	6	15	21
Sex crimes unit	1	7	8
Multi-agency gang unit	--	4	4
FBI/JTTF task force	--	3	3
FBI/ATF task force	--	2	2
Street gang unit	2	10	12
Criminal intelligence	--	1	1
Intel Anti-Corruption task force	--	1	1
FBI Narcotics/Vice task force	--	2	2

Function/Unit	Lieutenant/Sergeant/Supervisor	Officer/Civilian	Total
Centralized NOPD narcotics unit	--	3	3
Crime Lab			
Crime Scene	--	5	5
Chemistry	--	2	2
Management(d)	--	1	1
Records			
Subpoena	--	1	1
Data entry	--	(1)	(1)
Total	47	281	328

- (a) 77 additional patrol officers (who respond to calls) are needed to meet response expectations and 20 officers (who respond to calls) will support proactive activities.
- (b) Sergeants who will provide supervision are already assigned to the unit.
- (c) Selective traffic enforcement, DWI, and hit and run investigations.
- (d) Evidence custodian.

APPENDIX A – MEETINGS WITH COMMUNITY GROUPS

APPENDIX A – MEETINGS WITH COMMUNITY GROUPS

To understand community perceptions relating to the New Orleans Police Department community meetings were facilitated in seven of the eight police districts.¹ Meeting participants included residents, business owners, and community representatives.

While a range of specific issues were identified in these meetings, for the most part, issues raised can be grouped into eight categories: societal/environmental factors; communications; emergency response; non-emergency response; proactive initiatives to address crime problems; police presence, community outreach, and staffing.

Societal/Environmental Factors

There was a recognition among many participants in the community meetings that all the factors that contribute to crime cannot be addressed by police activities and that societal/environmental factors contribute to the level of crime. In particular, problems associated with poverty, homeless, economic disparity, repeat offenders being released from jail and returning to the same environment that contributed to their criminal behavior, joblessness, and the absence of authority figures in the community.

Several meeting participants noted that, in addition to the police, social service organizations and churches can play an important role in getting young people off the streets and involved in positive activities. It was noted that self respect, self esteem, and values begin in the home and unfortunately, there are a large number of single parent homes in which supervision of young people is inadequate.

Communications

In general department efforts to maintain informative and timely communications with the New Orleans community were well regarded. In particular, meeting participants emphasized the following communications efforts:

- Community advisory boards (CABs), police advisory committees (PACs), and neighborhoods and police anti-crime (NONPACCs) meetings are attended by district command staff, quality of life officers, and community affairs coordinators who share information and statistics and provide status reports on individual crimes and crime reduction strategies such as targeting hot spots
- District and department-level compstat meetings are open to the public and the community is encouraged to attend
- The department's website contains information on crime reports and crime mapping software that details specific criminal activities

While community representatives were appreciative of the opportunity to discuss issues at community meetings, a number of participants expressed concern about whether the police department adequately followed up on the issues raised.

¹ No community representatives attended the meeting scheduled in District 8.

Emergency Response

While meeting participants indicated that when “something big happens” a large number of officers may respond immediately in general response time to emergency calls for service were slow. Specific examples included instances where it took two hours for the police to respond to a report of shots being fired and two days for a response to a residential burglary.

Non-Emergency Response

Perceptions relating to response to non-emergency requests for assistance were mixed. A number of participants expressed satisfaction with response to non-emergency calls such as stolen and abandoned cars, cars parked illegally, and activity in abandoned houses. Other participants expressed concern that problems associated with panhandlers outside their businesses, individuals sleeping on benches at bus stops, the homeless exchanging items on the street, and “walkers at night” (individuals who check out cars at night to see if they are unlocked) are not addressed in a timely manner. Particular emphasis was placed on the need to coordinate with Unity for Homeless and homeless shelters on strategies to address homeless issues.

Concerns were raised that the elimination of quality of life officers will cause non-emergency response to further erode. As a way of dealing with this some meeting participants suggested that the general patrol force be trained in how to address these issues and that systems be established to ensure a follow-up to quality of life issues (even if civilians address the issue).

Proactive Efforts To Address Crime Problems

A number of meeting participants expressed concern about the lack of effective policing initiatives to address particular crime problems in their communities including prostitution, empty houses and blighted properties that are a haven for crime, drugs, and gangs, and drug activity.

Police Presence

A number of meeting participants expressed concern about an adequate police presence. They indicated that they rarely see police in their neighborhoods and would welcome seeing police out of their cars patrolling on foot (as they did in the past).

Community Outreach

Meeting participants were positive about police efforts to become involved in community activities and to work with youth (so that the police will be viewed as friends and not foes). While meeting participants noted that some of the programs have been abused – for example, it was noted that the Toys for Tots program suffered from fraud – outreach efforts were viewed as positive. Perspectives relating to the “Adopt a Cop” program were mixed. Some meeting participants considered it to be a good idea while others thought it did not make a difference.

Some meeting participants also suggested that outreach efforts should focus more attention on public education. In particular, participants suggested the public would benefit from a better understanding of the law, how to handle minor “fender bender” traffic accidents, and how to deescalate incidents involving “road rage.” Other meeting participants emphasized the need for the department to engage youth (and their parents), to participate in community activities, and to reach out to community and faith-based organizations as partners.

Staffing

There was a general recognition among many meeting participants that police performance is adversely affected by a lack of staffing and that the department has done a good job with the limited resources available to it. Meeting participants noted that post-Katrina police department staffing levels are much lower than they were prior to Katrina and that a lack of staffing results in both slow response times and a lack of police visibility.

Several meeting participants expressed concern that scarce staff resources are not equitably allocated among patrol districts and that the department places excessive emphasis on tourism related issues and the French Quarter.

APPENDIX B – RECRUITMENT BEST PRACTICES

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To support department efforts to recruit employment candidates who best meet police department and community needs a review of best practices was conducted. This best practices review focused on a number of issues: targeting young (high school and college age) recruits; targeting individuals with prior work experience; engaging the community; engaging the department; engaging the media; recruiting tools; modifying the hiring process; facilitating efforts to meet department requirements; and modifying requirements.

