

Management and Staffing Study of the Police Department

CITY OF GALT, CALIFORNIA



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1. INTRODUCTION AND EXECUTIVE SUMMARY

This document is the final report for the analysis of the Galt Police Department conducted by the Matrix Consulting Group. This first chapter provides an introduction and an executive summary of the final report. This summary identifies the information and approaches utilized in this study and summarizes key findings, conclusions and recommendations to be found in this report.

1. INTRODUCTION

The Matrix Consulting Group was retained by the City of Galt, California to conduct a management and staffing study of the Police Department. This report provides the project team's evaluation and analysis of the operations, staffing, organization structure and management. Our analyses focused on a wide range of issues including staffing, deployment, organization and management systems

Specifically, the scope of work for this project included:

- Detail evaluation of the current demand for law enforcement services, including calls for service, investigative caseload, dispatch workload.
- Documenting how staff resources in all areas of the Department are deployed and utilized.
- Analyzing current operations and opportunities to improve the delivery of services to the community.
- Documenting current management systems and approaches to overseeing and controlling the operations of the Department.
- Evaluating the feasibility of alternative approaches to providing police services to the City of Galt.

To develop this analysis the project team conducted extensive interviews and collected detailed data, in an effort to develop a comprehensive understanding of the operations of the Department and to set the stage for this assessment. This included the following:

- An interview with the City Manager to understand key background issues which frame this study and the scope of work.
- Interviews with the mayor and three of the other four City Council members to continue this background process.
- Interviews with command staff in the Galt Police Department to obtain an understanding of the functions, operations, goals, and objectives. Additional follow-up meetings that further explored operations and issues.
- Interviews with selected line staff with unique roles and responsibilities (i.e., Investigations, Records, School Resource Officer, etc.).
- The project team has also distributed a confidential employee survey to all staff in the Department in order to further explore issues and alternatives within the scope of this study.
- Collection and review of data from a wide range of sources, both electronic (e.g., CAD / RMS) as well as GPD statistical reports.
- Review of key documents including program budgets, policies and procedures, collective bargaining agreements and other documents.

The following section provides a summary of the major findings, conclusions and recommendations.

2. EXECUTIVE SUMMARY

It is important to place any analysis such as this into a complete context. One of the important items to note is that during the time this study was conducted the former police chief was retiring from the Department and a process to hire a new chief was being conducted. The new police chief started in November 2006 while this project was being conducted.

A study such as this one necessarily focuses much of its attention on improvement opportunities which need to be addressed in a client agency. However, this study process has also identified many positive characteristics. It is clear from the project team's work that the Galt Police Department has worked to enhance their operations, organization and management. The project team thinks that it is important in this Executive Summary to highlight at least some of the positive features of the Galt Police Department:

- The Police Department is professional when dealing with the community.
- The Police Department is working to update and evaluate the effectiveness of their internal policies, procedures, and controls.
- Current employees like working for GPD and 75% feel they can continue to make a career at the GPD, while only 8% feel they cannot.
- The use of a dedicated School Resource Officer to address issues and problems on-site, which decreases the need for regular patrol officers to respond to the schools.
- While the GPD workforce is relatively new and inexperienced but officers, on average, are receiving over 100 hours of annual in-service training.
- The average leave usage (e.g. sick leave, vacation) of officers is lower than normally seen in other agencies.
- The organization is "centralized" and the structure lends itself to effective internal communications.
- The distribution of management responsibilities among the managers is well organized.

As shown above, there are many strengths of the Galt Police Department on various levels – organization, operation, and management.

In this study, the Galt Police Department's organization and management practices were evaluated against 'best practices' in managing a police organization in

the United States today. The recommendations made by the Matrix Consulting Group in this report result from our independent analysis of the data collected and interviews with members of the department, the City Manager and members of the City Council. This report is intended to provide recommendations, and also options, for the City and the new police chief in organizing and managing the Department. Some of the recommendations may need to be phased in over time due to limited funding.

The following table summarizes the recommendations and associated costs resulting from this study:

Chapter / Function	Recommendation	Costs / (Savings)
Field Operations Bureau		
Patrol Staffing	<p>The Galt Police Department should formally adopt a 45% overall target for proactivity in patrol.</p> <p>Increase patrol staffing levels by two officers, to 18 patrol officers, to provide a 45% level of proactivity.</p> <p>Convert the three “part time officer” positions to regular officer positions to reduce the turnover rate of officers in the department.</p> <p>Fund two additional Sergeant positions to provide 24 hour supervisory coverage.</p>	<p>NA</p> <p>\$147,370 for two positions</p> <p>\$66,410, offset by reduced turnover in staff</p> <p>\$189,549</p>
Patrol Schedule	<p>The 10 hour shift requires a greater number of staff to meet shift coverage needs over a 24 hour day than either an 8 hour or 12 hour shift. Consideration should be given to developing a more efficient schedule that will provide sufficient resources to respond to calls for service and also maintain a 45% proactive time availability throughout the 24 hour day. However, a work schedule that is attractive to officers is also an important consideration as a staff retention measure. Due to this, an 8 hour schedule is not normally a viable option in most departments but a 12 hour schedule may be a reasonable alternative.</p>	<p>(Up to \$368,425)</p>

Chapter / Function	Recommendation	Costs / (Savings)
Traffic Enforcement	<p>The Galt Police Department should increase the number of hazardous vehicle citations issued and/or warnings given.</p> <p>Traffic enforcement should target one citizen contact per hour.</p> <p>Develop an operational plan that has goals and performance measures for provision of traffic safety services.</p>	<p>NA</p> <p>NA</p> <p>NA</p>
Special Operations – SWAT	Explore the feasibility of forming a regional SWAT Team or contracting with the Sheriff's Office for these services.	Unknown savings of future training & equipment costs
Services Bureau		
Investigative Staffing	Reduce the number of detective positions buy on position. Reassign the third detective position as a "core investigator" detective.	(\$73,685)
Calls for Service Documentation	Provide training and/or policy review for dispatchers to ensure proper call processing (e.g. time entries); provide training for dispatchers and officers regarding documentation of calls for service and self initiated activity.	NA
Dispatching Services	The Department and the City of Galt should pursue options to evaluate the feasibility of regionalizing the delivery of emergency communications dispatch. The potential service viability and cost savings of these alternatives are largely dependent on the partner communities with which the City is able to participate.	Determined through a feasibility study
Records Management	The Records Section should develop a workload reporting system that provides management with sufficient data to more effectively manage this function.	NA
Training Coordination	Transition training coordination responsibilities to the Administrative Sergeant position. This position should be responsible for coordinating, tracking and maintaining training records for all sworn and civilian personnel. Change report review responsibility for officer's reports from the Administrative Sergeant to field supervisors.	NA
Recruiting and Hiring	Continue to recruit officer candidates from the regional police academies. Develop a recruiting program using the Administrative Sergeant to target specific recruiting opportunities at job fairs and career days at local colleges.	NA

Chapter / Function	Recommendation	Costs / (Savings)
School Resources Officer Position	Convert the School Resources Officer position to a regular officer position. This will provide greater flexibility in deployment of staff and an additional resource of one officer position that can be rotated to provide career development for officers. No cost impact as the salary and benefits are the same.	NA
Case Tracking	The Investigations Unit be trained on and use a computerized case management system to improve investigations case management.	NA
Management Systems		
Management of Operations	Routinely obtain data tracked by the CAD / RMS system to provide specific information regarding dispatch call processing times for community generated calls for service, patrol response times to community generated calls for service, self initiated activity and investigative case assignments; for the purpose of enhancing services and increasing accountability of Department management and other personnel.	NA
Performance Measures	Develop performance measures based on actual data tracked by the CAD / RMS system for dispatch processing time for community generated calls for service, patrol response times to community generated calls for service, self initiated activity, traffic safety services and investigative case assignments; for the purpose of enhancing services and increasing accountability of Department management and other personnel.	NA
Proactive Time	The Police Department should adopt a process to enhance delivery of patrol services during the periods when proactive time is available. Sergeants should coordinate the development of plans that identify specific tasks to do when proactive time is available.	NA
Case Tracking	The Investigations Unit be trained on and use a computerized case management system to improve investigations case management.	NA
Department Management	Begin a more formalized approach towards managing by developing performance measures and establishing annual goals for the Police Department.	NA

The project team met with Galt management staff in February 2006 to review the report and the findings listed above.

One organization change was made prior to the completion of this report and the development of recommendations. The Administrative Sergeant position was changed to the Investigations Sergeant position, to provide supervision for the detective and the work unit. This change is noted in the body of the report.

2. PROFILE OF THE POLICE DEPARTMENT

This descriptive profile of the Galt Police Department (GPD) provides information regarding the current organization and operation of the GPD. Information contained in this profile was developed through interviews of GPD management and personnel, review of available documents, data collection from other City departments and access to computerized records in the Department and City. This information was collected from September – December, 2006. This profile is organized as follows:

- Overview
- Organization and Staffing Levels
- Personnel Roles and Responsibilities
- Field Operations Bureau
- Services Bureau
- Budget

The first section provides a brief introduction and basic overview of the City of Galt and Police Department services.

1. OVERVIEW

The Galt Police Department provides a wide range of law enforcement services for approximately 23,000 residents, covering 7.8 square miles. The increases in Galt's population are shown in the following table:

2001	2002	2003	2004	2005	2006
20,104	21,020	22,001	22,153	22,758	22,982

As shown above, the population has grown over 14% in the past 5 years. To provide law enforcement services, the GPD consists of the following:

- Administration Bureau
- Patrol Bureau
- Services Bureau

The following sections provide a summary of the organization, patrol, and staffing levels of the GPD within these service areas.

2. ORGANIZATION AND STAFFING LEVELS

In total for FY 2006/07, the GPD has **43 budgeted full-time** equivalent (FTE) positions. This includes the three “part time officer” positions that are only paid an hourly wage and do not have benefits (e.g. medical, retirement, vacation, etc.). This also includes the School Resources Officer position, which is counted as a sworn position.

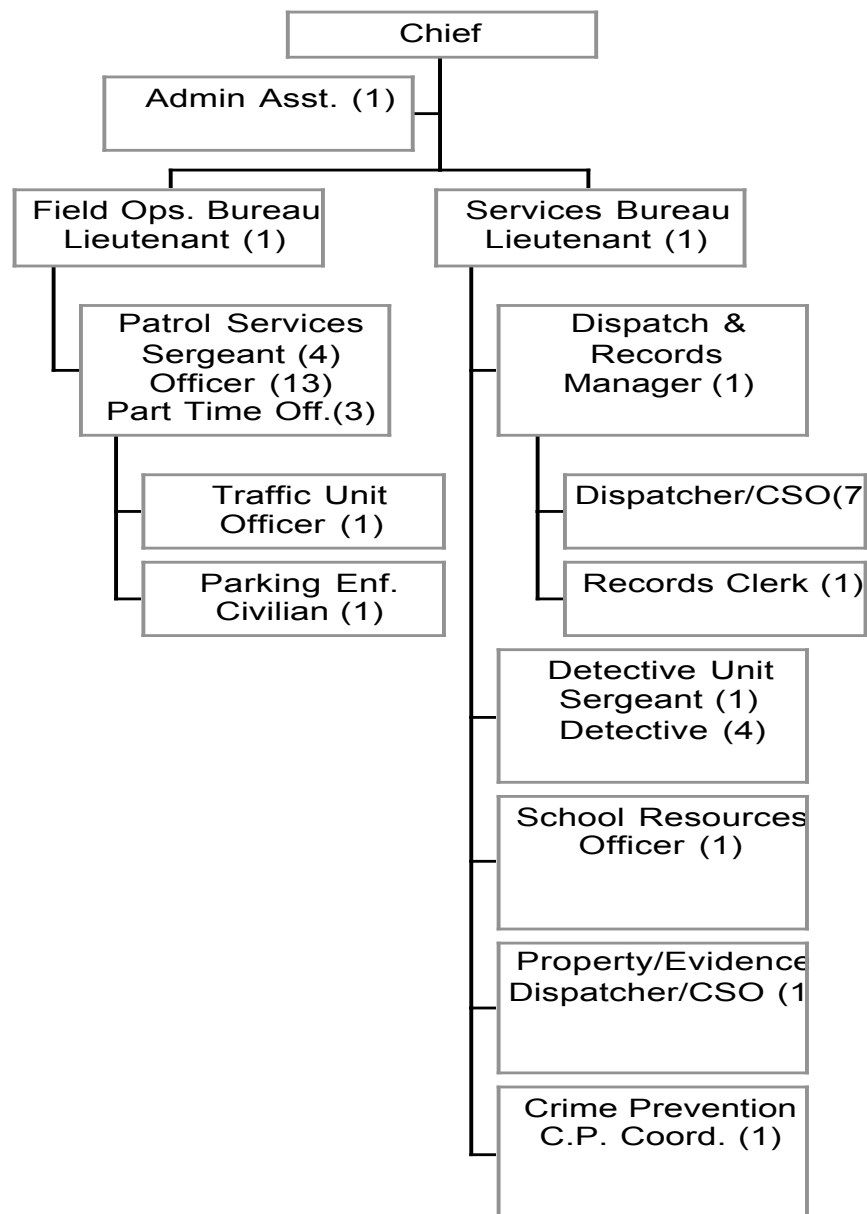
Employees are deployed within the following areas, as shown below:

Bureau	Authorized & Budgeted Positions	
	Sworn	Civilian
Administration	1	1
Field Operations Bureau	22	1
Services Bureau	7	11
TOTAL	30	13

The organization chart below provides a graphical summary of the current budgeted personnel in the GPD and shows the number of personnel for each Bureau and classification.

ORGANIZATION OF THE POLICE DEPARTMENT

City of Galt, California



3. PERSONNEL ROLES AND RESPONSIBILITIES

The table below provides a summary of the primary roles and responsibilities of the various personnel within the GPD:

Function	Budgeted Staffing by Classification		Key Roles and Responsibilities
Administration	Chief	1	<ul style="list-style-type: none"> • Provides the overall leadership, guidance, management and administration of the Department personnel and police services. • Manages and coordinates all police services in the City to meet objectives set by the City Manager and City Council. • Develops Department policies and procedures. • Responsible for overall management of risk in the Department. • Develops and maintains good working relationships with other managers in the City and peers in the regional and state law enforcement community. • Performs routine administrative functions in the day to day management of the Department. • Works dayshift hours Monday-Friday.
	Administrative Assistant	1	<ul style="list-style-type: none"> • Provides secretarial and office administrative assistance to the Chief of Police and Lieutenants. • Coordinates the development and preparation of various reports, receives inquiries, processes departmental invoices. • Performs a variety of office administrative tasks as assigned, including the maintenance of records and files, scheduling appointments. • Primary telephone answer point for administration phone number (366-7040). • Monitors budget, grants funds and processes paperwork. • Processes intrusion alarm permits; does typing as needed for Internal Affairs investigations. • Special projects as assigned. • Works 0700-1700 hours and a 9/80 schedule with every other Friday off.

Function	Budgeted Staffing by Classification		Key Roles and Responsibilities
Field Operations	Lieutenant	1	<ul style="list-style-type: none"> Leads and manages patrol operations and traffic enforcement patrol of the Department, including the implementation of departmental policies and procedures, goals and objectives, etc. Works closely with the chief to accomplish the goals of the Department. Responsible for the overall operations of patrol services, including traffic safety services. Coordinates personnel matters relating to training needs, problem mitigation, etc. Oversees and participates in the development of the annual budget and monitors the Bureau's expenditures. Responsible for management of risk in the Department. Responsible for operation, certification, safety and maintenance of the temporary holding facility in the headquarters building. Oversees in-service training for Department members. Performs routine administrative functions: patrol scheduling, paying bills, buying equipment. Oversees field patrol activities, works with field personnel, provide assistance as appropriate, responds to major incidents and emergencies. Conducts special projects as appropriate. Works 0600-1600 hours and a "9/80" schedule with every other Friday off. May assume command of the Department in the absence of the Chief.
	Sergeant (Patrol)	4	<ul style="list-style-type: none"> Serves as the Watch Commander during the work shift; ensures there is adequate staffing to handle calls in the field and dispatch center. Responsible for and supervises personnel during their shift, ensure field resources are being utilized properly to address problems in the City. Coordinates field responses, responds to calls for service, provides back-up assistance and other field assistance as necessary, supervises and conducts field investigations, mitigates complaints from members of the public. Keeps lieutenants and chief informed of significant or newsworthy incidents. Reviews written work and reports of officers. Trains, counsels, mentors and audits officers performance. Works a 10 hour shift, either 0800-1800 or 1800-0400 hours, with rotating work days.

Function	Budgeted Staffing by Classification		Key Roles and Responsibilities
	Sergeant (Administrative) Note: This position was changed to the Investigations Sergeant position in December 2006.	1	<ul style="list-style-type: none"> Responsible for reviewing all reports written by patrol officers for quality and content; ensures proper processing and follow-up of persons arrested by the PD. This takes almost half of his work hours due to the number of new officers in the department. Acts as the Public Information Officer (PIO) for the Police Department – responds to newsworthy incidents and also pro-actively provides information to the news media. Investigates complaints from members of the public; conducts Internal Affairs investigations and investigations initiated by the Chief. Responsible for coordination of the Field Training Program for new officers. Makes equipment purchases for department; facilitates vehicle and equipment repairs for PD fleet, including computers and related software. Responsible for administering the training and recruitment programs for the Department. Conducts special projects as assigned. Works with the Galt Chamber of Commerce created a Business Watch Group. As part of this program, the Sergeant reviews crime reports and places relevant information on the Galt Police Department's Website Oversees County Jail work crew program. Works Monday – Thursday 0730-1730.
	Police Officer – Patrol	13	<ul style="list-style-type: none"> Responds to all calls for service in the city, including crimes against persons, property crimes, domestic disputes, traffic collisions, disturbances. Provides direct field enforcement of all applicable laws within the City. Writes reports, conduct preliminary investigations of crime, conducts follow-up investigations as appropriate, tracks all associated activities. Engages in neighborhood patrols, directed patrol, traffic enforcement and other proactive activities to reduce crime. Responds to questions, concerns and requests from the general public and provides information and problem resolution as necessary. Identify and address both criminal and quality of life issues on their beat.

