

CIVILIANIZATION ANALYSIS

	Law Enforcement Powers Required?	Skills, Training And Experience Of Sworn Officer Required?	Job Duties Requiring Sworn Comprise Preponderance Of Job Function?	Unambiguous Case For Sworn?	Credibility Of Sworn Needed?	Operational Knowledge And Perspective Of Sworn Helpful?	Complete Only If There Is Not An Unambiguous Case For Sworn			Complete Only If Assigning Sworn Officers Is Helpful In Developing		Summary (Sworn Or Civilian)	Number Of Positions To Be Civilianized
							Complete Only If Operational Knowledge And Perspective Of Negative	Need For Knowledge and Perspective Of Sworn Is Consistent and Frequent?	Consequences Of Making Decisions Without Sworn Knowledge And Skills Are Significant?	Assigning Sworn Officers To The Position Is Helpful In Developing The Skills Of Future Leaders?	Technical Skills and Professional Expertise Needed To Fulfill Function Are Not Excessive?		
Office Of The Chief Of Police													
<i>Administrative Support To Chief</i>													
Administrative Sergeant	No	No	No	No	No	Yes	No	No	Yes			Sworn	
Liaison to City Manager (Sergeant)	Sometimes	Sometimes	No	No	Sometimes	Sometimes	Sometimes	Sometimes	No			Mixed(a)	
<i>Police Media Relations</i>													
Administration Sergeant	No	Yes	No	No	Yes	No			Yes	Possibly	Yes	Sworn(b)	
<i>Legislative Coordination</i>													
Legislative Sergeant	No	Yes	Yes	Yes	Yes	No			Yes	Possibly	Yes	Sworn(c)	
<i>Management Research</i>													
Sergeant	No	Limited Time	No	No	No	No			No	No	Yes	Civilian(d)	1
Senior Corporal	No	Limited Time	No	No	No	No			No			Civilian	1
<i>Interactive Community Policing Coordination</i>													
Sergeant	No	No	No	No	Yes	Yes	Yes	No	No			Sworn	
Senior Corporal	No	No	No	No	No	Yes	Yes	No	No			Civilian	1
Administrative Services Bureau													
<i>Office of the Executive Assistant Director</i>													
Administrative Sergeant	No	No	No	No	No	Yes	No	No	Yes	Yes	Yes	Civilian	1
<i>Personnel And Development</i>													
Deputy Chief	No	No	No	No	No	Yes	Yes	No	Yes	No	No	Civilian	1
Administrative Sergeant	No	No	No	No	No	No			No			Civilian	1
<i>Employee Relations</i>													
Safety and Extra Job													

CIVILIANIZATION ANALYSIS

	Law Enforcement Powers Required?	Skills, Training And Experience Of Sworn Officer Required?	Job Duties Requiring Sworn Comprise Preponderance Of Job Function?	Unambiguous Case For Sworn?	Credibility Of Sworn Needed?	Operational Knowledge And Perspective Of Sworn Helpful?	Complete Only If There Is Not An Unambiguous Case For Sworn			Complete Only If Assigning Sworn Officers Is Helpful In Developing		Summary (Sworn Or Civilian)	Number Of Positions To Be Civilianized
							Complete Only If Operational Knowledge And Perspective Of Negative	Need For Knowledge and Perspective Of Sworn Is Consistent and Frequent?	Consequences Of Making Decisions Without Sworn Knowledge And Skills Are Significant?	Assigning Sworn Officers To The Position Is Helpful In Developing The Skills Of Future Leaders?	Technical Skills and Professional Expertise Needed To Fulfill Function Are Not Excessive?		
Senior Corporal (Safety Award Coordinator)	No	No	No	No	No	Yes	No	No	No			Civilian	1
Sergeant	No	Yes	No	No	Yes	Yes	Yes	Possibly	Yes	No	Yes	Sworn	
Senior Corporal (Open Records Specialist)	No	No	No	No	No	Yes	No	No	No			Civilian	1
Senior Corporal (Promotional Profile/Personnel and Legal Issues)	No	Yes	Yes	No	Yes	Yes	Yes	Yes	No			Civilian	1
Employee Relations													
Senior Corporal (Family Medical Leave Coordinator)	No	No	No	No	No	No			No			Civilian	1
Senior Corporal (EEOC Research and Response Specialist)	No	No	No	No	No	Yes	No	No	No			Civilian	1
Applicant Processing /Operations													
Recruiting/Background													
Lieutenant	No	No	No	No	No	No			Yes	No	Yes	Civilian	1
Applicant Processing													
Sergeant	No	No	No	No	No	No			No			Civilian	1
Senior Corporal	No	No	No	No	No	No			No			Civilian	1
Training													
Basic Training													
Lieutenant	No	Yes	No	No	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Sworn	
Sergeant	No	Yes	Yes	No	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Sworn	
Senior Corporal	No	Yes	Yes	No	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Sworn	
Professional Development													
Lieutenant(2)	No	Yes	No	No	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Sworn	
In-Service Training													
Sergeant	No	Yes	Yes	No	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Sworn	

