



City of Grand Island

Tuesday, January 29, 2013

Study Session

Item -1

Strategic Policing Progress Report Review

Staff Contact: Steven Lamken

Council Agenda Memo

From: Steven Lamken, Police Chief

Meeting: January 29, 2013

Subject: Strategic Policing Progress Report

Item #'s: 1

Presenter(s): Steven Lamken, Police Chief

Background

The City conducted a comprehensive public safety study that was presented in 2012. The study recommended that the Police Department implement a strategic policing model and also adopt performance standards to determine if the Department's efforts were effective. The Department developed a four year implementation plan which was presented to the Council.

The Community and City Council has entrusted the Police Department with a large infusion of new resources to implement strategic policing based upon the implementation plan. The Police Department has developed a reporting format for keeping the Council, the citizens and the media informed of the progress we have made towards implementation and the use of resources.

Discussion

The goal of tonight's study session presentation is to provide a review of the strategic policing progress report developed by the Police Department. The presentation will identify achievements, obstacles, and recommended changes. Performance objectives are identified with a 1 and Recommendations are identified with a 2. Each slide will cover either a performance objective or a recommendation and a brief explanation will be given to each slide. The slides will follow the order of the strategic policing progress report. The Department will be providing updated progress reports each month and an annual summary of the performance objective measurements. Questions are welcome.

I would like to note a significant change in Recommendation 2. B., the creation of a team of Special Operations Sergeants. The consultants plan calls for the Patrol Division to have ten Sergeants to implement this recommendation. The Department leadership in preparing our implementation plan believed that we could move the Administrative

Sergeant from his current duties into Patrol and hire a full time Community Service Officer to replace the Administration Sergeant. The ICMA consultants reviewed the Administration Sergeant position and did not recommend elimination or reassignment of the position. I now recognize the wisdom and expertise of the consultants in maintaining this position. The responsibilities, decision making, and budget management of the Administrative Sergeant position needs to be left with a Sergeant.

We will be bringing forward a recommendation to the Council to increase the number of Sergeants in the Department to 14 to allow us to assign a tenth Sergeant to Patrol and maintain the Administration Sergeant's position. In turn we will recommend the Council reduce the number of full time Community Service Officers in this year's budget to two instead of three.

This recommendation will not increase the Department's sworn strength. Further it will reduce the personnel costs of the Department.

Conclusion

This item is presented to the City Council in a Study Session to allow for any questions to be answered and to create a greater understanding of the issue at hand.

It is the intent of City Administration to bring this issue to a future council meeting.

**Grand Island Police Department
Strategic Policing Project Progress Report**

Goal

**Month/Year Progress Update
through December 2012**

1. Track Performance Measures as Indicators of Department Progress

1. A. Performance Measure - Reduce Uniform Crime Report
Violent Crimes and Property Crimes per 1000 Population

Report UCR Crime data monthly and annually in the
City Administrators Monthly Report and on the
Police Department web site.

UCR data is available monthly. We will begin reporting January 2013
data in the City Admin. February 2013 report. Working on web site.

1. B Performance Measure - Hold Criminal Offenders Accountable

Report UCR Clearance rate data monthly and annually
in the City Administrators Monthly Report and on the
Police Department web site.

UCR data is available monthly. We will begin reporting January 2013
data in the City Admin. February 2013 report. Working on web site.

1. C. Performance Measure - Reduce the Fear of Crime
in the City

Survey the community in 2015 or 2016 after the
Department has had strategic policing fully implemented
for at least one year.

Action scheduled for 2015 or 2016

1. D. Performance Measure - Develop a Public
Centered Crime Defense Program

Establish a Crime Prevention Unit and report the number
of community crime prevention programs monthly and
annually in the City Administrator's Report and on the
Police Department web site.

Action scheduled for spring of 2013

1. E. Performance Measure - Maintain Injury Accident
Rate at to be Determined Level in the City

Establish an injury accident rate and then report the
number of injury accidents in the City monthly and
annually in the City Administrator's Report and on the
Police Department web site.

We are working on establishing a rate of injury accidents. We plan
to start reporting data in the City Admin February 2013 report. We
are working on the web site report.

1. F. 1. Performance Measure - Maintain an Average
Response Time of Less Than 5 Minutes for Priority 1
Calls for Service

Report Average Priority 1 response time data monthly
and annually in the City Administrators Monthly Report
and on the Police Department web site

There are issues between ICMA's definition of priority one and what
has been designated priority one in our CAD software. We hope to
have reporting data for January in the February 2013 report.

