Inter-Departmental Communication

Office of the City Auditor

Date: February 7, 2018

To: Councilwoman Katheryn Shields

From: Douglas Jones, City Auditor

Subject: Summary of Audits and Consultant Study Related to Kansas City Police Department Staffing

This is in response to your request for summary information from past audits by the City Auditor's Office related to staffing in the Kansas City, Missouri, Police Department (KCPD). You also asked us to summarize staffing related information from the recent workload/staffing study completed by the Matrix Consulting Group.

This memo does not constitute an audit under Government Auditing Standards.

Summary

The reports we reviewed have some similar themes or recommendations related to KCPD staffing such as the need for more patrol officers/Patrol Bureau staffing, civilianizing administrative activities as a way to reallocate officers from administrative activities to law enforcement activities, and evaluating the use of two-office patrol cars. The Matrix Consulting Group performed an extensive analysis of Police Department staffing, organizational structure, and key operational elements that notably impact staffing levels and made 180 recommendations to address identified issues.

What We Found

We identified and reviewed the following reports and memo issued by the City Auditor's Office that addressed staffing issues in the Kansas City, Missouri, Police Department: *Performance Audit Kansas City, Missouri, Police Department Patrol Deployment: Blackout Analysis* – January 1998; *Special Report Kansas City, Missouri, Police Department Opportunities for Civilianization* – September 1998; and *Council Memorandum Police Department Comparative Information* – October 2016. We also reviewed the Matrix Consulting Group's report, *Police Department Workload / Staffing Study* – July 2017. Following are summaries of these documents.

Performance Audit: Patrol Deployment Blackout Analysis (January 1998). This audit focused on the Police Department's patrol deployment and the extent of blackout (times when all patrol officers are busy and cannot respond to an additional call). At the time of the audit, the Patrol Bureau had 907 authorized law enforcement positions. Analysis of blackout and simulation results suggested the need for improvements in monitoring and reporting on patrol staffing and deployment, as well as the need for operational changes that would reduce blackout and allow patrol officers more time for community policing. Auditors estimated that a small increase in on-duty staffing could reduce blackout, but a larger staffing increase – 117 more officers assigned to patrol duty – would be needed to reduce officers' time committed to answering calls for service to the suggested benchmark of 35 percent.

The audit did not recommend specific staffing levels, but did recommend the chief of police prepare department goals for the maximum level of blackout and maximum percent of officers' committed time for each patrol division and that the Board of Police Commissioners approve these goals; that the chief of police adopt a deployment plan designed to achieve the goals adopted by the board; and that the patrol bureau commander regularly report the statistics on blackout, committed time, and on-duty patrol staffing that would allow the board to monitor the achievement of the adopted goals. We recommended the deployment plan carefully reconsider the use of sworn officers in administrative posts, guided by the recommendations in the City Auditor's Office forthcoming report on civilianization. Civilians should fill administrative and support positions and sworn officers should be redeployed to patrol duties to the greatest degree possible. We also recommended the plan incorporate the police officer positions funded by federal grants that were to expire.

In considering the options for deployment changes suggested by the simulation results, the audit also recommended that the chief of police study the effectiveness and flexibility of two-officer patrol cars. Deployment changes based on limited patrol car availability, such as the deployment experiment in the East Division, should be reevaluated in light of the chief's findings.

Special Report: Kansas City, Missouri Police Department Opportunities for Civilianization (September 1998). This report looked at which jobs in the department performed by sworn personnel could be performed by civilians and also estimated cost savings and service improvements that could be expected as a result of civilianizing certain positions. At the time of the report, the Patrol Bureau had 943[1] authorized law enforcement positions and 105 authorized civilian positions. Overall, the department had 1,312 authorized law enforcement positions and 616 civilian positions.

Auditors found civilians could fill more positions as the Police Department had 78 sworn officers, ranking from police officer to major, serving in positions that did not require sworn powers. The estimated cost savings associated with placing civilians in these positions was about $1 million. This report also referenced a 1988 consultant report[2], which also discussed civilianizing positions in administrative units.

According to our report, civilianization should result in a reallocation, not reduction, of law enforcement staff. Reallocating the sworn positions to law enforcement activities would reinvest those resources where they were most needed, which based on the City Auditor's Office January 1998 *Patrol Deployment Blackout Analysis* was the Patrol Bureau. In addition to increasing the deployment of sworn officers, civilianization can improve administrative and support functions that allow the department to effectively provide law enforcement activities to the public.

The report recommended that the chief of police develop a civilianization plan for the positions identified, consider steps to provide new promotional opportunities to patrol officers in compensation for other opportunities lost to increased civilianization, and use specific criteria when deciding whether sworn personnel are needed in administrative and support positions.

Council Memorandum: Police Department Comparative Information (Revised October 2016). This memo compiled 2012, 2013, and 2014 figures for city population, the number of police officers and civilian employees, and the number of violent and property crimes from the FBI's crime statistics website for the 50 cities with the largest U.S. population and St. Louis. Land area data was obtained from the U.S. Census Bureau's 2014 Gazetteer Files. Police department expenditures were obtained from the adopted budgets of ten benchmark cities (Denver, Fort Worth[3], Indianapolis, Memphis,

