

COLORADO SPRINGS POLICE DEPARTMENT
MANPOWER PROJECTION REPORT

September 1991

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EXECUTIVE SUMMARY

Since 1987, the Manpower Projection Committee has produced a report summarizing all the authorized positions within the Department, and projecting personnel needs for the following year. For administrative and support positions, the functions carried out by each position are outlined and their importance to the overall functioning of the Department is analyzed. For patrol personnel, a computer model is employed to determine the number of officers needed to meet a set of desired performance standards.

MANPOWER REQUESTS

Patrol Bureau

The model used to project patrol manpower is called Patrol/Plan, which uses inputs derived from our CAD system (computer aided dispatch) to formulate the number of officers needed in the future. The performance standards used to run the model are:

- Officers will have an average of at least twenty minutes each hour to conduct preventive patrol.
- An average of three units will be available for calls at all times, in each Division.
- The probability that all units will be busy when a call is received will not exceed 5%.
- The queue delay for Priority I calls will not exceed 3 minutes.
- The response time for Priority I calls will not exceed 8 minutes.

Given the above performance standards, the model indicated that 225 officers are required to handle the patrol workload and 24 officers are required to handle the traffic accident investigation workload. Of the current total authorized strength for Patrol of 286 officers, 29 are assigned to Traffic and 49 are assigned to fixed post positions for a total of 78 unavailable for Patrol workload. This leaves 208 officers available for calls for service work. Out of the 29 officers assigned to Traffic, only 13 are actually available to handle traffic accident work. In order to maintain current necessary staffing in the fixed post functions, and to adequately handle expected calls for service and Traffic workloads, an additional 17 officers for Patrol and 11 officers for Traffic are required -- for a total of 28 officers.

POLICE OFFICER REQUESTS

	Authorized Positions	Fixed Post Positions	Available	Patrol/Plan Projections	Change
PATROL <small>(including Traffic)</small>	286	78	208	225	+17
TRAFFIC	29	16	13	24	+11

DISTRIBUTION OF POLICE OFFICER REQUESTS FOR PATROL

	Authorized Positions	Fixed Post Positions	Available	Patrol/Plan Projections	Change
FALCON	69	6	63	73	+10
GOLD HILL	80	8	72	72	+0
SAND CREEK	88	15	73	80	+7

This proposed increase in staffing will have a significant effect on all the performance measures used in this study. For example, the probability that a call will arrive when all units are busy will drop from an actual citywide average of 14.3% to a projected 3.9% with the suggested staff increase. A more remarkable change is evident when examining individual Division/shifts, such as Falcon Shift I. On this shift, the saturation probability will drop from the current actual figure of 23.8% to a projected 3.5% with the additional manpower requested. Citywide average response times for Priority I calls will drop from 8.4 minutes to a projected 6.2 minutes with the increased staffing suggested. Finally, the current citywide average time available for preventive patrol and community-oriented policing will increase from 19.8 minutes to a projected 25 minutes per hour.

Sergeants

Supervisory positions were also analyzed, and the request is for 8 sergeants. In order to provide adequate supervision on each patrol shift, four sergeants are needed per shift. This will ensure that at least two sergeants will be available for field supervision, and one sergeant to cover for the watch commander when necessary (with one sergeant on days off, vacation, etc.). To reach a total of 4 sergeants per shift, 3 additional sergeants are needed at Falcon Division, and 2 each at Gold Hill and Sand Creek Divisions. An additional sergeant is requested for the Special Services Section of the Investigations Bureau, where one sergeant currently supervises five units.

	CURRENT	REQUESTED	TOTAL
Falcon	9	3	12
Gold Hill	10	2	12
Sand Creek	10	2	12
Special Services	1	1	2

Total Request = 8 Sergeants

POSITION REDUCTIONS

In response to current budget constraints, the following positions within the Police Department have been identified as those which will be eliminated. The loss of these positions will have wide-reaching impacts for all members of the Department, as the functions performed by these positions cannot be abandoned, but must be absorbed by other personnel, thus increasing their workload and responsibilities.

Administration Bureau

1. **Records and Identification Supervisor:** Records and ID personnel will now report directly to the Records Section Lieutenant.
2. **Police Communications Supervisor.** The Communications Lieutenant will now assume shift supervisory duties in addition to his management responsibilities.
3. **Crime Analysis Supervisor:** This position is to be reclassified as a crime analyst. All crime analysts will now report to the Planning Section Manager, who will assume supervisory responsibilities for the unit in addition to his other duties.

4. Senior Analyst: A reduction in the capability of the department to remain current in the latest technology and techniques for the delivery of police services will result from the loss of this position. The Senior Analyst is also responsible for preparing manpower deployment and allocation reports, a critical task which will be absorbed elsewhere within the bureau.
5. Inventory Clerk: Loss of this position will mean a decreased ability to insure the accurate inventory of the department's fixed assets.
6. Impound Lot Attendant: More services will have to be contracted with private security and additional overtime expenditures will be incurred to provide required services.
7. Volunteer Coordinator: The coordination of all volunteer programs, exclusive of the Police Reserves, will have to be absorbed by other personnel. Additionally, coordination for all special events (i.e., Medal of Valor Ceremony) will have to be taken on by another position.

Investigations Bureau

1. Youth and Victim Services (YVS): Two positions in this unit will be eliminated: the manager and one counselor. The remaining counselors will have to be more selective of the cases they process, and daily supervision of the unit will be assumed by the Sex/Juvenile sergeant.
2. Polygraph Examiner: One full-time polygraph examiner position will be eliminated, leaving only one position available to handle polygraphs. The result will be the cancellation of contracts to provide polygraph services to outside agencies. Additionally, sworn officers trained in polygraph may have to be temporarily assigned to handle the polygraph workload.
3. Captain - General Investigations: This position has been reassigned to the new Patrol Support Division within the Patrol Bureau. The lieutenants now in charge of Major Crimes and Special Services will report directly to the Deputy Chief of Investigations.

Office of the Chief/Office of Professional Standards

1. Secretary: The loss of this position will diminish the support capabilities available in these offices, resulting in greater phone delays and a slower response to public inquiries to the Chief's Office. Backup support for the secretaries in the Office of the Chief and the Deputy Chief of Patrol's office will be greatly reduced.

Patrol Bureau

1. Noise Control Officers: The elimination of these two positions will require sector officers to handle all noise complaint calls for service.
2. Secretary: The Traffic Section secretary position will be eliminated, requiring officers to handle their own clerical workload.

I. INTRODUCTION

Profound changes in the Colorado Springs Police Department over the past decade have transformed it into one of the most progressive law enforcement agencies in the nation. Community-based policing methods and selective civilianization of police functions have combined to make possible better service to the community and to permit significant savings in personnel costs at the same time. If those savings and services are to be maintained, staffing decisions should be made with a good understanding of the Department's operational philosophy.

This report examines the Department's policing philosophy, and looks at the organizational structure we have developed to promote and operate within this philosophy. The first section of this report is dedicated to our community-oriented policing perspective, followed by a discussion of the civilianization of positions within the Department. Following that discussion is a detailed examination of all the functions within the Department with a description and workload analysis of each position, including a forecast for patrol manpower for 1992.

II. POLICE AND COMMUNITY INTERACTION FOR PUBLIC SAFETY

Traditional police services in America are largely reactive, as officers respond to calls for service and take enforcement or reporting action only upon individual incidents. Although some kinds of incidents are unpredictable and are amenable only to the reactive approach, many others are not. The latter can be generally anticipated from situational factors or crime pattern history, and therefore lend themselves to analysis within a problem-solving context, in which citizen input and community resources play a large part. Police options and other community options are combined to reduce immediate opportunities for crimes, to expand available information about crimes, and to design strategies for preventing future problems.

How has the new philosophy been implemented in Colorado Springs? First, it should be recognized that the distinguishing feature of the community-based approach is a way of approaching public safety issues, not just a group of procedures. The Police Department has expended enormous effort in making the community-based concept integral to the overall delivery of police services. Our effort has been to demonstrate to the public and to police employees alike that two principles must be recognized: police employees are citizens of the community and therefore should take at least as much interest in and responsibility for its welfare as any other citizens; and public safety is the result of active and effective cooperation among the many components of the community.

Our successful efforts at becoming an accredited law enforcement agency further demonstrate our commitment to maintaining only the highest standards of operations for the Department, and our dedication to working with and for the community we serve.

Some specific police programs have been created or modified, but the fundamental design has been to reeducate police employees, sworn and civilian, in a new way of looking at police work as a whole. The effort has taken many forms. Among them: training for every member of the Department in "customer service," redesign of information-gathering instruments, designation of responsibilities for community liaison, reorientation of supervisors, creation of facilities for community use, design and execution of specialized programs for citizen groups who are significantly at risk, much greater involvement in school systems and community organizations, and extensive emphasis upon public contacts by officers. The internal reeducation efforts are complemented by outreach programs to inform the public.

Recognizing that community-based policing is primarily an action plan which should permeate all of police activity, we can point to some of its specific manifestations as indicators of our efforts.

- We have changed from a headquarters-based police service delivery system to a decentralized one in order to implement the concept of community-based policing as our over-all mode of operation.
- We have emphasized a problem-centered approach. Officers do not merely take reports on individual incidents. We work with citizens to identify and solve crime and service delivery problems. Through problem-solving efforts at all levels of the Department, persistent problems are being identified and analyzed, and community resources are used in broad creative solutions.

Some aspects of our community-oriented practices are:

- The NEIGHBORHOOD POLICING UNIT, which patrols neighborhoods on foot and on bicycles, makes contact with residents in a more informal way than is usually possible through customary police work. We hope to expand the use of such units to all Divisions.

- Sector officers are encouraged, also, to engage in "PARK, WALK, AND TALK" activities. We are doing our best to lessen the effects of the "vehicular barrier" which adds emotional obstacles between officers and residents.
- PROBLEM ANALYSIS GROUPS are functioning at each command, encouraging all officers to deal creatively with crime and service delivery problems. Officers are encouraged to call upon their training, their experience, their ingenuity, and their contacts with citizens to find ways of making the community safer and more fulfilling. Our OFFICERS' ADVISORY COMMITTEE also brings such problems to the attention of the Department Staff.
- "ADOPT-A-SCHOOL" PROGRAMS have been implemented with cooperating schools. A patrol officer assumes responsibility for a school in his/her assignment area and makes friends with the students to make them comfortable with police officers. When the barriers are breached, the officers function as friends, counselors, and advisers to the kids.
- OPERATION SENIOR BEAT, begun early in 1990, sensitizes officers to the needs and desires of elderly citizens. It is a fitting companion program to "Adopt-a-School," aimed at a different but also significant component of the community. Sector officers contact senior citizens to promote a climate of communication and understanding. Officers provide information on personal safety and crime prevention; strive to alleviate any fears senior citizens have regarding personal safety and the effects of crime in their neighborhood; and identify senior citizens who are victims of crime and initiate an investigation. When senior citizens bring a public safety problem to an officer's attention, the officer makes sure their concerns are acted upon.
- If a senior citizen is identified as needing additional assistance, a referral is made to THE SENIOR VICTIM ASSISTANCE TEAM (S.V.A.T.). The team, presently composed of twenty citizen volunteers, has been one of the Police Department's outstanding assets since it was established in 1979. The team not only assists elderly victims during crises but also continues contact with them and helps them obtain appropriate services of many kinds.
- THE VICTIM CONTACT PROGRAM consists of volunteers who make contact with victims of crime to keep them informed about the progress of the case. Volunteers also attempt to gather from the victims any additional information which might provide leads toward identifying a suspect or which might link the crime with an identifiable pattern of crimes. All follow-up reports are then reviewed by a detective sergeant and by the Divisional Crime Analyst.
- The D.A.R.E. Unit provides drug abuse education for all 5th and 6th grade students in all Colorado Springs School Districts. A modified curriculum is also introduced to children in kindergarten through 4th grades. In partnership with the school districts, and with funding from the El Pomar Foundation, the D.A.R.E. program has been welcomed into the Colorado Springs community. Since the program was expanded to its current strength in 1989, more than 33,000 young people have been exposed to the D.A.R.E. concepts of resisting peer pressure, and saying no to drugs.
- CRIME PREVENTION OFFICERS in each substation strengthen citizen awareness through neighborhood watch groups, through presentations to school classes and other groups, and through individual meetings with citizens to identify problems and explore remedies. They often work with command officers to set up directed patrol activities which target the problems they have helped identify. Crime Prevention Officers also review selected land use proposals in their areas to assure that developments are designed with crime prevention in mind.

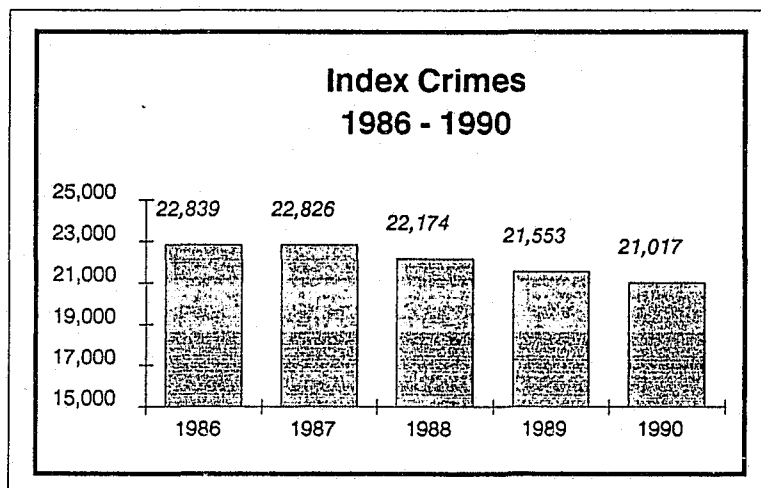
III. POLICE SERVICE DEMAND TRENDS

Colorado Springs historically has a favorable reputation with our low crime rates, when compared with national averages and other cities. In the 1990 Chamber of Commerce listing of 24 competitive cities (for economic development), Colorado Springs fell 23rd out of 24 competitive cities in overall crime rates.

We have been able, through a variety of means (e.g., grants, efficient manpower allocation and deployment, civilianization, etc.), to maintain a very low ratio of sworn officers to population. The C.S.P.D. has 1.5 officers per 1,000 population (based on 420 authorized officers and a population of 285,350 in 1991). This compares very favorably with the most recent national average officer staffing ratio for cities over 250,000 population, which is 2.8.

