

BIRDIE Team Report VOP Police Staffing June 2016



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Executive Summary

Opportunity Being Evaluated

This BIRDIE team evaluated opportunities to allocate resources more effectively to decrease the need for off duty personnel and increase proactive policing. We evaluated: current staffing levels and the short term and long term staffing needs of the department, using departmental Computer Automated Dispatch (CAD) historical data; local, state and federal comparable data; best practices; input from police department staff; and feedback from employee, resident, and business surveys.

The BIRDIE team's recommendation supports the Village's strategic goals to ***“Safeguard the Community, Professionally Manage a High Performing Organization, and Attract & Retain an Engaged Workforce.”***

Final BIRDIE Team Recommendations

After evaluating alternative solutions, the BIRDIE team recommends the Village take the following actions to allocate resources more effectively:

1. Restructure the Police Department.
2. Minimize non-essential calls for service (CFS), using technology when possible.
3. Convert the Reserve Officer Program to a paid program.
4. Seek ways to further utilize the Citizens on Patrol program.
5. Further evaluate a police take home vehicle program.

Overview of the Process and Data Used to Determine Recommendations

Following our systematic BIRDIE process, the team conducted a thorough review of how the Police Department's paid and volunteer sworn and civilian staff functions can be improved for more efficient and effective delivery of police services to the community. To develop the recommendations included in this report, the team researched and evaluated the following:

- Current and potential organizational structures,
- Best practices from the International Association of Chiefs of Police, the North Carolina Chief's Association, and the International City Manager's Association,
- Input from department staff on current operations and technology,
- Historical call for service (CFS) data from the CAD system,
- Historical clearance rates for crimes,
- Accumulated employee leave balances,
- Historical number of officers relative to benchmark communities, and
- Patrol zone response time analysis.

Detailed Recommendations

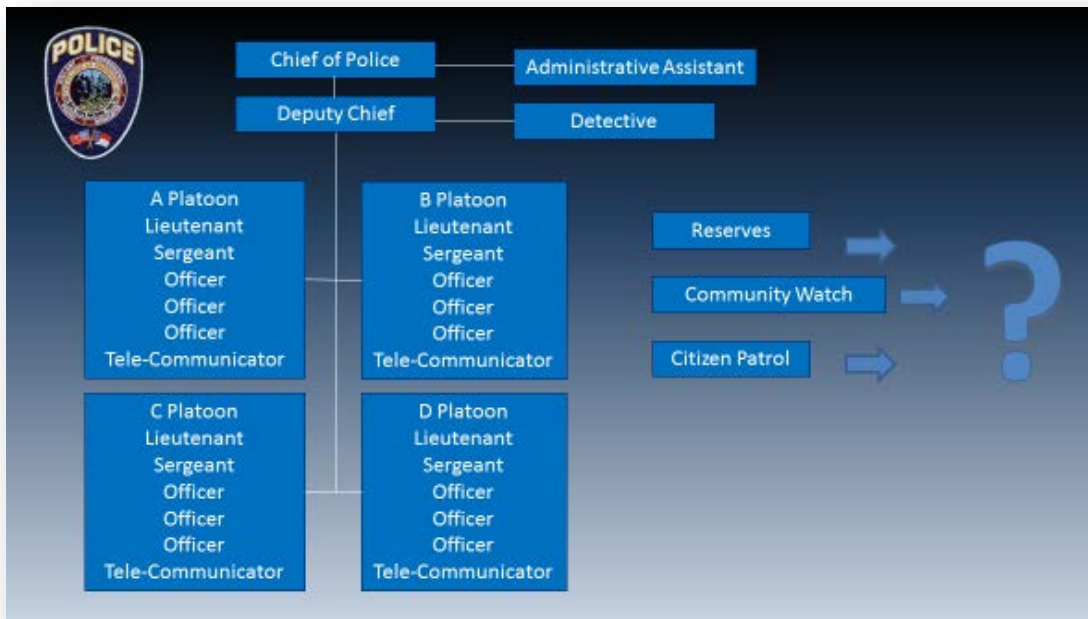
After evaluating alternative solutions from a variety of perspectives, the BIRDIE team recommends the Village take the following actions to allocate resources more effectively to decrease the need for off duty personnel and increase proactive policing:

The BIRDIE team identified and evaluated five (5) key solutions:

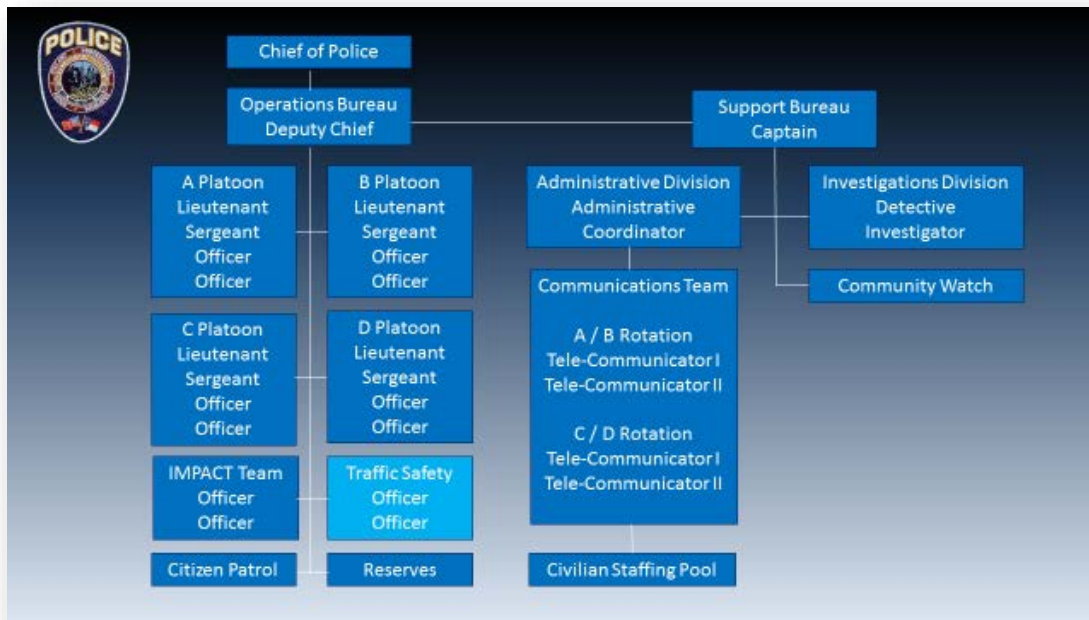
1. Restructure the Police Department.
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3. Convert the Reserve Officer Program to a paid program.
4. Seek ways to further utilize the Citizens on Patrol program.
5. Further evaluate a police take home vehicle program.

Recommendation #1 - Restructure the Police Department The BIRDIE team recommends a restructure of the Police Department to provide dedicated staff resources in two bureaus: Operations and Support. By restructuring the department into two bureaus; Operation and Support, the department can meet the much needed distinction of having a dedicated patrol function, an administrative support function and an investigative function.

The current police department structure (see the Organization Chart below) places the majority of resources within the Patrol function and allows very little proactive ability to flex personnel resources to address emerging crime related or public safety related issues without calling in officers to work on their scheduled days off. This practice results in officers accumulating compensatory time and limits their ability to use their accrued vacation leave. Additionally, this practice increases the potential for employee burnout and declining morale.



Current Police Department Organization Chart



Proposed Police Department Organization Chart

The reorganization includes defining an Operations Bureau and a Support Bureau. The **Operations Bureau** will be headed by the Deputy Chief of Police. He will have direct, day to day command of the Patrol function of the department. The Patrol function will consist of the 4 patrol platoons as currently assigned. In addition, this new restructure will create an additional team of officers within the bureau that will be available to be intentionally deployed proactively to address patterns of crime and criminal activity which occur in the village. This team will be called the IMPACT Team.

The IMPACT Team will consist of two patrol officers who will be intentionally deployed by the Deputy Chief and Command Staff proactively to address and curtail specific crime trends, hot spots, criminal patterns and special events needing attention. Their duties will include; high visibility uniform activities such as patrols on foot, bike, and vehicles; identification, investigation and prosecution of known offenders who live in or frequent the village; and covert related activity such as surveillance and plain clothes activity as needed to address developing crime trends. This team will have a flexible work schedule to assist with calls for service, back fill or supplement the Patrol Platoons, and work any Village special events to ensure the department maintains adequate staffing levels.

In addition to the BIRDIE Team recommended restructure, the Village Council has approved the addition of two new full-time sworn officer positions to create a Traffic Safety Team. These officers will be assigned to the Patrol Bureau to promote safe travel along the village streets and highways. These positions are highlighted in light blue on the Proposed Police Department Organization Chart above.

Additionally, the Citizens Patrol volunteers and the Police Reserves will fall under the direct command of the Operations Bureau Commander for the intentional, proactive deployment to address emerging needs in the bureau.

The ***Support Bureau*** will contain the Investigations Division and the Administration Division. This bureau will be headed by a newly created Administrative Captain position. This captain will be responsible for handling all of the administrative duties currently being handled by the various other supervisors in the department in addition to their regularly assigned duties. These administrative duties will include:

1. Internal Affairs / Professional Standards
2. Training / Career Development
3. Property and Evidence
4. Uniforms and Equipment
5. Inspections (Vehicles, Equipment Building)
6. Radar Recalibrations
7. Background Investigations
8. Off Duty / Extra Duty Coordinator
9. Citizens Police Academy Coordinator
10. Any other administrative duties as assigned by the Deputy Chief of Police

In addition to these administrative duties, the new Captain will also have overall supervision of both the Investigations Division and the Administrations Division.

The *Investigations Division* will include a Detective and a newly created Investigator position. The detective will be at least at the rank of Sergeant and will supervise the Investigator.

The focus of this division will be the successful investigation, identification, detection, and prosecution of offenders and the successful clearance of all reported Part I Violent Crimes, Part I Property Crimes, and all Part II crimes.

The Detective will investigate all major crimes occurring within the village. Additionally, he / she will oversee the successful investigation by staff of all investigation cases initiated by the department, as well as the preservation, identification, collection and processing of all crime scene evidence.

