PATROL (Sect 4)

# / (pages)	CPSM Summary	Comments	Action
1 (pp.18-22)	Out of Service Time; End of Shift Practices; Mid Shift Breaks	1.) Reduction (-35% Admin & -22% Personal) in OOS since 2020 report. 2.) Considerations for having Officers put back on calls, to better reflect call handling times and workload. 3.) Briefing practices. 4.) Breaks are CBA. 5.) Considerations for adjusting shift overlap practices.	1.) Clean up data reporting in this area. Current data has considerable overlap with investigation activity after initial call handling. 2) Review shift administrative practices and culture for start / end of shift. 3) Develop data tracking for each work unit (ie. days, noons, nights, dba, etc).
2 (pp.18-22)	Middle managers, supervisors to review and manage out of service activity.	Culture of shift, shift LT, and supervisors.	1.) During shift monitoring. 2.) Adjust End of Shift Beat Exchange Practices Shift Guidelines.
3 (pp.45-48)	Shift schedule alignment; Power shift.	Workload data supports this. Limitation is staffing division wide in order to meet minimum staffing requirements of each shift.	1.) Staff numbers permitting: A) Increase shift staffing per workload data. B) Powershift for overlap. C) Adjust shift start/stop times. D) Combination. 2) Again, data tracking per work unit to help guide staffing.
4 (pp.22-29)	911 Response times to Critical / High priority calls. (Call to dispatch).	1.) Dispatch call handling times doubled, while officer travel times decreased slightly. 2.) Times are aggregate average and don't account for problems with call priority structure. 3.) CPSM accounts for shift practice of holding calls and shift overlap practices as root cause of delayed 911 handling times. 4.) 1/3 of 2-High calls represented total call load in both reports. This is excessive and contributory to long response times. 5.) Mis-prioritized calls have officers running call to call. Call priority has not been reviewed for 20 years. 6.) While piority call holding is practiced there is discrepency in depth between dispatch, PD, and CPSM.	1.) Prioritize call priority structure review congruent with new dispatch protocol system. 2.) Pull quarterly data reports regarding 911 response times to monitor and adjust. 3.) Address OOS and shift overlap issues as noted above. 4.) Prioritize 1-Critical and 2-High response times as division goals to seperate from 3-Medium and 4-Low priority calls. 5.) Supervisors to monitor and prioritize priority 1&2 calls even pulling officers from OOS, Breaks, and other calls.
5	Reconsider practice of holding of high priority calls for zone car.	There is discrepency between Dispatch and PD interpretation of this practice. While some high priority calls are held for the beat car it's often because the call in prioritized incorrectly. PD has provided dispatch with call priority beat progression response plans.	1.) Prioritize call priority structure review congruent with new dispatch protocl system. Once calls are being prioritized correctly it will be easier to determine if PD is inappropriately holding priority calls. (In Progress)

CSO (Sect 5)

# / (pages)	CPSM Summary	Comments	Action
6 (pp.51-57	Continued evaluation to ensure workload effectiveness of CSO's.	Concur. Study showed favorable OOS ratios.	1.) Create work load matrix analysis.
7 (pp.51-57)	2024 data review of fully implimented program.	Concur	1.) Create work load matrix analysis.

DETECTIVE (Sect 6)

# / (pages)	CPSM Summary	Comments	Action
8 (pp.58-63)	Staffing recommendation +2 Detectives budget cycle permissive.		In Progress.
9 (pp.58-63)	Re-structuring of Detectives into specialized work units.	CPSM indicates department and division is big enough to do this.	Staffing dependant???
10 (pp.58-63)	Improve case management.	Case management and workload distribution.	Utilize current system to full capability. New software in future?
11 (pp.58-63)	Re-visit civiliant crime scene investigators.	PD has some staff training and they have been utilized to some extent. Evidence staff has taken on discovery burden.	No budget, no vehicle etc. Need more resources to make it reality. Call pay compensation, schedule, etc.

RECORDS (Sect 7)

# / (pages)	CPSM Summary	Comments	Action
12 (pp.64-68)	Prioritize filling vacancies; Consider part time employees (retirees, former staff).	Concur	Fill vacant positons.
13 (pp.64-68)	Volunteers at front counter.	Re-Visit, Why Not?	In process with new move to the building.
14 (pp.64-68)	Quarterly performance report to manage baklogs and issues sooner.	Concur	In Progress
15 (pp.64-68)	Develop workload metrics for staffing analysis.	Concur	In Progress

IT (Sect 8)

# / (pages)	CPSM Summary	Comments	Action
16 (pp.69-71)	In house IT representative.	Concur	Consult with IT and options with move to new building.
17 (pp.69-71)	Establish tech work group with end users, to improve utilization of current RMS and ID future RMS needs.	Concur	In Progress. Need end users.
18 (pp.69-71)	Consider additional training with Tyler to improve system utilization.	Consideration, improvement from tech work group can help guide.	Tech group has IT as part who is actively working with Tyler to answer questions.

