

**AGENDA
LOVELAND CITY COUNCIL
STUDY SESSION
TUESDAY, AUGUST 27, 2013
CITY COUNCIL CHAMBERS
500 EAST THIRD STREET
LOVELAND, COLORADO**

The City of Loveland is committed to providing an equal opportunity for citizens and does not discriminate on the basis of disability, race, age, color, national origin, religion, sexual orientation or gender. The City will make reasonable accommodations for citizens in accordance with the Americans with Disabilities Act. For more information, please contact the City's ADA Coordinator at bettie.greenberg@cityofloveland.org or 970-962-3319.

STUDY SESSION AGENDA

6:30 P.M. STUDY SESSION - City Council Chambers

CALL TO ORDER

ROLL CALL

- 1. **WATER & POWER** **(presenters: Jim Lees & Mark Beauchamp, 60 min)**
 Power Utility Cost-of-Service Rate Study
 President of Utility Financial Solutions, Mark Beauchamp, will present the proposed updates to the Power rates for 2014 and will discuss two new proposed rate classes for 2014. These proposed rates will help generate the revenue necessary to meet the operating and rehabilitation capital needs of the Power Utility.

- 2. **POLICE** **(presenter: Luke Hecker, 45 min)**
 Phase IV Police Staff and Resource Study
 This is a Four-Phase Plan that formalizes the long range staff and resource allocation strategy of the Loveland Police Department.

ADJOURN



CITY OF LOVELAND
WATER & POWER DEPARTMENT
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AGENDA ITEM: 1
MEETING DATE: 8/27/2013
TO: City Council
FROM: Jim Lees, Water & Power
Steve Adams, Water & Power
PRESENTERS: Jim Lees, Utility Accounting Manager
Mark Beauchamp, President, Utility Financial Solutions

TITLE:
Power Utility Cost-of-Service Rate Study Update

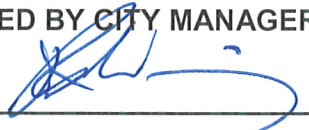
SUMMARY:

President of Utility Financial Solutions, Mark Beauchamp, will present the proposed updates to the Power rates for 2014 and will discuss two new proposed rate classes for 2014. These proposed rates will help generate the revenue necessary to meet the operating and rehabilitation capital needs of the Power Utility.

BACKGROUND:

Staff and Mark Beauchamp have presented three times to the Loveland Utilities Commission to get input on designing the Power rates for 2014 and incorporate the results of the cost-of-service rate study that began in April, 2013. A 1.62% overall rate increase is proposed for 2014, which is strictly a pass-through of a 2.0% wholesale power rate increase that Platte River Power Authority is anticipating for 2014. The rate increases will vary by customer class based on the results of the rate study. There are two new rates that are proposed for 2014: a Coincident Peak Demand rate, which is for large non-residential customers, and a rate for using public electric vehicle charging stations. The charging stations will be coming online October 1, 2013. Staff has prepared a Staff Report that outlines the Power Cost-of-Service Rate Study and a PowerPoint presentation.

REVIEWED BY CITY MANAGER:

 Acting CM

LIST OF ATTACHMENTS:

1. Staff Report
 2. PowerPoint Presentation
-



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TO: City Council

THROUGH: Bill Cahill, City Manager
Steve Adams, Water and Power Director

FROM: Jim Lees, Utility Accounting Manager

DATE: August 27, 2013

SUBJECT: Staff Report on the Power Utility Cost-of-Service Rate Study Update

Staff has been working since April, 2013 with Utility Financial Solutions (UFS), a Holland, Michigan-based consulting firm on a cost-of-service rate study for the Power Utility. The primary objectives of the study are three-fold: 1) update the existing Power rates based on the results of the cost-of-service analysis; 2) design a new rate for large non-residential customers known as a Coincident Peak Demand rate; and 3) design a new rate for public electric vehicle (EV) charging stations, which the Utility is currently constructing and will be available to the public October 1, 2013. Mark Beauchamp, President of UFS, will be presenting the proposed rates for 2014 and the proposed new rate designs for the Coincident Peak Demand customers and the public EV charging stations.

It has been five years since the last cost-of-service rate study for Power, so it is natural at this point to ask the question of how have things gone since the rate study in 2008. There are two matters that step to the forefront of this discussion:

- A) Last year, as part of the cost-of-service rate study for Water and Wastewater, the monthly base charge was increased significantly in order to lower our dependence on weather to meet our revenue projections, and, consequently, a higher percentage of our Water and Wastewater revenues come from a very reliable revenue source. Power revenues are not as sensitive to the weather as Water revenues, but the dependence on weather to meet revenue projections is still clearly a reality with Power. The downside of this dependence on weather was felt most dramatically in 2009, when we had our lowest consumption per customer that we have on record. So, the question is: do we want to move in the same direction with Power and increase the monthly base charge, as we did last year with Water and Wastewater? This would enable us to firm up a higher percentage of our revenue stream.
- B) Since the 2008 study, we have had inquiries from some of our large customers as to whether we could offer a rate which would allow them to save on their power bill if they were able to lower their demand at the time of Platte River Power Authority's

(PRPA) monthly system peak. This is known as a Coincident Peak Demand rate structure, and developing this rate is the biggest key addition to this year's cost-of-service study. Large customers who are currently on the Large General (LG) or Primary with Customer-owned Transformer (PT) rates are billed just their peak monthly demand. With a coincident peak rate design, large customers would continue to be billed for their monthly peak demand (at a much lower rate per kW than they are now) and would also be billed for what their demand is at the time of PRPA's monthly system peak. If a customer is able to shed load at the time of PRPA's monthly system peak, they can save on their power bill. The City would provide a signal to these customers to help the guide operational changes to shed load. Mark will be taking some time to explain this more at the meeting.

There are three study components that Staff asked the LUC to weigh in on:

- 1) Increase the monthly base charge for Power and, therefore, be collecting a lower percentage of total revenues from the volume charge

PROS:

- Provide a more dependable, less weather-driven revenue stream, making both short-term and long-range financial planning easier
- Benefits high usage customers
- Makes Power consistently philosophically with Water and Wastewater

CONS:

- A lower charge per kWh could discourage power conservation
- Depending on how much the base charge is increased, it could be a disadvantage for customers with low usage

- 2) Implement full cost-of-service results for each customer class, regardless of what those rate increases or decreases might be, or put some limitations on how much each customer class will be adjusted for 2014

In the last cost-of-service rate study for Power in 2008, the overall rate increase necessary was 11.1%. The LUC made two key decisions at that time: 1) to phase the 11.1% increase in over three years; and 2) to implement a 4.4% overall rate increase in the first year, 2009, and structure it so that the rate increases for each customer class would be no more than 4.4% + or - 2%. So, no increase for any customer class would be higher than 6.4%, and none would be lower than 2.4%. The primary pro and con of implementing full cost-of-service results are as follows:

PRO:

- Each customer class would be paying just what it should – there would be no subsidizing of costs between classes

CON:

- There is a potential, depending on the outcome of the cost of service, that some classes could have large adjustments to their current rates

- 3) Implement full cost-of-service results for each customer class, for the differential between the Summer and non-Summer seasons, regardless of what those rate increases or decreases might be, or, continue to gradually step toward full cost-of-service differential between Summer and non-Summer rates

2012 was the first year of implementing seasonal rates for Loveland, and this was done in response to PRPA implementing a seasonal rate structure for wholesale power. In developing the rates for Loveland for 2012, Mark decided to take a gradual approach to implementing the full differential between Summer and non-Summer rates, and he took another step toward the full differential in 2013. The City of Fort Collins opted to implement the full cost-of-service differential between Summer and non-Summer in 2012, and some of their customers experienced dramatic increases in their Summer electric bills.

The primary pro and con of implementing the full cost-of-service differential between Summer and non-Summer rates are:

PRO:

- Each customer would be getting billed as closely as possible in alignment with the wholesale power cost signal coming from PRPA

CON:

- There is a potential, depending on the outcome of the cost of service, that customers could see large increases in their Summer bills

The direction that was received from the LUC was to step into cost-of-service results over a two-year period for items 1 and 3, and for item 2, the direction was to put a cap on how much each rate class would be adjusted in 2014 of + or - 3% of the overall average rate increase. The overall average rate increase for 2014 is 1.62%, which is strictly a pass-through of PRPA's estimated 2.0% wholesale power rate increase. The 2.0% increase is PRPA's best projection currently, and the hope is that it will be very close to or exactly what the actual wholesale rates will be for 2014.

The overall average rate increase for 2014 is 1.62%, and based on the proposed changes in the base, consumption and demand charges, the average rate increase by rate class is:

RATE CLASS:	% Increase
Residential	0.92%
Small General Service	4.61%
Large General Service	1.11%
Primary Service with Customer-owned Transformer	2.39%

Taking into account the direction from the LUC, here is a summary of the key rates Mark has developed for 2014:

SUMMARY OF KEY CHANGES

	July-Sept. 2013	July-Sept. Proposed 2014
POWER: SUMMER MONTHS		
Residential:		
Base Charge (per month)	\$8.91	\$10.77
Consumption Charge (per kWh including PILT)	\$0.07853	\$0.08029
Small General Service:		
Base Charge (per month)	\$14.20	\$17.22
Consumption Charge (per kWh including PILT)	\$0.07686	\$0.07963
Large General Service:		
Base Charge (per month)	\$65.00	\$77.98
Consumption Charge (per kWh including PILT)	\$0.03989	\$0.03860
Demand Charge (per kW)	\$11.51	\$12.65
Primary Service (with Customer-owned Transformer):		
Base Charge (per month)	\$81.00	\$90.17
Consumption Charge (per kWh including PILT)	\$0.03825	\$0.03780
Demand Charge (per kW)	\$10.51	\$11.80
	Jan.-June, Oct.-Dec. 2013	Jan.-June, Oct.-Dec. Proposed 2014
POWER: NON-SUMMER MONTHS		
Residential:		
Base Charge (per month)	\$8.91	\$10.77
Consumption Charge (per kWh including PILT)	\$0.07193	\$0.06772
Small General Service:		
Base Charge (per month)	\$14.20	\$17.22
Consumption Charge (per kWh including PILT)	\$0.07194	\$0.07374
Large General Service:		
Base Charge (per month)	\$65.00	\$77.98
Consumption Charge (per kWh including PILT)	\$0.03816	\$0.03974
Demand Charge (per kW)	\$10.49	\$9.85
Primary Service (with Customer-owned Transformer):		
Base Charge (per month)	\$81.00	\$90.17
Consumption Charge (per kWh including PILT)	\$0.03660	\$0.03909
Demand Charge (per kW)	\$9.49	\$9.24

If approved, the 1.62% rate increase would result in the following average monthly changes by rate class:

AVERAGE CHANGE IN MONTHLY POWER BILL	Overall Avg. Change	Summer Avg. Change	Non- Summer Avg. Change
Residential	\$0.57	\$3.90	(\$0.54)
Small General Service	\$7.17	\$11.04	\$5.88
Large General Service	\$43.08	\$151.78	\$6.85

There are only five Primary Service customers with very diverse energy usage profiles, so an average change for that class is not very meaningful.

Development of Coincident Peak Demand Rate Structure

One of the primary goals of this rate study is to make available to our largest customers a coincident peak demand rate structure. Currently, for our largest customer classes, Large General Service (LG) and Primary Service with Customer-Owned Transformer (PT), their electric bill is made up of three components: 1) a monthly base charge; 2) a charge for the number of kWh used; and 3) a charge per kW that is based on the peak demand for that billing period (also known as the distribution facilities demand). A coincident peak demand rate structure adds a fourth component to the billing: the coincident peak demand charge per kW. The coincident peak demand is the demand reading for a customer at the day and hour that Platte River Power Authority (PRPA) is hitting their peak demand for that month. So, for our large customers, the revenue that is currently collected from the distribution facilities peak demand for the billing period will be split into two parts: 1) revenue from the distribution facilities peak demand for the billing period, but based on a much lower charge per kW; and 2) revenue from the coincident peak demand.

What are the benefits of a coincident peak demand rate structure? There are primarily three:

- 1) We have had some of our large customers asking us for this rate structure, so we will be responding to those requests.
- 2) It is a more accurate way to bill a customer. A significant portion of our monthly purchased power bill from PRPA (about 30% on average over the course of a year) is based on what our system demand is at the time of PRPA’s monthly system peak. We now will be in a position to bill a large customer very directly for their contribution to that demand component of the PRPA purchased power billing.
- 3) Some customers have the ability to shed some of their demand at the time of PRPA’s monthly system peak if they are notified of when that peak may be coming. If they are successful at shedding demand at the time of PRPA’s monthly system peak, they will save money on their electric bill.

It is part of our plan in conjunction with introducing this coincident peak rate structure to inform our customers who are on this rate about when PRPA’s monthly system peak demand is expected.

Since this is a pilot program, we wanted to start out with what we believe is a manageable number of customers to have on the coincident peak rate. In analyzing the energy load data

from 2012 for our largest customers, and keying in on the distribution facilities demand for those customers, there were seven that stood out from the other large customers. These seven all had an average monthly distribution facilities demand of 1,400 kW or more. So, these seven will make up the pilot program.

A key question that Staff wrestled with in regard to rolling out this rate was: should we take these seven customers and design one coincident peak rate to be applied to all seven of them (the approach the City of Fort Collins uses for their largest customers) or should we develop a custom rate for each of the customers which is tailored to each one based on their energy usage profile (the approach the City of Longmont uses for their largest customers)? We decided to follow Longmont's approach and have a custom rate developed for each of the seven customers. There are pros and cons with each approach, but in the end, we believed it to be best for both the customer and the utility to have rates that specifically incorporate that customer's energy usage profile. In order to make the transition smoother for each of the seven customers, the rate for each customer for 2014 has been designed to generate the same amount of revenue as would have been generated if the customer had stayed with its existing rate class, either LG or PT. If, at the end of 2014 a customer has total billings on the coincident peak rate that exceeds what those billings would have been if they had stayed on their previous rate class, the Power Utility will refund the difference to the customer. This refund offer will just be for the first year, while the customers are figuring out if and how they can save on their electric bills by shedding demand at the time of PRPA's monthly system peak. After 2014, the rate for each customer will be updated annually to reflect any changes in their energy usage profile and in the cost of serving them. Another important question with regard to launching this rate is whether to make it mandatory or voluntary. Since the rate for 2014 will be revenue neutral compared to what the power bill would have been if each customer stayed on their current rate, and since the rate will be updated annually to reflect any changes in their energy usage profile and the cost of serving them, the recommendation is to make the rate mandatory for all customers who meet the criteria for being on it. The mandatory approach is consistent with how both Fort Collins and Longmont are administering their large customer rate tariffs.

Development of Electric Vehicle Charging Station Rate Pilot Program

In 2012, the City of Loveland was the first municipality in the nation to deploy an all-electric vehicle. We added two all-electric Nissan Leafs as part of our fleet and installed two single-cord publicly accessible Level 2 charging stations at strategic locations. Due to the success of this pilot program and the positive feedback from business, community and staff members, we are working to expand our commitment to supporting electric vehicles as a mainstream form of transportation.

Drive Electric Northern Colorado

In late 2012, Northern Colorado was selected through a national search process by the Electrification Coalition, a non-profit electric vehicle (EV) advocacy organization, to be the focus of a model "EV Deployment Community" initiative. The EV Deployment Community model seeks to engage all parties from governments to cities to businesses, suppliers and end-users in the EV ecosystem to coordinate efforts and develop and demonstrate scalable and replicable best practices for supporting widespread EV adoption. This Front Range effort has been branded as Drive Electric Northern Colorado (DENC). Partners of this initiative are the City of Loveland, the City of Fort Collins, and Colorado State University (CSU), and the initiative is sponsored by the Electrification Coalition. This program was

formally launched and publicly announced on February 25, 2013 at the Museum of Discovery in Fort Collins. The aim of this regional effort is to become a comprehensive plug-in electric vehicle deployment community.

Project Summary

There are three classes of electric vehicle charging station equipment based on the type of power required and relative speed of charging.

- **Level 1** charging uses ordinary household 120 volt power and can be supported by plugging the electric vehicle into a typical electric outlet. Driving range for each hour of charging time is between 2 and 5 miles for Level 1 charging.
- **Level 2** charging requires using a battery charging appliance powered by 240 volt electric service similar to what is used by clothes dryers and air conditioners. Driving range for each hour of charging time is between 7 and 20 miles for Level 2 charging.
- **Level 3** charging requires advanced direct current (DC) quick charging equipment powered by 480 volt high power commercial electric service. Level 3 chargers can provide 60 to 80 miles of driving range in less than 30 minutes.

The City is installing four publicly accessible charging stations at strategic locations around Loveland and electric vehicle drivers will pay a user fee for electric vehicle charging. These publicly accessible charging stations are Level 2 dual-cord chargers which will provide the community with eight electric vehicle charging opportunities in the City of Loveland. The locations of these publicly accessible charging stations are as follows:

Location	Charging Station Level & Number of Cords	Planned Availability Date
Civic Center 500 E. 3 rd Street	Level 2 – dual cord charging station	October 1, 2013
Service Center 200 N. Wilson Avenue	Level 2 – dual cord charging station	October 1, 2013
Library 300 Adams Avenue	Level 2 – dual cord charging station	October 1, 2013
McKee Hospital 2000 Boise Avenue	Level 2 – dual cord charging station	October 1, 2013

The user fee for these Level 2 charging stations will be \$1.00 per one-hour charging session, with \$1.00 being the minimum fee for a charging session and each additional hour will be \$1.00, so the charging sessions will be sold in one-hour blocks. These fees are calculated to recover the direct energy, equipment purchases and user fee payment processing costs associated with each charging session. The user fees are not calculated to recover capital and installation costs. The City has received a grant from the State of Colorado for assistance with capital and installation costs. If adopted by City Council, this new charging station rate will go into effect January 1, 2014, so the public will have the opportunity to use the charging stations for free until then.

The LUC voted unanimously at the August 14, 2013 meeting to recommend moving forward with the proposed rates for the existing customer classes and the proposed rate designs for the Coincident Peak Demand and EV Public Charging Station rate classes.



**POWER UTILITY
2014 RATE DESIGN
CITY COUNCIL STUDY SESSION
PRESENTATION
AUGUST 27, 2013**



Rate Design Summary Results

Customer Class	No. of Customers	% of Revenues	Revenue less Adjustments	Dollar Adjustment	Percent Change
Residential Schedule R	29,468	46.25%	\$ 22,081,736	\$ 202,837	0.92%
Small General Schedule SG	3,823	14.95%	7,135,752	328,777	4.61%
Large General Schedule LG	360	34.34%	16,395,810	181,670	1.11%
Primary Schedule PT	5	3.45%	1,648,959	39,395	2.39%
Other	2,150	1.00%	479,328	21,688	4.52%
TOTAL REVENUE	35,805		\$ 47,741,585	\$ 774,367	1.62%

Other Includes the following rate classes:

Residential Demand; City Wholesale; Area Lights; Sprinkler Controls; Signal Amplifiers & Bus Shelters

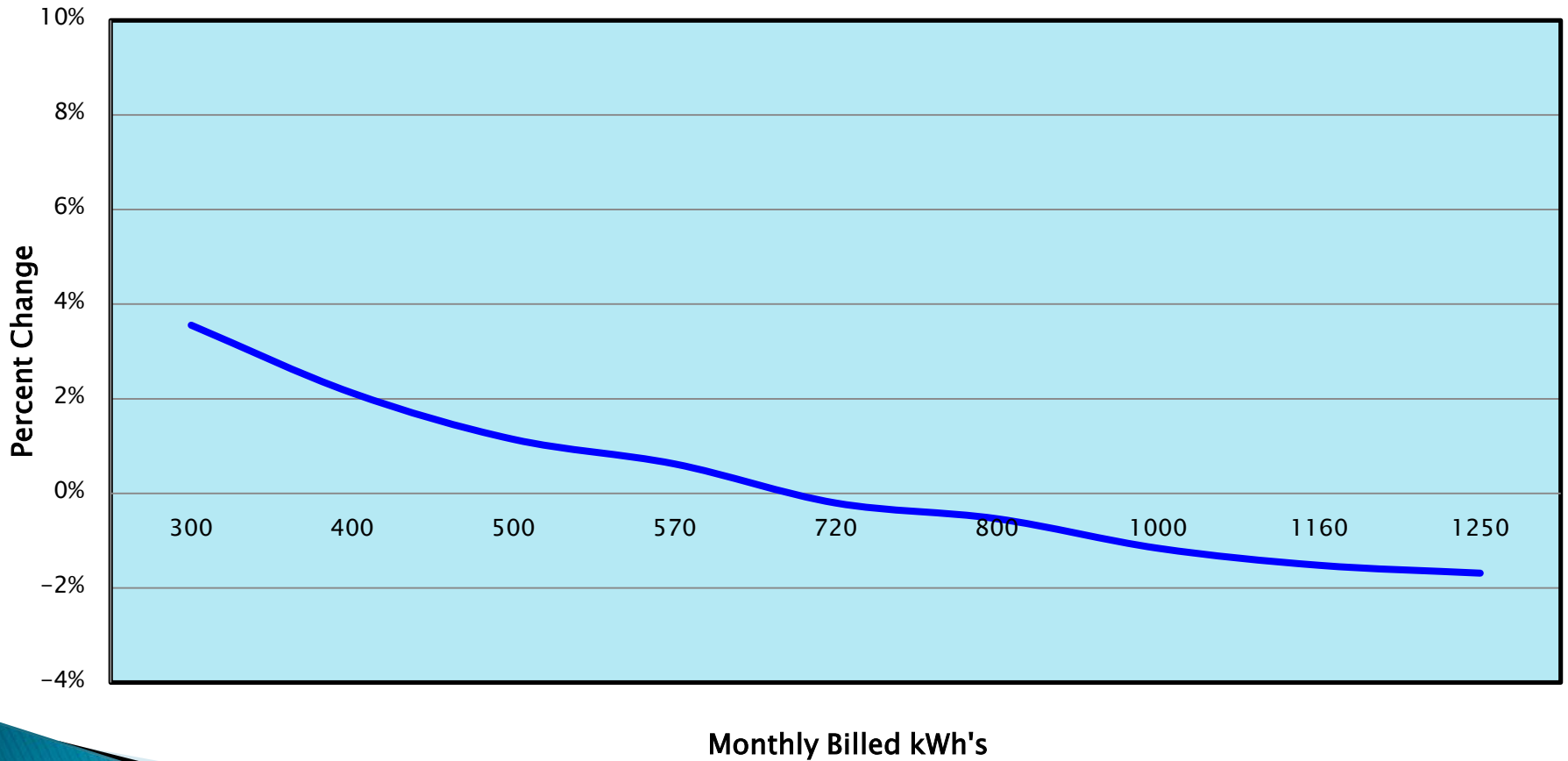
Proposed Residential (R) 2014 Rate Design

Current Rates		2014 Rate Design		Cost of Service Rates	
Monthly Customer Charge:		Monthly Customer Charge:		Monthly Customer Charge:	
All Customers	\$ 8.91	All Customers	\$ 10.77	All Customers	\$ 12.63
Energy Charge:		Energy Charge:		Energy Charge:	
Winter Block 1 (0 - All kWh)	\$ 0.06600	Winter Block 1 (0 - All kWh)	0.0618	Winter	\$ 0.06040
Summer Block 1 (0 - All kWh)	\$ 0.07220	Summer Block 1 (0 - All kWh)	0.0738	Summer	\$ 0.06638
PILT Winter (- All kWh)	\$ 0.00593	PILT Winter (- All kWh)	\$ 0.00592	2014 PILT (W)	\$ 0.00592
PILT Summer (- All kWh)	\$ 0.00633	PILT Summer (- All kWh)	\$ 0.00649	2014 PILT (S)	\$ 0.00649
Revenues from Current Rates	\$ 22,081,736	Revenues from Proposed Rates	\$ 22,284,573	COS Revenues	\$ 21,970,554
		Percentage Change from Curren	0.92%		

- ▶ kWh – Kilowatt hours: refers to Energy
- ▶ kW – Kilowatts: refers to Demand
- ▶ PILT – Payment in Lieu of Taxes
- ▶ Winter – January – June; October – December
- ▶ Summer – July – September

Residential Monthly Bill % Impacts

Residential Percent Change – 90% of Customers



Residential Monthly Bill Impacts

R Monthly Winter Bill Comparison					
Usage (kWh)	Current Bill (\$)	Proposed Bill (\$)	Dollar Change (\$)	Percent Change (%)	
300	\$ 28.71	\$ 29.31	\$ 0.60	2.10%	
400	\$ 35.31	\$ 35.49	\$ 0.18	0.52%	
500	\$ 41.91	\$ 41.67	\$ (0.24)	-0.57%	
570	\$ 46.53	\$ 46.00	\$ (0.53)	-1.14%	
720	\$ 56.43	\$ 55.27	\$ (1.16)	-2.06%	
800	\$ 61.71	\$ 60.21	\$ (1.50)	-2.43%	
1000	\$ 74.91	\$ 72.57	\$ (2.34)	-3.12%	
1160	\$ 85.47	\$ 82.46	\$ (3.01)	-3.52%	
1250	\$ 91.41	\$ 88.02	\$ (3.39)	-3.71%	
R Monthly Summer Bill Comparison					
Usage (kWh)	Current Bill (\$)	Proposed Bill (\$)	Dollar Change (\$)	Percent Change (%)	
300	\$ 30.57	\$ 32.91	\$ 2.34	7.66%	
400	\$ 37.79	\$ 40.29	\$ 2.50	6.62%	
500	\$ 45.01	\$ 47.67	\$ 2.66	5.92%	
570	\$ 50.06	\$ 52.84	\$ 2.77	5.54%	
720	\$ 60.89	\$ 63.91	\$ 3.01	4.95%	
800	\$ 66.67	\$ 69.81	\$ 3.14	4.71%	
1000	\$ 81.11	\$ 84.57	\$ 3.46	4.27%	
1160	\$ 92.66	\$ 96.38	\$ 3.72	4.01%	
1250	\$ 99.16	\$ 103.02	\$ 3.86	3.90%	

Usage (kWh)	Annual Blended Change (%)
300	4.97%
400	3.67%
500	2.79%
570	2.32%
720	1.58%
800	1.28%
1000	0.72%
1160	0.40%
1250	0.25%

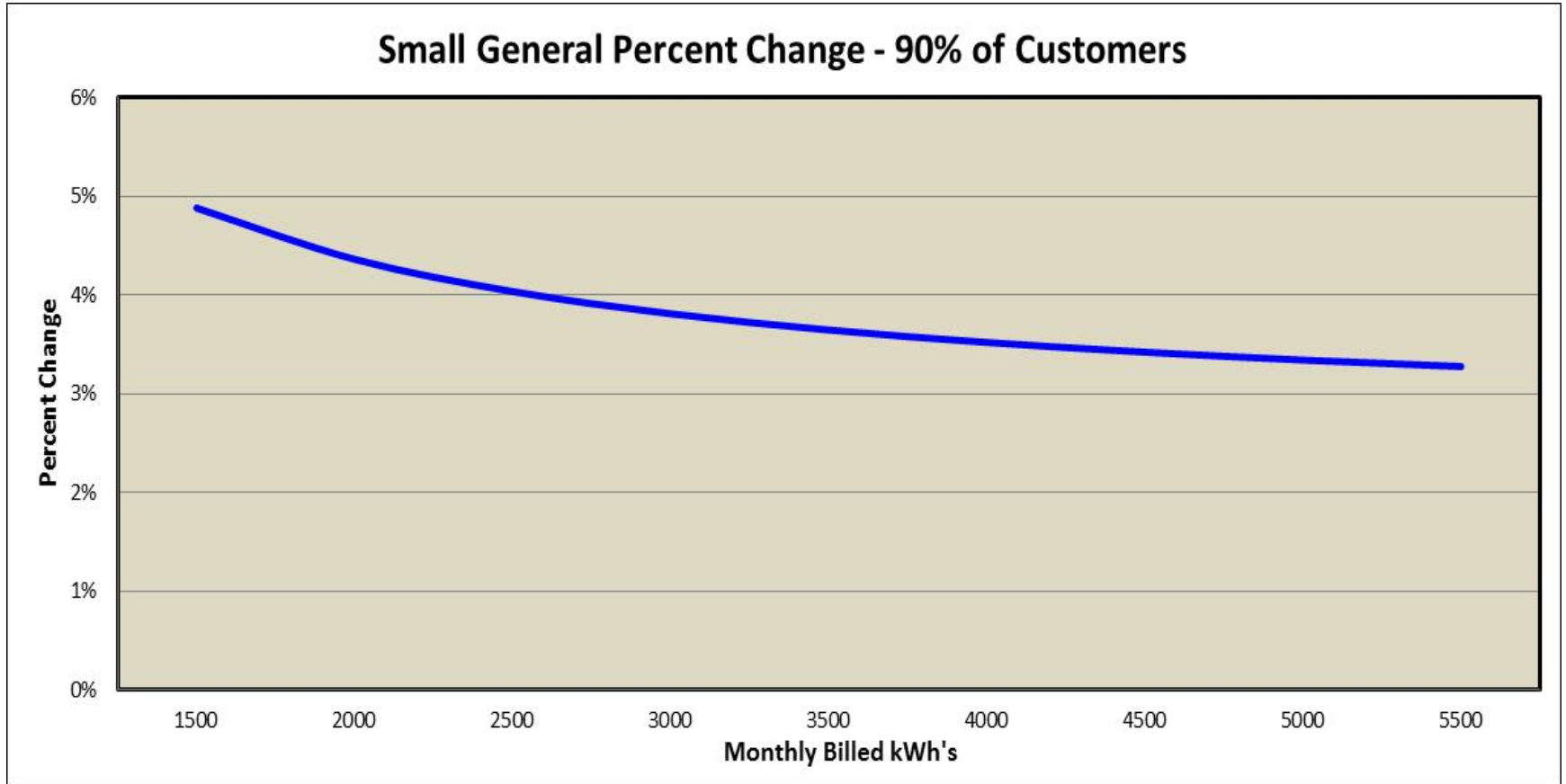
Average Increase 0.92%

Proposed Small General Service (SG-less than 50 kW Demand) 2014 Rate Design

	Current Rates	2014 Rate Design	Cost of Service Rates
Monthly Customer Charge:		Monthly Customer Charge:	Monthly Customer Charge:
All Customers	\$ 14.20	All Customers	\$ 20.23
		.	
Energy Charge:		Energy Charge:	Energy Charge:
Winter Block 1 (0 - All kWh)	\$ 0.06640	Winter Block 1 (0 - All kWh)	\$ 0.07199
Summer Block 1 (0 - All kWh)	\$ 0.07100	Summer Block 1 (0 - All kWh)	\$ 0.08390
PILT Winter (- kWh)	\$ 0.00554	PILT Winter (- kWh)	2014 PILT (W) \$ 0.00584
PILT Summer (- kWh)	\$ 0.00586	PILT Summer (- kWh)	2014 PILT (S) \$ 0.00613
Revenues from Current Rates	\$ 7,135,752	Revenues from Proposed Rates	\$ 7,464,528
		Percentage Change from Current	4.61%
			COS Revenues \$ 7,678,687



Small General Service Monthly Bill % Impacts



Small General Service Monthly Bill Impacts

SG Monthly Winter Bill Comparison					
Usage (kWh)	Current Bill (\$)	Proposed Bill (\$)	Dollar Change (\$)	Percent Change (%)	
1500	\$ 113.80	\$ 119.07	\$ 5.27	4.63%	
2000	\$ 147.00	\$ 153.02	\$ 6.02	4.09%	
2500	\$ 180.20	\$ 186.97	\$ 6.77	3.76%	
3000	\$ 213.40	\$ 220.92	\$ 7.52	3.52%	
3500	\$ 246.60	\$ 254.87	\$ 8.27	3.35%	
4000	\$ 279.80	\$ 288.82	\$ 9.02	3.22%	
4500	\$ 313.00	\$ 322.77	\$ 9.77	3.12%	
5000	\$ 346.20	\$ 356.72	\$ 10.52	3.04%	
5500	\$ 379.40	\$ 390.67	\$ 11.27	2.97%	
SG Monthly Summer Bill Comparison					
Usage (kWh)	Current Bill	Proposed Bill	Dollar Change	Percent Change	
1500	\$ 120.70	\$ 127.47	\$ 6.77	5.61%	
2000	\$ 156.20	\$ 164.22	\$ 8.02	5.13%	
2500	\$ 191.70	\$ 200.97	\$ 9.27	4.83%	
3000	\$ 227.20	\$ 237.72	\$ 10.52	4.63%	
3500	\$ 262.70	\$ 274.47	\$ 11.77	4.48%	
4000	\$ 298.20	\$ 311.22	\$ 13.02	4.37%	
4500	\$ 333.70	\$ 347.97	\$ 14.27	4.28%	
5000	\$ 369.20	\$ 384.72	\$ 15.52	4.20%	
5500	\$ 404.70	\$ 421.47	\$ 16.77	4.14%	

Usage (kWh)	Annual Blended Change (%)
1,500	5.13%
2,000	4.63%
2,500	4.31%
3,000	4.09%
3,500	3.93%
4,000	3.81%
4,500	3.72%
5,000	3.64%
5,500	3.58%

Average Increase - 4.61%

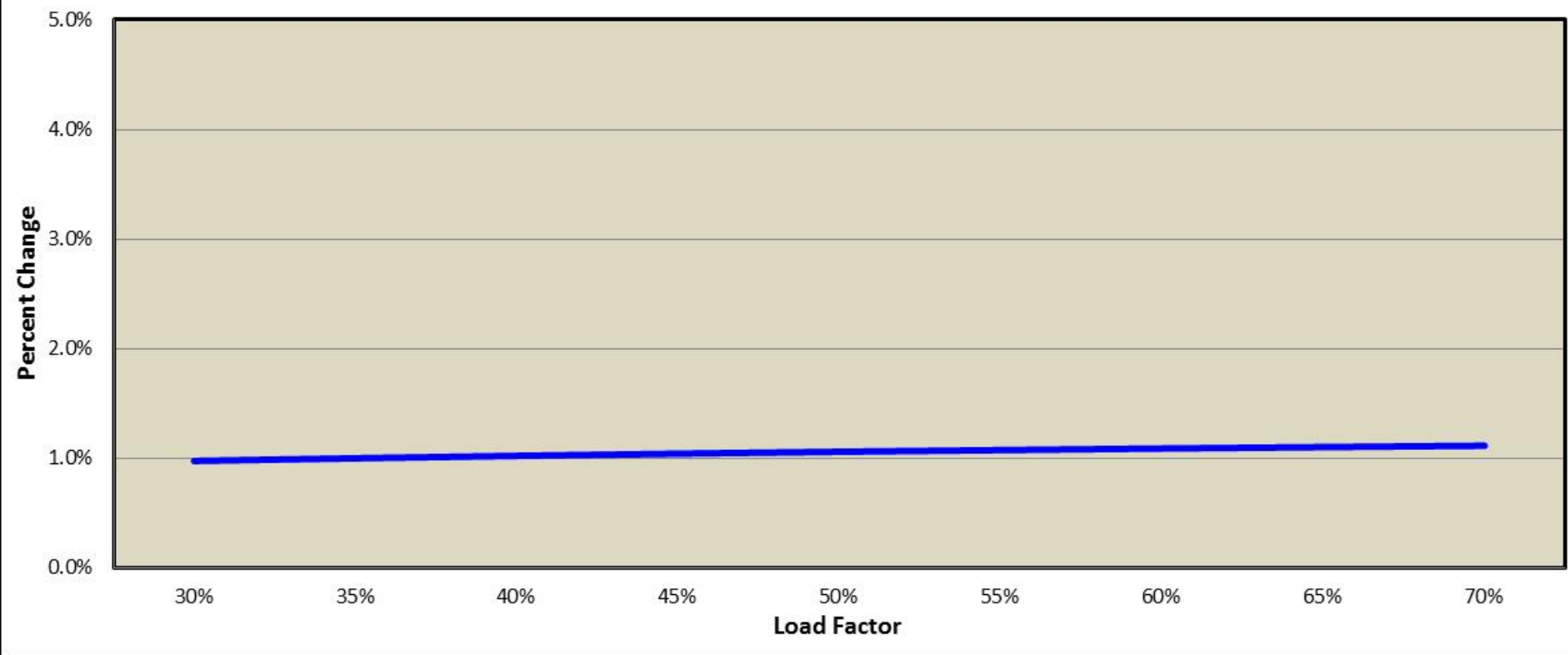
Proposed Large General Service (LG–Greater than 50 kW Demand) 2014 Rate Design

Current Rates	2014 Rate Design	Cost of Service Rates
Monthly Customer Charge:	Monthly Customer Charge:	Monthly Customer Charge:
All Customers \$ 65.00	All Customers \$ 77.98	All Customers \$ 90.96
Energy Charge:	Energy Charge:	Energy Charge:
Winter Block 1 (0 - All kWh) \$ 0.03350	Winter Block 1 (0 - All kWh) \$ 0.03501	Winter \$ 0.03894
Summer Block 1 (0 - All kWh) \$ 0.03490	Summer Block 1 (0 - All kWh) \$ 0.03349	Summer \$ 0.03838
Demand Charge:	Demand Charge:	Demand Charge:
Winter Block 1 (0 - all kW) \$ 10.49	Winter Block 1 (0 - all kW) \$ 9.85	Winter \$ 9.42
Summer Block 1 (0 - all kW) \$ 11.51	Summer Block 1 (0 - all kW) \$ 12.65	Summer \$ 13.50
PILT Winter (- All kWh) \$ 0.00466	PILT Winter (- All kWh) \$ 0.00473	2014 PILT (W) \$ 0.00400
PILT Summer (- All kWh) \$ 0.00499	PILT Summer (- All kWh) \$ 0.00511	2014 PILT (S) \$ 0.00511
Revenues from Current Rates \$ 16,395,810	Revenues from Proposed Rates \$ 16,577,481	COS Revenues \$ 16,401,013
	Percentage Change from Current 1.11%	



Large General Service Monthly Bill % Impacts

Large General Percent Change - 90% of Customers



- ▶ Load Factor - Ratio of average usage during month to peak usage

Large General Service Monthly Bill Impacts

LG Monthly Winter Bill Comparison				
Load Factor (%)	Current Bill (\$)	Proposed Bill (\$)	Dollar Change (\$)	Percent Change (%)
30%	\$ 2,756.84	\$ 2,723.11	\$ (33.73)	-1.22%
35%	\$ 2,941.42	\$ 2,916.01	\$ (25.41)	-0.86%
40%	\$ 3,126.01	\$ 3,108.92	\$ (17.09)	-0.55%
45%	\$ 3,310.59	\$ 3,301.82	\$ (8.77)	-0.26%
50%	\$ 3,495.51	\$ 3,495.08	\$ (0.43)	-0.01%
55%	\$ 3,680.10	\$ 3,687.98	\$ 7.89	0.21%
60%	\$ 3,864.68	\$ 3,880.89	\$ 16.21	0.42%
65%	\$ 4,049.27	\$ 4,073.79	\$ 24.53	0.61%
70%	\$ 4,233.85	\$ 4,266.70	\$ 32.85	0.78%
LG Monthly Summer Bill Comparison				
Load Factor (%)	Current Bill	Proposed Bill	Dollar Change	Percent Change
30%	\$ 2,957.15	\$ 3,095.64	\$ 138.49	4.68%
35%	\$ 3,149.45	\$ 3,280.17	\$ 130.72	4.15%
40%	\$ 3,341.75	\$ 3,464.70	\$ 122.95	3.68%
45%	\$ 3,534.05	\$ 3,649.23	\$ 115.18	3.26%
50%	\$ 3,726.70	\$ 3,834.10	\$ 107.40	2.88%
55%	\$ 3,919.00	\$ 4,018.63	\$ 99.63	2.54%
60%	\$ 4,111.30	\$ 4,203.16	\$ 91.86	2.23%
65%	\$ 4,303.60	\$ 4,387.69	\$ 84.09	1.95%
70%	\$ 4,495.89	\$ 4,572.22	\$ 76.32	1.70%

Load Factor	Annual Blended Change (%)
30%	0.98%
35%	1.00%
40%	1.03%
45%	1.05%
50%	1.06%
55%	1.08%
60%	1.09%
65%	1.11%
70%	1.12%

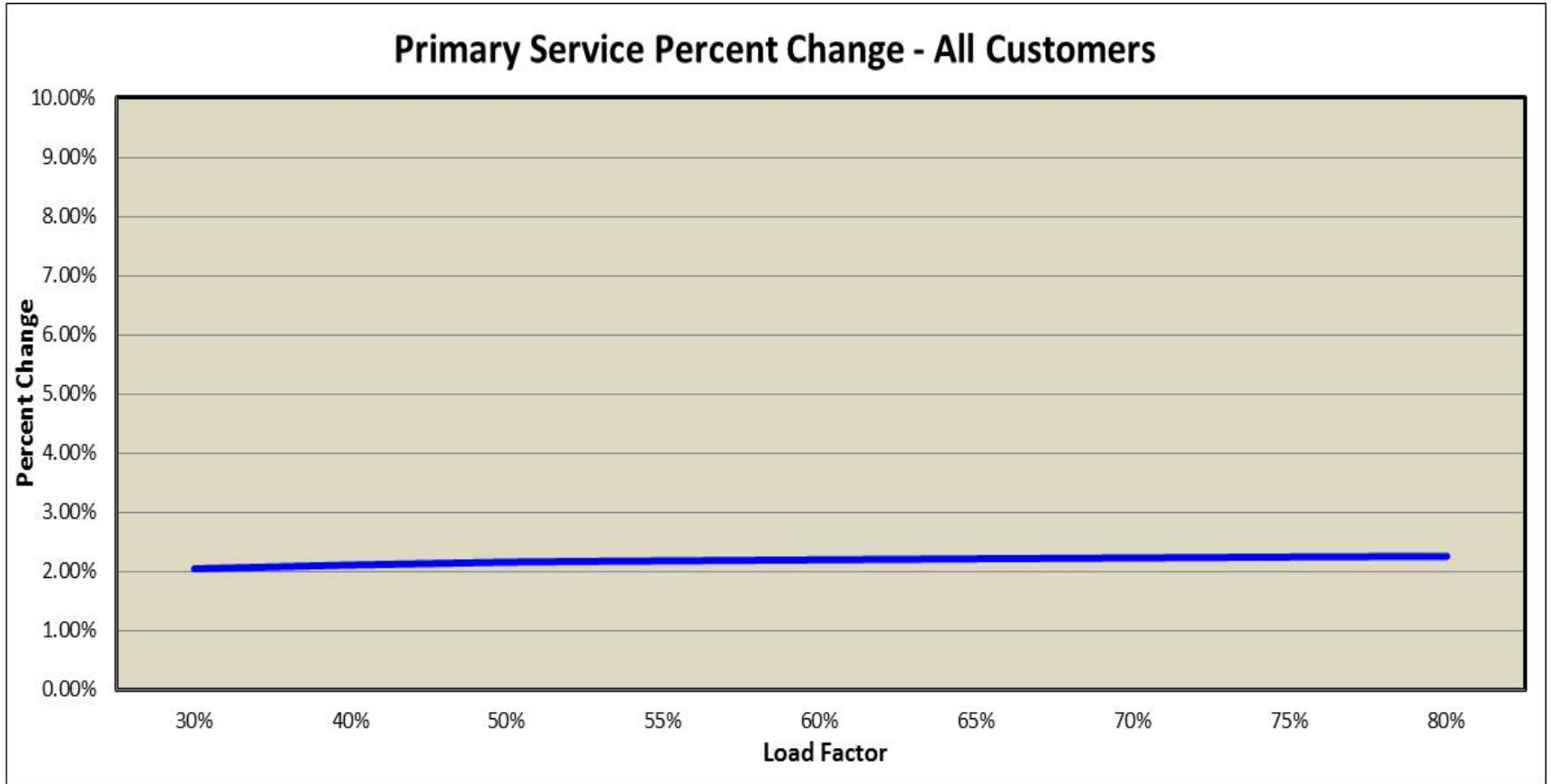
Average Increase - 1.11%

Proposed Primary Service (PT - Greater than 50 kW Demand and Own Transformer) 2014 Rate Design

Current Rates	2014 Rate Design	Cost of Service Rates
Monthly Customer Charge:	Monthly Customer Charge:	Monthly Customer Charge:
All Customers \$ 81.00	All Customers \$ 90.17	All Customers \$ 99.34
Energy Charge:	Energy Charge:	Energy Charge:
Winter Block 1 (0 - All kWh) \$ 0.03276	Winter Block 1 (0 - All kWh) \$ 0.03432	Winter \$ 0.03897
Summer Block 1 (0 - All kWh) \$ 0.03413	Summer Block 1 (0 - All kWh) \$ 0.03283	Summer \$ 0.03838
Demand Charge:	Demand Charge:	Demand Charge:
Winter Block 1 (0 - all kW) \$ 9.49	Winter Block 1 (0 - all kW) \$ 9.20	Winter \$ 8.96
Summer Block 1 (0 - all kW) \$ 10.51	Summer Block 1 (0 - all kW) \$ 12.00	Summer \$ 13.18
PILT Winter (- kWh) \$ 0.00384	PILT Winter (- kWh) \$ 0.00400	2014 PILT (W) \$ 0.00400
PILT Summer (- kWh) \$ 0.00412	PILT Summer (- kWh) \$ 0.00424	2014 PILT (S) \$ 0.00424
Revenues from Current Rates \$ 1,648,959	Revenues from Proposed Rates \$ 1,688,354	COS Revenues \$ 1,708,889
	Percentage Change from Current 2.39%	



Primary Service Monthly Bill % Impacts



Primary Service Monthly Bill Impacts

PT Monthly Winter Bill Comparison

Load Factor (%)	Current Bill (\$)	Proposed Bill (\$)	Dollar Change (\$)	Percent Change (%)
30%	\$ 15,618.50	\$ 15,676.54	\$ 58.04	0.37%
40%	\$ 17,848.15	\$ 18,012.60	\$ 164.45	0.92%
50%	\$ 20,078.12	\$ 20,349.00	\$ 270.88	1.35%
55%	\$ 21,192.94	\$ 21,517.03	\$ 324.09	1.53%
60%	\$ 22,307.77	\$ 22,685.06	\$ 377.30	1.69%
65%	\$ 23,422.59	\$ 23,853.09	\$ 430.50	1.84%
70%	\$ 24,537.41	\$ 25,021.12	\$ 483.71	1.97%
75%	\$ 25,652.56	\$ 26,189.50	\$ 536.93	2.09%
80%	\$ 26,767.39	\$ 27,357.52	\$ 590.14	2.20%

PT Monthly Summer Bill Comparison

Load Factor (%)	Current Bill	Proposed Bill	Dollar Change	Percent Change
30%	\$ 16,849.27	\$ 17,982.91	\$ 1,133.64	6.73%
40%	\$ 19,172.15	\$ 20,217.54	\$ 1,045.39	5.45%
50%	\$ 21,495.38	\$ 22,452.51	\$ 957.13	4.45%
55%	\$ 22,656.83	\$ 23,569.83	\$ 913.00	4.03%
60%	\$ 23,818.27	\$ 24,687.15	\$ 868.88	3.65%
65%	\$ 24,979.71	\$ 25,804.46	\$ 824.75	3.30%
70%	\$ 26,141.16	\$ 26,921.78	\$ 780.63	2.99%
75%	\$ 27,302.94	\$ 28,039.43	\$ 736.49	2.70%
80%	\$ 28,464.39	\$ 29,156.75	\$ 692.36	2.43%

Load Factor	Annual Blended Change
30%	2.05%
40%	2.12%
50%	2.17%
55%	2.19%
60%	2.20%
65%	2.22%
70%	2.24%
75%	2.25%
80%	2.26%

Average Increase - 2.39%

Coincident Demand Charge

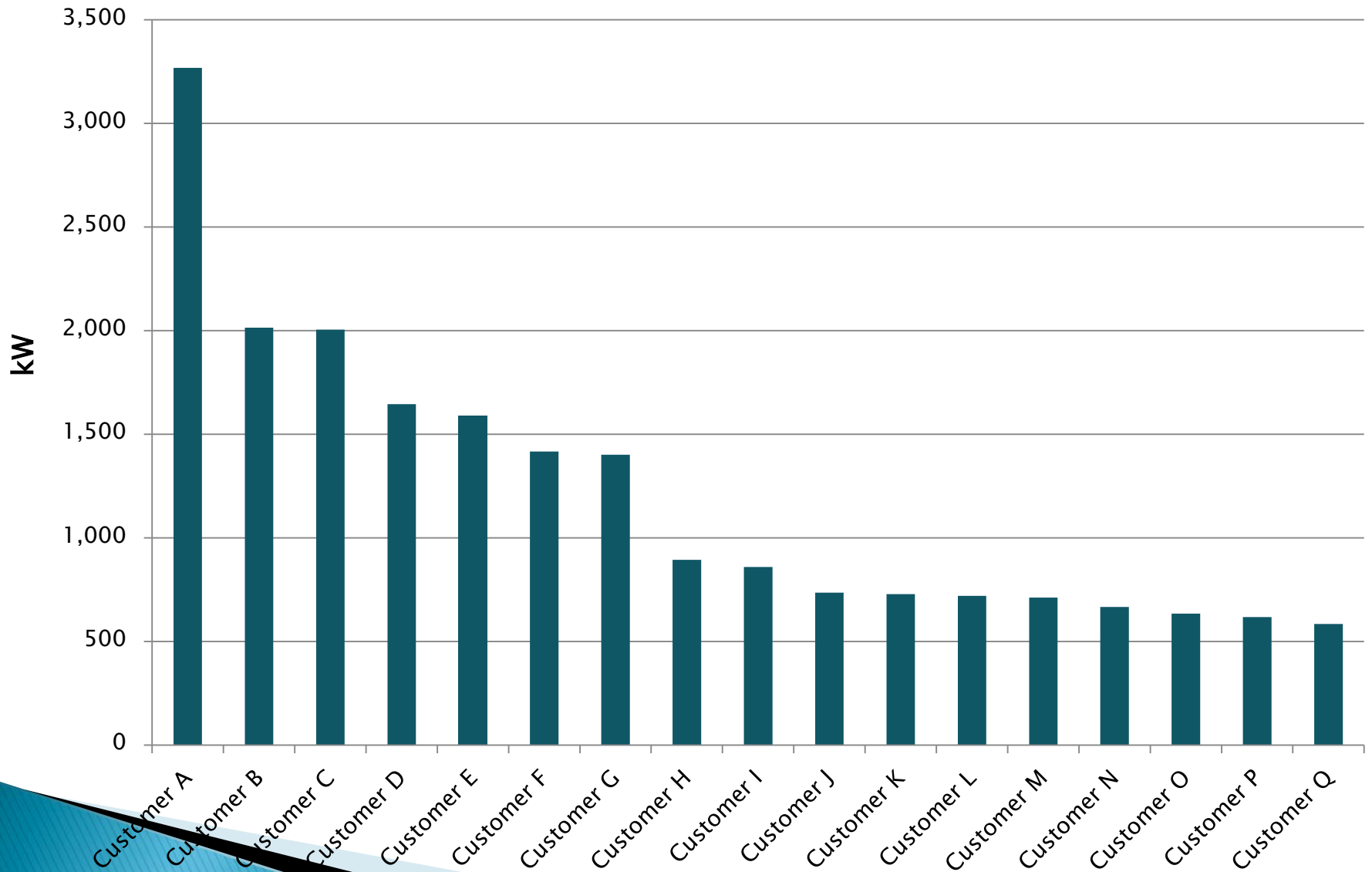
- ▶ Coincident Demand Rate contains the following component charges to customers
 - Customer Charge – Customer is billed a fixed monthly charge to recover billing, meter reading, customer service and a portion of the distribution system
 - Power Supply Demand Charge – Customers billed using the customer's usage at the time of PRPA's peak demand
 - Energy Charges – Customer is billed energy based on the same rates charged to Loveland adjusted for energy losses
 - Distribution Demand Charge – Customer is billed based on the customer's peak demand during the month (This is not the demand coincident with PRPA's peak)

Coincident Demand Rate

- ▶ Power Supply Billing demand based on the amount of demand created by the customer at the time of PRPA's peak (adjusted for losses)
- ▶ Energy is based on kWh's and set to match PRPA's energy rates (adjusted for losses)
- ▶ Provides the customer with additional control over the cost of power supply
- ▶ Loveland's customers have requested this form of rate
- ▶ Infrastructure charges are determined on a customer specific basis
- ▶ Mandatory rate for customers over 1,400 kW
- ▶ Designed to recover same costs as current rate for first year
- ▶ Rate will be based on cost of service information and customers energy profile

2012 Average Monthly Total Demand by Customer

(Based on SUM of each individual meter's monthly peak demand)



EV Car Charging Station

- ▶ Developed to recover the following costs:
 - Energy costs from Platte River
 - Transaction costs for processing payment
 - Car Charging Station Unit
 - Rate Set at \$1.00/per hour







CITY OF LOVELAND
POLICE DEPARTMENT

810 East 10th Street • Loveland, Colorado 80537
(970) 667-2151 • FAX (970) 962-2917 • TDD (970) 962-2620

AGENDA ITEM: 2
MEETING DATE: 8/27/2012
TO: City Council
FROM: Luke Hecker, Chief of Police
PRESENTER: Luke Hecker

TITLE:
Phase IV Police Staff and Resource Study

SUMMARY:

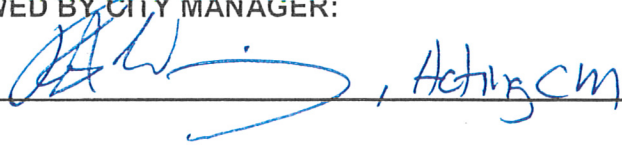
This is a Four-Phase Plan that formalizes the long range staff and resource allocation strategy of the Loveland Police Department.

BACKGROUND:

This is Phase IV of the Four Phase Study which is described as follows:

- Phase I: **Assessment of current situation, Completed May 2012:**
A description of how current Police Department staff is deployed in the mission of public safety in Loveland, and an analysis of existing work load.
- Phase II: **Determine and compare to goals or standards, December 11th 2012:**
A benchmarking evaluation of current, accepted public safety standards and norms in the Northern Colorado region, plus an assessment of the vision for future police services in Loveland.
- Phase III: **Define Options or alternatives needed to reach the goals or standards, from the present situation, Completed April 9th, 2013:**
Analyze the findings of phase one and two, and develop recommendations for a ten-year hiring, staffing, and resource plan in the Police Department. Give consideration to staffing options and differential means of achieving long range public safety goals.
- Phase IV: **Action Plan, August 27th, 2013:**
Develop a ten-year hiring and staff allocation plan which is consistent with the available and/or feasible resources of the City of Loveland.

REVIEWED BY CITY MANAGER:

 , Acting CM

LIST OF ATTACHMENTS:

1. Chief's Memo
2. PowerPoint Presentation
3. Resolution Draft with Exhibit A (Phase I, Phase II, Phase III Study Reports)
4. Police Publication/Staff and Resource Study Overview



Police Department

810 East Tenth Street, Suite 100 • Loveland, CO 80537
 (970) 667-2151 • Fax (970) 962-2916 • TDD (970) 663-5144
www.cityofloveland.org

TO: Loveland City Council
FROM: Luke Hecker, Chief of Police
DATE: August 27th, 2013
RE: Phase IV Staff and Resource Study

Beginning in 2011 the Police Department, under the leadership of City Manager Bill Cahill began a Four Phase Staff and Resource Study. The objective of the study was to grow the police department over a ten year period in a way that complements the agency's mission of preserving and enhancing the quality of life for inhabitants of Loveland by procuring and sustaining the necessary public safety resources to defend human life, protect property, and safeguard the rights guaranteed to all people by the United States Constitution.

An overview of the Four Phase Staff and Resource Study consists of the following:

Phase I:

A situational analysis of the Loveland Police Department. The study provided a comprehensive overview of the current workload and public safety obligations of the agency. Phase I was completed in May of 2012.

Phase II:

A benchmarking exercise in which the agency studied the staff and resource allocation strategies of five Northern Colorado law enforcement agencies, as well as those of a number of CALEA accredited police agencies in the United States. The Colorado agencies were of similar size to the Loveland Police Department and shared a similar demographic to the Loveland community. Phase II was completed in December 2012.

Phase III:

Applying the findings of Phase I and II, administrative staff from the Loveland Police Department crafted two long range (ten year) staff and resources strategies for the Loveland Police Department. The strategies were titled – Option #1 and Option #2 and were presented to City Council in April of 2013.

Phase IV:

Develop a 10 year hiring and staff allocation plan which is consistent with the available and/or feasible resources of the City of Loveland.



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At the concussion of the Phase III interface with City Council it was determined that the growth and development of the Police Department over the next ten years would be generated from available financial resources as opposed to the development of new revenue.

Tiered Police Department Development:

In order to grow the Police Department with available financial resources a strategy has been developed that takes into consideration available General Revenue funds from year-to-year. The strategy creates a three tier approach in which tier one grows the agency most conservatively and tier three grows the agency more assertively and somewhere between Options 1 & 2 of the Staffing and Resource Study, depending upon available General Revenue funds.

- Tier one growth occurs when sales and property tax collections meet the current City of Loveland Financial Master Plan expectations.
- Tier two growth occurs when sales and property tax collections outpace the current projected expectation of the City of Loveland Financial Master Plans.
- Tier three growth occurs when sales and property tax collections significantly exceed the projected expectation of the City of Loveland Financial Master Plan.

The table below demonstrates the personnel expense and number of full time employees that would be added to the agency at the different tier levels.

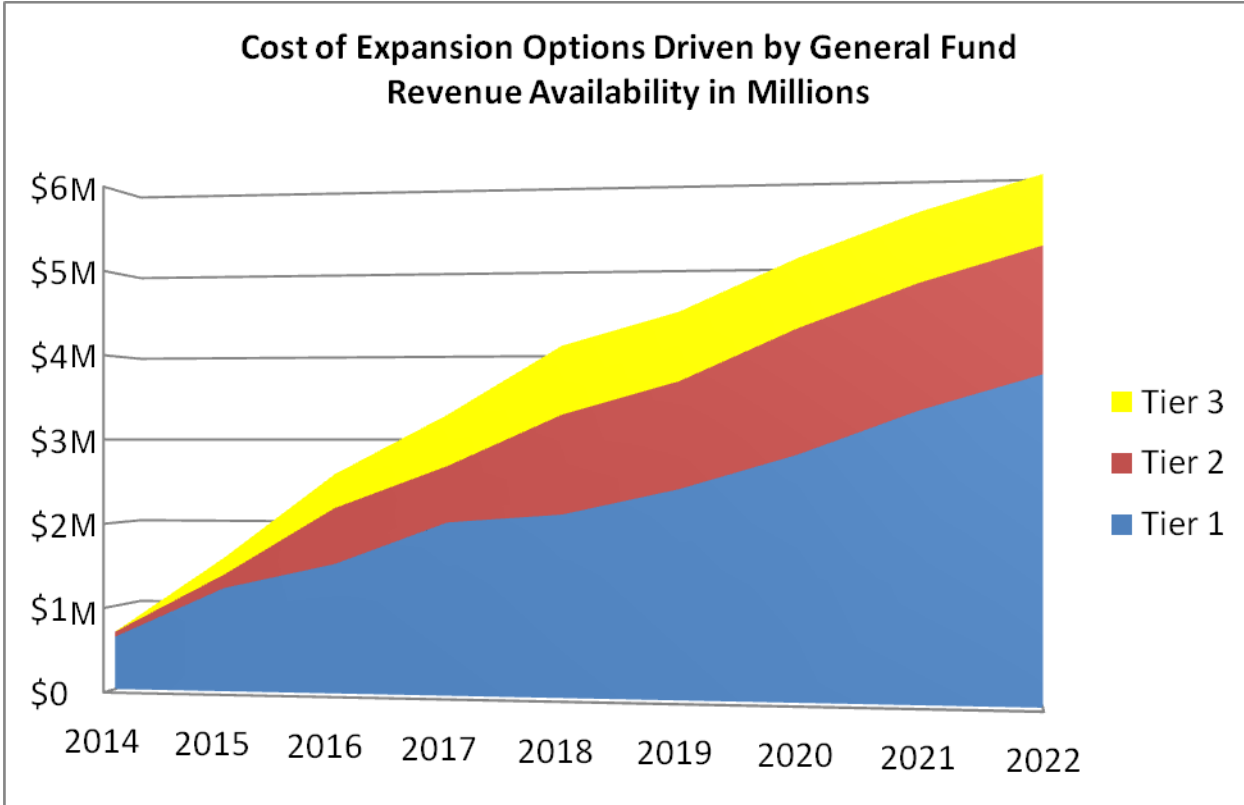
Tier	2014	2015	2016	2017	2018	2019	2020	2021	2022	Total
Total Add'l Need	5 FTEs, \$.6M	7 FTEs, \$.9M	6 FTEs, \$1.0M	4 FTEs, \$.7M	6 FTEs, \$.8M	3 FTEs, \$.4M	4 FTEs, \$.6M	3 FTEs, \$.5M	2 FTEs, \$.4M	40 FTEs, \$5.9M
Tier 3		2 FTEs, \$.2M	1 FTE, \$.2M	1 FTE, \$.2M	1 FTE, \$.2M					5 FTEs, \$.8M
Tier2	1 FTE, \$.06M	1 FTE, \$.1M	3 FTEs, \$.5M		3 FTEs, \$.5M	1 FTE, \$.08M	1 FTE, \$.2M			10 FTEs, \$1.4M
Tier 1	4 FTEs, \$.6M	4 FTEs, \$.6M	2 FTEs, \$.3M	3 FTEs, \$.5M	2 FTEs, \$.1M	2 FTEs, \$.3M	3 FTEs, \$.4M	3 FTEs, \$.5M	2 FTEs, \$.4M	25 FTEs, \$3.7M
2014 + 3.5%	135.75 FTEs, \$17.9M	135.75 FTEs, \$18.6M	135.75 FTEs, \$19.2M	135.75 FTEs, \$19.9M	135.75 FTEs, \$20.5M	135.75 FTEs, \$21.3M	135.75 FTEs, \$22.0M	135.75 FTEs, \$22.8M	135.75 FTEs, \$23.6M	135.75 FTEs, \$23.6M

Cumulative Costs of the Loveland Police Staffing Plan:

The cumulative cost of implementing the Loveland Police Staffing Plan will depend upon which tier is deployed.

- Tier one includes 25 additional full time employees at a cumulative cost of \$3.7m
- Tier two includes 35 additional full time employees at a cumulative cost of \$5.1m
- Tier three includes 40 additional full time employees at a cumulative cost of \$5.9m

The below graph illustrates the tier level cumulative costs:



It is possible that the tier level in which the plan is implemented could change from year-to-year, depending upon available revenue. This means that the cumulative cost of implementing the Loveland Police Department Staffing Plan may not follow the exact lines depicted in the above graph.

Police Department Growth Strategy:

In implementing the Staffing Plan in outlying years it is difficult in advance to predict exactly which civilian and sworn positions should be included. Because there will be legitimate variables that will effect hiring decisions, the City Council in Phase Three of the Staff and Resource Study gave direction to the Police Department to apply four precepts for strategically growing the agency in outlying years. The guidelines are:

1. Staffing - **Optimize the use of civilian staff to support sworn officers. Make strategic hiring decisions to enhance public safety.**
2. Technology - **Implement technology that minimizes redundant data entry and optimizes employee efficiency.**
3. Organizational Strategies - **Identify and deploy public safety strategies that enhance the overall safety of the community.**
4. Community Outreach - **Maintain and bolster the public trust through crime prevention programs and community partnerships.**

From year-to-year, as the Staff and Resource Plan is advanced in budget planning, the Police Department will apply the precepts in a comprehensive manner when determining what positions to add to the agency.

Resources included in ten year plan:

In addition to strategically growing the Loveland Police Department with necessary staffing, the agency has identified the need to replace the current Records Management System and develop training facilities that include a gun range and an emergency vehicle operation center. The replacement costs of the Records Management System have been addressed in the 2014 budget, and the necessary finances for the development of the training facilities have been addressed in the City of Loveland ten year Capital Improvement Plan. Additionally, the City of Fort Collins has partnered with the City of Loveland on the development and cost sharing of the yet to be developed training facilities.

City Council Resolution:

To ensure that the Police Department Staff and Resource Plan is executed in a way that supports the Mission of the agency, staff recommends the City Council adoption of a Resolution designed to guide its continued implementation from year-to-year in the budget process. The Resolution directs that from year-to-year the City Council should be able to make use of any excess revenues that are not heretofore obligated within the City for the Public Safety Staff and Resource Plan.

LOVELAND POLICE DEPARTMENT STAFF AND RESOURCE STUDY



PHASE IV

*DEVELOP A HIRING AND STAFF ALLOCATION
PLAN WHICH IS CONSISTENT WITH THE
AVAILABLE AND/OR FEASIBLE RESOURCES OF
THE CITY OF LOVELAND*



STAFF AND RESOURCE PLAN OBJECTIVE:

GENERATE A TEN YEAR FINANCIAL AND
OPERATIONAL STRATEGY FOR THE DEPLOYMENT OF
POLICE RESOURCES TO PROTECT THE SAFETY OF
THE EMPLOYEES AND THE COMMUNITY



STAFF AND RESOURCE STUDY REVIEW

Phase I:

A situational analysis of the Loveland Police Department. The study provided a comprehensive overview of the current workload and public safety obligations of the agency. Phase I was completed in May of 2012.

Phase II:

A benchmarking exercise in which the agency studied the staff and resource allocation strategies of five Northern Colorado law enforcement agencies, as well as those of a number of CALEA accredited police agencies in the United States. The Colorado agencies were of similar size to the Loveland Police Department and shared a similar demographic to the Loveland community. Phase II was completed in December 2012.

Phase III:

Applying the findings of Phase I and II, Administrative staff from the Loveland Police Department crafted two long range (ten year) staff and resources strategies for the Loveland Police Department. The strategies are titled – Option #1 and Option #2.

FINANCIAL OVERVIEW OF OPTION #1 AND OPTION #2

Option #1	2014	2015	2016	2017	2018	2019	2020	2021	2022	TOTAL
Positions	10.5	7.5	7	6	5	4	4	1	2	47
Cost *	\$1,010,757	\$813,175	\$767,143	\$636,441	\$475,755	\$488,445	\$488,549	\$160,371	\$331,967	\$5,172,603
CEFs **	\$338,746	\$275,595	\$246,832	\$214,824	\$156,238	\$180,377	\$141,623	\$59,967	\$124,133	\$1,738,335
									Option #1	\$6,910,938

Option #2	2014	2015	2016	2017	2018	2019	2020	2021	2022	TOTAL
Positions	8.5	4	4	4	5	4	4	2	2	37.5
Cost *	\$700,649	\$425,653	\$419,029	\$401,120	\$443,309	\$488,445	\$488,549	\$320,741	\$331,967	\$4,019,462
CEFs **	\$234,007	\$167,190	\$134,633	\$139,346	\$102,151	\$167,941	\$141,623	\$119,935	\$124,133	\$1,330,959
									Option #2	\$5,350,421

* Ongoing Personnel Expenditures (annual)

** One Time Expenditures



LOVELAND POLICE DEPARTMENT STAFF AND RESOURCE STUDY PHASE IV

Direction from Phase III into Phase IV:

- **Option 1 and Option 2 for growing the Police Department were determined to exceed the expected ten year General Fund Revenue resources.**
- **Development of the Loveland Police Department should be based upon the four strategic pillars of Staffing, Technology, Organizational Strategies, and Community Outreach.**
- **The Police Administration was tasked with creating a tiered staffing strategy that grows the agency based upon available General Revenue Funds.**

Phase IV: Action Plan:

Develop a hiring and staff allocation plan which is consistent with the available and/or feasible resources of the City of Loveland



FOUR STRATEGIC PILLARS FOR THE DEVELOPMENT OF THE LOVELAND POLICE DEPARTMENT:

Pillar#1 – Staffing:

Optimize the use of civilian staff to support sworn officers. Make strategic hiring decisions to enhance public safety.

Pillar#2 – Technology:

Implement technology that minimizes redundant data entry and optimizes employee efficiency.

Pillar#3 – Organizational Strategies

Identify and deploy public safety strategies that enhance the overall safety of the community.

Pillar#4 – Community Outreach

Maintain and bolster the public trust through crime prevention programs and community partnerships.



GENERAL REVENUE COLLECTION AND THE TIERED STRATEGY:

Tier 1 –Property and sales tax collection meets the projected expectation of the City of Loveland Financial Master Plan

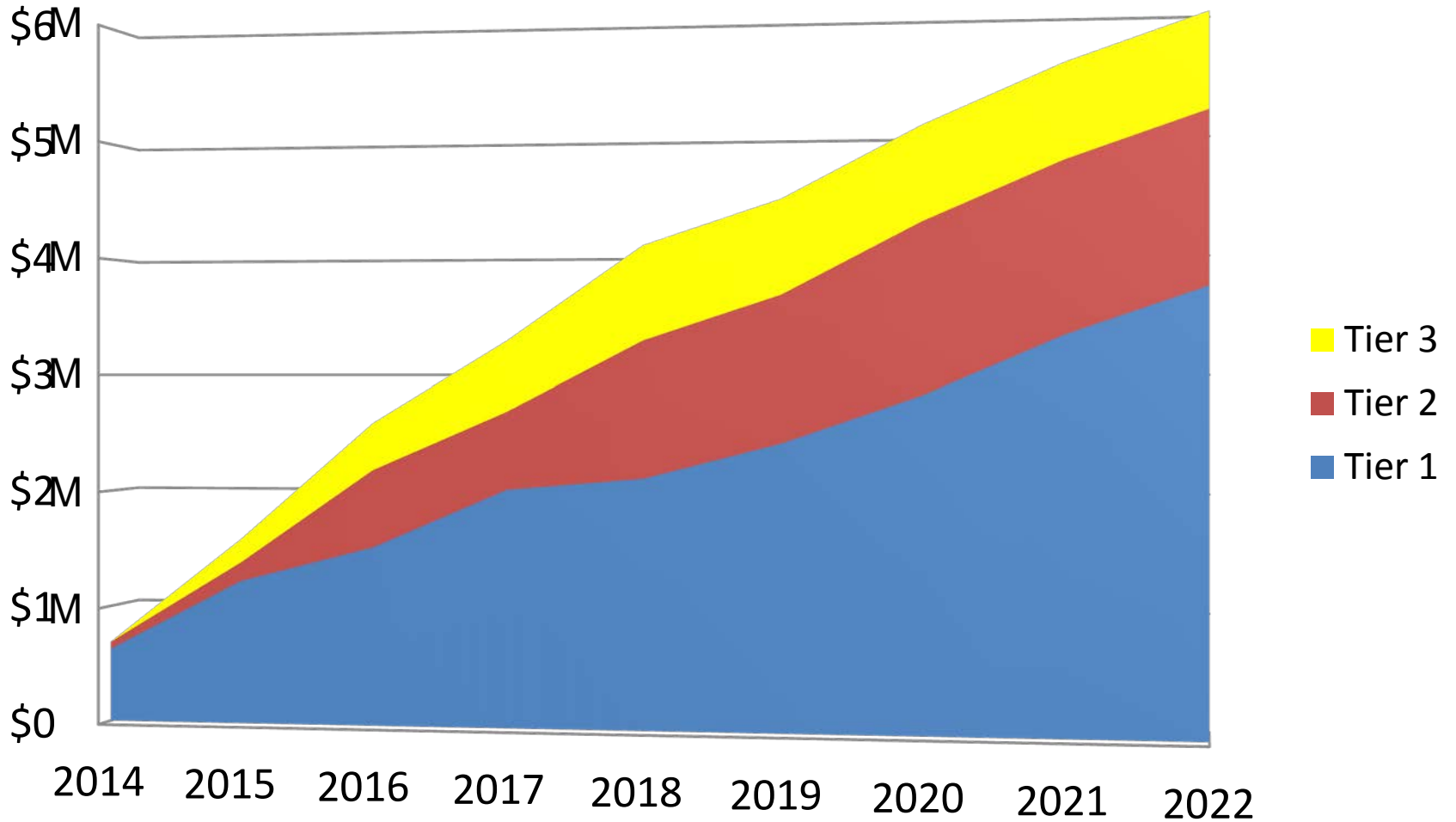
Tier 2 – Property and sales tax collection outpaces the projected expectation of the City of Loveland Financial Master Plan

Tier 3 – Property and sales tax collection significantly exceeds the projected expectation of the City of Loveland Financial Master Plan



Tier	2014	2015	2016	2017	2018	2019	2020	2021	2022	Total
Total Add'l Need	5 FTE's, \$.6M	7 FTE's, \$.9M	6 FTE's, \$1.0M	4 FTE's, \$.7M	6 FTE's, \$.8M	3 FTE's, \$.4M	4 FTE's, \$.6M	3 FTE's, \$.5M	2 FTE's, \$.4M	40 FTE's, \$5.9M
Tier 3		2 FTE's, \$.2M	1 FTE's, \$.2M	1 FTE's, \$.2M	1 FTE's, \$.2M					5 FTE's, \$.8M
Tier2	1 FTE's, \$.06M	1 FTE's, \$.1M	3 FTE's, \$.5M		3 FTE's, \$.5M	1 FTE's, \$.08M	1 FTE's, \$.2M			10 FTE's, \$1.4M
Tier 1	4 FTE's, \$.6M	4 FTE's, \$.6M	2 FTE's, \$.3M	3 FTE's, \$.5M	2 FTE's, \$.1M	2 FTE's, \$.3M	3 FTE's, \$.4M	3 FTE's, \$.5M	2 FTE's, \$.4M	25 FTE's, \$3.7M
Current + 3.5%	135.8 FTE's, \$17.9M	135.8 FTE's, \$18.6M	135.8 FTE's, \$19.2M	135.8 FTE's, \$19.9M	135.8 FTE's, \$20.5M	135.8 FTE's, \$21.3M	135.8 FTE's, \$22.0M	135.8 FTE's, \$22.8M	135.8 FTE's, \$23.6M	135.8 FTE's, \$23.6M

Cost of Expansion Options Driven by General Fund Revenue Availability in Millions



PROPOSED COUNCIL RESOLUTION:

RESOLUTION #R-____

A RESOLUTION ADOPTING

THE LOVELAND POLICE DEPARTMENT

TEN YEAR PUBLIC SAFETY STAFF AND RESOURCE PLAN

WHEREAS: The Loveland Police Department has completed an extensive staff and resource study and is prepared to strategically grow the agency for the preservation of public safety. And,

WHEREAS, City Council wishes to adopt a ten-year public safety staff and resource plan that supports the Mission of the Loveland Police Department and is consistent with the available and/or feasible resources. And,

WHEREAS, the City of Loveland and should be able to make use of any excess revenues that are not heretofore obligated within the City for this public safety staff and resource plan.



QUESTIONS ?????

CITY COUNCIL
DIRECTION

RESOLUTION #R-**A RESOLUTION ADOPTING
THE LOVELAND POLICE DEPARTMENT
TEN YEAR PUBLIC SAFETY STAFF AND RESOURCE PLAN**

WHEREAS, the mission of the Police Department is to preserve and enhance the quality of life for inhabitants of Loveland by procuring and sustaining the necessary public safety resources to defend human life, protect property, and safeguard the rights guaranteed to all people by the United States Constitution; and

WHEREAS, the Police Department recognizes the importance of planning for the future and has drafted a comprehensive plan for staffing and capital and resource improvements to be implemented over the next 10 years, a summary of which is entitled "Loveland Police Department Operations and Capital Plan" and attached as **Exhibit "A,"** ("the Plan") that addresses the community's past, present and future public safety needs, describes the Police Department's current systems, capabilities and limitations, and establishes an operations model for the Police Department to address the future growth of the community so that it can meet the community's future public safety needs; and

WHEREAS, the Plan is designed to be an evolving document adaptable to economic, geographical, social and policy changes that may occur over the next eight to ten years; and

WHEREAS, the Police Department will continue to deploy data driven growth strategies that focus on optimal staffing formulas, the effective use of technology, organizational strategies to reduce crime, and community outreach programs designed to enhance the public trust; and

WHEREAS, the Police Department and City Council desire to generate a ten year financial and operational strategy for the deployment of police staff and resources according to the Plan; and

WHEREAS, on January 26, 2013, City Council set 2013 goals and priorities that included Council adopting the staffing portion of the Plan by November 2013 and placing the public safety training campus (firing range and training facility) and records management system replacement in the 10-year Capital Improvement Plan for adoption as part of the 2014 Budget; and

WHEREAS, City Council wishes to adopt a ten-year public safety staff and resource plan that supports the mission of the agency and is consistent with the available and/or feasible resources of the City of Loveland; and,

WHEREAS, The City Council should be able to make use of any excess revenues that are not heretofore obligated within the City for this public safety staff and resource plan; and

WHEREAS, City Council finds that it is in the best interests of the City of Loveland and

necessary for the health, safety and welfare of the citizens of Loveland to adopt the Plan.

NOW, THEREFORE, BE IT RESOLVED BY THE COUNCIL OF THE CITY OF LOVELAND, AS FOLLOWS:

Section 1. That the Plan is hereby adopted as the Police Department Ten-Year Public Safety Staff and Resource Plan.

Section 2. That the Loveland City Council resolves to finance on a year-to year basis the Plan with respect to Loveland Police Department staffing at the tier level appropriate given the General Fund revenues then available.

Section 3. That this Resolution shall go into effect as of the date and time of its adoption.

ADOPTED this _____ day of _____, 2013.

Cecil A. Gutierrez, Mayor

ATTEST:

City Clerk



Loveland



Police Department Staffing and Resource Study

Data Analysis Teams:

Current Status - "Situation Statement"

Chief Luke Hecker

Captain Rob McDaniel-Operations

Captain Bob Klinger-Information Services

Captain Ray Miller-Support Services

Renee Wheeler- Public Services Administrative Director

May 2, 2012

Police Staff and Resource Study

Table of Contents

Contents

Table of Contents.....	2
1. Purpose.....	4
2. Study Methodology.....	4
3. Executive Summary.....	4
4. Division Overviews.....	13
5. Support Services: Criminal Investigations Unit.....	384
6. Support Services: Special Investigations Unit.....	38
7. Support Services: Criminalist.....	4943
8. Support Services: Property and Evidence.....	49
9. Support Services: Community Resource Unit - Crime Prevention.....	52
10. Community Resource Unit: School Resource.....	58
11. Information Services: Records.....	64
12. Information Services: Communications.....	793
13. Administration.....	8379
14. Operations: Patrol.....	83

Project Name: Police Staffing and Resource Study

Document Number / Version Number 5: Phase 1: Situation Statement

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The work presented in this study is a tremendous tribute to the men and women that serve the Loveland Community in the Police Department. This committee invested significant time and extraordinary talent into evaluating the current status of their units within the department.

1. Purpose

Generate a ten year financial and operational strategy for the deployment of police resources to protect the safety of employees and the community in a way that promotes employee deployment. This project is intended to enable a sustainable pursuit of our mission: Preserve and enhance the quality of life for inhabitants of Loveland by procuring and sustaining the necessary public safety resources to defend human life, protect property, and safeguard the rights guaranteed to all people by the United States Constitution.

2. Study Methodology

The project has been divided into four phases: assessment of current situation; comparisons with other regional departments, goals, and standards; define options; and create an action plan. The analyses of the current condition and the regional department comparison were performed by Data Analysis Teams from each unit in the department.

3. Executive Summary

This report is the first of a four phase project designed to aid the City Council, the City Manager, and the Loveland Police Department in creating a ten year plan for hiring police and support civilian staff in a strategic manner that best ensures optimal levels of public safety in the Loveland community.

The four phase study and timeline for each phase breaks out as follows:

Phase I:

Assessment of current situation, May 2012:

A description of how current Police Department staff is deployed in the mission of public safety in Loveland, and an analysis of existing work load.

Phase II:

Determine and compare to goals or standards, September 2012:

A benchmarking evaluation of current, accepted public safety standards and norms in the Northern Colorado region, and an assessment of the community's vision for police services in Loveland.

Phase III:

Define Options or alternatives needed to reach the goals or standards, from the present situation, November 2012:

Analyze the findings of phase one and two, and develop recommendations for a ten year hiring and staffing plan in the Police Department. Give consideration to staffing options and differential means of achieving long range public safety goals.

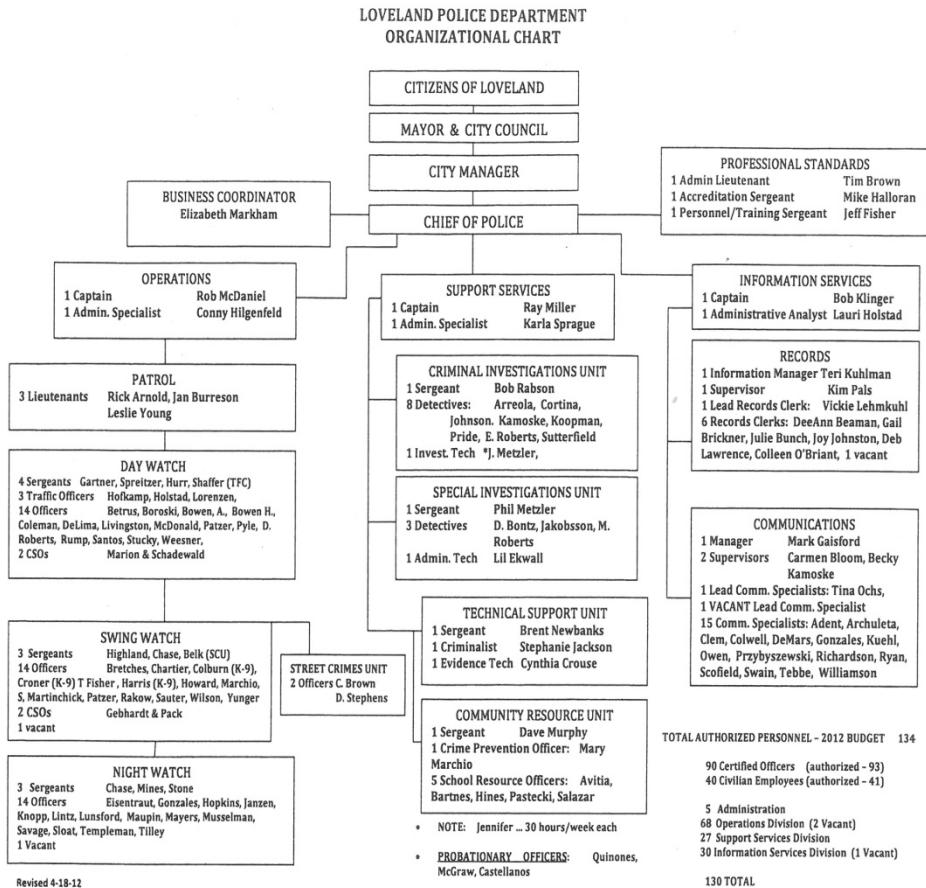
Project Name: Police Staffing and Resource Study

Document Number / Version Number 5: Phase 1: Situation Statement

Phase IV: Action Plan, January 2013:

Develop a 10 year hiring and staff allocation plan which is consistent with the available and/or feasible resources of the City of Loveland.

Contained in the body of this document is a situational status report describing the current staffing levels and workload analysis of the Loveland Police Department. The agency is a full service police department consisting of four separate work Divisions. (See Organizational Chart)



Agency Credentials and Community Perception:

The Department enjoys significant support of the community in carrying out the mission of public safety and has a long reputation as a professional, competent police agency. Since 1992, the Loveland Police Department has been Nationally Accredited through the Commission on Accreditation for Law Enforcement (CALEA). The stated goals of CALEA include:

Project Name: Police Staffing and Resource Study**Document Number / Version Number 5: Phase 1: Situation Statement**

- Strengthen crime prevention and control capabilities;
- Formalize essential management procedures;
- Establish fair and nondiscriminatory personnel practices;
- Improve service delivery;
- Solidify interagency cooperation and coordination; and
- Increase community and staff confidence in the agency.

According to the U.S. Department of Justice, there are currently 17,985 law enforcement agencies in the United States, and of those 1%, are accredited through CALEA. (*Census of State and Local Law Enforcement Agencies, 2008*)

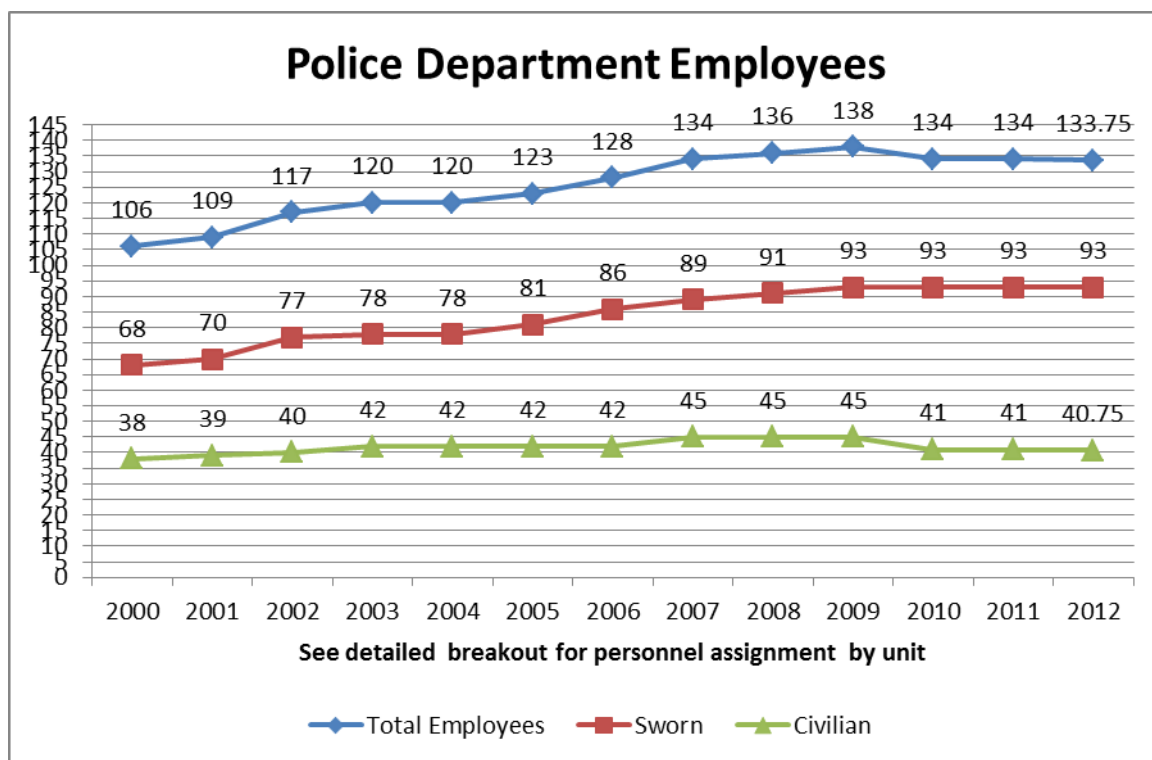
In 2007, the Loveland Communications Center became the 116th Communication Center in the world to be awarded as an Accredited Center of Excellence for Emergency Medical Dispatching. By possessing this credential, dispatchers work under the licensure of a medical doctor and begin providing first aid instructions during 9-1-1 medical calls as emergency service workers are dispatched. Since the inception of Emergency Medical Dispatching, Loveland Communication Center employees have been credited with **saving 30 lives.**

In 2011, the Department conducted a Citizen Satisfaction Survey in which 91.9% of the residents in Loveland reported satisfaction with general police services in their neighborhood; a rating that demonstrates a high level of community approval for the manner in which police services are provided in Loveland.

Agency Situation Status:

This section provides a brief summary of the status of all the Loveland Police Department work groups.