1. F. 2. Performance Measure - Maintain a Saturation Index
as Shown By Data of Under 60% for Patrol Resources

Conduct a data analysis of Patrol responsive workload
to determine the saturation index.

Action scheduled for 2016

1. G. Performance Measure - Track Clearance Rates for
Criminal Investigations Investigators

Develop three levels of solvability for cases. Track group
and individual investigator clearances monthly and
annually and report them in the City Administrators
Report and on the Department web site.

Three categories of solvability have been developed. A tracking
method has been developed to track clearances. We plan to start
reporting data in the City Admin February 2013 report of group
clearances and monthly to the department leadership on individual
investigator clearances. We are still working on the web site report.

2. Implement Strategic Policing in the Police Department

2. A. Create a third shift of officers and staff with adequate resources	Hire 5 new Police Officers. Realign Patrol shifts and create two overlap teams. Staff day shifts and overlap shifts with additional officers	Three officers hired and started employment December 10th. Civil Service selection process is in progress with the goal of hiring four additional officer in the spring to increase Department strength to 82 sworn officers.
2. B. Create a team of Special Operations Sergeants to lead strategic policing Initiatives	Appoint and train four Sergeants, two day shift and two night shift to plan and lead strategic policing programs	Action scheduled for early 2013.
2. C. Create a robust crime prevention program and staff a sworn position as crime prevention officer	Appoint and train a Police Officer as the Crime Prevention Officer for the Department	Action scheduled for April of 2013
2. D. Civilianize the service desk officer position and reassign the officer to Patrol	Hire and train one Police Records Clerk in February to replace the sworn service desk officer. Reassign the officer to Patrol	Police Records Clerk hiring scheduled fto start January of 2013 Reassignment of Svs. Desk Officer scheduled for April of 2013
2. E. Grand Island and the Police Department enact and execute civil nuisance laws to be used in strategic policing	Draft and legislate changes to City Code that will enhance the Police Department's ability to improve the quality of life in the City.	Initial research on nuisance laws is being conducted by the Police Department. Joint effort with other City departments to enact laws addressing parking in the right of way and in front yards.
2. F. Increase the number of Community Service Officers to six full time equivalent positions and assign them to Patrol, two to each tour of duty to assist in implementing strategic policing	Hire 2 FTE Community Service Officers in 2013 and assign them and four PTE Community Service Officers to Patrol under the supervision of the Special Operations Sergeants	Hiring two FTE CSOs scheduled for May of 2013 Reassignment of CSOs scheduled for July of 2013
2. G. Empanel a call for service committee with stakeholders to identify calls for service that can be eliminated and or reduced Police response. Property damage accidents and alarms were specifically recommended	Develop and recommend differentiated police response alternatives to stakeholders to save personnel time for strategic policing initiatives.	Department has been working with Emergency Communications on an alternate response to residential alarms. Department has developed a proposed alternate response to property damage accidents that is being presented to stakeholders at this time.
2. H. Staff the Investigations Division with one full time Police Records Clerk	Assess the need for the support position after other personnel changes have been implemented.	Action scheduled for review July of 2014
2. I. Staff the Investigations Division with one full time Crime Analyst	Develop Crime Analyst job description. Hire and train a crime analyst to work in implementing strategic policing	Job description is developed and approved. Relevant training programs have been identified. Advertizing for the position began January 4, 2013.
2. J. Assign a civilian to the Evidence/Crime Scene Unit and reassign the Police Officer position to Patrol	Civilianize the Evidence Unit and increase the Patrol Division's strategic policing capability	Action scheduled for January of 2016
2. K. Review protocols for crime scene investigations	Review and implement improvements to the department's crime scene protocols.	Action scheduled for January of 2013

2. L. Merge Administration and Criminal Investigations Divisions into one Support Division under the command of a Captain	Consolidate Administration and Criminal Investigations divisions into a Support Division.	Action to be reviewed upon implementation of the Strategic Policing program and staff turnover. Scheduled for review in 2016
2. M. Transfer the School Resource Officer Program to Patrol under the supervision of the Special Operations Sergeants	Transfer the SRO program to Patrol to ensure better coordination with strategic policing initiatives	Action scheduled for August of 2014
2. N. Empanel a joint committee of representatives from all agencies to discuss staffing, call taking, response, and emergency management issues	Review Emergency Communications and Emergency Management operations to ensure efficiency and effectiveness	Action to be considered by the Emergency Management/ Communications Director
2. O. Review and implement an incident field reporting software system	Improve Patrol Officer efficiency by implementing software that allows officers to complete and submit incident reports from the field	Purchase of Spillman Mobile Incident Forms and Field Interviews software in December 2012. Purchase of new patrol computer hardware started in October 2012. Retrofitting Patrol fleet started December 2012. Software implementation scheduled for Oct. 2013.
2. P. Institute a formal leadership development program for midlevel supervisors	Prepare succession planning and provide current employees training and education to become leaders	Action scheduled to start in April of 2013
2. Q. Designate investigator positions to conduct internal investigations	Ensure consistency of internal investigations	Reviewed by Department and City teams. Suggestion rejected due to investigators also being Police Officers and not a separate rank
2. R. Add sworn personnel to positions responsible for training, crime prevention and community policing	Increase training, crime prevention, and strategic policing capabilities in the Department	Action scheduled for April 2013