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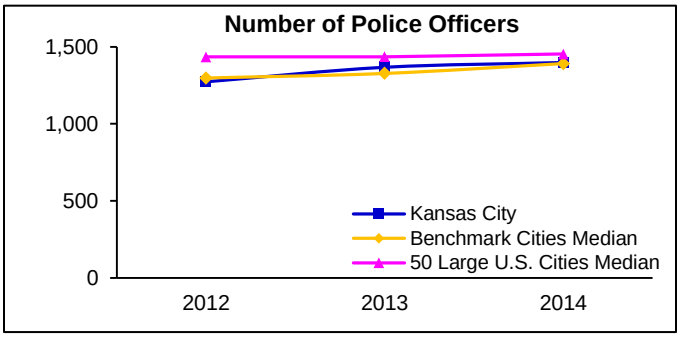
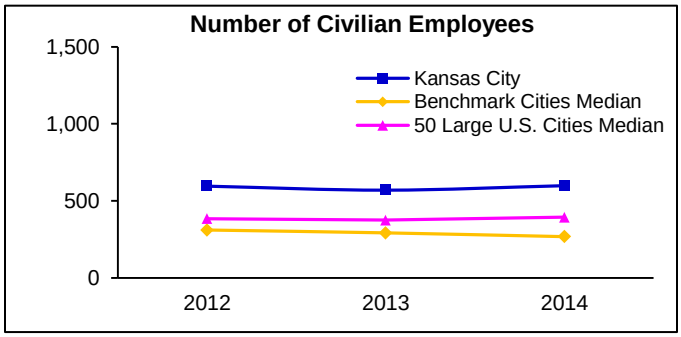
[1] Included 28 entrant officers.
[2] *Kansas City Police Department Report of Resources Allocation Study*, Cresap Management Consultants, March 1988.
[3] We excluded Fort Worth from our calculations and graphs because the city did not report staffing or criminal offense statistics for all three years in this review.

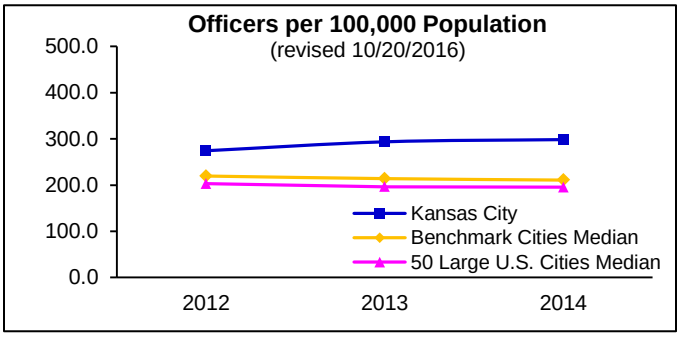
Milwaukee, Minneapolis, Oklahoma City, Omaha, St. Louis, and Tulsa). The results were presented in a series of graphs.

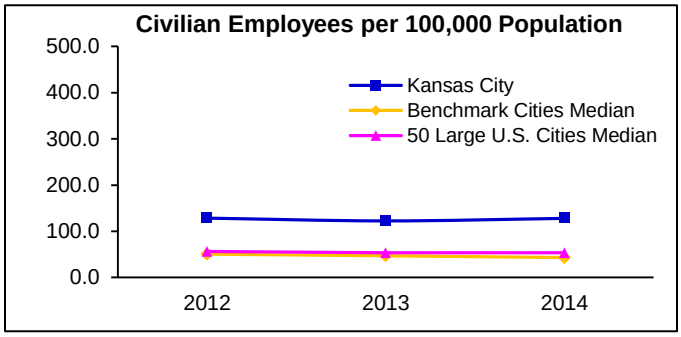
Because city-to-city comparisons are difficult due to different socioeconomic, geographic, and demographic factors affecting each city, the median value for each measure was included as a way to mitigate these differences and provide some additional context when reviewing the graphs. The graphs related to staffing are below.

