

SECTION 1. EXECUTIVE SUMMARY

The Center for Public Safety Management, LLC (CPSM) was commissioned to review the operations of the Billings Police Department. While our analysis covered all aspects of the department's operations, particular areas of focus of this study included identifying appropriate staffing of the department given the workload, community demographics, and crime levels; the effectiveness of the organizational structure; and efficiency and effectiveness of division/unit processes.

We analyzed the department workload using operations research methodology and compared that workload to staffing and deployment levels. We reviewed other performance indicators that enabled us to understand the implications of service demand on current staffing. Our study involved data collection, interviews with key operational and administrative personnel, focus groups with line-level department personnel, on-site observations of the job environment, data analysis, comparative analysis, and the development of alternatives and recommendations.

Based upon CPSM's detailed assessment of the Billings Police Department, it is our conclusion that the department, overall, provides quality law enforcement services. The staff is professional and dedicated to the mission of the department. As you review this report, you will notice three common themes that speak to operational challenges facing the department: (1) Facilities, or lack thereof, (2) insufficient staffing at both mid-level supervisory and line levels, and (3) organizational structure. Each of these has a significant and adverse impact on operational efficiency and effectiveness, and ultimately, the quality of life for the business community, residents, and visitors of the City of Billings.

Throughout this report, we will strive to allow the reader to look inside the department to understand its strengths and its challenges. We sincerely hope that all parties utilize the information and recommendations contained herein in a constructive manner to make a fine law enforcement agency even better.

As part of this Executive Summary, following are general observations that we believe identify some of the more significant issues facing the department. Many of these observations concern department-wide issues rather than operations of specific units. Additionally, we have included a master list of unit-specific recommendations for consideration. We believe these recommendations will enhance organizational effectiveness. Some of these recommendations involve the creation of new job classifications; others involve the reassignment/repurposing of job duties to other sections and units. It is important to note that in this report we will examine specific sections and units of the department. As we do so, and as appropriate, we will offer a detailed discussion of our general observations and recommendations for each.

The list of recommendations is extensive. Should the City of Billings and the Billings Police Department choose to implement any or all recommendations, it must be recognized that this process will not take just weeks or even months to complete, but perhaps years. The recommendations are intended to form the basis of a long-term improvement plan for the city and department.

We would like to emphasize that this list of recommendations, though lengthy, is a common phenomenon in our operational assessments of law enforcement agencies around the country and should in no way be interpreted as an indictment of what we consider to be a fine department. Our work, by design, focusses on potential areas for improvement. Had we listed areas in which the department excels, that list would dwarf the number of recommendations.

GENERAL OBSERVATIONS

- The Billings Police Department operates out of multiple facilities. As a result of this decentralization, staff must routinely travel between multiple facilities to perform essential work functions, which is inefficient. Facilities include:
 - Downtown police headquarters, which houses administration, supervisors, detectives, records, and some support personnel.
 - The "barn," which houses personnel assigned to field deployments such as patrol and STEP.
 - The property and evidence facility, located adjacent to the "barn."
 - Off-site offices that house multi-agency task force personnel
 - The Crime Prevention Center, which houses some volunteer services.
 - The outdoor firing range.
- Jail services are provided by the Yellowstone County Sheriff's Department. The jail is routinely overcrowded, causing a lack of space to house individuals arrested for a wide variety of crimes, both violent and nonviolent. As a result, persons who are arrested are routinely released on a citation to appear at a future date. Many do not appear when directed, so warrants for arrest are issued by the court. Still, without space to house the individual the warrants cannot be served. In some cases, individuals accrue dozens, even scores of warrants. These individuals continue to pose a threat to the safety, peace, and serenity of the community.
- As we examined staffing levels throughout the department, we found that for some assignments the need for additional staffing is immediate and urgent. This was especially true for some patrol-related functions and for detectives, as well as for midlevel supervisory positions throughout the department.
- The department greatly underutilizes civilian personnel. There are a number of functions currently performed by sworn officers that could be performed by civilian employees at a cost savings, and in some cases with improved quality of the work product. This is the case for both patrol and detectives. The utilization of civilian personnel will greatly reduce heavy workload demands on those personnel. In some cases this will require the creation of a new job classification (Police Service Officer). In other cases, it will require increasing the authorized staffing level for the position (such as for Identification Techs), and expanding their duties. As we report on individual divisions, we will more fully address this situation. Finally, we will suggest that the department create a civilian career ladder as part of a migration plan toward increased utilization of civilian personnel where appropriate. This will be addressed in Section 7 following the reporting on the individual divisions.
- Within the next four years, the department will see the retirement of most, if not all, of its upper-level command staff, down through the rank of lieutenant and including civilian command-level personnel. It is imperative that the department consider a structured succession plan, including mentoring of the next generation of department leaders. While the plan must focus on command-level positions, the development of future mid-management and first-line supervisors must be considered as well. Exposure of all potential future leaders to a variety of administrative assignments and tasks is essential to prepare them for these future responsibilities.
- CPSM suggests that there is a need to modify the organization structure to more closely align comparable work efforts and improve command and control. For instance, while the

