

December 18, 2003

Deborah Faulkner, Acting Chief of Police
Metropolitan Police Department
Metropolitan Government of Nashville and
Davidson County
200 James Robertson Parkway
Nashville, TN 37201

Dear Chief Faulkner:

The Police Department Performance audit issued May 28, 2002 included a recommendation that a comprehensive staffing study be done. After issuing a request for proposals, a proposal evaluation team consisting of representatives from Finance and Police selected Matrix Consulting Group as the firm with the best qualifications and most experience with law enforcement staffing studies to do the study for Metro's Police Department. The report on the results of Matrix's staffing study of the Metro Police Department is attached.

Overall, Matrix found that the Police Department is adequately staffed and that the number of officers and sergeants assigned to patrol is appropriate to achieve the Department's community policing goals. Matrix's analysis included a detailed review of staff levels and workloads in each unit of the Police Department, and they made recommendations to improve efficiency and effectiveness in several areas. Matrix also

recommended that Metro consider not implementing a sixth precinct at this time, and proposed alternatives to maintaining a strong Police presence in the downtown area. Should Metro decide to open a sixth precinct, Matrix recommended additional command staffing but recommend that sergeants and officers be reallocated among the precincts, since the level of officer and sergeant staffing is appropriate for Metro as a whole.

Matrix's recommendations impacting staffing can be summarized as follows. Note that the variances below are based on the actual number of Police Department staff on payroll in July 2003. The implementation of Matrix's recommended staffing levels would need to be based on actual staffing at the time of implementation.

Unit	Increase/(Decrease)
Command Staff	(1)
Behavioral Health Services	6
Vehicle Operations	(2)
Intelligence	1
Office of Professional Accountability	(1)
Information Technology	(6)
Recruitment	1
Records	(1)
Patrol	(8)
Mounted Patrol	(7)
Homicide/Cold Case	(2)
Sex Crimes	(1)
Pawns	1
Fraud	(2)
Domestic Violence	(2)
Youth Services	(4)
Vice	10
Identification	2
Task Forces	(16)
Property and Evidence	3
Special Operations	1
Emergency Contingency	4
Total Impact	(24)

December 18, 2003
Chief Faulkner
Page 3

In addition, Matrix recommended that the Police Department expand the use of civilian personnel through a community service officer program, which could ultimately result in further efficiencies through net reductions of 20 or more positions. The full staffing analysis and detailed findings and recommendations for each unit of the Police Department are presented in Matrix's report.

We greatly appreciate the assistance provided by the members of the Police Department who provided information and worked with the Matrix consultants during this study.

Internal Audit Section

Kim McDoniel
Internal Audit Manager

Copy: Mayor Bill Purcell
Karl F. Dean, Director of Law
David L. Manning, Director of Finance
Eugene Nolan, Associate Director of Finance
Metropolitan Council Audit Committee
Richard V. Norment, Assistant to the Comptroller for County Audit
KPMG, Independent Public Accountant

Staffing Study for the Police Department

METROPOLITAN NASHVILLE – DAVIDSON COUNTY, TENNESSEE



December 17, 2003

TABLE OF CONTENTS

December 17, 2003

	<i>Page</i>
1 INTRODUCTION AND EXECUTIVE SUMMARY	1
2 ANALYSIS OF COMMAND STAFFING	9
3 ANALYSIS OF STAFFING IN THE OFFICE OF THE CHIEF	13
4 ANALYSIS OF STAFFING IN THE ADMINISTRATIVE SERVICES BUREAU	34
5 ANALYSIS OF STAFFING IN THE FIELD OPERATIONS BUREAUS	76
6 ANALYSIS OF STAFFING IN THE INVESTIGATIVE SERVICES BUREAU	122
7 ANALYSIS OF STAFFING IN THE SPECIALIZED FIELD SERVICES BUREAU	170
8 ANALYSIS OF THE IMPACT OF A PLANNED SIXTH POLICE PRECINCT	191

1. INTRODUCTION AND EXECUTIVE SUMMARY

The Metropolitan Government of Nashville-Davidson County (Metro) retained the Matrix Consulting Group to conduct a staffing and deployment study for the Police Department (MNPD). The Matrix Consulting Group was selected by Metro after a competitive proposal process. Collectively, Matrix Consulting Group project team member experiences include over 250 law enforcement agency evaluations, including management and staffing studies for Salt Lake City, Las Vegas, Albany (NY), San Jose and Fulton County.

The work at MNPD has been performed during the summer and fall of 2003 by the project team from the Matrix Consulting Group, in conjunction with the staff of the MNPD and Internal Audit. The focus of the study is described in the following paragraphs:

- Evaluation of the current staffing and deployment of the Police Department.
- Determine if alternative service levels might allow Metro to provide enhanced services or to provide services more efficiently.
- Make recommendations regarding the staffing and deployment of personnel by unit throughout the Police Department.
- Evaluate the impact of the new North Precinct on the staffing of the Police Department.
- Develop a methodology to forecast staffing needs in the Police Department based on workload, staffing, etc., which will be issued separately. This will be of particular importance in the space needs and condition assessment study scheduled to start later this year.

The approach taken by the project team to conducting this study is summarized in the points, which follow:

- Interviews were conducted with the staff of the Police Department. Almost 400 people in the MNPd were interviewed at every level of the organization.
- Extensive data describing staffing, scheduling, workload and other critical information were collected by the project team. This information was obtained in hardcopy and electronic formats, in raw form and in monthly, annual and quarterly reports.
- A Descriptive Profile was developed to summarize the interviews, data collection, organization, staffing, workload and other factors. This was reviewed by the Police Department to ensure that the Matrix Consulting Group had a factual foundation for our analysis.

This approach has ensured that the Police Department staff received frequent opportunities to identify and discuss issues relevant to the project. This input was critical for the project team as we developed our analysis.

Executive Summary

The Matrix Consulting Group has recommended a number of changes to the staffing and deployment of personnel in the Metro Nashville Police Department. The analyses are presented in the pages of the report. This section provides a summary of those recommendations, descriptions of key alternatives (and the associated staffing implications) and identifies other issues.

The major recommendations found in the report include the following:

- Eliminate the Major classification from the Department when the two current incumbents retire. Consider using these two positions to fill current vacant Captain positions in the interim.
- Reclassify one position in the Field Services Bureau to a Police Executive Assistant.
- Make reductions in Behavioral Health Services to better match staffing to caseloads.
- Eliminate the Police Officers assigned to operation of the shuttle bus and civilianize these two positions.

- Review current policies and procedures in supply management for opportunities to make the operation more efficient (perhaps through decentralization).
- Move towards civilianization of the crime analyst roles in Strategic Development.
- Eliminate the Captain position in the Office of Professional Accountability. This will reduce the one to one to one reporting relationship that exists currently.
- Implement organizational and management changes in Information Technology that recognize the impact of the restructuring of the Help Desk function as well as other changes in the area. This will result in a net reduction of six positions.
- Civilianize two positions in Court Appearance to better match workload with classification.
- Evaluate the impact that process and system changes would have on the staffing of the Payroll and Human Resources functions of the Department.
- Add a Police Officer position to Recruitment and Background to improve the quality of interviews and background investigations conducted by the MNPD.
- Civilianize supervision of the Records unit by eliminating a Lieutenant and replacing it with a new civilian manager position.
- Reduce Records staffing by one position. Furthermore, implementation of new imaging systems should enable further staff reductions.
- Recognition that patrol staffing decisions should be made independently of the decisions made within the Police Department regarding how to deploy those personnel. For example, decisions to allocate personnel to FLEX, Directed Patrol and Bicycle Units should not be viewed as generating needs for additional personnel in patrol – they should be viewed as the strategic decisions they are.
- In combination with the above, staff patrol to achieve a target of 45% proactive time Metro-wide. This results in a reduction of 8 positions in patrol (this recommendation includes an allowance for those personnel who are on long term disability or some other status that reduces their effectiveness or utilization). This recommendation also includes 24 Police Officer positions as a source for meeting the Department's staffing needs for the large number of special events that occur in Metro Nashville.
- It should also be noted that the personnel included in the project team's analysis include both experienced Police Officers as well as those who are at some point on the continuum of their initial training. The project team's model takes the need for these positions into account in its calculation. In addition, the project team has also endorsed the need to maintain funding for positions who are

assigned as trainees at the Training Academy. These positions can be used to anticipate the need to replace Police Officers who retire, resign or are reassigned to another unit.

- The Mounted Patrol should be eliminated resulting in the reduction of one Sergeant and six Police Officer positions (this unit could be maintained from the 24 special events personnel discussed, above) .
- Establishing appropriate workload targets for various investigative units. These targets should be set with the recognition that various units with differing case types will be able to handle different average caseloads. Application of these standards results in a recommendation for reducing a net total of 10 positions.
- Create two new programs under the aegis of the Vice Division. The first to be focused on addressing prescription drug abuse and the second to be focused on interdiction of drugs passing through courier companies and being warehoused in the self-storage facilities of the Police Department. These programs will require the addition of two Sergeant and eight Police Officer positions.
- The Police Department should cease to support the Police Athletic League with direct personnel assignments. These positions should be refocused on increasing Crime Prevention programming in Metro.
- The staffing of the Impound Lot should be largely replaced with civilian property guard positions under sworn supervision.
- SWAT should be combined with Emergency Contingency and Special Events Coordination under a single command. This would involve creation of a new Captain position and merger of these functions. The Hazardous Devices Unit should be reorganized under this command as well.
- Aviation Unit staffing should be increased by one Police Officer (Pilot) to bring the total to six positions (allowing for 16 hours of flight time seven days per week). In addition, the Unit should be authorized to add a second helicopter mechanic to reduce liability and to enhance the quality control of current work.
- Canine unit staffing is sufficient to offer a specific set of services. This approach should include the following:
 - Providing 16 hours of coverage seven days a week.
 - During peak activity hours, assign an Officer / dog team to each patrol precinct.
 - During less busy hours assign and Officer / dog team to every other patrol precinct.

- The Matrix Consulting Group does not recommend the implementation of a sixth precinct at this time, and instead recommends alternatives to maintaining a strong police presence in the downtown area. If Metro makes the decision to implement a sixth precinct regardless of this recommendation, the following staffing increases will need to be implemented:
 - One (1) Captain
 - Three (3) Lieutenants
 - One (1) Sergeant
 - One (1) Crime Analyst in Strategic Development
 - One (1) POC1 (administrative support)

Taken together these recommendations will enhance the efficiency of the Police Department while maintaining the level of service (or enhancing it) in all areas. The project team encourages Metro and the Police Department to move towards civilianization of support positions not requiring the specific training or skills of law enforcement personnel. The table on the following page provides a breakdown of our recommendations for each on the units:

METROPOLITAN NASHVILLE-DAVIDSON COUNTY, TENNESSEE
Staffing Study of the Police Department

Unit	Current Staffing	Recommended Staffing	Variance
OFFICE OF THE CHIEF AND COMMAND STAFF			
Command Staff	9	8	(1)
Support Staff for Command Staff	17	17	-
Public Information Officer	2	2	-
Overall Total for Behav. Hlt. Svcs.	15	21	6
Strat. Devel. / Accred. / Grants	9	9	-
Strat. Devel. / Crime Analysis	8	8	-
Strat. Devel. / Fiscal Affairs	10	10	-
Strat. Devel. / Inventory & Supply	3	3	-
Police Vehicle Operations	7	5	(2)
Intelligence	28	29	1
Office of Professional Accountability	12	11	(1)
ADMINISTRATIVE SERVICES BUREAU			
Case Preparation	9	9	-
Information Technology	38	32	(6)
Inspections / Admin. and Security	25	25	-
Inspections	4	4	-
Inspections / Court Appearance	4	4	-
Personnel / Safety	6	6	-
Personnel	4	4	-
Personnel / Payroll	4	4	-
Recruitment	4	5	1
Records Administration and Archives	7	7	-
Data Entry	10	10	-
Teleserve	10	10	-
Records	36	35	(1)
Training	61	61	-
FIELD SERVICES BUREAUS			
Precinct Administration	20	20	-
Patrol	652	644	(8)
Enterprise / Housing Bikes	32	32	-
Traffic - Cars	15	15	-
Traffic - Motorcycles	25	25	-
School Resource Personnel	64	64	-
Field Training Officer Coordinator	1	1	-
Mounted Patrol	7	-	(7)
Central Traffic	29	29	-
INVESTIGATIVE SERVICES BUREAUS			
Murder Squad	8	8	-
Homicide / Cold Case	28	26	(2)
Robbery	16	16	-
Sex Crimes	10	9	(1)
Burglary	29	29	-
Pawns	5	6	1
Auto Theft	11	11	-
Fraud	7	5	(2)
Domestic Violence	35	33	(2)
Technical Services	3	3	-
Surveillance	3	3	-
Fugitives	5	5	-
Youth Services	38	34	(4)
Vice / Narcotics	58	68	10
SPECIALIZED FIELD SERVICES BUREAUS			
Identification	58	60	2
Task Forces	27	11	(16)
Community Services	9	9	-
Property and Evidence	47	50	3
Special Operations / Aviation	12	13	1
Emergency Contingency	2	6	4
Canine	23	23	-
Hazardous Devices	6	6	-
School Crossing	5	5	-
Warrants	32	32	-
TOTAL STAFFING	1,664	1,640	(24)

The table, on the following page, provides a summary of the overall staffing implications of the project team's recommendations. The FTE's in the table do not include school crossing guards. The FTE variances computed by Matrix represent over \$1.2 million in salaries and fringe benefits. Note that this table includes the impacts of our primary recommendations but not of any alternative recommendations.

METROPOLITAN NASHVILLE-DAVIDSON COUNTY, TENNESSEE
Staffing Study of the Police Department

CLASSIFICATION TITLE	Actual Number	WeBudget Authorized	Matrix Recommended	Variance to Actual	Variance to Authorized
CHIEF	-	1	1	1	-
DEPUTY CHIEF	2	2	2	-	-
ASST. CHIEF	5	5	5	-	-
MAJ.	2	2	0	(2)	(2)
CAPT.	16	16	19	3	3
LT.	51	51	51	-	-
SGT.	194	193	194	-	1
POIII	81	95	81	-	(14)
POII	868	785	808	(60)	23
POI	3	53	3	-	(50)
POT	37	32	37	-	5
POFIIFTO	1	0	1	-	1
POFIIFTO	82	83	82	-	(1)
ADM. ASST.	4	5	4	-	(1)
ADM. SERV. MGR.	-	0	1	1	1
ADM. SERV. OFF. 2	1	1	1	-	-
ADM. SERV. OFF. 3	3	3	3	-	-
ADM. SERV. OFF. 4	1	1	1	-	-
ADM. SPCT.	1	1	1	-	-
ARMORER	1	1	1	-	-
BEHAV. HLTH. SERV. MGR.	1	1	1	-	-
BLDG. MAINT. LEADER	4	4	4	-	-
BLDG. MAINT. MECH.	1	1	1	-	-
BLDG. MAINT. WORKER	1	1	1	-	-
COMM. TECH. 2	2	2	2	-	-
COMP. OP. SHFT. SUP.	2	2	0	(2)	(2)
COMP. OP. 1	2	2	2	-	-
COMP. OP. 2	2	3	2	-	(1)
COMP. OP. 3	1	1	3	2	2
D.P. ASST. MGR.	2	2	2	-	-
D.P. CONTROL COORD.	1	1	1	-	-
EQ & SUP. CLERK 2	1	1	1	-	-
EQ & SUP. CLERK 3	1	1	1	-	-
EXEC. ASST. TO CHIEF	2	2	2	-	-
FINANCE MANAGER	1	1	1	-	-
FIREARMS & TOOL EXAM	1	1	1	-	-
GIS SPECIALIST	1	1	1	-	-
HUMAN RES. ASST. 2	1	1	1	-	-
INFO. SYS. ANALYST 1	4	6	3	(1)	(3)
INFO. SYS. SPCT.	8	10	8	-	(2)
INFO. SYS. TECH 1	4	4	0	(4)	(4)
INFO. SYS. TECH 2	5	4	3	(2)	(1)
OFC SUPPORT REP. 2	3	8	3	-	(5)
OFC SUPPORT SPEC. 1	2	2	2	-	-
OFC SUPPORT SPEC. 2	5	6	5	-	(1)
POL. CRISIS COUNSEL. SUP.	2	3	2	-	(1)
POL. CRISIS COUNSEL. 1	4	5	2	(2)	(3)
POL. CRISIS COUSEL. 2	4	4	2	(2)	(2)
POL. EXEC. ADMN.	2	2	2	-	-
POL. EXEC. ASST.	9	10	10	1	-
POL. GRAPHICS SPEC.	1	1	1	-	-
POL. ID ANALYST	3	3	3	-	-
POL. ID SPEC. 1	2	3	2	-	(1)
POL. ID SPEC. 2	7	7	7	-	-
POL. ID SUP.	3	3	3	-	-
POL. OPERS. ANALYST 2	1	1	1	-	-
POL. OPERS. ASST. 1	13	17	14	1	(3)
POL. OPERS. ASST. 2	35	30	35	-	5
POL. OPERS. ASST. 3	33	36	33	-	(3)
POL. OPERS. COORD. 1	73	74	74	1	-
POL. OPERS. COORD. 2	16	24	16	-	(8)
POL. OPER. SUP.	8	9	8	-	(1)
PROF. SPEC.	1	1	28	27	27
PUBLIC AFFAIRS MGR.	1	1	1	-	-
RESEARCH MGR.	1	1	1	-	-
SECURITY GUARD 1	19	19	32	13	13
SECURITY GUARD 2	3	3	3	-	-
SOCIAL WORKER	1	0	1	-	1
SYSTEMS ADVIS. 1	3	2	3	-	1
SYSTEMS ADVIS. 2	1	1	1	-	-
TECH. SPEC. 1	1	2	2	1	-
TECH. SPEC. 2	1	2	1	-	(1)
YOUTH COUNSEL. 2	4	3	4	-	1
YOUTH COUNSEL. SUP.	1	1	1	-	-
TOTAL	1,664	1666	1640	(24)	(26)
SWORN	1,342	1318	1284	(58)	(34)
CIVILIAN	322	348	356	34	8

2. ANALYSIS OF COMMAND STAFFING IN THE POLICE DEPARTMENT

This chapter examines the staffing requirements for command staffing in the Police Department. The chapter is broken into two sections: the first focuses on the command staff positions, the second focuses on the support positions in each command staff function.

1. THE COMMAND STAFF OF THE POLICE DEPARTMENT SHOULD BE REDUCED BY ELIMINATING THE TWO MAJOR POSITIONS.

The project team has defined command staffing as the following positions (other positions and classifications are addressed specifically in the appropriate Bureau):

- Chief of Police
- Deputy Chief of Police
- Assistant Chief of Police
- Major

The table, below, provides a summary of the project team's findings and conclusions regarding command staffing in the Police Department:

Position	Discussion and Findings
Chief of Police	<ul style="list-style-type: none">• The Department requires a primary manager.• No change recommended.
Deputy Chief of Police	<ul style="list-style-type: none">• Division of the Department into two primary elements is appropriate given the size of the MNP.• Allocation of duties between the two positions allows for focus on primary services and on support / administrative services.• No change recommended.

Position	Discussion and Findings
Assistant Chief of Police	<ul style="list-style-type: none"> • Division of the Department into two patrol (field services) bureaus, investigative services, administrative services and specialized field services is appropriate given the size of the MNPD. • Allocation of duties between the five Assistant Chiefs is appropriate with an effective span of control. • No change recommended.
Major	<ul style="list-style-type: none"> • Two major positions, one in Investigative Services Bureau and one in the Specialized Field Services Bureau. • In Investigative Services the Major has two Captains reporting to him, while he reports to the Chief in a 1-1-2 reporting relationship. In the Specialized Field Services Bureau the Major is in a 1-1-1 reporting relationship between the Assistant Chief and the Special Operations Captain. • In both cases, the use of a Major in between the Assistant Chiefs and the Captains is unusual in the MNPD. In all other cases, Captains report directly to their Assistant Chiefs (in fact this is the case with other Captains in each of these two Bureaus). • The project team recommends the elimination of the Major classification when the two incumbents vacate their current positions. These positions should not be filled when they become vacant.

The project team recommends the Police Department eliminate the position of Major once the incumbents have retired and not replace those classifications with either additional Assistant Chiefs and/ or other positions/titles. In the interim, the Major classification could be assigned to cover existing vacant Captain positions (at least until those positions are filled).

The command staff structure including the current allocation of responsibilities and reporting relationships should be kept intact (this includes the filling of the Chief's and two Deputy Chief's positions). The table, below, shows the impact of these recommendations:

METROPOLITAN NASHVILLE-DAVIDSON COUNTY, TENNESSEE
Staffing Study of the Police Department

Classification	Current Staffing	Recommended Staffing	Variance
Chief	-	1	1
Deputy Chief	2	2	-
Assistant Chief	5	5	-
Major	2	-	(2)
Command Staff	9	8	(1)

The following section focuses on the support staffing associated with the command staff positions.

2. CLERICAL STAFFING IN SUPPORT OF THE COMMAND STAFF IS ADEQUATE HOWEVER, ONE POSITION SHOULD BE RECLASSIFIED.

Each of the eight Chief level officers have one or more clerical personnel assigned to assist them in the performance of their daily duties. These non-sworn personnel are responsible for general support, report development, and maintenance of files for the Chiefs. Current staffing in these positions include the following:

Chief's Office	Current Positions
Chief of Police	<ul style="list-style-type: none"> • (1) Executive Assistant to the Chief • (1) Administrative Specialist • (1) Administrative Assistant • (2) Office Support Specialists • (1) Police Operations Assistant I • (2) Police Operations Assistant II
Deputy Chief (Operations)	<ul style="list-style-type: none"> • (1) Police Executive Assistant (in the office of the Chief to replace a recently vacated position)
Deputy Chief (Support / Administration)	<ul style="list-style-type: none"> • (1) Police Executive Assistant
Assistant Chiefs (Field Services)	<ul style="list-style-type: none"> • (2) Police Executive Assistant • (1) Police Operations Coordinator 2
Assistant Chief (Investigations)	<ul style="list-style-type: none"> • (1) Police Executive Assistant
Assistant Chief (Administration)	<ul style="list-style-type: none"> • (1) Police Executive Assistant
Assistant Chief (Specialized Field Services)	<ul style="list-style-type: none"> • (1) Police Executive Assistant

The three support positions assigned to the two Assistant Chiefs (Field Services) all perform the same tasks.

METROPOLITAN NASHVILLE-DAVIDSON COUNTY, TENNESSEE
Staffing Study of the Police Department

- The project team recommends that one position be upgraded from a Police Operations Coordinator 2 to a Police Executive Assistant.

The table, that follows, provides a summary of the staffing changes recommended by the project team:

Classification	Current Staffing	Recommended Staffing	Variance
Exec. Asst. to the Chief	2	2	-
Police Exec. Asst.	7	8	1
Admin. Specialist	1	1	-
Admin. Asst.	1	1	-
Office Support Specialist	2	2	-
Police Operations Assistant 1	1	1	-
Police Operations Assistant 3	2	2	-
Police Operations Coordinator 2	1	-	(1)
Support Staff for Command Staff	17	17	-

3. ANALYSIS OF STAFFING IN THE OFFICE OF THE CHIEF

This chapter of the report focuses on a staffing analysis for the divisions located in the Office of the Chief. The Office of the Chief of the Metropolitan Nashville Police Department (MNPD) is responsible for providing oversight, fiscal stewardship, strategic development and public affairs for public safety in Nashville and Davidson County. The Office of the Chief has five separate functions reporting directly to the chief along with two Deputy Chiefs responsible for Support Operations and Field Operations respectively. The functions reporting directly to the Chief of Police include the following:

- Public Information Office
- Behavioral Health Services
- Intelligence
- Office of Professional Accountability
- Strategic Development (Fiscal)
- Strategic Development (Accreditation)
- Strategic Development (Crime Analysis and Research)

The following section addresses the staffing of the Public Information Office.

1. STAFFING OF THE PUBLIC INFORMATION OFFICE IS APPROPRIATE FOR THE LEVEL OF WORK AND RESPONSIBILITY.

The Public Information Office (PIO) is responsible for management of the department's media relations including press releases, briefings, interviews, and on scene information when necessary. MNPD's policy allows commanders on the scene to

respond directly to tactical and field questions from the media. By following this policy, the PIO is effectively leveraging their resources while providing direct support to departmental personnel on an as needed/ requested basis. PIO's other main responsibility is to coordinate and authorize the release of information about suspects, victims and witnesses and confidential police investigations and operations to the media.

The following exhibit summarizes the workload of the Public Information Office for Calendar Year 2002.

**SUMMARY OF WORKLOAD
PUBLIC INFORMATION OFFICE**

Function	Description of Services	Workload
Public Information Office	<ul style="list-style-type: none"> • Media Relations • Telephone Inquiries and Press Conferences 	<ul style="list-style-type: none"> • PIO authored and disseminated 430 news releases to 28 media outlets, both in broadcast, print and posted to the MNPD website. • Responded to approximately 3700 telephone messages excluding calls that were handled immediately from local, state and national media representatives, most of which involved interviews, or setting up interviews for the conveyance of information, about matters pertaining to the police department and/ or its investigations.

The table, that follows, provides a summary of the Public Information Office staffing.

Classification	Current Staffing	Recommended Staffing	Variance
Public Affairs Manager	1	1	-
Office Support Specialist II	1	1	-
Public Information Officer	2	2	-

In summary, the current staffing of a Public Affairs Manager and Office Support Specialist are sufficient to meet the needs of the Department. MNPD's policy allowing

officers to respond directly to news media at the scene to discuss tactical and field related questions is effectively distributing a portion of the workload.

2. STAFFING OF BEHAVIORAL HEALTH SERVICES COULD BE REALIGNED TO FACILITATE SERVICE OFFERINGS.

Behavioral Health Services Division applies social science concepts and principles to support police operations within a community policing environment. This includes planning, developing and implementing counseling, education and other health related services. The division focuses on improving and optimizing the total health care and mental health service delivery system through program evaluation, research, and training. Behavioral Health Services four sections provide Police Advocacy Support Services (PASS), Victim Intervention Program (VIP), Chaplin services and Metro's Peer Volunteer Support Program. The Behavioral Health Services (BHS) Division is comprised of licensed psychologists and trained clinical social workers who are supervised by a civilian Ph.D. In addition, the division has three support staff and three sworn full time equivalents (FTEs).

There are three separate divisions within the Metropolitan Nashville Police Department that are providing counseling services. They include Behavioral Health Services, Domestic Violence and Youth Services. The counselors for Domestic Violence and Youth Services are located within the Investigative Services Bureau in the Domestic Violence and Youth Services Divisions respectively.

The project team considered a number of alternatives that could be taken into consideration depending on certain policy decisions made by MNPd.

Issue	Current	Alternative
Counselor staffing	Counselors are separated into four different areas (VIP, PASS, Domestic Violence, Youth Services)	Potential to cross train counselors to increase productivity and consolidate units.
Support staffing	Behavioral Health Services Manager, PASS and VIP each have an office support person.	Pool administrative resources to gain efficiencies and more evenly distribute workload.
Program Development	BHS is currently proactive in identifying and evaluating an individual's risk factor (i.e. complaints, sick leave, pursuits, use of force, etc). This process is taking approximately 0.60 FTEs to complete due to system constraints and the manual input of information into the system.	Continue evaluating ways of automating the process of gathering and inputting information into the BHS system to free up the portion of time spent manually entering data.
Counselor Staffing	Counselors provide Police Advocacy Support Services, Victim Intervention, Domestic Violence and Youth Services counseling.	Evaluate outsourcing opportunities (managed competition) where feasible. Begin development of an RFP to evaluate whether services can be cost effectively provided by a third party provider on an as needed basis.
Staffing of Domestic Violence	Currently reporting to Domestic Violence in the Investigative Services Bureau.	Re-locate to Behavioral Health Services
Staffing of Youth Services	Currently reporting to Youth Services in the Investigative Services Bureau.	Re-locate to Behavioral Health Services

The following paragraphs summarize the project team's staffing recommendations for Behavioral Health Services:

- Consolidate Domestic Violence and Youth Services counseling programs into Behavioral Health Services.
 - Grouping similar functions and activities under one manager in one division with the specialized skills and training needed provides better oversight and management of resources.

METROPOLITAN NASHVILLE-DAVIDSON COUNTY, TENNESSEE
Staffing Study of the Police Department

- Transition should be less difficult since the Behavioral Health Services Manager already has program development responsibility and some limited oversight of the two programs and counselors.
- The counselors for Domestic Violence and Youth Services should continue in their current location in order to better serve their clients.
- Consolidate office support staff into a pooled resource to be used by all in the division versus having individual support staff for PASS, VIP and the Behavioral Health Services Managers.
 - Many organizations usually strive for a 1:10 relationship between support staff and managers.
 - Pooling administrative resources allows for better distribution of workload and assists in covering for vacation, sick leave, etc. of support staff.
 - When the units are consolidated, maintain the existing three support staff but pool the staff into one group. However, if Domestic Violence and Youth Services are not consolidated under Behavioral Health Services, reduce the number of support staff from the current three to two.
- Economies of scale can be gained with the consolidation of counselors from Domestic Violence and Youth Services.
 - There are currently 20 FTE's that provide counseling related services and/or support functions for the Metropolitan Nashville Police Department. This includes the Behavioral Health Services Manager (1), PASS (3), VIP (5), support staff (3) and counselors in Domestic Violence (3) and Youth Services (5 includes supervisor).
 - Even though the counselors in PASS and VIP perform a variety of other duties, the following statistics show that productivity is low given the number of counselors in each section and the number of sessions held. The project team conservatively estimated an average work week of approximately 32 hours or 1,664 hours a year per counselor. Behavioral Health Services combined session workload statistics for 2002 are as follows:

	Counselors	Sessions	Sessions In Hours	Critical Incident Stress Debriefing (CISD) Sessions	CISD In Hours	Case Preparation In Hours (1 Hour)	Total Hours
PASS	3	1194	1194	33	99	1293	2586
VIP	5	840	840	4	12	852	1704
Total							4290

- The number of PASS and VIP sessions reflect approximately 4,290 hours out of 13,312 hours (1,664 * 8 counselors) were devoted to counseling

METROPOLITAN NASHVILLE-DAVIDSON COUNTY, TENNESSEE
Staffing Study of the Police Department

sessions or 32% of counselor time was spent preparing and conducting sessions.

- Domestic Violence, Youth Services, Police Advocacy Support Services and the Victim Intervention Program are proactive programs and provide MNPD and the community a beneficial service but considering the number of counselors, session hours and other performance data the current number of counselors exceed the associated workload. The number of counselors should be reduced by two.
- Evaluate the feasibility of cross training counselors to increase productivity and further reduce staffing.
- As a procedural improvement for staff, one administrative support FTE currently spends 60% of their time manually entering information from 20 to 30 reports into the Behavioral Health Services proprietary Human Resource tracking system. This system is used to proactively search for signs of potential problems and tracks information by individual such as sick leave, complaints, pursuits, use of force, injuries, etc. This proactive program needs to be automated. Requirements need to be defined and prioritized in order to automate the information required by the system.

The following exhibit summarizes the project team’s recommendations.

Classification	Current Staffing	Recommended Staffing	Variance
Behavioral Health Services Manager	1	1	-
Administrative Support Personnel	1	3	2
Police Advocacy Support Services			
Police Crisis Counselor Supervisor	1	1	-
Police Crisis Counselor II	2	1	(1)
Police Operations Coordinator I	1	0	(1)
Victim Intervention			
Police Crisis Counselor Supervisor	1	1	-
Police Crisis Counselor II	1	1	-
Police Crisis Counselor I (1 FTE grant funded)	3	2	(1)
Police Operations Coordinator I	1	0	(1)
Chaplin			
Sergeant	1	1	-
Police Officer II	1	1	-
Peer Support Program			
Police Officer II	1	1	-
Behavioral Health Services	15	13	(2)
<i>*Currently located in another Bureau:</i>			-
Police Crisis Counselor Supervisor	0	1	1
Police Crisis Counselor 1	0	1	1
Police Crisis Counselor 2	0	1	1
Youth Counselor Supervisor	0	1	1
Youth Counselor II	0	4	4
*Counselors for these two programs are located in the Investigative Services Bureau.			
Overall Total for Behav. Hlt. Svcs.	15	21	6

The following recommendation is not factored into the table above and therefore included here. As mentioned in the MGT of America report, further research is needed to determine the feasibility of external sources providing counseling services.

- Evaluate the feasibility of outsourcing services to improve productivity and realize potential cost savings.
 - Cost savings can be realized when there is low demand for services, counselor sessions are not proportionate to staff, specialized training is necessary and costly to deliver the service in-house and the area of expertise can be duplicated and performed by private industry/ other organizations.
 - Depending on the service outsourced, each program would require 1 FTE to coordinate efforts, review schedules and program expenses, monitor performance and ensure program quality.
 - Even though Behavioral Health Services has been proactive in outsourcing a few functions such as recruit psychological screening reports and psychological fitness for duty reports additional opportunities exist.

The following section presents our analysis of staffing needs in the Fiscal Affairs Division.

3. PROCEDURAL CHANGES/ IMPROVEMENTS WOULD IMPACT STAFFING FOR FISCAL AFFAIRS.

The Fiscal Affairs Division objectives are directing, controlling, and processing all matters relative to department budgets, purchasing, requisitions, expenditures, and other fiscal matters essential to the operation of the department. Additionally, the division has responsibility for the development and maintenance of an efficient vehicle equipment utilization program for department vehicles and an efficient supply and equipment center for the department.

Fiscal Affairs is divided into the following four sections: Position and Payroll Budgeting, Police Vehicle Operations, Financial Reporting and Procurements and Accounts Payable which includes the Business Office and Inventory and Supply Management. The project team had no staffing comments regarding Position and Payroll Budgeting, Financial Reporting, and Procurements and Accounts Payable including the Business Office.

The following exhibit summarizes the current staffing of the Fiscal Affairs Division for the sections. The project team does not recommend any changes:

Classification	Current Staffing	Recommended Staffing	Variance
Police Executive Administrator	1	1	-
Management and Budget			
Finance Manager	1	1	-
Grants and Special Projects			
Administrative Services Officer II	1	1	-
Police Operations Assistant II	1	1	-
Position and Payroll Budgeting			
Police Executive Assistant	1	1	-
Police Operations Specialist II	1	1	-
Business Office			
Administrative Services Officer IV	1	1	-
Police Operations Coordinator I	1	1	-
Police Operations Coordinator I	1	1	-
Police Operations Assistant II	1	1	-
Strat. Devel. / Fiscal Affairs	10	10	-

The following section discusses Police Vehicle Operations.

(1) Two Police Officers positions located in Police Vehicle Operations Should Be Eliminated.

The objective of Police Vehicle Operation's (PVO) is to maintain liaison with other elements of the department, the Office of Fleet Management, and other agencies concerned with motor vehicle fleet maintenance and related equipment (i.e. radios and communication) to assure maximum utilization of department motor vehicle equipment at minimum cost. PVO also provides support for non-motor vehicles, in-house repair for

MNPD's bicycle unit and operates shuttle bus service for department personnel from all police locations. Specifically the Police Vehicle Operation section is responsible for:

- Developing and executing policies for procurement, control and economical operations of the police motor vehicle fleet.
- Cognizant of developments in manufacturing to insure acquisition of the best motor vehicles and related equipment available for police service.
- Maintenance, testing, programming and general upkeep of all radio equipment (though there is a radio shop in Metro which focuses on this mission).
- Developing and executing a program of inspection and preventive maintenance toward the improvement in efficiency and economy of fleet operations (though Fleet Management handles this).
- Monitor fleet and radio communications equipment for abuse or improper usage and see that steps are taken to correct these abuses and improper usage (as before, this is the primary mission of the radio shop).
- Coordinate repairs and maintenance with the Office of Fleet Management and other vendors.
- Monitor the repairs to all police department fleet equipment to ensure safety and readiness for service (as before, this is the Office of Fleet Management's responsibility).
- Maintain an accurate numbering system for all department vehicles (though this is a duplication of other efforts by OFM).
- Prepare new police vehicles with identifying markings (this work is handled and conducted by OFM or vendors).

The following points represent the project team's comments regarding staffing in Police Vehicle Operations.

- The seven positions in Police Vehicle Operations include a Lieutenant, three officers and three civilian positions.
- Currently two police officers located in PVO provide shuttle bus service for personnel to various MNPD locations. The main reasons provided include current construction, garages closing and the limited number of parking spots available to personnel.

- Shuttle service is provided from 5:00 am to 6:30 pm Monday through Friday.
- One officer is dedicated full time to this operation while the other is dedicated 80% of the time. Other responsibilities of the one officer (20%) include transporting police vehicles in need of service.

The following points and table summarize the project team's recommendations regarding Police Vehicle Operations.

- The shuttle bus service and related duties, if needed at all, should be civilianized and contracted out to a third party provider.
 - If the service is continued until construction is completed over the course of the next couple of years, a third party provided should be hired versus hiring a FTE that will be phased out.
 - A request for proposal should be developed to determine the cost impact of providing the service. The project team estimates costs should average around \$10 an hour. Savings would be approximately \$76,200 (two officer salaries and benefits of \$110,000 minus \$10 an hour * 260 days * 13 hours daily - \$33,800).
 - The two police officer positions should be eliminated and replaced with contract staff.

Classification	Current Staffing	Recommended Staffing	Variance
Lieutenant	1	1	-
Police Officer II / III	3	1	(2)
Equipment and Supply Clerk III	1	1	-
Office Support Specialist II	1	1	-
Office Support Specialist I	1	1	-
Police Vehicle Operations	7	5	(2)

The following section discusses Inventory and Supply Management.

(2) Both Inventory and Supply Management Processes Should Be Evaluated to Determine if Changes in the Process Warrant Decentralization.

The objective of Inventory Management is to maintain supply and equipment records based on requisition and disbursement operations. The focus of Supply Management is to develop and maintain an adequate supply center for materials,

equipment, and other expendable items for all of Police operations. Specific duties of both include:

- Maintain accurate inventory records of supplies and equipment and provide monthly inventory reports to the Manager of Fiscal Affairs.
- Research and analyze current cost of items in demand in an effort to acquire sufficient information to determine the most economical specifications in terms of cost and use.
- Exercise control over requisitioning, receiving, storing and disbursing of supplies and equipment.
- Establish record keeping procedures for stock levels of expendable supplies and materials, record issuing components and current inventory levels and distribute supply and equipment based on division/ section requisition.
- Assign and affix MNPD asset tracking numbers to new equipment (\$150 and over) and input information into the Police Fixed Asset Management System.

The following points represent the project team's findings regarding staffing in the Procurement and Accounts Payable Inventory Management section.

- The inventory and supply management section is responsible for fixed asset management. Hours of operation are from 7:30 am to 4:00 pm.
- The current asset threshold of \$150 set by the police department is too low and differs from the policy established by Metro.
 - Inventory management currently bar codes all police department items \$150 and over (i.e. file cabinets, desks, chairs, etc). Information and Technology bar codes their own equipment and computers. Metro's capitalization and tracking threshold is \$5,000.
 - Best Practice organizations typically have thresholds set at the \$5,000 level. The cost of tracking small dollar items usually outweighs the benefits unless there has been a pattern of theft established.
 - A goal of Inventory Management is to conduct an annual audit of all police department inventory. Last year they achieved approximately 17%. This is not a feasible goal given the low threshold, amount and number of items in inventory, and only one person dedicated to this activity.