Targeting Young Candidates

The purpose of initiatives that target young candidates is to help them become, and remain, qualified for employment by the police department. Programs in Houston (Texas), Miami (Florida), Jersey City (New Jersey), Oakland (California), Chesterfield (Missouri) and Knoxville (Tennessee) are briefly described below.

Houston, Texas. The mission of the Houston high school of law enforcement and criminal justice is to provide students with a general academic education in conjunction with vocational classes that expose them, at each grade level, to the knowledge, skills, and experience necessary to pursue law enforcement and criminal justice careers.

Miami, Florida. Miami has several programs for high school students interested in law enforcement careers. Miami-Dade College's dual enrollment program provides the opportunity for students to learn about law enforcement while earning a 2-year college degree. In addition, the law enforcement memorial officers' high school, located within the Miami police academy, offers courses in forensic science and crime solving techniques; law studies; public safety telecommunications; and criminal justice operations. Moreover, through a partnership with the Miami-Dade Police Department and the Miami division of the FBI, the Barbara Goleman senior high school homeland security program offers courses in national security; intelligence analysis; criminal justice; and criminal investigations.

Jersey City, New Jersey. The police and fire departments in Jersey City offer a 12-week course for high school students that exposes them to 6 weeks of police academy study and 6 weeks of fire academy study. The course, offered at both public and private high schools, produces a pool of potential applicants who have already expressed an interest in law enforcement. Many of the participants in this program have been hired by the police department (although not necessarily as police recruits) and, over time, will have the opportunity to become police officers.

Jersey City police department recruiters have also developed strong relationships with local colleges that they leverage to hire criminal justice majors as part-time police department employees or interns.

Oakland, California. The Oakland city council established a paid, on-the-job training feeder program for high school seniors and recent graduates interested in becoming police officers. The purpose of the program is to provide participants the opportunity to have direct interaction with city police officers, help them pass the written test, give them extra support (as necessary), and help them become qualified as police officers by teaching them about issues that can harm their candidacy (including social media posts

and poor financial credit). The program is being coordinated by a former Oakland police chief and taught by police and sheriff personnel. In 2014, 22 percent of the feeder program participants were local residents. City officials also are discussing setting up special programs at two high schools where students would learn about law enforcement issues and work on a daily basis with police officers.

Chesterfield, Missouri. Chesterfield initiated an internship recruitment program through which the department was able secure college credit for participants. Depending on the length of the internship and the scholastic requirements of the school, students who participate in the program are able to earn from three to six college credits toward their degree. The department uses this program to keep its recruitment team active; to keep the department in front of college/university students; and to foster relationships with members of the community.

Knoxville, Tennessee. High school seniors in Knoxville who are at least 17 years old can apply and test for the police department and, if selected, may be able to begin employment as a cadet upon turning 18 and graduating. Cadets work 40 hours per week performing non-law enforcement duties (those who attend college may be eligible for a reduced workweek and in some cases, the cadets work only 30 hours per week, but still are paid for 40 hours) and are eligible for up to \$3,000 for college expenses. At age 21, the cadet is eligible to attend the Knoxville recruit academy and, if he or she successfully completes the academy, is eligible to advance to the position of police officer.

Targeting Individuals With Prior Work Experience

Several initiatives were identified that target individuals with prior work experience. In particular, initiatives were identified in the State of New Jersey; the District of Columbia; Lake Havasu City (Arizona); and Charlotte-Mecklenburg (North Carolina).

State Of New Jersey. New Jersey's alternate route program is designed to give individuals interested in becoming police officers the opportunity to attend a certified police training academy at their own expense, prior to being hired by a police department or sheriff's office. Although successful completion of the program does not guarantee a candidate a position, graduates will have received training from a police academy and are able to pursue employment as a certified police officer throughout the state.

District Of Columbia. The Metropolitan Police Department of the District of Columbia expanded its recruitment pool by establishing a military transition assistance program. Through this program recruiters make presentations at military bases marketing the department. These recruitment efforts have also been expanded to include qualified family members of active duty military personnel.

Lake Havasu City, Arizona. The Lake Havasu City Police Department offers an expedited training program for former military police. Rather than requiring participants to complete the entire police academy, the eight-week course gives military officers the chance to use the training and experience they obtained in the military to become certified law enforcement officers in the State of Arizona. The program is open to individuals who have previously received formal military law enforcement training and have also performed qualifying military police related duties for more than 2,080 hours.

The program allows candidates to earn 15 college semester hours towards an associate's degree through Mohave Community College. Job placement assistance is also available.

Charlotte-Mecklenburg, North Carolina. The Charlotte-Mecklenburg Police Department entered into a formal partnership agreement with the U.S. Army that allows the police department's recruiters to visit Army bases in search of recruits. A full-time retired police captain travels to military bases throughout the eastern and southern United States with applications and testing materials for prospective candidates. More than 50 percent of all new Charlotte-Mecklenburg police employees are recruited through this partnership.

Engaging The Community In Identifying Qualified Recruits

Police departments use a number of approaches to encourage the community to support recruiting efforts. Initiatives in Las Vegas (Nevada); the State of Delaware; Burlington (Vermont); Sacramento (California); and Detroit (Michigan) are described below.

Las Vegas, Nevada. The Las Vegas Metropolitan Police Department hosts a reception on the night before their test day to discuss issues that may prevent applicants from being hired. Recruiting officers urge candidates to come forward if they think past conduct might bar them from being hired as a police officer. The most recent reception was attended by approximately 100 participants after which several candidates acknowledged a range of criminal activity in private meetings with recruiters including recent drug use and paying for sex. These individuals were encouraged to look elsewhere for work. The primary benefit of this effort is that it reduces the amount of time wasted (for both applicants and the department) by vetting candidates who do not meet hiring requirements.

State Of Delaware. The Delaware State Police hosts a voluntary seminar focused on how to succeed in the agency's hiring process. A survey of recently hired State police recruits revealed that all (100 percent) of them had attended a how to succeed seminar and had used the study guide to prepare for the hiring process.

Burlington, Vermont. The Burlington Police Department initiated a community consultant program to help reach community groups that felt that they were not adequately involved in the department's recruiting process. Community consultants received training in the principles of community policing in general and police recruitment specifically and were invited to participate in board interviews. During the course of the project the community consultants recruited 28 potential candidates (for the 104-officer department).