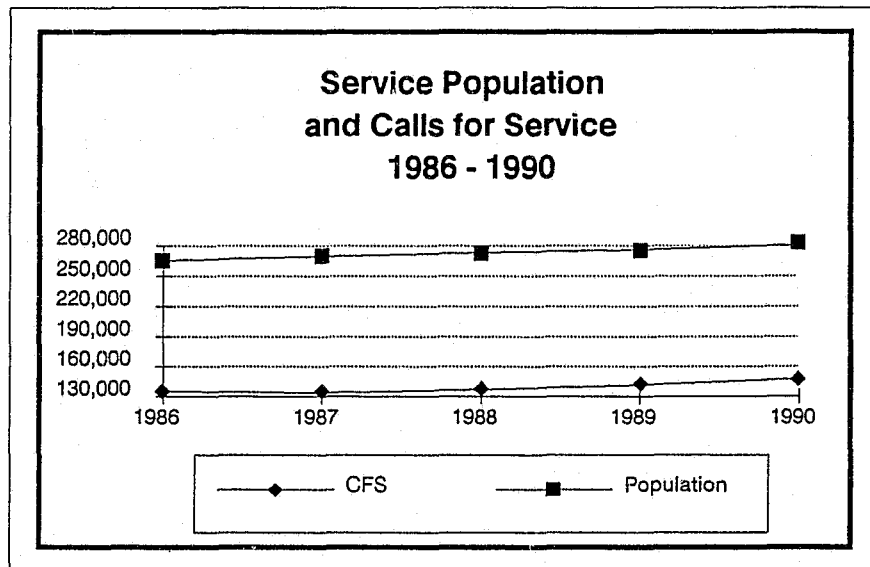
CRIME TRENDS, 1986-1990

Crime has been maintained in Colorado Springs at stable levels over the past few years, even with lower than average police staffing ratios to population. From 1986 to 1990, crime in Colorado Springs actually declined slightly. Index Crimes gradually declined from 22,839 in 1986 to 21,017 in 1990 (this decline appears to have bottomed out and based on preliminary 1991 data, index crimes are increasing again):



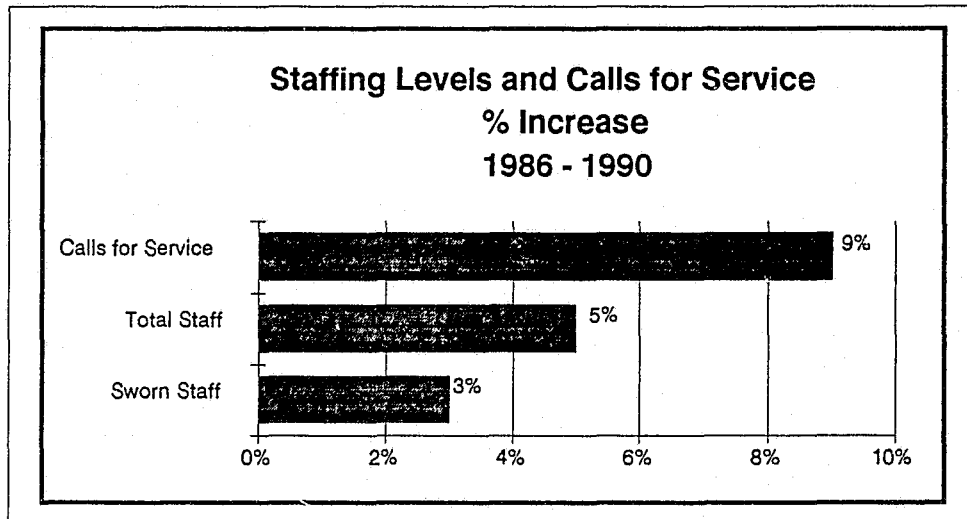
CALLS FOR SERVICE, 1986-1990

During the same time period, the City's service population has increased and calls for service have increased:



STAFFING AND CALLS FOR SERVICE, 1986-1990

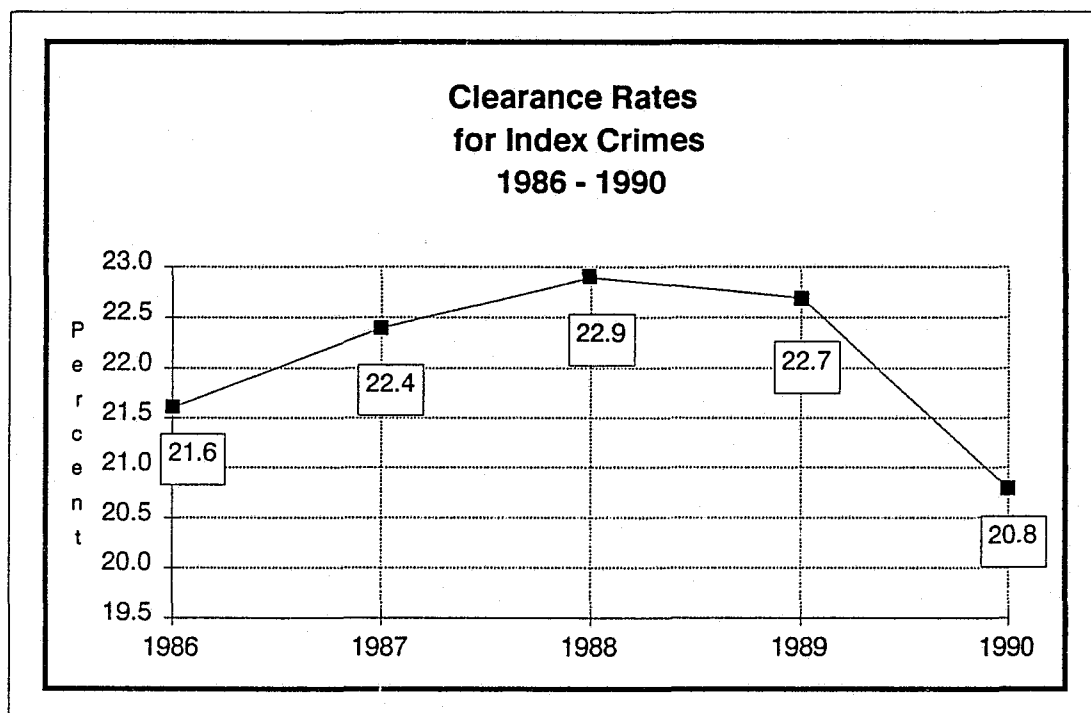
While both sworn and total staffing have increased during this same time period, these staffing increases have not kept pace with the police service demands. Additionally, the increases in civilian staffing have been seen primarily in the increase of civilian enforcement personnel, such as Park Police Officers and Noise Control Officers. Thus, the increase in total staffing has not truly included an increase in operations support personnel.



The sworn staffing increase to 420 in 1991 does not become an "effective" increase until the added officers have completed their field training and gain experience.

CLEARANCE RATES, 1986-1990

We have several indicators that our capacity to contain Index Crimes and calls for service is eroding. Clearance rates, which are the percent of crimes that are cleared by the police, fell from a 22.4% four year average (1986-1989) to 20.8% in 1990:



Based on the first six months of this year, the clearance rate decline appears to be continuing into 1991.

CRIME AND CLEARANCE RATES, 1991

A review of crime and clearance data for the first six months of this year suggests that increasing crime and call for service demands may be starting to outstrip our resource capacity to maintain the stable crime levels of the previous five years. Total Index Crimes are up 5% in the first six months of 1991 over 1990.

A comparison was made of the first six months of the past six years to get a more current fix on crime and clearance trends. Because of seasonal variations, the first six months of 1991 is not compared to previous annual data, but is compared to like periods of time, i.e. the first six months of previous years.

This semi-annual comparison, while not as significant as annual comparisons, reveals several trends of concern:

1. For the first time in the past six years, we have experienced increases in all Crime Index categories.
2. Using semi-annual data, the clearance rate has dropped to 20.4%, compared with a previous five year average semi-annual clearance rate of 22.4%

3. Calls for service are at a six year high, and are 17% over the previous five year average. In addition to documented calls for service and crime data, special prevention and enforcement issues require police attention. We are seeing more gang related activities, some of which is manifested in crime statistics.

We are also expecting public safety impacts from legalized gambling in Teller County, based on the experiences of towns in South Dakota, which inaugurated limited gambling almost two years ago. While the extent of those impacts is not predictable, we are expecting increases in organized crime activities, financial crimes, fraud, domestic violence, and possible increases in traffic accidents. If Colorado Springs becomes the home base for the support industry of Cripple Creek gambling, then increases in drug related crimes are very possible.

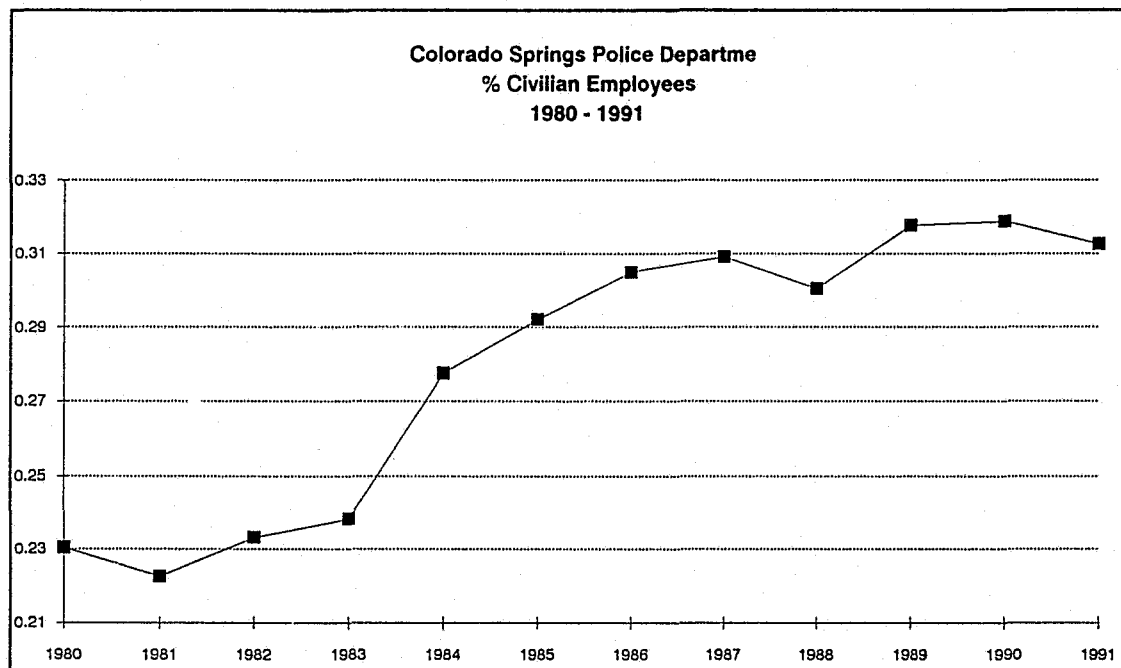
While we will have a more definitive picture by year end of this emerging trend, we must be careful not to get too far "behind the curve" in staffing for police service requirements. It takes about 18 months from budget authorization for sworn officer positions to the point where those officers are hired, trained, and working effectively.

As noted elsewhere in this report, this Police Department has been, and will continue to make the most efficient use of its resources. We have reached the point where personnel are being diverted from important areas to other important areas, just to handle service demands. This summer, for example, to optimize our available strength, our crime prevention officers are being assigned part-time to patrol beats, Tactical Enforcement and K-9 are assigned to patrol beats, and the special auto theft enforcement unit personnel have been temporarily reassigned to patrol duties.

These are only some of the indicators that this Department's staffing and workload have reached that critical point at which service demands are eroding our capacity to effectively deal with them.

IV. THE ECONOMY AND EFFICIENCY OF CIVILIANIZATION

A major strength of the Colorado Springs Police Department's staffing strategy, and one of which we are justifiably proud, is our high ratio of civilian to sworn employees. Nationally, in cities over 250,000 population, the average is 23% civilian staffing. That figure is almost identical to what our department had a dozen years ago, in 1980. Today, as the result of our planning, our staffing is 31% civilian.



Why have we deliberately and consistently moved to civilianize positions, and what does it mean for the community? The answers to those questions can be summed up in these words: efficiency, stability, and economy.

The main duty of law enforcement officers is to provide enforcement services. As the community's primary guardians of public safety, law enforcement officers must be ready to act quickly to ensure safety or to restore and preserve order. Their training is specifically designed for these purposes, and the training is not cheap. Our officers receive twenty-two weeks of academy training and then fourteen weeks of field training before they are ready to assume their roles as police officers. Current costs to prepare a new officer for street duty, therefore, are approximately \$25,389.

Recruit training, however, is by no means the only enforcement training officers receive. Throughout their careers, officers of all ranks receive frequent training to increase or maintain both skills and knowledge. Qualification testing on all firearms any specific officer is authorized to use must be passed four times each year. Refresher training with other weapons, such as hand-to-hand combat training with the police baton, is required at specified intervals. Periodically, workshops on specialized topics are presented either by Department instructors or visiting specialists. At least once a week each officer will attend a roll-call training presentation. The roll-call training is on a wide variety of topics, often video-taped, and is designed to acquaint officers with new policies or procedures, inform them of local or national crime patterns, acquaint them with new developments, keep them abreast of legal issues or changes in the laws, sharpen their skills, or bring specific problems to their attention.

Many essential functions in any police agency, however, require training of a different nature. Crime analysts, crime scene technicians, polygraph operators, computer programmers, and paralegals, for example, do not enforce the law and therefore do not need enforcement training. They need specialized training, but those kinds of training are different from that needed by officers. In addition, their training is usually acquired prior to their employment and therefore is not an expense to the public.

Although most police agencies use officers for those support duties, we have civilianized the positions. To train officers as polygraph operators, for example, requires sending them away for extensive schooling which can easily cost more than their initial police training. Then, while they are functioning as polygraph operators, the City is not making use of their enforcement training. Few police officers tend to remain in such specializations as a career; they became police officers because their interests were in enforcement. If they can no longer function as polygraphers, as the result of promotion or for some other reason, other officers must be trained for the function. It is much more economical for the Colorado Springs Police Department to hire civilians who have already obtained the training and who are likely to remain longer in the specialized positions. For other specializations requiring college training, such as analysts or computer programmers, the financial savings are far greater.

Other employees, such as records clerks, telephone report clerks, and front desk personnel can be selected for their abilities and basic skills, and then trained on the job for their specific police functions. To use officers for such duties, as many agencies do, clearly is not a judicious use of public funds. When positions dedicated to these functions are eliminated, the functions must still be performed; the law enforcement agency cannot operate and cannot serve the public without them. A number of law enforcement agencies have refused to civilianize for this very reason: sworn positions are more easily gained and kept, even though total costs to the public are increased. Newark, New Jersey, for example, is slightly smaller than Colorado Springs but has almost three times the number of police officers and more than twice the number of total employees. Newark's rate of civilianization is 13%, in comparison with our 31%.

CITY	1990 Population	Total Employees	Total Per Thousand	Sworn Per Thousand	Civilians Per Thousand	Percent Civilians
Newark	275,221	1,311	4.8	4.2	0.6	13%
Buffalo	328,123	1,225	3.7	3.3	0.4	12%
Tampa	280,015	1,124	4.0	3.0	1.0	24%
Birmingham	265,968	979	3.7	2.8	.09	24%
Louisville	269,063	957	3.6	2.5	1.1	30%
St. Paul	272,235	646	2.4	1.9	0.5	21%
Sacramento	369,365	920	2.5	1.7	0.8	33%
Wichita	304,011	628	2.1	1.6	0.5	25%
<i>Co. Springs</i>	281,140	613	2.2	1.5	0.7	31%
Mesa	288,091	636	2.2	1.4	0.8	36%
Fresno	354,202	677	1.9	1.2	0.7	36%
11-City Average	298,858	883	3.0	2.3	0.7	25%
Colorado Springs	281,140	613	2.2	1.5	0.7	31%

Civilianization, therefore, has permitted the Department to obtain and keep necessary specialized skills at far less cost than is true of police agencies in general. The managers of the Colorado Springs Police Department, being very conscious of their obligation to make judicious use of public funds, carefully consider each function the Department serves in the attempt to promote efficiency and economy. Because the process is ongoing, duties and functions are under repeated review for appropriateness. We are alert to new ways of doing things, such as computerization of many functions to reduce personnel costs, or working out cooperative agreements with other agencies to consolidate functions. Despite the urgency of many police duties, we have acted as responsible guardians of the public's purse as well as its safety.