The following points represent the project team's findings regarding staffing in the Procurement and Accounts Payable Supply Management section:

- Supply Management is responsible for ordering, stocking, receiving and distributing all general office supplies and computer paper for the MNP. Hours of operation are from 7:30am to 4:00 pm.
- The supply management centralized process involves duplication of effort and time.
 - Divisions and sections are required to manually fill out order forms and either forward them through the mail or fax in their requests. Supply management processes the forms and fills the order.
 - Supplies are not shipped directly to the division/ section ordering the supplies requiring drive time for an individual in a division/ section not centrally located.
 - Even though ordering of office supplies is handled on-line, divisions are restricted from ordering office supplies through the website.
- Approximately \$200,000 to \$250,000 is carried in inventory at any given time with annual spending on office supplies ranging from \$400,000 to \$450,000 resulting in asset turnover of approximately 2 times per year. This is low considering the nature of the inventory (high volume and frequent use).

The following points reflect the project team's procedural recommendations regarding both Inventory and Supply Management:

- Process improvements specific to the fixed asset management process include:
 - Raise the fixed asset threshold from \$150 to \$5,000.
 - Purge all assets from the Police Department's fixed asset inventory that does not meet the \$5,000 threshold. Sensitive police items such as badges, firearms or other significant assets should continue to be listed and tracked in inventory.
 - Divisions/ sections should be held accountable for small dollar items through the budget process. Additionally, commanders should be accountable for items under \$5,000 and if items are missing then corrective action should be taken by the division, assistant chief and deputy chief respectively.

- Supply Management has done a good job in re-engineering business processes and practices to save money and gain efficiencies. For example the section is charging individual departments for actual usage, ordering on-line and using purchasing cards. However, more improvements can be made to further enhance services such as:
 - Divisions and sections should be required to order their own office supplies on-line.
 - The supplies should be shipped directly to the division/ section ordering the supplies eliminating the need and cost of carrying inventory. This also limits the amount of waste associated to unused or limited stock items.
 - Purchasing cards should be used to order office supplies helping to ensure all charges for a given month appear on one invoice per division/ section.
 - Supply Management's role should be supervisory and not transactional. Personnel should monitor and manage the department's purchasing habits while evaluating vendors to gain cost savings and efficiencies where possible.
 - Procurements and Accounts Payable should continue to audit and ensure proper controls are in place to effectively manage risk.

The following points and exhibit summarize the project team's recommendations regarding Inventory and Supply Management staffing.

- There is currently one vacancy in Supply and Inventory Management creating a staffing burden on existing staff especially when absences occur such as vacation, sick leave, etc.
 - However, if implementation of the process recommendations occurs in a timely manner (within three months), the project team estimates that no additional personnel will be needed in Inventory and Supply Management.
 - If the recommendations are not implemented or implemented in a timely manner, current staffing is not sufficient to meet the needs of the user departments. The clerk vacancy will need to be filled or temporary help assigned to support the current processes.

Classification	Current Staffing	Recommended Staffing	Variance
Office Support Specialist II	1	1	-
Police Operations Coordinator I	1	1	-
Equipment Supply Clerk II	1	1	-
Strat. Devel. / Inventory & Supply	3	3	-

4. THE ACCREDITATION UNIT STAFFING IS ADEQUATE.

The Accreditation Unit of the Strategic Development Division is responsible for maintaining the accreditation status of the Police Department. The MNPD is accredited with the Commission on Law Enforcement Accreditation (CALEA). Maintenance of this accreditation requires the following activities by this unit:

- Development, review and maintenance of the policies and procedures of the Police Department. CALEA has specific requirements for an extensive system of policies to be in place, for those to be formally reviewed on a regular basis and for updates to be enacted and distributed to all personnel.
- To distribute all changes and to document that all changes have been received and reviewed by all personnel, including the tracking of a “receipt” for such review.
- Maintenance of reporting mechanisms to ensure CALEA that policies are not only in place but are being adhered to by the staff of the Police Department.
- To conduct inspections related to the standards and policies set in place by the Police Department to proactively ensure compliance with those same documents.
- To maintain the records required by CALEA to document that all of the above steps are taking place in a timely (and continuous) fashion.

To handle these requirements, the Police Department has assigned the following staff:

- (1) Captain (with responsibility for all Strategic Development activities)
- (1) Lieutenant
- (2) Sergeants

- (1) Police Operations Coordinator (as the Captain’s assistant on all Division activities)

This means that, in practice, the Accreditation function is staffed by three personnel (a Lieutenant and two Sergeants) with responsibility for all of the functions of the unit described, above. The project team’s assessment of this staffing level is the following:

- The unit is heavily focused on clerical activities (maintain files, tracking distribution of files, editing policies, etc.) but has no direct clerical support.
- The staffing of three personnel is sufficient to handle the development of policies, coordination with review groups, etc. This is particularly the case since the Inspections process is handled by a separate unit of the Department.
- The maintenance of an accreditation function requires the assignment of sworn personnel to handle policy development, policy review and coordination of the process.

The current staffing of the unit, given the need to continuously update policies and procedures as part of both the accreditation process and as part of an effort to maintain good policies and procedures, requires the current investment in sworn personnel. No changes in staffing are warranted in the unit at this time. The table, below, summarizes the impact of staffing in Accreditation and also includes 3 FTE positions located in the Grants section of Strategic Development. The team had no staffing recommendations for Grants.

Classification	Current Staffing	Recommended Staffing	Variance
Captain	1	1	-
Lieutenant	2	2	-
Sergeant	2	2	-
Police Officer 2	1	1	-
GIS Specialist	1	1	-
Police Operations Coordinator 1	2	2	-
Strat. Devel. / Accred. / Grants	9	9	-

The section, which follows, provides the staffing analysis for the Crime Analysis / Research unit of Strategic Development.

5. STAFFING IN THE CRIME ANALYSIS UNIT SHOULD BE CIVILIANIZED.

The Crime Analysis unit is responsible for providing support to the various units of the Police Department in a number of ways. These include the following:

- Delivery of criminal analysis.
- Mapping of criminal activity, maintenance of MNPD GIS files, development of precinct and other maps, etc.
- Research into programmatic, operational, equipment and other issues that are brought forward by the command staff.
- Projection of patrol and other staffing needs for units of the Police Department using the PROS system and other approaches.

To handle these varied responsibilities, the Crime Analysis unit has the following positions assigned:

- (1) Research Manager
- (1) Sergeant
- (5) Police Officers
- (1) Professional Specialist (GIS Technician)

The project team's experience shows that it is equally common to staff crime analysis positions with sworn personnel as non-sworn. Many larger agencies begin their programs with sworn personnel and transition to highly trained non-sworn personnel who have been specifically educated to do the necessary research and analysis associated with providing crime analysis support in a law enforcement environment. This is an issue that the Police Department has clearly begun to become

comfortable with considering the unit manager and one other key position (GIS technician) are staffed by non-sworn personnel.

The project team makes the following recommendations:

- Move the unit towards non-sworn status of all analyst level positions. This would mean the eventual elimination of Police Officers in crime analyst positions and replacement of those persons with non-sworn analysts. These should be staffed with Professional Specialist level personnel.
- Maintain the Sergeant position in the unit to provide research and other services that are directly related to having had law enforcement experience in the MNPD. This will be most important for research into areas involving officer safety (equipment, tactics, etc.) where credibility of the unit is key.
- Continue to staff the management and technical positions in the unit with non-sworn personnel.

The resulting staffing changes in the unit are depicted in the following table:

Classification	Current Staffing	Recommended Staffing	Variance
Captain	1	1	-
Lieutenant	2	2	-
Sergeant	2	1	(1)
Police Officer 2	1	1	-
GIS Specialist	1	1	-
Police Operations Coordinator 1	2	3	1
Strat. Devel. / Accred. / Grants	9	9	-

This table shows the impact of civilianization in the Crime Analysis unit. The following section provides the project team's analysis of the Intelligence Division.

6. THE STAFFING OF THE INTELLIGENCE DIVISION IS APPROPRIATE GIVEN THE CURRENT MISSIONS OF THE DIVISION.

The Intelligence Division of the Police Department reports to the Chief of Police. The Division is responsible for a wide range of disparate functions including the following:

- **Intelligence Operations Section** which is responsible for general intelligence support and analysis, gangs and general intelligence surveillance:
 - (1) Lieutenant (also supervises the Analytical Unit and the Gang Unit)

- (1) Sergeant (Safe Neighborhoods)
- (3) Police Officers (1 – Safe Neighborhoods, 1 – Suspect Files, 1 – Technical Investigations / Surveillance Equipment)
- **Gang Unit** which is responsible for field intelligence gathering and for documenting information on the gangs in the Metro area:
 - (1) Sergeant
 - (6) Police Officers
- **Analytical Unit**, which is responsible for computer forensics and other analytical issues, is comprised of the following positions:
 - (1) Sergeant
 - (2) Police Officers (1 – Analysis, 1 – Computer Forensics)
- **Terrorism / Organized Crime Section**, which is responsible for cataloging organized crime and terrorism issues in the Metro area. This section is comprised of the following personnel:
 - (1) Lieutenant
 - (1) Sergeant
 - (3) Police Officers
- **Security and Threat Section**, which is focused on providing mayoral (and other VIP) protection, witness protection and the Crime Stoppers tip collection program. This section is comprised of the following:
 - (1) Lieutenant
 - (2) Sergeants
 - (5) Police Officers

The matrix, that follows, provides a summary of the project team's assessment of the staffing needs of the various units of the Intelligence Division:

Unit	Findings and Recommendations
Analytical Unit	<ul style="list-style-type: none"> • This unit is responsible for collecting, cataloging and analyzing incoming information from throughout the Police Department. This includes information from a wide variety of sources including field interviews, arrest reports, investigative reports, etc. This is currently handled by a Police Officer. • In addition, the unit is also responsible for providing “computer forensics” services to the entire MNP. This is handled by a second Police Officer. • The analytical responsibilities can (and frequently are elsewhere in the MNP and in other law enforcement agencies) be handled by well-trained non-sworn personnel. • Conversely, the investigative sensitivity of the computer forensics activities supports the continued staffing of this position with a sworn Police Officer. • No change is recommended in the unit staffing.
Gang Unit	<ul style="list-style-type: none"> • This unit is comprised of personnel who are also SWAT team members. These personnel have historically served as the “field capability” of the Intelligence Division. • Recent events caused a change in focus for this unit to “gang activity.” • No changes in staffing are recommended. Reorganization to the SFSB is recommended under the aforementioned circumstances.
Intelligence Operations	<ul style="list-style-type: none"> • The sensitive law enforcement nature of the functions of the Intelligence Operations unit require the continued use of sworn personnel in all areas. • No changes recommended.
Terrorism / Organized Crime	<ul style="list-style-type: none"> • The staff in these functional areas are engaged in a wide variety of highly sensitive investigative operations. All of these functions require the Police Department to have a representative involved in a task force or to be able to focus on a particular area of organized criminal / terrorism activity. Each of these require the training and qualifications carried by sworn personnel. • No changes to the staffing of the unit are recommended.
Security / Threat / Witness	<ul style="list-style-type: none"> • The functions of this unit (VIP protection, witness protection and threat coordination) all require the use of sworn personnel. • No changes are recommended to the staffing of this unit.
Crime Stoppers	<ul style="list-style-type: none"> • The staff positions assigned to this function (both sworn) are engaged in review and coordination of incoming information, making decisions about the dissemination of that information throughout the Police Department. • No change recommended in the staffing of this unit.

The project team is recommending the filling of the Captain position to oversee the number of responsibilities of the division. The table, that follows, summarizes the staffing recommendations for the Intelligence Division.

Classification	Current Staffing	Recommended Staffing	Variance
Captain	-	1	1
Lieutenant	3	3	-
Sergeant	5	5	-
Police Officer	18	18	-
Police Operations Analyst 2	1	1	-
Police Operations Asst. 3	1	1	-
Intelligence	28	29	1

The only change in this Division is the filling of the Captain position.

7. THE OFFICE OF PROFESSIONAL ACCOUNTABILITY SHOULD BE REDUCED BY ONE CAPTAIN POSITION.

The Office of Professional Accountability (often called “internal affairs”) is responsible for investigating allegations of police misconduct in violation of internal policies and procedures. If there is a potential element of criminal conduct involved the alleged behavior the investigation of the criminal misconduct will be handled by one of the criminal investigators in the MNPD (or from another agency if necessary). The current workload of the unit is summarized in the table, that follows:

Description of Services	Workload
<ul style="list-style-type: none"> • Investigating Allegations of Police Misconduct • Conducting Polygraph Examinations in Various Units 	<ul style="list-style-type: none"> • Cases initiated in 2002: 80 • Prior Year Cases: 187 • Number of Cases Worked in 2002: 267 • Number of Cases Completed: 134 • Number of Cases Carried Into 2003: 133 • Number of 312 Forms Received: 413 • Number of 313 Forms Received: 111 • Number of Regular Hours for Investigations: 9,950.5 • Number of Overtime Hours for Investigations: 1,117.5 • Number of Hours Excused: 2,222.5 • Number of Hours Sick: 658.0 • Office / Admin. Hours: 2,873.0 • Number of Hours Special Assignment: 1,597.0 • Hours on Military Leave: 128 • Hours for Polygraph: 633

The preceding table shows that the unit is engaged in a wide variety of activities, including the following:

- Full-scale internal affairs investigations.
- Review of all less-serious disciplinary actions (Forms 312 and 313).
- Provision of polygraph services (for staff, suspects, witnesses, etc.).

The OPA is staffed with the following personnel:

- (1) Police Executive Administrator
- (1) Captain
- (1) Lieutenant
- (6) Police Officers
- (1) Administrative Assistant
- (1) Police Operations Assistant 1

Given this level of staffing, the project team makes the following observations and recommendations:

- There is currently a 1 to 1 to 1 reporting relationship in the command structure of the Office. Given this, the project team recommends that the Captain's position be eliminated. This would leave the Lieutenant as a day to day assistant commander in the unit with the civilian administrator as a the division-head (as is the case currently).
- The number of personnel assigned to the unit to do investigations is appropriate given the scope and number of investigations handled. Review of the workload information provided shows that the six Police Officers and the Lieutenant (or the equivalent) are fully engaged investigating the 267 cases of alleged misconduct (as well as in reviewing the 424 less serious allegations that did not rise to the level of investigation by the OPA staff).
- Support staffing is appropriate given the level of investigation, filing, transcription and other requirements justify the level of support staffing in the unit.

The table, that follows, provides a summary of the project team's staffing recommendations for the Office of Professional Accountability:

Classification	Current Staffing	Recommended Staffing	Variance
Police Executive Admin.	1	1	-
Captain	1	-	(1)
Lieutenant	1	1	-
Police Officer	6	6	-
Administrative Assistant	1	1	-
Technical Specialist II	1	1	-
Police Operations Asst. 2	1	1	-
Office of Professional Accountability	12	11	(1)

The project team commends the Metro Government for taking the step of placing the unit under the direction of an appointed civilian manager. This practice should be continued in the future as a way of enhancing the public perception of the OPA as a non-biased investigator of police conduct. It should be noted that the current Captain incumbent conducts a large proportion of the polygraphs for the Department and would likely continue to do so, regardless of the unit to which he is reassigned following implementation of this recommendation.

4. ANALYSIS OF STAFFING IN THE ADMINISTRATIVE SERVICES BUREAU

The Administration Bureau of the Metropolitan Nashville Police Department is responsible for providing a wide variety of internal support services such as case preparation, computer operations and support, network administration, systems design and development, facilities security, inspections, human resources, payroll, recruitment, safety, records management and training.

The Administration Services Bureau is commanded by an Assistant Chief who reports directly to a Deputy Chief in charge of Support Operations. The Bureau is organized into seven divisions with additional sections as needed. Each division, with the exception of Information and Technology (civilian manager), is headed by a Captain, Lieutenant or Sergeant. Section supervisors reporting to the division manager are supervised by both sworn and civilian personnel. The following divisions are organized under the Assistant Chief in the Administrative Services Bureau:

- Case Preparation (Sergeant)
- Information and Technology (Civilian)
- Inspections (Lieutenant)
- Personnel and Safety (Captain)
- Records (Lieutenant)
- Training (Captain)

The following sections detail our findings regarding the staffing of each of the functions in the Administrative Services Bureau.

1. CASE PREPARATION STAFFING IS SUFFICIENT TO MEET THE CURRENT WORKLOAD OF THE DIVISION.

The Case Preparation Division is responsible for liaison with the District Attorney General's Office. Their responsibilities include preparing all criminal case files requested by the District Attorney's Office for presentation to the grand jury, as well as preparation of all direct presentment cases initiated by Metro Police personnel excluding vice division and homicide unit murder cases. The division is split into three shifts as follows: Shift A (3 FTEs) – 6:30am to 3pm, Shift B (2 FTEs) – 2:30am to 11pm, Shift C (1 FTE) – 4:30pm to 1am.

Additionally, the Case Preparation Division offers legal support to police personnel contemporaneous with criminal investigations and prosecutions, reviews and evaluates case files for investigative and legal sufficiency, and communicates with the DA's office regarding charging, evidentiary, procedural and other matters. Case Preparation personnel research and prepare memoranda of law regarding legal issues pertaining to criminal prosecutions as presented by individual case review.

Description	April – June 2003	Annualized	Average Time to Completion
DA Indictment requests	1492	5968	N/A
DA second requests	43	*50	N/A
Legal information request	183	732	15 minutes
Memoranda of law	3	12	8 hours
Bulletin board postings	25	100	1 hour
Search warrants (difficult)	15	60	1 – 2 hours
Policy/ form reviews	12	48	16 hours
**Training – Recruit (hrs)	130	130	195 hours
**Training – In-service (hrs)	19	76	114 hours
**Other Teaching (hrs)	16	64	96 hours
Liaison with DA's Office	48	192	192 hours
* As a result of changes made by the Sergeant, the annualized figure has been reduced.			
** Assumes 0.5 of an hour for preparation in average time to completion.			

The following points reference the exhibit above and the project team's findings related to the Case Preparation Division's staffing.

- Case Preparation is currently staffed with a Sergeant, two Police Officer II and six Police Operator Coordinator I positions.
- Currently the average turnaround time on case files received and prepared for the District Attorney by Case Preparation is 10 days. Cases have to be completed within 30 calendar days which includes legal and supervisory review of the case.
- The average 10 days is not indicative of the hours spent on each case but as an average turnaround time. The Sergeant in Case Preparation could not give an approximate amount of time for each case because of their uniqueness and the fact cases are not tracked by individual time spent.
- There have been a number of improvements made in case preparation to ensure the timely completion of the division's workload.
 - Over the last 45 days there have been no second requests from the DA's office compared to 43 in the April to June 2003 timeframe. The Sergeant proactively sent one of the officers in Case Preparation over to the DA's to document and resolve the issues and reasons regarding second requests. Going forward, the Sergeant is predicting limited if any second requests from the DA's Office.
 - The current Sergeant has completed a couple of studies that focused on identifying and resolving the obstacles and bottlenecks occurring in the case preparation process. For example:
 - Case load completion was tracked by shift and individual with corresponding percentages calculated to compare workloads to ensure an even distribution was occurring among staff.
 - The exhibit below is an example of one of the charts used to further understand the process. Each number on the left hand side represents a case and the corresponding number to the immediate right represents the number of days from card stamp (case received) to supervisor approval. Additional charts and files were developed by the Sergeant (not included) to track individual cases to assist in determining where in the process obstacles occurred and what those obstacles were.

METROPOLITAN NASHVILLE-DAVIDSON COUNTY, TENNESSEE
Staffing Study of the Police Department

CASE PREPARATION DIVISION Case Turn-Around Tracking Sheet August 2003													
1	8	26	9	51	8	76	13	101	16	126	14	151	15
2	22	27	9	52	9	77	6	102	17	127	22	152	7
3	8	28	8	53	9	78	6	103	9	128	14	153	15
4	11	29	14	54	2	79	9	104	21	129	7		
5	11	30	10	55	2	80	6	105	21	130	7		
6	11	31	14	56	12	81	6	106	9	131	7		
7	4	32	10	57	21	82	3	107	17	132	8		
8	4	33	10	58	13	83	15	108	7	133	7		
9	4	34	10	59	6	84	3	109	15	134	14		
10	7	35	2	60	26	85	3	110	15	135	14		
11	7	36	2	61	13	86	7	111	14	136	2		
12	7	37	10	62	14	87	10	112	16	137	9		
13	6	38	10	63	23	88	12	113	1	138	4		
14	18	39	18	64	2	89	8	114	8	139	7		
15	6	40	14	65	7	90	15	115	8	140	6		
16	8	41	5	66	3	91	12	116	8	141	25		
17	7	42	14	67	4	92	7	117	8	142	15		
18	15	43	10	68	12	93	15	118	8	143	11		
19	15	44	6	69	7	94	7	119	5	144	20		
20	8	45	19	70	12	95	7	120	22	145	13		
21	8	46	6	71	7	96	16	121	6	146	8		
22	8	47	15	72	7	97	16	122	6	147	8		
23	8	48	6	73	8	98	16	123	14	148	9		
24	8	49	6	74	8	99	16	124	7	149	13		
25	10	50	16	75	5	100	16	125	14	150	13		
Cases:	153	Number over 30 days:	0										
Quickest:	1	Percentage within 30:	100%										
Longest:	25												
Average:	10												

The following exhibit summarizes the staffing in Case Preparation. The current staffing is appropriate for the workload and goals of the division.

Classification	Current Staffing	Recommended Staffing	Variance
Sergeant	1	1	-
Police Officer II	2	2	-
Police Operator Coordinator I	6	6	-
Case Preparation	9	9	-

The following section provides our analysis of staffing requirements for Information and Technology personnel.

2. INFORMATION AND TECHNOLOGY STAFFING SHOULD BE ADJUSTED AND REALIGNED TO BETTER REFLECT THE GOALS AND OBJECTIVES OF THE DIVISION.

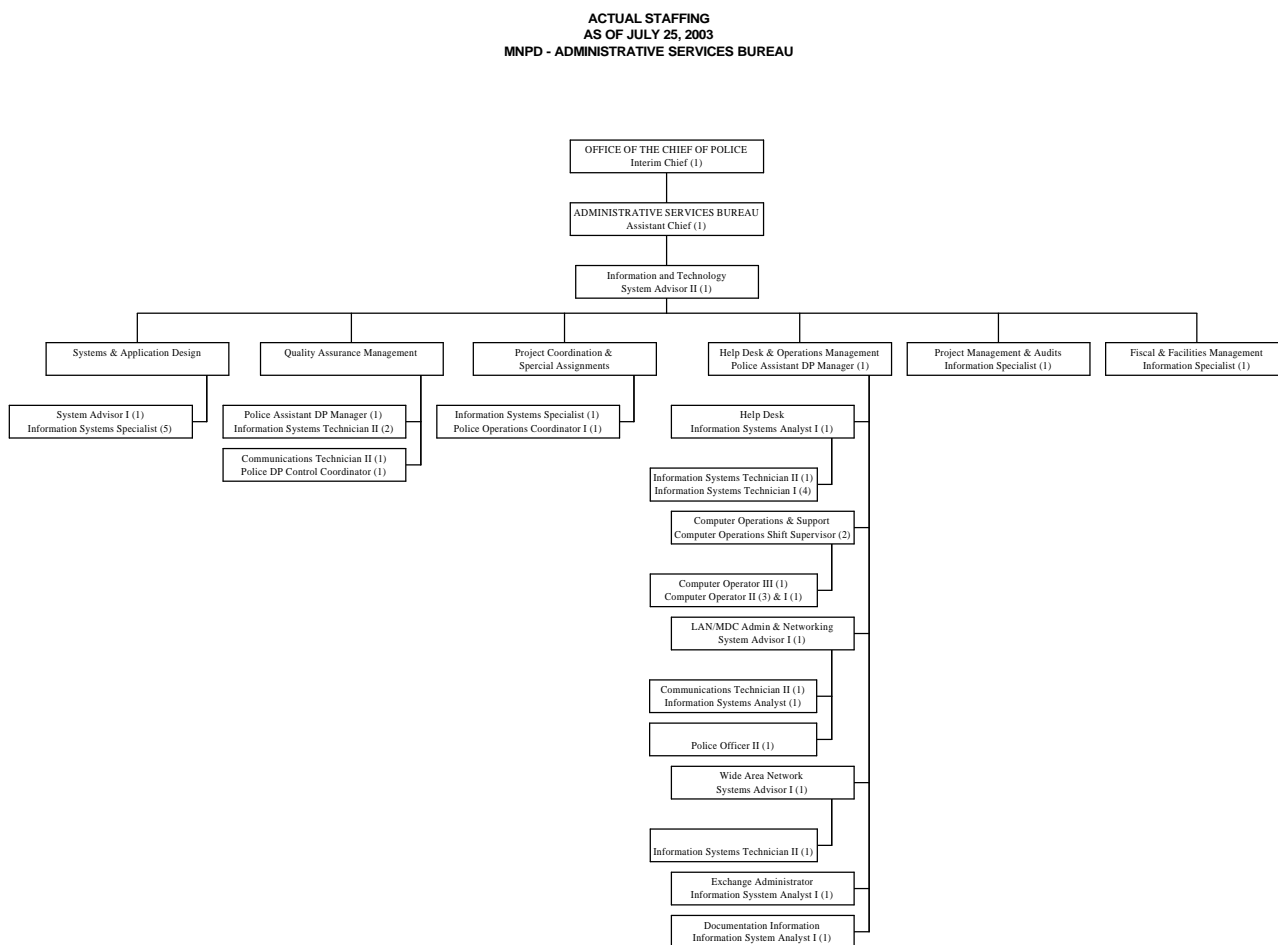
The Information and Technology Division is responsible for effectively managing, designing and implementing information systems for the MNP. Additionally, they provide network and systems support, system automation recommendations and

METROPOLITAN NASHVILLE-DAVIDSON COUNTY, TENNESSEE
Staffing Study of the Police Department

ensure newly developed hardware and software technologies are compatible with current systems.

Information and Technology is divided into the following eleven sections: Systems and Application Design, Quality Assurance Management, Project Coordination and Special Assignments, Help Desk and Operations Management, Computer Operations and Support, LAN/ MDC Administration and Networking, Wide Area Network, Exchange Administrator, Documentation Information, Project Management and Division Audits and Fiscal and Facilities Management.

The following organization chart illustrates the number of sections and associated spans of control:



The following points summarize the project team's findings including references to the organization chart above for the Information and Technology Division:

- Information and Technology potential span of control problem areas are as follows:
 - Project Coordination and Special Assignments – 1 to 1 reporting relationship.
 - Project Management and Division Audits – No direct reports.
 - Fiscal and Facilities Management – No direct reports.
 - Computer Operations – 2 supervisors overseeing 5 staff.
 - Wide Area Network – 1 to 1 reporting relationship.
 - Local Area Network – 1 to 3 reporting relationship.
- As indicated on the organization chart, the two assistant Police Data Processing Manager titles are not indicative of their role and responsibility. One is over Quality Assurance Management while the other one is responsible for Help Desk and Operations Management.
- Computer Operations has 7 FTEs with four different classifications including Computer Operations Shift Supervisor (2), Computer Operator III (1), Computer Operator II (3) and Computer Operator I (1).
- The Help Desk and Operations Management Supervisor has 7 direct reports with 22 of the department's 38 or 58% of the FTEs reporting to him.
- Metro is implementing customer relationship management software to consolidate help desk functions. The IT helpdesk will be consolidated as part of that plan. The timeframe was unknown in August 2003.
- Quality Assurance and Management, Project Coordination and Special Assignments, and Project Management and Division Audits provide similar and related services such as project coordination, quality assurance, user documentation, training, research, and project management. For example:
 - Quality Assurance duties include effectively monitoring the progress of all assigned projects submitted through the Strategic Development Division from inception until successful deployment and user satisfaction. Other duties include reviewing department needs, designing software

specifications, testing functions, developing user documentation and training end users.

- The duties of the Project Coordination and Special Assignments section is to report on the progress of the Quality Assurance Section. Also the section is responsible for research assignments of existing software available, testing internal and external software programs, assisting in developing user documentation.
- Project Management and Division Audits responsibilities include maintaining all IT related projects by working with management to identify, prioritize, and authorize project feasibility. Additional responsibilities include defining internal and external project risks and resource constraints.

The project team evaluated a number of functions, activities and responsibilities' effecting the division's staffing composition. The following exhibit describes the current operating environment of these responsibilities and proposed alternatives by the project team:

Issue	Current	Alternative
Current Environment:		
Databases	IMS, DB2, VSAM, Oracle, SQL Server, RDMS TIP, RDMS EXEC, RDMS SFS.	As stated in the Gartner report, Information and Technology should begin a process of standardization to be completed over the next five years. This standardization allows a
Platforms	Web, Unisys Mainframe, Intel, UNIX, Mapper Server.	substantial reduction in required skill sets which provides better leverage among staff to assist in
Networks	Windows 2000, Novell Netware, Unisys CP IX4400, Windows NT	providing adequate back-up support when vacancies and other absences such as vacation,
Development Software	Visual Basic Script, Visual Basic, COBOL, C++, Unisys Mapper, ASP.net	sick leave, etc. occur. Additionally, less technical training focused on a few rather than more and less complex technical environment will result in fewer problems that are easier to troubleshoot with more dedicated staff thus reducing operating costs.

Issue	Current	Alternative
Personal computer maintenance	IT is currently supporting 13 different set-ups for establishing new accounts.	Review the set-ups for consolidation to 2 or 3 standard set-ups. Less set-ups typically result in higher standardization of system configuration, easier resolution of problems, higher productivity (less time spent managing 13 versus 5 set-ups), reduction in the amount of specialization and less training required to support that many set-ups.
Programming – future projects	The project team did not have the data needed to evaluate the current programming projects against required resources due to insufficient data. However, there is an ever growing project list and a technical committee is now in place to determine a project’s feasibility and priority against current and future projects.	Additionally, IT is implementing a number of recommendations from other consultant studies that are important and strategic to determining staffing impacts. A few examples include adding more information about future projects including timelines (start and finish dates), cost/ benefit estimates, resource requirements (internal/ external), the project’s relation to overall strategy and potential internal and external risks associated to implementation.
Fiscal and Facilities	The FTE in Fiscal and Facilities Management is spending approximately 40% of their time, filling out procurement vouchers and tracking budgetary and accounts payables information from IT to Fiscal Affairs. This is mainly due to charges submitted by IT sometimes are re-classified by Fiscal Affairs to another account with no notification or justification. As a result, this individual has developed their own internal spreadsheet that they manually input every payable into rather than relying on canned reports from Fastnet to monitor and compare differences.	Hold Fiscal Affairs accountable for an explanation on the re-classification of budgetary items. Rely on Fastnet to reconcile differences versus manually tracking the data in an excel spreadsheet. Re-align job duties to reflect efficiencies gained from eliminating manual duplicative processes.

The following points represent the project team's recommendations regarding staffing of the Information and Technology Division:

- Consolidate the Computer Operations unit into a pool with one Supervisor.
 - Even though the Computer Operations unit operates in three shifts, the span of control is not sufficient to warrant four different classifications for 7 FTEs.
 - The senior classification such as Computer Operator III is sufficient to establish that position as a lead on each of the shifts.
 - Broaden the pay ranges if necessary to consolidate classifications.
- Create an Office of Project Management and Quality Assurance from the existing Quality Assurance Management, Project Coordination and Special Assignments, and Project Management and Audits sections.
 - Assign responsibility of the section to one manager with the ability to create cross functional working teams each assigned a role based on the needs of the project.
 - The project team was notified that there are plans to consolidate Quality Assurance Management and Project Coordination and Special Assignments after implementation of Case Tracking.
 - Similar to a consulting team, individuals should be cross trained to handle multiple duties associated to a project such as reviewing user needs, defining software specifications based on end user input, testing and evaluating functions, developing end user documentation and training end users.
 - Additional duties include researching existing software prior to development and definition, defining system enhancement, identifying other potential users of developed applications, quality assurance and other special assignments as needed.
 - Consolidating allows one individual to be held accountable for coordinating, tracking, monitoring and managing the multiple projects underway in IT. Consolidation also ensures there is not duplication or overlap of services on any one project. The team did not notice any evidence of this on-site but had concerns given the number of sections and similar responsibilities.

- Consolidate the Police Department Help Desk function into Metro's when the police department's requirements and needs are defined and the help desk software has been implemented and tested.
- Change the Data Processing Manager titles to be more indicative of their role and responsibility given the goals and objectives of the current division.
- The Fiscal and Facilities Management section should be consolidated into the Help Desk and Operations Management Section.
 - The role should be revised to ensure manual duplicative processes such as tracking overall IT expenses on an excel spreadsheet is stopped.
 - Staff should be provided additional training to ensure that information can be retrieved from Metro's financial system.
 - The current one to one reporting relationship is eliminated as a result of this consolidation.
 - The Fiscal and Facilities Management positions currently spends 60% of time on operation related duties. Current responsibilities and time spent on those are approximately:
 - 40% - Financial affairs
 - 10% - Contract maintenance
 - 30% - Back-up facility
 - 20% - Un-interruptible Power System
- After consolidation of the Police Department Help Desk function to Metro Information Technology Services (ITS). The Help Desk and Operations Management section should be renamed "Networking and Telecommunications".
 - The activities and functions contained in this section are appropriate given the nature of the diverse responsibilities of an IT department.
 - This includes span of control issues associated to the Wide Area Network and Local Area Network positions.
- Standardization of databases, platforms, networks and development software over the course of the next five years should provide MNPd with the ability to annually evaluate and adjust existing staffing compositions appropriately. Staffing adjustments should be future focused on the skill sets needed for the environment supported, platform, system and any application development.

Unique requirements specific to police departments such as requirements set by the TBI, TIES, NCIC, and NLETS relating to the operation of law enforcement networks and the acquisition, transmission, use and dissemination of criminal justice information need to be considered.

- Consolidate the number of standard computer set-ups from the current 13 down to 2 or 3 allowing for standardization, quicker problem resolution and higher productivity (less time spent managing 13 versus 5 set-ups).
- The project team's analysis was conducted only in the police department and not Metro Nashville. This is important due to the number of other information technology services being evaluated for consolidation Metro-wide (i.e. PC Support, Networking, etc). Staffing impacts will occur as a result of consolidation but were not part of this evaluation. These impacts may include movement of personnel out of the Police Department into other units or actual elimination of positions as a result of consolidation of functions.

The following exhibit summarizes the project team's recommendations regarding Information and Technology Division's staffing.

METROPOLITAN NASHVILLE-DAVIDSON COUNTY, TENNESSEE
Staffing Study of the Police Department

Classification	Current Staffing	Recommended Staffing	Variance
System Advisor II	1	1	-
Systems and Application Design (Programming)			
Systems Advisor I	1	1	-
Information Systems Specialist	5	5	-
Quality Assurance Management			-
Police Assistant DP Manager	1	1	-
Information Systems Technician II	2	2	-
Communications Technician II	1	1	-
Police DP Control Coordinator	1	1	-
Project Coordination and Special Assignments			-
Information Systems Specialist	1	1	-
Police Operations Coordinator I	1	1	-
Help Desk and Operations Management			
Police Assistant DP Manager	1	1	-
Information Systems Analyst I	1	0	(1)
Information Systems Technician I / II	5	0	(5)
Computer Operations and Support			
Computer Operations Shift Supervisor	2	0	(2)
Computer Operator III	1	3	2
Computer Operator II	3	3	-
Computer Operator I	1	1	-
LAN/ MDC Administration and Networking			
Systems Advisor I	1	1	-
Communications Technician II	1	1	-
Information Systems Analyst I	1	1	-
Police Officer II	1	1	-
Wide Area Network			
Systems Advisor I	1	1	-
Information Systems Technician II	1	1	-
Exchange Administrator			
Information System Analyst I	1	1	-
Documentation Information			
Information System Analyst I	1	1	-
Project Management and Division Audits			
Information Specialist	1	1	-
Fiscal and Facilities Management			
Information Specialist	1	1	-
Total	38	32	(6)

3. THE INSPECTIONS DIVISION STAFFING SHOULD BE ADJUSTED BY CIVILIANIZING TWO POSITIONS IN COURT APPEARANCE.

The Inspections Division is responsible for performing various tasks necessary for the development and implementation of the Staff Inspections Program, Court Appearance Section and Safety/Security Program. Inspection serves as the eyes and ears of the Chief, reporting any discrepancies in violation of MNPD policy / accreditation and making recommendations where necessary. The division is divided into the following three sections Facilities Security, Inspections and Court Appearance.

The project team had no staffing comments regarding Facilities Security except that Metro should be commended for using non-sworn personnel for these functions. The following points summarize the project team's findings related to the overall structure and management of the division/ section.

- The current Inspections Division Administration 1 to 1 span of control (Lieutenant to Sergeant) is not a productive or efficient use of resources.
 - Best Practice organizations typically strive for management spans of control that range from 5 to 8 direct reports depending on a number of factors such as the degree of job complexity, creativity required, skill level, expertise, and the level of education and training necessary.
 - In most cases, the workload associated to limited spans of control is unevenly distributed.
 - The staff through the chain of command has limited visibility to the division commanding officer creating possible conflicts when questions arise regarding policy and procedure directives. If staff disagrees with the direction or the directive is misinterpreted by the second in command, and questions result, the commanding officer, in most cases, is shielded and has limited knowledge of such events. As a point of reference, the project team's reference of this is to Best Practices and not indicative of a current problem.
- The Sergeant has 12 direct reports including Inspections (4), Court Appearance (4), Office Support Supervisor (1) and Facilities Security Supervisors (3).

- The Office Support Supervisor has no supervisory responsibility. Primary duties include maintaining the cardkey access system for various police locations. Additional responsibilities include, entering payroll worksheets, overtime vouchers, correction vouchers, etc for facility security.

The following points and exhibit summarizes the project team’s recommendations regarding staffing and management of the Inspections Division.

- The Sergeant should be assigned responsibility for Inspections and Court Appearance. This will reduce the span of control of this position.
- The Office Support Supervisor should be assigned responsibility for Facility Security. This will improve the distribution of responsibilities.

Classification	Current Staffing	Recommended Staffing	Variance
Lieutenant	1	1	-
Sergeant	1	1	-
Facilities Security			-
Office Support Supervisor II	1	1	-
Police Security Guard II	3	3	-
Police Security Guard I	19	19	-
Inspections / Admin. and Security	25	25	-

The following two sections include Inspections and Court Appearance respectively.

(1) The Inspection Section Is Efficiently Staffed to Manage Existing Workload.

The Inspections section is responsible for collecting, sorting and analyzing tachograph charts and corresponding officer activity sheets, roll call spot checks, daily and monthly staff inspections of personnel and facilities, equipment and written directives, audits of special cash and petty cash funds, property and evidence inspections, and work time efficiency studies. Additionally, staff is required to inspect all police employees (sworn and civilian). Sworn inspections occur on odd years and at their week of In-Service training. Non-sworn are conducted on even years and at their

METROPOLITAN NASHVILLE-DAVIDSON COUNTY, TENNESSEE
Staffing Study of the Police Department

workstations while on duty. Inspections staff administer drug tests for sworn and civilian police department personnel and enforce CALEA standards.

