

**POLICE STAFFING, WORKLOAD, AND OVERTIME  
EFFICIENCY STUDY  
CITY OF BILLINGS, MONTANA**



# SCOPE OF WORK



**EXAMINE OVERTIME EXPENDITURES FOR POTENTIAL COST SAVINGS**

# CRIME RATE COMPARISON

|          | 2023        |             |          |       |
|----------|-------------|-------------|----------|-------|
|          | Population  | Crime Rates |          |       |
|          |             | Violent     | Property | Total |
| Billings | 121,365     | 929         | 3,599    | 4,487 |
| Montana  | 1,132,812   | 442         | 1,834    | 2,276 |
| National | 332,403,650 | 364         | 1,917    | 2,281 |

# REPORTED ACTUAL PART 1 OFFENSES IN BILLINGS, 2019 – 2024 YTD (9 mo.)\*

| <b>Crime</b>                    | <b>2019</b>  | <b>2020</b>  | <b>2021</b>  | <b>2022</b>  | <b>2023</b>  | <b>2024 YTD*</b> |
|---------------------------------|--------------|--------------|--------------|--------------|--------------|------------------|
| <b>Murder/<br/>Manslaughter</b> | <b>3</b>     | <b>14</b>    | <b>6</b>     | <b>13</b>    | <b>9</b>     | <b>10</b>        |
| <b>Rape</b>                     | <b>75</b>    | <b>99</b>    | <b>121</b>   | <b>89</b>    | <b>101</b>   | <b>83</b>        |
| <b>Robbery</b>                  | <b>98</b>    | <b>125</b>   | <b>128</b>   | <b>144</b>   | <b>150</b>   | <b>78</b>        |
| <b>Aggravated<br/>Assault</b>   | <b>499</b>   | <b>728</b>   | <b>934</b>   | <b>849</b>   | <b>818</b>   | <b>395</b>       |
| <b>Burglary</b>                 | <b>608</b>   | <b>718</b>   | <b>627</b>   | <b>674</b>   | <b>420</b>   | <b>317</b>       |
| <b>Larceny</b>                  | <b>3,266</b> | <b>3,746</b> | <b>3,635</b> | <b>3,613</b> | <b>3,305</b> | <b>2,208</b>     |
| <b>Vehicle Theft</b>            | <b>625</b>   | <b>826</b>   | <b>1,035</b> | <b>801</b>   | <b>643</b>   | <b>372</b>       |

# STAFFING CHANGES 2020 - 2024

- **ADDED POSITIONS**

- FOUR NEW SERGEANT POSITIONS**

- EIGHTEEN NEW OFFICER POSITIONS (Includes 8 / February 2025)**

**NOTE: AS OF SITE VISIT, TEN OFFICERS WERE IN TRAINING AND ONE VACANCY EXISTED. ACTUAL PATROL OFFICER STAFFING WAS 6 POSITIONS BELOW 2020 LEVEL**

- TEN NEW CSO POSITIONS ADDED. FOUR CSO VACANCIES AT PRESENT**

# PATROL CALL ACTIVITY 2023 vs 2019

| Category     | 2023          |               | 2019          |               | #Chg +/-      |               | Pct % Chg. |
|--------------|---------------|---------------|---------------|---------------|---------------|---------------|------------|
|              | No. of Calls  | Calls per Day | No. of Calls  | Calls per Day | No. of Calls  | Calls per Day |            |
| <b>Total</b> | <b>74,357</b> | <b>203.7</b>  | <b>79,694</b> | <b>218.3</b>  | <b>-5,337</b> | <b>-14.6</b>  | <b>-7%</b> |

# CSO WORKLOAD 2023 (Limited Staffing)

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|              | Calls | Workhours |
|--------------|-------|-----------|
| <b>Total</b> | 3,356 | 2,413.6   |

# HIGH PRIORITY RESPONSE TIME

| Priority               | 2023     |        |          |        | 2019     |        |          |        |
|------------------------|----------|--------|----------|--------|----------|--------|----------|--------|
|                        | Dispatch | Travel | Response | Calls  | Dispatch | Travel | Response | Calls  |
| <b>1-Critical</b>      | 8.7      | 3.9    | 12.6     | 65     | 6.7      | 4.5    | 11.3     | 61     |
| <b>2-High</b>          | 12.7     | 4.9    | 17.6     | 25,222 | 7        | 4.9    | 11.9     | 27,163 |
| <b>3-Medium</b>        | 23.0     | 5.9    | 28.9     | 14,666 | 10.8     | 6.1    | 16.9     | 15,742 |
| <b>4-Low</b>           | 37.7     | 7.7    | 45.5     | 7,441  | 18.7     | 8.8    | 27.5     | 9,247  |
| <b>5-CSO</b>           | 28.2     | 16.6   | 44.8     | 536    | NA       | NA     | NA       | NA     |
| <b>7-CPC</b>           | 18.1     | 4.1    | 22.2     | 2      | NA       | NA     | NA       | NA     |
| <b>Total</b>           | 19.9     | 5.8    | 25.7     | 47,932 | 10.2     | 6      | 16.2     | 52,213 |
| <b>Injury Accident</b> | 2.9      | 4.4    | 7.3      | 512    | 3.1      | 4.8    | 7.9      | 487    |