Police Department Staffing – 50 Large U.S. Cities and Benchmark Cities

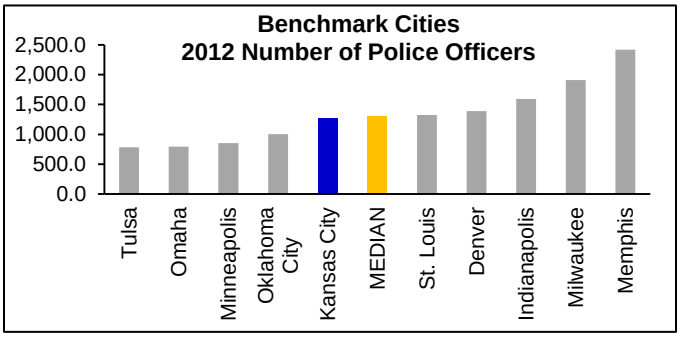


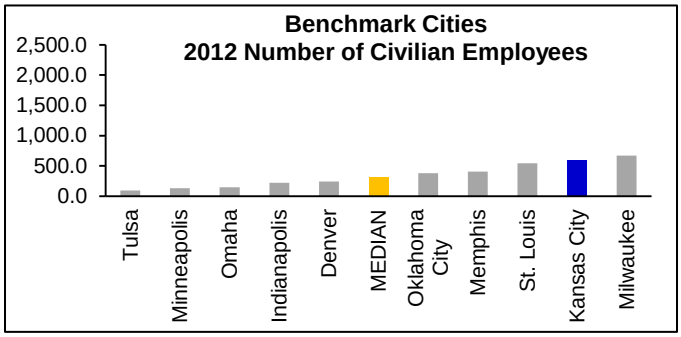


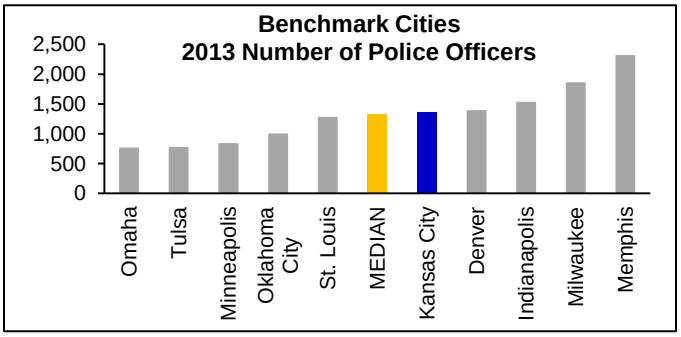


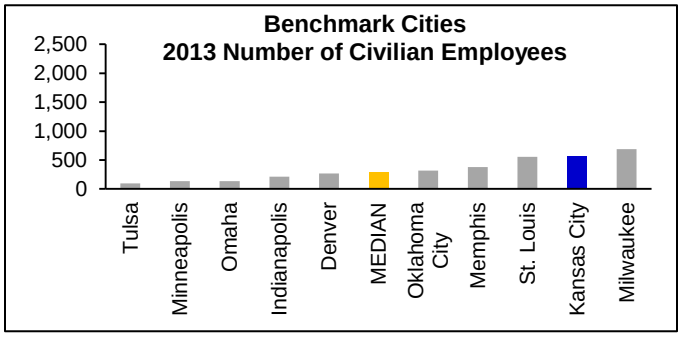


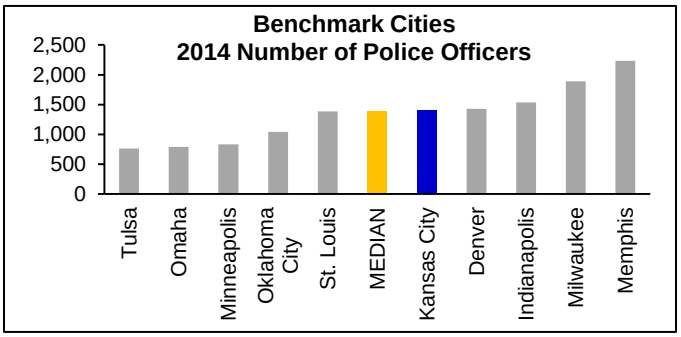
Police Department Staffing – Benchmark Cities

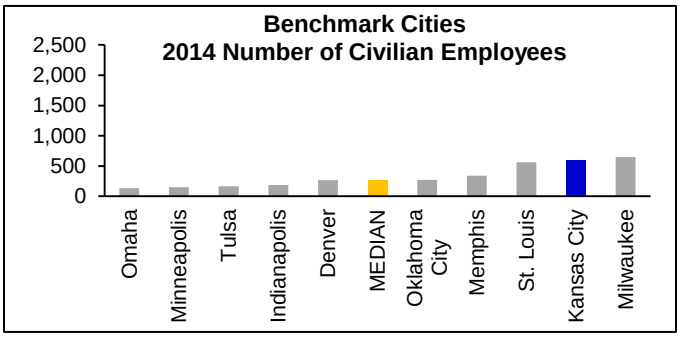


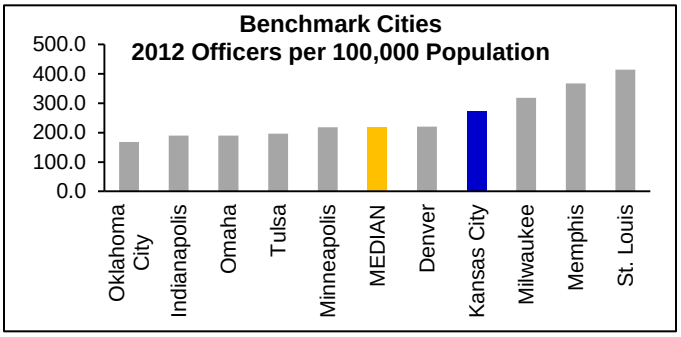


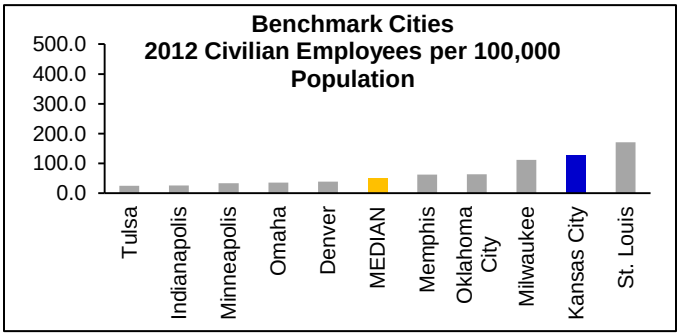


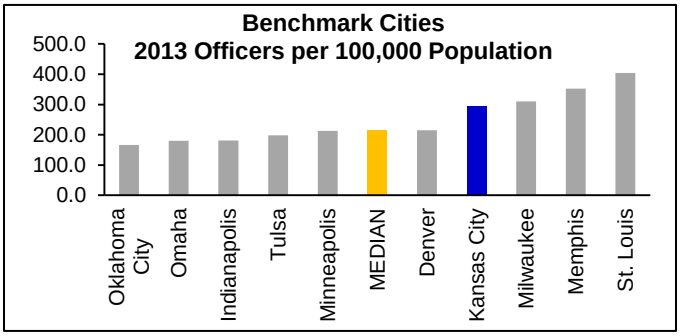


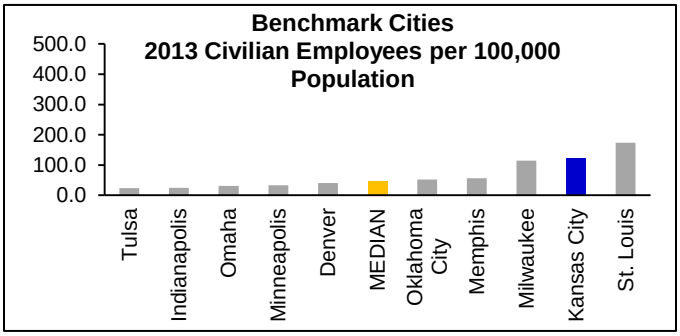


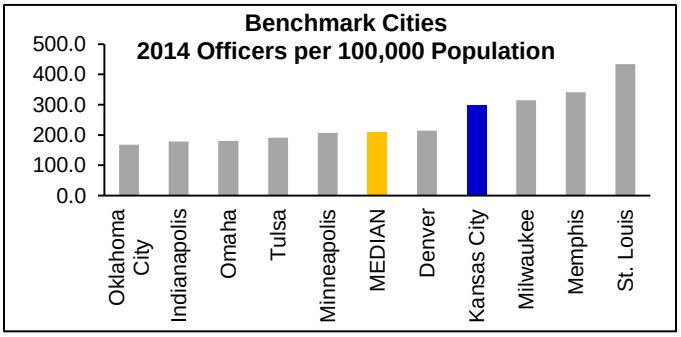


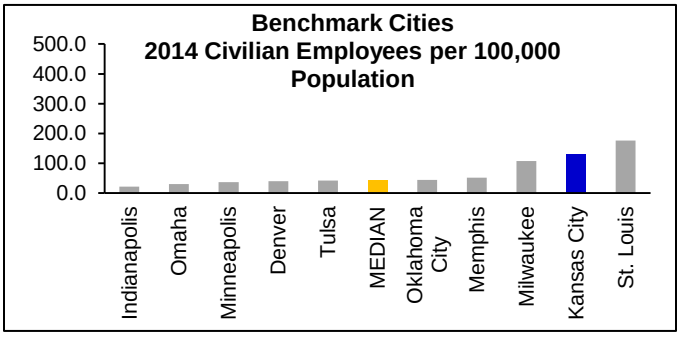












Consultant Report: Police Department Workload / Staffing Study – (July 2017). The Matrix Consulting Group performed an analysis of staffing allocations and deployments in each bureau of the Police Department, the department's organizational structure, and management systems used to control operations and ensure department and community goals are met.

