

POLICE OPERATIONS AND DATA ANALYSIS REPORT

BRENTWOOD, MISSOURI



POLICE OPERATIONS

CPSM[®]

CENTER FOR PUBLIC SAFETY MANAGEMENT, LLC
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Exclusive Provider of Public Safety Technical Services for
International City/County Management Association

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The International City/County Management Association (ICMA) is a 100-year-old, nonprofit professional association of local government administrators and managers, with approximately 9,000 members spanning thirty-two countries.

Since its inception in 1914, ICMA has been dedicated to assisting local governments in providing services to their citizens in an efficient and effective manner. Our work spans all of the activities of local government — parks, libraries, recreation, public works, economic development, code enforcement, Brownfields, public safety, etc.

ICMA advances the knowledge of local government best practices across a wide range of platforms including publications, research, training, and technical assistance. Its work includes both domestic and international activities in partnership with local, state, and federal governments as well as private foundations. For example, it is involved in a major library research project funded by the Bill and Melinda Gates Foundation and is providing community policing training in Panama working with the U.S. State Department. It has personnel in Afghanistan assisting with building wastewater treatment plants and has had teams in Central America providing training in disaster relief working with SOUTHCOM.

The **ICMA Center for Public Safety Management (ICMA/CPSM)** was one of four Centers within the Information and Assistance Division of ICMA providing support to local governments in the areas of police, fire, EMS, emergency management, and homeland security. In addition to providing technical assistance in these areas we also represent local governments at the federal level and are involved in numerous projects with the Department of Justice and the Department of Homeland Security. In each of these Centers, ICMA has selected to partner with nationally recognized individuals or companies to provide services that ICMA has previously provided directly. Doing so will provide a higher level of services, greater flexibility, and reduced costs in meeting members' needs as ICMA will be expanding the services that it can offer to local governments. For example, The Center for Productivity Management (CPM) is now working exclusively with SAS, one of the world's leaders in data management and analysis. And the Center for Strategic Management (CSM) is now partnering with nationally recognized experts and academics in local government management and finance.

Center for Public Safety Management, LLC (CPSM) is now the exclusive provider of public safety technical assistance for ICMA. CPSM provides training and research for the Association's members and represents ICMA in its dealings with the federal government and other public safety professional associations such as CALEA. The Center for Public Safety Management, LLC maintains the same team of individuals performing the same level of service that it has for the past seven years for ICMA.

CPSM's local government technical assistance experience includes workload and deployment analysis using our unique methodology and subject matter experts to examine department organizational structure and culture, identify workload and staffing needs, and identify and disseminate industry best practices. We have conducted more than 269 such studies in 37 states and 204 communities ranging in size from 8,000 population (Boone, Iowa) to 800,000 population (Indianapolis, Ind.).

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SECTION 1. EXECUTIVE SUMMARY

The Center for Public Safety Management, LLC (CPSM) was commissioned to review the operations of the Brentwood Police Department (BPD). While our analysis covered all aspects of the department's operations, particular areas of focus of this study included: identifying appropriate staffing of the department given the workload, community demographics, and crime levels; the effectiveness of the organizational structure; and efficiency of division/unit processes.

We analyzed the department workload using operations research methodology and compared that workload to staffing and deployment levels. We reviewed other performance indicators that enabled us to understand the implications of service demand on current staffing. Our study involved data collection, interviews with key police and administration personnel, focus groups with department personnel and volunteers/community members, on-site observations of the job environment, data analysis, comparative analysis, SWOT analysis, and the development of alternatives and recommendations.

Based on CPSM's detailed review of the Brentwood Police Department, it is our opinion that the department reflects a police agency that is professional and desires to be responsive to the community's needs. The staff is professional and dedicated to the mission of the department. Members of the community are supportive of the mission of the police department.

Key recommendations follow and are discussed in detail throughout the report. These recommendations are offered to enhance the operation of the Brentwood Police Department. The recommendations provided are to ensure that police resources are optimally deployed, operations are streamlined for efficiency, and services provided are cost-effective, all while maintaining the high level of police services to the citizens of Brentwood, Missouri.

CPSM staff would like to thank City Administrator Bola Akande, Mayor Chris Thornton, Chief Dan Fitzgerald, Major Jim McIntyre, and the entire staff of the Brentwood Police Department for their gracious cooperation and assistance in completing this project.

KEY RECOMMENDATIONS

- Recruitment efforts should focus on females, Asians, and Hispanics/Latinos to better align the department's demographics to the community's demographics.
- Continue to implement a more aggressive strategy for alarm reduction to reduce calls for service (CFS) to false alarms.
- Explore ways to minimize response to vehicle accidents involving less than \$500 in property damage, such as by encouraging citizens to obtain a report form online and submit the documents by mail or electronically. Utilize volunteers or civilian community service officers to handle CFS that do not warrant the response of a sworn police officer.
- Review all fire department calls for service (CFS) and create a dispatch policy for responding only to critical calls that require the response of a sworn officer for assisting the fire department.
- Explore ways to use of volunteers, such as by instituting a "Citizens on Patrol" Program using trained volunteers to respond to nonemergency CFS that are now occupying emergency resources.
- Supervisors should conduct consistent and formalized roll call meetings. Documentation detailing what information was distributed to subordinates should be captured and kept on file. Furthermore, supervisors should also use roll call to review crime trends, community issues, department policies, training updates, and other important information.
- Brentwood uses a 28-day schedule for shift rotation. The department should consider changing to a longer duration, which is less disruptive on the lives of the officers as compared to a more frequent rotation of the shifts. Many agencies rotate shifts only every four or six months. By having a longer duration between shift rotations, there is a greater opportunity for the community to get to know the officers working the shift. This can promote community relations and inspire community engagement.
- Consider implementing a one-hour overlap of shifts by staggering deployment so as to increase communication among the shifts and increase calls for service coverage during shift change.
- A Business Watch program should be established for retail crime "hot spots." Department members trained in crime prevention strategies could meet with these groups monthly. Adopting the principles of Crime Prevention through Environmental Design (CPTED), providing security assessments to retail establishments for target hardening, and implementing security training for retail employees should be implemented to reduce crime.
- Consider having city leadership and police department leadership meet with managers from retail businesses in Brentwood to determine joint crime reduction strategies, such as the businesses hiring off-duty officers as additional security. A formalized process could be instituted within the department to coordinate retail off-duty jobs and an administrative fee could be charged to the retail establishments to support program coordination. This would enable the department to possibly hire a part-time civilian position to coordinate the program.
- For crime prevention in residential areas, the department should focus on establishing an active Neighborhood Watch program with a strong focus on residential security and crime prevention. Security surveys and the registration of residential cameras with the department could be implemented as crime prevention measures.

- Review the geographical configuration of the two districts to ensure the most efficient travel routes for police response.
- Implement a three- to five-year strategic plan for the department. The strategic plan should include goals and objectives, measurable outcomes, and projected personnel and capital expenses, all with the end goal of reducing crime and increasing the quality of life in the city of Brentwood.
- CPSM recommends the department focus its leadership development efforts on the rank of patrol sergeant so as to strengthen leadership within the department. The Chief should review the job task analysis of the position of patrol sergeant, all performance evaluations for the rank of sergeant for the past five years, should evaluate performance observations made by the Chief and Assistant Chief (Major) to identify deficiencies, review internal affairs disciplinary records, and interview each sergeant to ascertain what he/she believes are needed areas for professional development. Research should be conducted to identify providers of applicable training and determine the cost of needed training. Funding should be identified to support this leadership development initiative.
- The patrol sergeants should be responsible for the final review of all police reports initiated by their subordinates and should be actively involved in conducting internal affairs complaints pertaining to their subordinates.
- For operational purposes and to enhance officer safety, sergeants should have access to all vehicle GPS data to be able to monitor the location of subordinates.
- The role of sergeant needs greater responsibility in the department if the department wants to expand its service delivery and for future operational considerations.
- CPSM recommends that the department create a clear vision of the direction of crime prevention education for the community. The vision should be inclusive of the needs of both residential and business communities in an effort to prevent and reduce crime.
- CPSM recommends that the Chief select from each platoon one sworn officer or corporal to serve as a crime prevention specialist. These officers should receive training from the National Crime Prevention Council in the following courses: Basic Crime Prevention, Advanced Crime Prevention, and Crime Prevention through Environmental Design (CPTED). The selected four sworn officers will serve as the crime prevention specialists during their discretionary time. This would enable crime prevention specialists to create Neighborhood Watch and Business Watch programs, attend meetings during both daytime and nighttime hours, provide crime prevention educational programs to both residential and business community groups, conduct security surveys, attend city events, and engage in other crime prevention-related duties.
- The crime analysis duties should be shifted from the detective who currently serves part-time as a criminal intelligence analyst, as indicated in Administrative Order 62-02-02, to a civilian employee. This civilian employee needs to receive formalized training in crime analysis. The crime analyst should work with the crime prevention specialists, patrol sergeants and officers, detectives, and department leadership in to produce data that can be used internally for tactical planning and externally to educate the community in crime prevention.
- In the future and after the implementation of a civilian crime analyst position, the department leadership needs to institute a form of the Compstat model. This will require a shift in the organizational culture from a reactive to a proactive policing philosophy.
- The Internal Affairs policy needs to be rewritten; it should articulate a detailed, comprehensive process for receiving and investigating complaints against department employees.

- CPSM recommends that the department's policy enable citizens to easily obtain a citizen's complaint form in person, by phone, by mail or email, or through the department's website so as to promote transparency of the department's actions.
- Sergeants, who are available 24/7, should have the responsibility for accepting complaints from citizens to ensure a rapid response to a citizen's concerns.
- The updated Internal Affairs policy should detail when a supervisor is authorized to investigate an internal affairs complaint and when the complaint needs to be elevated to a higher rank for investigation.
- All internal affairs complaints made anonymously should be thoroughly investigated.
- At the time of the CPSM site visit in 2016, the department advised that it was in the process of requiring officers to complete a use of force report form when they use force against a person. The department should be commended for implementing this process. The patrol sergeants should be the first level of review for all use of force reports. The Major or Chief should serve as the second level of review. The department should consider having an officer certified in defensive tactics also review the use of force reports for the purpose of making department training recommendations.
- The department should consider a shift in functionality to include a more formal and proactive approach to internal affairs. Random audits and inspections should be conducted of field contacts, use of force, traffic stops, traffic tickets, sick time abuse, investigations, any in-car/camera video, property and evidence submissions, records, equipment, or any other quality control mechanisms on administrative policies, sexual assault investigations, or sexual harassment. All of these areas can be examined more rigorously and audits and inspections will support quality assurance, safety, and policy compliance.
- Formalized and detailed recordkeeping pertaining to all internal affairs investigations, whether initiated internally or externally, should be implemented immediately.
- Disseminate findings and penalties associated with disciplinary cases, both internally in the department and externally in the annual report.
- Approval of police reports prepared by patrol officers should be the responsibility of patrol supervision. Responsibility for this work should be removed from the Detective Bureau supervisor.
- Consider establishing a policy for a defined term of assignment to the Detective Bureau.
- An assignment-specific training matrix is recommended to help ensure that detectives are appropriately trained and fully prepared to investigate crimes.
- The video/audio recording system in the Detective Bureau interrogation room should be replaced.
- The department should ensure that UCR reporting guidelines are adhered to when reporting case clearance rates.
- Reassign the responsibility for fleet management from the SRO to a patrol supervisor.
- Reassign the responsibility for the tracking and reporting of juvenile detentions from the SRO to a patrol supervisor.
- Consider establishing a rotation schedule for the SRO assignment.
- Consider establishing a rotation schedule for the DEA Task Force assignment.

- Strong consideration should be given to assigning civilian personnel to manage the day-to-day operation of the evidence and property function.
- The department should acquire software designed specifically for the property and evidence function, along with portable barcode readers, to enhance the management of this function.
- Random, semi-annual audits of the evidence and property function should be conducted to ensure that items are appropriately stored, tracked, and disposed of.
- An annual inventory of all items stored should be conducted. Cases associated with items stored for more than one year should be reviewed to determine the continued necessity of storage.
- Consideration should be given to acquiring training management software for use in tracking all department training by both courses offered and by individual.
- Relative to in-house training, a training syllabus should be created for each segment and maintained for future reference.
- Develop a standardized training schedule for roll-call training to ensure uniformity and regularity of training. This may be complemented by shift training identified as appropriate for specific work groups.
- A two-year master training calendar should be developed for recurring departmental training. This should be an active document, subject to modification as needed and should always include training in high-risk / low-frequency areas.
- A master training plan should be developed to identify necessary/desired training by assignment and to allow for individual training courses to be so prioritized.
- A field guide for supervisors should be created to assist them with complex and/or uncommon situations.
- Provide additional training to records staff to enhance the use of technology and reduce reliance on interoffice mail and fax machines.
- Through the CALEA process, develop a general order governing the functions of the records section to include a retention schedule.
- Consider discontinuing the acceptance of cash for fees and accept only credit/debit cards, cashier's checks, or money orders.
- Consider charging a vehicle release fee to criminal offenders whose vehicles have been impounded in connection with a crime.
- Transfer responsibility for FBI UCR reporting to the records section.
- It is recommended that the City and department evaluate the appropriateness of continuing to operate the jail facility.
- Consider enhancing the performance appraisal document for commissioned/sworn personnel.
- Consider discontinuing the Analysis of Application process in promotions.
- Institute a formal employee recognition program to celebrate department employees' major successes and promotions. Include members of city hall and the community to recognize employees for a job well done.

- Institute weekly, formal staff meetings for command/supervisory personnel with the Chief to enhance internal communication. Require an agenda, minutes, and attendance sheet. Cascade the weekly formalized staff meetings to require supervisory personnel to conduct weekly, formal staff meetings with their subordinates (officers) to disseminate information garnered from the command/ supervisory meetings. Also, include training segments on department policies, crime trends, use of force, operational issues, administrative issues, etc., as part of the weekly formalized meetings. Require supervisors to provide an agenda, minutes, attendance sheet, and a brief lesson plan describing the training delivered to their subordinates. Participation should be mandatory and tracked. All documentation should be forwarded to the Chief and filed by the administrative assistant to ensure meetings/training sessions are being conducted by supervisors. This will enhance internal communication both vertically and horizontally throughout the department.
- Identify a civilian position or volunteer to serve as the social media/website manager. Provide consistent and up-to-date crime information to the community through social media and the website. This position should receive training in what information can be released to the public.
- Activate GPS tracking in all vehicles and enable all department members to view the location of department vehicles. Require supervisors to monitor the location of officers to ensure the officers are patrolling the residential areas during their discretionary time. Enabling all officers to view the GPS tracking of vehicles is a way to support officer safety measures.
- Consider creating a Volunteers on Patrol Program using trained volunteers to assist the department in crime prevention efforts such as setting up speed display equipment in neighborhoods to reduce speeding, patrolling neighborhoods in an effort to serve as the eyes and ears for law enforcement, educating citizens in residential crime prevention strategies, backfilling school crossing guard shifts, and other activities to assist the police department.

SECTION 2. METHODOLOGY

Data Analysis

CPSM used numerous sources of data to support our conclusions and recommendations for the Brentwood Police Department (BPD). Information was obtained from the FBI Uniform Crime Reporting (UCR) Program, Part I offenses, along with numerous sources of BPD internal information. UCR Part I crimes are defined as murder, rape, robbery, aggravated assault, burglary, larceny-theft, and larceny of a motor vehicle. Internal sources included data from the computer-aided dispatch (CAD) system for information on calls for service (CFS).

Interviews

This study relied extensively on intensive interviews with BPD personnel. On-site and in-person interviews were conducted with all division commanders regarding their operations.

Focus Groups/SWOT Analysis

A focus group is an unstructured group interview in which the moderator actively encourages discussion among participants. Focus groups generally consist of eight to ten participants and are used to explore issues that are difficult to define. Group discussion permits greater exploration of topics. For the purposes of this study, focus groups were held with a representative cross-section of employees within the department. A SWOT analysis methodology was used to create an awareness of the organizational culture, strengths, weaknesses, opportunities, and threats.

Document Review

CPSM consultants were furnished with numerous reports and summary documents by the Brentwood Police Department. Information on strategic plans, personnel staffing and deployment, monthly and annual reports, operations manuals, intelligence bulletins, evaluations, training records, and performance statistics were reviewed by project team staff. Follow-up phone calls were used to clarify information as needed.

Operational/Administrative Observations

Over the course of the evaluation period, numerous observations were conducted. These included observations of general patrol, investigations, and administrative functions. CPSM representatives engaged all facets of department operations from a "participant observation" perspective.

Implementing the Report's Recommendations

CPSM's conclusions and recommendations provide a blueprint for both the city and police administrations to move forward. The city administration should have periodic meetings with the BPD to ensure that CPSM's recommendations are implemented. It is strongly recommended that the Chief identify and task one individual with responsibility for implementing these recommendations. This person should establish a liaison with the Chief of Police and should be given the authority and responsibility to effectuate the recommended changes. This includes ensuring the recommendations are executed in a timely fashion and then evaluating the

department's progress every six months. If the city desires, CPSM can provide a service to review, monitor, and evaluate the department's progress to help ensure that the recommendations are being implemented properly. If the police administration continues to have difficulty implementing the recommendations, CPSM can assist with implementation.

SECTION 3. COMMUNITY AND DEPARTMENT OVERVIEW

Brentwood is located in St. Louis County, Missouri, and is an inner-ring suburb of the city of St. Louis. Brentwood was established as a village in 1919. The city has a total land area of 1.96 square miles and an estimated population (in 2015) of approximately 8,057; in 2010 the population was 8,055, which indicates a static population during this five-year period. The city is governed by a Mayor and a Board of Aldermen. The city is geographically divided into four wards, with each ward represented by two aldermen. A City Administrator appointed by the Mayor and Board of Aldermen has the responsibility of managing the daily functions of the city. The police department is guided by a clear mission statement, which states:

Mission Statement of the Brentwood Police Department

Members of the Brentwood Police Department are committed to excellence in public safety: the protection of life and property and are dedicated to the people of the City of Brentwood. We will provide community-enhancing services; foster a positive relationship with the community and develop our agency and officers with an emphasis on professionalism, integrity and service. We will constantly work to be the best Police Department in the St. Louis area.

DEMOGRAPHICS

The city of Brentwood is a heterogeneous community; its population is 87.5 percent white, 6.8 percent Asian, 3.1 percent African American, 2.8 percent Latino, 0.1 percent American Indian and Alaska Native, and 0 percent Native Hawaiian/Other Pacific Islander.

The city has a more highly educated populace and a substantially higher economic profile compared to state averages. While 97.5 percent of the city's population has a high school diploma compared to 88 percent statewide, college graduates account for 65.8 percent of the city's population age 25 and higher, compared to 26.7 percent for the state. The mean value of owner-occupied housing units is \$191,700 in the city, compared to \$136,700 for Missouri as a whole. The median household income is \$73,358 for the city, compared to \$47,764 for the state. Persons living in poverty make up 5.3 percent of the city's population, compared to 14.8 percent for the state. Persons under 65 years of age without health insurance are 14.9 percent of the population in the city, compared to 11.4 percent for the state.

These demographics show a community that is primarily white, highly educated (with 97.5 percent having a high school diploma and 65.8 percent being college graduates), and representative of a high socio-economic lifestyle with a low poverty rate. Table 3-1 provides a demographic comparison between the city of Brentwood and the state of Missouri.

TABLE 3-1: Demographics Comparison between City of Brentwood and State of Missouri

Demographics Category	Brentwood	Missouri
Land Area in Square Miles, 2010	1.96	68,741.52
Persons per Square Mile, 2010	4,101.3	87.1
2015 Population	8,057	6,083,672
2010 Population	8,055	5,988,927
Percent Change from 2010 to 2015	0%	1.6%
Persons under 5 years, percent, 2010	5.8%	6.5%
Persons under 18 years, percent, 2010	18.4%	23.8%
Persons 65 years and over, percent, 2010	12.4%	14.0%
Female Persons, percent, 2010	53.9%	51.0%
White, percent, 2010	87.5%	82.8%
Black or African American, percent 2010	3.1%	11.6%
American Indian and Alaska Native, percent, 2010	0.1%	0.5%
Asian, percent, 2010	6.8%	1.6%
Native Hawaiian/Other Pacific Islander, percent, 2010	0%	0.1%
Hispanic/Latino, percent, 2010	2.8%	3.5%
Two or More Races, percent, 2010	1.9%	2.1%
Foreign born persons, percent, 2010-2014	8.5%	3.9%
Language Other than English Spoken at Home, Age 5+, 2010-2014	10.4%	6.1%
High School Graduate, age 25+, 2010-2014	97.5%	88.0%
Bachelor's Degree or Higher, Age 25+, 2010-2014	65.8%	26.7%
Veterans, 2010-2014	339	466,762
Mean Travel Time to Work in Minutes, Workers Age 16+, 2010-2014	18.9	23.1
Households, 2010-2014	3,791	2,361,232
Persons per Household, 2010-2014	2.12	2.48
Housing Units, 2010	4,410	2,712,729
Homeownership Rate, 2010-2014	64.9%	67.9%
Median Value of Owner-Occupied Housing Units, 2010-2014	\$191,700	\$136,700
Median Gross Rent	\$1,133	\$740
Civilian Labor Force, Percent of Population Age 16 years +, 2010-2014	74.3%	63.5%
Median Household Income, 2014	\$73,358	\$47,764
Persons in Poverty	5.3%	14.8%
Persons without Health Insurance, under Age 65	14.9%	11.4%

Source: United States Census Bureau. Retrieved from <http://www.census.gov/quickfacts/table/PST045215/2908236,29>

UNIFORM CRIME REPORT/CRIME TRENDS

The FBI's Uniform Crime Reporting (UCR) Program assembles data on crime from police departments in the United States; the reports are utilized to measure the extent, fluctuation, and distribution of crime. For reporting purposes, criminal offenses are divided into two categories: Part 1 offenses and Part 2 offenses. In Part 1 offenses, the UCR indexes incidents in two categories: violent crimes and property crimes. Violent crimes include murder, rape, robbery, and aggravated assault. Property crimes include burglary, larceny, and motor vehicle theft.

While communities differ from one another in population, demographics, geographical landscape, and social-economic distinctions, comparisons to other jurisdictions can be helpful in illustrating how communities in Missouri compare to one another in terms of crime rates. As indicated in Table 3-2, in 2015, Brentwood had a UCR Part I violent crime rate of 211 and a property crime rate of 4,141. Crime rates are expressed as the number of incidents per 100,000 population.

In comparing Brentwood with the other municipalities listed, one can see Maplewood had the highest violent crime rate of 629, followed by Brentwood with 211, and the remaining cities with lower rates. In terms of property crimes, Maplewood had the highest property crime rate with 8,345, followed by Des Peres with 4,538, then Brentwood 4,141. When examining the total crime rate, Brentwood falls in the median range of the comparable cities.

Overall, combined crime rates for violent crimes and property crimes indicate that Brentwood has a higher total crime rate in comparison to both the state of Missouri and the nation.

TABLE 3-2: 2014 Comparison of Reported Crime Rates by Jurisdiction

Agency	State	Population	Crime rates (per 100,000)		
			Violent	Property	Total
Brentwood	MO	8,041	211	4,141	4,353
Des Peres	MO	8,573	140	4,538	4,677
Ladue	MO	8,590	47	1,350	1,397
Maplewood	MO	7,945	629	8,345	8,974
Olivette	MO	7,868	191	1,614	1,805
Sunset Hills	MO	8,535	187	2,566	2,753
Missouri		6,083,672	497	2,854	3,352
National		321,418,820	373	2,487	2,860

Figure 3-1 displays the trends in violent crime and property crime rates per 100,000 for Brentwood for the time period of 2006 to 2015.

The figure shows that the violent crime rate has remained somewhat low over this period, but with intermittent increases and decreases. For example, the lowest violent crime rate of 28 occurred in 2008, and the highest occurred in 2006 with 216, followed by 211 in 2015.

Property crime was the highest in 2007 with a rate of 5,582, and saw intermittent increases and decreases throughout the 10-year period, with the lowest rate occurring in 2009 at 3,100. Examining the reasons for the fluctuation in crime rates are beyond the scope of this study.

FIGURE 3-1: Trend in Crime Rates, 2006-2015, Brentwood

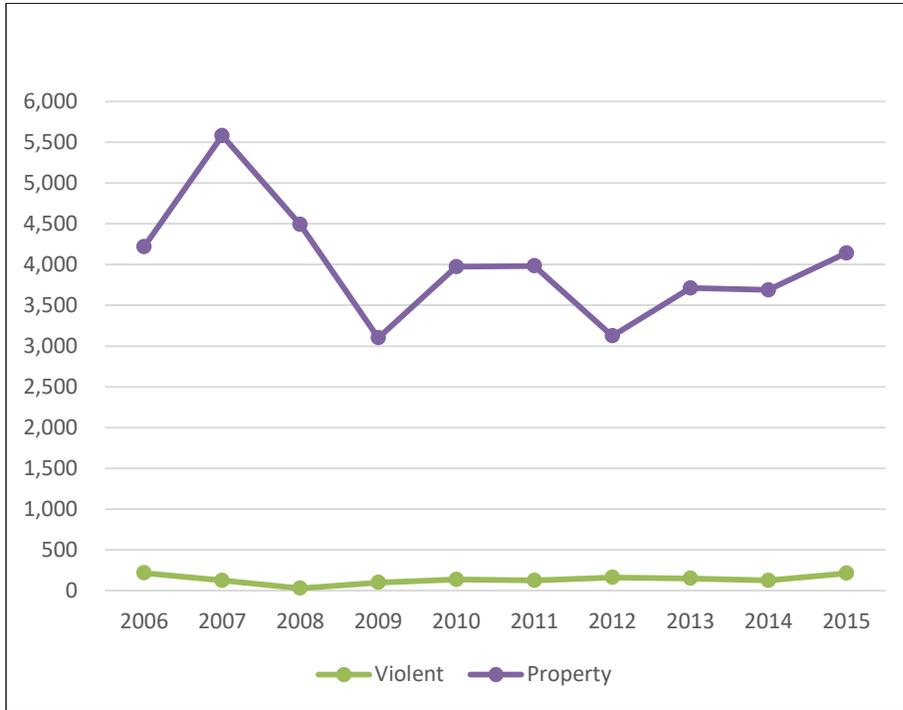


Figure 3-2 compares overall crime rates between the city of Brentwood and the state of Missouri during the time frame of 2006 through 2015. Over that period, with the exception of 2009 and 2012, the city of Brentwood experienced a higher overall crime rate as compared to the state of Missouri.

The city saw spikes in its crime rate in 2007, 2010, 2013, and 2015, followed by drops, which left its overall rate largely unchanged over the 10-year period. Statewide, the overall crime rate trended slightly downward during that same period. Further analysis would be needed to determine the factor(s) that contributed to these changes and differences between the city of Brentwood and the state of Missouri; however, that analysis is beyond the scope of this study.

FIGURE 3-2: Trend in Overall Crime Rates, 2006-2015, Brentwood and Missouri

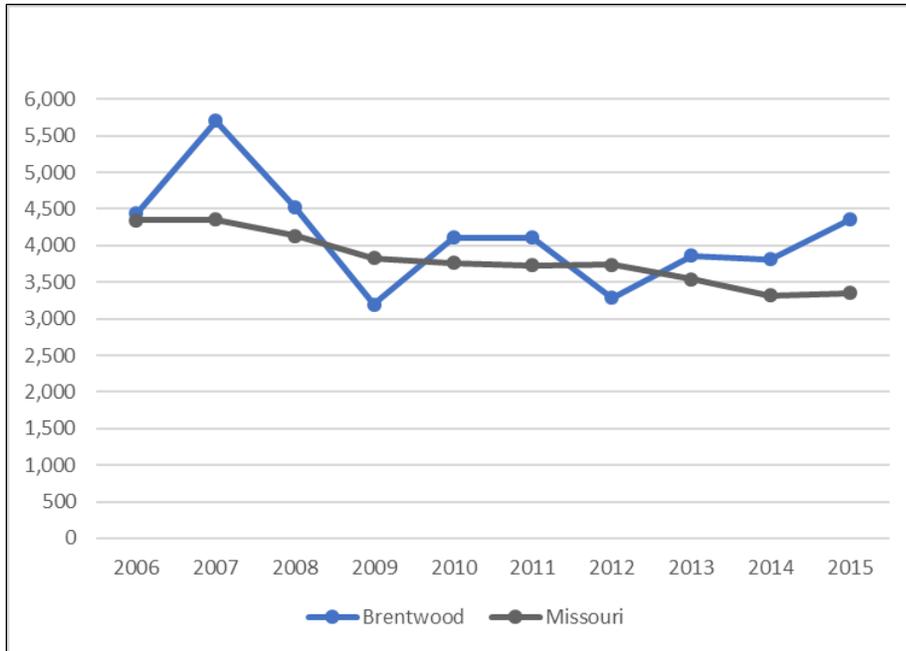


Table 3-3 compares the city of Brentwood crime rates to both the state and national rates year by year for the period 2006 through 2015. During that period, Brentwood had a higher total crime rate per 100,000 citizens in 2006, 2007, 2008, 2010, 2011, 2013, 2014 and 2015 in comparison to the state and national rates. However, in 2009, Brentwood had a lower total crime rate in comparison to the state and nation. In 2012, Brentwood had a slightly lower crime rate in comparison to the state, but a higher crime rate in comparison to the nation. Further analysis is needed to determine the factor(s) that contributed to these changes and differences between the city of Brentwood and the state of Missouri; however, that analysis is beyond the scope of this study.

TABLE 3-3: Reported City, State, and National Crime Rates, by Year (2006 to 2015)

Year	Brentwood				Missouri				National			
	Population	Violent	Property	Total	Population	Violent	Property	Total	Population	Violent	Property	Total
2006	7,419	216	4,219	4,435	5,878,107	542	3,803	4,345	304,567,337	448	3,103	3,551
2007	7,238	124	5,582	5,706	5,918,287	556	3,797	4,354	306,799,884	442	3,045	3,487
2008	7,170	28	4,491	4,519	5,950,049	498	3,632	4,131	309,327,055	438	3,055	3,493
2009	7,129	98	3,100	3,198	6,031,658	489	3,339	3,827	312,367,926	416	2,906	3,322
2010	8,055	137	3,973	4,109	6,031,691	453	3,311	3,764	314,170,775	393	2,833	3,225
2011	8,084	124	3,983	4,107	6,053,701	444	3,287	3,732	317,186,963	376	2,800	3,176
2012	8,068	161	3,123	3,285	6,064,498	448	3,289	3,736	319,697,368	377	2,758	3,135
2013	8,030	149	3,711	3,861	6,092,552	430	3,110	3,540	321,947,240	362	2,627	2,989
2014	8,027	125	3,688	3,812	6,112,392	440	2,883	3,322	324,699,246	357	2,464	2,821
2015	8,041	211	4,141	4,353	6,083,672	497	2,854	3,352	321,418,820	373	2,487	2,860

Note: *2015 populations are U.S. Census Bureau provisional estimates as of July 1. 2006-2014 populations are total reported populations from FBI UCR data.

Clearance rates measure the effectiveness of the police department in investigating and successfully solving crimes. Solving crimes in this context of clearance rates is when an individual is charged with the crime. Clearance rates are calculated by dividing the number of solved crimes by the total number of crimes during a given time period. Clearance rates are one of many factors that can be used to evaluate the effectiveness of a police department. However, there are many variables that affect crime. As a performance measurement tool, clearance rates are best used by the police department to evaluate the police department's performance from year to year as an internal measurement. Table 3-4 is presented for informational purposes only; it shows the clearance rates for Part 1 crimes for the city of Brentwood, the state of Missouri, and the nation.

TABLE 3-4: Reported City, State, and National Clearance Rates for 2014

Crime	Brentwood			Missouri			National		
	Crimes	Clearances	Rate	Crimes	Clearances	Rate	Crimes	Clearances	Rate
Murder Manslaughter	0	0	NA	497	288	58%	14,392	8,850	62%
Rape	1	0	0%	2,552	627	25%	110,582	41,700	38%
Robbery	8	7	88%	6,363	2,028	32%	299,232	87,700	29%
Aggravated Assault	8	6	75%	20,787	7,788	37%	707,017	382,000	54%
Burglary	12	0	0%	33,925	4,696	14%	1,450,074	187,000	13%
Larceny	303	214	71%	122,375	30,769	25%	5,225,538	1,140,000	22%
Vehicle Theft	18	8	44%	16,972	2,112	12%	657,090	86,100	13%

Note: *2015 national UCR clearance totals are not released by the FBI until April 2017. The above clearance totals are provisional estimates calculated from the FBI UCR clearance percentages. State-level data was taken from the 2015 Missouri State Highway Patrol UCR report.

FISCAL COMPARISONS/BENCHMARKS

The Benchmark City Survey was begun in 1997 by a group of police chiefs from across the country to establish a measurement tool to determine if their departments were providing the best service possible to their communities in an efficient manner. The 2014 survey included 29 police departments; the average population of these cities was 164,560, with a median population of 147,220. While communities differ from one another, comparisons can be helpful in benchmarking the performance of a police department. The most recent available data from the Benchmark City Survey is for the year 2014.

The 2014 survey reports that the participating police departments' budgets averaged 28.5 percent of their city's total budget. In comparison, the 2015 Brentwood Police Department budget was \$3,541,352 inclusive of capital outlay, and the total city budget was \$24,064,354. Thus, the Brentwood Police Department budget is 14.72 percent of the total city budget, which is substantially lower than the participating police departments' average of 28.5 percent.

Another budget comparison that can be made from the 2014 Benchmark City Survey is the breakdown of the police department's costs per citizen. In the 2014, the average police department budget equated to \$233.10 per citizen. By comparison, the Brentwood Police Department's budget equated to \$440.41 per citizen, which is 88.93 percent higher than the Benchmark City Survey average cost per citizen.¹

In terms of benchmarking against the 2014 Benchmark City Survey of Police Departments, one can state that cost-effectiveness reduction strategies need to be reviewed by the department as costs per citizen were higher.

DEPARTMENT'S FINANCIAL SUSTAINABILITY

The department recently experienced a slight reduction in overall budget funding and overtime funding. Table 3-5 shows the overtime budget of the police department, the total budget of the police department, and the total budget of the city of Brentwood for fiscal years 2014 and 2015. Department leadership indicated that the police overtime budget is partially funded by the DEA Task Force. The police department experienced an 11.85 percent reduction in overtime funding from 2014 to 2015. The total department budget figure includes personnel costs, operating budget, and capital outlay. The table shows a 4.01 percent decrease in the total budget funding of the police department over this two-year period. Additionally, during the same time period, the citywide budget increased 13.84 percent.

TABLE 3-5: Annual Budget for Fiscal Years 2014-2015

Fiscal Year	Overtime Budget of Police Department	Total Budget of Police Department	Total Budget of City of Brentwood
2014	104,040	3,689,155	21,137,927
2015	91,711	3,541,352	24,064,354

¹ Benchmark City Survey, 2014 Data. Retrieved from <http://www.olatheks.org/files/police/A%20-%20Benchmark%20City%20Survey%20-%202014%20Data%20-%20Demographics.pdf>

DEPARTMENT AUTHORIZED STAFFING LEVELS

Table 3-6 displays the authorized staffing levels for the department for fiscal years 2014 through 2016. During this three-year period department-wide staffing decreased by 17.14 percent due primarily to the dispatch center being outsourced the East Central Dispatch Center. Furthermore, the decision was made to restructure the department by eliminating the position of lieutenant through retirement while increasing the staffing for the rank of corporal. An administrative assistant civilian position was added in 2015.

The decision to do away with position of lieutenant over time will result in the need for the position of sergeant to take on more responsibilities. Therefore, the professional development of current sergeants and the future selection of capable sergeants will be critical for the operational performance of the department. The position of sergeant will fill two critical roles: that of first-line supervisor and as the bridge between line supervision and upper management in this department. Thus, department leadership needs to actively focus on developing the administrative and leadership skills of current and future sergeants. The rank of sergeant must be a strong link in the chain of operational performance of the department. There also needs to be a strong leadership and administrative development program for the rank of corporal, as the department's corporals will likely comprise the pool for future sergeants.

TABLE 3-6: Authorized Staffing Levels for Fiscal Years 2012-2015

Position	2014	2015	2016
Sworn Positions:			
Chief of Police	1	1	1
Major (Assistant Chief)	1	1	1
Lieutenant	3	2	1
Sergeant	4	4	4
Corporal	0	3	4
Police Officer/Detective	18	16	16
Total	27	27	27
Civilian Personnel:			
Dispatcher	7	0	0
Administrative Assistant	0	1	1
Records Clerk	1	1	1
Total	8	2	2
Total Personnel*	35	29	29

Projection of Future Staffing Needs for the Department

The city's population was essentially unchanged from 2010 to 2015. Furthermore, from 2006 to 2015, the city's population increased by only 8.28 percent. Violent crime has remained low in contrast to other communities, yet property crime is higher than the state and national rates. Retail establishments are the primary generators of property crimes; therefore, the city needs to determine the extent of any future growth in retail. Retail establishments attract a daily surge of people into the community. Furthermore, rail transportation into the city from St. Louis and other cities has an impact on the transitory nature of crime.

Additional staffing does not always equate to better police performance in addressing crime. Rather, strategic tactical planning in addressing the root causes of crime is needed. Crime prevention education is essential for both the residential and business communities. Additionally, intelligence exchange and tactical planning with other agencies is needed to address crime. Technology enhancements also need to be considered, such as the use of state-of-the-art cameras in public areas and retail establishments to identify suspects and facial recognition technology for crime prevention purposes. A discussion pertaining to crime prevention will be presented in Section 4, Operations Bureau, Patrol.

Diversity in the Department in Comparison to the Community

The department's authorized sworn staffing level is 27 positions, and all positions are filled at present. It is important for a police department to reflect the diversity of the community it serves. In Brentwood, the community is 87.5 percent white, and in the sworn positions white males represent 92.6 percent of the department and white females represent 3.7 percent, for a combined total of 96.3 percent. African Americans represent 3.1 percent of the community and sworn African American males represent 3.7 percent, with no African American females as sworn officers. Asians represent 6.8 percent of the community, and there are no sworn positions held by Asians. Hispanics/Latinos represent 2.8 percent of the community, and there are no Hispanic/Latino sworn officers. Recruitment efforts should focus on females, Asians, and Hispanics/Latinos to better align the department's demographics to the community's profile.