Function	Budgeted Staffing by Classification		Key Roles and Responsibilities
	"Part Time" Police Officer	3	<ul style="list-style-type: none"> • Training police officer positions. The person is typically hired by GPD while they are attending the police academy and will complete the academy training while the background investigation is being completed. Upon completion of these two steps the PT Officer will enter the FTO program. • After completion of the above training they will work as a regular beat officer and provide the same services as listed above under "Police Officer – Patrol". • These positions do not receive any paid benefits such as medical insurance, retirement and vacation leave. • Whenever a regular officer position becomes open they may apply for it.
	Parking Enforcement Officer	1	<ul style="list-style-type: none"> • Provides enforcement of parking laws and ordinances
	Police Officer – Traffic	1	<ul style="list-style-type: none"> • Responds to traffic collisions and traffic related calls for service. • Receives complaints from citizens and attempts resolution through enforcement, warnings, education; provides visibility/enforcement around schools to encourage traffic safety. • Frequently responds to other calls for service to assist patrol officers. • Writes reports of traffic collisions and other incidents. • Works 0700-1700 Monday–Thursday, or Tuesday–Friday.

Function	Budgeted Staffing by Classification		Key Roles and Responsibilities
Services Bureau (Support and Investigations)	Lieutenant	1	<ul style="list-style-type: none"> Responsible for general administrative functions of the department, including budget preparation, data entry and recruitment of new officers. Responsible for management of the investigations unit, the new Special Team Enforcement Program (STEP), Records, property/evidence storage, Dispatch, liaison with the schools and the new crime prevention person. Tracks investigations assigned to detectives, reviews their written reports; tracks their caseloads and other assignments. Works closely with the chief to accomplish the goals of the Department. Responsible for management of risk in the Department. Responsible for oversight of the CAD/RMS system and spends about 50% of his time meeting the operation and maintenance demands of this system. Responsible for the GPD SWAT Team. Conducts special projects as appropriate. Works a "9/80" schedule – 0700-1700 with every other Friday off. May assume command of the Department in the absence of the Chief.
	Records/Dispatch Manager	1	<ul style="list-style-type: none"> The Records Manager is responsible for managing and directing all work for Records and the Communications Center. Directly supervises the Dispatcher/CSOs and Records Clerk; evaluates performance. Develops policies and procedures; plans, organizes and administers law enforcement records and information systems. Manages and supervises the file maintenance system for all police records and related documents. Processes orders to seal juvenile records; including conducting records checks, pulling files and seal all records based on court orders. Conducts crime analysis. Responsible for keeping the Department crime statistics and providing the monthly reports to the Department of Justice. Maintains the media log and responds to inquiries. Performs special assignments as appropriate, including regular reports for the Chief. Works 0800-1700 hours Monday – Friday.

Function	Budgeted Staffing by Classification		Key Roles and Responsibilities
	Dispatcher / Community Services Officer (CSO)	7	<ul style="list-style-type: none"> Provides the call-taking and dispatching services for the City of Galt. Answers 9-1-1 calls and determines appropriate response for the call. Uses the computer aided dispatch (CAD) system to create cases, monitor calls for service and provide appropriate disposition to all calls. Dispatches officers to calls for service and performs related requests by officers. Uses law enforcement computer systems to provide information to officers as appropriate. Performs data entry: arrest reports, traffic citations, field information cards; CLETS data entry for missing persons, restraining orders, stolen vehicles and other stolen property. Serve as the primary answer point for the business phone number (366-7000) for the Department. Staffs the dispatch center 24/7 with a minimum of 1 dispatcher. Works an 8 hour shift (0800-1600 or 1600-2400 or 0000-0800) five days a week when fully staffed; recently have been working 12 hour shift due to personnel shortage.
	Dispatcher / Community Services Officer (CSO) – Property & Evidence	1	<ul style="list-style-type: none"> Responsible for receiving, logging, classifying, storing, and maintaining the custody and control of evidence so that it can be presented in court; returned to its rightful owner; auctioned, or properly destroyed. Computer data entry, filing of hard copy evidence forms and processing the evidence for storage or transfer to the County / State Crime lab. Entry to the property room is secure; the property officer and chief are the only persons with access. The facilities have refrigeration, bio-hazard and flammable storage, vehicle storage for major crimes evidence processing. The facilities have fire sprinkler protection. The property is logged in a computer system and a bar-coding system is used. Property Officer is available for property release/return by appointment due to the fact that she is temporarily working as a Dispatcher due to shortages of staff in that area.

Function	Budgeted Staffing by Classification		Key Roles and Responsibilities
	Records Clerk	1	<ul style="list-style-type: none"> • There is one Police Records Clerk who is responsible for carrying out the daily duties and functions of the Records Section. • Processes all crime reports, arrest reports, citations and field interview cards written by officers; distributes citations to the court. • Front counter reception desk is open to the public from 0900 – 1700 Monday thru Friday and is closed on Saturdays and Sundays. • Responsible for handling all in-person front counter requests, processing requests and making copies of reports for members of the public. • Validates information entered into the system per the Dept. of Justice requirements; entry of data from officer's reports into the Records Management System; processing sex offender registrations; coordinating serving of subpoenas to officers for court appearances; distribution of mail coming in to the Department. • Works 0800-1700 hours Monday-Friday.
	School Resource Officer (limited peace officer powers per 830.6 P.C.)	1	<ul style="list-style-type: none"> • This uniform position has peace officer powers (limited) and is assigned to the schools. • The school pays 1/3 of the salary to the City. • This position provides assistance to supplement the field law enforcement patrol by providing positive contact with students and awareness of activities needing law enforcement intervention. • Develop and implement crime prevention programs in the schools such as "Character Counts" and drug awareness. • Partners with the Crime Prevention Officer to provide community education programs. • Regularly works with the school personnel to answer questions, provide information.
	Crime Prevention Officer (civilian)	1	<ul style="list-style-type: none"> • Responsible to develop and implement crime prevention and community safety programs. • Works with volunteers; supports other crime prevention and community based programs. • Develop and implement crime prevention programs in the schools such as "Character Counts" and drug awareness. • Partners with the SRO to provide community education programs. • This is a new position and is in the final phases of the hiring process as of October 2006.

Function	Budgeted Staffing by Classification		Key Roles and Responsibilities
	Detective	4	<ul style="list-style-type: none"> Two of these detective positions were newly funded in July 2006 to address illegal gang activity, street narcotics and graffiti crimes. This is known as the Special Team Enforcement Program (STEP). Investigators are responsible for all follow-up investigations of case assignments made by the Lieutenant. They often read reports and screen cases for assignment. Conduct follow-up investigations for all assigned cases, both person crimes and property crimes, including: homicides, robbery, burglary, rape, sexual assaults, registering/follow-up on 290 P.C. sex registrants and related violations; missing persons, significant frauds, narcotic crimes, graffiti crimes and other cases needing follow-up. Other activities include proactive street enforcement to reduce criminal activity, serving search warrants, conducting surveillance. Coordinate with patrol officers as necessary to complete crime reports and investigations. Two detectives work 0800-1800 Tuesday – Friday. The two detectives assigned to STEP activities generally work 0800-1800 Tuesday – Friday but the hours worked are flexible to meet the special enforcement needs of their work tasks. Detectives are on call 24 hours a day.
Total Positions (FTEs)		43	

In total, the Galt Police Department has 43 budgeted Full Time Equivalent (FTE) positions – **this includes 30 sworn positions and 13 civilian personnel.**

4. DEPARTMENT BUDGET

This section provides basic budget data for the Galt Police Department, for personnel, maintenance and operations, and capital costs. The first table describes the personnel budget information for the past 3 fiscal years:

DESCRIPTION	ACTUAL FY03/04	ACTUAL FY04/05	ACTUAL FY05/06	BUDGET FY06/07
Salaries & Wages	1,880,511	2,032,520	2,263,078	2,671,810
Salaries- Temp & Part Time	37,151	11,104	99,591	102,550
Overtime	181,399	210,455	208,574	171,010
Benefits: Insurances, PERS, Medicare	868,582	1,101,293	1,383,888	1,857,855
TOTAL PERSONNEL COST	\$ 2,967,643	\$ 3,355,372	\$ 3,955,131	\$ 4,803,225

As shown above, the FY06/07 budgeted amount for personnel costs (including the Traffic Officer position) is \$4,803,225, an increase of 21.5% from actual expenditures of \$3,954,531 in FY05/06. The primary reason for the increase is the cost for the two new detective positions and the three new part time officer positions (salary only, no benefits for these three positions).

The following table lists the operating costs for the past 3 fiscal years.

DESCRIPTION	ACTUAL FY03/04	ACTUAL FY04/05	ACTUAL FY05/06	BUDGET FY06/07
Employee Training	15,680	30,157	19,016	22,385
Office Supplies	1538	796	1370	1550
Printing & Duplicating	642	1,040	996	6450
Dues	1271	1,008	805	1075
Books & Periodicals	521	540	641	890
Fuel & Lubricants	31,986	32,813	46,171	37,500
Uniform Allowance	27,939	25,004	34,771	27,660
Supplies & Materials	18,911	36,064	49,596	49,260
Small Tools & Equipment	6521	8,807	3020	11,890
Professional Services	81,947	100,738	107,657	73,500
Telephone & Telegraph	35,877	39,063	39,631	38,850
Postage & Freight	5010	4,531	5650	5105
Building Repair & Maintenance	5903	170	1317	1000
Equipment Repair & Maintenance	422	1,173	3615	5200
Vehicle Repair & Maintenance	12,392	23,223	20,723	17,475
Equipment Rental	12,529	14,116	8391	12,350
TOTAL OPERATING COSTS	\$ 259,089	\$319,243	\$ 343,370	\$ 312,140

As shown above, the FY06/07 budgeted amount for maintenance & operations is \$312,140, a decrease of 3.1% from actual expenditures of \$321,993 in FY05/06.

The maintenance/operations costs and capital equipment for Traffic Safety (personnel costs are in the regular PD budget) are budgeted and reported separately. These costs are listed in the table below.

TRAFFIC SAFETY UNIT DESCRIPTION	ACTUAL FY03/04	ACTUAL FY04/05	ACTUAL FY05/06	BUDGET FY06/07
Employee Training	576	4,282	4987	6015
Office Supplies	54	-	8	100
Printing & Duplicating	4,292	3,209	4934	-
Dues	-	-	-	-
Books & Periodicals	497	21	22	500
Fuel & Lubricants	5,660	9,067	8839	2500
Uniform Allowance	276	636	150	1650
Supplies & Materials	4,210	1,154	2938	6300
Small Tools & Equipment	236	-	-	-
Professional Services	8,279	39,226	42,954	44,165
Telephone & Telegraph	-	22	-	-
Postage & Freight	-	-	-	-
Building Repair & Maintenance	-	-	-	-
Equipment Repair & Maintenance	2,543	1,915	746	3500
Vehicle Repair & Maintenance	4,043	1,956	2586	-
Equipment Rental	-	-	-	-
TOTAL OPERATING COSTS	\$30,665	\$61,488	\$68,164	64,730

The table, below, provides a summary of the capital costs for the past 3 fiscal years. The last line is the total expenses for the Police Department for the last three fiscal years and the current year's budgeted amount:

DESCRIPTION	ACTUAL FY03/04	ACTUAL FY04/05	ACTUAL FY05/06	BUDGET FY06/07
Capital Equipment	87,878	67,161	104,218	36,000
Capital Improvements	11,669	55,872	81,263	-
Traffic Safety (equip. & improvements)	17,778	16,578	16,542	13,000
COPS Grant			106,133	-
TOTAL CAPITAL	117,325	139,611	\$ 308,156	49,000
GRAND TOTAL POLICE	\$ 3,374,722	\$ 3,875,714	\$ 4,674,821	\$ 5,229,095

As shown above, capital costs have ranged from a high of \$308,156 in FY05/06 to a low of \$49,000 in FY06/07. In FY05/06 the California COPS grant funds were used to pay for one new detective position and partial funding for the new crime prevention officer position.

In total, the current FY budget for the Galt Police Department is \$5,229,095, this represents an increase of 12.6% from the actual expenditure of \$4,568,688 (not counting the COPS grant funds) in FY05/06.

3. SUMMARY OF THE EMPLOYEE SURVEY

As part of the comprehensive management and staffing study of the Galt Police Department, the project team developed and distributed a survey in September to obtain staff perspectives regarding a variety of issues. There were a total of 24 responses out of 40 distributed surveys, equaling a response rate of 60%. As in any survey, the responses are reflective of organizational concerns at the time the survey was completed. In Galt, this survey was completed as one chief was leaving and the new chief was being recruited by the City. However, this survey should be useful information for the new chief in understanding Department issues prior to his arrival.

The respondents were provided the opportunity to indicate their level of agreement (i.e., strongly disagree to strongly agree) on a variety of statements about the Police Department, as well as to provide their rating of the quality and/or effectiveness (i.e., “1” being the most significant issue and “8” being the least significant issue) for various services. The final part of the employee survey included comments and improvements suggestions.

Overall, the response rate to this survey was 60%. While the survey was confidential, respondents were asked to provide some information regarding their position and current assignment. The following table presents the response results:

	Number	% of Respondents
Sworn	14	58.3%
Civilian	5	35.7%
Unknown	5	35.7%
Current Assignment		
Field Operations	15	62.5%
Support Services	4	16.7%
Unknown	5	35.7%

To elicit opinions regarding services and Galt Police Department management, employees were asked to respond to a series of statements. They were asked to select one of the following responses to the general statements about Galt Police Department: “no opinion,” “strongly agree,” “agree,” “neutral,” “disagree,” and “strongly disagree.”

1. PROVISION OF SERVICES

This section provides the results for questions regarding overall perceptions of law enforcement provision to the community, including the quality, effectiveness, efficiency, and timeliness of these services.

(1) In General, Employees Viewed the Quality and Level of Service Positively.

Respondents were provided a series of statements regarding services provided by GPD. The following points present the results:

- In response to the statement, “the Police Department provides a high level of service to the community,” 63% of employees selected “agree” or “strongly agree.”
- In response to the statement, “compared to other police departments in the area Galt provides high levels of service,” 50% of employees selected “agree” or “strongly agree.”
- The majority of respondents, 38%, selected “neutral” in response to the statement “Community policing is a high priority for the Department”.

Overall, employees viewed the level and quality of services provided by GPD positively. However, fewer employees felt positively about community policing being a high priority for the Department.

2. MANAGEMENT AND OPERATIONS

This section provides the survey results for the issues associated with communications and coordination, management and supervision, policies and

procedures, personnel training, staffing and workload, and the equipment and facilities of the Police Department.

(1) The Majority of Respondents Do Not Believe That Internal Communications Are Effective.

Employees were asked to respond to statements relating to GPD internal communication and decision-making. The following points discuss the results:

- When provided the statement: “ the communication of information throughout the Department is good,” 71% selected “disagree” or “strongly disagree” while only 13% selected “agree” or “strongly agree.”
- In response to the statement: “ decisions are made in a timely matter and appropriately communicated to Department members,” 71% selected “disagree” or “strongly disagree” where only 4% selected “strongly agree” or “agree.”
- With respect to the statement, “my input on Department issues is appropriately sought out and/or received,” 46% of respondents selected “disagree” or “strongly disagree.”

Respondents had negative perceptions regarding communication and timeliness of the decision-making within the Department.

(2) The Majority of Respondents Agreed That Their Supervisors Give Feedback on Their Performance and Provide Clear Expectations on Their Performance.

Employees were asked to respond to statements relating feedback and performance expectations. The following points discuss the results:

- When provided the statement: “my supervisor gives me feedback on my performance,” 58% felt positively (“agree” or “strongly agree”) while 29% selected “disagree” or “strongly disagree.”
- Overall response to the statement ‘my supervisor provides clear expectations of my performance’ was generally positive with 54% of respondents selecting “agree” or “strongly agree.”

Respondents had positive perceptions regarding feedback and performance expectations.

(3) Respondents Had Negative Perceptions Regarding Staffing Levels and Other Resources Provided to GPD.

Employees were asked to respond to statements relating to staffing levels and resources provided to GPD. The following points discuss the results:

- When provided the statement: “we are keeping with up with growth in the community,” 38% felt the department was not keeping up (selected “disagree” or “strongly disagree”) while no one selected “agree” or “strongly agree.”
- With respect to the statement, “we have the staff we need to perform safely and effectively during incidents,” 96% of respondents selected “disagree” or “strongly disagree.”
- Overall response to the statement “we have adequate proactive time to effectively address problems in the community,” was generally negative with 63% of respondents selecting “disagree” or “strongly disagree.”
- With respect to the statement, “compared to other police departments in the area, Galt has a high amount of police resources,” 88% of respondents selected “disagree” or “strongly disagree.”

Respondents had negative perceptions regarding staffing levels as well as amount of resources provided to GPD.

(4) Respondents Had Positive Perceptions Regarding Response Times to High and Low Priority Incidents.

Employees were asked to respond to statements relating to response time to high and low priority incidents. The following points discuss the results:

- When provided the statement: “our response times to high priority incidents are good,” 92% felt positively (“agree” or “strongly agree”) while 4% selected “disagree” or “strongly disagree.”
- With respect to the statement, “our response times to low priority incidents are good” 79% of respondents selected “agree” or “strongly agree.”