The consultant noted there were several themes in the report related to organizational and management issues impacting services, staffing, and costs and among the overarching concerns were management and sworn levels resulting in many functions that could be civilianized or managed by

lower ranks and that civilianization is additionally impacted by many department-wide and field support functions requiring additional staff resources.

The consultant report includes 180 recommendations addressing staffing, deployment, organizational structure, and management controls. Rather than trying to summarize all 180 recommendations or all 300 pages of the consultant's report, the executive summary from the report, which provides a high level review and lists all of the recommendations, is attached. However, because much of the recent discussions about the Police Department have been related to increasing staffing, particularly the number of officers on the streets, some additional information from the consultant report is summarized below.

The consultant analyzed patrol staffing needs by determining *patrol proactivity*, defined as the percentage of patrol officers' time available and on-duty that is not spent responding to calls for service, and calculated the department's current proactivity was about 21 percent and also noted that the patrol division had a number of vacant patrol officer positions. The consultant suggested the Police Department have a proactivity goal of at least 35 percent as a minimum effective level with a future target of 40 percent. Here are a few of the recommendations the consultant made that could help the department achieve these proactivity goals.

"Discontinue the practice of deploying two-officer patrol cars, except in special assignments and circumstances."[4] The estimated impact of this recommendation was to increase proactivity to almost 30 percent.

"As an urgent priority in the short-term: Increase the number of filled officer positions in patrol by 37 in order to bring the overall proactivity level to 35%, assuming that the deployment of two-officer units is discontinued as a regular practice. *This change can be accomplished either through the reallocation of personnel from other functions, or by placing a temporary hold on filling vacancies in areas other than line-level patrol staffing*."[5] (*Emphasis added.*)

"As a long-term plan: Increase the number of authorized officer positions in Patrol to 547 level in order to achieve an overall proactivity level of 40%. This represents an increase of 38 officer positions from current authorized levels."[6]

Civilianization was another topic, with the consultant noting there were many functional areas in which sworn personnel were performing those functions or managing civilians within those areas. Because of this organizational structure, there were a significant number of opportunities for civilianization which could be more cost effective as well as effectively allocate resources in direct service to the community rather than management and administration. The consultant noted that over the long-term, KCPD needs to reduce management staffing levels as overall management staffing levels were found to be higher relative to comparably-sized departments as well as much bigger ones. To help reduce management staffing and costs the consultant recommended the department "Continually evaluate additional opportunities for civilianization and placing administrative responsibilities as low in the organization as is practical."[7]

Attachment

cc: Mayor Sylvester "Sly" James Jr.
Members of the City Council
Troy M. Schulte, City Manager

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[4] *Police Department Workload / Staffing Study Kansas City, Missouri*, Matrix Consulting Group, July 2017, p. 40.
[5] *Police Department Workload / Staffing Study Kansas City, Missouri*, Matrix Consulting Group, July 2017, p. 43.
[6] *Police Department Workload / Staffing Study Kansas City, Missouri*, Matrix Consulting Group, July 2017, p. 44.
[7] *Police Department Workload / Staffing Study Kansas City, Missouri*, Matrix Consulting Group, July 2017, p. 285.

1. INTRODUCTION AND EXECUTIVE SUMMARY

In January 2017 the Matrix Consulting Group began the project to conduct a Police Department Workload / Staffing Study for the Kansas City Police Department (KCPD). This document is the report of the project teams' work that includes an analysis of department staffing and organizational structure and key operational elements that notably impact staffing levels.

1. Study Scope of Work

Government organizations should periodically review the services that they deliver in order to identify resource requirements, operational efficiencies, management and that customer services goals are met. Public safety operations are not exempt from this need. While the major focus of this study is the staffing needs of the Kansas City Police Department, it is impossible to completely divorce this from the management of these resources. As a result, the scope of this project was comprehensive and included:

- Staffing allocations and deployments in each Police Department function;
- The Police Department's organizational structure;
- The management systems used to control operations and ensure that Department and community goals are met.

This assessment is intended to be a blueprint for the choices that the Police Board and the Department will have in order to be more effective in its service to the community and to strengthen key internal processes.

2. Methodology Used in the Study

To understand and evaluate these staffing issues the project team undertook an

assessment Department's operations. The principal approaches utilized by the project team in this study included, but were not limited to, the following:

- **Internal Interviews** – members of the project team individually interviewed numerous executive, management, and supervisory staff as part of this study. We also interviewed the Chair of the Police Board.

- **External Stakeholder Interviews** – members of the project team also met with selected external stakeholders such as the Mayor and City Manager.

- **Anonymous Employee Survey** – interview information was supplemented by an anonymous online survey to further elicit views within the scope of this study. 1,012 employees in the Department took the opportunity to participate through this input device. This is provided in the Appendix in this report.

- **Data Collection** – the project team collected a wide variety of external and internal data documenting the structure, operations and organization, including:

  – Department staffing and scheduling
  – Documentation reflecting operations management
  – Numerous output data reflecting services provided
  – Various other performance information

  This data was summarized in a 'descriptive profile' of the Department, which was reviewed and corrected by KCPD staff. This approach ensured that the project team had an appropriate understanding of the Department.

Data was collected over the past several months and presented in interim deliverables. Throughout this process, the project team reviewed facts, findings, and conclusions through these interim deliverables with the Department.

