



Staffing and Key Operations Review
City Council Presentation

Agenda

- ▲ Introduction
- ▲ Methodology
 - Patrol
 - Investigations
 - Other
- ▲ Key Recommendations
- ▲ Questions



Patrol

- ▲ Methodology
 - Gather Data
 - CAD/RMS
 - Other Sources
- ▲ Analyze the Data
- ▲ Workload Model
 - 30 – 30 – 30 – 10



Patrol Availability (Table 2.13)

This table reflects the cumulative average leave totals for patrol officers.

Annual Paid Hours	2080	*Study Averages
Leave Category		
Vacation	137	140
Illness/Sick	90	54
COMP Used	55	43
Holiday	65	75
Family Care	3	
Bereavement	11	
Training	131	76
<i>Subtotal (minus)</i>	492	
Average Annual Availability (Hours)	1,588	1,668



Patrol and Supplemental Patrol Unit Hours (Table 2.2)

Patrol officers manage most of the workload.

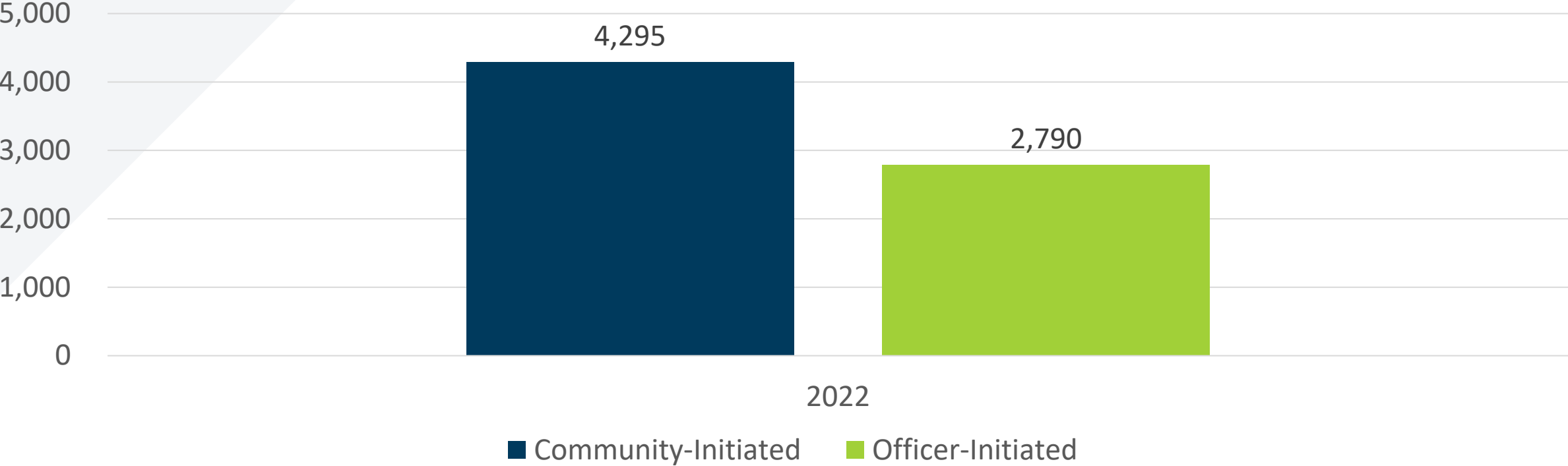
Supplanting hours are considered in the overall total.