Sacramento, California. Sacramento's community recruiter program was established to identify and train interested community members to be police recruiters. Community recruiters were provided training in recruit testing, qualifications and the background check process, and police academy training. In addition, each community recruiter was assigned to a police department recruiter who provided assistance with presentations, meetings, and help with the overall recruiting process.

Detroit, Michigan. The Detroit Police Department expanded its recruiting ambassador program to involve community members. What was originally an internal initiative to provide officers with the opportunity to identify potential candidates for the department became an opportunity for community members to do the same. The department conducts weekly meetings with various community groups to discuss what is involved in becoming a Detroit police officer. Community members are encouraged to become ambassadors and are given ambassador referral cards so that the department can track the recruitment success of each ambassador. The department also holds a recognition ceremony at the end of each recruiting cycle to identify the ambassadors who have provided the department with the greatest number of successful recruits.

Identifying Qualified Recruits By Engaging The Department

Research shows that applicants who are referred and sponsored by existing employees are more likely to complete the hiring process than other applicants. Like NOPD, several departments have established employee referral incentive programs:

- The Las Vegas (Nevada) Metropolitan Police Department pays \$500 to officers for every new officer they recruit who enters the academy
- The Oakland (California) Police Department pays \$1,000 to officers for recruiting and mentoring a new recruit through the first few months on the job
- The King County (Washington) Sheriff's Department provides a week's paid vacation for recruiting a deputy who successfully completes the academy and field training program
- The San Diego (California) County Sheriff's Department pays \$500 to county employees who identify applicants who become deputies
- The Austin (Texas) Police Department provides a free day off to any officer who encourages someone to apply to the department if that person eventually starts the academy

Engaging The Media

A number of approaches are used to engage the media to support recruiting efforts. A brief description of initiatives in Las Vegas (Nevada); Richmond (Virginia); Detroit (Michigan); Burlington (Vermont); San Diego (California); and Phoenix (Arizona) follows.

Las Vegas, Nevada. A big part of the Las Vegas Metropolitan Police Department's hiring campaign was managed by the same marketing company that developed the city's signature motto "What happens in Vegas, stays in Vegas." The company conducted surveys to determine what the target group was looking for in a job and determined how recently hired employees learned about the police department. The company then developed a profile of the motivation of potential recruits and helped create a recruitment plan to attract these individuals. They also helped design posters and other advertising material, assisted in writing and producing radio and television spots, and helped purchase time slots in various media outlets.

Richmond, Virginia. The Richmond Police Department obtained financial support from a local pharmaceutical company to develop recruitment advertising that was displayed alongside application and testing information on the department's web site.

Detroit, Michigan. Prior to the launch of its "Give Back, Get More" recruitment campaign, the Detroit Police Department invited media representatives to a summit to hear its case for strong media collaboration. At this meeting the department previewed recruitment materials for the press and solicited feedback and support.

Burlington, Vermont. The Burlington Police Department created a series of mass media messages to support its recruiting efforts.

San Diego, California. The San Diego Police Department advertises in movie theatres before movies are shown.

Phoenix, Arizona. The Phoenix Police Department uses patrol cars as roving billboards to promote hiring opportunities.

Recruiting Tools

Community surveys have been developed that can be used to target recruiting efforts. In particular, the RAND Center's clearinghouse recruitment tool estimates the number of police candidates (and other security workers) that may be expected in a given geographic area based on that area's characteristics. These characteristics include whether the neighborhood is urban, race distribution, age distribution, education distribution, household composition, average marital status of residents, number of retirees, measures of income and poverty, number of immigrants, and housing stock. Police departments can use this data to focus their recruiting activities where they will be most effective.

Hiring Process Structure

Several departments have modified the hiring process to reduce the time the process takes and to improve its efficiency. Steps taken in Pasadena (California); Sacramento (California); Baltimore (Maryland); Atlanta (Georgia); and Las Vegas (Nevada) are briefly discussed below.

Pasadena, California. If a candidate passes the Pasadena physical fitness exam he/she immediately goes into a classroom to take the 30-minute essay exam (rather than having to report another day for the exam).

Sacramento, California. Sacramento's prescreening questionnaire, given after the written exam, contains general background questions and is used to screen applicants to prevent placing them unnecessarily through further testing if they do not meet department requirements.

Baltimore, Maryland. The Baltimore Police Department has established an expedited application processing event through which the department offers applicants the opportunity to combine multiple steps in the process over a two-day period. During the first day of processing applicants take the civil service and physical agility tests. On the

second day of processing, applicants turn in their completed background packet (given to them after successful completion of the first day of processing) and undergo the background interview.

Atlanta, Georgia. The Atlanta Police Department holds recruitment fairs where candidates who have submitted an on-line application can take the written test and be interviewed. Additional documentation can be submitted within 10 days of taking the test.

Las Vegas, Nevada. The Las Vegas Metropolitan Police Department developed an on-line pre-screener test that measures the probability of an applicant completing the hiring process. The test includes 169 questions on employment, military service, driving history, education, personal finances, drug use, criminal activity, and other character issues. The test results immediately eliminate almost 35 percent of applicants and applicants who pass the test have an 85 percent chance of completing the background process.

Facilitating Efforts To Meet Department Requirements

A number of departments work with employment candidates to facilitate their efforts to meet department requirements. Initiatives established by the State of New Jersey; Los Angeles (California); and Lubbock (Texas) are discussed below.

State Of New Jersey. To decrease the number of candidates who are eliminated because of a failed physical fitness test the New Jersey State Police established a voluntary pre-employment preparation program (PEPP) to explain and demonstrate the required exercises that comprise the physical qualification test. PEPP is recommended for those applicants who may be facing disqualification because they are having difficulty training correctly or feel that they are not training to the best of their abilities.

Los Angeles, California. The Los Angeles Police Department offers physical training classes free to all police candidates who have taken and passed the personal qualifications essay. The classes are held twice a week at the Los Angeles police academy.