The Investigator will assist the detective in all major crimes investigations and will be assigned as primary for general investigation and narcotics investigation cases. While assisting the detective in major crimes, the investigator will serve as the evidence technician and will assure that all physical evidence is properly collected, preserved and documented according to departmental standards. This includes the collection of impressions, including tool marks, footprints, tire marks, bite marks, and fingerprints; DNA evidence, including blood, semen, hair, skin, blood stain patterns, bodily fluids and nails; trace evidence, including gunshot residue, fibers, accelerant, paint; and other evidence pertinent to the investigation such as glass, weapons, spent casings, bullet fragments, cartridges, and gun powder patterns.

The Community Watch function of the department will fall directly under the supervision of the Investigations Division to give furtherance in the efforts of prevention and early intervention in crime patterns.

The *Administrative Division* will consist of an Administrative Coordinator and the Telecommunications function of the department. The Administrative Coordinator will report directly to the Administrative Captain and will supervise the Telecommunications personnel and

the newly created civilian staffing pool. The Administrative Coordinator will also be responsible for serving as the following:

1. Administrative Assistant
2. Records management function
3. Department purchasing agent
4. Maintaining office supplies
5. TAC (Terminal Agency Coordinator)
6. Preparing and submitting weekly, monthly, and quarterly reports in house and at the state and federal level at the direction of the Chief of Police.
7. Any other administrative duties as assigned by the Administrative Captain

The Administrative Coordinator will also be responsible for filling in for dispatch personnel as needed during the 8 am – 5 pm Monday through Friday schedule. A new part time *Civilian Staffing Pool* of 1 to 3 persons will also be put in place to fill in for telecommunications personnel when they need to be off for any reason.

This reorganization also includes the delineation of the four tele-communicator positions into two Tele-Communicator I and two Tele-Communicator II positions. The Tele-Communicator I position will have the same duties and job description as the current position. In addition to regular duties, the Tele-Communicator II position will be responsible for the following:

1. Lead Tele-Communicator for the assigned rotation
2. ATAC (Assistant Terminal Agency Coordinator)
3. Insurance company requests for Accident reports
4. record checks for personnel
5. Monthly DCI Validations
6. Maintaining the employee list in Police PAK and CAD
7. Monthly I-Base Reporting
8. Assisting the TAC with DCI Audits
9. Preparing Mutual Aid Agreements
10. DMV Mail in records
11. Any other administrative duties as assigned by the Administrative Coordinator

The BIRDIE team believes this reorganization will more effectively deploy police resources to provide more efficient delivery of public safety services.

Recommendation #2 - Minimize non-essential calls for service (CFS), using technology when possible

The BIRDIE team reviewed the 2015 CFS data to identify the call types that might provide opportunities to reduce officer time on non-essential duties and to make that time available for patrol duties. The team gathered information from frontline officers on where efficiencies could be gained. Below is a summary of the call types that would most likely yield the greatest time savings for officers if modified.

False Alarms

False alarms accounted for 889 calls for service last year. On each alarm activation call two officers are dispatched. Many jurisdictions have implemented false alarm fees to encourage businesses and home owners to reduce the number of false alarm activations. Charging fees for false alarms has proven to reduce the number of false alarm activations where implemented. *The BIRDIE Team recommends the village implement a false alarm fee, with a fee being incurred after 2 false alarm activations in a calendar year.*

To implement this recommendation would require amending the Village's Fees and Charges Schedule. In addition, an extensive public education campaign would be undertaken to inform residents and businesses of the new protocol and fees.

Locked Vehicle Assistance/Disabled Vehicles

The BIRDIE Team discussed the function of locked vehicle assistance. Most jurisdictions have abandoned the practice of unlocking cars for citizens. Newer vehicles are more complex with side airbags and additional theft deterrence technology. This increases the risk of damaging the vehicle and creating a liability for the Village. Similar issues arise with jump starting stalled vehicles. *The BIRDIE Team recommends maintaining a list of roadside assistance providers to assist stranded motorists and providing this information on a rotating basis.* If there is a public safety reason for police officers to unlock or jump start a vehicle, they would still have the capability to do so.

A list of reputable roadside assistance providers would need to be developed and officers would need to be informed of the new protocol to implement this recommendation.

Locking & Unlocking Park Restrooms

There was considerable discussion on how best to approach the daily locking and unlocking of the eight doors on the four park restrooms. First, there was consensus that there is a need to lock the facilities during the overnight hours to prevent vandalism. Currently, officers open and close the park restrooms on a schedule if the officers are not occupied with a more pressing call. This sometimes leads to a variation in the time the doors are locked and unlocked. *The BIRDIE Team recommends installing automatic time locks on park restroom facilities.*

Research indicates that an automated system could be installed for approximately \$5,200 and would free up 122 officer hours each year. When compared to the cost of this officer time, the system would pay for itself in approximately 1.8 years. The locks batteries last up to three years and there is no need for an internet connection to operate the mechanical locks. Also, the passage locks will not lock a visitor in the restroom if it is occupied when the lock is activated. This option would be implemented by purchasing the pre-programmed locks from a provider and installing the locks on the restrooms. The installation could be performed by the Village's Buildings & Grounds staff.

