



"...meeting community needs...enhancing quality of life."

## POLICE DEPARTMENT

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To: Alderperson Konetzke, Human Resources Committee Chairperson  
Alderperson Lobner, Safety and Licensing Committee Chairperson

From: Chief Todd Thomas

Date: January 1, 2018

Subject: Table of Organization Proposal

We have been monitoring and evaluating the table of organization changes we have made in the last several years. We have looked for unintended consequences, as well as opportunities to become more efficient and effective. The staffing plan that we have implemented is a continuous process that evaluates community needs, and then looks for ways to use technology and process improvements to address those needs, before we look for additional staffing. Subsequently, I am requesting two modifications to our table of organization so we can better use the resources we have.

### Move Support Services Unit to the Investigative Service Captain.

The Support Services Unit consists of a Lieutenant who oversees our hiring and training, an officer, and an administrative support services employee. They currently report directly to the Assistant Chief. This is the only specialty unit that does not report directly to a Captain in their day-to-day operation. When we combined the two Deputy Chief positions into the Assistant Chief position we knew we would have to shift some duties and responsibilities to the Captains. The Support Services Unit would have more direction and interaction from a command staff member from reporting directly to the Investigative Captain. The majority of the investigators that do backgrounds are in the Investigative Unit; this is a much better fit and allows the Captain to have more control over his resources. With the recent retirement of Assistant Chief Olm we tested this out on a temporary basis and were very pleased with the results. There is no financial impact with this move.

### Create two LEAD positions; one in Records Unit and one in Communication Specialist Unit.

In 2018, we will implement a new records management system which will change the way all our employees operate. The area that will see the biggest changes will be our records unit. Our Administrative Support Services Manager currently has the largest number of direct reports in the department and oversees two large units; Records and

Police Communication Specialists. We are recommending a change in our table of organization which will create two LEAD positions, one in each unit, to assist with day to day operations, scheduling and overtime monitoring, and to provide effective direction and guidance when the Manager is unavailable.

We have several employees in each unit who would be qualified for these positions and they would be used for succession planning for other internal positions. The estimated financial impact will be about \$2,000 per position and we hope to be able to pay for the additional cost through OT cost savings from closer monitoring of OT and the employees work load, and from other efficiencies.

I have attached a memo from Administrative Services Manager Cathy Allcox that gives some additional information.

Thank you for your consideration and I welcome any questions or comments,

Chief Todd Thomas



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August 23, 2017

Chief Thomas,

The Clerical Unit of APD is evolving and changing rapidly, with some significant workforce and technology changes on the immediate horizon. We have had some recent turnover and are about to embark on implementing an enormous change in a new Records Management System (RMS) in the next several months.

With the potential of several retirements within the next five years, we are considering a succession plan to create career development. Currently 16% of my staff is eligible for retirement. In five short years, 53% of them will be.

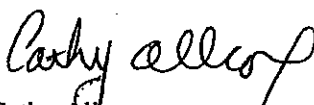
The change to a new Records Management System will be monumental for the department. It will require select individuals to have a wide scope of knowledge and training in the new system. It is necessary for one clerical employee at the Front Desk and one member from Records to go through specialized training to be certified as a SAA (Spillman Applications Administrator). These positions will be leading both clerical and sworn through a complete overhaul with the way we do business, and their expertise will be heavily relied up to ensure the success of the implementation of this new system.