Lubbock, Texas. The Lubbock Police Department found that a large number of otherwise qualified candidates were excluded from hiring consideration due to bad credit histories. To address this issue the department reviews credit issues on a case-by-case basis and works with candidates (before or after they apply for employment) to improve their credit histories. In several cases candidates who had been rejected due to credit problems were hired when they reapplied.

Modifying Requirements

Two departments – Seattle (Washington) and Austin (Texas) – have modified their hiring/investigations requirements.

Seattle, Washington. The Seattle Police Department recently made several changes to its recruitment investigations practices. In particular, misdemeanor convictions are now being evaluated on an individual basis; challenges applicants may have faced when convicted are now being considered; and conduct that occurred years ago is considered

differently from more recent conduct. In addition, qualitative factors such as lessons learned and life changes are being taken into account as part of the investigations process. Finally, the marijuana-use policy has been revised to require that new hires not have used marijuana in the past year rather than fewer than 25 times overall.

Austin, Texas. The Austin Police Department has established a prior-use drug policy that distinguishes between experimental versus habitual drug use. Rather than disqualifying an individual for prior drug use, the department tries to distinguish between a person who has used marijuana or other drugs on several occasions as opposed to someone who has regularly used drugs over an extended period of time.

APPENDIX C – COMMUNITY POLICING BEST PRACTICES

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As discussed in Chapter III, research suggests that close to 100 percent of larger police agencies claim to have adopted community policing although understanding what community policing entails is less clear. This appendix provides information on the range of community policing approaches that are employed by reviewing community policing initiatives in a number of cities: Lincoln (Nebraska), Spokane (Washington), Manassas (Virginia), Houston (Texas), Antioch (California), San Antonio (Texas), Seattle (Washington), Columbia Heights (Minnesota), and Los Angeles (California).

Lincoln, Nebraska

The Lincoln (Nebraska) Police Department defines community-based policing as a value system that permeates the department and includes a number of elements including:

- **Citizen involvement.** The Lincoln Police Department takes a number of approaches to promoting citizen involvement. Volunteers (including retired senior citizens) and college interns support department activities. The department obtains input from citizens when making policy decisions and includes citizens on promotional boards. In addition, the department uses publications, web sites, public-access television, and town hall meetings to educate the department about police work.
- **Geographic assignment.** The department assigns commanders to geographical areas and gives them wide latitude to deploy their personnel and resources within that area. In addition, individual officers adopt smaller geographical areas.
- **Long-term assignments.** Officers work in the same geographical area for many years and their preferences for areas are considered when making assignments.
- **Decentralized decision making.** The department involves first line supervisors in making decisions that are typically reserved for command ranks in other police departments.
- **Proactive policing.** The department focuses on identifying emergent problems, gathering data, engaging stakeholders, and implementing specific strategies targeting the problems that are identified. Efforts are made to manage the department's workload so that blocks of time are available for officers to address identified problems.
- **Qualitative assessment.** The department defines success by focusing on results achieved and customer services rather than on strictly internal measures of the amount of work completed. The department has reduced the emphasis on common productivity measures such as clearance rates, numbers of arrests, and response times and increased the emphasis on outcomes.
- **Employee recognition and professional development.** The department frequently recognizes officers for initiative and innovation and for developing projects that achieve results.

To implement these strategies the department is divided into five geographically-based community teams that operate out of one or more substations. Each team is led by a police captain and includes civilian public service officers. Each team captain also has a citizen advisory council to facilitate communication between the team members and the community, and to assist the team in its decision-making.

Spokane, Washington.

The Spokane Police Department defines community-based policing as a value system that permeates the department and includes something for everyone. Community policing efforts in Spokane are organized around a number of programs and initiatives:

- The community opportunities program for youth (C.O.P.Y. Kids) is a 10-week summer program created to improve the relationship between Spokane youth and police officers, as well as to engender a sense of community responsibility among young residents of the city.
- The neighborhood investigative resource officer program allows citizens to have access to and work with a specific detective who is concerned with solving crimes in their neighborhoods.
- The BLOCK Braggers is a program designed to educate and empower citizens block by block and house by house to reduce crime and improve the overall quality of life in West Central Spokane.
- The department collaborated with the World Relief Organization to provide in-service training to all uniformed staff about the various refugee groups living in the city and the issues they face, with particular emphasis on the refugees' experiences with law enforcement in their countries of origin and their perceptions of police.
- The department has worked with a number of human services organizations to train more than 2,000 volunteers who staff police substations. The volunteers have been taught how to take police reports, deal with neighborhood nuisance abatement issues, disseminate resource information, and network with people from public agencies who provide a variety of services to the community. The substations are also used by sector patrol officers 24 hours a day to write reports and meet with citizens to discuss issues related to crime and public safety.

In addition, the department's police advisory committee meets once a month to address community concerns including matters that the public or committee members have brought for discussion. The police advisory committee's accomplishments include reviewing department policies; providing input regarding minority hiring and cross-cultural sensitivity; educating citizens about the role of a community-based philosophy; and providing input and feedback on department programs and projects. The department has also established a mental health steering committee that meets monthly to bring together first responders and mental health advocates/professionals.

Manassas, Virginia

The Manassas Police Department defines community policing as striving to prevent problems in neighborhoods by working with members of the community in a concerted effort to identify concerns, resolve problems, and to reduce crime and the fear of crime throughout the city. The citywide community policing plan assigns five neighborhood teams consisting of a lieutenant, sergeant, five officers, a traffic services officer, and a detective to different areas of the city and another team of officers is assigned to all businesses throughout the city. The community policing officers conduct foot patrols, bicycle patrols, and other activities designed to increase the visibility and accessibility of police officers. These officers also solicit community input on how to improve the city's quality of life.

Houston, Texas

The Houston Police Department's (HPD) mission is to enhance the quality of life in the City of Houston by working cooperatively with the public to prevent crime, enforce the law, preserve the peace, and provide a safe environment. Community policing efforts are organized around a number of programs and initiatives.