Patrol	Community	Officer	Unknown	Total
Sandy Patrol	2445:43:59	2446:43:59	2447:43:59	2448:43:59
Subtotal	2445:43:59	2446:43:59	2447:43:59	2448:43:59
Supplemental Patrol	Community	Officer	Unknown	Total
Chief of Police	9:39:51	6:45:52	0:34:02	16:59:45
Sandy Lieutenant	87:59:20	26:37:22	0:05:47	114:42:29
Sandy Detective	28:46:50	48:28:11	0:16:47	77:31:48
Sandy Sergeant	264:34:08	113:36:42	0:46:35	378:57:25
School Resource Officer	207:41:11	177:42:04	0:46:52	386:10:07
Specialty Unit (SRO, Training, etc.)	34:04:48	26:55:36	5:24:03	66:24:27
Reserve Patrol Officer	8:01:43	35:51:00		43:52:43
Reserve Patrol Sergeant	1:04:34	2:42:15		3:46:49
Subtotal	641:52:25	438:39:02	7:54:06	1088:25:33
Non-Patrol	Community	Officer	Unknown	Total
Records Manager	3:37:06			3:37:06
Records Specialist	15:44:03	0:20:49		16:04:52
Code Enforcement (non-sworn)	220:34:24	61:36:57	1:41:44	283:53:05
Subtotal	239:55:33	61:57:46	1:41:44	303:35:03
Sandy PD Total	3327:31:57	2947:20:47	2457:19:49	3840:44:35



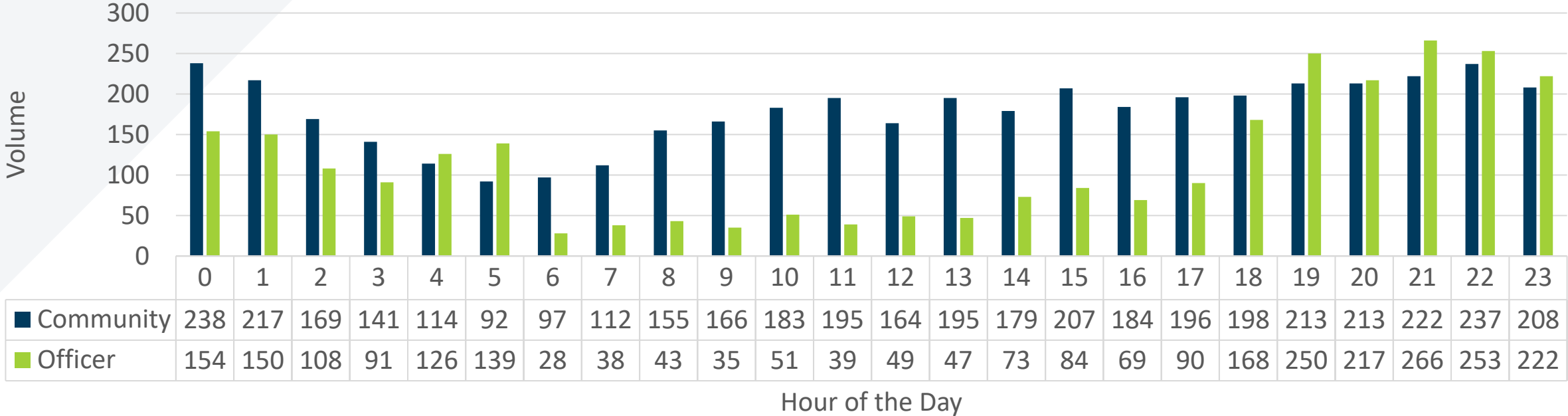
Community vs. Officer-Initiated Activity (Figure 2.2)

Community vs. Officer Initiated Volume



CFS by Hour (Figure 2.7)

CFS by Hour



Community Officer



CFS Volumes by Hour (Table 2.19)

	Community		
Hour	CFS Total	Percent	
0700	138	2.77%	
0800	183	3.67%	
0900	211	4.23%	
1000	229	4.59%	
1100	243	4.87%	51.96%
1200	218	4.37%	
1300	254	5.09%	
1400	256	5.13%	
1500	285	5.71%	
1600	234	4.69%	
1700	241	4.83%	
1800	233	4.67%	
1900	241	4.83%	58.62%
2000	236	4.73%	
2100	242	4.85%	
2200	242	4.85%	
2300	219	4.39%	
0000	241	4.83%	
0100	218	4.37%	48.04%
0200	171	3.43%	
0300	143	2.87%	
0400	115	2.31%	
0500	95	1.90%	
0600	100	2.00%	
Total	4988	100.00%	