V. MANPOWER WORKLOAD ANALYSIS

METHODOLOGY

At the Colorado Springs Police Department, to the extent possible, staffing requirements are determined through workload analysis. In some instances, this analysis is very exact and can be assisted by the application of computer technology. For example, the determination of required staffing for the patrol force is completed by using the computer model called Patrol/Plan. Patrol/Plan utilizes precise workload measurements, collected through the Computer Aided Dispatch (CAD) system, to determine the optimum level of staffing.

While there are several tools that make it possible to determine the optimum level of patrol personnel needed to satisfy the demand level of calls for service, it is much more difficult to determine the optimum number of officers needed for functions like homicide investigations, vice and narcotics investigations. Unfortunately, no computer model exists which allows us to determine the number of officers needed for these assignments with the accuracy that we can determine the level of patrol manpower required, but the Department is making progress toward developing workload-based rationales for determining staffing in these assignments.

Likewise, for some of the professional and technical functions staffed by civilian members of the Department, there is no computer model or prescribed formula that allows us to determine the level of required staffing. For some support positions, we can determine the number of production units handled by the function, then determine the time involved in processing, which allows us to determine optimum staffing levels.

Because most of the line level support staff provides direct or linking services to the public, in determining the staffing level for these positions, the Department primarily considers the level of workload for direct services. For example, the number of complaint clerks we staff in the dispatch center is related to the number of calls for service that we expect to receive. The number of evidence custodians we need is determined by the number of evidence and other property items submitted by officers and the length of time it takes to process the items into and out of the evidence facility.

The remaining line level support staff is determined to some extent by the size of the Department itself. For instance, one clerk can adequately coordinate payroll processing for the Department at its current level. If the Department grows significantly, it may be necessary to add another full or partial FTE (full-time equivalent) employee. Likewise, purchasing and supply services are adequately handled by existing staff, but this could be affected with growth in the Department. The workload of the various support functions is analyzed formally each year to determine the degree to which similar functions can be accomplished by the same person.

To the extent possible, functions are combined within single support positions. For example, the clerk who processes purchase requests also handles the record keeping for the inventory function. The Supply clerk assists the Fleet Coordinator in moving cars to and from service locations in the mornings and provides supply services in the afternoon. Police Service Representatives provide reception services as well as functioning as the typing pool for preparation of case reports submitted by field officers. In this way, the Department realizes maximum efficiency for each support position and lower level jobs are also enriched.

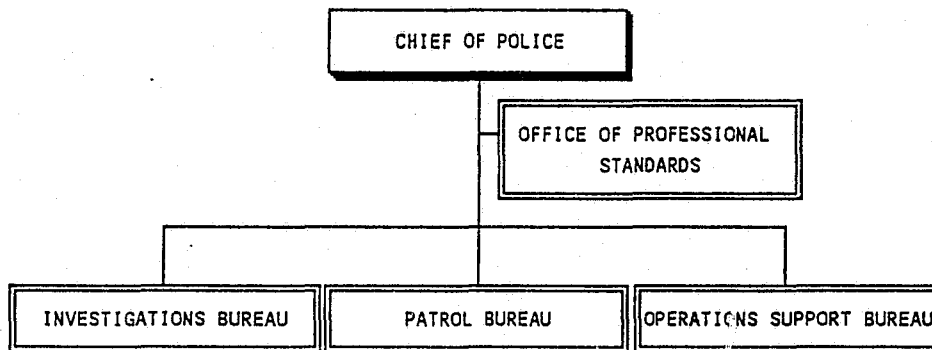
Additionally, we anticipate that the advent of new technology, currently in development, will either reduce the number of support personnel required or limit the need for growth in these areas. For example, the addition of mobile digital terminals in police vehicles will clearly reduce the current level of radio traffic,

perhaps to the point that one console currently in use can be eliminated. Likewise, the automation of our records system has already functioned to limit growth in the Records and I.D. Section.

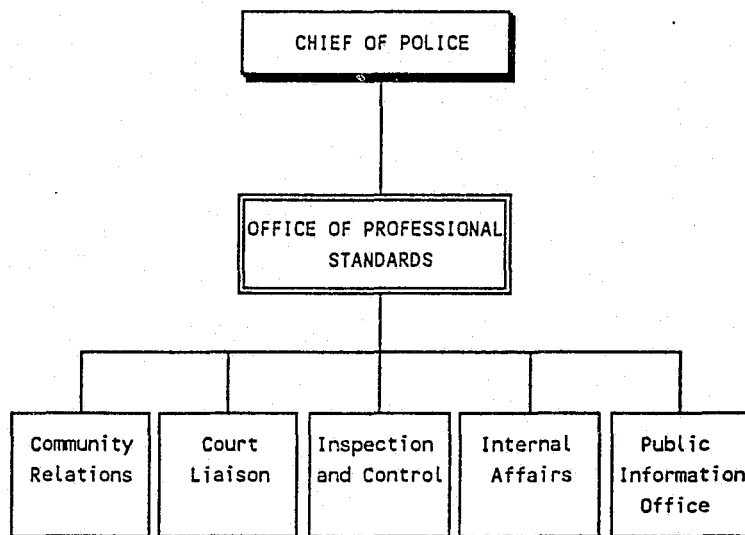
Finally, several positions, both support and enforcement, are fixed post positions. That is, by the nature of the assignment, there are one or more persons assigned to the function, independent of the workload. For example, at least one Police Service Representative (PSR) is always on duty at each Division's front desk. Whether the PSR responds to 1 public inquiry or 25 public inquiries during the entire shift, the position must still be staffed by at least one person. The staffing requirements for these types of positions are more or less organizationally determined.

The Department has a standing manpower planning task force that has been in existence for over four years. The task force is comprised of personnel from the Management Services Division, augmented by sworn staff officers as needed. This task force annually reviews manpower utilization and requirements. Although several methods are used to review staffing, the key tool utilized by this committee to forecast sworn manpower needs is the Patrol/Plan Model. This model is applied once per year at budget time to determine whether adequate field personnel are available to respond to calls for service and the appropriate budget requests are developed based upon output from the model. Additionally, the model is run quarterly to insure that existing personnel are appropriately allocated and deployed to meet changing calls for service demand. More detailed information on the use of the Patrol/Plan model is explained in the section discussing the Patrol Bureau.

The following chapter, "Manpower Workload Analysis", outlines all the positions, by function, within the Department. This discussion is organized by Bureau, then by Division, Section, and Unit. Positions that are eliminated from the 1992 budget are highlighted in bold print. The impacts caused by the elimination of these positions are detailed in Chapter VI of this report.



9/91



9/91

OFFICE OF THE CHIEF

of Positions

1 sworn Chief of Police

1 civilian Senior Secretary

1 civilian Secretary (This position is eliminated from the 1992 budget.)

The Office of the Chief of Police is composed of the Chief, one senior secretary and one secretary. The Chief of Police oversees the entire functioning of the department, and is directly superordinate to the Deputy Chiefs of Police and the Captain of the Office of Professional Standards. All other members of the Department report to the Chief via the chain of command.

OFFICE OF PROFESSIONAL STANDARDS

of Positions

1 Captain

The Office of Professional Standards is an arm of the Office of the Chief of Police, and is comprised of five units essential to the overall control and management of the entire Department. Composed primarily of sworn personnel, the functions within this Office are aimed at maintaining the highest level of professionalism within the Department, and at providing information and liaison with the citizenry of Colorado Springs. The Captain of Professional Standards oversees all the functions within the Office and serves as a special assistant to the Chief of Police in all matters concerning the professional operations of the Department and its relationship to the community.

Public Information Office

of Positions

1 Lieutenant

Filled by a lieutenant, this position is responsible for maintaining liaison with the news media regarding police-related incidents. The importance of developing a professional working relationship with the media and the public are evident in a law enforcement agency. This position requires an individual with public speaking skills, with excellent judgment, and with the legal and policing experience that guides the acceptable information to be passed on to the public.

Internal Affairs

of Positions

1 Lieutenant

2 Sergeants

1 civilian Secretary

Every large organization must have a mechanism for self-investigation. The Internal Affairs Unit, necessarily, is comprised of only sworn officers to investigate allegations of misconduct of officers based on citizen and internal complaints.

Inspection and Control

of Positions

1 Sergeant

The Inspection and Control sergeant is responsible for conducting audits of various operations within the Department. Since the Department has become accredited, the Inspection and Control sergeant will also be responsible for monitoring our adherence to accreditation standards, and is currently working on a system to ensure the review of policies and procedures, as well as a series of inspections to maintain our compliance with the accreditation standards.

Court Liaison

of Positions

1 civilian Court Liaison

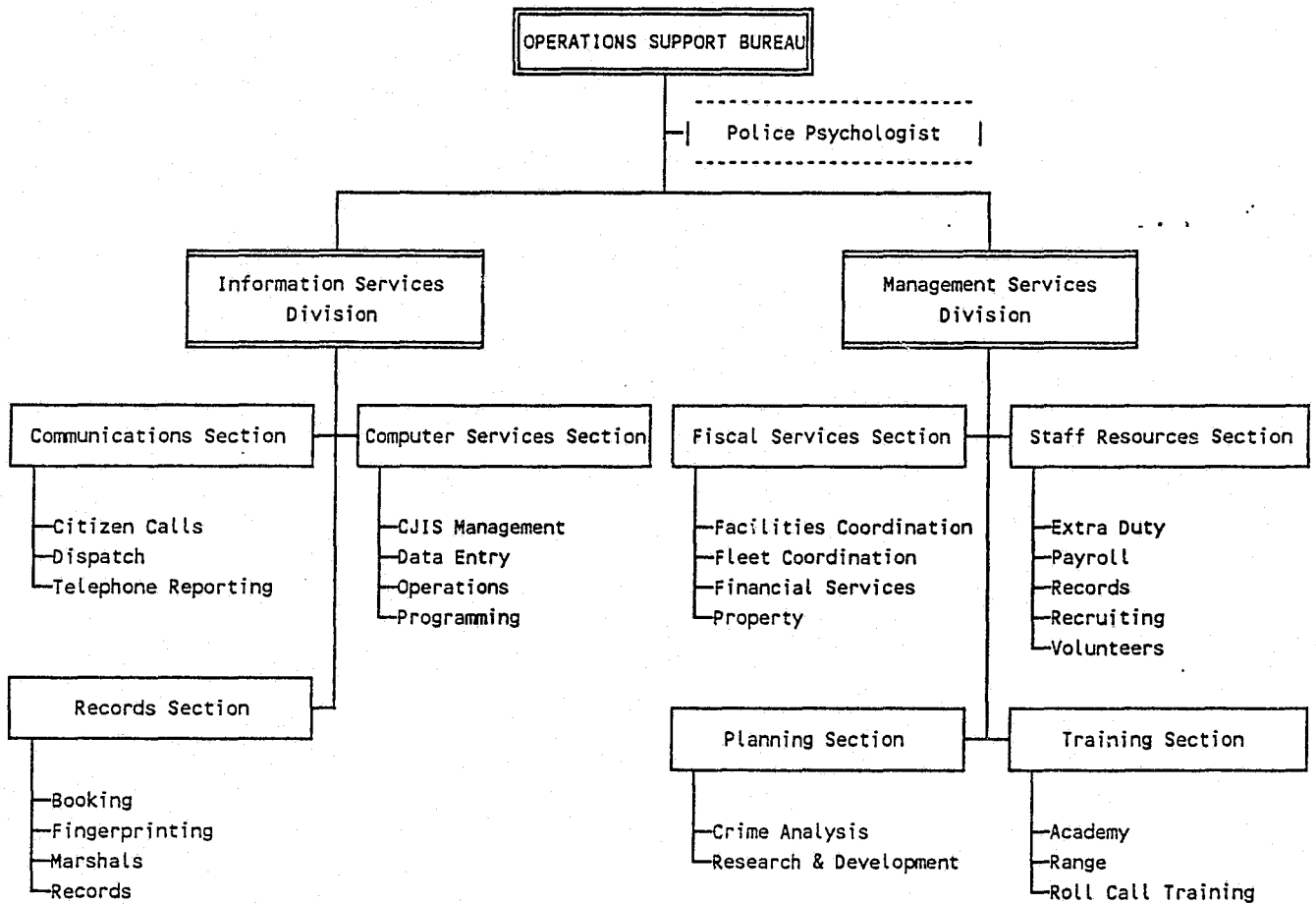
The Court Liaison is responsible for acting as an intermediary between the Municipal, County, and District Courts and the Department. The Court Liaison is also responsible for the distribution of subpoenas to officers and for keeping track of time spent by officers on court appearances.

Community Relations

of Positions

1 Sergeant

The Community Relations sergeant acts as a liaison between various community groups and organizations and the Department, identifying concerns of these groups and reporting to the Chief of Police on such issues. This office is also involved with the distribution and analysis of the citizen satisfaction survey, an instrument designed to elicit responses from individuals who have had contact with the Police Department. The results of the survey are used to determine people's attitudes towards the Department, and to improve our services to the community.



9/91

OPERATIONS SUPPORT BUREAU

of Positions

1 sworn Deputy Chief
1 civilian Senior Secretary

The Operations Support Bureau serves as a critical support system to all line operations in the Police Department by addressing fiscal, manpower, equipment, facility and technological needs for the Department. The Operations Support Bureau is headed by a Deputy Chief, who is responsible for overseeing the Information Services Division and the Management Services Division. The Deputy Chief of Operations Support also serves as Acting Chief of Police as directed by the Chief of Police, and on a rotating basis, acts as Staff Duty Officer during off-duty hours. The administration aspect of a law enforcement agency is certainly less visible than the uniformed officers who come into contact with citizens on a daily basis, but is the foundation of the Department in two ways -- by providing information and services to sworn personnel to assist in their daily law enforcement activities, and by maintaining internal management mechanisms of the Department. The remainder of this section is devoted to discussions of the many functions handled by the Operations Support Bureau.

Police Psychologist

of Positions

1 Police Psychologist

The Police Psychologist is a full-time regular staff member, with numerous responsibilities within the Department. The most prevalent function of the Police Psychologist is crisis intervention and counseling for police employees and families. Although counseling is certainly available through other city sources, such as the Employee Assistance Program, the Police Psychologist has developed an expertise in working with police personnel and in understanding situations unique to being a sworn officer, or working or living with a sworn officer. The Police Psychologist also approaches the other duties of the position with this insight. Training is a major function of the Police Psychologist, designing and teaching such courses as "Handling the Mentally Ill", and "Conflict Management". Special evaluations and psychological tests are conducted by the Police Psychologist for: police applicants, personnel applying for sensitive assignments and annual reevaluations of those performing sensitive assignments, and those officers as ordered by the Chief. The Police Psychologist is available 24-hours per day, not only for responding to officer-involved shootings or hostage negotiations, but also for any crisis situation involving members of the Department.