- **Positive Interaction Program.** The community service division's positive interaction program (PIP) holds monthly community meetings featuring speakers from different HPD divisions or different law enforcement agencies (e.g., judge, district attorney, prison warden) explaining how their division operates. The meetings also provide a opportunity for community members to meet the officers that patrol specific neighborhoods and get to know them on a first name basis. Each month a different person is chosen to ride with a police officer on an actual tour of duty and, at the next month's meeting, the citizen talks about his or her experience. Crime statistics are reported at the end of each meeting. In addition, after each formal meeting, a second, informal meeting is held that provides an opportunity to talk to other citizens; exchange ideas on how to help solve neighborhood problems; collect food; and raise money for scholarships.

The PIP program has been expanded from one pilot group in 1983 to 30 groups that meet every month throughout the city. Distinctive groups have been formed based on common needs and include apartment, business, school, and deaf and hard of hearing groups.

- **Greater Houston Loss Prevention Alliance.** HPD and a group of local retailers formed a partnership – Greater Houston Loss Prevention Alliance (GHLPA) – to focus on common crimes that occur in the retail community. Initially, GHLPA focused on a safe shopping campaign for the Christmas holidays and then broadened its focus to include other crimes (reducing motor vehicle burglaries, identity theft, and purse thefts).
- **Community liaisons.** Community liaisons interact with various community, ethnic and youth groups to provide feedback to the department regarding quality of life issues and community perceptions of crime.

- **Latino squad.** The Latino squad functions as a centralized squad primarily handling robbery cases with Hispanic victims. Currently, all of the investigators assigned to the squad speak Spanish.
- **Storefront operations.** The goals attached to storefront operations and community service units include improving neighborhood safety, reducing the level of fear associated with criminal activity, increasing citizen involvement with the police in solving neighborhood concerns, and improving the rapport between police officers and community members.
- **Differential response teams (DRTs).** Differential response teams have been established to address the concerns of citizens regarding crime and quality of life in their neighborhoods by using various problem-solving tactics that typically cannot be performed by patrol officers assigned to respond to calls-for-service. DRT officers, working with storefront operations, apply problem-solving skills and work closely with the community to correct problems that are outside of traditional law enforcement functions (e.g., the Rat on a Rat program which reports environmental hazards)

Antioch, California

In Antioch community policing is described as being a philosophy, a management style and an organizational strategy that promotes police and community partnerships and recognizes a shared responsibility and connection between the police and the community in making the city a safer place to live. Community policing efforts initially focused on areas experiencing high numbers of calls for service. Five years later the program had been implemented in five areas throughout the city and three years after that every neighborhood within the city was included.

The city is currently divided into 63 community policing reporting zones (RZ) which were designed based on an assessment of response times, crime rates, population, and geographical elements. Community policing officers are assigned to a specific reporting zone. When an issue is brought to the attention of the community policing officer, the officer utilizes any and all resources to not merely fix the problem, but to create a long-term solution. The community also agrees to assume ownership of their safety and well-being; serve as additional sets of eyes and ears for the department; and attend meetings and events.

San Antonio, Texas

The San Antonio Police Department defines community policing as a collaborative effort between the police department and community that identifies problems of crime and disorder and involves all elements of the community in the search for solutions to these problems. Community policing initiatives are founded on close, mutually beneficial ties between police and community members, and includes three essential and complementary core components:

- Partnerships between the police and the community
- Problem solving as a method of identifying and solving problems of concern to the community

- Change management within the police organization to accommodate increased community involvement

The department's efforts to implement community policing include store fronts; decentralized patrol substations; and the downtown foot and bicycle patrol unit. Two noteworthy initiatives are the business against theft network and the deployment of a fear free environment unit.

- **Business Against Theft Network.** The business against theft network (BAT-NET) crime alert program provides two-way communication between the police and businesses concerning current crime alerts, suspect descriptions and photos, BAT-NET meetings, and other messages of interest. The program originally focused on shoplifting and internal theft problems of businesses, but has been expanded to include all crimes that affect both large and small businesses. Meetings are held once a week and provide a forum to identify crime-prevention needs; discuss appropriate sentencing for offenders; improve liaison with the county district attorney's office; and to network with others with similar interests and concerns.
- **Fear Free Environment Unit.** Fear free environment unit officers are assigned to specific areas or neighborhoods within the city and work closely with both residents and the district patrol officers assigned to those areas. These officers are responsible for establishing and maintaining day-to-day interaction with residents and businesses within their assigned beats; acting as liaisons with other city agencies; working closely with schools and youth programs; coordinating graffiti-removal activities; and serving as resources to residents.

Seattle, Washington

The Seattle Police Department (SPD) has implemented micro community policing plans (MCPPs) designed to "put the police department's energy and resources into addressing the crimes that most concern each community in Seattle." MCPPs take a three-pronged approach to fighting neighborhood crime that includes:

- **Maintaining accurate and timely data that is relentlessly followed up on.** At twice a month meetings, the progress of the various initiatives is evaluated against the goals and objectives of the MCPPs. These meetings also serve as exercises in transparency.
- **Engaging problem solving partners from across the city.** The police department works with problem solving partners from across the city, including representatives from other branches of government. Using a social media platform called Nextdoor.com the SPD shares information between neighbors, connects local officers with the communities they serve, and disseminates information about the neighborhood's specific programs.
- **Partnering with Seattle University to conduct independent reviews and to refine policing approaches.** Seattle University conducts process evaluations of the MCPPs that incorporate both quantitative and qualitative data collection approaches. Impact on the nature and extent of crime, resident perceptions of crime, police-community interactions, and the overall implementation of the micro community

policing initiative are used to evaluate plans. As trends and patterns are identified, the department works with the community to refine the approaches used.

Columbia Heights, Minnesota

To help implement its new community policing philosophy the Columbia Heights Police Department established the grant funded position of community policing coordinator. The coordinator's time was split between establishing community partnerships and acting as a liaison for other officers who were being tasked with community policing responsibilities. In addition, officers were encouraged (and later required) to become involved in at least one of the department's community policing initiatives that were designed to forge positive relationships with the community. Officers could either participate in an existing program or suggest and implement new initiatives (as long as they were aligned with the department's strategic plan).