The staffing level in the Department peaked in 2009 when the agency was authorized at 138 employees. In 2010, due to the adverse revenue impacts of the Great Recession, authorized staffing levels dropped to 134 employees. Positions reduced out of the agency work force included the Accreditation Manager, a Community Service Officer, a Communications Specialist, and the Records Receptionist. The workload associated with these positions was retained, and dispersed to a combination of paid staff and volunteers. ***The below chart tracks authorized staffing levels in the Department from 2000 through 2012.***



Between 2000 and 2010, authorized staffing levels in the agency increased 26.4%. The data below shows other increases that have impacted police services during that time frame:

- Police calls for service increased 63.8% (48,000 – 78,637*)
- 9-1-1 telephone calls into the Communication Center increased 66.3% (24,000 – 39,900*)
- Adult Arrests in Loveland increased 51.8% (2065 – 3135*)
- Population in Loveland increased 32.1% (50,608 – 66,859**)
- Center line road miles in Loveland increased 33.2% (244 – 325***)

* Loveland Police Annual Reports

** U.S. Census

*** Loveland Traffic Engineering

Sworn Rank and File:

In addition to community growth and increased call load over the last decade, sworn officers in the agency are tasked with a robust number of collateral assignments that consume an average of 12% of their work week. When required training, leave time, and administrative time for tasks such as report writing and attending court appearances are included, sworn officer availability to perform their core job duties can be reduced to an average of 36%, of time during a normal work week. This table demonstrates how current staff work time is consumed:

Project Name: Police Staffing and Resource Study

Document Number / Version Number 5: Phase 1: Situation Statement

JOB TITLES	CORE JOB DUTIES	ADMINISTRATIVE DUTIES	COLLATERAL DUTIES	TRAINING	LEAVE TIME
CIU DETECTIVE	22.00%	50.00%	7.00%	7.00%	14.00%
CRIMINALIST	44.00%	28.00%	7.00%	5.00%	16.00%
EVIDENCE TECHNICIAN	73.00%	15.00%	2.00%	2.00%	8.00%
SIU DETECTIVE	50.00%	20.00%	10.00%	10.00%	10.00%
SCHOOL RESOURCE OFFICER	40.00%	40.00%	8.00%	4.00%	8.00%
CRIME PREVENTION OFFICER	32.00%	55.00%	2.00%	3.00%	8.00%
PATROL OFFICERS	42.00%	20.00%	20.00%	2.00%	16.00%
TRAFFIC OFFICERS	26.00%	30.00%	4.00%	25.00%	15.00%
STREET CRIMES OFFICERS	42.00%	20.00%	20.00%	2.00%	16.00%
PATROL SUPERVISORS	37.00%	20.00%	25.00%	2.00%	16.00%
COMMUNITY SERVICE OFFICERS	42.00%	20.00%	20.00%	2.00%	16.00%
RECORDS CLERK	81.25%	0.00%	0.00%	1.50%	17.25%
RECORDS LEAD CLERK	85.50%	0.00%	0.00%	0.50%	14.00%
RECORDS SUPERVISOR	73.00%	11.00%	0.00%	1.50%	14.50%
INFORMATION MANAGER (1)	58.50%	30.00%	0.00%	0.00%	11.50%
ADMINISTRATIVE ANALYST	78.00%	8.00%	0.00%	2.00%	12.00%
COMMUNICATIONS SPECIALIST	78.00%	10.00%	0.00%	2.00%	10.00%
LEAD COMM SPECIALIST (2)	44.00%	44.00%	0.00%	2.00%	10.00%
COMMUNICATIONS SUPERVISOR (3)	44.00%	41.00%	0.00%	2.00%	13.00%
COMMUNICATIONS MANAGER	66.00%	20.00%	0.00%	2.00%	12.00%
ADMINISTRATIVE SUPPORT (4)	80.00%	0.00%	4.00%	1.00%	15.00%

Definitions:

Core job duties: Essential job functions

Administrative duties: Typing reports, meetings, breaks

Collateral duties: Assignment, required training, liaison meetings

Training: in-service/monthly, external classroom and seminars

Leave time: Vacation, Holiday, Medical, Worker's Comp, Comp Time, Health Clinic, STD 70%

(1) Information Manager's Administrative time includes time spent working on tasks such as NIBRS and DA Interface etc., that takes time away from Core duties

Project Name: Police Staffing and Resource Study

Document Number / Version Number 5: Phase 1: Situation Statement

- (2) Lead Communications Specialists spend 1/2 time on console and 1/2 time with Administrative duties
- (3) Communications Supervisors averaged 610 hours each working the console due to lack of staffing equaling 29% of time and that has been added to Administrative time
- (4) Administrative Support: 1 Business Coordinator and 2 Administrative Specialists

The table below describes collateral job assignments that are dispersed throughout the sworn ranks of the Department:

Alcohol Enforcement Unit Officer	Drug Education and Safety Instructor	Peer Support Officer
Anti-Bias policing Instructor	Drug Recognition Expert	Pension Board Member
ATV Liason	DUI Instructor	Physical Fitness Instructor
Background Investigator	Explorer Supervisor	Radar Instructor
Explosive Ordinance Officer	Explorer Advisor	SHARP Instructor
Explosive Ordinance Supervisor	Field Training Officer	Sketch Artist
Canine Agitator	Field Training Unit Supervisor	SFST Instructor
Canine Unit Supervisor	Firearms Instructor	SWAT Command
Chaplain Advisor	Infection Control Officer	SWAT Team Leader
Chemical Agent Instructor	Intoxilizer Instructor	SWAT Tactical
Cland Lab Instructor	Less Lethal Munition Instructor	SWAT Negotiations
Court/DA Liason	Senior Volunteer Advisor	Taser Instructor
Crisis Intervention Unit Officer	Motor Officer	Technical Accident Investigator
Crime Scene Technician	Mounted Unit Officer	Uniform Committee
Defensive Tactics Instructor	Noise Enforcement Officer	Vehicle Committee
Driving Instructor	Officer Safety Instructor	

Based upon the time demands and collateral work load of sworn officers, the agency has become more reactive to calls for service and less proactive in problem solving strategies that are often associated with community policing.

Technical Support Unit:

In the Property and Evidence room, one full time employee is currently responsible for the intake, inventory, and legal disposition of approximately 36,000 thousands of pieces of property and evidence. Factors related to this employee’s availability such as sick leave, vacation, training, and required travel time to crime labs, adversely impact employee presence in the property and evidence room and expose the agency to periods of disruption in this area of high liability.

In 2007, one Criminalist position was created in the agency for the purpose of increasing the professionalism and effectiveness of evidence collection and processing. In 2009, the Loveland Police Department became one of five agencies to participate in the development of the Northern Colorado Regional Forensic Lab (NCRFL). This lab was created to eliminate evidence backlog and create a faster turnaround time than the State Lab could provide. When the lab was formed, the five agencies combined personnel, equipment, and space. In the case of the LPD, the contribution consisted of the Criminalist to perform Latent Print

Project Name: Police Staffing and Resource Study**Document Number / Version Number 5: Phase 1: Situation Statement**

Examiner duties. Placing the Criminalist in the NCRFL has caused a time split between Criminalist duties at LPD and Latent Print Examiner duties at the NCRFL. The Criminalist spends 20, hours per week at each location when possible. Complicated cases or staff availability can dictate in which office the criminalist spends a majority of time.

Records Unit:

The factors that impact the work function and workload of the Records Unit staff include the following:

- Number of officers
- Number and types of crime
- State and Federal mandates
- Court and District Attorney requirements
- Policy and procedure changes
- Technology
- Availability of Records personnel to perform scheduled work

Records personnel are responsible for processing all officer reports, releasing the reports and supporting the administrative functions of the police officers. Additionally, the unit plays a significant role in applying diverse technology related to record keeping and reporting. The Records unit staffing levels have decreased 9% from 2009, despite increased workload, particularly that associated with policy and procedure changes and State and Federal mandates. Since 2009, to continue meeting workload demands, the unit has utilized volunteers, paid overtime and modified processes to maintain productivity and efficiency.

Police Communications:

The Loveland Emergency Communications Center (LECC) operates 24 hours a day, 365 days a year. Fully staffed, the center employs 15 Communications Specialists, 2 Lead Communications Specialist, 2 Communications Supervisors, and a Communications Manager. While the LECC is authorized for 15 full-time Communications Specialists, it is very difficult to obtain and maintain that staffing level. The LECC loses about 50% of its new hires during the training process. When a Specialist resigns, it can take anywhere from 8 – 12 months to replace them with a fully trained person. The Center has not added any positions since 2007 and one position was lost as a Reduction in Force in 2009.

The LECC answers 911 lines for the southern half of Larimer County covering approximately 260 square miles and non-emergency phones for the Loveland Police Department. LECC dispatches for the Loveland Police Department, Loveland Fire Rescue Authority, Thompson Valley EMS, and the Berthoud Fire Protection District.

Given current staffing in the Communications Center, the dispatchers generated 2021.75 hours of overtime in 2011. Supervisors covered an additional 1220 hours on the console. Operating at the current staffing level, Communications Specialists are functioning at maximum productivity levels. Any additional, non-routine event places the Center into overload status.

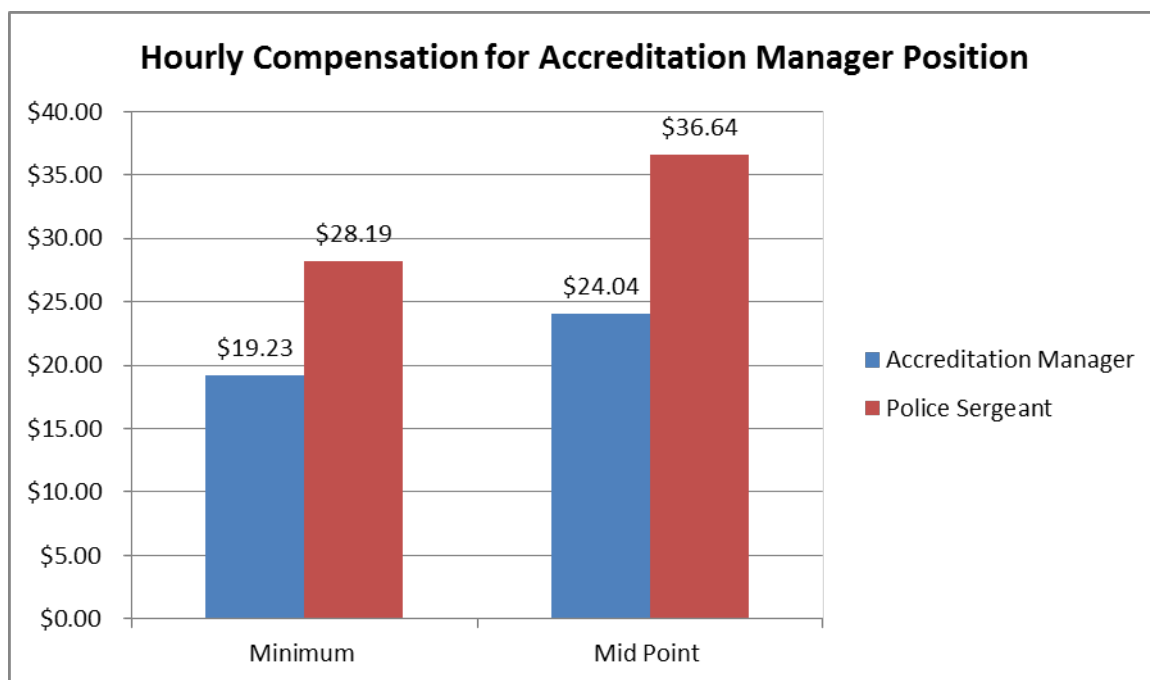
Project Name: Police Staffing and Resource Study

Document Number / Version Number 5: Phase 1: Situation Statement

Police Administration:

Aside from the duties of the Police Chief and three Division Commanders, the primary functions of the Police Administration include: Professional Standards, Budget/Finance, Training, Personnel, National Accreditation, and Internal Affairs.

In 2009, the National Accreditation Manger position, which had been filled by a civilian, was reduced from the work force and the Police Department budget. Recognizing the value of National Accreditation, and desiring to maintain the credential, the department re-assigned the administrative training sergeant to the office of Accreditation. This sergeant is compensated in a significantly higher pay grade than civilian accreditation manager (pay grade 10 vs. pay grade 6). ***The below graph demonstrates this pay difference:***



The Personnel Sergeant assumed the duties of the Training Sergeant and has carried out the core functions of both offices since 2009.

The Professional Standards Lieutenant conducts internal affairs investigation and carries other significant and diverse work functions.

Summary:

Most law enforcement agencies in the United States have experienced adverse budget impacts associated with the Great Recession. Some have been severe. With the support of elected officials and city management, the Loveland Police Department weathered the financial/revenue crisis of the Great Recession better than many law enforcement agencies. The business model for the agency over the last five years has been to maintain current available resources and continue providing the most effective police services possible. This situation status study is the first step toward advancing the productive development of the

Project Name: Police Staffing and Resource Study

Document Number / Version Number 5: Phase 1: Situation Statement

agency over the next ten years. The vision is to advance police services in a way that is most complementary toward economic development, downtown revitalization, and enhanced quality of life for residents and visitors of Loveland.

4. Division Overviews

Support Services Division

Although there is substantially more information in the pages that follow this Executive Summary for the Division, the information below for the Support Service Division will highlight the main points of concern for each of the units within the division.

Criminal Investigations Unit (CIU)

The CIU is responsible for investigating all serious (felony) crimes against persons and property. The CIU is currently staffed with 8 Investigators that handled 565 cases in 2011. This is an average of 71 cases per Investigator. Several factors affect the Investigators ability to thoroughly investigate cases. Among the biggest factor is available time.

The following information shows where the Investigators time is spent:

- 50% of an investigator's time is spent on Administrative Duties (i.e., Typing Reports, Meeting, etc.).
- 28% of an investigator's time is spent on Collateral Duties, Training, and Leave Time).
- 22% of an investigator's time is actually spent "Investigating" cases.

In addition to traditional personal and property criminal investigations, white collar and technology crimes such as Identity Theft and Cyber Crimes (Computer Crimes against Children) have increased the complexity and amount of time detectives spend on felony case investigations. This reality has challenged the Supervisors of the CIU to decide which cases are assigned and which cases are not. Currently, approximately 25 -50% of the cases that may be solvable are suspended due to lack of resources/time to investigate them. In 2011, that equated to approximately 26-52 cases that might have been cleared had detectives been available to investigate them.

Project Name: Police Staffing and Resource Study**Document Number / Version Number 5: Phase 1: Situation Statement**

YEAR	ASSIGNED	CLEARED	SUSPENDED	ACTIVE
2000	863	583	153	6
2001	898	607	138	25
2002	673	418	48	117
2003	898	759	54	84
2004	848	756	92	0
2005	749	664	84	1
2006	507	390	50	67
2007	565	460	94	11
2008	577	397	132	47
2009	652	459	140	53
2010	543	417	90	33
2011	534	366	112	51

Special Investigations Unit (SIU)

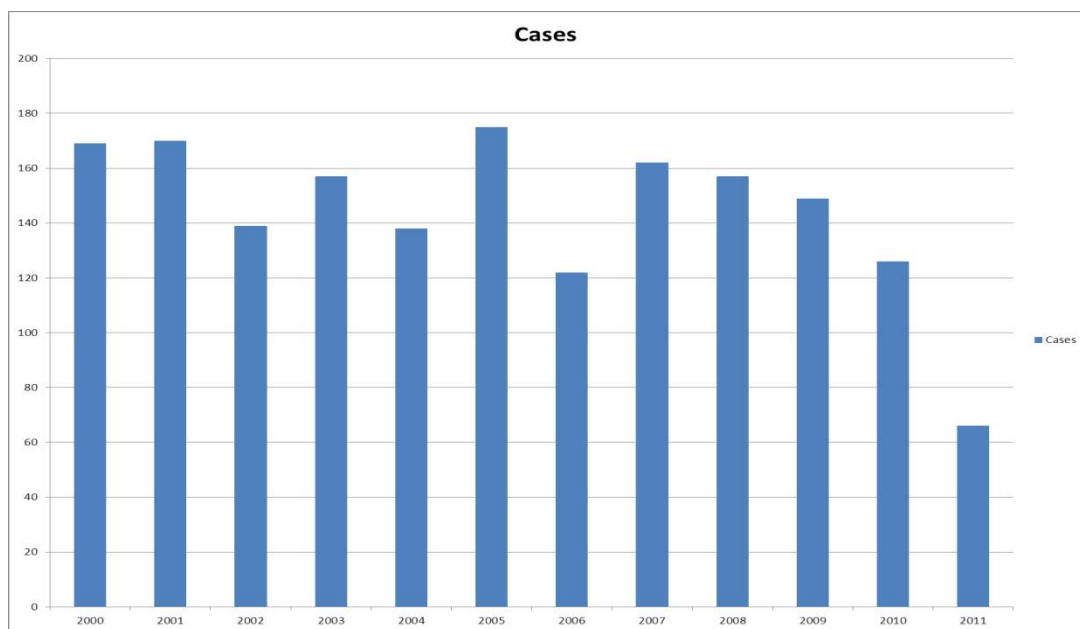
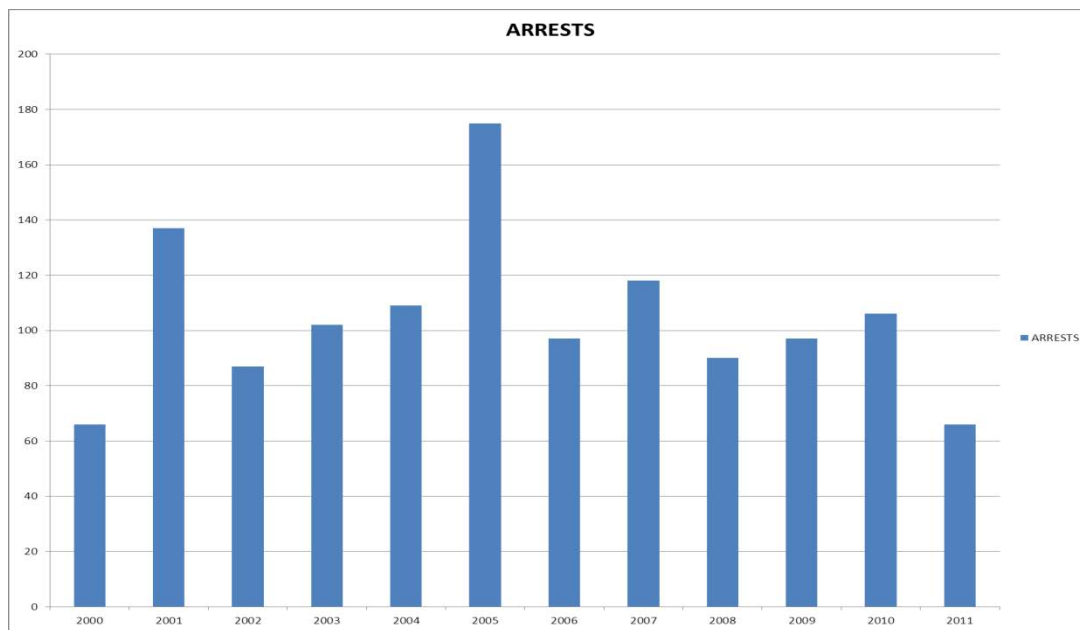
The SIU is responsible for major drug investigations within the Loveland City limits and the Larimer County area in conjunction with other law enforcement agencies assigned to the Northern Colorado Drug Task Force (NCDTF).

Currently the Loveland Police Department (LPD) staffs one Sergeant, three Investigators, and one Administrative Technician at the NCDTF. The NCDTF has had staffing reduced from 20 to 14 over the last several years due to other agencies (LCSO and CSU) withdrawing their participation in the NCDTF. This has happened while drug cases continue to grow as the county population grows.

The NCDTF receives almost 300 drug related tips a year. Each of these tips represents a potential drug investigation. With current staffing, the NCDTF generates 80 to 100 criminal cases per year that result in arrests and filed charges.

Project Name: Police Staffing and Resource Study

Document Number / Version Number 5: Phase 1: Situation Statement



An ordinary drug investigation/operation requires a minimum of five Detectives and one Supervisor. For example: a basic undercover officer operation to buy drugs from a suspected drug dealer requires an undercover officer, a supervisor, a case officer, a detective for surveillance, video and photography and a two-Officer safety Team. Currently, Loveland has three detectives and one sergeant assigned at the NCDTF and is reliant on detectives from other assigned agencies to meet the minimum staff levels for an ordinary investigation/operation.

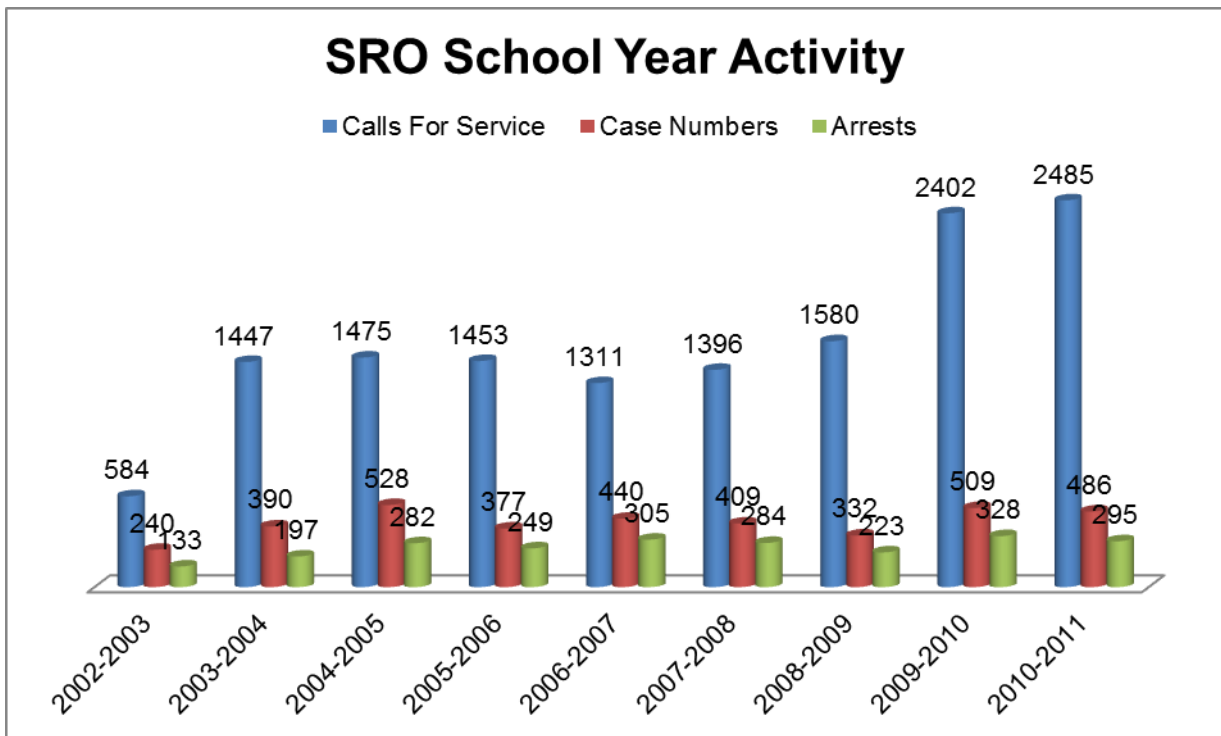
Project Name: Police Staffing and Resource Study

Document Number / Version Number 5: Phase 1: Situation Statement

Community Resource Unit (CRU) School Resource Officer (SRO)

There is currently one SRO assigned to each of the three High Schools and two SROs assigned to cover the four Middle Schools (one for two schools). The Thompson School District (TSD) pays for approximately 75% of the two Middle School SROs. The City of Loveland pays the remaining 25% for the Middle School SROs and 100% of the High School SROs.

The trend of Calls for Service (CFS) during the school year shows a rise from 584 CFS in 2002 up to 2485 CFS in 2011.



The three main types of activities carried out by SROs are law enforcement, teaching, and mentoring students.

Given current workload demands, the SROs spend their time as follows:

- 56% on other responsibilities not directly tied to the schools (i.e. Court, Collateral Assignments, Training, Leave time, Extra Patrols, Assisting other agencies, and Administrative duties).
- 39% on Law Enforcement
- 2% on Law Enforcement Education (teaching)
- 3% Community Policing (mentoring)

Based upon this workload distribution, demands outside of schools require the SROs to spend a significant amount of their time away from the schools.

Project Name: Police Staffing and Resource Study**Document Number / Version Number 5: Phase 1: Situation Statement***Community Resources Unit (CRU) Crime Prevention Officer (CPO)*

Currently, the CRU has one CPO that evaluates, coordinates and presents the majority of Crime Prevention efforts within the police department.

In 2011, the CPO provided almost a 100 presentations (Neighborhood Watch, Robbery Prevention, Safety Prevention, Safety Village, etc.). Approximately 80% of the CPO's time is spent on responsibilities other than crime prevention. (i.e., collateral duties, meetings, court, and administrative duties). 20% of the CPO's time is available to provide community presentations. A significant number of requests for presentations are currently not granted due to the CPO being unavailable. This type of situation occurs 1 to 2 times a week and translates into hundreds of residents that are unable to receive the Crime Prevention education information that could keep them feeling safer, more secure, and more prepared in the community.

Technical Support Unit (TSU) Criminalist

The Criminalist position was created in 2007 to provide forensic support and crime scene management on major cases. In 2009, the Loveland Police Department became one of five agencies to participate in the development of the Northern Colorado Regional Forensic Lab (NCRFL). Each agency contributed personnel at a level they could. LPD's contribution was assigning the Criminalist to the lab 20 hours a week to perform Latent Print examination.

Splitting the duties of the Criminalist resulted in the Criminalist spending time as follows:

- 29% of the time spent on Casework (latent exams) (476 total submissions for 2011; 158 were for Loveland Police Department)
- 25% of the time as a Criminalist for LPD
- 46% of the time on other duties and responsibilities (i.e. Instructing, Court time, Meetings, Assisting other agencies, Leave time, and Training.)

Technical Support Unit (TSU) Evidence Technician (ET)

The property and evidence function is a critical task that is performed by most law enforcement agencies on a daily basis. In the Loveland Police Department, the task of managing property and evidence is the responsibility of the Evidence Technician (ET). LPD currently is staffed with one ET and one volunteer who provide 35 hours of service per month.

The responsibilities of the ET include: making evidence available for viewing by the prosecutor and defense attorneys for criminal cases, completion of all TSU requests for the release or testing of evidence, the return of property to citizens, the transport of all evidence to crime labs, and court room testimony. Currently, these responsibilities are being met. However, the study revealed the present workload of the ET hinders the ability

Project Name: Police Staffing and Resource Study**Document Number / Version Number 5: Phase 1: Situation Statement**

to complete other necessary tasks such as: research case dispositions to purge property and evidence when case dispositions allow for it, attend training and meetings, purge items when the statute of limitations has expired, and receive new evidence to process and store. This has caused congestion and backups in the evidence/property room and created problems that will likely pose legal and administrative complications if not adequately addressed. This is an area of significant deficit inside the agency.

Support Services Conclusion

The personnel of the Support Services Division provide vital and necessary services in fulfillment of the mission of the Loveland Police Department. Documentation and statics contained within this staffing study demonstrate that service demands and the complexity of today's technological society have over-extended the current available staff and resources inside the agency.

Information Services Summary

Information Services consists of two Units: Records and Communications. Both units are staffed by non-sworn personnel and provide critical support functions to Operations. This overview of the two units will provide an understanding of how each unit operates and what their current situations are. More detailed information can be found later in the document.

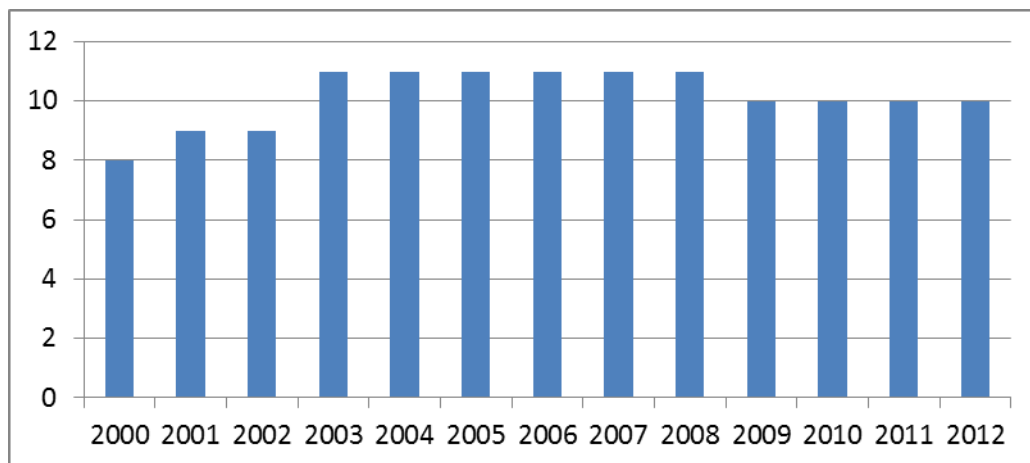
The Police Records Unit is tasked with the management and accountability for all law enforcement records including but not limited to citations, traffic accidents, felony filings, and digital evidence. The Records Unit follows strict state and federal guidelines in the management, retention and release of those records. Records is staffed with 10 employees including the Manager, Supervisor, one Lead Specialist and seven Specialists.

The Records Unit workload is primarily reactive, with seven major drivers:

- Number of Officers
- Numbers and Types of Crime
- State and Federal Mandates
- Court and D.A. requirements
- Policy and Procedure changes
- Technology
- Availability of Personnel.

Project Name: Police Staffing and Resource Study**Document Number / Version Number 5: Phase 1: Situation Statement**

The Chart below shows the authorized staffing levels from 2000 – 2012.



A Records Clerk spends approximately 81.25 % of time working on the drivers mentioned above. Certain workload drivers, depending on the circumstances, can significantly impact the ability of the Specialists to perform their essential functions.

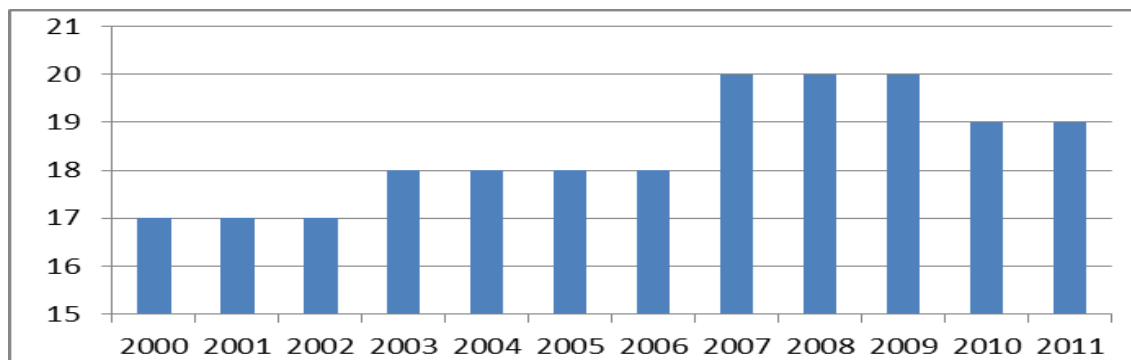
The Records Unit works with a variety of different vendors and software packages. Often times, changes in technology for another division impacts Records workload. A move to a new in-car camera vendor requires Records to maintain the older systems data and the new systems data as well. Data entry can become tedious and changes or additions in software or new products could help Records streamline its functions

Unfunded mandates affect the Records Unit. A recent example is the mandate from the Colorado Bureau of Investigation that all Law Enforcement agencies in Colorado must move from the Uniform Crime Reporting UCR () method to the National Incident Based Reporting System (NIBRS) method. The upgrade to our Records Management System (RMS) for NIBRS began in the contract stages over 18 months ago and is near completion.

Emergency Communications

The Loveland Emergency Communications Center (LECC) handles 911 calls for southern Larimer County and provides dispatch services for the Loveland Police Department, Loveland Fire Rescue Authority, Berthoud Fire Department and the Thompson Valley EMS. In 2007, the LECC became the 116th in the world and the first in Northern Colorado to become an Accredited Center of Excellence for Emergency Medical Dispatching.

The LECC is currently authorized 19 positions. This includes one Manager, two Supervisors, two Lead Specialists and 14 Specialists. The following graph demonstrates the staffing levels for the Communications Center from 2000 to 2011.

Project Name: Police Staffing and Resource Study**Document Number / Version Number 5: Phase 1: Situation Statement**

Maintaining a full contingent of Specialists is difficult. The job is demanding and requires strong multi-tasking skills, adapting to changing work schedules and the ability to handle high stress levels. When a Specialist resigns or retires it takes several months for a selection process to hire a new Specialist. The training process then takes approximately another six months. This leaves the Communications Center short of staff for up to nine months. Also, approximately 50% of trainees fail to complete the training process. To fill those shifts, the Lead Specialists who normally spend one half of their work week away from the console handling administrative and other duties, cover a shift as do the supervisors. In 2011, the supervisors covered 1,220 hours or about 29.5% of scheduled time to work the open shifts in order to lower the overtime cost for the unit.

Administration Division

In 2009, the National Accreditation Manager position, which had been filled with by a civilian, was reduced from the work force and the Police Department budget. Recognizing the value of National Accreditation and desiring to maintain the credential, the department re-assigned the administrative training sergeant to the office of Accreditation. This sergeant is compensated in a pay grade at nearly twice the rate a civilian accreditation manager.

In 2009, the training responsibilities were shifted to the administrative personnel sergeant. Since 2009, the sergeant assigned to that office has been carrying out the duties and responsibilities related to the Police Department's training and personnel matters. The agency has made the assignment configuration function. However, the arrangement it is not optimal and has restricted proactive measures related to recruitment, the hiring process, and career development of agency staff.

The Professional Standards Lieutenant is responsible for conducting internal affairs investigations, tracking and assigning all other complaints received by the agency, analyzing annually grievances, pursuits, and use of force by police officers, managing a multimillion dollar payroll process inside the Police Department, conducting agency staff inspections as required by accreditation, serving as the staff liaison to the Humane Society, planning for

Project Name: Police Staffing and Resource Study**Document Number / Version Number 5: Phase 1: Situation Statement**

and hosting an annual ten week Citizen's Police Academy, drafting the agency's Annual Report, and supervising the Training, Personnel and National Accreditation functions. The lieutenant currently assigned in the Office of Professional Standards carries out extra assignments that include the supervision of the Mounted Patrol Unit, and the Crisis Intervention Team. The lieutenant also participates as a board member on the Substance Abuse and Mental Health Committee. This workload has maximized the functional capacity of the Professional Standards Lieutenant.

Currently, there is not specifically assigned clerical support for the Professional Standards functions.

Operations Division Overview

The staff researched and reported on the primary work groups within the division. This includes Patrol, Traffic, Community Service Officers (CSO), and Street Crimes. Managers include Sergeants and Lieutenants on each of the three patrol shifts. Overlapping shifts were created to provide more officers during peak calls for service periods and increase officer safety due to violent crime that they confront. Call data was analyzed in order to assign officers where they are most needed by hour of the day and day of the week throughout the year. Graphs and charts are included that depict these rationales. This unit is the largest and most essential in delivering direct Police non-emergent and emergency safety services to the community.

Patrol

In a 2012 survey, it was learned that most officers and CSOs currently spend about 20% of work time committed to collateral, or extra work responsibilities outside of the primary job functions. This was one of the contributing factors to reduced productivity in both proactive and reactive policing. As part of their assigned duties, officers are required to take on up to four of 47 collateral duties. Examples include: SWAT, K-9, Crime Scene Technician, Field Training Officer and Defensive Tactics Instructor. Internal workload studies from 2008 and 2011 were also referenced for this study.

Training time, a necessity for officers, also impact available patrol resources. Officers and CSOs attend required monthly four hour in-service training to maintain annual certifications and receive legal updates. Additionally, some officers put in additional time as internal instructors for the entire department in required disciplines of defensive tactics, firearms and driving. Training and instructing is handled as on-duty time in order to limit overtime expenses. The effect is that during training officers and instructors are unavailable for work on their patrol shift, which reduces staffing often to minimum levels. Other external training for recertification of specialized skills or instructor development regularly affects a good number of officers. In 2011, five new Patrol Officers worked a combined 80 weeks with a

Project Name: Police Staffing and Resource Study**Document Number / Version Number 5: Phase 1: Situation Statement**

training officer. This is equal to 320 work days or the equivalent of 1.5 Patrol Officers. The impact of the field training function reduces the results of average workload and staff availability, as well as other benchmarks of production.

With the continual increase in applications of technology in policing, the agency has realized trade-offs in time spent trying to increase efficient business practices. In 2003, the agency transitioned away from officers dictating into tape recorders and Records Clerks' subsequent transcription, and moved to a process whereby officers type reports into a computer database. Officers' time spent on typing reports is one of several administrative tasks that consume about 30% of work time.

Patrol officers have continued to work steadily on the goals of the department, but due to an excessive case load in Criminal Investigations, more follow up investigation have been reassigned to patrol officers. This has reduced time available for proactive police work whereby officers are available to detect and apprehend criminal and traffic offenders. Officers' opportunities for self-initiated problem solving with the public have also declined.

Traffic

Since 2002, the department has been authorized to staff five Traffic Officers. The study shows that the Traffic Unit generates 30% of the traffic summons and completes 26% of the motor vehicle accidents investigated by department. Increases in road miles (25%) and vehicles on the roadways (34%) occurred from 2001-2010. The number of authorized Traffic Officers has not increased since 2002. As in Patrol, a high percentage of Traffic Officers work time is committed to collateral duties, administrative tasks and training. Only 33% of Traffic Officers work time is available for enforcement, accident investigation and education. This Traffic Unit self-initiates the majority of work through traffic stops of motor vehicles. The limited number of Traffic Officers inhibits the ability to increase efforts to reduce traffic accidents and enforce traffic safety laws. Due to the lack of increased staff in the Traffic Unit, more responsibility for all of the areas of traffic enforcement and accident investigation is allocated back to Patrol Officers.

Community Service Officers

The CSOs are few in numbers yet very significant to the mission of the division. The four non-sworn Officers function in direct support of the work of all Patrol, Traffic and Street Crimes officers. CSOs increase the effectiveness of officers by handling minor calls for service that would otherwise be answered by sworn officers. This includes minor thefts, abandoned vehicles, some traffic accidents, code enforcement and most importantly, transporting prisoners to the Larimer County Detention Center (LCDC) in Fort Collins. The activities carried out by CSOs are all time savers that keep Patrol Officers available for high priority calls for service.

Project Name: Police Staffing and Resource Study**Document Number / Version Number 5: Phase 1: Situation Statement**

A review of the past ten years demonstrates the number of CSOs on staff has varied slightly. This is due to attrition, as well as a reduction in staff through a budget cut in 2009 from an authorized level of five to the present day level of four. On average, each CSO works 200 days per year and handles 2,000 calls for service per year. The 2009 reduction of one CSO increased the number of prisoner transports by Loveland patrol officers to (LCDC) from 120 to 330 per year.

That is significant for three reasons:

- Travel time of twenty minutes each way is compounded by wait time at LCDC due to the number of prisoners being handled at the intake area. This equates to significant amount of time lost on the street when a patrol or traffic officer handles the transport.
- Unavailability of a police officer due to prisoner transport reduces the number of back up officers in the city.
- Hiring and maintaining CSOs to continually manage less critical police services has long been a more cost effective way to operate.

Street Crimes

Since 1994, the Police Department has assigned Police Officers to proactively deter the spread of gang-related crime. The Street Crimes Unit (SCU) primarily works afternoon shifts but is not part of Patrol's street strength. The unit joins Patrol Officers in response to in-progress calls for service when available. SCU works fugitive apprehension, including assistance to regional, state and federal law enforcement agencies. SCU also tracks the activities and visits the homes of Probation and Parole clients who live in Loveland. Gang related crime is approached on a regional basis. The unit works most closely with agencies from Larimer, Weld and Boulder counties. This interaction generates a wealth of criminal intelligence of gang members' criminal activity, which is constantly shared with LPD officers.

Operations Division Conclusion

Patrol and traffic officer availability is limited due to time commitments in tasks and duties outside of the primary job function. This includes collateral assignments, administrative tasks and training time. The four Community Service Officers are a limited resource that supports the work of Patrol, Traffic and Street Crimes officers. When CSOs are not available to transport prisoners to the jail, officers are tied up for an hour or more. Traffic officers work more time as internal instructors, which limits their availability for traffic enforcement and education.

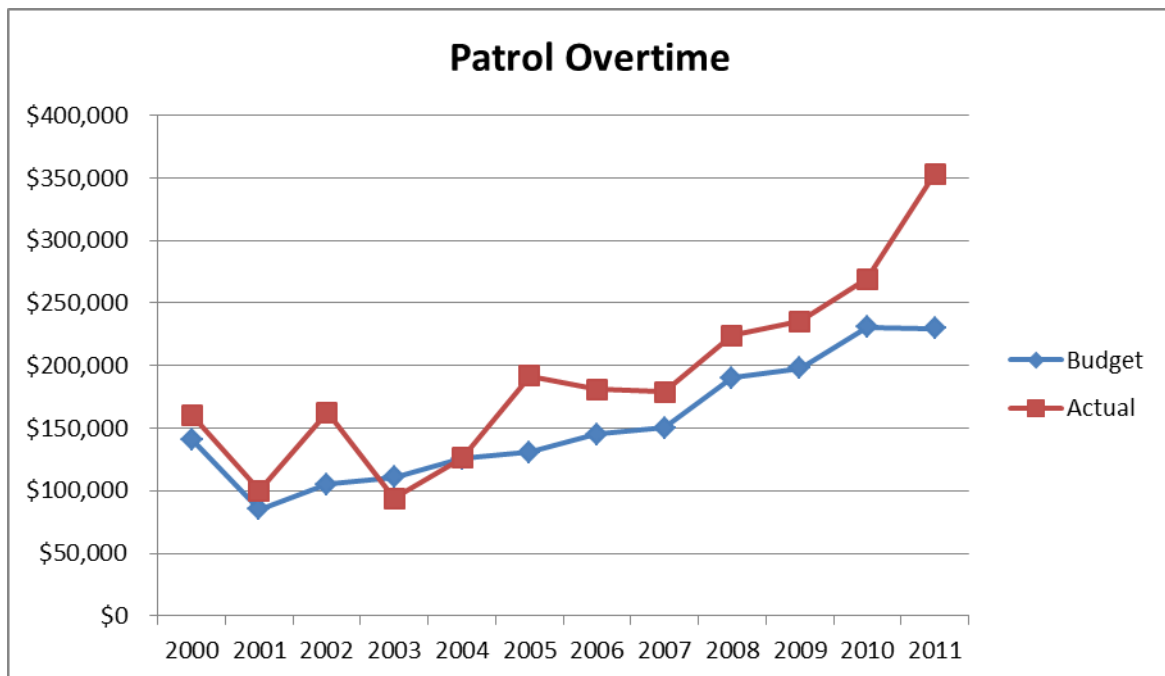
Project Name: Police Staffing and Resource Study

Document Number / Version Number 5: Phase 1: Situation Statement

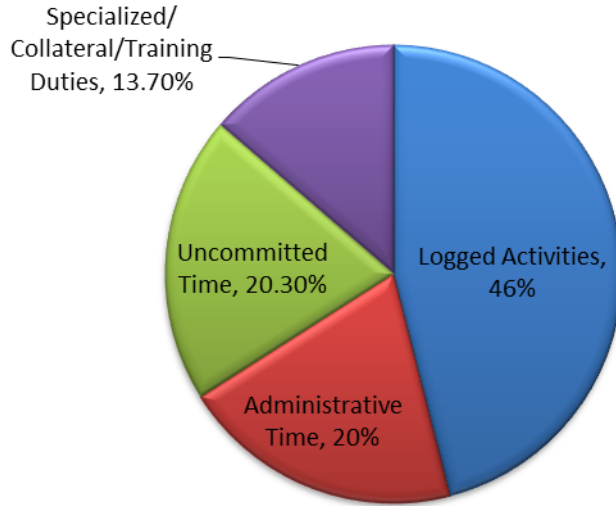
The committee expressed a desire to examine methods to improve efficiencies of the current technologies used in the department. Overtime has continued to be used at a high level to fill minimum staffing needs.

47 Collateral Duties within the Loveland Police Department

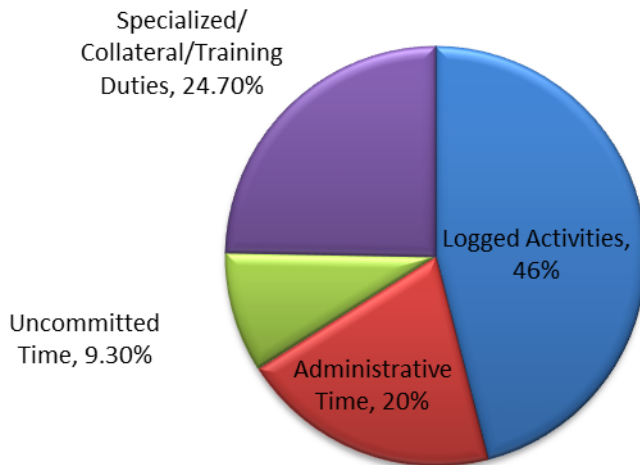
Alcohol Enforcement Unit Officer	Drug Education and Safety Instructor	Peer Support Officer
Anti-Bias policing Instructor	Drug Recognition Expert	Pension Board Member
ATV Liason	DUI Instructor	Physical Fitness Instructor
Background Investigator	Explorer Supervisor	Radar Instructor
Explosive Ordinance Officer	Explorer Advisor	SHARP Instructor
Explosive Ordinance Supervisor	Field Training Officer	Sketch Artist
Canine Agitator	Field Training Unit Supervisor	SFST Instructor
Canine Unit Supervisor	Firearms Instructor	SWAT Command
Chaplain Advisor	Infection Control Officer	SWAT Team Leader
Chemical Agent Instructor	Intoxilizer Instructor	SWAT Tactical
Cland Lab Instructor	Less Lethal Munition Instructor	SWAT Negotiations
Court/DA Liason	Senior Volunteer Advisor	Taser Instructor
Crisis Intervention Unit Officer	Motor Officer	Technical Accident Investigator
Crime Scene Technician	Mounted Unit Officer	Uniform Committee
Defensive Tactics Instructor	Noise Enforcement Officer	Vehicle Committee
Driving Instructor	Officer Safety Instructor	

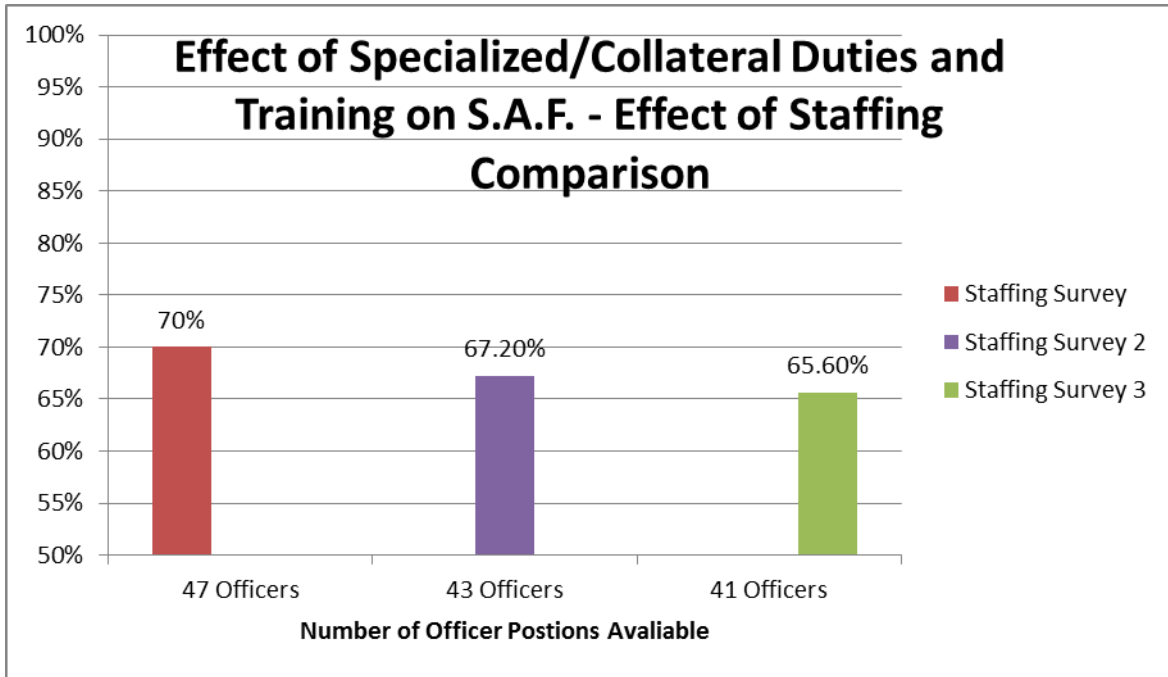


2011 Patrol Workload and Use of Time with Adjusted SAF (Based on full staffing allocation of 45 Officers)

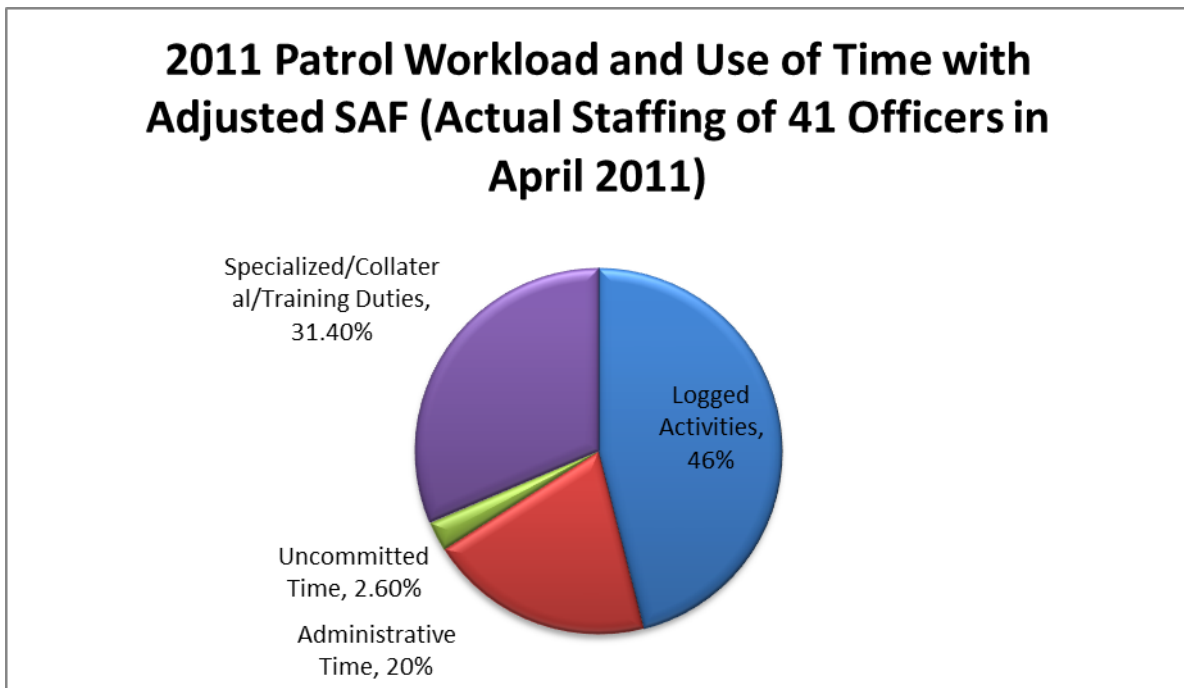


2011 Patrol Workload and Use of Time with Adjusted SAF (Actual Staffing of 43 Officers in October 2010)



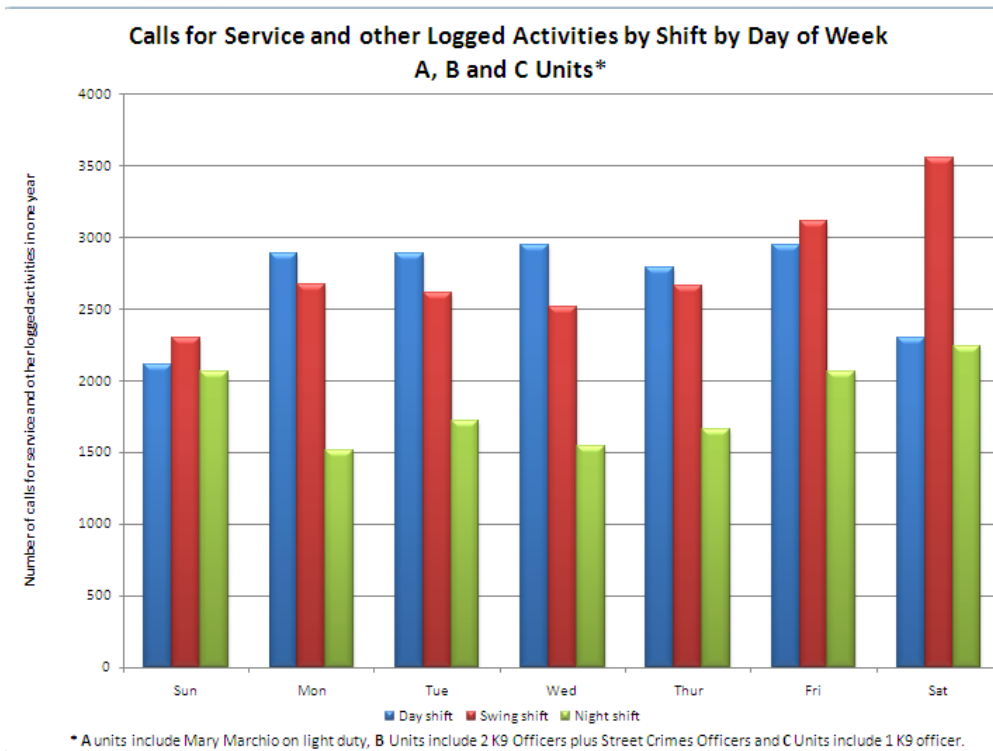
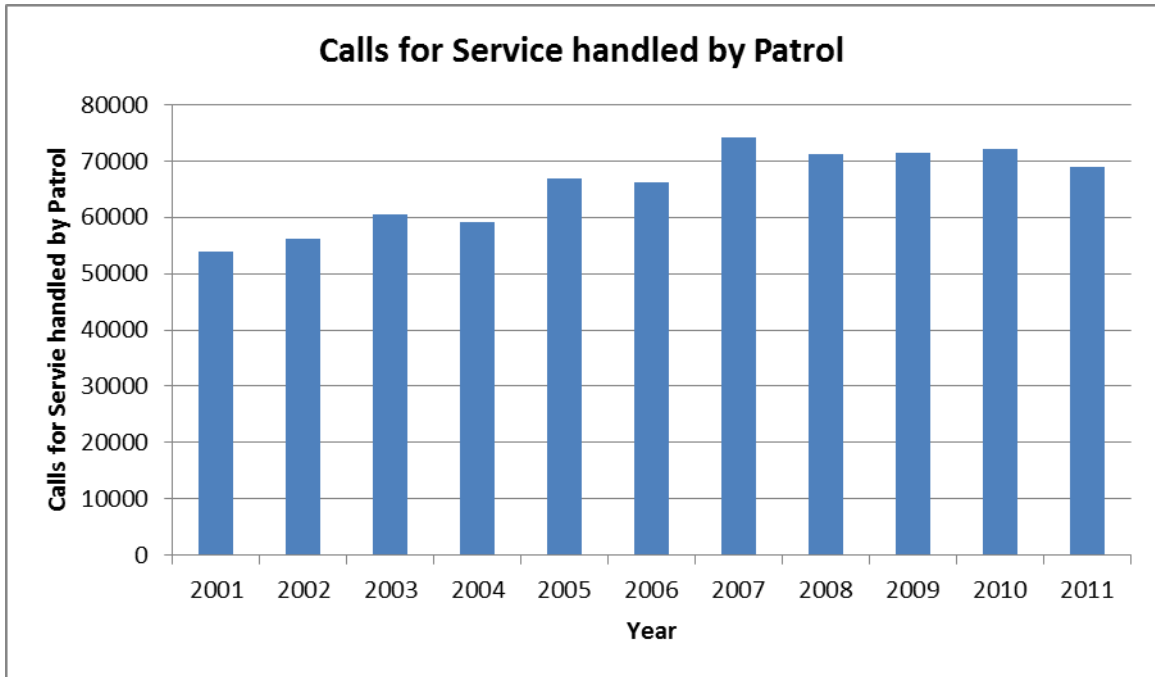


The 2011 allocated staffing was 45 patrol officers. The availability factor for 43 officers decreases by 17.2% and for 41 officers' decreases by 18.6%. When the units is operating at less than authorized staffing, it impacts officer availability and increases overtime costs to fill positions.

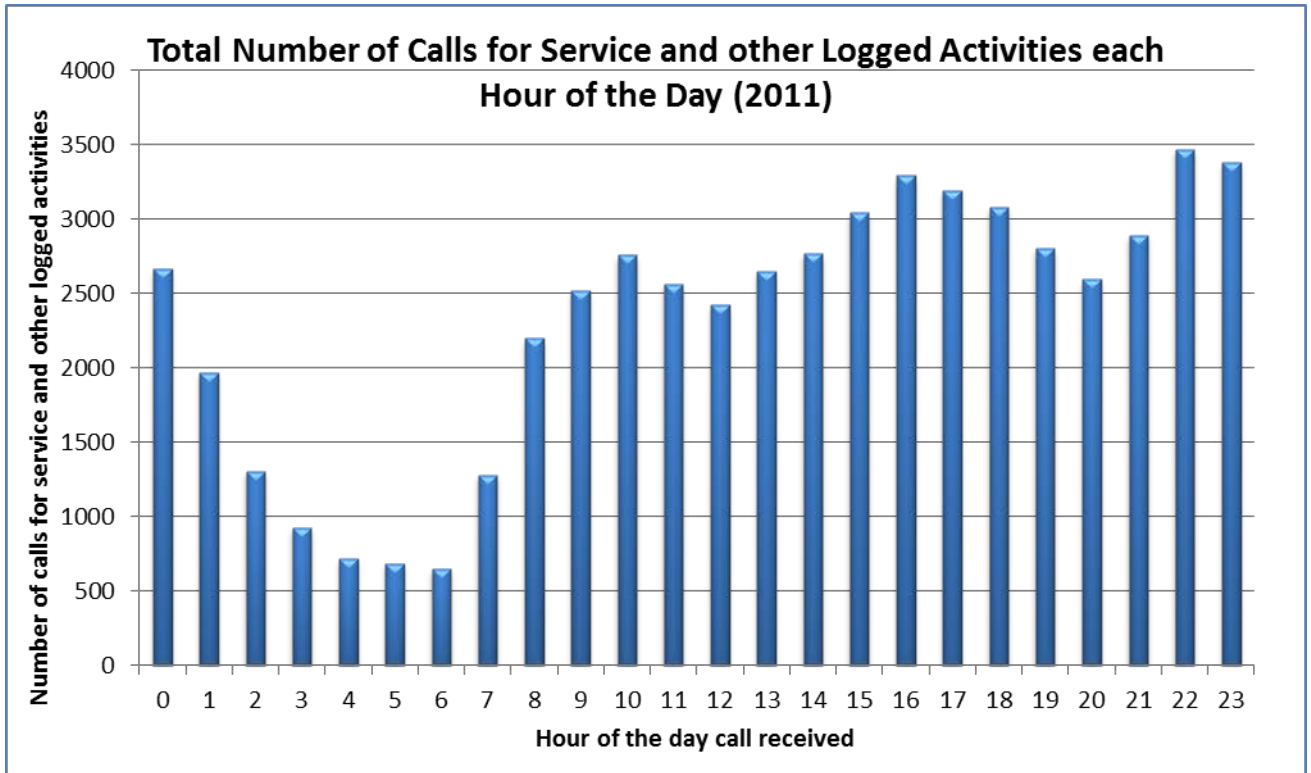


Project Name: Police Staffing and Resource Study

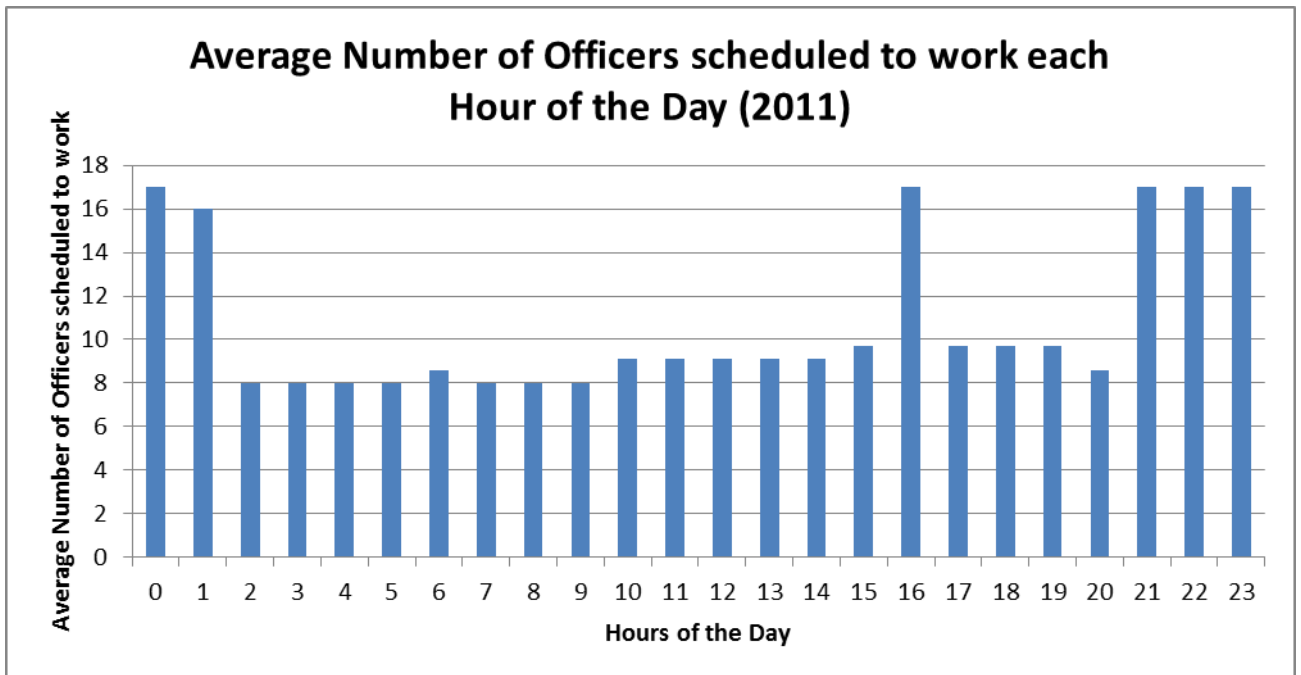
Document Number / Version Number 5: Phase 1: Situation Statement



(2011)

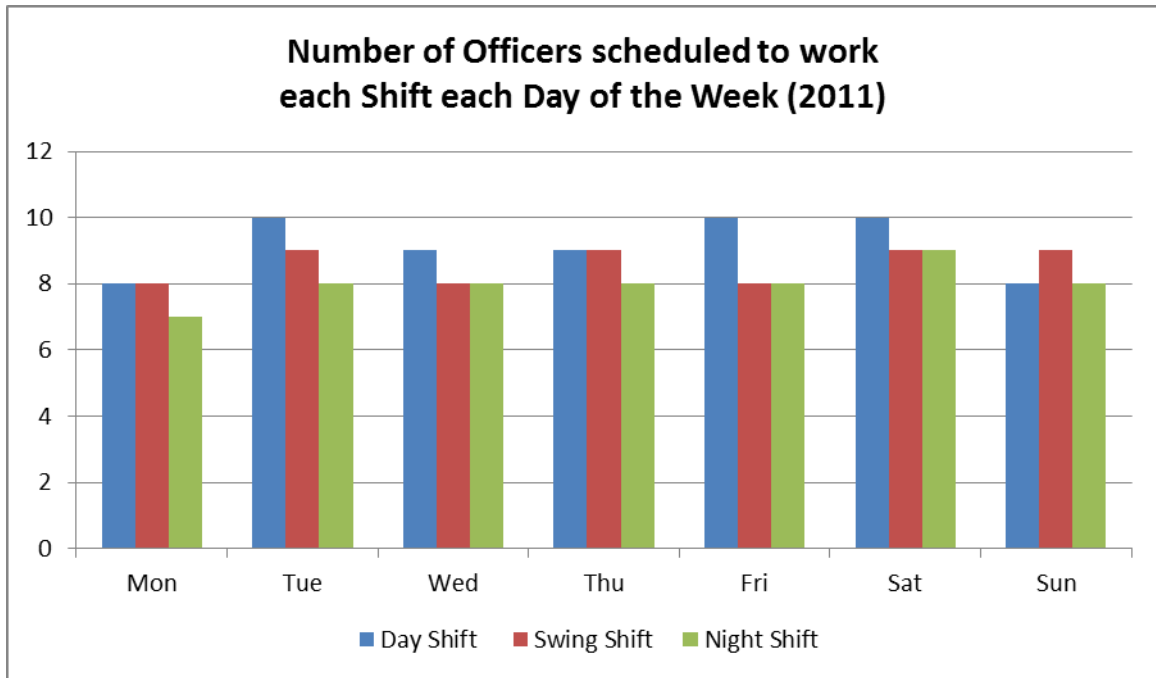


Patrol shift staffing is staggered based upon the number of calls for service reported.

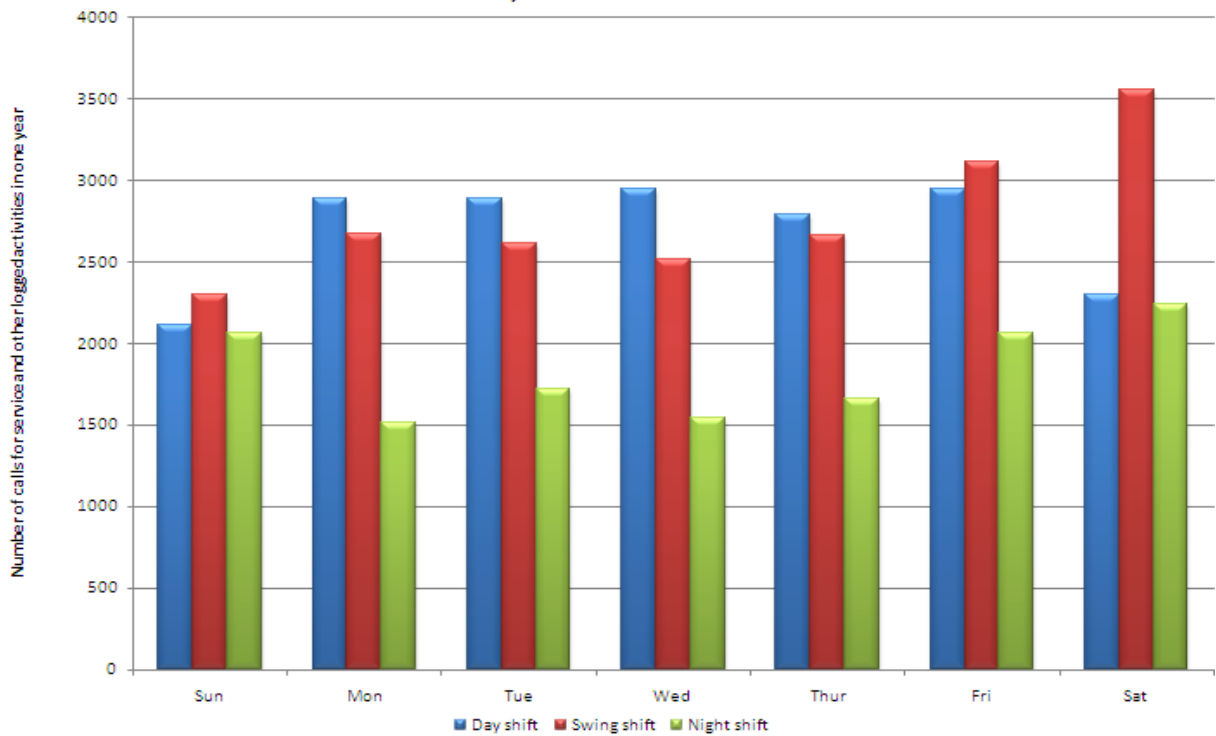


Project Name: Police Staffing and Resource Study

Document Number / Version Number 5: Phase 1: Situation Statement



Calls for Service and other Logged Activities by Shift by Day of Week A, B and C Units*

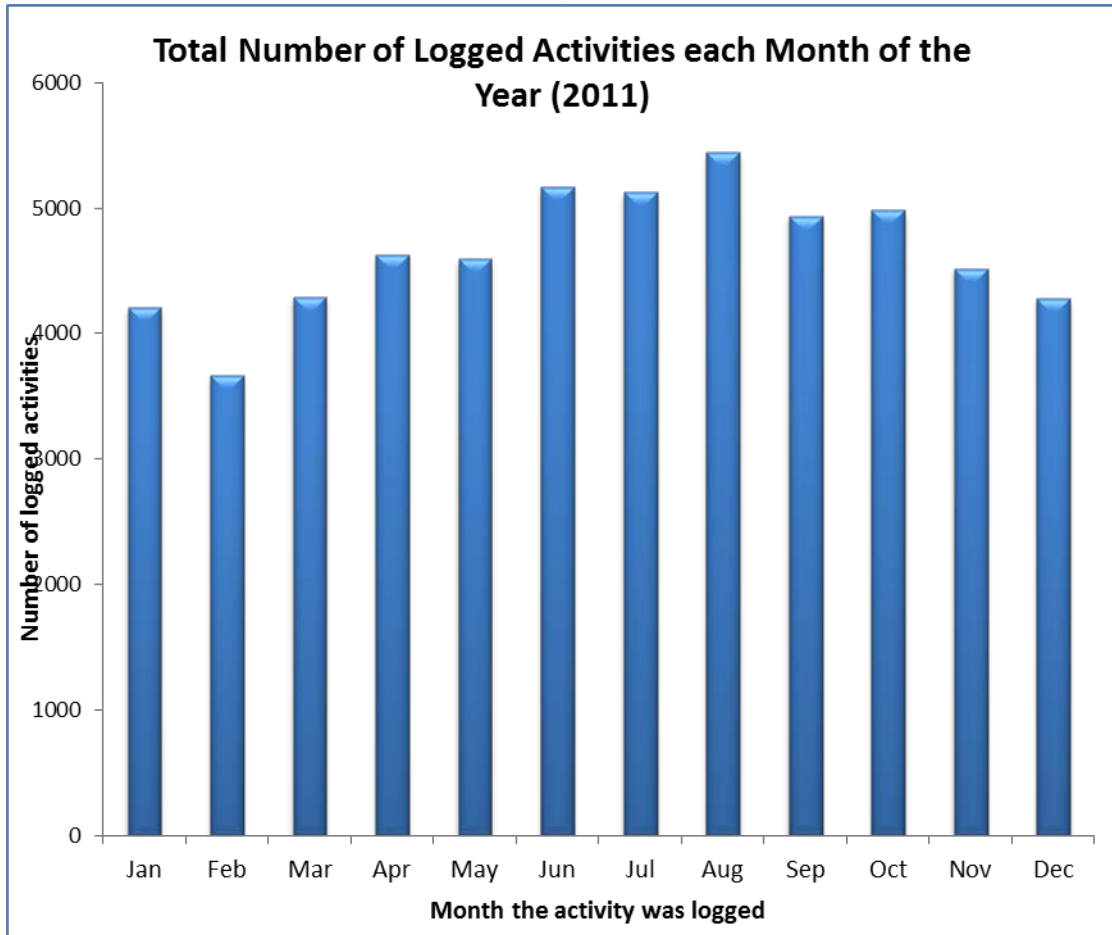


* A units include Mary Marchio on light duty, B Units include 2 K9 Officers plus Street Crimes Officers and C Units include 1 K9 officer.

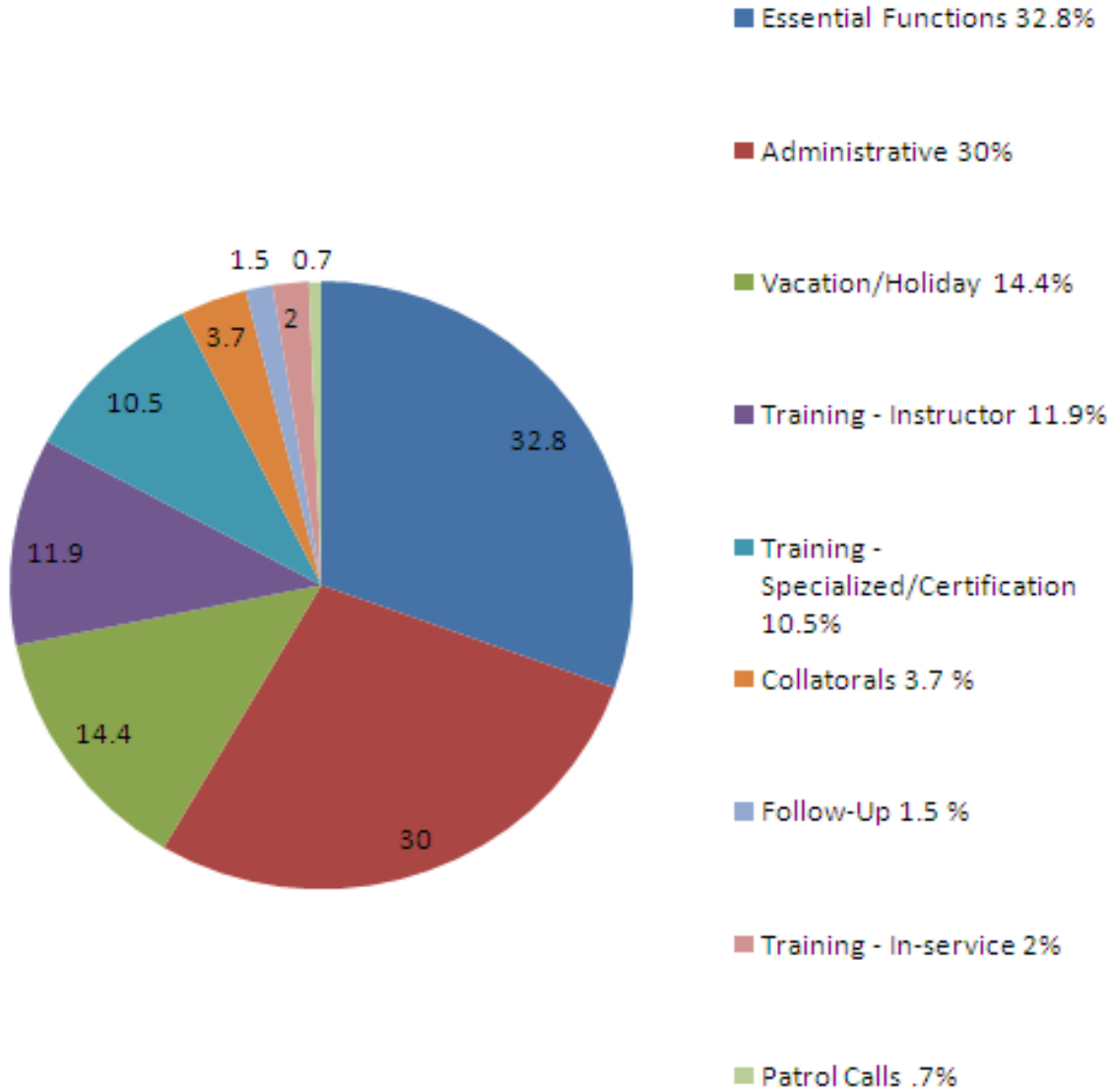
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Project Name: Police Staffing and Resource Study

Document Number / Version Number 5: Phase 1: Situation Statement

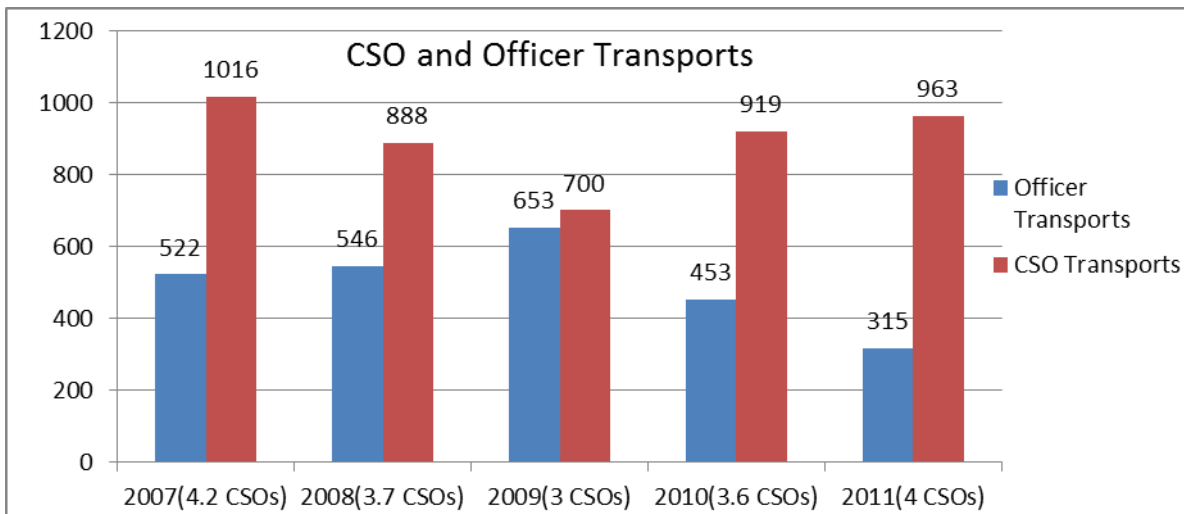
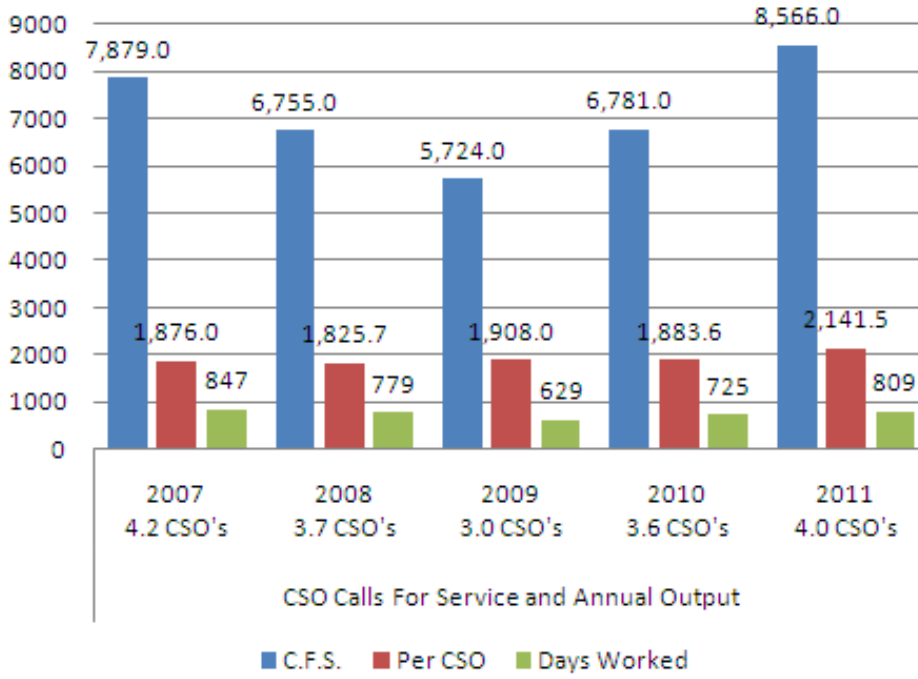


Traffic Unit Officer work time (2011)



Project Name: Police Staffing and Resource Study

Document Number / Version Number 5: Phase 1: Situation Statement



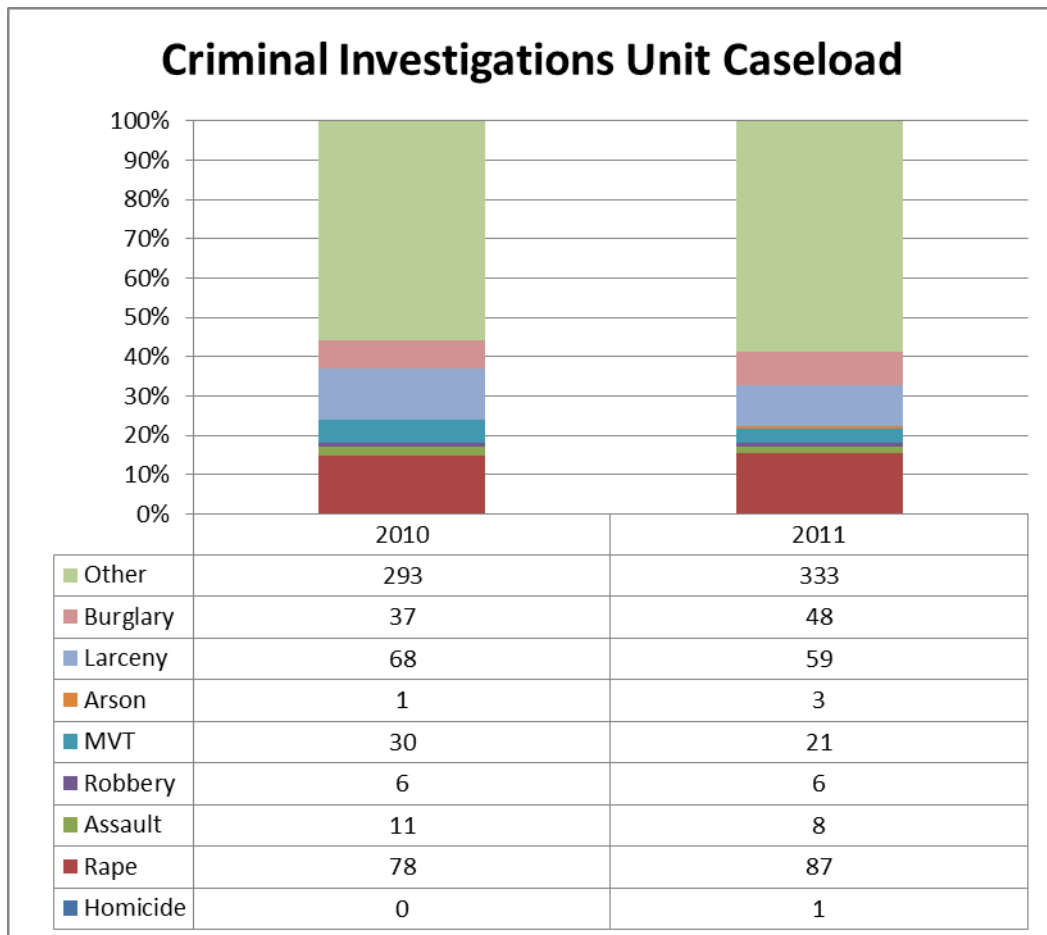
5. Support Services: Criminal Investigations Unit

Introduction

Adequate staffing relative to demands for service is essential to efficient management of a criminal investigation unit. Three measurements were used for the purpose of this study. They include:

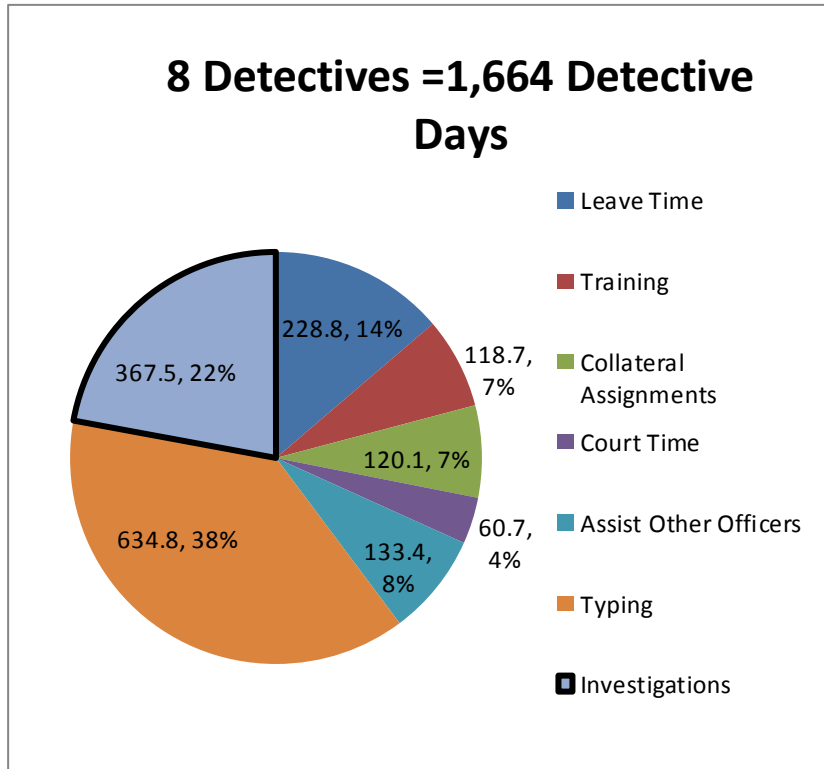
1. Detective availability,
2. The time required to complete a thorough investigation,
3. The number of cases assigned.

In Loveland, patrol officers are responsible for performing investigative follow-up on most misdemeanor offenses and minor felony cases. The Criminal Investigation Unit is assigned mandatory felony cases (missing person, homicide, sexual assault, and serious assaults) and cases requiring more resources than patrol officers can provide. The following table demonstrates the caseload over the last two years.



Data regarding detective availability (show up rate) was done through a survey of eight detectives assigned to the unit, neither the Sergeants nor one civilian employee are part of the survey. The detectives provided the amount of time spent in the following categories:

typing; assist other detectives/patrol officers; in-service training; professional meetings/non in-service training; collateral assignments; and court time. The assembled information was then calculated using a work year of 2080 hours or 208 days that a detective is available for case investigation. The chart to the right breaks down the amount of percentage that a detective is available to perform their primary function of case investigation.



A second survey was done with detectives to determine the time required to conduct thorough investigations for each crime that is typically investigated. A thorough investigation is defined as one in which all leads are followed until the case is assembled and presented for prosecution or until there are no further leads and the investigation is suspended. An example of a case where significant follow-up investigation provides much greater potential for solution is a robbery in which victims can describe the suspect, the getaway vehicle, and the robbery was filmed by security camera,. Currently, detectives state that 25-50% of suspended cases could be solved with significant follow-up investigation. The information from 2011 suggests that 26-52 additional cases could have been solved.

The process for receiving a case from patrol typically involves the complexity and amount of resources necessary to thoroughly investigate the case. The assignment of a case involves “solvability factors” this can include identification of a suspect; property dollar loss; expertise of detective; and case load of detective. Naturally, there are cases that are more complex in nature. The following table is a sampling of cases from the 2007 study and the 2011 detective survey for this study to demonstrate the impact of the complexity on the

Project Name: Police Staffing and Resource Study

Document Number / Version Number 5: Phase 1: Situation Statement

time it takes to thoroughly investigate cases. These are estimates from the detectives, based on both surveys.

