





SAVANNAH CHATHAM POLICE METROPOLITAN

Chief Joseph H. Lumpkin, Sr.

INTER-OFFICE CORRESPONDENCE

TO: Mayor and Aldermen

THRU: Roberto Hernandez, City Manager 

FROM: Joseph H. Lumpkin, Sr., Chief of Police  060617

DATE: June 6, 2017

SUBJECT: Management's Response to the Police Services Study ("Berkshire Study")

On February 26, 2016, an Intergovernmental Agreement (IGA) was made between Chatham County and the City of Savannah effective January 1, 2016 through December 31, 2020 for joint police services. This IGA required a "Staff Committee" composed of Chatham County management, COS management and SCMPD personnel to be convened "to provide a due diligence review of provided MPD services to develop, on or before March 31, 2017, an evidence-based funding formula." The IGA further stated that "to develop an evidence-based funding formula, the City and County will jointly select and equally share the expense of an independent law enforcement consultant or organization to provide guidance to the Staff Committee." Additionally, the IGA stated "While it is preferable that all beats that presently encompass both City and Unincorporated areas be redrawn so that no beats cross jurisdictional lines, MPD, on or before August 31, 2016 will install technology tracking in all MPD vehicles so that it can be readily recorded which vehicles are in which jurisdictions." This last provision related to technology tracking was clearly unrealistic, given the RFP development process and the purchasing requirements as well as the coordination required between two governmental entities.

The contract for the AVL tracking technology was authorized by Mayor and Council on August 4, 2016. In September 2016, the selected vendor declined to meet the bid specifications and the cost of the second most responsive vendor required the proposed contract to be returned to the Mayor and Council for additional funding and subsequent approval. The Mayor and Council approved the second most responsive vendor and additional funding on September 29, 2016. During the months of September and October 2016, Tropical Storm Hermine and Hurricane Matthew struck Savannah and slowed the progress. On October 25, 2016, the user agreement was approved and the order was placed on November 2, 2016. Installation commenced in December 2016, but the purchasing and installation of the AVL product was impacted by the

two governmental entities' processes. The AVLs for COS vehicles are purchased by the City of Savannah. The AVLs for Chatham County vehicles are purchased by Chatham County. Presently, the technology is operational.

Berkshire Advisors, Inc. was selected as the consultant group and commenced focus group meetings in September 2016. These group meetings were designed to hear community and governmental expectations as well as conduct an organizational, workload and performance review of the SCMPD. Focus group meetings were held within each precinct. Members of the Staff Committee were engaged singularly and collectively in meetings that proved to be the foundational efforts to develop an evidenced- based funding formula for allocating costs between the City of Savannah and Chatham County. The Staff Committee, required per the 2016 IGA, continuously participated in the Berkshire process. They collectively had the opportunity to directly interact with the consulting team members and appeared to value the experience. The cost recovery formula and response time considerations were the drivers for most of the Staff Committee management personnel. It is the belief of SCMPD management that the Berkshire Advisors final report and resulting recommendations will be valuable to the SCMPD and this community for a decade or more.

The Berkshire Study final report was received on or about May 2, 2017. It confirms that the SCMPD has commenced employing many effective practices that are consistent with those found in comparable, benchmark jurisdictions. However, as with all agencies and organizations, there are opportunities for improvements. The Consultant's final report provides 49 recommendations, most of which are focused on improving the department's overall organizational efficiency and effectiveness. The two most critical recommendations relate to (1) patrol staffing increases and (2) establishing and sustaining appropriate staffing, technology and facilities for the Public Safety Answering Point (i.e., PSAP or 911 Communications). The PSAP is delivering county-wide services, except for Tybee Island. The functionality of the PSAP directly impacts availability of all emergency medical, fire and police services. Presently, we are not meeting critical PSAP standards recommended by the Association of Public-Safety Communications Officials (APCO) and the National Emergency Number Association (NENA).