Los Angeles, California

A number of community policing initiatives are being implemented by the Los Angeles Police Department including the following:

- **Community police advisory boards (CPABs).** Each of the city's 21 geographic areas has a CPAB responsible for providing a voice in the policing of their communities by advising the area commanding officer on how to reduce the incidence and fear of crime in the community. The area commanding officer provides updates and explanations of LAPD programs to members of the CPAB. Each CPAB has two co-chairs – one is the area commanding officer and the other is a member of the community. The members of the CPAB are selected by the area commanding officer with recommendations from the community.
- **Senior lead officer (SLO) summits.** The purpose of these summits is to bring together key stakeholders from each area twice a year to identify and prioritize two or three significant problems specific to the area. These stakeholders may include representatives from neighborhood councils, neighborhood watches, the business community, the residential community, and local non-profits. Based upon the priorities established at the area summits, the senior lead officer convenes police and community collaborative teams consisting of at least two SLOs, one or more community group representatives, and representation from the local city council office to develop strategies to address these priorities.
- **Community Relationship Division (CRD).** The community relationship division (CRD) "continuously strives toward maintaining open avenues of discourse between the numerous and diversified communities and the LAPD by developing, recommending, and strengthening policy and programs that enhance police/community relations, increase understanding and cooperation, and reduce the fear of crime." Specifically, the CRD conducts training on community relations issues for recruit officers at the police academy, coordinates quarterly meetings between the chief of police and various community groups citywide (Asian, Hispanic, African-American, Gay and Lesbian, youth, and clergy), and responds to the scene of high-profile incidents, such as law enforcement-related deaths or injuries or major confrontations between the police and the public, to take a proactive role in quelling rumors and misinformation.

APPENDIX D – ACTIVITY ANALYSIS SURVEY RESULTS

APPENDIX D – ACTIVITY ANALYSIS SURVEY RESULTS

Based on the results of a focus group meeting with patrol officers and input from department managers, an on-line activity analysis survey was developed. The purpose of the survey was to determine how patrol officers spend their time during the course of a year across 10 categories of activity: general administrative; calls; reports; traffic enforcement; non-traffic proactive activities; special events; court-related activities; warrants; training; and other activities.

102 patrol officers who primarily respond to calls-for-service completed the survey. Patrol officers indicate that they currently devote 26.9 percent of their time responding to calls, 21.5 percent of their time on reports, and 18.1 percent of their time on general administrative activities.

Category	Activity	Percent Of Time Spent
Calls	Respond to calls; back up other officers; perform preliminary investigations; process evidence; respond to accidents; transport prisoners; book prisoners; process property	26.9%
Reports	Write reports; revise reports	21.5%
General administrative	Attend roll call; locate and inspect vehicles; check e-mail; clean out vehicles at the end of shift; check dashboard and body cameras; participate in disciplinary hearings	18.1%
Non-traffic proactive activities	Directed patrol; general patrol; field interviews; citizen contacts; residence checks; business checks; attend community meetings	6.0%
Traffic enforcement	Promote traffic safety through selective traffic enforcement; make traffic stops; issue traffic citations; direct traffic; DUI processing; call and wait for tow truck	5.5%
Other activities	Take meal breaks; take coffee breaks; take bathroom breaks; drive to and from the station at the beginning and end of the shift	5.4%
Training	Participate in in-service classroom and on-line training; participate in fire arms training; attend special schools	4.4%
Special events	Support special events including sports events, parades, demonstrations, and community events	4.2%
Court related activities	Meet with prosecutors and defense attorneys; participate in depositions; and attend court	4.1%
Warrants	Serve warrants	3.9%

Reported time allocations vary by shift.

Category	Amount Of Time Spent First Shift	Amount Of Time Spent Second Shift	Amount Of Time Spent Third Shift
Calls	21.3%	33.7%	22.2%
Reports	20.2%	22.0%	23.2%
General administrative	16.1%	18.3%	18.1%
Non-traffic proactive activities	8.1%	5.0%	6.2%
Traffic enforcement	5.9%	5.1%	5.2%
Other activities	4.8%	3.2%	8.1%
Training	5.5%	3.4%	5.2%
Special events	6.9%	3.3%	3.4%
Court related activities	6.0%	3.2%	3.8%
Warrants	5.3%	2.7%	4.7%

APPENDIX E – SCHEDULING ALTERNATIVE

APPENDIX E – SCHEDULING ALTERNATIVE

The staffing recommendations presented in Chapter VI assume that the schedule for patrol officers allows them every third weekend off and also that the days off for patrol supervisors are the same as for the officers they supervise. While both of these assumptions are reasonable (and the requirement that patrol supervisors have the same days off as the officers they supervise is required by the consent decree) these requirements also significantly increase staffing requirements. An alternative, more cost-effective schedule has been developed and is presented in Exhibits E-1 to E-8.

Recommended patrol officer staffing after taking into account expected absences and the need to assign on patrol officer to desk officer duties on the day and evening shifts is summarized in the following table.

District And Shift	Number Of Officers Scheduled	Relief Factor	Staffing After Relief	Staffing After Rounding(b)
District 1				
Day Shift(a)	13	1.19	15.47	16
Evening Shift(a)	14	1.19	16.66	17
Night Shift	9	1.19	10.71	11
District 2				
Day Shift(a)	13	1.19	15.47	16
Evening Shift(a)	13	1.19	15.47	16
Night Shift	9	1.19	10.71	11
District 3				
Day Shift(a)	15	1.19	17.85	18
Evening Shift(a)	15	1.19	17.85	18
Night Shift	12	1.19	14.28	14
District 4				
Day Shift(a)	14	1.19	16.66	17
Evening Shift(a)	14	1.19	16.66	17
Night Shift	9	1.19	10.71	11
District 5				
Day Shift(a)	14	1.19	16.66	17
Evening Shift(a)	15	1.19	17.85	18
Night Shift	11	1.19	13.09	13
District 6				
Day Shift(a)	13	1.19	15.47	16
Evening Shift(a)	13	1.19	15.47	16
Night Shift	10	1.19	11.90	12

