

Report on the Police Department Resource Allocation Analysis

RALEIGH, NORTH CAROLINA

matrix 
consulting group

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1 Introduction and Executive Summary

The Matrix Consulting Group was retained by the City of Raleigh to review and examine the personnel resource allocation of the Raleigh Police Department. This document is the report of the project team's work that includes an analysis of staffing, response capabilities, and operational readiness of the department.

1 | Scope of Work

The scope of this study included the assessment of the Police Department operations, response capabilities, staffing, and other resources necessary for the delivery of services to the City. A review of services and the delivery of those services should be performed periodically to ensure needs are being met.

This project focused on the following scope of work:

- Evaluation of current response and proactive capabilities in comparison to best practices.
- Evaluation of the management of operations – for example, prioritized proactivity in the field and cases in investigations.
- Evaluation of current and projected staffing needs.
- Evaluation of how sound business practices are in administrative functions in support of the Department and the community.
- Development of performance objectives for use to target current and future needs.
- Evaluation of the organizational and rank structure in all divisions of the Police Department.

The approaches used in this study were comprehensive as described below.

2 | Approaches Utilized in the Study

To understand and evaluate service level issues facing the City, the project team undertook an assessment of the Police Department. The principal approaches utilized by the project team in this study included, but were not limited to, the following:

- **Internal Interviews** – members of the project team individually interviewed command staff, as well as management, and many supervisory and line staff in the Raleigh Police Department. Interviews were supplemented with an anonymous employee survey which focused on staffing issues. A summary of the results of this survey are provided in an Attachment to this report.
- **Data Collection** – the project team collected a wide variety of external and internal data documenting the structure, operations and organization, including:
 - Department staffing and scheduling
 - Documentation reflecting operations management
 - Numerous output data points reflecting workloads and services provided
 - Various other performance information

This data was summarized in a ‘descriptive profile’ of the Police Department, which was reviewed by the staff of the Police Department to ensure we had a factual foundation for the study. This profile is provided as an Attachment to this report.
- **Reviews** – Data was collected over the past several months and presented in interim deliverables. Throughout this process, the project team reviewed facts, findings, and conclusions through these interim deliverables with the Police Department and the City.

The recommendations arising from this analytical process are summarized in the following section.

3 | Summary of Recommendations

The following table provides a summary of recommendations made in this report. The report itself should be reviewed to understand the factual basis behind each recommendation as well as the analysis leading to each recommendation.

SUMMARY OF RECOMMENDATIONS

FIELD OPERATIONS DIVISION

Implement a shift schedule that does not require personnel to rotate from the day to night shift and vice versa every 28 days. Instead, assign personnel to shifts either permanently, or on 3 to 6-month rotation periods.

At this time, current patrol officer staffing levels are sufficient to provide a high level of service.

Adopt the redesigned beat structure alternative recommended in the 2015 study.

SUMMARY OF RECOMMENDATIONS

Add a dedicated sergeant position to the Transit Squad to supervise the six officers in the unit. This represents an increase of one (1) sergeant position over current budgeted (authorized) levels.

Increase staffing of the Transit Squad by one (1) officer position over current budgeted (authorized) levels, replacing the officer position that is temporarily loaned from patrol.

Transfer 12 officer positions from patrol to fill all remaining vacancies in the CPO Squads, and prioritize keeping them filled in the future. Because this change only involves moving existing personnel, this does not result in any changes to authorized staffing levels.

Create civilian Park Ranger and Lead Park Ranger classifications, which would be responsible for proactive patrol and presence on the Capital Area Greenway system. Add two (2) positions in the Park Ranger role and one (1) position in the Lead Park Ranger capacity.

DETECTIVE DIVISION

First-line supervision to staff ratios should typically fall within the 1:6 to 1:9 framework; RPD should abandon staffing many detective units based on past precedence with one sergeant and five detectives, irrespective of workload requirements. Staffing levels for supervisors and line staff should be based on workload-related needs.

Re-align the Detective Division organizational structure under the two Captains (reporting to the Major) to provide enhanced managerial and staffing oversight of these operations.

Further Department-wide organizational re-alignment should occur, moving the Special Services Section to the Special Operations Division.

Assign 10 detectives to the Homicide Units to provide homicide and other core investigative services currently undertaken. This is equivalent to existing staffing levels.

Assign 5 detectives to each of the two Homicide shifts.

Given the sophistication of case types, maintain 2 sergeant positions in Homicide providing oversight and supervision.

Assign 2 of the 10 detectives exclusively to Cold Case investigations, one on each shift. There is sufficient capacity with existing staff to have this dedicated assignment.

Assign 12 detectives to the Special Victim / Aggravated Assault Units to provide investigative core investigative services currently undertaken. This is 2 positions above existing staffing levels.

Assign 6 detectives to each of the two Assault shifts.

SUMMARY OF RECOMMENDATIONS

Maintain 2 sergeant positions in Special Victim / Aggravated Assault providing oversight and supervision.

Maintain 10 detectives in the Robbery Unit. This is 2 more detectives than needed to meet current caseload demands, however due to anticipated staff turnover and recommended increases in overall detective staffing in the next five years the unit should maintain current staffing.

Assign 4 detectives to each of the two Robbery shifts.

Assign 1 sergeant position to oversee Robbery. This is one position less than current operations. The sergeant should be assigned a "split shift" to provide coverage for both Units from 10am-6pm, Monday through Friday.

Assign 13 investigators to the Family Violence Intervention Unit to provide investigative core investigative services currently undertaken. This is 7 positions above existing staffing levels and should include 2 detectives and 5 officers.

Assign 2 sergeant positions to oversee the FVIU. This is 1 position more than current operations.

Maintain the existing staffing of 3 Counseling Coordinators.

Assign 7 detectives to the Juvenile Unit to provide investigative core investigative services currently undertaken. This is equivalent to existing staffing levels.

Maintain 1 sergeant position in the Juvenile Unit providing oversight and supervision.

Upon noting the actual impact on the Juvenile Unit related to increasing the age of juveniles to 17 years old, perform an assessment resulting in, a) re-allocate staff from other person/property crimes to the Juvenile Unit based on increased workload or b), de-centralize the Juvenile Unit to other person / property crime units with an assigned specialization of "Juvenile Investigator" within the appropriate detective unit.

Assign 7 detectives to the South Property Crimes Unit to provide investigative core investigative services currently undertaken. This is 2 positions above existing staffing levels.

Assign 6 detectives to the North Property Crimes Unit to provide investigative core investigative services currently undertaken. This is 1 position above existing staffing levels.

Maintain 2 sergeant positions in the Property Crimes Units providing oversight and supervision.

SUMMARY OF RECOMMENDATIONS

Assign 7 detectives to the Burglary Unit to provide investigative core investigative services currently undertaken. This is 1 position below existing staffing levels.

Maintain 1 sergeant position in the Burglary Unit providing oversight and supervision.

Assign 5 detectives to the Financial Crimes Units to provide the core investigative services currently undertaken. This is equivalent to the existing staffing levels.

Maintain 1 sergeant position in the Financial Crimes Unit providing oversight and supervision.

Maintain the 1 Desk Officer position.

Maintain the 1 Administrative Assistant performing NCIC entry.

Maintain 1 detective assigned to the District Attorney's Office.

Continue to staff Investigative Support with 3 detectives assigned pattern-based theft and pawn-related crimes.

Maintain 1 sergeant position in Investigative Support to provide oversight and supervision to the six subordinate staff.

Assign 10 detectives to the two Drug and Vice Units, 5 detectives each, to provide the core investigative services currently undertaken. This is equivalent to existing staffing levels and within the norms of specialized proactive units in larger policing agencies.

Maintain 2 sergeant positions, one on each Vice and Drug Unit, to provide oversight and supervision.

Combine CEDU, Career Criminal, and the Gang Suppression Unit into one Safe Streets Team with proactive uniformed and investigative roles based on high priority needs. This will result in a team of 6 detectives and 4 officers, equivalent to existing staffing levels. Eliminate the current 5 vacant positions.

Reduce overall sergeant staffing levels from 3 positions to 2 positions for the new Safe Streets Team. Two sergeants provide sufficient oversight and supervision over a team of 10 personnel.

Re-locate the two ATF task force detectives to the Robbery Unit. Maintain the 3 detectives assigned to the DEA in the Safe Streets Team.

Maintain existing staffing in the Raleigh Intelligence Center of 10 detectives and 6 crime analysts.

SUMMARY OF RECOMMENDATIONS

Maintain 2 sergeant staffing positions over the Raleigh Intelligence Center.

Definitively split the TARU into functional specialists dedicated to Digital Forensics or Technical Intelligence Support.

Digital Forensics should be composed of 2 detectives certified to perform such data abstraction; the vacant civilian technician position should be filled.

Technical Intelligence Support should be composed of 4 detectives in TARU.

The 1 detective performing video collection should be civilianized to a technician position.

Overall staffing levels in the revised TARU increases from 7 to 8 line positions.

Maintain 1 sergeant position in TARU to provide oversight and supervision.

Assign 5 officers to the Fugitive Unit to provide the apprehension services currently undertaken. This is equivalent to existing staffing levels; eliminate the 2 vacant positions.

Maintain 1 sergeant position in the Fugitive Unit to provide oversight and supervision.

Rename the Intelligence Unit to the Human Trafficking Unit and re-locate the Unit from the RIC Section to the Drug and Vice Section.

Assign 6 detectives to the Human Trafficking Unit to provide core investigative services, including other vice-related activities warranted in the City. This is equivalent to existing staffing levels.

Maintain 2 detectives assigned to the FBI Child Exploitation Task Force.

Maintain 1 sergeant position in the Human Trafficking Unit to provide oversight and supervision.

Assign 4 officers and 1 civilian liaison to the Youth Services Unit to provide core youth services currently undertaken. This is equivalent to existing staffing levels; eliminate the vacant position.

Maintain the 5 part-time officers providing mentorship services to Raleigh youth.

Maintain 1 sergeant position in the Youth Services Unit to provide oversight and supervision.

Assign 9 School Resource Officers to the Raleigh High Schools (and as necessary other campuses) to provide school resource services currently undertaken. This is equivalent to existing staffing levels.

SUMMARY OF RECOMMENDATIONS

Maintain 3 crossing-guard coordinators but civilianize 2 of the 3 sworn positions; one sworn position is sufficient to provide SRO back-up.

Maintain 2 sergeant positions in the School Resource Officer Unit to provide oversight, support and back-up.

SPECIAL OPERATIONS DIVISION

Maintain current staffing of 4 sergeants and increase officers by 7 for a total authorized staff of 4 sergeants and 27 officers.

Maintain the current staffing of 1 Lieutenant in Traffic.

Maintain the current staffing of 1 Sergeant and 3 Officers in the Crash Reconstruction Unit (or CRU).

Expand current authorized staffing in the Traffic Enforcement Unit 2 sergeants and 10 officers, an increase of 1 Sergeant and 3 officers.

Maintain current authorized staffing of 1 sergeant and 8 officers in K9.

Maintain current authorized staffing of 4 officers in the mounted unit.

Maintain current authorized staffing of 1 sergeant and 4 officers in the DWI Squad.

Maintain current authorized staffing of 10 Animal Control Officers and fill the two existing vacancies.

Maintain current Code Enforcement staffing of 1 Sergeant, 2 Officers, 2 Inspectors, and 1 Net Forces Civilian.

Maintain current staffing of 1 Captain, 1 Sergeant, and 2 Officers.

Maintain current Staffing of 1 Sergeant and Administrative Support Specialist in Secondary Employment.

ADMINISTRATIVE SERVICES DIVISION

Maintain the Sergeant and civilian support position in the Crime Reporting Center.

Maintain the current staffing allocation of a Manager, Supervisor, 4 Automotive Service Technicians, and a Motor Pool Technician in Fleet.

Civilianize the Sergeant position in Human Resources to a Supervisor.

A Manager and 7 Evidence Specialist positions are recommended for Property and Evidence. This is an increase in 1 authorized Evidence Specialist position.

Maintain the position of Manager and two Inventory Assistants for the Quartermaster.

Maintain the Records Manager and 8 Records Specialist positions in Records.

Maintain current authorized staffing of 1 Sergeant, 3 Officers, 4 (part time) Background Investigators, 1 Senior Administrative Support Specialist, and 1 Polygraphist.

Increase Social Media presence for recruiting.

Reconsider a rotational shift policy.

The Trauma Counselor should report directly to the Administration Services Commander.

Maintain the Volunteer Program and the part time staff dedicated to providing oversight of the program.

Information Services should maintain current staffing levels, but adopt specific workload measures to track the volume of activity and length of time it takes to complete major tasks so that a baseline can be established in which to better assess staffing adequacy in the future.

Add an administrative support specialist to Training that would be shared with other training sections and provide a point of contact when entering the facility.

Utilize training software that can better track training delivered.

Add a dedicated FTO Sergeant for a total of two sergeants assigned to the Training Academy.

Add a second support specialist to the Academy for a total of two support specialists (1 senior support specialist).

Maintain Current Authorized staffing of 1 Sergeant, 4 officers (1 current vacancy) and 1 Armorer.

Maintain Current Authorized staffing of 1 Sergeant and 1 Officer in Career Development.

Maintain Current Authorized staffing of 1 Sergeant and 4 Officers in Reality Based Training.

OFFICE OF PROFESSIONAL STANDARDS

Maintain current Professional Standards staffing of Administration with 1 Major, 1 Captain and 1 Support Specialist.

Add online complaint and complement reporting to Professional Standards.

Maintain current staffing of 1 Lieutenant and 2 Sergeants in Accreditation.

Maintain the current Internal Affairs staffing of 1 Lieutenant, 2 Sergeants and 2 Transcribers.

OFFICE OF THE CHIEF OF POLICE

Maintain staffing levels for the Chief’s individual direct reports.

Create the position of Executive Officer (Lieutenant) to provide support to the Deputy Chiefs. A total of two Executive Officers positions are recommended.

Maintain staffing levels for Research and Planning, but civilianize the Sergeant position when the current incumbent vacates the position.

Monitor and record financial management deficiencies for the Fiscal Analyst and Budget Specialists, to be used for future staffing considerations of finance staff.

Maintain staffing levels for the Fiscal Unit, but management may consider outsourcing the False Alarm program when the incumbent vacates the position.

Maintain staffing levels for the Public Affairs Unit.

Develop and implement a policy for the public record request component and centralize the function with one Unit.

Projections

The following table provides the results of the detailed analysis of projected staffing needs for each position in the Police Department through the year 2040.

| Division | 2020 (Auth) | 2025 | 2030 | 2035 | 2040 |
|------------------------|------------------------|-------------|--------------|--------------|--------------|
| Chief’s Office | 19 | 21 | 21 | 21 | 21 |
| Professional Standards | 11 | 11 | 11 | 14 | 14 |
| Administration | 79 | 91 | 98 | 101 | 104 |
| Detectives | 201 | 218 | 231 | 252 | 265 |
| Field Operations | 506 | 542 | 583 | 621 | 662 |
| Special Operations | 85 | 114 | 122 | 130 | 133 |
| Total | 901 | 997 | 1,066 | 1,139 | 1,199 |

2 Field Operations Division

This chapter provides the project team's assessment of the Field Operations Division, which includes patrol and community policing functions.

1. Analysis of Patrol Workload

The following sections provide analysis of patrol workload and other issues relating to the effectiveness of field services.

(1) CAD Analysis Methodology

Our project team has calculated the community-generated workload of the department by analyzing incident records in the computer aided dispatch (CAD) database, covering the entirety of calendar year 2018.

For incidents to be identified as community-generated calls for service and included in our analysis of patrol, each of the following conditions needed to be met:

- The incident must have been unique.
- The incident must have been first created in calendar year 2018.
- The incident must have involved at least one officer assigned to patrol, as identified by the individual unit codes of each response to the call.
- The incident must have been originally initiated by the community, as identified using the following methods:
 - Additionally, the incident type of the event must have sufficiently corresponded to a community-generated event. Call types that could be identified with a high level of certainty as being either self-initiated (e.g., traffic stops) or other kinds of activity generated by the department (e.g., directed patrol) have not been counted as community-generated calls for service.
- There must have been no major irregularities or issues with the data recorded for the incident that would prevent sufficient analysis, such as having no unit code or lack of any time stamps.

After filtering through the data using the methodology outlined above, the remaining incidents represent the community-generated calls for service handled by RPD patrol units.

It should be noted that the methodology used in this study exactly matches the one used in the 2015 study, and CAD data was provided in the same format, enabling for the calculation process to be mirrored. In order to avoid data herding biases, however, the results of the CAD analysis in the 2015 study were not reviewed until after this analysis was finalized.

(2) Calls for Service by Hour and Weekday

The following table displays the total number of calls for service handled by patrol units by each hour and day of the week:

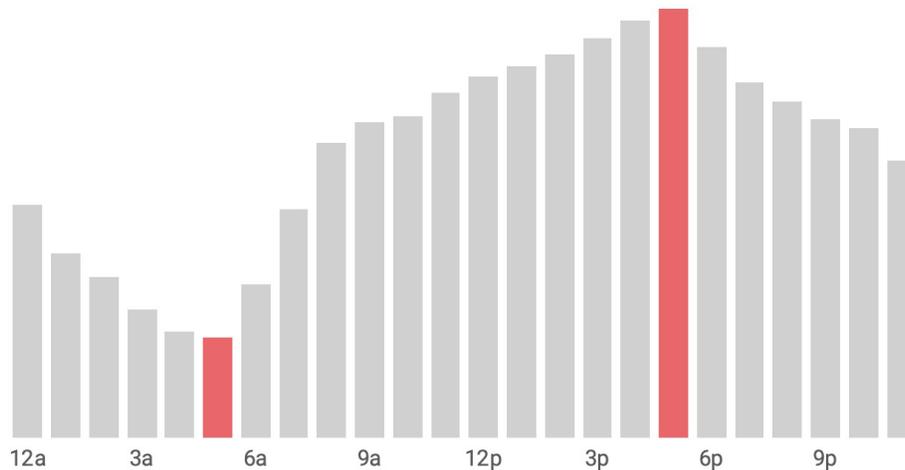
Calls for Service by Hour and Weekday

| Hour | Sun | Mon | Tue | Wed | Thu | Fri | Sat | Total |
|--------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|----------------|
| 12am | 1,265 | 747 | 658 | 691 | 660 | 809 | 1,049 | 5,879 |
| 1am | 969 | 567 | 494 | 561 | 570 | 562 | 934 | 4,657 |
| 2am | 989 | 443 | 408 | 425 | 423 | 538 | 834 | 4,060 |
| 3am | 760 | 385 | 340 | 352 | 350 | 405 | 645 | 3,237 |
| 4am | 562 | 286 | 309 | 320 | 330 | 366 | 498 | 2,671 |
| 5am | 433 | 355 | 387 | 330 | 311 | 340 | 388 | 2,544 |
| 6am | 449 | 595 | 596 | 544 | 631 | 616 | 453 | 3,884 |
| 7am | 541 | 878 | 906 | 965 | 916 | 961 | 601 | 5,768 |
| 8am | 671 | 1,186 | 1,147 | 1,181 | 1,186 | 1,168 | 908 | 7,447 |
| 9am | 827 | 1,238 | 1,155 | 1,239 | 1,203 | 1,195 | 1,129 | 7,986 |
| 10am | 997 | 1,215 | 1,163 | 1,188 | 1,135 | 1,209 | 1,225 | 8,132 |
| 11am | 1,068 | 1,264 | 1,242 | 1,179 | 1,300 | 1,338 | 1,315 | 8,706 |
| 12pm | 1,119 | 1,331 | 1,324 | 1,278 | 1,310 | 1,426 | 1,349 | 9,137 |
| 1pm | 1,121 | 1,411 | 1,412 | 1,408 | 1,330 | 1,396 | 1,313 | 9,391 |
| 2pm | 1,275 | 1,396 | 1,379 | 1,334 | 1,379 | 1,505 | 1,404 | 9,672 |
| 3pm | 1,227 | 1,483 | 1,517 | 1,455 | 1,498 | 1,563 | 1,360 | 10,103 |
| 4pm | 1,207 | 1,547 | 1,584 | 1,520 | 1,551 | 1,743 | 1,373 | 10,525 |
| 5pm | 1,231 | 1,652 | 1,663 | 1,613 | 1,701 | 1,663 | 1,332 | 10,855 |
| 6pm | 1,210 | 1,511 | 1,488 | 1,449 | 1,404 | 1,508 | 1,298 | 9,868 |
| 7pm | 1,202 | 1,261 | 1,276 | 1,262 | 1,310 | 1,427 | 1,223 | 8,961 |
| 8pm | 1,137 | 1,149 | 1,163 | 1,225 | 1,161 | 1,309 | 1,366 | 8,510 |
| 9pm | 1,095 | 1,065 | 1,043 | 1,145 | 1,084 | 1,257 | 1,357 | 8,046 |
| 10pm | 992 | 1,022 | 1,028 | 1,032 | 1,043 | 1,342 | 1,362 | 7,821 |
| 11pm | 842 | 902 | 909 | 861 | 878 | 1,174 | 1,426 | 6,992 |
| Total | 23,189 | 24,889 | 24,591 | 24,557 | 24,664 | 26,820 | 26,142 | 174,852 |

Friday and Saturday evenings have noticeable increased late evening call volumes, which is typical of large cities with entertainment areas. The increase in activity, however, is only about 30-35% greater than the typical level for weekday evenings. Calls for service also tend to follow a relatively even pattern on weekdays, with calls increasing from a low at

5:00AM until 5:00PM, where activity levels peak. This is best demonstrated as a bar graph showing calls by hour, as follows:

Call for Service Activity by Hour



Not including the bump on Friday and Saturday nights, call activity drops relatively quickly after 5:00PM – more so than is indicated in the chart, which includes all seven days of the week.

Comparison with the 2015 Study:

The total number of unique community-generated calls for service identified in the previous study was 165,484. This represents a difference of 9,368, or a **growth of approximately 5.7% over four years.**

(3) Calls for Service by Month

The following table displays calls for service totals by month, showing seasonal variation as a percentage difference from the quarterly average:

Calls for Service by Month

| Month | # of CFS | Seasonal +/- |
|--------------|----------------|--------------|
| Jan | 13,668 | |
| Feb | 12,926 | -6.6% |
| Mar | 14,239 | |
| Apr | 14,305 | |
| May | 15,448 | +2.6% |
| Jun | 15,115 | |
| Jul | 15,130 | |
| Aug | 15,765 | +4.1% |
| Sep | 14,591 | |
| Oct | 15,272 | |
| Nov | 13,965 | -0.1% |
| Dec | 14,428 | |
| Total | 174,852 | |

The seasonal differences in call volume are not as extensive as is often the case, which could be attributed to the relatively mild winters experienced in North Carolina compared climates further north.

(4) Most Common Types of Calls for Service

The following table provides the ten most common incident categories of calls for service handled by patrol units over the last year, as well as the average call handling time (HT)¹ for each:

¹ Handling time is defined as the total time a patrol unit was assigned to an incident. It is calculated as the difference between the recorded time stamps when the unit was dispatched and cleared from the incident.

Most Common Call for Service Categories

| Incident Type | # CFS | HT | 12a | 4a | 8a | 12p | 4p | 8p |
|-----------------------------|----------------|-------------|-----|----|----|-----|----|----|
| ACCIDENT-VEHICLE/DAM | 14,673 | 48.2 | | | | | | |
| 44/NON-RESIDENTIAL | 9,433 | 18.5 | | | | | | |
| ALARM-BURGLAR/RESIDE | 8,112 | 17.7 | | | | | | |
| DISTURBANCE | 7,781 | 35.1 | | | | | | |
| DOMESTIC | 6,811 | 65.5 | | | | | | |
| 911 HANGUP CALL | 6,657 | 16.0 | | | | | | |
| TALK WITH OFFICER | 5,485 | 36.1 | | | | | | |
| CHECK ON WELFARE | 4,904 | 32.7 | | | | | | |
| REQUEST FOR SERVICE | 4,725 | 42.0 | | | | | | |
| SUSPICIOUS PERSON | 4,568 | 29.1 | | | | | | |
| All Other Types | 101,703 | 49.3 | | | | | | |
| Total | 174,852 | 43.2 | | | | | | |

Nearly all of the most common categories mirror the overall pattern of call activity by hour, with the exception of disturbances, 44/non-residential, and domestic calls. The 44/non-residential alarm calls peak within the 6:00AM-8:00AM window, which is likely due to employees accidentally setting off burglar alarms as they arrive.

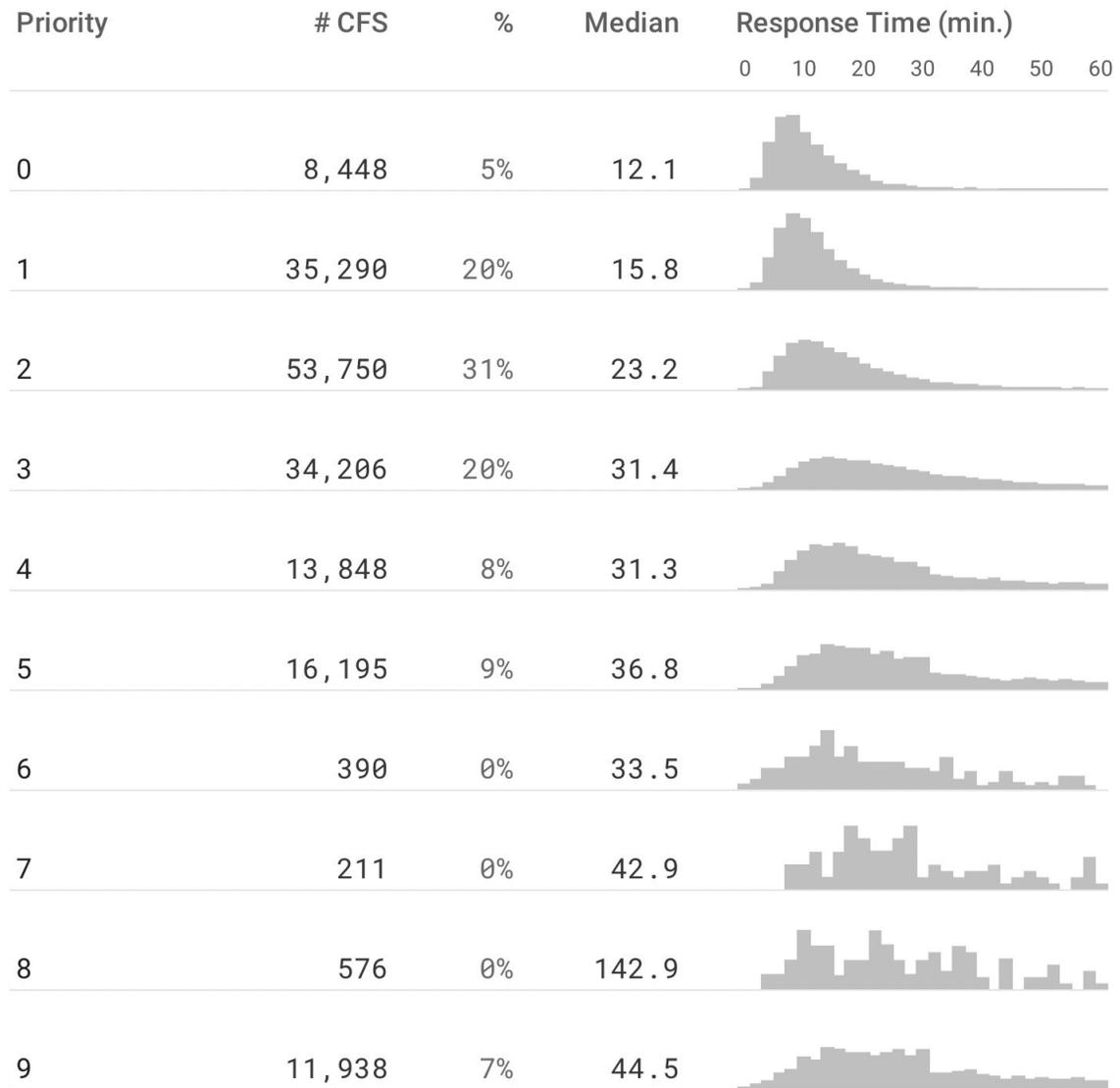
Comparison with the 2015 Study:

In the previous study, which used calendar year 2014 data, there were far more 911 hang-up calls (10,425). This was significantly above the norm as a percentage of total calls, and was attributed to the similarity of dialing one of Raleigh’s area codes (919) to 911. It is unclear why the total dropped by nearly four thousand incidents, whether it was due to operational changes (i.e., not responding to all 911 hang-ups), increasing prevalence of smart phones (numbers called manually less frequently), or other reasons.

(5) Calls for Service and Response Time by Priority Level

The following table provides the average handling time and distribution of response times for community-generated calls for service with documented arrival times in the most common priority level categories:

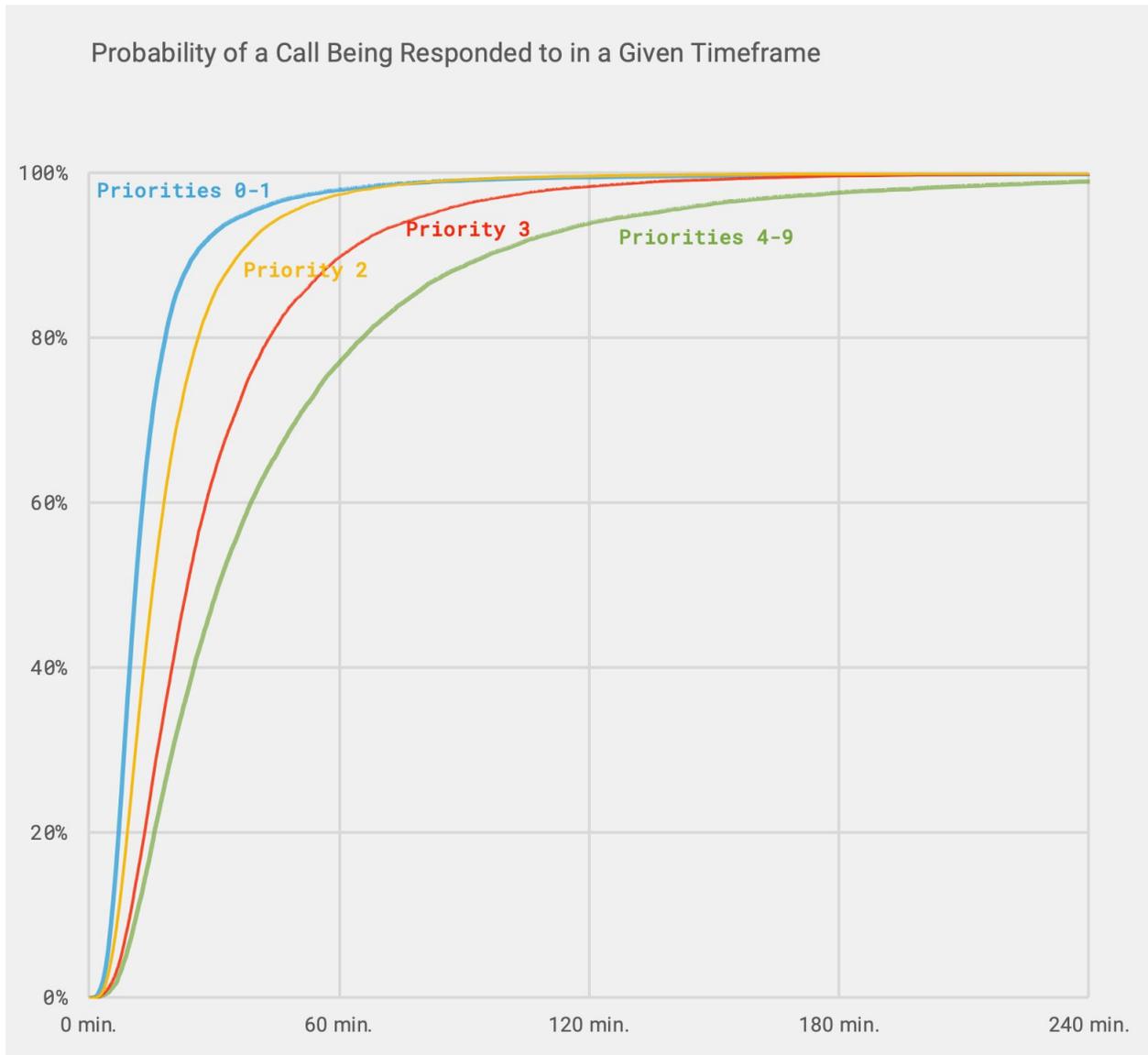
Calls for Service by Priority Level



Several findings can be made from this analysis. Priority levels 6, 7, and 8 do not have many responses under them, which causes the distribution chart to appear more uneven as a result of random variation not being smoothed out over a larger sample size. The rest of the priority levels follow a remarkably consistent pattern, progressing from narrowly defined under 20 minutes or so, to a shift rightwards, with the distribution becoming gradually more spread out. The median values are critical to understanding this, which

reflect the point at which there are an equal number of calls that had shorter and longer responses.

The next chart provides a different way of looking at response time performance, showing the likelihood that a call is responded to within a specified timeframe, focusing on priority levels 0 and 1 as a group, 2, 3, and the rest (levels 4-9) as a group:



The lowest-priority calls (level 4-9) are not responded to within as timely of a manner as the other categories – 23% are not responded to within an hour, and 6% are not responded to within two hours.

It should be noted that a high percentage of calls for service could not have response times calculated due to the CAD not including an on-scene/unit arrival time stamp. The dispatch and clear time stamps, by contrast, are virtually always shown.

The following tables shows this by focusing solely on response times of one hour or more, showing the percentage of responses within each category, drawing a line where at least 99% of calls are responded to:

| Response Time Within: | Priority 1 | Priority 2 | Priority 3 | Priority 4 |
|------------------------------|-------------------|-------------------|-------------------|-------------------|
| 1 hour | 98.0% | 77.0% | 97.4% | 89.8% |
| 2 hours | 99.5% | 93.9% | 99.7% | 98.4% |
| 3 hours | 99.8% | 97.7% | 99.9% | 99.7% |
| 4 hours | 99.9% | 99.0% | 100.0% | 99.9% |
| 5 hours | 99.9% | 99.5% | 100.0% | 100.0% |
| 6 hours | 100.0% | 99.8% | 100.0% | 100.0% |
| 7 hours | 100.0% | 99.9% | 100.0% | 100.0% |
| 8 hours | 100.0% | 99.9% | 100.0% | 100.0% |
| 9 hours | 100.0% | 100.0% | 100.0% | 100.0% |
| 10 hours | 100.0% | 100.0% | 100.0% | 100.0% |

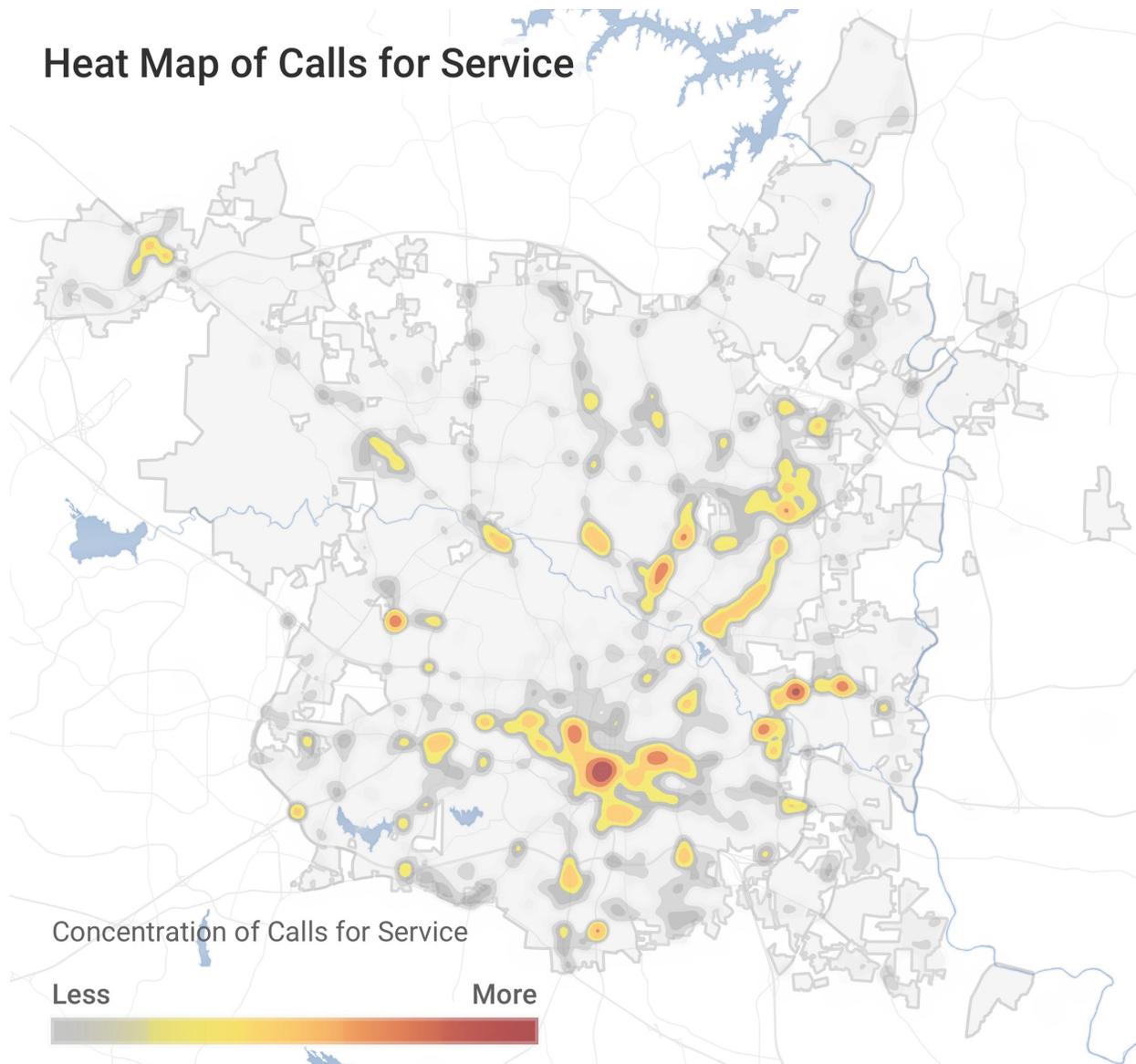
Overall, the results are relatively positive. 98.0% of priority level 0 and 1 incidents are responded to within an hour, as well as nearly the same percentage (97.4%) for priority level 2 incidents. By priority level 3, however, the response times decline at a moderate pace, with just under 90% of calls being responded to within an hour. At two hours, however, 98.4% of calls under priority level 3 are responded to.

Taken as a whole, the findings do not indicate significant issues with patrol availability. Departments with significant patrol resource shortages typically do not respond to calls as quickly, with more than half of lower-priority calls taking over an hour to respond to.

(6) Call for Service Hotspots

The following map provides a geospatial analysis of calls for service, identifying hotspots where activity is most heavily concentrated:

Heat Map of Calls for Service



The most prominent call for service hotspots include downtown, a few pockets in the Southeast District, as well as in certain places along key arterial roads, such as Glenwood Ave, Capital Blvd, and Six Forks Rd.

(7) Patrol Self-Initiated Activity

The following subsections examine patrol self-initiated activity, focusing on incidents that are generated by patrol officers during their proactive time. Whereas the remainder of the patrol analysis includes bike units and responses from other similar units as being part of patrol workload, the self-initiated activity analysis does not. It is important to note that none of these incidents have been counted already in the analysis of community-generated patrol workload.

(7.1) Patrol Self-Initiated Activity by Hour and Weekday

The following table provides the number of self-initiated incidents generated by hour and weekday, shading each cell according their relative frequency:

Self-Initiated Activity by Hour and Weekday

| Hour | Sun | Mon | Tue | Wed | Thu | Fri | Sat | Total |
|-------|--------|--------|--------|--------|--------|--------|--------|---------|
| 12am | 873 | 769 | 812 | 730 | 948 | 838 | 950 | 5,920 |
| 1am | 968 | 704 | 762 | 757 | 891 | 855 | 1,017 | 5,954 |
| 2am | 745 | 579 | 669 | 696 | 722 | 721 | 894 | 5,026 |
| 3am | 587 | 464 | 537 | 498 | 549 | 496 | 618 | 3,749 |
| 4am | 338 | 291 | 322 | 302 | 359 | 309 | 316 | 2,237 |
| 5am | 150 | 177 | 207 | 221 | 195 | 207 | 154 | 1,311 |
| 6am | 204 | 243 | 291 | 283 | 297 | 272 | 230 | 1,820 |
| 7am | 352 | 550 | 667 | 615 | 609 | 614 | 577 | 3,984 |
| 8am | 727 | 883 | 1,001 | 908 | 955 | 883 | 966 | 6,323 |
| 9am | 963 | 946 | 1,043 | 959 | 1,021 | 987 | 1,076 | 6,995 |
| 10am | 964 | 964 | 1,060 | 1,005 | 1,021 | 1,005 | 929 | 6,948 |
| 11am | 855 | 871 | 885 | 917 | 883 | 890 | 817 | 6,118 |
| 12pm | 603 | 756 | 803 | 802 | 690 | 719 | 617 | 4,990 |
| 1pm | 561 | 864 | 775 | 822 | 781 | 778 | 679 | 5,260 |
| 2pm | 608 | 831 | 733 | 814 | 761 | 771 | 669 | 5,187 |
| 3pm | 584 | 815 | 692 | 763 | 706 | 678 | 653 | 4,891 |
| 4pm | 462 | 697 | 629 | 699 | 572 | 606 | 616 | 4,281 |
| 5pm | 295 | 429 | 435 | 460 | 394 | 478 | 411 | 2,902 |
| 6pm | 337 | 394 | 484 | 465 | 465 | 437 | 470 | 3,052 |
| 7pm | 570 | 700 | 666 | 746 | 710 | 667 | 810 | 4,869 |
| 8pm | 816 | 962 | 863 | 954 | 905 | 957 | 1,041 | 6,498 |
| 9pm | 749 | 858 | 846 | 954 | 909 | 986 | 957 | 6,259 |
| 10pm | 793 | 937 | 920 | 1,039 | 910 | 1,018 | 1,053 | 6,670 |
| 11pm | 782 | 960 | 824 | 937 | 938 | 961 | 954 | 6,356 |
| Total | 14,886 | 16,644 | 16,926 | 17,346 | 17,191 | 17,133 | 17,474 | 117,600 |

Overall, RPD patrol officers are generating about two-thirds as many self-initiated incidents as the number of community-generated calls for service they respond to. At 117,600 for the entire year, this equates to about 322 self-initiated incidents per day, or around 54 per district. Interestingly, it is closely concentrated at certain times of the day, particularly at the beginning of each shift. This may be heavily influenced by special assignments and foot patrols, which may begin during these times and last for several hours.

(7.2) Most Common Types of Self-Initiated Activity

The following table provides a breakdown of the most common incident type categories assigned to self-initiated activity, as well as the hours in which they are most likely to occur:

Most Common Types of Self-Initiated Activity

| Incident Type | # CFS | HT | 12a | 4a | 8a | 12p | 4p | 8p |
|---------------------------|----------------|-------------|-----|----|----|-----|----|----|
| TRAFFIC STOP | 35,198 | 20.9 | | | | | | |
| SECURITY CHECK | 28,000 | 38.6 | | | | | | |
| WARRANT SERVICE | 9,618 | 33.3 | | | | | | |
| SPECIAL ASSIGNMENT | 6,105 | 142.5 | | | | | | |
| FOLLOW-UP INV. | 5,724 | 49.5 | | | | | | |
| SUSPICIOUS VEHICLE | 4,350 | 22.0 | | | | | | |
| SUSPICIOUS PERSON | 3,388 | 24.6 | | | | | | |
| DRUG LAW VIOLATION | 2,710 | 70.2 | | | | | | |
| FOOT PATROL | 1,927 | 38.0 | | | | | | |
| ASSIST MOTORIST | 1,584 | 20.8 | | | | | | |
| All Other Types | 18,837 | 72.5 | | | | | | |
| Total | 117,441 | 43.7 | | | | | | |

Traffic stops and security checks are by far the most common types of activity, followed by several categories that represent longer investments of time, such as special assignments (average: 142.5 minutes) and follow-up investigations (average: 49.5). The relatively high incidence of these types of longer-duration, more in-depth proactive policework inherently shows that there is time available to be proactive. In departments where there are severe deficiencies in proactive time, there is typically not such a focus on patrol officers conducting follow-up investigations and engaging in special assignments.

Comparison with the 2015 Study:

In 2015, RPD patrol officers completed 170,333 self-initiated incidents. This study's total of 117,441 represents a decrease of approximately 31% from the previous result.

From the 2015 to 2019 studies, the number of traffic stops were nearly halved, as were foot patrol and warrant service. The number of security checks and special assignments, by contrast, has remained at about the same level.

2. Analysis of Patrol Resource Needs

Analysis of the community-generated workload handled by patrol units is at the core of analyzing field staffing needs. Developing an understanding of where, when, and what types of calls are received provides a detailed account of the service needs of the community, and by measuring the time used in responding and handling these calls, the staffing requirements for meeting the community's service needs can then be determined.

To provide a high level of service, it is not enough for patrol units to function as call responders. Instead, officers must have sufficient time outside of community-driven workload to proactively address community issues, conduct problem-oriented policing, and perform other self-directed engagement activities within the community. As a result, patrol staffing needs are calculated not only from a standpoint of the capacity of current resources to handle workloads, but also their ability to provide a certain level of service beyond responding to calls.

With this focus in mind, the following sections examine process used by the project team to determine the patrol resource needs of the Raleigh Police Department based on current workloads, staff availability, and service level objectives.

(1) Overview of the Resource Needs Analysis

An objective and accurate assessment of patrol staffing requires analysis of the following three factors:

- i.* The number of community-generated workload hours handled by patrol.
- ii.* The total number of hours that patrol is on-duty and able to handle those workloads, based on current staffing numbers and net availability factors (e.g., leave, administrative time, etc.).
- iii.* The remaining amount of time that patrol has to be proactive, which can also be referred to as "uncommitted" time.

This study defines the result of this process as **patrol proactivity**, or the percentage of patrol officers' time in which they are *available and on-duty* that is *not* spent responding to community-generated calls for service. This calculation can also be expressed visually as an equation:

$$\frac{\text{Total Net Available Hours} - \text{Total CFS Workload Hours}}{\text{Total Net Available Hours}} = \% \text{ Proactivity}$$

The result of this equation is the overall level of proactivity in patrol, which in turn provides a model for the ability of patrol units to be proactive given current resources and community-generated workloads. There are some qualifications to this, which include the following:

- Optimal proactivity levels are a generalized target, and a single percentage should be applied to every agency. The actual needs of an individual department vary based on a number of factors, including:
 - Other resources the department has to proactively engage with the community and address issues, such as a dedicated proactive unit.
- Community expectations and ability to support a certain level of service.
 - Whether fluctuations in the workload levels throughout the day require additional or fewer resources to be staffed to provide adequate coverage.
- Sufficient proactivity at an overall level does not guarantee, based on workload patterns, and deployment schedules, that resources are sufficient throughout all times of the day and week.

Overall, in order to maintain an effective level of patrol service, RPD should generally target, at a minimum, a proactivity level of at least 40% on an overall basis. This is based on the size of the department and the effect of lower proactivity levels, particularly at high-activity times of the day, on response times and time available to conduct proactive policing. At lower proactivity levels the time available outside of handling calls for service is typically in increments that are too short to be useful in any capacity.

(2) Patrol Unit Staffing and Net Availability

Before determining availability and staffing needs, it is important to first review the current patrol staffing levels and deployment configuration. The Raleigh Police Department follows a 12-hour shift configuration that assigns personnel to 4 squads per district, with two working the same shift (day or night) on opposite days of the week. Every squad rotates from days to nights and vice versa every 28-day rotation period. In total, 280

officers are assigned to regular patrol roles, with roughly equal levels assigned to each shift.

While patrol rosters are able to provide the staffing levels, they do not reflect the numbers that are actually on-duty and available to work on any particular day. Out of the 2,184 hours per year that officers are scheduled to work in a year (excluding overtime), a large percentage is not actually spent on-duty and available in the field.

It is critical to understand the amount of time that officers are on leave – including vacation, sick, injury, military, or any other type of leave – as well as any hours dedicated to on-duty court or training time, and all time spent on administrative tasks such as attending shift briefings. The impact of each of these factors is determined through a combination of calculations made from RPD data and estimates based on project team experience, which are then subtracted from the base number of annual work hours per position. The result represents the total **net available hours** of patrol officers, or the time in which they are on-duty and available to complete workloads and other field activities.

The table below outlines this process, detailing how each contributing factor is calculated:

Factors Used to Calculate Patrol Net Availability

Work Hours Per Year

The total number of scheduled work hours for patrol officers, without factoring in leave, training, or anything else that takes officers away from normal on-duty work. Because RPD officers work a schedule that involves an average 42-hour workweek, this represents a total of 2,184 hours per year. This factor forms the base number from which other availability factors are subtracted from.

Base number: 2,184 scheduled work hours per year

Total Leave Hours (subtracted from total work hours per year)

Includes all types of leave, as well as injuries and military leave – anything that would cause officers that are normally scheduled to work on a specific day to instead not be on duty. As a result, this category excludes on-duty training, administrative time, and on-duty court time.

Calculated from 2015 RPD data: 309 hours of leave per year

On-Duty Court Time (subtracted from total work hours per year)

The total number of hours that each officer spends per year attending court while on duty, including transit time. Court attendance while on overtime is not included.

The department logged court time over a six-month period and compiled a detailed dataset showing the amount of time spent by on and off-duty officers. Only on-duty time is calculated, as off-duty court time represents overtime, which does not count against net availability. The average amount of on-duty court time by officers was calculated at 20.36 hours per year.

*Calculated from RPD data: **20 hours of on-duty court time per year***

On-Duty Training Time (subtracted from total work hours per year)

The total number of hours spent per year in training that are completed while on-duty and not on overtime.

Without any data recording on-duty training time hours specifically for patrol officers, the number of hours is estimated based on the experience of the project team.

*Estimated: **54 hours of on-duty training time per year***

Administrative Time (subtracted from total work hours per year)

The total number of hours per year spent completing administrative tasks while on-duty, including briefing, meal breaks, and various other activities.

The number is calculated as an estimate by multiplying 90 minutes of time per shift times the number of shifts actually worked by officers in a year after factoring out the shifts that are not worked as a result of leave being taken.

*Estimated: **234 hours of administrative time per year***

Total Net Available Hours

After subtracting these factors from total work hours per year, remaining hours are the total *net available hours* for officers – the time in which they are available to work after accounting for all leave, on-duty training, court, and administrative time. Net availability can also be expressed as a percent of the number of work hours per year.

*Calculated by subtracting the previously listed factors from the base number:
1,566 net available hours per officer*

The following table summarizes this calculation process, displaying how each net availability factor contributes to the overall net availability of patrol officers:

Calculation of Patrol Unit Net Availability

| | | |
|--|----------|----------------|
| Base Annual Work Hours | | 2,184 |
| Total Leave Hours | – | 309 |
| On-Duty Training Hours | – | 54 |
| On-Duty Court Time Hours | – | 20 |
| Administrative Hours | – | 234 |
| Net Available Hours Per Officer | = | 1,566 |
| <hr/> | | |
| <i>Number of Officer Positions</i> | <i>x</i> | <i>280</i> |
| Total Net Available Hours | = | 438,555 |

Overall, combined, officers have 438,555 net available hours per year, representing the total time in which they are on duty and able to respond to community-generated incidents and be proactive.