MANAGEMENT SERVICES DIVISION

of Positions

1 civilian Police Administrative Services Manager
1 civilian Secretary

The Management Services Division provides support for the entire Police Department through the recruitment and training of human resources, the acquisition and efficient use of supplies and equipment, and the development of plans and procedures for service delivery. Overseeing the various units and sections assisting in these functions is the Director of Management Services. The Management Services

Director oversees operations which provide support and services to virtually every member of the Department, including Staff Resources, Training, Planning and Fiscal Services.

The Director of Management Services is also directly responsible for the Police Buildings Program, with the current emphasis on continued work for the Police Operations Center (POC). In this regard, the Management Services Director oversees the design process for the facility, and manages the bid process to select contractors and subcontractors for the construction of the POC. Involving Department personnel in plans for the POC, the Director of Management Services is working to ensure that the facility will accommodate the needs of individual units, and will function efficiently as the facility for centralized operations.

FISCAL SERVICES SECTION

of Positions

1 civilian Fiscal Services Manager

The Fiscal Services Section provides the financial monitoring required to determine adherence to the Department budget, and to forecast future budgetary needs, including manpower projections, and equipment and supply procurement. The Fiscal Services Manager also provides financial reporting for all grants received by the Department, and handles programmatic and financial reporting for traffic safety grants. Manpower planning, and coordination with Division Captains on appropriate deployment of manpower based on workload trends, falls within the purview of the Fiscal Services Manager. Included within Fiscal Services are Fleet Coordination, Property, and Financial Services.

Financial Services

of Positions

1 civilian Administrative Coordinator

2 civilian Administrative Clerks III

(One of these positions has been eliminated in the 1992 budget.)

1 civilian Administrative Clerk II

1 civilian Supply Clerk

Financial Services is responsible for the development and monitoring of the Department budget, including monitoring of expenditures throughout the year, and procuring requested equipment and supplies in an expeditious manner. Other critical tasks handled by this unit include supply delivery, processing purchase orders, preparing warrant requisitions, auction accounting, and all other processes required for accounts payable and receivable. Although this unit necessarily maintains liaison with the City's Purchasing Department, the critical nature of police work and the associated unique equipment requirements makes it essential that an internal Department unit can handle immediate requests and acquire items in the shortest timeframe possible. The supervisor of this unit also oversees the inventory function of this unit, a constant process of identifying fixed assets and maintaining the inventory database, which essentially points to the physical location of any given asset in the Department. Workload analysis reveals that our supply clerk annually fills over 2,000 orders and makes about 750 deliveries. In addition, this section processed over 3,000 invoices for payment and more than 1,000 invoices for accounts receivables. Fourteen inventories were conducted.

Fleet Coordination

of Positions

1 civilian Fleet Control Coordinator

1 civilian Driver

Fleet coordination for emergency services is a very specialized operation, managing several types of vehicles used by the police Department, including patrol vehicles, undercover vehicles, and specialty vehicles (e.g., mobile command post). The expertise developed by the Department's Fleet Coordinator enables him to supply line personnel and others with the best service and quick response to any problems encountered with vehicles. The Fleet Coordinator is constantly in contact with vendors offering state-of-the-art equipment for emergency vehicles, enabling him to make the best recommendations for future purchases and equipment changes in the Department's fleet. Because Department vehicles need to be in the best condition to ensure our officers a safe and reliable means to respond to citizens' calls, the Fleet Coordinator also manages preventive maintenance scheduling for the entire fleet. In addition, the Fleet Coordinator acts as liaison between the Police Department and the City's Fleet Management Office. Over 200 vehicle transports per month are conducted.

Property

of Positions

1 Sergeant (Property and Evidence Supervisor)

1 civilian Lead Evidence Custodian

2 civilian Assistant Evidence Custodians

1 civilian Impound Lot Supervisor

3 civilian Impound Lot Attendants

(One of these positions has been eliminated in the 1992 budget.)

The Property Unit encompasses the Evidence function and the Impound Lot. The storage of evidence, and the associated recordkeeping, is clearly an indispensable function within the Police Department. Officers and investigators rely on the Evidence Supervisor and technicians for proper logging and disposition of evidence. Evidence custodians maintain the chain of custody for property, contraband, and evidence which ensures successful prosecution. Other functions of the Evidence personnel include drug burns, gun destructions, trips to CBI, handling counter and phone inquiries, researching cases for disposal, and processing sale items.

Impound Lot personnel are responsible for processing vehicles for impound, coordinating the release of vehicles, organizing periodic auctions for the sale of impounded vehicles.

In 1990-91, 13,624 invoices representing 77,000 pieces of property were processed and inventoried including over 5,400 automobiles. This includes in-processing, inventory, out-processing, destruction and sale of items.

PLANNING SECTION

of Positions

1 Civilian Planning Section Manager

The Planning Section functions as a central resource for line operations personnel in several ways, among them: by developing and revising policies which provide the framework for service delivery; by providing tactical and strategic crime and traffic analysis to assist officers in enforcement and community-oriented policing; and by soliciting and securing grant funding to put specialized programs and unique projects into place. Grant-funded projects repeatedly have resulted in the expansion of services we provide to the community (such as D.A.R.E., drug enforcement, e.g. Drug-Free School Zones, DUI and other traffic enforcement and analysis). The grant funding received allows the Department to serve the community by targeting specific problem areas, while continuing to maintain our normal level of service delivery. Without such outside funding, implementing specialized enforcement efforts would require that manpower be pulled from routine patrol operations, or the specialized efforts would simply not be a viable possibility.

The Planning Section Manager oversees the two major functions involved in supplying such resources to line operations: the Research & Development Unit (R&D), and the Crime Analysis Unit (CAU). The Planning Section Manager also holds the primary responsibility for obtaining outside funding for current and proposed Department programs. Both R&D and CAU support this function by assisting the Planning Section Manager in conceptualizing potential programs, analyzing the Department and community impacts, providing the necessary background information and statistics, and by assisting in writing grant applications.

Research and Development Unit

of Positions

1 Civilian Senior Analyst Supervisor

1 Civilian Senior Analyst (This position has been eliminated in the 1992 budget.)

2 Sworn Planning Officers

R&D is also involved extensively in research and analysis which has a direct impact on line operations, such as the development and revision of departmentwide policies and procedures, legislative analyses, contingency planning, and manpower studies. The expertise of the two sworn members of the unit is indispensable in approaching the issues R&D examines, bringing an "on-the-street" law enforcement perspective to the methodology and research skills provided by the civilian members of the unit. R&D is called upon continually by the Chief and Deputy Chiefs (as well as divisional and section managers throughout the Department) to research particular law enforcement and community issues and make recommendations based on the findings.

Although the projects assigned to R&D vary greatly in complexity and time commitment, quantitative analysis reveals that during 1990, 335 projects were completed, logging 5,685 hours. An additional 545 hours were given to miscellaneous tasks assigned to the unit. These figures do not include administrative or supervisory time.

Crime Analysis Unit (CAU)

of Positions

1 civilian Crime Analysis Supervisor

(This position has been downgraded to Crime Analyst in the 1992 budget.)

3 civilian Crime Analysts

2 civilian Crime Analysts - grant-funded

1 civilian Secretary - grant-funded

1 civilian Data Entry Clerk - grant-funded

CAU serves as a critical resource to patrol operations by compiling and analyzing data, identifying crime trends, and then working with officers in problem-solving approaches, as well as anticipating problem areas that may occur in the future. Crime analysts work closely with patrol and investigations personnel in many specific problem areas, including tracking motor vehicle thefts, burglaries, robberies, sex crimes, traffic accidents, and juvenile offenders. CAU is a vital component of an integrated team approach to the reduction of crime in the community. The Crime Analysis Unit's special crime reports are provided to Neighborhood Watch Groups to involve citizens in preventing crime and in helping the Department solve crimes. The results of CAU's analyses are also used to determine directed activities for patrol officers, as well as for resource allocation - determining where officers are needed based on crime patterns. Crime analysts routinely attend roll-calls with patrol officers. Additionally, crime analysts meet with detectives to discuss crime patterns, develop suspect information and leads, and match cases with suspects to assist in case clearances. The Colorado Springs Police Department is also recognized as one of three national demonstration sites for the SHO/DI (Serious Habitual Offender/Direct Intervention) program, administered by the Crime Analysis Unit. The Department is considered a host site for SHO/DI, offering start-up and technical assistance to other agencies developing their own SHO/DI programs.

During the one-year period of July 1, 1990 through June 30, 1991, the Crime Analysis Unit screened more than 26,000 cases and supplements, and recapped more than 15,000 cases and supplements. In this same timeframe, CAU developed 46 crime specific memoranda, and distributed 11 crime analysis bulletins, 48 information sheets and 77 intelligence sheets. More than 6,600 FIR Record checks were conducted and almost 5,000 juvenile arrests were reviewed.

STAFF RESOURCES SECTION

of Positions

1 civilian Staff Resources Section Manager

1 Administrative Clerk IV (Payroll)

1 Administrative Clerk III (Personnel Records)

1 civilian Volunteer Services Coordinator

(This position has been eliminated in the 1992 budget.)

1 civilian Extra Duty Coordinator

1 sworn Recruiting Officer

Department employees require knowledgeable individuals to handle personnel issues unique to policing. Analysis and impact of city personnel issues on Department members, both civil service and non-civil service, is a major focus of the Staff Resources Section Manager. The Staff Resources Section Manager also coordinates the entire recruiting and selection process for police recruits, sits on the department's Affirmative Action Committee, and oversees the promotional process for sworn personnel. Aside from serving as the liaison with the City's Human Resources Department, the Staff Resources Section Manager also oversees 5 employees with varied responsibilities in personnel matters.

Payroll and Personnel Clerks

Maintenance of payroll and personnel records is handled confidentially and individuals with specific questions can easily access the expertise available within the Staff Resources Section. The Payroll Clerk is familiar with the complexities of payroll for civil service personnel, including time generated from as many as five different sources: regular pay, court time, special events, extra duty, and grants. Additionally, the Payroll Clerk is knowledgeable about shift differential pay, longevity pay, and the complicated issues regarding workers' compensation issues. The Payroll Clerk maintains liaison with the city's Payroll

Department, and during each time period processes time cards for almost 620 personnel. This position is also responsible for completing the Personnel Action Forms (PAF's) required by City Personnel any time a Department member is transferred, promoted, or separated, a fairly frequent occurrence within a police department.

Because police officers frequently are reassigned to different shifts, different Divisions, and different units to best meet the demand for service, the clerks are constantly updating the required paperwork and maintaining all personnel files to keep them current. The Police Department's Staff Resources Section functions as a screening point for all the forms and paperwork required by the City's Human Resources.

The Personnel clerk is also responsible for updating the Skills Inventory database, a computerized system which provides information about each officer, including a chronological list of all their assignments and schooling including traditional academic coursework and specialized police training. This information is otherwise unavailable in a compiled format from one source. As the Department continues to grow larger, this type of database will be more and more useful in assigning personnel to specific positions based on their experience and skill levels.

Finally, the Personnel clerk provides an orientation for all new Department personnel, briefing new employees on all aspects of the Department, and serving as a source of information for these new Department members.

Volunteer Coordinator

The volunteer program in the C.S.P.D., organized by the Volunteer Coordinator, plays a critical role in the Department's ability to operate effectively. The Volunteer Coordinator actively recruited and placed 283 volunteers in 1990, who donated 39,358 hours of service, which equates to more than \$545,000 in salary savings. Many volunteers perform administrative tasks and provide manpower for special projects. Other volunteers, such as the Senior Victim Assistance Team (S.V.A.T.) and the Chaplaincy Corps, assist in the field, augmenting the work of patrol officers. The Volunteer Coordinator manages the overall volunteer program, and provides direct supervision to the Chaplaincy Corps, and S.V.A.T. Another critical function of this position is coordinating special events for the Department, including the Medal of Valor Ceremony, the Police Memorial Day observances, and the Department's displays at the annual Springspree celebration.

Extra Duty Coordinator

The Extra Duty Coordinator manages the Extra Duty Program by serving as the Department's liaison to the agencies/organizations requesting extra duty officers. The Extra Duty Program provides a valuable community service by employing off-duty officers for security for various public and private organizations and events. The coordinator of the program is responsible for scheduling officers for assignments, keeping track of time worked, and preparing billing information for the assignments. In 1990, the Extra Duty Coordinator managed a program which placed 115 officers in extra-duty employment totalling 33,978 hours. Billings of \$586,800 were charged for extra duty officers, with \$33,978 credited to the General Fund as a result of the Extra Duty Program.

Recruiting Officer

The Recruiting Officer, the only sworn member of this section, focuses on marketing the Department to potential applicants -- through speaking engagements (such as Career Days at local schools and colleges) and the development of recruiting aids (brochures, posters, public service announcements, etc.) -- to bring a qualified pool of prospective officers to the Department. The Recruiting Officer must be able to respond to interested applicants about all aspects of an officer's job, from working a sector to administrative duties. This position is also responsible for overseeing the entry level testing process for applicants. The

Recruiting Officer handles the details of the recruitment process, from scheduling appointments with potential applicants, assisting in physical fitness testing, and completing background investigations.

TRAINING SECTION

of Positions

- 1 Sworn Training Section Commander (Lieutenant)
- 1 Sworn Training Supervisor (Sergeant)
- 2 Sworn Staff Instructors (Officers)
- 2 Sworn Range Instructors (Officers)
- 1 Civilian Training Specialist
- 1 Sworn Roll-Call Training Officer
- 1 Civilian Secretary

The training function is obviously essential to the Police Department in its role of educating new police officers at the Recruit Academy, operating academies for Reserves, Cadets, and Spouses, ongoing in-service and roll-call training for officers, including firearms training, supervisory training for sergeants and above, pursuit and defensive driving instruction; and training opportunities for civilian employees.

The size of our department makes the logistics and organization of ongoing training complex. One method we have employed to facilitate the dissemination of information to all sworn (and civilian) members of the Department is the production and distribution of roll-call videos. These training videos ensure that up-to-date, consistent information and training on law enforcement issues is available, so that our officers can serve the public proficiently. The Roll-Call Training Officer fills this function by developing and producing the roll-call videos.

Training new recruits and others at the academies requires practical experience in the areas being taught. Sworn officers, therefore, design and teach the majority of courses at the Academy, and conduct in-service training for fellow officers. Additionally, two sworn officers oversee the operation of the Firearms Range. These officers conduct training in firearms to officers, recruits, and reserves, and supervise the quarterly firearms qualification required of officers.

The Training Section is responsible for career counseling for sworn employees of the Department. On a voluntary basis, officers may request assistance from a Training Section Career Counselor to determine ways to gain skills and knowledge in a variety of topical areas, in an effort to enhance their law enforcement careers. Training Section Career Counselors can help officers find opportunities within the Department, as well as utilizing outside resources, to broaden their knowledge and experience in police operations and administration.

INFORMATION SERVICES DIVISION

of Positions

- 1 Captain

The Information Services Division, commanded by a Captain, provides technical support to all line personnel, and includes Communications, Computer Services, and Records.

COMMUNICATIONS SECTION

of Positions

1 sworn Communications Section Commander (Lieutenant)

5 civilian Dispatch Supervisors

(One of these positions has been eliminated in the 1992 budget.)