Several of the 49 recommendations have already been or are in the process of being implemented. However, the critical and foundational recommendations cannot be accomplished without providing necessary resources that enable personnel staff increases, technology enhancements, and upgrading buildings and facilities. The PSAP or 911 Communications exemplifies this dire "must have" fiscal support required for staffing, technology and facility advances. Unfortunately, the PSAP is not the only SCMPD function that is within this category.

With appropriate resources, SCMPD estimates that essentially all of the 49 recommendations that are not building and technology based can be implemented in 30 months. Also, the recommendation to select a desired service level(s) in a multi-jurisdictional SCMPD is critical to this belief. The SCMPD trusts that the service level recommendations must be accompanied by

a common governmental vision and core values statement that is agreed upon by both governmental entities. The SCMPD should not be required to operate with different governmental visions and values or the complaints regarding beat and precinct configurations as well as staffing levels may not ever be put to rest. It is imperative to note an agreed upon vision that results in a singular mission, core values and conspicuous customer service delivery expectations is an obvious and definite "must have", if the SCMPD is to render appropriate, customer focused and constitutional police service. Also, without additional personnel, it will be nearly impossible to improve call response times or to support proactive initiatives to improve community oriented policing as well as sustain a reduction in violent crime. The consultant's report similarly emphasizes the need for additional investments in technology and facilities. Included with this memorandum, is a matrix which provides our response to each of the Consultant's recommendations.

Moving forward and on an ongoing basis, we will continually evaluate our progress with respect to the conclusions identified in the Berkshire Study report, and pursue best practices that hold the most promise of enhancing desired service delivery to our residents and visitors.

Attachment

cc: Brooks Stillwell, City Attorney

Management Response Summary

Police Department Management Study Development of an Evidence Based Staffing Formula

s are Budget Allocation Driven

#	Priority	Consultant's Recommendation(s)	Agree or Disagree	Responsive Actions	Responsible Parties	Begin Implementation	Complete Implementation
IMPLEMENTATION							
1	High	Adopt the study recommendations in principle			<ul style="list-style-type: none"> City Council County Board of Commissioners 	Immediately	...
2	High	Establish implementation task forces			<ul style="list-style-type: none"> City Manager County Manager 	Upon Report Adoption	Three Months
3	High	Develop plan for adjusting staffing levels			<ul style="list-style-type: none"> City Manager County Manager 	Upon Report Adoption	Two Months
IMPROVING OPERATIONAL EFFICIENCY AND EFFECTIVENESS (Issues affecting the entire department)							
4	High	Establish administrative position to assist with workload associated with reporting to both the city and county	Agree	Establish as a civilian position. Job role should enhance management response time for individual and group presentations and other requests.	<ul style="list-style-type: none"> Chief of Police Assistant Chief 	One Month	Three Months
5	High	Establish management infrastructure needed to support improved efficiency and effectiveness	Agree	Explore resources needed and establish a development plan.	<ul style="list-style-type: none"> Chief of Police Assistant Chief Major-Management Services 	Three Months	18 Months
6	High	Take steps to reinforce the importance of patrol	Agree	This should be a high priority, and will be accomplished by focusing resources to support patrol function. Emphasis should be made at recruiting to reinforce the important role of Patrol in the police force.	<ul style="list-style-type: none"> Chief of Police Major- Patrol Major-Management Services 	Two Months	One Year
7	High	Take steps to reinforce the importance of civilians	Agree	Work with City HR and police management staff to create civilian career paths, promotional and training incentives to increase MSP. Recognize civilians and acknowledge their successes when missions and goals are achieved and or exceeded.	<ul style="list-style-type: none"> Chief of Police Major- Special Operations Major- Management Services 	Six Months	Two Years
8	High	Develop plan to address short-term technology investment needs	Agree	Assemble SCMPD technology steering committee; identify technology needs & prioritize.	<ul style="list-style-type: none"> Chief of Police Major- Management Services Captain- Planning & Tech Mgmt. 	Two Months	10 Months