OT (Sect 9)

# / (pages)	CPSM Summary	Comments	Action
19 (pp.72-87)	Give division managers budget reports and accountability.	Concur	Division captains, lieutenants, and commanders of specialized units given access to respective accounts.
20 (pp.72-87)	Notification of interdepartmental transfers to ensure account number associations.	Concur	Increased communication between PD adminstration and HR.
21 (pp.72-87)	Remove reimbursable OT from Police Overtime cost center.	Consideration	Specific account numbers have been created to more easily track and properly account for reimbursables.
22 (pp.72-87)	Establish cost center for Standby Pay to track expense.	Consideration	See #19. Contract issue.
23 (pp.72-87)	Centralize reimbursable accounting for special duty events, under Finance.	Consideration	See #21. Under review with finance.
24 (pp.72-87)	Add budget cost center for minumim staffing and training for better tracking.	Concur	See #19. Under review with finance. Posslibly handleld with payroll coding.
25 (pp.72-87)	Establish professional standards division account name and coster center for training and overtime.	Concur	See #19. Modify budget model to more closely resemble organization chart.
26 (pp.72-87)	Recommend hiring retired officers to conduct background investigations.	Reviewing 3rd party. Not necessarily cost effective. Consider adding FTE to address.	Culture changes / accountability within backgrounds to be more accountable to time.

2024 CPSM Patrol Workload Notes

Item	Comment	Action / Outcomes
Discretionary Time Rule of 60	Available: Not handling CFS / Public Workload. 1.) 60% of sworn dedicated to patrol function. 2.) No more that 60% of time committed CFS.	Lack of = understaffed; Too much = overstaffed / mis-allocation 60% Public demands for service (CFS) & Admin Duties. 40% Pro-active enforcement, crime prevention, COP, etc.
Patrol Saturation Index	60% is patrol saturation. Can fluctuate through day.	Switch from proactive to reactive.
Out of Service (p.49)	Currently BPD is 34% OOS time.	CPSM stated goal for OOS time should be under 25%.
CPSM BPD Rule 60: Part 1 (p.31)	CPSM shows BPD 68% which includes K9,DBA, STEP, BC, Parks. Specialty positions were also included in the 2020 report.	According to ICMA CPSM White Paper,recommends 60% of all sworn be assigned to patrol in CFS response funtion (McCabe, p.14). Create workload matrix analysis to assess workload distribution across the specialized units handling CFS.
CPSM Workload Demand Anlysis (pp.32-34)	Includes specialized assignment, (DBA, BC, etc.). Daily averages are high compared to what shift actuals are. This was discussed with CPSM and they wanted to use comparible data from the 2020 report. Question is what is the impact on average numbers for patrol when specialized numbers are calculated.	1.) BPD should assess data capabilities to determine deployment averages for each work group unit. 2.) BPD has created a workload matrix assessment for patrol shifts, but should also do so for specialized units. This would help determine workload distrirbution and increase accuracy of specialized workload assessments.
CPSM Basic Patrol Ops 2023 (pp.39-44)	Basic patrol force used for 2023, no data for 2020. PSI of 62%. Averages will show high due to overlap and departments practice of shift overlap to maintain minimum staffing and not surge coverage.	See above comments regarding workload assessments per work group unit.
CPSM Deployment Considerations (p. 45)	Add one reporting time to further stagger shift coverage.	1.) Consider CBA factors. 2.) Consider a model with numbers and supervision strategies as concept for discussion.

2024 CPSM Patrol Workload Notes

Present staffing/ deployment relative to workload demand. (pp.45-48)	1.) CPSM allocated all caseload to patrol for average calculation. 3.) CPSM average CFS calucations for per officers for 74 officers at 184 shifts.	While not apples to apples, BPD worload assessment of the 3 patrol shifts for Jan-Jun 2024 showed higher numbers in CFS handling and assisting on average. While CPSM data attempts to average and overcome data limitations, specific data is important. For example, days worked per officer was calculated at 184 days by CPSM. Wheras BPD study showed division average of 156 work days per officer. This could lead to assessments of reasons for time off beyond the CPSM's allocated average of 6 weeks per officer. It should be noted that BPD used a different method to calcuate average response to CFS per officer.
RMS Workload Data (pp.47-48)	1.) CPSM allocated all caseload to patrol for average calculation. 2.) BPD provided captured workload from RMS in form of case reports only, which did not inlcude supplements, follow, up, and possibly excluded accident reports. 3.) CPSM average CFS calucalated written reports / arrests and reported as skewed high.	1.) Analysis of BPD workload assessment of each individual officer from each shift during 6 month period showed, higher work load numbers. It should be noted that the numbers were obtained via different methods and the BPD data includes all written reports (supps, follow ups, accidents, etc). 2.) BPD workload analysis revealed an average 156 working days vs CPSM 184. This is a 28 day difference the BPD should identify where the decrease of working days comes from (ie. training, comp time, LWP, etc).
Staffing Reletive to Workload (pp.48-49)	CPSM calcualates with additional officers and staffing to 90, workload decreases to 49.8%. CPSM noted OOS time as a variable to consider when factoring workloads.	BPD workload assessments should continue for patrol to evaluate accurate workloads while simultaneously addressing dispatch priority and OOS time. Additionally, factoring in CSO workload assessments. Concern with discrepnency between CPSM workload numbers and and BPD workload numbers that the CPSM projections may fall short in future assessment.

2024 CPSM Investigations Workload Notes

Item	Comment	Action / Outcomes
Workload Assessment (p.60-63)	Current case and workload tracking is insufficient. Improve case tracking and workload management.	1.) Develop case load tracking / management capalibities. 2.) Develop effective workload tracking metrics. (HIDTA as an example does this well.)
	CSI Unit	Resources at evidence?