3. Strengths of the Kansas City Police Department

Since the study's principal focus was staffing, the management of the Department's operations and services to the public were a necessary consequence of the effort. This study identified many positive characteristics in the Kansas City Police Department. The project team feels that it is important for this Executive Summary to highlight some of the positive features of the Police Department. A few specific strengths

of the Department's management and operations are summarized in the following table.

Although many other positive attributes can also be found in the body of this report.

OVERALL
Over 81% of staff believe that the KCPD has positive relationships with the community.
More than two thirds of staff believe the Department improves quality of life in City.
There is a strong desire among staff to continue to improve service to citizens.
Problem-oriented policing is a core philosophy as evidenced by NOVA implementation in KCPD.
Though nascent, the Real Time Crime Center is a progressive effort for operational intelligence and predictive policing.
PATROL
Despite having limited proactive capabilities, patrol officers generated over 80,000 self-initiated activities in 2016.
Patrol units are supported by a number of specialized field resources.
Staggered start times are built into shift schedules across all six patrol divisions, allowing for gaps in resource availability to be significantly mitigated.
Patrol officers frequently play a role in follow-up investigations when appropriate.
INVESTIGATIONS
There is a strong focus on investigative excellence with an enhanced Quality Control Unit.
Varied Units of Bureau formally notify victims of case assignment consistent with best-practice.
There is recent interest and steps taken to improve the use of the Tiburon case management system.
Light duty staff are regularly assigned to the Bureau to support misdemeanor investigations.
The consolidation of intelligence and crime analysis provides opportunities for improved effectiveness and cooperation in operations.
ADMINISTRATION
Operate a state of the art forensic laboratory, included space for additional growth.
Full service Information Technology Division, that provides 24/7 help support.
Cross-trained staff in the Information Management Unit.
Have recently incorporated the Property and Evidence Unit into this Bureau which is a better organizational fit.

EXECUTIVE SERVICES
High level of service in the Fleet Operations Unit.
Communication Support Unit provides services to the Police Department and other City Departments.
Cross-trained Financial Services Unit.
Facilities and grounds are well maintained by Building Operations Staff.
PROFESSIONAL DEVELOPMENT
The Department has high standards for training for new recruits and for annual in service.
The Department has largely centralized research and development.
OFFICE OF THE CHIEF
Human Resource Division Director and staff provide leadership in human resources.
Focused on better public engagement leading to decline in complaints.

These are positives for any law enforcement organization today. The Kansas City Police Department has many strengths upon which to build.

4. Executive Summary of Issues Examined in This Study

It has been many years since an independent study has been conducted of the Kansas City Police Department. Any organization over time can evolve in ways that may cause issues regarding internal service efficiency and external service effectiveness. This is especially the case for the only state-operated local law enforcement agency in the country – the organizational benchmarks can be unique.

This project identified several themes that run throughout this assessment of the Police Department. Most of these themes relate to organizational and operations management decisions that have been made over the years, which have resulted in major issues for the Department. While this study was primarily a 'staffing study', these organizational and management issues can have many ways impact services, staffing,

and costs. These concerns include:

- In spite of robust crime analytical efforts, there is lack of a comprehensive internal effort to track performance, operational and service issues. This has impacted staff allocations, deployments and the ability to address change.

- Organizations evolve in response to changing needs from outside factors, and also from the people who comprise it. The Kansas City Police Department is no exception to this. As a result, there are functions that are organized in ways that do not effectively promote the coordination of service.

- In addition, in the KCPD, management and sworn staffing levels have resulted in many functions that could be civilianized or managed by lower ranks.

- The point about civilianization is additionally impacted by the fact that many Department-wide and field support functions require additional staff resources.

- The Department together with the City have been exploring 'shared services' in administrative and support functions. The Matrix Consulting Group encourages these efforts and this report explores many areas to further cooperation or consolidation. This includes further incorporation of information technology, which is currently being implemented, as it relates to fleet and facility maintenance, as well as other administrative support functions, such as human resources and purchasing.

- The Police Board needs to play a role more like a City Council – ensuring that there is a continual process of establishing service goals, maximizing community service and measuring performance with appropriate metrics.

This report identifies and explores opportunities for improvement in each of these areas. As noted above, the Kansas City Police Department has many positive attributes which provide a solid foundation for the changes recommended in this report. As a result, the opportunities recommended in this report are constructive and supportive of these goals.

5. Summary of Recommendations

Throughout this report the project team provides evaluation and analysis of the staffing, organization, and services provided by the KCPD and, where appropriate, makes suggestions for improvements. The table below provides a summary list of all the

recommendations, appearing in sequential order, in this report.

Recommendations
PATROL BUREAU
Discontinue the practice of deploying two-officer patrol cars, except in special assignments and circumstances.
As an urgent priority in the short-term: Increase the number of filled officer positions in patrol by 37 in order to bring the overall proactivity level to 35%, assuming that the deployment of two-officer units is discontinued as a regular practice. This change can be accomplished either through the reallocation of personnel from other functions, or by placing a temporary hold on filling vacancies in areas other than line-level patrol staffing.
As a long-term plan: Increase the number of authorized officer positions in Patrol to 547 level in order to achieve an overall proactivity level of 40%. This represents an increase of 38 officer positions from current authorized levels.
Reduce patrol sergeant staffing levels by 28, resulting in supervisory spans of control of at least 1:6.
Continue using a 10-hour shift schedule to most effectively deploy resources during the hours with the highest workload levels and needs for proactive capabilities.
Consider switching to a fixed workday schedule after consulting with KCFOP representatives.
Evaluate the total call for service workloads in each division every three years and reallocate officer and sergeant positions as necessary to balance staffing relative to the number of community-generated calls.
Redevelop district boundaries in order to equalize officer workloads and achieve a more level distribution of proactive capabilities throughout the jurisdiction.
Eliminate the Operations Sergeant position at the Patrol Divisions (6 total authorized positions).
Re-assign the Operation Sergeant responsibilities among the 3 Desk Sergeant positions.
Maintain current authorized property crime detective staffing levels in each patrol division.
Raise the threshold for case screening so that detective caseloads fall below 15 new cases per month.
Assign Identity theft, Deceit theft, and bad check cases to patrol based detectives.
Maintain current authorized staffing in the Traffic Enforcement Section (45 Officers)
Change staff work hours so that there are more Traffic Officers working during the afternoon shift and during weekends. This has already been completed.
Move the DUI Enforcement Section to the Traffic Enforcement Section. The Sergeant would then supplement the supervision and the DUI specialists could still be deployed as DUI cars.
Increase current authorized staffing of the Parking Control Section to 20 Parking Control Officers
Maintain current staffing levels in the Traffic Investigation Section at 1 Sergeant and 5 Detectives

Maintain current staffing levels in the Accident Investigations Section.

