
Atlanta Police Department Administrative and Operational Services Review

prepared for the Atlanta Police Foundation
shared at the APD/APF/City of Atlanta Steering Committee Meeting
on October 15, 2008

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Background and purpose of review

Upon the request of the Atlanta Police Foundation, a team of organizational effectiveness business practitioners coordinated with the Atlanta Police Department, the Atlanta Police Foundation and the City of Atlanta Mayor's office to:

Purpose

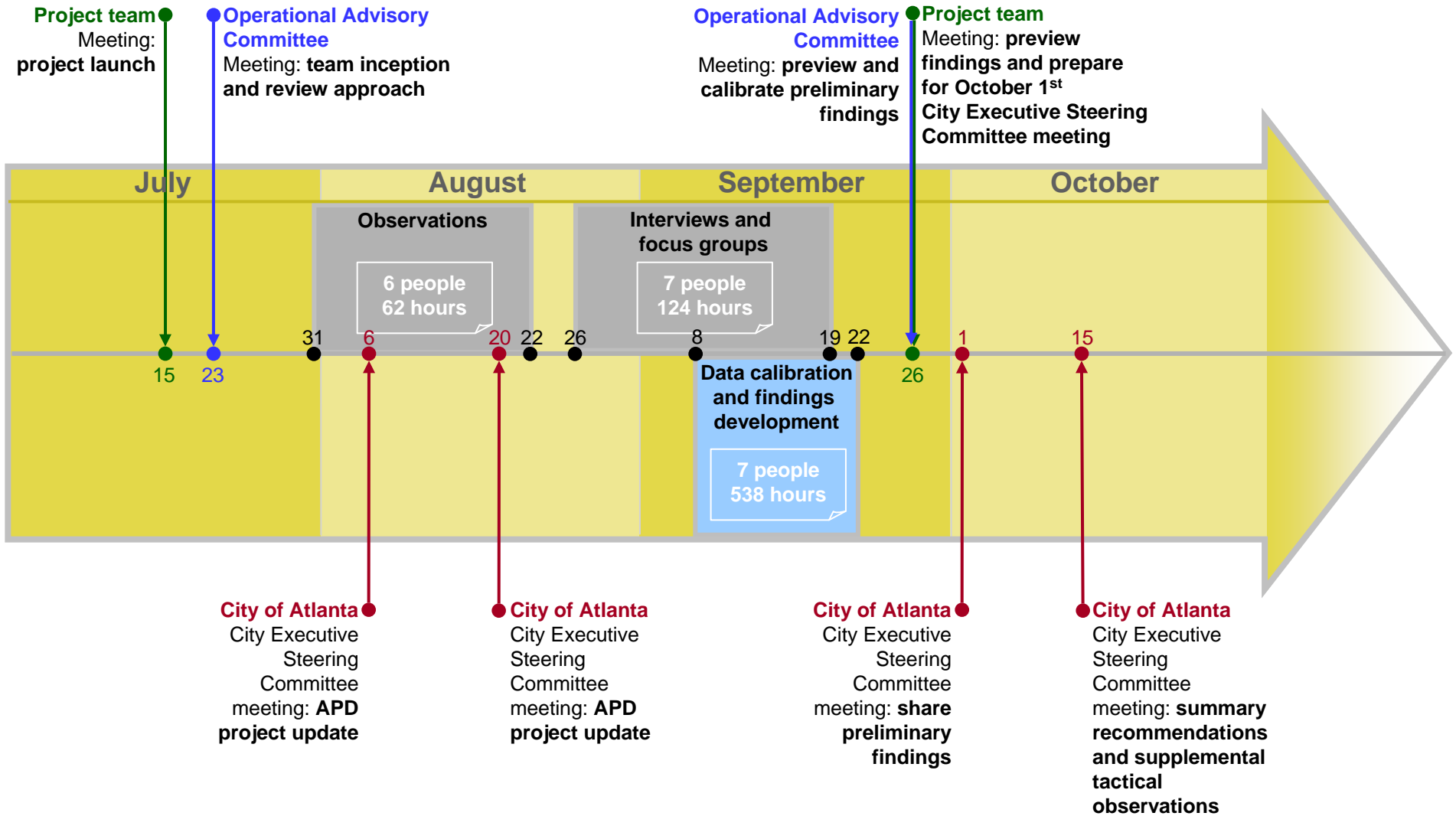
- Design of – and implementation recommendations for – an enhanced administrative operational services delivery by the City of Atlanta Police Department – Office of the Chief and relevant portions of the Support Services Division

Goals

- **To get more sworn officers on the street**
- **To evaluate and streamline business processes**

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Review timeline



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Scope of analysis: Deliverables

October 1st 2008

1. Preliminary recommendations presentation

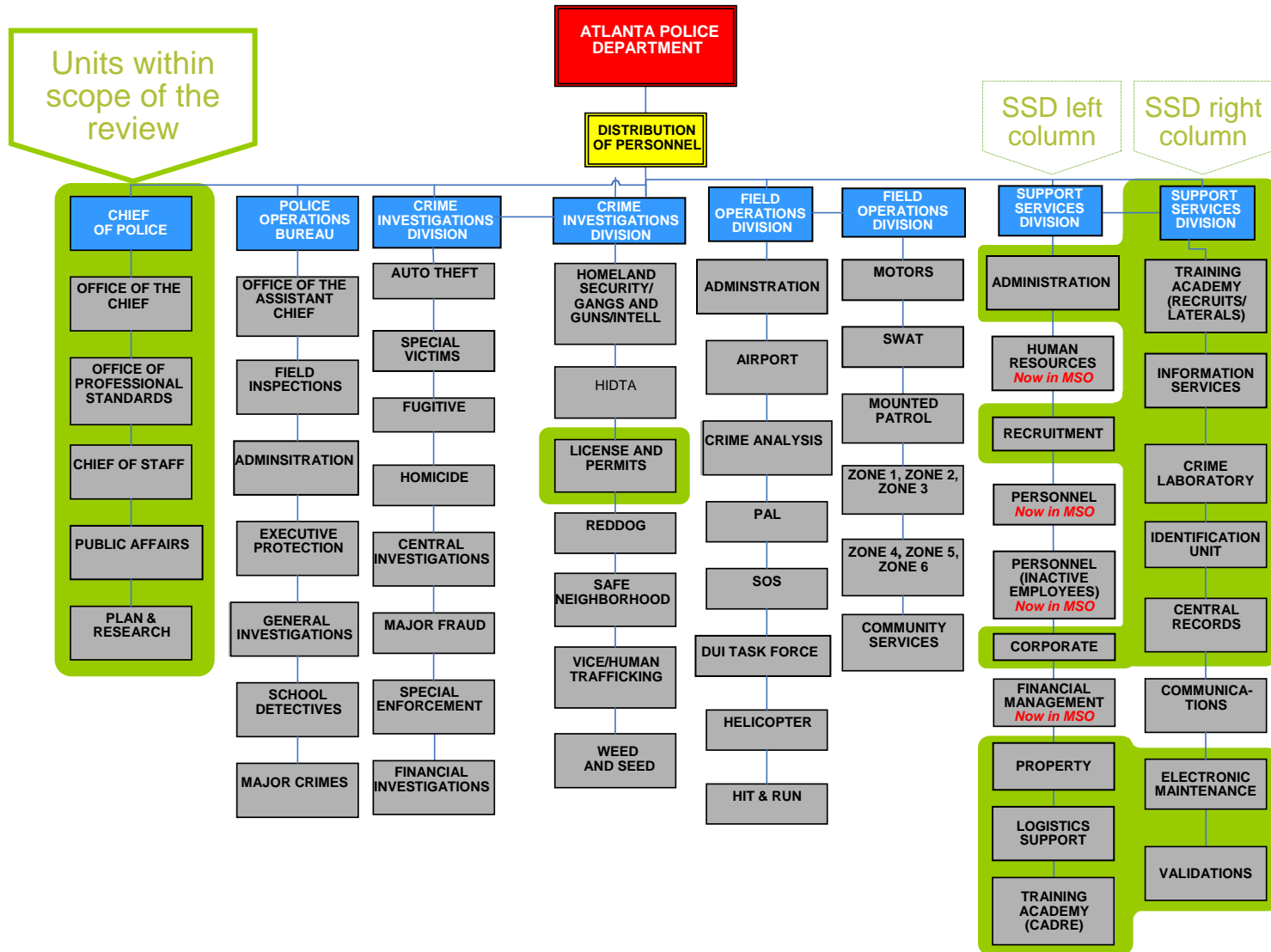
October 15th 2008

2. Presentation of recommendations, including

- draft organizational charts by unit
- summary of recommendations
- *supplemental* tactical observations
- inventory of best practices materials

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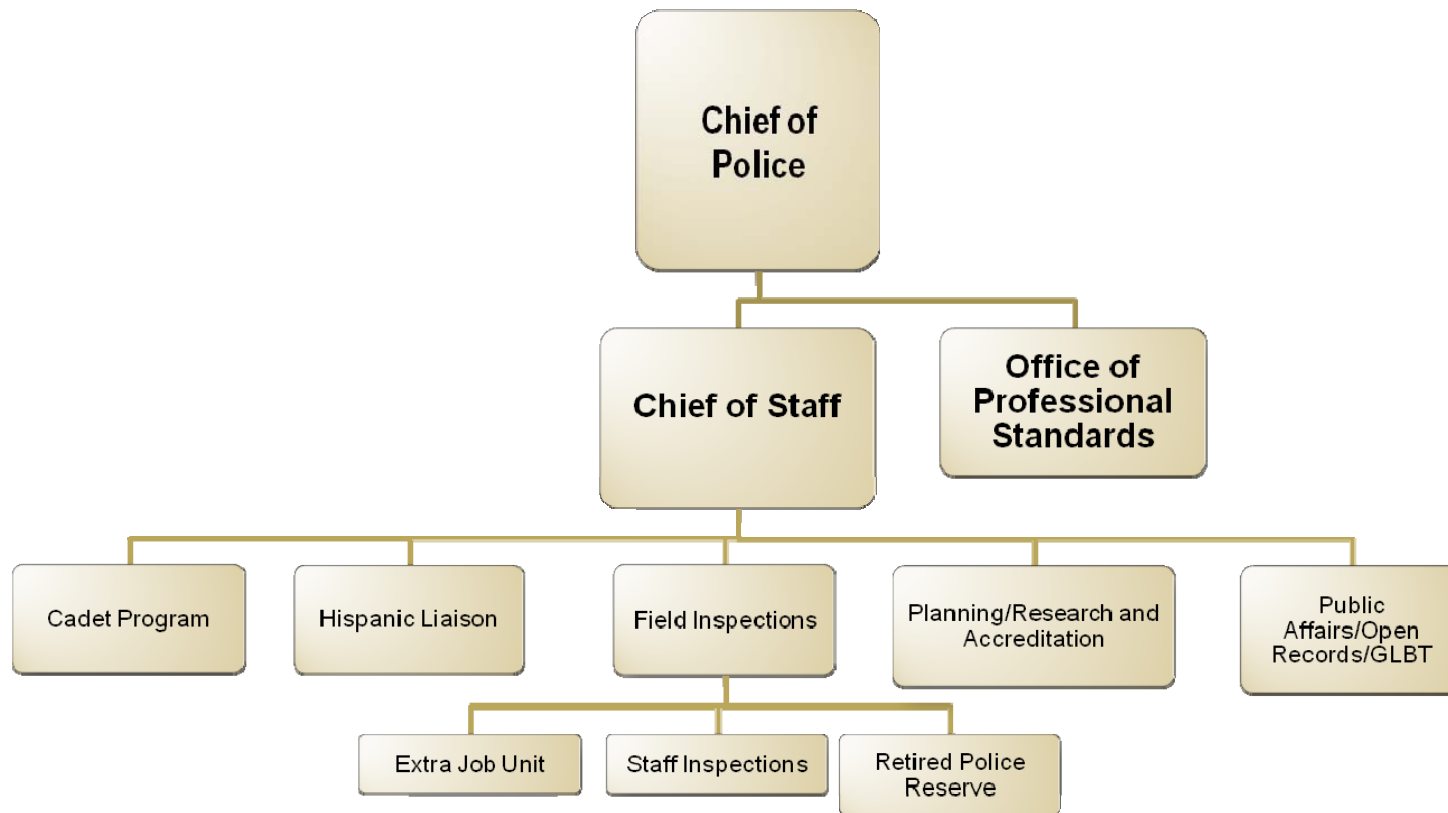
Scope of analysis: Units in scope



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Scope of analysis: Organization chart of units (1)

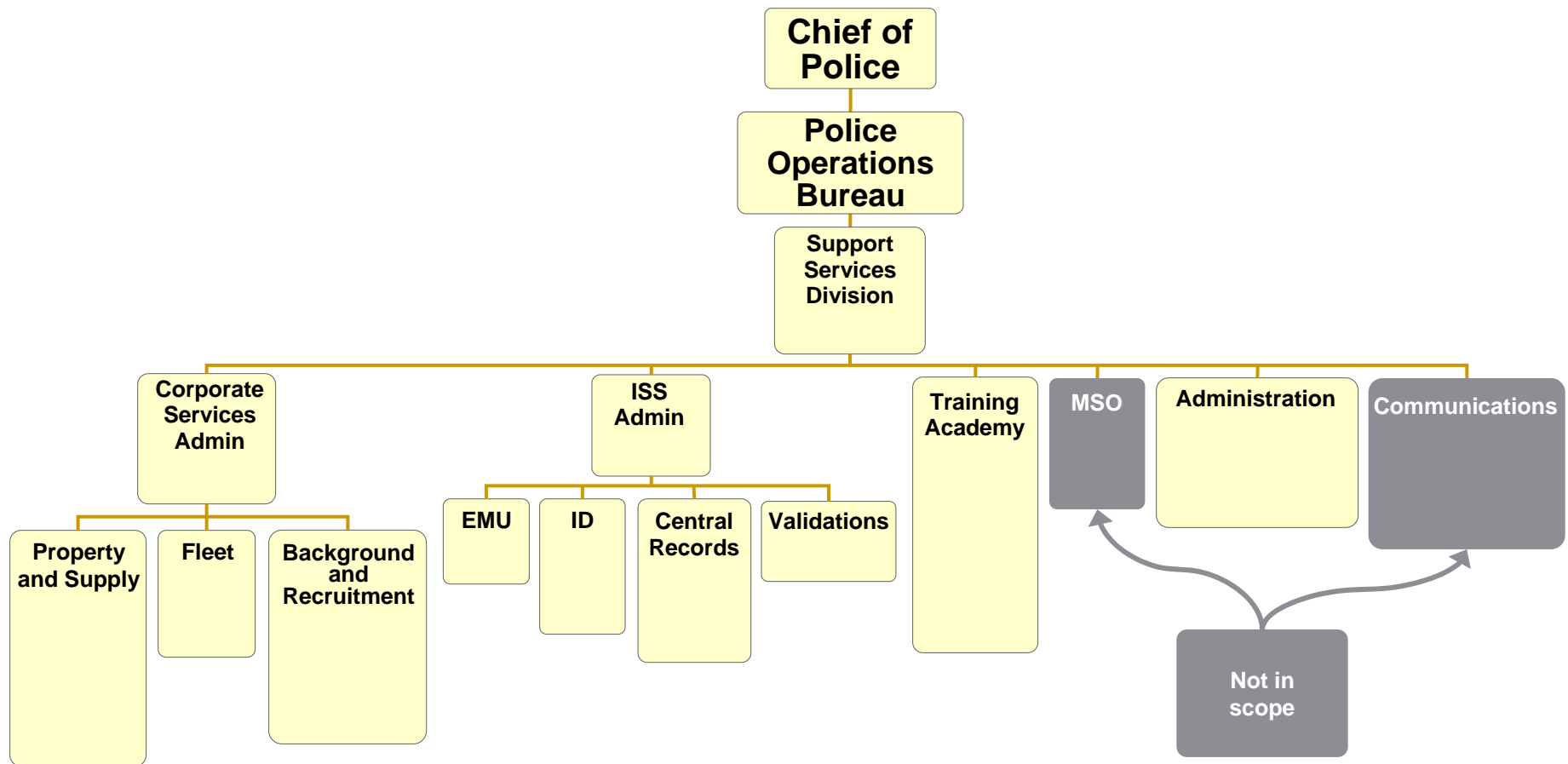
Atlanta Police Department Office of the Chief Organizational Chart