The following exhibit summarizes the workload of Inspections and estimates the average time taken to complete each task. Time estimates were provided by the Lieutenant and validated by the Matrix Consulting Group project team.

Inspections Workload:	FY 2002	Jun-03	2003 Annualized	Time Spent per Activity (in hours)	Annualized Hours
Drug Tests – Random	395	79	540	0.3	162
Drug Tests – Post Accident	N/A	9	100	1.5	150
Tachograph – Received and Sorted	110,955	9968	119,616	0.0065	778
Tachograph – Analyzed	4,365	734	10,800	0.05	540
Tachograph – Returned for Correction	795	119	1428	Included above	Included above
Roll Call and Station Check	7	11	132	2	264
Personnel Spot Check	N/A	23	276	0.5	138
Sworn Inspection	90	139	1668	3	5004
Civilian Inspection	413	3	36	0.33	12
Facility Inspection	32	1	12	1.5	18
Cash Audits	73	8	96	0.75	72
Contingency Inspection	156	13	156	0.75	117
Copies/ Analysis Police	297	31	372	0.17	63
Classroom Presentation	N/A	3	36	1	36
Criminal Court Check	N/A	2	24	0.5	12
Traffic Court Check	N/A	7	84	0.5	42
Jail Dockets Check	N/A	13	156	0.75	117
Criminal Bond Dockets Check	N/A	2	24	0.75	18
Other Court Check	N/A	5	60	0.5	30
Property Room Inspection-Random	2		2	8	16
Vehicle Impound Inspection-Random	2		2	8	16
Total Hours					7605

The following points reference the workload indicators above and summarize the project team’s findings.

- Inspections have three sworn and one civilian FTE. This does not include the Sergeant or Lieutenant who oversee all three divisions.
- The total hours needed to perform the required workload in Inspections is approximately 7,605 hours. Over 5,000 hours are a result of the sworn inspections occurring in odd years (2003 being an odd year).

- Comparatively speaking, civilian inspections in 2002 amounted to 12 hours or approximately 48 hours for the equivalent number of sworn personnel.
- The project team used a conservative 1,664 hours of productivity time per FTE (80% * 2080 Hours). This calculation takes into consideration a number of factors such as vacation (160 hrs), sick leave (96 hrs), holidays (96 hrs), personal day (8 hr), breaks, phone calls, administrative tasks, etc.
- As seen in the exhibit below, average hours for all Inspections (7605) is divided by 1,664 (FTE hours) then divided by an 80% productivity average to arrive at the number of staff needed to complete the required workload.
- As seen in the exhibit below, Inspections needs to add 2 FTEs to effectively manage the workload in odd number years (due to sworn inspections).

2003 Task Time (Hours)			
Average Hours	FTE Hours	80% Productivity	FTE Needed
7,605	1,664	80%	6

- Reducing the amount of hours spent conducting sworn inspections to the Fiscal Year 2002 level, results in the reduction of 2 FTEs.

2003 Task Time (Hours)			
Average Hours	FTE Hours	80% Productivity	FTE Needed
2,871	1,664	80%	2

- Considering the variation in the number of staff needed from one year to the next and the ability of the Inspections Section to manage and leverage their resources on an as needed basis to complete their workload, staffing is appropriate at current levels.

The following exhibit summarizes the staffing of the Inspections section.

Classification	Current Staffing	Recommended Staffing	Variance
Police Officer III	1	1	-
Police Officer II	2	2	-
Police Operations Assistant III	1	1	-
Inspections	4	4	-

(2) The Court Appearance Section Is Staffed Appropriately.

The Court Appearance section's responsibilities include facilitating, coordinating and supervising officer court appearances with the District Attorney's Office. They are responsible for entering and canceling officer subpoenas, notifying courts when officers

are on leave so dates can be rescheduled, and coordinating between the District Attorney's office and the courts. Specific duties of staff include:

- Assist in entering court appearance time cards and officer leaves of absence when necessary.
- Monitor officer's presentation and dress for court and reports issues to commanding officer.
- Serve civil service subpoenas.
- Conducts Grand Jury presentments.
- Develop traffic docket each month for traffic court date (approval required by traffic court clerk).
- Assign traffic court dates to patrol, traffic, and DUI grant officers.
- Enter and cancel officer traffic subpoenas and subpoenas for other courts.
- Enter time cards and officer leave of absences.
- Handle front counter for officers signing in/out for court duty.

The following table summarizes the workload for the Court Appearance Section and includes estimates on the average time taken to complete each task. Time estimates were provided by the Lieutenant and validated by the Matrix Consulting Group project team.

METROPOLITAN NASHVILLE-DAVIDSON COUNTY, TENNESSEE
Staffing Study of the Police Department

Court Appearance Workload	FY 2002	Jun-03	2003 Annualized	Time Spent per Activity (in hours)	Annualized Hours
Beer Board Hearing	78	0	0	0.08	0
Circuit Court	607	56	672	0.08	54
Criminal Court	4,950	256	3072	0.08	246
Federal Court	302	13	156	0.08	12
General Sessions and Jail Docket	15,415, 18,810 respectively	3356	40272	0.08	3222
General Sessions Civil	239	30	360	0.08	29
Grand Jury	3,819	237	2844	0.08	228
Juvenile Court	987	70	840	0.08	67
Out of County	202	9	108	0.08	9
Parole Board Hearing	70	2	24	0.08	2
Pre-trial Conference	1,182	102	1224	0.08	98
Probate	1	-	10	0.08	1
State Confiscation Hearings	728	14	168	0.08	13
Cancellations	2,777	244	2928	0.08	234
State Citation Subpoenas	252	14	168	0.08	13
Traffic Court Dates Assigned	9,499	848	10176	0.12	1221
Time Cards Processed for Court Overtime Pay	16,771	1474	17688	0.04	708
Civil Service Subpoenas Served	25	-	30	0.08	2
Grand Jury Presentments	42	-	30	0.17	5
Officers Late for Court	1,187	1	12	0.08	1
Leaves of Absences	3,159	252	3024	0.08	242
Failure to Appear	72	6	72	0.08	6
Total Hours					6412

The following points reference the workload indicators above and summarize the project team's findings:

- Court Appearance has two sworn and two civilian FTEs. This does not include the Sergeant or Lieutenant who oversee all three divisions.
- The Total "annualized" Hours needed to perform the required workload in Court Appearance is approximately 6,412 hours.
- The project team used a conservative 1,664 hours of productivity time per FTE (80% * 2080 Hours). This calculation takes into consideration a number of factors such as vacation (160 hrs), sick leave (96 hrs), holidays (96 hrs), personal day (8 hr), breaks, phone calls, administrative tasks, etc.
- As seen in the exhibit below, average hours for Court Appearance (6,412) is divided by 1,664 (FTE hours) then divided by an 80% productivity average to arrive at the number of staff needed to complete the required workload.

2003 Task Time (Hours)			
Average Hours	FTE Hours	80% Productivity	FTE Needed
6,412	1,664	80%	5

The following points and exhibit summarizes the staffing recommendations for the Court Appearance section.

- As seen in the exhibit above, Court Appearance could add one additional FTE to assist in managing existing workload. However, due to their ability to shift workload as necessary and not attend each court appearance to monitor every officer there is not enough justification to warrant another position at this time. Additionally personnel from Inspections can be leveraged to assist on extremely busy days.
- Even though there are sworn officers in Court Appearance serving civil service subpoenas (2 in 2003) and conducting grand jury presentments (5 in 2003), these are not required sworn positions and as such should be placed back into the field.
- Two Police Operations Coordinator I positions should be hired to replace the two sworn positions.

Classification	Current Staffing	Recommended Staffing	Variance
Police Officer III	1	0	(1)
Police Officer II	1	0	(1)
Police Operations Coordinator I	2	4	2
Inspections / Court Appearance	4	4	-

The section, which follows, provides the project team's analysis of the staffing needs of the Personnel and Safety Division.

4. OVERALL THE PERSONNEL AND SAFETY DIVISION IS APPROPRIATELY STAFFED. MINOR ADJUSTMENTS ARE NEEDED IN TWO SECTIONS.

The Personnel and Safety Division is responsible for human resource management, payroll, recruitment and background verification, safety and secondary employment programs and procedures. Specific duties include providing employees: advice and counsel concerning police policy and civil service rule interpretation; respond to personnel inquiries from the general public, news media and subpoenas concerning employee information; focus on matters of the employee/employer

relationship. The division is comprised of five sections including Personnel, Payroll, Recruitment and Background, Safety and Secondary Employment.

The project team had no staffing recommendations regarding Personnel and Safety Administration, Safety or Secondary Employment. The exhibit that follows summarizes these areas.

Classification	Current Staffing	Recommended Staffing	Variance
Captain	1	1	-
Safety			
Lieutenant	1	1	-
Police Executive Assistant	1	1	-
Police Operations Assistant II	1	1	-
Secondary Employment			
Sergeant	1	1	-
Police Operations Assistant I	1	1	-
Personnel / Safety	6	6	-

The following three sub-sections include Personnel, Payroll, and Recruitment and Background.

(1) The Staffing in Personnel Is Sufficient to Meet Existing Workloads.

The Personnel section responsibilities include preparing correspondence for the Civil Service Commission and the Benefit Board. The section prepares profiles for new hires, promotions, transfers, increments, disciplinary actions, terminations, etc. Staff responsibilities include verifying employment by phone, typing postings for sworn and civilian positions, conducting background checks on civilians, scheduling civilian interviews and appointments for polygraph and psychological evaluations and completing background checks. Additional responsibilities include coordinating Fastnet efforts with Metro Human Resources including entering all employee changes into the mainframe and Fastnet System, notifying and scheduling employees for available training, maintaining and updating personnel files and medical files related to sick leave.

METROPOLITAN NASHVILLE-DAVIDSON COUNTY, TENNESSEE
Staffing Study of the Police Department

The exhibit, shown on the following page, summarizes the workload of Personnel and estimates the average time taken to complete each task. Time estimates were provided by the Captain and validated by the Matrix Consulting Group project team.

Personnel Activities:	Monthly Workload	2003 Annualized Workload	Time Spent per Activity (in hours)	Annualized Hours
Employment Process: (Civilian)				
Interviews	40	480	0.25	120
Background Investigation (verifications)	5	60	8	480
Test Schedule	5	60	0.17	10
Paperwork	5	60	0.75	45
Identification Cards	5	60	0.03	2
Orientation Information: General Order Book and Functional Job Description	5	60	0.25	15
Position ID	5	60	0.03	2
Requisition Submitted	5	60	0.03	2
Entering New Hires into HR Systems: Qtap, Qe, Qp, and FASTnet	5	60	0.25	15
Personnel and Educational Folders Completed	5	60	0.08	5
Sworn Employment Papers	60	720	0.25	180
Employee maintenance:				
Education Update	5	60	0.08	5
Seniority File	150	1800	0.08	144
Transfers	50	600	0.03	18
Performance Evaluations (increments, annual, work test, end probation, target)	30	360	0.17	61
Update Functional Job Descriptions	2	24	0.17	4
Sworn and Civilian Postings	varies		0.17	0
Suspensions	6	72	0.03	2
Class Change	50	600	0.08	48
Last Check (resignations, dismissals, death, pensions)	9	108	0.17	18
Promotions	varies	80	0.25	20
Miscellaneous Activities:				
Service Pins	30	360	0.03	11
Body Count	26	312	8	2496
Out of Class	2	24	0.17	4
Assessment Center Request	3	36	0.08	3
Metro Training Classes	10	120	0.08	10
Review Employee Files	21	252	0.08	20
Personnel Files Copied	4	48	2	96
Decommissions	2	24	0.2	5
Exam Request (To fill vacant position)	1	12	0.17	2
Daily Activities:				
Employment Verifications by Telephone and Mail	150	1800	0.05	90
Filing	300	3600	0.08	288
Name and Address Changes	55	660	0.08	53
Coping Profiles for (increments, suspensions,	varies	N/A	0.03	N/A
Metro Wide Job Announcements	22	264	0.2	53
Yearly project				
Longevity Worksheet	1	1	16	16
Open Range Computations	1	1	20	20
Total Hours				4362

The following points reference the workload indicators above and summarize the project team's findings.

- The Personnel section has four civilian FTEs including an administrative assistant position.
- As indicated in the previous exhibit, the total hours needed to perform the required workload in Personnel is approximately 4,362 hours.
- The project team used a conservative 1,664 hours of productivity time per FTE (80% * 2080 Hours). This calculation takes into consideration a number of factors such as vacation (160 hrs), sick leave (96 hrs), holidays (96 hrs), personal day (8 hr), breaks, phone calls, administrative tasks, etc.
- As seen in the exhibit below, average hours for Personnel (4362) is divided by 1,664 (FTE hours) then divided by an 80% productivity average to arrive at the number of staff needed to complete the required workload.

2003 Task Time (Hours)			
Average Hours	FTE Hours	80% Productivity	FTE Needed
4,362	1,664	80%	3

- As seen in the exhibit above, Personnel needs 3 FTEs to efficiently handle the workload.
- However, due to the nature of Personnel and the workload measures provided the 80% is not a sufficient number to capture other factors associated with their workload such as supervisor and employee related questions, internal requests for information, duration and length of public information requests, etc. The Matrix Consulting Group recommends using a 70% factor as seen below.

2003 Task Time (Hours)			
Average Hours	FTE Hours	70% Productivity	FTE Needed
4,362	1,664	70%	4

- As a result, the project team recommends retaining the existing 4 FTEs in personnel to efficiently manage the existing workload.
- Additional process improvements can be made by the police department with the elimination of duplicative functions similar to Metro Human Resources such as setting up employees, processing applications, file maintenance and tracking personnel promotions, training and transfers.

- Police Human Resource requirements need to be defined to ensure the system is capable of tracking the necessary and specific police department processes and functions.
- As mentioned in the MGT of America report, an electronic file management system should be implemented to eliminate duplication and increase efficiency.
- Staffing should be re-evaluated with the implementation of the new system.

The following exhibit summarizes the staffing recommendations for the Personnel section.

Classification	Current Staffing	Recommended Staffing	Variance
Administrative Services Officer III	1	1	-
Police Operations Coordinator I	1	1	-
Police Operations Assistant II	1	1	-
Administrative Assistant	1	1	-
Personnel	4	4	-

(2) The Payroll Section Is Sufficiently Staffed to Manage Existing Workloads.

The primary purpose of the Payroll section is to ensure accurate and timely reporting of police payroll by processing and verifying payroll timesheets of sworn and civilian personnel. Payroll is accountable for the proper administration, general management and control of all matters related to the operations of the payroll section. Staff responsibilities include ensuring all worksheets and overtime vouchers have been sent to payroll, running reports necessary to process payroll (i.e. short hour report, c.v. report, no time, no worksheets, etc), processing daily entries for vacation and sick days into the Police Department’s internal program (Mapper), computing suspension from vacation and without pay, posting and deducting time from the Mapper system and posting payroll information into Fastnet. Other duties include:

- Processing employee paperwork for pensions.

METROPOLITAN NASHVILLE-DAVIDSON COUNTY, TENNESSEE
Staffing Study of the Police Department

- Processing resignations and terminations.
- Handling payroll checks including issuing and re-issuing and stop payments.
- Communicating with the Benefit Board and central payroll on employees insurance.
- Gathering payroll information for subpoenas and typing letters for employees who have been on injured on duty (IOD) time including computing IOD adjustment forms so W-2's can be issued.

The following table summarizes the workload for Payroll and estimates the average time taken to complete each task. Time estimates were provided by the Captain and validated by the Matrix Consulting Group project team.

Payroll Activities:	Monthly Workload	Cumulative Hours (monthly)	2003 Annualized Workload	Annualized Hours
Worksheets Validated	4898	80	58776	960
Overtime Vouchers Validated	1000	80	12000	960
Correction Vouchers Validated	500	80	6000	960
Mapper Deductions (sick and vacation)	7285	40	87420	480
Court & Overtime Adjustments	200	2	2400	24
Billings	10	32	120	384
FMLA	10	10	120	120
IOD's	16	4	192	48
Military	15	3	180	36
Pension's	3	4	36	48
Resignations	2	1	24	12
Reports Ran:			0	
No Time	20	0.17	240	2
No Worksheets	20	0.17	240	2
Short Hour	5	7	60	84
Posting	20	6	240	72
Correction Vouchers	3	1	36	12
IOD's	2	1	24	12
Part Time Employees	2	1	24	12
Monthly Rollover	1	0.08	12	1
Worksheet Maintenance Report	1	0.08	12	1
Fastnet Duties:			0	
Entries	3706	16	44472	192
Reports:	varies	varies	varies	varies
Employees Requiring Time Entry	2	0.03	24	0
Employee Roster	2	0.03	24	0
Employee Register	2	0.5	24	6
Annual Reports:				
Perfect Attendance	2	1	24	12
In Service	1	1	12	12
Year End Adjustment	1	1	12	12
Vacation Sick & Liability	1	1	12	12
Longevity	1	16	12	192
Misc. Work:				
W-2	1800	16	21600	192
Direct Deposit	10	0.5	120	6
Stop Deductions	5	0.5	60	6
Changing W-4	3	0.17	36	2
Suspensions	5	0.05	60	1
Copies of Pay Stubs	15	0.17	180	2
Pulling Worksheets	10	1	120	12
Total Hours				4889

The points, that follow, reference the workload indicators above and summarize the project team's findings.

- The Payroll section has four civilian FTEs including an administrative assistant position.
- The total hours needed to perform the required workload in Payroll is approximately 4,889 hours.
- The project team used a conservative 1,664 hours of productivity time per FTE (80% * 2080 Hours). This calculation takes into consideration a number of factors such as vacation (160 hrs), sick leave (96 hrs), holidays (96 hrs), personal day (8 hr), breaks, phone calls, administrative tasks, etc.
- As seen in the exhibit below, average hours for Payroll (4889) is divided by 1,664 (FTE hours) then divided by an 80% productivity average to arrive at the number of staff needed to complete the required workload.

2003 Task Time (Hours)			
Average Hours	FTE Hours	80% Productivity	FTE Needed
4,889	1,664	80%	4

- As seen in the exhibit above, Payroll section's existing staffing is sufficient to handle the existing workload.
- Additional process improvements can be made with the implementation of an enhanced automated police department payroll system as previously stated in the MGT of America Report.
 - There is limited automation to the current payroll system requiring excessive duplication of effort. The payroll section is manually processing and validating payroll information for approximately 1900 employees on a daily/weekly basis. This includes entering vacation, sick, overtime and compensatory time.
 - Current software constraints resulting in the need for duplicative systems include the police department's 28 day cycle and the associated handling of overtime and compensatory time.
 - Once requirements are met by a new system and it is brought on-line manual processes can be eliminated. Efficiencies from such a system should result in the reduction of at least 1 FTE.
 - Staffing should be re-evaluated with the implementation of the new system.

The following exhibit summarizes the staffing recommendations for the Payroll section.

Classification	Current Staffing	Recommended Staffing	Variance
Administrative Services Officer III	1	1	-
Police Operations Assistant III	2	2	-
Administrative Assistant	1	1	-
Personnel / Payroll	4	4	-

(2) The Recruitment and Background Section Requires One Additional Officer to Effectively Manage Existing Workloads.

The primary objective of the Recruitment and Background Investigations Unit is to recruit qualified candidates for the position of Police Officer Trainee. Specific duties of the unit include the following:

- Conduct in-depth background investigations of applicants including interviews of friends, family, and former employers.
- Send out mailings related to background investigations, run complex computer criminal background investigations and write summary reports of significant findings that are presented to the Chief's oral board.
- Administer physical ability test of applicant.
- Coordinate the processing of other testing processes such as polygraphs, psychological, drug screenings, etc.
- Attend career day/fairs at colleges and universities, visiting military installations, visiting area high schools and attending training seminars.

The following exhibit summarizes the workload for Recruitment and Background and estimates the average time taken to complete each task. Time estimates were provided by the Sergeant and reviewed by the Matrix Consulting Group project team.

Annualized for Calendar Year 2002		
	Tasks Completed	Annualized Hours
NCIC checks	860	860
Interviews	239	60
Background Investigations	348	7,656
Career Fair Attendance	8 (events - 2 investigators)	96
Total Hours		8672

The following points summarize the workload indicators above and the project team's findings.

- Recruitment and Background has three sworn and one civilian FTE.
- Officer investigations take approximately 22 hours to complete. The tasks and time estimates associated to background investigations are included below:
 - Schedule test dates - 2 hrs
 - Review personal history packets - 2 hrs
 - Contact applicant w/ any missing information/ questions -10 min
 - Place paperwork in folder - 20 min
 - NCIC/III checks - 20 min
 - Mail outs - 4 hrs
 - Review and file all returned mail outs - 2 hr
 - Prepare summary - 2 hrs
 - Schedule interview dates - 2 hrs
 - Schedule medical/polygraph/psychological/drug screen - 2 hrs
 - Neighborhood checks - 2 hrs
 - Job checks - 1hr
 - Spousal interviews - 45 min

- Recruitment and Background handles all officer investigations by mail including follow-up questions to applicants 60 page application. Phone interviews are only conducted with spouses and officers that work for another public entity within the State of Tennessee. After a candidate has already been selected, Recruitment and Background will then pay a visit to the applicant's neighborhood for interviews.
- Recruitment and Background officer case loads average approximately 100 applicants per academy. As a result of the large workload, no applicants are brought in for individual interviews to assess such factors as personal interaction, dress, presentation, etc. A screening process occurs through written correspondence, background checks, etc.
- As an important note, the current applicant tracking system does not capture workload information related to background investigations. The data had to be manually tabulated from reports. These times are estimates based on testing dates and actual individuals who scored well enough to proceed through the MNPD process. However, applicants who may have withdrawn or were removed are still counted in these numbers.
- The Total 'annualized' Hours needed to perform the required workload in Recruitment and Background is approximately 8,672 hours.
- Background investigations represent 88% of the total hours (workload) spent by the department. These hours are indicative of the number of recruits and training academies conducted in any one year. On average, MNPD has been running two academies per year (only one was conducted in 2003). The total hours in the exhibit above are reflective of statistics from 2002 (two academies).
- The project team used a conservative 1,664 hours of productivity time per FTE (80% * 2080 Hours). This calculation takes into consideration a number of factors such as vacation (160 hrs), sick leave (96 hrs), holidays (96 hrs), personal day (8 hr), breaks, phone calls, administrative tasks, etc.
- As seen in the exhibit below, average hours for Recruitment and Background (8672) is divided by 1,664 (FTE hours) then divided by an 80% productivity average to arrive at the number of staff needed to complete the required workload.
- As seen in the exhibit below, Recruitment and Background would need to add one additional FTE to manage the workload for two academies.

2003 Task Time (Hours)			
Average Hours	FTE Hours	80% Productivity	FTE Needed
8,672	1,664	80%	7

- Due to the variation in the number of training academies annually and the amount of workload one academy produces, supplement time from another division and section to handle the workload when there are two academies. Also, the Sergeant in the department could assist by taking a portion of the case load.
- Also, temporary help can be hired to assist in the more administrative tasks associated to background investigations during years when there are two academies.
- Using the new data as seen below, Recruitment and Background should add an additional officer to better handle existing workloads. Even though work is being completed in a timely manner by the case officers, the quality of interviews and the ability to better refine the applicant pool improves substantially with more formal communication such as individual interviews and phone conversations with relatives and friends.
- An additional officer will ease the case load and allow officers more flexibility to allocate additional time per case file than currently exists.

2003 Task Time (Hours)			
Average Hours	FTE Hours	80% Productivity	FTE Needed
6,384	1,664	80%	5

The following exhibit summarizes the project team's staffing analysis of Recruitment and Background.

Classification	Current Staffing	Recommended Staffing	Variance
Sergeant	1	1	-
Police Officer II	2	3	1
Police Operations Coordinator I	1	1	-
Recruitment and Background	4	5	1

The following section provides the analysis of the Records Division staffing requirements.

5. RECORDS DIVISION STAFFING SHOULD BE MODIFIED TO EFFICIENTLY MANAGE CURRENT WORKLOAD.

The Records Division is responsible for cataloging, storing and retrieving all criminal incident reports, traffic accident reports, arrest reports and supplemental reports. The Records division is divided into the following sections: Archives/Alarms,

Data Entry, Teleserve and Records. The project team had no recommendations regarding the staffing of the Archives/ Alarms section.

The following points summarize the project team’s findings related to the overall structure of the division and the current processes in place effecting staffing.

- The duties required of the supervisor in the Records Division do not necessitate a sworn position. This position in the Records Division is currently staffed by a lieutenant position.
- The Records Division spends considerable time on administrative documentation of their workload. Each person by section is required to manually track and document on a piece of paper their daily workload as documented in the exhibits on the following pages. The supervisor then manually totals the workload by individual by shift on a daily and weekly basis. While this is beneficial for a project of this type and as documentation of the magnitude of their work, it is extremely time consuming given the manual processes currently in place and is prone to human error. The project team estimates this consumes as much as 1 to 2 hours per shift per day.

The following points and exhibit summarizes the project team’s procedural recommendations and staffing for the Administration section of Records.

- Hire a civilian Record Division Director (Police Executive Administrator) and re-assign the lieutenant position. This has been staffed previously by a civilian, an effort that is viewed within the Department as a failure. Any future attempt must be accompanied by clear expectations and close accountability.
- The Records Division should engage the assistance of Information and Technology to find a better solution for counting workloads. For example, some software applications can provide record counts by user with the use of passwords. System generated workloads (counts) are much more reliable, less time consuming and easier to manage.

Classification	Current Staffing	Recommended Staffing	Variance
Lieutenant	1	0	(1)
Police Operations Supervisor	1	1	-
Admin. Svcs. Mgr.	0	1	1
Archives/ Alarms			
Sergeant	1	1	-
Police Officer III	1	1	-
Police Operations Coordinator I	2	2	-
Police Operations Coordinator II	1	1	-
Records Administration and Archives	7	7	0

The following three sections of this chapter include Data Entry, Teleserve and Records staffing analyses.

(1) Data Entry Staffing Is Appropriate to Manage Existing Workloads but Process Improvements Can Be Implemented to Increase Efficiency.

Data Entry is responsible for entering every accident that is reported in Davidson County into the traffic database. The section works 5 days a week in two shifts (7am – 3pm and 3pm – 11pm). Data Entry enters information for traffic citations or vehicle stops for every traffic stop in the county. All incident reports, supplement reports, state citation, DUI testing reports, hate crime forms, and addendums have to be read and entered into both the National Incident Based Reporting System (NIBRS) and Tennessee Incident Based Reporting System (TIBRS) and the Uniform Crime Reporting (UCR) databases. The Data Entry Section responsibilities also include expungement orders and compiling the age/sex/race monthly report and the UCR monthly report.

The following table summarizes the workload for Data Entry and estimates the average time taken to complete each task. Time estimates were provided by the Lieutenant and validated by the Matrix Consulting Group project team.

Data Entry	Calendar Year 2002	Apr - June 2003 Workload	2003 Annualized	Average Time Spent per Task	Annualized Hours
Incidents	66,456	17,465	69,860	5 min	5,822
Accidents	28,471	6,507	26,028	5 min	2,169
Racial Profiling	117,495	31,016	124,064	2 min	4,135
*Miscellaneous	66,900	12,528	50,112	3 min	2,506
Expungements	4,084	1,084	4,336	4 min	289
Citations		9,049	36,196	3 min	1,810
Hate Crimes		0	-		
**Uploads (TIBRS to UCR)	66,344		-	1 min	
Total	349,750	77,649	310,596		16,731
*Miscellaneous Reports Include: (Supplements, DUI, Send Backs)					
** Upload - Part I Incidents to UCR (duplicating entry from TIBRS to UCR due to internal policy). This time has been factored into Incidents for 2003.					

The following points reference the workload indicators and summarize the project team's findings.

- The Data Entry section has ten civilian FTEs.
- Since Data Entry works five days a week, the Monday workload includes Friday, Saturday and Sunday reports and profiles. Weekend workloads reported by Data Entry include approximately 1400 reports (i.e. incidents, accidents, supplements, citations, etc.) and 800 profiles that need to be entered. Data Entry spends two to three days on average catching up from the weekend workload.
- Friday, Saturday and Sunday reports are not available to customers until as much as 96 hours after the incident, accident, etc. occurred. While this is not the worst case scenario, times could be improved with supplementing or adding staff.
- The total hours needed to perform the required workload averages 16,731 hours.
- The project team used a conservative 1,664 hours of productivity time per FTE (80% * 2080 Hours). This calculation takes into consideration a number of factors such as vacation (160 hrs), sick leave (96 hrs), holidays (96 hrs), personal day (8 hr), breaks, phone calls, administrative tasks, etc.
- As seen in the exhibit below, average hours for Data Entry (16,731) is divided by 1,664 (FTE hours) to arrive at the number of personnel needed to complete the required workload. The 80% productivity rate was not factored due to the nature of data entry. Data entry clerks should be focused on entering data with as little interruption or gaps between duties as possible.
- As seen in the table below, Data Entry is appropriately staffed.

2003 Task Time (Hours)		
Average Hours	FTE Hours	FTE Needed
16,731	1,664	10

- Additionally, there are three process changes mentioned below that would increase the efficiency of Data Entry.
 - The MNPD should use the Tennessee Incident Based Reporting System (TIBRS) to reduce duplication of effort and standardize their reporting of crime incidents.
 - As a matter of department policy, Data Entry personnel are required to perform duplicate work when entering incidents into the Uniform Crime Reporting system (UCR) and the Tennessee Incident Based Reporting System.

- TIBRS records the number of incidents at each location (i.e. counts each incident separately). UCR counts multiple violations by one individual or at one location as one incident (i.e. theft, burglary, etc. counted as one incident).
 - The new reporting format that is reported to the FBI is information from TIBRS. However, the department is using the UCR numbers to report crimes locally.
 - As mentioned in the MGT of America Report, since February 2000 Data Entry personnel have entered incidents into both systems.
 - Potential issues could result when entering incidents into both systems because staff is required to backtrack through several screens and delete (X out) multiple crimes if more than one crime is committed when entering into UCR.
- There needs to be training related to the new reporting system for accidents. The department is still using the same format from 1974. The state mandated a new accident/ crash report form in January 2003 but the officer report does not match what the system is set-up to take causing Data Entry to spend more time than is necessary on each accident entry.
 - Allow officers in the field to enter their own incidents, accidents and citations directly into their laptop computers. The laptops would need to be reconfigured and procedures established for entering and then downloading the data into the records management system. After implementation, impacts to staffing should be evaluated to determine the appropriate staffing for Data Entry. Capital costs could be a barrier to implementation of this recommendation and have not been estimated due to the number of possible solutions available.

The following exhibit summarizes the project team's staffing analysis of Data Entry excluding our estimate of the impact of procedural recommendations. With the process improvements in place, Data Entry staffing should be re-evaluated to determine exactly how many positions can be reduced.

Classification	Current Staffing	Recommended Staffing	Variance
Police Operations Supervisor	1	1	-
Police Operations Coordinator I	2	2	-
Police Operations Coordinator II	1	1	-
Police Operations Assistant III	5	5	-
Police Operations Assistant II	1	1	-
Data Entry	10	10	0

(2) Teleserve Is Appropriately Staffed to Handle Current Workload.

Teleserve receives calls from the Emergency Communications Center via the computer aided dispatch (CAD) system. Teleserve employees are trained on CAD and are required to take police reports from complainants over the phone for non-emergency related incidents and thefts under \$5,000. Teleserve also handles additional information on supplement reports for all property crimes. The Teleserve Section works twenty-four hours a day, five days a week. The other two days, are 16 hours a day with no midnight shift on Saturday and Sunday (7am – 3pm, 3pm – 11pm and 11pm – 7am). Teleserve enters their own reports into the NIBRS/ TIBRS databases.

Distribution of Calls for Service Handled by Teleserve											
Based on Calendar Year 2002											
Hour	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday	Total	% of Total	Avg. CFS 17.4 min	Task Time in Hours
0000	76	66	57	70	59	113	97	538	1.2%	9,361	156
0100	49	69	50	57	52	75	92	444	1.0%	7,726	129
0200	36	47	68	52	65	96	126	490	1.1%	8,526	142
0300	25	30	38	53	57	70	96	369	0.8%	6,421	107
0400	26	41	45	38	39	51	55	295	0.6%	5,133	86
0500	54	69	44	68	57	52	56	400	0.9%	6,960	116
0600	179	189	183	185	190	103	93	1,122	2.4%	19,523	325
0700	379	378	319	352	354	199	139	2,120	4.6%	36,888	615
0800	625	518	480	475	449	299	220	3,066	6.6%	53,348	889
0900	719	616	550	548	547	365	276	3,621	7.8%	63,005	1,050
1000	688	616	534	550	525	350	318	3,581	7.8%	62,309	1,038
1100	641	589	528	534	530	394	319	3,535	7.7%	61,509	1,025
1200	571	567	483	490	499	364	288	3,262	7.1%	56,759	946
1300	593	504	524	450	477	343	353	3,244	7.0%	56,446	941
1400	590	492	523	459	450	319	291	3,124	6.8%	54,358	906
1500	553	508	481	506	486	312	266	3,112	6.7%	54,149	902
1600	497	451	419	425	435	264	286	2,777	6.0%	48,320	805
1700	440	412	378	335	363	270	284	2,482	5.4%	43,187	720
1800	338	292	297	290	301	201	245	1,964	4.3%	34,174	570
1900	277	271	249	265	263	190	235	1,750	3.8%	30,450	508
2000	236	225	226	216	232	161	193	1,489	3.2%	25,909	432
2100	223	208	193	192	159	216	187	1,378	3.0%	23,977	400
2200	167	169	142	162	162	179	150	1,131	2.5%	19,679	328
2300	134	89	113	131	146	145	102	860	1.9%	14,964	249
Total	8,116	7,416	6,924	6,903	6,897	5,131	4,767	46,154	100.0%	803,080	13,385
% of Total	17.6%	16.1%	15.0%	15.0%	14.9%	11.1%	10.3%	100.0%			

The preceding exhibit summarizes the Calls for Service (CFS) handled by Teleserve for Calendar Year 2002 by time of day and day of week. The total CFS by hour of the day were multiplied by the average time spent on a call (17.4 min) to derive

at the total number of minutes for all calls. The total CFS by hour of day is then annualized (task time in hours). The CFS data including the average of 17.4 minutes was calculated using the CFS data taken directly from the Computer Aided Dispatch database provided by the Information and Technology Division of the Police Department. The following points reference the CFS data and summarize the project team's findings.

- The Teleserve section has ten civilian FTEs.
- Teleserve's average CFS calculated at 17.4 minutes was derived using the data provided by the Communication Center's CAD system.
- The total hours needed to perform the required workload annually in Teleserve is approximately 13,385 hours.
- The project team used a conservative 1,664 hours of productivity time per FTE (80% * 2080 Hours). This calculation takes into consideration a number of factors such as vacation (160 hrs), sick leave (96 hrs), holidays (96 hrs), personal day (8 hr), breaks, phone calls, administrative tasks, etc.
- As seen in the exhibit below, average hours for Teleserve (13,385) is divided by 1,664 (FTE hours) then divided by an 80% productivity average to arrive at the number of staff needed to complete the required workload.
- As seen in the exhibit below, Teleserve is appropriately staffed for their current workload.

2003 Task Time (Hours)			
Average Hours	FTE Hours	80% Productivity	FTE Needed
13,385	1,664	80%	10

The following exhibit summarizes the project team's staffing analysis of Teleserve.

METROPOLITAN NASHVILLE-DAVIDSON COUNTY, TENNESSEE
Staffing Study of the Police Department

Classification	Current Staffing	Recommended Staffing	Variance
Police Operations Supervisor	1	1	-
Police Operations Coordinator I	1	1	-
Police Operations Assistant III	5	5	-
Police Operations Assistant II	2	2	-
Police Operations Assistant I	1	1	-
Teleserve	10	10	0

The section, which follows, provides our analysis of the Records Division's staffing requirements.

(3) Records Staffing Should Be Decreased by One Position.

The Records section has responsibility for scanning and filing all reports and incidents into Questys an imaging system for easy retrieval, compiling the weekly District Attorney's list of approximately 800 warrants, (includes retrieving and copying everything for each complaint number), and handling and completing approximately 250 requests received through the mail for accident reports. Records is also responsible for reading every incident and supplement report and entering, deleting, or validating all NCIC entries (every missing person, wanted person, stolen gun, auto theft, all stolen property, etc. has to be entered into NCIC and then validated after 90 days).

Additionally, the Records Section is responsible for counter business for sworn personnel and the general public. The sworn side is open 24x7 for officers to get copies of reports, pick up tickets, parking, state citations and Metro citation books. The public side is open from 7am – 6pm for individuals, insurance companies, and private investigators to request accident reports, criminal history checks, finger print cards, and incident reports (all public issued reports have to be examined and parts may have to be blacked out before being issued). The Records Section works 24x7, 365 days a

METROPOLITAN NASHVILLE-DAVIDSON COUNTY, TENNESSEE
Staffing Study of the Police Department

year. There are three shift supervisors and three assistant shift supervisors. The shifts operate as follows: 6:30am – 3pm, 2:30pm – 11pm and 10:30pm – 7am.

Records personnel charge fees for these reports and monies are reconciled daily with bank deposits made weekly. The Records Section is responsible for separating the mail from the field and distributing it. Two copies are made of all incidents and supplement reports, one for NCIC and the other for CAPS.

As part of records, the print shop has one FTE assigned to provide printing and copying support service. Each division/ section has different requirements and requests for information from incident and accident reports.

The following exhibit summarizes the workload for Records and estimates the average time taken to complete each task. Time estimates were provided by the Lieutenant and validated by the Matrix Consulting Group project team.

