Savannah And Chatham County, Georgia

REPORT OF A POLICE DEPARTMENT MANAGEMENT STUDY AND DEVELOPMENT OF AN EVIDENCE BASED STAFFING FORMULA

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BERKSHIRE ADVISORS, INC.
General Management Consultants

Savannah And Chatham County

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I – INTRODUCTION

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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

This engagement had two primary objectives. One objective was to conduct an organizational review, workload, and performance review of the police department. The second objective was to develop an evidence based funding formula that can be used to determine how to allocate the police department costs between the City of Savannah and Chatham County.

Both quantitative and qualitative analytic methods were used to conduct this study. Extensive interviewing was conducted within the police department. More than 80 interviews were conducted with department managers, supervisors, and line employees, focus group meetings were held with community representatives and elected officials, benchmarking information was obtained from eight police departments, best practices information was reviewed for four areas, 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 Savannah Chatham Metropolitan Police Department's operations.

REPORT ORGANIZATION

This report is divided into seven chapters and seven appendices:

I – Introduction (this chapter)

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

III – Overview – presents an overview of the challenges facing the police department and outlines recommendations to address these challenges

IV – Improving Operational Efficiency And Effectiveness – lists effective practices currently employed by the department and details observations and recommendations to improve the department's efficiency and effectiveness

V – Staffing – specifies the staff resources needed to achieve desired levels of service

VI – Funding Formula – describes key features of the recommended evidence based funding formula

VII – Implementation – outlines the steps that should be taken to implement study recommendations and presents an implementation plan

Appendix A – Benchmark Results – presents benchmark information from eight police departments

Appendix B – Best Practices Findings – presents best practices findings in four areas

Appendix C – Community Focus Group Findings – summarizes the results of four focus group meetings with community representatives

Appendix D – Approach To Adjusting Staffing To Account For Expected Absences – describes the approach used to adjust staffing to account for expected absences

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

Appendix F – Cost To Outfit Vehicles And Officers – details the cost required to outfit vehicles and officers

Appendix G – Allocation Of Patrol Officer Staffing – details how the patrol officer allocations in the funding formula were determined

II – EXECUTIVE SUMMARY

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This summary of study findings and recommendations is divided into six parts: overview, management infrastructure, improving operational effectiveness and efficiency, staffing, evidence based funding formula, and implementation. The body of the report (Chapters III, IV, V, VI and VII) presents a more detailed discussion of these and other issues.

A – OVERVIEW

Instability has characterized the Savannah Chatham Metropolitan Police Department (SCMPD) for much of the past 16 years. In particular, in recent years the SCMPD has suffered from a lack of continuity in leadership and high levels of turnover.

Due in large part to the efforts and influence of the current chief, the department has emerged from this period of turmoil poised for future success. Without investments in personnel, technology, and facilities, however, the progress the department has achieved will be difficult to sustain. In particular additional personnel are needed to improve response to calls-for-service and to support proactive initiatives to improve community relations and to reduce crime. Moreover, while the department has made significant investments in technology, additional investments will be needed in both the short term and the long term. Facility improvements are also needed in selected areas. As these investments are made, the department should take steps to improve its operational efficiency and effectiveness.

B – MANAGEMENT INFRASTRUCTURE

The department currently lacks the management systems needed to support internal accountability while at the same time providing a framework for building community relationships, reducing crime, and improving service. From an internal perspective, the department currently lacks a culture of accountability. The lack of accountability stems in large part from the fact that the quality of managers and supervisors within the department is inconsistent. Moreover, from an external perspective the systems and structures needed to support systemic efforts to build community relationships, reduce crime, and ensure residents receive high quality services are not in place.

Six steps should be taken to establish the management infrastructure needed to support improved efficiency and effectiveness.

- Step 1: Clarify the vision for how policing will be done in the SCMPD
- Step 2: Develop systems and approaches to monitor consistency with the department's vision
- Step 3: Develop systems and approaches to support implementation of the department's vision
- Step 4: Develop the organizational capabilities needed to implement the vision
- Step 5: Modify organizational roles and responsibilities to support the department's vision for policing

- Step 6: Increase organizational capacity to provide the resources needed to establish the recommended management infrastructure

This management infrastructure, when implemented, will address concerns about whether officers spend enough time patrolling in unincorporated areas of the county. Indeed, if standards for response time expectations are established (and sufficient staffing to meet these response expectations is provided) and precinct captains are held accountable for meeting these expectations, officers will be required to patrol in areas that are in close proximity to where incidents occur. If they do not patrol in these areas response time expectations will not be met.

C – IMPROVING OPERATIONAL EFFECTIVENESS AND EFFICIENCY

The Savannah Chatham Metropolitan Police Department currently employs many effective practices (many of which are detailed in Chapter IV). More than 40 opportunities to improve operational efficiency and effectiveness have also been identified. The highest priority recommendations that require governing board input are discussed below.

Use Of Technology

The department has made significant investments in technology. While the department should be commended for these investments, additional investments should be made in both the short term and the long term. In the short term, the department should shore up existing technology investments in a number of areas including increasing the number of body worn cameras and ensuring functioning MDTs are available in all patrol vehicles. In addition, as automatic vehicle locator technology is implemented the department should place a high priority on developing the capability to prepare reports that provide meaningful data on patrol operations.

Over the long term the department should make investments in technology that will support and enhance its strategic initiatives. These investments might include acquiring more automated license plate readers, expanding the use of surveillance cameras, acquiring technology that will support real time decision making when responding to incidents, and acquiring total station technology to assist in the mapping of major crime scenes. The department should also explore updating its RMS system (that has not been upgraded in nine years) and CAD system.

Take Home Cars

There are numerous advantages to allowing officers who drive marked police vehicles and live within areas served by the SCMPD to take cars home. The police department recognizes the value of patrol officers taking home cars but currently limits eligibility for the program to officers who have been with the department continuously for the past two years. This limitation reduces the reach of the program.

The department should modify its take home car program so that all officers who drive marked vehicles and live within the city limits of Savannah or in unincorporated Chatham County receive take home cars. At the same time the department considers expanding the number of officers who take marked cars home, the department should also consider the operational benefits of allowing officers who drive unmarked vehicles to take them

home. (While there is no operational benefit to allowing officers who do not live in Savannah or unincorporated Chatham County to take cars home if access to a vehicle is considered part of officer compensation – or provides a significant benefit when recruiting officers – this restriction might be eased.)

Salary Compression

While the city, county, and police department should be commended for taking steps to increase police officer compensation, steps should also be taken to change the salary structure to increase the difference in compensation between the ranks. The salary compression issue is most problematic for the promotion from star corporal to sergeant and the promotion from sergeant to lieutenant.

Providing Services To Other Agencies

At present, the SCMPD assists other jurisdictions in responding to incidents that require specialized expertise (for example, bomb and SWAT) but for which the number of incidents responded to is low. From a management perspective it makes sense for the largest police agency in the area to provide these services. It does not make sense, however, for the SCMPD to bear the total cost of training and equipping staff to respond to specialized incidents in other jurisdictions. Nor does it make sense for the SCMPD to assume liability for actions taken when serving other jurisdictions.

Two approaches to providing services to other jurisdictions should be considered. One approach would be for these services to be provided on a regional basis with the entity providing the service being funded by the participating jurisdictions. Alternatively, the department could continue to provide these specialized services but seek reimbursement from the smaller agencies for the services that are provided.

Communications (E911/Dispatch) Facilities

Existing communications facilities are cramped, poorly designed, and may pose a health risk for communications employees. In addition to the condition of primary communications facilities, back-up facilities are limited. To address these issues the department should place a high priority on establishing a new communications center and on establishing back-up facilities that would ensure operations are maintained in severe weather emergencies.

Communications (E911/Dispatch) Funding

An assessment should be performed of whether each of the jurisdictions for which the department provides 911 call-taking and dispatch services is paying an equitable share of the center's cost. While conducting a thorough assessment of communications funding was beyond the scope of this study, conducting such a review would be worthwhile to ensure local municipalities served by the communications center pay an equitable share of the center's costs.

D – STAFFING

Staffing increases are needed to improve services levels and provide the department with the capacity to focus more efforts on proactive initiatives. Proactive initiatives focus on efforts to reduce or control crime and to improve community relations. Such functions include crime suppression units, crime prevention officers, the strategic investigations unit, and the tourist oriented policing unit.

Precinct staffing. As the following table shows, the response times the department currently achieves 90 percent of the time range from 11 minutes and 30 seconds in the Downtown precinct to 19 minutes and 55 seconds in the West Chatham precinct.

Call Priority	West Chatham	Downtown	Central	Southside	Islands
Priority 1	19:55	11:30	14:06	12:04	13:54
Priority 2	28:06	15:25	20:47	17:05	18:43
Priority 3	36:39	19:56	28:20	23:22	24:48
Priority 4	46:31	25:47	41:37	29:01	31:01

Increases in patrol staffing are needed to improve response times. Two alternative response time expectations were established and the staffing needed to achieve response times at the 90th percentile under each scenario were evaluated.

	Scenario 1	Scenario 2
Priority 1	7 Minutes	10 Minutes
Priority 2	12 Minutes	12 Minutes
Priority 3 and Priority 4	23 Minutes	23 Minutes

To achieve the Scenario 1 response time expectations the analysis suggests that 69 additional positions are needed, while to achieve the Scenario 2 response time expectations 34 additional positions are needed. (In addition, in the short-term the equivalent of 23.6 full-time equivalent officers on overtime are needed to strengthen training.) In addition, six additional sergeants are needed to achieve Scenario 1 response times and three additional sergeants are needed to achieve the Scenario 2 response times.

Additional staffing is also needed to support precinct investigations and to ensure the critical mass needed to support crime suppression operations. Deploying civilian community resource officers to respond to calls does not reduce patrol staffing needs, however, and these positions should be discontinued through attrition or assignment to another vacant position within the city or county.

Criminal investigations. Additional staffing should be assigned to the violent crimes, robbery, and special victims units to address existing workload and to improve performance. As noted, modifying the approach used to gather evidence at crime scenes will allow field forensics staffing to be reduced (from eight to two positions) but these savings should be offset by the addition of one technician needed to support other forensics functions.

Communications (E911/dispatch) staffing. The communications unit currently lacks the staffing to meet National Emergency Number Association (NENA) standards.[1] To meet these standards, while also improving dispatch services, 19 additional line communications officer positions and two additional supervisory positions are needed.

Proactive Staffing. Discussions with city, county, and department staff suggest that over time the department aspires to devote 60 percent of its sworn resources to proactive activities and 40 percent to responsive activities. In the short term, however, the department should strive to achieve an equal emphasis on addressing responsive and proactive needs. To achieve the desired balance between proactive and responsive services, 56.7 additional sworn officers will be needed to provide proactive services under the alternative where ten minute response time expectations have been established and 34.0 additional positions will be needed to provide proactive services under the alternative where seven minute response time expectations have been established.

Vacancy replacement. Based on turnover over the past four years 52.68 sworn officer positions should be funded to ensure positions can be filled as they become vacant (or 12.68 positions more than the forty police officer trainee positions that currently exist). In addition, 12.89 communications positions should be funded to account for vacancy replacement.

Summary. Summaries of the implications of implementing the recommendations to improve efficiency and effectiveness and the staffing recommendations are detailed in Exhibits II-1 and II-2 (presented at the end of this chapter). The staffing summary presented in Exhibit II-1 assumes that the department will provide sufficient staffing to respond to high priority calls within seven minutes 90 percent of the time and that equal effort will be focused on responsive and proactive activities. (The department's goal, however, is to devote 60 percent of sworn officer resources on proactive initiatives.) The staffing summary presented in Exhibit II-2 assumes that the department will provide sufficient staffing to respond to high priority calls within 10 minutes 90 percent of the time and that equal effort will be focused on responsive and proactive activities.

E – EVIDENCE BASED FUNDING FORMULA

The recommended evidence based funding formula equitably allocates the costs of the SCMPD between the City of Savannah and Chatham County in a manner that considers the diversity of functions performed by the police department (and the need to take different approaches to allocating costs for various functions) while also minimizing the administrative burden on staff.

[1] The NENA suggests that 90 percent of all 911 calls arriving at the Public Safety Answering Point (PSAP) shall be answered within 10 seconds during the hour each day with the greatest call volume and 95 percent of all 911 calls shall be answered within 20 seconds. The analysis also assumes that 80 percent of non-emergency calls will be answered within 20 seconds.

The evidence based funding formula model indicates that after excluding functions that are 100 percent funded by the city[2], 26.6 percent of department positions should be funded by the county and 73.4 percent should be funded by the city.

	Sworn	Civilian	All Positions
City	76.2%	69.1%	73.4%
County	23.8%	30.9%	26.6%

In addition, of the current vehicles assigned to the police department 432 vehicles (or 3.57 more than the current number) should be supplied by the city and 143 (or 3.57 fewer than the current number) should be supplied by the county. Personnel costs and other non-technology costs should be allocated based on the overall percentage of positions supported by the city (73.4 percent) and the county (26.6 percent). In general, technology related costs – that are do not benefit a single unit – should be allocated based on the overall percentage of sworn positions supported by the city (76.2 percent) and the county (23.8 percent).

F – IMPLEMENTATION

The city, the county, and the police department should take four initial steps to begin the process of implementing the study recommendations. First, the City Council and the County Board of Commissioners should review the report and adopt its recommendations in principle. Second, the police department should provide its comments on the report. Third, the city and county managers should work with the chief of police to establish a task force to guide the implementation of study staffing and management recommendations. Progress in implementing recommendations should be monitored at regular intervals. Finally, the personnel and labor implications of the study recommendations should be clarified to remove any uncertainty about how implementing study recommendations will affect individual employees.

[2] Functions that are 100 percent funded by the city include mounted, strategic investigations, impact, and crimestoppers.

Exhibit II-1

SUMMARY OF STAFFING IMPLICATIONS
90 Percent Of High Priority Calls Responded To Within 7 Minutes

	Police Lieutenant	Police Sergeant	Police Corporal Or Officer	Civilian Supervisor	Civilian	Total Sworn	Total Civilian	Total All Positions
Office Of The Chief					1.0		1.0	1.0
Professional Standards								
Recruiting					1.0		1.0	1.0
Training					1.0		1.0	1.0
Patrol								
Patrol		6.0	69.0			75.0		75.0
Precinct Investigations			6.0			6.0		6.0
Precinct Crime Suppression			12.0			12.0		12.0
Precinct Community Resource Officers					(10.0)		(10.0)	(10.0)
Downtown Special Operations			2.0			2.0		2.0
Other Precinct (Includes Juvenile)	(1.0)		3.0			2.0		2.0
SIU			7.0			7.0		7.0
SARIC			5.0			5.0		5.0
Investigations								
Homicide			3.0			3.0		3.0
Aggravated Assault			1.0			1.0		1.0
Robbery			2.0			2.0		2.0
Special Victims			4.0			4.0		4.0
Pawn Shop					(2.0)		(2.0)	(2.0)
Forensics			(6.0)		1.0	(6.0)	1.0	(5.0)
Special Operations								
Traffic			2.0			2.0		2.0
Canine			2.0			2.0		2.0
Crime Free Housing			3.0			3.0		3.0
Communications								
Administration					1.0		1.0	1.0
Call-Taking And Dispatch				2.0	19.0		21.0	21.0
Information Management					1.0		1.0	1.0
Total Before Vacancies	(1.0)	6.0	115.0	2.0	13.0	120.0	15.0	135.0
Vacancies								
Sworn			12.7			12.7		12.7
Communications					(1.0)		(1.0)	(1.0)
Total Including Vacancies	(1.0)	6.0	127.7	2.0	12.0	132.7	15.0	146.7

Exhibit II-2

SUMMARY OF STAFFING IMPLICATIONS
90 Percent Of High Priority Calls Responded To Within 10 Minutes

	Police Lieutenant	Police Sergeant	Police Corporal Or Officer	Civilian Supervisor	Civilian	Total Sworn	Total Civilian	Total All Positions
Office Of The Chief					1.0		1.0	1.0
Professional Standards								
Recruiting					1.0		1.0	1.0
Training					1.0		1.0	1.0
Patrol								
Patrol		3.0	34.0			37.0		37.0
Precinct Investigations			11.0			11.0		11.0
Precinct Crime Suppression(a)			12.0			12.0		12.0
Precinct Community Resource Officers					(10.0)		(10.0)	(10.0)
Downtown Special Operations			2.0			2.0		2.0
Other Precinct (Includes Juvenile)	(1.0)		3.0			2.0		2.0
SIU			7.0			7.0		7.0
SARIC			5.0			5.0		5.0
Investigations								
Homicide			3.0			3.0		3.0
Aggravated Assault			1.0			1.0		1.0
Robbery			2.0			2.0		2.0
Special Victims			4.0			4.0		4.0
Pawn Shop					(2.0)		(2.0)	(2.0)
Forensics			(6.0)		1.0	(6.0)	1.0	(5.0)
Special Operations								
Traffic			2.0			2.0		2.0
Canine			3.0			3.0		3.0
Crime Free Housing			3.0			3.0		3.0
Communications								
Administration					1.0		1.0	1.0
Call-Taking And Dispatch				2.0	19.0		21.0	21.0
Information Management					1.0		1.0	1.0
Not Specified Proactive Positions(a)			16.7			16.7		16.7
Total Before Vacancies	(1.0)	3.0	86.0	2.0	13.0	88.0	15.0	119.7
Vacancies								
Sworn			12.7			12.7		12.7
Communications					(1.0)		(1.0)	(1.0)
Total Including Vacancies	(1.0)	3.0	98.7	2.0	12.0	100.7	15.0	131.4

(a) The preferred allocation of 16.7 proactive positions was not specified by the department.

III – OVERVIEW

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Instability has characterized the Savannah Chatham Metropolitan Police Department (SCMPD) for much of the past 16 years. Over this period – during which six different police chiefs have led the department – the SCMPD has suffered from a lack of continuity in leadership. This instability culminated in the conviction of the most recent police chief for commercial gambling and conspiracy to obstruct the enforcement of criminal laws. A number of other officers were fired, resigned, or quit in the wake of this scandal. The problems associated with leadership instability have recently been exacerbated by extremely high levels of turnover. In 2015, turnover among sworn officers was 21 percent – more than double the average turnover among sworn officers in the previous 10 years (9.9 percent).[1] Moreover, while the challenges associated with merging the county and city police departments seem to largely have been addressed, the merger did create disruptions that affected the police department's organizational environment.

Due in large part to the efforts and influence of the current chief, the department has emerged from this period of turmoil poised for future success. The chief's leadership style – which was consistently praised in internal interviews – has provided a much needed steadying influence. In addition, he has taken action to address the most pressing problems facing the department. In particular, he has worked with city and county leaders to make department compensation more competitive. He has also invested in the training of department employees. Most notably, all department managers are participating in a leadership program. Under the chief's leadership the department is also undertaking initiatives to address the problem of violent crime. The violent crimes task force that is deployed periodically has had great success. In addition, the End Gun Violence Program focuses on reducing crime by high-risk individuals.

Without investments in personnel, technology, and facilities the progress the department has achieved will be difficult to sustain. In particular additional personnel are needed to improve response to calls-for-service and to support proactive initiatives to improve community relations and to reduce crime. Moreover, while the department has made significant investments in technology, additional investments will be needed in both the short term and the long term. Facility improvements are also needed in selected areas.

As these investments are made, the department should take steps to improve its operational efficiency and effectiveness. Taking advantage of opportunities to improve efficiency will free resources that can be reinvested in department operations. Moreover, addressing opportunities to strengthen operational effectiveness will help to ensure the department is maximizing the return on the investments that are made.

[1] In 2016 sworn turnover returned to a more typical 10.3 percent.

IV – IMPROVING OPERATIONAL EFFICIENCY AND EFFECTIVENESS

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This chapter is divided into two parts. The first part identifies some of the many effective practices the police department currently employs. The second part presents recommendations to improve the department's operational efficiency and effectiveness.

A – EFFECTIVE PRACTICES

The Savannah Chatham Metropolitan Police Department currently employs many effective practices. Some of these practices include the following:

- **Promotional practices**. The police chief's ability to bring about change within the organization is facilitated by the fact that he has the authority to promote assistant chiefs and majors

- **Internal affairs**. An effective early warning system to identify "problem officers" has been established

- A sample of 911 calls and body camera videos are reviewed on a regular basis

- Major internal affairs investigations are handled outside the department

- **Recruiting and hiring**. The employment application has been streamlined and the application process can be completed on-line

- Application information relating to gender, ethnicity, level of education, whether the applicant is a regional or national candidate, and how people who are hired were contacted is tracked

- Recruitment related marketing has been tailored to focus on recruiting millennials

- A mix of sworn and civilian recruiters is used

- Contractors are used to conduct background investigations

- **Training**. The department has established an expectation that all supervisors complete leadership training

- The department has established an expectation that all sworn officers below the level of captain be Crisis Intervention Team (CIT) certified[1]

- The department conducts a training needs assessment every year

- Experts from outside the department (e.g., US Attorney and District Attorney representatives) support department training efforts

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[1] Crisis Intervention Team (CIT) training is a training program developed to help police officers react appropriately to situations involving individuals who are mentally ill or developmentally disabled.

- **Strategic Investigations Unit**. The Strategic Investigations Unit (SIU) has had great success in arresting targeted offenders

- **Savannah Area Regional Intelligence Center (SARIC)**. SARIC maintains an intelligence website on which information is shared with other communities

- SARIC works with the Department of Community Supervision to identify people on parole who have a history of violent crimes

- **Field Operations**. Precincts use light duty officers to call citizens who are victims of crimes without leads

- In general, sergeants are expected to review reports by the end of their shifts

- Monthly activity reports are prepared that track activities performed including "walk and talks," buildings checked, and number of arrests

- Patrol officers assist animal control by picking up stray dogs and taking them to the animal shelter

- **Criminal investigations**. Solvability factors are used to determine when to assign cases

- The position of detective is an assignment not a rank

- The on-line program that is used to obtain information from pawn shops, gold buyers, and precious metals dealers is extremely effective

- **Adjutant**. The department monitors charges for prisoner medical care to ensure that these charges are appropriate

- The department seeks Medicaid reimbursement for the medical care of persons in its custody

- **Canine**. Canine officers provide back-up on calls and support "hot spot" policing

- **Mounted**. The mounted sergeant uses Compstat reports to determine where horses should be deployed when no specific request for mounted patrol has been received

- **Part-time specialized units**. Using part-time units to provide low incidence high expertise functions such as aviation, bomb, dive, hostage negotiation, mobile field force, and SWAT is cost effective

- **Traffic**. The department deploys red light cameras at four locations and smart signs to supplement traffic enforcement efforts

- The department publicizes radar hot spots

- Total station technology is used to support accident reconstruction efforts

- **Information management services**. The department replaced the sergeant who previously led this unit with a civilian
- Turnaround times for records requests and criminal history checks are reasonable
- A range of approaches to obtaining records are available
- Unit supervisors are typically working supervisors
- **Property and evidence**. The management of this unit has been assigned to a civilian
- The property and evidence room is well organized
- Storage locations for guns, money, and drugs are secured by a secondary alarm system and accessed by the technicians via a swipe badge that can be used to track who entered the secure area and at what time
- Guns and ammunition are generally released on separate days (although exceptions may be made for people who do not live in the area)
- Tracking of items is excellent – no lost item reports have had to be written in years
- **Quartermaster**. The department has a contract with Staples to provide general office supplies – items are delivered on an "as needed" basis to the location where they are needed
- **Fleet Management**. The department provides take home cars to officers who have been employed by the department for two years
- Fleet management considers age, mileage, repair record, and driver input when determining when vehicles should be taken out of service
- **Personnel**. Personnel technicians are cross-trained
- **Technology**. The department is considering acquiring a time keeping system that has the potential to improve administrative efficiency, strengthen management, and facilitate cost recovery relating to extra duty employment

B – IMPROVEMENT OPPORTUNITIES

Improvement opportunities have been grouped into six categories: issues affecting the entire department; field operations issues; criminal investigations issues; special operations issues; communications (E911 and dispatch) issues; and issues affecting other units.

ISSUES AFFECTING THE ENTIRE DEPARTMENT

Opportunities to improve operational efficiency and effectiveness that affect the entire police department have been identified in a number of areas: governance; management infrastructure; perceptions of patrol; perceptions of civilians; use of technology; take

home cars; salary compression; civil service protection; response to medical emergencies; providing services to other agencies; warrant service; and civilianization.

Governance

The current structure for governing the SCMPD creates a burden on department managers. Because the SCMPD serves, and is funded by, unincorporated areas of Chatham County and the City of Savannah, it is important that the SCMPD be responsive to both city and county managers and to city and county elected officials. Not only do the current reporting relationship require the time of the department's senior managers but the number of management reports that must be prepared consumes a large potion of the time of department analysts. Indeed, analysts assigned to the Savannah Area Regional Intelligence Center (SARIC) devote only about 30 percent of their time to tactical analysis with an estimated 70 percent of their time spent on developing management reports. To address this significant workload one additional administrative position should be established.

Management Infrastructure

The department currently lacks the management systems needed to support internal accountability while at the same time providing a framework for building community relationships, reducing crime, and improving service. From an internal perspective, the department currently lacks a culture of accountability. The lack of accountability stems in large part from the fact that the quality of managers and supervisors within the department is inconsistent. Indeed, the quality of reports is inconsistent in large part because some supervisors will sign off on them without reviewing them with sufficient care. (The department's report review function estimates that half of the reviewed reports have problems – most of which related to carelessness that could reasonably have been addressed during a supervisory review.) Interview findings also suggest that while mid-managers generally do a good job of addressing issues where rules have been broken, less emphasis is focused on establishing high expectations for the work officers perform on a day-to-day basis. Moreover, from an external perspective the systems and structures needed to support systemic efforts to build community relationships, reduce crime, and ensure residents receive high quality services are not in place.

Six steps should be taken to establish the management infrastructure needed to support improved efficiency and effectiveness.

Step 1: Clarify the vision for how policing will be done in the SCMPD. In the relatively short time he has been leading the department Chief Lumpkin has been communicating a consistent perspective with regard to how policing should be done in the SCMPD. Specific activities include the following:

- Working to establish a character based culture that focuses on building relationships with the community

- Establishing programs – most notably, the End Gun Violence: Step Forward initiative – that have proven successful in other communities

- Striving to expand the department's intelligence capabilities and developing systems to use that intelligence to support operational decision-making

- Establishing the expectation that all managers and supervisors must be leaders by requiring them to participate in leadership training

Now that a foundation has been established the department would benefit from articulating a vision – or set of comprehensive expectations – for how policing will be conducted in Savannah and Chatham County. Research on effective policing suggests, for example, that "hot spot" policing initiatives are most effective when:

- Crime analysis and crime mapping is used to narrowly target hot spots

- Structured problem oriented policing strategies are employed in those areas

- Policing strategies are tailored to disrupt the situational dynamics at each hot spot area

- Deployment of policing resources to hot spot areas are monitored and managed

- Policing initiatives are supplemented by community outreach initiatives in hot spot areas

In the same way, research on community policing suggests that community policing is effective at enhancing police legitimacy when "procedural justice" is a focal point of community policing efforts.[2] Likewise the department might build on the strategies of providing incentives and deterrence to groups (as it is doing through the End Gun Violence initiative) to focus deterrence and incentives to other individuals who are at "high risk" of committing crimes (e.g., career criminals).

Building on this research[3] and the experience of department staff to articulate key aspects of how policing will be done in the SCMPD will create a number of benefits:

- The articulated vision will provide a vehicle for communicating to both internal and external stakeholders what the department is working to accomplish (and how it plans to achieve these objectives)

- The vision will articulate how intelligence should be obtained, shared, and used to enhance operational effectiveness[4]

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[2] Procedural justice has four components: citizens need to participate in the decision process (be given a voice); officers need to be transparent about why they are resolving a dispute in a particular way; individuals need to be treated with dignity and respect; and citizens need to trust the motives of the police.

[3] Research findings are already reflected in some of the department's efforts to reduce crime and improve community service.

[4] No shared perspective relating to intelligence currently exists in the department. In interviews, some managers expressed the need for more actionable intelligence. At the same time, other interviewees expressed the view that the department's culture is not one in which people either view it as their job to obtain intelligence or to share the intelligence they do obtain.

- The articulated approach to achieving department goals can be used to help determine what competencies department officers, supervisors, and managers need

- By defining key elements in the department's approach to policing the department can also begin to hold managers and staff accountable for reflecting these approaches on a day to day basis

Step 2: Develop systems and approaches to monitor consistency with the department's vision. Once the department's vision for how policing should be done in the SCMPD has been established approaches to monitoring compliance with that vision should be established. A range of approaches to monitoring consistency with the department's vision should be developed.

- **Performance measures**. The department has done an excellent job of establishing performance measures for each of its units. Once the department's vision for how policing should be done in Savannah and Chatham County has been fully articulated there may be a need to supplement or refine selected measures. In particular, the department should specify expectations for the speed with which calls-for-service are responded to.

- **Assessment tools**. The internal affairs captain currently reviews a sample of videos of officer interactions with citizens as do patrol sergeants. If these reviews were conducted using standardized templates the department would be better able to ensure that these interactions are consistent with and reflect key characteristics of procedural justice and other department priorities.

- **Planning**. Managers could be required to develop plans before initiating crime reduction efforts. These plans could then be reviewed to ensure that they include key elements consistent with the department's desired approach to policing. For example, the plans could be reviewed to ensure that they include outreach to the community, problem solving, or situational assessments.

- **Surveys**. Surveys can be conducted to evaluate the extent to which policing efforts are consistent with the department's vision from the community's perspective. Such surveys might include surveys of a representative sample of residents to gauge overall perceptions of the extent to which, for example, key procedural justice components (e.g., neutrality in making decisions, showing dignity and respect toward citizens, and conveying trustworthy motives) are reflected in community perception of police service; follow-up surveys of individuals who have had interactions with the police department; and surveys of individuals contacted as part of community outreach initiatives.

- **Accountability processes**. Accountability processes should be established to monitor the consistency with the department's vision for policing are used to improve the department's performance. In particular, precinct captains should be held

accountable for achieving desired response time expectations.[5] It should be noted that if standards for response time expectations are adhered to concerns about officers spending insufficient time patrolling areas in the unincorporated county should be alleviated. Indeed, response time expectations in the unincorporated county will not be met unless officers are patrolling in areas that are in close proximity to where incidents occur.

Step 3: Develop systems and approaches to support implementation of the department's vision. The department should take steps to ensure that systems are in place that support the implementation of the most central elements of its policing vision. If, for example, the collection, sharing, and use of intelligence is a core component for the vision of how policing will be done in the SCMPD, systems must support the development, sharing, and use of this information. Such systems should make it easy for line patrol officers and detectives to share the intelligence they collect (and for supervisors to monitor the extent to which officers are gathering intelligence information). In addition, these systems should facilitate providing feedback to officers on how the intelligence they collected was used.

Step 4: Develop the organizational capabilities needed to implement the vision. While articulating the vision for how policing should be done in the SCMPD, the department should also articulate the organizational capabilities that are needed to implement the vision. Many of the organizational capabilities that will likely be needed to implement and monitor the articulated vision for how policing should be done in Savannah and Chatham County likely already exist. The department, for example, already has a robust crime analysis function. In addition, much of the basic technology that is needed to implement the vision is already in place (although additional investments will likely be needed).
Other organizational capabilities will likely need to be developed. For example, department supervisors will likely need significant support in developing the capabilities needed to manage and monitor operations on a day-to-day basis in a manner that supports the desired approach to policing. Likewise, training in selected areas – for example, problem solving, conducting situational assessments, or obtaining intelligence – will likely be needed.

Step 5: Modify organizational roles and responsibilities. For the most part, existing organizational roles and responsibilities will support the department's vision for policing. In particular, precinct captains have significant authority in the current structure and this authority can be used to support the department's policing vision. (Establishing accountability systems will ensure that this authority is used effectively and consistently across the department.)

Building stronger relationships with local communities as well as successfully managing crime reduction initiatives in specific areas, however, will likely require a geographic rather than a time of day focus. To provide this attention the role of lieutenant should be shifted to geographic area manager from shift leader. Lieutenants can continue to lead shifts (to address issues that require management attention) but their primary focus

[5] Please note that response time expectations will not be achieved unless adequate patrol staffing is available. As discussed in Chapter V, there is a direct relationship between patrol staffing and the speed to which calls-for-service are responded.

should be to strengthen community relationships and to develop and implement crime reduction plans consistent with the department's policing vision.

Step 6: Increase organizational capacity. Significant capacity effort will be required to refine the department's vision for policing, develop accountability approaches and systems to monitor consistency with that vision, and develop plans for establishing the capabilities needed to support the vision. Initially, as systems and structures are being developed this capacity should be provided by outside consultants. Once the systems and structures are in place the department should assess what ongoing staff capacity will be needed to support the management infrastructure that has been developed.

Perceptions Of Patrol

The perception of many of the patrol staff who were interviewed is that the department does not value the patrol function. Some patrol staff indicated that patrol officers are "second class" citizens, that patrol is a "dumping ground" for officers who do not perform well elsewhere, and that officers are transferred to patrol as a punishment. In addition, officers expressed concern that officers who get assigned to specialized units do not return to patrol and that it is more difficult to be promoted if one has been a career patrol officer. Some interviewees even suggested that non-patrol officers are given preferred assignments to special events (e.g., the St. Patrick's Day celebration).

Under Chief Lumpkin's leadership some of these issues have been addressed. For example, interviewees note that managers are no longer allowed to transfer their problem subordinates to other units. In addition, the chief has reinforced the primacy of patrol operations by addressing staffing needs in patrol before addressing staffing needs in other areas.

While within the scope of this engagement it is difficult to ascertain whether the perceptions of patrol staff that they are the department's "step children" are accurate, the fact that these perceptions appear to be broadly held suggests that action should be taken to address them. A number of actions should be considered:

- When officers are promoted they should return to patrol (unless there is a compelling reason to do otherwise)
- Officers should be rotated between patrol and specialized functions (e.g., traffic and investigations) at specified intervals and these rotations should be adhered to (unless there is a compelling reason to do otherwise)
- The department should track promotions from patrol and from other units and should work to ensure there is not a bias to promote officers from non-patrol units
- As the department articulates its policing vision, it should clearly communicate the central role the patrol function will play in achieving its objectives
- The chief should continue to clearly communicate to managers that problem staff must be dealt with by managers and not transferred to other units (especially patrol)

Perceptions Of Civilians

In interviews a number of civilians expressed the perception that their contribution to the SCMPD is not consistently valued and respected. Civilians also expressed concern about their lack of training and their lack of promotional opportunities.

To some extent these perceptions are endemic to police departments – civilians in other police departments often express similar concerns. The fact that these problems are not unique to the SCMPD, however, does not mean that they are not important. Indeed, because the department generally does a good job of using civilians to support its operations addressing these perceptions is especially important to ensuring a high performance police department.

The department should take a number of steps to address the concerns of civilians.

