



To: Mayor and City Council
From: Chief Manjit Sappal
Subject: Restructuring of the police department
Date: April 6, 2016

Recommendation

Authorize the reorganization of the police department to improve service delivery, efficiency, and enhance neighborhood policing efforts.

Background

In 2011 the police department was reorganized such that the ranking structure changed from two commanders and six sergeants to one captain, two, lieutenants, and five sergeants. While the change may have served the needs of the community and the department at that time, it does not currently fit well with our deployment.

The current structure allows for one captain and two lieutenants. One of the lieutenant positions was vacant due to injury leave for over one year and the department successfully operated with one captain and one lieutenant. The lieutenant on leave recently retired and the organization is still operating with two managers.

The police department reorganized the Neighborhood Policing Areas (NPA) on February 14, 2016 and created four policing areas rather than the 24 that were in existence. The new structure allows for more consistent coverage in each NPA. Two officers from both day and graveyard shifts are assigned to each NPA creating areas that routinely have an assigned officer on duty at all times. One sergeant is also assigned to each NPA and is responsible for day-to-day shift operations and supervision as well as adding an additional layer of managing crime and quality of life issues in each NPA.

Currently, with one captain, one lieutenant, and one lieutenant vacancy the department is divided into five functional areas: Patrol, Investigations, Dispatch, Records, and Administration. In the current scheme we have the captain that oversees all operational aspects of the department and the lieutenants have divided all functional areas between them. Since one of the lieutenant positions has been vacant for an extended period of time, for a variety of reasons, the captain absorbed the responsibilities of the absent lieutenant along with administrative functions.

Based on the functional areas of the police department as well as our shift to geographic accountability with neighborhood problem solving, we recommend that the organizational structure change to two commanders and six sergeants, as it was prior to 2011.

Discussion

Prior to 2011 the police department functioned with two commanders that divided managerial responsibilities by dissecting the department into operations and administration. This structure was changed to create one captain position with two lieutenant subordinates. The captain job classification was equal to the rank of commander in terms of responsibilities and pay.

In 2016 the police department changed the geographic areas in patrol to better align officers and sergeants with neighborhoods. Each patrol sergeant is assigned as the project manager of each NPA to coordinate problem solving of issues related to crime and disorder. With a two commander structure, the department responsibilities for all functions can be divided between both commanders and each one will also have geographic responsibility of two NPA each. This would allow the managers to increase accountability of this geographic policing model. By reverting back to this structure and re-establishing the sixth sergeant, we will also be able to assign this sergeant administrative tasks to include: crime analysis oversight, Press Information Officer (PIO) oversight, management of department Social media (Facebook, Twitter, and Nixle), Personnel Investigation expertise, project tracking of neighborhood policing initiatives by patrol, scheduling, and supervision of our training, hiring, and recruiting functions.

We are in the process of acquiring Crime Analysis software as well as a social media platform of Nixle. In order for us to consistently incorporate the uses of our systems into the culture of the organization, a supervisor must be assigned to implement these technologies.

Captain Ghisletta has had oversight of all operations and has also absorbed the responsibilities of the vacant lieutenant position. In discussing this re-organization plan with him, he agrees that it would better serve the needs of the department. It should be noted that while a two commander structure would work well with current staffing levels, if and when staffing reaches full capacity, a third commander position will be evaluated depending on the breadth of services being provided. If staffing allows for a full-time Traffic Enforcement Unit, a Foot Patrol and Special Projects Team, an additional investigative position, and a School Resource Officer position the management of these additional services may require an additional commander position.

As it stands the reorganization with two commanders will allow for more direct management of current functions with the NPA and allow for a higher degree of planning within the department. Given current lieutenant vacancy, the captain and lieutenant have a high degree of overlap in management responsibilities. This does not serve the organization well in terms of consistency; by dividing the department into two areas for managerial oversight, better organizational alignment can be achieved. Lieutenant Roth has been assuming management responsibilities above his current rank during the time period that Captain Ghisletta was the Interim Chief of Police. During his tenure as Chief, Captain Ghisletta assumed the role of the chief, the role of a captain, and absorbed some duties of the vacant lieutenant position. Lieutenant Roth also functioned in the capacity as a captain during this period while also continuing his duties as the lieutenant.

The change in structure would be accomplished by reclassifying the captain rank to the commander rank, reclassifying the lieutenant rank to a commander rank, and promoting one sergeant. All ranks under consideration are currently approved by the Civil Service Commission.

Fiscal Impact

The reclassification from captain to commander will be cost neutral. The reclassification from lieutenant to commander would cost an additional \$2,151 per month. The addition of one Administrative Sergeant would cost approximately \$6,637 per month with a salary range of \$6,637 to \$8,034. The reduction of one lieutenant position would save \$8,813. The total fiscal impact would be a savings of \$25 per month. The value brought forth with the reorganization in terms of operational capacity would add to this cost savings. In the event that the reorganization does not take place, the functions of at least two areas (Crime Analysis and Social Media oversight) would require a lieutenant to absorb additional responsibility or a sergeant to assume the duties with overtime costs attached.

Attachments

- Current and Proposed Organizational Charts

APPROVED BY: 
Interim City Manager