Respondents had positive perceptions regarding response times to high and low priority incidents.

(5) Respondents Had Negative to Neutral Perceptions Regarding Policies and Procedures as Well as Employee Disciplinary Processes.

Employees were asked to respond to statements regarding policies and procedures. The following points discuss the results:

- When provided the statement: “policies and procedures are consistently followed,” 33% felt negatively (“disagree” or “strongly disagree”) while 33% selected “agree” or “strongly agree.”
- With respect to the statement, “employee disciplinary processes are administered consistently and fairly” 46% of respondents selected “disagree” or “strongly disagree.”

Respondents had negative to neutral perceptions regarding policies and procedures and employee disciplinary processes.

(6) Respondents Had Negative Perceptions Regarding Overall Management.

Employees were asked to respond to statements relating to overall management.

The following points discuss the results:

- Overall response to the statement “the personnel in our Department are held accountable for their performance,” was generally negative with 46% of respondents selecting “disagree” or “strongly disagree.”
- With respect to the statement, “we are provided with timely information to effectively target problems in the community,” 38% of respondents selected “disagree” or “strongly disagree” where 29% tend to have positive view selecting “agree” or “strongly agree.”
- When provided the statement: “there is good coordination of effort among the schools in Galt to effectively handle problems and ensure safety,” 38% felt positively (“agree” or “strongly agree”) while 25% selected “disagree” or “strongly disagree.”
- With respect to the statement, “our department uses effective performance measure goals for continuous improvement” 46% of respondents selected “disagree” or “strongly disagree.”

- Overall response to the statement “in this department we do a good job of planning and scheduling work” was generally positive with 38% of respondents selecting “agree” or “strongly agree.”

Respondents had mainly negative perceptions regarding their accounting for performance, timelines of information provided, and effectiveness of goals for continuous improvement. On the other hand they had generally positive view in relation to planning and scheduling and coordination with local schools.

(7) Respondents Had Negative Perceptions Regarding Community Support.

Employees were asked to respond to the statement With respect to the statement, “city residents view our Department as a high priority,” 54% of the respondents selected “disagree” or “strongly disagree.” Respondents had mainly negative perceptions when it comes to community support.

(8) Respondents Had Positive Perceptions Regarding Training and Career Advancement Opportunities and Negative Positions Regarding Ability to Fill in Open Positions.

Employees were asked to respond to statements relating to personnel management. The following points discuss the results:

- When provided the statement: “I can make a career at the GPD,” 75% felt positively (“agree” or “strongly agree”) while 8% selected “disagree” or “strongly disagree.”
- With respect to the statement, “when positions are open we fill them quickly,” 58% of respondents selected “disagree” or “strongly disagree” where 17% tend to have positive view selecting “agree” or “strongly agree.”
- With respect to the statement, “I receive the training to improve my skills,” 38% of respondents selected “agree” or “strongly agree” where 33% tend to have positive view selecting “agree” or “strongly agree.”

Respondents had mainly positive perceptions relating to training and career advancement opportunities. On the other hand, they had negative views regarding the ability to fill in open positions.

3. EMPLOYEES WERE ASKED TO RESPOND TO A STATEMENT REGARDING WORKLOAD.

Respondents were asked to select one of the four statements regarding their current workload. The statements are as follows: “About the right balance between time available and the amount of work;” “I am always overloaded. I can never catch up;” “I could handle more work without being overloaded;” “Sometimes my workload is heavy, but more of the time I can keep up.” The table below shows the results.

About the right balance between time available and the amount of work.	13%
I am always overloaded. I can never catch up.	4%
I could handle more work without being overloaded.	4%
Sometimes my workload is heavy, but most of the time I can keep up.	75%

The majority of respondents, 75% selected the statement “Sometimes my workload is heavy, but most of the time I can keep up.”

4. EMPLOYEES WERE ASKED TO RANK SERVICE AREAS FROM THE MOST SIGNIFICANT TO THE LEAST SIGNIFICANT.

The following table represents the summary of rankings from the most significant issue facing the Galt Police Department that needs to be addressed to the least significant issue.

1.	The availability of patrol units to provide back up for officer safety.
2.	The number of available patrol units to handle calls for service per hour.
3.	The amount of proactive time in the field to adequately address crime issues in the City.
4.	The amount of time to properly handle calls for service incidents.
5.	The amount of time for patrol officers to conduct follow-up investigations.
6.	The response times to calls for service.
7.	The utilization of alternative service delivery (i.e., civilians handling lower priority calls, telephone/ internet crime reporting, etc.)

According to the information presented in the table above one can see that “the availability of patrol units to provide back up for officer safety” and “the number of available units to handle calls for service per hour” are the top issues facing the Galt Police Department from the employees perspective.

5. SUMMARY OF WRITTEN COMMENTS

Survey respondents were given the opportunity to provide written comments to open ended questions regarding Department strengths and improvements opportunities. The tables, below, provide a summary of the comments most frequently made.

Summary of Strengths of GPD
<ul style="list-style-type: none">• Good Officers and Detectives• Teamwork• Facilities• Proactive time• Training
Summary of Improvement Opportunities
<ul style="list-style-type: none">• Staffing levels (need for more patrol officers and dispatchers)• Internal Communication• Equipment (patrol cars are being overused).• New Chief• Special Assignments

In the pages, which follow, are provided the raw numerical responses to each survey question.

Results of the Employee Survey Conducted in October – November, 2006 GALT POLICE DEPARTMENT

Rank	Question	NO	SA	A	N	D	SD
1	The Police Department provides a high level of service to the community.	0%	29%	33%	13%	25%	0%
2	Compared to other police departments in the area, Galt provides high levels of service.	0%	21%	29%	21%	25%	4%
3	City residents view our Department as a high priority.	4%	0%	13%	29%	42%	13%
4	Compared to other police departments in the area, Galt has a high amount of police resources.	0%	0%	0%	13%	42%	46%
5	"Community policing" is a high priority for the Department.	0%	4%	25%	38%	25%	8%
6	The communication of information throughout the Department is good.	0%	0%	13%	17%	54%	17%
7	The personnel in our Department are held accountable for their performance.	0%	0%	29%	25%	21%	25%
8	Policies and procedures are consistently followed.	0%	0%	33%	33%	21%	13%
9	My input on Department issues is appropriately sought out and/or received.	8%	0%	21%	25%	29%	17%
10	Decisions are made in a timely matter and appropriately communicated to Department members.	4%	0%	4%	21%	50%	21%
11	Employee disciplinary processes are administered consistently and fairly.	8%	0%	29%	17%	21%	25%
12	Our response times to high priority incidents are good.	0%	71%	21%	4%	4%	0%
13	Our response times to low priority incidents are good.	0%	46%	33%	8%	13%	0%
14	We have adequate proactive time to effectively address problems in the community.	0%	8%	17%	13%	42%	21%
15	We are provided with timely information to effectively target problems in the community.	0%	8%	21%	33%	33%	4%
16	We are keeping up with growth in the community.	0%	0%	0%	0%	17%	21%

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Rank	Question	NO	SA	A	N	D	SD
17	There is good coordination of effort among the schools in Galt to effectively handle problems and ensure safety.	17%	4%	33%	21%	17%	8%
18	We have the staff we need to perform safely and effectively during incidents.	0%	0%	0%	4%	29%	67%
19	Our Department uses effective performance measures or goals for continuous improvement.	4%	0%	13%	38%	29%	17%
20	I can make a career at the Galt Police Department.	0%	29%	46%	17%	8%	0%
21	In this Department we do a good job planning and scheduling work.	4%	0%	38%	29%	29%	0%
22	I receive the training to improve my skills.	0%	4%	33%	29%	21%	13%
24	When positions are open we fill them quickly.	0%	0%	17%	25%	46%	13%
25	My supervisor gives me feedback on my performance.	0%	17%	42%	13%	17%	13%
26	My supervisor provides clear expectations of my performance.	0%	8%	46%	8%	29%	8%

23. Listed below are several statements which could characterize typical day-to-day workload. Please check one statement that best describes your attitude towards your workload.

About the right balance between time available and the amount of work.	13%
I am always overloaded. I can never catch up.	4%
I could handle more work without being overloaded.	4%
Sometimes my workload is heavy, but most of the time I can keep up.	75%

4. ANALYSIS OF THE FIELD OPERATIONS BUREAU

This chapter of the report provides the project team's evaluation and analysis of the operations of the Field Operations Bureau. Information for this report was obtained through interviews with GPD personnel, electronic data via the CAD, RMS, and case management systems, as well as any relevant documents associated with patrol (e.g. statistical reports, training records, leave time records, budgets).

1. PATROL SERVICES

The project team collected extensive information regarding the GPD workload activities relating to field patrol personnel (regular patrol officers, field sergeants, traffic officer). This was the raw CAD computer data that captured all calls for service, self initiated and related activity for the Galt Police Department in CY 2005 and included the following types of information:

- Call Number
- Date and Time of Initial Call
- Location of Call
- Type of Call
- Priority of Call
- Time of Unit(s) Dispatch
- Time of Unit(s) En-route
- Time of Unit(s) On-Scene Arrival
- Time of Unit(s) Clearance
- Beat Unit Identifiers (e.g., unit numbers) for all responding units

- Incident Disposition (e.g., report taken, arrest, citation, etc.)

This information was used to analyze and provide a description of patrol's workload and evaluate staffing needs. This summary description of GPD patrol services is organized as follows:

- Patrol unit scheduled deployment
- Patrol officer availability
- Total calls for service
- Calls for service response and handling time
- Calls for service by priority
- Calls for service dispositions
- Officer initiated activity and handling time

The first section provides the 2005 patrol unit deployment, showing by time of day the number of patrol units scheduled for the City. Because of the few number of officers deployed on each shift and the size of the City, Galt PD does not separate the City into beats or sectors.

(1) Patrol Officer Shift Assignment and Schedule

Patrol officers in the Galt Police Department work ten-hour shifts and provides for a "team concept" where sergeants and officers work with the same people each day. The work schedule is a variation of a "4/10" work schedule (four days on followed by three days off each week). The 4/10 work schedule is an MOU agreement between the Officers Association and the City. Officers are required to work 80 hours in a two week period – the time period starts on a Sunday and ends on a Saturday. Generally, each officer and sergeant has either Monday & Tuesday or Thursday & Friday as their regular

days off (RDO). Every other week they also have Saturday and Sunday off, giving them four days off one week and two days off the other week of the cycle. The 4/10 schedule provides an overlap day. Overlap days are used for several purposes: to provide extra street staffing on Fridays and/or Saturdays; to provide in-service training on the normal Wednesday overlap days, work on special projects, or allow officers to use earned Comp Team to take the day off. The overlap day can be adjusted to balance staffing throughout the week to meet the needs of the department.

Each officer is scheduled to work eight patrol shifts and scheduled for six days off in each two week period. The graph below shows a sample two week schedule (X = work day):

Days Off	S	M	T	W	T	F	S	S	M	T	W	T	F	S
Monday & Tuesday	X			X	X	X					X	X	X	X
Thursday & Friday		X	X	X			X	X	X	X	X			

There are two patterns of work days/days off. The officers with Monday/Tuesday off begin a work cycle on Wednesday (following the week when they just have Monday and Tuesday off): three days on, four days off; five days on, two days off. The officers with Thursday/Friday off begin a work cycle on Saturday (following the week when they just have Thursday and Friday off): five days on, four days off; three days on, two days off.

The four shifts are: Day Shift, 0800-1800; Swing Shift, 1200-2200; Cover Shift, 1800-0400; Graveyard Shift, 2200-0800. The four Sergeants work Day Shift and Cover Shift; from 0400-0800 no supervisor is on duty. Both Officers and Sergeants respond to calls for service.

The primary role of Patrol Sergeants is supervision and overall management of patrol services. However, patrol sergeants in smaller size police departments such as Galt, frequently respond to calls for service and sometimes also handle calls for service as the primary unit. It is reasonable for supervisors in Galt to dedicate as much as 25% of their time to respond to calls for service without significantly impacting their primary duty as a supervisor. In the staffing table below, 25% of a Sergeants' time is counted as being available to handle calls for service. Two Sergeants are assigned to dayshift and two to cover shift.

The table below uses the authorized (budgeted) patrol staffing level to show a graphical depiction of patrol officer staffing over a 24 hour day. Galt PD currently (since July 2006) has a total authorized patrol staffing of 16 officers (13 regular officer positions and three "Part Time Officer" positions) and four sergeants. However, in 2005 the authorized staffing positions totaled 14 regular officer positions and four sergeant positions. The table below uses the 14 officers and four sergeants deployed as follows – four officers/two sergeants on day shift, four officers on swing shift, two officers/two sergeants on cover shift and four officers on graveyard shift.

Hour	Dayshift 0800-1800	Swing 1200-2200	Cover 1800-0400	Graveyard 2200-0800	Total Officers
0000			1.25	2	3.25
0100			1.25	2	3.25
0200			1.25	2	3.25
0300			1.25	2	3.25
0400				2	2
0500				2	2
0600				2	2
0700				2	2
0800	2.25				2.25
0900	2.25				2.25
1000	2.25				2.25
1100	2.25				2.25
1200	2.25	2			4.25
1300	2.25	2			4.25
1400	2.25	2			4.25
1500	2.25	2			4.25
1600	2.25	2			4.25
1700	2.25	2			4.25
1800		2	1.25		3.25
1900		2	1.25		3.25
2000		2	1.25		3.25
2100		2	1.25		3.25
2200			1.25	2	3.25
2300			1.25	2	3.25
Ave.					3.13

The figures in the above table do not include the Traffic Unit(s) work hours; the additional patrol staff hours on the overlap days when officers work a patrol beat; nor does it count the hours when an officer is assigned to provide security at the flea market.

This schedule provides GPD with an average of 3.1 patrol officers and sergeants (sergeants at 25% of their work hours) budgeted per hour each day, ranging from a low of two officers to a high of 4.25 officers. Minimum staffing on patrol is two, either two officers or an officer and sergeant. It should also be noted that when the Department is at full staffing there is an officer assigned to the Traffic Unit. Since early 2005 the officer

assigned to this unit has been primarily assigned to work regular patrol duties, filling vacant officer slots on dayshift.

The patrol squads were not fully staffed for calendar year 2005 and each year there are vacancies due to officers retiring, taking a job at a different law enforcement agency or leaving the department for other reasons. While the Department does not keep an automated daily staffing record of the exact vacancy rate, a 10% rate was used in the chart below to estimate actual patrol staffing in 2005.

Actual Patrol Staffing 2005

Hour	Dayshift 0800-1800	Swing 1200-2200	Cover 1800-0400	Graveyard 2200-0800	Total Officers
0000			1.13	1.8	2.93
0100			1.13	1.8	2.93
0200			1.13	1.8	2.93
0300			1.13	1.8	2.93
0400				1.8	1.8
0500				1.8	1.8
0600				1.8	1.8
0700				1.8	1.8
0800	2.03				2.03
0900	2.03				2.03
1000	2.03				2.03
1100	2.03				2.03
1200	2.03	1.8			3.83
1300	2.03	1.8			3.83
1400	2.03	1.8			3.83
1500	2.03	1.8			3.83
1600	2.03	1.8			3.83
1700	2.03	1.8			3.83
1800		1.8	1.13		2.93
1900		1.8	1.13		2.93
2000		1.8	1.13		2.93
2100		1.8	1.13		2.93
2200			1.13	1.8	2.93
2300			1.13	1.8	2.93
Ave.					2.81

Actual staffing on patrol during 2005 provided GPD with an average of 2.8 patrol officers and sergeants (sergeants at 25% of their work hours) working over a 24 hour day. The actual average ranges from a low of 1.8 officers to a high of 3.8 officers.

An officer's salary is based on 2080 work hours in a year. The total number of hours actually worked is reduced by the number of leave hours used and training time. The project team used personnel leave data obtained from the City's payroll system to determine the number of leave hours for patrol personnel (using the officers and sergeants who were employed for CY2005). The number of training hours was determined from records provided by GPD staff.

The following table summarizes the availability of patrol officers, after deducting leaves taken (vacation, sick, family sick, compensatory time off, etc.) and training hours.

Calendar Year 2005	Hours / Officer
Total Paid Annual Work Hours	2080
Average Leave Usage	224
Average In-Service / Special Skills Training	116
Unavailable Hours	340
Net Work Hours	1740
% Annual Availability	83.7%

The table above shows the estimated number of hours a patrol officer is available to work. Taking into consideration actual hours used for vacation, sick, bereavement, floating holiday, workers compensation, comp time hours taken and training time during CY 2005; a patrol officer is available for 1740 shift hours per year.

The following points summarize the data above:

- Patrol officers averaged 224 hours of leave during CY 2005. This includes time off for vacation, sick, floating holidays, comp time, and job injury. This is a low number of leave hours, reflecting a fairly new workforce.

- Galt PD officers attended an average of 116 training hours for both in-service and special skills training to meet department and POST training requirements.

This equates to a total of 1740, or 83.7%, hours that a patrol officer actually worked a shift during the year.

(2) Community Generated Calls for Service and Response Time of the GPD.

The following table shows the total number of community generated calls for service (CFS) by time of day and day of week for CY 2005. The project team defined a community generated call for service as having at least one GPD patrol unit, traffic unit, sergeant or volunteer (for abandoned vehicle CFS only) providing the primary response to an incident. The HTE System CAD data was used to determine the number of CFS.