Public Safety Implementation Updates

- 🌊 Explanation of our report.
- 🌊 Provided monthly and an annual summary.
- 🌊 Not all information will be available monthly or even annually
- 🌊 Provided to the City Council, media, and public on the Police Department web site.

Performance Objective 1. A.


- Track Performance Measures as Indicators of Department Progress
- Reduce Violent Crime as Reported in the UCR – 265 violent crimes per 100,000 population.
- Reduce Property Crimes as Reported in the UCR – 3508 property crimes per 100,000 population.
- Reporting mechanisms are in place. UCR crime reporting monthly and per 100,000 population annually.

Performance Objective 1. B.

Hold Criminal Offenders Accountable


 Violent Crime Clearance Rate of 49.9%

 Property Crime Clearance Rate of 21.3%

 Reporting mechanisms are in place. UCR crime clearances will be reported monthly and annually.

Performance Objective 1. C.

Reduce Fear of Crime

-  Requires a community survey that is outside the scope of resources in the Department. Recommend that strategic policing be fully implemented and a survey be conducted after one year of full implementation. Survey recommended for 2016.

Performance Objective 1. D.

- Public Centered Crime Defense - Crime Prevention Unit and number of programs delivered.
- Crime Prevention Unit will be established in spring of 2013 when the Service Desk Officer is reassigned to Patrol.
- Reporting mechanisms are in place. Number of programs will be reported monthly and annually.

Performance Objective 1. E.

- Maintain an Injury Accident Rate to be Determined
- Accident rate of 7.5 per 1000 population established by using average of 2008, 2009 and 2010 Dept. of Highway Safety accident data.
 - Conflict with data entered into Department system and NE Department of Highway Safety data.
 - Dept. of Highway Safety data is months behind.
- Will determine if reported monthly or annually.

Performance Objective 1. F.

- Maintain Average Response Time of – 5 Minutes to Priority One Calls.
- Problem with how Priority One is categorized in Spillman.
- Considering use of three call classifications: Injury Accident, Disturbance, and Domestic Disturbance.
- Reporting mechanisms are in place. Concerns regarding validity of data. Once resolved, reporting monthly and annually.

Performance Objective 1. F.

- 🌐 Maintain a saturation index of under 60% for Patrol resources as shown by workload analysis.
- 🌐 Requires significant data analysis that may be outside the scope of the Department. Recommend that strategic policing be fully implemented and a survey be conducted after one year of full implementation. Survey recommended for 2016.

Performance Objective/Recommendation 1. G.

- Track Clearance Rates for Criminal Division Investigators.
- Three tier case clearance system developed based on solvability factors
- Reporting mechanisms are in place. Composite of clearances by the Division will be reported annually.

Recommendation 2. A.

- 🌊 Create a third shift of officers and staff with adequate resources.
- 🌊 Goal – Hire 5 new officers and realign patrol shifts.
 - 🌊 Three Officer hired in December 2012
 - 🌊 New Civil Service list approved in November 2012
 - 🌊 Processing applicants to hire four additional Officers in first half of 2013.

Recommendation 2. B

- Create a team of Special Operations Sergeants to lead the strategic policing initiatives.
- Goal – Appoint four Sergeants to Special Operations
 - Sergeant promotional process conducted December/January.
 - Four Sergeants selected to serve as Special Operations Sergeants. Enrolled in a two day training program for February.
 - Recommendation to promote an additional Sergeant to provide for the ten Sergeants recommended in Patrol.

Recommendation 2. C.

- Create a Crime Prevention Program and staff with a sworn Officer.
- Goal – Appoint and train a Police Officer as the crime prevention officer.
 - Police Officer has been selected to start the Crime Prevention Unit.
 - The Officer will be assigned to Crime Prevention in the first half of 2013 when the Service Desk Officer is reassigned to Patrol.