CIVILIANIZATION ANALYSIS

	Law Enforcement Powers Required?	Skills, Training And Experience Of Sworn Officer Required?	Job Duties Requiring Sworn Comprise Preponderance Of Job Function?	Unambiguous Case For Sworn?	Credibility Of Sworn Needed?	Operational Knowledge And Perspective Of Sworn Helpful?	Complete Only If There Is Not An Unambiguous Case For Sworn		Assigning Sworn Officers To The Position Is Helpful In Developing The Skills Of Future Leaders?	Complete Only If Assigning Sworn Officers Is Helpful In Developing		Summary (Sworn Or Civilian)	Number Of Positions To Be Civilianized
							Complete Only If Operational Knowledge And Perspective Of Negative Consequences Of Making Decisions Without Sworn Knowledge And Skills Are Significant?	Need For Knowledge and Perspective Of Sworn Is Consistent and Frequent?		Technical Skills and Professional Expertise Needed To Fulfill Function Are Not Excessive?	Best Way To Become Familiar With Function Is To Manage Or Perform It On a Day-To-Day Basis?		
Senior Corporal	No	Yes	Yes	No	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Sworn	

CIVILIANIZATION ANALYSIS

	Law Enforcement Powers Required?	Skills, Training And Experience Of Sworn Officer Required?	Job Duties Requiring Sworn Comprise Preponderance Of Job Function?	Unambiguous Case For Sworn?	Credibility Of Sworn Needed?	Operational Knowledge And Perspective Of Sworn Helpful?	Complete Only If There Is Not An Unambiguous Case For Sworn			Complete Only If Assigning Sworn Officers Is Helpful In Developing			Summary (Sworn Or Civilian)	Number Of Positions To Be Civilianized
							Complete Only If Operational Knowledge And Perspective Of Negative	Need For Knowledge and Perspective Of Sworn Is Consistent and Frequent?	Consequences Of Making Decisions Without Sworn Knowledge And Skills Are Significant?	Assigning Sworn Officers To The Position Is Helpful In Developing The Skills Of Future Leaders?	Technical Skills and Professional Expertise Needed To Fulfill Function Are Not Excessive?	Best Way To Become Familiar With Function Is To Manage Or Perform It On a Day-To-Day Basis?		
Multi-media Instructional														
Senior Corporal	No	No	No	No	No	No	No	No	No	No	No	No	Civilian(e)	1
Finance and Contract Management														
Lieutenant	No	No	No	No	No	Yes	No	No	No	No	No	No	Civilian(f)	1
Sergeant	No	No	No	No	No	No	No	No	No	No	No	No	Civilian	1
Police Technology and Technical Support														
Lieutenant	No	No	No	No	Yes	Yes	Yes	Yes	Yes	Yes	No	Yes	Sworn(g)	
Sergeant (Network Supervisor)	No	No	No	No	No	Yes	No	No	Yes	Yes	No	Yes	Civilian(h)	1
Sergeant (Programming Supervisor)	No	No	No	No	No	Yes	Yes	No	No	No	No	No	Civilian(i)	1
Senior Corporal	No	No	No	No	No	Yes	Yes	No	No	No	No	No	Civilian	5
Police Officer	No	No	No	No	No	Yes	Yes	No	No	No	No	No	Civilian	4
Planning and Crime Analysis														