(3) Overview of Call for Service Workload Factors

The previous chapter of the report examined various trends in patrol workload, including variations by time of day and of week, common incident types, as well as a number of other methods. This section advances this analysis, detailing the full extent of the resource demands that these incidents create for responding patrol personnel.

Each call for service represents a certain amount of workload, much of which is not captured within the handling time of the primary unit. Some of these factors can be calculated directly from data provided by the department, while others must be estimated due to limitations in their measurability.

The following table outlines the factors that must be considered in order to capture the full scope of community-generated workload, and provides an explanation of the process used to calculate each factor:

Factors Used to Calculate Total Patrol Workload

Number of Community-Generated Calls for Service

Data obtained from an export of CAD data covering a period of an entire year that has been analyzed and filtered in order to determine the number and characteristics of all community-generated activity handled by patrol officers.

The calculation process used to develop this number has been summarized in previous sections.

Calculated from RPD data: 174,852 community-generated calls for service

Primary Unit Handling Time (multiplied by the rate)

The time used by the primary unit to handle a community-generated call for service, including time spent traveling to the scene of the incident and the duration of on-scene time. For each incident, this number is calculated as the difference between 'call cleared' time stamp and the 'unit dispatched' time stamp.

In the experience of the project team, the average handling time is typically between 30 and 45 minutes in agencies where time spent writing reports and transporting/booking prisoners is *not* included within the recorded CAD data time stamps. Larger metropolitan agencies are commonly at the upper end of that range.

Calculated from RPD data: 43.2 minutes of handling time per call for service

Number of Backup Unit Responses

The total number of backup unit responses to community-generated calls for service. This number often varies based on the severity of the call, as well as the geographical density of the area being served.

This number can also be expressed as the *rate* of backup unit responses to calls for service, and is inclusive of any additional backup units beyond the first.

Calculated from RPD data: 0.72 backup units per call for service

Backup Unit Handling Time (multiplied by the rate)

The handling time for backup units responding to calls for service is calculated using the same process that was used for primary units, representing the time from the unit being dispatched to the unit clearing the call.

Calculated from RPD data: 29.0 minutes of handling time per backup unit

Number of Reports Written

The total number of reports and other assignments relating to calls for service that have been completed by patrol units, estimated at one report written for every three calls for service. This includes any supporting work completed by backup units. In this case, the number has been estimated based on the experience of the project team.

Estimated/calculated from RPD data: 0.33 reports written per call for service

Report Writing Time (multiplied by the report writing rate)

The average amount of time it takes to complete a report or other assignment in relation to a call for service. Without any data detailing this specifically, report writing time must be estimated based on the experience of the project team. It is assumed that 45 minutes are spent per written report, including the time spent by backup units on supporting work assignments.

Estimated: 45 minutes per report

Total Workload Per Call for Service

The total time involved in handling a community-generated call for service, including the factors calculated for primary and backup unit handling time, reporting writing time, and jail transport/booking time.

The product of multiplying this value by the calls for service total at each hour and day of the week is the number of hours of community-generated workload handled by patrol units – equating to approximately 230,004 total hours in 2018.

Calculated from previously listed factors: 78.9 total minutes of workload per call for service

Each of the factors summarized in this section contribute to the overall picture of patrol workload – the total number of hours required for patrol units to handle community-generated calls for service, including primary and backup unit handling times, report writing time, and jail transport time. These factors are summarized in the following table:

Summary of CFS Workload Factors

| | Value | % |
|--|----------------|-----|
| Total Number of Calls for Service | 174,852 | |
| Avg. Primary Unit Handling Time (min.) | 43.2 | 55% |
| Backup Units Per CFS | 0.72 | |
| Avg. Backup Unit Handling Time (min.) | 29.0 | 26% |
| Reports Written Per CFS | 0.33 | |
| Time Per Report (min.) | 45.0 | 19% |
| Avg. Workload Per Call (min.) | 78.9 | |
| Total Workload Hours | 230,004 | |

Overall, each call represents an average workload of 78.9 minutes, including all time spent by the primary unit handling the call, the time spent by any backup units attached to the call, as well as any reports or other assignments completed in relation to the incident.

Comparison with the 2015 Study:

The previous study found an average combined workload per call of 76.5 minutes, which is almost identical to the average shown here.

(4) Calculation of Overall Patrol Proactivity

Using the results of the analysis of both patrol workloads and staff availability, it is now possible to determine the remaining time in which patrol units can function proactively. The result can then function as a barometer from which to gauge the capacity of current resources to handle call workload demands, given objectives for meeting a certain service level.

The following table shows the calculation process used by the project team to determine overall proactivity levels, representing the percentage of time that patrol officers have available outside of handling community-generated workloads:

Calculation of Overall Patrol Proactivity

| | | |
|---|----------|----------------|
| Total Patrol Net Available Hours | | 438,555 |
| Total Patrol Workload Hours | – | 230,004 |
| Resulting # of Uncommitted Hours | = | 208,551 |
| <i>Divided by total net available hours</i> | <i>÷</i> | 438,555 |
| Overall Proactivity Level | = | 47.6% |

Overall, patrol proactivity levels stand at 47.6% of net available time, showing that at an overall level, patrol resources are sufficient to handle incoming workloads and have often ample available to conduct proactive policing and community engagement.

(5) Proactivity by District

The following table compares the total workload and, based on the number of officers assigned and net available hours, the overall proactivity of each patrol district:

| District | Total Workload | # Officers | % Proactivity |
|------------------|----------------|------------|---------------|
| Downtown | 28,843 hrs | 37 | 50.2% |
| North | 47,436 hrs | 57 | 46.9% |
| Northeast | 37,871 hrs | 41 | 41.0% |
| Northwest | 27,222 hrs | 36 | 51.7% |
| Southeast | 49,585 hrs | 59 | 46.3% |
| Southwest | 37,388 hrs | 50 | 52.3% |

Each division is above the 40% proactivity threshold, indicating that no major weaknesses exist at the district level.

(6) Patrol Shift Schedule and Options for Deployment

Patrol staffing levels determine whether, at an overall level, resources are sufficient to handle incoming workloads and remain proactivity. However, it is the shift schedule and how staff are allocated and assigned that ultimately guides the experience of officers that are on the field. If insufficient staff are deployed at times where workload is higher, proactivity levels will be much lower at those times than the overall percentage would indicate. As a result, it is critical to examine the shift schedule, both in terms of its efficiency, but also its ability to retain officers and facilitate the sustainability of the organization.

(6.1) Variation in Patrol Proactivity by Time of Day

The following chart shows the results of the proactivity analysis at a more detailed level, providing proactivity levels in four-hour blocks throughout the week:

Proactivity by Hour and Weekday

| Time | S | M | T | W | Th | F | Sa | Overall |
|----------------|------------|------------|------------|------------|------------|------------|------------|----------------|
| 2am–6am | 55% | 76% | 79% | 77% | 76% | 76% | 59% | 71% |
| 6am–10am | 67% | 57% | 55% | 56% | 54% | 56% | 62% | 58% |
| 10am–2pm | 45% | 37% | 36% | 40% | 38% | 35% | 38% | 38% |
| 2pm–6pm | 38% | 25% | 23% | 28% | 23% | 23% | 31% | 27% |
| 6pm–10pm | 44% | 40% | 36% | 38% | 40% | 38% | 38% | 39% |
| 10pm–2am | 47% | 54% | 57% | 56% | 57% | 50% | 42% | 52% |
| Overall | 50% | 48% | 48% | 49% | 48% | 47% | 45% | 48% |

Proactivity is above 35%, and generally within the 40-60% range, at all times except for the afternoon and early evening, where it averages 27% over the course of the week. It is important to note that these levels are markedly below the targeted level, indicating within this window that insufficient time is available to conduct proactive policing. However, the staffing levels during this time are not insufficient to the point where incoming calls can be expected to become pending in queue due to no officers being available to handle it. If proactivity were to be lower than around 10-15%, immediate action would be needed to correct the resource shortages.

In a 12-hour shift schedule where all teams rotate regularly between day and night shifts, opportunities are somewhat limited to correct the issue, as it forces staffing levels to be relatively equal across all shift teams. Staff could be added across all shifts, but this would take double the resources as adding them to one shift, and is an inefficient way of addressing the problem, given that resources are more than adequate during the nighttime hours. One strategy would be for some officers to not rotate from days to nights, and instead stay working the daytime hours where proactivity is lowest.

This potential fix causes a number of issues, however. The late evening hours currently have enough staff with proactivity in the high 30% range, but keeping a significant number of officers on the day shift each rotation would drag proactivity levels down below effective levels. Moreover, the officers and sergeants rotate as a team, meaning that the sergeants are familiar and almost always working with the officers that they are evaluating. To mitigate this issue, the specific officers that would be held on the same rotation would have to do so only once. After another rotation occurs, they would rejoin their team, and the next officers to be held on day shift would be different.

Comparison with the 2015 Study:

Proactivity is about 9% lower on an overall basis in the 2019 study than it was in 2015, as shown in the following chart:

Proactivity Levels by Hour

| Time | 2015 Study | 2019 Study |
|----------------|------------|------------|
| 2am–6am | 80% | 71% |
| 6am–10am | 65% | 58% |
| 10am–2pm | 50% | 38% |
| 2pm–6pm | 42% | 27% |
| 6pm–10pm | 47% | 39% |
| 10pm–2am | 60% | 52% |
| Overall | 57% | 48% |

Additionally, the significant drop in proactivity levels from 2:00PM-6:00PM that exists currently was not an issue in 2015, where it never fell below 42%.

Proactivity levels also dropped across the board by division, as shown in the following chart:

Proactivity Levels by District

| District | 2015 Study | 2019 Study |
|----------------|--------------|--------------|
| Downtown | 62.0% | 50.2% |
| North | 54.7% | 46.9% |
| Northeast | 55.8% | 41.0% |
| Northwest | 61.4% | 51.7% |
| Southeast | 51.8% | 46.3% |
| Southwest | 60.7% | 52.3% |
| Overall | 57.0% | 47.6% |

District proactivity has fallen from 6% to 15%, with Northeast experiencing the most significant decrease.

(5.2) Impacts of Shift Schedule Rotation Periods

In evaluating the effects of shift schedules, there are two primary levels of analysis:

- Efficiency of the schedule in deploying additional resources when activity levels are highest, while still maintaining minimum capabilities during the less active times.
- The schedule's effects on patrol officer performance, health and quality of life, which together impact the department's ability to retain and attract personnel.

The latter of these two is a delicate balance of a number of factors. Officers have diverse sets of priorities and reasons for why one schedule may work better than another. These priorities often, but by no means exclusively, tend to correlate around officers' age, marital status, off-duty employment work, seniority level, and whether they raise kids.

As schedules impact the ability of officers to participate in childcare, work a regular schedule, have quality sleep, spend time at home, have weekends off, and work overtime and/or secondary employment opportunities, different groups of officers are affected differently.

In designing a shift schedule, the key dimensions are:

- **Shift Length:** How long is each shift? Is it an 8, 10, or 12-hours configuration, or something in between?
- **Shift Hours:** What are the start times of each shift, and how many shifts are there? Do night shifts generally end before daylight?
- **Workdays:** How many days in a row are worked? How many off? How many weekends off?
- **Rotation:** Are workdays forward rotating, or are they fixed (as in the current schedule)? Do officers stay on the same shift, or automatically rotate to a different one?

Across many of these dimensions, the Raleigh Police Department's patrol shift schedule is not an outlier. Other large agencies also work 12-hour shifts, including the Los Angeles Police Department (most patrol personnel) and Jacksonville Sheriff's Office (11.24-hour schedule). Using four teams in a 12-hour schedule is also common. The RPD schedule also follows fixed workdays that give all officers some weekend days off, which is considered a best practice in making the schedule work for as many people as possible.

There is one dimension, however, where the current RPD patrol schedule is highly unusual compared to other major police departments across the country – the rotation from day to night shifts and vice versa every 28 days.

Studies have consistently found detrimental effects to rotating from day to night shift. While the research is not exclusive to police officers, there are a number of other professions in high-stress environments that work shift schedules, which allows for the results of studies that focus on them to be applicable and transferrable to police work. Findings include:

- Personnel working fixed shifts that do not rotate from days to nights have been shown to have lower stress levels and better work attitudes².
- Rotating shifts can be detrimental to health, including potentially higher rates of issues such as hypertension³.
- Rotating from days to nights produces negative effects on fatigue and performance for three to four days after the transition⁴.

The effects of the transition period in particular are greatly magnified and exacerbated by the current schedule, which rotates personnel *every 28 days*. If fatigue and performance are decreased in the first four days following the transition, this equates to officers being in this state around 15% of the time. In other departments with rotating shifts, it is more common for the rotation period to be longer, such as once every three or six months.

These issues, as with any pertaining to a shift schedule, can have considerable impacts on career development, recruitment, and retention. If RPD is unique in having a day-night rotation every 28 days, and other neighboring departments have permanent fixed shifts, then that would generally represent a competitive advantage for the other agencies over RPD for the same pool of potential recruits. The same is true for retaining personnel and minimizing the rate of lateral transfers out, as personnel could potentially be drawn to departments that do not have such a schedule.

The issue can also affect promotional opportunities and overall career development. Upon being promoted to the sergeant level, an individual will have a high likelihood of

² Jamal, Muhammad, and Vishwanath V. Baba. "Shiftwork and Department-Type Related to Job Stress, Work Attitudes and Behavioral Intentions: A Study of Nurses." *Journal of Organizational Behavior*, vol. 13, no. 5, 1992, pp. 449–464., doi:10.1002/job.4030130503.

³ Gold, D R, et al. "Rotating Shift Work, Sleep, and Accidents Related to Sleepiness in Hospital Nurses." *American Journal of Public Health*, vol. 82, no. 7, 1992, pp. 1011–1014., doi:10.2105/ajph.82.7.1011.

⁴ Phillips, Harper L., and Peggy M. Houghton. "Establishing a Safe and Effective Shift Schedule." *The Behavior Analyst Today*, vol. 8, no. 4, 2007, pp. 528–535., doi:10.1037/h0100638.

being assigned to a patrol squad, where they will have to work a 28-day rotating schedule. If, in between working patrol and being promoted to the rank of sergeant, an officer is working a specialized or investigative assignment that guarantees a permanent day shift, there may be considerable drawbacks in taking the promotional exam.

In many agencies that work permanent fixed shifts, it is common for newly promoted sergeants to be immediately assigned to less-desirable night shifts; it is temporary – over time, they will gain seniority and many will transfer to a different shift or assignment. But in a rotating shift schedule, relief from this issue requires a sergeant spot opening up outside of patrol.

RPD is currently in the process of designing and evaluating potential alternatives to the current schedule, taking into account many of the factors raised in this section. The panel working on the schedules is comprised of a wide range of personnel working different ranks, with a diverse set of personal factors (e.g., marital status, children, etc.). This analysis is not intended to replace or circumvent this situation, and so no alternative shift schedules are directly shown here in this report. However, it is critical to underscore the context of both the rarity of a 28-day rotating schedule, in light of the issues associated with it in terms of fatigue, health, and officer quality of life. Given these considerations, any schedule that the Raleigh Police Department implements should either use a much longer period of rotation from days to nights and vice versa, or have no such rotation at all, and use fixed shifts instead.

Recommendation:

Implement a shift schedule that does not require personnel to rotate from the day to night shift and vice versa every 28 days. Instead, assign personnel to shifts either permanently, or on 3 to 6-month rotation periods.

(6) Patrol Staffing Levels and Impacts of Turnover

To determine staffing needs, it is also important to consider the number of vacancies that currently exist, as well as the rate of turnover. An agency will never be fully staffed, as there will always be vacancies occurring as a result of retirement, termination, and other factors. When these events occur, it takes a significant amount of time to recruit a new position, complete the hiring process, run an academy, and complete the FTO program before the individual becomes an on-duty officer. Given this consideration, agencies must always hire above the number needed to provide a targeted level of service.

The amount of 'buffer' that an agency requires should be based on the historical rate of attrition within patrol. Attrition can take many forms – if it is assumed that the majority of vacancies are carried in patrol staffing, a vacancy at the officer level in any other area of the organization would consequently remove one officer from regular patrol duties. Likewise, promotions would have the same effect, in that they create an open position

slot in patrol. Not included, however, are positions that become vacant while the individual is still in the academy or FTO program, and they are not counted in our analysis as being part of 'actual' patrol staffing.

Given these considerations, an additional 5% *authorized* (budgeted) positions should be added on top of the number of filled positions needed to meet proactivity targets. For instance, if current patrol workload and proactivity goals require 200 officers, an additional 10 officers would be needed to account for turnover.

This process is used in the projections analysis to determine future staffing needs based on growth, in order to maintain the same level of service that is provided now. However, because proactivity levels are currently well above the 40% level for effective patrol service – even after accounting for turnover – no additional patrol officer positions are required at this time.

(6.1) Additional Conclusions Regarding Patrol Proactivity and Resource Needs

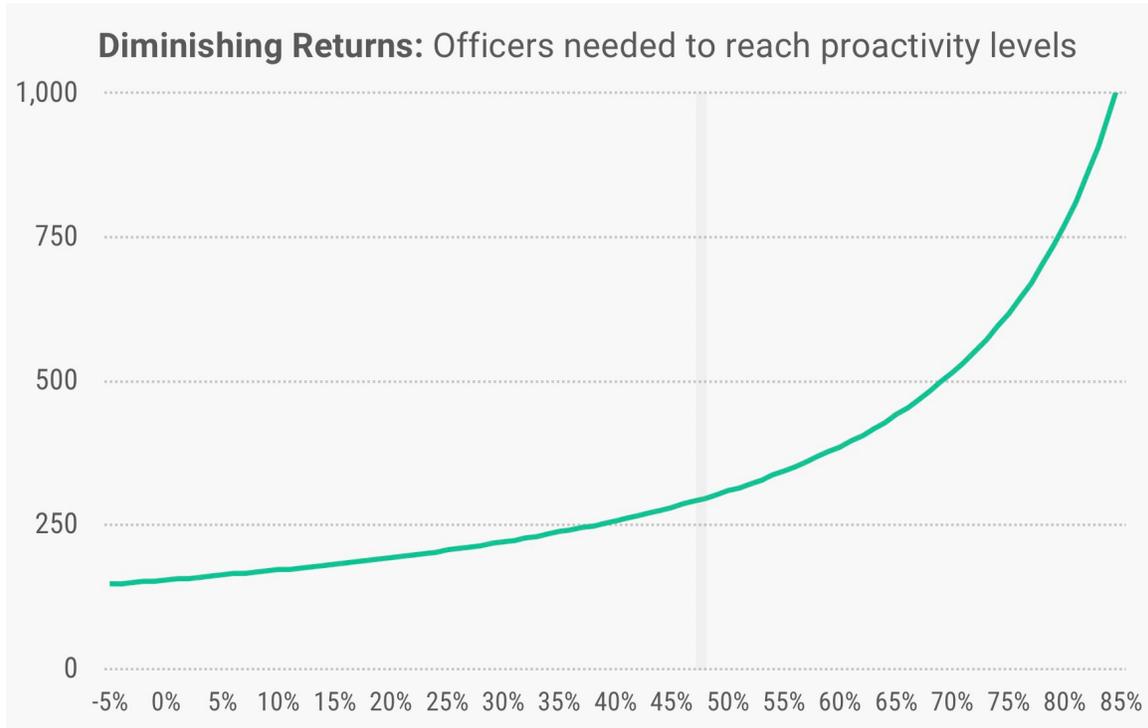
The overall patrol proactivity level should function as a barometer of potential resource capacity to handle workloads and be proactive, and different levels have varying implications for the effectiveness of an agency in being proactive at addressing public safety issues and engaging with the community. These considerations can be summarized as follows:

- In agencies that are severely understaffed in patrol functions, and consequently have very little proactive time (**under 35% overall**), calls will frequently be held in queues as resources cannot handle the incoming workload. Proactivity also falls behind, as officers in such agencies would have little to no time to be proactive. When gaps do occur, the high rate of workload relative to available time can be a limiting factor on self-initiated generation, as officers avoid being tied up on a proactive activity such as a traffic stop in case priority calls for service occur.
- As proactivity increases (**around 35-45% overall**), the generation of self-initiated activity rapidly increases, as officers are able to deal with already-identified opportunities to proactively address issues in the community, some of which are prioritized and project-oriented engagements.
- Beyond those levels (**at least 45-50% overall**, depending on scheduling and deployment efficiency), the time available for proactive policing increases further, and opportunities to engage in self-initiated activity expand. Depending on the ability of shift schedules to balance capabilities by time of day, proactivity is typically sufficient at both an overall and hourly basis.

The findings from this analysis are particularly notable given that as the proactivity level increases, the number of officers needed to raise it further grows exponentially. Whereas

at low proactivity levels, adding several more officers would have a significant effect on overall proactivity, doing so at high proactivity levels (>60%) would have very little effect if the proactivity level was around 60 or 60%.

The following chart provides a visualization of this issue, showing the diminishing returns of adding additional officers on patrol proactivity and service levels:



Clearly, with higher proactivity levels, the number of officers that need to be added to raise proactivity further increases as well. This also demonstrates that current proactivity levels are relatively high within the context of police departments in medium to large cities in the experience of the project team.

(6.2) Results of the Staffing Analysis

Keeping these considerations in mind, the expected rate of turnover can be used to determine patrol officer staffing requirements based on current workloads. The following table provides the resource needs for patrol at an overall proactivity level of 45% level, a high level of patrol service:

Calculation of Patrol Officer Staffing Needs

| | |
|--------------------------------------|------------|
| Net Available Work Hours Per Officer | 1,566 |
| Total Workload Hours | 230,004 |
| Proactivity Target | 45.0% |
| Turnover | 5.0% |
| Patrol Officers Needed | 281 |

Given that this staffing level, at 281 officers, matches the current actual staffing of patrol, and is under the level of authorized (budgeted) officer positions in patrol, it can be concluded that patrol staffing is sufficient at this time. As detailed earlier, there are opportunities to improve the number of patrol resources deployed during key times of the day, as the equal staffing levels during day and night shifts results in staffing being relatively constant at all times of the day, regardless of activity levels.

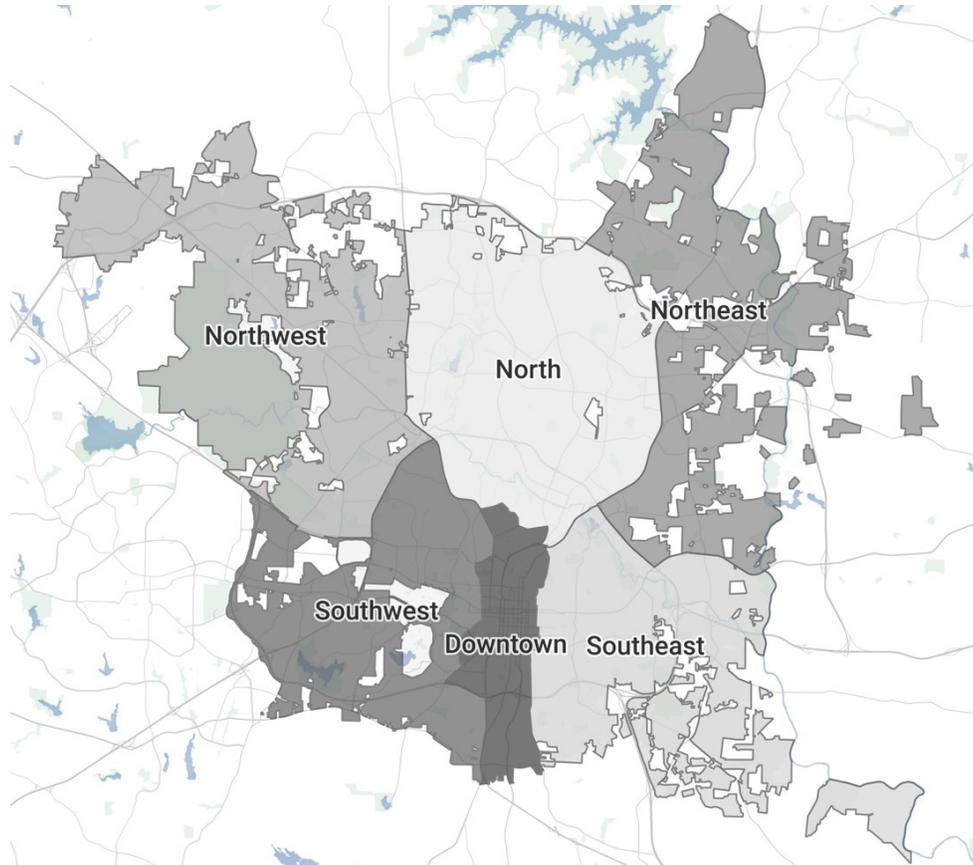
With the exponential growth of Raleigh in recent years, and its continuing trajectory over the foreseeable future, the results of this analysis do not necessarily show that patrol staffing has significant 'buffer room' as calls for service increase. The implications of this growth on police service demand are covered in the projections analysis in this report.

Recommendation:

At this time, current patrol officer staffing levels are sufficient to provide a high level of service.

(7) Effectiveness of the Geographic Deployment Structure

Raleigh Police Department operates a geographic deployment structure that splits the city into six patrol divisions, each headed by a captain. Boundaries are as follows:



The divisions are further subdivided into beats, which form the individual level of responsibility for patrol officers. It is important to point out that RPD follows best practices in this regard. By directly assigning officers to specific areas, community policing is better facilitated, as they are more familiar with their specific area, its community, business districts, frequent offenders, and are more able to develop a network of contacts in their work.

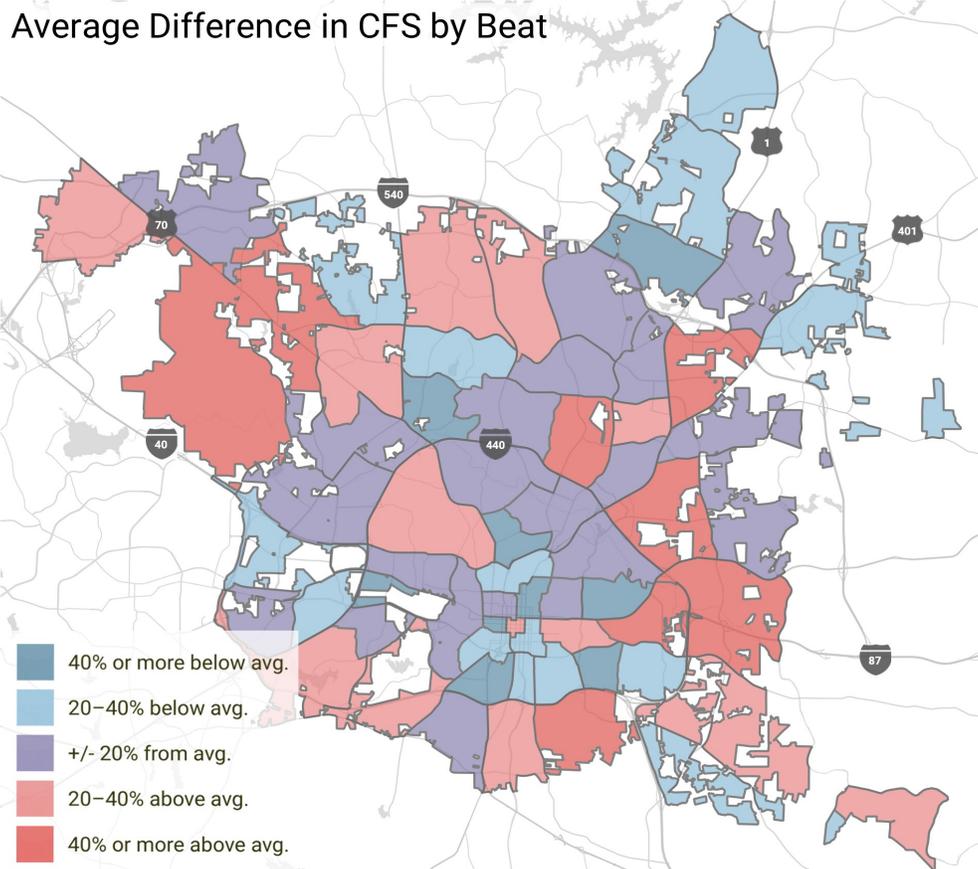
To make it possible for this philosophy to have the opportunity to further community policing ideas, officers must first have the time available to be proactive and engage with the community. While adequate proactive time exists at an overall level, unequal workloads at the beat workload can significantly affect this. If an individual beat has, for instance, double the workload of another beat, their experience is likely to be fundamentally different from that of another officer in a less active beat, with no time being available to work proactively. As a result, it is critical that workload be equalized to a reasonable degree throughout the beat structure.

(7.1) Inequality in Workload by Beat

In order to measure how patrol workload is distributed by beat, the project team uses the address and coordinates recorded by the CAD system to geolocate each community-generated call for service, which are then counted by patrol beat. These totals are then

compared against the average for all beats, and shown as a percentage difference from the average.

Using this process, workload inequality is illustrated in the following map, with each shaded based on whether its call for service (CFS) total is at least **20% less than the average**, **around the average**, or **more than 20% greater than the average**:



The following table provides the totals and average difference in calls for service by each beat individually:

Variation in Calls for Service by Beat

| | Beat | # CFS | +/-% from Avg. | | Beat | # CFS | +/-% from Avg. |
|-----------------|------------|--------------|----------------|------------------|------------|--------------|----------------|
| Downtown | 511 | 971 | -64% | Southwest | 611 | 3,587 | +32% |
| | 512 | 2,074 | -24% | | 612 | 2,181 | -20% |
| | 513 | 1,093 | -60% | | 613 | 3,121 | +15% |
| | 514 | 2,616 | -4% | | 614 | 1,573 | -42% |
| | 515 | 1,106 | -59% | | 615 | 2,665 | -2% |
| | 516 | 3,582 | +32% | | 616 | 3,527 | +30% |
| | 521 | 1,679 | -38% | | 621 | 2,826 | +4% |

| Beat | # CFS | +/-% from Avg. |
|------|-------|----------------|
| 522 | 2,065 | -24% |
| 523 | 1,251 | -54% |
| 524 | 1,739 | -36% |
| 525 | 3,437 | +26% |

| Beat | # CFS | +/-% from Avg. |
|------|-------|----------------|
| 622 | 3,338 | +23% |
| 623 | 2,212 | -19% |
| 624 | 1,776 | -35% |
| 625 | 1,964 | -28% |

| North | Beat | # CFS | +/-% from Avg. |
|-------|------|-------|----------------|
| | 211 | 2,765 | +2% |
| | 212 | 2,442 | -10% |
| | 213 | 1,250 | -54% |
| | 214 | 2,987 | +10% |
| | 215 | 2,524 | -7% |
| | 216 | 3,212 | +18% |
| | 217 | 5,361 | +97% |
| | 221 | 3,672 | +35% |
| | 222 | 1,912 | -30% |
| | 223 | 2,729 | +0% |
| | 224 | 2,235 | -18% |
| | 225 | 3,704 | +36% |
| | 226 | 3,502 | +29% |

| Southeast | Beat | # CFS | +/-% from Avg. |
|-----------|------|-------|----------------|
| | 411 | 2,675 | -2% |
| | 412 | 2,626 | -4% |
| | 413 | 1,459 | -46% |
| | 414 | 3,868 | +42% |
| | 421 | 1,859 | -32% |
| | 422 | 1,094 | -60% |
| | 423 | 1,881 | -31% |
| | 424 | 3,488 | +28% |
| | 431 | 4,692 | +72% |
| | 432 | 1,883 | -31% |
| | 433 | 3,659 | +34% |
| | 434 | 4,399 | +62% |

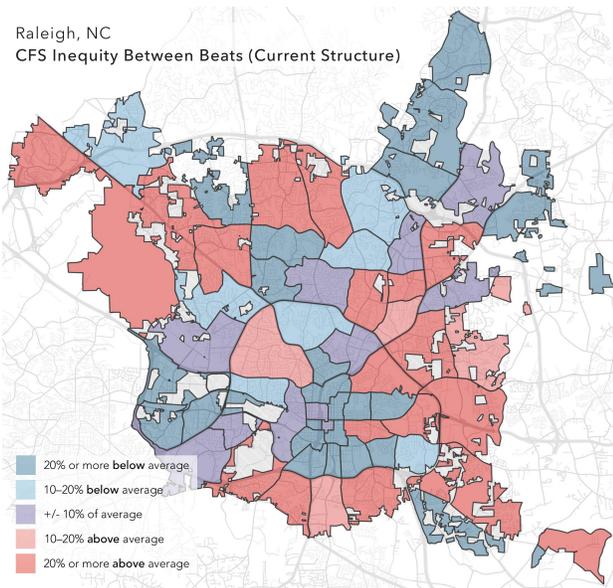
| Northeast | Beat | # CFS | +/-% from Avg. |
|-----------|------|-------|----------------|
| | 311 | 6,375 | +134% |
| | 312 | 3,088 | +13% |
| | 313 | 2,595 | -5% |
| | 314 | 5,808 | +113% |
| | 315 | 1,940 | -29% |
| | 321 | 3,140 | +15% |
| | 322 | 1,172 | -57% |
| | 323 | 1,842 | -32% |
| | 324 | 2,070 | -24% |

| Northwest | Beat | # CFS | +/-% from Avg. |
|-----------|------|-------|----------------|
| | 111 | 3,069 | +13% |
| | 112 | 2,692 | -1% |
| | 113 | 3,355 | +23% |
| | 114 | 1,783 | -35% |
| | 121 | 3,821 | +40% |
| | 122 | 2,766 | +2% |
| | 123 | 3,757 | +38% |

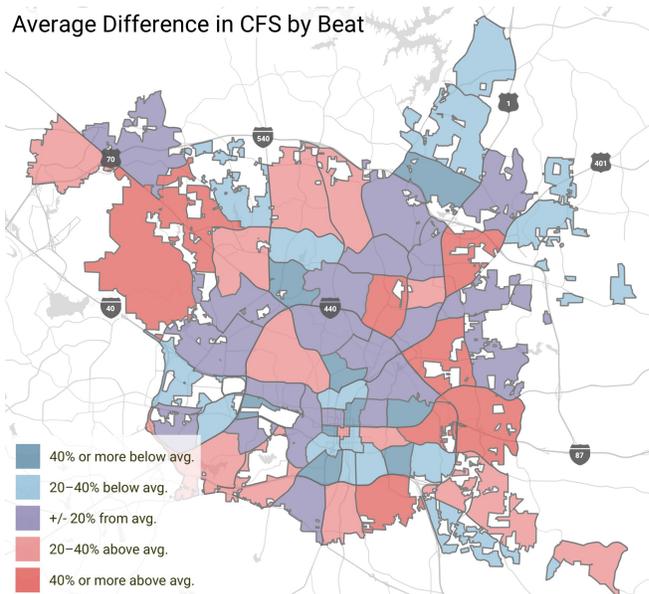
- 21 of 63 beats (one-third) have call totals that are **within +/-20%** of the average, indicating that workload is relatively equalized.
- 42 of 63 beats (two-thirds) have call totals that are **at least 20% above or below** the average.
- 16 of 63 beats (around one-quarter) have call totals that are **at least 40% above or below the average**, indicating extreme inequality.

The findings are remarkably similar to the 2015 study, which showed virtually every beat within the same range of variation from the average:

2015 Study



2019 Study



The vast majority of beats did not change colors from 2015 to 2019, indicating that the same problems that existed in 2015 exist today. Areas of slight change include an uptick in calls among the Downtown District beats relative to the average.

The inequality in workload results in uneven service levels by area of the city. In beats with higher than average workload, patrol officers may have little time available to be proactive. In effect, even though proactivity remains high for the city overall, the experience of individual officers in higher-workload beats would be vastly different.

Analysis of proactivity at the *beat* level would be somewhat misleading, as officers do not stay entirely within their beat. Instead, resources are shared across the division in the sense that other officers will respond to a beat if that officer is handling another call. To this point, it is possible to examine proactivity at the district level, which reflects how staffing resources are allocated.

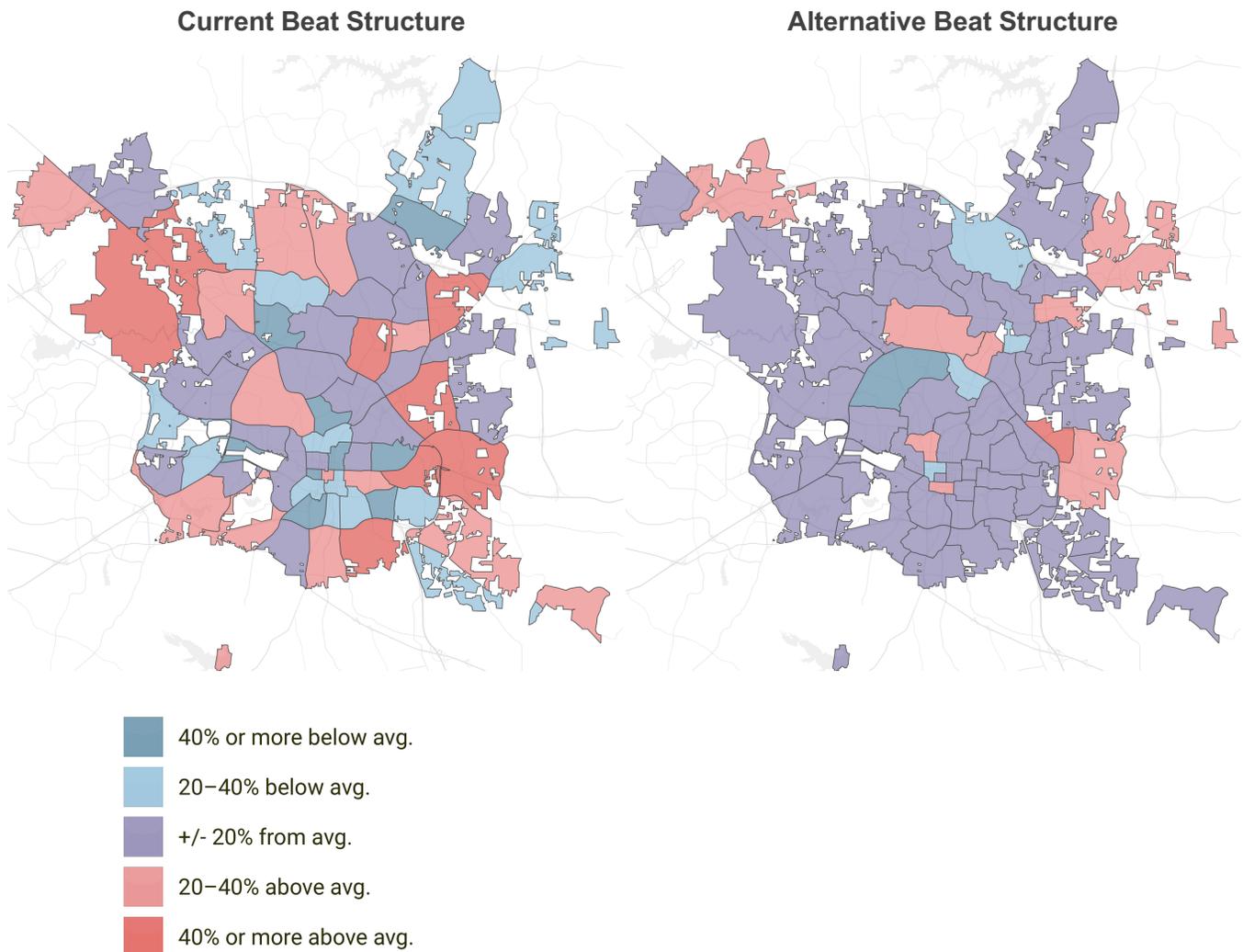
Comparison with the 2015 Study:

Inequality in the number of calls for service by district is about as extensive in 2019 as it was in 2015, with the vast majority of beats having call for service totals that vary significantly (at least +/-20%) from the average.

As part of the 2015 study, the Matrix team redesigned the beat and district structure, with the primary aims including equalizing workload, keeping individual communities together, facilitating officer transportation, and following logical and natural boundaries where applicable. The process also included a number of ride-alongs in each district, interviews with command staff, and an employee survey to gain input on geographic deployment.

The resulting beat structure kept the number of beats at 63, and equalized workload significantly, keeping all beats to within +/-20% of the average number of calls for service. Over time, however, as growth and development have occurred, workload has shifted, as was evident in the comparison of the current beat structure in 2015 versus today.

In order to examine how the beat structure proposed as part of the 2015 study holds up today, the project team conducted the same analysis, examining call for service inequality in the redesigned beat structure using 2018 CAD data. The following pair of maps present this comparison, showing call for service inequality in 2018 for both the current beat structure and the redesigned beat structure from the previous study:



The vast majority of beats in the alternative beat structure have workloads equalized within +/-20% of the average, with most of the beats outside of this range having totals that are slightly over the threshold to shade it a color other than purple (within +/-20%).

This alternative beat structure performs substantially better than the current setup, and ensures that service levels are equitable throughout the city. Adopting the alternative structure involves minimal cost other than staff time and any initial coordination issues resulting from learning the new boundaries, it should be implemented after a period of review and revisions.

Recommendation:

Adopt the redesigned beat structure alternative from the 2015 study.

(7.2) Patrol Workload and Proactivity by District

While inequality remains largely the same, the overall number of calls has shifted in different ways by division. From 2015 to 2019, the total number of calls for service increased in all but one division:

Change in Calls for Service by Division

| Division | 2015 CFS | 2019 CFS | % Change |
|--------------|----------------|----------------------------|-------------|
| Downtown | 19,580 | 21,613 | +10% |
| North | 35,680 | 38,295 | +7% |
| Northeast | 27,254 | 28,030 | +3% |
| Northwest | 19,260 | 21,243 | +10% |
| Southeast | 36,300 | 33,583 | -7% |
| Southwest | 27,343 | 28,770 | +5% |
| Total | 165,417 | 171,534⁵ | 4% |

Call growth in Downtown and Northwest was the strongest, amounting to a double-digit change over just four years. Southeast Division is clearly the outlier, despite having experienced significant population changes over the past two decades. These findings provide key indications that workload will grow at vastly different rates over the future as development occurs throughout the city.

(7.3) Patrol Proactivity and Resource Allocation by District

The following table provides the number of community-generated calls for service by district, as well as time spent handling calls by both primary and backup units, as well as the estimated number of reports written;

⁵ Total includes only calls that could be geolocated within a patrol district, comprising more than 98% of all calls for service that patrol responded to. In the analysis of proactivity by division, the calls that could not be located within a division are proportionally allocated among the divisions based on their individual share of total calls for service.

Summary of Patrol Workload Elements by District

| | <i>Primary Units</i> | | <i>Backup Units</i> | | # Reports |
|------------------|----------------------|-----------------------|---------------------|-----------------------|------------------|
| | # CFS | Avg. HT (min.) | # Backup | Avg. HT (min.) | |
| Downtown | 21,612 | 44.4 | 16,066 | 27.5 | 7,132 |
| North | 38,147 | 41.8 | 24,365 | 27.6 | 12,589 |
| Northeast | 28,620 | 43.3 | 19,491 | 30.7 | 9,445 |
| Northwest | 21,278 | 44.8 | 13,130 | 27.1 | 7,022 |
| Southeast | 34,316 | 45.3 | 29,202 | 30.8 | 11,324 |
| Southwest | 28,699 | 40.6 | 22,350 | 28.7 | 9,471 |
| Unkn. | 2,180 | 43.2 | 1,348 | 29.5 | 719 |
| Total | 174,852 | 43.2 | 125,952 | 29.0 | 57,701 |

Using these figures, total patrol workload can then be calculated by district. Calls for service and related workloads that could not be geolocated to a district are then proportionally allocated based on each division's share of total calls:

Total Patrol Workload by District

| | Primary Unit Hours | Backup Unit Hours | Report Hours | Unkn. Share | Total Workload |
|------------------|---------------------------|--------------------------|---------------------|--------------------|-----------------------|
| Downtown | 15,985 | 7,373 | 5,349 | 418 | 29,125 |
| North | 26,547 | 11,223 | 9,441 | 688 | 47,900 |
| Northeast | 20,636 | 9,973 | 7,083 | 549 | 38,242 |
| Northwest | 15,886 | 5,941 | 5,266 | 395 | 27,488 |
| Southeast | 25,882 | 14,976 | 8,493 | 719 | 50,070 |
| Southwest | 19,431 | 10,677 | 7,103 | 542 | 37,753 |
| Unkn. | 1,571 | 663 | 540 | 3,313 | – |
| Total | 124,367 | 60,163 | 42,736 | 3,313 | 230,579 |

Finally, based on the total number of officers assigned to each district and the net available hours they represent, patrol proactivity is then calculated by district:

Patrol Proactivity by District

| | Total Workload Hours | # Officers | NA Hours Per Officer | Total NA Hours | % Proactivity |
|------------------|-----------------------------|-------------------|-----------------------------|-----------------------|----------------------|
| Downtown | 29,125 | 37 | 1,566 | 57,952 | 49.7% |
| North | 47,900 | 57 | 1,566 | 89,277 | 46.3% |
| Northeast | 38,242 | 41 | 1,566 | 64,217 | 40.4% |
| Northwest | 27,488 | 36 | 1,566 | 56,386 | 51.2% |
| Southeast | 50,070 | 59 | 1,566 | 92,410 | 45.8% |
| Southwest | 37,753 | 50 | 1,566 | 78,313 | 51.8% |
| Total | 230,579 | 280 | 1,566 | 438,555 | 47.4% |

Overall, patrol proactivity does not vary significantly by district, with each having proactivity levels above 40%. It is expected that there is some fluctuation in proactivity levels as spots become vacant and injuries and long-term leave occur, and so fully equalized proactivity levels are difficult to maintain. Trends in changes to workload levels as a result of ongoing growth and development should be monitored to gauge whether staffing levels should be reallocated in response.

(8) Patrol First-Line Supervision

Ensuring that patrol has adequate supervision is critical to the effectiveness of patrol operations in the field.

Staffing needs for patrol sergeants can be measured by span of control ratios, or the average number of officers assigned to sergeants. Many of the key drivers of sergeant workloads include report review, use of force and pursuit review, and performance evaluations, scale directly with the number of officers that are assigned to a sergeant. Consequently, the more officers that are assigned per sergeant, the less time that sergeants are able to be out in the field directly supervising them. In general, no sergeant should supervise more than about 9 officers.

These targets should be adjusted based on the administrative duties that sergeants are required to handle. If sergeants handle more responsibilities with significant workloads than is typically the case, then the span of control that an agency should target for should be lower than normal, ensuring that sergeants supervise fewer officers.

Span of Control by Squad (Current Staffing Levels)

| District | Squad | Ofc. | Sgt. | Ratio |
|------------------|---------|------|------|-------|
| Downtown | A Squad | 10 | 2 | 5.0 |
| | B Squad | 9 | 2 | 4.5 |
| | C Squad | 8 | 2 | 4.0 |
| | D Squad | 10 | 2 | 5.0 |
| North | A Squad | 15 | 2 | 7.5 |
| | B Squad | 15 | 2 | 7.5 |
| | C Squad | 12 | 2 | 6.0 |
| | D Squad | 15 | 2 | 7.5 |
| Northeast | A Squad | 10 | 2 | 5.0 |
| | B Squad | 10 | 2 | 5.0 |
| | C Squad | 12 | 2 | 6.0 |
| | D Squad | 9 | 2 | 4.5 |
| Northwest | A Squad | 10 | 2 | 5.0 |
| | B Squad | 8 | 2 | 4.0 |
| | C Squad | 10 | 2 | 5.0 |
| | D Squad | 8 | 2 | 4.0 |
| Southeast | A Squad | 15 | 3 | 5.0 |
| | B Squad | 14 | 3 | 4.7 |
| | C Squad | 14 | 3 | 4.7 |
| | D Squad | 16 | 3 | 5.3 |
| Southwest | A Squad | 12 | 2 | 6.0 |
| | B Squad | 13 | 2 | 6.5 |
| | C Squad | 13 | 2 | 6.5 |
| | D Squad | 12 | 2 | 6.0 |

Span of control ratios for all 24 patrol squads are well below the maximum of 1:9. To the contrary, almost every squad has 6 or fewer officers for every sergeant, indicating that current staffing levels provide for effective first-line supervision.

3. Field Operations Specialized Units

In addition to regular patrol, a number of other functions are organized within the six patrol divisions, as well as a centrally organized FLEX Team under the Field Operations major.

(1) Transit and Hospitality Units

The Hospitality Squad is relatively new and is still technically not considered a formal unit by the personnel management system. Any personnel assigned to the squad are shown in the personnel system as being temporarily assigned. The focus of the unit is to patrol the Glenwood South Hospitality District on its most active nights (Wednesday through Saturday), proactively patrolling the area and addressing public safety and nuisance issues. A key focus of the unit is to work with bar and venue owners to manage noise and security issues in order to provide a safe environment.

The following table provides the number of citations/charges issued in each year following the creation of the unit:

Hospitality Unit Activity Citation/Charge Summary

| | 2016 | 2017 | 2018 | 2019 | Avg. | Trend |
|----------------------|--------------|--------------|--------------|--------------|--------------|---|
| Assault | 24 | 41 | 22 | 35 | 30 |  |
| Begging | 195 | 173 | 1 | 106 | 119 |  |
| Drug Violation | 1,039 | 1,224 | 1,149 | 1,131 | 1,136 |  |
| DWI | 1 | 3 | 3 | 3 | 3 |  |
| Intox & Disrupt | 0 | 0 | 1 | 0 | 0 |  |
| Liquor Law Violation | 773 | 786 | 626 | 537 | 681 |  |
| Noise Ordinance | 39 | 17 | 6 | 17 | 20 |  |
| Other | 184 | 194 | 149 | 149 | 169 |  |
| Trespassing | 155 | 194 | 72 | 82 | 126 |  |
| Underage Drinking | 105 | 106 | 91 | 70 | 93 |  |
| Urinate in Public | 105 | 111 | 55 | 14 | 71 |  |
| Weapons Violation | 88 | 92 | 75 | 63 | 80 |  |
| Total | 2,708 | 2,941 | 2,326 | 2,207 | 2,546 |  |

Trends in most categories have been remarkably consistent over the four-year period. Citations issued for urinating in public have noticeably dropped off, as have liquor law violations, trespassing, and underage drinking each dropping by roughly 30% from their 2016 levels. Noise ordinance violations dropped to nearly zero in 2018, with increasing levels of compliance being credited as a result of the unit's focus on the issue. Drug violations, which account for nearly half of the unit's citation activity, have remained at essentially the same level each year.

Overall, it is clear that the unit provides a highly valuable service in solving public nuisance issues and furthering public safety. Given the ability of the unit to mitigate risks and address situations before they escalate and increase in severity, such as fights, the unit likely reduces the number of calls for service and violent crimes that occur in the area.

The Transit Squad is comprised of 5 officers, as well as 1 temporarily loaned officer position. 3 of the officers work days and the other 3 work nights, with both being 8.40-hour shifts. The squad is responsible for patrolling the bus terminal and transit mall area, as well as the surrounding block and adjacent park, which receive significant spillover traffic from the area. As a high-activity location that includes an increased density of calls for service, maintaining security in the area is critically important to keep the public bus transit system as a safe and viable means of transportation.