Recommendation 2. D.

- Civilianize the Service Desk Officer position and Reassign to Patrol.
- Goal – Replace Officer with Police Records Clerk and Train Clerks in Duties.
- Currently in Police Records Clerk application process.
- Records Clerks training to perform duties.
- Officer reassigned to Patrol (Crime Prevention) in first half of 2013.

Recommendation 2. E.

- 🌊 Enact and Execute Civil Nuisance Laws
- 🌊 Goal – Changes in City Code that will Improve Quality of Life.
- 🌊 Some preliminary research and meetings with Legal and other Departments.
- 🌊 Work to be ongoing throughout implementation.

Recommendation 2. F.

- Increase the Number of CSOs to 6 FTE to Assist in Implementing Strategic Policing.
- Goal – Hire 2 FTE CSOs and Reassign 2FTE and 4 PTE CSOs to Patrol under Special Opns. Sergeants.
- Hiring process for CSOs is scheduled for Spring of 2013.
- Transfer of CSOs to Patrol is scheduled for July of 2013.

Recommendation 2. G.

- 🚓 Empanel Call for Service Committee to Examine Response to Calls for Service.
- 🚓 Develop Recommendations for Differentiated Police Response
 - 🚓 Department committee has met and made recommendations on property damage accidents and residential alarms.
 - 🚓 Discussed with EC Director.
 - 🚓 Surveyed auto insurance providers.
 - 🚓 Community input through Mayor's group.

Recommendation 2. H.

- 🌊 Staff Criminal Investigations with one Police Records Clerk.
- 🌊 Assess Need for Position.
- 🌊 Initial assessment is that need for position should be moved out on implementation timeline until impact of all changes on clerical resources can be evaluated.

Recommendation 2. I.

- Staff Criminal Investigations with a Crime Analyst
- Goal – Develop Job Description, Hire and Train Analyst to Support Strategic Policing.
- Job description completed.
- Currently in application and hiring process. Analyst to start employment within 60 days.

Recommendation 2. J.

- Replace Evidence/Crime Scene Investigator with Civilian
- Goal – Civilianize the Evidence Position and Reassign Officer to Operations.
- Department assessed current position and skills and moved transition out on the implementation timeline.

Recommendation 2. K.

- Review Crime Scene Investigation Protocols
- Goal – Review Protocols and Implement Recommendations for Improvement.
- Criminal Investigations Division Captain is starting the review process.

Recommendation 2. L

- Merge Investigations and Administration into a Support Division under One Captain.
- Goal – Consolidate Divisions into One Division.
- Department leadership reviewed current Captain vacancy.
- Recommendation to Administration that this position is needed during the implementation of Strategic Policing.
- Recommendation will be reviewed after implementation.

Recommendation 2. M.

- Consolidate SROs into Patrol Under the Special Operations Sergeants.
- Transfer SROs to Patrol to Support Strategic Policing.
- Transfer is scheduled for August 2014.

Recommendation 2. N.

- Empanel Committee to Discuss Emergency Dispatch and Emergency Management Issues
- Goal – Review Emergency Management Operations to Ensure Efficiency and Effectiveness.
- Action to be considered by the Emergency Management Director.
- Police Department has been coordinating with Emergency Management Director in all changes.

Recommendation 2. O.

- 🚓 Implement Field Reporting Software
- 🚓 Improve Officer/CSO Efficiency with Field Reporting.
 - 🚓 Software purchased in December 2012.
 - 🚓 Tablet and related equipment selected to replace Patrol fleet hardware.
 - 🚓 Patrol fleet changeover scheduled for 1st half of 2013.
 - 🚓 Implement field reporting scheduled for October 2013.

Recommendation 2. P.

- 🌊 Institute a Formal Leadership Development Program
- 🌊 Goal – Prepare for Succession Planning and Provide Employees Development Opportunities.
- 🌊 Action scheduled for spring of 2013.

Recommendation 2. Q.

- 🌊 Designate an Investigator to Conduct Internal Investigations
- 🌊 Goal – Ensure Consistency of Internal Investigations
 - 🌊 Reviewed by Department leadership. Not recommended at this time.
 - 🌊 Reviewed by City leadership committee. Not recommended at this time.

Recommendation 2. R.

- Add Sworn Personnel to Training, Crime Prevention and Community Policing
- Goal – Increase Training, Crime Prevention, and Strategic Policing Resources
- Action scheduled for April 2013 during budget process.