Lieutenant	No	No	No	No	No	Yes	No	No	Yes	Yes	Yes	Yes	Civilian	1
Sergeant (Crime Analysis)	No	No	No	No	No	Yes	No	No	Yes	Yes	Yes	Yes	Civilian	1
Sergeant (Planning)	No	No	No	No	No	Yes	No	No	Yes	Yes	Yes	Yes	Civilian	1
Senior Corporals	No	No	No	No	No	Yes	No	No	Yes	Yes	Yes	Yes	Civilian	3
Inspections Unit														
Sergeant	No	No	No	No	No	Yes	No	No	Yes	Yes	Yes	Yes	Civilian	1
Senior Corporal	No	No	No	No	No	Yes	No	No	Yes	Yes	Yes	Yes	Civilian	2
Equipment Services														
Fleet and Asset														
Sergeant	No	No	No	No	No	Yes	No	No	No	No	No	No	Civilian	1
Senior Corporal	No	No	No	No	No	No	No	No	No	No	No	No	Civilian	1
Special Services Bureau														
Office Of The Assistant Chief														
Administrative Sergeant	No	No	No	No	No	No	No	No	No	No	No	No	Civilian	1

CIVILIANIZATION ANALYSIS

	Law Enforcement Powers Required?	Skills, Training And Experience Of Sworn Officer Required?	Job Duties Requiring Sworn Comprise Preponderance Of Job Function?	Unambiguous Case For Sworn?	Credibility Of Sworn Needed?	Operational Knowledge And Perspective Of Sworn Helpful?	Complete Only If There Is Not An Unambiguous Case For Sworn			Complete Only If Assigning Sworn Officers Is Helpful In Developing		Summary (Sworn Or Civilian)	Number Of Positions To Be Civilianized
							Complete Only If Operational Knowledge And Perspective Of Negative Consequences Of Making Decisions Without Sworn Knowledge And Skills Are Significant?	Need For Knowledge and Perspective Of Sworn Is Consistent and Frequent?	Assigning Sworn Officers To The Position Is Helpful In Developing The Skills Of Future Leaders?	Technical Skills and Professional Expertise Needed To Fulfill Function Are Not Excessive?	Best Way To Become Familiar With Function Is To Manage Or Perform It On a Day-To-Day Basis?		
<i>Narcotics</i>													
Administrative Sergeant	No	No	No	No	No	Yes	No	No	Yes	Yes	Yes	Civilian	1
Senior Corporal (Drug Education)	Yes	Yes	No	No	Yes	Yes	Yes	No	No			Sworn	
<i>Diversionsary/Intel Squad</i>													
Senior Corporal (Intelligence Analyst)	No	No	No	No	No	Yes	Yes	No	No			Civilian	2
<i>Youth and Family Support</i>													
Administrative Sergeant	No	No	No	No	No	Yes	No	No	Yes	Yes	Yes	Civilian	1
<i>Youth Operations</i>													
<i>Operations</i>													
Senior Corporal (CJIS Coordinator)	No	No	No	No	Yes	Yes	Yes	No	Yes	No	No	Sworn(j)	
Senior Corporal (DA Liaison)	No	No	No	No	Possibly	Yes	No	No	No			Civilian	1
<i>LETS Program</i>													
Senior Corporal	No	No	No	No	No	No			No			Civilian(k)	3
Patrol Bureau													
<i>Office Of The Assistant Chief</i>													
Administrative Sergeant	No	No	No	No	No	Yes	No	No	Yes	Yes	Yes	Civilian	1
<i>Patrol Bureau Office</i>													
Executive Officer Lieutenant	No	Yes	No	No	No	Yes	No	Yes	Yes		Yes	Sworn(l)	
Executive Officer Lieutenant (FTO Coordinator)	No	Yes	No	No	No	Yes	No	Yes	Yes		Yes	Sworn(m)	

