

Appleton Police Department

Excellence in Police Service – Fighting Crime and Solving Problems



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

From: Chief Todd Thomas,

Date: June 4, 2015

Subject: Table of Organization Proposal

BACKGROUND

The Appleton Police Department has been operating with a command staff of two (2) Deputy Chiefs and three (3) District Captains since 2012. Since 2000 we have been operating with between 2-3 Deputy Chiefs and 3-4 Captains.

Our current Command Staff

Deputy Chief – Operations (Unfilled)

Deputy Chief - Support Services

Captain – Northern District (Unfilled)

Captain – Downtown District

Captain – Southern District

In 2014 there were several retirements in the command staff in a short period of time;

- August of 2014 the Northern District Captain went on a medical leave and eventually retired.
- September of 2014 Chief Helein retired. Interim Chief Lewis took command of the department and decided to leave the Captain position open for the new Chief to fill.
- December of 2014 Deputy Chief Kavanaugh announced his retirement.

We have been operating with one (1) Deputy Chief and two (2) Captains since January of 2015. I have been evaluating the structure of the department and how the various units function together. It has been a very challenging time for the command staff and I commend them all for the job they have done. It confirms what we know about their abilities and allows me to make these recommendations for an even leaner Command Staff.

My transition plan was to meet with all employees and stakeholders in the first 90 days, obtain an understanding of the department structure and seek input from internal and external sources, and present a recommended table of organization to the Common Council.

I am presenting this recommendation for the new table of organization for the Appleton Police Department. Thank you for your consideration and I welcome any questions or comments,

Chief Todd Thomas

Appleton Police Department

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Command Staff

Assistant Chief

My proposal combines the **Deputy Chief of Operations** and the **Deputy Chief of Support Services** positions into an **Assistant Chief** position. This position will be responsible for the *administrative* duties of the previous Deputy Chiefs positions and would be the second in command of the department. The positions title more clearly describes the positions duties and is more common in law enforcement. The Deputy Chief title is generally used in larger departments with multiple bureaus to create an administrative layer between operations and administration. The Assistant Chief title is clearly understood in law enforcement.

- The *operational* responsibilities that the Deputy Chief's (DCs) previously had will be shared by the three Captains, each responsible for their specific areas of command and control: two District Captains in Operations and an Investigative Services Captain.
- Efficiency and Effectiveness: By combining two Command positions into one we will be able to convert that sworn officer position in our TO from a DC to a patrol officer position assigned to a district. This would increase our ability to proactively police by adding discretionary patrol time, improving response time, and helping us meet the needs of the community at a more micro level to enhance the quality of life. I believe this also gives us a clearer chain of command and areas of responsibility while also being fiscally responsible by saving the taxpayers money.
- Financial Impact: The cost difference between a DC and a patrol officer is a savings of **\$53,062** a year. This does not include the potential overtime saved by having an additional officer assigned to the districts.
 - Deputy Chief Salary and Benefits Package - \$138,320
 - Officer Salary and Benefits Package - \$85,258
 - NET SAVINGS \$53,062

- ❖ An evaluation of the Assistant Chief position will be done after 6-12 months to determine if there needs to be a pay grade adjustment. It has been a practice of the city to let new positions develop before assessing if they should undergo a compensation study. There would be a potential for a pay grade change for this position that would be minimal but that we would ask to be retroactive.

Appleton Police Department

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Investigative Services Captain

- This Captain position is the currently unfilled Northern District Captain position which will be responsible for the;
 - Investigative Services Lt. and Unit
 - Community Response Unit Lt. and Unit
 - School Resource Officer Lt. and Unit
 - Administrative Services Unit
- Efficiency and Effectiveness: The three Unit Lieutenants and the Administrative Services Manager will report directly to a Captain, instead of a Deputy Chief. The Investigative Services Captain will supervise and coordinate the investigative activities of the three units. These units frequently cross areas of responsibility and deal with many of the same issues. This Captain will coordinate resources from these units to more efficiently accomplish our mission of fighting crime and solving problems.
- Financial Impact: No financial impact.

<p style="text-align: center;">Community Service Officer – Lead Position and Identification Unit – Forensic Evidence Specialist</p>
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CSO –Lead Position

- A second CSO - Lead Position was created with the hope that it would become a stable position and provide a long term, experienced employee.
- The employee in this position recently resigned after about eight months in the position. This has given us the opportunity to re-assess this position to determine if it is providing us the benefit we had anticipated. I don't feel the added cost of the position (higher wage and fringe benefits) is cost effective. I believe any loss of efficiency from losing a full time CSO could be mitigated by a larger cadre of part-time CSOs to pull from.
- Part-time CSOs - We currently are budgeted for 6.93 FTE positions. This equates to roughly 14,414 hours of work; or approximately 9 part-time CSO's working about 30 hours per week. We have been regularly staffed between 7- 8 part-time CSOs in the last several years.
- Part-time CSO positions are training and transitional employment positions and there is an understandable lack of stability. This means we occasionally lose several of them at a time as they finish their schooling and find employment in law enforcement. Having a small cadre of part-time CSOs is challenging because of the large impact losing only one or two of them can cause our department.
- My proposal is to eliminate the second CSO - Lead Position and fill those hours by adding 1.0 FTE positions to the part time CSO's, going from 6.93 to 7.93 FTE. This would allow us to hire up to 10.5 part-time CSO's.