Records	Calendar Year 2000	2003 All Three Shifts		2003 Annualized	Average Time Spent per Task	Annualized Hours
		June Total	July Total			
COUNTER - PUBLIC						
Accidents	24,973	1,816	1,936	22,512	6 min	2,251
Arrests	67	6	9	90	6 min	9
Audio Tapes	34	3	2	30	4 min	2
Computer Reports		283	284	3,402	4 min	227
Fingerprints Cards	1,571	207	219	2,556	4 min	170
Fingerprints Copies	2,300	275	299	3,444	4 min	230
Incidents	9,715	1,106	1,083	13,134	6 min	1,313
Minor Accidents	1,590	259	273	3,192	6 min	319
Cash Drawer Counted Down		90	93	1,098	45 min	824
Mug Shots (8 x10 photos)	224	18	17	210	4 min	14
Record Checks	3,860	455	492	5,682	7 min	663
Telephone Calls	65,605	5,531	5,519	66,300	5 min	5,525
		-	-	-		
COUNTER - OFFICERS						
Accidents	6,274	524	534	6,348	6 min	635
Arrests	34,979	1,136	1,124	13,560	6 min	1,356
DUI Forms	3,527	98	102	1,200	6 min	120
Incidents	33,790	1,034	999	12,198	6 min	1,220
Record Checks	3,948	122	117	1,434	6 min	143
Subpeona's Pulled	69	45	40	510	6 min	51
Supplements	29,066	931	1,012	11,658	6 min	1,166
Teletypes	4,085	57	49	636	15 min	159
Ticket Books Issued	1,627	228	237	2,790	2 min	93

METROPOLITAN NASHVILLE-DAVIDSON COUNTY, TENNESSEE
Staffing Study of the Police Department

	Calendar Year 2000	All Three Shifts		2003 Annualized	Average Time Spent per Task	Annualized Hours
		June Total	July Total			
INSURANCE MAIL						
Accidents	12,845	1,137	1,409	15,276	6 min	1,528
Archives	188	10	5	90	6 min	9
Cad Reports		118	161	1,674	6 min	167
Incidents	3,336	145	152	1,782	6 min	178
Insurance Mailed	15,778	1,649	2,032	22,086	1 min	368
Minor Accidents	1,136	36	59	570	6 min	57
Send Backs	2,540	206	367	3,438	12 min	688
		-	-	-		
DA's LIST	27,319	3,403	4,291	46,164	5 min	3,847
		-	-	-		
FAXES SENT	1,997	188	167	2,130	5 min	178
		-	-	-		
RADIO CALLS	15,731	668	650	7,908	2 min	264
		-	-	-		
TELETYPES	21,722	1,860	2,202	24,372	5 min	2,031
NCIC - ENTRIES/ RECOVERIES	N/A	1,715	1,919	21,804	7 min	2,544
	Calendar Year 2000	All Three Shifts		2003 Annualized	Average Time Spent per Task	Annualized Hours
		June Total	July Total			
REVIEW DESK (Scanning)						
Addendums		1,457	1,479	17,616	2 min	587
Arrest Sheets	86,605	4,224	2,784	42,048	2 min	1,402
Driver's Lic. Returns	826	195	137	1,992	2 min	66
DUI Testing Reports (BAC)	2465	311	266	3,462	2 min	115
False Alarms	16799	1,596	1,916	21,072	2 min	702
Incident Reports	146,843	9,250	6,800	96,300	2 min	3,210
Juvenile Arrests	3776	201	237	2,628	Youth Services	
Juvenile Citations	2966	199	181	2,280	Youth Services	
Metro Citations	4116	254	407	3,966	2 min	132
Minor Accident Cards	8,644	814	351	6,990	2 min	233
Missing Persons		319	96	2,490	2 min	83
Re-Scans		160	219	2,274	2 min	76
Safety Hazards (i.e. potholes)	916	106	86	1,152	2 min	38
Send Back Reports	892	47	14	366	5 min	31
State Citations	24,830	2,887	2,704	33,546	2 min	1,118
Supplements	75,608	4,275	3,971	49,476	2 min	1,649
Teleserve Reports		1,530	-	9,180	2 min	306
Traffic Accidents	46,064	4,991	2,725	46,296	2 min	1,543
VTR - Voided VTR-Form 8	9,316	1,162	854	12,096	Forwarded to Auto Theft	
Waiver of Extradition	45	4	5	54	Filed	
101 Forms - IOD	5	-	-	-	Forward to Chief	
104 Forms - Supp.		1	-	6	N/A	
105 Forms - Veh. Rpt.	23	1	1	12	Forward to Chief	
114 Forms - FI's Rpt.	6,313	596	523	6,714	Forward to Crime Analysis	
233 Form - No Tow	2,609	222	262	2,904	Filed	
699 Form - Fug.		2	5	42	Filed	
CAD Entries	152,602					
Total Hours	922,159	58,448	51,958	662,436		39,640

The following points reference the workload indicators and summarize the project team's findings related to staffing impacts in the Records section.

- The Records section has thirty six civilian FTEs.

- During interviews, staff commented the current computers are hindering their ability to provide efficient services due to age, unreliability and inconsistent set-ups. For example:
 - Employees mentioned, depending on the type of request staff may have to go to two or three computers to handle a single request (i.e. CAD requests and incidents with only the complaint number).
 - There are currently only two computers with CAD installed but one is unreliable and as a result never used. This results in diminished productivity and unnecessary delays in processing requests.
- Records handle over 66,000 telephone calls annually. Staff estimated that 80% to 85% of those calls were for directions.
- The total hours needed to perform the required workload in Records is approximately 39,640 hours.
- The project team used a conservative 1,664 hours of productivity time per FTE. This factor takes into consideration vacation (160 hrs), sick leave (96 hrs), holidays (96 hrs), personal day (8 hr), etc.
- The Total Hours for all of Records (39,640) is divided by 1,664 hours (FTE hours available) then divided again by an 80% productivity average to arrive at the number of staff needed to complete the required workload. The 80% takes into consideration other factors such as downtime, telephone calls, administrative tasks, breaks, etc.
- As seen in the exhibit below, Records at the 80% productivity level should be staffed with 30 FTEs as compared to the current 36 FTEs.

2003 Task Time (Hours)			
Average Hours	FTE Hours	80% Productivity	FTE Needed
39,640	1,664	80%	30

- However, due to the nature of Records and the amount of internal and external requirements the 80% is not a sufficient number to capture the majority of other workload measures such as intervals associated to internal and external requests, filing of incidents, accidents, etc., duration and length of public information requests with insufficient data, and printing and reproduction. The Matrix Consulting Group recommends using a 70% factor for the Records section as illustrated below.

2003 Task Time (Hours)			
Average Hours	FTE Hours	70% Productivity	FTE Needed
39,640	1,664	70%	34

- Additionally, 1 FTE is responsible for the print shop and should be added to the total FTEs needed resulting in 35 FTEs.

The following points and exhibit summarizes the project team's staffing analysis of Records.

- Staffing for the Records section should be reduced by 1 FTE.
- Computers older than three years should be replaced to ensure memory is adequate to support current applications and increase efficiency.
- Standard computer set-ups should be established for all of Records to ensure staff's time is minimized with the use of multiple machines to handle any one request.
- As a result of the numerous telephone calls for unrelated services to the Records section, an automated interactive voice response system (IVRS) should be evaluated to determine the feasibility and staffing impact.
- Telephone calls represent over 5,500 staff hours for 2003. Typical IVRS systems handle 70% to 80% of calls through an automated system representing savings of approximately 3,850 to 4,400 hours or conversely 2 – 3 FTEs if implemented.
- Metro Nashville recently granted the Police Department approval to implement a document imaging system. This approval was granted, in part, as a result of commitments made to reduce Police Records staffing after implementation. As part of the project, Metro is evaluating the requirements to post information via the internet allowing customers direct access to related records. This should greatly enhance Records' ability to retrieve information and provide services more efficiently and effectively. After implementation, staffing should be analyzed to determine the resulting reduction in workload and FTEs. This will be critical as the Police Department already committed to staffing reductions as part of gaining approval for implementation.

Classification	Current Staffing	Recommended Staffing	Variance
Police Operations Supervisor	3	3	-
Police Operations Coordinator I	6	6	-
Police Operations Coordinator II	5	5	-
Police Operations Assistant III	6	6	-
Police Operations Assistant II	13	13	-
Police Operations Assistant I	3	2	(1)
Records	36	35	(1)

6. TRAINING DIVISION STAFFING WILL BE COVERED IN A SEPARATE REPORT.

The Matrix Consulting Group will consider staffing of the Training Division in a separate report focused on training issues in the Department. The table, below, shows the current staffing of the Training Division and includes 37 Police Officer Trainees:

Classification	Current Staffing	Recommended Staffing	Variance
Captain	1	1	-
Lieutenant	2	2	-
Sergeant	4	4	-
Police Officer	7	7	-
Admin. Svcs. Officer	1	1	-
Armorer	1	1	-
Building Maintenance Ldr.	3	3	-
Info. Sys. Tech.	1	1	-
Police Ops. Coord. 2	2	2	-
Police Ops. Coord 1	2	2	-
Police Officer Trainee	37	37	-
Training	61	61	0

The project team will evaluate the staffing needs of this Division in the Training Study (which will be completed and provided under separate cover).

5. ANALYSIS OF STAFFING IN THE FIELD OPERATIONS BUREAUS

This chapter of the report focuses on the staffing requirements of the Metro Nashville Police Department Field Operations Bureaus. The units in this Bureau include the following:

- East Patrol Bureau
- West Patrol Bureau
- Traffic Enforcement

The staffing in this Bureau numbers approximately 800 personnel divided into a number of commands. These commands include the following:

- Central Patrol Sector
- East Patrol Sector
- Hermitage Patrol Sector
- South Patrol Sector
- West Patrol Sector
- Traffic Enforcement (recently moved under the Deputy Chief from Special Operations)

The primary missions of these units include the delivery of a number of field law enforcement responses, including the following:

- Proactive and directed patrol of the Metro area
- Initial response to citizen generated calls for service
- Officer initiated investigations
- Traffic enforcement and responding to traffic accidents

- Public service (directing traffic, providing information, etc.)

This chapter examines the current staffing needs of the five existing patrol sectors (the analysis of the impact of the sixth sector is included in a chapter dedicated to the North Sector).

1. THE MATRIX CONSULTING GROUP UTILIZES TWO MODELS TO EVALUATE STAFFING LEVELS FOR PATROL UNITS.

This section of the chapter describes the project team's models as well as provides definitions for several key terms that will be used in this chapter. A critical element in the project team's analysis of patrol force staffing is the concept of "proactive time." This concept has been a significant one in law enforcement for more than 25 years – and in fact serves as a the basis for the analysis of patrol staffing in all analytical models (including the one that is currently in use within the Police Department). The principals behind proactive (or, alternatively, preventative) time include the following:

- There are certain elements of workload that a patrol force must respond to. These are citizen generated calls for service that typically come to the department's attention via a 9-1-1 or other phone call (or by flagging down an officer on patrol). This workload is know as "reactive" workload and it is defined as including:
 - Time to handle citizen generated calls for service for all involved units (primary and back-up units).
 - Time to handle booking of persons who have been arrested by the patrol personnel.
 - Time to handle the writing of incident reports associated with that call for service workload.
- Proactive time is that time which is available to the officers on patrol after they have handled the reactive workload. In general, this time comes unpredictably (unless the patrol force makes an effort to allow specific officers to have their

proactive time protected from calls for service for some discrete period of time) and in odd increments.

- Community policing is, at its base, the effective use of that proactive time. This includes identification of issues to be handled when time is available, development of plans for addressing those issues and – at the conclusion of the efforts – a reassessment of the problem to see if the actions taken have reduced the negative issues.
- The International Chiefs of Police (IACP) model (developed more than 25 years ago) discusses an appropriate proactive time target as “one-third” of an officer’s time. This approach (commonly stated as: “a third / a third / a third”) uses assumptions about reactive time, administrative and leave time and proactive time targets.
- Our models make use of actual data (about officer availability and reactive workload) allowing the model to more closely fine-tune the policy objectives. Typical ranges of proactive time in very high service level communities range between 40% and 45% of an average officer’s time (this can range significantly depending on the time of day and day of week). The impact of various targets can be as follows:
 - **Target: 40%** - the minimum level of proactive time (on average) that an agency can target and still realistically plan for a “community policing” program. Below this level, proactive time will come in increments which are too short to be effectively utilized. Furthermore, it becomes difficult to free single or multiple officers to make use of proactive time at this level due to the impacts on other officers, call queuing times, response times, availability for back-up and other impacts. Proactive time at these levels allows for very high levels of service to the community (approximately three hours of every shift is free, per officer, to provide proactive activities).
 - **Target: 45%** - a target set by those communities that want to provide truly extra-ordinary levels of service. This level of proactive time should be accompanied by officer participation in community functions, very high levels of directed patrol activities (supported by crime analysis, planning and other direct management of this resource). Proactive time in excess of this level cannot be easily planned or utilized. It is not uncommon to see levels in excess of this amount during midnight shifts (when officer and public safety, response times and other factors need to be balanced against efficiency).

A significant consideration when evaluating the proactive time of a patrol force is which units to include in the calculation. This can have major impact on the resulting

proactive time calculation – particularly if there are large ancillary units involved in the delivery of patrol-like services. In the Metro Nashville Police Department, there are a number of units assigned to each of the patrol sectors that should be considered for inclusion in the calculation. The table, below, provides the project team’s assessment of the various units:

Unit	Description	Recommendation
Directed Patrol	<ul style="list-style-type: none"> • Used to handle a wide range of services. • Some units used to handle administrative tasks. • All units used to provide follow-up of hot spots, issues and frequent call generating locations in the sectors. • Unit staff are pulled directly from patrol shifts in each sector. • Units vary widely in size from sector to sector. 	<ul style="list-style-type: none"> • Include in the analysis of proactive time and patrol staffing.
FLEX	<ul style="list-style-type: none"> • Use to handle a wide range of law enforcement issues. • Units are typically directed against narcotics, prostitution and other street / quality of life crimes in the sector. • Each patrol sector has a FLEX unit of the same size and staffing. • These units work in the evening hours (most typically) and serve as a staffing resource for the sector to handle issues. 	<ul style="list-style-type: none"> • Include in the analysis of proactive time and patrol staffing.

Unit	Description	Recommendation
Bicycle Units	<ul style="list-style-type: none"> • Two different types of bike unit – Downtown (patrol unit) and Enterprise Zone (targeted and grant funded). • Downtown bike units are included in responding to calls and are responsible for patrolling. • The Enterprise Zone units are responsible for patrol, quality of life issues, working with housing managers, etc. 	<ul style="list-style-type: none"> • Include the Downtown bike units as part of proactive time and patrol staffing analyses. • Do not include the Enterprise Zone bike units as part of patrol for the purposes of calculating proactive time and patrol staffing.
Mounted Patrol	<ul style="list-style-type: none"> • Permanently assigned mounted-horse unit. • Assigned to Central sector but available throughout the City depending on need. 	<ul style="list-style-type: none"> • Do not include in the analysis of patrol proactive time or staffing given their special event focus.
Motorcycles / Traffic Cars	<ul style="list-style-type: none"> • Primarily responsible for handling traffic related issues – including accidents, parking, traffic enforcement and other similar issues. • MGT of America recommended including the traffic units assigned to the sectors as responders to calls for service. • These units are not being used in this manner by the patrol sectors – they are continuing to use them as traffic enforcement units. 	<ul style="list-style-type: none"> • Do not include in the analysis of patrol staffing or proactive time. Most police department maintain dedicated traffic enforcement units and do not consider them to be part of patrol.
School Resources	<ul style="list-style-type: none"> • Responsible for law enforcement within schools. • These positions are currently funded by Metro (General Fund) to work in the schools. 	<ul style="list-style-type: none"> • Do not include in the analysis of patrol staffing or proactive time available to patrol.

The Matrix Consulting Group examines the delivery of patrol staffing (in an urbanized setting such as Metro Nashville) using two complementary patrol staffing models (both have been developed in Excel to make them flexible and easy to use by the project team and by Metro staff):

- **Proactive Time Model:** The first model calculates the level of proactive time that is available under a set of known circumstances. The model can be used to determine proactive time for any discrete period of time depending on the availability of accurate data. The inputs to the model include:
 - Number of sworn personnel deployed (on average) during a shift.
 - Length of the shift.
 - Length of any meal or other breaks during the shift (these can be actual or targeted).
 - Number of calls for service handled by the shift (per hour or per shift).
 - Average number of units responding to each call for service (expressed either as the number of units or as a back-up percentage).
 - Number of reports handled by the shift (per hour or shift).
 - Number of arrests processed by the shift (per hour or shift).

- **Patrol Staffing Model:** This second model takes a level of known workload and then determines a level of staffing that would be required to 1) handle that workload and 2) provide for a pre-determined level of proactive time in the field. The model uses similar inputs to the ones used in the Proactive Time Model, including the following:
 - Number of calls for service (in aggregate).
 - Number of arrests.
 - Number of reports.
 - Number of units per call for service (or back-up rate).
 - Net availability of Police Officers (scheduled hours less any time taken for vacation, sick, holiday, military, bereavement or other types of leave – as well as time taken for meals, break and court or other administrative issues such as special projects or training).

The Matrix Consulting Group utilizes these two models in conjunction with one another to evaluate the issues of patrol staffing from both directions – i.e., from the level

of current (or some projected) staffing and from the perspective of achieving a specific public policy goal (level of proactive time).

2. STAFF CURRENTLY ASSIGNED TO PATROL PROVIDE FOR A RANGE OF PROACTIVE TIME AVAILABILITY.

The Metro Nashville Police Department currently deploys its patrol personnel in five patrol sectors (as listed previously). These patrol sectors are responsible for providing basic law enforcement field services as well as handling the majority of minor traffic issues in the Metro area. These five sectors also employ the majority of sworn personnel in the Police Department (almost two-thirds) and are currently staffed with very few civilian personnel (one per patrol Sector at this time).

The project team's first analysis shows the results of calculating the number of personnel required to staff the five patrol precincts (for patrol functions only). The resulting model runs are shown on the next five pages. The points, which follow, summarize the key findings from this analysis:

- Review of the output from the model shows that there are two key statistics at the end of the report:
 - The number of Police Officers required to handle the workload – this is the number of personnel required to handle calls for service and to provide for the targeted level of proactive time. This figure does not provide for turnover or position vacancies. This is the most relevant figure in this study due to the way in which positions are tracked in Metro and the Police Department at this time (i.e., by filled positions).
 - The number of personnel required given long term disability, military leave and other long term factors.
 - The number of Police Officers required given turnover, etc. shows the impact of turnover, recruitment and training time on the staffing required.

Patrol Staffing Analysis
Central Patrol Sector
Based on 2002 Workload

	<u>Workload Factor</u>
<u>1. COMMUNITY GENERATED WORKLOADS</u>	
• Total CFS handling time in hrs.	33,892.00
• Total back-up time in hrs.	30,777.00
TOTAL TIME REQUIRED TO HANDLE COMMUNITY GENERATED WORKLOADS (HRS.)	<u>64,669.00</u>
<u>2. TIME FOR PREVENTIVE PATROL AND SELF INITIATED ACTIVITIES (IN HOURS)</u>	
• @ 45% of Available Time	52,911.00
<u>3. TOTAL TIME REQUIRED TO HANDLE BOTH REACTIVE AND PROACTIVE ACTIVITIES (IN HRS.)</u>	
• @ 45% Proactive Time	117,580.00
<u>4. OFFICER AVAILABILITY</u>	
Est. Availability	
• Net hours available (after leaves, meal breaks, etc.)	<u>1,446.96</u>
<u>5. POLICE OFFICERS REQUIRED TO HANDLE WORKLOADS</u>	
• @ 45% Proactive Time	81.26
<u>6. POLICE OFFICERS REQUIRED GIVEN IMPACT OF LONG TERM DISABILITY AND OTHER IMPACTS</u>	
• @ 45% Proactive Time	85.32
<u>7. POLICE OFFICERS REQUIRED GIVEN EST. TURNOVER AND TIME NEEDED TO ACADEMY AND FIELD TRAIN</u>	
• @ 45% Proactive Time	93.86

Patrol Staffing Analysis
East Patrol Sector
Based on 2002 Workload

	<u>Workload Factor</u>
<u>1. COMMUNITY GENERATED WORKLOADS</u>	
• Total CFS handling time in hrs.	38,453.00
• Total back-up time in hrs.	29,067.00
TOTAL TIME REQUIRED TO HANDLE COMMUNITY GENERATED WORKLOADS (HRS.)	<u>67,520.00</u>
<u>2. TIME FOR PREVENTIVE PATROL AND SELF INITIATED ACTIVITIES (IN HOURS)</u>	
• @ 45% of Available Time	55,243.64
<u>3. TOTAL TIME REQUIRED TO HANDLE BOTH REACTIVE AND PROACTIVE ACTIVITIES (IN HRS.)</u>	
• @ 45% Proactive Time	122,763.64
<u>4. OFFICER AVAILABILITY</u>	
Est. Availability	
• Net hours available (after leaves, meal breaks, etc.)	<u>1,446.96</u>
<u>5. POLICE OFFICERS REQUIRED TO HANDLE WORKLOADS</u>	
• @ 45% Proactive Time	84.84
<u>6. POLICE OFFICERS REQUIRED GIVEN IMPACT OF LONG TERM DISABILITY AND OTHER IMPACTS</u>	
• @ 45% Proactive Time	89.08
<u>7. POLICE OFFICERS REQUIRED GIVEN EST. TURNOVER AND TIME NEEDED TO ACADEMY AND FIELD TRAIN</u>	
• @ 45% Proactive Time	97.99

**Patrol Staffing Analysis
Hermitage Patrol Sector
Based on 2002 Workload**

	<u>Workload Factor</u>
<u>1. COMMUNITY GENERATED WORKLOADS</u>	
• Total CFS handling time in hrs.	43,638.00
• Total back-up time in hrs.	29,421.00
TOTAL TIME REQUIRED TO HANDLE COMMUNITY GENERATED WORKLOADS (HRS.)	<u>73,059.00</u>
<u>2. TIME FOR PREVENTIVE PATROL AND SELF INITIATED ACTIVITIES (IN HOURS)</u>	
• @ 45% of Available Time	59,775.55
<u>3. TOTAL TIME REQUIRED TO HANDLE BOTH REACTIVE AND PROACTIVE ACTIVITIES (IN HRS.)</u>	
• @ 45% Proactive Time	132,834.55
<u>4. OFFICER AVAILABILITY</u>	
Est. Availability	
• Net hours available (after leaves, meal breaks, etc.)	<u>1,446.96</u>
<u>5. POLICE OFFICERS REQUIRED TO HANDLE WORKLOADS</u>	
• @ 45% Proactive Time	91.80
<u>6. POLICE OFFICERS REQUIRED GIVEN IMPACT OF LONG TERM DISABILITY AND OTHER IMPACTS</u>	
• @ 45% Proactive Time	96.39
<u>7. POLICE OFFICERS REQUIRED GIVEN EST. TURNOVER AND TIME NEEDED TO ACADEMY AND FIELD TRAIN</u>	
• @ 45% Proactive Time	106.03

Patrol Staffing Analysis
South Patrol Sector
Based on 2002 Workload

	<u>Workload Factor</u>
<u>1. COMMUNITY GENERATED WORKLOADS</u>	
• Total CFS handling time in hrs.	43,502.00
• Total back-up time in hrs.	30,093.00
TOTAL TIME REQUIRED TO HANDLE COMMUNITY GENERATED WORKLOADS (HRS.)	<u>73,595.00</u>
<u>2. TIME FOR PREVENTIVE PATROL AND SELF INITIATED ACTIVITIES (IN HOURS)</u>	
• @ 45% of Available Time	60,214.09
<u>3. TOTAL TIME REQUIRED TO HANDLE BOTH REACTIVE AND PROACTIVE ACTIVITIES (IN HRS.)</u>	
• @ 45% Proactive Time	133,809.09
<u>4. OFFICER AVAILABILITY</u>	
Est. Availability	
• Net hours available (after leaves, meal breaks, etc.)	<u>1,446.96</u>
<u>5. POLICE OFFICERS REQUIRED TO HANDLE WORKLOADS</u>	
• @ 45% Proactive Time	92.48
<u>6. POLICE OFFICERS REQUIRED GIVEN IMPACT OF LONG TERM DISABILITY AND OTHER IMPACTS</u>	
• @ 45% Proactive Time	97.10
<u>7. POLICE OFFICERS REQUIRED GIVEN EST. TURNOVER AND TIME NEEDED TO ACADEMY AND FIELD TRAIN</u>	
• @ 45% Proactive Time	106.81

Patrol Staffing Analysis
West Patrol Sector
Based on 2002 Workload

	<u>Workload Factor</u>
<u>1. COMMUNITY GENERATED WORKLOADS</u>	
• Total CFS handling time in hrs.	40,938.00
• Total back-up time in hrs.	28,771.00
TOTAL TIME REQUIRED TO HANDLE COMMUNITY GENERATED WORKLOADS (HRS.)	<u>69,709.00</u>
<u>2. TIME FOR PREVENTIVE PATROL AND SELF INITIATED ACTIVITIES (IN HOURS)</u>	
• @ 45% of Available Time	57,034.64
<u>3. TOTAL TIME REQUIRED TO HANDLE BOTH REACTIVE AND PROACTIVE ACTIVITIES (IN HRS.)</u>	
• @ 45% Proactive Time	126,743.64
<u>4. OFFICER AVAILABILITY</u>	
Est. Availability	
• Net hours available (after leaves, meal breaks, etc.)	<u>1,446.96</u>
<u>5. POLICE OFFICERS REQUIRED TO HANDLE WORKLOADS</u>	
• @ 45% Proactive Time	87.59
<u>6. POLICE OFFICERS REQUIRED GIVEN IMPACT OF LONG TERM DISABILITY AND OTHER IMPACTS</u>	
• @ 45% Proactive Time	91.97
<u>7. POLICE OFFICERS REQUIRED GIVEN EST. TURNOVER AND TIME NEEDED TO ACADEMY AND FIELD TRAIN</u>	
• @ 45% Proactive Time	101.17

- The number of personnel that are required in each patrol Precinct is found under the section entitled “Police Officers Required Given Impact of Long Term Disability and Other Impacts.” The resulting requirements are summarized below:
 - Central: 94 Police Officers
 - East: 98 Police Officers
 - Hermitage: 106 Police Officers
 - South: 107 Police Officers
 - West: 101 Police Officers
- The total number of Police Officers required, then, to deliver 45% proactive time Metro-wide is 506 Police Officers assigned to patrol-like functions.

It is important to note that several key issues regarding these figures:

- The project team’s staffing figures were developed in July.
- These numbers should include Police Officers of all levels in the mentioned units (including experienced Officers – PO2 and PO3 – as well as new Officers still in training – PO1).
- The project team’s staffing model accounts for those required to handle the workload, to account for long term absences and to account for the need to replace and train new Officers (i.e., PO1 positions).

It is important to recall that the Matrix Consulting Group considers the following assignments to be handling “patrol-like” functions:

- Patrol
- Directed Patrol
- FLEX
- Bicycle Units (not the enterprise zones)

Current Police Officer staffing in the five patrol precincts and recommended staffing in each precinct is summarized in the table, that follows:

Recommended Staffing for Patrol Functions

Precinct	Police Officer Staffing *	Recommended Staffing	Variance
Central	111	94	(17)
East	110	98	(12)
Hermitage	107	106	(1)
South	102	107	5
West	107	101	(6)
Total	537	506	(31)

* Includes those who are on long-term leave for one reason or another.

The following section provides a summary of the project team's analysis of the proactive time available within each of the five precincts.

2. PROACTIVE TIME IN ALL OF THE PATROL PRECINCTS EXCEEDS THE RECOMMENDED 45% TARGET.

The analysis in this section provides the calculation of proactive time in each of the Patrol Precincts. The preceding section noted that the Matrix Consulting Group recommends that several "patrol-like" unit be included in the calculations related to patrol. The project team recommends the inclusion of these units in these calculations for one of the following reasons:

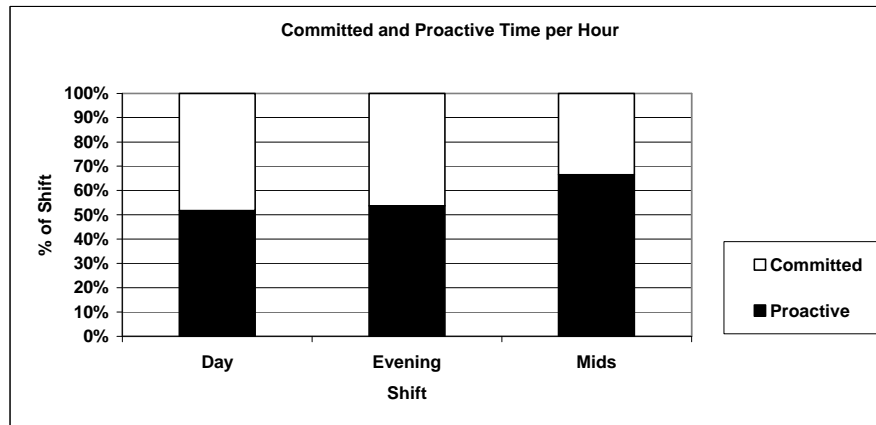
- The units are created by drawing staff from the patrol shifts (Directed Patrol).
- The units are created for the purpose of providing patrol services and are intended to regularly answer calls for service (though they are not typically dispatched to them directly by communications staff).
- The units are used to address problems that are related to patrol-like functions – including narcotics, street-level prostitution and other quality of life issues. If these units were not in place, the patrol units would have to deal with these issues directly (and in many communities patrol would be dealing with them).

This is a major philosophical break from the way in which the Police Department currently views these units (they see them as distinct from patrol and patrol staffing needs). The exhibits, on the five following pages, show the resulting calculations:

METROPOLITAN NASHVILLE-DAVIDSON COUNTY, TENNESSEE
Staffing Study of the Police Department

Calculation of Committed and Proactive Time
Central Patrol Sector - Patrol, FLEX, Directed Patrol and Downtown Bike Units
Based on 2002 Data

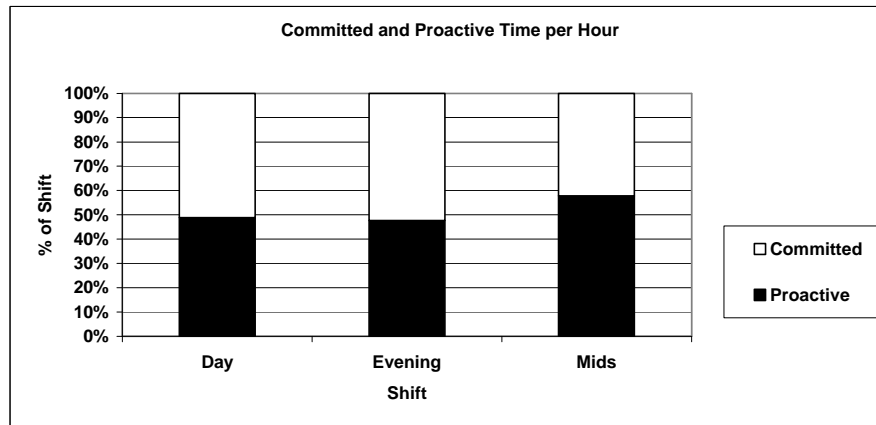
	Average	0700 - 1500	1500 - 2300	2300 - 0700
Deployment				
Actual On-Duty Staffing (Officers -- no supervisors)	21.25	19.73	26.41	17.61
Length of Shift (hours)	8.00	8.00	8.00	8.00
Total Gross Duty Time Available (mins.)	10,200	9,471	12,677	8,451
Less Breaks / Admin. (60 mins. / Officer)	(1,275)	(1,184)	(1,585)	(1,056)
Net Duty Time Available	8,925	8,288	11,093	7,395
Reactive Workload Requirements				
Average Number of Calls for Service per Hour	9.05	9.35	12.00	5.81
Handling Time (Travel + On-scene) (Actual mins.)	33.30	33.30	33.30	33.30
Direct Call Handling Time (mins.)	2,411.81	2,490.84	3,196.80	1,547.78
Back-Up Rate	55%	55%	55%	55%
75% of Primary Unit Time Committed	1,808.86	1,868.13	2,397.60	1,160.84
Total Back-Up Time Commitment	994.87	1,027.47	1,318.68	638.46
Number of Reports / Shift	20.85	21.53	27.63	13.38
Report Writing Time (Estimated at 30 Minutes Per Report)	15.00	15.00	15.00	15.00
Total Report Writing Time (Included in Total Direct Call Handling Time)	312.70	322.94	414.47	200.67
Number of Arrests / Shift (Estimate)	2.55	2.63	3.38	1.64
Arrest Processing Time (Estimated at One Hour Per Arrest)	60.00	60.00	60.00	60.00
Total Arrest Processing Time (Included in Direct Call Handling Time)	153.07	158.08	202.89	98.23
Total Committed or Reactive Time	3,872.44	3,999.34	5,132.84	2,485.15
Percentage of Time Committed to Reactive Workload	43.4%	48.3%	46.3%	33.6%
Total Proactive Time Available After Reactive Work	56.6%	51.7%	53.7%	66.4%



METROPOLITAN NASHVILLE-DAVIDSON COUNTY, TENNESSEE
Staffing Study of the Police Department

Calculation of Committed and Proactive Time
East Patrol Sector - Patrol, FLEX and Directed Patrol Units
Based on 2002 Data

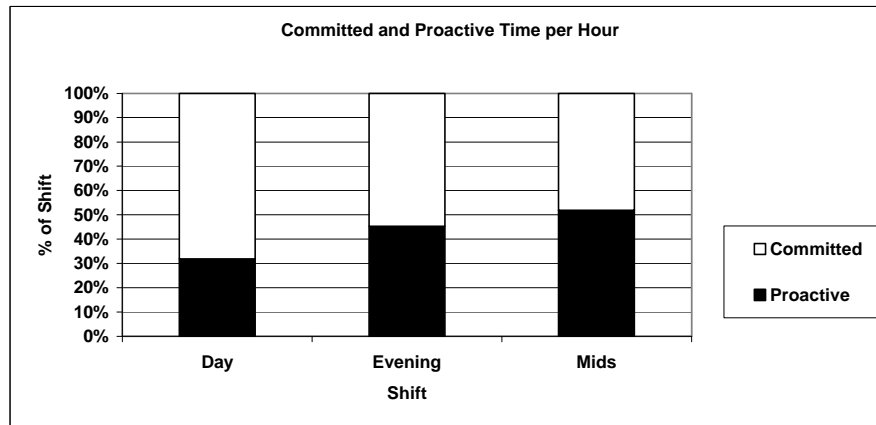
	Average	0700 - 1500	1500 - 2300	2300 - 0700
Deployment				
Actual On-Duty Staffing (Officers -- no supervisors)	19.23	20.04	24.89	12.75
Length of Shift (hours)	8.00	8.00	8.00	8.00
Total Gross Duty Time Available (mins.)	9,229	9,617	11,949	6,120
Less Breaks / Admin. (60 mins. / Officer)	(1,154)	(1,202)	(1,494)	(765)
Net Duty Time Available	8,075	8,415	10,455	5,355
Reactive Workload Requirements				
Average Number of Calls for Service per Hour	9.93	10.66	13.54	5.60
Handling Time (Travel + On-scene) (Actual mins.)	32.51	32.51	32.51	32.51
Direct Call Handling Time (mins.)	2,583.46	2,772.45	3,521.48	1,456.45
Back-Up Rate	55%	55%	55%	55%
75% of Primary Unit Time Committed	1,937.60	2,079.34	2,641.11	1,092.34
Total Back-Up Time Commitment	1,065.68	1,143.64	1,452.61	600.78
Number of Reports / Shift	17.56	18.84	23.93	9.90
Report Writing Time (Estimated at 30 Minutes Per Report)	15.00	15.00	15.00	15.00
Total Report Writing Time (Included in Total Direct Call Handling Time)	263.35	282.61	358.97	148.46
Number of Arrests / Shift (Estimate)	1.68	1.80	2.29	0.95
Arrest Processing Time (Estimated at One Hour Per Arrest)	60.00	60.00	60.00	60.00
Total Arrest Processing Time (Included in Direct Call Handling Time)	100.71	108.08	137.28	56.78
Total Committed or Reactive Time	4,013.20	4,306.79	5,470.34	2,262.48
Percentage of Time Committed to Reactive Workload	49.7%	51.2%	52.3%	42.2%
Total Proactive Time Available After Reactive Work	50.3%	48.8%	47.7%	57.8%



METROPOLITAN NASHVILLE-DAVIDSON COUNTY, TENNESSEE
Staffing Study of the Police Department

Calculation of Committed and Proactive Time
Hermitage Patrol Sector - Patrol, FLEX and Directed Patrol Units
Based on 2002 Data

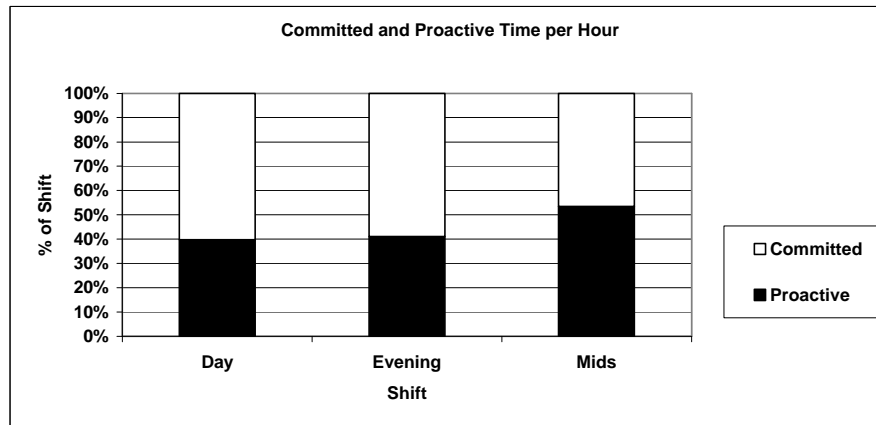
	Average	0700 - 1500	1500 - 2300	2300 - 0700
Deployment				
Actual On-Duty Staffing (Officers -- no supervisors)	19.83	17.61	27.32	14.57
Length of Shift (hours)	8.00	8.00	8.00	8.00
Total Gross Duty Time Available (mins.)	9,520	8,451	13,114	6,994
Less Breaks / Admin. (60 mins. / Officer)	(1,190)	(1,056)	(1,639)	(874)
Net Duty Time Available	8,330	7,395	11,475	6,120
Reactive Workload Requirements				
Average Number of Calls for Service per Hour	10.96	11.61	14.49	6.79
Handling Time (Travel + On-scene) (Actual mins.)	34.34	34.34	34.34	34.34
Direct Call Handling Time (mins.)	3,011.85	3,189.50	3,980.69	1,865.35
Back-Up Rate	55%	55%	55%	55%
75% of Primary Unit Time Committed	2,258.89	2,392.12	2,985.52	1,399.01
Total Back-Up Time Commitment	1,242.39	1,315.67	1,642.04	769.46
Number of Reports / Shift	25.58	27.09	33.81	15.85
Report Writing Time (Estimated at 30 Minutes Per Report)	15.00	15.00	15.00	15.00
Total Report Writing Time (Included in Total Direct Call Handling Time)	383.76	406.40	507.21	237.68
Number of Arrests / Shift (Estimate)	1.90	2.02	2.52	1.18
Arrest Processing Time (Estimated at One Hour Per Arrest)	60.00	60.00	60.00	60.00
Total Arrest Processing Time (Included in Direct Call Handling Time)	114.23	120.97	150.98	70.75
Total Committed or Reactive Time	4,752.23	5,032.53	6,280.91	2,943.23
Percentage of Time Committed to Reactive Workload	57.0%	68.1%	54.7%	48.1%
Total Proactive Time Available After Reactive Work	43.0%	31.9%	45.3%	51.9%



METROPOLITAN NASHVILLE-DAVIDSON COUNTY, TENNESSEE
Staffing Study of the Police Department

Calculation of Committed and Proactive Time
South Patrol Sector - Patrol, FLEX and Directed Patrol Units
Based on 2002 Data

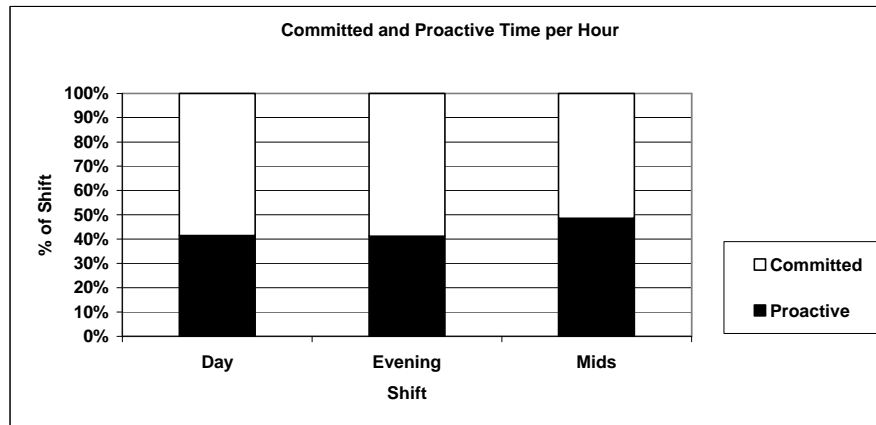
	Average	0700 - 1500	1500 - 2300	2300 - 0700
Deployment				
Actual On-Duty Staffing (Officers -- no supervisors)	19.23	19.43	24.29	13.96
Length of Shift (hours)	8.00	8.00	8.00	8.00
Total Gross Duty Time Available (mins.)	9,229	9,326	11,657	6,703
Less Breaks / Admin. (60 mins. / Officer)	(1,154)	(1,166)	(1,457)	(838)
Net Duty Time Available	8,075	8,160	10,200	5,865
Reactive Workload Requirements				
Average Number of Calls for Service per Hour	10.43	11.27	13.78	6.25
Handling Time (Travel + On-scene) (Actual mins.)	34.89	34.89	34.89	34.89
Direct Call Handling Time (mins.)	2,912.15	3,145.68	3,846.27	1,744.50
Back-Up Rate	55%	55%	55%	55%
75% of Primary Unit Time Committed	2,184.11	2,359.26	2,884.71	1,308.38
Total Back-Up Time Commitment	1,201.26	1,297.59	1,586.59	719.61
Number of Reports / Shift	23.92	25.84	31.60	14.33
Report Writing Time (Estimated at 30 Minutes Per Report)	15.00	15.00	15.00	15.00
Total Report Writing Time (Included in Total Direct Call Handling Time)	358.83	387.61	473.94	214.96
Number of Arrests / Shift (Estimate)	1.30	1.40	1.72	0.78
Arrest Processing Time (Estimated at One Hour Per Arrest)	60.00	60.00	60.00	60.00
Total Arrest Processing Time (Included in Direct Call Handling Time)	78.03	84.29	103.06	46.74
Total Committed or Reactive Time	4,550.28	4,915.17	6,009.86	2,725.81
Percentage of Time Committed to Reactive Workload	56.4%	60.2%	58.9%	46.5%
Total Proactive Time Available After Reactive Work	43.6%	39.8%	41.1%	53.5%



METROPOLITAN NASHVILLE-DAVIDSON COUNTY, TENNESSEE
Staffing Study of the Police Department

Calculation of Committed and Proactive Time
West Patrol Sector - Patrol, FLEX and Directed Patrol Units
Based on 2002 Data

	Average	0700 - 1500	1500 - 2300	2300 - 0700
Deployment				
Actual On-Duty Staffing (Officers -- no supervisors)	19.02	20.64	23.07	13.36
Length of Shift (hours)	8.00	8.00	8.00	8.00
Total Gross Duty Time Available (mins.)	9,131	9,909	11,074	6,411
Less Breaks / Admin. (60 mins. / Officer)	(1,141)	(1,239)	(1,384)	(801)
Net Duty Time Available	7,990	8,670	9,690	5,610
Reactive Workload Requirements				
Average Number of Calls for Service per Hour	10.63	11.84	13.31	6.73
Handling Time (Travel + On-scene) (Actual mins.)	34.04	34.04	34.04	34.04
Direct Call Handling Time (mins.)	2,893.85	3,224.27	3,624.58	1,832.71
Back-Up Rate	55%	55%	55%	55%
75% of Primary Unit Time Committed	2,170.39	2,418.20	2,718.43	1,374.54
Total Back-Up Time Commitment	1,193.71	1,330.01	1,495.14	755.99
Number of Reports / Shift	24.62	27.43	30.84	15.59
Report Writing Time (Estimated at 30 Minutes Per Report)	15.00	15.00	15.00	15.00
Total Report Writing Time (Included in Total Direct Call Handling Time)	369.31	411.47	462.56	233.89
Number of Arrests / Shift (Estimate)	1.62	1.81	2.03	1.03
Arrest Processing Time (Estimated at One Hour Per Arrest)	60.00	60.00	60.00	60.00
Total Arrest Processing Time (Included in Direct Call Handling Time)	97.47	108.60	122.08	61.73
Total Committed or Reactive Time	4,554.34	5,074.35	5,704.36	2,884.32
Percentage of Time Committed to Reactive Workload	57.0%	58.5%	58.9%	51.4%
Total Proactive Time Available After Reactive Work	43.0%	41.5%	41.1%	48.6%



The paragraphs, that follow, provide a summary of the major findings and conclusions:

- While staffing decisions should be made on the basis of aggregate proactive time there can be a wide range of variation between shifts.
- These personnel have not increased the proactive time in the C-shift (midnights) in any of the sectors (which is good because it was high already in this time-slot).
- The addition of these personnel has increased the proactive time in all sectors (as noted above), as follows:
 - **Central Sector:** 56% overall proactive time.
 - **East Sector:** 50% proactive time overall.
 - **Hermitage Sector:** 43% overall proactive time.
 - **South Sector:** 44% proactive time in aggregate
 - **West Sector:** 43% overall proactive time.