Supervision of the unit is not organized in a typical manner. The officers working day shift are supervised by the CPO Squad sergeant on a day-to-day basis for operations management purposes, as they work roughly the same hours. The other three are supervised by the Hospitality squad sergeant, who has a primary focus on that unit's activities. Given the size of the unit and the focus of both supervisors on functionally different units split across different shifts, the Transit Squad should be allocated its own sergeant. This represents an increase of one position.

Additionally, in order to ensure the long-term viability of the unit, the temporarily loaned position should be replaced with a full-time officer position, representing an increase to the unit's staffing of 1.0 FTE.

Recommendations:

Add a dedicated sergeant position to the Transit Squad to supervise the six officers in the unit. This represents an increase of one (1) sergeant position over current budgeted (authorized) levels.

Increase staffing of the Transit Squad by one (1) officer position over current budgeted (authorized) levels, replacing the officer position that is temporarily loaned from patrol.

(2) FLEX Team

The FLEX Team is a proactive squad assigned centrally under the Field Operations Division, reporting directly to the major. The team consists of 1 sergeant and 8 officer positions, one of which is currently vacant.

In general, the FLEX Team is self-directed, assigning its own priorities for proactive enforcement, although the major can set the priorities of the unit as well. Lieutenants in the six divisions may request the FLEX Team as well, sometimes working with the CPO Squad sergeants. The team trains with Special Operations, often coordinating and working with the centralized gang unit on investigative support tasks. All officers on the team are bike certified, and will often deploy this way. The FLEX Team writes its own warrants, and develops its own cases in addition to its shorter-term proactive work.

Most of the unit's activity is not reported in CAD, as the following table shows:

FLEX Team Activity Recorded in CAD

| Incident Type | # |
|------------------------|------------|
| TRAFFIC STOP | 203 |
| DRUG LAW VIOLATION | 117 |
| PARKING VIOLATION/HA | 46 |
| WARRANT SERVICE | 36 |
| SPECIAL ASSIGNMENT | 31 |
| FOLLOW-UP INVESTIGAT | 23 |
| SECURITY CHECK | 19 |
| CONCEALED WEAPON | 17 |
| SUSPICIOUS PERSON | 14 |
| SUSPICIOUS VEHICLE | 8 |
| <i>All Other Types</i> | <i>123</i> |
| Total | 637 |

Clearly, this represents only a portion of the unit's activity given the limited number of incidents. Nonetheless, this presents an illustration of the types of activities the unit focuses on. 117 drug law violations were logged into CAD, as well as 36 warrant services and 23 follow-up investigations, demonstrating the role of the unit in investigative capacities. In contrast, the unit also sometimes performs parking enforcement, although it is unclear what portion of this and its traffic enforcement activity is directed from divisions requesting the service, rather than from the unit self-assessing its priorities.

Overall, individual divisions rate the FLEX Team as being responsive to their issues and service requests, deploying to provide their services within a timely window. This in itself

is a measure of effectiveness of the unit's organization as a centralized unit, rather than as multiple small decentralized squads.

(3) CPO Squads

CPO Squads fulfill a vital role in the department's community policing strategy as a proactive unit, focusing on engagement and community-level problem solving. Officers are assigned as either CPO or crime prevention officers, although there is a significant overlap between the two.

The units serve in a wide variety of roles, as evidenced by the most frequent categories of activity that CPO units record in CAD, including the average handling time (HT) for each type:

CPO Squad Activity Recorded in CAD

| Incident Type | # | Avg. HT |
|------------------------|--------------|----------------|
| SPECIAL ASSIGNMENT | 1,725 | 91.7 |
| SECURITY CHECK | 832 | 70.2 |
| TRAFFIC STOP | 466 | 35.1 |
| FOLLOW-UP INVESTIGAT | 246 | 39.9 |
| TALK WITH OFFICER | 209 | 37.1 |
| OTHER CALL (EXPLAIN | 199 | 8.0 |
| ABANDONED VEHICLE | 162 | 22.5 |
| DRUG LAW VIOLATION | 153 | 102.5 |
| PARKING VIOLATION | 139 | 78.5 |
| ACCIDENT-VEHICLE/DAM | 113 | 46.4 |
| SUSPICIOUS PERSON | 100 | 29.0 |
| DISTURBANCE | 93 | 31.7 |
| WARRANT SERVICE | 86 | 116.7 |
| PARKING VIOLATION/HA | 71 | 3.9 |
| SUSPICIOUS VEHICLE | 65 | 34.1 |
| <i>All Other Types</i> | <i>1,186</i> | <i>–</i> |
| Total | 5,845 | – |

As with the FLEX Team, the CPO squads can sometimes serve in investigative support roles, and participated in drug enforcement and warrant service about as often (at least the number of times it is recorded in CAD).

Averaged over CPO squad workdays, which are generally Monday through Friday, the units log over 22 actions per day, covering about 24 hours of activity. Of course, it should

be noted that the activity shown in CAD data comprises only a portion of the unit's daily workload.

CPO squads are assigned to each division and are supervised by a sergeant and assigned four to six officers, reporting directly to the captain. Southeast is unique among the districts by having two CPO squads. Due to vacancies, two sergeants in that division currently supervise just five officers. Overall, vacancies are a significant issue for the CPO squads, as shown in the following table:

Current CPO Unit Staffing and Vacancies

| District | Sergeant (Act./Auth.) | Officer (Actual) | Officer (Auth.) |
|--------------|--------------------------|---------------------|--------------------|
| Downtown | 1 | 3 | 4 |
| North | 1 | 3 | 4 |
| Northeast | 1 | 3 | 4 |
| Northwest | 1 | 2 | 4 |
| Southeast | 2 | 5 | 11 |
| Southwest | 1 | 3 | 4 |
| Total | 7 | 19 | 31 |

Across all six districts, 12 of 31 (around 39%) of officer positions are vacant. At the time of the 2015 study, there was a similar number of vacancies, from which it can be inferred that the vacancies in CPO squads have been a long-running issue, rather than a short-term abnormality.

Given the relatively high proactivity level in patrol, the department has the ability to fill the vacancies by transferring officers from patrol (or elsewhere), while still maintaining high service levels in patrol.

The CPO Squad program is critical in the department's mission to engage with the community and maintain positive relationships at the local level with leaders and neighborhood stakeholders. As such, it should be always be a high priority to fill officer positions completely. When fully staffed, the program is a leading practice among peer agencies given the number of squads. Its capabilities, however, are hindered with only 61% positions occupied.

As a result of the significant number of vacancies in patrol as well, there would be no effect in adding authorized positions to patrol in order to compensate for the change, which deals with actual (filled) positions, rather than budgeted/authorized ones.

Recommendation:

Transfer 12 officers from patrol to fill all remaining vacancies in the CPO Squads, and prioritize keeping them filled in the future. Because this change only involves moving existing personnel, this does not result in any changes to authorized staffing levels.

(4) Parks

The City of Raleigh maintains the Capital Area Greenway, an expansive system of trails and parks that spans the entire city, covering over 112 square miles. As improvement projects around the greenway system are completed, its size and complexity are expected to increase. Furthermore, as the Raleigh metropolitan area continues to grow at a rapid pace, utilization of the greenway system will increase as well.

This brings additional public safety challenges, which are compounded by the uniqueness of the greenway service environment. It is not possible or practical to operate patrol cars across the greenway, and so proactive patrol of the system must be conducted by other means. Currently, responsibility for proactive patrol largely falls upon a network of civilian volunteers, although the program is not relatively large.

Responses to calls can still be conducted by RPD patrol personnel, who are able to drive and park next to the location of the call. Because of the sprawling characteristic of the trail system, it would not be feasible to have dedicated personnel be the primary responders to events occurring on the trail, as a patrol car – even with parking and walking onto the trail – would likely still be the first on scene in many cases.

However, there is opportunity to provide a professional law enforcement presence on the trail in a proactive capacity to enhance public safety and police visibility in the most visited parks in the city. Given the lack of a focus on immediate response to emergency incidents, the position would not need to be filled by sworn personnel, and could instead be staffed by a civilian in a park ranger capacity. Many cities, for example, Austin (TX), Kansas City (MO), Portland (OR), Dallas (TX) and Seattle (WA), today have taken this approach to provide uniformed visibility to city parks systems. Their roles can include:

- To assist park visitors.
- Support positive use of parks.
- Support outreach efforts to assist people who are in need of support.
- Promote voluntary compliance about the parks code and parks rules.
- Deter negative activity through a uniformed presence.
- Issue warnings, when appropriate.

ATVs would be the primary mode of transportation, potentially deploying from a centralized location. Working 10-hour shifts, three personnel in this role (including one

supervisor working as a lead) could establish coverage of at least one staff on duty most days of the week, resulting in a significant improvement to police presence on the trails.

Recommendation:

Create civilian Park Ranger and Lead Park Ranger classifications, which would be responsible for proactive patrol and presence on the Capital Area Greenway system. Add two (2) positions in the Park Ranger role and one (1) position in the Lead Park Ranger capacity.

3 Detective Division

The Detective Division is headed by a Major, with two reporting Captains. The Captains oversee several detective sections. These sections are described below.

(1) Detective Division Section and Units

The ***Violent Crimes Section*** is led by a lieutenant and consists of three units:

- Homicide Unit (2 units)
- Special Victims/Aggravated Assault Unit (2 units)
- Robbery Unit (2 units)

The ***Youth and Family Services Section*** is led by a lieutenant and consists of four units:

- Family Violence Intervention Unit
- Juvenile Unit
- Youth Services Unit
- School Resource Officer Unit

The ***Raleigh Intelligence Center (RIC)*** is led by a lieutenant and consists of five units:

- Raleigh Intelligence Center Team #1 and Team #2
- Intelligence Unit
- Technical Assistance Response Unit (TARU)
- Fugitive Unit

The ***Property Crimes Section*** is led by a lieutenant and consists of four units:

- Property Crimes Unit – North and South Districts
- Burglary Unit
- Financial Crimes Unit

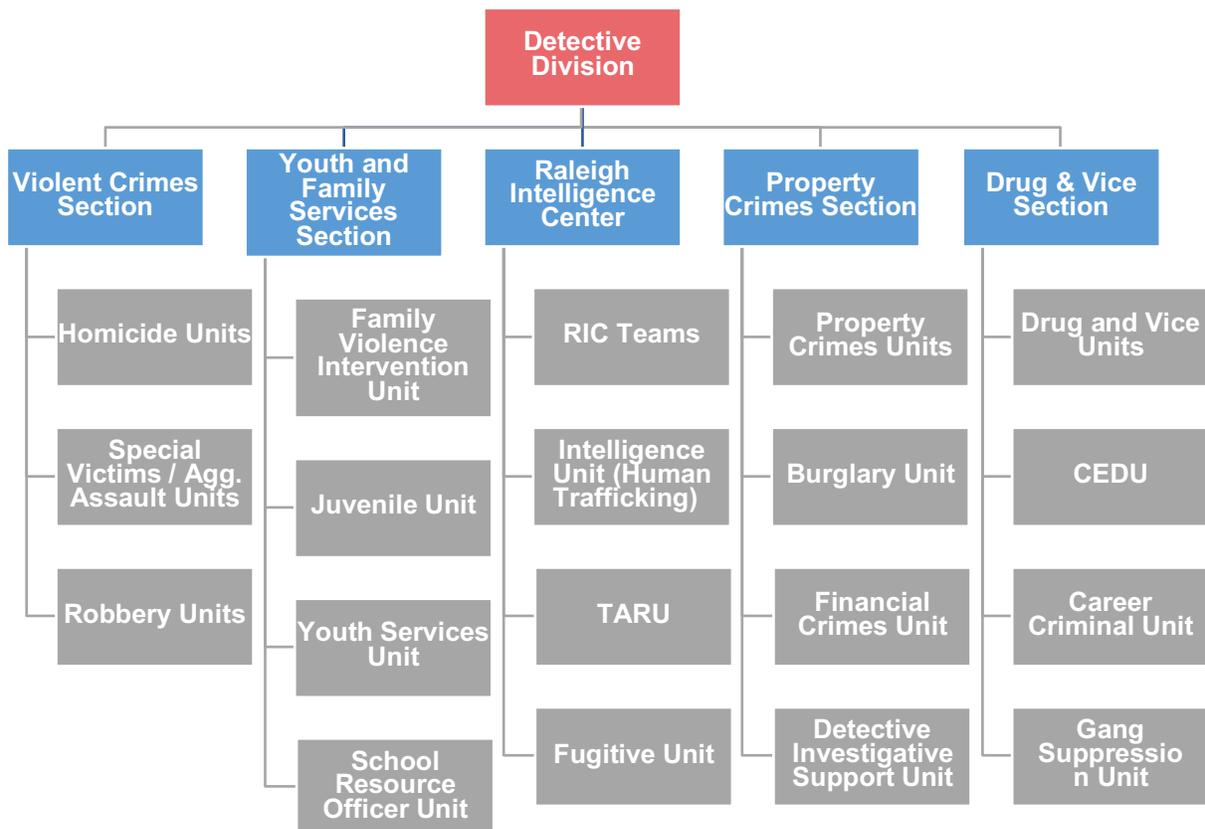
- Detective Investigative Support Unit

The **Drugs and Vice Section** is led by a lieutenant and consists of four units:

- Drugs & Vice (2 units)
- Criminal Enterprise Drug Unit (CEDU)
- Career Criminal Unit
- Gang Suppression Unit

(2) Organization

The following chart outlines the organization of the Detective Division:



1 | Overview of Investigative Workload Analysis

(1) The Detective Division Effectiveness Is Evaluated Differently Patrol Services

A variety of factors impacting the investigative workloads must be considered when evaluating staffing requirements and related operational strength and opportunities for improvement. The workload and related information utilized in this chapter was obtained from numerous one-on-one interviews with Division management and supervisory staff. Furthermore, a variety of independent data collection efforts made by our project team with the assistance of the Raleigh Police Department personnel.

The evaluation of staffing levels required by criminal investigations and supporting functions is more difficult than evaluating patrol staffing levels because, unlike field services, subjective and qualitative determinants of workload and work practices are more important. Patrol services have the benefit of several quantitative measures, such as calls for service, response time and proactive time, to assist in the evaluation of staffing requirements. Investigative services, given the nature of this work, have fewer such reliable measures. Factors making investigative analyses more difficult include:

- 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.
- 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 crime cases to detectives varies. Importantly, agencies screen cases assigned to detectives differently; one agency may assign a case perceived as “solvable” while another agency may not investigate such cases if there is perceived limited solvability and arrest potential.
- The nature of the community itself is a factor in evaluating investigative workload and staffing needs. Citizen expectations translate into service levels impacting detectives in terms of what is investigated and how investigations are conducted.
- The extent to which patrol performs preliminary investigation varies widely and impacts detective caseloads.
- 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 workable leads, suspect description, and other available information. The way information in a single case combines with information on other cases (e.g. a case belonging to a crime series or crime pattern) also impacts investigative actions.

- Finally, additional duties and responsibilities performed by detectives beyond caseload work are impactful to staffing and operations. Such activities may include being a specialized trainer, assignment to support teams (e.g. SWAT) or various other administrative duties detracting from casework.

Collectively, these factors portray a different type of workload compared to patrol workload. Unlike patrol, investigative workload is more difficult to be converted into quantitative methodologies to arrive at required staffing levels. There are a variety of approaches, however, that can be used to devise an investigative staffing framework, which can then be used as a litmus test to determine potential staffing modifications.

(2) Initial Caseloads Are a Foundational Determinant for Investigative Staffing Levels

Investigative workload can employ a series of indicators to determine the extent to which core investigative staffing is adequate and general workload is appropriate. Performance against these metrics can ultimately influence resulting staffing requirements for detectives. Various research by our firm and others has been done with respect to efficiency and effectiveness metrics for investigative services.

Comparative Measures for Investigations

| Comparative Measures | Comparative Industry Patterns |
|--|--|
| Active cases assigned to “property” crimes Detectives (e.g., burglary/theft). | 15 to 20 active cases per month based on a survey of dozens of law enforcement agencies performed by the Matrix Consulting Group over many years. Recent research in California and elsewhere suggests this range has been reduced to 12-15 cases as the complexity of evidence collection and testing has increased the overall time required to investigate a case. |
| Active cases assigned to “person” crimes Detectives. | 8 to 12 active cases per month based on the same survey. 3 to 5 active cases for complex person crimes such as felony assault (shootings) to include homicides. Domestic Violence (DV) cases vary widely dependent upon State mandates that result in varied workloads. Some DV Units can handle 20 to 30 cases per detective per month, whereas others can only handle DV caseloads typically attributed to the “felonious person crimes.” For the same evidentiary reasons noted previously, person crime caseloads are often lowered to 6-8 cases per month. |
| Active cases assigned to sex crimes. | Because of the sophisticated and sensitive nature of sex crimes, these specialized person crime cases have a lower active case range of 5-7 cases per month. |

| Comparative Measures | Comparative Industry Patterns |
|---|--|
| Active cases assigned to White Collar Crimes Detectives (e.g., fraud). | These have a broader range due to their varied complexity, from 10 to 20 active cases per month unless they are particularly difficult (e.g. embezzlement or high value) in which case the range is closer to 8-12 per month. |
| Active cases assigned to “generalist” crimes Detectives. | 12 to 15 active cases per month based on the Matrix survey. Because of the sophisticated evidence-related processing noted previously, a lower range can result in 9-12 cases per month. |
| Average hours dedicated to crime investigations by type of crime. | Different studies over the past 30 years (Prummell; Gribble) have attempted to estimate an average number of hours worked for each investigation per crime type. Other studies such as the Police Executive Research Forum (PERF) have arrived at other results. These include: <ul style="list-style-type: none"> • Burglary: 6-12 hours. (PERF 0.5-40) • Robbery: 9-30 hours. (PERF: 1-60) • Aggravated Assault/Battery: 4-25 hours. • Homicide: 147 hours (PERF: 2-220) |
| Maximum Investigations that Can be Handled | Varied data from different sources has developed benchmarks based on the sophistication of certain crime types and the extensive time investment often required. A key example is one benchmark suggesting a single detective could handle no more relevant caseload than five (5) homicides annually. |

These initial metrics are used to establish a baseline or benchmarks for investigative staffing analysis that have evolved over the past two decades of the Matrix Consulting Group’s experience, to include modified caseload hour requirements as discussed below.

(3) Caseload Hour Requirements

In order to provide further benchmarks for unit workload, the project team expanded the above framework and also uses hourly performance measures to estimate the number of new cases that can be effectively investigated by the typical detective in a month. These caseloads are derived from a combination of studies and our experience in conducting staffing and workload assessments for detective units in hundreds of departments throughout the United States. A case range is provided to account for differences in resources available to detectives such as dedicated crime scene response, forensic assistance and investigative case management techniques.

We have used broad categories – Person Crimes (Assault, Robbery, etc.), Person Crimes (Sex Assault and Sex Abuse), Person Crimes (Child Sex Assault, ICAC), Property Crimes, Financial Crimes, Traffic Crash Investigations, Domestic Violence, and Homicide

because they have consistently shown to effectively differentiate investigative requirements that comprise the vast majority of detective workloads.

Each case type is broken down into a number of subtasks, each with their own average time estimate. These estimates operate under the assumption that they are for *solvable* cases. Cases with low solvability, which are assumed to be screened out and not investigated other than perhaps a courtesy contact, will not have as much case work associated with them.

It is important to note that not all of the subtasks in each case type are performed in each investigation. As a result, a separate figure, the “% of Time Completed”, estimates the proportion of cases that include this action. The average time estimate of each subtask is multiplied by the % of time they are completed, with the products added together into a single average time figure. In other words, our analysis is not using the “grand total” case time if every possible action is performed in each case; rather, our caseload hourly estimates reflect the composite of what the average case may look like, understanding that in practice, some cases are less difficult while other cases are more complex.

As an example, the following subtasks show how the composite is arrived at in an investigation (***not actual figures*** – the table is shown for illustrative purposes):

| Common Evidence/ Interviews | Approximate Time | % of Time Completed |
|--------------------------------|------------------|------------------------|
| DNA | 4 hours | 50% |
| Interviews | 2 hours | 100% |
| Cell Phones | 2 hours | 50% |

Given that the DNA subtask is completed 50% of the time, the 4 hours it takes to complete the task only represents an average of 2 hours for the overall average case. In total, the three subtasks would combine for a total of **5 hours** of average case time as opposed to 8 hours if these three efforts were conducted 100% of the time. A collection of subtasks result in an average hourly workload requirement for each case type.

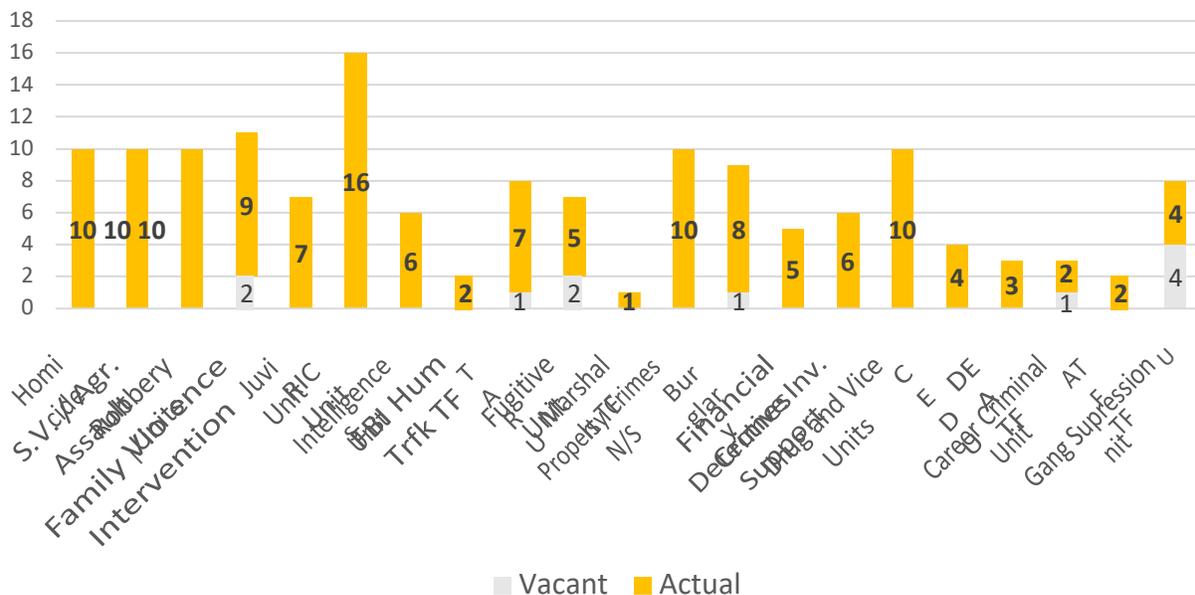
2 | Analysis of Detective Division Staffing

The following sections provide the project team’s assessment of Detective Division staffing.

(1) Investigative Units Staffing Analysis Overview

RPD core detectives and supporting officers/staff are assigned to a variety of units as detailed in the Profile deliverable. The staffing numbers reflected in this document are up to date, as of August 2019; however, the currently filled numbers change periodically as staff are re-assigned. The following graphic portrays actual staffing levels at the time of this report in the various units. For clarities sake, detective, officer and supporting technician positions will be defined as “Investigators” for purposes of the below staffing profile.

Actual vs. Vacant Staffing for "Investigators" in Detective Division (Inc. all Line Staff)



The table above reflects all units with the exception of the “specialized services” School Resource Officer Unit and Youth Services. The graphic is intended to show core and proactive investigative units fielded by the Raleigh Police Department. As shown above, there are very few overall vacancies within the Division which, compared to many national counterparts, reflects a dedication to maintaining a near-full investigative staffing contingent. Oftentimes, detective units carry a number of overall vacancies in a law enforcement agency; this is not the case in RPD which has a vacancy rate of less than 8%.

(1.1) Historical Approach to First-line Supervision

Based on a review of data and substantiated by interview, first-line (sergeant) supervision has had a long-standing approach of creating a detective unit staffing contingent of 1 sergeant to five detectives. While there are several exceptions throughout the

department, for many of the key detective units (homicide, robbery, burglary, etc.) this 1:5 ratio approach has become common practice irrespective of workload.

The importance of appropriate levels of first line supervision cannot be understated; the professional literature on such staffing requirements is significant. Most law enforcement agencies, to include Raleigh, rely on the sergeant position to provide direct supervision and supporting administrative services to personnel. Ratios of sergeants to staff typically run from 1:6 to 1:9 with a maximum ratio of 1:12. In many instances Raleigh falls below this range of supervision based in large part on past preference. As part of the staffing study in the following sections, the project team will discuss further the potential changes to first-line supervision for various detective units based upon various factors beyond what has become the “1:5 precedent.”

Recommendation:

First-line supervision to staff ratios should typically fall within the 1:6 to 1:9 framework; RPD should abandon staffing many detective units based on past precedence with one sergeant and five detectives, irrespective of workload requirements. Staffing levels for supervisors and line staff should be based on workload-related needs.

(1.2) Management of the Division

Our examination of the Detective Division organizational structure identifies other potential staff-related opportunities for improvement. The purpose of an organizational structure is not only to provide the traditional command and control of the Department, but also to help define job duties and responsibilities, ensure efficient and effective workflow, establish a reporting hierarchy, and ultimately determine appropriate lines of authority and accountability. To accomplish this, the design of an organizational structure and placement of employees within the organization should be established on key principles that provide the organizational cohesion necessary to accomplish the primary mission of the Department. These principles include:

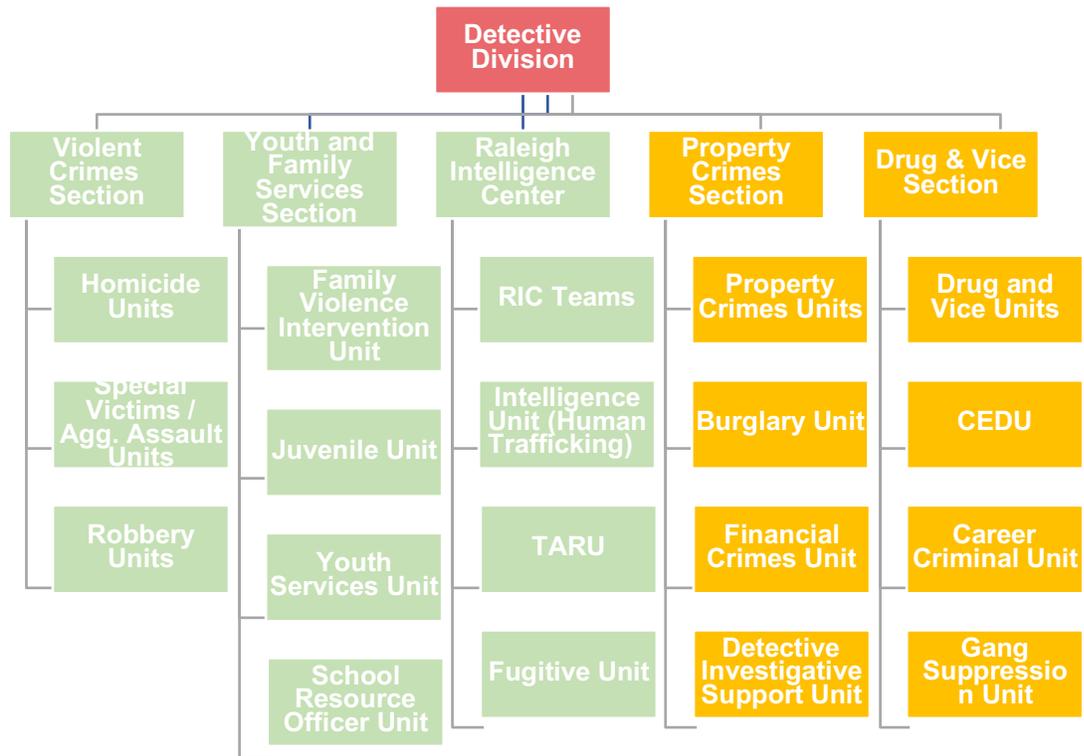
- **Accountability and responsibility are clearly identified:** The organizational structure must be consistent with the concept that clear lines of authority and decision making are essential for any organization to achieve excellence. Areas of responsibility are clearly delineated and points of accountability are readily identifiable.
- **Span of control or communication is optimal:** Effective organizations are structured so that lines of communication are identifiable and where there are

multiple reporting relationships, responsibility for communication and control are clearly identified and understood.

- **Structure is based on task requirements and work flow as opposed to specialized skills of individual members:** There is a tendency in some organizations to organize work patterns around the specific passions or skills of individual members. This results in high friction levels for most work processes and the relationships between group members and groups.
- **Similarly-titled positions have similar responsibilities and levels of accountability:** The organization should be structured such that decision-making authority and the ability of decisions to impact the organization in a strategic way are all found at similar levels of the hierarchy.
- **Support functions are logically grouped and do not create additional layers of oversight:** Organizational structures should group support functions together, separated from operations, only when the scale and scope of the operation requires it.

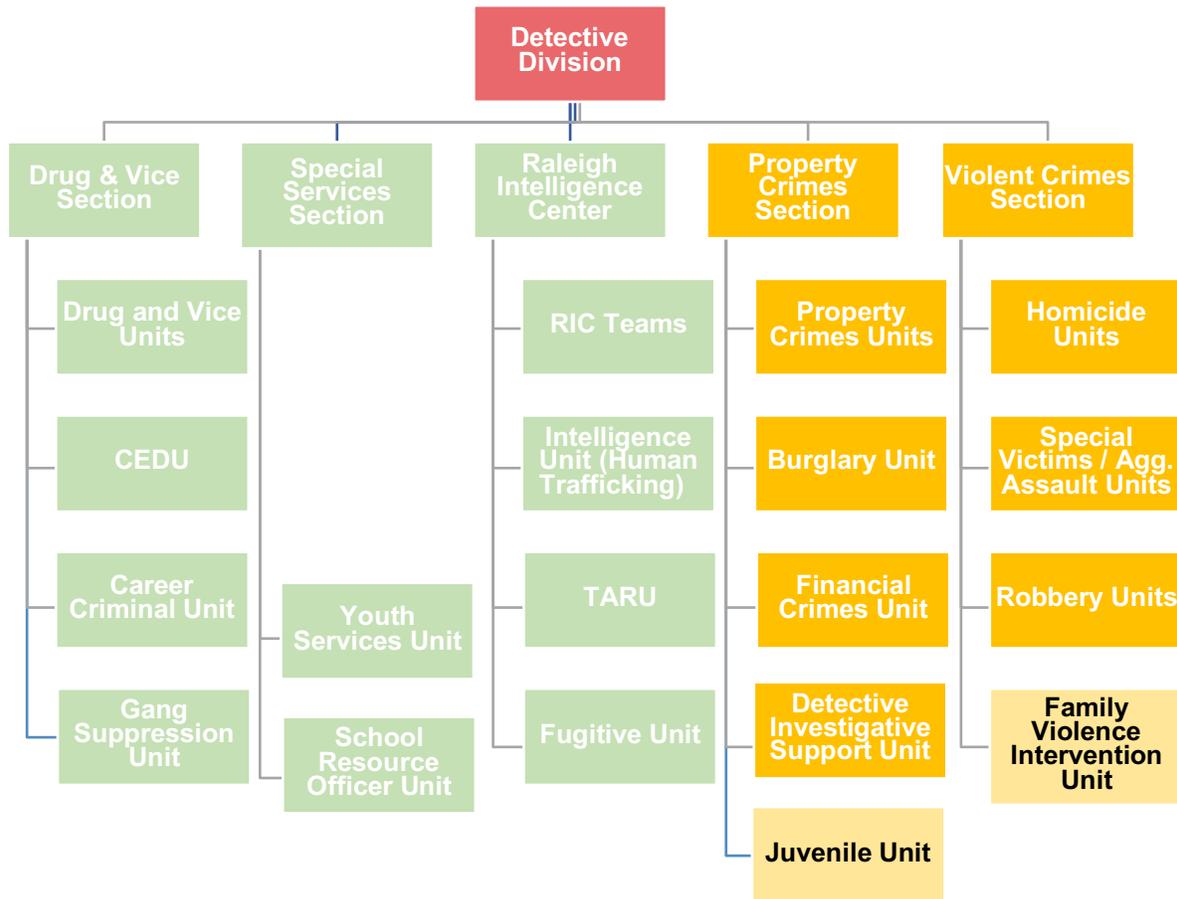
There is no “right answer” with respect organizational structuring, though the project team’s observation with respect to the Detective Division finds that the structure of the organization under the Captains is somewhat functionally disjointed and imbalanced as shown below in the color-coded organization chart.

Current Organizational Structure Reporting Relationships



In effect, both Captains both oversee specialized, core investigative, and proactive/intelligence units, and the magnitude of oversight is imbalanced. With respect to the principles noted above, re-defining and balancing the organizational structure across functionally similar operations may prove beneficial. The following option is offered:

Revised Organizational Structure Reporting Relationships



The revised organizational structure embraces the following key principles:

- Organizes core detective functions under one Captain. Organizes specialized / intelligence investigative functions under another Captain.
- Provides single-point of management authority (Captain) over enforcement operations with generally lower profile/higher risk (e.g. drugs, vice, intelligence, gangs) that should be closely monitored and managed.
- Aligns vice and human trafficking under one organizational structure.
- Facilitates inter-department movement of the new ‘Special Services Section’ to a different division, as practical.

In summary, there are notable organizational benefits to the above re-alignment to better manage staff resources. Moreover, such re-structuring will further allow for the re-location of the Special Services Section dedicated to youth-related services to the Special

Operations Division, thereby better balancing managerial oversight for the entire Department.

Recommendations:

Re-align the Detective Division organizational structure under the two Captains (reporting to the Major) to provide enhanced managerial and staffing oversight of these operations.

Further, Department-wide organizational re-alignment should occur, moving the Special Services Section to the Special Operations Division.

(2) Unit by Unit Staffing Analysis

The following sections provide various data with regard to our staffing analysis for each Unit of the Detective Division. A key element in most unit's description is the amount of Active versus Inactive cases worked over the period of time. The following is provided:

- Active cases are those that were assigned for detective follow-up given the availability of solvability factors or other potential reasons for assignment (e.g. high profile but limited leads). Active cases are those that have been worked and then coded "Closed," are "Pending" a disposition, "Inactivated" due to lack of leads, or "Warrants Pending."
- Unassigned Inactive cases are those that were screened out initially by sergeants due to lack of relevant leads and/or, periodically of insufficient magnitude (given existing staff resources) to warrant follow-up time investments.

These distinctions are important as assigned workload to detectives is typically what drives staffing levels.

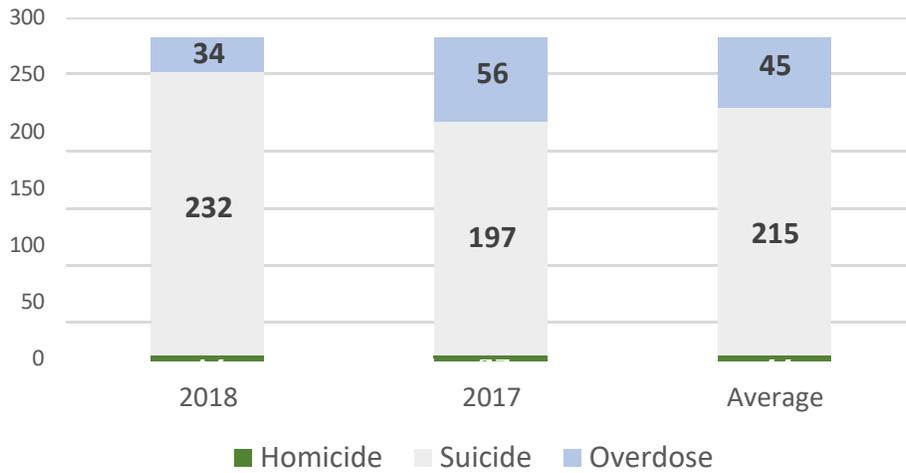
(3) Analysis – Violent Crimes Section

The following data reflect caseload information for the Violent Crimes Section.

(3.1) Caseload Information – Homicide Units

The Homicide Units investigated the following number of homicides and related cases over the two-year period noted.

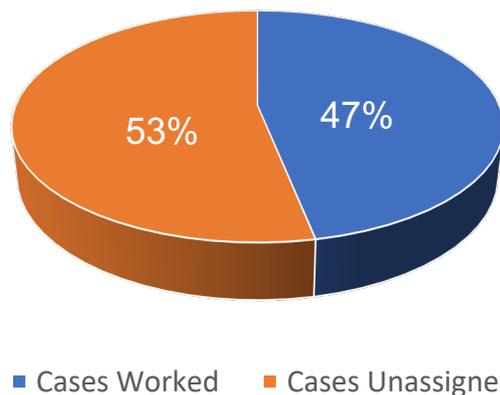
Active Caseload Metrics Homicide Units



As shown, suicide cases reflect the largest portion of cases investigated, distantly followed by overdose and homicide cases.

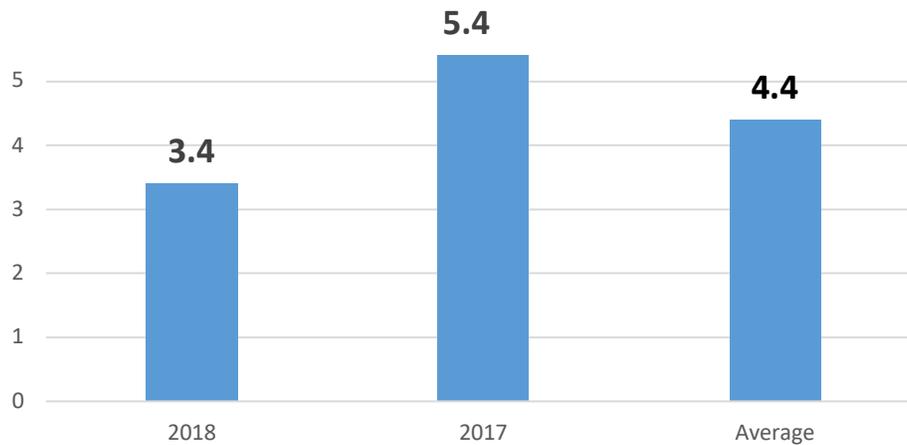
The above reflects the active caseloads assigned. The following pie chart shows that more than half of the homicide, suicide and overdose cases were inactivated by the sergeant through case screening. Given the case types, this screening level is appropriate.

Proportion of Homicide Unit Cases Active vs. Unassigned



Importantly, the FBI suggests each investigator can handle a maximum of 5 homicides per year or an average of .4 cases per month. Using this metric exclusively, the following minimum number of detective personnel should be available to solely handle homicides.

Number of Detectives Needed Exclusively for Homicide Investigation Based on FBI



It should be noted that while the two-year homicide average is 22 cases, the five-year average is lower at 20. Currently, 10 detectives are assigned to homicide units.

Our project team's homicide performance metrics, based on the aforementioned average hours per case methodology, indicates that 214 hours per homicide case⁶, on average for a lead detective, are required for typical satisfactory service. At a 22 case average over the last two years an estimated time investment of 4,708 hours would be required, or the equivalent of 3.1 positions (after annual leave, in-service training and similar considerations) dedicated exclusively to lead-detective homicide efforts.

The remaining 260 average cases annually that were active dedicated to overdose, suicides, unattended deaths and potentially officer-involved shootings would result in a time commitment of 40 hours per case. This metric is excessive for most of these case types demonstrating a potential staffing issue or capacity to perform other work.

In summary:

- Based on data, the homicide units have capacity to do additional work beyond their existing assignments.
- Alternatively, staff could be modestly reduced, particularly given the 5-year average of homicides falls below that dataset utilized.

⁶ Our analyses result in a workload requirement at the high end of the range noted in the prior PERF table.

According to information provided, there are approximately 60 cold case homicides that are assigned across all detectives and are worked “as time is available.” This should be a dedicated assignment to ensure appropriate and consistent investigative efforts. A dedicated Cold Case Unit is considered best practice⁷ in larger law enforcement agencies.

Recommendations:

Assign 10 detectives to the Homicide Units to provide homicide and other investigative core investigative services currently undertaken. This is equivalent to existing staffing levels.

Assign 5 detectives to each of the two Homicide shifts.

Given the sophistication of case types, maintain 2 sergeant positions in Homicide providing oversight and supervision.

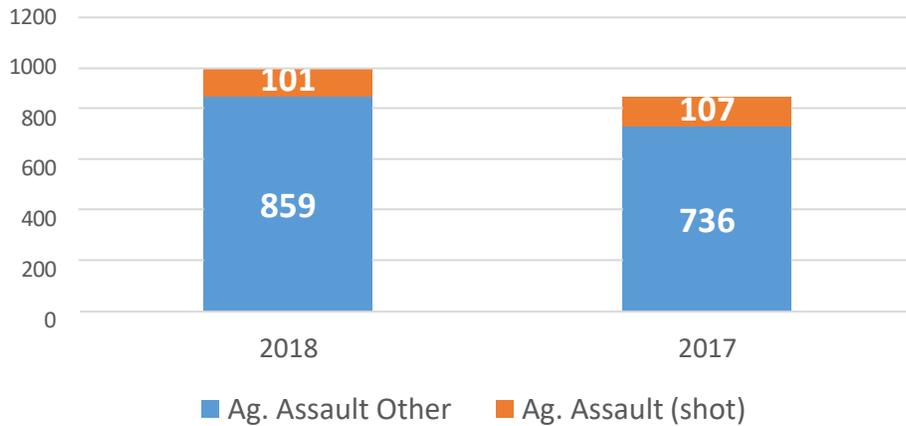
Assign 2 of the 10 detectives exclusively to Cold Case investigations, one on each shift. There is sufficient capacity with existing staff to have this dedicated assignment.

(3.2) Caseload Information – Special Victim/Aggravated Assault Units

The Special Victim/Aggravated Assault Units investigated the following core case types over the two-year period.

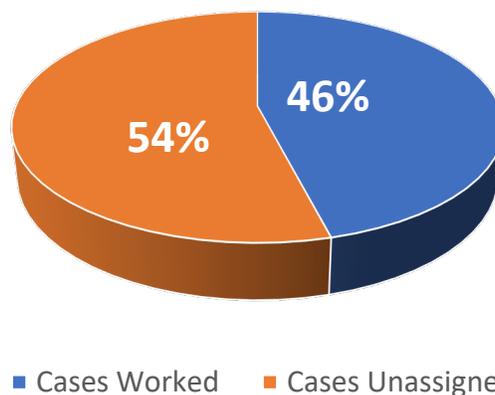
⁷ National Best Practices for Implementing and Sustaining a Cold Case Investigation Unit, NIJ, pg. 7
<https://www.ncjrs.gov/pdffiles1/nij/252016.pdf>

Active Aggravated Assault Cases by Major Type



The graphic, above, reflects the active caseloads assigned for key aggravated assault types to include approximately 150 sexual assaults. More than 1,000 incoming cases were inactivated, and as shown by the following pie chart, this shows that more than half of the cases were inactivated by the sergeant through case screening. Given the case types, to include shooting at structures (with no witnesses), etc., this screening level, based on effective screening practice outcomes, is appropriate.

Proportion of Assault Unit Cases Active vs. Unassigned



Data in the introductory tables noted previously indicates that significant person crimes require an effort averaging 6-8 cases per detective per month. With respect to the responsibilities of these Units, the following is noted.

- Investigates all shootings to include persons, vehicles, and structures.
- Investigates any crime where weapon used resulting in serious bodily injury.
- Investigates adult sexual assaults.
- Backs-up Homicide Unit.
- Frequently responds to the scene.

Because of the level of effort expended by Units' detective staff, it is reasonable to assume that detective workload would fall at the lower end (six) of the 6-8 cases per month. In 2018, a total of 960 cases were assigned the 10 detectives, result in an average of 8 cases per month per detective—the high end of the listed case range.

In addition to case ranges, an evaluation of staffing based on the hours per case provides other data supporting adequate staffing. Based on our previously discussed cases-per-hour methodology, a 21 hour per case average results in a staffing contingent of 13.5 personnel (after annual leave and related considerations) compared to the 10 actually assigned now.

- Given the total cases assigned to the Special Victim/Aggravated Assault Units' detectives, staffing levels should be considered marginally adequate.
- Given both monthly case range metrics, as well as hours per case data, staffing should be expanded.

In summary, the Special Victim / Aggravated Assault Units could benefit from a modest staff increase.

Recommendations:

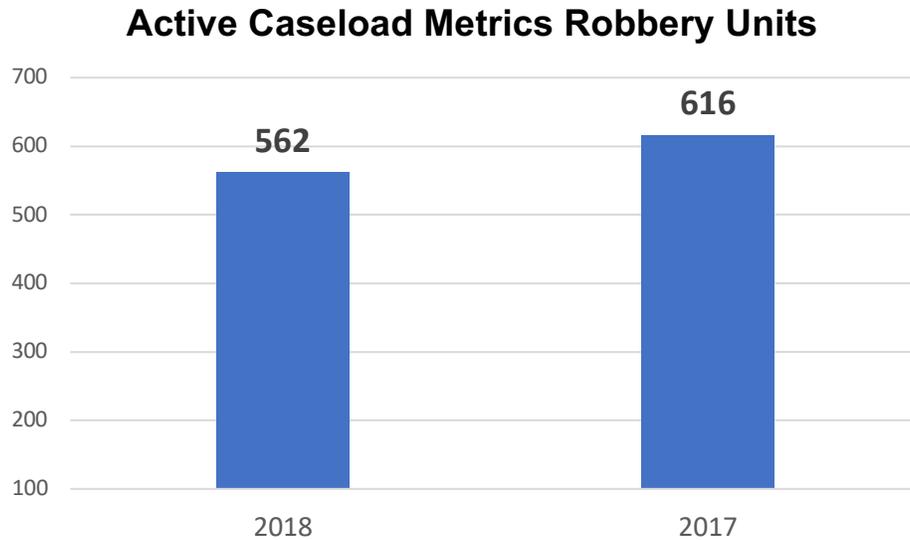
Assign 12 detectives to the Special Victim/Aggravated Assault Units to provide investigative core investigative services currently undertaken. This is 2 positions above existing staffing levels.

Assign 6 detectives to each of the two Assault shifts.

Maintain 2 sergeant positions in Special Victim/Aggravated Assault providing oversight and supervision.

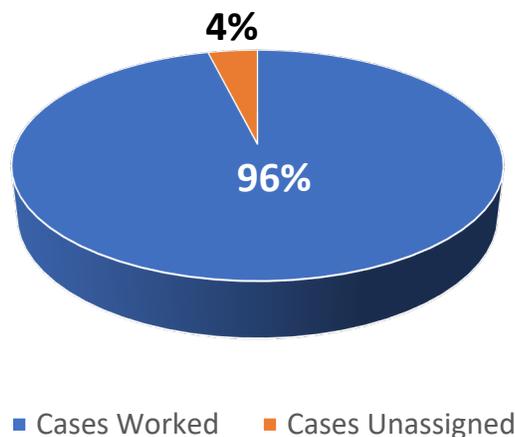
(3.3) Caseload Information – Robbery Units

The Robbery Units investigated the following number of robbery cases over the two-year period.



The above reflects the active caseloads assigned and reflects nearly all robbery cases investigated. The following pie chart shows that nearly all the cases were assigned to detectives—few were inactivated by sergeants. Given the case types, which nearly always involves witnesses and potential solvability, and based on effective screening practice outcomes, this case screening level is appropriate.

Proportion of Robbery Cases Active vs. Unassigned

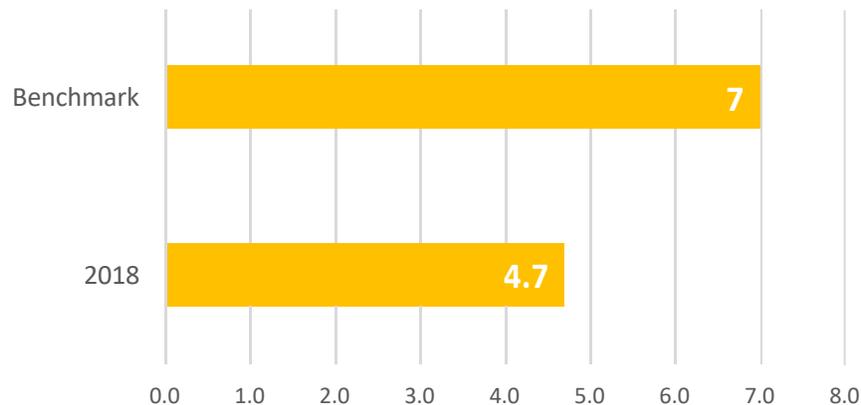


Data in the table noted previously indicates that significant person crimes require an effort averaging 6-8 cases per detective per month, similar to aggravated assaults. Robbery also performs these investigative related activities:

- Investigates all robberies including street, commercial and those where victim was shot (and robbery was the intent).
- Detectives always respond to the field for commercial robbery as well as when needed on other robbery types.

Based on the above, assuming 7 cases per month per detective is manageable, the following graphic compares 2018 workload against this benchmark.

Average Monthly Robbery Cases per Detective Compared to Benchmark



As shown, robbery case averages per month for each detective are below the benchmark. In addition to case ranges, an evaluation of robbery staffing based on hours per case provides other data supporting conclusions. Using again the 21 hours per case average for all robberies results in a staffing contingent of 7.9 personnel (after annual leave and related considerations) compared to the 10 actually assigned now.

- Case range benchmarks show the Robbery Units are overstaffed.
- Hours per case benchmarks show the Robbery Units are overstaffed.

Based on data, Robbery has 2 more detectives than needed to meet current caseload demands. However due to anticipated staff turnover and recommended increases in overall detective staffing in the next five years the unit should maintain current staffing.

Recommendations:

Maintain 10 detectives in the Robbery Unit. This is 2 more detectives than needed to meet current caseload demands, however due to anticipated staff turnover and recommended increases in overall detective staffing in the next five years the unit should maintain current staffing.

Assign 4 detectives to each of the two Robbery shifts.

Assign 1 sergeant position to oversee Robbery. This is one position less than current operations. The sergeant should be assigned a “split shift” to provide coverage for both Units from 10am-6pm, Monday through Friday.

(4) Analysis – Youth and Family Services Section (Investigative)

The following data reflect caseload information for the Youth and Family Services investigative units.

(4.1) Caseload Information – Family Violence Intervention Unit

The Family Violence Intervention Unit (FVIU) investigates felony domestic violence incidents, to include cases up to attempted murder. Misdemeanor also investigated if there is no arrest performed by field officers. Civilian counselors provide referrals, victim assistance services, crisis intervention, and related. The Unit interfaces closely with a dedicated Domestic Violence District Attorney.