Appleton Police Department

Excellence in Police Service – Fighting Crime and Solving Problems



- Efficiency and Effectiveness: The proposed TO will give us a bigger pool of CSO’s to groom and evaluate for future officer positions. This also gives us a larger cadre to use to staff special events, which are growing in numbers as the City develops and markets the downtown. Having more CSOs allows us to free up Officers and keeps them available to do more appropriate work, while staffing special events at a reduced cost.
- Financial Impact:

CSO Lead		Part-time CSO	
\$19.67 an hour plus insurance.		\$13.65 an hour, no insurance	
		1 FTE CSO (part-time/2080 hours)	
Wages	\$40,914	Wages	\$28,392
Fringes	<u>\$21,846</u>	Fringes	<u>\$3,137</u>
Total	\$62,760	Total	\$31,529
		Lead CSO	\$62,760
		1 FTE PT-CSO	<u>\$31,529</u>
		NET SAVINGS	\$31,231

Identification Unit – Forensic Evidence Specialist

- The ID unit is currently staffed by two sworn officers, one administrative assistant, and one part time (.5) clerical assistant. The evolution of forensic sciences and crime scene investigations has caused this field to become a civilian profession. These positions do not require arrest powers. Most agencies that have forensic units have been transitioning from sworn officers to trained civilian specialists.
- With the retirement of an Officer out of this unit this month it is timely to replace his position with a newly created civilian position; *Forensic Evidence Specialist (FES)*.
- The FES blends the duties of an Officer in the ID unit with those of the administrative assistant.
- My proposal keeps only one Officer in the Unit to assist with the transition and to finish out their standard 6-year rotation. The creation of new positions usually causes some unanticipated challenges. Keeping one of the officers in the unit will help us transition the FES into their position and develop it fully.
- *.5 Clerical position* - We have operated with this position unfilled since January. We have been using officers on modified duty to help with the workload, along with a volunteer, and we have also improved processes.
- *Dragon Speak* – Investigators and School Resource Officers have been increasing their use of Dragon Speak software and we are starting to see the impact as they become more comfortable with it. This will free up our Administrative Services Unit staff to assist, as needed, with clerical support for the ID Unit.

Appleton Police Department

Excellence in Police Service – Fighting Crime and Solving Problems



- Efficiency and Effectiveness: Replacing the Officer position with an FES will make this a career position for a civilian instead of a rotating position for a police officer. The civilians in this position are anticipated to be long term employee who will be able to build and advance their skills instead of retraining new officers every 6 years as is currently done. The ID Unit Officer position would be transferred to patrol adding another patrol officer to a district; improving response time, discretionary patrol time, assisting with work load, mitigating overtime.
- Financial Impact:
 - Eliminating the .5 clerical is a savings of \$20,869.
 - The cost of the FES is still being reviewed but it is anticipated it will be at the same grade as the Administrative Support Specialist (Grade G) or possibly a step higher (Grade H). The control point difference if determined to be a grade H would be \$2.11 an hour, or an increase of about \$4,400.00 per year.

Identification Unit Staffing

Current – 3.5 full time employees	Proposed – 3 full time employees
Two Patrol Officers One Administrative Support Specialist One (.5) Clerk	One Patrol Officer One Forensic Evidence Specialist (<i>FES</i>) One Administrative Support Specialist

The NET result:	
Elimination of .5 Clerk	\$20,869
Addition of FES (est.)	\$68,319 (Salary and Fringe)
Additional Cost	\$47,450

ADDITIONAL COST of ID unit proposal	\$47,450
NET SAVINGS OF Deputy Chief /Officer	\$53,062
NET SAVINGS OF CSO proposal	<u>\$31,231</u>
Total Savings of Proposal	\$36,843

- ✚ No additional full time staff added (Shift Lead CSO position to FES position)
- ✚ Two additional Patrol Officers added to the districts (from 55 to 57 Officers)

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2015 Table of Organization proposal financial impact

		Reduction	Increase
Sworn	Deputy Chief	\$ (138,320)	
	Officer		\$ 85,258
	Net	\$ (53,062)	
CSO	CSO Lead	\$ (62,760)	
	CSO 1 FTE		\$ 31,529
	Net	\$ (31,231)	
Civilian	.5 PT Clerk	\$ (20,869)	
	FT FES		\$ 68,319
	Net		\$ 47,450
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TOTAL	Reductions Increase	\$ (221,948)	\$ 185,106
Net Savings	\$ (36,842)		

We will constantly review programs, processes, and our organizational structure. We also know that it takes time for changes to take hold so that we can truly determine if the anticipated benefits outweigh the unintended consequences. I would review the impact of the changes if approved and report back to the Council in a year to update you.

Chief Todd Thomas