This analysis underscores the finding that staffing levels in the patrol force of the Police Department are already more than sufficient to meet current demands for service (and to exceed any reasonable public policy goal regarding proactive time in the Central Sector).

It is also important to note that the proactive time that is available to Police Officers assigned to *patrol* is not at these levels (in fact it could be significantly lower) - this section provides the calculation of the proactive time available – in aggregate – within each sector. This is a critical issue – the Police Department’s decisions to grant one or more Officers (or units such as Bicycles, FLEX and Directed Patrol) 100% proactive time can only have the impact of reducing the net proactive time available to those who are responsible for responding to calls for service (in this case the personnel assigned to Patrol).

These decisions (to grant 100% proactive time to certain units) place the burden of providing “community policing” on these “special” units – because patrol officers do not have sufficient time (in most cases) to engage in those activities. Many communities have found it more advantageous to increase the ability of all personnel to provide community policing by distributing the proactive time to all personnel – rather than vesting it within a small “elite” cadre of personnel. Distributing the proactive time to all personnel (even though it cannot be done equally) will make all personnel accountable for the community’s problems and issues.

The following section discusses the impact of a community service officer program on staffing.

3. THE POLICE DEPARTMENT AND METRO SHOULD CONSIDER THE IMPLEMENTATION OF A COMMUNITY SERVICE OFFICER PROGRAM. THIS WOULD ALLOW FOR ENHANCED SERVICES AT A REDUCED COST.

The use of “differential police response” has a relatively long history in the United States with the roots of the program extending back to work conducted more than 35 years ago. Differential police response is a wide range of law enforcement responses to citizens’ request for service. In Metro Nashville, for example, the Police Department has adopted a program of taking police reports over the telephone using its Teleserve Unit (where civilian call takers complete the police report over the telephone with the complainant). Already, the Police Department is diverting 10% of citizen generated calls for service using Teleserve operators.

The use of “differential police response” is intended to address a number of issues that have been of increasing significance to police departments around the country. These issues include:

- Use of 9-1-1 in conjunction with public expectations has dramatically increased demands for service from the police in most communities.
- Community resources are constrained and alternatives to police response have become increasingly important.
- Public education efforts, use of 3-1-1 (non-emergency hotlines) and other approaches have demonstrated varying levels of success in the communities that have made such efforts and investments.

The table, below, provides a brief description of the history of the “differential police response” approach to law enforcement:

Year	Development in Differential Police Response
1967	Presidents Commission on Law Enforcement and Administration of Justice delivers a report that suggests that police need to work to be more responsive to community needs – a key aspect of which is through improved communication with the community.
1968	National Advisory Commission of Civil Disorders found that law enforcement agencies must provide comprehensive services and recommended that police re-examine the traditional police organizational structure and processes.
1972	Kansas City Preventative Patrol Study found that preventative patrol time is not only uncommitted time but that it is also unproductive time. Also found that isolating Police Officers in their cars and making them solely responsive to radio calls for service made them less responsive to the community and its needs.
1977	Kansas City Response Time Study found that a large proportion of the most serious (i.e., FBI Part 1) crimes are not susceptible to the impact of rapid police response. Further, the study found that for the majority of calls that could be impacted by rapid response, the rapidity of response was most often linked to how quickly the complainant called rather than how quickly the police department responded. Said in another way, the study found that very low response times did nothing to deter crime and did little to result in the immediate apprehension of criminals.
1977	National Institute of Law Enforcement and Criminal Justice (various field research projects) found that there is no universal deployment approach or tactic that can work equally well in all communities. Further, the studies showed that traditional deployment approaches allow police to intervene (typically after the fact) in incidents but do nothing to result in reduction of criminal activity or to improve the general quality of life in the community.
1980	National Center for Community Police Research found that the public is equally interested in police response to crimes and to police provision of order maintenance and assistance with quality of life issues.

Year	Development in Differential Police Response
1981	National Institute of Justice’s Differential Police Response Study examined approaches to reducing police response to non-emergency calls for service. The study found that a large number of calls could be handled over the phone, by non-sworn field personnel or by simply delaying the response to the call for service.
1985	Police Executive Research Forum’s Studies in San Diego, Peoria and Rochester found that the use of sophisticated technology and deployment strategies to reduce response times were well intentioned but generally misguided – fast response times neither addressed crime effectively nor enhanced citizen satisfaction with the police department.
1988	Bureau of Justice Statistics studies found that only 10% of a Police Officer’s time is spent on crime related activities. The remainder of the time is spent handling administrative functions, patrolling and other activities.
1990’s	A number of practical and local experiments have taken place to address the potential of various strategies in improving the ability of the police to respond effectively to the most critical issues while at the same time improving their operational efficiencies. Example of these programs include: self-reporting (gas drive offs, thefts from convenience stores); call-in reporting (misdemeanors, theft of property from a motor vehicle, etc.); and civilian field responders (minor accidents, misdemeanor reports, minor felony reports, evidence collection and traffic control).

The use of “differential police response” has taken on a number of forms in various communities around the United States (and the world). The most common approaches include the following:

Approach	Description of Key Elements
Call Queuing	<ul style="list-style-type: none"> • Calls are grouped by type into different “priority” levels. • Calls of the highest priority are dispatched immediately (Officers may even be broken away from on-going calls to respond). • Calls of a lower priority will be placed in a “queue” or “stacked” until an appropriate unit is available. This may mean holding the call for a unit specifically assigned to the beat where the call has originated, waiting for a special unit (vice, narcotics, youth), etc.
Self Reporting	<ul style="list-style-type: none"> • Offered for call types where the caller needs the police report primarily for insurance purposes – i.e., where there is little chance of apprehending the offender. • Most often used for call types such as: gas drive offs and other minor thefts. • Reports are either mailed, faxed or made (in-person) by the complainant with no Officer involvement.

Approach	Description of Key Elements
Phone Report Taking	<ul style="list-style-type: none"> • As with Call Queuing, this approach relies on the triage of calls for service before the fact. • Call takers are provided with a set of questions related to pre-determined protocols which leads to the ultimate decision regarding whether to send an Officer or whether to take the report by phone. • To enhance the success of these programs, the call takers are encouraged to provide the caller with information regarding the response time of an Officer (very long) compared to doing the report over the phone (immediate) and to take other steps to educate the public. • These steps taken by the call takers are often conducted in conjunction with other educational efforts by the department.
Civilian Field Report Taking	<ul style="list-style-type: none"> • Departments will dispatch uniformed non-commissioned (non-sworn) to take reports from complainants in the field. • Some departments utilize these positions as a way of augmenting the approaches describe, above. • Others use them as a way of handling calls that might have otherwise been taken over the phone (in another agency).
Field Civilians in Other Roles	<ul style="list-style-type: none"> • An expansion of the above roles. This approach has uniformed non-sworn personnel responding to calls for service that have been determined to be of 1) lower risk, 2) higher priority than those calls taken over the phone and 3) to have the potential for requiring some follow-up – such as with evidence collection or photography. • Departments send these staff members to a wide range of call type. • Examples include: misdemeanors, traffic accidents, minor felonies, non-violent issues, civil matters, etc.

In addition to the current practice of diverting additional calls to the Teleserve Unit, the project team examined the feasibility of diverting other call types to other types of resources. Many departments utilize non-sworn paraprofessionals in the field to respond to calls which require a response, but not that of a sworn Police Officer.

Applying a formal decision tree approach to triage incoming calls for service to the types of calls that are typically handled by the MNPD (and other large urban law enforcement agencies) can yield another 10% – 20% diversion of calls for service (agencies with mature alternate response programs achieve successful diversion of up to 30% of their total calls for service to either Teleserve or civilian field response). A

typical programmatic approach to implementing a Community Service Officer program (field civilians) might follow the steps:

- Identify types of calls for service that will can be handled by personnel with different training that Police Officers. These are typically service calls, response to low priority thefts (cold cases), minor vehicle accidents and so on.
- In an agency the size of the MNPd it would be important to identify a patrol sector in which to introduce the program. This approach will allow the Police Department, line staff and Metro to become comfortable with the idea and to work out any “kinks” that might need to be addressed.
- Many departments have also chosen to limit the Community Service Officers’ work by assigning them to the day and evening shift. This is done for two reasons:
 - Concerns regarding the safety of the Community Service Officers (who are typically unarmed or very lightly armed).
 - Lack of appropriate (and sufficient) workload in the late night and early morning hours to justify the personnel.
- Community Service Officers are typically trained 40 – 160 hours at the beginning of their assignment. They also receive annual updates (many of them similar to those provided to the Police Officers (though without the weapons qualifications).
- Community Service Officers who find themselves in a situation which might lead to a confrontation can (and in all locations do) call for assistance using the “officer needs assistance” protocol in place. This will result in an immediate and significant response from the MNPd’s sworn field staff. Careful selection of call types to which these personnel should respond can limit the possibility of these occurrences significantly.

The project team has prepared analyses showing the impact on patrol staffing requirements of a 10% reduction in the calls for service in each area. These analyses show the number of Police Officers that would be required. Following these analyses, the project team also provides a calculation showing the number of non-sworn Community Service Officers that would be required to handle this workload. It is important to recall several key aspects of the Community Service Officer program:

- Community Service Officers require significantly less initial and on-going training than do Police Officers, making them more available for handling workload.
- These staff are also paid less than Police Officers, typically making between 80% and 90% of what Police Officers are paid. In some cases, their benefit costs can also be lower (depending on the public safety pension plan).
- Community Service Officers are also typically not expected to have the same level of proactive time available to them as with Police Officers. For example, Metro might wish its Police Officers (those assigned to Patrol) to have 45% of their time available for proactive activities (or 5% more or less). At the same time, it would be appropriate for Community Service Officers to have 20% of their time free for proactive activities – this is enough to make sure that they are free to handle the next piece of work with little delay to the caller. This means that Metro can use fewer Community Service Officers to do the work that was previously handled by Police Officers (due to the difference in proactive time expectations).
- Many CSO programs assign these personnel to respond in pick-up trucks or other similarly utilitarian vehicles (enabling them to carry cones, flares and other equipment more easily than a patrol car).

Patrol Staffing Analysis - Impact of a 10% CFS Community Service Officer Program
Central Patrol Sector
Based on 2002 Workload

	<u>Workload Factor</u>
<u>1. COMMUNITY GENERATED WORKLOADS</u>	
• Total CFS handling time in hrs.	30,502.80
• Total back-up time (back-up @ 75% of first unit time on scene) in hrs.	30,777.00
TOTAL TIME REQUIRED TO HANDLE COMMUNITY GENERATED WORKLOADS (HRS.)	<u>61,279.80</u>
<u>2. TIME FOR PREVENTIVE PATROL AND SELF INITIATED ACTIVITIES (IN HOURS)</u>	
• @ 45% of Available Time	50,138.02
<u>3. TOTAL TIME REQUIRED TO HANDLE BOTH REACTIVE AND PROACTIVE ACTIVITIES (IN HRS.)</u>	
• @ 45% Proactive Time	111,417.82
<u>4. OFFICER AVAILABILITY</u>	
Est. Availability	
• Net hours available (after leaves, administrative time, court, etc.)	<u>1,446.96</u>
<u>5. POLICE OFFICERS REQUIRED TO HANDLE WORKLOADS</u>	
• @ 45% Proactive Time	77.00
<u>6. POLICE OFFICERS REQUIRED GIVEN IMPACT OF LONG TERM DISABILITY AND OTHER IMPACTS</u>	
• @ 45% Proactive Time	80.85
<u>7. POLICE OFFICERS REQUIRED GIVEN EST. TURNOVER AND TIME NEEDED TO ACADEMY AND FIELD TRAIN</u>	
• @ 45% Proactive Time	88.94

Patrol Staffing Analysis - Impact of a 10% CFS Community Service Officer Program
East Patrol Sector
Based on 2002 Workload

	<u>Workload Factor</u>
<u>1. COMMUNITY GENERATED WORKLOADS</u>	
• Total CFS handling time in hrs.	34,607.70
• Total back-up time (back-up @ 75% of first unit time on scene) in hrs.	29,067.00
TOTAL TIME REQUIRED TO HANDLE COMMUNITY GENERATED WORKLOADS (HRS.)	<u>63,674.70</u>
<u>2. TIME FOR PREVENTIVE PATROL AND SELF INITIATED ACTIVITIES (IN HOURS)</u>	
• @ 45% of Available Time	52,097.48
<u>3. TOTAL TIME REQUIRED TO HANDLE BOTH REACTIVE AND PROACTIVE ACTIVITIES (IN HRS.)</u>	
• @ 45% Proactive Time	115,772.18
<u>4. OFFICER AVAILABILITY</u>	
Est. Availability	
• Net hours available (after leaves, administrative time, court, etc.)	<u>1,446.96</u>
<u>5. POLICE OFFICERS REQUIRED TO HANDLE WORKLOADS</u>	
• @ 45% Proactive Time	80.01
<u>6. POLICE OFFICERS REQUIRED GIVEN IMPACT OF LONG TERM DISABILITY AND OTHER IMPACTS</u>	
• @ 45% Proactive Time	84.01
<u>7. POLICE OFFICERS REQUIRED GIVEN EST. TURNOVER AND TIME NEEDED TO ACADEMY AND FIELD TRAIN</u>	
• @ 45% Proactive Time	92.41

Patrol Staffing Analysis - Impact of a 10% CFS Community Service Officer Program
Hermitage Patrol Sector
Based on 2002 Workload

	<u>Workload Factor</u>
<u>1. COMMUNITY GENERATED WORKLOADS</u>	
• Total CFS handling time in hrs.	39,274.20
• Total back-up time (back-up @ 75% of first unit time on scene) in hrs.	29,421.00
TOTAL TIME REQUIRED TO HANDLE COMMUNITY GENERATED WORKLOADS (HRS.)	<u>68,695.20</u>
<u>2. TIME FOR PREVENTIVE PATROL AND SELF INITIATED ACTIVITIES (IN HOURS)</u>	
• @ 45% of Available Time	56,205.16
<u>3. TOTAL TIME REQUIRED TO HANDLE BOTH REACTIVE AND PROACTIVE ACTIVITIES (IN HRS.)</u>	
• @ 45% Proactive Time	124,900.36
<u>4. OFFICER AVAILABILITY</u>	
Est. Availability	
• Net hours available (after leaves, administrative time, court, etc.)	<u>1,446.96</u>
<u>5. POLICE OFFICERS REQUIRED TO HANDLE WORKLOADS</u>	
• @ 45% Proactive Time	86.32
<u>6. POLICE OFFICERS REQUIRED GIVEN IMPACT OF LONG TERM DISABILITY AND OTHER IMPACTS</u>	
• @ 45% Proactive Time	90.63
<u>7. POLICE OFFICERS REQUIRED GIVEN EST. TURNOVER AND TIME NEEDED TO ACADEMY AND FIELD TRAIN</u>	
• @ 45% Proactive Time	99.70

Patrol Staffing Analysis - Impact of a 10% CFS Community Service Officer Program
South Patrol Sector
Based on 2002 Workload

	<u>Workload Factor</u>
<u>1. COMMUNITY GENERATED WORKLOADS</u>	
• Total CFS handling time in hrs.	39,151.80
• Total back-up time (back-up @ 75% of first unit time on scene) in hrs.	30,093.00
TOTAL TIME REQUIRED TO HANDLE COMMUNITY GENERATED WORKLOADS (HRS.)	<u>69,244.80</u>
<u>2. TIME FOR PREVENTIVE PATROL AND SELF INITIATED ACTIVITIES (IN HOURS)</u>	
• @ 45% of Available Time	56,654.84
<u>3. TOTAL TIME REQUIRED TO HANDLE BOTH REACTIVE AND PROACTIVE ACTIVITIES (IN HRS.)</u>	
• @ 45% Proactive Time	125,899.64
<u>4. OFFICER AVAILABILITY</u>	
Est. Availability	
• Net hours available (after leaves, administrative time, court, etc.)	<u>1,446.96</u>
<u>5. POLICE OFFICERS REQUIRED TO HANDLE WORKLOADS</u>	
• @ 45% Proactive Time	87.01
<u>6. POLICE OFFICERS REQUIRED GIVEN IMPACT OF LONG TERM DISABILITY AND OTHER IMPACTS</u>	
• @ 45% Proactive Time	91.36
<u>7. POLICE OFFICERS REQUIRED GIVEN EST. TURNOVER AND TIME NEEDED TO ACADEMY AND FIELD TRAIN</u>	
• @ 45% Proactive Time	100.50

Patrol Staffing Analysis - Impact of a 10% CFS Community Service Officer Program
West Patrol Sector
Based on 2002 Workload

	<u>Workload Factor</u>
<u>1. COMMUNITY GENERATED WORKLOADS</u>	
• Total CFS handling time in hrs.	36,844.20
• Total back-up time (back-up @ 75% of first unit time on scene) in hrs.	28,771.00
TOTAL TIME REQUIRED TO HANDLE COMMUNITY GENERATED WORKLOADS (HRS.)	<u>65,615.20</u>
<u>2. TIME FOR PREVENTIVE PATROL AND SELF INITIATED ACTIVITIES (IN HOURS)</u>	
• @ 45% of Available Time	53,685.16
<u>3. TOTAL TIME REQUIRED TO HANDLE BOTH REACTIVE AND PROACTIVE ACTIVITIES (IN HRS.)</u>	
• @ 45% Proactive Time	119,300.36
<u>4. OFFICER AVAILABILITY</u>	
Est. Availability	
• Net hours available (after leaves, administrative time, court, etc.)	<u>1,446.96</u>
<u>5. POLICE OFFICERS REQUIRED TO HANDLE WORKLOADS</u>	
• @ 45% Proactive Time	82.45
<u>6. POLICE OFFICERS REQUIRED GIVEN IMPACT OF LONG TERM DISABILITY AND OTHER IMPACTS</u>	
• @ 45% Proactive Time	86.57
<u>7. POLICE OFFICERS REQUIRED GIVEN EST. TURNOVER AND TIME NEEDED TO ACADEMY AND FIELD TRAIN</u>	
• @ 45% Proactive Time	95.23

The exhibits, on the preceding five pages, show the resulting staffing calculations from a reduction of 10% from the current number of calls for service. The paragraphs, that follow, provide a summary of these analyses:

- The reduction of 10% of the workload has reduced the staffing required to achieve 45% proactive time under current workloads (i.e., without the Community Service Officer program in place).
- The project team did not assume any change in the average call handling time (we cannot make an accurate assessment of the change resulting from removal of lower priority calls).
- We assumed that all back-up would still be required (there was no reduction in this time) given the nature of calls requiring back-up from Officers.

The project team's analysis has shown that the MNPDP could provide the same level of service with a collective reduction in Police Officers positions. The table, that follows, shows the resulting change in staff at 45% proactive time:

Recommended Staffing for Patrol Functions With CSO Program in Place

Precinct	Police Officer Staffing *	Recommended Staffing	Variance
Central	111	89	(22)
East	110	92	(18)
Hermitage	107	100	(7)
South	102	101	(1)
West	107	96	(11)
Total	537	478	(59)

* Includes those who are on long-term leave for one reason or another.

However, the MNPDP would need to be authorized to hire CSO's to handle the workload that had been shifted away from the patrol's Police Officers. The table, which follows, shows this calculation:

**Number of Community Service Officers Required to Handle 10% of Calls for Service (2002 Data)
 With Full Community Service Officer Program Implementation**

Sector	Calls for Service to Handle	Handling Time (Hours)	Total Call Handling Time	Hours to Give 20% Proactive Time Target for CSOs	CSOs Required With 1,550 Hours of Net Availability
Central	7,929	0.58	4,625.48	5,781.85	4
East	8,701	0.54	4,714.71	5,893.39	4
Hermitage	9,605	0.57	5,497.32	6,871.65	4
South	9,139	0.58	5,314.50	6,643.13	4
West	9,310	0.57	5,281.82	6,602.27	4
Total	44,685			Net	20
				*Schedule (5/7)	28
				Turnover	31

* Employees work 5 out of 7 days on an 8 hour shift.

The preceding exhibit demonstrates the potential fiscal impact that such a program can have – an additional 28 Police Officers (above the 31 recommended reductions from earlier in this report) operating with 45% proactive time can be replaced by 31 Community Service Officers (operating with 20% proactive time). This would represent a total reduction of Police Officer staffing of 59 positions if the program were implemented in its entirety. This program could be viewed as a way in which future workload could be handled – i.e., rather than simply adding Police Officers to deal with future workload growth, Metro could make the decision to add some Community Service Officers in conjunction with new Police Officers. This would preserve the need to continually refresh the sworn ranks with new personnel but would also allow Metro to introduce a new (and more cost effective) approach to providing services in the future.

5. SCHOOL RESOURCE STAFFING IS APPROPRIATE GIVEN THE CURRENT MISSION AND AGREEMENTS BETWEEN METRO AND THE SCHOOL BOARD.

The Metro Nashville Police Department provides School Resource Officers for all public middle and high schools in the Metro Nashville School District (some schools

have more than one Police Officer depending on their size). The paragraphs, that follow, provide a summary of the current characteristics of the program:

- The School Resource Officers are responsible for handling law enforcement issues in the schools, provide support to administration and work closely with the Youth Service Enforcement Detectives to ensure follow-up on juvenile issues in the Metro area.
- The personnel assigned to these duties are currently organized within the Patrol Sectors within which their schools are located. This was done in an effort to make these personnel more responsive to the needs of their community – an initiative that is perceived at all levels to have been successful.
- Current staffing has organized the School Resource Personnel as follows:
 - Central: 1 Sergeant and 6 Officers
 - East: 2 Sergeant and 18 Officers
 - Hermitage: 1 Sergeant and 11 Officers
 - South: 1 Sergeant and 12 Officers
 - West: 1 Sergeant and 11 Officers

The project team does not recommend any changes to the staffing of this unit (staffing should be added in the future as schools are built). An issue to focus on in the future will be continued school expansion (and the demands for additional Police Officers) and the suitability of these current supervisory levels (which are on the high-side of acceptable considering the type of job that the Officers are responsible for). Expansion of the number of Police Officers assigned may require the MNPD to be authorized to add Sergeants to provide for effective supervision of these personnel. The table, below, provides a summary of our findings:

METROPOLITAN NASHVILLE-DAVIDSON COUNTY, TENNESSEE
Staffing Study of the Police Department

Classification	Current Staffing	Recommended Staffing	Variance
Lieutenant	1	1	-
Sergeant	7	7	-
Police Officer	56	56	-
School Resource Personnel	64	64	-

6. DEDICATED TRAFFIC ENFORCEMENT UNITS SHOULD BE STAFFED AS THEY ARE TODAY. STEPS SHOULD BE TAKEN TO ENSURE THAT TRAFFIC ENFORCEMENT REMAINS COORDINATED METRO-WIDE.

The Metro Nashville Police Department has organized traffic enforcement resources and personnel into two general categories and then into smaller groups (some by geography and some by specialty). These divisions of personnel include the following:

- Centralized traffic enforcement units reporting to the Deputy Chief for Field Operations, including:
 - DUI units (both days and evenings)
 - Accident investigation units (days and evenings)
- Units assigned to all of the patrol sectors (resources were divided and assigned based on historical traffic accident activity), including:
 - Central Sector (motorcycle units only)
 - East, Hermitage, South and West Sectors (motorcycles and traffic cars)

This approach represented a significant departure from the historical approach to organizing, coordinating and managing traffic enforcement in the Metro Nashville Police Department. This new approach was implemented following the study completed by MGT of America which recommended the following:

- Transfer the Traffic Division personnel to the patrol sectors – with the goal of giving the patrol sector commanders the resources they need to address all law enforcement and quality of life issues in their sectors.
- Continue with traffic enforcement activities, but under the direction of the patrol sector commanders (for the reason stated above).

- Make use of patrol personnel to continue with traffic enforcement as part of their everyday duties (as one way to use their proactive time).

The public policy goals are appropriate and represent one of the two effective ways of handling the successful delivery of traffic enforcement services (the other way is the one that was used historically in the MNPD – to have all such units consolidated in a single command). Regardless of the approach taken (and there are pros and cons to each approach) the key objective is to reduce injuries resulting from accidents.

Year	2000	2001	2002
Fatal Crashes	90	97	67
Injury Crashes	8,221	7,916	6,769
Property Crashes	22,971	23,333	21,326
Total Crashes	31,282	31,346	28,162
Violations	219,207	183,909	263,205
DUI Arrests	3,590	3,155	3,840
Total Enforcement	222,797	187,064	267,045
<i>Traffic Enforcement Index</i>	26.8	23.3	39.1

Studies by the Traffic Institute of Northwestern University suggest that effective traffic enforcement (defined as a program which will reduce the number of deaths and serious injuries) results when the Traffic Enforcement Index is around 35:1. This is defined as the number of citations / warnings and DUI arrests divided by the number of injury / death related accidents. The data for Nashville, depicted in the table above, show that the Department is making (or approaching) this effort on an annual basis (some things, such as weather and individual behavior, which are not in the Department's control can also influence accidents in a given year, season, etc). The elements of a successful traffic enforcement program include:

- Utilization of data regarding accidents (by cause, location, etc.) to identify traffic enforcement target areas. Traffic enforcement is most effective when targeted on areas where accidents occur – rather than on areas where it is “easy” to enforce traffic laws. For example, it is often more effective to enforce traffic laws

at intersections than it is in open freeway areas if the goal is to reduce accidents and to save lives.

- Coordination of traffic enforcement efforts by which the target areas are addressed by dedicated traffic enforcement personnel who have specialized training, tools and the time available to dedicate to enforcement activities.
- Traffic enforcement must be visible to impact more drivers than the single one who has been stopped by the police.
- Integration of the traffic enforcement program with other law enforcement efforts can have a positive impact. The National Highway Traffic Safety Administration has done numerous studies (Peoria (IL), Albuquerque (NM), Grand Prairie (TX) for example) which have demonstrated the impact that effective and well-managed traffic enforcement activities can have on both life / safety in driving and in the reduction of criminal activities. For example, in 1994 of the 9,500 arrests made in Grand Prairie – 2,900 of them were made during proactive traffic stops.

The Metro Nashville Police Department exhibits each of these positive characteristics, including:

- Availability and use of data describing accident sites throughout the Metro area.
- Dedication of a traffic analyst (sworn Officer) who is responsible for evaluating and analyzing the data on traffic accident to enable enforcement units to target their activities accordingly.
- The national average for traffic accident deaths per 100,000 population is 15.3 (using 1999 data – the most recent available). The rate in Nashville for 2002 was 11.5 per 100,000 population (assuming a resident population of 580,000) indicating that traffic enforcement efforts have been more successful than the national average. This is made more impressive given the fact that the State of Tennessee averages more than 20 deaths per 100,000 population (this is influenced somewhat by the rural nature of much of the state and the corresponding lack of hospital facilities).
- Similarly, the national rate of injury from traffic accidents is 1,770 per 100,000 population. The Nashville Metro is current enjoying a rate of 1,350 such accidents per 100,000 – again, well below the national average.

The project team believes that each of these indicators shows that the traffic enforcement program, as currently organized, coordinated and staffed is able to provide

for highly effective traffic enforcement in the Metro Nashville area. The table, that follows, addresses specific concerns regarding traffic enforcement issues that have been raised during the course of the project:

Issue	Findings
Reduced coordination of traffic enforcement efforts that has resulted from de-centralizing the Traffic Division staff into a number of units assigned to each of the patrol sectors.	No evidence supports the assertion that enforcement efforts are suffering. It will be important for MNPD command staff to continue to track accident data to ensure that there is no increase in the rate of deaths or injuries from traffic accidents.
Reduced coordination of traffic enforcement resources to serve in ancillary capacities such as traffic control, VIP escorts and other functions.	Central traffic enforcement has been recently shifted to become a direct report to the Deputy Chief of Police for Field Services. This should eliminate the negative coordination impact of de-centralization of traffic units.
Current staffing of central traffic enforcement makes it difficult to respond to serious accident scenes in a timely manner and impacts the speed with which investigative reports are completed.	<p>The project team’s review of data regarding serious accidents indicates that concurrent serious accidents are generally rare events. In addition, there was no information provided which indicated that accident reports were being delayed in completion as a result of shifts in staffing.</p> <p>Minor accidents continue to be handled by motorcycle and traffic cars (now assigned to the patrol sectors).</p>
Availability of DUI units to conduct field breath tests can impact the timeliness of arrests and processing of DUI arrests. This delays the return of patrol personnel to the field.	The project team’s review of patrol committed times indicate that they are not being overly locked into calls for service related to DUI arrests.

Given the project team’s findings regarding the overall effectiveness of the traffic enforcement program in the Metro Nashville area, we do not believe that any changes should be made to the utilization or staffing of traffic enforcement units at this time.

Classification	Current Staffing	Recommended Staffing	Variance
Lieutenant	1	1	-
Sergeant	4	4	-
Police Officer	23	23	-
POC 1	1	1	-
Traffic Enforcement - Crash / DUI	29	29	-

The project team also recommends no change in the allocation of personnel for traffic related functions in the precincts. The table below summarizes these personnel:

Classification	Current Staffing	Recommended Staffing	Variance
Police Officer	15	15	-
Traffic - Cars	15	15	-

Classification	Current Staffing	Recommended Staffing	Variance
Sergeant	2	2	-
Police Officer	23	23	-
Traffic - Motorcycles	25	25	-

The following section provides a summary of the administrative staffing and those personnel assigned to the Enterprise Zones and Housing areas.

7. SUPERVISORY STAFFING IN THE PATROL SECTORS IS APPROPRIATE GIVEN CURRENT DEPLOYMENT DECISIONS MADE BY METRO.

The project team next examined the level of supervisory staffing available in each of the five patrol sectors. The project team did this by examining on an overall basis the number of Sergeants as compared to the number of Police Officers in each sector. The table, that follows, provides a summary of our findings (and also shows the impact of the re-deployment recommendations made previously):

Sector	Current			Recommended		
	Officers	Sergeants	Ratio	Officers	Sergeants	Ratio
Central	136	27	5.04	137	26	5.27
East	109	21	5.19	97	21	4.62
Hermitage	117	22	5.32	122	22	5.55
South	116	20	5.80	115	20	5.75
West	124	23	5.39	118	23	5.13
Total	602	113	5.33	589	112	5.26

The table, above, shows that the ratio of Sergeants to Police Officers will change only slightly from 5.33 to 1 to 5.26 after the shift (this include the recommended reductions, the elimination of the Mounted Patrol and the add back of 24 Officers for

special events covered in other areas of this report). The ratios would change slightly from sector to sector as personnel are moved around given the various recommendations made. Given these findings, the project team does not recommend any change to the staffing of Sergeants or other command staff positions in the patrol sectors (these recommendations are included in the comprehensive reconciliation for patrol units). The project team does not recommend any changes in the administration of the patrol sectors either (this table includes the administrative personnel as well as those who are on extended special assignment):

Classification	Current Staffing	Recommended Staffing	Variance
Captain	5	5	-
Sergeant	6	6	-
Police Officer *	4	4	
Police Ops. Coord. 1	5	5	-
Precinct Administration	20	20	-

* Includes 3 PO's from Central Patrol on special assignment.

The following section shows the analysis of the Field Training Officer coordinator.

8. THE FIELD TRAINING OFFICER COORDINATOR POSITION SHOULD BE UPGRADED TO A LIEUTENANT AND SHOULD REPORT DIRECTLY TO THE DEPUTY CHIEF OF POLICE.

The Police Department has recently moved the field training officer coordinator position into the Field Operations Bureaus in an effort to enhance the coordination between the FTO's, their probationary officers, the field supervisors and the Field Operations Bureau command staff. This organizational shift was made in an effort to address a common concern of police departments – how best to ensure that field training reflects the needs of the Department, while at the same time ensuring that there is a linkage between the FTO program and the training academy.

The project team considered two possibilities, as summarized in the table that follows:

METROPOLITAN NASHVILLE-DAVIDSON COUNTY, TENNESSEE
Staffing Study of the Police Department

Alternative	Discussion
Assign the FTO Coordinator within the Field Operations Bureau	<ul style="list-style-type: none"> • Allows for enhanced working relationship between the coordinator, FTO's, new officers and command staff. • Places the coordinator in the same chain of command as the FTO's and trainees. • Current rank (same as patrol supervisors) may present a challenge when trying to require consistency or use of certain approaches. • No one of higher rank is directly responsible for the whole program (the current position reports to one of the patrol sector Captains).
Assign the FTO Coordinator within the Training Division	<ul style="list-style-type: none"> • Eliminates the improved coordination between FTO's and Field Services command staff. • Raises issues of coordination with the field. • Takes the FTO Coordinator out of the field chain of command.

The project team recommends that the Metro take the following steps to address these issues:

- Leave the position in the Field Operations Bureau.
- Re-classify the position from Sergeant to Lieutenant to provide the position with the authority to give orders to patrol Sergeants.
- Continue to have the position a direct report to the Deputy Chief of Police for Field Services.

The project team believes that these steps will make the program stronger and more able to ensure high quality patrol personnel are reaching the field. Additional focus will be given to this position and program in the training study of the MNPd.

Classification	Current Staffing	Recommended Staffing	Variance
Lieutenant	-	1	1
Sergeant	1	-	(1)
Field Training Officer Coordinator	1	1	-

9. THE FULL-TIME MOUNTED PATROL SHOULD BE ELIMINATED GIVEN THE HIGH-LEVEL OF PROACTIVE TIME AVAILABLE IN THE DEPARTMENT.

The Metro Nashville Police Department staffs a full-time mounted (horse) patrol comprised of a single supervisor (a Sergeant) and six Police Officers. These personnel are responsible for the full-time staffing (and care) of eight (8) horses. The primary missions of the Mounted Patrol include the following:

- Patrol at special events typically involving large crowds.
- Patrol parks and other more rural areas.
- Participate in search and rescue in rural areas of the County.
- Perform public relations activities (meeting the public, attending fairs, etc.).
- Assist with crowd control during civil unrest.
- Conduct patrol of the city-center when not involved in other activities.