- **Conduct surveys**. The department should survey civilians to better understand the magnitude and types of concerns that need to be addressed. In addition to providing needed information, the process of conducting the survey will communicate to civilian staff that the department is aware of their concerns and is working to address them. Moreover, by repeating the survey at regular intervals, the department can also assess the extent to which civilian concerns are being addressed.

- **Establish career paths**. The department should also work with the city to develop career paths for civilian employees that may involve being promoted to positions in other departments. Even with the department's comparatively broad use of civilians, there are relatively few promotional opportunities for civilian employees within the police department. By contrast, promotional opportunities for civilians within the city government are broad. Defining potential career paths for outstanding civilian police department employees that may involve their leaving (and potentially returning to) the police department has the potential to be both beneficial to civilian employees and to the city.

- **Strengthen training**. The department should also take steps to enhance training for civilian employees. In particular, cross-training employees to ensure that when an employee with specialized expertise leaves the department's employment someone with appropriate training can fill the vacated position should be emphasized. Supervisory training for newly promoted civilian supervisors would also be beneficial.

Use Of Technology

The department has made significant investments in technology that support effective operations including:

- Shot spotter technology

- License plate readers (11 license plate readers have been purchased)

- Surveillance cameras (170 surveillance cameras have been deployed)

- Body worn cameras for officers

- Mobile data terminals for patrol vehicles

In addition, the department is developing plans to acquire automatic vehicle locator technology that will strengthen management while also enhancing officer safety by tracking the location of patrol vehicles on a real time basis. As the department begins to implement this technology it should place a high priority developing the capability to prepare reports that provide meaningful data on patrol operations. If possible the technology should be integrated with the CAD system to facilitate this reporting. (If the current CAD system cannot be integrated with the AVL system when the department acquires a new CAD system a high priority should be placed on selecting a system that can be integrated with the AVL system.)

While the department should be commended for these investments, additional investments should be made in both the short term and the long term.

Short-term investments. In the short term the department should shore up existing technology investments in a number of areas.

- **Body worn cameras**. The department should ensure that when any patrol officer is deployed that officer has a functioning body worn camera. With the anticipated acquisition of 220 additional body worn cameras funded through a Department of Justice grant the police department will have a total of 610 body worn cameras to deploy. This is sufficient to meet current needs but as the department increases staffing care should be taken to ensure the number of body worn cameras increases as well. Please also note that as the number of body worn cameras increases the staff resources required to maintain the program will increase as well. The department should monitor these needs and assign a full-time civilian position to manage the program when warranted. In the interim additional part-time staffing to support the program should be considered.

- **Mobile data terminals (MDTs)**. The department should ensure that the MDTs are functioning in all patrol vehicles and should explore ways to integrate shot spotter technology into patrol MDTs. At present, not only do not all patrol vehicles have functioning MDTs but also officers expressed concern that MDTs are old and may not always be functioning. This situation should improve after plans to replace 36 older MDTs and plans to increase the number of MDTs by 35 have been implemented.[6] After these additions 227 MDTs will be deployed. However, if the patrol staffing recommendations (presented in Chapter V) are implemented and the take home car program is expanded (as recommended later in this chapter) additional MDTs will be needed.[7]

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[6] The county will be funding 57 new MDTs 36 of which will be used to replace older MDTs (for a net increase of 21 MDTs). In addition, the city will be funding 14 new MDTs.

[7] Based on the recommended number of patrol officers, sergeants, and lieutenants and the current percentage of take home cars between 238 and 265 MDTs will be needed.

- **Scanners**. Acquiring additional scanners in the Warrants and Validation unit would also modestly enhance effectiveness. If each staff person had a scanner they could scan records as they are validated instead of stopping what they are doing to have the item scanned. Note also, that investing in these scanners will help to communicate to the civilian staff that their work is valued.

Longer-term investments. Over the long term the department should make investments in technology that will support and enhance its strategic initiatives. These investments might include acquiring more automated license plate readers, expanding the use of surveillance cameras, acquiring technology that will support real time decision making when responding to incidents, and acquiring total station technology to assist in the mapping of major crime scenes. The department should also explore updating its RMS system (that has not been upgraded in nine years). The cost of an upgrade is not small – estimated to be $3 million for the RMS upgrade and an additional $2 million to upgrade the CAD system. An upgraded system would, however, address problems with traffic accident reports, incorporate automated citation capabilities,[8] improve analytic capabilities, and provide functionality to improve investigations (e.g., an electronic case file module for felonies that includes all digital assets – crime scene pictures, body camera videos, 911 calls, search warrants – could be supported).

When making these investments, the department should clearly articulate its strategic vision, the role the technology will play in supporting the vision, and the benefits (i.e., the "return") that will result from making the investments.

Take Home Cars

Take home cars for patrol officers. There are numerous advantages to allowing officers who drive marked police vehicles and live within areas served by the SCMPD to take cars home.

- **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 is reduced, as there is no need to assign vehicles and equip each vehicle with personal equipment.[9] 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 their cars rather than returning to the station. Please note that if assigning a take home

[8] A number of benefits would result from acquiring an automated citation system. If an automated system were in place there would be no need to manually record citation information, as is currently the case. In addition, automated citation systems can verify court dates (to ensure ticket holders are not given a court date on a date court will not be in session) and can facilitate access to information that can support investigations of crimes. Before acquiring such a system, however, the department should ensure that it is compatible with the Recorder's Court systems.

[9] 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.

car to a police officer increases his or her productivity for as little as 30 minutes per shift the value of the increased productivity is more than $3,968 per year.[10]

- **Incentive to live in the city or county**. Establishing the take home car program encourages officers to live in the city or county.

- **Decreased operational costs per mile**. When officers take cars home they tend to take better care of them than when they share a car with 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 that operating costs have declined and damage to vehicles reduced.[11] 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.

- **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. Take home cars allow for patrol officers 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 or county) 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 much closer. 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.

The police department recognizes the value of patrol officers taking home cars but currently limits eligibility for the program to officers who have been with the department continuously for the past two years. This limitation reduces the reach of the program. If

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[10] This calculation is based on the average salary of an APO. For more highly paid positions the value of the increase productivity is higher.

[11] A 2004 study of take home patrol vehicles in Tacoma (Washington) conducted by Mercury Associates found that operating costs per mile were 30 percent lower for assigned rather than pool vehicles. The consultants also found that take home car vehicles damage costs were 49 percent lower than for pooled cars. In addition, a much older study (1986) of the Hampton (Virginia) Police Department found that maintenance and operating costs for take home vehicles were 15.7 percent lower than for pooled vehicles ($.16 per mile for take home cars and $.19 per mile for pooled cars).

the program is viable, it is viable for all officers to take home cars who live within Savannah or unincorporated Chatham County. If it is not viable, it should not be supported regardless of how long officers have worked for the department.

The department should modify its take home car program so that all officers who drive marked vehicles and live within the city limits of Savannah or in unincorporated Chatham County receive take home cars. The primary cost of expanding the program is the opportunity cost of the increased investment in vehicles the program requires.

In addition, as a condition of participating in the take home car program officers should be required to take cars in for maintenance during their off-duty hours. This is a requirement in other agencies with take home car plans that the consultants have reviewed. In the SCMPD, however, officers take their cars in for maintenance while on duty.

Take home cars for other officers. At the same time the department considers expanding the number of officers who take marked cars home, the department should also consider the operational benefits of allowing officers who drive unmarked vehicles to take them home. For example, providing detectives with take home cars is not warranted unless they are subject to frequent call-outs. Detectives are assigned unmarked vehicles so there is no visibility benefit to assigning them vehicles. The following table summarizes the number of unmarked take home vehicles[12] by unit.

Unit	Number Of Unmarked Take Home Vehicles
ABC	3
Accreditation	1
Bomb Squad	2
Budget	1
Building/Grounds	1
Chief's Office	10
Criminal Investigations	20
Financial Crimes	4
Fleet	2
Forensics	6
Information Management	1
Internal Affairs	2
Marshall Service	4
Precinct 1	5
Precinct 2	5
Precinct 3	4
Precinct 4	6
Precinct 5	3
Property Room	1

[12] This analysis assumes that when department records link a vehicle to a specific officer that the vehicle is a take home vehicle.

Unit	Number Of Unmarked Take Home Vehicles
Public Affairs	2
Recruiting	2
Robbery	8
S.A.R.I.C.	5
S.V.U.	6
S.I.P.	8
Traffic	3
Training	5
SIU	6
Violent Crimes	16
Total	142

Please note that in some cases – for example, when expectations that the frequency with which a manager, supervisor, or officer will need to frequently respond from home directly to an incident scene – assigning an unmarked take home car may be warranted. The department should review the reasons these take home cars have been assigned and make a determination as to whether the take home status should be retained or, for example, whether when the individual is on call they should be provided a pool vehicle to take home. If the number of unmarked take home cars is reduced, however, the department will need to take steps to ensure adequate parking is available for vehicles that will no longer be parked at officer residences.

Please note that while there is no operational benefit to allowing patrol officers who do not live in Savannah or unincorporated Chatham County to take cars home if access to a vehicle is considered part of officer compensation (or provides a significant benefit when recruiting officers) this restriction might be eased. A number of police departments the SCMPD competes with for staff – Pooler, Charleston, Beaufort, Columbus, Gwinnett County, and Cobb County – not only allow officers who live within the boundaries of their jurisdiction to take cars home but allow cars to be driven a maximum of 25 miles outside the jurisdiction's boundaries without imposing a charge. Moreover, in Garden City officers can drive a maximum of 40 miles outside the jurisdiction without being charged (above 40 miles officers pay for mileage at the IRS mileage rate for travel.) Jacksonville also allows officers to take cars home but imposes a charge of $50 per month on all officers who take advantage of this benefit. Athens-Clarke limits the operation of take home vehicles to jurisdiction boundaries and requires officers to purchase 15 gallons of gas per month. When viewed from a competitive perspective, revising the current policy to allow officers who live more than 26 miles outside the borders of the City of Savannah

and unincorporated Chatham County may be warranted.[13] (Currently, 31 officers live within 26 miles of jurisdiction boundaries with an additional 31 living more than 26 miles outside the city and unincorporated county.)

Salary Compression

While the city, county, and police department should be commended for taking steps to increase police officer compensation, steps should also be taken to change the salary structure to increase the difference in salary between some ranks. As the following table shows the difference in salary midpoints for some positions is relatively small.

Position	Maximum Salary	Minimum Salary	Mid-Point Salary	Difference In Salary Mid-Points
Police Major	$90,468.56	$90,224.16	$90,346.36	$9,943.96
Police Captain	$88,123.88	$72,680.92	$80,402.40	$11,695.58
Police Lieutenant	$76,239.80	$61,173.84	$68,706.82	$6,705.66
Police Sergeant	$69,596.80	$54,405.52	$62,001.16	$2,242.76
Police Star Corporal	$62,628.80	$56,888.00	$59,758.40	$7,153.64
Police Corporal	$61,297.60	$43,911.92	$52,604.76	$4,275.96
Police Officer/APO	$57,428.80	$39,228.80	$48,328.80	$11,482.90
Police Officer Trainee	$38,645.88	$35,045.92	$36,845.90	

The salary compression issue is most problematic for the promotion from star corporal to sergeant and the promotion from sergeant to lieutenant. For the most part, star corporals, corporals, and police officers/APOs have similar responsibilities (although star corporals do serve in a supervisory capacity at times). Moreover, when one factors in the fact that sergeants who are promoted to lieutenant no longer have the opportunity to earn overtime the actual compression between these ranks increases.

The problem of salary compression has a negative impact on operations. Compression of salaries reduces the incentive for officers to seek promotion. In addition, morale is adversely affected when supervisors oversee subordinates who make more than they do or when newly promoted staff are paid more than incumbents who have served in the position for a number of years. The department should therefore take steps to address these salary compression issues.

Civil Service Protection

In the SCMPD, the chief of police appoints assistant chiefs and majors. This practice is sound and gives the chief flexibility in establishing a management team to lead and manage the department. At present, however, the staff appointed to these positions serve at the will of the chief and have no right to assume their prior position if the chief relieves them of their duties. Without this protection – which is common in other police

[13] Additional analysis beyond the scope of this study could clarify the competitive advantage associated with providing take home cars to officers who live outside the boundaries of Savannah and unincorporated Chatham County. For example, by using a market research tool called "conjoint analysis" the relative value of different components of an officer's compensation package could be calculated for both recently hired and existing officers. The results of this analysis could be used to structure compensation packages that create the most value for officers (and create the most competitive advantage in recruiting and retention for the department).

departments – younger officers may choose not to be appointed to these positions. (For officers nearing retirement, the lack of civil service protection to a prior rank creates less of a disincentive to taking an appointed position.) Moreover, a chief may be more willing to retain a manager who is not working out knowing that removal from the position will leave the incumbent unemployed. Furthermore, given the historic lack of stability in the chief of police position, accepting assistant chief and major positions may create greater risks in the SCMPD than in other departments.

To address this issue the department should consider providing officers who are promoted to assistant chief and major positions the opportunity to return to their non-appointed rank if they are dismissed from their senior management positions. Please note that implementing this recommendation will require amending the civil service code.

Response To Medical Emergencies

Given that the Savannah Fire Department does not serve as a first responder to medical emergencies, the SCMPD can play an important role in responding to some types of medical emergencies. For example, police officers should be provided with trauma kits and trained to use them at medical emergencies to control bleeding. The police department should also consider deploying automated external defibrillators (AEDs) in patrol vehicles and training officers how to use them.

An AED is a medical device that analyzes the heart's rhythm and, if necessary, delivers an electrical shock, known as defibrillation, which helps the heart re-establish an effective rhythm. Most cardiac arrests are caused by ventricular fibrillation, an abnormal heart rhythm in which the heart flutters or quivers instead of pumping. The only recognized treatment for sudden cardiac arrest is early defibrillation – the heart will not permit adequate circulation after sudden cardiac arrest, even if CPR is performed. Using an AED immediately after sudden cardiac arrest can increase the chance of survival by more than 90 percent (the survival rate is reduced by approximately 10 percent for each minute defibrillation is delayed).

Additional analysis, however, should be performed to determine whether deploying AEDs is warranted. Defibrillation that occurs more than 10 minutes after a cardiac arrest is unlikely to improve survival rates. Information on where cardiac arrests are reported and what response times to those areas would be if patrol cars were equipped with AEDs should be collected before investing in AED devices and training officers to use them.

Providing Services To Other Agencies

At present, the SCMPD assists other jurisdictions in responding to incidents that require specialized expertise (for example, bomb and SWAT) but for which the number of incidents responded to is low. From June 2015 to May 2016, for example, the canine unit responded to 102 requests for assistance from other departments (or about one every 3.5 days).

From a management perspective it makes sense for the largest police agency in the area to provide these services. If SCMPD did not provide assistance to these smaller agencies they would have to develop duplicate capacity themselves (or not provide the service to their residents). It does not make sense, however, for the SCMPD to bear the

total cost of training and equipping staff to respond to specialized incidents in other jurisdictions. Nor does it make sense for the SCMPD to assume liability for actions taken when serving other jurisdictions.

Two approaches to providing services to other jurisdictions should be considered. One approach would be for these services to be provided on a regional basis with the entity providing the service being funded by the participating jurisdictions. (This approach is used in many jurisdictions – most commonly for the delivery of 911 call-taking services.) Alternatively, the department could continue to provide these specialized services but seek reimbursement from the smaller agencies for the services that are provided. Since the volume of incidents in any of the communities (including Savannah and unincorporated Chatham County) is low, each community would pay to have the services available to them when needed. Consequently, total training and equipment costs would be divided among each community proportionately based on the expected demand for the service.[14]

Warrant Service

The SCMPD is currently responsible for serving warrants despite the fact that in a number of other Georgia jurisdictions warrant service is a responsibility of the county sheriff. Sheriff's offices serve arrest warrants in the following Georgia counties: Bibb County; Cherokee County; Cobb County; DeKalb County; Forsyth County; Fulton County; Gwinnett County; Hall County; Henry County; Muscogee County; and Richmond County. The SCMPD should therefore explore having the Chatham County Sheriff's Office assume responsibility for warrant service.

At the same time, the department should ensure that when possible warrants are promptly served. Until a warrant is served and an individual is arrested, all the work the department does to identify individuals who have committed crimes has little consequence. Interview results and a review of available information suggest the department would benefit from focusing more attention on serving outstanding warrants. A review of a list of 916 warrants as of December 31, 2015 found 515 (56.2 percent) were outstanding and 401 (43.8 percent) had been cancelled. Of the outstanding warrants a high percentage (61.0 percent) were for contempt of court. However, there were also outstanding warrants for theft (12.9 percent), burglary (1.2 percent), aggravated assault (0.8 percent), and armed robbery (0.8 percent).[15]

To ensure appropriate attention is focused on serving warrants the department should track why warrants have not been served and take appropriate steps to refine existing processes. In particular, accountability for serving warrants should be assigned to ensure appropriate attention is focused on serving all warrants (where apprehension of an individual is reasonable).

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[14] This approach is much more equitable than charging smaller agencies based on the resources used in a specific response (the marginal cost of the response).

[15] Please note that no information on why warrants had not been served was available and it could well be the case that many of these warrants had not been served for sound reasons (for example, that the person was no longer in the area or was incarcerated on another charge).

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 beneficial[16] for the function to be assigned to a sworn officer. Three factors should be considered when making this determination.

- **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.

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

- **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 cycle[17] 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 IV-1 (presented at the end of this chapter) details the results of the assessment of positions held by sworn officers that can be assigned to civilians. As this exhibit shows the department has done an excellent job of using civilians to support police department operations. There are only six functions currently performed by sworn officers that the department should consider assigning to civilians: city hall security; communications manager; forensics technicians; forensics supervisor; accreditation sergeant; and court liaison sergeant. In addition, a mix of sworn and civilian staff should serve as trainers.

FIELD OPERATIONS ISSUES

Opportunities to improve operational efficiency and effectiveness that affect field operations have been identified in a number of areas: consistency; number of patrol precincts; preliminary investigations; and shift rotation.

Consistency

The captains who lead patrol precincts currently have a great deal of authority and autonomy. Captains determine what precinct priorities will be. In addition, they have significant authority over how to use the authorized staffing assigned to their precincts,[18] how personnel practices are implemented,[19] and what cases are assigned for follow-up investigations.

While there are benefits to granting captains significant authority – most notably empowered captains can tailor services to meet the needs of the communities they serve – unless mechanisms to ensure appropriate consistency are in place there is a danger that instead of one SCMPD there will be five[20] (one for each precinct). Interview

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[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.

[18] As long as the requirement that each of the six beats that comprise each patrol precinct has at least one officer is met, assigned captains can deploy staff as they see fit. For example, captains can decide how many officers should be assigned to conduct follow-up investigations.

[19] In interviews, staff indicated that how personnel practices are implemented can vary by precinct.

[20] Or six when the new patrol precinct is established.

findings suggest that the perception that the department operates like five mini-departments is widespread.

To address this issue, department managers should enforce needed consistency while also ensuring captains retain the management flexibility to tailor services to address the needs in their communities. These efforts should focus on three initiatives: defining priorities; articulating the department's vision; and holding captains accountable.[21]

Priorities. The department should clearly define its priorities and require that precinct operations reflect those priorities. For example, the relative effort devoted to responding to requests for assistance and solving crime versus taking proactive steps to reduce crimes should be similar throughout the department. In addition, all precincts should be expected to build relationships with the community if that is a priority of the department as a whole.

Vision. Articulating the department's vision for how policing is done in Savannah and Chatham County and developing the systems needed to support that vision will go a long way to ensuring needed consistency.[22] The vision will define the broad parameters within which precinct commanders can operate and systems will be established to help to monitor precinct activities to ensure these parameters are adhered to.

Accountability. In addition to a vision for how policing should be accomplished, captains should be held accountable for the results their precincts achieve. For example, establishing the expectation that a certain level of response time should be achieved in each area will require precinct managers to deploy resources in a manner that will ensure those expectations are met. Precinct managers may be able to use patrol resources flexibly to support specific community needs when call demand is low, but to achieve response time expectations patrol response will need to be emphasized during periods of peak activity. In addition, the expectations set for investigative clearance rates will ensure a certain level of effort is devoted to investigations in all precincts. Moreover, making it clear what administrative targets each precinct is expected to achieve will ensure that all precinct commanders focus attention on the same issues. For example, if precinct commanders are held accountable for discretionary overtime expenditures all commanders will focus attention on these issues.[23]

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[21] It should be noted that the chief of police and the newly appointed major who leads the Field Operations Division are aware of these issues and are working to address them. Doing so, however, will be significantly easier if expectations for performance have been clearly established, systems for monitoring performance are in place, and accountability mechanisms have been developed.

[22] The importance of articulating the department's vision for policing has previously been discussed.

[23] In interviews, one precinct commander indicated that he manages his precinct's overtime budget not because there is an expectation that he do so but because "it's the right thing to do." Other precinct commanders, however, may not share that priority.

Number Of Patrol Precincts

The department should consider whether continuing to increase the number of patrol stations is warranted. The current number of precincts (after the addition of the new station in the Islands Precinct) – six – is greater than all but four of the eleven large police departments the consultants have recently studied.[24] Each of these four departments is considerably larger than the SCMPD.

Department	Number Of Districts
Phoenix	9
Memphis	8
New Orleans	8
District Of Columbia	7
Savannah-Chatham County	6
Dallas	5
Kansas City	5
Raleigh	5
Seattle	5
Colorado Springs	4
Oklahoma City	4
St. Paul	3
Average Excluding SCMPD	5.7

Establishing additional stations would create modest benefits while increasing costs. In general, when determining how many patrol precincts should be established there is a tradeoff between the benefits of being able to provide more tailored service to an area and the overhead (and facilities) costs associated with establishing an additional precinct. There are also typically modest benefits associated with increasing the number of patrol staging areas. With more staging areas the travel time officers must spend driving to their beats at the beginning and end of each shift is reduced. Officers with take home cars, however, do not necessarily need to return to their station at the end of their shift thus reducing these staging benefits. In addition, if the recommendation to give patrol lieutenants responsibility for addressing policing needs in specific geographic areas is implemented, the benefits of establishing a new precinct will be reduced.

Establishing additional precincts, however, will increase costs. A number of new positions – precinct captain, secretary for the captain, three lieutenants, investigative sergeant, and crime prevention officer – will need to be established. In addition, the department would incur the cost of building the facility, furnishing it, and paying ongoing costs for utilities and maintenance.

Preliminary Investigations

Performing thorough preliminary investigations at crime scenes is crucial to developing the leads that can then be investigated by follow-up investigators. Cases without leads have a very low probability of being solved.

[24] Please note that the number of precincts indicated reflects the number of precincts at the time the study was being conducted.

While some interviewees indicate that the quality of preliminary investigations has recently improved, for the most part patrol and investigative staff indicated that high quality preliminary investigations are not consistently performed. This may result in part from the fact that at current staffing levels patrol officers do not feel they have the time to perform thorough preliminary investigations. Instead of conducting thorough preliminary investigations officers feel the need to respond to calls. On the following table – which shows the percent of their shifts officers are not assigned or performing administrative work – this appears to be true during the evening shift and during the day shifts in the West Chatham, Central, and Islands precincts.

Shift	West Chatham	Downtown	Central	Southside	Islands
Midnight	48%	39%	37%	58%	45%
Day	23%	31%	5%	31%	11%
Evening	0%	22%	16%	9%	7%

At other times, however, the primary reason that the quality of preliminary investigations is inconsistent appears to be that sergeants do not consistently reinforce the importance of conducting preliminary investigations.

A number of steps should be taken to address this issue. First, as part of recommended supervisory training the importance of preliminary investigations should be reinforced. Second, managers should clearly communicate the expectation that as part of their review of reports sergeants should assess whether thorough preliminary investigations were performed (where they should be). Third, mechanisms should be established to encourage investigators to provide feedback on the quality of the preliminary investigations patrol officers perform. For example, when incorrect information is presented in a report that the investigator is required to fix, this should be noted as a matter of course. Fourth, a sample of reports should be reviewed from an investigative perspective as part of an ongoing "quality assurance process." Finally, an expectation should be established that when patrol officers conduct outstanding preliminary investigations their work should be highlighted.

Shift Rotation

The current practice of rotating field operations staff between the day and night shifts every 30 days creates a number of problems. From an efficiency perspective, rotating officers requires that the same number of officers be assigned to the day and midnight shifts. However, as the following table shows, the number of calls responded to during these shifts vary considerably. (Indeed, over all the precincts the day shift has 61.2 percent more officer responses than the midnight shift.)

Shift	West Chatham	Downtown	Central	Southside	Islands	All Precincts
Midnights	12,752	15,523	16,258	12,031	13,945	70,509
Days	24,006	19,533	23,957	21,902	24,278	113,676
Evenings	28,829	25,995	29,798	27,194	31,027	142,843
Total	65,587	61,051	70,013	61,127	69,250	327,028

The shift rotation policy therefore prevents the department from varying the number of officers to reflect workload. Assigning the same number of staff to these shifts requires either assigning more officers than are needed for call response to the midnight shift or too few officers to the day shift.

Rotating shifts also makes it difficult for officers to adjust their sleeping patterns and their personal life to their work schedule. In interviews, it was noted that about the time an officer's body gets adjusted to one shift it is time to rotate to a different shift. In addition, officers who rotate from the day shift to the midnight shift get only eight hours off during the day the shifts rotate.[25] Furthermore, when officers rotate shifts on a regular cycle (as is the case with the SCMPD) managing personal issues such as child care becomes more difficult.

The department should therefore discontinue the practice of rotating patrol officers between the day and midnight shifts every 30 days. Instead, the department should consider bidding shifts based on seniority (with pre-established limits on the number of relatively inexperienced staff that can be assigned to each shift). To facilitate the implementation of this recommendation the department should consider establishing a shift differential to compensate officers who work undesirable shifts.[26]

CRIMINAL INVESTIGATIONS ISSUES

Opportunities to improve operational efficiency and effectiveness that affect criminal investigations have been identified in a number of areas: centralization/decentralization of investigative responsibility; investigative assignments; spans of control; pawn shop; forensics; call outs; and time tracking.

Centralization/Decentralization Of Investigative Responsibility

The department should assess for which crimes investigations should be centralized and for which crimes investigations should be decentralized. Several factors should be considered when making this determination:

- Extent to which specialized expertise is required to conduct the investigations
- Extent to which criminals are likely to operate on a regional or city/county wide basis
- Need for consistency in how the crime is investigated
- The risks associated with an investigation not being handled effectively

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[25] The importance of these issues should not be underestimated. Research has shown that officer fatigue is an important factor that contributes to poor performance.

[26] Most departments pay a shift differential to all officers who work the most undesirable shift (typically the midnight shift). Another way to structure the shift differential is to ask officers to list their first, second, and third shift choices and to only pay shift differentials to officers who do not work their desired shift. The size of the shift differential could vary based on seniority. Structuring a shift differential in this manner will ensure that shift differentials are not paid to officers who are working the shift that they would prefer.

An assessment of whether follow-up investigations should be centralized or decentralized (presented in Exhibit IV-2 at the end of this chapter) suggests that for the most part the department has struck an appropriate balance between centralized and decentralized investigations. The analysis does suggest, however, that there may be benefits to centralizing domestic violence investigations. (This is the practice in many of the police departments the consultants have studied.) In addition, precinct detectives could potentially investigate street robberies, such as purse snatchings.

Investigative Assignments

In most police departments assignment to a centralized investigative unit is considered a prestigious assignment and is one that most investigators covet. Reportedly, however, in the SCMPD it has become increasingly difficult to attract new investigators (or precinct detectives) to accept centralized investigative assignments. This results, in large part, from the fact that staffing shortages in centralized units has significantly increased the frequency with which investigators are called out. For example, between June 2014 and May 2015, seven violence crimes detectives were called out more than 20 times. Precinct detectives, by contrast, were rarely called out.

This issue should be monitored. Increasing the number of violent crimes investigators, as recommended, will reduce the frequency with which detectives are called out. If the problem persists even after staffing levels are increased, however, the department may need to explore providing additional incentives to detectives assigned to units with frequent call outs.

Spans Of Control

Supervisory spans of control for lieutenants in the Criminal Investigations Division are narrow. At present, four lieutenants are assigned to the division – each of whom oversees no more than three sergeants:[27]

- The lieutenant who manages forensics, the pawn shop detail, and the financial crimes unit oversees three sergeants
- The lieutenant who manages the robbery oversees two sergeants
- The lieutenant who manages the violent crimes unit oversees three sergeants
- A fourth lieutenant who is charged with developing the cold case unit and also oversees the special victims unit

To address this issue the forensics, pawn shop detail, and financial crimes functions should be distributed among the other three lieutenants and one lieutenant should be reassigned. In addition, the need to retain the cold case lieutenant should be assessed after the unit has been established. It is likely the position will not be needed on an on-

[27] Unlike in patrol where lieutenants who manage relatively few subordinates can be tasked with additional responsibilities, the role of Criminal Investigations Division lieutenants is primarily to manage the units assigned to them.

going basis as the proposed staffing for the unit is only 12 part-time employees who will work 20 hours per week (six full-time equivalent positions).

Pawn Shop

The pawn shop unit is currently staffed with a detective (who devotes about 60 percent of his time to investigating financial crimes), two community resource officers (CROs), and one civilian clerk. This level of staffing may have been appropriate in the past when information from pawn shops and associated business had to be manually entered into the department's database. In April 2015, however, the unit began to use a LEADS on-line system through which dealers automatically report transaction information that is used to populate the department's database (which, in turn, is linked to information on stolen property recorded in the NCIC and GCIC systems). Reportedly, only 4 of the roughly 100 dealers who are required to report transactions do not make their reports electronically using this system. The remaining dealers mail or fax required information to the unit. Not only does the LEADS system eliminate (for the most part) the need for data entry it reportedly has improved the unit's success in identifying stolen property.

Now that they are no longer needed to enter information into the department's database the three civilians assigned to the unit review reports and try to use property descriptions to identify items that have been stolen that have not been identified by the LEADS system. These efforts meet with limited success – reportedly only three or four items are identified per month that are not identified by the LEADS system.

Maintaining the civilian staffing assigned to this unit is no longer justified. Initially the two CRO positions should be reassigned. Depending on the remaining workload (and the level of support the clerk provides to the case file management function) it may be possible to reassign this position as well.

Forensics

The department should consider modifying its approach to collecting evidence at crime scenes. At present, the bulk of the evidence collected at crime scenes is obtained by certified crime scene investigators who are called to the scene by patrol officers. An alternative to this is to take a tiered approach to processing and collecting evidence at crimes scenes. Under this approach, all officers would receive some training in collecting evidence and lifting fingerprints at crime scenes. In addition, some officers on each shift would be trained at a higher level to process evidence. Crime scene investigators – who have the most training – would only need to respond to calls requiring a high level of training and experience (e.g., homicides and major robberies).

It should be noted that the department has already taken steps to process crime scene evidence using this approach. For example, officers who have received needed training now process evidence at "entering auto," "recovered auto," and some burglary incidents. (Anecdotal evidence suggests that these efforts have been successful.) Expanding this approach will only be practical, of course, if patrol staffing is increased and officers have the time to provide this support.

While it is difficult to determine the number of skilled crime scene investigators that will be needed if this new approach to processing evidence at crime scenes is used, the experience of other jurisdictions the consultants have studied suggests that a dedicated

staff of two crime scene specialists should be sufficient.[28] (As the recommended approach to processing evidence at crime scenes is implemented these preliminary staffing estimates should be refined.) Please note that these dedicated staff should be supplemented by an additional two sworn officers who are fully certified crime scene investigators who would be available to support crime scene processing on an on-call basis.

Implementing this recommendation would reduce the number of staff dedicated to crime scene investigations from eight to two. (Please note that this recommendation relates only to the staff who process crime scene evidence and not to the staff assigned to the forensics unit who perform other duties.)

Call Outs

The frequency of call outs is much greater for the violent crimes unit than for the other investigative units. From June 2014 to May 2015 there were 204 violent crimes unit call outs (excluding SWAT calls outs for detectives assigned to the unit) or an average of .56 a day. By contrast, during this same period there were 96 special victims unit call outs (an average of .26 per day), 45 robbery unit call outs (an average of .12 per day), and two financial crimes unit call outs.

These call-outs place a significant burden on the three sergeants (when fully staffed) and lieutenant assigned to the violent crimes unit. Typically, a sergeant will be assigned to each call and a lieutenant will often respond as well. To reduce the burden associated with this large number of violent crimes call outs the department should consider rotating call outs among all the lieutenants assigned to the Criminal Investigations Division.

Time Tracking

If the department acquires an electronic time keeping system as is currently being considered, the Criminal Investigations Division should explore ways that the system might be used to track the amount of time detectives spend on cases. Most time keeping and financial systems have "cost categories." This functionality could be used to develop unique identifiers for each case and detectives could be required to enter the time they devote to various cases each day. Investigative sergeants could then use this information to better understand how investigators are spending their time.

SPECIAL OPERATIONS ISSUES

Opportunities to improve operational efficiency and effectiveness that affect special operations are discussed for various special operations functions: canine; mounted; and traffic.

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[28] The review of crime scene investigative needs in the Seattle (Washington) Police Department indicated that 3.5 dedicated positions are needed. (Seattle serves a population roughly three times as large as the SCMPD and employs the recommended approach to processing crime scene evidence.) Likewise, a recent review of the Pearland (Texas) Police Department (which serves a population of approximately 115,000) suggested that one dedicated position is needed.

Canine

Scheduling of canine officers should be adjusted to provide greater coverage. Under the current schedule (as shown in the following table), the department's five canine officers are scheduled to provide the most coverage from 10:00 a.m. to 4:00 p.m. on Tuesday through Friday and from 8:00 p.m. to 2:00 a.m. on Tuesday through Thursday.

Hour	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Midnight	0.86	0.86	1.72	1.72	1.72	0.86	0.86
1:00 a.m.	0.86	0.86	1.72	1.72	1.72	0.86	0.86
2:00 a.m.	0.43	0.43	1.29	1.29	1.29	0.86	0.86
3:00 a.m.	0.00	0.00	0.86	0.86	0.86	0.86	0.86
4:00 a.m.	0.00	0.00	0.86	0.86	0.86	0.86	0.86
5:00 a.m.	0.00	0.00	0.00	0.00	0.00	0.00	0.00
6:00 a.m.	0.00	0.00	0.00	0.00	0.00	0.00	0.00
7:00 a.m.	0.00	0.00	0.00	0.00	0.00	0.00	0.00
8:00 a.m.	0.00	0.86	0.86	0.86	0.86	0.86	0.00
9:00 a.m.	0.00	0.86	0.86	0.86	0.86	0.86	0.00
10:00 a.m.	0.00	0.86	1.72	1.72	1.72	1.72	0.86
11:00 a.m.	0.00	0.86	1.72	1.72	1.72	1.72	0.86
Noon	0.00	0.86	1.72	1.72	1.72	1.72	0.86
1:00 p.m.	0.00	0.86	1.72	1.72	1.72	1.72	0.86
2:00 p.m.	0.00	0.86	1.72	1.72	1.72	1.72	0.86
3:00 p.m.	0.00	0.00	1.72	1.72	1.72	1.72	1.72
4:00 p.m.	0.00	0.00	1.72	1.72	1.72	1.72	1.72
5:00 p.m.	0.00	0.00	0.86	0.86	0.86	0.86	0.86
6:00 p.m.	0.43	0.43	1.29	1.29	1.29	0.86	0.86
7:00 p.m.	0.86	0.86	1.72	1.72	1.72	0.86	0.86
8:00 p.m.	0.86	0.86	2.59	2.59	2.59	1.72	1.72
9:00 p.m.	0.86	0.86	2.59	2.59	2.59	1.72	1.72
10:00 p.m.	0.86	0.86	1.72	1.72	1.72	0.86	0.86
11:00 p.m.	0.86	0.86	1.72	1.72	1.72	0.86	0.86

No canine coverage, however, is provided on Sunday from 3:00 a.m. to 5:00 p.m., on Monday from 3:00 p.m. to 5:00 p.m., and on any day from 5:00 a.m. to 7:00 a.m.