21 civilian Dispatchers

15 civilian Complaint Clerks

3 civilian Teleserve Clerks

The Communications Section is truly the heart of police operations, and the direct link between the public we serve and the officers on patrol. Complaint clerks take calls from citizens; dispatchers ensure that an officer is sent to the scene as soon as possible. The Teleserve system allows citizens to make reports over the phone and eliminates the need for officers to answer calls solely for report-taking. The Communications Center is essentially a lifeline for the officer on patrol, providing him or her with almost instant information about a suspect, responding to his/her request for assistance or backup, and monitoring the location of the officer during his/her entire shift.

Communications is a 24-hour function, operating in three shifts. The system currently in use at the Communications Center requires 4 Dispatchers to optimally operate the four consoles, while the number of complaint clerks is based on the number of calls-for-service received.

The entire section is overseen by a Communications Lieutenant, whose other responsibilities include working with the Captain of the Information Services Division for future communications planning, such as E911, and the design of the Communications Center for the Police Operations Center.

The Communications Center currently has a staff of 44 personnel assigned to dispatch, complaint clerk and teleserve functions. The Communications Center is staffed according to call loads (number of incoming calls by time period) and the commander is currently developing new scheduling for all positions in this section to ensure that the staffing adequately follows the demand for service. The new staffing system is to be based directly on an analysis of incoming calls for service and call failure rates on a 24-hour a day, 7 day a week basis.

COMPUTER SERVICES SECTION

of Positions

1 civilian Data Systems Manager (currently filled by a sergeant)

3 civilian Computer Programmers

2 civilian Programmer Associates

The Computer Services Section is responsible for the programming, data entry, and operations of the Department's computer systems. The programmers are responsible for program development and maintenance, software support, hardware support, and software and hardware maintenance. The programmers also rotate weekly stand-by duty to respond to emergency equipment and software failures.

Data Entry Unit

of Positions

- 1 civilian Data Entry Supervisor
- 9 civilian Data Entry Operators
- 2 Administrative Clerks

The Data Entry Unit undertakes the critical tasks of preparing and coding offense reports and supplements, case reports, FIR's, summonses and complaints, accident information, and arrest information; entering the data into the Department's records system; and maintaining the files and equipment for the system. Included in the tasks accomplished by Data Entry are the logging of offense reports, calls for service creation and maintenance, coding offense reports, case entry, case supplement entry and arrest entry into the CBI system, as well as the data entry of accidents, custody reports (CJIS), summonses and complaints, and County Court dispositions.

RECORDS SECTION

of Positions

- 1 Commander (lieutenant)
- 1 civilian Records and Identification Supervisor
(This position has been eliminated in the 1992 budget.)
- 6 civilian I.D. Techs
- 9 civilian I.D. Clerks
- 2 civilian Data Entry Clerks
- 3 civilian Administrative Clerks III
- 7 civilian Police Clerks
- 1 civilian Mail Clerk

The Records Section, commanded by a Lieutenant, provides critical support on a 24-hour basis to line personnel by: maintaining all criminal history jackets, case reports and other vital records; booking of all prisoners at Headquarters and the County CJC; fingerprinting services for the Department and the public; and data entry into the CJIS system (the shared records of the C.S.P.D., City Attorney's Office, and the Municipal Court).

Marshals Unit

of Positions

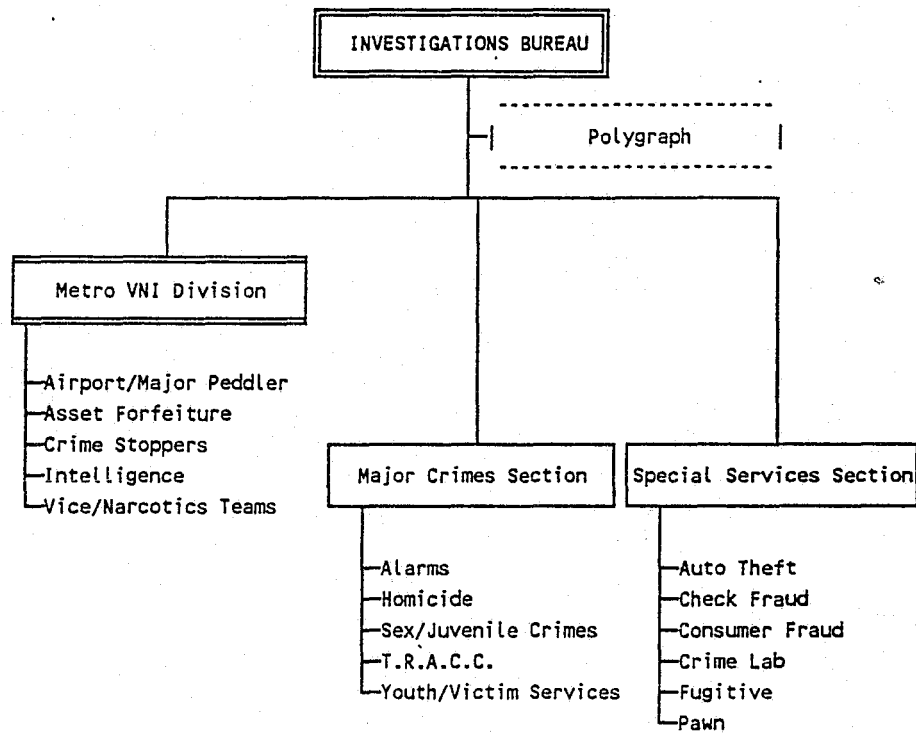
- 1 Sergeant
- 7 Marshals

The Marshals Unit is a civilian enforcement unit, with many duties that would ordinarily be tasks undertaken by sworn officers. Marshals, as "special policemen", are responsible for serving various forms of Municipal Court legal process, prisoner transportation between various detention facilities and the Municipal Courts, courtroom security, and arresting individuals named on Bench Warrants issued by the Municipal Court.

For the periods 1-6, 1991, 1,174 out of 1,508 legal documents received were successfully served, for a delivery rate of 78%. This equates to a daily average of 12.56 documents received, and 9.78 documents

successfully served. Only 4 marshals are assigned to the "field" on any given day, since the other marshals are tasked with office duties (there is no clerical support for this unit), and courtroom security.

Total transports for periods 2-6 were 349, for an average of 3.49 inmates transported per day. Based upon actual run time, the daily average time spent on inmate transports (including 30 minutes added for actual time in court) was 4.07 hours. If not for the Marshals Unit, this is time which would be expended by patrol officers.



9/91

INVESTIGATIONS BUREAU

of Positions

1 Deputy Chief
1 civilian Senior Secretary
1 civilian Secretary

The Deputy Chief of the Investigations Bureau is responsible for the executive management of the Bureau. In addition, the Deputy Chief serves as Acting Chief of Police as assigned, and serves as Staff Duty Officer on a rotating basis during off-duty hours. A senior secretary provides administrative support to the Deputy Chief of Investigations, and a secretary receptionist is responsible for additional clerical support.

Polygraph

of Positions

2 civilian Polygraph Examiners
(One of these positions has been eliminated in the 1992 budget.)

The polygraph examiners report directly to the Deputy Chief of Investigations and are responsible for:

- ❖ Conducting pre-employment polygraph examinations, criminal polygraph examinations, and internal polygraph examinations for the C.S.P.D.
- ❖ Conducting criminal polygraph examinations, and pre-employment polygraph examinations for the EPSO
- ❖ Conducting polygraph examinations for other outside agencies
- ❖ Testifying in court

The Investigations Bureau is divided into one division and two sections: the Metropolitan Vice, Narcotics and Intelligence Division (Metro VNI) is commanded by a Captain, while the General Investigations Section and the Special Services Section are both commanded by Lieutenants.

METRO VNI DIVISION

of Positions

1 Captain
1 Lieutenant
1 Lieutenant (EPSO)
1 civilian Secretary
1 Accountant (EPSO)

Asset Forfeiture

1 Asset Forfeiture Manager }
2 Data Entry Clerks }grant-funded
1 Crime Analyst }
1 Deputy D.A.
1 civilian Clerk/Typist

Vice/Narcotics Team I

1 Sergeant (EPSO)
4 Police Officers
1 Woodland Park Police Officer

Vice/Narcotics Team II

1 Sergeant
3 Police Officers
1 Deputy (EPSO)
1 Deputy (TCSO)

Intelligence

1 Sergeant
5 Police Officers
2 Deputies (EPSO)
1 civilian Crime Analyst

Airport/Major Peddler

1 Sergeant
5 Police Officers
1 Deputy (EPSO)

Crime Stoppers

2 Police Officers

The Metro VNI Division is composed of sworn and civilian personnel from the C.S.P.D., the El Paso County Sheriff's Office, the Teller County Sheriff's Office, and the 4th Judicial District Attorney's Office. The Metro VNI Division consists of Intelligence, Vice/Narcotics, Asset Forfeiture, Airport/Major Peddler, and the Crime Stoppers program.

The C.S.P.D. Metro VNI Division is commanded by a captain who is responsible for the operation of the Division. The Metro VNI Captain also assumes command of the Investigations Bureau when assigned, during the absence of the Deputy Chief of Investigations. The C.S.P.D. staffing of the Metro VNI Division consists of one captain, one lieutenant, three sergeants, and 19 police officers. The major duties are as follows:

- ❖ Collecting, reviewing, and disseminating intelligence reports and criminal case reports
- ❖ Conducting follow-up, surveillance, or other appropriate investigative activity
- ❖ Maintaining current and accurate intelligence files and other databases on individuals and organizations of investigative interest
- ❖ Coordinating the Crime Stoppers program
- ❖ Working undercover to investigate major and minor crimes
- ❖ Obtaining search warrants and conducting searches
- ❖ Providing protection to visiting dignitaries

In addition to the C.S.P.D., the El Paso County Sheriff's Office has one lieutenant, one sergeant, four deputies and one accountant working in the Metro VNI Division. The Teller County Sheriff's Office has one deputy working in a Vice/Narcotics Team, as does the Woodland Park Police

Department. The 4th Judicial District Attorney's Office has one Deputy D.A., and one clerk/typist working in Asset Forfeiture. Additionally, a Comprehensive Drug Enforcement Grant provides funding for an Asset Forfeiture Manager, two Data Entry Clerks and a Crime Analyst. The grant expires at the end of September 1991, but an application has been made to continue the grant into next year. The Crime Stoppers program and the Metro VNI Unit also have volunteers working within the Metro VNI Division. These volunteers type, file and purge intelligence reports, and answer the Crime Stoppers tip line.

MAJOR CRIMES SECTION

of Positions

1 Lieutenant

1 civilian Secretary

Alarms

1 Police Officer

Homicide

1 Sergeant

6 Police Officers

Sex/Juvenile

1 Sergeant

6 Police Officers

Youth/Victim Services

1 civilian Manager (This position has been eliminated in the 1992 budget.)

6 civilian Counselors (One of these positions has been eliminated in the 1992 budget.)

T.R.A.C.C.

3 Police Officers

The Major Crimes Section, along with the Special Services Section, was formerly a component of the General Investigations Division. The General Investigations Division, however, has been eliminated and its functions divided among the two major sections which comprised the division. Formerly, the General Investigations Division was commanded by a Captain. Now, the two sections within the Investigations Bureau are headed by Lieutenants. The Major Crimes Section is composed of Polygraph and five units: Alarms, Juvenile/Sex Crimes, Homicide, Youth/Victim Services, and T.R.A.C.C. (Total Resources Against Career Criminals). Following are the primary duties of the Major Crimes Section:

- ❖ Conduct follow-up investigations regarding the crimes of murder, attempted murder, felony assault, kidnapping, and extortion
- ❖ Installation and servicing of all C.S.P.D.-owned robbery cameras, short range alarms, and long range alarms
- ❖ Enforcement of the City ordinance regarding false alarms from business and individual alarm systems
- ❖ Assembly and maintenance of a list of identified criminals who commit the offenses of burglary, robbery, theft, and auto theft

- ❖ Follow-up investigations regarding the crimes of sexual assault on children and adults, physical assaults on children reported as abuse, incest, indecent exposure incidents, and child neglect
- ❖ Participation in prosecutorial phase of the investigations
- ❖ Crisis intervention for adult and juvenile sexual assault victims

SPECIAL SERVICES SECTION

of Positions

1 Lieutenant
 1 Sergeant
 1 civilian Secretary

Check Fraud

2 Police Officers

Consumer Fraud

2 Police Officers

Fugitive

3 Police Officers

Auto Theft

2 Police Officers

Pawn

1 Police Officer
 2 Administrative Clerks II

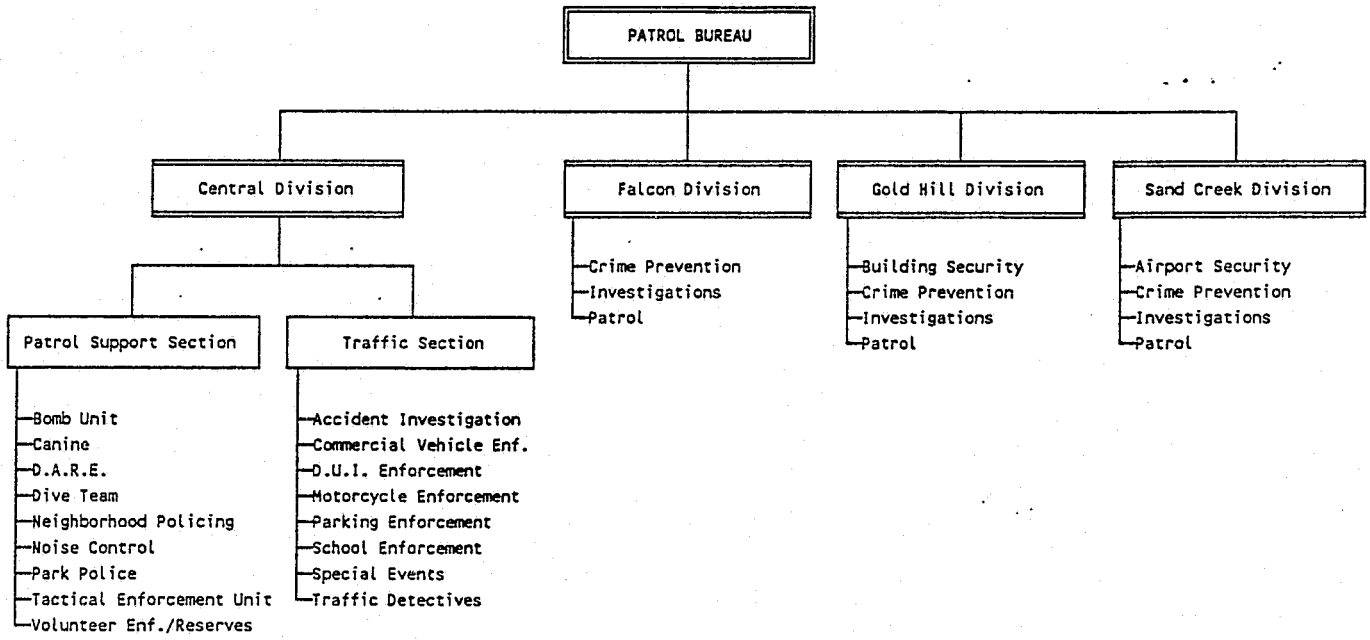
Crime Lab

1 civilian Forensics Manager
 3 civilian Crime Scene Technicians

The Special Services Section consists of the Pawn Shop Unit, the Check Fraud Unit, Consumer Fraud Unit, the Auto-Theft Unit, the Fugitive Unit, and the Crime Lab. The Special Services Section is commanded by a lieutenant, with one sergeant supervising the five units and a civilian supervisor heading the Crime Lab. Some of the major duties of the Special Services Section include:

- ❖ Monitoring the operation of all pawn shops in Colorado Springs, Manitou Springs, and El Paso County for unlawful activity
- ❖ Conducting follow-up investigations of assigned Fraud by Check (Felony) and Forgery cases
- ❖ Responding to inquiries from businesses and the general public regarding bad checks
- ❖ Investigating auto-thefts and assisting officers and citizens with matters related to auto thefts
- ❖ Monitoring and inspecting vehicle salvage yard activities
- ❖ Investigating white collar/economic crime cases
- ❖ Processing crime scenes, including properly preserving, packaging and securing any evidence collected

- ❑ Planning crime reduction strategies
- ❑ Processing and serving C.S.P.D. generated felony arrest warrants
- ❑ Coordinating information regarding illegal aliens



9/91

PATROL BUREAU

The Patrol Bureau is commanded by a Deputy Chief who oversees the operations of the bureau's four patrol divisions -- Falcon, Gold Hill, Sand Creek, and the Central Division. The Deputy Chief is responsible for the management of the bureau, and serves as staff duty officer on a rotating basis, and as acting Chief of Police when assigned.