CIVILIANIZATION ANALYSIS

	Law Enforcement Powers Required?	Skills, Training And Experience Of Sworn Officer Required?	Job Duties Requiring Sworn Comprise Preponderance Of Job Function?	Unambiguous Case For Sworn?	Credibility Of Sworn Needed?	Operational Knowledge And Perspective Of Sworn Helpful?	Complete Only If There Is Not An Unambiguous Case For Sworn			Complete Only If Operational Knowledge And Perspective Of Negative		Complete Only If Assigning Sworn Officers Is Helpful In Developing		Summary (Sworn Or Civilian)	Number Of Positions To Be Civilianized
							Need For Knowledge and Perspective Of Sworn Is Consistent and Frequent?	Consequences Of Making Decisions Without Sworn Knowledge And Skills Are Significant?	Assigning Sworn Officers To The Position Is Helpful In Developing The Skills Of Future Leaders?	Technical Skills and Professional Expertise Needed To Fulfill Function Are Not Excessive?	Best Way To Become Familiar With Function Is To Manage Or Perform It On a Day-To-Day Basis?				
<i>Operations Divisions</i>															
Administrative Sergeant (Division)	No	No	No	No	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Sworn		
Senior Corporal (Administrative)	No	No	No	No	No	Yes	Yes	No	No	No	No	No	Civilian	6	
Administrative Sergeant (Shift)	No	No	No	No	No	Yes	No	No	No	No	No	No	Civilian	18	
<i>Training</i>															
Sergeant	No	No	No	No	No	Yes	No	No	No	No	No	No	Civilian(n)	6	
<i>Investigations</i>															
Police Officer (Case Review - North Central Only)	No	No	No	No	No	Yes	No	No	No	No	No	No	Civilian(o)	1	
Homeland Security and Investigations Bureau															
<i>Bureau Office</i>															
Administrative Sergeant	No	No	No	No	No	Yes	No	No	Yes	Yes	Yes	Yes	Civilian	1	
<i>Tactical</i>															
Administrative Sergeant	No	No	No	No	No	Yes	No	No	Yes	Yes	Yes	Yes	Civilian	1	
<i>Tactical Services</i>															
<i>Helicopter</i>															
Lieutenant Sergeant (Helicopter Flight Leader)	No	No	No	No	No	Yes	Yes	Yes	No	No	No	No	Sworn		
Senior Corporal (Helicopter Pilot)	No	No	No	No	No	Yes	Yes	No	No	No	No	No	Civilian	12	
<i>Crimes Against Persons</i>															
<i>Crime Scene Response</i>															
Lieutenant Sergeant	No	No	No	No	No	Yes	Yes	Yes	No	No	No	No	Sworn		
Lieutenant Sergeant	No	No	No	No	No	Yes	Yes	Yes	No	No	No	No	Sworn		

CIVILIANIZATION ANALYSIS

	Law Enforcement Powers Required?	Skills, Training And Experience Of Sworn Officer Required?	Job Duties Requiring Sworn Comprise Preponderance Of Job Function?	Unambiguous Case For Sworn?	Credibility Of Sworn Needed?	Operational Knowledge And Perspective Of Sworn Helpful?	Complete Only If There Is Not An Unambiguous Case For Sworn			Assigning Sworn Officers To The Position Is Helpful In Developing The Skills Of Future Leaders?	Technical Skills and Professional Expertise Needed To Fulfill Function Are Not Excessive?	Best Way To Become Familiar With Function Is To Manage Or Perform It On a Day-To-Day Basis?	Summary (Sworn Or Civilian)	Number Of Positions To Be Civilianized
							Complete Only If Operational Knowledge And Perspective Of Negative	Need For Knowledge and Perspective Of Sworn Is Consistent and Frequent?	Consequences Of Making Decisions Without Sworn Knowledge And Skills Are Significant?					
Senior Corporal	No	No	No	No	No	No			No			Civilian	21	