As the following table shows, the current schedule has the benefit of generally having more officers working when the number of calls received is greatest (from 5:00 p.m. to midnight) although only one officer is scheduled to work on Friday and Saturday night from 10:00 p.m. to 2:00 a.m.

Hour	Average Calls Per Day	Hour	Average Calls Per Day
Midnight	0.16	Noon	0.25
1:00 a.m.	0.13	1:00 p.m.	0.21
2:00 a.m.	0.12	2:00 p.m.	0.20
3:00 a.m.	0.01	3:00 p.m.	0.17
4:00 a.m.	0.01	4:00 p.m.	0.19
5:00 a.m.	0.01	5:00 p.m.	0.20

Hour	Average Calls Per Day	Hour	Average Calls Per Day
6:00 a.m.	0.01	6:00 p.m.	0.24
7:00 a.m.	0.01	7:00 p.m.	0.33
8:00 a.m.	0.07	8:00 p.m.	0.32
9:00 a.m.	0.14	9:00 p.m.	0.42
10:00 a.m.	0.15	10:00 p.m.	0.38
11:00 a.m.	0.20	11:00 p.m.	0.33

However, canine workload on any hour is not high enough to justify deploying two officers. During the busiest seven-hour period in the week (5:00 p.m. to midnight) only an average of 2.21 canine calls are received (or .31 per hour).

Given this relatively low average workload it makes more sense to assign canine officers to cover more hours than to have more than one officer scheduled to work during the busiest hours. At present, two officers are scheduled to work 49 out of the 168 hours in a week (29.2 percent) and three officers are scheduled to work for six hours in the week.

If canine officers were assigned to 11-hour shifts (with one hour per shift for animal care) and were scheduled on a two-day on, two-day off schedule they would be able to provide coverage for 22 hours a day. Under this schedule over a three week period each officer would work 10 shifts. If they were working 12-hour shifts instead of 11-hour shifts with one hour of kennel time this would equate to 120 hours over a three week period or 40 hours per week on average.

Mounted

The SCMPD mounted unit currently has nine horses (two of which are nearing the end of their productive service) and is staffed with a sergeant and two officers (one of whom is currently in a limited duty status). A review of activity logs suggests that the mounted unit spends about 40 percent of its time deployed in the downtown and historic areas and about half of its time deployed in other areas. Officers are also deployed in vehicles when horses cannot be ridden.

Current levels of staffing for the mounted unit are not sustainable (unless the number of horses are substantially reduced). At current staffing levels it will be difficult for the horses to be used enough to maintain their skills. With a sergeant and two corporals assigned to the unit at most the nine horses will be ridden once every third work day (or about once every 4.2 calendar days). This, of course, overstates the days the horses will actually be ridden as there are days the mounted unit is not deployed on horses due to weather or the need to maintain tack or the stables.

The department should decide whether to expand the unit, reduce the number of horses to sustainable levels, or discontinue the unit. While the costs of the unit can be easily calculated the benefits – while real – are difficult to quantify. In general, mounted units provide four types of benefits to police departments:

- **Visibility**. Mounted officers are highly visible

- **Observation**. Mounted officers can survey a broad area and over obstacles when, for example, patrolling parking areas or alleys

- **Crowd control**. Mounted officers are extremely beneficial in moving and controlling crowds

- **Public relations**. Public relations benefits are achieved both in parades and through the individual interactions of residents (or tourists) with mounted officers

Presumably, the public relations benefits of the horses will be higher in Savannah and Chatham County than in other jurisdictions due to the importance of tourism to the area economy. In addition, when the city hosts large events such as for St. Patrick's Day the benefits of horses in supporting crowd control will be high. However, the costs of the unit in terms of both staff (the sworn officers and two 20-hour a week part-time employees who feed the horses and clean the stables) and animal care are not low.

If the city, county, and police department determine the benefits of the unit outweigh the costs the department should strongly consider increasing the unit's staffing at least to the level needed to ensure the horses' skills do not atrophy. If the department maintains an ongoing capacity of seven horses (assuming the horses that are nearing their productive lives are taken out of service) a sergeant and four officers would be needed to ensure horses are ridden once every second work day (excluding days the horses cannot be ridden due to weather).

Traffic

Three traffic related issues will be addressed in this section: scheduling; supervision; and accident reporting.

Scheduling. At the time the analysis for this study was being conducted the department assigned three officers and a sergeant (who spends about three hours a day supporting enforcement activities) to traffic enforcement responsibilities. When all officers assigned to the unit were working enforcement these staff could cover the morning and evening rush hours on Tuesday through Saturday.

Hour	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Midnight	0.0	0.0	0.0	0.0	0.0	0.0	0.0
1:00 a.m.	0.0	0.0	0.0	0.0	0.0	0.0	0.0
2:00 a.m.	0.0	0.0	0.0	0.0	0.0	0.0	0.0
3:00 a.m.	0.0	0.0	0.0	0.0	0.0	0.0	0.0
4:00 a.m.	0.0	0.0	0.0	0.0	0.0	0.0	0.0
5:00 a.m.	0.0	0.0	0.0	0.0	0.0	0.0	0.0
6:00 a.m.	0.0	0.0	1.0	1.0	1.0	1.0	1.0
7:00 a.m.	0.0	0.0	2.0	2.0	2.0	2.0	2.0
8:00 a.m.	0.0	0.0	2.0	2.0	2.0	2.0	2.0
9:00 a.m.	0.0	0.0	2.0	2.0	2.0	2.0	2.0
10:00 a.m.	0.0	0.0	2.0	2.0	2.0	2.0	2.0

Hour	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
11:00 a.m.	0.0	0.0	3.0	3.0	3.0	3.0	3.0
Noon	0.0	0.0	3.0	3.0	3.0	3.0	3.0
1:00 p.m.	0.0	0.0	3.0	3.0	3.0	3.0	3.0
2:00 p.m.	0.0	0.0	2.5	2.5	2.5	2.5	2.5
3:00 p.m.	0.0	0.0	1.5	1.5	1.5	1.5	1.5
4:00 p.m.	0.0	0.0	1.0	1.0	1.0	1.0	1.0
5:00 p.m.	0.0	0.0	1.0	1.0	1.0	1.0	1.0
6:00 p.m.	0.0	0.0	1.0	1.0	1.0	1.0	1.0
7:00 p.m.	0.0	0.0	1.0	1.0	1.0	1.0	1.0
8:00 p.m.	0.0	0.0	0.5	0.5	0.5	0.5	0.5
9:00 p.m.	0.0	0.0	0.0	0.0	0.0	0.0	0.0
10:00 p.m.	0.0	0.0	0.0	0.0	0.0	0.0	0.0
11:00 p.m.	0.0	0.0	0.0	0.0	0.0	0.0	0.0

If traffic enforcement officers were assigned to 12-hour shifts, however, the morning and evening rush hours could be covered six days a week even if traffic enforcement staffing levels do not increase. Please note that 12 additional hours of coverage would be incorporated into this schedule because officers working three 12-hour shifts a week would need to each work an additional four hours per week (on average) to work a 40-hour week. Even with the recent increase in traffic enforcement staffing – currently seven officers are assigned this responsibility – assigning these officers to work 12-hour shifts would be beneficial.

Hour	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Midnight	0.0	0.0	0.0	0.0	0.0	0.0	0.0
1:00 a.m.	0.0	0.0	0.0	0.0	0.0	0.0	0.0
2:00 a.m.	0.0	0.0	0.0	0.0	0.0	0.0	0.0
3:00 a.m.	0.0	0.0	0.0	0.0	0.0	0.0	0.0
4:00 a.m.	0.0	0.0	0.0	0.0	0.0	0.0	0.0
5:00 a.m.	0.0	0.0	0.0	0.0	0.0	0.0	0.0
6:00 a.m.	0.0	0.0	0.0	0.0	0.0	0.0	0.0
7:00 a.m.	0.0	1.0	1.0	2.0	2.0	2.0	1.0
8:00 a.m.	0.0	1.0	1.0	2.0	2.0	2.0	1.0
9:00 a.m.	0.0	1.0	1.0	2.0	2.0	2.0	1.0
10:00 a.m.	0.0	1.0	1.0	2.0	2.0	2.0	1.0
11:00 a.m.	0.0	1.0	1.0	2.0	2.0	2.0	1.0
Noon	0.0	1.0	1.0	2.0	2.0	2.0	1.0
1:00 p.m.	0.0	1.0	1.0	2.0	2.0	2.0	1.0
2:00 p.m.	0.0	1.0	1.0	2.0	2.0	2.0	1.0
3:00 p.m.	0.0	1.0	1.0	2.0	2.0	2.0	1.0
4:00 p.m.	0.0	1.0	1.0	2.0	2.0	2.0	1.0
5:00 p.m.	0.0	1.0	1.0	2.0	2.0	2.0	1.0
6:00 p.m.	0.0	1.0	1.0	2.0	2.0	2.0	1.0
7:00 p.m.	0.0	0.0	0.0	0.0	0.0	0.0	0.0
8:00 p.m.	0.0	0.0	0.0	0.0	0.0	0.0	0.0
9:00 p.m.	0.0	0.0	0.0	0.0	0.0	0.0	0.0
10:00 p.m.	0.0	0.0	0.0	0.0	0.0	0.0	0.0
11:00 p.m.	0.0	0.0	0.0	0.0	0.0	0.0	0.0

Accident reporting. Shortcomings with existing systems for tracking accident reports result in reports not being available when citizens request them (which frustrates citizens and reflects poorly on the department).

This problem stems from the fact that the department uses a state system called GEARS for accident reporting and this system is not integrated with the department's RMS system. Years ago the department decided to use the GEARS system, which it could acquire at no cost, instead of spending $60,000 for the accident reporting module of its RMS system. At present, potential problems are created when sergeants do not approve a report and send the report back to an officer to correct a problem. If, for whatever reasons, the officer does not address the problem immediately the report remains "in limbo" and is not available to citizens when they request it. Moreover, even after the problem is identified the department cannot access the report but must ask the staff supporting the GEARS system to do so – which further increases the time the citizen must wait to receive the report.

This problem can be addressed when the department upgrades its RMS system but, as noted, the cost of doing so is quite large. In the short term the department should develop a "work around" system whereby every time a report is created by an officer that is not completed within a specified period of time, the officer and his or her supervisor will be notified.

COMMUNICATIONS (E911 AND DISPATCH) ISSUES

Opportunities to improve operational efficiency and effectiveness that affect communications have been identified in a number of areas: facilities; supervision; shift rotation; breaks; quality assurance; and funding.

Facilities

Existing communications facilities are cramped, poorly designed, and may pose a health risk for communications employees. With regard to design, call-takers and dispatchers are currently assigned to two separate work areas. This complicates operations as call-takers and dispatchers cannot informally communicate with each other. In addition, separate supervisors must be assigned to each area (which complicates supervision and may increase supervisory needs).

The facility is also not in good condition. It is dark and cramped, leaks have been reported, and carpets are old and need to be replaced. Moreover, in interviews, employees expressed concern about the health implications of mold in the facility that has not been successfully addressed. Managers and supervisors indicated that the condition of the current facilities adversely affects employee morale.

In addition to the condition of primary communications facilities, back-up facilities are limited. Reportedly, the current back-up facility has only 11 seats (which is insufficient to process calls).[29] Moreover, managers indicate that while the main facility could go down

[29] The problems associated with this limited back-up capacity could be mitigated if a switch existed that allowed operations from more than one location but no such "dual node" exists.

in a Category 2 hurricane the back-up center might not be able to withstand a Category 3 hurricane. In the event both facilities went down no other PSAP in the area could handle the volume of calls handled by the communications center.

To address these issues the department should place a high priority on establishing a new communications center and on establishing back-up facilities that would ensure operations are maintained in severe weather emergencies. Establishing a new facility would also allow the department to update its communications technology which, according to department managers, is old and needs to be replaced.

Supervision

A civilian manager should replace the lieutenant who leads the communications unit. A sworn officer is not needed to supervise a communications facility and establishing a civilian manager position would increase career opportunities for civilian staff.

Shift Rotation

Line communications staff are assigned to one of three shifts (day, evening, or midnight) with the day shift and the evening shift rotating every month. This shift rotation creates the same problems as patrol shift rotation previously discussed. The same number of staff must be assigned to the day and evening shifts even though the workload of these shifts differ, rotating shifts can increase the physical toll on staff (although likely less than the day shift to midnight shift rotation of patrol officers), and rotating shifts complicates the management of personal issues (e.g., arranging for child care).

As with patrol, communications staff should be assigned to permanent shifts that are bid on an annual basis.[30] To facilitate the implementation of this recommendation, shift differentials may need to be paid to staff who are required to work an undesirable shift.

Breaks

At present, communications staff are authorized to receive two 10-minute breaks a shift (which depending on workload they may or may not receive) however they are expected to eat meals at their consoles. Working without a break in a demanding position such as a call-taker or dispatcher is difficult.

The department should consider adjusting communications schedules to allow for lunch breaks. Allowing breaks would provide a respite for communications staff. Moreover, at least for call-takers, if breaks were scheduled during periods of low workload replacements would not need to be provided for individuals on break. Replacements would be needed for communications staff assigned dispatch responsibilities, however.

Quality Assurance

The communications unit currently employs one quality assurance position that also serves as the tape custodian. This position pulls requests for tapes from the courts, internal affairs, and detectives and also responds to Freedom of Information Act

[30] Please note that shifts are currently bid for days off.

requests. Reportedly, because her work as tape custodian is so great, little time is devoted to proactive quality assurance. Instead, quality assurance tends to be done as part of the complaint review process.

Investing in quality assurance would enable the department to better provide counseling to individual employees who need to improve and to address issues affecting overall unit performance through training. In addition, this position could back up the systems analyst assigned to the unit who currently has no back up.[31] Establishing a quality assurance position should, therefore, be considered.

Funding

An assessment should be performed of whether each of the jurisdictions for which the department provides 911 call-taking and dispatch services is paying an equitable share of the center's cost. Interview findings suggest that 911 fees cover hardware, software, and telephone costs but do not cover the cost of personnel. The department, therefore, is providing call-taking and dispatch services to municipalities within the county (and to other city departments) without compensation.

While conducting a thorough assessment of communications funding was beyond the scope of this study, conducting such a review would be worthwhile to ensure local municipalities served by the communications center pay an equitable share of the center's costs.

ISSUES AFFECTION OTHER UNITS

This section discusses opportunities to improve operational efficiency and effectiveness for the following units: recruiting and employment; training; strategic investigations unit; court liaison; customer service; CrimeStoppers; case file management; and property management.

Recruiting And Employment

A discussion of diversity recruiting and building relationships with sources of recruits follows.

Diversity recruiting. The department has done a good job of recruiting a diverse work force. The diversity of the work force is generally comparable to the diversity of the Chatham County population (although the department has a somewhat higher percentage of Whites and a somewhat lower percentage of Blacks, Hispanics, and Asians than the Chatham County population).

[31] If the quality assurance person does not have the skills needed to back-up the systems analyst the department should consider engaging a part-time or contract employee to provide this support.

Race/ Ethnicity	Department Percent	2015 Chatham County Percent(a)(b)
White	61.1%	54.2%
Black	30.8%	40.2%
Hispanic	5.3%	6.2%
Asian	1.7%	2.9%
Other	1.2%	5.0%

(a) Includes both incorporated and unincorporated areas.
(b) Percentages do not total 100 percent because Hispanic individuals may also be White or Black.

In addition, 16.1 percent of sworn officers are female and 83.9 percent are male.

While the recruiting and employment unit is striving to make the SCMPD as diverse as possible, no specific recruiting goals have been established (although hiring more women and more Asian and Hispanic officers is a general objective). Establishing more explicit goals would be beneficial for two reasons. First, doing so would provide the unit with needed guidance on how it should use its resources – for example, whether or not to place more emphasis on recruiting females than recruiting Asian or Hispanic recruits. In addition, if specific goals were established, the success of the unit could be more easily evaluated.

Building relationships with sources of recruits. The recruiting and employment unit – which is staffed with a sergeant, a corporal, two civilian recruiters, and one administrative assistant – has sufficient staff to maintain the current hiring and recruiting program. The unit, however, does not have sufficient staff to invest in building relationships with colleges and technical schools that are a potential source of new recruits.

Given that competition for outstanding minority policing candidates will likely increase in future years – as departments that have not devoted attention to recruiting minorities in the past begin to do so – making such an investment seems worthwhile. The department should therefore consider establishing one position to focus on building relationships with potential sources of new recruits (with a particular focus on minorities and women). A civilian can fill this position.

Training

A discussion of supervisory and management training needs, and the staffing needed to address these needs, follows.

Supervisory training. The department faces a significant need for high quality supervisory training. Not only is the quality of first line supervision inconsistent (as previously discussed) but also as the number of officers promoted with relatively little experience increases the need for effective supervisory training increases. Despite this need at present new supervisors do not receive any supervisory training (although the training director has been exploring establishing a new sergeant training course).

A comprehensive training program for department supervisors should therefore be established. For new supervisors, this training program should include a new sergeant training course as well as ongoing mentoring of new sergeants by experienced sergeants. In addition, all existing sergeants should be required to participate in a training program designed to reinforce expectations for supervisory performance and to communicate the role sergeants should play in implementing the vision for how policing should be done in the SCMPD.

Management training. In addition to the leadership training that all police department managers and supervisors receive, captains and lieutenants should also participate in intensive management training. This training should focus on communicating the role captains and lieutenants will play in implementing the vision for how policing should be done in the SCMPD and on developing the skills and competencies needed to meet those expectations. In addition, lieutenants and captains should be trained on how to reinforce the training new and existing sergeants receive on a day-to-day basis.

Staffing. The training unit does not have the capacity to develop and deliver the recommended supervisory and management training. Initially, one position should be established and charged with leading the development of this training. This function should be filled by a civilian with appropriate expertise in developing and providing management and supervisory training. Once the training has been developed, an assessment can be made as to what additional capacity, if any, is needed to deliver the recommended training.

Strategic Investigations Unit (SIU)

A brief discussion of the need to incorporate community outreach into SIU activities and to acquire undercover vehicles follows.

Community outreach. Research suggests that community outreach in areas where policing efforts will be intensified can help build support for crime reduction efforts. Given that highly publicized incidents in Ferguson (MO), Baltimore (MD), Chicago (IL), Cleveland (OH), and other locales have placed police departments under increased scrutiny incorporating community outreach as part of focused crime reduction initiatives such as the violent crimes task force would appear to be both prudent and beneficial.

Vehicles. The SIU has a small number of undercover cars. The unit would benefit from a process and supporting budget that permits the regular replacement of these vehicles. Over time, operations may be compromised if criminals recognize the undercover vehicles SIU uses.

Court Liaison

At present, officers who report to testify in court often must wait for hours before being called to testify (and may not be needed to testify at all if the case settles). Needless to say this does not make effective use of department resources. When on-duty officers

are waiting to testify they are not in-service while when officers testify on days (or times) they are not scheduled to work overtime costs are increased (and reporting to court creates a burden on the officers[32]).

Building on best practices employed in other jurisdictions the department should work with the courts to take a number of steps to address these issues. First, officers could be assigned foot patrol responsibilities in the downtown area while waiting to be called for court. This would increase police visibility while not materially compromising the officer's availability for court.[33] In addition, space should be provided in the courthouse where officers can do paperwork while awaiting their court appearances. The department should also work with prosecutors and judges to ensure that officers are called to testify in court only when their testimony is needed.

Customer Service

A brief discussion of the need to increase physical security and ensure officers do not refer citizens to the customer service desk to make reports follows.

Physical Security. The department should provide more physical security for staff assigned to the customer service unit. Transparent barriers between the customer service staff and the people they serve should be installed.

Police reports. Customer service staff note that from time to time officers will refer individuals to the customer service desk so that they do not have to complete a report themselves. Indeed, residents have been requested to call customer service or, even worse from a customer service perspective, to drive to headquarters to make the report in person. (In these instances, customer service staff have been able to confirm the referral by checking the CAD system to see if an officer was dispatched to a call.)

In the future when such referrals are made customer service staff should make a record of the request that should then be referred to the officer's lieutenant and sergeant.

CrimeStoppers

The department has a robust CrimeStoppers program that supports efforts to obtain tips about criminal activity. Patrol officers should be encouraged to promote the CrimeStoppers program. To this end, the civilian who manages the program should be invited to attend roll call at regular intervals to briefly explain the program and present the results of tips received.

Case File Management

The current case management storage area is getting full. To address this issue the department should acquire sliding file shelves (such as those currently used in the

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[32] In interviews it was reported that some officers do not like to make cases because they do not want to be called to testify on their day off.

[33] Please note that supervisors should use discretion when determining when deploying officers in the downtown area is warranted.

property and evidence storage area) to maximize the use of available space. In addition, the department should explore acquiring an electronic case file management system.

Property Management

The department currently contracts with an outside firm for janitorial services. The winning bid for the new contract is reportedly approximately $130,000 (a significant increase over the $84,620 for the contract running from May 1, 2014 to May 1, 2015).

Department staff believe that they can perform janitorial services more cost-effectively than the contractor with the winning bid. To determine the validity of this contention, the building and property maintenance unit should prepare a bid to meet the same specification as the tentatively selected contractor. For example, in addition to paying for staff the selected contractor is required to supply its own materials and equipment. These costs must be considered when evaluating the building and property maintenance unit "bid".

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 Prepon-derance 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
Training Director	No	No	No	No	No	Yes	Yes	No	No			No	Position currently held by a civilian.
Trainers	No	No	No	No	Yes	Yes			No			Mix	A mix of sworn and civilian trainers should be employed.
City Hall Security	No	No	No	No	No	No			No			No	Officers could be assigned to support council sessions if requested by the City Council.
Alcohol and Beverage Compliance Officer	Yes	Yes	Yes	Yes								Yes	
Communications Lieutenant	No	No	No	No	No	Yes	No	No	No			No	
Forensics Technicians	No	No	No	No	No	No			No			No	
Forensics Sergeant	No	No	No	No	No	No			No			No	
Accreditation Sergeant	No	No	No	No	No	Yes	Yes	No	No			No	
Adjutant Lieutenant	No	No	No	No	Yes	Yes	Yes	No	Yes			Yes	
Recruiting Sergeant	No	No	No	No	Yes	No			No			Yes	
Recruiting Officers	No	No	No	No	Yes	No			No			Mix	A mix of sworn and civilian recruiters are currently employed.
Court Liaison Sergeant	No	No	No	No	No	No			No			No	
Field Operations Administrative Assistant	No	No	No	No	No	Yes	No	No	Yes			Yes	
Planning and Technology Captain	No	No	No	No	No	Yes	Yes	Yes	No			Yes	If sworn managers have requisite technology expertise position should be assigned to sworn officer during development period. Should be assigned to a civilian if operations are mature or no sworn officer with technology skills is available.

Exhibit IV-2

ASSESSMENT OF WHETHER FOLLOW-UP INVESTIGATIONS SHOULD BE CENTRALIZED OR DECENTRALIZED

Crime(a)	Need For Expertise	Criminal Likely To Operate On Regional Or City/County Wide Basis	Need For Consistency	Risk If Not Effectively Handled	Current	Recommended
Aggravated Assault	Medium	Regional	Low	Medium	Centralized	Centralized
Auto Theft	Medium	Regional(e)	Low	Low	Decentralized	Decentralized
Burglary	Low	Regional	Low	Low	Decentralized	Decentralized
Larceny(b)	Low	Regional	Low	Low	Decentralized	Decentralized
Domestic Violence	Medium	Regional	High	High	Decentralized	Centralized
Commercial Burglary	Medium	Regional	Low	Low	Decentralized	Decentralized
Entering Auto	Low	Regional	Low	Low	Decentralized	Decentralized
Armed Robbery	High	City	Medium	Medium	Centralized	Centralized
Attempted Armed Robbery	High	City	Medium	Medium	Centralized	Centralized
Bank Robbery	High	City	Medium	High	Centralized	Centralized
Commercial Robbery, Armed	High	City	Medium	Medium	Centralized	Centralized
Commercial Robbery, Force	High	City	Medium	Medium	Centralized	Centralized
Commercial Robbery, Other Weapon	High	City	Medium	Medium	Centralized	Centralized
Home Invasion, Armed	High	Regional	Medium	Medium	Centralized	Centralized
Home Invasion, Force	High	Regional	Medium	Medium	Centralized	Centralized
Purse Snatching	Low	Regional	Low	Low	Centralized	Decentralized
Robbery By Force	Medium	Regional	Low	Medium	Centralized	Centralized
Robbery, Street, Other Weapon	Medium	Regional	Low	Medium	Centralized	Centralized
Sudden Snatching	Low	Regional	Low	Low	Centralized	Decentralized
Abuse	High	Regional	High	High	Centralized	Centralized
Aggravated Sexual Battery	High	Regional	High	High	Centralized	Centralized
Aggravated Sodomy	High	Regional	High	High	Centralized	Centralized
Attempted Kidnapping	High	Regional	High	High	Centralized	Centralized
Attempted Rape	High	Regional	High	High	Centralized	Centralized
Child Abuse	High	Regional	High	High	Centralized	Centralized
Child Molestation	High	Regional	High	High	Centralized	Centralized
Elder Abuse(c)	High	Regional	High	High	Centralized	Centralized
ICAC	High	Regional	High	High	Centralized	Centralized
Molestation	High	Regional	High	High	Centralized	Centralized
Rape	High	Regional	High	High	Centralized	Centralized
Sexual Battery	High	Regional	High	High	Centralized	Centralized
Sex Other	High	Regional	High	High	Centralized	Centralized
Sodomy	High	Regional	High	High	Centralized	Centralized
Statutory Rape	High	Regional	High	High	Centralized	Centralized
Aggravated Battery	Medium	Regional	Low	Medium	Centralized	Centralized
Death Investigation	High	Regional	Medium	Medium	Centralized	Centralized
Homicide	High	Regional	High	High	Centralized	Centralized
Elder Exploitation	High	Regional	Medium	Medium	Centralized	Centralized
Embezzlement(d)	High	Regional	Medium	Medium	Centralized	Centralized
Forgery	High	Regional	Medium	Low	Centralized	Centralized
ID Theft	High	City	Medium	Low	Centralized	Centralized

(a) Excludes crimes with fewer than five cases.
(b) Some larceny cases are assigned to Financial Crimes.
(c) Some elder abuse cases are assigned to Financial Crimes and some are assigned to Special Victims.
(d) Some embezzlement cases are assigned to precincts.
(e) Stolen autos are often used to provide transportation related to other crimes.

V – STAFFING

V – STAFFING

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

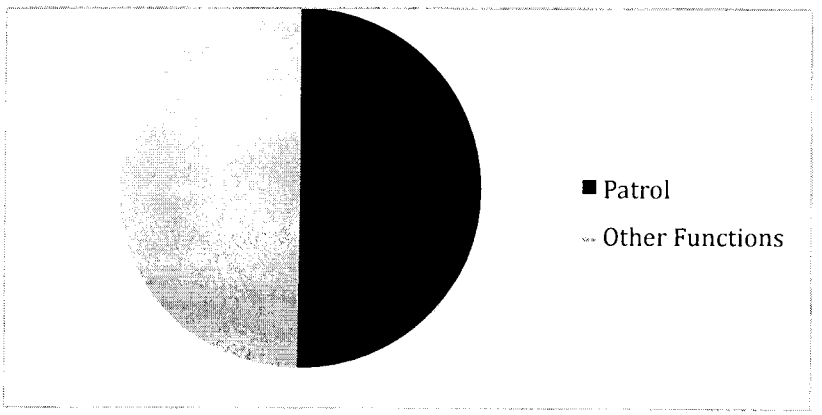
- Responding – they respond to requests for assistance from residents and businesses
- Being proactive – they work proactively to reduce crime, improve quality of life, and enhance perceptions of safety and security
- Providing direct support – they perform functions that directly support efforts to 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.

The staffing analysis is divided into five parts. The first part summarizes current staffing by function. The second part evaluates staffing needs determined primarily by workload and level of service expectations. The third part evaluates proactive staffing needs. The fourth part discusses staffing needed to account for vacancies. A summary of staffing implications is presented in the final part.

A – CURRENT STAFFING

The SCMPD currently[1] employs 805 employees of which 592 (73.5 percent) are sworn officers and 26.5 percent are civilians. The patrol function accounts for just over half (50.2 percent) of the department's sworn staff.



[1] Staffing in January 2017.

Total staffing by function is presented in the following table.

Function	Sworn	Civilian	Total
Precinct - Patrol	297	0	297
Follow-Up Investigations(a)	84	19	103
E911/Dispatch(b)	1	97	98
Professional Standards(c)	69	7	76
Information Management And Support(d)	2	45	47
Miscellaneous(e)	27	16	43
Precinct - Other(f)	33	10	43
Special Operations(g)	31	6	37
Administration(h)	18	13	31
Proactive Investigations(i)	30	0	30
Total	592	213	805

(a) Homicide, aggravated assault, robbery, special victims, forensics, financial crimes, pawnshop, case management, and precinct investigations.
(b) E911, dispatch, and teletype.
(c) Internal affairs, training, recruiting and employment.
(d) Criminal history, customer service, report review, building and property management, fleet, budget and accounting, personnel, property and evidence, and quartermaster.
(e) SARIC, CrimeStoppers, Savannah Impact Program, adjutant, city hall security, temporary duty, and accreditation.
(f) Crime prevention, community resources officers, downtown tourism, downtown special operations, and community outreach.
(g) Canine, mounted, crime-free multihousing, traffic, hit and run investigation, special events, extra duty, emergency management, and ABC enforcement.
(h) Office of the Chief, technology and planning, field operations administration, patrol – administration, precinct administration, and criminal investigations administration.

The following table summarizes staffing by rank. As this table shows, 80.2 percent of sworn staff are below the rank of sergeant (e.g., police star corporal, police corporal, police officer/APO, and police officer trainee) and 19.8 percent have the rank of sergeant or higher (e.g., police chief, assistant police chief, police major, police captain, police lieutenant, and police sergeant).

Position	Number
Police Chief	1
Assistant Police Chief	2
Police Major	4
Police Captain	8
Police Lieutenant	24
Police Sergeant	78
Police Star Corporal	22
Police Corporal	124
Police Officer/APO	289
Police Officer Trainee	40
Total	592

Of the civilian employees, 25 employees (11.7 percent) are managers or supervisors) and 188 employees (88.3 percent) are non-managers or non-supervisors.

B – ANALYSIS OF RESPONSIVE AND SUPPORT STAFFING NEEDS

This part is divided into five sections: patrol related precinct staffing; non-patrol precinct staffing; criminal investigations division staffing; communications staffing; and information management staffing.

PATROL RELATED PRECINCT STAFFING

The analysis of the number of officers, sergeants, and lieutenants needed in each precinct to handle calls was conducted in 13 steps.

Step 1: Determine Response Expectations

Current response times. At present, average response times (presented in minutes and seconds) vary significantly by precinct.

Call Priority	West Chatham	Downtown	Central	Southside	Islands
Priority 1(a)	11:42	6:48	7:23	7:11	7:42
Priority 2(b)	15:29	8:50	10:48	10:02	10:35
Priority 3(c)	19:33	11:13	14:50	12:54	13:26
Priority 4(d)	25:37	14:21	22:28	18:14	18:03

(a) Priority 1 calls include: BURGLARY-IP; EMS HOT CALL; FIGHT IN PROGRESS; GUN DISCHARGE; OFFICER ASSIST; PERSONS WITH GUN; and SUICIDE/ATTEMPT.
(b) Priority 2 calls include: FIGHT IN PROGRESS; DISORDERLY PERSON; INJURED PERSON; PROWLER/TRESPASS; ALARM HOLD-UP; and CIVIL DISTURBANCE.
(c) Priority T3 calls include: ENTERING AUTO; ACCIDENT; AUTO THEFT; BURGLARY-RPT; CHECK SUBJECT; FORGERY/ID THEFT; HIT AND RUN-OCCR; MENTAL PATIENT; and THREAT-LIFE-PHONE.
(d) Priority 4 calls include: ANIMAL COMPLAINT; DISABLE VEHICLE; MISSING PERSON; PARKING VIOLATION; WELFARE CHECK; JUVENILE; and LOUD PARTY-MUSIC.

90th percentile response times (i.e., response times that are achieved 90 percent of the time) are much slower but better reflect the response times most citizens can expect will not be exceeded.

Call Priority	West Chatham	Downtown	Central	Southside	Islands
Priority 1	19:55	11:30	14:06	12:04	13:54
Priority 2	28:06	15:25	20:47	17:05	18:43
Priority 3	36:39	19:56	28:20	23:22	24:48
Priority 4	46:31	25:47	41:37	29:01	31:01

Analysis also indicates that county response times are somewhat slower than response times in the city (in precincts that serve both the city and the county).

	West Chatham		Southside		Islands	
	City	County	City	County	City	County
Priority 1						
Average	9:14	13:18	6:50	9:34	7:14	8:54
90th Percentile	16:11	21:38	11:25	13:54	13:26	15:04
Priority 2						
Average	15:34	15:25	9:48	13:18	10:03	11:50
90th Percentile	28:27	27:52	16:32	20:37	18:05	20:02
Priority 3						
Average	19:28	19:35	12:31	17:02	13:00	14:04
90th Percentile	35:55	37:01	22:48	28:01	24:09	25:32
Priority 4						
Average	24:28	26:35	18:00	20:23	17:10	19:41
90th Percentile	44:07	48:15	28:10	29:59	29:52	32:39

Response expectations. The number of officers needed to respond to calls-for-service varies directly with the desired speed of response. Response expectations were established that both represent an improvement over existing response times and that will ensure response time expectations can be met throughout a precinct (e.g., in areas of the precinct that are in the city as well as areas of the precinct that are in unincorporated Chatham County.) Two alternative response time expectations were established for 90th percentile response times.

Call Priority	Scenario 1	Scenario 2
Priority 1	7 Minutes	10 Minutes
Priority 2	12 Minutes	12 Minutes
Priority 3 and Priority 4	23 Minutes	23 Minutes

Step 2: Determine The Number Of Citizen-Initiated Calls, By Priority, To Be Handled In Each Precinct

As shown in the following table, from June 1, 2015 to May 31, 2016 the department received 171,078 calls from citizens.