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Scope of analysis: Organization chart of units (2)

Atlanta Police Department Support Services Division Organizational Chart



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Scope of analysis: Mapping to current organizational charts

– In scope

4 workstreams	Organizational charts reconciliation	
	Chart dated May/June 2008	"Older" chart
In scope		
1. Property and fleet processes		
Property and evidence	Property	(SSD left column) Property
Fleet	Fleet	(SSD left column) Logistics Support
2. ID and records management processes		
Identification	ID	(SSD right column) Identification Unit
	ID	(SSD right column) Crime Laboratory
License and permits		(CID right column) License and Permits
Central records	Central Records	(SSD right column) Central Records
	Validations	(SSD right column) Validations
3. Staffing processes		
Background and recruitment	Background and Recruitment	(SSD left column) Recruitment
Training academy	Training academy	(SSD left column) Training Academy (Cadre) (SSD right column) Training Academy (Recruits/Laterals)
4. Leadership and support processes		
Office of the Chief		(COP) Office of the Chief (COP) Office of Professional Standards (COP) Chief of Staff (COP) Public Affairs (COP) Plan and Research (COP) <i>Field Inspections</i> (COP) <i>Hispanic Liaison</i> (COP) <i>GLBT Liaison</i> (COP) <i>Cadet Program</i>
Administrative support	ISS Administration Administration EMU Corporate Services Administration	(SSD right column) Information Services (SSD left column) Administration (SSD right column) Electronic Maintenance (SSD left column) Corporate

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Scope of analysis: Mapping to current organizational charts

– Out of scope

Organizational charts reconciliation		
	Chart dated May/June 2008	"Older" chart
Out of scope		
HR and financial management(Already reviewed)	MSO MSO MSO MSO?	(SSD left column) Human Resources (SSD left column) Financial Management (SSD left column) Personnel (SSD left column) Personnel (Inactive Employees)
Communications(Already reviewed)	Communications	(SSD right column) Communications
Sworn activities" not in scope		(POB entire column)
"Sworn activities" not in scope		(CID left entire column) (CID right column - <i>except for License and Permits?</i>)
Field operations "Sworn activities" not in scope		(FOD left entire column) (FOD right entire column)

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Scope of analysis: 4 workstreams

- In collaboration, the 2 teams chose to define the project scope and organize the work in:

4 workstreams:

1. Property and fleet processes

Property and evidence

Fleet

2. ID and records management processes

Identification

License and permits

Central records

3. Staffing processes


Background and recruitment

Training academy

4. Leadership and support processes

Office of the Chief

Administrative support



- To ensure the results **align** with benchmarkable work activities and processes – rather than to idiosyncratic organizational labels

- To insulate the findings from fallacies relating to **legacy** organizational structures and re-alignments

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Two teams collaborated to perform the review

Operational Advisory Committee team

- Provide subject matter expertise and insights
- Enable communication and interface

Siobahn O'Brien, Major, Director of the Atlanta Police Academy

Stanley Savage, Major, Commander of Corporate Services Section

Darryl Tolleson, Major, Commander of the Information Services Section

Elder Dancy, Lieutenant, Background and Recruitment Unit

Herbert Ewing, Lieutenant, Fleet Unit

Van Hobbs, Lieutenant, Property and Supply Unit

Cliff Johnson, Lieutenant, Central Records Unit

Terrence Steele, Lieutenant, Identification Unit

Azie Horne, Sergeant, Supervisor of Supplies

Lisa Keyes, Sergeant, Public Affairs Manager/Office of the Chief of Police

Richard Clarke, Dr., Director of Planning, Research and Accreditation

Almitra Love, Supervisor, Identification Unit

Administrative and Operational Services Review project team

- Facilitate data collection, analysis, surface findings
- Guide and coordinate the review execution

George Turner, Deputy Chief Support Services Division Commander – Atlanta Police Department (APD)

Jeff Glazier, Lieutenant, New Headquarters Project – APD

Dave Wilkinson, President and CEO – Atlanta Police Foundation (APF)

Grant Hawkins, Vice President, Programs – APF

David Edwards, Senior Policy Advisor – City of Atlanta Mayors Office (COA)

Lisa Gordon, Enterprise Assets Officer – COA

Dan Smith, Chief Information Officer – COA

Christopher Miller, VP Employee Relations and Associate General Counsel

Silvia King, Director of Organizational Controls and Performance and Assistant to VP of Employee Relations

Danielle Rutland, Project Manager

Mike Benson, Budget Analyst I

Jason Tutterow, Compliance Investigator

Anne Nicholls, Organizational Performance Analyst

Maggi Johnsen, Business Information Supervisor

Latasha James, Environmental Affairs Lab Analyst II

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Methodology: Construct

Jointly, the 2 teams decided **success** was dependent on:

- ...being able to assume that performing review work on the units in scope had already been approved and launched – and effective **collaboration** was a desirable strategy
- ...a “**listening and engaging**” approach – to address issues of communication across city agencies lines, and the effects of prior “poking and prodding” (morale and attrition)
- ...recognizing that transformation at the APD, and the City of Atlanta overall, is a **journey** already in progress – the APD **already reviewed** and implemented organizational and process changes in some of its units

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Methodology: Why we are not recommending the most aggressive route

- **Maintaining and enhancing quality** (accreditation) is a strategic goal for the Atlanta Police Department and Atlanta Police Foundation – we were deliberately careful not to undermine this goal by suggesting aggressive reductions in areas who support this goal
- It might be **counterproductive** to the goals of programs in place (i.e. Scholarship Reimbursement Program) which are addressing the “morale and attrition” issues – why make it worse?
- Stewarding the **integrity of the review** process. Given the timeframe (~2 months) – and with guidance from the APD – we mined the “low hanging fruit” in the **80/20 rule space**. You will not find “interpretative/stretch results” in the 20 space...

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Methodology: Cornerstones



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Methodology: Approach

At the July 23rd, 2008 combined teams meeting, the group validated and planned coordination for:

- ❑ First, conducting site visits (**observations**) at all units in scope. The review facilitation team composed of organizational effectiveness business practitioners performed this task.
- ❑ Then, the same team, performing **extensive focus group and individual interviews** with APD designated members of each unit
 - sworn personnel – officers, senior patrol officers, sergeants , lieutenants, majors and deputy chief
 - civilian personnel – supervisors and other
- ❑ Appointing Lieutenant Jeff Glazier, APD and Danielle Rutland from the project team to act as primary coordination liaisons for **project execution**

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Focus groups and interview statistics: 35% of employees interviewed

4 workstreams	APD Units	Total unit employees	Sworn	Civilian	Employees interviewed	% total employees interviewed	% sworn interviewed	% civilian interviewed
Total		270	131	139	94	35%	47%	24%
1. Property and fleet processes								
Property and evidence	Property & Supply	39	11	28	7	18%	36%	11%
Fleet	Fleet	8	4	4	4	50%	75%	25%
2. ID and records management processes								
Identification	ID	38	1	37	6	16%	0%	16%
License and permits	License and Permits	17	9	8	4	24%	22%	25%
Central records	Central Records	37	4	33	10	27%	50%	24%
	Validations	7	0	7	3	43%	0%	43%
3. Staffing processes								
Background and recruitment	Background and Recruitment	19	18	1	5	26%	28%	0%
Training academy	Training Academy	26	24	2	12	46%	46%	50%
4. Leadership and support processes								
Office of the Chief	Office of Professional Standards	22	21	1	12	55%	57%	0%
	Chief of Staff	1	1	0	0	0%	0%	0%
	Public Affairs/Open Records	8	7	1	8	100%	100%	100%
	Planning, Research and Accreditation	9	5	4	8	89%	100%	75%
	Field Inspections	14	14	0	5	36%	36%	0%
	Chaplaincy/Cadet Program/Hispanic Liaison/GLBT	4	4	0	3	75%	75%	0%
Administrative support	ISS Administration	1	1	0	0	0%	0%	0%
	Administration	5	4	1	3	60%	50%	100%
	EMU	14	2	12	4	29%	0%	33%
	Corporate Services Administration	1	1	0	0	0%	0%	0%

This headcount solely reflects the information the project team collected on site

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Performing the review: Unit operations observations

Criteria for selecting units to observe – Where:

- there might be an opportunity for **change or improvement**
- **sworn officers** may be performing duties that don't necessarily need to be performed by sworn officers
- the **processes** may appear to be manual, outdated and technology could be leveraged

Observations questions

1. Tell me about the type of work that gets done in this area
2. What is a typical day in the office?
3. What are the primary job duties?
4. What are the skills required to do your job?
5. How much do you interface with other areas/departments? Is it working well?
6. Do you have what you need to get the job done?
7. Is there work that should no longer be done or be done differently (including technology)?
8. What, if anything, impedes your ability to do your job?
9. What suggestions do you have about what should be changed or done differently?

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Performing the review: Focus group/interview questions

Interview questions were developed by the project team and vetted with APD

1. Please provide an updated organizational chart for your department.
2. If you manage or provide work direction to others, which best describes the level of direction you give. Which apply?
3. Describe your current role in the department and the major activities you perform?
4. Who reviews and approves your work?
5. Whom do you depend upon to perform these activities?
6. How do other city departments or units within APD impact your work (i.e. DHR, Finance, MSO, Procurement)?
7. What equipment/technology is used to support the activities listed above?
8. Is there other documentation you can provide that tells me more about your work, the unit or your job expectations (job descriptions, reports, processes or procedures, metrics or other data?)
9. Over the next five years, what do you think are the greatest challenges for the Department?

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Evaluation criteria: 4 key information gathering drivers

1 What is the level of cultural resistance?

Are there cultural and/or legacy barriers that could significantly affect the APD's ability to **implement** recommended changes?

2 Is there redundancy of roles / processes?

Are there opportunities to **streamline processes/ organizational structures** and/or use existing or new **technology** and improve coordination, reduce errors and optimize the number of management roles?

3 Does it require a gun / badge?

Is there a **legal, practical (i.e. training) or optics** reason why the duties must be (or are best) performed by a sworn officer?

4 What are the accreditation considerations?

How can we maximize the APD's ability to achieve its stated **accreditation** and **best practices** goals?

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Organizational charts development: Assumptions and disclaimers

- The **headcount** shown is potentially inaccurate because
 - it is a snapshot in time – and transitional
 - it solely reflects the information collected by the project team on site
 - ...hence they need further validation
 - the status of vacancies is, at times, fluid – the vacancies we are told are being filled are included in the headcounts

- View the organizational charts re-draws at the [unit level only](#) – and as a starting point for implementation
 - the position rationalization, and civilian replacement suggestions ,are not pointed at any specific individual, level of performance, and/or optimization of skills set

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Types of recommendations

We organized the insights in these groupings:

1. **Organizational re-alignment** – of resources within/across units and/or streamlining management positions
2. **Replace** – sworn with civilians
3. **Invest/outsource/process** – invest in technology; outsource the activity; streamline the process, etc.
4. **Rationalize** – reduce headcount
5. **Best practice**

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Preliminary Property and Supply chart: 9 more officers on the street

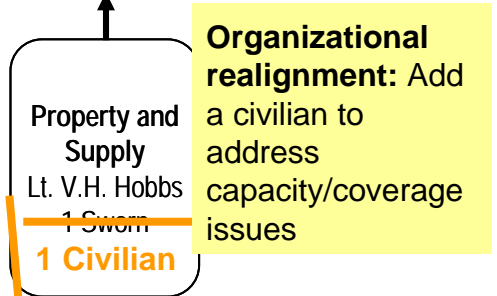
Corporate Services Administration

A

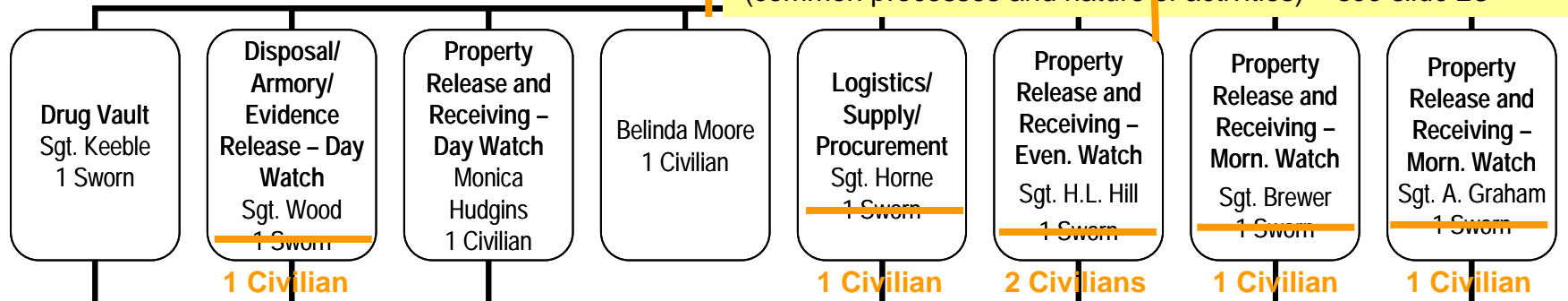
Current (Preliminary) Headcount			
	Total	Active	Vacancy?
Sworn	11	11	0
Civilian	<u>28</u>	<u>28</u>	<u>0</u>
Total	39	39	0