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9	High	Develop plan to address longer-term technology investment needs	Agree	Tech committee needed for priority of meeting organizational goals, rely on budgeting and core tech purchases such as RMS. The funding must cover upgrades, planning for annual updates and future replacement.	<ul style="list-style-type: none"> • Chief of Police • Major- Management Services • Captain- Planning & Tech Mgmt. 	Six Months	One Year
10	Medium	Modify take-home car policies	Agree	Amending take home policy will benefit SCMPD: 1) Reduces cost and expands the vehicle service life 2) Take home vehicles are an added recruiting /retention incentive. Must gain approval from Police Policy Committee. Purchase more vehicles to meet initial needs, given time, replacement needs will diminish as vehicle life extended, better maintained.	<ul style="list-style-type: none"> • Chief of Police • Major-Management Services 	One month	One Year
11	High	Take steps to reduce salary compression	Agree	Complete and implement new pay and comp study.	<ul style="list-style-type: none"> • City Manager • County Manager • HR Director • Chief of Police • Major-Management Services 	Three Months	Nine Months
12	Low	Ensure assistant chiefs and majors have civil service protection at their old ranks	Agree	Work to make changes to City Charter/Ordinance.	<ul style="list-style-type: none"> • Chief of Police • Major-Management Services • City Manager • County Manager 	One Month	Two Months
13	Low	Determine whether deploying AEDs in patrol vehicles is warranted (and begin deploying AEDs if the analysis indicates doing so is warranted)	Agree	The response time of EMS, with new staffing plan, has decreased to the point that EMS can continue to handle the treatment of most immediate medical service in the field. We think that AEDs should be placed in all SCMPD buildings. Also patrol vehicles within Precinct One should be equipped with AEDs. Probably not needed in demerged Savannah PD.	<ul style="list-style-type: none"> • Chief of Police • Major- Patrol 	Two Months	Six Months
14	Medium	Explore alternative approaches to providing services to other agencies (including communications services)	Agree		<ul style="list-style-type: none"> • City Manager • County Manager • Chief of Police • Sheriff 	Two Months	16 Months

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15	Low	Take steps to improve tracking of warrant services and explore with the Sherriff having the Sheriff's Office assume this responsibility	Agree		<ul style="list-style-type: none"> • City Manager • County Manager • Chief of Police • Major- Management Services 	Six Months	24 Months
IMPROVING OPERATIONAL EFFICIENCY AND EFFECTIVENESS (Field Operations Issues)							
16	High	Develop approaches for ensuring consistency among patrol managers	Agree	Participation in policy review processes, and command level meetings that focuses on equitable issues. To set expectation and performance measures that identify consistency in command.	<ul style="list-style-type: none"> • Chief of Police • Assistant Chief • Major- Patrol • Precinct Captains 	Three Months	16 Months
17	Medium	Take steps to ensure thorough preliminary investigations are consistently performed	Agree	First responding officers will know the expectations of their initial investigation; Supervisors will ensure expectations are met; quality assurance.	<ul style="list-style-type: none"> • Assistant Chief • Major- Patrol • Precinct Captains 	Two Months	One Year
18	High	Modify shift rotation policies	Agree	Contingent upon staff availability. Establish a committee to recommend practical, thoughtful, reasonable, prudent and effective shift rotation. It should embody efficiency to the organization and benefit staff. The rotation policies must enhance staff MSP without compromising the ability to address the community concerns and the department's priorities.	<ul style="list-style-type: none"> • Chief of Police • Assistant Chief • Major- Patrol 	Three Months	One Year
IMPROVING OPERATIONAL EFFICIENCY AND EFFECTIVENESS (Criminal Investigations Issues)							
19	Low	Centralize domestic violence investigations and decentralize street robbery investigations	Partially Agree	Consider separating this recommendation. Given additional positions: <ul style="list-style-type: none"> • Street Robbery investigations should remain centralized to avoid duplication. • Domestic Violence should be decentralized. 	<ul style="list-style-type: none"> • Chief of Police • Assistant Chief • Major- Patrol • Major-Criminal Investigations 	Three months	Nine Months

