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.

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

- 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.
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.
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.