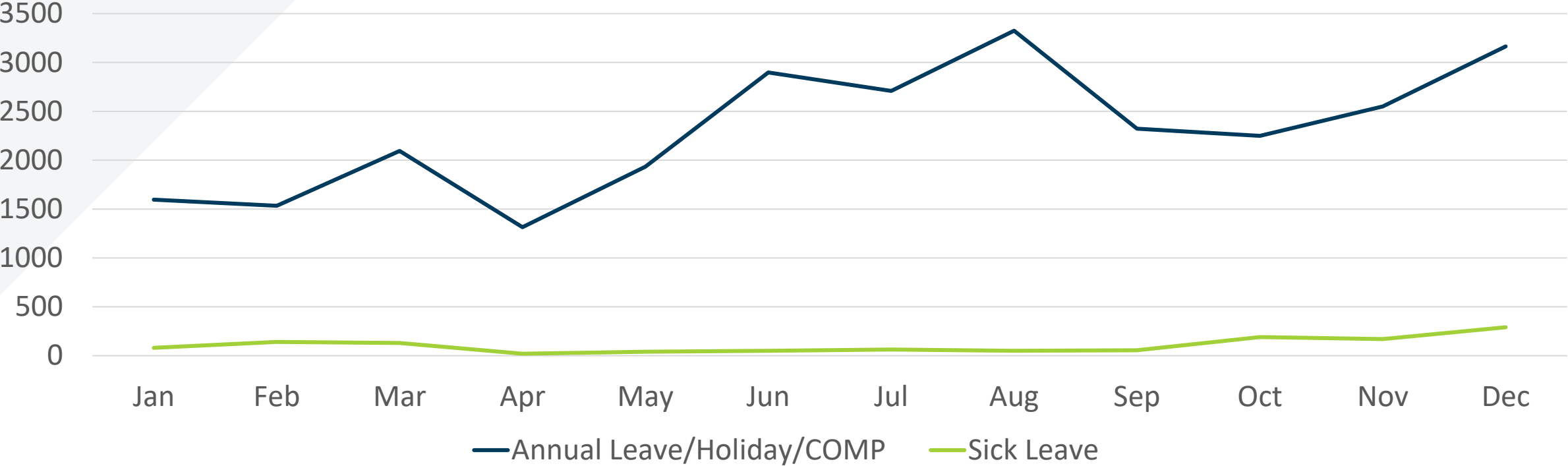
	Officer	
Activity	Percent	
43	1.42%	
48	1.58%	
43	1.42%	
57	1.88%	
52	1.71%	25.07%
57	1.88%	
56	1.85%	
87	2.87%	
103	3.39%	
83	2.73%	
103	3.39%	
189	6.23%	
266	8.76%	71.80%
249	8.20%	
288	9.49%	
269	8.86%	
235	7.74%	
156	5.14%	
151	4.98%	74.93%
108	3.56%	
92	3.03%	
128	4.22%	
143	4.71%	
29	0.96%	
3035	100.00%	

0700 – 1500	34.72%
1500 – 2300	39.17%
2300 – 0700	26.10%



Patrol Annual Leave Totals (Figure 2.5)

Average Patrol Leave Usage



Time Per CFS – Comparisons – 2022 (Table 2.5)

Sandy PD			
Category	% of Total Calls	% of Call Time	Minutes/CFS
Crime	20.91%	33.39%	58.15
Service	69.66%	59.94%	31.84
Traffic	9.43%	6.67%	24.57

*Prior Study Averages			
Category	% of Total Calls	% of Total Call Time	Minutes per CFS
Crime	38.87%	46.40%	57.02
Service	47.95%	40.19%	40.04
Traffic	13.18%	13.41%	48.61



Shift Relief Factor Calculations (Table 2.16)

Shift Hours	Raw Shift Hours Total Annual	Shift Relief Factor	Number of Daily Shifts	Officers Required to Staff Minimums
12	4380	2.76	4	11



Officers Required by Shift (Table 2.21)