Make the DUI Section part of the Traffic Enforcement Section while maintaining their DUI mission.

Require all officers who are part of the Traffic Enforcement Section to be DUI investigator certified and responsible for conducting additional DUI investigations.

Move the Sergeant position over to the Traffic Enforcement Section to add the number of supervisors.

Maintain current staffing levels in the Commercial Vehicle Inspection Section.

Maintain the current staffing level of the Helicopter Section, including the current 1 position over hire officer position (for a total of 6 pilots), to maintain unit readiness as pending retirements occur.

Maintain the current staffing level of the Canine Section

Eliminate the Mounted Patrol Section and re-assign personnel where needed.

Maintain Current Staffing level of 1 Sergeant and 6 Detectives in the Bomb and Arson Section.

Allow overstaffing upon notice of intent to retire so that positions can be filled and training can be started due to the length of time it takes to fully train a bomb tech.

Maintain current staffing level in the Tactical Response Teams of 3 Captains, 6 Sergeants, and 36 officers.

Reorganize the Construction Division into Building Operations.

On the vacancy of the Major in the Construction Division, either contract out construction planning and management or downgrade the position to a Captain.

Convert the Major position in Patrol Bureau Administration to a Captain position.

Convert the sergeant and officer positions in Patrol Bureau Administration to non-sworn clerical and reassign the current sergeant and officer positions elsewhere within the department.

Reduce the authorized position in the Construction Division from three to one Police Officer.

Relocate the Construction Division to the Building Operations Unit and rename it as the Construction Section.

A total of six Population Control Supervisors are required. Resulting in no change in the current authorized staffing level.

INVESTIGATIONS BUREAU

Formalize the case screening process using a documented solvability factor methodology that includes a 12-point criteria checklist on all assigned detective cases.

Formalize a detective caseload prioritization system as part of the case assignment process using a 7-priority system as a framework.

Ensure a formal supplemental report is written every 30-days for each case investigated for increased

case management accountability and to better facilitate effective case closure.

Include in the Department's existing policy all important investigative work-related protocols discussed herein including the further formalization of the case management process.

Upon revision to the case management and case assignment approaches, revisit detective staffing level needs based on the tools provided in this report.

Increase detective staffing levels in the Homicide Unit Squads from nineteen (19) current personnel to 24 authorized personnel – an increase in four (4) authorized position.

Deploy three Homicide Squads, each composed of one (1) Sergeant and eight (8) detectives.

Revise the two-week four-squad rotational practice to a two-week three-squad rotational practice, eliminating the follow-up squad assignment.

Eliminate the Drug Enforcement Career Criminal Section from providing homicide back-up when the Homicide Squads are converted to three teams.

One (1) sergeant should be transferred from the Homicide Unit Squads to another KCPD assignment.

Increase the Assault Squads from current staffing levels of twelve (12) detectives to eighteen (18) authorized staff – an increase of (6) six staff positions.

Consider adopting the case management philosophy of not assigning most misdemeanor crimes. If adopted, maintain existing authorized staffing of 12 assault detectives.

Locate the Assault Squads to the Homicide Unit in the re-defined Major Crimes Division.

Increase the Robbery Section from current staffing levels of eleven (11) detectives to twelve (12) authorized staff – an increase of one (1) staff position.

Retain the Robbery Section in the newly developed Violent Crimes Unit in the re-defined Major Crimes Division.

The Economic Crimes Section's actual and authorized staffing levels should be six (6) detectives consistent with current deployment.

The Economic Crimes Section should transfer approximately one-half of current caseloads to the Patrol Division detectives to include ID theft, deceit theft, and other 'minor' cases. This should have no impact on patrol detective staffing.

Relocate the Economic Crimes Section from the Robbery Unit to the newly developed Special Services Unit in the re-defined Major Crimes Division.

Maintain the Generalist Section's actual and authorized staffing levels of eight (8) detectives.

Begin tracking field work hours deployed for each detective in the Generalist Section in support of patrol. This will allow for future staffing adjustments based on dedicated hours supporting patrol.

Relocate the Generalist Section from the Robbery Unit to the newly developed Special Services Unit in the re-defined Major Crimes Division.

Maintain the Sex Crimes Section's actual and authorized staffing levels of six (6) detectives.

Increase the Crimes Against Children Section from current staffing levels of eight (8) detectives to ten (10) authorized staff—an increase of two (2) staff positions.

Maintain the Domestic Violence Section's actual and authorized staffing levels of eight (8) detectives.

Reduce the Missing Persons/Cold Case Section by one (1) detective position to five (5) actual and authorized staffing levels.

Relocate the Missing Persons/Cold Case Section from the Special Victims Unit to the Homicide Unit in the re-defined Major Crimes Division.

Train four (4) detectives in the re-designed Homicide Unit for Cold Case investigations and assign cases accordingly. These detectives should only be assigned active and high-priority cold case homicide/rape investigations (not missing persons).

Authorize and deploy one (1) KCPD Captain position to manage and oversee HIDTA in addition to existing KCPD staff currently deployed; the existing Sergeant should report to this position as adjutant. This will bring some equivalency in "rank" to the DEA GS-14 currently co-managing HIDTA.

Maintain current detective, supervision, and support staffing levels in the Undercover Street Crimes, Undercover Drug Enforcement, and Career Criminal Drug Enforcement Sections. These operations should collectively report to one (1) Captain in a re-designed Drug Enforcement Unit.