Operations Division oversees patrol, K9, and Billings Clinic officers, each of whom serve as first responders, the Professional Standards Division oversees traffic enforcement (STEP), including one-half of the K9 officers, the downtown deployment, the parks officer, and School Resource Officers, all of whom also provide direct services as first responders. As well, the Domestic Violence Investigator is assigned to the Professional Standards Division, and the Internet Crimes Against Children Investigator is assigned to Operations Division. Both serve in detective roles, at off-site locations, and neither are adequately supervised or supported. Additionally, the Assistant Police Chief has direct command of the Animal Control Unit, a responsibility more appropriately tasked to a lower-level command officer. These are but a few examples of the existing organizational alignment that warrants consideration for revision. In Section 8, at the conclusion of the operational assessment, we will provide additional information supporting this recommendation.

- There is a significant underutilization of police-specific technologies throughout the department. These technologies include case management software programs for criminal investigations, personnel investigations, specialized unit activities, and more. Rather, the department relies heavily upon Excel spreadsheets to track much of its workflow. In some instances, the technology is readily available in existing department technologies. For example, the department's present records management system has a module to track criminal investigations, yet investigative staff indicate that it is too complicated, and therefore they use spreadsheets. When CPSM attempted to review data for dates as recent as 2017 and 2018, we were told it is no longer available. Software programs are readily available to track personnel investigations as well, including early warning systems for potential problematic behaviors of employees. These and other programs and technology are widely in use in nearly every agency that we have assessed. The department must embrace technology to maximize its effectiveness. More detail will be provided as we report on individual department functions.
- While transient- and mental health-related calls are perceived to be significant contributors to workload demands and to have an adverse impact on business interests and the quality of life for Billings's residents, the computer-aided dispatch (CAD) and records management system (RMS) do not allow for isolation and collection of data related to these calls. The absence of such data limits accurate and detailed analysis of the scope of the problem and leaves only anecdotal evidence as the source from which to plan a path forward in addressing it. A simple fix will be offered.
- Our effort to identify workload for specific divisions and/or units was made difficult by how responder identification is handled. The CAD system is set up to use employee badge numbers rather than division and/or unit specific call sign identifiers. As personnel are promoted, transfer between assignments mid-year, or work on an overtime assignment in a division outside of their normal assignment (e.g., a patrol officer working overtime at the Billings Medical Clinic), the use of their badge number to identify workload distribution provides inaccurate data in some instances. Division/unit-specific call signs (e.g., BC for Billings Medical Clinic) should be used so that, for example, a patrol officer working a Billings Medical Clinic overtime could be assigned a BC call designator for that overtime assignment. Their work for that period then could be attributed accurately to the Billings Medical Clinic rather than Patrol.
- Over the past few years, agencies have hurried to deploy body cameras without the policy preparation or the resources required to store and manage the cameras' recordings. Significant increases in staff time to review, redact, and process recordings for judicial discovery and public records requests (PRA) seeking access to the camera recordings have overwhelmed agencies. The BPD Records Unit, along with other units including Property and

