

Chapter	<b>TABLE OF CONTENTS</b>	Page
I	INTRODUCTION	
	Objectives and Scope	1
	Approach and Methodology	1
	Arrangement of the Report	2
II	EXECUTIVE SUMMARY	
	A - Overview	1
	B - Management Framework	2
	C - Issues Affecting the Department as a Whole	4
	Leadership and Communication	4
	Goals Setting, Planning and Resource Allocation	5
	Organization	7
	Development of Human Capital	9
	Supervision	13
	Ensuring Efficient Operations	14
	Eliminating Barriers to Effective Operations	17
	Management Systems	24
	D - Issues Affecting Individual Bureaus	24
	Office of the Chief of Police	24
	Patrol Bureau	25
	Homeland Security and Investigations Bureau	32
	Special Services Bureau	34
	Support Services Bureau	35
	Administrative Services Bureau	38
	E - Staffing and Cost Implications	41
III	OVERVIEW	
IV	LEADERSHIP AND COMMUNICATION	
	Current Situation	1
	Recommendations	4
V	GOAL SETTING, PLANNING AND RESOURCE ALLOCATION	
	A - Goals and Priorities	1
	Current Situation	1
	Recommendations	2
	B - Planning	16
	Current Situation	16
	Recommendations	19
	C - Resource Allocation	21

Chapter	<b>TABLE OF CONTENTS</b>	Page
VI	MANAGEMENT FRAMEWORK	
	Providing Authority Commensurate with Performance	1
	Current Situation	1
	Recommendation	2
	Ensuring Accountability	3
	Current Situation	3
	Recommendation	3
	Promoting Collaboration and Teamwork	4
	Current Situation	4
	Recommendation	4
	Leveraging Scarce Resources	5
	Current Situation	5
	Recommendation	5
VII	ORGANIZATION	
	A - Background	1
	B - Current Situation	7
	Functional Analysis	9
	C - Recommendations	10
	D - Staffing Implications	16
VIII	DEVELOPMENT OF HUMAN CAPITAL	
	A - Hiring Practices	1
	Current Situation	1
	Recommendations	3
	B - Academy Training	5
	Current Situation	5
	Recommendations	7
	C - Field Training	7
	Current Situation	8
	Recommendations	9
	D - In-Service Training	10
	Current Situation	10
	Recommendations	12
	E - Performance Management	13
	Current Situation	13
	Recommendations	14
	G - Leadership Development and Succession Planning	15
	Current Situation	15
	Recommendations	16
IX	SUPERVISION	
	Current Situation	1
	Recommendations	9

Chapter	<b>TABLE OF CONTENTS</b>	Page
X	ENSURING EFFICIENT OPERATIONS	
	Civilianization	1
	Investments in Equipment and Technology	4
	Scheduling	6
	Vehicles	6
	Mail Service	10
	Court Time	11
XI	ELIMINATING BARRIERS TO EFFECTIVE OPERATIONS	
	A - Administrative and Operational Practices	1
	Paperwork Requirements	1
	Staff Assignment and Rotation Practices	4
	Budgeting Process	6
	B - Internal Issues that Divert Employee Attention	9
	Relationships with the City Government	9
	Internal Processes	13
	Relationships Among Sworn and Civilian Employees	15
	C - External Issues that Divert Employee Attention	17
	D - Policies and Procedures	18
XII	MANAGEMENT SYSTEMS	
XIII	OFFICE OF THE CHIEF	
	A - Background	1
	B - Observations and Recommendations	2
XIV	PATROL BUREAU	
	A - Background	1
	B - Level of Service	6
	C - Organization and Management	9
	Specialization	9
	Roles and Responsibilities	11
	Organization	16
	Implementation	18
	D - Ensuring Efficient Operations	18
	Deployment	18
	Scheduling	22
	Use of Civilian Resources	24
	Customer Service	25
	Walker Consent Decree	25
	E - Enhancing Effectiveness	26
	Beat Responsibility	26
	Preliminary Investigations	27
	Property	27
	Vehicles	27
	Equipment	28
	Call Priorities	29