Maintain current detective, supervision, and support staffing levels in the Regional Interdiction and Administrative Enforcement Sections. These operations should collectively report to one (1) Captain in a newly developed Special Services Unit in the re-defined Narcotics and Vice Division.

Implement output and outcome-based reporting for the Narcotics and Vice Division, as described in this report and currently accomplished in part by VCED, on a quarterly basis. Include highlights in the KCPD Annual Report and quarterly Executive Summary reports to the Board of Police Commissioners.

The Vice Section's staffing levels should be maintained.

Re-configure the Metro Meth Section into a Vice operation focused within the Kansas City city-limits. Retain staffing levels, and transfer the one (1) vice detective now assigned regionally to the newly devised vice operation.

The new Vice Section, in conjunction with the existing (Regional) Vice Section, should report to the one (1) Captain in a newly developed Special Services Unit in the re-defined Narcotics and Vice Division.

Implement SARA problem solving and reporting to help define NoVA specialty teams' successes and ultimately determine desired staffing levels in these work units.

Implement select John Jay Colleges' National Network for Safer Communities performance management initiatives, such as the 'Shooting Scorecards,' as described in this report.

Implement additional output and outcome-based reporting on a quarterly basis and include highlights in an Annual Violent Crimes Enforcement Division Report.

Maintain staffing levels in the Fugitive Apprehension Team.

Reduce the 31 actual detectives assigned to the 'gangs' and 'firearms' units (9+12+10) to 26 actual/authorized positions—a reduction of five (5) positions.

Relocate the Fugitive Apprehension Section from the Violent Crimes Enforcement Unit to the newly developed Violent Crime Unit in the re-defined Major Crimes Division.
Develop a Firearms Unit and Gangs Unit, with the attendant sub-Sections, in the re-defined Focused Deterrence Division.
Civilianize 4 crime analytical positions as well as 2 supervisory positions and 1 management position in various LERC units.
Use a civilianization approach to expand the service days of the Real Time Crime Center by adding 2 civilian crime analysts.
Re-organize the staff and organizational structure of the Investigations Bureau
Convert the Major position in Investigations Bureau Administration to a Captain position.
ADMINISTRATION BUREAU
Create and implement a strategic plan for the Information Services Division to help guide the allocation of staffing resources.
Maintain the civilian Director position for the Information Services Division.
Consolidate servers, share infrastructure, purchasing agreements, and equipment between the Police Department and City.
The Information Technology Systems Unit should transition from a Captain to a Civilian Manager.
Merge the Application Development and Systems Services Sections into one section, that includes one Supervisor.
Merge Special Projects with the Application Development / Systems Services Section.
Transition the Special Projects Sergeant to a civilian Supervisor
Convert the Police Officer positions to a Computer Service Analyst
Maintain the current authorized staffing level of two Supervisors and 12 Analyst for the Application Development / System Services / Special Projects Section.
Merge the Help Desk and Technology Support Sections into one operation and maintain the title of Help Desk Section.
A total of 15 Operator / Service Specialists are recommended for the Help Desk Section, this is an increase of two authorized positions.
Maintain one Supervisor and Manager for the Help Desk Unit.
The Information Management Unit should be transition from a Captain to a Civilian Manager.
A total of 29 Administrative Assistants is needed for the Criminal Record Section, and increase of three authorized positions.

Maintain the current authorization levels of four Supervisors and three Assistant Supervisors in the Criminal Records Section.

A total of nine Administrative Assistants are required in the Real Time Section, an increase in one when compared to current authorized staffing levels.

Revisit authorized staffing levels (Real Time Section) after full implementation of the new RMS.

Convert the Sergeant position in Digital Technology to a civilian Supervisor

Transition the Police Officer positions in Digital Technology to civilian Computer Service Specialists

Add two civilian computer support specialists to the Digital Technology Section, for a total of 7 staff.

Review current workload (Digital Technology Section) on a quarterly basis and adjust staffing levels

Transition the (Forensic Lab) Operation Sergeant position to a civilian, Assistant Director position.

The Lab Supervisors will report directly to the Assistant Director.

Transition the Evidence Collection Unit supervision from a Captain to a civilian Manager.

A total of 15 Crime Scene Technicians are required, which is an increase of one authorized position.

Maintain the four Supervisors assigned to the Crime Scene Section.

Relocate the Forensic Computer Crimes Section under the Evidence Collection Unit.

Increase Forensic Specialist authorized staffing levels by 19, to a total of 54 authorized positions. Maintain current staffing levels of 7 Section Supervisors and one Assistant Supervisor (Biology / DNA).

Convert the Captain position in Property and Evidence to a civilian Manager.

Reduce the two Sergeant positions in Property and Evidence to one civilian Supervisor.

The position of Disposal Inventory Specialist should be created with the sole function of reviewing dismissed (or completed) cases and disposing of property.

Dedicate a positon related to auditing functions that also supplements the courier and public window.

A total of 12 Inventory Specialists is recommended for Property and Evidence, which is an increase in two authorized positions.

EXECUTIVE SERVICES BUREAU

Transition the management of the Logistical Support Division from a Major to a civilian Director.

Transition the management of the Fleet Operation Unit to a civilian Manager.

Maintain the Garage and Service Station locations.

Maintain the current authorized level of 25 Technicians. A total of 21 Technicians are assigned to the Garage, while a total of four Technicians are assigned to the Service Station.

Maintain the current authorized level of six Supervisors for the Fleet Operations Unit, with one Supervisor at the Service Station and five Supervisors at the Garage.

Maintain the three Inventory Specialists positions.

Transition to a hybrid Installer / Technician position as staffing permits.

Communication Support should continue supporting all mobile communication and emergency equipment for all City vehicles.

Maintain the existing authorized staffing level of 10 Installer / Technicians in Communication Support.

As staffing turnover allows in the Field Services Section, transition the Supervisor position to a Specialist and have the section report to the Communication Support Unit Manager. This results in zero changes in the number of authorized positions for the Section.

Eliminate the Captain position in KCPD 911 and hire a civilian dispatch manager/director.