TABLE 3-7: Diversity of Filled Sworn Positions (Filled=82, Authorized=85)

Rank	White Male	White Female	African American Male	African American Female	Hispanic/Latino Male	Hispanic/Latina Female	Asian Male	Asian Female
Chief	1	-	-	-	-	-	-	-
Major	1	-	-	-	-	-	-	-
Lieutenant		-	1	-	-	-	-	-
Sergeant	3	1	-	-	-	-	-	-
Corporal	4	-	-	-	-	-	-	-
Police Officer / Detective	16	-	-	-	-	-	-	-
Total	25	1	1	0	0	0	0	0
Percentage	92.6	3.7	3.7	0	0	0	0	0

OTHER ASPECTS OF THE DEPARTMENT

Grant Awards, 2015-2016

The department reported grant funding for 2015 and 2016 as shown in Tables 3-8 and 3-9. These awards were provided to the department by various funding sources. There was a 38.25 percent decrease in grant funding from 2015 to 2016.

TABLE 3-8: 2015 Grant Funding Summary

Grant	Amount
Highway Safety Project – 15-M5HVE-03-035	\$3,555.61
Highway Safety Project – 15-M5HVE-03-027	\$450.00
Highway Safety Project – 15-M5HVE-03-020	\$1,151.64
Total	\$5,157.25

TABLE 3-9: 2016 Grant Funding Summary

Grant	Amount
Highway Safety Project – 16-154-AL-141	\$1,822.19
Highway Safety Project – 16-M2HVE-05-002	\$212.56
Highway Safety Project – 16-M2OP-05-006	\$1,466.35
Total	\$3,501.10

TABLE 3-10: Forfeiture Funds, 2014-2015

2014	2015
\$6,352.90	\$113,610.61

Table 3-10 displays the forfeiture funds received by the department through joint cases involving the Drug Enforcement Administration (DEA) and the Federal Bureau of Investigation (FBI) for fiscal years 2014 and 2015. These forfeiture funds included both currency and vehicle assets. For the two-year period, nearly \$120,000 in currency and vehicle assets was received by the police department. Figures for forfeiture funds for 2016 were not available at the time of this report.

Local, State, or Federal Task Forces

The department participates in and provides resources for the following task forces:

- Drug Enforcement Administration (DEA).

Mutual Aid Agreements

The department has mutual aid agreements with the following entities:

- Dispatch agreement with East Central Dispatch Center.
- St. Louis County.

Labor Contracts

None reported by department.

Grievances

None reported by department.

Sick Time Usage

In 2014, department members utilized 1,357 hours of sick time, and in 2015, members used 1,454 hours of sick time. Department leadership indicated no abuse of sick time use by department personnel.

Recommendation:

- Recruitment efforts should focus on females, Asians, and Hispanics/Latinos to better align the department's demographics with the community's profile.

SECTION 4. OPERATIONS BUREAU

The Patrol Division is commanded by the Assistant Chief (Major), who is responsible for the supervision of the patrol shifts. The Assistant Chief (Major) also has other responsibilities that include seeking accreditation for the department. Patrol shifts are 12 hours in duration, and there are four platoons. With the exception of one platoon commanded by a lieutenant, all platoons are commanded by a sergeant. The lieutenant position in the department is being phased out through retirement and will be replaced in the future with a sergeant. Each platoon also has a corporal assigned to fulfill the supervisory role when the sergeants and the lieutenant are not available due to vacation time, sick time, or training time.

PATROL

The Brentwood Police Department provides the community with a range of police services, including responding to emergencies and calls for service (CFS), performing directed activities, and solving problems. Essentially, every call for service from the public gets a police response and every criminal case gets investigated. The department embraces this approach and considers every request for service from the public important and deserving of a police response.

Demand

UCR statistics for the city of Brentwood indicate a low volume of violent crime but a high volume of property crimes. Brentwood's violent crime rate is significantly lower in comparison to the state of Missouri and the nation. However, Brentwood's property crime rate over the past 10 years has been generally higher than state rate and consistently higher than the national rate. These figures were discussed in Section 3, and depicted in Table 3-3: Reported City, State, and National Crime Rates, by Year (2006 to 2015).

When examining options for the department's direction, the city and the department face the choices of a) continue to police the community as they do now, or b) take steps to restructure how to respond to demand, still promote order and safety, but reduce the crime rate through proactive and strategic policing.

Table 4-1 presents information on the main categories of calls for service the department handled during the study period of September 1, 2015 to August 31, 2016. The East Central Dispatch Center recorded approximately 13,531 events that were assigned call numbers and which included an adequate record of a responding patrol unit as either the primary or secondary unit. When measured daily, the department reported an average of 37 patrol-related events per day, approximately 9 percent of which (3.5 per day) had fewer than 30 seconds spent on the call. Forty-one percent of all events were police-initiated, and 49 percent were citizen- or other-initiated. Some events were removed from our analysis due to incomplete data, such as events lacking arrival times or units spending fewer than 30 seconds on the call. Therefore, the analysis focused on the remaining 10,646 calls for service.

TABLE 4-1: Calls per Day, by Category

Category	No. of Calls	Calls per Day
Accidents	953	2.6
Alarm	617	1.7
Animal call	185	0.5
Assist fire department	924	2.5
Assist other agency	567	1.5
Check/investigation	1,271	3.5
Crime–persons	365	1.0
Crime–property	1,062	2.9
Disturbance	310	0.8
Miscellaneous	431	1.2
Prisoner–arrest	27	0.1
Prisoner–transport	307	0.8
Suspicious person/vehicle	710	1.9
Traffic enforcement	2,917	8.0
Total	10,646	29.1

Note: The focus here is on recorded calls rather than recorded events. We removed events with zero time on scene.

In total, department officers were dispatched to 10,646 calls during the 12-month study period, or approximately 29.1 calls per day, or 1.2 per hour. The top four categories of calls accounted for 81 percent of all calls: 36 percent of calls were traffic-related (traffic enforcement and traffic accidents), followed by 18 percent of calls for investigations, 14 percent of calls for assists, and 13 percent of calls for crimes.

Table 4-2 provides a more detailed breakdown of the CFS, showing police-initiated CFS in comparison to other-initiated (by citizens) CFS. The table also displays the average number of units involved in the CFS and the average amount of time spent on the CFS.

To evaluate the workload demands placed on the department, it is useful to examine the number of CFS in relation to the population. With a population estimated to be approximately 8,041 in 2015, the total of 10,646 CFS translates to about 1,323.96 CFS per 1,000 residents. While there is no accepted standard ratio between calls for service and population, CPSM studies of other communities show a CFS-to-population ratio ranging between 400 and 1,000 CFS per 1,000 persons per year. Lower ratios typically suggest a well-managed approach to CFS. The value of 1,323.96 CFS/per thousand/year would suggest a lack of an appropriate policy is in place for triaging nonemergency calls. A well-managed dispatch system includes a system where CFS are screened and nuisance calls eliminated before they are dispatched.

TABLE 4-2: Calls for Service, Average Units per Call, and Average Time Spent

Category	Police-initiated			Other-initiated		
	Calls	Units per Call	Minutes	Calls	Units per Call	Minutes
Accidents	52	1.4	24.1	901	1.5	25.8
Alarm	11	1.7	16.2	606	2.2	9.7
Animal call	6	1.0	11.3	179	1.2	16.4
Assist other agency	12	1.2	17.5	912	1.4	21.4
Check/investigation	82	1.1	29.5	485	1.3	29.0
Crime–persons	534	1.3	27.7	737	1.6	22.4
Crime–property	39	1.6	10.9	326	2.0	28.8
Disturbance	83	1.6	43.9	979	1.9	46.5
Juvenile	18	1.9	14.4	292	2.3	17.7
Miscellaneous	161	1.1	42.2	270	1.4	22.6
Prisoner–arrest	18	2.3	42.2	9	1.9	72.6
Prisoner–transport	307	1.1	63.9	0	N/A	N/A
Suspicious person/vehicle	153	1.7	16.8	557	2.3	19.7
Traffic enforcement	2,479	1.1	12.1	438	1.3	16.9
Total	3,955	1.2	21.0	6,691	1.7	25.0

Note: Excludes all events that showed zero time on scene.

Strategies for Greater Efficiency

Alarm Reduction Program

False alarms are a continuing source of inefficiency for police operations. The alarm industry is a strong advocate of developing ordinances and procedures to address police response to false alarms and will work closely with any agency exploring this issue. The 98 percent of alarm calls that are false are caused by user error, and this can be addressed by alarm management programs. During the study period the Brentwood Police Department responded to 617 alarm calls, or 5.7 percent of both police-initiated and other-initiated CFS.

On the city of Brentwood website, the ordinance pertaining to False Fire and Police Alarms is found in Section 200.250. The ordinance defines false alarms as: *“False alarm shall be any emergency alarm intentionally, negligently, inadvertently or unintentionally activated to which a City emergency vehicle or member of the Police or Fire Department responds, including alarms activated by the malfunction of the alarm equipment, wherein an emergency situation does not exist.”* The fines associated with violations are as follows: *“The owners and operators of and parties responsible for an emergency alarm system shall be jointly and severally responsible to the City for the costs of the City’s response for each false alarm transmitted by such system in excess of one (1) during any one (1) year period. Such response costs shall be ten dollars (\$10.00) for the second (2nd) false alarm during such one (1) year period and twenty-five dollars (\$25.00) for the third (3rd) and each successive false alarm during such one (1) year period.”*

The city of Brentwood should be commended for having a well-written alarm reduction ordinance. In an effort to further reduce CFS in this category, CPSM recommends that the department coordinate with the East Central Dispatch Center to determine if alarm CFS could

be reduced through a double-call verification protocol. A double-call verification protocol is becoming the norm across the country. Under such a program an alarm CFS is verified by the 911 dispatcher with the alarm company before an officer is dispatched to respond. Also, the city should consider making greater use of the data it collects on the false alarms already recorded. Analysis of the data could reveal certain companies that have a poor record of installation. High-frequency alarm violators could be identified and visited by sworn personnel to identify reasons behind the false alarms. In addition to a permit system for the individual alarm users, a permit system could be instituted for alarm companies to ensure appropriate installation and maintenance. As well, the city could consider raising fees associated with false commercial alarms. It appears that false commercial alarms might be viewed as a cost of doing business. If these business costs were increased, then commercial businesses might take them more seriously and the unnecessary deployment of police resources could be avoided. The BPD has done a good job minimizing these unnecessary CFS and more focused attention in this area could have an even greater impact.

Automobile Accidents (Vehicle Crashes)

Automobile accidents (vehicle crashes) are another category of calls for service for which the response by a sworn officer can be questionable. In the period under observation the Brentwood Police Department responded to 953 motor vehicle accidents; thus, automobile accidents accounted for about 9 percent of all CFS. The investigation of most motor vehicle accidents is administrative in nature and may not necessarily warrant the response of a sworn officer. CPSM recommends that the policy of response to, and investigation of, routine traffic accidents (property damage only, no criminality) be minimized or discontinued altogether. Most accidents involve only property damage to vehicles and the role of an officer is simply report preparation. When injuries occur or vehicles are inoperable and blocking traffic, however, police response is important.

Proper training of dispatchers and inquiries by dispatchers during the initial call-taking process can easily triage vehicle accident calls to determine which ones require a police response. Many police departments around the country have discontinued assigning police officers to handle property damage-only accidents. CPSM supports this development and contends that dispatching police officers to all vehicle crashes is a policy that could be revisited.

According to Missouri statute 303.040, "The operator or owner of every motor vehicle which is involved in an accident within this state, including a nonresident operator or owner of a motor vehicle, or the owner of a legally or illegally parked car which is in any manner involved in an accident within this state, with an uninsured motorist, upon the streets or highways thereof, or on any publicly or privately owned parking lot or parking facility generally open for use by the public, in which any person is killed or injured or in which damage to property of any one person, including himself, in excess of five hundred dollars (\$500.00) is sustained, and the owner or operator of every motor vehicle which is involved in an accident within this state if such owner or operator does not carry motor vehicle liability insurance shall, within thirty days after such accident, report the matter in writing to the director."

Law enforcement agencies across the state have interpreted this regulation as a mandate to respond to every traffic crash and prepare a report. This results in numerous hours spent by patrol officers responding to and documenting traffic crashes. CPSM contends that this approach is not an efficient use of patrol officers' time. CPSM recommends that only a limited number of vehicle crashes require a police response. When a motor vehicle is disabled or blocking the roadway, or there is a dispute between motorists, or one motorist is intoxicated, or other criminal activity is alleged, a police response is required. When the crash is routine and none of those factors are present, the motorists should be advised to prepare the required forms and submit

them to the state of Missouri; no response by the police is necessary. Citizens can visit the police department's headquarters to prepare the report, or they can obtain the report form online and submit the documents by mail or electronically. This process would spare the need for officers to respond to the scene and would keep them free to perform other, more critical functions. Department staff indicated that they currently respond to all accidents, regardless if the accident occurred on public or private property, and regardless if there is damage to the vehicles or property.

Also, police departments across the country are utilizing nonsworn uniformed personnel to handle minor nonemergency calls for service. Often referred to as "Community Service Officers," individuals in these positions can provide support to sworn officers on patrol. Furthermore, some police departments are utilizing volunteers, such as "Citizens on Patrol" for these types of duties.

Properly trained and equipped civilian or volunteer personnel can respond to minor accident scenes and other nonemergency CFS and handle the incidents without the need of a sworn officer. CPSM recommends the Brentwood Police Department explore the use of volunteers to respond to nonemergency CFS that are now occupying significant emergency resources.

Whether done through demand reduction or by deploying civilian personnel or volunteers, adopting a more aggressive stance toward limiting response to minor traffic accidents is necessary and will minimize the number of accidents dispatched to patrol officers. The combination of these approaches will result in a more efficient use of personnel resources and improve traffic safety in Brentwood.

Assist Fire Department Calls for Service

Assist fire department is another category of calls for service for which the response by a sworn officer can be questionable. In the period under observation the Brentwood Police Department responded to 924 assist fire department CFS; thus, assist fire department accounted for about 8.7 percent of all CFS. Most CFS received by fire departments involve emergency medical services. Police may be dispatched to these CFS, but in many cases the fire department is first on the scene. This results in the police role being that of an observer on the scene. Therefore, dispatching police officers to some of these CFS is an inefficient use of the police. In an effort to reduce CFS in this category the BPD should work with the East Center Dispatch Center to determine a clear policy as to what fire-related calls actually require a police presence.

CFS Efficiency

Further examination of various elements of the CFS and patrol response data also warrants discussion. Data from various tables and charts in the data analysis section of this report provide a wealth of information about demand, workload, and deployment in Brentwood.

Several key pieces of information can be highlighted to demonstrate the use of patrol resources in the city. These statistics are found in this report in Section 8 in Figure 8-1, Percentage Events per Day by Initiator; Table 8-6, Primary Unit's Average Occupied Time, by Category and Initiator; Table 8-7, Average Number of Responding Units, by Initiator and Category; and Table 8-13, Average Response Time Components, by Category. Taken together these statistics provide an excellent lens through which to view the efficiency of patrol operations.

According to the data in Table 4-3, Brentwood patrol units on average take 25 minutes to handle a call for service initiated by the public. This time is slightly lower than the CPSM benchmark time of about 28.7 minutes for a CFS, based on our experience. However, the reduced time in handling a call for service could be attributed to efficiency or conversely, be

attributed to spending less time building community relations. The reasons are beyond the scope of this project. Also, according to Table 4-3, the department dispatches 1.7 officers per other-initiated CFS. The number of officers dispatched (like occupied time) varies by category of call, but is slightly higher than the policing norms of about 1.6 officers per CFS.²

Similarly, according to Table 4-3, response times for CFS in Brentwood average 5.7 minutes per call in the winter and 6.2 minutes per call during the summer. These response times are lower than many communities. However, CPSM recognizes that the geographical size of the city is small at 1.96 square miles. Response time to the "highest-priority" CFS (Priority 1), at 4.9 minutes, is slightly lower than the five-minute benchmark for this category of CFS. A major component of most high response times can be lengthy travel time, but this is not an issue due to the city's small size. The average travel time for Priority 1 calls was 3.4 minutes, and it took 1.5 minutes for dispatch to process the call. Priority 1 calls consisted of 2,379 CFS. For Priority 2 calls the average response time was 7.1 minutes, with 4.5 minutes for travel and 2.6 minutes for dispatch (n=2,965). BPD should be commended for excellent response times to calls for service.

For patrol, the geographical area of Brentwood is divided into two districts. There is an east district and a west district. Average response time for the east district was 5.6 minutes, and for the west district average response time was 6.9 minutes. Overall, the response times for BPD districts are very efficient.

² CPSM benchmarks are derived from data analyses of police agencies similar to the BPD.

TABLE 4-3: CFS Efficiency

Variable Description	Mean	Minimum	Maximum	Brentwood	BPD vs. CPSM Comps (Mean)
Population	67,745.7	5,417.0	833,024.0	8,041	
Patrol Percent	66.1	32.4	96.8	74	HIGHER
Index Crime Rate, per 100,000	3,235.1	405.0	9,418.8	4,353	HIGHER
Violent crime rate, per 100,000	349.3	12.5	1,415.4	211	LOWER
Property crime rate, per 100,000	2,885.9	379.7	8,111.6	4,141	HIGHER
Avg. Service Time Police CFS	17.7	8.1	47.3	21.0	HIGHERR
Avg. Service Time Other CFS	28.7	16.0	42.9	25.0	LOWER
Avg. # of Responding Units Police CFS	1.2	1.0	1.6	1.2	EQUAL
Avg. # of Responding Units Other CFS	1.6	1.2	2.2	1.7	HIGHER
Total Service Time Police CFS (officer-min.)	22.1	9.7	75.7	25.2	HIGHER
Total Service Time Other CFS (officer-min.)	48.0	23.6	84.0	45.92	LOWER
Workload Percent, Weekdays, Winter	26.6	5.0	65.0	37	HIGHER
Workload Percent, Weekends, Winter	28.4	4.0	68.0	45	HIGHER
Workload Percent, Weekdays, Summer	28.7	6.0	67.0	36	HIGHER
Workload Percent, Weekends, Summer	31.8	5.0	69.0	38	HIGHER
Average Response Time, Winter, Minutes	11.0	3.1	26.9	5.7	LOWER
Average Response Time, Summer, Minutes	11.2	2.4	26.0	6.2	LOWER
High-Priority Response Time, Minutes	5.0	3.2	13.1	4.9	LOWER

Patrol Deployment and Staffing

Uniformed patrol is considered the “backbone” of American policing. Bureau of Justice Statistics indicate that more than 95 percent of police departments in the U.S. in the same size category as the Brentwood Police Department provide uniformed patrol. Officers assigned to this important function are the most visible members of the department and command the largest share of resources committed by the department. Proper allocation of these resources is critical in order to have officers available to respond to calls for service and provide law enforcement services to the public.

Deployment

Although some police administrators suggest that there are national standards for the number of officers per thousand residents that a department should employ, that is not the case. The International Association of Chiefs of Police (IACP) states that ready-made, universally applicable patrol staffing standards do not exist. Furthermore, ratios such as officers-per-thousand population are inappropriate to use as the basis for staffing decisions.

According to *Public Management* magazine, “A key resource is discretionary patrol time, or the time available for officers to make self-initiated stops, advise a victim in how to prevent the next crime, or call property owners, neighbors, or local agencies to report problems or request

assistance. Understanding discretionary time, and how it is used, is vital. Yet most police departments do not compile such data effectively. To be sure, this is not easy to do and, in some departments may require improvements in management information systems."³

Essentially, "discretionary time" on patrol is the amount of time available each day where officers are not committed to handling CFS and workload demands from the public. It is "discretionary" and intended to be used at the discretion of the officer to address problems in the community and be available in the event of emergencies. When there is no discretionary time, officers are entirely committed to service demands, do not get the chance to address other community problems that do not arise through 911, and are not available in times of serious emergency. The lack of discretionary time indicates a department is understaffed. Conversely, when there is too much discretionary time, officers are idle. This is an indication that the department is overstaffed.

Staffing decisions, particularly for patrol, must be based on actual workload. Once the actual workload is determined the amount of discretionary time is determined and then staffing decisions can be made consistent with the department's policing philosophy and the community's ability to fund it. The Brentwood Police Department is a full-service police department, and its philosophy is to address essentially all requests for service. With this in mind it is necessary to look at workload to understand the impact of this style of policing in the context of community demand.

To understand actual workload (the time required to complete certain activities) it is critical to review total reported events within the context of how the events originated, such as through directed patrol, administrative tasks, officer-initiated activities, and citizen-initiated activities. Analysis of this type allows for identification of activities that are really "calls" from those activities that are some other event.

Understanding the difference between the various types of police department events and the resulting staffing implications is critical to determining deployment needs. This portion of the study looks at the total deployed hours of the police department with a comparison to current time spent to provide services.

From an organizational standpoint, it is important to have uniformed patrol resources available at all times of the day to deal with issues such as proactive enforcement and community policing. Patrol is generally the most visible and most available resource in policing and the ability to harness this resource is critical for successful operations.

From an officer's standpoint, once a certain level of CFS activity is reached, the officer's focus shifts to a CFS-based reactionary mode. Once a threshold is reached, the patrol officer's mindset begins to shift from one that looks for ways to deal with crime and quality-of-life conditions in the community to one that continually prepares for the next call. After saturation, officers cease proactive policing and engage in a reactionary style of policing. The outlook becomes "Why act proactively when my actions are only going to be interrupted by a call?" Any uncommitted time is spent waiting for the next call. Sixty percent of time spent responding to calls for service is believed to be the saturation threshold.

In general, a "Rule of 60" can be applied to evaluate patrol staffing. This rule has two parts. The first part states that 60 percent of the sworn officers in a department should be dedicated to the patrol function (patrol staffing) and the second part states that no more than 60 percent of their

³ John Campbell, Joseph Brann, and David Williams, "Officer-per-Thousand Formulas and Other Policy Myths," *Public Management* 86 (March 2004): 22–27.

time should be committed to calls for service. This commitment of 60 percent of their time is referred to as the patrol saturation index.

The Rule of 60 is not a hard-and-fast rule, but rather a starting point for discussion on patrol deployment. Resource allocation decisions must be made from a policy and/or managerial perspective through which costs and benefits of competing demands are considered. The patrol saturation index indicates the percentage of time dedicated by police officers to public demands for service and administrative duties related to their jobs. Effective patrol deployment would exist at amounts where the saturation index was less than 60.

This Rule of 60 for patrol deployment does not mean the remaining 40 percent of time is downtime or break time. It is a reflection of the extent that patrol officer time is saturated by calls for service. The time when police personnel are not responding to calls should be committed to management-directed operations. This is a more focused use of time and can include supervised allocation of patrol officer activities toward proactive enforcement, crime prevention, community policing, and citizen safety initiatives. It will also provide ready and available resources in the event of a large-scale emergency.

Rule of 60 – Part 1

According to the department personnel data available at the time of the site visit (December 12-13, 2016), the staff roster accounted for 27 sworn members. Of the 27 sworn members, 20 were assigned to uniformed patrol. The remaining seven positions consisted of the Chief, Assistant Chief (Major), Detective Sergeant, and detectives. These 20 of the 27 sworn officers represent 74 percent of the sworn officers in the Brentwood Police Department.

Accordingly, the department does not adhere to the first component of the “Rule of 60,” that is, there is an imbalance in the allocation of sworn officers in the department with approximately four officers too many assigned to patrol duty as a function of the total number of sworn personnel (or too many in patrol positions).

Sixteen patrol positions would equate to 59.3 percent of the department sworn staff being assigned to patrol. However, with 20 personnel assigned to patrol, the four positions allocated to patrol over the 60 percent level may compensate for staffing levels when vacation time, sick time, worker's compensation cases, and training days are considered, as each shift has one sergeant, one corporal, and three officers. Furthermore, the additional positions in patrol can be used to assume duties that in other departments may be assigned to specialized units. For example, the department does not have a Crime Prevention Unit or Traffic Unit. These job responsibilities and tasks can be allocated to patrol positions instead of creating specialized units.

Rule of 60 – Part 2

The second part of the “Rule of 60” examines workload and discretionary time and suggests that no more than 60 percent of time should be committed to calls for service. In other words, CPSM suggests that no more than 60 percent of available patrol officer time be spent responding to the service demands of the community. The remaining 40 percent of time is the “discretionary time” for officers to be available to address community problems and be available for serious emergencies. This Rule of 60 for patrol deployment does not mean the remaining 40 percent of time is downtime or break time. It is simply a reflection of the point at which patrol officer time is “saturated” by CFS.

This ratio of dedicated time compared to discretionary time is referred to as the “Saturation Index” (SI). It is CPSM's contention that patrol staffing is optimally deployed when the SI is in the 60 percent range. An SI greater than 60 percent indicates that the patrol manpower is largely

reactive, and overburdened with CFS and workload demands. An SI of somewhat less than 60 percent indicates that patrol manpower is optimally staffed. SI levels much lower than 60 percent, however, indicate patrol resources that are underutilized, and signals an opportunity for a reduction in patrol resources or reallocation of police personnel.

Departments must be cautious in interpreting the SI too narrowly. For example, one should not conclude that SI can never exceed 60 percent at any time during the day, or that in any given hour no more than 60 percent of any officer's time be committed to CFS. The SI at 60 percent is intended to be a benchmark to evaluate overall service demands on patrol staffing. When SI levels exceed 60 percent for substantial periods of a given shift, or at isolated and specific times during the day, then decisions should be made to reallocate or realign personnel to reduce the SI to levels below 60. Lastly, this is not a hard-and-fast rule, but a benchmark to be used in evaluating staffing decisions.

The CPSM data analysis in Section 8 of this report provides a rich overview of CFS and staffing demands experienced by the Brentwood Police Department. The analysis here looks specifically at patrol deployment and how to maximize the personnel resources of the department to meet the demands of calls for service while also engaging in proactive policing to combat crime, disorder, and traffic issues in the community.

Figures 4-1 through 4-8 illustrate workload, staffing, and the "saturation" of patrol resources in the Brentwood Police Department during the two months (seasons) on which we focused our workload analysis. By "saturation" we mean the amount of time officers spend on patrol handling service demands from the community. In other words, how much of the day is "saturated" with workload demands. This "saturation" is the comparison of workload with available manpower over the course of an average day during the months selected.

The figures represent the manpower and demand during weekdays and weekends during the two periods of January 5 through February 29, 2016 (winter) and July 7 through August 31, 2016 (summer). Examination of these figures permits exploration of the second part of the Rule of 60. Again, the Rule of 60 examines the relationship between total work and total patrol, and to comply with this rule, total work should be less than 60 percent of total patrol.

Figures 4-1, 4-3, 4-5, and 4-7 illustrate the deployment of patrol resources and added resources to handle the workload. Workload includes other-initiated CFS, police-initiated CFS, out-of-service activities, and directed patrol activities. In these four figures representing deployment and all workload for weekdays and weekends in both winter and summer it can be seen that sufficient patrol resources are allocated and available to handle the workload.

In Figures 4-2, 4-4, 4-6, and 4-8, the saturation index is explored. Patrol resources available are denoted by the dashed green line at the top. The 100 percent value indicates the total police officer hours available during the 24-hour period. This amount varies during the day consistent with the staffing of the shifts, but at any given hour the total amount of available manpower will equal 100.

The red dashed line fixed at the 60 percent level represents the saturation index (SI). As discussed above, this is the point at which patrol resources become largely reactive as CFS and workload demands consume a larger and larger portion of available time. The solid black line represents total workload experienced by the BPD.

Looking at the comparisons of the green, red, and black lines in these four figures, and comparing workload to available staffing, shows that the BPD deploys sufficient resources to meet the workload demands in Brentwood.

FIGURE 4-1: Deployment and All Workload, Weekdays, Winter 2016, By Hour

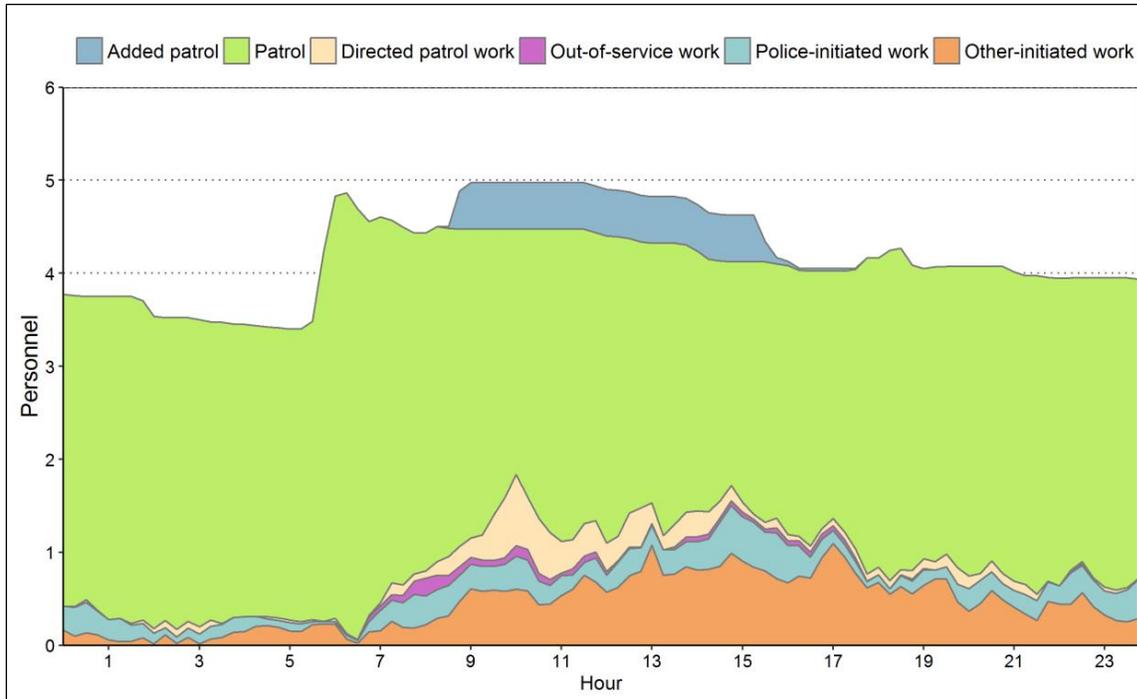


FIGURE 4-2: Average Workload, Weekdays, Winter 2016, by Hour



Workload v. Deployment – Weekdays, Winter

Avg. Workload:	0.8 officers per hour
Avg. % Deployed (SI):	20 percent
Peak SI:	37 percent
Peak SI Time:	10:00 a.m. to 10:15 a.m. and 2:45 p.m. to 3:00 p.m.

Figures 4-1 and 4-2 show the patrol workload demands and SI for weekdays in winter 2016. As the figures indicate, the SI threshold of 60 percent is not reached or breached during the 24-hour period. In fact, during the 24-hour period, the SI threshold never exceeds 37 percent. The SI for workload was at a low of approximately 0 percent during several time intervals (2:00 a.m., 2:45 a.m., 3:00 a.m., and 6:30 a.m.). The daily average SI for the 24-hour period is 20 percent with a high of 37 percent at 10:00 a.m. to 10:15 a.m. and between 2:45 p.m. and 3:00 p.m.

In evaluating the SI trend line throughout the 24-hour period, CPSM looks to see if the 60 percent threshold is breached during the day as well as the stability of the trend line. As Figure 4-2 illustrates, the ratio of the demand of police services with the supply of available police personnel remains somewhat steady from about 12:00 a.m. to 6:00 a.m., increases from 7:00 a.m. to 10:00 a.m., and then increases and decreases throughout the day and night.

When we compare the deployment of personnel as displayed in Figure 4-1, the patrol and patrol added resources are sufficient to handle the workload throughout the 24-hour period. The average deployment was 4.2 officers per hour during weekdays in winter. Additionally, deployment varied from 3.4 to 5.0 officers per hour on weekdays. This signifies sufficient staffing throughout the 24-hour period and is a sign of a well-staffed patrol function.

FIGURE 4-3: Deployment and All Workload, Weekends, Winter 2016, by Hour

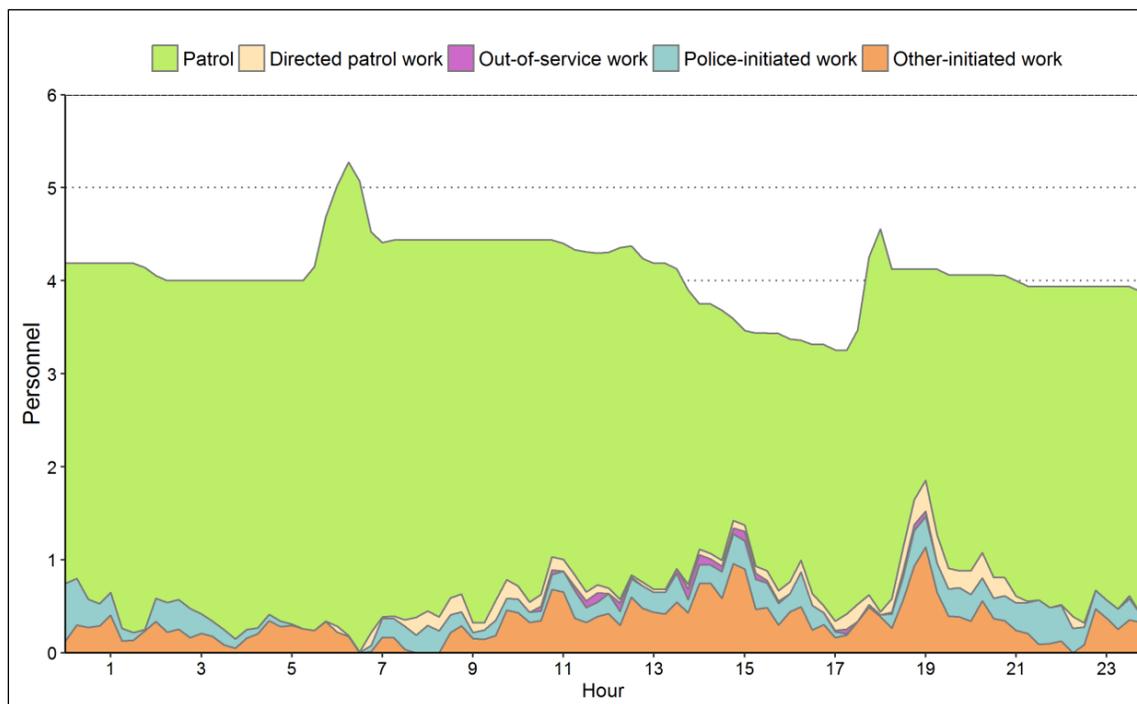


FIGURE 4-4: Average Workload, Weekends, Winter 2016, by Hour



Workload v. Deployment – Weekends, Winter

Avg. Workload: 0.6 officers per hour
 Avg. % Deployed (SI): 15 percent
 Peak SI: 45 percent
 Peak SI Time: 7:00 p.m. to 7:15 p.m.

Figures 4-3 and 4-4 present the patrol workload demands and SI for weekends in winter 2016. The workload never reaches and breaches the 60 percent threshold. In fact, during the 24-hour period, the SI threshold never exceeds 45 percent. The SI for workload was at a low of approximately 0 percent during several time intervals. The daily average SI for the 24-hour period is 15 percent with a high of 45 percent at 7:00 p.m. to 7:15 p.m.

When we compare the deployment of personnel as displayed in Figure 4-3, the patrol and patrol added resources are sufficient to handle the workload throughout the 24-hour period. The average deployment was 4.1 officers per hour during the weekends in winter. Additionally, deployment varied from 3.2 to 5.3 officers per hour on weekends. This signifies sufficient staffing throughout the 24-hour period and is a sign of a well-staffed patrol function.

