

City of Northfield

Police Staffing Study

November 12, 2019

- Conduct a staffing study designed to identify opportunities for improved efficiency and effectiveness
 - Staffing and workload patterns
 - Organizational structure
 - Policies and procedures
 - Culture
 - Employee Survey

Employee Survey Results

- 26 of the 28 employees responded to the survey
- 93% response rate

- Largely positive views of the Department
 - Over 90% of employees agreed that the NPD is a good place to work and that the colleagues they work with most frequently have high standards and ethics
 - 90% of respondents feel that their job gives them a sense of personal satisfaction
 - Department is proud of their community engagement efforts

- Professional Development
 - 40% of respondents feel unsatisfied with their current opportunities for professional growth and development
- Workload
 - Over 30% of respondents reported that they felt their workload was unreasonable
- Communication
 - 96% of employees feel that they have access to the information they need to do their job
 - 60% of respondents do not feel important information is provided in a timely manner
 - Do not feel involved in the decision-making processes

Analysis & Recommendations

Patrol Staffing

Operational Challenges

- Minimum staffing is two per shift
 - Shifts are often staffed with two officers, including a sergeant
- Limited mutual aid opportunity from Rice County, Dakota County, and neighboring departments
- Colleges, manufacturing, and geography are risks and workload drivers
- The practice of including sergeants in minimum staffing should be eliminated

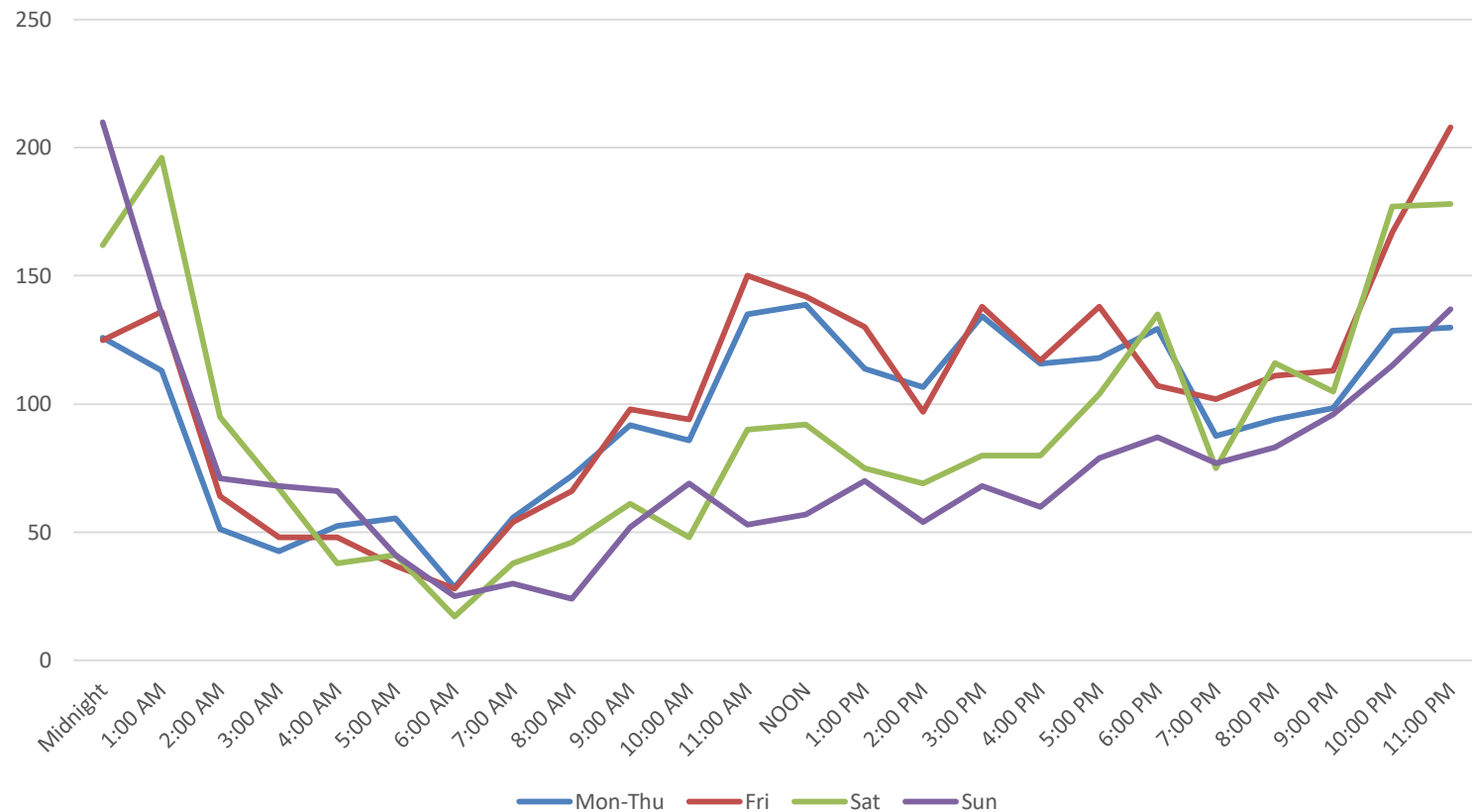
Operational Challenges

- Although, on ***average***, two officers are needed during day shift to meet proactive policing targets, there are frequent cases where calls are stacked during this period
 - 6:00 am to 10:00 pm is consistently busy
- Day shift patrol sergeants have additional administrative duties – limits support capacity