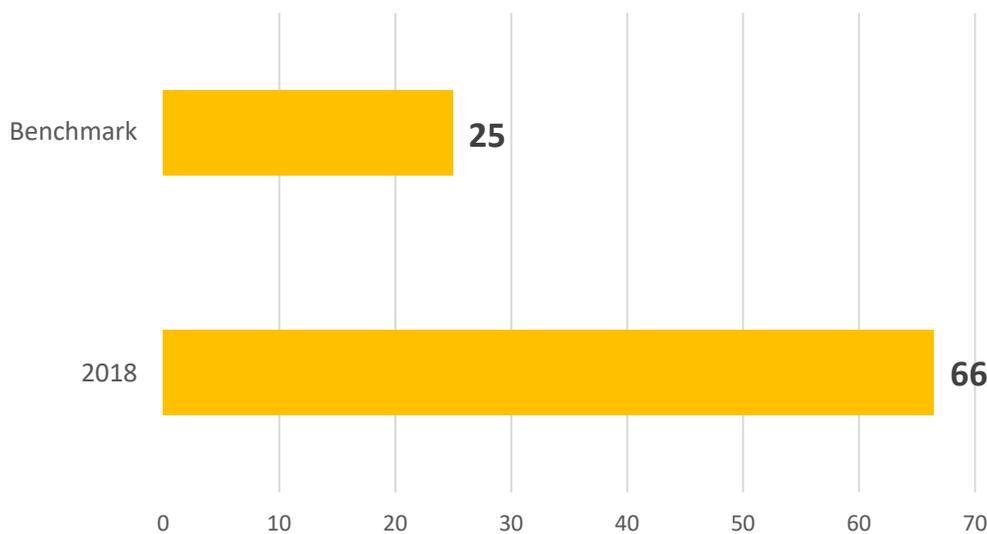
The caseload profile for the Family Violence Intervention Unit is shown in the following graphic. It should be noted that 88% of cases were assigned, as opposed to inactivated; this proportion is reasonable given there is a known suspect but occasionally uncooperative victim, and is a common outcome based on effective screening practice outcomes.

Family Violence Intervention Unit 2018 Caseload



Caseload expectations can vary widely on these case types, ranging from the typical “person crime caseload” (8-12 cases per month) to misdemeanor domestic violence caseloads (20-30 per month). As such, staffing ranges could also vary significantly. Even assuming a caseload range at the higher end of the spectrum at 25 cases per month per detective, staffing required in the Family Violence Intervention Unit is well below what is likely needed for detailed investigative efforts as shown by the benchmark graphic below.

Average Monthly FVIU Cases per Investigator Compared to Benchmark



Interestingly, the FVIU is one of the units that currently has vacancies, with 11 positions now authorized and 2 officers presently vacant. In effect, there are now 6 investigators—

4 detectives and 2 officers— providing caseload management services with the support of 3 counselors providing victim assistance.

Clearly the FVIU is understaffed; at issue is the level to which it should be increased. In order to get to the “maximum monthly caseload range” an additional 7 positions would need to be added to existing staff. This would be 5 additional positions above those now authorized given current vacancies.

Recommendations:

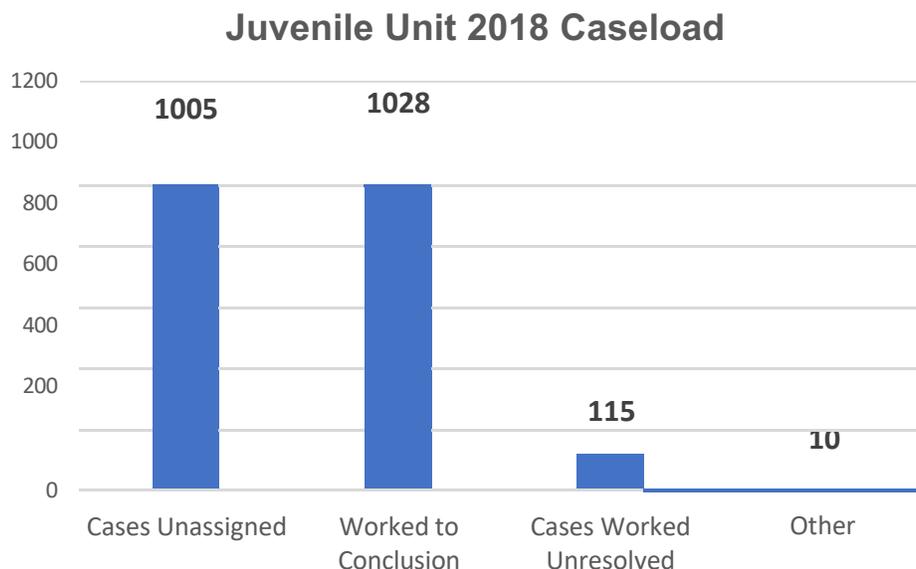
Assign 13 investigators to the Family Violence Intervention Unit to provide investigative core investigative services currently undertaken. This is 7 positions above existing staffing levels and should include 2 detectives and 5 officers.

Assign 2 sergeant positions to oversee the FVIU. This is 1 position more than current operations.

Maintain the existing staffing of 3 Counseling Coordinators.

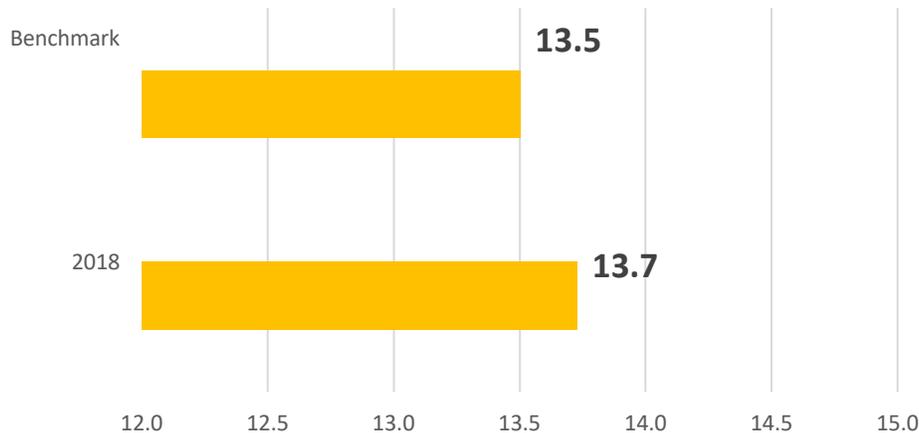
(4.2) Caseload Information – Juvenile Unit

The Juvenile Unit will investigate all crime-types, excluding homicide, where juvenile is the victim or identified suspect including robbery, larceny, serious assault, sex crimes burglary and runaways. The caseload profile for the Juvenile Unit is shown in the following graphic. It should be noted that 47% of cases were inactivated by the sergeants through case screening approaches; this proportion is reasonable given the variety of case types investigated that would likely not have solvability factors (e.g. larceny, burglary, etc.).



Caseload expectations for the Juvenile Unit would match those of a “generalist” detective who is involved in the investigation of both person and property crimes. As such, a monthly case range of 12-15 case per month per detective is reasonable. The following graphic compares 2018 workload against the mid-point of this benchmark.

Average Monthly Juvenile Cases Per Detective Compared to Benchmark



As shown, detective staffing levels appear adequate now; however, in December of 2019 the age of juveniles will be raised to 17 years of age, thereby shifting workload from other detective units to the Juvenile Unit. RPD staff predicts this shift can represent a change in workload from 20% to 40% annually.

The actual impact of the juvenile age change cannot yet be predicted on Detective Division operations. As such, staffing requirements in the Juvenile Unit should remain the same, until such change can be fully quantified and the impacts identified.

Recommendations:

Assign 7 detectives to the Juvenile Unit to provide core investigative services currently undertaken. This is equivalent to existing staffing levels.

Maintain 1 sergeant position in the Juvenile Unit providing oversight and supervision.

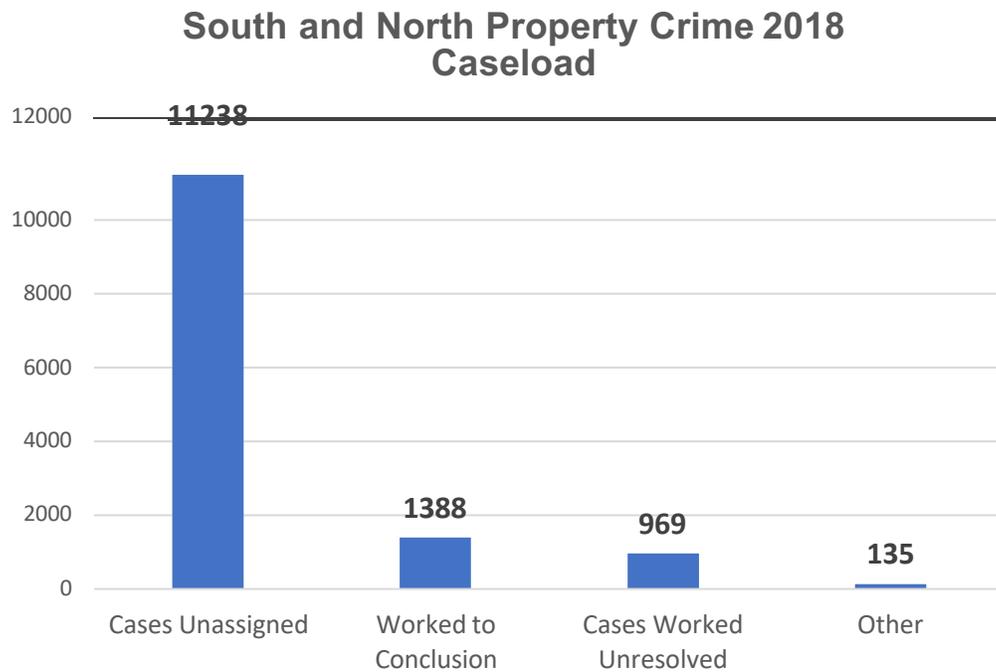
Upon noting the actual impact on the Juvenile Unit related to increasing the age of juveniles to 17 years old, perform an assessment resulting in, a) re-allocate staff from other person/property crimes to the Juvenile Unit based on increased workload or b), de-centralize the Juvenile Unit to other person/property crime units with an assigned specialization of “Juvenile Investigator” within the appropriate detective unit.

(5) Analysis – Property Crimes Section

The following data reflect caseload information for the Property Crimes Section.

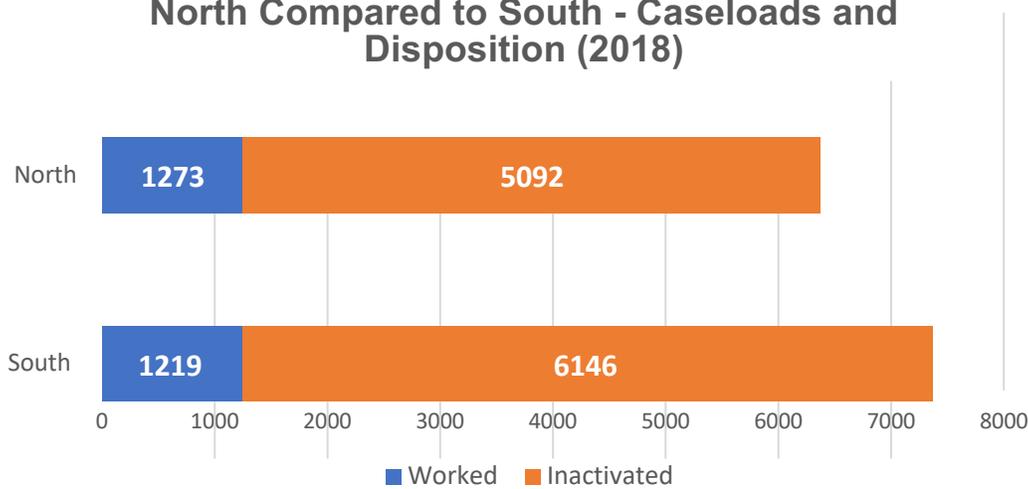
(5.1) Caseload Information – Property Crimes North and South General

Misdemeanor property crimes and other felonious crimes, such as auto theft, not assigned to specialty units are investigated by the property crimes unit. Workload is divided geographically between North and South Units. Given the workload types, most cases are suspended due to lack of evidence or the ability to investigate thoroughly. Indeed, 82% of property crimes are inactivated by the sergeants; this is a typical proportion for any property crime whether misdemeanor or felony. The caseload profile for these Property Crime Units is shown in the following two graphics.



As shown, over 11,000 cases were unassigned and inactivated by the sergeants whereas a few thousand cases were actively worked. This distribution of cases and how they are managed differs somewhat by geographic area as shown below.

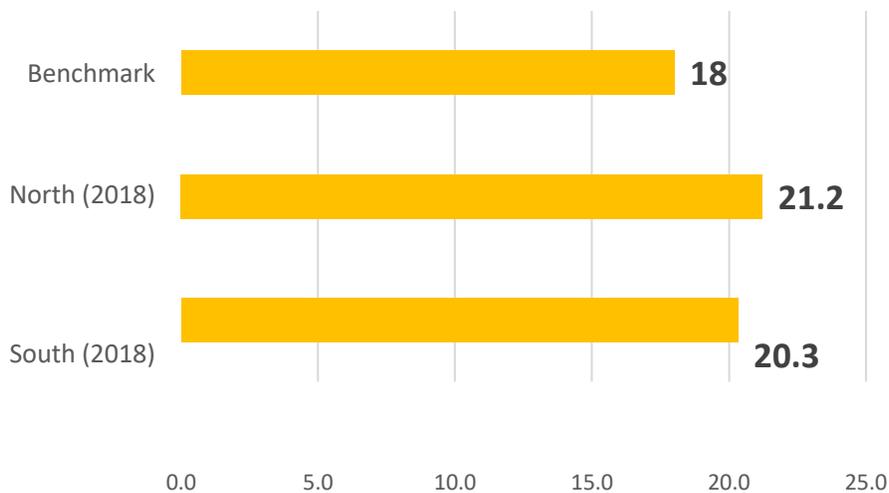
North Compared to South - Caseloads and Disposition (2018)



While both Property Crime Units work the approximate same number of cases per year, there is a larger overall case management requirement in the South Unit compared to the North. Over 1,000 additional cases occur in the South compared to the North. Interestingly, and likely as a consequence of the current staffing, more cases are initially inactivated in the South.

Caseload expectations for Property Crimes, particularly those with a misdemeanor emphasis, ranges from 15-20 per month per detective. Again, given the emphasis on misdemeanors, using the higher end of the case range as a benchmark is reasonable. The following graphic compares 2018 workload against a benchmark of 18 cases.

Average Monthly Property Crime Cases per Detective Compared to Benchmark



As shown, current detective staffing levels reveal caseloads marginally above the caseload benchmark; however, these case metrics are close to the maximum of the 15-20 caseload range.

At issue is the additional inactivated cases for the South Unit. Assuming that sufficient detective resources were deployed, and cases were inactivated similarly between geographic areas, the South Unit may classify an additional 250 cases presently inactivated as workable. Consequently, rather than the common ratio of 1 sergeant and 5 detectives being deployed to each of these units, staffing will be recommended based on existing/probable workloads if case screening were performed similarly.

Recommendations:

Assign 7 detectives to the South Property Crimes Unit to provide investigative core investigative services currently undertaken. This is 2 positions above existing staffing levels.

Assign 6 detectives to the North Property Crimes Unit to provide investigative core investigative services currently undertaken. This is 1 position above existing staffing levels.

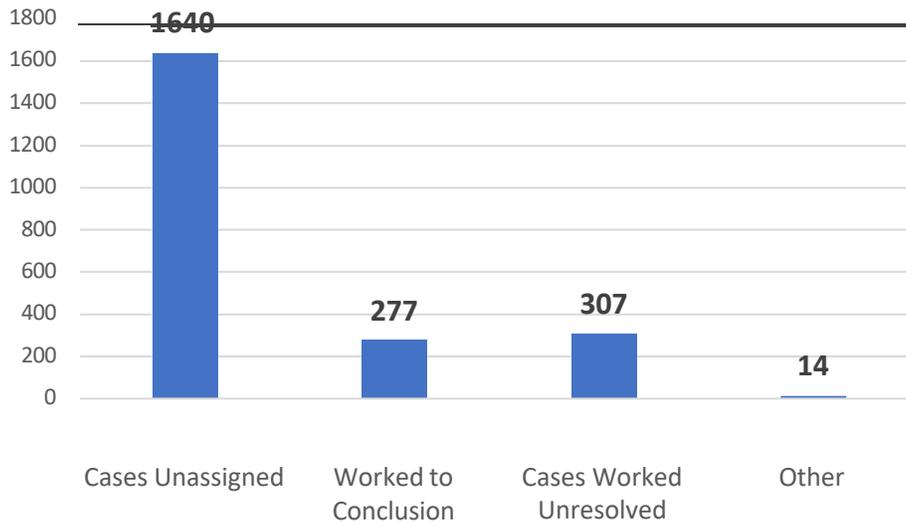
Maintain 2 sergeant positions in the Property Crimes Units providing oversight and supervision.

(5.2) Caseload Information – Burglary Unit

The Burglary Units detectives investigate Property-related felony crimes to include commercial and residential burglaries. Staff are assigned Districts within the City and two of the assigned detectives focus on city-wide commercial burglary.

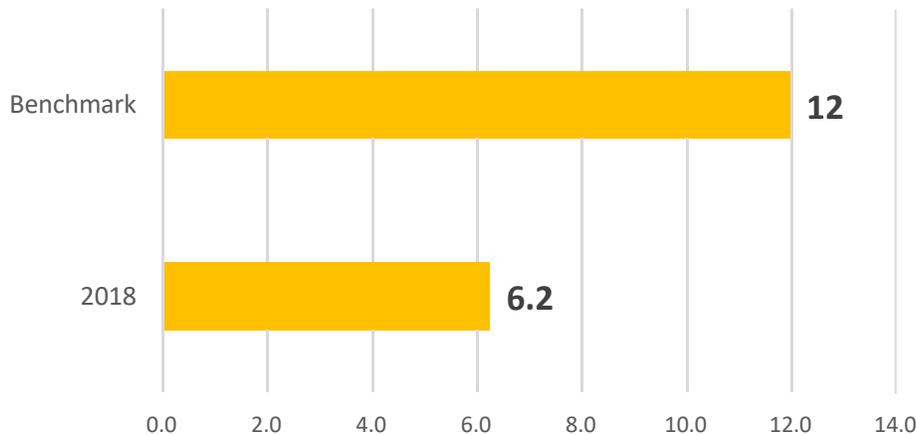
73% of burglary crimes are inactivated by the sergeants which is a common outcome based on effective screening practice outcomes. This is not unusual given the frequent lack of evidence and related solvability for these case types. The caseload profile for Burglary is shown in the following bar chart.

Burglary Unit 2018 Caseload



Based on case range data provided for burglary in the introductory table, 12-15 cases per detective per month is workable. Given commercial burglary specialists as well as an initial case inactivation screening process which is reasonable, Burglary caseload is compared to the lower benchmark in the following graphic.

Average Monthly Burglary Cases Per Detective Compared to Benchmark



Based on the data, detective staffing levels indicate an average monthly caseload of 6.2 cases per month per detective, nearly one-half the lowest end of the benchmark range.

As discussed elsewhere in this chapter, where practical in addition to case ranges, an evaluation of staffing based on the aforementioned hours per case provides other data supporting staffing needs. Using 14.3 hours per case average based on our newest methodology outlined earlier, results in workload of 8,552 hours for the year. This

translates into the need for 5.7 staff (after annual leave and related considerations) compared to the 8 detectives actually assigned now.

- Benchmark data suggest that the Burglary Unit is overstaffed based on solvable caseloads.
- Moreover, hourly caseload work also suggests overstaffing issues.

In summary, detective staffing in the Burglary Unit is 2 more than currently needed based on caseload, however due to anticipated staff turnover and recommended increases in overall detective staffing the unit should only reduce staffing by 1 detective for a total of 7 detectives.

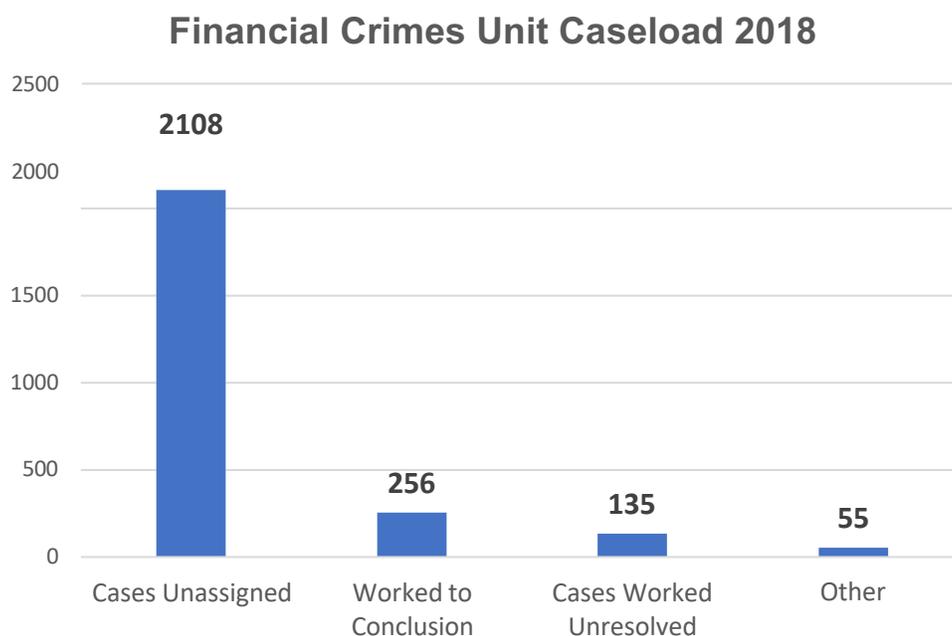
Recommendations:

Assign 7 detectives to the Burglary Unit to provide investigative core investigative services currently undertaken. This is 1 position below existing staffing levels.

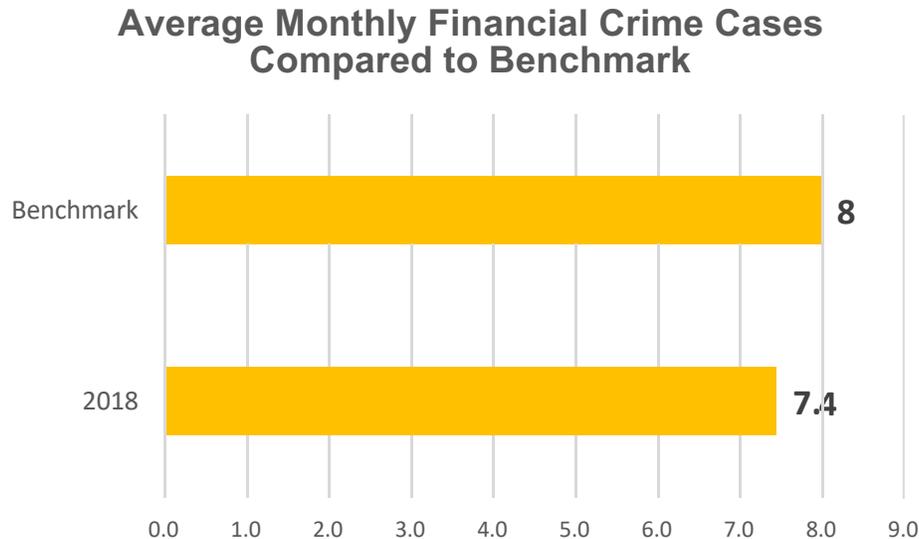
Maintain 1 sergeant position in the Burglary Unit providing oversight and supervision.

(5.3) Caseload Information – Financial Crimes Unit

The Financial Crimes Unit investigates various fraud, forgery and other financial crimes with persons or a bank being the victim. The Unit attempts to identify series crimes with repeat offenders to focus their investigative efforts. Case screening by the sergeant reflects inactivating 83% of cases which is consistent with the lower solvability for such crime types. The caseload profile for Financial Crimes is shown in the following graph.



As shown in the introductory table, the range of financial or “white collar” crimes are 8-12 for more sophisticated cases. Since the Financial Crimes Unit largely pursues repeat / pattern offenders, using the lower benchmark is appropriate as shown in the following graph.



In addition to case ranges, an evaluation of staffing based on the aforementioned hours per case provides other data illustrating staffing needs. Our newest methodology indicates the average financial crime case requires 24 hours resulting in a staffing contingent of 7.1 personnel (after annual leave and similar considerations) compared to the 5 detectives actually assigned now.

Given the average case work hours (which could be higher or lower) as well as the benchmark caseload comparison, data suggest the Financial Crimes Unit is appropriately staffed.

Recommendations:

Assign 5 detectives to the Financial Crimes Units to provide the core investigative services currently undertaken. This is equivalent to the existing staffing levels.

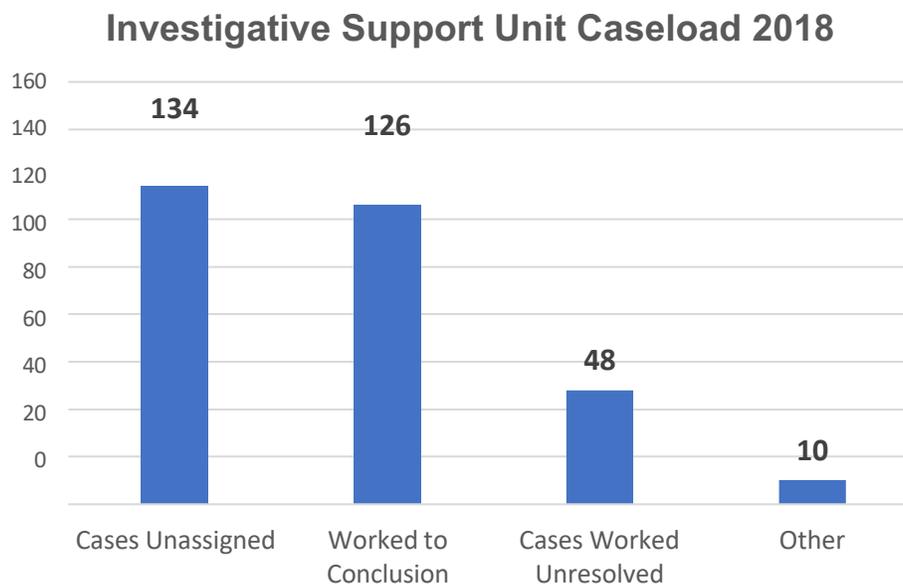
Maintain 1 sergeant position in the Financial Crimes Unit providing oversight and supervision.

(5.4) Analysis Information – Detective Investigative Support

Detective Investigative Support is an eclectic grouping of personnel designed to support the Division and perform unique investigative efforts. One Desk Officer staffing the front

counter is assigned to this unit as well as one Administrative Assistant providing NCIC updating. Additionally, 4 detectives, of which one is assigned to the District Attorney's Office to provide support, are assigned special duties. Three detectives investigate various specialized crimes to include pattern retail theft, pawn shop investigation and precious metals theft. These staff use LEADS online to generate pawn shop investigative efforts.

Caseload metrics for such a specialized unit dealing with pawn shops and pattern retail theft are informative but do not significantly help substantiate the results of a staffing analysis. The graph below shows such work. It should be noted that 42% of the cases incoming were inactivated by the Sergeant.



The outcome of the above is approximately 5 cases per assigned caseload detective per month (this exclude the fourth detective assigned the DA's Office). For the investigation of long-term, pattern-based crimes requiring significant research (e.g. use of LEADS), this is not an impractical caseload for the existing staff contingent; as such proactive cases generally require more significant time investment than "reactive" investigative efforts.

Recommendations:

Maintain the 1 Desk Officer position.

Maintain the 1 Administrative Assistant performing NCIC entry.

Maintain 1 detective assigned to the District Attorney's Office.

Continue to staff Investigative Support with 3 detectives assigned pattern-based theft and pawn-related crimes.

Maintain 1 sergeant position in Investigative Support to provide oversight and supervision to the six subordinate staff.

(6) Analysis – Drug and Vice Section

The following data reflect information on the Drug and Vice Section

(6.1) Analysis Information - Drug and Vice Units

The two Drug and Vice Units have two sergeants that provide direct supervision over their individual team of five (5) detectives. While these proactive investigative units typically operate from 0800 to 0200, the units regularly vary their hours to accommodate investigative activities.

The Units investigate street drug sales and mid-level trafficking operations as opposed to high-level dealers. Cases are also generated by *Crime Stoppers*, direct citizen complaints and information gathered from patrol personnel and confidential informants. Narcotics enforcement is the emphasis, whereby Vice-related activities are complaint-based only. One of the 10 detectives is involved in pharmaceutical drug diversion investigations. With the opioid crisis, based on our national research dedicated position(s) are now considered best practice.

As a proactive unit, staffing can expand or contract based on the unique narcotic investigation needs of the Raleigh Police Department, including any support to multi-agency task forces. Because staffing levels in proactive units can flex tremendously, generally speaking they can be devised as a proportion of total investigative staff in a law enforcement agency.

Based on this approach, the following table reflects the possible size of a Vice and Narcotics Unit(s) based upon the total line investigative staffing in a larger law enforcement agency. The range our project team has discovered is typically between 3% and 7% of the investigative workforce assigned to narcotics and/or a combined vice/narcotics unit.

Narcotics/Vice Line Staffing Analysis

| % of Investigative Line Staff | # of Investigative Line Staff | Resulting # of FTEs | # of FTEs Needed (Rounded up) |
|-------------------------------|-------------------------------|---------------------|-------------------------------|
| 3% | 126 | 3.8 | 4 |
| 4% | 126 | 5.0 | 5 |
| 5% | 126 | 6.3 | 6 |
| 6% | 126 | 7.6 | 8 |
| 7% | 126 | 8.8 | 9 |

The table shown above is a framework. As previously mentioned, proactive investigative units of any type are generally driven by policy, community/political desires and executive management direction. Currently, the investigative/proactive narcotics units are staffed with 10 detectives on the two teams. This staffing level is only marginally above the 7% figure noted in the table above, and with the specialized emphasis on pharmaceutical crimes, staffing is presently appropriate.

Recommendations:

Assign 10 detectives to the two Drug and Vice Units, 5 detectives each, to provide the core investigative services currently undertaken. This is equivalent to existing staffing levels and within the norms of specialized proactive units in larger policing agencies.

Maintain 2 sergeant positions, one on each Vice and Drug Unit, to provide oversight and supervision.

(6.2) Analysis Information – Other Proactive Drug and Vice Section Units

The following provides information on the CEDU, Career Criminal Unit, and Gang Unit.

(6.2.1) Criminal Enterprise Drug Unit (CEDU)

The CEDU focuses on longer-term drug related regional problems to include middle and high-level narcotics investigations. There are 4 detectives assigned directly to the Unit, as well as 3 additional detectives assigned to the DEA task force. When necessary, the CEDU works with the Career Criminal Unit to assist in the performance of surveillance and related activities. CEDU is overseen by one sergeant.

The assignment of any Task Force position is largely a policy decision, as in the case of

the 3 detectives assigned to the Drug Enforcement Agency task force. The decision to split high level narcotics enforcement from “street level” narcotics under separate units is also a policy decision. However, it should be noted that given available data, the dedication of these 4 CEDU detectives to such work shows RPD has a very strong dedication to Narcotics efforts as represented by the total proportion of investigative staff dedicated to all narcotics efforts.

(6.2.2) Career Criminal Unit

Two (2) detectives focus on career criminal individuals based on FBI “safe streets” initiative. These detectives work directly with 2 FBI agents assigned to this area. The intention of unit is to perform target identification, perform risk assessment, and obtain federal prosecution of career criminals. Two (2) detectives are also assigned to ATF task force focusing on regional robbery, robbery with a firearm, and major firearm offenses. One officer position is vacant.

A specialized proactive unit composed of two positions with a supporting sergeant is rarely of sufficient size to perform adequate proactive and investigative efforts. As noted above, the CEDU provides periodic support to this Unit in order to conduct safe and effective proactive investigations. Consequently, this operation should be re-organized as further discussed below.

(6.2.3) Gang Suppression Unit

The Gang Suppression Unit is a Proactive uniformed unit designed to identify and gather field intelligence related to gangs. Staff investigates social media, develops case suspects on shootings, drug investigations, etc. Personnel coordinates with the RIC on the gang database, meets monthly for gang meetings, and responds to district requests for gang core investigative services. It is now composed of 4 officers and 1 sergeant with 4 positions presently vacant.

There is a nexus between high-level narcotics trafficking, gangs and career criminals. As noted, the Career Criminal Unit is designed to facilitate the Safe Streets initiative. As shown by the FBI’s website:

The (Violent Gang) Safe Streets Task Force is the vehicle through which all of the federal, state, and local law enforcement agencies collaboratively address the violent crime plaguing communities. The FBI’s Safe Streets and Gang Unit administers 160 Violent Gang Safe Streets Task Forces nationwide.

These task forces pursue violent gangs through sustained, proactive, coordinated investigations to obtain prosecutions on violations such as racketeering, drug conspiracy, and firearms violations. The Safe Streets Task Force concept expands cooperation and communication among federal, state, and local law enforcement agencies, increasing productivity and avoiding duplication of investigative efforts.

Moreover, there is significant literature linking gangs, narcotics activities, and career criminal elements. As noted by the efforts of the three previously described proactive units, their overall missions have significant commonality, and as such the combination of resources into a proactive Safe Street Team dedicated to specialized enforcement of high-profile criminal activities could prove beneficial.

Recommendations:

Combine CEDU, Career Criminal, and the Gang Suppression Unit into one Safe Streets Team with proactive uniformed and investigative roles based on high priority needs. This will result in a team of 6 detectives and 4 officers, equivalent to existing staffing levels. Eliminate the current 5 vacant positions.

Reduce overall sergeant staffing levels from 3 positions to 2 positions for the new Safe Streets Team. Two sergeants provide sufficient oversight and supervision over a team of 10 personnel.

Re-locate the two ATF task force detectives to the Robbery Unit. Maintain the 3 detectives assigned to the DEA in the Safe Streets Team.

(7) Analysis – Raleigh Intelligence Center (RIC) Section

The following data reflect information on the Raleigh Intelligence Center and related unit operations.

(7.1) Analysis Information – Raleigh Intelligence Center

The Raleigh Intelligence Center is composed of two teams; each team consists of 1 sergeant, 5 detectives and 3 crime analysts who perform a variety of functions designed to support Patrol and other RPD units. The RIC operates a split schedule on alternating weeks in order to provide 19-hour daily coverage from 7am to 2am. Detectives provide radio and phone support to Patrol to pull various data requested by the field staff. Detectives also provides real-time Intelligence and threat assessment information to RPD personnel. Each detective also serves as a resource for a particular specialty, ranging

from gangs to opioids. Moreover, detectives now also carry caseload to include all missing person cases, a duty which occupies a proportion of their time.

Each crime analyst is assigned a district as well as a specialty. These staff provide crime statistics on district occurrences to include crime pattern and trend initiatives. They utilize the Crime View Dashboard and other tools to perform key duties and responsibilities.

Raleigh Police Department has a progressive “real time crime center” in the current iteration of the RIC. Real time crime centers for larger law enforcement agencies are considered best practice⁸. As such, the current staff deployment for the Real Time Crime Center should continue.

Recommendations:

Maintain existing staffing in the Raleigh Intelligence Center of 10 detectives and 6 crime analysts.

Maintain 2 sergeant staffing position over the Raleigh Intelligence Center.

(7.2) Analysis Information – Technical Assistance Response Unit (TARU)

The TARU is composed of 6 detectives who are responsible for use of technology for evidentiary purposes including telephone data-dumps (Cellebrite), remote camera installation, GPS tracker placement, surveillance support to obtain Probable Cause, etc. One (1) additional detective is dedicated to city-wide video collection for evidence purposes. These staff are supported by one of the Intelligence Unit detectives in digital forensics work for computer data abstractions. There is presently one vacant civilian technician. The Technical Assistance Response Unit operates a split schedule alternating weeks opposite of the Fugitive Unit with coverage from 1000-0200 hours.

Essentially the TARU is a combination of a high-tech intelligence supporting unit as well as a digital forensics unit. At issue is that larger law enforcement agencies separate these functions among staff as they are distinct. The important role of digital forensics in the 21st century cannot be underestimated. As such, RPD should dedicate specific staff to this function. Importantly, digital forensics can, in part, be civilianized as reflected by a number of larger progressive agencies, such as Fort Worth Police Department. Moreover, video collection efforts can also be civilianized.

⁸ http://www.nyc.gov/html/unccp/gprb/downloads/pdf/NYC_Safety%20and%20Security_RTCC.pdf
<https://smartcitiescouncil.com/article/sacramentos-real-time-crime-center-and-why-you-need-one>

Recommendations:

Definitively split the TARU into functional specialists dedicated to Digital Forensics or Technical Intelligence Support.

Digital Forensics should be composed of 2 detectives certified to perform such data abstraction; the vacant civilian technician position should be filled.

Technical Intelligence Support should be composed of 4 detectives in TARU.

The 1 detective performing video collection should be civilianized to a technician position.

Overall staffing levels in the revised TARU increases from 7 to 8 line positions, 1 more than existing staffing levels.

Maintain 1 sergeant position in TARU to provide oversight and supervision.

(7.3) Analysis Information – Fugitive Unit

The Fugitive Unit is currently composed of 5 officers who are responsible for identifying and apprehending fugitives on felony warrants; violent warrants are prioritized by the team. One additional officer is assigned to the Marshall's Task Force. Work is self-generated based on research as well as detective requests for apprehension of suspects with outstanding warrants. The Fugitive Unit operates a split schedule alternating weeks opposite of the TARU with coverage from 1000 to 0200 hours.

The Fugitive Unit, like many specialized units, can expand or contract based on perceived need and operational direction from law enforcement management. The larger the team, the timelier the potential apprehension of suspects with outstanding warrants. The size of the RPD Fugitive Unit is reasonable for a law enforcement agency of this size.

Recommendations:

Assign 5 officers to the Fugitive Unit to provide the apprehension services currently undertaken. This is equivalent to existing staffing levels; eliminate the 2 vacant positions.

Maintain 1 sergeant position in the Fugitive Unit to provide oversight and supervision.

(7.4) Analysis Information – Intelligence Unit

The Intelligence Unit is composed of 6 detectives who are responsible for Human Trafficking investigations and major threat assessment follow-up as initially identified by the Raleigh Intelligence Center staff or other law enforcement source. With the continuing evolution of RIC, the Intelligence Unit has evolved to predominantly a human-trafficking unit whereby at least 80% of identified workload is related to this important investigative activity. Two (2) additional detectives are assigned to the FBI Child Exploitation Task Force following-up on Internet Crimes Against Children and other related investigations.

Human trafficking has become much higher profile in law enforcement over the last several years and as such a dedicated unit to this activity is warranted. At issue is ensuring it coordinates effectively with other similar services. To that end, the Intelligence Unit should be re-named and re-located to the Drug and Vice Section so that further coordination can occur with the Drug and Vice personnel on these important vice-related issues.

Recommendations:

Rename the Intelligence Unit to the Human Trafficking Unit and re-locate the Unit from the RIC Section to the Drug and Vice Section.

Assign 6 detectives to the Human Trafficking Unit to provide core investigative services, including other vice-related activities warranted in the City. This is equivalent to existing staffing levels.

Maintain 2 detectives assigned to the FBI Child Exploitation Task Force.

Maintain 1 sergeant position in the Human Trafficking Unit to provide oversight and supervision.

(8) Analysis – Youth and Family Services Section (Non-investigative)

The following data reflect information for the Youth and Family Services Section Youth Services Unit and School Resource Officer Program.

(8.1) Analysis Information – Youth Service Unit

The Youth Services Unit is composed of 4 officers and one civilian liaison who facilitate youth outreach through special event coordination such as Summer Kid camp, Shop-with-a-Cop, teaching the 5th grade LEADER program, etc. The civilian liaison staff member typically coordinates support for youth with local businesses. In addition, 5 part-time

retired RPD officers act as mentors throughout the year, assisting with homework, supporting community centers, etc.

The roles and responsibilities of the Youth Service Unit are very progressive, and consistent with Community-oriented Policing and 21st Century policing principles. The existence of such a unit is unfortunately uncommon in many law enforcement agencies throughout the nation; however, the importance of a unit which directly impacts youth positively cannot be underestimated. Resources dedicated to this, both full-time and part-time, sworn and civilian are appropriate and should be considered best practice.

Recommendations:

Assign 4 officers and 1 civilian liaison to the Youth Services Unit to provide core youth services currently undertaken. This is equivalent to existing staffing levels; eliminate the vacant position.

Maintain the 5 part-time officers providing mentorship services to Raleigh youth.

Maintain 1 sergeant position in the Youth Services Unit to provide oversight and supervision.

(8.2) Analysis Information – School Resource Officer Unit

The School Resource Officer Unit is responsible for two major functions operating during the school year. Nine (9) officers are located at the ten public high schools (two are adjoining thus one SRO can provide coverage) to provide core investigative services to School District staff to include hallway and classroom monitoring, calls-for-service response, juvenile counselling, special projects development, classroom instruction, and related. Three (3) additional officers are crossing-guard coordinators that facilitate this program and oversee 56 part-time crossing guards. These coordinating officers also provide back-up and back-fill the SRO positions, as needed, when leave-related or other vacancies occur.

The deployment of one SRO per high school is appropriate and consistent with common practice. As School Resource Officer programs evolve, dedicated middle school SROs are becoming more common; however, this is still the exception as opposed to the rule. The need for 3 sworn crossing-guard coordinators is not necessary. The bulk of this responsibility can be performed by civilian staff. At issue is the back-fill of existing dedicated SROs in the event of absenteeism. This should be readily accomplished in most instances, with appropriate scheduling, by one additional sworn officer. Moreover, the 2 sergeant positions can perform this duty, as necessary.

Recommendations:

Assign 9 School Resource Officers to the Raleigh High Schools (and as necessary other campuses) to provide school resource services currently undertaken. This is equivalent to existing staffing levels.

Maintain 3 crossing-guard coordinators but civilianize 2 of the 3 sworn positions; one sworn position is sufficient to provide SRO back-up.

Maintain 2 sergeant positions in the School Resource Officer Unit to provide oversight, support and back-up.

4 Special Operations Division

The Special Operations Division consists of Special Events/Management and Special operations. The division is led by a major and supported by two Captains. Each of these are divided into sub-units that support patrol operations or perform tasks or assignments that require specialized dedicated staff. Units include Administrative Services, Traffic/K9/Mounted Patrol and the Selective Enforcement Unit.

The following table provides the authorized personnel levels of the Special Operations Division.

| Unit/Division | Auth. | Position |
|--|------------------|---|
| Administration | 1 2 1 | Major Captain Senior Staff Support |
| Selective Enforcement Unit | 1 4 20 | Lieutenant Sergeants Officers |
| Traffic/K9/Mounted | 1 | Lieutenant |
| Crash Reconstruction Unit (CRU) | 1 3 | Sergeant Officers |
| Traffic Enforcement | 1 4 | Sergeant Officers |
| K9 Unit / Mounted | 1 12 | Sergeant Officers |
| DWI Squad | 1 1 | Sergeant Officers |
| Support Services | 1 | Lieutenant |
| Animal Control | 1 10 | Animal Control Supervisor A/C Officer (Non-sworn) |
| Code Enforcement | 1 2 2 1 | Sergeant Officers Inspectors Net Forces Civ. |
| Special Events and Planning | 1 2 | Sergeant Officers |
| Secondary Employment | 1 1 | Sergeant Admin Support |

The following subsections will analyze the current staffing and organization needs of the various functions in the Administration Division.

1. Selective Enforcement Unit

The Selective Enforcement Unit executes search warrants, responds to critical incidents and assists other proactive units. The unit was divided into 3 separate teams, but due to staff shortages it is now comprised of 2 teams. The unit consists of 1 Lieutenant, 3 Sergeants (1 vacancy) and 20 Officers (7 vacancies). The Lieutenant is responsible for the overall operations and planning of the unit. The sergeants serve as team leaders.

The teams work opposite shifts to cover more hours of the day. One team works 8am to 6pm Tuesday through Friday while the other team works 4pm to 2am Wednesday through Saturday. When not engaged in planned operations, SEU officers conduct proactive enforcement activities and assists other units with arrests and surveillance. SEU reported the following performance metrics for 2018:

2018 SEU Activities

| Activity | Number |
|------------------------|------------|
| Guns Seized | 10 |
| Drug Cases | 83 |
| Arrest Warrants Served | 88 |
| Search Warrants Served | 203 |
| Delivery Cases | 63 |
| Protests / SA | 85 |
| Total | 532 |

As the table indicates, the unit was involved in 532 activities during the year or more than one activity per day. Some of the activities like serving search warrants or working a protest can take several hours per event. Actual hours for each activity are not tracked in Raleigh; however, from past experience and detective interviews in the RPD it can be expected that serving a search warrant takes at least 4 hours when considering, briefing, walk throughs, actual service, debrief and post event equipment cleaning and storage. Many search warrants require more time and this does not include pre-search warrant activities of surveillance and operations planning.

SEU is also often used for protest/ demonstrations which utilizes the entire unit for several hours. Even with multiple commitments and operations, SEU officers are proactive resulting in gun and narcotics seizures.

Having a dedicated full-time team of highly trained and equipped officers available to perform higher risk operations and respond to barricades provides the community with a greater level of safety. The team also serves as a flexible force that can be used for many other operations in support of patrol and investigations. As stated earlier, SEU used to have three smaller teams that would combine for larger operations and barricades.

Though this provided more coverage hours, most operations can be completed safely with fewer than 27 officers. The current size of 3 sergeants and 20 officers is adequate for current operations, though adding back 4 officers would provide vacation relief and insure that there are adequate resources for entry and containment on call outs/barricades. Current minimum staffing per the National Tactical Officers Association (NTOA) for basic SWAT operations is 12, though many agencies use more. In RPD this is accomplished by combining smaller teams.

Recommendation:

Maintain current staffing of 4 sergeants and increase officers by 7 for a total of an authorized staff of 4 sergeants and 27 officers in Selective Enforcement.

2. Traffic/K9/Mounted Administration

Traffic/K9/Mounted Administration consists of 1 Lieutenant. The Lieutenant is responsible for the overall operations and planning of the unit. The Lieutenant supervises 4 sergeants. The current span of control for the Lieutenant is 1 to 4 direct reports. This span of control allows the lieutenant to effectively manage/supervise the units under their command.

Recommendation:

Maintain the current staffing of 1 Lieutenant.

3. Crash Reconstruction Unit (CRU)

The Crash Reconstruction Unit (CRU) unit consists of 1 Sergeant and 3 Officers. The Sergeant is responsible for the daily operations of the unit. The officers investigate fatal and serious injury crashes. The officers also investigate officer involved crashes. The unit also assists with crowd control at demonstrations. The following table shows performance metrics for CRU. It should be noted not all activities are tracked.

2018 CRU Activities

| Activity | Number |
|--------------------------------|--------|
| Assigned cases | 40 |
| Call outs | 37 |
| Fatal cases | 31 |
| ABC related cases | 8 |
| Pedestrian cases | 12 |
| Motorcycle cases | 5 |
| Moped / Bicycle cases | 1 |
| Medical cases | 4 |
| MADD presentations | 3 |
| Driver Education presentations | 14 |

As the above table indicates, the Crash Reconstruction Unit is active and responded to a fatal case about every 10 days. Fatal investigations are complex and typically require a team effort to process the scene and to write warrants/subpoenas for evidence. With 40 assigned cases for the year, each officer (3) is assigned an average of 1 case per month. This is a relatively low case load in the project team's experience which can be handled with current resources, though the officers do have other tasks and responsibilities assigned such as outreach and presentations.

Recommendation:

Maintain the current staffing of 1 Sergeant and 3 Officers in the Crash Reconstruction Unit (CRU).

4. Traffic Enforcement Unit

The Traffic Enforcement Unit conducts proactive traffic enforcement on high crash, speeding or traffic complaint locations. The unit works a 4-10 schedule 7am to 5pm, Tuesday through Friday. The following table shows performance metrics for the Traffic Enforcement Unit. It should be noted not all activities are tracked.

2018 TEU Activities

| Activity | Number |
|------------------|--------|
| Traffic Stops | 2062 |
| Citations issued | 1611 |
| Citation Charges | 1853 |
| DWI Charges | 2 |

Most effective traffic safety initiatives utilize some version of the 3 E's of traffic safety: Engineering, Education and Enforcement. The TEU represents the enforcement portion of traffic safety. It is worth noting that the City of Raleigh experienced 17 homicides last year and 37 fatal crashes. More people died from traffic related causes in the last three years than by homicide. Though this not uncommon in many cities, it does indicate RPD could reduce fatalities with more enforcement. RPD has very small traffic enforcement unit for a city of its size – 7 authorized but only 4 filled during our fieldwork period. The following table shows the number of traffic officers assigned to traffic enforcement from some of our recent studies.

| City | Population | # of Officers Assigned | Traffic Officers Per 100,000 |
|--------------------|----------------|------------------------|------------------------------|
| Columbus, OH | 879,170 | 44 | 5.0 |
| Kansas City, MO | 475,378 | 45 | 9.5 |
| Portland, OR | 647,805 | 26 | 4.0 |
| Raleigh, NC | 464,000 | 7 | 1.5 |

As can be seen from the table Raleigh has very few officers assigned to traffic in comparison to other cities that we have studied recently. Traffic enforcement staff are

also important for managing special events in the city. Traffic enforcement staffing needs to be a future focus as the city grows.

Recommendation:

Expand current authorized staffing in the Traffic Enforcement Unit 2 sergeants and 10 officers, an increase of 1 Sergeant and 3 officers.

5. K9/Mounted

The K9/Mounted Unit consists of 1 Sergeant and 10 Officers (2 Vacancies). 2 Officers are assigned to mounted and 8 officers are assigned as K9 handlers. The Sergeant is responsible for the daily operations of the unit. K9 officers are assigned to assist patrol working varied shifts. K9 are dual purpose tracking and narcotic detection. Mounted patrol works high visibility areas downtown and in parks. The following tables show performance metrics for the K9 and Mounted Units. It should be noted not all activities are tracked.

2018 K9 Activities

| Activity | Number |
|------------------------------------|-------------------|
| Calls for Service | 3221 |
| Vehicle Stops | 163 |
| Canine Deployment | 1036 (750 Tracks) |
| Arrest from deployment | 65 |
| Apprehensions | 9 |
| Weapons Seized | 14 |
| Explosive Sweeps (16 bomb threats) | 125 |
| Evidence Searches (Items located) | 63 |
| Canine Demonstrations | 64 |

2018 Mounted Activities

| Activity | Number |
|-----------------|--------|
| Security Checks | 268 |
| Special Events | 12 |
| Demonstrations | 32 |

As the table above indicates the K9 unit responds to approximately 10 calls for service per day, as well deploying their canine approximately 3 times per day. The K9 unit has a high degree of proactivity which has resulted in numerous drug and weapon recoveries as the table, above, indicates. K9s work closely with patrol providing an additional resource to patrol officers.

K9 teams are effective at locating evidence that may not have been recovered using officer searches and they also help mitigate potential danger to officers by leading a search allowing officers to focus on threat areas.

The mounted unit also reported many activities for 2018. The unit used to consist of 4 officers and 4 horses, but has been reduced to 2 officers and 4 horses. As the above table indicates, horses are not used in a proactive law enforcement capacity, but are used for public relations and some demonstrations. Many larger agencies have reduced or eliminated their mounted units because of cost and limited law enforcement activity. Departments that have retained their mounted units, have tended to value their public relations benefit over a strictly law enforcement value. In Raleigh, the mounted unit is popular with the public and the unit has the ability to patrol parks and open spaces.

