

TITLE: PERSONNEL ALLOCATION AND DISTRIBUTION

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PURPOSE

The purpose of this directive is to delineate responsibility for periodic personnel requirement evaluations, and the appropriate allocation of personnel.

DISCUSSION

A primary management function is the effective allocation of personnel. To this end, managers must periodically evaluate personnel needs and measure resources against the delivery of services. With budgetary constraints often a limiting factor, personnel resources must be utilized in the most efficient and effective manner. Redistribution of personnel is often necessary to achieve the most effective delivery of services.

POLICY

It is the policy of the Santa Fe Police Department to allocate and distribute manpower resources in accordance with service needs and workload assessments. Such allocation shall be directed at significantly increasing the efficiency and effectiveness of this Department, while seeking to evenly distribute workloads throughout the agency.

PROCEDURE

6.1.01 The Santa Fe Police Department shall conduct a manpower allocation assessment, utilizing automated information sources and accepted formulas to determine whether the personnel strength of the agency is consistent with the workload.

- A. A quarterly assessment will be conducted which focuses on the Patrol Division. This assessment will also be conducted by utilizing automated information sources and accepted formulas.
- B. The assessment shall be a responsibility of the Planning and Research function who may have assistance from other personnel who are trained in execution of assessments and the results shall be reported to the Chief of Police who will utilize the information provided to assess any possible under or overstaffing of personnel.
- C. The allocation study shall take into account the number of tasks being performed, the complexity of the tasks, location, and time required for completion.
 - 1. Reallocation of agency personnel may occur based upon the results of the workload assessment. Any reallocations shall be directed by the Chief of Police or his/her designee.
 - 2. Reallocation, if determined to be necessary, shall occur as soon as possible after the results of the annual assessments.

6.1.02 Allocation of the Patrol Component

- A. Allocation of personnel to the patrol component is based upon a workload assessment, COMPSTAT, and manpower allocation study which addresses the following:
 - 1. Number of incidents handled by patrol personnel during the specified period. (Calls for service).
 - 2. Average time required handling an incident at the patrol level. (Hours worked per person)
 - 3. Calculation of the percent of time, on the average, that should be available to the patrol officer for handling incidents during a specified period. (Total obligated time) Obligated time shall be determined by the Chief of Police.
 - 4. Time lost through days off, holidays, and other leave, compared to the total time required for each patrol assignment. (Regularly scheduled days off, benefit days off, team relief factor).

- B. On an annual basis, the manpower allocation study shall be utilized to calculate the assignment availability factor for patrol personnel.
- C. In the study, consideration shall be given to the assignment/availability factor, as well as benefit days off, regularly scheduled days off, and the shift relief factor. Calculations will be based upon statistics retrieved and tabulated from Computer Aided Dispatch (CAD) as well as statistics compiled for the Annual Report and shall take into account:
 - 1. Calls for service by team
 - 2. Calls for service by hour of day
 - 3. Calls for service by month
 - 4. Calls for service by year
 - 5. Calls for service by area (census tract or smaller).
 - 6. Calls for service by patrol area (by shift, day of week, month, and year).
 - 7. Calls for service by classification or type (by shift, day of week, month, and year).
- D. The Santa Fe Police Department shall maintain a map of its service area organized into identified reporting areas. CAD shall be utilized to tabulate, on a daily basis, and for monthly review, all incidents according to their reporting area. Patrol beats shall be based upon these reporting areas that are designed to assure minimal response times, equal workloads in the reporting areas, and to allow field commanders to distribute personnel accordingly.
 - 1. On an annual basis, the Chief or his designee, shall utilize the tabulations in regards to temporal, geographic, shift hours, and beat configurations to determine if revisions in patrol distribution are required.
 - 2. The workload assessment and task analysis will be utilized to assess proper staffing and equipment availability, for the Patrol Division.
 - 3. Revision efforts shall be directed at assurance that the numbers of patrol beats on each shift are proportionate to the workload occurring on individual shifts.

6.1.03 Allocation for Specialized Assignments

A. Assessment of Assignments

- 1. An annual review shall be conducted in regards to each individual specialized division, section, team, unit, and/or assignment to assure the need for continuation of said assignment.
 - a. The review shall take into consideration the cost-effectiveness of sustaining the division/unit and the initial problem area or condition which made implementation of the unit/assignment necessary.
 - b. Evaluations are to assess the individual components to assure that overspecialization does not occur. In conjunction with the cost-effectiveness study, a manpower allocation study shall be conducted to assure proper and efficient manpower allocation in all areas of the Department.