Priority	West Chatham	Downtown	Central	Southside	Islands	No Precinct Indicated(a)	Total All Precincts	Percent Of Total
Priority 1	384	457	512	335	469	3	2,160	1.3%
Priority 2	9,585	10,452	12,195	9,154	10,664	115	52,165	30.5%
Priority 3	18,093	15,707	17,572	18,200	17,694	365	87,631	51.2%
Priority 4	7,642	4,502	5,146	5,241	6,523	68	29,122	17.0%
Total	35,704	31,118	35,425	32,930	35,350	551	171,078	100.0%
Percent Of Total	20.9%	18.2%	20.7%	19.2%	20.7%	0.3%	100.0%	

(a) No precinct listed or precinct listed as B, F, G, P, S or T.

Step 3: Adjust The Number Of Calls To Reflect The Fact That Some Call Types Require More Than A One Sworn Officer Response

From June 1, 2015 to May 31, 2016 there were a total of 328,031 responses by patrol officers (for 327,028 of these responses the precinct was identified). The following table summarizes the number of calls and total units responding for each precinct.

Precinct	Number Of Calls	Number Of Units Responding
West Chatham	35,704	65,587
Downtown	31,118	61,051
Central	35,425	70,013
Southside	32,930	61,127
Islands	35,350	69,250
Total	170,527	327,028

Step 4: Calculate The Average Time Officers Spend On Each Call

The average amount of time officers spend per call is calculated using the "TimeEnroute" to "TimeClosed" fields of the CAD database. Only patrol officer responses were included in this analysis.[2] Average out of service time per call was calculated for each precinct as shown in the following table.

Precinct	Average Out Of Service Time (minutes)
West Chatham	52.8
Downtown	47.2
Central	47.2
Southside	42.9
Islands	46.4

Step 5: Estimate Travel Speeds In Each Precinct For Different Times Of The Day

To determine what travel speeds would be incorporated into the analysis, travel times were compared for different times of the day in each precinct.[3] This analysis was then used to determine the hours of the day in each precinct for which travel times were the same.[4] For each "time block" with similar travel times the average travel time for each

[2] Responses of more than eight hours or that did not include both "TimeEnroute" and "TimeClosed" fields were excluded from the analysis. A total of 25,799 such officer responses – or 7.8 percent of the total officer responses – were excluded.

[3] Ten pairs of addresses were randomly selected in each precinct. The time required to travel between these addresses were then determined for each hour of the day (the analysis assumes that travel times between 11:00 p.m. and 5:00 a.m. would be the same).

[4] The criteria for determining "similar travel times" was that the difference between the highest and lowest rate could not be more than 20 percent. For most time blocks, the difference was less than 8 percent.

precinct was then estimated based on a weighted average of beat travel times and the percentage of calls in each beat.[5] The following table which shows speeds in miles per hour summarizes the results of the travel time analysis.

Hour	West Chatham	Downtown	Central	Southside	Islands
Midnight	32	23	26	29	26
1:00 a.m.	32	23	26	29	26
2:00 a.m.	32	23	26	29	26
3:00 a.m.	32	23	26	29	26
4:00 a.m.	32	23	26	29	26
5:00 a.m.	32	23	26	29	26
6:00 a.m.	32	23	26	23	26
7:00 a.m.	31	20	26	23	25
8:00 a.m.	31	20	24	23	25
9:00 a.m.	29	20	23	24	25
10:00 a.m.	29	20	23	24	25
11:00 a.m.	29	20	23	24	25
Noon	29	20	23	24	25
1:00 p.m.	29	19	23	24	25
2:00 p.m.	29	19	23	24	25
3:00 p.m.	29	19	23	24	25
4:00 p.m.	29	19	23	24	25
5:00 p.m.	29	19	23	24	26
6:00 p.m.	29	19	25	24	26
7:00 p.m.	32	19	25	28	26
8:00 p.m.	32	19	25	28	26
9:00 p.m.	32	19	26	28	26
10:00 p.m.	32	19	26	28	26
11:00 p.m.	32	23	26	29	26

Step 6: Use Queuing Analysis And Travel Time Analysis To Determine The Number Of Staff That Need To Be Deployed To Meet Response Time Expectations During Each Hour Of The Week

Both queuing analysis and travel time analysis must be performed to determine the number of officers that need to be deployed to meet response time expectations during each hour of the week. Queuing analysis, which incorporates the number of calls, the number of officers responding to each call, the average time spent on calls, and the priority distribution of calls (i.e., the percentage of Priority 1 calls, Priority 2 calls, Priority 3 calls, and Priority 4 calls) determines the number of officers that will be available to respond to calls, and, if no officer is available the wait time until an officer becomes available. The travel time analysis, which considers the geographic area of each

[5] Travel times for each of the six beats within each precinct were estimated for each "time block." Eight randomly selected address pairs were identified for each beat (in each precinct). For each address pair (and each time block) travel times were then calculated. These results were then used to calculate the average speed for each address pair for each beat.

precinct,[6] travel speeds, and the number of units available for response (determined by the queuing analysis), calculates the time required to drive to the incident. The number of officers and/or civilians needed for each hour of the day in each precinct to meet response time expectations based on these analyses is presented in Exhibit V-1 (presented at the end of this chapter).

Step 7: Determine The Minimum Number Of Officers That Should Be Assigned To Each Shift

Typically, the number of sworn officers needed on each shift is set by using the hour with the highest staffing need. There are instances, however, where the analysis indicates more officers are needed for only one hour during the eight-hour shift. When this was the case staffing needs for the entire shift were not increased just so enough staff would be available to meet response expectations during that single hour. Doing otherwise would have unduly inflated staffing needs.[7]

Step 8: Adjust Staffing For Areas In the West Chatham Precinct With Low Call Volumes

As the following chart shows, there are large areas of the West Chatham precinct in which relatively few Priority 1 calls are received.

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[6] Areas without roads (or without many roads) were excluded from the geographic area input to the travel time analysis.

[7] Please note that at most only one hour per shift was adjusted in this manner. No adjustments were made for more than 90 percent of the hours.

In the areas with high call volumes (Beats 2, 3, 4, 5, and part of Beat 6) response time expectations can be achieved at a reasonable cost. Achieving response time expectations in the sparsely populated areas of the West Chatham precinct, however, requires significant staffing because the geographic area served is very large. Indeed, the staffing analysis suggests that meeting the response time expectation that 90 percent of Priority 1 calls be responded to within ten minutes for the approximately 100 Priority 1 calls that are received in these areas annually will require that 36.3 FTEs be allocated to the sparsely populated areas alone and that 39.2 FTEs be allocated to these areas to meet the response time expectation that 90 percent of Priority 1 calls be responded to within seven minutes.

Given that the costs of meeting response time expectations in the sparsely populated areas of the West Chatham precinct are excessive, analysis was conducted to determine what level of response could be achieved at a reasonable cost. This analysis was performed both for Beat 1 calls and for the Beat 6 calls received in sparsely populated areas. The following table shows the percent of Priority 1 calls that can be responded to within seven, ten, and fifteen minutes in Beat 1 if two officers or three officers are deployed.

	Two Officers	Three Officers
Day Shift		
7 Minute Response	1.8%	14.3%
10 Minute Response	3.6%	37.5%
15 Minute Response	7.2%	82.1%
Afternoon Shift		
7 Minute Response	0.0%	16.1%
10 Minute Response	0.0%	48.2%
15 Minute Response	0.0%	82.1%
Midnight Shift		
7 Minute Response	12.5%	83.9%
10 Minute Response	39.3%	89.3%
15 Minute Response	73.2%	94.7%

Similarly, the percent of Priority 1 calls that can be responded to within seven, ten, and fifteen minutes in the sparsely populated areas of Beat 6 if one or two officers are deployed are presented in the following table.

	One Officer	Two Officers
Day Shift		
7 Minute Response	0.0%	48.2%
10 Minute Response	0.0%	94.6%
15 Minute Response	1.7%	100.0%
Afternoon Shift		
7 Minute Response	0.0%	3.6%
10 Minute Response	0.0%	75.0%
15 Minute Response	0.0%	99.3%
Midnight Shift		
7 Minute Response	0.0%	89.3%
10 Minute Response	0.0%	98.2%
15 Minute Response	21.4%	100.0%

Based on this analysis (and discussions with city, county, and department staff) it was determined that five officers should be deployed on each shift in the sparsely populated areas (two officers will be assigned to Beat 1 and three officers will be assigned to the sparsely populated areas of Beat 6 on each shift).

Step 9: Develop Schedules

Schedules were developed that ensure the required number of officers will be deployed in each precinct each day of the week. These schedules, which are presented in Exhibits V-2 and V-3, assume the current 8-hour shifts and that officers can begin their five-day shifts on any day of the week. (Exhibits V-2 and V-3 are presented at the end of this chapter).

Step 10: Adjust Sworn Staffing To Ensure Sufficient Capacity Is Available To Support Proactive Initiatives

To ensure sufficient time to perform thorough preliminary investigations at crime scenes, process forensic evidence, and support proactive initiatives patrol officers should have 40 percent of their time available to support these activities.[8] The following table shows the number of additional officers that need to be assigned to each precinct and shift to meet this expectation under each response alternative.

	7 Minute Response To Priority 1 Calls		10 Minute Response To Priority 1 Calls	
Precinct And Shift	Percent Of Time Average Officer Is Available For Proactive Work	Additional FTEs To Ensure 40 Percent Of Officer Time Is Available To Support Proactive Initiatives	Percent Of Time Average Officer Is Available For Proactive Work	Additional FTEs To Ensure 40 Percent Of Officer Time Is Available To Support Proactive Initiatives
West Chatham				
Midnights	66%	0.0	62%	0.0
Days	56%	0.0	52%	0.0
Afternoons	50%	0.0	47%	0.0
Downtown				
Midnights	44%	0.0	38%	0.1
Days	37%	0.1	30%	0.4
Afternoons	35%	0.4	22%	1.0
Central				
Midnights	39%	0.0	35%	0.2
Days	27%	0.7	23%	0.8
Afternoons	21%	1.3	13%	1.4
Southside				
Midnights	52%	0.1	49%	0.1
Days	40%	0.1	30%	0.1
Afternoons	33%	0.1	26%	0.1
Islands				
Midnights	53%	0.1	51%	0.1
Days	37%	0.1	27%	0.1
Afternoons	32%	0.1	24%	0.1

[8] Please note that the percentage of time available to support proactive activities should be re-evaluated after officers begin gathering evidence at crime scenes and more consistently conducting preliminary investigations at crime scenes.

Step 11: Adjust Staffing To Account For Expected Absences

A relief factor of 1.19 was calculated based on current absences and the expectation that officers will devote 80 hours a year to training on an ongoing basis. In addition, overtime FTEs are needed to provide 191 hours of training (111 more hours of training than is incorporated into the relief factor) to officers in the short term. The following table summarizes the number of staff that should be assigned to each precinct and shift after staffing has been adjusted to account for expected absences.[9]

Precinct And Shift	Current Staffing(a)(b)	Full-Time Staff 7 Minute(c)	Full-Time Staff 10 Minute(c)	Overtime FTEs 7 Minute(c)	Overtime FTEs 10 Minute(c)
West Chatham					
Midnights(d)	17.0	24.0	21.0	1.4	1.9
Days(d)	18.0	28.0	26.0	2.5	1.9
Afternoons(d)	20.0	30.0	28.0	1.8	2.5
Subtotal	55.0	82.0	75.0	5.7	6.3
Downtown					
Midnights	14.0	17.0	15.0	0.8	1.6
Days	13.0	18.0	16.0	1.2	1.0
Afternoons	16.0	23.0	19.0	1.6	1.3
Subtotal	43.0	58.0	50.0	3.6	3.9
Central					
Midnights	13.0	15.0	14.0	1.5	1.5
Days	15.0	18.0	17.0	1.9	1.8
Afternoons	17.0	22.0	19.0	1.2	1.8
Subtotal	45.0	55.0	50.0	4.6	5.1
Southside					
Midnights	15.0	14.0	13.0	1.4	1.1
Days	19.0	19.0	15.0	1.4	1.6
Afternoons	16.0	20.0	18.0	1.7	1.2
Subtotal	50.0	53.0	46.0	4.5	3.9

[9] Please note that overtime FTEs include both overtime needed to provide additional training and "fractional" staffing needs (that is, staffing needs greater than a whole number of FTEs) calculated by multiplying staffing needed per hour (including incremental staffing needed to ensure officers have 40 percent of their time available to support proactive initiatives) by a relief factor of 1.19. (For example, if one officer was needed the calculated staffing needs would be 1.19 FTEs of which the need for .19 FTEs would be met through overtime.)

Precinct And Shift	Current Staffing(a)(b)	Full-Time Staff 7 Minute(c)	Full-Time Staff 10 Minute(c)	Overtime FTEs 7 Minute(c)	Overtime FTEs 10 Minute(c)
Islands					
Midnights	19.0	19.0	18.0	1.4	1.2
Days	14.0	21.0	18.0	2.0	1.2
Afternoons	18.0	25.0	21.0	1.8	2.0
Subtotal	51.0	65.0	57.0	5.2	4.4
Total All Precincts	244.0	313.0	278.0	23.6	23.6

(a) Current staffing is based on January 17, 2017 schedules for each precinct.
(b) Current staffing includes officers in training but does not include limited duty officers.
(c) Response times in areas of the West Chatham precinct with few calls will be slower. As noted in the discussion of Step 8 calls in Beat 1 will be responded to within 7 minutes 14.3 percent of the time and within 10 minutes 37.5 percent of the time on the day shift, within 7 minutes 16.1 percent of the time and within 10 minutes 48.2 percent of the time on the afternoon shift, and within 7 minutes 83.9 percent of the time and within 10 minutes 89.3 percent of the time on the midnight shift. In the sparsely populated areas of Beat 6, calls will be responded to within 7 minutes 48.2 percent of the time and within 10 minutes 94.6 percent of the time on the day shift, within 7 minutes 3.6 percent of the time and within 10 minutes 75.0 percent of the time on the afternoon shift, and within 7 minutes 89.3 percent of the time and within 10 minutes 98.2 percent of the time on the midnight shift.
(d) Includes seven officers assigned to Beat 1 and the sparsely populated areas of Beat 6. (Seven officers are needed to ensure five officers can be deployed seven days a week.)

Step 12: Calculate The Number Of Sergeants Needed

Ensuring effective supervision is essential if the SCMPD is to achieve its potential. The ratio of sergeants to officers on each shift should not exceed one sergeant for every eight officers. The following table summarizes the number of sergeants that are needed on each shift and in each precinct to achieve this ratio.

Precinct And Shift	Current Sergeants(a)	Recommended Sergeants 7 Minute(b)	Recommended Sergeants 10 Minute(b)
West Chatham			
Midnights(c)	2.0	3.0	3.0
Days(c)	2.0	4.0	4.0
Afternoons(c)	3.0	4.0	4.0
Subtotal	7.0	11.0	11.0
Downtown			
Midnights	2.0	2.0	2.0
Days	2.0	3.0	2.0
Afternoons	3.0	3.0	3.0
Subtotal	7.0	8.0	7.0

Precinct And Shift	Current Sergeants(a)	Recommended Sergeants 7 Minute(b)	10 Minute(b)
Central			
Midnights	2.0	2.0	2.0
Days	2.0	3.0	2.0
Afternoons	3.0	3.0	3.0
Subtotal	7.0	8.0	7.0
Southside			
Midnights	4.0	2.0	2.0
Days	3.0	3.0	2.0
Afternoons	2.0	3.0	3.0
Subtotal	9.0	8.0	7.0
Islands			
Midnights	2.0	3.0	3.0
Days	3.0	3.0	3.0
Afternoons	3.0	3.0	3.0
Subtotal	8.0	9.0	9.0
Total All Precincts	38.0	44.0	41.0

(a) Current staffing is based on January 17, 2017 schedules for each precinct.
(b) As detailed in the discussion of Step 8, response times to the sparsely populated areas of the West Chatham precinct will be slower.
(c) Includes sergeants needed to oversee the officers who will respond to calls in the sparsely populated areas of the West Chatham precinct.

Step 13: Calculate The Number Of Lieutenants Needed

As discussed in Chapter IV, lieutenants will not only be responsible for providing shift oversight but will also be responsible for tailoring services in specific geographic areas to address the needs of the individuals who live, work, and own/operate businesses in those areas. One lieutenant should be assigned to each shift in each precinct (for a total of 15) to effectively fulfill this role. At present, 15 lieutenants are assigned to the precincts so no additional lieutenant positions are needed.

NON-PATROL PRECINCT STAFFING

A discussion of staffing needs relating to precinct detectives, crime suppression units, community resource officers, crime prevention officers, and other precinct based officers follows.

Precinct Detectives

A number of steps were taken to assess staffing needs for precinct detectives. First, a productivity standard for precinct detectives was established based on the number of positive outcomes (e.g., clearances) achieved by all precinct detectives. This standard (34.7 positive outcomes per detective) was set at the 60th percentile of productivity

(based on positive outcomes) for all precinct detectives.[10] Next, the expected number of cases with positive outcomes in each precinct was determined. This number was calculated by multiplying the number of cases handled in each precinct by the percentage of cases with positive outcomes for all precincts (26.5 percent). An upward adjustment was then made to reflect the fact that current burglary and larceny clearances are somewhat lower than national averages.[11] (The adjustment in desired number of cases with positive outcomes varied by precinct based on the percentage of burglary and larceny cases assigned in each precinct.) The number of expected cases with positive outcomes in each precinct was then divided by the productivity standard to calculate the number of precinct detectives that should be assigned to each precinct.

The results of this analysis suggests that the overall number of investigators assigned to precincts should be increased by six positions and that the distribution of investigators among precincts should change.

Precinct	Current	Recommended	Addition/ (Reduction)
West Chatham	5	3	(2)
Downtown	5	8	3
Central	4	8	4
Southside	5	5	0
Islands	3	4	1
Total	22	28	6

Crime Suppression Units

The number of staff assigned to crime suppression unit (CSU) varies by precinct.

Precinct	Sergeant	Officer
West Chatham	1	4
Downtown	(a)	(a)
Central	1	4
Southside	1	5
Islands	1	5

(a) No staff are assigned to the crime suppression unit but a sergeant and two officers are assigned to a tourist oriented policing unit and a sergeant and five officers are assigned to a Downtown special operations unit.

To have the critical mass needed to support crime suppression operations the minimum staffing of these units should be one sergeant and six officers. To achieve the

[10] 60 percent of detectives currently meet or exceed 34.7 positive outcomes while 40 percent do not.

[11] The department's clearance rate for burglary is 11.1 percent while the national average burglary clearance rate is 13.6 percent. Likewise, the department's clearance rate for larceny is 20.4 percent while the national average larceny clearance rate is 23.0 percent.

recommended staffing levels two additional officers should be assigned to the West Chatham and Central CSUs and one additional officer should be assigned to the Southside and Islands CSUs.[12]

Community Resource Officers

Two civilian community resource officers (CROs) are currently assigned to the West Chatham, Downtown, and Islands precincts, one CRO is assigned to the Central precinct, and three CROs are assigned to the Southside precinct. Deploying CROs to respond to calls does not reduce patrol staffing needs as there are an insufficient number of calls to which CROs can respond to reduce sworn staffing levels. These positions should therefore be discontinued.

Crime Prevention Officers

One crime prevention officer should be assigned to each of the precincts. Participants in the community focus groups highly valued the work performed by these officers. At present, however, while one crime prevention officer is assigned to the West Chatham and Downtown precincts, two officers and a sergeant are assigned to the Central precinct, two officers are assigned to the Islands precinct, and no officers are assigned to the Southside precinct. One crime prevention officer and a sergeant should therefore be reassigned from the Central precinct, one crime prevention officer should be reassigned from the Islands precinct, and one crime prevention officer should be assigned to the Southside precinct.

Other Precinct Based Officers

Officers are assigned to several precincts to perform specialized functions. For example, one officer in the Downtown precinct is assigned to public housing and one officer performs administrative duties; a lieutenant performs administrative duties in the Central precinct, two officers are assigned to a Delta Squad (that is deployed at the captain's discretion based on need), and two officers are on modified duty assignments; a juvenile officer is assigned to the Southside precinct and two officers are on modified duty assignments; a traffic officer, a shift relief officer, and a modified duty officer are assigned to the Islands precinct; and two officers are assigned to the West Chatham precinct.

To provide more consistency each precinct should be assigned two officers to address needs specified by the precinct captain (and to be assigned to modified duty status when needed). Implementing this recommendation will enable the department to reassign one lieutenant and four police officer positions.

[12] The Downtown precinct does need to staff a CSU as staff assigned to the Downtown special operations unit perform a similar function.

CRIMINAL INVESTIGATIONS DIVISION STAFFING

This section presents the results of staffing analysis for the following units: violent crimes; robbery; special victims; financial crimes; pawn shop; and forensics.

Violent Crimes

Evaluating staffing of the violent crimes unit is difficult for a number of reasons. First, developing productivity standards for officers assigned to the unit is difficult because the time required to handle aggravated assault, homicide, and other investigations are quite different. (75.1 percent of the cases assigned from June 1, 2014 to June 1, 2016 were for aggravated assaults while 20.7 percent of the cases assigned were for homicides.) All but five of the detectives assigned to the unit handled both homicides and aggravated assaults during this period.

In addition, while staffing of the unit has steadily declined over the past several years clearance rates have remained steady. Reportedly, staffing declined from 17 detectives (12 homicide detectives and 5 aggravated assault detectives two years ago) to current staffing of 15 detectives (9 homicide detectives and 6 aggravated assault detectives[13]). Even as the number of reported homicides has increased by 76.6 percent between 2013 and 2015 (from 30 to 53) the clearance rate has increased (from 63.3 percent to 64.2 percent). Moreover, homicide clearance rates compare favorably with the national average homicide clearance rate of 64.5 percent.

While one could make the case that as long as clearance rates have not suffered staffing levels do not need to be increased, interviews suggest that handling the increased number of cases has created a burden on homicide detectives who are beginning to experience burn-out. As previously noted, some precinct detectives do not wish to be appointed to homicide due to the workload and the number of call outs. In addition, managers express concern that the increased workload of investigators has caused the quality of their investigations to suffer. When considered together these factors suggest that homicide unit staffing should be increased to prior levels – 12 homicide detectives.

Aggravated assault staffing should also modestly increase. Aggravated assault clearance rates (43.5 percent) lag the national average (56.3 percent). To bring aggravated assault clearance up to national averages 68 additional cases would need to be cleared. If the five aggravated assault detectives (assigned when the analysis for this engagement was performed) were devoted full-time to aggravated assaults an average aggravated assault detective would clear 46.6 cases. At this level of productivity, 1.2 additional investigators would be needed to achieve the national average clearance rate (68.0 divided by 46.6 equals 1.2). Because aggravated assault detectives also investigate homicides and conduct death investigations at present, increasing aggravated assault staffing by one position (or a total of seven) seems appropriate.

[13] Five aggravated assault detectives were assigned during the period the analysis for this engagement was performed.

Robbery

In 2015, the robbery unit – which was staffed with eight detectives – achieved a clearance rate of 20 percent (which is less than the national average clearance rate of 29.6 percent). Based on a productivity standard set at the 60th percentile[14] each robbery detective can be expected to clear 14.6 cases. To achieve the national average clearance rate, 49.6 additional cases need to be cleared which equates to a need for 3.4 additional detectives (rounded up to four).[15] A total of 12 robbery detectives should be assigned or 2 more than the current number (which was increased from the 2015 assignment of officers).

Special Victims

Staffing of the special victims unit is difficult to evaluate based on the productivity because the unit's workload is high. This fact, and the fact that rape clearance lag national averages somewhat – the unit's rape clearance rate is 33.9 percent while the national average is 38.5 percent – suggests that two additional staff should be assigned to the unit. Increasing unit staffing will reduce workload to more manageable levels and may increase clearance rates.[16]

Financial Crimes

The resources that are devoted to financial crimes depends primarily on the priority the department places on this function. Whether or not to adjust the staffing of this unit is a policy decision.

Pawn Shop

As discussed in Chapter IV, staffing of the pawn shop unit should be reduced by two civilian CROs.

Forensics

As discussed in Chapter IV, implementing the recommended approach to processing evidence at crime scenes will, over time, allow the department to reduce the number of field crime scene investigators from eight to two. Some additional capacity will be needed to address selected other forensics functions, however.

- The technician responsible for handling computer and phone forensics has a sizable backlog (approximately 20 phones)

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[14] 60 percent of the robbery detectives currently meet or exceed this productivity expectation.

[15] Please note that at this level of staffing the robbery unit's staffing will be restored to authorized levels.

[16] Please note that at this level of staffing little time would be available to support proactive initiatives such as conducting Internet Crimes Against Children (ICAC) and human trafficking investigations.

- While there is no significant backlog relating to test firing weapons and entering information into the NIBIN system, to keep up with workload some overtime is needed and the unit sergeant provides support from time to time

- The forensics unit currently has no one cross trained to support the latent print examiner (which leaves the unit vulnerable if the incumbent leaves the department's employment)

To address these issues one additional technician position should be established.

COMMUNICATIONS STAFFING

Staffing of the communications unit has two primary elements – call-taker staffing and dispatch staffing. The number of call-takers that need to be deployed per shift is determined primarily by the number of calls received (by time of day and day of week), response expectations, and scheduling practices. Dispatch staffing per shift, by contrast, is a function of the number of calls dispatched, the number of units monitored, the diversity of functions for which dispatch services are provided, and the size of the area being monitored. After shift staffing needs for call-takers and dispatchers has been determined, overall communications staffing needs is determined by developing a schedule that ensures that the required number of call-takers and dispatchers will be working and then adjusting staffing to ensure enough staff will be working after taking into account expected absences.

Call-Taker Staffing

The analysis of call-taker staffing was conducted in three steps.

Step 1: Determine response expectations. National Emergency Number Association (NENA) standards were used to assess staffing needs. According to NENA standards, 90 percent of all 911 calls arriving at the Public Safety Answering Point (PSAP) shall be answered within 10 seconds during the hour each day with the greatest call volume and 95 percent of all 911 calls shall be answered within 20 seconds. This analysis also assumes that 80 percent of non-emergency calls will be answered within 20 seconds.

Step 2: Determine the number of calls received. The number of calls received from June 14, 2015 to June 13, 2016 was 527,537, of which 361,135 (68.5 percent) were 911 emergency calls.

Type Of Call	Number Of Calls	Percent
911 Emergency	361,135	68.5%
Other Emergency	53,262	10.1%
Non-Emergency	113,140	21.4%
Total	527,537	100.0%

Step 3: Use queuing analysis to determine the number of call-takers needed. The number of call-takers needed by hour of the day and day of the week to meet response time expectations was calculated using queuing analysis. The results of this analysis are presented in the following table.

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

Dispatcher Staffing

At present, dispatchers are deployed on each shift as shown in the following table.

Responsibilities	Day Shift	Afternoon Shift	Midnight Shift
SCMPD Precincts 1 and 2	1	1	1
SCMPD Precinct 3	1	1	1
SCMPD Precincts 4 and 5 and Thunderbolt Police Department	1	1	1
Other Municipal Police Departments	1	1	1
Records	2	2	2
Savannah Fire	2	2	1
Other Municipal Fire Departments	1	1	1
EMS	1	1	1
Relief	2	2	2
Total	12	12	11

The dispatchers who support precincts 1 and 2, precinct 3, and precincts 4, 5 and the Thunderbolt Police Department handle significantly more calls than other dispatchers. Based on an assessment of citizen-initiated police calls alone (which does not consider the support of the tourist and Downtown special operations units in precinct 2 and calls for the Thunderbolt Police Department) many more police calls are dispatched by the dispatchers supporting these areas and functions than the other dispatchers.

	Calls-For-Service
Precincts 1 and 2	66,822
Precinct 3	35,425
Precincts 4 and 5	65,355

While call activity for the other dispatch channels is much lower the diversity of functions supported and/or the size of the area monitored justifies assigning a dispatcher to these responsibilities. In addition, the records dispatchers provide back up in the event of an emergency that requires the full attention of a dispatcher.

The number of dispatch positions on each shift should therefore increase by two. After this recommendation is implemented each precinct will have its own dispatcher assigned on each shift. Instead of using three dispatchers to support the five SCMPD precincts five dispatchers will support the SCMPD. Please note that the two relief positions should be sufficient to provide relief for the increased number of call-takers and dispatchers and to provide relief for lunch breaks (if communications officers are allowed to take lunch breaks away from their desks).

Scheduling

Using the results of the analysis of call-taker and dispatcher staffing needs a combined schedule for call-takers and dispatchers was developed.[17] This schedule, which is presented in Exhibit V-4, shows that 24 staff are needed on the midnight shift, 27 staff are needed on the day shift, and 28 staff are needed on the afternoon shift. (Exhibit V-4 is presented at the end of this chapter.)

Adjusting Staffing To Account For Expected Absences

Based on an analysis of communications staff absences a relief factor of 1.16 was calculated. (This relief factor indicates that, on average, 16 percent of communications staff scheduled to work will be absent due to vacation, illness, family leave, or other excused absences.) As the following table shows, after accounting for these expected absences a total of 91 call takers and dispatchers should be assigned to the communications unit.

[17] Most communications staff can perform both call-taker and dispatch functions.

Shift	Number Needed	Relief Factor	Number Needed After Relief	Full-Time Staff
Midnight	24	1.16	27.64	28
Day	27	1.16	31.32	31
Afternoon	28	1.16	32.48	32
Total	79			91

This represents an increase of 19 positions from the number currently assigned.

Supervision

Four communications supervisors are needed on each shift to provide effective oversight or a total of 12. At present 11 supervisory positions have been established one of which supervises the teletype function (and a training assistant). So two additional supervisory positions are needed.

INFORMATION MANAGEMENT STAFFING

Assessing staffing of administrative support units – such as those assigned to the Information Management Division – based on workload is difficult as it's difficult to obtain a good estimate of the time required to perform various functions. Instead, if observations suggest the unit is well run and staff are productive, staffing needs can be assessed based on the extent to which backlogs are created due to a lack of staffing. Units where staffing needs should be adjusted (at present or in the near future) are discussed below.

Criminal History

The criminal history unit is able to meet the demand for criminal history background checks and other functions it performs but requires some compensatory time to do so. If the volume of records requests increases, one additional staff person may be needed. No increase in staffing is recommended at this time, however.

Warrants And Validations

The warrants and validations unit is reportedly two years behind in entering information on traffic citations in the RMS system. If the department intends to acquire an automated traffic citation system in the near term future temporary employees should be used to address this backlog. If it is unlikely the department will invest in the traffic citation system (and the associated upgrades to the CAD and RMS systems in the near term) one additional records technician position should be established.

C – ANALYSIS OF PROACTIVE STAFFING NEEDS

Proactive staffing needs depend primarily on department priorities and the resources that are available to support those priorities. To assess proactive staffing the current allocation of resources between responsive and proactive activities must be assessed. An assessment is then made as to whether the current balance between the resources

devoted to proactive activities and the resources devoted to responsive activities is appropriate and appropriate staffing adjustments are made. The analysis is divided into four steps.

Step 1: Evaluate The Allocation Of Sworn Resources Between Proactive And Responsive Activities

The process of determining how non-supervisory sworn resources will be allocated between proactive and responsive activities after the study recommendations have been implemented is divided into five activities.

Activity A: Adjust current staffing to reflect study recommendations. The analysis assumes that all staffing recommendations are implemented.

Activity B: Categorize functions as being primarily proactive, responsive, or mixed. Each function performed by sworn officers was categorized as being primarily responsive, primarily proactive, or mixed.[18] Where the categorization was mixed officers spend some of their time on proactive activities and some of their time on responsive activities.

Activity C: Allocate patrol officer staffing among proactive and responsive activities. Two steps were taken to allocate the time of patrol officers. First, the time officers have available to support proactive initiatives after considering call response and time devoted to administrative activities (as reported on the activity analysis surveys) was calculated. Next, available proactive time was discounted to reflect realistic limitations on the effectiveness with which patrol officers can use their uncommitted time to support proactive initiatives. For example, the types of proactive activities officers can support (and their effectiveness in performing these activities) are limited because the proactive activities performed by patrol officers are constantly interrupted when patrol officers respond to calls. In addition, the effectiveness with which patrol officers use their uncommitted time to support proactive initiatives are limited by the shift they work (the types of proactive initiatives officers can support from 3:00 a.m. to 5:00 a.m. are limited) and the character of the areas they are serving. (In areas with little crime and relatively few calls officers can ensure they are visible and can interact with citizens – depending on the shift – but are unlikely to be effective performing other types of proactive activities.[19])

Based on discussions with department managers the percentage of uncommitted time patrol officers should be expected to be productive on each day in each precinct on each shift was determined. For example, on the midnight shift the expectation was established that patrol officers could make productive use of 50 percent of their uncommitted time while on other shifts the assumption was made that patrol officers could make productive use of 65 percent of their time. Moreover, in the sparsely

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[18] Please note that forensics staff were excluded from this analysis because if study recommendations are implemented this function will be performed by civilians.

[19] Please note that to achieve response time goals officers will need to be patrolling in areas of the city with relatively few calls in a large geographic area so cannot be deployed in higher crime areas.

populated areas of the West Chatham precinct in which few calls are received the expectation was established that patrol officers could productively make use of 50 percent of their uncommitted time.

Activity D: Allocate the time of other units for which officers divide their time between proactive and responsive activities. In many units other than patrol officers also divide their time between responsive and proactive activities. These allocations were developed based on discussions with department managers and are summarized in the following table.

Unit	Responsive Percent	Proactive Percent
ABC	20%	80%
ATF Task Force	5%	95%
Canine	90%	10%
County Narcotics Team	10%	90%
Crime Free Housing	20%	80%
Crime Prevention Officer	20%	80%
Crime Suppression Units	20%	80%
Discretionary Precinct Officers	10%	90%
Downtown Special Operations	20%	80%
End Gun Violence	30%	70%
FBI Violent Offender Task Force	20%	80%
Financial Crimes	90%	10%
IMPACT	25%	75%
Mounted	10%	90%
Pawn Shop	90%	10%
Precinct Detectives	80%	20%
Robbery	80%	20%
SARIC	50%	50%
Special Victims	80%	20%
Tourist Oriented Policing	20%	80%
Traffic - Accident Investigations	100%	0%
Traffic - Hit and Run	100%	0%
Traffic - Red Light Camera	100%	0%
Traffic Enforcement	10%	90%
U.S. Marshal	5%	95%
SIU	10%	90%
Violent Crimes	80%	20%

Activity E: Assess the allocation of sworn resources after study recommendations have been implemented. The results of the allocation of non-supervisory sworn staff after study recommendations have been implemented are presented in the following table.