PROPOSED ALTERNATIVE DISTRICT 1 SCHEDULE

Shift	Number Of Officers Needed	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Day 6:25 a.m. to 3:00 p.m.	3	3	3	3	3	3	off	off
	2	off	2	2	2	2	2	off
	0	off	off	0	0	0	0	0
	4	4	off	off	4	4	4	4
	0	0	0	off	off	0	0	0
	3	3	3	3	off	off	3	3
	0	0	0	0	0	off	off	0
Total	12	10	8	8	9	9	9	7
Evening 2:25 p.m. to 11:00	1	1	1	1	1	1	off	off
	2	off	2	2	2	2	2	off
	1	off	off	1	1	1	1	1
	3	3	off	off	3	3	3	3
	2	2	2	off	off	2	2	2
	2	2	2	2	off	off	2	2
	2	2	2	2	2	off	off	2
Total	13	10	9	8	9	9	10	10
Night 10:25 p.m. to 7:00 a.m.	1	1	1	1	1	1	off	off
	1	off	1	1	1	1	1	off
	2	off	off	2	2	2	2	2
	1	1	off	off	1	1	1	1
	2	2	2	off	off	2	2	2
	1	1	1	1	off	off	1	1
	1	1	1	1	1	off	off	1
Total	9	6	6	6	6	7	7	7
Total All Shifts	34							

PROPOSED ALTERNATIVE DISTRICT 2 SCHEDULE

Shift	Number Of Officers Needed	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Day 6:25 a.m. to 3:00 p.m.	3	3	3	3	3	3	off	off
	1	off	1	1	1	1	1	off
	1	off	off	1	1	1	1	1
	3	3	off	off	3	3	3	3
	0	0	0	off	off	0	0	0
	3	3	3	3	off	off	3	3
	1	1	1	1	1	off	off	1
Total	12	10	8	9	9	8	8	8
Evening 2:25 p.m. to 11:00	3	3	3	3	3	3	off	off
	0	off	0	0	0	0	0	off
	1	off	off	1	1	1	1	1
	3	3	off	off	3	3	3	3
	1	1	1	off	off	1	1	1
	3	3	3	3	off	off	3	3
	1	1	1	1	1	off	off	1
Total	12	11	8	8	8	8	8	9
Night 10:25 p.m. to 7:00 a.m.	0	0	0	0	0	0	off	off
	2	off	2	2	2	2	2	off
	1	off	off	1	1	1	1	1
	2	2	off	off	2	2	2	2
	2	2	2	off	off	2	2	2
	0	0	0	0	off	off	0	0
	2	2	2	2	2	off	off	2
Total	9	6	6	5	7	7	7	7
Total All Shifts	33							

PROPOSED ALTERNATIVE DISTRICT 3 SCHEDULE

Shift	Number Of Officers Needed	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Day								
6:25 a.m. to 3:00 p.m.	1	1	1	1	1	1	off	off
	3	off	3	3	3	3	3	off
	2	off	off	2	2	2	2	2
	2	2	off	off	2	2	2	2
	2	2	2	off	off	2	2	2
	2	2	2	2	off	off	2	2
	2	2	2	2	2	off	off	2
Total	14	9	10	10	10	10	11	10
Evening								
2:25 p.m. to 11:00	2	2	2	2	2	2	off	off
	2	off	2	2	2	2	2	off
	2	off	off	2	2	2	2	2
	2	2	off	off	2	2	2	2
	2	2	2	off	off	2	2	2
	2	2	2	2	off	off	2	2
	2	2	2	2	2	off	off	2
Total	14	10	10	10	10	10	10	10
Night								
10:25 p.m. to 7:00 a.m.	0	0	0	0	0	0	off	off
	2	off	2	2	2	2	2	off
	2	off	off	2	2	2	2	2
	2	2	off	off	2	2	2	2
	2	2	2	off	off	2	2	2
	2	2	2	2	off	off	2	2
	2	2	2	2	2	off	off	2
Total	12	8	8	8	8	8	10	10
Total All Shifts	40							

PROPOSED ALTERNATIVE DISTRICT 4 SCHEDULE

Shift	Number Of Officers Needed	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Day								
6:25 a.m. to 3:00 p.m.	0	0	0	0	0	0	off	off
	1	off	1	1	1	1	1	off
	4	off	off	4	4	4	4	4
	0	0	off	off	0	0	0	0
	4	4	4	off	off	4	4	4
	0	0	0	0	off	off	0	0
	4	4	4	4	4	off	off	4
Total	13	8	9	9	9	9	9	12
Evening								
2:25 p.m. to 11:00	2	2	2	2	2	2	off	off
	1	off	1	1	1	1	1	off
	3	off	off	3	3	3	3	3
	1	1	off	off	1	1	1	1
	2	2	2	off	off	2	2	2
	2	2	2	2	off	off	2	2
	2	2	2	2	2	off	off	2
Total	13	9	9	10	9	9	9	10
Night								
10:25 p.m. to 7:00 a.m.	0	0	0	0	0	0	off	off
	2	off	2	2	2	2	2	off
	1	off	off	1	1	1	1	1
	1	1	off	off	1	1	1	1
	2	2	2	off	off	2	2	2
	1	1	1	1	off	off	1	1
	2	2	2	2	2	off	off	2
Total	9	6	7	6	6	6	7	7
Total All Shifts	35							

PROPOSED DISTRICT 5 SCHEDULE

Shift	Number Of Officers Needed	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Day								
6:25 a.m. to 3:00 p.m.	2	2	2	2	2	2	off	off
	2	off	2	2	2	2	2	off
	3	off	off	3	3	3	3	3
	1	1	off	off	1	1	1	1
	1	1	1	off	off	1	1	1
	2	2	2	2	off	off	2	2
	2	2	2	2	2	off	off	2
Total	13	8	9	11	10	9	9	9
Evening								
2:25 p.m. to 11:00	3	3	3	3	3	3	off	off
	1	off	1	1	1	1	1	off
	3	off	off	3	3	3	3	3
	1	1	off	off	1	1	1	1
	2	2	2	off	off	2	2	2
	3	3	3	3	off	off	3	3
	1	1	1	1	1	off	off	1
Total	14	10	10	11	9	10	10	10
Night								
10:25 p.m. to 7:00 a.m.	1	1	1	1	1	1	off	off
	1	off	1	1	1	1	1	off
	2	off	off	2	2	2	2	2
	1	1	off	off	1	1	1	1
	2	2	2	off	off	2	2	2
	2	2	2	2	off	off	2	2
	2	2	2	2	2	off	off	2
Total	11	8	8	8	7	7	8	9
Total All Shifts	38							