Recommendations:

Maintain current authorized staffing of 1 sergeant and 8 officers in K9.

Maintain current authorized staffing of 4 officers in the mounted unit.

6. DWI Squad

The DWI Squad consists of 1 Sergeant and 1 Officer (3 vacancies). The Sergeant is responsible for the daily operations of the unit. The unit works as a proactive Drunk Driving (impaired) driver enforcement team. The unit works a rotational schedule of nights and days. The following table shows performance metrics for the DWI Squad. It should be noted not all activities are tracked.

2018 DWI Squad Activities*

| Activity | Number |
|--------------------|---------------|
| DWI Reports | 287 |
| Traffic Stops | 1620 |
| Traffic Violations | 682 |
| Drug Charges | 30 |

*The numbers indicated above are from 2018. The DWI unit now consists of one officer.

As the above table indicates the DWI squad is very active given that they are a 3-person unit with other tasks such as assisting at demonstrations. They average approximately 95 DWI cases per officer per year.

Intoxicated driving enforcement is one key to a safer community as the DWI squad are stopping potential deadly drivers. It is worth noting that DWI stops tend to take much longer than a typical traffic stop which can result in fewer stops per shift. Also, once an intoxicated driver is stopped, investigations and lodging in a jail can take more than 4 hours.

The DWI Squad is effective at finding and arresting intoxicated drivers. The squad performs a needed service that helps to keep the roadways safe through active enforcement.

Recommendation:

Maintain current authorized staffing of 1 sergeant and 4 officers in the DWI Squad.

7. Animal Control Unit

The Animal Control Unit consists of 1 Supervisor and 8 Animal Control Officers (2 vacancies). The unit is responsible for investigating animal-related calls for service. The supervisor is responsible for day-to-day operations of the unit. The Officers (non-sworn) respond to animal-related calls for service, perform investigations, and write reports. The Officers also take animals into custody and transport them to the county shelter when necessary. The Officers work 6:30am to 3pm or 2pm to 10:30pm. The following table shows performance metrics for Animal Control.

2018 Animal Control Activities

| Activity | Number |
|-------------------|--------|
| Calls for Service | 18,350 |
| Reports Written | 1070 |
| Dogs Impounded | 1337 |
| Cats Impounded | 1378 |

As the table indicates each Animal Control Officer is averaging approximately 152 calls for service per month. The unit averages 7.4 animal impounds per day and 50 calls for service per day. Each impound requires transport to the shelter and written documentation. At these levels of response, there is limited capacity in the unit to respond to more calls for service as currently staffed. Moreover, with the current work load, Animal Control has limited opportunity to conduct community outreach and education which can help reduce future calls for service.

Recommendation:

Maintain current authorized staffing of 10 Animal Control Officers and fill the two existing vacancies.

8. Code Enforcement Unit

The Code Enforcement Unit consists of 1 Sergeant, 2 Officers, 2 Inspectors, and 1 Net Forces Civilian. The Sergeant is responsible for the daily operations of the unit. Code Enforcement officers conduct ABC investigations for licenses and issues permits for public events working with the city events office. Code enforcement officers also manage

permits for bingo and massage establishments and investigate tow company complaints and contracts. The Inspectors conduct Taxi operator and vehicle inspections. The Net Forces inspections works with other city departments on inspections on night club / entertainment venues. The following table shows performance metrics for the Code Enforcement Unit.

2018 CEU Activities

| Activity | Number |
|------------------------------|--------|
| Club Inspections (Net Force) | 123 |
| ABC permits | 231 |
| Beverage Permits Processed | 465 |
| One Time Alcohol Permits | 200 |
| Massage Business Licenses | 19 |
| Civil Citations Issued | 118 |

2018 Taxi Inspection and Enforcement

| Activity | Number |
|------------------------------|--------|
| Taxi Driver's | 458 |
| Taxi Companies | 75 |
| Taxi Driver Permits | 211 |
| Owner Permits | 3611 |
| New Driver Tests | 65 |
| Driver Drug Tests | 225 |
| Vehicle Inspections | 249 |
| Weekly Inspections | 25 |
| Complaints Investigated | 21 |
| DMV MVR-314's | 305 |
| Daily Rounds | 85 |
| Citations | 15 |
| SBI Criminal History Reviews | 225 |
| New Driver Classes | 2 |
| Taxi Projects | 3 |

As the above tables indicate, Code Enforcement Unit personnel are highly utilized for a wide variety of tasks. The unit provides critical inspections of alcohol establishments and investigation of permit holders.

Taxi and Inspection sections manages taxi licensing and inspections to insure all taxi drivers, companies and cabs are compliant with state and local laws.

Based on our interviews and workload metrics presented in the above tables, it appears both sections of CEU are at capacity.

Recommendation:

Maintain current Code Enforcement staffing of 1 Sergeant, 2 Officers, 2 Inspectors, and 1 Net Forces Civilian.

9. Special Events and Planning

The Special Events and Planning Section consists of 1 Captain, 1 Sergeant, and 2 Officers. The unit is responsible for planning and coordinating events in the City. The Sergeant is responsible for the daily operations of the unit. One officer is assigned to coordinate road races and one officer is assigned to coordinate other events (pickets/protests). Officers are responsible for posting no parking signs and creating event maps.

2018 Special Events and Planning Activities

| Activity | Number |
|-------------------------|--------|
| Protest/Marches/Rallies | 114 |
| Parades | 8 |
| Major Events | 18 |
| Road Races/Runs/Walks | 71 |
| Special Event Permits | 63 |
| Parks and Rec Permits | 24 |
| Picket Permits | 163 |
| Mobile CP Call Outs | 7 |

As the table indicates, the Special Events and Planning Unit is coordinating and planning events every week. Some of the planning and coordination requires multiple meetings with other stakeholders. The unit has to plan police resources including traffic and crowd control for several large events every year. Additionally, the State Capitol is located in Raleigh, which adds responsibility to RPD for events that are targeted at the legislature, but have impacts on the City. As stated above, many activities require multiple days of planning and requires supervision of the event itself.

The unit is at capacity for current event planning but based on downtown and entertainment district growth will need additional resources in the future.

Current enforcement efforts dedicated to special events would be facilitated by expanding the Traffic Enforcement Unit, as recommended earlier.

Recommendation:

Maintain current staffing of 1 Captain, 1 Sergeant, and 2 Officers.

10. Secondary Employment

Secondary Employment consists of 1 Sergeant and 1 Administration Support Specialist. Secondary Employment coordinates off-duty employment of Officers. The sergeant coordinates off-duty, secondary employment contracts and staffing while the Administrative Support person is the first point of contact for the support services and performs tasks as assigned. Officers earned over \$4.3 million in overtime working 121,480 off duty hours.

The unit is able to stay current on all tasks associated with secondary employment.

Recommendation:

Maintain current Staffing of 1 Sergeant and Administrative Support Specialist.

5 Administrative Services Division

The Administrative Services Division is comprised of multiple functional areas including: Information Services, Recruiting, Crime Reporting Center, Quartermaster, Evidence, Fleet, Records, Training, Human Resources/Court Liaison and Counseling. The Division is overseen by a Commander (civilian) and is supported by a combination of sworn and non-sworn supervisors and managers.

The following table provides the authorized personnel levels of the Administration Division.

| Unit/Division | Auth. | Position |
|--|-----------------------|--|
| Administration | 1 | Commander |
| | 1 | Sr Support Specialist |
| | 1 | Psychologist |
| Information Services | 1 2 4 2 1 | Manager Sr System Analyst System Analyst / Programmer Computer Services Specialist Officer |
| Administration | 1 | Captain |
| Human Resources / Court Liaison | 1 | Sergeant |
| | 1 | Court Liaison |
| Recruiting Unit | 1 | Sergeant |
| | 1 | Sr. Support Specialist |
| | 3 | Officer |
| | 4 | Background Investigator |
| | 1 | Polygraphist |
| Crime Reporting Center | 1 | Sergeant |
| | 1 | Civilian |
| Administration | 1 | Lieutenant |
| <i>Quartermaster</i> | 1 2 | Manager Inventory Assistant |
| <i>Evidence</i> | 1 6 | Manager Evidence Specialist |
| <i>Records</i> | 1 8 | Manager Records Specialist |
| <i>Fleet</i> | 1 | Manager |

| Unit/Division | Auth. | Position |
|--|-------|-----------------------------------|
| | 1 | Supervisor |
| | 4 | Mechanic |
| | 4 | Automotive Services Technician |
| | 1 | Motor Pool Technician |
| <i>Volunteer Programs</i> | 1 | Coordinator (PT, 10 hours / week) |
| <i>Trauma Counselor</i> | 1 | Counselor |
| Training | 1 | Director |
| | 1 | Lieutenant |
| | 1 | Senior Staff Support |
| | 1 | Sergeant |
| | 4 | Officer |
| | | |
| <i>Training Academy</i> | 1 | Sergeant |
| | 4 | Officer |
| <i>Firearms & Tactics</i> | 1 | Sergeant |
| | 4 | Officer |
| | 1 | Armorer |
| <i>Training & Career Development</i> | 1 | Sergeant |
| | 1 | Officer |
| <i>Reality Based Training</i> | 1 | Sergeant |
| | 4 | Officer |

The following subsections will analyze the current staffing and organization needs of the various functions in the Administration Division.

1. Administration Division

The Administration unit includes the functional areas that fall under the Captain of Administration. These functional areas include: Crime Reporting Center, HR/Court Liaison, Fleet, Quartermaster, Property and Evidence, Records, Recruiting, Trauma Counselor and Volunteer Programs. Each functional area is analyzed in an independent section.

(1) Crime Reporting Center

The Crime Reporting Center is comprised of a Sergeant and one civilian position. The operation of the center is augmented by officers who are on light duty or administrative restrictions. The number of staff who are on light duty or administrative restrictions constantly changes and the number assigned to the Crime Reporting Center fluctuates accordingly.

The Crime Reporting Center is responsible for the intake of police reports/incidents through a telephone reporting system and reviewing the City’s online reporting system.

The Center is primarily staffed Monday – Friday between 0730 and 1600 hours. Additionally, staff are responsible for inputting and updating trespass notices, stolen vehicles, seized license plates, and subpoenas. The current approach to utilizing light duty staff to perform these functions is effective and allows patrol officers to focus on the higher priority calls in the field reducing the burden of them taking reports that may not require an officer.

Utilizing a Sergeant to oversee the operations of the Crime Reporting Center is effective considering that staff who are assigned are officers. Also, by having a full-time civilian staff member assigned to the center provides a continuity of operations in the absence of the Sergeant and a minimum of two staff members. Additionally, when the number of officers on light or restrictive duty are reduced, the required tasks of updating trespass notices, stolen vehicles, seized license plates, and subpoenas is completed by full time staff and report taking is transitioned to patrol. The use of light duty/restrictive officers provides a cost-effective approach to taking incident reports in lieu of patrol officers.

Based on two dedicated full-time staff in the Crime Reporting Center and the use of light duty/restrictive officers, the current approach is effective in completing the primary tasks assigned. The use of light duty/restrictive officers in the center to take incident reports, reduces the calls for services that patrol officers must respond to. However, the reduction in calls for service workload for patrol officers is dependent on the number of officers currently on light/restrictive duty and is generally only between 0730 and 1600 hours, weekdays. It is recommended to maintain the current approach to staffing the Crime Reporting Center with a full time Sergeant and civilian, and augment the team by light and restrictive duty officers.

Recommendation:

Maintain the Sergeant and civilian support position in the Crime Reporting Center.

(2) Fleet

Fleet consists of a Manager, Supervisor, 4 Mechanics, 4 Automotive Service Technicians, and a Motor Pool Technician. Fleet is responsible for the management of approximately 950 vehicles and motorized equipment. A total of four mechanics is responsible for the outfitting of specialty, administrative, and unmarked vehicles for the RPD. Additionally, the mechanics will troubleshoot the lights, radios, sirens, and other specialty equipment for all RPD vehicles. Fleet has averaged 105 builds over the past two years, with approximately 40 - 60 completed in-house. Mechanics also oversee the contracted up-fitters who complete their build at the police garage.

The average buildout for a specialty, administrative, and unmarked vehicle averages between 35 and 50 hours, depending on the vehicle type. Based on the average of completing 50 in-house builds per year, approximately 1.5 to 1.6 mechanics are needed

to complete buildouts. Additionally, mechanics are responsible for decommissioning a vehicle and removing all relevant parts before the vehicle is sold. Therefore, a total of two mechanics should be maintained that is responsible for outfitting and decommissioning RPD vehicles.

One mechanic is generally assigned to troubleshoot in-service vehicles and conduct quality control/assurance on the contractor-built vehicles. At the time of the initial interviews, there were a total of three vehicles in the shop for troubleshooting, and contractors were building a total of six vehicles. Staff indicated that they do not necessarily track the workload associated with troubleshooting, especially if it is a minor or quick fix. Additionally, quality control/assurance time estimates range depending on the phase of the build, and if new or repurposed equipment is used. Therefore, it is challenging to account for the work associated with this mechanic. One mechanic should continue to be assigned to perform quality control/assurance duties and be available to troubleshoot issues with in-service vehicles.

Finally, one mechanic is in charge of overseeing the parts supply in conjunction with the supervisor. Fleet maintains a robust part supplies for outfitting new vehicles and troubleshooting in-service vehicles. For a fleet with 950 vehicles, having a dedicated parts staff member is best practice and ensures that parts and supplies are properly inventoried.

Based on the average daily workload, a total of four mechanics is appropriate when accounting for their assigned duties, workload, and net annual availability.

The four technicians are responsible for shuttling vehicles between the various Districts to the City's Maintenance facility. Based on the decentralized operational approach of the RPD, it is advantageous to utilize the technicians to shuttle vehicles for maintenance versus officers taking their vehicles to the shop for service. This approach allows officers the ability to be on patrol versus taking their patrol vehicles to the garage for service.

Alternatively, Fleet may consider transitioning all vehicle upfits to a contractor, which could reduce the number of mechanics to one. Additionally, the RPD may consider utilizing the City's fleet for upfits and shuttling vehicles between the districts and garage. In this scenario, the RPD would need to maintain two staff to oversee the procurement of vehicles and equipment and management of the fleet to ensure proper preventive maintenance is performed. These tasks are currently performed by the Manager and Supervisor respectively. However, this approach would increase the staffing needs of the City's garage to handle tasks that are currently handled by RPD Fleet staff. Also, a transition to the City's garage may decrease the level of service the RPD has grown accustomed too.

Recommendation:

Maintain the current staffing allocation of a Manager, Supervisor, 4 Automotive Service Technicians, and a Motor Pool Technician in Fleet.

(3) Human Resources/Court Liaison

Although City Human Resources manages the electronic human resources software systems (PeopleSoft and NEOGOV) for the City, the Police Department has its own Human Resources position responsible for processing personnel forms for the Police Department. This function is responsible for processing personnel forms for new hires, separations, leaves of absence, and other related employment conditions through the centralized software systems, and is also responsible for maintaining physical personnel records of all department staff.

Human Resources is also responsible for managing the department's organizational charts and position control roster, in addition to several other collateral assignments such as managing the department internship program and compiling workforce statistical reports for management.

Currently there is only one position assigned to Human Resources, which has been assigned to a Sergeant for several years (but the actual incumbents have rotated periodically). Although the staffing level is adequate for the job responsibilities assigned, human resources functions are typically more appropriately assigned to civilian personnel with specialized training in human resources administration. This Sergeant position should be civilianized to more appropriately assign these responsibilities to a professional civilian, and possibly make available the Sergeant position for other operational needs requiring sworn expertise. This position should be reclassified as Supervisor.

It is important to add that the Human Resources Sergeant oversees the department's Court Liaison. This is one civilian position primarily responsible for coordinating and monitoring court appearances of department personnel, as well as serving subpoenas to police officers. Staffing should remain at one position for this function.

Recommendation:

Civilianize the Sergeant position in Human Resources to a Supervisor.

(4) Property and Evidence

Property and Evidence is responsible for the processing, storage, and disposal of all evidence collected by the RPD. This includes the packaging of evidence that is submitted to the SBI for processing and analysis along with the logging of returned evidence back

into the RPD's custodies. Property and Evidence is staffed by a Manager and 6 Evidence Specialists. The following table outlines the past three years of workload.

Property and Evidence Workload

| Type | 2016 | 2017 | 2018 |
|------------------|--------|--------|--------|
| Intake - Cases | 12,947 | 14,157 | 13,816 |
| Intake - Items | 64,735 | 70,785 | 69,080 |
| Disposed - Cases | 9,915 | 5,261 | 12,239 |
| Disposed - Items | 49,575 | 26,305 | 61,195 |
| Lab Submissions | 1,250 | 1,180 | 1,185 |

The number of items disposed of in 2017 was down significantly due to vacancies within the Unit. Ideally, the number of items disposed of is approximately equivalent to the number of new items that were processed in. However, this is not always achievable due to staffing levels and changes to evidence retention laws.

In order to determine the staffing needs for Property and Evidence, the project team assigned average times per task to intake, disposal, and lab submissions and determined the total work hours required. The project team utilized a per item metric as some cases may have only a few items and other cases may have hundreds of items. Then an availability factor of 75% was applied to the workload to account for staff's availability to perform their duties. The following table outlines the workload and staffing needs for Property and Evidence.

Property and Evidence Staffing Needs

| Type | 2018 | Time Per Item (Mins) | Total Hours |
|---------------------------------|----------------|----------------------------|----------------|
| Intake - Items | 69,080 | 5 | 5,757 |
| Disposal - Items | 61,195 | 3 | 3,060 |
| Lab Submission | 1,185 | 60 | 1,185 |
| Total | 131,460 | | 10,001 |
| <i>Staff Availability (75%)</i> | | | <i>1,560</i> |
| Total Staff Need | | | 6.4 |

A total of 6.4 Evidence Specialists are needed to complete the current workload. When accounting for full time positions, a total of 7 Evidence Specialists are needed and this will provide additional support for the unit to catch up on the existing backlog of evidence disposal. This is an increase of 1 authorized Evidence Specialist position.

Recommendation:

A Manager and 7 Evidence Specialist positions are recommended for Property and Evidence. This is an increase of 1 authorized Evidence Specialist position.

(5) Quartermaster

The Quartermaster includes a Manager and two Inventory Assistants and is responsible for ordering the supplies, uniforms, and personal equipment (except firearms) for all RPD personnel. Staff manage the warehouse and are responsible for management and inventory of supplies in the warehouse and also maintaining records of inventory distributed to staff. Inventory management includes ensuring that equipment that has an expiration date (e.g. ballistic vests) are replaced at appropriate thresholds. Also, staff are responsible for the proper disposal (or destruction) of returned equipment.

The current allocation of staff allows for the proactive monitoring of inventory needed to properly outfit the force and provides sufficient staff back up in the event that the other Inventory Assistant is absent. Furthermore, one Assistant focuses on maintaining the current warehouse and inventory and the other Assistant primarily works with customers to procure new and/or replacement equipment, measuring, ordering, etc. The Manager position is primarily responsible for the research and procurement of new equipment and conducting inventory audits.

In the project team's experience, the quartermaster functions vary by department, but generally a full-time employee is needed for every 250 and 400 sworn personnel. This range is broad based on the operational approach of the organization (e.g. keep more inventory in stock, commonality of equipment issued to the force, inclusion of firearms inventory, etc.). Based on the current approach of maintaining a significant inventory, and issuing similar equipment to most staff, the 1:400 ratio is reasonable. The current staffing level of two Inventory Assistants is adequate to provide quartermaster functions. The Manager should be maintained to conduct ordering, inventorying, and serve as a backup for staff when absent and maintain extended business hours for night shift patrol officers.

It is recommended to maintain the position of Manager and two Inventory Assistants for the Quartermaster.

Recommendation:

Maintain the position of Manager and two Inventory Assistants for the Quartermaster.

(6) Records

Records is responsible for the maintenance of the RPD's records and includes reviewing police and incident reports, uploading reports to the records management system, responding to record and report requests, and digitizing historic records. In order to determine the staffing needs of Records, the project team analyzed the past 12 months of workload for the major tasks completed by staff, applied an average time per task and

determined the total time required to complete these tasks. Then an availability factor of 75% was utilized to account for when staff are not available to perform their duties (vacation, sick leave, training, holidays, etc.) to determine the total number of staff needed.

Records Staffing Needs

| Task | Annual Total | Time Per Task (Minutes) | Total Time (Hours) |
|---------------------------------|----------------|-------------------------|--------------------|
| Arrests Linked | 16,219 | 5 | 1,352 |
| Accident Reports | 31,985 | 5 | 2,665 |
| DWI Errors | 338 | 10 | 56 |
| Duplicates Merged | 22,898 | 5 | 1,908 |
| Expungements | 1,535 | 45 | 1,151 |
| NIBRS Reviewed | 100,843 | 0.5 | 840 |
| Background Check | 583 | 15 | 146 |
| Calls for Service | 1,074 | 2 | 36 |
| Crash Report | 4,821 | 10 | 804 |
| Incident Report | 6,168 | 10 | 1,028 |
| Notary | 264 | 5 | 22 |
| Other Response | 4,722 | 5 | 394 |
| Total | 191,450 | | 10,402 |
| <i>Staff Availability (75%)</i> | | | <i>1,560</i> |
| Total Staff Need | | | 6.7 |

Incorporating annual availability for the workload requires a total of 6.7 Specialists. This does not take into account the workload associated with digitization of historic records. In 2018, 352,000 files were digitized. Staff scan files upon the completion of the daily reconciliation of reports, expungements, open records requests, etc. Records should maintain the current staffing level of 8 Specialists to handle the current workload and allow for the continued digitization of historic records.

Recommendation:

Maintain the Records Manager and 8 Records Specialist positions in Records.

(7) Recruiting Unit

The recruiting unit is comprised of a Sergeant, 3 Officers, 4 Background Investigators, a Polygraphist, and a Sr. Support Specialist. The Sergeant is responsible for the day to day operations of the unit and the overall coordination of recruiting activities. The senior support specialist is the first point of contact for the unit and performs administrative tasks. The Officers assist with recruiting events and responding to employment enquiries. The backgrounders are part-time and perform background investigations on both sworn and

non-sworn applicants. The polygraphist performs polygraphs on police department applicants.

The primary function of the recruiting unit is to find qualified police applicants for the police department. This is done through in-person recruiting, answering calls from interested prospective employees attending recruiting events, and producing recruitment materials. The officers also help the applicants through the process by coordinating different parts of the hiring process.

The unit was successful in recruiting 27 recruits in the last academy class with 2 full-time recruiters and a sergeant. The unit was able to attend 142 events in 2018, though they missed some events due to limited staff. With the recent vacancy being filled the unit should have extra capacity to attend more recruiting events and be more proactive with recruiting efforts.

Recruiting also maintains a webpage on the RPD website with helpful information for prospective applicants. However, in our review of other social media, we did not find a significant social media presence for recruiting. The RPD Facebook page has over 21,000 followers, but there was no recruiting information posted in the last 3 months. Many departments are taking advantage of the low-cost use of social media to recruit and are also using multiple platforms such as Facebook, Instagram, and LinkedIn to continually message. The Department Facebook account has a great mix of positive stories about RPD, its officers and events. Adding recruiting information on regular basis could help increase the applicant pool.

The recruiting environment for police candidates is very competitive in today's employment marketplace because of extensive negative media attention and a competitive private employment market. To improve recruiting, RPD should work to achieve pay parity with other local municipalities such as Cary where the starting salary for a police officer is \$46,633, while Raleigh's is approximately \$4,000 less starting at \$41,068 with a three percent raise to \$42,300 upon completion of the Academy. The department should enhance its social media presence, and increase the number of recruiting contacts through events and other outreach.

The project team also noted that the recruiting office is not located in a secured area of the building accessible by elevator, which could limit potential community recruitment opportunities, and there is no specific recruiting budget to create more professional outreach. Additionally, RPD utilizes rotating shifts that flip from days to nights every 28 days. Rotating shifts can discourage potential officers from applying to work at RPD or from laterally moving into the department.

Rotating shifts are used in many jurisdictions. However, there is significant evidence that this is an unhealthy practice. There are several studies which are cited in the following periodicals:

- Journal of Organizational Behavior Sept. 1992
- Journal of Hypertension October 2017
- American Journal of Public Health, July 1992
- Journal of Internal Medicine, January 2007

Studies cited in these periodicals show increased hypertension, increased body fat, and high blood pressure for employees who work rotating shifts. In addition, studies indicate that personnel assigned to rotational shifts have increased reaction time and higher error rates than personnel not assigned to rotational shifts. This is a significant safety issue.

Recommendations:

Maintain current authorized staffing of 1 Sergeant, 3 Officers, 4 (part time) Back Ground Investigators, 1 Senior Administrative Support Specialist, and 1 Polygraphist.

Increase Social Media presence for recruiting.

Establish a recruiting budget.

Reconsider a rotational shift policy.

(8) Trauma Counselor

The RPD is proactive in providing psychological and counseling services to non-employees who have experienced trauma related to a police incident. Similarly, the RPD provides counseling services to their own employees through a Psychologist who reports to the Commander. In order to maintain a consistent approach to the mental health needs, both inside and outside the organization, it is recommended to move the Trauma Counselor to report directly to the Commander.

Recommendation:

The Trauma Counselor should report directly to the Administration Services Commander.

(9) Volunteer Programs

The RPD has a volunteer program, which currently includes approximately 40 volunteers who support the department in a variety of ways. Volunteers provide support to the department by serving as community officers, assist with traffic/crowd control, special events, and other areas where their specific skill set is beneficial. The Volunteer Program is overseen by a part-time Coordinator who works 10 hours per week.

A volunteer program is an elective program for any law enforcement agency and provides valuable services to the department and the community. The volunteer program should be maintained and grow as RPD administration deems appropriate and based on the level of service desired.

Recommendation:

Maintain the Volunteer Program and the part-time staff dedicated to providing oversight of the program.

(10) Organizational Structure Analysis

The Administration unit is overseen by a Captain and supported by a Lieutenant that oversees Fleet, Property and Evidence, Quartermaster, and Records functions. The majority of staff that fall under the Captain and Lieutenant are non-sworn positions and the only two units that are recommended to maintain sworn staff is the Crime Reporting and Recruiting units. The project team recommends transitioning the Captain and Lieutenant positions to civilian Director positions. Transitioning to civilian directors will better align with the organizational structure of Information Services and Training units which fall under Administrative Services.

As part of the reclassification of the Captain and Lieutenant, the organizational reporting structure should be realigned. A total of eight functional areas are recommended to report to the Captain and/or Lieutenant. Four of the units report directly to the Captain, while the remaining four units report to the Lieutenant, who reports to the Captain. In order to provide a more consistent organizational span of control, the Recruiting Unit, Human Resources, and Crime Reporting Center should report to one civilian Director. The other Director should oversee the operations of Fleet, Property and Evidence, Records, Quartermaster, and Volunteer programs.

Recommendation:

Transition the Captain and Lieutenant to civilian Director Classifications. One Director would oversee the Recruiting Unit, Human Resources, and Crime Reporting Center. The second Director would oversee Fleet, Property and Evidence, Records, Quartermaster, and Volunteer programs.

2. Information Services Division

Information Services provides a range of technical support for the Police Department including programming support, database management, server and network maintenance, and managing equipment for all police facilities, vehicles, and individually assigned equipment, such as radios, laptops, and cell phones. Information Services must also lead all special projects when it comes to implementing new software and hardware

for the department, and operate a digital help desk to respond to department personnel requesting a range of technical assistance.

At the start of this consulting engagement, Information Services had 10 positions including the Manager, two Senior Systems Analysts, four Systems Analysts/Programmers, two Computer Systems Specialists, and a Sworn Sergeant who serves as a subject matter expert. Although workload measures were unavailable regarding the time spent on the range of technical support services, Information Services did share a query of work orders from the digital help desk. In 2018, there were 325 official work order requests for assistance, and about an additional 120 requests for minor issues such as resetting passwords or clearing queues in printers. At about 565 requests for assistance each year, each of the nine line-level staff handle an average of 63 requests for assistance on an annual basis. Information Services staff should begin monitoring the time it takes to complete other major proactive assignments to establish a baseline of staff performance that may help to inform staffing adequacy in the future. In the absence of comprehensive workload measures, staff reported no performance issues related to staffing levels, nor were there complaints from other department staff regarding the performance of Information Services due to staffing availability.

It is also important to note that Information Services staff expressed concern over the amount of time required from technical staff to respond to video footage requests from body worn cameras; however, during the course of this engagement, the department created two additional positions to assist specifically with body worn camera footage requests. Information Services should monitor and record the volume of requests received per month and year, and the amount of time it takes to fully respond to each request to establish parameters in which to evaluate staffing adequacy for this program to review and retrieve video footage.

Recommendation:

Information Services should maintain current staffing levels, but adopt specific workload measures to track the volume of activity and length of time it takes to complete major tasks so that a baseline can be established in which to better assess staffing adequacy in the future.

3. Training Division

Training consists of four sections: Training Academy, Firearms and Tactics, Training and Career Development and Reality Based Training. Training is led by a director who is supported by a Lieutenant and a Senior Support Specialist. Each of the training sections is led by a Sergeant.

(1) Training Administration

The following issues were reviewed in the administration of training in the Raleigh Police Department:

- There is very little civilian administrative support in training which results in sworn staff performing data entry and other administrative tasks that do not require specific law enforcement training.
- Training does not have consistent record keeping for all sections, so performance metrics, the number of classes taught, number of students or total number of hours of training delivered or received is not readily available. In-service training is 40 hours; however, many officers received additional training. The project team was unable to determine the total number of hours training for the department or specific units.

Overall, training is well-regarded by members of the department, with over 88% of employees surveyed agreeing or strongly agreeing with the statement “Current training programs provide me with the necessary skills to effectively do my job.” This strong acknowledgement indicates that training is performing well within the department.

Recommendations:

Add an administrative support specialist to Training that would be shared with other training sections and provide a point of contact when entering the facility.

Utilize training software that can better track training delivered.

(2) Training Academy

The Training Academy is comprised of 1 Sergeant and 4 Officers. The Training Academy is responsible for training new officers to meet state BLET standards. The Raleigh BLET academy far exceeds state requirements of 640 hours by providing 1,248 hours. Additionally, CIT is taught in all current academies, which is best practice. The Training Academy relies on a training cadre of approximately 100 collateral duty instructors. The officers assigned to the academy, teach classes and are also responsible for the daily coordination of activities.

The Training Academy typically runs two academies per year of approximately 40 students (when full). As mentioned previously, the last recruit class had only 27 students, which is below the necessary amount to meet current turnover.

The sergeant is responsible for coordinating the BLET academy and supervising instructors who coordinate the FTO program. This is more responsibility and tasks than

is typical for similarly-sized agencies. Though larger (944 Sworn for Portland), the Portland Police Bureau utilized 1 full time Sergeant and 2 Officers to run the FTO program and 1 Sergeant and 2 Officers to coordinate the academy. The FTO program requires documentation and coordination to be successful, and with only one sergeant who also oversees the Training Academy, this is a difficult task to accomplish. To reduce the number of tasks and responsibilities for one sergeant, a second dedicated FTOsergeant should be added.

Training Academy has only one civilian support staff who is responsible for answering phones, greeting visitors and other administrative functions. With limited support, many administrative tasks are performed by sworn personnel such as ordering supplies, filing paperwork and data entry. The number of recruits in the FTO program fluctuates; however, with current and future staffing shortages the department will need full time FTO coordination to ensure that field training in properly documented and coordinated.

The Training Academy is currently located separately from other training units, though a new building is designed that will co-locate all of training. Having all of training co-located should add additional support for training and increase coordination between sections.

Recommendations:

Add a dedicated FTO Sergeant for a total of two sergeants assigned to the Training Academy.

Add a second support specialist to the Academy for a total of two support specialists (1 senior support specialist).

(3) Firearms and Tactics

The Firearms and Tactics section consists of 1 Sergeant, 3 Officers (1 vacancy) and 1 Armorer. Firearms and Tactics is responsible for training new officers in basic firearm marksmanship to meet state BLEET standards and providing tenured officers additional/in-service firearms training. The unit also coordinates qualifications for the department.

Our interviews indicate that the Firearms and Tactics Section is able to meet all current training demands with current staffing and the use of collateral instructors.

Recommendation:

Maintain Current Authorized staffing of 1 Sergeant, 4 officers (1 current vacancy) and 1 Armorer.

(4) Training and Career Development

The Training and Career Development section consists of 1 Sergeant and 1 Officer. Training and Career Development is responsible for coordinating advanced training for officers who want to further their skills in specific subjects. The sergeant is also responsible for updating the education attainment records so that officers are reimbursed for expenses and receive education incentive pay. The Officer assigned teaches classes and coordinates training.

Some of the tasks performed by the unit are administrative or data entry and do not require specific law enforcement training. Like other sections in training, there is no administrative support, which should be augmented by the recommended increase in an Administrative Support Specialist position as discussed previously.

Recommendation:

Maintain Current Authorized staffing of 1 Sergeant and 1 Officer in Career Development.

(5) Reality Based Training

Reality Based Training consists of 1 Sergeant and 4 Officers. Reality Based Training is responsible for training new officers and providing tenured officers' in-service training. Reality Based Training focuses on subject control and arrest tactics, driving and patrol tactics.

The section provided 1,238 hours of instruction from January 1st, 2019 to June 18, 2019. Classes included:

- Room Clearing
- Body Worn Camera
- Taser
- Crowd Management
- SCAT
- Active Shooter
- Patrol Bike
- Beat Management
- Mobile Filed Force
- Train the Trainer
- Role Player Development

Additionally, the unit provided 350 hours of instruction to Academy Classes. Not included in the above hours are class preparation time to develop and enhanced training curricula.

The Reality Based Training section is able to meet all current training demands with current staffing and the use of collateral instructors.

Recommendation:

Maintain Current Authorized staffing of 1 Sergeant and 4 Officers in Reality Based Training.

6 Office of Professional Standards

The Office of Professional Standards is responsible for investigating complaints, maintaining accreditation and auditing police functions and assets. The Office of Professional Standards is led by a Major who is supported by a Captain and an Administrative Support Specialist. The Office of Professional Standards is divided into two main areas: Inspections and Accreditation and Internal Affairs.

The following table provides the authorized personnel levels of the Administration Division.

| Unit/Division | Auth. | Position |
|------------------------------------|-------|---------------------------|
| Administration | 1 | Major |
| | 1 | Captain |
| | 1 | Admin Support |
| Inspections - Accreditation | 1 | Lieutenant |
| | 2 | Sergeant |
| Internal Affairs | 1 | Lieutenant |
| | 2 | Sergeants |
| | 2 | Civilians (Transcription) |

The following subsections will analyze the current staffing and organization needs of the various functions in the Administration Division.

1. Administration

The Administration includes the functional areas that fall under the Major and Captain that is supported by an Administrative Support Specialist. The Major is responsible for the overall operations of the unit. The Major also adjudicates all complaints and confers with HR and Attorney. The Captain oversees the two lieutenants, plans and assigns work, maintains the IAPro database, and tracks use of force. The Administrative Support Specialist is assigned tasks and is a point of contact for the unit.

Though one over one reporting relationships are generally discouraged because there is a very limited span of control, in this case there is a clear separation of tasks between the Major and the Captain.

Professional Standards reported the following performance measures:

- The RPD received 49 complaints in 2018 (though larger, Portland Police Bureau reported 492 complaints for the same period).

- There were 23 internal complaints and 26 external.
- 46% of community complaints were sustained and 73% of internal complaints were sustained.

The previously listed performance measures indicate:

- There are few complaints for a department of this size.
- There is a high degree of internal accountability with 46% of all complaints being initiated internally.
- Complaints are thoroughly investigated with a high number resulting in sustained findings.

RPD utilizes Blue Team in IAPro which is an early warning/intervention system. The department closely monitors use of force, crashes and other performance issues which is best practice. Department policies are posted online which is also best practice.

The Internal Affairs number is listed on the RPD web page, but there is no direct link to fill out a complaint or compliment. Several agencies allow community members to initiate a complaint or compliment online. This allows community members more access to the process at a time that may be more convenient to them. It also allows them to document a complaint or compliment while the incident is “fresh” in their mind. Two examples of departments that have online IA reporting are Portland Police Bureau and Oakland Police Department.

Recommendation:

Maintain current Professional Standards staffing of Administration with 1 Major, 1 Captain and 1 Support Specialist.

Add online complaint and compliment reporting to Professional Standards.

2. Inspections - Accreditation

The Inspections – Accreditation section is responsible for performing audits of department activities and functions, as well as maintaining documentation for accreditation. The section consists of 1 Lieutenant and 2 Sergeants. The Lieutenant is responsible for the daily operations and assignment of work. The Sergeants maintain files for accreditation and perform audits of department functions. Sergeants monitor the destruction of property and evidence that is no longer needed and perform audits of the property room.

Inspections/Audits perform the following Audits/Inspections:

- Evidence – Quarterly
- Informant Funds
- Asset Forfeiture
- Quartermaster
- K9 (Training narcotics)
- Secondary Employment
- Body Worn Camera (Random)

Audits are performed on the property room quarterly and annually to verify evidence and property is accounted for. The property room audits review documentation, perform limited item audits with an emphasis on high value items, narcotics, cash and weapons. The unit also audits informant funds and other functions within the department.

The department is CALEA accredited, which requires the department to continually update policies and procedures and maintain documentation to verify the department is in compliance with CALEA recommendations.

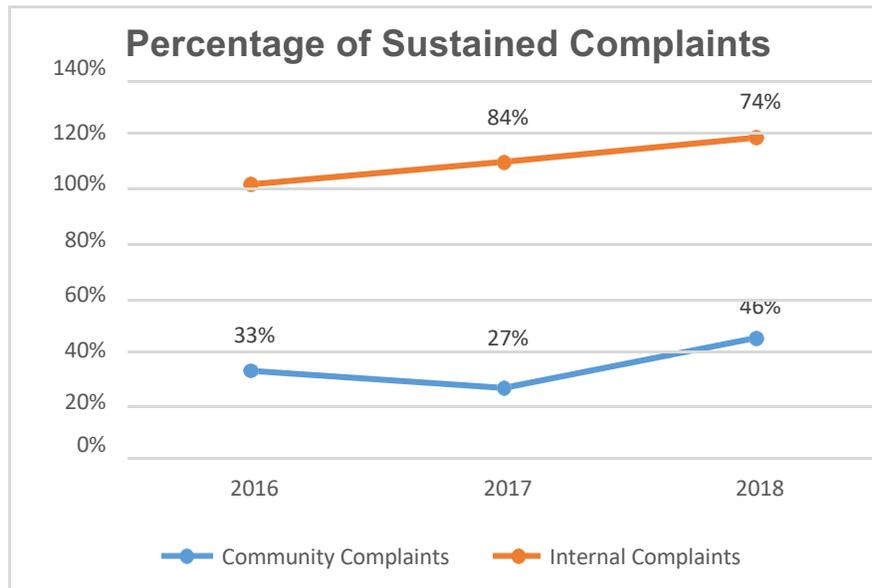
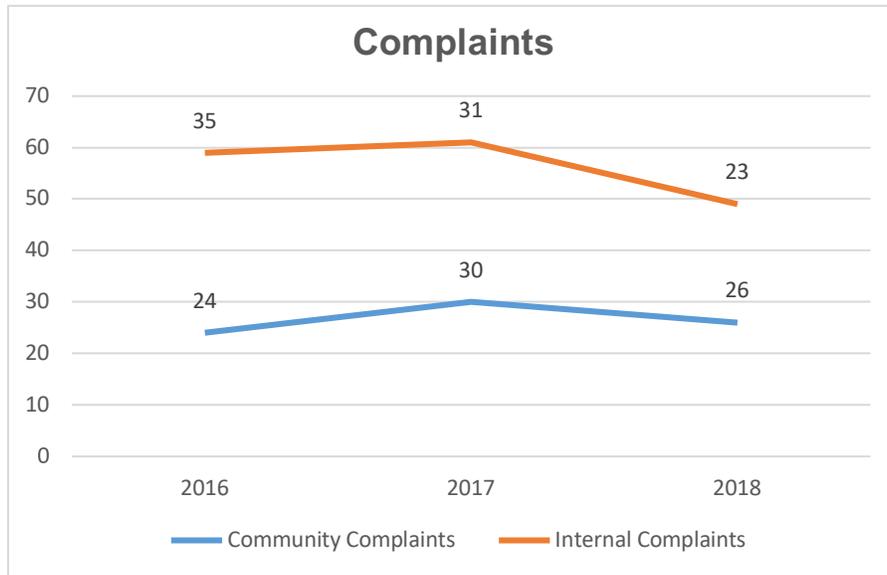
Interviews with staff indicated that the Inspections and Accreditation section is able to meet inspections and audit workloads with current staffing, though at times there can be some backlog.

Recommendation:

Maintain current staffing of 1 Lieutenant and 2 Sergeants in Accreditation.

3. Internal Affairs

The Internal Affairs section is responsible for conducting all complaint investigations. The section consists of 1 Lieutenant, 2 Sergeants and 2 Transcribers. The section reported the following performance measures for previous three years:



As can be seen in the graphs above, the number of complaints has decreased over the last 3 years. Using the above data, the section reported the following performance measures for 2018:

| Number of Sergeants | Complaints in 2018 | Average per month | Average per Sgt. Month |
|---------------------|--------------------|-------------------|------------------------|
| 2 | 49 | 4 | 2 |

The above table indicates each sergeant averaged about 2 cases a month to investigate. The sergeants have other tasks as well, but with an average of only 2 cases a month the current staffing is adequate.

Based on the current approach to Internal Affairs, the current staffing is adequate.

Recommendation:

Maintain the current Internal Affairs staffing of 1 Lieutenant, 2 Sergeants and 2 Transcribers.

7 Office of the Chief of Police

The Chief’s Office provides overall direction, guidance and leadership for the Police Department. The Chief has responsibility for every area of the organization and ensures that all employees perform their jobs in accordance with the overall mission of the Department and in accordance with the established values. Reporting directly to the Chief are the two Deputy Chiefs (Administrative & Operations), the Finance Unit, the Public Affairs Office, Research and Planning, and several individuals including a Special Assistant to the Chief, Administrative Assistant, and Community Policing Coordinator. There is an Office of Professional Standards under the Chief; however, this Office will be discussed in its own section of this report. In addition, two Police Attorneys provide legal support to the Police Department, but they report to, and are budgeted under, the City Attorney.

The following table provides the authorized personnel levels within the Chief’s Office.

| Unit / Division | Auth. Position |
|------------------------------|---|
| Chief | 1 Chief 1 Deputy Chief (Administrative) 1 Deputy Chief (Operations) 1 Administrative Assistant 1 Community Policing Coordinator 1 Special Assistant to Chief |
| Research and Planning | 1 Research and Planning Sergeant 1 Research and Planning Specialist |
| Finance Unit | 1 Fiscal Manager 1 Police Grants Manager 1 False Alarm Coordinator/Facilities Manager 1 Fiscal Analyst 2 Budget Specialist |
| Public Affairs | 1 Public Information Officer (Civ.) 2 Senior Public Affairs Specialist 1 Communications Specialist 1 Public Affairs Officer (Sworn) |

The following subsections will analyze the current staffing and organization needs of the various functions in the Chief’s Office.

1. Chief's Office

Outside of Planning and Research, Finance, and Public Affairs, the Chief has three direct reports that provide administrative and executive support to the Chief without overseeing their own divisions or units.

The first is an Administrative Assistant to the Chief's Office. This is the only clerical position in the Chief's Office who provides general administrative office support. Staffing adequacy is not based on specific workload measures that can be scaled. Based on the size of the Chief's Office, there is no recommendation to adjust this staffing level.

The Chief also has two special positions reporting to her, including a Community Policing Coordinator and Special Assistant to the Chief. These are not common positions in the Police Department whose capacity can be measured and scaled based on common workload measures. These positions provide analytical and administrative support for special projects and programs.

2. Deputy Chiefs' Executive Officers

The Chief's Office is lean when it comes to administrative support staff, as the Chief has an Administrative Assistant and Special Assistant. However, the Deputy Chief positions have very limited administrative support to complete their tasks and occasionally rely on the Chief's Administrative Assistant for support. In order to provide increased support to the Deputy Chiefs, it is recommended to create the position of Executive Officer. The Executive Officer positions would be direct reports to each Deputy Chief.

The Executive Officer would be able to support the day-to-day operations of the Chief's Office and specifically the two Deputy Chiefs. The role of the Executive Officer is to provide administrative and staff support to the Deputy Chief. The executive officers would conduct follow up on behalf of the Deputy Chiefs, review reports and perform tasks on behalf of the Deputy Chiefs. Additionally, the executive officers could assist on special projects as assigned, attend community events, and represent the Office of the Chief in the absence of the Chief or Deputy Chief. Executive officers often handle repetitive but necessary tasks that would fall to the Deputy Chief. Well trained executive officers are able to handle many daily tasks, produce reports and conduct requested follow up leaving the Deputy Chiefs more time for long term planning and strategic management. Furthermore, the creation of an Executive Officer position will serve as a development opportunity for emerging leaders and provide increased succession training for staff. The Executive Officer position should hold the rank of Lieutenant.

Recommendation:

Create the position of Executive Officer (Lieutenant) to provide support to the Deputy Chiefs. A total of two Executive Officers positions are recommended.

3. Research and Planning

Research and Planning consists of two positions: a Sergeant supported by a civilian Research and Planning Specialist. This unit is responsible for conducting organizational and operational analytics to assist management with long term planning to effectively achieve operational goals. Staff conduct best practice and peer benchmarking research on ways to improve business processes, such as community policing strategies. This unit also assists in presenting research and information to command staff for select policy priorities of the Chief.

These positions are unique analytical roles and support the entirety of the Police Department. Workload capacity is not measured and scaled based on common workload measures. There is no recommendation to adjust these staffing levels at this time. However, it is important to note that analytical roles like this are typically served by specialized civilians. The current incumbent Sergeant leading this unit does maintain a higher education and specialized background in research, but it is recommended that should this particular incumbent rotate or vacate this position, this role is civilianized. This will also provide increased continuity in the position as the Sergeant position currently rotates on a semi-frequent basis.

Recommendation:

Maintain staffing levels for Research and Planning, but civilianize the Sergeant position when the current incumbent vacates the position.

3. Finance

Finance is led by a Fiscal Manager supported by three fiscal and budget analysts, and two specialized positions for grant management and false alarm and facilities management.

Many of the core functions of the unit are administered by a Fiscal Analyst and two Budget Specialists. These positions share responsibilities in providing contract support, reviewing and approving invoices, purchase orders, and purchasing card transactions. The Fiscal Analyst is also classified to provide analytical support for department-wide financial planning. These are unique positions for the department, and their workload capacity is not easily measured by a simple performance measure since they support a range of administrative and financial duties. These positions should scale to the current size of the department since staff did not report any performance issues with the current level of staffing. In Fiscal Year 2019-20, the department budgeted for 901 full-time equivalent employees, which means that each of these fiscal and budget analysts are supporting an average of 303 employees. There is no recommendation to adjust staffing levels at this time, but management should monitor and record performance issues that might relate to staffing deficiency, including delays in reviewing approving expenditures, mistakes or

errors in processing expenditures, inability or delays in reviewing and supporting RFP development and contract administration, and ability to assist management in monitoring the department's budget. As the department grows, and as performance issues arise, management can then consider when it is appropriate to scale these positions to the entire department as necessary.

Under the Fiscal unit there is also a Police Grants Manager who solely focuses on researching, applying for, and monitoring grants received by the Police Department. The Manager is also responsible for compiling compliance reports as required by grantees and donors. This position is unique, whose capacity is measured by the number of grants managed and applied for at a given time. There is no recommendation to adjust staffing levels for this function at this time. However, grant functions may need to increase if the RPD were to receive a significant uptick in the number of grants or grants that have a complex reporting component.

The last specialized function in Finance is the False Alarm Coordinator/Facilities Manager – a single incumbent managing two separate programs. As the False Alarm Coordinator, the incumbent is responsible for monitoring daily reports of false alarms and determining whether to bill and pursue penalties. The incumbent must also compile monthly and annual reports of false alarm activity for the Chief and command staff. In addition, the incumbent serves as the Facilities Manager for the Police Department. Responsibilities include managing the department's lease agreements for police facilities located within private property, as well as serving as a liaison with City Real Estate/Engineering Services for police facilities located on City property. This is a unique role not found throughout the police department, and capacity is not easily measured through workload measures, particularly since the incumbent is administering two specialized programs. Without data, the incumbent has reported being able to handle the workload and no performance issues have been reported regarding this staffing arrangement. There are no recommendations to adjust staffing at this time. However, when the incumbent vacates this role, management should consider contracting out the False Alarm program as there are vendors specializing in running municipal false alarm programs. Outsourcing this function could address the loss of institutional knowledge, if alternative staff are not properly trained to assume this role, and allow the successor to focus on facilities management and monitoring capital improvement projects.

Recommendations:

Monitor and record financial management deficiencies for the Fiscal Analyst and Budget Specialists to be used for future staffing considerations of finance staff.

Maintain staffing levels for the Fiscal Unit, but management may consider outsourcing the False Alarm program when the incumbent vacates the position.

4. Public Affairs

Public Affairs is responsible for coordinating communications to the media, general public and other external parties on behalf of the Police Department, as well as coordinating internal departmental messaging.

The unit is comprised of five positions including the lead Public Information Officer, two Senior Public Affairs Specialists, a Communications Specialist, and a sworn Public Affairs Officer. These positions work together in supporting and promoting City-related community events, producing newsletters and press releases, and creating multimedia content. Public Affairs also takes the lead in coordinating responses to public records requests. These positions are unique and capacity is not easily measured through common workload metrics. Staff report that their staffing levels are adequate matched to their variety of workload, and no performance issues have been reported during this assessment from other department personnel. There are no recommendations to adjust staffing at this time.

Public Affairs is tasked with providing responses to public records requests. However, it was not identified that Public Affairs staff are the primary point of contact, nor was information provided about how the public records request process works. Considering that public records request may come from a variety of internal (e.g. Records, Chief's Office, etc.) and external agencies (e.g. City Manager, Communications, etc.), a formalized policy for processing a public records request should be developed. Elements included in a formalized policy are:

- Identification of a primary unit within the RPD where all requests are initiated.
- Define functional units that are involved in the record request process.
- Define primary and secondary points of contact in representative units.
- Outline the review process for the materials provided for the request, especially those related to BWC and dash-cam footage, and radio traffic.
- Develop timelines associated with complying to the record request. Ensure compliance with state, local, and RPD policies.

Formalizing the public record request approach, will ensure consistency in the process and identify key contacts who are responsible for retrieving requested information.

Recommendations:

Maintain staffing levels for the Public Affairs Unit.

Develop and implement a policy for the public record request component and centralize the function with one Unit.

8 Projections

The previous chapters detailed current staffing needs for the Raleigh Police Department based on current service levels and job tasks. The following chapter builds upon current staffing needs by forecasting future staffing needs based upon assumed growth until the year 2040.

1 | Introduction of the Projections Methodology

Raleigh has experienced significant growth over the past decade and is expected to continue to grow over the next 20 years, primarily with a combination of infill and mixed-use development, along with new single-family developments outside of the core downtown, University, and Dorothea Dix Park areas.

