

Police Department Operational and Staffing Study

VILLAGE OF LANSING, ILLINOIS



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1. INTRODUCTION AND EXECUTIVE SUMMARY

In July 2014, the Matrix Consulting Group initiated the Operational and Staffing Study of the Lansing Police Department (LPD) in order to evaluate its operations management, organizational structure and staffing levels in order to identify opportunities for improvement.

The study envisioned by the Village was designed to examine the following elements:

- Current levels of activity and use of the time available for proactive efforts in addition to handling calls for service in patrol and handle cases in investigations, as well as the Department's support functions.
- The adequacy of current staffing levels in all functions in the Department to handle these workloads at an appropriate level of service.
- The organizational structure of the Department and its management.

To complete the project, the Matrix Consulting Group engaged in the following activities:

- Conducted one-on-one interviews with the Mayor and Village Administrator to identify overall issues and challenges facing the LPD, including goals and objectives of this Operational and Staffing Study.
- Conducted one-on-one interviews with key LPD management, supervisory and line personnel, in order to understand staff roles and responsibilities, organization and operations, and workload and service levels.
- Collection of workload data from the CAD / RMS system and other sources to identify workloads for service level indicators for staff.
- Development and completion of two interim documents which summarized our understanding of the Department and associated issues at each stage of the project:
 - A Profile to summarize the LPD organization, staffing and operations.

- A “Best Management Practices Assessment” to compare the LPD against industry standards.
- Throughout the project, the project team submitted deliverables to the Village and the Police Department for review and comment.

The next section identifies some of the key strengths of the Lansing Police Department.

1. STRENGTHS OF THE LANSING POLICE DEPARTMENT

Although projects such as these focus on identifying issues and improvement opportunities, it is important to place the LPD into context and state the many strengths that were identified during the course of the project, and include the following:

- Patrol officers have relatively high levels of practice time and are active during this time by generating activity as well as following up on prior crimes.
- The Department utilizes an innovative performance monitoring tool for patrol to ensure that activities are generated, that the community is engaged and that risks are addressed.
- Detectives are involved in a regional task force for investigating major crimes.
- The LPD leverages technology and automation in effective ways, including the review and processing of police reports.
- The Department has civilianized several support functions and the supervision of these functions. The Department also utilizes cadets and part-time reserve officers.
- The LPD has a dedicated School Resource Officer to provide prevention programs, address incidents occurring in and around the schools, and supporting patrol when necessary.
- Emergency communications utilizes a quality assurance program for calls; dispatch is accredited.
- The LPD has a defined Vision, Mission, and Value statements to help guide the overall management and operations, and direction of employees. The Department participates in the Village’s strategic planning efforts.

It is also important to note that the LPD has been an accredited agency, which

promotes organizational accountability, transparency, and continuous improvement. They have let that lapse this year because of the staff resource requirements to maintain this. The same standards of accountability are maintained.

2. SUMMARY OF FINDINGS AND RECOMMENDATIONS

The table below summarizes the key findings, issues, and recommendations resulting from the Operational and Staffing Study within Field Services, Support Services, and overall organizational structure and management.

Recommendations
Chapter 2 – Evaluation of Field Services Division
Add one authorized position in patrol for a total of 29 to account for lower levels position availability due to leaves and vacancies. This would cost approximately \$80,000 in personnel costs.
Examine the feasibility of moving the start and end times of the Day and Night Shifts later by two hours, and the Power Shift earlier by one hour.
The Chief should initiate a process to make the roles of supervisors and managers more distinct and consistent.
The Lansing Police Department’s approach for managing the delivery of Patrol services is unusual and positive for a smaller department. These mechanisms enhance the management of patrol and enhance the accountability of all personnel assigned for the issues and problems in the community.
Revisit call prioritization approach to avoid over-prioritizing responses and community expectations.
Encourage alternative response techniques for very low priority calls for service (e.g., code related issues, minor ‘cold’ thefts, etc.) as a way to moderate field workloads. Approaches could include mail or internet reporting.
The Department should create a dedicated crime analyst position to analyze crime and call trends in the Village, including developing reports for staff and the community. The estimated cost for this position is \$60,000 in salary and fringe benefits.
Reduce the Detective staffing level to four (4) by reassigning the just assigned fifth Detective to the Tactical Unit.
Provide part-time clerical support to the Criminal Investigations. Estimated annual salary/benefits cost of \$25,000.
Case screening approaches needs to be strengthened in Lansing by more consistently utilizing the solvability factors and review mechanisms at its disposal.

<p>Re-focus the Lieutenant to be directly responsible for ancillary patrol and investigative support functions and only indirectly for criminal investigations. The Lieutenant would still be available for back-up supervision of detectives.</p>
<p>Maintain the allocation of an officer to the school resources function. It is valuable for its principal mission as well as to allow field services personnel to focus on other community issues.</p>
<p>Chapter 3 – Evaluation of the Support Services Division</p>
<p>The Village of Lansing and its Police Department should explore consolidation of communications services with one or more regional entities. This exploration of possibilities could result in either the outsourcing or insourcing of communications services.</p>
<p>Fund a part time Records Clerk position to be assist with keeping up with records inputting and maintenance. The cost of this part time position is estimated at \$25,000 in salary and fringe benefits.</p>
<p>The Department should recreate the position of non-sworn Maintenance Coordinator for fleet and facility maintenance functions. This full time position could cost between \$50,000 – \$60,000 in salary and fringe benefits, though the Village’s Human Resources staff should survey this position for compensation.</p>
<p>Chapter 4 – Evaluation of the Organization of the Police Department</p>
<p>Reorganize and simplify the command structure of the Lansing Police Department by eliminating the Deputy Chief position and reorganizing operational support functions. The cost savings associated with the elimination of the Deputy Chief position is estimated at \$150,000 per year.</p>
<p>The Chief of Police should be tasked with establishing a process to engage the community as a partner of the Department. The initial community visioning / planning process should be conducted by early 2015 with meeting updates every three months thereafter.</p>
<p>The Chief of Police should also be tasked with developing a staff committee for the establishment of a formal strategic plan that includes a vision of what the LPD should be 3-5 years in the future, goals for improvement, and an action plan that defines each goal specifically, when it is to be accomplished, and who is responsible for completing the task. The development of a new Strategic Plan should include community input.</p>
<p>The Chief should develop an annual report to the community which reports back on the progress toward meeting established objectives and obtain their feedback on this as well as new initiatives.</p>

A more detailed explanation for each recommendation can be found in the body of the report.

2. EVALUATION OF THE FIELD SERVICES DIVISION

The Field Services Division in the Lansing Police Department is primarily comprised of patrol and investigative functions. This chapter provides an analysis of these functions and the services provided to the public.

1. PATROL OPERATIONS STAFFING AND WORKLOAD

The following analysis is based on interviews with LPD personnel, data generated from the CAD (Computer Aided Dispatch) and RMS (Records Management System) as well as other relevant documents associated with patrol and investigations-related services.

The project team collected information regarding the LPD workload activities relating to field patrol personnel (i.e., regular Patrol Officers and Sergeants). Specifically, this involved the raw data set that captured all dispatch communication activity for the Lansing Police Department for calendar year 2013:

- Call or Event Number
- Date and Time of Initial Creation of the CAD Case
- Location of Call
- Type of Call
- Priority of Call
- Time of Unit(s) Dispatch
- Time of Unit(s) In-route
- Time of Unit(s) On-Scene Arrival
- Time of Unit(s) Clearance

- Beat Unit Identifiers (unit numbers) for responding unit

This information serves as the context for analyzing patrol's staffing needs and estimating workload activity, including the identification of community-generated calls for service, as well as Officer initiated activity. This summary description of LPD patrol services is organized as follows:

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

The first section provides the current patrol unit deployment, showing by time of day the number of patrol units scheduled.

(1) Lansing Police Department Patrol Schedule and Officer Availability

Patrol works 12-hour shifts on a rotating basis. Day shift begins at 0600 and ends at 1800, a power shift covers from 1200 until midnight and the night shift works 1800 until 0600. Minimum staffing is five officers from midnight until 0600 – 1400, six officers from 1400 until midnight. Minimum staffing is 5.0 officers from midnight until 0600 – 1400, 6.0 officers from 1400 until midnight, and 4.0 officers from 0000 – 0600.

The following table lists the authorized number of Officers assigned to patrol services to show a graphical depiction of the number of staff available to handle the Patrol workload in Lansing for each hour of the day.

Authorized Patrol Staffing

Hour	Day Shift 0600-1800	Power Shift 1200-0000	Night Shift 1800-0600	Avg. Staff Per Hour
0000			6.0	6.0
0100			6.0	6.0
0200			6.0	6.0
0300			6.0	6.0
0400			6.0	6.0
0500			6.0	6.0
0600	6.0			6.0
0700	6.0			6.0
0800	6.0			6.0
0900	6.0			6.0
1000	6.0			6.0
1100	6.0			6.0
1200	6.0	2.5		8.5
1300	6.0	2.5		8.5
1400	6.0	2.5		8.5
1500	6.0	2.5		8.5
1600	6.0	2.5		8.5
1700	6.0	2.5		8.5
1800		2.5	6.0	8.5
1900		2.5	6.0	8.5
2000		2.5	6.0	8.5
2100		2.5	6.0	8.5
2200		2.5	6.0	8.5
2300		2.5	6.0	8.5

As shown above the day shift and night shift are both staffed with 6.0 officers on each shift and are supplemented by an average of 2.5 officers working the power shift from noon until midnight. The staffing on the power shift varies from 2.0 to 3.0 officers on a rotating basis. Day and night shifts are supervised by either 2.0 sergeants, or by 1.0 lieutenant and 1.0 sergeant, rotating every eight weeks. This results in an average scheduled staffing of 6.0 officers from midnight until noon and 8.5 officers from noon until midnight.

(2) Leave Hours for Patrol Staff and Patrol’s Actual Staffing Level.

While the scheduled staffing is an important component, it is important to realize that not all scheduled personnel report to work on each scheduled workday. The use of vacation, sick, compensatory and other leave impact the actual staffing and availability of personnel in Patrol.

The following table summarizes the estimated availability of patrol staff after deducting leave and training hours, as well as an estimate of the hours spent performing administrative tasks during their shift:

Work and Leave Hours	Hours and Percentages
Total Scheduled Annual Work Hours	2,184 hours
Mandatory Leave <i>(4 hours every 2 weeks)</i>	104 hours
Average Leave Usage	480 hours
Average On-Duty Training Time	31 hours
Total Unavailable Hours	615 hours
Net Work Hours	1,569 hours
% Annual Availability	71.80%
<hr/>	
Add Average Hours of Backfill OT / Officer	94 hours
Net Work Hours with OT	1,663 hours
% Annual Availability	76.1%
<hr/>	
Administrative Time <i>(90 Min. x 149 Shifts)</i>	207 hours
Net Available Work Hours	1,456 hours
% Annual Availability	66.7%

The following points summarize the data above:

- While patrol officers are scheduled to work 2,184 hours, after leave usage and training is subtracted they actually work 1,551 hour or 71.0% of their scheduled time. This is comparatively low for police departments in the experience of the project team.
- When overtime to fill minimum staffing levels is factored a total of 1,645 hours of

available time result.

- Time for administrative tasks (briefings, vehicle checks, etc.) is also removed from available time, resulting in an availability of 65.8% or 1,438 hours annually.

A Lansing Police Officer is at work and able to provide police services for approximately 75% of their paid work hours annually. It should be noted that, while this is a collective bargaining issue, it is at the low end of the range in our experience.

The following table shows the actual average number of officers that worked a shift on patrol during 2013 based on this average. The actual staffing level is always lower than the authorized level due to officers off on leave, on a training assignment or other reasons as discussed above. It is also important to note that the chart below does not take into consideration units that work overtime. As a result, the chart depicts numbers below minimum staffing at certain times.

Average Available Patrol Staff (Excluding Overtime)

Hour	Days 0600-1800	Power 1200-0000	Nights 1800-0600	Average Shift Staffing
0000			4.5	4.5
0100			4.5	4.5
0200			4.5	4.5
0300			4.5	4.5
0400			4.5	4.5
0500			4.5	4.5
0600	4.5			4.5
0700	4.5			4.5
0800	4.5			4.5
0900	4.5			4.5
1000	4.5			4.5
1100	4.5			4.5
1200	4.5	1.9		6.4
1300	4.5	1.9		6.4
1400	4.5	1.9		6.4
1500	4.5	1.9		6.4
1600	4.5	1.9		6.4
1700	4.5	1.9		6.4
1800		1.9	4.5	6.4
1900		1.9	4.5	6.4

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Hour	Days 0600-1800	Power 1200-0000	Nights 1800-0600	Average Shift Staffing
2000		1.9	4.5	6.4
2100		1.9	4.5	6.4
2200		1.9	4.5	6.4
2300		1.9	4.5	6.4

As shown above the day shift, while staffed with 6.0 officers, has a typical daily staffing of about 4.5 officers actually working. The night is also staffed with 6.0 officers, but after leave results in actual staffing of 4.5 officers on average each shift as well. The power shift is staffed with either 2.0 or 3.0 officers and results in an average staffing of 1.9 officers working each shift.

(3) Employee Attrition Rate

The following table displays the total hires, resignations, retirements, and terminations over the last six years, providing a breakdown by classification:

Turnover Count by Year and Type

Category	Type	Classification	2009	2010	2011	2012	2013	2014	6 YR TOTAL	
Addition	Hire	CSO				2			2	
		Dispatcher					1	2	3	
		Officer	3			1	1		5	
		Records			1				1	
	Subtotal– Additions			3	0	1	3	2	2	11
Loss	Resignation	CSO	1	2				1	4	
		Dispatcher		1	1	1	2	1	6	
		Officer				2	1		3	
		Records						1	1	
	Retirement	Chief	1							1
		Lieutenant					1			1
		Officer	1				1			2
		Records			1					1
	Termination	Ofc.		1			1			2
	Subtotal– Losses			4	4	4	2	3	6	3
Net Gain/Loss			-1	-4	-1	0	-4	-1	-11	

(4) Calls for Service Workloads

The table below shows the total number of community generated calls for service (CFS) by time of day and day of week for calendar year 2013. The project team defined a community generated call for service as a call where at least one LPD sworn officer provided the primary response to an incident. The CAD system data was used to determine the number of CFS. It does not include Officer initiated activity.

Calls for Service by Hour and Weekday

Hour	Sun	Mon	Tue	Wed	Thu	Fri	Sat	TOTAL
0000	103	67	85	78	88	94	107	622
0100	117	77	71	80	66	81	90	582
0200	87	69	65	52	58	63	87	481
0300	103	67	75	91	76	71	85	568
0400	80	56	53	65	59	68	65	446
0500	58	44	45	55	42	40	53	337
0600	39	66	52	40	64	72	49	382
0700	62	67	73	85	99	72	74	532
0800	78	73	78	95	94	77	88	583
0900	68	112	80	108	103	76	95	642
1000	88	112	91	123	120	104	123	761
1100	82	82	90	95	108	100	90	647
1200	92	112	93	100	99	100	124	720
1300	122	114	88	126	123	135	130	838
1400	99	111	109	96	117	104	113	749
1500	110	134	138	140	110	140	122	894
1600	138	124	139	137	133	153	128	952
1700	100	116	111	115	122	108	111	783
1800	110	135	118	114	122	133	106	838
1900	112	121	115	114	126	135	97	820
2000	117	116	105	93	107	129	125	792
2100	130	113	118	134	128	123	155	901
2200	111	132	109	120	109	136	149	866
2300	94	100	80	94	91	100	137	696
TOTAL	2,300	2,320	2,181	2,350	2,364	2,414	2,503	16,432

LPD responded to 16,432 unique community generated calls for service, approximately 45 per day. The busiest days of the week are Friday and Saturday, which average over 47 calls per day. Tuesday is the slowest day for community-generated calls, averaging 42 calls daily. Of the total number of calls, 8,483 calls (51.6%) occurred during the day shift (0600-1800) and 7,949 calls (48.4%) occurred during the night shift (1800-0600).

(5) Calls for Service Incident Types

The following table shows the most common types of calls for service in 2013:

CFS by 10 Most Common Incident Types

Final Call Type	Count	% of Total
Vacation Watch	2,790	17.0%
Burglar Alarm	1,332	8.1%
Premise Check	969	5.9%
Domestic Disturbance	816	5.0%
Suspicious Person	743	4.5%
Investigation	641	3.9%
Accident PD Only	618	3.8%
Special Watch	591	3.6%
Suspicious Vehicle	560	3.4%
Theft	499	3.0%
All Others	6,873	41.8%
TOTAL	16,432	100.0%

The “other” types are calls include complaints regarding trespassing, loud music, persons drunk in public, fireworks, traffic collisions, reckless driving, 911 hang-ups and a person being report as “down”. As shown above, the 15 most frequent calls for service account for 9,559 calls, which are 58% of the total number of calls during the year.

(6) Calls for Service by Priority Level and Geographic Area

The following table shows the breakdown of calls for service by priority and beat for the Police Department.

- **Priority 1** – A felony in progress or a crime involving a fight or injury, Officer needing help immediately, major injury accidents.
- **Priority 2** – A property crime in progress or just occurred (burglary, theft, graffiti), suspicious activity and verbal disturbances.
- **Priority 3** – Important calls but not life threatening.
- **Priority 4** – General report calls and annoying incidents.

Calls for Service by Beat and Priority Level

Beat	Priority 1	Priority 2	Priority 3	Priority 4	TOTAL	%
1	478	462	164	1,021	2,125	12.9%
2	739	888	364	2,489	4,480	27.3%
3	1,248	1,055	380	2,730	5,413	32.9%
4	743	783	316	2,272	4,114	25.0%
No Beat Listed	50	57	24	169	300	1.8%
TOTAL	3,258	3,245	1,248	8,681	16,432	100.0%

As shown above, 19.8% of the calls for service in CY 2013 were Priority 1 calls, about 19.7% were Priority 2 and 7.6% were Priority 3 calls. It should be noted that in the project team’s experience in departments with an effective field service management system “Priority 1” or emergency / life threatening calls are generally less than 5% of total workloads.

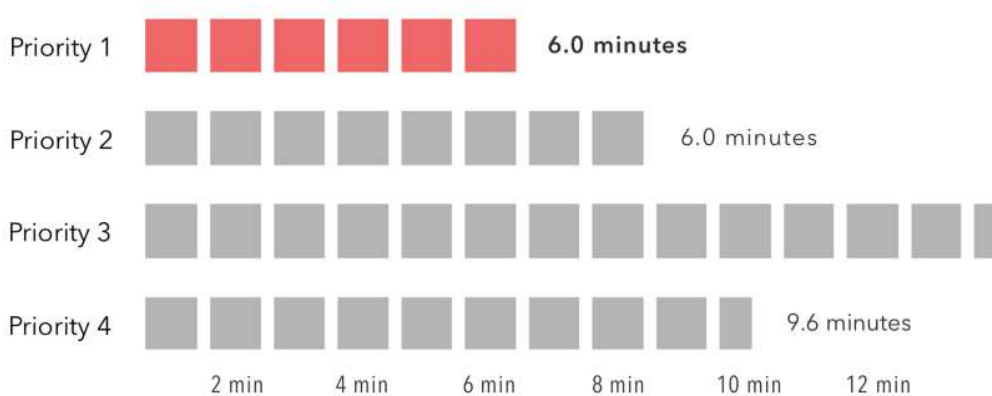
(7) Calls for Service Handling and Response Times

The following table and chart display the average travel time by priority level and beat, encompassing the amount of time between the first officer being dispatched and arriving on the scene:

Average Travel Time by Priority Level and Beat (in minutes)

Priority Level	Beat 1	Beat 2	Beat 3	Beat 4	Unspecified	Overall
1	6.8	5.7	6.2	5.6	5.3	6.0
2	8.4	8.3	7.2	8.5	6.7	8.0
3	15.6	11.3	13.6	14.9	12.4	13.5
4	9.7	9.6	9.4	9.8	12.2	9.6
Overall	9.1	8.7	8.4	9.0	9.8	8.7

Average Travel Time by Priority Level



Travel times appear to be roughly equivalent across all four beat areas, with similar average for each priority level. The same is true when looking at travel times by time ranges, as the table below demonstrates:

Percentage of CFS Responses by Priority Level and Travel Time

Time Range	Priority 1	Priority 2	Priority 3	Priority 4	TOTAL
Under 5:00	29.8%	22.1%	16.0%	11.6%	23.0%
5:00 - 7:00	22.0%	23.5%	19.0%	18.2%	21.0%
7:00 - 10:00	5.5%	7.7%	9.7%	11.2%	7.6%
Over 10:00	42.7%	46.7%	55.3%	59.1%	48.4%

Almost half of all calls for service feature response times of over ten minutes, with under 30% of Priority 1 calls receiving responses in under five minutes.