	7 Minute Response Goal		10 Minute Response Goal	
Unit	Responsive FTEs	Proactive FTEs	Responsive FTEs	Proactive FTEs
West Chatham - Midnights	4.47	9.38	4.06	8.42

Unit	7 Minute Response Goal Responsive FTEs	7 Minute Response Goal Proactive FTEs	10 Minute Response Goal Responsive FTEs	10 Minute Response Goal Proactive FTEs
West Chatham - Days	9.36	10.82	8.89	9.61
West Chatham - Afternoons	10.99	10.51	11.55	9.40
Downtown - Midnights	7.11	4.58	7.59	3.76
Downtown - Days	8.50	5.81	9.02	3.96
Downtown - Afternoons	12.15	6.15	12.04	3.51
Central - Midnights	6.94	4.08	6.89	3.53
Central - Days	11.08	4.13	11.73	2.95
Central - Afternoons	13.93	3.61	13.72	2.42
Southside - Midnights	4.65	4.65	4.95	3.92
Southside - Days	9.29	6.05	8.61	4.23
Southside - Afternoons	11.55	5.10	11.52	3.85
Islands - Midnights	5.94	6.33	6.68	5.38
Islands - Days	11.13	6.36	10.97	4.20
Islands - Afternoons	14.25	6.32	14.95	3.88
ABC(a)	0.80	3.20	0.80	3.20
ATF Task Force	0.05	0.95	0.05	0.95
Canine	3.60	0.40	3.60	0.40
County Narcotics Team	2.00	18.00	2.00	18.00
Crime Free Housing	0.20	0.80	0.20	0.80
Crime Prevention Officer	1.20	4.80	1.20	4.80
Crime Suppression Units	4.80	19.20	4.80	19.20
Discretionary Precinct Officers	1.00	9.00	1.00	9.00
Downtown Special Operations	1.00	4.00	1.00	4.00
End Gun Violence	0.00	0.00	0.00	0.00
FBI Violent Offender Task Force	0.60	2.40	0.60	2.40
Financial Crimes	2.70	0.30	2.70	0.30
IMPACT	1.50	4.50	1.50	4.50
Mounted(b)	0.30	2.70	0.30	2.70
Pawn Shop	1.80	0.20	1.80	0.20
Precinct Detectives	22.40	5.60	22.40	5.60
Robbery	9.60	2.40	9.60	2.40
SARIC	2.00	2.00	2.00	2.00
Special Victims	5.60	1.40	5.60	1.40
Tourist Oriented Policing	0.40	1.60	0.40	1.60
Traffic - Accident Investigations	3.00	0.00	3.00	0.00
Traffic - Hit and Run	4.00	0.00	4.00	0.00
Traffic - Red Light Camera	0.50	0.00	0.50	0.00
Traffic Enforcement	0.70	6.30	0.70	6.30
U.S. Marshal	0.05	0.95	0.05	0.95
UNIT	0.50	4.50	0.50	4.50
Violent Crimes	15.20	3.80	15.20	3.80
Total	226.85	192.90	228.65	172.01

(a) Includes two civilian revenue investigators.
(b) Includes one sergeant.

In total, more non-supervisory sworn officers will be allocated to responsive activities than to proactive activities after the study recommendations have been implemented.

	7 Minute Response Goal		10 Minute Response Goal	
Category	FTEs	Percent	FTEs	Percent
Responsive	226.9	54.0%	228.7	57.1%
Proactive	192.9	46.0%	172.0	42.9%
Total	419.8	100.0%	400.7	100.0%

Step 2: Determine The Desired Balance In Officers Between Proactive And Responsive Activities

Discussions with city, county, and department staff suggests that over time the department aspires to devote 60 percent of its sworn resources to proactive activities and 40 percent to responsive activities. In the short term, however, the department should strive to achieve an equal emphasis on addressing responsive and proactive needs.

Step 3: Increase Proactive Staffing To Achieve Goal

To achieve the desired balance between proactive and responsive services 56.7 additional sworn officers will be needed to provide proactive services under the alternative where ten minute response time expectations have been established and 34.0 additional positions will be needed to provide proactive services under the alternative where seven minute response time expectations have been established.

Step 4: 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 5 additional staff to support proactive initiatives should be implemented. The results of this assessment for the first eight increments of 5 additional proactive staff are summarized in the following table.

	First Increment Of 5 Officers	Second Increment Of 5 Officers	Third Increment Of 5 Officers	Fourth Increment Of 5 Officers	Fifth Increment Of 5 Officers	Sixth Increment Of 5 Officers	Seventh Increment Of 5 Officers	Eighth Increment Of 5 Officers
Crime Suppression Units	4					2		5
Downtown Special Operations		2						
Juvenile Officer				5				
SIU – Undercover		2	2				1	
SIU – Uniformed			2					
SARIC – Gang Intelligence					1		2	
SARIC – Gun Cases					1			
SARIC – Technical Surveillance Support					1			
Traffic Enforcement	1	1						
Crime Free Housing					2	1		
Canine			1				2	
Special Victims						2		
Total	5	5	5	5	5	5	5	5

D – VACANCY REPLACEMENT

The staffing recommendations presented in this study assume recommended positions will be filled. If positions remain vacant when staff leave the department's employment the department's ability to meet service expectations will be compromised. The department, therefore, needs to maintain the capacity to fill vacancies as they occur. This section assesses the number of sworn officer and communications positions needed to account for expected vacancies.

Sworn Officers

To calculate the number of additional sworn positions that should be employed on an annual basis to account for vacancies the number of vacancies per month from September 2012 to May 2015 was calculated. As this table shows over the course of a year a total of 70.25 positions are needed.

Month	2012/ 2013	2013/ 2014	2014/ 2015	2015/ 2016	Average Per Month
September	2.00	7.00	8.00	3.00	5.00
October	4.00	5.00	6.00	6.00	5.25
November	4.00	11.00	8.00	1.00	6.00
December	9.00	4.00	4.00	5.00	5.50
January	1.00	6.00	7.00	2.00	4.00
February	3.00	4.00	7.00	5.00	4.75
March	3.00	7.00	4.00	5.00	4.75
April	8.00	3.00	9.00	7.00	6.75
May	7.00	6.00	9.00	7.00	7.25
June	2.00	9.00	7.00		6.00
July	5.00	12.00	4.00		7.00
August	4.00	9.00	11.00		8.00
Total					70.25

However, from a budget perspective fewer positions will need to be funded because these positions are not needed for the entire year. Positions that become vacant will only be needed for the approximately 8.75 months it takes to train a new officer[20] although some additional time may be required if recruits are not immediately available to be hired or if officers must wait before beginning the training process. Assuming the positions needed to account for vacancies are needed for only three-fourths (nine months) of the year 52.68 positions should be funded. (Forty police officer trainee positions currently exist.) Since overtime costs little more than full-time employees in Savannah and can be used to address needs precisely, to the extent practical overtime should be used to provide these positions.

Communications Positions

To calculate the number of additional communications positions that should be employed on an annual basis to account for vacancies the number of vacancies per

[20] A total of 35 weeks is required to train a new officer (two weeks for pre-academy training, ten weeks for academy training, eight weeks for SCMPD training, and fifteen weeks for field training).

month from September 2012 to January 2017 was calculated. As this table shows over the course of a year a total of 14.65 FTE positions are needed.

Month	2012/ 2013	2013/ 2014	2014/ 2015	2015/ 2016	2016/ 2017	Average
September	1	0	1	1	1	0.80
October	0	2	2	1	0	1.00
November	1	3	2	0	1	1.40
December	1	1	0	2	1	1.00
January	3	0	1	1	1	1.20
February	0	0	1	1		0.50
March	3	3	2	0		2.00
April	0	1	1	0		0.50
May	2	3	1	1		1.75
June	2	2	0	0		1.00
July	2	4	0	1		1.75
August	3	1	2	1		1.75
Total						14.65

However, from a budget perspective fewer positions will need to be funded because these positions are not needed for the entire year. Positions that become vacant will only be needed for the approximately 46 weeks it takes to orient and train a new communications officer[21] although some additional time may be required if recruits are not immediately available to be hired. Assuming the positions needed to account for vacancies are needed for only 88 percent of the year 12.89 positions should be funded. (There are currently 14 communications trainee positions).

E – SUMMARY

Summaries of the implications of the staffing recommendations presented in this chapter and Chapter IV are presented in Exhibits V-5 and V-6. The staffing summary presented in Exhibit V-5 assumes that the department will provide sufficient staffing to respond to high priority calls within seven minutes 90 percent of the time and that equal effort will be focused on responsive and proactive activities. (The department's goal, however, is to devote 60 percent of sworn officer resources on proactive initiatives.) The staffing summary presented in Exhibit V-6 assumes that the department will provide sufficient staffing to respond to high priority calls within 10 minutes 90 percent of the time and that equal effort will be focused on responsive and proactive activities.

[21] New communications staff participate in a two week orientation followed by up to 44 weeks of training.

West Chatham Precinct

Number Of Officers Needed To Assure Priority 1 Calls Are Responded To In 7 Minutes, Priority 2 Calls In 12 Minutes, And Priority 3 And 4 Calls In 23 Minutes

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
12:00 a.m.	16	15	15	15	15	15	16
1:00 a.m.	16	14	14	14	15	15	16
2:00 a.m.	16	14	13	15	13	13	16
3:00 a.m.	16	11	10	12	12	12	14
4:00 a.m.	15	13	13	12	10	13	13
5:00 a.m.	14	12	11	13	12	12	13
6:00 a.m.	14	14	15	15	13	15	14
7:00 a.m.	13	18	18	19	17	17	15
8:00 a.m.	16	19	19	18	18	18	16
9:00 a.m.	18	19	20	19	19	19	19
10:00 a.m.	19	20	20	19	19	19	19
11:00 a.m.	18	19	19	20	19	18	19
12:00 p.m.	19	20	20	20	19	19	20
1:00 p.m.	19	20	20	20	18	19	20
2:00 p.m.	19	20	20	19	19	19	20
3:00 p.m.	20	21	20	21	21	22	22
4:00 p.m.	20	21	20	21	21	22	21
5:00 p.m.	21	21	20	21	21	22	22
6:00 p.m.	21	21	20	21	21	22	21
7:00 p.m.	21	21	19	21	21	22	22
8:00 p.m.	21	19	19	20	20	20	20
9:00 p.m.	20	20	20	20	19	22	21
10:00 p.m.	18	18	19	19	19	22	21
11:00 p.m.	15	15	15	15	15	16	16

West Chatham Precinct

Number of Officers Needed To Assure Priority 1 Calls Are Responded To In 10 Minutes, Priority 2 Calls In 12 Minutes, And Priority 3 And 4 Calls In 23 Minutes

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
12:00 a.m.	15	14	14	14	14	14	15
1:00 a.m.	15	13	11	13	13	14	15
2:00 a.m.	15	12	11	13	12	13	15
3:00 a.m.	15	11	10	10	11	10	13
4:00 a.m.	13	10	12	12	10	11	11
5:00 a.m.	12	11	10	11	11	12	11
6:00 a.m.	12	13	13	13	13	15	12
7:00 a.m.	12	16	17	16	16	17	14
8:00 a.m.	14	17	18	16	17	17	16
9:00 a.m.	15	16	18	16	16	17	16
10:00 a.m.	16	17	18	17	17	17	16
11:00 a.m.	17	17	18	16	17	17	17
12:00 p.m.	17	17	18	17	17	18	17
1:00 p.m.	17	17	18	17	17	18	17
2:00 p.m.	17	17	17	16	17	18	17
3:00 p.m.	18	19	18	20	18	19	17
4:00 p.m.	13	19	17	20	17	19	19
5:00 p.m.	18	19	18	20	18	19	19
6:00 p.m.	18	18	18	20	18	19	19
7:00 p.m.	17	18	18	19	18	19	19
8:00 p.m.	17	17	17	18	18	19	17
9:00 p.m.	18	18	17	16	17	19	19
10:00 p.m.	17	16	17	17	16	19	19
11:00 p.m.	14	14	14	14	14	15	15

Downtown Precinct

Number Of Officers Needed To Assure Priority 1 Calls Are Responded To In 7 Minutes, Priority 2 Calls In 12 minutes, And Priority 3 And 4 Calls In 23 Minutes

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
12:00 a.m.	13	7	8	8	8	10	12
1:00 a.m.	13	8	6	7	8	9	12
2:00 a.m.	13	7	6	6	6	8	12
3:00 a.m.	12	6	5	6	6	8	12
4:00 a.m.	8	5	4	5	6	7	7
5:00 a.m.	6	4	4	5	5	5	6
6:00 a.m.	6	5	6	6	6	6	6
7:00 a.m.	4	6	6	6	6	7	6
8:00 a.m.	6	8	8	8	8	8	6
9:00 a.m.	6	9	8	8	8	8	9
10:00 a.m.	7	9	8	8	9	8	8
11:00 a.m.	8	8	9	8	9	9	9
12:00 p.m.	7	8	9	8	10	9	9
1:00 p.m.	10	10	11	11	11	11	10
2:00 p.m.	10	10	11	11	11	11	10
3:00 p.m.	10	12	12	12	13	13	12
4:00 p.m.	12	12	12	12	12	13	13
5:00 p.m.	12	12	12	13	13	13	13
6:00 p.m.	11	12	12	12	13	14	13
7:00 p.m.	11	11	12	13	12	14	13
8:00 p.m.	11	11	12	13	13	14	15
9:00 p.m.	11	12	12	11	12	13	15
10:00 p.m.	11	11	11	11	12	14	15
11:00 p.m.	8	8	8	8	10	12	13

Downtown Precinct

Number of Officers Needed To Assure Priority 1 Calls Are Responded To In 10 Minutes, Priority 2 Calls In 12 Minutes, And Priority 3 And 4 Calls In 23 Minutes

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
12:00 a.m.	11	6	7	7	7	9	10
1:00 a.m.	11	7	5	6	7	7	10
2:00 a.m.	11	6	5	5	5	7	11
3:00 a.m.	11	5	4	5	5	7	10
4:00 a.m.	7	4	4	5	5	6	6
5:00 a.m.	5	4	4	5	4	4	5
6:00 a.m.	5	4	5	5	5	5	5
7:00 a.m.	4	6	6	6	6	7	6
8:00 a.m.	6	8	8	8	8	8	6
9:00 a.m.	6	9	8	8	8	8	9
10:00 a.m.	7	9	8	8	9	8	8
11:00 a.m.	8	8	9	8	9	9	9
12:00 p.m.	7	8	9	8	9	9	9
1:00 p.m.	9	9	9	9	9	9	9
2:00 p.m.	8	8	9	9	9	9	9
3:00 p.m.	8	10	10	9	10	11	9
4:00 p.m.	9	9	10	10	10	11	10
5:00 p.m.	10	10	10	10	10	10	11
6:00 p.m.	9	10	9	10	10	11	10
7:00 p.m.	8	9	9	10	10	11	11
8:00 p.m.	9	9	10	10	10	11	12
9:00 p.m.	10	9	9	9	9	11	12
10:00 p.m.	9	9	9	9	9	11	12
11:00 p.m.	7	7	7	7	9	11	13

Central Precinct

Number Of Officers Needed To Assure Priority 1 Calls Are Responded To In 7 Minutes, Priority 2 Calls In 12 Minutes, And Priority 3 And 4 Calls In 23 Minutes

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

Central Precinct

Number of Officers Needed To Assure Priority 1 Calls Are Responded To In 10 Minutes, Priority 2 Calls In 12 Minutes, And Priority 3 And 4 Calls In 23 Minutes

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

Southside Precinct

Number Of Officers Needed To Assure Priority 1 Calls Are Responded To In 7 Minutes, Priority 2 Calls In 12 Minutes, And Priority 3 And 4 Calls In 23 Minutes

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

Southside Precinct

Number of Officers Needed To Assure Priority 1 Calls Are Responded To In 10 Minutes, Priority 2 Calls In 12 Minutes, And Priority 3 And 4 Calls In 23 Minutes

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

Islands Precinct

Number Of Officers Needed To Assure Priority 1 Calls Are Responded To In 7 Minutes, Priority 2 Calls In 12 Minutes, And Priority 3 And 4 Calls In 23 Minutes

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
12:00 a.m.	13	10	9	10	10	11	12
1:00 a.m.	11	7	7	7	7	8	10
2:00 a.m.	8	7	6	6	7	8	10
3:00 a.m.	7	5	6	7	7	6	10
4:00 a.m.	7	4	5	4	5	6	7
5:00 a.m.	6	6	6	5	5	6	6
6:00 a.m.	6	7	6	6	6	7	6
7:00 a.m.	7	9	9	9	10	10	8
8:00 a.m.	7	11	10	9	11	10	8
9:00 a.m.	9	12	12	11	11	11	10
10:00 a.m.	11	12	12	13	12	12	12
11:00 a.m.	12	12	12	13	12	12	12
12:00 p.m.	12	13	12	13	12	13	12
1:00 p.m.	12	13	12	13	12	13	12
2:00 p.m.	12	13	12	13	12	12	11
3:00 p.m.	13	13	14	14	14	15	13
4:00 p.m.	13	15	14	15	15	14	13
5:00 p.m.	13	15	15	15	14	15	14
6:00 p.m.	13	15	15	14	15	15	13
7:00 p.m.	13	13	15	13	13	13	14
8:00 p.m.	13	13	13	14	15	14	14
9:00 p.m.	12	13	14	12	14	13	14
10:00 p.m.	11	12	12	12	12	14	14
11:00 p.m.	10	10	10	10	11	13	13

Islands Precinct

Number of Officers Needed To Assure Priority 1 Calls Are Responded To In 10 Minutes, Priority 2 Calls In 12 Minutes, And Priority 3 And 4 Calls In 23 Minutes

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
12:00 a.m.	12	9	8	9	9	9	10
1:00 a.m.	10	6	6	6	6	7	9
2:00 a.m.	7	6	6	5	6	7	9
3:00 a.m.	6	5	5	6	6	5	8
4:00 a.m.	6	4	5	4	5	6	6
5:00 a.m.	5	5	5	5	5	5	5
6:00 a.m.	5	6	6	5	5	6	6
7:00 a.m.	6	8	8	8	8	9	7
8:00 a.m.	7	9	9	8	10	9	7
9:00 a.m.	8	11	10	9	10	10	9
10:00 a.m.	9	10	11	11	11	10	10
11:00 a.m.	10	10	11	11	11	11	10
12:00 p.m.	10	11	10	11	10	11	10
1:00 p.m.	10	11	10	11	11	11	10
2:00 p.m.	10	11	11	11	10	11	10
3:00 p.m.	11	11	12	12	12	12	11
4:00 p.m.	11	13	12	13	12	12	11
5:00 p.m.	11	13	13	13	12	12	12
6:00 p.m.	11	13	13	12	12	12	11
7:00 p.m.	11	11	12	11	11	11	12
8:00 p.m.	11	11	11	12	12	12	12
9:00 p.m.	10	11	12	11	12	11	12
10:00 p.m.	9	10	10	10	10	12	12
11:00 p.m.	9	9	9	10	10	12	12

WEST CHATHAM PRECINCT
7 Minute Response To Priority 1 Calls

Shift	Number Of Officers Working In Populated Areas	Schedule						
		Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Midnights - 10:30 p.m. to 7:00 a.m.								
Officers Working In More Densely Populated Areas	2	2	2	2	2	2	off	off
	1	off	1	1	1	1	1	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
Officers Working In Sparsely Populated Areas	1	1	1	1	1	1	off	off
	1	off	1	1	1	1	1	off
	1	off	off	1	1	1	1	1
	1	1	off	off	1	1	1	1
	1	1	1	off	off	1	1	1
	1	1	1	1	off	off	1	1
	1	1	1	1	1	off	off	1
Total Number of Officers	20	15	14	14	14	14	14	15
Days - 6:30 a.m. to 3:00 p.m								
Officers Working In More Densely Populated Areas	3	3	3	3	3	3	off	off
	0	off	0	0	0	0	0	off
	4	off	off	4	4	4	4	4
	1	1	off	off	1	1	1	1
	4	4	4	off	off	4	4	4
	2	2	2	2	off	off	2	2
	3	3	3	3	3	off	off	3
Officers Working In Sparsely Populated Areas	1	1	1	1	1	1	off	off
	1	off	1	1	1	1	1	off
	1	off	off	1	1	1	1	1
	1	1	off	off	1	1	1	1
	1	1	1	off	off	1	1	1
	1	1	1	1	off	off	1	1
	1	1	1	1	1	off	off	1
Total Number of Officers	24	18	17	17	16	17	16	19
Afternoons - 2:30 p.m. to 11:00 p.m.								
Officers Working In More Densely Populated Areas	2	2	2	2	2	2	off	off
	3	off	3	3	3	3	3	off
	2	off	off	2	2	2	2	2
	4	4	off	off	4	4	4	4
	2	2	2	off	off	2	2	2
	2	2	2	2	off	off	2	2
	3	3	3	3	3	off	off	3
Officers Working In Sparsely Populated Areas	1	1	1	1	1	1	off	off
	1	off	1	1	1	1	1	off
	1	off	off	1	1	1	1	1
	1	1	off	off	1	1	1	1
	1	1	1	off	off	1	1	1
	1	1	1	1	off	off	1	1
	1	1	1	1	1	off	off	1
Total Number of Officers	25	18	17	17	19	18	18	18

DOWNTOWN PRECINCT
7 Minute Response To Priority 1 Calls

Shift	Number Of Officers Working	Schedule						
		Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Midnights								
10:30 p.m. to 7:00 a.m.	2	2	2	2	2	2	off	off
	0	off	0	0	0	0	0	off
	1	off	off	1	1	1	1	1
	5	5	off	off	5	5	5	5
	1	1	1	off	off	1	1	1
	5	5	5	5	off	off	5	5
	0	0	0	0	0	off	off	0
Total	14	13	8	8	8	9	12	12
Days								
6:30 a.m. to 3:00 p.m.	2	2	2	2	2	2	off	off
	3	off	3	3	3	3	3	off
	2	off	off	2	2	2	2	2
	3	3	off	off	3	3	3	3
	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	15	10	10	11	12	11	11	10
Afternoons								
2:30 p.m. to 11:00 p.m.	1	1	1	1	1	1	off	off
	1	off	1	1	1	1	1	off
	5	off	off	5	5	5	5	5
	2	2	off	off	2	2	2	2
	4	4	4	off	off	4	4	4
	2	2	2	2	off	off	2	2
	4	4	4	4	4	off	off	4
Total	19	13	12	13	13	13	14	17
TOTAL	48							

CENTRAL PRECINCT
7 Minute Response To Priority 1 Calls

Shift	Number of Officers Working	Schedule						
		Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Midnights								
10:30 p.m. to 7:00 a.m.	2	2	2	2	2	2	off	off
	0	off	0	0	0	0	0	off
	3	off	off	3	3	3	3	3
	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	13	10	8	9	9	9	9	11
Days								
6:30 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
	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	15	10	10	11	11	11	11	11
Afternoons								
2:30 p.m. to 11:00 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
	3	3	off	off	3	3	3	3
	2	2	2	off	off	2	2	2
	3	3	3	3	off	off	3	3
	3	3	3	3	3	off	off	3
Total	17	12	12	12	12	11	13	13
TOTAL	45							

SOUTHSIDE PRECINCT
7 Minute Response To Priority 1 Calls

Shift	Number Of Officers Working	Schedule						
		Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Midnights								
10:30 p.m. to 7:00 a.m.	1	1	1	1	1	1	off	off
	0	off	0	0	0	0	0	off
	2	off	off	2	2	2	2	2
	3	3	off	off	3	3	3	3
	2	2	2	off	off	2	2	2
	1	1	1	1	off	off	1	1
	3	3	3	3	3	off	off	3
Total	12	10	7	7	9	8	8	11
Days								
6:30 a.m. to 3:00 p.m.	2	2	2	2	2	2	off	off
	3	off	3	3	3	3	3	off
	3	off	off	3	3	3	3	3
	2	2	off	off	2	2	2	2
	1	1	1	off	off	1	1	1
	2	2	2	2	off	off	2	2
	3	3	3	3	3	off	off	3
Total	16	10	11	13	13	11	11	11
Afternoons								
2:30 p.m. to 11:00 p.m.	2	2	2	2	2	2	off	off
	2	off	2	2	2	2	2	off
	4	off	off	4	4	4	4	4
	1	1	off	off	1	1	1	1
	3	3	3	off	off	3	3	3
	2	2	2	2	off	off	2	2
	3	3	3	3	3	off	off	3
Total	17	11	12	13	12	12	12	13
TOTAL	45							

ISLANDS PRECINCT
7 Minute Response To Priority 1 Calls

Shift	Number Of Officers Working	Schedule						
		Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Midnights								
10:30 p.m. to 7:00 a.m.	3	3	3	3	3	3	off	off
	0	off	0	0	0	0	0	off
	3	off	off	3	3	3	3	3
	2	2	off	off	2	2	2	2
	4	4	4	off	off	4	4	4
	2	2	2	2	off	off	2	2
	2	2	2	2	2	off	off	2
Total	16	13	11	10	10	12	11	13
Days								
6:30 a.m. to 3:00 p.m.	2	2	2	2	2	2	off	off
	4	off	4	4	4	4	4	off
	0	off	off	0	0	0	0	0
	4	4	off	off	4	4	4	4
	2	2	2	off	off	2	2	2
	3	3	3	3	off	off	3	3
	3	3	3	3	3	off	off	3
Total	18	14	14	12	13	12	13	12
Afternoons								
2:30 p.m. to 11:00 p.m.	3	3	3	3	3	3	off	off
	4	off	4	4	4	4	4	off
	4	off	off	4	4	4	4	4
	2	2	off	off	2	2	2	2
	2	2	2	off	off	2	2	2
	3	3	3	3	off	off	3	3
	3	3	3	3	3	off	off	3
Total	21	13	15	17	16	15	15	14
TOTAL	55							

WEST CHATHAM PRECINCT
10 Minute Response To Priority 1 Calls

Shift	Number Of Officers Working	Schedule						
		Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Midnights - 10:30 p.m. to 7:00 a.m.								
Officers Working In More Densely Populated Areas	2	2	2	2	2	2	off	off
	0	off	0	0	0	0	0	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
	1	1	1	1	1	off	off	1
Officers Working In Sparsely Populated Areas	1	1	1	1	1	1	off	off
	1	off	1	1	1	1	1	off
	1	off	off	1	1	1	1	1
	1	1	off	off	1	1	1	1
	1	1	1	off	off	1	1	1
	1	1	1	1	off	off	1	1
	1	1	1	1	1	off	off	1
Total Number Of Officers	18	14	12	12	12	13	13	14
Days - 6:30 a.m. to 3:00 p.m								
Officers Working In More Densely Populated Areas	2	2	2	2	2	2	off	off
	0	off	0	0	0	0	0	off
	5	off	off	5	5	5	5	5
	0	0	off	off	0	0	0	0
	4	4	4	off	off	4	4	4
	1	1	1	1	off	off	1	1
	3	3	3	3	3	off	off	3
Officers Working In Sparsely Populated Areas	1	1	1	1	1	1	off	off
	1	off	1	1	1	1	1	off
	1	off	off	1	1	1	1	1
	1	1	off	off	1	1	1	1
	1	1	1	off	off	1	1	1
	1	1	1	1	off	off	1	1
	1	1	1	1	1	off	off	1
Total Number Of Officers	22	15	15	16	15	16	15	18
Afternoons - 2:30 p.m. to 11:00 p.m.								
Officers Working In More Densely Populated Areas	2	2	2	2	2	2	off	off
	1	off	1	1	1	1	1	off
	3	off	off	3	3	3	3	3
	3	3	off	off	3	3	3	3
	3	3	3	off	off	3	3	3
	2	2	2	2	off	off	2	2
	3	3	3	3	3	off	off	3
Officers Working In Sparsely Populated Areas	1	1	1	1	1	1	off	off
	1	off	1	1	1	1	1	off
	1	off	off	1	1	1	1	1
	1	1	off	off	1	1	1	1
	1	1	1	off	off	1	1	1
	1	1	1	1	off	off	1	1
	1	1	1	1	1	off	off	1
Total Number Of Officers	24	18	16	16	17	17	17	19

DOWNTOWN PRECINCT
10 Minute Response To Priority 1 Calls

Shift	Number Of Officers Working	Schedule						
		Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Midnights								
10:30 p.m. to 7:00 a.m.	2	2	2	2	2	2	off	off
	0	off	0	0	0	0	0	off
	0	off	off	0	0	0	0	0
	5	5	off	off	5	5	5	5
	0	0	0	off	off	0	0	0
	6	6	6	6	off	off	6	6
	0	0	0	0	0	off	off	0
Total	13	13	8	8	7	7	11	11
Days								
6:30 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
Afternoons								
2:30 p.m. to 11:00 p.m.	0	0	0	0	0	0	off	off
	3	off	3	3	3	3	3	off
	2	off	off	2	2	2	2	2
	3	3	off	off	3	3	3	3
	2	2	2	off	off	2	2	2
	3	3	3	3	off	off	3	3
	2	2	2	2	2	off	off	2
Total	15	10	10	10	10	10	13	12
TOTAL	41							

CENTRAL PRECINCT
10 Minute Response To Priority 1 Calls

Shift	Number Of Officers Working	Schedule						
		Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Midnights								
10:30 p.m. to 7:00 a.m.	0	0	0	0	0	0	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
	1	1	1	1	1	off	off	1
Total	12	7	8	8	8	9	11	9
Days								
6:30 a.m. to 3:00 p.m.	2	2	2	2	2	2	off	off
	1	off	1	1	1	1	1	off
	3	off	off	3	3	3	3	3
	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	9	10	10	10	10	11
Afternoons								
2:30 p.m. to 11:00 p.m.	2	2	2	2	2	2	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
	3	3	3	3	off	off	3	3
	2	2	2	2	2	off	off	2
Total	15	12	10	10	11	10	11	11
TOTAL	41							

SOUTHSIDE PRECINCT
10 Minute Response To Priority 1 Calls

Shift	Number Of Officers Working	Schedule						
		Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Midnights								
10:30 p.m. to 7:00 a.m.	2	2	2	2	2	2	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
	2	2	2	2	off	off	2	2
	2	2	2	2	2	off	off	2
Total	11	10	7	7	8	7	7	9
Days								
6:30 a.m. to 3:00 p.m.	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
Afternoons								
2:30 p.m. to 11:00 p.m.	1	1	1	1	1	1	off	off
	2	off	2	2	2	2	2	off
	3	off	off	3	3	3	3	3
	2	2	off	off	2	2	2	2
	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	10	10	10	11	12	12
TOTAL	39							

ISLANDS PRECINCT
10 Minute Response To Priority 1 Calls

Shift	Number Of Officers Working	Schedule						
		Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Midnights								
10:30 p.m. to 7:00 a.m.	3	3	3	3	3	3	off	off
	0	off	0	0	0	0	0	off
	3	off	off	3	3	3	3	3
	3	3	off	off	3	3	3	3
	3	3	3	off	off	3	3	3
	3	3	3	3	off	off	3	3
	0	0	0	0	0	off	off	0
Total	15	12	9	9	9	12	12	12
Days								
6:30 a.m. to 3:00 p.m.	2	2	2	2	2	2	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	15	10	11	11	11	11	11	10
Afternoons								
2:30 p.m. to 11:00 p.m.	3	3	3	3	3	3	off	off
	3	off	3	3	3	3	3	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
	2	2	2	2	2	off	off	2
Total	18	14	13	13	13	12	13	12
TOTAL	48							

Exhibit V-4

RECOMMENDED SCHEDULE FOR CALL-TAKERS AND DISPATCHERS

Shift	Number Per Shift	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Midnights								
	3	3	3	3	3	3	off	off
	4	off	4	4	4	4	4	off
	1	off	off	1	1	1	1	1
	7	7	off	off	7	7	7	7
	1	1	1	off	off	1	1	1
	6	6	6	6	off	off	6	6
	2	2	2	2	2	off	off	2
Subtotal	24	19	16	16	17	16	19	17
Days								
	4	4	4	4	4	4	off	off
	4	off	4	4	4	4	4	off
	3	off	off	3	3	3	3	3
	5	5	off	off	5	5	5	5
	3	3	3	off	off	3	3	3
	5	5	5	5	off	off	5	5
	3	3	3	3	3	off	off	3
Subtotal	27	20	19	19	19	19	20	19
Afternoons								
	4	4	4	4	4	4	off	off
	5	off	5	5	5	5	5	off
	3	off	off	3	3	3	3	3
	5	5	off	off	5	5	5	5
	3	3	3	off	off	3	3	3
	5	5	5	5	off	off	5	5
	3	3	3	3	3	off	off	3
Subtotal	28	20	20	20	20	20	21	19
Total	79							

Exhibit V-5

SUMMARY OF STAFFING IMPLICATIONS

90 Percent Of High Priority Calls Responded To Within 7 Minutes

	Police Lieutenant	Police Sergeant	Police Corporal Or Officer	Civilian Supervisor	Civilian	Total Sworn	Total Civilian	Total All Positions
Office Of The Chief					1.0		1.0	1.0
Professional Standards								
Recruiting					1.0		1.0	1.0
Training					1.0		1.0	1.0
Patrol								
Patrol		6.0	69.0			75.0		75.0
Precinct Investigations			6.0			6.0		6.0
Precinct Crime Suppression			12.0			12.0		12.0
Precinct Community Resource Officers					(10.0)		(10.0)	(10.0)
Downtown Special Operations			2.0			2.0		2.0
Other Precinct (Includes Juvenile)	(1.0)		3.0			2.0		2.0
SIU			7.0			7.0		7.0
SARIC			5.0			5.0		5.0
Investigations								
Homicide			3.0			3.0		3.0
Aggravated Assault			1.0			1.0		1.0
Robbery			2.0			2.0		2.0
Special Victims			4.0			4.0		4.0
Pawn Shop					(2.0)		(2.0)	(2.0)
Forensics			(6.0)		1.0	(6.0)	1.0	(5.0)
Special Operations								
Traffic			2.0			2.0		2.0
Canine			2.0			2.0		2.0
Crime Free Housing			3.0			3.0		3.0
Communications								
Administration					1.0		1.0	1.0
Call-Taking And Dispatch				2.0	19.0		21.0	21.0
Information Management					1.0		1.0	1.0
Total Before Vacancies	(1.0)	6.0	115.0	2.0	13.0	120.0	15.0	135.0
Vacancies								
Sworn			12.7			12.7		12.7
Communications					(1.0)		(1.0)	(1.0)
Total Including Vacancies	(1.0)	6.0	127.7	2.0	12.0	132.7	15.0	146.7

Exhibit V-6

SUMMARY OF STAFFING IMPLICATIONS
90 Percent Of High Priority Calls Responded To Within 10 Minutes

	Police Lieutenant	Police Sergeant	Police Corporal Or Officer	Civilian Supervisor	Civilian	Total Sworn	Total Civilian	Total All Positions
Office Of The Chief					1.0		1.0	1.0
Professional Standards								
Recruiting					1.0		1.0	1.0
Training					1.0		1.0	1.0
Patrol								
Patrol		3.0	34.0			37.0		37.0
Precinct Investigations			11.0			11.0		11.0
Precinct Crime Suppression(a)			12.0			12.0		12.0
Precinct Community Resource Officers					(10.0)		(10.0)	(10.0)
Downtown Special Operations			2.0			2.0		2.0
Other Precinct (Includes Juvenile)	(1.0)		3.0			2.0		2.0
SIU			7.0			7.0		7.0
SARIC			5.0			5.0		5.0
Investigations								
Homicide			3.0			3.0		3.0
Aggravated Assault			1.0			1.0		1.0
Robbery			2.0			2.0		2.0
Special Victims			4.0			4.0		4.0
Pawn Shop					(2.0)		(2.0)	(2.0)
Forensics			(6.0)		1.0	(6.0)	1.0	(5.0)
Special Operations								
Traffic			2.0			2.0		2.0
Canine			3.0			3.0		3.0
Crime Free Housing			3.0			3.0		3.0
Communications								
Administration					1.0		1.0	1.0
Call-Taking And Dispatch				2.0	19.0		21.0	21.0
Information Management					1.0		1.0	1.0
Not Specified Proactive Positions(a)			16.7			16.7		16.7
Total Before Vacancies	(1.0)	3.0	86.0	2.0	13.0	88.0	15.0	119.7
Vacancies								
Sworn			12.7			12.7		12.7
Communications					(1.0)		(1.0)	(1.0)
Total Including Vacancies	(1.0)	3.0	98.7	2.0	12.0	100.7	15.0	131.4

(a) The preferred allocation of 16.7 proactive positions was not specified by the department.