B

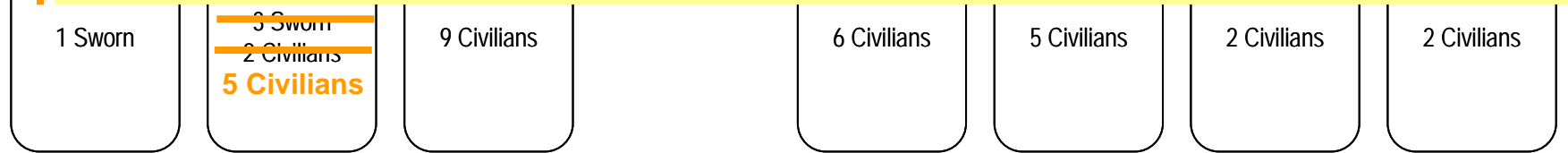
Proposed (Preliminary) Headcount			
	Total	Active	Vacancy?
Sworn	2	2	0
Civilian	<u>38</u>	<u>38</u>	<u>0</u>
Total	40	40	0



Organizational realignment: Bring in Fleet activities into this group (common processes and nature of activities) – see slide 25

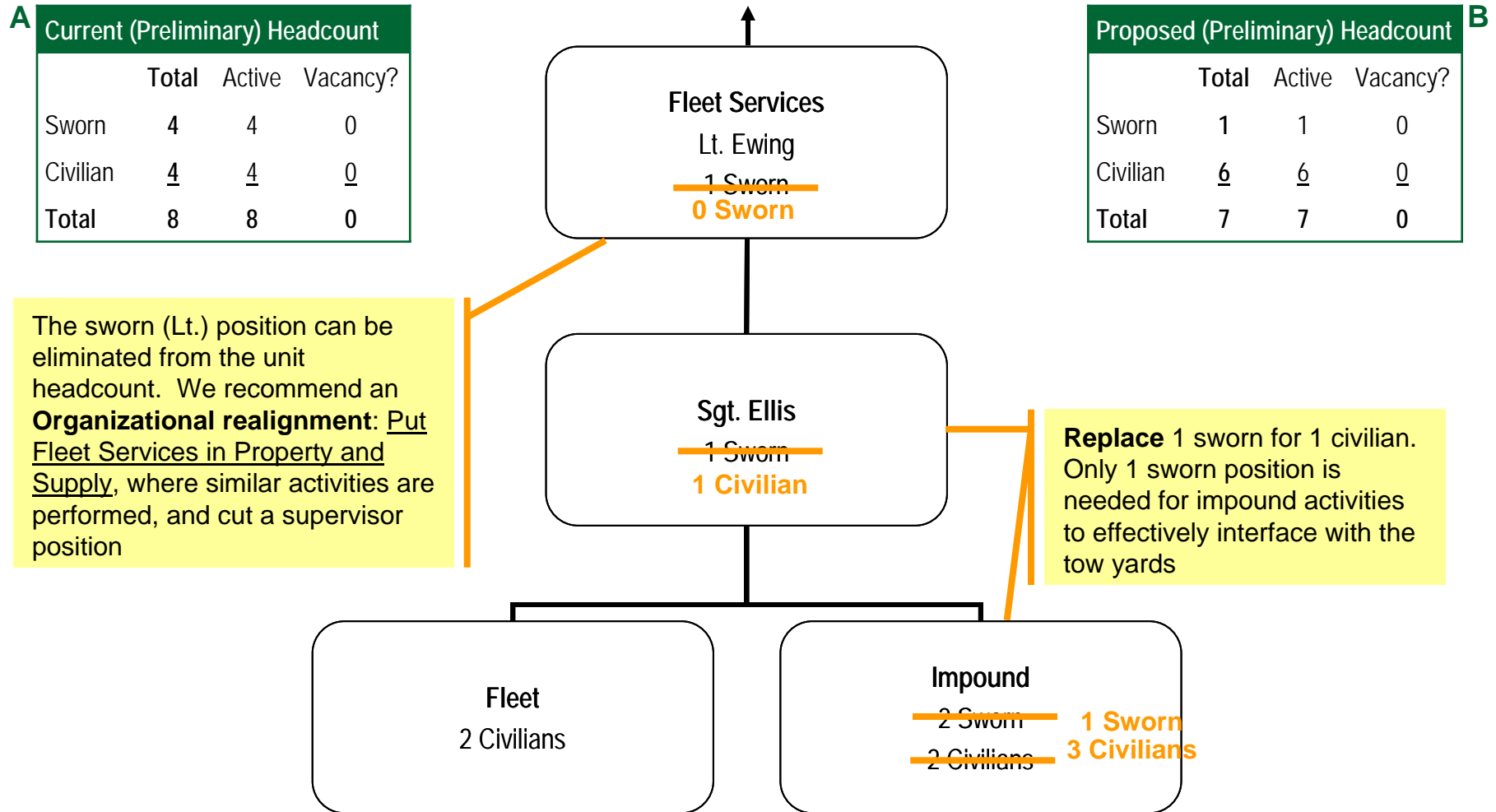


Replace 9 sworn for 9 civilians – and add a civilian. With security in the new building, only Drug Vault requires sworn. Other activities can be performed by civilians (Dallas PD, for instance, posted the role of “Civilian Property Unit Commander”.) **Invest/outsource/process:** This unit is swamped (700 pallets of property backlog – of which 400-500 can be disposed of). Consider leveraging the Retiree Reserve to address backlog or hire temporaries



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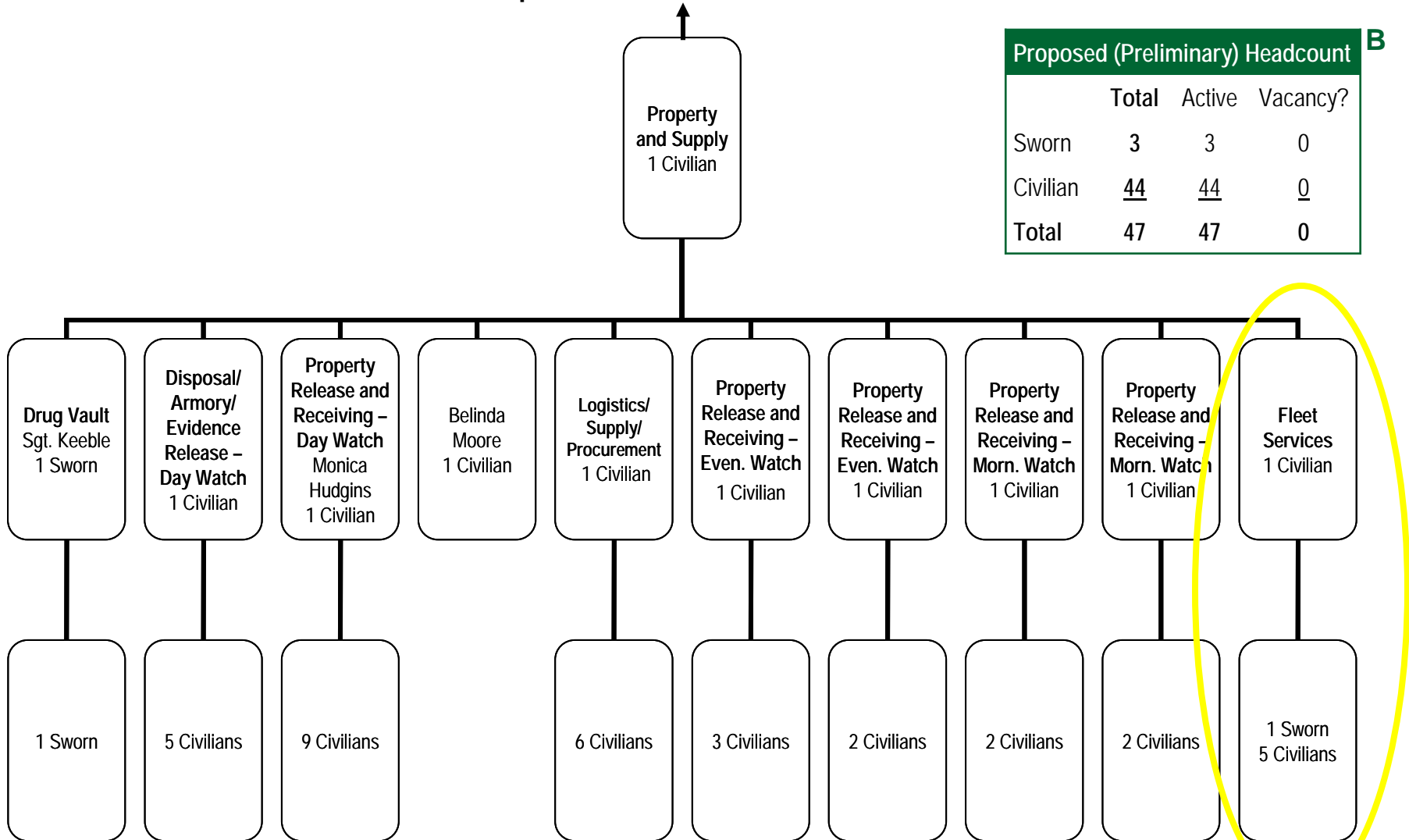
Preliminary Fleet Services chart: 3 more officers on the street



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Proposed Property and Supply with Fleet Services chart

Corporate Services Administration



Proposed (Preliminary) Headcount ^B			
	Total	Active	Vacancy?
Sworn	3	3	0
Civilian	<u>44</u>	<u>44</u>	<u>0</u>
Total	47	47	0

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Preliminary Background and Recruitment chart: 5 more officers on the street

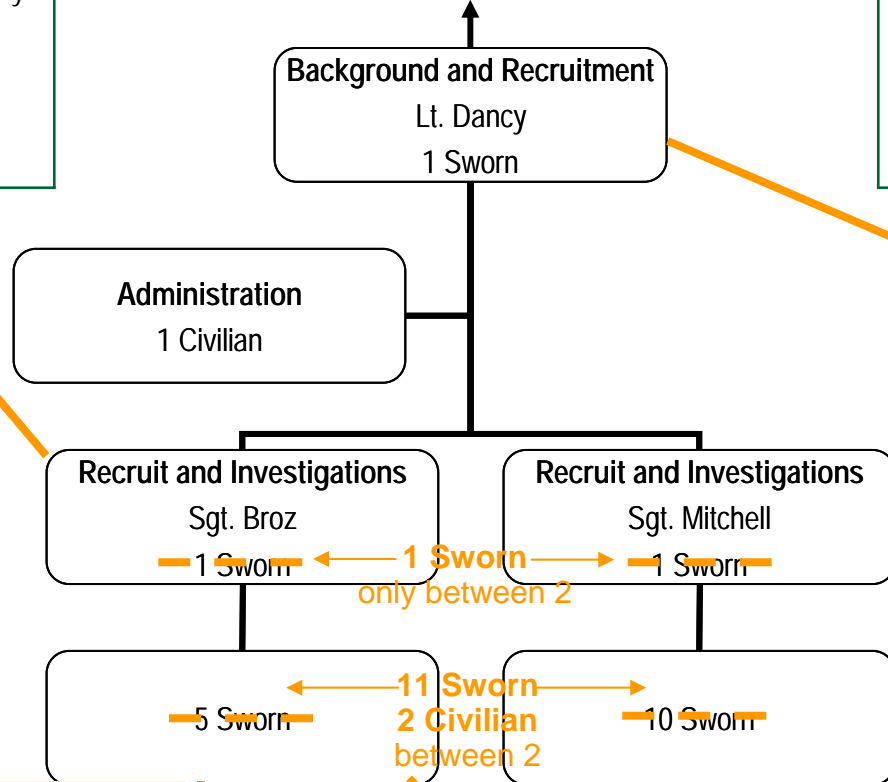
A Current (Preliminary) Headcount

	Total	Active	Vacancy?
Sworn	18	18	0
Civilian	<u>1</u>	<u>1</u>	<u>0</u>
Total	19	19	0

B Proposed (Preliminary) Headcount

	Total	Active	Vacancy?
Sworn	13	13	0
Civilian	<u>3</u>	<u>3</u>	<u>0</u>
Total	16	16	0

Corporate Services Administration



Why 2 supervisors?
We propose an **Organizational realignment**. Cut a supervisor position – demand is down anyway...

Replace 2 sworn for 2 civilians to handle the background and recruitment database maintenance and file upkeep

Invest/outsource/process:
Background activities could be outsourced (e.g. Choicepoint)

Rationalize:

- Recruitment activities have decreased since last year – however, unless they remain at current levels for more than 2-3 years it is not practical to permanently reduce staff
- Much less travel is necessary and job fairs are the least effective recruitment practice (California Commission on POST, 2006)
- ...and the APD career website is scheduled to go live early 2009

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Preliminary Identification Unit chart: 1 more officer on the street

Replace 1 sworn for 1 civilian. This is consistent with having the 911 Director and the Crime Lab Manager positions filled with civilians

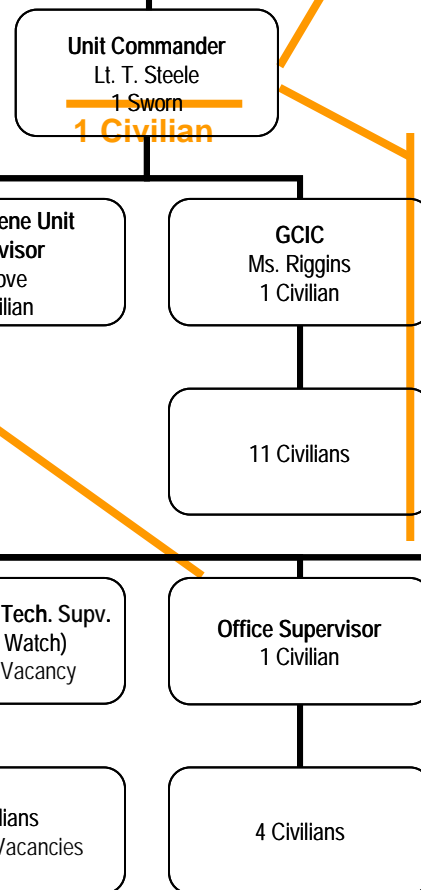
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Current (Preliminary) Headcount			
	Total	Active	Vacancy?
Sworn	1	1	0
Civilian	<u>42</u>	<u>37</u>	<u>5</u>
Total	43	38	5

B

Proposed (Preliminary) Headcount			
	Total	Active	Vacancy?
Sworn	0	0	0
Civilian	<u>43</u>	<u>43</u>	<u>0</u>
Total	43	43	0

ISS Administration



Invest/outsource/process:
Consider re-visiting price and service offerings running fingerprints and criminal histories – potential under pricing has resulted in increased demand relative to other geographies

