



Summary of the Police Department Staffing Study

Wichita, Kansas



Study Goals and Scope of Work

- ◆ The Department wanted an analysis of staffing as a foundation for police services for Wichita.
- ◆ To accomplish this, a 'fact based' study is needed – to document and analyze workloads and service levels as well as the resources needed to handle these workloads in every Police Department function.
- ◆ To compare current approaches to staffing, deployment and utilization to 'best practices' in law enforcement.
- ◆ Evaluate staff and operational needs in each Police Department function.
- ◆ Assess the Department's organization and operational management systems.

Methodological Overview

- ◆ Extensive input from law enforcement personnel through face-to-face interviews and an employee survey.
- ◆ In-depth data collection and analysis of workloads, service levels, resource needs and the costs of service delivery alternatives.
- ◆ Identify staffing needs for the Wichita Police Department.
- ◆ Collaboration with Police Department staff to review findings, conclusions and alternatives.
- ◆ Providing the analytical tools to the Department to address future changes and changing choices.

Employee Views

- ◆ While the project team conducted many interviews in the Department, we also developed an employee survey to maximize that input.
- ◆ Over 63% of employees responded.
- ◆ The vast majority of respondents believe that they provide high levels of service to the community in all areas of service.
- ◆ Most staff, however, stated that they Department has insufficient staff to effectively provide expected levels of service in Patrol and that impacted their ability to be proactive.
- ◆ In spite of this, most employees thought that workloads were generally manageable.
- ◆ Most employees feel that community service and field support are poorly coordinated with patrol.
- ◆ Views on investigative services were similar.
- ◆ Employees were generally positive about management and supervision as well as training.

Principal Conclusions – Patrol (1)

- ◆ The time available for ‘proactive activities’ is below effectiveness targets (of at least 40%), at about 32%.
- ◆ However, at critical times of the day the WPD is operating with inadequate staffing to respond to calls *and* be proactive.

Time	# Units	S	M	T	W	Th	F	Sa	Overall
2am–6am	38.5	31%	65%	63%	66%	64%	55%	38%	55%
6am–10am	31.6	50%	37%	36%	36%	40%	36%	44%	40%
10am–2pm	48.3	34%	18%	21%	21%	22%	19%	25%	24%
2pm–6pm	53.3	31%	22%	20%	18%	16%	21%	25%	22%
6pm–10pm	54.2	21%	14%	20%	17%	20%	13%	23%	18%
10pm–2am	60.9	34%	48%	44%	49%	48%	42%	32%	42%
Overall	47.8	32%	33%	33%	34%	34%	30%	30%	32%

- ◆ At times of the day in which people are active, there is little time for problem solving and community engagement.
- ◆ Officer availability is impacted by the fact that the mix of ‘serious’ calls is higher than many communities we have worked with recently.

Principal Conclusions – Patrol (2)

- ◆ The City needs to target overall proactivity to 40% while better covering activity hours, levels that will result in acceptable levels of community support, interaction and problem solving.
- ◆ Changes to the shift schedule could improve coverage and first line supervision. However, it cannot solve this day / evening problem.
- ◆ Focus Beat Coordinators more on community engagement roles and less on patrol back up unless a critical incident.
- ◆ Make the assignments for the Homeless Outreach team permanent.
- ◆ Patrol should be staffed with 365 authorized positions – combined with other recommendations, this is an increase in 22 positions and three (3) sergeants.
- ◆ In addition, some of the workload handled by police officers in the field could be handled by civilians – 11 CSOs deployed would further positively impact officers' time and improve community service.

Principal Conclusions – Special Operations

- ◆ There are several operational support functions which should be consolidated in a new Special Operations Bureau for a more flexible and better coordinated approach to field support.
- ◆ Functions currently allocated to Patrol Bureaus would be allocated to the new Special Operations Bureau:
 - Traffic enforcement (14 officers, with others to Patrol)
 - SCAT with Bureau roles (4 teams of 6 officers; others remain in Patrol)
 - K9 with 1 additional K9 unit.
 - Crime Analysis (civilianize this function and reassign 4 officers in these roles back to Patrol)
 - Gangs
 - Air support (if retained in the Department).
- ◆ Creation of a new Bureau results in new command and supervisory staffing, including a Bureau Captain, a Lieutenant (SCAT) and two (2) Sergeants for Traffic

Principal Conclusions – Investigations (1)

- ◆ Detectives in Wichita provide a high level of service – however, they are spending much of their time on minor crimes with little solvability potential.
- ◆ Other aspects of the services provided, such as EMCU, are exceptional.
- ◆ Implementation of the patrol recommendations could impact this commitment if patrol personnel handle follow ups on minor crimes.
- ◆ Most property crimes detective units are adequately staffed; financial crimes lack staff capacity to follow up on serious frauds – 3 more are needed.
- ◆ On the other hand, apart from homicide cases, person crime units fall below caseload standards – an additional 8 staff are needed (4 for sex crimes alone).
- ◆ Case management practices should be strengthened, especially for property crimes to mitigate the need for additional staff. Solvability and prioritization factors need to be utilized.

Principal Conclusions – Investigations (2)

- ◆ Use formal problem identification and solving techniques for proactive / special investigations – principally narcotics and vice.
- ◆ Vice needs another staff person to ensure teamed approaches to investigations.
- ◆ Several changes are recommended in Forensics:
 - Increase latent print staff by one (1) position.
 - Increase digital evidence staff by one (1) position.
 - Eliminate simple property crime evidence collection from CSI scope of work – reduces workload by 20%.
 - Change shift schedules and reduce CSI staff by one (1) position.
 - Create a senior CSI position and designate four (4) staff.
 - Property and evidence also requires an additional (1) civilian.
- ◆ Evaluate whether the City should have an air support unit on its own or in a regional capability.

Principal Conclusions – Support Services

- ◆ Civilianize two (2) sworn positions in Information Technology.
- ◆ Embed City IT staff in the Police Department with internal service level agreements.
- ◆ Civilianize the Records Manager position.
- ◆ Productivity targets / guidelines need to be consistently followed in Records.
- ◆ Other business process improvements are being implemented.
- ◆ The Training Bureau should add seven (7) instructors and background investigators. Explore opportunities to regionalize training.
- ◆ Outsource shelter and adoption services to a not for profit.
- ◆ Redeploy shelter staff to the field.

In Conclusion

- ◆ With some variation the WPD is at staffing levels which existed about 10 years ago.
- ◆ Many new staff positions are recommended in this report – 49 sworn and 24 civilians.
- ◆ However, our analysis did not merely recreate any pre-recession staffing levels nor recommend staff for every conceivable need. The project team also:
 - Recommended mid range service levels, not optimum service levels.
 - Recommended shifting some field workloads to non sworn CSOs.
 - Recommended shifting some special enforcement staff to patrol.
 - Recommended civilianizing several administrative positions.
 - Recommending many changes in work management (e.g. cases).
- ◆ As a result, the project team believes that these staffing levels are reasonable goals for reasonable service levels.