Type of Case	Hours to Investigate
Homicide	300+
Sex Assault	20+
Sex Assault on a Child	20+
Child Porn Case	40+
Large Death	80+
Large Robbery	300+
Large Theft Case	300+
Burglary	21+
Robbery	16+
Motor Vehicle Theft	12+
Assault	20+

The detectives were given work sheets with Part 1 Crimes as defined by the Federal Bureau of Investigation. For each crime the detectives estimated the time necessary for a

2011 CASE ASSIGNMENTS:

TOTAL CASES	TOTAL HOURS
565	6,082.62

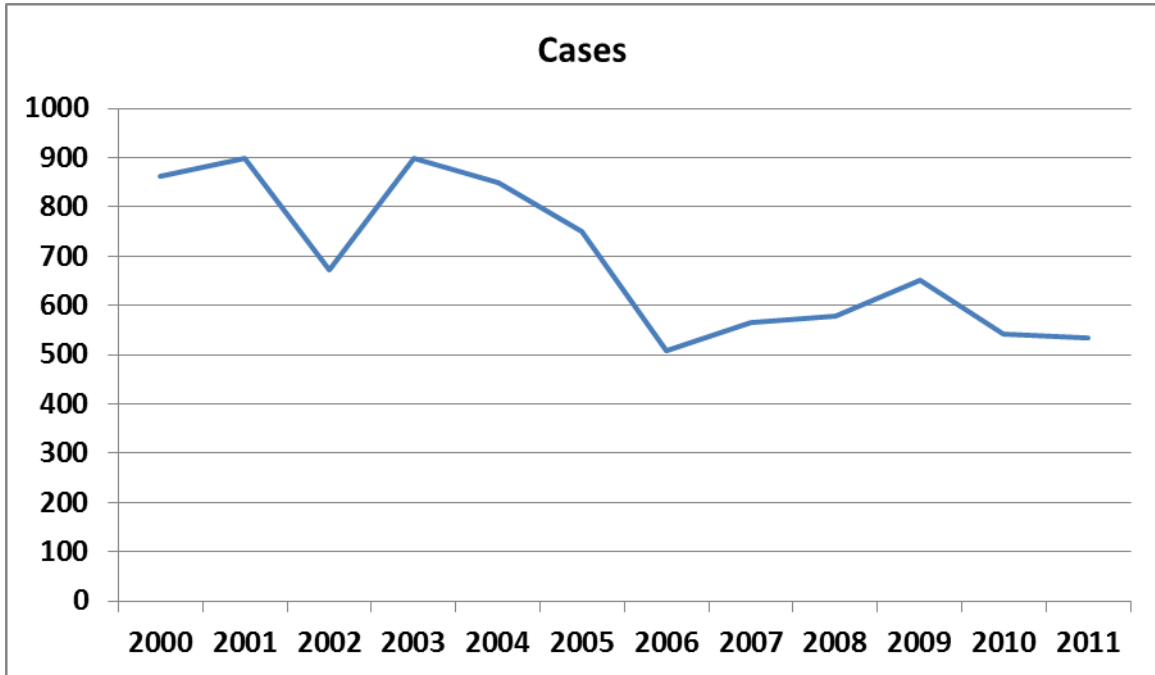
6,082.62 (total time worked on cases by current detectives) divided by 367.5 (available days available for current detectives = 10.76 (detective positions needed to complete workload). There are only 8 currently assigned to CIU.

thoroughly investigated case investigation. Total time worked on investigations by detectives is 6082.62 hours for the 2011 year.

The third factor in staffing investigations is the number of cases assigned annually to the Criminal Investigation Unit (CIU). Data was used from the Records Management System (RMS), Department of Health Services (DHS), and Internet Crimes against Children (ICAC). A one-year sample of 2011 was used for this study of cases assigned to detectives for investigation. Data analysis showed that in 2011, the CIU unit investigated 522 cases recorded in the RMS system, 17 cases from DHS, and 26 cases from ICAC this brings the total to 565 case investigations. The number of active cases carried forward year to year varied. For 2011, the count was 73 active cases.

Project Name: Police Staffing and Resource Study

Document Number / Version Number 5: Phase 1: Situation Statement



Unit Reports

Project Name: Police Staffing and Resource Study

Document Number / Version Number 5: Phase 1: Situation Statement

6. Support Services: Special Investigations Unit

Introduction

The Loveland Police Department Special Investigations Unit (SIU) is assigned to the Services Division. This specialized team consists of one Administrative Technician, three Detectives and one Sergeant. SIU personnel are assigned to the Northern Colorado Drug Task Force (NCDTF) which works in tandem with Fort Collins Police Services and other law enforcement agencies in a regional effort. This specialized unit is responsible for the investigation of crimes related to narcotics, vice, organized crime, and suspects identified as priority offenders.

The City of Loveland, the City of Fort Collins and Larimer County have been identified as High Intensity Drug Trafficking Area (HIDTA), which allowed the NCDTF to receive federal grant funds and monetary support for their efforts. The NCDTF was created with the idea that multiple agencies would be actively involved to target the distribution and trafficking of narcotics in Northern Colorado and surrounding regions. Due to widespread government reductions and the reallocation of personnel, several agencies have been required to withdraw their personnel from NCDTF. This has created several gaps, forcing the unit to operate at below minimum staffing levels. While the NCDTF has seen a significant reduction in personnel (once staffed at 20, they now operate with 14), the narcotic epidemic has continued to grow steadily with the population.

Units at the NCDTF are expected to interrogate suspects, interview witnesses and victims; identify, collect and preserve evidence; complete required forms and documents related to casework; complete detailed reports describing criminal activity and investigative activities; develop confidential informants and other sources of intelligence; apply for and execute search and arrest warrants; conduct covert surveillance on those suspected of involvement in criminal activity; perform undercover investigations; testify in court; video tape, photograph, and audibly record criminal activity for evidentiary purposes, as assigned. The NCDTF is also specifically tasked with investigating and dismantling clandestine drug labs used to make Methamphetamine.

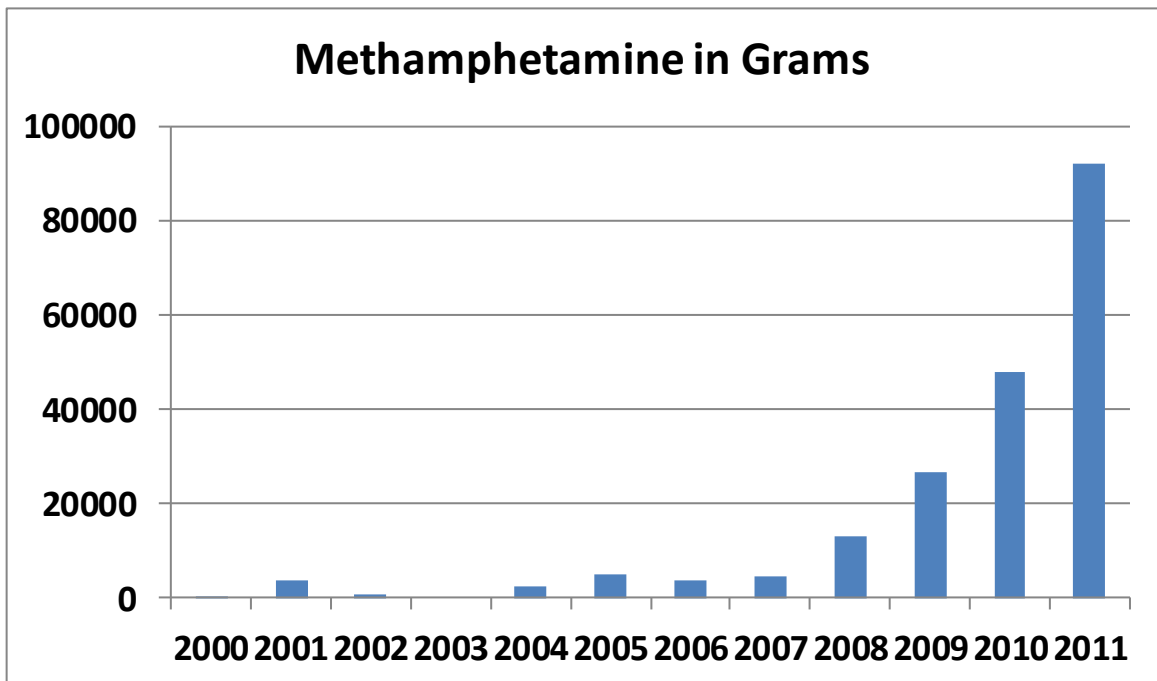
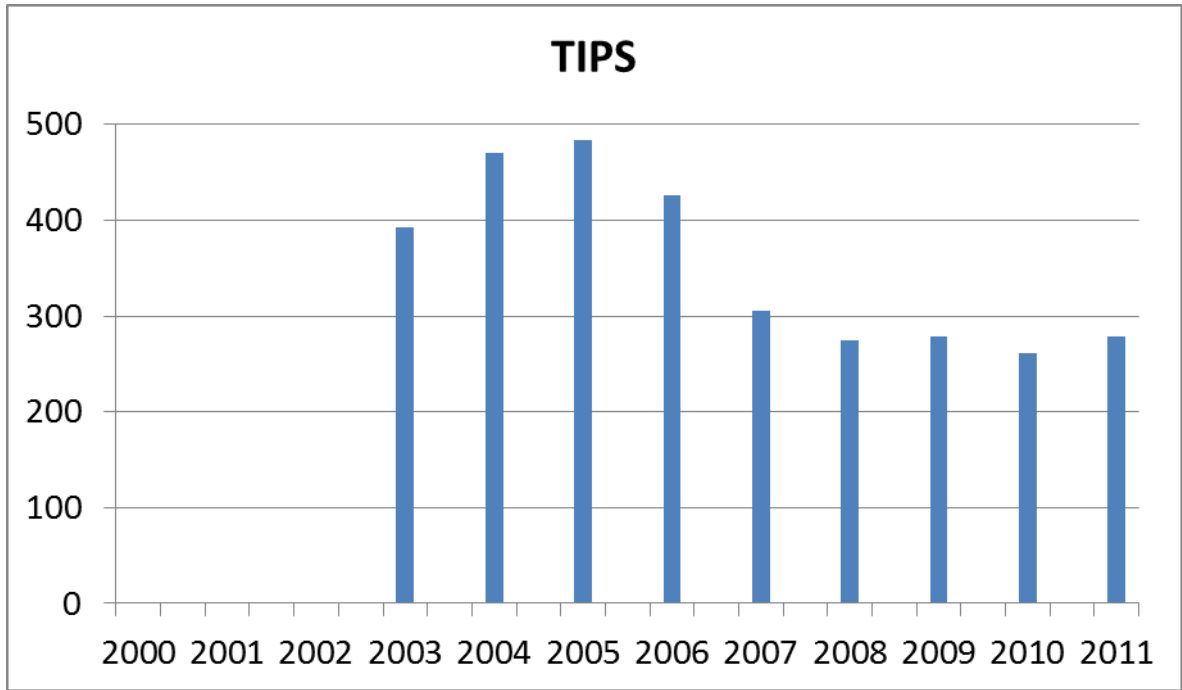
In the years selected, there are times when a major investigation was conducted for a Methamphetamine Organization and so other drug stats might appear lower. Then, in the following year, the focus may reverse and show the opposite. This is due to limited manpower and the nature of long term investigations into high level drug organizations.

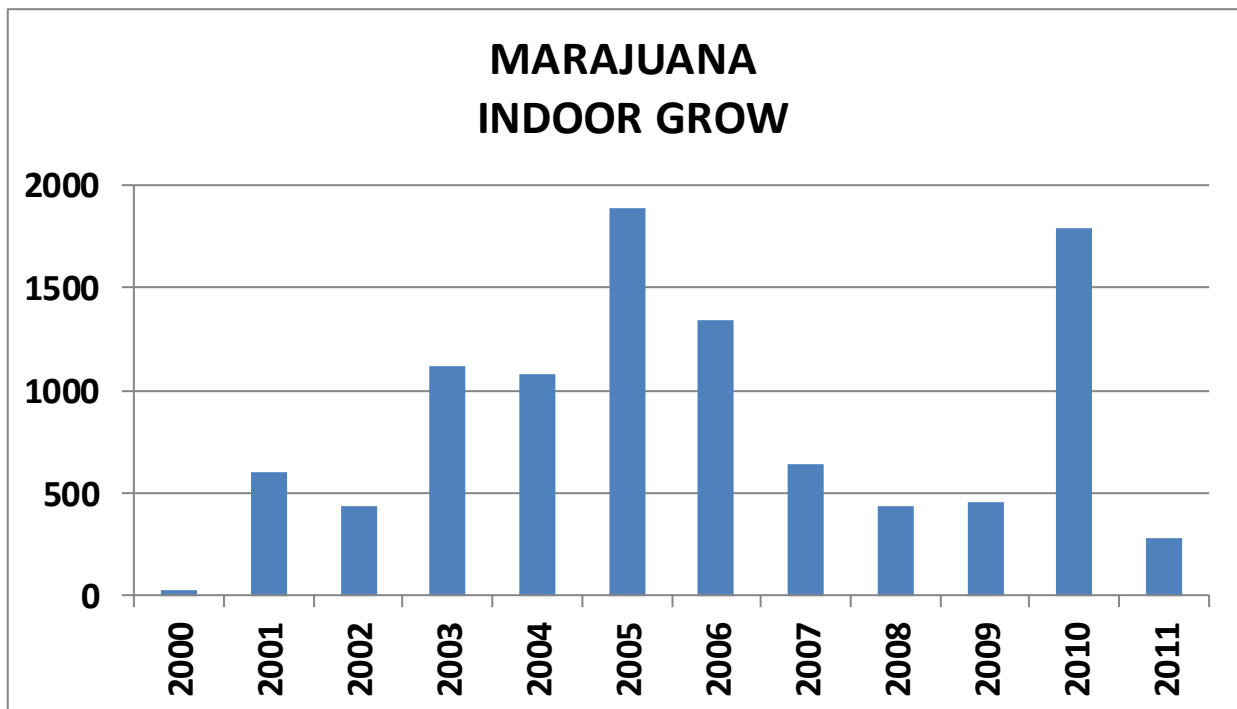
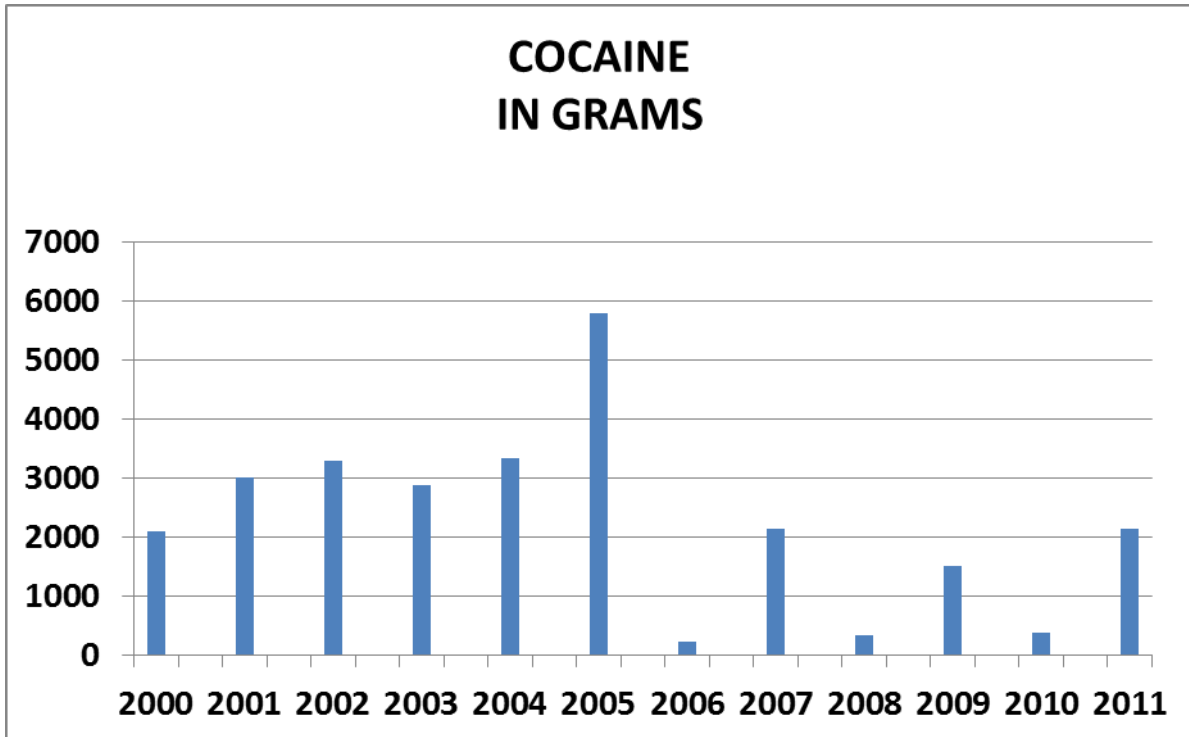
Drug Trends

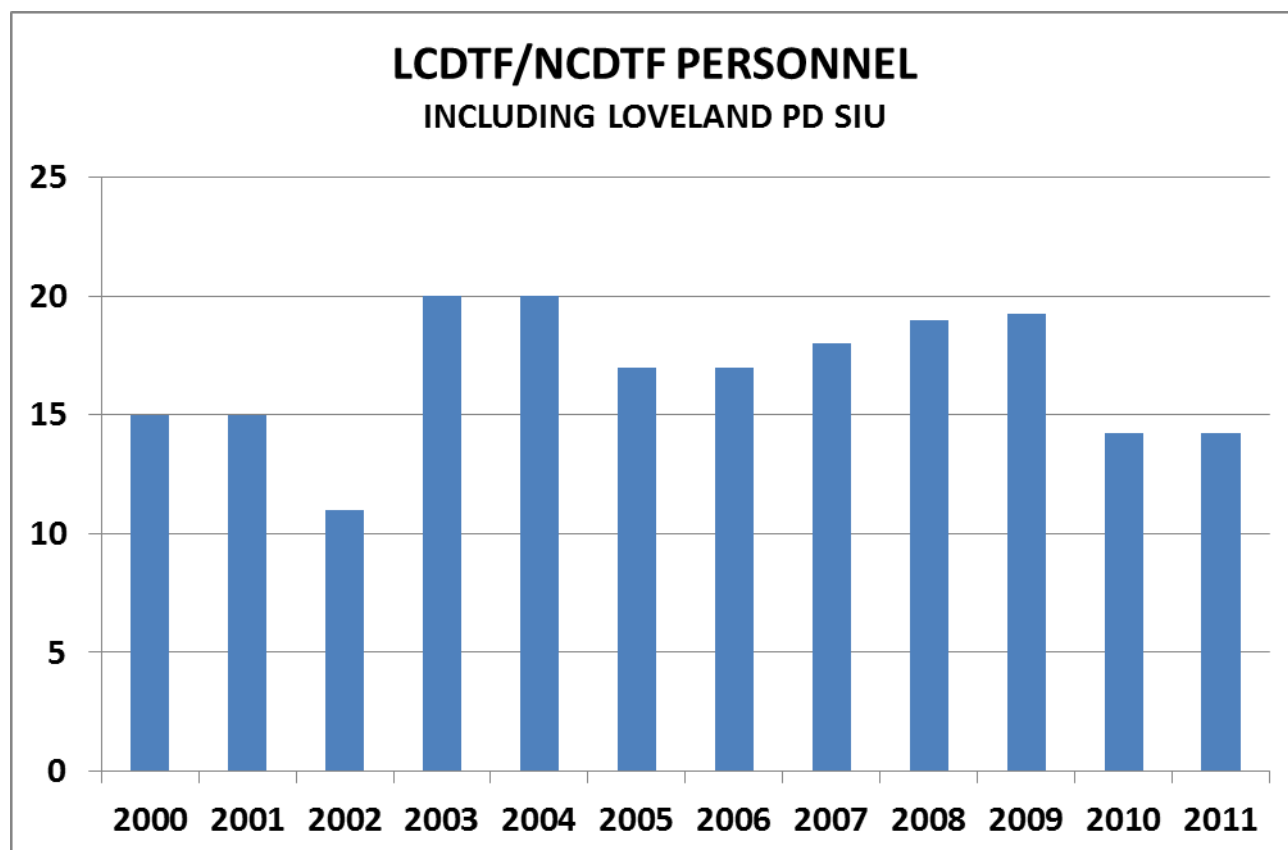
Trends for illicit narcotics and cases for major drug organizations are all up for the 5 year period and continue this trend last year. The following data shows the seizures of illegal narcotics for the period of 2000-2011. Also included is the reduction of personnel at the Task Force during the same period. Growth has occurred in cocaine-related cases and organizations. There is continuing growth of methamphetamine in our community.

Project Name: Police Staffing and Resource Study

Document Number / Version Number 5: Phase 1: Situation Statement







Summary

The NCDTF as a Unit has experienced the removal of personnel during the five years of 2007 to 2011. This decline in Task Force personnel continues to leave a widening gap in the number of potential drug investigations and available detectives to assign to these cases. This lack of personnel and cases being investigated directly correlates with the availability of illicit narcotics in the community. The more effective SIU is with investigating more cases, the fewer drugs are available in our community as reflected by the higher price demanded by drug dealers. The Special Investigations Unit and NCDTF have conducted major case investigations in the last two years that have identified organizations tied to national drug trafficking organizations and international drug cartels operating in Loveland and Larimer County.

The drug seizure statistics are somewhat hard to quantify as cases are generated by tips and criminal intelligence sources and then might lead to long term investigations. These investigations may not always result in the seizures of large quantities of drugs or money because most drug organizations move drugs and money often and the interception of one shipment often ends the investigation. This qualifier aside, the NCDTF and SIU continue to interdict and dismantle a small percentage of the drug trafficking in Loveland and Larimer County.

Project Name: Police Staffing and Resource Study**Document Number / Version Number 5: Phase 1: Situation Statement**

A basic drug investigation/operation requires a minimum of five Detectives and one Supervisor. An example is a basic undercover officer operation to buy drugs from a suspected drug dealer. This operation would require an undercover officer, a supervisor, a case officer, a detective for surveillance, video and photography and a two- Officer Safety Team.

The NCDTF receives almost 300 drug related tips a year and 1700+ entries of criminal intelligence. Citizen's tips remain constant at around 300 per year while criminal intelligence and tips from Law Enforcement consistently rise approximately 10% a year. Each of these tips, whether from law enforcement or citizens represents a potential drug investigation. The NCDTF generates approximately 80 to 100 criminal cases per year that result in arrests and filed charges. In addition, detectives spend additional time investigating tips and responding to call outs and case referrals generated by law enforcement agencies throughout the county. Each tip investigated requires a time intensive investigative process that can represent days or months of investigation. In 2011, the Task Force conducted two major cases that took nine months for each, from referral to case filing with the District Attorney's office. The NCDTF and SIU detectives investigate only about 10% of the information on potential drug case s in any given year. This represents a tremendous amount of case referrals and information related to drug activity and potential investigations that are not pursued by Task Force detectives. Approximately 10% of these tips are assigned for further investigation and follow-up by detectives. The remaining citizen tips are referred to Patrol for further investigation at the street level.

7. Support Services: Criminalist

Introduction

In most cases when an investigation ends, forensic science is the only thing that can keep a case alive. In 2007, the position of Criminalist was created and filled by a single person. In 2009, the Loveland Police Department became one of five agencies to participate in the development of the Northern Colorado Regional Forensic Lab (NCRFL). This lab was created to eliminate backlog and enable a faster turnaround time than the state lab could provide. When the lab was formed, the five agencies combined personnel, equipment, and space. Each agency contributed whatever they could. In the case of the LPD, the contribution consisted of one person, a Criminalist to perform Latent Print Examiner duties.

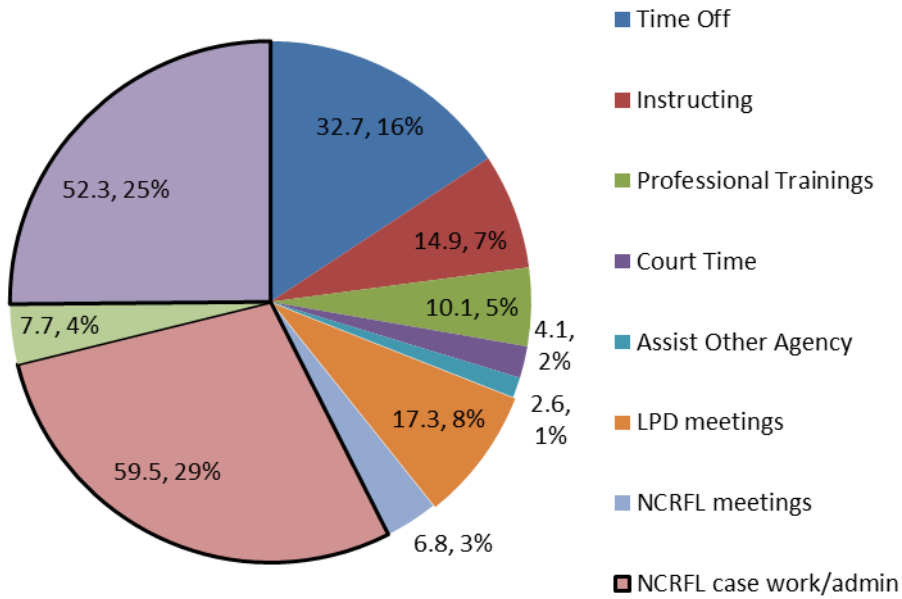
Placing the Criminalist in the NCRFL has caused a time split between Criminalist duties at LPD, and Latent Print Examiner duties at the NCRFL. The Criminalist spends 20 hours per week at each location, when possible. Complicated cases or staff availability can dictate which office the Criminalist spends a majority of time.

For the purpose of this study, three areas were focused on:

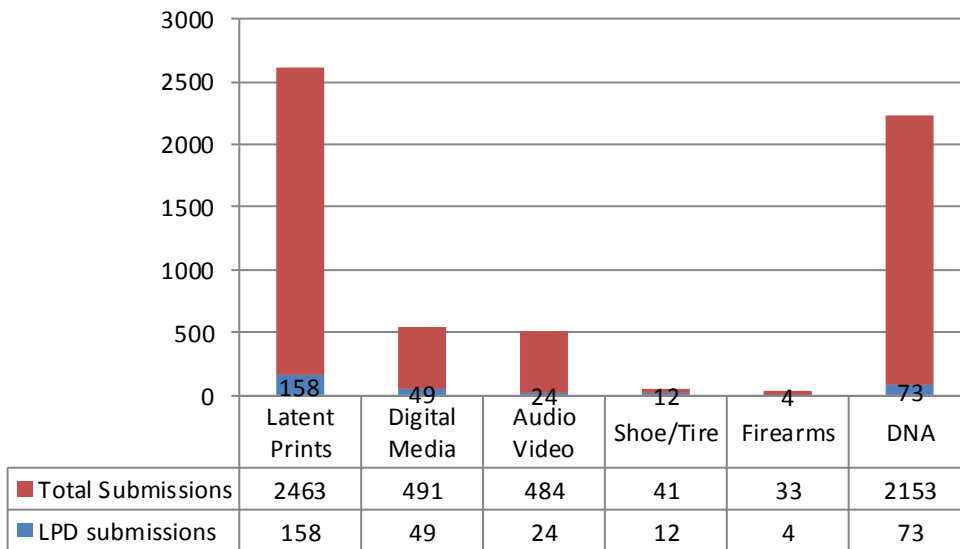
1. What is the availability of the Criminalist during a month for actual Criminalist duties?
2. How do case completions at the NCRFL by the Criminalist compare with other analysts?
3. What is the relationship between LPD case submittals to the NCRFL and the Criminalist contributions?

The following graph represents the Criminalist use of time for 2011. It highlights that 29% of the time has been spent on case work in the Northern Colorado Regional Forensic Lab (NCRFL) and 25% of the time has been spent on Loveland Police Department Criminalist duties for a total of 54% of the time spent on duties associated with the prime directive for the position.

Criminalist=208 days per year (52 weeks x 4 days per week)



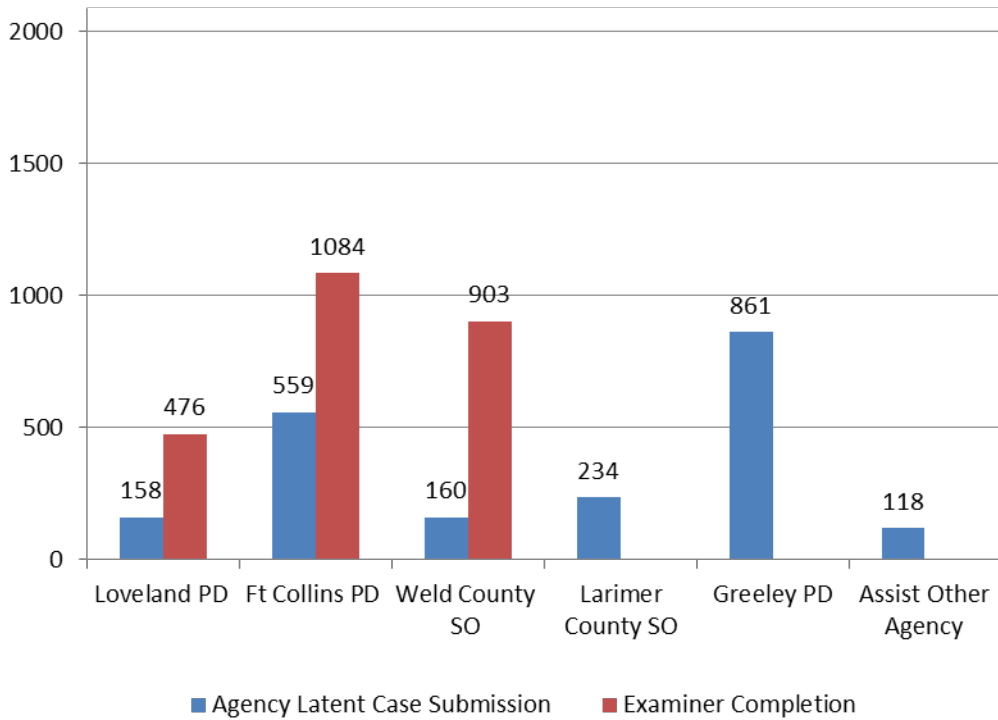
The following graph shows the total number of cases submitted to the NCRFL and the number of cases LPD submitted in the last 2.5 years. Total case submissions were 5,665. LPD submitted 320 of those cases, or 5.6% of the total. The Loveland Criminalist is processing 476 cases.



Project Name: Police Staffing and Resource Study

Document Number / Version Number 5: Phase 1: Situation Statement

The following graph represents the latent cases completed at the NCRFL by the Criminalist compared with other Latent Print Examiners and compares the involved agency's latent print submission. Loveland commits .5 of a full time equivalent employee, FCPS commits 1.5, Weld County SO commits 1, Larimer County SO commits 0, Outside Agencies commit 0, and Greeley PD provides supervisor support but no case work support.



STAFF AVAILABLE FACTOR (SAF)

1. Potential staff days available

1 Criminalist position

1 position x 208 days = **208**

(208 work days x 10 hours per shift = 2,080 hours per year)

2. **Days Criminalist is unavailable**

Time Off (Vacation, medical, Holiday, CTO)	32.7
Teaching/Instruction	14.9
Professional training	10.1
Court time	4.1
Assist other Agency (footwear)	2.6
LPD meetings	17.3
NCRFL meetings	6.8
NCRFL case work/Admin	59.5
Evidence Check in/out and transport	7.7
Criminalist Duties	<u>52.3</u>

TOTAL DAYS 208

3. **Actual days available**

4.35 days per month available to perform the remaining Criminalist duties listed at the end of this section.

Project Name: Police Staffing and Resource Study

Document Number / Version Number 5: Phase 1: Situation Statement

Support Services - Criminalist Supplemental Data:

Criminalist job duties (these duties do not include items covered in graph 1.0)

Items in red are duties that are not being completed or need more time dedicated to them.

Operate and manage day to day activities of the LPD crime laboratory and the Technical Support Unit:

- Order and maintain inventory of supplies and equipment used in the lab and in the field
- Complete lab submission forms
- Distribute lab reports to detectives and officers
- **Determine what forensic equipment and supplies will be used by the department Crime Scene Technicians and police officers**
- Stock items as needed
- Issue cameras and latent print kits to officers and **maintain equipment log**

Conduct crime scene investigations:

- Identify, collect and preserve items of evidentiary value
- Complete basic methods of evidence analysis
- Prepare clear and concise reports concerning laboratory examinations and crime scene investigations
- **Attend autopsies to photograph and collect evidence**
- Log and store evidence utilizing department approved methods, procedures and documentation for protection of integrity of evidence and following approved chain-of-command
- **Conduct serial number reconstructions**

Pursue certifications in Blood Pattern Analysis, Forensic Photography, Shooting Incident Reconstruction, Latent Print Analysis, Footwear and Tire, and Crime Scene through the International Association for Identification.

Crime Scene Technician program: These are sworn officers cross trained in the duties of crime scene processing. The CST responds to crime scenes and processes them for evidence. They photograph, document, and collect evidence. They provide assistance and relief to the on-scene officer or detective. They attend monthly meetings and required annual trainings and they pursue certification through the International Association for Identification. All of these things are done under the direction and training of the Criminalist.

Time sensitive issues:

- Writing policy and procedures
- **Maintaining Crime Scene Processing Guidebook**
- Assigned projects

Project Name: Police Staffing and Resource Study**Document Number / Version Number 5: Phase 1: Situation Statement**

- Equipment orders
- Purchasing details
- Availability for crime scene processing during the night
- Availability for crime scene processing during the day
- Report and photo reviews for CST's
- Provide feedback for CST's for annual employee reviews

The duties and expectations for the Criminalist can be requested by:

Officers/ Detectives

Sergeants/Captains

Lab Director

Outside agencies

District Attorneys

Community organizations/schools

8. Support Services: Property and Evidence

Introduction

Currently, the Property and Evidence Unit is staffed solely by one full-time civilian employee. In addition, one senior volunteer is assigned to the unit and works approximately 35 hours per month assisting with clerical duties. Factors considered in this study include the following:

1. Number of officers and amount of items collected
2. Federal, State and local mandates
3. Laboratory Capabilities and Increased Technology
4. Policy and procedural changes
5. Availability of Staff
6. Storage

Number of Officers and Amount of Items Collected

The evidence technician is responsible for intake, storage, transport and disposition of all evidence, property, and safekeeping items collected by officers and crime scene technicians of the police department. As the number of officers increase, so does the number of items collected.

Number and Types of Crimes/Incidents

Several factors affect the number and types of evidence collected, stored, and processed. Examples include:

- Complexity and seriousness of the case
- Need for digital evidence storage (photographs, video, audio)
- Need for storage of large items
- Some cases require evidence transports to crime labs

Directly related to amount of evidence collected is the type of crime or incident that has occurred. For instance, a found property call would generally require fewer items to be submitted than a homicide case. Also related to the types of crimes is the requirement of the Evidence Technician to transport items to and from laboratories for analysis. For example, a counterfeit case would not require the Evidence Technician to transport the fake currency; the department has a certified document examiner who would perform the analysis. The department currently does not have the capability to test narcotics, examine

Project Name: Police Staffing and Resource Study**Document Number / Version Number 5: Phase 1: Situation Statement**

digital media, or process DNA. Items requiring this type of analysis must be transported to other laboratories by the Evidence Technician. Recently, a child pornography taskforce (Cyber Unit) was developed in the Criminal Investigations Unit. This new unit has significantly increased the number of items of evidence submitted to the local digital lab (26 cases were investigated from ICAC in 2011 per CIU's data. Additionally, a 50% increase in the Cyber Unit per year is expected over the next several years). This will not only increase the number of items that are submitted, and stored, but the number of times the Evidence Technician will need to transport these items to the crime lab. The large size and amount (computer towers, laptops, monitors) collected from these cases require additional space for storage. In addition, the type of crime being investigated can also affect the number of times items will need to be pulled for court, viewed by members of the DA's office, private defense attorneys and the Public Defender's Office, and transported to court for presentation. Depending on the type of case and evidence involved, there may be an increased requirement of the Evidence Technician to testify.

Federal, State, and Local Mandates

In the last few years, changes to Federal, state and local laws have significantly impacted the way Evidence Technicians are required to process evidence.

New DNA laws require retention of all items of evidence that may contain DNA. When passed, the law was retroactive and affected all items that were in the custody of the police department at the time it was approved. Implementation of the law virtually eliminated the ability of the agency to purge items containing DNA evidence from inventory. The mandates have added paperwork, tracking and receiving responsibilities, and dissemination of release request to case officers. The mandates have required training for police officers, which is provided by the Evidence Technician.

Changes to the Colorado's Medical Marijuana laws required the Evidence Technician to implement a process to check the authenticity of the defendant's medical marijuana license, request confirmation from the state regarding the applicant's registry status, forward paperwork to the case officer, and maintain a file of all the registrants contacted.

Laboratory Capabilities and Increased Technology

The addition of the Northern Colorado Regional Crime Lab in 2009 increased the paperwork and procedures for officers to request analysis of certain items. The Evidence Technician is responsible for pulling the requested items, documenting the transfer of the items to the lab, the retrieval of the items from the lab, submitting and logging in the new items created by the lab analysis, as well the distribution of the paperwork associated with the chain of custody. The increased time away from the office due to multiple locations for delivery and pick-up has affected the time the Evidence Technician has available for in-house requests.

Project Name: Police Staffing and Resource Study

Document Number / Version Number 5: Phase 1: Situation Statement

Policy and Procedural Changes

In 2009, the City Attorney's Office began requiring the Evidence Technician to sign an affidavit certifying that controlled substances were no longer needed for court presentation before a request for their destruction could be requested from court. This change in procedure added several weeks of additional work to be completed by the Evidence Technician.

Availability of Staff

Having only one person trained in the procedures of the Evidence Room leaves the unit vulnerable when the Evidence Technician is not available due to vacation, sick time, holidays, extended leave or other duties such as delivery of items to labs, testifying, preparing stats, reports audits and inspections.

Phone calls, emails, requests to pull evidence for court, ability of officers to make corrections, customers to pick up items, and completion of evidence release requests are delayed until the Evidence Technician is available. All items of evidence that are submitted during the Evidence Technician's absence must be processed upon Evidence Technician's return to duty.

Storage

The large evidence storage area has the storage capability of 572 boxes. Each case holds an average of five items. Currently, 254 boxes are being used, with cases dating back to 2004. The evidence storage area possesses a total of 16 drawers to store small evidence items. Currently, 11.5 of the drawers are full, with an average of 154 items in each envelope. The medium storage area consists of 28 drawers, of which 22.5 are currently being used, with an average of 44 items per envelope. The bulk storage area, which is used for cases with very large, or many items, is made up of 17 areas. Currently, 13 of these storage spaces are being used to hold items from 18 different cases. Without proper and timely disposal of current property and evidence, storage capacity in the property and evidence area will be consumed within 3-5 years.

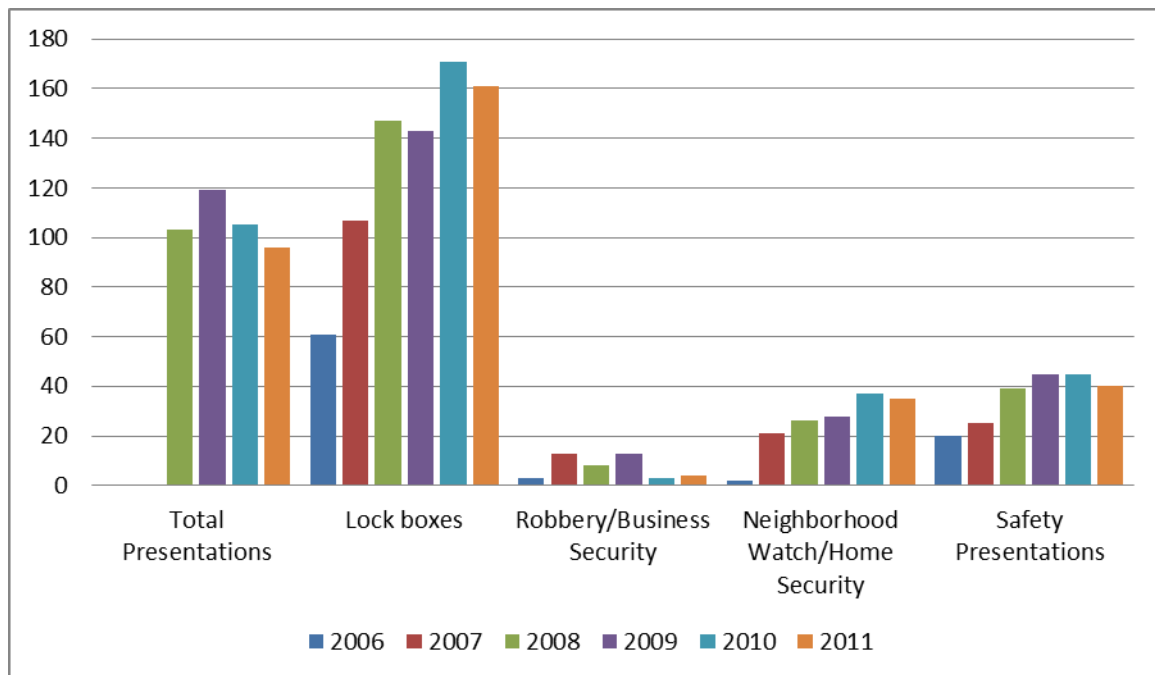
9. Support Services: Community Resource Unit - Crime Prevention

Introduction

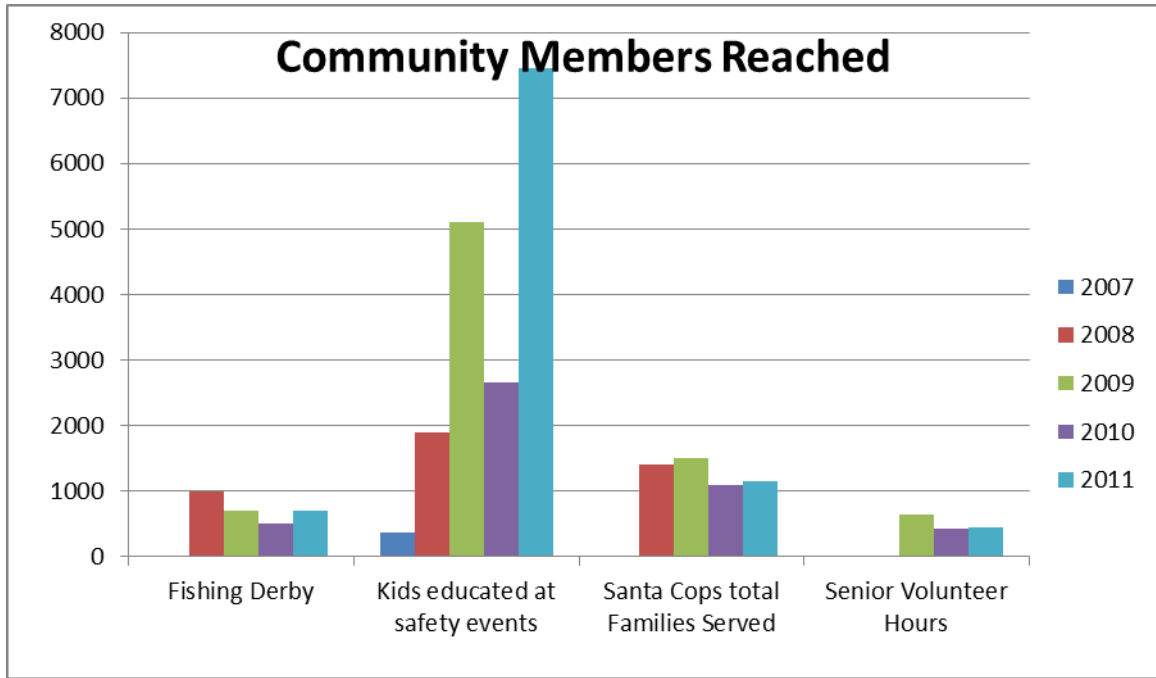
The Loveland Police Department has one full-time sworn Crime Prevention Officer (CPO). The main factor that drives the need for this position is to reduce the risk to our citizens of becoming victims of criminal activity. The CPO coordinates and evaluates crime prevention efforts. The CPO’s duties often change based on the current crime trends and needs and requests of the community. Crime trends and ways people are victimized constantly change. It is important that updated, current and local crime prevention information be easily accessible to the community in a variety of means. This position provides the community with one point of contact for numerous issues and concerns. The CPO provides educational presentations and material on a variety of safety and crime prevention topics. The recipient age group ranges from preschool-aged children to senior adults. The increased education of citizens are about these topics reduces the number of potential victims of crimes in our community.

The following graphs show trends of the CPO position over the past five years. These numbers are documented after each presentation or event.

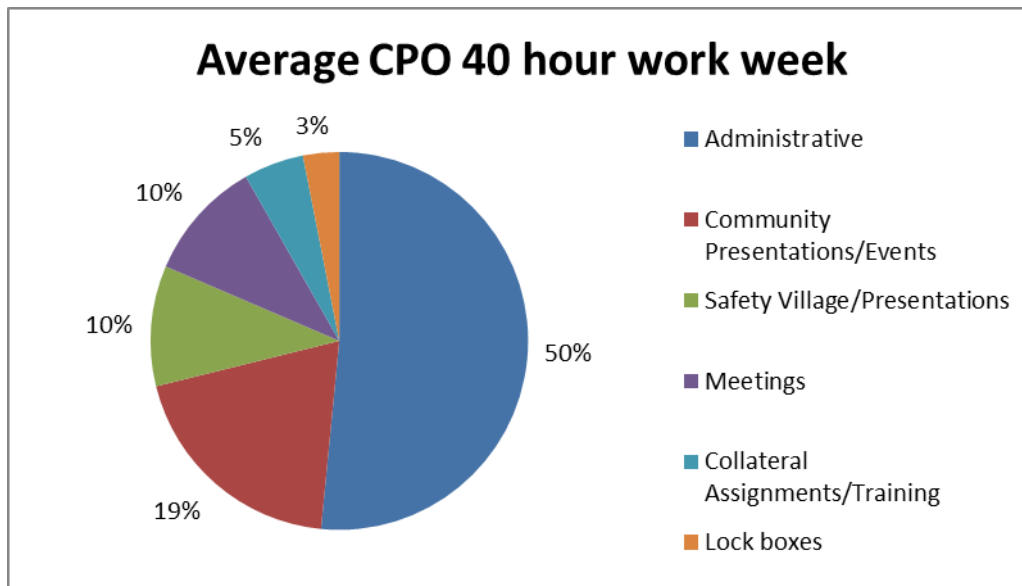
The first graph represents the main services the CPO provides. *(See Support Services: Community Resource Unit – Crime Prevention Supplemental Information)*



The second graph represents the number of citizens that are reached by the CPO. The graph also represents the number of hours the Loveland Senior Police Volunteers provide to specifically assist with the Crime Prevention Officer’s duties. *(See Support Services: Community Resource Unit – Crime Prevention Supplemental Information)*



The following graph shows an average 40-hour work week for the CPO. This was determined from qualitative and quantitative information accumulated over the course of a year and then averaged to a 40 hour work week. *(See Support Services: Community Resource Unit – Crime Prevention Supplemental Information)*

Project Name: Police Staffing and Resource Study**Document Number / Version Number 5: Phase 1: Situation Statement**

The City of Loveland has a population of just under seventy-thousand people. There are numerous day care centers, pre-schools, banks, pharmacies, retail outlets, and service clubs to whom the CPO could provide programs and presentations. Examples of presentation topics are: robbery prevention, business security, home security, and safety presentations. Many potential partnership opportunities are missed due to the fact that the LPD currently only has one CPO with a very demanding schedule. Community requests cannot be filled by the CPO. For example, a request for a presentation at a specific time that the CPO cannot fulfill because of another scheduled event. This type of situation occurs approximately one or two times per month. Also, the CPO is not able to reach out to organizations and businesses to provide crime prevention education and materials.

Summary

The primary drivers of the cost of service for the CPO are the specific needs and requests from the community and the current crime trends and methods. As an example, the number of robberies in Loveland has decreased from 29 in 2009, 15 in 2010, to 12 in 2011. The Robbery Prevention presentations to banks and other business not only helps prevent robberies with suggested security measures, but also provides the employees with information on how to remain safe when a robbery occurs. Another main presentation given by the CPO is on safety. This is targeted to youth aged birth to 17 in the community. Based on statistics compiled by Medical Center of the Rockies Hospital, the accidental child mortality and injury rate has dropped since 2008. The leading causes of these injuries and deaths are falls, motor vehicle accidents, and bicycle accidents. The CPO safety presentations include information on proper car seat use, bicycle helmet use, pedestrian safety and "stranger danger". Currently, The CPO helps provide a positive image and

Project Name: Police Staffing and Resource Study**Document Number / Version Number 5: Phase 1: Situation Statement**

relationship between the police department and the community. It is very difficult to put a specific number on how much crime is prevented through education. A study titled *What Works in Crime Prevention: An Overview of Evaluations*, by Barry Poyner of Barry Poyner Research Consultancy, reviewed 122 evaluations of crime prevention projects across the nation. He concluded, “[m]any of the measures already well known in the crime prevention field can be made to work.” He also stated, “it [is] quite clear that there is room for plenty of optimism in the field of crime prevention.” The information and education allow the citizens to feel safer, more secure, and more prepared in the community. The positive feedback and continuous requests from the citizens indicates the need. Sir Robert Peel stated, “[t]he police are the public and the public are the police; the police being only members of the public who are paid to give full time attention to duties which are incumbent on every citizen in the interests of community welfare and existence.” The CPO provides the tools for citizens to do this more effectively.

Project Name: Police Staffing and Resource Study

Document Number / Version Number 5: Phase 1: Situation Statement

Support Services: Community Resource Unit – Crime Prevention Supplemental Information:

Administrative duties: Handling phone calls, emails, presentation updates and creation, information gathering, pamphlet and tip sheet research and creation, reports, planning of events, etc.

Boards and Associations: –Safe Kids of Larimer County Coalition (PD representative and vice president), Safe Routes to School (SRTS), Crime Stoppers disseminator of information, Development Review Team (DRT), Santa Cops of Larimer County (co-chair), Loveland Children’s Day Committee. Boards meet on a weekly, monthly or quarterly schedule.

Building/Home Security Surveys: These are CPTED surveys created to assist a business/home owner in making the building more secure. The survey consists of the CPO walking through and around the business/home. Areas assessed are: exterior grounds, building exterior, exterior doors, building interior, lighting, locks, landscaping and other miscellaneous items. These surveys take approximately six hours to visit the site, gather data, and complete a finished suggestion sheet.

Collateral Assignments/Training Background Investigator, Less Lethal Instructor, Car Seat Technician, Terrorism Liaison Officer, Tip-a-Cop Lead, Santa Cops of Larimer County. Training is a minimum of four hours per month. Training includes department and specific training for CPO job description including certifications, re-certifications, CPO training such as CPTED, etc.

Community Events/Days: These are various events held to provide information to the community. Typical events are the Fishing Derby, Drug Take-Back Day, Loveland Community Night Out, Halloween Hullabaloo and Halloween at Centerra, Children’s Day, etc. These events are an average of 4-8 hours long but numerous hours are spent in the planning and organizing stages.

Community Presentations: Community Presentations are given at various locations, such as schools, businesses, churches, other city departments, businesses, and parks. The ages range from preschool aged children to senior adults. Common current presentations are: Identity Theft and Scams, Home Safety, Work Place Safety, Drug and Alcohol abuse, car seat installation, and Police Department tours. All presentations and meetings require an average of 15 minutes of set-up time, one hour presentation and 30 minutes round-trip travel time.

Project Name: Police Staffing and Resource Study**Document Number / Version Number 5: Phase 1: Situation Statement**

Lockbox: The City of Loveland Lock Box Program was started in 2002 to help police officers, paramedics and firefighters gain entry to a home in case of an emergency. These boxes are constantly added and removed based on need.

Neighborhood Watch: Neighborhoods participating in this program meet at least once a year to gain neighborhood safety tips. These neighborhoods typically hold a Loveland Community Night Out block party. The following is the number of LCNO parties per year: 28 in 2011, 34 in 2010, 26 in 2009, 24 in 2008, 21 in 2007, 20 in 2006, and 14 in 2005.

Safety Village/Safety presentations: Safety Villages are put on by the CPO and include the Deputy Fire Marshall and the local Kiwanis Club. Safety information that incorporates Stranger Danger, Pedestrian Safety, Bicycle Safety, "Rules of the Road", Fire Safety, and wearing helmets and seatbelts is presented. Other topics included are: Tools vs. Toys, who to call in an emergency, and what to do if you get lost. All presentations require an average of 15 minutes of set-up time, one hour presentation and 30 minutes round-trip travel time.

Santa Cops of Larimer County: Santa Cops is a non-profit organization consisting of representatives from Fort Collins Police Services, Loveland Police Department, Larimer County Sheriff's Office, Colorado State Patrol, and Colorado State University Police and countless private individuals and businesses. The CPO mission is to promote a positive law enforcement image with children. Our officers personally delivery presents to Larimer County families.

Senior Volunteers: The Loveland Police Senior Volunteers provide assistance to the CPO in a variety of ways. Numerous hours are spent on lockboxes, Santa Cops, and other community events the CPO attends to hand out information and to assist with "Justice Joe" performances.

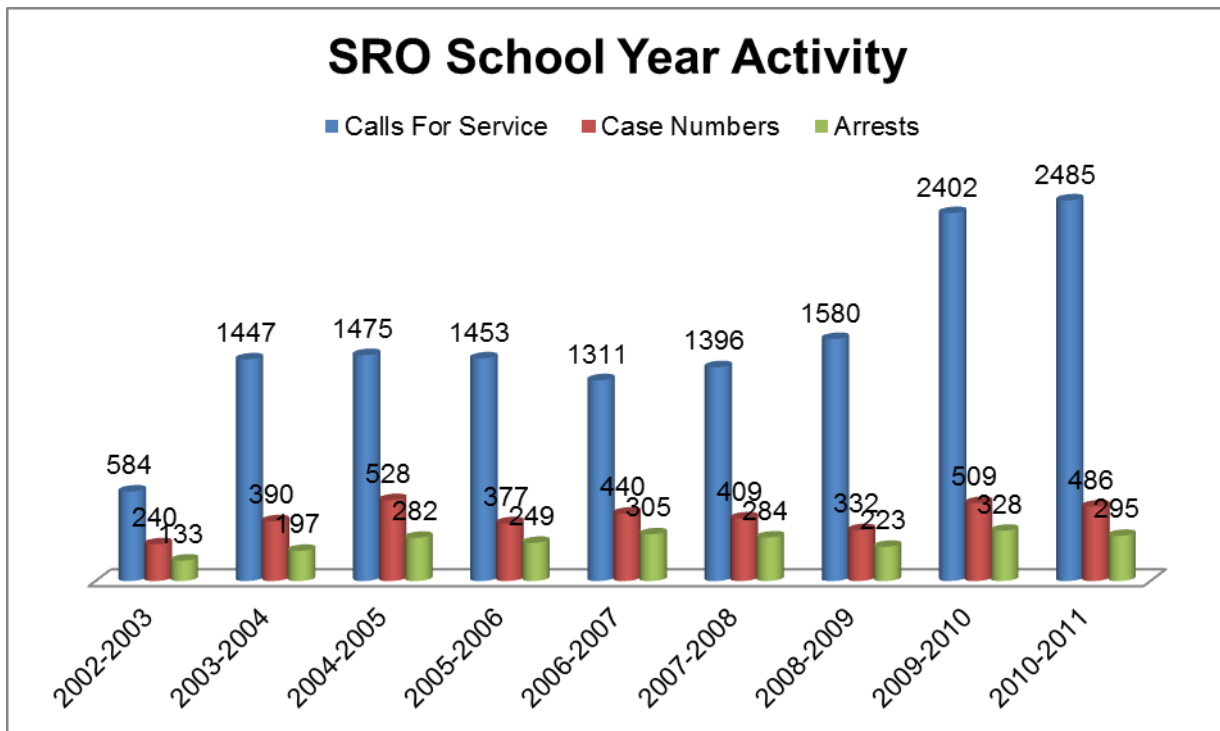
10. Support Services: Community Resource Unit - School Resource

Introduction

The Loveland Police Department has five full-time School Resource Officers (SROs) that are a part of the Community Resource Unit (CRU). There are several driving factors for SROs; the most important factors are to develop positive relationships between students and police officers, to prevent delinquency, alcohol and substance abuse, gang involvement and other unlawful or disorderly activities among students within the Loveland community. The three main types of activities carried out by SROs are law enforcement, teaching, and mentoring students.

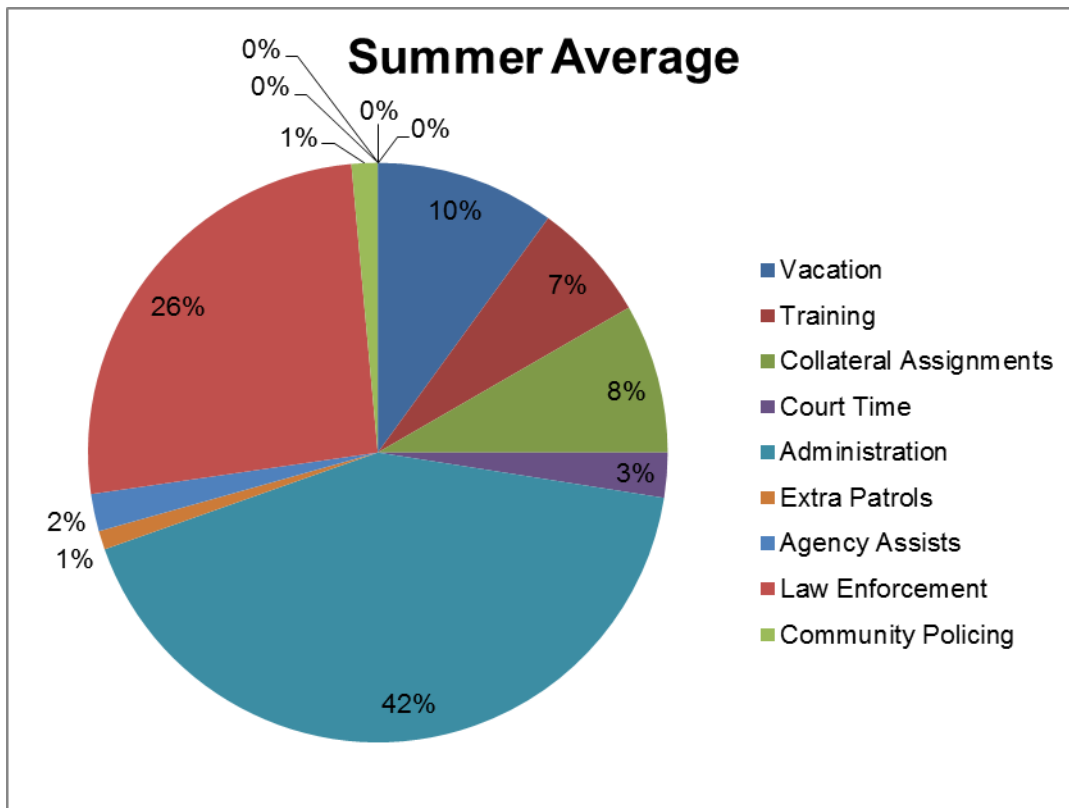
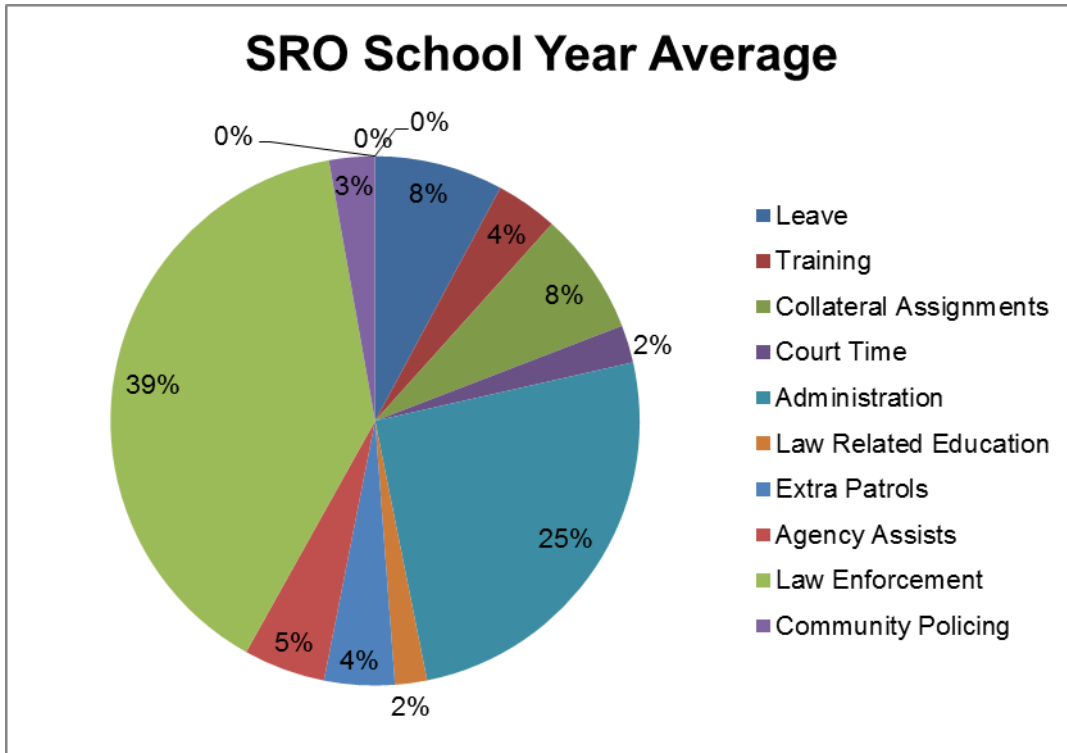
The SROs work directly with the Thompson School District (TSD), which is the 16th largest school district in the State of Colorado. Currently, there are 15,667 students enrolled in the thirty-two schools within the TSD. There is one SRO assigned to each of the Loveland high school and two assist with coverage at the three alternative high schools. There are two SROs that divide time between four Loveland middle schools. The SROs assist TSD by consulting and responding to calls at other, non-assigned schools on a case by case basis. However because the SROs have a high call load, the primary responsibility of response to schools not directly assigned an SRO is covered by the patrol division. The population at the SRO assigned schools is approximately 6,633 students.

The graph below displays a nine year upward trend in the Calls for Service to which SROs respond. The graph also contains last three years of data regarding to criminal case numbers pulled and arrests made. (This graph does not include "Community Policing" calls for service, which are officer-initiated and not criminal in nature.)



During the summer, the SROs take on an important role in the community by staying together in the CRU as Juvenile Officers, and assisting the patrol division covering juvenile related calls. This allows the SROs to keep in contact and up to date with the community’s more frequent, known juvenile offenders, and continue on-going relationships with probation, the District Attorney’s Office, and the courts. SROs summer duties include: patrol “Juvenile” calls, probation home visits, juvenile gang member home visits, City park extra patrols and surveillance, school building extra patrols, juvenile warrants, Larimer County Juvenile Court docket days, monitoring LPD and LCSO “passdowns” to keep track of juvenile offenders, special events with high juvenile contacts, assisting the Detective Bureau with any juvenile related investigations, and keeping up to date on CRU SRO projects. These duties allow the SROs to assist patrol by reducing their call load by approximately 15% (based on 2009 data collected).

Based on the data collected, specifically from the 2010-2011 school year and the 2011 summer, SROs spend approximately 3% of work time during the school year and .4% of work time during the summer conducting Community Policing, a very important duty, and interacting with the community in an effort to maintain a safe environment where children can learn and grow. Below are two graphs representing this data.



Project Name: Police Staffing and Resource Study**Document Number / Version Number 5: Phase 1: Situation Statement**

The Support Services: Community Resource Unit – School Resource Supplemental Information at the end of this section provides detailed definitions of the above-graphed services.

Technology has played a large role in the manner in which the SROs jobs have changed over the last few years. Social Media and technology, such as Facebook, You Tube and cellular phones have driven the cost to deliver service up. More time is spent investigating and immediately responding and reacting to situations that gain rapid attention due to text messaging, “Status Updates”, responses and the posting of videos. What once may have been an incident of harassment or menacing with one victim and one suspect can now be a case involving several suspects, victims and numerous witnesses. Investigation into cases involving technology and social media, like “sexting” also requires additional resources and tools to recover the data from a computer or cellular phone. The frequency of these events has increased due to the ease and accessibility to computers and cellular phones, and takes up a significant amount of time to investigate.

Due to the availability and comfort level of the students, Administration and Community with the SROs, it can be expected that the calls for service at schools will continue to rise. Many students will tell the SRO when trouble is brewing or if there is a rumor or “Status Update” about a situation and the SRO is on scene to take steps to address the issue rapidly. SROs in the schools improve the attitude and behavior of students toward police officers, which results in increased crime reporting. Students need to feel safe and the SROs presence in the schools increases their perception of, and actual, safety. It is very difficult to document the number of crimes that would jeopardize the student’s safety that have been diverted by simply having an SRO on school grounds.

Another factor that drives the cost for SROs to deliver service is the lack of uniformity of the technology within the LPD. For example, when a report number is generated, the completion of the report can be as simple as completing one handwritten Short Form Report or as complicated as having to enter the same data into the VisiNet/Cad (laptop), Automated Booking System, the Mug Shot System, the Fingerprint machine, the BEAST Evidence Collection System, the ADAMS Electronic Evidence System, the Automated Field Reporting system, the Technical Support Unit request form (separate forms for items that need to be processed by the Colorado Bureau of Investigations (CBI), the Northern Colorado Regional Lab, LPD Records Department or by the LPD Evidence Technician), hand written forms like summonses, and any additional documentation that needs to be completed for a felony case. These systems are not integrated, which causes a lot of time being spent on duplicating the same information for one case.

Project Name: Police Staffing and Resource Study

Document Number / Version Number 5: Phase 1: Situation Statement

Support Services: Community Resource Unit – School Resource Supplemental Information:

Definitions of Job Duties

Law Enforcement/Criminal Cases:–

This is calls for service, including calls that do and do not generate a case number.

LRE/Presentations:

Law Related Education classes are taught in various classrooms. Some of the classes taught are: Sexual Assault and Teen Dating Violence in Girl’s Self Defense classes, Bullying, Cyber-bullying & Criminal Harassment in the freshman Study Hall classes, Introduction to SROs to incoming middle school students, P.A.R.T.Y (Preventing Alcohol Related Trauma in Youth) in all high school Health classes. There are also parent presentations about Internet Safety, Bullying and any other topic the school community is interested in. These presentations last between 30 minutes to two hours.

Extra Patrols:

The SROs spend a lot of time in the areas surrounding our schools that the students/juveniles like to “hang-out” at. Some of these places are local shopping centers, neighborhood parks, City parks, and specific intersections, aka “Smoker’s Corner’s”. The time spent on an Extra Patrol can be anywhere from five minutes for a quick drive through, to an hour to stop and talk to the business owners, employees, community members or the juveniles.

Community Policing (CP):

This time includes time spent with students, staff, Administration, and parents talking to them about whatever issues or concerns they have in the community or at school. SROs assist many parents with ways to better communicate and handle their children at home and ways to get children to attend school and focus on school work. CP also includes follow up with students who have been a victim, witness or suspect in a situation on or off campus to determine how they are handling the situation. CP also involves assisting neighbors that are affected by students when they are out of school and with local businesses that deal with our students on a regular basis. CP includes presentations at McKee Medical Center, Home Owners Associations, etc.

Project Name: Police Staffing and Resource Study

Document Number / Version Number 5: Phase 1: Situation Statement

Collateral Assignments:

Every SRO has a minimum of one Collateral Assignment with LPD. The following list contains the current collateral assignments held by SROs: S.W.A.T. member, Bomb Technician, Crime Scene Technician, Defensive Tactics Instructor, Background Investigator, Explorer Advisor, Drug Recognition Expert, Code 77 (Accident Investigation Team), Motor Unit, SHARP Instructor and Spanish Translator.

Committees:

SROs also serve on LPD or Thompson School District (TSD) committees. Currently SROs are on the LPD Awards Committee, TSD Truancy Reduction Task Force, and the TSD Advisory Committee for Safe Schools (ACSS). Most committees meet once a month for one to two hours per committee meeting. Each committee also has approximately two hours of additional work to be done during the month by the member.

In-Service Training:

Training that is required by Colorado P.O.S.T. and LPD to keep Peace Officer Certification currently includes firearms, driving, defensive tactics, legal updates, etc.

Professional Training:

The training necessary to stay current with our duties as SROs, and our duties related to our collateral assignments.

Special Events:

This specifically relates to our duties as SROs, like dances, football games, etc.

Administrative:

This is time spent on weekly LPD Unit meetings, monthly Campus Monitor meetings, update and planning for Campus Monitor and Administration yearly training, community presentation updates, keeping up to date on new laws and new case laws, the middle school SROs travel time to and from their schools, and checking and responding to e-mail and phone messages.

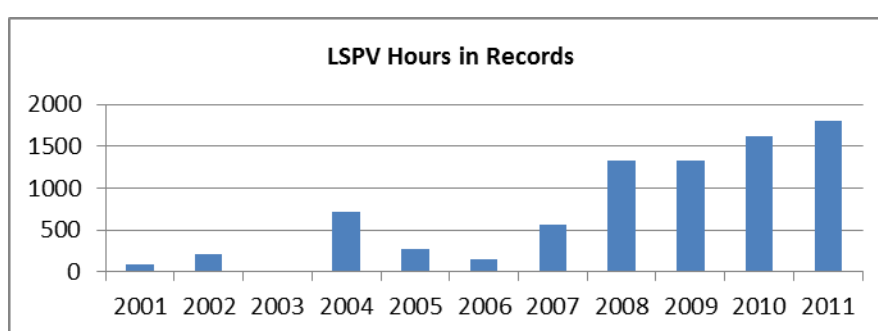
Project Name: Police Staffing and Resource Study

Document Number / Version Number 5: Phase 1: Situation Statement

11. Information Services: Records

Introduction

The Police Records Unit is managed by a civilian Police Information Manager and includes one Records Supervisor, seven Records Specialists and one Lead Records Specialist. In 2008, the Office Support Specialist was promoted to an administrative position and that position was not replaced as a part of a Reduction in Force. The front desk is therefore frequently staffed by one of the six Loveland Senior Police Volunteers (LSPV) that assist in the Records Unit.



The need for staff in the Records Unit is driven by numerous factors including the following:

- Number of officers
- Number and types of crime
- State and Federal mandates
- Court and District Attorney requirements
- Policy and procedure changes
- Technology
- Availability of Records personnel to perform scheduled work

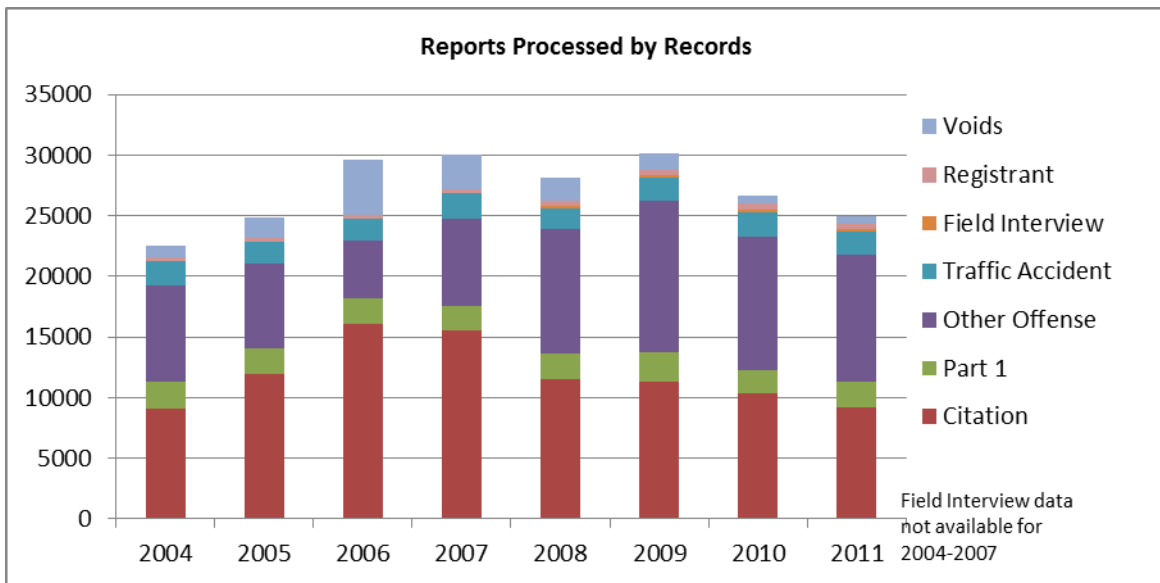
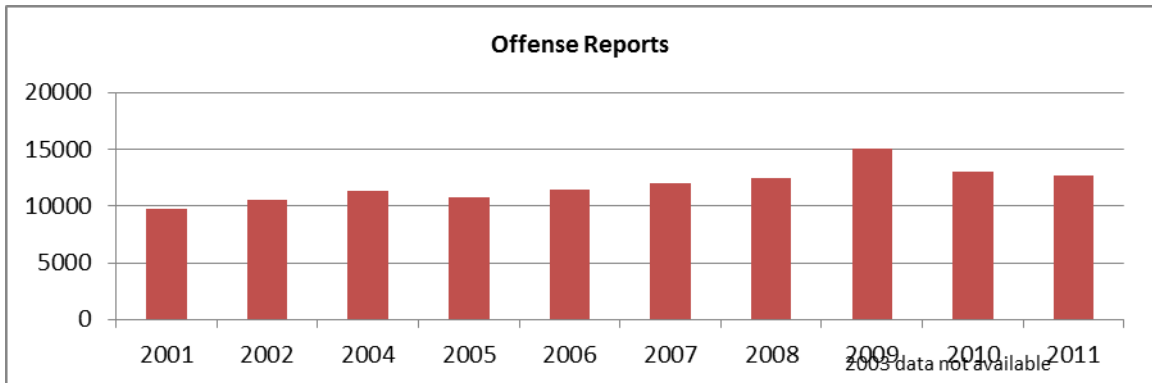
Staffing Factors

Number of Officers

The staffing in the Records Unit is impacted by the number of officers. Records personnel are responsible for processing all officer reports, releasing the reports and supporting the officers.

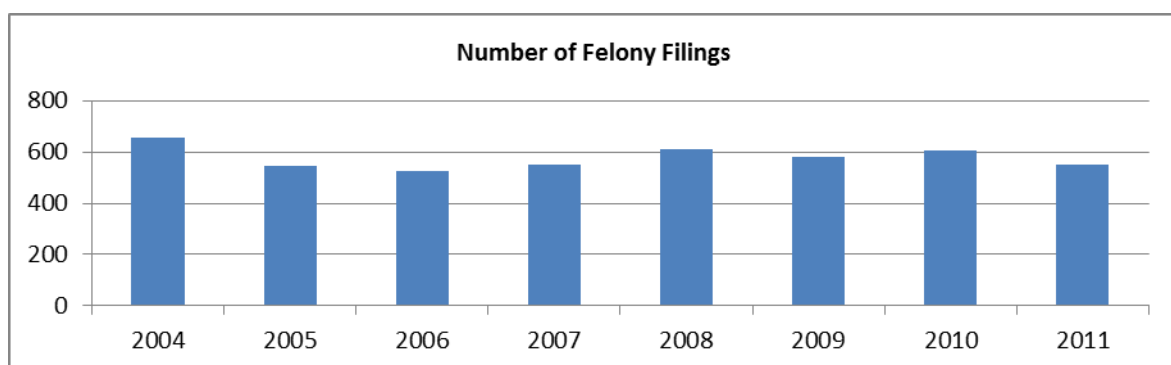
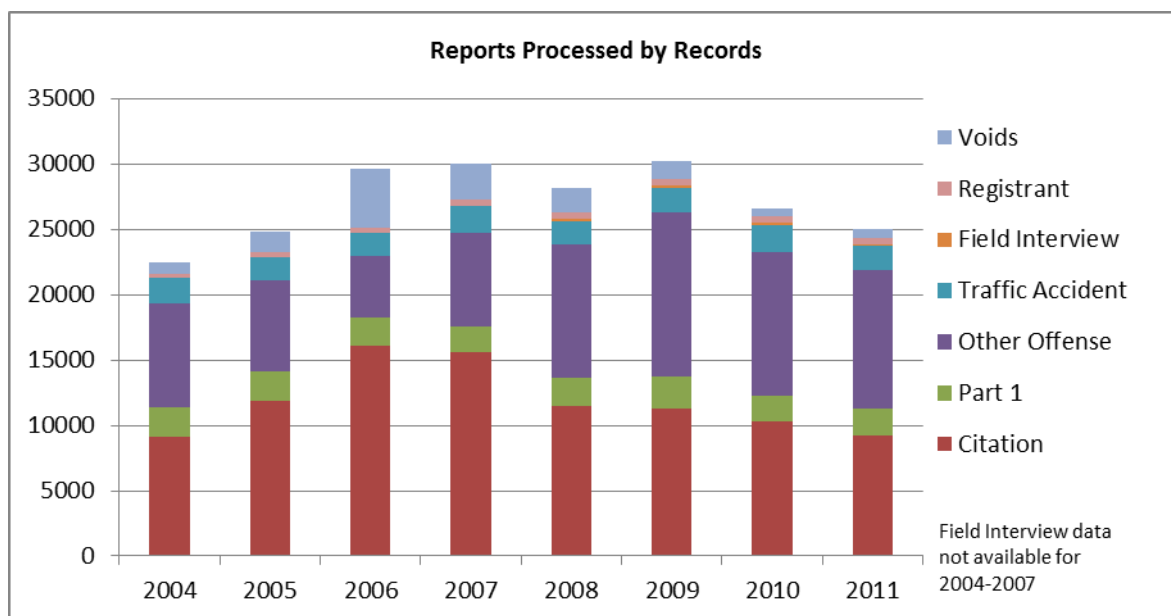
Project Name: Police Staffing and Resource Study

Document Number / Version Number 5: Phase 1: Situation Statement



Number and Types of Crime

The number and types of crime also impact the Records Unit. Reported crimes result in the generation of reports that must be reviewed and released by Records. The types of crime also impact the workload. For example, a homicide takes considerably longer to process than a traffic accident report. In addition, the more complex cases (multiple participants, large volumes of property, felony filings, etc.) require additional time to process.



*State and Federal Mandates**

State and Federal mandates impact the Records Unit. For example, in 2009, the Colorado Bureau of Investigations notified all law enforcement agencies that they would not be accepting Uniform Crime Reporting Summary (UCR) data and would require all agencies to utilize the National Incident Based Reporting System (NIBRS) starting January 2012.

This change required a great deal of time from the Records personnel to work with the software vendor to create a functional design document. In addition, considerable time was spent training the Records personnel, setting up tables and testing the new software release. This new reporting also requires the collection of additional data, thereby increasing the time to process and review reports.

Project Name: Police Staffing and Resource Study**Document Number / Version Number 5: Phase 1: Situation Statement***Court and District Attorney Requirements**

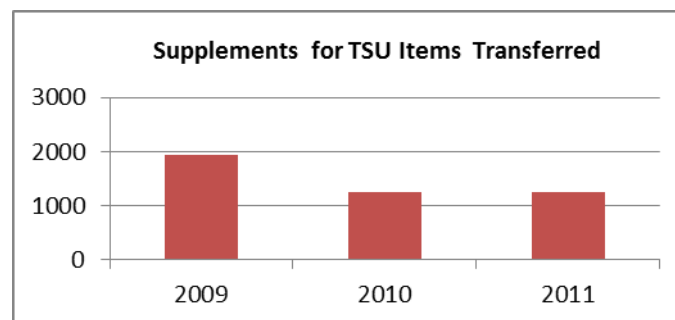
Records works closely with the Courts and DA's office which oftentimes requires process and procedural changes for Records. A county-wide uniform summons and complaint format and an interface for Report access to the DA's office are two examples that required set up and training time affecting Records workload.

*Policy and Procedure Changes**

Policy changes have an impact on the Records workload. For example, in 2009, an application for digital asset management was implemented. The Authenticated Digital Asset Management System (ADAMS) was purchased and implemented by the Technical Support Unit (TSU). Before this software, all electronic media was stored in Property and Evidence and copies of digital media were created by the Evidence Technician. The new system required the Records Specialists to be trained on its use and required the Records Specialists to export items for release. As of December 31, 2011 there were 94,994 items in the ADAMS application.

In 2010, a significant issue with the ADAMS application was identified. In response, the administration of the ADAMS system was reassigned from TSU to Records. This change requires Records to spend considerable time trouble shooting and maintaining the application.

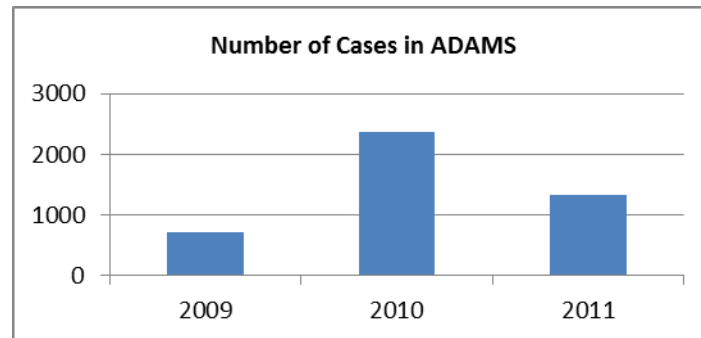
In 2009, the T S U made a process change and no longer retains items from completed cases in Property and Evidence. The TSU transfers items to Records which have to be filed and a supplemental report has to be created by the Records Specialists documenting the fact that items have been transferred to Records.



In 2011, a process change was implemented to route all requests for TSU and Communication records through the Records Unit. The Records Unit now routes the requests to TSU/Communications and releases all items. From October 18, 2011 to December 31, 2011, 156 requests were processed by Records.

Project Name: Police Staffing and Resource Study**Document Number / Version Number 5: Phase 1: Situation Statement***Technology**

The Records Unit is directly affected by technology. Changes in technology such as new releases require time for testing, implementation and training. Deficiencies or inadequacies in technology increase the workload. For example, the ADAMS system, purchased in 2009 does not have the capability to purge items automatically. Therefore, Records must manually purge items from the application.



The decision to implement new technology frequently has repercussions for the Records Unit. For example, the decision to replace the in-car camera vendor when the previous vendor's storage system would not work with their original data storage product increased the workload for Records. In-car videos are stored in two different applications (ADAMS and Panasonic Arbitrator) and have to be exported and released by the Records personnel. As of 3/8/12, the Panasonic Arbitrator system contained 1,737 videos acquired from 11/7/10 to 12/31/11.

With regard to technology, Records is restricted by cost. Interfaces, applications and upgrades which would improve efficiency and eliminate data entry redundancies are often cost prohibitive. For example, the Records Unit currently has three licenses for ScanCenter. ScanCenter is used to attach documents to the report in the Records Management System (RMS). Records Specialists access ScanCenter multiple times a day. If a Records Specialist does not have ScanCenter on her PC, she has to go to another PC to attach the items or ask another Records Specialist to perform the task.

Project Name: Police Staffing and Resource Study**Document Number / Version Number 5: Phase 1: Situation Statement**

* **The** following is a summary of the some of the significant projects due to State and Federal mandates, court and District Attorney requirements, policy and procedure changes and technology:

2008	2009	2010	2011
Larimer County Uniform Summons and Complaint update	ADAMS implemented for digital asset management	ADAMS administration transferred to Records	National Incident Based Reporting System
Automated Booking software created	Coplink deployed	Panasonic Arbitrator for in-car videos	DA Interface
EMM and EMM Mobile tested and deployed to improve access to mug photos	CrimeMapping.com deployed		TSU request process
	TSU process modified to transfer items to Records		

Availability of Records Personnel to Perform Scheduled Work

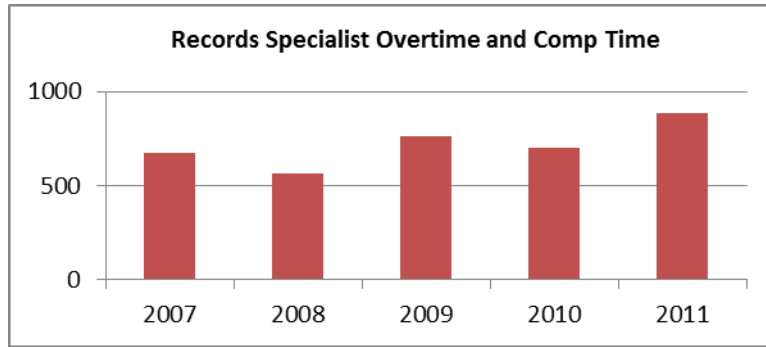
An additional consideration in evaluating staffing requirements involves the actual availability of Records personnel to perform their duties. Records personnel may be unavailable due to vacation, medical leave, training, etc.

The staffing in Records is frequently impacted by illness, short term disabilities and family medical leave. Mandatory training, new employee training, maintaining certifications, etc. also reduce the amount of time to perform Records tasks.

Due to security concerns and the training required, temporary employees are rarely utilized. Instead, the Records personnel work overtime and accrue comp time to manage the workload.

Project Name: Police Staffing and Resource Study

Document Number / Version Number 5: Phase 1: Situation Statement



Summary

Records staffing levels have decreased 9% over the last 5 years, despite increased workload, particularly that associated with policy and procedure changes, State and Federal mandates, and with providing support for the use of sophisticated technology. Records has therefore utilized volunteers, paid overtime and modified processes to maintain productivity and efficiency.

Project Name: Police Staffing and Resource Study

Document Number / Version Number 5: Phase 1: Situation Statement

Data References

LSPV Hours in Records

Counts obtained from LSPV Coordinator Dale Thurman.

Number of Officers

Counts obtained from the Annual Report organization chart.

Offense Reports

Counts obtained from the December Monthly Statistical reports, Monthly Offense Reports.

Reports Processed by Records

2007 data excluded due to the fact that Field Interviews have been purged and the count could not be determined.

Part 1 crimes are arson, assault, burglary, homicide, larceny, motor vehicle theft, rape and robbery. Part 1 count from the December Monthly Statistical reports, Total Part 1 Crime Reports.

Access query Data Analysis – Total Activities in RMS by Prep Date

Number of Felony Filings

Access query Data Analysis – Felony Filings

Query based on Prep Date

ADAMS Items

Acquisition Report from Digital Viewer with the date range of 1/1/2009 to 12/31/2011.

Supplements Created for TSU Items Transferred

CommandPoint RMS query using Entered Date and Property Article TSU Item Transferred to Record.

TSU Requests

Count provided by Eric Sandvik from the City of Loveland IT Department.

Project Name: Police Staffing and Resource Study

Document Number / Version Number 5: Phase 1: Situation Statement

Number of Cases in ADAMS

Search by case number prefix on 3/9/12 by Foray Tech Support in SQL on pdforay server.

Panasonic Arbitrator Videos

Search for all items from 1/1/2010 to 12/31/11 conducted on 3/8/12.

Records Specialist Overtime and Comp Time

Counts received from Business Services Coordinator Elizabeth Markham.

12. Information Services: Emergency Communications

Introduction

The Loveland Emergency Communications Center (LECC) operates 24 hours a day, 365 days a year. Fully staffed, the center employs 15 Communications Specialists, two Lead Communications Specialists, two Communications Supervisors, and one Communications Manager. The center attempts to maintain staffing levels at three Specialists from 11 a.m. – 1 a.m. and two Specialists from 1 a.m. – 11 a.m.

The LECC's Emergency Medical Dispatching (EMD) Program has been recognized as an Accredited Center of Excellence since 2007, making the LECC the first accredited center in Northern Colorado, becoming the 116th in the world. In 2011, 5055 calls were processed using EMD.

The training process for new employees consists of mostly on the job training, learning the functions of Call-taker, Fire/EMS dispatching and Police dispatching, certification in the National Crime Information Computer (NCIC) and Emergency Medical Dispatching, totaling approximately 1200 hours.

The LECC answers 911 lines for the southern half of Larimer County, covering approximately 260 square miles, and non-emergency phones for the Loveland Police Department. LECC dispatches for the Loveland Police Department, Loveland Fire Rescue Authority, Thompson Valley EMS, Berthoud Fire Protection District, and after hours for the Berthoud Police Department. However, as of April 1, 2012, the LECC no longer provides service to the Berthoud Police Department. During the hours when two Specialists on duty, one person is responsible for answering all phones and dispatching all fire/EMS calls. The second person is responsible for dispatching police agencies. When a third person is on duty, a data channel is opened for police. The third person also helps catch overflow phones or handle fire/EMS channels if there are multiple calls or even a single large call.

The main NCIC/CCIC terminal for LPD is monitored in Communications. LECC is responsible for all entries: warrants issued through the Loveland Municipal Court, runaways and missing persons, lost or stolen articles and guns, stolen motor vehicles, and Sex Offender entries. Clearances resulting from an officer contacting a citizen are also done through Communications.