The following table displays average handling time, defined as the time between an officer being dispatched to a call and the call being cleared, by priority level for both primary and backup units:

Average Handling Time by Priority Level (min)

Priority Level	Primary Units	Backup Units (x75%)
1	48.0	54.7
2	37.1	40.2
3	59.2	70.9
4	28.4	44.2
Overall	36.1	48.5

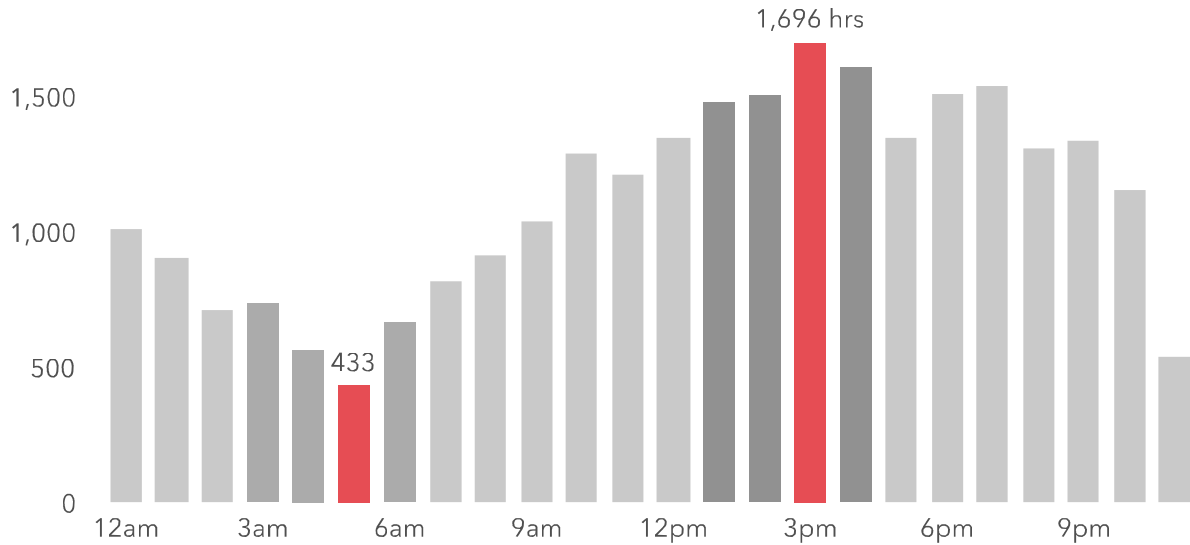
It should be noted that the CAD system used by the Lansing Police Department displays only the dispatch and clear times of the primary unit. As a result, it is impossible to capture exact statistics for backup unit handling time. To compensate for this issue, the handling time of a backup unit to a call is calculated by multiplying the primary unit handling time by 0.75. In the experience of our project team, this provides a close approximation of the actual backup unit times. Even after multiplying the times by 0.75, the average backup unit handling times are higher due to the fact that calls with multiple units are more likely to have higher handling times than those that warrant a single unit response.

The following table and chart display the total number of hours of workload handled by patrol officers in 2013, including both primary and backup units:

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Total Patrol Unit Workload Hours by Time Period

Hour	Sun	Mon	Tue	Wed	Thu	Fri	Sat	TOTAL
0000	196	117	121	136	116	137	183	1,005
0100	218	103	92	128	96	131	139	907
0200	151	107	87	67	83	85	126	707
0300	160	73	75	100	93	91	142	734
0400	107	69	61	75	64	95	90	561
0500	92	44	67	68	47	51	64	433
0600	69	135	82	73	83	147	76	663
0700	82	91	118	137	154	94	136	812
0800	100	111	141	153	157	107	142	909
0900	130	169	142	168	132	125	175	1,040
1000	147	169	156	201	209	171	232	1,286
1100	142	154	174	162	187	237	150	1,206
1200	168	216	159	208	188	171	233	1,343
1300	224	218	163	194	248	223	206	1,476
1400	199	251	208	205	243	197	199	1,503
1500	201	251	260	274	226	275	208	1,696
1600	249	196	231	226	248	258	197	1,605
1700	181	184	169	205	232	183	192	1,347
1800	180	248	209	234	209	207	227	1,513
1900	198	236	237	218	207	242	195	1,534
2000	190	190	184	145	193	198	208	1,307
2100	205	148	179	213	197	169	222	1,332
2200	142	170	153	164	147	187	193	1,156
2300	79	72	60	62	71	72	124	540
TOTAL	3,810	3,721	3,527	3,815	3,830	3,853	4,058	26,613



It is interesting that while the hour with the greatest activity has about 2.8 times the number of calls for service as the hours with the least activity, it has 3.9 times the number of total workload hours. There are two components to this– the time required to handle each call and the rate at which backup units are responding.

(9) Non-Administrative Workload Factors

The workload involved with handling calls for service often extends beyond clearing the call or, when applicable, making an arrest. Patrol units spend a significant percentage of their time writing reports and other assignments directly relating to their activity, and are additionally responsible for transporting prisoners to jail for booking. While data regarding the number of reports written by Lansing officers is not available, the project team uses an estimate based on our experience with other law enforcement agencies for the time that is spent completing these assignments as an additional workload factor beyond handling time.

Similar issues are faced when representing jail transport time. The table below illustrates the number of arrests made by the Lansing Police Department within the last

three years:

Category	2011	2012	2013	3YR Change
Total Arrests	1,493	1,541	1,262	-15.5%
Part 1 Crime	1,485	1,427	1,282	-13.7%
UCR / Arrests	1.00	0.93	1.02	

Due to the fact that data is not available for the amount of time spent by officers transporting offenders to jail to be booked, our project team uses an estimate based on our experience that assumes 45 minutes per transport run. Arrests declined last year because the Department changed its productivity target to emphasize non-arrest activities. However, as the table shows, Part 1 crime has declined by a similar amount.

3. THE IMPORTANCE OF PROACTIVITY FOR LANSING'S PATROL UNITS

The orientation toward the provision of field patrol services in municipal law enforcement agencies has come full circle in the United States over the last 50 years. The historic law enforcement approach to field services involved a police officer who walked a particular beat or neighborhood. A traditional beat officer knew people in the area; he or she was in a position to recognize potential problems before they occurred as well as likely suspects for crimes committed on the officer's beat. As cities grew and metropolitan areas spread, the vehicles of motorized officers became the normal transportation mode to respond to calls for service. A police department's focus changed to one of responding quickly (i.e., usually in a patrol car) to all types of calls in a wider geographic area and, overall, fewer officers assigned to foot or vehicle patrol duties. At the same time, society at large and Village residents developed rising expectations for the services that would be provided by police officers (e.g. the passage of domestic violence laws in the late 1970's and 1980's). Over time, these factors

resulted in a beat officer that had less local neighborhood knowledge and less frequent contact with the residents in his or her service area, but who was subject to higher expectations among the general public.

Initiatives over the last four decades have attempted to once again provide more evident policing services to the community. This law enforcement focus throughout the country has been under the general umbrella of “community policing” – a return to providing a wide range of services identified by citizens, more frequent contact with a police officer, and more proactive law enforcement in neighborhoods and schools. Community policing has taken form via countless initiatives throughout the country in recent years. The project team supports local community policing efforts, especially those that involve patrol personnel when they have uncommitted time during their shift. These efforts should also involve the active participation of supervisors, managers, and other specialty units (e.g. School Resource Officers).

Over the course of several hundred police department studies, the Matrix Consulting Group has developed a list of key elements in the effective provision of field patrol services in a community, including the responsibility of officers to be proactive during their shifts (to identify and resolve problems), and not just reactive in handling calls for service. These general policing elements are summarized over the next several pages:

Management Task	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) assigned to Officers. • 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 not make up more than 50 - 60% of each officer's net available time per shift (on average). This includes time to write reports and to transport and book prisoners.
Proactive Patrol Requirements	<ul style="list-style-type: none"> • "Proactive time" is defined as all other activity not in response to a citizen-generated call; it occurs during the shift when officers are not handling calls and have completed other necessary tasks; it includes items such as traffic enforcement, directed patrol, bike and foot patrol. It is also sometimes referred to as "uncommitted" time, but this is somewhat of a misnomer, as it only means the time not committed to handling <i>community-generated calls for service</i>. Clearly, there are other tasks required of patrol officers. • The department should have clearly defined uses for "proactive 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, or visiting schools or parks. • The proactive element of field patrol should make up between 40% and 50% of an officer's day (on average); it will be discussed in detail later in this report.
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 regular evaluations to determine if 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 during the course of their patrol duties. • Officers have the primary role in accomplishing proactive tasks, field projects (e.g. Problem Oriented Policing), etc. • Formal and informal mechanisms for capturing and evaluating information should be used. Officers and supervisors should be primarily responsible for this, but managers must also have involvement and oversight.

Management Task	Comments
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 that 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 officers 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 both officer safety and safety of members of the public. • Supervisors should be both an immediate resource to field officers (for advice, training, back-up, inter-personal skills) and field managers (handling basic administrative functions).
Measurement of Success and Performance	<ul style="list-style-type: none"> • Data should be used to plan and manage work in Patrol and other fieldwork units. • Effective field patrol should be measured in multiple ways to ensure that the department is successful in handling multiple tasks or functions. • 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), overall level of crime and clearance rate. • Managers and supervisors should 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 summarizes the basic elements of an effective and modern patrol service in a community, providing both reactive field services (response to community-generated calls for service) and proactive work by officers assigned to fieldwork units. During these times of limited or decreasing budgetary resources, it becomes critically important for managers of the patrol function to make the best use of officers' time to provide effective policing and to meet expectations of the community.

The following bullet points summarize the key elements identified above in the

effective provision of field patrol services:

- 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 on specific proactive patrol activities, other self initiated tasks or community policing activities.
- When an Officer has a block of time available (e.g. during a slow day), the activities planned/conducted during this time should be part of a Patrol plan and not left unstructured and random. Effectively addressing issues in the community requires tasks be accomplished as part of a plan – addressing specific problems in pre-determined ways. The plans should be overseen by management but planned and accomplished at the Officer/Sergeant or “squad” level.
- 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 primary ingredients of effective and efficient municipal field law enforcement in the United States in the 21st century.

Patrol “pro-activity” is a very important part of patrol operations in communities such as Lansing, where the calls for service volume and the crime rate are relatively low, allowing a significant time that can be used for self initiated activity. Planning and establishing patrol goals and specific pro-activity targets are important for effective management of a patrol operations force and to ensure that Patrol Officers are being used to accomplish desired tasks during available time to meet established goals. In most communities, the expectations placed on the Police Department to ensure a safe and orderly community are relatively high, and effectively managing pro-active tasks of all field personnel is one significant method to demonstrate the Department is taking the

necessary steps toward the goal of creating and/or maintaining a safe community.

(1) Assumptions Used in Calculating Committed and Proactive Time

Proactive time is calculated through an analytical approach that examines the community-generated workload handled by patrol units, as well as the current staffing levels of the division, in order to produce a realistic estimation of the department's staffing needs at its targeted service levels. The data required to complete the analysis has been obtained from the computer aided dispatch system, personnel leave reports, employee attrition records, overtime reports, arrest logs, and other statistical data maintained by the Lansing Police Department. A number of assumptions are made in the approach in order to provide an accurate model of the Patrol Division. The following dot points provide a summary of these factors:

- Proactivity is calculated by subtracting the time spent by units handling community-generated workload from the total actual availability of patrol officers.
- While proactivity needs depend on the community served by the department, between 50% and 60% of the actual time worked in the field by patrol units should be used to handle community-generated workload. The remaining 40-50% of time should be used to conduct proactive patrol and community policing activities.
- The estimated availability of patrol units is calculated by factoring in all leave, training, overtime, time spent performing administrative functions, and every other impact to actual officer availability from the base authorized staffing figures.
- Proactivity analysis focused only on patrol officers; the activity and staffing of all other functions provided by the department – including all investigative, support, management, and special services – are not included in any of the calculations.
- In some cases, data is not available to exactly represent every aspect of the department covered by the proactivity model. For instance, the time spent by officers transporting offenders to jail is estimated based on the experience of the project team in working with other law enforcement agencies.
- The percentage of proactive time available to patrol units is understood as an overall average that varies – often significantly – from day to day.

How these analytical factors was utilized in the analysis of field patrol operations is described in the next section of the report.

(2) Data Elements Used to Conduct Staffing and Workload Analysis

The proactivity analysis model used by our project team uses a number of data elements in order to accurately represent the staffing levels and workload of the department. The following dot points outline each of these metrics, providing a description and summary of how calculations are made to obtain and/or use the data:

- **Number of Community-Generated Calls for Service** – Data obtained from an export of a CAD data covering a period of one year that has been analyzed and filtered in order to determine the number and characteristics of all community-generated activity handled by patrol officers.
- **Primary Unit Handling Time** – The time used by the primary unit to handle a community-generated call for service, including all time spent traveling to the scene of the incident and the total duration of on-scene time. In the experience of the project team, the overall average handling time of a department is typically between 30 and 40 minutes. Agencies falling outside of this range may either not be using the time of patrol officers effectively or are not accurately capturing patrol workload data.
- **Number Backup Unit Responses** – The total number and rate of backup units responding to community-generated calls for service. This number often varies based on the severity of the call, as well as the geographical density of the area being served. Agencies located in very rural areas may have a smaller percentage of calls being responded to by multiple units in comparison with more urban areas. The Lansing Police Department averages approximately 0.78 backup units per call. 82.24% of calls do not feature any additional responses beyond the primary unit. Those that do feature backup unit responses, however, average about 4.21 additional units per call.
- **Backup Unit Handling Time** – The handling time of any backup units responding to community-generated calls for service, including both travel and on-scene times. Due to a limitation in the data that is recorded in the CAD system used by the Lansing Police Department, only the handling time of the primary unit is captured, as opposed to separate times for each individual backup unit responding to the call. As a result of this issue, the handling time of backup units has been estimated by taking 75% of the primary unit's handling time. Given that the primary unit typically has a higher handling time in these calls than

the overall average, the average handling time of backup units is higher than the overall average for primary units.

- **Number of Reports Written** – This number is based on the number of community-generated calls for service, constituting an important factor on the total workload of a patrol unit responding to a call for service. It is often the case that calls, when requiring an officer to gather information and complete a written report or assignment, are cleared before the work is actually completed. As a result, this workload is not included in the handling time figure captured by the CAD system. Because data listing the total number of reports written by the department was not available, the number has been estimated at 25% of the total number of calls for service that were handled by patrol units.
- **Report Writing Time** – An overall estimate of the average time spent by patrol officers to complete a report. This number is based on the project team's experience with other municipal law enforcement agencies, as report writing time is not easily captured by CAD systems. The proactivity model assumes that the average report will take 50% of the average handling time of the primary unit. At the estimated number of reports written by patrol units,
- **Number of Arrests** – The total number of arrests made by Lansing patrol officers in 2013.
- **Jail Transport Time** – An average of the actual time it takes for an officer to book an arrestee at the police department or jail facility., estimated by the project team to be 45 minutes. This time is factored in as part of the total workload of patrol units. The total number of arrests made by patrol officers in 2013 was 1,262.
- **Net Available Work Hours** – The average number of actual hours that a patrol officer is available to work after leave hours (e.g., vacation and sick leave) and time spent on administrative functions (e.g., briefing, lunch, vehicle refueling, etc.) have been deducted from the total number of paid hours in a year (2,080). Leave hours have been calculated from department data, while administrative time is factored in as an estimate based on the experience of the project team, in addition to interviews with Lansing Police Department staff.
- **Allowances for Vacant Positions and Long Term Disability** – Turnover for police services must be accounted for because of the time it takes not only to recruit, select, academy and field train personnel. It can take one year to completely fill a vacant position through the requirements to put a fully trained officer in the field. Finally, long term disabilities and light duty assignments are not normally counted in human resource data on leaves (the former because after a period on short term disability they are taken off the books; the latter because they are still compensated but have to be covered in the field). Time needs to be added into the analysis to cover these factors.

The next section begins the process of developing the staffing analysis for patrol.

(3) Overview of Workload and Staffing Calculations

The following table provides an overview of the calculations made from the CAD data, as well as the various estimated workload factors outlined in the previous section:

Overview of Average Workload Per CFS

Category	Result
Primary Unit Handling Time	
Average Handling Time	34.1 minutes
Backup Unit Handling Time	
Backup Unit Response Rate	0.78 Additional Units Per CFS
Average Handling Time of Multi-Unit Calls (CAD)	64.7 minutes
Estimated Backup Unit Handling Time	75% of Primary Unit Handling Time
Estimated Handling Time Per Backup Unit	48.5 minutes
Additional Workload Factors	
Estimated Report Writing Time	50% of Primary Unit Handling Time
Estimated Report Writing Time (Avg. / CFS)	8.07 minutes
Estimated Jail Transport Time (Avg. / CFS)	3.46 minutes
TOTAL WORKLOAD PER CFS	94.2 minutes

In the experience of the project team, while the average handling time of backup units is high, the total field time dedicated to handling an average call for service – including all to patrol workloads – is within the typical range for similarly sized agencies.