FIGURE 4-5: Deployment and All Workload, Weekdays, Summer 2016, by Hour

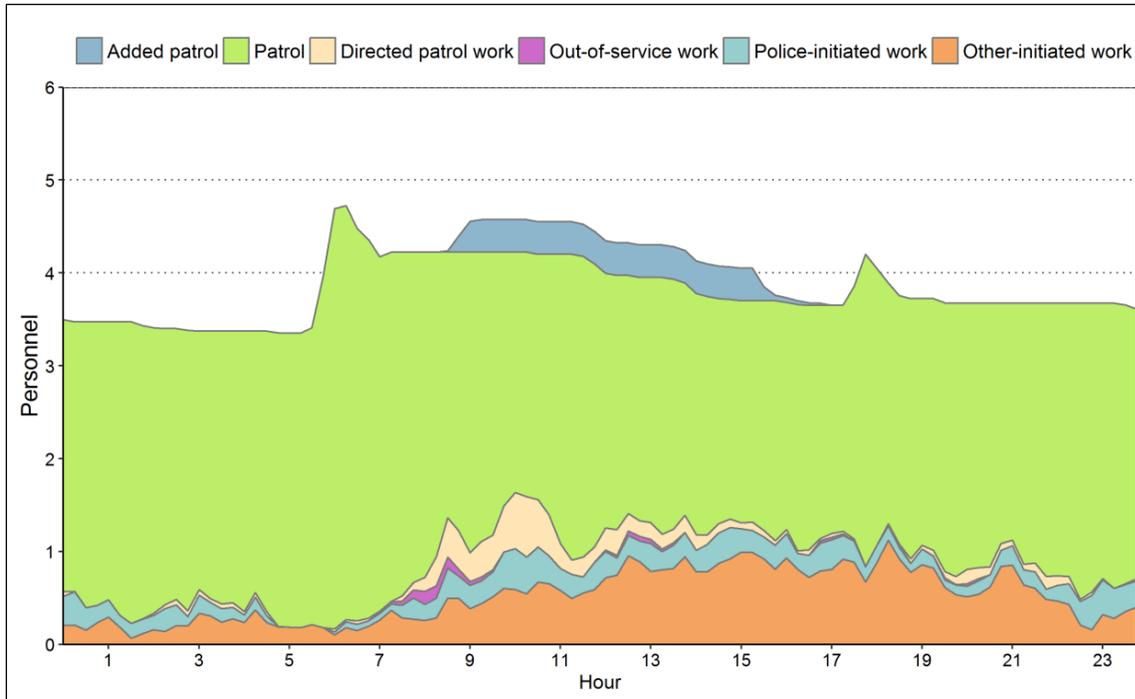
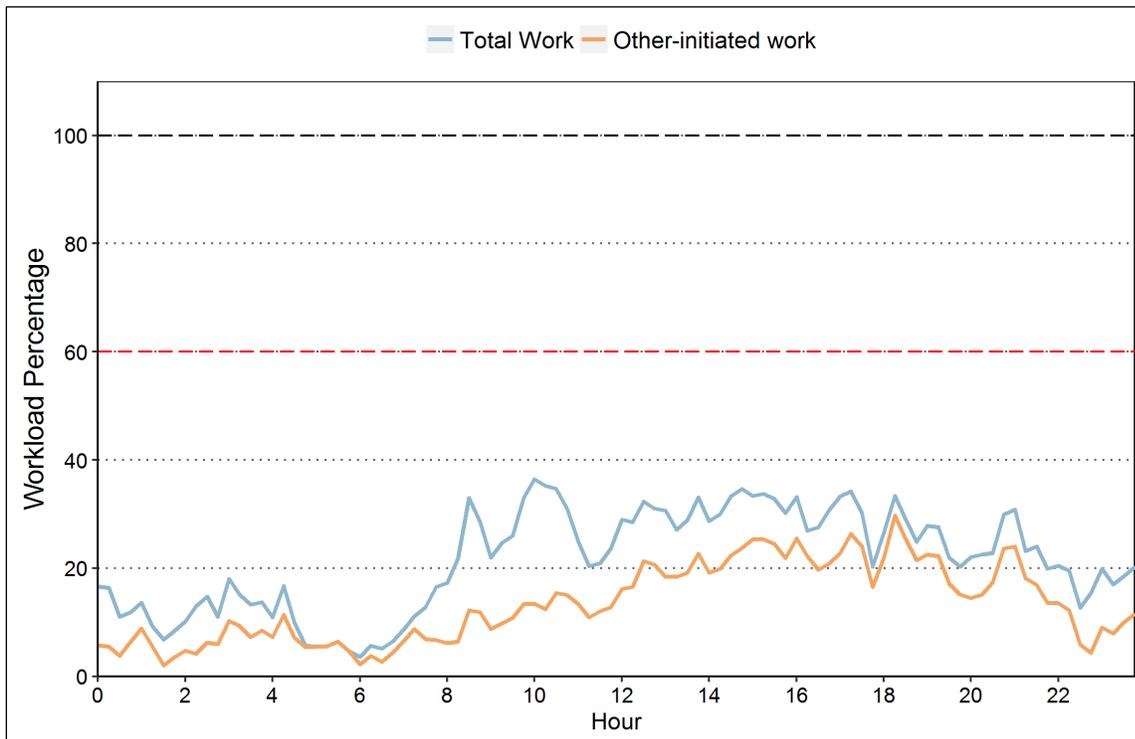


FIGURE 4-6: Average Workload, Weekdays, Summer 2016, by Hour



Workload v. Deployment – Weekdays, Summer

Avg. Workload:	0.8 officers per hour
Avg. % Deployed (SI):	22 percent
Peak SI:	36 percent
Peak SI Time:	10:00 a.m. and 10:15 a.m.

Figures 4-5 and 4-6 present the patrol workload demands and SI for weekdays in summer 2016. The workload never reaches or breaches the 60 percent threshold. In fact, during the 24-hour period, the SI threshold never exceeds 36 percent. The SI ranges from a low of approximately 4 percent at 1:30 a.m. and 6:00 a.m., to a high of 36 percent from 10:00 a.m. to 10:15 a.m., with a daily average of 22 percent.

When we compare the deployment of personnel as displayed in Figure 4-5, the patrol and patrol added resources are sufficient to handle the workload throughout the 24-hour period. The average deployment was 3.9 officers per hour during weekdays in summer. Additionally, deployment varied from 3.4 to 4.7 officers per hour on weekdays. This signifies sufficient staffing throughout the 24-hour period and is a sign of a well-staffed patrol function.

FIGURE 4-7: Deployment and All Workload, Weekends, Summer 2016, by Hour

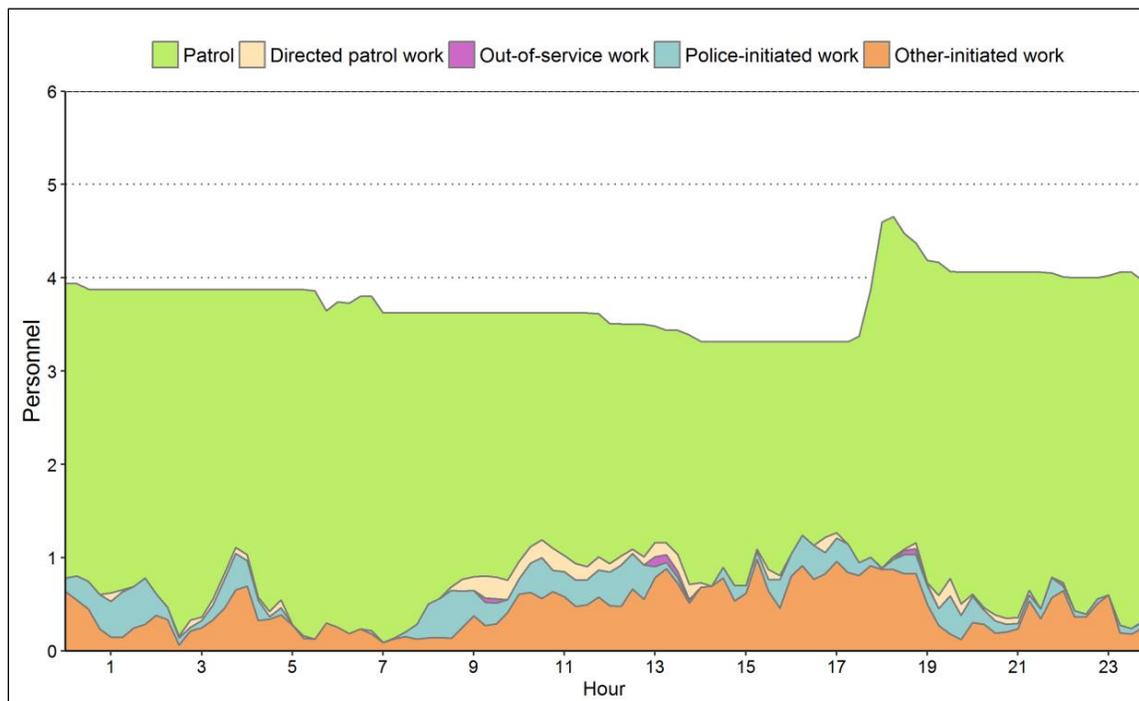
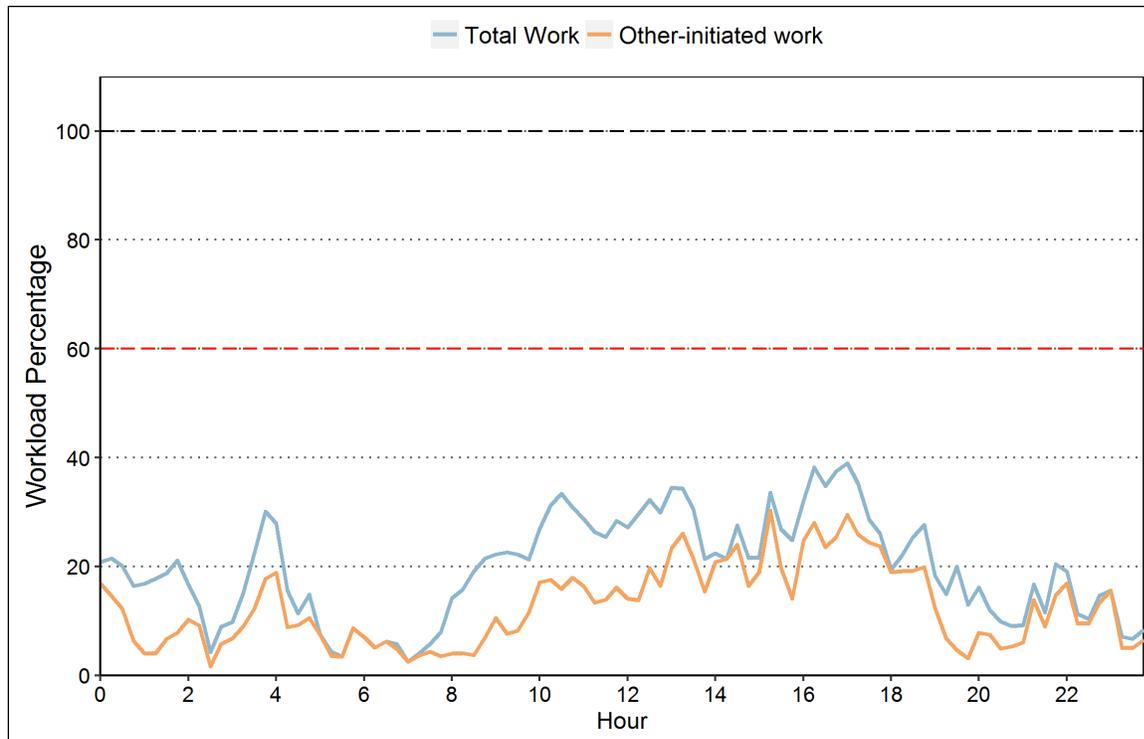


FIGURE 4-8: Average Workload, Weekends, Summer 2016, by Hour



Workload v. Deployment – Weekends, Summer

Avg. Workload:	0.7 officers per hour
Avg. % Deployed (SI):	19 percent
Peak SI:	38 percent
Peak SI Time:	5:00 p.m. to 5:15 p.m.

Figures 4-7 and 4-8 present the patrol workload demands and SI for weekends in summer 2016. The workload never exceeds the 60 percent threshold. In fact, during the 24-hour period, the SI threshold never exceeds 38 percent. The SI ranges from a low of approximately 3 percent at 2:30 a.m. to a high of 38 percent from 5:00 p.m. to 5:15 p.m., with a daily average of 19 percent.

When we compare the deployment of personnel as displayed in Figure 4-7, the patrol and patrol added resources are sufficient to handle the workload throughout the 24-hour period. The average deployment was 3.8 officers per hour during weekends in winter. Additionally, deployment varied from 3.3 to 4.7 officers per hour on weekends. This signifies sufficient staffing throughout the 24-hour period and is a sign of a well-staffed patrol function.

Schedule and Staffing

Patrol operations in the department are staffed using two 12-hour shifts. This staffing model has been in effect since 2013. There are four platoons identified as A Shift, B Shift, C Shift, and D Shift. Shift A and Shift C work dayshift from 0600 to 1800 hours, and Shift B and Shift D work 1800 to 0600 hours. Shift A is relieved by Shift C, and Shift B is relieved by Shift D. Supervisors work the same hours as the police officers they supervise.

Table 4-4 displays the platoons, work hours, rank, and number of staff members assigned to each platoon, and the percent of the positions assigned to each of the platoons. Each platoon is staffed with the same type and number positions, with the exception of platoon B, which has a

lieutenant and no sergeant. As previously discussed, the lieutenant position will be eliminated when the current lieutenant retires and will be replaced with a sergeant position. The city is divided into two geographical districts referred to as East and West. Each platoon is assigned to patrol the two districts. Platoons rotate every 28 days. For example, platoon A will rotate from working 0600 to 1800 to 1800 to 0600, and platoon B will rotate from 1800 to 0600 to 0600 to 1800. The same rotation schedule is in effect for platoons C and D.

TABLE 4-4: Schedule and Staffing Levels for Patrol Operations

Platoon	Lieutenant	Sergeant	Corporal	Police Officers	Percent of Positions Assigned to Each Platoon
A Shift 0600-1800	0	1	1	3	25
B Shift 1800-0600	1	0	1	3	25
C Shift 0600-1800	0	1	1	3	25
D Shift 1800-0600	0	1	1	3	25
Total	1	3	4	12	100

Officers work a two-week schedule of three days on with two days off, followed by two days on with three days off, and then two days on with two days off. During each pay period, each supervisor and officer will work an 8-hour shift rather than a 12-hour shift. The supervisors and officers coordinate the selection of their 8-hour days. This enables staff to have an 80-hour pay period. This cycle repeats every two weeks.

The 12-hour shift schedule offers both advantages and disadvantages. One advantage is that the 12-hour shift separates the patrol function into four evenly staffed shifts. As the shifts rotate in and out of their schedule, the department has a uniform and predictable deployment of officers on patrol at all times. The 12-hour configuration also works evenly into the 24-hour day and there are not excessive overlaps in staffing. These benefits, however, are the extent of the advantages of the 12-hour shift as deployed by the department.

One of the potential disadvantages of the 12-hour shift schedule is the rotation from day to night. If a shift maintains consistent start and end times for a longer duration it is less disruptive on the lives of the officers. However, rotating start times from day to night and back on a regular basis has been found to be the most counterproductive arrangement and the one with the most negative personal side effects to the officers working the rotation. The damaging part of shift work, therefore, is not length of shift, but the rotation from night to day and vice versa. Brentwood uses a 28-day schedule for rotation. The department should consider changing to a longer duration that would be less disruptive on the lives of the officers as compared to a more frequent rotation of the shifts. Many agencies rotate shifts every four or six months. By having a longer period of time between rotations, the community also has a greater opportunity to get to know the officers working the shift. This can promote community relations and inspire community engagement.

Another consideration to examine is the fact that the shifts do not overlap. Overlapping of shifts ensures staffing is always available for calls for service. Furthermore, overlapping shifts provide an opportunity for greater interaction and communication between and among shifts. The current

use of non-overlapping shifts can create a “silo” effect that inhibits communication and creates competition for scarce resources. To enhance communication between shifts and to ensure availability of an officer to respond to CFS during shift change, the department may want to consider assigning one officer on days to 0500 to 1700 and one officer on nights from 1700 to 0500. Furthermore, the department may want to consider extending the overlap to two-hour segments to accommodate peak times for calls for service in the summer on weekends (5:00 p.m. to 5:15 p.m.).

Each shift conducts roll call 15 minutes prior to the shift's tour of duty. Roll call was described by staff as informal but informational. Supervisors should conduct consistent and formalized roll call meetings. Documentation detailing what information was distributed to subordinates should be captured and kept on file. Furthermore, supervisors should also use roll call to review crime trends, community issues, department policies, training updates and other important information.

The available literature on shift length provides no definitive conclusions on an appropriate shift length. A study published by the Police Foundation examined 8-hour, 10-hour, and 12- hour shifts and found positive and negative characteristics associated with all three options.⁴ CPSM contends that the length of the shift is secondary to the application of shifts to meet service demands.

How many staff to assign to shifts should take into consideration the peak hours for calls for service, which are displayed in Table 4-5. Winter weekdays and summer weekdays had similar peak times. There were no similarities between winter weekends and summer weekends. Therefore, the department has used sound judgment to schedule shift change outside of peak hours for calls for service.

TABLE 4-5: Peak Hours for Calls for Service, Summer 2015 and Winter 2016

Winter weekdays 2016	Winter weekends 2016	Summer weekdays 2016	Summer weekends 2016
10:00 a.m. to 10:15 a.m. and 2:45 p.m. to 3:00 p.m.	7:00 p.m. to 7:15 p.m.	10:00 a.m. to 10:15 a.m.	5:00 p.m. to 5:15 p.m.

Residential versus Business Representation of CFS Demand

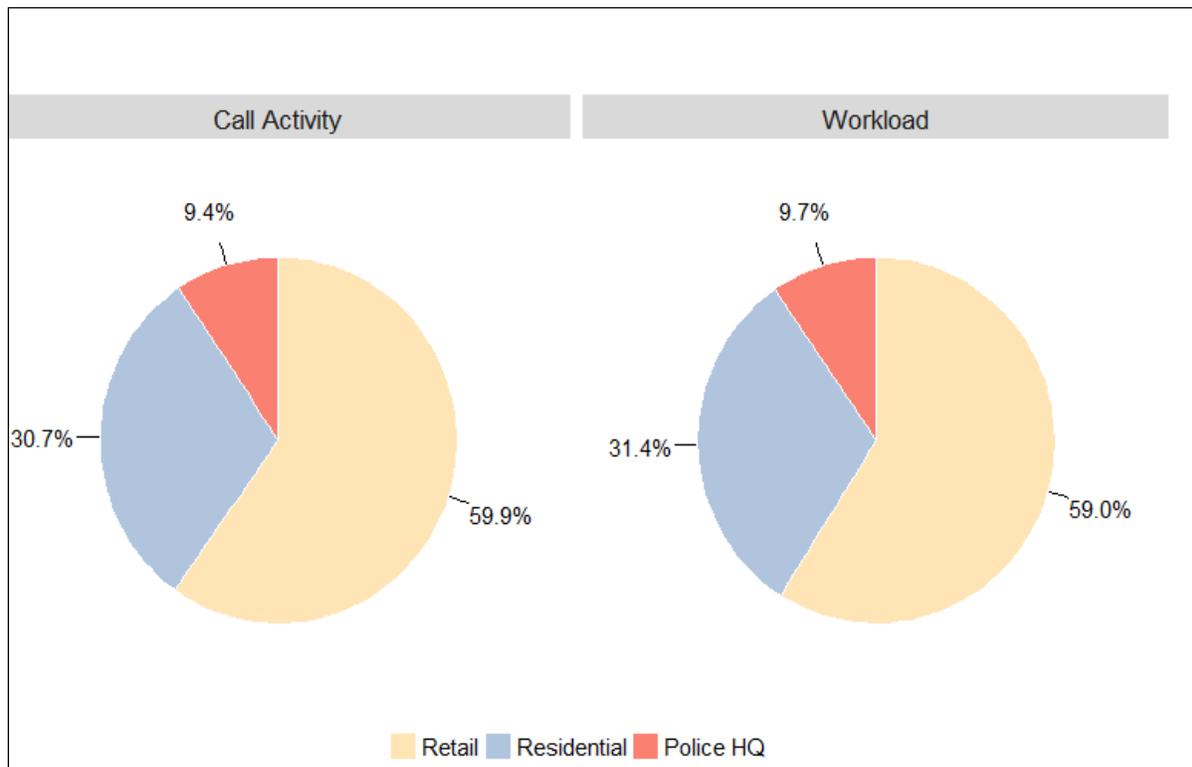
The figures shown previously (Figures 4-1 through 4-8) provide a thorough examination of the service demands placed on the Brentwood Police Department during different times of the day and week. These temporal demand illustrations are helpful in understanding the workload. However, an issue that emerged with both city leadership, participants in the community focus group, and discussion on department staffing is the amount of time responding to calls for service in the residential community versus the business community.

Figure 4-9 presents the call activity and workload for all calls for service during the one-year period of this study from September 1, 2015 through August 31, 2016. Directed patrols and out-of-service activities are not included in the pie charts.

⁴ Amendola, K., Weisburd, D., Hamilton, E., Jones, G., Slipka, M.. (2011). "The Impact of Shift Length in Policing on Performance, Health, Quality of Life, Sleep, Fatigue, and Extra-Duty Employment." Police Foundation. Retrieved from <https://www.ncjrs.gov/pdffiles1/nij/grants/237331.pdf>

As previously discussed in this report, police service workload differentiates from calls for service in that calls for service are a number reflecting the incidents recorded. Workload is a time measurement recording the actual amount of police time required to handle calls for service from inception to completion. Various types of police service calls require differing amounts of time (and thus affect staffing requirements). As such, call volume (number of calls) as a percentage of total number of calls could be significantly different than workload in a specific area as a percentage of total workload. In Brentwood's case, there are comparable percentages between call activity and workload for retail compared to residential demands.

FIGURE 4-9: Percent of Call Activity, Workload in Retail Areas, Residential Areas and Police HQ



Undoubtedly, call activity and workload in retail locations receive the lion's share of attention from patrol officers in the department. Retail locations account for 59 percent of the patrol workload, followed by 31.4 percent for residential locations, and 9.7 percent occurring at the police department's headquarters.

The department should consider formulating a deliberate plan to deal with these locations in a proactive manner. For example, the department could work with private security at shopping centers to minimize theft through training, technology, and proactive strategies, which would minimize the demand placed on patrol resources. A Business Watch program should be established for these retail "hot spots," and department members trained in crime prevention strategies could meet with these groups monthly. Crime reduction efforts could be supported by encouraging business to adopt the principles of Crime Prevention through Environmental Design (CPTED), by providing security assessments to retail establishments for target hardening, and by providing security training for retail employees. Consideration should be given to having city leadership and police department leadership meet with managers from retail businesses in Brentwood to determine joint crime reduction strategies, such as hiring off-duty officers as

additional security. A formalized process could be instituted within the department to coordinate retail off-duty jobs, and an administrative could be charged to the retail businesses support program coordination. This would enable the department to possibly hire a part-time civilian position to coordinate the program.

For the residential areas, the department should focus on establishing active Neighborhood Watch programs that support residential security and crime prevention. Security surveys and the registration of residential cameras with the department could be implemented as crime prevention measures.

Patrol Response Times and CFS Comparisons by District

Table 4-6 displays the average response time by district and the number of CFS in each district. It is important to note that the dispatch hold times for both East and West districts appear low, ranging from 1.9 to 2.1 minutes, respectively. These dispatch times indicate an efficient processing of CFS from the time citizens contact the East Central Dispatch to the time the officer receives the CFS. The categories of Others and Unknown had longer dispatch times of 6.4 and 4.2 minutes, respectively, but these CFS had limited information and only accounted for 224 CFS.

The West District had a higher travel time of 4.8 minutes, while the East District had a travel time of 3.7 minutes. Department leadership indicated that the current geographical configuration of the two districts has been in place for 10 years. Overall, while the travel times are commendable, the department may want to reexamine the configuration of the districts to reduce travel time in the West District.

TABLE 4-6: Average Response Time Components, by District

District	Dispatch	Travel	Response	Calls
East	1.9	3.7	5.6	3,460
West	2.1	4.8	6.9	1,787
Others	6.4	2.3	8.7	168
Unknown	4.2	5.4	9.5	56
Weighted Average/ Total	2.1	4.0	6.1	5,471

Note: Calls without a recorded district are included in "Unknown" category. Calls with miscellaneous district labels are categorized as "Other," for example, "R2w," "M-NW," "R3," and "C1903." The total average is weighted according to the number of calls within each district.

Table 4-7 provides the average dispatch, travel, and response times by priority of the call. Priority 1, for the most serious of in-progress calls, had an average response time of 4.9 minutes. CPSM recommends a response time of five minutes for this category of CFS. The department should be commending for excellent response times to CFS.

TABLE 4-7: Average Dispatch, Travel, and Response Times, by Priority

Priority	Dispatch	Travel	Response	Calls
1	1.5	3.4	4.9	2,379
2	2.6	4.5	7.1	2,965
3	3.3	5.2	8.5	127
Weighted Average/ Total	2.1	4.0	6.1	5,471

Note: The total average is weighted according to the number of calls within each priority level.

Patrol Support Units

Special Response Team (SRT)/Crisis Negotiation Unit/Air Support for Patrol

The Brentwood Police Department utilizes the St. Louis County Police Department Special Weapons and Tactics (SWAT) Unit for high-risk situations. No call-outs of this unit were reported for 2014 and 2015. Also, the Brentwood Police Department utilizes the St. Louis County Police Department for air support (helicopter) for patrol. This partnership with the St. Louis County Police Department is a cost-savings strategy for the Brentwood Police Department. No recommendations are offered.

K-9 Unit

The Brentwood Police Department does not have a K-9 Unit, as department leadership feels that a K-9 Unit would be too costly for the department. K-9 dogs can play a crucial role in high-crime areas as another tool for police to utilize in reducing the flow of drug trafficking, pursuing and tracking criminals, and assisting in dangerous tactical scenarios. If a K-9 dog is needed, BPD makes a request to a surrounding department with a K-9 dog to respond to the scene for assistance. No statistics for K-9 call-outs were available. The department needs to monitor crime trends and continue to review the need for a K-9 unit. No recommendations are offered.

Recommendations for Patrol:

- Continue to implement a more aggressive strategy for alarm reduction to reduce calls for service (CFS) to false alarms.
- Explore ways to minimize response to vehicle accidents involving less than \$500 in property damage, such as by encouraging citizens to obtain a report form online and submitting the documents by mail or electronically. Utilize volunteers or civilian community service officers to handle CFS that do not warrant the response of a sworn police officer.
- Review all fire department calls for service (CFS) and create a dispatch policy for responding only to critical calls that require the response of a sworn officer for assisting the fire department.
- Explore ways to use of volunteers, such as by instituting a "Citizens on Patrol" Program enabling trained volunteers to respond to nonemergency CFS that are now occupying emergency resources.
- Supervisors should conduct consistent and formalized roll call meetings. Documentation detailing what information was distributed to subordinates should be captured and kept on file. Furthermore, supervisors should also use roll call to review crime trends, community issues, department policies, training updates, and other important information.

- Brentwood uses a 28- day schedule for rotation. The department should consider changing to a longer duration that will be less disruptive on the lives of the officers as compared to a more frequent rotation of the shifts. Many agencies rotate shifts every four or six months. By having a longer duration between shift rotation, there is greater opportunity for the community to get to know the officers working the shift. This can promote community relations and inspire community engagement.
- Consider implementing a one-hour overlap of shifts by staggering deployment so as to increase communication among the shifts and increase calls for service coverage during shift change.
- A Business Watch program should be established for retail crime “hot spots.” Department members trained in crime prevention strategies could meet with these groups monthly. The department could encourage retail businesses to adopt the principles of Crime Prevention through Environmental Design (CPTED), could provide security assessments to retail establishments for target hardening, and could provide security training for retail employees as ways to reduce crime.
- Consider having city leadership and police department leadership meet with the managers from retail businesses in Brentwood to determine joint crime reduction strategies, such as hiring off-duty officers as additional security. A formal process could be instituted within the department to coordinate retail off-duty jobs and an administrative fee could be charged to the retail establishments to support program coordination. An administrative fee would enable the department to possibly hire a part-time civilian position to coordinate the program.
- For the residential areas, the department should focus on establishing an active Neighborhood Watch program with a strong focus on residential security and crime prevention. Security surveys and the registration of residential cameras with the department could be implemented as crime prevention measures.
- Review the geographical configuration of the two patrol districts to ensure the most efficient travel routes for police response.

FUTURE OPERATIONAL CONSIDERATIONS FOR THE DEPARTMENT

Strategic Planning

The department's leadership relies on informal strategic planning in both operational and administrative management of the department. CPSM observed that department members understand the daily mission of the department, but long-term strategic planning is not prevalent in the department. Leadership has a clear "gut-instinct" as to when, where, why, and how crimes are occurring throughout the community, but there is no formal data analysis by the department to support both tactical and strategic planning. Thus, CPSM recommends implementing a formal three-to five-year strategic planning process.

Strategic planning must be integrated throughout the department. The initial step taken by the department should be to create a three- to five-year strategic plan. Leadership should create the broad goals and objectives for the entire department. Each component of the department should use these department-wide goals and objectives to craft unit-level goals and objectives. The strategic plan should include goals and objectives, measurable outcomes, and projected personnel and capital expenses, with the end goals being to reduce crime and increase the quality of life in the city of Brentwood. A detailed strategic plan will enable the department to work with city leadership to determine priorities and funding.

Succession Planning

An important role of succession planning for any police department is to provide professional development relevant to the job position and the developmental needs of the employees. For effective leadership in the BPD, the position of sergeant is critical. CPSM recommends that the department focus its leadership development efforts on the rank of patrol sergeant so as to strengthen leadership within the department. The Chief should review the job task analysis of the position of patrol sergeant, all performance evaluations for the rank of sergeant for the past five years, evaluate performance observations made by the Chief and Assistant Chief (Major) to identify deficiencies, review internal affairs disciplinary records, and interview each sergeant to ascertain what he/she believes are needed areas for professional development. Research should be conducted to identify providers for applicable training and to determine the cost of needed training. Funding should be identified to support this leadership development initiative.

The patrol sergeants should be responsible for the final review of all police reports initiated by their subordinates and should be actively involved in conducting Internal Affairs complaints pertaining to their subordinates. Sergeants also play a critical role in mentoring corporals and officers. Training should focus on these areas and other areas identified by the Chief. Sergeants should have access to all vehicle GPS data to be able to monitor the location of subordinates, both for operational purposes and officer safety. In sum, the role of sergeant needs to shift to greater responsibility in the department if the department wants to expand its service delivery and for future operational considerations.

Crime Prevention Unit

The department reported that crime prevention efforts are coordinated by the Chief and a detective, but the detective also has other duties that include being the liaison with schools, providing the D.A.R.E. program to the schools, and serving as the juvenile investigations officer. This detective is responsible for National Night Out, installing child safety seats, participating in Special Olympics, and delivering limited crime prevention education programs such as active

shooter for businesses. The Chief reports that he has started efforts to develop a Neighborhood Watch program.

CPSM recommends that the department create a clear vision of the direction of crime prevention education for the community. The vision should be inclusive of the needs of both residential and business communities. CPSM recommends as an initial starting point that the department move crime prevention responsibilities from the detective to patrol officers. This would first require shift rotation to be changed from a 28-day cycle to a longer (four- to six-month) cycle. This change would result in officers establishing a longer presence on a shift, giving members of the community a greater opportunity to get to know the officers working in their communities. Secondly, the Chief should select from each platoon one sworn officer or corporal to serve as a crime prevention specialist. These officers should receive training from the National Crime Prevention Council in the following courses: Basic Crime Prevention, Advanced Crime Prevention, and Crime Prevention Through Environmental Design (CPTED). There are costs associated with the training but the benefits to the community will result in a significant return on investment. The National Crime Prevention Association also provides an array of free webinars and podcasts on a multitude of current topics to further support the crime prevention specialists, and technical assistance for communities is also available (<http://www.ncpc.org/training>). The National Crime Prevention Association lists the benefits of one of its training programs, Crime Prevention Through Environmental Design (CPTED), to include:

Community residents will have

- Opportunities to play meaningful roles in community crime prevention.
- Improved sense of security and quality of life through reduced fear of crime.
- Fewer crimes committed in neighborhoods, fewer victimizations of residents.
- Increased interaction among residents and stronger neighborhood bonds.
- New crime prevention and problem-solving skills and enhanced knowledge of city government agencies and other resources.

Municipal leadership will see

- Less crime in neighborhoods and business areas.
- Improved perception of safety and livability in public areas and neighborhoods.
- Enhanced consideration of public safety in planning, development, and redevelopment projects.

Law enforcement will benefit from

- Sustainable links with planning, development, code enforcement, and other local agencies.
- Clarification and action on neighborhood priorities related to crime and quality of life.
- Opportunities to play meaningful roles in community crime prevention.
- New crime prevention and problem-solving initiatives.

Business leaders/owners will gain

- Safer locations that are more attractive to customers and employees.
- Enhanced problem-solving partnerships with local government and community members.

Planners/architects will gain

- A greater role in designing the environment; CPTED is recognized as an acceptable component of LEED (Leadership in Energy and Environmental Design) or Green Building.

- A holistic approach to the development and planning process.

Specialized sessions can include

- Multifamily housing.
- New housing and retail development.
- Parks and other public spaces.
- Public parking garages and decks.
- Schools and churches.
- Youth involvement with CPTED.

The selected four officers will serve as the crime prevention specialists during their discretionary time. As indicated in the deployment and workload graphic presentations (Figures 4-1 through 4-8) in the previous section, patrol officers have sufficient discretionary time for other responsibilities. The four officers would be available for crime prevention activities during the day shift and the night shift. This would enable crime prevention specialists to create Neighborhood Watch and Business Watch programs, attend meetings during both the daytime and nighttime hours, provide crime prevention educational programs to both residential and business community groups, conduct security surveys, attend city events, and engage in other crime prevention-related duties. The department may want to tie a financial incentive to taking on the duties of a crime prevention specialist. It is important to select officers who are committed to a long-term assignment as a crime prevention specialist due to the amount of training required and the need to realize a return on the department's investment.

Crime Analysis Unit

Crime analysis capabilities can play a strong role in crime prevention and operational strategic planning. Currently, the department has a detective serving as a criminal intelligence analyst, but this is an ancillary duty for the detective and the focus is on criminal intelligence. Administrative Order 62-02-02 governs the duties of this part-time position.

CPSM recommends that a civilian employee receive formal training in crime analysis and the department consider creating a Crime Analysis Unit to support the sergeants in daily strategic operational planning for patrol officers and to support the efforts of the patrol crime prevention specialists. A civilian professional with experience in crime analysis could significantly and immediately contribute to the department's effort to reduce crime. The crime analyst could enhance the department's criminal intelligence analysis, tactical crime analysis, and strategic crime analysis.

An analyst could generate information and maps on trends in hot spots, which could be utilized by patrol sergeants for strategic and targeted crime interventions. Deployment of personnel could be based on the "hot spot" locations rather than on officers making decisions on where to spend their patrol time through random patrol. The strategies of "hot spot" policing could be as simple as the officer spending more time in hot spots, as was demonstrated in the Minneapolis, Minn. Hot Spots Patrol Experiment,⁵ or could involve more problem-oriented strategies including discussing the problems with community members and developing tailored responses to reduce

⁵ Sherman, L. & Weisburd, D. (1995). General deterrent effects of police patrol in crime "hot spots": A randomized, controlled trial. *Justice Quarterly*, 12(4), 625-648.

crime problems at hot spots, as was done in Jersey City, N.J.⁶ Additionally, the department could implement a long-term goal of expanding the capabilities of crime analysis by enabling department members to access GIS mapping online through a portal, and creating the ability for online mapping to include the capability to populate in real time.

The creation of a Crime Analysis Unit must be married to a change in organizational culture. The department must implement a strong internal process of crime reduction and performance management. The department must establish clear goals, standards of measuring success, and ongoing evaluation and reassessment. The culture of the department must shift from a passive posture to a focus on outcomes. Interviews with staff throughout the department indicated that the staff perceives the department as a reactive police department and not a proactive department. The department members linked lack of staffing to the reactive posture. However, without effective crime analysis capabilities and guided leadership, it is easy to see why the department members viewed themselves as reactive to crime.

In the future, the department needs to implement a form of the Compstat model, which promotes analysis, communication throughout the department, strategic use of resources, and accountability. Strategies to reduce crime should involve all components of the department. Command staff must provide the leadership for implementing a Compstat model. Highly structured meetings that focus on crime trends and crime reduction should be the initial thrust of the Compstat model. However, over time, this model can be used for performance management of not only operational issues but also administrative and budgetary issues. The crime analysis unit should participate in all Compstat meetings.

Recommendations:

- Implement a three- to five-year strategic plan. The strategic plan should include goals and objectives, measurable outcomes, and projected personnel and capital expenses, with the end goals of reducing crime and increasing the quality of life in the city of Brentwood.
- CPSM recommends that the department focus its leadership development efforts on the rank of patrol sergeant so as to strengthen leadership within the department. The Chief should review the job task analysis of the position of patrol sergeant, all performance evaluations for the rank of sergeant for the past five years, evaluate performance observations made by the Chief and Assistant Chief (Major) to identify deficiencies, review internal affairs disciplinary records, and interview each sergeant to ascertain what he/she believes are needed areas for professional development. Research should be conducted to identify providers of applicable training and to determine the cost of needed training. Funding should be identified to support this leadership development initiative.
- The patrol sergeants should be responsible for the final review of all police reports initiated by their subordinates and should be actively involved in conducting internal affairs complaints pertaining to their subordinates.
- Sergeants should have access to all vehicle GPS data to be able to monitor the location of subordinates, both for operational purposes and officer safety.
- The role of sergeant needs greater responsibility in the department if the department wants to expand its service delivery and for future operational considerations.

⁶ Braga, A. A., Weisburd, D. L., Waring, E. J., Mazerolle, L. G., Spelman, W., & Gajewski, F. (1999). Problem-oriented policing in violent crime places: A randomized controlled experiment. *Criminology*, 37(3), 541-580.

- CPSM recommends that the department create a clear vision of the direction of crime prevention education for the community. The vision should be inclusive of the needs of both residential and business communities in an effort to prevent and reduce crime.
- CPSM recommends that the Chief select from each platoon one sworn officer or corporal to serve as a crime prevention specialist. These officers should receive training from the National Crime Prevention Council in the following courses: Basic Crime Prevention, Advanced Crime Prevention, and Crime Prevention Through Environmental Design (CPTED). The selected four sworn officers will serve as the crime prevention specialists during their discretionary time. This would enable crime prevention specialists to create Neighborhood Watch and Business Watch programs, attend meetings during both daytime and nighttime hours, provide crime prevention educational programs to both residential and business community groups, conduct security surveys, attend city events, and engage in other crime prevention-related duties.
- The crime analysis duties should be shifted from the detective who currently serves part-time as a criminal intelligence analyst, as indicated in Administrative Order 62-02-02, to a civilian employee. This civilian employee needs to receive formalized training in crime analysis. The crime analyst should work with the crime prevention specialists, patrol sergeants and officers, detectives, and department leadership to produce data that can be used internally for tactical planning and externally to educate the community in crime prevention.
- In the future and after the implementation of a crime analyst position, the department leadership needs to institute a form of the Compstat model. This will require a shift in the organizational culture from a reactive to a proactive policing philosophy.

INTERNAL AFFAIRS

The Internal Affairs function is handled jointly by the Chief of Police and the Major. There is not a defined Internal Affairs Unit in the department's organizational chart. Policy 300 governs internal discipline. Department leadership indicated that the Internal Affairs policy is outdated and all department policies are being reviewed. A consultant has been hired to assist in updating the policy manual. Leadership indicated that all policies need to be rewritten to reflect both current practices of the department and best practices in policing. Therefore, CPSM comments about Internal Affairs will reflect only a brief analysis of the current policy, but CPSM will provide recommendations for the content of the future policy. A discussion as to the extent of complaints will first be presented.

The Chief indicated that complaints made by citizens are rare. The Chief provided to CPSM, prior to the site visit, with documentation that showed no citizen complaints were received in either 2014 or 2015. Upon further discussion with the Chief and Major during the site visit, they provided statistics pertaining to complaints initiated against officers by department leadership.

Table 4-8 presents the data provided by department leadership reflecting complaints against sworn personnel. CPSM deleted the names of the employees and refers to each employee by number. Further information was not provided to CPSM as to the type of violation, disposition, or the type of corrective action; the level of discipline was presented in only two cases.

Internal Affairs records are produced in Microsoft Word and the Chief of Police and Major have access to these records. Leadership is considering purchasing Guardian Tracking System Software for internal affairs investigations. The department should be commended for this decision. The Guardian Tracking System enables positive recognition of employees for doing an

outstanding job in accomplishing the goals of the department, and at the same time can serve as an early warning/intervention system in identifying patterns of behavior requiring intervention in order to prevent a major issue or termination.