Hour	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Total	Avg./Day
0000	41	38	41	43	80	69	53	365	1.0
0100	38	29	32	36	57	58	36	286	.8
0200	21	17	37	29	51	53	30	238	.7
0300	16	19	20	23	43	31	25	177	.5
0400	22	13	19	17	20	37	23	151	.4
0500	26	32	31	28	24	32	35	208	.6
0600	44	40	34	54	26	30	46	274	.8
0700	44	68	55	58	54	29	62	370	1.0
0800	90	69	89	90	50	40	94	522	1.4
0900	121	94	87	82	66	69	103	622	1.7
1000	122	129	109	92	87	59	115	713	2.0
1100	148	124	94	100	76	87	137	766	2.2
1200	118	131	93	101	93	76	102	714	2.0
1300	128	175	106	112	88	80	150	839	2.3
1400	109	150	104	111	79	82	124	759	2.1
1500	155	133	153	160	79	82	134	896	2.5
1600	134	134	126	137	65	80	153	829	2.3
1700	106	108	113	99	86	80	106	698	1.9
1800	111	118	118	111	85	92	121	756	2.1
1900	100	84	103	103	90	100	102	682	1.9
2000	84	73	95	105	100	100	95	652	1.8
2100	86	75	80	105	105	101	91	643	1.7
2200	79	58	73	116	125	69	70	590	1.6
2300	60	47	52	95	100	66	45	465	1.3
Total	2003	1958	1864	2007	1729	1602	2052	13,215	36.2

The Galt Police Department responded to approximately 36 community generated calls for service per day, or about 1.5 calls per hour during 2005.

The following table shows the breakdown of the type of unit that provided the primary response to the CFS:

Primary Unit	# of CFS	% of CFS
Patrol	9420	71.3
Sergeants	1798	13.6
Traffic (one officer)	514	3.9
Volunteers	194	1.5
Detectives	114	.9
School Resource Officer	94	.7
Dispatchers	988	7.5
Records	78	.6
Lieutenants	15	.1
Total	13,215	100.0%

As shown above, the GPD patrol officers and sergeants provided the primary response to 84.9% of the community generated calls for service. The School Resources Officer handles calls that occur in or around the schools.

There are 988 calls where a dispatcher is listed as the primary unit. Except for 132 of these calls, the disposition is listed as “referred to another agency”, “no report”, “false alarm – cancelled PTD” or “unfounded”. These calls were not deleted, as an officer may have responded to some or most of these calls, then later a dispatcher may have added additional comments to the case, closed the call, and possibly changed the primary unit to a Dispatcher.

The following table shows the breakdown by priority of the type of call for service. The initial call for service may have been a different type of call but this data is not tracked in the computer system. The priorities are defined as follows:

- **Priority 1** – Immediate Response – Life threat
- **Priority 2** – Immediate Response – Property Threat

- **Priority 4** – Routine Response – Person Incident
- **Priority 5** – Routine Response – Property Incident
- **Priority 7** – Low Priority, It Can Wait Indefinitely

Final Dispatch Priority	Number	% of Total
1	454	3.5
2	931	7.1
4	5337	40.0
5	5753	43.5
7	740	5.6
Total	13,215	100%

As shown above, the most significant types of community generated calls for service are Priority 1 totaling 454 calls (3.5%) and Priority 2 totaling 931 calls (7.1%). Priority 1 calls for service were primarily two types of calls: 379 calls (83%) for “911 hang-ups” and 43 “missing person”. Similarly, Priority 2 calls for service were almost all “burglar” alarm calls (882 or 95%) or drunk & disorderly calls for service (46 or 4.9%).

The following table shows the time ranges for the first officer’s response to the five priority types of calls for service. These times are from the time the call was dispatched to an officer until the arrival of the first police unit. The times were determined using GPD data and calculating the difference between the “dispatch time” and the “on scene time” for the first arriving unit.

Response Time in Minutes	Call Priority – Number of CFS					Total	Total %
	1	2	4	5	7		
0:00 – 2:59	217	314	1864	1820	514	4729	35.8%
3:00 – 4:59	82	212	1147	992	67	2500	18.9%
5:00 – 6:59	64	190	856	798	36	1944	14.7%
7:00 – 8:59	37	105	511	626	35	1314	9.9%
Above 9:00	47	110	917	1459	76	2610	19.8%
Bad Data	7		42	58	12	119	.09%
Total Number	454	931	5337	5753	740	13,215	100%

The times listed above use the final priority type documented in the call for service record (initial priority types are not captured by the HTE CAD system). As this table shows, the GPD units are responding to community generated calls for service within 3 minutes 35.8% of the time, and within 5 minutes for 54.7% of the calls for service.

The following table shows the average response time in minutes for the five types of priority calls. The response time is calculated from the time the officer was dispatched to a call until the first officer arrived at the scene. The table also shows the average “on scene” time obtained from the CAD record.

Final Priority	# of CFS	Average Response Time in Minutes	Average On Scene Time in Minutes
1	454	3.9	5.9
2	931	5.1	6.9
4	5337	6.0	14.2
5	5753	7.2	13.4
7	740	4.1	3.0
All Calls	13,215	6.3	12.5

As shown above, the average travel time for the first GPD unit to arrive at the scene of a Priority 1 call for service is 3.9 minutes and just over five minutes for Priority 2 calls for service.

The CFS CAD data shows an average “on-scene” time (from time of arrival to time the call was cleared) of 12.5 minutes. The average for Priority 1 calls for service is 5.9 minutes, the average for Priority 2 calls for service is 6.9 minutes and the average for Priority 4 calls is 14.2 minutes. These call handling times are less than the average on scene times seen by the project team in other police agencies. However, this is

explainable for Priority 1 calls for service, as 83% of them are “911 Hang-up” calls that generally do not require more than a few minutes to resolve.

The project team reviewed the data for many specific calls (call types included 9-1-1 calls, 9-1-1 hang-up calls, alarm calls, argument calls, fight calls, juvenile cases, sex offense calls, suspicious person calls and several “death call” or Coroner’s Case calls) and found that many calls had a handling time of 0 minutes, and four Coroner’s Case calls had handling times of 0, 3, 10 and 11 minutes (case # 50480044, 50720030, 52560048 and 52770056). These handling times do not match the average/reasonable time needed by an officer to conduct a preliminary investigation or to provide the type of service described in the “disposition” data field. The project team does not believe these CFS times are accurate.

For the other types of calls for service, especially the Priority 2 calls, the listed on-scene time in many cases is less than is needed to conduct an adequate preliminary investigation of many types of calls and crimes. There are several possibilities for this – 1) the on-scene times are accurate and officers spend less time at a call because other calls are pending; 2) the documented on scene time is accurate and sufficient; and/or 3) there were some inaccuracies in call time documentation.

Additional time in handling calls for service is required of officers in responding as backup units to assist the primary officer on many calls for service. The CAD system used by Galt PD does not capture the time officers spend as a “back-up” officer. Without specific data the project team uses an average back up rate of 50% per CFS (a total of 1.5 officers per CFS) and an average time for the back-up officer of 75% of the primary officer’s time.

(3) Results of the Community Generated Calls for Service

A brief disposition for each of the 13,215 calls for service is listed in the CAD data provided by Galt PD. There were 14 different types of dispositions for these calls for service and in the table below the number and percentage are listed by each of the categories (total may not equal 100% due to rounding of numbers).

Disposition	# of CFS	% of CFS
No Report	5759	43.6
Report Taken	2595	19.6
Mediated	918	6.9
Gone on Arrival	845	6.4
False Alarm	802	6.1
Unable to Locate	734	5.6
Referred to Other Agency	672	5.1
Unfounded	320	2.4
Verbal Warning	281	2.1
False Alarm – call cancelled	82	.6
Citation Issued	82	.6
Arrest	56	.4
Civil Action Advised	47	.4
Vehicle Towed	22	.2
Total	13,215	100%

Of the 13,215 calls for service responded to by Galt PD during 2005, the CAD dispositions document that officers took some action that required written documentation (wrote a report/citation, made an arrest or towed a car) at 2755 or 20.8% of the calls for service. The most common disposition of a call during calendar year 2005 was listed as “no report” in the CAD system. These dispositions totaled 5759 and 43.6% of the calls for service handled by GPD officers. In these cases one or more officers responded to the call and conducted some type of inquiry upon arrival. Without additional information it is impossible to conclude with any certainty what action, if any, was taken by the officer(s) who handled the call. It is possible that contact was made

with a reporting party or other persons at the scene and some action taken (e.g. service contact, verbal discussion about the event, etc.).

The second most frequent disposition of “report taken” was listed for 2595 calls or 19.6%. This number is close to the 2871 reports (2599 by patrol and 272 by traffic officers) documented in the Records Management System as being written during 2005 by patrol officers.

(4) Additional Workload – Report Writing and Bookings

In addition to the call for service handling time officers perform tasks associated with the calls, such as report writing and booking time from arrests made at the call. Galt PD patrol officers wrote 2599 reports in 2005 as documented in the Records Management System. The project team uses 45 minutes as an average time that an officer needs to write a report.

Galt PD made a total of 1111 arrests in 2005, with patrol officers making 821 of the total. Of the 1111 arrests, 309 arrestees were booked and released at the GPD holding facility; 255 arrestees were taken to the GPD facility and then transported to the Rio Consumnes Correctional Facility (Branch Jail for south Sacramento County), and 49 arrestees were taken to the GPD facility and then transported to the main jail in Sacramento. The project team uses a time of one hour as an average time an officer needs to complete booking an arrestee. The one hour figure was used for the 309 persons who were released from the GPD holding facility. A time of one and one half hours was used for the 255 persons transported to the Branch Jail, and three hours was used for the 49 persons transported to the main jail in Sacramento.

The table below lists the hours used for report writing and bookings in 2005.

	Number	Average Time in Minutes	Total Time in Hours
Reports Written	2871	45	2153
Bookings – GPD	309	60	309
Bookings – Branch Jail	255	90	383
Bookings - Sacto	49	180	147
Total Hours			2992

In addition to community generated calls and the related report writing and booking tasks, field personnel also are involved in self-initiated activity by having uncommitted, or proactive, time available.

(5) Modern Field Patrol Forces Balance Responsiveness to Community-Generated Calls for Service While Providing Proactive Policing

The provision of field patrol services in municipal law enforcement agencies has come full circle in the United States in the past 40 years. The more traditional law enforcement approach involved a police officer who walked a particular beat or neighborhood. A traditional beat officer knew people in the area and was in a position to know potential problems before they occurred. With the growth of the suburban and urban communities and rising expectations for the roles to be played by police officers the focus changed to one of responding quickly to a wide range of problems with less focus on the importance of proactive knowledge and service in an area.

Currently, a major focus of law enforcement throughout the country is on “community policing” – a return to providing a wide range of services identified by citizens and more “proactive” law enforcement. Community policing has taken the form of countless initiatives throughout the country in recent years. The table, below, provides a summary of the key elements that will be found in effective municipal policing.

Characteristic	Comments
Reactive Patrol Requirements	<ul style="list-style-type: none"> • The primary mission of any law enforcement field patrol force. Responding to citizen requests (or calls) for service is the most critical element of successful patrol services. • As staffing allows, the Department should have clearly defined areas of responsibility (beats or zones) and should have defined how many units are assigned to respond to the different types of calls. • The City and the Department should have clearly defined response policies in place; including prioritization of calls, response time targets for each priority and supervisor on scene policies. • This reactive workload should make up between 50% and 60% of each Officer's net available time per shift (on average). This includes the time to write reports, transport and book prisoners.
Proactive Patrol Requirements	<ul style="list-style-type: none"> • Proactive enforcement addresses all other workloads which are not in response to a citizen generated complaint, such as traffic enforcement, proactive or directed patrol, bike and foot patrol. • The Department should have clearly defined uses for available time – i.e., officers should know what they are expected to do with their time when not responding to calls for service – this may include targeted preventive patrol for general visibility, traffic enforcement, developing relationships with members of the community, visiting schools or parks. • The proactive element of field patrol should make up between 40% and 50% of an officer's day (on average). • Research and experience has shown the 40% – 50% range to be appropriate bounds for proactive time for several reasons: <ul style="list-style-type: none"> - Less than 35% net proactive time available to officers results in inefficient bundling of available time – i.e., time comes in intervals too short to be effectively utilized by law enforcement personnel. - Proactive time of more than 50% results in less than efficient use of community resources – it is difficult to effectively manage law enforcement personnel whose time is so heavily weighted toward proactive activities. - Some exceptions to this latter concern are units which are dedicated to handle certain types of activity – i.e., traffic enforcement units, school resource officers, etc. However, it should be noted that even in these examples the officers assigned to these units should respond to any call for service when needed/required and generally focus on responding to some specified calls (i.e., traffic units responding to traffic accidents). - A target of 45% or higher is typically seen in small suburban or rural communities; a target of 40% – 45% is more common in cities and small towns where additional proactive resources are available (and are not counted toward patrol proactivity).

Characteristic	Comments
Problem Identification and Resolution	<ul style="list-style-type: none"> • Effective proactive patrol for municipal law enforcement requires the rapid identification of problems and issues, the development of an action plan to address issues as they arise, implementation of the potential solution and then an after-action evaluation to determine whether the approach successfully addressed the issue. • This approach should be used on criminal, traffic and other quality of life problems reported to the Department or discovered by officers on patrol. • This requires the use of both formal and informal mechanisms for capturing and evaluating information. This process should be primarily handled by officers – but special attention should be paid by supervisors.
Management of Patrol Resources	<ul style="list-style-type: none"> • Patrol supervisors and managers must take an active role in management of patrol. This includes developing and utilizing management reports which accurately depict the activity, response times to calls for service and the variety of current issues and problems being handled by patrol units. • Resources must be geared to address actual workload and issues. This includes ensuring that patrol staffing is matched to workload, that patrol beats or sectors are designed to provide an even distribution of workload. • This also includes matching resources to address issues in a proactive manner. This may include shifting beats to free staff to handle special assignments, assigning officer to targeted patrols, assigning traffic enforcement issues, etc. • Staffing should be related to providing effective field response to calls for service, provision of proactive activity and ensuring officer and the safety of members of the public. • Supervisors should be both a resource to field officers (for advice, training, back-up, inter-personal skills) as well as field managers (handling basic administrative functions).
Measurement of Success and Performance	<ul style="list-style-type: none"> • Defined by use of data in managing and planning work. • Effective field patrol should be measured in multiple ways to ensure that the Department is being successful in handling their multiple missions. • Examples of effective performance measurement include: response time, time on scene, number of calls handled by an officer, back-up rate and the traffic enforcement index (citations/warnings + DUI arrests divided by injury + fatality accidents). • Managers and supervisors should compile, track and review performance measures on a regular basis to know what level of service is being provided to the community and for use as one tool to ensure that services are effective and efficient.

The matrix, above, provides a compilation of the basic elements of an effective and modern patrol service in a community. The points below provide a summary of the key points from this matrix:

- Effective municipal law enforcement requires a field patrol force which is designed and managed to be flexible in providing both reactive and proactive response to law enforcement issues in the community.
- This requires that the Department balance personnel, resources and time to handle both of these types of law enforcement. Between 50% and 60% of the time in a community should be spent handling all of the elements of reactive patrol. The remaining 40% to 50% should be spent providing the proactive patrol or “community policing.” Proactivity between 45%-50% is typically targeted or achieved in smaller communities such as Galt because of minimum staffing needs and the desire to provide a high level of service to the community.
- The time that each officer has available proactive patrol needs to be structured and should not be approached in a random way. Random patrol is not effective in addressing issues facing communities – patrol should include efforts to address specific problems in pre-determined ways.
- Any effective proactive approach to patrol requires that information be managed formally and that a formal effort be put into evaluating that information. This evaluation should lead to specific actions to address issues/problems in a community. In addition, attempts to address problems should be evaluated formally to determine if the efforts made have been effective.

These basic elements represent the essential ingredients of effective and efficient municipal field law enforcement in the United States in the 21st century.

Recommendation: The Galt Police Department should formally adopt an optimum 45% overall target for proactivity in patrol.

(6) The Matrix Consulting Group Utilizes an Analytical Approach to Determine Current Reactive and Proactive Time and Evaluating Patrol Officer Staffing Needs.

The Matrix Consulting Group takes an analytical approach to determining the staffing level required in urbanized areas. Our approach is characterized by several key factors, which include the following:

- Staffing should be examined in terms of the ability of current staff to provide effective law enforcement services to handle the calls for service generated by the community (and the related work such as report writing and booking prisoners) as well as time for proactive activities such as directed preventive patrol, traffic enforcement and addressing on-going issues/problems in a neighborhood.
- Public policy is made by selecting a level of proactive time which is deemed to be “appropriate” for the community. In the case of Galt, the project team **recommends a target of 45% proactive time that will enable** field patrol officers to both engage in a variety of targeted patrol activities, provide for officer safety as well as address the community generated calls for service effectively and efficiently.
- It is important to note that this approach does not include the utilization of ratios such as “officers per thousand” because these do not account for the unique characteristics of communities (i.e., demographics, workload, community needs, community policies, etc.). Although these ratios are interesting to look at, they do not provide a comprehensive measure of patrol officer staffing needs for a specific community, nor should they be used by policy makers as a basis to make decisions regarding patrol staffing.

The following sections detail our specific approaches to calculating proactive time as well as the methodology the Matrix Consulting Group utilizes to calculate staffing requirements.

(7) The Analytical Approach Utilizes Readily Available Data to Understand Proactive Time Availability and Patrol Staffing Needs

The Matrix Consulting Group has calculated proactive time in law enforcement agencies using a mixture of known data combined with a series of assumptions. The table below, provides a brief description of the basis for this calculation specific to the City of Galt.