There are presently a total of 286 officers assigned to Patrol. Of these, 29 officers are assigned to Traffic and 49 are assigned to fixed-post positions in Patrol such as TEU and Airport Security. Net patrol officers available are 208. Based upon a set of performance constraints deemed appropriate for the C.S.P.D., the computer model Patrol/Plan revealed that the patrol workload requires a minimum of 225 officers excluding traffic, fixed posts and special assignments. This indicates a deficit of 17 officers. To determine the manpower needs for the Patrol Bureau, workload data were collected from the CAD system and entered into the Patrol/Plan model. This model determines the number of units needed to satisfy all the performance objectives input into the model, using the data entered. The performance objectives, or constraints, used for this study include the following:

- ❖ Patrol units will spend no more than 40 minutes per hour (or 2/3 of their time) on committed work time. Committed work includes both calls-for-service time and non-calls-for-service time. Calls for service work is only that time spent responding to calls. Non-calls-for-service work includes administrative tasks, such as report writing; court time; directed patrol and self-initiated patrol activities; and meal breaks. The remaining 20 minutes per hour should be available for preventive patrol.
- ❖ An average of three units should be available at any given time.
- ❖ The probability that all units are busy should not exceed 5%. This means that when a call is received, there is a 95% chance that a unit will be available to respond immediately.
- ❖ The queue delay for Priority I calls should be no greater than three minutes.
- ❖ The response time for Priority I calls should be no more than eight minutes.

These represent performance objectives which would optimize the use of the units in responding to calls, in self-initiated activities, in directed patrol, and in allowing for administrative work and uncommitted time.

In this study, the model was employed using geographic zone and shift (for example, North-Shift I; North-Shift II, etc.). Data used came from the period of July 1, 1990 - June 30, 1991, the most recent data available. Most of the variables based on calls-for-service or time consumed data came directly from or were calculated based on output from the CAD system. Although the Patrol/Plan model is used to forecast future manpower needs, the data used was current. Therefore, the "projected units" information actually reflects manpower requirements NOW to catch up to CURRENT workload, not what will be needed to adequately handle future workload.

How Patrol/Plan Works

Patrol/Plan uses queuing theory as the basis for its patrol operation simulation in that it determines the probability that a call for service will be received when all units are busy. In other words, Patrol/Plan determines the probability of saturation, which is directly related to the calls for service rate, the number of patrol units, and the service time for each call. As the probability of saturation increases, the lower the likelihood that there will be a free unit to answer a call for service. Therefore, as the probability of saturation increases, the need to put calls in queue increases.

Patrol/Plan needs several data input items to provide descriptive performance estimates or to project manpower requirements. The inputs are defined in the following section.

Inputs

1. Calls for Service Rate - the number of calls for police service received in one hour. This was calculated by summing the number of calls received during a particular shift in a particular division in one year, i.e., all calls received during Shift I on during the year in the Falcon Division. The total was then divided by the number of days in the year (365) and divided by eight hours (per shift) to arrive at an hourly call rate for that shift and Division.
2. Units Required Per Call - the percent of calls requiring one unit, two units, etc. This information was calculated by the CAD system.
3. Service Time - the average time spent at a call scene by the first unit, second unit, etc. The total time consumed on calls for service during a shift divided by the total number of calls for service results in the average time consumed per call for the first unit. Service time data is also available for the second unit and the third and fourth units on the scene.
4. Non-calls for Service Time - the average number of minutes per hour a unit spends in doing work other than responding to calls (i.e., traffic stops, reports, business checks). This information was gathered from a survey of officers' log sheets, and generally conforms to findings of similar surveys in this and other departments.
5. Dispatch Policy - availability of backup or fixed post units to answer calls when the sector units are busy. For this study, the policy was assumed that if all units are busy, all calls for service are placed in queue and are dispatched, in priority order, as units become available.
6. Priority of Calls - the percent of calls that are Priority I, II and III. This data was calculated by the CAD system.
7. Region Area - the number of square miles in the given geographic area. The model assumes three geographic zones conforming to the geographic divisions for substations. The area's square mileage was determined by the City Planning Department.
8. Street Miles - the miles of street in the given geographical area. The street miles were estimated for each zone by taking total miles of street in the city as determined by the Street Department, then multiplying that number by the fraction of land area in a given zone.
9. Response Speeds - the average response speed for units travelling to a call. This data came from CAD as a time function from dispatch to arrival at scene. Although as an input, actual response speeds were used, this variable can be listed as an output measure when setting maximum response times as performance objectives.
10. Patrol Speed - the average speed of the units when patrolling. This variable is used only to determine the average patrol interval in a region - how many times a patrol unit will pass a certain geographic point during its shift. Because of the nature of Colorado Springs, this was not considered an appropriate performance measure. However, since the model required an input to complete its calculations, 10 m.p.h. was used as the patrol speed.

Performance Criteria Used to Determine Required Staffing

Patrol/Plan determines the number of units needed to satisfy all the performance objectives input into the model. However, one objective will eventually "drive" the model, as a certain number of units will be required to satisfy that particular constraint which will have already satisfied the other constraints.

Patrol/Plan offers eight constraints to be used in determining manpower needs. The user can specify any or all of these constraints to be used when running the model, and the program will calculate how many units are needed to satisfy all the constraints.

- ❖ Actual Work/Unit - the amount of time in minutes per hour that a unit spends doing work. For this study, actual work per unit, or committed time per unit, includes responding to calls for service, as well as directed patrol, administrative work, etc.
- ❖ Uncommitted Time/Unit - the amount of time in minutes per hour that the unit is not committed to responding to calls or doing other patrol or administrative-related work. The sum of Uncommitted Time/Unit plus the Actual Work/Unit totals 60 minutes.
- ❖ Average Number of Free Units - the average number of units available to answer calls at any given time.
- ❖ Minimum Patrol Interval - the length of time between incidents of a patrol unit passing a given geographic point in the patrol area.
- ❖ Percent Calls - All Units Busy - the probability that a call will be received when there are no units available to respond.
- ❖ Queue Delay - the maximum length of time in minutes that a call can wait in queue, by priority.
- ❖ Travel Time - the maximum length of time, in minutes, that a unit takes to arrive at the scene from the time it is dispatched on the call.
- ❖ Response Time - the maximum length of time, in minutes, from when the call is received until a unit arrives at the scene. This is actually the sum of travel time plus queue delay.

Whichever constraints are used to run the model, an output summary will be show the results for all of the objectives. Furthermore, once the driving constraint is determined, for subsequent runs of the model, that is the only performance objective that needs to be entered.

The Patrol/Plan model is used not only to determine manpower needs, but to assist decision makers in the distribution of manpower over time within each division. A quarterly report is produced for Patrol Bureau staff outlining the most appropriate allocation of officers available during that time period.

Patrol versus Traffic

In an effort to accurately determine the number of personnel needed based on the given constraints, patrol and traffic data were input and run separately. The assumption was made that, ideally, a separate traffic function should not only handle enforcement activities, but should also investigate all injury accidents and approximately 65% of non-injury accidents. In order to arrive at an accurate estimate of manpower requirements for both traffic and patrol functions, the call rate and average time spent on calls were calculated separately for each function.

In this manner, two sets of workload data were generated; one for all patrol functions plus 35% of all non-injury accidents (the Patrol workload), and another for the traffic function which included all injury accidents plus 65% of all non-injury accidents (the Traffic workload). Separate manpower projections were made for the Patrol function and for the Traffic function, by using separate data sets describing the patrol workload and the traffic workload for each shift, for each geographic division.

The model was run and output obtained for each data set for a total of 18 "runs" (3 shifts * 3 divisions * 2 workload sets - Patrol and Traffic). A sample of the input and output screens from the model is presented on the following page. Complete input and output data are contained on computer files in the Research and Development Unit.

The model was run for the Patrol data sets using the five constraints previously described. For the Patrol analysis, the saturation probability was the driving factor. The maximum time spent on calls-for-service and non-calls-for-service work was the driving factor for Traffic, therefore it was the sole constraint used for the Traffic analysis. Since traffic cars are not the first responders to an accident, the queue delay, response time and the unavailability factor were not considered appropriate.

The following table shows a summary of the suggested manpower requirements for Patrol.

Table I

**Patrol/Plan
Suggested Unit Requirements*
Patrol**

Shift	Falcon Division	Gold Hill Division	Sand Creek Division
I	13	17	15
II	16	15	19
III	16	12	15
Total	45	44	49

* Based on workload data which includes all patrol workload plus 35% of non-injury accidents workload.

Total Manpower Requirements

In order to identify the number of persons required for adequate staffing, the number of units suggested by Patrol/Plan must be translated into officers. This was done with the assumption that all units are one-officer units.

To determine the number of officers needed to staff each shift in each area command, units are converted to officers by means of the following calculations. This example is based on the total units required for the Falcon Division, Shift I.

Input Summary - Block 1: NORTH1

No. of Units	=	13	Region Area	=	65.0 Sq Miles
Call Rate	=	3.0 CFS/Hr	Patrolled Streets	=	540.0 Miles
Non-CFS Time/Unit	=	17.7 Min/Hr	Patrol Speed	=	10.0 MPH
Dispatch Policy	=	3 (No Non-Response Units)			

Units Disp/CFS	Percent of Calls	Service Time (Min)	Priority Level	Percent of Calls	Response Speed (MPH)
1	72.7	42	1	28.5	20.0
2	21.3	46	2	29.1	15.0
3	6.0	105	3	42.4	13.0

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Output Summary - Block 1: NORTH1

No. of Units Disp/CFS	=	1.3	Incoming Work/Unit	=	31.6 Min/Hr
Service Time/Disp Unit	=	45.6 Min	Actual Work/Unit	=	31.6 Min/Hr
Service Time/CFS	=	60.8 Unit-Min	CFS Work/Unit	=	13.9 Min/Hr
Avg. No. of Free Units	=	6.1	Non-CFS Work/Unit	=	17.7 Min/Hr
			Uncommitted Time/Unit	=	28.4 Min/Hr
% of Priority 1 Calls Delayed in Queue				=	2.6
% of Priority 2 Calls Delayed in Queue				=	2.6
% of Priority 3 Calls Delayed in Queue				=	2.6
Avg. No. of Calls in Queue				=	0.0

Workload Distribution (Min/Hr)

Priority Level	Primary Units	Non-Response Units	Total	Queue Delay	Travel Time	Response Time
1	117.2	0.0	117.2	0.1	6.9	7.1
2	119.7	0.0	119.7	0.2	9.3	9.5
3	174.4	0.0	174.4	0.4	10.7	11.0
Total	411.4	0.0	411.4	Avg. 0.3	9.2	9.5

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Determination of Officers Needed

Example: Falcon Shift I

- 13 (average units needed per day) multiplied by:
- 365 (days per year) yields:
- 4,745 (average shifts needed per year) multiplied by:
- 8 (hours per shift) yields:
- 37,960 (hours needed per year) divided by:
- 1,791 (average hours per year an officer works) yields:
- 21.19 (officers needed for Falcon Shift I) rounded to:
- 21 (officers needed for Falcon Shift I)

These calculations are repeated for each Division, and separately for Traffic. The results are shown in the following tables. Although Traffic officers are not deployed according to shift and Division, the workload data used to separate traffic calls for service from all calls is calculated on a shift and Division basis. Therefore, officers needed for Traffic were calculated in the same manner as officers working Patrol.

Table II

Staffing Requirements for Patrol

Division	Shift	Units Required	Manpower Required*	% of Total Manpower**	
Falcon	I	13	21	9.3%	Total = 73
Falcon	II	16	26	11.6%	
Falcon	III	16	26	11.6%	
Gold Hill	I	17	28	12.4%	Total = 72
Gold Hill	II	15	24	10.7%	
Gold Hill	III	12	20	8.9%	
Sand Creek	I	15	24	10.9%	Total = 80
Sand Creek	II	19	31	13.8%	
Sand Creek	III	15	24	10.9%	

TOTAL OFFICERS REQUIRED 225

* Manpower required for each shift may not add up to Division totals because of rounding.
 ** Percentages do not total 100% because of rounding.

Table III

Staffing Requirements for Traffic

Division	Shift	Units Required	Manpower Required
Falcon	I	2	3
Falcon	II	2	3
Falcon	III	1	2
Gold Hill	I	2	3
Gold Hill	II	2	3
Gold Hill	II	1	2
Sand Creek	I	2	3
Sand Creek	II	2	3
Sand Creek	III	1	2
Total Officers			24

Comparison of Projected Units to Actual Units

Continuing the analysis, projected units were compared to actual units for each division and shift. The projected units were those determined in the original "run" of Patrol/Plan. The actual units were determined by using the authorized number of officers assigned to each Division, allocating them to shifts, multiplying by .66 (average number of officers scheduled) and then multiplying by .86 (the absentee factor). Using Patrol/Plan as a descriptive tool, the actual units were entered and the model was used to estimate current performance characteristics based on the data supplied.

Determination of Actual Units

Example: Falcon Shift I

- 69 (officers authorized for Falcon) minus:
- 6 (fixed post positions located at Falcon) yields:
- 63 (officers authorized for Falcon patrol work) multiplied by:
- 26% (percentage of all Falcon officers assigned to Falcon Shift I) yields:
- 16.38 (number of officers assigned to Falcon Shift I) rounded to:
- 16 (number of officers assigned to Falcon Shift I) multiplied by:
- 66% (scheduling factor) yields:
- 10.56 (estimated number of officers scheduled on any given day on Falcon Shift I) multiplied by:
- 86% (availability factor) yields:
- 9.08 (estimated number of units working on any given day on Falcon Shift I) rounded to:
- 9 (estimated number of units working Falcon Shift I)

The actual units were entered into the model using call rate data projected for 1992. The result is a portrayal of how our current level of staffing will be able to handle the future workload of all calls for service. As previously mentioned, the projected units information reflects the manpower needs resulting from our current workload, with the split between traffic and patrol workload as previously described. As can be seen in the following tables, the comparison of performance characteristics for actual units versus projected units provides useful insights for shift and division commanders.