TABLE 4-8: Complaints Initiated Against Employees Internally, 2014 & 2015

Employee	Number of Internal Complaints for Employee in 2015	Number of Internal Complaints for Employee in 2014	Nature of Violation/Complainant	Case Disposition	Discipline
1	17	6	Not Reported	Not Reported	1 Day Off
2	10	6	Not Reported	Not Reported	Not Reported
3	3	1	Not Reported	Not Reported	4 Days Off
4	1	1	Not Reported	Not Reported	Not Reported
5	2	1	Not Reported	Not Reported	Not Reported
6	2	0	Not Reported	Not Reported	Not Reported

CPSM recommends that the Brentwood Police Department implement a progressive discipline model in which sanctions can range from oral reprimands, to written reprimands, to suspension, demotion, or dismissal. The sanctions should take into account the severity of the offense and the number of offenses the member has committed during employment with the department. Furthermore, an appeals process of discipline should be part of the policy. Table 4-9 displays a sample progressive discipline chart. This chart is a matrix in which the class is the type of violation. Discipline is determined by both the type of violation and the number of offenses committed by the employee.

TABLE 4-9: Sample Progressive Discipline Sanction Chart

Class	First Offense	Second Offense	Third Offense	Fourth Offense
1	Min: N/A	Min: N/A	Min: Documented written reprimand	Min: 1-day suspension
	Max: Documented oral reprimand	Max: Documented written reprimand	Max: 3-day suspension	Max: 5-day suspension
2	Min: N/A	Min: Documented written reprimand	Min: 1-day suspension	Min: 5-day suspension
	Max: Documented written reprimand	Max: 5-day suspension	Max: 5-day suspension	Max: 10-day suspension
3	Min: Documented written reprimand	Min: Documented written reprimand	Min: 1-day suspension	Min: 30-day suspension
	Max: 1-day suspension	Max: 10-day suspension	Max: 15-day suspension	Max: Dismissal
4	Min: 1-day suspension	Min: 5-day suspension	Min: 10-day suspension	Min: Dismissal
	Max: 10-day suspension	Max: 15-day suspension	Max: 30-day suspension	Max: Dismissal
5	Min: 5-day suspension	Min: 10-day suspension	Min: 30-day suspension	Min: Dismissal
	Max: Dismissal	Max: Dismissal	Max: Dismissal	Max: Dismissal

The function of Internal Affairs is to investigate allegations of misconduct by department employees and to maintain the integrity of the department, ensure professional conduct, and create a positive image of the department. CPSM recommends that the department's policy enable citizens to easily obtain a citizen's complaint form in person, by phone, by mail or email, or through the department's website so as to promote transparency of the department's actions. All on-duty supervisors should have the responsibility of accepting complaints from the public. This provides the public with efficient access for filing complaints. However, all employees should know exactly where to refer a complaint or be prepared to receive the information and pass the information on to a supervisor in a timely manner. Anonymous complaints should be investigated to the best of the department's ability based on the available information so as to promote transparency, consistency and fairness. The policy should clearly state what types of complaints can be investigated by a supervisor and what types of complaints needs to be forwarded to a higher rank for investigation, such as the Major or Chief. Internal complaints and investigations need to be thoroughly documented, and should include a narrative of the violation/complaint, names of witnesses, witness statements, all interviews with subject of the complaint and witnesses, case disposition, and other pertinent information.

Unless a criminal investigation prohibits it, the officer who is the subject of the complaint should be informed of the circumstances of the complaint in a timely manner. The policy should clearly state the difference between an administrative inquiry and a criminal investigation involving a department employee, and should outline the process utilized for administrative inquiry versus criminal investigation of an officer. The policy should also state when *Garrity* warnings are appropriate.

All complaints should be thoroughly investigated in a timely manner and to the point of logical conclusion. Citizens filing formal complaints should be notified as to the conclusion, findings, and corrective action or discipline.

Department leadership indicated that they will be implementing a use of force report form in 2016. The department should be commended for implementing this process. CPSM recommends that all use of force reports have a first-level review by a sergeant and a second-level review by either the Major or Chief. Consideration should also be given to having an officer certified in defensive tactics to also review the reports. The use of force reports can be used to identify department training needs in defensive tactics, use of force, and de-escalation techniques.

While the department has responded to allegations of misconduct/performance issues as they occur, this approach is largely reactive and informal. The department should consider a shift in functionality to include a more formal and proactive approach to Internal Affairs. Random audits and inspections should be conducted of field contacts, use of force, traffic stops, traffic tickets, sick time abuse, investigations, in-car/camera video, property and evidence submissions, records, equipment, or any other quality control mechanisms on administrative policies, sexual assault investigations, or sexual harassment. All of these areas can be examined more rigorously. Strict record keeping should be implemented for quality assurance, safety, and compliance with policies.

The department does not produce yearly statistics pertaining to Internal Affairs complaints, and does not publish the findings in the annual report or on the department's website. Detailed records need to be retained. The yearly statistics, with final dispositions, should be published in the annual report and on the website to promote transparency. In addition to the statistical reporting and external publishing, the department should consider disseminating brief synopses of cases within the department; this would help make officers aware of potential areas of misconduct and the penalties associated with unacceptable conduct. By providing transparency and integrity through a defined Internal Affairs process, the department will support the principles of community policing by building community trust.

Recommendations:

- The Internal Affairs policy needs to be rewritten; it should articulate a detailed, comprehensive process for receiving and investigating complaints against department employees.
- CPSM recommends that the department's policy enable citizens to easily obtain a citizen's complaint form in person, by phone, by mail or email, or through the department's website so as to promote transparency of the department's actions.
- Sergeants, who are available 24/7, should have the responsibility for accepting complaints from citizens to ensure a rapid response to a citizen's concerns.
- The updated Internal Affairs policy should detail when a supervisor is authorized to investigate an internal affairs complaint and when the complaint needs to be elevated to a higher rank for investigation.
- All Internal Affairs complaints made anonymously should be thoroughly investigated.
- At the time of the CPSM site visit in 2016, the department advised it was in the process of requiring officers to complete a use of force report form when force is used against a person. The department should be commended for implementing this process. The patrol sergeants should be the first level of review for all use of force reports. The Major or Chief should serve as the second level of review for all use of force reports. The department should consider having an officer certified in defensive tactics also review the use of force reports for the purpose on making department training recommendations.

- The department should consider a shift in functionality to include a more formal and proactive approach to internal affairs. Random audits and inspections should be conducted of field contacts, use of force, traffic stops, traffic tickets, sick time abuse, investigations, any in-car/camera video, property and evidence submissions, records, equipment, or any other quality control mechanisms on administrative policies, sexual assault investigations, or sexual harassment. All of these areas can be examined more rigorously and these inspections will support quality assurance, safety, and compliance with policies.
- Formalized and detailed recordkeeping pertaining to all Internal Affairs investigations, whether initiated internally or externally, should be implemented immediately.
- Disseminate findings and penalties associated with disciplinary cases, both internally in the department and externally in the annual report.

CRIMINAL INVESTIGATIONS

The Detective Bureau in the BPD is responsible for the investigation of criminal offenses. This section is supervised by a detective sergeant; two full-time detectives are assigned to criminal investigations. Additionally, a detective is assigned as a member of a regional U.S. Department of Justice–Drug Enforcement Administration Task Force (DEATF). Although this detective is under the umbrella of the BPD Detective Bureau, DEATF is an off-site assignment with direct supervision provided by DEATF supervisory personnel.

All detective personnel hold the rank of police officer and serve in the capacity of detective as a special assignment. As is common in smaller agencies, other functions are often attached to detective sections for supervisory and administrative purposes. In the case of BPD, public relations functions, the School Resource Officer Program (SRO), and the Drug Abuse Resistance Education Program (DARE) are all under the umbrella of the Detective Bureau. In the case of the SRO function, the detective assigned to this function is referred to as the school liaison detective, as the SRO function is limited to presentation of DARE classes and occasional requests from the schools for assistance with a specific issue. One detective is responsible for these functions. As well, this detective serves as one of two property and evidence managers.

Detective Bureau personnel work Monday to Friday, 8:00 a.m. to 4:00 p.m., with the exception of the DEATF detective who works a flexible schedule based upon investigative needs.

Case Management

The case management system for investigations in the BPD is referred to as CARE. It is linked to the computer-aided dispatch (CAD) system. When a call is dispatched to an officer, this creates a CAD record. Upon completion of the call, the CAD data is transferred to CARE and is integrated as part of the department's records management system. It is an automated countywide system maintained by the County of St. Louis.

In practice, patrol officers assigned to a call for service are responsible for completing an investigation and report. Upon completion of an investigative report, officers upload the report to CARE. These cases go into a queue within the CARE program pending a patrol supervisor's review and approval. Upon review and approval by the patrol supervisor, the report is again placed into a queue. Next, the detective sergeant must review and approve the report. At any point in the approval process, should the report be found to be deficient, it is returned to the officer for corrections, and the approval process begins anew. Upon approval by the detective sergeant, the case is assigned for further processing as is explained in the following paragraph. The lone exception to this practice is routine traffic collision investigations. Routine traffic collision

reports require only the patrol supervisor's approval and are not reviewed by the detective sergeant.

With rare exceptions involving highly complex investigations, it is the practice of BPD to have the patrol officer who makes an arrest handle the case to completion, including presenting the case to the prosecuting attorney for filing. In this situation, once the detective sergeant has approved the report, it is returned to the original officer for filing. The remaining cases are evaluated by the detective sergeant for investigative leads. If it is determined by the detective sergeant that a case lacks significant investigative leads (i.e., witnesses, fingerprints, DNA evidence, video, identifiable property, etc.), the case is suspended or closed. For those cases in which leads are present, the cases are generally assigned to one of two primary detectives. Upon completion of the investigation, the handling detective submits the report to the Detective Bureau sergeant for approval. Should there be supplemental reports prepared during the course of the investigation, those reports are uploaded for review and approval in a timely fashion while the investigation continues.

There is no automated notification feature within the CARE system for reports that are outstanding for an unreasonable period of time. Therefore, the detective sergeant must query the system periodically to ensure that investigations do not languish. This is a time-consuming, but necessary process. As the CARE program does not allow for easy tracking of cases assigned for investigation, the detective sergeant has created an Excel spreadsheet for this purpose.

In the CPSM evaluation of this case management format, we found the process to be inefficient, ineffective, and counterproductive to the interests of the city and department. Reasons include; (1) lack of accountability by patrol supervision, (2) significant delays in the completion of investigations, resulting in suspects being released onto the streets pending further investigation, and (3) unnecessary workload impacts upon the detective sergeant.

Relative to item 1, it is standard police practice, and for good reason, that patrol supervisors are responsible for the approval of investigative reports prepared by patrol officers. The rare exception may be very serious crimes such as homicide or rape, where detectives are involved early in the investigation. Patrol supervisors are best positioned to be knowledgeable about the facts of the investigation as they may have been at the scene, and are at least in a position to immediately ask follow-up questions of the handling officer. As final approval of reports is the responsibility of the detective sergeant, patrol supervisors may provide only a limited review of the report, expecting that the detective sergeant will catch any errors. While specific numbers of cases returned by the detective sergeant are not available, it was offered that it commonly occurs.

Pertaining to item 2 concerning delays in completing investigations, the two-step supervisor approval process clearly has a negative impact and may be the most significant of the negative impacts of this process. The state of Missouri requires that a person arrested for a crime be charged (warrant issued) within 24 hours of arrest or released pending application of a warrant (RPAW). Since the Detective Bureau sergeant works a normal business hours schedule, the 24-hour work schedule for the patrol force, particularly with a 3/12 shift, does not align with the detective sergeant. Therefore, the required approval process before an officer can file a report very often extends beyond the 24-hour holding limit. This occurs even when no corrections are needed. When corrections are needed, it is inevitable that delay will occur. There is one safeguard, but it is less than ideal. The prosecuting attorney may review an unapproved draft report and file a "Note." A "Note" will allow for the temporary detention of the offender pending receipt of the approved investigative report. Clearly, this is not an ideal situation, one that in effect requires a doubling of the workload associated with filing a case, and one that should be employed in only the most serious of cases. The result is that those arrested for crimes are often

released back onto the streets of Brentwood without being charged, and an arrest warrant must be issued to re-arrest them for prosecution. This is compounded by the fact that a very high percentage (estimated by the department at 90 percent) of arrestees are not residents of the city. Under these circumstances, it is often left to happenstance that the individual is re-arrested and ultimately prosecuted.

Concerning item 3, the detective sergeant is drawn away from the important work overseeing the duties of his Bureau as he is required to review reports, commonly on more than one occasion, that should appropriately reviewed by patrol supervisors.

CPSM examined the nature and number of cases handled by the BPD. Many of the arrests made by the patrol force are related to shoplifting. And of those, it is anticipated that most are considered misdemeanors (less than \$500) value. In these cases, the offender is generally released on a citation with a future appearance date. Driving under the influence (DUI) and many other misdemeanor arrests are eligible for citation release as well. In this situation, there is no urgency created by the 24-hour hold limit imposed by the state, as the arrestee has been released from custody. There is ample time to file the case ahead of the assigned appearance date.

That leaves only the more serious cases to be considered in which a subject has been arrested for a felony such as robbery, aggravated assault, or burglary. It is these serious cases in which potentially dangerous suspects are released onto the streets of Brentwood that can be most impacted by streamlining the report approval process. Given the total number of such incidents (seven robbery arrests and six aggravated assault arrests in 2015), this is a very manageable situation.

CPSM strongly suggests that the current practice end, and that patrol supervisors be responsible for review and approval of investigative reports prepared by patrol officers. A system to ensure that officers complete felony-in-custody reports and that those reports are approved and filed in a timely fashion can be easily established. By so doing, these more serious cases, in most incidents, could be processed within the 24-hour time limit, allowing for the continued detention of the offender.

With respect to the most serious or complicated of cases such as homicide, the department participates in a regional investigative team referred to as the Major Case Squad. Many if not all area cities participate by assigning resources to the Major Case Squad. The Major Case Squad provides both investigative and forensics services to participating agencies. This is a valuable tool for BPD as it brings resources and expertise not reasonably available in smaller agencies. As well, it provides valuable experience to BPD staff who participate as members of the team. The sergeant and both detectives assigned full time to criminal investigations participate as members of the Major Case Squad.

Workload Analysis

Annual statistics are not maintained relative to the workload per BPD detective. Unlike data captured on patrol data that allows for comprehensive analysis, the CAD system does not capture detective activities in a manner that would allow for such an analysis. As well, there is no industry standard that provides a specific number of cases which a detective can reasonably manage, since departments vary widely on detective case management practices. Therefore, CPSM relied upon the department's crime statistics, BPD case management practices, and the experience of CPSM subject matter experts to evaluate whether sufficient staffing exists to handle the workload. Table 4-10 shows the approximate annual totals for cases processed through the Detective Bureau for calendar years 2013 through 2015.

TABLE 4-10: Police Reports Processed by Brentwood Police Department

	2013	2014	2015
Total Police Reports*	1,140	1,112	928

*Does not include Traffic Collisions

Factoring 230 work days per detective per year (assuming six weeks off for vacation/training/illness), these case totals equate to approximately 2.3 cases per detective per work day averaged over the three-year period. This calculation is based upon two full-time investigators. CPSM did not factor in the DEATF detective nor the detective who serves as the DARE instructor/school liaison officer, evidence technician, and the department's public relations liaison, as these duties do not allow for assignment of a case for investigation with few exceptions. As noted, these numbers are based upon the total number of criminal investigations handled by the department. As the CARE program does not capture numbers of cases assigned to detectives, it could not be determined how many of those investigations were actually forwarded to a detective for follow-up. However, it can be reasonably concluded that the number would be significantly lower than shown in the table, as many cases are not assigned to a detective because the case lacks investigative leads or an arrest was made by the patrol officer. Regardless, given the overall volume and the nature of offenses investigated, it appears to be a manageable number of cases per detective.

Personnel / Training

All Detective Bureau personnel serve in this assignment at the discretion of the Chief of Police. There is no established rotation schedule. There is no industry standard for the term of assignment to a Detective Bureau. Once assigned, some agencies allow personnel to remain in the detective position indefinitely, others establish strict rotation schedules that vary depending upon the desk assigned, and some agencies, as is the case in BPD, do not have a specific policy on the length of assignment.

The upside of such a practice is the depth of experience gained should an officer serve as a detective for a prolonged period of time. This is a strong argument for such a practice. The downside is the lack of opportunity for patrol officers to gain valuable experience that is available with such an assignment. Having an undefined assignment locks out many qualified personnel and causes stagnation that can be unhealthy for the organization. It appears that this may be playing out at the BPD. It was reported that only four of the seven patrol supervisors, whose experience ranges from 15 to 23 years, had ever served as a detective. This may, at least in part, serve as the reason that patrol supervisors do not ultimately approve investigative reports of officers, or at least partially explain the need for so many cases to be returned for correction. For these reasons, most small- to mid-size agencies with limited special assignment opportunities provide a rotation schedule for specialized assignments. CPSM supports an established rotation schedule. Given the limited number of detectives in BPD, CPSM would suggest a six-year assignment alternating by three years to provide for overlapping experience.

While training of departmental personnel is covered in its own section in this report, the expertise required of detectives often requires specialized training. CPSM inquired about an assignment-specific training plan for detectives and learned that none exists. Such a plan would list all required/desired training courses for this assignment and would serve as a tool to remind supervisors of the need to schedule detectives for such training. Ensuring that the training is received and tracked will help ensure that detectives develop the expertise needed to conduct more complex investigations and allow for the detectives to serve as expert witnesses where appropriate.

Technology

One of the more important aspects of detective work is the interview and/or interrogation of suspects. Those discussions often become central to the prosecution of suspects. The ability to capture those discussions in both audio and video is crucial to a successful prosecution. Virtually all law enforcement agencies maintain this capacity in their detective bureaus. That is the case in Brentwood as well. However, when CPSM inquired about the functionality of the system, it was reported that the system is dated (approximately 15 years of age) and not always reliable. As an example, it was pointed out that during a recent suspect interrogation, the system's signal reflecting that it was functioning was operating, but no recording of the interrogation could be retrieved by the detectives. In speaking with the equipment vendor, the detectives were told that there would be no way to recover the recording. Given today's environment, this creates a significant challenge in prosecuting the case. In fact, in a recent case the prosecuting attorney declined prosecution of a felony case due to the malfunctioning equipment.

It was pointed out that the department is well aware of this deficiency, and that a budget appropriation has been sought for replacement of the system. CPSM strongly supports the need and effort to update this technology.

Clearance Rates

While preventing a crime is of utmost importance to any law enforcement agency, solving crime should have parity. The solving of crimes, which results in the prosecution of offenders, not only prevents future crime, it also provides much-needed closure to crime victims. Clearance rates, as defined and measured by the FBI Uniform Crime Reporting (UCR) Program, are the benchmark for a department's effectiveness in solving crime.

Annually, departments report clearance rates to the FBI for inclusion in the UCR. The UCR establishes a strict three-prong criteria for clearing of a case. For UCR reporting purposes, a crime is considered cleared when: (1) a law enforcement agency has arrested the offender; (2) the offender has been charged with the offense; AND (3) the offender is turned over to the court for prosecution (whether following arrest, court summons, or police notice). The arrest of one person may clear several crimes or the arrest of several persons may clear only one crime. There are clearances via exceptional means as well, but the exceptions are extremely limited and result in numbers that are not statistically sufficient to warrant consideration for our purposes here. Examples include the death of an offender or the lack of an extradition treaty with a foreign government in a nation to which the offender has fled.

Departments collect the data and report to the FBI through a state agency. In the case of Missouri, it is the Missouri Highway Patrol (MHP). CPSM reviewed the reporting criteria for MHP and found it to be consistent with the FBI guidelines. Generally, the preparation of UCR data and reporting of such is a function of a police department's records sections. That is not the case at BPD. This case clearance reporting is prepared by the department's administrative assistant and is based upon data entered into the records management system (CARE). This individual has had the responsibility for this task for the past couple of years. This has been a responsibility of others within the organization in the past.

Table 4-11 reflects the most currently available UCR data as released by the FBI (see note with table). In the CPSM evaluation of clearance rates, the crime of murder/manslaughter was not considered due to the absence of reported incidents in this category. As to the remaining categories, CPSM noted that the department's clearance rates for most crimes far exceed state and national averages. In fact, rates are exceptionally high when compared to virtually all other cities studied by CPSM. The only categories that were lower than average were burglary and

rape, where zero clearances were reported. For this reason, CPSM inquired as to the department's criteria for reporting clearance rates to determine if it met UCR standards. There did not appear to be a good understanding of the UCR criteria for clearing a case. It was suggested that an arrest and presentation of the case for prosecution was sufficient to clear a case, even if the prosecutor declined to file. But as described above, that does not meet the three-prong test for clearing a case. Therefore, the accuracy of the data is uncertain. CPSM wishes to point out that we do not believe that the department is manipulating these numbers. Various staff indicated that the Missouri State Highway Patrol provided training in this area that is being followed by the BPD. It is clear, nonetheless, that the training is not consistent with the FBI reporting criteria.

TABLE 4-11: Reported Brentwood, State, and National Clearance Rates in 2015

Crime	Brentwood			Missouri			National		
	Crimes	Clearances	Rate	Crimes	Clearances	Rate	Crimes	Clearances	Rate
Murder Manslaughter	0	0	NA	497	288	58%	14,392	8,850	62%
Rape	1	0	0%	2,552	627	25%	110,582	41,700	38%
Robbery	8	7	88%	6,363	2,028	32%	299,232	87,700	29%
Aggravated Assault	8	6	75%	20,787	7,788	37%	707,017	382,000	54%
Burglary	12	0	0%	33,925	4,696	14%	1,450,074	187,000	13%
Larceny	303	214	71%	122,375	30,769	25%	5,225,538	1,140,000	22%
Vehicle Theft	18	8	44%	16,972	2,112	12%	657,090	86,100	13%

Note: *2015 national UCR clearance totals are not released by the FBI until April 2017. The above clearance totals are provisional estimates calculated from the FBI UCR clearance percentages. State level data was taken from the 2015 Missouri State Highway Patrol UCR report.

For the reasons pointed out previously, the BPD clearance numbers may be suspect. Nonetheless, this table illustrates the importance of accurately capturing UCR clearance rate data to allow the department to identify areas where opportunities for improvement exist. Should the department choose to ensure that UCR data is being accurately recorded, CPSM would suggest that the 2015 robbery and aggravated assault cases be reviewed. At eight occurrences for the year in each category, this is an easily manageable number of cases to study. In order to verify that the data are being accurately recorded, it should be confirmed that the prosecuting attorney has charged the suspects in 13 of the 16 cases, and that they will be (or have been) prosecuted in a court of law. If that is not the case, then training should be provided to ensure that staff accurately reports clearance rates.

Overall, CPSM was impressed with the commitment of all of the staff interviewed in the Detective Bureau. It appears to be a very well-run unit.

Recommendations, Detective Bureau:

- Approval of police reports prepared by patrol officers should be the responsibility of patrol supervision. Responsibility for this work should be removed from the Detective Bureau supervisor.
- Consider establishing a policy for a defined term of assignment to the Detective Bureau.
- An assignment-specific training matrix is recommended to help ensure that detectives are appropriately trained and fully prepared to investigate crimes.
- The video/audio recording system in the Detective Bureau interrogation room should be replaced.
- The department should ensure that UCR reporting guidelines are adhered to when reporting case clearance rates.

School Resource Officer (SRO) / Drug Abuse Resistance Education (DARE)

In support of the Brentwood schools, public and private, a detective serves as an SRO, referred to internally as a school liaison officer. Under the direction of the Detective Bureau sergeant, one detective is assigned to the position of SRO, as a collateral duty. His other duties include managing the property and evidence function, managing the fleet, filing mandatory reports on detention of juveniles, responding to all school-related calls when available, serving as a resource to the schools for some student administrative issues, and performing various public relations duties for the department including National Night Out coordination, the department's participation in the Special Olympics, street fairs, etc. The single major commitment of time under this program is dedicated to teaching Drug Abuse Resistance Education (DARE) classes in one middle school and three grade schools. This generally consumes 20 to 30 percent of the SRO's work.

While the SRO may handle some calls for service requests at the campuses, no statistics are maintained on the frequency of such activity. Such calls were not estimated to be a significant part of the detective's workload.

As we noted above, the SRO performs a number of traditional functions, but also functions that are more appropriately handled by other department staff. This includes management of the property and evidence function, fleet management, and completing and filing of the reporting on juvenile detentions. We will address each of those functions separately.

With regard to fleet management, the majority of the fleet (9 of 15 vehicles) and fleet maintenance issues are connected to the patrol division. Maintenance issues can develop 24/7 for patrol. This is a function that more appropriately lies with patrol supervision. Regarding completion of mandatory reporting of juvenile detentions, virtually all detentions are initiated by patrol. Patrol supervision is better positioned to track and report upon this activity. CPSM recommends that both of these functions be reassigned to patrol supervisors.

There are significant problems associated with the department's property and evidence room and function. Further in this report, we will devote a section to this issue. Simply stated, considerable time, effort, and new technology will be required to address the issues. However, at present, the SRO is responsible for the management of this function. Under this present staffing alignment, he must be allowed to devote more time to property and evidence. While the functions of fleet and reporting of juvenile detentions appropriately belong with the patrol

division, removing these responsibilities from the SRO will allow some additional time to be devoted to the property and evidence issues. As will be addressed in the section on property and evidence, this is not a duty properly assigned to an SRO, but given the department's size and staffing, it has limited options.

As is the case with all other detective functions, there is no formal rotation schedule for this position.

Recommendations, SRO:

- Reassign the responsibility for fleet management from the SRO to a patrol supervisor.
- Reassign the responsibility for the tracking and reporting of juvenile detentions from the SRO to a patrol supervisor.
- Consider establishing a rotation schedule for the SRO assignment.

Drug Enforcement Administration Task Force (DEATF)

The Brentwood Police Department has participated continuously since 2009 as a member of the Drug Enforcement Administration Task Force (DEATF) for the St. Louis region. Such task forces are made up of federal, state, and local agencies and target major narcotics traffickers within the region. In the case of the St. Louis region, this involves two states and numerous local jurisdictions. BPD has one full-time detective assigned to DEATF. As with the other detective assignments, there is no established rotation schedule for this assignment.

The annual salary for the detective assigned to this task force is the responsibility of the city of Brentwood. Annual overtime costs are reimbursed by DEATF to a limit of \$17,000. Additional financial impacts to this assignment involve "Equitable Sharing" (Asset Forfeiture). Equitable Sharing is generally determined by the degree of involvement each participating agency has in the investigation that resulted in seized assets. In documents reviewed by CPSM for calendar years 2014 and 2015, it was determined that the city of Brentwood received \$110,510 through this program during that two-year span.

Participation in the task force provides for a tremendous resource in combating major traffickers. The complexity of combating large-scale drug trafficking networks does not lend itself to single agencies being effective in abating such activities. This is but one of the reasons that CPSM supports BPD's involvement in the DEATF. Another significant reason is the invaluable experience gained by the personnel assigned to such task forces.

As mentioned previously, there is no established rotation schedule for this assignment. CPSM recommends that the department consider establishing such a schedule. This will enable the experienced detective to return to BPD, bringing the experience of this assignment back to the city, and will also open a specialized assignment opportunity for patrol officers where so few opportunities exist.

Recommendation, DEA Task Force:

- Consider establishing a rotation schedule for the DEATF assignment.

SECTION 5. ADMINISTRATIVE AND SUPPORT SERVICES

PROPERTY AND EVIDENCE

The intake, processing, storage, and disposal of evidence and property are important functions of any police department. While this is true for all forms of evidence and property, it is especially true for weapons, narcotics and dangerous drugs, and currency or valuable jewelry. There are a number of anecdotal reports of agencies that faced scrutiny for failing to account for such evidence. In some cases, audits that revealed unaccounted-for property and evidence led to the termination of police executives. Controlling access to the property and evidence areas, inventory control, and regular audits are critical to the effective management of the property and evidence function.

The BPD property and evidence facility is located within the police department. There are two major features to this facility; (1) the intake area where officers initially introduce evidence and property, and (2) the storage facility. The intake area consists of eleven pass-through (two-way) evidence lockers of various sizes. Officers who are booking in evidence and/or property utilize the intake lockers to temporarily secure items. The two-way lockers provide no access into the storage facility as the rear portion of the two-way locker is only accessible from inside of the facility. Once the items are introduced and the locker closed, the booking officer no longer has access. Only authorized property and evidence room staff have unrestricted access to the storage facility. Subsequent to the evidence/property being placed into an evidence locker, authorized staff retrieve the item and process and store it. For biological evidence, a small refrigerator is located outside of the main property room. This refrigerator is secured within a small cabinet, but accessible to all personnel. As such, officers introduce biological evidence here, and it is checked in by the property and evidence custodian and then returned to this refrigerator for permanent storage. The department is aware that this is not an acceptable practice and is taking steps to correct this situation.

At present, four BPD personnel have access to the evidence and property facility: the Chief, Assistant Chief, detective sergeant, and the SRO. As noted previously, the SRO serves in the role of property and evidence custodian as a collateral duty to his regular assignments. The SRO is responsible for the day-to-day management of the evidence facility. It is he who is charged with retrieving property and evidence from the intake lockers. Once retrieved, the evidence officer is responsible for the custody and control of the items. The evidence officer generally works during normal business hours of 8:00 a.m. to 4:00 p.m., Monday through Friday.

Access to the evidence room is controlled by a card key issued to each of the four authorized staff. Entry into the facility is recorded as to which card was used to access the facility, and when. As well, the department recently installed a security camera which video records any entry into the facility.

A software program from Information Technologies, Inc. (ITI) is utilized to track evidence and property entering the facility. ITI also supplied the department's CAD/RMS system prior to the conversion to CARE. That conversion coincided with the contracting out of dispatch services to the East Central Dispatch Center (ECDC). The department has continued its contract with ITI for property management software only.

The ITI property management software is not user friendly. It requires manual input of information related to property introduced into the property and evidence room, and inventorying of property contained within the facility must be done manually as well. At present, staff estimates that it requires 45 minutes to an hour to complete the booking and intake process for evidence, depending upon the number of items in the case investigation. This includes the officer's time spent preparing evidence reports and packaging of the evidence, and the evidence custodian's time spent receiving the item, cataloguing it in the ITI program, and storing it. Again, these are all manual functions. As well, any inventory of the items within the facility must be conducted on an item-by-item basis, reconciling the items against the ITI data.

There are a number of low-cost (less the \$10,000) automated property management software systems available. These programs bar-code technology with hand held readers, enabling simple tracking and inventory control. It is estimated that there could be a 50 to 75 percent reduction in the time required for intake processing of evidence should such a system be utilized. As well, the cost of such a system could be partially offset by the elimination of the fees associated with the ITI contract. Should the department move toward the utilization of such technology, it is suggested that the department purge the evidence and property room of items no longer required to be held prior to beginning the transition.

CPSM, accompanied by the evidence custodian, examined the property and evidence facility. The facility is made up of shelving units lining the walls and rows of shelving units within the interior portion of the room. One such row is fixed, and the second is moveable. By that we mean, the shelving units are on tracks and the units can be collapsed against one another to maximize space. Moveable shelving units maximize available space and are a low-cost method of maximizing the capacity of the facility.

The facility is near or at storage capacity for property and evidence. In some cases, items were being stored on the floor, which should never happen. Upon a random inspection of approximately 25 evidence items, it was noted that many had been stored for 5 to 15 years or more. Some of those items, based upon the case classification, were clearly eligible for destruction, auction, or other means of disposal.

BPD Policy 445 governs the operation of the evidence and property function. CPSM reviewed this order and found it to be inadequate in addressing some of these critical areas. Specifically, the policy does not address auditing of the property function, and while it calls for an annual inventory of all items stored in the facility, no such inventory records could be found.

Specific to the policy issue, we wish to point out that we heard at many levels of the organization that the existing policy manual was outdated and inadequate. Our review of this and other policies led us to the same conclusion. The department's pursuit of CALEA accreditation will require a complete overhaul of the policy manual, which is now in progress, and we would expect that the inadequacies of Policy 445 will be addressed through the accreditation process.

CPSM had previously requested data on recent inventory activity, audits, and evidence destruction records. It was indicated that none were available, and it was unknown when, if ever, a complete inventory and audit of the property and evidence facility had been conducted. Recently, a relatively small amount of items had been collected for destruction, but were still being held in the facility.

As previously noted, it is of critical importance to the integrity of the evidence and property function that systems and controls are in place to ensure that all evidence and property, especially firearms, drugs, currency, and valuable jewelry are catalogued, secured, and

disposed of properly. Annual audits of the evidence and property function should be conducted to ensure that each of these tasks is appropriately accomplished. An annual inventory of all items stored should be conducted as well to assist in managing the volume of items stored within the facility. Cases associated with items stored for more than one year should be reviewed to determine the continued necessity of storage.

The staffing of this function, as discussed, is less than optimal. Many of the inadequacies identified can be attributed to the lack of sufficient staffing. As noted, the duty presently falls to a detective who has a myriad of other responsibilities. Best practices dictate that the integrity of the property and evidence facility is enhanced when it is managed by personnel other than those whose involvement in cases relies upon the items stored in the facility. Most agencies rely upon civilian personnel to perform such duties. The overall lack of civilian personnel at BPD makes this more difficult. Nonetheless, consideration should be given to this issue.

Recommendations, Evidence and Property Unit:

- Strong consideration should be given to assigning civilian personnel to manage the day-to-day operation of the evidence and property function.
- The department should acquire software designed specifically for the property and evidence function along with portable barcode readers to enhance the efficiency of managing this function.
- Random, semi-annual audits of the evidence and property function should be conducted to ensure that items are appropriately stored, tracked, and disposed of.
- An annual inventory of all items stored should be conducted. Cases associated with items stored for more than one year should be reviewed to determine the continued necessity of storage.

TRAINING

The Missouri Department of Public Safety's Peace Officer Standards and Training (POST) Program establishes minimum training requirements for all peace officers. In 2017, POST made changes to the minimum standards to require 24 hours of instruction per year, an increase from the former requirement of 48 hours over a three-year period. In order to maintain certification as a peace officer in the state of Missouri, each officer must meet this minimum standard. Both training courses and instructors of those courses must be certified by POST in order to meet POST standards and qualify the training toward the 24-hour minimum per year.

CPSM contacted Missouri POST and found that POST certifies individual officers. There is no compliance requirement related to agencies. POST indicated that at present, it does not have the ability to independently verify an officer's state of compliance. Rather, agencies self-report the compliance status of their officers. Should an agency identify an officer(s) who is not in compliance, POST works with the agency to schedule the officer into needed training courses in order to bring him or her into compliance. The state is working on a system that will allow POST-certified course attendance records to be electronically transmitted to POST. Once this is online, POST will begin to independently monitor compliance and agency self-reporting will be discontinued.

Missouri law allows agencies, through a \$1 court cost surcharge for adjudications, to contribute to a POST training fund. CPSM verified that Brentwood participates in this program, and for 2016, POST provided \$1,932 in training funds to the city of Brentwood. While this contribution is helpful,

it represents less than 15 percent of the department's annual training budget of \$15,000 for the year.

Under the direction of the Chief of Police, the training function for BPD is managed by the Assistant Chief of Police. This position is ultimately responsible for ensuring that all BPD personnel are compliant with POST mandates. Given the time commitment associated with the assignment of the Assistant Chief to serve as the CALEA certification manager, consideration should be given to assigning most of the training coordination duties to patrol sergeants under the direction of the Assistant Chief.

At present, the department does not use a training management software program to track the training it provides. Rather, the Assistant Chief maintains records of training with a spreadsheet. This record reflects training provided by month, name of attendee, and course. As part of the migration toward CALEA accreditation, the department will be implementing a training management program known as PowerDMS. This program will enable more efficient tracking of training, and will provide the capability to for search by name of attendee as well as course title. CPSM strongly supports the use of such training software programs.

The majority of formal training provided to BPD personnel is coordinated through the St. Louis County Police Academy, where a wide array of POST-certified training opportunities is offered. Officers generally attend training at the academy site, or other sites which agree to host POST certified training. The one major exception is firearms training. The department currently has five firearms training instructors who are certified by POST. To allow for additional in-house training the department is in the process of obtaining POST certification for these five instructors in the use of various less lethal devices such as the Taser and chemical agents, including OC spray.

The department has an agreement with the local FBI office to allow for its officers to utilize the FBI range facility at Weldon Springs. Under the direction of department's firearms instructors, range training is conducted four times per year. As in-house less lethal training comes on line, this can be scheduled in conjunction with firearms training. CPSM commends the department for taking this action as the training of lethal and less lethal munitions is compatible and combining them results in both cost and time savings.

To stay current with legal updates for changes in both federal and state law, and the courts' interpretation of such, the department contracts with Police Legal Sciences (PLS) for monthly online training. These 45 minute webinars can be taken at an officer's convenience. Legal update training is essential, and this is a cost-effective method to ensure that it is provided.

Roll Call Training

The department has no standardized roll call (shift briefing) training. Training provided during roll call, if any, is left to the individual shift supervisor. As well, any roll call training that is delivered cannot be verified as there is no training syllabus and nothing is recorded in the department's or individual officer's training records. There are instances where each shift supervisor may have an opportunity for shift-specific training. For example, they may wish to review a tactical or investigative action that the shift was involved in the prior day. Those types of opportunities cannot be scheduled, but are nonetheless important and appropriate. However, there are many training opportunities that can be scheduled on the calendar and which should be provided for all shifts as well as department-wide. For example, review of pursuit and use of force policies are but a few of the critical policies that should be a part of a scheduled training curriculum.

The absence of regularly scheduled and verifiable roll call training is a missed opportunity that must be addressed. In the section below, we discuss the need for a master training calendar. Such a master calendar provides a simple and effective way to address roll call training.

Master Training Calendar

The department does not use a master training calendar to guide its training efforts. Such a calendar is an important document to ensure that necessary and appropriate cyclical training is provided. The calendar designates specific dates each month for scheduled classes in perishable skills and mandated in-house training. For example, in the months for which firearms training is to occur, it should indicate Firearms / Duty Weapon, or Firearms / Duty Weapon / Patrol Rifle. For less lethal munitions training, the calendar might reflect Firearms / Taser, or Firearms / Gas. Custody and control training should reflect the specific training to be provided, such as Defensive Tactics / Baton or Defensive Tactics / Pain Compliance.