Reactive Factor in Calculation of Proactive Time	Summary Discussion
Calls for Service	Based on actual data obtained from the Department's CAD / RMS system that allowed the project team to determine the number of community-generated calls for service (reactive time of patrol officers) in 2005. The project team inflated the actual number by 2% to reflect call growth.

Reactive Factor in Calculation of Proactive Time	Summary Discussion
Call Handling Time	An average handling time of approximately 30 minutes is needed to efficiently and effectively handle a community generated call for service. The handling time includes an officer's travel time and on-scene time. A handling time that is significantly higher than a range of 30-40 minutes indicates patrol officers are not timely in processing calls for service; a handling time significantly lower than this target indicates patrol officers are not providing an appropriate amount of attention to the calls for service.
Back-Up Frequency / Number of Units per Call	Target of 1.5 patrol unit responses per community-generated call for service.
Duration of Time on Scene by Back-Up	Target of 75% of the initial handling unit's handling time.
Number of Reports	This number is based on the number of community-generated calls for service. For lower priority calls for service, patrol officers complete reports within the initial handling of the call, while for more serious calls for service, reports are completed later in the shift or at the end of the shift, or in some cases the next day. The project team found that approximately 1/3 of the community generated calls for service officers respond to require a report that is completed after the initial handling of a call.
Time to Complete a Report	An average of 45 minutes for completing incident reports resulting from a call for service or self-initiated activity; included as part of reactive workload time.
Number of Arrests	This number is based upon actual data, and indicates patrol officer workload; included as part of reactive workload time.
Time to Complete an Arrest	Target of 1-hour for a patrol officer to process an arrest. This is important because it indicates further time a patrol officer is unavailable; included as part of reactive workload time.
Available Time of Officers / Officers on Duty	This is based on actual data of vacation, sick, training, and other leave times which determine the actual available time a patrol officer can work.

Reactive Factor in Calculation of Proactive Time	Summary Discussion
Availability of Supervisors to Handle Field Workloads	The staffing needs analysis determines the appropriate number of police officers to handle the community-generated calls for service, allowing the Sergeant to primarily serve in the supervisor role. The Sergeant will also, in smaller communities, dedicate a portion of their time to respond to calls for service and provide back-up assistance as appropriate.

Using this data and targets, the project team can then perform the calculation of the current proactive time and also a range of proactive times that policy makers may want to have as a desired goal. The calculation that is performed to determine proactive time is as follows:

$$\text{Proactive Time \%} = \frac{\text{Total Available Time} - (\text{Reactive Workload Time} + \text{Admin. Time})}{\text{Total Available Time}}$$

The following points summarize the formula above:

- “Total Available Time” is defined as the number of officers actually available in a given hour, times 60 minutes.
- “Reactive Workload Time” is defined as the average total committed time per call for service, multiplied by the number of calls for service.

This approach provides managers and policy makers with an easily understood (and easy to calculate) measure of the capability of the patrol services workforce to provide proactive law enforcement (it is the time left over once calls for service and the related tasks have been handled).

This approach by-passes the potential trap of other comparative staffing models (i.e. “officers per thousand” ratio) that do not measure the workload of patrol officers in a city. This analytical approach also provides a methodology that can easily keep pace with growth that takes place in the city. Finally, this approach allows policy makers to determine what law enforcement service levels they want by selecting an appropriate

proactive time target and then basing total staffing on a combination of the work that *must* be done with the proactive time level that is desired. Here is a recap of the model's use and key analytical points:

- The model makes specific provision for proactive time targets.
- The model can be used at any level of detail, i.e. staffing can be calculated in the aggregate or for specific times of day or for specific geographical areas.
- The model uses commonly available data points and assumptions:
 - Counts of calls and committed time on calls.
 - Gross and net officer availability times.
 - Adjustments to committed time, including report writing and booking times.
 - Adjustments in availability, e.g., roll call, breaks and other administrative tasks during a shift.

The following sections provide the results of this analysis.

(8) Calculation of Proactive Time Shows That During 2005 the Police Department Had High Proactive Levels During Nighttime Hours and Low Proactive Levels During Daytime and Evening Hours

This section provides a calculation of the proactive time for the Galt Police Department. In other police studies in the western United States a time range of 30-40 minutes per call for service is an average time range for handling calls for service. As discussed in an earlier section, the call handling time of 19 minutes from the GPD CAD data may possibly be lower than the actual handling time. For both of these reasons, the project team used an estimated 25 minute call handling time in our analysis of the 2005 call for service workloads. We believe this will provide a more realistic evaluation of the actual call for service workload during 2005.

Note that the proactive time calculation is shown in four hour blocks. This allows

for an analysis of variations which take place within a day and a shift. In using this approach, there are several analytical assumptions were utilized and noted below:

- Actual community generated calls for service developed from CAD / RMS data for 2005 total 13,215. This number excludes all officer initiated activities (such as traffic stops), multiple unit entries, administrative activities and calls cancelled prior to an officer being dispatched.
- Meals and other breaks are taken evenly across all hours of a shift.
- Personnel on each of the Teams are available on an “average” hourly basis (i.e., in the model there are no “heavy” or “light” shift days; or overlap days).
- Officers are available for an average of 1,461 shift hours per year to provide all field services. This takes into account the various leaves usage (e.g. vacation, sick), training hours identified earlier, and also “administrative” time (e.g. lunch, breaks, briefings, vehicle maintenance, meetings, etc.). During these hours the officer is generally considered unavailable. These hours are identified as follows:

	Hours / Officer
Total Paid Annual Hours (52 weeks x 40 hours)	2,080
Unavailable Hours (Leaves and Training)	340
Admin. Time (Roll Call, Breaks, Vehicle Service and Misc. Tasks @ 90 minutes per shift)	279
Total Unavailable Hours	619
Total Available Shift Hours per Year	1,461

The impact of these assumptions over a year is negligible. However, on an hour by hour basis, the impact of these assumptions can be significant. For example, the use of an average shift size means days that have a low call for service volume (and/or overlap days when additional officers actually work a street assignment rather than at training, etc.) will have higher levels of proactive time than shown; and other days with a high call for service volume and/or less staff will have lower levels of proactive time than is shown. Therefore, the project team also consolidated the hourly calculations for proactive patrol time in the four-hour blocks as shown in the table below.

Time Block	Actual Staffing CY 2005	Total Available Hours
0000-0400	2.93	4278
0400-0800	1.8	2628
0800-1200	2.03	2964
1200-1600	3.83	5592
1600-2000	3.38	4935
2000-0000	2.93	4278
Total/ Avg.	2.82	24,674

In the chart above the average number of officers actually on duty is taken from the “Authorized Patrol Staffing 2005” graph presented earlier in this report, deducting an officer/sergeant vacancy factor of 10%. For each four hour time block listed, the total number of hours officers that worked during those four hours is also given – a total of 24,674 work hours for the year.

The chart below describes the time used by patrol officers to handle calls for service during 2005. An average call handling time of 25 minutes was used in this calculation; the “other reactive time” related to the calls includes back-up officer(s) who responded to assist (at the 50% rate), report writing and bookings.

Time Block	CFS CY 2005	CFS – 1st Officer Time (Hours)	Other Reactive Time	Total Reactive Time	Admin. & Training Hours	Net Available Hours	Proactive Time
0000-0400	1066	444	391	836	959	2483	58.1%
0400-0800	1003	418	368	786	589	1253	47.7%
0800-1200	2623	1093	963	2056	664	243	8.2%
1200-1600	3208	1337	1178	2515	1253	1824	32.6%
1600-2000	2965	1235	1089	2324	1106	1505	30.5%
2000-2400	2350	979	863	1842	959	1477	34.5%
Total / Avg.	13,215	5506	4853	10,359	5530	8785	35.6%

This analysis shows that the Police Department is within or above the proactive range only from the hours of midnight to 8 A.M.; falling below a desirable proactive

range during the daytime and evening hours. Patrol services has an overall average level of 36% proactive time.

- One four-hour block shows a proactive time significantly above 50%. These hours are between 0000-0400 with corresponding proactive time of 58%.
- It should be noted that the “graveyard” time blocks exceed proactivity targets in most agencies, as deployments during these hours are based on officer safety and a reasonable response capability for calls that do occur during these hours. In Galt, the current schedule deploys a higher number of officers than are needed for from midnight to 0800 hours but officer safety considerations are a factor in deployment during the late night/early morning hours.
- The 0800-1200 hour time block only had a proactive time of just over 8%. During this time officer will only have time to go from one call to another. The assistance of the Traffic Unit(s) in responding to calls for service will be needed just to keep up with the number of calls during this time period.
- The afternoon and evening hours show proactive time that falls below a 40% desirable target for the 1200-2400 hour time blocks. The average level of proactivity for this 12 hour period is 32.5%. It shows that officers had time to handle calls for service but did not have additional capacity to provide any consistent level of proactive patrol.

In 2005 the proactive levels during the daytime and early evening hours (0800-2000) was just under 24%. These hours were also the busiest call periods with 8796 calls for service (66%). It is also important to note that additional call handling capacity is available during the overlap days when additional officers are working patrol and during hours when the Traffic Unit(s) are on duty. However, using the Traffic Unit(s) to handle calls for service reduces any proactive traffic safety services.

(9) The Addition of Two Patrol Officer Positions in July 2006 Increased Proactive Time During the Busiest Hours of the Day

In July 2006 five additional positions were authorized by the City Council for the Police Department: one regular officer position, three “part time officer” positions (full time hours, no benefits) and one crime prevention coordinator position. The three part

time officer positions were assigned to patrol services. One of the “regular officer” patrol positions and the newly authorized officer were assigned to the Detectives to address illegal drug usage, graffiti and gang related crime in Galt. As a result of these changes, net Patrol staffing increased by two officer positions, to a total patrol staff of 16 officers (13 regular officers and three part time officers) and four sergeants. The table below shows the FY06/07 authorized staffing of 16 officers and four sergeants deployed as follows – six officers/two sergeants on day shift, four officers on swing shift, two officers/two sergeants on cover shift and four officers on graveyard shift.

Authorized Patrol Staffing Effective July 2006

Hour	Dayshift 0800-1800	Swing 1200-2200	Cover 1800-0400	Graveyard 2200-0800	Total Officers
0000			1.25	2	3.25
0100			1.25	2	3.25
0200			1.25	2	3.25
0300			1.25	2	3.25
0400				2	2
0500				2	2
0600				2	2
0700				2	2
0800	3.25				3.25
0900	3.25				3.25
1000	3.25				3.25
1100	3.25				3.25
1200	3.25	2			5.25
1300	3.25	2			5.25
1400	3.25	2			5.25
1500	3.25	2			5.25
1600	3.25	2			5.25
1700	3.25	2			5.25
1800		2	1.25		3.25
1900		2	1.25		3.25
2000		2	1.25		3.25
2100		2	1.25		3.25
2200			1.25	2	3.25
2300			1.25	2	3.25
Ave.					3.54

The additional patrol staffing authorized in July 2006 with the above schedule and deployment provides GPD (when the new officers complete training) with an average of 3.5 patrol officers and sergeants (at 25% rate) per hour each day, ranging from a low of 2 to a high of 5.25. As in the prior table, these staffing figures do not include the Traffic Unit work hours or the additional patrol staff hours on the overlap days when officers work a patrol beat.

To estimate the impact of the additional staff the project team used the same leave hours from 2005. The police department workforce is composed of primarily new employees (12 officers were hired in 2005 and 2006) so it is likely leave hours usage will remain low in 2007 but increase as the workforce increases in seniority and age. The same number of training hours and administrative time figures for 2005 were used to calculate the estimated workload and proactive time for 2007. This is a total of 1461 annual hours available.

The chart below uses the average number of officers actually on duty from the “Authorized Patrol Staffing 2007” graph presented above, factoring in a vacancy factor of 10%. For each four hour time block listed, the total number of hours officers that worked during those four hours is given – almost 28,000 work hours for the year.

Time Block	Estimated Staffing CY 2007	Total Available Hours
0000-0400	2.93	4278
0400-0800	1.8	2628
0800-1200	2.93	4278
1200-1600	4.73	6906
1600-2000	3.83	5592
2000-0000	2.93	4278
Total/ Avg.	3.19	27,959

The chart below uses a 28 minute average call for service handling time and the 2005 number of calls for services (+2% growth) to estimate proactive time for 2007.

Time Block	Estimated CFS CY 2007	CFS – 1 st Officer Time (Hours)	Other Reactive Time	Total Reactive Time	Admin. & Training Hours	Net Available Hours	Proactive Time
0000-0400	1087	507	420	927	967	2383	55.7%
0400-0800	1023	477	395	873	594	1161	44.2%
0800-1200	2675	1249	1033	2282	967	1029	24.1%
1200-1600	3272	1527	1264	2791	1561	2554	37.0%
1600-2000	3024	1411	1168	2579	1264	1748	31.3%
2000-2400	2397	1119	926	2044	967	1267	29.6%
Total / Avg.	13,479	7414	4082	11,496	6320	10,143	36.3%

It is important to note that the estimated call for service handling time used in the above table for 2007 was an average of 28 minutes – 9 minutes higher than the 2005 average time for GPD. A 28 minute average call handling is a reasonable target time to use for planning purposes and is at the low end of the project team’s benchmark range.

Using these projections, including the additional two officer positions added in July 2006, the above analysis above shows that the Police Department is within or above the proactive range only from the hours of midnight to 8 A.M.; still falling below a desirable proactive range during the daytime and evening hours. But the new positions did significantly increase the amount of proactive time from 8% to 24% during the 0800-1200 time period. The overall proactivity level remained at 36%.

In addition to responding to community generated calls for service, patrol officers also perform a variety of self-initiated activities when available during their patrol shift. These activities are described in the next section.

(10) Officer Initiated Activity

Patrol officers engage in a number of officer initiated activities during their work hours, such as traffic stops, pedestrian stops, security checks, etc. The number of officer initiated activities was determined by identifying the number of self-initiated events (coded Priority 3) from the CAD data record. The table below shows the number of officer initiated incidents during 2005:

Hour	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Total	Avg./Day
0000	87	60	50	44	57	59	100	457	1.3
0100	92	54	29	35	39	53	89	391	1.1
0200	72	47	36	31	41	28	63	318	.8
0300	28	26	22	30	45	29	54	234	.6
0400	9	13	4	5	8	10	8	57	.2
0500	8	2	13	14	12	7	5	61	.2
0600	7	6	17	20	21	7	6	84	.2
0700	7	23	39	50	35	24	15	193	.5
0800	8	21	39	32	27	18	13	158	.4
0900	16	26	64	55	38	15	24	238	.7
1000	19	23	57	62	33	24	27	245	.7
1100	9	24	53	52	35	31	23	227	.6
1200	14	26	51	40	35	21	18	205	.6
1300	17	12	34	55	47	32	14	211	.6
1400	24	37	59	59	40	32	24	275	.8
1500	22	41	45	37	60	42	16	263	.8
1600	16	32	35	37	33	39	28	220	.6
1700	16	21	18	32	22	31	18	158	.4
1800	23	15	12	35	25	43	40	193	.5
1900	30	22	19	24	64	46	61	266	.8
2000	33	23	25	37	49	72	56	295	.8
2100	27	27	24	33	35	72	69	287	.8
2200	42	27	27	45	36	102	102	381	1.0
2300	60	46	43	70	58	105	87	469	1.3
Total	686	654	815	934	895	942	960	5886	16.1

As shown above, patrol officers initiated 5,886 on-view incidents. The most frequent incidents were vehicle stops (2,812), suspicious persons (947), suspicious vehicles (482), assisting an outside agency (190), attempting warrant service (143),

truant (86) and building checks (82). This is an average of 16 self-initiated events per day.

The time spent by officers on self-initiated activities was calculated using data from the CAD-THE system. An average time of 15.1 minutes for an officer initiated activity (first officer only) and the total hours are listed in the table below.

# of Self Initiated Incidents CY2005	Average Handling Time in Minutes	CY 2005 Self Initiated Activity in Hours
5,886	15.1	1,481

(11) The Number of Police Officers Necessary to Provide Both Reactive and Proactive Patrol Services, at a 45% Targeted Proactive Level, Is 18 Officers.

Based upon the available data and targets for workload and associated times, the following table shows the number of patrol officers necessary to handle the calls for service workload of the Galt Police Department. Please note the following:

- The number of calls for service was adjusted upward by 2% for anticipated call growth between 2005 and 2007.
- A target call for service handling time of 28 minutes for the primary officer was utilized.
- The times associated with report writing and bookings was estimated based on interviews and the project team's experience with other police departments.
- Actual officer availability staffing levels were developed, as shown in a previous section of this analysis. Leaves taken by officers were subtracted and backfill OT added back in; other "administrative" time that a patrol officer is considered unavailable to be in the field are also subtracted. These include:
 - Meal time and breaks
 - Shift briefings and other meetings
 - Vehicle service
- A staff turnover rate of 10% was factored in the calculation based on the attrition of sworn staff (retirements, resignations, etc.) over the past few years.

- A staffing factor of 3% was utilized to account for any long term injury, military and/or disability leaves that may be utilized by patrol officers or corporals.
- Because the patrol staffing model assumes co-terminating shifts an adjustment needs to be made to reflect the 10 hour shift in the Galt Police Department. This shift adjustment is 25%.

The following table shows the results of the staffing analysis with the number of police officers (excluding sergeants) required at three levels of proactivity – the ‘high’ proactivity level of approximately 50%, an ‘optimum’ of approximately 45% and a ‘minimum’ 40% level of proactivity.