In order to calculate the proactive time available to patrol units on an hour-by-hour basis, the authorized number of patrol officers across all shift teams is formatted as an overall average by hour and weekday. As previously outlined in the overview of patrol staffing, the average staffing levels are then multiplied by the percentage of total hours worked by patrol units in which they are able to respond to workload. These calculations are outlined in the following table:

Average Available Patrol Staffing Levels (Without Administrative and Overtime)

Hour	Sun	Mon	Tue	Wed	Thu	Fri	Sat
0000	4.0	4.0	4.0	4.0	4.0	4.0	4.0
0100	4.0	4.0	4.0	4.0	4.0	4.0	4.0
0200	4.0	4.0	4.0	4.0	4.0	4.0	4.0
0300	4.0	4.0	4.0	4.0	4.0	4.0	4.0
0400	4.0	4.0	4.0	4.0	4.0	4.0	4.0
0500	4.0	4.0	4.0	4.0	4.0	4.0	4.0
0600	4.0	4.0	4.0	4.0	4.0	4.0	4.0
0700	4.0	4.0	4.0	4.0	4.0	4.0	4.0
0800	4.0	4.0	4.0	4.0	4.0	4.0	4.0
0900	4.0	4.0	4.0	4.0	4.0	4.0	4.0
1000	4.0	4.0	4.0	4.0	4.0	4.0	4.0
1100	4.0	4.0	4.0	4.0	4.0	4.0	4.0
1200	5.6	5.6	5.6	5.6	5.6	5.6	5.6
1300	5.6	5.6	5.6	5.6	5.6	5.6	5.6
1400	5.6	5.6	5.6	5.6	5.6	5.6	5.6
1500	5.6	5.6	5.6	5.6	5.6	5.6	5.6
1600	5.6	5.6	5.6	5.6	5.6	5.6	5.6
1700	5.6	5.6	5.6	5.6	5.6	5.6	5.6
1800	5.6	5.6	5.6	5.6	5.6	5.6	5.6
1900	5.6	5.6	5.6	5.6	5.6	5.6	5.6
2000	5.6	5.6	5.6	5.6	5.6	5.6	5.6
2100	5.6	5.6	5.6	5.6	5.6	5.6	5.6
2200	5.6	5.6	5.6	5.6	5.6	5.6	5.6
2300	5.6	5.6	5.6	5.6	5.6	5.6	5.6
AVG	4.8	4.8	4.8	4.8	4.8	4.8	4.8

Interestingly, after all leave and administrative time has been eliminated from the authorized staffing numbers, the difference in staffing between the first and second halves of the day is only 1.6 officers.

(4) Staffing and Workload Levels Vary Throughout the Day

While levels of community-generated activity change rapidly throughout a 24-hour period, changes in the number of patrol units available in the field center around

the fixed lengths of each shift. As a result, the proportions of committed and proactive time that officers have is constantly evolving. The table below provides an overview of basic staffing and workload considerations over four-hour blocks of time:

Total Staffing and Workload Figures by Time Range

Category	0000 – 0400	0400 – 0800	0800 – 1200	1200 – 1600	1600 – 2000	2000 – 2400	Total
Total Hours Staffed	6,634	6,634	6,634	9,399	9,399	9,399	48,098
Total Admin. Time (hours)	803	803	803	1,176	1,176	1,176	5,939
Net Available Time (hours)	5,804	5,804	5,804	8,222	8,222	8,222	42,078
Number of Calls for Service	2,253	1,697	2,633	3,201	3,393	3,255	16,432
% of Total CFS	13.7%	10.3%	16.0%	19.5%	20.6%	19.8%	100.0%
Avg. Handling Time (mins)	29.8	35.0	42.5	43.7	40.0	23.3	–

- The workload handled by patrol unit varies significantly more than staffing levels – the four-hour period with the highest number of calls for service has twice as many calls as the period with the lowest total.
- By contrast, the most-staffed time periods have only 1.42 times the number of officers available in the field as the least-staffed blocks of time.

Given the trends outlined in the table above, it is important to consider that the results of proactivity analysis should be considered within a detailed context, rather than as an overview of matching staffing levels to service demands. Many issues are highlighted – e.g., differences in the value of proactive policing at varying times of the day, as well as how allocation of staff resources across shifts meets these objectives.

(5) Results of the Proactivity Analysis

To complete the calculation of proactive time, the total workload of patrol units – including the handling times of all units responding to the call, as well as report writing and jail transport time estimates – is subtracted from the total number of actual hours in which field units are available, having factored out all types of leave and making an estimate for administrative tasks. The remainder is then divided by the actual field unit

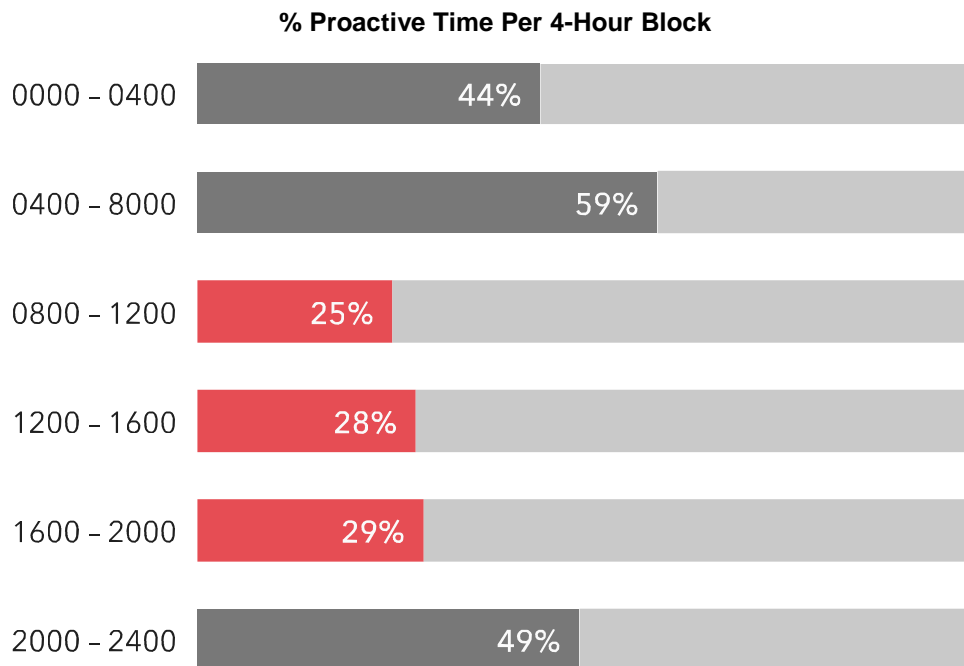
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availability total, producing a percentage of the units' uncommitted time available to patrol units to be able to conduct proactive policing activities.

The table below displays the results of this calculation, highlighting periods of time with under proactivity levels of under 30%:

Percentage of Uncommitted Time by Hour and Weekday

Hour	Sun	Mon	Tue	Wed	Thu	Fri	Sat	OVR	AVG – 4 hr
0000	8%	45%	44%	36%	46%	36%	14%	33%	44%
0100	-3%	52%	57%	40%	55%	39%	35%	39%	
0200	29%	50%	59%	69%	61%	60%	41%	53%	
0300	25%	66%	65%	53%	57%	58%	33%	51%	
0400	50%	68%	71%	65%	70%	56%	58%	63%	59%
0500	57%	80%	69%	68%	78%	76%	70%	71%	
0600	68%	36%	62%	66%	61%	31%	65%	55%	
0700	62%	57%	45%	36%	28%	56%	36%	46%	
0800	53%	48%	34%	28%	26%	50%	33%	39%	25%
0900	39%	21%	33%	21%	38%	41%	18%	30%	
1000	31%	21%	27%	6%	2%	20%	-10%	14%	
1100	33%	28%	18%	24%	12%	-12%	30%	19%	
1200	44%	28%	47%	31%	37%	43%	23%	36%	28%
1300	25%	28%	46%	36%	17%	26%	32%	30%	
1400	34%	16%	31%	32%	19%	35%	34%	28%	
1500	33%	16%	13%	9%	25%	8%	31%	19%	
1600	17%	35%	23%	25%	18%	14%	35%	24%	29%
1700	40%	39%	44%	32%	23%	39%	36%	36%	
1800	40%	18%	31%	22%	30%	31%	24%	28%	
1900	34%	21%	21%	27%	31%	19%	35%	27%	
2000	37%	37%	39%	52%	36%	34%	31%	38%	49%
2100	32%	51%	41%	29%	35%	44%	27%	37%	
2200	53%	44%	49%	46%	51%	38%	36%	45%	
2300	74%	77%	80%	80%	77%	76%	59%	75%	
OVR	38%	41%	44%	39%	39%	38%	34%	39%	



Overall, the percentage of time available to patrol officers for proactive policing is slightly under the ideal target for an agency the size of Lansing. Nonetheless, an overall proactivity level of 39% is a positive finding. However, the number is somewhat misleading. As indicated by both the chart and the yellow-highlighted cells in the table above, proactivity levels vary significantly over the course of the day. From the hours of 0800 to 2000, 58.3% of overall proactivity levels are under than 30% – falling as low as 14% for one hour. Furthermore, many of the hours featuring low proactivity levels are the times when time spent on community policing activities may be the most valuable. This is particularly interesting because, while there are no large deficiencies in the number of officers assigned to patrol, the data indicates that staff are not allocated efficiently across the different shift teams, leading to an unbalanced level of proactive patrol and community policing throughout a 24-hour period.

3. ANALYSIS OF WORKLOAD AND PERSONNEL STAFFING REQUIREMENTS FOR PATROL.

The table in the previous section described the current Patrol staffing level and the number of hours required to handle the community-generated work (calls for service, reports, and bookings) in Lansing. This section utilizes this data to evaluate the staffing level needed at the average of 40% proactive time levels. The results of these staffing level projections are discussed in the context of the total workload, specific expectations of the Patrol Officers during their shift to conduct significant officer-initiated activity, and assigned officer-initiated tasks (e.g. security checks), and the overall service level desired in Lansing.

The table below uses the employee and workload data to calculate the number of officers required to handle the community-generated workload, attend training, and perform necessary administrative tasks.

1. COMMUNITY GENERATED WORKLOADS	Factor
Calls for Service	16,432.00
Handling Time (@ 34 minutes)	9,366.24
Back up Rate	0.78
Total Time for Back Up Unit CFS Handling	6,191.55
Est. Number of Narrative Reports	4,108.00
Est. Total Time for Report Writing (45 Minute Average)	3,081.00
Number of Arrests / Bookings	1,262.00
Time to Process CFS Arrests / Bookings (Estimated)	1.00
Total Time for CFS Arrests / Bookings	1,262.00
TOTAL TIME TO HANDLE COMMUNITY GENERATED WORKLOADS	19,900.79
2. TIME FOR PREVENTIVE PATROL AND 40% OFFICER INITIATED ACTIVITY	11,940.48
3. TOTAL TIME REQUIRED FOR REACTIVE AND PROACTIVE ACTIVITIES	31,841.27

4. PER OFFICER AVAILABILITY	
Gross Work Hours	2,184.00
Net hours worked @ 71.4%	1,485.12
Avg. In-Service Training	40.00
Net hours lost on shift (Briefings, vehicle checks, etc.)	207.00
Net hours worked each year	1,238.12
5. OFFICERS REQUIRED TO HANDLE WORKLOADS	25.72
6. ADJUSTMENT FOR TURNOVER @ 10%	28.29
7. ADJUSTMENT FOR LONG TERM DISABILITY	29.30

The table above shows the number of officers required to handle the call for service workload and administrative tasks at the various “proactive time” service level targets. The above calculations show that the targeted 40% proactive time service level requires approximately 29 Police Officer position to account for attrition in the Department. This is one more than the number of Police Officer positions currently allocated to Patrol.

Recommendation: Increase the number of authorized positions in patrol to 29 to account for workloads, proactivity targets and complete availability factors. The cost of this addition is approximately \$80,000 per year.

4. WHILE THE NUMBER OF POLICE OFFICERS ASSIGNED TO PATROL IS ADEQUATE, THEIR ALLOCATION BETWEEN SHIFTS IS POOR.

In order to further examine this issue, the project team compared the current allocation of staff by shift with two modified shift schedules that attempt to address the inequity in proactive time levels throughout the day. Key objectives included:

- Ensure that an average proactivity level of at least 35% is maintained from 1100 to 2000, the highest period of patrol activity.
- Optimize shifts so that there are no hour blocks of time with an average proactivity level of under 30%.
- Prevent any two consecutive hours from having average proactivity levels of less

than 15%.

The following table presents the current authorized shift schedule, including the overall proactivity levels by hour, as calculated previously using actual staffing figures, as well as the total workload of patrol units:

Shift Schedule Configuration – Current

Hour	Day Shift	Power Shift	Night Shift	Avg. Staff / Hour	% Proactivity	
0000			6.0	6.0	33%	44%
0100			6.0	6.0	39%	
0200			6.0	6.0	53%	
0300			6.0	6.0	51%	
0400			6.0	6.0	63%	59%
0500			6.0	6.0	71%	
0600	6.0			6.0	55%	
0700	6.0			6.0	46%	
0800	6.0			6.0	39%	25%
0900	6.0			6.0	30%	
1000	6.0			6.0	14%	
1100	6.0			6.0	19%	
1200	6.0	2.5		8.5	36%	28%
1300	6.0	2.5		8.5	30%	
1400	6.0	2.5		8.5	28%	
1500	6.0	2.5		8.5	19%	
1600	6.0	2.5		8.5	24%	29%
1700	6.0	2.5		8.5	36%	
1800		2.5	6.0	8.5	28%	
1900		2.5	6.0	8.5	27%	
2000		2.5	6.0	8.5	38%	49%
2100		2.5	6.0	8.5	37%	
2200		2.5	6.0	8.5	45%	
2300		2.5	6.0	8.5	75%	

The primary issue with the current staffing allocation and shift schedule is that patrol officers working during the two four-hour time blocks with significantly higher workloads have the least proportion of their time available to conduct proactive patrol

and community policing activities. This mismatch is reflected by the corresponding excess of staffing resources during the late night and early morning hours, which feature proactivity levels of up to 75%.

The first alternative considered by the project team attempts to optimize the allocation of staff entirely within the framework of the existing shift schedule. The only change made in this configuration is the transfer of one officer from the Night Shift over to the Power Shift, as displayed in table located below:

Shift Schedule Configuration – Alternative A

Hour	Day Shift	Power Shift	Night Shift	Avg. Staff / Hour	% Proactivity	
0000			5	5.0	19%	33%
0100			5	5.0	27%	
0200			5	5.0	43%	
0300			5	5.0	41%	
0400			5	5.0	55%	55%
0500			5	5.0	65%	
0600	6			6.0	55%	
0700	6			6.0	46%	
0800	6			6.0	39%	25%
0900	6			6.0	30%	
1000	6			6.0	14%	
1100	6			6.0	19%	
1200	6	3.5		9.5	43%	36%
1300	6	3.5		9.5	37%	
1400	6	3.5		9.5	36%	
1500	6	3.5		9.5	28%	
1600	6	3.5		9.5	32%	32%
1700	6	3.5		9.5	43%	
1800		3.5	5	8.5	28%	
1900		3.5	5	8.5	27%	
2000		3.5	5	8.5	38%	49%
2100		3.5	5	8.5	37%	
2200		3.5	5	8.5	45%	
2300		3.5	5	8.5	75%	

Despite making only one change to the existing shift schedule, the distribution of proactivity levels – and by extension, the distribution of workload – has improved in key areas. Most notably, the average proactivity level for the high-activity hours of 1200 to 2000 have increased from 29% to 34%. Despite these differences, the three outlined objectives of reconfiguration are only partially met.

The second alternative, by contrast, requires more significant changes to the shift schedule used by the Lansing Police Department. The reconfiguration retains the change of moving one officer from the Night Shift over to the Power Shift, and additionally moves the start and end times for the Day Shift two hours earlier in the day. The Power Shift is also moved; starting and ending one hour later. These changes are displayed in the following table:

Shift Schedule Configuration – Alternative B

Hour	Day Shift	Power Shift	Night Shift	Avg. Staff / Hour	% Proactivity	
0000			5.0	5.0	19%	33%
0100			5.0	5.0	27%	
0200			5.0	5.0	43%	
0300			5.0	5.0	41%	
0400			5.0	5.0	55%	50%
0500			5.0	5.0	65%	
0600			5.0	5.0	47%	
0700			5.0	5.0	35%	
0800	6.0			6.0	39%	33%
0900	6.0			6.0	30%	
1000	6.0			6.0	14%	
1100	6.0	3.5		9.5	49%	
1200	6.0	3.5		9.5	43%	36%
1300	6.0	3.5		9.5	37%	
1400	6.0	3.5		9.5	36%	
1500	6.0	3.5		9.5	28%	
1600	6.0	3.5		9.5	32%	36%
1700	6.0	3.5		9.5	43%	
1800	6.0	3.5		9.5	36%	
1900	6.0	3.5		9.5	35%	
2000		3.5	5.0	8.5	38%	44%
2100		3.5	5.0	8.5	37%	
2200		3.5	5.0	8.5	45%	
2300			5.0	5.0	57%	

Among the three shift schedules examined by the project team, the second alternative provides the most optimum allocation of staffing resources in order to distribute both the workload and proactive time among officers in the field. It is also the only configuration that fully meets each of the three outlined objectives. Despite these advantages, however, it is also the most difficult to implement, as changing the hours worked by patrol units has an immediate impact on many staff within the organization.

Recommendation: Examine the feasibility of moving the start and end times of the Day Shift later by two hours, and the Power Shift earlier by one hour. Also examine the feasibility of transferring one Officer from the Night Shift to the Power Shift.

5. SUPERVISORY AND PATROL MANAGEMENT ROLES NEED TO BE CLARIFIED AND MADE CONSISTENT.

While Police Officers handle the great majority of calls for service, Sergeants are a critical component of providing effective patrol services. Sergeants spend a portion of their day on administrative duties such as reviewing reports, roster scheduling, approving personnel paperwork, providing direction and guidance, responding to telephone calls from members of the public, etc. They also have the primary responsibility for supervision of officers in the field and ensuring calls are handled according to Department policy and procedures. When the shift is busy they will spend time in the field assisting officers in handling calls for service or assisting officers as a backup unit.

Lieutenants are also critical for the effective functioning of a large operational unit such as Patrol. When functioning ideally, Sergeants are responsible for first line supervision mostly in the field and Lieutenants are responsible for middle and administrative management for a shift overall. As a result, there should be a single point of accountability for each shift in the form of a Lieutenant.

Interviews of management personnel indicate that the roles of Sergeant and Lieutenant are often blurred with Lieutenants often in the field and Sergeants performing sometimes excessive administrative in the Police Department facility. The key responsibilities for these two sets roles are outlined in the following table:

KEY RESPONSIBILITIES OF AN “IDEAL” SERGEANT AND LIEUTENANT

High Priority Job Responsibilities Of a Sergeant (1st Line Supervisor)	High Priority Job Responsibilities Of a Lieutenant (Middle Manager)
1. Ensure police work being done is of high quality...done right and within policies (Quality Control)	1. Set goals and measure unit/teams performance.
2. Ensure officers have the skills to do their existing jobs well and for those desiring promotion the skills to take that next step (Training and Development)	2. Develop Sergeants into successful and results oriented leaders.
3. Ensure accurate and timely information is going up and down in the organization (Communicating)	3. Push information down to the unit and up to higher command levels that is accurate, timely and relevant
4. Create and maintain a motivating environment in which the officers and civilians work (Motivating)	4. Create a motivating environment for the Sergeants and other direct reports
5. Ensure officers and civilians are busy doing meaningful work and using resources well (Productivity and Cost Control)	5. Develop and manage budgets for the unit/teams
6. Develop and maintain an effective team of officers and/or civilians (Team Building)	6. Coordinates and balances workloads within unit or among teams
7. Looks for ways to do police work smarter and not harder (Methods Improvement)	7. Assumes command at challenging events or for sensitive issues for the department (i.e. internal affairs, citizen complaints)
8. Takes charge when needed to control a complex work situation (Command and Control)	8. Removes or mitigates obstacles affecting the results of Sergeants
9. Ensures staff are working safely (Safety Control)	9. Manages projects when assigned
10. Understands and able to use various HR and other support systems that can aid his/her team (Support System Use)	10. Functions as resource for human resources issues.

The Department should conduct an organizational planning session involving Sergeants and Lieutenants to make the roles of first line supervision and middle management more distinct and consistent.

Recommendation: The Chief should initiate a process to make the roles of supervisors and managers more distinct and consistent.