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20	Medium	Assess the need to provide incentives for officers to accept centralized investigative assignments after staffing levels have been increased	Agree	Examine staff rank and identify appropriate financial incentives.	<ul style="list-style-type: none"> Chief of Police Assistant Chief Major-Criminal Investigations 	One Year	18 months
21	High	Modify lieutenant assignments	Agree	In progress.	<ul style="list-style-type: none"> Chief of Police Assistant Chief Major-Criminal Investigations 	Three Months	Six Months
22	Low	Reduce civilian staffing in the pawn shop unit	Agree	Examine staffing level recommended based on workload.	<ul style="list-style-type: none"> Chief of Police Assistant Chief Major-Criminal Investigations 	One Month	Six Months
23	High	Modify approach to collecting evidence at crime scenes	Agree	Currently overworked. Recommend increasing staff to determine appropriate actions.	<ul style="list-style-type: none"> Chief of Police Assistant Chief Major- Criminal Investigations 	Two Months	One Year
24	Medium	Rotate call-out responsibility among all Criminal Investigations Division lieutenants	Agree	The call out responsibility is already rotated between all 4 CID Lieutenants.	<ul style="list-style-type: none"> Chief of Police Assistant Chief Major-Criminal Investigations 	Ongoing	Sep-17
25	High	Explore ways to use electronic time tracking to monitor how detectives spend their time on cases	Agree	Electronic time tracking should be implemented throughout the SCMPD.	<ul style="list-style-type: none"> Chief of Police Assistant Chief Major-Criminal Investigations Captain- Planning & Tech Mgmt. 	Three Months	18 Months
IMPROVING OPERATIONAL EFFICIENCY AND EFFECTIVENESS (Special Operations Issues)							
26	Medium	Modify canine officer schedules	Agree	Explore data to make decision.	<ul style="list-style-type: none"> Major - Special Operations 	Two Months	Seven Months
27	Medium	Assess level of resources that should be assigned to mounted unit	Agree	Examine staffing needs.	<ul style="list-style-type: none"> Chief of Police Assistant Chief City Manager Major- Special Operations 	Two Months	Four Months
28	Medium	Modify traffic enforcement officer schedules	Agree	Examine staffing needs and work load.	<ul style="list-style-type: none"> Major - Special Operations 	Two Months	Seven Months

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29	High	Expand responsibilities of traffic lieutenant	Agree	Completed. The Lieutenant is now in charge of Canine and Mounted Patrol.	• Major - Special Operations	Ongoing	Completed
30	Medium	Develop "work around" to address accident reporting issues	Agree	Explore option/ resources needed to implement.	• Chief of Police • Assistant Chief • Major- Special Operations • Captain- Planning & Tech Mgmt.	Three Months	Seven Months
IMPROVING OPERATIONAL EFFICIENCY AND EFFECTIVENESS (Communications Issues)							
31	High	Develop plan to address communications facilities needs	Agree	Planning has started with County for multi-use EOC/911 Facility to be built at the Airport property. Either agree to go full in with County on this building or immediately start planning for a stand-alone building. SCMPD not included in planning meetings thus far.	• City Manager • County Manager • Chief of Police • Major - Special Operations	Two Months	One Year
32	High	Modify shift rotation policies	Agree	Four 12 hours shifts is the industry standard.	• Chief of Police • Assistant Chief • Major - Special Operations	Six Months	One Year
33	High	Ensure communications staff can take breaks	Agree	Authorized staffing is not adequate for workload. Recommended action can be accomplished upon sufficient staff being hired. 19+ supervisors is study recommendation. Consider additional 12 communication officers for attrition impact.	• Chief of Police • Assistant Chief • Major - Special Operations	Six Months	One Year
34	High	Establish quality assurance position	Agree	The SCMPD is not meeting a significant number of applicable standards, which such a position would impact.	• Major - Special Operations	12 Months	Two Years
IMPROVING OPERATIONAL EFFICIENCY AND EFFECTIVENESS (Issues Affecting Other Units)							
35	Medium	Establish recruiting goals	Agree	Recruiting goals and objectives in place.	• Chief of Police • Assistant Chief • Major - Management Services	Three Months	Six Months
36	Medium	Establish recruiting position to develop relationships with sources of desired employment candidates	Agree	Additional recruiter needed to continue and supplement Recruiting's efforts.	• Chief of Police • Assistant Chief • Major - Management Services	Three Months	One Year

