



# Sworn Staffing Allocation

## Gender Equity, Safe Communities & New Americans Committee

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# Sworn Staffing Allocation

## Commitment to Management Processes

- One of Chief O'Toole's guiding principles is promoting best business practices.
  - Areas include fiscal management, risk management, facilities upgrades, IT needs, overhaul of the 911 call center, data management and analysis, recruitment and hiring, and department staffing
- Appropriate staffing levels are a priority for the Chief.
  - The Berkshire Advisors Staffing Study is a component in the process of determining proper department staffing levels.



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## Process

- In March, 2015 the Department contracted with Berkshire Advisors to assess staffing levels for the department.
- The Study had three main objectives:
  - To evaluate the size of the sworn patrol force;
  - To determine the appropriate balance between patrol and non-patrol functions; and
  - To evaluate the staffing levels used to support special events.
- The study used a range of qualitative and quantitative methods.
- It utilized a variety of data, interviews, activity surveys, and data collected from 11 comparable police departments.



# Sworn Staffing Allocation

## Study Assumptions

- The study employs a number of basic assumptions that drive the calculations:
  - SPD will aim to respond to Priority 1 calls within 7 minutes, 90% of the time on an hourly basis; and
  - SPD should devote equal effort to addressing proactive and responsive needs (50% responsive time and 50% proactive efforts); and
  - SPD will maintain the current shift schedules (three nine-hour shifts).



# Sworn Staffing Allocation

## Recommendations

- The study presents two staffing scenarios for responding to calls for services:
  - **Scenario A** assumes that some calls can be scheduled, and that civilians can respond to some calls.
  - **Scenario B** assumes that no responses are scheduled, and that sworn officers respond to all calls either in person or by telephone.
    - Berkshire recommended this option.



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## Recommendations

Scenario A. A range of approaches to handling calls including sworn and civilian response both on-call, scheduled and via phone.				
Unit/Function	Current Staffing <sup>(a)</sup>	Recommended FTEs	Addition/ (Reduction) in FTEs	Recommended Overtime hours (shown as FTEs) <sup>(b)</sup>
Patrol (call response) <sup>(c)</sup>	482.0	429.0	(53.0)	97.4
Patrol (proactive)	108.0	256.0	148.0	0.2
Specialized units <sup>(d)</sup>	154.0	202.0	48.0	3.8
<b>Scenario A sworn total</b>	<b>744.0</b>	<b>887.0</b>	<b>143.0</b>	<b>101.4</b>
Scenario B. Sworn officers respond to all calls on-demand except calls handled by telephone.				
Patrol (call response)	482.0	461.0	(21.0)	103.2
Patrol (proactive)	108.0	256.0	148.0	0.2
Specialized unit <sup>(d)</sup>	154.0	202.0	48.0	3.8
<b>Scenario B Sworn total</b>	<b>744.0</b>	<b>919.0</b>	<b>175.0</b>	<b>107.2</b>

- a. Current staffing as of June 2015
- b. One overtime FTE equates to 2080 hours of overtime.
- c. Scenario A calls for an additional 9.0 FTE civilians with an additional 3.8 overtime FTEs to support call response.
- d. See Appendix A for additional detail on specialized units staffing.



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## Considerations

- A static look at staffing under a distinct performance scenario using 2014 data
- Uses mid-2015 SPD sworn staffing numbers
- Incorporates a significant amount of overtime (presented as FTE)
- No additional civilianization considerations
- Represents an increased level of service



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## Moving Forward

- The department is developing an agile model to incorporate changes in the staffing equation.
- Mayor committed to hiring an additional 100 officers, totalling 200 by the end of 2019.
  - **Deployment Priorities:**
    - Visibility – uniformed patrol
    - Response Times
    - Investigations
    - Training