6. MANAGEMENT OF PATROL IS ENHANCED IN LANSING THROUGH THE USE OF AVAILABLE DATA AND APPLIED ANALYSIS.

The project team's on site work with the Lansing Police Department and analysis of patrol staffing needs shows that the Police Department has adequate staff resources with which to provide a very high level of service in Patrol services. Just as important, the project team found that patrol operations are managed proactively and effectively. The primary observations by the project team include:

- Sergeants track officer activities to ensure that community interests are served proactively and that staff are productively utilized during their shifts.
- Sergeants participate in higher risk calls (as do Lieutenants).
- Patrol plans put into place by patrol supervisors and managers.
- Crime analysis is utilized to identify trends and problems in the community.
- Proactive enforcement by Patrol is directed by Sergeants.
- Assignments can change frequently based on actual problems.

Because of these observations, the project team is very positive toward the Department's field management approaches that focus on holding patrol more accountable for productive work and community service. The approach relies on use of data, on planning and scheduling of patrol proactive activity, etc.

Recommendation: The Lansing Police Department's approaches for managing the delivery of Patrol services is unusual and positive for a smaller department. These mechanisms enhance the management of patrol and enhance the accountability of all personnel assigned for the issues and problems in the community. These approaches need to be maintained and encouraged for all Police Department functions.

Recommendation: Revisit call prioritization approaches to avoid over-prioritizing responses and community expectations.

Recommendation: Encourage alternative response techniques for very low priority calls for service (e.g., code related issues, minor 'cold' thefts, etc.) as a

way to moderate field workloads. Approaches could include mail in or internet reporting.

7. CRIMINAL INVESTIGATIONS STAFFING IS ADEQUATE BUT WAS RECENTLY INCREASED BY ONE POSITION.

The primary task of the Detectives is to follow-up on crimes or serious incidents that have occurred in Lansing. Cases are screened and assigned by the Lieutenant and the Sergeant who stagger their shifts to cover day and evening assigned Detectives. Most cases that have a lead that would reasonably lead to a suspect responsible for the crime are assigned to a Detective for follow-up. In Lansing, however, patrol Officers can follow-up minor crimes. Both the Lieutenant and the Sergeant can also self-assign cases to investigate in addition to supervisory and management responsibilities.

The staffing in the Criminal Investigations Division currently includes the following personnel:

- As noted above, a Lieutenant and a Sergeant providing Division management and supervisory roles.
- There are five (5) Detectives assigned, with the fifth Detective assigned late in the summer.
- A Tactical Unit of one Detective who is responsible for working offenses related to gangs, weapons, drugs interdiction, obtains search and arrest warrants.
- An officer assigned as School Resource Officer.
- An Officer assigned to the regional Drug Enforcement Task Force.

This section will evaluate staffing levels in the Criminal Investigations Division, including management and supervisory staffing, as well as the process for managing caseloads in the Division.

(1) Crime Data in Lansing.

The evaluation of this work unit begins with a review of the number of crimes reported in Lansing (FBI Part I Crimes) and the clearances of those crimes. Although the overall crime rate and crime clearances is a shared responsibility for the entire organization, CID has the responsibility to track and evaluate most major crimes committed in the Village.

Since 1929 law enforcement agencies have reported crime occurring in their community to the FBI, who collects the data nationally in a format known as the Uniform Crime Reporting (UCR) system. It is published and used for many purposes, including as a benchmark for communities of similar population or location for comparison. Several years ago the FBI developed an expanded crime reporting system known as the National Incident Based Reporting System (NIBRS). The FBI and law enforcement agencies are in a multi-year transition from the UCR system to the NIBRS. Approximately 25% of law enforcement agencies have made the transition to the NIBRS but it is unknown if a mandatory conversion date will be established. Currently Lansing still reports on UCR crimes and information.

For this report the project team obtained the UCR crime data for calendar years 2011 - 2013. They are listed in the following table.

UCR Part I Crimes in Lansing

Crime	2011	2012	2013	% Change 2011 to 2013
Homicide	0	1	0	N/A
Forcible Rape	23	30	16	-30.43%
Robbery	40	27	57	42.50%
Aggravated Assault	38	35	36	-5.26%
Burglary	222	238	157	-29.28%
Larceny – All	1,033	1,023	939	-9.10%
Motor Vehicle Theft	122	71	74	-39.34%
Arson	7	2	3	-57.14%
Total	1,485	1,427	1,282	-13.67%
Violent Crime	101	93	109	7.92%
Property Crime	1,384	1,334	1,173	-15.25%

From 2011 to 2013 the Village of Lansing experienced a 14% decrease in the number of violent crimes and a 15% decrease in the number of property crimes. The most significant decreases were in the number of rapes, down 30%, the number of burglaries, down 29%, and the number of motor vehicle thefts, down 39%. The one exception to the general decreases from 2011-2013 is the significant increase in the number of robberies – up almost 43%. At current levels, a major violent crime occurs about twice each week; the number of major property crimes about three times each day.

It is very important to monitor and evaluate crime statistics over many years to determine if significant changes are just a one year decrease, or spike in crime, or a multi-year trend. For example, in Lansing as in much of the rest of the country major crime has declined by about 20% but, within this change, person crimes have increased in the Village. Additionally, crime numbers should be reviewed monthly to determine if a crime trend is developing and, if so, evaluate strategies to address the increase and attempt to reduce the crimes from occurring.

The availability and use of a crime analyst for police departments cannot be understated. In Lansing, crime analysis is performed by several staff personnel on a part time and as needed basis (e.g., the Emergency Preparedness Coordinator and the Support Services Supervisor). Analysis of crime information and trends for all agencies is an important part of providing effective service level to the community. The Department should have a Crime Analyst on staff to develop key data, including:

- Analysis of major crimes and crime trends.
- Analysis of calls for service trends.
- Daily and periodic alerts for officers, detectives and the community in bulletins or on the Village website.

The creation of a crime analyst position is a high priority for a community concerned about changes in crime trends so that resources can be utilized effectively. This position could report within Criminal Investigations or to the Emergency Preparedness Coordinator.

Recommendation: The Department should create a crime analyst position to analyze crime and call trends in the Village, including developing reports for staff and the community. The estimated cost for this position is \$60,000 in salary and fringe benefits.

(2) Detective Workload.

The table below shows the number of open and “active” cases for the four investigators at the time that our field work was conducted in the summer – with one of the Detective positions just filled and another (fifth Detective) added after the field assessment phase of the project. All investigators are “generalists”, meaning they are assigned both persons crimes and property crimes to investigate. An “active” case, as shown in the table, is where on-going follow-up investigation is being conducted (some

investigative activity has been conducted in the past 30 days).

Detective Caseload

Detective	Open / Active Cases
1	14
2	17
3	15
4	5

The number of cases per investigator is at the low to middle of the “generalist” Detective average caseload range of 15-20 active cases with the then just assigned Detective only having 5 cases. Additionally, the Sergeant and Lieutenant had a couple of cases and assist in others. Detectives also have ancillary duties which are reflected in the workload standards.

While not a perfect measure, the number of Part I crimes per Detective in many other law enforcement agencies in the United States averages between 300-500 crimes per Detective. The following shows this Part I crime data for Lansing and other smaller agencies with which the project team has worked.

Part I Uniform Crime Per Detective – Lansing and Other Communities

Agency	Part I Crimes Per Detective
Galt, California	257
Gilroy, California	466
Hanford, California	335
Corvallis, Oregon	403
Stamford, Connecticut	153
Eastpointe, Michigan	259
AVERAGE OF THESE AGENCIES	312
Lansing at 5 Detectives	256
Lansing at 4 Detectives	320

Based on Detective staffing levels of the five detectives, the ratio of Part I Offenses per Detective is 256:1. This is at the low end of the range for police agencies which this project team has worked. Based solely on Part I crime incidents, the LPD

has more than a sufficient number of detective staff assigned to investigate Part I crimes. However, at the level of four Detectives the ratio is in the middle of the range.

Conducting follow-up investigations on assigned cases in Lansing does not warrant five Investigators. Four Detectives are sufficient staffing for the current workload. Resulting *active* caseloads would still average at the low end of the generalist investigative range.

The just assigned fifth Detective should be reassigned to the Tactical Unit. This Unit, currently staffed by a single Detective is responsible for the following:

- Serves on regional tactical team.
- Responsible for working offenses related to gangs, weapons, drugs and hotel interdiction.
- Conducts drug interdiction.
- Obtains search and arrest warrants, develops plan and serves warrants.
- Conducts buy/bust operations.
- Handles all drug and weapon complaints from citizens.

These are important and growing areas of concern for the Village of Lansing and for the Police Department. These duties often cannot be adequately or appropriately performed by a single individual, often requiring pulling an Officer or Detective from another assignment. Gangs related intelligence and enforcement needs more focus than currently can be dedicated by one individual with other responsibilities. As a result, the fifth Detective should be reallocated to the Tactical Unit.

Recommendation: Reduce the Detective staffing level to four (4) by reassigning the just assigned fifth Detective to the Tactical Unit.

(3) Administrative Assistance in Criminal Investigations

Detectives do not have any assigned clerical support so perform all of their own photocopying, answering phones, maintaining logs, etc. Detectives also perform “court officer” duties – the taking of cases to the Prosecutor’s Office for review, discussion with regarding the filing of cases, providing additional information on a case or suspect, requested follow-up, and obtaining of search or arrest warrants. It is reasonable and advantageous to provide part time clerical support for Detectives to relieve them of administrative work that could be done by a civilian and also some of the case and court paperwork.

Recommendation: Provide part time clerical support to the Criminal Investigations. Estimated annual salary / benefits cost of \$25,000.

(4) Criminal Investigations Should Formalize the Case Screening and Monitoring Processes Using Solvability Factors.

Case management in Lansing’s CID informal. The Division does not consistently utilize the solvability-based approach at its disposal. Because these processes are not formalized, case management is accomplished inconsistently resulting in various issues such as large workload differentials among Detectives. It also results in Detectives managing their own caseloads to a greater extent.

In order to ensure consistency and help prioritize work for investigative follow-up, the case screening checklist adopted by the LPD with relevant solvability factors should be consistently utilized. This is consistent with progressive case management philosophies as well as with the Commission on Accreditation for Law Enforcement Agencies (CALEA) case-screening system criteria (Section 42.1.2).

The Department may wish to review and revise, as needed, its case screening

approaches. This screening can take several forms. For example, many police agencies with which the project team has experience use the following criteria to determine the initial disposition of a case. If a crime report has a preponderance of the solvability factors noted below, it should be assigned for investigative follow-up. The criteria are:

- Witnesses to the crime;
- Knowledge of the suspect's name;
- Knowledge of where the suspect can be located;
- Reasonable description of suspect;
- Identification of suspect probable;
- Property with traceable, identifiable characteristics, marks or numbers;
- Existence of a significant modus operandi;
- Presence of significant physical evidence;
- Reasonable description of the suspect's vehicle;
- Positive results from a crime scene evidence search;
- Belief that crime may be solved with publicity and/or reasonable additional investigative effort.

Recommendation: Investigations needs to strengthen its case management processes to manage detective workloads.

(5) As With Patrol There Is Significant Overlapping of Roles Between the Sergeant and Lieutenant.

The project team evaluated an issue in Patrol in which there was a lack of clarity in the roles between Sergeants and Lieutenants. This same lack of clarity exists in the Criminal Investigations Division. Based on interviews with staff in the Division a summary of the principal roles and responsibilities of these two positions results in

some overlap as summarized in the table below:

Position	Principal Roles and Responsibilities
Lieutenant	<ul style="list-style-type: none"> • Works closely with the Commander to manage and lead the Detective Unit. • Supervises the Sergeant, five Detectives, SRO and Tactical Officer. • Oversees daily operations and workloads; may respond to major incidents. • Responsible for proper functioning, timely follow-up of crimes and case management. • Reviews major cases and coordinates with Detectives on work assignments. • Keeps the Commander and Chief informed of significant or newsworthy incidents. • Acts as the public information officer for the Department. • Works on special projects as assigned.
Sergeant	<ul style="list-style-type: none"> • Supervises staff in the unit; reads reports and assigns cases to Detectives. • Meets with Detectives daily and discusses in detail their assigned cases. • Keeps the Commander informed of significant issues. • Reviews the written work of Detectives, including case follow-up reports, etc. • Acts as the public information officer for the Department. • Coordinate with Patrol Officers as necessary to complete crime reports.

In addition, both the Lieutenant and the Sergeant can take a small number of cases and can assist on others with Detectives assigned to the Division.

There is a narrow span of control in the chain of command in the Field Services Division as it pertains to Criminal Investigations. A Commander supervises two (2) Lieutenants in Patrol and one (1) in CID. The Lieutenant supervises one (1) Sergeant who in turn supervises seven (7) Detectives and Officers, though the Officer assigned to the DEA Task Force is an indirect supervisory responsibility. A chain of command has been created in order for there not to be classification gap in the organization. This is not an issue in a modern police department, especially a smaller one.

In part, the creation of two supervisory / management positions is a consequence of having Detectives assigned to evenings. Ostensibly, this is to reduce call out for major crimes. However, in a major crime situation Detectives tend to be called out anyway. The Lieutenant's position is not needed in the direct line of management / supervision in CID if all Detectives are assigned to the day shift. As described in the

final chapter in the report (on the Organization of the Department) the Lieutenant should have direct responsibility for ancillary patrol and investigative support functions. These functions include the following:

- The Tactical Unit.
- The School Resources Officer.
- The DEA Task Force representative from the Department.
- Community Policing and Programs – the Sergeant and Police Officer in Support Services and the Police Officer.

The Lieutenant would continue to supervise the Criminal Investigations Sergeant and should also supervise the recommended Crime Analysts position, ensuring that this resource would be available for patrol and investigative functions.

The Lieutenant and the Sergeant would each have five (5) direct reports in their spans of control (six for the Lieutenant if the Crime Analyst position is created).

Recommendation: Re-focus the Lieutenant to be directly responsible for ancillary patrol and investigative support functions and only indirectly and in a supportive capacity for criminal investigations.

(6) The School Resource Officer Is a Valuable Resource for the Village.

There is one School Resource Officer in Lansing assigned primarily to the high school in the Village – T.F. South High School. Although he is assigned primarily to the high school he is also responsible for handling other police related issues/problems/calls in the other schools throughout the Village. The SRO is supervised by the CID Sergeant. Principal roles include:

- Provides positive police presence at the schools; handles calls for service and other incidents.
- Make presentations to school classes, works with school officials to ensure student safety and security of the campus.

- Regularly works with the school personnel to answer questions, provide information.

He is also responsible to attend after school sporting activities that occur at the schools and academic community group meetings that occur during and after school hours. The SRO maintains good relationships with school administrators and provides counsel on law enforcement related topics.

During summer months the SRO works on existing juvenile caseload and takes additional cases as needed.

School Resource Officers are a worthwhile use of resources in a community and Department as the presence of an Officer on school campus' provides the opportunity to develop good relationships with the youth, and provides a vehicle to routinely address some of their concerns, questions and problems. Additionally, School Resource Officer becomes acquainted with many of the youth in the community which is a valuable resource when youth/family related problems and calls for service are reported to the Department.

Recommendation: Maintain the allocation of an officer to the school resources function. It is valuable for its principal mission as well as to allow field services personnel to focus on other community issues.

4. EVALUATION OF THE SUPPORT SERVICES DIVISION

This section provides summary workload activities for the Support Services Division. This Division is staffed with one Commander, a Communications (911) Section staffed by a Supervisor, Assistant Supervisor and 9 Communicators; Management Services (Records and IT) staffed by a Supervisor and 3 Records staff; and "Support Services" staff by a Sergeant, Officer, a Building Maintenance staff and Crossing Guards (37).

1. COMMUNICATIONS STAFFING IS ADEQUATE BUT REGIONAL PARTNERS SHOULD BE SOUGHT.

Communications serves as the Public Safety Answering Point (PSAP) for the Village of Lansing. Communications receives 911 emergency and 10 digit telephone calls for the Department. They also assist walk up customers in the Police Department Lobby. The unit also conducts LEADS/NCIC entry and file maintenance, issues vehicle releases, issues animal impounds, enters M series tickets and serves as the after hours contact point for the Public Works Department. The unit is staffed with one Supervisor, one Assistant Supervisor and nine 911 Communicators.

The Matrix Consulting Group adheres to the view that staffing, wherever possible, should be related to two key factors: (1) the workload to be handled by the staff in question, and (2) the public policy decisions made with regard to how these services should be provided.

Assessing the number of personnel required to provide call-taking, dispatch, and ancillary services in a small center such as the dispatch function in Lansing requires

analysis of several factors as well as several public policy decisions.

The calculation for net availability provides the amount of time each dispatcher is available to perform work. In any profession, however, no position is occupied 100% of the time. How much time is dedicated to actual work in the public safety dispatch field is a function of several inter-related variables. An allowance needs to be made regarding the proportion of time desirable to have a dispatcher actually involved in call handling, radio transmissions, keyboard entry, records research, etc. There are several reasons why direct task allocation should not be nearly 100%, including the following:

- Dispatch centers that have excessively high utilization levels tend to "burn-out" staff and consequently have high levels of employee turnover.
- Professions that require extreme concentration during work activities, such as dispatch, air traffic control, or other professions in which failure brings unacceptable risk, should have lower work utilization rates.
- Dispatch centers which have high utilization levels experience "queuing" problems in which responses to incoming telephone calls and radio transmissions are delayed because the dispatcher is preoccupied with other concurrent workload.
- In dispatch centers with high utilization, quality begins to suffer because dispatchers must cut calls and radio exchanges short, thereby impacting dispatcher effectiveness, perceived customer service, and potentially safety in the field for law enforcement, fire, and emergency medical response professionals.

Based on these variables, the project team typically uses a utilization rate of 50% for dispatchers. This utilization rate or target is one of the primary drivers in staffing requirements. As a result, there are two variables to establish – the available time for dispatchers and the workloads handled by staff.

The following table shows the current level of net availability in Communications. Net availability, simply explained, is the total time left over after all leaves and other

absences are subtracted from the hours that each dispatcher is scheduled to work in a given year:

Based on 2013 Personnel Data for Communications

Hours / Percent	Description
2080	Total hours for full-time employees
374	Estimated Total leaves
1,706	Net Available Work Hours
82%	Estimated Net Available as a Percent of Total Time

This table shows that in 2012, dispatchers were available an estimated average of 1,664 hours out of the 2,080 hours they were scheduled to work (this does not include overtime). This is equivalent to a net availability of 82% or, conversely, that personnel are not available to work 17% of the time. This figure allows for the analysis of the number of fulltime equivalents required to staff a given 24-hour position in the dispatch function. This is shown in the following table:

Staff Required to Fill One 24 Hour Position

Factor	Impact
Hours / Year for One Post	8,760
Net Availability	1,706
Positions Required to Cover	5.1

This analysis demonstrates that it takes five (5) full time equivalent positions to staff one dispatch position 24 hours a day, 7 days a week. Department policy staffs Communications with two dispatchers because of:

- Dispatcher fatigue and relief needs.
- To handle concurrent workloads when these occur.
- To allow for other tasks, such as dealing with the public at the reception counter.

To staff the Lansing Communications Center with two (2) positions around the

clock, then, requires ten (1) dispatchers – one more than currently authorized. This requires some overtime, use of one of the supervisory personnel to occasionally staff a console or occasionally accepts that a minimum staffing level of one (1) dispatcher is acceptable for limited periods of time, particularly in the overnight hours.