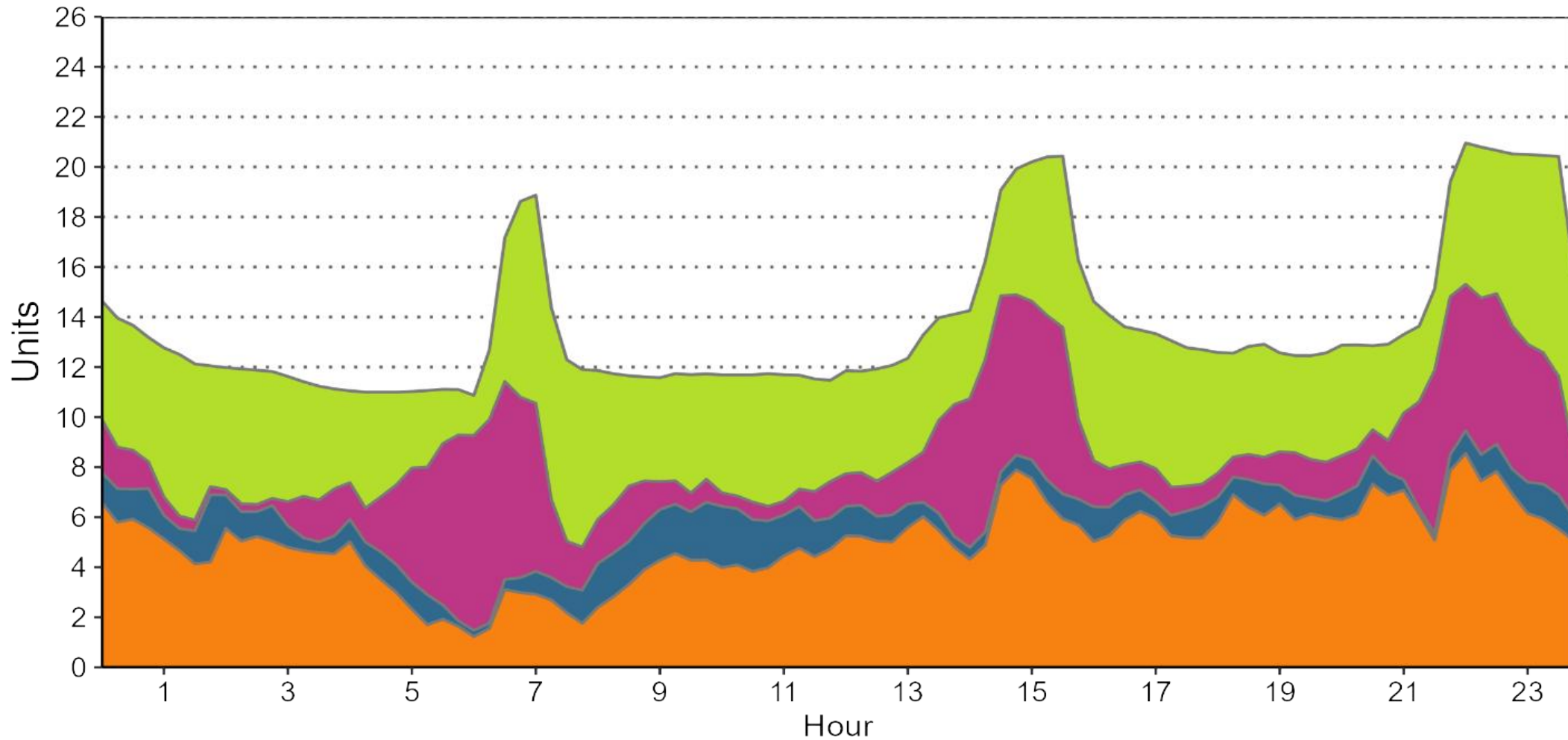
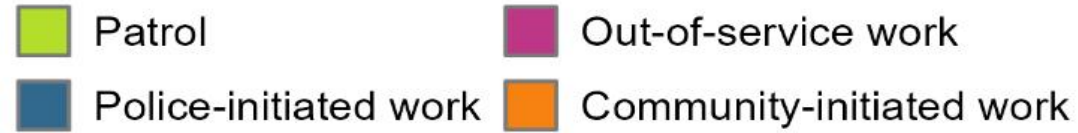
# OUT OF SERVICE TIME