Store Closings

Last year officers assisted with 979 store closings for the two convenience stores and the ABC Store in the Village. There was general agreement that this assistance is a significant deterrent to robberies and that it should be continued. However, it was noted that currently only three businesses benefit from the service and if it were requested by others, the Police Department would not have the capacity to expand the service. The group discussed at length how to minimize the amount of time required to perform this service. Since there is some variation in the times that the

clerks close up each evening, *the BIRDIE Team recommends requiring the two convenience stores call the Police Department dispatcher 15 minutes prior to exiting the building for officers to be present during the store closing.* This will allow time for the officers to arrive and escort the clerks out of the building while eliminating the time spent waiting for nightly balancing and store clean up.

A protocol would be developed to outline the new process. This would then be shared with officers, dispatchers, and the store managers to ensure the procedures are followed after the program start date.

Evaluate De-Criminalizing Dog & Noise Complaints

There were 188 dog complaints in 2015 with the majority of these being barking dog calls. These calls are difficult to work as most of the time, the dog has stopped barking or been brought indoors by the time officers arrive. If an offense is established, it is currently administered through the Municipal Code. After three violations, it becomes a criminal offence and must be resolved in court. Noise complaints are also currently administered through the municipal code as well and can result in criminal charges. Taking these cases to court is very time consuming for officers. *The BIRDIE Team recommends studying the possibility of de-criminalizing these offences to avoid officer court time.*

Specifically, we suggest that a study team be assembled to fully research the impact of de-criminalizing these complaints. The team's goal would be to develop an alternative system that would ensure compliance without resulting in criminal charges for the resident. This effort would require modifications to the Municipal Code and possibly the Village's Fees and Charges Schedule. It would also require staff to be retrained to operate under the new protocol.

Wild Animal Calls

Currently the Village responds to numerous wild animal related calls. Police Officers have no authority to capture or relocate wild animals. Also, in some instances, Moore County animal control has not been responsive when called for potentially rabid foxes or raccoons. In dealing with rabid animals, there are also significant safety risks for officers that need to be avoided. *The BIRDIE Team recommends the Village should consider adopting a protocol of only referring citizens to Moore County Animal Control or other professional wild animal control companies when residents call the Police Department for wild animal calls.*

Officers would still have the authority to respond to wild animal calls when public safety is at risk and a list of professional wild animal control providers would need to be developed. Officers would need to be informed of the new protocol to implement this recommendation.

Recommendation #3 - Convert the Reserve Officer Program to a paid program

The BIRDIE team reviewed the Reserve Officer Program to determine how it can be more effective. The purpose of the program is: (1) to provide sworn officers to fill-in during vacations, sickness and training, as well as supplement and assist current full-time officers; (2) to be a recruitment resource when a full-time vacancy occurs. In order to recognize the full potential of this program, *the BIRDIE Team recommends:*

1. *Keep the number of reserve officers at six, but limit the number of “unemployables” to 33%. This will allow for a more reasonable number of reserves available to fill full-time vacancies. “Unemployable” reserve officers would be those who would not be interested in obtaining a full-time police officer position with the Village.*
2. *Change the minimum work hours from 16 to 12 hours per month which coincides with the number of hours on one shift. Currently, reserve officers have to work at least 16 hours per month. They may be scheduled for several days at varying hours. Reserves could still work more than 12 hours per month, but could not exceed 999 hours in a 12 month period.*
3. *Eliminate reserve officers on specialized teams such as VIPER. The function of the Reserve Program is to fully staff a team when officers are absent, not to serve on supplemental teams.*
4. *Compensate Reserve Officers. Currently reserve officers are not compensated and the BIRDIE Team believes that adding a compensation component may entice more sworn officers to stay with the Reserve Program.*

These recommendations, along with some other minor administrative changes, would require a change to the Reserve Officer Program.

Recommendation #4 - Seek ways to further utilize the Citizens on Patrol program

The BIRDIE team identified maximizing the Citizens on Patrol (COP) program as a way to:

- Free up officers for other duties,
- Increase police presence and visibility,
- Foster community engagement, and
- Help prevent crimes.

The BIRDIE Team recommends seeking input from Police staff and COP volunteers on ways to improve both the efficiency and effectiveness of the COP program, researching best practices of other police agencies, and selecting appropriate methods to implement. Currently, this recommendation is included in the 2017 SOP as an Initiative Action Plan for FY 2017.

Recommendation #5 – Further evaluate a police take home vehicle program

The BIRDIE Team considered a police take home vehicle program as one way to increase the effectiveness of police services. *While the team was not unanimous in approving take home vehicles for officers, the BIRDIE Team recommends the Village further evaluate a police take home vehicle program. This would include the following:*

- Determine the advantages, disadvantages, costs, and non-financial implications of a take home vehicle program, and
- Formulate a Standard Operating Policy and Procedure on Take Home Vehicles if approved by management.

A Standard Operating Policy and Procedure on Take Home Vehicles should:

- Identify which officers are allowed a take home vehicle, while maintaining a reasonable number of vehicles at the PD for reserve officers, maintenance etc.,
- Require take home vehicles to be visible to the public to achieve the maximum effect of the crime prevention capacity,
- Incorporate a discipline procedure for founded complaints of misuse and at-fault crashes,
- Describe the process management will use to systematically evaluate the take home vehicle program to identify concerns, and prevent future concerns and,
- Determine the level of benefit for officers living outside the Village limits.



Evaluation Process

Description of the BIRDIE Process and Team Members

The evaluation of the Village’s police staffing began with the formation of a BIRDIE team. BIRDIE is the Village’s systematic six-step process to evaluate and improve key organizational projects and processes that have a considerable ongoing staffing and financial impact.