Project Name: Police Staffing and Resource Study**Document Number / Version Number 5: Phase 1: Situation Statement**

All Communications Specialists have projects outside of the normal console duties, including keeping files in the Computer Aided Dispatch system up to date; maintaining on-call lists, business contacts, and various resources, keeping the mapping system current, conducting QA on EMD calls, and keeping the information in the phone system current.

While the LECC is authorized for 15 full-time Communications Specialists, it is very difficult to obtain and maintain that staffing level. The LECC loses about 50% of its new hires during the training process. When a Specialist resigns, it takes between 8 to 12 months to replace that Specialist with a fully trained person. The Center has not added any positions since 2007 and one position was lost as a Reduction in Force in 2009. Keeping the Communications Center at the current coverage level resulted in 2021.75 hours of overtime in 2011. Supervisors covered an additional 1220 hours on the console, or 29.5% of their time. The importance of staffing at an appropriate level cannot be overstated. Operating at the current staffing level, Communications Specialists are operating at maximum productivity levels at all times. Any non-routine event immediately places the Center into overload status.

In addition to extensive console coverage, the two Supervisors are at their maximum span of control, with six employees each. The supervisors handle a significant amount of the unfilled shifts created by open positions. This has impacted the time available to devote to their supervisor duties. Adding to this is the complexity of a 24 hour operation, making face-time between Communications Specialist and Supervisors very minimal at times.

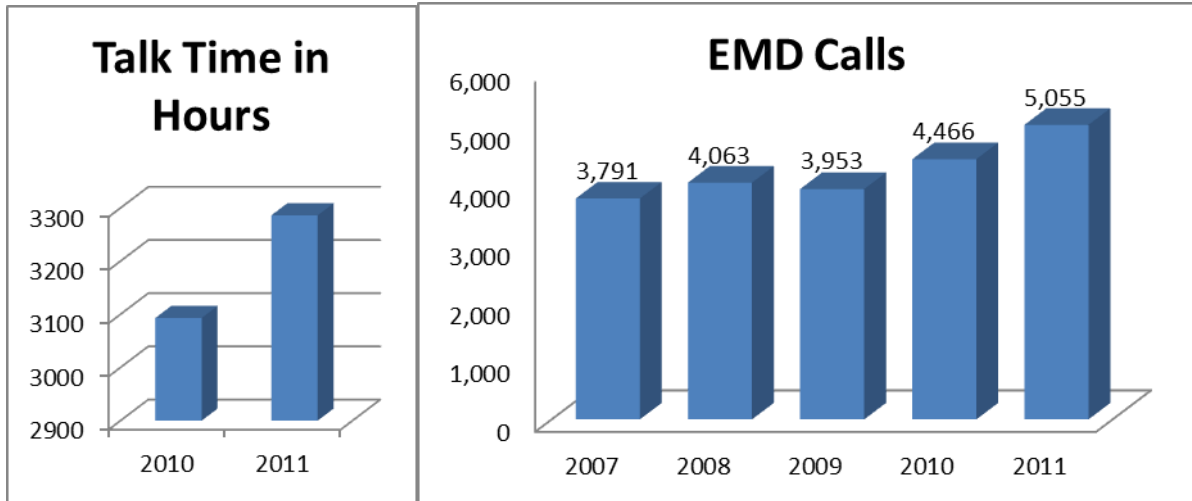
The following statistics and formulas apply to Communications Specialist only, and do not include supervisor positions, which would need to be increased as well, with recommended levels not to exceed a 6/1 ratio. Formulas for this study were obtained using the Association for Public Communication Officers Retains Study Toolkit.¹

- Phone calls into Communications increased 6% in 2011 from 2010 based on the average hourly calls data. Talk time in hours also increased 6% for the same time period. The result is more time spent on the phone and an increase in calls entered into CAD for all agencies. There has been a 13% increase in the number of emergency medical dispatch calls. The momentum continues with higher radio traffic, increased entries into CCIC/NCIC, more fire and EMS units to monitor, increased SWAT calls, and ever changing technology.

¹ APCO Retains Project - Responsive Efforts to Assure Integral Needs in Staffing. August 2005

Project Name: Police Staffing and Resource Study

Document Number / Version Number 5: Phase 1: Situation Statement

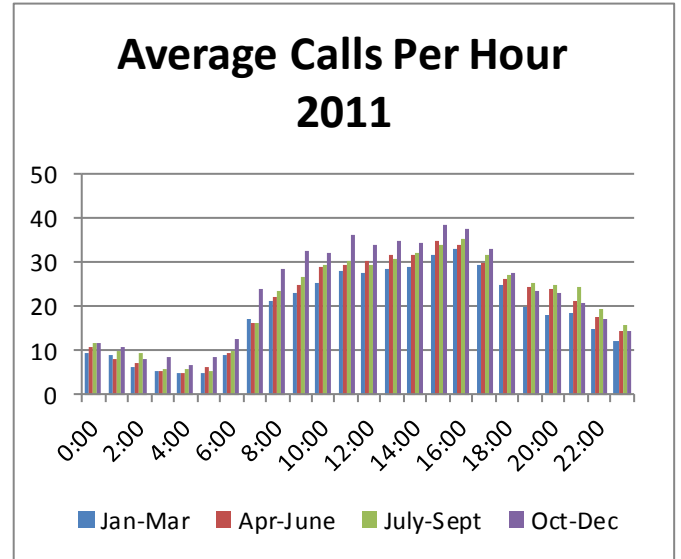
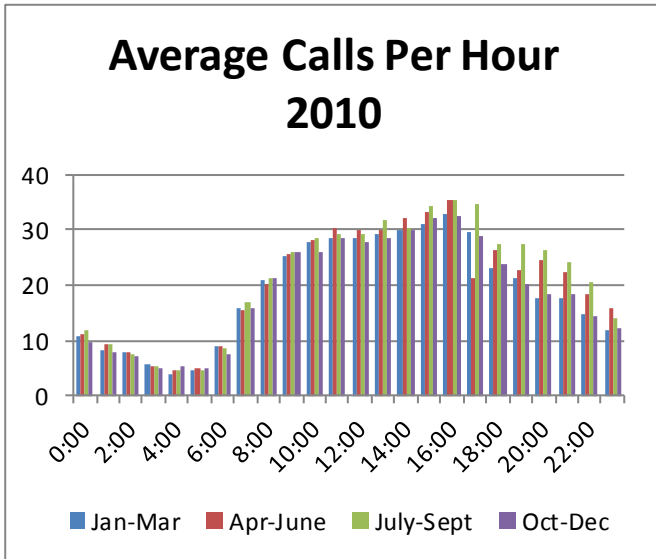


- Activity begins to increase at 0700 as more officers come on duty and calls into the center increase. Average phone calls increase from 10.05 during the 0600 hour, to 18.3 during the 0700 hour. The call volume indicates that three person coverage (call-taker/Fire/EMS dispatcher, backup call taker/Data channel, PD dispatcher) is needed from 0700-0300, adding additional coverage in the afternoon/evening hours during peak times, when call load increases. This coverage requires a total of 26,208 hours per year.

	1 st	2 nd	3 rd	4 th
5:00	4.9	6	5.47	8.34
6:00	9.05	9.15	9.7	12.31
7:00	16.93	16.08	16.21	23.94
8:00	21.2	22.19	23.56	28.4
9:00	22.96	24.78	26.43	32.42

Project Name: Police Staffing and Resource Study

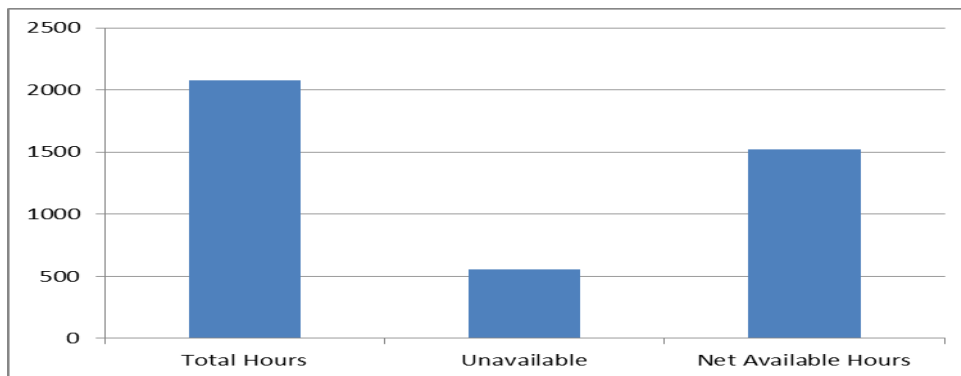
Document Number / Version Number 5: Phase 1: Situation Statement



- Communications Specialist “availability” was determined by subtracting the average amount of vacation, sick leave, holiday hours, training, FMLA/Workman’s Comp/Bereavement leave and lunch hours. This formula left 1524 hours of availability per year.

Position	Total Hours	Holiday/Vacation Leave Hours	Sick Leave Hours	Personal Leave Hours	Training Leave Hours	Military/FMLA, etc. Hours	Total Meal/Break Hours	Total Hours Unavailable	NAWH Per Person
Comm. Spec.	2080	97	88	80	53	30	208	556	1524

The graph that follows is the Communications Specialist Time Availability.



Project Name: Police Staffing and Resource Study
Document Number / Version Number 5: Phase 1: Situation Statement

- Using the APCO Retains formula, it takes 17.2 Communications Specialists to adequately staff the Communications Center.



Loveland Emergency Comm Center - Customize the Tools

Set up and customize the tool to your center.

Directions: Customize the analysis by entering the positions used in your center. The category you select determines the calculation to be used. Refer to the Glossary, Resources tab or your copy of the Effectives Practices Guide if you are unsure how to categorize a position. Positions that do not have a number in Current Authorized will not be carried forward. [Function positions are included in the summary report.] Position titles are provided as a default [e.g. dispatcher]. However, if your agency uses different terminology, please populate the "Other" box with the title/terminology used in your center.

Small centers tend to function with just coverage positions. Medium and large centers have a mix of coverage and volume-influenced positions.

Note: This listing should include all employees in the communications center (your total budgeted FTE).

As a reminder, please keep the following information in mind as you complete this page:

- FTE (Full Time Employee/Equivalent) = a person
- Console = real estate (where the person sits)
- Position = the organizational job task

Coverage Positions

Positions that handle a particular task or "cover" a work station for a specified length of time (e.g., 24 hrs). A coverage position is most closely related to minimum staffing.

Position	Current Authorized
Supervisor	0
Dispatcher	0.0
Other Communications Spe	15.0

Volume-Influenced Positions

Positions where the number of staff is determined by the number of calls (volume) or call processing activity. These are the positions staffed above your minimum staffing.

Position	Current Authorized
Calltaker/Dispatcher	0
Other	

Function Positions

Positions independent of coverage or call volume. Persons filling a function position do not sit at a console unless there is a major emergency.

Position	Current Authorized
Manager	1
Training Coordinator	
Other Supervisor	2.0
Other Lead Comm Spec	1.0

- Retention rate was determined by taking the number of Specialist that separated during the year divided by the maximum number of dispatchers employed during the year. (5 year average)

Project Name: Police Staffing and Resource Study

Document Number / Version Number 5: Phase 1: Situation Statement

	2011	2010	2009	2008	2007
Total # of employees at highest staffing level that year	13	12	12	13	11
Number of new hires that failed to complete the Probationary Period	0	1	1	2	0
Number of experienced staff who left for any reason	<u>2</u>	<u>2</u>	<u>0</u>	<u>1</u>	<u>2</u>
Retention Rate (%retained)	84.62	75	91.67	96.92	81.82
Turnover Rate (%)	15.38	25	8.33	23.08	18.8

In order to fully staff the Communications Center, factoring in an average turnover rate of 18.11%, 20.31 full time employees are needed.

Position	Total Coverage Hours	NAWH	Staff Needed	Turnover Rate	FTE
Communications Specialist	26208	1524	17.2	18.11	20.31

13. Administration Division

Introduction

Caveat: The analysis of the workload of the Administrative section of the Police Department is markedly difficult in contrast with other work areas. The majority of the administration workload is not tracked by computer or other resources, and work time is only reflected on time sheets. Please also note that this overview does not reflect the work of the Budget Analyst, three Captains or the Chief of Police.

The Police Administration section includes two Administrative Assistants and one Business Coordinator. These positions overlap many of their duties and cover for one another to address the clerical and administrative duties of the Operations, Services, and Information Services Divisions as well as the office of the Chief of Police. Included in this specific document is an overview of the Professional Standards Unit which is currently staffed with one Lieutenant and two Sergeants to perform the work that was originally assigned to four full time employees (FTE's).

The Administrative Assistants and Business Coordinator perform regular duties that include: Answering and directing telephone inquiries, assisting citizens, other agencies, or occasionally media persons on the phone or in the lobby, general clerical/secretarial duties for the Chief or respective Captains, updating the Organizational Chart, preparation and distribution of Commendatory Action forms, awards nominations, payroll processing (to include Personnel Action Forms), attendance at and recording of minutes for meetings (some weekly, some monthly or quarterly), organizing, purchasing, and preparing food for meetings and trainings as requested, inventorying, ordering, and stocking office supplies and forms for the respective divisions, maintenance of personnel files, scheduling and revising room reservations for the Police Institute, Conference, and Training rooms, and transcribing Internal Affairs and Disciplinary hearing interviews.

In addition, each of these employees have additional work duties that include monitoring cost-plus vehicle use and service, budget preparations, radio pac-set maintenance, updating strategic leadership plan documents, Unusual Occurrence Report tracking and filing, building tours, monthly reporting for Crime Scene Technicians, special event permit processing and scheduling of off-duty officers for events, petty cash processing, maintenance of business cards for all police personnel, revision and maintenance of patrol shift schedules, maintain supplies for copiers and for patrol operations (notebooks, pens, drug test kits, etc.), mediate court subpoena issues, maintain vacation home check

Project Name: Police Staffing and Resource Study**Document Number / Version Number 5: Phase 1: Situation Statement**

information and assignments, monitor warrant fee cash distributions, and monitoring First Response (noise complaint) processing.

One Sergeant is assigned to monitor and direct the Accreditation process for the entire department. This role includes current development of a software system that houses all of our department policies and directives as well as the Commission on Accreditation of Law Enforcement Agencies (CALEA) standards of compliance. Annual documentation of agency compliance with over 480 standards or measures of professional performance must be obtained, reviewed, and filed each year from every unit within the Department. This Sergeant also works as a photographer for department events and staff, coordinates the Department's physical fitness training for specialized units and testing new hire candidates, and repair and maintenance of the department's physical fitness equipment.

One Sergeant works what previously was assigned to two Sergeants to oversee Department-wide hiring and personnel issues, as well as training. This includes hiring processes, oversight of background investigations, intake and command level interviews for candidates for hire in patrol, records, communications or elsewhere in the Department. This Sergeant also oversees the Department's monthly in-service trainings, pre-service scheduling and training for new employees, as well as recurrent and irregular training for all police personnel whether in house or outside the City. The Training/Personnel Sergeant also works collaterally as a Firearms instructor and generally schedules the staff for quarterly firearms training sessions, remedial training, and new hire instruction as well as rifle training. Both the Training/Personnel Sergeant and the Accreditation Sergeant share duties as Public Information Officer, including daily press reports and recurrent media releases, interviews, and public statements.

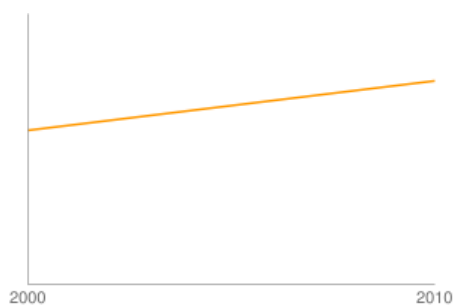
The Professional Standards Unit (PSU) Lieutenant is responsible for Internal Affairs investigations, interviews and reporting as well as receiving and tracking all levels of complaints against Department personnel. He also supervises the Personnel/Training Sergeant and Accreditation Manager, manages the department's pay plan with adjustments monthly, coordinates the annual Citizen's Academy, serves as the liaison to the Humane Society, edits and publishes the Department's Annual Report, and compiles multiple year-end reports and analyses for Unusual Occurrences, Grievances, Pursuits, and the Early Intervention system for employees. The current PSU Lieutenant also collaterally supervises the Mounted Patrol Unit and the Crisis Intervention Team and related trainings including current tri-County regionalized training.

Staff inspections of the Professional Standards Unit were conducted in 2008 and in 2011. Both staff inspections reported similar concerns with the redundancy of training records management as well as the clerical work being performed by all incumbents. The 2011 Staff

Project Name: Police Staffing and Resource Study**Document Number / Version Number 5: Phase 1: Situation Statement**

Inspection specifically recommends the hiring of a part time clerical/support position at the earliest availability of adequate funding.

The Administration of the Police Department is primarily driven by the desires and demands of the community to be well served. The Administration is directly impacted by the number of police employees as well as the number of complaints and investigations that must be conducted, along with the number of special events or situations that must be addressed. At present, the Administrative Assistants and Business Coordinator average 27 hours per month beyond their regular hours, collectively in order to support the 134 authorized positions of the Police Department. The two Sergeants in the Training/Personnel and Accreditation positions have averaged roughly a combined 10 extra hours per month (during their last year).



Census data reflects that the City of Loveland Population has increased approximately 32% from the 2000 to 2010 Census.

(<http://quickfacts.census.gov/qfd/states/08/08464651k.html>)

Meanwhile, the Loveland Police Department staffing has increased roughly 12% from 119 total personnel to 134 personnel. Further, the Police Personnel civilian (support) positions decreased from 44 in 2007 to just 41 in 2011, effectively increasing the burden on the support staff. The elimination of the civilian Accreditation Manager position shifted the burden of personnel and training to one person and shifted responsibility for oversight of the agency's accreditation process to a sworn supervisor's role directly (previously a Sergeant supervised the Accreditation Manager). Accreditation keeps the Department operating within the standards of the top 1% of Law Enforcement Agencies internationally – a mark that is extremely difficult to achieve without our affiliation with CALEA. The Loveland Police Department is further distinguished by its receipt, in 2009, of a CALEA Certificate of Meritorious Accreditation.

The Administrative work group is substantially aided by two part-time volunteers who assist with clerical tasks as well as organizational tasks within the unit. They aid with filing, copying, scanning, preparing training documentation and data entry as well as preparing for the annual Citizens' Academy. In 2010, these two volunteers donated over 375 hours of documented time and an indefinite amount of undocumented time.

Project Name: Police Staffing and Resource Study**Document Number / Version Number 5: Phase 1: Situation Statement**

Workload distribution is difficult to reflect as there is no clear and consistent tracking of the majority of the items processed by these employees.

Assuming that population continues to increase at a rate of approximately 3% per year for the next ten years (as it did from 2000-2010), the City of Loveland population could exceed 88,000 people. Correlated growth within the Police Department (at a 1.2% pace/year) would indicate 150 members, but could lead to as many as 176 employees which, by necessity, would have to include additional administrative/clerical staff to support the work of the agency.

14. Operations: Patrol

Introduction

Patrol Highlights

- The division is authorized 45 patrol officer positions. During the two-six month periods of the 2011 patrol workload study there were fewer officers working due to vacancies and injuries. There were 43 patrol officer positions staffed in October 2010 and 41 positions in April 2011.
- A survey conducted in 2012 by the committee found that approximately 1,502 days (15,024 hours) are used for Collateral/Specialized/Training and other activities during a recent 12 month period.
- Based on the staffing levels and survey/research results, staff availability is currently at 67.2% (43 officers) and 65.6% (41 officers).
- The adjusted staff availability calculated unlogged time to be .93 hours (43 officers) and .26 hours (41 officers). This time is the only time available for meal breaks and proactive policing efforts during a 10 hour shift.
- The recent reduction of external grant funding has affected statistics in seatbelt and DUI enforcement. These self-initiated activities have continued to see a steady decline in output based upon reduced funds for extra officers to work on these activities from 2008 to the present.
- A reduction in self-initiated activities demonstrates the problem that officers are experiencing more requirements of their duty time. As a result, the organization has become a reactive police agency. The time available for proactive efforts is very limited.
- Initiatives that have been implemented throughout the division have placed additional duties and responsibilities on the patrol officer. The initiatives include: reliance on overtime, differential response tactics, and increased case investigation through the use of telephones, technology advancements, and utilization of data to maximize resources. The initiatives have continually reduced opportunities for positive interaction or assistance within the community.
- The increase in technology requires officers to enter data in an average of five different programs on four different computer systems because the software does not share information.

Background and Methodology

Introduction

The Loveland Police Department patrol division consists of three separate shifts: days, swings, and nights. Days and swings have overlap staffing, as do swings and nights. This is designed to provide more officers to work during days of the week and hours of the day that have high call volume and when more violent and involved incidents occur. In addition to the officers within these shifts is the Traffic Unit, Community Service Officers (CSOs), the Street Crimes Unit (SCU), Patrol Sergeants and Lieutenants. The primary research conducted in this study analyzed factors that significantly affected all staff within patrol. Supplemental data, graphs and perspectives are also presented.

Background

The Loveland Police Department relies heavily on the Patrol Workload Study (Kuhlman, 2011) to allocate resources and determine the efficiency of the organization. The workload study was most recently conducted in 2011 and it is the foundation of this staffing study. The Patrol Workload Study states that patrol officers currently spend 34% of their shift (3.4 hours) as undocumented time or uncommitted time (Kuhlman, 2011). The current staffing study is designed to provide supplemental information to the Patrol Workload Study so that it better reflects the day to day activities of officers within the Loveland Police Department Operations Division. The purpose of this staffing study is the justification for additional positions within the division by demonstrating that current staffing is insufficient to meet the needs of citizens because the division has become a reactive police agency.

Methodology

Quantitative data was used as the foundation of this study but qualitative information is also contributed. The study analyzed the Loveland Police Department Patrol Workload Studies as well as annual statistical data, assumption reports, a staffing survey, and documents produced by the city, county, and state. Data derived from these documents demonstrated that officers are increasingly less effective in self-initiated and proactive activities.

Findings

Introduction

The research conducted in this study served to further validate the data that the division has relied upon in previous years. Within this chapter are findings that demonstrate that available time for officers is significantly limited and has forced the division to become primarily reactive. There is little time available for officers to focus on active patrols, self-initiated activities, community concerns, and other proactive activities.

Project Name: Police Staffing and Resource Study**Document Number / Version Number 5: Phase 1: Situation Statement***Staff Availability*

The Patrol Workload Study identified that 47 officers were available in 2011 to handle calls for service and this number was used to calculate the Staff Availability Factor (SAF) within the Patrol Workload Study. SAF is defined as a numerical adjustment factor (ratio) that indicates the percentage of time an employee is available to work his or her shift. According to shift schedules, 43 patrol officer positions were occupied in October 2010 and 41 positions were occupied in April 2011. This is a difference of four to six positions, or 8,344 to 12,516 hours of available time between allocated staff and actual staffing levels and contains the 12 months that the Patrol Workload Study analyzed. This difference is shown in Supplemental Information.

Training Time

The Patrol Workload Study utilized input from several sources to determine the SAF. According to Kuhlman study, the SAF was 84.2%; therefore, patrol officers were on duty for 84.2% of scheduled work time. Much of the data used to determine the SAF was obtained through payroll, training, and administrative record keeping. One factor that affected the SAF was training time.

The Patrol Staffing Committee conducted a survey to enhance the data already provided in the patrol Workload Study in which officers estimated the amount of time that they spent on training, specialized, collateral, or other duties that were outside their essential job function. Training time is defined as time spent in training and includes monthly in-service and unit training requirements and training that officers are sent to outside of the organizations. It includes training that officers attend regardless of certificate issuance. Specialized and collateral duty time is defined as the time that officers spend on duties outside of their day-to-day patrol activities. These duties are essential within an organization of LPD's size to fulfill the functions of the agency. The Loveland Police Department has 47 specialized/collateral duties that include: K-9, SWAT, Background Investigators, Crime Scene Technicians, Field Training Officers, and Peer Support. Officers are also routinely assigned other duties and projects that enhance the capabilities and service of the organization. This includes but is not limited to: research projects, community group liaisons, and community presentations. The survey found that approximately 1,502 days (15,024 hours) were used for these activities during a 12 month period; see the Supplemental Information for more detail. This adjusted the SAF from 84.2% to 70% (47 officers), 67.2% (43 officers), and 65.6% (41 officers). This adjusted SAF is used in Supplemental Information to calculate unlogged time that decreased from 3.4 hours to 2.03 hours (47 officers), .93 hours (43 officers), and .26 hours (41 officers). The results are depicted in the Supplemental Information that follows.

The estimated amount of time dedicated to other duties was validated through some known requirements. For example, monthly in-service training requires each patrol officer

Project Name: Police Staffing and Resource Study

Document Number / Version Number 5: Phase 1: Situation Statement

to be in training four hours per month which equals 1,968 hours (41 officers), 2,064 hours (43 officers) hours, and 2,256 hours (47 officers) per year. In addition, ten patrol officers assigned to the Special Weapons and Tactics (S.W.A.T.) Team log a total minimum of 2,220 hours of training per year. Five patrol officers assigned to the K-9 unit log a total minimum of 1,200 hours of training per year. Field Training Officers (FTOs) are placed out of service during the time that they are training new officers and their time is calculated as being unlogged because all logged activities are only logged under the trainee. In 2012, FTOs will train a minimum of three new officers for a minimum of 16 weeks each, a total of 192 days (1,920 hours).

This estimated number is further validated by the fact that there are approximately 47 collateral duties within the Loveland Police Department that consist of 189 positions. Officers within the patrol division fulfill 132 of these positions in addition to their basic patrol responsibilities.

Alcohol Enforcement Unit Officer	Drug Education and Safety Instructor	Peer Support Officer
Anti-Bias policing Instructor	Drug Recognition Expert	Pension Board Member
ATV Liason	DUI Instructor	Physical Fitness Instructor
Background Investigator	Explorer Supervisor	Radar Instructor
Explosive Ordinance Officer	Explorer Advisor	SHARP Instructor
Explosive Ordinance Supervisor	Field Training Officer	Sketch Artist
Canine Agitator	Field Training Unit Supervisor	SFST Instructor
Canine Unit Supervisor	Firearms Instructor	SWAT Command
Chaplain Advisor	Infection Control Officer	SWAT Team Leader
Chemical Agent Instructor	Intoxilizer Instructor	SWAT Tactical
Cland Lab Instructor	Less Lethal Munition Instructor	SWAT Negotiations
Court/DA Liason	Senior Volunteer Advisor	Taser Instructor
Crisis Intervention Unit Officer	Motor Officer	Technical Accident Investigator
Crime Scene Technician	Mounted Unit Officer	Uniform Committee
Defensive Tactics Instructor	Noise Enforcement Officer	Vehicle Committee
Driving Instructor	Officer Safety Instructor	

External Factors

Calls for service between 2008 and 2011 handled by patrol officers decreased by 4,573 activities. This staffing study identified two areas that significantly affect this number: seatbelt and Driving under the Influence (DUI) enforcement. In 2008, 757 citations were written for seatbelt enforcement and 542 DUI arrests were made. In 2011, 287 citations were written for seatbelt enforcement and 365 DUI arrests were made. This was a decrease of 470 seatbelt citations, a 38% decrease, and 177 DUI arrests, a 33% decrease. Seatbelt enforcement and DUI arrests are classified as officer-initiated activities and affect both calls for service and logged time.

This study found that while the statistics for both call types are logged the same; the resources drawn upon for each type of call are significantly different. In 2008, grant funding sources were available that became unavailable in 2011. In 2008, 23 officers worked 193

Project Name: Police Staffing and Resource Study**Document Number / Version Number 5: Phase 1: Situation Statement**

hours of grant overtime that resulted in 624 seat belt citations. This resulted in an adjusted seatbelt citation rate with an increase of 46% based on 133 more citations in 2011 than in 2008 by line-level patrol officers. Additionally, \$8,784.02 of grant money was expended in 2008 as compared to \$3,511.19 in 2011. The decrease in grant funding is also evident in DUI enforcement. In 2008 \$18,191.90 of grant funding was expended and \$25,279.35 in 2009. This is compared to only \$11,569.29 in 2011. Therefore, this study found that the time that officers spent on seatbelt and DUI enforcement slightly increased the Operations Division output during years of increased grant funding.

Additional external factors affecting staffing levels includes: increased use of overtime, technology impacts, increase of calls requiring multiple officers to respond, increase in service times, and an increasing population in the city. The first three months of 2012 has experienced a high use of overtime. Based on shift schedules, approximately four to eight officers are either held over from their shift or ordered in to meet minimum staffing levels each week. The technology impacts of multiple computer programs that do not communicate with each other and the reductions in other units and divisions have placed additional duties on patrol officers. As shown in the Operations Division Budget Request memo from May 12, 2011, calls for service requiring multiple officers to respond has significantly increased. The trend between 2006 and 2010 demonstrates a steady increase in calls requiring three, four, or five or more officers to respond to calls. Finally, service times continue to increase. Multiple processes and duties have affected service times; the length of time for calls for service. According to the Annual Data and Assumptions Report dated February 22, 2012, the city population has continued to increase over the last 10 years and is expected to continue to increase steadily.

Analysis*Introduction*

This chapter will identify an analysis of the findings to determine reasons for the trends between 2008 and 2011. It will discuss what strategies/initiatives/priority changes have already been implemented that influenced the data trends over this period of time. Perspectives from an officer on each of day shift, swing shift, night shift, and two Sergeants are attached in the Supplemental Information expand on what influences the demand for service and increased staffing needs. Supplements are also provided by the Traffic Unit and Community Service Officers specific to their responsibilities and activities.

Staff Availability Factor

The Staff Availability Factor (SAF) is relied upon throughout the Patrol Workload Study to evaluate the distribution and effectiveness of resources. Supplemental research completed during this staffing study discovered a difference of four to six patrol officer positions during the study period of one year. As shown in Supplemental Information, this decreased the SAF from 84.2% to a range between 66% and 67%, a difference of 17.2% and 18.2%. This alone affected unlogged time to drop from 3.37 hours per officer shift to 2.03 hours per

Project Name: Police Staffing and Resource Study**Document Number / Version Number 5: Phase 1: Situation Statement**

officer shift based on 47 officers. The actual available staffing of 41 or 43 officers affected the unlogged time to drop to .93 or .26 hours per shift, respectively. It is also noted that meal breaks are expected to be taken during this time period.

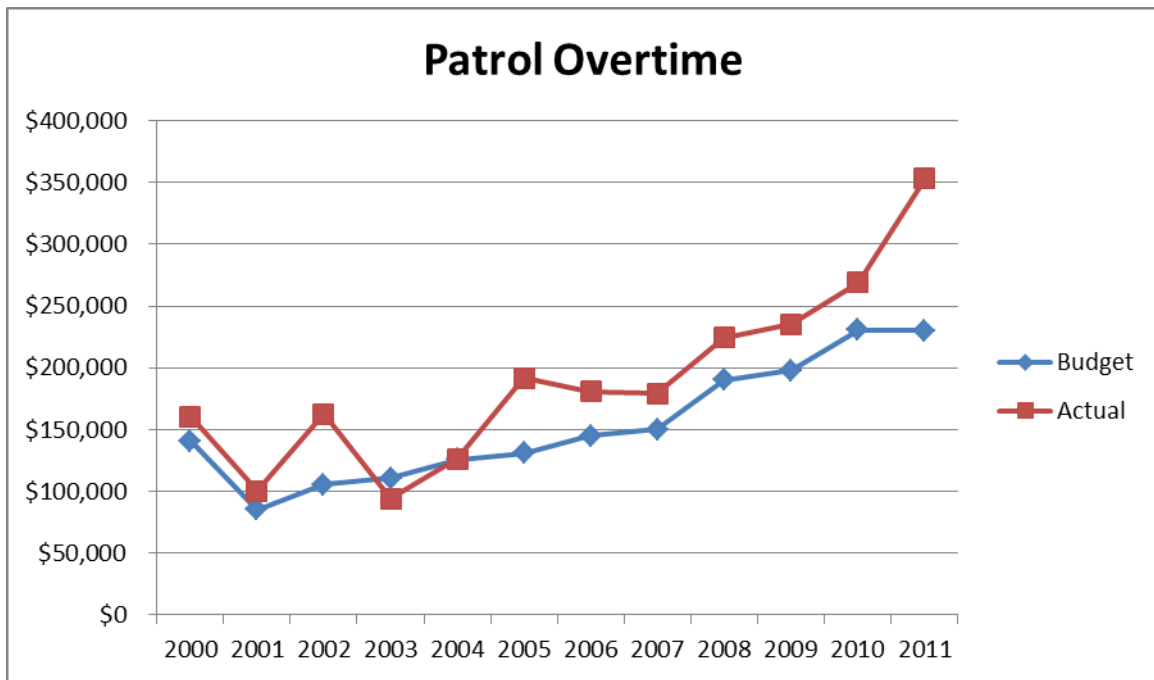
Training Time

The second and most significant supplement to the Patrol Workload Study is that time dedicated to training did not include all hours that were committed. The time required for training/collateral/specialized or other duties was not a complete list of the hours designated. During training times, officers are unavailable to respond to calls for service. The importance of training is significant to increase and maintain abilities while also decreasing liability for the organization. The research identified in this study determined that the number of days dedicated to training was approximately 1,502 days (15,024 hours) during 2011.

External Factors

The final significant supplement to the Patrol Workload Study is that external funding sources that artificially increased statistics were not accounted. The 2008 grant funding has continued to decline. As a result, the enforcement of seatbelt and DUI violations has decreased. Overtime positions supplemented on-duty time of officers and artificially increased output in prior years. This has contributed to a reduced number of self-initiated activities. Furthermore, this reinforces the fact that the division has become primarily a reactive force because resources limit availability for proactive efforts.

Other external factors include an increased use of overtime, technology impacts, increase of calls requiring multiple officers to respond, increase in service times, and an increasing population in the city. In 2011 the division expended approximately \$353,031 in overtime which was \$123,151 over the budgeted amount of \$229,880. This equates to approximately \$29,419 per month. In 2012 the division has already spent \$89,042 through the workweek ending March 15th in attempting to primarily meet minimum staffing levels. This means that \$35,616 per month was spent during a traditionally slower period of the year; refer to supplemental information for more on call load levels. This number is expected to rise significantly as summer approaches.



The technology impacts have increased officer follow-ups and service times because there are more processes that must be completed. The impact of technology is expanded upon in the Implemented Initiatives portion of this chapter. Essentially, technology has increased the workload because of higher expectations and obligations.

According to the Operations Division 2012-2016 Budget Requests dated May 12, 2011, the number of officers required to respond to calls for service continues to climb at a steady rate. In 2008, there were 4,182 calls that required three or more officers to respond. In 2010, this climbed to 4,901 calls. The reasons that multiple officers are required to respond is varied but is generally due to citizen, officer, and suspect safety considerations. There has also been a steady increase in service times. This is due to increased requirements by the District Attorney’s Office, additional processes, and an increase in violent or resistive citizens. In 2008, the average call for service was 33 minutes and in 2010 it was 38 minutes, an increase of 5 minutes or 15%. The city has experienced continuous growth over the last 10 years and is expected to continue to grow. According to the 2008 and 2012 Annual Data and Assumptions Reports, the city population has grown by 7.14% but the division has not added a single patrol officer in the same time period. The last addition to the division was in 2007. Logged activities and calls for service have increased at a rate greater than population. According to the 2012 Annual Data and Assumptions Report, it is expected that the city will grow by 10% between 2013 and 2017. Essentially, the population and the call load continue to grow but staffing levels have remained static. While the city does not maintain an officer to citizen ratio, at some point the police department needs to develop a growth strategy to continue to maintain service levels to a growing population.

Project Name: Police Staffing and Resource Study**Document Number / Version Number 5: Phase 1: Situation Statement***Self-Initiated Activity Levels*

Self-initiated activities have been compared for 2008 through 2011 levels. In 2008, 31,465 self-initiated activities took place as compared to 27,183 in 2011. This is a decrease of 4,282 activities or approximately a 13.6% decrease. This information validates the SAF because officers are unavailable to initiate activities and further reinforces the fact that the organization has become a reactive agency and proactive efforts are limited by available resources and time. As the adjusted SAF in this staffing shows, decreased productivity is a result of the decreased amount of time that officers have available for proactive policing.

Per the Loveland Police Department Minimum Shift Strength Study from April 2011 to December 2011, dayshift was at minimum strength 41.8% of the time, swings 36.73%, and night shift 44.73%. This means that during these times the division is operating with one officer per district. This hinders self-initiated activity because officers must remain available to respond to emergent or in-progress calls. During these periods the police department is largely a reactive force.

Implemented Initiatives

There have been multiple initiatives put in place throughout the years in an attempt to increase efficiency and effectiveness. Many of these initiatives were a reduction in direct service to the community. First, differential response tactics have allowed for online reporting and increased call types that communications handles without officer assistance. The agency now limits response to motor vehicle accidents on private property, especially during daytime and holiday hours. The Department has increased fees and wait times for warrant processing and sex offender registration. Second, officers have increased case investigation through the use of telephones in order to reduce response times and allow them to handle multiple calls at once. Third, supervisors routinely rely on overtime funding to pay officers to work shifts in order to meet minimum staffing requirements. Fourth, technology advancements has significantly increased patrol officer service times and follow-up requirements. Fifth, since 2010, data has been utilized from the Communications section and Patrol Workload Studies to allocate officers during busier days and time periods.

The consequences and results of these initiatives have varied. As a result of vacations, illnesses, injuries, discipline, training, and other factors, supervisors rely on overtime to pay officers to fill shifts. Differential response tactics have met limited success because citizens prefer personal contact and expect that officers spend time on their concerns, no matter the severity level. The reductions in other divisions and units has forced officers to follow-up on more of their own cases, to complete more paperwork, and to have more long-term commitment to each and every case.

The increase in technology now requires officers to enter data in an average of five different programs on four different computer systems because the software does not share information. This includes: Visimobile on laptops, booking software, physical evidence entry in the BEAST, digital evidence entry in ADAMS, their report in Automated Field Reporting

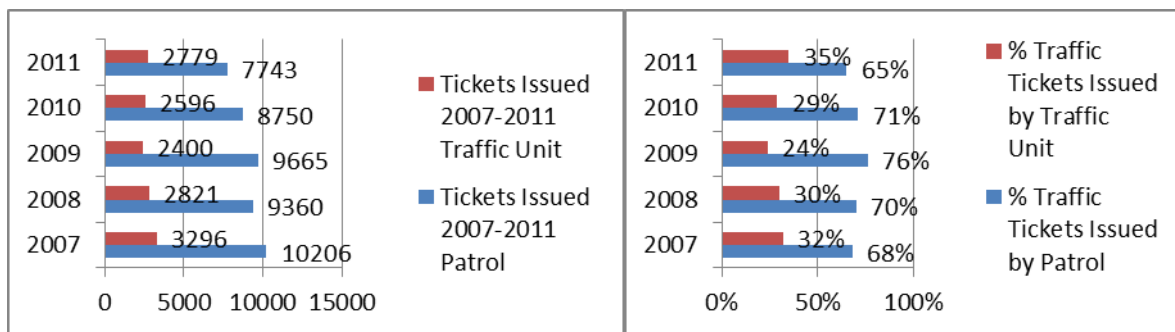
Project Name: Police Staffing and Resource Study**Document Number / Version Number 5: Phase 1: Situation Statement**

(AFR), fingerprint collection in IDENTIX and filing or warrant paperwork in various other programs. Police Administration has utilized data both from the Communications section and the Patrol Workload Studies to allocate staff during the busiest shift days and times; refer to Supplemental Information. This has met little success because minimum staffing levels must first be met. Also, there are few options in allocating staff during busier seasons because increased seasonal calls for service occur across all shifts and days.

Supplemental Information – Unit and Shift Perspectives

Traffic Unit

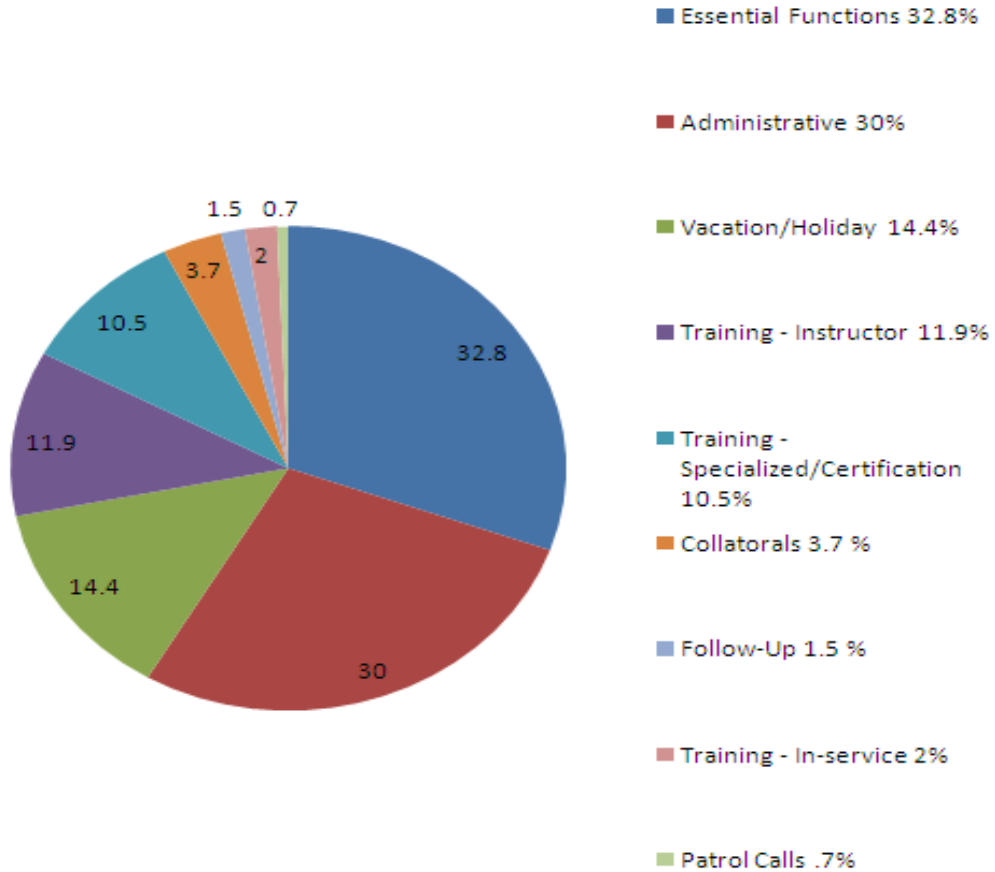
The Traffic Unit for the Loveland Police Department is comprised of five budgeted positions. Over the last five years, this allotment has fluctuated. For 2011, the Unit averaged 3.25 officers. In 2012, the unit is operating with three officers, or at 65%. These vacancies are due to attrition. Over the last five years, the Traffic Unit has averaged 30% of the traffic tickets written in the City and investigated 26% of the accidents. An increase in staffing will result in higher enforcement numbers. DUI and seat belt traffic ticket totals have been greatly reduced by declining grant monies. Seat belt enforcement grants declined by 48% from 2008 (\$8,730) to 2011 (\$4,200) while total seat belt tickets issued declined by only 39% (757 in 2008, 297 in 2011).



Our population increased 32% from 2000 to 2010 according to the US Census. The number of road miles (centerline) and the number of vehicles registered in Loveland have also increased. Between 2001 and 2010, the number of registered vehicles increased by 34.1%, with a 25.0% increase in the number of miles of road.

The Traffic Unit primarily works on the high volume through streets in our City. These include Wilson, Taft, Eisenhower, Madison, Lincoln, etc. The unit also conducts enforcement in residential areas responding to specific complaints, school zones (27 in Loveland), school bus red light violations, and red light enforcement. Many of the residential complaints involve education as such cases present perceptual challenges (cars look like they are going faster than they are). The Unit also conducts Community education through Public Service Announcements on local television, newspaper articles, classes for various organizations, and Unit enforcement programs. The following are the five year hourly totals for the Traffic Unit revealing 32.8% of a traffic officer’s time left for essential functions (category definitions follow chart).

Project Name: Police Staffing and Resource Study
Document Number / Version Number 5: Phase 1: Situation Statement



Scheduled Hours: 5-year Total **46,785**
Admin Leave Hours (Medical, Holiday, Vacation, Comp) **-6,735**

Traffic Unit Yearly Averages 2007-2011

Unit average hours per year **9,355**
Unit average leave hours per year **-1,347**
Net Total per year (On-duty 85.6% of scheduled work time) **8,010**

On-duty activity breakdown (shown in hours per year for the Traffic Unit)

Administrative Activities (Briefing, meals, breaks, vehicle maint., meetings, etc.) 30% of scheduled time

3 hours/day -480 hours **7,530 remaining unit work hours/year**

Follow up/Clerical (Typing reports, call-backs, court) 1.5% of scheduled time

1.8 hours/day -720 hours **6,810 remaining unit work hours/ year**

Training time as an instructor 11.9% of scheduled time

20.7 hours/month -1,248 hours **5,562 remaining unit work hours/year**

Project Name: Police Staffing and Resource Study

Document Number / Version Number 5: Phase 1: Situation Statement

Collateral Assignment (Non-instructor) 3.7% of scheduled time

65 hours/month -782 hours **4,780 remaining unit work hours/year**

Non-Traffic Related Call-taking .7% of scheduled time

7 calls/day -604 hours **4,176 remaining unit work hours/year**

In-service training (regularly scheduled high liability training non-instructor participant) 2% of scheduled time

4 hours/month per person -880 hours **3,296 remaining unit work hours/ year**

Outside Specialized Training/ re-certifications 10.5% of scheduled time

43.8 hours/year per person -219 hours **3,077 remaining work hours/year**

3,077 hours spent on essential functions ÷ 9,355 scheduled on-duty hours =

32.8% of scheduled time is spent on essential functions of the position. These functions are:

- **Traffic violation enforcement**
- **On-scene crash investigation**
- **Public education**
- **All other traffic-related calls-for-service (REDDI, Bike/Hike Trail monitoring, Citizen generated, traffic-related complaints and concerns, etc.)**

Daily Non-work time: This included the following activities that occur on a daily basis: Briefing, meals, breaks, short supervisory meetings, fueling and vehicle related activities

Follow up and Clerical: These include non-investigative activities related to essential functions of job such as report typing, crash reports and diagramming, follow up calls, responding to citizen inquiries, assisting/interacting with other city departments and outside agencies.

Instructor Training time: This includes all time spent acting as an instructor for LPD in-service training (LDT, Firearms, Driving, etc) and collateral training (Motorcycle, DUI, DRE, SWAT, etc.).

Collateral Assignments: This involves any activity listed as a collateral assignment, but not as an instructor (i.e.: Liquor enforcement, tow liaison, grants, explorer advisor, etc.).

Non-traffic related call-taking: Traffic Unit officers as a group, handle an average of 7 patrol calls per day including criminal investigation, alarm response, citizen concerns, etc.

In-service Training: This includes attendance at all regularly scheduled, required monthly training (Driving, Firearms, LDT, etc.). Does not include officers' time spent instructing these trainings.

Project Name: Police Staffing and Resource Study**Document Number / Version Number 5: Phase 1: Situation Statement**

Outside Specialized Training: This includes all one-time training involving a specialized skill or collateral skill that may or may not require yearly recertification such as motorcycle training and recertification, DRE certification, Technical Crash Investigation, crash reconstruction, and all advanced trainings (ped/vehicle crashes, railroad/vehicle crashes, radar instructor school, etc.).

Citizens of Loveland consistently rank traffic as one of their primary concerns. Law enforcement agencies enhance safe movement of vehicles on public streets through visible presence. Motorists and the media have coined the phrase “road rage” for aggressive driving behavior that makes people feel unsafe. As the volume of cars has steadily grown on our city streets this has caused people to ask for more efforts to maintain safe roadways. It is not only a safety issue, but a quality of life issue.

The Traffic Officer is required to self-initiate the majority of their activities. Traffic contacts make up the bulk of the duty, followed by accident investigation. Public education is also a priority for the Loveland Police Traffic Unit. Television Public Service Announcements, classroom presentations to City drivers, school bus drivers, community organizations, and public schools are all avenues of educating Loveland’s citizens on safe driving. Without sufficient traffic personnel, the burden for these activities falls on Patrol, taking time away from their essential duties. The budget allocation of Traffic Officers has not been increased since 2002. Traffic and vehicles have increased tremendously in the last several years. The City has expanded and there are more miles of road in our Community. Additional schools and school zones have been created to assist in the safety of our children. Three day shift Traffic Officers work hard, but cannot make an effective presence in these areas. Additional Traffic Officers are needed to effectively conduct more traffic enforcement, accident investigation and Community Education.

Community Service Officer

Community Service Officers (CSOs) are civilian or non-sworn employees who work alone on calls for service and self-initiated calls, but also work alongside of Police Officers in various roles. CSO calls and duties include: parking enforcement, code enforcement, transports, motor/citizen/business assists, out of state offender registrations, court ordered fingerprints, motor vehicle accidents, cold thefts, lost and found properties, simple burglary (open garages), criminal mischief, vandalism/graffiti, cold criminal trespass into vehicles, animal calls, traffic control, photos of injuries/evidence, cold hit and run accidents, booking suspects, road hazards, snow removal, and fireworks. CSOs are differentiated from officers by their light blue shirts and all white vehicles that have white and yellow light bars, but look similar to officers in most other respects. CSO base pay is \$40,368. New Officer base pay is \$52,488 or \$56,956 for a lateral hire from another agency.

Police Officers are able to respond to all emergency, “in progress” calls like robberies, weapons, physical and verbal disturbances while CSOs assist officers after the scene is stable. When an officer makes an arrest, they are effectively “off the street” or unable to assist on another call until they have released the prisoner or transferred them to a CSO. By

Project Name: Police Staffing and Resource Study**Document Number / Version Number 5: Phase 1: Situation Statement**

assisting with paperwork, fingerprints and mug shots, CSOs increase the effectiveness of officers and multiply officer availability during labor intensive calls. Simply put, when an officer is able to get back “on the street,” citizens have more officers available to respond to all calls for service, especially high priority calls that require an immediate response or being available for officer safety situations. Shifts are at minimum strength 41% of the time having 5 officers for the entire city, having a CSO on-duty to assist keeps officers available.

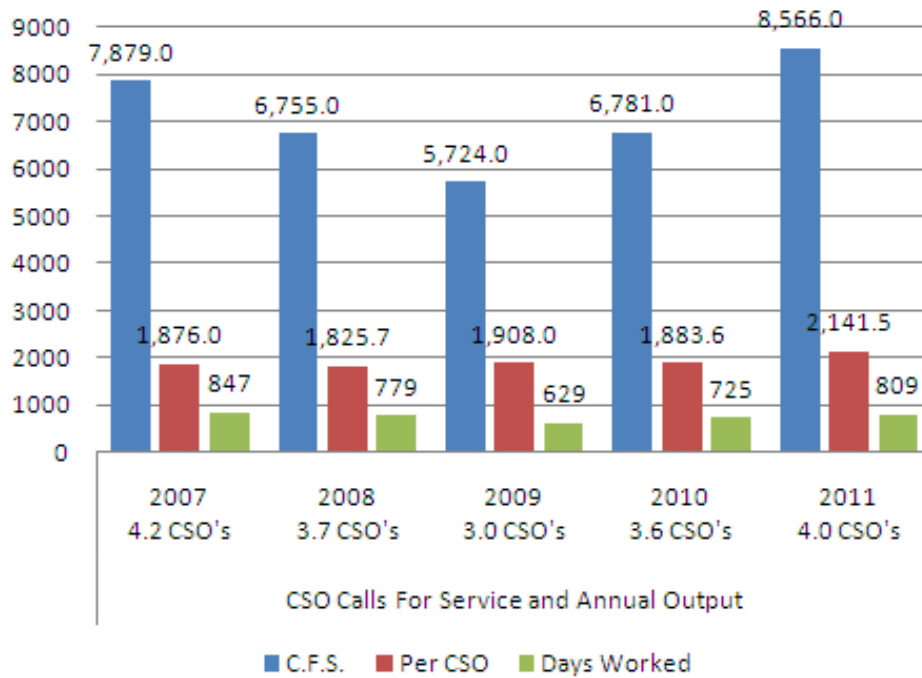
The majority of calls CSOs initiate while on patrol involve parking, code enforcement and abandoned vehicles. Calls of this nature would rarely be initiated by officers due to the low priority compared to traffic stops, warrants, drugs, DUIs etc. While officers can handle any and all calls for service from citizens, many proactive calls initiated by CSOs would not be addressed if one were not working that shift. By having a CSO on duty, the spectrum of calls addressed is widened and both CSOs and officers are able to address calls suited to their job descriptions. As of early 2012, CSOs are currently fully staffed with four positions. Two cover day shift from 0700-1700hrs and two cover a slightly modified swing shift of 1700-0300hrs. One position was cut in roughly 2009 from 5 CSOs. Because officers work four 10 hr days, there is overlap on only Wednesdays, which is used as a training day. On the other six days a week, if a CSO is sick, on vacation, has other training or flexes time off, the shift is without a CSO.

Personal conversations with officers regarding their workload and morale when they start a shift that is without a CSO has revealed that officers see their call load go up and morale go down. This is due to the increased time consumption that calls can take which as one officer put it, “bogs down” officers behind a desk instead of being on the street. Officers feel busier and have to handle low priority calls that CSOs usually address, have an increased response time to other calls and officers transport their own prisoners to Larimer County Jail or Detox. The average round trip to Jail for the 34 mile drive via the interstate is 55 minutes and has been up to three hours depending on wait time or emergencies in the jail. The presence of a CSO on duty helps the department effectively allocate the appropriate resource to accomplish the job. Paying officers to transport prisoners or issue warnings for unattached trailers does not seem to be an efficient use of their time when assigning CSOs the call is an option. A single CSO has made seven transports in one night taking a total of 9 prisoners to jail, which positively impacts the time of multiple officers in just that one shift.

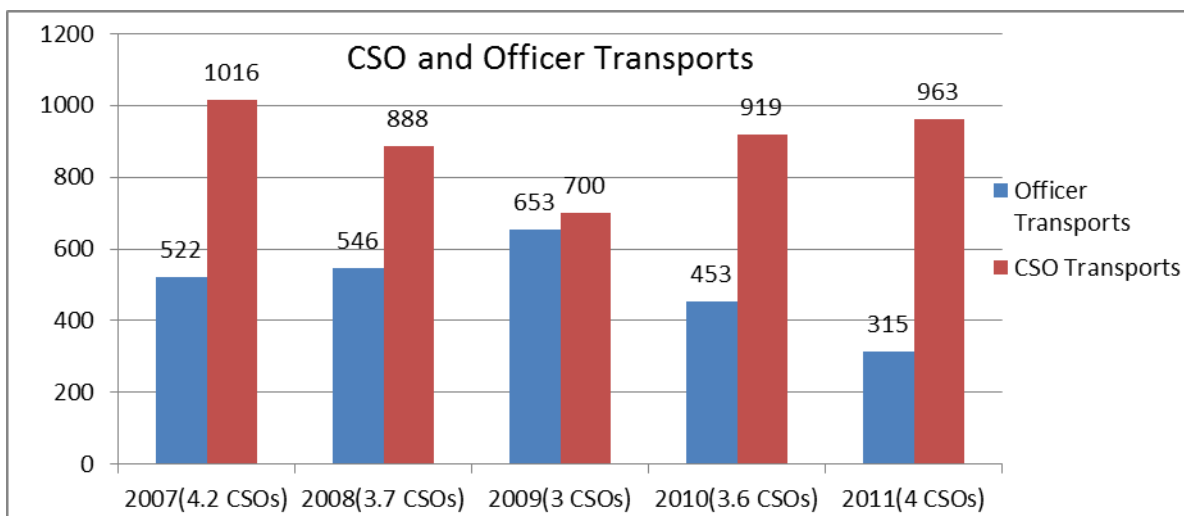
Officers and citizens both benefit when CSOs are on duty. More calls for service are handled in a more prompt fashion and officers stay within the city limits, able to break away from paperwork to respond to emergent calls. CSOs are also able to have collateral assignments in addition to normal duties. These include: new hire training, Field Training Officer, K-9 Agitator/Decoy, Sr. Volunteer Advisor, Infection Control Officer, and Training instructors. CSOs are also trained in how to deploy and operate the equipment in the Mobile Command Vehicle.

Project Name: Police Staffing and Resource Study

Document Number / Version Number 5: Phase 1: Situation Statement



Using 2011 as a benchmark year where there was a full staffing of allotted CSOs (4), each CSO works an average of about 200 days in a full year. Looking back at the last five years of CAD statistics for each CSO working the entire year are similar. All years, except 2007, we have operated between three to four CSO positions filled 100% of the time. In 2007, about 20% of the year five CSOs were working or in training. Based on CAD stats, a CSO works roughly 200 days per year for 1 fully staffed position. Keeping in mind that roughly 200 days of work per year per CSO gives us one fully staffed position, the calls for service dip corresponds to the number of CSOs working that year. In years where 4.2, 3.7 and 3.6 CSOs were working, this was calculated by looking at the percentage of the year a CSO worked relative to the average 200 days a year for a full position.



Project Name: Police Staffing and Resource Study**Document Number / Version Number 5: Phase 1: Situation Statement**

One CSO handles on average, 2,000 CFS in 200 days of work per year. Looking at the data, decreasing the number of CSOs by one increases the number of Officer Transports by between 120 and 330 per year. This takes officers away from their other duties and literally removes them from the city geographically when they are in Fort Collins or Greeley. A typical shift for a CSO during the day starts with briefing and then email and phone messages are checked. If night shift has a late prisoner transport the unit helps with this so officers can go home. CSOs respond to calls for service throughout the day and patrol for violations during lulls. Follow ups regarding abandoned vehicles and code enforcement calls are also addressed. Downtown parking enforcement between 8am and 5pm Monday through Friday fits in on most days. CSOs usually respond to at least one MVA, warrant arrest and transport. Meal break and specific projects are handled during the shift as well. The Swing shift CSO typically has more transports and booking assists and can do a short period of downtown parking from 2am to 3am.

Statistics regarding “Tom” units (CSOs in training) were found in CAD; however, calls for service worked by Tom units were not included in the 2007-2011 CSO activity reports or 2011 Patrol Workload Study. From 2007–2010, there were four new CSOs trained. When in training CSOs go by T-(Tom) 782 for example, as a DSN or “call sign”. The trainer CSO is “out of service-training” and is not given any statistics for the shift because their number is not attached to any calls. During the four years mentioned “Tom” units accounted for 173 days worked, 1423 total calls for service and 220 of those being transports. This amounts to just about one whole CSO position over the four years and was not originally counted in CSO statistics. The CSO DSNs for 2007-2011 are: 731, 764, 764, 767, T777, 777, T782, 782, T788, T791, 791.

In 2011, there were five newly hired police officer units T164 through T168. Each officer is paired up with different training officers for up to 16 weeks while in training. Due to the training officer and Tom unit not being counted for statistics, 5 officers x 16 weeks = 80 weeks of CAD statistics are not counted in the 2011 work year. 80 weeks x 4 day work week = 320 work days. This corresponds to about 1.5 full time officer positions for 2011 not counted in Calls for Service data. Payroll data would show that two officers are working, but as far as actual work in response to calls, they are only doing the job of one officer.

*Data for the “CSO and Officer Transports” graph is gathered from our CAD (computer aided dispatch) system which logs every type of call by unit. Each year’s CSO transports were taken from the total transports to get the remainder for officers.

Day shift Perspective

Day shift starts at 0700 hours and finishes at 1700hours. Patrol starts in briefing which lasts about 15 to 30 minutes. Units are broken from briefing for a variety of urgent calls. These urgent calls require two units most of the time. When briefing is over, dayshift units try to catch up on reports that could not be completed the day before. The traffic flow on the streets of Loveland during these hours is at a greater volume then the other shifts, if there is

Project Name: Police Staffing and Resource Study**Document Number / Version Number 5: Phase 1: Situation Statement**

inclement weather then the amount of accidents increase. Early in the day cold calls start coming in from activity that was noticed when people get up and start their day. Calls tie up day shift officers for a lengthily period of time. Officers are proactive by patrolling around the schools, the school zones and other high traffic problem areas when the time allows. Dayshift officers attempt to take their lunch starting about 11 am and the last officers attempt to take their lunch around 3pm.

On a daily basis, day shift officers are removed from street duties and are not able to take calls during their shift because most of them file their own cases with the District Attorney, appear in court, attend meetings, go to training, do collateral duties, go to vehicle maintenance for repairs and cover special projects given to them from their supervisor. The amount of time spent on follow up has increased because the DA's office requires more investigation and greater detail on cases. Due to the amount of cases the detectives are working, officers are investigating more of their own cases on a daily basis. Most of this activity is not noted on their time sheets due to the fact that it is their normal 10 hour work day. These meeting and other duties start anywhere from 8am thru 4 pm. With 30 different collateral duties officers are required to take several collateral duties to be considered for pay enhancement. The amount of time spent, either during their shift or the time flexed off of their shift is not tracked through payroll at this time. This time is not logged on the patrol schedule. In progress calls increase as the day goes on along with street units covering traffic accidents. It is common for officers to take several calls at one time because their Sergeants are getting paged because calls are waiting longer than 30 minutes. Day shift officers are required to do their own investigation on many of their cases due to the fact that the banks, schools and other businesses are open during their shift hours and people are up during the day. These investigations take up a lot of time logged in under follow up.

In the late afternoon the schools let out and our calls for service increase. The number of students hanging out in the parks and shopping centers has increased over the years. Officers do extra patrols in these areas trying to curb any problems before they happen. With the number calls holding and the amount of day shift officers on the street, swing shift sergeants have told their officers to forgo briefing and just hit the street to cover calls regularly.

Per the Loveland Police Department Patrol Workload Study in September 2011, there were an average of 52 calls for service and other logged activates per day on day shift. Per the Minimum Shift Strength Study April 2011- December 2011, day shift was at minimum strength 41.82% of the time. Due to the few number of officers on the street at one time, Officers are asked by sergeants be reactive to calls, rather than proactive. If two officers are tied up on a call for several hours that means that the city is covered by no more than three officers 41.82% of the time.

Swing Shift Perspective

Swing shift is currently made up of 17 officers, two of which are assigned to the Street Crimes Unit (SCU) and are not considered as street strength. Swing shift is from 4:00 p.m.

Project Name: Police Staffing and Resource Study**Document Number / Version Number 5: Phase 1: Situation Statement**

to 2:00 a.m. but on four days each month, swing shift works from 12:00 p.m. to 10:00 p.m. to either attend the four hour mandatory training block or cover the street while day shift attends training. There is generally a briefing at the beginning of each shift, although many times it is either abbreviated or not held at all, due to heavy call load.

Swing shift usually comes on duty with several calls for service holding and immediately begins handling calls to allow day shift to catch up on paperwork, follow up investigations and other duties required to complete their work day. Generally, the first few hours of the shift are spent handling cold reports. During high traffic load, (rush hour), swings responds to traffic related calls such as motor vehicle accidents, and complaints of careless or drunk driving. In-progress calls such as robbery, assault, domestic violence, alarms, theft, burglary, drunkenness, psychiatric, suicidal, death investigation, and drunk driving start coming in and the unit responds. Most of these types of calls require a minimum two officer response and at times there are no available units. S, supervisors respond or other officers break from a non-emergency call for service to respond. Many of these of calls result in arrests or investigation requiring at least two officers.

The Street Crimes Unit (SCU) comprises two plain clothes officers whose assignment encompasses many tasks which include fugitive apprehension, gang activity intelligence, narcotics and sex offenders who are in violation of the law. These two officers provide invaluable service to Patrol by disseminating intelligence regarding current criminal activities within our jurisdiction. SCU provides assistance with current cases requiring apprehension or intelligence regarding an identified suspect. Many times these officers are available to respond to in-progress calls in undercover vehicles and have surveillance on the scene before uniformed officers arrive. This is important as officers can better tactically respond to the call, enhancing officer safety. SCU works closely with Parole and Probation and perform home visits to track these convicted offenders. Fugitives, parolees and probationers often re-offend and quick apprehension can reduce the amount of victims, damage and loss. SCU officers act as liaison to surrounding police agencies, and federal agencies to include ICE, FBI, ATF, and DEA.

Currently all three K9 officers work on swing shift and are counted as street strength. These dedicated officers and their canine partners not only handle calls within their assigned districts, but offer the rest of the patrol units an extra layer of officer safety by assisting at felony traffic stops, drug sniffs, building searches, and tracking suspects who have fled the scene of a crime.

One officer has worked swing shift for the past two years and reports that swing shift operates at minimum strength on about half of shifts, especially during the summer or warm weather months. Wednesdays are almost always minimum shift strength days due to either SWAT officers or K9 officers in training. Many times extra officers have had to be called or ordered in to meet minimum strength, which for swing shift are five officers. On a busy night there are not enough officers to handle the calls efficiently or effectively. Just one motor vehicle accident can take two officers or more when adding DUI or injury to the mix. A traffic stop that results in an arrest will take two officers. It doesn't take long with

Project Name: Police Staffing and Resource Study**Document Number / Version Number 5: Phase 1: Situation Statement**

the swing shift call load to completely deplete the on-duty officers. At that point, everything becomes purely reactive to incoming calls for service. There is no time for proactive policing such as self-initiated activities.

The calls have become more complicated with the onset of technological advances. There is more evidence to collect—DNA, surveillance footage, audio and text from cell phones, computers and other electronic devices that take more of an officer's time. Officers are now required to type their own reports and this clerical function takes a lot more of an officer's time.

The amount of violent calls, as well as case follow-up, has increased. The frequencies with which officers deal with subjects that are armed, under the influence of drugs or alcohol, or have serious mental illness has become the norm rather than the exception. Single unit officers are asked to handle situations that back in the 1990s were always two officer response calls; i.e. business alarms, noise complaints, welfare checks. One officer reports that at times, officers make arrests without a back-up officer because waiting for another unit can compromise officer safety.

Swing shift officers tend to work non-stop until night shift arrives at 9:00 p.m. After that there is usually some time to complete reports, follow up investigations, meal breaks and self-initiated activities. During busy shifts, swing shift officers may work late into their shifts without a break and with much less time for administrative or clerical duties. Many of these duties are completed on overtime or held over for the next shift depending on the situation. Swing shift officers often come in early before their shift to complete functions that need to be accomplished before 5:00 p.m. such as meeting with prosecuting attorneys, judges, or business victims, witnesses, etc.

Project Name: Police Staffing and Resource Study**Document Number / Version Number 5: Phase 1: Situation Statement***Night Shift Perspective*

Night shift begins at 9:00 pm and ends at 7:00 am the following morning. The shift begins with a briefing at the police department which generally lasts up to 30 minutes. The highest call volume occurs from 9:00 pm through 3:00 am. During that time night shift (and swing shift) officers primarily respond to citizen initiated calls for service. The typical calls for service during night shift are in-progress type calls such as disturbances, assaults, traffic accidents, suicidal subjects, thefts, trespasses, burglaries, robberies, and weapon complaints. These types of calls require multiple officers in order to safely resolve the problem. At times there will be a lull in calls for service. That time is generally used for proactive policing such as traffic enforcement, drug and DUI interdiction, surveillance on known drug/gang locations, and fugitive apprehension. Any down time between logged activities is also used to patrol businesses, parks, and neighborhoods within the officers assigned district.

Officer Safety drives much of what is done on night shift and has a large impact on our resources. Frequently the citizens officers contact are under some level of intoxication or under the influence of drugs. Many of the “routine” activities such as traffic stops become avenues for criminal interdiction. A typical traffic contact on night shift is less about the traffic violation and more about the possible criminal violations in the car (warrants, DUI’s, drugs, etc...). These types of traffic stops require multiple officers to ensure safety of everyone involved.

Swing shift overlaps with night shift from 9:00 pm through 2:00 am. The time from 3:00 am through 6:00 am is often used by officers to take their 45 minute meal breaks. However, many times officers are unable to take a meal break due to call load or lack of officers to patrol the city. The second half of the shift is also used to conduct follow-up and administrative activities. Follow-up primarily consists of report writing and data entry for cases and arrests made during the peak call load hours earlier in the shift. Follow-up for a typical arrest can take anywhere from one to two hours, more if additional investigation is required. It is not uncommon for an officer investigating a complicated felony case to be tied up on follow-up activities for the entire shift. As the years have progressed the time spent on follow-ups has significantly increased due to changing trends in law enforcement with regards to advances in technology, forensic science, and criminal investigation techniques. There is also a trend for patrol officers to handle more complex investigations which were previously handled by detectives.

Over the past year there has been a significant increase in at minimum staffing levels for night shift (five officers). There is a recent trend to have officers work longer work weeks in order to bring staffing levels up to minimum strength. In addition to that, officers are coming to work sick because they don’t want to be the cause for staffing levels to drop below minimum strength. It is feared that if the unit continue to use the same staffing model, the department will begin to see an increase in injuries/illness and “burn out” among patrol officers.

Project Name: Police Staffing and Resource Study**Document Number / Version Number 5: Phase 1: Situation Statement***Sergeants Perspective*

Sergeants manage the day to day operations of the street. Most shifts are provided with double coverage so vacation, sick, etc leave can be utilized. However, during two days of the week there is no double coverage and the burden is placed on the individuals to find another Sergeant to cover if a day off is needed. Sergeants start the day by holding briefing and making assignments so that each of the five districts is provided coverage. Throughout the day we monitor calls for service insuring that resources are allocated properly and efficiently. Sergeants often respond to calls for service when the urgency or seriousness of the call dictates such or simply because of a lack of officers on duty. During high priority or serious calls we often act as Incident Command and approve other resources that are called out. Often, due to a lack of on-duty officers, this level of position is forced to be intimately involved in a call while also acting as Incident Command.

Part of our day to day duties include the general supervision and evaluation of employees assigned to us, supervision of other employees not directly assigned to us, handling citizen complaints and commendations, completing administrative tasks such as Unusual Occurrence Report reviews and Human Resource related tasks, coordinating with other units in the department and other agencies, assisting officers with tactics to resolve calls for service, and conducting our own active patrols. It is a delicate balance as Sergeants try to be involved in the activities of officers while also managing the multitude of duties and assignments. Every Sergeant strives to be in their car and responding to calls for service to assist, mentor, and evaluate officers but our available time is severely limited by our other duties.

Sergeants are also responsible for a multitude of other duties including managing specialized or collateral units, general and specific administrative duties, coordinating coverage for other shifts, attending and often preparing training for units and the department, and other duties that are assigned. In general, Sergeants are hard-working and dedicated to their position. Sergeants are reluctant to delegate tasks that are assigned because it would further overload officers who are already very busy.

Supplemental Information - Use of Time Computation

1. Potential staff days available per year
 - a. 47 officers x 208.6 days = 9,804.2 days per year (SAF .700)
 - b. 43 officers x 208.6 days = 8,969.8 days per year (SAF .672)
 - c. 41 officers x 208.6 days = 8,552.6 days per year (SAF .656)
-
2. Potential staff days per month
 - a. 47 officers: 9,804.2 / 12 months = 817.0 days per month
 - b. 43 officers: 8,969.8 / 12 months = 747.5 days per month
 - c. 41 officers: 8,552.6 / 12 months = 712.7 days per month
-
3. Actual staff days or hours available per month
 - a. 47 officers: 817.0 days x 0.700 (SAF) = 571.9 actual staff days
 - i. 571.9 x 10 hour shift = 5,719 actual staff hours
 1. 5,719 – 3,178 (CFS and logged activity) – 1,376 (estimated hours spent on administrative duties 20% = 1,165 hours (uncommitted time).
 - b. 43 officers: 747.5 days x 0.672 (SAF) = 502.32 actual staff days
 - i. 502.32 x 10 hour shift = 5,023 actual staff hours
 1. 5,023 – 3,178 (CFS and logged activity) – 1,376 (estimated hours spent on administrative duties 20% = 469 hours (uncommitted time).
 - c. 41 officers: 712.7 days x 0.656 (SAF) = 467.5 actual staff days
 - i. 467.5 x 10 hour shift = 4,675 actual staff hours
 1. 4,675 – 3,178 (CFS and logged activity) – 1,376 (estimated hours spent on administrative duties 20% = 121 hours (uncommitted time).
4. Officers Available
 - 30.4 days per month / 7 days per week = 4.34 weeks per month
 - 4.34 weeks per month x 4 work days per week = 17.4 work days (shifts) per month
 - a. 47 officers x 0.700 (SAF) = 32.9 officers available to work per month
 - b. 43 officers x 0.672 (SAF) = 28.9 officers available to work per month
 - c. 41 officers x 0.656 (SAF) = 26.9 officers available to work per month
5. Uncommitted Time Per Month
 - a. 47 officers: 1,165 hours uncommitted time per month / 32.9 officers = 35.4 hours per month
 - b. 43 officers: 469 hours uncommitted time per month / 28.9 officers = 16.2 hours per month
 - c. 41 officers: 121 hours uncommitted time per month / 26.9 officers = 4.5 hours per month

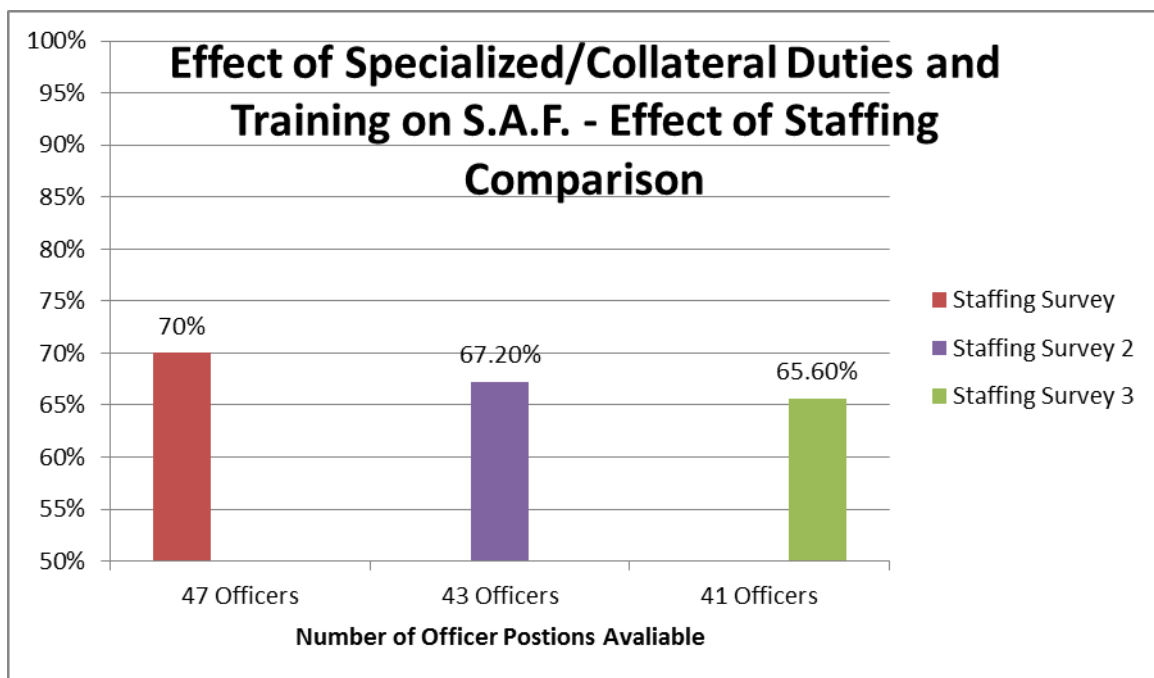
Project Name: Police Staffing and Resource Study

Document Number / Version Number 5: Phase 1: Situation Statement

6. Uncommitted Time Per Shift

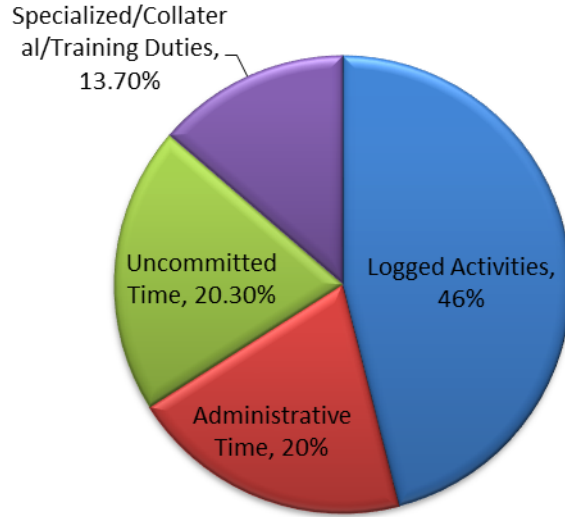
- a. 47 officers: 35.4 hours / 17.4 work days (shifts) per month = 2.03 hours per shift
- b. 43 officers: 16.2 hours / 17.4 work days (shifts) per month = .93 hours per shift
- c. 41 officers: 4.5 hours / 17.4 work days (shifts) per month = .26 hours per shift

Supplemental Information -Effect of the Adjusted Staff Availability Factor (SAF)

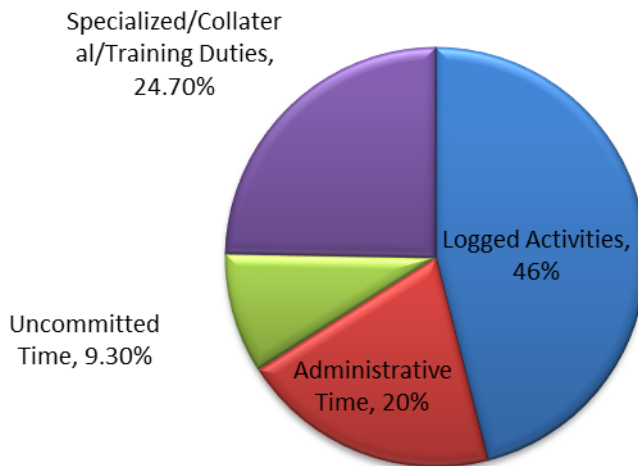


The 2011 authorized staffing was 45 officers. A multiple count of positions inflated the actual number of positions available to 47 officers in the 2011 Patrol Workload Study. The availability factor for 43 officers decreases by 17.2% and for 41 officers decreases by 18.6%.