PROPOSED ALTERNATIVE DISTRICT 6 SCHEDULE

Shift	Number Of Officers Needed	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Day 6:25 a.m. to 3:00 p.m.	2	2	2	2	2	2	off	off
	2	off	2	2	2	2	2	off
	0	off	off	0	0	0	0	0
	4	4	off	off	4	4	4	4
	0	0	0	off	off	0	0	0
	3	3	3	3	off	off	3	3
	1	1	1	1	1	off	off	1
Total	12	10	8	8	9	8	9	8
Evening 2:25 p.m. to 11:00	2	2	2	2	2	2	off	off
	2	off	2	2	2	2	2	off
	1	off	off	1	1	1	1	1
	2	2	off	off	2	2	2	2
	1	1	1	off	off	1	1	1
	2	2	2	2	off	off	2	2
	2	2	2	2	2	off	off	2
Total	12	9	9	9	9	8	8	8
Night 10:25 p.m. to 7:00 a.m.	1	1	1	1	1	1	off	off
	0	off	0	0	0	0	0	off
	3	off	off	3	3	3	3	3
	0	0	off	off	0	0	0	0
	4	4	4	off	off	4	4	4
	0	0	0	0	off	off	0	0
	2	2	2	2	2	off	off	2
Total	10	7	7	6	6	8	7	9
Total All Shifts	34							

PROPOSED ALTERNATIVE DISTRICT 7 SCHEDULE

Shift	Number Of Officers Needed	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Day 6:25 a.m. to 3:00 p.m.	3	3	3	3	3	3	off	off
	2	off	2	2	2	2	2	off
	1	off	off	1	1	1	1	1
	4	4	off	off	4	4	4	4
	1	1	1	off	off	1	1	1
	4	4	4	4	off	off	4	4
	1	1	1	1	1	off	off	1
Total	16	13	11	11	11	11	12	11
Evening 2:25 p.m. to 11:00	2	2	2	2	2	2	off	off
	2	off	2	2	2	2	2	off
	3	off	off	3	3	3	3	3
	1	1	off	off	1	1	1	1
	3	3	3	off	off	3	3	3
	2	2	2	2	off	off	2	2
	2	2	2	2	2	off	off	2
Total	15	10	11	11	10	11	11	11
Night 10:25 p.m. to 7:00 a.m.	2	2	2	2	2	2	off	off
	1	off	1	1	1	1	1	off
	1	off	off	1	1	1	1	1
	3	3	off	off	3	3	3	3
	2	2	2	off	off	2	2	2
	2	2	2	2	off	off	2	2
	2	2	2	2	2	off	off	2
Total	13	11	9	8	9	9	9	10
Total All Shifts	44							

PROPOSED ALTERNATIVE DISTRICT 8 SCHEDULE

Shift	Number Of Officers Needed	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Day 6:25 a.m. to 3:00 p.m.	2	2	2	2	2	2	off	off
	1	off	1	1	1	1	1	off
	0	off	off	0	0	0	0	0
	3	3	off	off	3	3	3	3
	0	0	0	off	off	0	0	0
	3	3	3	3	off	off	3	3
	0	0	0	0	0	off	off	0
Total	9	8	6	6	6	6	7	6
Evening 2:25 p.m. to 11:00	1	1	1	1	1	1	off	off
	1	off	1	1	1	1	1	off
	1	off	off	1	1	1	1	1
	2	2	off	off	2	2	2	2
	1	1	1	off	off	1	1	1
	2	2	2	2	off	off	2	2
	1	1	1	1	1	off	off	1
Total	9	7	6	6	6	6	7	7
Night 10:25 p.m. to 7:00 a.m.	0	0	0	0	0	0	off	off
	0	off	0	0	0	0	0	off
	3	off	off	3	3	3	3	3
	0	0	off	off	0	0	0	0
	4	4	4	off	off	4	4	4
	0	0	0	0	off	off	0	0
	2	2	2	2	2	off	off	2
Total	9	6	6	5	5	7	7	9
Total All Shifts	27							

District And Shift	Number Of Officers Scheduled	Relief Factor	Staffing After Relief	Staffing After Rounding(b)
District 7				
Day Shift(a)	17	1.19	20.23	20
Evening Shift(a)	16	1.19	19.04	19
Night Shift	13	1.19	15.47	16
District 8				
Day Shift(a)	10	1.19	11.90	12
Evening Shift(a)	10	1.19	11.90	12
Night Shift	9	1.19	10.71	11

(a) Includes one desk officer on the day and evening shifts.

(b) Staffing needs below .33 FTEs are rounded down to promote continuity on shifts.

Total staffing by shift under the alternative schedule is presented in the following table.

District And Shift	Police Officer	Sergeant	Lieutenant	Total
District 1				
Day Shift(a)	16	2	1	19
Evening Shift(a)	17	2	1	20
Night Shift	11	2	1	14
District 2				
Day Shift(a)	16	2	1	19
Evening Shift(a)	16	2	1	19
Night Shift	11	2	1	14
District 3				
Day Shift(a)	18	3	1	22
Evening Shift(a)	18	3	1	22
Night Shift	14	2	1	17
District 4				
Day Shift(a)	17	2	1	20
Evening Shift(a)	17	2	1	20
Night Shift	11	2	1	14
District 5				
Day Shift(a)	17	2	1	20
Evening Shift(a)	18	3	1	22
Night Shift	13	2	1	16
District 6				
Day Shift(a)	16	2	1	19
Evening Shift(a)	16	2	1	19
Night Shift	12	2	1	15

District And Shift	Police Officer	Sergeant	Lieutenant	Total
District 7				
Day Shift(a)	20	3	1	24
Evening Shift(a)	19	3	1	23
Night Shift	16	2	1	19
District 8				
Day Shift(a)	12	2	1	15
Evening Shift(a)	12	2	1	15
Night Shift	11	2	1	14
Total	364	53	24	441

The alternative schedule requires 36 fewer officers and 19 fewer sergeants than the recommended schedule.