The development and use of such a calendar applies to roll call training as well and should address the need to standardize such training. Examples of appropriate standardized roll call training include the review of policies pertaining to high-risk, low-frequency incidents. Examples include pursuits and use of force. As well, this is an appropriate venue for training in dealing with the mentally ill, racial profiling, etc. All of these policies should be scheduled for roll call training at least annually.

As training priorities shift, it is easy to neglect vital training if a master calendar is not used. The calendar should be flexible so that changes can be made as needed. A master training calendar is simple to develop and update, yet a valuable tool to ensure that these important training needs are not neglected.

Master Training Plan

At present, the department has no master training plan. A master training plan is distinguished from a master training calendar in that a master training plan serves to match training to specific assignment needs, whereas a master training calendar helps to ensure that all personnel receive ongoing training that is required regardless of assignment.

For instance, firearms training is necessary and mandated for all personnel, regardless of assignment, and should be included in a master training calendar. On the other hand, homicide, computer crime, or auto theft investigation training, while essential for detectives, is not for a patrol officer. That is not to say that this training holds no value for a patrol officer, but rather, with limited available training funds and time, a master training plan allows for the department to prioritize training in relation to the officer's assignment. Such a plan should include supervisor and executive development training courses as well.

As with the master training calendar, the master training plan is simple to develop, yet a valuable tool to ensure that necessary and desired assignment-specific training is appropriately prioritized among competing training needs/requests.

Encountering Those with Mental Illness

Encounters with subjects afflicted with mental illness has emerged as a significant challenge for law enforcement agencies. There are ample anecdotal examples of violent and tragic encounters between the mentally ill and police officers that have polarized relationships between the community and the police. As well, these encounters often create substantial liability for a jurisdiction.

A Bureau of Justice Statistics national study in 2009 found that 13 percent of prison inmates were being treated for mental health issues through a combination of counseling and/or medication. Of that population, nearly 50 percent were incarcerated for crimes of violence. Countless others were untested/untreated. A recent news report on an in-custody death of an inmate with mental health issues at Rikers Island in New York indicated that as many as 40 percent of inmates in that facility were suffering from mental illness. And a news report released on a California Department of Corrections and Rehabilitations study reflected that 28.4 percent of the California's' prison population was diagnosed with a mental illness. As outside treatment options for the mentally ill have declined, the number of mentally ill inmates is rising.

The department is to be commended for addressing the training needs of its staff relative to this population. One half of the department staff has attended a 40-hour training course on dealing effectively with this population, including the use of de-escalation techniques. Additional personnel are being scheduled as class schedules permit. Online training will allow for officers to remain current with this important training need.

New Supervisor Training

New supervisor training is vital to the successful development of first-line supervisors. While Missouri POST requires new supervisors to attend a course on supervision, an in-house program provides supervisors with the training they need to operate within the framework of the city of Brentwood and the Brentwood Police Department. Some police agencies have developed a guide for new supervisors. For example, the Carlsbad, California, police department utilizes a 40-page guide/reference for new first-line supervisors, both sworn and civilian. This is a tool that may be of value to Brentwood. Law enforcement agencies routinely share such material, and Brentwood is encouraged to take advantage of that opportunity and modify the material to meet its needs.

Recommendations, Training:

- Consideration should be given to acquiring training management software for use in tracking all department training by both courses offered and by individual.
- Relative to in-house training, a training syllabus should be created for each segment and maintained for future reference.
- Develop a standardized training schedule for roll-call training to ensure uniformity and regularity of training. This may be complemented by shift training identified as appropriate for specific work groups.
- A two-year master training calendar should be developed for recurring departmental training. This should be an active document, subject to modification as needed and should always include training in high-risk / low-frequency areas.
- A master training plan should be developed to identify necessary/desired training by assignment and to allow for individual training courses to be so prioritized.
- A field guide for supervisors should be created to assist them with complex and/or uncommon situations.

RECRUITMENT /BACKGROUND INVESTIGATIONS

Unlike most police departments around the country, Brentwood PD has been very fortunate in that it has not experienced recruitment challenges in filling vacancies. There are a multitude of examples of departments paying upwards of \$10,000 signing bonuses for qualified lateral applicants, since the candidate pool is small and competition among agencies for qualified candidates is fierce. A ten percent vacancy rate in authorized positions is not uncommon. Over the past two years, only one commissioned/sworn officer was hired in the city of Brentwood (June 2016). Of the department's 27 commissioned/sworn personnel, 19 have been with BPD ten or more years. The department's two civilian employees each have more than 16 years of tenure with BPD. By contemporary standards, the staff is highly tenured. Recently, however, (November 2016), a corporal separated from the department and the recruitment process for that position is just beginning.

While recruitment has not been an issue for Brentwood, increasingly, law enforcement agencies are struggling to hire qualified personnel. Attacks on police officers by both criminals and the media have had a chilling effect on recruiting. Should recruitment become a problem for BPD, CPSM would like to point out that there are a number of alternatives to in-house recruiting and testing. Several private companies provide the initial testing for new recruits, which relieves the police department and the city's human resource department of this task. For example, one company, National Testing Network (NTN), offers the service nationwide. It proctors the written and physical fitness tests based upon the criteria set forth by the department. With NTN testing sites all over the United States, an applicant can be located anywhere in the U.S. and still take the written and physical agility tests for BPD. Not only can this broaden the breadth of a recruitment process by allowing for applicants from across the nation, it also offers greater diversity in the hiring pool.

At present, the police department in conjunction with the city's human resources department, conducts all testing processes for the department. As noted above, to date, recruitment has not been a challenge for BPD. It has been successful in hiring personnel who have successfully completed the police academy study on their own in order to better position themselves for employment. Such applicants are awarded a POST-certified Class A license. With this certification in hand, the written examination portion of the testing process can be waived. The department continues to administer a physical fitness test, oral board assessment, background investigation, and polygraph examination for eligible applicants. The psychological examination and the medical examination are outsourced to medical professionals.

The BPD utilizes the Detective Bureau to conduct background investigations on candidates. A very effective and efficient alternative to this practice is the temporary hiring of a retired police professional who is assigned to work under the direction of a department supervisor. Many agencies use retired personnel in this capacity. Temporary personnel do not receive benefits such as sick leave or vacation pay, and the salary savings from the vacant position serves as the source of compensation. Once the vacancy is filled, the temporary employee is separated. Other agencies outsource this function to private firms as well.

As there are a very limited number of new hires at BPD, CPSM will not offer a recommendation. Rather, we simply offer the above options for consideration should there be an interest or need to change the manner in which new hires are recruited and tested.

RECORDS

Contrary to the common perception that functions performed in law enforcement records units are as simple as filing reports and providing copies as needed, records units have an exhaustive list of duties. This is true for both large or small agencies. For larger agencies that often have a records staff of a half dozen or more, the duties are frequently assigned to specialists who are responsible for only one or two of the many duties. In smaller departments, all tasks fall to one or two records staff. While the scale of documents processed is smaller, each of the processes is still required. Thus, this is a function that poses significant challenges for smaller agencies.

Among the general records duties performed daily at BPD are: serving as the department's receptionist and assisting all "walk-in" traffic, handling telephone inquiries, assisting a customer with the filing or obtaining a report, facilitating the release of impounded vehicles, arranging for a customer to meet with a detective, accepting payments for court fees, processing court-related documents pertaining to both cases and prisoners, preparing statistical reports, and management of internal cash accounts.

There are a few aspects of the records function that require attention. At present, dated practices such as inter-office mail and fax machines are utilized to process and transfer documents. The electronic transfer of such documents is far more efficient. A records retention/destruction schedule is another important part of managing a police department records function. This includes not only documents, but video, photographic, and audio recordings as well. At present, there is no such schedule within the BPD. The absence of such a schedule does not allow for the orderly destruction of documents and other records.

While the department has the ability to collect various fees via debit and credit cards, cash continues to be accepted. The amount of cash transacted is relatively small, but creates security and accounting issues not present with credit/debit cards, cashier's checks, or money orders. Due to such issues, many agencies are moving away from accepting cash.

Vehicles impounded in connection with crimes require a time commitment both by the impounding officer as well as the personnel authorizing the release of the vehicle at the station records counter. In addition to the fees paid to the tow operator by the owner of the vehicle, many cities charge a processing fee to owners of vehicles in cases such as DUI or an offender whose vehicle is impounded in connection with a criminal offense. These fees are intended to transfer the personnel costs associated with an impound to the criminal offender rather than being absorbed by taxpayers. Generally, the fees are limited to the actual costs, and are in the \$100 range.

As noted in reporting on the detective section, the FBI UCR data is an important measurement of the effectiveness of any law enforcement data. This is a function that appropriately is administered by a records section. CPSM suggests that this responsibility be transferred to the records section. Should the city agree with this suggestion, the transfer should follow appropriate training of records staff.

CPSM appreciated the cooperation of the records staff, who clearly are committed to their work.

Recommendations, Records:

- Provide additional training to records staff to enhance the use of technology and reduce reliance on interoffice mail and fax machines.

- Through the CALEA process, develop a general order governing the functions of the records section to include a retention schedule.
- Consider discontinuing the acceptance of cash for fees and accept only credit/debit cards, cashier's checks, or money orders.
- Consider charging a vehicle release fee to criminal offenders whose vehicles have been impounded in connection with a crime.
- Transfer responsibility for FBI UCR reporting to the records section.

FACILITIES

While the department's location in a quiet industrial area away from the civic center is not ideal, the physical structure serves the department well. The facility is well maintained and ample workspace exists. Its location away from the civic center is a challenge for the department's leadership. It is important that they strive to maintain a presence at City Hall so as not to appear to operate apart from other city functions. Without such a commitment, some agencies find themselves to be viewed as not being engaged with the community. This applies to the agency as a whole, and its individual employees as well. The scope of this study does not involve an analysis of this aspect of the department. We simply point out that trust is built upon relationships, and the isolated location of the department requires additional effort on the part of the department in fostering those relationships.

There is one area of concern that we will address, that of the jail. Prior to the transfer of the dispatch function to the ECDC, there was 24/7 staffing within the department. With that transfer, outside of normal business hours, there may be extended periods of time in which the facility has no one working within it.

Prisoners housed within the facility are monitored by video camera at the ECDC. There is also a two-way intercom system in place to facilitate contact between prisoners and the ECDC. Nonetheless, in the event of an emergency, there may be no one within the facility to respond.

CPSM reached out to the Missouri Department of Corrections to determine what, if any, regulations apply to local jails and we were advised that there is no state regulatory oversight of local jails. As counties generally operate regional jails, we looked to the Missouri Sheriffs' Association to see what if any standards they employ. While it is simply advisory, the Sheriffs' Association has produced a 14-page guide referred to as the Missouri Core Jail Standards. It is available online as a PDF document. While some of the guidance would not apply to Brentwood due to the physical plant, it is worthy of review to assist in minimizing any liability should the city continue to operate a jail.

Just as the city contracts with Rock Hill to house Rock Hill's prisoners, other area cities may offer such services and be better positioned, with 24/7 staffing, to operate a jail. CPSM would suggest that the city and department, along with legal counsel, evaluate the appropriateness of continuing to operate a jail.

In terms of facilitating the intake of prisoners, there is one computer available for booking of prisoners. Though it is not a common occurrence, when multiple prisoners must be processed, there is a delay in processing. It was suggested that there is sufficient hardware (computers, monitors, and keyboards) available within the department to allow for a second booking site. Given the limited number of annual arrests, we cannot accurately evaluate the need for such. Accordingly, we will not make a recommendation, but simply offer this option for consideration.

Recommendation, Facility:

- It is recommended that the city and department evaluate the appropriateness of continuing to operate the jail facility.

FLEET

As previously noted, the SRO is presently serving as the fleet manager; this is a duty more appropriately assigned to a patrol supervisor. The department maintains a fleet of 15 motor vehicles; the fleet is comprised of 9 marked patrol vehicles and 6 unmarked vehicles. The Chief and Assistant Chief of Police are the only personnel authorized to take home vehicles. The replacement schedule for vehicles is at five years or 100,000 miles, whichever comes first.

The city's public works department is charged with the acquisition and maintenance of vehicles. Routine maintenance is performed by the public works department while work associated with major repairs and/or collision damage is outsourced. The costs associated with these activities are not reflected in the police department budget and are presumed to be incorporated within the public works department budget. Fuel costs are the responsibility of the police department, and a budget appropriation for fuel is included within the department's operating budget.

The replacement schedule is within the range of consistency for most police departments. The department does not report any significant issues with the availability and reliability of its fleet.

We reiterate the recommendation made earlier in this report to transfer responsibility for fleet management from the SRO to a patrol supervisor

INFORMATION TECHNOLOGY

At present, BPD has no dedicated in-house IT support. IT services are coordinated by the city. Until recently the city's lone IT employee was housed at BPD, but provided services for all departments. The city is in the process of contracting with a larger neighboring city for IT services. While in-house staff may be considered ideal by some, a larger city is better positioned to retain staff with varied experience. Since a 24/7 public safety organization requires unique IT services, it is anticipated that the city will benefit from such a relationship.

CPSM has addressed the department's technology needs in reporting on specific sections, such as the need to acquire new property and evidence management software and a new audio/video recording system for the Detective Bureau. Recommendations associated with these needs are included within the recommendations for the specific function.

POLICY MANUAL

While CPSM routinely reviews and analyzes significant department policies as part of all studies, we did not do so in this assessment. That decision was based upon the fact that the department has begun the process to secure accreditation through the Commission on Accreditation for Law Enforcement Agencies (CALEA). This process will require complete revision of the department's policy manual, and is just beginning. However, as we reviewed various department functions, we did review policies specific to those functions. An example is that of property and evidence. Some of these yet-to-be-revised policies are, in fact, deficient. That was the widely held consensus of department staff as well. CPSM supports the department's efforts

to seek CALEA accreditation and is confident that the revised policy manual, when complete, will match best practices for law enforcement agencies.

PERFORMANCE APPRAISAL

The annual evaluation of employees is a tremendous opportunity to guide their development, enhance their opportunities for a successful career, and increase their value to the organization. In many organizations, supervisors fail to take advantage of this opportunity to the detriment of both the employee and the organization. While the performance evaluation instrument in and of itself will not ensure that the annual review takes full advantage of this opportunity, it does contribute to the process. As well, senior management review of the evaluations gives insight as to which supervisors are putting forth worthwhile effort in reviewing and developing their personnel. For these reasons, and others, the performance evaluation document and process are vital.

Annual performance evaluations are conducted for all BPD employees utilizing the City of Brentwood Employee Performance Appraisal form. This form is utilized for all employees in all departments. The purpose of the evaluation process as described on the form is that *"the evaluation process should result in a clear understanding of strengths and weaknesses and should lead to the establishment of a program so that weak areas can be improved and strengths built upon."* There are five rating options: *Unsatisfactory, Improvement Needed, Meets Expectations, Exceeds Expectations, and Exceptional.* There are 16 performance factors that are to be rated with a simple check box for the appropriate rating option as listed above. No narrative is called for to elaborate on these 16 performance factors. The form calls for a narrative in three categories: *Describe Employee's Strengths, Describe Areas of Employee Improvement and Goals, and Employee Comments.* In reviewing the form, CPSM was impressed by several aspects of the document, not the least of which was the purpose of the evaluation process.

Notwithstanding our assessment that the form is comprehensive for most employee classifications, we believe that specific to commissioned/sworn personnel, there are several opportunities to improve upon it. This is based upon the unique nature of police work, where inherently, officers work without direct supervision and engage the public in situations that are frequently stressful and/or volatile for the officer, citizen, or both. For these reasons, detailed supervisory input in performance reviews of police officers is essential. Given that premise, the following modifications of the performance evaluation form are offered for consideration:

- For the 16 performance factors, require supervisor comments for ratings of Exceptional, Exceeds Expectations, Improvement Needed, and Unsatisfactory.
- To provide for a broader middle range of ratings, modify the numbering system as follows: Exceptional (7), Exceeds Expectations (6), Meets Expectations (3,4,5), Improvement Needed (2), and Unsatisfactory (1). This broader rating scale enables supervisors to suggest that an employee who meets standards with a "5" rating, can easily improve to an Exceeds Expectations, but more importantly, puts an employee with a "3" rating on notice that his or her performance is bordering on subpar.
- Following the existing AREA of Employee Improvement and GOALS, add a category of SELF-ASSESSMENT, to be completed by the employee. The self-assessment component not only aides the employee in reflecting upon his or her strengths, weaknesses, and career objectives, but allows supervisors to assess the employee's thought processes as well. This is different than the current category of Employee Comments, which is commonly used when employees

disagree with the performance appraisal. At the same time, the Employee Comments category should be retained.

Recommendation, Performance Appraisals:

- Consider enhancing the performance appraisal document for commissioned/sworn personnel.

PROMOTIONS

Promotional procedures within the BPD are outlined in Policy 220, which is about two pages in length. The policy addresses the required qualifications for promotion to the rank of sergeant, lieutenant, and "candidates above the rank of lieutenant." The policy is not current as it relates to the department's existing rank structure in that the position of lieutenant in being eliminated (through attrition), and it also does not address the rank of corporal. However, these deficiencies will be addressed through policy revisions associated with the CALEA accreditation process.

The policy addresses eight aspects of the promotional process; Qualifications to Participate, Written Announcement, Promotion Process, Analysis of Application, Written Exam, Oral Interview Board, Chief's Review, and Appointment.

Qualifications to Participate

As it relates to qualifications, CPSM will address the ranks of sergeant and corporal. The qualifications for lieutenant are irrelevant as the department has eliminated this classification. Positions above the rank of lieutenant are by appointment and serve at the will of the Chief of Police. The department presently has only one such position (Major).

To compete in the promotional process for sergeant, candidates must have five years of police experience, of which three years must be with the BPD. While the rank of corporal is not presently included in policy, the process for corporal is consistent with that of sergeant, except that the tenure requirement is three years rather than five.

Written Announcement

A written announcement of the promotional opportunity is made along with suggested study materials, and candidates are given eight weeks to prepare. During this period, eligible candidates interested in participating in the promotion process must submit a letter of interest and a resume to the Chief of Police notifying him of their desire to be considered in the process.

Promotion Process

The promotional process includes five aspects; Analysis of Application, Written Examination, Oral Review Board, Chief's Review, and Appointment.

Analysis of Application

This part of the policy says that "the Chief shall appoint an individual to review candidates' letter of interest, resume along with their last six (6) performance evaluations, taking into consideration their commissioned police officer experience, education, including but not limited to college credit/specialized police training. Candidates will then be ranked by the Chief's appointee."

CPSM strongly encourages the department to reconsider this portion of the testing process. The policy does not specify who that individual may be, but it is presumed to be the Assistant Chief.

Written Exam

The city of Brentwood Human Resources Department administers the written exam. It is a standardized IPMA exam. Those scoring in the top 50 percent of the candidates (or no less than three) will be deemed eligible to continue in the process and move on to the oral interview.

Oral Review Board

The oral review board is appointed by the Chief of Police, It is made up of supervisors from various St. Louis area police departments and Brentwood's HR director. They are tasked with evaluating and rating the candidates.

Chief's Review

The Chief will consider candidates who are "presented" by the Oral Review Board. He is to consider the ranking of the individual charged with the application analysis, written examination ranking, and oral review ranking as well as his personal knowledge of the candidates.

Appointment.

The Chief selects the candidate for promotion from the top three candidates as presented by the Oral Review Board.

There is a multitude of testing processes in use by policing agencies today. While written and oral interviews processes are most common, others often include assessment centers and situational exercises. The objective is to ensure that the most qualified candidates are considered, and that the process is in no way biased. With one possible exception, the process in use by Brentwood is consistent with the range of processes in use.

The exception pertains to the Analysis of Application. Though the policy does not specify who the Chief is to appoint for this role, CPSM suggests that without a strict scoring system, which is not reflected in the policy, this is a highly subjective process. It would seem that this portion of the process would be looked upon by the candidates with skepticism, as it has the potential for favoritism. As the Chief conducts his review, it is presumed that he would seek input from the department's leadership and others prior to making an appointment. It is during this review period that informal input from knowledgeable and trusted individuals should be sought. Therefore, we question the value to the process of the "Analysis" step.

Recommendation, Promotional Process Recommendation:

- Consider discontinuing the Analysis of Application process for promotions.

SECTION 6. ORGANIZATIONAL CULTURE AND CLIMATE

Organizational culture is built upon system of shared assumptions, values, and beliefs that governs how members behave in the organization, while organizational climate is how members experience the culture of an organization. The climate of an organization is shaped by the upper management of an organization. Organizational climate influences productivity, effectiveness, performance, job satisfaction, innovativeness, leadership, and decision making.⁷ There are individual, organizational, and environmental factors that affect officers' understanding of their organizational culture and also influence their orientation toward police work and job satisfaction.⁸

CPSM staff wanted to capture the department's culture through the lens of its members. At the same time, CPSM staff wanted to evaluate the department's internal potential and limitations, and the possible opportunities and threats from the external environment. To accomplish these goals, an analysis using the S.W.O.T. method was conducted to provide the department's leadership with a snapshot of the department's *strengths, weaknesses, opportunities, and threats* from the perspectives of the department members.

FOCUS GROUPS

Four focus groups were conducted, one external focus group with community members selected by the city's leadership and three internal focus groups reflecting the department employees' rank and sworn/nonsworn status. The internal focus groups were made up of: 1) sworn command/supervisory members, 2) sworn officers, and 3) civilian employees. All participants for the internal focus groups were selected by the department.

The community focus group had 20 participants. The sworn command/supervisory focus group had two participants, the sworn officer focus group had two participants, and the civilian employee group had two participants. The community focus group was two hours in duration, while all internal focus groups were sixty (60) minutes in duration.

External Focus Group

A focus group was held with community volunteers representing each of the city's four wards. The community members were selected by the Mayor, City Administrator, and aldermen. This focus group was conducted separately from department employees in order to capture information on the perceptions and experiences of the community members with the Brentwood Police Department. This focus group consisted of 8 white males and 12 white females. No minorities were represented; however it should be noted that 87.5 percent of the city's population is white. The community members were open, honest, and enthusiastic to share their perceptions of the department. Table 6-1 shows the comments of the community focus group.

⁷ Boke, K. & Nalla, M. (2009). Police Organizational Culture and Job Satisfaction: A Comparison of Law Enforcement Officers' Perceptions in Two Midwestern States in the U.S. Retrieved on November 30, 2015 from <http://www.researchgate.net/publication/24173193>

⁸ Ibid.

TABLE 6-1: Community Focus Group

<p style="text-align: center;">Strengths (Internal)</p> <ul style="list-style-type: none"> ■ Department provides a rapid response to calls for service ■ Department members respect the diversity of the community ■ Department does not have a problem with turnover of employees ■ Officers use common sense at calls for service ■ Officers know many of the residents ■ Chief grew up in the community and knows residents ■ Officers are caring in how they communicate with the community ■ Department uses social media well ■ Officers know the hot spots for crime in the community 	<p style="text-align: center;">Weaknesses (Internal)</p> <ul style="list-style-type: none"> ■ Officers do not spend enough time patrolling in the residential areas ■ Department downplays crime to the community ■ Department has a leadership problem ■ Department leadership and officers need to be more involved with the residential community ■ Too much time spent on crime in retail areas ■ Crime statistics are not updated regularly for the community ■ Website is not updated regularly ■ Volunteers are not used by the department, such as CERT. ■ "Everything said as a strength is really the department's weakness"
<p style="text-align: center;">Opportunities (External)</p> <ul style="list-style-type: none"> ■ Department needs to work with community members to find out where residential cameras are located to help with crime detection. ■ Use volunteers to help with the department – citizens are willing and able ■ Have the department use a communications officer to get more information out to the community about crime and crime prevention 	<p style="text-align: center;">Threats (External)</p> <ul style="list-style-type: none"> ■ Proximity to metro rail provides escape routes for criminals ■ Citizens do not use crime prevention techniques such as locking cars ■ Declining business revenues

Participants pointed out numerous strengths of the department. The participants believe that the department provides rapid response to calls for service, department members respect the diversity of the community, and the officers are caring. The participants had concerns about the weaknesses of the department, in particular, the perception that officers do not spend enough time patrolling in the residential areas and community members want to be updated more consistently about crime occurring in the community. Participants were very optimistic about the department having the opportunity to use volunteers to assist the police department. Community members have undergone Citizen Emergency Response Training (CERT) but have never been called upon to assist the department. Citizen perceived threats to the department to include the proximity of the city to major roadways and rail transit which enables criminals to quickly flee the city, and the need for citizens to be more diligent about crime prevention techniques.

Internal Focus Groups

Table 6-2 shows the comments of the sworn command/supervisory focus group. This focus group consisted of two participants representing the ranks of sergeant and corporal. Both supervisors were white males. The participants in the supervisory focus group expressed a deep dedication and loyalty to the department.

TABLE 6-2: Sworn Command/Supervisory Focus Group

<p style="text-align: center;">Strengths (Internal)</p> <ul style="list-style-type: none"> ■ Staff is willing to adapt to community changes ■ Department handled the stress of Ferguson well ■ Good intuitiveness of crime trends and patterns ■ Ability and flexibility to do more with less ■ Talented and dedicated officers ■ Less violent crime in community as compared to other cities 	<p style="text-align: center;">Weaknesses (Internal)</p> <ul style="list-style-type: none"> ■ No recognition for a job well-done – 2012 was the last year for awards to officers ■ Department has a culture of don't make waves ■ No incentives for taking on additional duties – such as field training officer or detective ■ Some supervisors need to be stronger mentors of subordinates ■ Some supervisors need to be more accountable ■ Internal communication needs enhancing ■ Perceived disconnect between police department and city leadership ■ Silos of teamwork due to shifts
<p style="text-align: center;">Opportunities (External)</p> <ul style="list-style-type: none"> ■ We could use volunteers to help us with some things at the department 	<p style="text-align: center;">Threats (External)</p> <ul style="list-style-type: none"> ■ Heroin epidemic is increasing crime ■ Layout of roadways and access to trains aids criminals in escaping detection ■ Public has a lack of knowledge as to what we do

Participants pointed out strengths of the department to include the adaptability of the staff to respond to changes in the community, the department's ability to handle the stress of the Ferguson incident, and the dedication of its officers. The participants had concerns about the weaknesses of the department but believed that all identified weaknesses have solutions.

Participants were optimistic about the use of volunteers to assist the department as an untapped opportunity. In terms of threats, participants were concerned about the growing heroin epidemic and its impact on crime, and the layout of roadways and railways, which enables criminals to quickly flee from the area after committing crime.

Table 6-3 shows the comments of the sworn officers' focus group. This focus group consisted of two white male police officers. The participants in the sworn officers' focus group also expressed a deep dedication and loyalty to the department.

TABLE 6-3: Sworn Officers Focus Group

<p style="text-align: center;">Strengths (Internal)</p> <ul style="list-style-type: none"> ■ Talented officers, many came from larger experienced departments ■ Department has mature officers with no citizen complaints against them in the last two years ■ Dedicated employees ■ Fairly good equipment ■ Fairly good pay and benefits ■ Good teamwork among each shift ■ City is financially stable and this benefits the department – unlike other cities 	<p style="text-align: center;">Weaknesses (Internal)</p> <ul style="list-style-type: none"> ■ Limited recognition for a job well-done – need to celebrate our successes at city hall ■ Promotions not celebrated ■ Better communication needed with the community about what we do ■ Better communication needed within the department. We need consistent meetings and not just emailed information. ■ When changes are implemented, we need better communication ■ We need a voice with city hall
<p style="text-align: center;">Opportunities (External)</p> <ul style="list-style-type: none"> ■ Enhanced relationship with public by using internal talent to educate community in crime prevention. 	<p style="text-align: center;">Threats (External)</p> <ul style="list-style-type: none"> ■ Layout of highways and rail ways contribute to increasing crime and make it more difficult for us to catch criminals because they can leave our jurisdiction very quickly. ■ Fear of consolidation ■ Turnover in other city departments.

Participants were enthusiastic about the strengths of the department. Participants cited the caliber and experience of officers, dedication of department members, and the financial stability of the city to support the department. Participants were concerned about the limited recognition for a job well done and promotions in the department are not celebrated, the need for enhanced communication within the department, in particular, when change is involved, and greater communication with the community. Participants were optimistic about the opportunity to enhance the relationship with the public by using the department's internal talent to educate the community in crime prevention. The fear of consolidation and the common theme of the layout of highways and railways contributing to crime were echoed by the participants as threats to the department.

Table 6-4 illustrates the responses of the civilian employees' focus group. This focus group consisted of one white male and one white female. Again, a consistent attitude emerged among the participants similar to the other focus groups. The participants were very proud of their department and enjoyed their work assignments.

TABLE 6-4: Civilian Employees Focus Group

<p style="text-align: center;">Strengths (Internal)</p> <ul style="list-style-type: none"> ■ Department is customer service-oriented ■ Department has good response times to calls for service ■ Officers go the extra mile for our community ■ Our Department cares about the community 	<p style="text-align: center;">Weaknesses (Internal)</p> <ul style="list-style-type: none"> ■ Department needs to expand social media to offer the public more consistent information as to what is going on in our city ■ Department needs real-time updates of crimes on the website and to inform the community as to the dispositions of the crimes ■ Department needs to focus more on marketing the department with the community ■ Department needs a closer working relationship with the fire department ■ Department needs better maintenance service from the city for our information technology needs ■ Crime is increasing in the business areas and it takes our officers away from the residential community ■ Dispatch service and efficiency has decreased with the outsourcing ■ Little training available for civilian employees
<p style="text-align: center;">Opportunities (External)</p> <ul style="list-style-type: none"> ■ Use social media more to connect with the community ■ Appoint an officer as the business liaison to try to reduce the calls for service from retail establishments in the city ■ Increase community relations in both residential and business areas by hosting Coffee with a Cop Program 	<p style="text-align: center;">Threats (External)</p> <ul style="list-style-type: none"> ■ Fear of consolidation by the city and we would lose our jobs ■ Not planning for the future – prior Chief was concerned with funding and pushed off needed technology upgrades resulting in some of today's antiquated technology

Participants identified strong customer service to the community, good response times to calls for service, and the department's caring attitude towards the community as major strengths of the department. The participants also identified as weaknesses the department's need to expand social media, implement real-time updates of crimes on the website, better marketing of the department with the community, and the need for better maintenance service from the city's informational technology department. Participants cited as opportunities the use of social media to connect more with the community, the concept of having a sworn officer assigned as a business liaison to retail establishments to try to reduce retail crime, and implementing the Coffee with a Cop Program to increase communication with both the residential and business

communities. Participants expressed the fear of consolidation and not planning for the future as threats to the department.

Table 6-5 summarizes the common themes derived from the four focus groups involving community members and department members for each category of the S.W.O.T. analysis. There were some similar themes for the strengths, weaknesses, opportunities, and threats categories.

TABLE 6-5: Common Core Perspectives of All Focus Groups

<p style="text-align: center;">Strengths (Internal)</p> <ul style="list-style-type: none"> ■ Department provides a rapid response to calls for service ■ Mature, experienced officers with little turnover ■ Officers are caring and dedicated ■ Officers know crime trends, patterns and hot spots 	<p style="text-align: center;">Weaknesses (Internal)</p> <ul style="list-style-type: none"> ■ Limited to no recognition for a job well done ■ Internal communication needs to be enhanced ■ Communication with the community needs to be enhanced through social media and real-time updates of crime on the website ■ Crime is increasing in the business areas resulting in officers spending less time in residential areas
<p style="text-align: center;">Opportunities (External)</p> <ul style="list-style-type: none"> ■ Enhance community communication / community relations through: using volunteers, using social media, using officers to educate the residential community and business community in crime prevention 	<p style="text-align: center;">Threats (External)</p> <ul style="list-style-type: none"> ■ Fear of consolidation and job loss ■ Layout of highways and railways contributing to crime

For the strengths category, participants cited the department's ability to rapidly respond to calls for service; mature and experienced officers with little turn-over in the department; and caring and dedicated officers who know the crime trends, patterns, and hot spots for crime in the community. Weaknesses include the Department's staff feeling no recognition for a job well-done; internal communication that needs to be enhanced through consistent meetings with staff; the need to enhance communication with the community through greater and consistent use of social media; the need to post real-time updates on the website detailing the location, type, and disposition of crime; and increased crime in the business community resulting in officers spending less time in the residential communities.

The similar themes for the opportunities and threats categories were somewhat limited. Participants identified the opportunity to enhance communication and public relations with the community through using volunteers, social media, and crime prevention education. The fear of consolidation, and the convenience of major highways and rail transit used to access the community for purposed of crime were cited as threats to the department and community.

Recommendations:

Based on the results of the focus groups, the following long-term and short-term recommendations are offered to address some of the identified issues.

Institute a formal employee recognition program to celebrate department employees' major successes and promotions. Include members of city hall and the community to recognize employees for a job well done.

- Institute weekly, formal staff meetings for command/supervisory personnel with the Chief in order to enhance internal communication. Require an agenda, minutes, and attendance sheet. Cascade the weekly formalized staff meetings to require supervisory personnel to conduct weekly formalized staff meetings with their subordinates (officers) to disseminate information garnered from the command/ supervisory meetings. Also, as part of the weekly formal meetings include training segments on department policies, crime trends, use of force, operational issues, administrative issues, etc. Require supervisors to provide an agenda, minutes, attendance sheet, and a brief lesson plan describing the training delivered to their subordinates. Participation should be mandatory and tracked. All documentation should be forwarded to the Chief and filed by the administrative assistant to ensure meetings/training sessions are being conducted by supervisors. This will enhance internal communication both vertically and horizontally throughout the department.
- Identify a civilian position or volunteer to serve as the social media/website manager. Provide consistent and up-to-date crime information to the community through social media and the website. This position should receive training in what information can be released to the public.
- Activate GPS tracking in all vehicles and enable all department members to view the location of department vehicles. Require supervisors to monitor the location of officers to ensure the officers are patrolling the residential areas during their discretionary time. Enabling all officers to view the GPS tracking of vehicles is also a way to support officer safety.
- Consider creating a Volunteers on Patrol Program using trained volunteers to assist the department in crime prevention efforts such as setting up speed display equipment in neighborhoods to reduce speeding, patrolling neighborhoods in an effort to serve as the eyes and ears for law enforcement, educating residents in residential crime prevention strategies, backfilling school crossing guard shifts, and other activities to assist the police department.

SECTION 7. SUMMARY

CPSM staff observed the practices of the Brentwood Police Department through data analysis, interviews, focus groups, document review, and operational/administrative observations. It is the opinion of CPSM staff that the entire department is dedicated to executing the department's mission.

One of the objectives of this project is to evaluate the staffing levels of the department. CPSM evaluated the department's current capacity to perform the functions that are expected of a full-service police department. Specifically, CPSM focused on data associated with the patrol workload. This is the most reliable data source as a nexus exists between patrol workload and all other functions of the department, including detectives, records, and administration. As well, rarely does any other function of the department capture data as comprehensively as the computer-aided dispatch system, which records all communicated changes in the activity status of each patrol unit.

In examining the Rule of 60 to measure the department's capacity to handle the 2015-2016 workload specific to patrol operations, it appears that the department has sufficient staffing at this point in time to conduct the current philosophy of policing. Additionally, the amount of discretionary time available for all patrol staff is sufficient to adapt new responsibilities as previously discussed in this report. It should be noted, that this report provides the department with a baseline measure for staffing levels; however, the need for future additional staffing could be influenced by a change in the department's vision, level of services offered to the community, changes in crime trends, increased calls for service, and other factors. Therefore, it is critical for the department's leadership to embrace organizational change, conduct ongoing self-assessment of performance measurements, institute strategic planning, and provide staff with professional development to enable a proactive policing philosophy at the Brentwood Police Department.

Progressive departments are able to strategically focus on continuous improvement. As described by Jim Collins in *Good to Great* (2001), "Leadership does not begin just with vision. It begins with getting people to confront the brutal facts and to act on the implications" (p.89). It is hoped that this report is a step toward the Brentwood Police Department critically examining its operations in the spirit of continuing to strive for excellence in police services. The recommendations offered in this report should not be viewed as direct criticism of the department. Rather, they are opportunities to enhance practices and procedures, leading to a more progressive and well-managed police department that has a desire and vision to reduce crime and improve the quality of life in the city of Brentwood.

SECTION 8. DATA ANALYSIS

This data analysis on police patrol operations for the Brentwood Police Department focuses on three main areas: workload, deployment, and response times. These three areas are related almost exclusively to patrol operations, which constitute a significant portion of the police department's personnel and financial commitment.

All information in this analysis was developed directly from data obtained from the East Central Dispatch Center (ECDC) in Olivette, Missouri, with feedback provided by the Brentwood Police Department.

We collected data for the one-year period from September 1, 2015 through August 31, 2016. The majority of the first section of the report, concluding with Table 8-12, uses call data for this one-year period. For the detailed workload analysis and the response-time analysis, we use two eight-week sample periods. The first period is from January 5 through February 29, 2016, or winter, and the second period is from July 7 through August 31, 2016, or summer.

WORKLOAD ANALYSIS

When CPSM analyzes a set of dispatch records, we go through a series of steps:

1. We first process the data to improve accuracy. For example, we remove duplicate patrol units recorded on a single event and records that do not indicate an actual activity. We also remove incomplete data, as found in situations where there is not enough time information to evaluate the record.
2. At this point, we have a series of records that we call "events." We identify these events in three ways:
 - We distinguish between patrol and nonpatrol units.
 - We assign a category to each event based upon its description.
 - We indicate whether the call is "zero time on scene" (i.e., patrol units spent less than a minute on scene), "police-initiated," or "other-initiated."
3. We then remove all records that do not involve a patrol unit to get a total number of patrol-related events.
4. At important points during our analysis, we focus on a smaller group of events designed to represent actual calls for service. This excludes events with no officer time spent on scene.

In this way, we first identify a total number of records, then limit ourselves to patrol events, and finally focus on calls for service.

As with similar cases around the country, we encountered a number of issues when analyzing the dispatch data from Brentwood. We made assumptions and decisions to address these issues.

- About 1,273 events (9 percent) involved patrol units spending zero time on scene.
- The computer-aided dispatch (CAD) system used approximately 130 different event descriptions, which we condensed to 17 categories for our tables and 9 categories for our figures (shown in Chart 8-1). Table 8-17 in the appendix shows how each call description was categorized.