Five of the nine division/shifts revealed an actual current workload of more than 40 minutes per hour of calls-for-service and non-calls-for-service work. On Falcon Shift III, however, the 44.1 minutes per hour of

work resulted in the lowest average number of free units (3.2), and thus, a very high saturation probability of 23.8%. The saturation probability indicates the percent of calls-for-service for which no unit is immediately available. As a constraint, a maximum of 5% "all units busy" was used. Furthermore, the saturation probability was the driving constraint, the factor that ultimately determined the model's projections. A saturation probability of 23.8% means that for almost one-quarter of the time, an officer is not immediately available to answer calls-for-service. Or, almost one of every four calls comes in when the entire Falcon patrol force is already busy.

Table IV

FALCON DIVISION
Projected versus Actual Units
Selected Constraints

	FALCON 1		FALCON 2		FALCON 3	
	Projected Units	Actual Units	Projected Units	Actual Units	Projected Units	Actual Units
# UNITS	13	9	16	14	16	12
INCOMING CFS & NON-CFS WORK/UNIT (minutes per hour)	31.6	39.7	36.2	41.7	35.2	44.1
UNCOMMITTED TIME/UNIT (minutes per hour)	28.4	20.3	23.8	18.3	24.8	15.9
AVG NO OF FREE UNITS	6.1	3.0	6.3	4.3	6.6	3.2
% CALLS ALL UNITS BUSY	2.6	19.0	4.4	14.8	3.5	23.8
P-1 QUEUE DELAY (minutes)	0.1	1.6	0.2	0.8	0.2	2.1
P-1 TRAVEL TIME (minutes)	7.4	10.6	7.7	9.8	5.9	8.5
P-1 RESPONSE TIME (minutes)	7.6	12.1	7.9	10.6	6.1	10.6

Table V

GOLD HILL DIVISION
Projected versus Actual Units
Selected Constraints

	GOLD HILL 1		GOLD HILL 2		GOLD HILL 3	
	Projected Units	Actual Units	Projected Units	Actual Units	Projected Units	Actual Units
# UNITS	17	16	15	15	12	12
INCOMING CFS & NON-CFS WORK/UNIT (minutes per hour)	36.2	37.3	36.2	37.6	31.5	32.7
UNCOMMITTED TIME/UNIT (minutes per hour)	23.8	22.7	23.8	22.4	28.5	27.3
AVG NO OF FREE UNITS	6.7	6.1	6	5.6	5.7	5.5
% CALLS ALL UNITS BUSY	3.8	5.5	5	6.6	3.1	4.0
P-1 QUEUE DELAY (minutes)	0.1	0.2	0.2	0.3	0.2	0.2
P-1 TRAVEL TIME (minutes)	6.2	6.5	5.5	5.6	4.9	5.0
P-1 RESPONSE TIME (minutes)	6.3	6.7	5.7	5.9	5.1	5.2

Table VI

SAND CREEK DIVISION
Projected versus Actual Units
Selected Constraints

	SAND CREEK 1		SAND CREEK 2		SAND CREEK 3	
	Projected Units	Actual Units	Projected Units	Actual Units	Projected Units	Actual Units
# UNITS	15	12	19	16	15	13
INCOMING CFS & NON-CFS WORK/UNIT (minutes per hour)	36.0	41.9	37.0	44.4	35.4	42.4
UNCOMMITTED TIME/UNIT (minutes per hour)	24.0	18.1	23.0	15.6	24.6	17.6
AVG NO OF FREE UNITS	6.0	3.6	7.3	4.2	6.2	3.8
% CALLS ALL UNITS BUSY	4.8	18.2	3.5	18.6	4.2	17.8
P-1 QUEUE DELAY (minutes)	0.2	1.0	0.1	0.9	0.2	1.3
P-1 TRAVEL TIME (minutes)	6.2	8.0	5.8	7.7	4.4	5.6
P-1 RESPONSE TIME (minutes)	6.4	9.1	6.0	8.6	4.6	6.9

An increase in units as suggested by the Patrol/Plan projections will bring the saturation probability to below 5%. On Falcon Shift II, the current estimated saturation probability is 18.6%; with the projected units, it falls to 3.5%.

Finally, Table VII compares citywide averages of performance measures with the suggested staff increase and without the suggested staff increase. This information can assist decision makers in determining the levels of service the Department can provide.

Table VII

**Comparison of Performance Measures
with Increased Staffing Citywide**

	Without Staff Increase	With Staff Increase
Committed Time per Unit (minutes per hour)	40.2	35.0
Average Number of Free Units	4.4	6.3
Saturation Probability	14.3%	3.9%
Average Response Time Priority I Calls (minutes)	8.4	6.2

Allocation of Manpower

To determine the geographic distribution of the 17 officers requested for Patrol, the current number of fixed post positions which currently pull officers assigned to Patrol divisions were subtracted from the current authorized positions for each division (Table VIII). The result, current available number of officers, was then subtracted from the Patrol/Plan projections to arrive at the additional officers needed in each division (Table VIII).

Table VIII

**Fixed Post Positions
By Division**

Falcon	Gold Hill	Sand Creek
1 Crime Prevention Officer	1 Crime Prevention Officer	1 Crime Prevention Officer
5 Detectives	5 Detectives	5 Detectives
	1 Utilities Security Officer	9 Airport Security Officers
	1 CAB Security Officer	
6 Fixed Post Positions	8 Fixed Post Positions	15 Fixed Post Positions

Table IX

**Distribution of Officers
By Division**

	<u>Current Authorized</u> <u>P.O. Distribution</u>		<u>Fixed Posts</u>	=	<u>P.O.'s Available</u> <u>for Patrol</u>
Falcon	69	-	6	=	63
Gold Hill	80	-	8	=	72
Sand Creek	88	-	15	=	73
	<u>P.O.'s</u> <u>Patrol/Plan Projected</u>		<u>P.O.'s Available</u>	=	<u>P.O.'s</u> <u>Needed</u>
Falcon	73	-	63	=	10
Gold Hill	72	-	72	=	0
Sand Creek	80	-	73	=	7
TOTAL	225	.	208	=	17

As seen in Table IX, 10 additional officers are required in the Falcon Division, no additional officers for Gold Hill, and 7 more officers in the Sand Creek Division.

Policy Implications

The question of adequate patrol staffing then becomes not only one of increasing officer strength but also a question of the priority which various assignments receive. It seems that if officers presently assigned to fixed posts and special assignments were transferred back to patrol duty, then patrol strength would be adequate. However, without fixed posts, we can assume that the overall workload of officers handling calls-for-service would actually increase. Fixed Post officers are currently absorbing specialized types of calls which would otherwise be handled by the field patrol officers if no fixed posts/specialty positions existed.

Thus, the fixed posts are not only necessary, in some cases (such as Airport Security), they are required by law or regulation. Traditionally, though, the Patrol Bureau is the pool from which most special assignments are drawn. Many times the personnel drawn for these special assignments are not replaced, thereby creating a shortage of officers who are available to do patrol work. Therefore, a policy which would define the priority of assignments in the Department is called for, so that special assignments would not come at the expense of patrol services, or so the impact on patrol services would be realized. In the final analysis, the purpose of this project is to determine the level of personnel required for police services so that informed decisions can be made about how to deploy and allocate manpower resources.

The same logic holds true for traffic functions. The present authorized officer strength in the Traffic Section is 29. Of these 29 officers, 4 work DUI Enforcement, 7 work 55 m.p.h. Enforcement, 2 work School Enforcement, 2 work Hit and Run Investigations and 1 works Commercial Vehicle Enforcement for a total of 16 officers assigned special duties. This leaves 13 officers available to do traffic accident work. Our findings indicate that 24 officers are needed to adequately handle the accident workload, leaving a deficit of 11 officers. The obvious conclusion is that if the special assignments and fixed posts were reassigned there would be a sufficient level of personnel available to do this work. Again, however, because calls for specialized services would be answered by all Traffic officers, returning the fixed post positions to general Traffic positions may actually result in a higher workload for all Traffic officers. Once again, it

becomes apparent that although these fixed posts and special assignments are necessary, they should be created with a view toward the impact which they will ultimately have upon the ability to perform accident investigation services.

Since the Department has adequate personnel to staff for patrol and traffic functions if they are reassigned from other duties, it is important to review these non-patrol and non-traffic services to ascertain their performance indicators and level of service. The following section deals with these functions and the levels of service they provide.

FIXED POST POSITIONS

Following is a summary table of all fixed post and specialty positions that require sworn officers in the Patrol Bureau. Included in this list are those positions for which officers are actually assigned to a patrol division but are performing the assigned special function, and those positions to which officers are specifically assigned and are not included in the field patrol numbers.

Table X

**Fixed Post Positions
Patrol Bureau**

FUNCTION	SWORN POSITIONS
Traffic Section	29
*Traffic Accident Investigation	13
DUI Enforcement	4
55 MPH Enforcement	7
Hit and Run Investigation	2
Commercial Vehicle Enforcement	1
School Enforcement	2
Patrol Support Section	20
Tactical Enforcement	10
K-9 Unit	5
Neighborhood Policing	5
Crime Prevention Officers	3
Falcon	1
Gold Hill	1
Sand Creek	1
Division Investigations	15
Falcon	5
Gold Hill	5
Sand Creek	5
Airport Security Officers	9
Sand Creek	9
CAB/Utilities Building Security	2
Gold Hill	2
TOTAL	78

* The Traffic Accident Investigation positions are addressed in the Patrol/Plan analysis.

These positions represent police officer positions in the Patrol Bureau that are not part of regular patrol functions. All of these positions exist because of some special need or requirement. For example, the CAB/Utilities Security is required by City direction and the School Enforcement officers are a response to particular community traffic safety needs.

The fixed post positions all provide necessary police services that could not be consistently and effectively provided by regular patrol officers without severely degrading patrol service delivery. For example, if

regular patrol officers were also responsible for tactical enforcement services (SWAT, explosives), they would not be available for their primary mission of responding to citizen's calls for service. In addition, the level of tactical services, which requires extensive training and frequently involves life threatening situations (e.g., barricaded suspects, hostage situations), would also suffer if regular patrol officers were required to fulfill that critical function in addition to their patrol duties. Training in specialty areas would be costly and time prohibitive.

The following sections describe the special functions, the particular services they provide, and the importance of the services.

CENTRAL DIVISION

of Positions

1 Captain
1 civilian Secretary

A new division has been formed, called the Central Division, which is commanded by a Captain (a position reassigned from General Investigations). The Central Division is comprised of two sections: Traffic and Patrol Support.

PATROL SUPPORT SECTION

of Positions

1 Lieutenant

The units making up the Patrol Support Section are commanded by a Lieutenant, who reports directly to the Central Division Captain. This Lieutenant oversees the operations of several units, as described in the following paragraphs.

Bomb Unit

of Positions (not dedicated solely to Bomb)

2 Sergeants
1 Police Officer

The Bomb Unit is made up of three sworn officers assigned to other positions throughout the department, who are on call for incidents regarding explosives or suspected explosives. One TEU officer serves as an explosives technician who handles suspected explosive devices, conducts investigations into bombings and accidental explosions, investigates bomb threats, and provides explosives security for VIP's. This trained explosives technician is assisted by two other explosives technicians who work on-call: one, a Patrol sergeant, and another sergeant assigned to the Operations Support Bureau.

Canine Unit

of Positions

1 Sergeant (also supervises N.P.U.)
5 Police Officers

Five officers are assigned as canine handlers. These officers handle incidents requiring the unique services of police canines. Building searches, suspect tracking, drug and explosive detection, crowd control, and officer cover are only some of the law enforcement applications in which the canine handlers and their dogs are very effectively used. Last year, these canine teams conducted over 800 building and field searches, handled 3,220 calls for service, and made 204 arrests.

D.A.R.E.

of Positions

1 D.A.R.E. Sergeant

7 D.A.R.E. Officers

Until this fall, the D.A.R.E. Program operated out of the Planning Section of the Operations Support Bureau. Now that it is a fully operational unit, D.A.R.E. will come under the auspices of the Patrol Support Section. The D.A.R.E. Unit consists of seven officers, supervised by a sergeant, who teach 17 one-hour lessons over a 17 week period to 5th and 6th graders in all Colorado Springs school districts. Because the D.A.R.E. Program has proven to be so successful not only in Colorado Springs, but nationally, the commitment to continuing this drug abuse education is evident in the continual planning for future funding. During 1990, seven D.A.R.E. officers taught the D.A.R.E. curriculum to a total of 21,749 students (17,294 in kindergarten through 4th grade, and 4,455 in 5th and 6th grade). The D.A.R.E. Program has been entirely grant-funded through the 1990-91 school year which may continue through the 1991-92 school year.

Dive Team

of Positions (not dedicated solely to Dive Team)

1 Lieutenant

3 Sergeants

5 Police Officers

The Dive Team is another unit composed of officers assigned to various positions throughout the department, who are available on call for water-related incidents requiring their expertise. The unit is supervised by a lieutenant, and includes 3 sergeants and 5 officers, who train once per month.

Neighborhood Policing Unit

of Positions

1 Sergeant (also supervises Canine)

5 Police Officers

Two years ago, the Department implemented a Neighborhood Policing Unit (NPU), which applies special problem solving techniques to targeted areas of the City. Problems are identified, analyzed, and solution strategies are developed, drawing from Departmental and community resources. This group works out of the mobile command post at various locations in the City. Over 1900 citizen contacts were made just during the first three months of this year by the NPU; in addition, they handled 210 calls for service in this first target area.

Park Police

of Positions

1 Sergeant (also supervises Noise Control)
8 Police Officers

There are eight full-time Park Police Officers, working under one sergeant. Park Police Officers are Level III peace officers and are not certified, but they currently meet all requirements of the C.S.P.D. Training Academy, and some officers meet CLETA requirements as well. The Park Police Officers patrol all city parks and enforce city and state laws through arrest and detention, issuing summons and verbal warnings. Park Police Officers also answer calls for service as primary responders when necessary. By the nature of their work, Park Police Officers relieve field patrol officers from tasks that would otherwise add to the field officers' responsibilities.

Noise Control

of Positions

1 Sergeant (also supervises Park Police)
2 Noise Control Officers (These positions are eliminated in the 1992 budget.)

Also under the supervision of the same sergeant are the Noise Control Officers. The Noise Control Officers respond to calls regarding excessive noise complaints, such as loud parties, barking dogs, and dirt bikes. As with the Park Police Officers, the Noise Control Officers are primary responders to calls for service when regular patrol officers are unavailable, and they serve as backup to officers when needed.

Tactical Enforcement Unit

of Positions

1 Sergeant
10 Police Officers

Ten officers are assigned to the Tactical Enforcement Unit (TEU), which is a specially trained and equipped tactical response function. TEU handles exceptional incidents, often life threatening, that require special police responses. Examples of situations handled by TEU include barricaded suspects, snipers, hostage situations, high risk warrant service, hijackings, civil disturbances, VIP security, and any situation requiring a highly mobile and flexible police unit. A secondary function of TEU is to work certain directed activities, especially those involving robbery and burglary. This specialized function requires continual training to assure its response effectiveness. TEU is available to respond 24 hours a day.