CIVILIANIZATION ANALYSIS

	Law Enforcement Powers Required?	Skills, Training And Experience Of Sworn Officer Required?	Job Duties Requiring Sworn Comprise Preponderance Of Job Function?	Unambiguous Case For Sworn?	Credibility Of Sworn Needed?	Operational Knowledge And Perspective Of Sworn Helpful?	Complete Only If There Is Not An Unambiguous Case For Sworn			Complete Only If Assigning Sworn Officers Is Helpful In Developing			Summary (Sworn Or Civilian)	Number Of Positions To Be Civilianized
							Complete Only If Operational Knowledge And Perspective Of Negative Consequences Of Making Decisions Without Sworn Knowledge And Skills Are Significant?	Need For Knowledge and Perspective Of Sworn Is Consistent and Frequent?	Assigning Sworn Officers To The Position Is Helpful In Developing The Skills Of Future Leaders?	Technical Skills and Professional Expertise Needed To Fulfill Function Are Not Excessive?	Best Way To Become Familiar With Function Is To Manage Or Perform It On a Day-To-Day Basis?			
<i>Traffic Division</i>														
<i>Special Projects</i>														
Sergeant	No	No	No	No	No	Yes	Yes	No	No				Civilian	1
Senior Corporal	No	No	No	No	No	Yes	Yes	No	No				Civilian	2
Support Services Bureau														
<i>Bureau Office</i>														
Administrative Sergeant	No	No	No	No	No	Yes	No	No	Yes	Yes	Yes		Civilian	1
<i>Internal Affairs</i>														
Office of Deputy Chief														
Administrative Sergeant	No	No	No	No	No	Yes	No	No	Yes	Yes	Yes		Civilian	1
Administrative														
Administrative Sergeant	No	No	No	No	No	Yes	No	No	Yes	Yes	Yes		Civilian	1
<i>Property</i>														
Lieutenant Police Officer	No	No	No	No	No	Yes	No	No	No				Civilian	1
	No	No	No	No	No	Yes	No	No	No				Civilian	2
<i>Guns/Drug Team</i>														
Sergeant	No	No	No	No	Yes	Yes	No	Yes	No				Sworn	
<i>Open Records</i>														
Lieutenant Sergeant	No	No	No	No	No	No	No		No				Civilian	1
	No	No	No	No	No	No	No		No				Civilian	1
<i>Legal Services</i>														
Sergeant Police Officer	No	No	No	No	Yes	Yes	No	Yes	No				Civilian	1
	No	No	No	No	Yes	Yes	No	Yes	No				Civilian	2