VI – FUNDING FORMULA

VI – EVIDENCE BASED FUNDING FORMULA

This chapter presents a brief overview of the evidence based funding formula, details the inputs to the model, describes how the inputs are used to allocate costs between the City of Savannah and Chatham County, and presents the results calculated by the formula.

OVERVIEW

The recommended evidence based funding formula equitably allocates the costs of the SCMPD between the City of Savannah and Chatham County in a manner that considers the diversity of functions performed by the police department (and the need to take different approaches to allocating costs for various functions) while also minimizing the administrative burden on staff.

The cost allocation model focuses on determining what proportion of sworn and civilian staffing should be supported by the city and the county and uses those proportions to determine how other costs should be allocated. For each department unit the funding formula model determines the number of budgeted positions for that unit that should be supported by the city and county. For each unit the allocations are made using a four-step process:

- Information on budgeted staffing for each unit is ascertained (budgeted staffing is used because actual staffing may vary from the budgeted number of positions)
- Metrics/inputs that are associated with the need for the functions performed by each unit are identified[1]
- The percentage of personnel that should be allocated to the city and county based on the metrics/inputs are calculated
- The allocation percentages for each unit are applied to the budgeted staffing for the unit to determine the number of budgeted positions that should be supported by the city and county.

Average costs for each position are then used to convert the number of positions into budgeted staffing expenditures. With the exception of vehicles and technology, all other costs for a given unit will be allocated proportionately based on the number of staff funded by the city and county. Vehicle costs will also be allocated based on the allocation of personnel to a unit that will be funded by the city and county but the vehicle allocation will only reflect the number of staff requiring vehicles. (These vehicles could continue to be purchased and maintained by the city and county, as is the current practice.) Technology costs – unless they benefit a single unit – should be allocated based on the percentage of sworn staff supported by the city and county.

[1] Please note that for some units the metric used to determine the need for a function is the number of staff supported. For these units the metric is calculated by the funding formula.

INPUTS/METRICS

The funding formula model requires relatively few inputs (most of which are currently collected or easy to obtain):

- Budgeted staffing for each operational unit
- Average patrol call responses by hour of the day for each precinct (showing city responses and county responses) over the past three years[2]
- Average number of Part I and Part II crime information by precinct indicating location of crime reported over the past three years
- Average number of death investigations performed by homicide investigators over the past three years
- Average number of canine calls responded to in the city and the county over the past three years[3]
- Current city population and unincorporated county population
- Average number of follow-up investigations conducted by location (city or county) for all investigative units over the past three years[4]
- Average number and location (city or county) of traffic accidents, injury accidents investigated, hit and run accidents investigated,[5] and traffic citations[6] over the past three years
- Number of licensed Alcoholic Beverage Compliance (ABC) establishments located in the city and county
- Average number of city and county non-emergency and 911 calls handled by call-takers over the past three years[7]
- Average number of calls dispatched by location for the past three years[8]

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[2] The initial funding formula model uses patrol call responses for 2016 only. These patrol call responses are used as input to a staffing model that calculates the number of officers needed per shift to achieve a given response time.

[3] The initial funding formula model uses canine calls for 2016 only.

[4] The initial funding formula model uses the number of reported crimes by location as a proxy for the number of follow-up investigations.

[5] The initial funding formula model uses CAD information on the number of traffic accidents and hit and run accidents.

[6] The initial funding formula model uses CAD information on traffic violations and traffic stops.

[7] The initial funding formula uses non-emergency and 911 calls from November 2015 to November 2016.

- Number of city and county vehicles assigned to the department

ALLOCATION APPROACHES

The allocation approaches that are incorporated into the evidence based funding formula model vary by operational unit. The allocation approaches that are incorporated into the model and the units to which these allocation approaches are applied are summarized in the following discussion.

Functions 100 Percent Funded By The City

Six functions are 100 percent funded by the city. The March 20, 2016 intergovernmental agreement between the city and county indicates that the mounted patrol, Savannah Impact, and CrimeStoppers programs should be 100 percent funded by the city. The costs of three other units/functions – the downtown special operations unit, the tourism unit, and City Hall security – should also be 100 percent funded by the city because the units serve city buildings and areas exclusively.

Functions For Which Staffing Is Allocated Between The City And County Based On A Three Year Average Of The Number Of Crimes[9] Reported

- End Gun Violence – Step Forward (Part I violent crimes)
- Strategic Investigations Unit (Part I violent crimes)
- Precinct crime suppression units (Part I and Part II crimes by location for each precinct)
- Savannah Area Regional Intelligence Center gun investigator (Part I violent crimes)
- Savannah Area Regional Intelligence Center gang investigator (Part I violent crimes)
- Forensics (Part I and Part II crimes for which forensics evidence is expected to be collected – homicide, rape, commercial robbery, residential robbery, commercial burglary, residential burglary, aggravated assault with gun, aggravated assault without gun, theft from vehicle, theft from building, auto theft, sex assault, sex offense, and suicide/death investigation)
- Pawn shop (Part I crimes for which property is most likely to be pawned - residential robbery, residential burglary, commercial burglary, theft from vehicle, theft from yard, theft from business, and other larceny)
- Case management (all Part I and Part II crimes)

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[8] The initial funding formula uses average dispatched calls over the past three years. The allocation of these calls by shift is based on CAD information on the number of calls dispatched to patrol officers.

[9] For the forensics function suicide and death investigations are also used to allocate staffing.

- Cold case (homicides)
- Report review unit (all Part I and Part II crimes)
- Records unit (all Part I and Part II crimes)
- Property and evidence (all Part I and Part II crimes)
- Temporary assignments (Part I violent crimes)

Functions For Which Staffing Is Allocated Between The City And County Based On A Three Year Average Of The Location Of Crimes For Which Follow-Up Investigations Are Conducted

For follow-up investigations staffing is allocated based on a three year average of the location of crimes for which investigations is conducted.[10] The functions and activities include the following:

- Precinct investigators
- Homicide investigators[11]
- Aggravated assault investigators
- Robbery investigators
- Special victims investigators
- Financial crimes investigators
- Hit and run investigators
- Accident investigators
- Court liaison (location of all investigations)

Functions For Which Staffing Is Allocated Between The City And County Based On The Location Of Specific Unit Related Activities

Functions for which staffing is allocated based on the location of specific unit related activities include the following:

- Canine (location of canine calls responded to by the canine unit)

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[10] Please note that the location of crimes for which follow-up investigations are conducted is not currently collected but this information can readily be collected in the future.

[11] Information on the location of death/suicide investigations should also be incorporated into this analysis. This information for the past three years has been collected and is incorporated in the initial evidence based funding formula model.

- Traffic enforcement (location of traffic accidents[12])
- ABC enforcement (location of ABC establishments for the ABC enforcement function)

Functions For Which Staffing Is Allocated Between The City And County Based On Population

For some functions, all residents benefit from the availability of the service even if the number of individuals using the service may vary by location.[13] For these functions, staffing allocations are based on the population in the city and the unincorporated county:

- Precinct crime prevention officers[14]
- Special event planning and coordination[15]
- Criminal history unit
- Customer service unit

Patrol Officers Who Are Primarily Responsible For Call Response

A staffing model that calculates the number of patrol officers needed to meet response expectations is used to allocate patrol staffing for each jurisdiction. First, a model is used to calculate the number of patrol officers needed to meet service expectations if the county and city portions of each precinct were stand-alone precincts. (This model assumes high priority calls will be responded to within 10 minutes 90 percent of the time.) These staffing estimates are summed and the proportion of the total allocated to city and county patrol staffing is calculated. Next, these proportions are then used to allocate staff between the city and county based on the number of patrol officers needed to meet response time expectations using existing precinct boundaries. (These same proportions are used to allocate the community resource officers assigned to the precincts.)

Appendix G provides more information on the approach to allocating patrol officers to the city and county that is incorporated into the evidence based funding formula model.

Communications (E911 And Dispatch) Unit Line Staff

The allocation of communications staff between the city and county requires a number of steps. First, assignments of budgeted line staff on each shift among communications unit line functions (e.g., call-taking; SCMPD Precincts 1 and 2 dispatch; SCMPD

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[12] Traffic enforcement activities should be focused on areas with the most traffic accidents.

[13] In addition, the administrative burden of linking activity levels to location for these functions would be high.

[14] 100 percent of the Downtown and Central precinct crime prevention officers are assigned to the city as these precincts serve the city exclusively.

[15] All area residents benefit from major events even if those events are held in the city.

Precinct 3 dispatch; SCMPD Precincts 4, 5, and Thunderbolt dispatch; dispatch for other municipal police departments; records; Savannah Fire dispatch; dispatch for other municipal fire departments; EMS dispatch; and relief dispatch) must be detailed. How staffing should be allocated between the city and the county will vary by function:

- Call-taking staff are allocated based on the number of 911 and non-emergency calls handled (averaged over three years)
- Precinct dispatch staff are based on dispatch activity for the city and county (averaged over three years)
- EMS dispatch staff, other municipal police department dispatch staff, and other municipal fire department dispatch staff are allocated to the county
- Savannah Fire dispatch staff are allocated to the city
- Relief and records staff are allocated proportionately based on how other call-taking and dispatch staff are allocated to the city and county

Functions For Which Staffing Is Allocated Between The City And County Based On The Number Of Sworn Staff Supported By The City Or County

For police functions and units the need for which is primarily determined by the number of sworn staff the allocation of costs between the city and county should be based on the allocation of sworn staff to the city and county. These functions include:

- Internal affairs
- Recruiting and employment
- Training
- Savannah Area Regional Intelligence Center analysts
- Savannah Area Regional Intelligence Center technical support staff
- Management of extra duty assignments
- Teletype
- Quartermaster
- Accreditation
- Adjutant

Functions For Which Staffing Is Allocated Between The City And County Based On The Number Of Total Staff Supported By The City And County

The functions for which staffing is allocated between the city and county based on the number of total staff supported by the city and county are primarily functions responsible for overall department leadership and management or functions that perform administrative activities on behalf of the entire department. These functions include:

- Office of the Chief
- Technology and planning
- Building and property management
- Budget and accounting
- Personnel

In addition, for most functions supervisory or management staff are allocated based on the total number of individuals managed or supervised that are allocated to the city or county. (The personnel who support supervisory or management staff are allocated in the same way.)

Fleet Support Staff

Fleet support staff are allocated based on the number of city and county vehicles supported.

RESULTS

The evidence based funding formula model indicates that after excluding functions that are 100 percent funded by the city[16], 26.6 percent of department positions should be funded by the county and 73.4 percent should be funded by the city.

	Sworn	Civilian	All Positions
City	76.2%	69.1%	73.4%
County	23.8%	30.9%	26.6%

In addition, of the current vehicles assigned to the police department 432 vehicles (or 3.57 more than the current number) should be supplied by the city and 143 (or 3.57 fewer than the current number) should be supplied by the county. Personnel costs and other non-technology costs should be allocated based on the overall percentage of positions supported by the city (73.4 percent) and the county (26.6 percent). In general, technology related costs – that are do not benefit a single unit – should be allocated based on the overall percentage of sworn positions supported by the city (76.2 percent)

[16] Functions that are 100 percent funded by the city include mounted, strategic investigations, impact, and crimestoppers.

and the county (23.8 percent). Please note, however, that for technological improvements that benefit the entire department and not primarily law enforcement functions the allocation of all positions supported by the city and the county should be used when allocating technology related costs.

SUMMARY

A recommended allocation of the 2017 SCMPD budget between the city and county is presented in Exhibit VI-1.

Savannah-Chatham Metropolitan Police Department
2017 Expenditure Allocation

Object	DESCRIPTION	2017 ORIGINAL BUDGET	Subtotal Of Costs To Allocate After Adjusting For Functions 100 Percent Funded By The City Or County(a)(b)	Staffing Allocation	Vehicle Allocation	Nonpersonnel	Staffing Allocation	Vehicle Allocation	Nonpersonnel
51102	PERFORM PAY - LUMP S	$ -	$ -	$ -			$ -		
51105	SALARIES AND WAGES	38,334,210	29,808,467	21,879,838			7,928,629		
51106	VACATION PAY	-	-	-			-		
51108	COST SAVINGS INCENTI	-	-	-			-		
51109	INJURY LEAVE PAY	-	-	-			-		
51110	SOCIAL SECURITY	3,180,562	2,894,909	2,124,904			770,005		
51114	POLICE SIGN ON BONUS	-	-	-			-		
51116	STIPEND	9,000	6,000	4,404			1,596		
51117	COLLEGE INCENTIVE PM	-	-	-			-		
51121	GROUP MEDICAL INSURA	6,343,190	5,779,817	4,242,468			1,537,349		
51122	GROUP LIFE INSURANCE	117,275	106,840	78,422			28,418		
51123	UNEMPLOYMENT COMP	-	-	-			-		
51124	DISABILITY INSURANCE	106,868	97,359	71,463			25,896		
51125	WORKERS COMPENSATION	1,269,452	1,220,854	896,124			324,730		
51126	GROUP MED CHATHAM CO	536,376	498,251	365,723			132,528		
51127	RETIREE GROUP MEDICAL - CITY	755,701	686,045	503,566			182,478		
51128	RETIREE GROUP MEDICAL - COUNTY	163,792	152,484	111,925			40,559		
51130	PENSION	2,929,085	2,666,654	1,957,362			709,292		
51131	PENSION - CHATHAM CO	584,963	531,723	390,292			141,431		
51132	CITY CONTR-DEF COMP	42,720	40,320	29,595			10,725		
51133	CITY CONTR-POA	127,200	117,600	86,320			31,280		
51134	CITY CONTR-GA F/F PE	-	-	-			-		
51135	LONGEVITY	-	-	-			-		
51155	OVERTIME	2,753,675	2,532,000	1,858,524			673,476		
51158	OVERTIME-COURT	96,110	94,150	69,107			25,043		
51160	TEMPORARY LABOR - CITY	70,285	285	209			76		
51199	REIMBRSMNT PERSNL SR	131,526	131,526	96,542			34,984		
51205	ELECTRICITY	422,612	422,612			310,203			112,409
51206	NATURAL GAS	10,000	10,000			7,340			2,660
51210	COMMUNICATIONS	337,840	326,540			239,685			86,855
51211	CELL COMMUNICATIONS	261,858	235,708			173,013			62,695
51212	TRAVEL-TRANSP LODG P	156,500	148,200			108,781			39,419
51213	EDUCATION AND TRAINI	75,200	67,100			49,252			17,848
51216	TUITION REIMBURSEMEN	25,000	25,000			18,350			6,650
51220	ADVERTISING	6,290	-			-			-
51230	RENTALS	196,002	183,402			134,620			48,782
51231	DATA PROCESSING EQUI		-			-			-
51232	LICENSES-PROFESSIONA	5,600	2,500			1,835			665
51233	DUES AND FEES	56,665	55,440			40,694			14,746
51234	BOOKS PERIODICALS SU	11,119	10,844			7,960			2,884
51238	PROFESSIONAL PUR SVC	658,427	632,715			464,422			168,293
51239	TECHNICAL PUR SVCS	149,025	111,250			81,659			29,591
51243	JANITORIAL SERVICES	120,000	120,000			88,082			31,918
51244	BUILDING MAINTENANCE	83,300	80,000			58,721			21,279
51245	BUILDING REPAIR	56,000	55,000			40,371			14,629
51250	EQUIPMENT MAINTENANC	104,555	101,155			74,249			26,906
51251	DATA PROCESSING EQUI	135,363	104,589			76,770			27,819
51252	VEH MAINT CHATHAM CO	194,310	187,060			137,305			49,755
51254	OUTSIDE VEHICLE REPAIRS		-			-			-
51255	CAR WASHING	34,450	33,700			24,736			8,964
51256	TEMPORARY LABOR-AGEN	186,000	20,000			14,680			5,320
51270	PHOTOCOPYING	111,225	102,609			75,316			27,293
51271	CATERED MEALS	54,200	50,000			36,701			13,299
51275	OUTSIDE PRINTING	35,000	33,000			24,222			8,778
51287	PRISONER MEDICAL COSTS	90,000	90,000			66,061			23,939
51290	MEDICAL COSTS	1,600	1,600			1,174			426
51294	OTHER TRANSPORTATION	1,600	1,400			1,028			372
51295	OTHER CONTRACTUAL SE	755,087	744,459			546,443			198,016
51306	OFFICE SUPPLIES	35,850	32,850			24,112			8,738
51307	POSTAGE	8,650	8,150			5,982			2,168
51309	LAUNDRY ALLOWANCE	197,442	180,220			132,284			47,936
51310	CLOTHING & LAUNDRY	539,161	510,932			375,031			135,901
51320	OPERATING SUPP & MAT	663,812	579,166			425,116			154,050
51321	SMALL FIXED ASSETS	65,535	47,471			34,844			12,627
51322	SPORTS & CRAFT SUPPL	15,000	15,000			11,010			3,990
51323	CHEMICALS	1,500	-			-			-
51335	EQUIPMENT REPAIR PAR	1,500	-			-			-
51340	CONSTRUCTION SUPPL &		-			-			-
51350	SHOP SUPPLIES/PROPAN	200	-			-			-
51361	AUTO FUEL CHATHAM CO	46,050	43,650		32,574			11,076	
51362	GASOLINE	1,163,700	1,088,200		812,063			276,137	
51363	DIESEL FUEL	3,550	750		560			190	
51395	OTHER		-			-			-
51405	SERVICES BY GENERAL		-			-			-
51409	SVCS BY WATER & SEWE	9,648	9,648			7,082			2,566
51411	SVCS BY SAN-DISPOSAL	6,573	6,557			4,813			1,744
51413	SVCS BY SAN-COMMRCL	49,438	47,684			35,001			12,683
51425	INSURANCE BY RISK MN	1,278,729	1,238,338			908,958			329,380
51450	COMPUTER SERVICES	2,140,802	2,061,865			1,513,438			548,427
51451	RADIO SERVICES	476,702	472,282			346,662			125,620
51452	TELEPHONE SERVICES	131,325	121,772			89,382			32,390
51473	GARAGE OVERHEAD	99,330	90,650		67,647			23,003	
51474	GARAGE CHARGES	919,512	839,162		626,220			212,942	
51510	COMPUTER HARDWARE/SOFTWARE		-			-			-
51515	VEHICULAR EQUIPMENT		-		-			-	
51520	OFFICE/BLDG FURN/EQU	24,024	24,024			17,634			6,390
51730	FLEET ADDITION CONTR		-		-			-	
51821	CULTURAL CONTRIBUTIONS		-			-			-
51892	RADIO CAPITAL USE CHARGE	632,258	626,396			459,783			166,612
51894	VEH USE CHG CHATHAM	326,858	313,058		233,618			79,440	
51895	VEHICLE CAPTL-USE CH	1,533,627	1,491,722		1,113,189			378,533	
51896	VEHICLE ACCESSORY CHARGE	579,935	579,935		432,773			147,162	
52105	WORK COMP WAGES PAID		-	-			-		
52110	PERM DISABILITY PMTS		-	-			-		
52295	OTHER CONTRACTUAL		-			-			-
	Grand Total	$ 72,837,530	$ 61,750,649	$ 34,766,791	$ 3,318,643	$ 7,294,808	$ 12,598,493	$ 1,128,484	$ 2,643,430

Total Savannah Share:	$ 45,380,242	Total Chatham Share:	$ 16,370,407
100% paid departments:	$ 3,597,198	100% paid departments:	$ 2,374,683
	$ 48,977,440		$ 18,745,090

(a) Mounted patrol, Savannah Impact, CrimeStoppers and the Savannah Drug Squad are 100 percent funded by the city. CNT is 100 percent funded by the county.
(b) Excludes $5,115,000 in E911 revenue.

VII – IMPLEMENTATION

VII – IMPLEMENTATION

This chapter is divided into two parts. The first part highlights important implementation activities. The second part presents the recommended implementation plan.

KEY IMPLEMENTATION ACTIVITIES

This part discusses the key steps the city, the county, and the police department should take to implement the study recommendations.

Adopt The Study Recommendations

The City Council and County Board of Commissioners must be committed to implementing the study recommendations if implementation is to be successful. Initially, the City Council and County Board of Commissioners should review the report and adopt its recommendations in principle.[1]

Review Police Department Comments

The police department should review the report and present the results of this review to the City Council and the County Board of Commissioners.

Establish Implementation Task Forces

The city and county managers should work with the chief of police to establish a task force to guide the implementation of study staffing and management recommendations. The city and county managers should charge this task force with driving the implementation process. The task force should include representatives from each police department function and, as appropriate, from city and county departments. The task force should develop an overall implementation plan and should be held accountable by the city and county managers and chief of police for ensuring that plan timelines are met. The task force should meet approximately every two weeks during the implementation process.

In addition to a task force charged with implementing staffing and management recommendations a task force charged with implementing the evidence based funding formula should also be established. In particular, this task force would be charged with developing a process for updating the evidence based funding formula models on a regular basis and working with the police department to develop systems to gather needed information that is not currently collected.

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[1] Please note that adopting recommendations "in principle" does not mean the City Council and Board of Commissioners commits the department to implementing each and every recommendation in detail. Instead, this means that the City Council and Board of Commissioners generally agree with the recommendations in the report and will make a good faith effort to evaluate and implement the recommendations.

Clarify The Personnel And Labor Implications Of The Study Recommendations

Uncertainty is associated with any change of the magnitude outlined in this report. Of primary concern to many police department employees will be how the change will affect them directly. Clarifying the status of these employees will remove much of the uncertainty associated with the recommended organizational changes and will allow the department to move forward with the implementation process. If employees are waiting for the "other shoe to drop" they will not be able to focus on supporting the recommended program for change.

IMPLEMENTATION PLAN

An implementation plan to guide the city, the county, and the police department in implementing the recommendations detailed in this report is presented in Exhibit VII-1.

IMPLEMENTATION PLAN

Priority	Recommendation	Responsibility	Begin Implementation	Complete Implementation
	IMPLEMENTATION			
High	■ Adopt the study recommendations in principle	■ City Council ■ County Board Of Commissioners	Immediately	---
High	■ Establish implementation task forces	■ City Manager ■ County Manager ■ Chief of Police	Immediately	Two Weeks
High	■ Develop plan for adjusting staffing levels	■ City Manager ■ County Manager ■ Chief of Police	Immediately	One Month
	IMPROVING OPERATIONAL EFFICIENCY AND EFFECTIVENESS			
	Issues Affecting The Entire Department			
Medium	■ Establish administrative position to assist with workload associated with reporting to both the city and county	■ Chief Of Police	Two Months	Five Months
High	■ Establish management infrastructure needed to support improved efficiency and effectiveness	■ Chief of Police ■ Major – Management Services ■ Captain – Planning & Technology Management ■ Captain – Office of Professional Standards	One Month	Two Years

IMPLEMENTATION PLAN

Priority	Recommendation	Responsibility	Begin Implementation	Complete Implementation
Medium	■ Take steps to reinforce the importance of patrol	■ Chief of Police ■ Major – Patrol ■ Major – Management Services	Two Weeks	One Year
Medium	■ Take steps to reinforce the importance of civilians	■ Chief of Police ■ Captain – Management Services	Two Weeks	One Year
Medium	■ Develop plan to address short-term technology investment needs	■ Chief of Police ■ Captain – Planning & Technology Management	Two Months	Seven Months
Medium	■ Develop plan to address longer-term technology investment needs	■ Chief of Police ■ Captain – Planning & Technology Management	Two Months	One Year
Medium	■ Modify take-home car policies	■ Chief of Police ■ Major – Management Services	One Month	Nine Months
Medium	■ Take steps to reduce salary compression	■ Chief of Police ■ Major – Management Services ■ City Manager ■ County Manager	Two Month	Ten Months
Low	■ Ensure assistant chiefs and majors have civil service protection at their old ranks	■ Chief of Police ■ Major – Management Services ■ City Manager ■ County Manager	Three Months	One Year
Medium	■ Determine whether deploying AEDs in patrol vehicles is warranted (and begin deploying AEDs if the analysis indicates doing so is warranted)	■ Chief of Police ■ Major – Patrol	Two Months	One Year
Medium	■ Explore alternative approaches to providing services to other agencies (Including communications services)	■ Chief of Police ■ City Manager ■ County Manager	Two Months	18 Months

IMPLEMENTATION PLAN

Priority	Recommendation	Responsibility	Begin Implementation	Complete Implementation
Low	■ Take steps to improve tracking of warrant services and explore with the Sherriff having the Sheriff's Office assume this responsibility	■ Chief of Police ■ City Manager ■ County Manager	Three Months	18 Months
	Field Operations Issues			
Medium	■ Develop approaches for ensuring consistency among patrol managers	■ Major – Patrol ■ Precinct Captains	Two Months	18 Months
Medium	■ Take steps to ensure thorough preliminary investigations are consistently performed	■ Major – Patrol ■ Precinct Captains	Two Months	One Year
High	■ Modify shift rotation policies	■ Chief of Patrol ■ Major – Patrol	One Month	One Year
	Criminal Investigations Issues			
Low	■ Centralize domestic violence investigations and decentralize street robbery investigations	■ Chief of Police ■ Major – Patrol ■ Criminal Investigations Major	Three Months	Nine Months
Low	■ Assess the need to provide incentives for officers to accept centralized investigative assignments after staffing levels have been increased	■ Criminal Investigations Major	One Year	18 Months
Low	■ Modify lieutenant assignments	■ Criminal Investigations Major	Three Months	Nine Months
Low	■ Reduce civilian staffing in the pawn shop unit	■ Criminal Investigations Major	Three Months	Nine Months
High	■ Modify approach to collecting evidence at crime scenes	■ Chief of Police ■ Criminal Investigations Major	One Month	Two Years
Medium	■ Rotate call-out responsibility among all Criminal Investigations Division lieutenants	■ Criminal Investigations Major	Two Months	Seven Months

IMPLEMENTATION PLAN

Priority	Recommendation	Responsibility	Begin Implementation	Complete Implementation
Low	■ Explore ways to use electronic time tracking to monitor how detectives spend their time on cases	■ Chief of Police ■ Criminal Investigations Major ■ Captain – Planning & Technology Management	One Year	18 Months
	Special Operations Issues			
Medium	■ Modify canine officer schedules	■ Special Operations Major	Two Months	Seven Months
Low	■ Assess level of resources that should be assigned to mounted unit	■ Chief of Police ■ City Manager ■ Special Operations Major	Three Months	Nine Months
Medium	■ Modify traffic enforcement officer schedules	■ Special Operations Major	Two Months	Seven Months
Medium	■ Develop "work around" to address accident reporting issues	■ Special Operations Major ■ Captain – Planning & Technology Management	Two Months	Seven Months
	Communications Issues			
High	■ Develop plan to address communications facilities needs	■ City Manager ■ County Manager ■ Chief of Police ■ Special Operations Major	One Month	One Year
High	■ Modify shift rotation policies	■ Chief of Police ■ Special Operations Major	One Month	One Year
Medium	■ Ensure communications staff can take breaks	■ Chief of Police ■ Special Operations Major	Two Months	One Year
Low	■ Establish quality assurance position	■ Special Operations Major	Three Months	One Year

IMPLEMENTATION PLAN

Priority	Recommendation	Responsibility	Begin Implementation	Complete Implementation
	Issues Affecting Other Units			
Low	■ Establish recruiting goals	■ Captain – Office Of Professional Standards	Three Months	Six Months
Low	■ Establish recruiting position to develop relationships with sources of desired employment candidates	■ Captain – Office Of Professional Standards	Three Months	One Year
High	■ Strengthen management and supervisory training and increase staffing by one position to support these efforts	■ Captain – Office of Professional Standards	One Month	Two Years
Medium	■ Incorporate community outreach into crime reduction initiatives	■ Major – Patrol	Two Months	Ten Months
Low	■ Provide budget for more frequent replacement of undercover vehicles	■ Major – Patrol ■ Major – Management Services	Three Months	Nine Months
Low	■ Establish ways for officers to make productive use of their time while waiting to appear in court	■ Adjutant	Three Months	Nine Months
High	■ Improve physical security for customer service staff	■ Special Operations Major	One Month	Six Months
Medium	■ Ensure officers do not refer residents to customer service instead of writing a report	■ Major – Patrol	Two Months	Ongoing
Low	■ Encourage patrol officers to support the CrimeStoppers program	■ Major – Patrol	One Month	Ongoing

IMPLEMENTATION PLAN

Priority	Recommendation	Responsibility	Begin Implementation	Complete Implementation
Low	■ Develop case file management alternatives	■ Captain – Planning & Technology Management	Three Months	18 Months
Low	■ Develop internal bid to provide custodial services	■ Administrative Support Services Manager	One Month	Six Months
	STAFFING			
High	■ Select desired service levels and modify staffing as detailed in Chapter V	■ City Manager ■ County Manager ■ Chief of Police	One Month	One Year
Medium	■ Provide staffing to account for vacancies	■ City Manager ■ County Manager ■ Chief of Police	One Year	Two Years
	EVIDENCE BASED FUNDING FORMULA			
High	■ Develop approaches to developing needed information on an ongoing basis	■ City Manager ■ County Manager ■ Chief of Police	One Month	Three Months
High	■ Use evidence based funding formula to allocate costs between the city and the county	■ City Manager ■ County Manager ■ Chief of Police	One Month	Ongoing

APPENDIX A – BENCHMARK RESULTS

APPENDIX A – BENCHMARK RESULTS

This appendix is divided into three parts. The first part summarizes how Berkshire Advisors uses benchmarking data. The second part presents the approach that was used to select the agencies to which the Savannah-Chatham County Metropolitan Police Department (SCMPD) was compared. The third part presents the comparison data.

A – USING BENCHMARKING DATA

The ultimate decision with regard to the level of service the Savannah-Chatham Metropolitan Police Department provides and how the department should be staffed should be based on an assessment of community needs and the resources available to support police services. Benchmarking comparisons with other agencies, however, can be useful when making an overall assessment of a particular function or service. In particular, using benchmarking as a diagnostic tool – to understand where efforts to improve should be focused – can be beneficial. Concerns about whether "apples to apples" comparisons are being made are less relevant when the purpose of the benchmarking effort is to make an overall assessment of performance rather than to make detailed recommendations for improvement.

It is also important to note that even when it appears that apples-to-apples comparisons are being made there may be several contributing factors that skew these comparisons. For example, in addition to its resident population the SCMPD serves a large number of tourists. When making comparisons with other jurisdictions – that do not serve as many tourists – care should be taken that this additional burden on the SCMPD and its resources is considered.

B – APPROACH

Two steps were used to select the benchmark agencies. First, a preliminary list of jurisdictions with similar demographics to Savannah-Chatham County was developed. This preliminary list was reviewed by the project's steering committee and a revised list of potential benchmark agencies was established. A benchmarking questionnaire was then developed and distributed. Eight agencies completed and returned a questionnaire (Charleston, SC Police Department; Charlotte-Mecklenburg County, NC Police Department; Columbus, GA Police Department; Lexington, KY Police Department; Louisville, KY Metro Police Department; Nashville, TN Metropolitan Police Department; Oklahoma City, OK Police Department; Richmond County, GA Sheriff).

C – COMPARISON DATA

The results of the benchmark findings are presented in seven areas: jurisdiction demographics; agency staffing; administration and support; budget; calls-for-service; response times; and crime statistics.

JURISDICTION DEMOGRAPHICS

The Savannah-Chatham County Metropolitan Police Department serves the sixth smallest population of the agencies for which benchmarking data will be presented and serves the fifth smallest geographic area.

Agency	Population Served	Land Area In Square Miles
Charlotte, NC	847,700	438.00
Nashville, TN	658,401	525.94
Louisville, KY	615,366	380.42
Oklahoma City, OK	609,516	620.34
Lexington, KY	314,488	283.65
Savannah-Chatham County, GA	***240,091***	***349.70***
Columbus, GA	200,579	216.10
Richmond County, GA	197,182	328.00
Charleston, SC	137,447	131.00
Average (excluding SCMPD)	447,585	365.43

As compared to the benchmark jurisdictions Savannah has the lowest median family income and the highest percentage of individuals below the poverty level while Chatham County has the sixth highest median family income and the lowest percentage of individuals below the poverty level. Less than 10 percent of Savannah and Chatham County residents (7.9 percent and 7.8 percent respectively) speak a language at home other than English, the third and fourth lowest among the benchmark jurisdictions.

Jurisdiction	Median Family Income	Percentage of Individuals Below Poverty Level	Percentage Of Individuals Who Speak A Language At Home Other Than English
Charlotte, NC	$53,274	17.3%	18.5%
Charleston, SC	$52,971	19.0%	4.9%
Oklahoma City, OK	$51,635	18.2%	19.6%
Lexington, KY	$48,667	19.3%	11.8%
Nashville, TN	$47,993	19.0%	15.8%
Chatham County, GA	***$46,987***	***11.0%***	***7.8%***
Louisville, KY	$44,806	18.4%	8.4%
Columbus, GA	$41,362	20.2%	9.5%
Richmond County, GA	$37,593	25.7%	5.8%
Savannah, GA	***$36,628***	***26.1%***	***7.9%***
Average (excluding Savannah and Chatham County)	$47,288	19.64%	11.8%

BUDGET

The SCMPD has the third highest general fund budget per resident of the benchmark agencies.[1] All but two of the agencies with lower costs per residents do not provide emergency communications and dispatch services.

Agency	Agency's General Fund Budget	Agency's General Fund Budget Per Resident	Rank
Charleston, SC[(a)]	$49,514,024	$360.24	1
Oklahoma City, OK	$200,451,462	$328.87	2
Savannah-Chatham County, GA	***$73,425,858***	***$305.82***	***3***
Richmond County, GA[(a)]	$59,906,550	$303.81	4
Nashville, TN[(a)]	$180,030,200	$273.44	5
Charlotte-Mecklenburg County, NC	$227,035,628	$267.33	6
Louisville, KY[(a)]	$161,781,500	$262.90	7
Lexington, KY[(a)]	$68,579,800	$218.07	8
Columbus, GA	$27,946,086	$139.33	9
Average (excluding SCMPD)	$121,905,656	$269.25	

[(a)]Agency does not provide communications/dispatch operations.