Staffing Analysis	Estimated Workload
1. COMMUNITY GENERATED WORKLOADS	
Calls for service (13,215 in 2005 plus 2% growth in 2007)	13,479
Handling Time (28 minutes target)	6335
Back up Rate (target)	50%
Handling Time for Back Up Units (targeted, based on 75% of initial units)	0.75
Total Time for Back Up Unit CFS Handling	2376
Number of Reports Written (2871 in 2005 plus 2% growth)	2928
Total Time for Report Writing (targeted at 45 minutes)	2196
Number of Bookings	625
Time to Process Bookings (1-3 hours)	1-3
Total Time for Bookings	855
TOTAL TIME TO HANDLE COMMUNITY GENERATED WORKLOADS	11,762
2. TIME FOR PREVENTIVE PATROL AND OFFICER INITIATED ACTIVITY	
50% of Available Time	11,762
45% of Available Time	9624
40% of Available Time	7842
3. TOTAL TIME REQUIRED FOR REACTIVE AND PROACTIVE ACTIVITIES	
50% of Available Time	23,525
45% of Available Time	21,386
40% of Available Time	19,604
4. PER OFFICER AVAILABILITY	
Net hours worked (after all leaves; backfill OT added in)	2006
Administrative time (hours lost on shift for meals, breaks, meetings)	279
Training	116
Net hours worked each year	1611

Staffing Analysis	Estimated Workload
5. OFFICERS REQUIRED TO HANDLE WORKLOADS	
50% of Available Time	14.6
45% of Available Time	13.3
40% of Available Time	12.2
6. OFFICERS REQUIRED: TURNOVER OF 10% ADDED	
50% of Available Time	16.1
45% of Available Time	14.6
40% of Available Time	13.4
7. OFFICERS REQUIRED: LONG TERM LEAVES OF 3% ADDED	
50% of Available Time	16.5
45% of Available Time	15.0
40% of Available Time	13.8
7. TOTAL OFFICERS REQUIRED: SHIFT FACTOR OF 25% ADDED	
50% of Available Time	20.7
45% of Available Time	18.8
40% of Available Time	17.2

As shown above, the project team estimates that the City of Galt requires over 18 police officers to adequately address calls for service at the 45% proactivity level, assuming current leave rates and training hours at 2005 levels. For the Galt Police Department this analysis assumes that patrol resources continue to rely on the use of Sergeants, at 25% of their time, to assist with call for service response and field support. As a result, current authorized Police Officers and Sergeants can meet a 40% level of proactivity, not a 45% level. To be able to handle community generated calls for service and increase proactive time to the 45% level, an additional two officers would need to be added to patrol staff. The recommended target of a 45% proactivity level would require 19 personnel, an increase of two officer positions, not including the Traffic Officer and the School Resources Officer.

The turnover rate of the three part time officer positions will be very high as the people filling these positions as they do not have normal benefits of vacation, medical

insurance or retirement. These officers will either look to become regular officers at Galt PD or another police agency to obtain these benefits. Rapid turnover in these positions is likely, and as a result will require additional ongoing expenses for recruiting, hiring and training that will be a drain on the Department budget.

Recommendation: Increase patrol staffing levels by two officers, to 18 officers, to provide a 45% level of proactivity. The cost of adding two police officer positions is \$147,370. It is expected that due to the cost of implementing this recommendation, the additional positions could be phased in over time.

Recommendation: Convert the three “part time officer” positions to regular full-time police officer positions to reduce the turnover rate of these officers in the Department. The cost of this change is approximately \$66,410 annually for adding the benefits package for these three positions.

(12) Existing Supervisor Staffing of Four Sergeants Does Not Provide 24 Hour Coverage on Patrol.

Current supervisor staffing on patrol is four Sergeants. Two Sergeants work 0800-1600 and the two sergeants work 1600-0400 hours. No supervisor is on duty from 0400-0800. When a sergeant is on vacation, sick or away at training their position will always have to be covered with overtime. Backfilling one or more sergeants' positions can be a significant challenge for the department to provide the minimum supervisory coverage needed. Even in smaller police departments it is prudent to always have a supervisor on duty, it is also a best practice. This is especially important when the workforce is as new as it is in Galt. Moreover, additional Sergeant positions would facilitate their use to function more as full time supervisors.

Recommendation: Fund two additional Sergeant positions to provide 24 hour supervisory coverage. The cost of two Sergeant positions is \$189,549. Two additional sergeant positions also increases call for service handling capacity by 0.5 FTE; applied to overall staffing needed as described above.

(13) The City and the Police Department Should Consider an Alternative to the 10 Hour Shift Schedule for Patrol.

The inefficiencies in the 10 hour schedule are primarily due to the “built in” overlaps that increase staffing above what is needed during certain hours of the day. All shift schedules which are not divisible into 24 (hours of the day) suffer from this problem, as the table below demonstrates. As a result of these inefficiencies the staffing requirements can significantly increase the number of staff required to provide sufficient response capability for the community generated calls for service.

	Shift Schedule				
	8	9	10	11	12
Target	3.5	3.5	3.5	3.5	3.5
Shift Schedule (Hrs)	8	9	10	11	12
Shift Factor	71%	64%	57%	52%	50%
Platoons / Day	3	3	3	3	2
Total Hours / Day	24	27	30	33	24
Shift Efficiency	0%	13%	25%	38%	0%
Officers Required	15	17	19	20	14

The table shows that an 8 or 12 hour shift could reduce patrol staffing by four to five positions compared to the existing 10 hour schedule **while retaining existing targeted levels of coverage**. While an 8 hour schedule would be difficult to implement (because of the loss of a day off per week compared to the 10 plan), a 12 hour shift should be evaluated. This shift schedule has been successfully implemented in many places around the country – a selected few diverse examples include Citrus Heights (CA) and Campbell (CA).

Recommendation: The 10 hour shift requires greater staff to meet shift coverage needs over a 24 hour day than either an 8 hour or 12 hour shift. Consideration should be given to developing a more efficient schedule that will provide sufficient resources to respond to calls for service and also maintain a 45% proactive time availability throughout the 24 hour day. However, a work schedule that is attractive to officers is also an important consideration as a staff retention measure. Due to this, an 8 hour schedule is not normally a viable option in most departments but a 12 hour schedule may be a reasonable alternative.

2. TRAFFIC ENFORCEMENT AND SAFETY SERVICES

The Traffic Unit of the Galt Police Department consists of one Traffic Officer who works dayshift hours Monday through Thursday. However, due to staffing shortages the Traffic Officer was assigned patrol duties an estimated 85% of her work days during 2006.

The Traffic Unit does not have an overall operational plan for traffic safety services. Officers will respond to traffic complaints and provide focused enforcement in those areas as well as in higher traffic areas of the city and near schools.

The number of traffic collisions occurring in a city is one important measure of traffic safety in a community. The number of fatal collisions, injury collisions and property damage only collisions that occurred over the last three calendar years are reported below.

	2003	2004	2005
Fatal	1	0	0
Injury	58	50	47
Property Damage	232	129	129
Total	291	179	176

It is likely that the higher number of property damage accidents reported in 2003 was due to a statistical error and the actual number of accidents was similar to 2004 and 2005.

The project team used traffic related workloads in the approach developed by the Northwestern University Traffic Safety Institute – an indicator of traffic enforcement effectiveness, which suggests that the ratio of injury accidents to the number of moving citations plus the number of DUI arrests should be in the 1:35 – 1:40 range. The

relationship of these activities is that there is a balance which can be established between enforcement and accidents and drunk driving.

The following table utilizes GPD data from 2005 for this index:

Citations	1,457
DUI Arrests	71
Total	1,528
Fatal / Injury Accidents	52
Traffic Enforcement Index	1:29

As this table shows, the GPD, at 1:29, is below the range of 1:35 – 1:40 indicating that there is an opportunity for the GPD to enhance direct traffic enforcement by both traffic and patrol officers. This is based on the following traffic data for 2005:

- The number of hazardous citations issued by beat patrol units was 1026 and the number of citations issued by a traffic unit was 399; an additional 32 were issued by detectives. The total equals 1457 citations.
- The number of DUI arrests for patrol was 71.
- As reported above, the average number of injury collisions over a three year period was 52.

The following table summarizes the variance between current number of citations issued and the number of citations that would need to be issued (without any decrease in injury accidents) to be between the ratio of 1:35 and 1:40.

Performance Target	Number of Citations Issued based on 52 Injury / Fatal Accidents	Current # of Citations Issued	Actual Variance
1:35	1749	1457	(292)
1:40	2009	1457	(552)

As this table shows, the GPD should be issuing approximately 1750 moving citations per year to reach the minimum target range for traffic enforcement. For the

maximum target, the GPD should be issuing approximately 2000 moving citations per year.

Another measure of traffic enforcement utilization is the number of hazardous citations issued and contacts per working hour for dedicated motor units. In Galt, traffic units are involved in both reactive (responding to general community complaints for traffic problem areas, special assignments, etc.) and proactive duties (enforcing traffic laws in the City). A target of one contact per hour is a reasonable goal and also a “best practice” for a dedicated traffic unit.

The ability of the Department to achieve these levels will be impacted by the staffing level in patrol and the ability of the department to provide additional resources in the Traffic Unit.

Recommendation: Develop an operational plan that has goals and performance measures for provision of traffic safety services. The Galt Police Department should increase the number of hazardous vehicle citations issued and/or warnings given. Traffic enforcement should target one citizen contact per hour.

3. SPECIAL OPERATIONS – SWAT TEAM

The Department had a trained SWAT Team of 8 members, including one Lieutenant – the command officer. Officers leaving the Department over the last two years has reduced the number of trained SWAT officers to just a few team members. As of November 2006 the SWAT Team was not functional and the chief, who just arrived in November, is evaluating options for provision of this service.

Recommendation: Explore the feasibility of forming a regional SWAT Team or contracting with the Sheriff’s Office for these services.

5. ANALYSIS OF THE SERVICES BUREAU

This section provides summary workload activities for the support services units under the Support Bureau, including the following:

- Investigations
- Dispatch
- Records
- Training and Recruitment
- Specialized Team Enforcement Program (STEP)

1. INVESTIGATION SERVICES

The Investigations Unit currently has four detectives. Two officer positions were authorized in July and added to this unit in September 2006. They were assigned to the Detectives to address illegal drug usage, graffiti and gang related crime in Galt. These two detectives are designed to be a proactive work unit to address these problems. They function as a special operations or “street crimes” unit rather than as core investigators, therefore are assigned follow-up investigations. The other two detective positions are assigned follow-up investigations for GPD and considered “core investigators”. The four detectives often work together on street operations as frequently more than two people are needed to conduct a safe operation.

The subsections that follow describe the analysis conducted by the project team and its conclusions and recommendations.

(1) Investigations Workload, Staffing and Effectiveness is Evaluated Differently Than Field Operations

It is more difficult to evaluate the staffing levels required by criminal

investigations because, unlike field services, more subjective and qualitative determinants of workload and work practices are more important. For these reasons, comparisons with other agencies are similarly difficult. Factors making comparative analyses difficult include:

- Approaches used to screen, assign, and monitor cases are different among law enforcement agencies.
- What is actually investigated varies by agency. The extent to which agencies assign misdemeanor level property crime cases to investigators varies. Also, the extent to which patrol performs preliminary investigation varies widely and impacts detective caseloads.
- Investigative practices also vary among agencies; interviewing procedures, use of telephone and in-person interviews, use of computer technologies, and the time required to complete clerical tasks.
- The nature of the caseload is also a critical factor to consider when examining quantitative factors relating to investigative activity. Each case has different leads, suspect information, and other follow-up information. Cases involving a crime series and collaboration with other agencies also impacts investigative actions and time requirements.
- Finally, the community needs and citizen expectations translate into service levels that impact investigators and supervisors in deciding what is investigated and how much time is spent on a particular investigation.

Collectively, these factors result in a different type of workload evaluation compared to the evaluation of patrol operations calls for service workload.

Keeping the above factors in mind, investigative staffing requirements need to be examined from a variety of perspectives in order to obtain an overall evaluation of staffing issues and needs. The perspectives the project team used in this study of investigative staffing include the following:

- Review case management practices through interviews with staff.
- A review of cases investigators were currently assigned with each of the detectives. These interviews provided a general understanding of the types of

cases and volume of cases assigned to investigators.

- The total number of cases assigned to each detective in 2005.
 - The additional work tasks assigned to detectives.
 - An estimate of case prospects in terms of solvability potential.
- A comparison of investigator staffing, workload and the number of Part I crimes occurring in Galt with other law enforcement agencies.

As stated above, investigative workload and staffing requirements employ a series of broad indicators to determine the extent to which core investigative staffing and general workload in the Department compares to ranges observed in other departments. This information is used to determine if the Galt Police Department is within the ranges measured by those indicators. The comparative measures employed are displayed in the following table.

Measures	Comparative Industry Patterns
Part I Offenses per “line” investigator in core investigative functions such as persons and property crimes investigators. This does not include those assigned to “pro-active” units such as narcotics or vice.	The “Average” distribution of Part I Offenses per “line” investigator developed in recent police services studies and associated surveys of Departments in the western U.S. is 400-500 Part I Offenses per investigative position.
Case investigators as a percent of sworn staffing.	12% to 15% based on the same survey and ongoing analysis.
Active cases assigned to “property” crimes investigators	15 to 25 active cases per month based on the same survey and ongoing analysis.
Active cases assigned to “person” crimes investigators.	8 to 10 active cases per month based on the same survey and ongoing analysis.
Active cases assigned to “generalist” crimes investigators.	12 to 15 active cases per month based on the same survey and ongoing analysis.

There is no caseload standard for narcotics, undercover or special operations investigators because these types of cases are more proactive in nature. They can

consume many weeks of staff time generating leads, contacts and suspect information; they may also often require surveillance and related activities.

Investigative workloads vary depending on the number and types of cases a detective is assigned, their complexity and also the level of service desired by an agency. In law enforcement agencies that actively screen, assign and review investigative caseloads there is a range of case workload that provides sufficient work but does not overwhelm an investigator. In conducting this analysis of investigative staffing needs for the Galt Police Department, the following assumptions were made:

- Supervisors (the Lieutenant) are not normally assigned cases to investigate, except in very unique situations; and even in these instances his/her role is one of assistance rather than the lead. The lieutenant's role is focused on supervision, guidance to investigators and case management.
- Two detectives were available for case assignments in 2005.
- Patrol personnel conduct follow-up on minor cases that are not resolved at the scene. Minor misdemeanor level case follow-up is appropriate for patrol because of the severity of the case, the few number of interviews and re-contacts necessary, the relatively low level of success (i.e., closure) possible and the need to provide opportunities for patrol officers to develop investigative skills for the benefit of the department and also their own career development.

In Galt, cases that are assigned to an investigator normally begin when a crime report is written by a patrol officer documenting his/her preliminary investigation. The case will be reviewed by a supervisor and forwarded to the Investigations Unit for assignment. Typically the Lieutenant, or in his absence a detective, will review the incoming reports and make appropriate case assignments.

(2) Based on the Number of Part I Crimes in Galt, the Authorized Staffing Level of Two Investigators Is Lower than the Expected Staffing Range.

As noted in the preceding table one broad measure of investigative workload and staffing adequacy is the measure of the average number of Part I Offenses per "core"

investigator (a traditional persons crime or property crime detective). Part I Offenses are selected as a broad comparative indicator due to the consistency offered in reporting throughout the United States, and typically investigative follow-up for Part I Offenses are by the department investigative unit. The range of Part I offenses per “core” investigator is 400-500 for law enforcement agencies in the western United States studied by the Matrix Consulting Group.

The project team collected FBI Part I crime data for calendar years 2003, 2004 and 2005 for the City of Galt as shown in the table below. The following graph shows the number of Part I crimes reported to the FBI over the last three years and the three year average. The bottom line of the table compares the number of crimes per detective assigned to the Investigations Unit (at the staffing level of two detectives).

Part I Crimes

Part I Crimes	2003	2004	2005	3 Year Average
Homicide	2	0	1	1
Forcible Rape	7	2	9	6
Robbery	11	16	22	16
Aggravated Assault	39	34	52	41
Burglary	204	270	326	267
Larceny – All	547	544	447	513
Over \$400	186	143	131	
\$400 & Under	361	401	316	
Motor Vehicle Theft	174	164	166	168
Arson	7	8	6	7
TOTAL	991	1038	1029	1019
Violent Crime Total	59	52	84	65
Property Crime Total	932	986	945	954
Total Part I Crimes Per Investigator				510

The City of Galt has averaged approximately 1019 Part I crimes reported to the Department over the past 3 years. On a per investigator basis, this is approximately 510 crimes per detective using a staffing number of two detectives.

An additional evaluation measure is the number of core investigators as a percentage of sworn staff. A range of 12% - 15% is commonly seen in other police agencies. The two core investigators equal 6.6% of the sworn staff of 30.

The table below shows recent average clearance rates for Part I Crimes and a comparison with the national clearance percentage for cities with a population between 10,000 and 24,999 people.

Part I Crimes – Galt PD Clearance Rate

Offense	2003	2004	2005	2005 Clearance Rate	3 Year Average - Clearance Rate	2005 National Clearance Rate for Cities 10 – 25,000 Pop.
Homicide	2	NA	1	100%	100%	74.2%
Forcible Rape	0	1	1	11.1%	11.1%	42.0%
Robbery	4	3	5	22.7%	24.5%	33.8%
Aggravated Assault	28	17	18	34.6%	50.4%	62.7%
Burglary	31	17	26	8.0%	9.3%	15.6%
Larceny	109	77	57	12.8%	15.8%	22.5%
Motor Vehicle Theft	47	5	5	3.0%	11.3%	19.1%
Arson	5	2	1	16.7%	38.1%	26.4%
TOTALS:						
Violent Crime	34	21	25	29.8%	41.0%	54.0%
Property Crime	192	101	89	9.4%	13.3%	21.0%

The three year average clearance rate for violent crimes is 13 percentage points lower than the national average for cities with populations similar to Galt. For property crimes, Galt's clearance rate is 7 percentage points lower than the national average.