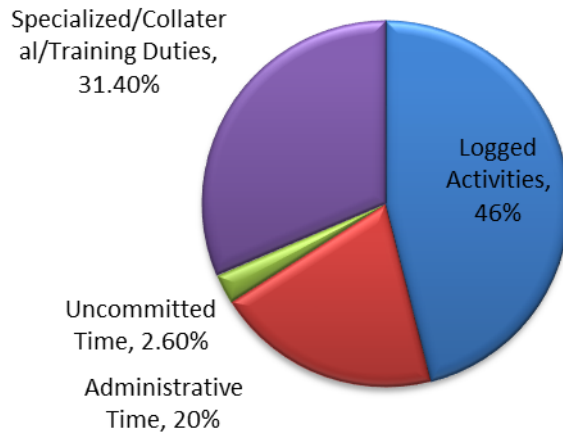
2011 Patrol Workload and Use of Time with Adjusted SAF (Based on full staffing allocation of 45 Officers)



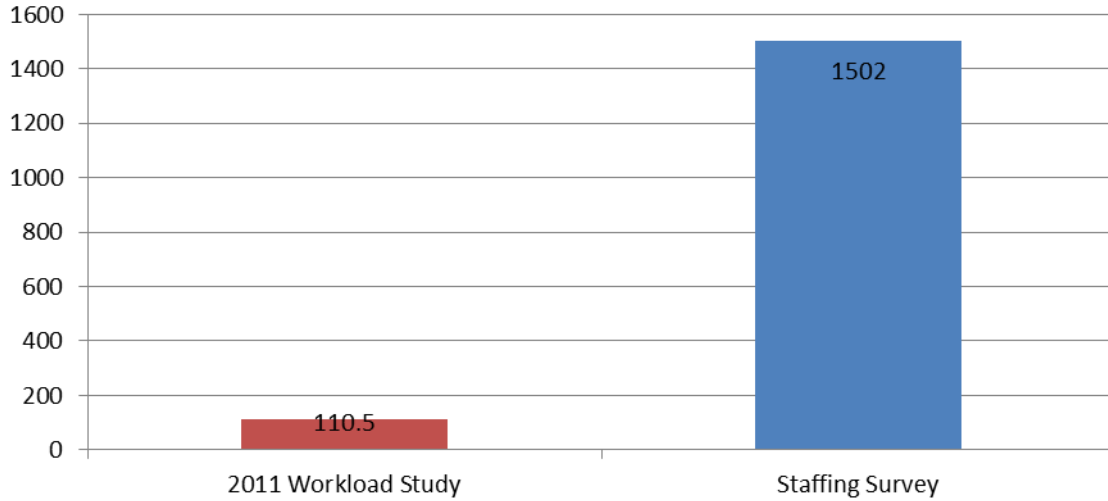
2011 Patrol Workload and Use of Time with Adjusted SAF (Actual Staffing of 43 Officers in October 2010)



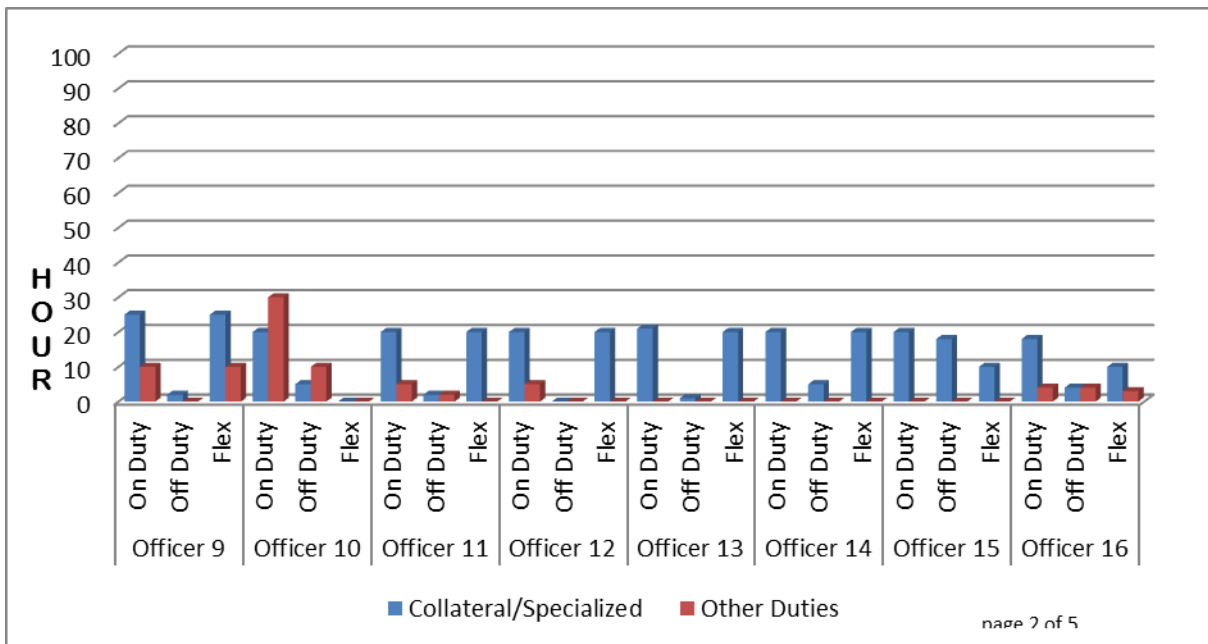
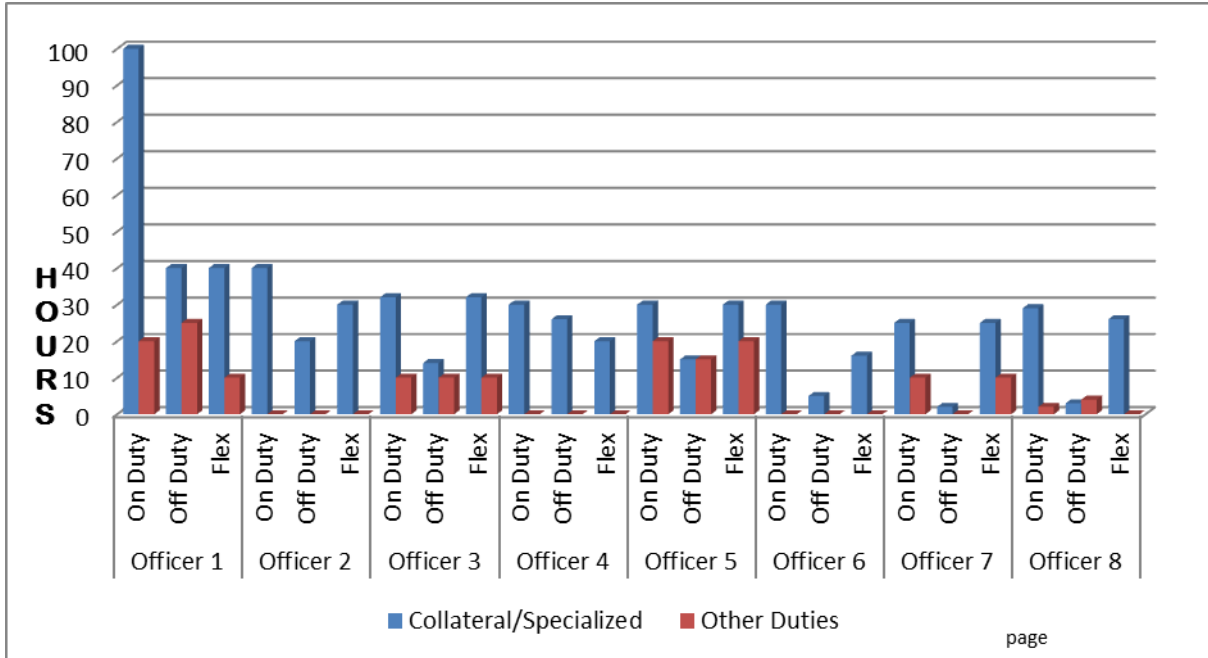
2011 Patrol Workload and Use of Time with Adjusted SAF (Actual Staffing of 41 Officers in April 2011)



Number of Specialized/Collateral/Training Days Per Year

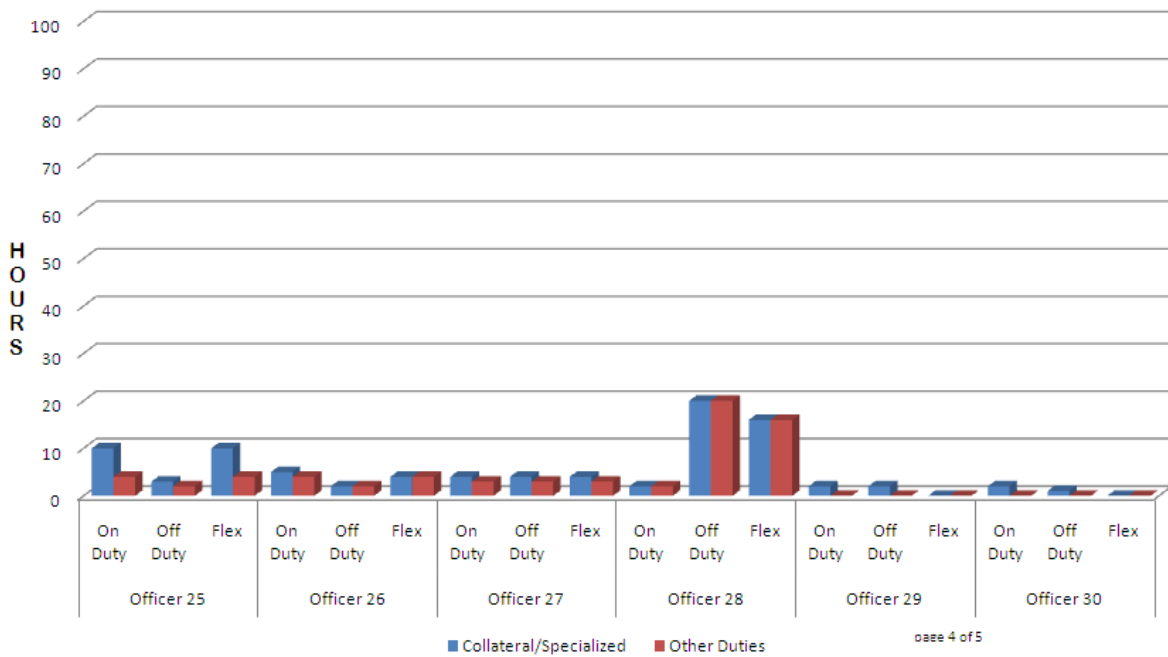
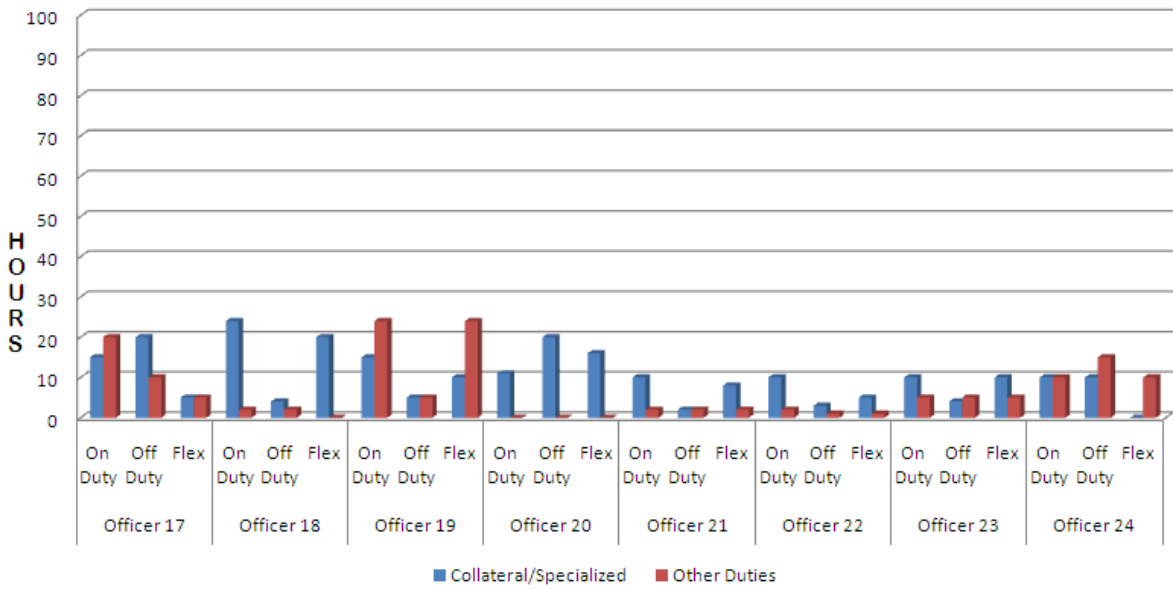


Supplemental Information - Specialized/Collateral/Training Duty Survey Results
- Hours Per Month



Project Name: Police Staffing and Resource Study

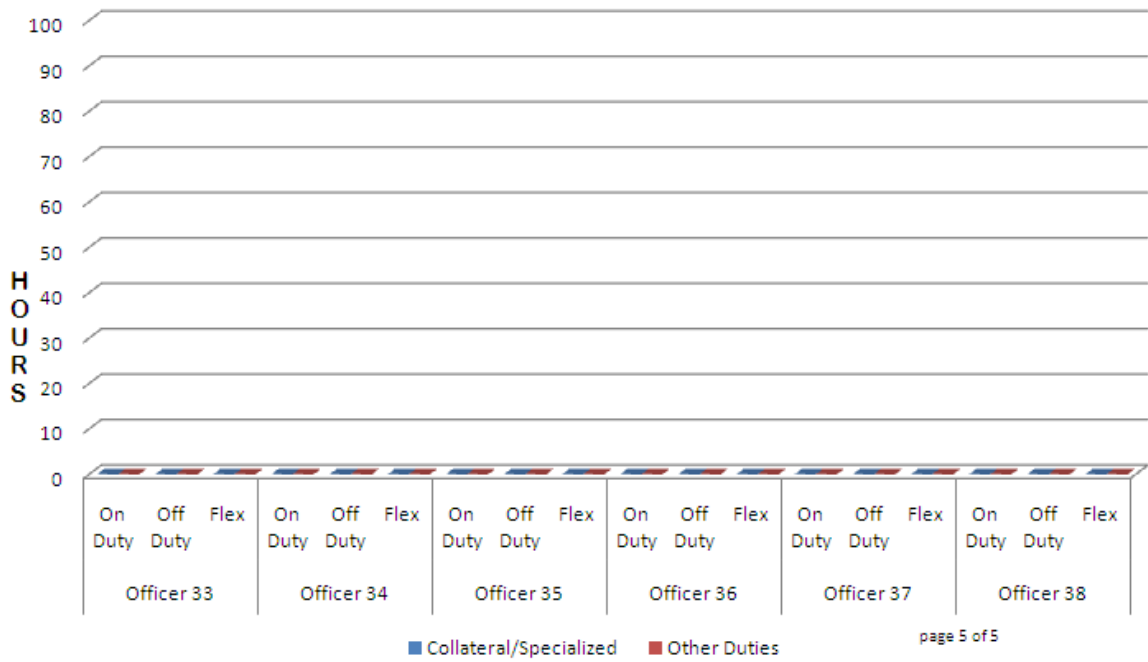
Document Number / Version Number 5: Phase 1: Situation Statement



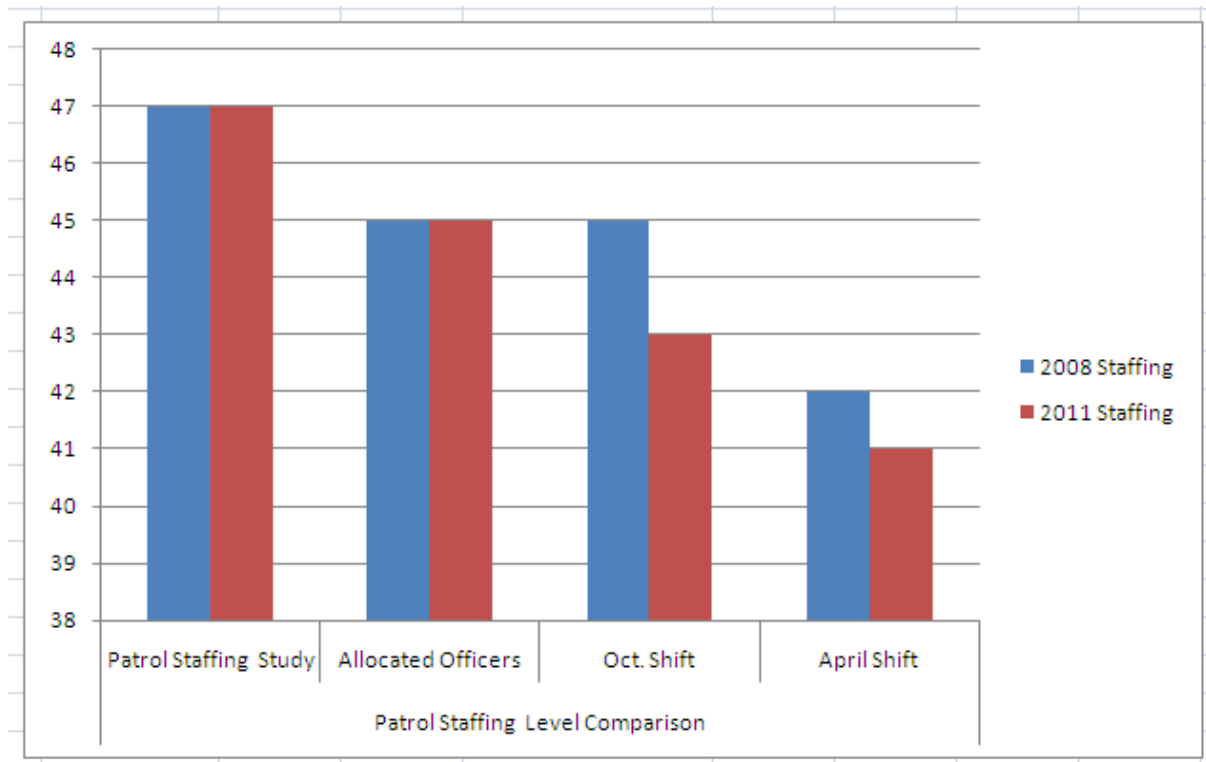
page 4 of 5

Project Name: Police Staffing and Resource Study

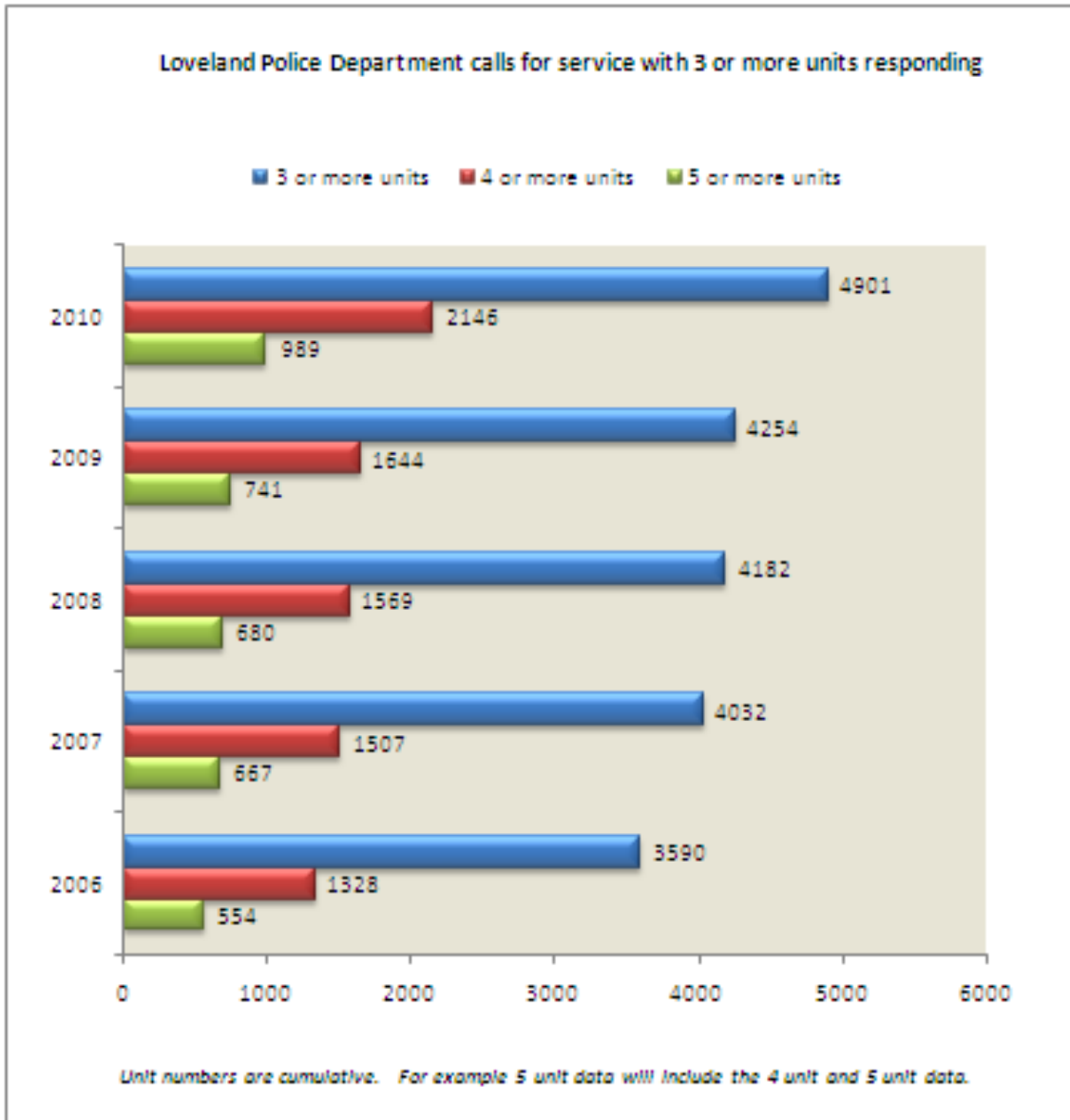
Document Number / Version Number 5: Phase 1: Situation Statement



Patrol Staffing Level Comparison



Multiple Unit Responses



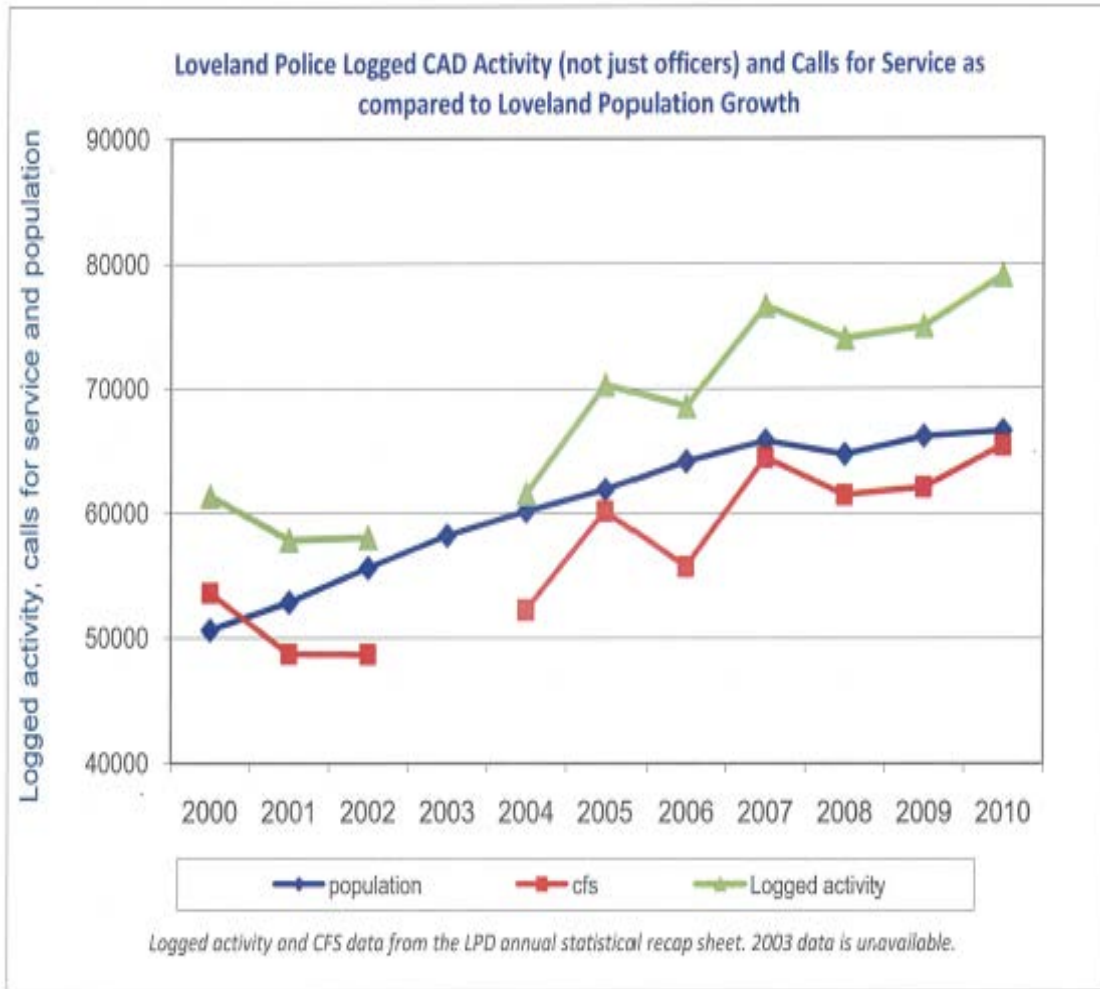
Project Name: Police Staffing and Resource Study**Document Number / Version Number 5: Phase 1: Situation Statement****MINIMUM SHIFT STRENGTH STUDY APRIL 2011 - DECEMBER 2011**

	DAYS	SWINGS	NIGHTS	DAYS (*)	SWINGS (*)	NIGHTS (*)	
	# of Days at Min. Strength	# of Days at Min. Strength	# of Days at Min. Strength	# of Days - Held over/ ordered in	# of Days - Held over/ ordered in	# of Days - Held over/ ordered in	
April	30	8	10	15	1	2	3
May	31	11	8	21	2	4	6
June	30	10	12	15	6	1	4
July	31	20	15	18	6	7	1
Aug.	31	17	14	10	5	5	3
Sept.	30	22	19	16	4	8	3
Oct.	31	8	9	8	3	1	3
Nov.	30	9	8	7	4	3	4
Dec.	31	10	6	13	3	4	2
Total:	275	115	101	123	34	35	29
Percentage:		41.82%	36.73%	44.73%	12.36%	12.73%	10.55%

The "Number of Days Held over/Ordered in" reflects mostly officers being called in for a whole shift, since only those get marked on the weekly schedules. According to feedback from Sergeants, in addition to calling someone in, day shift and/or swing shift officers are asked to stay over for a few hours on a regular basis (at least once a week).

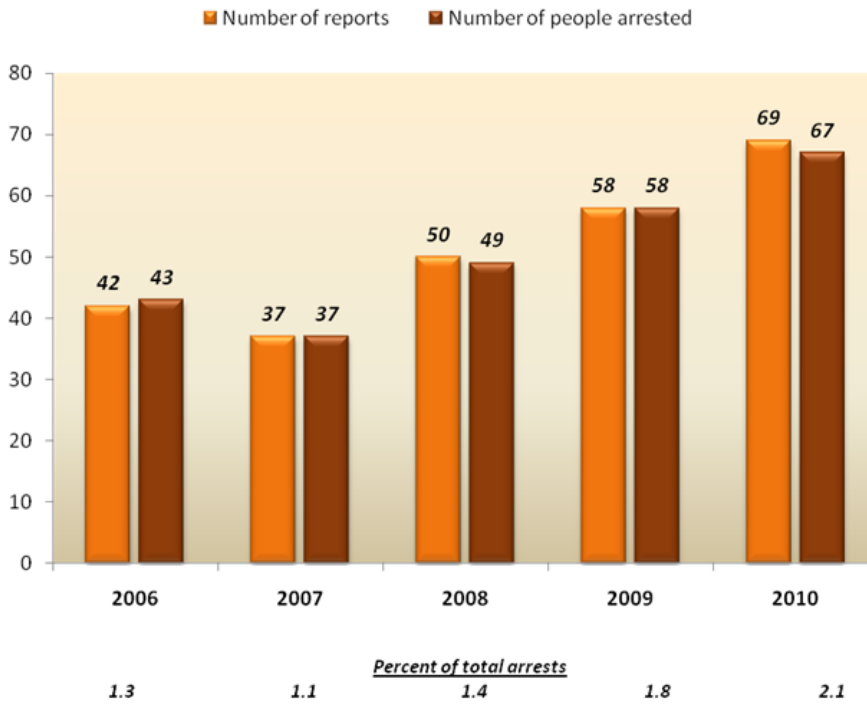
(*) NOTE:

CAD Activity and Calls for Service as Compared to Population Growth

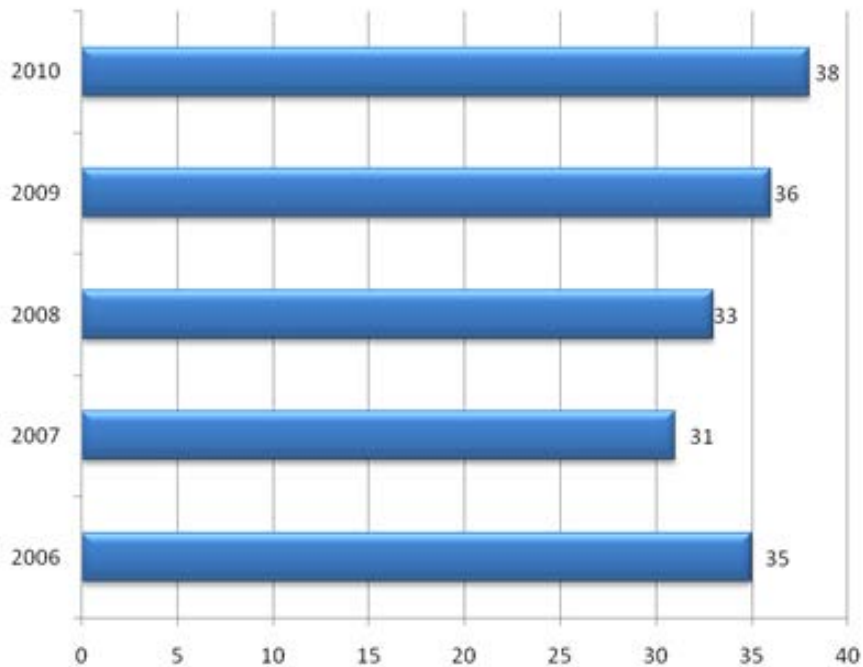


Prepared by Teri Kuhlman
Police Information Manager

Loveland Police Department resisting arrest incidents

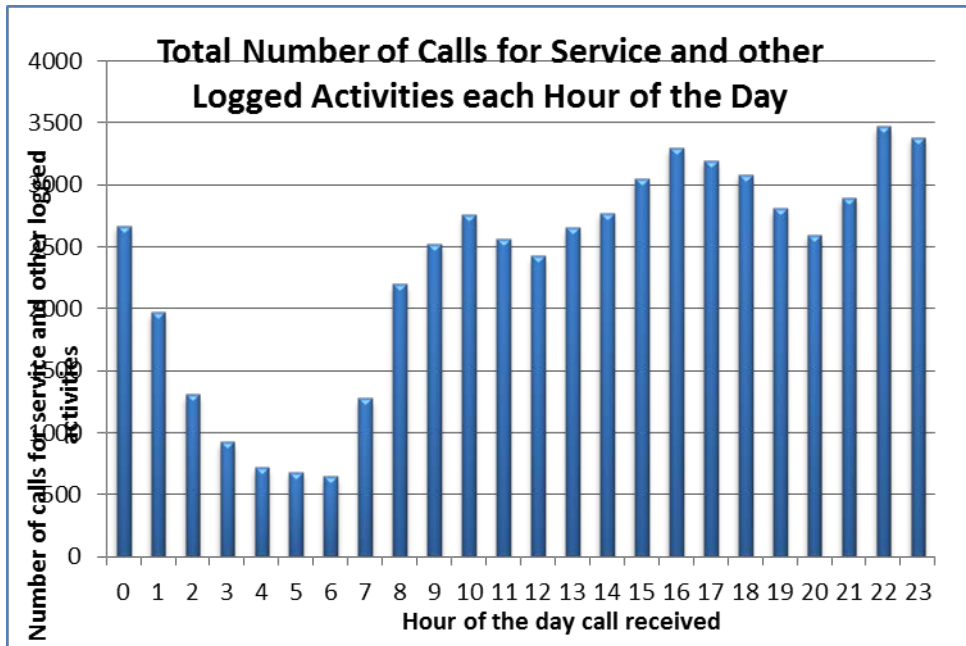


Loveland Police Department average officer time spent on each call for service*

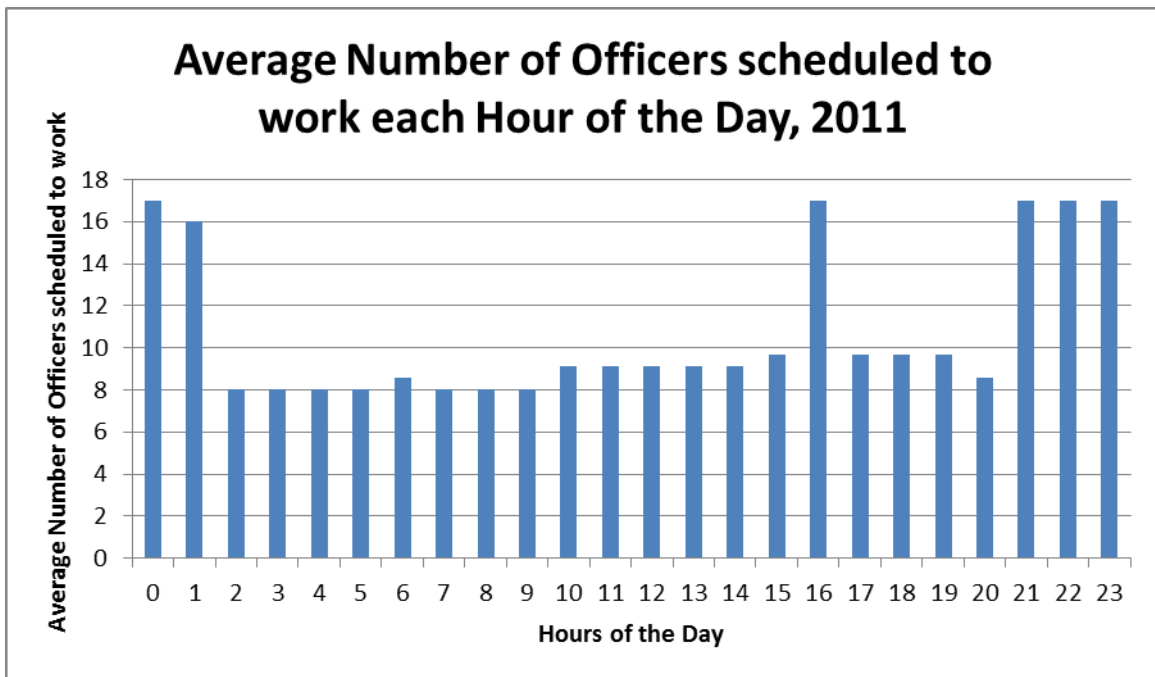


* Logged activities coded traffic stops, community oriented policing, extra patrol, follow ups, etc. were ignored. Officers serving as a back-up were included in the average time calculations.

2011 Patrol Calls for Service

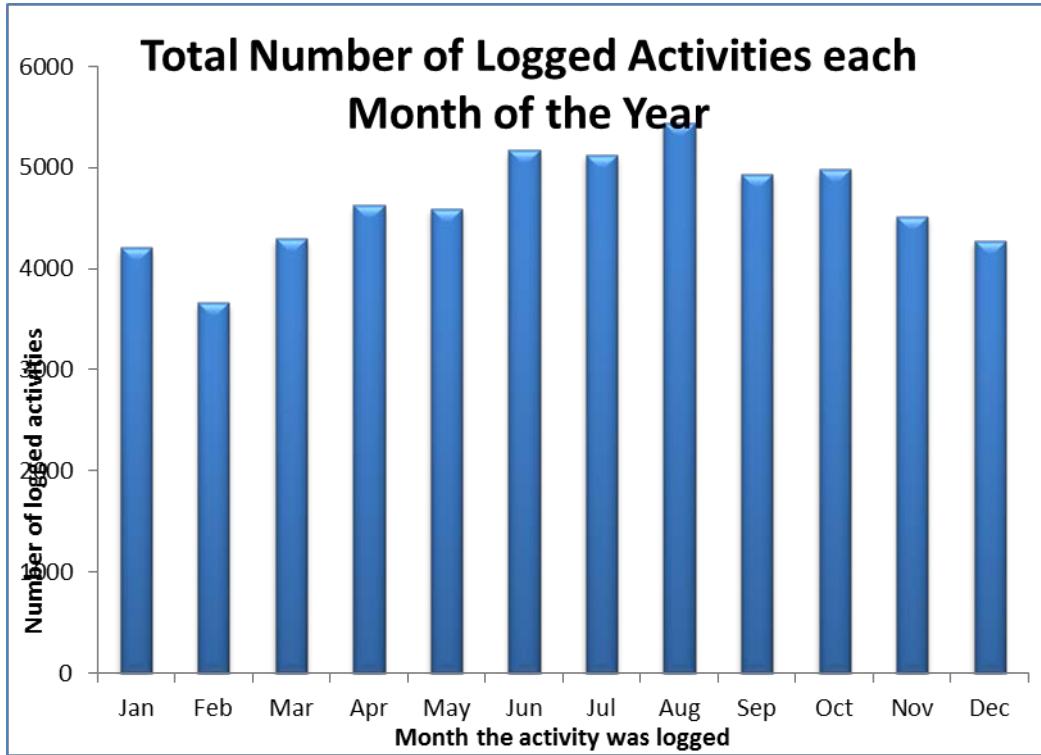


Patrol shift staffing is staggered based upon the number of calls for service reported.

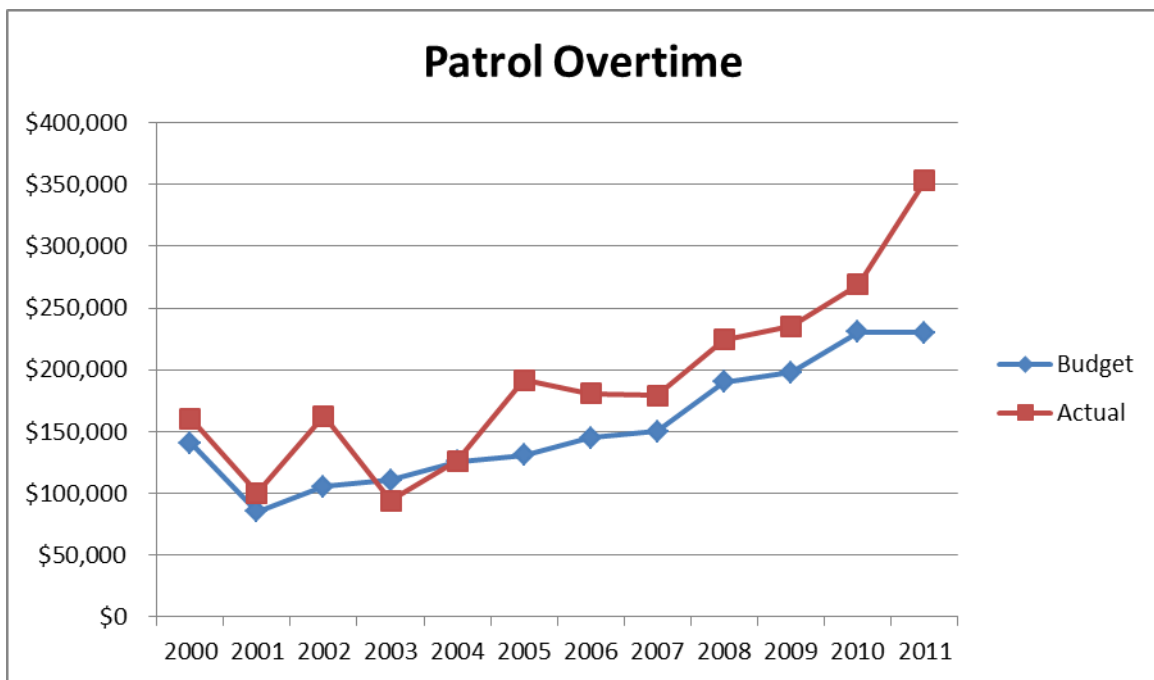


Project Name: Police Staffing and Resource Study

Document Number / Version Number 5: Phase 1: Situation Statement

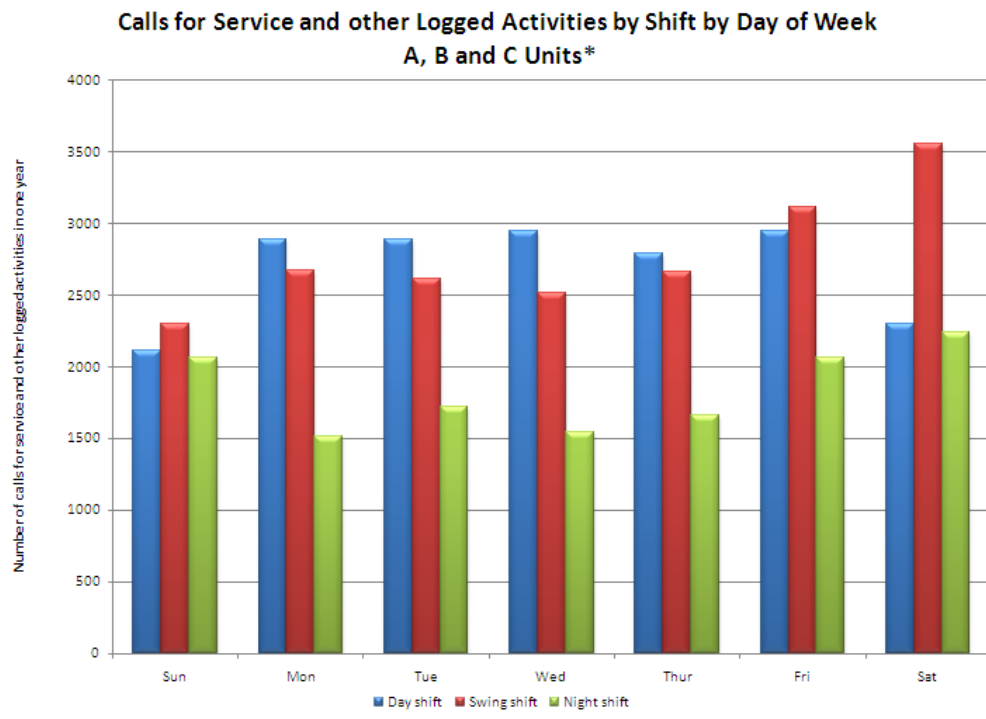
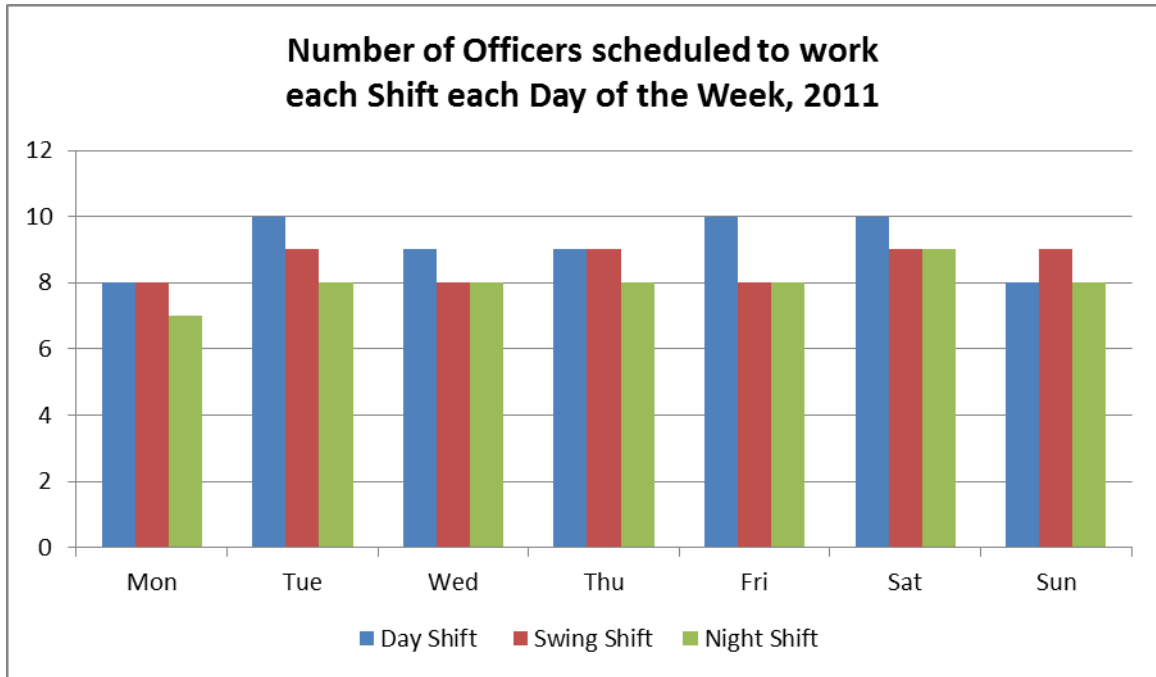


(Kuhlman, 2011, Graph 3)



Project Name: Police Staffing and Resource Study

Document Number / Version Number 5: Phase 1: Situation Statement



* A units include Mary Marchio on light duty, B Units include 2 K9 Officers plus Street Crimes Officers and C Units include 1 K9 officer. (2011)

Project Name: Police Staffing and Resource Study

Document Number / Version Number 5: Phase 1: Situation Statement

Supplemental Information - 2011 Personnel Training Data – Sgt. Fisher

Patrol	Denise Martinchick	9th Annual Hostage Negotiator Trng, Longmont, CO	8
Patrol	Denise Martinchick	S-BELT	16
Patrol	Harry Bowen	S-BELT	16
Patrol	Jameson Gartner	CDIA 9th Annual Training Summit	20
Patrol	Jameson Gartner	FEMA IS-00200.b - FREE (online)	8
Patrol	Jameson Gartner	Leadership and Policing, First Line Supervisory Course	8
Patrol	Jeff Pyle	9th Annual Hostage Negotiator Trng, Longmont, CO	8
Patrol	Jeff Pyle	A.R.I.D.E. (Advanced Roadside Impaired Driving)	16
Patrol	Jeff Pyle	Basic Crime Scene Investigation course, Ft. Collins	40
Patrol	Jeff Pyle	Basic Investigator's Course, Boulder	80
Patrol	Jeff Pyle	Crime Scene Mngt. - Field Techniques	40
Patrol	Jeff Pyle	Crime Scene Technician Training Course - FREE	40
Patrol	Jeff Pyle	Forensic Digital Fire Scene Photography - FREE	16
Patrol	Jeff Pyle	Rcky Mntrn Host. Negot. Assoc. Conference, Cripple Creek	40
Patrol	Jen Hines	Forensic Digital Fire Scene Photography	16
Patrol	Jim Mines	Clan Lab Recert and Site Safety	8
Patrol	John Spreitzer	Jewelry ID for Law Enforcement	8
Patrol	Jonae Coleman	Crisis Negotiator Training	8
Patrol	Jonae Coleman	RMHN Conference, Cripple Creek	16
Patrol	Justin Chase	FEMA IS-00200.b - FREE (online)	8
Patrol	Justin Chase	NTOA 11th Annual Breachers Symposium	32
Patrol	Justin Lorenzen	Grade Crossing Collision Investigation	8
Patrol	Justin Lorenzen	VIN & Abandoned Vehicle Inspector certification	24
Patrol	Katey McDonald	ARIDE, Boulder County SO	16
Patrol	Katey McDonald	C.I.T., Loveland PD	40
Patrol	Katey McDonald	Level 1 Traffic Accident Investigation, Denver, CO	40
Patrol	Kerry Marion	HGN/SFST, Greeley	36
Patrol	Lestlie Young	Canine Legal Updates and Opinions Seminar	8
Patrol	Nate Schadewald	Jewelry ID for Law Enforcement	8
Patrol	Patrick Musselman	DHS Drug Law Enforcement Training Program (FREE + tr	24
Patrol	Ray Livingston	C.A.T.I. Rocky Mntrn. Vehicle Crimes Seminar	40
Patrol	Ray Livingston	Jewelry ID for Law Enforcement	8
Patrol	Ray Livingston	Psychological Profiles of Fire Setters, Denver	8
Patrol	Aaron Belk	FEMA IS-00200.b - FREE (online)	8
Patrol	Al Holstad	Advanced Auto/Ped Collision Reconstruction (IV)	40
Patrol	Al Holstad	Grade Crossing Collision Investigation	8
Patrol	Andres Salazar	Advanced Auto/Ped Collision Reconstruction (IV)	40
Patrol	Antollna Gonzales	A.R.I.D.E.	16
Patrol	Arden Jackson	A.R.I.D.E. (Advanced Roadside Impaired Driving)	16
Patrol	Ben Eisentraut	P.O.S.T. Driving Instructor course	46
Patrol	Ben Hurr	POST Handgun Instructor	45
Patrol	Brandon Johnson	9th Annual Hostage Negotiator Trng, Longmont, CO	8
Patrol	Brandon Johnson	Hostage Negotiations - Phase I & II	40
Patrol	Brandon Johnson	Rocky Mntrn. Hostage Negotiators Assn. - 8 hr training	8
Patrol	Bruce Boroski	Forensic Digital Fire Scene Photography	16
Patrol	Chris Brown	Basic SWAT School	40
Patrol	Chris Brown	Colt AR15/M16 Armorer course	24
Patrol	Chuck Hofkamp	Jewelry ID for Law Enforcement	8
Patrol	Chuck Hofkamp	Sovereign Citizen Training	8
Patrol	Dave Roberts	Crossfit Instructor	16
Patrol	Dave Roberts	P.R.W. Sniper Control and Coordination course	16
Patrol	Dave Sloat	Colt .45 "Q" Model Armorer course	16
Patrol	Dave Sloat	POST Handgun Instructor	45
Patrol	David Roberts	Advanced Observer/Marksman Course	50

Project Name: Police Staffing and Resource Study

Document Number / Version Number 5: Phase 1: Situation Statement

Patrol	Ray Livingston	Sex Offender Registration training, Westminster, CO	8
Patrol	Rob Croner	Advanced FTO Seminar	24
Patrol	Rob Croner	Canine Legal Updates and Opinions Seminar	8
Patrol	Rob Croner	Departmental K9 Instructor (Patrol, PSAR)	40
Patrol	Rob Croner	Patrol Dog (Reality Based)	40
Patrol	Rob Croner	Patrol Dog Handler (Reality Based)	40
Patrol	Rod Bretches	Hostage Negotiations - Phase I & II	40
Patrol	Rod Bretches	Linguistic Statement Analysis (FREE @ LPD)	24
Patrol	Rod Bretches	Rocky Mtn. Hostage Negotiators Assn. - 8 hr training	8
Patrol	Scott Highland	CACP Supervisory Institute	80
Patrol	Stephen Marchio	Principles of Interview and Interrogation	16
Patrol	Steve Colburn	Advanced FTO Seminar	24
Patrol	Steve Colburn	Canine Legal Updates and Opinions Seminar	8
Patrol	Steve Colburn	Colt AR15/M16 Armorer course	24
Patrol	Steve Colburn	S-BELT	16
Patrol	Steve Marchio	Canine Legal Updates and Opinions Seminar	8
Patrol	Steve Marchio	Drug Law Enforcement Training Program (Free, DHS fun	24
Patrol	Steve Marchio	Mexican Cartels In America	8
Patrol	Steve Marchio	Principles of Successful Interviewing	16
Patrol	Steve Watts	2011 Impaired Driving Enforcement Conference	8
Patrol	Sue Sauter	Rocky Mtn. Hostage Negotiators Assn. - 8 hr training	8
Patrol	Tammy Fisher	C.I.T., Loveland PD	40
Patrol	Tammy Fisher	Jewelry ID for Law Enforcement	8
Patrol	Tammy Fisher	RMHN Conference, Cripple Creek	16
Patrol	Tammy Fisher	Rocky Mtn. Hostage Negotiators Assn. - 8 hr training	8
Patrol	Tim Knopp	Basic SWAT School	40
Patrol	Wil Howard	Principles of Interview and Interrogation	16

Project Name: Police Staffing and Resource Study

Document Number / Version Number 5: Phase 1: Situation Statement

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https://www.co.larimer.co.us/compass/miles_roads_cd_growth.htm

<http://apps.coloradodot.info/TrafficSafety/Seatbelts/index.cfm>

**LOVELAND POLICE
DEPARTMENT**

STAFF AND RESOURCE STUDY

PHASE II



December 11th, 2012

Table of Contents:

- 1. Police Chief's Memo to City Council, Phase II**
- 2. Phase II Comparative Analysis Reports**
- 3. Phase II Regional Survey**
- 4. CALEA Survey**
- 5. Staffing Level and Violent Crime/Property Crime Data**
- 6. Staff and Resource Phase I Executive Summary**

MEMORANDUM

TO: City Council, City of Loveland
 FROM: Luke Hecker, Chief of Police
 DATE: November 28, 2012
 RE: Loveland Police Staff and Resource Study – Phase II

This report is the second of a four phase project designed to aid the City Council, the City Manager, and the Loveland Police Department in creating a ten year plan for hiring police and support civilian and staff in a strategic manner that best ensures optimal levels of public safety in the Loveland community.

The four phase study and timeline for each phase breaks out as follows:

Phase I: ***Assessment of current situation, Completed May 2012:***

A description of how current Police Department staff is deployed in the mission of public safety in Loveland, and an analysis of existing work load.

To refresh the memory of City Council, the Phase I Executive Summary report has been attached and can be found under the “Phase I Executive Summary” tab.

Phase II: ***Determine and compare to goals or standards, December 2012:***

A benchmarking evaluation of current, accepted public safety standards and norms in the Northern Colorado region, and an assessment of the vision for future police services in Loveland.

Phase III: ***Define Options or alternatives needed to reach the goals or standards, from the present situation, January 2013:***

Analyze the findings of phase one and two, and develop recommendations for a ten year hiring and staffing and resource plan in the Police Department. Give consideration to staffing options and differential means of achieving long range public safety goals.

Phase IV: ***Action Plan, February 2013:***

Develop a 10 year hiring and staff allocation plan which is consistent with the available and/or feasible resources of the City of Loveland.

The objective of phase II of this study is described as follows:

“A benchmarking evaluation of current, accepted public safety standards and norms in the Northern Colorado region, and an assessment of the vision for future police services in Loveland.”

To meet the phase II objective, the agency crafted a survey instrument that was completed by the agencies in Northern Colorado that share a similar demographic to Loveland. The agencies included:

- The Fort Collins Police Department
- The Larimer County Sheriff’s Department
- The Greeley Police Department
- The Longmont Police Department
- The Broomfield Police Department

The police units that were surveyed in each Police Department included: Patrol, Investigations, Property and Evidence, Records, Narcotics, Crime Prevention, Communications, Administration, and School Resource Officers. The survey responses are attached to this report under the **“Regional Survey” tab.**

In addition to receiving survey feedback from these agencies, line staff from the Loveland Police Department were enabled to make personal contact with peers from the survey agencies and/or make site visits to ask questions and to directly observe their operational trends.

At the request of City Council during the Study Session related to Phase I of this study, the Loveland Police Department which has been accredited since 1992 through the Commission for Accreditation of Law Enforcement Agencies (CALEA), reached out to four other longtime CALEA accredited police agencies seeking to understand if they possessed long range strategic staffing plans in conjunction with a sustainable finance plan. The surveyed CALEA agencies included:

- The Lakewood, Colorado Police Department
- The Rapid City, South Dakota Police Department
- The Douglas County, Nebraska Sheriff’s Department
- The Farmington New Mexico, Police Department.

The findings from the CALEA survey are attached to the document under the **“CALEA Survey” tab.**

Northern Colorado Survey Results:

The completed survey instrument that was filled out by the five Northern Colorado agencies is attached to this document under the **“Regional Survey” tab.**

Based upon the survey data and site visits, staff from the Loveland Police Department drafted summary reports of their findings. The summary format used by staff consisted of four reporting section. They include:

Section 1: Policy and Operational Trends:

- Staff was asked to identify policy and operational trends they discovered as similarities within organizations in the survey group.

Section 2: Best Practices and Innovations:

- Staff was asked to identify the most innovative strategies they found for meeting community needs with limited resources within the survey group. They were also asked to suggest which of the strategies the Loveland Police Department should consider using.

Section 3: Long-term Strategies for Improvement in Loveland:

- What practices did you find that you would like to incorporate? Identify the impact you would expect that practice to have on the Loveland Police Department.

Section 4: Comparative Strengths for Loveland:

- The Loveland Police Department has also been innovative. Please communicate the most effective strategies that we have implemented and have worked well for the agency.

Summary reporting from each Loveland Police Department work unit is included in this report under the **“Comparative Analysis”** tab.

Regional Trends:

The Loveland Police Administration studied the Comparative Analysis reports and harvested out trends in four separate areas. They include:

1. Staffing
2. Technology
3. Organizational Strategies
4. Community Outreach

This section will describe the findings in each of these trend areas.

1. Staffing:

- Departments have implemented strategies that optimize the employment of civilian employees to support the mission of sworn police officers.

- Law enforcement staff is present at the front counter to handle walk in police services.
- Special consideration is given to the deployment of specialized units to focus on specific crimes. This included crimes such as identification theft, internet sex crimes, traffic enforcement, and neighborhood enforcement.
- Quartermasters and/or inventory control staff have been deployed to track and centralize the vast and expensive array of tools, weapons, vehicles, and equipment utilized for policing.
- IT support staff have been assigned specifically to the police agencies to support the significant amount of technology (hardware and software) used in police operations.
- Staff have been added or deployed to share timely information and manage and enhance the public image of the agency in social media environment.
- Using volunteers in non-critical positions is common.
- Budget limitations that restrict staffing levels and operational strategies are common themes among the surveyed agencies.

2. Technology:

- Technology designed to improve reporting efficiency and minimize redundant data entry by staff has been implemented.
- Electronic ticketing writing, smart phones, I Pads, portable computers, and surveillance equipment are common tools for enhancing the effectiveness and efficiency of all police operations.
- Internet Protocol is being deployed in phone systems, mapping, records systems, and in radio communication centers.
- Social Media technology is being embraced and deployed more frequently.

3. Organizational Strategies:

- Agencies are employing more civilian employees, including community service officers, to handle traffic accidents, parking enforcement, and code enforcement.
- Regional Intergovernmental Agreements and/or Memorandums of Understanding are becoming more common for purposes of shared resources and cost control. Examples include the Northern Colorado Bomb Squad, the Drug Task Force, and the Northern Colorado Regional Forensic Crime Lab. Each of the survey agencies believe

this trend should continue and expand.

- Due to increasing complexity in criminal investigations, specialization is becoming more common.
- Street crime units, gang units, or community impact units are being deployed by most agencies in order to target specific criminal behavior.
- Some agencies have deployed recorded phone tree messages to direct callers that are seeking police services. This has reduced staff time answering telephones.
- Some agencies deploy an outside vendor to provide accident reports via the internet. The vendor charges for this service. Currently, the Loveland Police Department provides accident reports to insurance companies and people for free.
- Record Management Systems allow for the electronic dissemination of reports and files to insurance agencies, other law enforcement agencies, and the general public usually within days of the report being taken. This includes electronic transmission of reports that are mandated by state and federal agencies.

4. **Community Outreach:**

- Crime prevention officers are most frequently utilized to reach out to Elementary age children as none of the survey agencies has school resource officers assigned to Elementary Schools.
- School resource officers are often used to conduct educational classes for students in the school district.
- Community outreach programs should be proactive rather than reactive if they are to have the desired effect of crime reduction.
- Social Media is viewed as a new and vital frontier that police agencies must learn to interact in effectively in order to enhance the image of the agency and provide timely public safety information to the community.
- Each of the surveyed agencies view community outreach as important and deploy strategies to meet the need.

Staffing Levels and Crime Data:

For purposes of comparison with the City of Loveland, research was conducted during phase II of this study to measure violent and property crime trends in the region and compare staffing levels. That information can be found in this report under the **“Staffing Level and Crime Data” tab.**



Phase II Comparative Analysis Reports



Police Department Staff and Resource Study- Phase II Comparative Analysis Criminal Investigations

Section 1: Policy and Operational Trends

The Loveland Police Department (LPD) Criminal Investigations Unit (CIU) is split into two divisions; with half of the unit assigned to investigate Crimes Against Persons and the other half assigned to investigate Property Crime related offenses. This practice is consistent with other agencies surveyed.

All agencies surveyed with the exception of LCSO and Longmont PD, assign detectives and participate in a regional multi-agency drug task force assigned to investigate drug related cases. LPD has 3 detectives and a sergeant currently in the Special Investigations Unit (SIU), and all are assigned to the Northern Colorado Drug Task Force. LCSO has its own unit that investigates drug related cases and is currently staffed with 6 detectives and a sergeant. Longmont PD currently has 5 detectives assigned to its own Narcotics Unit.

Half of the agencies surveyed have personnel / detectives assigned or participating in a Regional Crime Lab. LPD participates in the Regional Crime Lab with these other agencies.

Basic and in-service training required for detectives, case assignment procedures and overall basic operation within LPD CIU appears to be similar to all agencies surveyed.

Section 2: Best Practices and Innovations

- The use of full time civilian personnel to assist detectives with case investigations. These personnel are utilized for various time consuming tasks such as obtaining and logging video surveillance from merchants, obtaining recorded jail phone calls, crime and statement analysis, support and assistance with felony filings, basic fraud / forgery reports and investigations, pawn investigations, etc. This allows sworn detectives to have more time in the performance of their core duties / investigations.
- The use of technology to assist in cases involving the need for ongoing, lengthy surveillance / monitoring of a subject or location. Many of the agencies surveyed have dedicated surveillance cameras, tracking equipment, etc. assigned to their general investigative units that are not utilized by other entities and are readily available for use by detectives. This increases case solvability while decreasing the need to utilize manpower and hours to accomplish these tasks.

Criminal Investigations

- Most agencies surveyed still utilize, in varying degrees, dictation / transcription for report writing. As reported by the other agencies, this appears to result in much less time spent administratively by detectives and allows them more time to dedicate to case investigations than realized currently by LPD detectives.
- Most agencies surveyed have more case / skill specific assignments within their Person and Property Divisions. For example, within the Property Crimes Division, there are one or two detectives assigned specifically to Fraud / Forgery cases. Within the Crimes Against Persons divisions, there might be one or two detectives assigned to general sex assaults while another is assigned specifically to sex assaults on children and yet another assigned to Robbery / Assaults, etc. These agencies generally have more sworn detectives in their investigation units which, combined with more case specific assignments, generally results in less case load for each detective, more time to dedicate to cases and provide service to victims, citizens and their individual cases. This also seemingly results in better case investigation as each detective is trained and has skill, knowledge and experience in their specific assignment and can focus specifically on those types of investigations. This same concept could be utilized within LPD CIU, even on a collateral type basis until more positions are obtained or in the long-term.
- Most agencies surveyed have at least one full time position dedicated solely to the tracking and monitoring of sex offenders. This position is a sworn detective position with some agencies while others are civilian positions, supplemented and assisted by sworn personnel. LPD currently utilizes a 32 hour per week civilian position to register and track nearly 170 sex offenders within Loveland. However, this position is not dedicated solely to sex offenders and is split between the sex offender registration program and departmental vehicle tows, tracking and documentation as required by the State of Colorado. Comparatively with other agencies surveyed, LPD is not dedicating the necessary resources for properly monitoring the compliance of its sex offenders. Having a full time dedicated position would greatly assist in addressing this issue and provide better service and protection to the community in regards to registered sex offenders. This could possibly be done with a full time civilian position, supplemented by two or more sworn personnel acting in a collateral assignment capacity.
- All agencies surveyed with the exception of one (Longmont PD) has at least one or more additional detectives assigned to property related crimes than person crimes. This is due to the large number of cases related to property crime, identity theft, fraud/ forgery and burglary occurring regionally. Although much effort is made to achieve a balanced case load within LPD CIU, the number of property related crimes and cases assigned have strained those efforts. Consistently, LPD CIU property detectives hold almost double the amount of cases as person crime detectives on a regular basis. An evaluation of the current balance and resource allocation should be considered to determine if more focus is needed on the investigation of property crimes. Any additional resources or sworn positions added to CIU in the future

Criminal Investigations

should be evaluated with this and the practices of the agencies surveyed in mind.

Practices that these organizations tried that did not work as well as they expected:

- Most agencies surveyed reported past or present budgetary issues affecting their manpower, resource allocation and overall investigative procedures. While many reported doing “more with less” while keeping overtime and other costs under control, they also sighted problems with that strategy including: additional pressure on investigators, increased dependence on their patrol divisions to follow up investigative leads, negative comments from citizens/ victims about cases not being solved or assigned to a detective and impacts on clearance rates.
- With the information provided in the survey and follow up conducted, it is clear that investigatory services to the community and victims is impacted when additional personnel and additional resources do not keep up with population growth, crimes reported and demand on police/ investigative services. Doing “more with less” keeps agencies and units within budgetary constraints, but negatively impacts the quality of service provided to victims and the community. Additionally, higher case loads with no additional resources can also negatively impact case solvability and unit morale. LPD CIU is beginning to realize some of these same affects and outcomes. To continue a high quality level of service to the community and conduct good, thorough investigations as the unit is known for, additional resources are needed in the immediate future.

Section 3: Long-term Strategies for Improvement in Loveland

The long-term strategy for improvement that clearly stands out from any other is the need for an increased budget and additional positions, both sworn and civilian, within LPD CIU. The amount of detectives in CIU has not grown with the ever increasing population and crimes committed that need further investigation beyond the patrol divisions limited time and resources. As previously documented and reported by agencies surveyed, part of this strategy could be addressed through less costly civilian “assistant” or “technician” positions within the unit to assist detectives with cases and sex offender compliance. However, this strategy is not in lieu of additional sworn positions, but in addition to them.

LPD CIU should incorporate an additional, full time civilian or sworn position dedicated solely to the tracking and monitoring of sex offender registrants and their compliance. The number of sex offenders registering within Loveland city limits has grown with our population and has outgrown the ability of a non-40 hour a week, divided duty position to keep up. Some of the other agencies surveyed utilize a full time position for this assignment and it appears to be

Criminal Investigations

working effectively.

LPD CIU should continue its efforts to evaluate current strategies, procedures, technology and resource allocation in the long-term to meet the demands of our growth while being fiscally responsible and making us more efficient. Ongoing evaluation of schedules, overtime costs and equipment are currently accomplishing this within our budget constraints and should remain a focal point.

LCSO reported another strategy that might assist LPD CIU both in the interim and long-term with achieving a more balanced case load between property and persons detectives. Most crimes that our on-call detectives respond to fall within the category of crimes against persons (sex assault, child abuse, assaults, robberies, etc) . LCSO implements a strategy in which if a property detective is on call and catches a case involving a person's crime, the property crimes detective can keep the case if it can be resolved in a few days or if an immediate arrest, action or subsequent filing is needed at the time of response. If the case will take substantial follow up and no immediate arrest or filing is done at the time of response, it is re-assigned to a person's detective. Implementing this strategy until further positions / resources are obtained could positively impact efforts to achieve a more balanced case load throughout the unit.

Section 4: Comparative Strengths for Loveland

The focus on increasing technology is evident throughout the agencies surveyed and Loveland CIU is on track with this trend. The recent acquisitions of new technology are directly aimed at creating efficiency and reducing redundancy. Loveland CIU is committed to an on-going process of evaluating and analyzing current technology to increase the efficiency of the workgroup.

Our on-call detective scheduling and response within LPD CIU as it is currently utilized meets the department's needs while causing minimal disruption to individual schedules and negatively impacting morale. Some of the agencies surveyed utilize a "24 hour at a time" on-call schedule, resulting in a detective being on call for a 24 hour period every 10 to 14 days.

From an investigative viewpoint, our participation in the Regional Crime Lab has been helpful in giving us a quicker and broader access to forensic science specialties in the region (finger print analysis, drug analysis, computer forensics, firearms analysis, etc). Of the agencies surveyed, only three others participate in a regional crime lab. Detectives queried from other agencies who do not participate in a regional lab effort appeared to experience longer turnaround time on evidence analysis in some cases.

LPD CIU appears to have an exceptional working relationship with other units within the department and continues to excel in this regard compared to some of the other agencies surveyed. Both major cases and those less significant are routinely solved through collaborative effort and constant flow of information and communication between CIU and other units. This

Criminal Investigations

continues to be an area of focus and contributes toward LPD CIU being more efficient and highly functional.

Overall, LPD CIU is structured operationally and procedurally like most other investigative units within agencies surveyed. It is a progressive and highly functional investigative unit that provides services to the patrol and other divisions within the department as well as the community. When compared to other reported agency strategies, there are very few things being done “wrong” within the unit. The above ideas and strategies are provided in the spirit of identifying things we do well, things we could do better, and are illuminated as ways to continue and or improve our level of investigative services to the agency and the community.



Police Department Staff and Resource Study- Phase II Comparative Analysis Special Investigations

Section 1: Policy and Operational Trends

The Loveland Police Department Special Investigations Unit (SIU) consists of 3 Detectives a Sergeant and an Administrative Assistant. The Unit is assigned to a County wide High Intensity Drug Trafficking Area or HIDTA Funded Drug Task Force that consists of Loveland Police Department, Fort Collins Police Department and Colorado State Parole.

All agencies surveyed had a larger number of Detectives assigned to there Task Force or Drug Enforcement Unit then Loveland Police Department with the exception of Broomfield Police Department who had one less. The Broomfield Police Department has a Sergeant, 2 Detectives and an Administrative Assistant. This is less personnel then we have assigned but this is due in part to the participation in the North Metro Drug Task Force, also a HIDTA Task Force that has 21 Detectives and 7 Administrative Assistants. The Fort Collins Police has a Lieutenant, Sergeant, 6 Detectives and an Administrative Assistant assigned to the Northern Colorado Drug Task Force. Fort Collins Police is also in the final process of creating a civilian Investigative Tech position for the Task Force to deal specifically with technology issues and relieve this workload from the Detectives. The Greeley Police Department participates in the Weld County Drug Task Force, a HIDTA Drug Task Force, and has a Lieutenant, Sergeant, 4 Detectives and an Administrative Assistant. Larimer County Sheriff's Office withdrew from the Northern Colorado Drug Task Force in 2006 sighting budget and staffing issues. They have since created a Criminal Impact Unit that has taken on some drug related cases but still refers major cases to the Northern Colorado Drug Task Force. This unit consists of a Sergeant and 6 Detectives and is based out of there Detective Bureau. The Longmont Police Department has a dedicated Drug Enforcement Unit that consists of a Sergeant and 5 Detectives.

Basic operations of all the units surveyed appear to be somewhat operationally similar. All Units surveyed conducted major case and long term investigations into Drug Trafficking. All units used undercover operations and technology extensively in their investigations.

Section 2: Best Practices and Innovations

One of the most innovative strategies that applied directly to SIU and the Northern Colorado Drug Task Force was the creation of a civilian Investigative Tech position assigned to the Task Force to assist with specific technology based investigative needs. There is now a constant demand for technology being used in all cases that includes many areas of specialization. This requires dedicated, expensive and ongoing training for Detectives while they work a case load.

Special Investigations

This is often counterproductive for the Detective. Fort Collins Police and The North Metro Drug Task Force (Broomfield) stated that they were incorporating this position into the Task Force. North Metro Drug Task Force has hired a full time person and Fort Collins has created a position to service both the Northern Colorado Drug Task Force and Fort Collins Police. Loveland Police has used a previous Detective who was promoted and now works in the Patrol Division to service these needs. This is no longer an effective strategy and in part why Fort Collins located funds to create a full time Tech position. North Metro had a similar experience and also created a full time tech position to deal with all investigative technology needs eliminating the need for all Detectives to be trained extensively.

The Broomfield Police reported that within the North Metro Drug Task Force the Detectives were divided into 4 different specializations allowing Detectives to gain more knowledge and expertise in specific areas of drug related crime. Specifically, they had a Major Case, Meth Labs and Marijuana Investigations, Street Level Narcotics Distribution and Interdiction Team. Due to the shortage of personnel at our Task Force this innovative system is impractical.

Section 3: Long-term Strategies for Improvement in Loveland

The Loveland Police Department has been dealing with the same issues that many of the agencies surveyed face as challenges. Larimer County has been designated as a High Intensity Drug Trafficking Area and every year has seen an increase in this activity in our City and the county as a whole. The Task Force has seen a decrease in manpower over the last 10 years that reflects on budget and staffing constraints from participating agencies. This combined with increased population and infiltration of the area by drug cartel sources has created an increased workload. The Detectives at the Task Force have learned to work more effectively and rely heavily on technology to address manpower reductions.

There are several practices that we would like to incorporate at SIU and the Task Force if personnel levels were increased. Given current staffing levels Detectives are called upon to be generalists in their drug investigations. Detectives would be more effective and efficient if allowed concentrate their training and investigations to specific areas of narcotics. There are numerous components of drug investigations that require specialized training and expertise such as major case investigations (wire taps) or marijuana growing operations. If personnel levels were increased, detectives would have the ability to focus on the highly technical and legal aspects of narcotic investigations.

There is a continuing need for uniformed support for the Task Force Operations and Interdiction of narcotics coming into the county. North Metro Drug Task Force has incorporated this specialization in there Task Force. The assignment of uniformed personnel by participating agencies to an interdiction unit could address an area of drug investigations that is largely ignored in Larimer County. These Officers could be uniformed Officers and

Special Investigations

assigned to the drug Task Force full time. This assignment could then target drug trafficking thru interdiction tactics and be available to assist the task force with traffic stops and patrol based enforcement.

As the technology aspect of narcotics investigations continue to be an integral aspect of the daily work of detectives, the need for a civilian technical assistant becomes even more necessary. Detectives assigned to the drug task force do not have the necessary training or the required time to be able to tackle the technical aspect of this specific job. The different types of technology that the drug task force currently utilizes are GPS tracking devices, IP cameras, pole cameras, phone wire- tapping/pen register equipment including the computer software as well as computer and software issues that arise on a continuous basis. If a civilian technical assistant could be obtained, the time spent by this person could be divided among the drug task force and the Criminal Investigation Unit (CIU) of the Loveland Police Department who also have a need for such a specialized position.

Section 4: Comparative Strengths for Loveland

As we conducted surveys of selected police departments and related drug task force units, we learned that the Northern Colorado Drug Task Force conducts their daily activities and operations very similar to the other police departments. The most noticeable difference noted has been the use of a civilian technical assistant in Drug Task Forces and the ability to have Detectives specialize in certain specific aspects of investigations. As new technology is introduced, SIU is continuously evaluating and testing products or services to help make the work of the Detectives more efficient and effective. The drug task force has a reputation for completing very thorough and professional investigations and the use of technology continues to allow this to happen even with a personnel shortage.

Detectives within the drug task force are commonly called upon by other units within the Loveland Police Department as well as other police departments in Larimer County and surrounding areas to assist with their investigations. Commonly detectives are asked to assist with fugitive apprehensions and other surveillance or covert operations that the task force specializes in. The detectives are always willing to assist where needed.



Section 1: Policy and Operational Trends

- Use of a combination of both sworn and civilian employees for crime scenes. Ranging from 2-4 Criminalists and up to 20 Crime Scene Technicians.
- With the exception of one agency, the core duties of the Criminalist take up the majority of their time with administrative and collateral assignments following behind.
- With the exception of one agency, all crime scenes including major scenes (serious assaults and homicides) are processed by their own Criminalist, Detectives, and Crime Scene Technicians. Very rarely are the agencies asking for outside support.
- Transportation of evidence to court is done by either the case Detective or by the Evidence Technicians.
- Transportation of evidence to and from labs is either done by lab personnel or the Evidence Technicians.
- IGA's with the NCRFL for those agencies involved. For the agencies not involved in the NCRFL , agreements with outside agencies for specific equipment use (Automated Fingerprint Identification System) still exist.

Section 2: Best Practices and Innovations

- Time saving technology at crime scenes. Two agencies are currently using the iPad to diagram their scenes. Lap top computers are also being used at the crime scenes for evidence documentation and printing out evidence labels.
- Identify what evidence processing can be completed internally and what needs to be sent to an outside lab. Open communication with all involved in the case.
- The use of volunteers was only tried by one agency. Because of the integrity of the evidence this program was discontinued.

Section 3: Long-term Strategies for Improvement in Loveland

- Use the departments own qualified employees for the processing and analysis of evidence in different forensic disciplines decreasing the backlog at the NCRFL and increasing the speed of

Criminalist

investigative leads. Latent print analysis, digital forensics and handwriting analysis are all disciplines that the Loveland Police Department can do in house with minor equipment needs and some additional training.

- Implement the use of better technology at crime scenes for both the Criminalist and the Crime Scene Technicians. Keep equipment current with a replacement schedule for cameras and other electronic equipment.
- Continue to train the Criminalist in areas of crime scene processing and support certification in multiple disciplines (blood pattern analysis, crime scene reconstruction, crime scene investigation).
- Removing the Criminalist from the responsibilities of the NCRFL to allow more dedicated in house possibilities.
- Ensure 24/7 coverage for crime scene processing by providing on-call pay for the Criminalist and the on call Crime Scene Technician.
- Continue to provide training to patrol officers for processing of basic scenes which require nothing more than photographs and latent print processing.

Section 4: Comparative Strengths for Loveland

- Having a civilian employee as the Criminalist keeps continuity as sworn Crime Scene Technicians and unit Sergeants rotate out of the position.
- Having a Criminalist cross trained in the property and evidence room will continue to be a benefit.
- Attending local trainings and being a host for training has reduced the cost to continue the necessary growth in our disciplines.
- Utilizing employees with specific trainings to do work in house instead of relying on outside labs has made a difference in our computer crimes area.
- All patrol officers are equipped with cameras and latent print kits used for basic scene processing. This has freed up the Criminalist and the Crime Scene Technicians considerably.



Police Department Staff and Resource Study- Phase II Comparative Analysis Property and Evidence

Section 1: Policy and Operational Trends

- Use of civilian employees for staffing of the evidence room ranging from 1.5-3.5 employees.
- Use of both civilian “working” supervisors and sworn “non-working” sergeants for direct supervision and problem solving.
- Core duties of the Evidence Technician take up 70%-95% of their time with administrative duties following behind.
- The square footage of the property and evidence room has expanded considerably with two agencies.
- Transportation of evidence to court is done by either the Property Technician or case detective.

Section 2: Best Practices and Innovations

- The use of a barcoding system to increase efficiency and accuracy.
- The use of light duty officers to review the statute of older cases freeing up the evidence technician.
- The use of volunteers for non critical functions such as filing of paperwork and CD/DVD burning.

Section 3: Long-term Strategies for Improvement in Loveland

- Utilize the barcode system more efficiently.
- Up-date policy and procedures to ensure better accuracy with disposition of evidence.

Property and Evidence

- Become close to paperless, decreasing the time used for filing.
- Reorganize storage areas and officer packaging areas to be more efficient.
- Provide better customer service with a quicker response time.
- Manage the volume of items coming in and disposition of those items.

Section 4: Comparative Strengths for Loveland

- The storage of items in the LPD property room has recently been reorganized decreasing the amount of time used for simply storing and retrieving items.
- Updating equipment with an electronic signature pad to reduce paperwork and filing.



Police Department Staff and Resource Study- Phase II Comparative Analysis Crime Prevention/Community Resource Unit

Section 1: Policy and Operational Trends

- Use of a combination of both sworn employees and civilian volunteers for different areas of crime prevention.
- Core duties take up most of the Crime Prevention employee's time followed by administrative duties.
- All departments are using better technology and the use of social media more than they did ten years ago.
- All departments Crime Prevention employees collaborate with a variety of other departments and agencies to make their techniques successful.

Section 2: Best Practices and Innovations

- All departments widely use other department specialists, other agencies within their city and non-profit organizations to meet community needs with limited resources.
- Most departments are using computer programs to compile crime statistics and other information. Some programs need to be updated to provide the best and quickest results to use and disseminate to the community to assist in crime prevention.
- Greeley, Ft Collins, and Longmont all have programs in place to assist in reducing the amount of false alarms. This type of program could assist with reducing the number of false alarm calls for patrol response.
- Greeley and Broomfield have a very active Neighborhood Watch community. Ft Collins, LCSO, Longmont and Loveland all have minimal or reduced numbers of Neighborhood watch groups. This is because of lack of training, lack of interest in the community, short term effectiveness, and lack of police resources.
- Greeley has tried to start a Business Watch program but have not had much success. The business community has not shown much interest in being part of an organized business watch type group.

Crime Prevention/Community Resource Unit

- All departments have increased their use of volunteers and other civilians and officers because the Crime Prevention employees have become more reactive than proactive with all their work duties. For Crime Prevention to really work it needs to be more proactive than reactive to prevent the crime before it takes place.

Section 3: Long-term Strategies for Improvement in Loveland

- Agencies that only have one Crime Prevention employee are struggling to be proactive instead of reactive. Ft. Collins has a Neighborhood Enforcement Team (NET) consisting of 7 officers and Greeley has a Neighborhood Action Team. Longmont also uses patrol officers for Neighborhood Watch and other presentations. Utilizing other department employees could help assist the CPO in having time to be proactive in the community. Other officers are already struggling to find time to do their own duties so it would be hard to add more duties to their assignments.
- Greeley has started a social networking presence through Facebook and Twitter. This is a good way to get information out to community members that are using this technology. LPD would have to invest time to get this service started properly, maintaining current information, and monitoring the posts by the public on our sites.
- Every agency varies tremendously in the types of service the Crime Prevention employee offers beyond Neighborhood Watch. There are many great services such as an alarm program, internet safety programs, and child safety education that could be very useful in Loveland. These programs would take training and time to develop and offer to the community. Currently, Loveland responds to requests on a first come first serve basis and usually based on a current criminal activity. It could be more effective to also include programs that are offered continually at various times throughout the year on these important topics.

Section 4: Comparative Strengths for Loveland

- Loveland is the only department with the Lock Box program. This program is currently used by over 170 community members for emergency personnel to safely gain access to their residence in an emergency.
 - Loveland has the only Car Seat Technician available. Other departments use the Fire Department or local hospitals for child passenger safety information.
-

Crime Prevention/Community Resource Unit

- Loveland hosts a Community Night Out separate than National Night Out to focus on our community and neighborhood safety.
- The Loveland CPO is involved in many city and county boards including Safe Kids of Larimer County, Safe Routes to School, Crime Stoppers, and Santa Cops of Larimer County. This provides an opportunity to network with other departments and agencies that assist in Crime Prevention.
- The Loveland CPO is very involved at the preschool and elementary age level which assists in the safety of children and crime prevention where SRO's are not always present.
- The Loveland CPO utilizes members of the Senior Volunteer Program to assist with programs such as Santa Cops, Community Night Out, Lock Box Program, Fishing Derby, and at safety events. However, many aspects of the CPOs job duties require a sworn officer's status to perform if the program were to expand and focus on being more proactive.



Police Department Staff and Resource Study- Phase II Comparative Analysis School Resource Officers/Community Resource Unit

Section 1: Policy and Operational Trends

- All but one of the departments that were surveyed is in contractual agreements with their respective school districts.
- The departments only provide School Resource Officers to the High Schools and Middle Schools, with very limited coverage in the Elementary Schools.
- Core duties take up most of the School Resource Officers time followed by Administrative Duties and Training.
- The technology that is assigned and made available to the School Resource Officers, like laptop computers, Portable Breath Tests (PBT's), digital recorders, digital cameras and access to the school district videos surveillance cameras and student records appears to be a standard and effective practice.

Section 2: Best Practices and Innovations

- Fort Collins participates in a 40-hour "Boot Camp" style training initiative with Poudre School District Security and other imperative personnel in the District. This training has enhanced the cooperation and teamwork between the agencies and has increased the shared knowledge and problem solving skills.
 - Loveland SRO's currently do a one day training with the Thompson School District Campus Monitor's at the beginning of every school year to keep them up to date on current laws, drug trends and gang activity. This training could be extended to include more in depth information on these topics and additional threat and safety concerns and issues.
- Broomfield applied for grant funding through State Farm to provide a simulated drunk driving, with the use of specific goggles while other students observe and rate their driving. The technology has been used by agencies nationwide to show the severe effects of drinking and driving.
 - The Loveland community would benefit from any additional training or presentations to juveniles about the effects of drinking and driving.
- Longmont has a grant funded Restorative Justice program that includes ways to employ restorative language and practices throughout the school environment including classroom management, truancy and discipline related issues.

School Resource Officers/Community Resource Unit

- Thompson School District has a Restorative Justice program that is used in the Middle Schools and High Schools for student that have school wide and classroom behavioral issues. The program also includes working with the LPD SRO's and the Larimer County Juvenile District Attorney's Office for students that have committed low level criminal violations. This Restorative Justice program does not touch on truancy which is a large concern in the Thompson School District and the Loveland community.

Practices that these organizations tried that did not work as well as they expected:

- Fort Collins made an effort to revitalize the Crime Stopper program at area high schools and it was not effective, one reason could be that some of the on-site managers did not support the effort.
- Longmont has been running a modified version of the program, Project ALERT, which is a school-based prevention program for middle school students that focuses on alcohol, tobacco, and marijuana use. It seeks to prevent adolescent nonusers from experimenting with these drugs, and to prevent youths who are already experimenting from becoming more regular users or abusers. Longmont stated that the biggest obstacle of this program was a lack of full support from some of the middle school principals, and the ability to find available classroom time.

Section 3: Long-term Strategies for Improvement in Loveland

- Grant funded programs could be a good way to provide more services and information to the school population including students, administration, parents and other community members. These programs would not add additional strain to the City budget, but could provide valuable information to the community.
- Following is a graph showing that out of the agencies surveyed; Loveland is the smallest agency, with the SRO's handling the highest number of calls for service and arrests for the data provided for 2011.
 - Based on the below data it would be beneficial for Loveland to have, at least, one additional SRO that could cover the three alternative high schools, and help assist all other schools when the case loads are too heavy for the assigned SRO and when an SRO is unavailable.

2011 Data	Number of SRO's	Calls for Service	Case Numbers	Arrests	Schools Covered
Loveland	5	2485	486	295	10
Fort Collins	10	1036	634	27	14

School Resource Officers/Community Resource Unit

2011 Data	Number of SRO's	Calls for Service	Case Numbers	Arrests	Schools Covered
LCSO	1	64	22	15	2
Greeley	5	Not Available	Not Available	268	14
Longmont	6	803	163	29	10
Broomfield	3	1902	112	23	19

Section 4: Comparative Strengths for Loveland

- The Loveland SRO's have a specialized and important summer assignment, which includes staying together in the Community Resource Unit as Juvenile Officer's and assisting the patrol division by covering juvenile related calls. Some additional duties during the summer are: patrol "Juvenile" calls, probation home visits, juvenile gang home visits and documentation, City Park extra patrols and surveillance, school building extra patrols, juvenile warrants, Larimer County Juvenile court docket days, monitoring LPD and Larimer County Sheriff's Office pass-down's to track juvenile offenders, assisting the Detective Bureau, including the Cyber Crime Unit and Street Crimes Unit with investigations, and staying current with SRO projects and presentations.
- The Loveland High School SRO's participate in the P.A.R.T.Y. Program (Prevent Alcohol and Risk-Related Trauma in Youth) which is conducted through the Thompson School District high school Health classes in conjunction with the McKee Medical Center Wellness Center. The program is one day long and it walks the students through a DUI crash with injuries, and it has presentations from the SRO, a Paramedic, the Coroner's Office and several, personally touched, speakers about specific drug addictions and surviving the aftermath of a teen death, due to drugs or alcohol.
- The Loveland SRO's host a weekly meeting for information sharing with the Larimer County Juvenile District Attorney's Office, the Larimer County Juvenile Probation Division, Senate Bill 94 (Pre-Trial Juvenile Services), Thompson School District (Executive Director of Secondary Education, Prevention Specialist/Truancy, and Restorative Justice Coordinator) The Center for Family Outreach (Juvenile Diversion), and any special guests or other juvenile related entities. These weekly meetings provide us not only with the ability to always be on top of the current happenings with the juveniles, it also provides a foundation for the solid and reliable relationships that the Loveland Police Department has with the other agencies.
- Loveland SRO's participate in several local and regional committees and events for the betterment of the juveniles in our area. Some of these committees include the Thompson School District Advisory Committee for Safe Schools, District Intervention Response Team, The Larimer County Department of Human Services Family Assistance Planning Team, and Tobacco

School Resource Officers/Community Resource Unit

Compliance Checks with the State of Colorado Alcohol and Tobacco Enforcement Unit.



Section 1: Policy and Operational Trends

- Daily operations of the Records Units are very similar in entering/reviewing records, retrieving records for report requests, and maintaining retention of police reports. Contact with law enforcement officers, courts and citizens remains a high priority for all agencies.
- Crime data is published to a web site for citizens.
- The average turnaround time to process general offense reports is between 1-5 days.
- Overtime is kept to a minimum.
- There is high employee retention in the Records Unit. Average tenure is between 5.2 and 13.95 years.
- It is uncommon to utilize volunteers in the Records Unit.
- The field training program is extensive (3 – 8 months).
- Records related training is encouraged, but accounts for a low percentage of total time in a year (1-5%).

Section 2: Best Practices and Innovations

Best Practices and Innovations

- Docview to improve efficiencies in processing mail requests. Insurance companies and citizens are directed to Docview's web site where they can purchase accident reports.
- Virtual credit card program to accept credit card payments for report and records check purchases.
- Informational messages on the telephones.
- Citizen reporting utilizing forms on the web site.

Suggested Practices

- The Loveland Police Department (LPD) places an emphasis on personal customer service for citizens. This includes keeping costs low or no cost for citizens. At the current time, all reports less than 20 pages are provided for no cost. If it is determined that it is acceptable to charge the citizens a fee, Docview should be considered for the release of traffic accident reports. This would decrease the amount of time spent by the Records personnel processing requests. Citizens would benefit by having the ability to request a report on-line and receive it in a timely manner.
- If a reduced level of personal customer service is determined to be acceptable, informational messages on the telephones should be considered. This would reduce the amount of time the Records personnel spend assisting citizens on the phone.
- The LPD currently accepts payment by cash or check only. A virtual credit card program would benefit citizens by providing them with convenience and an additional way to pay for reports. It would also allow for more timely release of reports because citizens would not have to come to the Department to pay the fee or mail a check.
- The Loveland Police Department currently allows for some citizen reporting from the City web site. Additional reporting options would benefit the citizens by allowing them to report information at any time and from any PC. With an interface to the Records Management System, this option would improve efficiency and reduce data entry for the Records personnel.

Section 3: Long-term Strategies for Improvement in Loveland

- Virtual credit card program. Impact on the organization would be minimal and similar to the time spent processing cash/check payments. Citizens would benefit from convenience and timely processing of requests.
- Additional forms on the City web site with an interface to the Records Management System. This will improve customer service for the citizens and improve efficiency for the Police Records Unit.

Section 4: Comparative Strengths for Loveland

- Automated Field Reporting (AFR) has been a significant benefit to the LPD Records Unit by reducing the time spent entering reports. The amount of time to review a case report is significantly less than the time needed to enter the data and type the dictated narrative.
- The booking procedure has been automated to complete forms pertinent to an arrest such as the custody sheet, Larimer County Sheriff's Office custody, Affidavit for Warrantless Arrest, and the felony filing form. This process reduces the amount of time officers spend hand writing paperwork and reduces redundancy. The felony filing form can be sent electronically to the Records Unit thereby reducing the time spent on data entry by the Records Unit.
- Utilizing Google Docs to submit felony filings to the District Attorney's office and e-mailing the documents to the officer. This process reduces costs (no longer printing paper copies) and allows for the timely delivery of the documents.
- Utilizing volunteers to staff the front counter and assist with special projects. The use of volunteers has allowed the Records personnel to focus on other tasks and has reduced personnel costs.



Section 1: Policy and Operational Trends

- All responding (4) agencies struggle with effective recruiting and hiring practices.
- 50% of the responding agencies rely on overtime to cover time off (i.e. vacation, training, sick calls) and 50% staff over the minimum so that overtime is not required as often.
- Agencies focus on Dispatch responsibilities, have non-dispatch related function (cell phone management, radio management, CCIC/NCIC file management) handled in other areas of their Departments

Section 2: Best Practices and Innovations

- Two agencies utilize a call tree for incoming non-emergency calls. One agency states it helped cut their call load into Dispatch. The other agency didn't comment on the effectiveness.
- ¾ of the agencies hold training academies or class room style training for their new hires, which is done on their systems in a training environment.

Section 3: Long-term Strategies for Improvement in Loveland

- By moving administrative duties (i.e. cell phone and radio management) and data entry (CCIC/NCIC) to more appropriate divisions, supervisors would be available for more direct supervising and dispatchers would be better able to focus on dispatching duties.
- Staffing over the minimum on more shifts would reduce overtime caused by sick calls as well as reducing job burn out caused by call backs of dispatchers on their days off.

Section 4: Comparative Strengths for Loveland

- Through refined hiring practices (entrance testing, initial interviews, Communications Training Officer interviews and extensive background checks) we have increased the percent of new hires that make it through the training process.
- We have worked towards having cutting edge, yet stable, technology, through a proven CAD system, implementing IP phone and radio systems.



Section 1: Policy and Operational Trends

- The three agencies that responded to the Administrative surveys consistently managed only Budget, Internal Affairs, Hiring, and Training processes as well as office supply inventories. None of the other agencies combine all of the services currently administered in the City of Loveland Police Department's Administrative offices (i.e.; Tracking and reporting Use of Force or unusual occurrences, transcription, petty cash management, special event management, Early Warning/Intervention, and Accreditation).
- None of the other Agencies reported C.A.L.E.A. Accreditation; only Greeley maintains State of Colorado Accreditation through the Colorado Association of Chiefs of Police.

Section 2: Best Practices and Innovations

- The most innovative (and consistent) strategy in response to staffing concerns is the addition of civilian staff where appropriate to handle tasks not requiring sworn staff. Greeley and Fort Collins both mention different deployments of civilian employees to re-direct sworn staff time and energies to direct Law Enforcement efforts. Civilian staff appears to be most helpful in managing the hiring and training elements of the Department but are also mentioned as vital in field operations where appropriate.

Section 3: Long-term Strategies for Improvement in Loveland

- Relative to administrative responsibilities, there was little insight gained from the other agencies that is applicable to Loveland. Fort Collins is currently hiring large numbers of employees which required them to reassign some staff to training and background investigations. Our current process of using collaterally assigned employees to conduct background investigations and assist in the hiring process seems to work well for us.
- Our primary response in long term strategy should remain assessing tasks that can be adequately addressed by civilian personnel as well as seeking to enhance the deployment of volunteers within the Agency if we can align adequate staff to manage the volunteers.
- Our primary strategy should also remain the more effective use of technology to administer our activities. Deployment of Internal Affairs software that will allow for field input into the

process, better and more automated tracking of complaint assignments and related early intervention “triggers” will enhance our efficiency in Professional Standards.

Section 4: Comparative Strengths for Loveland

- Loveland has done very well to manage a growing community with minimal growth within the Agency. Due to our very positive public education efforts, including our Citizen Academy, we have a pool of potential volunteers who could aid in some of the administrative tasks if we had adequate personnel to supervise/manage the volunteers.
- The realignment of the Accreditation Manager to a civilian position that could also possibly attend to some of the clerical tasks currently completed by existing Administrative Assistants as well as sworn Sergeants would likely be very advantageous to our overall administrative efficiency.



Police Department Staff and Resource Study- Phase II Comparative Analysis Operations Division

Section 1: Policy and Operational Trends

- Mobile and voiceless dispatching is widely used throughout the other agencies. It reduces radio traffic and increases a supervisor's ability to manage personnel and resources.
- Many agencies have specialized officers that are not tied to districts so that their specializations can be maximized. However, those officers are still dispatched to calls throughout the city in full uniform. Examples include: K-9, Gang officers, Fugitive officers, and Crime Scene Technicians.
- Most agencies had the county jail in or very near their city so they do not spend the time to book and bond warrants. They transport the arrestees to the jail and drop them off and are back in service in a minimal amount of time. This was not exactly comparable to Loveland due to our extended distance from the Larimer County Detention Center.
- Most agencies use a Platoon type staffing week on all shifts with overlapping shifts on Wednesdays which are utilized as training days.
- With the exception of Loveland, dictation is the primary reporting method used for the agencies.
- Most agencies have moved or are moving to a reporting system that pulls suspect/witness/arrestee/victim information from the RMS system to populate the majority of the reports with the exception of the narrative.
- Many agencies have expanded the number of units and teams to focus on level of service and attention to core job duties. For example, one agency had CSOs also doing Animal Control duties. They found that the CSO neither had time to do their CSO job or their Animal Control job well. As a result the agency split the CSOs and formed an Animal Control unit. Both units are now much more effective than they previously were as one unit. Another example is the FCPD Neighborhood Enforcement Team (NET) which leads yet shares responsibility of Problem-Oriented Policing projects with officers from all divisions. NET maintains a continuous emphasis on the community issue until the matter is resolved.
- Many agencies employ civilians to conduct fraud investigations which have resulted in an increase of case closures and a reduction in fraud because the investigators are able to

become very skilled and efficient in their isolated and complicated duty.

