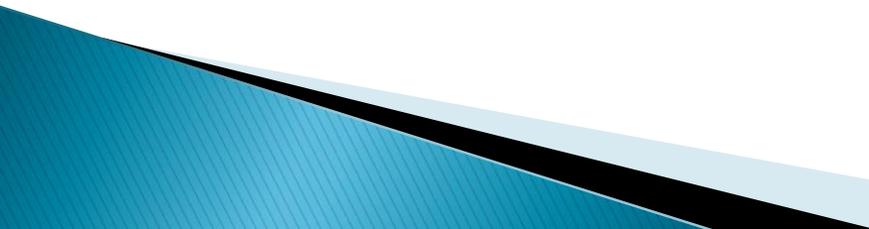


Middleton Police Department Five-Year Strategic Staffing Plan

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Why Conduct a Five-Year Strategic Staffing Plan?

- ▶ Ensures that there will be sufficient levels of staffing to address future crime and disorder issues in the community.
 - ▶ Identified as a critical issue in the five year strategic plan.
 - ▶ Ensures proper succession planning and addresses overtime issues.
 - ▶ Recognizes residential and commercial growth of Middleton as well as Middleton's status as a destination center for employment and entertainment.
 - ▶ A significant piece of the department's accreditation program.
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Five-Year Strategic Plan

- ▶ In late 2011 – early 2012, the Police Department conducted a five-year strategic plan by bringing together community stakeholders to identify issues and create a roadmap for the department for the next five years.
 - ▶ One recommendation was to conduct a comprehensive staffing study so the department and city could plan for the staffing of the police department in the future.
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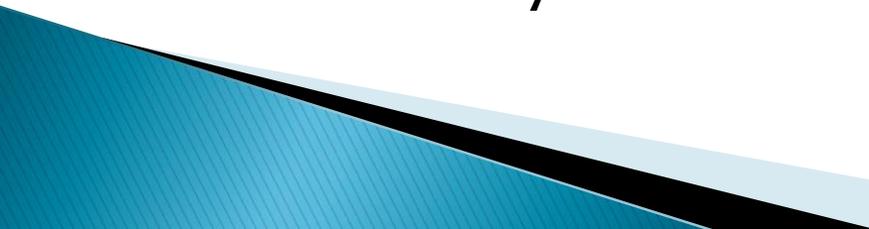
Succession Planning

- ▶ The Chief, two Captains and at least one Sergeant are nearing or at retirement age.
 - ▶ The hiring of additional officers and promoting of Sergeants and Lieutenants can be done by the current, stable, experienced Command Staff, leaving the department well situated to move forward in the future.
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Overtime Issues

- ▶ In 2011, the department's field services overtime was \$270,000.
- ▶ In 2012, the department's field services overtime was \$350,000.
- ▶ Patrol overtime was significantly impacted by vacancies; FMLA, sick leave, long term on-duty injuries, training and vacations.
- ▶ Supervisory overtime was significantly impacted by many of the above factors as well as mandatory supervisory coverage from 3:00 PM to 7:00 AM.

Residential and Commercial Growth of Middleton and the Status as a Destination Center for Business and Entertainment

- ▶ New apartments, housing developments, restaurants and entertainment in Middleton.
 - ▶ More workers come to Middleton daily (over 16,000) than leave Middleton (8,000) to work elsewhere.
 - ▶ All surrounding communities have more residents traveling to work in Middleton than vice versa.
 - ▶ This has an impact on calls for service in our community.
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Accreditation and Best Practices

- ▶ Middleton PD is in the process of becoming an accredited police department.
 - ▶ Part of that process is making sure the department meets nationwide standards.
 - ▶ Dr. Eric Fritsch of the University of North Texas is a nationally recognized criminal justice practitioner who has been able to give an outside perspective to the Middleton PD organization.
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2014 Recommendations

- ▶ Promote four current Sergeants to Lieutenants.
 - ▶ Promote one officer to Sergeant.
 - ▶ Hire two entry level officers.
 - ▶ Hire one half-time civilian administrative assistant to perform court officer and evidence manager duties.
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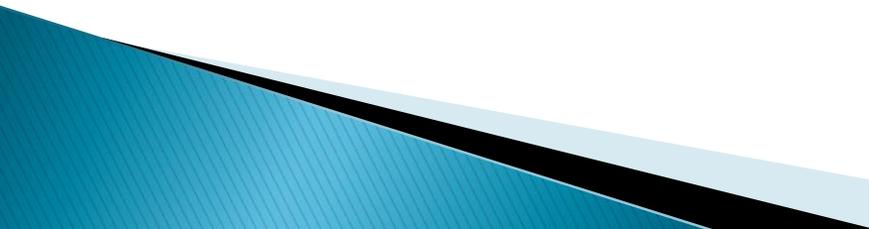
Benefits of Additional Staffing

- ▶ Moves the department from the current level of 15 minutes of self-initiated patrol time per hour to the national standard of 20 minutes per hour. Self-initiated time includes time in which an officer can target “hot spots,” perform directed patrol activities, participate in community policing and problem solving activities, stop suspicious individuals, make traffic stops, as well as other activities.