Evidence and Patrol, have become burdened with elements of this task and other matters requested through the "discovery" and PRA process. This trend will undoubtedly continue. This added and sometimes complex workload has negatively disrupted primary duties in each of the units identified. As well, parceling out the responsibility for producing such records lends itself to omission errors that can compromise legal proceedings and public trust in the agency. The establishment of a "Discovery Unit" within Records, with appropriate staffing, should be considered to centralize the tasks required for completion of these responses.

- In virtually all police studies conducted by CPSM, lack of communication is cited as a major organizational impediment. That sentiment was expressed in Billings as well. In some cases, the concern raised is justifiable, and in other cases, those who express the concern have subjected themselves to selective awareness. In any event, open, constructive communication is vital to any organization. CPSM suggests an option that involves executive staff hosting a "State of the Department" briefing on a quarterly, tri-annual, or semi-annual basis. During these briefings executive staff can give a short status report on important issues, changes, new programs, etc. facing the department and encourage questions or input from all employees. Such meetings should be scheduled so as to allow all shifts to participate. No, this is not a panacea, but those who are truly interested in department activities outside of their "workspace" can get a better understanding of the department's work plan and how they may contribute to the betterment of the department. For those who have selective awareness, they have only themselves to blame should they choose not to participate. Another option involves status boards for major projects that the department is working on, and which can be displayed online, or in briefing and/or break rooms. Employees not directly involved in such projects are often unaware of the departmental work efforts, or at least the status of these projects. We often hear, in many agencies, that employees are interested in department efforts and plans, even outside of their work unit, and appreciate being included in or at least informed as to such.
- Our data analysis focused on 2019 data so that we could use pre-COVID-19 information for our assessment. It should be noted, and as will be observed in our reporting, crime, especially violent crime, has largely been increasing over the past decade in Billings. Crime data provided by the department for 2020 (see Section 3, Table 3-2) reflects an alarming increase in all categories of major crime.
- As noted previously, specific recommendations follow and are discussed in detail throughout the report. These recommendations are offered to enhance the operation of the Billings Police Department. The recommendations provided are to ensure that law enforcement resources are optimally deployed, operations are streamlined for efficiency, and services provided are cost-effective, all while maintaining a high level of service to the City of Billings.

CPSM staff would like to thank Chief Rich St. John, Assistant Chief House, Captains Korell, Harper and Lawrence, and the entire staff of the Billings Police Department for their gracious cooperation and assistance in completing this project.

KEY RECOMMENDATIONS

Operations Division Recommendations (Section 4).