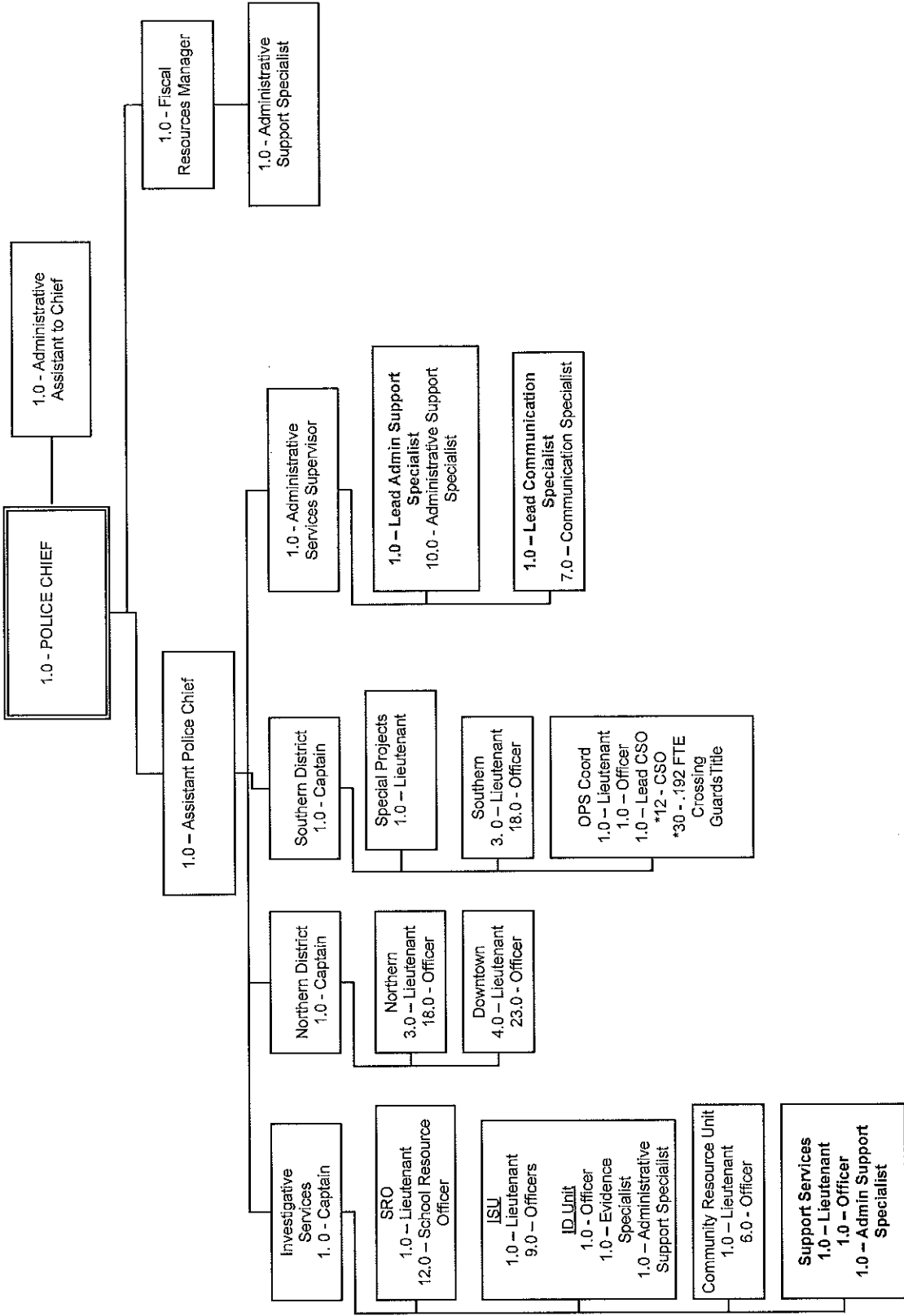
I request approval for one clerical member in Records and one clerical employee at the Front Desk be classified at Lead positions. These positions would be responsible to:

- Schedule daily coverage to ensure effective operations and to minimize overtime
- Provide effective direction, instruction and guidance regarding workload priorities
- Periodically review goals and progress with team members
- Keep the Administrative Services Manager apprised of personnel matters so they can be addressed

The proposed creation of a Lead Administrative Support Specialist and a Lead Communications Specialist will have an estimated financial impact of \$2,000 per position equaling \$4,000 annually. While the cost is minimal, the impact of these roles will be phenomenal.

Thank you for your consideration.

  
Cathy Alcox  
Administrative Services Manager



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