- Front desk officers are widely used throughout the comparative agencies. These officers are civilians, private security, or sworn personnel.
- Most agencies rely on sworn officers to register Sexual Offenders.
- Most agencies do not utilize CSOs in near the capacity that LPD does. They are often limited to parking enforcement, motor vehicle accident (MVA), and animal control duties.
- Many agencies have CSOs handle all MVAs with the exception of serious injury type accidents.

Section 2: Best Practices and Innovations

- Reporting and Record Management Systems that worked together were designed and purchased with the sole intent of assisting and supporting the patrol officer to complete reports in a timely manner so they were available to respond to calls for service. The research already underway will hopefully result in a new system that minimizes the time spent reporting.
- Sub-stations, secure garages, and shared spaces would reduce the amount of time spent driving to and from our main offices and would, therefore, increase the time an officer spends in their district and available to respond to calls for service. These external sites would serve as areas to conduct follow-up calls, to use restrooms, and to complete reports and other paperwork. Ideally, we could utilize city offices across the city which are currently vacant or to share spaces with other agencies such as TVEMS and LFR.
- Automated ticket writers for CSOs, traffic officers and eventually patrol officers would increase accuracy, increase speed, reduce fatigue, and increase enforcement of speed and parking violations. It would allow patrol officers to become available for calls for service quicker while simultaneously increasing our enforcement of two community priorities.
- The current practice of allowing supervisors to cancel calls for service should be reinforced and encouraged. Supervisors should also increase the screening process of “anonymous” complaints for validity. Often “anonymous” calls for service require a complainant for officers to take enforcement action. While it is a balance to maintain customer service to the citizens, many of these “anonymous” and “frivolous” calls continue to be investigated even though very little recourse is available and burden patrol officers.

Operations Division

- The committee found that the comparative agencies often had significantly fewer collateral and non-core duties assigned to patrol officers. The bulk of the duties that Loveland Officers hold are held by specialized positions or civilian staff in the comparative agencies. LPD Officers are also currently responsible for a wide range of duties that do not require a sworn officer. The practice of assigning the duties to other staff allowed for Patrol Officers to focus on core duties while not decreasing the service to their respective communities. The following staff areas were most recognized:
 - Specialized Crime Scene Technicians (CST) and a Training and Personnel Unit officers significantly reduced the burden on patrol when these officers would have otherwise been removed from shift staffing for their duties. Specialized CSTs are immediately available for crime scenes. They are also the primary resource for large crimes scenes and their absence from street availability does not affect staffing levels. The Training and Personnel Unit would consist of several full-time instructors from the various disciplines who are cross-trained in their skills. They are responsible for organizing and instructing in-service training. Their purpose is to maximize the training opportunity for officers by providing consistent instruction and taking the burden off officers who are collateral instructors. The full-time instructors would be supported by some collateral officers. Other duties for the Training and Personnel Unit include background investigations, administrative assignments, and the pre-service training of new officers and staff.
 - A Neighborhood Enforcement Team (NET) was recently added to one comparative agency but existed in different forms in the other agencies. This team addresses issues that patrol officers are currently expected to address but, struggle due to pending calls for service.
 - Civilian staff provides non-emergent police services at a cheaper cost than a police officer. In comparative agencies civilian staff works the front desk and conduct criminal investigations that do not require suspect contact.
 - The use of civilian staff, including Community Service Officers (CSOs) varied in the comparative agencies; LPD was the strongest in terms of efficient and effective use of CSOs. We found that it would be beneficial to increase the number of CSOs and rely on them to handle all motor vehicle accidents that are not worthy of the Technical Accident Investigation Team.

Practices that these organizations tried that did not work as well as they expected:

- One agency had CSOs acting as an Animal Control Officer in addition to all other duties, even equipping them with catch poles, dog cages etc. They found that both jobs suffered as a

result and moved to having the jobs separated, which achieved much greater citizen satisfaction.

- The FCPD NET team has had its downfalls. Even though the unit's primary duty is to support patrol and reduce their workload, the unit has said "no" to multiple officers requests for assistance. This has created a negative perception of the unit. Also, the unit works two days in plain clothes doing "admin" and two days on the street in uniform. The perception is that the unit would be more effective if it worked all week in uniform and spent more time actually on the street.
- On-line reporting has been a struggle for many agencies. Even though on-line reporting websites clearly state that reports will not be investigated, officers are still being assigned. Several agencies faced this obstacle. One agency justified the investigations because citizens were reporting stolen medications knowing that their fraudulent activities would not be investigated. The agency soon changed the reporting system and would not allow the report of theft/loss of medications to be done on-line. Also, whereas officers were previously assigned to investigate on-line reports simply to gather more information, the reports are now finalized as complete as the citizens allow. The lesson is that on-line reporting is designed to reduce the burden on officers and that the agency needs this to occur even if the quality of the report or investigation would be better if done by an officer. Also, the other agencies have increased their publicity of the system and refer citizens to it on a regular basis.

Section 3: Long-term Strategies for Improvement in Loveland

- Other agencies write tickets with fines for abandoned vehicles as opposed to repeated written warnings that may result in a towed vehicle. The addition of abandoned vehicles/expired plates being ticketed with a monetary fine like other agencies would increase compliance and cover costs of enforcement. As our municipal code stands now, CSOs give multiple warnings that cost the city in time and resources to generate no revenue. In addition to this, towing an abandoned vehicle actually costs the city money that is never recuperated. The impact of a Municipal Ordinance would reduce the workload on CSOs, would create revenue, and would increase compliance with ordinances already in place.
- A collaborative prisoner transport system in Southern Larimer County to move arrestees to the Larimer County Detention Center could save time and money. Agencies such as LPD, Berthoud PD, Estes Park PD, Colorado State Patrol and the Larimer County Sheriff's Office could share costs from a new process of moving prisoners from our respective jurisdictions to the county jail. The goals would include reduced mileage on vehicles and increased

availability of CSOs and officers.

- The committee focused on best practices that would reassign the responsibility for several duties away from Patrol Officers as the strategy to increase the effectiveness of additional staff. We found that the comparative agencies focused the duties of Patrol Officers on those tasks that require a sworn officer. The collateral tasks that require a sworn officer should be considered for reclassification to specialized positions once enough patrol officers are in place. Based on the findings the following positions could prove beneficial:
 - Civilian downtown parking enforcement officers for a daily, consistent service.
 - CSOs to effectively cover their primary duties on all three patrol shifts when leave or training days occur. As it stands now if a CSO is off duty their work must be handled by a patrol officer. Additional CSOs keep patrol officers available for higher priorities.
 - Specialized CSTs assigned to patrol to improve effectiveness and integrity of evidence processing. Currently our CSTs are assigned districts and when they respond to crime scenes they are often unavailable for several hours.
 - A Neighborhood Enforcement Team (NET) would directly support officers in all divisions to address on-going community problems.
 - A specialized Training and Personnel Unit comprised of several full-time instructors from the various disciplines who are cross-trained in several police disciplines. They would be responsible for organizing and instructing internal training classes for new and current officers. Other duties would include background investigations, administrative assignments, and coordinating training classes hosted by LPD for regional attendance.
 - A front desk staff position. Whether this is a specially hired set of officers, CSOs, or other civilians, these personnel would relieve a patrol officer of this duty. This person could take reports, complete warrant bookings and other services more quickly. The patrol officers would be able to remain in their districts available to handle their calls for service.

Section 4: Comparative Strengths for Loveland

- Many agencies are unwilling or unable to pay overtime to fill shifts. This allowed shifts to fall under minimum strength which becomes an officer safety issue and significantly reduces the service to the community. One agency has an informal policy that overtime will not be used for

Operations Division

shift strength. LPD is very strong in this area. Supervisors prudently utilize overtime to fill shifts to maintain the integrity of the philosophy and purpose of “minimum strength”.

- CSO utilization was a significant strength for LPD. No other agency utilizes CSOs as effectively and efficiently as LPD does. One agency has CSO’s which may not respond to a single call for service during their entire shift because their duties are so limited. LPD has tasked CSOs with every duty that they can possibly handle and almost every other agency could reexamine how they utilize CSO’s to support patrol officers.
- LPD’s use of a civilian outside of the Operations Division is a strength. Most of the comparative agencies place this duty on sworn officers. LPD’s civilians complete this task much quicker than sworn officers could and allows those officers to actually handle calls for service for which they are equipped and trained.
- The process of extra-duty scheduling at LPD is fair and efficient. The comparative agencies appear to have a “buddy system” of scheduling or a system which allows for understaffed events (an officer safety issue). Our use of a civilian allows sworn officers to remain focused on their duties. As well, the integrity of the agency is maintained by keeping the scheduling in-house and not allowing establishments and individuals to privately contract with officers.
- The digital scheduling system (Telestaff) offers a multitude of advantages over the paper version of scheduling. In our conversations with agency representatives we found a large variety of scheduling tools. While we are currently going through growing pains with Telestaff, its advantages are primarily related to efficiency and effectiveness. The use of Telestaff is a good use of technology to maximize personnel allocation and deployment.
- The large pool of collateral Crime Scene Technicians (CSTs) who operate from a variety of units and divisions from within the agency was a significant strength for Loveland. Some of the comparative agencies did not have any CSTs who were readily available as patrol officers and supervisors have to page out someone anytime there is a crime scene. One agency has full time CSTs but they are not allowed to page them out if a CST is not currently on duty. Often the comparable agencies must rely on patrol officers to process crime scenes. Our discussion about the size of our CST unit and their various assignments was commended by several comparative agencies.



Phase II Regional Survey

Police Department Staffing Study-Phase II

Surveying Other Organizations

Investigations

Staffing												
	Detectives-Property Crimes						Detectives-Crimes Against Persons					
	Loveland	Fort Collins	Larimer County	Greeley	Longmont	Broomfield	Loveland	Fort Collins	Larimer County	Greeley	Longmont	Broomfield
Sworn	4.0	6.0	7.0	7.0	5.0	15.0	4.0	8.0	5.0	5.0	5.0	Same as Property
Civilian		1.0	1.0	1.0	1.0 (pawns)	2.0		1.0		0.0	0.0	
Total	4.0	7.0	8.0	8.0	6.0	17.0	4.0	9.0	5.0	5.0	5.0	
	Detectives-Drug Task Force						All Other					
	Loveland	Fort Collins	Larimer County	Greeley	Longmont	Broomfield	Loveland	Fort Collins	Larimer County	Greeley	Longmont	Broomfield
Sworn	3	6.0	N/A	8.0	0.0	0.0		14	CIU-6 / Lab 5	10	13.0	0.0
Civilian	1	1.0	N/A	1.0	0.0	0.0	2	2	Clerical-3 VRT-2	0	1.5	4.0
Total	4	7.0	N/A	9.0	0.0	0.0	2	16	16.0	10	14.5	4.0
	Total											
	Loveland	Fort Collins	Larimer County	Greeley	Longmont	Broomfield						
Sworn	8	34.0	23	30.0	23.0	15.0						
Civilian	2	5.0	6.0	2.0	2.5	16.0						
Total	10.0	39.0	29.0	32.0	25.5	21.0						

Police Department Staffing Study-Phase II

Surveying Other Organizations

Investigations

Please describe positions included in the "All Other" column above.	
Loveland	<p>One Records Specialist is assigned to the unit full time</p> <p>One Investigative Technician is assigned to the unit 32 hours a week. This position is responsible for registering and tracking all sex offenders within the City of Loveland as well as proper documentation, owner notification and reporting of towed vehicles as required by the State of Colorado.</p>
Fort Collins	<p>Other includes: 6 Criminal Impact detectives plus 1 civilian. Also 4 Forensic Services detectives plus 1 civilian. None of my numbers above include the team sergeants that run these teams. Our SRO program is also run out of CID and there are 10 of them, but since they aren't truly detectives, I didn't include them.</p>
Larimer County	<p>Criminal Impact Unit functions as a street crime unit and tracks fugitives, gangs, and sex offenders.</p> <p>Crime Lab. Processes major crime scenes, liaisons with patrol evidence technicians and two members out of the five are assigned to the regional lab.</p> <p>Victim Response Team is also assigned to investigations . We have two full time civilian personnel with approx 20 volunteers that take care of victim advocate duties and referrals.</p>
Greeley	<p>6 Gang Unit detectives, 3 Lab personnel and 1 detective to monitor registered sex offenders.</p>
Longmont	<p>2 – Domestic Violence, 3 - Finical Crimes, 2 – Cyber Crimes / Forensic Computers, 5 – Narcotics Unit (We do not participate in a task force), 1 – Intel / Narcotics, 1.5 admin assistants</p>
Broomfield	<ul style="list-style-type: none"> • Administrative Technician I assigned to North Metro Task Force • Administrative Technician II assigned to Investigations • Victim Advocate assigned to Investigations • Victim Services Coordinator assigned to Investigations

Police Department Staffing Study-Phase II

Surveying Other Organizations

Investigations

Enter the allocation of time expressed in percentages of total time for the typical employee in these positions on the average in a year. (Please average time for employees dedicated only to this service.)

Type of Duty	Loveland	Fort Collins	Larimer County	Greeley	Longmont	Broomfield
Core Duties	34 (Investigations, assisting patrol officers / other detectives, court)	60	80	65	53	45
Administrative Duties	38	20	10	15	24	25
Collateral Assignments	7	5	2.5	10	12	10
Training	7	5	5	5	5	10
Leave time	14	10	2.5	5	6	10

	Total Cases Assigned						Total Drug Related Cases					
	Loveland	Fort Collins	Larimer County	Greeley	Longmont	Broomfield	Loveland	Fort Collins	Larimer County	Greeley	Longmont	Broomfield
2000			N/A	1,607	930	1,108			N/A			
2011	565	1995	582	1,084	873	773			169	120		
Change				-523	-53	-335						
	No. of Cases in Suspended Status						Suspended Cases Considered Solvable with Time/Manpower					
	Loveland	Fort Collins	Larimer County	Greeley	Longmont	Broomfield	Loveland	Fort Collins	Larimer County	Greeley	Longmont	Broomfield
2000			N/A	318					N/A	0		170
2011	104	270	No data	306			26-52	0	20	0		168
Change				-12						0		-2

Fort Collins: I spoke with our crime analyst and she did not have the figures for 2000.

LCSO: Note-We switched to a new records system in 2005. Therefore no numbers for 2000 are provided.

Police Department Staffing Study-Phase II

Surveying Other Organizations

Investigations

What are the training requirements for detectives?	
Loveland	All detectives are required to maintain basic skills and qualifications as other sworn positions to include firearms, defensive / arrest tactics and driving and are required to attend 4 hours of in-service training per month. New detectives are usually sent to a two week (80 hours) Basic Investigators school and complete an in-house FTO type program where they are shadowed and mentored by a senior detective. Detectives are sent to on-going, assignment based training as budget and manpower allows.
Fort Collins	In the past we used a training matrix that included all skills/training we expected our detectives to have. We are in the process of creating a week long in-house class that would cover the basics for our department like CSI, interview, reports, homicide investigations, etc. In 2011, we started sending all new detectives to the two-week detective training class in Boulder. After the base is established, detectives will attend specialized training for their unit – sex assault, child abuse, gangs, robbery, auto theft, etc...
Larimer County	All investigators are expected to keep up the same basic skills as their patrol counterparts in firearms, driving, arrest control, and first aid/CPR. In addition, all investigators attend a basic investigators course, an internal FTO program specific to Investigations. Depending on each investigator's assignment, ie. (persons, property, CIU, or Lab) specialized training is then provided such as death investigation, fraud and so on. When funds are available, cross training for investigators is done.
Greeley	10 hours of monthly departmental training plus an additional 1 hour of monthly training specific to investigations. Detectives will also attend outside training as it pertains to their areas of work, budget permitting. Detectives assigned to the Drug Task Force receive the basic DEA School and OCDETF Meth Lab training. Are these the right schools you send the new people to? Is there any other specialized training?
Longmont	Detectives received: Basic Investigations, Homicide, Child Abuse, Sexual Assaults, Interviewing, Cold Case Investigations, etc. Then we try and send them to specific classes related to their expertise. Finical Crimes, Burglaries, Advanced Domestic Violence, Officer Involved Shootings. Drug Unit - DEA Basic, Surveillance Technics, Meth or Clan Lab Certifications.
Broomfield	All division members are required to attend mandatory department in-service and recertification training in basic police skills. Newly assigned detectives are required to attend basic investigations skills related training. As detectives become tenured, they are expected to attend advanced skills related training. Detectives that are placed in specialized assignments or take on collateral duties are sent to additional, task-specific training. Division supervisors are provided supervision and leadership training as available.

Police Department Staffing Study-Phase II

Surveying Other Organizations

Investigations

Identify the most effective use of technology to improve efficiency (fewer resources required to complete a task) and effectiveness (quality of work performed) of your operation.	
Loveland	We recently purchased to stand alone surveillance cameras for the unit to utilize for surveillance operations (burglaries, etc). Information is being gathered in regards to the possibility of purchasing an I-Pad or similar tablet for investigators to use.
Fort Collins	We use iPhones and recently issued all detectives an iPad. These are exceptional tools for detectives that increase efficiency and effectiveness.
Larimer County	We have purchased new surveillance camera's, vartas, and mobile surveillance platforms that allow us to cover numerous high value targets of property theft (ie. copper) without having to use actual investigators for these surveillances.
Greeley	
Longmont	Leads on Line, we have ten covert pole cameras and 5 GPS tracking units. We rely on these heavily for a variety of investigations. Each Detective has an Ipad. This is great toll when they are running on a big case out of town and we are sharing information with them from our command post in detectives.
Broomfield	Technology based equipment is acquired whenever possible to increase efficiency through tasks being completed electronically versus manually (i.e. computer forensic software and hardware, digital photography equipment, field-use computers versus handwritten product, electronic transmission of documents such as affidavits, rather than manual transportation). Effectiveness of operations is also enhanced by the advances in this equipment (i.e. sharper photographs, digital recording equipment to document scenes, interviews, etc.).

Police Department Staffing Study-Phase II

Surveying Other Organizations

Investigations

Please list and briefly describe the purpose of any consortiums, joint ventures or other interagency collaborative agreements (IGA'S, MOU's) to more effectively and efficiently perform basic functions of your unit.	
Loveland	We participate in the Northern Colorado Drug Task Force with 3 Detectives and 1 Sergeant. We also have a property detective assigned (collateral) to the Northern Colo. Financial Crimes Task Force; a property detective assigned (collateral) to the Regional Auto Theft Team. There is one persons crimes detective assigned to Child Advocacy Center board. There are 2 detective assigned to the Colorado Internet Crimes Against Children (ICAC) organization which is an MOU based program with Colorado Springs PD.
Fort Collins	Our regional drug task for and our regional financial crimes task force allow us to leverage resources from all involved agencies. Drug crimes and financial crimes are not jurisdictional, they are regional and beyond.
Larimer County	Northern Colorado Regional Lab, Department of Human Services, Northern Colorado Fraud Task Force, the assignment of Secret Service/ATF personnel to our building , Safe Street Coalition/FBI, Federal Fugitive Task Force, DEA Group One assigned to Denver DEA office.
Greeley	<p>Evans PD provided an investigator to work with the Greeley Gang Unit. This was done as many of the gangsters we deal with live in Evans. The gang unit investigated gang crimes in both jurisdictions. The Evans investigator was removed temporarily in 2011 with hopes of returning that position soon.</p> <p>The Greeley Gang Unit was part of an ATF Task Force to investigate gang crimes. This occurred in 2011 and 2012. It has since ended and was considered a success with numerous arrests made as a result of the investigation.</p> <p>The Regional Lab.</p> <p>The Weld County Drug Task Force Unit is governed by and IGA between the City of Greeley, City of Evans and the Weld County Sheriff's Office. Until recently, due to the impact from the economy, all of these agencies provided staffing. The City of Greeley provides six sworn and on civilian employee. The Weld County Sheriff provides two worn positions, and the City of Evans used to provide one sworn employee. In accordance with the IGA the City of Greeley provides management of the unit through a lieutenant and a sergeant. The Weld County DA's Office designates an attorney to work with the Task Force.</p> <p>Other law enforcement agencies in Weld County contribute funding at varying levels. These funds help cover part of operations and services.</p>
Longmont	MOU with Boulder County S.O. They have sworn in our narcotics detectives as deputies. Helps with following up on investigations outside of Longmont. MOU to share a Forensic computer lab with Boulder County

Police Department Staffing Study-Phase II

Surveying Other Organizations

Investigations

Broomfield	<p>North Metro Task Force- A group of combined resources from police agencies within the 17th Judicial District, for the purpose of identifying, investigating, and prosecuting individuals and groups involved in trafficking illegal drugs and other associated criminal enterprises. The investigation of these drug-related crimes are often complex, necessitating a significant number of police officers with specialized training and equipment.</p> <p>Critical Incident Team- An independent fact finding group consisting of skilled personnel to conduct investigations of officer involved shootings or other special investigations within the 17th Judicial District. The team is used primarily where a use of force results in serious bodily injury or death, but can be utilized for any investigation involving duty related use of force.</p>
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Identify strategies used for managing staffing and workload while responding to demands to reduce budgets during the recessionary conditions over the last three years and the impact they had on the organization

Organization:	Loveland	Fort Collins		Larimer County	
Budget Reduction Strategy	Impact on the Organization	Budget Reduction Strategy	Impact on the Organization	Budget Reduction Strategy	Impact on the Organization
Utilizing on duty Detectives for calls rather than calling in the on-call (Mon & Fri.)	Pulls Detectives off of their already established case load.	We are not reducing budgets; we are growing them due to tax increase.		Burglaries that have no suspects or not assigned unless large amount of firearms or money is taken	Negative reaction from victims
Looking closer at solvability factors for specific calls and if those factors are low then no assignment. Asking patrol to take the "next logical" step to assist the case.	Ties up patrol resources.	We are trying to cut back on OT expenses and may change the schedule of on-call detectives.	May not be available for as many collateral duties and may impact case assignments	Have increased dependence on patrol evidence techs to process more and more scenes instead of crime lab to keep from calling out lab personnel.	Ties up patrol resources more and more.

Police Department Staffing Study-Phase II

Surveying Other Organizations

Investigations

Greeley		Longmont		Broomfield	
Budget Reduction Strategy	Impact on the Organization	Budget Reduction Strategy	Impact on the Organization	Budget Reduction Strategy	Impact on the Organization
Shift investigations from one area to another to deal with high load times.	High case loads putting pressure on the investigators.	Increased Overtime costs, must support technology costs. Cameras, GPS and Ipads all come with a monthly fee.	Minor impact at this point.	Quite simply, the division has done "more with less," or at least the same with less. Staffing issues in Patrol impacted our division in that we had detective vacancies for extended periods of time. Budget restraints impacted us in regard to operational costs, so there have been impacts to equipment purchases, but not to staffing.	The Investigations Division has maintained the same criteria for acceptance of cases from Patrol and other units. Likewise, we have maintained the same standard of thoroughness in completing investigations. Additionally, the division has been able to operate within our budgeted overtime funds each year.
Assign overtime.	Overtime costs				
The City of Evans is currently not providing a sworn position.	The loss of one investigator, a 14% reduction, had the impact of reducing the amount of work/cases that can be worked. This, along with the cumulative impact of losing additional information has had an impact on the number of cases that can be worked or the overtime used.				

Police Department Staffing Study-Phase II

Surveying Other Organizations

Investigations

What strategies are used to assign cases to detectives?	
Loveland	The initial cases are triaged by the Sergeants for solvability and completeness. The cases are then assigned to the Detective (persons/property) trying to achieve a balanced case load.
Fort Collins	We initially do a triage from the on-call detective, and then assign cases to the proper detective unit. We consider existing case loads, skill sets and learning opportunities as we assign cases to be worked.
Larimer County	<p>General Investigators are divided into crimes against persons and property crimes. Cases that originate from patrol are assigned to each investigator based on their assignment to property crimes or crimes against persons. Each investigator takes turn as the on-call investigator. If a property investigator is on call and catches a case involving a person's crime, the property crimes investigator can keep the case if it can be resolved in a few days. If the case will take substantial follow up it will be re-assigned to a person's investigator. All homicides, serious assault cases, or serious felony cases involving crimes against persons are assigned to a person's investigator immediately.</p> <p>Other cases involving street level narcotics, gangs, and all other related crimes are assigned to our Criminal Impact Unit.</p>
Greeley	<p>Solvability factors.</p> <p>Severity of the crime. Serious or high profile crimes will be assigned regardless of solvability factors.</p> <p>Cases are not assigned in the Drug Task Force. Detectives obtain information from CIs or make contact with arrestees connected to drug arrests or who make statements wanting to work off charges.</p>
Longmont	Patrol is encouraged to work the case to the fullest, before shipping to detective. If there are no leads, it is closed and does not reach detectives. We do identify significant cases and run those hard as a team. I check in daily with the night shift in patrol to identify significant cases. We try run these hard before the leads, witnesses and suspects disappear.
Broomfield	<p>Case assignments are made based on the following major considerations:</p> <p>Generally, the nature of the crime is paired with a detective whose skill set (specific assignment) best fits the crime to be investigated.</p> <p>The individual detectives' caseloads, along with other assigned tasks or projects, are a factor in assigning new cases.</p> <p>The detectives' schedules and availability (upcoming leave, anticipated court appearance, etc.), coupled with the priority of the case and timeliness of action, are taken into account prior to assigning a case.</p> <p>Any special circumstances or unique considerations would also impact case assignments.</p>

Police Department Staffing Study-Phase II

Surveying Other Organizations

Investigations

How have you managed resources to respond to a particular community priority (i.e., identity theft/cyber-crimes, drug enforcement, child pornography?)	
Loveland	There are currently two person crimes detectives assigned to the Cyber Crimes Unit (collateral assignment), which primarily focuses on child pornography possession, distribution and production cases. The property crime detective assigned to the No. Co. Financial Crimes Task Force assists with large scale identity theft and fraud cases that impact the Loveland community. These assignments are not specific but in conjunction with current case loads.
Fort Collins	Our division is broken down into units that can focus on those crimes without pulling from another unit. In cases where additional resources might be needed, we have a Criminal Impact Unit that can provide resources to any unit for surveillance, warrant services, and other tasks on longer investigations.
Larimer County	One specific issue for the Sheriff's Office has been an overabundant rise in copper thefts. We have assigned one investigator from the property crimes unit to be the focal point of these thefts. He has contacted various metal vendors in the area and had developed rapport and has reported positive increase in their cooperation. We have also installed surveillance cameras in these high target areas. Identity theft and cyber crimes continue to rise and most are handled by property investigators with the assistance of the Northern Colorado Regional Lab as well as their assistance in child pornography cases.
Greeley	We will shift resources as necessary to respond to particular priorities. Through prioritizing of cases and seeking out additional resources from other agencies interested in working specific cases, mainly federal resources.
Longmont	We have two detectives assigned to the Forensic Computer Lab in Boulder County. They are extremely busy. Most of their work is supporting Detective Division. (Phones, Computers, etc). Our Narcotics Unit, Gang Unit and SWAT Team work closely to find and arrest the serious offenders. This is a team effort and we use these resources to help investigate, solve and arrest the offenders when necessary. It does no one any favors to let these individual walk around with an active warrant. We take an active, aggressive roll in finding these individuals.

Police Department Staffing Study-Phase II

Surveying Other Organizations

Investigations

Broomfield	Resource allocation and strategies to respond to priority crimes include: Community training and education, collaboration with other department division, city departments, and outside agencies, undercover operations to address drug crimes, pattern crimes, cyber-crimes, etc., information sharing and networking both in-house and with other LE agencies, advanced and on-going training, and equipment acquisition.
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What are the top three priorities for the unit in 2012?						
	Loveland	Fort Collins	Larimer County	Greeley	Longmont	Broomfield
1.	Increase Technology within the unit in order to foster greater efficiency and reduce redundancy.	Improve the clearance rate for Part 1 crimes by 2%	Better management of copper theft cases and increased prosecutions of these cases	Arrest active violent gang members who commit crimes. Arrest career criminals involved in the illegal drug trade.	Team work with other units – React too and investigate immediately, the serious offenses. This often takes us to other communities, causes some overtime, but the rewards (solvability, evidence) are worth the effort.	Prevent and Solve Serious Crimes
2.	Increasing the ability to respond to technology crimes i.e. Internet	Improve the community's perception of overall safety as measured by the Community	Utilize civilian volunteers that have expertise in complicated fraud and forgery cases.	Arrest career criminals. Arrest gang members involved in the drug trade	Locate and arrest Domestic Violence suspects once we have obtained an arrest warrant.	Increase Community Service and Support-Citizen Satisfaction

Police Department Staffing Study-Phase II

Surveying Other Organizations

Investigations

	harassment / RO and provide a timely turnaround for evidence in these crimes.	Survey by 2%.	For example we have used two volunteers that have been vetted in the area of complicated banking fraud and a forensic accountant.			
3.		Increase the use of technology to improve efficiency and effectiveness in investigating Part 1 crimes.	Utilize civilian volunteers that have expertise in complicated fraud and forgery cases. For example we have used two volunteers that have been vetted in the area of complicated banking fraud and a forensic accountant.	Provide thorough honest investigations. Provide thorough, hones investigations.	Use technologies to our advantage.	Enhance the Department- Employee Development and Satisfaction

For more information about Broomfield’s Investigations Division, please contact Commander Linda Haines at 303-438-6479 or lhaines@broomfield.org.

Police Department Staffing Study-Phase II

Surveying Other Organizations

Criminalist

Staffing												
	Loveland		Fort Collins		Larimer County		Greeley		Longmont		Broomfield	
	Crim.	Other	Crim.	Other	Crim.	Other	Crim.	Other	Crim.	Other	Crim.	Other
Sworn	0.0	0.0	0.0	2.0	4.0	19.0	2.25	20.0	0.0	0.0	0.0	0.0
Civilian	1.0	0.0	2.0	0.0	0.0	0.0	0.0	0.0	2.0	0.0	2.0	0.0
Total	1.0	0.0	2.0	2.0	4.0	19.0	2.25	20.0	2.0	0.0	2.0	0.0

Please describe positions included in the "Other" column above.	
Fort Collins	The other employees are two sworn detectives assigned to our Forensic Services Unit. They are responsible for crime scene processing on "major" scenes such as homicides and assisting patrol with other crime scene processing during business hours or when a Patrol Crime Scene Investigator (C.S.I.) is not available, or doesn't have the specific knowledge or equipment for the scene. They also help investigative units with the evidence collection portion of warrants, provide training to the Patrol C.S.I.s, and since the position is new it is likely they will be tasked with other duties related to crime scene investigation as their time allows.
Larimer County	We have 3 fulltime sworn lab personnel plus 1 sergeant that respond to major crime scenes. We have 19 specially trained deputies that are assigned to a shift that handle minor crime scenes but may be called in to assist in larger scenes.
Greeley	<u>Criminalist</u> – Fingerprint 1 FTE and Digital 1.5 FTE <u>Field Evidence Technicians</u> – 20 collateral assignments in patrol. Two officers have been identified to attend advance training to allow for succession planning as current criminalists retire. One will start the training in 2013.
Longmont	
Broomfield	

Police Department Staffing Study-Phase II

Surveying Other Organizations

Criminalist

Enter the allocation of time expressed in percentages of total time for the typical employee in these positions on the average in a year. (Please average time for employees dedicated only to this service.)						
Type of Duty	Loveland	Fort Collins	Larimer County	Greeley	Longmont	Broomfield
Core Duties	44	75	30	39.4	15	55
Administrative Duties	28	10	20	19.8	10	20
Collateral Assignments	7	0	30	16.7	75	5
Training	5	10	10	13.1	3	10
Leave time	16	5	10	11.0	3	10

What resources are used to collect evidence from a crime scene?	
Fort Collins	For more routine scenes, the evidence collection is handled primarily by a Crime Scene Investigator; these are officers or detectives who do scene processing as a collateral duty. For more involved or complex scenes we use one or both of the crime scene detectives; the crime scene detectives are assigned to the Forensic Services Unit of Investigations. In a complex scene if additional resources are needed we will supplement the crime scene detectives with C.S.I.s. Also, on major scenes or protracted scenes we would potentially use someone from Property and Evidence to transport collected items to the police department and we might use an Investigative Aide to assist with completing documents at the scene as part of the collection process (such as evidence logs or inventory and return forms).
Larimer County	We specifically process our own crime scenes with lab and patrol evidence specialists. Each of our specialists and lab personnel carry the following equipment: Cameras and photographic accessories, fingerprint powders, fingerprint brushes, lift tape and lift cards, cotton tip swabs for DNA, NIK tests for drugs, Gun Shot Residue collection kits, arson collection kits, paper evidence bags, plastic evidence bags, evidence boxes, envelopes, scene diagramming equipment, presumptive blood tests (Hemi-Dent).

Police Department Staffing Study-Phase II

Surveying Other Organizations

Criminalist

Greeley	All Patrol Officers are given latent fingerprint kits and DNA collection kits. They have been trained to do basic evidence collection of this type of evidence. The next level of expertise is the field evidence technicians, (FET'S). They have been given more training and equipment and are responsible to do a majority of the crime scene work. The next level of expertise is the major crime scene investigators. They are used only on major crimes scenes, i.e. homicides, or scene that will take a large amount of time to process. All the major crime scene investigators share a crime scene van. This van contains all the equipment necessary to process a major scene.
Longmont	We have trained and experienced criminalists that respond. We also support them on large scenes with a core team of detectives who have training and experience in crime scene processing. We training our patrol staff on evidence collection and expect them to do as much as they can. I will call CBI if we are short handed.
Broomfield	As for personnel resources, patrol officers, detectives, and the criminalist/CSI typically collect evidence from crime scenes. On rare occasion, CBI may be called for specialized assistance. As for equipment resources, standard supplies and equipment are used to collect evidence (i.e. cameras, swabs, tweezers, field test kits, latent print, and impression lifting supplies).

What are your training requirements for a Criminalist position?	
Fort Collins	We are currently in the process of evaluating and rewriting our requirements for a "Criminalist" in our agency.
Larimer County	Basic crime scene processing class which is a 50 hour course with practical exercises. Continued education in bloodstain pattern analysis, Fingerprint/palm print identification and comparison, advanced latent development techniques, courtroom testimony, arson investigation, homicide investigation, crime scene reconstruction.
Greeley	The training requirements are discipline specific> They start with a core assessment of the knowledge, skill and abilities and then structure the training to develop a discipline certified court competent and qualified examiner.
Longmont	We send them to at least 80 hours annually. As much as 120 hours annually.

Police Department Staffing Study-Phase II

Surveying Other Organizations

Criminalist

Broomfield	<p>Entry level requirements include any equivalent combination of training and experience: Training: BS degree in a related field, preferably including science; training in related tasks and/or Experience: Two years relevant experience in crime scene investigation and evidence collection. New Criminalists/CSIs receive training in photography, latent fingerprints, blood spatter analysis, crime scene reconstruction, footwear/ tire track/other impressions evidence, etc. As personnel become more tenured, they receive on-going, advanced skills training.</p>
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What resources are used to transport evidence to and from court?	
Fort Collins	The lead officer or detective on the case is primarily responsible for getting items of evidence to and from court. In cases where there are numerous items the lead may coordinate accomplishing this with someone from Property and Evidence.
Larimer County	Evidence personnel using sheriff's office vehicles or the primary investigator will transport. Chain of custody must be enforced during this process.
Greeley	To the best of my knowledge either the Officer or Detective who is the advisory witness for the case or an evidence custodian transports the evidence to and from court.
Longmont	We have two vehicles assigned to the section for them to use. Some cases, the assigned detective will sign out the evidence and take it to court. Minor cases, the assigned officer will sign it out and take it to court.
Broomfield	Our Courts are in the same physical location as the PD's Property and Evidence Unit. Therefore, the transport of evidence is done by way of carrying it from one location in the building to another (generally by the lead officer/detective, and upon following all chain of custody requirements).

Police Department Staffing Study-Phase II

Surveying Other Organizations

Criminalist

What resources are used to transport evidence to and from other labs?	
Fort Collins	Evidence is currently transported to and from other labs by employees who work in our Property and Evidence Unit. They make trips as needed to C.B.I. and the Regional Lab.
Larimer County	LCSO uses both the Colorado Bureau of Investigation and the Northern Colorado Regional Forensic Laboratories. We utilize our criminalists assigned to the NCRFL to transport evidence to and from NCRFL. Our evidence custodian transports evidence to and from CBI.
Greeley	Right now different analyst from the different disciplines in the Northern Regional Lab transport evidence to and from the lab. The evidence custodians transport the evidence to and from CBI, and sometimes, if it's a rush, the detective assigned the case will take evidence to CBI.
Longmont	Same as court related evidence.
Broomfield	This is generally done by the personnel working in Property and Evidence. On some occasions, the Crime Scene Unit personnel do this task. Assigned police vehicles are utilized for this.

Police Department Staffing Study-Phase II

Surveying Other Organizations

Criminalist

Identify the most effective use of technology to improve efficiency (fewer resources required to complete a task) and effectiveness (quality of work performed) of your unit.	
Fort Collins	I don't know that any one tool has improved both efficiency and effectiveness for the particular tasks of the personnel assigned to my unit; however, I do believe the deployment of the iPad has been a tool that has improved efficiency or effectiveness depending on the individual for almost everyone who has incorporated the use of it into their work.
Larimer County	We are looking into a grant for a laser measuring system which would assist in diagramming a crime scene with less personnel and saving time. We also are photographing blood stains and using Adobe PhotoShop to make calculations. Laptop computers are brought to the crime scene for evidence collection documentation and printing out evidence labels.
Greeley	The use of computers to process and document information obtained during forensic examination is the best use of technology. Software innovations are constantly being developed to assist the examiner in the lab and field to record and store data for later use.
Longmont	We work to keep their cameras current. We give them fully stocked and supplied crime scene vans to use. They are heavy duty vans with large multi compartment storage locations.
Broomfield	Technology based equipment is acquired when possible to increase efficiency through tasks being completed electronically versus manually (i.e. digital photography equipment, field-use computers versus handwritten product, iPad with My Measures application for diagramming crime scenes). The one area in the crime lab where efficiency could still be enhanced would be through having our own AFIS system. Currently, we must schedule time with other agencies to use their system, and then make a follow-up visit to receive results. Effectiveness of operations is also enhanced by the advances in equipment (i.e. sharper photographs, digital recording equipment to document scenes and evidence, evidence collection/documentation equipment such as that used to collect prints/impressions).

Police Department Staffing Study-Phase II

Surveying Other Organizations

Criminalist

Please list and briefly describe the purpose of any consortiums, joint ventures or other interagency collaborative agreements (IGA'S, MOU's) to more effectively and efficiently perform basic functions of your unit.	
Fort Collins	IGA with the Northern Colorado Regional Crime Lab
Larimer County	An IGA is in effect with Larimer and Weld Counties, Ft Collins, Loveland and Greeley Police for our involvement with the NCRFL. Upon request LCSO has highly trained personnel in firearms, tool mark impressions, bloodstain analysis and computer forensics. We have assisted other agencies with these resources. We have utilized Weld County for their footwear-tire track analysis for our needs. All of these are utilized under the umbrella of the NCRFL - IGA. We also have an IGA with the Wyoming State Crime Lab for tech reviews in firearms cases.
Greeley	Northern Colorado Regional Forensic Laboratory. Currently the lab is situated in 4 sites in Greeley and Fort Collins. In 2009 the lab combined disciplines into single sites so that all examiners with a common discipline could work together. This was an effective use of time, skills and technology. Rather than needing one piece of equipment for each examiner in their separate sites, the larger necessary but non-routine items of equipment could be shared. This reduces costs overall for the lab and also increase efficiencies and effectiveness (quality simply through more effective communications and shared knowledge.
Longmont	Our criminalist share AFIS print confirmation responsibility with Boulder SO Criminalists.
Broomfield	<p>Critical Incident Team- An independent fact finding group consisting of skilled personnel to conduct investigations of officer involved shootings or other special investigations within the 17th Judicial District. The team is used primarily where a use of force results in serious bodily injury or death, but can be utilized for any investigation involving duty related use of force.</p> <p>North Metro Accident Investigation Team- An independent team of highly trained and skilled investigators who specialize in traffic accident investigations, to provide an impartial factual law enforcement investigation of traffic accidents, directly or indirectly involving a law enforcement officer while acting under color of official law enforcement duties, resulting in serious injury or death of a citizen or officer. The team is used at the request of any 17th Judicial District law enforcement agency.</p>

Police Department Staffing Study-Phase II

Surveying Other Organizations

Criminalist

Identify strategies used for managing staffing and workload while responding to demands to reduce budgets during the recessionary conditions over the last three years and the impact they had on the organization					
Organization:	Loveland	Fort Collins		Larimer County	
Budget Reduction Strategy	Impact on the Organization	Budget Reduction Strategy	Impact on the Organization	Budget Reduction Strategy	Impact on the Organization
		Unit is new this year as a result of trying to manage workload.	Yet to be determined.	Overtime is flexed out more now than it used to be	Overtime pay is lower but case load is not getting completed in a timely manner
				Attend local training instead of paying for per diem, airfare , hotel	Available training is very limited
				Some evidence in minor crimes are not getting processed in a timely manner to give priority to major cases.	Some minor cases are not getting solved through evidence or case is beyond statute of limitations.

Police Department Staffing Study-Phase II

Surveying Other Organizations

Criminalist

Greeley		Longmont		Broomfield	
Budget Reduction Strategy	Impact on the Organization	Budget Reduction Strategy	Impact on the Organization	Budget Reduction Strategy	Impact on the Organization
The budget was maintained at the same level, but training was scrutinized to see if there were areas that could be deferred to the next year.	It delayed training and caused the expenditure in the following year to ensure criminalists were properly trained to industry standards	Sharing their duties as property custodians.		A second, new position was added to the unit in 2011. This was done by reallocating a position from elsewhere in the department. Budget restraints have impacted us in regard to operational costs, so there have been impacts to equipment purchases, but there has been no negative impact to staffing in the unit.	The unit has maintained the same responsibilities and standard of thoroughness in completing crime scene processing and evidence analysis. Additionally, the unit has been able to operate within the budgeted overtime funds each year.

Police Department Staffing Study-Phase II

Surveying Other Organizations

Criminalist

How have you managed resources to respond to a particular community priority (i.e., identity theft/cyber-crimes, drug enforcement, child pornography?)	
Fort Collins	The need was for consistent response to crime scene processing needs. Prior to the formulation of the Forensic Services Unit this was handled by one sergeant managing the Crime Scene Investigators team and another sergeant, generally the Crimes Against Persons Unit, managing the workload of the detectives who handled a caseload and handled the processing of major scenes. The creation of the Forensic Services Unit allowed for both of these functions to come under the supervision of one sergeant. This was accomplished by internal reorganization and the resources of the funds from the voter approved tax initiative.
Larimer County	What gets investigated first depends on the severity of the crime. Investigation sergeants and the lab sergeant get together and discuss what cases need to be our priority. We communicate directly with CBI and/or NCRFL for their input. On a major case involving DNA we will always discuss with a DNA analyst at CBI what evidence we have and what we should send to them for processing. With the addition to the computer forensic area, child pornography investigation has increased significantly which has also created a larger case load that can only be handled as availability of an investigator and time allows. When a cyber crime case is assigned they are being thoroughly investigated where 7 years ago, this crime would not have been investigated.
Greeley	Moved toward the use of search warrant in which the lab responds to the suspect home and processes on site. This increases the potential of obtaining valuable forensic evidence. In many cases the information obtained with these technologies reduces the number of submission to the lab while still maintaining the number of arrests and convictions.
Longmont	No response.
Broomfield	The Crime Scene Unit is used to support the Patrol and Investigations personnel in processing scenes and collecting and analyzing evidence. The resources are managed accordingly, so that identified issues and priorities are addressed from a holistic approach.

Police Department Staffing Study-Phase II

Surveying Other Organizations

Criminalist

What are the top three priorities for the unit in 2012?					
	Fort Collins	Larimer County	Greeley	Longmont	Broomfield
1.	Ensuring 24/7 coverage for crime scene processing	Training 3 more patrol evidence specialists	Manage work during the building of a new lab and ensuring quality and quantity are maintained.	Moving them into a more full time criminalist position	Prevent and Solve Serious Crimes
2.	Establishing protocols, training, agency expectations, etc. for the new detectives assigned to Forensic Services and the C.S.I. program	Quarterly training for patrol evidence specialists	Train all criminalists to industry standards and surpass it where possible.	Get a stand-alone AFIS terminal.	Increase Community Service and Support-Citizen Satisfaction
3.	Reducing the backlog of cases awaiting computer forensic analysis	Plan for a budget shortfall	Plan for the future staffing in the department to have trained FTEs in the field and provide well trained and qualified criminalists.		Enhance Department - Employee Development and Satisfaction

Volunteers:

Broomfield: While the crime lab has had several interns or high school students from gifted programs in the past, there have been none recently. The last intern working in the crime lab was in 2009. The intern was finishing a master's program in forensic science and was utilized in real time casework to include working crime scenes, processing evidence, and entry level fingerprint training packets. For further information about Broomfield's criminalist and Crime Scene Unit, please contact Commander Linda Haines at 303-438-6479 or lhaines@broomfield.org.

Longmont: Not as criminalists. **Fort Collins:** No use of volunteers **Greeley:** No use of volunteers **Larimer County:** We have used interns in the past but with the addition of the NCRFL and also the protection of evidence integrity and chain of custody the liability has been too great to continue in the use of volunteers.

Police Department Staffing Study-Phase II

Surveying Other Organizations

Property and Evidence

Staffing												
	Loveland		Fort Collins		Larimer County		Greeley		Longmont		Broomfield	
	Prop & Evidence	Other	Prop & Evidence	Other	Prop & Evidence	Other	Prop & Evidence	Other	Prop & Evidence	Other	Prop & Evidence	Other
Sworn	0.0	0.0	0.0		0.0	0.0	0.0	0.0	0.0	0.0	1.0	0.0
Civilian	1.0	Est. .10	3.0	1.0	1.5	0.0	3.5	0.0	3.0	0.0	2.0	0.0
Total	1.0	.10	3.0	1.0	1.5	0.0	3.5	0.0	3.0	0.0	3.0	0.0

Please describe positions included in the "Other" column above.	
Loveland	Some volunteer time but in limited capacity because of security on databases
Fort Collins	<p>Property/Evidence Supervisor: Directly supervises employees within the Property/Evidence Unit by managing, organizing, communicating, prioritizing and resolving problems to achieve productivity and quality customer service. Conducts hiring processes; screens applications for qualifications; administers written and typing tests; conducts oral board interviews; schedules and conducts conditional job offers; makes recommendations to supervisor for hiring; schedules orientation and training. Provides instruction to new officers in the Department's mini-academy. Trains and provides work guidance to employees and provides regular review of performance. Attends supervisory training to stay current with ever-changing technology and methods. Manages employee schedules; processes time-off requests; delegates work assignments. Monitors workflow for quantity and work product for quality and accuracy. Makes recommendations to ensure that work is completed in a timely manner. Provides interpretation and guidance regarding City and Department policies; Municipal Code; and statutory requirements and regulations. Suggests changes in working conditions and use of equipment to increase efficiency of work unit. Assists employees in solving work problems; maintains cooperative and compatible working relations. Makes recommendations for disciplinary actions and terminations to supervisor. Assists with the budget by providing input into budget preparation and directing expenditure of unit funds. Frequently performs the functions of the employees supervised. Recommends or develops policies and/or procedures that promote customer service. Identifies changes in procedures; maintains and revises Property/Evidence standard operating procedures manual. Assists Records Manager in conducting research and recommending technology upgrades necessary for the department's property/evidence needs. Administers and monitors ongoing programs and special projects for the department. Participates as part of the department's management team. Coordinates communication between the Property/Evidence Unit, other City departments and other divisions within Police Services. Acts as a staff liaison for the Property/Evidence Unit. Reports to work on time and maintains an acceptable attendance record. Will be the first point of contact for the Crime Lab to deal with internal operational issues.</p>

Police Department Staffing Study-Phase II

Surveying Other Organizations

Property and Evidence

Larimer County	Evidence is supervised by a Sergeant who, at this point, does not "work" as Evidence Personnel.
Greeley	
Longmont	We have one 40 hour a week who is a credible and trustworthy employee that does much of the photo transfer and storage for us.
Broomfield	

Enter the allocation of time expressed in percentages of total time for the typical Evidence Tech in these positions on the average in a year.						
Type of Duty	Loveland	Fort Collins	Larimer County	Greeley	Longmont	Broomfield
Core Duties	73	75	94.5	95	70	Managing the intake, storage, disposition of evidence. Maintain the chain of custody, lab analysis, courts, and viewing for the district attorney's office. Written and verbal correspondence, auction processing, and minor administrative duties.
Administrative Duties	15	8	.5	0	10	Utilization of scanning equipment, data entry, email correspondence.
Collateral Assignments	2	2		0	15	None
Training	2	5		0	3	CAPET conference
Leave time	8	10	5.0	5	3	80 hours sick, 120 vacation

Police Department Staffing Study-Phase II

Surveying Other Organizations

Property and Evidence

	Square Feet in the Property & Evidence Room						No. of Items in the Property & Evidence Room					
	Loveland	Fort Collins	Larimer County	Greeley	Longmont	Broomfield	Loveland	Fort Collins	Larimer County	Greeley	Longmont	Broomfield
2000		N/A	1,719	N/A	4,733	1,500		N/A	N/A	N/A	60,000	30,000
2011	2,175	N/A	4,295 + offsite storage	N/A	4,733	3,000	36,000	43,911	14,000	200,000	150,000	24,000
Change			+2,576 major expansion in 2012		0	+1,500					90,000	-6,000

What are the training requirements for Property/Evidence employees?	
Fort Collins	The training for a new employee is approximately 8 months in length. The job is complicated and there are many statutes, guidelines, policies and procedures that the employee is required to learn. Daily decisions are made regarding handling, packaging and the maintenance of the integrity of the chain of custody for each item of evidence. In addition, the P/E employees have the opportunity to attend training offered by the Colorado Association of Property and Evidence Technicians (CAPET) and the International Association of Property and Evidence offers a certification program. Although this isn't a requirement for the position, these training and certification opportunities are highly recommended.
Larimer County	Evidence tech has on the job training only. Evidence specialist (full-time) has completed IAPE certification and maintains CAPET certification--but is not a requirement.
Greeley	HS Diploma
Longmont	We send them to Property Room Management. We also send them to state training on property room management at associated conferences.
Broomfield	Complete basic training and understanding of policies and protocols.

Police Department Staffing Study-Phase II

Surveying Other Organizations

Property and Evidence

What resources are used to transport evidence to and from court?	
Fort Collins	The resources used to transport evidence to and from court vary depending on the type and severity of the case. Many times the officer checks the items out of evidence and transports it to court and either leaves the evidence in the custody of the court OR returns it back to evidence. Also many times, the property/evidence techs transport the items to court, etc. This requires using a van assigned to the evidence unit.
Larimer County	Evidence Sergeant assists with "large" transports using department vehicle. Smaller transports are done by the officer in charge of the case or Evidence custodian.
Greeley	Typically the investigator picks it up from us and transports it. We do have a van and carts to use if needed, but that has only occurred once in the four years I've been here. We do regularly transport evidence to and from the lab using those resources.
Longmont	We use our evidence custodians to turn it over to the officer on minor cases and major felonies the evidence custodians take it to the courts. They have an assigned vehicle.
Broomfield	Department vehicles

Police Department Staffing Study-Phase II

Surveying Other Organizations

Property and Evidence

Identify the most effective use of technology to improve efficiency (fewer resources required to complete a task) and effectiveness (quality of work performed) of your unit.	
Fort Collins	<p>Implementing barcode technology has increased efficiency and improved accuracy and performance. By having all items of evidence barcoded, inventories have become more manageable and easier to perform.</p> <p>The implementation of signature pads has also simplified the release of evidence as well as eliminated paperwork – now the signatures are electronic.</p> <p>We have also moved away from paper property sheets. All officers now make their evidence entries directly into our Tiburon RMS system.</p>
Larimer County	<p>Barcoding has saved much time..especially during inventories, and has increased accuracy.</p> <p>Please list and briefly describe the purpose of any consortiums, joint ventures or other interagency collaborative agreements (IGA'S, MOU's) to more effectively and efficiently perform basic functions of managing property and evidence.</p>
Greeley	<p>Computerized tracking system. Evidence entry is completed electronically by an officer, rather than on paper. Searching and retrieval of information is much more efficient. All of the systems I'm familiar with include a bar coding capability, but the actual bar code and scanning is a minimal part of the computerized tracking system's value.</p>
Longmont	<p>Technology is helping. Bar coding is the best thing that could have happened. Our RMS system just changed and requires three entry screens to do what one used to be.</p>
Broomfield	<p>Bar coding system used to label and later inventory items in a quick and efficient manner, which takes less staff time.</p> <p>Scanner.</p> <p>Storage compartment for weapons (Rollomat).</p>

Police Department Staffing Study-Phase II

Surveying Other Organizations

Property and Evidence

Please list and briefly describe the purpose of any consortiums, joint ventures or other interagency collaborative agreements (IGA'S, MOU's) to more effectively and efficiently perform basic functions of your unit.	
Fort Collins	The Tiburon CAD/RMS system --- being multiagency has allowed us to not only share costs, but to share data across agency lines. This also allows us to assist each other when questions and or problems arise related to property/evidence.
Larimer County	I work closely with FCPS and CSUPD to troubleshoot problems with barcode management. We have also used FCPS cold storage when we had power outage
Greeley	Greeley PD manages Weld County SO's evidence. The increased effectiveness and efficiency is a benefit received by the WCSO, but there is no apparent benefit to GPD.
Longmont	We share AFIS systems with Boulder County and it is not effective. We lose many hours of time traveling there to do our entries for fingerprints.
Broomfield	None at this time.

Police Department Staffing Study-Phase II

Surveying Other Organizations

Property and Evidence

Identify strategies used for managing staffing and workload while responding to demands to reduce budgets during the recessionary conditions over the last three years and the impact they had on the organization						
Organization:	Loveland		Fort Collins		Larimer County	
Budget Reduction Strategy	Impact on the Organization	Budget Reduction Strategy	Impact on the Organization	Budget Reduction Strategy	Impact on the Organization	
		We have not had to reduce staffing over the past three years; however we conducted a workload analysis which provides us with valuable data which we've used to upgrade positions and/or reallocate positions to different divisions.			We have not sacrificed service. Although there are times that Evidence is closed due to staffing (sickness, CBI transports..), we attempt to be vigilant in answering phone calls and scheduling appointments to accommodate all parties involved. Evidence opens at 7AM to allow night shift officers the opportunity to resolve any outstanding Evidence issues without staying overtime. While we could always use more personnel, we manage our priorities and maintain our Evidence procedure.	

Police Department Staffing Study-Phase II

Surveying Other Organizations

Property and Evidence

Greeley		Longmont		Broomfield	
Budget Reduction Strategy	Impact on the Organization	Budget Reduction Strategy	Impact on the Organization	Budget Reduction Strategy	Impact on the Organization
FT clerical assistant position changed to PT evidence technician	Allows more flexibility in scheduling and more time to be spent on high value tasks. (Rather than time fillers)	The work load is increasing to account for and enter property into RMS. We are paying more OT for coverage.		Completed Inventory with assistance of school resource officers in the summer.	N/A – the officers would have just been assigned to assist Patrol had they not been used in Property/Evidence.
				Utilization of a part-time and temporary employee to catch up back-log of inventory.	We decreased our items from 36,000 to 24,000 by researching and disposing of property.
				Transition of 32-hour part-time employee to full-time employee in 1/1/12.	The additional 8 hours per week have assisted with the maintenance and regular processing of items in Property/Evidence.
				Addition of sergeant to provide direct supervision of property/evidence technicians.	In 2012, a sergeant was transferred to Property/Evidence to oversee the two technicians assigned to the Unit. This direct supervision provides greater efficiency and the ability for the techs to receive immediate answers to questions as they arise.

Police Department Staffing Study-Phase II

Surveying Other Organizations

Property and Evidence

How have you managed resources to respond to a particular community priority (i.e., identity theft/cyber-crimes, drug enforcement, child pornography?)	
Fort Collins	<p>If we have a major case, we assign one property/evidence tech to assist with that case. We also have two major case rooms where we can store all the evidence associated with that case and limit access to these areas to the Detective assigned to the case and the P/E Tech. Many times we also have to reorganize/adjust our storage locations to accommodate the influx of evidence (i.e. drug cases with numerous boxes of evidence/drugs) Although we have a specific area for drug evidence, many times we use our garage area to store numerous boxes of marijuana on make drug grow cases).</p> <p>In addition, for child pornography cases, the CD is clearly labeled as child pornography so that when it is pulled for copies; the P/E techs clearly know what is on the CD and don't inadvertently release something they shouldn't.</p>
Larimer County	<p>One of our greatest challenges has been dealing with large quantities of marijuana and grow equipment and the resulting mold issues. This is still a challenge and will continue to be so.</p> <p>We have identified a specific computer/laptop area in the Evidence Room. This area continues to enlarge and will continue to do so. This also presents a great challenge with getting rid of this equipment without costing the department a large sum of money.</p>
Greeley	N/A
Longmont	That is managed by the cyber-crimes detectives. P&E holds the evidence, but the program is managed by the detectives.
Broomfield	Not applicable to the property room.

Police Department Staffing Study-Phase II

Surveying Other Organizations

Property and Evidence

	Fort Collins	Larimer County	Greeley	Longmont	Broomfield
1.	Intake of evidence	Maintain integrity and control of all items logged into Evidence with a high level of bookkeeping accuracy.	Maintain a minimum 125% purging rate	Space for number of items being stored. We closed our vehicle search bay and turned it into evidence storage. We have to rent garage space for vehicle searches.	Complete inventory and rectification process with any identified issues.
2.	Disposal of evidence	Maintain customer service with the public and with department personnel.	Move all evidence from single off-site storage facility to main facility.	Managing the volume of the items coming in and dispositions.	Maintain research and disposition of property within 5 years of the current date.
3.	Inventories	Streamline some processes to ultimately save more time for other priority functions.	Inventory and reorganize storage area	Staff harmony. We have 3 techs and for 20 years there have been personal conflicts that are working on being resolved and damage repaired.	Hire and train a new employee as a replacement for a recent employee leaving.

Do you make use of volunteers? If so, what services do volunteers provide?	
Fort Collins	Currently we have not used volunteers in the property/evidence unit. However, in 2013 we have an opportunity for a volunteer and have entertained the idea of using the volunteer in this unit. We are still researching the best possible use for a volunteer in order to maximize their knowledge and skills.
Larimer County	We have one volunteer that works 2 hours every 2 weeks doing filing of "dead-file" paperwork. This is not a critical function.
Greeley	No. We have been able to use light duty officers at times to review the status of older cases.
Longmont	They take photo data cards logged in, transfer them to the hard drive of the identified computer. They also create CD's for the case file.
Broomfield	No

For more information about Broomfield's Property and Evidence, please contact Commander Roger Plunkett at 303-438-6493 or rplunkett@broomfield.org.

Police Department Staffing Study-Phase II

Surveying Other Organizations

Crime Prevention

Staffing												
	Full Time						Part Time					
	Loveland	Fort Collins	Larimer County	Greeley	Longmont	Broomfield	Loveland	Fort Collins	Larimer County	Greeley	Longmont	Broomfield
Sworn	1.0	0.0	0.0	4.0 (authorized for 5)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Civilian	0.0	1.0	0.0	1.0	1.0	1.0	0.0	0.0	0.0	0.0	0.0	0.0
Total	1.0	1.0	0.0	5.0	1.0	1.0	0.0	0.0	0.0	0.0	0.0	0.0
	Volunteer						Total					
	Loveland	Fort Collins	Larimer County	Greeley	Longmont	Broomfield	Loveland	Fort Collins	Larimer County	Greeley	Longmont	Broomfield
Sworn	0.0	0.0	0.0	0.0	0.0	0.0	1.0	0.0	0.0	4.0	0.0	0.0
Civilian	varies	0.0	10.0	0.0	0.0	0.0	0.0	1.0	10.0	1.0	1.0	1.0
Total	varies	0.0	10.0	0.0	0.0	0.0	1.0	1.0	10.0	5.0	1.0	1.0

Enter the allocation of time expressed in percentages of total time for the typical employee in these positions on the average for a forty hour work week.						
Type of Duty	Loveland	Fort Collins	Larimer County	Greeley	Longmont	Broomfield
Core Duties	45	75	84	70	50	37.5
Administrative Duties	50	25	1	10	30	25
Collateral Assignments	3	0	10	5	0	32.5
Training	2	0	5	5	10	2.5
Leave time	0	0	0	10	10	2.5

Police Department Staffing Study-Phase II

Surveying Other Organizations

Crime Prevention

	Avg Overtime for an Employee Per Week						Building/Home Security					
	Loveland	Fort Collins 2004	Larimer County	Greeley	Longmont	Broomfield	Loveland	Fort Collins 2004	Larimer County	Greeley	Longmont	Broomfield
2000	0.0	3.0	0.0	0.0	0	0		5.0	0.0		0.0	1.0
2011	0.0	1.0	0.0	1.7	0	.25	161 (lock boxes)	7.0	0.0	3%	0.0	1.0
Change	0.0	-2.0	0.0	+1.7	0	+.25		+2.0	0.0		0.0	0.0
	Car Seat Technicians						Tip a Cop Program					
	Loveland	Fort Collins 2004	Larimer County	Greeley	Longmont	Broomfield	Loveland	Fort Collins 2004	Larimer County	Greeley	Longmont	Broomfield
2000	0.0	0.0	0.0	0.0	0.0	0.0	1.0	0.0	0.0	0.0	0.0	*
2011	15.0	0.0	0.0	0.0	0.0	0.0	1.0	0.0	0.0	0.0	1.0	*
Change	15.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	+1.0	*
	Santa Cops						Community Presentations					
	Loveland	Fort Collins 2004	Larimer County	Greeley	Longmont	Broomfield	Loveland	Fort Collins 2004	Larimer County	Greeley	Longmont	Broomfield
2000		0.0	0.0		1.0	*		57.0	56 hrs		12.0	119.0
2011	15% Dec	0.0	0.0	12%	1.0	*	96.0	39.0	100 Hrs	5%	15.0	223.0
Change	15% Dec	0.0	0.0		0.0	*		-18.0	+44 hrs		+3.0	+104.0
	Police Department Tours						Community Events/Days					
	Loveland	Fort Collins 2004	Larimer County	Greeley	Longmont	Broomfield	Loveland	Fort Collins 2004	Larimer County	Greeley	Longmont	Broomfield
2000		0.0	0.0		45.0	21.0		25.0	250 hrs		6.0	10.0
2011	20.0	0.0	4.0	5%	70.0	17.0	20.0	20.0	550 hrs	10%	13.0	12.0
Change		0.0	+4.0		+25.0	-3.0		-5.0	300 hrs		+7.0	+2.0

Police Department Staffing Study-Phase II

Surveying Other Organizations

Crime Prevention

	Lock Box Program on Residences for Emergency Access						Neighborhood Watch					
	Loveland	Fort Collins 2004	Larimer County	Greeley	Longmont	Broomfield	Loveland	Fort Collins 2004	Larimer County	Greeley	Longmont	Broomfield
2000		0.0	0.0	0.0	0.0	0.0		11.0	20hrs		5.0	10.0
2011		0.0	0.0	0.0	0.0	0.0		4.0	50hrs	20%	12.0	8.0
Change		0.0	0.0	0.0	0.0	0.0		-7.0	+30 hrs		+7.0	-2.0

Broomfield: Lock Box program conducted by Sr. Liaison Officer; Neighborhood Watch meetings per request, plus Block Captain training and National Night Out as a part of the program.

Fort Collins: Restorative Justice new in 2002: number of citizens attending functions in 2004: 7,266 in 2011 9,627; tours are conducted by Explorer Scouts; Alarm Compliance takes about 20-25% of this position's time

Greeley: Answered in terms of percentage of time instead of "activity counts". Other activities: Operation Safe Stay 10%; Neighborhood Issues: 25%; Greeley Stampede 10%. At the end of 2011 we had 78 neighborhood watch groups. Through September of this year we are up to 93. We had 175 community presentations by the Neighborhood Action Team in 2011. The guys in my unit spend quite a bit of time pounding the pavement in areas we've identified as not having a neighborhood watch presence. With the help of our city GIS department we plotted all of our groups on a map of the city. I had a light duty officer working for me earlier this year who looked through our current neighborhood watch contacts and updated everything. He then identified several neighborhoods in each of our patrol sectors with no neighborhood watch. We have a civilian public safety technician in our unit and his primary responsibilities are to keep track of this sort of information. We are also trying to have better outreach with our block captains through social media and a quarterly newsletter. Officer Mark Forgue coordinates our neighborhood watch program. He could probably meet with you sometime to go through our program and maybe give you some further detail. His email address is mark.forgue@greeleypd.com.

Longmont: Car Seat Tech is handled by the Fire Department. Tip-a-Cop and Santa Cops programs are handled by Officers assigned a Collateral Duty. There has been a focus on increasing public outreach. Other: False Alarm Reduction Program in 2000 there were 1,500 false alarms and that was reduced to 900 false alarms in 2011 through Enhanced Call Verification (ECV) and new program development-Citizen Volunteer Patrol. Neighborhood Group Leaders Association (organized by neighborhood groups and HOA's) numbered 42 in 2011. They are actively organized by the City's Community and Neighborhood Resources Department. The Police have joined this partnership.

Police Department Staffing Study-Phase II

Surveying Other Organizations

Crime Prevention

Larimer County: National Night Out 12 hrs in 2010 and 42 hrs in 2011; Citizens Academy 0 hrs in 2010 and 96 hours in 2011 (new responsibility); Sheriff's Kids Christmas Party 35 hrs in 2010 and 60 hrs in 2011 (taking over more duties).

What are the training requirements for Crime Prevention?	
Loveland	<p>Skills, Knowledge, and Abilities: Those outlined for Police Officer. Demonstrated effective public speaking skills. Current knowledge of crime statistics and prevention measures. Effective communication skill with the public in general and at-risk groups such as the elderly, children, and people with disabilities.</p> <p>EXPERIENCE: Minimum of 2 years experience as a commissioned police officer with the Loveland Police Department. Performance evaluations at "meets standard" or above for previous year.</p>
Fort Collins	Must have a minimum of 60 semester or 90 quarter hours from an accredited college or university and a minimum 2.0 cumulative GPA. Prior law enforcement experience preferred.
Larimer County	First 6 months – probation/training period. Assign to senior team member for event and neighborhood watch training. Quarterly ride along. Monthly meeting – 30 minute speaker on relevant topics. Incident Command levels 100 and 200 training for Joint Information Center (as information officer). Attend relevant training classes offered (verbal judo, church safety, CPR/1 st Aid)
Greeley	The primary course we try to send all of our Neighborhood Action Team officers to is crime prevention through environmental design. We also try to send people to outside training dealing with public presentations and technical training such as PowerPoint for Law Enforcement.
Longmont	City of Longmont Community Involvement Training; Volunteer Management training
Broomfield	We do not have formal training requirements – We are always training—Advanced CPTED classes have been taken

Police Department Staffing Study-Phase II

Surveying Other Organizations

Crime Prevention

What technology products do you use in the performance of Crime Prevention duties? Are they effective? If not, why?	
Loveland	Basic computer skills, power point for presentations, various computer programs for making brochures and hand-outs. Laptop and projector. Yes they are effective for the current usage.
Fort Collins	Basic computer skills, word processing, spreadsheet, Power Point, video conversion and formatting, and photo shop type programs. Ability to analyze and compile crime statistics from Cadmine program and format into spreadsheets and grafts. Yes, these are all effective tools.
Larimer County	We only use laptop and projector for our presentations.
Greeley	<p>Spillman Data Systems this is our main CAD/RMS system. We changed in February of 2012 so are still transitioning which has been challenging in terms of getting crime data and other information.</p> <p>We also use Microsoft Office products including excel and PowerPoint to track information and disseminate it both internally and to the public.</p> <p>Our crime analyst uses Chrystal Reports to provide us information. Works very well when data from main RMS system is available.</p> <p>We have also started a social networking presence through Facebook and Twitter. The public reception has been positive so far.</p>
Longmont	We use an internet based volunteer tracking program, Volgistics, for tracking volunteer duties, assignments, and volunteer hours. This is a very effective tool in keeping track of volunteer matters. Our Personnel and Training Unit uses this program for tracking attendance by officers at scheduled in-house trainings. Use Excel for tracking other crime prevention and alarm statistics.
Broomfield	<p>We use Email – One way mass distribution (Called B-In-the Loop), Internet, local governmental TV station, and newsletters.</p> <p>All seem to have a place and reach various people based on their interest level, but it is always difficult to measure success in prevention activities.</p>

Police Department Staffing Study-Phase II

Surveying Other Organizations

Crime Prevention

What program strategies have been ineffective for your agency over the last ten years?	
Loveland	Neighborhood watch has not recently been successful due to lack of involvement from neighborhoods. Certain CPTED and crime prevention training would be useful in expanding the building/home security check program.
Fort Collins	Started with a 13 inch TV/VCR unit in 2001 for presentations which were very clumsy to cart around.
Larimer County	Not expanding duties and training for team members. The team wants to provide new crime prevention offerings to the community, and wants training classes and opportunities to grow and learn. Limiting scope of team doesn't motivate members.
Greeley	I can only speak to the recent past. We've had several successful programs that have continued throughout the years including neighborhood watch, Operation Safe Stay, and Neighborhood Building Blocks. We've tried to create a business watch program this year, which has had limited success. We've found that our business community although interested in crime prevention is not as interested in being part of an organized business watch type group for their particular location.
Longmont	We continue with Neighborhood Watch but it only has short term effectiveness, not long term. We do not have full time crime prevention officers like many agencies do. However, we do have beat officers assist with Neighborhood Watch presentations, detectives assist with bank safety training, a division commander does CPTED reviews of building plans, and we recently established the Crime Free Multi-Housing program which is managed by four officers assigned to Patrol's Beat Support Team.
Broomfield	Hosting our own standalone prevention seminars. We have found it is always better to tie into something else.

Police Department Staffing Study-Phase II

Surveying Other Organizations

Crime Prevention

Please list and briefly describe the purpose of any consortiums, joint ventures or other interagency collaborative agreements (IGA'S, MOU's) to more effectively and efficiently perform basic functions of your unit.	
Loveland	Partnered with Safe Kids Larimer County, Safe Routes to School (enforcement and education aspect), Loveland Fire Authority, City of Loveland engineering and traffic departments, Crime Stoppers, Thompson School District.
Fort Collins	Partner with Larimer County Safe Kids Coalition, Ft. Collins Neighborhood Task Force, RESTORE (restorative justice focused on juvenile shoplifters), Neighborhood Night Out, Crime Stoppers, Neighborhood Services, Neighborhood Enforcement Team (NET).
Larimer County	We share information with Ft. Collins PD, Loveland PD, share booth space at some events, are on the Safekids board. We also engage with Crime Stoppers. We are always open to learning and sharing from other agencies and groups.
Greeley	<p>Our primary cooperative arrangement is inter organizational within the City of Greeley. It's called the Neighborhood Building Blocks program. This group represents most city departments and we meet monthly to discuss ongoing neighborhood issues and to discuss strategies city wide to deal with them. It's a great success and has been recognized nationally by groups such as the IACP. An example would be homeless people gathering in certain areas. With the cooperation of both the PD and parks department they can change the environmental and landscaping in a particular area if it's public property to discourage people from "camping" there. That helps augment the enforcement efforts by the PD for things such as trespassing.</p> <p>Our Neighborhood Action Team and School Resource Officer Units are both supervised by the same sergeant so there is a lot of cooperation and sharing of resources between both units. Downtown Greeley is always a hot button issue we are dealing with. This summer while our SRO's were out of school they were out on bikes primarily focused on being visible and proactive in the downtown area.</p> <p>We also work very closely with the City of Greeley Community Development department (code enforcement). We have a good neighbor ordinance that we can enforce when a problem house meets the criteria. These cases are usually built in cooperation with code enforcement and the police department.</p>
Longmont	Longmont Police and Longmont Fire are collaborating under the broad area of Longmont Public Safety to ensure program efficiency and better use of city resources.
Broomfield	None

Police Department Staffing Study-Phase II

Surveying Other Organizations

Crime Prevention

Identify strategies used for managing staffing and workload while responding to demands to reduce budgets during the recessionary conditions over the last three years and the impact they had on the organization					
Organization: Loveland		Fort Collins		Larimer County	
Budget Reduction Strategy	Impact on the Organization	Budget Reduction Strategy	Impact on the Organization	Budget Reduction Strategy	Impact on the Organization
<p>The Crime Prevention Budget is part of the CRU budget. There has not been a huge reduction in the crime prevention budget. Personnel has stayed at 1 sworn. Use more free brochures and information has been used more. Training has decreased.</p>	<p>Training would be useful in areas like CPTED and updated crime prevention methods.</p> <p>Demands from the community have increased and it's been difficult to meet the demands with the staffing and resources we currently have.</p>	<p>Removed the sworn officer and made it contractual civilian position</p>	<p>Added a sworn officer to staffing and still maintained service delivery</p>	<p>Our budget is used for uniforms, equipment, and community education handouts. As our budget has decreased, we have had to utilize as much "free" material as possible, and took a critical look at items that had a cost associated with them. I put together my budgetary needs based on priorities and calendar years when the item will be required. Then we make priorities on what to buy when.</p>	<p>Our team has grown to 10 team members and we now have to buy new uniforms (we don't have enough for our new members, and our six year old uniforms have old star and are worn out.) We will only be able to get shirts now, and will have to wait on jackets and hats.</p> <p>For handouts, we will reduce the costly handouts that aren't strictly required for our crime prevention efforts – such as file of life (medical rather than crime prevention).</p>

Police Department Staffing Study-Phase II

Surveying Other Organizations

Crime Prevention

Greeley		Longmont		Broomfield	
Budget Reduction Strategy	Impact on the Organization	Budget Reduction Strategy	Impact on the Organization	Budget Reduction Strategy	Impact on the Organization
The Neighborhood Action Team at one time had 5 officers, 1 public safety technician, and their own sergeant. We now have 3 officers, 1 PST, and the sergeant is shared with the SRO Unit.	Fewer resources mean we are more reactive. We've maintained our involvement in our current programs, but it's been difficult to expand what we are offering to the public.	Increased use of professional volunteers for the Police Department.	Volunteers have taken over duties that have freed staff up to become more efficient in their primary jobs or have made it possible to accomplish tasks/jobs without additional staffing.	We have had staff reduction through elimination of a position.	Increased workload and broader scope of duties for staff that remain
Training budget has been cut last several years	It's been difficult to send people to outside training so our networking has decreased and keeping up to date on current issues and trends in crime prevention has been challenging.	Expanded duties of the Citizen Volunteer Patrol (CVP)	The CVP is primarily a Patrol resource. However, they have been increasingly providing assistance to Detectives, such as door-to-door canvassing in neighborhoods that have an ongoing crime related issues. This frees up Detectives' time.		

Police Department Staffing Study-Phase II

Surveying Other Organizations

Crime Prevention

How have you managed resources to respond to a particular community priority (i.e., identify theft/cybercrimes, drug enforcement, child pornography)?	
Loveland	Respond to requests as they come in. For crimes that are currently showing a pattern the CPO increases public awareness and education for the target victim group. Different units within the department work together on those types of community priorities. The CPO works with patrol, detectives, communications, etc.
Fort Collins	Respond to an “as needed” basis. Often a particular crime activity (e.g. a rash of garage burglaries will stimulate calls for Neighborhood Watch meetings, a serial rapist will spur personal safety classes, etc.). Otherwise, the Crime Prevention Specialist responds to requests for presentations, information, and safety fairs as they come in during the year.
Larimer County	The Jessica Ridgeway abduction/murder has generated a lot of requests for child safety education. We are researching programs that we could add to our offerings. We will either outsource the offerings or get trained to do them ourselves. We have a monthly training overview of relative topics for Larimer County so we can use the information to share with the community at events and neighborhood watch programs.
Greeley	As I mentioned above given the importance of downtown Greeley to the city we’ve supplemented the NAT officers with SRO’s during the summer. Another community priority that has surfaced the last few years involves our immigrant community which has changed from primarily Latino to now include Somali and Burmese refugees. We’ve proactively contacted the leaders of these communities and supplemented the resources of the Neighborhood Action Team with SROs and Traffic Unit Officers who have helped give presentations to these groups.
Longmont	We identified a need for collaboration among Longmont Police and Longmont Fire Departments as well as Longmont Senior Services and Longmont Youth Services to address the needs of residents who repeatedly call upon fire and police resources. This Collaborative Resources Team meets monthly to identify residents who call 9-1-1 for fire and police services frequently. A response plan which identifies city and county resources is discussed and assigned for follow up by either Senior Services or Youth Services. This collaboration has been successful in making sure city resources are used efficiently and that residents become aware of a broad range of available community services. Drug Enforcement is specifically handled by our Special Enforcement Unit (Detectives) and is often assisted by our Gang & Crime Suppression Unit (Special Operations). Gang issues are specifically targeted by our Gang & Crime Suppression Unit. Cybercrime is investigated by two detectives who have joined forces with Boulder County Sheriff’s detectives in creating a county wide cybercrime unit.

Police Department Staffing Study-Phase II

Surveying Other Organizations

Crime Prevention

Broomfield	We use subject matter experts from appropriate division. All officers are considered Crime Prevention Officers and are called upon based on their skills and abilities.
Job Description Inclusion in Response	
Loveland	Yes
Fort Collins	Yes
Larimer County	Yes No
Greeley	Yes
Longmont	Yes
Broomfield	Yes No

What are the top three priorities for the unit in 2012?						
	Loveland	Fort Collins	Larimer County	Greeley	Longmont	Broomfield
1.	Preserve and Enhance the Loveland Police Department's Public Image	Increased traffic enforcement	Improve our current offerings – review how we can make them better.	Increase Neighborhood Watch Groups by 10%	Collaborative public outreach between Longmont Police and Longmont Fire Department	Develop and institute a Citizen's Academy
2.	Monitor dispatch radio traffic and assist on calls whenever juveniles are involved	Improve Case Management in Patrol	Expand our offerings to include requested services (home checks, etc.)	Increase public crime prevention presentations by 3%	Collaborative partnerships among Longmont Public Safety, Longmont Senior Center, and Longmont	School Safety exercise

Police Department Staffing Study-Phase II

Surveying Other Organizations

Crime Prevention

					Youth Services	
3.	Assist Investigators and patrol officers on cases when specific knowledge of students and school procedures would be helpful.	Decrease response times in Priority 1 calls by 5 minutes	Maintain the team personality of trust, loyalty and fun.	Implement Business Watch Program	Increased volunteer availability for both police and fire support needs	Host National Night-Out event

Police Department Staffing Study-Phase II

Surveying Other Organizations

School Resource Officers

Staffing	Full Time						Part Time					
	Loveland	Fort Collins	Larimer County	Greeley	Longmont	Broomfield	Loveland	Fort Collins	Larimer County	Greeley	Longmont	Broomfield
Sworn	5.0	10 + 1 sgt	1.0	5.0	7 (includes Sgt)	3.0	0.0	0.0	0.0	0.0	0.0	0.0
Civilian	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Total	5.0	11.0	1.0	5.0	0.0	3.0	0.0	0.0	0.0	0.0	0.0	0.0

Enter the allocation of time expressed in percentages of total time for the typical employee in these positions on the average for a forty hour work week.

School Year

Type of Duty	Loveland	Fort Collins	Larimer County	Greeley	Longmont	Broomfield
Core Duties	40	70	76	65	70	<i>Assigned to schools to respond to enforcing laws, taking reports, mentoring, and teaching. Assigned to all after school events. Solved problems and provided safety measures to school staff and students.</i>
Administrative Duties	40	12	5	20	10	<i>Enforcement reports, training outlines, email correspondence</i>
Collateral Assignments	8	5	5	5	5	<i>Mentoring and role modeling</i>
Training	4	5	10	5	10	<i>CASRO conference and related SRO training</i>
Leave time	8	8	4	5	5	<i>80 hours sick, cumulative vacation time</i>

Police Department Staffing Study-Phase II

Surveying Other Organizations

School Resource Officers

Enter the allocation of time expressed in percentages of total time for the typical employee in these positions on the average for a forty hour work week.						
Summer						
Type of Duty	Loveland	Fort Collins	Larimer County	Greeley	Longmont	Broomfield
Core Duties	33	50	0	70	30	<i>Assigned to complete training, goals, projects, and reassigned to units with resource needs such as Property-Evidence, mall, and court security.</i>
Administrative Duties	42	5	5	10	5	
Collateral Assignments	8	5	69	5	5	<i>Specific to unit assigned</i>
Training	7	10	10	5	20	
Leave time	10	30	16	10	40	

Police Department Staffing Study-Phase II

Surveying Other Organizations

School Resource Officers

	Avg Overtime for an Employee Per Week						No. of Schools Included: Elementary					
	Loveland	Fort Collins	Larimer County	Greeley	Longmont (2006)	Broomfield	Loveland	Fort Collins	Larimer County	Greeley	Longmont	Broomfield
2000		N/A	3	N/A	2	N/A		24	8	16	0	8
2011	1.75	2	3	1	2	4	0	24	8	14	0	10
Change			0		0			0	0	-2	0	+2
	No. of Schools Included: Middle/Junior High Schools						No. of Schools Included: High Schools					
	Loveland	Fort Collins	Larimer County	Greeley	Longmont	Broomfield	Loveland	Fort Collins	Larimer County	Greeley	Longmont	Broomfield
2000		8	2	7	6	2		6	0	8	4	12
2011	4	8	2	8	6	3	6	6	0	6	4	16
Change		0	0	+1	0	+1		0	0	-2	0	+4
	No. of Calls for Service						Total No. of Cases					
	Loveland	Fort Collins	Larimer County	Greeley	Longmont	Broomfield	Loveland	Fort Collins	Larimer County	Greeley	Longmont	Broomfield
2000		N/A	85	N/A	941	N/A		N/A	23	N/A	242	N/A
2011	2,485	1,036	64	N/A	803	1,902	486	634	22	N/A	163	112
Change			-21		-138				-1		-79	
	No. of Arrests											
	Loveland	Fort Collins	Larimer County	Greeley	Longmont Arrests/tickets	Broomfield	Loveland	Fort Collins	Larimer County	Greeley	Longmont	Broomfield
2000		N/A	15	N/A	14/79	N/A						
2011	295	Est 27	15	268	6/23	23						
Change			0		-8/-56							

Fort Collins: with regard to the number of arrests- juveniles taken to the HUB for detention at Platte is the estimate above. Juveniles cited and released, taken into custody for mental holds etc would change the estimate. The estimate is for SRO related actions only.

Greeley: The district consolidated the elementary schools and alternative high schools several years ago due to budgetary issues. The statistical data is incomplete due to software change.

Police Department Staffing Study-Phase II

Surveying Other Organizations

School Resource Officers

What is the policy for assignment of the number of officers per school at the middle and high schools?	
Fort Collins	The City of Fort Collins and Poudre School District abide by a contractual agreement that has been in place since 1995. Presently the contract requires 4 SROs for high school assignments and 6 SROs for middle school assignment.
Larimer County	Governed by contract with Poudre School District.
Greeley	We have 2 SRO's that cover all of the middle and elementary schools. We primarily respond to the elementary schools if there is a call and do some presentations there. The two middle school SRO's split the public middle schools and respond to the charter schools on calls for service and an occasional presentation. We have 1 SRO assigned to each of the three public high schools (3 total). We also respond to the two main charter high schools on calls for service. One of our middle school SRO's covers the districts alternative high school.
Longmont	High School SROs are assigned to a single high school. Middle School SROs are assigned to 2 middle schools each (paired by the high school those middle schools feed into). SROs also provide very limited support to elementary schools in their feeder system.
Broomfield	High schools are dependent upon fiscal contract agreement. Boulder Valley has one SRO assigned to the high school, middle school, and elementary level schools.

Police Department Staffing Study-Phase II

Surveying Other Organizations

School Resource Officers

What are the main job functions of the School Resource Officers during the school year?	
Fort Collins	Provide a safe learning environment for students and staff and help reduce school violence. Improve law enforcement collaboration with PSD. Improve perceptions and relations between students, staff and law enforcement officials.
Larimer County	Take appropriate law enforcement action as requested by school administrators, required by law or Larimer County Sheriff's Office policies. Assist other deputies or other law enforcement officers in conducting investigations involving schools and/or students. Teach specialized classes relating to the role of law enforcement in the community, search and seizure, traffic laws, crime prevention, victims' rights and youth programs. Assist school administrators in developing and implementing emergency procedures and emergency management plans.
Greeley	The primary job of the SRO during the school year is to have a visible presence in their assigned schools and handle calls for service involving students and staff that occur on school property. Our SRO's are encouraged to mentor students and to give public presentations. Those two areas are tracked as part of our city managers performance measures program that he reports to city council.
Longmont	Provide SRO services within the school community on a full time basis during the school year. SRO duties include intervention, prevention, enforcement and education functions within the school community environment. Assist all aspects of creating a safe learning environment. The SROs are assigned to work with the administration, faculty, and students on school sites located within the School District. The School Resource Officers may perform functions including, but not limited to the following: <ol style="list-style-type: none"> 1. Contribute to the positive police-school-community relations efforts, especially as these efforts related to students and parents. 2. Assist in the prevention and control of crime, delinquency, truancy, and disorder on the campus. This includes school site and climate assessment, gathering intelligence, research legal updates related to law enforcement on campus, development of emergency response procedures. 3. Conduct or assist in the investigation of offenses on campus. 4. Provide presentations and available educational resources in the following areas: alcohol and substance abuse, law related education, criminal justice system orientation, delinquency prevention, gang involvement and awareness, community responsibility, for students, parents, and other groups associated with the school. 5. Provide instructional resources for classroom presentations. 6. Appear in court and assist in prosecution and other judicial processes as appropriate. 7. Assist in the coordination of efforts of other enforcement agencies on the campus. 8. Provide visible presence on the campus. 9. Attend school-related functions during normal classroom hours, as well as nighttime hours to included attending social events such as school dances and sporting events, etc., as regular duty hours. This does not replace security and off duty work already in place.
Broomfield	See job duties on page 1. <i>Assigned to schools to respond to enforcing laws, taking reports, mentoring, and teaching. Assigned to all after school events. Solved problems and provided safety measures to school staff and students.</i>

Police Department Staffing Study-Phase II

Surveying Other Organizations

School Resource Officers

What are the main job functions of the School Resource Officers during the summer months?	
Fort Collins	This may vary dependent upon the needs of the agency at the time. In the summer months of 2012 SROs participated in two week long Youth Police Academy sessions, assisted the training unit with a backlog of pre-employment interviews and background investigations, filled patrol districts to help alleviate staffing shortages.
Larimer County	Use vacation time. Work as an extra deputy in the Mountain District performing contracted campground checks.
Greeley	The SRO's are assigned to day watch patrol during the summer months. Downtown Greeley is always a hot button issue with the community. This summer our SRO's were assigned to bike patrol downtown to increase visibility and our number of proactive contacts. It was a very successful use of those resources.
Longmont	<ol style="list-style-type: none"> 1. Use leave time (vacation and comp time) 2. Assist Patrol. On average SROs cover about 5 shifts per SRO per summer break. 3. Attend appropriate training, including CASRO conference and other SRO or police related training. 4. Network with other SROs, debrief and evaluate the previous school year. 5. Develop research based programs to address prior and anticipated social issues in their respective schools. 6. Evaluate collected data to update and improve existing safety and classroom programs. 7. Prepare curricula for upcoming school year.
Broomfield	Dependent upon Department resource needs. Projects and training associated with the SRO program are often the focus during the summer months since there is typically not time to work on them during the school year.