The BIRDIE team used for this evaluation included the following members:

- Earl Phipps, Chief of Police
- John Cashion, Mayor Pro-Tem
- Natalie Dean, Assistant Village Manager
- J. Carlton Cole, Fire Chief
- John Frye, Finance Director
- Angela Kantor, Human Resources Director
- Ricky Gooch, Deputy Chief of Police
- Ray Evans, Police Lieutenant
- Richie Baker, Master Police Officer

Five Whys Analysis

Once the opportunity to allocate police resources more effectively and increase proactive policing was identified, the BIRDIE team conducted a “Five Whys” analysis to determine the root cause of the issue. This analysis revealed that the root causes of the problem was primarily a lack of sufficient police staffing.

BIRDIE

- B Bring the opportunity forward
- I Investigate the opportunity
- R Review potential solutions
- D Determine the solution
- I Implement the solution
- E Evaluate the solution



What the Data Told Us

The BIRDIE team researched and evaluated data in the following areas to develop the recommendations included in this report

- Review of current and potential organizational structures,
- Staffing models from the International Association of Chiefs of Police (IACP) and the International City Manager's Association (ICMA) based on historical call for service (CFS),
- Input from department staff on current operations and technology,
- Historical clearance rates for crimes,
- Accumulated employee leave balances,
- Historical number of officers relative to benchmark communities, and
- Patrol zone response time analysis.

Review of current and potential organizational structures

A review of the current organizational structure of the department and seven proposed structures submitted by candidates for the most recent Lieutenant and Deputy Chief positions indicated several opportunities to increase police officer capacity and efficiency through reorganization.

These included:

- Form an Administrative Unit to handle administrative responsibilities currently being handled by some officers,
- Transfer investigative duties from police officers to a more defined Investigative Unit,
- Reduce the number of Lieutenant positions,
- Create a “power” or swing shift to increase staffing during peak times for CFS, and
- Restructure the reserve officer program.

A review of the current unpaid reserve officer program indicated the program is not effective at recruiting and retaining reserve officers. Currently, there are six authorized reserve officer positions and there is only one position filled. As a result of this information, the BIRDIE team identified compensating reserve officers and a reorganization of the department into three distinct units (Patrol, Administrative, and Investigative) as a potential solution.

Staffing models from the International Association of Chiefs of Police (IACP) and the International City Manager's Association (ICMA) based on historical call for service (CFS)

The BIRDIE team used two separate models to determine if there is a sufficient number of police officer staff. Both of these models indicated there is sufficient current officer capacity to respond to the volume of calls for service (CFS):

1. IACP Pushack Model – This model comes from the International Association of Chiefs of Police (IACP) and is “a method for determining patrol force manpower needs based on the actual or estimated complaint or incident experience in the community.” Using the CFS data from 12/1/2014 to 11/30/2015, this model indicates the Village needs 13 patrol officers to handle our current CFS volume, compared to the 20 officer positions currently in place.

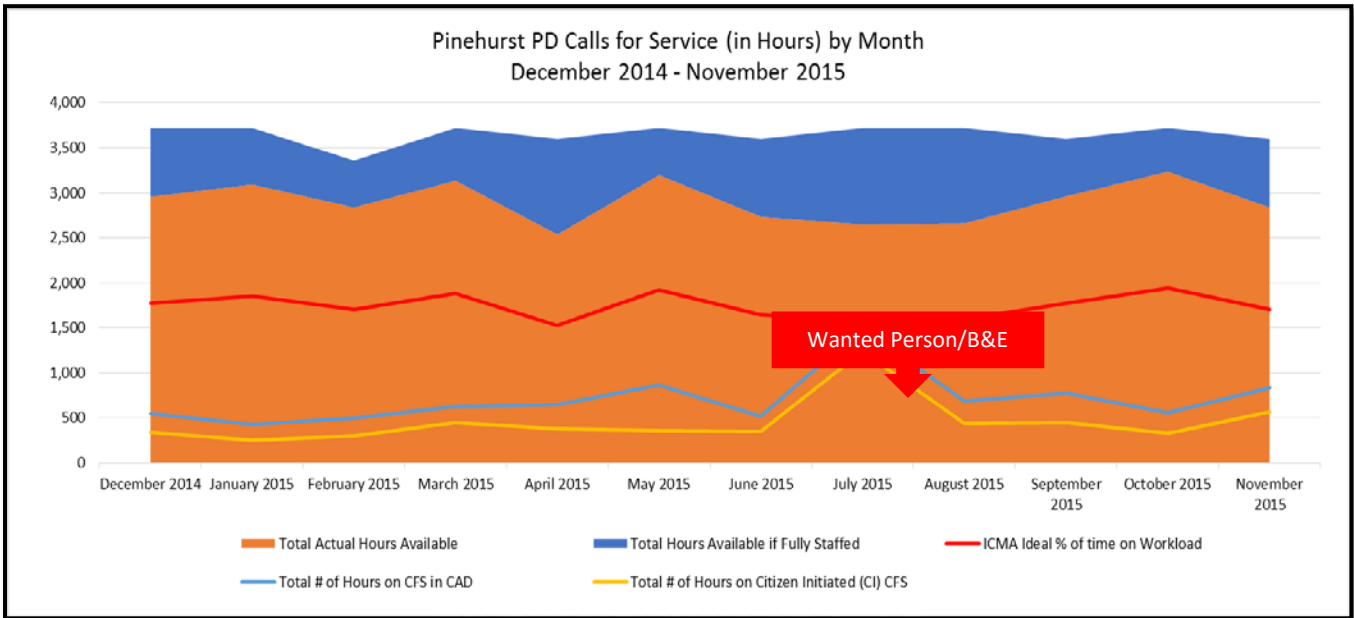
Patrol Force Staffing Requirements Calculation		Methodology	
		IACP	VOP
Step 1:	Determine the number of Calls for Service (CFS) received		
	- Estimate per population formula	8,489	
	- Average of actual VOP calls 2014 & 2105		6,682
Step 2:	Accumulate the total staff time, in hours, for all units responding to Calls for Service		
	- 45 minutes (.75 hours) per call est.	6,367	
	- Actual time that VOP officers spent responding to CFS		5,291
	Average VOP Officer time per CFS		0:47:31
Step 3:	Use time spent on CFS to calculate total hours needed for CFS, patrol, and other duties		
	- Multiply call response time by 3 (33% CFS)	19,100	15,873
Step 4:	Conversion to Basic Patrol Unit (BPU)		
	- 12 hours x 365 days = 4,380	4.36	3.62
Step 5:	Estimate Number of Officer's needed to fill each Basic Patrol Unit - BPU less time off		
	- 4,380 - 3,432 = 948 (4,380/948) IACP	4.62	
	- 4,380 - 3,163 = 1,217 (4,380/1,217) Used Actual		3.60
Step 6:	Number of Patrol Officers Needed	20.15	13.04