The following sections provide a plan for the department over the 20-year planning horizon by projecting future law enforcement service needs based on current recommended staffing and forecasted service needs. This is followed by the specific staffing levels that the Raleigh Police Department will need to maintain at its desired service level to the community.

(1) Data Collected to Conduct the Projections Analysis

The project team collected data from a number of sources in order to project both population and service needs over the next decade, including the following:

- 2010 U.S. Census data at the individual block level, which includes both population and housing unit figures.
- 2016 American Community Survey (ACS) prepared by the U.S. Census Bureau at the block group level of geography, including estimates for population and housing units.
- Population projection models for the City of Raleigh, Capital Area Metropolitan Planning Organization (CAMPO), and Triangle J Council of Governments.
- Permits issued for both residential and non-residential construction, running from 2016 to 2018.
- 2018 computer aided dispatch (CAD) data, which includes geographic point coordinates to spatially isolate concentrations of community-generated calls for service.
- 2018 crime data, which includes addresses and police reporting areas.

- Police geographic divisions, districts, and beats.
- GIS (geographic information system) shapefiles showing current land use and zoning designations.

The data collected was integrated into a GIS (geographic information systems) format in order to spatially analyze historical, current, and future growth trends.

(2) Establishing a Common Level of Geography

For the planning analysis to be accurate and ultimately successful, it is critical that, as much as possible, individual service environments are projected based on service environments that similar to one another. Development and change may have vastly different implications for law enforcement service demand from one part of the city to another, which makes it necessary to identify and isolate where these differences exist.

To begin with, however, almost all of the data elements utilized in the analysis exist at different levels of geography, for instance:

- **Census:** Tracts, block groups, blocks
- **Zoning/land use:** Block or neighborhood, excludes street areas
- **Point layers:** Calls for service incidents from CAD data, crime occurrences, permitting data
- **Police geographic zones:** Patrol divisions, districts, and beats
- **Plat/neighborhood:** Preliminary plat plans and concept plans
- **Overall:** U.S. Census annual estimates, Planning and Development Department projections

The process of developing projections centers on making connections between each of the data elements. Consequently, the analysis requires that the data be transformed into a common set of geography, from which the different elements can be compared and tabulated.

The project team understands that Raleigh has experienced continued growth in the downtown urban core, along with growth around NC State University, and is seeing an uptick of redevelopment and new growth around Dorothea Dix Park and the North Hills area. Much of this development is mixed use with a broad mix of retail, office, and

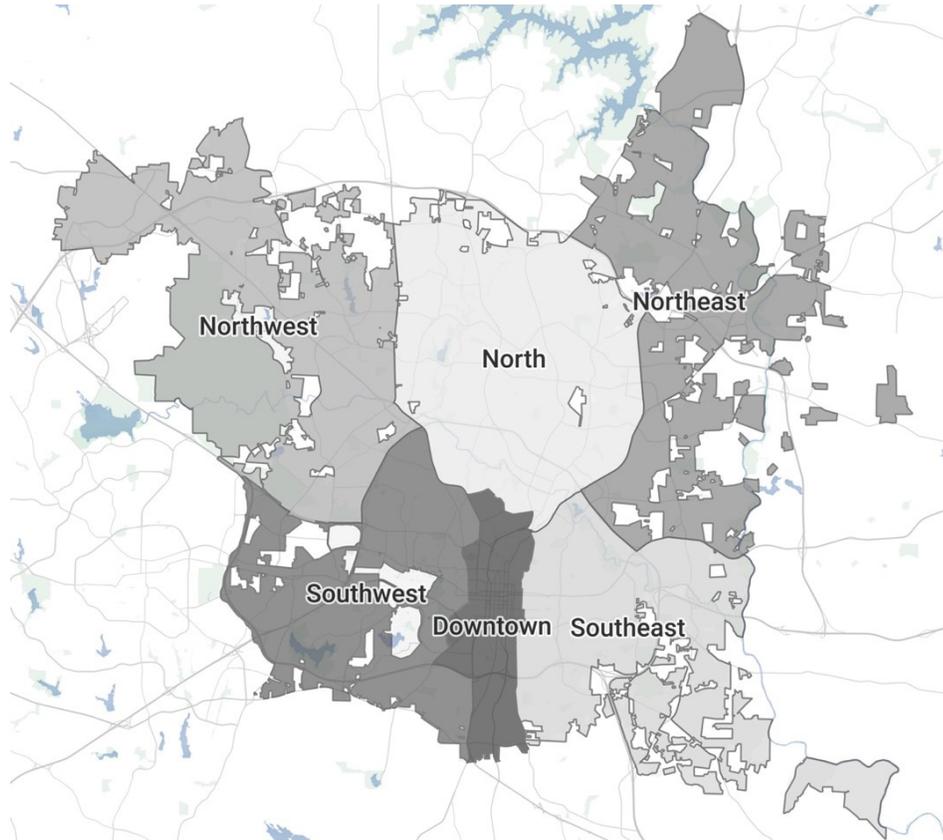
residential features. Furthermore, much of the new development is multi-story structures, with several buildings expected to exceed 10-stories.

Finally, the project team confirmed with City Planning staff, that the City is working on expanding the rapid bus transit routes. Rapid bus transit routes would initially focus on connecting the downtown area to NC State University, the North Hills area (on Six Forks Road), and to the east of downtown. Rapid transit lines are proposed along existing corridors and includes areas that are expected to continue to see infill and new development.

The process of developing projections, centers around making connections between each of the data elements. Consequently, the analysis requires that the data be transformed into a common set of geography, from which the different elements can be compared and tabulated. The project team elected to use patrol districts, as they shared the most in common across all types of datasets and provided for a familiar frame of reference. However, even within individual patrol districts, service environments can often vary extensively. For instance, the North District includes a diverse mix of land use with a combination of single family residential, and mixed use and tall multi-story buildings. Growth impacts may occur rapidly in one area, while remaining neutral in others within the district's boundaries. Based on recent and expected development trends, the project team used the current district boundaries as the basis for developing future workload and staffing needs.

The following map provides an overview of the different planning areas established by the project team:

Raleigh Police Districts



(3) Analysis of Projected Population Growth

While the data collected includes credible and defensible estimates for population at an overall level, it does not necessarily tie into the level of geography selected for the analysis – police patrol district subdivisions. The project team reviewed residential permitting data for the past 180 days and historic permitting trends since 2012. Based on the historic permitting data, the project team calculated the percent growth in residential units for each patrol district. This percentage was applied to the overall population projections through 2040 for each patrol district.

Raleigh has experienced significant growth since the last census in 2010. The U.S. Census Bureau estimated Raleigh's population to be 469,298 in 2018. The projected population for Raleigh in 2040 is 683,036. The following tables project population by police districts to 2040.

Projected Population by Police District

| Police | 2020 Pop | 2030 Pop | 2040 Pop | +/-% |
|--------------|----------------|----------------|----------------|--------------|
| Northwest | 85,557 | 94,277 | 103,002 | 20.4% |
| North | 114,987 | 134,805 | 154,634 | 34.5% |
| Northeast | 112,616 | 128,734 | 144,862 | 28.6% |
| Southwest | 86,687 | 100,691 | 114,704 | 32.3% |
| Downtown | 29,923 | 37,322 | 44,725 | 49.5% |
| Southeast | 80,405 | 100,751 | 121,109 | 50.6% |
| Total | 510,175 | 596,580 | 683,036 | 33.9% |

Over the 20-year planning horizon, the total population is projected to grow 33.88%, totaling 683,000 residents. The Downtown and Southeast patrol districts are expected to grow the greatest, approximately a 50% increase in population by 2040.

(4) Calls for Service Rates by Planning Area

As population totals change in each area, the previous year's call for service totals are highly predictive of the next year's total, relative to the magnitude of growth and development taking place. As a result, call for service rates in 2018 (the year of CAD data analyzed by the project team) provide effective benchmarks from which to estimate how growth will affect law enforcement service demand in subsequent years, as well as disproportionately by planning area.

Using the population estimates and call for service generation rates that have been developed for each planning area, calls for service totals are then projected through the year 2040:

Projected Calls for Service by District

| Police District | 2020 CFS | 2030 CFS | 2040 CFS | +/-% |
|-----------------|----------------|----------------|----------------|--------------|
| Northwest | 22,639 | 24,946 | 27,254 | 20.4% |
| North | 42,058 | 49,307 | 56,560 | 34.5% |
| Northeast | 31,086 | 35,535 | 39,987 | 28.6% |
| Southwest | 31,466 | 36,549 | 41,636 | 32.3% |
| Downtown | 24,784 | 30,912 | 37,044 | 49.5% |
| Southeast | 39,475 | 49,463 | 59,458 | 50.6% |
| Total | 191,508 | 226,712 | 261,939 | 36.8% |

By 2040, a total of 261,939 calls for service are expected to be received by the police department. The North and Southeast Districts are expected to have the highest calls for service volume over the next 20 years.

In order to provide a common denominator for current (and projected) call for service trends, the rate per 1,000 population was calculated.

**Calls for Service Per 1,000
Residents by District**

| Police District | <u>CFS Per 1,000 Population</u> |
|-----------------|-------------------------------------|
| Northwest | 265 |
| North | 366 |
| Northeast | 276 |
| Southwest | 363 |
| Downtown | 828 |
| Southeast | 491 |
| Average | 373 |

Downtown had the highest calls for service rate per 1,000 population, but this calculation does not account for the large number of employees and visitors to the downtown area. For districts that are primarily residential, the Southeast District had the highest calls for service rate, while the Northwest District had the lowest.

The project team will project staffing needs for Field Operations based on the projected service need for each police district. Consideration may be given in the future to realign district boundaries to more evenly distribute the workload and to balance staffing needs for each district.

(5) Creation of an Index Metric for Projecting Crime-Related Workloads

To determine the impact of growth on crime rates throughout the jurisdiction, and ultimately investigative and other staffing needs, the project team analyzed the geography of crime occurrences in 2018 using data provided by the police department.

With the objective of determining department staffing needs, the project team developed an index of crime events that can be used to project investigator workload in the future. Given that not all crimes correlate to investigator workload – particularly caseload-driven detectives (i.e., largely non-proactive) – an index allows for crimes to be filtered down to those that most reliably indicate whether caseloads will rise. For instance, certain liquor law violations are crimes categories included within NIBRS (National Incident Based Reporting System), but they do not generate cases assigned to detectives with the same probability as motor vehicle theft or homicide.

In the absence of historic data trends related to the reporting of crime statistics, and the lack of location identifiers, the project team allocated crime statistics by districts based on the distribution of calls for service. Additionally, the project team projected crime to increase in correlation with population projections. The following table presents the project crime trends by police district.

Projected NIBRS Reported Crimes

| Police District | 2020 Crime | 2030 Crime | 2040 Crime | +/-% |
|------------------------|-------------------|-------------------|-------------------|---------------|
| Northwest | 1,668 | 1,950 | 2,233 | 33.90% |
| North | 2,990 | 3,496 | 4,003 | 33.88% |
| Northeast | 2,243 | 2,623 | 3,003 | 33.88% |
| Southwest | 2,249 | 2,630 | 3,011 | 33.89% |
| Downtown | 1,694 | 1,981 | 2,268 | 33.88% |
| Southeast | 4,537 | 5,306 | 6,075 | 33.89% |
| Total | 15,381 | 17,986 | 20,593 | 33.88% |

The Southeast District has the highest number of reported crime and is double the next closest district (North). In order to gain an understanding of magnitude of reported crime, the per capita crime trends were calculated.

Crime Per 1,000 Residents by District

| Police District | Crime Per 1,000 Population |
|------------------------|---------------------------------------|
| Northwest | 18.8 |
| North | 26.0 |
| Northeast | 19.7 |
| Southwest | 25.8 |
| Downtown | 58.9 |
| Southeast | 35.0 |
| Average | 25.4 |

Downtown had the highest crime rate per 1,000 population, but this calculation does not account for the large number of employees and visitors to the downtown area. Downtown is primarily made up of commercial, office, and entertainment districts and has the lowest population of any police district. The Southeast District has the second highest reported crime per capita and is 60% greater than the other districts (except Downtown).

2 | Projected Patrol Staffing Needs

As detailed in the Patrol analysis chapter, proactivity (or % of uncommitted time) is the primary metric used to evaluate resource needs at the officer level. Following the analysis of calculating total patrol workload hours and net available hours spent on duty per officer position, patrol staffing needs can be determined by setting a target level of proactivity. For instance, a department staffing for a patrol proactivity level of 50% needs more officer positions in order to have the number of on-duty and available hours needed if workload is to take up only 50% of that time, compared with a department that sets 40% as their target.

The projected patrol staffing analysis focuses solely on patrol activities and does not include other proactive units (e.g. Traffic, Hospitality Team, etc.) in the proactive and staffing needs calculation. The project team used current proactivity, at 47.6% overall, as the basis for future staffing projections. In other words, staffing needs are calculated at the number of officers required to provide the same level of service that is provided now.

Another important factor in this analysis is the rate of turnover, which is defined as the rate at which patrol officer positions become vacant through attrition. In determining staffing needs, this represents the 'buffer' that must be staffed for in order to provide the targeted level of service as vacancies occur. At a turnover rate of 6.1%, patrol unit positions should be staffed at least 6.1% higher than they would otherwise, if position slots were always filled and never became vacant.

The following details how the increasing number of calls for service handled by the department will impact patrol workload overall, factoring in backup unit responses and report writing workloads:

Projected 20 Year Growth in Patrol Workload

| District | 2020 | 2025 | 2030 | 2035 | 2040 |
|-----------------|----------------|----------------|----------------|----------------|----------------|
| Northwest | 29,780 | 31,296 | 32,814 | 34,332 | 35,850 |
| North | 55,324 | 60,092 | 64,859 | 69,629 | 74,400 |
| Northeast | 40,891 | 43,818 | 46,743 | 49,672 | 52,600 |
| Southwest | 41,391 | 44,735 | 48,077 | 51,422 | 54,769 |
| Downtown | 32,601 | 36,632 | 40,662 | 44,695 | 48,728 |
| Southeast | 51,926 | 58,495 | 65,065 | 71,639 | 78,212 |
| Total | 251,913 | 275,068 | 298,220 | 321,389 | 344,559 |

In turn, the increasing workload will affect the number of hours that need to be staffed to meet the 47.6% threshold for adequate proactive time, as detailed in the following table:

Projected 20 Year Growth in Staff Hours Required to Reach 47.6% Proactivity

| District | 2020 | 2025 | 2030 | 2035 | 2040 |
|-----------------|----------------|----------------|----------------|----------------|----------------|
| Northwest | 56,782 | 59,674 | 62,568 | 65,463 | 68,357 |
| North | 105,488 | 114,580 | 123,669 | 132,764 | 141,861 |
| Northeast | 77,968 | 83,549 | 89,127 | 94,710 | 100,293 |
| Southwest | 78,921 | 85,297 | 91,670 | 98,049 | 104,429 |
| Downtown | 62,162 | 69,847 | 77,532 | 85,222 | 92,912 |
| Southeast | 99,009 | 111,535 | 124,061 | 136,596 | 149,130 |
| Total | 480,330 | 524,482 | 568,627 | 612,804 | 656,982 |

Projected 20 Year Staffing Needs in Patrol

| District | 2020 | 2025 | 2030 | 2035 | 2040 |
|-----------------|-------------|-------------|-------------|-------------|-------------|
| Northwest | 39 | 41 | 42 | 44 | 46 |
| North | 71 | 77 | 83 | 90 | 96 |
| Northeast | 53 | 57 | 60 | 64 | 68 |
| Southwest | 53 | 58 | 62 | 66 | 71 |
| Downtown | 42 | 47 | 52 | 58 | 63 |
| Southeast | 67 | 75 | 84 | 92 | 100 |
| Total | 325 | 355 | 383 | 414 | 444 |

In order to keep pace with growth over the next decade and provide patrol services at a proactivity level of 47.6%, 15 additional positions are required in 2025 beyond the 337 currently authorized. By 2040, a total of 441 patrol officers are needed, which is an increase of 104 authorized patrol officer positions from 2019.

Patrol sergeant staffing needs can then be determined based on adequate spans of control, targeting a ratio of 1 sergeant for every 5.53 officers at an overall level, matching current overall spans of control. These calculations are provided in the following table:

Projected Patrol Sergeant Staffing Needs

| District | 2020 | 2025 | 2030 | 2035 | 2040 |
|-----------------|-------------|-------------|-------------|-------------|-------------|
| Northwest | 7 | 7 | 8 | 8 | 8 |
| North | 13 | 14 | 15 | 16 | 17 |
| Northeast | 10 | 10 | 11 | 12 | 12 |
| Southwest | 10 | 10 | 11 | 12 | 13 |
| Downtown | 8 | 9 | 9 | 10 | 11 |
| Southeast | 12 | 14 | 15 | 17 | 18 |
| Total | 60 | 64 | 69 | 75 | 79 |

A total of 64 Sergeants are needed in 2025, which is an increase of 6 authorized Sergeant positions from the 2019 budget. In 2040, a total of 80 Sergeants are required to maintain proper spans of control. This is an increase of 22 Sergeants from 2019.

3 | Projected Detective Staffing Needs

To determine the impact of growth on investigative caseload, one must assume there is a nexus between the increase in calls and the increase in crime, thereby increasing detective caseload. While this is not sophisticated, there are far too many crime-related variables that change year-over-year to assume anything else. In effect, this makes the assumption that historical crime rates will neither increase or decrease compared to 2018. Obviously, historical precedence for communities throughout the United States, including Raleigh, shows that crime rates can decrease, as well as spike in a relatively short timeframe. This would ultimately impact investigative staffing levels, but evidence generally shows that oftentimes staffing levels in detectives do not shift as dramatically with these changes in crime. Barring significant economic downturns, enhancements in technology dramatically improving detective efficiency, or other possible changes impacting staffing needs, utilizing calls for service change, while basic, is the most reasonable approach to projecting staffing requirements.

4 | Comprehensive Staffing Projections

The service need projections have provided the basis of the methodology used to determine staffing needs of core functions that scale directly with service needs, including patrol officers and sergeants, as well as detective positions. From this important foundation, the staffing needs for every other department function are then able to be developed. The majority of these projections are interrelated to the staffing needs of patrol and detectives, either through changes to service needs, or as a result of organizational/support factors. It is critical that the process of developing projections for the entire department be done position by position, rather than scale the department as a whole, given that the factors contributing to an individual position's staffing needs are unique and different from those of another position.

As detailed previously in the chapter, five primary scaling factors are involved in determining how the staffing needs for an individual role change as growth occurs in the jurisdiction. The needs for an individual position may be based on:

- Service needs and related workloads (e.g., patrol staffing scales to call for service workloads).
- Relationship to workloads created by other positions (e.g., records workloads increasing with patrol staffing).
- Spans of control and management responsibilities (e.g., patrol sergeant staffing is

set by achieving a targeted span of control).

- Size of command/division or organization (e.g., human resources staffing needs based on number of positions in the department they support).
- Non-scalable (e.g., there is only one chief of police).

Using these scaling factors, the projection analysis determines the staffing levels needed over the next twenty years. The following pages contain this analysis, provide an overview of the projection factors utilized for each position in calculating needs through the year 2040.

In reviewing the projections, it should be noted that the positions highlighted in a **green font** are new positions for the Department. Also note there are a four (4) positions different between the detailed and summary table relating to the allocation of current authorized employees.

Projected Staffing – Field Operations

| Unit | Classification | Projection Factors | 2020 (Auth) | 2025 | 2030 | 2035 | 2040 |
|---------------------------|--------------------------|---|----------------|------|------|------|------|
| FIELD OPERATIONS | | | | | | | |
| Admin | Major | Executive officer position; scales at 1 per division. | 1 | 1 | 1 | 1 | 1 |
| Admin | Admin Assistant | Executive officer position; scales at 1 per division. | 2 | 2 | 2 | 2 | 2 |
| Watch Command | Captain | Executive officer position, scales at one per shift. | 4 | 4 | 4 | 4 | 4 |
| FLEX Team | Sergeant | Scales to supervisory spans of control. Spans of control range between 6 and 9 subordinates. | 1 | 1 | 1 | 1 | 1 |
| FLEX Team | Officer | Elective priority; scales based on level of coverage/enforcement desired as a proactive unit. | 8 | 8 | 8 | 8 | 8 |
| Parks | Supervisor | Supervision and patrol of city parks and handling of lower level incidents. | 0 | 1 | 1 | 1 | 1 |
| Parks | Parks Ranger | Patrol of city parks and handling of lower level incidents. | 0 | 2 | 4 | 4 | 4 |
| NORTHWEST DISTRICT | | | | | | | |
| Admin | Captain | Executive officer position; scales at 1 per district. | 1 | 1 | 1 | 1 | 1 |
| Admin | Officer | Elective support position, unique role focusing on special projects. | 1 | 1 | 1 | 1 | 1 |
| Admin | Staff Support Specialist | Administrative support position, one per District executive officer. | 1 | 1 | 1 | 1 | 1 |
| CPO Squad | Sergeant | Scales to supervisory spans of control. Spans of control range between 6 and 9 subordinates. | 1 | 1 | 1 | 1 | 1 |
| CPO Squad | Officer | Elective priority; scales based on level of coverage/enforcement desired as a proactive unit. | 4 | 5 | 6 | 6 | 7 |
| Desk | Officer | Elective priority; scales based on level of coverage desired at the District station. | 1 | 1 | 1 | 1 | 1 |
| Patrol | Lieutenant | Scales to coverage needs. No changes to the number of positions needed to fulfill these | 4 | 4 | 4 | 4 | 4 |

| Unit | Classification | Projection Factors | 2020 (Auth) | 2025 | 2030 | 2035 | 2040 |
|---------------------------|--------------------------|---|----------------|------|------|------|------|
| | | requirements are anticipated within the projection timeframe. | | | | | |
| Patrol | Sergeant | Scales to supervisory spans of control. Spans of control range between 6 and 9 subordinates. | 8 | 7 | 8 | 8 | 8 |
| Patrol | Officer | Scales to service needs. Generally assign one officer per beat, for projection purposes assuming each beat has an equal workload. | 44 | 41 | 42 | 44 | 46 |
| NORTH DISTRICT | | | | | | | |
| Admin | Captain | Executive officer position; scales at 1 per district. | 1 | 1 | 1 | 1 | 1 |
| Admin | Staff Support Specialist | Administrative support position, one per District executive officer. | 1 | 1 | 1 | 1 | 1 |
| CPO Squad | Sergeant | Scales to supervisory spans of control. Spans of control range between 6 and 9 subordinates. | 1 | 1 | 1 | 1 | 1 |
| CPO Squad | Officer | Elective priority; scales based on level of coverage/enforcement desired as a proactive unit. | 5 | 6 | 7 | 7 | 8 |
| Desk | Officer | Elective priority; scales based on level of coverage desired at the District station. | 3 | 3 | 3 | 3 | 3 |
| Patrol | Lieutenant | Scales to coverage needs. No changes to the number of positions needed to fulfill these requirements are anticipated within the projection timeframe. | 4 | 4 | 4 | 4 | 4 |
| Patrol | Sergeant | Scales to supervisory spans of control. Spans of control range between 6 and 9 subordinates. | 8 | 14 | 15 | 16 | 17 |
| Patrol | Officer | Scales to service needs. Generally assign one officer per beat, for projection purposes assuming each beat has an equal workload. | 68 | 77 | 83 | 90 | 96 |
| NORTHEAST DISTRICT | | | | | | | |
| Admin | Captain | Executive officer position; scales at 1 per district. | 1 | 1 | 1 | 1 | 1 |
| Admin | Staff Support Specialist | Administrative support position, one per District executive officer. | 1 | 1 | 1 | 1 | 1 |

| Unit | Classification | Projection Factors | 2020 (Auth) | 2025 | 2030 | 2035 | 2040 |
|---------------------------|--------------------------|---|----------------|------|------|------|------|
| CPO Squad | Sergeant | Scales to supervisory spans of control. Spans of control range between 6 and 9 subordinates. | 1 | 1 | 1 | 1 | 1 |
| CPO Squad | Officer | Elective priority; scales based on level of coverage/enforcement desired as a proactive unit. | 4 | 5 | 6 | 6 | 7 |
| Patrol | Lieutenant | Scales to coverage needs. No changes to the number of positions needed to fulfill these requirements are anticipated within the projection timeframe. | 4 | 4 | 4 | 4 | 4 |
| Patrol | Sergeant | Scales to supervisory spans of control. Spans of control range between 6 and 9 subordinates. | 8 | 10 | 11 | 12 | 13 |
| Patrol | Officer | Scales to service needs. Generally assign one officer per beat, for projection purposes assuming each beat has an equal workload. | 48 | 57 | 60 | 64 | 68 |
| SOUTHEAST DISTRICT | | | | | | | |
| Admin | Captain | Executive officer position; scales at 1 per district. | 1 | 1 | 1 | 1 | 1 |
| Admin | Staff Support Specialist | Administrative support position, one per District executive officer. | 1 | 1 | 1 | 1 | 1 |
| CPO Squad | Sergeant | Scales to supervisory spans of control. Spans of control range between 6 and 9 subordinates. | 2 | 2 | 2 | 2 | 2 |
| CPO Squad | Officer | Elective priority; scales based on level of coverage/enforcement desired as a proactive unit. | 11 | 12 | 13 | 13 | 14 |
| Desk | Officer | Elective priority; scales based on level of coverage desired at the District station. | 1 | 1 | 1 | 1 | 1 |
| Patrol | Lieutenant | Scales to coverage needs. No changes to the number of positions needed to fulfill these requirements are anticipated within the projection timeframe. | 4 | 4 | 4 | 4 | 4 |
| Patrol | Sergeant | Scales to supervisory spans of control. Spans of control range between 6 and 9 subordinates. | 12 | 14 | 15 | 17 | 18 |
| Patrol | Officer | Scales to service needs. Generally assign one officer per beat, for projection purposes assuming each beat has an equal workload. | 71 | 75 | 84 | 92 | 100 |

| Unit | Classification | Projection Factors | 2020 (Auth) | 2025 | 2030 | 2035 | 2040 |
|---------------------------|--------------------------|---|----------------|------|------|------|------|
| DOWNTOWN DISTRICT | | | | | | | |
| Admin | Captain | Executive officer position; scales at 1 per district. | 1 | 1 | 1 | 1 | 1 |
| Admin | Staff Support Specialist | Administrative support position, one per District executive officer. | 1 | 1 | 1 | 1 | 1 |
| CPO Squad | Sergeant | Scales to supervisory spans of control. Spans of control range between 6 and 9 subordinates. | 1 | 1 | 1 | 1 | 1 |
| CPO Squad | Officer | Elective priority; scales based on level of coverage/enforcement desired as a proactive unit. | 4 | 5 | 6 | 6 | 7 |
| Desk | Officer | Elective priority; scales based on level of coverage desired at the District station. | 4 | 4 | 4 | 4 | 4 |
| Hospitality Squad | Officer | Elective priority; scales based on level of coverage/enforcement desired as a proactive unit. | 5 | 6 | 6 | 7 | 7 |
| Transit Squad | Sergeant | Scales to supervisory spans of control. Spans of control range between 6 and 9 subordinates. | 0 | 1 | 1 | 1 | 1 |
| Transit Squad | Officer | Elective priority; scales based on level of coverage/enforcement desired as a proactive unit. | 6 | 6 | 7 | 7 | 7 |
| Patrol | Lieutenant | Scales to coverage needs. No changes to the number of positions needed to fulfill these requirements are anticipated within the projection timeframe. | 4 | 4 | 4 | 4 | 4 |
| Patrol | Sergeant | Scales to supervisory spans of control. Spans of control range between 6 and 9 subordinates. | 8 | 9 | 9 | 10 | 11 |
| Patrol | Officer | Scales to service needs. Generally assign one officer per beat, for projection purposes assuming each beat has an equal workload. | 48 | 47 | 52 | 58 | 63 |
| SOUTHWEST DISTRICT | | | | | | | |
| Admin | Captain | Executive officer position; scales at 1 per district. | 1 | 1 | 1 | 1 | 1 |
| Admin | Staff Support Specialist | Administrative support position, one per District executive officer. | 1 | 1 | 1 | 1 | 1 |
| CPO Squad | Sergeant | Scales to supervisory spans of control. Spans of control range between 6 and 9 subordinates. | 1 | 1 | 1 | 1 | 1 |

| Unit | Classification | Projection Factors | 2020 (Auth) | 2025 | 2030 | 2035 | 2040 |
|------------------------------|----------------|---|----------------|------------|------------|------------|------------|
| CPO Squad | Officer | Elective priority; scales based on level of coverage/enforcement desired as a proactive unit. | 4 | 5 | 6 | 6 | 7 |
| Desk | Officer | Elective priority; scales based on level of coverage desired at the District station. | 1 | 1 | 1 | 1 | 1 |
| Patrol | Lieutenant | Scales to coverage needs. No changes to the number of positions needed to fulfill these requirements are anticipated within the projection timeframe. | 4 | 4 | 4 | 4 | 4 |
| Patrol | Sergeant | Scales to supervisory spans of control. Spans of control range between 6 and 9 subordinates. | 8 | 9 | 9 | 10 | 11 |
| Patrol | Officer | Scales to service needs. Generally assign one officer per beat, for projection purposes assuming each beat has an equal workload. | 59 | 58 | 62 | 66 | 71 |
| FIELD OPERATION TOTAL | | | 503 | 542 | 583 | 621 | 662 |

Projected Staffing – Detective Division

| Unit | Classification | Projection Factors | 2020 (Auth) | 2025 | 2030 | 2035 | 2040 |
|--|-----------------------------|---|----------------|------|------|------|------|
| DETECTIVE DIVISION | | | | | | | |
| Administration | Major | Executive officer position; scales at 1 per division. | 1 | 1 | 1 | 1 | 1 |
| Administration | Support Services Specialist | Support position; scales at 1 per Division. | 1 | 1 | 1 | 1 | 1 |
| MAJOR CASES AND FAMILY SERVICES | | | | | | | |
| Administration | Captain | Executive officer position; scales at 1 per unit. | 1 | 1 | 1 | 1 | 1 |
| Violent Crimes | Lieutenant | Executive officer position; scales at 1 per unit. | 1 | 1 | 1 | 1 | 1 |
| Homicide | Sergeant | Scales to supervisory spans of control. Spans of control usually b/t 6 and 9 subordinates. | 2 | 2 | 2 | 2 | 2 |
| Homicide | Detective | Based on recommended case ratios per detective and scales based on increase in calls for service. | 10 | 11 | 12 | 13 | 14 |
| Special Victims / Agg Assault | Sergeant | Scales to supervisory spans of control. Spans of control usually b/t 6 and 9 subordinates. | 2 | 2 | 2 | 2 | 2 |
| Special Victims / Agg Assault | Detective | Based on recommended case ratios per detective and scales based on increase in calls for service. | 10 | 13 | 14 | 15 | 16 |
| Robbery | Sergeant | Scales to supervisory spans of control. Spans of control usually b/t 6 and 9 subordinates. | 2 | 1 | 1 | 2 | 2 |
| Robbery | Detective | Based on recommended case ratios per detective and scales based on increase in calls for service. | 10 | 9 | 9 | 10 | 11 |
| YOUTH AND FAMILY SERVICES | | | | | | | |
| Administration | Lieutenant | Executive officer position; scales at 1 per unit. | 1 | 1 | 1 | 1 | 1 |
| Family Violence Intervention | Sergeant | Scales to supervisory spans of control. Spans of control usually b/t 6 and 9 subordinates. | 1 | 2 | 2 | 3 | 3 |
| Family Violence Intervention | Detective | Elective priority; scales based on level of coverage desired as a proactive unit. | 4 | 7 | 7 | 8 | 8 |
| Family Violence | Officer | Elective priority; scales based on level of coverage | 4 | 8 | 8 | 9 | 10 |

Intervention

desired as a proactive unit.

| Unit | Classification | Projection Factors | 2020 (Auth) | 2025 | 2030 | 2035 | 2040 |
|------------------------------------|------------------------|---|----------------|------|------|------|------|
| Family Violence Intervention | Counseling Coordinator | Elective priority; scales based on level of coverage desired as a proactive unit. | 3 | 3 | 3 | 4 | 4 |
| Juvenile Unit | Sergeant | Scales to supervisory spans of control. Spans of control usually b/t 6 and 9 subordinates. | 1 | 1 | 1 | 1 | 1 |
| Juvenile Unit | Detective | Based on recommended case ratios per detective and scales based on increase in calls for service. | 7 | 8 | 8 | 9 | 10 |
| Youth Services | Sergeant | Scales to supervisory spans of control. Spans of control usually b/t 6 and 9 subordinates. | 1 | 1 | 1 | 1 | 1 |
| Youth Services | Officer | Elective priority; scales based on level of coverage desired as a proactive unit. | 5 | 5 | 6 | 6 | 7 |
| Youth Services | Liaison | Elective priority; scales based on level of coverage desired as a proactive unit. | 1 | 1 | 1 | 1 | 1 |
| Youth Services | Officer (Part Time) | Elective priority; scales based on level of coverage desired as a proactive unit. | 5 | 5 | 5 | 5 | 5 |
| School Resource | Sergeant | Scales to supervisory spans of control. Spans of control usually b/t 6 and 9 subordinates. | 2 | 2 | 2 | 2 | 2 |
| School Resource | Officer | Elective priority; scales based on level of coverage desired as a proactive unit. | 12 | 13 | 14 | 15 | 16 |
| RALEIGH INTELLIGENCE CENTER | | | | | | | |
| Administration | Lieutenant | Executive officer position; scales at 1 per unit. | 1 | 1 | 1 | 1 | 1 |
| RIC | Sergeant | Scales to supervisory spans of control. Spans of control usually b/t 6 and 9 subordinates. | 2 | 2 | 2 | 2 | 2 |
| RIC | Detective | Elective priority; scales based on level of coverage desired as a proactive unit. | 10 | 11 | 12 | 13 | 14 |
| RIC | Crime Analyst | Elective priority; scales based on level of coverage desired as a proactive unit. | 6 | 7 | 7 | 8 | 8 |
| Intelligence Unit | Sergeant | Scales to supervisory spans of control. Spans of control usually b/t 6 and 9 subordinates. | 1 | 1 | 1 | 1 | 1 |
| Intelligence Unit | Detective | Elective priority; scales based on level of coverage desired as a proactive unit. | 6 | 7 | 7 | 8 | 8 |
| Intelligence Unit | Detective (Task Force) | Elective priority; scales based on level of coverage desired as a proactive unit. | 2 | 2 | 2 | 3 | 3 |

| Unit | Classification | Projection Factors | 2020 (Auth) | 2025 | 2030 | 2035 | 2040 |
|---|------------------------|---|----------------|------|------|------|------|
| TARU | Sergeant | Scales to supervisory spans of control. Spans of control usually b/t 6 and 9 subordinates. | 1 | 1 | 1 | 2 | 2 |
| TARU | Detective | Elective priority; scales based on level of coverage desired as a proactive unit. | 7 | 8 | 8 | 9 | 10 |
| TARU | Technician | Elective priority; scales based on level of coverage desired as a proactive unit. | 1 | 1 | 1 | 1 | 1 |
| Fugitive Unit | Sergeant | Scales to supervisory spans of control. Spans of control usually b/t 6 and 9 subordinates. | 1 | 1 | 1 | 1 | 1 |
| Fugitive Unit | Detective | Based on recommended case ratios per detective and scales based on increase in calls for service. | 7 | 5 | 6 | 6 | 7 |
| GENERAL INVESTIGATIONS AND DRUG AND VICE | | | | | | | |
| Administration | Captain | Executive officer position; scales at 1 per unit. | 1 | 1 | 1 | 1 | 1 |
| Property Crimes | Lieutenant | Executive officer position; scales at 1 per unit. | 1 | 1 | 1 | 1 | 1 |
| Property Crimes | Sergeant | Scales to supervisory spans of control. Spans of control usually b/t 6 and 9 subordinates. | 2 | 2 | 2 | 2 | 2 |
| Property Crimes | Detective | Based on recommended case ratios per detective and scales based on increase in calls for service. | 10 | 15 | 16 | 17 | 18 |
| Burglary Unit | Sergeant | Scales to supervisory spans of control. Spans of control usually b/t 6 and 9 subordinates. | 1 | 1 | 1 | 1 | 1 |
| Burglary Unit | Detective | Based on recommended case ratios per detective and scales based on increase in calls for service. | 9 | 7 | 8 | 8 | 9 |
| Financial Crimes | Sergeant | Scales to supervisory spans of control. Spans of control usually b/t 6 and 9 subordinates. | 1 | 1 | 1 | 1 | 1 |
| Financial Crimes | Detective | Based on recommended case ratios per detective and scales based on increase in calls for service. | 5 | 6 | 6 | 7 | 7 |
| Detective Invest. Support | Sergeant | Scales to supervisory spans of control. Spans of control usually b/t 6 and 9 subordinates. | 1 | 1 | 1 | 1 | 1 |
| Detective Invest. Support | Detective | Based on recommended case ratios per detective and scales based on increase in calls for service. | 4 | 4 | 5 | 5 | 5 |
| Detective Investigative Support | Administrative Support | Unique positions, does not scale. | 1 | 1 | 1 | 1 | 1 |

| Unit | Classification | Projection Factors | 2020 (Auth) | 2025 | 2030 | 2035 | 2040 |
|---------------------------------|------------------------|---|----------------|------------|------------|------------|------------|
| Detective Investigative Support | Front Desk Officer | Elective priority; based on desire operations of public entrance. | 1 | 1 | 1 | 1 | 1 |
| Drugs & Vice | Lieutenant | Executive officer position; scales at 1 per unit. | 1 | 1 | 1 | 1 | 1 |
| Drugs & Vice | Sergeant | Scales to supervisory spans of control. Spans of control usually b/t 6 and 9 subordinates. | 2 | 2 | 2 | 2 | 2 |
| Drugs & Vice | Detective | Based on recommended case ratios per detective and scales based on increase in calls for service. | 10 | 11 | 12 | 13 | 14 |
| CEDU | Sergeant | Scales to supervisory spans of control. Spans of control usually b/t 6 and 9 subordinates. | 1 | 1 | 1 | 1 | 1 |
| CEDU | Detective | Based on recommended case ratios per detective and scales based on increase in calls for service. | 4 | 4 | 5 | 5 | 5 |
| CEDU | Detective (Task Force) | Elective priority; scales based on level of coverage desired as a proactive unit. | 3 | 3 | 4 | 4 | 4 |
| Career Criminal | Sergeant | Scales to supervisory spans of control. Spans of control usually b/t 6 and 9 subordinates. | 1 | 0 | 0 | 0 | 0 |
| Career Criminal | Detective | Based on recommended case ratios per detective and scales based on increase in calls for service. | 2 | 2 | 2 | 3 | 3 |
| Career Criminal | Detective (Task Force) | Elective priority; scales based on level of coverage desired as a proactive unit. | 2 | 2 | 2 | 3 | 3 |
| Career Criminal | Officer | Based on recommended case ratios per detective and scales based on increase in calls for service. | 1 | 0 | 0 | 0 | 0 |
| Gang Suppression | Sergeant | Scales to supervisory spans of control. Spans of control usually b/t 6 and 9 subordinates. | 1 | 1 | 1 | 1 | 1 |
| Gang Suppression | Detective | Based on recommended case ratios per detective and scales based on increase in calls for service. | 8 | 4 | 5 | 5 | 5 |
| DETECTIVES TOTAL | | | 205 | 218 | 231 | 252 | 265 |

Projected Staffing – Special Operations Division

| Unit | Classification | Projection Factors | 2020 (Auth) | 2025 | 2030 | 2035 | 2040 | |
|--------------------------------|----------------------|---|----------------|------|------|------|------|----|
| ADMINISTRATIVE SERVICES | | | | | | | | |
| Administration | Major | Executive officer position; scales at 1 per division. | 1 | 1 | 1 | 1 | 1 | 1 |
| Administration | Captain | Executive officer position; scales at 1 per division. | 2 | 2 | 2 | 2 | 2 | 2 |
| Administration | Senior Support Staff | Support position; scales at 1 per Division. | 1 | 1 | 1 | 1 | 1 | 1 |
| Selective Enforcement | Captain | Executive officer position; scales at 1 per team. | 1 | 1 | 1 | 1 | 1 | 1 |
| Selective Enforcement | Lieutenant | Management position; scales at 1 per team. | 1 | 1 | 1 | 1 | 1 | 1 |
| Selective Enforcement | Sergeant | Scales to supervisory spans of control. Spans of control range between 6 and 9 subordinates. | 4 | 4 | 5 | 5 | 5 | 5 |
| Selective Enforcement | Officer | Elective priority; scales based on level of coverage/enforcement desired as a proactive unit. | 20 | 27 | 30 | 30 | 30 | 30 |
| TRAFFIC / K9 / MOUNTED | | | | | | | | |
| | Lieutenant | Team supervisor position; scales at 1 per team. | 1 | 1 | 1 | 1 | 1 | 1 |
| CRU | Sergeant | Scales to supervisory spans of control. Spans of control range between 6 and 9 subordinates. | 1 | 1 | 1 | 1 | 1 | 1 |
| CRU | Officer | Elective priority; scales based on level of coverage/enforcement desired as a proactive unit. | 3 | 3 | 4 | 4 | 5 | 5 |
| Traffic Enforcement | Sergeant | Scales to supervisory spans of control. Spans of control range between 6 and 9 subordinates. | 1 | 1 | 2 | 3 | 3 | 3 |

| Unit | Classification | Projection Factors | 2020 (Auth) | 2025 | 2030 | 2035 | 2040 |
|-------------------------|------------------------|---|----------------|------|------|------|------|
| Traffic Enforcement | Officer | Elective priority; scales based on level of coverage/enforcement desired as a proactive unit. | 7 | 12 | 15 | 18 | 21 |
| K9 / Mounted | Sergeant | Scales to supervisory spans of control. Spans of control range between 6 and 9 subordinates. | 1 | 1 | 1 | 1 | 1 |
| K9 / Mounted | Officer | Elective priority; scales based on level of coverage/enforcement desired as a proactive unit. | 12 | 14 | 14 | 15 | 15 |
| DWI Squad | Sergeant | Scales to supervisory spans of control. Spans of control range between 6 and 9 subordinates. | 1 | 1 | 1 | 2 | 2 |
| DWI Squad | Officer | Elective priority; scales based on level of coverage/enforcement desired as a proactive unit. | 4 | 6 | 6 | 8 | 8 |
| SUPPORT SERVICES | | | | | | | |
| | Lieutenant | Team supervisor position; scales at 1 per team. | 1 | 1 | 1 | 1 | 1 |
| Animal Control | Supervisor | Scales to supervisory spans of control. Spans of control range between 6 and 9 subordinates. | 1 | 2 | 2 | 2 | 2 |
| Animal Control | Animal Control Officer | Scales to service needs. Based on projected workload demand. | 10 | 12 | 14 | 14 | 14 |
| Code Enforcement | Sergeant | Scales to supervisory spans of control. Spans of control range between 6 and 9 subordinates. | 1 | 1 | 1 | 1 | 1 |
| Code Enforcement | Officer | Elective priority; scales based on level of coverage/enforcement desired as a proactive unit. | 2 | 3 | 4 | 4 | 4 |
| Code Enforcement | Inspector | Scales to projected service and workload needs. Dependent on proactive code enforcement workload. | 2 | 3 | 4 | 4 | 4 |

| Unit | Classification | Projection Factors | 2020 (Auth) | 2025 | 2030 | 2035 | 2040 |
|---------------------------------|----------------|--|----------------|------------|------------|------------|------------|
| Code Enforcement | Civilian | Support position, scales based on size of Unit. | 1 | 2 | 2 | 2 | 2 |
| Staff Planning & Logistics | Captain | Unique role, based on size of team and supervisory span. | 1 | 1 | 1 | 1 | 1 |
| Staff Planning & Logistics | Sergeant | Unique role, based on size of team and supervisory span. | 1 | 1 | 1 | 1 | 1 |
| Staff Planning & Logistics | Officer | Unique role, does not scale | 2 | 3 | 3 | 3 | 3 |
| Secondary Employment | Sergeant | Scales to supervisory spans of control. Spans of control range between 6 and 9 subordinates. | 1 | 1 | 1 | 1 | 1 |
| Secondary Employment | Support | Unique role, scales based on size of department. | 1 | 1 | 1 | 1 | 1 |
| SPECIAL OPERATIONS TOTAL | | | 85 | 114 | 122 | 130 | 133 |

Projected Staffing – Administrative Services Division

| Unit | Classification | Projection Factors | 2020 (Auth) | 2025 | 2030 | 2035 | 2040 |
|--------------------------------|------------------------------|--|----------------|------|------|------|------|
| ADMINISTRATIVE SERVICES | | | | | | | |
| Admin | Commander | Executive position; does not scale. | 1 | 1 | 1 | 1 | 1 |
| Admin | Sr Support Specialist | Executive position; does not scale. | 1 | 1 | 1 | 1 | 1 |
| Admin | Psychologist | Unique role; does not directly scale. | 1 | 1 | 1 | 1 | 1 |
| Admin | Counselor | Unique role; does not directly scale. | 1 | 1 | 1 | 1 | 1 |
| Information Services | Manager | Management position; scales based on number of direct reports. | 1 | 1 | 1 | 1 | 1 |
| Information Services | Sr System Analyst | Support position, scales to number of positions and items supported. | 2 | 2 | 2 | 3 | 3 |
| Information Services | System Analyst / Programmer | Support position, scales to number of items supported in the agency. | 4 | 5 | 6 | 6 | 7 |
| Information Services | Computer Services Specialist | Support position, scales to number of items supported in the agency. | 2 | 3 | 3 | 4 | 4 |
| Information Services | Sergeant | Unique role; does not directly scale. | 1 | 1 | 1 | 1 | 1 |
| Administration | Director (previously CPT) | Management position; scales based on number of direct reports. | 1 | 1 | 1 | 1 | 1 |
| Administration | Manager (previously LT) | Management position; scales based on number of direct reports. | 1 | 2 | 2 | 2 | 2 |
| HR / Court Liaison | Sergeant / Civilian | Supervisory position; scales based on number of direct reports. | 1 | 1 | 1 | 1 | 1 |
| HR / Court Liaison | Court Liaison | Scalable based on size of agency. | 1 | 1 | 1 | 1 | 1 |
| Recruiting | Sergeant | Manager of unit; does not scale with size of unit. | 1 | 1 | 1 | 1 | 1 |
| Recruiting | Sr Support Specialist | Support position; scales to number of positions supported. No major changes are expected to roles or workload within the projection timeframe. | 1 | 1 | 1 | 1 | 1 |

| Unit | Classification | Projection Factors | 2020 (Auth) | 2025 | 2030 | 2035 | 2040 |
|------------------------|------------------------------|--|----------------|------|------|------|------|
| Recruiting | Officer | Support position; scales to number of sworn in the department. Staffing is set at 1 position for every 250 sworn in the department. | 3 | 3 | 4 | 4 | 4 |
| Recruiting | Background Investigator (PT) | Unique role; does not directly scale. | 4 | 4 | 4 | 4 | 4 |
| Recruiting | Polygraphist | Unique role; does not directly scale. | 1 | 1 | 1 | 1 | 1 |
| Crime Reporting Center | Sergeant | Unique role; does not directly scale. | 1 | 1 | 1 | 1 | 1 |
| Crime Reporting Center | Civilian | Unique role; does not directly scale. | 1 | 1 | 1 | 1 | 1 |
| Quartermaster | Manager | Management position; does not scale since only one position per unit. | 1 | 1 | 1 | 1 | 1 |
| Quartermaster | Inventory Assistant | Scalable based on size of agency. | 2 | 2 | 2 | 2 | 2 |
| Property & Evidence | Manager | Management position; does not scale since only one position per unit. | 1 | 1 | 1 | 1 | 1 |
| Property & Evidence | Evidence Specialist | Unique role; scalable based on the number of calls for service. | 6 | 8 | 9 | 9 | 10 |
| Records | Manager | Management position; does not scale since only one position per unit. | 1 | 1 | 1 | 1 | 1 |
| Records | Records Specialist | Support position; scales based on workload. Changes should include greater efficiency of the records management system and less public requests. | 8 | 8 | 8 | 8 | 8 |
| Fleet | Manager | Management position; does not scale since only one position per unit. | 1 | 1 | 1 | 1 | 1 |
| Fleet | Supervisor | Supervisory position; scales based on number of direct reports. | 1 | 1 | 1 | 1 | 1 |
| Fleet | Mechanic | Scalable based on the size of the fleet and percentage outsourced. No changes projected in current operational approach. | 4 | 4 | 4 | 4 | 4 |
| Fleet | Auto Services Technician | Scalable based on the size of the fleet. | 4 | 4 | 5 | 5 | 5 |

| Unit | Classification | Projection Factors | 2020 (Auth) | 2025 | 2030 | 2035 | 2040 |
|-------------------------------|---------------------------|---|----------------|------|------|------|------|
| Fleet | Motor Pool Technician | Scalable based on the size of the fleet. | 1 | 2 | 2 | 3 | 3 |
| Volunteer | Coordinator (PT) | Unique role; does not directly scale. | 1 | 1 | 1 | 1 | 1 |
| Training - Admin | Director | Executive position; does not scale. | 1 | 1 | 1 | 1 | 1 |
| Training - Admin | Lieutenant | Management position; scales based on number of direct reports. | 1 | 1 | 1 | 1 | 1 |
| Training - Admin | Senior Support Specialist | Unique role, one per functional area. | 1 | 2 | 2 | 2 | 2 |
| Training - Academy | Sergeant | Supervisor of unit; scales to the number of staff that directly report to the unit. Supervisory ranges between 6 to 9 direct reports. | 1 | 2 | 2 | 2 | 2 |
| Training - Academy | Officer | Support position; scales to number BLET academies and number of participants. Assumed an increase to 3 BLET classes in 2030. | 4 | 4 | 5 | 5 | 6 |
| Training - Firearms / Tactics | Sergeant | Supervisor of unit; scales to the number of staff that directly report to the unit. Supervisory ranges between 6 to 9 direct reports. | 1 | 1 | 1 | 1 | 1 |
| Training - Firearms / Tactics | Officer | Support position; scales to number of sworn personnel in the department. | 4 | 4 | 5 | 5 | 5 |
| Training - Firearms / Tactics | Armorer | Unique role; scalable based on the size of the agency. | 1 | 1 | 1 | 1 | 1 |
| Training - Career Development | Sergeant | Supervisor of unit; scales to the number of staff that directly report to the unit. Supervisory ranges between 6 to 9 direct reports. | 1 | 1 | 1 | 1 | 1 |
| Training - Career Development | Officer | Support position; scales to number of sworn in the department. Projected to increase in 2035 to account for more in-service training classes. | 1 | 1 | 2 | 2 | 2 |

| Unit | Classification | Projection Factors | 2020 (Auth) | 2025 | 2030 | 2035 | 2040 |
|--------------------------------------|----------------|---|----------------|-----------|-----------|------------|------------|
| Training - Reality Based | Sergeant | Supervisor of unit; scales to the number of staff that directly report to the unit. Supervisory ranges between 6 to 9 direct reports. | 1 | 1 | 1 | 1 | 1 |
| Training - Reality Based | Officer | Support position; scales to number of sworn in the department. Staffing is set at 1 position for every 200 sworn in the department. | 4 | 5 | 5 | 5 | 5 |
| ADMINISTRATIVE SERVICES TOTAL | | | 82 | 91 | 98 | 101 | 104 |

Projected Staffing – Office of Professional Standards

| Unit | Classification | Projection Factors | 2020 (Auth) | 2025 | 2030 | 2035 | 2040 |
|-------------------------------------|------------------------|--|----------------|-----------|-----------|-----------|-----------|
| PROFESSIONAL STANDARDS | | | | | | | |
| Admin | Major | Executive position; does not scale. | 1 | 1 | 1 | 1 | 1 |
| Admin | Captain | Executive position; does not scale. | 1 | 1 | 1 | 1 | 1 |
| Admin | Administrative Support | Unique role; does not directly scale. | 1 | 1 | 1 | 1 | 1 |
| Inspection - Accreditation | Lieutenant | Management position; scalable based on the number of direct reports. | 1 | 1 | 1 | 1 | 1 |
| Inspection - Accreditation | Sergeant | Scales to workload and number of staff / units supported. | 2 | 2 | 2 | 3 | 3 |
| Internal Affairs | Lieutenant | Executive position; does not scale. | 1 | 1 | 1 | 1 | 1 |
| Internal Affairs | Sergeant | Scales to workload and number of staff. | 2 | 2 | 2 | 3 | 3 |
| Internal Affairs | Transcribers | Scales to workload and number of staff. | 2 | 2 | 2 | 3 | 3 |
| PROFESSIONAL STANDARDS TOTAL | | | 11 | 11 | 11 | 14 | 14 |

Projected Staffing – Office of the Chief

| Unit | Classification | Projection Factors | 2020 (Auth) | 2025 | 2030 | 2035 | 2040 |
|----------------------------|--|--|----------------|------|------|------|------|
| OFFICE OF THE CHIEF | | | | | | | |
| Chief | Chief | Executive position; does not scale. | 1 | 1 | 1 | 1 | 1 |
| Chief | Deputy Chief - Admin | Executive position; does not scale. | 1 | 1 | 1 | 1 | 1 |
| Chief | Deputy Chief - Ops | Executive position; does not scale. | 1 | 1 | 1 | 1 | 1 |
| Chief | Executive Officer - LT | Unique role; scales on the number of Deputy Chiefs. | 0 | 2 | 2 | 2 | 2 |
| Chief | Administrative Assistant | Unique role; does not directly scale. | 1 | 1 | 1 | 1 | 1 |
| Chief | Community Policing Coordinator | Unique role; position does not scale. | 1 | 1 | 1 | 1 | 1 |
| Chief | Special Assistant to Chief | Unique role; does not directly scale. | 1 | 1 | 1 | 1 | 1 |
| Research & Planning | Sergeant / Civilian Supervisor | Unique role; position does not scale. | 1 | 1 | 1 | 1 | 1 |
| Research & Planning | Specialist | Unique role; position does not scale. | 1 | 1 | 1 | 1 | 1 |
| Finance | Fiscal Manager | Supervisor position; scales based on span of control | 1 | 1 | 1 | 1 | 1 |
| Finance | Police Grants Manager | Unique role; scales to the number of grants managed and valuation. No changes projected based on current grant levels. | 1 | 1 | 1 | 1 | 1 |
| Finance | False Alarm Coordinator / Facilities Manager | Unique role; does not directly scale. | 1 | 1 | 1 | 1 | 1 |
| Finance | Fiscal Analyst | Unique role; scales based on size of the agency | 1 | 1 | 1 | 1 | 1 |
| Finance | Budget Specialist | Unique role; scales based on size of the agency | 2 | 2 | 2 | 2 | 2 |
| Public Affairs | Public Information Officer (Civ) | Unique role; does not directly scale. | 1 | 1 | 1 | 1 | 1 |
| Public Affairs | Sr Public Affairs Specialist | Unique role; does not directly scale. | 2 | 2 | 2 | 2 | 2 |

| | | | | | | | |
|----------------------------------|--------------------------------|---------------------------------------|-----------|-----------|-----------|-----------|-----------|
| Public Affairs | Communication Specialist | Unique role; does not directly scale. | 1 | 1 | 1 | 1 | 1 |
| Public Affairs | Public Affairs Officer (Sworn) | Unique role; does not directly scale. | 1 | 1 | 1 | 1 | 1 |
| OFFICE OF THE CHIEF TOTAL | | | 19 | 21 | 21 | 21 | 21 |

Projected Staffing – Summary

| Division | 2020 (Auth) | 2025 | 2030 | 2035 | 2040 |
|------------------------|------------------------|-------------|--------------|--------------|--------------|
| Chief's Office | 19 | 21 | 21 | 21 | 21 |
| Professional Standards | 11 | 11 | 11 | 14 | 14 |
| Administration | 79 | 91 | 98 | 101 | 104 |
| Detectives | 201 | 218 | 231 | 252 | 265 |
| Field Operations | 506 | 542 | 583 | 621 | 662 |
| Special Operations | 85 | 114 | 122 | 130 | 133 |
| Total | 901 | 997 | 1,066 | 1,139 | 1,199 |

Attachment A Profile of the Raleigh Police Department

The following descriptive profile outlines the organization, structure, and staffing of the Raleigh Police Department (RPD). The information contained in the profile has been developed through many interviews conducted within RPD at all levels of the organization, including managers, supervisors, and line-level staff.