The project team noticed a statistically significant and unusual difference in the crime data for 2003. The number of aggravated assault, burglary, larceny and auto theft crimes reported during the first six months of 2003 is similar to the number of crimes that occurred during the last six months of 2003. However, the number of clearances for these crimes during the first six months of 2003 was significantly higher (21 aggravated assault clearances, 20 burglary clearances, 83 larceny clearances and 43 auto theft clearances) than the last six months of the year (7, 11, 26 and 4

clearances, correspondingly). It is not likely this is a statistical anomaly. The higher number of clearances during the first six months of 2003 accounts for the overall higher clearance rate for the year, compared to 2004 and 2005.

As shown, the average clearance rate for Part I crimes for calendar year 2005 is 29.8% for violent crimes and 9.4% for property crimes. The three year average clearance rate is 34% for violent crimes and just under 9.6% for property crimes. The national average clearance rate reported to the FBI for 2005 is 54% for violent crimes and 21% for property crimes.

The following table shows detective case assignments from the case tracking system utilized by the Investigations Unit. There were two detectives who worked in the unit between January 1 and December 31, 2005.

Detectives' Case Assignments – Calendar Year 2005

Detective	Dates In Unit	Months In Unit	Total Cases Assigned	Cases Assigned per Month
One	1/1/05 – 12/8/05	11	69	6.3
Two	1/1/05 – 12/31/05	12	90	7.5
Totals		23	159	6.9

As shown above, each investigator was assigned approximately 7 cases per month during CY 2005. In total, there were 159 case assignments (including both follow-up cases from patrol and cases generated by detectives) during this 12 month period, or approximately 80 cases per investigator.

The table below provides the results of the project team's "desk audit" conducted with the two core investigators and the other two detectives. An Active Case

assignment is where on-going follow-up investigation is being conducted (some investigative activity conducted within the past 30 days); a Pending Case is a case waiting for Crime Lab analysis to be completed before further investigation or it has been sent to the prosecutor to review for criminal charges. The case types listed are: F = Felony; M = Misdemeanor; S = suspicious circumstance requiring further investigation to determine if incident was a crime (e.g. Coroner's Case, Missing Person case).

Detective Caseload on September 29, 2006

Core Detective	Active Cases	Pending Cases	Case Type	Comments
1	3	0	F: 3	Finishing cases over last month as he his moving to Patrol.
2	9	0	F: 6; M: 2; S: 1	
Detective				
3	3	0	F: 3	Just completed training
4	3	0	F: 1; M: 2	Just completed training
Total	18			

As the table above shows, for the two core investigators, there is an average of six open/active cases for each investigator. The date this desk audit was conducted was when one of the detectives was closing out cases as he had been promoted and was leaving the unit. The other two new detectives, as described above, were newly funded positions in FY06/07. These officers had recently been selected to fill these positions and had recently completed their initial training schools. Because their detective functions were new, their criminal case investigations were low as they are a proactive unit and had only begun a few investigations. Their specific job tasks were in

the experimental phase to determine how best to accomplish the goals of reducing drug, graffiti and gang related crimes.

These additional new positions provide additional proactive functions to address police problems in Galt, but the community problems may not require the on going resources of two dedicated proactive positions. The commitment of these resources also must be balanced against the current needs of general patrol services.

Recommendation: Redeploy one of the new detective positions to patrol services to provide additional capacity to respond to calls for service and increase proactivity levels. Reassign the other new detective position as a third “core investigator” detective.

2. DISPATCH SERVICES

This section explains the project team’s analytical approach to examining the staffing requirements of a dispatch center.

(1) Dispatch Center Staffing and Schedule

The minimum and maximum scheduled staffing requirement in the Dispatch Center is one person. The Dispatcher is the 9-1-1 phone call-taker, business phone number answer point, CAD system operator, tracks officers’ status and provides support to them (e.g. queries criminal justice records systems as needed).

There were six authorized Dispatcher/CSO positions assigned to the Dispatch Center. In November 2006 a Dispatcher/CSO position was moved from Field Operations to the Dispatch Center. This position has not yet been filled. The work hours listed below are for the current six person staff – this schedule provides staffing of one person 24 hours a day.

Dispatcher	Work Days	Work Hours	Comments
1	Fri. – Tues.	0700-1500	
2	Mon. – Fri.	1500-2300	
3	Wed. & Thurs. Sat. & Sun.	0700-1500 1500-2300	
4	Mon. – Fri.	2300-0700	
5	Sat. & Sun. Mon.-Wed.	2300-0700 1500-2300	Relief position: Mon.-Wed. works in Records and Dispatch relief.
6	Mon.-Fri.	1600-2400	Overlap position
7			Redeployed position, hours not yet determined.

The above schedule will provide one Dispatcher to staff the Communications Center and the additional functions listed above with some overlap of hours. It is unlikely that all positions will be filled for any period of time due to normal leaves taken and the normal staffing turnover rate. As of October 2006 there were three full-time Dispatchers and one Dispatcher on light duty (works three shifts a week of eight hours each) staffing the center 24 hours a day. Significant amounts of overtime were being worked by other dispatchers to provide 24 hour staffing.

(2) An Analytical Approach Based on Quantifiable Workload Elements Is Used to Determine Appropriate Staffing Levels.

There are several approaches which can be used to assess the staffing needs of a public safety communications center serving local or regional areas. These approaches include the following:

- Methods which are based on comparisons with other agencies. These methods are inconsistent because the workload, technology and service level requirements vary tremendously among agencies.

- Approaches which are based on staffing a targeted number of “fixed posts” allocated on a functional basis (e.g. call taker, law enforcement radio, etc.). These approaches are unsound because they do not tie staffing to actual workload.

The Matrix Consulting Group used a quantitative process for assessing communications staffing needs based on actual workloads in the Dispatch Center. The paragraphs below summarize this approach, its assumptions and the time standards used.

- There are tasks performed by communications centers that are relatively constant from one agency to another. These tasks include:
 - Telephone calls received in a communications center expressed on a "per incident" or "per call for service" basis.
 - Radio transmissions handled in a communications center expressed on a "per incident" or "per call for service" basis.
 - Other tasks handled and expressed on a "per incident" or "per call for service" basis.
- Since most agencies do not track individual work elements of a communications center, such as the number of transmissions, and since virtually no agency consistently measures the time taken for each task, standards are borrowed from other agencies and verified, where data exists, against workloads handled in the dispatch centers.
- These standards were developed by the project team and others using detailed time and motion studies of communications centers nationwide. These communications centers incorporated state of art CAD technology and provided service to both law enforcement and fire / rescue agencies and emergency medical dispatch (EMD).
- Since police and fire calls for service are typically counted consistently by most agencies, these communications "standards" are converted on the basis of total minutes of workload per call for service.
- More specifically, estimates of total communications center police and fire workloads (including not only calls for service related workloads, but also workloads associated with self-initiated and administrative activities) are expressed as a ratio of time per call for service. These time standards include the following:

- For each law enforcement call for service, an average of 8.9 minutes of call, self-initiated and administrative related communications workloads are allocated. This includes time estimates of radio, telephone, record check and administrative tasks. The 8.9 minutes is comprised of the following elements:
 - 130 seconds are allocated to process a service request (citizen generated call for service) and transfer to a radio dispatcher. This standard incorporates the fact that multiple calls can be generated by the same incident and that administrative / business calls are handled by staff in the communications center.
 - 327 seconds of total radio transmissions related activity expressed on a "per call for service" basis -- including call-related and officer initiated field workloads and administrative transmissions.
 - 13 seconds are allocated for computerized records/registration checks.
 - 64 seconds are allocated for other tasks associated with the dispatch center (administrative, record-keeping, other activities).
- These time standards are then applied against known or estimated call for service workloads handled by the dispatch center. Call for service counts are distributed on a time of day basis and multiplied by the time standards described above (i.e., 8.9 minutes per call for law enforcement). This calculation yields total average communications workloads on a time of day and day of week basis.
- Finally, to arrive at the number of dispatch center staff required to handle these workloads, a critical assumption needs to be made regarding the levels of productivity desired. An allowance needs to be made regarding the proportion of time which is desirable to have a dispatcher actually involved in call handling, radio transmission and related workloads. There are several reasons why direct task allocation should not be 100% of available time, including:
 - Dispatch centers which have relatively high utilization levels tend to "burn out" staff leading to high turnover and use of sick leave, disability, etc.
 - Communications centers which have relatively high utilization levels experience "queuing" problems in which responses to incoming calls are delayed because of the number of calls or field units handled.
 - Quality begins to suffer because dispatchers are cutting calls and radio transmissions short. This impacts service to field units and the public.

The project team used a task-loading factor of 30 minutes of actual call/radio activity per dispatch personnel per hour. The basis of this assumption is that one-half of every working hour should be used for direct communications workloads. Remaining minutes per hour can be dedicated to administrative or other duties. This 30-minute factor is divided into the hourly workload amount in the dispatch center.

The next sections show how the project team applied this methodology for the Dispatch Center. First, however, the following shows the basic assumptions made by the project team that determines the overall staffing requirements.

- The staff would continue to work 8 hour shifts.
- Based on estimated leave utilization figures in 2005, staff would be available for 80% of the annual working hours, after leave times (i.e., sick, vacation, etc.), which equals 1664 available hours out of 2080 total annual gross hours.
- Turnover is assumed to be at 14% (1 vacancy out of the current 7 positions).

These are important shift factors that will be utilized to calculate total staffing need, once the project team calculates the hourly shift requirements for police, fire, and rescue call processing and dispatching, followed by a summary showing the total staffing requirement based on the individual workload.

(3) A Review of Calls For Service Data Shows that Opportunities Exist for Improvement to Incident Documentation

A review of the calls for service data from 2005, as discussed in a previous section, shows that the documentation of call creation times, unit dispatch time and on-scene times and dispositions are sometimes inaccurate and also may not be consistent with policy. Additional training for dispatchers in correct call handling may be needed to ensure consistent call processing by dispatch staff. Routine reviews of data for quality control is recommended to evaluate dispatcher performance.

Recommendation: Provide training and/or policy review for dispatchers to ensure proper call processing (e.g. time entries); provide training for dispatchers and officers regarding documentation of calls for service and self initiated activity.

(4) Additional Tasks Performed by Dispatchers

In addition to regular dispatching duties, Galt PD dispatchers are the primary answer point for business calls to the Department. The number of phone calls answered are not tracked. Dispatchers also perform data when time is available. Data entry tasks include entering arrest report data, traffic citations and field information (FI) cards into the GPD RMS computer system. They also enter missing persons, restraining orders and stolen property data into CLETS (state computer database). Dispatchers also document vehicle repossessions reported to the PD and the related computer entry. Listed below are the workload numbers:

	Calendar Year 2005
Arrest Reports	1111
FI Cards	113
Traffic Citations	1457
Vehicle Repossessions	148

(5) The Current Dispatch Center Staffing Is Adequate to Meet the Call Taking and Dispatch Processing for the City of Galt.

Based on the number of community-generated police officer dispatches of 13,215, an estimated time requirement of 8.9 minutes per call for service, and a 50% per personnel utilization, the following shows the average hourly staffing requirement to handle the workload.

Hour	Total CFS	Avg. / Hour	Est. # of Minutes	Est. Staffing @ 50%
0000	365	1.0	8.9	.3
0100	286	.8	7.0	.2
0200	238	.7	5.8	.2
0300	177	.5	4.3	.1
0400	151	.4	3.7	.1
0500	208	.6	5.1	.2
0600	274	.8	6.7	.2
0700	370	1.0	9.0	.3
0800	522	1.4	12.7	.4
0900	622	1.7	15.2	.5
1000	713	2.0	17.4	.6
1100	766	2.2	18.7	.6
1200	714	2.0	17.4	.6
1300	839	2.3	20.5	.7
1400	759	2.1	18.5	.6
1500	896	2.5	21.8	.7
1600	829	2.3	20.2	.7
1700	698	1.9	17.0	.6
1800	756	2.1	18.4	.6
1900	682	1.9	16.6	.6
2000	652	1.8	15.9	.5
2100	643	1.7	15.7	.5
2200	590	1.6	14.4	.5
2300	465	1.3	11.3	.4
Total	13,215	36.2	13.4	.4

As shown above, to handle the call workload associated with the dispatching of police units requires less than 1 full-time position per hour utilized at 50%. The following points highlight the above:

- As shown above, dispatch handles 13,215 community generated calls for service. This results in an average of less than one call for service per hour to 2.5 CFS per hour.
- Average workload per hour is approximately thirteen minutes.
- This level of workload generates the need for less than one dispatcher per hour. However, as a practical matter, one dispatcher is needed.

In addition to the police calls for service handled by Dispatchers, an additional 420 calls for service incidents were handled by dispatchers in 2005 – calls transferred to

an outside agency, animal control calls, 911 hang up calls that were resolved by the dispatcher and an officer did not respond.

Overall, there is enough workload to support one dispatcher position twenty four hours per day. Based on this, the chart below shows the number of positions required to staff the Dispatch Center with 1 position:

	Shift Factor	Hourly Staffing Requirement
Hourly Minimum Staffing		1
Net hours @ 80% (2,180 gross hours)	1664	
Hours to Fill a 24 hour shift	8,760	
Staff to Fill One Position	5.26	
Sub-Total Staff @ Two Positions		5.26
Turnover @ 14%		.56
TOTAL Dispatch Center Staff		5.8

As shown above, the total number of positions needed to staff the Dispatch Center with one Dispatcher 24 hours a day is six positions.

Although the average workload can be handled by one Dispatcher, a single Dispatcher may not be able to handle all of the required tasks during peak workload times. Moreover, single dispatcher per shift communications systems are inherently an issue for the following reasons:

- To ensure that concurrent incidents could be handled.
- To provide dispatchers with on-duty relief without having to call in field personnel to cover the position or excessive dispatcher overtime.
- To continue to answer the business phone lines while provide dispatching services.
- To provide intra-shift relief and breaks.
- To reduce dispatcher burnout.

As a result of this, one dispatcher per shift systems are an issue which should be addressed either through staffing up to two or increasing workload by dispatching for other entities.

(6) The Limited Workload Suggests an Opportunity for an Alternative Such as Provide Contract Communications Services for Other Agencies or Forming a Regional Communications Center.

Because of the costs of staffing and maintaining the communications infrastructure (radio network, CAD system, etc.), and the limited workload, Galt should consider partnering with neighboring communities to provide contract dispatching services for other fire/police agencies, or develop a regional dispatch center. This would reduce the cost of providing emergency communications.

It should be recognized, however, that there are major issues to be considered in prior to a successful regionalization could be accomplished. These include:

- The consolidation of dispatch will not likely be successful unless the city managers of the involved jurisdictions take an active and direct role in evaluating this issue. The interest in maintaining local control regardless of cost issues is often too strong at the departmental (police and fire) level to be overcome without such strong leadership.
- Communities will also need to consider issues such as how their records units function and are staffed, how these units provide for 24-hour (or less) access to the police facility for needed services (e.g. vehicle release).
- **Compatibility of equipment – significant expenses may be required if the current radio equipment of involved agencies does not have the capacity to broadcast/receive radio transmissions between all users.**
- In many dispatch centers, as in Galt, staff also serve as the switchboard and after-hours point of contact for the entire City. This issue would need to be addressed as part of any consolidation.

Recommendation: The Department and the City of Galt should pursue options to evaluate the feasibility of regionalizing the delivery of emergency communications dispatch. The potential **service viability and** cost savings of these alternatives are largely dependent on the partner communities with which

the City is able to participate. It should be noted that even a partnership with one other community could result in significant savings for the City.

3. RECORDS UNIT

The project team reviewed collected data from the Records Unit. This Unit is staffed by one person working Monday–Friday. She is assisted by the Records/Dispatch Manager as needed when the manager is available.

The table below provides the activities and workload for the paperwork that is processed by the Records Unit.

	Calendar Year 2005
Case Reports	3512
Arrest Reports	1111
Juvenile Arrest Reports	229
FI Cards	113
Traffic Citations	1457
Parking Citations	903

There is not a formalized system for collecting and reporting work performed by the Records Unit (such as the information in the table above) to management for oversight and review.

Recommendation: The Records Unit should develop a workload reporting system that provides management with sufficient data to more effectively manage this function.

4. TRAINING AND RECRUITMENT

The training and recruitment functions are overseen by a Lieutenant and the Administrative Sergeant.

(1) Training Hours

The project team was provided with training data that included the type of in-house training attended by the employee and the number of hours for each class.

The table below provides a summary of the training data for Calendar Year 2005.

Training Topic	No. of Officers / Sergeants	Class Hours	Total Hours
Crime Scene Investigation	19	10	190
Hazardous Materials	19	4	76
Legal Update; CPR, AED refresher	19	10	190
Firearms/Rifle; First Aid refresher	19	10	190
Firearms/Shotgun; Personal Protection Equip.	19	10	190
Emergency Vehicle Operations	19	20	380
Standardized Field Sobriety Testing	19	16	304
Motor Officer skills (for all 2005)	3	25	75
K9 Training (for all 2005)	2	90	180
SWAT Training (for all 2005)	6	14	84

As the above table shows, GPD personnel attended 10 in-service training courses for a total of 1859 training hours; the K9 and SWAT training hours were not used to determine the average number of training hours provided on straight time, as this training is frequently done on overtime. The other eight in-service classes provide all on straight time totals 1595 hours. This averages approximately 84 training hours per officer/sergeant.

In addition to the in-service training hours identified above, the Galt Police Department also utilizes off-site training courses for special and mandated training. The following table shows the total number of hours sworn personnel from GPD spent attending specialized training during CY 2005.