Police Department Staffing Study-Phase II

Surveying Other Organizations

School Resource Officers

What technology products do you use in the performance of School Resource duties? Are they effective? If not, why?	
Fort Collins	Computers, laptops, cameras, volunteer resources etc. Yes they are effective.
Larimer County	In school cameras - very effective. Facebook - effective at finding out what is going on with the kids. PSD Student Records - effective at determining disciplinary history and determining what needs to happen.
Greeley	We switched our primary RMS/CAD system to Spillman data systems earlier this year. It's been challenging transitioning to this system for our agency so it's been difficult to access data for crime prevention purposes. Our department crime analyst is working on this continually and is starting to provide data for officers to utilize for their crime prevention efforts. The SRO's also use infinite campus which is a program the district uses to track students. It's very beneficial to them to have access to this system.
Longmont	All SROs are assigned a laptop computer (with voice recognition software), cell phone, iPad, PBT, digital recorder, digital camera, and a computer projector with sound system. These tools have greatly assisted the SRO with completing tasks in a more efficient manner while maintaining their presence at their schools. With the new reporting requirements, we foresee the computer / iPad tools as greatly assisting with data collection. Other technology utilized at times includes portable pole cameras. These have proven somewhat effective. In addition, Automated Report Writing System, Automated Booking System, and Mobile Data Computers in vehicles.
Broomfield	Equipped with same equipment as patrol officer – no special technology available to SROs.

Police Department Staffing Study-Phase II

Surveying Other Organizations

School Resource Officers

Please list and briefly describe the purpose of any consortiums, joint ventures or other interagency collaborative agreements (IGA'S, MOU's) to more effectively and efficiently perform basic functions of your unit.	
Fort Collins	As noted contractual relationship since 1995 with PSD, collaborative training events, provide trainers to PSD for conferences, administrative training, bomb training, table top scenarios. SROs host weekly meetings widely attended by area criminal justice professionals, SROs participate in regional efforts such as SB94, HUB forum representative, Community Review Board, The Center for Family Outreach board member and EDU representation, Larimer County Interagency Oversight Group reps, Level 2 threat assessment team, Restorative Justice rep.
Larimer County	As part of the IGA with Poudre School District we meet weekly with other SRO's and District personnel to discuss current situations.
Greeley	We don't have any formal IGA's that the SRO Unit is involved in. In the past we were involved in DARE and GREAT, but those programs went away when the grant funding ceased. We provide officers to the schools, but there is no IGA that I'm aware of. We receive no funding from our school district to support our SRO program. We are involved in CASRO and we try to meet with other SRO's in the county and the DA's Office quarterly to discuss regional issues pertaining to school safety, etc.
Longmont	The City of Longmont Police entered into an IGA with the St Vrain Valley school district in 1996 and updated annually via an 'Exhibit A.' It is a basic agreement that includes : <ol style="list-style-type: none"> 1. SROs are City employees who are supervised, evaluated and compensated through the Police Department. 2. An overview of what SROs may do in the schools. 3. The City and the School District will jointly fund the School Resource Officer Program. 4. The SROs receive salary and employee benefits and normally-issued equipment and supplies from the City. The School District agrees to reimburse the city for 50% of the salary of each officer for a period of 9 months out of the year (district school year) plus a \$5,000 stipend to help cover overtime costs. In addition to the overtime stipend, they reimburse only the officers' base salaries (no benefit costs). The SRO sergeant's salary and overtime are covered entirely by the City.
Broomfield	IGA with Adams County Five Star School District. MOU with Boulder Valley School District.

Police Department Staffing Study-Phase II

Surveying Other Organizations

School Resource Officers

Identify strategies used for managing staffing and workload while responding to demands to reduce budgets during the recessionary conditions over the last three years and the impact they had on the organization					
Organization:	Loveland	Fort Collins		Larimer County	
Budget Reduction Strategy	Impact on the Organization	Budget Reduction Strategy	Impact on the Organization	Budget Reduction Strategy	Impact on the Organization
		Budget reduction has impacted dollars available to the unit for acquiring equipment.	Impact= as an example acquiring a pole camera would be effective in monitoring ongoing neighborhood issues connected to area schools and enhanced problem solving efforts. No funding is available due to city wide economic challenges.	No Response	
		Budget reduction has impacted dollars available to the unit for SRO specific training opportunities.	Impact= SROs have not been able to participate in CASRO related activities or attend NASRO conferences. Opportunities to attend advanced SRO training or supervisory related SRO training have been reduced due to economic conditions the city has faced.		

Police Department Staffing Study-Phase II

Surveying Other Organizations

School Resource Officers

Greeley		Longmont		Broomfield	
Budget Reduction Strategy	Impact on the Organization	Budget Reduction Strategy	Impact on the Organization	Budget Reduction Strategy	Impact on the Organization
As previously mentioned we no longer teach DARE or GREAT due to a reduction in grant funding	We have had a difficult time increasing our number of presentations which is a department goal. Not teaching these programs, plus the need for the schools to increase their own instructional time to meet testing standards has made this goal a challenge to achieve.	SRO's assist the Patrol Division in the summer with shift staffing.	Helps reduce overtime costs for the Patrol Division for minimum staffing needs.	None at this time.	
After our COPs funding went away the GPD SRO Unit operated with 4 officers for a couple of years. We regained the 5 th position	It's a challenge covering the schools we have with 5 officers it was much more difficult with only 4				

Police Department Staffing Study-Phase II

Surveying Other Organizations

School Resource Officers

How have you managed resources to respond to a particular community priority (i.e., identify theft/cybercrimes, drug enforcement, child pornography)?	
Fort Collins	SROs and other CID detectives provide educational programs, instruction and training to students, parents, and school staff on an ongoing basis.
Larimer County	No Response
Greeley	Our primary community concerns are dealing with our ever changing immigrant community. In recent years Greeley has had an influx of Somali and Burmese refugees. Given the background of this population integrating into the schools has been a challenge. Our officers are very proactive in addressing these issues and have good contacts with the leadership in these communities and work with them to resolve ongoing issues. As I previously mentioned safety and security in downtown Greeley is a continual issue for us. The SRO's supplemented these efforts over the summer, which had a very positive impact on the problems downtown.
Longmont	The Longmont Police Department partnered with the Boulder Sheriff's Department to develop a CyberCrimes unit. Four detectives share resources and workload to manage the demand in the county. Longmont has maintained a 6 detective unit (5 detectives and 1 SGT) for specialized investigations involving undercover operations, primarily narcotics.
Broomfield	Broomfield utilizes an Internet Crimes Against Children (ICAC) detective that is trained in cyber crimes to address any online crimes that may involve Broomfield's youth.

Police Department Staffing Study-Phase II

Surveying Other Organizations

School Resource Officers

What new, innovative programs have been incorporated that have been effective? What made them effective?	
Fort Collins	<p>A “boot camp” training initiative has been effective. Each summer SROs, PSD security, SME’s from PSD and LEA collaborate for a 40 hour training event. This has enhanced cooperation and teamwork in the program and increased our knowledge and problem solving skills.</p> <p>Youth Police Academy continues to be an innovative and widely embraced event in the community each summer. The SRO unit has drafted students who have graduated from this program and asked them to participate in the selection process for future SROs to gain their perspective.</p> <p>SROs develop innovative educational programs that impact bullying, drug use, sexting. They are creative in working with school communities to set up ticket diversion via public work clean-up projects. They are effective in using contracts to mediate conflicts, utilize restorative justice themes to problem solve and are highly effective in evaluating and conducting threat assessments on students. Their teamwork with juvenile criminal justice professionals and PSD professionals is highly tuned, collaborative and very effective in problem solving matters with students who pose various threats.</p>
Larimer County	No Response
Greeley	We have not implemented any new programs within the SRO Unit in the recent past. We are looking at trying to create some sort of proactive outreach program for our Somali population. We’ve done these sorts of things department wide, but not specifically within the SRO Unit.
Longmont	Restorative Justice in the Schools. This is a grant funded program designed to employ Restorative language and practices throughout the school environment, including classroom management, truancy and discipline related issues. The current program utilizes DOJ grant funds to support a program coordinator assigned to one of our high schools. She trains and coordinates teen facilitators who run peace circles in the schools. While currently only employed in one high school with services down to the feeder middle schools. We are hoping to further expand the program ultimately district wide.
Broomfield	Broomfield has applied for a grant through State Farm to provide simulated drunken driving technology to students before prom in 2013. If approved, this technology will allow students to safely simulate driving “drunk” with the use of specific goggles while other students observe and rate their driving. This technology has been used by other agencies across the country, and Broomfield hopes to share it with the community’s students next year.

Police Department Staffing Study-Phase II

Surveying Other Organizations

School Resource Officers

What new, innovative programs have been incorporated that have been ineffective? What made them ineffective?	
Fort Collins	An effort to revitalize the crime stopper program at area high schools was not effective. Some on-site managers did not support these efforts.
Larimer County	No Response
Greeley	N/A
Longmont	We have been running a modified version of Project Alert in our middle schools for several years. While it has been removed from the Evidence Based programs list, it has been a good method for relationship development for our SROs and the middle school students. The biggest obstacle with this program has been the lack of full support from some of our middle school principals and finding the classroom time.
Broomfield	N/A

Police Department Staffing Study-Phase II

Surveying Other Organizations

School Resource Officers

	Fort Collins	Larimer County	Greeley	Longmont	Broomfield
1.	The SRO unit operates out of the Criminal Investigations Division (CID) at the present time. Some top goals for CID this year have been to increase participation in the city Q14 surveys. The CID captain utilizes feedback provided from the survey to make a positive impact on division and city organization related employee needs.		Maintain a safe and secure learning environment for district students and staff.	Maintain and enhance safety at and around our schools.	Prevent school violence by enforcing the laws of the state and city, and rules and regulations of the various school districts
2.	Through a tax initiative called Keep Fort Collins Great (KFCG) citizens supported increased funding to expand the number of police resources. The CID has made the implementation of this project a priority.		Increase the number of crime prevention presentations by 10 percent from 2011.	Research and develop an effective healthy choices program for our middle schools.	Provide a safe environment for school staff and students.
3.	Efforts to fine tune case management skills has been a priority for CID. Assessment of various components of the current system have been evaluated, fine-tuned and other agencies have been surveyed to determine how they collect and measure data		Increase the number of individual mentoring contacts with students from 2011. (This has not been tracked in the past so there is no set number to increase from).	Further expand the Restorative Practices in Schools program.	Provide educational services and life skills to students.

Police Department Staffing Study-Phase II

Surveying Other Organizations

School Resource Officers

Job Description Included in Response?	
Fort Collins	No; The SRO job description has the same components of a police officer position for the City of Fort Collins. To find a comprehensive sample of duties related to the SRO assignment please visit the Poudre School District website. Upon reaching the site pull up the section on safety and security and click on the SRO link. At this site you are able to read the contractual agreement between PSD and FCPS and find out many other details of how the program is structured.
Larimer County	Yes No
Greeley	We are currently updating our job descriptions. I have an outdated one for DARE Officer that I've attached.
Longmont	Yes
Broomfield	Broomfield does not have a specific School Resource Officer job description – just police officer, which is available online at http://agency.governmentjobs.com/broomfield/default.cfm?action=viewclassspec&classSpecID=777227&agency=2063&viewOnly=yes . For more information about Broomfield's SRO program, please contact Commander Roger Plunkett at 303-438-6493 or rplunkett@broomfield.org .

Police Department Staffing Study-Phase II

Surveying Other Organizations

Records

Staffing												
	Records Clerks						Volunteers					
	Loveland	Fort Collins	Larimer County	Greeley	Longmont	Broomfield	Loveland	Fort Collins	Larimer County	Greeley	Longmont	Broomfield
Sworn	0.0	0.0	0.0	0.0	0.0	0.0				0.0		0.0
Civilian	10.0	17.0	13.0	16.0	9.5	3.0	See Note			.125		0.0
Total	10.0	17.0	13.0	16.0	9.5	3.0				.125		0.0
	All Others						Total					
	Loveland	Fort Collins	Larimer County	Greeley	Longmont	Broomfield	Loveland	Fort Collins	Larimer County	Greeley	Longmont	Broomfield
Sworn	0.0	0.0	0.0	1 (IMD Captain)	0.0	0.0	0.0	0.0	0.0	1	0.0	0.0
Civilian	0.0	5.5	1.0	8.0	1.0	1.0	10.0	22.5	14.0	24.125	10.5	4.0
Total	0.0	5.5	1.0	9.0	1.0	1.0	10.0	22.5	14.0	25.125	10.5	4.0

Please describe positions included in the "All Other" column above.	
Loveland	1 Police Information Manager, 1 Records Supervisor, 7 Records Specialists, and 1 Lead Records Specialist. 6 volunteers work the front desk-1 on duty at a time.
Fort Collins	1 Records Manager; 3 Records Supervisors; 2 Police Services Technicians; 15 Police Report Specialists; 1.5 Warrants Technicians
Larimer County	1-Records Tech I, 9-Records Tech II, 3-Sr. Records Techs, 1-Records Manager
Greeley	Records Supervisor = 1; Data Coordinator II (shift supervisor) = 4; Data Coordinator I = 16; hourly employees (each works approximately 20 hours a week) = 3; volunteer = 1 that works approximately 5 hours a week. The Information Management Division Captain is our Section Commander. Records Clerks are Data Coordinator I's.
Longmont	Records Supervisor, Three (3) Lead Police Service Technicians (PST), 6 PST and one (1) part-time PST
Broomfield	3 Records Specialists 1 Records Supervisor

Police Department Staffing Study-Phase II

Surveying Other Organizations

Records

Please list all services provided by the Records.	
Fort Collins	<p>Police Report Specialist/Police Services Technician:</p> <p>First point of contact for non-emergency telephone calls and walk-in traffic for Police Services. Customer service both on the phone and at the counter, disseminating information, entering calls for service into the Computer Aided Dispatch (CAD) system, directing public to correct person/agency for help, manning the Crime stoppers phone, manning the graffiti hotline, answering all departmental phones after hours. Takes police reports to include motor vehicle accidents, found property reports, cold crime reports (gas drive off reports, runaway reports, trespass, trespass to auto, burglary, theft, stolen vehicles), including those reports involving suspects. Follow-up on and investigate runaway reports, stolen property reports, traffic complaints, motor vehicle accidents, gas drive offs, and harassing telephone calls.</p> <p>Transmits, updates, and receives messages from other law enforcement agencies nationwide via a CCIC computer and performs local, state and national computer file searches for criminal history information.</p> <p>Handles release of police records information in accordance with established guidelines and laws.</p> <p>Enters information into the state and national crime computer systems or local databases.</p> <p>Responsible for processing all incoming paperwork from Patrol and the Detective Bureau which includes scanning all paperwork into the SIRE document imaging system. Processing of paperwork includes making sure that all information is entered into the RMS system and that all information is accurate and up-to-date as well as available for other agencies (i.e. DA's office, citizens, etc.) Processing all mail requests for copies of reports. .</p> <p>Data entry and verification of information entered into the Records Management system of traffic and misdemeanor summonses, motor vehicle accidents, traffic warnings, arrests, field interview cards, stolen and recovered property.</p> <p>Trains new employees.</p> <p>Explains procedures and systems to other department members.</p> <p>Process towed vehicle information to include entering towed vehicle information into CAD and CCIC as well as completing required paperwork to be submitted to the State within 10 days of vehicle being towed.</p> <p>Schedule and conduct VIN inspections.</p> <p>Issues and serves summonses on case investigation findings.</p> <p>Issues parking tickets to parking violators.</p>

Police Department Staffing Study-Phase II

Surveying Other Organizations

Records

<p>Larimer County</p>	<p>Data entry, dictation transcription, records redaction and release, preparation of DA filings, download audio files to CDs for release, imaging, filing, answer phones, in-person customers, special reports, NIBRS submission, MTC (Model Traffic Code) ticket processing, collect records fees, manage fee billing, software and hardware support for digital dictation system, seal records per court order, criminal history corrections.</p>
<p>Greeley</p>	<p>We complete Records Management functions for 3 agencies; the Greeley Police Department, the Weld County Sheriff’s Office and the Kersey Police Department. We also maintain the warrants for all of the courts in Weld County with the exception of Erie PD. Our duties include transcribing reports from digital media, completing quality assurance and NIBRS reviews on reports completed by officers, deputies and ACO; compiles and reports NIBRS statistics for Greeley & Kersey Police, the Weld County Sheriff and their contract towns. We have one Customer Service window that is open 45 hours a week and a second at GPD HQ that is open 12 hours a week.</p> <p>We complete a great deal of software support, especially as it relates to our records management system, reports and citations but do not provide hardware support. We are also the guard terminal agency for all Law Enforcement agencies in Weld County. As a part of that we will complete their CCIC hot file entries and cancellations when they do not have clerical support or clerical support on duty. We complete sex offender registration including the CCIC entries not only for the RMS contract agencies but also for those LE agencies that do not have staff to complete this function. A significant degree of technical skill is required to accurately code reports, including NIBRS, entry & maintenance of approximately 11, 000 active warrants. Staff provides factual information relating to report release.</p>
<p>Longmont</p>	<p>Advanced CCIC/NCIC, data entry, records release, sex offender file setup and tracking, fee collection, NIBRS coding, records distribution handling, filing and maintenance, compliance with court order expunge or seal records, records retention compliance for destruction of records, lead PSTs assist with new PST training and procedure developments and updates, office supply ordering.</p>
<p>Broomfield</p>	<p>Maintains complete reference records; receives accident and crime reports and reads, classifies, and codes (using data entry – 4-6 hours daily) in conformance with the Uniform Crime Reporting system established by CBI; reviews and releases copies of reports or other data in accordance with federal/state statutes and departmental policies; display confidentiality at all times; processes all incoming paperwork from other departments, divisions, and outside mail; separates, photocopies, and scans records and distributes as necessary; labels records for digital storage access and retrieval; verifies completeness of information prior to distribution; performs record searches and retrieve data from computer files; runs various computer-generated reports as needed from current records management system (H.T.E.); responsible for sealing of official records as required by court orders; performs non-emergency telephone and walk-in receptionist duties; screens callers and visitors, handling any questions or referring to appropriate staff; collects fees for municipal services as required; files all police department reports on shelves and/or file cabinets; keeps the files updated as per the Attorney General’s retention schedule guide; maintain accurate records of the movement of all records filed in strict conformance with statutes and departmental guidelines. Must have knowledge of Word, Excel, and other office products; type at least 45 WPM with accuracy; skill in alphabetic and numeric filing; ability to use copier, fax machine, and other office equipment; keep record of all cash transactions on in-house system (Innoprise).</p>

Police Department Staffing Study-Phase II

Surveying Other Organizations

Records

Please list the type of work done by the Records Supervisor. Do you also have a Records Manager?	
Fort Collins	<p>Police Records Supervisor: Assists Records Manager in conducting research and recommending technology upgrades necessary for the department's records management needs. Recommends or develops policies and/or procedures that promote customer service. Identify changes in procedures, make recommendations and prepare and plan for implementation of new computer systems and procedures. Maintain and revise records procedures manual. Manage employee schedules, process time-off requests using Telestaff software, sick leave issues, training requests, new employee training, and work assignments ensuring that all shifts are adequately staffed. Performs research and implements actions in response to customer requests by referencing and interpreting city and department policies, procedures, codes and regulations. Create and administer level advancement tests. Conduct customer service surveys for feedback on each employee. Monitor workflow for quantity and work product for quality and accuracy. Monitor pending calls for service and police radio. Make recommendations to ensure that work is completed in a timely manner. Monitor trainer/trainee progress, review Daily Observation Reports. Conduct hiring processes. Screen applications for qualifications, administer written and typing tests, conduct oral board interviews, schedule CVSA, schedule and conduct conditional job offers, hire and schedule orientation and training. Identify and coordinate any employee training needs. Attend supervisory training to stay current with ever-changing technology and methods. Provide instruction to new officers in the Department's mini-academy. Initiates changes in working conditions and use of equipment to increase efficiency. Administers and monitors ongoing programs and special projects for the department. Participate as part of the Department's leadership team. Act as a staff liaison for the Records Division. Perform job duties of the PRS and PST positions as necessary. Coordinates communication between Records, other City departments and other divisions within Police Services.</p> <p>Records Manager: Direct and coordinate research and recommends technology upgrades necessary for the department's records management needs. Coordinate and direct the overall management of the Records Division; Directly supervise and coach the Records Supervisors. Direct and guide the work groups in planning, goal setting, problem solving and customer service improvement. Conduct and review personnel performance evaluations, along with recommending and administering disciplinary action as needed. Make recommendations on hiring and termination of employees; Develop and administer a disaster recovery plan for Police Records. Research and interpret laws pertaining to records release, evidence collection, etc. Coordinate the archiving and destruction of records; Design and produce various statistical reports; Maintain monthly, quarterly and annual statistical UCR/NIBRS reports; Develop the budget for Records in cooperation with the Information Services Director. Manage the budget for Police Records. Develop short term and long range plans and policies. Act as a liaison to facilitate communication between Records, the public, other City departments, and other divisions within Police Services. Coordinate regularly with other managers in the Information Services Division. Report to work on time and maintains an acceptable attendance record.</p>
Larimer County	<p>The Sr. Records Techs are tasked with FTO duties and act as supervisors in the absence of the Records Manager. Sr. Techs work regular duties in Records, check all reports for NIBRS compliance, and are tasked with special assignments. Yes, we have a Records Manager.</p>

Police Department Staffing Study-Phase II

Surveying Other Organizations

Records

Greeley	<p>My position is officially titled Records Supervisor. Realistically my position is Records Manager with four Records Supervisors that are assigned to shifts. The following list of job duties is completed by both the Data Coordinator II's (shift supervisors) and the Records Supervisor. The tasks listed in bold type are duties that would only be completed by the Records Supervisor. The balance of the duties could also be completed by the DC II's although generally at a different level. My position is officially titled Records Supervisor. Realistically my position is Records Manager with four Records Supervisors that are assigned to shifts. The following list of job duties is completed by both the Data Coordinator II's (shift supervisors) and the Records Supervisor. The tasks listed in bold type are duties that would only be completed by the Records Supervisor. The balance of the duties could also be completed by the DC II's although generally at a different level.</p> <p>Under general direction, supervises, assigns, reviews, and coordinates the day-to-day activities of the Police Department's Records Division including managing the maintenance, retrieval, protection, retention, and destruction of all police records; ensures work quality and adherence to established policies and procedures; and performs the more technical and complex tasks relative to assigned area of responsibility.</p> <p>Plans, prioritizes, assigns, supervises, reviews, and coordinates the activities of the Police Department's Records Division including managing the maintenance, retrieval, protection, retention, and destruction of all police records; sets schedules and provides adequate staffing for the Records Section. Establishes schedules and methods for providing records management services; identifies resource needs; reviews needs with appropriate management staff; allocates resources accordingly. Participates in the development of goals and objectives as well as policies and procedures; makes recommendations for changes and improvements to existing standards, policies, and procedures; participates in the implementation of approved policies and procedures; monitors work activities to ensure compliance with established policies and procedures. Participates in the selection of assigned staff; provides or coordinates staff training; works with employees to correct deficiencies; implements discipline procedures. Participates in the preparation and administration of the assigned program budget; submits budget recommendations; monitors expenditures.</p> <p>Performs the more technical and complex tasks of the work unit including ensuring compliance with applicable rules and regulations related to law enforcement records management. Manages the maintenance, retrieval, protection, retention, and destruction of all police records; coordinates with staff the transfer of records to offsite locations; maintains record security and protection according to mandated requirements and department policy.</p> <p>Corresponds in person, in writing, or by phone when a request for records is received; responds to subpoena duces tecums for department records; consults with the City Attorney, District Attorney's Office, and County Attorney as needed; researches Public Records Act laws relating to criminal records and case law to determine authority to release or deny request for records; appears in court on behalf of the department as required. Oversees payroll operations for the Records Section. Prepares a variety of analytical and statistical reports and correspondence on operations and activities.</p> <p>Attends and participates in professional group meetings; maintains awareness of new trends and developments in the field of records management; incorporates new developments as appropriate into programs.</p>
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Police Department Staffing Study-Phase II

Surveying Other Organizations

Records

<p>Longmont</p>	<p>Direct supervisor of lead and regular PSTs in Records, develop schedules, post OT, ensure coverage, personnel evaluation, procedure development, respond to subpoena's for records, sex offender fees tracking, records release policy development, investigate challenges to records accuracy, maintain master name file in RMS, NIBRS extraction and submission.</p>
<p>Broomfield</p>	<p>Broomfield does not have a "Records Manager" position. The Records Supervisor is responsible for all records received, maintained, and removed in the Records Unit. The Records Supervisor is responsible for recruiting, organizing, coordinating, and daily supervision of workload and personnel in the Records Unit; seeks ways to integrate programs and innovative services to the public, other departments/divisions, and agencies; conducts periodic formal and informal evaluations (including counseling as a means of improving individual job performance); ensures NIBRS crime reporting is complaint to CBI standards and mandates; maintains complete reference records for the police department; assists Records Unit as needed with data entry, filing, telephone, and walk-ins to maintain unit goals and objectives; maintains confidentiality of information; identifies and recommends improvements in divisional and departmental operations to ensure support functions are efficient and cost effective; researches, analyzes, and prepares varied projects and reports involving financial considerations and cost comparisons; monitors Unit expenditures to assure sound financial management; enters crime information from reports; performs record searches and retrieves data from computer files and H.T.E. (Records Management System currently using); performs non-emergency telephone and walk-in receptionist duties; screens callers and visitors, handling any questions or referring to appropriate staff; collects fees for municipal services as required; files all police department reports on shelves and/or file cabinets; keeps the files updated as per the Attorney General's retention schedule guide; maintain accurate records of the movement of all records filed in strict conformance with statutes and departmental guidelines.</p> <p>Must have knowledge of Word, Excel, and other office products; type at least 45 WPM with accuracy; skill in alphabetic and numeric filing; ability to use copier, fax machine, and other office equipment; keep record of all cash transactions on in-house system (Innoprise).</p>

Police Department Staffing Study-Phase II

Surveying Other Organizations

Records

Do you publish crime data to a website for citizens? If so, how frequently? How current is the data?	
Fort Collins	The only crime data available is through the crime mapping on the city's web site: http://www.fcgov.com/police/crime-map.php This information is uploaded daily.
Larimer County	Crime mapping by Raids Online, daily arrest report to media, daily calls for service report to media - all automated.
Greeley	Statistical crime data is compiled and provided to Chief Garner on a quarterly basis that is then posted on the City of Greeley website.
Longmont	Yes, targeted crimes only and this is updated weekly, by Crime Analyst
Broomfield	Broomfield's crime statistics are reported to Council on an annual basis. Once reported to Council, the City's website is updated with that information: http://www.broomfield.org/police/crime_statistics.shtml This is done on an annual basis, and the web page contains 2 years of information for comparison purposes.

Enter the allocation of time expressed in percentages of total time for the typical Records Specialist on the average in a year. (Please average time for employees dedicated only to this service.)						
Type of Duty	Loveland	Fort Collins	Larimer County	Greeley	Longmont	Broomfield
Core Duties	81.25	75	80	68	75	82
Administrative Duties	0.00	8	10	1	10	10
Collateral Assignments	0.00	2	2	20	4	1
Training	1.50	5	1	3	3	2
Leave time	17.25	10	5	8	8	5

Police Department Staffing Study-Phase II

Surveying Other Organizations

Records

Enter the allocation of time expressed in percentages of total time for the typical Records Supervisor on the average in a year. (Please average time for employees dedicated only to this service.)						
Type of Duty	Loveland	Fort Collins	Larimer County (Sr. Records Tech)	Greeley	Longmont	Broomfield
Core Duties	73.0	65	35	33	75	80
Administrative Duties	11.0	15	14	25	10	15
Collateral Assignments	0.0	5	45	30	5	1
Training	1.5	5	1	4	3	2
Leave time	14.5	10	5	8	7	2

Enter the allocation of time expressed in percentages of total time for the typical Crime Analyst on the average in a year. (Please average time for employees dedicated only to this service.)						
Type of Duty	Loveland	Fort Collins	Larimer County	Greeley	Longmont	Broomfield
Core Duties					75	
Administrative Duties					8	
Collateral Assignments					5	
Training					5	
Leave time					7	

Greeley Records Manager: Core 30%, Admin 30%, Collateral 28%, Training 4%, Leave time 8%

Police Department Staffing Study-Phase II

Surveying Other Organizations

Records

	No. of Records Managed per Year						No. of Phone Calls					
	Loveland	Fort Collins	Larimer County	Greeley	Longmont	Broomfield	Loveland	Fort Collins	Larimer County	Greeley	Longmont	Broomfield
2000	N/A**	23,608	9,084	44,251	7,398	8,288	N/A*			80,813	NA	
2011	24,546	19,385	13,148	47,183	11,928	7,391	N/A	69,636	N/A	84,880	NA	
Change		-4,223	+4,064	+7%	4,530, 61%					+5%	NA	
	Turnover Rate for Employees in the Unit						Avg Tenure of Employees in the Unit					
	Loveland	Fort Collins	Larimer County	Greeley	Longmont	Broomfield	Loveland	Fort Collins	Larimer County	Greeley	Longmont	Broomfield
2000	N/A				2%		12.4		7.3	12(2008)	NA	3
2011	11%	2	N/A	3%	3%		11.2	11.73	8.3	13.95	5.2	8
Change					1%		-1.2		+1.0	+9.7%		
	No. of Volunteer Hours						Average Turnaround Time to Process General Offense Reports					
	Loveland	Fort Collins	Larimer County	Greeley	Longmont	Broomfield	Loveland	Fort Collins	Larimer County	Greeley	Longmont	Broomfield
2000	N/A	0	0	0	600		N/A**		8-12 weeks	3-5 days	10	
2011	1,806	0	0	.125	200		3.7 days	3-4 days	1-2 days	3-5 days	5	2 days (stack) 4 hours (one report)
Change		0	0	+.125	-400					0	-5	

Police Department Staffing Study-Phase II

Surveying Other Organizations

Records

	No. of Supervisors						No. of Employees per Supervisor					
	Loveland	Fort Collins	Larimer County	Greeley	Longmont	Broomfield	Loveland	Fort Collins	Larimer County	Greeley	Longmont	Broomfield
2000	1.0	2.0	0.0	5.0	1.0		7.0	9.0	-	4.75		
2011	1.0	3.0	0.0	5.0	1.0	1.0	8.0	6.0	-	4.75	10	3.0
Change	0.0	+1.0	0.0	0.0	0.0		-1.0	-3.0	-	0		

NA* - At no time has the City of Loveland IT department been able to monitor (count) the number of incoming calls to any telephone extension. In the 2003 Records workload study, the Records Specialists estimated that they spend approximately 3-5% of their day answering phone calls and assisting customers at the front counter. Until the City implements technology to accurately count the number of times a telephone extension receives an incoming call (both external and internal) we are unable to supply this data.

NA** - In 2000 we were implementing a new Records Management System (RMS). Turnaround time was extremely slow due to the learning curve as well as continual implementation of RMS components (i.e. arrest module). In some cases we were not entering many of the low priority types of reports due to the backlog. Therefore, data for 2000 was not utilized in this summary as the comparison would be invalid. Turnaround for 2011 offense reports totaled 3.7 days for all reports submitted. A total **of 60% of all offense reports are completed within 24 hours of being reported**. This is due to the current AFR process. Changes to the existing processes will reduce the turnaround time significantly.

How long is your field training program?	
Fort Collins	Approximately 8 months
Larimer County	16 weeks
Greeley	3 months of training; approximately 6 to 8 months before the employee would work alone for more than an hour or two.
Longmont	Police Service Technicians – 6 months
Broomfield	20 weeks

Police Department Staffing Study-Phase II

Surveying Other Organizations

Records

How much time do you allocate for annual training for your staff members?	
Fort Collins	We do not have a set amount of time allocated for training. However, when training opportunities arise that are specifically Records related we try to send as many employees as possible (i.e. NIBRS, Records Release, etc.) Employees also can request additional training throughout the year. The city offers a variety of training opportunities from personal development to wellness to communication, etc. Many employees take advantage of these training opportunities each year.
Larimer County	We take advantage of training opportunities as they are offered. No specific allocation.
Greeley	This year employees have been inundated with inside training, estimated in excess of 60 hours during the year. City policy requires that supervisory staff attend 7 credit hours on an annual basis but in addition we would also attend CORA and Alert training.
Longmont	On the average 4% of 2080 hours per employee (83.2 hours)
Broomfield	At <u>least</u> two (2) ALERT/SAM classes a year per employee (keeping in mind the 16 credits needed to keep CORA certified every two years) and minimum of two (2) in-house training classes offered by the City 4-8 hours/class).

How do you manage over time and comp time?	
Fort Collins	OT is offered sparingly. We typically only use OT for staffing shortages; backlogs in typing and/or case final. We do not offer comp time.
Larimer County	Not Allowed
Greeley	On February 1, 2012 we changed to a different software vendor. We soon found that it takes between 2 & 3 times longer to perform any task than it did with our previous system. Since the conversion date, we have continually had to work overtime. Mandatory overtime was in place for a period of that time but I found that employees quickly suffered burnout. Overtime is still encouraged and most employees work overtime each week. Comp time is restricted simply because I have the continuous need for overtime. City policy caps comp time at 40 hours.
Longmont	Scheduling more schedule adjustments
Broomfield	Kept at minimum can use flex time. Must be pre-approved by supervisor.

Police Department Staffing Study-Phase II

Surveying Other Organizations

Records

What are the most effective recruiting strategies?	
Fort Collins	The only recruiting strategies we've used in the past is advertising in the local newspaper; on the city's web site; and word of mouth. Our last hiring process we had over 160 applicants for one vacancy.
Larimer County	No particular strategies employed
Greeley	Our salary was increased this year which dramatically increased the number of applicants. Previous to the increase we would receive 10 to 20 applications for every vacancy; when we had an opening earlier this year there was well over 100 applicants
Longmont	Not what we are doing now. In comparison with other agencies Longmont has below average number of applicants. Currently discussing options with Human Resources.
Broomfield	Word of mouth and salary range.

What are the most effective retention strategies?	
Fort Collins	I believe the pay and benefits has a lot to do with the retention of our employees. In addition, recognition, job variety, training and development also contribute.
Larimer County	Team-building and a lot of effort toward mutual respect between deputies and techs.
Greeley	I feel that I don't have the magical answer to that. Our retention is very high though. During the hiring process we consider both skills and how the applicant will interact with her/his co-workers.
Longmont	Personnel conflicts is most frequent reason given informally for PST resignations followed by shift work hours. No formal retention strategy for profession (non-commissioned) staff.
Broomfield	Salary range and organizational values.

Police Department Staffing Study-Phase II

Surveying Other Organizations

Records

Software used in your function	
Fort Collins	<p>We currently use the following programs:</p> <ul style="list-style-type: none"> Tiburon Computer Aided Dispatch and Records Management System CCIC/NCIC/Messenger MS Word MS Outlook MS Excel SIRE File Center SIRE Capture Virtual Terminal Credit Card Processing Data Link viewer (runs Crystal Reports) Telestaff JDE/Peoplesoft Talent/Reward – Performance Management Software Redact-It PDF995 Start/Stop Transcription Software
Larimer County	Tiburon for Jail and Records Management, Dictaphone Nuance for dictation, SIRE for imaging/digital file storage, Inmate Calling Solutions for inmate phone calls, CorrEMR for medical records
Greeley	We changed to Spillman RMS, CAD and Jail. We also use Excel, Word, CCIC/NCIC/Dor (Open Fox and the Interface lines); Adobe Pro; Identification/prox card software;
Longmont	Records Primary: Window 7, Office 2010, Tiburon Records Management System (7.4 converting to 7.9 in March 2013), Sire Imaging, and CPI OpenFox, Courtlink
Broomfield	Windows XP, Windows 2010, Innoprise (accounting), Sungard/H T E (Records Management System)

Police Department Staffing Study-Phase II

Surveying Other Organizations

Records

Identify the most effective use of technology to improve efficiency (fewer resources required to complete a task) and effectiveness (quality of work performed) of your operation.	
Fort Collins	<p>Docview has allowed us to improve our efficiencies in processing our mail requests. Insurance companies are directed to Docview's web site where they can purchase accident reports. This has decreased the amount of time it takes records employees to process mail requests by approximately 2/3rds.</p> <p>We also implemented a document imaging program approximately 10 years ago, which has increased efficiencies tremendously. By having our documents digitized, they can be retrieved from any work station within the department which eliminates having to come to Records; have employees pull the paper document; make copies; refile the document and refile the folder.</p> <p>We also utilize a virtual credit card program which allows us to accept credit card payments for report and records check purchases.</p>
Larimer County	<p>Dictaphone Nuance - since we changed to digital dictation we have shortened the report backlog in Records from an average of 8 weeks to an average of 24-48 hours.</p>
Greeley	<p>Although not yet in place we have obtained approval for informational messages on our telephones and will be adding forms and information for obtaining report copies and clearance letters to our website, emailing reports using encryption.</p>
Longmont	<p>Use of technology has improved the timeliness of access to information for both internal and external customers, information accuracy, and communication. Technology has also reduced paper and postage costs associated with report distribution.</p>
Broomfield	<p>A Records Management System that would allow information to be entered once and automatically populate other screens requiring the same information without having to re-enter into each screen.</p>

Police Department Staffing Study-Phase II

Surveying Other Organizations

Records

Please list and briefly describe the purpose of any consortiums, joint ventures or other interagency collaborative agreements (IGA'S, MOU's) to more effectively and efficiently perform basic functions of your unit.	
Fort Collins	The Tiburon CAD/RMS system --- being multiagency has allowed us to not only share costs, but to share data across agency lines. Access to other agency reports is more readily available to our officers and vice versa.
Larimer County	CRISP (Combined Regional Information System Project) allows open access to records of other agencies in the project - at this time, six agencies share the system (Tiburon.)
Greeley	In 1993 the Weld County Sheriff's Office contracted with the Greeley Police Department to provide their LE IT support, RMS, CAD and Evidence support. The IT portion was dissolved a few years ago and it was just recently decided to split Dispatch so that there would be a Greeley Police and Fire Dispatch Center and a Weld County Dispatch Center. Due to this most recent decision it is likely that the contract between COG and WC regarding Records functions will also be dissolved.
Longmont	Memo of understanding with Boulder County for CCIC/NCIC "guard" in the event of an emergency closure or relocation. Automated License Plate Reader (ALPR) and COPLINK both purchased through multi-agency grant requests.
Broomfield	N/A

Police Department Staffing Study-Phase II

Surveying Other Organizations

Records

Identify strategies used for managing staffing and workload while responding to demands to reduce budgets during the recessionary conditions over the last three years and the impact they had on the organization					
Organization:	Loveland	Fort Collins		Larimer County	
Budget Reduction Strategy	Impact on the Organization	Budget Reduction Strategy	Impact on the Organization	Budget Reduction Strategy	Impact on the Organization
		We have not had to reduce staffing over the past three years; however we conducted a workload analysis which provides us with valuable data which we've used to upgrade positions and/or reallocate positions to different divisions.			

Police Department Staffing Study-Phase II

Surveying Other Organizations

Records

Greeley		Longmont		Broomfield	
Budget Reduction Strategy	Impact on the Organization	Budget Reduction Strategy	Impact on the Organization	Budget Reduction Strategy	Impact on the Organization
If vacancy not filled	Overtime costs increase Slowing of the judicial process Inaccurate statistics	Reduced records unit hours of operation from 24 to 20, which allowed for more people per shift and in turn reduced OT needed to fill planned and unplanned absences.	Reduced OT hours. Met with initial resistance from operations personnel on grave shift. Dispatch monitors CCIC/NCIC main terminal during 2am to 6am records closure.	The Records unit has not engaged in any budget reduction strategies	
		Better use of schedule adjustments and comp time in lieu of OT to fill planned vacancies.	Reduced OT hours.		
		Automated distribution of police reports to professional stakeholders (examples: DA, Courts, and Social Services) by using E-mail instead of hardcopy	Reduction in office supply cost. More timely response to requests or automatic distribution to customers.		
		No longer print and file hardcopy police reports. Reports printed only upon request.	Reduced paper and "lost" reports due to misfiling.		
		Updated records retention policy to comply with minimum retention requirements for individual document types.	Reduced off-site records storage cost.		

Police Department Staffing Study-Phase II

Surveying Other Organizations

Records

	Fort Collins	Larimer County	Greeley	Longmont	Broomfield
1.	Transcription of reports	Maintain efficient report processing - reports ready for approval within 2 business days of receipt in Records. Continued emphasis on exemplary customer service.	Maintain the confidentiality of the records; enter all data with accuracy and proficiency; follow applicable laws and policies when releasing or denying information	Paperless	Maintain and keep current on all reports received by sorting, distributing, scanning, and entering in records management system and digital storage.
2.	Case final of reports (QA, NIBRS verification, etc.)	Continue work with Patrol Division to improve timeliness of report approval to aid statistical reporting.	Provide superior customer service to both internal and external customers.	Business Process Review to improve efficiency.	Observe and practice the organizational values of the department not only for Unit by department wide.
3.	Arrest/Citation Entry Traffic Accident Entry	Transition APS (electronic traffic tickets) into Records workflow within 30 days of program implementation.	Provide accurate statistical information and reports; adhere to all CBI & FBI NIBRS rules and regulations.		Maintain accurate records of the movement of all records filed, in strict conformance with statutes and departmental guidelines.

Police Department Staffing Study-Phase II

Surveying Other Organizations

Records

When did you last receive funding for new/additional positions in your unit?	
Fort Collins	In 2012, we received one additional Police Report Specialist position. This was as a result of the tax initiative that was passed in November of 2010.
Larimer County	No additional funding; when Records lost a position due to attrition in 2004, part of the funding was used to create the Sr. Records Tech positions.
Greeley	3 still currently in the budget for 2013; previously we encountered position cuts only.
Longmont	Haven't increased staff numbers in past 10 years.
Broomfield	2001 - one (1) Records Supervisor and one (1) Records Specialist

Have you lost positions due to reduction in force or early retirement incentives during the past 4 years? Is so, how many and what positions? How have you covered their duties?	
Fort Collins	<p>No we haven't lost positions due to RIF or early retirement incentives in the past four years. However, we have reallocated one PRS position to be a Police Services Technician and one PRS position was used to create an additional position in our MIS Department. We were able to make these adjustments based on where the greater need was. In addition, we completed a workload analysis which provided us with staffing level data.</p> <p>However, in 2010 we were poised to lose one Police Report Specialist position. We did not lose this position because a sale tax initiative was passed which allowed us to keep this position.</p>
Larimer County	Possibly will lose one this year. I anticipate that continued implementation of software and review/changes of business processes will allow the loss without loss of productivity.
Greeley	We lost one DC I position and 2 hourly positions due to budget cuts.
Longmont	None in records.
Broomfield	No.

Police Department Staffing Study-Phase II

Surveying Other Organizations

Communications

Staffing												
	Dispatch Emergency						Dispatch Non-emergency					
	Loveland	Fort Collins	Larimer County	Greeley	Longmont	Broomfield	Loveland	Fort Collins	Larimer County	Greeley	Longmont	Broomfield
Sworn	0.0			1.0	0.0	1.0					Same as emergency	
Civilian	20.0	32.0		52.0	21.0	20.0	Same	Same 32		2.0		
Total	20.0	32.0		53.0	21.0	21.0				2.0		
	All Others						Total					
	Loveland	Fort Collins	Larimer County	Greeley	Longmont	Broomfield	Loveland	Fort Collins	Larimer County	Greeley	Longmont	Broomfield
Sworn	0				0.0		0.0			1.0	0.0	1.0
Civilian					2.0		20.0	32.0		54.0	23.0	20.0
Total					2.0		20.0	32.0		55.0	23.0	21.0

Please describe positions included in the "All Other" column above.	
Loveland	Fully staffed, the center employs 15 Communications Specialists, two Lead Communication Specialists, two Communications Supervisors, and one Communications Manager. The center attempts to maintain staffing levels at three Specialists from 11 AM – 1 AM and two Specialists from 1 AM – 11 AM.
Fort Collins	No other positions are included and our numbers are those currently staffed. We are allotted 36 FTE's. 1 Manager, 6 Supervisors and 28 Dispatchers. We are currently down 4 positions.
Larimer County	No response
Greeley	Although we have 46 emergency dispatcher positions and 8 supervisors, 2 of those dispatcher positions are essentially administrative in function.
Longmont	One Director of Communications Center One Communications Technician, responsible for CAD maintenance, VOIP phone system, other computer systems, Portable/Mobile Radio Tracking
Broomfield	Civilian staff includes one temp and three supervisors; sworn position is a Division Commander-Communications and Records

Police Department Staffing Study-Phase II

Surveying Other Organizations

Communications

Does your agency utilize a call tree on your business/non-emergent lines? Is not what methodology do you use to make contacts?	
Fort Collins	No response
Larimer County	No response
Greeley	We do. Since both County and City of Greeley lines come to use, we have phone trees on both.
Longmont	No response
Broomfield	No: we talk to people and figure out the appropriate resource.

Please select all of the services provided by dispatch in your department. "X" means provided by Dispatch. If not Dispatch, unit entered.						
Services	Loveland	Fort Collins	Larimer County	Greeley	Longmont	Broomfield
911 PSAP	X	X		X	X	X
Business Lines	X			X	X	
Administrative Lines	X	X		X	X	X
CCIC/NCIC Entries	X	X		X	X	X
Warrant Entries	X	X				X
Audio/Video Recording Requests	X	X		X	X	X
Cell Phone Admin	X					
Portable & Mobile Radio Tracking/Admin	X			X	X	X
Emergency Medical Dispatch	X	X		X	X	X
Single Agency Activity					X	
Multiple Agency Activity	X	X		X		X
Other:	Sex Offender Entry					
Other:						
Other:						

Police Department Staffing Study-Phase II

Surveying Other Organizations

Communications

Fort Collins: Communications only enters temporary warrants and CCIC/NCIC entries after hours. The Records section enters them during their hours.

Does your agency utilize a call tree on your business/non-emergent lines? If not, what methodology do you use to make contacts?	
Fort Collins	Not sure if this is what you are looking for. We do utilize a call tree but it for when the citizen calls into the department. They have 4 options to choose from (Records, Dispatch, Patrol and Investigations. We also have an Automatic Call Distribution (ACD) System in dispatch where dependent on the dispatcher's login they will receive calls based on their skill level and their job function that day, i.e., are they call taking only, are they working a secondary radio channel, primary radio channel, etc.
Larimer County	No response
Greeley	No response
Longmont	No response
Broomfield	Unit manages radio selection and purchase; deployment and inventory handled by Admin Division after initial purchase and programming Warrant entries are limited to NCIC entry, when appropriate: all initial warrant entry is completed by the courts

Police Department Staffing Study-Phase II

Surveying Other Organizations

Communications

Enter the allocation of time expressed in percentages of total time for the typical employee in these positions on the average in a year. (Please average time for employees dedicated only to this service.)

Type of Duty	Loveland	Fort Collins	Larimer County	Greeley	Longmont	Broomfield
Core Duties	78	68	No response	87.5	80	67
Administrative Duties	10	<1			2	10
Collateral Assignments	0	20			5	5
Training	2	<1 (24 hours)		1.0	5	8
Leave time	10	10 (5 weeks)		11.5	8	10

	No. of Law Enforcement Agencies Dispatched						No. of Fire Agencies Dispatched					
	Loveland	Fort Collins	Larimer County	Greeley	Longmont (2005)	Broomfield	Loveland	Fort Collins	Larimer County	Greeley	Longmont	Broomfield
2000		1		16	1.0	1		3		20	1.0	0
2011	2	1		18	1.0	1	2	3		20	1.0	1
Change		0		2	0.0	0		0		0	0.0	1
	No. of EMS Agencies Dispatched						No. of 911 Calls					
	Loveland	Fort Collins	Larimer County	Greeley	Longmont	Broomfield	Loveland	Fort Collins	Larimer County	Greeley	Longmont	Broomfield
2000		1		3	1.0	0		54,941		60,872	30,904	23,005
2011	1	1		3	1.0	1	44,059	59,532		100,230	32,483	
Change		0		0	0.0	1		+4,591		39,358	+1,579	
	No. of Non-emergency Calls						No. of EMS Dispatch Calls					
	Loveland	Fort Collins	Larimer County	Greeley	Longmont	Broomfield	Loveland	Fort Collins	Larimer County	Greeley	Longmont	Broomfield
2000		65,570		309,920	176,654			9,734			N/A	
2011	108,766	94,871		239,383	174,768	95,702	5,055	9,638		16,369	3,222	
Change		+29,301		70,537	-1,886			-96				

Police Department Staffing Study-Phase II

Surveying Other Organizations

Communications

	Talk Time in Hours for the Year						What is your minimum console average?					
	Loveland	Fort Collins	Larimer County	Greeley	Longmont	Broomfield	Loveland	Fort Collins	Larimer County	Greeley	Longmont	Broomfield
2000								3			2 (0200-1600) 3 (1600-0200)	1
2011	3,286						3 (11AM-1AM) 2 (1AM-11AM)	3-4			2 (0200-0800) 3 (0800-2100) 4 (2100-0200)	2
Change								+1			+1	1
	What is your maximum console average?						Turnover Rate in Dispatch					
	Loveland	Fort Collins	Larimer County	Greeley	Longmont	Broomfield	Loveland	Fort Collins	Larimer County	Greeley	Longmont	Broomfield
2000		5		7	4.0	2		8.6		14.8% (2003)		
2011		6		14	6.0	6	18.11	8.3		14.8%	9.0	
Change		+1		7	+2.0	4		-0.3				
	No. of Employee per Supervisor						Avg no. of hours in a year a supervisor works a console taking calls					
	Loveland	Fort Collins	Larimer County	Greeley	Longmont	Broomfield	Loveland	Fort Collins	Larimer County	Greeley	Longmont	Broomfield
2000		Avg 4-5		5.6		9						
2011	6	Avg4-5		5.75	6.0	5	1,220	325		1000-1200	480	230
Change		0		.15		-4						

Fort Collins Avg no. of hours in a year a supervisor works on a console taking calls: It is dependent on staffing but on average each supervisor works approximately 325 hours a year on a console handling phones and radio.

Police Department Staffing Study-Phase II

Surveying Other Organizations

Communications

Does your console coverage vary by season? Yes/No; If yes, please explain.	
Loveland	Yes No
Fort Collins	Yes Not necessarily always by season – we only staff 3 from 0300-0700 but all other hours are 4 minimum. On holidays (Halloween, 4 th of July and New Year’s we staff at a minimum 5 with a supervisor, during peak times. We may have 3 dispatchers and 1 calltaker or 4 dispatchers.
Larimer County	Yes No
Greeley	No
Longmont	No
Broomfield	No, we evaluated seasonal differences in calls/calls for service and did not find our call load varying enough to make those shifts appropriate

Police Department Staffing Study-Phase II

Surveying Other Organizations

Communications

What are the training requirements? (including the length of the training program and any required cross-training for dispatchers to handle all disciplines)	
Loveland	1,200 hours –mostly on the job training, learning functions of Call-taker, FIRE/EMS dispatching and Police dispatching, certification in the National Crime Information Computer (NCIC) and Emergency Medical Dispatching
Fort Collins	Our training program is as follows: 3 weeks academy, 1 week of EMD and CPR training, 6-8 weeks of OTJ phones training, 6-8 weeks of Fire Channel training, 4-5 weeks of Channel Two (DATA chn) and 6-8 weeks of Channel 1 (police channel) training. Our training can take anywhere from 6-8 months to complete – those with experience may be released after 6 months. We have 28 dispatcher positions, 5 of which will be dispatcher III positions (new positions that are going to be call-taking only). The other 23 positions are phones/radio dispatchers. Except for the 5 Dispatcher III positions, everyone else must cross train and work all radio positions.
Larimer County	No response
Greeley	Fire/EMS: 4 week academy, Call-taking 6 weeks, Fire 6 weeks, EMS 6 weeks. Approx. total is 22 weeks. Law: 5 week academy, call-taking 6 weeks, GPD 6 weeks, WCSO 6 weeks, Towns 6 weeks, Clearances 6 weeks. Approx. total is 35 weeks.
Longmont	Typically our Comm Center training lasts approximately six months. The first four to six weeks post hire are spent in a “classroom” environment, held off console, where the trainee is tasked with learning the systems, memorizing relevant material and attending NAEMD training if possible. The next phase involves the trainee being assigned a trainer for Phones. Trainees gradually ease into the position; the first week is primarily listening and being quizzed. The next week would be spent answering non emergency lines. The third week, the trainee begins to answer emergency lines with the fourth and fifth week encompassing all phone lines and providing EMD when necessary. The sixth week is “ghost week” and if passed successfully the trainee is signed off. If not, we don’t extend beyond eight weeks for any phase for training. The trainee is then moved into Fire Dispatch, CCIC/NCIC and finally Law Dispatch. Each phase lasts for approximately six weeks. A DOR is completed for each day the trainee is involved in the process.
Broomfield	Approximately 12-16 weeks, which includes EMD certification. Dispatchers are not routinely cross trained for other responsibilities.

Police Department Staffing Study-Phase II

Surveying Other Organizations

Communications

How do you manage over time and comp time?	
Fort Collins	<p>Currently we limit when an employee can accrue comp time; short notice shift coverage, mandatory meetings, trainings if we can't flex an employee off and employees can double dip on holidays (use a holiday when they are working that holiday and get time or pay at overtime rate).</p> <p>We have been discussing the need to modify it and plan on limiting the accrual of comp time in 2013. We are looking at allowing accrual to the holiday practice and short notice coverage. As for overtime, we are in the process of evaluating our overtime expenditures; when we use it, why we use it, how we cover vacancies, scheduling, etc. We have traditionally used it to cover any vacancy to include personal time off, sick, training, etc.</p>
Larimer County	
Greeley	<p>Liberally. Nearly all training must be done on overtime. We maintain minimum staffing levels so OT is posted anytime staffing falls below minimum. We will hit around 8,000 hours of paid OT in 2012.</p>
Longmont	<p>Like most agencies, we attempt to keep OT usage to a minimum. Each shift has a minimum staffing level, and we are typically staffed at least one above the minimum staffing levels. Training and "primary vacation" (each employee gets two weeks of guaranteed vacation per year) take precedence over other time off requests. We have had quite a few FMLA leaves of late as well as mandatory training and our OT budget is strained at the moment. We will just eek under the cap this year.</p> <p>Compensatory time is capped at sixty five hours. The PD standard doesn't mandate a usage of comp time within any certain period of time. It is regulated as vacation would be.</p>
Broomfield	<p>OT or comp is the employee's decision; we just have to stay within our budget for OT</p>

Police Department Staffing Study-Phase II

Surveying Other Organizations

Communications

What are the most effective recruiting strategies?	
Fort Collins	Not really sure that the most effective strategy has been but we have been very fortunate to get a good number of applications at each of our openings over the past several hiring's. We have posted jobs on CCIC, 911 Resource Center, NENA, and APCO and in the Coloradoan. We have also posted positions in Police publications.
Larimer County	No response
Greeley	We have found no effective recruiting strategy and struggle with recruitment.
Longmont	Good question. There seems to be difficulty in obtaining qualified individuals to apply for the position of Communications. It isn't a field that one knows much about, nor does one grow up dreaming of being a 911 Dispatcher. We had great success with an off the wall recruitment video our Center completed
Broomfield	Word of mouth

Police Department Staffing Study-Phase II

Surveying Other Organizations

Communications

What are the most effective retention strategies?	
Fort Collins	We bid by seniority now and that changed for 2012. We have various projects/programs that employees can be engaged in; Mentoring, Training and Recognition and Rewards committee. We have lost employees over the past 2 years for various reasons; moving on to a police officer or firefighter position, graduation from Master's Program and wanted to start new career and we have one employee decide they didn't want to work graves. We have worked hard at bringing more staff on so hopefully this will eventually minimize overtime and employees won't be burned out.
Larimer County	No response
Greeley	We do follow many of APCO's Project Retains recommendations, inc.: employee recognition by employees, annual banquet and picnic, we allow personal cell phones in the center, two 50" TVs in the center with Dish Network basic, fairly liberal internet PCs at every console.
Longmont	No response
Broomfield	Career development, balance benefit of seniority with respect for newer employees, professional work environment

Police Department Staffing Study-Phase II

Surveying Other Organizations

Communications

Software used in your function	
Fort Collins	We use the following applications/software in the dispatch center. Some of these applications are supervisory/manager use only; Cassidian Aurora reporting software, Crystal Reports, RF Flow (used for flow charts - ACD system), Adobe Acrobat 9 Pro (SOP and Training manual), Call Rex (instant recording on supervisor workstations), CARD Access 3000 for gate access, camera viewing and administrative access to add cards, users, etc). IA Pro and Blue Team for investigations (IA's) Employee used applications: Tiburon CAD, Coplink, 3SI, Outlook, WebQuery (part of the Tiburon system), NICE Scenario Replay/DSS Equature, Telestaff for time keeping and overtime hiring.
Larimer County	No response
Greeley	CED is not Spillman
Longmont	Unsure what this question entails.
Broomfield	Sungard H.T.E., GTG mapping, Positron phones, Commtech paging, APCO Meds, VPI voice logging, CCIS Messenger, Expectations training software, WhenToWork scheduling: Microsoft Office suite, Burn4Free

Police Department Staffing Study-Phase II

Surveying Other Organizations

Communications

Identify the most effective use of technology to improve efficiency (fewer resources required to complete a task) and effectiveness (quality of work performed) of your operation.	
Fort Collins	N/A
Larimer County	No response
Greeley	Adding phone trees when we upgraded our phone system in 2008 reduced non-emergency phone calls by 33% (decreased by more than 80,000 calls per year).
Longmont	Adoption of a new CAD system. Transitioning our hard copy resource materials to soft copy for easier access and update.
Broomfield	We have a very old CAD system, so everything we have must fit to that outdated technology. As such, we are not particularly efficient and our effectiveness is driven by the quality of our people, not our software. We are currently looking to update all software applications.

Police Department Staffing Study-Phase II

Surveying Other Organizations

Communications

Please list and briefly describe the purpose of any consortiums, joint ventures or other interagency collaborative agreements (IGA'S, MOU's) to more effectively and efficiently perform basic functions of your unit.	
Fort Collins	<p>We have several:</p> <ol style="list-style-type: none"> 1. IGA – between PFA and Windsor Severance and PECC – regarding response area for dispatch services (Auto Aid) 2. IGA – between PFA, Loveland Fire, PECC and Loveland Dispatch – regarding response area for dispatch services (Auto Aid) 3. IGA – between PFA, Wellington Fire and PECC – regarding response area for dispatch services. 4. IGA – between PFA, Livermore and PECC – regarding response area for dispatch services. 5. We had an IGA regarding Physician Advisor but LETA is taking that over. 6. IGA with Poudre Valley Health Systems for dispatching services – we handle their dispatch services and receive payment for those services. 7. IGA with LETA for Emergency Telephone Services.
Larimer County	No response
Greeley	I'm not sure we have any. Greeley and Weld County merged dispatch operations in 1992. They will be splitting into two centers in 2012.
Longmont	No response
Broomfield	N/A

Police Department Staffing Study-Phase II

Surveying Other Organizations

Communications

Identify strategies used for managing staffing and workload while responding to demands to reduce budgets during the recessionary conditions over the last three years and the impact they had on the organization					
Organization:	Loveland	Fort Collins		Larimer County	
Budget Reduction Strategy	Impact on the Organization	Budget Reduction Strategy	Impact on the Organization	Budget Reduction Strategy	Impact on the Organization
		Increase in overtime	We increased overtime to cover our minimum staffing levels that were increased in 2012 for several reasons; call volume and also to support the changeover from using handsets to using headsets only in the Communications Center. We also covered training costs with overtime – allowing trainers to train new hires and have their consoles covered.		
		Increased supervisory coverage on consoles	Supervisors were instructed to work a minimum amount of time on the consoles so that we could eliminate unnecessary overtime.		

Police Department Staffing Study-Phase II

Surveying Other Organizations

Communications

		Supervisors were trained to handle technical failures and questions. Previously we would need to call our Systems support, hourly technical help to troubleshoot issues, now supervisors know how to handle more issues in the center.	This is a good impact as it allows for our supervisors to know more about our applications and software and allows the center to be more self-sufficient.		
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Greeley		Longmont		Broomfield	
Budget Reduction Strategy	Impact on the Organization	Budget Reduction Strategy	Impact on the Organization	Budget Reduction Strategy	Impact on the Organization
No pay increases	Lost 4 dispatchers to Ft. Collins in 2010. In 2011 they raised salaries 10.5%	No response		We have not had budgetary driven staff reductions in this area.	
Didn't upgrade Tiburon CAD for nearly 7 years.	In 2011 the County went with a new CAD vendor (Spillman). There are now many unhappy agencies. Should have kept Tiburon and upgraded.				

Police Department Staffing Study-Phase II

Surveying Other Organizations

Communications

What are the top three priorities for the unit in 2012?					
	Fort Collins	Larimer County	Greeley	Longmont	Broomfield
1.	Hiring and training new employees with the goal of being fully staffed. We have been understaffed for years and so our goal is to be fully staffed. We have hired 7 positions this year and 5 are still in training. One will be released by November 1 st Hiring and training will be our number one goal until we are fully staffed.	No response	Splitting operations between Greeley and Weld County.	Migration to a new CAD system. This has been a multi-year, multi-million dollar project that culminates this year	Continued professional development of staff
2.	Retaining staff – we revised our training manual and hiring processes 2 years ago because we were hiring the wrong individual for the job and we were losing too many employees in the training program. We are committed to keeping employees here and have moved to seniority shift bidding, we have allowed more opportunities for employees to be involved; mentoring, training, appreciation committee, new projects (phone system and voice logging system). We also offer an acting supervisor position so employees who are interested in a leadership position can apply and fill in at times when a supervisor is not working.		Get Spillman CAD working properly or finding a new CAD vendor.	Public education and acceptance of the Emergency Notification System	Upgrade technology: CAD, phones, logging recorder
3.	Ongoing training for existing staff – we realize that keeping up with continue education for our existing staff is critical and that if we don't continually train and reinforce procedures, they get forgotten.		Increasing staffing levels.	Collaborative effort with the Fire Department Command Staff to improve the understanding of the roles and responsibilities of both divisions.	

Police Department Staffing Study-Phase II

Surveying Other Organizations

Administrative Services

	Administrative Services					
	Loveland	Fort Collins	Larimer County	Greeley	Longmont	Broomfield
Sworn	3	187/193 authorized	No response	4	Not Provided	No response
Civilian	4	92/ 100 authorized		5		
Total	7	279/ 293 authorized		9		

What functions are managed in Administration?	
Fort Collins	Budget, Internal Affairs, Hiring, Training, Supply, other admin tasks such as policy update, personnel (FTE) tracking and payroll.
Larimer County	No response
Greeley	No response
Longmont	Budget, Professional standards, training and personnel, property and evidence, facilities, fleet, public safety outreach
Broomfield	No response

Is your department accredited? If so, by what organization (i.e., C.A.L.E.A.)	
Loveland	Yes, C.A.L.E.A.
Fort Collins	No, but may be moving to CALEA direction
Larimer County	No response
Greeley	Colorado Chief's Association
Longmont	No
Broomfield	No response

Police Department Staffing Study-Phase II

Surveying Other Organizations

Administrative Services

What assignments are included in your Professional Standards Unit? Mark an "X" if they are included in this unit.						
Services	Loveland	Fort Collins	Larimer County	Greeley	Longmont	Broomfield
Internal Affairs	X	X	No response	X	X	No response
Personnel (hiring)	X	X			X	
Early Warning/Intervention	X	X			X	
Accreditation	X	N/A				
Training	X	X				
Dept. Pay Plan Management	X	See note below				
Citizen Academy	X	X				
Public Information	X	PIO Reports to Chief				
Other:					Audits of Petty Cash	
Other:					Property & Evidence	
Other:				X	Special Enforcement Unit-Buy Funds and Confidential Informant Management	

Fort Collins: Budget and Payroll are separate from Professional Standards but in Administration

Greeley: Early Warning/Intervention: will be in the future with the purchase of software

Police Department Staffing Study-Phase II

Surveying Other Organizations

Administrative Services

Identify the most effective use of technology to improve efficiency (fewer resources required to complete a task) and effectiveness (quality of work performed) of your operation.	
Fort Collins	IAPro/Blue Team software is an efficient way to manage IA files and case review by chain of command, Blue Team is a component that allows supervisors to enter and track performance complaints and officers make direct entry to Blue Team on use of force incidents. We have good software (Crown Point) to manage employee and training records, but we do not have sufficient staffing to make all of the data entries and combine all of our data bases.
Larimer County	No response
Greeley	The Professional Standards Office will be implementing software that will track supervisor reviews, traffic accidents, response to resistance, and IA investigations. The application will provide better management and tracking of incidents to assist with early warning and training needs.
Longmont	Excel is the best friend we have in managing our data. Our accounting and budget system are 28 years old for the city, so we have to use our own accounting to track expenditures.
Broomfield	No response

Police Department Staffing Study-Phase II

Surveying Other Organizations

Administrative Services

Identify strategies used for managing staffing and workload while responding to demands to reduce budgets during the recessionary conditions in this division over the last three years and the impact they had on the organization.	
Fort Collins	Our biggest strategy is to add civilian staffing to our hiring/training unit to allow training officer to conduct more training. Because of the increased hiring we have done over the last few years our Training Officers have spent a majority of their time on hiring and background checks. This has led to increased overtime for officers outside of the division to provide training. We added one administrative assistant to the training unit last year to move in this direction, but due to budget priorities we have been unable to achieve further reallocation of workload to civilian staff.
Larimer County	No response
Greeley	No response
Longmont	Our Professional Standards Sergeant manages Training and Personnel. It is a full time job for two sergeants and we are getting it done with one.
Broomfield	No response

Police Department Staffing Study-Phase II

Surveying Other Organizations

Administrative Services

What are the top three priorities for the unit in 2012?					
	Fort Collins	Larimer County	Greeley	Longmont	Broomfield
1.	Improve the management of our training and hiring records.	No response	Arrest career criminals	Complaint Management	No response
2.	Improve data collection and evaluate/reduce the overtime expenditures for the department.		Provide well trained, qualified officers		
3.	Create a strategic plan for the department.		Provide exceptional customer service	Use of Force Monitoring	

Police Department Staffing Study-Phase II

Surveying Other Organizations

Administrative Services

Is your Civilian Administrative Staff responsible for..? Mark an "X" if they are included in this unit.						
Services	Loveland	Fort Collins	Larimer County	Greeley	Longmont	Broomfield
Special Event Management	X		No Response		X	No Response
Payroll/Timesheets	X	X		X		
Budget Management	X	X		X	X	
Petty Cash	X	X		X	X	
Office Supply Ordering/Inventory	X	X		X	X	
Tracking/Reporting Use of Force/Unusual Occurrences	X	X		X		
Transcription (IA Interviews, etc.)	X	X		X	X	
Meeting Minutes	X			X	X	
Awards/Commendations	X			X	X	
Vacation Home Checks/Extra Patrols	X					
Other:	Equip Purchasing				Equip Purchasing	
Other:	Contract Mgmt				Contract Mgmt	
Other:	Meeting Room Mgmt.				Chaplain Liaison	
					Range Support	
					Meeting Room Mgmt	
					Logistics	

Fort Collins: Special Events: Civilian staff in the Patrol Division with the oversight of a Patrol Lieutenant have the responsibility for the special event permit process and scheduling and managing the events.; Use Telestaff for Payroll/Timesheets; We have a Budget Analyst and an Accounts Payable Clerk to manage the budget.; We don't transcribe IA interviews. We record them and the IA Sergeant summarizes the interviews in the IA case summary. If we need to transcribe the interviews the civilian administrative staff would be responsible for this; For monthly management staff meetings. Notes for our weekly Executive Staff meetings are taken by our PIO. Administrative assistants work with our Awards Committee. The civilians do most of the administrative work for the committee; We don't provide vacation home check services. Extra patrol requests are placed on the shift-briefing clipboard by whoever takes the call, usually officers or detectives themselves.

Police Department Staffing Study-Phase II

Surveying Other Organizations

Administrative Services

Greeley: Petty Cash: There are three petty cash accounts outside the Drug Task Force one in administration, one in Investigations and one in Patrol, the civilian Budget Manager track and audits these accounts as well as separate audits conducted by the Professional Standards Sergeant and City Finance Auditor. Awards: this is a committee composed from civilian and sworn personnel. The civilian positions in this Section are: Fiscal Manager, Property Specialist, Payroll/Accts Payable, Training Coordinator, and Chief’s Admin. Assistant.

Describe the use of volunteers to assist with the administration of the department? If so how many hours were contributed in 2011?	
Fort Collins	We use some volunteer time in the training unit to help with the data entries. We have begun paying one of our agency volunteers as an hourly employee to help with this task. We would like to increase the use of volunteers in our department, but we lack the staff capacity to implement and manage a better program. The majority of our volunteers are in Victim Services (16 volunteers) and Restorative Justice (57). Victim Services logged 14,000 volunteer hours (mostly oncall time) and Restorative Justice logged about 1800 hours. The volunteers in the Explorer (12) and Auxiliary (7) programs in the Patrol Division totaled about 400 hours in 2011
Larimer County	No response
Greeley	Yes; 126 hours. There are also two citizen’s advisory committees to the Police Department who serve as sounding boards and access points to different community groups. (126 hrs)
Longmont	Yes Hours: None Provided; Special Projects, research, wanted suspect research
Broomfield	No response

Police Department Staffing Study-Phase II

Surveying Other Organizations

Administrative Services

Does your agency possess an approved long range plan for hiring sworn and civilian staff?	
Fort Collins	No
Larimer County	No response
Greeley	No
Longmont	No
Broomfield	No response

If there is a long range plan, has an identified funding mechanism been established to fund the agency growth- such as a public safety tax or other dedicated revenue sources?	
Fort Collins	In 2010 Fort Collins voters approved an additional sales tax package that included streets, parks, fire, police and "other council priorities." Police receive 17% of the annual collection for the 10 year sun-setting tax. 2012 collections are estimated to be about \$3.6 million. In 2007 we had PERF do a staffing study and this was useful in justifying the need for additional personnel, but there was no commitment to follow the recommendations. The 2010 tax increase did not fully staff the recommendations. The manner in which we will sustain these services when the tax expires has not been addressed.
Larimer County	No response
Greeley	No response
Longmont	No response
Broomfield	No response

Police Department Staffing Study-Phase II

Surveying Other Organizations

Administrative Services

Has your agency adopted specific hiring strategies to maximize civilian support staff functions in order to ensure that sworn staff remains focused on law enforcement functions? If you answered “yes” could you please explain the strategy.	
Fort Collins	<p>Yes; As mentioned above, our three Training Officers and a Sergeant spend a majority of their time conducting hiring processes and background investigations. We identified a need to increase civilian staffing so we could have civilian personnel doing many of these tasks that do not require the KSAs of police officers. We moved an administrative assistant position to the Training Unit from Investigations Division, which assisted with this. A budget request to add another civilian clerk did not receive funding. Civilian staff in Records and Dispatch conduct their hiring processes with the assistance of the Training Unit, but the background investigations are conducted by sworn staff. This continues to be a challenge for us to get the right people doing the right work.</p>
Larimer County	No response
Greeley	<p>Yes; Over the years the Greeley Police Department has had a group of Civilian Public Safety Technicians and Animal Control Officers to handle non-criminal service calls or animal control calls. Presentations have been made during budget processes to request funding for increases.</p>
Longmont	No response
Broomfield	No response

Police Department Staffing Study-Phase II

Surveying Other Organizations

Operations

Staffing													
	Patrol						Traffic						
	Loveland	Fort Collins	Larimer County	Greeley	Longmont	Broomfield	Loveland	Fort Collins	Larimer County	Greeley	Longmont	Broomfield	
Sworn	59	91	77	81	86	55.0	6	7	7	7.0	6	11.0	
Civilian	1	2	0	2	2	1.55	0	2.5	0	0.0	0	0.0	
Total	60	93	77	83	88	56.55	6	9.5	7	7.0	6	11.0	
	Community Service Officers						Street Crimes/Gang						
	Loveland	Fort Collins	Larimer County	Greeley	Longmont CSO/AC	Broomfield code compliance	Loveland	Fort Collins	Larimer County	Greeley	Longmont	Broomfield	
Sworn	0	0.0	0	0.0	0.5 for AC		2	0	N/A		6 + 1 sgt.		
Civilian	4	8.0	0	4.0	3.0 CSO, 4.0 AC,	3 + 1 mgr	0	0			0		
Total	4	8.0	0	4.0	7.5	4.0	2	0			7.0		
	Other						Total						
	Loveland	Fort Collins	Larimer County	Greeley	Longmont Pol. Serv. Tech.	Broomfield Animal Control	Loveland	Fort Collins	Larimer County	Greeley	Longmont	Broomfield	
Sworn	0	8, 9	*2	16.0	0.5		67	115	86	104.0	100	66.00	
Civilian	0	0,0	*23	4.0	4.0	3.0	5	12.5	23	10.0	13	8.55	
Total	0	17	*25	19.0	4.5	3.0	72	127.5	109	114.0	113	74.55	

Larimer County:

No Community Service Officers. But they do have FRONT Desk Officers that do a lot of counter, cold, no leads type of cases plus covers all Tow paperwork that takes a lot of work off of patrol. Two officers work this position 8-5 Mon.-Fri.

Units that helps Patrol at the SO are a Criminal Impact Unit that has 5 Investigators and a Sgt. they work sex offenders, street gangs, street drug deals, and VICE. They deal with problem areas in patrol. The Second Unit is the Traffic unit that has an Officer assigned to every shift. Plus a Sgt and a Cpl. for Traffic. * Dispatch (19 civilians) and Civil process servers (4 civilian) and two sworn work at The Ranch are also in the Operations Division.

Police Department Staffing Study-Phase II

Surveying Other Organizations

Operations

Longmont:

Gang and Crime Suppression Unit: Mission-based Schedule-Normal hours 1400-0000, but hours change depending on the mission. 3 officers work Monday-Thursday and 3 work Tuesday-Friday

Report Taking Unit (RTU): Shift Schedule- 0800-1800 1 police service technician (PST) per day total achieved 99% of the time and 0900-1900 1 PST per day total achieved 99% of the time. There are 4 total PST which are supervised by a sworn Sgt.

Animal Control Unit (ACU): Shift Schedule – 0800-1800 1 ACO per day total achieved 100% of the time. 0900-1900 1 ACO per day total achieved 100% of the time. Animal Control is supervised by a sergeant who splits his time overseeing the Report Taker Unit (PST). There are 4 AC units hired right now, an additional slot is unfilled for the 5th one once the economy improves.

CSOs- Shift schedule- 630-430pm, 9-7pm for two CSOs. There are 3 CSOs hired right now with 2 more approved to hire once the economy improves. CSOs are supervised by the traffic unit Sgt.

Broomfield: Broomfield no longer has community service officers, but rather has animal control officers. Code Officers are M- F 7:00 AM – 5:30PM

Fort Collins: Patrol shifts included: Days early week 7a-5p, 8:30a-6:30p, late week—same, Swings early week 3p-1a, 4:30p-2:30a, power shift 6:00p-4:00a late week only, Midnights early and late week 9:30p-7:30a. (All shifts work either Sunday-Wednesday or Wednesday through Saturday. Wednesday is training day.

Shift Schedule: Please list your shifts with the hours and the minimum supervisor and officer staffing for each shift. Separate table for each shift						
Description	Loveland	Fort Collins	Larimer County	Greeley	Longmont	Broomfield
Shift Name	Days	Days	Days	Platoon A/B Days	Watch 1	Days
Start Hour – End Hour	0700-1700	0730-1730 or 0830-1830	0645-1645	0700 / 1700	0630 -1630	0600 -1600
Minimum Officer Staffing Requirement	5	70% of all available officers assigned per shift	3	7 Officer / 1 PST	9 officers, 1 sgt	5 ofc./a sgt.
Minimum Supervisor Staffing Requirement	1		1			
% of time Minimum Staffing was Achieved	100 (48% of time just at minimum)	50	100	99%	87.7	100% with OT

Police Department Staffing Study-Phase II

Surveying Other Organizations

Operations

Shift Schedule: Please list your shifts with the hours and the minimum supervisor and officer staffing for each shift. Separate table for each shift						
Description	Loveland	Fort Collins	Larimer County	Greeley	Longmont	Broomfield
Shift Name	Swings	Swings	Swings	Platoon A/B Swings	Watch 2	Swings
Start Hour – End Hour	1400-0200	1500-0100, 1630-0230	1615-0215	1630 / 0230	1345 -2345	1400 -0000
Minimum Officer Staffing Requirement	5	70% of all officers assigned per shift	3	7 officers/ no PST	9,10 or 11 officers, 1 sgt	6 ofc./1 sgt
Minimum Supervisor Staffing Requirement	1		1			
% of time Minimum Staffing was Achieved	100 (43% of time just at minimum)	50	100	99%	81.7%	100% with OT

Shift Schedule: Please list your shifts with the hours and the minimum supervisor and officer staffing for each shift. Separate table for each shift						
Description	Loveland	Fort Collins	Larimer County	Greeley	Longmont	Broomfield
Shift Name	Nights	Midnights	Nights	Platoon A/B Lates	Watch 3	Graves
Start Hour – End Hour	2100-0700	2130-0730	2045-0645	2130 / 0730	2100-0700	2100 -0700
Minimum Officer Staffing Requirement	5-until 0200, 4 from 0200-0700	70% of all officers assigned per shift	2	7 officers/ no PST	9 officers, 1 sgt	6 ofc./1 sgt
Minimum Supervisor Staffing Requirement	1		1			
% of time Minimum Staffing was Achieved	100 (52% of time just at minimum)	25	100	99%	82.8%	100% with OT

Police Department Staffing Study-Phase II

Surveying Other Organizations

Operations

Shift Schedule: Please list your shifts with the hours and the minimum supervisor and officer staffing for each shift. Separate table for each shift						
Description	Loveland	Fort Collins	Larimer County	Greeley	Longmont	Broomfield
Shift Name	N/A	Power (swings)	N/A	Platoon A Days- Power Platoon A & B Swing-Power	Power Watch	
Start Hour – End Hour		1800-0400		0900/1900 1400/2400	1630-0230	
Minimum Officer Staffing Requirement		70% of all available officers on shift		Included above	2 officers, 1 sgt	
Minimum Supervisor Staffing Requirement						
% of time Minimum Staffing was Achieved		50%			81.7	

CSO: shift schedule. 4 on the front end of the week and 4 on the back. Overlap on Wednesday s. Early start: 7am-5pm, Mid start: 8:30am-6:30pm, Late start: 11am-9pm.

Broomfield: Misc:

Broomfield uses districts and once all 5 districts are staffed, any additional cars are rove cars that cover districts that are busy or cover cars on stops. All sergeants and officers have the same days on shift. Shifts are Sun-Wed or Wed-Sat. They go through 3 shift rotations per year, only being able to stay on one shift (days, swings, graves) for a maximum of 2 rotations. BPD as two substations, one is in the mall. Officers use pool cars and are updating the fleet to caprices and explorers.

BPD uses an excel document for maintaining a schedule. View only for officers. SWAT training is every other Wednesday. As the city has grown they realign districts to even out the call load. Things have worked out to be about every 5 years they add an officer to each shift (6 total) to cover the whole week. They will add a district and realign them to cover. K9 officers are transitioning to be “rove” cars that do not have a district so they are better able to use the dogs instead of tying up a dog on a DUI or DV call for hours.

CST are additional positions, not officer collaterals. Officers do basic evidence collection and Criminalists are called out to larger scenes. BPD has a training division that does the legwork for the trainings. They have a similar position to Carla coordinating extra duty events.

Police Department Staffing Study-Phase II

Surveying Other Organizations

Operations

Enter the allocation of time expressed in percentages of total time for a Patrol Officer on the average in a year.						
Type of Duty	Loveland	Fort Collins	Larimer County	Greeley	Longmont	Broomfield
Core Duties	42	50	70	61.5	52	60
Administrative Duties	20	22	10	10.0	20	15
Collateral Assignments	20	10	5	12.5	10	15
Training	2	8	5	6.0	8	5
Leave time	16	10	10	10.0	10	5

Larimer County: A Deputy spends 90% of his day on the Core Duties. Due to two factors: First they only spend 1 to 2 hours doing their reports. They enter the names addresses and charges but dictate the narrative, no typing, that is done by records turnaround time one day on priority cases and couple of days on non-priority. Second no duplication on entry for booking, evidence, reporting etc. With Tiburon system.

Collateral assignments the same but done on days off and time is flexed out. Very limited time paid as overtime. He noted no minimum strength but they have Five Deputy work day shift at a minimum. The sixth Deputy works the East Mulberry Corridor (Community Policing Assignment.) Plus a Cpl. and a Sgt. are not counted in the six.

Fort Collins: Time allocations are estimates at the time of this report. The total of core duty time was reduced to come to 100% total. Rob McDaniel, 11/30/12.

Enter the allocation of time expressed in percentages of total time for a Community Service Officer on the average in a year.						
Type of Duty	Loveland	Fort Collins	Larimer County	Greeley	Longmont	Broomfield
Core Duties	42	70	N/A	56.0	PST-75% ACU-50% CSO-60%	80 code
Administrative Duties	20	15		30.0	PST- See Core ACU- 25% CSO-25%	10 code
Collateral Assignments	20	5		0.0	PST – 10% ACU-10% CSO-5%	None
Training	2	5		6.0	PST – 5% ACU – 5% CSO-10%	5 code
Leave time	16	5		10.0	PST – 10% ACU – 10%	5 code

Police Department Staffing Study-Phase II

Surveying Other Organizations

Operations

Enter the allocation of time expressed in percentages of total time for a Street Crimes/Gang Officer on the average in a year.						
Type of Duty	Loveland	Fort Collins	Larimer County	Greeley	Longmont	Broomfield
Core Duties	42	N/A	N/A		60	
Administrative Duties	20				10	
Collateral Assignments	20				15	
Training	2				10	
Leave time	16				5	

Enter the allocation of time expressed in percentages of total time for a Traffic Officer on the average in a year.						
Type of Duty	Loveland	Fort Collins	Larimer County	Greeley	Longmont	Broomfield
Core Duties	26	62	70	56.5	50	60
Administrative Duties	30	10	10	15.0	10	15
Collateral Assignments	4	10	5	12.5	20	15
Training	25	8	5	6.0	10	5
Leave time	15	10	10	10.0	10	5

Enter the allocation of time expressed in percentages of total time for an Other on the average in a year.						
Type of Duty	Loveland	Fort Collins	Larimer County	Greeley	Longmont	Broomfield
Core Duties	N/A	62	N/A			
Administrative Duties		10				
Collateral Assignments		10				
Training		8				
Leave time		10				

Police Department Staffing Study-Phase II

Surveying Other Organizations

Operations

Please select all of the services provided by dispatch in your department. "X" means provided by Community Services Officers.						
Services	Loveland	Fort Collins	Larimer County	Greeley	Longmont	Broomfield
Parking Enforcement	X	X	N/A	X	x	NA
Cold Accident Investigation	X	X			x	NA
Booking & Transport of Prisoners	X					NA
Abandon Vehicles	X	X		X	x	NA
Code Enforcement Investigations	X	X			x	NA
Non-injury Accidents	X	X		X	x	NA
Other:		X(see below)		X(see below)	X (see below)	
Other:		*				
Other:						

Fort Collins: CSOs do parking enforcement, 95% of MVAs with and without injury, Cold hit and run MVA, Accident portion of DUIs, Abandoned Vehicles, Expired plates tickets, Unattached Trailers, Dog at large, Animal waste, Cold vehicle trespass, Cold Burglary with no suspects, Cold Theft, Motorist Assists. CSO position does mostly MVAs and parking, other calls are rare for them to take, but they do at times. *A couple of CSOs are extensively trained at Crime Scene Investigators for major crime scenes. Rob McDaniel, 11/30/12.

Longmont: When the PST is understaffed or overwhelmed, a CSO from the Traffic Unit is sometimes assigned to the office to provide temporary assistance. Animal Control only handles animal calls & follow-ups. They are too busy to do anything else. CSOs also conduct pat downs with officers, same sex situations, collect evidence, AC backup, transport bikes, cold theft, vehicle trespass, gas drive off, criminal mischief. CSOs are trained to level 3 accident investigation and motorcycle accidents.

Greeley: Front Desk, Animal Control, Traffic Direction at TA's or other issues

Broomfield: Code Compliance Officers: Weeds, junked vehicle, rubbish, signs, zoning violations, site development violations, dumpsters, etc.

Police Department Staffing Study-Phase II

Surveying Other Organizations

Operations

What kinds of collateral duties are handled by Community Services Officers?	
Loveland	K-9 agitator, Field Training Officer, Intoxilyzer Instructor, Santa Cops committee, Awards Committee, Infection Control Instructor, CopLink Instructor, Explorer Assistant Advisor.
Fort Collins	K9 agitator, FTO, Crash team (code 77), Crime Scene security, (possible future- CSI).
Larimer County	N/A
Greeley	We call them Public Safety Technicians. When not working the department's front desk they assist patrol officers in the field with minor calls for service. Some of them are trained as evidence technicians. One monitors our fleet maintenance.
Longmont	Police Service Technicians: community meetings, internal liaison positions, external liaison positions ACU: community meetings/training, police training, associate work (CAACO), city employee training CSO: FTO once proficient with job, SWAT negotiator, work with explorers.
Broomfield	N/A

Police Department Staffing Study-Phase II

Surveying Other Organizations

Operations

What are the minimum in-service training requirements for police officers each year in this division?	
Loveland	48 total for disciplines of firearms, driving, defensive tactics, legal updates, dealing with mentally ill.
Fort Collins	12 Hours total for a special CSO Defensive tactics (4 hours, 3 times a year), 1-2 hrs a month CSOs attend Police Officer trainings that may apply to their job, they don't attend portions that do not apply. Total of maybe 24 hrs a year required. 120 hours for police officers in legal updates, defensive tactics, firearms, active shooter/mobile field force and driving.
Larimer County	96 hours in the disciplines of firearms, arrest control, simunitions/active shooter/less lethal weapons, CPR, driving and legal updates.
Greeley	We have overlapping platoons that provide 12 ten hour days of training to each platoon each year. Officers are expected to attend the training unless excused. Some officers attend alternate overlap days of training to be able to make the required training.
Longmont	GCSU – 80 hours/yr RTU – 80 hours/yr for the unit sergeant; varies for the report takers. They attend in-service which is directly relevant to their job ACU - 80 hours/yr for the unit sergeant; varies for animal control CSO's. They attend in-service which is directly relevant to their job. CSO : 8 mandatory trainings- Taser, OC, defensive tactics, driving, blood borne pathogens, SFST, Legal update, CPR. CSOs only attend those that are relevant to their job or partial trainings.
Broomfield	Code Compliance Officers: None, try to go to quarterly training if available. NA for CSO Officers train at least 40 hours per year on arrest control, CPR/first aid, driving, officer survival, Taser, and firearms. Broomfield's Training Unit also offers other classes that officers can put in for, and based on available funding, get approved for classes on a first-come-first served basis. Classes offered with an outside source of funding, such as grants and scholarships, are attended as much as possible.

Police Department Staffing Study-Phase II

Surveying Other Organizations

Operations

What are the policies for use of overtime or what strategies are used to manage overtime hours?	
Loveland	Supervisors are directed to maintain minimum staffing always. They have the discretion to use overtime when needed to call someone in to work when needed for minimum strength or extra officers for any purpose. The same is so for staffing of Community Service Officers.
Fort Collins	CSOs rarely have overtime, they are told by their Sgt. to be done by the end of the shift even if that means coming to the station early to get paperwork done and not taking calls. They are well over budget for overtime this year due to short staffing; unfilled vacancies, injured officers on modified duty. To counter this officers are pulled from adjacent shifts to work extra. Sergeants and Lieutenants must approve the overtime. One other strategy used is to pull other officers from specialized units to cover when needed. The administration is assessing whether the agency has officers involved with too much training time; keeping officers away from their primary duties.
Larimer County	Minimum staffing must be maintained. Overtime is used to fill vacancies. Sergeants and Lieutenants oversee this.
Greeley	We use overtime to maintain our officer's safety throughout the day. Our supervisors have authority to maintain our minimum staffing levels as they see the need. If our supervisors believe our safety level and ability to provide service during any specific time of day is at a level that can be held for a few hours until a power shift can come on duty they can wait. On the other hand they have authorization to call officers in if the need arises. If a platoon is impacted by a high use of sick leave, other officers from specialized assignments can be designated to provide patrol duties for a period of time. It is still the supervisor's discretion on the use of over time; to call in early or hold over, etc. We do have one area of overtime usage that the department has no control over. Our Police Association and the City enter into a bargaining agreement. Through that agreement we are obligated to pay the officer 3 hours of overtime when they appear off-duty to testify. There is one exception and that is if an officer comes directly from court to his/her regular work time, we only pay actual hours of testimony.
Longmont	GCSU – except for mandatory paid overtime, it is usually adjust the schedule fire, comp time earned and then paid overtime (Policy 210) RTU – Report Takers are paid overtime for off duty court and shift coverage – all other overtime is adjusted or comp time earned (Policy 210) ACU – Animal Control CSO's are paid overtime for off duty court and shift coverage – all other overtime is adjusted or comp time earned (Policy 210)
Broomfield	Overtime hours are managed by supervisors and commanders on an as-needed basis. Officers are encouraged to flex time whenever possible in lieu of overtime hours, and are allowed to bank comp hours up to 40 in lieu of pay.