The mounted patrol in Nashville is engaged in the delivery of all of these services. The primary question that should be addressed by the City is whether the cost of the unit is outweighed by the benefits that are obtained from having such as unit. The paragraphs, below, summarize the benefits and issues of a full-time mounted horse patrol:

- Some of the benefits include:
 - Visibility of the Officers in crowded situations
 - Ability of the Police Officers to see into congested situations.
 - Utility during civil unrest and with large pedestrian crowds.
 - Public relations benefits – demonstrations, interaction with pedestrians, and other uses.
 - Ability to move in congested situations.

- Some of the issues to be considered include:
 - The units are more expensive to maintain than other enhanced-mobility units (such as bicycles). This is the case even though the eight horses in the unit were donated to the Metro government.
 - There can be liability concerns stemming from the use of the horses in congested situations – made more so when the animals are used in place of some other part of the use-of-force continuum.
 - Other types of alternatives response may offer enhanced mobility and speed of response (bicycles) – this is something that the MNPd has tacitly recognized given the size of the bicycle unit assigned to the Central Sector.
 - Like other animal-based units, time is lost for feed and care of the animals (which either comes from overtime expenditures or from lost time in the field).
 - The major demands for the unit come from periodic events which do not represent the majority of the unit’s time (the remainder of the unit’s time is spent patrolling in the downtown area and parks). These include events such as:
 - Tennessee Titans NFL games
 - Parades
 - Large scale events in downtown

The project team has already shown that the MNPd has very high levels of proactive time. This can be used to provide special patrol as needed by special events. The project team recommends that the Metro government and the MNPd eliminate the Mounted Unit. This would involve the elimination of seven total positions as shown below:

Classification	Current Staffing	Recommended Staffing	Variance
Sergeant	1	-	(1)
Police Officer	6	-	(6)
Mounted Patrol	7	-	(7)

The City of Chattanooga recently made a similar decision to eliminate its mounted unit. They too were operating with donated Tennessee Walking Horses but found that utilization was very low and did not offset the high costs of operating the unit. It should be noted that should the Department desired to retain the Mounted Patrol using staff pulled from the 24 positions recommended for special events coverage, the Matrix Consulting Group would support this approach.

10. THE POLICE DEPARTMENT HAS PERSONNEL IN EXCESS OF SERVICE DEMANDS AT THIS TIME.

The project team has evaluated a wide range of issues and options related to the staffing of various functions in the Field Operations Bureaus. The project team has considered several alternatives related to the delivery of services in the preceding sections. The central recommendations that are included in these alternatives can be summarized as follows:

- Target 45% proactive time for all personnel in all patrol-like functions and units.
- Maintain dedicated traffic enforcement units in the patrol sectors and centrally.
- Give patrol sector Captains the authority (and the corresponding accountability) to utilize their Police Officers according to the particular needs and requirements for their patrol sector. This could include a wide range of deployment options (including assigning all personnel to patrol, assigning personnel to special sort-term details or to longer term crime suppression activities).
- Metro and the Police Department need to view the availability of proactive time *in totality*. From this viewpoint, decisions regarding how that time will be allocated among the various units and personnel of the Department.
- Patrol personnel staffing decisions should be made based on the workload that needs to be handled and through clear public policy decisions regarding the availability of proactive time (i.e., how involved should the Department be in community policing).
- Add back a group of personnel to deal with the special events that are handled by the Police Department. The project team's calculations show that the average

METROPOLITAN NASHVILLE-DAVIDSON COUNTY, TENNESSEE
Staffing Study of the Police Department

demand for personnel (when regular days off are included) results in a need for 24 personnel (this is the number of people who are currently assigned to the Bike units in the Central precinct). The table, that follows, shows this calculation. Note that two methodologies were used to determine the number of Officers required and that the project team took the higher of the two figures.

Event	Number of Times annually	Total Number of Personnel	Hours Worked	Total Officer Hours
<i>Sporting Events</i>				
Titans Football	11	60	8	5,280
TSU Football	5	20	7	650
Vandy Football	7	12	6	504
Predators Hockey	41	17	2	1,394
Country Music Marathon	1	380	8	2,850
Iroquois Steeplechase	1	21	11	231
Senior Golf Classic (4 day)	1	40	10	400
Music City Bowl	1	60	8	480
<i>Parades & Festivals</i>				
Fan Fair (4 day event)	1	320	8	2,560
St. Patrick's Day	1	5	4	20
Veterans Day Parade	1	70	5	350
Christmas Parade	1	82	6	492
Donelson Christmas Parade	1	4	6	24
Shrine Circus	2	10	3	60
Independence Day Celebration	1	135	9	1,148
MLK March	1	31	5	155
<i>Miscellaneous</i>				
CMA Awards	1	10	9	85
Flameworthy Awards	1	6	9	51
Special Olympics Torch Runs	2	10	2	40
Christmas Basket Charities	1	36	3	108
Juneteenth	1	8	5	40
Mayor's First Day Celebration	1	25	6	150
Average Staff Needed		17.21	Total Hours	17,071.50
Net Availability		1,664.00	Net Availability	1,664.00
Staff Required		24.10	Staff Required	14.36

The table, that follows, shows the impact of these combined recommendations on the staffing required in the Patrol functions (including Patrol, Bicycles, Directed Patrol and FLEX):

METROPOLITAN NASHVILLE-DAVIDSON COUNTY, TENNESSEE
Staffing Study of the Police Department

Classification	Current Staffing	Recommended Staffing	Variance
Lieutenant *	16	15	(1)
Sergeant **	99	99	-
Police Officer ***	537	530	(7)
Patrol	652	644	(8)

* One Lieutenant moved to Emergency Contingency - due to Special Event coordination primary roles.

** Sgt.'s include three (3) who are on long term disability, military leave, injured on duty, etc.

*** PO's include 34 who are on long term disability, military leave, injured on duty, etc.

The decision to implement a Community Service Officer program would result in an increased reduction of Police Officer positions from the 78 shown above to a total of 103 Police Officer positions (with an addition of 31 Community Service Officers). Metro should consider implementation of this program on a single precinct basis before expanding it to all five precincts.

Additionally, the project team does not recommend any changes in the Enterprise Zone and Housing units, as shown, below:

Classification	Current Staffing	Recommended Staffing	Variance
Lieutenant	1	1	-
Sergeant	5	5	-
Police Officer	26	26	-
Enterprise / Housing Bikes	32	32	-

The following chapter focuses on the Investigative Services Bureau.

6. ANALYSIS OF STAFFING IN THE INVESTIGATIVE SERVICES BUREAU

This chapter focuses on the investigative functions of the Metro Nashville Police Department. The chapter is broken down into a number of sections, each focusing on a major area of investigative service delivery. In each case, the project team evaluates staffing and organizational issues. In addition, caseload management issues are examined from a Bureau perspective. It should be noted that the project team does not support the recommendation from MGT to shift a small number of Detectives to each of the Patrol precincts. While decentralization of investigations is certainly one approach to conducting this key work, to do so in the method recommended by MGT would not provide the resources required in the precincts to make a meaningful contribution to this effort.

1. INVESTIGATIVE EFFECTIVENESS IS EVALUATED DIFFERENTLY THAN FIELD OPERATIONS.

It is more difficult to evaluate the staffing levels required by criminal investigations because, unlike field services, more subjective and qualitative determinants of workload and work practices are more important. Factors making comparative analyses difficult include:

- Approaches used to screen, assign, and monitor cases are different among law enforcement agencies.
- What is actually investigated varies by agency. The extent to which agencies assign misdemeanor level property crime cases to investigators varies. Also, the extent to which patrol performs preliminary investigation varies widely and impacts detective caseloads.
- Work practices vary tremendously among agencies, relating to interviewing techniques, mix of telephone and in-person interviews, use of computer

technologies, and the time devoted to clerical tasks.

- The nature of the caseload is also a critical factor to consider when examining quantitative factors relating to investigative activity. Each case is different in terms of leads, suspect description, and other available information. The way information in a single case combines with information on other cases also impacts investigative actions.
- Finally, the nature of the community itself is a factor in evaluating investigative workload and staffing needs. Citizen expectations translate into service levels impacting investigators in terms of what is investigated and how investigations are conducted.

Collectively, these factors portray a different type of workload compared to that which depicts patrol workload. In patrol, workload can be characterized broadly by the following factors:

- High volume/fast turnaround work.
- Work oriented not toward solution of a complex case, but oriented toward documenting available evidence at a crime scene and initiating contacts with victims and witnesses.
- Deployment practices designed to result in a rapid response of personnel.

Therefore, unlike patrol, investigative workload cannot be converted into quantitative methodologies to arrive at required staffing levels. Investigative staffing requirements need to be examined from a variety of perspectives in order to obtain an overall portrait of staffing issues, case handling issues and philosophies having an impact on staffing needs. The perspectives we employed in our study of investigative staffing include the following:

- We reviewed case management practices through interviews with staff.
- We conducted one-day "snapshot" case audits with the detectives to arrive at a comprehensive understanding of current caseload including:
 - The number of open cases assigned to each detective.

- The number of active caseload of each detective from the perspective of those cases which had been worked over the past 30-day period.
 - The estimated level of effort by each investigator over the life of the case and, specifically, over the past 30 days.
 - An estimate of case prospects in terms of solvability potential.
- The project team examined other measures of workload as well as effectiveness of investigative services.

The next section, which follows, provides a brief summary of the allocation of cases by type between the various units of the Department.

2. THE INVESTIGATIVE SERVICES BUREAU INVESTIGATES A WIDE RANGE OF CASES, PLUS PROVIDES INVESTIGATIVE SUPPORT.

The Metropolitan Nashville Police Department has organized a wide range of investigative case types in the Investigative Services Bureau. The table, that follows, provides a breakdown of the cases (by type) that are assigned to each unit:

Unit	Cases Assigned	Units
Personal Crimes	<ul style="list-style-type: none"> • Life-Threatening Assaults • Death Investigations • Homicides and murders • Kidnapping • Robbery • Sex crimes (adults) 	Violent Crimes Unit Robbery Unit Sex Crimes
Property Crimes	<ul style="list-style-type: none"> • Burglaries • Thefts • Monitoring of pawn tickets • Auto theft • Fraud 	Burglary/Pawns Fugitives Auto Theft Fraud
Youth Services	<ul style="list-style-type: none"> • Runaways • Kidnappings • Assaults • Support to SRO's • Juvenile committed crimes • Underage alcohol/cigarette sales • Coordinated counseling 	Enforcement (2 shifts) Property and Personal Crimes Child Abuse Counseling
Identification	<ul style="list-style-type: none"> • Crime Scene / Lab Work • Latent Fingerprints 	Crime Scene Lab Latent Print Identification

Unit	Cases Assigned	Units
Domestic Crimes	<ul style="list-style-type: none"> • Domestic Assault • Domestic Harassment • Domestic Stalking • Violation of Protective Order • Interference With Child Custody 	Investigations (3 shifts) Police Crisis Counsel
Vice	<ul style="list-style-type: none"> • Narcotics Enforcement • Gambling • Prostitution 	Vice Narcotics (2 Short Term Teams) Narcotics (1 Long Term Team)

The sections, that follow, provide the project team’s evaluation of the staffing of the Investigative Services Bureau units.

3. THE MURDER SQUAD AND THE HOMICIDE UNIT OVERLAP INVESTIGATIVE RESPONSIBILITIES AND HAVE RELATIVELY LOW CASELOADS.

The Metropolitan Nashville Police Department currently has two units in the Violent Crimes Section of the Personal Crimes Division which are responsible for violent crime investigations, including those involving death of the victim. The table, below, summarizes the responsibilities and staffing of these units.

Homicide		Murder	
Responsibilities	Staff	Responsibilities	Staff
<ul style="list-style-type: none"> • This unit is responsible for investigating violent crimes up to an including homicides. In the case of any homicide, this unit will handle them for up to roughly 48 hours – after which they are transferred to the Murder Squad. These include assaults and other violent crimes that are not of a sexual nature. • The unit is organized into three shifts / squads. Each shift is supervised by a Sergeant. The shifts are made up of 8 (days), 7 (evenings) and 8 (nights) Police Officers. 	Lieutenant (1) Sergeant (3) Police Officer (19) POC1 (1)	<ul style="list-style-type: none"> • This unit is responsible solely for the investigation of “who done it?” homicides. • The unit is scheduled to work a day shift Monday through Friday but works a flexible / on-call schedule. • The unit does not work other (non-homicide cases) generally. • In addition to these staff there is a subsidiary unit which handles ‘cold cases’ working with the cooperation of the District Attorney. 	Sergeant (1) Police Officer (7) Police Officer (3) POA (1)

The project team conducted a comprehensive analysis of the caseloads of detectives in these units through two methods – first of all, a case assignment trends was accomplished through the Division’s case log system; secondly, a “desk audit” was conducted with detectives who were interviewed and the characteristics of their assigned cases examined. Taken together, these methods assess caseload levels over a long period of time (a year) and through an intensive approach (desk audits).

The table, below, provides the results of the project team’s assessment of the number of cases assigned to investigators in these two units in FY 2002-2003. The source for this information is unit case logs maintained by unit supervisors. Average caseloads are adjusted by the average number of investigators active in the unit for the period under review.

Unit	Total Cases Assigned	# Unit Detectives		Avg. Case / FY	Avg. Case /Mo
		Auth.	Actual	(Actual)	(Actual)
Homicide	5,991	22	18.2	329.2	27.4
Murder Squad	39	8	8.0	4.9	0.4
TOTAL	6,030	31	26.2	334.1	27.8

The table, above, shows the significant difference in roles for these two units – the Homicide Unit provides follow-up on homicides after they occur but unless clearance is immediate, these cases are followed up by the Murder Squad. The bulk of cases follow-up on by Homicide detectives are other violent crimes (e.g., assaults).

- Homicide detectives average just 27 cases assigned per month.
- Murder detectives average less than one case every two months.

The project team also evaluated the number and percentage of ‘clearances’ associated with follow-up investigations with these units. This is an indicator of effectiveness, especially with cases cleared through arrest. It should be noted that

person crimes typically have high clearance rates because it is common for victims and assailants to be known to each other.

UNIT	Arrest		Exception		Unfounded		Total Cleared	
	#	%	#	%	#	%	#	%
Homicide	243	5%	5,051	95%	14	0%	5,308	92%
Murder Squad	30	86%	5	14%	0	0%	35	90%

While both units have high clearance rates (over 90%) they are arrived at in extremely different ways:

- Most of the Murder Unit's clearances result from arrests (30 of 35 cases).
- Most of the Homicide Unit's clearances result from exceptions (95%, or 5,051 of 5,308 cases cleared). Most of these clearances result from inability or unwillingness of the victim to prosecute in assault or harassment cases.

After review of case assignment patterns, 'desk audits' were performed with a large percentage of Detectives assigned to these units. A desk audit is 'snapshot' of the investigative caseload of a detective at a point in time (for this project team desk audits were conducted during the weeks of August 11th and August 18th). The focus of the project team's desk audits were as follows:

- To develop an in depth understanding of the types of cases investigated by detectives assigned to each unit.
- To develop a better understanding of case assignment, case monitoring and case quality control approaches and alternatives.
- To test or validate the accuracy of unit case tracking systems.
- To test and validate the movement and activity of cases. A key task in the desk audits is to distinguish between cases which are 'ostensibly' open (in the sense that the case logs consider a case open) versus open in an active sense (i.e., had received some form of activity over a recent period such as 30 days). This is a critical distinction which assists the project team in evaluating not only case management systems but also the staffing needs of an investigative unit.

The table, below, summarizes the results of the desk audits performed by the project team with staff in the Homicide and Murder units during the weeks these audits were conducted in August, 2003. In all, 8 detectives were interviewed in depth in the Homicide Unit (42% of the average number of actual investigators) and 5 of the murder detectives (63% of the average number of investigators).

Homicide Unit Desk Audit			
Detective	Open Cases: Log	W/In 30 Days: Active Cases	% Active/ Open
1	9	5	55.6%
2	34	3	8.8%
3	92	9	9.8%
4	11	5	45.5%
5	16	4	25.0%
6	31	11	35.5%
7	45	7	15.6%
8	80	19	23.8%
TOTAL	318	63	
Avg.	39.8	7.9	19.8%
Murder Unit Desk Audit			
Detective	Open Cases: Log	W/In 30 Days: Active Cases	% Active/ Open
1	1	1	100.0%
2	1	1	100.0%
3	1	1	100.0%
4	1	1	100.0%
5	1	1	100.0%
TOTAL	5	5	
Avg.	1.0	1.0	100.0%

The table, above, provides the following perspectives on these two units:

- While the Homicide Unit has a relatively high number of assigned cases for a unit of this type, a relatively low proportion of these cases are active in the sense of being recently worked. Only about 20% of the cases assigned to this unit are 'active'.

- While the number of cases assigned to the Murder Unit is very low in the experience of this project team, the proportion of open cases is high – a one-to-one relationship between assigned and active cases.

While an important assumption of the desk audit approach is that a snapshot of cases at one time is at least roughly equivalent to another time, clearly the number of cases will change over time while the composition of cases may be relatively consistent. To challenge this assumption the project team compared the number of active and assigned cases in the month of the audit to the average number of cases in the year as well as to high and low month. The table, below, summarizes the results of this analysis:

Unit	Desk Audit Cases	Assigned Cases/Mo.	Avg. Cases FY 02-03	High Month FY 02-03	Low Month FY 02-03
Homicide	7.9	35.7	27.4	37.9	20.4
Murder	1.0	0.3	0.4	0.5	0.4

The analysis of case variation shows the following:

- The number of cases assigned to the Murder Squad varies little (about one case for every two detectives per month). The desk audit is a fair representation of workloads.
- The total number of cases assigned to all detectives in the Homicide Unit varies by about 300 cases per month for the unit, or about 50% from peak to trough. This represents a variation in average detective caseload of about 16 cases per month. However, the desk audit was conducted during a peak month. As a result, desk audit results if conducted at other times of the year would result in as few as 4.5 average cases per detective in a low month of 20.4 cases assigned. The annual average number of active cases for this unit would be about 6.1 cases per investigator at an average of 27.4 cases assigned.

The table, below, compares the results of the desk audits and case assignment analysis with benchmark targets utilized by the project team. The targets are the result of our previous work with hundreds of law enforcement agencies – they represent workable targets for investigators in systems with stringent case management

processes. They also represent results of other studies conducted by other research organizations (e.g., the RAND Corporation).

Unit	Active Cases	Benchmark Results	Difference
Homicide	6 – 8	10 – 12	(4 – 6)
Murder	1	8 – 10	(7 – 9)

As the table shows, both units are significantly below caseload targets utilized by other law enforcement agencies. Caseloads for the Murder Squad are the lowest encountered by this project team in any study. There are some mitigating factors associated with current staffing patterns:

- Metro P.D.'s interest in having dedicated investigators to murder investigations. This approach has demonstrated results in terms of clearances through arrest. This is augmented by the approach of having three other investigators (not included in this analysis) responsible for 'cold cases' in a cooperative working relationship with the District Attorney).
- Interest in having around the clock availability for response to very serious person crimes in the City. Caseload targets for Homicide are higher because of the kind of murder investigations for which they are responsible (rapid turnaround) as well as other person crimes (e.g., assaults).

However, caseloads remain extremely low for these units. Active cases as a percentage of assigned cases for Homicide detectives is extremely low for person crime detectives. As a result, the project team recommends a reduction of detectives assigned to these units. The following points and exhibit summarize the project team's recommendations:

- **Reducing the number of Homicide detectives to 6 per shift on day and swing shifts and 5 per night shift.** This would still provide for three shift coverage and as well as for leaves (at a 15% to 20% availability factor). This would result in a reduction of 6 detectives currently assigned. This recognizes that while Homicide detective caseloads are low, they are important for call outs to serious incidents (even though many of these turn out not to be prosecutable

crimes). This distribution of staff is supported by the following distribution of cases:

Activity	Day Shift	Swing Shift	Night Shift
Number of Cases	38%	53%	9%

- Reducing the number of Murder Squad detectives to 6 and cold case detectives to 2.** This would still allow for a team approach to handling assigned homicide and cold cases. This would represent a reduction of two detectives compared to current assignments. At these levels, the number of detectives to assignments would still be at extremely low levels but continues to recognize that this is a desired level of enforcement and has resulted in high arrest clearance rates.

Classification	Current Staffing	Recommended Staffing	Variance
Captain	-	1	1
Sergeant	1	1	-
Police Officer (Det.)	7	6	(1)
Murder Squad	8	8	-

Classification	Current Staffing	Recommended Staffing	Variance
Lieutenant	1	1	-
Sergeant	3	3	-
Police Officer (Det.)	22	20	(2)
POA 1	1	1	-
POC 1	1	1	-
Homicide / Cold Case	28	26	(2)

The resulting number of investigators assigned to these two units would still represent average caseloads on the very low end of the range. However, this approach would still retain the Department's value in dedicating efforts to the follow-up of these serious crimes while having high levels of availability.

4. THE ROBBERY UNIT CASELOAD IS WITHIN BENCHMARK TARGETS FOR INVESTIGATOR WORKLOAD.

The Metropolitan Nashville Police Department Robbery Unit is responsible for investigations on all forms of robbery, including strong arm, aggravated, purse

snatching, etc. The table, below, summarizes the responsibilities and staffing of this unit.

Robbery	
Responsibilities	Staff
<ul style="list-style-type: none"> • The unit is responsible for working all associated charges that may be committed in the course of a robbery (unless death becomes “imminent” – at which point the case will be turned over to Homicide / Violent Crimes). • The unit is divided into two details: 1 Sergeant and 6 Police Officer (Det.) s each – one assigned to days and the other to evenings. • Cases involving a “serial” robber will be assigned to the same Police Officer (Det.) if / when they are identified as part of a pattern of crime. • An effort is made to give each Police Officer (Det.) a “case free” week in which they can catch up on paper work and to work to close out existing cases. • Call-out is shared among all investigators. • There are no geographic assignments of Police Officer (Det.) made in the unit. 	Lieutenant (1) Sergeant (2) Police Officer (12) POC I (1)

For the Robbery Unit, the project team conducted a comprehensive analysis of the caseloads of detectives through two methods – first of all, a case assignment trends was accomplished through the Unit’s case log system; secondly, a “desk audit” was conducted with detectives who were interviewed and the characteristics of their assigned cases examined. Taken together, these methods assess caseload levels over a long period of time (a year) and through an intensive approach (desk audits).

The table, below, provides the results of the project team’s assessment of the number of cases assigned to investigators in this unit in FY 2002-2003. The source for this information are unit case logs maintained by unit supervisors. Average caseloads are adjusted by the average number of investigators active in the unit for the period under review:

METROPOLITAN NASHVILLE-DAVIDSON COUNTY, TENNESSEE
Staffing Study of the Police Department

Unit	Total Cases Assigned	# Unit Detectives		Avg. Case / FY	Avg. Case /Mo
		Auth.	Actual	(Actual)	(Actual)
Robbery	2,624	12	12	218.6	18.2

The table, above, shows that Robbery detectives average over 18 case assignments per month. As the following table shows, these cases are evenly distributed between the two shifts:

ROBBERY ASSIGNMENTS by SHIFT FY '02/'03			
Shift	# Assigned to Shift	% of Assignments	Avg./Month
A	1317	50.2%	109.8
B	1307	49.8%	108.9

However, detective assigned workload is highly dependent upon whether cases are assigned versus administratively filed (i.e., not assigned) by the unit sergeant:

FY '02/'03 Total Reports	3,119	100%
Filed	495	15.9%
Assigned	2,624	84.1%

The project team also evaluated the number and percentage of 'clearances' associated with follow-up investigations with this unit. This is an indicator of effectiveness, especially with cases cleared through arrest.

UNIT	Arrest		Exception		Unfounded		Total Cleared	
	#	%	#	%	#	%	#	%
Robbery	448	23%	1,211	63%	268	14%	1,927	73%

While this unit has a relatively high overall clearance rate (over 70%), most of the Robbery Unit's clearances result from exceptions (63%, or 1,211 of 1,927 cleared cases).

The table, below, summarizes the results of the desk audits performed by the project team with staff of the Robbery unit during the weeks these audits were

conducted in August, 2003. In all, 6 detectives were interviewed in depth in the Robbery Unit (50% of the average number of actual investigators).

Robbery Unit Desk Audit			
Detective	Open Cases: Log	W/In 30 Days: Active Cases	% Active/ Open
1	52	12	23.1%
2	57	7	12.3%
3	22	11	50%
4	26	6	23.1%
5	46	8	17.4%
6	43	12	27.9%
TOTAL	246	56	NA
Avg.	41	9.3	22.8%

The table, above, provides the following perspective on this unit that while assigned an average of 18 cases per month, the Robbery Unit detectives are averaging 41 open cases each, this data above shows that less than one-fourth (22.8%) of cases are being actively worked.

While an important assumption of the desk audit approach is that a snapshot of cases at one time is at least roughly equivalent to another time, clearly the number of cases will change over time while the composition of cases may be relatively consistent. To challenge this assumption the project team compared the number of active and assigned cases in the month of the audit to the average number of cases in the year as well as to high and low month. The table, below, summarizes the results of this analysis:

Unit	Desk Audit Cases	Assigned Cases/Mo.	Avg. Cases FY 02-03	High Month FY 02-03	Low Month FY 02-03
Robbery	9.3	17.5	18.2	26.1	13.1

The analysis of case variation shows that at the peak month, the desk audit could have resulted in as much as 13.86 active cases (when case assignments reach 26.1) to

a low of 7 (when case assignments are at 13.1 per detective). The annual average number of active cases for this unit would be about 9.7 cases per investigator. The desk audit was conducted during an average month, therefore it is a fair representation of workload. The table, below, compares the results of the desk audits and case assignment analysis with benchmark targets utilized by the project team. The targets are the result of our previous work with hundreds of law enforcement agencies – they represent workable targets for investigators in systems with stringent case management processes. They also represent results of other studies conducted by other research organizations.

Unit	Active Cases	Benchmark Results	Difference
Robbery	10-14	10 – 12	0 – 2

The data show that although the Robbery Unit detectives are within benchmark targets, opportunities may exist to reduce workload through increasing the number of filed cases and use of civilians for some administrative case-related activities. There are no staffing change recommendations for this Unit as illustrated in the exhibit below.

Classification	Current Staffing	Recommended Staffing	Variance
Lieutenant	1	1	-
Sergeant	2	2	-
Police Officer (Det.)	12	12	-
POC 1	1	1	-
Robbery	16	16	-

5. THE SEX CRIMES UNIT CASELOAD IS BELOW BENCHMARK TARGETS FOR INVESTIGATOR WORKLOAD.

The Metropolitan Nashville Police Department Sex Crimes Unit is responsible for investigations for the full range of sex crimes, including phone harassment with sexual content, indecent exposure, etc. The table, below, summarizes the responsibilities and staffing of this unit:

Sex Crimes	
Responsibilities	Staff
<ul style="list-style-type: none"> • The unit is responsible for the full range of sex crimes, including the following examples: phone harassment with sexual content, indecent exposure, stalking with sexual content, statutory rape, rape (including date or acquaintance rape), sexual assault, solicitation of a minor and sexual exploitation of a minor. • The unit works in two shifts: days and evenings, with 1 Lieutenant and 3 Police Officer (Det.)s assigned to days and 1 Sergeant and 4 Police Officer (Det.)s assigned to evenings. One of the evening Police Officer (Det.)s works an overlapping shift which extends the unit's coverage up to 3AM. All personnel are scheduled to work Monday – Friday. 	<p>Lieutenant (1) Sergeant (1) Police Officer (7) POC I (1)</p>

The project team conducted a comprehensive analysis of the caseloads of detectives in this unit through two methods – first of all, a case assignment trends was accomplished through the Unit's case log system; secondly, a "desk audit" was conducted with detectives who were interviewed and the characteristics of their assigned cases examined. Taken together, these methods assess caseload levels over a long period of time (a year) and through an intensive approach (desk audits).

The table, below, provides the results of the project team's assessment of the number of cases assigned to investigators in these two units in FY 2002-2003. The source for this information is unit case logs maintained by unit supervisors. Average

caseloads are adjusted by the average number of investigators active in the unit for the period under review.

Unit	Total Cases Assigned	# Unit Detectives		Avg. Case / FY	Avg. Case /Mo
		Auth.	Actual	(Actual)	(Actual)
Sex Crimes	748	7	7	106.86	8.9

The table above shows that Sex Crimes detectives average almost 9 cases per month. As the following table shows, the “B” shift has a slightly higher detective caseload:

SEX CRIMES ASSIGNMENTS by SHIFT FY '02/'03			
Shift	# Assigned to Shift	% of Assignments	Avg./Month
A	310	41.4%	8.6
B	438	58.6%	9.1
Total Shift Assignments	748		

The 4 “B” shift detectives averaged 9.1 case assignments per month, while the 3 “A” shift detectives averaged 8.6 case assignments per month. As stated, the project team also evaluated the number and percentage of ‘clearances’ associated with follow-up investigations with this unit. This is an indicator of effectiveness, especially with cases cleared through arrest.

UNIT	Arrest		Exception		Unfounded		Total Cleared	
	#	%	#	%	#	%	#	%
Sex Crimes	95	14%	522	79%	47	7%	664	89%

While this unit has a relatively high clearance rate (almost 90%), most of the Sex Crime Unit’s clearances result from exceptions (79%, or 522 of 664 cleared cases). Most of these clearances result from inability to contact the victim, or the inability or unwillingness of the victim to prosecute. The table, below, summarizes the results of the desk audits performed by the project team with staff of the Sex Crimes unit during

the weeks these audits were conducted in August, 2003. In all, 6 detectives were interviewed in depth in the Sex Crimes Unit (85% of the average number of actual investigators).

Sex Crimes Unit Desk Audit			
Detective	Open Cases: Log	W/In 30 Days: Active Cases	% Active/ Open
1	16	16	100%
2	19	13	68.4%
3	10	3	30%
4	17	12	70.6%
5	7	7	100%
6	10	6	60%
TOTAL	79	57	NA
Avg.	13.2	9.5	72.2%

The table, above, provides that the Sex Crimes Unit detectives are averaging 13.2 open cases each, this data above shows that almost three-fourths (72.2%) of cases are being actively worked. While an important assumption of the desk audit approach is that a snapshot of cases at one time is at least roughly equivalent to another time, clearly the number of cases will change over time while the composition of cases may be relatively consistent. To challenge this assumption the project team compared the number of active and assigned cases in the month of the audit to the average number of cases in the year as well as to high and low month. The table, below, summarizes the results of this analysis:

Unit	Desk Audit Cases	Assigned Cases/Mo.	Avg. Cases FY 02-03	High Month FY 02-03	Low Month FY 02-03
Sex Crimes	9.5	11.57	8.86	13.71	5.85

Assuming a constant rate of desk audit to assigned cases, at a peak month, the desk audit could have resulted in as many as 11.26 active cases per detective to a low of 4.8. The annual average number of active cases for this unit would be 7.27 on this

basis. The table below compares the results of the desk audits and case assignment analysis with benchmark targets utilized by the project team. The targets are the result of our previous work with hundreds of law enforcement agencies – they represent workable targets for investigators in systems with stringent case management processes. They also represent results of other studies conducted by other research organizations.

Unit	Active Cases	Benchmark Results	Difference
Sex Crimes	7-11	10-12	(1 – 3)

This data shows that for Sex Crimes, the caseload is below the benchmark target for detective workload in this type of unit. As a result, the project team recommends reducing unit staff by one detective to bring the detectives in alignment with the midpoint of caseload targets (while workload would support a reduction of two, practical considerations of managing the shift distribution support reducing by one only). The following exhibit summarizes the project team’s findings.

Classification	Current Staffing	Recommended Staffing	Variance
Lieutenant	1	1	-
Sergeant	1	1	-
Police Officer (Det.)	7	6	(1)
POC 1	1	1	-
Sex Crimes	10	9	(1)

6. THE BURGLARY UNIT CASELOAD IS WITHIN CASELOAD TARGETS FOR INVESTIGATOR WORKLOAD.

The Metropolitan Nashville Police Department Burglary Unit is responsible for investigations on burglaries and thefts, as well as investigating vandalism/damage to property and lost property reports. The table, below, summarizes the responsibilities and staffing of this unit.

Burglary	
Responsibilities	Staff
<ul style="list-style-type: none"> • The Burglary Police Officer (Det.)s are broken into three sections, based on the patrol Sectors in Metro Nashville: 1 Lieutenant and 10 Police Officer (Det.)s assigned to South and Hermitage (two of these Police Officer (Det.)s make up the evening shift complement for the whole unit), 1 Sergeant and 8 Police Officers assigned to East and Central and 1 Sergeant and 4 Police Officer assigned to West. • The West Sergeant is also responsible for supervising the Pawns unit at this time due to a Sergeant vacancy there. • The unit is responsible for all burglaries and thefts (inc. shoplifting). • The unit is also responsible for theft from motor vehicles – if the items stolen are not considered to be part of or integral to the car. 	Captain (1) Lieutenant (2) Sergeant (2) Police Officer (22) POC I (2)

The project team conducted a comprehensive analysis of the caseloads of detectives in this unit through two methods – first of all, a case assignment trends was accomplished through the Unit’s case log system; secondly, a “desk audit” was conducted with detectives who were interviewed and the characteristics of their assigned cases examined. Taken together, these methods assess caseload levels over a long period of time (a year) and through an intensive approach (desk audits).

The table, below, provides the results of the project team’s assessment of the number of cases assigned to investigators in these two units in FY 2002-2003. The source for this information are unit case logs maintained by unit supervisors. Average caseloads are adjusted by the average number of investigators active in the unit for the period under review.

Unit	Total Cases Assigned	# Unit Detectives		Avg. Case / FY	Avg. Case /Mo
		Auth.	Actual	(Actual)	(Actual)
Burglary	8,388	22	22	381.27	31.77

The table, above, shows that Burglary detectives average over 31 cases assigned per month. Further, the following shows the burglar assignments by sector:

BURGLARY ASSIGNMENTS by SECTOR FY '02/'03			
SECTOR	# of Assignments	% of Assignments	Avg./Month
South/Hermitage	4710	56.2%	392.5
East/Central	2828	33.7%	235.7
West	850	10.1%	70.8

There are 10 detectives assigned to South/Hermitage (equaling 39.3 assignments each per month), 8 detectives assigned to East/Central (equaling 29.5 assignments each per month), and 4 detectives assigned to West (equaling 17.7 assignments each per month).

Detective assigned workload is dependent upon whether cases are assigned or administratively filed (i.e., not assigned) by the unit sergeant. This unit had a low percentage of cases assigned versus filed. This is common for burglary detectives.

FY '02/'03 Total Reports	40,352	
Filed	31,964	79.2%
Assigned	8,388	20.8%

The project team also evaluated the number and percentage of 'clearances' associated with follow-up investigations with this unit. This is an indicator of effectiveness, especially with cases cleared through arrest.

UNIT	Arrest		Exception		Unfounded		Total Cleared	
	#	%	#	%	#	%	#	%
Burglary	1,042	22%	3,358	72%	292	6%	4,692	52%

This unit arrived at a 52% clearance rate in the following ways:

- Most of the Burglary Unit's clearances result from exceptions (72%, or 3,358 of 4,692 cleared cases).

- Although most of the unit's cases are filed (79.2%) which require minimal investigative resources, the unit still has a relatively high exception clearance rate for their assigned cases.
- 22% of cases were cleared through arrest, which is high for a unit of this type.

The table, below, summarizes the results of the desk audits performed by the project team with staff of the Burglary unit during the weeks these audits were conducted in August, 2003. In all, 6 detectives were interviewed in depth in the Burglary Unit (27% of the average number of actual investigators).

Burglary Unit Desk Audit			
Detective	Open Cases: Log	W/In 30 Days: Active Cases	% Active/ Open
1	26	18	69.2%
2	85	11	12.9%
3	93	10	10.8%
4	45	21	46.7%
5	320	25	7.8%
6	129	23	17.8%
TOTAL	698	108	NA
Avg.	116.3	18.0	15.5%

The table, above, provides that while there is variation on the open cases per detective according to the unit statistics, the active cases are relatively consistent. These detectives averaged 18 active cases, representing 15.5% of their open cases.

While an important assumption of the desk audit approach is that a snapshot of cases at one time is at least roughly equivalent to another time, clearly the number of cases will change over time while the composition of cases may be relatively consistent. To challenge this assumption the project team compared the number of active and assigned cases in the month of the audit to the average number of cases in the year as

well as to high and low month. The table, below, summarizes the results of this analysis.

Unit	Desk Audit Cases	Assigned Cases/Mo.	Avg. Cases FY 02-03	High Month FY 02-03	Low Month FY 02-03
Burglary	18	35.13	31.77	38.22	26.22

Based on a constant relationship between open or desk audit cases to assigned cases, the analysis of case variation shows that at a peak month, the desk audit could have resulted in as much as 19.58 active cases to a low of 13.43. The annual average number of active cases for this unit would be about 16.27 cases per detective. The table below compares the results of the desk audits and case assignment analysis with benchmark targets utilized by the project team. The targets are the result of our previous work with hundreds of law enforcement agencies – they represent workable targets for investigators in systems with stringent case management processes. They also represent results of other studies conducted by other research organizations.

Unit	Active Cases	Benchmark Results	Difference
Burglary	16-19	15-20	0

This data shows that for the Burglary Unit, the detective caseload is within the benchmark target for this type of unit. However, there are opportunities to equalize workloads in this unit. The following exhibit summarizes the staffing in the Burglary Unit.

Classification	Current Staffing	Recommended Staffing	Variance
Captain	1	1	-
Lieutenant	2	2	-
Sergeant	2	2	-
Police Officer (Det.)	22	22	-
POC 1	2	2	-
Burglary	29	29	-

7. THE AUTO THEFT UNIT CASELOAD IS SLIGHTLY HIGHER THAN THE BENCHMARK TARGET FOR INVESTIGATOR WORKLOAD.

The Metropolitan Nashville Police Department Auto Theft Unit is responsible for investigations on thefts of motor vehicles, as well as thefts of motor vehicle accessories (radios, etc.). The table, below, summarizes the responsibilities and staffing of this unit.

Auto Theft	
Responsibilities	Staff
<ul style="list-style-type: none"> • The unit is responsible for follow-up on all thefts or motor vehicles, thefts of motor vehicle accessories (radios, air bags, etc.). They are not responsible for theft from motor vehicles – unless those crimes are associated with other auto theft crimes. • The unit is divided with some geographic responsibility: Central – 1 Police Officer (Det.), East – 1 Police Officer (Det.), Hermitage – 1 Police Officer (Det.), South – 2 Police Officer (Det.)s and West – 1 Police Officer (Det.). South is doubled up due to the number of apartment complexes in the area. • The remaining three Police Officer (Det.)s assigned to the unit are responsible for handling cases by phone, as well as walk-in customers releasing recovered vehicles and dealing with vehicles stolen from other jurisdictions. 	<p>Sergeant (1) Police Officer (9) POC I (1)</p>

The project team conducted a comprehensive analysis of the caseloads of detectives in this unit through two methods – first of all, a case assignment trends was accomplished through the Unit’s case log system; secondly, a “desk audit” was conducted with detectives who were interviewed and the characteristics of their assigned cases examined. Taken together, these methods assess caseload levels over a long period of time (a year) and through an intensive approach (desk audits).