The second factor is work utilization. The following table shows the result of the project team's analysis of communications workload. It assumes the following:

- Call for service workloads are shown annually and converted to an average hourly basis. This shows that few hours each day experience calls greater than two per hour.
- The Matrix Consulting Group has developed a method of evaluating communications workload which converts calls for service to total dispatcher workload. This includes the following elements:
 - On average, police-related workloads convert to about 9 minutes of workload (radio, call taking, administrative support related to calls).
 - There is an equivalent amount of work each hour related to other Communications Center tasks (e.g., public support, administrative support, etc.). This analysis shows that there are few hours each day which generate more than 30 – 40 minutes of total dispatcher workload.
 - Expressed on the basis of two dispatchers assigned to each shift shows that utilization at these staffing levels is an issue with few hours over a 30% utilization rate for both dispatchers.

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Hour	Total CFS	CFS / Hour	Min. CFS Work	Min. Total Work	% Util.
0000	622	1.7	15.3	30.7	26%
0100	582	1.6	14.4	28.7	24%
0200	481	1.3	11.9	23.7	20%
0300	568	1.6	14.0	28.0	23%
0400	446	1.2	11.0	22.0	18%
0500	337	0.9	8.3	16.6	14%
0600	382	1.0	9.4	18.8	16%
0700	532	1.5	13.1	26.2	22%
0800	583	1.6	14.4	28.8	24%
0900	642	1.8	15.8	31.7	26%
1000	761	2.1	18.8	37.5	31%
1100	647	1.8	16.0	31.9	27%
1200	720	2.0	17.8	35.5	30%
1300	838	2.3	20.7	41.3	34%
1400	749	2.1	18.5	36.9	31%
1500	894	2.4	22.0	44.1	37%
1600	952	2.6	23.5	46.9	39%
1700	783	2.1	19.3	38.6	32%
1800	838	2.3	20.7	41.3	34%
1900	820	2.2	20.2	40.4	34%
2000	792	2.2	19.5	39.1	33%
2100	901	2.5	22.2	44.4	37%
2200	866	2.4	21.4	42.7	36%
2300	696	1.9	17.2	34.3	29%
TOTAL	16,432				

The project team does not recommend the reduction of dispatchers for the reasons cited above. Neither does the project team recommend the addition of a dispatcher to meet staffing needs of two dispatchers per hour (or 10 total dispatchers).

The Center and Department has three choices:

- Continue with current approaches to staffing the center which generates some overtime and impacts the utilization of supervisory personnel.
- Convert the Assistant Communications Supervisor to a line or lead position.
- Examine regional options for dispatching with neighboring communities. There

are efforts underway in the region to consolidate communications which, to date, the Village of Lansing has not explored or participated. Across the country communications consolidation is a trend which has generated much interest and activity (recently in Illinois, for example, with Lake Forest, Highland Park and Lake Bluff). Other regional centers are developing around Lansing – Calumet and Burnham, for example. The Village of Lansing and its Police Department should participate in these developments – regardless of whether dispatch is imported or exported.

Recommendation: The Village of Lansing and its Police Department should explore consolidation of communications services with one or more regional entities. This exploration of possibilities could result in either the outsourcing or insourcing of communications services.

2. RECORDS NEEDS ADDITIONAL STAFF SUPPORT TO PROCESS REPORTS IN A TIMELY MANNER.

The Records Unit is open to the public Monday – Friday from 0800-1600 hours. This Unit is staffed with one Supervisor and three Records Staff. The Records Unit is responsible for entering incidents into the New World Records Management System. The following points summarize the primary Records related work tasks:

- Processing crime and traffic accident reports, arrest reports, traffic citations, tow reports.
- Conducting quality control of the reports and entering the data into the Records Management System; includes writing a short narrative summarizing the incident.
- Distribution of copies of reports to Detectives.
- Processing subpoenas for Officers and witnesses.
- Sending appropriate reports, citations and paperwork to the Court.
- Maintaining and submitting UCR (Uniform Crime Reports) data.

The Records Unit staff also receive, process, log and prepare requests for Department information in accordance with the Freedom of Information Act.

Records is inadequately staffed and meet effectiveness targets relating to public service and report processing in a timely manner.

Recommendation: Fund a part-time Records Clerk position to be assigned responsibility to assist with report processing and other assigned functions. The cost of this part time position is estimated at \$25,000 in salary and fringe benefits.

3. SUPPORT SERVICES SHOULD BE FOCUSED ON COMMUNITY SERVICES AND MAINTENANCE FUNCTIONS CIVILIANIZED.

Currently, the Lansing Police Department has a Support Services Section which is staffed by a Sergeant and a Police Officer as well as a Building Maintenance Coordinator and part-time Crossing Guards. The functioning of the civilian Building Maintenance Coordinator and the Crossing Guards is specific and clear. However, the focus on the Support Services Sergeant and Police Officer raises issue about roles, organization and potential to civilianize. The two positions share many roles, while others are unique to the position. Collectively, the roles include:

Direct Programs and Services

- Oversee the DANGER Program which provides drug, alcohol, nicotine and gang education and resistance.
- Assist in teaching Crime Free Multi-housing course.
- Evaluate and assign 'community policing' assignments.
- Serve as court officer in municipal hearings as required.

Operational

- Schedule and work on special events.
- Serve on the Emergency Response Team.
- Set up speed trailer and decoy vehicles as needed.
- Supervises the Crossing Guards who ensure safe passage of children walking and riding bikes to schools in the Village.

Maintenance

- Supervise the Building Maintenance Coordinator.

- Schedule major building maintenance and repairs.
- Responsible for ensuring all preventative maintenance for vehicles is performed according to established schedule.
- Oversee the contract with the private vendor who maintains the fleet.
- Order and outfit new patrol vehicles.

There are several issues associated with this collection of roles and their organizational placement. These include the following:

- Some of these functions are support in nature while others are operational or programmatic relating to services provided in patrol or investigations.
- The programmatic functions of crime free multi-housing and DANGER as well as the evaluation of community / problem oriented policing could all benefit from closer organizational placement to enhance coordination and accountability.
- The fleet and facility maintenance / maintenance coordination functions could all be performed by non-sworn staff.
- The fleet and facility maintenance / maintenance coordination functions could all be performed by staff at a lower compensation level than sworn personnel.

As a result of these issues, the project team believes that these functions should be re-organized in the Police Department and different types of employees perform these roles. This alternative is explained below:

- The Support Services Sergeant should be re-organized to Field Services, and report to the Criminal Investigations Lieutenant. The roles the Sergeant should perform include the following operational and programmatic ones:
 - Oversee the DANGER Program which provides drug, alcohol, nicotine and gang education and resistance.
 - Assist in teaching Crime Free Multi-housing course.
 - Evaluate and assign 'community policing' assignments.
 - Coordinate, plan and schedule special events.

- Supervises the Crossing Guards who ensure safe passage of children walking and riding bikes to schools in the Village.

These roles span patrol and investigations and are support to both. Accountability and coordination could be fostered by organizing these functions in the Field Services Division rather than the Support Services Division.

- The facilities and fleet maintenance responsibilities of the Police Officer position in the Support Services Division should be given to new a civilian Maintenance Coordinator. The reasons for this include the following:
 - The skills required for maintenance do not require a sworn officer.
 - While the existing sworn positions may be skilled at coordination of maintenance functions, their replacements may not be.
 - There is an established industry of civilian maintenance coordinators, even in police departments.
 - A civilian maintenance coordinator could be hired at lower cost than a sworn officer – potential savings of at least \$15,000 per year in reduced pay and fringe benefit costs.

The non-sworn Maintenance Coordinator position would continue to be organized in the Support Services Division, directly reporting to the Commander. The Police Officer position would continue to be involved in community policing and programs.

Recommendation: Reorganize the Support Services Division by reassigning the Sergeant and Police Officer to the Field Services Division and responsible for programs and cost cutting services

Recommendation: The Village should add a new non-sworn Maintenance Coordinator position. The compensation of this position needs to be evaluated by the Village's Human Resources, but is estimated by the project team to cost between \$50,000 – \$60,000.

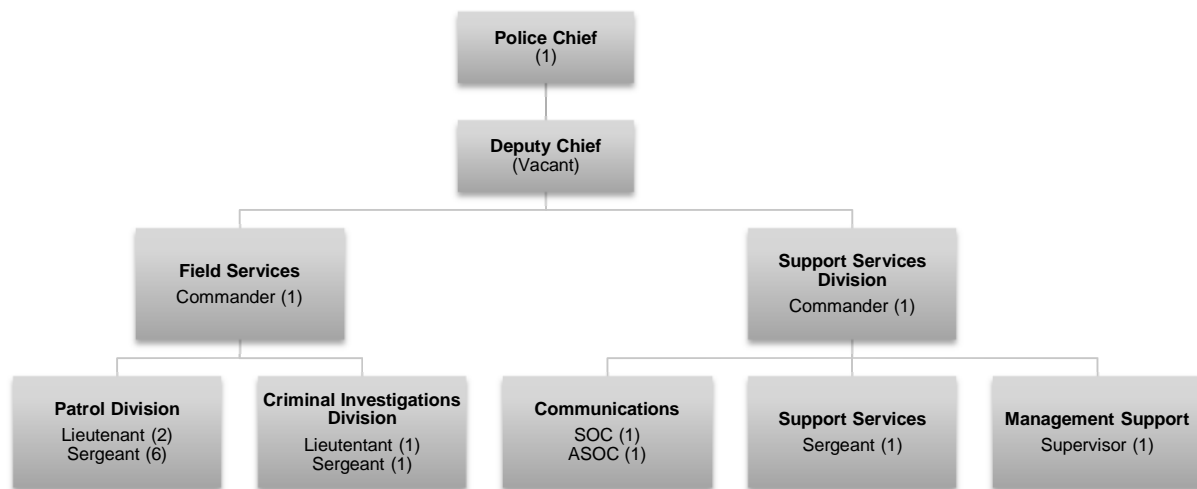
4. EVALUATION OF THE ORGANIZATION OF THE POLICE DEPARTMENT

In order to evaluate the organizational and command staffing structure of the Lansing Police Department, the project team first identified the criteria by which the organizational structure would be analyzed. The paragraphs, that follow, describe those criteria as well as describe what is meant by each of them:

- **Coordination of actions:** Do the units exhibit an organizational dependency on one another? Would it be more difficult for one unit to do its work if there were some separation / attachment?
- **Direct Versus Supportive:** Do assigned functions provide direct service or do they primarily support or augment other services? Have functions that support more than one operational unit been grouped together?
- **Spans of control:** Are spans of control consistent in the organization? Do one-over-one reporting relationships exist in the Department?
- **Number of layers in the organization:** Is the Department overly complex from the perspective of decision making or access to the top?

Each of these criteria, individually, would not provide enough information to make a decision about the appropriate placement of an organizational unit. As a group, however, they provide the information required by the project team to come to conclusions about the current organizational and management structure and to make recommendations for any improvements. These criteria provide a formal, analytical structure for assessing the organizational structure of public sector agencies.

The chart below depicts the current management / supervisory organizational structure of the Lansing Police Department. The points following the chart describe and evaluate this organization:



The following key points summarize the key findings when reviewing the organizational structure:

- The Police Chief and the now vacant Deputy Chief Position are at the top of the organization responsible for all operations and accountability to the public. With the retirement of the most recent Deputy Chief in August, the roles and responsibilities of this position have been distributed among remaining command staff.
- The Field Services Division is comprised on Patrol and Investigative-related functions. Criminal Investigations itself is comprised of detectives (including the Officer assigned to the DEA Task Force) and operational support functions (e.g., School Resources and the Tactical Unit).
- The Support Services Division is comprised of administrative and operational support functions, including:
 - Administrative: Communications, maintenance coordination, information technology and Records.
 - Operational Support: DANGER and Crime Free Multi-Housing Programs, community policing and special events.

The table, below, provides a graphical assessment of the current organizational structure. Note in each box indicates that the organizational unit meets that criteria described earlier in this section of the report. Where there is an issue it is briefly

described.

Organizational Function	Coordination	Direct or Supportive	Spans of Control	Number of Layers
Office of the Chief	As the top manager in the LPD the Chief is responsible for all coordination.	Direct and supportive	The Deputy Chief is a one-over-one report.	A small department the LPD has 6 layers of organization.
Patrol	Patrol is self contained but for SRO	Direct	Spans of control are appropriate.	Lieutenant, Sergeant and Police Officer
Detectives	Investigations is self contained.	CID has both direct and supportive functions	The Lieutenant and the Sergeant are a one-over one.	Lieutenant, Sergeant and Detective but a smaller unit
School Resources	Coordination is across Divisions	Direct	Single position	N/A
Tactical	Coordination is across Divisions	Direct	Single position	N/A
Communications	Coordination is across Divisions	Direct	Supervisor and Assistant Supervisor	Three layers are unusual for a small unit
Records	Coordination is across Divisions	Direct	Supervisor who also oversees IT	Two
Support Services	Coordination is across Divisions	Direct and supportive	Narrow spans of control for the Sergeant and Officer	Two
Emergency Preparedness	Coordination is across Divisions	Supportive	Supervises CSOs and functions	N/A

The paragraphs that follow provide a summary of the project team’s findings and conclusions regarding the current organizational structure of the Lansing Police Department:

- The currently vacant Deputy Chief position should be eliminated for the following reasons:
 - The position has been vacant for three months and the roles of the

position distributed to other top management staff. The redistribution of these roles has been effective.

- There are too many layers in this relatively small organization.
 - While a designated chief officer in charge of the Department in the absence of the Chief is an effective element in an organization, the two Commanders could rotate this responsibility or one designated as the ‘second in command’.
 - Another often-cited reason for an organizational #2 is to bring operations together across divisions. This has not been the role of the Deputy Chief in Lansing.
 - The cost of this position is significant for an organization this size.
- Support Services should be reorganized in the Lansing Police Department. Under the Support Services Section there are operational and support functions which should be redistributed and reorganized in the Department. These include the following:
 - The Sergeant in Support Services should be transferred to the Field Services Division and provide operational support roles to both Criminal Investigations and Patrol (e.g., Crime Free Multi-Housing and the DANGER program).
 - These functions should be reorganized under the CID Lieutenant along with the School Resources and the Tactical Unit.
 - As recommended earlier the Lieutenant in CID should be responsible for oversight of all cross field services functions rather than duplicate supervision for detectives.

These recommendations would simplify the organization of the Department and better meet the organizational criteria outlined at the beginning of this chapter. It would also strengthen the coordination of core services in the Department.

Recommendation: Reorganize and simplify the command structure of the Lansing Police Department by eliminating the Deputy Chief position and reorganizing operational support functions. The cost savings associated with the elimination of the Deputy Chief position is estimated at \$150,000 per year.

2. THE DEPARTMENT NEEDS TO WORK WITH THE COMMUNITY AND STAFF TO DEVELOP A STRATEGIC PLAN FOR POLICE SERVICES IN LANSING.

Lansing is a community in transition. The project team found during its interviews with the management team that there are no formal long range Departmental goals, nor is there a strategic planning process. Given these changes, a Strategic Plan should be developed which involves both the community as well as internal resources. The Department needs to define where it is going and enlist the support of community and labor stakeholders to realize this. This process should include the following elements:

- Develop specific goals for each service area in the Police Department.
- Develop linked objectives, strategies, measurements or methods to make the Chief and other staff to be accountable for developing anything concrete out of this process.
- Develop methods to measure achievement of agreed upon objectives. There are no Department metrics in place to monitor achievement of any service goal or service target. There is a distinct lack of any performance metrics at all in the Department for either internal or external use.

To achieve this, a Strategic Plan should be developed through a series of evening workshops with the community and internally with staff. A period of twelve months should be allowed for the development of this Plan. While it could be developed with internal resources, community staff volunteers should be utilized to guide and facilitate this process. Outcomes of this process should include:

- Commitments to the types of services provided.
- Commitments to the quality of service provided.
- Commitments to involvement of the community.
- Commitments to internal communication and staff involvement.

This is the nature of effective law enforcement today – it is security and law enforcement with the assent and support of the citizens of the community.

Recommendation: The Chief of Police should be tasked with establishing a process to engage the community as a partner of the Department. The initial community visioning / planning process should be conducted by early-2015 with meetings updates every three months thereafter.

Recommendation: The Chief of Police should also be tasked with developing a staff committee for the establishment of a formal strategic plan that includes a vision of what the LPD should be 3-5 years in the future, goals for improvement, and an action plan that defines each goal specifically, when it is to be accomplished, and who is responsible for completing the task. The development of a new Strategic Plan should include community input.

Recommendation: The Chief should develop an annual report to the community which reports back on the progress toward meeting established objectives and obtain their feedback on this as well as new initiatives.

APPENDIX A – DESCRIPTIVE PROFILE OF THE LANSING POLICE DEPARTMENT

This descriptive profile of the Lansing Police Department (LPD) provides information regarding the current organization, staffing and operations of the LPD using information collected from in July and August 2014. The information contained in this profile was developed through interviews of LPD management and personnel, review of policy, procedures, budgets and other documents, call for service data, investigator workloads and other data provided to the project team. The profile is the first report in this project and summarizes the organization's staffing and job tasks. Some statistical information about Department functions (e.g. patrol response to calls for service) is also provided in this document. This report is descriptive only and does not contain analysis, recommendations or suggestions for improvement.

This profile is organized as follows:

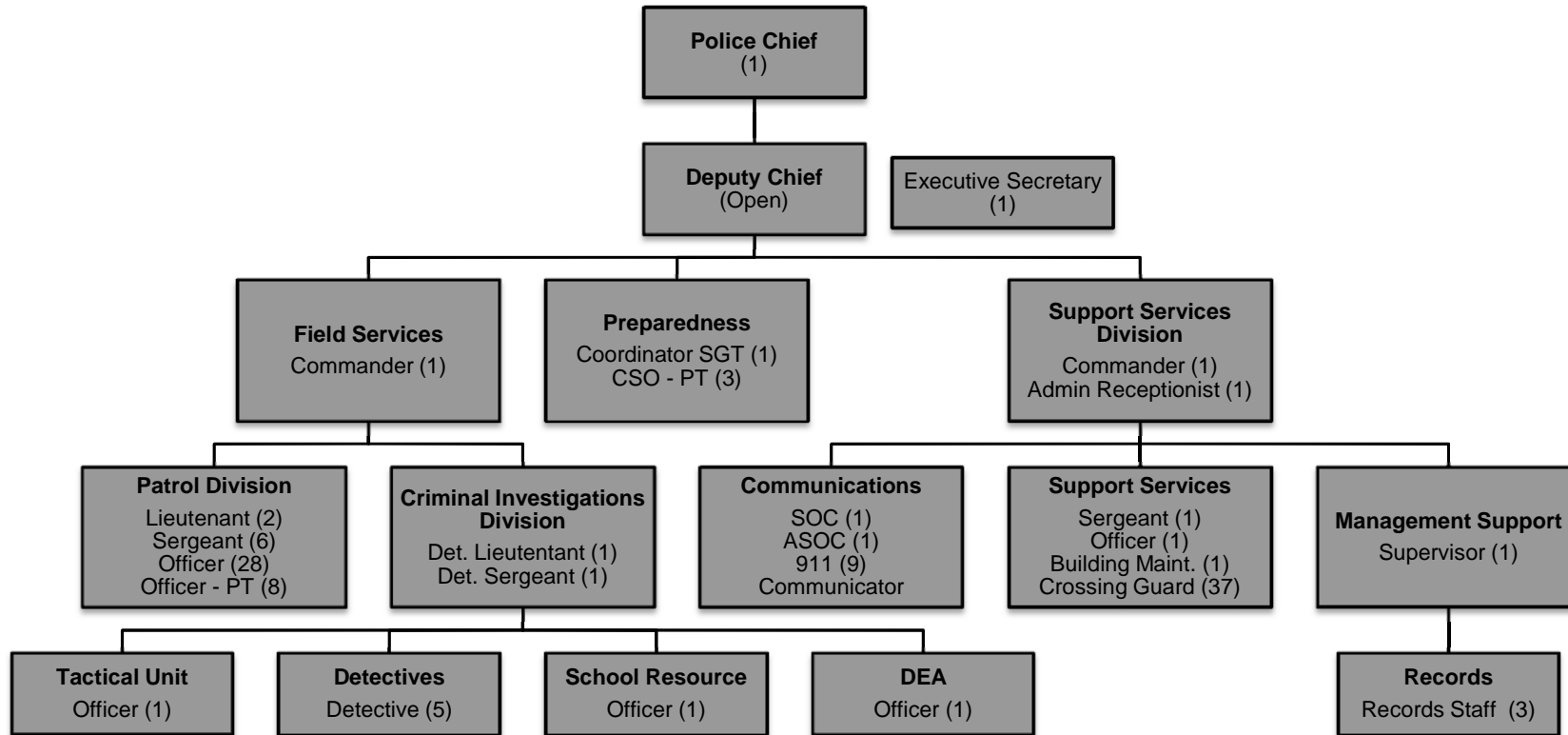
- Overview and Department Staffing Level
- Personnel Roles and Responsibilities
- Department Budget
- Patrol Staffing and Workload
- Investigative Staffing and Workload
- Administrative Staffing and Workload

The first section, which follows, provides a brief introduction and basic overview of the Village of Lansing and law enforcement services.