- Establish proactive policing target for the Department
 - International Association of Chiefs of Police recommends 33% of time spent on proactive policing, 33% on reactive policing, 33% on administrative work
- Evaluate the number of patrol officers required to meet proactive policing goal
 - TNCG evaluated several shift options using the 33% proactive threshold

Workload Profile

DCFS



- TCNG evaluated several shift options
 - Current shift model
 - Current shift with an additional swing shift, 11 am to 9 pm
 - 8-hour shifts
 - 12-hour shifts
- All options would require one additional officer to meet 33% goal
 - Estimated cost is \$103,000 in the first year for salary and benefits

- Of the shift options considered, the swing shift model is preferable
 - 8 and 12-hour models do not allow for any shift overlap, which is important for efficiency and communication
 - Swing shift model is more efficient than current model; aligns the number of officers more closely with the workload

Patrol Supervision

- Significant gaps in supervisory coverage
 - No sergeant on duty from 6:00 am to 4:00 pm
12 out of every 28 days (43% of the time)
 - Lack of first-line supervision puts the Department at risk if a critical incident happens when there is no sergeant on duty
- Add one patrol sergeant position to create 24/7 patrol coverage
 - Assign two sergeants to 12-hour day shifts
 - Estimated cost is \$126,000 in the first year

Emergency Management

- The Department currently has a part-time Emergency Management Director on staff
 - City is at risk of flooding, tornados, and other emergency events
 - Also potential for industrial accidents from large manufacturing plant, trucking company, railroad line
 - Effective preparation and education is vital to ensure the community is equipped to handle an emergency
- The Department should expand emergency management capacity to enhance planning and preparation efforts

Investigative Staffing and Operations

- The Investigations Unit tracks status of cases, as well as annual caseload data
- Opportunity to enhance data collection in the Investigations Unit
 - Rolling caseload numbers present a snapshot of the Unit's workload at any given time
 - Annual clearance rate is a useful performance metric

School Resource Officer

- SRO serves six community schools
 - SD 659 primarily funds the position
 - The position is busy with investigations and meetings; limited time to interface with the students
 - Additional SRO would allow more student interaction
- Initiate a discussion with SD 659 about funding a second SRO

Support Services

Community Service Officers

- One CSO manages animal control, parking enforcement, and other tasks
 - Performs a wide variety of key roles with no backup
 - Risk of service interruption and loss of institutional knowledge due to turnover
- Evidence is managed by an Evidence Technician
 - Workload has increased due to digital evidence
 - Up from 2,600 items in 2015 to 3,990 in 2018

Community Service Officers

- Add one CSO position to support both the existing CSO and the Evidence Technician
 - Position is also an opportunity to recruit and train potential future police officers
 - Position could be one full-time or multiple part-time positions
 - Estimated cost is \$77,000 in the first year (assuming a full-time position)

Records Management

- Two Records Specialists are responsible for responding to records request from staff, attorneys, and the public
 - Number of Data Practices – Records Requests is increasing
 - Backlog of arrest data; delay in adding arrest data to arrestees' criminal histories
- Cross training the Administrative Assistant and new CSO in records management function will provide additional capacity to address this workload

Records Management

- Records Specialists also answer all non-emergency calls to the Department
 - An estimated 30 calls per shift
- A phone tree, with options to contact specific departments directly, will better assist customers and free up Records Specialists' capacity

- The Department's evidence tracking system (Crime Fighter BEAST) and records management system (TriTech) do not interface
 - Results in unnecessary manual entry
- Creating an interface will enhance efficiency
 - Initial estimate \$1,200 up-front cost, plus license fee of approximately \$200 per year

Evidence and Property Management

- The Department plans to implement body-worn cameras in 2021
- Important tool for gathering evidence and limiting Department risk and liability
- Cameras also require significant staff time
 - Responding to requests for recordings
 - Reviewing video at the request of prosecutors
- The Department should anticipate and plan for the need for dedicated staff capacity

Policies and Administration

- Accreditation is when an outside agency certifies a Department's compliance with operating standards
- Accreditation helps limit liability and ensure that the Department is operating as effectively as possible
- The Department should pursue accreditation through the Commission on Accreditation of Law Enforcement Agencies or Lexipol

Diversity and Community Relations

- Department is working to recruit from the community
 - Job fairs; advertisements in newspapers and at colleges
- A specific program to target diverse candidates will help increase the Department's racial and gender diversity
 - Involve community groups in recruitment process
 - Conduct in-house diversity training
- This will enhance the City's existing efforts in this area

- Training is currently tracked in a Microsoft Word document
- A dedicated training management program will be more efficient and assist in planning and performance measurement
- Could potentially be created in the Department's existing RMS

Facilities Assessment

- Department facility is at capacity
 - Some patrol officers have doubled up on desks
- The City should proactively plan for future growth in the Department
 - Conduct a space needs assessment
 - Allocate funding for the project in the City's capital improvement plan

Strategic Planning and Performance Management

- City developed a city-wide strategic plan in 2017
- A departmental strategic plan will help the Department define goals and prioritize its work
 - Integrate with the City's strategic framework

Performance Measurement

- Performance measures help assess overall effectiveness of services and resource allocation
- The Department should develop a performance measurement program
 - Performance metrics for each program
 - Quarterly reporting to staff and City leadership
 - Integrate into an annual report

Conclusion

Salary and Benefit Cost Estimate

	Number of Positions	Salary and Benefit Cost per Position
Patrol Officer	1	\$103,000
Patrol Sergeant	1	\$126,000
Community Services Officer	1	\$77,000
Total	3	\$306,000

Questions and Discussion