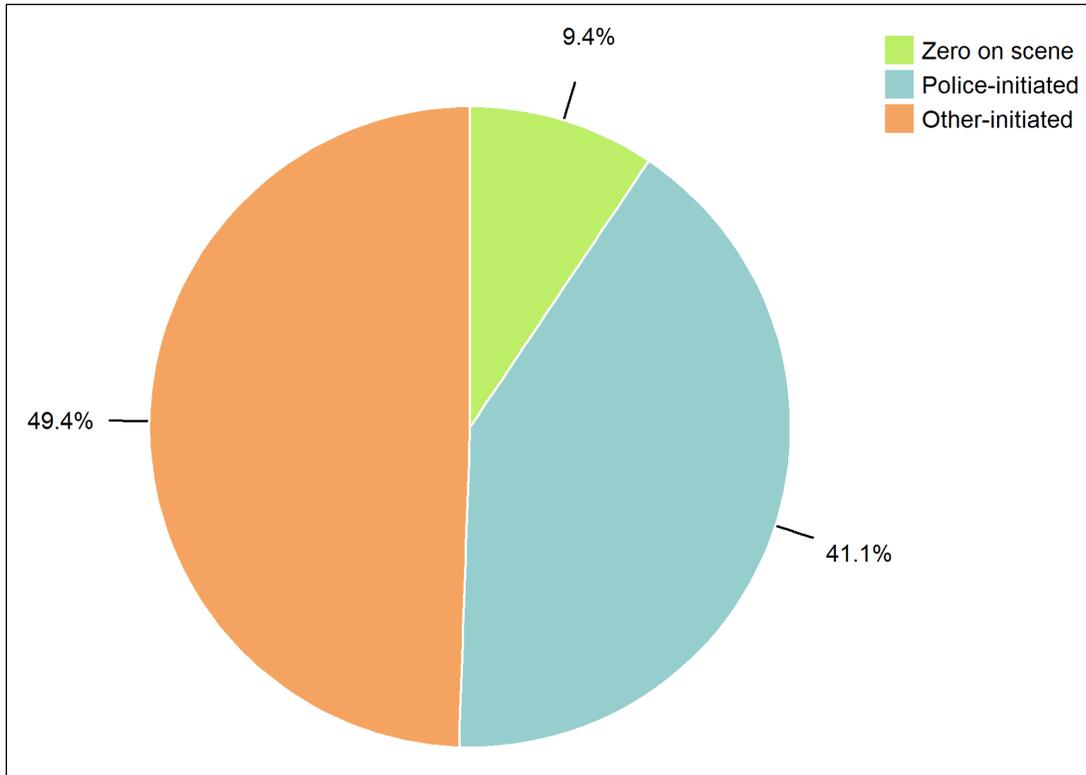
Between September 1, 2015, and August 31, 2016, the dispatch center recorded approximately 13,500 events that were assigned call numbers and which included an adequate record of a responding patrol unit as either the primary or secondary unit. When measured daily, the department reported an average of 37.0 patrol-related events per day, approximately 9 percent of which (3.5 per day) had fewer than 30 seconds spent on the call.

In the following pages we show two types of data: activity and workload. The activity levels are measured by the average number of calls per day, broken down by the type and origin of the calls and categorized by the nature of the calls (crime, traffic, etc.). Workloads are measured in average work hours per day.

CHART 8-1: Event Descriptions for Tables and Figures

Table Category	Figure Category
Accidents	Traffic
Alarm	Investigations
Animal calls	General noncriminal
Assist fire department	Assist
Assist other agency	
Check/investigation	Investigations
Crime–persons	Crime
Crime–property	
Directed patrol	Directed patrol
Disturbance	Suspicious incident
Miscellaneous	General noncriminal
Out of service–administrative	Out of service
Out of service–personal	
Prisoner–arrest	Arrest
Prisoner–transport	
Suspicious person/vehicle	Suspicious incident
Traffic enforcement	Traffic

FIGURE 8-1: Percentage Events per Day, by Initiator



Note: Percentages are based on a total of 13,531 events.

TABLE 8-1: Events per Day, by Initiator

Initiator	No. of Events	Events per Day
Zero on scene	1,273	3.5
Police-initiated	5,567	15.2
Other-initiated	6,691	18.3
Total	13,531	37.0

Observations:

- Percentages are based on a total of 13,531 events.
- 9 percent of the events had zero time on scene.
- 41 percent of all events were police-initiated.
- 49 percent of all events were other-initiated.

FIGURE 8-2: Percentage Events per Day, by Category

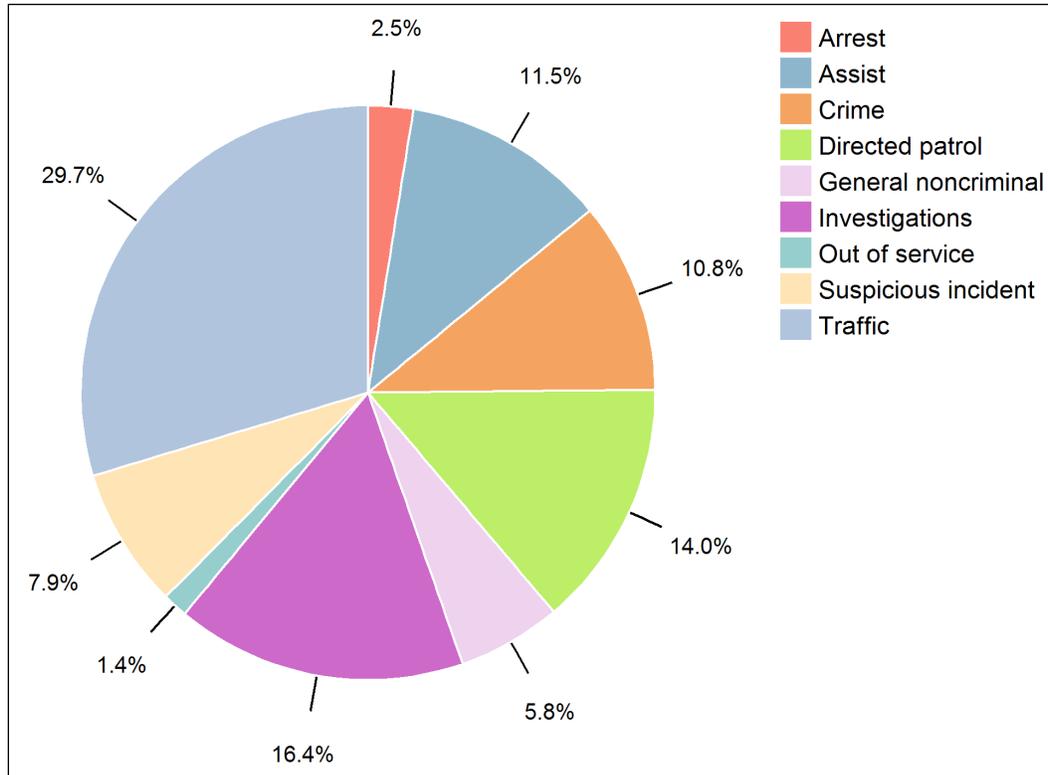


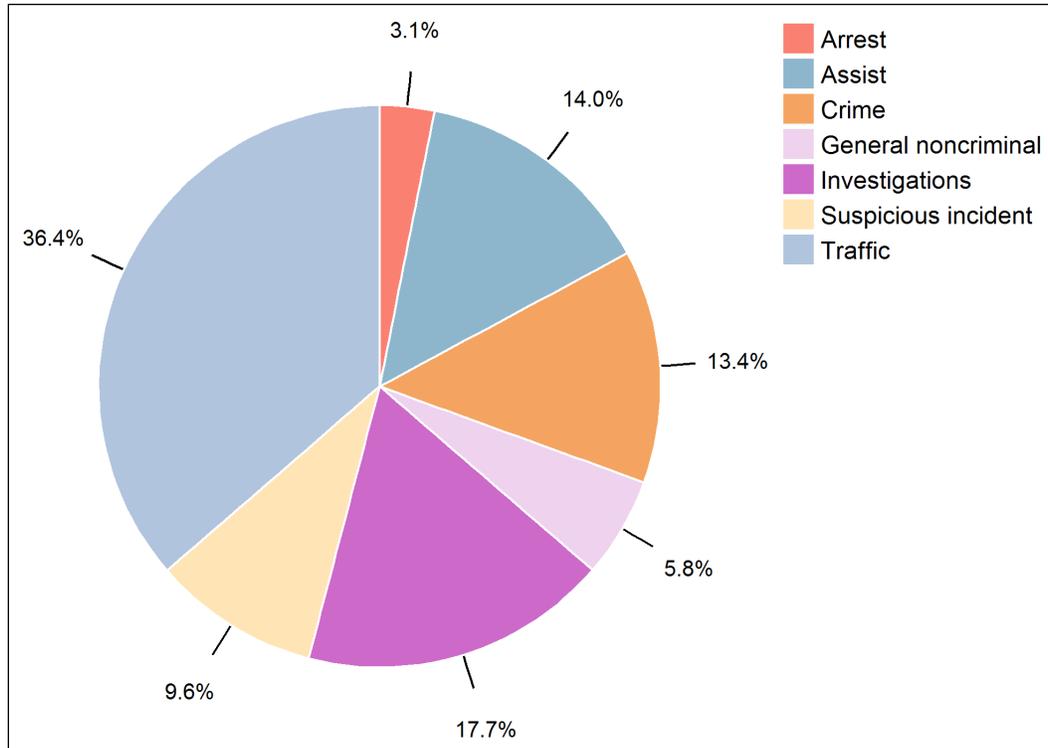
TABLE 8-2: Events per Day, by Category

Category	No. of Events	Events per Day
Accidents	965	2.6
Alarm	644	1.8
Animal calls	193	0.5
Assist fire department	947	2.6
Assist other agency	612	1.7
Check/investigation	1,571	4.3
Crime–persons	376	1.0
Crime–property	1,085	3.0
Directed patrol	1,888	5.2
Disturbance	320	0.9
Miscellaneous	598	1.6
Out of service–administrative	169	0.5
Out of service–personal	20	0.1
Prisoner–arrest	27	0.1
Prisoner–transport	316	0.9
Suspicious person/vehicle	750	2.0
Traffic enforcement	3,050	8.3
Total	13,531	37.0

Observations:

- On average, there were 37 events per day, or 1.5 per hour.
- The top four categories accounted for 72 percent of events.
- 30 percent of events were traffic-related.
- 16 percent of events were investigations.
- 14 percent of events were directed patrol activities.
- 12 percent of events were assists.
- 11 percent of events were crimes.

FIGURE 8-3: Percentage Calls per Day, by Category



Note: The figure combines categories in the following table according to the description in Chart 8-1.

TABLE 8-3: Calls per Day, by Category

Category	No. of Calls	Calls per Day
Accidents	953	2.6
Alarm	617	1.7
Animal calls	185	0.5
Assist fire department	924	2.5
Assist other agency	567	1.5
Check/investigation	1,271	3.5
Crime–persons	365	1.0
Crime–property	1,062	2.9
Disturbance	310	0.8
Miscellaneous	431	1.2
Prisoner–arrest	27	0.1
Prisoner–transport	307	0.8
Suspicious person/vehicle	710	1.9
Traffic enforcement	2,917	8.0
Total	10,646	29.1

Note: The focus here is on recorded calls rather than recorded events. We removed events with zero time on scene.

Observations:

- On average, there were 29 calls per day, or 1.2 per hour.
- The top four categories accounted for 81 percent of calls.
 - 36 percent of calls were traffic-related.
 - 18 percent of calls were investigations.
 - 14 percent of calls were assists.
 - 13 percent of calls were crimes.

FIGURE 8-4: Calls per Day, by Initiator and Month

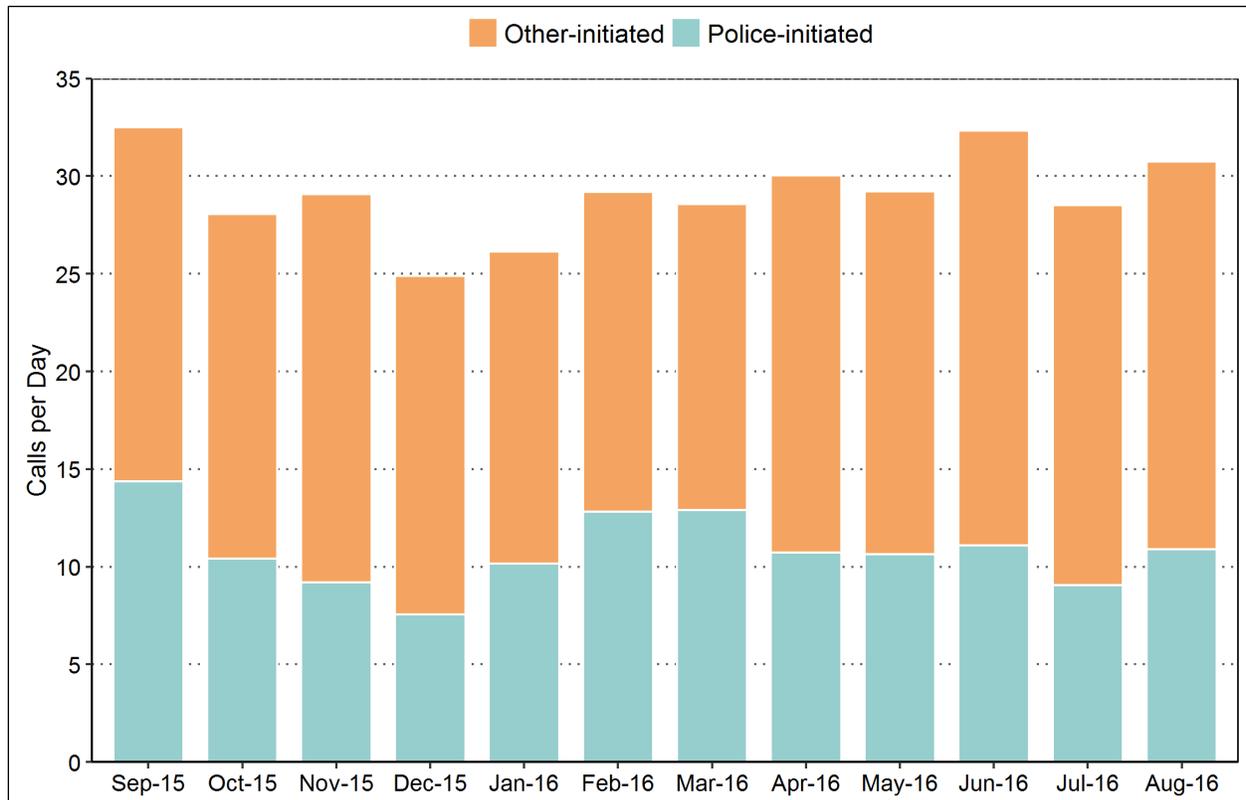


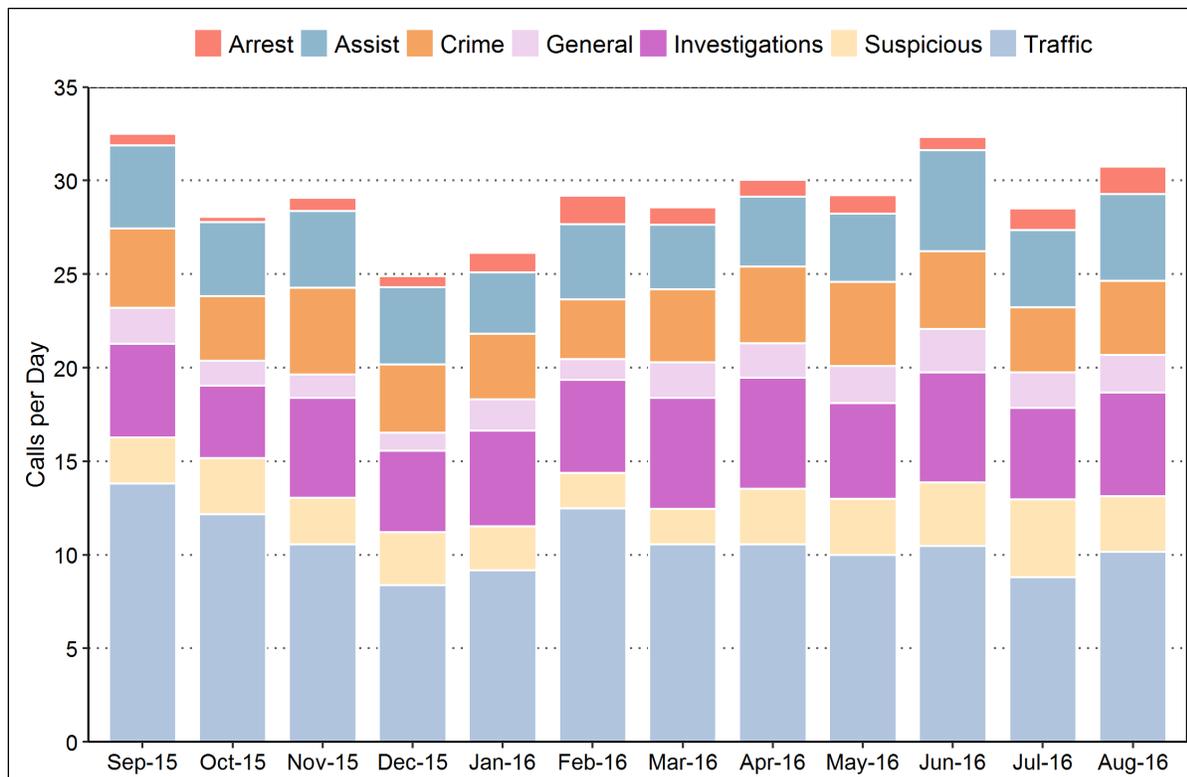
TABLE 8-4: Calls per Day, by Initiator and Months

Initiator	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug
Other-initiated	18.1	17.6	19.9	17.4	16.0	16.4	15.7	19.3	18.6	21.2	19.5	19.8
Police-initiated	14.4	10.4	9.2	7.5	10.2	12.8	12.9	10.7	10.6	11.1	9.1	10.9
Total	32.5	28.1	29.1	24.9	26.1	29.2	28.6	30.0	29.2	32.3	28.5	30.7

Observations:

- The number of calls per day was lowest in December.
- The number of calls per day was highest in September.
- The months with the most calls had 31 percent more calls than the months with the fewest calls.
- June 2016 had the most other-initiated calls, with 35 percent more than the period of March 2016, which had the fewest.
- September 2015 had the most police-initiated calls, with 90 percent more than the period of December 2015, which had the fewest.

FIGURE 8-5: Calls per Day, by Category and Months



Note: The figure combines categories in the following table according to the description in Chart 8-1.

TABLE 8-5: Calls per Day, by Category and Months

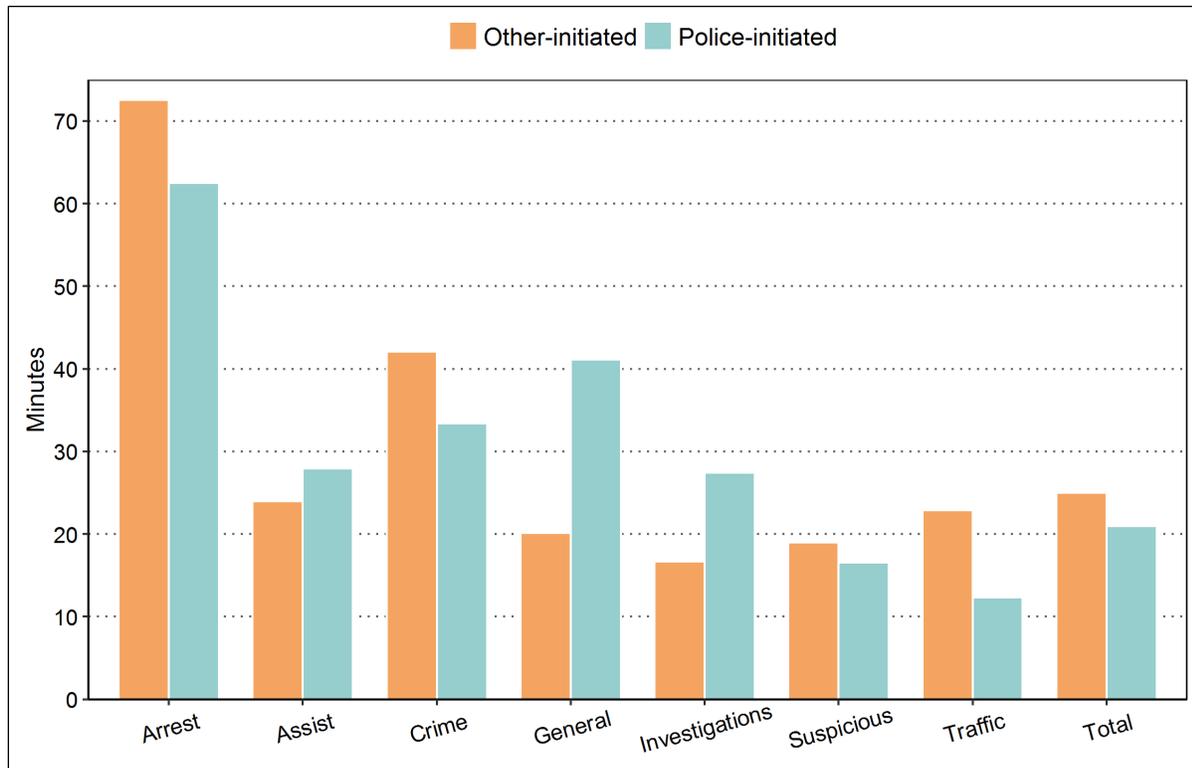
Category	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug
Accidents	2.0	3.1	3.3	2.5	2.0	2.7	1.9	3.4	2.5	2.5	2.7	2.7
Alarm	1.5	1.4	2.3	1.4	1.8	1.8	1.4	1.9	1.6	2.1	1.6	1.7
Animal calls	0.7	0.5	0.2	0.2	0.2	0.3	0.3	0.6	0.8	0.9	0.8	0.5
Assist fire department	2.8	2.4	2.6	2.8	2.2	2.3	2.1	1.7	2.5	3.6	2.5	2.8
Assist other agency	1.7	1.6	1.5	1.4	1.1	1.7	1.4	2.0	1.2	1.8	1.6	1.8
Category	3.5	2.5	3.1	3.0	3.4	3.2	4.6	4.1	3.5	3.8	3.3	3.8
Crime—persons	1.0	0.9	1.0	1.0	0.7	0.7	1.0	1.3	1.2	1.2	0.9	1.1
Crime—property	3.2	2.6	3.6	2.6	2.8	2.5	2.9	2.8	3.3	2.9	2.6	2.8
Disturbance	0.8	1.1	0.9	0.7	1.0	0.6	0.5	0.7	0.9	0.9	1.1	0.9
Miscellaneous	1.2	0.8	1.0	0.8	1.4	0.8	1.6	1.2	1.2	1.4	1.1	1.5
Prisoner—arrest	0.0	0.0	0.1	0.1	0.0	0.1	0.1	0.2	0.1	0.0	0.0	0.1
Prisoner—transport	0.6	0.3	0.6	0.5	1.0	1.4	0.9	0.7	0.9	0.7	1.1	1.4
Suspicious person/vehicle	1.7	1.9	1.6	2.1	1.4	1.3	1.4	2.3	2.1	2.5	3.0	2.1
Traffic enforcement	11.8	9.1	7.2	5.9	7.1	9.8	8.6	7.2	7.5	8.0	6.1	7.5
Total	32.5	28.1	29.1	24.9	26.1	29.2	28.6	30.0	29.2	32.3	28.5	30.7

Note: Calculations were limited to calls rather than events.

Observations:

- The top four categories averaged between 75 and 85 percent of calls throughout the year.
- Traffic calls averaged between 8.4 and 13.8 calls per day throughout the year.
- Investigations averaged between 3.9 and 5.9 calls per day throughout the year.
- Assist calls averaged between 3.3 and 5.4 calls per day throughout the year.
- Crimes averaged between 3.2 and 4.6 calls per day throughout the year.
- Crimes accounted for 11 to 16 percent of total calls.

FIGURE 8-6: Average Occupied Times, by Category and Initiator



Note: The figure combines categories using weighted averages from the following table according to the description in Chart 8-1.

TABLE 8-6: Primary Unit's Average Occupied Times, by Category and Initiator

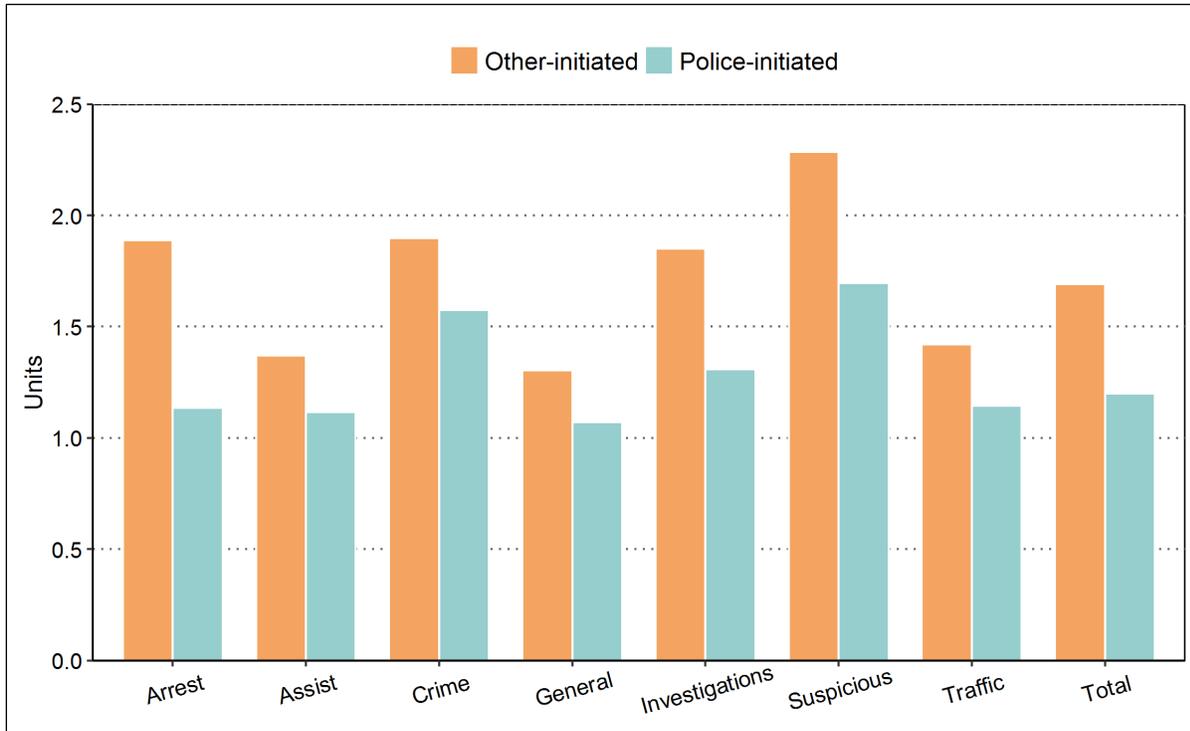
Category	Other-Initiated		Police-Initiated	
	Minutes	Calls	Minutes	Calls
Accidents	25.8	901	24.1	52
Alarm	9.7	606	16.2	11
Animal calls	16.4	179	11.3	6
Assist fire department	21.4	912	17.5	12
Assist other agency	29.0	485	29.5	82
Check/investigation	22.4	737	27.7	534
Crime–persons	28.8	326	10.9	39
Crime–property	46.5	979	43.9	83
Disturbance	17.7	292	14.4	18
Miscellaneous	22.6	270	42.2	161
Prisoner–arrest	72.6	9	42.2	18
Prisoner–transport	NA	0	63.9	307
Suspicious person/vehicle	19.7	557	16.8	153
Traffic enforcement	16.9	438	12.1	2,479
Weighted Average/Total Calls	25.0	6,691	21.0	3,955

Note: The information in Figure 8-6 and Table 8-6 is limited to calls and excludes all events that show zero time on scene. A unit's occupied time is measured as the time from when the call was received until the unit becomes available again. The times shown are the average occupied minutes per call for the primary unit, rather than the total occupied minutes for all units assigned to a call. Observations below refer to times shown within the figure rather than the table.

Observations:

- A unit's average time spent on a call ranged from 12 to 73 minutes overall.
- The longest average times were for other-initiated arrest calls.
- The average time spent on crimes was 42 minutes for other-initiated calls and 33 minutes for police-initiated calls.

FIGURE 8-7: Number of Responding Units, by Initiator and Category

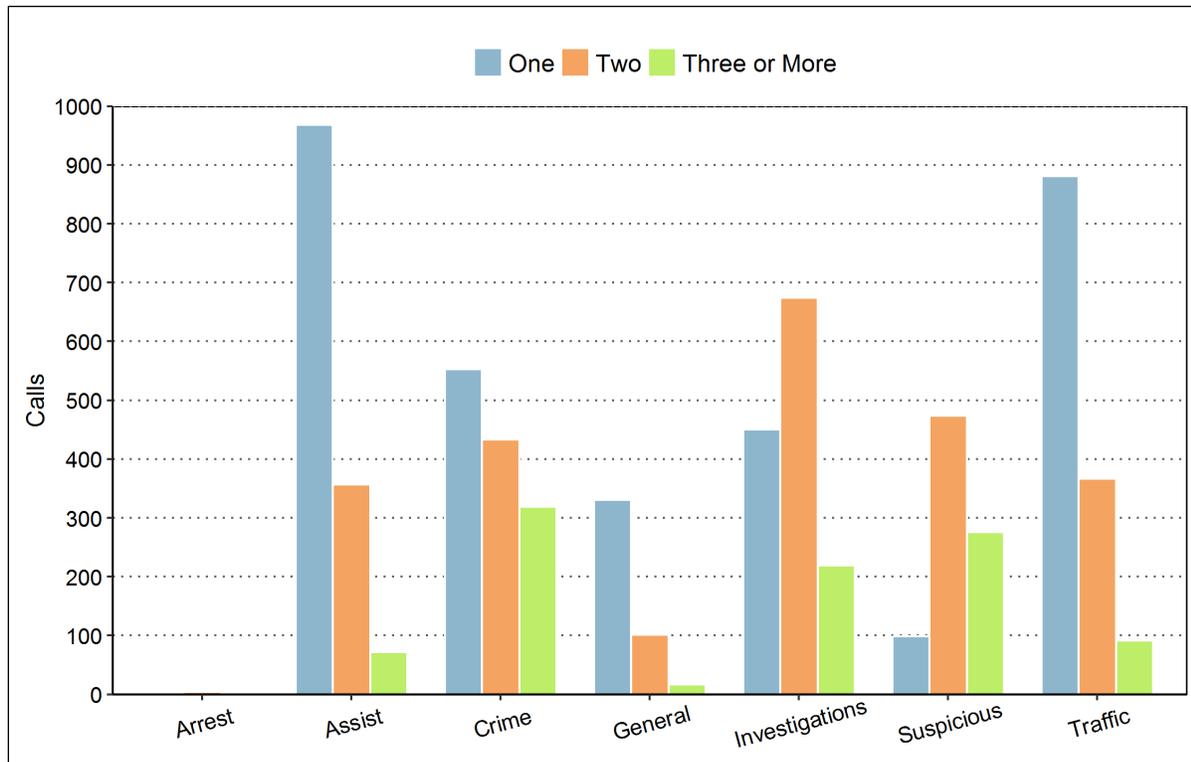


Note: The figure combines categories using weighted averages from the following table according to the description in Chart 8-1.

TABLE 8-7: Average Number of Responding Units, by Initiator and Category

Category	Other-Initiated		Police-Initiated	
	No. Units	Calls	No. Units	Calls
Accidents	1.5	901	1.4	52
Alarm	2.2	606	1.7	11
Animal calls	1.2	179	1.0	6
Assist fire department	1.4	912	1.2	12
Assist other agency	1.3	485	1.1	82
Check/investigation	1.6	737	1.3	534
Crime–persons	2.0	326	1.6	39
Crime–property	1.9	979	1.6	83
Disturbance	2.3	292	1.9	18
Miscellaneous	1.4	270	1.1	161
Prisoner–arrest	1.9	9	2.3	18
Prisoner–transport	NA	0	1.1	307
Suspicious person/vehicle	2.3	557	1.7	153
Traffic enforcement	1.3	438	1.1	2,479
Weighted Average/Total Calls	1.7	6,691	1.2	3,955

FIGURE 8-8: Number of Responding Units, by Category, Other-initiated Calls



Note: The figure combines categories using weighted averages from the following table according to the description in Chart 8-1.

TABLE 8-8: Number of Responding Units, by Category, Other-initiated Calls

Category	Responding Units		
	One	Two	Three or More
Accidents	559	264	78
Alarm	48	398	160
Animal calls	147	28	4
Assist fire department	595	258	59
Assist other agency	373	99	13
Check/investigation	402	276	59
Crime—persons	121	123	82
Crime—property	432	310	237
Disturbance	38	157	97
Miscellaneous	184	73	13
Prisoner—arrest	3	4	2
Suspicious person/vehicle	61	317	179
Traffic enforcement	322	103	13
Total	3,285	2,410	996

Observations:

- The overall mean number of responding units was 1.7 for other-initiated calls and 1.2 for police-initiated calls.
- The mean number of responding units was as high as 1.9 for crimes that were other-initiated.
- 49 percent of other-initiated calls involved one responding unit.
- 36 percent of other-initiated calls involved two responding units.
- 15 percent of other-initiated calls involved three or more responding units.
- The largest group of calls with three or more responding units involved crimes.

FIGURE 8-9: Percentage Calls and Work Hours, by Category, Winter 2016

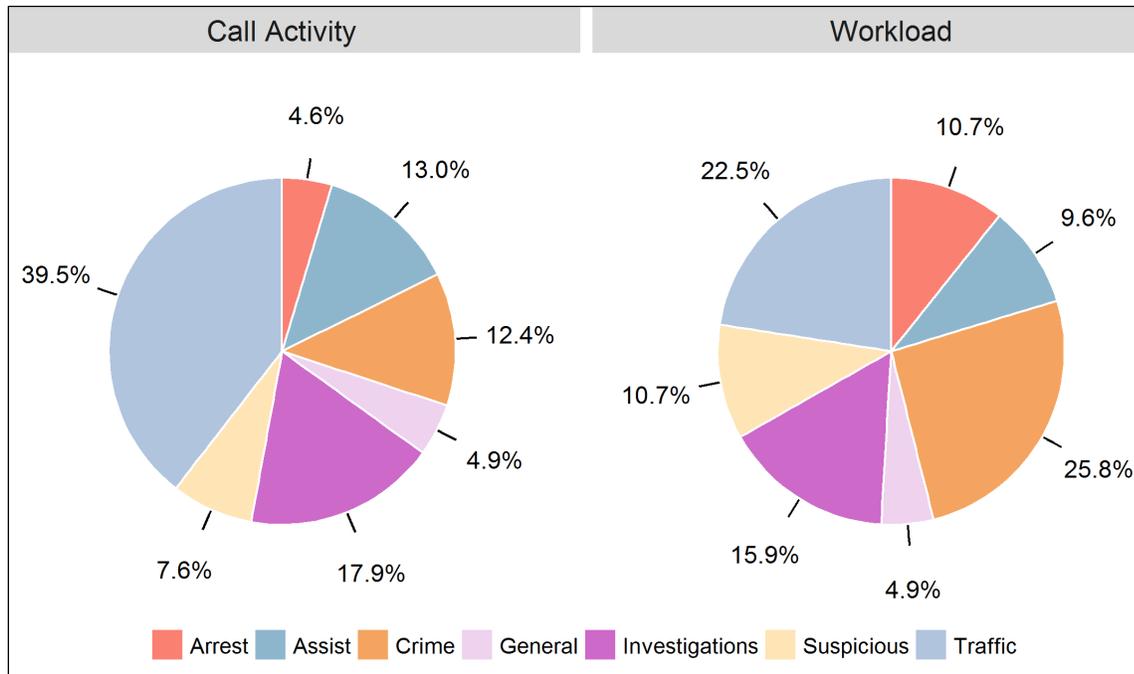


TABLE 8-9: Calls and Work Hours per Day, by Category, Winter 2016

Category	Per Day	
	Calls	Work Hours
Arrest	1.3	1.6
Assist fire department	2.2	0.8
Assist other agency	1.4	0.6
Crime	3.4	3.9
General noncriminal	1.4	0.7
Investigations	5.0	2.4
Suspicious incident	2.1	1.6
Traffic	11.0	3.4
Total	27.8	15.1

Observations, Winter:

- Total calls averaged 28 per day, or 1.2 per hour.
- Total workload averaged 15 hours per day, meaning that on average 0.6 officers per hour were busy responding to calls.
- Traffic calls constituted 39 percent of calls and 23 percent of workload.
- Investigations constituted 18 percent of calls and 16 percent of workload.
- Assist calls constituted 13 percent of calls and 10 percent of workload.
- Crimes constituted 12 percent of calls and 26 percent of workload.
- These top four categories constituted 83 percent of calls and 74 percent of workload.