Current Daily Events	0600 – 1800	1800 – 0600	Total	Shift Relief Factor	Total Officers
Total Annual Hours	1763.69	1314.82			
Minutes/Day	289.92	216.13			
Officers	1.34	1.00			
Officers Required	2	1	3	2.76	8.28

Current Daily Events	0600 – 1300	1300 – 0100	0100 – 0600	Total	Shift Relief Factor	Total Officers
Total Annual Hours	841.42	1950.94	286.14			
Minutes/Day	138.32	320.70	47.04			
Officers	0.64	1.48	0.22			
Officers Required	1	2	1	4	2.76	11.04

Staffing Needs	0600 – 1800	1300 – 0100	1800 – 0600	Total	Shift Relief Factor	Total Officers
Recommended	2	*	2	4	2.76	11.04



Future Workload Projections (Table 2.22)

	Base Population	Base CFS Hours	Base Ratio CFS Hours per Person	Base Officer Hours	Base Officer 30% Hours	Staffing Patrol	Patrol % of Total Sworn
2022	12,953	3,079	0.24	1587.64	476.29	8	47.06%
2024	13,294	3,160				11	55.00%
2026	13,635	3,241				11	55.00%
2028	13,976	3,322				11	55.00%
2030	14,317	3,403				11	55.00%

	Base Invest.	Base Ratio Inv./Patrol	Staffing Invest.	Total Sworn	Non-Patrol Sworn*	Total Sworn Ratio to Population	Total Non-Sworn	Total Non-Sworn Ratio to Population
2022	1	0.13	1	16	8	809.56	3	4317.67
2024			1	19	8		3	
2026			1	19	8		3	
2028			1	19	8		3	
2030			1	19	8		3	



Patrol Summary

▲ Overall Recommendations

- Add three sworn positions to patrol
- Incorporate Solvability Factors



Investigations

▲ Methodology

- Caseloads
- Personnel Data
- Interviews
- Observations
- Survey



Investigations Availability (Table 3.2)

This table reflects the cumulative average leave totals for investigators.

Annual Paid Hours	2080	*Study Averages
Leave Category	Hours	Hours
Annual Leave	164.5	162.03
Holiday	8	39.91
Sick Leave	67	20.29
Military Leave		50.93
Workers Compensation/Injury		7.02
Compensatory Time	24.75	12.42
Other (Includes FMLA and Funeral)		
Training	175.00	80.74
<i>Subtotal (minus)</i>	439.25	
Average Annual Availability (Hours)	1640.75	1,700



Cases Assigned by Type and Year (Table 3.3)

Assignments by Unit*	2021	2022	Two-Year Avg.	% Change
Investigations Unit	43	37	40	-13.95%
Totals	43	37	40	-13.95%

Average Annual Caseloads Per Detective (Table 3.5)

Investigative Capacity	*Cases Assigned	**Number of Detectives	Annual Cases per Detective	Monthly Average per Detective	Average Available Hours per Year	Average Hours Available per Month	Average Hours Available per Case
Investigations Unit	43	1	43	4	1640.75	136.73	38.16



Investigations Summary

▲ Overall Recommendations

- No staffing addition is being recommended
- Adjust investigations schedule to staff traditional business hours
- Assign lieutenant to supervise the investigations function



Authorized Sworn Hiring Level (Table 5.1)

Description	Totals
Current Authorized Staffing Level	16
Additional Sworn Staffing	3
Minimum Operational Level	19
*Estimated Attrition Rate	1
Authorized Hiring Level	20



Sworn Staffing Summary

- The Records Division has sufficient allocated staff.
- The Patrol Division is not allocated sufficient staff. The SPD will benefit from adding three additional sworn staff members to the Patrol Division.
- Anticipated City growth over the next 10 years would not be expected to require additional staff beyond BerryDunn's recommendations.
- BerryDunn recommends the lieutenant take an active role in investigations case assignment and management.
- The Investigations Division is sufficiently staffed with one investigator.



Questions and Further Discussion

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