Patrol Recommendations

1. Take targeted action to mitigate conditions that result in high call volumes at the city's five highest call volume locations and which accounted for a total of 3,941 police responses over the year-long study period: Walmart (King St.), Walmart (Main St.), Denney's (27th St.), Albertsons (27th St.), and Holiday Stationstores (6th Av. N.). Replicate successful efforts at other locations as appropriate. (See discussion on pp. 33-34.)
2. Develop an alarm ordinance designed to reduce the frequency of false alarm responses, and to recover response costs where multiple responses are required over the course of a year to a premises because of repeat false alarms. (See discussion on p. 35.)
3. The department should examine causative factors related to the extraordinarily high amount of "out-of-service" time experienced at present for patrol and patrol-related functions. (See discussion on pp. 36-37.)
4. Consideration should be given to adjusting shift schedule reporting times to align patrol deployment more closely with community-initiated workload demands. Adding a fourth reporting time would also serve to better balance staffing throughout the day. (See discussion on pp. 48-49.)
5. Consideration should be given to incorporating civilians into the patrol work force. A new employee classification of Police Service Officer (PSO) could be established for this purpose. PSOs (sometimes referred to as Community Service Officers, CSOs) are commonly utilized in agencies of Billings' size to take reports on non-emergency crimes without suspect information, handle or assist with accident investigations, direct traffic, handle parking complaints, and many other related duties. Use of CSOs is a highly cost-effective means by which to address high workload demands while freeing up sworn police officers' time for more productive purposes. CPSM recommends that four FTE PSO positions be created, and be assigned to shift reporting times covering daytime and early evening hours. (See discussion on pp. 50-51.)
6. Work with the 911/dispatch management team to identify causative factors leading to excessively lengthy response times to high-priority calls for service (11.9 minutes), and specifically, the period after receipt of a call for service and the assignment of a unit to handle such a call (7 minutes). (See discussion on pp. 51-53.)
7. Reconsider the practice of holding some high-priority calls until a zone unit becomes available to handle it. (See discussion on pp. 53-54.)
8. Modify the computer-aided dispatch system operated by the Fire Department to enable the capture of data on transient, homeless, and mental health-related calls for purposes of future analysis. While calls related to this population are perceived to be a significant contributor to workload demands, the present the CAD system is not used to isolate and collect data related to these calls. The absence of such data limits accurate and detailed analysis of the scope of the problem and leaves only anecdotal evidence as the source from which to plan a path forward in addressing it. (See discussion on pp. 54-55.)
9. To better track workload demands by division/unit, eliminate the use of employee badge numbers for radio call signs and transition to radio call signs that reflect shift, zone, beat, special assignment, etc. (See discussion on pp. 55-56.)

K9 Recommendation

10. Acquire technology to more effectively track K9 information such as training, deployment, seizures, bites, etc. (See discussion on pp. 58-61.)

Support Services / Records Recommendations

11. The department should take all reasonable steps to address the shortfall of successful Records candidates through assessment of current staff skill sets, applicant screening, and enhanced marketing. (See discussion on p. 63.)
12. The use of volunteers to work the counter on a regular basis is recommended, especially in the light of the chronic shortage of Records staff. (See discussion on p. 63.)
13. A department policy should be implemented directing personnel to answer voicemails in a timely manner, backed by required supervisory oversight, to help relieve the number of phone calls that Support Services has to answer. (See discussion on p. 66.)
14. Establish a "Discovery Unit" within the Support Services Section to centralize the tasks required for completion of judicial and PRA requests. Initial staffing should be not less than 1.5 FTEs. (See discussion on p. 67.)
15. Complete the development of the Support Services Section manual that is in progress and add reference policies specific to Records responsibilities in the department manual. (See discussion on p. 67.)
16. In-house and vendor-supplied training should be instituted to ensure LERMS is being fully utilized by all concerned. (See discussion on p. 67-68.)
17. To ensure compliance with UCR reporting guidelines for crimes and clearances, centralize the responsibility for this function, limit the number of staff responsible, and provide frequent re-training to appropriate staff. (See discussion on p. 68-69.)
18. Eliminate acceptance of cash at the Records public counter. (See discussion on p. 69.)

Internet Crimes Against Children (ICAC) Recommendation

19. Transfer the ICAC officer from Patrol to the Investigations Division, Detectives. (See discussion on p. 70.)

Investigations Division Recommendations (Section 5)

Detectives

20. Consider assigning detectives to specialized units such as crimes against persons, property crimes, or family crimes. (See discussion on p. 72.)
21. Consider developing a formal on-call agreement for detectives. (See discussion on p. 72.)
22. Evaluate the feasibility of transitioning to the use of transcription software to relieve the burden of transcriptions from the Police Support Specialists. (See discussion on p. 73)
23. Hire one additional FTE Sergeant in Detectives and relieve the Street Crimes Sergeant and Investigations Lieutenant from excessive supervisory duties. (See discussion on p. 73-74.)

Case Management

24. Develop a policy and guidelines for case threshold decisions for determining case follow-up. (See discussion on pp. 74-75.)
25. Develop a policy and guidelines on case dispositions. (See discussion on pp. 74-75.)