The table, below, provides the results of the project team’s assessment of the number of cases assigned to investigators in these two units in FY 2002-2003. The source for this information are unit case logs maintained by unit supervisors. Average

caseloads are adjusted by the average number of investigators active in the unit for the period under review.

Unit	Total Cases Assigned	# Unit Detectives		Avg. Case / FY	Avg. Case /Mo
		Auth.	Actual	(Actual)	(Actual)
Auto Theft	4,920	9	9	517.89	43.15

The table, above, shows that Auto Theft detectives average over 43 cases assigned per month. The majority of these case assignments stem from motor vehicle thefts, which the following table shows their sector of incident:

AUTO THEFT OCCURANCES FY '02/'03		
SECTOR	TOTAL	% of TOTAL
West	957	19.6%
East	1024	21.0%
South	1038	21.2%
Central	925	18.9%
Hermitage	937	19.2%
Unknown	4	0.1%
TOTAL	4885	100.0%

Currently there is 1 detective assigned to each sector, with the exception of the South Sector, which has 2 detective assignments. The remaining 3 detectives are assigned “desk” duties (i.e, handling cases from the office). The project team also evaluated the number and percentage of ‘clearances’ associated with follow-up investigations with this unit. This is an indicator of effectiveness, especially with cases cleared through arrest.

UNIT	Arrest		Exception		Unfounded		Total Cleared	
	#	%	#	%	#	%	#	%
Auto Theft	787	44%	704	40%	278	16%	1,769	36%

This unit has a relatively high clearance rate through arrest (44%) compared to the other investigative units.

The table, below, summarizes the results of the desk audits performed by the project team with staff of the Auto Theft unit during the weeks these audits were conducted in August, 2003. In all, 5 detectives were interviewed in depth in the Auto Theft Unit (36% of the average number of actual investigators).

Auto Theft Unit Desk Audit			
Detective	Open Cases: Log	W/In 30 Days: Active Cases	% Active/ Open
1	340	22	6.5%
2	267	32	12%
3	453	33	7.3%
4	312	23	7.4%
5	175	21	12.0%
TOTAL	1,547	131	NA
Avg.	309.4	26.2	8.46%

The table, above, provides that these detectives averaged 26.2 active cases, representing 8.46% of their open cases. While an important assumption of the desk audit approach is that a snapshot of cases at one time is at least roughly equivalent to another time, clearly the number of cases will change over time while the composition of cases may be relatively consistent. To challenge this assumption the project team compared the number of active and assigned cases in the month of the audit to the average number of cases in the year as well as to high and low months. The table, below, summarizes the results of this analysis.

Unit	Desk Audit Cases	Assigned Cases/Mo.	Avg. Cases FY 02-03	High Month FY 02-03	Low Month FY 02-03
Auto Theft	26.2	44.7	43.2	57.8	34

Based on a constant relationship of open to assigned cases, the analysis of case variation shows that at a peak month, the desk audit could have resulted in as much as

33.8 active cases to a low of 19.9. The annual average number of active cases for this unit would be about 25.3 cases per detective.

The table, below, compares the results of the desk audits and case assignment analysis with benchmark targets utilized by the project team. The targets are the result of our previous work with hundreds of law enforcement agencies – they represent workable targets for investigators in systems with stringent case management processes. They also represent results of other studies conducted by other research organizations.

Unit	Active Cases	Benchmark Results	Difference
Auto Theft	25-33	25 - 40	0

This data shows that Auto Theft detectives are averaging within the range of the caseload target. Therefore, we recommend no change for this unit as illustrated in the following exhibit.

Classification	Current Staffing	Recommended Staffing	Variance
Sergeant	1	1	-
Police Officer (Det.)	9	9	-
POC 1	1	1	-
Auto Theft	11	11	-

8. THE FRAUD UNIT CASELOAD IS SLIGHTLY BELOW THE CASELOAD TARGET FOR INVESTIGATOR WORKLOAD.

The Metropolitan Nashville Police Department Fraud Unit is responsible for investigations of crimes that include check fraud, identification theft, etc. The table below summarizes the responsibilities and staffing of this unit.

Fraud Unit	
Responsibilities	Staff
<ul style="list-style-type: none"> • This unit is responsible for a range of crimes that include: check fraud, identification theft, con-games and other frauds. • The unit works a day shift, with no geographic or other sub-specialization at this time. 	Sergeant (1) Police Officer (5) POC I (1)

The project team conducted a comprehensive analysis of the caseloads of detectives in this unit through the Unit's case log system. The table, below, provides the results of the project team's assessment of the number of cases assigned to investigators in these two units in FY 2002-2003. The source for this information are unit case logs maintained by unit supervisors. Average caseloads are adjusted by the average number of investigators active in the unit for the period under review.

Unit	Total Cases Assigned	# Unit Detectives		Avg. Case / FY	Avg. Case /Mo
		Auth.	Actual	(Actual)	(Actual)
Fraud	1,370	5	5	249	20.75

The table, above, shows that Fraud detectives average 20.75 cases assigned per month. The project team also evaluated the number and percentage of 'clearances' associated with follow-up investigations with this unit. This is an indicator of effectiveness, especially with cases cleared through arrest.

UNIT	Arrest		Exception		Unfounded		Total Cleared	
	#	%	#	%	#	%	#	%
Fraud	166	20%	677	80%	113	1%	845	62%

Most of the Fraud Unit's clearances result from exceptions (80%, or 677 of 845 cleared cases). Most of these clearances result from the inability or unwillingness of the primary victim and/or the secondary victim (e.g., the financial institution) to prosecute.

The table, below, summarizes the results of the desk audits performed by the project team with staff of the Fraud Unit during the weeks these audits were conducted in August, 2003. In all, 3 detectives were interviewed in depth in the Fraud Unit (55% of the average number of actual investigators).

Fraud Unit Desk Audit			
Detective	Open Cases: Log	W/In 30 Days: Active Cases	% Active/ Open
1	166	14	8.4%
2	26	3	11.5%
3	160	13	8.1%
TOTAL	352	30	NA
Avg.	117.3	10	8.5%

The table, above, provides that these detectives averaged 10 active cases, representing 8.5% of their open cases. While an important assumption of the desk audit approach is that a snapshot of cases at one time is at least roughly equivalent to another time, clearly the number of cases will change over time while the composition of cases may be relatively consistent. To challenge this assumption the project team compared the number of active and assigned cases in the month of the audit to the average number of cases in the year as well as to high and low month. The table, below, summarizes the results of this analysis.

Unit	Desk Audit Cases	Assigned Cases/Mo.	Avg. Cases FY 02-03	High Month FY 02-03	Low Month FY 02-03
Fraud	10	28.9	20.7	28.5	12

Based on a constant relationship of open to assigned cases, the analysis of case variation shows that the desk audit occurred during a peak month, being that the high month of FY '02/'03 would have resulted in 9.8 desk audits. The annual average

number of active cases for this unit would be about 7.2 cases per detective, while the low would be 4.1.

The table, below, compares the results case assignment analysis with caseload targets utilized by the project team. The targets are the result of our previous work with hundreds of law enforcement agencies – they represent workable targets for investigators in systems with stringent case management processes. They also represent results of other studies conducted by other research organizations.

Unit	Active Cases	Benchmark Results	Difference
Fraud	7-10	10-15	(3 – 5)

Based on the data above, the project team recommends reducing staff by 2 positions. This will bring the active caseloads in alignment with the low end of the benchmark target range for this type of unit. The exhibit below shows the staffing impact.

Classification	Current Staffing	Recommended Staffing	Variance
Sergeant	1	1	-
Police Officer (Det.)	5	3	(2)
POC 1	1	1	-
Fraud	7	5	(2)

9. THE PAWNS UNIT WORKLOAD AND STAFFING IS ADEQUATE.

The Metropolitan Nashville Police Department Pawns Unit is responsible for reviewing all pawn tickets that come in from pawn shops, inspecting pawn shops, etc. The table, below, summarizes the responsibilities and staffing of this unit.

Pawns Unit	
Responsibilities	Staff
<ul style="list-style-type: none"> The unit is responsible for reviewing all pawns tickets that come in from the three-dozen plus pawn shops in Metro Nashville. The Police Officer (Det.) s assigned to the unit are responsible for inspecting pawn shops to ensure their compliance with state and local laws and ordinances. They also spot-check material in the shop for missing or obscured serial numbers, stolen merchandise, etc. 	Sergeant (1v) Police Officer (2) POC I (2) OSR II (1)

The project team conducted a comprehensive analysis of the caseloads of detectives in this unit through the Unit’s case log system. The table, below, provides the results of the project team’s assessment of the number of cases assigned to investigators in these two units in FY 2002-2003. The source for this information are unit case logs maintained by unit supervisors. Average caseloads are adjusted by the average number of investigators active in the unit for the period under review.

Unit	Total Cases Assigned	# Unit Detectives		Avg. Case / FY	Avg. Case /Mo
		Auth.	Actual	(Actual)	(Actual)
Pawns	637	2	2	318.5	26.54

The table, above, shows that Pawns detectives average 26.54 cases assigned per month. The project team also evaluated the number and percentage of ‘clearances’ associated with follow-up investigations with this unit.

UNIT	Arrest		Exception		Unfounded		Total Cleared	
	#	%	#	%	#	%	#	%
Pawns	52	20%	174	80%	0	0	226	35.5%

Instead of the desk audit to assess monthly open/active cases for this unit, the project team utilized the average number of monthly assignments minus the average number of monthly clearances for both detectives to gain an understanding of case turnover per month. On average, 1 Pawn detective had 18.09 open cases per month,

while the other averaged 16.17. Given this and the unique responsibilities of this unit (e.g., inspecting pawn shops in the field, data management, etc.), the project team believes this unit is adequately staffed with the filling of the Sergeant position. The following exhibit summarizes the staffing in the Pawn Unit.

Classification	Current Staffing	Recommended Staffing	Variance
Sergeant	-	1	1
Police Officer (Det.)	2	2	-
Office Support Rep. 2	1	1	-
POC 1	2	2	-
Pawns	5	6	1

10. THE DOMESTIC VIOLENCE UNIT WORKLOAD IS WITHIN THE BENCHMARK TARGET FOR INVESTIGATOR CASELOAD.

The Metropolitan Nashville Police Department Domestic Violence Unit is responsible for investigating all domestic violence incidents that are not closed immediately by arrest by Patrol. The table, that follows, summarizes this unit.

Domestic Violence	
Responsibilities	Staff
<ul style="list-style-type: none"> Responsible for investigating all domestic violence incidents that are not closed immediately by arrest by Patrol. Cases which are closed by arrest in the field are reviewed by Police Officer (Det.)s in an effort to identify patterns or trends of domestic violence using the units offender / victim database. Domestic violence includes spouses, significant others, roommates and other adult family relationships. Cases do not include assaults of any kind against children. The unit works with three Police Officer (Det.) units: two days (1 Sergeant and 5 Police Officer (Det.)s and 1 Sergeant and 6 Police Officer (Det.)s respectively) and an evening shift unit comprised of 1 Sergeant and 9 Police Officer (Det.)s. The unit also has a counseling unit which is intended to assist victims by identifying resources, housing alternatives, and to encourage follow-through during the prosecution phase. 	Captain (1v) Lieutenant (1) Sergeant (4) Police Officer (Det.) (20) Police Crisis Counsel Supervisor (1) PCC 1 (1) PCC 2 (1) Social Worker (1) POC1 (2) POA2 (1) POA3 (1) Build Maint (1)

The project team conducted a comprehensive analysis of the caseloads of detectives in this unit through two methods – first of all, a case assignment trends was

accomplished through the Unit’s case log system; secondly, a “desk audit” was conducted with detectives who were interviewed and the characteristics of their assigned cases examined. Taken together, these methods assess caseload levels over a long period of time (a year) and through an intensive approach (desk audits).

The table, below, provides the results of the project team’s assessment of the number of cases assigned to investigators in these two units in FY 2002-2003. The source for this information are unit case logs maintained by unit supervisors. Average caseloads are adjusted by the average number of investigators active in the unit for the period under review.

Unit	Total Cases Assigned	# Unit Detectives		Avg. Case / FY	Avg. Case /Mo
		Auth.	Actual	(Actual)	(Actual)
Domestic Violence	11,841	20	19	607.23	50.6

The table, above, shows that the Domestic Violence detectives average over 50 cases assigned per month. The project team also evaluated the number and percentage of ‘clearances’ associated with follow-up investigations with this unit. This is an indicator of effectiveness, especially with cases cleared through arrest.

UNIT	Arrest		Exception		Unfounded		Total Cleared	
	#	%	#	%	#	%	#	%
Domestic Violence	3,679	32%	7,686	67%	113	1%	11,478	97%

This unit has a very high clearance rate of 97% clearance rate. Most of the Domestic Violence clearances result from exceptions (67%, or 7,686 of 11,478 cleared cases). Most of these clearances result from the unwillingness of the victim to prosecute. The table, below, summarizes the results of the desk audits performed by the project team with staff of the Domestic Violence unit during the weeks these audits

were conducted in August, 2003. In all, 7 detectives were interviewed in depth in the Domestic Violence Unit (35% of the average number of actual investigators).

Domestic Violence Desk Audit			
Detective	Open Cases: Log	W/In 30 Days: Active Cases	% Active/ Open
1	2	15	750%
2	63	19	30.2%
3	-13	13	-100%
4	16	10	62.5%
5	-32	12	-37.5%
6	18	8	44.4%
7	93	8	8.6%
TOTAL	147	85	NA
Avg.	21	12.1	57.8%

The table, above, provides that while there is variation on the open cases per detective according to the unit statistics, the active cases are relatively consistent. These detectives averaged 12.1 active cases, representing 57.8% of their open cases.

While an important assumption of the desk audit approach is that a snapshot of cases at one time is at least roughly equivalent to another time, clearly the number of cases will change over time while the composition of cases may be relatively consistent. To challenge this assumption the project team compared the number of active and assigned cases in the month of the audit to the average number of cases in the year as well as to high and low month. The table, below, summarizes this analysis:

Unit	Desk Audit Cases	Assigned Cases/Mo.	Avg. Cases FY 02-03	High Month FY 02-03	Low Month FY 02-03
Domestic Violence	12.1	57	50.61	61.38	44.1

Based on a constant relationship of open to assigned cases, the analysis of case variation shows that at a peak month, the desk audit could have resulted in as much as

13.02 active cases to a low of 9.36. The annual average number of active cases for this unit would be about 10.74 cases per detective.

The table, below, compares the results of the desk audits and case assignment analysis with benchmark targets utilized by the project team. The targets are the result of our previous work with hundreds of law enforcement agencies – they represent workable targets for investigators in systems with stringent case management processes. They also represent results of other studies conducted by other research organizations (e.g., the RAND Corporation).

Unit	Active Cases	Benchmark Results	Difference
Domestic Violence	11-13	10 – 12	0

Based on the data above, there are no recommended staffing changes for this unit with the exception of filling the vacant Captain position. Additionally, the counselor positions should report to Behavior Health Services (BHS) but remain in their current location as recommended in BHS. The following changes are illustrated in the exhibit below.

Classification	Current Staffing	Recommended Staffing	Variance
Captain	-	1	1
Lieutenant	1	1	-
Sergeant	4	4	-
Police Officer (Det.)	20	20	-
Police Crisis Counselor Supv.	1	-	(1)
Police Crisis Counselor 1	1	-	(1)
Police Crisis Counselor 2	1	-	(1)
Social Worker	1	1	-
POA2	1	1	-
POA3	1	1	-
POC1	2	2	-
OSR 2	1	1	-
Build. Maint.	1	1	-
Domestic Violence	35	33	(2)

11. YOUTH SERVICES DIVISION

The Metropolitan Nashville Police Department Youth Services Division investigative units consist of the Enforcement, Juvenile, Personal, and Property Crimes, and Child Abuse units. The table, below, summarizes the responsibilities and staffing of these units.

Responsibilities	Staff
Enforcement	
<ul style="list-style-type: none"> • This unit is responsible for handling a wide range of cases in which the juvenile is the victim. These include: missing children or runaways, child custody (“kidnappings”), assaults (3rd party) where the victim is age 12 or under, neglect of a child, investigation of accidental injuries. • The unit is divided into two units each with 1 Sergeant and 4 Police Officer (Det.)s. Each unit is responsible for handling cases. • The day shift is also responsible for calling on all new runaway or missing children to verify that children are still unaccounted for. They also check NCIC and other systems to verify that the child has been properly listed. • The evening shift is involved in case screening of new case as they come in, taking some initial reports and for responding as the on-call investigator. 	<p>Sergeant (1) Police Officer (8)</p>
Child Abuse	
<ul style="list-style-type: none"> • This unit focuses on cases which meet the following criteria: physical abuse by someone in or associated with the household on victims who are age 17 or under; sexual abuse by someone in or associated with the household on victims who are age 13 or under; charges of sexual abuse when the victim was age 17 or under which happened in the past; and, all charges of sexual exploitation of a child (age 13 or under). • There are no geographic or other specialties focused on in the unit. • Two of the investigators have received training in and are beginning to focus on the use of computers used in the commission of these crimes. 	<p>Sergeant (1) Police Officer (7)</p>

Responsibilities	Staff
Juvenile, Personal, and Property Crimes	
<ul style="list-style-type: none"> • This unit functions as the Police Officer (Det.) unit supporting the School Resource Officers who are assigned to all middle and high schools in Metro Nashville. • During the school year, this unit is assigned to follow-up all cases which originate from the time school children leave the home until they return home again at the end of the school day. • Cases may include those in which the student is a suspect and those in which the student is a victim. • During the summer months the caseload of the unit is worked off and may be significantly reduced. During this period of the year the unit focuses on interdiction of the sale of alcohol, tobacco and other illicit products to minors. This work is done using volunteer minors who make the effort to purchase the materials. • In the summer, to support summer school cases, the unit scales down to one Police Officer (Det.) focused on catching new cases. 	<p>Sergeant (1) Police Officer (6)</p>

The project team conducted a comprehensive analysis of the caseloads of detectives in this Division through two methods – first of all, a case assignment trends was accomplished through the Division’s case log system; secondly, a “desk audit” was conducted with detectives who were interviewed and the characteristics of their assigned cases examined. Taken together, these methods assess caseload levels over a long period of time (a year) and through an intensive approach (desk audits). The following subsections provide the results of this analysis.

(1) The Enforcement Unit Workload Is Slightly Higher Than Benchmark Targets for Investigator Caseload.

The table, below, provides the results of the project team’s assessment of the number of cases assigned to investigators to this unit for FY 2002-2003.

Unit	Total Cases Assigned	# Unit Detectives		Avg. Case / FY	Avg. Case /Mo
		Auth.	Actual	(Actual)	(Actual)
Enforcement	2,057	8	8	257.13	21.42

This table indicates that each detective for the Enforcement unit averages approximately 21 case assignments per month.

YOUTH SERVICES "ENFORCEMENT" ASSIGNMENTS by SHIFT FY '02/'03			
Shift	# Assigned to Shift	% of Assignments	Avg./Month
Day	1232	59.9%	25.7
Night	825	40.1%	17.2
Total Shift Assignments	2057		

The table below shows the assignments per shift. Given that there are 4 detectives assigned to each shift that equals an average of 25.7 monthly assignments per day shift detective, and 17.2 monthly assignments per night shift detective. This may be attributable to the additional responsibility of case screening during the night shift.

The table, below, summarizes the results of the desk audits performed by the project team with staff of the various sections during the weeks these audits were conducted in August, 2003. In all, 9 detectives were interviewed (45% of the average number of actual investigators), they included 3 Enforcement, 3 Child Abuse, and 3 in Juvenile, Personal, and Property Crimes.

Enforcement	
Detective	W/in 30 Days: Active Cases
1	10
2	17
3	10
TOTAL	37
Avg.	12.3

While it is difficult to obtain open case numbers from the unit statistical logs, the number of active cases for the Enforcement detectives averaged 12.3.

While an important assumption of the desk audit approach is that a snapshot of cases at one time is at least roughly equivalent to another time, clearly the number of cases will change over time while the composition of cases may be relatively consistent. To challenge this assumption the project team compared the number of active and assigned cases in the month of the audit to the average number of cases in the year as well as to high and low month. The table, below, summarizes the results of this analysis.

Unit	Desk Audit Cases	Assigned Cases/Mo.	Avg. Cases FY 02-03	High Month FY 02-03	Low Month FY 02-03
Enforcement	12.3	25	21.42	26.62	15.12

Based on a constant relationship of desk audit cases to assigned cases, the analysis of case variation shows that at a peak month, the desk audit could have resulted in as many as 13.1 active cases or a low of 7.44. The annual average number of active cases for this unit would be about 10.5 cases per investigator.

The table below compares the results of the desk audits and case assignment analysis with benchmark targets utilized by the project team. The targets are the result of our previous work with hundreds of law enforcement agencies – they represent workable targets for investigators in systems with stringent case management processes. They also represent results of other studies conducted by other research organizations (e.g., the RAND Corporation).

Unit	Active Cases	Benchmark Results	Difference
Enforcement	11-13	10 - 12	0

Based on the data above, the project team recommends no change in detective positions.

(2) The Child Abuse Unit Workload Is Slightly Higher Than the Benchmark Target for Investigator Caseload.

The table, below, provides the results of the project team’s assessment of the number of cases assigned to investigators to this unit for FY 2002-2003.

Unit	Total Cases Assigned	# Unit Detectives		Avg. Case / FY	Avg. Case /Mo
		Auth.	Actual	(Actual)	(Actual)
Child Abuse	784	7	6.2	126.45	10.53

This shows the Child Abuse detectives average approximately 10.5 case assignments per month. The table, below, summarizes the results of the desk audits performed by the project team with staff of the Child Abuse unit:

Child Abuse	
Detective	W/in 30 Days: Active Cases
1	14
2	10
3	19
TOTAL	43
Avg.	14.3

While it is difficult to obtain open case numbers from the unit statistical logs, the number of active cases for the Child Abuse detectives averaged 14.3. The following table compares the number of active and assigned cases in the month of the audit to the average number of cases in the year as well as to high and low month. The table, below, summarizes the results of this analysis.

Unit	Desk Audit Cases	Assigned Cases/Mo.	Avg. Cases FY 02-03	High Month FY 02-03	Low Month FY 02-03
Child Abuse	14.3	12.26	10.53	14.68	8.1

Based on a constant relationship of desk audit to assigned cases, the analysis of case variation shows that at a peak month, the desk audit could have resulted in as

much as 17.12 active cases to a low of 9.4. The annual average number of active cases for this unit would be about 12.3 cases per investigator.

The table, below, compares the results of the desk audits and case assignment analysis with benchmark targets utilized by the project team. The targets are the result of our previous work with hundreds of law enforcement agencies – they represent workable targets for investigators in systems with stringent case management processes. They also represent results of other studies conducted by other research organizations (e.g., the RAND Corporation).

Unit	Active Cases	Benchmark Results	Difference
Child Abuse	12	8-12	0

Based on the data above, the project team recommends no change to detective positions.

(3) The Juvenile, Personal and Property Crimes Unit Workload Is Slightly Higher Than Benchmark Targets for Investigator Caseload.

The table, below, provides the results of the project team’s assessment of the number of cases assigned to investigators to this unit for FY 2002-2003.

Unit	Total Cases Assigned	# Unit Detectives		Avg. Case / FY	Avg. Case /Mo
		Auth.	Actual	(Actual)	(Actual)
JPPC	1,467	6	5.16	284.3	23.7

The Juvenile, Personal, and Property detectives average approximately 23.7 case assignments per month. The table, below, summarizes the results of the desk audits performed by the project team with staff of the unit:

Juvenile, Personal and Property Crimes	
Detective	W/In 30 Days: Active Cases
1	17
2	13
3	17
TOTAL	47
Avg.	15.7

While it is difficult to obtain open case numbers from the unit statistical logs, the number of active cases for these detectives averaged 15.7.

In assessing the yearly workload for this unit, the project team utilized the middle 50% of case months (i.e., excluded the 3 lowest and highest case months) due to the significant seasonal range of detective caseload (e.g. trough of 3 cases to peak of 207 cases). The following table compares the number of active and assigned cases to the median case month to the average number of cases in the year as well as to high and low month. The table, below, summarizes the results of this analysis.

Unit	Desk Audit Cases	Assigned Cases/Mo.	Avg. Cases FY 02-03	High Month FY 02-03	Low Month FY 02-03
JPPC	15.7	24.5	24.74	29.26	19.96

Based on a constant relationship of desk audit to assigned cases, the analysis of case variation shows that the desk audit could have resulted in as much as 18.74 active cases to a low of 12.8. The annual average number of active cases for this unit would be about 15.84 cases per investigator.

The table, below, compares the results of the desk audits and case assignment analysis with benchmark targets utilized by the project team. The targets are the result of our previous work with hundreds of law enforcement agencies – they represent

workable targets for investigators in systems with stringent case management processes. They also represent results of other studies conducted by other research organizations (e.g., the RAND Corporation).

Unit	Active Cases	Benchmark Results	Difference
JPPC	16	10-15	1

Based on the data above, the project team recommends the addition of 1 detective position to bring the active caseloads to the upper range of the benchmark target. The Youth Services Counselors should report to Behavior Health Services but remain in their current location as recommended in BHS. The following exhibit summarizes staffing for Youth Services.

Classification	Current Staffing	Recommended Staffing	Variance
Captain	1	1	-
Lieutenant	1	1	-
Sergeant	4	4	-
Police Officer (Det.)	21	22	1
Counselor Supv.	1	-	(1)
Counselor	4	-	(4)
POC1	6	6	-
Youth Services	38	34	(4)

12. THE VICE UNIT IS STAFFED APPROPRIATELY FOR ITS CURRENT MISSION GIVEN THE INVESTMENT MADE IN SIMILARLY FOCUSED UNITS THROUGHOUT THE FIELD SERVICES BUREAU. STAFF SHOULD BE ADDED TO INITIATE TWO NEW PROGRAM AREAS.

The Vice Division of the Investigative Services Bureau is responsible for the investigation of gambling, narcotics and prostitution in the Metro area. The unit is comprised of several sections, as described below:

- **Administration** includes the a Captain and several clerical staff (who support all personnel, including staffing evening shifts to handle calls and to monitor radio traffic).
- **Crime Suppression** is made up of three teams (two evening and one days) with a total of (1) Lieutenant, (3) Sergeants and (21) Police Officers. These units

work on addressing street-level vice activity including illegal drug sales, prostitution and other quality of life crimes. The FLEX and Directed Patrol teams have similar focus in each of the patrol sectors and should continue to focus on these issues, allowing the Vice CSU's to return to their primary mission of focusing on narcotics activity.

- **Vice / Narcotics** is focused on two issues: longer term investigations of illegal drug sales and gambling / prostitution (including massage and other illicit prostitution activities). There is (1) Lieutenant, (2) Sergeants and (13) Police Officers assigned to these two units (1/9 and 1/4 Sergeant / Police Officer respectively).
- **Seizure / Support** is responsible for coordinating the seizure of property (including representation of the MNPD in court proceedings) and for providing electronic surveillance support for the Vice Division. The unit is staffed by (1) Lieutenant, (1) Sergeant, (7) Police Officers and (5) clerical positions.

The table, that follows, provides the project team's analysis of the staffing requirements of the Vice Division:

Section	Findings and Recommendations
Crime Suppression	<ul style="list-style-type: none"> • Provision of crime suppression teams in a narcotics unit is a common and appropriate manner for aggressively addressing wide-spread street level narcotics and prostitution issues. • There are no widely accepted approaches in place for determining the "proper" allocation of resources to addressing narcotics issues. It can be seen that Nashville had made a major investment in addressing these issues when the total staffing of the Crime Suppression, FLEX, Directed Patrol and other teams are considered (there are more than 85 personnel assigned to addressing these issues). • Provision of both day and evening teams allows for necessary flexibility in addressing issues throughout the Metro area. • No changes in staffing are recommended in this unit.
General Vice / Narcotics	<ul style="list-style-type: none"> • The unit is responsible for the delivery of counter-narcotics and counter-vice. For longer-term investigative units to be staffed at approximately ½ the size of crime suppression units is an appropriate allocation of resources. "New faces" can (and are) borrowed from the Crime Suppression, FLEX and other units as needed. • As with Crime Suppression, there is no generally accepted formula for appropriate allocation of staffing to these issues. However, as noted, above, more than 85 personnel (or 2% of the Department's total resources) have been allocated to addressing these issues. • No changes in staffing are recommended for this unit.

METROPOLITAN NASHVILLE-DAVIDSON COUNTY, TENNESSEE
Staffing Study of the Police Department

Section	Findings and Recommendations
Seizure and Support	<ul style="list-style-type: none"> • This unit provides administrative support (seizure coordination) for the entire Vice Division (as well as for other units in the MNPd). This work is performed by an appropriate mixture of sworn and non-sworn personnel, who are assigned to appropriate roles given their various backgrounds and training. • Similarly, the technical support staff are comprised entirely of sworn personnel, an appropriate allocation based on the highly sensitive law enforcement nature of their workload. • Demands for the services of the technical support personnel exceed their capacity to provide the service. However, other special support groups have been formed to supplement these personnel (Intelligence and Criminal Investigations each have personnel who perform these tasks). • No change in staffing is recommended for this unit.
Prescription Drug Abuse	<ul style="list-style-type: none"> • No current effort focused on the abuse of prescription medication. • Proactive agencies which focus on this issue make use of programs that are geared to educate and involve doctors and pharmacists in the detection and prevention of such activities. • Programs also focus on investigating the illegal use of prescription medication, the illegal procurement of prescription drugs (typically through forging of prescriptions) and other related crimes. • Programs will also work with undercover units to when prescription fraud takes on more “commercial” aspects.
Interdiction	<ul style="list-style-type: none"> • No current program in place to address the use of commercial couriers in the transport of illegal narcotics and the proceeds from the sale of illegal narcotics. • In addition, no staff are working directly with the storage facilities (self-storage) that are often used for storage of illegal narcotics, proceeds and other illegal items. • Staff would work to educate vendors and couriers, would conduct searches of facilities using drug-dogs (and upon issuance of a search warrant) and other related tasks.

The impact of our recommendations are summarized in the table, that follows:

Classification	Current Staffing	Recommended Staffing	Variance
Captain	1	1	-
Lieutenant	3	3	-
Sergeant	6	8	2
Police Officer	41	49	8
Building Maintenance Wrkr.	1	1	-
Office Support Rep. 2	1	1	-
Police Operations Asst. 3	1	1	-
Police Operations Asst. 2	1	1	-
Police Operations Coord. 2	1	1	-
Police Operations Coord. 1	2	2	-
Vice / Narcotics	58	68	10

The following section addresses the staffing needs of the Identification Division.

13. THE IDENTIFICATION DIVISION PRESENTS A NUMBER OF OPPORTUNITIES FOR CIVILIANIZATION OF POSITIONS.

The Identification Division is responsible for providing several services to the in support of the Police Department. These responsibilities include field services, laboratory services and support services (latent fingerprint identification). The table, that follows, provides a summary of the project team’s findings and recommendations related to the Division:

Section / Unit	Findings and Recommendations
Technical Investigations	<ul style="list-style-type: none"> • Staffing of the unit allows for around-the-clock coverage seven days a week. Current workload is sufficient to justify current staffing on all shifts (between two and four people per shift). • Consideration should be given to converting these positions to non-sworn technical positions. Even though these personnel do operate in the field they are almost always in the presence of other sworn personnel (or operating in non-threatening situations). • Conversion would follow a national trend to move towards recognition that these are highly technical positions which require extensive training that is not directly related to the training provided to sworn personnel.
Forensics and Firearms	<ul style="list-style-type: none"> • This unit does not engage in field evidence collection. Almost all activities are confined to the MNPDP’s laboratories. Personnel assigned to the unit receive highly specialized training which is not directly related to their sworn training or experience. • The unit supervisor is a non-sworn position. • The entire unit should be converted to civilian positions (as the current incumbents leave so as to avoid wasting the training that these personnel have received). They should be placed into a position similar to the Technical Specialist classification.
Identification	<ul style="list-style-type: none"> • This unit is staffed exclusively with non-sworn personnel (with the exception of the Lieutenant). • Workload in this unit has grown by almost 10% in the past two years with no commensurate increase in unit staffing. • Given this increase in workload the project team recommends an increase of staffing in the unit of two positions to accommodate this growth. Given the training required in the unit, these new hires should be made at the lowest level to allow time for training.

The exhibit, that follows, shows the impact of civilianization of the Crime Scene and lab personnel in the Division:

Classification	Current Staffing	Recommended Staffing	Variance
Captain	1	1	-
Lieutenant	2	2	-
Sergeant	3	3	-
Police Officer	22	-	(22)
Firearms / Tool Examiner	1	1	-
Police Graphics Specialist	1	1	-
Police ID Supervisor	3	3	-
Police ID Analyst	3	3	-
Police ID Specialist 1	2	2	-
Police ID Specialist 2	7	7	-
Police Operations Asst. 1	3	5	2
Police Operations Asst. 2	6	6	-
Police Operations Asst. 3	2	2	-
Police Operations Coord. 1	1	1	-
Police Operations Supv.	1	1	-
Professional Specialist	-	22	22
Identification	58	60	2

The matrix, above, shows that the impact of the changes the project team has recommended. Of particular note is the conversion of the Police Officer positions to Professional Specialist positions (or some similar new classification) and the addition of the two Police Operations Assistants to the Identification unit. The following section provides our analysis of the staffing needs of the various Task Forces in which the MNPD is a participant. While the Police Department and Human Resources contend that the cost for these employees (salaries) would be the same as a Police Officer, current pension differences continue to point to opportunities to improve the efficiency of this operation.

14. THE TASK FORCES SHOULD BE CLOSELY EVALUATED BY METRO FOR CONTINUED PARTICIPATION. METRO SHOULD DISCONTINUE THE 20TH JUDICIAL TASK FORCE.

The Metropolitan Nashville Police Department is a participant in several law enforcement task forces. These are assigned to the Investigative Services Bureau for supervision although many of the investigations are categorized as such that command staff in the Bureau has little direct day to day knowledge of operations. Current operations with MNPД support include the following:

- ATF Task Force
- DEA Task Force
- FBI Violent Crimes Task Force
- 20th Judicial Task Force (Anti-Narcotics)

The paragraphs, which follow, provide a summary of the project team's observations regarding these units:

- The decision to participate in any regional or federal task force is a political one involving policy makers and senior staff in the Police Department.
- The decision regarding the level of staffing committed to each task force is also a political one made by the same senior policy makers and staff.
- The federal government is generally perceived to have become more reliant on the local jurisdictions (like the MNPД) to play a larger role in these multi-jurisdictional task forces as they have focused on other issues (i.e., terrorism).
- Concurrently, many local jurisdictions have had to dedicate increased resources to deal with increased involvement in emergency contingency planning and preparation. This has been a drain on staff and other resources (even with widespread grant money availability).
- Participation in the three federal task forces (ATF, DEA and FBI) leads to increased resources for the County (even though those resources may be diminished when compared to the past, the three agencies still allow the MNPД a great deal of flexibility in terms of investigations, prosecution – improved access to the federal courts, equipment and personnel).

- The same cannot be said of the 20th Judicial Task Force, which is funded in large part by Metro.
- The 20th Judicial Task Force should be eliminated from the MNPD. The justification for this is the following:
 - The activities of the unit are driven largely by random events (selection of someone traveling on the highway for a traffic stop – with probable cause – and “hoping” that they are carrying narcotics or money).
 - Many of the activities of the unit are duplicated elsewhere in the Police Department (Vice / Narcotics, Canine, Traffic Enforcement).

The following are the project team’s recommendation regarding task forces.

- The project team recommends that the MNPD eliminate the 20th Judicial Task Force. The units’ activities are duplicated by the Vice Division and various traffic enforcement units. The functions of the unit can be replaced and enhanced via coordination between Vice and Traffic units. The table, which follows, shows the impact of this recommendation.
- This change will eliminate a unit whose activities are currently random in nature and services. Coordination between Vice and Traffic units should result in enhanced services.

Classification	Current Staffing	Recommended Staffing	Variance
Lieutenant	2	1	(1)
Sergeant	3	1	(2)
Police Officer	20	9	(11)
Police Operations Coord. 2	2	-	(2)
Task Forces	27	11	(16)

15. THERE ARE NO RECOMMENDED CHANGES FOR THREE SMALL SPECIALTY UNITS IN THE INVESTIGATIVE SERVICES BUREAU.

There are three special focus units in the Bureau which are addressed in this section. These include:

- Technical Investigations
- Surveillance
- Fugitives

METROPOLITAN NASHVILLE-DAVIDSON COUNTY, TENNESSEE
Staffing Study of the Police Department

A review of the workload and functions of these units produced no recommended changes. The three units are depicted in the tables that follow:

Classification	Current Staffing	Recommended Staffing	Variance
Police Officer	3	3	-
Technical Services	3	3	-

Classification	Current Staffing	Recommended Staffing	Variance
Police Officer	3	3	-
Surveillance	3	3	-

Classification	Current Staffing	Recommended Staffing	Variance
Sergeant	1	1	-
Police Officer	4	4	-
Fugitives	5	5	-

7. ANALYSIS OF STAFFING IN THE SPECIALIZED FIELD SERVICES BUREAU

This chapter focuses on the staffing requirements of the Specialized Field Services Bureau. This Bureau is generally comprised of units that provide support or additional services for the field operations of the MNPD. These units include the following:

- Community Services
- Property and Evidence
- Special Operations
 - Aviation
 - Canine
 - Hazardous Devices
 - Emergency Contingency
 - SWAT
 - School Crossing Guards
- Warrants

This chapter is broken into sections that address the staffing requirements of each of the major sections of the Bureau. Where necessary, sub-sections have been developed to provide specific focus on individual units or requirements.

1. THE MISSION OF THE COMMUNITY SERVICES UNIT SHOULD BE REEVALUATED AND PERSONNEL SHOULD BE REDEPLOYED TO FOCUS ON CRIME PREVENTION ACTIVITIES.

The Community Services Unit is responsible for carrying out two primary missions:

- Overseeing and coordinating the Police Department's involvement with the Police Athletic League (this effort is being curtailed at this time as the Police Department withdraws from active participation in the PAL).
- Providing crime prevention programming throughout the Metro area.

In order to provide these services, the Unit has the following staff:

- (1) Lieutenant who is responsible for the overall unit management and with direct oversight of the PAL activities.
- (1) Sergeant who is responsible for overseeing the crime prevention activities of the Unit.
- (6) Police Officers – three of whom are assigned to PAL and three of whom are assigned to Crime Prevention.
- (1) POC2 who provides clerical support to the unit, including assistance with scheduling, payroll, etc.