Training Topic	No. of Officers / Sergeants	Class Hours	Total Hours
Taser Instructor	3	16	48
Report Writing	4	8	32
Glock Armorer	4	8	32
Street Gangs	1	28	28
AR15 Armorer	1	8	8
WMD, Law Enforcement Protective Measures	6	8	48
WMD, Law Enforcement Response Actions	6	8	48
Drug Trends	1	8	8
Voice Stress Analyzer	1	40	40
Field Training Officer	3	40	120
Supervisory Leadership Program	1	192	192

As shown above, GPD sergeants and police officers attended 11 specialized training courses during 2005 and received 604 hours of specialized training. This averages approximately 32 training hours per officer/sergeant. The combined total of in-service and specialized training is 2199 hours, an average of approximately 116 hours per officer/sergeant.

Currently, the lieutenant in patrol coordinates all training for department members. The addition of the Administrative Sergeant's position in 2006 presents an opportunity to transition training coordinating functions for basic, in-service and/or the FTO program to this position. The Administrative Sergeant's current duty of primary report review for all patrol officer's reports belongs with the officer's field supervisor and patrol management.

Recommendation: Transition training coordination responsibilities to the Administrative Sergeant position. This position should be responsible for coordinating, tracking and maintaining training records for all sworn and civilian personnel. Change report review responsibility for officer's reports from the Administrative Sergeant to field supervisors. (Note: the Administrative Sergeant position was changed to the Investigations Sergeant in early 2007)

(2) Recruitment Process

The recruitment process for GPD focuses on the "non-affiliated" recruit trainees who are attending the police academies in the region. No other specific recruiting efforts are being conducted by the police department.

As mentioned in an earlier section, Galt PD has three "part-time officer" positions that are used as a recruitment tool. GPD personnel contact these officers to determine if they are interested in applying for a GPD part time officer position. An application is completed by the candidate officer and a preliminary background investigation is completed. If the candidate passes it they will be hired as a Part Time Officer.

Completing this process expeditiously allows GPD to hire the most desirable “non-affiliated” student candidates in the academy class. After the person is hired a thorough background investigation is completed while the Part Time Officer is completing his/her academy work. When the background investigation is completed and the new Part Time Officer also completes his/her FTO training they will be assigned a patrol field assignment just as a regular officer.

When a regular officer position becomes available the Part Time Officer may apply for it. If a Part Time Officer is hired as a regular officer they will still have a probationary period of 18 months. This process has been used for the last several years and has reduced the time it takes to recruit/hire/train a new officer by approximately six months (more in some cases). The last three regular full time officers hired have started out as part-time officers.

Recommendation: Continue to recruit officer candidates from regional police academies. Develop a recruiting program using the Administrative Sergeant for specific recruiting opportunities at job fairs and career days at local colleges.

5. CRIME PREVENTION SERVICES

Prior to July 2006 the crime prevention efforts of the police department were primarily conducted in the schools by the School Resources Officer. In July a new Crime Prevention Coordinator position was authorized and a person was hired in October. New crime prevention tasks have been assigned and are being implemented, e.g. “character counts” course.

The School Resources Officer is a uniform position but is not a regular 830.1 P.C. officer and does not rotate to any other positions in the Department. There is just one position in Galt PD and the primary job functions are to provide crime prevention

and law enforcement services to the schools in Galt. This position only handled 94 reported calls for service during 2005 but may have handled additional calls at the schools that were never reported as a call for service. This position provides classroom presentations to classroom and community groups.

Recommendation: Convert the School Resources Officer position to a regular officer position. This will provide greater flexibility in deployment of staff and an additional resource of one officer position that can be rotated to provide career development for officers. No cost impact as the salary and benefits are the same.

6. ANALYSIS OF ORGANIZATIONAL STRUCTURE

This chapter addresses the overall organizational structure of the Galt Police Department. The first section describes what the project team believes are the characteristics of an effective organization.

1. A SUCCESSFUL ORGANIZATION IS COMPRISED OF STRUCTURAL AND FUNCTIONAL ELEMENTS AS WELL AS INDIVIDUAL MANAGEMENT CHARACTERISTICS.

Successful law enforcement organizations are designed to optimize the management and control of the organization while furthering the goal of providing a high level of service to the community. In a complex organization, such as a police department, this design needs to consider functional alignment, spans of control and individual performance criteria. No organization can be effective without some balance in these issues.

While it is impossible to completely isolate structural (organizational) issues from functional (management) ones, the following list provides the project team's description of the factors utilized in this study. Even in smaller police departments, there are a number of structural, functional and span of control criteria that should be considered in an analysis its organizational structure. In evaluating these issues, the project team applies the following criteria:

- **Complementarily Functions:** Are functions grouped consistent with periodic interaction, common planning and scheduling approaches, to delivery services which are linked in some way?
- **Degree of Coordination Required:** This factor concerns the relationships within units and among units, sections and divisions. Many functions need close or indirect alignment in order to maximize efficiency and/or effectiveness.

- **Accountability:** Does the organizational structure foster accountability among management and supervisory staff? While this criteria overlaps with the “management systems” utilized, the organizational structure itself can facilitate or impede the performance of an organization.
- **Complexity of Work:** Does the task involve a lot of steps, have many decision points, require a large amount of personal discretion in decision making? Greater complexity in work generally requires closer organizational placement.
- **Degree of Organizational Risk:** This relates to how much risk a function incurs if an activity is not performed or is performed poorly. Risk might involve financial or personnel concerns. Generally, higher risk functions have close management oversight. For example, property and evidence presents a relatively high organizational risk.
- **Degree of Public Scrutiny:** This factor is concerned with the degree to which public attention is “routinely” paid to a given activity. For example, internal affairs is a function whose work results in public scrutiny at some level.
- **Supervisor and Management Responsibilities:** This relates to whether supervisors are fully devoted to overseeing the primary activities of the function or have been assigned other duties which interfere. This can result in functional responsibility being placed higher or lower in a management chain.
- **Degree of Centralization:** The physical dispersal of the function also relates to supervisory and management requirements – the greater the level of decentralization, the greater the number of managers and/or supervisors are generally required.

The section, below, provides the project team’s evaluation of the current organization against these organizational and span of control measures.

2. THE CURRENT GALT POLICE DEPARTMENT ORGANIZATIONAL STRUCTURE IS GENERALLY WELL DESIGNED TO MAXIMIZE SERVICE DELIVERY AND MANAGEMENT CONTROL.

The project team evaluated the Galt Police Department against the organizational criteria described above. While several potential issues will be discussed more fully in the management chapter, which follows, the following points provide a discussion of the project team’s assessment which compares the Galt Police Department to these criteria:

- **Complementarity of Functions:** All functions are organizationally grouped consistent with contemporary practice. The structure promotes appropriate interaction to facilitate service delivery and management. All field functions are grouped together in the Field Operations Bureau; administrative and investigative functions are grouped in the Services Bureau.
- **Coordination of Functions:** The Department is generally well organized in terms of relationships and expectations between and among the two Bureaus and their Units. It is also important to note that the two lieutenants have offices near each other and a short distance from the office of the Chief. This close proximity of Executive Management promotes communication on a daily basis.
- **Accountability for Performance:** The organizational structure itself does not act as an impediment to the performance of the organization or the accountability of managers. Accountability for performance in this organizational structure can easily be obtained by the Chief and Lieutenants.
- **Organizational Complexity:** The GPD structure is clear and an easily identified chain of command.
- **Risk Management:** The City and Police Department organization is structured to provide effective management oversight of field operations and support services. Supervision of field services 24 hours a day is needed.
- **Public Scrutiny:** The Department has had questions raised concerning investigative procedures. It should anticipate that similar or additional questions will be asked in the future and management should be trained and prepared to answer questions about any function of the department.
- **Management / Supervisory Spans of Control:** The organization is well balanced to provide oversight for daily personnel practices (i.e., how incidents are handled, how reports are developed and processed, etc.). Manager and supervisor primary activities and functional responsibility are appropriate. Managers' span of control is not excessive.
- **Centralization / Decentralization:** The chain of command is not too tiered or too flat. As a smaller department, the GPD is not faced with control of decentralized operations and commands.

The table below further elaborates on this assessment of the current organizational structure.

Issue	Evaluation
Is the GPD too “tiered” or too “flat” from a command and supervisory perspective?	<ul style="list-style-type: none"> • The current organizational structure reflects a traditional law enforcement organization with Operations and Support Bureaus. • This organization is not too ‘flat’ that would create different levels of responsibility among Bureau Management staff; nor does it have unnecessary layers of managers or supervisors.
Are functions placed too high or too low in the Department in relation to their importance in meeting law enforcement and service objectives?	<ul style="list-style-type: none"> • There are no significant issues associated with functions in the management “chain of command in term of being placed too high or low in the Department. • Field Operations Bureau, with one lieutenant, and Services with one lieutenant, provides day to day management oversight for significant Bureau functions.
Are spans of management and supervisory control too broad or too limited?	<ul style="list-style-type: none"> • The distribution of management responsibilities between the two managers are normal for a smaller agency. • Generally, management responsibilities directly related to current job assignment.
Are functions grouped logically?	<ul style="list-style-type: none"> • Functions are generally grouped in a logical manner.
Are lines of authority and responsibility clear to all management personnel and organizational units? Are they being adhered to?	<ul style="list-style-type: none"> • Lines of authority are clear but are not always followed as the chief is normally accessible in a smaller organization for decision making outside the chain of command. Care needs to be taken to follow normal lines of authority. • Organization communication is through personal contact, memos and e-mail, and unit meetings.
Is best use made of civilian personnel?	<ul style="list-style-type: none"> • Generally the use of sworn and civilian personnel is good.
Is the GPD organized in a manner to effectively communicate its missions, goals and values?	<ul style="list-style-type: none"> • The organization is centralized and lends itself to internal communications. A clear focus on the Department mission and goals should be addressed by the new chief.

The points that follow provide a summary of the issues associated with the Department organizational structure as summarized in the table above.

- The organization is functionally arranged to provide contemporary police service.
- Responsibility for various ‘management and supervisory’ functions are centralized and functionally grouped.
- Management functions in relation to organization importance and spans of control between team, section, and unit personnel to immediate supervisors is consistent with industry norms of 1:6 – 1:9.

- The organization is not top heavy; additional first line supervision is needed in patrol.

There are few issues with the current organizational structure as it maximizes service delivery and management control.

7. ANALYSIS OF MANAGEMENT SYSTEMS

This section provides the project team's analysis of the management systems in place which direct the services of the Department. The current sworn management structure below the Chief consists of two Lieutenants. A new chief was hired in November 2006. The chief and lieutenants have been reviewing department operations and discussing options for changes in the Department. The analysis below makes several suggestions for this new management team that the project team believes will help provide leadership and professional management for the Galt Police Department.

1. THE DEPARTMENT SHOULD UTILIZE WORKLOAD AND PERFORMANCE DATA AS PART OF A FORMAL MANAGEMENT APPROACH FOR OPERATIONS.

The Police Department does not formally analyze or utilize workload data as part of an approach to managing, evaluating performance and services to the community. Some data is still collected manually or tracked manually. GPD has computer systems in place to provide analysis of a variety of work tasks that is useful as a management tool. Conducting formal analysis of work tasks allows management to measure performance where possible. The project team's findings include:

- Available information about dispatch call processing times and officer response times for community generated calls for service is not provided to or used by management.
- Patrol personnel are not assigned geographic sectors or beats. The number of calls for service in geographic areas of the city should routinely be reviewed to determine workload distribution and changes in calls for service patterns, with a view to establishing beats for officer deployment.

The Department has not established formal goals or performance targets such as:

- Call processing times
- Response times to calls for service
- Use of proactive time (i.e., tickets, warnings, directed patrols, arrests)
- Clearance rates for investigators

There are systems in place that allow for this information to be obtained, but currently it is not routinely being extracted or analyzed by the Department. Use of this information will provide Department management current performance regarding calls for service delivery and also other performance related information to enhance the Department's provision of the best services to the community. At the same time it will provide some useful information necessary to increase the accountability for Department personnel in the performance of their primary job duties.

Recommendation: Develop performance measures based on actual data tracked by the CAD / RMS system for dispatch processing time for community generated calls for service, patrol response times to community generated calls for service, self initiated activity, traffic safety services and investigative case assignments; for the purpose of enhancing services and increasing accountability of Department management and other personnel.

2. OVERALL MANAGEMENT OF PATROL RESOURCES CAN BE ENHANCED THROUGH THE USE OF AVAILABLE DATA AND APPLIED ANALYSIS.

The project team's analysis of patrol staffing needs earlier in this report shows that the Police Department has adequate staff resources with which to provide a high level of service in patrol services. The project team found that patrol operations are managed reactively, which is normal as the primary job duty of patrol is to respond to calls for service. However, when proactive time is available it should be directed by supervisors and there should be formal plans to make effective use of that time.

The project team recommends that the Department adopt a management approach that calls for a more structured approach in managing the proactive time

available to patrol officers. The approach recommended by the project team relies on increased use of data (more fully described in the chapter focused on management information systems) and on planning. The points that follow summarize the approach recommended by the project team:

- The patrol sergeants/officers should develop an action plan with problems/issues to address during the slower shifts when officers have significant proactive time available. This plan should be specific to their work hours and area of the city patrolled. They should be accountable to the Lieutenant for this plan and results.
- Patrol officers should be given primary assignments to a zone/beat. This will enable them to take some ownership for the problems/resolutions in their areas and coordinate with the assigned NRO.
- The Department should develop a process to inform beat officers of the problems/issues in their assigned primary zone/beat area. This information should include notice of all complaints, incidents, accidents, etc. This will increase their accountability and will develop and eventually improve the foundation for community policing developed by the Department.
- Officers should be given specific responsibilities to accomplish during their shift. This should include (but not be limited to), the following:
 - Addressing citizen generated complaints about quality of life issues.
 - Conducting foot patrols in specified areas.
 - Focusing on areas of potential concern, including school areas, commercial areas, parks, etc.
- Officers should notify Dispatch of all of their activities so that an incident number can be created to document their activity.

The project team recommends that these issues be discussed, developed and initiated at a level that is workable in Galt. It will need review at specified intervals and revisions to sustain and institutionalize this system.

Recommendation: The Police Department should adopt a process to enhance delivery of patrol services during the periods when proactive time is available. Sergeants should coordinate the development of plans that identify specific tasks to do when proactive time is available.

3. THE DEPARTMENT NEEDS TO STRENGTHEN ITS INVESTIGATIVE CASE MANAGEMENT SYSTEM.

The case screening process employed by the Department is an excellent way to determine the cases with solvability factors that should be assigned to an investigator for follow-up. The Investigations Unit supervisors use the computer system to track the number of active cases but historical data is not available. Computerized case management modules allow supervisors and management to track current cases, cases assigned over specified time periods, cases cleared, cases closed, etc. This type of system is valuable to know what cases investigators have worked and their productivity. Once cases are assigned to a detective, a case should be monitored every few weeks for investigative progress, changes in status, leads, etc.

The Department's case management system should include:

- Development of formal caseload targets. As a starting point, the case load targets utilized in this study should be used as a start, ensuring that a distinction is made between assigned cases and actually active cases (i.e., those receiving some follow-up in the last 30 days).
- Case progress reporting targets should be established (e.g., after the first 10 days after a case is assigned; 30 days thereafter).
- Utilize the case management system to monitor cases.
- The Lieutenant should periodically perform spot desk audits of staff.
- The Lieutenant should monitor cases with a view to inactivating selected cases without prospects. A formal approach to case inactivation should be developed for cases which have few prospects but cannot be closed or cleared.
- Patrol officers should conduct follow-up on many minor crimes. This is an appropriate use of patrol personnel time – it provides a measure of accountability and responsibility for problems reported in an area rather than sending it to detectives for follow-up. In many law enforcement agencies today field personnel are utilizing discretionary or proactive time to be engaged in such follow-up investigative work.

Recommendation: The Investigations Unit be trained on and use a computerized case management system to improve investigations case management.

4. THE DEPARTMENT SHOULD TAKE FURTHER STEPS IN ENHANCING MANAGEMENT AND OPERATIONS.

The Galt Police Department should take other actions to enhance management of the Department. Managers and supervisors generally are informally reacting to needs rather than formally planning and evaluating services. The use of the available information systems is a critical element to enhance management of the Department.

The steps that the Department should take should include the following:

- Make greater use of the information that it is already capturing to:
 - Plan and schedule work.
 - Hold line staff accountable to pre-determined standards of performance and productivity (not quotas but unit targets of performance).
 - Hold supervisors and managers accountable to ensure tasks, goals and objectives are being met.
- The information management approach taken by the Department should be focused on improving accountability internally and to the City as a whole. The project team recommends the following steps:
 - The Chief should at least annually formally communicate his goals for the upcoming year.
 - This should be supported by a well directed long range planning effort. While the Chief should coordinate this effort, the other command staff members should have major roles.
 - Each manager and supervisor should develop annual goals and objectives for their functions.
 - Performance measures should be developed that are meaningful measures to the police department and also able to communicate to the residents of Galt what they are receiving for their tax dollars.

- Review of progress against these goals and objective should be accomplished formally and periodically (no less than quarterly).
- The Chief should at least quarterly personally communicate to line staff important trends, developments and issues.

The project team believes that these changes will result in a more professionally managed Department that is focused on the delivery of high levels of service to the community. The Department should increase the formal approach to management and holding all members of the department accountable for their performance. The steps outlined above can only effectively be achieved by cooperatively working with all department members to establish and accomplish common goals.

Recommendation: Begin a more formalized approach towards managing by developing performance measures and establishing annual goals for the Police Department.