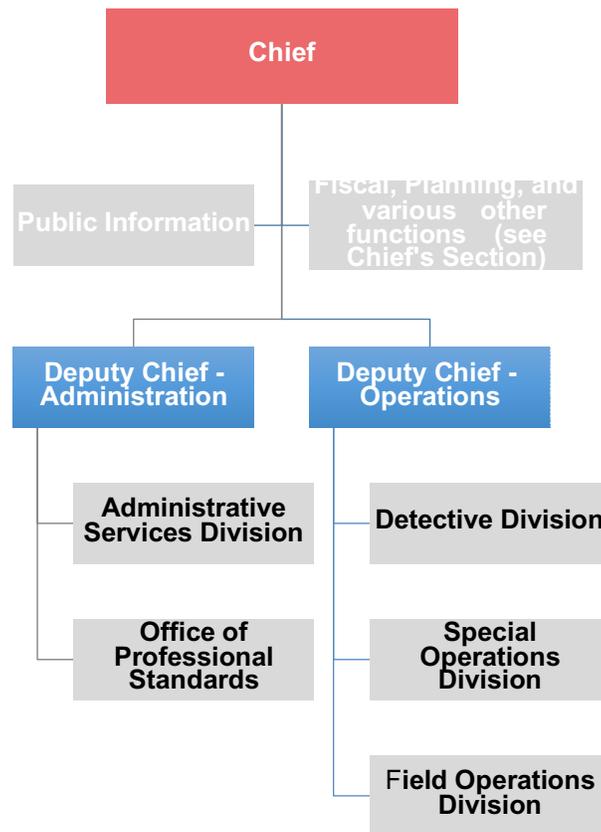
It is also important to note that the primary objective of this profile is to review and confirm our current understanding of the Police Department. Consequently, no analysis or findings are contained in this document. Instead, the document focuses on outlining the following items:

- The organizational structure of each area of the Police Department.
- High level descriptions of the main functions and work areas of each RPD subdivision.
- The authorized (budgeted) and actual (currently filled) number of positions by rank or classification assigned to each unit.
- The roles, objectives, and responsibilities of each unit.

The profile is the first deliverable of this project and represents a snapshot in time related to organizational structure and staffing levels. The profile will help serve as a foundation for our assumptions regarding staffing and current organizational characteristics of the functional areas included in scope of the study.

The following chart is a general functional depiction of the structure of the Raleigh Police Department.

RPD Organizational Chart



Chief’s Office

The Chief provides overall direction, guidance and leadership for the Police Department. The Chief has responsibility for every area of the organization and ensures that all employees perform their jobs in accordance with the overall mission of the Department and in accordance to the established values. Reporting directly to the Chief are the two Deputy Chiefs (Administrative & Operations), the Finance Unit, the Public Affairs Office, Research and Planning, and several individuals including a Special Assistant to the Chief, Administrative Assistant, and Community Policing Coordinator. There is an Office of Professional Standards under the Chief; however, this Office will be discussed in its own section of this report. In addition, two Police Attorneys provide legal support to the Police Department, but they report to, and are budgeted under, the City Attorney.

(1) Organization

The following chart outlines the organization of the Chief’s office:



(2) Staffing and Unit Descriptions

The following table provides the personnel and major tasks of staff in the Chief’s Office.

| Unit / Division | Curr. | Auth. | Position | Unit Description |
|------------------------------|-------|-------|----------------------------------|--|
| Chief | 1 | 1 | Chief | <ul style="list-style-type: none"> The Chief provides overall direction, guidance and leadership for the Police Department. Administrative Deputy Chief oversees the Office of Professional Standards and the Administrative Services Divisions. Operations Deputy Chief oversees the Field Operations Division, Detective Division, and Special Operations Division. |
| | 1 | 1 | Deputy Chief (Administrative) | |
| | 1 | 1 | Deputy Chief (Operations) | |
| | 1 | 1 | Administrative Assistant | |
| | 1 | 1 | Community Policing Coordinator | |
| | 1 | 1 | Special Assistant to Chief | |
| Research and Planning | 1 | 1 | Research and Planning Sergeant | <ul style="list-style-type: none"> Assists the Chief in conducting research, long term planning, and administering special projects that |
| | 1 | 1 | Research and Planning Specialist | |

| Unit / Division | Curr. | Auth. | Position | Unit Description |
|-----------------------|-------|-------|--|---|
| | | | | affect the department's overall objectives and performance. |
| Finance Unit | 1 | 1 | Fiscal Manager | <ul style="list-style-type: none"> Unit generally provides financial, accounting, budgeting, and procurement support for the department. Grants Manager is responsible for applying for grants, and monitoring and reporting on grant utilization and results. False Alarm Coordinator/Facilities Manager monitors and enforces the false alarm fee program, as well as provides monthly and annual reports on the false alarm activity to the Chief and command staff. She also manages the department's facilities, including leases with privately owned facilities, and coordinates with City Engineering Services for maintenance and repair of City-owned facilities used by police. The Budget Specialists and Fiscal Analyst provide support department wide in reviewing contracts, approving purchases, and administering the purchasing card program. The Fiscal Analyst was reclassified from a Budget Specialist in FY 19 to provide analytical and financial planning support for the department. |
| | 1 | 1 | Police Grants Manager | |
| | 1 | 1 | False Alarm Coordinator/Facilities Manager | |
| | 1 | 1 | Fiscal Analyst | |
| | 2 | 2 | Budget Specialist | |
| Public Affairs | 1 | 1 | Public Information Officer (Civ.) | <ul style="list-style-type: none"> Responsible for managing communications with the media, general public, external parties, and internal communications. Oversee responses to public records requests sent to the police department. Create and disseminate content and information to the general public via the police website, social media, monthly newsletters, and other marketing and informational brochures. |
| | 2 | 2 | Senior Public Affairs Specialist | |
| | 1 | 1 | Communications Specialist | |
| | 1 | 1 | Public Affairs Officer (Sworn) | |

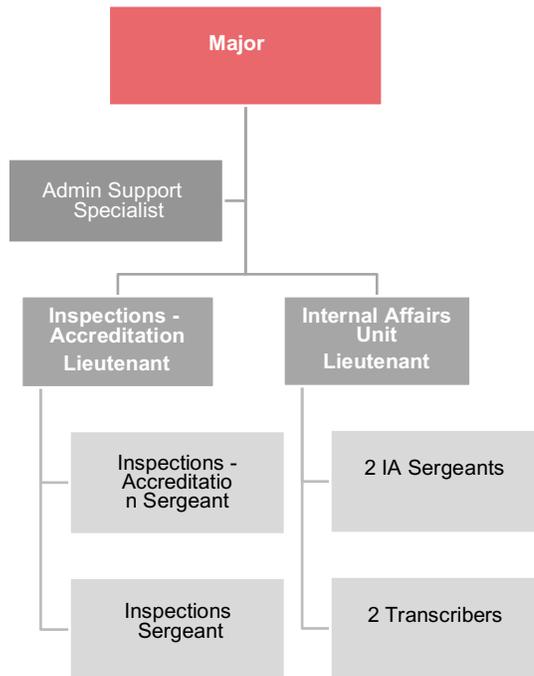
| Unit / Division | Curr. | Auth. | Position | Unit Description |
|-----------------|-------|-------|----------|--|
| | | | | <ul style="list-style-type: none"> Assist the department in planning and promoting community events hosted by or involving the police department. |

Office of Professional Standards

The Office of Professional Standards is responsible for investigating complaints, maintaining accreditation and auditing police functions and assets. OPS is led by a Major supported by a Captain and Administrative Support Specialist. The Office of Professional Standards is divided into two areas: Inspections and Accreditation and Internal Affairs.

(1) Organization

The following chart outlines the organization of the Office of Professional Standards:



(2) Staffing and Unit Descriptions

The following table provides the personnel and major tasks of Professional Standards staff.

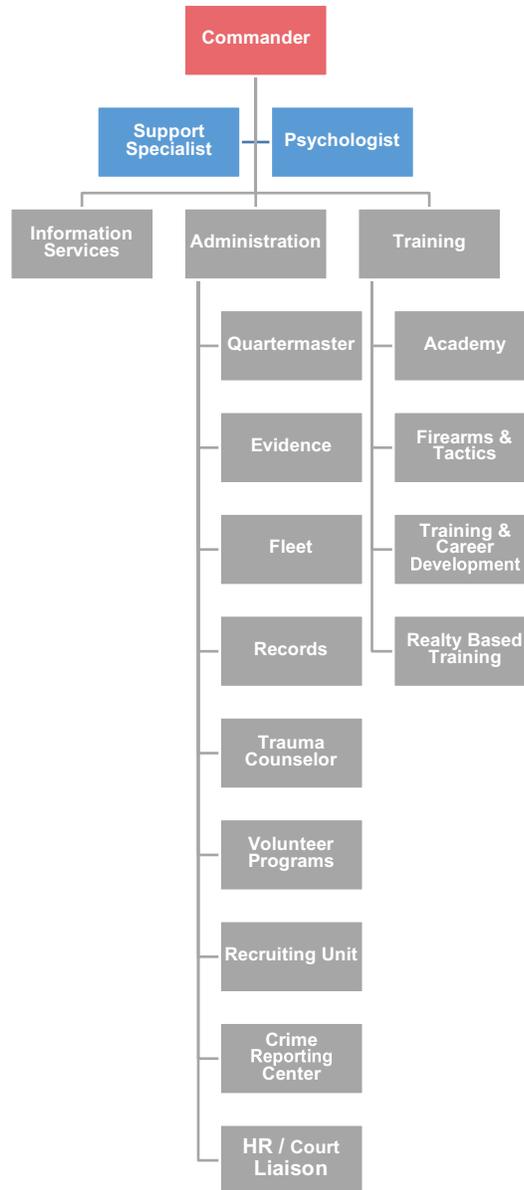
| Unit/Division | Curr. | Auth. | Position | Unit Description |
|------------------------------------|-------------|-------------|---|---|
| Administration | 1 1 1 | 1 1 1 | Major Captain Admin Support | <ul style="list-style-type: none"> The Major is responsible for the overall operations of the unit. The Major also adjudicates all complaints and confers with HR and Attorney. The Captain oversees the two lieutenants, plans and assigns work. The captain also maintains the IAPro database and tracks use of force. The Administrative Support Specialist is assigned tasks and is a point of contact for the unit. |
| Inspections - Accreditation | 1 2 | 1 2 | Lieutenant Sergeant | <ul style="list-style-type: none"> The Lieutenant is responsible for the daily operations and assignment of work. The sergeants maintain files for accreditation and perform audits of department functions. Sergeants monitor the destruction of property and evidence that is no longer needed and perform audits of the property room. |
| Internal Affairs | 1 2 2 | 1 2 2 | Lieutenant Sergeants Civilians (Transcription) | <ul style="list-style-type: none"> The Lieutenant is responsible for the daily operations and assignment of work. The sergeants conduct complaint investigations. The Transcribers transcribe interviews. |

Administrative Services Division

The Administrative Services Division is comprised of multiple functional areas including: Information Services, Recruiting, Crime Reporting Center; Quartermaster; Evidence; Fleet; Records, Training; Human Resources / Court Liaison; and Counseling. The Division is overseen by a Commander (civilian) and is supported by a combination of sworn and non-sworn supervisors and managers.

(1) Organization

The following chart outlines the organization of the Administrative Services Division:



(2) Staffing and Unit Descriptions for the Administrative Services Division

The following table provides the personnel and major tasks of staff of the Division.

| Unit/Division | Curr. | Auth. | Position | Unit Description |
|-----------------------|-------|-------|-----------|--|
| Administration | 1 | 1 | Commander | <ul style="list-style-type: none"> Provides overall administrative oversight to the Administrative Services Division and oversees the day-to-day operation. Provides direct oversight to Information Services, Training, Psychologist, and the Administrative Captain. |

| Unit/Division | Curr. | Auth. | Position | Unit Description |
|--|-------|-------|------------------------------|---|
| | 1 | 1 | Sr Support Specialist | <ul style="list-style-type: none"> Assists with paperwork for recruits and new hires, event planning, liaison with HR for open enrollment, record keeping for the Division, supply ordering, and processes the mail for HQ. Also supports the Administration Captain and Lieutenant. |
| | 1 | 1 | Psychologist | <ul style="list-style-type: none"> Provides counseling and psychological support for employees within the RPD. |
| Information Services | 1 | 1 | Manager | <ul style="list-style-type: none"> Manages all information services support for the Police Department, its facilities, vehicles, and equipment, including programming support, server and network maintenance, database administration, and software and hardware support. Assists in managing special projects, such as the implementation of the body worn camera program. Assists with information requests for internal and external parties, such as querying CAD data or compiling body worn camera footage. |
| | 2 | 2 | Sr System Analyst | |
| | 4 | 4 | System Analyst / Programmer | |
| | 2 | 2 | Computer Services Specialist | |
| | 1 | 1 | Officer | |
| Administration - Captain | 1 | 1 | Captain | <ul style="list-style-type: none"> Provides day-to-day oversight of Human Resources, Recruiting Unit, Crime Reporting Center, Trauma Counselor, and the Administrative Lieutenant. Tasked with providing procurement and contract management for specific areas, organizing special events and promotional ceremonies. |
| Human Resources / Court Liaison | 1 | 1 | Sergeant | <ul style="list-style-type: none"> Human Resources Sergeant oversees the Court Liaison and supports the Department's human resources needs including: <ol style="list-style-type: none"> Managing the Department's personnel records, both physical and electronic. Processing personnel records when onboarding or terminating employees. Managing the Department's roster of position control numbers. Managing the Department's internship program. |
| | 1 | 1 | Court Liaison | |

| Unit/Division | Curr. | Auth. | Position | Unit Description |
|------------------------------------|-------|-------|-------------------------|--|
| | | | | <p>5) Compiling weekly, monthly and annual management reports with workforce data.</p> <ul style="list-style-type: none"> • Court Liaison provides department wide support in scheduling court appearances for police personnel, issuing subpoenas and summonses, and other court related functions. |
| Recruiting Unit | 1 | 1 | Sergeant | <ul style="list-style-type: none"> • The Sergeant is responsible for the day to day operations of the unit, coordinating recruiting activities. The sergeant also attends recruiting events. • The senior support specialist is the first point of contact for the unit and performs administrative tasks. • The officer assists with recruiting events and responding to employment enquiries. • The backgrounders are part time and perform background investigations on both sworn and non-sworn applicants. • The polygraphist performs polygraphs on police department applicants. |
| | 1 | 1 | Sr. Support Specialist | |
| | 3 | 3 | Officer | |
| | 4 | 4 | Background Investigator | |
| | 1 | 1 | Polygraphist | |
| Crime Reporting Center | 1 | 1 | Sergeant | <ul style="list-style-type: none"> • Responsible for the intake of police reports / incident reports through a telephone reporting system and actively monitoring the online reporting system. • Center is staffed Monday – Friday 0730 – 1600 hours. Hours may be extended depending on the availability of staff. • Staffing is supplemented by officers who are on light or administrative duty. |
| | 1 | 1 | Civilian | |
| Administration - Lieutenant | 1 | 1 | Lieutenant | <ul style="list-style-type: none"> • Provides direct oversight to Quartermaster, Evidence, Fleet, and Records. • Tasked with specific duties such as procurement, contract management, coordinate assessments for outside agencies, radar calibration, etc. |
| <i>Quartermaster</i> | 1 | 1 | Manager | <ul style="list-style-type: none"> • Responsible for the procurement, receiving, inventory, and distribution of supplies for the RPD (excluding firearms). This includes all officer issued equipment. |
| | 2 | 2 | Inventory Assistant | |

| Unit/Division | Curr. | Auth. | Position | Unit Description |
|---------------------------|-------|-------|-----------------------------------|--|
| <i>Evidence</i> | 1 | 1 | Manager | <ul style="list-style-type: none"> • Maintains records related to officer issued equipment and informs officers when certain equipment expires. • Open Mon – Fri 0630 – 1715 hours. |
| | 6 | 6 | Evidence Specialist | <ul style="list-style-type: none"> • Responsible for the inventory and storage of all property and evidence collected by the RPD. • Collect items from each of the district stations, special operations, and detectives. • Process evidence for the Wake County and State Crime labs. Including the deliver and pickup from these locations. • Responsible for the disposal of property and evidence after disposition of the court case. This includes auction, destruction, or return to the owner. (Internal affairs assist with the disposal process) |
| <i>Records</i> | 1 | 1 | Manager | <ul style="list-style-type: none"> • Responsible for reviewing, coding, and maintenance of all RPD records and reports. • Staff are cross-trained to provide support, but staff primarily have specific functions (e.g. accident, expungements, incident reports, etc.) • Two staff primarily serve at the public counter process information request. • In the process of getting a new RMS system. |
| | 8 | 8 | Records Specialist | |
| <i>Fleet</i> | 1 | 1 | Manager | <ul style="list-style-type: none"> • Responsible for the procurement and disposal of RPD vehicles. • Upfits all new RPD vehicles. All patrol vehicles are upfit by an outside contractor at the RPD. Internal staff handle all administrative, unmarked, and specialty vehicles. • Maintain parts inventory for upfitting and maintenance. • City fleet provides preventive maintenance and repair services. • Technicians shuttle vehicles to City Fleet for maintenance. |
| | 1 | 1 | Supervisor | |
| | 4 | 4 | Mechanic | |
| | 4 | 4 | Automotive Services Technician | |
| | 0 | 1 | Motor Pool Technician | |
| <i>Volunteer Programs</i> | 1 | 1 | Coordinator (PT, 10 hours / week) | <ul style="list-style-type: none"> • Oversees the volunteer program of the department, which includes 37 volunteers. |

| Unit/Division | Curr. | Auth. | Position | Unit Description |
|-------------------------------|-------|-------|----------------------|--|
| | | | | <ul style="list-style-type: none"> Volunteers are utilized in various roles within the department including serving as community officers, assist with traffic / crowd control at special events, and assist in multiple function units in the RPD. |
| <i>Trauma Counselor</i> | 1 | 1 | Counselor | <ul style="list-style-type: none"> Provides psychological and counseling services to non-employees who have experienced trauma related to a police incident. Involved in family support groups for spouses / family of RPD employees. |
| Training | 1 | 1 | Director | <ul style="list-style-type: none"> The Director is responsible for overall coordination and planning for the Training. The Lieutenant oversees the 4 sergeants assigned to Training. The Lieutenant does planning, coordinating and training. The Senior Staff person is the first point of contact for visitors and phone calls to the academy. They also have administrative tasks assigned. Training also uses approximately 120 auxiliary instructors who serve throughout the department. |
| | 1 | 1 | Lieutenant | |
| | 1 | 1 | Senior Staff Support | |
| <i>Training Academy</i> | 1 | 1 | Sergeant | <ul style="list-style-type: none"> The Training Academy is responsible for training new officers to meet state BLET standards (training exceeds state requirements). They typically provide 2 academies per year. The sergeant is responsible coordinating the BLET academy and supervising instructors. The sergeant also coordinates the FTO program. The officers teach classes and coordinate the day to day activities of the recruits. |
| | 4 | 4 | Officer | |
| <i>Firearms & Tactics</i> | 1 | 1 | Sergeant | <ul style="list-style-type: none"> Firearms and Tactics is responsible for training new officers in basic firearm marksmanship and drivers training to meet state BLET standards and providing tenured officers additional/in-service firearms training. The unit also coordinates qualifications for the department. |
| | 3 | 4 | Officer | |
| | 1 | 1 | Armorer | |

| Unit/Division | Curr. | Auth. | Position | Unit Description |
|--|-------|-------|----------|---|
| | | | | <ul style="list-style-type: none"> The sergeant is responsible coordinating and supervising instructors. The officers teach classes and coordinate the day to day activities of the units. |
| <i>Training & Career Development</i> | 1 | 1 | Sergeant | <ul style="list-style-type: none"> Training and Career Development is responsible for coordinating advanced training for officers who want to further their skills in specific subjects. The sergeant is also responsible updating the education attainment records so that officers are reimbursed for expenses and receive education incentive pay. The officer teaches classes and coordinates the day to day activities of the unit. |
| | 1 | 1 | Officer | |
| <i>Realty Based Training</i> | 1 | 1 | Sergeant | <ul style="list-style-type: none"> Realty Based Training is responsible for training new officers and providing tenured officers' in-service training. Realty Based Training focuses on Subject Control and Arrest Tactics, Driving and patrol tactics. The sergeant is responsible coordinating training and supervising instructors. The officers teach classes and coordinate the day to day activities of the unit. |
| | 4 | 4 | Officer | |

Detective Division

The Detective Division is headed by a Major, with two reporting Captains. The captains oversee several detective sections. These sections are described below:

The ***Violent Crimes Section*** is led by a lieutenant and consists of three units:

- Homicide Unit
 - Unit #1
 - Unit #2
- Special Victims / Aggravated Assault Unit
 - Unit #1
 - Unit #2

- Robbery Unit
 - Unit #1
 - Unit #2

The **Youth and Family Services Section** is led by a lieutenant and consists of four units:

- Family Violence Intervention Unit
- Juvenile Unit
- Youth Services Unit
- School Resource Officer Unit

The **Raleigh Intelligence Center (RIC)** is led by a lieutenant and consists of five units:

- Raleigh Intelligence Center Team #1 and Team #2
- Intelligence Unit
- Technical Assistance Response Unit (TARU)
- Fugitive Unit

The **Property Crimes Section** is led by a lieutenant and consists of four units:

- Property Crimes Unit
 - North District
 - South District
- Burglary Unit
- Financial Crimes Unit
- Detective Investigative Support Unit

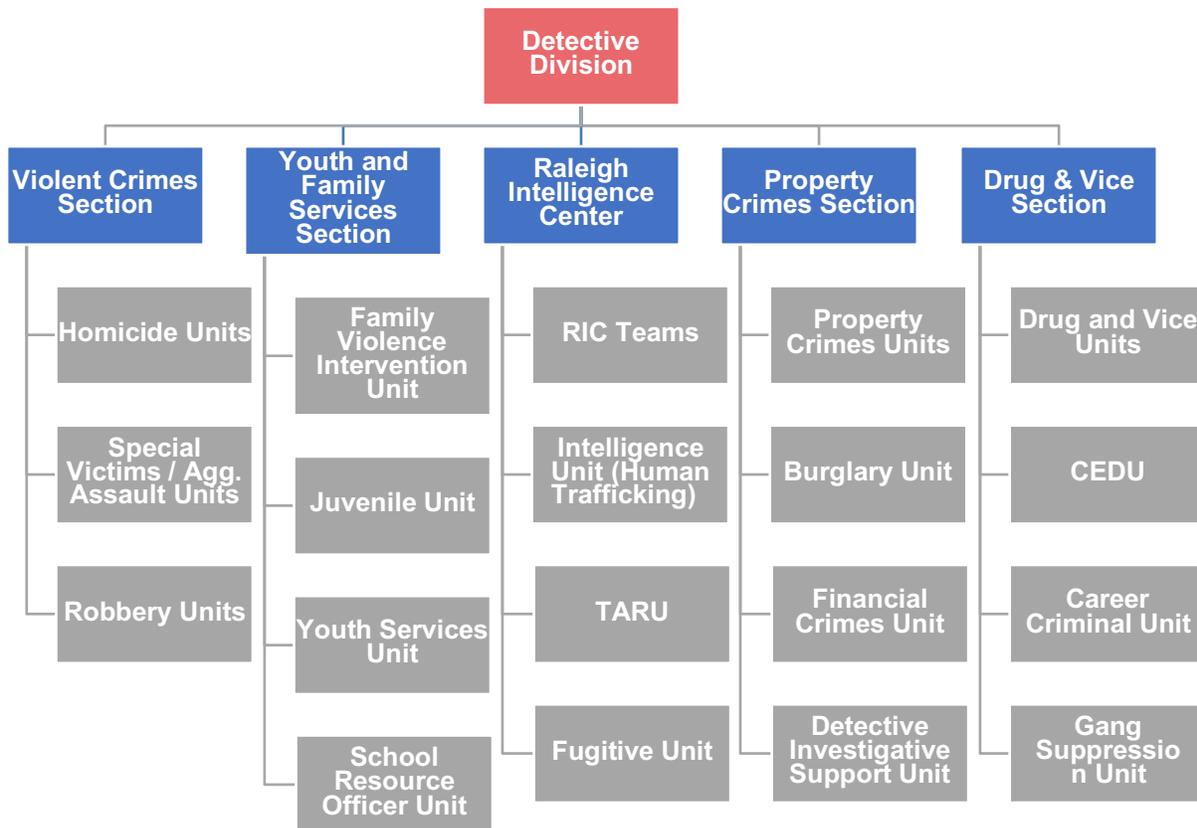
The **Drugs and Vice Section** is led by a lieutenant and consists of four units:

- Drugs & Vice
 - Unit #1
 - Unit #2
- Criminal Enterprise Drug Unit (CEDU)

- Career Criminal Unit
- Gang Suppression Unit

(1) Organization

The following chart outlines the organization of the Detective Division:



(2) Staffing and Unit Descriptions

The following table provides current (“Curr.”) and authorized/budgeted (“Auth.”) staffing levels for each section and work unit in the Detective Division.

| Unit/Section | Curr. | Auth. | Position | Unit Description |
|-------------------------|-------|-------|-----------------------------|--|
| Division Administration | 1 | 1 | Major | <ul style="list-style-type: none"> • The major is responsible for managing the division and its assigned sections. • Provides policy and procedure oversight and broader management for the Raleigh Intelligence Center. • The SSS supports the Major, Captains, and division as a whole. |
| | 1 | 1 | Support Services Specialist | |

| Unit/Section | Curr. | Auth. | Position | Unit Description |
|---|-------------|-------------|---|--|
| Major Cases and Family Services | | | | |
| Administration | 1 | 1 | Captain | <ul style="list-style-type: none"> Provides administrative oversight, leadership, advocacy, customer interface and general support. Supervises lieutenants who oversee functional sections. Provides policy and procedure oversight and broader management services for major person crimes and Youth and Family Services. |
| Violent Crime Section | 1 | 1 | Lieutenant | <ul style="list-style-type: none"> The Violent Crime Section is overseen by one lieutenant, and is composed of three separate units: Homicide, Special Victims / Aggravated Assault and Robbery. Each unit / sub-unit is supervised by a sergeant. |
| <i>Homicide</i> <i>Unit #1</i> <i>Unit #2</i> | 2 5 5 | 2 5 5 | Sergeants Detectives #1 Detectives #2 | <ul style="list-style-type: none"> Two units are assigned on 7:00 AM-3:00 PM, 3:00 PM-11:00 PM shifts, Mon-Fri. A few staff will work 1300-2100. Investigates, homicides, suicides and unattended deaths, to include overdoses. Investigates officer involved shootings as part of three-prong investigative effort to include IA and state SBI. Focuses on "officer as victim." No dedicated cold case unit but approximately 60 cold cases split among 10 detectives who work "as time available." |
| <i>Special Victims / Aggravated Assault</i> <i>Unit #1</i> <i>Unit #2</i> | 2 5 5 | 2 5 5 | Sergeants Detectives #1 Detectives #2 | <ul style="list-style-type: none"> Two units are assigned on 7:00 AM-3:00 PM, 3:00 PM-11:00 PM shifts, Mon-Fri. A few staff will work 1300-2100 or beginning 0800. Investigates all shootings to include persons, vehicles, and structures. Investigates any crime where weapon used resulting in serious bodily injury. Backs-up Homicide Unit. Frequently responds to scene. |

| Unit/Section | Curr. | Auth. | Position | Unit Description |
|--|------------------|------------------|---|---|
| <i>Robbery Unit #1 Unit #2</i> | 2 5 5 | 2 5 5 | Sergeants Detectives #1 Detectives #2 | <ul style="list-style-type: none"> Two units are assigned on 7:00 AM-3:00 PM, 3:00 PM-11:00 PM shifts, Mon-Fri. A few staff will work beginning 0800. Investigates all robberies including street, commercial and those where victim was shot (and robbery was the intent). Detectives always respond to the field for commercial robbery and otherwise for good follow-up. |
| Youth and Family Services Section | 1 | 1 | Lieutenant | <ul style="list-style-type: none"> The Youth and Family Services Section is overseen by one lieutenant, and is composed of four separate units: Family Violence Intervention, Juvenile, Youth Services, and School Resource Officer. Each unit / sub-unit is supervised by a sergeant. |
| <i>Family Violence Intervention Unit</i> | 1 4 2 3 | 1 4 4 3 | Sergeant Detectives Officers Counseling Coord. | <ul style="list-style-type: none"> The Family Violence Intervention Unit investigates felony domestic violence incidents, to include cases up to attempted murder. Misdemeanor also investigated if no arrest. Patrol officers investigate arrest-based misdemeanor domestic violence incidents. Detectives focus on felony investigations; officers focus on misdemeanor investigations and providing support services to victims and counsellors. Civilian counselors provide referrals, victim assistance services, crisis intervention, and related. Coordinates with the assigned DV District Attorney. |
| <i>Juvenile Unit</i> | 1 7 | 1 7 | Sergeant Detectives | <ul style="list-style-type: none"> The Juvenile Unit operates a split schedule alternating weeks 7am-3pm and 3pm-11pm. Will investigate all crime-types, excluding homicide, where juvenile is victim or identified suspect including robbery, larceny, serious assault, sex crimes and runaways. Coordinates with assigned Juvenile District Attorney. 12/1/19 age of Juveniles increases to 17 years or younger, impacting caseloads. |

| Unit/Section | Curr. | Auth. | Position | Unit Description |
|-------------------------------------|------------------|-----------------|---|---|
| <i>Youth Services Unit</i> | 1 4 1 5 | 1 5 5 | Sergeant Officers Liaison Ret. Ofcr. (P/T) | <ul style="list-style-type: none"> The Youth Services Unit operates with staff from 0700-1800 hours. Sworn staff facilitate youth outreach through special event coordination such as Summer Kid camp, Shop-with-a-Cop, teaching 5th grade LEADER program, etc. Civilian liaison coordinates support for youth with local businesses. Five (5) part-time retired RPD officers act as mentors throughout the year, assisting with homework, supporting community centers, etc. |
| <i>School Resource Officer Unit</i> | 2 12 | 2 12 | Sergeant Officers | <ul style="list-style-type: none"> The School Resource Officer Unit is composed of two major functions operating during the school year. Nine (9) officers are located at the 10 public high schools (two are adjoining) to provide support services to District staff to include hallway and classroom monitoring, calls-for-service response, juvenile counselling, special projects, classroom instruction, and related. Three (3) officers are Crossing-guard coordinators that facilitate this program and oversee 56 part-time crossing guards. Coordinators back-up and back-fill SRO positions, as needed. In summer staff provide Patrol support, traffic support, Youth Services project support, etc. |
| Raleigh Intelligence Center | 1 | 1 | Lieutenant | <ul style="list-style-type: none"> The Raleigh Intelligence Center (RIC) is overseen by one lieutenant, and is composed of four separate units: RIC#1, RIC#2, Intelligence Unit, Technical Assistance Response Unit, and the Fugitive Unit. Each unit / sub-unit is supervised by a sergeant. |

| Unit/Section | Curr. | Auth. | Position | Unit Description |
|--|-------|-------|---------------------|--|
| <i>Raleigh Intelligence Center (RIC) Team #1 Team #2</i> | 2 | 2 | Sergeant | <ul style="list-style-type: none"> • The RIC operates a split schedule alternating weeks in order to provide coverage from 7am to 2am. • Each team of 1 sergeant, 5 detectives and 3 crime analysts perform a variety of functions designed to support Patrol and other RPD units. • Detectives provide radio and phone support to Patrol to pull various data requested in field. Provides real-time Intelligence and threat assessment information. • Each detective also serves as resource for a particular specialty ranging from gangs, opioids, etc. • Detectives now also carry caseload to include missing person cases. • Each crime analyst is assigned a district as well as a specialty. Provides crime statistics on district occurrences to include crime pattern and trend initiatives. Utilize Crimeview Dashboard and other tools. |
| | 10 | 10 | Detectives | |
| | 6 | 6 | Crime Analyst | |
| <i>Intelligence Unit</i> | 1 | 1 | Sergeant | <ul style="list-style-type: none"> • The Intelligence Unit operates 0700-1600 hours. • Six (6) detectives are responsible for Human Trafficking investigations and major threat assessment follow-up as initially ID'd by RIC staff or another source. • At least 80% of work is human-trafficking related. In addition to this, two (2) detectives are assigned to the FBI child exploitation task force involved in ICAC and other efforts. • Role of unit has shifted from Intel to Trafficking. |
| | 6 | 6 | Detectives | |
| | 2 | 2 | Detectives (FBI TF) | |

| Unit/Section | Curr. | Auth. | Position | Unit Description |
|---|-------------|-------------|---|---|
| <i>Technical Assistance Response Unit (TARU)</i> | 1 7 0 | 1 7 1 | Sergeant Detectives Technician | <ul style="list-style-type: none"> The Technical Assistance Response Unit operates a split schedule alternating weeks opposite of the Fugitive Unit with coverage from 1000-0200 hours. One (1) detective is dedicated to city-wide video collection for evidence purposes. Six (6) detectives are responsible for use of technology for evidentiary purposes including telephone data-dumps (Cellebrite), remote camera installation, GPS tracker placement, surveillance support to obtain Probable Cause, etc. One Intelligence Unit detective performs digital forensics on computers and related. The civilian technician position is presently vacant. |
| <i>Fugitive Unit</i> | 1 5 1 | 1 7 1 | Sergeant Officers Officer (Marshall TF) | <ul style="list-style-type: none"> The Fugitive Unit operates a split schedule alternating weeks opposite of the Technical Assistance Response Unit with coverage from 1000 to 0200 hours. Five (5) officers are responsible for identifying and apprehending fugitives on felony warrants; violent warrants are prioritized. Work is self-generated based on research as well as detective requests for apprehension. One (1) Officer is assigned to the Marshalls Task Force Office. |
| Night and Weekend Rotation | - | - | Sergeant Detectives | <ul style="list-style-type: none"> Detectives, excluding homicide, rotate to Night Shift periodically from own shift from 8pm to 4am to provide investigative assistance. Generally, includes 4-5 night shifts per year and 4-5 weekend shifts per year. Accrue compensatory time or trade days. Sergeant rotates as well to provide oversight of the four (4) positions assigned. |
| General Investigations and Drug & Vice | | | | |

| Unit/Section | Curr. | Auth. | Position | Unit Description |
|---|---------|---------|------------------------|---|
| Administration | 1 | 1 | Captain | <ul style="list-style-type: none"> Provides administrative oversight, leadership, advocacy, customer interface and general support. Supervises lieutenants who oversee functional sections. Provides policy and procedure oversight and broader management services for Property-related crimes and drugs and vice operations. |
| Property Crimes Section | 1 | 1 | Lieutenant | <ul style="list-style-type: none"> The Property Crimes Section is overseen by one lieutenant, and is composed of four separate units: Property Crimes Unit, Burglary Unit, Financial Crimes Unit, and Detective Investigative Support Unit. Each unit / sub-unit is supervised by a sergeant. |
| <i>Property Crimes Unit</i> <i>North District</i> <i>South District</i> | 2 10 | 2 10 | Sergeant Detectives | <ul style="list-style-type: none"> The Property Crimes Unit operates split shifts from 0700 to 2300 hours. Misdemeanor property crimes and other felonious crimes not assigned to specialty units (e.g. auto theft) are investigated by the property crimes unit. Workload divided by geographic area between two sergeants resulting in 300-400 cases reviewed per sergeant per week. Given workload, most cases suspended due to lack of evidence or time to investigate. |
| <i>Burglary Unit</i> | 1 8 | 1 9 | Sergeant Detectives | <ul style="list-style-type: none"> Detectives investigate Property-related felony crimes to include commercial and residential burglaries. Identify patterns and trends; detectives assigned to various districts; 2 detectives assigned city-wide commercial burglary; investigate cases based on solvability. |
| <i>Financial Crimes Unit</i> | 1 5 | 1 5 | Sergeant Detectives | <ul style="list-style-type: none"> Investigates various fraud and forgery and financial crimes with persons or bank being victim. Attempts to identify series crimes with repeat offenders to focus investigative efforts. |

| Unit/Section | Curr. | Auth. | Position | Unit Description |
|---|------------------|------------------|--|---|
| <i>Detective Investigative Support Unit</i> | 1 4 1 1 | 1 4 1 1 | Sergeant Detectives Administrative Support Front Desk Officer | <ul style="list-style-type: none"> Investigates various specialized crimes to include pattern retail theft, pawn shop investigation and precious metals theft. Uses LEADS online to generated pawn shop investigative efforts. 1 Detective assigned to DA's Office. Administrative support provides NCIC updating. |
| Drugs & Vice Section | 1 | 1 | Lieutenant | <ul style="list-style-type: none"> The Drugs & Vice Section is overseen by one lieutenant, and is composed of four separate units: Drugs and Vice, Criminal Enterprise Drug Unit, Career Criminal Unit and Gang Suppression Unit. Each unit / sub-unit is supervised by a sergeant. |
| <i>Drug and Vice D&V #1 D&V #2</i> | 2 10 | 2 10 | Sergeant Detective | <ul style="list-style-type: none"> Two sergeants provide direct supervision over narcotics investigative units that operate from 0800 to 0200; units regularly vary their hours to accommodate investigative activities. Investigates street drug sales and mid-level trafficking operations. Cases are also generated by Crime Stoppers, citizen complaints and information gathered from patrol personnel and confidential informants. One (1) detective involved in Drug Diversion investigations (pharmaceuticals). Vice-related activities are complaint-based only. |
| <i>Criminal Enterprise Drug Unit (CEDU)</i> | 1 4 3 | 1 4 3 | Sergeant Detectives Detectives (DEA TF) | <ul style="list-style-type: none"> Focuses on longer term drug related regional problems to include middle and high-level narcotics investigations. Works with Career Criminal Unit, as necessary, to perform surveillance and related activities. One RIC Intelligence Unit detective on temporary assignment attached to CEDU. Three (3) detectives assigned to DEA task force one of which is an opioid specialist. |

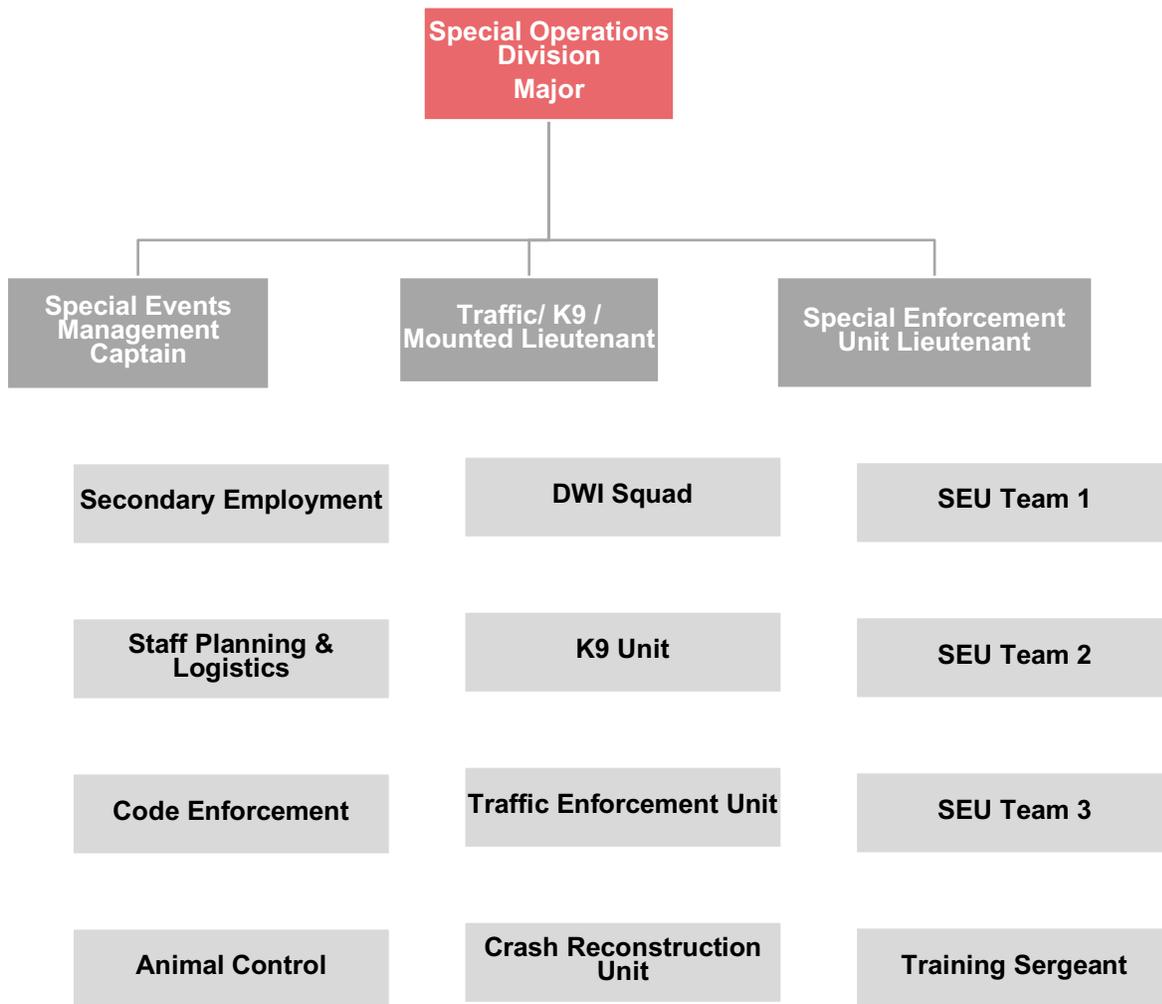
| Unit/Section | Curr. | Auth. | Position | Unit Description |
|------------------------------|-------|-------|---------------------|--|
| <i>Career Criminal Unit</i> | 1 | 1 | Sergeant | <ul style="list-style-type: none"> Two (2) detectives focus on career criminal individuals based on FBI “safe streets” initiative. These detectives work directly with 2 FBI agents assigned to area. Intention of unit is to perform target identification, perform risk assessment, and obtain federal prosecution of career criminals. Two (2) detectives assigned to ATF task force focusing on regional robbery, robbery with a firearm, and major firearm offenses. |
| | 2 | 2 | Detectives | |
| | 2 | 2 | Detectives (ATF TF) | |
| | 0 | 1 | Officer | |
| <i>Gang Suppression Unit</i> | 1 | 1 | Sergeant | <ul style="list-style-type: none"> Proactive uniformed unit designed to identify and gather field intelligence related to gangs. Investigates social media, develops case suspects on shootings, drug investigations, etc. Coordinates with RIC on gang database; meets monthly for gang meeting; responds to district request for gang support services. |
| | 4 | 8 | Officers | |

Special Operations Division

The Special Operations Division consists of Special Events / Management and Special operations. The division is led by a major and supported by two Captains. Each of these are divided into sub-units that support patrol operations or perform tasks or assignments that require specialized dedicated staff. Units include Administrative Services, Traffic / K9 / Mounted Patrol and the Selective Enforcement Unit.