AGENCY STAFFING

This section is divided into 10 parts: overall staffing; calls-for-service staffing; discretionary patrol staffing; follow-up investigations staffing; proactive investigations staffing; pawnshop staffing; alcohol and beverage compliance staffing; crime scene processing staffing; crime analysis staffing; and traffic staffing.

Overall Staffing

The Savannah-Chatham Metropolitan Police Department ranks third in terms of total agency full-time equivalent staff (budgeted sworn and civilian positions) per 1,000 population.

[1] The combined city and county population is used in this calculation.

Agency	Total Number Of Budgeted Full-Time Equivalent Sworn Agency Positions	Total Number Of Budgeted Full-Time Equivalent Civilian Agency Positions	Total Number Of Budgeted Full-Time Equivalent Agency Positions	Total Agency Positions Per 1,000 Population	Rank
Charleston, SC[a]	438	135.83	573.83	4.17	1
Richmond County, GA[a]	657	93	750[b]	3.80	2
Savannah-Chatham County, GA	***612.36***	***233***	***845.36***	***3.52***	***3***
Columbus, GA	488	105	593[c]	2.96	4
Charlotte-Mecklenburg County, GA	1,900	494.50	2,394.5	2.82	5
Nashville, TN[a]	1,431	427.78	1,858.78	2.82	6
Louisville, KY[a]	1,253	327	1,580	2.57	7
Oklahoma City, OK	1,168	297	1,465	2.40	8
Lexington, KY[a]	600	91	691	2.20	9
Average (excluding SCMPD)				2.97	

[a]Agency does not provide communications/dispatch operations.
[b]Agency provides jail/detention operations. Staffing numbers include 1 supervisory and 20 non-supervisory civilian positions and 26 supervisory and 165 non-supervisory sworn positions.
[c]Includes 110 Other Local Sales Tax Option positions.

The SCMPD also ranks third in terms of the number of budgeted sworn positions per 1,000 population.

Agency	Sworn Staffing Per 1,000 Population	Rank
Richmond County, GA	3.33[a]	1
Charleston, SC	3.19	2
Savannah-Chatham County, GA	***2.55***	***3***
Columbus, GA	2.43	4
Charlotte-Mecklenburg County, NC	2.34	5
Nashville, TN	2.17	6
Louisville, KY	2.04	7
Oklahoma City, OK	1.92	8
Lexington, KY	1.91	9
Average (excluding SCMPD)	2.42	

[a]Includes 191 sworn jail/detention positions.

Calls-For-Service Staffing

The number of budgeted SCMPD officers who primarily respond to calls-for-service as a percentage of the total number of budgeted sworn agency staff is the fourth highest of the benchmark agencies.

Agency	Total Number Of Budgeted Sworn Officers/Deputies Who Primarily Respond To Calls-For-Service	Total Number Of Budgeted Sworn Agency Staff	Percentage Of Sworn Officers/Deputies Who Respond To Calls Compared To The Total Number Of Budgeted Sworn Staff	Rank
Charlotte-Mecklenburg County, GA	1,240	1,900	65.3%	1
Columbus, GA	216	488	44.3%	2
Oklahoma City, OK	510	1,168	43.7%	3
Savannah-Chatham County, GA	***261[a]***	***612.36***	***42.6%***	***4***
Louisville, KY	533	1,253	42.5%	5
Lexington, KY	250	600	41.7%	6
Charleston, SC	159	438	36.3%	7
Richmond County, GA	237	657	36.1%	8
Nashville, TN	389	1,431	27.2%	9
Average (excluding SCMPD)			42.14%	

[a]Includes officers only assigned to watches.

The ratio of SCMPD patrol supervisors who oversee patrol officers is lower than for all but two of the benchmark agencies.

Agency	Number Of Officers/Deputies Who Primarily Respond To Calls-For-Service	Number Of Patrol Sergeants Overseeing Officers/Deputies Who Primarily Respond To Calls-For-Service	Ratio of Officers/Deputies Who Primarily Respond To Calls-For-Service To Patrol Supervisors	Rank
Richmond County, GA	237	16	14.81	1
Charlotte-Mecklenburg County, NC	1,240	105	11.81	2

Agency	Number Of Officers/Deputies Who Primarily Respond To Calls-For-Service	Number Of Patrol Sergeants Overseeing Officers/Deputies Who Primarily Respond To Calls-For-Service	Ratio of Officers/Deputies Who Primarily Respond To Calls-For-Service To Patrol Supervisors	Rank
Louisville, KY	533	64	8.33	3
Columbus, GA	216	28	7.71	4
Lexington, KY	250	36	6.94	5
Oklahoma City, OK	510	76	6.71	6
Savannah-Chatham County, GA	***261***[(a)]	***43***	***6.07***	***7***
Charleston, SC	159	27	5.89	8
Nashville, TN	389	104	3.74	9
Average (excluding SCMPD)			8.24	

[(a)]Includes officers only assigned to watches.

In terms of the number of sworn officers/deputies who primarily respond to calls-for-service per 1,000 population SCMPD ranks fourth.

Agency	Number Of Officers/Deputies Who Primarily Respond To Calls-For-Service	Officers/Deputies Who Primarily Respond To Calls-For-Service Per 1,000 Population	Rank
Charlotte-Mecklenburg County, NC	1,240	1.46	1
Richmond County, GA	237	1.20	2
Charleston, SC	159	1.16	3
Savannah-Chatham County, GA	***261***[(a)]	***1.09***	***4***
Columbus, GA	216	1.08	5
Louisville, KY	533	0.87	6
Oklahoma City, OK	510	0.84	7
Lexington, KY	250	0.79	8
Nashville, TN	389	0.59	9
Average (excluding SCMPD)		1.00	

[(a)]Includes officers only assigned to watches.

Discretionary Patrol Staffing

Of the benchmark agencies providing information SCMPD has the fewest number of budgeted sworn officers assigned to discretionary patrol functions.

Agency	Number Of Budgeted Officers/Deputies Assigned To Discretionary Patrol Functions	Number Of Sergeants Overseeing Sworn Discretionary Patrol Functions	Additional Functions Overseen By Discretionary Sergeants
Nashville, TN	264	46	FOB; CID (not including pawn unit)
Louisville, KY	208	26	
Oklahoma City, OK	82	14	
Columbus, GA	59	7	School crossing guards
Charleston, SC	58	6	
Richmond County, GA	36	5	
Lexington, KY	34	5	
Savannah-Chatham County, GA	***33[(a)]***	***6[(b)]***	

[(a)]Includes crime suppression, downtown special operations, and tourism oriented police. Does not include 25 County Narcotics Team officer positions. These positions are county-funded and are responsible for higher-level (non-street) drug issues.
[(b)]Does not include three County Narcotics Team positions.

The percentage of SCMPD sworn officers assigned to discretionary patrol ranks last of the benchmark agencies that provided information.

Agency	Number Of Budgeted Sworn Officers/Deputies Assigned To Discretionary Patrol Functions	Total Number Of Budgeted Sworn Agency Staff	Percentage Of Budgeted Sworn Staffing	Rank
Nashville, TN	264	1,431	18.4%	1
Louisville, KY	208	1,253	16.6%	2
Charleston, SC	58	438	13.2%	3
Columbus, GA	59	488	12.1%	4
Oklahoma City, OK	82	1,168	7.0%	5
Lexington, KY	34	600	5.7%	6

Agency	Number Of Budgeted Sworn Officers/Deputies Assigned To Discretionary Patrol Functions	Total Number Of Budgeted Sworn Agency Staff	Percentage Of Budgeted Sworn Staffing	Rank
Richmond County, GA	36	657	5.5%	7
Savannah-Chatham County, GA	***33***[a]	***612.36***	***5.4%***	***8***
Average (excluding SCMPD)			11.21%	

[a]Does not include 25 County Narcotics Team officer positions responsible for higher-level (non-street) drug issues.

Follow-Up Investigations Staffing

SCMPD has the third fewest number of budgeted sworn and civilian staff responsible for conducting and supporting follow-up investigations of reported crimes.[a]

Agency	Number Of Budgeted Sworn Officers, Deputies, And/Or Detectives Responsible For Conducting Follow-Up Investigations Of Reported Crime	Number Of Budgeted Civilians Responsible For Supporting Follow-Up Investigations Of Reported Crime	Total Budgeted Staff Responsible For Conducting And Supporting Follow-Up Investigations Of Reported Crime
Charlotte-Mecklenburg County, NC	141	13	154
Nashville, TN	129	6	135
Oklahoma City, OK	117	15	132
Louisville, KY	85	17	102
Charleston, SC	55	8	63
Columbus, GA	62	0	62
Savannah-Chatham County, GA	***43***	***6***	***49***
Lexington, KY	45	0	45
Richmond County, GA	40	2	42
Average (excluding SCMPD)			99

[a]Reported crimes include homicide, assault, robbery, fraud, burglary, and sexual assault.

SCMPD ranks seventh of the benchmark agencies in terms of the percentage of sworn staff conducting follow-up investigations of reported crimes[a] as a percentage of the total number of sworn staff.

Agency	Percentage Of Sworn Staff Conducting Follow-Up Investigations Of Reported Crimes	Rank
Columbus, GA	12.70%	1
Charleston, SC	12.46%	2
Oklahoma City, OK	10.05%	3
Nashville, TN	9.01%	4
Lexington, KY	7.50%	5
Charlotte-Mecklenburg County, NC	7.42%	6
Savannah-Chatham County, GA	***7.02%***	***7***
Louisville, KY	6.78%	8
Richmond County, GA	6.09%	9
Average (excluding SCMPD)	9.00%	

[a]Reported crimes include homicide, assault, robbery, fraud, burglary, and sexual assault.

SCMPD ranks sixth in terms of the total number of budgeted staff responsible for conducting and supporting follow-up investigations of reported crimes[a] per 1,000 population.

Agency	Total Budgeted Staff Responsible For Conducting And Supporting Follow-Up Investigations Of Reported Crimes	Total Staff Responsible For Conducting Follow-Up Investigations Of Reported Crimes Per 1,000 Population	Rank
Charleston, SC	63	0.40	1
Columbus, GA	62	0.31	2
Richmond County, GA	42	0.20	3
Nashville, TN	135	0.20	4
Oklahoma City, OK	132	0.19	5
Savannah-Chatham County, GA	***49***	***0.18***	***6***

Agency	Total Budgeted Staff Responsible For Conducting And Supporting Follow-Up Investigations Of Reported Crimes	Total Staff Responsible For Conducting Follow-Up Investigations Of Reported Crimes Per 1,000 Population	Rank
Charlotte-Mecklenburg County, NC	154	0.17	7
Lexington, KY	45	0.14	8
Louisville, KY	102	0.14	9
Average (excluding SCMPD)		0.22	

[(a)]Reported crimes include homicide, assault, robbery, fraud, burglary, and sexual assault.

The ratio of sergeants to staff who conduct and support follow-up investigations of reported crimes[(a)] is lower in SCMPD than in all but three of the benchmark agencies.

Agency	Total Staff Responsible For Conducting And Supporting Follow-Up Investigations Of Reported Crimes	Number Of Sergeants Overseeing Follow-Up Investigations Staff	Ratio Of Sergeants To Staff	Rank
Charleston, SC	63	5	12.6	1
Charlotte-Mecklenburg County, NC	154	18	8.6	2
Oklahoma City, OK	132	19	6.9	3
Louisville, KY	102	14	6.9	4
Nashville, TN	135	21	6.4	5
Savannah-Chatham County, GA	***49***	***8***	***6.1***	***6***
Lexington, KY	45	9	5.0	7
Richmond County, GA	42	11	3.8	8
Columbus, GA	62	22	2.8	9
Average (excluding SCMPD)			6.6	

[(a)]Reported crimes include homicide, assault, robbery, fraud, burglary, and sexual assault.

Proactive Investigations Staffing

SCMPD is tied for the third fewest number of budgeted staff who conduct and support proactive investigations.[a]

Agency	Number Of Budgeted Officers, Deputies, And/Or Detectives Primarily Responsible For Conducting Proactive Investigations	Number Of Budgeted Civilians Who Support Proactive Investigations	Total Budgeted Staff Who Conduct And Support Proactive Investigations	Number Of Budgeted Sergeants Who Oversee Proactive Investigations Staff
Nashville, TN	55	10	65	11
Oklahoma City, OK	48	2	50	8
Louisville, KY	39	4	43	7
Charlotte-Mecklenburg County, NC	30	2	32	3
Richmond County, GA	16	1	17	3
Columbus, GA	15	1	16	4
Savannah-Chatham County, GA	***15***	***1***	***16***	***3***
Lexington, KY	15	0	15	3
Charleston, SC	8	1	9	1
Average (excluding SCMPD)			31	

[a]Includes narcotics and vice investigations.

As a percentage of total sworn staffing, SCMPD has the fourth smallest percentage of sworn staff conducting proactive investigations.[a]

Agency	Percentage Of Total Sworn Staff Conducting Proactive Investigations (a)	Rank
Oklahoma City, OK	4.11%	1
Nashville, TN	3.84%	2
Louisville, KY	3.11%	3
Columbus, GA	3.07%	4
Lexington, KY	2.50%	5
Savannah-Chatham County, GA	***2.45%***	***6***

Agency	Percentage Of Total Sworn Staff Conducting Proactive Investigations (a)	Rank
Richmond County, GA	2.44%	7
Charleston, SC	1.83%	8
Charlotte-Mecklenburg County, NC	1.58%	9
Average (excluding SCMPD)	2.81%	

[a]Includes narcotics and vice investigations.

Pawnshop Staffing

All of the benchmark agencies except one[a] have assigned staff responsible for pawnshop investigations and inspections.

Agency	Number Of Budgeted Officers, Deputies, And/Or Detectives Responsible For Pawnshop Operations	Number Of Budgeted Civilians Who Support Pawnshop Operations	Number Of Sergeants Who Oversee Pawnshop Operations
Savannah-Chatham County, GA	***1***	***3***	***1[b]***
Charlotte-Mecklenburg County, NC	1	2	0
Columbus, GA	0	0	1
Lexington, KY	1	0	1
Louisville, KY	2	2	1[c]
Nashville, TN	1	1	0
Oklahoma City, OK	2	1	0[d]
Richmond County, GA	0	1	0[e]

[a]Pawnshop operations in Charleston, SC are part of the Burglary unit.
[b]Also oversees financial crimes and case management.
[c]Also oversees technical operations, auto-cargo theft, metal theft, and JTTF.
[d]Burglary unit has oversight.
[e]Also oversees metal theft and motor vehicle theft.

Alcohol And Beverage Compliance Staffing

All of the benchmark agencies except one have assigned staff responsible for alcohol and beverage compliance functions.

Agency	Number Of Budgeted Officers, Deputies, And/Or Detectives Responsible For Alcohol And Beverage Compliance Functions	Number Of Budgeted Civilians Who Support Alcohol And Beverage Compliance Functions	Number Of Sergeants Who Oversee Alcohol And Beverage Compliance Functions
Savannah-Chatham County, GA	***2***	***2***	***1***
Charleston, SC	3	0	0[a]
Charlotte-Mecklenburg County, NC	12	0	1
Columbus, GA	1	0	1
Lexington, KY	1	1	1
Louisville, KY	0	0	0
Nashville, TN	8	0	1
Oklahoma City, OK	6	0	0[b]
Richmond County, GA	1	0	1

[a]Narcotics sergeant has oversight.
[b]Vice supervisor who also oversees prostitution, human trafficking, pornography, illegal gambling, and ticket scalping.

Crime Scene Investigations Staffing

The number and mix of staff responsible for processing evidence from crime scenes in the benchmark agencies varies.

- ***Savannah-Chatham County, GA:*** ***11 sworn staff; 2 civilian staff; 2 sworn supervisors***
- Charleston, SC: 1 sworn staff; 8 civilian staff; 1 civilian supervisor
- Charlotte-Mecklenburg County, NC: 51 civilian staff; 1 sworn supervisor; 6 civilian supervisors[a]
- Columbus, GA: 9 sworn staff; 4 sworn supervisors
- Lexington, KY: 8 sworn staff; 2 civilian staff; 2 sworn supervisors
- Louisville, KY: 17 civilian staff; 3 sworn supervisors[b]

- Nashville, TN: 11 sworn staff; 54 civilian staff; 6 sworn supervisors; 11 civilian supervisors
- Oklahoma City, OK: 11 sworn staff; 24 civilian staff; 4 sworn supervisors;[c] 4 civilian supervisors
- Richmond County, GA: 1 sworn staff; 2 civilian staff; 1 sworn supervisor

[a]Also responsible for CSI training.
[b]Two sergeants and one lieutenant.
[c]Sworn supervisors include three lieutenants and one captain; civilian supervisors only oversee civilian staff.

Crime Analysis Staffing

All of the benchmark departments employ civilians to perform crime analysis functions.

- ***Savannah-Chatham County, GA:*** ***4 sworn staff;[a] 6 civilian staff; 1 civilian supervisor***
- Charleston, SC: 5 civilian staff; 1 civilian supervisor[b]
- Charlotte-Mecklenburg County, NC: 17 civilian staff;[c] 2 civilian supervisors
- Columbus, GA: 2 civilian staff; 1 sworn supervisor; 2 civilian supervisors
- Lexington, KY: 4 civilian staff; 1 sworn supervisor
- Louisville, KY: 6 sworn staff; 18 civilian staff; 2 sworn supervisors; 1 civilian director
- Nashville, TN: 8 sworn staff; 2 civilian staff; 1 civilian supervisor
- Oklahoma City, OK: 6 sworn staff; 5 civilian staff; 1 sworn supervisors[d]
- Richmond County, GA: 5 civilian staff; 1 civilian supervisor

[a]Includes intelligence.
[b]Also responsible for investigative assistance, CompStat reporting, and FOIA data reporting.
[c]Also serve as criminal intelligence analysts.
[d]Also oversees computer forensics, TRAIS unit, and criminal intelligence.

Traffic Staffing

SCMPD is tied for having the fourth fewest number of officers whose primary responsibility is to investigate vehicular accidents.

Agency	Number Of Sworn Officers/Deputies Primarily Responsible For Investigating Vehicular Accidents	Number Of These Sworn Officers/Deputies Who Also Investigate Hit And Run Accidents	Number Of Sergeants Who Supervise Vehicular Accident Staff
Richmond County, GA	32[a]	1	2
Columbus, GA	22	1	2
Louisville, KY	16[a]	16	4
Nashville, TN	15	15	2
Oklahoma City, OK	12	4	2
Savannah-Chatham County, GA	**12**	**4**	**1[b]**
Charlotte-Mecklenburg County, NC	6	0	1
Lexington County, KY[c]	2	2	1
Charleston, SC	1	1	1

[a]Same as traffic enforcement staff.
[b]Also supervises red light camera operations, handles special operations training, and organizes and supervises special events.
[c]Only agency that employs civilian staff to investigate vehicular accidents.

SCMPD employs the third fewest number of sworn officers/deputies whose primary responsibility is to support traffic enforcement.

Agency	Number of Sworn Officers/Deputies Primarily Responsible For Supporting Traffic Enforcement	Number Of Sergeants Who Supervise Traffic Enforcement Staff
Richmond County, GA	32[a]	2[a]
Lexington, KY	18	2
Louisville, KY	16[a]	4[a]
Oklahoma City, OK	14	2
Charlotte-Mecklenburg County, NC	12	1
Charleston, SC	7	1
Savannah-Chatham County, GA	6	1
Columbus, GA	***1***	***2***
Nashville, TN	0	0

[a]Same as vehicular accident staff.

SCMPD ranks sixth in terms of traffic enforcement officers as a percentage of sworn staffing and fifth in terms of traffic enforcement officers per 1,000 population.

Agency	Traffic Enforcement Officers As A Percent Of Sworn Staffing	Rank	Traffic Enforcement Officers Per 1,000 Population	Rank
Richmond County, GA	4.87%	1	0.162%	1
Lexington, KY	3.00%	2	0.057%	2
Charleston, SC	1.60%	3	0.050%	3
Louisville, KY	1.28%	4	0.026%	4
Oklahoma City, OK	1.20%	5	0.023%	6
Savannah-Chatham County, GA	***1.00%***	***6***	***0.025%***	***5***
Charlotte-Mecklenburg County, NC	0.65%	7	0.014%	7
Columbus, GA	0.20%	8	0.005%	8
Average (excluding SCMPD)	1.83%		0.048%	

ADMINISTRATION AND SUPPORT

The number of non-supervisory administration and support sworn staff varies among the benchmark agencies.

Agency	Records	Building/ Property Mgmt.	Fleet Mgmt.	Personnel/ HR	Property And Evidence	Quarter-master	Information Systems And Technology	Recruiting And Hiring
Savannah-Chatham County, GA	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**1**
Charleston, SC	0	0	0	0	0	0	0	1
Charlotte-Mecklenburg County, NC	0	0	0	1	1	0	0	14
Columbus, GA	0	0	0	1	2	1	0	3
Lexington, KY	0	0	0	0	1	0	2	1
Louisville, KY	*0*	*0*	*0*	*1*	*2*	*0*	*0*	*4*
Nashville, TN	0	0	0	0	4	0	0	1
Oklahoma City, OK	0	0	0	0	9	0	5	3
Richmond County, GA	0	0	0	0	0	0	0	0

The number of non-supervisory administration and support civilian also staff varies among the benchmark agencies.

Agency	Records	Building/ Property Mgmt.	Fleet Mgmt.	Personnel/ HR	Property And Evidence	Quarter-master	Information Systems And Technology	Recruiting And Hiring
Savannah-Chatham County, GA	**23**	**2**	**2**	**4[a]**	**6**	**2**	**0**	**3[b]**
Charleston, SC	9	2	11	3	3	1	0	1
Charlotte-Mecklenburg County, NC	4	1	2	0	17	0	19	1
Columbus, GA	16	4	0	1	0	0	0	0
Lexington, KY	17	0	1	2	3	0	6	0
Louisville, KY	*15*	*0*	*0*	*4*	*10*	*0*	*2*	*1*
Nashville, TN	0	19	0	12	8	0	29[c]	4
Oklahoma City, OK	64	0	3	5[d]	4	2	3	9[e]
Richmond County, GA	30	0	0	3	2	1	0	2

[a]Includes one temporary position.
[b]Includes one assistant administrative position.
[c]May include supervisory positions.
[d]Includes two part-time positions.
[e]Includes seven part-time investigators.

CALL-TAKING AND DISPATCH OPERATIONS

Similar approaches are used by the four benchmark agencies that provide call-taking and dispatch services.

Agency	Call-Taking And Dispatch Provided By The Agency?	Number Of Budgeted Civilian Call-Taker And Dispatcher Positions	Number Of Budgeted Civilian Manager/ Supervisor Positions	Number Of Budgeted Sworn Manager/Supervisor Positions
Savannah-Chatham County, GA	***Yes[a]***	***94***	***14***	***0***
Charlotte-Mecklenburg County, GA	Yes[b]	121	1	2 (1 Capt, 1 LT)
Columbus, GA	Yes	26	4	1
Oklahoma City, OK	Yes[c]	64	6	0
Charleston, SC	No			
Lexington, KY	No			
Louisville, KY	No			
Nashville, TN	No			
Richmond County, GA	No			

[a]Provides call-taking services for 20 agencies and dispatch services for 13 agencies.
[b]Provides dispatch services for 4 agencies (including the unincorporated county areas).
[c]Provides call-taking services for 4 agencies.

CALLS-FOR-SERVICE RESPONSE

Six of the benchmark agencies deploy civilian staff to respond in person to calls-for-service.

Jurisdiction	Staffing
Savannah-Chatham County, GA	***11 civilian staff[a]***
Charlotte, NC	[b]
Lexington, KY	12 civilian staff
Louisville, KY[c]	6 civilian staff
Oklahoma City, OK[d]	8 civilian staff
Richmond County, GA	4 civilian staff[e]

[a]Includes five interim positions.
[b]Staffing number unknown.
[c]Civilians only handle report runs.
[d]Investigative specialists.
[e]Civilian staff are only deployed in the business district.

Five[a] of the benchmark agencies have a unit that handles calls-for-service by telephone.

Jurisdiction	Staffing
Charlotte-Mecklenburg County, NC	21 civilian staff[b]
Columbus, GA	Light duty officers
Louisville, KY	20 civilian staff[c]
Nashville, TN	48 civilian staff[d]
Richmond County, GA	1 sworn officer, 30 civilian staff[e]

[a]Oklahoma City, OK has assigned one sworn officer to each of the four patrol divisions to handle non-emergency calls over the telephone Monday – Friday, 7:00 a.m. to 5:00 p.m. Lexington, KY has two officers who accept calls-for-service via the telephone during part of their overall duty as desk officers.
[b]43,272 calls are handled.
[c]96,619 calls are handled.
[d]13,803 calls are handled.
[e]Records unit staff who have been trained as call-takers.

Two of the benchmark agencies – Charlotte-Mecklenburg County, NC and Lexington, KY (600 reports in 2015) – handle calls-for-service through on-line reporting.

RESPONSE TIMES

Reported response times to emergency calls are slower in Savannah-Chatham County than for all but one of the benchmark agencies providing response time information.

Agency	Average Response Time To Emergency Calls-For-Service[a]	Average Response Time To Non-Emergency Calls-For-Service[a]
Savannah-Chatham County, GA	***8:13***	***Priority 2 = 11:26*** ***Priority 3 = 14:49***
Charleston, SC	9:52	14:25
Charlotte-Mecklenburg County, NC	6:20	16:40
Lexington, KY	6:30	N/A
Louisville, KY	Event 1 = 5:01 Event 2 = 8:15	Event 3 = 15:20 Event 4 = 13:27
Nashville, TN	Code 3 = 10:18	Codes 1 and 2 = 39:36
Oklahoma City, OK	8:10	13:56

[a]Times are in minutes and seconds.

CRIME STATISTICS

In 2015, Savannah-Chatham County had the third fewest number of Part I crimes per 1,000 population of the benchmark jurisdictions.

Jurisdiction	Murder	Rape	Robbery	Aggrav. Assault	Burglary	Larceny	Motor Vehicle Theft	Part I Crimes Per 1,000 Population	Rank
Columbus, GA	21	68	545	512	2,560	7,632	1,057	61.80	1
Louisville, KY	82	161	1,537	2,558	6,227	18,736	3,080	52.62	2
Nashville, TN	79	606	1,901	4,925	5,118	18,789	1,443	49.91	3
Oklahoma City, OK	74	480	1,192	3,083	5,913	16,229	2,897	49.00	4
Charlotte-Mecklenburg County, NC	60	286	1,949	3,735	6,798	24,084	2,230	46.17	5
Lexington, KY	16	157	523	408	2,337	9,122	1,088	43.41	6
Savannah-Chatham County, GA	***53***	***59***	***519***	***536***	***1,872***	***6,241***	***1,123***	***43.33***	***7***
Richmond County, GA	20	76	342	175	1,670	3,185	545	30.49	8
Charleston, SC	8	36	90	156	334	2,516	264	24.77	9
Average (excluding Savannah-Chatham County, GA)	45.00	233.75	1,009.88	1944.00	3,869.63	12,536.63	1,564.13	44.77	

SCMPD's average clearance rate of Part I crimes ranks next to last of the benchmark agencies providing information.

Agency	Murder	Rape	Robbery	Aggrav. Assault	Burglary	Larceny	Motor Vehicle Theft	Part I Crime Average Clearance Rate	Rank
Louisville, KY	57.00%	62.00%	52.00%	63.00%	19.00%	27.00%	30.00%	30.02%	1
Charleston, SC	100.0%	36.00%	54.00%	79.00%	31.00%	26.00%	12.00%	26.44%	2
Nashville, TN	54.43%	37.79%	18.10%	57.44%	11.49%	21.82%	19.13%	25.59%	3
Lexington, KY	75.00%	34.00%	26.00%	50.00%	13.00%	28.00%	15.00%	25.10%	4
Charlotte-Mecklenburg County, NC	78.00%	42.00%	38.00%	47.00%	12.00%	23.00%	15.00%	23.90%	5
Oklahoma City, OK	65.00%	53.00%	29.00%	61.00%	9.00%	19.00%	10.00%	21.54%	6
Savannah-Chatham County, GA	***64.20%***	***33.90%***	***20.00%***	***43.50%***	***11.10%***	***20.40%***	***13.70%***	***19.48%***	***7***
Richmond County, GA	95.00%	55.00%	52.00%	68.00%	13.00%	10.00%	34.00%	17.94%	8

In 2014 the national average clearance rates were as follows: murder (64.5 percent); rape (38.5 percent); robbery (29.6 percent); aggravated assault (56.3 percent); burglary (13.6 percent); larceny (23.0 percent); and auto theft (12.8 percent).

APPENDIX B – BEST PRACTICES FINDINGS

APPENDIX B – BEST PRACTICES FINDINGS

In addition to gathering quantitative comparative data from other jurisdictions,[1] the consultants also gathered information on best practices on issues that are relevant to the Savannah Chatham Metropolitan Police Department. Best practices were compiled from three sources: Berkshire Advisors' best practices database, Internet research, and selected interviews with staff from best practice jurisdictions. This appendix summarizes best practices findings in four areas: managing court time, using personal rifles while on duty, using civilian staff to support police operations, and 911/communications center funding.

Managing Court Time

Best practice information on managing court time was gathered from six jurisdictions: Milwaukee County, Wisconsin; Philadelphia, Pennsylvania; Washington, D.C.; Louisville, Kentucky; Chicago, Illinois; and Miami-Dade County, Florida.

Milwaukee County, Wisconsin. In response to an audit that revealed that a primary cause of police officer overtime was due to court appearances, the police department collaborated with the court system to implement new case management software. The previous system alerted officers to changes in the court schedule via a Teletype-generated piece of paper, which was put in the officer's mailbox. This system often resulted in missed messages and even when messages were hand-delivered the delivery was not timely.

The new system is a shared portal that generates automatic e-mail alerts for officers whenever hearings are rescheduled. The system also allows prosecutors to import case files from the police department's computers. (Previously officers had to deliver hard copies files and then wait for lawyers to read them before the case could be discussed.)

Philadelphia, Pennsylvania. The Philadelphia Police Department collaborated with the district attorney's office and judicial courts to implement a more effective court appearance process for officers. Under the new process police department platoon commanders are required to review and initial all arrest and investigative reports, including preliminary arraignment reports, to ensure that only those officers/investigators who are necessary for the successful outcome of the case are listed. All court notices, especially for preliminary hearings, are reviewed by platoon supervisors to determine whether the subpoenaed person is necessary.

Attention is also paid to the number of personnel subpoenaed for a particular case as well as the number of consecutive days personnel are required to attend court for the same case. Whenever there appears to be unnecessary personnel requested on a case or whenever there are six or more personnel subpoenaed for the same case, the case is referred to the overtime management unit for review. Moreover, when police personnel are subpoenaed for court on a scheduled day off, the platoon supervisor initiates an immediate review of the case and arrest paperwork to determine the need for the officer's appearance and refers the case to the overtime management unit for review.

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[1] The results of the benchmark comparisons are presented in Appendix A.

In addition, Philadelphia's court recall system deploys officers who are waiting to be called to testify in court as foot patrol officers in the city's downtown area. Only specific courtrooms (determined by the commanding officer of the court liaison unit) are utilized in the court recall system. Upon arrival at court officers assigned to court recall report to the appropriate court attendance officer for assignment and to pick up a portable handset. Upon receiving their assignment, the officers immediately report to their assigned foot patrol beat and stay on assignment until notified by police radio to report back to the court attendance office where they return their portable handset and then proceed to the appropriate courtroom. Officers and supervisors who report for court recall are required to dress in the uniform of the day with all necessary equipment, including rain gear, baton, etc.

Washington, D.C. One of the primary responsibilities of the D.C. court services branch is to ensure that police officers attend court when scheduled. Under an agreement with the courts and prosecutors, the police department uses a computer assisted notification system (CANS). At least seven days prior to the officer's needed appearance, the court provides to the police department the employee's name, date and time of appearance, type of trial, and other relevant information. If notification of the appearance is received less than seven calendar days prior to the appearance and will result in overtime, a reason must be provided in writing and pre-approved by the police department's liaison division. Notifications are also used to adjust work schedules based on the number of employees that have been called to appear.

In addition, a court standby system that uses pagers and cell phones to notify officers working on the day shift and waiting their court appearance has been established.

Louisville, Kentucky. As the result of a recent collaboration between the police department and the court system police officers are no longer subpoenaed for pre-trial hearings in district, misdemeanor, and traffic cases because officers often aren't needed during the early stages of these cases. To test the effectiveness of this approach 30, 60, or 90 day "report cards" will be generated to record the number of cases that are disposed of and to determine if any major problems result from officers not appearing on the first-call case. It is expected that the new practice will both reduce the number of times officers go to court and will allow police department managers to better review when officers are going to court and to monitor the outcomes of those cases.

Chicago, Illinois. The Chicago Police Department's automated court notification system is used to communicate and track court notifications, provide historical records of officers' court notifications, and provide daily reports by unit, watch, and individual officers. If there is uncertainty as to the necessity for an arresting officer to appear in court, or when more than one arresting officer may be needed to appear for the same case, the arresting officer's district station supervisor is consulted for a decision.

Miami-Dade County, Florida. Miami-Dade County's e-Notify System (available to 54 law enforcement and four judicial agencies) enables judicial court notifications, subpoenas, and documented response acknowledgements to be sent via the Internet and provides a single software platform for submission, distribution, and tracking of court notices and subpoenas. The notification distribution process that previously took three to five days to complete using manual resources (approximately 40 staff members from the court liaison offices and 17 couriers) is now handled electronically. The system processes approximately 40,000 to 50,000 court notifications on a monthly basis, an

almost 200 percent increase in court notifications over the previous manual process. In addition, officers have the Internet system available to them so they can continually review and better manage their subpoena appearances and court appointments.

Using Personal Rifles While On Duty

Information on the use of personal rifles while on duty was collected from five agencies: St. Louis County, Missouri; Nashville, Tennessee; Anchorage, Alaska; Oklahoma City, Oklahoma; and Minneapolis, Minnesota.

General information. Policies relating to officer use of personally owned rifles while on duty should address a number of issues:

- **Specifications**. Rifles should be purchased only from a police department approved company. The type of rifles and equipment (e.g., a sling and a light) should be approved by the police department, as should the type of ammunition used. Rifles should be tested according to department standards and required information should be well documented.

- **Modifications**. The department should list approved modifications (e.g., variation in rifle type or caliber).

- **Deployment**. Rifles should be deployed in a manner that is consistent with the department's use of force policy. The department should dictate under which use the personal rifle is permissible (e.g., potential dangerous or deadly force situations).

- **Training**. The department should provide training on how to properly carry and store the weapon, safety features, how to load and unload the rifle, and how to properly transition to sidearms.