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37	High	Strengthen management and supervisory training and increase staffing by one position to support these efforts	Agree	New Supervisory training program was created and instituted in 2015. Collateral duty instructors used to complete this task. A dedicated position for this and career development is recommended.	<ul style="list-style-type: none"> • Chief of Police • Assistant Chief • Major - Management Services 	Two Months	One Year
38	Medium	Incorporate community outreach into crime reduction initiatives	Agree	Ongoing. Develop metrics for assessing successful implementation.	<ul style="list-style-type: none"> • Chief of Police • Assistant Chief • Major- Patrol 	Two Months	10 Months
39	High	Assign undercover vehicles to the Undercover Narcotics Investigation Team	Agree	Undercover vehicles are currently budgeted for trade. Increases are needed to purchase more to refresh fleet.	<ul style="list-style-type: none"> • Chief of Police • Assistant Chief • Major- Patrol • Major - Management Services 	Seven Months	22 Months
40	Low	Establish ways for officers to make productive use of their time while waiting to appear in court	Agree	Court should consider efficient processing of cases. Several Officers attend court during off dates.	<ul style="list-style-type: none"> • Chief of Police • Assistant Chief • All Majors 	Six Months	Two Years
41	High	Improve physical security for customer service staff	Agree	Develop a plans and explore cost for effective implementation.	<ul style="list-style-type: none"> • Major- Special Operations 	Eight Months	14 Months
42	Medium	Ensure officers do not refer residents to customer service instead of writing a report	Agree	Encourage and promote online reporting. Develop a standard reporting protocol.	<ul style="list-style-type: none"> • Chief of Police • Assistant Chief • Major - Patrol 	Two Months	Jan-18
43	Medium	Encourage patrol officers to support the CrimeStoppers program	Agree	Include in roll call and provide training and materials for officer information.	<ul style="list-style-type: none"> • Chief of Police • Assistant Chief • Major- Patrol 	One month	Jan-18
44	Low	Develop case file management alternatives	Agree	Ongoing budgeting process; to explore testing and implementation; plan to leverage an existing relationship with a vendor.	<ul style="list-style-type: none"> • Captain- Planning & Tech Mgmt. 	Seven Months	24 Months
45	Low	Develop internal bid to provide custodial services	Agree	Conduct internal study to determine feasibility in capacity and operationality.	<ul style="list-style-type: none"> • Administrative Support Services Manager 	Three Months	12 Months
STAFFING							

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46	High	Select desired service levels and modify staffing as detailed in Chapter V			<ul style="list-style-type: none"> City Manager County Manager 	Two Months	5 Years
47	High	Provide staffing to account for vacancies			<ul style="list-style-type: none"> City Manager County Manager 	Two Months	One Year
EVIDENCE BASED FUNDING FORMULA							
48	High	Develop approaches to developing needed information on an ongoing basis			<ul style="list-style-type: none"> City Manager County Manager 	Two Months	Eight Months
49	High	Use evidence based funding formula to allocate costs between the city and the county			<ul style="list-style-type: none"> City Manager County Manager 	Two Months	Eight Months