(1) Organization

The following chart outlines the organization of Special Operations:



(2) Staffing and Unit Descriptions

The following table provides the personnel and major tasks of Technology Services staff.

| Unit/Division | Curr. | Auth. | Position | Unit Description |
|--|-------|-------|----------------------|--|
| Administration | 1 | 1 | Major | <ul style="list-style-type: none"> The Major is responsible for the overall operations and planning of the Division. The Captains are in charge of separate functions within the Special Operations Division. The Captain in charge of Staff Planning and Logistics conducts event planning and monitors protests. The Senior Staff Support is assigned tasks and administrative duties in support of the division. |
| | 2 | 2 | Captain | |
| | 1 | 1 | Senior Staff Support | |
| Selective Enforcement Unit | 1 | 1 | Captain | <ul style="list-style-type: none"> The Lieutenant is responsible for the overall operations and planning of the unit. The Selective Enforcement Unit executes search warrants, responds to critical incidents and assists other proactive units. The unit was divided into 3 separate teams, but due to staff shortages it is now comprised of 2 teams. The sergeants serve as team leaders. The teams work a 4-10 schedule. |
| | 1 | 1 | Lieutenant | |
| | 2 | 4 | Sergeant | |
| | 20 | 27 | Officer | |
| Traffic / K9 / Mounted Administration | 1 | 1 | Lieutenant | <ul style="list-style-type: none"> The Lieutenant is responsible for the overall operations and planning of the unit. The Lieutenant supervises 4 sergeants. |
| Crash Reconstruction Unit (CRU) | 1 | 1 | Sergeant | <ul style="list-style-type: none"> The Sergeant is responsible for the daily operations of the unit. The officers investigate fatal and serious injury crashes. The officers also investigate officer involved crashes. |
| | 3 | 3 | Officer | |
| Traffic Enforcement Unit | 1 | 1 | Sergeant | <ul style="list-style-type: none"> The Sergeant is responsible for the daily operations of the unit. The unit conducts proactive traffic enforcement on high crash, speeding or traffic complaint locations. The unit works a 4-10 schedule 7am to 5pm, Tuesday through Friday. |
| | 3 | 7 | Officers | |

| Unit/Division | Curr. | Auth. | Position | Unit Description |
|--|-------|-------|---------------------------|--|
| K9 Unit / Mounted | 1 | 1 | Sergeant | <ul style="list-style-type: none"> The Sergeant is responsible for the daily operations of the unit. K9 officers are assigned to assist patrol working varied shifts. K9 are dual purpose tracking and narcotic detection. Mounted patrol work high visibility areas downtown and in parks. |
| | 9 | 12 | Officers | |
| DWI Squad | 1 | 1 | Sergeant | <ul style="list-style-type: none"> The Sergeant is responsible for the daily operations of the unit. The unit works as a proactive Drunk Driving (impaired) driver enforcement team. The unit works a rotational schedule of nights and days. |
| | 3 | 4 | Officers | |
| Support Services Administration | 1 | 1 | Lieutenant | <ul style="list-style-type: none"> The Lieutenant is responsible for the overall operations and planning of the unit. The lieutenant supervises 3 sergeants and the Animal Control Supervisor. |
| Animal Control Unit | 1 | 1 | Animal Control Supervisor | <ul style="list-style-type: none"> The unit is responsible for the investigating animal related calls for service. The supervisor is responsible for the day to day operations of the unit. The Officers (non-sworn) respond to animal related calls for service, perform investigations and write reports. The Officers also take animals into custody and transport them to the county shelter when necessary. The Officers work 6:30am to 3pm or 2pm to 10:30pm. |
| | 8 | 10 | A/C Officer (Non-sworn) | |

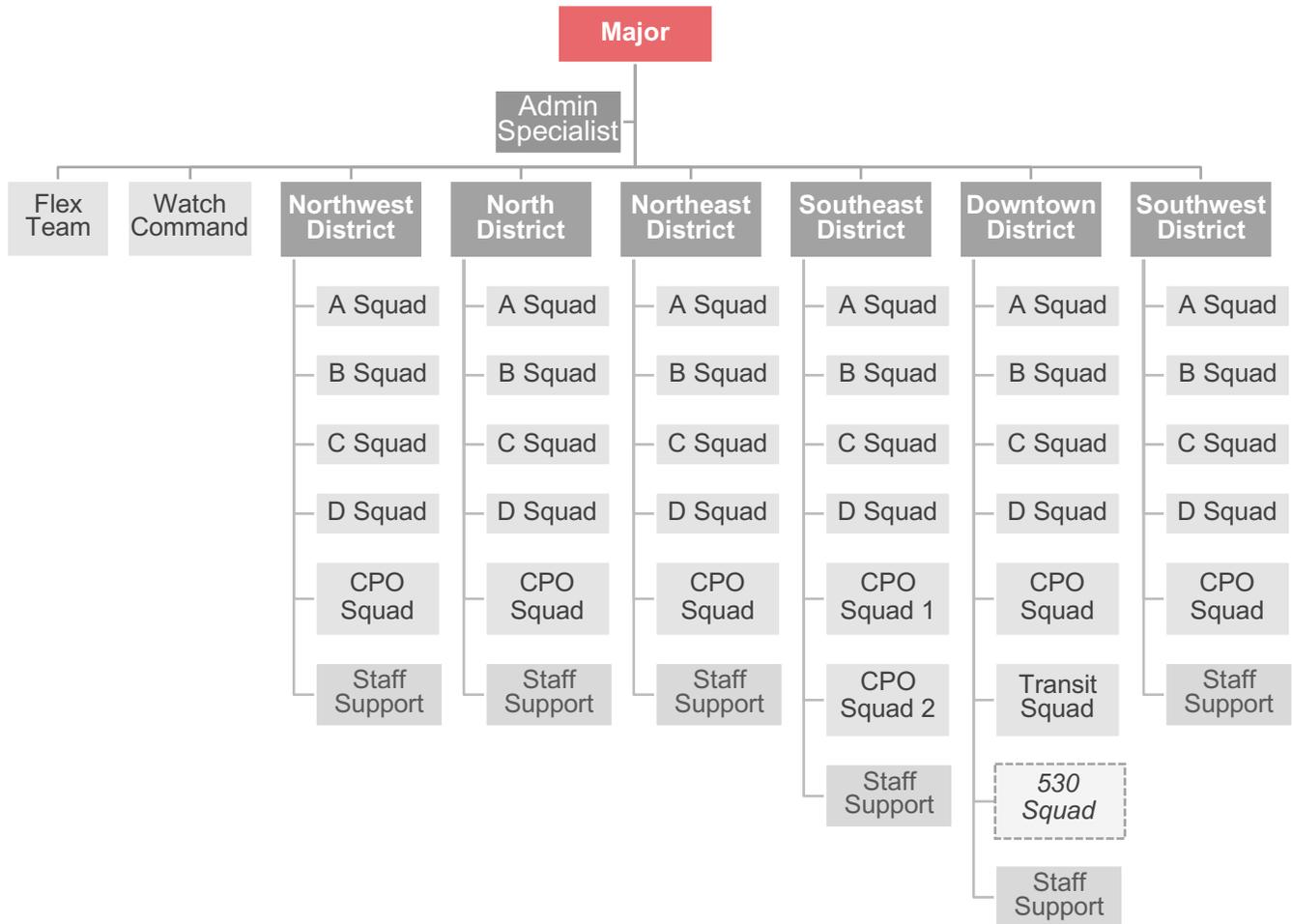
| Unit/Division | Curr. | Auth. | Position | Unit Description |
|--|-------|-------|-----------------|---|
| Code Enforcement Unit | 1 | 1 | Sergeant | <ul style="list-style-type: none"> The Sergeant is responsible for the daily operations of the unit. Code enforcement officers conducts ABC investigations for licenses and issues permits for public events working with the city events office. Code enforcement officers also manage permits for Bingo and Message establishments and investigate wrecker complaints and contracts. The Inspectors conduct Taxi operator and vehicle inspections. The Net Forces inspections works with other city departments on inspections on Night Club / Entertainment Venues. |
| | 2 | 2 | Officers | |
| | 2 | 2 | Inspectors | |
| | 1 | 1 | Net Forces Civ. | |
| Staffing Planning & Logistics | 1 | 1 | Sergeant | <ul style="list-style-type: none"> The Sergeant is responsible for the daily operations of the unit. One officer is assigned to coordinate roads races and one officer is assigned to coordinate other events (pickets/protests). Officers are responsible for posting no parking signs and creating event maps. |
| | 2 | 2 | Officers | |
| Secondary Employment | 1 | 1 | Sergeant | <ul style="list-style-type: none"> The sergeant coordinates off-duty, secondary employment contracts and staffing. The Administrative Support person is the first point of contact for the support services and performs tasks as assigned. |
| | 1 | 1 | Admin Support | |

Field Operations Division

The Field Operations Division is organized into six districts, each of which managed by a captain. Patrol services are divided into four 12-hour shifts, with all shifts including 1 lieutenant and 2-3 sergeants. Aside from staff assigned to core patrol roles, the three patrol shifts also include the CSO program, as well as the unfunded school resource officer (SRO) and crash investigator roles.

(1) Organization

The following chart outlines the organization of Patrol within the Field Operations Division:



(2) Staffing and Unit Descriptions

The following table provides the personnel and major tasks of staff for Patrol. The “Curr.” column displays the number of currently filled positions, while the “Auth.” column provides the number of authorized (funded and budgeted) positions. Positions that are unfunded are not shown.

| Unit/Division | Curr. | Auth. | Position | Unit Description |
|-------------------------|-------|-------|--------------|---|
| Field Operations | | | | |
| Administration | 1 | 1 | Major | <ul style="list-style-type: none"> Responsible for the administration of the Field Operations Division. The major has 12 direct reports, including the 4 watch commanders, 6 district captains, and the FLEX Team sergeant. |
| | 1 | 1 | Admin. Asst. | |

| Unit/Division | Curr. | Auth. | Position | Unit Description |
|---------------------------|--------|--------|---------------------|---|
| | | | | <ul style="list-style-type: none"> • Conducts long-term strategic planning when time allows. |
| Administrative Specialist | 1 | 1 | Admin. Asst. | <ul style="list-style-type: none"> • Reports directly to the major over Field Operations. Maintain division personnel files. • Coordinates with all 6 districts support staff to ensure administrative paperwork is completed and forwarded in a timely manner to Field Operations office. Checks paperwork to ensure accuracy. Conducts training of staff support at the time of hire and on an on-going basis. • Coordinates with City officials to ensure administrative paperwork is completed and forwarded for the division in a timely manner. • Coordinates the RPD Ride-along program. |
| Watch Command | 4 | 4 | Captain | <ul style="list-style-type: none"> • The captains are attached to individual shifts (A/B/C/D) and work with patrol lieutenants across the city. • Manages patrol operations on a shift-to-shift basis, organizes responses to major incidents, coordinates resources, and serves as a point of contact. |
| FLEX Team | 1 7 | 1 8 | Sergeant Officer | <ul style="list-style-type: none"> • Reports directly to the major over Field Operations. • Proactively addresses crime and quality of life issues throughout the city. • Work priorities are set by the major and the unit, but will receive requests from the six districts. |
| Northwest District | | | | |
| Administration | 1 | 1 | Captain | <ul style="list-style-type: none"> • Responsible for managing the district and handling a variety of duties relating to its administration. • Coordinates with lieutenants and sergeants on daily events and issues to be aware of. • Serves as a point of contact between the department and the community, responding to community concerns and setting priorities for proactive resources as needed. • Ensures Department priorities are executed in the Districts. • Authority to impact staffing levels in district for special assignments. |
| <i>Staff Support</i> | 1 | 1 | Officer | <ul style="list-style-type: none"> • Both positions report to the Captain |

| Unit/Division | Curr. | Auth. | Position | Unit Description |
|------------------|--------------|--------------|-----------------------------------|--|
| | 1 | 1 | Staff Supp. Spec. | <ul style="list-style-type: none"> Works five days per week on an 8-hour shift schedule. |
| CPO Squad | 1 2 | 1 4 | Sergeant Officer | <ul style="list-style-type: none"> The CPO Squad serves in a variety of roles related to community engagement and responsiveness. The squad attends community meetings, provides CPTED assessments, and attends school programs to educate the public. Responds to community complaints and addresses them, such as local speeding concerns. 1 officer is assigned as a crime prevention officer. |
| <i>Desk</i> | 1 | 1 | Officer | <ul style="list-style-type: none"> The desk officer reports to the sergeant over CPO Squad. Handles walk-in reports, telephone calls, and other services request from the public. Works five days per week on an 8- hour shift. |
| A Squad | 1 2 10 | 1 2 11 | Lieutenant Sergeant Officer | <ul style="list-style-type: none"> A Squad personnel work a 12-hour shift on opposite days from C squad, with day and night shifts rotating between the two squads every 28 days. Start times are staggered for half of the squad, starting and ending the shift an hour later. Patrol lieutenants manage the shifts, and are responsible for completing 10 body-worn camera audits per month. Lieutenants are also responsible for designing and administering special proactive projects throughout the year. Patrol sergeants function as the first-line supervisors for officers and complete all evaluations for those assigned to them. Patrol sergeants are responsible for reviewing all reports from officers on their shift team. Patrol officers and sergeants respond to emergency incidents and other calls for service, completing reports as needed. When time is available to do so, patrol officers focus proactively on addressing crime and quality of life issues. |
| B Squad | 1 2 8 | 1 2 11 | Lieutenant Sergeant Officer | <ul style="list-style-type: none"> B Squad personnel work a 12-hour shift on opposite days from D squad, with day and night shifts rotating between the two squads every 28 days. |

| Unit/Division | Curr. | Auth. | Position | Unit Description |
|-----------------------|--------------|--------------|-----------------------------------|--|
| | | | | <ul style="list-style-type: none"> Start times are staggered for half of the squad, starting and ending the shift an hour later. Patrol duties and responsibilities are identical to those of A Squad. |
| C Squad | 1 2 10 | 1 2 11 | Lieutenant Sergeant Officer | <ul style="list-style-type: none"> C Squad personnel work a 12-hour shift on opposite days from A squad, with day and night shifts rotating between the two squads every 28 days. Start times are staggered for half of the squad, starting and ending the shift an hour later. Patrol duties and responsibilities are identical to those of A Squad. 1 officer on a under leave of absence is included within the current total. |
| D Squad | 0 2 8 | 1 2 11 | Lieutenant Sergeant Officer | <ul style="list-style-type: none"> D Squad personnel work a 12-hour shift on opposite days from B squad, with day and night shifts rotating between the two squads every 28 days. Start times are staggered for half of the squad, starting and ending the shift an hour later. Patrol duties and responsibilities are identical to those of A Squad. |
| North District | | | | |
| Administration | 1 | 1 | Captain | <ul style="list-style-type: none"> Responsible for managing the district and handling a variety of duties relating to its administration. Coordinates with lieutenants and sergeants on daily events and issues to be aware of. Serves as a point of contact between the department and the community, responding to community concerns and setting priorities for proactive resources as needed. Ensures Department priorities are executed in the Districts. Authority to impact staffing levels in district for special assignments. |
| <i>Staff Support</i> | 1 | 1 | Staff Supp. Spec. | <ul style="list-style-type: none"> Take telephone calls, and respond to requests from the public, coordinating with other staff as needed. Works five days per week on an 8-hour shift schedule. |

| Unit/Division | Curr. | Auth. | Position | Unit Description |
|------------------|--------------|--------------|-----------------------------------|--|
| <i>CPO Squad</i> | 1 2 | 1 5 | Sergeant Officer | <ul style="list-style-type: none"> The CPO Squad is organized under the Captain. The CPO Squad serves in a variety of roles related to community engagement and responsiveness. The squad attends community meetings, provides CPTED assessments, and attends school programs to educate the public. Responds to community complaints and addresses them, such as local speeding concerns. |
| Desk | 3 | 3 | Officer | <ul style="list-style-type: none"> This is a 24/7 position that is organized under A, B, C, and D Squad Sergeants. Handles walk-in reports, take telephone calls, and respond to requests from the public, coordinating with other staff as needed. |
| A Squad | 1 2 15 | 1 2 17 | Lieutenant Sergeant Officer | <ul style="list-style-type: none"> A Squad personnel work a 12-hour shift on opposite days from C squad, with day and night shifts rotating between the two squads every 28 days. Start times are staggered for half of the squad, starting and ending the shift an hour later. Patrol lieutenants manage the shifts, and are responsible for completing 10 body-worn camera audits per month. Lieutenants are also responsible for designing and administering special proactive projects throughout the year. Patrol sergeants function as the first-line supervisors for officers and complete all evaluations for those assigned to them. Patrol sergeants are responsible for reviewing all reports from officers on their shift team. Patrol officers and sergeants respond to emergency incidents and other calls for service, completing reports as needed. When time is available to do so, patrol officers focus proactively on addressing crime and quality of life issues. |
| B Squad | 1 2 15 | 1 2 17 | Lieutenant Sergeant Officer | <ul style="list-style-type: none"> B Squad personnel work a 12-hour shift on opposite days from D squad, with day and night shifts rotating between the two squads every 28 days. 1 officer included within the current total is on administrative leave. |

| Unit/Division | Curr. | Auth. | Position | Unit Description |
|---------------------------|--------------|--------------|-----------------------------------|--|
| | | | | <ul style="list-style-type: none"> Start times are staggered for half of the squad, starting and ending the shift an hour later. Patrol duties and responsibilities are identical to those of A Squad. |
| C Squad | 1 2 12 | 1 2 17 | Lieutenant Sergeant Officer | <ul style="list-style-type: none"> C Squad personnel work a 12-hour shift on opposite days from A squad, with day and night shifts rotating between the two squads every 28 days. Start times are staggered for half of the squad, starting and ending the shift an hour later. Patrol duties and responsibilities are identical to those of A Squad. |
| D Squad | 1 2 15 | 1 2 17 | Lieutenant Sergeant Officer | <ul style="list-style-type: none"> D Squad personnel work a 12-hour shift on opposite days from B squad, with day and night shifts rotating between the two squads every 28 days. Start times are staggered for half of the squad, starting and ending the shift an hour later. Patrol duties and responsibilities are identical to those of A Squad. |
| Northeast District | | | | |
| Administration | 1 | 1 | Captain | <ul style="list-style-type: none"> Responsible for managing the district and handling a variety of duties relating to its administration. Coordinates with lieutenants and sergeants on daily events and issues to be aware of. Serves as a point of contact between the department and the community, responding to community concerns and setting priorities for proactive resources as needed. Ensures Department priorities are executed in the Districts. Authority to impact staffing levels in district for special assignments. |
| <i>Staff Support</i> | 1 | 1 | Staff Supp. Spec. | <ul style="list-style-type: none"> Take telephone calls, and respond to requests from the public, coordinating with other staff as needed. Works five days per week on an 8-hour shift schedule. |
| CPO Squad | 1 | 1 | Sergeant | <ul style="list-style-type: none"> The vacant officer position is a crime prevention officer slot. |

| Unit/Division | Curr. | Auth. | Position | Unit Description |
|----------------|--------------|--------------|-----------------------------------|--|
| | 3 | 4 | Officer | <ul style="list-style-type: none"> The CPO Squad serves in a variety of roles related to community engagement and responsiveness. The squad attends community meetings, provides CPTED assessments, and attends school programs to educate the public. Responds to community complaints and addresses them, such as local speeding concerns. |
| A Squad | 1 2 10 | 1 2 12 | Lieutenant Sergeant Officer | <ul style="list-style-type: none"> A Squad personnel work a 12-hour shift on opposite days from C squad, with day and night shifts rotating between the two squads every 28 days. Start times are staggered for half of the squad, starting and ending the shift an hour later. Patrol lieutenants manage the shifts, and are responsible for completing 10 body-worn camera audits per month. Lieutenants are also responsible for designing and administering special proactive projects throughout the year. Patrol sergeants function as the first-line supervisors for officers and complete all evaluations for those assigned to them. Patrol sergeants are responsible for reviewing all reports from officers on their shift team. Patrol officers and sergeants respond to emergency incidents and other calls for service, completing reports as needed. When time is available to do so, patrol officers focus proactively on addressing crime and quality of life issues. |
| B Squad | 1 2 10 | 1 2 12 | Lieutenant Sergeant Officer | <ul style="list-style-type: none"> B Squad personnel work a 12-hour shift on opposite days from D squad, with day and night shifts rotating between the two squads every 28 days. Start times are staggered for half of the squad, starting and ending the shift an hour later. Patrol duties and responsibilities are identical to those of A Squad. |

| Unit/Division | Curr. | Auth. | Position | Unit Description |
|---------------------------|-------|-------|-------------------|--|
| C Squad | 1 | 1 | Lieutenant | <ul style="list-style-type: none"> Start times are staggered for half of the squad, starting and ending the shift an hour later. Patrol duties and responsibilities are identical to those of A Squad. |
| | 2 | 2 | Sergeant | |
| | 12 | 12 | Officer | |
| D Squad | 1 | 1 | Lieutenant | <ul style="list-style-type: none"> D Squad personnel work a 12-hour shift on opposite days from B squad, with day and night shifts rotating between the two squads every 28 days. Start times are staggered for half of the squad, starting and ending the shift an hour later. Patrol duties and responsibilities are identical to those of A Squad. |
| | 2 | 2 | Sergeant | |
| | 9 | 12 | Officer | |
| Southeast District | | | | |
| Administration | 1 | 1 | Captain | <ul style="list-style-type: none"> Responsible for managing the district and handling a variety of duties relating to its administration. Coordinates with lieutenants and sergeants on daily events and issues to be aware of. Serves as a point of contact between the department and the community, responding to community concerns and setting priorities for proactive resources as needed. Ensures Department priorities are executed in the Districts. Authority to impact staffing levels in district for special assignments. |
| <i>Staff Support</i> | 1 | 1 | Staff Supp. Spec. | <ul style="list-style-type: none"> Handles walk-in reports, take telephone calls, and respond to requests from the public, coordinating with other staff as needed. Works five days per week on an 8-hour shift schedule. |
| CPO Squad 1 | 1 | 1 | Sergeant | <ul style="list-style-type: none"> The CPO Squad serves in a variety of roles related to community engagement and responsiveness. The squad attends community meetings, provides CPTED assessments, and attends school programs to educate the public. Responds to community complaints and addresses them, such as local speeding concerns. |
| | 3 | 6 | Officer | |

| Unit/Division | Curr. | Auth. | Position | Unit Description |
|--------------------|--------------|--------------|-----------------------------------|--|
| CPO Squad 2 | 1 2 | 1 5 | Sergeant Officer | <ul style="list-style-type: none"> The CPO Squad serves in a variety of roles related to community engagement and responsiveness. The squad attends community meetings, provides CPTED assessments, and attends school programs to educate the public. Responds to community complaints and addresses them, such as local speeding concerns. |
| <i>Desk</i> | 1 | 1 | Officer | <ul style="list-style-type: none"> The desk officer reports to the sergeant over CPO Squad 2. Handles walk-in reports, telephone calls, and other service requests from the public. |
| A Squad | 1 3 15 | 1 3 18 | Lieutenant Sergeant Officer | <ul style="list-style-type: none"> A Squad personnel work a 12-hour shift on opposite days from C squad, with day and night shifts rotating between the two squads every 28 days. Start times are staggered for half of the squad, starting and ending the shift an hour later. Patrol lieutenants manage the shifts, and are responsible for completing 10 body-worn camera audits per month. Lieutenants are also responsible for designing and administering special proactive projects throughout the year. Patrol sergeants function as the first-line supervisors for officers and complete all evaluations for those assigned to them. Patrol sergeants are responsible for reviewing all reports from officers on their shift team. Patrol officers and sergeants respond to emergency incidents and other calls for service, completing reports as needed. When time is available to do so, patrol officers focus proactively on addressing crime and quality of life issues. |
| B Squad | 1 3 14 | 1 3 18 | Lieutenant Sergeant Officer | <ul style="list-style-type: none"> B Squad personnel work a 12-hour shift on opposite days from D squad, with day and night shifts rotating between the two squads every 28 days. Start times are staggered for half of the squad, starting and ending the shift an hour later. Patrol duties and responsibilities are identical to those of A Squad. |

| Unit/Division | Curr. | Auth. | Position | Unit Description |
|--------------------------|-------|-------|-------------------|--|
| C Squad | 1 | 1 | Lieutenant | <ul style="list-style-type: none"> • C Squad personnel work a 12-hour shift on opposite days from A squad, with day and night shifts rotating between the two squads every 28 days. • Start times are staggered for half of the squad, starting and ending the shift an hour later. • Patrol duties and responsibilities are identical to those of A Squad. |
| | 3 | 3 | Sergeant | |
| | 14 | 18 | Officer | |
| D Squad | 1 | 1 | Lieutenant | <ul style="list-style-type: none"> • D Squad personnel work a 12-hour shift on opposite days from B squad, with day and night shifts rotating between the two squads every 28 days. • Start times are staggered for half of the squad, starting and ending the shift an hour later. • Patrol duties and responsibilities are identical to those of A Squad. |
| | 3 | 3 | Sergeant | |
| | 16 | 17 | Officer | |
| Downtown District | | | | |
| Administration | 1 | 1 | Captain | <ul style="list-style-type: none"> • Responsible for managing the district and handling a variety of duties relating to its administration. • Coordinates with lieutenants and sergeants on daily events and issues to be aware of. • Serves as a point of contact between the department and the community, responding to community concerns and setting priorities for proactive resources as needed. • Ensures Department priorities are executed in the Districts. • Authority to impact staffing levels in district for special assignments. |
| <i>Staff Support</i> | 1 | 1 | Staff Supp. Spec. | <ul style="list-style-type: none"> • Handles walk-in reports, take telephone calls, and respond to requests from the public, coordinating with other staff as needed. • Works five days per week on an 8-hour shift schedule. |
| <i>Desk</i> | 4 | 4 | Officer | <ul style="list-style-type: none"> • This is a 24/7 position that is organized under A, B, C, and D Squad Sergeant. • Handles walk-in reports. |
| CPO Squad | 1 | 1 | Sergeant | <ul style="list-style-type: none"> • 1 officer position labeled as being temporarily eliminated to create the 530 Squad is not included within either the current or authorized counts. |
| | 3 | 4 | Officer | |

| Unit/Division | Curr. | Auth. | Position | Unit Description |
|--------------------------------|--------------|--------------|-----------------------------------|---|
| | | | | <ul style="list-style-type: none"> • 1 officer is assigned as a crime prevention officer. • Officially responsible for supervising 2 of the 6 Transit Squad officers. |
| Hospitality (530) Squad | 5 | 5 | Officer | <ul style="list-style-type: none"> • Temporary unit organized from personnel that have been reassigned from other DTD squads. • Supervised by the Transit Squad sergeant. • Works a 10-hour schedule four days per week, with start hours shifting by day. • Focuses on entertainment and nightlife locations, including bars, clubs, restaurants, hotels, hotels, and sweepstakes. • Conducts proactive enforcement, community engagement and education, and adds provides a high-visibility presence. |
| Transit Squad | 1 5 | 1 6 | Sergeant Officer | <ul style="list-style-type: none"> • Responsible for patrolling transportation center locations, including the multimodal transit facility. • Workload is both proactive (addressing public safety issues as they are identified), reactive (call for service based), and coverage-based (staffing the locations). • Officer work hours are staggered, although all officers work 8-hour shifts 5 days per week. • Because the Transit Squad sergeant also supervises the 530 (Hospitality Squad), the position only supervises 3 of the 5 officers in Transit Squad in order to prevent span of control restrictions from being exceeded. Daytime transit squad officers are supervised by the CPO Squad sergeant. |
| A Squad | 1 2 10 | 1 2 12 | Lieutenant Sergeant Officer | <ul style="list-style-type: none"> • A Squad personnel work a 12-hour shift on opposite days from C squad, with day and night shifts rotating between the two squads every 28 days. • 1 officer position labeled as being temporarily eliminated to create the 530 Squad is not included within either the current or authorized counts. • Start times are staggered for half of the squad, starting and ending the shift an hour later. • Patrol lieutenants manage the shifts, and are responsible for completing 10 body-worn camera audits per month. |

| Unit/Division | Curr. | Auth. | Position | Unit Description |
|----------------|-------------|--------------|-----------------------------------|---|
| | | | | <ul style="list-style-type: none"> • Lieutenants are also responsible for designing and administering special proactive projects throughout the year. • Patrol sergeants function as the first-line supervisors for officers and complete all evaluations for those assigned to them. • Patrol sergeants are responsible for reviewing all reports from officers on their shift team. • Patrol officers and sergeants respond to emergency incidents and other calls for service, completing reports as needed. • When time is available to do so, patrol officers focus proactively on addressing crime and quality of life issues. |
| B Squad | 1 2 9 | 1 2 12 | Lieutenant Sergeant Officer | <ul style="list-style-type: none"> • B Squad personnel work a 12-hour shift on opposite days from D squad, with day and night shifts rotating between the two squads every 28 days. • 1 officer position labeled as being temporarily eliminated to create the 530 Squad is not included within either the current or authorized counts. • Start times are staggered for half of the squad, starting and ending the shift an hour later. • Patrol duties and responsibilities are identical to those of A Squad. |
| C Squad | 1 2 8 | 1 2 12 | Lieutenant Sergeant Officer | <ul style="list-style-type: none"> • C Squad personnel work a 12-hour shift on opposite days from A squad, with day and night shifts rotating between the two squads every 28 days. • 1 officer position labeled as being temporarily eliminated to create the 530 Squad is not included within either the current or authorized counts. • Start times are staggered for half of the squad, starting and ending the shift an hour later. • Patrol duties and responsibilities are identical to those of A Squad. |

| Unit/Division | Curr. | Auth. | Position | Unit Description |
|---------------------------|-------|-------|-------------------|--|
| D Squad | 1 | 1 | Lieutenant | <ul style="list-style-type: none"> D Squad personnel work a 12-hour shift on opposite days from B squad, with day and night shifts rotating between the two squads every 28 days. 1 officer position labeled as being temporarily eliminated to create the 530 Squad is not included within either the current or authorized counts. Start times are staggered for half of the squad, starting and ending the shift an hour later. Patrol duties and responsibilities are identical to those of A Squad. |
| | 2 | 2 | Sergeant | |
| | 10 | 12 | Officer | |
| Southwest District | | | | |
| Administration | 1 | 1 | Captain | <ul style="list-style-type: none"> Responsible for managing the district and handling a variety of duties relating to its administration. Coordinates with lieutenants and sergeants on daily events and issues to be aware of. Serves as a point of contact between the department and the community, responding to community concerns and setting priorities for proactive resources as needed. Ensures Department priorities are executed in the Districts. Authority to impact staffing levels in district for special assignments. |
| <i>Staff Support</i> | 1 | 1 | Staff Supp. Spec. | |
| CPO Squad | 1 | 1 | Sergeant | <ul style="list-style-type: none"> 1 officer is assigned as a crime prevention officer. The CPO Squad serves in a variety of roles related to community engagement and responsiveness. The squad attends community meetings, provides CPTED assessments, and attends school programs to educate the public. Responds to community complaints and addresses them, such as local speeding concerns. |
| | 3 | 4 | Officer | |

| Unit/Division | Curr. | Auth. | Position | Unit Description |
|----------------|--------------|--------------|-----------------------------------|--|
| <i>Desk</i> | 1 | 1 | Officer | <ul style="list-style-type: none"> • The desk officer reports to the CPO Squad sergeant. • Handles walk-in reports, take telephone calls, and respond to requests from the public, coordinating with other staff as needed. • Works five days per week on an 8-hour shift schedule. |
| A Squad | 1 2 12 | 1 2 14 | Lieutenant Sergeant Officer | <ul style="list-style-type: none"> • A Squad personnel work a 12-hour shift on opposite days from C squad, with day and night shifts rotating between the two squads every 28 days. • Start times are staggered for half of the squad, starting and ending the shift an hour later. • Patrol lieutenants manage the shifts, and are responsible for completing 10 body-worn camera audits per month. • Lieutenants are also responsible for designing and administering special proactive projects throughout the year. • Patrol sergeants function as the first-line supervisors for officers and complete all evaluations for those assigned to them. • Patrol sergeants are responsible for reviewing all reports from officers on their shift team. • Patrol officers and sergeants respond to emergency incidents and other calls for service, completing reports as needed. • When time is available to do so, patrol officers focus proactively on addressing crime and quality of life issues. |
| B Squad | 1 2 13 | 1 2 15 | Lieutenant Sergeant Officer | <ul style="list-style-type: none"> • B Squad personnel work a 12-hour shift on opposite days from D squad, with day and night shifts rotating between the two squads every 28 days. • Start times are staggered for half of the squad, starting and ending the shift an hour later. • Patrol duties and responsibilities are identical to those of A Squad. |

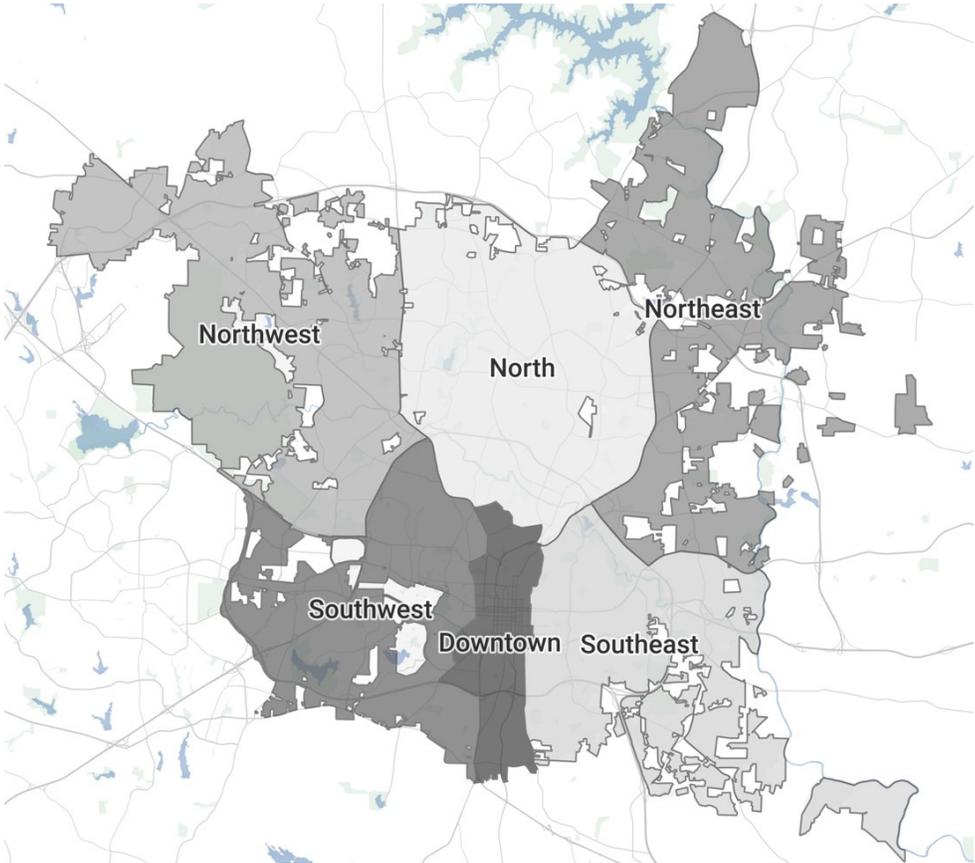
| Unit/Division | Curr. | Auth. | Position | Unit Description |
|----------------|-------|-------|------------|--|
| C Squad | 1 | 1 | Lieutenant | <ul style="list-style-type: none"> • C Squad personnel work a 12-hour shift on opposite days from A squad, with day and night shifts rotating between the two squads every 28 days. • Start times are staggered for half of the squad, starting and ending the shift an hour later. • Patrol duties and responsibilities are identical to those of A Squad. |
| | 2 | 2 | Sergeant | |
| | 13 | 15 | Officer | |
| D Squad | 1 | 1 | Lieutenant | <ul style="list-style-type: none"> • D Squad personnel work a 12-hour shift on opposite days from B squad, with day and night shifts rotating between the two squads every 28 days. • Start times are staggered for half of the squad, starting and ending the shift an hour later. • Patrol duties and responsibilities are identical to those of A Squad. |
| | 2 | 2 | Sergeant | |
| | 12 | 15 | Officer | |

It should be noted that at the time of this profile (August 2019), 29 police recruits are in a 20-week training program throughout the districts. Although they are allocated to an organizational position, they do not operate independently.

(3) Patrol Districts and Beats

The following map provides an overview of the patrol district structure:

Raleigh Police Department Districts



In total, the six patrol districts subdivide into 63 beats, which form the level of geography that patrol officers are directly assigned to.

Attachment B Employee Survey Results

As part of the Matrix Consulting Group's staffing study for the Raleigh Police Department, the project team distributed an anonymous survey to Department employees in order to gauge their opinions on a variety of topics relevant to the study. This survey generally asked two types of questions:

- **Respondent Demographic Questions:** Respondents were asked to indicate their current work assignment and level within the organization.
- **Multiple Choice Questions:** Respondents were presented with a number of multiple-choice questions, or statements where respondents indicated their level of agreement or disagreement with the statement.

The survey was distributed electronically to all Raleigh Police Department employees in September 2019. A total of 414 responses were received for a 48% response rate.

1. Summary of Key Findings

While a more detailed analysis can be found in the sections below, the following bullet points summarize the key findings of the responses received to this survey:

- **Organizational Structure**
 - Opinion on the appropriateness of the current organizational structure is split, however, leans slightly more positive.
 - The spans of control in the department are generally appropriate, however there is some disagreement.
- **Police Operations**
 - Respondents indicated feeling community expectations to response times are not met.
 - Community policing efforts do not always meet the needs of the City and can be improved.
- **Technology**

- The Department has the equipment and technology available to adequately perform duties.
- **Staffing**
 - There is a general feeling that the department does not have the staff to meet performance objectives, manage backlogs and take on extra work.
- **Workload**
 - There has been no increase in workload or overtime required, however, respondents feel they are unable to take on additional work given the time.

The following sections provide greater details on survey responses.

2. Survey Respondent Demographics

While the survey was anonymous, it asked respondents to indicate their current rank and division assignment. These responses are used later in the survey to show differences in opinion between different respondent groups. The following tables and charts show the responses received to each of these questions.

(1) Sworn Status of Respondents.

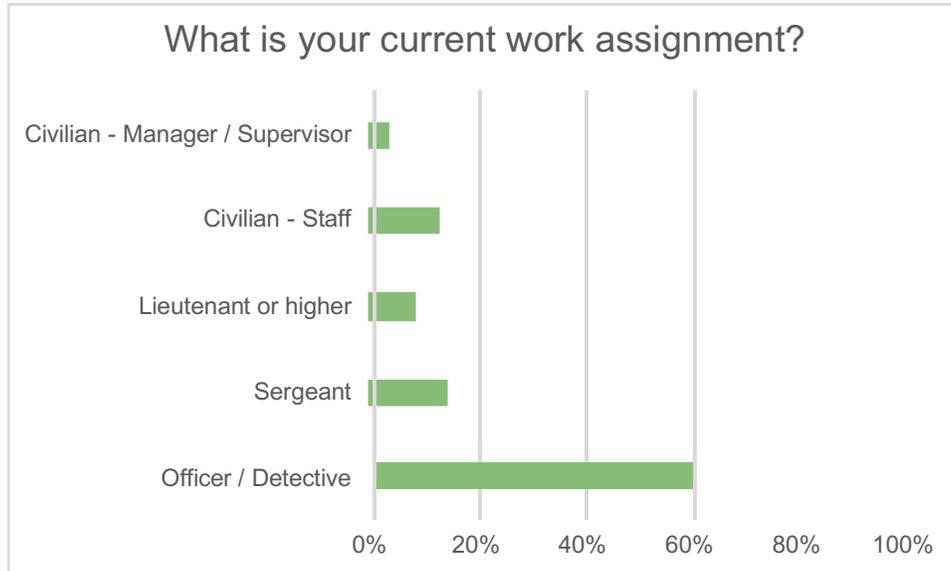
The first question asked respondents whether they are a sworn or civilian employee. The following chart and table detail the responses received.

| Response | Count | Percentage |
|--------------|------------|---------------|
| Sworn | 339 | 82% |
| Civilian | 74 | 18% |
| Total | 413 | 100.0% |

A majority (82%) of respondents are Sworn employees, while 18% are Civilian employees.

(2) Summary of the Work Function of Respondents.

The next question asked respondents about their current rank in the department. The following chart and table detail the responses received.

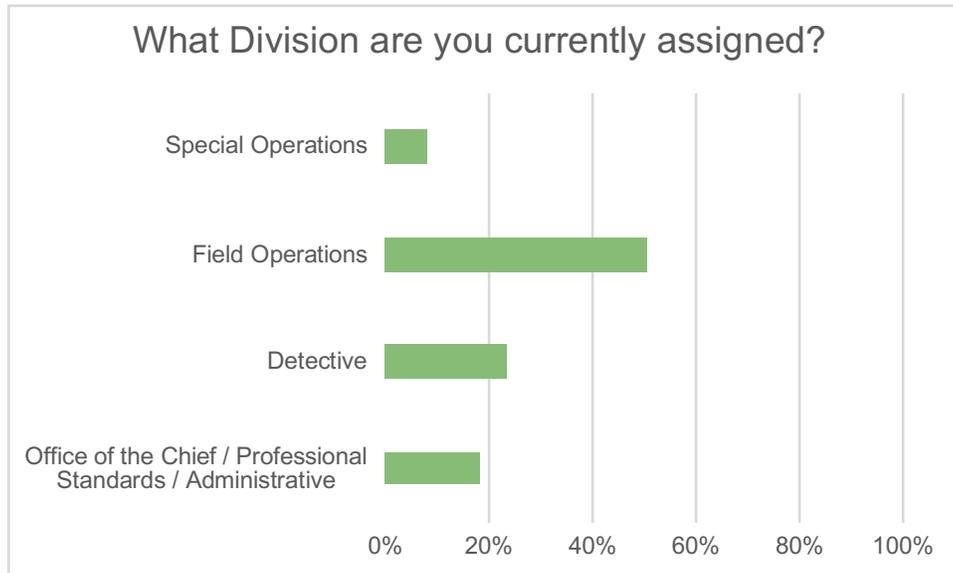


| Response | Count | Percentage |
|---------------------------------|------------|-------------|
| Officer / Detective | 246 | 60% |
| Sergeant | 61 | 15% |
| Lieutenant or higher | 36 | 9% |
| Civilian - Staff | 55 | 13% |
| Civilian - Manager / Supervisor | 15 | 4% |
| Total | 413 | 100% |

A majority (60%) of respondents are ranked as an Officer / Detective, with the next largest group (15%) of respondents ranked as Sergeants. There are 13% civilian staff responses and 9% ranked as Lieutenant or higher.

(3) About Half of the Respondents are in the Field Operations Division.

The second question asked respondents their current level within the organization. The following table and chart show the responses received.



| Response | Count | Percentage |
|---|------------|-------------|
| Office of the Chief / Professional Standards / Administrative | 75 | 18% |
| Detective | 96 | 23% |
| Field Operations | 208 | 50% |
| Special Operations | 34 | 8% |
| Total | 137 | 100% |

Half of all respondents are in the Field Operations Division, while 23% are assigned to Detectives, 18% work in the Office of the Chief / Professional Standards or Administration, and 8% are assigned to Special Operations.

3. Multiple Choice Questions

The next section of the survey asked respondents to indicate their level of agreement or disagreement with statements about the Police Department. The response options were “strongly agree” (SA), “agree” (A), “disagree” (D), and “strongly disagree” (SD), and “No Opinion” (N/O). Respondents could also opt out of responding to the statement, in which case they were not counted among the responses received for that statement.

(1) Raleigh Police Department as a Whole

The first set of multiple-choice questions focused on the police department as a whole. The results are shown in aggregate and where individual divisions or ranks significantly differed from the group, it is noted.

(1.1) The Current Organizational Structure and Spans of Control are Split.

The table below shows responses received to statements about the organizational structure.

| # | Statement | SA | A | D | SD | N/O |
|---|---|----|-----|-----|-----|-----|
| 1 | The current organizational structure is appropriate for our Department. | 9% | 47% | 24% | 15% | 5% |
| 2 | Spans of control are adequate in our Department. | 6% | 47% | 23% | 14% | 10% |

Respondents generally feel the structure is appropriate and control is adequate, however, some improvements can be made.

- **Opinion on the organizational structure is split:** Most (56%) respondents agree with Statement #1 and feel the current organizational structure is appropriate. Some (39%) respondents, including 44% of respondents who indicated they were officers / detectives, disagreed that the organizational structure was appropriate.
- **The spans of control are generally adequate, with some disagreement:** Most (53%) respondents agree with Statement #2 and feel the spans of control are adequate, however 37% disagree.

(1.2) Community Expectations are Not Met and Opinion on Policing Efforts are Split.

The table below shows responses received to statements about meeting community policing efforts and expectations to response times.

| # | Statement | SA | A | D | SD | N/O |
|---|--|----|-----|-----|-----|-----|
| 3 | We are able to meet the expectations of the community in our response time to emergency / high priority incidents. | 6% | 30% | 37% | 21% | 6% |
| 4 | Our community policing efforts meet the needs of the city | 7% | 41% | 27% | 10% | 14% |

Respondents generally feel meeting community expectations for response times and policing efforts can be improved.

- **Community expectations to response times are not met:** Most (58%) respondents feel the department is unable to meet the community expectation for response times.
- **Opinion on community policing efforts are split:** A plurality (48%) of respondents agree with Statement #4 and find the community policing efforts to meet the City’s needs, while 37% disagree, indicating a feeling that efforts do not meet the City’s needs.

(1.3) Police Training Programs Provide Necessary Skills to effectively perform job duties.

The table below shows responses received to statements about training.

| # | Statement | SA | A | D | SD | N/O |
|---|--|-----|-----|----|----|-----|
| 5 | Current training programs provide me with the necessary skills to effectively do my job. | 29% | 60% | 7% | 3% | 2% |

The heaviest concentration of responses to these statements fell to the “agree” and “strongly agree” categories.

- **Police training programs provide necessary skills:** A strong majority (89%) of respondents feel the current training program provides the necessary skills to effectively do their job.

(1.4) Police Operations are Effective, but Can be Improved.

The table below shows responses received to statements about operations.

| # | Statement | SA | A | D | SD | N/O |
|---|--|----|-----|-----|-----|-----|
| 7 | The operations of the Police Department divisions are effective. | 7% | 53% | 23% | 12% | 5% |

- **Police operations are effective, however some respondent feel can improve:** 60% of respondents feel the operations of the department are effective, while 35% disagree.

(1.5) Respondents Have Adequate Equipment and Technology to Perform Duties.

The table below shows responses received to statements about equipment and technology.

| # | Statement | SA | A | D | SD | N/O |
|---|--|-----|-----|-----|-----|-----|
| 6 | Equipment necessary to complete our duties is always available and in working condition. | 13% | 53% | 21% | 11% | 2% |
| 8 | We are provided adequate technology resources to effectively perform our duties. | 14% | 63% | 14% | 7% | 2% |

The heaviest concentration of responses to these statements fell in the “agree” and “strongly agree” categories.

- Respondents feel they have the technology and equipment to perform duties:** Most (66%) respondents generally feel they have the equipment necessary to complete duties, while 77% indicated they feel they have the adequate technology to effectively perform duties.

(2) Division Specific

The next sections of statements focused workload and staffing levels for the department and then results are broken out by responses from the respective divisions.

(2.1) Respondents Feel The Department As A Whole Does Not Have the Staff to Meet Performance Objectives, Manage Backlogs and Take on Extra Work.

The following table shows the total responses from all divisions received to statements about the specific division the respondents work in.

| # | Statement | SA | A | D | SD | N/O |
|---|---|----|-----|-----|-----|-----|
| 1 | We have adequate staffing in our Division to meet performance objectives. | 3% | 13% | 32% | 51% | 2% |
| 2 | We have a manageable backlog of work in our Division. | 2% | 31% | 35% | 21% | 11% |
| 3 | We have the capacity to take on extra work in our Division. | 2% | 8% | 37% | 46% | 6% |

Respondents generally feel that there is a lack of adequate staffing across the organization.

- **Respondents feel their department lacks adequate staffing:** Strong majority (83%) of respondents disagree with Statement #1 and feel the department lacks the adequate staffing to meet performance objectives, while most (56%) feel the division is unable to manage the backlog of work in their division.
- **There is no capacity to take on extra work:** A strong majority (83%) of respondents disagreed with Statement #3 and feel their division does not have the capacity to take on extra work.

(2.2) Administrative Staff Feel Their Divisions Have the Staff to Meet Performance Objectives, Manage Backlogs but Cannot Take on Extra Work.

The following table shows the responses received from those respondents that indicated they are in the Office of the Chief / Professional Standards / Administrative Divisions to the same statements.

| # | Statement | SA | A | D | SD | N/O |
|---|---|-----|-----|-----|-----|-----|
| 1 | We have adequate staffing in our Division to meet performance objectives. | 10% | 50% | 24% | 12% | 4% |
| 2 | We have a manageable backlog of work in our Division. | 6% | 57% | 13% | 6% | 18 |
| 3 | We have the capacity to take on extra work in our Division. | 7% | 22% | 40% | 13% | 18 |

- **Respondents feel their division is adequately staffed:** A majority (60%) of respondents that indicated being in the Office of the Chief / Professional standards / Administrative agree with Statement #1 and feel their division is adequately staffed.
- **There is no capacity to take on extra work:** Similar to the department as a whole, those that indicated being in the Office of the Chief / Professional standards / Administrative disagreed (53%) with Statement #3 and feel their division does not have the capacity to take on extra work.

The responses to the first two questions do not align with the department as a whole and indicate administrative staffing needs are met.

(2.3) The Detective Division Indicated Not Having the Adequate Staff to Meet Performance Objectives, Manage Backlogs and Cannot Take on Extra Work.

The following table shows the responses received from those respondents that indicated they are in the Detective Division to the same statements.

| # | Statement | SA | A | D | SD | N/O |
|---|---|----|-----|-----|-----|-----|
| 1 | We have adequate staffing in our Division to meet performance objectives. | 4% | 8% | 36% | 50% | 1% |
| 2 | We have a manageable backlog of work in our Division. | 2% | 21% | 56% | 18% | 3% |
| 3 | We have the capacity to take on extra work in our Division. | 2% | 6% | 43% | 46% | 3% |

- Respondents feel their division lacks adequate staffing:** Strong majority (86%) of respondents that indicated being in the Detective division disagree with Statement #1 and feel the department lacks the adequate staffing to meet performance objectives, while most (74%) feel the division is unable to manage the backlog of work in their division.
- There is no capacity to take on extra work:** A strong majority (89%) of respondents agreed with Statement #3 and feel their division does not have the capacity to take on extra work.

These responses align with the overall responses received from the department.

(2.4) The Field Operations Division Indicated Not Having the Adequate the Staff to Meet Performance Objectives, Manage Backlogs but Cannot Take on Extra Work.

The following table shows the responses received from those respondents that indicated they are in the Field Operations Division to the same statements.

| # | Statement | SA | A | D | SD | N/O |
|---|---|----|----|-----|-----|-----|
| 1 | We have adequate staffing in our Division to meet performance objectives. | 0% | 1% | 32% | 66% | 1% |

| | | | | | | |
|---|---|----|-----|-----|-----|-----|
| 2 | We have a manageable backlog of work in our Division. | 1% | 25% | 33% | 29% | 12% |
| 3 | We have the capacity to take on extra work in our Division. | 1% | 5% | 32% | 57% | 4% |

- Respondents feel their division lacks adequate staffing:** Strong majority (88%) of respondents that indicated being in the Field Operations division disagree with Statement #1 and feel the department lacks the adequate staffing to meet performance objectives. Most (62%) also disagree with Statement #2 feel the division is unable to manage the backlog of work in their division, however, a quarter of respondents feel the division is able to manage their backlog.
- There is no capacity to take on extra work:** A strong majority (89%) of respondents agreed with Statement #3 and feel their division does not have the capacity to take on extra work.

These responses align with the overall responses received from the department.

(2.5) The Special Operations Division Indicated Not Having the Adequate the Staff to Meet Performance Objectives, and Cannot Take on Extra Work, but Opinion is Split on Backlog Management.

The following table shows the responses received from those respondents that indicated they are in the Special Operations Division to the same statements.

| # | Statement | SA | A | D | SD | N/O |
|---|---|----|-----|-----|-----|-----|
| 1 | We have adequate staffing in our Division to meet performance objectives. | 6% | 21% | 32% | 41% | 0% |
| 2 | We have a manageable backlog of work in our Division. | 3% | 41% | 38% | 9% | 9% |
| 3 | We have the capacity to take on extra work in our Division. | 0% | 3% | 50% | 44% | 3% |

- Respondents feel their division lacks adequate staffing:** A majority (73%) of respondents that indicated being in the Special Operations division disagree with Statement #1 and feel the department lacks the adequate staffing to meet performance objectives.

- **Opinion on the management of backlog is split:** Some (47%) disagree with Statement #2 and feel the division is unable to manage the backlog of work in their division, however, a 44% of respondents feel the backlog is manageable.
- **There is no capacity to take on extra work:** A strong majority (94%) of respondents agreed with Statement #3 and feel their division does not have the capacity to take on extra work.

These responses align with the overall responses received from the department, except for statement #2, where respondents from the Special Operations division on backlog management is split.

(3) Workload

The final section of multiple-choice statements focus on recent changes in workload, the use of overtime, and individual perception of their workload. The following table shows responses received to statements about the specific division the respondents work in.

| # | Statement | SA | A | D | SD | N/O |
|---|--|-----|-----|-----|-----|-----|
| 1 | There has been a significant increase in my workload the past two (2) years. | 30% | 43% | 14% | 2% | 10 |
| 2 | I am not required to work excessive amounts of overtime. | 9% | 55% | 25% | 8% | 3% |
| 3 | I could easily handle more work given the available time. | 3% | 19% | 45% | 27% | 6% |

Respondents generally feel no increase in workload and are not required to work excessive amounts of overtime, but feel they cannot handle more work given the available time.

- **There has been an increase in workload or excessive overtime:** A Strong majority (73%) of respondents feel there has been an increase in workload. Most (64%) respondents agreed with Statement #2 indicating they work excessive overtime, however, some (33%) disagree, including many respondents assigned to the Field Operations Division.
- **Respondents cannot handle more work given the available time:** A majority (72%) of respondents feel they do not have the capacity to take on extra work. 82% of those respondents indicated being Field Ops Officers or Detectives feel they do not have the capacity to take on extra work.