2. ICMA Model for Police Staffing - This model comes from the International City Manager's Association (ICMA) and indicates the best way to determine the amount of patrol officers needed is based on the number of agency CFS. The model also indicates two "Rules of 60" that are recommended when determining staffing levels:
 - a. Approximately 60% of the total sworn officer positions should be allocated to the patrol function. Currently, 87% of VOP sworn positions are allocated to patrol. This lead the BIRDIE Team to believe that the Village does not have adequate officer resources devoted to investigations.
 - b. The average workload for patrol staffing should not exceed 60%. To determine if VOP patrol officer workload approximates 60%, we reviewed 12 months of CAD (Computer Aided Dispatch) system data (December 2014 – November 2015). This analysis indicates that only 24% of available officer time is recorded in the CAD system. This lead the team to conclude that there is sufficient officer capacity to handle the CFS or officer time is not been recorded properly in the CAD system.

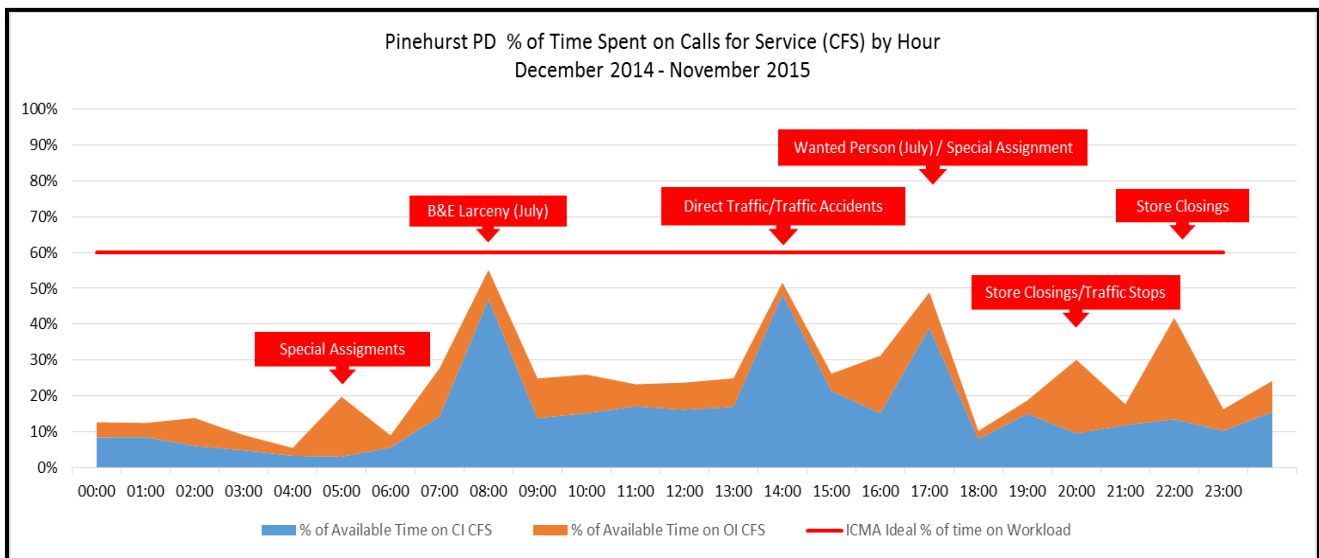
While trying to utilize the ICMA model, the team conducted an analysis of the ACTUAL # of hours available for officers to respond to CFS. This analysis indicated that on average, over the past year, the department has been working with approximately 4 officers/shift, or at 80% of their staffing level of 5 officers. This was due primarily to a lag time in hiring, officers on light duty due to injuries, normal paid time off (sick and vacation), and filling in for absent dispatchers. To maintain staffing at 80%, officers worked overtime and utilized the one reserve officer on staff.