The project team has identified the following issues relating to the staffing of the unit:

- The Unit is located in two locations, requiring that the Lieutenant be located at one site while the Sergeant is located at the other.
- The Police Officers assigned to PAL are involved both with scheduling as well as with directly providing classes (e.g., Tae Kwan Do). This raises two issues:
 - Does the scheduling and coordination of sports leagues require a sworn officer?
 - Is the teaching of specific classes an appropriate role for the Police Department and sworn officers specifically to be involved in?

- With a population of more than 500,000 people, it is not possible for the three Police Officers assigned to Crime Prevention to provide comprehensive or even adequate programming.

The project team believes that the Police Department should consider the following:

- Either solicit volunteers or (as part of the community policing initiative) assign patrol personnel to work closely with one or more teams developed in their patrol zones. This will provide a more meaningful link between the Police Officers working in the zones and the community (rather than making this the responsibility of three Officers).
- Withdraw direct involvement of police personnel with the scheduling and coordination of Police Athletic League activities. These do not represent an appropriate full-time utilization of sworn personnel.
- Withdraw direct educational provision by full-time police personnel as well. As with the planning and scheduling, these are not appropriate full-time assignments for sworn personnel.
- Re-deploy the three Police Officers assigned to the Police Athletic League to providing crime prevention programming in the Metro area. This will allow the Police Department to assign a crime prevention officer primary responsibility for each patrol sector while maintaining the centrally provided service (so that multiple personnel can work on large projects, attend fairs, etc.).
- Assign all personnel to work from a single location thus enabling the Lieutenant and Sergeant to jointly supervise the unit.

These changes would not impact the staffing of the Unit, as shown, below:

Classification	Current Staffing	Recommended Staffing	Variance
Lieutenant	1	1	-
Sergeant	1	1	-
Police Officer	6	6	-
Police Ops. Coord. 2	1	1	-
Community Services	9	9	-

The following section addresses the staffing needs of the Property and Evidence Section.

2. THE PROPERTY AND EVIDENCE SECTION IS STAFFED APPROPRIATELY. MODIFICATIONS IN THE STAFFING OF THE IMPOUND LOT COULD MAKE THE OPERATIONS OF THIS UNIT MORE EFFICIENT.

The Property and Evidence Division of the Bureau is responsible for the classification, storage, retrieval and destruction of property and evidence collected by the Police Department. This includes the management of several storage facilities (central and several remote) as well as a vehicle storage facility (for vehicles towed by a Metro-paid vendor as well as for vehicles recovered or confiscated by the Police Department). The current staffing of the unit includes both sworn and civilian personnel (summarized in a table at the end of this section). The workload handled by the unit includes the following:

**PROPERTY AND EVIDENCE DIVISION
WORKLOAD MEASURES 2001 / 2002**

Year	General Cases In	General Cases Out	Firearms Cases In	Firearms Cases Out	Drug Cases In	Drug Cases Out
2001	9,302	6,734	3,430	1,553	8,180	6,239
2002	11,781	8,078	4,248	2,049	9,775	9,566
%Change	26.7%	20.0%	23.8%	31.9%	19.5%	53.3%

Using the 2002 workload (and noting that the workload tracked in the unit has grown significantly) the project team developed a workload analysis:

METROPOLITAN NASHVILLE-DAVIDSON COUNTY, TENNESSEE
Staffing Study of the Police Department

Workload	Data	Time / Task (mins)	Total Time (mins)	Total Time (hours)
General Cases In	11,781	20	235,620	3,927
General Cases Out	8,078	10	80,780	1,346
Firearms Cases In	4,248	20	84,960	1,416
Firearms Cases Out	2,049	10	20,490	342
Drug Cases In	9,775	20	195,500	3,258
Drug Cases Out	9,566	15	143,490	2,392
Cases Moved *	19913.5	15	298,703	4,978
			Total Hours	17,659
			Est. Availability	1,550
			Staff Required	11.4
			Utilization Target	80%
			Staff Required	14.2

* Estimate Includes: 50% of Cases In, All Firearms Cases In and All Drug Cases In

This analysis shows that the current workload in the unit requires staffing of 14 positions. This matches current staffing in the unit (with 5 Police Officers and 9 non-sworn positions). Sworn staffing is limited to 1 or 2 Officers per shift (typically working at the front counter or with sensitive items) which is appropriate given the nature of the facility and its various remote locations.

The Property and Evidence Division also currently supplies a Police Officer to the Clerk of the Court's offices. Given the fact that there are armed security personnel assigned to this Clerk of the Court's offices, the project team recommends that this position be removed from the Clerk's Office.

The other personnel in the unit are responsible for the operation of the Vehicle Impound Lot. These staff include 13 Police Officers, 13 non-sworn personnel (in a number of classifications) and two Sergeant supervisors. The roles that are handled by these personnel include the following:

- Processing incoming vehicles.
- Maintaining an accurate inventory of the locations of the vehicles in the facility.

- Processing requests from the public for vehicle recovery and return.
- Working with private tow companies who bring vehicles to the facility.
- Securing vehicles that have been brought to the facility as evidence in a criminal investigation.
- Transporting high-value vehicles to secure covered storage in the Vice / Narcotics facility.
- Patrolling the facility to ensure the security of the vehicles and the grounds in general.

To do these operations, the Police Department uses the aforementioned combination of sworn and civilian personnel. The primary roles of the non-sworn personnel are to handle the transactions (incoming and outgoing vehicles, vehicle inventory, arranging sales, etc.) and the sworn personnel focus on security and working with the vehicles collected for evidence. The project team recommends that the Police Department shift the sworn personnel to non-sworn security personnel, like those used to perform building and facility security elsewhere for the Police Department. This would involve the following changes:

- Fill two vacant Lieutenant positions in the unit who would report to the Captain.
- Maintain three Sergeants at the Vehicle Impound facility for supervision.
- Add a Sergeant to the Evidence facility to provide for a supervisor on all three shifts.
- Convert the Police Officer positions to Security Officer positions.

These changes will make the operation of the facility more efficient and will more appropriately align the responsibilities of the unit with the personnel assigned to carry them out. The table, below, shows the impact on the Property and Evidence Division's staffing given these recommendations:

METROPOLITAN NASHVILLE-DAVIDSON COUNTY, TENNESSEE
Staffing Study of the Police Department

Classification	Current Staffing	Recommended Staffing	Variance
Captain	1	1	-
Lieutenant	-	2	2
Sergeant	5	6	1
Police Officer	18	5	(13)
Building Maintenance Wrkr.	1	1	-
Police Ops. Supervisor	1	1	-
Police Ops. Coord. 2	1	1	-
Police Ops. Coord. 1	9	9	-
Police Operations Assistant 3	3	3	-
Police Operations Assistant 2	6	6	-
Police Operations Assistant 1	2	2	-
Security Officer	-	13	13
Property and Evidence	47	50	3

The project team’s recommendations would result in an increase of three positions and would include a shift of responsibilities from sworn to non-sworn personnel in the Vehicle Impound Lot.

3. SPECIAL OPERATIONS STAFFING IS DEPENDENT ON POLICY DECISIONS MADE BY THE METRO GOVERNMENT AND POLICE DEPARTMENT.

This section provides our analysis of the staffing requirements for the operations of the various Special Operations Division sections and units. Each is addressed separately in one of the following sub-sections.

(1) School Crossing Staffing Is Appropriate for Current Operations

The School Crossing Section is responsible for providing crossing guards at interactions to ensure the safe passage of school-age children during peak movement hours (before and after school) through intersections and crosswalks near the schools. The unit staffing is comprised almost entirely of part-time crossing guards with a Lieutenant, and HR Specialist and three Police Officers representing the full-time complement of the unit. The duties of the full-time personnel include:

- The Lieutenant is the overall unit commander responsible for the operations of the unit. This includes attending to personnel, budget and other matters.

- The three Police Officers are responsible for coordinating the activities of the crossing guards, serving as liaisons with the patrol sectors, traffic enforcement units and the community and for spot-checking the crossing posts to ensure that they are attended and staffed appropriately.
- The Human Resources Assistant is responsible for assisting the Lieutenant and Officers in their duties, with recruiting and vetting new hires and for coordinating payroll and other HR activities.

The project team believes that the staffing for this unit is appropriate and recommends no changes at this time. The table, below, summarizes our recommendations:

Classification	Current Staffing	Recommended Staffing	Variance
Lieutenant	1	1	-
Police Officer	3	3	-
Human Resource Asst. 2	1	1	-
School Crossing	5	5	-

The following sub-section addresses the SWAT / Hostage Negotiation Section and the Emergency Contingency Section.

(2) SWAT Should Be Combined With Emergency Contingency and Special Events Coordination Under a Single Command.

This sub-section focuses on three functions of the Police Department. Two are currently found within the Specialized Field Services Bureau and one is not. The three functions include the following:

- SWAT / Hostage Negotiation
- Emergency Contingency (planning)
- Special Events (planning)

The project team considers these three functions to be variations on the same basic issue – how will the Police Department deal with special or critical events that (in

some cases) can be foreseen or may be unforeseen. The following paragraphs summarize our key findings regarding these units:

- In all three cases, these are functions that rely heavily on the availability of ad hoc personnel assigned or drawn from other elements of the Police Department. Each of these units is resource-poor on its own (with staffing limited to one or two full-time positions for all three functions).
- All three units rely on the cooperation of other units in order to achieve their various missions. For example, Emergency Contingency has been using the assistance of the School Resource Officers to help with the documentation and updates necessary to keep plans current for the school system. Special Events relies on the cooperation of the various motorcycle units, traffic units, patrol and special-patrol (bike, horse, etc.) units in order to ensure well-planned and safe responses to major events in the Nashville.
- Their activities, particularly the planning portion of their activities, have a major impact on almost every unit of the Department.
- There is limited direct coordination of effort between the three functions (highlighted by the fact that Special Events is currently assigned to one of the patrol commands).
- Sworn personnel spend a great deal of time focuses on conducting equipment maintenance checks (fit testing face masks for hazmat response, etc.) that could be competently performed by non-sworn personnel.

To address these issues, the project team makes the following recommendations regarding staffing and deployment:

- Consolidate the SWAT / Hostage Negotiation, Emergency Contingency and Special Events functions into a single unit.
- Maintain all current classifications in the three functions.
- Add a Captain and Lieutenant (a transfer from Patrol) position to oversee the operations of the new Section.
- Add a support staff position (POC1) to support the Captain and Lieutenants.
- Add an equipment technician position (using an existing Police Operations Coordinator classification) to assist with the routine maintenance and testing of non-tactical equipment.

- Assign the new Section and all personnel to the Specialized Field Services Bureau.

This realignment will consolidate the MNPD’s efforts on dealing with contingency and special events into a single unit, providing more coordination and a proper focus on integrating MNPD responses. The table, below, shows the impact of our staffing recommendations:

Classification	Current Staffing	Recommended Staffing	Variance
Captain	-	1	1
Lieutenant *	1	2	1
Sergeant **	1	1	-
Police Ops. Coord. 1	-	1	1
Police Ops. Coord. 2	-	1	1
Emergency Contingency	2	6	4

* The Special Events positions are accounted for in the Field Services Bureau chapter.

The following sub-sections focuses on the staffing needs of the Aviation, Canine and Hazardous Devices units.

(3) The Staffing of the Three Tactical Operations Units Depends on Several Policy Decisions Available to Metro.

This sub-section focuses on the staffing requirements for the Tactical Operations Section and its component units. The sub-section that follows details our analysis of the staffing requirements for the Aviation Unit.

(3.1) Staffing for the Aviation Unit Is Dependent on the Public Policy Decisions Made by Metro Government.

The Aviation Unit of the MNPD is responsible for the flight and maintenance of several helicopter airships. The unit currently has no fixed wing aircraft in its fleet (though historically it had some).

Flight operations are currently scheduled to cover roughly 16 hours a day, seven days a week (though this has been hampered recently by the military activation of some of the unit’s pilots). Fight operations are typically focused on providing routine patrol at

least 3 hours per shift with availability for operations as needed thereafter. This is a typical utilization level for these units given the expense of operations, the need for airship refueling between flights and the maintenance demands of helicopters.

The maintenance needs of the unit place total targeted flight hours per year in the 1,500 to 1,800 range (with a target of 1,600). This is the maximum that can be supported given the single mechanic in the MNPD and the need to perform extensive maintenance on the airships at 100 hour intervals of flight.

Single engine helicopters should be flown with two persons on-board at all times, particularly over urbanized areas such as Metro Nashville. This best practice is not always adhered to in the MNPD given the availability of pilots at this time. Daytime operations are typically flown by a single pilot (with no observer). Nighttime operations are almost always flown with two pilots on board – a necessity both for safety (to keep watch for power lines, towers, structures, birds, etc.) and for practicality (it is almost impossible to fly a helicopter, operate a spotlight or operate a night-vision infrared system all at the same time).

The issues facing the unit include the following:

- What is the appropriate service level (i.e., how many flight hours should be targeted per day)? What are the appropriate missions for the unit?
- What is the appropriate way to staff the helicopter when they are flying?
- What is the appropriate level of maintenance staffing for a unit this size?

The project team summarizes our conclusions about each of these issues in the table on the following page:

Issue	Conclusions
<p>What is the appropriate service level for the unit? What is the appropriate mission?</p>	<ul style="list-style-type: none"> • The unit faces three possible service level targets: 8-hours a day, 12-hours a day or 16-hours a day (any more would be unnecessary). • All service levels are assumed to be 7 days a week (though 5 day coverage would take fewer positions to staff). • Missions for the helicopter include routine patrol functions (random), directed patrol over areas that are identified as problematic, search and rescue and in response to emergency calls for assistance. • Research has shown that “random” routine patrol generates equally random results. • The use of directed patrol in the MNPd should provide improved results from the helicopter flight time. • Some research has shown that helicopters are effective at reducing issues in vehicle pursuits.
<p>What is the appropriate staffing level for a helicopter used for these roles?</p>	<ul style="list-style-type: none"> • Helicopters should be staffed with two people. • The objective should be two pilots whenever possible. • When not possible, the helicopter should be staffed with a pilot and an observer. There is nothing about the job that means that either position must be staffed with a sworn position (though it is typical for them both to be sworn in all agencies from whom information was obtained for this study).
<p>What is the appropriate way to staff the maintenance function?</p>	<ul style="list-style-type: none"> • Maintenance should be staffed with two people or with one and a contract provider. • The rationale for two persons is two-fold: 1) many items in the maintenance of a helicopter are extremely heavy and can benefit from the presence of a second person and, 2) the lack of independent quality control may represent a safety and risk management issue.

The first issue to be address, then, is how many positions it takes to achieve the various service levels described, above. The table, that follows, summarizes the project team’s analysis of this issue:

Helicopter Staffing Required

Factor	Option 1	Option 2	Current
Coverage (in hours per day)	8.0	12.0	16.0
Days / Week	7.0	7.0	7.0
Shift	8.0	12.0	8.0
Days Worked / Week	5.0	3.5	5.0
Hours / Year	2,912.0	4,368.0	5,824.0
Officer Availability	1,664.0	1,747.2	1,664.0
Minimum Positions	2.0	2.0	2.0
Staff Required	3.5	5.0	7.0

This calculation provides several interesting results, each of which are summarized in the following paragraphs:

- Staffing for 12 hours of coverage takes five personnel whereas staffing for 16 hours takes seven personnel – i.e., 40% more staff to get 33% more coverage.
- Providing 12 hours of coverage rather than 8 hours of coverage takes 42% more staff to achieve 50% more coverage.
- From an efficiency stand point, this finding suggests that it would be prudent to target 12 hours of coverage with six personnel working in two teams (because five personnel would be difficult to schedule conveniently). This would represent a reduction in service levels from the current program of providing 16 hours of coverage.
- This would also enable the development of two teams of two pilots and one observer (reducing the cost of the program somewhat).
- The project team believes that the staffing of the teams should involve one Sergeant (pilot qualified), one Police Officer pilot and one Police Officer Observer (or another pilot). If Metro desires to provide 16 hours of coverage, the project team recommends that each team be provided with an additional Police Officer observer or pilot.
- It should be noted that pilots are only marginally more expensive than observers in the MNPD solely due to their training costs – since there is no additional pay given to pilots (additional pay is common in many agencies due to the highly technical nature of the work and the training and certifications that the employee is required to maintain).
- As a result, the Police Department could (if it can find them on staff or elsewhere) simply maintain a cadre of pilots rather than introducing the observer concept. This would not cost Metro Nashville any additional money beyond the initial training costs).

- This would not require the Lieutenant to be a constant participant in the pilot rotation (though it is beneficial to have the Lieutenant have the pilot certification).

One issue that the Police Department faces in making this decision is the availability of pilot qualified personnel. This is made more challenging given the increased utilization of Reserve and National Guard personnel by the federal government, resulting in the active duty call up of personnel from the unit (many in the unit received their initial helicopter training from the military and have maintained a formal affiliation).

The project team recommends that the unit be staffed to provide 16 hours of coverage for seven days a week. This will require the addition of a single Police Officer position (either Pilot or Observer qualified). The results of this are shown in the table that follows:

Classification	Current Staffing	Recommended Staffing	Variance
Captain *	1	1	-
Pol. Ops. Coord. 2	1	1	-
Lieutenant **	2	1	(1)
Sergeant	2	2	-
Police Officer	5	6	1
Technical Specialist 1	1	2	1
Special Operations / Aviation	12	13	1

* Captain is also responsible for Special Operations, Emergency Contingency and SWAT.
 ** One Lieutenant is also responsible for the Canine and Hazardous Device units.

The following sub-section addresses the staffing needs of the Canine Unit (which provides support to general patrol operations).

(3.2) Staffing for the Canine Unit Is Also Dependent on the Public Policy Decisions Made by Metro.

The staffing of the Canine unit is influenced by the policy decisions relating to the level of service that the Metro area desires to provide. As with the Aviation Unit, above, the number of personnel required depends on the hours of service and how expansive

the coverage is intended to be (i.e., how many handler / dog teams on duty at once). In addition to the team assigned within the Canine Unit there are several other teams assigned to the Narcotics, 20th Judicial Task Force and Hazardous Devices units.

The current complement of personnel in the unit include the following:

- (1) Lieutenant (covered in the Aviation Unit discussion in the preceding section).
- (6) Sergeants (two are permanently assigned to do training – none handled dogs assigned to regular duty).
- (17) Police Officers (these are the dog handlers).

The analysis, which follows, shows the project team’s assessment of the number of teams required to achieve one of the two following objectives:

- Provide for a handler / dog team for each patrol sector.
- Provide for a handler dog team for every other patrol sector.

The project team shows the impact of having either five or six patrol sectors on this staffing need in the exhibit, below:

Canine Staffing Required to Cover 8 Hours

Factor	Five Sectors		Six Sectors	
	Option 1	Option 2	Option 3	Option 4
Coverage Assumed (in hours per day)	8.0	8.0	8.0	8.0
Days / Week	7.0	7.0	7.0	7.0
Shift	8.0	12.0	8.0	8.0
Areas to Cover	5.0	2.5	6.0	3.0
Hours / Year	14,560.0	7,280.0	17,472.0	8,736.0
Officer Availability	1,560.0	1,560.0	1,560.0	1,560.0
Staff Required	10.0	5.0	12.0	6.0

The analyses provided, above, show the number of Canine teams that are required to meet varying objectives for an 8-hour period. Therefore, to achieve 16 (or 24) hour coverage at the same level of service would require two (or three) times as many teams. The points, that follow, provide a summary of several key issues:

- It is critical, if Canine teams are to be successfully implemented and utilized, that the field personnel have access to them when they need them and in a timely manner. Current approaches to staffing Canine resources result in some times of the day with a single team available countywide.
- Given the geographic issues in the County (size, natural and manmade boundaries, etc.) the project team has proposed that the Canine unit assign teams to one (or two) patrol sectors on each shift as their primary area of responsibility. This will serve to reduce response times and to make the teams more available to the patrol personnel who are their primary “customers.”
- Current staffing (17) would allow the MNPD to target 16 hours of coverage with a team per patrol sector during the night and a team per every-other sector during off-peak activity hours. The project team recommends this approach at this time.
- Current staffing is not sufficient to allow for round-the-clock coverage for any of the scenarios except for assigning a team to every-other sector.
- Staffing requirements to provide for round-the-clock Canine deployment in all sectors would range between 30 and 36 teams. The project team does not recommend this level of service at this time. The law enforcement community generally agrees that the best use of Canine resources is in peak operational periods and at night (when visibility is most challenging, when commercial burglaries are most likely to occur, etc.).

The table, that follows, shows that current staffing is sufficient to achieve the recommended service level – a team in every sector during night hours and a team for every other sector in earlier evening hours (both of these for seven day-a-week coverage):

Classification	Current Staffing	Recommended Staffing	Variance
Sergeant	6	6	-
Police Officer	17	17	-
Canine	23	23	-

(3.3) Staffing for the Hazardous Devices Unit Is Appropriate Given its Mission.

The Hazardous Device Unit is responsible for the identification, removal, destruction and disarming of explosive and other hazardous devices. All of the personnel who are fully functioning members of the unit have been trained and certified

as bomb technicians at the federal explosive ordinance school at Redstone (AL) – the only such program in the United States. In order for the MNPB HDU to maintain its certification as a bomb squad, all personnel who respond must be certified through the program at Redstone.

Current staffing in the unit is (1) Sergeant and (5) Police Officers. At this time, all members of the team are certified technicians or are in the process of becoming certified as a bomb technician. Non-certified members of the team will serve in support capacities and will not enter the danger zone for the device (they will carry equipment, serve as the “scribe” during events and so on). Current operational approaches by the unit include the following:

- All members of the team are currently assigned to work during the day shift, Monday through Friday. MNPB data show that the vast majority of hazardous devices reported are reported during these times.
- Members rotate call-out in pairs (though the Sergeant reports to all call-out events regardless of his spot in the rotation).
- The unit works closely with the US ATF, FBI, Secret Service and other local, state and federal agencies as necessitated by the circumstances of the event.
- The HDU provides support to other agencies in mid-Tennessee because the State Police bomb squad is spread across the entire state and can be delayed in their response.
- The unit is responsible for training and maintaining its own explosive detection canine resources, with animals assigned directly to members of the unit.

The project team’s review of the data indicate that the unit is averaging approximately one call every two days. Current call-out policies ensure that personnel are on and off-call rotation for appropriate periods. There is no current need to expand the size of the team given current workloads and operational approaches (expansion of the team would be difficult at any rate due to the increasing delay – post 9/11 - in getting

personnel through the program at Redstone). The project team recommends no changes to current staffing, as summarized in the table, that follows:

Classification	Current Staffing	Recommended Staffing	Variance
Sergeant	1	1	-
Police Officer	5	5	-
Hazardous Devices	6	6	-

The following section addresses the staffing needs of the Warrants Division of the Bureau.

4. THE WARRANTS SECTION IS NOT STAFFED WITH SUFFICIENT PERSONNEL TO CARRY OUT PROACTIVE ACTIVITY. STAFFING IS ADEQUATE TO CARRY OUT CURRENT RESPONSIBILITIES.

The Warrants Section is responsible for several missions related to the service of warrants and the transport of persons who have either been arrested or who are being held for medical or psychological reasons. The personnel assigned to the Division currently include:

- (1) Captain
- (1) Lieutenant
- (3) Sergeants
- (14) Police Officers
- (11) Clerical (1 POA1, 3 POA3's and 7 POC1's)

These personnel are responsible for the following primary responsibilities in the course of their duties:

- Retrieval of persons arrested by other agencies in the state of Tennessee.
- Transport of persons who are deemed to be a mental health threat to themselves or others.
- Assisting patrol personnel by processing persons in custody for whom the only arrestable offense is a warrant.

METROPOLITAN NASHVILLE-DAVIDSON COUNTY, TENNESSEE
Staffing Study of the Police Department

- Performing Intoxilyzer tests on persons in-custody in the booking area when they have not been tested by DUI Unit personnel.
- Entering warrants into internal, state and national systems.
- Performing quality control on that same information on a regular basis.

The table, that follows, provides a summary of the workload of the unit as reported in 2002:

Total Warrants	Number		Time to Handle (mins.)		Total Time (Mins)		
	Issued	Served	Issued	Served	Issued	Served	
State	1,925	2,267	60	NA	115,500	NA	
Parole Violations	-	278	0	NA	-	NA	
Capias	6,758	4,225	60	NA	405,480	NA	
Out of County	46	101	30	NA	1,380	NA	
Deceased	-	10	0	NA	-	NA	
Recalled	-	256	0	NA	-	NA	
Dismissed	-	211	0	NA	-	NA	
Total	8,729	7,348	0	NA	-	NA	
Retained	NA	NA	NA	NA	NA	NA	
Out of County Transport	NA	154	NA	420	NA	64,680	
Mental Hospital	NA	362	NA	420	NA	152,040	
Inside County Transport	NA	228	NA	420	NA	95,760	
Warrants Served By:	NA	-	NA	NA	NA	NA	
Outside Personnel	NA	5,898	NA	60	NA	353,880	
Warrant Div. Personnel	NA	2,428	NA	180	NA	437,040	
Orders of Protection:	NA	-	NA	NA	NA	NA	
Entered Ex Parte Orders	NA	1,605	NA	30	NA	48,150	
Entered Orders of Protection	NA	429	NA	30	NA	12,870	
Modified	NA	1,855	NA	30	NA	55,650	
Dismissed	NA	419	NA	30	NA	12,570	
					Minutes	522,360	1,232,640
					Hours	8,706.00	20,544.00

This analysis shows the following results for the staffing required for both sworn and non-sworn personnel:

- Using an availability factor of 1,664 hours per year, and a utilization factor of 80% for civilian personnel, this analysis shows that the unit is appropriately staffed with 10 civilians.
- Using an availability factor of 1,664 hours per year, and a utilization factor of 80% for sworn personnel, this analysis shows that the unit is appropriately staffed with 14 Police Officers.

- The command and supervisory staffing is appropriate given the scope and range of the mission of the Warrants Section.
- This analysis shows that the Warrants Section does not currently have the capacity to be proactively involved in the service of warrants on a regular basis (certainly there will be downtimes when this service could be more readily performed). If this service is a goal of the Department, dedicated personnel should be assigned (either here or in another unit).

The project team recommends no change to the current staffing of the Warrants Division. The proposed changes to mental health transports will free up some time for the Officers to work on proactive warrant service. If workload for the unit should grow (or the projected changes in mental health transports not take place), additional personnel may be required to meet demand. The table, that follows, summarizes the project team's staffing recommendations:

Classification	Current Staffing	Recommended Staffing	Variance
Captain	1	1	-
Lieutenant	1	1	-
Sergeant	3	3	-
Police Officer	15	15	-
Police Ops Asst. 1	1	1	-
Police Ops. Asst. 3	4	4	-
Police Ops. Coord. 1	7	7	-
Warrants	32	32	-

This concludes the analysis of staffing requirements in the Specialized Field Services Bureau.

8. ANALYSIS OF THE IMPACT OF A PLANNED SIXTH POLICE PRECINCT

The Nashville-Davidson Metro Government plans to open a new police precinct in the coming year. This new location (North Precinct) will represent the sixth such precinct in the Police Department. The other, current, precincts include the following:

- Central
- East
- Hermitage
- South
- West

Each of the five current patrol precincts are made up of personnel who are dedicated to providing patrol and related services (including FLEX, Directed Patrol, Bicycles, Mounted Patrol, Enterprise Zone Officers and Traffic Enforcement). This chapter examines the need for an additional precinct, provides a possible methodology for making the assessment regarding the development of precincts in the future and then shows the necessary staffing changes in the Police Department should the decision to open a sixth precinct continue to be the preferred approach of Metro.

1. METRO NASHVILLE SHOULD MAKE USE THE NEW PRECINCT FACILITY BUT SHOULD MAINTAIN A FIVE-PRECINCT ORGANIZATION.

The MNPD and Metro have determined that the City requires a sixth precinct. This new precinct is currently under construction near Metro Center (approximately three miles north of the downtown area). The facility for the new precinct is under

construction and should be ready for occupancy at the end of the year. The impacts that this new precinct will have on the Department may include the following:

- Additional command staffing for the precinct (Captain, Lieutenants). This will be explored in a later section of this chapter.
- Additional supervisory staffing needs are also explored in this chapter.
- Additional administrative / support staffing for the new precinct.
- Movement of line personnel from the five existing precincts into the new precinct in order to ensure that workload can be handled and that resources have been distributed appropriately. Analyses in an earlier chapter have demonstrated that the Police Department has sufficient resources to handle existing workload and to provide for high levels of service to the community. A new precinct will not require additional line personnel.
- Reduction of the size of the Central Precinct by defining it as an area “inside the loop” of highways that ring the downtown area (defined by the river in some cases).
- Focus on the use of natural boundaries to define precinct areas (a good practice regardless of the addition of a new precinct or not).

The project team conducted a survey of large police agencies around the United States with the focus of determining how many “precincts” each agency had. It is important to note that terminology varies between agencies (for example, in some cities a precinct is a small store-front operation). However, the project team was able to determine the number of precincts (districts, zones, etc.) that correspond to the sector / precinct in the MNP. The table, that follows, provides a summary of this information:

Summary of Survey Results
Number of "Precincts" Per Agency

City	Number of Police Precincts	Population (2000 Census)	Population / Precinct
Arlington, TX	3	332,969	110,990
Baltimore, MD	9	651,154	72,350
Cleveland, OH	6	478,403	79,734
Columbus, OH	4	711,470	177,868
Denver, CO	6	554,636	92,439
El Paso, TX	5	563,662	112,732
Fort Worth, TX	4	534,634	133,659
Kansas City, MO	5	441,545	88,309
Long Beach, CA	4	461,522	115,381
Memphis, TN	7	650,100	92,871
Milwaukee, WI	7	596,974	85,282
Oklahoma City, OK	5	506,132	101,226
Portland, OR	5	529,121	105,824
Seattle, WA	5	563,374	112,675
Group Average	5	541,121	101,009
Nashville	5	545,524	109,105
Nashville (Planned)	6	545,524	90,921

The paragraphs, which follow, provide a summary of the key findings from the survey results:

- The project team was able to obtain information from 14 police departments regarding their current precinct structure. In each case, there was a similar command structure in place to that of Nashville (though the assignment of resources to the precincts varied widely depending on their community policing philosophy).
- The average population of the responding agencies is 541,000 people (just 4,000 less than the 2000 census figures for Nashville).
- The average number of precincts per agency was five (5) with an average population per precinct of 101,000 people.
- Under current conditions, the five precincts in Nashville on average are servicing 109,000 residents. This is approximately 8% larger than the average of the 14 responding communities.
- However, under the proposed six precinct structure, the average number of residents served by each precinct would decline to approximately 91,000 residents, or 10% smaller than the average.

The project team also conducted research regarding designing the “optimal” police precinct size. The current research into this topic is highly academic and has not generally been applied in practice in the United States. However, the key findings from our research indicate the following (many of these issues are somewhat intuitive but the researchers are attempting to express them mathematically):

- Complicated queuing theory models can determine the number of personnel or the geographic areas required to meet certain objectives (e.g., response time performance). The models are useful for determining not only police precinct (or zone) sizes but are also useful for a wide range of public safety, public works and commercial applications (e.g., how large an area can a delivery truck service to maximize the efficiency of operations?).
- These models are often too complicated or too computationally demanding to be useful (in some cases, the researchers estimate that to calculate an appropriate plan for a community the size of Nashville would literally take years at current computer speeds).
- Other efforts to simplify the calculations require the person performing the calculations to make certain assumptions about things such as travel speed, unit availability to handle incoming calls for service and so on.
- Some researchers have developed commercial products which will enable the user to make use of these more “simplified” calculations to determine the size of a precinct in a given area if certain operational goals are to be met.
- No research has been found by the project team that discusses the optimal size of a police precinct from the point of view of providing “customer service” to the community. Many police departments around the United States (and elsewhere) struggle with this issue – how best to organize the police department to ensure that officers and public interact meaningfully with the result that crime is reduced and that quality of life is improved.

The lack of credible research into this decision making process does not mean that there are not formal decision making steps that can be taken to review the need to create a new police precinct. These steps are described in the list, below:

- Is the population of the service area expanding rapidly? Is it outgrowing the ability of the current staff / facilities to deal with it?

- Do the current facilities have the ability to handle current and anticipated staffing levels?
- Are travel times from existing facilities excessive to the point where they impact patrol efficiency or the ability to perform briefing / roll call training?
- Are there other issues related to the current locations that may impact their continued effectiveness?
- Is an area isolated geographically so that a dedicated patrol station would improve community access to law enforcement services?

Application of these factors in Nashville – Davidson as relates to the North Precinct project results in several interesting findings. These are summarized in the following table:

Factor	Evaluation of Nashville - Davidson
Is population in the service area outgrowing the ability of the current precinct structure to provide services?	<ul style="list-style-type: none"> • The rate of population growth in the service areas (central Nashville and surrounding areas) is not excessive at this time. However, population growth has occurred over time, which has led the Department to be concerned about the ability of five precincts to service the areas. • Our patrol staffing analyses showed that existing patrol personnel are sufficient, at a very high level of service, meaning that existing facilities will not be required to handle extensive staff growth. • Demands for expanded service are not projected from new programs, changing responsibilities for law enforcement, etc.
Do current facilities have the ability to handle current and anticipated staffing levels?	<ul style="list-style-type: none"> • The current Central Sector facility appears to be limited in its ability to handle current personnel. Facilities such as lockers, meeting rooms, restrooms, etc. also appear to be inadequate for current personnel assigned to the unit. • Parking at the current facility is inadequate for personnel needs. • There are no community rooms or other public-use facilities in the existing structure (as have been placed in other new precinct buildings).
Are travel times excessive from existing facilities?	<ul style="list-style-type: none"> • Travel times from existing facilities are generally reasonable, although this has been raised as a concern • Some of the outlying areas away from the urban center of the Metro area can take longer to reach (and to travel to and from with prisoners, etc.). This is not going to be addressed via the proposed new precinct, nor would it be addressed in the near future by any reasonable precinct proposal.

Factor	Evaluation of Nashville - Davidson
Are there other issues impacting current facilities?	<ul style="list-style-type: none"> The Central Sector station is in a portion of the downtown area which is the focus of extensive redevelopment activity. This has included recent construction of a pedestrian bridge, movement of a power facility and other activities. The current location is the focus of several proposed development plans, which will necessitate the movement of the facility in the near future.
Is there an isolated area of service that cannot be served from existing facilities?	<ul style="list-style-type: none"> None of the existing nor proposed facilities have been put in place to serve particularly isolated areas. While geographic boundaries (both natural and constructed) have been the subject of increasing focus in terms of sector and patrol zone development, none of these "boundaries" are enough to serve as justification for the creation of a new facility.
Is there an organizational reason (either philosophical or otherwise) for the development of a new precinct?	<ul style="list-style-type: none"> The primary reason cited is that the creation of a sixth precinct will balance the supervisory responsibilities of the two Field Services Bureau Assistant Chiefs. No other philosophical reason (i.e., community policing, etc.) has been offered as a primary justification for making the addition of a sixth precinct.

The project team's analysis of the current situation results in two major findings:

- There appears to be justification for developing a new facility for the Central Sector, primarily due to the physical limitations of the facility itself and the redevelopment plans for the area it is in.
- There appears to be little reason to develop and implement a sixth precinct in the City of Nashville.

Based on these findings and the comparative work presented previously (that shows that Metro's precinct service population will drop below the national large-community average by almost 12%) the Matrix Consulting Group does not recommend that Metro pursue the creation of a sixth precinct at this time. Rather, we recommend that the Police Department be directed to take the following actions:

- Maintain the current precinct structure of five precincts.
- Take one of two actions:
 - Operate the existing Central Sector from the new location.

- Reconfigure the City into new zones based on the new location of the Central Sector (i.e., the new North Sector building) to take the natural and manmade boundaries into consideration.
- Assign the Traffic Enforcement Division to one of the Assistant Chiefs, thereby balancing the responsibilities for management between the two incumbents.
- Plan to open a sixth precinct when the population of the metro area has grown by another 5% - 10%.

Both Metro and the MNPd have indicated that they are interested in maintaining a highly visible law enforcement presence in the downtown Nashville area. This policy has been used as a justification for the public investment in intensive police resources in the downtown area. The project team has recommended that Metro move the command of the Central area to the newly constructed North Precinct (i.e., to maintain current deployment in five precincts and to forego a sixth at this time). However, we recognize that there will continue to be an interest in providing an enhanced police presence in the downtown area. This can be accomplished through the following:

- Recognition of the presence of the MNPd Headquarters facility and the large volume of uniformed police presence drawn to the downtown area by this facility.
- Development of permanent “storefront” locations which could be staffed by sworn or non-sworn personnel assigned from the precinct (as a use of proactive time).
- Development of kiosks or other less permanent facilities (which could be placed at busy intersections for more direct interaction during peak periods of activity).
- Acquisition of a “portable precinct” – either a trailer or mobile home set up and operated as a concentrated and staffed presence. The benefits to this approach would include the ability to move the unit to other large venues (such as football games, fairs, festivals, etc.).

The project team believes that these alternate solutions would enable Metro to achieve its primary objective (to provide enhanced law enforcement presence in a high-use area) while at the same time avoiding the expense of construction for a

replacement facility and the cost of adding command staff to the Police Department to command a sixth precinct.

The following section addresses the staffing that will be required should Metro determine that it is in the best interest of Metro Nashville to proceed with the implementation of the sixth precinct.

2. IF IMPLEMENTED, A NEW PRECINCT WILL REQUIRE COMMAND AND SUPPORT STAFF.

The project team has recommended, in the preceding section, that Metro not proceed with implementation of a six-precinct organizational structure for patrol services. However, should Metro Nashville determine that it is important to implement the sixth precinct, the following provides our recommendations for staffing for the new venture:

- One Captain for overall command.
- Three Lieutenants (one per shift).
- One Sergeant (community action coordinator).
- One POC1
- One Crime Analyst position (to be assigned to Strategic Development).

The project team neither recommends, nor would we support, the addition of Sergeants (with the one exception noted above) or Police Officers as a result of the implementation of a sixth precinct:

- The project team has demonstrated, in extensive detail, that the Police Officer staffing in the Field Services Bureaus is more than sufficient to provide for very high levels of service (as measured by proactive time availability) in aggregate. There are opportunities to redirect that proactive time – these issues are addressed in that chapter as well.

- The project team has also demonstrated that the ratio of Sergeants to Police Officers in the patrol sectors is currently less than 6:1. At these levels there is no reason to add Sergeants simply because the Department is creating a new precinct – there will be an equal number of Police Officers as there are today. The existing resources should be redeployed along with the Police Officers to maintain appropriate levels of supervision.

The project team has not endeavored to develop a model that would project the specific staffing needs in each precinct should the sixth precinct be implemented. The proposed configuration of the patrol zones and the number / layout of the zones within the patrol sector continue to change. It should be noted, however, that the project team's methodology is in basic agreement with the model results from the PROS model used by the Police Department. The one caveat to this is that the model has not been used to determine the appropriate aggregate staffing for each district (i.e., the staffing required to meet the objective of providing for an aggregate of 45% or 50% proactive time). Making this change, and concurrent with granting the Sector Captains the authority to deploy the personnel as required by the specific requirements of their sector.