6.1.04 Allocation of Civilian Personnel

- A. The Santa Fe Police Department shall maintain a staff of qualified civilian support staff. Civilian positions include, but may not be limited to:
 - 1. Records Section personnel;
 - 2. Secretarial Staff; administrative, secretarial, and clerk-typists;
 - 3. Accounting Supervisor;
 - 4. Animal Services Officers;
 - 5. Property Custodian;
 - 6. Crime Scene Technicians;
 - 7. Public Safety Aides
 - 8. Fleet Maintenance Manager
 - 9. Crime Analyst
 - 10. Communications Liaison
 - 11. Terminal Agency Coordinator
- B. In conjunction with review of allocation information, the Chief of Police shall examine positions throughout the Department to

determine the need for continuance of sworn status or conversion to civilian status.

1. The review will be based upon information provided by the allocation study and be in conjunction with the agency's annual budget process. Any changes in this area must be approved through the Office of the City Manager, and the governing body when applicable.
2. The review of all civilian staffed positions shall also be to assure that sworn personnel are not assigned to these positions, except when required by alternate duty status.

6.1.05 Workshift Designation

The designated Patrol work shifts are:

1. Patrol day shift: 6:00 a.m. - 4:00 p.m.
 2. Patrol swing shift: 2:00p.m. - 12:00 a.m.
 3. Patrol graveyard: 8:30 p.m. - 6:30 a.m.
 4. Operations Support: 6:00 p.m.- 4:00 a.m.
- B.** Shift hours may differ due to manpower analysis and allocation determinations, but in all cases, shall be designed to assure continuous patrol coverage.
- C.** Investigations personnel schedules shall be set by their Lieutenant. Shift hours may differ due to manpower analysis and allocation determinations, but in all cases, shall be designed to assure continuous coverage.
- D.** Administrative and Investigations personnel shall normally work from 8:00 a.m. - 5:00 p.m., Monday through Friday, with weekends and holidays off.

6.1.06 Patrol Shifts

Patrol shifts consist of:

1. Team A
 2. Team B
 3. Team C
 4. Operations Support
- B.** Assignment to patrol teams is made at the discretion of the Chief of Police based upon manpower needs and the best interests of the

Department. Also considered will be the Bidding methods adopted in the Union Contract.

1. Transfers between teams will be handled in accordance with the Department Directive entitled, "Transfer Policy", and Union Contracts/M.O.U.'s

6.1.07 Permanent Shift Selection

- A.** Patrol shift bid selection occurs every 6 months, taking effect on Saturday, following the pay period schedule. Officers shall bid for their shift preference. Shift preference shall be granted based on individual seniority.
- B.** Patrol Officers shall be assigned to geographical areas at the discretion of the shift Commander, ensuring that calls for service needs are adequately met.

6.1.08 Days off for Patrol Division

- A.** The scheduling block allows coverage (7) seven days a week (24) twenty-four hours a day with additional coverage during peak times. Scheduling will insure minimum-staffing levels at all times.
- B.** The Operations Support Sergeant determines shift hours and days off for Operations Support personnel.
- C.** Commanders' days off are subject to approval of the District Captain to assure sufficient supervision of both squads at all times. In addition Commanders must meet the minimum 80-hour requirement per pay--period.

6.1.09 Hours of Operation for Animal Services

- A.** The Animal Services Office shall maintain regular hours to conduct necessary business and to serve the citizens of Santa Fe. Regular business hours shall be 8:00 a.m. to 5:00 p.m., Monday through Friday. Uniformed personnel shall be assigned patrol shifts on a rotational basis. The shifts shall be:
1. Day shift
 2. Swing shift
 3. Weekend overlap.
- B.** Shift assignments and hours may change according to special needs or situations, i.e.

seasonal changes, and shall be approved by the Animal Services supervisor and/or the Patrol Captain.

POSITION MANAGEMENT SYSTEM

6.1.10 The Santa Fe Police Department maintains a position management system in accordance with City policy and to assure that:

- A. All persons on the payroll are legally employed;
- B. Allocation of personnel resources to positions within the Department are filled in accordance with current budget authorizations; and
- C. Information is available to facilitate decisions in the areas of recruitment, selection, transfer, promotion, and career development.

6.1.11 The position management system is a responsibility of the Police Department Accounting Supervisor. He/she shall maintain a staffing table that reflects:

- A. Identity of the number and type of each position authorized in the agency's budget;
- B. The location of each authorized position within the Department's organizational structure;
- C. Position status information, whether filled or vacant, for each authorized position within the Department.

Drafted (awm) 02/03

APPROVED: 
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Chief of Police

DATE: 07-23-04