The ICMA model distinguishes between officers initiated CFS and citizen initiated CFS. A review of one year's CAD data indicated there was only one month, July 2015, where

the Village approached the 60% workload threshold and this was due to a string of breaking and entering crimes that were being investigated.



Also, when reviewing the CAD data, the team analyzed the CFS by hour of the day. This review indicated there may be an opportunity to effectively utilize a “Power Shift” during the peak hours of 8 am to 5 pm.



Input from department staff on current operations

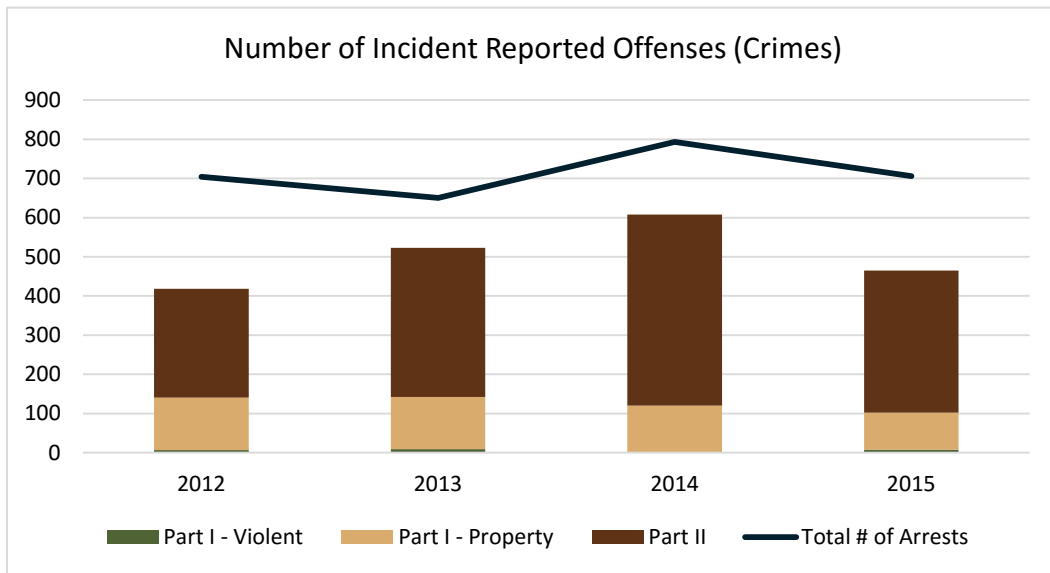
Each employee in PD was asked to allocate their time spent performing the duties on their job description to help the BIRDIE team better understand officer and other staff duties. The following are the observations the team made from these assessments:

- Police officers (Officer, Sr. Police Officer, & Master Police Officer) have the same job duties. Officers self-reported that the majority of their time is spent on patrol, however, certain officers spend a greater % of their time on investigations.
- Sergeants self-reported they spend approximately only 10% of their time on investigations. Two of the four sergeants have other responsibilities (training coordinator and VIPER team) that reduce the amount of time they are available for patrol and investigations. Also, some of the other comments indicated the staff believe the sergeants and lieutenants job descriptions should be more similar since they do some of the same duties.
- Lieutenants spend approximately 42% of their time supervising and the remainder on other duties. There were considerable variances in time allocation across the lieutenants, with one more heavily involved in investigations and another more heavily involved with administrative tasks (training, supplies, etc.)

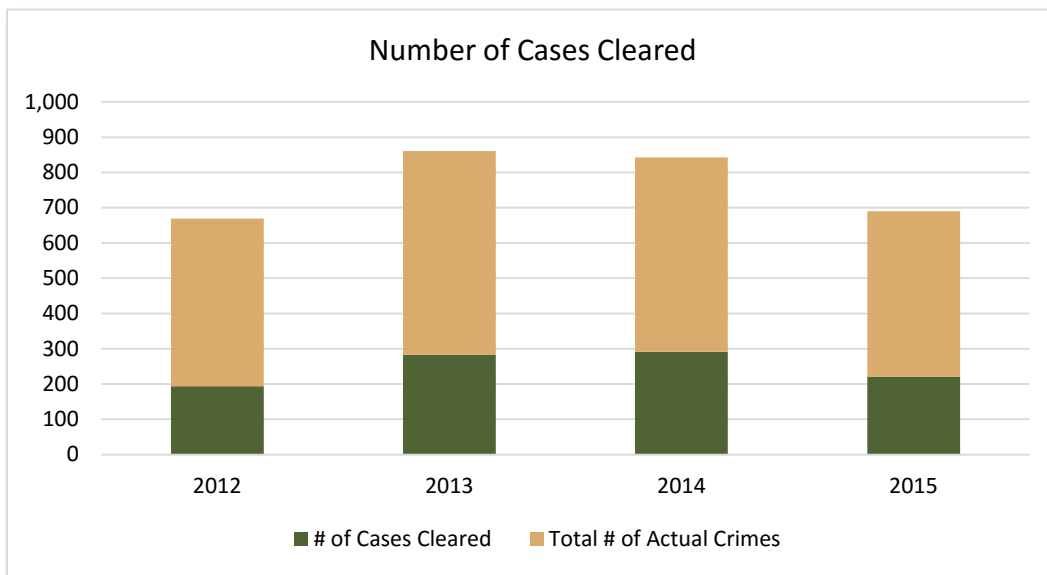
Police staff also indicated their belief that some types of calls for service should be eliminated to help make the officers better able to conduct routine patrols (e.g. locking/unlocking park restrooms).