Invest/outsource/process:

- Currently overworked – 5 vacancies they are filling will relieve the workload
- Make AFIS people do 100% AFIS to streamline the work
- Need a better model for training: this is a technical point of exposure (accreditation); you could reduce lead times; and there is a need to stay abreast of new methods and technologies

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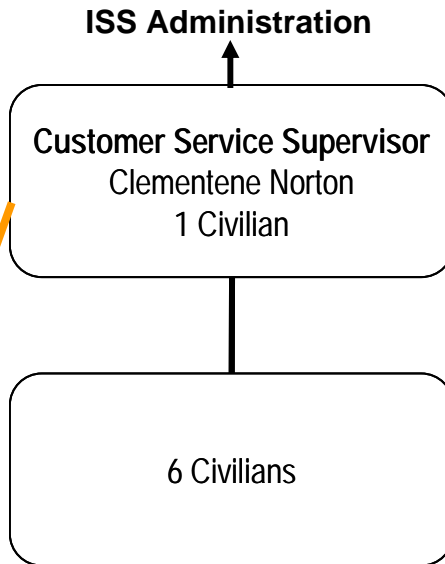
Preliminary Validations chart

A

Current (Preliminary) Headcount			
	Total	Active	Vacancy?
Sworn	0	0	0
Civilian	<u>7</u>	<u>7</u>	<u>0</u>
Total	7	7	0

B

Proposed (Preliminary) Headcount			
	Total	Active	Vacancy?
Sworn	0	0	0
Civilian	<u>7</u>	<u>7</u>	<u>0</u>
Total	7	7	0



GCIC compliance is a critical function for the APD and Validations is a key component to ensure GCIC compliance

We did not observe immediate opportunities to streamline business process and there are no sworn personnel to replace

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Preliminary Central Records chart: 4 more officers on the street

Invest/outsource/process:

- Look into providing on-line access to police reports for the public
- Launch a review of records management practices

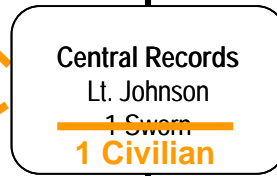
A

Current (Preliminary) Headcount			
	Total	Active	Vacancy?
Sworn	4	4	0
Civilian	<u>35</u>	<u>33</u>	<u>2</u>
Total	39	37	2

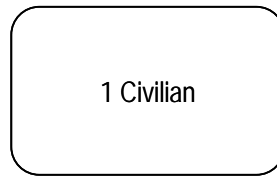
B

Proposed (Preliminary) Headcount			
	Total	Active	Vacancy?
Sworn	0	0	0
Civilian	<u>39</u>	<u>39</u>	<u>0</u>
Total	39	39	0

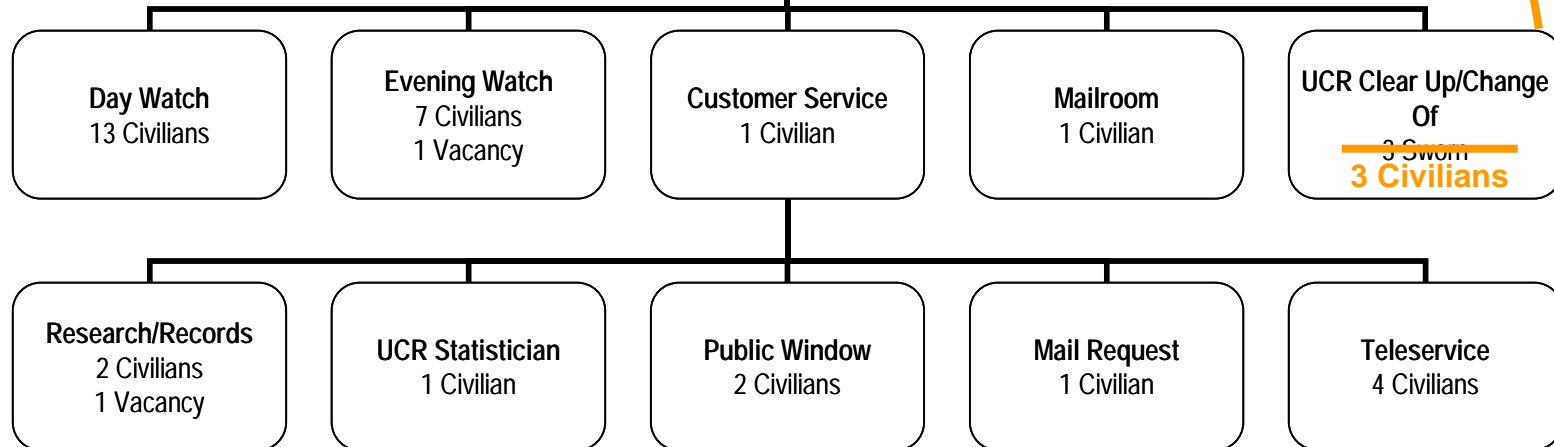
ISS Administration



Replace 1 sworn for 1 civilian. Like other administrative unit head roles (i.e. Property and Supply and ID) this role does not require a gun and a badge

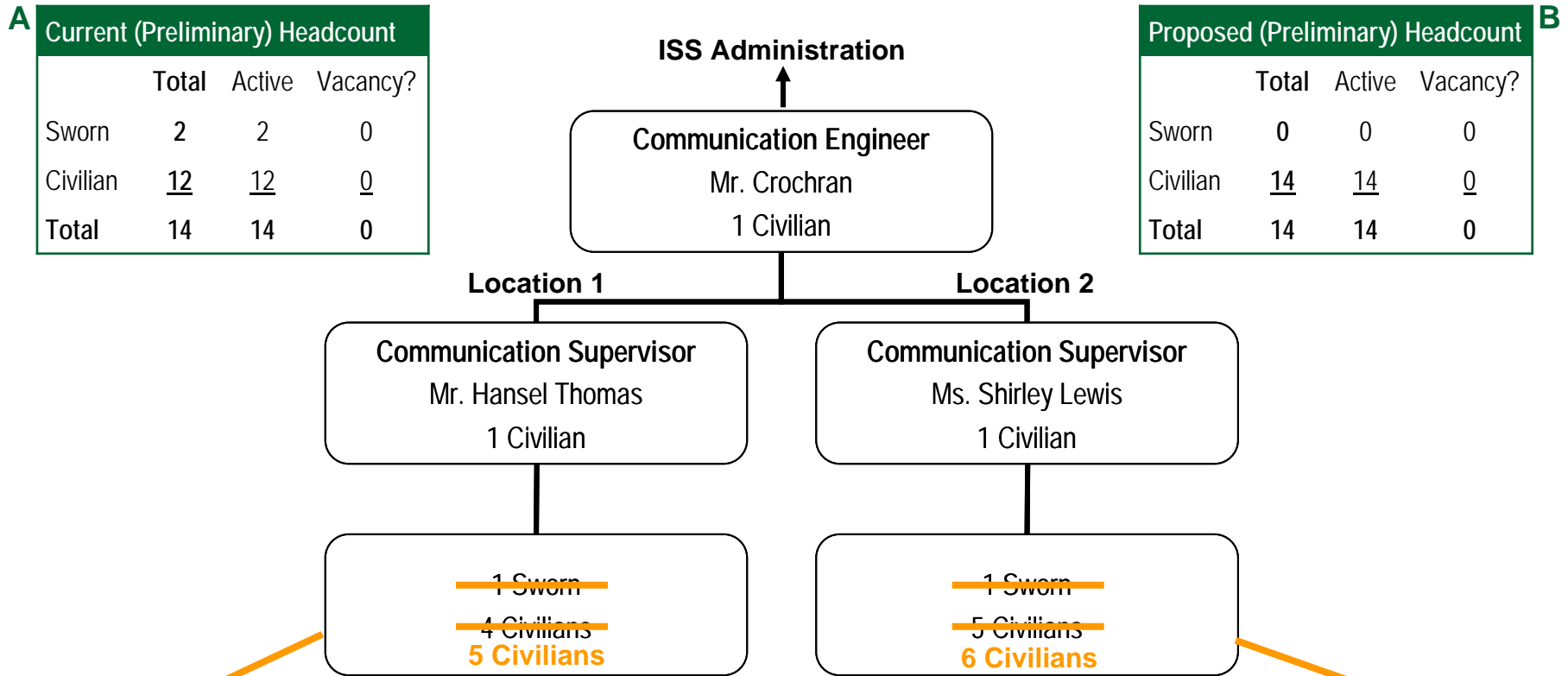


Replace 3 sworn for 3 civilians. UCR for the FBI and ICIS Police Record Management activities can be handled by trained civilians



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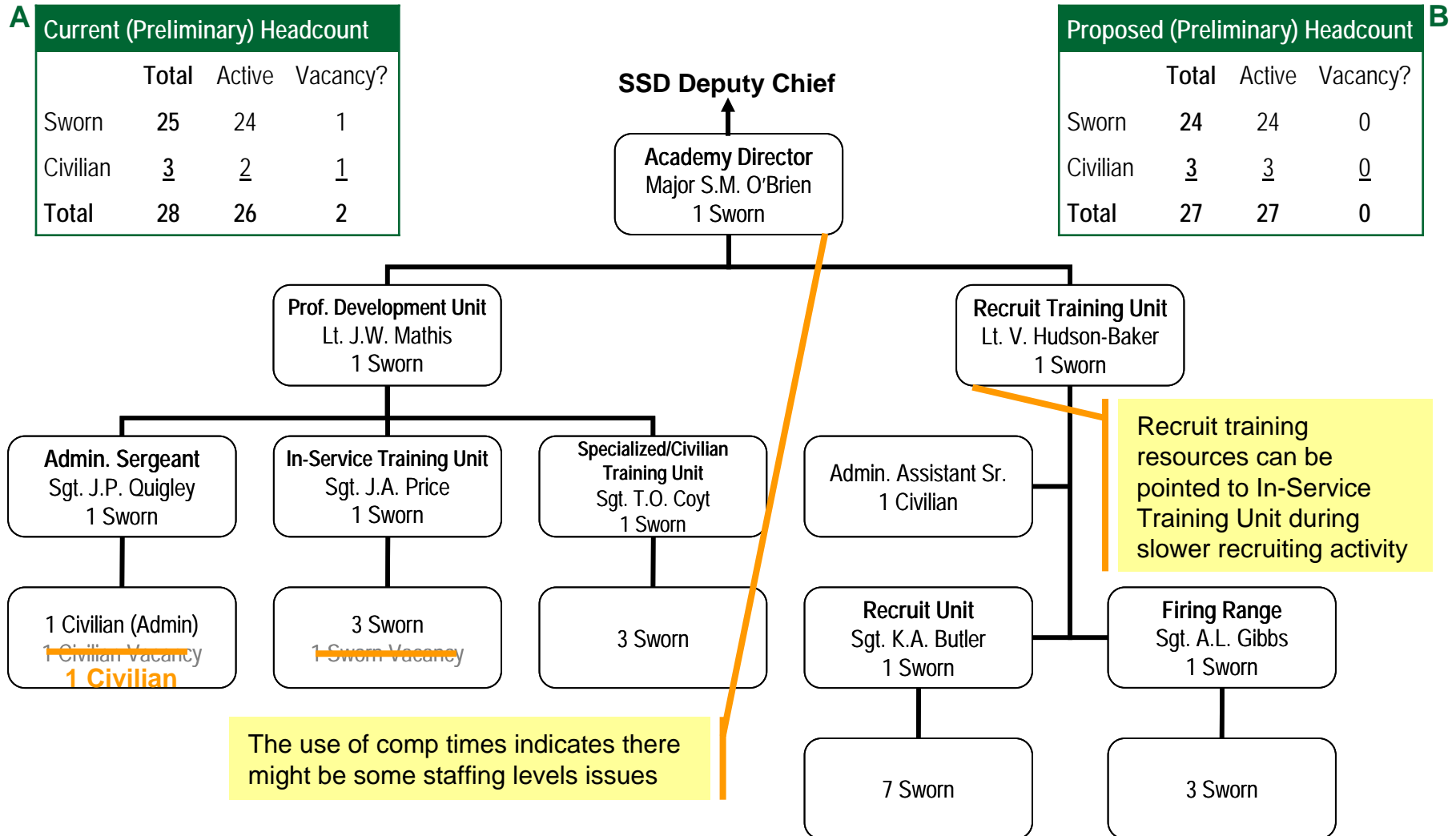
Preliminary EMU chart: 2 more officers on the street



Rationalize:
 These sworn resources currently do not perform any sworn function – but they need to be replaced with civilians as workload is likely to increase due to the switch to digital and the implementation of Operation Shield

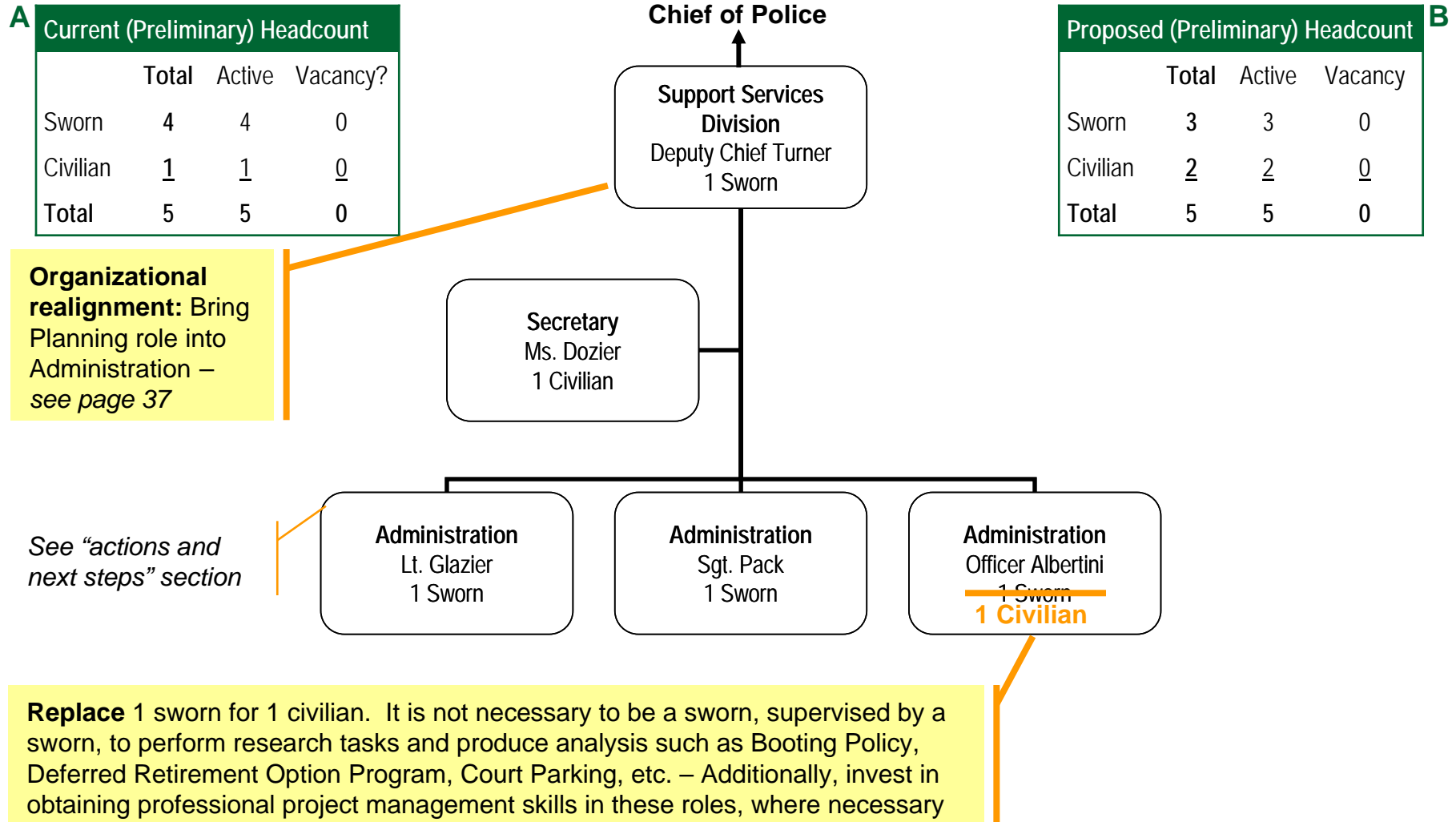
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Preliminary Training Academy chart: 1 more officer on the street (the sworn vacancy)