In 2019 - 67,475 Activities - 48,469 Hours - 23 FTEs

In 2023 - 46,012 Activities - 32,898 Hours - 16 FTEs

In the following slide we illustrate concentrations of Out of Service Time

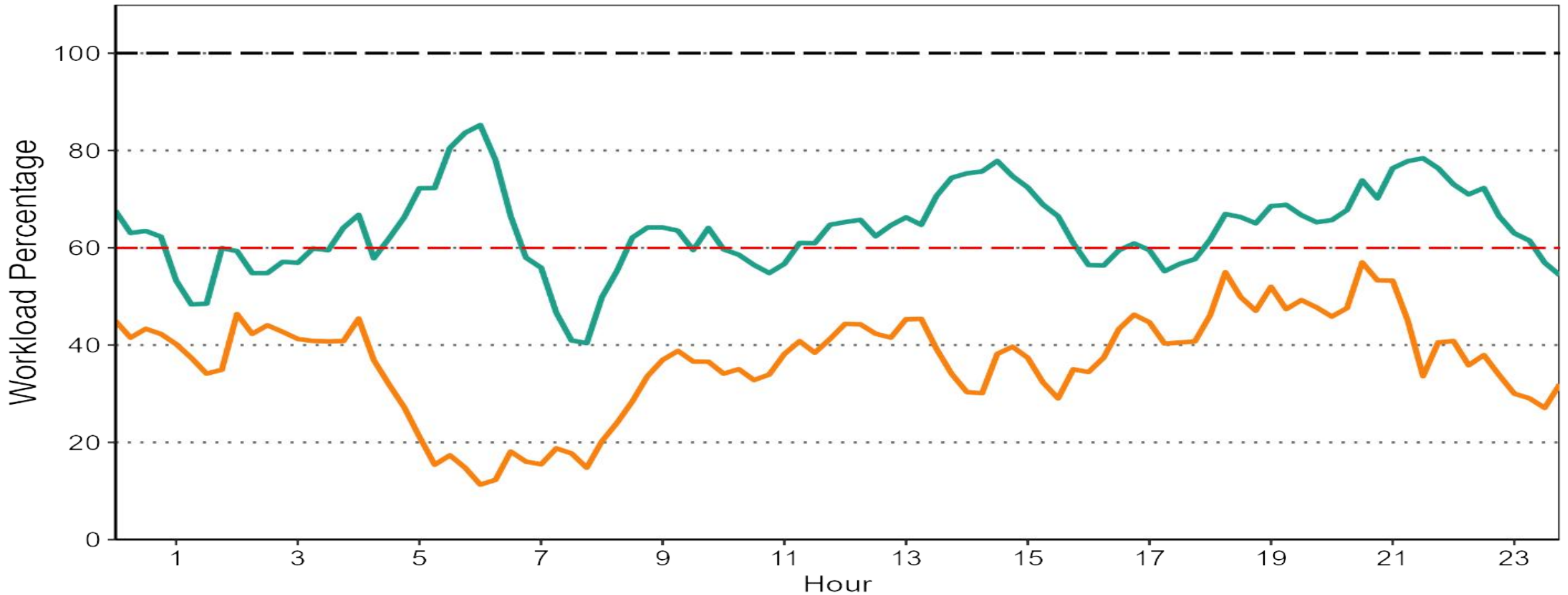
# PATROL STAFFING AND WORKLOAD



# WORKLOAD PERCENTAGE – TIME OF DAY

- Summer Weekends

— Total work — Community-initiated work



# PATROL RECOMMENDATIONS

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The department should continue to examine causative factors related to the extraordinarily high amount of “out-of-service” time experienced at present for patrol and patrol-related functions, to include the practice of end-of-shift and mid-shift breaks. (Recommendation No. 1.)

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Direct middle-managers and supervisors to proactively review and address subordinate activity related to out-of-service activities, ensuring the time is necessary and appropriate. (Recommendation No. 2.)

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Consideration should be given to adjusting shift schedule reporting times to in order 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. (Recommendation No. 3.)

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Continue to work with the 911/dispatch management team to identify causative factors for the excessively lengthy response times to critical and high-priority calls for service (12.6, 17.6 minutes), and specifically, the period after receipt of a call for service and the assignment of a unit to handle such a call (8.7, 12.7 minutes). (Recommendation No. 4.)

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Reconsider the practice of holding some high-priority calls until a zone unit becomes available to handle it. (Recommendation No. 5.)