26. Transition to a case management software program that enables tracking of case activity from assignment to closure, including performance benchmarks. (See discussion on pp. 74-75.)

Workload and Staffing

27. Consider adding two FTE police officer positions in the Detectives Section to meet workload demand. (See discussion on pp. 76-78.)
28. Consider creating one FTE Police Service Officer position to relieve detectives of rudimentary duties. (See discussion on pp. 76-78.)

Crime Scene Investigation

29. If the proposed development of a Crime Scene Investigations Unit is approved, phase out the practice of detectives collecting trace and biological evidence at crime scenes. (See discussion on pp. 78-79.)

Augmenting Staffing

30. Consider using salary savings from vacant positions to hire retired police investigators for temporary part-time positions. (See discussion on p. 80.)
31. Consider identifying ways that volunteers could be of help and recruit from Citizen Police Academy graduates. (See discussion on p. 80.)

Street Crimes Unit

32. Develop a policy for the Street Crimes Unit, including its purpose, function, and goals. (See discussion on p. 81.)

Detective Training

33. Identify essential and desirable training courses for every position in Detectives, including civilian through managers. (See discussion on pp. 81-82.)
34. Create a formal training program for detectives and supervisors. (See discussion on pp. 81-82.)
35. Develop operational/reference manuals for Police Support Specialists and detectives. (See discussion on pp. 81-82.)

Task Forces

36. Conduct an annual cost-benefit assessment relative to the department's continued participation in each federal, state, and regional task force. (See discussion on pp. 82-84.)

Crime Analysis

37. Ensure that data from crime reports taken online and at the CPC is promptly entered into LERMS. (See discussion on pp. 84-85.)
38. Determine if IT is able to provide streaming data to the BPD to improve crime analysis. (See discussion on pp. 84-85.)
39. Consider writing a crime analysis policy to ensure the information developed by the Crime Analyst is received by the appropriate persons, acted upon by such persons, and evaluated for its usefulness. (See discussion on pp. 84-85.)

Property and Evidence

40. Identify essential, desirable, and on-going training classes for all Evidence and Property staff. (See discussion on p. 86.)
41. Create a policy for the Evidence and Property function. (See discussion on pp. 86-87.)
42. Develop an operational manual as a reference guide for Evidence Technicians. (See discussion on pp. 86-87.)
43. Include the number of items received and dispositioned or released in a monthly or quarterly report. (See discussion on pp. 87-88.)
44. Transfer responsibility for copying police video camera footage to the (proposed) Discovery Unit. (See discussion on p. 88.)
45. Develop a policy describing audits and inspections of the Evidence and Property facility in accordance with standards of the International Association for Property and Evidence. (See discussion on pp. 88-89.)
46. Ensure that audits conducted of the Evidence and Property Unit include reports on total inventory on hand to include the number of items received and disposed of during the time period of the audit. (See discussion on pp. 88-89.)
47. Consider transitioning the Evidence and Property Lieutenant's position to a civilian supervisor once the new evidence facility is in full operation. (See discussion on p. 89.)

Identification Technicians

48. Consider expanding the ID Tech Unit, with the goal of responding to crime scenes for evidence collection and processing. (See discussion on pp. 90-91.)
49. Create five new FTE Identification Tech positions and train them in accordance with IAPE standards. (See discussion on pp. 90-91.)
50. Ensure that the ID Tech Supervisor in the proposed unit has extensive training and experience in crime scene evidence collection, processing, and preservation. (See discussion on pp. 90-91.)
51. Develop a procedural manual to provide guidance and direction for the Identification Tech unit. (See discussion on pp. 90-91.)

Professional Standards Division Recommendations (Section 6)

Personnel Complaints

52. Implement a software-based IA investigation tracking system such as IAPro or similar. (See discussion on pp. 95-96.)
53. IAPro's Blue Team module and early warning program (or similar capabilities in whatever program is chosen) should be included with the software purchase. (See discussion on pp. 95-96.)
54. Produce a detailed internal monthly management report mirroring the data published in the annual report with, enhancements provided by an IA software program. (See discussion on p. 97.)
55. Under a proposed reorganization, refocus the role of the Office of Professional Standards Captain. (See discussion on p. 97.)