Historical clearance rates for crimes

The BIRDIE Team reviewed the historical crime rates for 2012 – 2015. For FBI reporting purposes, crimes are divided into three categories: 1) Part I – Violent; 2) Part I – Property; and 3) Part II. The chart below indicates the crime rates in each of the last four calendar years



The following chart indicates there has been a significant increase in Part II crimes, particularly those that require more time to investigate, such as drug cases. Currently, the Village employs one detective and an increasing demand is being placed on patrol officers to perform investigative duties in order to clear crimes. From 2012 to 2015, the % of cases cleared has ranged from 41% to 53%, with a 4 year average clearance rate of 48%. This compares very favorably with benchmark comparisons.



Accumulated employee leave balances

The amount of comp time and vacation hours per officer have remained consistent over the past three years. Comp time is overtime worked that is banked for the officer to take paid time off in the future instead of being compensated overtime when it is earned. However, the data indicated officers have been rolling over vacation hours to sick time at a higher rate each year, indicating their inability to use vacation leave because they are using comp time instead.

Historical # of police officers relative to benchmark communities

There are a total of twenty (20) patrol officer positions in the Pinehurst PD: 4 Lieutenants, 4 Sergeants, and 12 Officers. This number of officers has been consistent since as early as 2002. In 2007, a traffic team was funded by a grant which increased officer staffing by 2 officers; however upon the expiration of the grant, the positions were eliminated. The team analyzed the # of police positions for NC towns with a population between 10,000 and 20,000 and compared that to the Village’s staffing levels. This data indicated the Village has significantly fewer officers per 1,000 residents than the average of our peer group. While our officers per 1,000 residents are lower than our peer groups, the team believes other factors are more relevant when making staffing decisions such as call volume, crime rates, commercial/residential development, geographic accountability, etc.

City	Pop.	Total Sworn Officers	Civilian Positions	Reserve Officers	Investigator Positions	Total Full Time Equivalents	Officers Per 1,000 Residents
Pinehurst	15,525	23	5	6	1	28	1.48
Avg of NC depts. (Pop 10,000 - 20,000)	14,264	38.6	7.2	4.8	6.1	45.8	2.72

Geographic Accountability

The BIRDIE Team reviewed the average response times from zone to zone, and within zones to determine if the patrol zones should be modified to improve geographic accountability. Response times ranged from a low of 6 minutes and 14 seconds (Hwy 15-501 N to Pinehurst Manor) to a high of 21 minutes and 52 seconds (Pinewild to CCNC). The Village should consider adding a 4th patrol zone in the near future to shrink the geographic accountability per on duty patrol officer, to allow officers to respond to calls for service within 6 minutes.

Solutions Evaluated and Perspectives Considered

All solutions evaluated were considered from the perspectives of the Police Department staff, Village management, and the community as a whole. The BIRDIE team identified advantages and disadvantages of each solution evaluated. The team also identified potential ways to mitigate any disadvantages of potential solutions.

Solutions evaluated, but not recommended at this time due to the expected impact of the other BIRDIE recommendations included:

1. Changing the Police Department's overtime and compensatory time practices.
2. Adding a 4th patrol zone to improve geographic accountability.

Because funding for these recommendations has already been approved in the FY 2017 budget by the Village Council, there is no Council action needed.

The BIRDIE Team, however, believes it is important to report on the work we completed in order to improve the process and to meet Council's strategic goals to ***"Safeguard the Community, Professionally Manage a High Performing Organization, and Attract & Retain an Engaged Workforce."***

Overview of Financial Impact

Financial Impact

The financial impacts of the BIRDIE team recommendations on the FY 2017 Budget are identified in the table below. The most significant financial impact is the addition of a paid reserve officer program.

The incremental costs are listed below, however the BIRDIE Team believes these recommendations, if implemented, will result in significant gains in efficiency and effectiveness.

Recommendations	Financial Impact
1. Restructure the Police Department	\$19,300
2. Minimize non-essential Calls for Service	\$5,200
3. Convert the Reserve Officer Program to a paid program.	\$37,800
4. Seek ways to further utilize the Citizens on Patrol program.	-
5. Further evaluate a police take home vehicle program.	-
TOTAL	\$62,300

Implementation Plan

The BIRDIE Team's recommended implementation plan are follows:

Implementation Plan	
September 30, 2016	Advertise and conduct hiring process for the reorganization and the paid reserve officers (#1/#3)
	Complete evaluation of a take home car program (#5)
December 31, 2016	Complete department reorganization and hire paid reserve officers (#1/#3)
	If approved, implement a take home car program (#5)
June 30, 2017	Implement recommendations to minimize non-essential calls for service (#2)
	Implement improvements to the Citizen on Patrol program (#4)