CIVILIANIZATION ANALYSIS

	Law Enforcement Powers Required?	Skills, Training And Experience Of Sworn Officer Required?	Job Duties Requiring Sworn Comprise Preponderance Of Job Function?	Unambiguous Case For Sworn?	Credibility Of Sworn Needed?	Operational Knowledge And Perspective Of Sworn Helpful?	Complete Only If There Is Not An Unambiguous Case For Sworn			Complete Only If Assigning Sworn Officers Is Helpful In Developing			Summary (Sworn Or Civilian)	Number Of Positions To Be Civilianized
							Complete Only If Operational Knowledge And Perspective Of Negative Consequences Of Making Decisions Without Sworn Knowledge And Skills Are Significant?	Need For Knowledge and Perspective Of Sworn Is Consistent and Frequent?	Assigning Sworn Officers To The Position Is Helpful In Developing The Skills Of Future Leaders?	Technical Skills and Professional Expertise Needed To Fulfill Function Are Not Excessive?	Best Way To Become Familiar With Function Is To Manage Or Perform It On a Day-To-Day Basis?			
<i>Communications/Detention</i>														
<i>Office of the Deputy Chief</i>														
Administrative Sergeant	No	No	No	No	No	Yes	No	No	Yes	Yes	Yes	Civilian	1	
<i>Communications Section</i>														
Captain	No	Yes	Yes	No	Yes	Yes	Yes	Yes	No			Sworn		
Lieutenant (Watch Commander)	No	Yes	Yes	No	Yes	Yes	Yes	Yes	No			Sworn		
Sergeant	No	No	No	No	No	Yes	Yes	Yes	No			Civilian(p)	14	
Senior Corporal	No	No	No	No	No	Yes	Yes	Yes	No			Civilian(q)	10	
Senior Corporal (Uniform Crime Reporting Unit)	No	No	No	No	No	Yes	No	No	No			Civilian(r)	1	
Police Officer	No	No	No	No	No	Yes	Yes	Yes	No			Civilian(s)	8	
<i>Detention Services</i>														
Administrative Sergeant	No	No	No	No	No	Yes	No	No	Yes	Yes	Yes	Civilian	1	
<i>Auto Pound</i>														
Lieutenant	No	No	No	No	No	No			No			Civilian	1	
Sergeant	No	No	No	No	No	No			No			Civilian	3	
Senior Corporal	No	No	No	No	No	No			No			Civilian	3	
Police Officer	No	No	No	No	No	No			No			Civilian	2	

CIVILIANIZATION ANALYSIS

Law Enforcement Powers Required?	Skills, Training And Experience Of Sworn Officer Required?	Job Duties Requiring Sworn Comprise Preponderance Of Job Function?	Unambiguous Case For Sworn?	Credibility Of Sworn Needed?	Operational Knowledge And Perspective Of Sworn Helpful?	Complete Only If There Is Not An Unambiguous Case For Sworn				Summary (Sworn Or Civilian)	Number Of Positions To Be Civilianized
						Complete Only If Operational Knowledge And Perspective Of Sworn Is Consistent and Frequent?	Negative Consequences Of Making Decisions Without Sworn Knowledge And Skills Are Significant?	Assigning Sworn Officers To The Position Is Helpful In Developing The Skills Of Future Leaders?	Technical Skills and Professional Expertise Needed To Fulfill Function Are Not Excessive?		

Facilities Management

Sergeant	No	No	No	No	No	Yes	No	No	No	Civilian	1
Senior Corporal	No	No	No	No	No	No	No	No	No	Civilian	1
Senior Corporal (Museum Curator)	No	No	No	No	No	No	No	No	No	Civilian	1
Police Officer	No	No	No	No	No	No	No	No	No	Civilian	3

179

- (a) 90% of duties are administrative and could be non sworn.
- (b) Spends a majority of time working with Spanish media.
- (c) Credibility of sworn officer is important to legislature.
- (d) Position current vacant.
- (e) The senior corporal in this position has no training and expertise in what is a highly specialized field (producing training tapes and DVDs and developing online training modules. All
- (f) Lieutenant's operational knowledge is helpful in preparing the budget; however, the position was held by a civilian for many years and nothing would preclude a civilian from again performing the duties.
- (g) Retired police officer would be best to fill this position with needed technical skills would be ideal to fill this position.
- (h) Sworn officers should provide information on needs.
- (i) Sworn officers should provide information on needs.
- (j) Notifies field supervisor of inadequacies in officers' reports.
- (k) Gets officers to teach in schools and judges their skills.
- (l) Could be sworn if not for professional development opportunities.
- (m) Could be sworn if not for professional development opportunities.
- (n) Some of the responsibilities of this position should be assigned to line supervisors.
- (o) This job is performed by civilians in other divisions.
- (p) Watch commander can provide police perspective when needed.
- (q) Watch commander can provide police perspective when needed.
- (r) Watch commander can provide police perspective when needed.
- (s) Watch commander can provide police perspective when needed.