1. OVERVIEW AND STAFFING LEVELS

The Lansing Police Department provides a wide range of law enforcement services for approximately 28,479 residents (estimated 2020 US Census) and covering 6.84 square miles. The population of Lansing has remained virtually unchanged over the last 10 years.

To provide law enforcement services in Lansing, the Chief is assisted by a management team consisting of a Deputy Chief (vacant since August) and two Commanders. The managers have responsibility for the two major work units – Field Services Division which includes patrol and investigations; and the Support Services Division which includes communications and administrative services. An organization chart showing the functions, reporting relationships and staffing of the Lansing Police Department is provided on the following page:



The following sections provide a summary of the organization and staffing levels of the LPD.

The police department has 52 sworn staff and 19 civilian staff for a total of 71 authorized and funded positions. The sworn staff are allocated in the following work areas by rank:

	Chief	Deputy Chief	Cmdr.	Lieut.	Sgt.	Det.	Officer	Total
Office of the Chief	1	0			1			2
Field Services			1	3	7	8	28*	47
Support Services			1		2		1	3
Total	1	0	2	3	10	8	29	52

* Plus 8 part time officers

The non-sworn staff are allocated in the following work areas by position function (not title) and work area:

	Admin.	Prep. Coord.	Civ. Supv.	Asst. Civ. Supv.	911 Comm.	Bldg. Maint.	Records	Total
Office of the Chief	1							1
Support Services	1							1
Mgmt. Support			1				3	4
Communications			1	1	9			11
Maintenance						1		1
Total	2	1	2	1	9	1	3	19

* Plus 3 part time Community Services Officers and 37 part time Crossing Guards.

2. PERSONNEL ROLES AND RESPONSIBILITIES

The table below provides a summary of the primary roles and responsibilities of the personnel within the LPD; it is not a comprehensive list of all tasks performed:

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Work Unit	Classification and Authorized Staffing		Key Roles and Responsibilities
Office of the Chief	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 Village to meet objectives set by the Mayor and Village Trustees. • Develops Department policies and procedures. • Responsible for overall management of risk in the Department. • Supervises the Commanders. • Develops and maintains good working relationships with other managers in the Village and peers in the regional and state law enforcement community. • Develops and maintains good working relationships with local business leaders, community leaders and school officials. • Performs routine administrative functions in the day-to-day management of the Department. • Receives and handles complaints from members of the public.
	Deputy Chief	0	<ul style="list-style-type: none"> • This position became vacant in August and the following roles redistributed to other managers. The position's roles are shown here as it is subject to analysis in the report. • Reports to the Chief of Police. • Supervises the Field Services Commander, Support Services Commander and Preparedness Coordinator. • Serves as the EMS Coordinator for the Department. • Conducts quarterly meeting with the Sergeants on Community Policing efforts in the Village. • Serves as the Adjudication Officer for Administrative Tow Hearings. • Develops new policies and revises existing policies as needed. • Prepares monthly report for Employee Early Warning Program. • Serves on the Employee Discipline Committee. • Maintains records of Employee Grievances.
	Executive Secretary	1	<ul style="list-style-type: none"> • Provides daily administrative support to the Chief and other command staff members. • Takes minutes at departmental meetings. • Compiles payroll information for submittal to the Village. • Assists citizens and general callers. • Provides Notary services.

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Work Unit	Classification and Authorized Staffing		Key Roles and Responsibilities
Preparedness	Coordinator	1	<ul style="list-style-type: none"> • During the study, this position was converted to a Sergeant. • Reports to the Deputy Chief. • Ensures compliance with NIMS and other governmental regulations on a Village wide basis. • Oversees the Village reverse 911 system (Code Red). • Evidence vault custodian. • Property custodian and conducts quarterly purge of property for listing on propertyroom.com. • Updates the crime blotter for release to the media. • Supervises the CSO's. • Serves as the Field Training Program Coordinator. • Conducts weekly crime analysis on crime trends. • Serves as a court officer twice monthly. • Conducts quarterly emergency equipment inspections and fit tests on gas masks. • Attends meetings as required related to Homeland Security, Emergency Management, Public Health and Hazard Mitigation Planning. • Coordinates special event planning. • Liaison with the Joint Operations Center (JOC) with Com Ed to ensure power to critical infrastructure gets restored. • Serves as a negotiator and coordinator of the Crisis Negotiations Team.
	CSO	3*	<ul style="list-style-type: none"> • Process arrestees and complete booking paperwork. • Enter citations into the Department database. • Conduct prisoner checks and monitor the holding cells when occupied.

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Work Unit	Classification and Authorized Staffing		Key Roles and Responsibilities
Field Services	Commander	1	<ul style="list-style-type: none"> • Manages/leads the Field Services Division; has overall responsibility for the proper functioning and work output of the Division, which includes Patrol and Criminal Investigations. • Supervises the patrol lieutenants, criminal investigation lieutenant, two (2) patrol sergeants and the part-time officers. • Administers the Patrol quality assurance program. • Coordinates Departmental training. • Conducts quarterly audit of confidential funds. • Develops patrol schedule and coordinates vacation bidding. • Serves as a liaison with the patrol and supervisor collective bargaining units. • Serves as the initial point of contact for resolving employee grievances. • Reviews all use of force reports to prepare an overview and submits issues and recommendations to the Chief. • Tracks and prepares annual use of force report. • Chairs the accident review committee. • Ensures compliance with vehicle pursuit policy. • Reviews complaints against officers to compare video evidence with findings and sends letter to complainant. • Serves as a liaison with the Village Attorney on lawsuits involving the Department. • Monitors all leave used in the Department. • Develops annual goals for patrol and criminal investigations. • Develops selective and directed patrol efforts. • Conducts quarterly staff meetings with supervisors assigned to Field Operations. • Administers the Police Explorer program and part-time officer program. • Reviews legal updates to ensure policies remain current. • Liaison for court attendance and any court issues (Municipal and 6th District). • Coordinates the promotional process for Sergeants and Lieutenants. • Coordinates quarterly training schedule. • Administers grants related to Field Operations.

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Work Unit	Classification and Authorized Staffing		Key Roles and Responsibilities
Patrol	Lieutenant	3	<ul style="list-style-type: none"> • Act as the Watch Commander for their assigned shift. • Oversees patrol staff scheduling to ensure adequate staffing in the field. • Responsible for and supervise Officers during their shift, ensure field resources are being utilized properly to address problems in the Village. • Ensures that Officers daily work assignments and reports are completed. • Responds to routine and major incidents; coordinates field responses as appropriate. • Ensures field resources are being utilized properly to address problems in the Village. • Keeps the Commander and Chief informed of significant or newsworthy incidents. • Reviews written work and reports of Officers. • Coordinates with Investigations Sergeant on field incidents involving response of Detectives. • Conducts regular reviews of Officers performance in the field and written work. • Trains, counsels, mentors and audits employees' performance; takes corrective or disciplinary action as necessary. • Receives and handles complaints from members of the public.
Patrol	Sergeant	4	<ul style="list-style-type: none"> • Act as the Watch Commander for their shift in the absence of the Lieutenant; one Sergeant is assigned to each shift. • Oversees patrol staff scheduling to ensure adequate staffing in the field. • Responsible for and supervise Officers during their shift, ensure field resources are being utilized properly to address problems in the Village. • Ensures that Officers daily work assignments and reports are completed. • Responds to routine and major incidents; coordinates field responses as appropriate. • Ensures field resources are being utilized properly to address problems in the Village. • Keeps the Lieutenant, Commander and Chief informed of significant or newsworthy incidents. • Reviews written work and reports of Officers. • Coordinates with Investigations Sergeant on field incidents involving response of Detectives. • Conducts regular reviews of Officers performance in the field and written work. • Trains, counsels, mentors and audits employees' performance; takes corrective or disciplinary action as necessary. • Receives and handles complaints from members of the public.

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Work Unit	Classification and Authorized Staffing		Key Roles and Responsibilities
Patrol	Officer	28 8 PT	<ul style="list-style-type: none"> • Respond to all calls for service in the Village, including crimes against persons, property crimes, domestic disputes, traffic collisions, disturbances. • Provide direct field enforcement of all applicable laws and ordinances. • Write reports; conduct preliminary investigations of crime, conducts follow-up investigations as appropriate, book prisoners, transport prisoners. • Engage in neighborhood patrols, directed patrol, traffic enforcement and other proactive activities to reduce crime. • Respond 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. <p>NOTE: One position is vacant</p>
Criminal Investigations	Lieutenant	1	<ul style="list-style-type: none"> • Works closely with the Commander to manage and lead the Detective Unit. • Supervises the Sergeant, five Detectives, School Resources Officer and Tactical Officer. • Directly oversees daily operations and workload of the Unit; may respond to major incidents. • Responsible for the proper functioning, timely follow-up of crimes and overall case management. • Reviews major cases and coordinates with Detectives on work assignments. • Keeps the Commander and Chief informed of significant or newsworthy incidents. • Acts as the public information officer for the Department. • Works on special projects as assigned.
	Sergeant	1	<ul style="list-style-type: none"> • Supervises all staff in the unit; reads reports and assigns cases to Detectives; assigns a priority to each case. • Meets with Detectives daily and discusses in detail their assigned cases; keeps Commander informed of significant issues. • Reviews written work of Detectives, including case follow-up reports, search warrant requests, etc. • Acts as the public information officer for the Department. • Coordinate with Patrol Officers as necessary to complete crime reports and investigations.

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Work Unit	Classification and Authorized Staffing		Key Roles and Responsibilities
	Detective	5	<ul style="list-style-type: none"> • Conduct follow-up investigations for all assigned cases, including: homicides, robbery, rape, sexual assaults, domestic violence, child & elder abuse, missing persons, death investigations, burglary, theft, fraud, stolen vehicles and other cases needing follow-up. • Write reports, search warrants, review cases with the prosecutor. • Detectives are subject to call-out as needed.
School Resources	Officer	1	<ul style="list-style-type: none"> • Assigned to provide primary coverage for the public high school (TF South) and spends most of the time at this school. • Provides positive police presence at the schools; handles calls for service and other incidents. • Make presentations to school classes, works with school officials to ensure student safety and security of the campus. • Regularly works with the school personnel to answer questions, provide information. • During summer months works on existing juvenile caseload and takes additional cases as needed.
Tactical Unit	Officer	1	<ul style="list-style-type: none"> • Serves on Lansing and regional tactical team. • Responsible for working offenses related to gangs, weapons, drugs and hotel interdiction. • Conducts drug interdiction. • Obtains search and arrest warrants, develops plan and serves warrants. • Conducts buy/bust operations. • Handles all drug and weapon complaints from citizens.
DEA Unit	Officer	1	

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Work Unit	Classification and Authorized Staffing		Key Roles and Responsibilities
Support Services Division	Commander	1	<ul style="list-style-type: none"> • Manages/leads the Division, supervises the Support Services Sergeant and the Police Services Supervisor. • With the retirement of the Deputy Chief also supervises the Preparedness Coordinator. • Overall responsibility for the proper functioning and work output of the Division. • Develops and implements Department policies, procedures, goals and objectives. • Works closely with the Chief and Deputy Chief to accomplish the goals of the Department. • Responsible for management of risk. • Monitors performance/productivity standards of staff to ensure compliance with policy; attends meetings and briefings. • Tracks vehicle and equipment inventory and supplies including weapons and electronics. • Coordinates the recruiting, hiring and promotional processes for the Department. • Oversees budget development for the PD. • Keeps the Chief informed of significant or newsworthy incidents. • Trains, counsels, mentors and audits employees' performance; takes corrective or disciplinary action as necessary. • Performs routine administrative functions, monitors and approves expenditures, etc. • Weekly meeting with Chief and Commander; participates in a monthly meeting with POA board. • Works on special projects as assigned.
	Administrative Receptionist	1	<ul style="list-style-type: none"> • Provides administrative support for the Services Division. • Handles alarm billing. • Completes arrest / bond and vehicle impound paperwork. • Assists with paperwork related to the recruiting and hiring programs in the Department. • Assists in the coordination and procurement of supplies and materials for the Department.

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Work Unit	Classification and Authorized Staffing		Key Roles and Responsibilities
Communications	Supervisor of Communications	1	<ul style="list-style-type: none"> • Provides overall supervision of the 911 Center. • Ensures radio system is appropriately maintained. • Purchases radio equipment as needed. • Serves on the Emergency Telephone Safety Board. • Ensures Master Street Guide is continually updated. • Handles GIS mapping issues related to dispatch, including address verification. • Sends emergency notifications and activates outdoor warning sirens as needed. • Oversees dispatch training program and develops monthly training topics. • Administers counseling and conducts annual performance reviews on dispatchers.
	Assistant Supervisor of Communications	1	<ul style="list-style-type: none"> • Serve as supervisor in the absence of the Communications supervisor and assists with the general duties listed above. • Works opposite shift of Supervisor of Communications to provide supervision to Telecommunicators (usually Mon-Friday 1500-2300). • Conduct Quality Assurance and Quality Control reviews of dispatcher performance.
	911 Communicator	9	<ul style="list-style-type: none"> • Answering and addressing the emergency and non-emergency phone calls from the public. • Dispatching police and fire units to incidents as necessary based on the emergency and non-emergency phone calls and providing radio support throughout the incidents. • Creating, updating, and maintaining CAD incident data based on community-generated calls for service and officer-initiated activities. • Providing records support via the "Teletype" desk for police officers in the field, including warrant checks, vehicle checks, driver's license checks, etc.

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Work Unit	Classification and Authorized Staffing		Key Roles and Responsibilities
Support Services Unit	Sergeant	1	<ul style="list-style-type: none"> Oversee the DANGER Program which provides drug, alcohol, nicotine and gang education and resistance. Responsible for ensuring all preventative maintenance for vehicles is performed according to established schedule. Schedule major building maintenance and repairs. Perform basic building maintenance. Order and outfit new patrol vehicles. Assist in teaching Crime Free Multi-housing course. Serve as court officer in municipal hearings as required. Schedule and work cruise nights and other special events. Prepare quarterly reports as required. Serve on the Emergency Response Team. Set up speed trailer and decoy vehicles as needed. Supervises 37 Crossing Guards who ensure safe passage of children walking and riding bikes to schools in the Village.
	Police Officer	1	
	Building Maintenance	1	
	Crossing Guards	39*	
Records	Management Support Supervisor	1	<ul style="list-style-type: none"> Coordinate the storage and maintenance of records for the Police Department. Serves as Department IT Coordinator. Processing the incident case reports generated by field and other personnel via the records management system, including reviewing for quality assurance purposes, making minor corrections, and / or submitting back to the sworn supervisor for corrections. Maintaining the Pending Report List to ensure all reports are accounted for in the system. Processes traffic citations, parking citations, arrest affidavits, records sealing activities, public records requests, fingerprinting, and other customer related activities handled at the front-counter, telephone, and electronically. Serve as the point of contact for Freedom of Information Act requests.
	Records Assistant	3	
FT Total Positions		71	

* Indicates Part Time Positions

4. PATROL OPERATIONS STAFFING AND WORKLOAD.

The following information was obtained through interviews with LPD personnel, electronic data from the CAD (Computer Aided Dispatch) / RMS (Records Management System) as well as other documents associated with patrol (i.e., statistical reports,

training records, leave time records, etc.).

The project team collected information regarding the LPD workload activities relating to field patrol personnel (i.e., regular Patrol Officers and Sergeants). Specifically, this involved the raw data set that captured all dispatch communication activity for the Lansing Police Department for calendar year 2013:

- Call or Event Number
- Date and Time of Initial Creation of the CAD Case
- Location of Call
- Type of Call
- Priority of Call
- Time of Unit(s) Dispatch
- Time of Unit(s) In-route
- Time of Unit(s) On-Scene Arrival
- Time of Unit(s) Clearance
- Beat Unit Identifiers (unit numbers) for responding unit

This information serves as the context for analyzing patrol's staffing needs and estimating workload activity, including the identification of community-generated calls for service, as well as Officer initiated activity. This summary description of LPD patrol services is organized as follows:

- Patrol unit scheduled deployment
- Patrol officer availability
- Total calls for service
- Calls for service by priority

- Calls for service response and handling time
- Calls for service dispositions
- Officer initiated activity and handling time

The first section provides the current patrol unit deployment, showing by time of day the number of patrol units scheduled.

(1) Lansing Police Department Patrol Schedule and Officer Availability

Patrol works 12-hour shifts on a rotating basis. Day shift begins at 0600 and ends at 1800, a power shift covers from 1200 until midnight and the night shift works 1800 until 0600. Minimum staffing is 5.0 officers from midnight until 0600 – 1400, 6.0 officers from 1400 until midnight, and 4.0 officers from 0000 – 0600.

The following table lists the authorized number of Officers assigned to patrol services to show a graphical depiction of the number of staff available to handle the Patrol workload in Lansing for each hour of the day.

Authorized Patrol Staffing

Hour	Day Shift 0600-1800	Power Shift 1200-0000	Night Shift 1800-0600	Avg. Staff Per Hour
0000			6.0	6.0
0100			6.0	6.0
0200			6.0	6.0
0300			6.0	6.0
0400			6.0	6.0
0500			6.0	6.0
0600	6.0			6.0
0700	6.0			6.0
0800	6.0			6.0
0900	6.0			6.0
1000	6.0			6.0
1100	6.0			6.0
1200	6.0	2.5		8.5
1300	6.0	2.5		8.5
1400	6.0	2.5		8.5
1500	6.0	2.5		8.5
1600	6.0	2.5		8.5
1700	6.0	2.5		8.5
1800		2.5	6.0	8.5
1900		2.5	6.0	8.5
2000		2.5	6.0	8.5
2100		2.5	6.0	8.5
2200		2.5	6.0	8.5
2300		2.5	6.0	8.5

As shown above the day shift and night shift are both staffed with 6.0 officers on each shift and are supplemented by an average of 2.5 officers working the power shift from noon until midnight. The staffing on the power shift varies from 2.0 to 3.0 officers on a rotating basis. Day and night shifts are supervised by either 2.0 sergeants, or by 1.0 lieutenant and 1.0 sergeant, rotating every eight weeks. This results in an average scheduled staffing of 6.0 officers from midnight until noon and 8.5 officers from noon until midnight.