Based on workload metrics for dispatch staff, reduced authorized dispatcher positions from 42 to 41 positions – a reduction of one (1) authorized staff.

Based on performance and workload metrics for call-taker staff, increase authorized call-taker (includes switchboard) positions from 22 to 30 positions—an increase of eight (8) authorized staff.

Retain supervision and support authorized staffing levels in KCPD 911.

Relocated Interoperability to the Communication Unit.

Transition the leadership of the Fiscal Division to a civilian Director and integrate the involvement of all Bureau Commanders into the budget preparation and subsequent public hearings.

Transition the management of the Financial Services Unit from a Captain to a civilian Manager.

A total of six authorized positions are required in the Purchasing Section.

The Supply Section shall have one Sergeant and four Inventory Specialists.

Maintain the existing authorized staffing level of one Supervisor, two Assistant Supervisors, seven

Fiscal Administrators (including Grants Management), and One Computer Systems Administrator in the Accounting and Payroll Section.

Explore efficiencies that may be achieve through a consolidated Finance Department between the City and Police Department.

Maintain the current staffing of two Detectives to perform asset forfeiture duties.

Maintain three Fiscal Administrator positions in the Budget Preparation and Control Section.

Maintain the current authorized staffing level of one Supervisor and four Administrative Assistants for Private Alarms.

A total of nine Security Guards are recommended for the Police Department, this is an increase in one authorized position.

Transition Building Technicians to janitorial and general maintenance duties only, as turnover allows.

Transition all preventive and reactive maintenance duties to third party service providers

A total of 20 janitorial Technicians are required, which is a decrease in 10 authorized positions.

Locate the Construction Division, which would become a section in the Building Operations Unit.

On the vacancy of the position in the Construction Section, contract out construction planning and management of major construction projects.

PROFESSIONAL DEVELOPMENT BUREAU

KCPD should evaluate its training to ensure efficiency and relevancy of instruction.

KCPD should continue its in-service training agenda.

Develop a hybrid approach to staffing the Research Section of the Department with a core of civilian analysts working together with sworn officers where the skills associated with that training and experience are valuable. A civilian Supervising Analyst should replace a sergeant; a civilian Management Analyst position should replace the Captain.

OFFICE OF THE CHIEF

Develop a formal set of objectives for Staff Inspections and organize the function in the Human Resources Division.

Continue and enhance Quality Control function.

Conduct a workload assessment to ensure Quality Control is properly resourced as it is an important risk management tool.

Maintain Quality Control as a function within the Chief's Office in the short term, with a view to strategically transitioning to the Professional Development and Research Bureau in the future.

Civilianize the operations sergeant position in the Chief's office.

Convert the Special Projects position under the Operations Sergeant to that of a civilian analyst.

Civilianize the Captain's position in the Employee Wellness Unit.

Civilianize the Captain's position in the Employment Benefit Unit.

Conduct a full workload and staffing analysis within the Human Resources Division in the context of the administrative shared services review with the City.

The newly appointed HR Director should continue to implement measures to ensure a maximum six month (6) hiring guideline for new recruits.

KCPD should conduct a work flow analysis of the recruiting process to ensure its achieving the desired outcome in the most efficient way.

KCPD should develop a robust recruitment and retention strategy.

KCPD should examine the necessity of polygraph use and the need to have every hire, police and civilian, polygraphed.
The Human Resources Division should coordinate next level leadership development programs for KCPD in partnership with the Training Division.
Move Staff Inspections to Human Resources Division.
Develop a Human Resources Strategic plan for KCPD.
Develop accompanying business plan.
Review strategic and business plans annually to ensure implementation.
Develop a recruitment and staff retention policy.
KCPD should continue staffing the Internal Affairs Unit at current staffing levels.
Maintain the Mentoring Program under the direction of the Executive Officer.
Realign Office of Diversity Affairs in the Human Resources Division.
Realign Community Support Section within Patrol Bureau.
Two additional civilian positions should be authorized to support the Strategic Plan and Performance Management processes in the Department.
ORGANIZATION
Create the Special Operations Bureau, grouping together traffic and field services support functions.
Combine the Administration and Executive Services Bureau into a Support Services Bureau.
Transition one Deputy Chief position to the Special Operations Bureau.
Continually evaluate opportunities to civilianize and place responsibilities lower in the organization.
The next Police Chief needs to work with his or her management team in the next year to develop suggested performance measures within a more comprehensive Strategic Plan. The Research and Development Division should take the lead in organizing this effort.
In the development of a Strategic Plan obtain input from staff as well as from the community.
A key outcome of the Strategic Plan should be the assignment of accountability to each manager of attainable objectives relating to delivery and monitoring of service to the community as well as addressing internal Departmental improvement needs. The Research and Development Division should take the lead in monitoring results.
The Department needs to report to the Police Board and the public at least on a quarterly basis. A real time 'dash board' of performance should be developed by the Research and Development Division.

The table, below, summarizes the changes recommended in this report at a gross

level of sworn versus civilian personnel by bureau.

Classification	Current Authorized Staffing	Recommended Staffing	Change
Patrol Bureau			
Sworn Personnel	965	966	1
Civilian Personnel	101	122	21
Total Bureau Personnel	**1,066**	**1,088**	**22**
Investigations Bureau			
Sworn Personnel	247	247	0
Civilian Personnel	30	39	9
Total Bureau Personnel	**277**	**286**	**9**
Administration Bureau			
Sworn Personnel	17	4	-13
Civilian Personnel	166	208	42
Total Bureau Personnel	**183**	**212**	**29**
Executive Services Bureau			
Sworn Personnel	13	6	-7
Civilian Personnel	213	216	3
Total Bureau Personnel	**226**	**222**	**-4**
Professional Development and Research Bureau			
Sworn Personnel	52	50	-2
Civilian Personnel	4	8	4
Total Bureau Personnel	**56**	**58**	**2**
Office of the Chief			
Sworn Personnel	45	36	-9
Civilian Personnel	29	38	9
Total Bureau Personnel	**74**	**74**	**0**
Police Department Staffing Total	**1,882**	**1,940**	**58**