Volunteer Enforcement

of Positions

1 Sergeant

One sergeant serves as the supervisor for Volunteer Enforcement, overseeing the Police Reserve Corps, the Police Cadet Program, and the Handicapped Parking Enforcement Unit. The Police Reserve Corps is a group of individuals specially trained to augment the manpower of the department. The Reserves ride

along with officers, assist specialized units of the department (i.e., Park Police, Metro VNI), and are available for call-out during specific times and emergencies. In 1990, the Reserve Corps donated 11,595 hours of service to the Department. The Police Cadets, a group of youth aged 15 through 20, are members of the Law Enforcement Explorer Post, a component of local scouting organizations. In 1990, the cadets donated 5,112 hours of service to the department. The Handicapped Parking Enforcement Unit, made up solely of handicapped volunteers, patrols Handicapped Parking spaces for violations. In 1990, they worked 5,318 hours and wrote 735 citations for this violation.

TRAFFIC SECTION

of Positions

1 Lieutenant

3 Sergeants

29 Police Officers

1 Secretary (This position has been eliminated in the 1992 budget.)

As previously mentioned, the Traffic Section is composed of 29 officers, three sergeants, and the commanding lieutenant, with a secretary providing clerical support. There are 11 officers assigned to traffic accident investigation. One of these officers also focuses on directed activity assignments, and another assists traffic detectives with their workload. Two vacant positions are also assigned to accident investigation, for a total of 13 positions assigned here. In addition to their primary responsibility of accident investigation, these officers file felony traffic charges, engage in selective traffic enforcement, make court appearances, handle special events requiring traffic control, and provide cover for calls-for-service.

The Patrol/Plan analysis indicates that a total of 24 officers are required to handle the accident investigation workload; subtracting the 13 positions presently assigned, there is a deficit of 11 officers in this important function.

DUI Enforcement

of Positions

4 Police Officers

There are four officers assigned to DUI enforcement duties. This function is the foundation of the Department's drunk driving enforcement program. The DUI enforcement officers not only detect and apprehend drunk drivers, they also process DUI arrests made by patrol officers. So far this year, these officers have issued 1,743 tickets and made 1,810 DUI arrests. By processing patrol DUI arrests, the DUI officers free up patrol officers to return to their patrol duties. The DUI officers also engage in selective enforcement, cover calls, and special events requiring traffic control.

Motorcycle Enforcement Unit

of Positions

7 Police Officers

A team of seven motorcycle officers is assigned to enforce speeding and other hazardous moving violations throughout the city. The motorcycle officers also engage in selective traffic enforcement in school zones

and other problem traffic areas. In 1991 to date, motorcycle officers have worked 78 special events, and have conducted 42 safety presentations. Through August 1991, the motorcycle officers have cited 14,051 violations.

Traffic Detectives

of Positions

2 Police Officers

Two officers are traffic detectives, conducting the follow-up investigations required to identify and prosecute hit and run suspects, and filing all traffic-related felony cases. This specialized investigative function requires the assigned officers to develop prosecutable cases by conducting interviews, gathering evidence, filing charges, and testifying in court. The two officers reviewed 1,662 hit and run accidents, --360 with enough information to be assigned-- and cleared 290 of these through August 1991. These officers are also assigned to special event traffic control, and assist in conducting accident reconstruction of fatal or serious accidents.

Motor Carrier Enforcement Unit

of Positions

1 Police Officer

One traffic officer is assigned to enforce commercial vehicle violations. This position was originally created due to the large number of complaints about truck and other commercial violations, which require a specialized enforcement response. Through August 1991, the commercial vehicle enforcement officer wrote 1,369 tickets and impounded 36 vehicles. The officer is also the Department's Haz-Mat representative, and is engaged in other selective traffic enforcement and special events requiring traffic control.

School Enforcement Unit

of Positions

2 Police Officers

Two officers are assigned to enforce speed limits and other traffic laws within school zones. They cover schools as well as respond to problem areas and complaints. This function provides a targeted response to the critical enforcement problem of hazardous traffic violations around elementary schools when children are present. These officers also make traffic safety presentations to the students and train school crossing guards. Each school enforcement officer averages about 75 traffic summonses per month during the school year. When school is not in session, these officers are assigned to other traffic duties.

Parking Enforcement Officers

of Positions

4 civilian Parking Enforcement Officers

Four civilians positions are included in the Traffic Section as Parking Enforcement Officers. These positions patrol metered spaces in the downtown and surrounding areas for meter and other parking violations. Through August 1991, the four parking enforcement officers have issued 45,135 parking tickets, or 90% of the 50,161 parking tickets issued by the Department.

OTHER FIXED POST POSITIONS

Crime Prevention

of Positions

3 Crime Prevention Officers
(one at each Patrol Division)

A Crime Prevention Officer is assigned to each of the three Division Commands. Each Crime Prevention Officer is responsible for all crime prevention services within the Division. These services are in high demand from the community, and include the following:

- ❑ Neighborhood Watch management
- ❑ Civic and community group presentations
- ❑ Residential and business security surveys
- ❑ Neighborhood crisis intervention and problem-solving
- ❑ School liaison and presentations
- ❑ Public service announcements

Due to the great demand for the services of the Crime Prevention Officers, they work a flexible schedule which allows them to work evenings, weekends, and other peak demand times.

Airport Security

of Positions

1 Sergeant
9 Police Officers
(all assigned to Sand Creek Division)

Nine officers and a sergeant, assigned to the Sand Creek Division, work as Airport Security Officers at the Colorado Springs Airport, as required by FAA policy. As a Category I airport, a five-minute response time requirement must be met for responding to the screening station at the concourse entrance. The nine officers allow us to meet that and other FAA security requirements at the airport, as well as provide law enforcement services at that location. The officers' salaries and overtime are reimbursed by the airport to the General Fund. Because of the requirement that two officers be available to patrol the grounds and the airport terminal at all times, a request for one additional Airport Security Officer is made to ensure adequate coverage for all shifts.

CAB/Utilities Building Security

of Positions

2 Police Officers

(assigned to Gold Hill Division)

Two police officers assigned to the Gold Hill Division serve as building security officers for the City Administration Building and the Utilities Building. Seventy-five percent of the salary for these two positions is paid for by Utilities as offsetting revenue into the General Fund. These two officers are required by City direction, and provide a variety of security services for City administration and citizens.

Division Investigations

of Positions

15 Police Officers

(5 at each Patrol Division)

At each Division, a team of five investigators is supervised by a sergeant. These division investigators have the following responsibilities:

- ❖ Conducting follow-up investigations of burglaries, robberies, thefts, and a variety of other felony crimes
- ❖ Packaging and filing patrol and investigator cases with the District Attorney's filing deputy
- ❖ Providing investigative technical assistance, including on-scene support, surveillance, and legal document preparation.
- ❖ Contacting crime victims at the conclusion of assigned case investigations and advising of case disposition

CIVILIAN POSITIONS

Police Service Representatives

of Positions

15 civilian Police Service Representatives (5 at Falcon, 5 at Gold Hill, 5 at Sand Creek)

At each of the division substations, there are five Police Service Representatives (PSR's). The major duties of the PSR's include:

- ❖ Receiving all walk-in and telephone contacts
- ❖ Taking case reports on minor offenses
- ❖ Handling a variety of clerical tasks
- ❖ Transcribing reports and other documents
- ❖ Monitoring the telephone & television recording equipment, and the interior and exterior cameras for building security

There are currently five PSR's at each substation, providing cover for the front desk 24 hours per day, 7 days per week.

Secretaries

of Positions

1 civilian Senior Secretary

3 civilian Secretaries (1 for each Division: Falcon, Gold Hill, Sand Creek)

In addition to secretaries already mentioned in this chapter, the Deputy Chief of Patrol has a senior secretary who provides administrative and clerical support. Additionally, each geographic Division has its own secretary who is responsible to the Captain.

SUPERVISORY POSITIONS

The Patrol Bureau is commanded by a Deputy Chief, who oversees four Divisions. Each Division is commanded by a Captain. The previous discussion on the Central Division outlined the managerial and supervisory positions within that division. The Captains of the other three Patrol Divisions oversee 3 lieutenants (one per shift), who supervise a total of 29 sergeants citywide.

Table XI

**Management and Supervisory Positions in the Patrol Bureau
(not assigned to Fixed Posts)**

POSITION	#
Deputy Chief	1
Captain	4
Lieutenant	9
Sergeant	29

With our current supervisory staffing, we are able to field approximately 3-4 supervisors (2 or 3 sergeants and 1 lieutenant) per shift in each Patrol Division. However, if the lieutenant is not working (because of sick days, days off, vacation days, etc.), a sergeant fills in. This, at most, leaves 2 sergeants available on the street. In order to provide adequate supervision for patrol officers at each division, the following number of supervisors are necessary:

- 365 (days per year) multiplied by:
- 3 (supervisors needed per shift per day) yields:
- 1,095 (supervisor-shifts per year) multiplied by:
- 8 (hours per shift) yields:
- 8,760 (shift-hours to be filled) divided by:
- 1,791 (average number of hours a sworn officer works) yields:
- 4.89 (supervisors needed) rounded to:
- 5 (supervisors needed per shift) minus:
- 1 (lieutenant assigned to each shift): yields
- 4 (sergeants needed per shift)

Table XII

**Patrol Bureau
Sergeants Requested**

	CURRENT	REQUESTED	TOTAL
Falcon	9	3	12
Gold Hill	10	2	12
Sand Creek	10	2	12

Total Request 7

The request for sergeants for the three field Patrol Divisions is 7. Three sergeants are requested for the Falcon Division, and two sergeants each for the Gold Hill Division and the Sand Creek Division. This addition will bring each Division to 12 sergeants total, enough for 4 sergeants per shift. The request for

more sergeants for all divisions is made in an effort to ensure adequate supervisory coverage on each shift. With four sergeants assigned per shift, one sergeant will be available to cover for the watch commander when necessary, and two sergeants will usually be available for field supervision, with one sergeant on days off.

An additional sergeant is requested for the Investigations Bureau. In the Special Services Section, one sergeant currently supervises the following five units: Pawn Shop Unit, Check Fraud Unit, Consumer Fraud Unit, Auto Theft Unit, and the Fugitive Unit.. Another sergeant within the Special Services section will provide closer supervision for the officers working these specialized investigative functions.

The total request for supervisory positions, then, is for 8 sergeants -- 7 to the Patrol divisions, and 1 to Investigations.

VI. IMPACT OF ELIMINATION OF POSITIONS

Due to budget reductions, several positions in the department have been identified which will be eliminated, reclassified, or reassigned to another area. Each bureau of the department is affected in some manner, as described in this chapter.

OPERATIONS SUPPORT BUREAU

The Operations Support Bureau will be the most heavily impacted bureau in the Department due to the necessary budget reductions.. The positions affected and the repercussions of eliminating those positions are as follows:

Records and Identification Supervisor: This position provided daily supervision to the Records and Identification Unit of the Records Section. The Records Lieutenant will have to assume the supervisory responsibility in addition to his management responsibilities for the Marshals Office.

Police Communications Supervisor: This position provided shift supervision in the Communications Center, which is a 24 hour per day, 7 day per week operation. The Communications Lieutenant will have to assume shift supervisory duties in addition to his management responsibilities.

Crime Analysis Supervisor: This position will be reclassified as a Crime Analyst. The reclassification will allow the department to maintain its current level of analysis, but will require the Planning Section Manager to assume the daily supervision of the Crime Analysis Unit in addition to his management responsibilities for the Research and Development Unit and his program development and grant application duties. The function of Project Director for the department's SHO/DI Program, currently handled by the Crime Analysis Supervisor, will also have to be absorbed by the Planning Section Manager.

Senior Analyst: The elimination of this position will result in a reduction in the capability of the department to remain current in the latest technology and techniques for delivery of police services. The Senior Analyst worked on projects assigned to the Research and Development Unit, including specific responsibilities for preparing manpower deployment and allocation reports and for developing the department's Unusual Occurrences Manual and training scenarios.

Inventory Clerk: Losing this position will result in a decreased ability to insure the accurate inventory of the department's fixed assets. As the Inventory Clerk regularly assists the Administrative Services Coordinator with her workload, the length of time required to process invoices, purchase requests, and accounts payable will increase as a result of losing this position.

Impound Lot Attendant: Elimination of this position will probably mean that more services will be contracted with private security and that additional overtime expenditures will occur to provide required services. Additionally, service to customers retrieving their vehicles from the lot will suffer.

Volunteer Coordinator: This position manages all facets of the department's volunteer program, except the Police Reserves, including training and coordination for the Chaplaincy Corps and the Senior Victim Assistance Team. Exclusive of the reserves, volunteers provide more than 30,000 hours of service to the department annually. This position also coordinates special events for the

department, such as the Medal of Valor Ceremony, the Police Memorial Ceremony, and the Springspreet display. The functions assigned to this position will have to be absorbed by other employees.

INVESTIGATIONS BUREAU

Budget constraints will force the elimination of three positions from this bureau, as well as the reassignment of a Captain's position.

Youth and Victim Services (YVS): This unit provides counseling services to victims of violent and sexual crimes and tries to improve the quality of interviews of these victims. Two positions in this unit will be eliminated: one counselor and the YVS manager. Daily supervision of the remaining counselors will be assumed by the Sex/Juvenile Unit sergeant. The remaining personnel will continue to provide the counseling services, but will have to be more selective of the cases they process because of the reduction in manpower.

Polygraph Examiner: The elimination of this position will leave the department with one full-time polygraph examiner. This reduction in manpower will result in the cancellation of contracts to provide polygraph services to outside agencies. Eliminating this position may also mean that other trained sworn personnel (one sergeant, one captain, and one deputy chief) may be temporarily assigned to conduct polygraph examinations, and polygraph services may have to be contracted from outside the department.

Captain - General Investigations Division: This captain's position has been reassigned to the Patrol Bureau to command the Central Division. The lieutenants in charge of the Major Crimes and Special Services Sections will report directly to the Deputy Chief of Investigations.

OFFICE OF THE CHIEF/OFFICE OF PROFESSIONAL STANDARDS

One position has been eliminated from this area, a secretary providing backup support to the Senior Secretary to the Chief of Police.

Secretary: The impact of the lost secretary position will mean a greater workload on existing staff. Delays in phone coverage and a greatly diminished response to inquiries from the public to the Chief's Office will result. This position also supports the Office of Professional Standards, the Public Information Office and the Community Relations Sergeant, and relieves the Senior Secretary assigned to the Deputy Chief of Patrol. As a result of eliminating this position, coverage in these areas will be reduced.

PATROL BUREAU

Although this is the bureau where there are the most requests for additional personnel (all sworn officers), this bureau will also see positions eliminated.

Noise Control Officers: Two positions will be eliminated, resulting in sector officers handling all noise complaints.

Secretary: The position of secretary to the Traffic Section will be eliminated. Existing officers will have to handle their own clerical workload until the Police Operations Center is completed and the Traffic Section is physically located with the Central Division of which it is a part. At that point, the Division secretary will be available to Traffic officers for clerical support.