St. Louis County, Missouri. Police officers are allowed to purchase and use their own personal rifles if the rifle meets department standards and uses .223-caliber ammunition. The owner must qualify in the same program and to the same standards as officers using department rifles. In addition, in St. Louis County officers who carry rifles are not allowed to also carry shotguns.

Nashville, Tennessee. In 2013, the Nashville Police Department updated its policy to allow officers to carry personally owned rifles inside their vehicles as long as the guns are inspected and authorized by the police department, are not modified, and officers complete a three-day course on patrol rifle deployment. The department provides the ammunition and officers are required to keep the rifles in locked cases inside their police cars.

Anchorage, Alaska. The police department's current policy allows sworn officers to purchase and use their own rifles in place of department issued weapons. Personal rifles, however, must conform to department specifications and must be inspected by an authorized department armorer prior to use. In addition, officers must qualify at 90 percent with their personally owned rifles. Officers are also personally responsible for their rifle's maintenance, department inspections, magazines, and other requirements.

Oklahoma City, Oklahoma. As of July 2016, all officers in the Oklahoma City Police Department who work in the field – and have been trained – are allowed to carry a police department issued rifle. Until the new weapons arrive, however, officers are allowed to carry their own personal rifles (as long as they are approved by the department). The new policy stipulates that the rifles will only be used during high impact situations and not during events like routine traffic stops.

Minneapolis, Minnesota. Qualified police officers who are assigned to the rifle program are authorized to carry department issued or personally purchased rifles under the following conditions:

- The officer must be in the police department's rifle program and have signed a rifle program duty declaration form that outlines the rules associated with carrying the rifle
- The personal rifle must be a Colt M-4 or a S&W M&P 15X
- The rifle must be squad ready (that is, the bolt is forward on an empty chamber with the safety on and shall have a 20 round magazine loaded with 18 rounds of issued duty ammunition inserted into the magazine well[2])
- Only magazines issued by the range or brands of magazines approved by the range shall be used
- Only accessories authorized by the range master may be added to the rifle
- The rifle shall only be deployed when a suspect is out of range for a shotgun or handgun to be effective, a suspect is reasonably believed to be wearing protective body armor, an officer reasonably believes that the situation meets active shooter criteria, or the unique features of the rifle provides a tactical advantage

Things to pay attention to when developing policies relating to personal use of rifles. Issues that were identified when gathering best practice information on use of personal rifles include the following:

- **Culture**. Care should be taken to ensure that officers' use of personal rifles does not adversely affect the department's culture. Partly in response to a 2014 Department Of Justice report that indicated that part of the Albuquerque (New Mexico) Police Department's "aggressive culture" was because officers were personally buying expensive, high-powered guns for use on duty and viewing them as "status symbols" policies were changed so that officers could no longer use personal weapons while on patrol. Instead the police department purchased 350 AR-15 rifles that were issued to officers who qualified to carry rifles. (The purchase of department rifles was also part of a broader initiative to standardization all officer weaponry.)

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[2] If an officer chooses to use 30 round magazines the magazine shall be loaded with 28 rounds of issued duty ammunition.

- **Policy language**. Departments should avoid policy language relating to personal use of rifles that is too general. Nashville's policy was revised to make it clear that rifles are to be used only "when it is clear that a tactical advantage over a criminal suspect is warranted, and are not meant for routine calls."

Using Civilian Staff To Support Police Operations

Information on using civilian staff to support police department operations was collected from five agencies: Kansas City, Missouri; San Jose, California; Mesa, Arizona; Santa Monica, California; and Durham, North Carolina.

General information. Over the past several years initiatives to identify, reclassify, or create appropriate civilian positions has been undertaken in several police departments including positions in such areas as dispatch, records, fleet, forensics, investigative support, and public relations. Among the 10 most populous U.S. cities the percentage of civilian employees range from 7 percent (in Chicago, IL) to 30 percent (in Los Angeles, CA). Civilian positions in Chicago include criminal history analyst, detention officer, traffic control aide, technology liaison, and legal officer. In Los Angeles civilian positions account for over 100 categories of job classifications, including fingerprint identification expert, public relations specialist, community front desk staff, forensic chemist specialist, police training administrator, detention officer, systems director, chief information officer, and chief management analyst. Civilian positions in San Diego (which account for 28 percent of staff) include criminalist, special event traffic controller, crime scene specialist, DNA technical manager, and investigative aide.

Kansas City, Missouri. Civilian positions in Kansas City include computer installer, attorney, forensic specialist, radio technician, and parking control officer. These positions are structured so that civilian employees have similar opportunities for career development and mobility as sworn employees.

San Jose, California. The police department's dispatch response team (DRT) is comprised of a group of specially trained civilian dispatchers who respond with the department's MERGE/SWAT team on call outs for critical incidents. Members are trained in special operations police tactics, command post functions, and mutual aid. The DRT also participates in large events such as Mardi Gras, Cinco de Mayo, the Grand Prix, presidential visits, and Golden Guardian exercises.

Mesa, Arizona. The Mesa Police Department, which launched a program to hire and train civilians to perform a variety of functions, now employs 400 civilians in 100 job classifications including forensics, firearms, fingerprints, toxicology, and security. The initiative resulted in an estimated 40 percent workload reduction for sworn officers.

Santa Monica, California. The police department has established a wide range of civilian positions that support and interact with sworn staff including traffic services officer, community services officer, field photographer, crime analyst, and crime prevention coordinator.

Challenges. A number of challenges may need to be managed when increasing the number of civilians employed – especially when they perform functions that used to be performed by sworn officers:

- Overcoming union resistance
- Elimination of civilian positions during budget cuts because they are viewed as being less "essential" than sworn positions
- Friction between sworn and civilian staff
- Perception that hiring civilians reduces the number of sworn officers
- Loss of light-duty and developmental positions for sworn staff

911/Communications Center Funding

Information on approaches to funding 911 centers was collected from five agencies: Lincoln County and Garrard County, Kentucky; Commonwealth of Pennsylvania; Flathead County, Missouri; King County, Washington; and Richmond County, Virginia.

General information. Various approaches to funding 911 centers are used.

- **Taxes, fees, and surcharges on wire-line telephone subscribers**. These charges are placed on wire-line telephone service, billed monthly to the subscriber, and are imposed at the local and/or state level.
- **Taxes, fees, and surcharges on wireless telephone subscribers**. Because more than 70 percent of nationwide 911 calls are made from cell phones these surcharges, where imposed, generate a large proportion of 911 funding.
- **Taxes, fees, and surcharges on VoIP subscribers**. These charges are placed on VoIP services, billed monthly to the subscriber, and are imposed at the local and/or state level.
- **State and Federal grants**. The National 911 Program, National Telecommunications and Information Administration, and the U.S. Department of Homeland Security have administered grant programs to support emergency communications operations including building 911 systems, updating hardware and software, and providing training to 911 staff.
- **Property taxes**. Local governments allocate a portion of property tax revenues to support 911 operations.
- **Prepaid cellular charges remitted by the retailer to the jurisdiction in the same manner as sales tax is remitted**. A number of approaches are taken to collecting these taxes: collecting a tax at the point of sale; deducting minutes monthly from customer accounts; imposing a single flat fee for each retail transaction regardless of the purchase price ($1.16 in Tennessee); and imposing a single fee as a percentage of the retail purchase price (2 percent of price in Texas).

In 2012, a blue ribbon panel proposed possible alternative approaches to fund 911 centers.[3]

- **State and/or local public financing**. May include property or utility-based surcharges, sales tax, or additional surcharges on telephone lines

- **Private financing**. Public-private partnerships, cloud-based hosted or leased solutions[4] or private grants

- **User fees**. This method may provide a disincentive for citizens to dial 911, especially on behalf of others

- **Health insurance taxes**. May be difficult to sell from a political perspective and difficult to manage

- **Other taxes**. Funding 911 through a general public tax, such as adding a 911 fee to electric bills or as a monthly fee on all water meters

- **Special events permitting fees**. May be suitable for raising initial funding for new technologies but unlikely to be consistent enough to sustain programs

Lincoln County and Garrard County, Kentucky. Implemented a method to collect 911 revenues by placing a flat fee on each local water meter.[5] These counties operate a single PSAP (for both counties), and each also owns and manages its own water utility service. The water meter fee system replaced a fee levied against each property title, which had placed the burden entirely on property owners. Because a disproportionate number of 911 calls were placed by property tenants, while the costs were borne exclusively by property owners, the counties proposed a fee on owner and tenant water meters collected via monthly water invoices.

Commonwealth of Pennsylvania. In 2015, the Pennsylvania state senate passed a bill to establish a 911 fund and a new 911 board. The fund is being financed by increasing all 911 surcharge fees (wireless, landlines, and prepaid) to $1.65 per line per month. The new board replaced the previous advisory committees and includes 911 operators and government experts.

Under the new bill, the funds would be distributed by a mathematical formula:

- A portion of the funds will be distributed as a direct pro-rata share back to each county or 911 system

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[3] Report to the National 911 Program, December 2013.

[4] Private companies can provide web-hosted solutions with facilities that enable counties and localities to access PSAP software online. Hosted solutions provide PSAPs with centralized infrastructure and management, while transferring some operational risks to the service provider. Rather than purchasing equipment that provides all of the functionality a PSAP needs, a PSAP subscribes to a single provider's solution, and all of the necessary functions occur "in the cloud" that call takers access via a web browser.

[5] Recently, a lawsuit relating to this fee was filed, seeking a ruling from the court on the general limits of a jurisdiction's ability to raise 911 funds.

- A percentage will be disbursed back to the counties in a formula distribution established by the Pennsylvania Emergency Management Agency (PEMA) in consultation with the newly formed 911 board[6]

- A percentage will be used to incentivize consolidations and shared services for system efficiencies – 911 centers have four years to pursue consolidation with their county systems

- A percentage will be used for joint state-county development of a common system backbone for all 911 systems to utilize

In addition, PEMA is allowed to retain two percent of funds collected for administrative costs and the money must be used exclusively to support 911 operations.

Flathead County, Missouri. The county commission is pursuing a special fee district with a new tax to pay for its collaborative emergency services center. The special fee district would encompass the entire county, and would cost residents $25 annually. Businesses would be taxed based on their classification, with the minimum charge $50 and the maximum charge $1,000. The proposed fee is intended to be fairer than the current funding method because city residents are now being taxed twice (once through county mil and again through their city's contribution to the center).

King County, Washington. In 2015, in a vote-by-mail special election, voters approved a 9-year property tax levy that will cost the median homeowner $26.46 per year. The levy is expected to raise approximately $250 million that will be used to upgrade and expand the county's emergency radio network.

Richmond County, Virginia. In 2015, Richmond County was awarded a $6.3 million grant that will be used to consolidate the current county 911 center with the dispatch desks of the county sheriff's office and two local police departments. The funding for the grant came from the 911 surcharge assessed on wireless phones.

Issues to consider when funding 911 centers. Several additional issues should be considered when determining how to fund 911 centers. Some jurisdictions have used 911 funds for other purposes. In 2015, for example, 911 fees in Rhode Island added up to more than $17 million, but the budget for the E-911 center was about $5 million. The remaining $12 million or so went to Rhode Island's general fund, a practice that began in 2000 when legislators changed the law to allow 911 fees to be diverted to other areas of the state budget. In addition, jurisdictions should ensure that they prepare comprehensive cost estimates that include both the transition to NG911 and ongoing operation and maintenance costs. Finally, in many jurisdictions existing legislation excludes new methods for revenue generation for 911. These legislative strictures make it difficult to keep pace with the dynamics of the telecommunications user base that make current funding approaches unsustainable.

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[6] This portion will be based on criteria required by law, such as, but not limited to, call volume and population.

APPENDIX C – COMMUNITY FOCUS GROUP FINDINGS

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Community focus group meetings were held to understand public perceptions about the level and quality of service provided by the Savannah Chatham Metropolitan Police Department. Seven community focus group meetings were held – one meeting was held with community representatives from the areas served by each of the five precincts, one meeting was held with city stakeholders, and one meeting was held with county stakeholders. An additional meeting was held with Savannah Neighborhood Coordinators. In total, 72 individuals participated in the sessions.

This appendix is divided into eleven parts: overall findings; differences in the perspective of city and county focus group participants; community outreach; inconsistent service; response to calls; police patrol; strengthening community relationships with the police department; community approaches to crime reduction; staffing and human resource management; areas requiring more attention; and other suggestions.

Overall Findings

Overall impressions of the police department were generally positive. Many focus group participants expressed sincere appreciation for officers and the work they do. While community representatives were aware of what they perceived to be a chronic officer shortage and the department's troubled past, most viewed things as generally moving in the right direction.

Focus group participants recognized the many outstanding officers at SCMPD, but also noted that some officers are leaving a very bad impression. Negative impressions, where they were identified, were viewed to result from officer apathy, lack of sensitivity training, and lack of soft skills (both in person and via the phone).

A number of areas were singled out for praise:

- Crime prevention officers
- Police attendance and sharing of information at neighborhood meetings
- Interaction with the police at National Night Out and Clean Sweep
- Citizens Police Academy
- Investments in technology (e.g., shot spotter, surveillance cameras, and GPS for cars)

Concerns were consistently voiced in a number of areas as well:

- Need for community policing
- Inexperience of officers
- Need for more proactive policing

- Inconsistent relationships with officers
- Lack of concern and lack of response for "smaller crimes" and quality of life issues

Participants expressed a desire to have a more positive relationship with SCMPD. Their top desire was to know beat officers – not just crime prevention officers. More proactive engagement with youth was also desired. The sense of many focus group participants is that many SCMPD officers want to do more, but are limited in their ability to do so.

Differences In The Perspective Of City And County Focus Group Participants

County representatives expressed concerns about the level of service and response times (especially in the Islands precinct), whether precincts are too large, property crime, and equity in funding between the city and the county. City representatives, by contrast, expressed concerns about too little attention being focused on issues such as drug dealing, prostitution, and blight and the need for police officers to get out of their cars and to interact with people in the neighborhoods (especially youth).

In general, county representatives appear to have had more positive interactions with the police than city representatives. More city residents expressed concern with officers being rude, disrespectful, or insensitive than county representatives.

Interestingly both city and county representatives expressed concern that disproportionate resources were devoted to the downtown area (although some recognized the role tourism plays in the allocation of resources to downtown).

Community Outreach

Some focus group participants expressed concern that levels of trust between the department and the community had declined. It was reported that in the past, officers would come to a person's house even if the caller requested that they not do so. (While this is reportedly no longer a problem, some people are still reticent to call the department.) Moreover, some community representatives report that they only have interactions with the police when something bad happens and that opportunities for positive interactions need to be created. For some focus group participants, distrust has reached the point that they do not believe that if they make a tip through CrimeStoppers that their name and other information won't be made available through subpoena.

A strong desire to strengthen community policing was shared by a number of focus group participants. It was noted that while people in neighborhoods know crime prevention officers they want to know their beat officers as well. Focus group participants would like officers to get out of their cars and interact with residents, especially youth.

Inconsistent Service

Participant experiences when interacting with officers varied. While a wide range of experiences were shared, in general residents from more affluent areas had more positive experiences that residents from less affluent areas. Focus group participants with positive experiences noted that officers were courteous and very responsive and doing the best they can with limited resources. Focus group participants with less

positive experiences noted that officers were rude, disrespectful, and apathetic; officers made assumptions about what was happening without investigating first; officers were not sensitive to how victims feel; and minorities were treated differently than non-minorities.

While some focus group participants had very positive experiences with 911 and officer response to calls others had negative experiences. One participant noted that it took 11 rings before a 911 call was answered. When a message about suspicious activity was left the caller was left with the perception that nothing would be done.

Focus group participants with concerns emphasized lack of response to drug dealing, concerns about how property crimes are handled, and concerns about officers moving among precincts.

- **Drug dealing**. Representatives of some neighborhoods indicated that drug dealing and prostitution were very evident, but that there was no response from police. Neighbors report 'hot spots' but when nothing happens they stop calling. Some have been told by the police that they don't have time to go after front porch drug dealers.

- **Handling of property crimes**. Concerns about how property crimes are handled were raised including concerns that fingerprinting and other forensics seems lacking, even when the perpetrator left visible prints. In addition, recovery of stolen items was viewed as not being important to some officers (although several focus group participants had more positive experiences).

- **Officers moving among precincts**. Many focus group participants expressed concern about officers moving among precincts. The view of many is that neighborhoods are losing the officers they know and the officers that know residents. The newer officers don't know the areas as well as their predecessors.

Response To Calls

Most respondents were very positive about response times but did not have a clear understanding of what follow-up (if any) would be provided after the call. Focus group participants expressed the desire to know the outcome of a call (for example, to report suspicious activity) but also did not know what information can and cannot be shared. The perspective of some focus group participants is that officers sometimes don't want to bother taking reports.

Police Patrols

Police patrols received mixed responses. Most neighborhoods would like to see more police patrols (although some focus group participants noted that it was more important for police offices to get out of their cars and interact with residents). In particular, it was noted that most patrol take place on major streets while more patrol in neighborhoods – at various times of the day – would be preferred.

Strengthening Community Relationships With The Police Department

A number of suggestions for strengthening community relationships with the police department were made:

- Reframe 'command and control' to 'protect and serve'
- Provide sensitivity training for officers on how to deal with the elderly, African Americans, and the LGBT community
- Develop educational videos that might be hosted on government channels or distributed on DVD to teach community representatives on how best to interact with the police
- Better educate staff on police operations[1]
- Develop less time intensive citizens police academy variations and bring them into the neighborhood
- Host more police ride-alongs for more members of the community
- Ensure that precinct officers have a point of contact with neighborhood leaders (president, block captain, etc.) and strengthen relationships with them
- Expand National Night Out – the program was universally supported and community members would love to see it repeated more than once a year
- Work more closely with Neighborhood Coordinators (this used to be common) and encourage residents to report concerns to coordinators[2]
- Work more closely with non-profit organizations and area agencies
- Strengthen coordination with Housing Authority of Savannah (HAS)[3]

Community Approaches To Crime Reduction

A number of focus group participants suggested that a community wide approach to reducing crime is needed. An environment in which crime is not attractive is needed which means that education, job opportunities, and the ability to earn a living wage must all be addressed. Specific suggestions for the role the community can play to reduce crime include the following:

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[1] Some focus group participants felt that some citizen concerns would be reduced if citizens had a better understanding of how the department is organized and managed, how calls are prioritized and managed, what expectations for follow-up to incidents should be, and how precinct staffing levels are determined.

[2] Residents already know and trust Neighborhood Coordinators and reporting concerns to coordinators reduces concerns about retaliation.

[3] HAS used to provide space for officers at housing developments – that relationship dissolved and should be revived according to some focus group participants. They feel that it is important for housing authority residents (especially children) to have positive interactions with the police and to build trust.

- A Multi-Agency Resource Center (MARC) is needed for youth who commit non-violent crime so they can follow a social service path rather than criminal path
- Individuals in prison need to be equipped for success after their release
- Workforce development should be provided, for example, at Chatham Apprentice and Savannah Tech, and should be incorporated into community crime reduction efforts
- Truancy should be focused on so issues can be caught early (e.g., at the elementary school level)
- Officers and community members should be encouraged to serve as mentors for youth
- Issues of blight and poor property maintenance need to be addressed

Staffing And Human Resource Management

Focus group participants were pleased that staffing levels were increasing although concerns that new officers were being assigned to precincts persist. Participants recognized, however, that the hiring of new officers creates challenges for the department that need to be addressed: inexperienced officers need mentors; rookies are training rookies; and the department must ensure that the quality of officers is maintained as hiring increases. Some focus group participants also expressed concern that as the department focuses on hiring too little attention will be focused on retention. It was noted that mid-level salaries need to remain competitive and exit interviews need to be conducted to understand why officers are leaving.

Areas Requiring More Attention

Some focus group participants expressed the need for more specialized units and functions (e.g., gang unit, drug unit, code enforcement, and juvenile officers). Others suggested that the department should focus more attention on traffic enforcement, gun violence, street level drug use, and panhandling.

Other Suggestions

Other proposals suggested by focus group participants include the following:

- Establish an independent citizens' review board for the police department
- Require officers to meet fitness requirements
- Develop a way for the police chief to report to the City Council and County Commission that creates less of an administrative burden on him and his staff
- Provide the option to report suspicious activity via text messaging and e-mail (so pictures can be appended)

- Make use of local government channels to increase community awareness and understanding of policing operations and issues
- Strengthen the relationship between the SCMPD and officers assigned to public schools
- Encourage officer to move to different places in their beats when writing reports

APPENDIX D – APPROACH TO ADJUSTING STAFFING TO ACCOUNT FOR EXPECTED ABSENCES

APPENDIX D – APPROACH TO ADJUSTING STAFFING TO ACCOUNT FOR EXPECTED ABSENCES

Our staffing recommendations detail the number of personnel needed to achieve a given level of service. If desired service levels are to be achieved required staffing will need to be deployed on each shift. To the extent that required staffing levels are not met, due to absences, the department will not be able to achieve the level of service desired. Staffing levels therefore must be increased to ensure adequate staffing can be deployed after accounting for absences.

In general, there are two ways to adjust staffing to account for expected absences – hiring additional full-time staff or hiring existing staff on an overtime basis. The small difference between overtime costs and the costs of additional full-time employees suggests that it is prudent to be conservative when determining the number of additional full-time employees that are needed to adjust for expected absences. Relief factors based on the average number of absences experienced assume that absences will be spread out evenly over the course of a year. In reality, of course, there will be more than the average expected number of absences on some days and fewer than the average expected number of absences on other days. Full-time staffing levels determined using a relief factor calculated using average absences will increase costs when fewer than the average number of staff are absent. (The cost of these extra staff is the total compensation of these positions including both salaries and benefits.[1]) On the other hand, on days with more than the average number of absences insufficient staff will be deployed to address needs.

The extent to which using overtime to address absences is more cost effective than using full-time staff depends on the likelihood that the number of full-time staff deployed over the course of the year will exceed the number needed to account for actual absences. If actual absences vary little from average absences using full-time staff to account for most absences will be cost effective because the likelihood that more full-time staff will be deployed than are needed will be small. If, on the other hand, actual absences vary significantly from average absences making more use of overtime to adjust for absences will be cost-effective.[2]

As this discussion suggests, the question of which approach to adjusting for absences – using overtime or hiring additional full-time staff – is more cost effective depends on two factors:

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[1] Please note that when more staff than are needed to meet response expectations are deployed the department can take steps to use these staff to address community needs. From the perspective of the number of officers needed to meet service expectations, however, more officers than are needed will be deployed.

[2] When too few full-time positions are deployed to account for expected absences because actual absences exceed the average, using overtime to account for these absences does not increase costs. Under such circumstances overtime is the only viable option for increasing staffing to needed levels.

- The difference in cost between a full-time employee working straight time and that employee working overtime

- The likelihood that the additional full-time staff employed to account for absences will exceed the number needed

In the SCMPD, however, the difference in cost between employing full-time officers and officers on overtime is so small that from a cost perspective overtime should be used to address all relief staffing needs. Officers on overtime are paid 1.5 times their salaries while the cost of employing full-time officers is 1.48 times their salary.[3] The extra costs incurred by paying officers overtime rather than hiring additional full-time staff is .02 percent of the average officer salary.

Discussions with department, city, and county managers suggests, however, that using overtime to account for relief is impractical given the amount of overtime officers would be required to work to provide relief. In the short term, however, when department training requirements are especially high overtime will be used to account for the difference between high short-term training needs (estimated to be 181 hours per officer per year) and ongoing training needs (estimated to be 80 hours per officer per year). The relief factor used to calculate additional full-time staffing needed to account for absences (based on average absences from June 1, 2015 to May 31, 2016 and 80 hours of training) is 1.19. Overtime should be used to provide the additional 101 hours of training needed in the short term.

[3] Benefit costs for full-time officers total 48 percent of salary.

APPENDIX E – ACTIVITY ANALYSIS SURVEY RESULTS

APPENDIX E – 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 13 categories of activity: general administrative; calls; reports; general patrol activities (non-traffic); traffic enforcement; non-traffic proactive activities; court-related activities; call-outs; warrants; community meetings; training; special events; and other activities.

Ninety-three patrol officers who primarily respond to calls-for-service completed the survey. Patrol officers indicate that they currently devote approximately 34.1 percent of their time on responding to calls and calls-related activities, 14.9 percent of their time writing and revising reports, 11.8 percent of their time on non-traffic related general patrol activities, and 5.5 percent of their time on traffic enforcement.

Category	Activity	Percent Of Time Spent
Calls	Respond to calls; wait for back up after arriving at incident scene; provide assistance to other agencies; back up other officers on calls; conduct preliminary investigations; make arrests; process arrestees; interview arrestees; transport prisoners; transport individuals to hospitals or mental health facilities; provide security for prisoners at hospitals or mental health facilities; process evidence at crime scenes; take pictures at crime scenes; wait for sergeant at selected calls; wait for forensics to arrive at incident scene; wait for detectives to arrive at incident scene; wait for tow vehicles; deposit property at evidence room and complete associated paperwork	34.07%
Reports	Write reports; complete supplements; revise reports	14.90%
General patrol activities (non-traffic)	Conduct general patrol activities (not focused on a particular area)	11.76%
General administrative	Attend roll call; check e-mail; check SARIC information; check phone messages; review policy updates; check for outstanding GEAR reports; sign for subpoenas; obtain and/or wait for equipment at the beginning of the shift (including MDTs and body cameras); return equipment at the end of the shift; obtain keys and locate vehicle (including waiting for vehicles as necessary); inspect vehicle; take vehicle to shop for maintenance or repairs; complete PTO paperwork; upload videos at the end of the shift; wait for a computer at the end of the shift; meet with supervisor; attend disciplinary meetings	9.23%
Non-traffic proactive activities	Directed patrol (in vehicle or on foot); conduct business checks; conduct residence checks; conduct field interviews; make citizen contacts (park, walk and talk)	7.01%

Category	Activity	Percent Of Time Spent
Traffic enforcement	Make traffic stops; issue traffic citations; direct traffic; provide specialized assistance at traffic stops (e.g., DWI testing, operation of intoxilizer); wait for specialized assistance at traffic stops	5.46%
Court-related activities	Meet with prosecutors and defense attorneys; participate in depositions; attend court	4.88%
Training	Participate in roll call, mandatory in-service, and firearms training; attend specialized class; participate in SWAT and other specialized unit training	3.48%
Warrants	Serve warrants; assist with warrant service	2.51%
Other activities	Take breaks; drive to and from assigned beat at the beginning and end of the shift	2.51%
Special events	Support special events (e.g., parades, festivals, St. Patrick's Day) during normal duty hours	2.27%
Community meetings	Attend community and neighborhood meetings	0.99%
Call-outs	Participate in call-outs as a member of a specialized unit (e.g., SWAT); participate in other call-outs	0.93%

APPENDIX F – COST TO OUTFIT OFFICERS AND VEHICLES

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The cost to equip a police officer is $10,985.20 including body wear ($2,436.20), radio ($5,580.00), taser ($1,680.00) and body camera ($1,289.00). The following table summarizes the cost of body wear.

Item	Total Cost
Trousers (3)	$119.97
Shirt Short Sleeve (3)	$119.97
Shirt Long Sleeve (1)	$43.99
Tie	$9.99
Boots	$89.99
Acorns	$3.95
ASP Baton	$49.39
ASP Holder	$16.92
Badge-Breast	$77.00
Badge-Hat	$46.00
Belt - Inner Velcro	$23.09
Belt - Gun	$43.98
Beltkeepers(4)	$8.75
Campaign Hat	$81.00
Campaign Hat Cover	$2.87
Campaign Hat Press	$12.50
Collar Brass	$7.19
Flashlight	$32.89
Flashlight Holder	$6.95
Glock	$569.00
Handcuffs	$21.29
Handcuff case	$19.71
Holster - Glock	$87.35
Magazine Holder	$27.06
Nameplate	$17.50
OC Spray	$10.74
OC Spray Holder	$12.14
Radio Holder	$33.68
Raincoat	$65.00
Tie Clasp	$12.00
Vest - Traffic	$17.00
Vest - Ballistic	$600.00
Whistle	$8.34
Winter Jacket	$139.00
Total	$2,436.20

The cost of a Ford Explorer including outfitting the vehicle and 12 months of cellular service is $36,290.62.

Item	Cost
Ford Explorer	$26,495.00
Outfitting (Lights, Sirens, Cages, Decals, etc.)	$5,050.53
MDT Computer	$3,857.21
Automatic Vehicle Locator	$432.00
12 Month Cellular Costs For Air Card	$455.88
Total	$36,290.62

The cost of a Chevrolet Caprice including outfitting the vehicle and 12 months of cellular service is $37,138.71.

Item	Cost
Chevrolet Caprice	$28,056.00
Outfitting (Lights, Sirens, Cages, Decals, etc.)	$4,337.62
MDT Computer	$3,857.21
Automatic Vehicle Locator	$432.00
12 Month Cellular Costs For Air Card	$455.88
Total	$37,138.71

APPENDIX G – ALLOCATION OF PATROL OFFICER STAFFING

APPENDIX G – ALLOCATION OF PATROL OFFICER STAFFING

This appendix – which is organized around a series of statements – details the rationale for the approach used to allocate patrol officer staffing in the evidence based funding formula.

Statement 1: The Staffing Analysis In The Report And The Analysis Used To Allocate Patrol Staffing Are Different Analyses And Therefore Yield Different Results

The report presents the number of officers needed in each precinct to achieve specific response targets. The purpose of the analysis presented in the funding formula spreadsheet is to determine how to allocate costs between the city and the county. Because the purposes of these analyses are different they yield different results.

Statement 2: Due To Efficiencies And In Scheduling And Call Response (In City And County Areas That Border Each Other) In General Fewer Staff Are Needed To Meet Call Response Expectations When Serving An Entire Precinct Rather Than Responding To Calls In City Or County Areas Only

With a few exceptions in the West Chatham precinct, meeting response expectations for an entire precinct requires fewer staff than meeting response expectation in stand-alone city and county areas. (Please note that this analysis indicates that combining the city and county police departments created significant efficiencies.) The difference in the number of staff needed to meet response expectations between operating stand-alone city and county precincts and operating combined precincts for the 10-minute response scenario are summarized in the following table. (Note that the downtown and central precincts are not evaluated as 100 percent of the staff for these precincts will be allocated to the city.)

Precinct	Number Needed City Area Only	Number Needed County Area Only	Total Needed If City And County Areas Are Separate	Total Needed If City And County Areas Are Combined	Savings/(Costs) Associated With Combined Operations
West Chatham					
Midnight Shift	7	13	20	18	2
Day Shift	8	14	22	22	0
Afternoon Shift	8	15	23	24	(1)
Downtown					
Midnight Shift	13	0	13	13	0
Day Shift	13	0	13	13	0
Afternoon Shift	15	0	15	15	0
Central					
Midnight Shift	12	0	12	12	0
Day Shift	14	0	14	14	0
Afternoon Shift	15	0	15	15	0

Precinct	Number Needed City Area Only	Number Needed County Area Only	Total Needed If City And County Areas Are Separate	Total Needed If City And County Areas Are Combined	Savings/(Costs) Associated With Combined Operations
Southside					
Midnight Shift	10	4	14	11	3
Day Shift	12	5	17	13	4
Afternoon Shift	13	5	18	15	3
Islands					
Midnight Shift	10	8	18	15	3
Day Shift	10	9	19	15	4
Afternoon Shift	12	9	21	18	3

The same holds true for the 7-minute response scenario.

Precinct	Number Needed City Area Only	Number Needed County Area Only	Total Needed If City And County Areas Are Separate	Total Needed If City And County Areas Are Combined	Savings/(Costs) Associated With Combined Operations
West Chatham					
Midnight Shift	8	14	22	20	2
Day Shift	8	15	23	24	(1)
Afternoon Shift	8	16	24	25	(1)
Downtown					
Midnight Shift	14	0	14	14	0
Day Shift	15	0	15	15	0
Afternoon Shift	19	0	19	19	0
Central					
Midnight Shift	13	0	13	13	0
Day Shift	15	0	15	15	0
Afternoon Shift	17	0	17	17	0
Southside					
Midnight Shift	11	5	16	12	4
Day Shift	13	5	18	16	2
Afternoon Shift	14	5	19	17	2
Islands					
Midnight Shift	11	10	21	16	5
Day Shift	12	11	23	18	5
Afternoon Shift	13	12	25	21	4

The reason that more staff are needed in the West Chatham precinct on the afternoon shift (under the 10 minute response scenario) and on the day and afternoon shifts (under the 7 minute response scenario) relates to the fact that staffing needs as calculated under queuing analysis varies not as a continuum but as a step function (that is, until a threshold is reached the same number of staff are needed but above that threshold an

additional increment of staffing is needed.) In West Chatham staffing requirements stay below the "step function increase" threshold when the county and the city areas are evaluated separately but exceed the threshold when city and county areas are evaluated together.

Statement 3: Given That Fewer Staff Are Generally Needed To Operate Combined Precincts An Approach Is Needed To Allocate Costs Between The City And The County

Both the city and the county benefit from operating combined precincts.

Statement 4: Allocating Costs Based On Relative Costs The City And County Would Incur If City Only And County Only Precincts Were In Place Is Equitable

In general this approach ensures that the efficiencies associated with combining precinct operations are shared in proportion to what the costs would be for the city and county if each operated their areas of the precincts separately.

Statement 5: The Allocation Formula Evaluates These Relative Costs Assuming A 10-Minute Response Standard Is Used

This standard was selected because it was assumed that 10-minute standard would be achieved before the 7-minute standard is achieved. As the following table shows, however, regardless of the standard used the allocation of costs between the city and the county is very similar. (This suggests that the efficiencies associated with combining operations are proportionately the same regardless of the response standard used.)

	7-Minute Standard		10-Minute Standard	
Precinct	City Percentage	County Percentage	City Percentage	County Percentage
West Chatham				
Midnight Shift	36%	64%	35%	65%
Day Shift	35%	65%	36%	64%
Afternoon Shift	33%	67%	35%	65%
Downtown				
Midnight Shift	100%	0%	100%	0%
Day Shift	100%	0%	100%	0%
Afternoon Shift	100%	0%	100%	0%
Central				
Midnight Shift	100%	0%	100%	0%
Day Shift	100%	0%	100%	0%
Afternoon Shift	100%	0%	100%	0%
Southside				
Midnight Shift	69%	31%	71%	29%
Day Shift	72%	28%	71%	29%
Afternoon Shift	74%	26%	72%	28%

	7-Minute Standard		10-Minute Standard	
Precinct	City Percentage	County Percentage	City Percentage	County Percentage
Islands				
Midnight Shift	52%	48%	56%	44%
Day Shift	52%	48%	53%	47%
Afternoon Shift	52%	48%	57%	43%

Statement 6: The Allocation Approach Can Ensure That County Resources Are Not Inappropriately Borrowed To Support City Response In The Future

In the past, response times were not used to measure patrol response efficiency. As such, the precinct captains had little incentive to ensure patrol officers were stationed near their beats at all times. In the future, however, if staffing levels are linked to response time expectations and precinct captains are held accountable for meeting those response time expectations, resources dedicated to each jurisdiction should remain in place near their beats on a consistent basis.