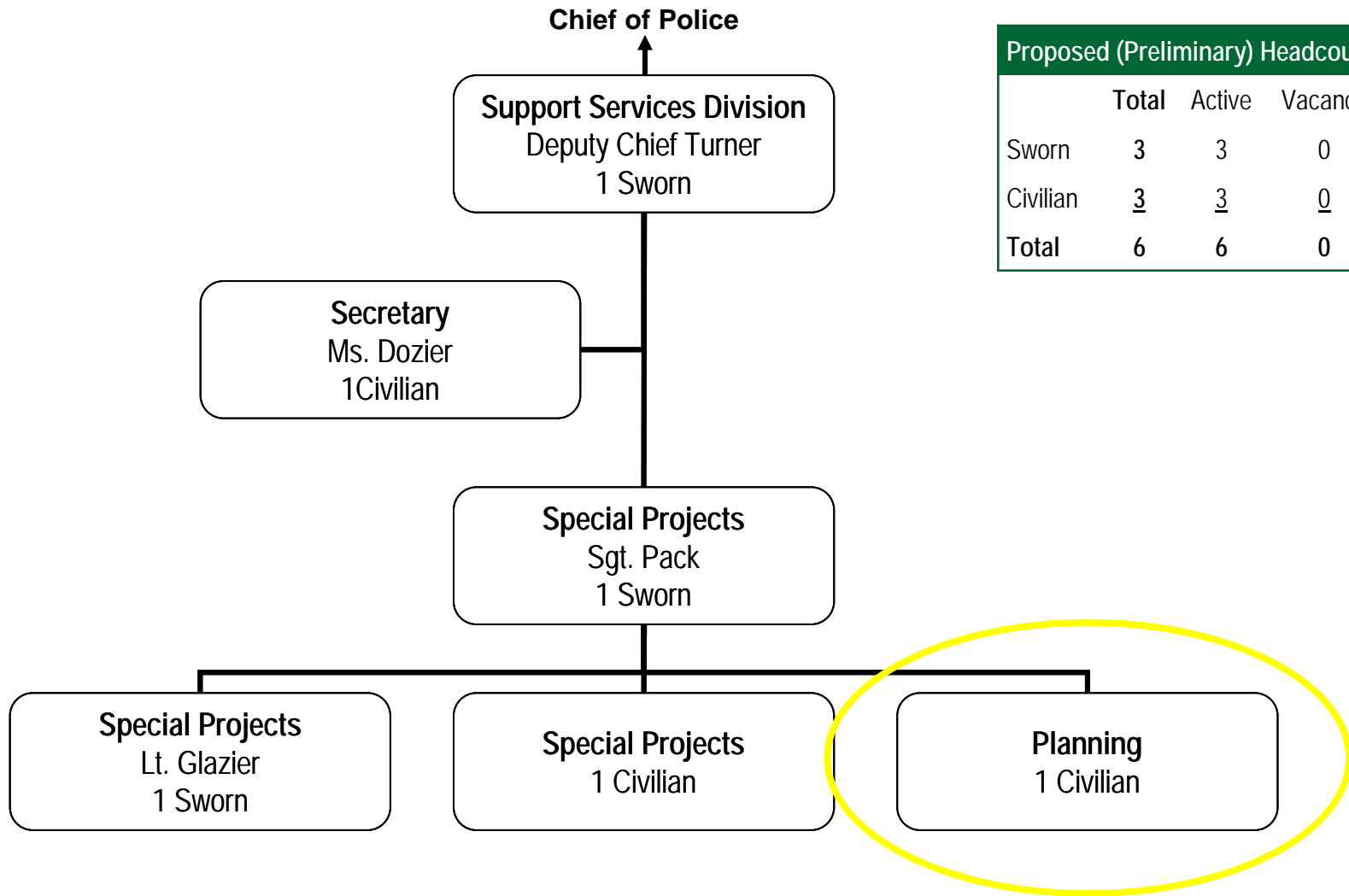
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Preliminary Administration (including Deputy Chief Turner) chart: 1 more officer on the street



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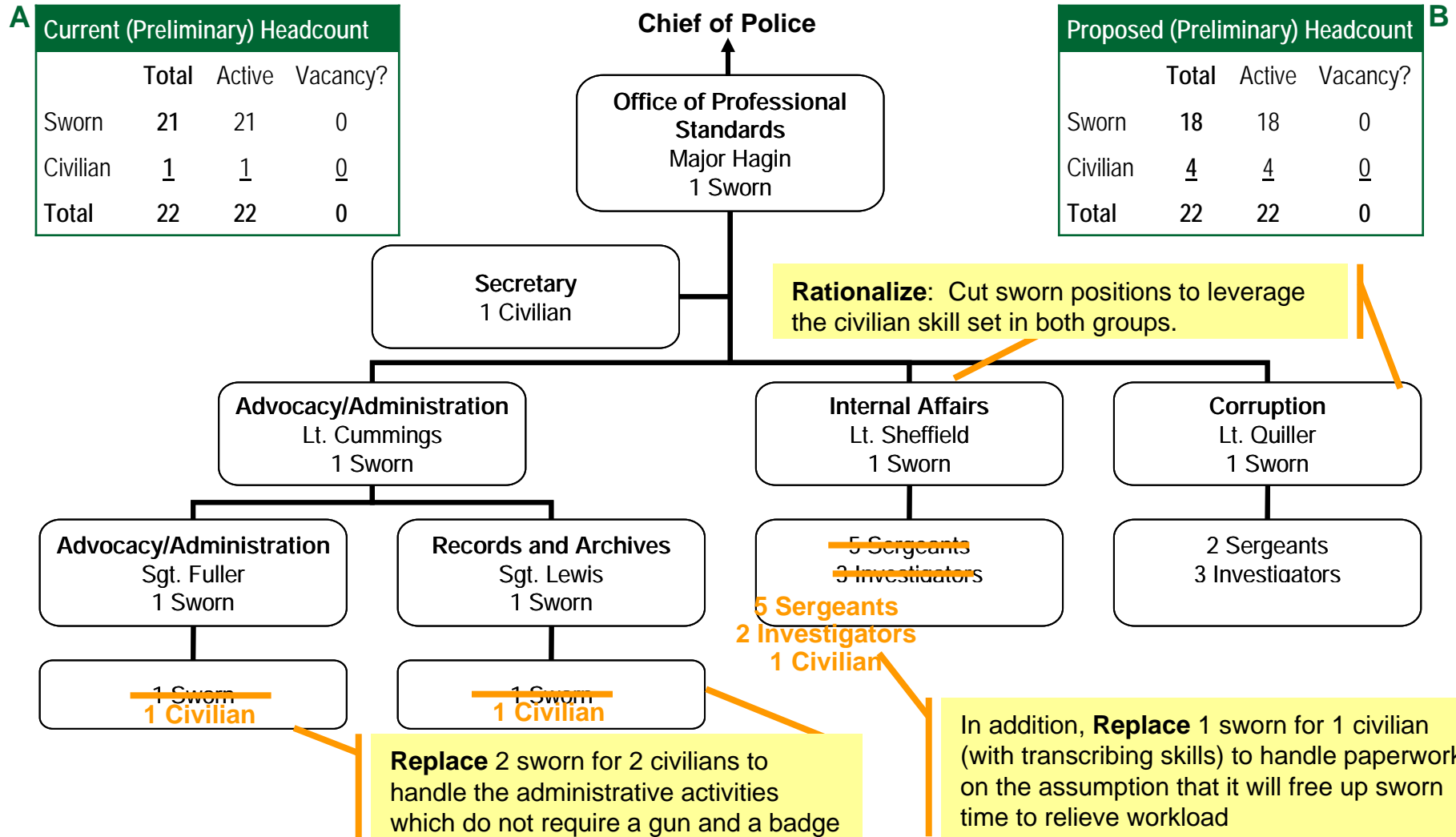
Proposed Administration chart – including Planning activities



Proposed (Preliminary) Headcount ^B			
	Total	Active	Vacancy
Sworn	3	3	0
Civilian	<u>3</u>	<u>3</u>	<u>0</u>
Total	6	6	0

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Preliminary Office of Professional Standards chart: 3 more officers on the street



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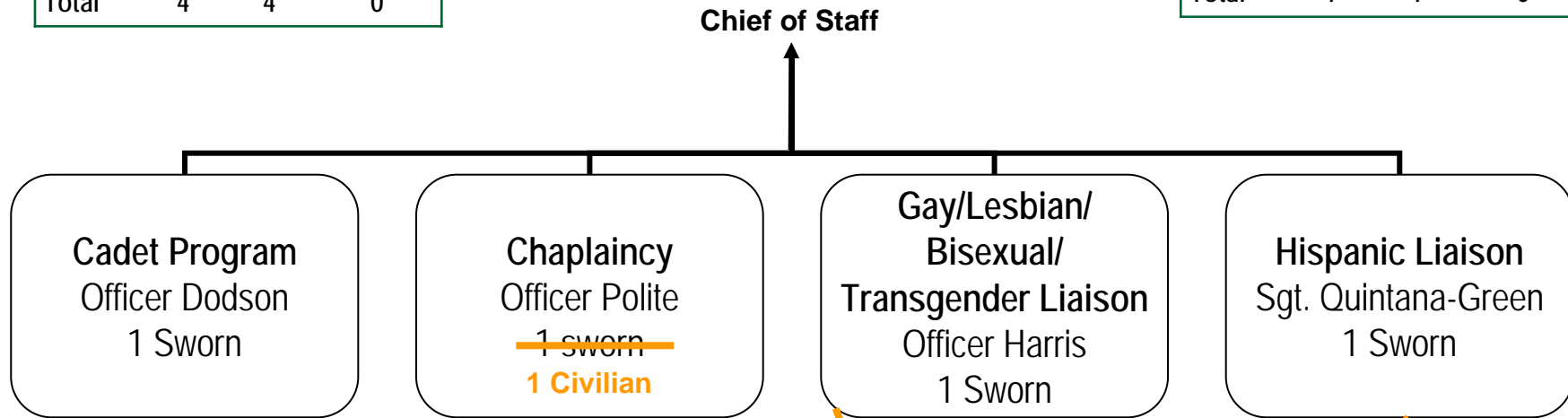
Preliminary Chief of Staff – Chaplaincy/Cadet Program/ Hispanic Liaison/GLBT chart: 1 more officer on the street

A Current (Preliminary) Headcount

	Total	Active	Vacancy?
Sworn	4	4	0
Civilian	<u>0</u>	<u>0</u>	<u>0</u>
Total	4	4	0

B Proposed (Preliminary) Headcount

	Total	Active	Vacancy?
Sworn	3	3	0
Civilian	<u>1</u>	<u>1</u>	<u>0</u>
Total	4	4	0

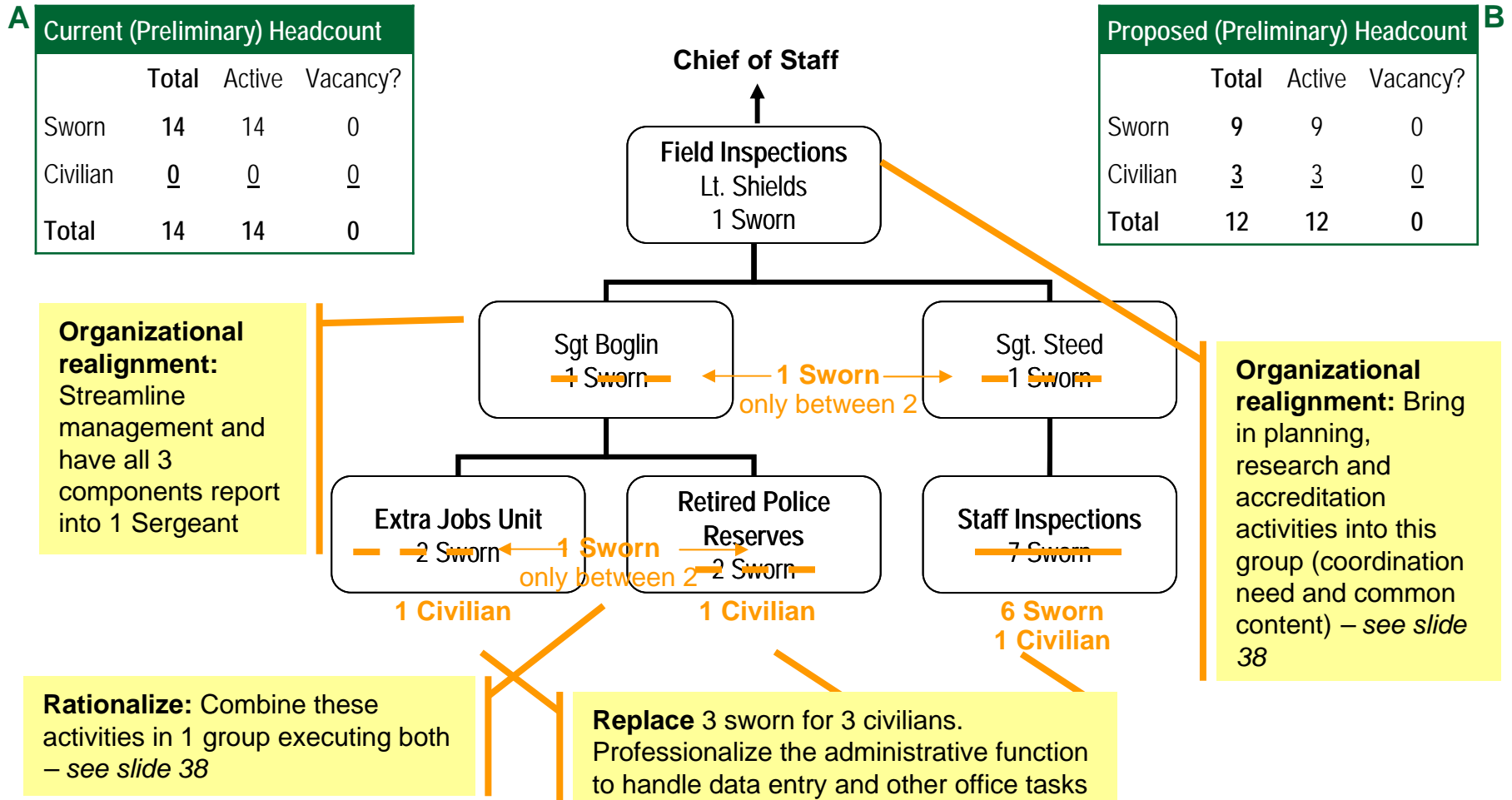


Replace 1 sworn for 1 civilians as it does not require a gun and a badge

An APD best practice: These type of roles support improved community relations optics and can result in fewer issues with the public