56. Under a proposed reorganization, add to the Professional Standards Division, mid-level supervisory positions who would conduct complaint investigations. (See discussion on p. 97.)

Use of Force

57. It is recommended that the information typically included in the annual report be incorporated into a monthly management report to provide more timely information for command staff review. (See discussion on p. 98.)
58. CPSM recommends development of a definition of minimal reportable force to provide a clear threshold as to the department's expectation of when reporting of force (verbal and written) is required. (See discussion on pp. 98-99.)
59. CPSM recommends that, in the interest of clarity, policy provisions including duty to intercede and report and de-escalation provisions be incorporated into a comprehensive revision of the department's force policy, to include related training requirements. (See discussion on p. 99.)
60. CPSM recommends that a Use of Force Review Committee be created and be made up of the Administrative Sergeant, Professional Standards Lieutenant, and a subject matter expert on the nature of force used. The committee should be tasked with the analysis of use of force incidents. (See discussion on pp. 99-100.)
61. Revise the force reporting mechanism to provide the Force Review Committee with relevant and concise information to enable the Use of Force Committee to conduct an in-depth analysis. (See discussion on pp. 99-100.)
62. A requirement for an annual review of the force policy should be contained in department training policy, along with other critical policies. (See discussion on pp. 99-100.)
63. A department review of the increases in the use of force over the past two years should be conducted to identify causal factors. (See discussion on pp. 100-101.)
64. As recommended in the Personnel Complaints section, the department should explore utilizing IA Pro software (or similar program) to track use of force incidents. (See discussion on pp. 100-101.)

Training

65. Seek vendor training on the LERMS training module to better evaluate its potential use for tracking training records. (See discussion on p. 102.)
66. Develop a comprehensive training plan that identifies specific mandatory and optional training requirements. (See discussion on pp. 102-103.)
67. Develop a master training calendar as a planning tool for ensuring the goals of the training plan are accomplished. (See discussion on pp. 102-103.)
68. CPSM recommends the annual assessment of training needs occur per current policy. (See discussion on pp. 102-103.)
69. Develop a department training manual to assist in the application of the training plan. (See discussion on pp. 102-103.)
70. Implement training that addresses mental health situations and de-escalation techniques; this training should be included in the annual training cycle. (See discussion on pp. 103-104.)
71. BPD should determine a reasonable training cadre and seek additional funds to provide increased optional training opportunities. (See discussion on pp. 103-104.)

72. Require sergeants to develop relevant quarterly briefing training sessions compatible with the environment. (See discussion on p. 104.)
73. Develop a formal Sergeant training program for newly promoted Sergeants to ensure proper orientation to the position; this training should include documented benchmarks. (See discussion on p. 104.)
74. Establish a documented mandatory professional training policy for executives of the department to include programs such as the FBI Academy and regional command schools for all staff at the rank of lieutenant and above. (See discussion on p. 104.)

Field Training Program

75. Contrast and compare field training program successes and failures to assist the department in strengthening its program. (See discussion on p. 106.)
76. Differences in field training policy vs. practice should be reviewed and revised as necessary. (See discussion on p. 106.)
77. Continue the goal of assigning trainees to the day shift to provide an additional level of experience and exposure to leadership. (See discussion on p. 107.)
78. Develop a training management report utilizing LERMS to track details of the field training program and trainee outcomes. (See discussion on p. 107.)
79. LERMS training should be re-initiated so as to provide personnel the proper knowledge base to utilize LERMS to its fullest. (See discussion on p. 107.)
80. Develop and publish a field training program manual. (See discussion on p. 107.)