Benefits of Additional Staffing

- ▶ Respond to dispatched calls for service (currently 10,698).
 - ▶ Respond to Priority 1, 2 and 3 calls within national standard time limits.
 - ▶ Provide sufficient level of visibility in the community.
 - ▶ Maintain current leave rates for patrol officers and address overtime issues.
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Benefits to Command Staff Proposal – Lieutenants

- ▶ Designates a Watch Commander on each shift and Detective Bureau.
 - ▶ Unity of Command: Each patrol officer should report to only one supervisor.
 - ▶ Span of Control: By splitting the hierarchical organization of each patrol shift, the Lieutenant can concentrate on the overall direction of the shift and the officers assigned to the shift, while the Sergeant can concentrate on the day to day supervision of the shift and officers.
 - ▶ Consistency in shift goals and direction.
 - ▶ Command Staff succession planning.
 - ▶ Reduction of supervisory overtime.
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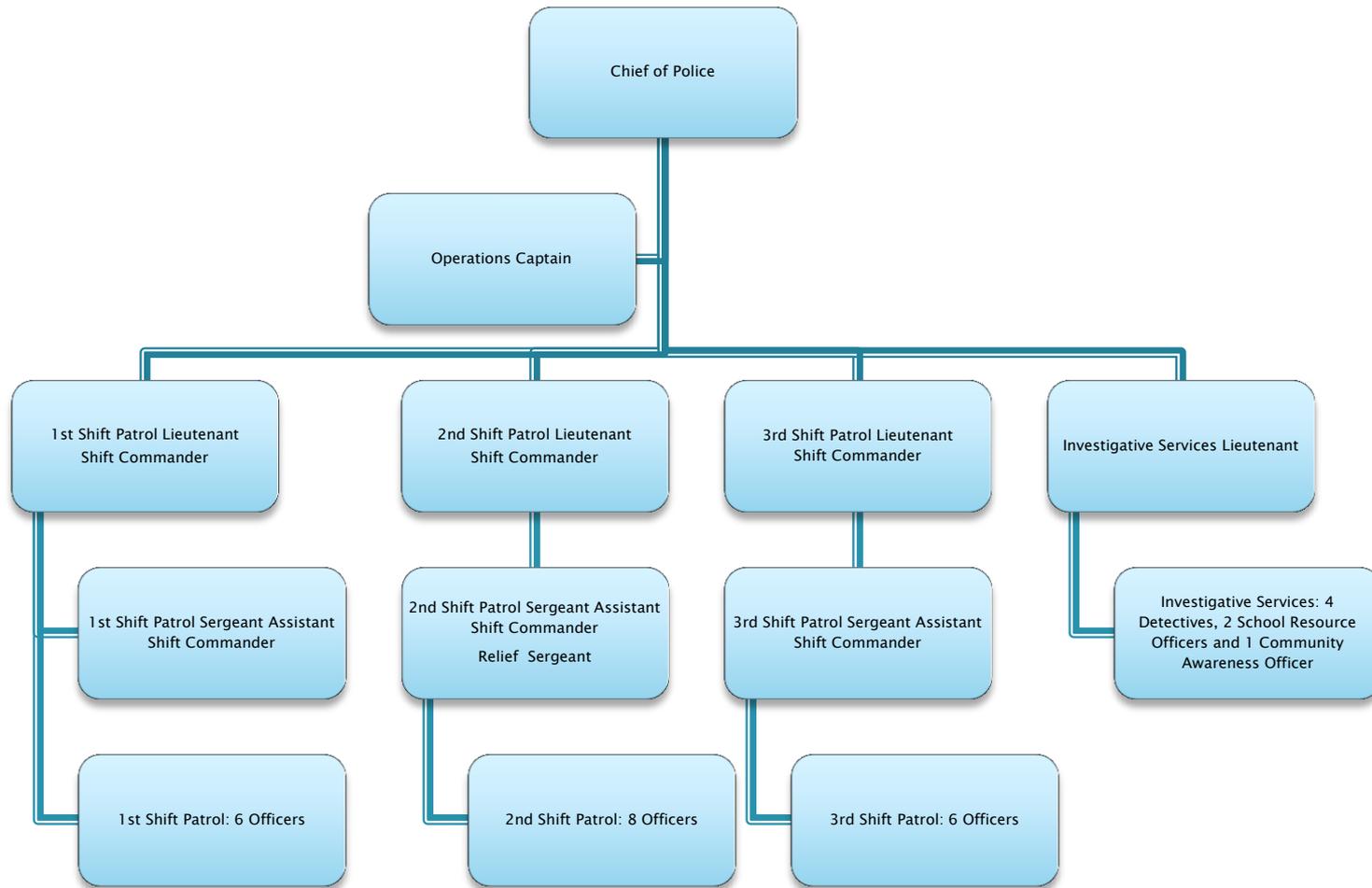
Benefits of Command Staff Proposal – Sergeant

- ▶ Reduction in overtime.
 - ▶ Moves the department closer to the goal of 24 hour supervisory coverage.
 - ▶ Lessens liability of having a patrol officer in charge of a shift.
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5 Year Recommendations

- ▶ Add one officer each year for the next 5 years; 24 patrol officers by the end of 2018 (19 currently).
 - ▶ Add an additional Sergeant in 2017 (will require the hiring of an additional officer to replace that position).
 - ▶ Add a half-time dispatcher in 2015.
 - ▶ Add an additional full-time dispatcher in 2016 and 2018.
 - ▶ Add additional hours per week for part-time records clerks as workload demands.
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Field Services Proposed Org Chart



Professor Eric Fritsch

- ▶ Brief Presentation
- ▶ Q&A