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Preliminary Chief of Staff – Field Inspections chart: 5 more officers on the street



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Preliminary Chief of Staff – Planning, Research and Accreditation chart: 3 more officers on the street

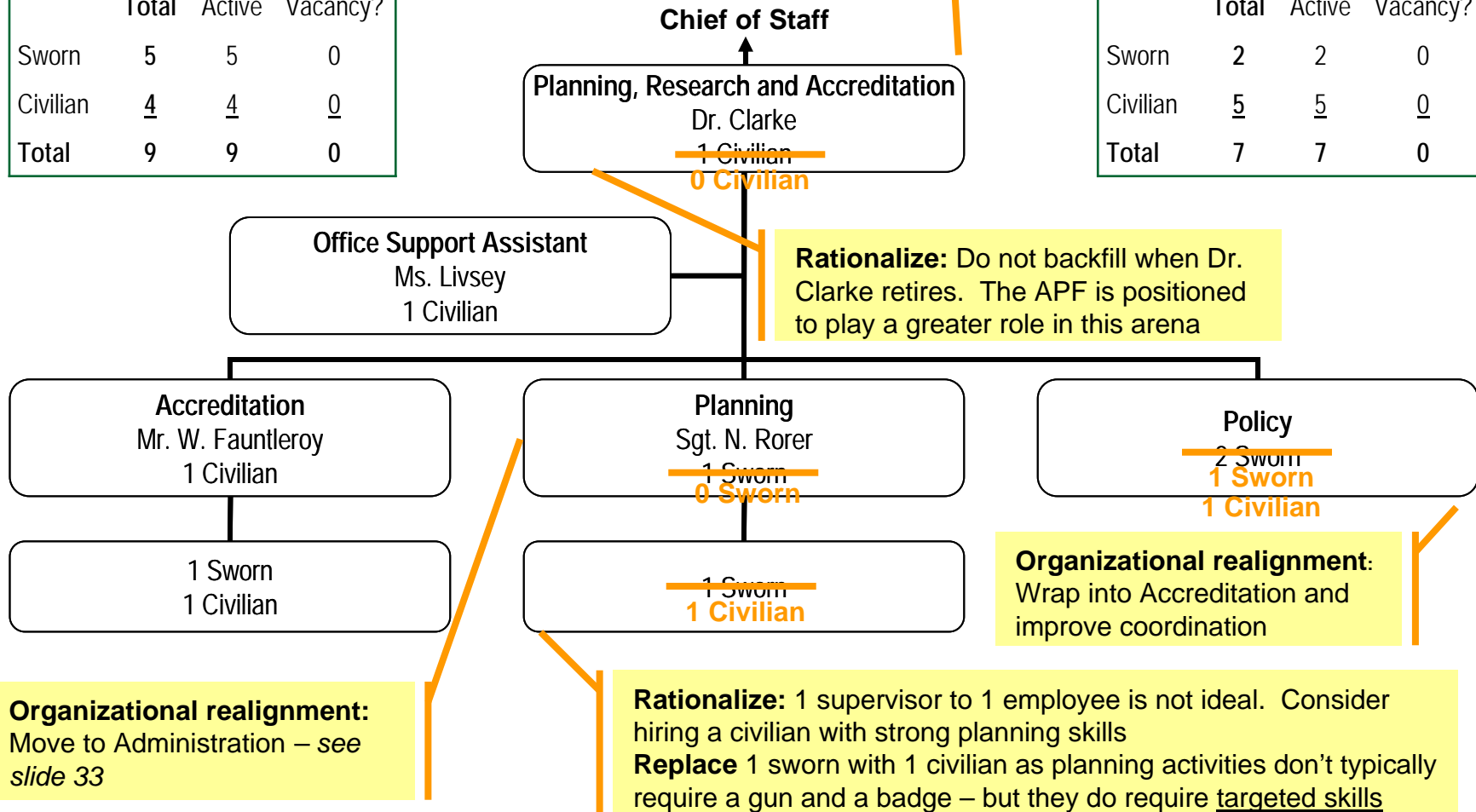
A

Current (Preliminary) Headcount			
	Total	Active	Vacancy?
Sworn	5	5	0
Civilian	<u>4</u>	<u>4</u>	<u>0</u>
Total	9	9	0

Organizational realignment: Report into Field Inspections. There are intra-handoffs and common content (SOPs)

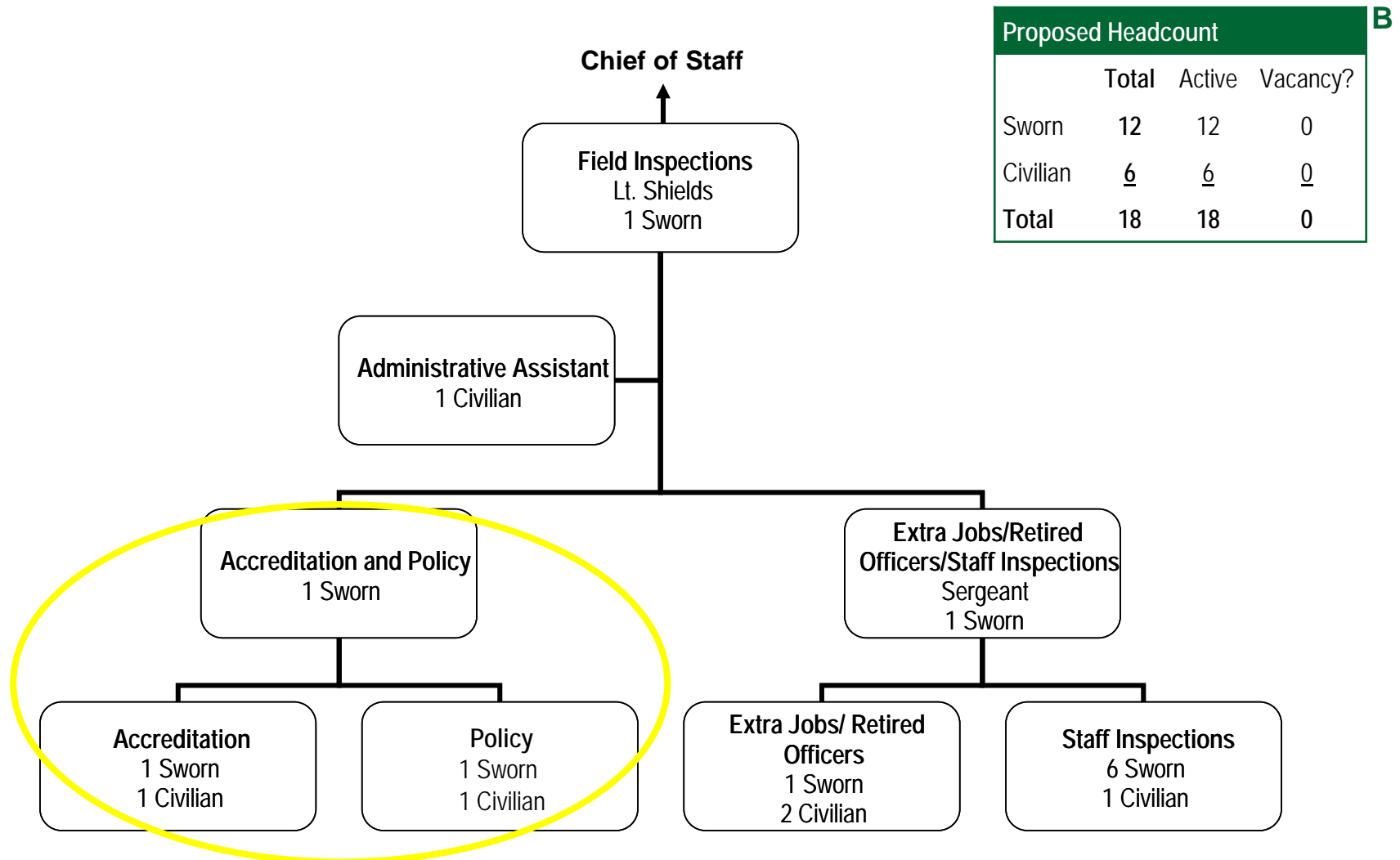
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Proposed (Preliminary) Headcount			
	Total	Active	Vacancy?
Sworn	2	2	0
Civilian	<u>5</u>	<u>5</u>	<u>0</u>
Total	7	7	0



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Proposed Chief of Staff – Field Inspections chart – with planning, research and accreditation activities



Proposed Headcount			
	Total	Active	Vacancy?
Sworn	12	12	0
Civilian	6	6	0
Total	18	18	0

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Preliminary Chief of Staff – Public Affairs/Open Records chart: 3 more officers on the street

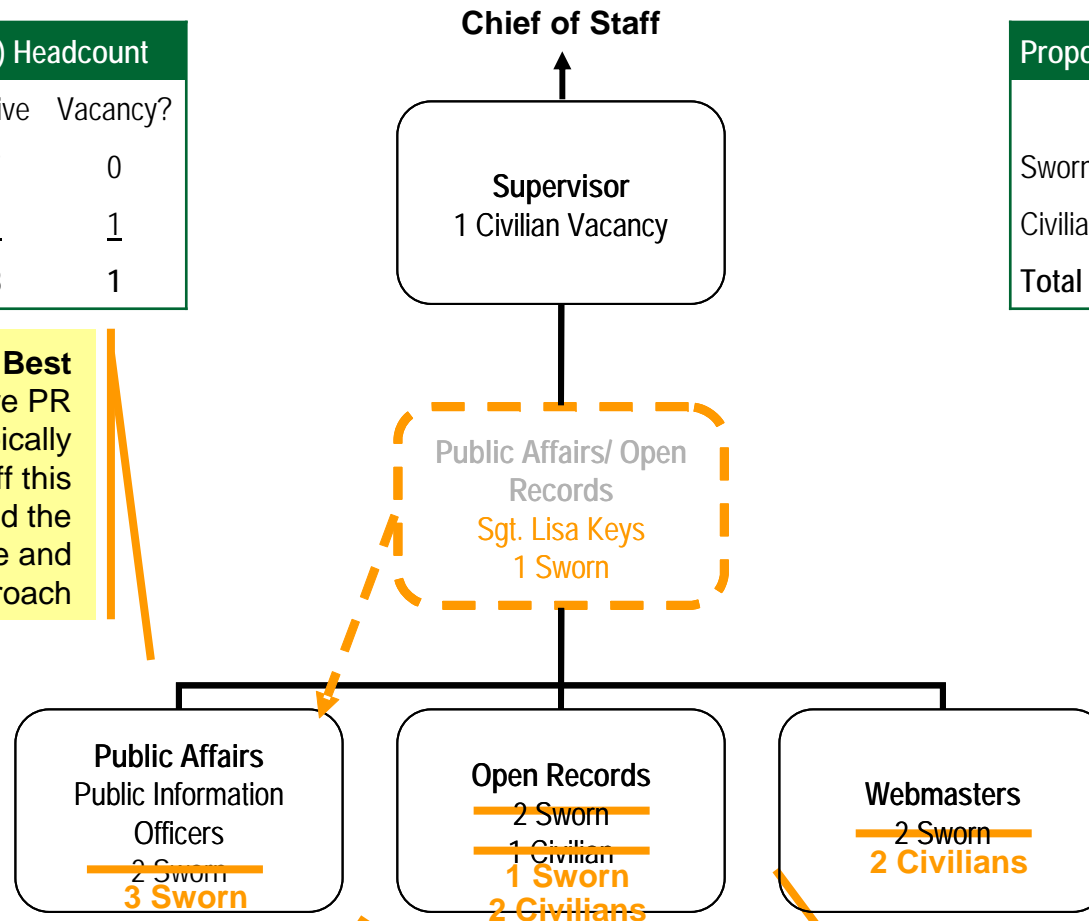
A Current (Preliminary) Headcount

	Total	Active	Vacancy?
Sworn	7	7	0
Civilian	<u>2</u>	<u>1</u>	<u>1</u>
Total	9	8	1

B Proposed (Preliminary) Headcount

	Total	Active	Vacancy?
Sworn	4	4	0
Civilian	<u>5</u>	<u>5</u>	<u>0</u>
Total	9	9	0