(2) Leave Hours for Patrol Division Staff and Patrol’s Actual Staffing Level.

While the scheduled staffing is an important component, it is important to realize

that not all scheduled personnel report to work on each scheduled workday. The use of vacation, sick, compensatory and other leave impact the actual staffing and availability of personnel in the Patrol Division.

The following table summarizes the estimated availability of patrol staff after deducting leave hours, training hours and also showing an estimate of the hours spent administrative tasks during their shift.

Work and Leave Hours	Hours and Percentages
Total Scheduled Annual Work Hours	2,184
Mandatory (Kelly) Leave (4 hours every 2 weeks)	104
Average Leave Usage	480
Average Training Hours (on duty)	40
Total Unavailable Hours	624
Net Work Hours	1,560
% Annual Availability	71.4%
Add Average Hours of Backfill OT / Officer	94
Net Work Hours with OT	1,654
% Annual Availability	75.7%
Administrative Time (90 Min. x 149 Shifts)	207
Net Available Work Hours	1,447
% Annual Availability	66.3%

The following points summarize the data above:

- While patrol officers are scheduled to work 2,184 hours, after leave usage and training is subtracted they actually work 1,560 hour or 71.4% of their scheduled time. This is comparatively low for police departments in the experience of the project team.
- When overtime to fill minimum staffing levels is factored a total of 1,654 hours of available time result.
- The time for administrative tasks (reports, bookings, vehicle checks, etc.) is also removed from available time, resulting in a final availability of 66.3% or 1,447 hours annually.

The following table shows the actual average number of officers that worked a shift on patrol during 2013 based on this average. The actual staffing level is always lower than the authorized level due to officers off on leave, on a training

assignment or other reasons as discussed above. It is also important to note that the chart below does not take into consideration units that work overtime. As a result, the chart depicts numbers below minimum staffing at certain times.

Average Available Patrol Staff (Excluding Overtime)

Hour	Days 0600-1800	Power 1200-0000	Nights 1800-0600	Average Shift Staffing
0000			4.5	4.5
0100			4.5	4.5
0200			4.5	4.5
0300			4.5	4.5
0400			4.5	4.5
0500			4.5	4.5
0600	4.5			4.5
0700	4.5			4.5
0800	4.5			4.5
0900	4.5			4.5
1000	4.5			4.5
1100	4.5			4.5
1200	4.5	1.9		6.4
1300	4.5	1.9		6.4
1400	4.5	1.9		6.4
1500	4.5	1.9		6.4
1600	4.5	1.9		6.4
1700	4.5	1.9		6.4
1800		1.9	4.5	6.4
1900		1.9	4.5	6.4
2000		1.9	4.5	6.4
2100		1.9	4.5	6.4
2200		1.9	4.5	6.4
2300		1.9	4.5	6.4

As shown above the day shift, while staffed with 6.0 officers, has a typical daily staffing of about 4.5 officers actually working. The night is also staffed with 6.0 officers, but after leave results in actual staffing of 4.5 officers on average each shift as well. The power shift is staffed with either 2.0 or 3.0 officers and results in an average staffing of 1.9 officers working each shift.

(3) Employee Attrition Rate.

Turnover Count by Year and Type

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Category	Type	Classification	2009	2010	2011	2012	2013	2014	6 YR TOTAL
Addition	Hire	CSO				2			2
		Dispatcher					1	2	3
		Officer	3			1	1		5
		Records			1				1
	Subtotal- Additions			3	0	1	3	2	2
Loss	Resignation	CSO	1	2				1	4
		Dispatcher		1	1	1	2	1	6
		Officer				2	1		3
		Records						1	1
	Retirement	Chief	1						1
		Lieutenant					1		1
		Officer	1				1		2
		Records			1				1
		Sergeant	1						1
	Termination	Ofc.		1			1		2
	Subtotal- Losses			4	4	2	3	6	3
Net Gain/Loss			-1	-4	-1	0	-4	-1	-11

As shown above the Department averages 3.5 separations per year and averages hiring 1.8 people per year to fill the vacancies caused by personnel separating from the Department.

(4) Calls for Service Workloads

The table on the following page shows the total number of community generated calls for service (CFS) by time of day and day of week for calendar year 2013. The project team defined a community generated call for service as a call where at least one LPD sworn officer provided the primary response to an incident. The CAD system data was used to determine the number of CFS. It does not include the incidents of Officer initiated activity.

CFS by Hour and Weekday

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Hour	Sun	Mon	Tue	Wed	Thu	Fri	Sat	TOTAL
0000	103	67	85	78	88	94	107	622
0100	117	77	71	80	66	81	90	582
0200	87	69	65	52	58	63	87	481
0300	103	67	75	91	76	71	85	568
0400	80	56	53	65	59	68	65	446
0500	58	44	45	55	42	40	53	337
0600	39	66	52	40	64	72	49	382
0700	62	67	73	85	99	72	74	532
0800	78	73	78	95	94	77	88	583
0900	68	112	80	108	103	76	95	642
1000	88	112	91	123	120	104	123	761
1100	82	82	90	95	108	100	90	647
1200	92	112	93	100	99	100	124	720
1300	122	114	88	126	123	135	130	838
1400	99	111	109	96	117	104	113	749
1500	110	134	138	140	110	140	122	894
1600	138	124	139	137	133	153	128	952
1700	100	116	111	115	122	108	111	783
1800	110	135	118	114	122	133	106	838
1900	112	121	115	114	126	135	97	820
2000	117	116	105	93	107	129	125	792
2100	130	113	118	134	128	123	155	901
2200	111	132	109	120	109	136	149	866
2300	94	100	80	94	91	100	137	696
TOTAL	2,300	2,320	2,181	2,350	2,364	2,414	2,503	16,432

LPD responded to 16,432 unique community generated calls for service, approximately 45 per day. The busiest days of the week are Friday and Saturday, which average over 47 calls per day. Tuesday is the slowest day for community generated calls, averaging 42 calls daily. Of the total number of calls, 8,483 calls (51.6%) occurred during the day shift (0600-1800) and 7,949 calls (48.4%) occurred during the night shift (1800-0600).

The table on the following page shows the most common types of calls for

service during 2013:

CFS by Top 10 Types

Type	#	%
Vacation Watch	2,790	17.0%
Burglar Alarm	1,332	8.1%
Premise Check	969	5.9%
Domestic Disturbance	816	5.0%
Suspicious Person	743	4.5%
Investigation	641	3.9%
Accident PD Only	618	3.8%
Special Watch	591	3.6%
Suspicious Vehicle	560	3.4%
Theft	499	3.0%
All Others	6,873	41.8%
TOTAL	16,432	100.0%

The “other” types are calls include complaints regarding trespassing, loud music, persons drunk in public, fireworks, traffic collisions, reckless driving, 911 hang-ups and a person being reported as “down”. As shown above, the 15 most frequent calls for service account for 9,559 calls, which are 58% of the total number of calls during the year.

The following table shows the breakdown of calls for service by priority and beat for the Police Department.

- **Priority 1** – A felony in progress or a crime involving a fight or injury, Officer needing help immediately, major injury accidents.
- **Priority 2** – A property crime in progress or just occurred (burglary, theft, graffiti), suspicious activity and verbal disturbances.
- **Priority 3** – Important calls but not life threatening.
- **Priority 4** – General report calls and annoying incidents.

CFS by Beat and Priority Level

Priorities – Number and Percent by Beat						
Beat	1	2	3	4	TOTAL	%
1	478	462	164	1,021	2,125	12.9%
2	739	888	364	2,489	4,480	27.3%
3	1,248	1,055	380	2,730	5,413	32.9%
4	743	783	316	2,272	4,114	25.0%
No Beat Listed	50	57	24	169	300	1.8%
TOTAL	3,258	3,245	1,248	8,681	16,432	100.0%

As shown above, 19.8% of the calls for service in CY 2013 were Priority 1 calls, about 19.7% were Priority 2 and 7.6% were Priority 3 calls. The next table illustrates the number of arrests made by the Lansing Police Department over the previous three years.

Arrest Totals by Year

Arrests	2011	2012	2013	3YR Change
TOTAL	1493	1541	1262	-15.5%

As shown above arrest increased from 2011 to 2012, but then decreased in 2013. The three year change in arrests was -15.5% and the decrease from 2012 to 2013 was -18.1%. Arrests declined last year because the Department changed its productivity target to emphasize non-arrest activities.

(5) School Resource Officer.

There is one School Resource Officer in Lansing assigned primarily to the public high school in the Village – T.F.S High School (approximately 1600 students) and secondarily to a private high school - Illiana High School (approximately 600 students). The SRO works an 8 hour shift five days a week. The SRO also assists with the other 10 elementary and middle schools in the Village.

The primary responsibilities are to provide a positive police presence on campus, interact with students, answer questions, resolve issues/problems and handle conflicts and crimes that occur on or near the campus. Although he is assigned primarily to the high schools he is also responsible for handling other police related issues/problems in other schools throughout the Village and will be assigned to handle calls for service at these locations.

When school is not in session the SRO is assigned to assist with staffing in other areas of the PD such as working on cases to assist the Criminal Investigations Division.

5. CRIMINAL INVESTIGATIVE DIVISION STAFFING AND WORKLOAD.

This section provides summary workload activities for the Administrative and Investigative Services work units. This division is staffed with 1 Commander (shared with Field Services), 1 Lieutenant, 1 Sergeant, 5 Detectives, 1 School Resources Officer, 1 Tactical Officer, 1 Police Officer assigned to a DEA Task Force. Detectives are assigned to work on rotating shifts 0700-1500 and 1500-2300 with two Detectives working on each shift Monday – Friday.

(1) Investigations.

The primary task of the Detectives is to follow up on crimes or serious incidents that have occurred in Lansing. Cases are screened and assigned by the Lieutenant and Sergeant and assignments given to the investigators. Any cases that have a lead that would reasonably lead to a suspect responsible for the crime are assigned to a Detective for follow-up. The Lieutenant and Sergeant also self-assign cases to investigate in addition to their supervisory responsibilities.

The table below shows the number of “active” cases for the four investigators.

All investigators are “generalists”, meaning they are assigned both persons crimes and property crimes to investigate. An “active” case is where on-going follow-up investigation is being conducted (some investigative activity has been conducted in the past 30 days). Each Detective also has a varying number of “pending cases” where they are waiting for Crime Lab analysis, fingerprint comparison or it has been sent to the prosecutor to review for criminal charges. When information on a pending case is received it will require some additional work, become an active case again or the case will be closed. The Detectives work cases as a team with one Detective being designated as the primary and the other assisting on the case.

The Detectives cleared a total of 570 cases in 2013. The following table shows the breakdown of the cases cleared in 2013:

Case Clearances

Case Disposition	Total
CID Cleared by Arrest	86
CID Closed	127
CID Suspended	266
Citation Issued	11
Cleared Arrest (Adult)	10
Cleared Arrest (Juvenile)	47
Cleared No Arrest	13
Referred to Other Agency	9
Warrant Issued	1
Total	570

Each investigator is typically able to begin working their cases within a few days of it being assigned and if the case is a high priority one they will begin working on it immediately.

The following table illustrates the current caseload for the Detectives in the LPD:

Detective	Open Cases
1	14
2	17

3	15
4	5
SRO	8
Community Policing	3
Total	62

As shown the Criminal Investigation Division currently has 62 open/active cases.

(1) Crime Data for Lansing.

The FBI publishes crime and clearance data in the UCR format and it is commonly used for comparison purposes – for historical averages within a Village and also in comparison with other cities. For this report, the project team obtained the UCR crime data for calendar years 2010 - 2013. They are listed in tables on the following pages:

Violent Crime by Year

Year	Homicide	Sexual Assault	Robbery	Agg. Assault / Battery	Total Violent Crime
2013	0	16	57	36	109
2012	1	30	27	35	93
2011	0	23	40	38	101
2010	2	5	28	16	51
2009	0	1	28	31	60
2008	1	8	42	42	93
2007	2	3	33	26	64
2006	0	3	37	16	56
2005	0	1	36	25	62
2004	0	1	46	20	67
2003	0	5	31	21	57
2002	0	2	44	19	65
2001	0	0	34	15	49
2000	1	0	42	18	61
1999	1	1	22	18	42
1998	0	1	29	13	43
1997	0	2	28	18	48
1996	0	3	19	19	41
5YR Change	-	1,500.0%	103.6%	16.1%	81.7%
10YR Change	-	1,500.0%	23.9%	80.0%	62.7%

Property Crime by Year

Year	Burglary	Theft	Auto Theft	Total Property Crime
2013	157	939	74	1,170
2012	238	1,023	71	1,332
2011	222	1,033	122	1,377
2010	225	1,136	73	1,434
2009	280	889	108	1,277
2008	249	810	84	1,143
2007	168	907	141	1,216
2006	217	828	118	1,163
2005	173	782	101	1,056
2004	210	900	141	1,251
2003	192	896	145	1,233
2002	160	1,009	160	1,329
2001	125	918	142	1,185
2000	116	812	151	1,079
1999	127	818	177	1,122
1998	136	935	202	1,273
1997	147	1,050	238	1,435
1996	185	1,056	246	1,487
5YR Change	-43.9%	5.6%	-31.5%	-8.4%
10YR Change	-25.2%	4.3%	-47.5%	-6.5%

The level of violent crime in Lansing Village is relatively low, but from 2010 to 2013, the Village has seen a significant increase in violent crime with 58 more violent crimes in 2013 when compared to 2010, an increase of 113%. During the same timeframe there was a decrease in the number of property crimes, with property crime declining by 18.4%.

6. ADMINISTRATIVE AND OTHER SUPPORT SERVICES FUNCTIONS

In this section of the profile the support services provided by the Department are discussed.

(1) Management Support / Records Unit.

The Records Unit is open to the public Monday – Friday from 0800-1600 hours. This Unit is staffed with one Supervisor and three Records Staff. The Records Unit is responsible for entering incidents into the New World Records Management System.

The following are the primary Records related work tasks:

- Processing crime and traffic accident reports, arrest reports, traffic citations, tow reports.
- Conducting quality control of the reports and entering the data into the Records Management System; includes writing a short narrative summarizing the incident.
- Distribution of copies of reports to Detectives.
- Processing subpoenas for Officers and witnesses.
- Sending appropriate reports, citations and paperwork to the Court.
- Maintaining and submitting UCR (Uniform Crime Reports) data.

The Records Unit staff also receive, process, log and prepare requests for Department information in accordance with the Freedom of Information Act.

(2) Communications

Communications serves as the Public Safety Answering Point (PSAP) for the Village of Lansing. Communications receives 911 emergency and 10 digit telephone calls for the Department. They also assist walk up customers in the Police Department Lobby. The unit also conducts LEADS/NCIC entry and file maintenance, issues vehicle releases, issues animal impounds, enters M series tickets and serves as the after hours contact point for the Public Works Department. The unit is staffed with one Supervisor, one Assistant Supervisor and nine 911 Communicators.

The following table illustrates the workload for Communications personnel in

2013:

Communications Workload

Call Volume	Count
Administrative 10 digit lines	55,161
911 lines (land lines)	4,890
911 lines (wireless)	14,817
Intercom transfers	2,511
Outgoing phone calls	27,718

Communications personnel also created 41,977 CAD records for police and 3,794 for fire.

6. BUDGET

Budget by Year and Category

Category	FY10	FY11	FY12	FY13	FY14	5YR Change
Salaries and Benefits	\$7,654,676	\$8,488,376	\$8,466,064	\$8,294,865	\$8,362,226	9.2%
Operating Costs	\$429,465	\$653,493	\$425,454	\$403,551	\$400,642	-6.7%
Total Expenditures	\$8,084,141	\$9,141,868	\$8,891,518	\$8,698,416	\$8,762,868	8.4%

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This Profile summarizes the staffing and workload tasks for the Department and will be used as the basis for completing the next steps in this project.

APPENDIX B – BEST MANAGEMENT PRACTICES ASSESSMENT

As part of the Police Department Performance Assessment, this document represents the initial assessment of issues, challenges, and primary improvement opportunities. In order to make the assessments of operational strengths and improvement opportunities, the project team developed a summary set of performance measures to evaluate the Village of Lansing Police Department against “best practices” of organizational efficiency and effectiveness.

The measures utilized have been derived from the project team's collective experience and represent the following ways to identify departmental strengths as well as improvement opportunities:

- Statements of "performance measures" based on the study team's experience in evaluating operations in other agencies or “industry standards” from other research organizations
- Identification of any performance gaps between the performance measure and current practice
- Identification of the opportunity for improvement

The purpose of the diagnostic assessment was to develop an overall assessment of the Police Department organization and operations. The first section provides an assessment of field and patrol operations, followed by support and administrative services, and management and organizational structure.

1. FIELD OPERATIONS

Performance Measure	Current Performance Meets Target	Opportunity for Improvement
<p>Proactive patrol time is between 40% and 50% after subtracting time handling calls for service and administrative tasks.</p>	<p>Based on the total number of community-generated calls for service, associated workloads, and patrol staffing levels and availability (excluding the sergeant positions) during CY 2013, the Lansing Police Department field personnel have at least a 39% proactive time over all days and all hours.</p> <p>This calculation does not include Sergeants whose role is supervisory.</p>	
<p>Patrol officers are scheduled and deployed consistently with calls for service demands by time of day and day of week.</p>	<p>The analysis of proactive capabilities supports the assessment of effective deployment:</p> <ul style="list-style-type: none"> • The daily average proactivity fluctuates little: 46% on Saturday and 53% on Tuesdays • There is surprisingly little variation in proactivity by hour – on average, 30% for a low in the morning activity hours to 70+% in the early morning. 	
<p>Patrol operations are deployed in an efficient and cost effective shift structure.</p>	<p>Lansing utilizes a 12-hour shift schedule which is cost effective and in most agencies is a motivating factor. Moreover, shifts are staggered so that peak activity hours are better covered.</p>	
<p>The use of proactive time is based on crime analysis of problems and crime in the community.</p>	<p>The Village Preparedness Coordinator evaluates crime and service trends and support several field emphases and programs (e.g., Crime Free Multi-Housing). This includes mapping of crimes.</p>	<p>The Department lacks a dedicated crime analyst to develop proactive enforcement strategies through assessment of problems in the community. The Support Services Sergeant manages this.</p>

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Performance Measure	Current Performance Meets Target	Opportunity for Improvement
Crime analysis information is made to patrol and investigation personnel on a daily basis.	The LPD uses the New World RMS to analyze crime trends, as noted above. The focus is on residential and auto burglaries and graffiti.	While the Village Coordinator develops this analysis, this position has other roles raising the issue of a dedicated resource.
Officers are accountable for the use of proactive time on their beats and in their shifts.	The Department has a sophisticated system of measuring performance based on supervisory tracking of call responses and results of enforcement.	Responsibility for community and problem oriented policing assignments is in Support Services.
<p>The median or average response time targets (from dispatch to arrival) to calls for service being met?</p> <ul style="list-style-type: none"> • High Priority: 3 - 5 minutes • Medium Priority: 5 – 15 min. • Low Priority: 15 - 30 minutes 	<p>Of the total 16,432 community generated calls for service in 2013, there were 2,125 (12.9% Priority 1 calls, 4,480 (27.3%) Priority 2 calls, and 9,527 (57.9%) Priority 3 and 4 calls – with the following median response times:</p> <ul style="list-style-type: none"> • Priority 1: 6.0 • Priority 2: 8.0 • Priority 3 and 4: 12.4 <p>Lower priority calls for service meet the targeting response time targets.</p>	Priority 1 calls do not meet the targeted response time targets, likely because calls are over-prioritized. Typically, Priority 1 calls represent less than 5% of calls for service in most communities.
Field patrol personnel handle preliminary and follow-up investigations of minor crimes.	Field patrol personnel are handling follow-up investigations for some minor crimes.	
Approximately 20% to 30% of community generated calls for service are handled through alternative service delivery (i.e., civilian response, web-based police reporting, etc.)		<p>The LPD does not utilize alternative service delivery approaches for handling community generated calls for service (e.g., internet or reports over the phone). Currently, over 30% of community generated calls for service are low priority / non-emergency calls but this is in an environment of over-prioritizing calls.</p> <p>The LPD should explore utilizing the web-site and / or civilian personnel to process minor crime and service reports.</p>

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Performance Measure	Current Performance Meets Target	Opportunity for Improvement
Patrol officers are engaged in at least one self-initiated activity per duty hour.	Patrol productivity is tracked by field supervisors with the expectation that officers are involved in at least high levels of proactive activity that is prioritized and point scored on a community impact basis. Field performance tracks this in different categories – traffic, community oriented policing, etc.	
Specialized operations such as street crime enforcement, narcotics and vice operations are provided.		One Police Officer coordinates the Tactical Team (a collateral duty call out team of personnel).
Emergency services are well coordinated in the Village.	Half of the Department are still certified paramedics (though this proportion is falling). Responses and emergency planning / management are coordinated with fire and regional entities.	
Crime prevention programs are delivered to the community, utilizing a range of traditional and customized programs.	Patrol officers assigned to beats are expected to guide and be involved with neighborhood watch groups.	
Part time or reserve personnel are utilized to handle peak workloads.	The Department has 6 part time Police Officers on the force.	
Overtime is less than 10% of personnel costs.	Overtime is running at about 6% of personnel costs. Supervisors manage this and policies support it.	