Police Department Staffing Study-Phase II

Surveying Other Organizations

Operations

How are off-duty/special events assignments managed? How are those hours compensated (i.e., special event rate, overtime, etc.)? If special event rate is paid, what is the rate charged the event organizer?	
Loveland	Most special events assignments are either on a first come, first serve sign up basis or officers submit their name to be drawn out of a pool to fill events that require multiple officers. Unless it is a City of Loveland sponsored event, the officer is paid a flat special event rate. Otherwise they get overtime. Call backs to work follow Fair Labor Standards Act (FLSA) laws; overtime is paid. A civilian administrative assistant oversees this process.
Fort Collins	CSO: Telestaff is used for extra duty. \$35 an hour is the special event Bidding is done on Telestaff, multiple officers sign up and preference is given to those with less OT hours. Organizers pay the department \$51/hour, two hour minimum. If it is a large scale event officers may not sign up readily. Then, they pay everyone overtime to fill all the slots. Otherwise, Telestaff automatically posts the openings and officers get a phone call when it is their turn to accept or decline it.
Larimer County	In the Area of Special Events the main ones are Dam duty, Ranch, CSU Football And DUI. All paid by outside sources paid at straight time until 11hours in the month pay period and then it goes into overtime. Dam duty exception that is paid as overtime. Events paid through SO's payroll. Officers get \$35/hour for special events. A computer program is used for sign up processes.
Greeley	Large special events like the Greeley Independence Stampede are preplanned. We do not allow vacation time during that event. Officers from special assignments and on loan from the Platoons then comprise our policing efforts at the Stampede. Overtime has become negligible. Off-duty employment is handled through our police officer's association. The department approves the off-duty request and then the Police Officer's Association schedules the officers. All payments are provided directly to the police officers by the organization or person requesting service. We do have special event permits that at times allows for us to recommend the use of off duty police officers. The event sponsors then contact the police union to obtain those resources. We do not place our officers on overtime and then bill an event or person for their cost.
Longmont	GCSU - Contracted off duty work (extra duty) is handled by the Support Services Commander. See Policy 213. Special event assignments (parades, community events, etc.) are managed through the Traffic Office. Officers are compensated at their specific overtime rate. Special event assignments are based on first come/first served. RTU – Report takers are not eligible for extra duty or special event overtime as they are not trained for this duty. ACU - Contracted off duty work (extra duty) is handled by the Support Services Commander. See Policy 213. Special event assignments (parades, community events, etc.) are managed through the Traffic Office. Officers and CSO's are compensated at their specific overtime rate. Special event assignments are based on first come/first served.

Police Department Staffing Study-Phase II

Surveying Other Organizations

Operations

Broomfield	Broomfield has an officer assigned as special event coordinator. This officer coordinates extra duty contracts, scheduling of officers, and serves as the liaison between citizens/organizations and the Police Department. The officers working these events receive time and a half pay, and the vendor is charged \$48/hour/supervisor (sergeant) and \$44/hour/officer, unless it is a school, and then it is charged \$40/hour/officer.
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Identify the most effective use of technology to improve the efficiency (fewer resources required to complete a task and the effectiveness (quality of work performed) of your operation.	
Loveland	The use of laptop computers in the cars enables the officer to communicate without using the radio at times. They can use them further for checking for driver's license information, warrants, motor vehicle registrations and can track calls of service that they and other officers are assigned. Cell phones are also an important tool. Officers can get text messages and department pages in addition to call citizens for police service matters. Internal Records and Communications data systems are important for obtaining information when researching in an investigation and writing reports.
Fort Collins	Tiburon computer system combines our version of the "Beast" evidence booking software and in car laptop silent dispatch system along with QQ, "web query" and suspect history search feature. Tiburon also enables officers to populate and print summons and parking tickets. Tiburon is linked to their version of AFR to cut down on duplication of information entry and uses the same password. It also checks other Police Depts. databases and is used for mug shots. Dictation of reports with digital recorder that is uploaded through any computer and then sent back to the officers for review after submitting. Parking ticket printer and writing portable handheld unit for speed and neatness, also auto populates past info and tracks tickets along with "parking services" boot notices. Silent dispatch and Tiburon allows CSOs to self initiate calls like we allow Officers to pull their own traffic stops, enabling CSOs to cut down drastically on radio traffic and operate when the radio is very busy or a critical incident ties up dispatch with priority calls only. Substations located in 3 other areas than the main police department around town that have computers and resources.
Larimer County	Big Time Saver for the SO is they just issued all Officers Cell phones. Saved a lot on drive time to make phone calls. Mobile data laptops in the cars for tracking calls for service. Officers can type some minor report information, other reports are dictated. Automated License Plate readers, tasers, in-car cameras (for some traffic and patrol) are used.
Greeley	The use of computers in the officer's vehicles has made a large impact on our efficiency and effectiveness. Our officers have many more entries into the CAD system than our dispatch center does. We also dictate reports which save officer time. Officers are issued cell phones to allow phone contact with citizens and arrange meeting times, obtain additional information or, when possible, resolve call over the phone.

Police Department Staffing Study-Phase II

Surveying Other Organizations

Operations

<p>Longmont</p>	<p>GCSU - Automated Report Writing System, Automated Booking System, Mobile Data Computers in vehicles. In 2013, unit members will also be issued Ipads which will enable them to be more efficient in the field through the instantaneous sharing of information and Intel with each other and SEU (Special Enforcement Unit).</p> <p>RTU – Automated Report Writing System, Use of the internet resources to improve quality of investigations and minimize pass-on to commissioned staff</p> <p>ACU/CSO - Automated Report Writing System, Mobile Data computers in vehicles, MDC and upcoming CAD transfer will improve identification of calls for service and their location, improving response time and efficiency</p>
<p>Broomfield</p>	<p>MDV is similar to our MDT in car computers. They switched to a different signal and get much fewer disconnects with it. GPS is used and reports that can be typed in the computer are. Bluetooth technology is being used for radios and it has some hiccups. Sometimes transmissions are not received by some radios that are in closer proximity to each other.</p> <p>Code Compliance Officers use in-car computer, they have their own set up in the vehicle and initiate cases through PD code compliance module.</p> <ol style="list-style-type: none"> 1. On-line reporting 2. In-car computers 3. Verified Alarm Response

Police Department Staffing Study-Phase II

Surveying Other Organizations

Operations

Please list and briefly describe the purpose of any consortiums, joint ventures or other interagency collaborative agreements (IGA'S, MOU's) to more effectively and efficiently perform basic functions of your unit.	
Loveland	We have agreements with many human services agencies throughout the county. The idea is to identify roles and communicate how agencies can collaborate to complete their respective missions through cooperation and cost sharing where appropriate. We have these with the Thompson R2-J School District, Larimer District Attorney's Office, Northern Colorado Bomb Squad, Northern Colorado Drug Task Force, Northern Colorado Forensic Crime Lab, Larimer Child Advocacy Center, Department of Human Services, Alternatives to Violence and others.
Fort Collins	Regarding CSOs: The city of Fort Collins has two additional branches of law enforcement. A park ranger division and parking enforcement. 8-9 employees do downtown parking enforcement and share info on the same system as the CSOs. Park rangers patrol paths and parks. Each cite independently of Police, but through the same system. Northern Colorado Bomb Team, Regional Crime Lab and agreements with CSU for handling college students have been beneficial. Our SWAT team trains with others and backs the others up as needed.
Larimer County	Agreements for SWAT mutual aid, Regional Crime Lab, Department of Human Services for criminal investigations. They also have contracts to provide dispatch services for Wellington, Tinmath and Berthoud.
Greeley	We have many MOU/IGAs in place. These agreements include such topics as; pursuit policies, lab agreements, evidence handling agreements, and CAD and RECORDS systems. We also have IGAs with Federal Agencies for gangs, drugs, weapons, etc.
Longmont	GCSU - Have joined and use Colorado Bureau of Investigations Colorado Gangs (CoG) program RTU – N/A ACU – N/A
Broomfield	N/A However, Broomfield is both the City and the County. They cover state patrol officers when needed and have a class that officer's take from their traffic unit to make stops and patrol the interstate. Broomfield also has its own detention center with 80 beds used and it has an expansion that is completed. The expansion ups them to 200 beds, but budget and staffing has kept them using only the 80 beds. They are not "renting" out the beds to other agencies.

Police Department Staffing Study-Phase II

Surveying Other Organizations

Operations

Identify strategies used for managing staffing and workload while responding to demands to reduce budgets during the recessionary conditions over the last three years and the impact they had on the organization					
Organization:	Loveland	Fort Collins		Larimer County	
Budget Reduction Strategy	Impact on the Organization	Budget Reduction Strategy	Impact on the Organization	Budget Reduction Strategy	Impact on the Organization
A Community Service Officer position was vacated and not refilled. Alternative response measures were added for some types of calls for police service including dispatchers handling information and internet reporting.	Less coverage for CSO duties primarily on Swing and Night shifts. We have tried not to impact direct service deliveries to the public. However, it increased some response times slightly.	Dispatch refusing to take certain calls if the comp does not provide contact info for officers. A sales tax initiative passed allowing Fort Collins to add more officers. The hiring process takes a while to get a number of good candidates. They are still 20-25 below what they are authorized to hire now. Civilian positions were left vacant in order to keep from laying any officers off since 2008.	Is only partially implemented and still being deliberated. Cutting down on frivolous calls and citizens trying to use police as a harassment tool. Three levels of prioritization of services were created so that if they got into worse case scenarios the administration would start by reducing lower priorities. Proactive efforts, crime prevention would be among things cut first.	Used vacancy savings Monitored use of overtime closely Community Outreach reduced	Personnel overworked and fatigued Not as responsive or in contact with the public as they were so busy on calls Morale of officers suffering some

Police Department Staffing Study-Phase II

Surveying Other Organizations

Operations

Greeley		Longmont		Broomfield	
Budget Reduction Strategy	Impact on the Organization	Budget Reduction Strategy	Impact on the Organization	Budget Reduction Strategy	Impact on the Organization
Except for one year, we maintained our manpower. We left two positions open for that year.	Investigations lost two positions to patrol to enable us to maintain our response needs.	<p>GCSU- GCSU was created in 2007 through the passage of the Public Safety Tax. It's always been fully staffed.</p> <p>RTU – last three years N/A for Report Taker Unit</p> <p>ACU - One Animal Control CSO approved through staffing study and to be funded through Public Safety Tax has been put on hold due to economic down turn.</p> <p>CSO – Two CSOs are approved but are also on hold due to economic down turn.</p>	<p>GCSU-N/A</p> <p>ACU- Workload being handled by four Animal Control CSO's instead of five, so additional workload is assumed by the other AC CSO's.</p>	<p>Code: The city had 3 years of layoffs, reduced budget, clothing, travel, printing</p> <p>Officers: Training was reduced</p>	<p>Code: none</p> <p>Lowered morale, recently found more training dollars</p>
Our overtime was cut	For the most part this did not affect us because our overtime expenditures above previously budgeted levels were covered by open positions while going through the hiring process for new officers.	<p>GCSU - On some occasions, GCSU personnel are used to assist Patrol with minimum staffing issues.</p> <p>RTU- Prior to 3 years ago, the staffing for the Report Taker Unit was reduced from 6 to 5 and then later, 5 to 4. Recent requests to refill these positions have not been successful due to the economic downturn.</p>	<p>GCSU- Helps reduce overtime costs for the Patrol Division for minimum staffing needs.</p> <p>RTU- Workload being handled by four PST Report Takers instead of six. Total workload is being managed by fewer employees</p>	Vehicles are rotated out at 150,000 miles now	This has created a clog in replacement vehicles. 8 or more new vehicles are not ready in time for the old ones to be rotated out.
Training funds were reduced	This severely limited outside training. We continued our internal training system.			Reduced uniform replacement	

Police Department Staffing Study-Phase II

Surveying Other Organizations

Operations

What differential response methods do you use (i.e., online reporting, limiting response to motor vehicle accidents on private property)?	
Loveland	Cold investigation reports are taken through the police department website. Dispatchers have increased the number of service calls that they handle without involving an officer or CSO.
Fort Collins	Records department may handle online reports. CSOs take more accidents and they handle private property accidents, issuing a summons on private property regularly. Officers take telephone reports.
Larimer County	Differential reporting through phone reports, reducing hours worked at front desk which provides fingerprinting.
Greeley	We use online reporting and limit our responses to private property accidents. We also use our public safety technicians who mainly staff our front desk, or when in the field to take lower priority or non-safety related calls to improve our patrol officer availability.
Longmont	<p>GCSU - GCSU personnel respond to all gang related calls for service when they are on duty. Patrol responds when GCSU is off duty. All calls for service are managed through Communications via MPR protocols (Managed Police Response). When on duty, GCSU will assist Patrol with their calls for service when needed/necessary.</p> <p>RTU - Reports are taken in person (at the PD), over the phone or via the mail. We do not have online reporting but it is being explored</p> <p>ACU- Non-emergency animal calls which come in when Animal Control is off duty are held until an AC CSO comes on duty. Otherwise, the call is handled by Patrol.</p> <p>A form exists that dispatch or officers go over with private property accidents to attempt to save an officer a trip to the scene or are given to the complainants to fill out themselves.</p>
Broomfield	<p>Broomfield began online reporting in 2012.</p> <p>Verified alarm response was implemented years ago, which cut down on the amount of false alarm calls that Broomfield responds to annually.</p>

Police Department Staffing Study-Phase II

Surveying Other Organizations

Operations

What are your bonding procedures for warrant arrests? What drove setting this procedure?	
Loveland	Municipal Court sets a schedule for their warrants and charges. We use personal recognizance (signature promise) if a person meets minimal criteria for some local and state charges. The Larimer County Detention Center is quite often full . As a result we try to bond and release anyone that we can from our facility. The jail's capacity has been an important factor into setting our procedures. If we have to take them to the jail then we do.
Fort Collins	FCPD does not bond people for warrant arrests, they take them to jail.
Larimer County	All booked through Larimer County jail and their guidelines.
Greeley	We transport our prisoners to the Weld County jail. We do not bond suspects at our police department.
Longmont	Bond from the PD when possible, if the money or bonding agent is a long time out they will take the prisoner to jail. Recently, sergeants have been turning away warrants when it is busy and the warrant is not from a local agency or boulder county. They will still take felony warrants from other agencies if they have time.
Broomfield	<p>If an arrestee is transported to the Broomfield Detention Center, they will either post bond and be able to leave, or if unable to post bond, will be housed in the Detention Center. If the warrant is a Broomfield warrant, they will stay until either able to post bond or be seen by a judge. If the warrant is another agency's, that agency is contacted and may come to pick up the arrestee within three days.</p> <p>For further information on Broomfield's bonding procedure, please contact Sgt. Mark Goodell, 303-438-6419 or mgoodell@broomfield.org.</p>

Police Department Staffing Study-Phase II

Surveying Other Organizations

Operations

What are your warrant processing fees?	
Loveland	\$60 – waved in certain situations
Fort Collins	Does not Bond. None.
Larimer County	Unknown
Greeley	None (other than our MOU with the jail for the costs of arrests for municipal violations, and this is rare.
Longmont	No fee.
Broomfield	\$10 Bonding fee for all who “bond out” \$30 Booking fee for all arrestees The \$10 fee can be waived by a watch commander under certain circumstances (i.e., the arrestee has only enough money to post bond, but not pay the \$10 bonding fee).

What are your procedures for registering sex offenders?	
Fort Collins	CSOs do not process sex offenders. One half-time civilian completes all of these registrations.
Larimer County	A Corporal (sworn) handles all of them. Sometimes front desk deputies help.
Greeley	This is done in Investigations; however, sex offenders must report to an investigator to register, photograph, and completes the paper work. Fees are charged depending on the frequency of reporting and registration requirements
Longmont	RTU - Report Taker Unit handles majority of sex offender re-registrations. SXOs are scheduled to respond on Fridays to complete registration, though many respond throughout week. PST's handle the paperwork associated with registration, while officers handle taking updated photos. Initial registration is handled by Patrol's Court Liaison Officer.
Broomfield	Offenders must contact Detective Dale Hammell of the Broomfield Police Department (dhammell@broomfield.org). Detective Hammell is responsible for registering them and providing information to update the web site and sex offender registry maintained by Records.

Police Department Staffing Study-Phase II

Surveying Other Organizations

Operations

How do you handle tow paperwork and the sale of vehicles?	
Loveland	We have a civilian Investigative Technician that reviews and prepares the paperwork. A Traffic Unit Officer follows up on the inspection of the vehicle and authorizes the proper disposal of the vehicle.
Fort Collins	An administrative secretary does tow paperwork and appraisals, CSOs may go out and do a vin check and damage assessment at the tow yard and report to the secretary. Tow companies are given the paperwork in order to submit it for sale to the state of Colorado.
Larimer County	
Greeley	Our Municipal Court bailiff handles our abandoned vehicle processing with the tow companies as a collateral duty. She does the inspections and paperwork to maintain compliance with state statutes.
Longmont	RTU- N/A
Broomfield	Towed vehicles are documented by a Tow Sheet and the CR # (example-CR-12-1294). When they are received, they are put onto a spread sheet in numerical order, entered into H.T.E. (Broomfield's records management system), and dealt with when information such as ownership and reasons for tow are obtained. They are then released if the proper documentation is received by the tow companies. After calling the tow company, we send out a DR2008 (if the vehicle is not claimed within 10 days) and await a response from the registered owner. If a response is not received, we are able to sell the abandoned vehicle to the tow company. It is appraised by one of our traffic police officers and then sold for the value they place on the vehicle.

Police Department Staffing Study-Phase II

Surveying Other Organizations

Operations

How have you managed resources to respond to the top three community priorities?	
Loveland	We have examined data that tracks numbers and types of serious call types to have more officers working during those peak safety periods for every day, hour and seasonally throughout the year. We staff heavier for high call volumes (during weekday and evenings) when more officers are needed. CSOs are spread equally over the entire seven day week, two on Day shift, and two on Swing shift.
Fort Collins	For CSOs, they do 90% of accidents, even traffic units don't do normal MVAs. The agency is focused on trying to have good customer service through timely responses for assistance. The patrol section is trying to get Priority 1 (urgent) call response times to less than five minutes. There has been an increased effort in traffic enforcement this year. They are up 20 % on summons issued.
Larimer County	With the High Park fire and the President's visit the main Priorities is working within the current budget. Mulberry Road corridor project due to increase in crime due to drugs, homeless people, assaults and prostitution. Officers pulled from all shifts to address. Monitoring medical marihuana dispensaries when they were open.
Greeley	Our supervisors are tasked with conducting business to positively impact the goals of our department. They are allowed the freedom to assign special assignments or other activities that will make a positive impact on our community and help us achieve our goals.
Longmont	GCSU - Gang issues are a top community priority thus the reason why GCSU was created back in 2007. RTU - The Report Taker Unit handles many calls that can be reported solely over the phone and that would otherwise require officer response, thereby improving officer response to higher priority calls for service ACU - One of the top priorities with the AC unit is responding to barking dog complaints. We utilize email and the website to educate public on how to resolve barking dog issues.
Broomfield	Have reached our goal of maintaining minimum staffing 100% of the time. This was accomplished with the use of overtime when necessary (Goal #1). Have fostered a climate where officers can make mistakes but learn from them (Goal #3). In 2012, had Department-wide meetings to discuss our Mission & Values (Goals #2 & #3).

Police Department Staffing Study-Phase II

Surveying Other Organizations

Operations

What are the top three priorities for the unit in 2012?						
	Loveland	Fort Collins	Larimer County	Greeley	Longmont	Broomfield
1.	Traffic Enforcement, Crime Enforcement and Problem-oriented Policing projects	<p>CSO: Clearing out more hit and run calls with a summons to suspect. Improvements are being made in case management system so that all officers will be responsible for the data entry. COMSTAT is being developed with the help from Information Services Division. Patrol Lts. will use this data-driven approach to address crime trends.</p> <p>More community outreach is underway through community meetings and presentations by managers at several levels.</p>	<p>Mulberry corridor problem areas</p> <p>Automated traffic summons researched and about to be implemented.</p>	Arrest Career Criminals	<p>GCSU- Reduce criminal gang activity within the city</p> <p>RTU - Continued expansion of duties/responses to mitigate impact on patrol and detectives</p> <p>ACU - Continue to grow relationships with associated agencies (Humane society, Wildlife Rescue, etc.)</p> <p>CSO- Take most of the traffic accidents. 43%</p>	<p>Code: city mission statement</p> <p>Officers: Prevention and Solving of Serious Crimes</p>

Police Department Staffing Study-Phase II

Surveying Other Organizations

Operations

2.				Improve Traffic Safety	<p>GCSU- Educated the community, schools, and businesses to recognize and report gang activity. RTU - Work on greater cohesion with Records to assure seamless transition during reorganization ACU - Mitigate issues regarding pending increased instances of skunk rabies from surrounding counties CSO- Write parking tickets. Write Abandoned vehicles (200) a year</p>	<p>Code: individual goals Officers: Increase Community Service and Support – Citizen Satisfaction</p>
3.				Provide Exceptional Customer Service	<p>GCSU- Continue to build relationships with schools, community organizations and members, and other gang units in the area. RTU - Re-visit online reporting system viability and cost – closely associated with goal #1 Re-visit online reporting system viability and cost – closely associated with goal #1 ACU- Foster continued use of restorative justice for certain animal control cases CSO- Increase enforcement.</p>	<p>Officers: Enhancing the Department – Employee Development & Satisfaction</p>

Police Department Staffing Study-Phase II

Surveying Other Organizations

Operations

Fort Collins CSO misc: CSOs don't do any type of prisoner transports, only courtesy rides and their vehicle cage may provide a temporary prisoner holding on scene. FCPD allows CSOs to write tickets with fines similar to parking tickets for having a vehicle parked with expired plates on the street with no warning. CSOs can write certain CRS violations without being post certified.

Broomfield Code: Code Compliance is more like our Code Enforcement unit and less like the CSO position. Code compliance left the PD in January of 2005. Code and Animal control were combined. The city transitioned the CCO to non-uniformed to be more community friendly position and animal control is able to get to calls without neglecting code enforcement. They feel that this has met the needs of community. Budget wise the PD lost 3 positions to community development department but there were 6 officers at the time. Animal control kept 3 positions on and became more specialized.



CALEA Survey



Police Department Staff and Resource Study- Phase II
CALEA Survey

INTEROFFICE MEMORANDUM

TO: CHIEF LUKE HECKER
FROM: SGT MIKE HALLORAN
SUBJECT: RMAN RESPONSES TO OUR QUESTIONS ABOUT LONG-RANGE PLANNING AND STAFFING
DATE: 11/30/2012

In mid-October, I sent out the request for information about long-range planning and staffing to members of the Rocky Mountain Accreditation Network. Two accreditation managers wrote back that they had forwarded the questions to someone in their command staff. I have not been provided information from those agencies. To date I have only received three responses. Those responses are from the Lakewood, CO Police Department (*LPD*), Farmington, New Mexico Police Department (*FPD*), and Douglas County, Nebraska Sheriff's Office (*DCSO*). The original questions and the responses are listed below:

1. Does your agency possess an officially approved/budgeted long range plan for hiring additional sworn and civilian positions in outlying years? If yes, please explain:

LPD - Yes; however, it isn't rocket science. Lakewood's population has only changed 1.8% over 20 years. There are no plans for annexations or growth through developments. Our staffing has remained constant and budget estimates are based upon what we have now. Sworn = 258 Civilian = 144

FPD - We do not currently have an official approved long range plan. We have in the past, but even with the possibility of a huge boom here, and talk of annexation, our City Council is afraid to commit to to much until they see it start occurring.

DCSO - No

2. Has your jurisdiction created strategic funding strategies, separate from the normal budget process, to sustain funding for public safety employees? This could include things such as a public safety tax, COPS grant funding, special revenue funds, etc... If yes, please explain:

LPD - In 2005 there was a tax initiative that passed and 50% of the 1% increase in revenue was earmarked for “public safety”. The city went on to define public safety as snow plowing, lighting, etc. We don’t get much. The majority of our special projects and equipment are funded through fines produced by Compulsory Insurance Requirements (no proof of insurance) CRS 42-4-1409. However, we have used a small portion for part-time, temporary positions. We try not to use discretionary funds for full-time positions.

FPD - To a degree. We do have a public safety tax that was established quite some time ago. It is still in effect however this was something that was put into effect in good times, not during an economic down turn. We do have COPS grant funding as well.

DCSO - No

3. Has your agency created a staffing ratio that maximizes the use of civilian staff to support the sworn ranks, and minimizes the need to hire additional sworn officers? If yes, please explain:

LPD – No

FPD - No, we do have Community Service Officers, however we have had them for over twenty years, and it hasn't been discussed in recent years as to replacing sworn with civilians to save on costs. We have added civilian positions to our crime lab, rather than assigning sworn there. However, that has been when we have added positions and we still maintained our sworn officer that is assigned to that position. If that makes sense?

DCSO – No

4. Has your agency successfully civilianized positions that had traditionally been held by sworn officers? If so, can you identify which positions? Also, has the change created real cost savings?

LPD - Yes, we have several positions that are civilian doing traditional sworn job tasks. My position eliminated a Commander. I am the budget manager, accreditation manager and manage grants. We have Community Service Officers who work the field but in non-enforcement type activities. The Property/Evidence Technicians are trained in fingerprinting and certified in breathalyzer. Each of our Investigation Sections have Investigative Technicians who support the Investigators in follow-up of cases, some are trained in basic crime scene processing (mostly fingerprinting). The Pawn licensing, inspection and tracking are done by civilians. We have a Volunteer Coordinator that performs some crime prevention activities.

FPD - Nothing other than the Accreditation Manager. This was done more so to have consistency rather than monetary savings

DCSO - Just the Policy Coordinator (Accred Mgr), back in 2004. Moved from a sworn Sergeant position, changed to maintain continuity due to promotions from the position. No salary savings, as this new civilian position is compensated between a Lt and Capt salary. I am confident there may be other non-tangible cost savings by not having a sworn position and all their required training, etc.



Staffing Level and Violent Crime/Property Crime Data

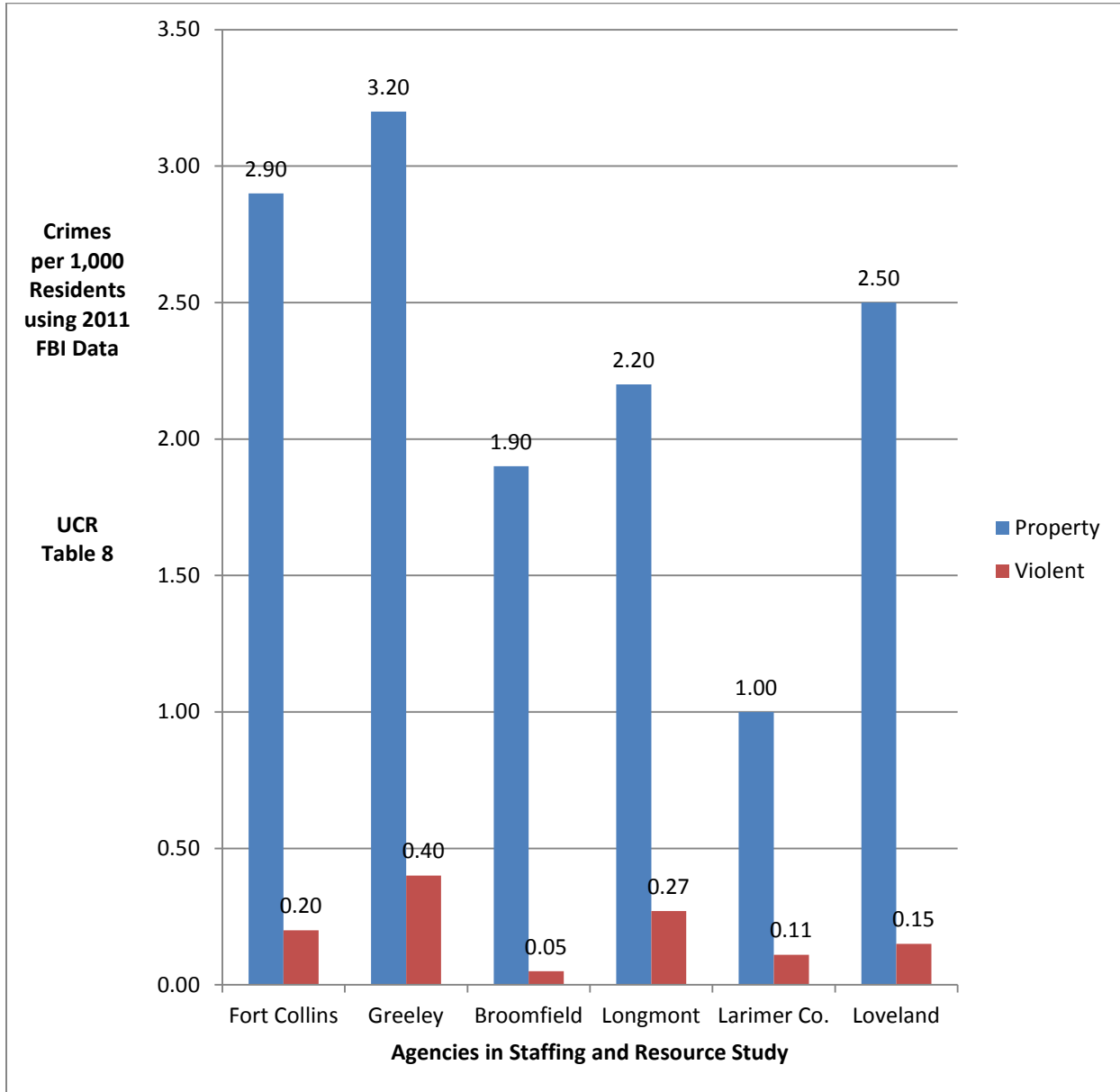


Police Department Staff and Resource Study- Phase II
Community Demographics

	Longmont	Broomfield	Fort Collins	Greeley	Larimer County	Loveland
<i>The Citizenry: (2010 Census)</i>						
Population	86,270	55,889	143,986	92,889	299,630	66,859
% Growth in Population over last Ten Years	21.3%	46.0%	21.4%	20.7%	19.1%	32.0%
% population 65 yrs old or older	11.2%	9.9%	8.8%	10.7%	11.9%	14.9%
% Population Below Poverty	12.5%	5.5%	18.0%	22.3%	13.3%	8.6%
Unemployment: Dec 2011 not seasonally adjusted (source Larimer County)	6.1%	6.9%	7.2%	10.7%	6.3%	5.4%
Education: Bachelor's Degree or More	37.6%	44.4%	50.1%	26.2%	42.5%	36.80%
Mean travel time to work in minutes	22.5	26.8	19.3	20.1	22.0	24.2
<i>Household Information:</i>						
No. of Households	32,116	20,116	55,889	33,050	120,295	29,178
% Home Ownership	63.7%	74.4%	55.8%	59.6%	67.5%	65.90%
Median Household Income	\$56,025	\$75,590	\$49,589	\$41,845	\$56,447	\$54,062
Median Home Value	\$238,400	\$270,500	\$241,600	\$172,200	\$246,000	\$214,700
<i>Other Community Information:</i>						
Square Miles	26.19	33.03	54.26	46.55	2,596.00	35.21
Mill Levy/\$1000 Assessed Valuation	13.420	28.968	9.797	11.274	21.571	9.564
Sales Tax Rate	3.28%	4.15%	3.85%	3.46%	0.80%	3.00%
<i>Budget Information:</i>						
Police Dept Budget 2012	\$18,574,682	\$13,235,267	\$30,574,700	\$19,025,223	\$14,831,961	\$16,015,060
Total General Fund Budget 2012 (excluding inter-fund transfers)	\$65,982,716	\$36,679,972	\$82,498,874	\$56,160,327	\$73,805,351	\$58,225,160
% Police Budget of Total General Fund Budget	28.2%	36.1%	37.1%	33.9%	20.1%	27.5%



Police Department Staff and Resource Study- Phase II
 Crime Totals per 1,000 - Northern Colorado Agencies

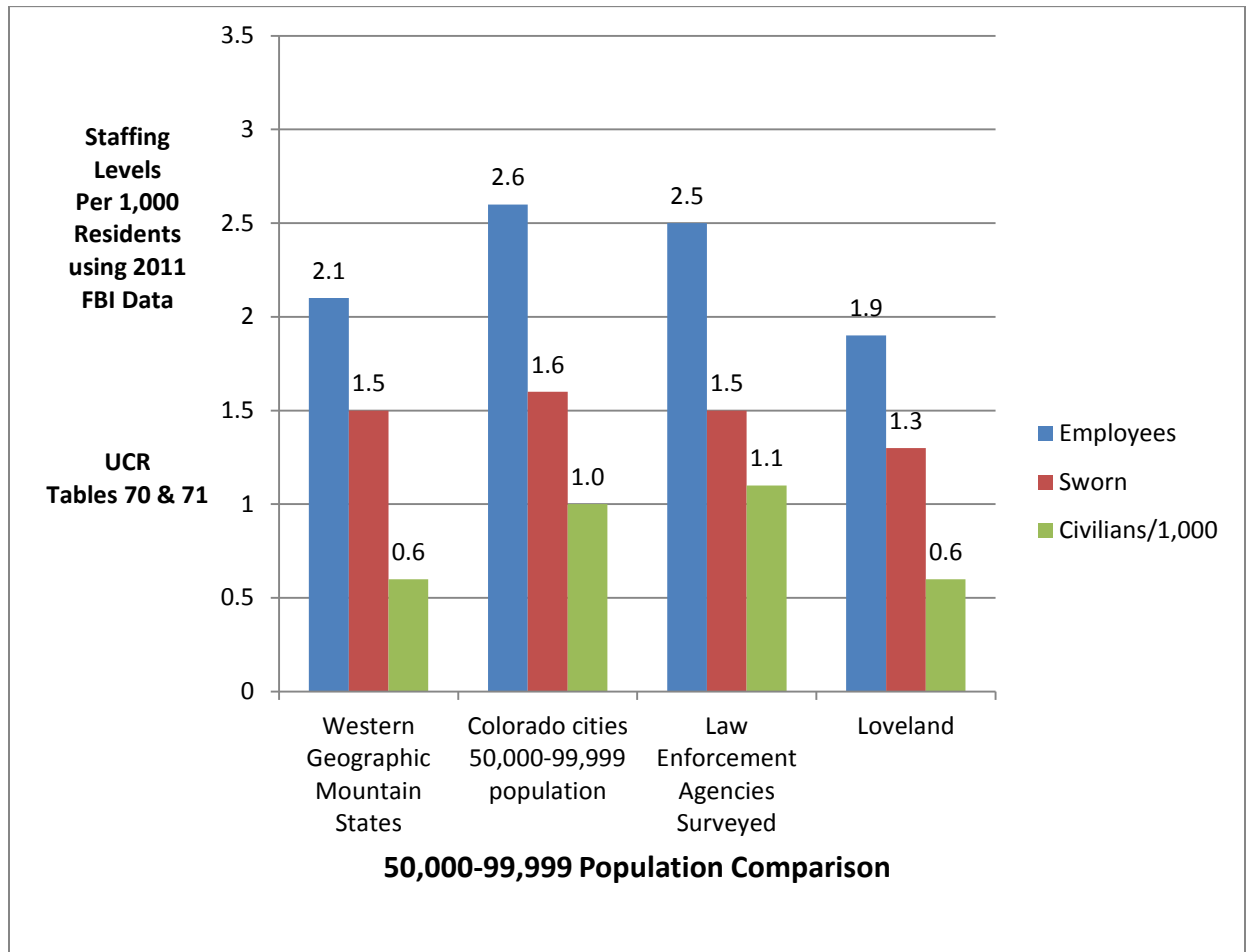


- Violent Crimes:**
- Murder
 - Non-negligent manslaughter
 - Forcible Rape
 - Robbery
 - Aggravated Assault

- Property Crimes**
- Burglary
 - Larceny/Theft
 - Motor Vehicle Theft
 - Arson

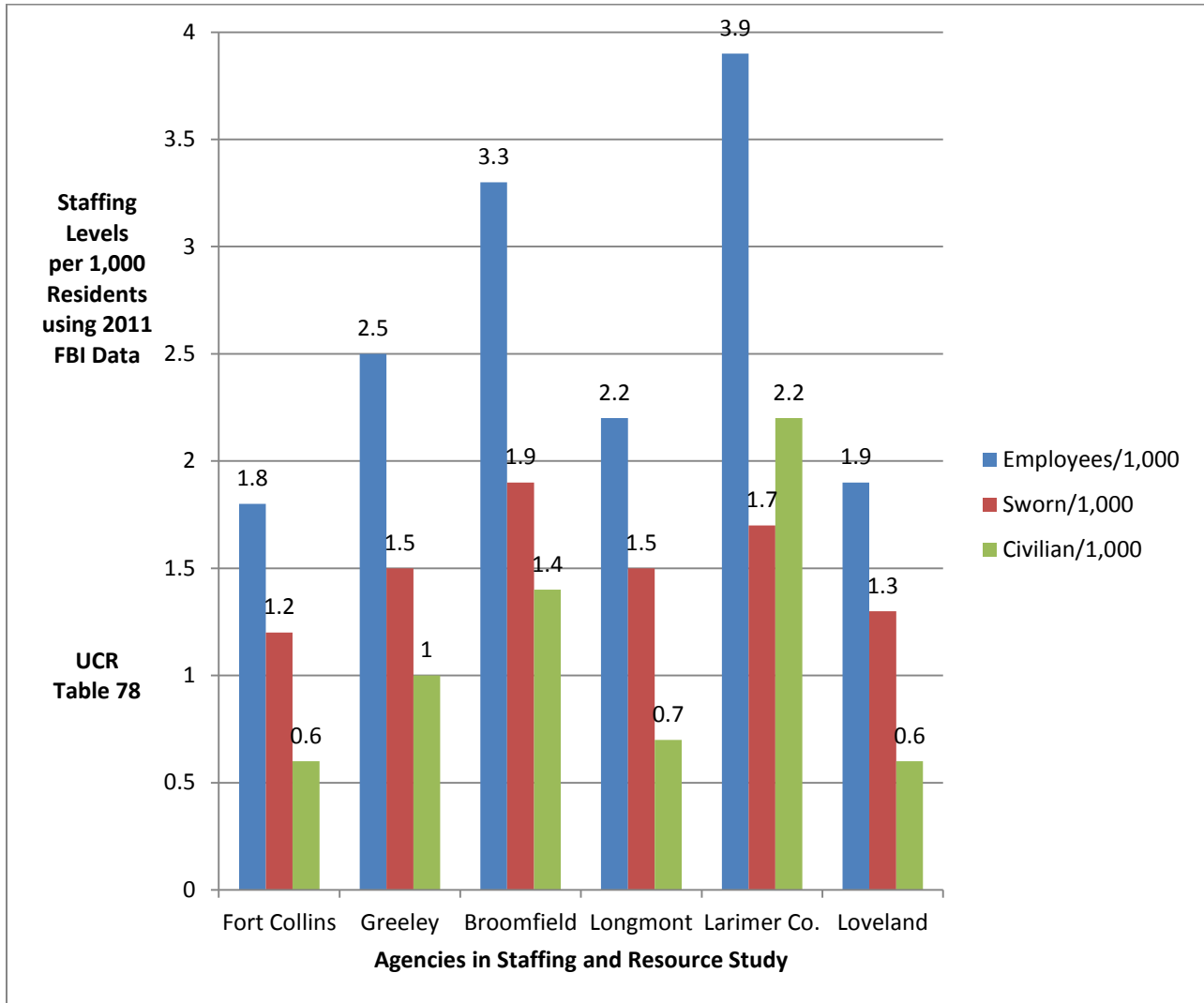


Police Department Staff and Resource Study- Phase II Staffing Levels per 1,000 Residents





Police Department Staff and Resource Study- Phase II Staffing Levels Per 1,000 – Northern Colorado Agencies





Staff and Resource Phase 1 Executive Summary



Police Department Staff and Resource Study- Phase I Executive Summary

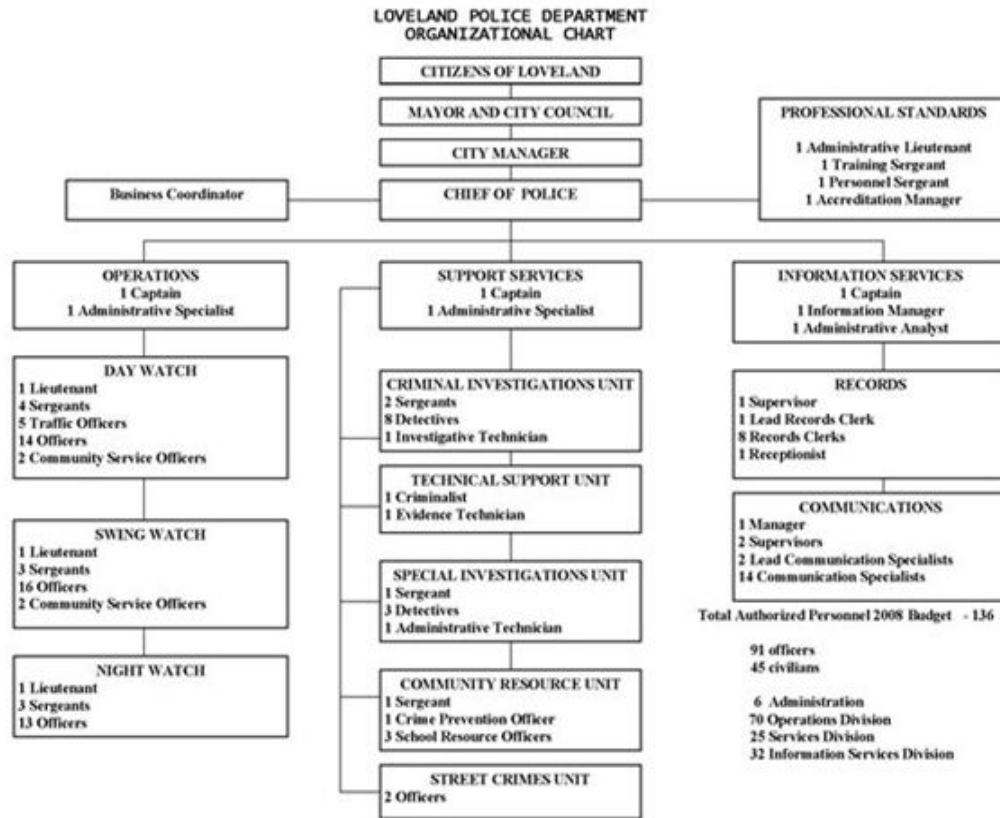
LOVELAND POLICE DEPARTMENT STAFFING AND RESOURCE STUDY PHASE I EXECUTIVE SUMMARY

This report is the **first** of a four phase project designed to aid the City Council, the City Manager, and the Loveland Police Department in creating a ten year plan for hiring police and support civilian staff in a strategic manner that best ensures optimal levels of public safety in the Loveland community.

Contained in the body of this document is a situational status report describing the current staffing levels and workload analysis of the Loveland Police Department. The agency is a full service police department consisting of four separate work Divisions. (See Organizational Chart on next page.)



Police Department Staff and Resource Study- Phase I Executive Summary



Agency Credentials and Community Perception:

The Department enjoys significant support of the community in carrying out the mission of public safety and has a long reputation as a professional, competent police agency. Since 1992, the Loveland Police Department has been Nationally Accredited through the Commission on Accreditation for Law Enforcement (CALEA). The stated goals of CALEA include:

- Strengthen crime prevention and control capabilities;
- Formalize essential management procedures;
- Establish fair and nondiscriminatory personnel practices;
- Improve service delivery;
- Solidify interagency cooperation and coordination; and
- Increase community and staff confidence in the agency.



Police Department Staff and Resource Study- Phase I Executive Summary

According to the U.S. Department of Justice, there are currently 17,985 law enforcement agencies in the United States, and of those 1%, are accredited through CALEA. (*Census of State and Local Law Enforcement Agencies, 2008:*)

In 2007, the Loveland Communications Center became the 116th Communication Center in the world to be awarded as an Accredited Center of Excellence for Emergency Medical Dispatching. By possessing this credential, dispatchers work under the licensure of a medical doctor and begin providing first aid instructions during 9-1-1 medical calls as emergency service workers are dispatched. Since the inception of Emergency Medical Dispatching, Loveland Communication Center employees have been credited with saving 30 lives.

In 2011, the Department conducted a Citizen Satisfaction Survey in which 91.9% of the residents in Loveland reported satisfaction with general police services in their neighborhood; a rating that demonstrates a high level of community approval for the manner in which police services are provided in Loveland.

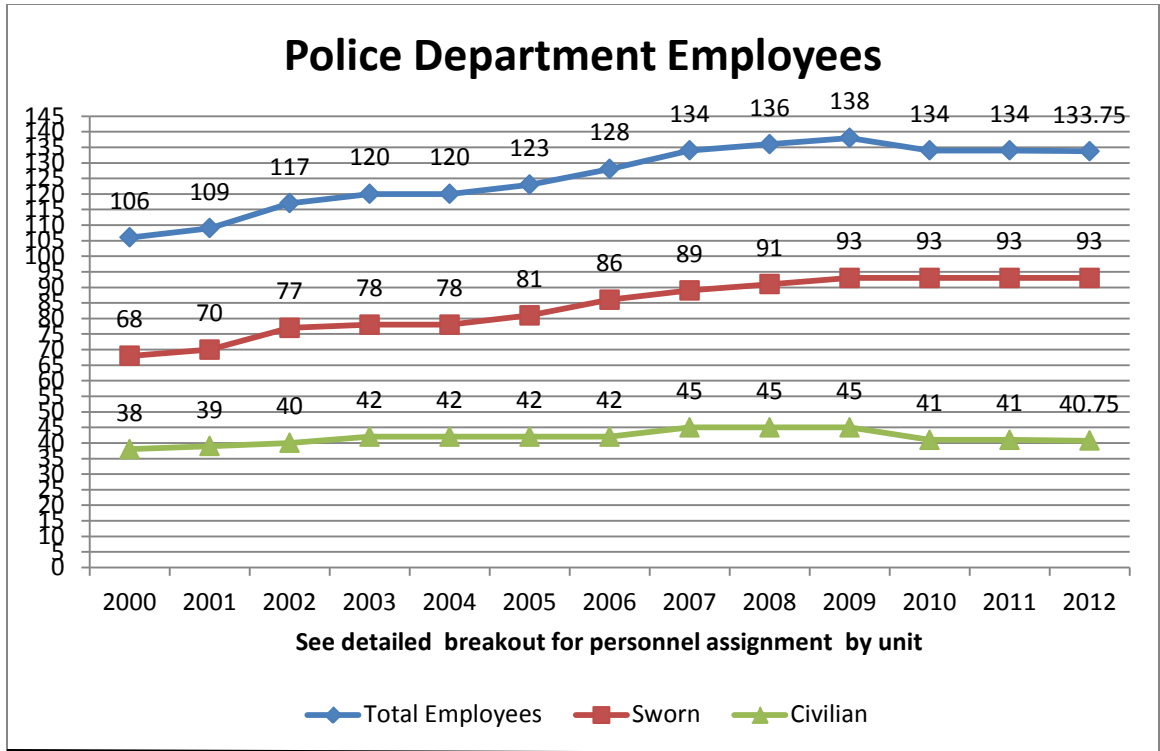
Agency Situation Status:

This section provides a brief summary of the status of all the Loveland Police Department work groups.

The staffing level in the Department peaked in 2009 when the agency was authorized at 138 employees. In 2010, due to the adverse revenue impacts of the Great Recession, authorized staffing levels dropped to 134 employees. Positions reduced out of the agency work force included the Accreditation Manager, a Community Service Officer, a Communications Specialist, and the Records Receptionist. The workload associated with these positions was retained, and dispersed to a combination of paid staff and volunteers. *The below chart tracks authorized staffing levels in the Department from 2000 through 2012.*



Police Department Staff and Resource Study- Phase I
Executive Summary



Between 2000 and 2010, authorized staffing levels in the agency increased 7.9%. The data below shows other increases that have impacted police services during that time frame:

- Police calls for service increased 60% (48,000 – 78,637*)
- 9-1-1 telephone calls into the Communication Center increased 61% (24,000 – 39,900*)
- Adult Arrests in Loveland increased 60% (2065 – 3135*)
- Population in Loveland increased 32% (50,608 – 66,859**)
- Center line road miles in Loveland increased 32% (244 – 325***)

Sworn Rank and File:

In addition to community growth and increased call load over the last decade, sworn officers in the agency are tasked with a robust number of collateral assignments that consume of average 12% of their work week. When required training, leave time, and administrative time for things like report writing and attending court appearances are included, sworn officer availability to perform their core job duties can be reduced to an average of 47%, of time during a normal work week. *The table below describes*



Police Department Staff and Resource Study- Phase I
Executive Summary

collateral job assignments that are dispersed throughout the sworn ranks of the Department:

Alcohol Enforcement Unit Officer	Drug Education and Safety Instructor	Peer Support Officer
Anti-Bias policing Instructor	Drug Recognition Expert	Pension Board Member
ATV Liason	DUI Instructor	Physical Fitness Instructor
Background Investigator	Explorer Supervisor	Radar Instructor
Explosive Ordinance Officer	Explorer Advisor	SHARP Instructor
Explosive Ordinance Supervisor	Field Training Officer	Sketch Artist
Canine Agitator	Field Training Unit Supervisor	SFST Instructor
Canine Unit Supervisor	Firearms Instructor	SWAT Command
Chaplain Advisor	Infection Control Officer	SWAT Team Leader
Chemical Agent Instructor	Intoxilizer Instructor	SWAT Tactical
Cland Lab Instructor	Less Lethal Munition Instructor	SWAT Negotiations
Court/DA Liason	Senior Volunteer Advisor	Taser Instructor
Crisis Intervention Unit Officer	Motor Officer	Technical Accident Investigator
Crime Scene Technician	Mounted Unit Officer	Uniform Committee
Defensive Tactics Instructor	Noise Enforcement Officer	Vehicle Committee
Driving Instructor	Officer Safety Instructor	

Based upon the time demands and collateral work load of sworn officers, the agency has become more reactive to calls for service and less proactive in problem solving strategies that are often associated with community policing.

* Loveland Police Annual Reports
 ** U.S. Census
 *** Loveland Traffic Engineering



Police Department Staff and Resource Study- Phase I Executive Summary

Technical Support Unit:

In the Property and Evidence room one full time employee is currently responsible for the intake, inventory, and legal disposition of approximately 36,000 thousands of pieces of property and evidence. Factors related to this employee's availability such as sick leave, vacation, training, and required travel time to crime labs, adversely impact employee presence in the property and evidence room and expose the agency to periods of disruption in this area of high liability.

In 2007 one Criminalist position was implemented in the agency for the purpose of increasing the professionalism and effectiveness of evidence collection and processing. In 2009 the Loveland Police Department became one of five agencies to participate in the development of the Northern Colorado Regional Forensic Lab (NCRFL). This lab was created to eliminate evidence backlog and create a faster turnaround time than the State Lab could provide. When the lab was formed the five agencies combined personnel, equipment, and space. In the case of the LPD, the contribution consisted of the Criminalist to perform Latent Print Examiner duties. Placing the Criminalist in the NCRFL has caused a time split between Criminalist duties at LPD, and Latent Print Examiner duties at the NCRFL. The Criminalist splits hours 20hrs per week at each location when possible. Complicated cases or staff availability can dictate which office the criminalist spends a majority of time.

Records Unit:

The factors that impact the work function and workload of the Records Unit staff include the following:

- Number of officers
- Number and types of crime
- State and Federal mandates
- Court and District Attorney requirements
- Policy and procedure changes
- Technology
- Availability of Records personnel to perform scheduled work

Records personnel are responsible for processing all officer reports, releasing the reports and supporting the administrative functions of the police officers. Additionally, the unit plays a significant role in applying diverse technology related to record keeping and reporting. The Records unit staffing levels has decreased 9% from 2009, despite increased workload, particularly that associated with policy and procedure changes and State and Federal mandates. Since 2009, to continue meeting workload demands, the unit has utilized volunteers, paid overtime and modified processes to enhance productivity and efficiency.



Police Department Staff and Resource Study- Phase I Executive Summary

Police Communications:

The Loveland Emergency Communications Center (LECC) operates 24 hours a day, 365 days a year. Fully staffed, the center employs 15 Communications Specialists, 2 Lead Communications Specialist, 2 Communications Supervisors, and a Communications Manager. While the LECC is authorized for 15 full-time Communications Specialists, it is very difficult to obtain and maintain that staffing level. The LECC loses about 50% of its new hires during the training process. When a Specialist resigns, it can take anywhere from 8 – 12 months to replace them with a fully trained person. The Center has not added any positions since 2007 and one position was lost as a Reduction in Force in 2009.

The LECC answers 911 lines for the southern half of Larimer County covering approximately 260 square miles and non-emergency phones for the Loveland Police Department. LECC dispatches for the Loveland Police Department, Loveland Fire Rescue Authority, Thompson Valley EMS, and the Berthoud Fire Protection District.

Given current staffing in the Communications Center the dispatchers generated 2021.75 hours of overtime in 2011, with the Supervisors covering an additional 1220 hours on the console. Operating at the current staffing level, Communications Specialists are functioning at peak productivity levels, and any additional non-routine event places the Center into overload status.

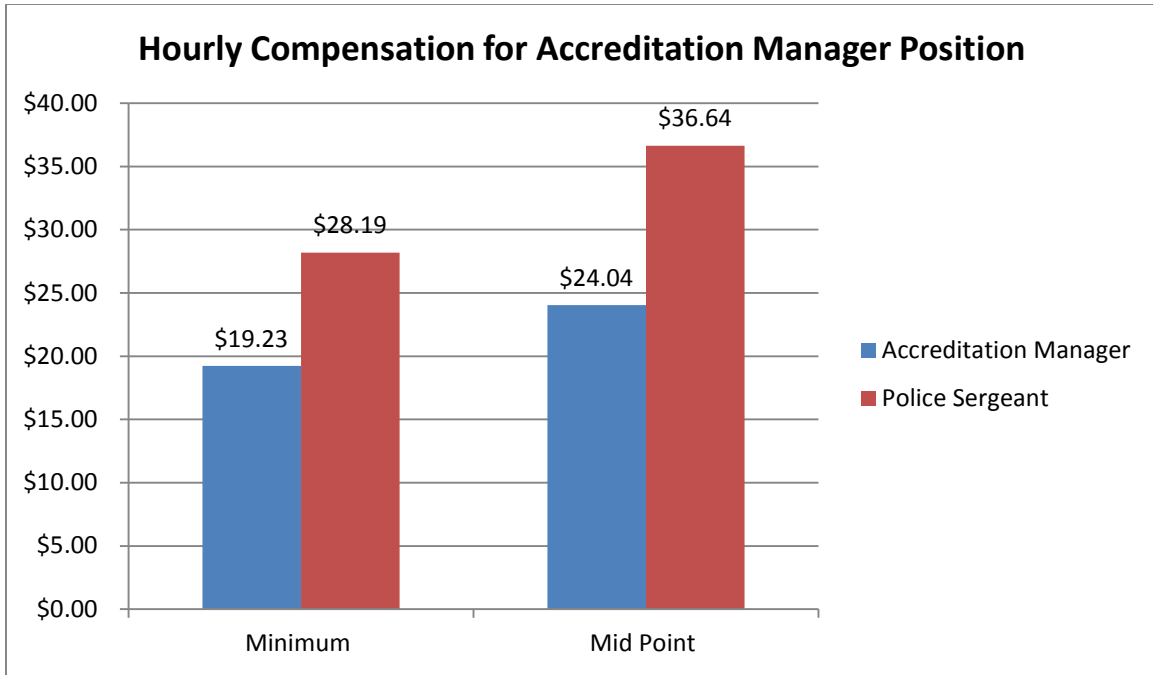
Police Administration:

Aside from the duties of the Police Chief and three Division Commanders, the primary functions of the Police Administration include: Professional Standards, Budget/Finance, Training, Personnel, National Accreditation, and Internal Affairs.

In 2009 the National Accreditation Manger position, which had been filled with by a civilian, was reduced from the work force and the Police Department budget. Recognizing the value of National Accreditation, and desiring to maintain the credential, the department re-assigned the administrative training sergeant to the office of Accreditation. This sergeant is compensated in significantly higher pay grade than civilian accreditation manager (pay grade 10 vs. pay grade 6). ***The graph on the next page demonstrates this pay difference:***



Police Department Staff and Resource Study- Phase I Executive Summary



The Personnel Sergeant assumed the duties of the Training Sergeant and has carried out the duties of both offices since 2009.

The Professional Standards Lieutenant conducts internal affairs investigation and carries other significant and diverse work functions.

Summary:

Most law enforcement agencies in the United States have experienced adverse budget impacts associated with the Great Recession. Some have been severe. With the support of elected officials and city management, the Loveland Police Department weathered the financial/revenue crisis of the Great Recession better than many law enforcement agencies. The business model for the agency over the last five years has been to maintain current available resources and continue providing the most effective police services possible. This situation status study is the first step toward advancing the productive development of the agency over the next ten years. The vision is to advance police services in a way that is most complimentary toward economic development, downtown revitalization, and enhanced quality of life for residents and visitors of Loveland.

LOVELAND POLICE DEPARTMENT



Phase III
Staff and Resource Study

City Council Study Session
April 9th, 2013

Phase III Staff and Resource Study

Study Review:

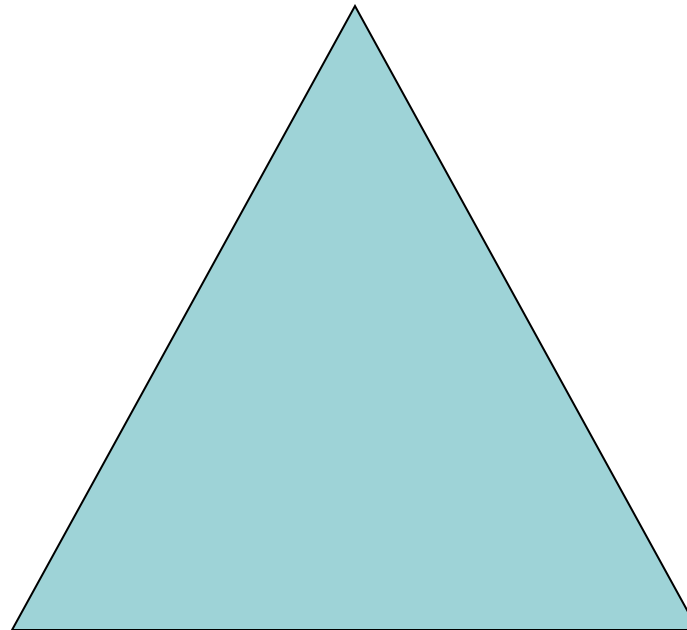
- **Phase I** – A situational analysis of the Loveland Police Department. The study provided a comprehensive overview of the current workload and public safety obligations of the agency. Phase I was completed in May of 2012.
- **Phase II** - A benchmarking exercise in which the agency studied the staff and resource allocation strategies of five Northern Colorado law enforcement agencies, as well as those of a number of CALEA accredited police agencies in the United States. The Colorado agencies were of similar size to the Loveland Police Department and shared a similar demographic to the Loveland community. Phase II was completed in December 2012.
- **Phase III** – Applying the findings of Phase I and II, Administrative staff from the Loveland Police Department crafted two long range (ten year) staff and resources strategies for the Loveland Police Department. The strategies are titled – Option #1 and Option #2.



Ten Year Strategic Growth Areas for the Loveland Police Department

Over the course of the next ten years, the Loveland Police Department possesses three distinct strategic growth areas:

Police Staffing and Resources
Creates on-going operational costs



Replacement of Records Management System
Projected project cost is \$3M

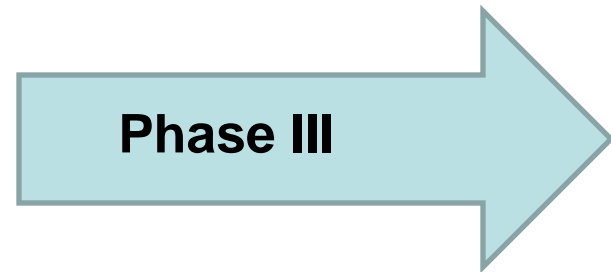
Capital Projects:
Gun Range/Classrooms
Driving Training Grounds
Storage and Parking
(\$ to be determined)



Direction

Survey Response Summary Categories and Council Direction Moving into Phase III:

- Staffing
- Technology
- Organizational Strategies
- Community Outreach



Staff and Resource Option #1

Option #1 is a demand response strategy that grows the Police Department in a way that meets the 2% per year projected growth and policing demands of the community; and allows the agency to proactively add key positions which were identified as desirable in the findings from Phase I and II.

TOTAL: \$6,910,938



Phase III Staff and Resource Study – Option #1

General Fund - \$5,172,603

Capital Expansion Funds - \$1,738,335

Total - **\$6,910,938**

Police Department

Staff & Resource Option #1

<u>Year</u>	<u>Staff Plan</u>			<u>Sworn positions</u>	<u>Civilian positions</u>	<u>Loveland Population estimates *</u>	<u>Ratio of officers/ 1,000 citizens</u>	<u>Ratio of officers/ civilian employees</u>
	<u>sworn</u>	<u>civilian</u>	<u>total</u>					
2013				93	42.75	70,009	1.33	2.18
2014	4	6.5	10.5	97	49.25	71,321	1.36	1.97
2015	4	3.5	7.5	101	52.75	72,693	1.39	1.91
2016	4	3	7	105	55.75	74,229	1.41	1.88
2017	3	3	6	108	58.75	75,759	1.43	1.84
2018	2	3	5	110	61.75	77,288	1.42	1.78
2019	2	2	4	112	63.75	78,815	1.42	1.76
2020	2	2	4	114	65.75	80,390	1.42	1.73
2021	1	0	1	115	65.75	82,009	1.40	1.75
2022	2	0	2	117	65.75	83,606	1.40	1.78
Total	24	23	47					

* Population estimates taken from Annual Data and Assumptions Report, February 22, 2012

Community and Strategic Planning, City Of Loveland

(The population estimates project an average of 2.0% growth in the City of Loveland Population over the next 10 years.)



Staff and Resource Option #2

Option #2 is a more financially conservative strategy that grows the agency in each Police Department Division to meet the 2% per year projected growth and policing demands of the community.

TOTAL: \$5,350,421



Phase III Staff and Resource Study – Option #2

General Fund - \$4,019,462

Capital Expansion Funds - \$ 1,330,959

Total - \$5,350,421

Police Department

Staff & Resource Option #2

<u>Year</u>	<u>Staff Plan</u>			<u>Sworn positions</u>	<u>Civilian positions</u>	<u>Loveland Population estimates *</u>	<u>Ratio of officers/ 1,000 citizens</u>	<u>Ratio of officers/ civilian employees</u>
	<u>sworn</u>	<u>civilian</u>	<u>total</u>					
2013				93	42.75	70,009	1.33	2.18
2014	2	6.5	8.5	95	49.25	71,321	1.33	1.93
2015	2	2	4	97	51.25	72,693	1.33	1.89
2016	2	2	4	99	53.25	74,229	1.33	1.86
2017	2	2	4	101	55.25	75,759	1.33	1.83
2018	1	4	5	102	59.25	77,288	1.32	1.72
2019	2	2	4	104	61.25	78,815	1.32	1.70
2020	2	2	4	106	63.25	80,390	1.32	1.68
2021	2	0	2	108	63.25	82,009	1.32	1.71
2022	2	0	2	110	63.25	83,606	1.32	1.74
Total	17	20.5	37.5					

* Population estimates taken from Annual Data and Assumptions Report, February 22, 2012

Community and Strategic Planning, City Of Loveland

(The population estimates project an average of 2.0% growth in the City of Loveland Population over the next 10 years.)



Financial Overview of Option #1 and Option #2

Option #1	2014	2015	2016	2017	2018	2019	2020	2021	2022	TOTAL
Positions	10.5	7.5	7	6	5	4	4	1	2	47
Cost *	\$1,010,757	\$813,175	\$767,143	\$636,441	\$475,755	\$488,445	\$488,549	\$160,371	\$331,967	\$5,172,603
CEFs **	\$338,746	\$275,595	\$246,832	\$214,824	\$156,238	\$180,377	\$141,623	\$59,967	\$124,133	\$1,738,335
									Option #1	\$6,910,938

Option #2	2014	2015	2016	2017	2018	2019	2020	2021	2022	TOTAL
Positions	8.5	4	4	4	5	4	4	2	2	37.5
Cost *	\$700,649	\$425,653	\$419,029	\$401,120	\$443,309	\$488,445	\$488,549	\$320,741	\$331,967	\$4,019,462
CEFs **	\$234,007	\$167,190	\$134,633	\$139,346	\$102,151	\$167,941	\$141,623	\$119,935	\$124,133	\$1,330,959
									Option #2	\$5,350,421

* Ongoing Personnel Expenditures (annual)

** One Time Expenditures



Differences between Options # 1 and # 2

Positions not included in Option #2:



- 2 Officers (Staffing)
- 1 CIU/Forensic Detective (Staffing)
- 1 SIU Detective (Staffing)
- 1 Crime Prevention Officer (Community Outreach)
- 1 PSU Sergeant (Organizational Strategies)
- 1 Network Administrator (Technology/Org. Strategies)
- 1 Victims Coordinator (Community Outreach)
- 0.5 Social Media Coordinator (Comm. Outreach/Org. Strat.)



Cost per Capita

Option #1

	2003	Change	2013	Change	2022
Population*	56,000	25%	70000	21%	85200
Budget	\$9,127,000	45%	\$13,258,000	39%	\$18,431,000
Per Capita	\$163	16%	\$189	14%	\$216

Option #2

	2003	Change	2013	Change	2022
Population*	56,000	25%	70000	21%	85200
Budget	\$9,127,000	45%	\$13,258,000	30%	\$17,277,000
Per Capita	\$163	16%	\$189	7%	\$203

* Population estimates taken from Annual Data and Assumptions Report, February 22, 2012, Community and Strategic Planning, City Of Loveland



Comparative Data (per Capita)

	Longmont	Broomfield	Fort Collins	Greeley	Unincorporated Larimer County	Loveland
Population (2010 Census)	86,300	55,900	144,000	92,900	82,800	66,900
Police Budget 2012	\$18,600,000	\$13,200,000	\$30,600,000	\$19,000,000	\$14,800,000	\$16,000,000
Per Capita 2012	\$216	\$236	\$213	\$205	\$179	\$239



Civilian vs. Officer



Civilian:
Mon-Fri 8AM-5PM



Sun-Wed (Day Shift)
Sun-Wed (Swing Shift)
Sun-Wed (Night Shift)
Wed-Sat (Day Shift)
Wed-Sat (Swing Shift)
Wed-Sat (Night Shift)



Status of the current Records Management System (RMS)

- 16 years old (nearing the end of its life cycle)
- Outlived all other police records systems in the region
- Interfaces have created the need for inefficient/redundant data entry
- System will not be further developed
- Working in disparate Windows environment (further IT upgrades will increase this disparity)
- Next generations are moving to Internet Protocol
- Best available estimates for replacement of the RMS is \$3M
- Project replacement timeline is 2016



Ten Year Capital Projects for the Loveland Police Department

Capital Projects:

Gun Range

Driving Training Facility

Storage/Parking for special use vehicles



- City of Loveland to own the assets
- Craft annual user agreements with other law enforcement agencies in the region
- Response to Request For Proposal (RFP) required by May 2nd, 2013
- City Council approval of the architectural firm in July of 2013
- Anticipated costs available to City Council in November 2013



Loveland Police Department Phase IV Considerations



Pick and refine Option # 1 or Option #2

Ten year funding options:

- General Fund Allocation to meet the Council selected Staff and Resource Option?
- Capital Expansion Funds - Additional Options?
- Re-prioritization of Police Capital projects within the next 10 years?
- Public Safety Tax Initiative?
- Any other Funding Options available to City?





Loveland Police Department Staffing & Resources Study



August 2013

Department Mission:

Preserve and enhance the quality of life for inhabitants of Loveland by procuring and sustaining the necessary public safety resources to defend human life, protect property, and safeguard the rights guaranteed to all people by the United States Constitution.

Staffing and Resource Plan Objectives:

Generate a ten year financial and operational strategy for the deployment of police resources to protect the safety of employees and the community.

The agency’s plan focuses on three critical areas of growth. They include:

1. Adequate Staffing and Resources
2. Capital Development of Training Facilities
3. The Implementation of the next Generation Police Records Management System.

The Process:



Situation Statement

A situational analysis of the Loveland Police Department. The study provided a comprehensive overview of the current workload and public safety obligations of the agency. Phase I was completed in May of 2012.



Comparisons

A benchmarking exercise in which the agency studied the staff and resource allocation strategies of five Northern Colorado law enforcement agencies, as well as those of a number of CALEA accredited police agencies in the United States. The Colorado agencies were of similar size to the Loveland Police Department and shared a similar demographic to the Loveland community. Phase II was completed in December 2012.



Options

Applying the findings of Phase I and II, Administrative staff from the Loveland Police Department crafted two long range (ten year) staff and resources strategies for the Loveland Police Department. The strategies are titled – Option 1 and Option 2. Phase III was complete April 2013.



Action Plan

Refine Option 1 and 2 of the staff and resources strategies to develop a ten year financial plan Option 1 and 2 within three tiered of General Fund revenues that could be available over the ten year period. Phase IV was complete August 2013.

Phase I - Situation Statement

Phase II - Comparison to Regional & CALEA Departments

Current Situation

- CALEA Accredited Agency (Commission for Accreditation of Law Enforcement Agencies)
- Accredited Center of Excellence (ACE) for Emergency Medical Dispatching
- 2011 Citizen Satisfaction Survey: 93% satisfaction with police services in the community
- Operations Budget of \$17.9 million
- 135.8 Full Time Equivalent Employees
 - ◇ 93.0 Sworn
 - ◇ 42.8 Civilian

Standards Not Subject to Compromise

- Maintain Excellent Customer Service
- Maintain Excellent Competence
- Comply with Regulatory Changes
- Address Changing Priorities in the Community (i.e., drugs, gangs, cybercrime, school safety)

Phase I Findings

- Strong history as an effective full service police agency
- Good public relations, public trust, and public support
- Workforce reduction in 2009 without a reduction in work load
- Shift from proactive to reactive service delivery
- Growth in the community outpaced the growth of the Dept.
- Staff is working at full capacity, many beyond full capacity

Phase II Findings: Technology

- New technology to reduce redundant data entry critical
- Mobile technology commonly used to increase efficiency
- Internet Protocol is deployed in phone systems, mapping, records systems, and communications centers.
- Social media deployed frequently

Phase II Findings: Staffing

- Optimize the use of civilians to support sworn
- Front Counter staffed
- Quartermaster duties centralized to manage equip. inventory
- Dedicated technology staff
- Staff dedicated to managing social media
- Volunteers commonly used in non-critical positions
- Staffing and operational strategies often limited by budget

Phase II Findings: Other Organizational Strategies

- Agencies using civilians for traffic accidents, parking enforcement, and code enforcement.
- Regional IGA's used commonly to share resources and contain costs
- Specialization is common due to complexities of investigations
- Street crime, gang, or community impact units are used to target specific crime.
- Recorded phone tree messages are being used to reduce time on the phone.
- A fee based contracted service is more common for requesting police reports.
- Records systems are being upgraded to allow for electronic dissemination of reports within days of the incident.

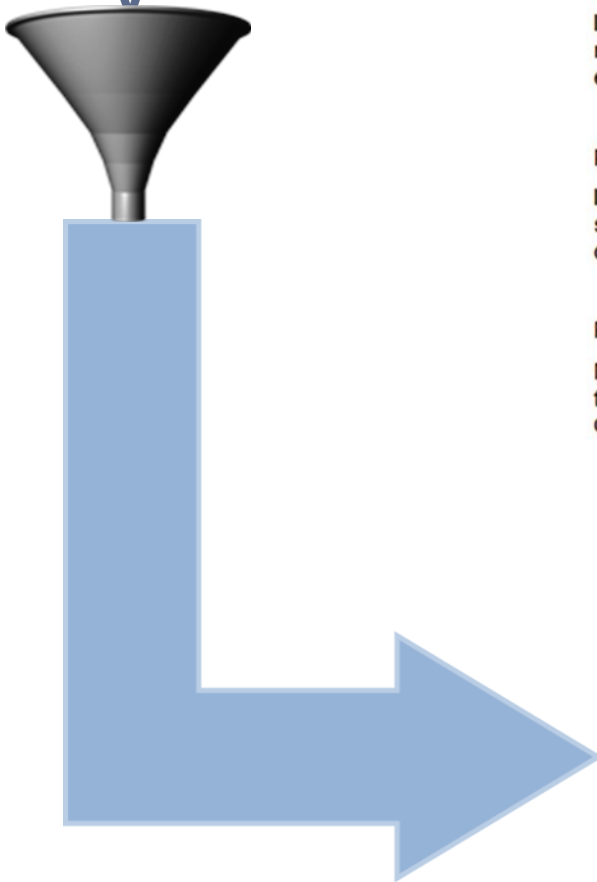
Phase II Findings: Community Outreach

- Crime Prevention Officers are used to reach out to elementary age students, since School Resources Officers (SRO) are only available for middle and high schools.
- SRO's are used to conduct classes for students.
- Outreach programs must be proactive to reduce crime.
- Community outreach programs deemed important by all agencies.

Phase III - Options

Phase IV - Action Plan

Loveland Police Department Staffing and Resource Study Timeline and Outcomes



FOUR STRATEGIC PILLARS FOR THE DEVELOPMENT OF THE LOVELAND POLICE DEPARTMENT:

Pillar 1 – Staffing:

Optimize the use of civilian staff to support sworn officers. Make strategic hiring decisions to enhance public safety.

Pillar 2 – Technology:

Implement technology that minimizes redundant data entry and optimizes employee efficiency.

Pillar 3 – Organizational Strategies

Identify and deploy public safety strategies that enhance the overall safety of the community.

Pillar 4 – Community Outreach

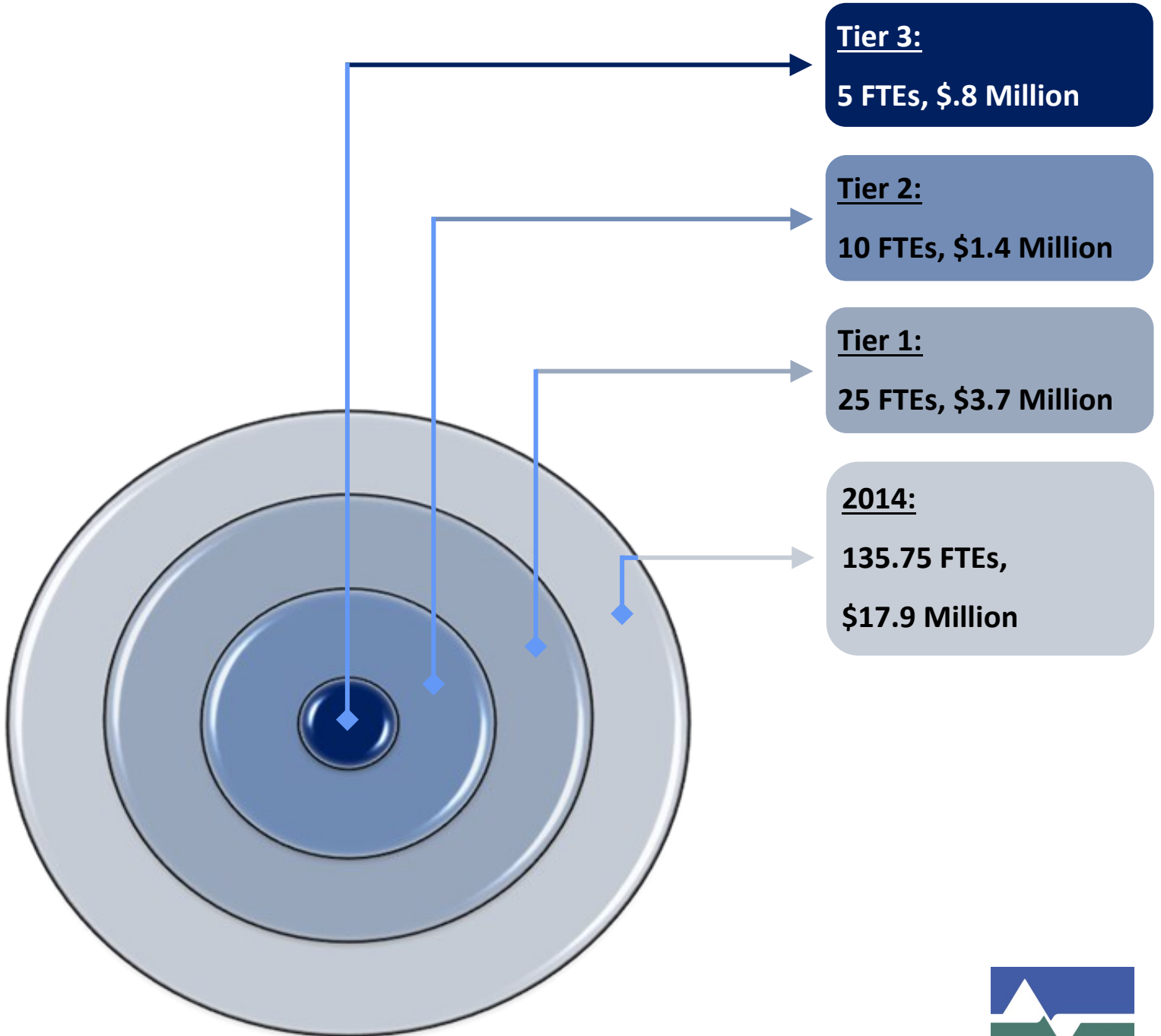
Maintain and bolster the public trust through crime prevention programs and community partnerships.

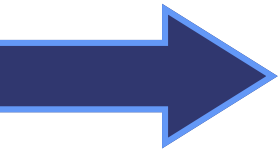


**Three Tiered Action Plan
Based on General Fund
Revenue Availability**



Police Operations Expansion Options: Driven by the General Fund Revenue Expectations: An Additional 40 FTEs, \$5.9 million over ten years



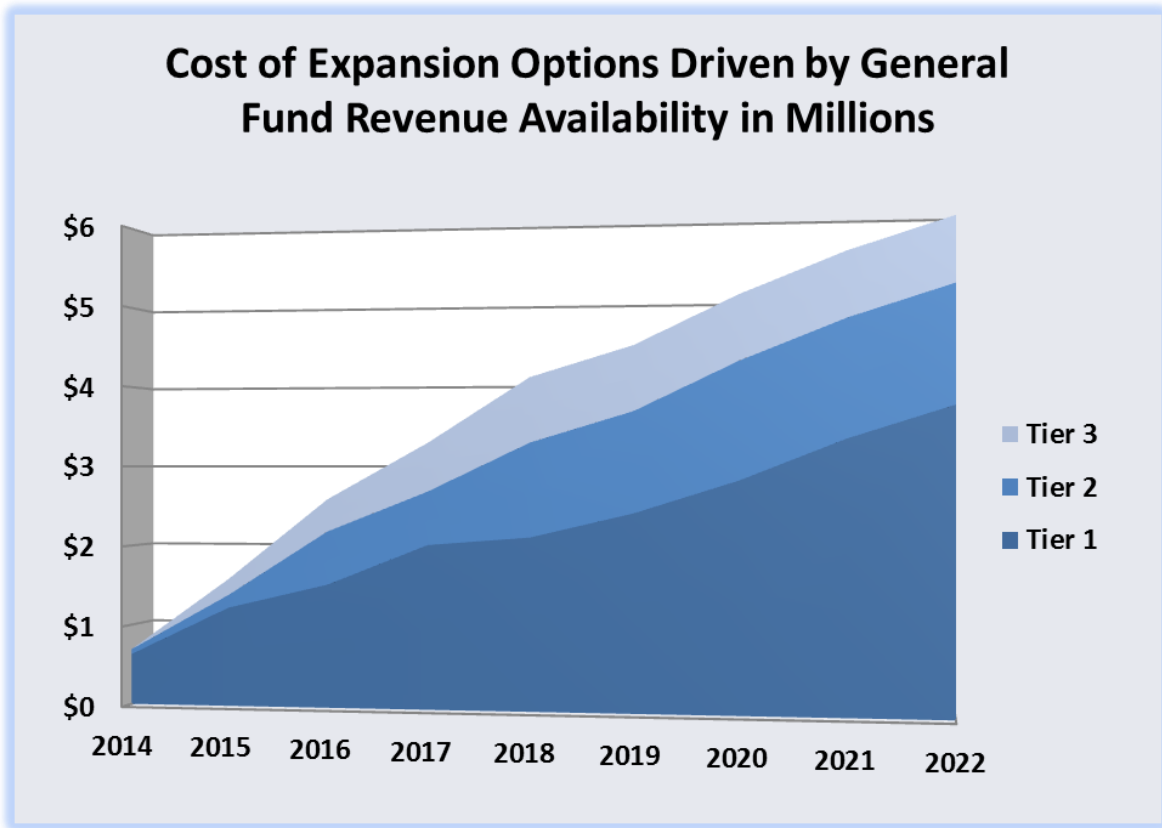


Police Operations Expansion Options Continued...

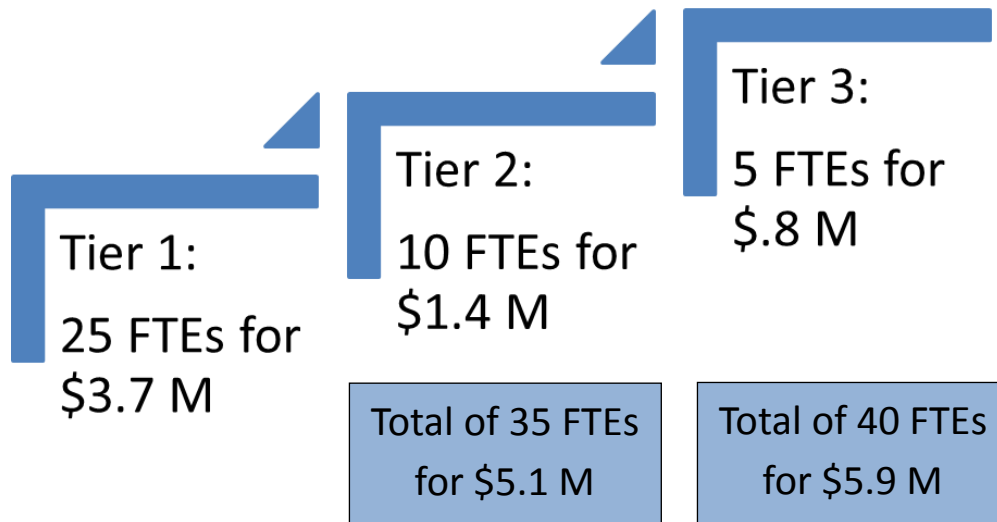
Tier	2014	2015	2016	2017	2018	2019	2020	2021	2022	Total
Total Add'l Need	5 FTEs, \$\$.6M	7 FTEs, \$\$.9M	6 FTEs, \$\$.1.0M	4 FTEs, \$\$.7M	6 FTEs, \$\$.8M	3 FTEs, \$\$.4M	4 FTEs, \$\$.6M	3 FTEs, \$\$.5M	2 FTEs, \$\$.4M	40 FTEs, \$\$.5.9M
Tier 3		2 FTEs, \$\$.2M	1 FTE, \$\$.2M	1 FTE, \$\$.2M	1 FTE, \$\$.2M					5 FTEs, \$\$.8M
Tier2	1 FTE, \$\$.06M	1 FTE, \$\$.1M	3 FTEs, \$\$.5M		3 FTEs, \$\$.5M	1 FTE, \$\$.08M	1 FTE, \$\$.2M			10 FTEs, \$\$.1.4M
Tier 1	4 FTEs, \$\$.6M	4 FTEs, \$\$.6M	2 FTEs, \$\$.3M	3 FTEs, \$\$.5M	2 FTEs, \$\$.1M	2 FTEs, \$\$.3M	3 FTEs, \$\$.4M	3 FTEs, \$\$.5M	2 FTEs, \$\$.4M	25 FTEs, \$\$.3.7M
Current + 3.5%	135.75 FTEs, \$\$.17.9M	135.8 FTEs, \$\$.18.6M	135.8 FTEs, \$\$.19.2M	135.8 FTEs, \$\$.19.9M	135.8 FTEs, \$\$.20.5M	135.8 FTEs, \$\$.21.3M	135.8 FTEs, \$\$.22.0M	135.8 FTEs, \$\$.22.8M	135.8 FTEs, \$\$.23.6M	135.8 FTEs, \$\$.23.6M



Loveland Police Department Operations and Capital Plan



Cumulative Impact of Tiered Approach



Police Capital Investment: Records Management & Training Facilities



Replace the Records Management System

\$3 million

The Records Management System (RMS) is where all critical data is processed, disseminated and stored. The current RMS is 13 years old. While it has been reliable the vendor has not grown the product to meet the needs of the police department. The city uses a newer Windows software version than the current Records System and an upgrade is not planned for the system. As the City moves forward with new Windows software the disparity issues will become even greater. Interfaces with stand-alone databases have been built to work with the current

RMS resulting in multiple redundancies for data entry. Reports, summonses, evidence, custody sheets, mug photos are examples of data that need to be entered separately every time. The objective of the new RMS is to maximize staff efficiency and effectiveness by significantly reducing data entry redundancies, enhance data sharing and interoperability with other law enforcement agencies, and allow for growth in the system as it become necessary.

Firearms training is performed primarily at the Police Shooting Range, an outdoor facility located on the campus of the City of Loveland Water Treatment Plant. The gun range is located inside the fenced area of the Plant at the base of a rim rock mountain and adjacent to the dam face of the Green Glade Reservoir. The environment generates an amphitheater effect so when firearms’ training occurs, the sound of the gunfire amplifies. The objectives for constructing a new gun range are to move firearms training indoors, on a site owned by the City of Loveland, that creates opportunities for financial lease agreements with other law enforcement agencies in Northern Colorado. Police vehicle driver training is performed primarily on a small asphalt platform located at the Loveland Fire Rescue Authority’s Fire Training Campus. At that location driving training consists mostly of navigating around temporarily staged traffic cones. The objective for constructing an Emergency Vehicle Operation Center (EVOC) is to create a realistic training environment that allows police officers to train at appropriate speeds and in urban driving conditions. Like the gun range, the EVOC will be owned by the City of Loveland and made available for use by other law enforcement agencies in Northern Colorado through financial lease agreements.

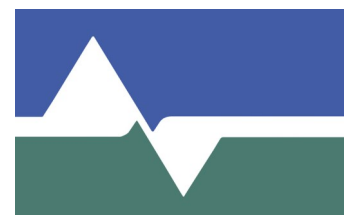


Training Facility

Gun Range/Classrooms/Driving Grounds

\$18 Million

At both facilities, funds obtained from leasing the facilities will be applied to ongoing operations and maintenance costs.





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The work presented in this study is a tremendous tribute to the men and women that serve the Loveland Community in the Police Department. This committee invested significant time and extraordinary talent into planning for the future the department.