Recruitment/Hiring/Background

81. Develop an expedited lateral hiring program and allow for an open continuous application process. (See discussion on p. 109.)
82. Examine the details of the BPD/HR recruitment statistical information to assist in focusing recruitment efforts and resources. (See discussion on p. 109.)
83. The recruitment statistics should be evaluated by management as part of the department's diversity hiring efforts. (See discussion on p. 109.)
84. Applicant and new hire demographics, background failure rates and causes, successful patrol trainees, reasons for attrition, and the traits of successful applicants should be continuously evaluated to ensure department resources are properly focused on recruiting, hiring, and retaining desired personnel. (See discussion on p. 109.)

STEP

85. STEP functions should be bifurcated and a department traffic unit consisting of one Sergeant and four traffic officers should be developed and be assigned to the Operations Division. (See discussion on pp. 110-114.)
86. K9 teams in STEP should be transferred to general patrol. (See discussion on pp. 110-114.)
87. Consideration should be given to establishing a citywide traffic management team that would meet quarterly to examine engineering and education opportunities to reduce the incidence of collisions and improve traffic flow at locations with a recurring high incidence of accidents and/or congestion. (See discussion on p. 115.)

Public Relations Officer

88. Review the Crime Stoppers reward process to ensure appropriate funding, distribution, and accountability. (See discussion on p. 117.)

School Resource Officers

89. Transfer the SRO program from Professional Standards to Investigations Division, Detectives. (See discussion on pp. 122-123.)
90. Create a new FTE Sergeant's position to supervise the SRO program. (See discussion on pp. 122-123.)

Domestic Violence Investigator

91. Transfer the Domestic Violence Investigator (DVI) from Patrol to the Investigations Division, Detectives. (See discussion on p. 123.)
92. Create one FTE police officer position to assist with the DVI's caseload. (See discussion on p. 123.)
93. Consider creating a family violence unit consisting of investigators and representatives from Probation, Child Protective Services, prosecutors, and victim advocates. This unit would focus be on domestic violence, child and elder abuse, stalking, and threats. (See discussion on pp. 123-124.)

Volunteers

94. The Volunteer Program Coordinator should work with Records Supervisor to explore the deployment of volunteers at the Records counter. (See discussion on p. 124.)

Miscellaneous Recommendations (Section 7)

Police Facility

95. Pursue opportunities to acquire and relocate to a police facility that will better serve the needs of the community and department. (See discussion on p. 126.)

Jail

96. Work collaboratively with the County of Yellowstone, the courts, prosecutors and defense attorneys, and community members to address the conditions that foster crime, including the lack of adequate jail space in situations where custody is warranted. (See discussion on p. 127.)

Succession Planning

97. It is imperative that efforts be made to develop the future leaders of the department. The focus cannot be limited to ranking officers, but must transcend the hierarchy of the organization to prepare the next generation of command staff down through the future first-line supervisors, both sworn and civilian. In addition to formal educational opportunities (FBI National Academy, Senior Management Institute for Police, etc.), assignment of administrative tasks and to specialized units should be part of this plan. The recommendations offered in this assessment offer the opportunity to place administrative responsibilities on the shoulders of these first-line supervisors and mid-level management staff. Finally, this cannot be an informal process, but must be a carefully developed and written strategic plan. (See discussion on p. 128.)

Information Technology

98. CPSM recommends the department create an Information Technology Committee to address the department's technology needs as well as maximize the use of existing technology. (See discussion on p. 129.)

Civilian Career Ladder

99. Consider creating a civilian career ladder with lateral and upward opportunities. (See discussion on p. 129.)

Department Policies

100. Strong consideration should be given to contracting with Lexipol for development and maintenance of an improved policy manual. (See discussion on p. 130.)
101. Review critical policies on an annual basis to ensure that department practices align with department policy, and that policies reflect best practices. (See discussion on p. 130.)

Proposed Reorganization (Section 8)

Organizational Restructure

102. Consideration should be given to revising the organizational restructure to more closely align similar work efforts and improve command and control. This is fully addressed in Section 8 at the conclusion of this operational assessment. (See discussion on pp. 131-137.)