Average Police Officers and Sergeants Deployed by Day and Hour

Lansing, Illinois

Hour	Sun	Mon	Tue	Wed	Thu	Fri	Sat
0000	5.2	5.2	5.2	5.2	5.2	5.2	5.2
0100	5.2	5.2	5.2	5.2	5.2	5.2	5.2
0200	5.2	5.2	5.2	5.2	5.2	5.2	5.2
0300	5.2	5.2	5.2	5.2	5.2	5.2	5.2
0400	5.2	5.2	5.2	5.2	5.2	5.2	5.2
0500	5.2	5.2	5.2	5.2	5.2	5.2	5.2
0600	5.0	5.0	5.0	5.0	5.0	5.0	5.0
0700	5.0	5.0	5.0	5.0	5.0	5.0	5.0
0800	5.0	5.0	5.0	5.0	5.0	5.0	5.0
0900	5.0	5.0	5.0	5.0	5.0	5.0	5.0
1000	5.0	5.0	5.0	5.0	5.0	5.0	5.0
1100	5.0	5.0	5.0	5.0	5.0	5.0	5.0
1200	6.9	6.9	6.9	6.9	6.9	6.9	6.9
1300	6.9	6.9	6.9	6.9	6.9	6.9	6.9
1400	6.9	6.9	6.9	6.9	6.9	6.9	6.9
1500	6.9	6.9	6.9	6.9	6.9	6.9	6.9
1600	6.9	6.9	6.9	6.9	6.9	6.9	6.9
1700	6.9	6.9	6.9	6.9	6.9	6.9	6.9
1800	7.1	7.1	7.1	7.1	7.1	7.1	7.1
1900	7.1	7.1	7.1	7.1	7.1	7.1	7.1
2000	7.1	7.1	7.1	7.1	7.1	7.1	7.1
2100	7.1	7.1	7.1	7.1	7.1	7.1	7.1
2200	7.1	7.1	7.1	7.1	7.1	7.1	7.1
2300	7.1	7.1	7.1	7.1	7.1	7.1	7.1
TOTAL	145.2	145.2	145.2	145.2	145.2	145.2	145.2

Average Field Office Proactivity by Day and Hour

Lansing, Illinois

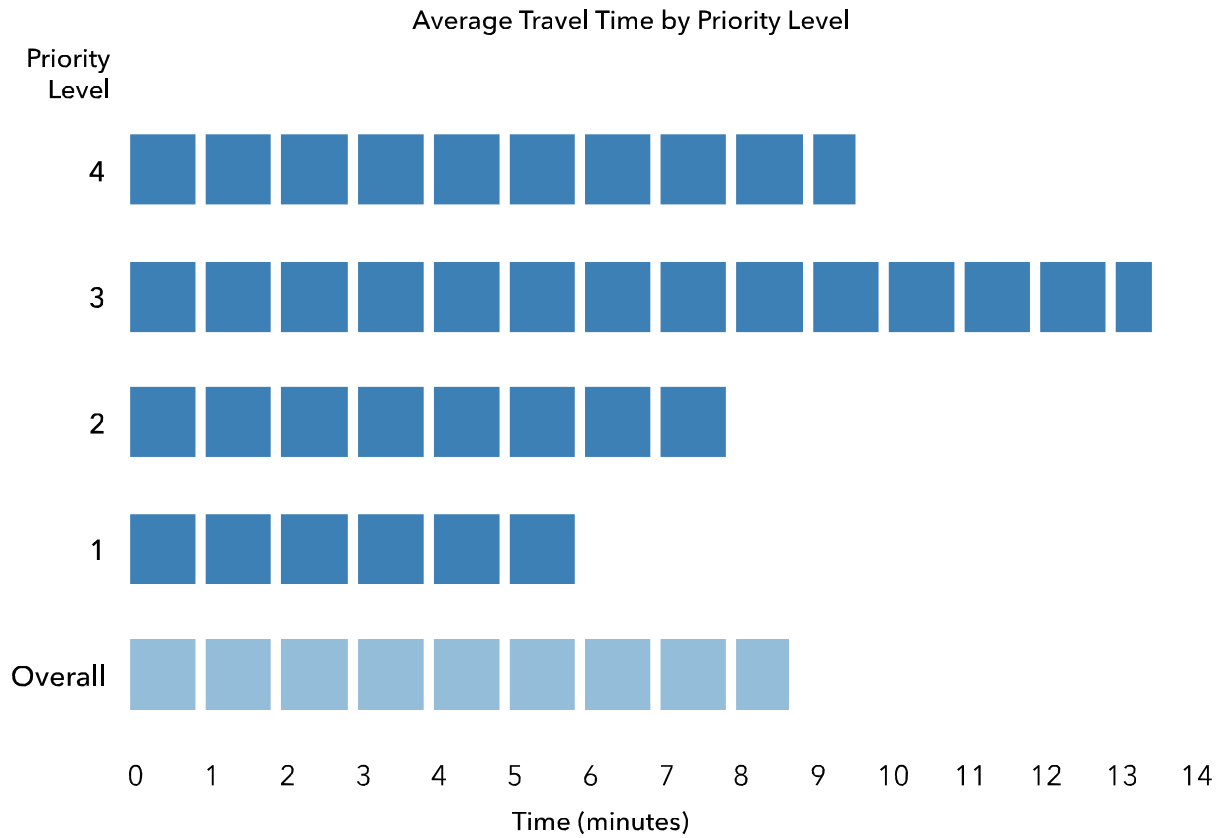
Hour	Sun	Mon	Tue	Wed	Thu	Fri	Sat	TOTAL
0000	27.9%	56.7%	55.5%	50.0%	57.2%	49.5%	32.7%	47.1%
0100	19.7%	61.9%	66.0%	52.7%	64.6%	51.8%	48.8%	52.2%
0200	44.5%	60.5%	67.8%	75.2%	69.5%	68.5%	53.4%	62.8%
0300	40.9%	73.2%	72.2%	63.0%	65.8%	66.6%	47.7%	61.3%
0400	60.7%	74.7%	77.3%	72.3%	76.4%	64.9%	66.7%	70.4%
0500	66.1%	83.9%	75.5%	74.9%	82.7%	81.2%	76.2%	77.2%
0600	73.6%	48.4%	68.7%	72.1%	68.3%	43.6%	71.0%	63.7%
0700	68.6%	64.9%	54.9%	47.5%	41.0%	63.9%	47.9%	55.5%
0800	61.7%	57.6%	46.1%	41.4%	39.7%	59.0%	45.6%	50.2%
0900	50.0%	35.2%	45.7%	35.7%	49.2%	52.1%	32.9%	43.0%
1000	43.6%	35.0%	40.2%	22.9%	19.9%	34.4%	10.8%	29.6%
1100	45.4%	41.1%	33.2%	37.9%	28.2%	9.1%	42.6%	33.9%
1200	53.2%	39.9%	55.7%	42.3%	47.6%	52.6%	35.4%	46.7%
1300	37.6%	39.5%	54.6%	46.2%	31.2%	37.9%	42.7%	41.4%
1400	44.6%	30.2%	42.2%	43.0%	32.4%	45.4%	44.6%	40.3%
1500	44.2%	30.1%	27.7%	23.9%	37.2%	23.5%	42.1%	32.7%
1600	30.7%	45.5%	35.8%	37.2%	31.1%	28.3%	45.2%	36.3%
1700	49.6%	49.0%	53.0%	42.9%	35.5%	49.2%	46.6%	46.5%
1800	51.4%	33.1%	43.6%	36.8%	43.5%	44.0%	38.8%	41.6%
1900	46.4%	36.3%	36.0%	41.2%	44.0%	34.6%	47.3%	40.8%
2000	48.7%	48.6%	50.4%	61.0%	47.9%	46.5%	43.8%	49.5%
2100	44.7%	60.1%	51.7%	42.5%	46.8%	54.4%	40.1%	48.6%
2200	61.6%	54.2%	58.6%	55.6%	60.3%	49.5%	48.0%	55.4%
2300	78.7%	80.7%	83.7%	83.2%	80.9%	80.5%	66.5%	79.2%
TOTAL	49.7%	50.9%	53.4%	49.6%	49.4%	49.1%	46.4%	49.8%

Average Travel Time Priority Level and Beat

Priority Level	Beat 1	Beat 2	Beat 3	Beat 4	Unspecified	Overall
1	6.8	5.7	6.2	5.6	5.3	6.0
2	8.4	8.3	7.2	8.5	6.7	8.0
3	15.6	11.3	13.6	14.9	12.4	13.5
4	9.7	9.6	9.4	9.8	12.2	9.6
Overall	9.1	8.7	8.4	9.0	9.8	8.7

Number of CFS Responses by Priority Level and Travel Time

Time Range	Priority 1	Priority 2	Priority 3	Priority 4	TOTAL
Under 5:00	1,851	383	233	301	2,768
5:00 - 7:00	1,365	408	277	474	2,524
7:00 - 10:00	343	133	142	291	909
Over 10:00	2,655	809	805	1,539	5,808
TOTAL	6,214	1,733	1,457	2,605	12,009



2. INVESTIGATIONS

Performance Measure	Current Performance Meets Target	Opportunity for Improvement
<p>The number of active cases for “generalist” detectives averages 12-15 (weighted basis of person and property crimes).</p> <ul style="list-style-type: none"> • Dedicated person crime investigators average 8-10 active cases each. • Dedicated property crime investigators average 15-20 active cases each. 	<p>In July the four generalist detectives in Lansing averaged 12.75 cases each – with 3 detectives in the 14 – 17 range and one recently assigned detective with 5 cases.</p>	<p>Both the Sergeant and the Lieutenant assist and are assigned cases.</p>
<p>The number of Part I crimes per detective is in the 400-500 range.</p>	<p>Based on public data, the Village of Lansing experienced approximately 1,279 major crimes during 2013 (i.e., homicide, rape, robbery, assaults, burglaries, thefts, auto thefts, and arson). While major property crime in the past 10 years occurs at about the same level major person crimes have doubled in the period, occurring about twice per week. At 319.8 Part 1 Crimes per detective the LPD is below this level reflecting concern about major crime.</p>	
<p>Cases are screened for quality and solvability by supervisory staff before being assigned to detectives.</p>	<p>The Lieutenant and Sergeant in CID (as well as patrol Sergeants) are responsible for reviewing case reports and assigning them to detectives.</p>	<p>There is little distinction in the roles of the Lieutenant and Sergeant in CID with respect to case oversight.</p>
<p>Supervisors actively monitor and manage officer caseloads assignments.</p>	<p>The Lieutenant and Sergeant review open case reports to monitor the status of investigations, as well as regular communications with officers on case status.</p>	<p>There is evidence of some case self management on the part of individual detectives.</p> <p>There is little distinction in the roles of the Lieutenant and Sergeant in CID with respect to case oversight.</p>
<p>Detective call out is minimized.</p>	<p>Detectives in Lansing participate in a regional investigative task force for major crimes.</p>	<p>All detectives work Monday – Friday.</p>

Performance Measure	Current Performance Meets Target	Opportunity for Improvement
Special proactive investigations are handled by dedicated staff.	Most major crime and proactive investigations are conducted by regional task forces.	A single staff person in the "Tactical Squad" coordinates the response, training and support for proactive response and follow up.
Detectives are involved in regional special investigative task forces.	A LPD detective is assigned to the regional DEA task force.	

3. ADMINISTRATIVE AND SUPPORT SERVICES

Performance Measure	Current Performance Meets Target	Opportunity for Improvement
Sworn personnel are not performing duties that could be handled by non-sworn employees.	Not only are administrative functions civilianized but so is the supervision of these functions – records, emergency communications, emergency preparedness. CSO's handle many duties associated with booking, bonding and jail monitoring.	There are potentially other opportunities in the Support Services area.
Manual processing of incident and crime reports is minimal and are in the system within 24 hours.	Crime reports are typically electronically generated by officers and approved in the system by supervisors and quality controlled by records clerks.	
Officers receive at least 40 hours of training per year. In-service training includes hands on perishable skills training such as defensive tactics and high speed driving.		Training standards in Illinois are minimal and there are no Department training targets for personnel. Training averages 31 hours per year per officer with a wide range in variation in training time. There is no management training program or policy.

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Performance Measure	Current Performance Meets Target	Opportunity for Improvement
School Resource Officers are involved in multi-faceted roles and the funding is shared with the School District.	The Village of Lansing utilizes a School Resource Officer for programs and school interface (all schools but mostly the High Schools).	
Civilian personnel are utilized to assist with delivery of crime prevention services.	Crime prevention services are typically provided by patrol officers or by the Sergeant and Officer in the Support Services Division.	
The evidence facilities are secure and access is limited.	Lockers are utilized by the officers for evidence processing, and access is limited to the appropriate support staff.	The principal evidence custodians are the Detective Lieutenant, Sergeant and the Village Preparedness Coordinator.
A percentage of evidence/property is audited (annually and regular spot audits) to provide for verified chain of evidence, etc.	Annual audits are performed.	Regular spot independent audits are not performed.
Records purging and destruction follow state guidelines.	The purging of records is primarily based on case dispositions. Proertyroom.com is used for items which can be sold.	
The Department has an active Volunteer Program	The Department does have a cadet program who assist with special events. Reserve officer do too.	The LPD does not utilize volunteer resources to support law enforcement operations. Lansing should explore the utilization of volunteers to assist with "back-office" activities, as appropriate, such as filing, answering phones, etc.
Patrol vehicles are targeted for replacement between 80,000 and 100,000 or 4-5 years.		There is no formal replacement or replacement funding program.
There is a designated person to coordinate fleet needs with the fleet maintenance service provider.		A police officer provides this coordination. Can it be civilianized (it was a civilian in the past)?

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Performance Measure	Current Performance Meets Target	Opportunity for Improvement
The Department has a designated person to interface on information technology issues.	The LPD;s Management Services Supervisor interfaces with vendors and with the Village and is the lead person within the Department on a wide range of information technology issues.	
The dispatch center is accredited or certified through APCO	<p>Dispatch maintains the CALEA standards and several of the staff are APCO qualified and trained.</p> <p>The dispatch center has a QA / QC program in which random calls are audited against performance measures.</p>	
Emergency communications exists in a regional setting.		Lansing is a stand-alone emergency communications center with potential impacts on service efficiency and cost effectiveness.
Emergency medical calls for service are supported with Emergency Medical Dispatching (EMD) at least to assist with call triage.		EMD is not supported in Lansing.
Dispatch has lead or supervisors present most shifts.	The Supervisor and Assistant Supervisor provide supervision during most activity hours.	Would lead dispatchers be more cost effective?
Appropriate for a small agency, dispatchers handle non-communications workloads?	Dispatchers handle reception and some fees.	

4. MANAGEMENT AND ORGANIZATIONAL STRUCTURE

Performance Measure	Current Performance Meets Target	Opportunity for Improvement
Internal standards and review processes stress continual improvement.	As a former CALEA (accredited) agency, since 1999, the Lansing Police Department achieves many industry standards. The Department continues to review policies continually and trains on policies annually.	
The command and supervisory staff structure of the Police Department has efficient and effective spans of control (approximately 1:3 - 5).	The organizational structure consists of the following: <ul style="list-style-type: none"> • 1 Police Chief • 1 Deputy Chief • 2 Commanders • 4 Lieutenants authorized • 8 Sergeants • 2 Civilian Supervisors This structure represents a 1:1:3 span of control, at the low end of the range.	Lansing should explore streamlining the command structure.
Sergeant to Officer ratio is efficient and effective (approximately 1:4 – 6)	There are currently 8 sergeant positions and 38 police officer and other reporting positions to Sergeants, equating to a ratio of 1:4.75, at the lower end of the range.	
Each management level has distinct roles in operations management and oversight		There are duplications in roles at several levels – Sergeant and Lieutenant as well as Deputy Chief and Commanders. There are 6 levels in the organization from Chief to Police Officer.
Management staff developed and implements a strategic plan; annual planning sessions are conducted to update it.	The LPD and the Village engage in annual strategic planning meetings to update goals and objectives and assess the performance against defined metrics (i.e., response times, crime reductions, etc.).	The community should be involved with this process.

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Performance Measure	Current Performance Meets Target	Opportunity for Improvement
<p>Policies and procedures are up to date and available both in hard-copy and online.</p>	<p>The LPD policies and procedures are comprehensive. Additionally, the Lansing Police Department has been an accredited organization (though this has been allowed to lapse), whose ongoing process includes evaluation of policies and procedures. This continues without CALEA.</p> <p>New policies and procedures are communicated to personnel, are trained on them, and personnel sign-off on when they receive new and / or updated policies and procedures. They are also available online for officers to easily access.</p>	
<p>Department supervisors and/or managers attend professional development training.</p>	<p>Supervisors and managers attend “First-Line Supervisor” training courses, as well as attendance at the regional conferences for professional development, training, and professional networking.</p>	<p>Training and other forms of professional development are uneven, ranging from 12 hours for one officer to 100 for another.</p> <p>Management training is also uneven and does not always have a management or supervisory focus.</p>
<p>Both formal and informal complaints are followed up by Department supervisors.</p>	<p>LPD sergeants will conduct initial investigations on complaints and all minor complaints; with the Investigative Lieutenant and Sergeant conducting the more serious internal affairs investigations.</p> <p>The Chief of Police has the final approval of the IA decision / result.</p>	

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Performance Measure	Current Performance Meets Target	Opportunity for Improvement
The Department is involved in partnerships with other law enforcement agencies in regional law enforcement efforts and/or cost sharing of services.	As noted above, the Police Department participates with other regional agencies to jointly investigate major crime. The LPD also participates in a regional DEA task force.	