FIGURE 8-10: Percentage Calls and Work Hours, by Category, Summer 2016

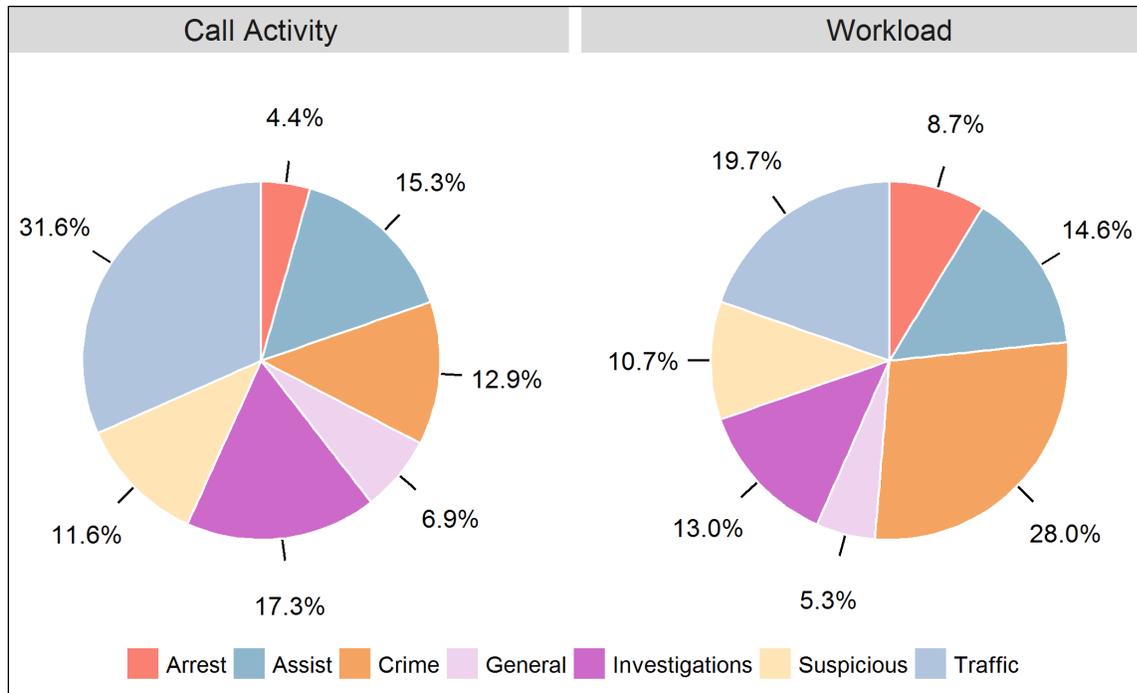


TABLE 8-10: Calls and Work Hours per Day, by Category, Summer 2016

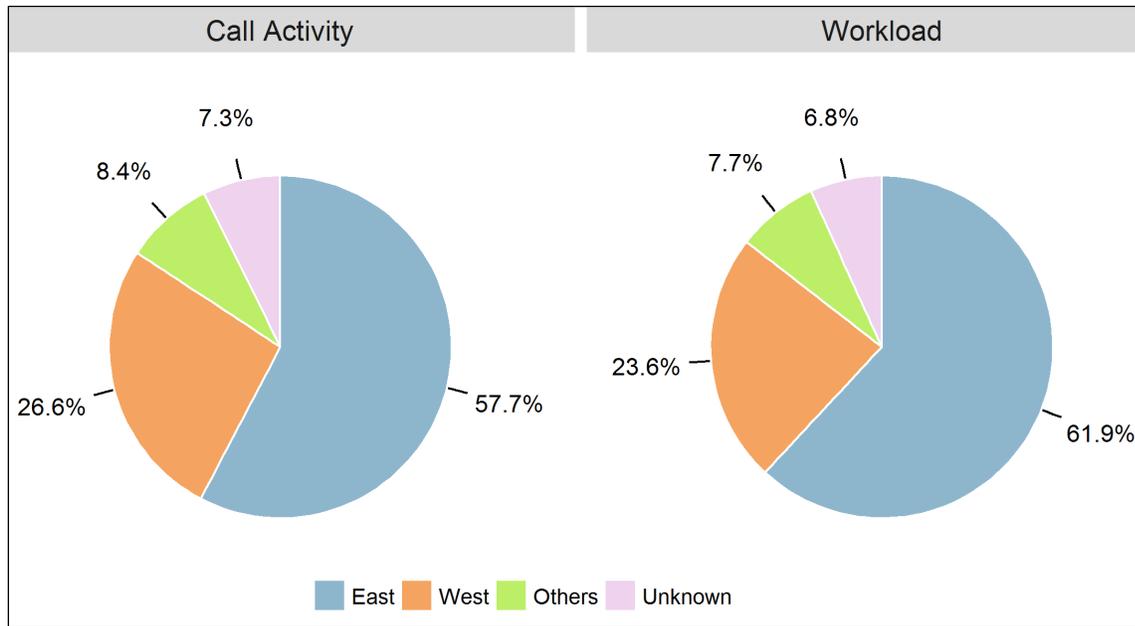
Category	Per Day	
	Calls	Work Hours
Arrest	1.3	1.5
Assist fire department	2.8	1.2
Assist other agency	1.7	1.1
Crime	3.8	4.6
General noncriminal	2.0	0.9
Investigations	5.1	2.2
Suspicious incident	3.4	1.8
Traffic	9.2	3.3
Total	29.1	16.7

Note: Workload calculations focused on calls rather than events.

Observations, Summer:

- The average number of calls per day was higher in summer than in winter.
- The average daily workload was higher in in summer than in winter.
- Total calls averaged 29 per day, or 1.2 per hour.
- Total workload averaged 17 hours per day, meaning that on average 0.7 officers per hour were busy responding to calls.
- Traffic calls constituted 32 percent of calls and 20 percent of workload.
- Investigations constituted 17 percent of calls and 13 percent of workload.
- Assist calls constituted 15 percent of calls and 15 percent of workload.
- Crimes constituted 13 percent of calls and 28 percent of workload.
- These top four categories constituted 77 percent of calls and 75 percent of workload.

FIGURE 8-11: Percentage Calls and Work Hours, by District



Note: Calls without a recorded district are included in "Unknown" category. Calls with miscellaneous district labels are categorized as "Other," for example, "R2w," "M-NW," "R3," and "C1903."

TABLE 8-11: Calls and Work Hours per Day, by District

District	Per Day	
	Calls	Work Hours
East	16.8	9.7
West	7.7	3.7
Others	2.4	1.2
Unknown	2.1	1.1
Total	29.1	15.6

Note: Workload calculations focused on calls rather than events.

Observations:

- The east district of the city had more calls and workload than the west district.
- The east district accounted for 58 percent of total calls and 62 percent of total workload.
- 86 percent workload occurred in either east district or west district.

TABLE 8-12: Out-of-Service Activities and Occupied Times by Type

Description	Occupied Time	Count
Car wash	18.7	58
Court	56.8	30
Training	166.2	24
Vehicle maintenance	39.7	68
Administrative - Weighted Average/Total Calls	52.3	180
Administrative/personal relief	34.6	7
Meal	43.5	13
Personal -Weighted Average/Total Calls	40.4	20
Weighted Average/Total Calls	51.1	200

Note: We excluded activities that lasted less than 30 seconds or more than eight hours.

Observations:

- The most common administrative activity was “Vehicle maintenance.”
- The longest average time spent on administrative activities was for “Training” activities.
- The average time spent on administrative activities was 52 minutes and for personal activities was 40 minutes.

DEPLOYMENT

For this study, we examined deployment information for eight weeks in winter (January 5 through February 29, 2016) and eight weeks in summer (July 7 through August 31, 2016). The department's main patrol force consists of patrol officers and supervisors and operates on 12-hour shifts starting at 6:00 a.m. and 6:00 p.m. The police department's main patrol force deployed an average of 4.1 officers per hour during the 24-hour day in winter 2016 and 3.8 officers per hour during the 24-hour day in summer 2016. When additional units are included (a reserve officer), the department averaged 4.2 officers per hour during the 24-hour day in winter 2016 and 3.9 officers per hour during the 24-hour day in summer 2016.

In this section, we describe the deployment and workload in distinct steps, distinguishing between summer and winter and between weekdays (Monday through Friday) and weekends (Saturday and Sunday):

- First, we focus on patrol deployment alone.
- Next, we compare "all" workload, which includes other-initiated calls, police-initiated calls, directed patrol work, and out-of-service patrol activities.
- Finally, we compare "all" workload and other-initiated calls as their percentage of total deployment.

Comments follow each subsection of analysis, with separate discussions for summer and winter.

FIGURE 8-12: Deployed Officers, Weekdays, Winter 2016

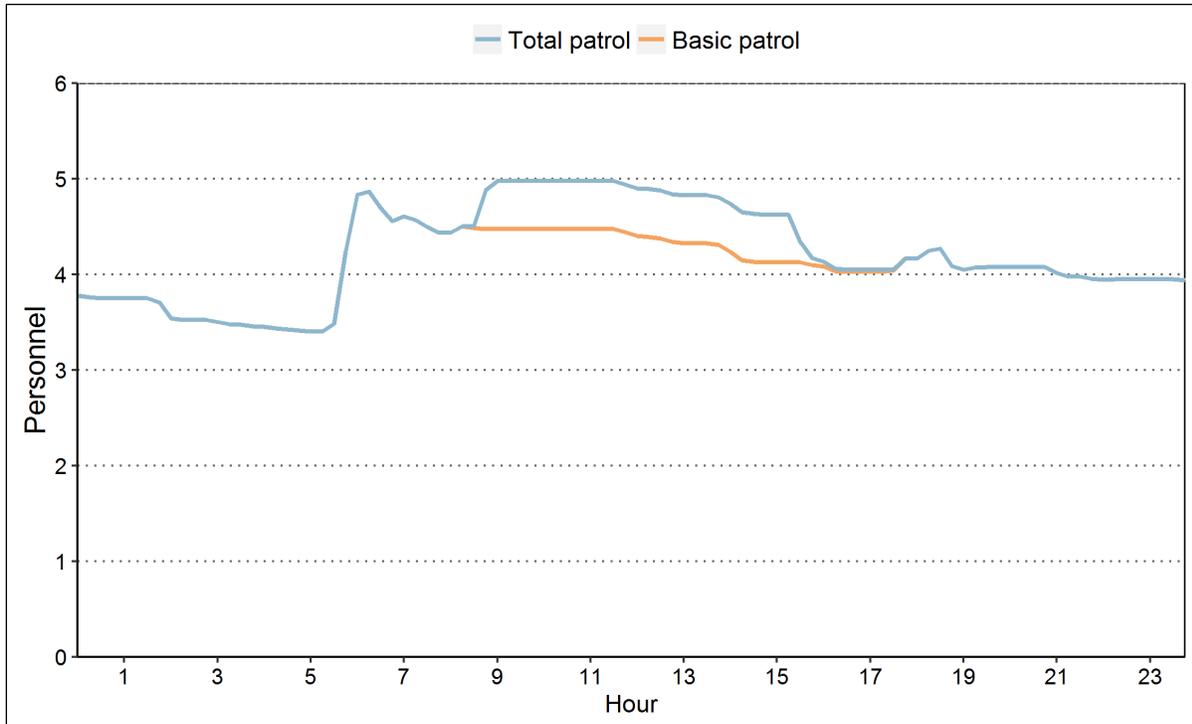


FIGURE 8-13: Deployed Officers, Weekends, Winter 2016

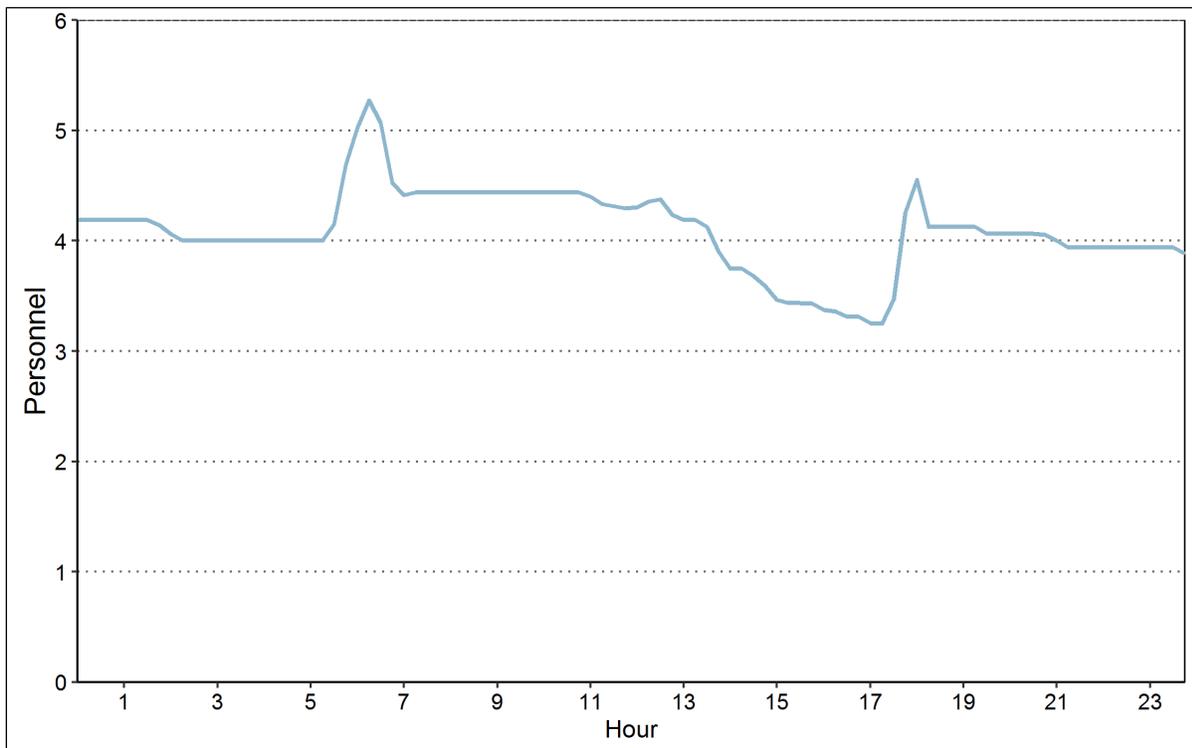


FIGURE 8-14: Deployed Officers, Weekdays, Summer 2016

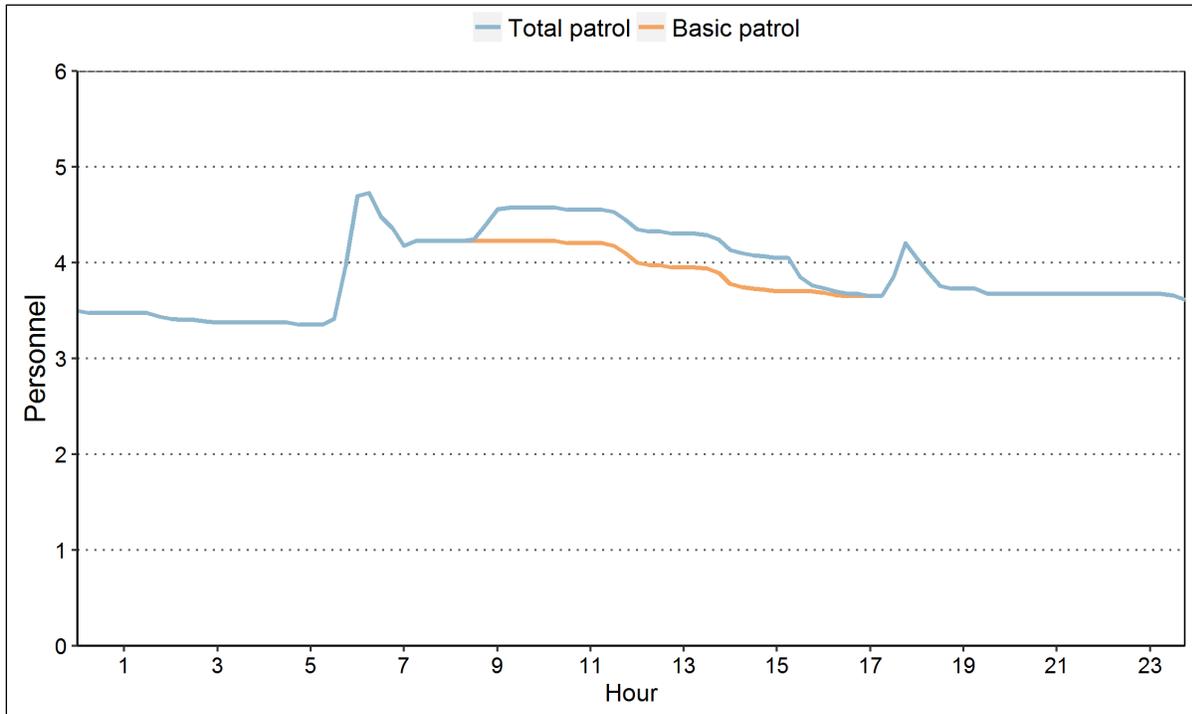
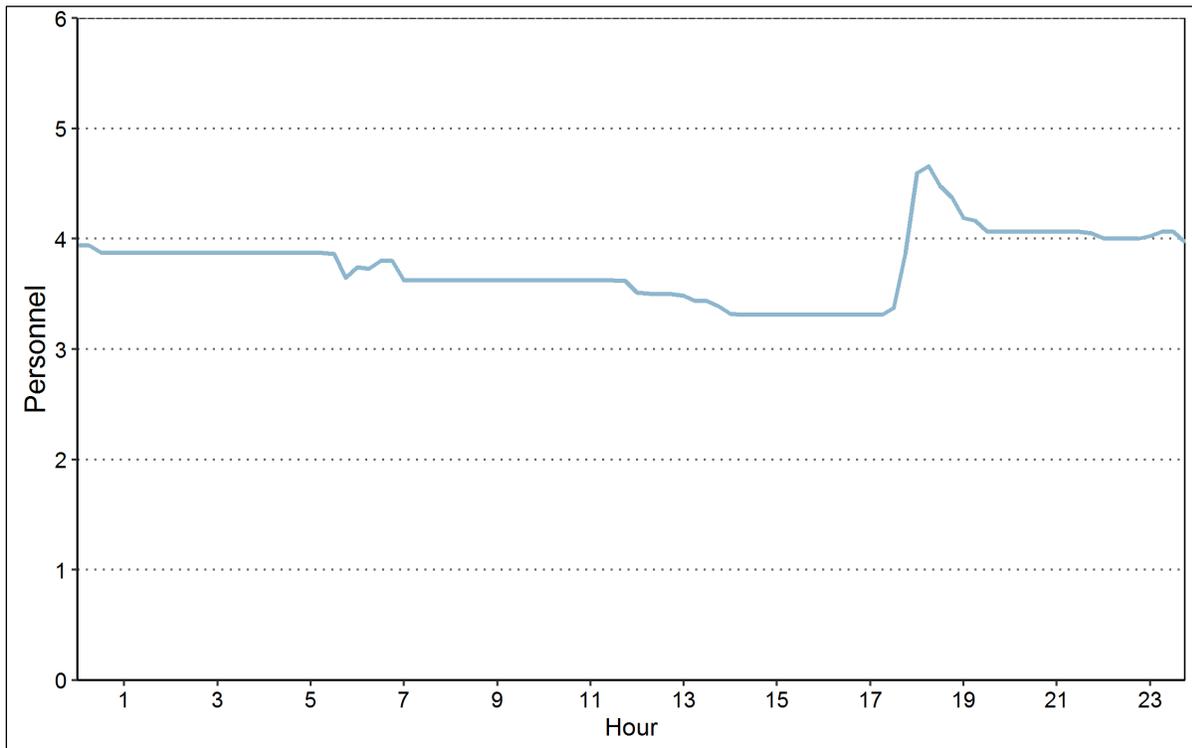


FIGURE 8-15: Deployed Officers, Weekends, Summer 2016



Observations:

- The police department's main patrol force deployed an average of 4.1 officers per hour during the 24-hour day in winter 2016 and 3.8 officers per hour during the 24-hour day in summer 2016.
- When additional units are included (a reserve officer), the department averaged 4.2 officers per hour during the 24-hour day in winter 2016 and 3.9 officers per hour during the 24-hour day in summer 2016.

Winter:

- The average deployment was 4.2 officers per hour during the week and 4.1 officers per hour on the weekend.
- Average deployment varied from 3.4 to 5.0 officers per hour on weekdays and 3.2 to 5.3 officers per hour on weekends.

Summer:

- The average deployment was 3.9 officers per hour during the week and 3.8 officers per hour on the weekend.
- Average deployment varied from 3.4 to 4.7 officers per hour on weekdays and 3.3 to 4.7 officers per hour on weekends.

FIGURE 8-16: Deployment and All Workload, Weekdays, Winter 2016

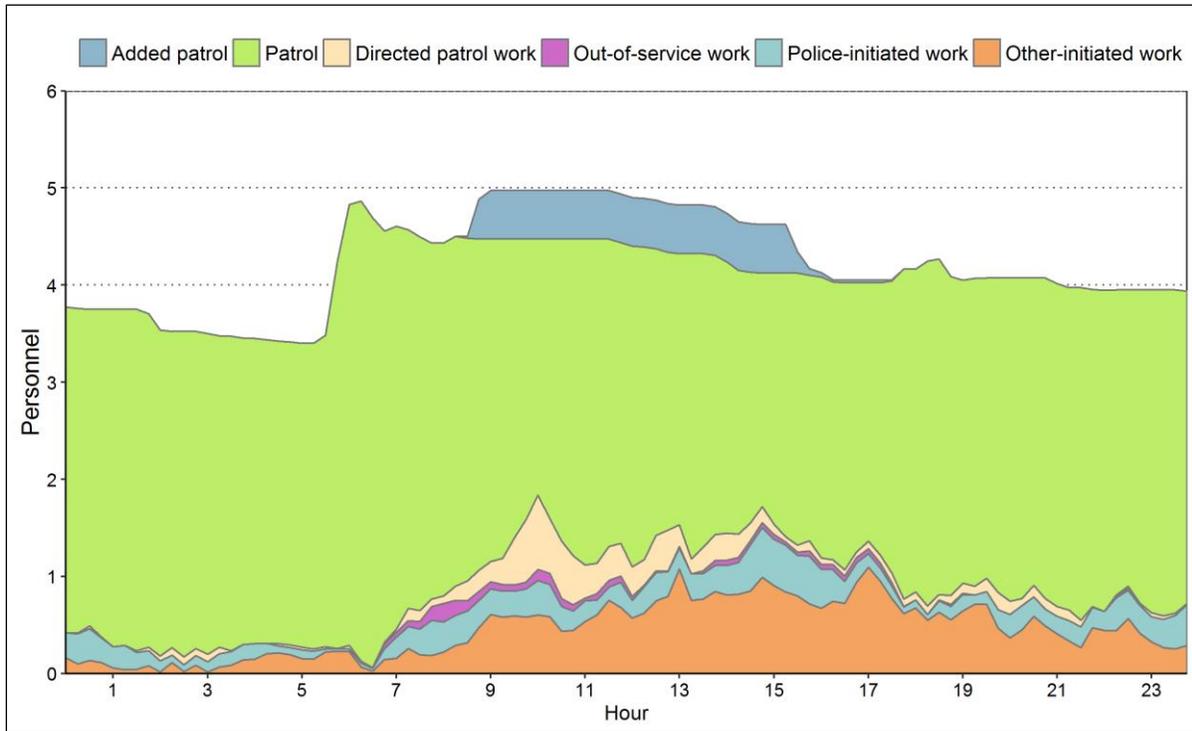


FIGURE 8-17: Deployment and All Workload, Weekends, Winter 2016

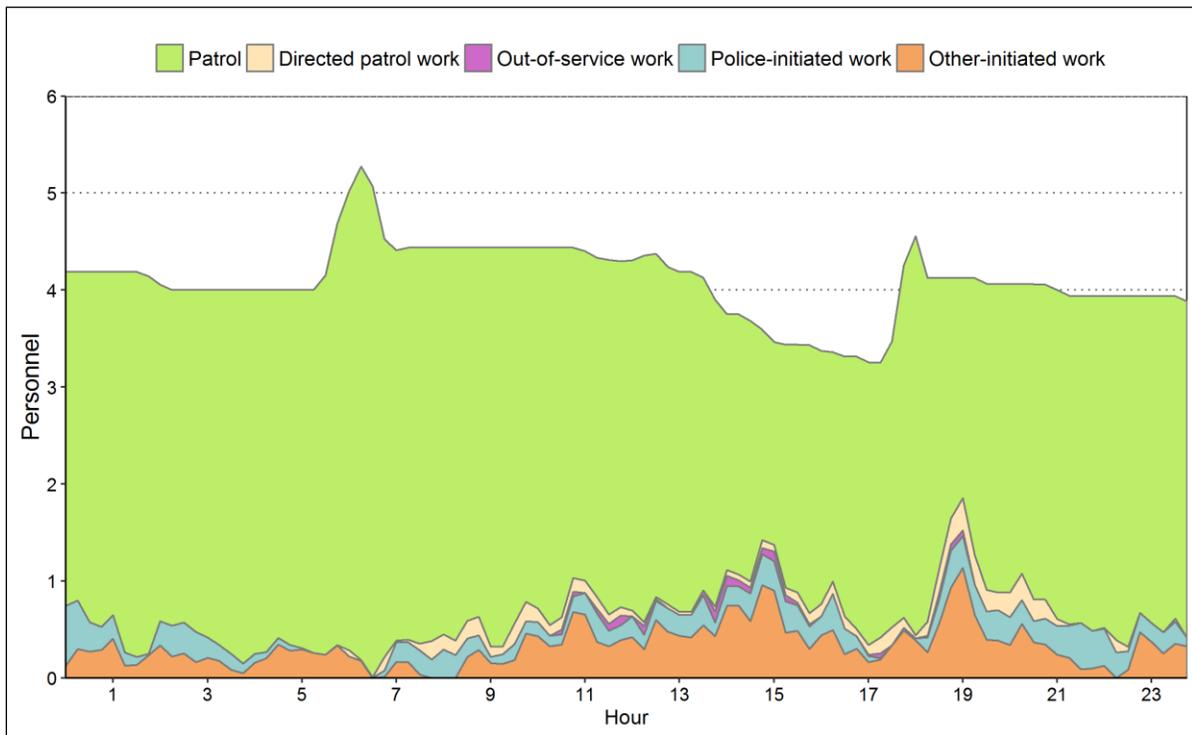


FIGURE 8-18: Deployment and All Workload, Weekdays, Summer 2016

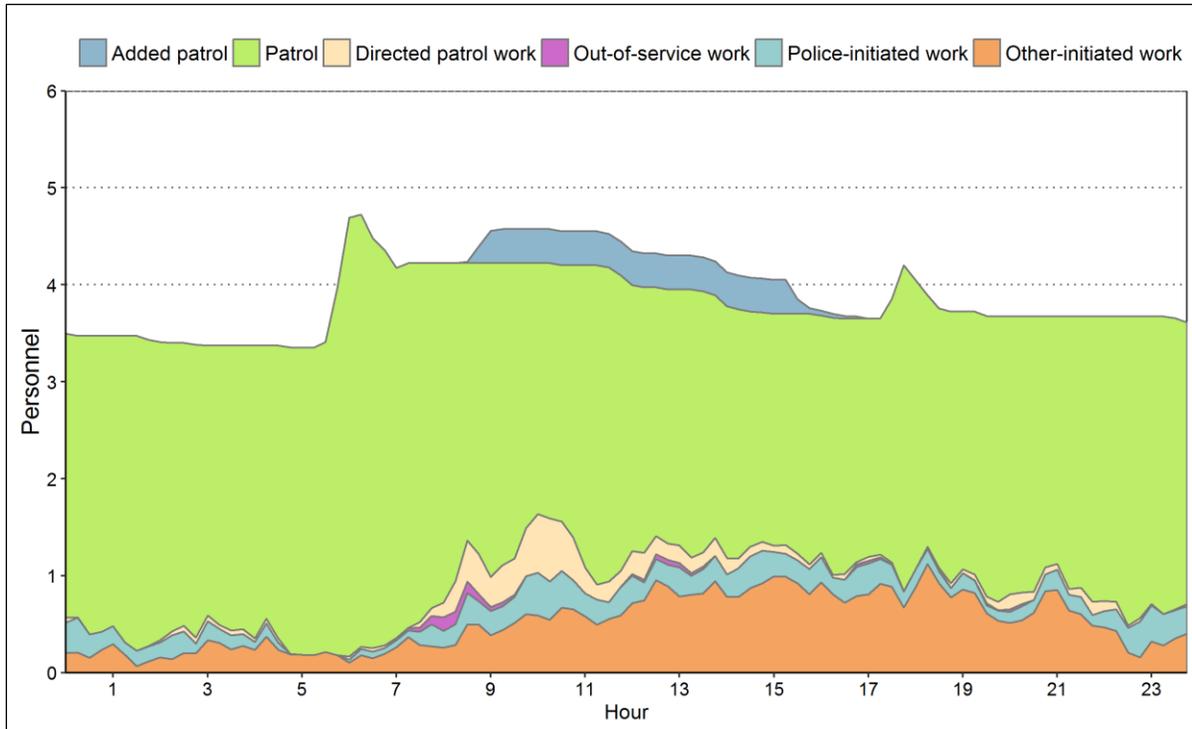
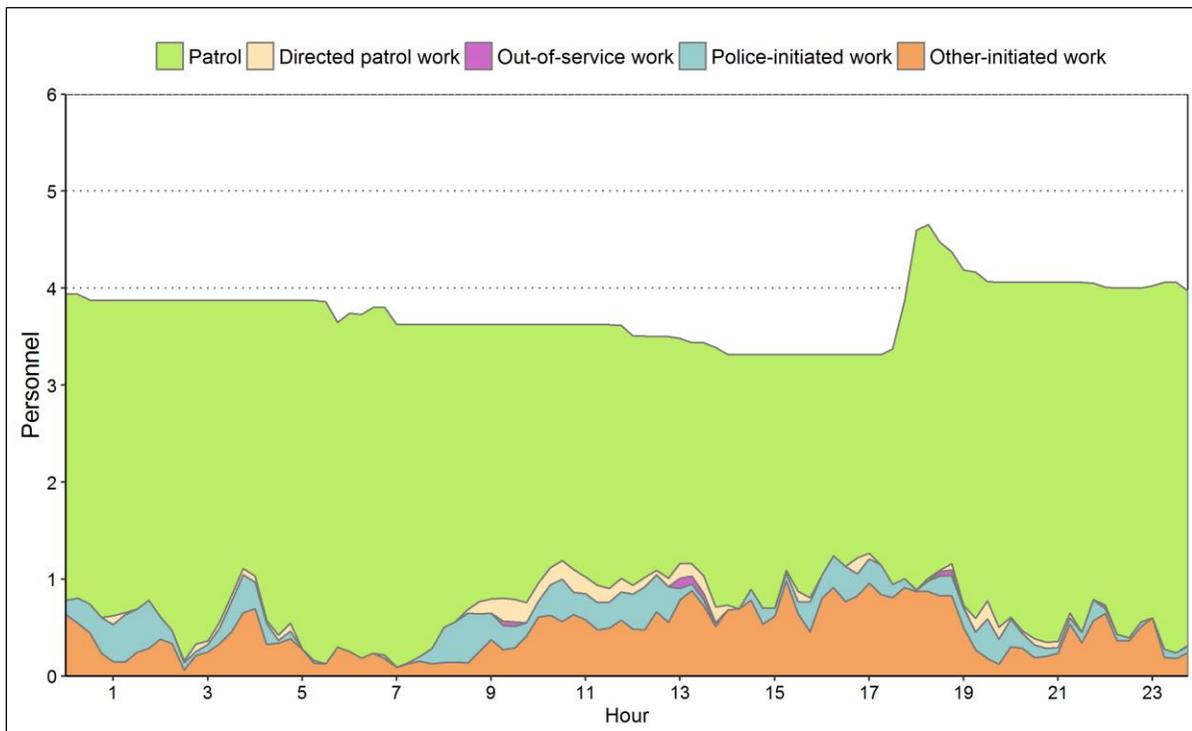


FIGURE 8-19: Deployment and All Workload, Weekends, Summer 2016



Observations:

Winter:

- Other-initiated work:
 - Average other-initiated workload was 0.5 officers per hour during the week and 0.3 officers per hour on weekends.
 - This was approximately 11 percent of hourly deployment during the week and 8 percent of hourly deployment on weekends.
- All work:
 - Average total workload was 0.8 officers per hour during the week and 0.6 officers per hour on weekends.
 - This was approximately 20 percent of hourly deployment during the week and 15 percent of hourly deployment on weekends.

Summer:

- Other-initiated work:
 - Average other-initiated workload was 0.5 officers per hour during the week and 0.5 officers per hour on weekends.
 - This was approximately 13 percent of hourly deployment during the week and 12 percent of hourly deployment on weekends.
- All work:
 - Average total workload was 0.8 officers per hour during the week and 0.7 officers per hour on weekends.
 - This was approximately 22 percent of hourly deployment during the week and 19 percent of hourly deployment on weekends.

FIGURE 8-20: Average Workload on Weekdays, Winter, by Hour

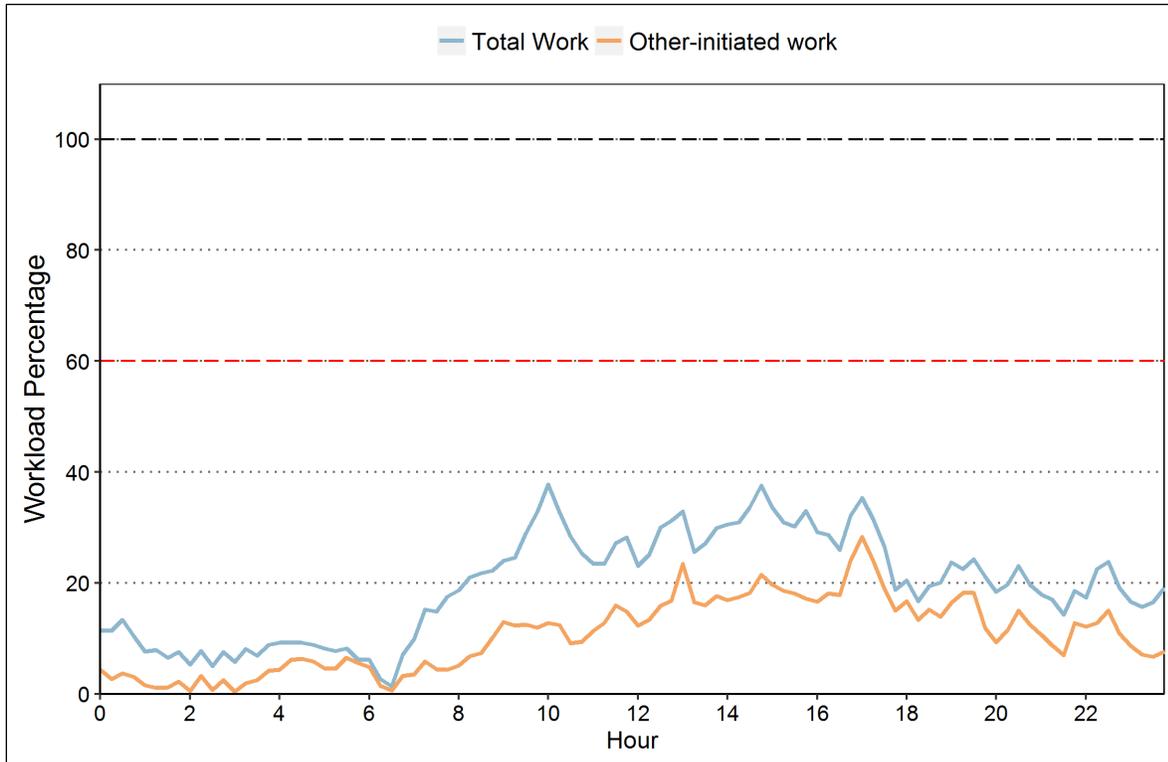


FIGURE 8-21: Average Workload on Weekends, Winter, by Hour



FIGURE 8-22: Average Workload on Weekdays, Summer, by Hour

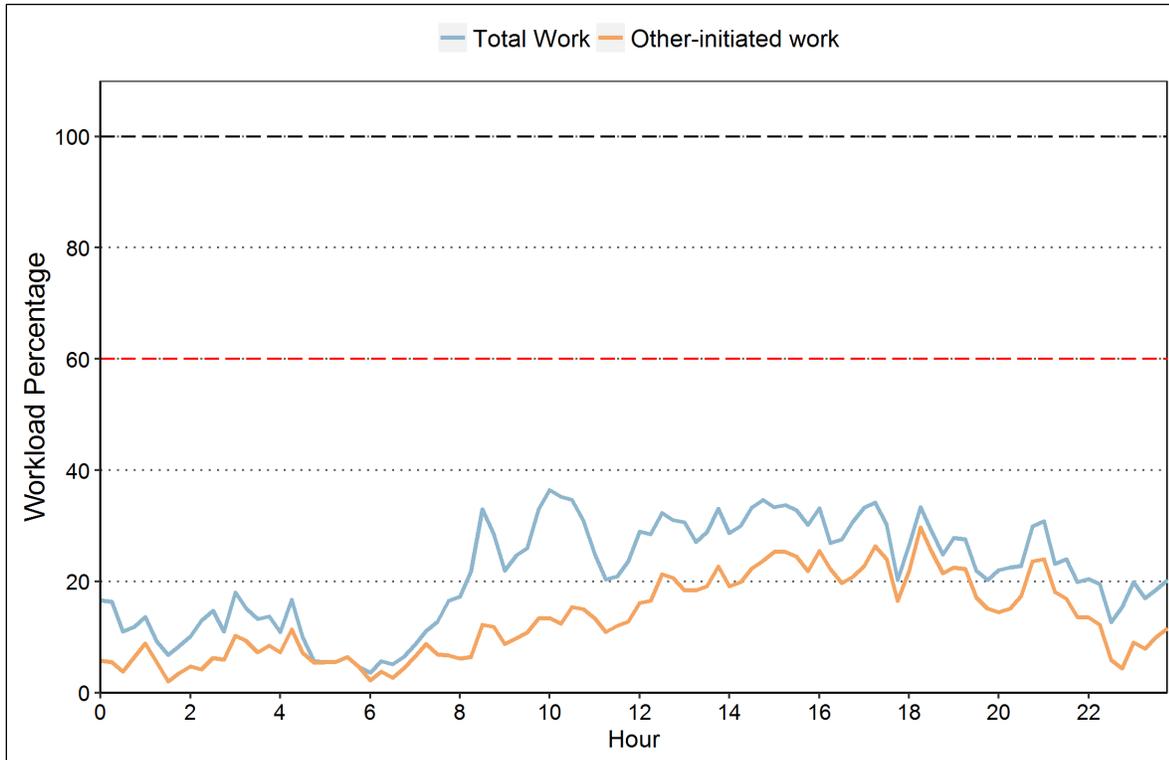
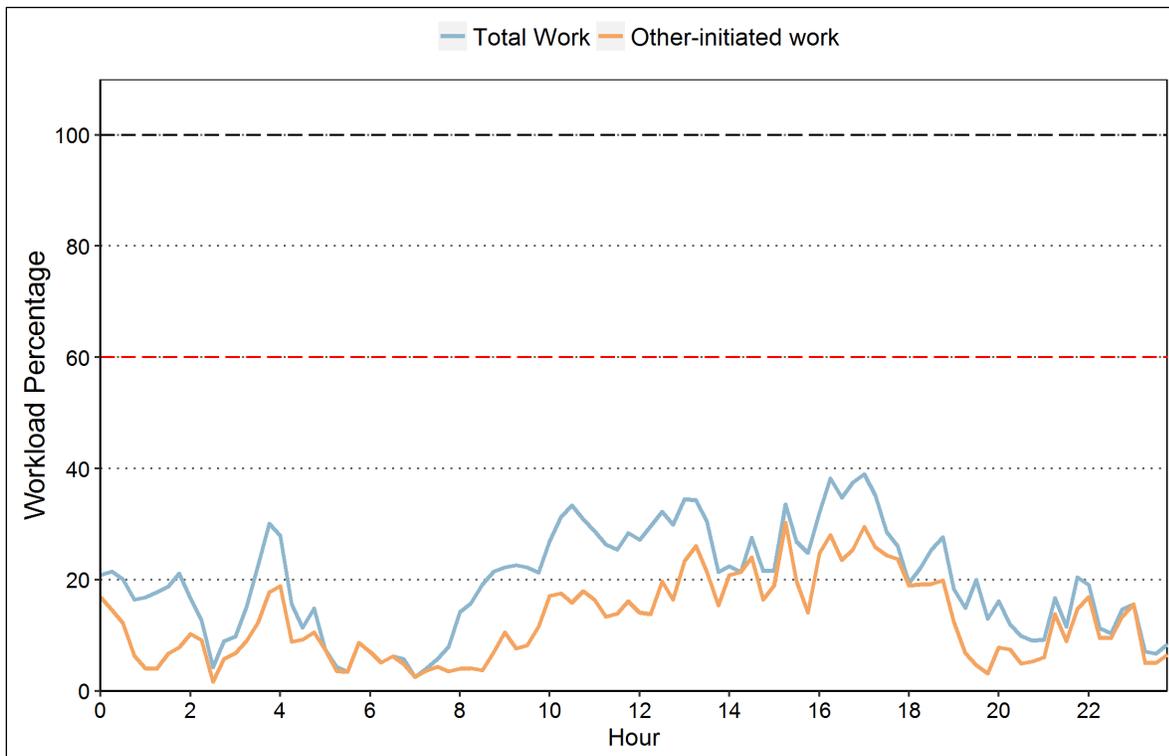


FIGURE 8-23: Average Workload on Weekends, Summer, by Hour



Observations:

Winter:

- Other-initiated work:
 - During the week, workload reached a maximum of 28 percent of deployment between 5:00 p.m. and 5:15 p.m.
 - On weekends, workload reached a maximum of 28 percent of deployment between 7:00 p.m. and 7:15 p.m.
- All work:
 - During the week, workload reached a maximum of 37 percent of deployment between 10:00 a.m. and 10:15 a.m. and between 2:45 p.m. and 3:00 p.m.
 - On weekends, workload reached a maximum of 45 percent of deployment between 7:00 p.m. and 7:15 p.m.