# DETECTIVE DISCUSSION AND RECOMMENDATIONS

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CPSM supports the current plan to assign two new police officer positions to the Detective Section when additional staffing as provided for in the 2024/2025 budget permits. (Recommendation No. 8.)

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It is recommended that the Billings Police Department revisit the concept of specialized detective work units as proposed in 2020 CPSM assessment report and reiterated in our reporting here. (Recommendation No. 9.)

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The case management system as utilized today does not serve the department well. Staff should work to ensure that the use of the current RMS case management technology is maximized and accurately reflects case assignments and case status. (Recommendation No. 10.)

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CPSM recommends that the department revisit the development of a civilian-staffed Crime Scene Investigation Unit as proposed in the 2020 CPSM study. (Recommendation No. 11.)

# RECORDS DISCUSSION AND RECOMMENDATIONS

- It is recommended that BPD prioritize the filling of vacant Records Support Services Specialists positions. In the interim, evaluate the use of temporary part-time employees to supplement staffing and assist in reducing the current backlog of work. Retired or former personnel oftentimes demonstrate interest in supplementing their income with short-term work assignments and may serve as an excellent source to fit this need. (Recommendation No. 12.)
- Priority should be given to utilizing volunteers to work the public counter. Experienced report-writing volunteers from the Crime Prevention Center would likely be a capable and knowledgeable source of volunteers. This could provide immediate relief to the Records staff without cost. (Recommendation No. 13.)
- It is recommended that BPD establish a quarterly report with performance measures related to the tasks and responsibilities of Records staff so that workload backlogs can be addressed in a timelier manner. (Recommendation No. 14.)
- It is recommended that BPD establish a metric for evaluating staff workload on a year-over-year basis. This would allow for appropriate staffing levels to be considered during budget preparation in future years. (Recommendation No. 15.)

# INFORMATION TECHNOLOGY DISCUSSION RECOMMENDATIONS

- Consider relocating the IT specialist who provides dedicated police IT support from City Hall to the Police Department. (Recommendation No. 16.)
- Establish a technology working group, with ample representation from “end users,” to address current and future IT needs including underutilization of the RMS platform and the elimination of work product redundancies that exist at present. (Recommendation No. 17.)
- Consider sending the dedicated IT specialist to Tyler Technologies for an immersion learning experience to better prepare him/her to address the numerous issues leading to the inefficient utilization of the current CAD/RMS platform as will be identified by the proposed technology working group. (Recommendation No. 18.)

# OVERTIME DISCUSSION

| <b>Fiscal Year</b> | <b>Appropriations</b> | <b>Expenditures</b> | <b>Percent Expended</b> |
|--------------------|-----------------------|---------------------|-------------------------|
| <b>2020/2021</b>   | <b>\$2,712,523</b>    | <b>\$2,366,507</b>  | <b>87%</b>              |
| <b>2021/2022</b>   | <b>\$2,897,045</b>    | <b>\$2,364,972</b>  | <b>82%</b>              |
| <b>2022/2023</b>   | <b>\$2,283,240</b>    | <b>\$2,999,108</b>  | <b>131%</b>             |
| <b>2023/2024</b>   | <b>\$2,550,703</b>    | <b>\$2,933,435</b>  | <b>115%</b>             |

# OVERTIME RECOMMENDATIONS

- Consider providing budget training to division/section managers, provide monthly access to applicable budget reports, and hold these personnel accountable for managing their budgets. This is neither a difficult nor time consuming exercise. (Recommendation No. 19.)
- Consideration be given to centralizing all accounting for fully reimbursable “off-duty” events, and that this responsibility fall under the direction of the Billings Finance Department. (Recommendation No. 23.)
- To allow for a more detailed analysis of activities that generate overtime associated with both the *Police Overtime* and *Comp Cash Out* cost centers, CPSM recommends that budget reports be amended to include “*Account Names*” for activities associated with meeting minimum patrol staffing and training as articulated in our reporting. (Recommendation No. 24.)

# OVERTIME RECOMMENDATIONS Cont.

- Consideration should be given to establishing an overtime “*Segment*” for the Professional Standards Division as well as an “*Account Name*” or cost center for costs associated with training related overtime as addressed in this report. (Recommendation No. 25.)
- To reduce overtime costs, CPSM recommends that the department explore hiring retired police officers to conduct background investigations. In the alternative, this duty could be outsourced to a private company that specializes in this work. (Recommendation No. 26.)
- Consideration should be given to centralizing the command of specialized field units that operate in direct support of the core patrol function. As well, a specific budget “*Segment*” should be established for this central command to allow for appropriate financial controls over expenditures, including overtime. (Recommendation No. 27.)

# QUESTIONS / DISCUSSION