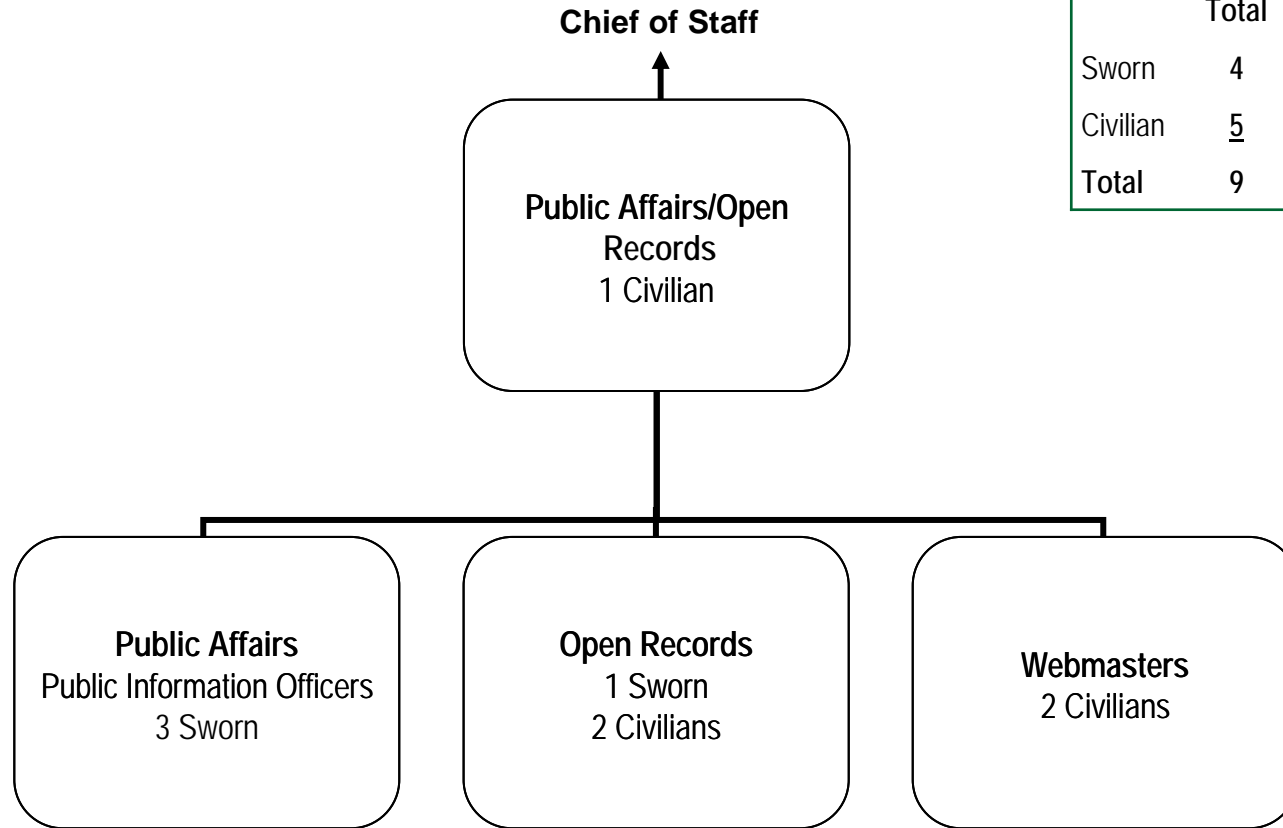
Consider the **Best practice** to hire PR professionals (typically civilians) to staff this function – and extend the PR function scope and strategic approach



Replace 3 sworn for 3 civilians. A gun and a badge are not needed to be a Webmaster and 1 officer is sufficient to oversee and guide complying with open records requests (ideally an attorney)

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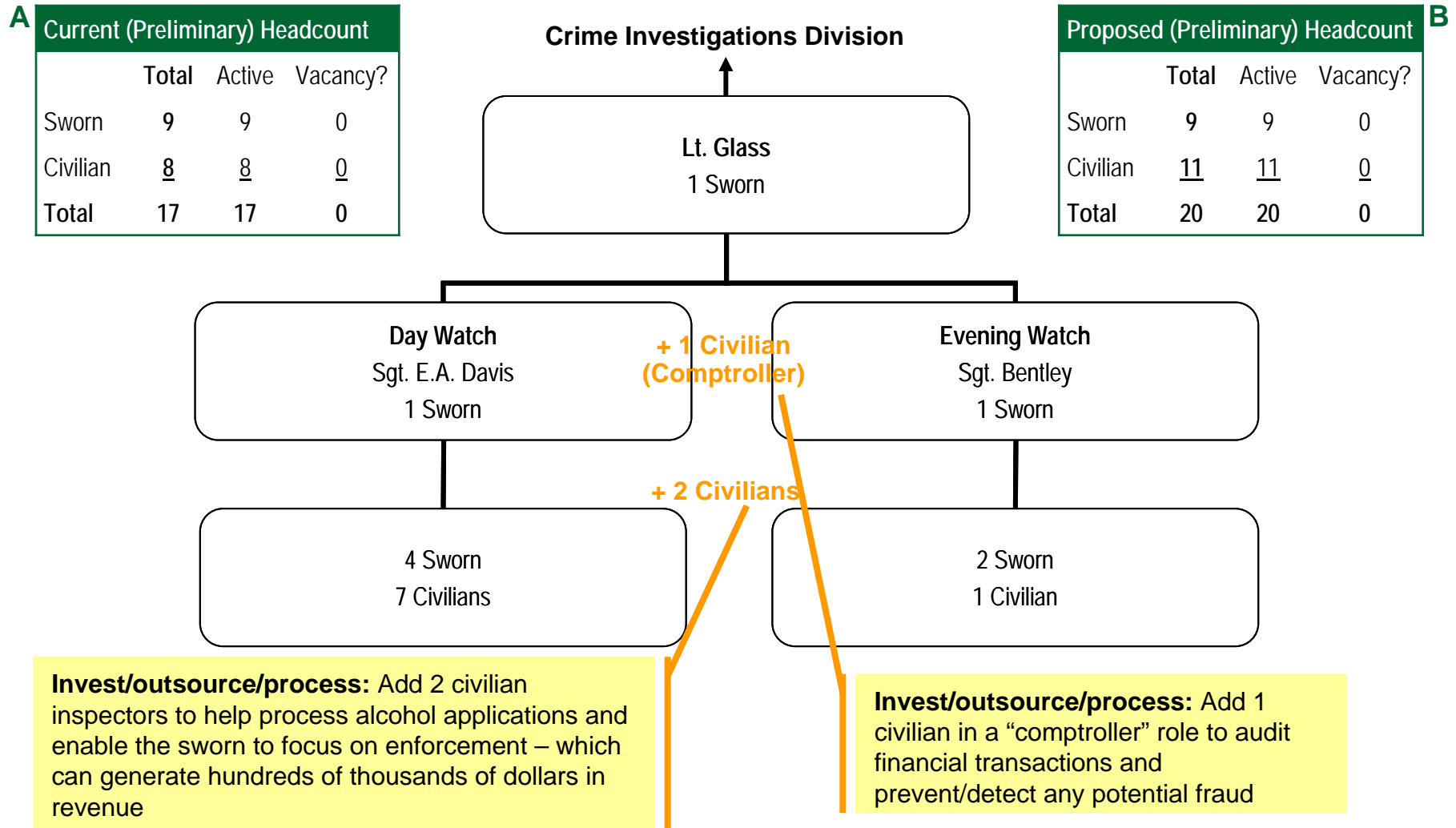
Proposed Chief of Staff - Public Affairs/Open Records chart



Proposed (Preliminary) Headcount ^B			
	Total	Active	Vacancy?
Sworn	4	4	0
Civilian	<u>5</u>	<u>5</u>	<u>0</u>
Total	9	9	0

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Preliminary Licenses and Permits chart



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Reconciliation of proposed headcount changes

Goals

- To get more sworn officers on the street
- To evaluate and streamline business processes

Totals	41
Unit	Officers on the Street
Corporate Services Administration	
Property and Supply	9
Fleet Services	3
Background and Recruitment	5
ISS Administration	
ID Unit	1
Validations	
Central Records	4
EMU	2
Training Academy	1
Administration	1
Office of Professional Standards	3
Chief of Staff	
Chaplaincy, Cadet Program, Hispanic Liaison, and GLBT	1
Field Inspections	5
Planning, Research and Accreditation	3
Public Affairs/Open Records	3
Licenses and Permits	

(5)	(41)	36
Change in headcount	+ / - Sworn	+ / - Civilian
1	(9)	10
(1)	(3)	2
(3)	(5)	2
	(1)	1
	(4)	4
	(2)	2
(1)	(1)	
	(1)	1
	(3)	3
	(1)	1
(2)	(5)	3
(2)	(3)	1
	(3)	3
3		3

		current staff	270
		vacancies to be filled	10
		reductions (Rationalize)	(5)
91	184		275
Resulting total headcount			
Sworn	Civilian	Total	
1		1	
2	38	40	
1	6	7	
13	3	16	
1		1	
	43	43	
	7	7	
	39	39	
	14	14	
24	3	27	
3	2	5	
18	4	22	
1		1	
3	1	4	
9	3	12	
2	5	7	
4	5	9	
9	11	20	

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Action items and next steps

Project leadership

- Appoint an ADP Liaison to ensure effort continuity and smooth execution – Jeff Glazier’s (current liaison) contribution has been effective and critical to the success of the review

...a function of the will to continue this journey

Organizational effectiveness tools

- Execute on the accreditation work (beyond policy and compliance) into the other elements of operations:
 - validate/complete organizational charts
 - develop operational manuals – including process mapping (especially in Property and Supply and Central Records)
 - develop role-by-role job descriptions
- Increase proximity/redesign units charts to bring together common processes and activities (i.e. Policy and Accreditation; Extra Jobs Unit and Retiree Reserves, Fleet in Property and Supply)

...a function of the APD’s capacity to follow through on accreditation goals

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Action items and next steps (continued)

Perform additional assessments/reviews

...a function of ADP/APF
ability to fund these
analyses

- Launch a review of records management in Central Records
- Launch a review of the vehicle impound process by patrol officers
- Launch a review of Property and Supply processes and practices
- Perform detailed “task and time” reviews of units which offer the greatest opportunities for invest/outsource/process changes
- Consider outsourcing background check activities
- Review records retention policies and schedules

Improve training practices for highly specific roles

...a function of recognizing
the value of investing in
more deliberate training

- Change the training model in ID unit – away from “train the trainer”
- ICIS resources in Central Records have asked for more role-targeted training
- Get the word out on non-APD funded available training opportunities

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Action items and next steps (continued)

Invest in professionalizing some roles

- A highly skilled planner to perform Planning activities – reporting to the Support Services Division Deputy Chief
- Having a professional PR function
- Civilianizing the leadership of back office processes (Property and Supply, ID, Central Records)
- Establish (civilian) “controls” roles: A Comptroller in License and Permits and an Attorney in Open Records

...a function of embracing the business approach to paying for needed skills

Interfaces with City of Atlanta departments

- Address issues that have been voiced about long lead times, loss of control over HR processes, and lack of clarity around boundaries (may be alleviated once the current review by City leadership is completed)
- Evaluate what activities could be re-assigned to other City of Atlanta areas
- Consider re-visiting price and service offerings constructs (i.e. ID unit)

...a function of ongoing dialogue and collaboration

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Action items and next steps (continued)

...a function of \$

Invest in obvious technology support

A few support tools will go a long way...

- Scanner in ID
- A kiosk in the lobby for ID
- Printers and an automated answering system in Property and Supply and License and Permits
- Printers and scanners in Central Records
- Applications forms on line in Licenses and Permits
- Bring the recruiting website (a best practice) under development online
- Longer battery life diagnostic laptops for EMU
- Better technology for officers in the field
- Explore e-learning opportunities
- Deploy other/all online access and data management wherever possible...

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Ongoing transformation momentum!



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Atlanta Police Department Administrative and Operational Services Review: Transition/implementation items

Summary of recommendations
and
Supplemental tactical observations

DRAFT

Summary of recommendations – Property and Supply

Interviewed: 4 Sworn, 3 Civilians – 18% of employees

- **Replace:** 9 sworn for 9 civilians – and add a civilian. With security in the new building, only the Drug Vault will require sworn personnel. Other activities can be performed by civilians (Dallas PD, for instance, posted the role of “Civilian Property Unit Commander”.)
- **Invest/outsource/process:** This unit is swamped (700 pallets of property backlog – of which 400-500 can be disposed of). Consider leveraging the Retiree Reserve to address backlog or hire temporaries
- **Organizational realignment:**
 - Add a civilian to the Property Release and Receiving evening watch. This will address capacity and coverage issues
 - Bring in Fleet activities into this group (common processes and nature of activities). Property and Supply currently handles the impound releases and this move could eliminate the need for a lieutenant

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Supplemental tactical observations – Property and Supply Interviewed: 4 Sworn, 3 Civilians – 18% of employees

- 1) **Place a GCIC terminal** in Property Release. Increased access to a GCIC terminal will minimize the risk and speed up the release process for vehicles and guns
 - ❑ The most recent information on vehicles is available – to ensure that any cars being picked up have been cleared and are not still showing up as stolen
 - ❑ Will also allow for criminal histories to be run quickly on any citizens who are picking-up guns
- 2) Allow Property and Supply personnel to **access disposition information online** (Atlanta Crime Information Center) and eliminate the need for travel to the court to check the disposition status on the court computers – resulting in less time to make an "evidence" to "property" status change and freeing up time to do other work
- 3) Provide **individual printers for each of the property release windows** as they are currently share one and a significant amount of time is spent waiting for jobs to print
- 4) Consider providing an **automated phone answering service** to give callers directions to the Property Release area; the requirements for property and vehicle releases; and the hours of operations. This will cut down on the number of phone calls and free up time for the Property Techs to serve the public – there is often a backlog of people waiting and answering the phone causes constant interruptions in service

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Summary of recommendations – Fleet

Interviewed: 3 Sworn, 1 Civilian – 50% of employees

- **Replace:** 1 sworn for one civilian in the Impound area. Only 1 sworn position is needed for impound activities, to effectively interface with the tow yards and to clear stolen vehicles from GCIC

- **Organizational realignment:**
 - The sworn Lieutenant can be eliminated from the unit headcount

 - Put Fleet Services in the Property and Supply unit, where similar activities are performed and cut a supervisor position

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Supplemental tactical observations – Fleet

Interviewed: 3 Sworn, 1 Civilian – 50% of employees

- 1) There are many mistakes being made by officers while impounding cars that potentially cost the Department money – and in some cases create a potential liability for the City. Consider **streamlining the impound process** and **holding supervisors and officers accountable** for improper impounding of vehicles:
 - ❑ Require supervisors approval when placing a vehicle on “hold”
 - ❑ Require an incident report to be signed by a supervisor for all impounds
 - ❑ Require annual in-service training on impounding procedures for all officers and supervisors
 - ❑ Work closely with Communications operators to ensure that accurate information is placed in the wreckers files in a timely manner

- 2) APD has a large fleet and the annual **tag renewal process** can be cumbersome. It might be improved by:
 - ❑ Increasing communication between the liaisons in the field and Fleet. (i.e. monthly reminders sent to liaisons and supervisors)
 - ❑ Holding supervisors and liaisons accountable when required documents are not received on time

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Summary of recommendations – Background and Recruitment Interviewed: 5 Sworn – 26 % of employees

- **Replace:** 2 sworn for 2 civilians to handle the background and recruitment database maintenance and file upkeep
- **Organizational realignment:** cut a supervisor position – demand is down anyway...
- **Rationalize:**
 - Recruitment activities have decreased since last year – however, unless they remain at current levels for more than 2-3 years it is not practical to permanently reduce staff
 - Much less travel is necessary and job fairs are the least effective recruitment practice (California Commission on POST, 2006)...and the APD career website is scheduled to go live early 2009
- **Invest/outsource/process:** Background activities could be outsourced to a third party vendor, such as ChoicePoint, to conduct background checks that do not require a sworn officer (confirmation of work history, education, etc.) – reducing the amount of time it takes to review an applicant and the number of investigators.