Summer:

- Other-initiated work:
 - During the week, workload reached a maximum of 29 percent of deployment between 6:15 p.m. and 6:30 p.m.
 - On weekends, workload reached a maximum of 30 percent of deployment between 3:15 p.m. and 3:30 p.m.
- All work:
 - During the week, workload reached a maximum of 36 percent of deployment between 10:00 a.m. and 10:15 a.m.
 - On weekends, workload reached a maximum of 38 percent of deployment between 5:00 p.m. and 5:15 p.m.

RESPONSE TIMES

We analyzed the response times to various types of calls, separating the duration into dispatch and travel time, to determine whether response times varied by call type. Response time is measured as the difference between when a call is received and when the first unit arrives on scene. This is further divided into dispatch delay and travel time. Dispatch delay is the time between when a call is received and when the first unit is dispatched. Travel time is the remaining time until the first unit arrives on scene.

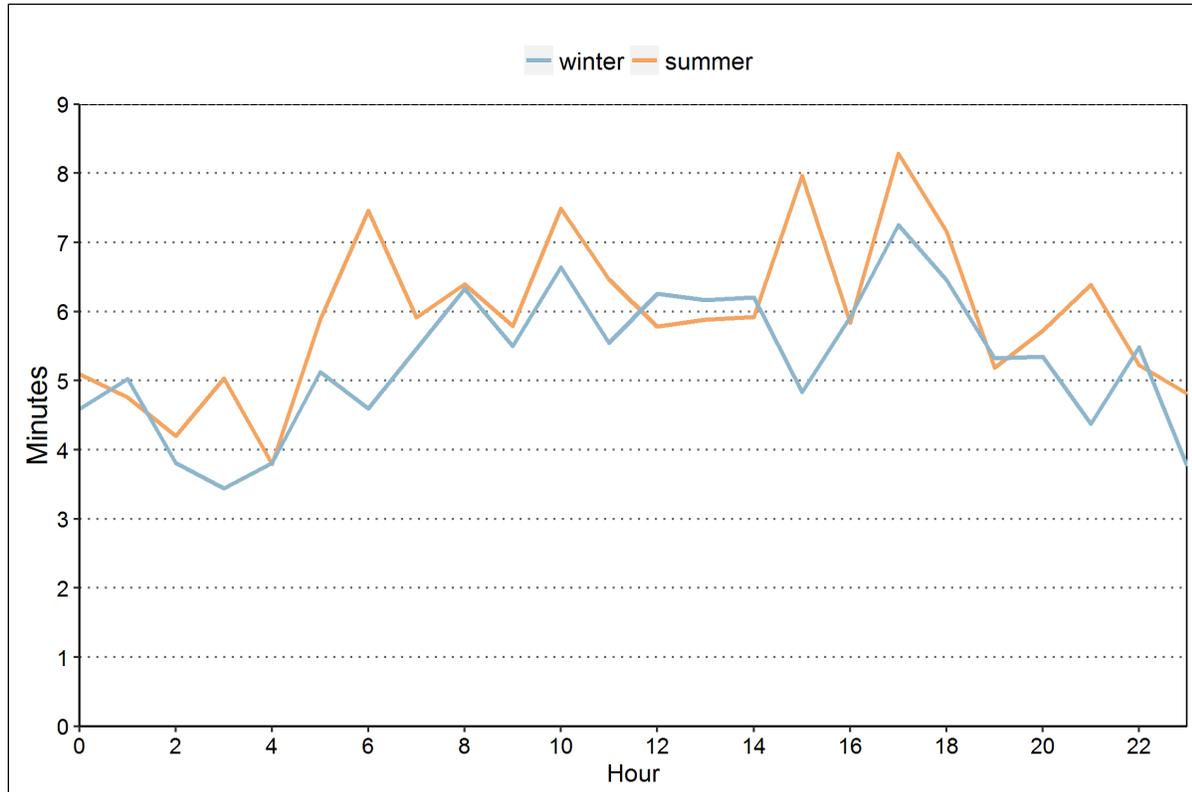
We begin the discussion with statistics that include all calls combined. We started with 1,557 calls for winter and 1,631 calls for summer. We limited our analysis to 906 other-initiated calls for winter and 1,098 calls for summer. After excluding calls without valid arrival times, we were left with 746 calls in winter and 909 calls in summer for our analysis. For the entire year, we began with 10,646 calls, limited our analysis to 6,691 other-initiated calls, and further focused our analysis on 5,471 calls after excluding those lacking valid arrival times.

Our initial analysis does not distinguish calls on the basis of their priority; instead, it examines the difference in response for all calls by time of day and compares winter and summer periods. We then present a brief analysis of response time for high-priority calls alone. Finally, we present response time by district.

All Calls

This section looks at all calls without considering their priorities. In addition to examining the differences in response times by both time of day and season (winter versus summer), we show differences in response times by category.

FIGURE 8-24: Average Response Time, by Hour of Day, Winter and Summer 2016



Observations:

- Average response times varied significantly by hour of day.
- In winter, the longest response times were between 5:00 p.m. and 6:00 p.m., with an average of 7.3 minutes.
- In winter, the shortest response times were between 3:00 a.m. and 4:00 a.m., with an average of 3.4 minutes.
- In summer, the longest response times were between 5:00 p.m. and 6:00 p.m., with an average of 8.3 minutes.
- In summer, the shortest response times were between 4:00 a.m. and 5:00 a.m., with an average of 3.8 minutes.

FIGURE 8-25: Average Response Time by Category, Winter 2016

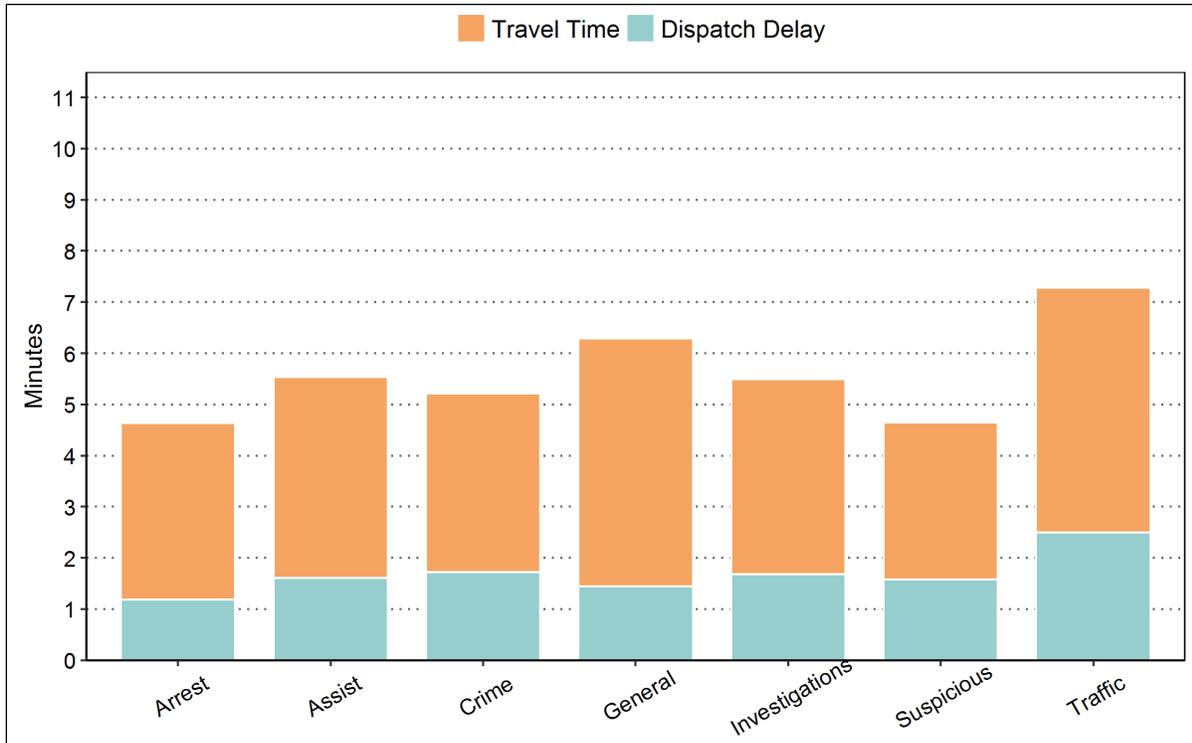


FIGURE 8-26: Average Response Time by Category, Summer 2016

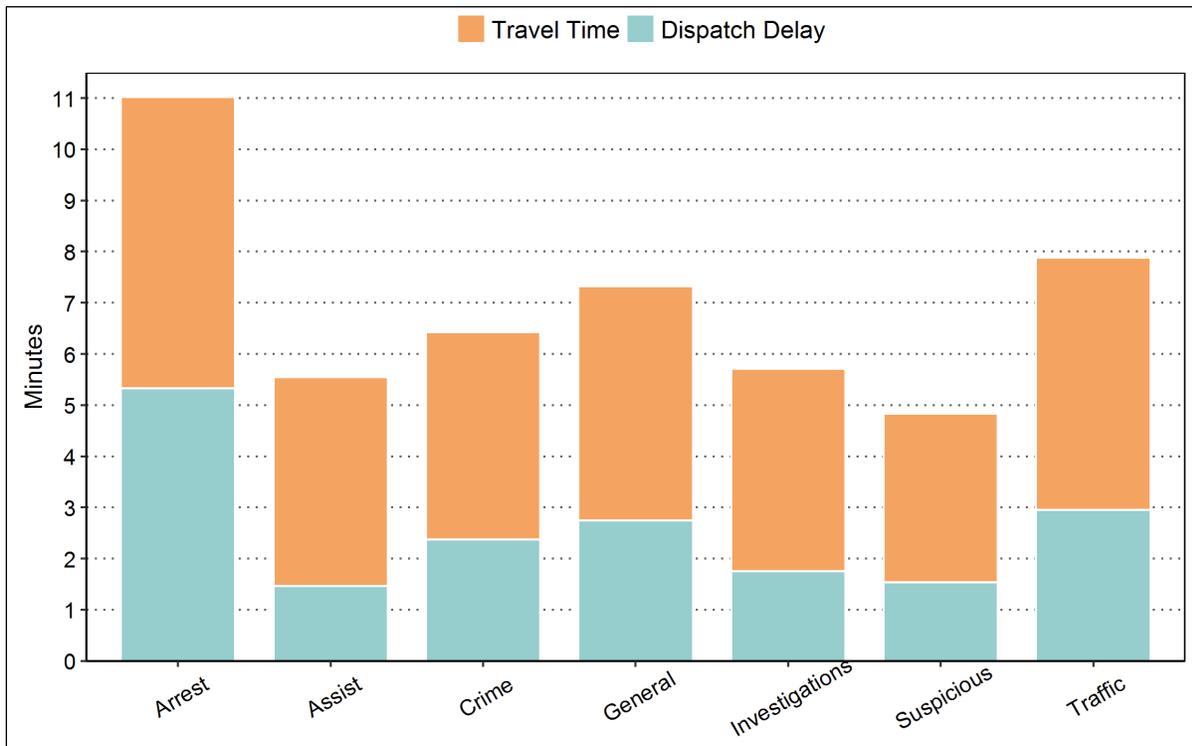


TABLE 8-13: Average Response Time Components, by Category

Category	Winter			Summer		
	Dispatch	Travel	Response	Dispatch	Travel	Response
Arrest	1.2	3.5	4.6	5.3	5.7	11.0
Assist	1.6	4.0	5.6	1.5	4.1	5.5
Crime	1.7	3.5	5.2	2.4	4.1	6.4
General noncriminal	1.4	4.8	6.3	2.8	4.6	7.3
Investigations	1.5	3.8	5.5	1.7	4.0	5.7
Suspicious incident	1.6	3.1	4.6	1.5	3.3	4.8
Traffic	2.5	4.8	7.3	2.9	4.9	7.9
Total Average	1.8	3.9	5.7	2.1	4.1	6.2

Note: The total average is weighted according to the number of calls per category.

Observations:

- In winter, the average response time for most categories was between 5 minutes and 6 minutes.
- In winter, the average response time was as short as 5 minutes (for arrest calls and suspicious incidents) and as long as 7 minutes (for traffic-related calls).
- In summer, the average response time for most categories was between 5 minutes and 9 minutes.
- In summer, the average response time was as short as 5 minutes (for suspicious incidents) and as long as 11 minutes (for arrest calls).
- The average response time for crimes was 5 minutes in winter and 6 minutes in summer.

TABLE 8-14: 90th Percentiles for Response Time Components, by Category

Category	Winter			Summer		
	Dispatch	Travel	Response	Dispatch	Travel	Response
Arrest	1.5	3.9	4.8	5.3	5.7	11.0
Assist	4.2	7.4	10.0	3.2	7.2	9.1
Crime	3.2	6.6	8.7	4.7	7.8	12.4
General noncriminal	3.1	9.8	11.6	6.0	9.4	13.3
Investigations	3.1	7.4	9.8	3.7	7.6	9.8
Suspicious incident	3.4	5.3	7.5	3.3	5.8	8.0
Traffic	5.2	8.8	11.5	6.0	9.1	13.5
Total Average	3.6	7.5	10.2	4.3	7.8	10.9

Note: A 90th percentile value of 10 minutes means that 90 percent of all calls are responded to in fewer than 10 minutes. For this reason, the columns for dispatch delay and travel time may not be equal to the total response time.

Observations:

- In winter, the 90th percentile value for response time was as short as 5 minutes (for arrest calls) and as long as 12 minutes (for general noncriminal calls).
- In summer, the 90th percentile value for response time was as short as 8 minutes (for suspicious incidents) and as long as 14 minutes (for traffic-related calls).

High-Priority Calls

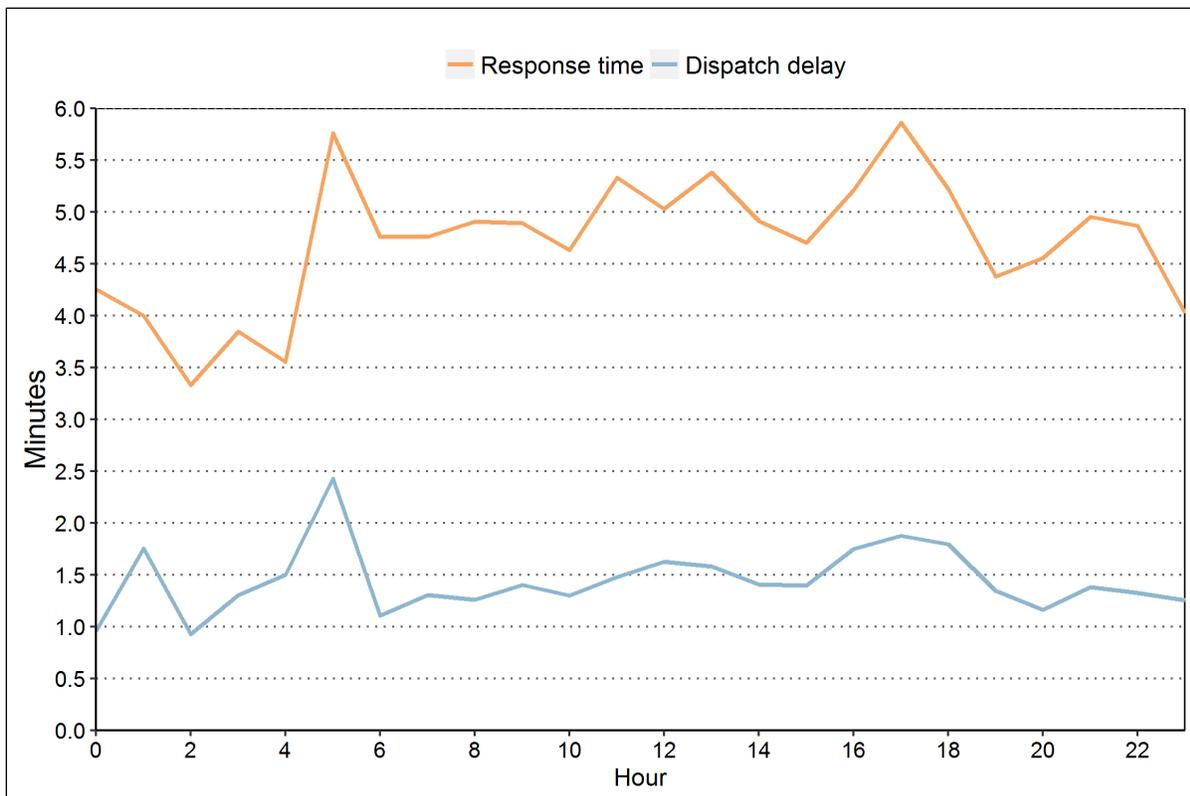
The department assigned priorities to calls with Priority 1 as the highest priority. Table 8-15 shows average response times by priority. Figure 8-27 focuses on Priority 1 calls.

TABLE 8-15: Average Dispatch, Travel, and Response Times, by Priority

Priority	Dispatch	Travel	Response	Calls
1	1.5	3.4	4.9	2,379
2	2.6	4.5	7.1	2,965
3	3.3	5.2	8.5	127
Weighted Average/ Total	2.1	4.0	6.1	5,471

Note: The total average is weighted according to the number of calls within each priority level.

FIGURE 8-27: Average Response Times and Dispatch Delays for High-Priority Calls, by Hour



Observations:

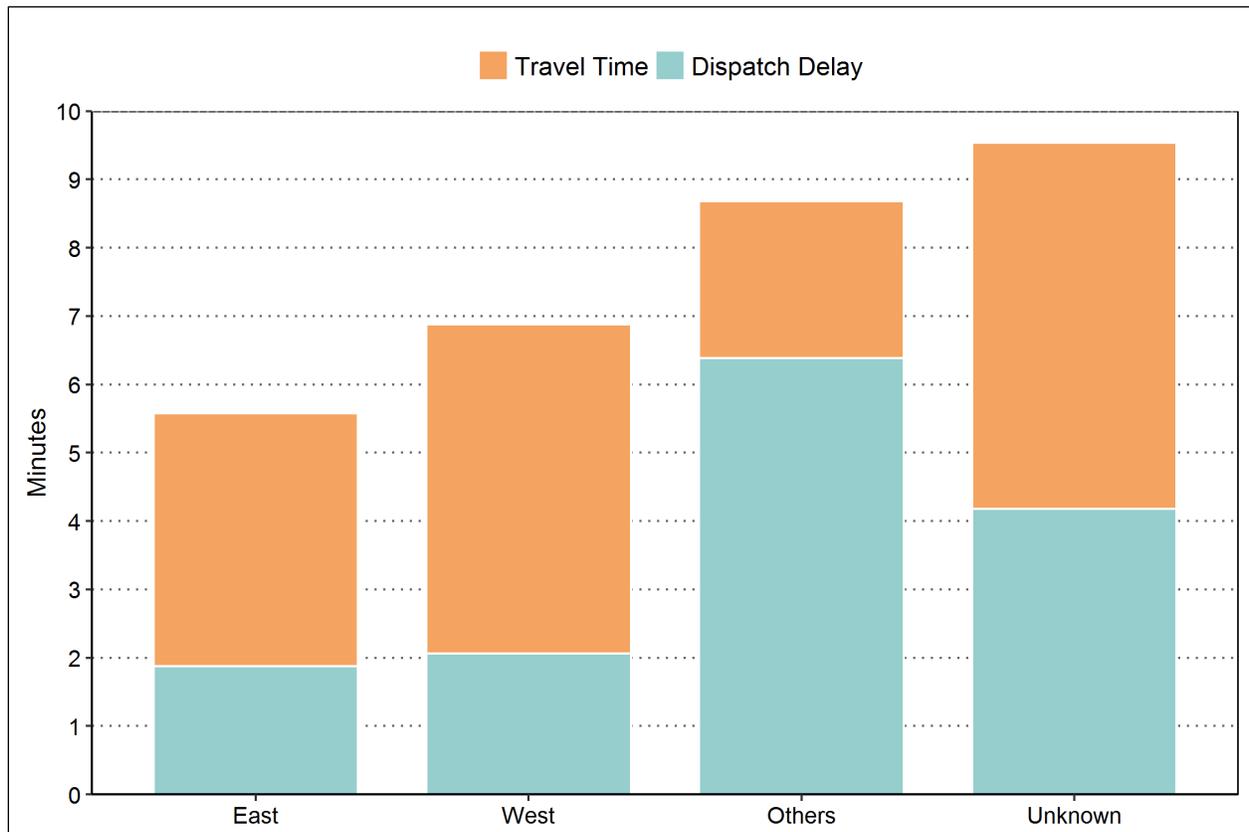
- High-priority calls had an average response time of 4.9 minutes, lower than the overall average of 6.1 minutes for all calls.
- Average dispatch delay was 1.5 minutes for high-priority calls, compared to 2.1 minutes overall.
- For high-priority calls, the longest response times were between 5:00 p.m. and 6:00 p.m., with an average of 5.9 minutes.
- For high-priority calls, the shortest response times were between 2:00 a.m. and 3:00 a.m., with an average of 3.3 minutes.
- Average dispatch delay for high-priority calls was consistently 2.0 minutes or less, except between 5:00 a.m. and 6:00 a.m.

TABLE 8-16: Average Dispatch, Travel, and Response Times, by District

District	Dispatch	Travel	Response	Calls
East	1.9	3.7	5.6	3,460
West	2.1	4.8	6.9	1,787
Others	6.4	2.3	8.7	168
Unknown	4.2	5.4	9.5	56
Weighted Average/ Total	2.1	4.0	6.1	5,471

Note: Calls without a recorded district are included in "Unknown" category. Calls with miscellaneous district labels are categorized as "Other," for example, "R2w," "M-NW," "R3," and "C1903." The total average is weighted according to the number of calls within each district.

FIGURE 8-28: Average Response Time Components, by District



Note: Calls without a recorded district are included in "Unknown" category. Calls with miscellaneous district labels are categorized as "Other," for example, "R2w," "M-NW," "R3," and "C1903."

Observations:

- East district calls had an average response time of 5.6 minutes, lower than the overall average of 6.1 minutes for all calls.
- West district had a longer dispatch delay and travel time compared with those of east district.

APPENDIX A: CALL TYPE CLASSIFICATION

Call descriptions for the department's calls for service from September 1, 2015, to August 30, 2016, were classified within the following categories.

TABLE 8-17: Call Description, by Category

Call Description	Table Category	Figure Category
ARREST ATTEMPT	Prisoner–arrest	Arrest
WARRANT ARREST		
PRISONER BOND	Prisoner–transport	
PRISONER CONVEYANCE		
PRISONER RELEASE		
ASSIST FIRE DEPT	Assist fire department	Assist
EMS10 CHEST PAINS A		
MENTAL PATIENT (OBS)		
PERSON DOWN		
ASSIST OTHER AGENCY	Assist other agency	
CONTACT ANOTHER PERSON/AGENCY		
ASSAULT- IN PROGRESS	Crime–persons	Crime
ASSAULT- REPORT ONLY		
ASSAULT WEAPONS INVOLVED		
BOMB THREAT		
CHILD ABUSE/ENDANGERMENT		
DOMESTIC DISTURBANCE		
DRUG VIOLATION		
EXPOSING PERSON		
FIGHT IN PROGRESS		
FLOURISHING OF A WEAPON		
FLOURISHING OF WEAPON IN PROGR		
HARASSMENT		
RAPE REPORT		
ROBBERY		
ROBBERY IN PROGRESS		
SEX OFFENSE		
SHOTS FIRED		
SOLICITORS		
STRONG ARM ROBBERY/PURSE		
SUICIDE-ATTEMPT/OTHER		
VIOLATION OF EXPARTE		
WEAPON VIOLATION		
BAD CHECK		
BURGLARY- IN PROGRESS		

Call Description	Table Category	Figure Category		
BURGLARY- JUST DISCOVERED				
BURGLARY- JUST OCCURRED				
BURGLARY- REPORT ONLY				
DESTR PROP - REPORT ONLY				
DESTR PROP CITY PROPERTY				
DESTR PROP IN PROGRESS				
DESTR PROP JUST OCCURRED				
FAILURE TO RETURN RENTAL PROP				
FRAUD IN PROGRESS				
FRAUD REPORT ONLY				
LARCENY IN PROGRESS				
LARCENY JUST OCCURRED				
LARCENY REPORT ONLY				
MOTOR VEHICLE THEFT				
SHOPLIFTING				
TAMPERING/VEH THEFT IN PROGRES				
TRESPASSING				
BANK DETAIL			Directed patrol	Directed patrol
FOOT PATROL				
KEEP THE PEACE				
MAIL RUN				
PARK CHECK				
POLICE COMMUNITY RELATIONS				
SCHOOL CROSSING				
STATION ASSIGNMENT				
VACATION CHECK/CLOSE WATCH				
ANIMAL COMPLAINT	Animal calls	General noncriminal		
ANIMAL INJURED				
ANIMAL RUNNING LOOSE				
BARKING DOG				
C & I	Miscellaneous			
CALL FOR POLICE				
FINGERPRINTS				
LOCKOUT- RESIDENTIAL				
LOCKOUT- VEHICLE				
LOCKOUT-CHILD/ANIMAL IN VEH				
MISC				
ORDINANCE VIOLATION				
TELEPHONE MESSAGE				
TOW RELEASE				

Call Description	Table Category	Figure Category	
TOWED AUTO			
WATER MAIN BREAK			
ALARM- BURGLAR	Alarm	Investigations	
ALARM- HOLDUP			
ALARM- PANIC			
ALARM-AUDIBLE UNKNOWN			
VEHICLE ALARM			
911 HANGUP			
BUILDING CHECK	Check/investigation		
BUSINESS CHECK			
CHECK WELFARE / NOTIFICATION			
FOUND PROPERTY			
INVESTIGATION/FOLLOWUP			
LOST ITEM			
LOST/STOLEN PLATE/TAB			
MISSING PERSON			
OPEN/DOOR WINDOW			
PEDESTRIAN CHECK			
Pedestrian Check			
PROPERTY RELEASE			
RECOVER PROPERTY			
RECOVERED STOLEN VEHICLE			
SUDDEN DEATH-POLICE			
CAR WASH	Out of service–administrative	Out of service	
COURT			
TRAINING			
VEHICLE MAINTENANCE			
ADMINISTRATIVE/PERSONAL RELIEF	Out of service–personal		
MEAL			
ALCOHOL VIOLATION	Disturbance	Suspicious incident	
FIREWORKS			
INTOXICATED SUBJECT			
LOITERING			
MUSIC / LOUD PARTY			
PEACE DISTURBANCE			
SUSPICIOUS PACKAGE	Suspicious person/vehicle		
SUSPICIOUS PERSON			
SUSPICIOUS VEHICLE OCCUPIED			
SUSPICIOUS VEHICLE UNOCCUPIED			
1050-J1	Accidents		Traffic

Call Description	Table Category	Figure Category
1050-J2		
1050-J3		
1050-LSA		
AUTO ACCIDENT CITY VEHICLE		
AUTO ACCIDENT- PERSON STRUCK		
ABANDONED AUTO	Traffic enforcement	
DWI		
ILLEGALLY PARKED AUTO		
MOTORIST ASSIST		
RADAR		
RADAR TRAILER ASSIGNMENT		
TRAFFIC CONTROL/DETAIL		
TRAFFIC HAZARD		
Traffic Stop		
TRAFFIC STOP		
TRAFFIC SURVEY		
VEHICLE CHECK		

APPENDIX B: UNIFORM CRIME REPORT INFORMATION

This section presents information obtained from Uniform Crime Reports (UCR) collected by the Federal Bureau of Investigation (FBI). The tables and figures include the most recent information that is publicly available at the national level. This includes crime reports for 2006 through 2015, along with clearance rates for 2015. Crime rates are expressed as incidents per 100,000 population.

TABLE 8-18: Reported Crime Rates in 2015, by City

City	State	Population	Crime Rates		
			Violent	Property	Total
Bridgeton	MO	11,842	591	7,406	7,997
Crestwood	MO	11,961	100	2,667	2,767
Des Peres	MO	8,573	140	4,538	4,677
Ellisville	MO	9,283	65	1,842	1,907
Eureka	MO	10,626	104	2,089	2,193
Glendale	MO	5,926	0	1,772	1,772
Ladue	MO	8,590	47	1,350	1,397
Maplewood	MO	7,945	629	8,345	8,974
Olivette	MO	7,868	191	1,614	1,805
Shrewsbury	MO	6,199	32	1,936	1,968
St. Ann	MO	12,940	626	1,947	2,573
St. John	MO	6,466	387	4,006	4,392
Sunset Hills	MO	8,535	187	2,566	2,753
Brentwood	MO	8,041	211	4,141	4,353
Missouri		6,083,672	497	2,854	3,352
United States		321,418,820	373	2,487	2,860

FIGURE 8-29: Reported Violent and Property Crime Rates, by Year

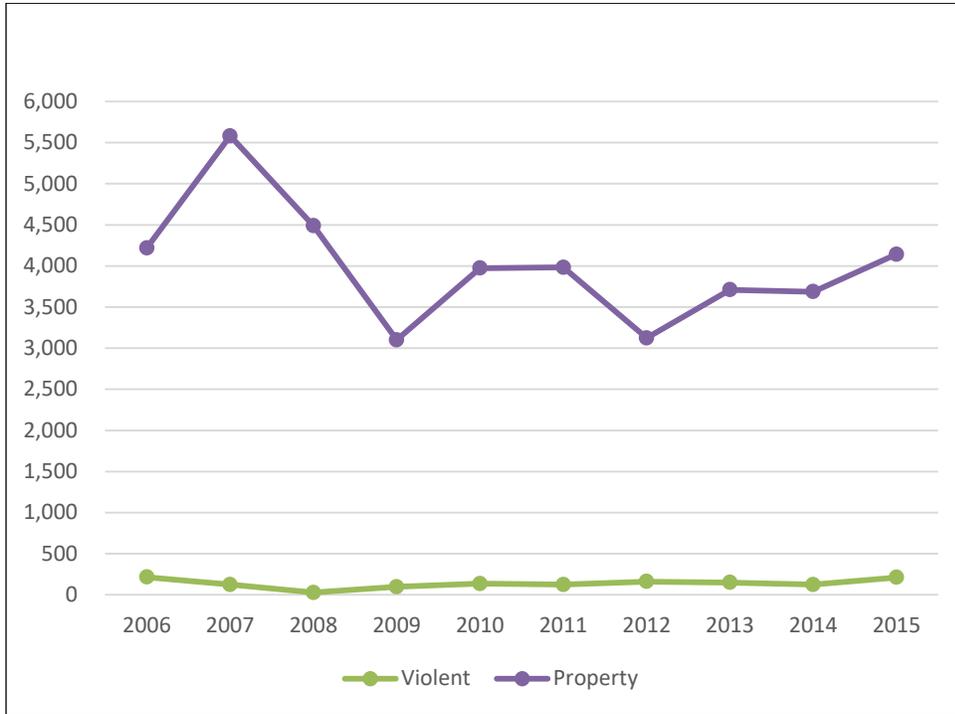


FIGURE 8-30: Reported City and State Crime Rates, by Year

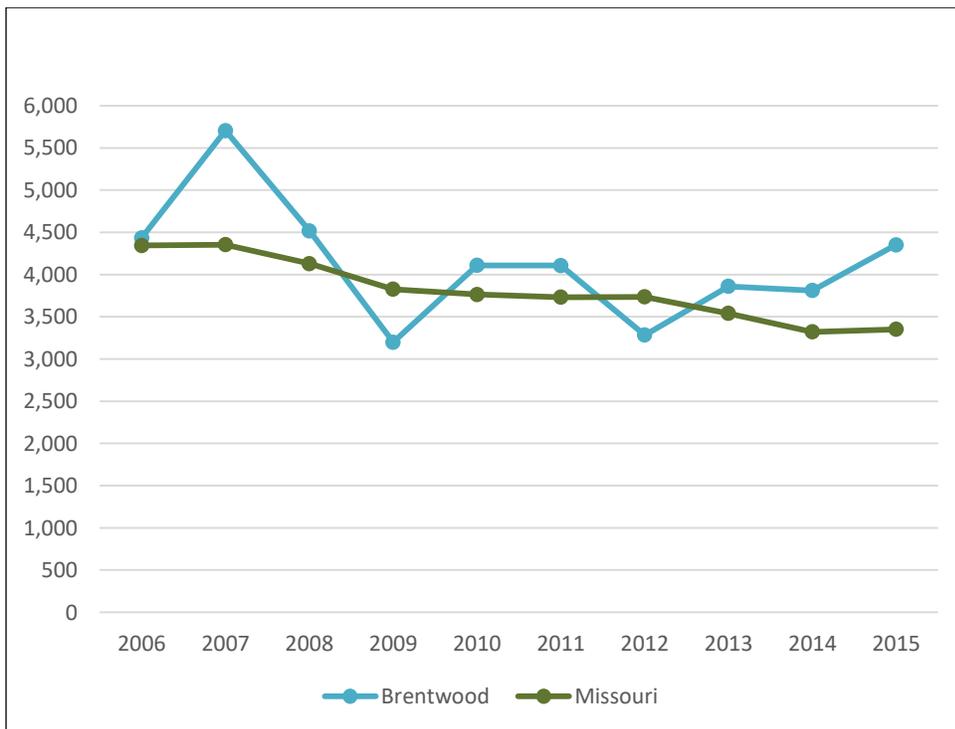


TABLE 8-19: Reported Municipal, State, and National Crime Rates, by Year

Year	Brentwood				Missouri				National			
	Population	Violent	Property	Total	Population	Violent	Property	Total	Population	Violent	Property	Total
2006	7,419	216	4,219	4,435	5,878,107	542	3,803	4,345	304,567,337	448	3,103	3,551
2007	7,238	124	5,582	5,706	5,918,287	556	3,797	4,354	306,799,884	442	3,045	3,487
2008	7,170	28	4,491	4,519	5,950,049	498	3,632	4,131	309,327,055	438	3,055	3,493
2009	7,129	98	3,100	3,198	6,031,658	489	3,339	3,827	312,367,926	416	2,906	3,322
2010	8,055	137	3,973	4,109	6,031,691	453	3,311	3,764	314,170,775	393	2,833	3,225
2011	8,084	124	3,983	4,107	6,053,701	444	3,287	3,732	317,186,963	376	2,800	3,176
2012	8,068	161	3,123	3,285	6,064,498	448	3,289	3,736	319,697,368	377	2,758	3,135
2013	8,030	149	3,711	3,861	6,092,552	430	3,110	3,540	321,947,240	362	2,627	2,989
2014	8,027	125	3,688	3,812	6,112,392	440	2,883	3,322	324,699,246	357	2,464	2,821
2015*	8,041	211	4,141	4,353	6,083,672	497	2,854	3,352	321,418,820	373	2,487	2,860

Note: *2015 populations are U.S. Census Bureau provisional estimates as of July 1. 2006-2014 populations are total reported populations from FBI UCR data.

TABLE 8-20: Reported Brentwood, State, and National Clearance Rates in 2015

Crime	Brentwood			Missouri			National		
	Crimes	Clearances	Rate	Crimes	Clearances	Rate	Crimes	Clearances	Rate
Murder Manslaughter	0	0	NA	497	288	58%	14,392	8,850	62%
Rape	1	0	0%	2,552	627	25%	110,582	41,700	38%
Robbery	8	7	88%	6,363	2,028	32%	299,232	87,700	29%
Aggravated Assault	8	6	75%	20,787	7,788	37%	707,017	382,000	54%
Burglary	12	0	0%	33,925	4,696	14%	1,450,074	187,000	13%
Larceny	303	214	71%	122,375	30,769	25%	5,225,538	1,140,000	22%
Vehicle Theft	18	8	44%	16,972	2,112	12%	657,090	86,100	13%

Note: *2015 national UCR clearance totals are not released by the FBI until April 2017. The above clearance totals are provisional estimates calculated from the FBI UCR clearance percentages. State level data was taken from the 2015 Missouri State Highway Patrol UCR report.