Chapter	<b>TABLE OF CONTENTS</b>	Page
F - Staffing and Scheduling		31
Area Services		31
Specialized Services		42
Planning, Budget and Accountability		43
Administrative Services		43
Summary		44
XV	<b>HOMELAND SECURITY AND INVESTIGATIONS BUREAU</b>	
A - Background		1
B - Crimes Against Persons		4
C - Crime Scene Response		4
Staffing		4
Organization		6
Monitoring Performance		6
D - Tactical		7
SWAT		7
Helicopters		8
Mounted		9
Tactical Support		10
E - Traffic		10
F - Public Integrity		13
XVI	<b>SPECIAL SERVICES BUREAU</b>	
A - Background		1
B - Issues Affecting More Than One Unit		6
C - Narcotics		7
Organization		7
Asset Forfeiture		7
Technical Services		8
D - Youth and Family Support		8
Organization		8
Gang		9
E - Auto Theft		9
F - Financial Crimes		10
XVII	<b>SUPPORT SERVICES BUREAU</b>	
A - Background		1
B - Internal Affairs		5
Organization		5
Ensuring Efficient Operations		6
Enhancing Effectiveness		7
Staffing		8
C - Communications		9
Organization		9
Expediter		11
Staff Review		14
Direct Entry		15
Dispatch		16

Chapter	<b>TABLE OF CONTENTS</b>	Page
	Summary	17
	D - Alarm Unit	18
	E - Detention Services	18
	Scope	18
	Scheduling and Workload	19
	Organization	21
	Staffing	21
	F - Records	22
	G - Property	23
	H - Auto Pound	24
	Staffing	24
	Security	27
	Training	27
	I - Facilities	28
XVIII	ADMINISTRATIVE SERVICES BUREAU	
	A - Background	1
	B - Personnel and Development	4
	Organizational Issues	4
	Ensuring Effective Operations	5
	Providing Adequate Capacity to Meet Department Needs	9
	C - Financial and Contract Management	10
	Functions and Services	10
	Ensuring Efficient Operations	10
	Enhancing Effectiveness	12
	Staffing Implications	14
	D - Police Technology and Technical Support	14
	Increasing Revenues	14
	Enhancing Effectiveness	15
	Staffing	16
	E - Planning and Crime Analysis	17
	F - Inspections	17
	G - Quartermaster	18
	H - Fleet Asset	18
XIX	CITIZEN SURVEY RESULTS	
	A - Survey Process	1
	B - Survey Demographics	1
	C - Survey Results	2
	Familiarity With The Police Department	2
	General Perceptions	2
	Perceptions of Safety	4
	Satisfaction/Importance	4
	Response Time	6
XX	EMPLOYEE SURVEY RESULTS	
	A - Survey Process	1
	B - Survey Respondents	1

Chapter	<b>TABLE OF CONTENTS</b>	Page
C - Survey Results		2
Organizational Climate		2
Leadership, Management, and Supervision		8
Human Resource Practices		17
Communications		26
Organizational Structure		27
Fiscal Management		29
Operating Procedures		30
Strategic Planning		32
Vehicles, Equipment, Technology, and Facilities		33
Internal Support Services		39
XXI	<b>BENCHMARKING</b>	
	Population	1
	Total Staffing	1
	Sworn Officers and Civilian Personnel	2
	Number of Calls for Service	3
	Response Time	3
	Violent and Non-Violent Crimes	4
	Clearance Rate – Violent Crimes	4
	Clearance Rate – Non-Violent Crimes	5
	Vehicular Accidents	5
XXII	<b>BEST PRACTICE RESEARCH</b>	
	Budgeting and Resource Allocation	1
	Career Criminal Programs	3
	Use of Civilians	3
	Communications	4
	Community Outreach	5
	Community Policing	6
	Controls in Critical Areas	7
	Crime Analysis	8
	Crime Reduction	9
	Employee Recruitment	10
	Field Training	12
	In-Service Training	12
	Complaint Resolution	13
	Investigations	14
	Narcotics	14
	Patrol Response	15
	Promotion	15
	Special Weapons and Tactics (SWAT)	16
	Strategic Planning	16
	Technology	17
	Traffic	18
	Youth	19

XXIII	FOCUS GROUPS AND MEETINGS WITH CITIZENS AND COMMUNITY REPRESENTATIVES	
	A - External Agency Leaders	1
	B - Focus Group Sessions	2
	C - Drop-In Sessions	4
	D - Summary	5
XXIV	IMPLEMENTATION	
	Framework For Change	1
	Key Implementation Activities	2
	Organization Capabilities Analysis	4
	Implementation Plan	9
	Appendix A – Citizen Survey Instrument	
	Appendix B – Employee Survey Instrument	