DRAFT

Supplemental tactical observations – Background and Recruitment Interviewed: 5 Sworn – 26 % of employees

- 1) Consider expanding the **Excel and Access skills** of data analysts (via the federally funded High Intensity Drug Traffic Area program offerings) to avoid relying on the City of Atlanta's Department of Information Technology
- 2) **Screen upfront for the minimal physical fitness requirements** of applicants. Time and money appear to be invested in applicants that have a low probability of meeting the physical requirements of training
- 3) **Minimize new recruit and laterals classes waiting periods.** While waiting for their classes to start, they are less than optimally assigned to doing administrative work
- 4) Leverage technology to streamline the recruitment process through **online application** submittal and allowing applicants to check their status online. Reducing processing time and increasing timeliness of feedback may keep good quality applicants from “dropping out” of the pool

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Summary of recommendations – ID unit

Interviewed: 6 Civilians – 16% of employees

- **Replace:** 1 sworn unit commander for 1 civilian unit commander. This is consistent with having the 911 Director and the Crime Lab Manager positions filled with civilians

- **Invest/outsource/process:**
 - The Crime Scene Technicians are currently overworked – the 5 vacancies that are currently being filled will relieve the workload
 - Currently, only 3 of the 15 technicians are able to run the Automated Fingerprint Identification System (AFIS). Consider making AFIS people do 100% AFIS to streamline the work and/or assigning one person each for the day and night shifts whose primary duty is to run fingerprints on the AFIS system. This may also help with processing the backlogged files.
 - Consider re-visiting price and service offerings running fingerprints and criminal histories – potential under pricing has resulted in increased demand relative to other geographies
 - Consider a change to the current training model: this is a technical point of exposure (accreditation); you could reduce lead times; and there is a need to stay abreast of new methods and technologies

DRAFT

Supplemental tactical observations – ID unit

Interviewed: 6 Civilians – 16% of employees

- 1) Encourage **officers to use the kits** in their cars to pull latent prints – instead of defaulting to calling for a Crime Scene Technician
- 2) Encourage officers at the **Atlanta jail to use their camera** to take pictures of minor incidents – instead of calling for a Crime Scene Technician
- 3) Discourage the use of **Crime Scene Technicians as photographers** at Atlanta Police Department and City of Atlanta events as this is not a primary job function
- 4) **Implement the barcode tracking system for evidence collected by the technicians – prior to submitting the evidence to** by Property and Supply (where it is now bar-coded). This will increase tracking efficiency and reduce paper processing.
- 5) The day watch technicians are using flashlights when taking photos in dark places, they need to access to the **camera flash attachment** from the other watches or new camera flashes need to be purchased
- 6) Consider adding **additional responsibility** for evidence paperwork – and for addressing the file backlog – to the **light duty Technicians**

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Supplemental tactical observations – ID unit (continued)

- 7) Consider replacing micro fiche with a scanner and introducing the **scanning of physical files** at intake so that the information can be easily retrieved electronically
- 8) Consider making background check and fingerprint request **forms available online**. Also consider placing a kiosk in the lobby which would allow the requestor to fill out necessary information currently transcribed by customer service representatives
- 9) Get rid of the **old film processing machines** in the hallway – maybe through propertyroom.com which is already working with Property and Supply

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Summary of recommendations – Validations

Interviewed: 3 Civilians – 43% of employees

- **Invest/outsource/process:** GCIC compliance is a critical function for the APD and Validations is a key component to ensure GCIC compliance

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Supplemental tactical observations – Validations

Interviewed: 3 Civilians – 43% of employees

- 1) Consider eliminating travel to local jails to check booking records. An “**electronic weekly report**” of **current arrests** may be sufficient in verifying and matching the arrestees with current APD records

DRAFT

Summary of recommendations – Central Records

Interviewed: 2 Sworn, 8 Civilians – 27% of employees

- **Replace:**

- 1 sworn unit commander for 1 sworn civilian unit commander. Like other administrative unit head roles (i.e. Property and Supply and ID) this role does not require a gun and a badge
- 3 sworn for 3 civilians. Uniform Crime Reporting for the FBI and ICIS Police Record Management activities can be handled by trained civilians

- **Invest/outsource/process:**

- Look into providing online access to police reports for the public
- Launch a review of records management practices to include a review of all document management processes and the creation of a records retention schedule

DRAFT

Supplemental tactical observations – Central Records

Interviewed: 2 Sworn, 8 Civilians – 27% of employees

- 1) Purchase a high capacity **printer/scanner**
- 2) Consider introducing the **scanning of physical files at intake** so that the information can be retrieved electronically
- 3) Encourage **greater use of email** (for receiving requests and sending reports electronically or making them available on line) to cut down on the amount of time the Customer Service Representatives spend on managing hard copy information
- 4) Re-instate **monthly billing with large “clients”** (i.e. insurance companies) – rather than a check per request basis
- 5) Offer more **targeted training** on Incident Crime Information System (ICIS)
- 6) Central Records supervisors may benefit from having a dedicated **“flexible resource” scheduler to coordinate supplemental resources** as needed. Currently supplemental resources come from various units requiring supervisors to contact several people regarding the availability of supplemental resources

DRAFT

Summary of recommendations – EMU

Interviewed: 4 Civilians – 29% of employees

- **Replace:** Consider replacing the 2 sworn in the unit with 2 civilians because the sworn do not have the technical skills to be fully utilized and a gun and a badge are not necessary for any of their duties

DRAFT

Supplemental tactical observations – EMU

Interviewed: 4 Civilians – 29% of employees

- 1) During upcoming scheduled moves, consider **locating the entire unit within the same building** rather than separate locations to streamline supervision resource requirements
- 2) Evaluate the maintenance delivery model for **large vehicles** which EMU cannot currently serve due to without obtaining larger bays
- 3) Consider acquiring **longer lasting batteries** for diagnostic laptops

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Summary of recommendations – Training Academy

Interviewed: 11 Sworn, 1 Civilian – 46% of employees

- **Invest/outsource/process:**

- The use of comp times indicates there might be some staffing levels issues
- Recruit training resources can be pointed to the In-Service training unit during slower recruiting activity

DRAFT

Supplemental tactical observations – Training Academy

Interviewed: 11 Sworn, 1 Civilian – 46% of employees

- 1) **Review records retention schedules** – and the application of scanning and electronic record keeping to reduce processing, data retrieval time, and storage costs. They are currently keeping paper copies of documentation on the training of recruits for thirty or more years
- 2) **Capture electronically** classes taught/taken, certifications, and other reference statistics
- 3) **Avoid re-entering information** captured by Background and Recruitment (name, social security number, etc.)
- 4) Consider **administering tests and tracking attendance** electronically
- 5) The Specialized/Civilian training group at the Academy could be a **logical resource for employees to contact for information on external training opportunities**, such as the classes offered by HIDTA Atlanta (High Intensity Drug Traffic Area) and GPSTC (Georgia Public Safety Training Center) – the internal website may be a place to communicate training opportunities

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Supplemental tactical observations – Training Academy (continued)

- 6) Current in-service training is scheduled between 8am and 4pm. Offer **evening classes** (officers coming off night shift might prefer this)
- 7) Follow through with offering in-service training with **increased class size** (60-70 instead of 30-35) and **e-learning** opportunities for some required classes. This may better serve the current demand for career development and job training expressed by employees in several departments
- 8) The Training Academy currently does not have a **driving range** to teach the defensive driving courses. Currently the instructor must find parking lots or close off streets to teach the class. Quality training may help reduce vehicle accidents. There might be opportunities to partner with a local business/land owner to secure use of a parking lot for training purposes

DRAFT

Summary of recommendations – Administration

Interviewed: 2 Sworn, 1 Civilian – 60% of employees

- **Replace:**

- 1 sworn for 1 civilian. It is not necessary to be a sworn, supervised by a sworn, to perform **research tasks and produce analysis** such as Booting Policy, Deferred Retirement Option Program, Court Parking, etc.
- Consider investing in obtaining professional **project management skills** in these roles, where necessary

- **Organizational realignment:** Consider having the **planning function** reside in the Administration unit. This position should be filled with the appropriate professional and specialized skills
 - Consider calling the other positions “**special projects**” as opposed to “administration”

DRAFT

Summary of recommendations – OPS

Interviewed: 12 Sworn – 55% of employees

- **Replace:**

- 2 sworn for 2 civilians to handle the administrative activities which do not require a gun and a badge
- Replace 1 sworn for 1 civilian (with transcribing skills) to handle paperwork on the assumption that it will free up sworn time to relieve work load

- **Rationalize:** Cut sworn positions to leverage the civilian skill set in both groups (Internal Affairs and Corruption)

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Summary of recommendations – Hispanic/GLBT/Cadet/ Chaplaincy Interviewed: 3 Sworn – 75% of employees

- **Replace:** 1 sworn for 1 civilian as Chaplaincy does not require a gun and badge
- **APD best practice:** The Liaisons roles support improved community relations optics and can result in fewer issues with the public

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Supplemental tactical observations – Hispanic/GLBT/Cadet/
Chaplaincy Interviewed: 3 Sworn – 75% of employees

- 1) Many officers who speak Spanish are unwilling to be called on as interpreters because it is additional work they are not paid or recognized for. As the need for interpreters grows, it may make sense to offer **incentives for officers that are willing to become fluent in Spanish** and take on interpreter duties
- 2) The department currently uses a language interpretation phone service for \$6,000/month, which can be awkward in practice because it requires the constant passing of a cell phone between the officer and the person they are talking with (suspect, witness, etc.). For those officers willing to become fluent in Spanish, there are copies of “**Rosetta Stone**” available, **Spanish classes at the Training Academy** – and the Training Academy could also provide its curriculum in Spanish

DRAFT

Summary of recommendations – Field Inspections

Interviewed: 5 Sworn – 36% of Field Inspections

- **Replace:** 3 sworn for 3 civilians. Professionalize the administrative function to handle data entry and other office tasks

- **Rationalize:** Combine Extra Jobs Unit and Retired Police Reserves into one group executing both activities

- **Organizational realignment:**
 - Streamline management and have all three components report in to one sergeant

 - Bring in Planning, Research and Accreditations activities into this group (coordination need and common content)

DRAFT

Supplemental tactical observations – Field Inspections

Interviewed: 5 Sworn – 36% of Field Inspections

- 1) Create a **webpage** or access to a website that will give the Reserve officers necessary information and updates so that they would not have to call in as often
- 2) For the extra job function, **consider a computerized system** that allows the extra job hours to be entered directly in electronic format, rather than manually

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Summary of recommendations – Planning, Research and Accreditation Interviewed: 5 Sworn, 3 Civilians – 89% of employees

- **Organizational realignment:**

- Planning, Research and Accreditation can report into Field Inspections. There are intra-handoffs and common content (SOPs)
- Wrap Policy into Accreditation and improve coordination
- Move Planning to Administration – reporting to the Support Services Division Deputy Chief

- **Rationalize:**

- Do not backfill Dr. Clarke's position when he retires. The Atlanta Police Foundation may be positioned to play a greater role in this arena
- 1 supervisor to 1 employee is not ideal in Planning. Consider hiring a civilian with strong planning skills instead.

- **Replace:** 1 sworn with 1 civilian in Planning as planning activities don't typically require a gun and a badge – but they do require targeted skills

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Supplemental tactical observations – Planning, Research and Accreditation Interviewed: 5 Sworn, 3 Civilians – 89% of employees

- 1) With Policy and Accreditation working closely together (per organizational realignment), employ an “account management” model to avoid multiple calls to other units for documentation in updating policies and SOPs. **Assign an individual the responsibility to interface with for a specific unit/zone**
- 2) CALEA accreditation reviewers have emphasized a need for accreditation to become part of the departments’ culture – Look for opportunities to **further integrate the standards into the APD operating culture**
- 3) The Policy/Accreditation group may be able to increase compliance through **increasing the number of classes/presentations** they offer on Standard Operating Procedures and CALEA requirements across the police departments units
- 4) To ensure proper deployment of supplemental resources, units that need short term help may benefit from being able to contact **one person who can coordinate resource allocation** (cadet program, recruits and laterals waiting for their Training Academy class, retired officers, and civic volunteers)

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Supplemental tactical observations – Planning, Research and Accreditation (continued)

- 5) **Leverage technology** for CALEA documentation collection and storage (email, e-fax, electronic storage), and review the current records retention schedule
- ❑ There are 35-40 notebooks sent to the departments/zones to hold CALEA standards documentation. The Accreditation group checks the notebooks and makes copies. Units should submit their documentation electronically to their APD Policy/Accreditation representative and track their compliance progress on the department's intranet website
 - ❑ Some units are using e-fax to submit their documentation, but they are the minority

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Summary of recommendations – Public Affairs/Open Records Interviewed: 7 Sworn, 1 Civilian – 100% of employees

- **Replace:** 3 sworn for 3 civilians. A gun and a badge are not needed to be a Webmaster and 1 officer is sufficient to oversee and guide complying with Open Records requests (ideally an attorney)
- Consider the **best practice** to hire PR professionals (typically civilians) to staff this function – and extend the PR function scope and strategic approach

DRAFT

Supplemental tactical observations – Public Affairs/Open
Records Interviewed: 7 Sworn, 1 Civilian – 100% of employees

- 1) Establish a **document retention schedule** and leverage technology to **create and store files electronically**. Units should send records electronically when possible. Also consider using software (such as Adobe Acrobat) that would allow for blacking out sensitive information on an electronic copy
- 2) Consider evaluating whether **911 tapes should be transcribed by a vendor** (cost, turnaround time) or a contractor/temporary
- 3) Each **unit should have a designated liaison** that Open Records can contact for information to facilitate faster collection of documents

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Summary of recommendations – License and Permits

Interviewed: 2 Sworn, 2 Civilians – 24% of employees

- **Invest/outsource/process:**

- Add 2 civilian inspectors to help process alcohol applications and enable the sworn to focus on enforcement – which can generate hundreds of thousands of dollars in revenue
- Add 1 civilian in a “comptroller” role to audit financial transactions and prevent/detect any potential fraud or money laundering

DRAFT

Supplemental tactical observations – License and Permits
Interviewed: 2 Sworn, 2 Civilians – 24% of employees

- 1) Consider giving patrons the ability to **access all applications online/ability to check their application status online**
- 2) Inspectors and detectives would benefit from the use of **laptops while in the field** conducting inspections
- 3) Consider **installing a automated phone system** with voicemail that would direct patrons to the appropriate person. This would allow the administrative assistant additional time to assist at the counter

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