



June 07, 2013

TO: Mayor and Members of Council

FROM: Denise Turner Roth, City Manager

SUBJECT: Items for Your Information

UPCOMING MEETINGS

- June 10 @ 9:30 am Economic Development Committee Meeting (PLCR)
- June 10 @ 3:00 pm Council Work Session (City Council Chambers)
- June 11 @ 5:30 pm District 3 Neighborhood Walk – (Downtown)
- June 18 @ 5:30 pm City Council Meeting (City Council Chambers)

**June 10, 2013 Work Session**

- **Draft Agenda & Associated Documents**: Attached is the draft agenda and associated documents for the June 10, 2013 Work Session, which will be held in the Council Chambers from 3:00 pm to 5:00 pm.

**Council Follow-Up Items**

- **Police Management and Staffing Study Update**

As a follow-up to a request from Councilmember Bellamy-Small from the April 16, 2013 City Council Meeting, attached is a memorandum from Police Chief Ken Miller, dated June 7, 2013, providing an update to the 2008 Police Management and Staffing Study done by Carroll Buracker and Associates.

- **Animal Control Calls**

As a follow-up to a request from Councilmember Bellamy-Small from the May 21, 2013 City Council Meeting, attached is a memorandum from Guilford Metro Director Wesley Reid, dated June 7, 2013, regarding procedures for animal control calls.

**Dollars and Sense Workshop**

Attached is a memorandum from Planning and Community Development (PCD) Director Sue Schwartz, dated June 6, 2013, regarding the PCD sponsored Dollars and Sense Workshop scheduled June 27, 2013, from 5:00 pm to 7:00 pm.

**Historic Tax Credit Workshop**

Attached is a memorandum from Planning and Community Development (PCD) Director Sue Schwartz, dated June 6, 2013, regarding the Historic Tax Credit Workshops scheduled on June 27<sup>th</sup> and June 28<sup>th</sup>.

**Public Information Request Report**

Attached is the weekly Public Information Request Report for the week of June 7, 2013.

**General Assembly Update**

Attached is the General Assembly Update from Assistant General Counsel Tom Carruthers.

**Contact Center Feedback**

Attached is the weekly report generated by our Contact Center for the week of May 27, 2013 through June 2, 2013.

**Small Group Meetings**

Attached are the Small Group Meeting report for the week of June 3, 2013 through June 7, 2013, between City Staff and [more than two but less than five] Councilmembers.

DTR/mm  
Attachments

cc: Global Media Distribution

# Agenda

## Greensboro City Council

COUNCIL WORK SESSION  
MONDAY  
JUNE 10, 2013  
3:00 P.M.  
COUNCIL CHAMBER

1. Remaining Outstanding 2013-14 Budget Issues
  - a. Budget Follow-up
  - b. Office of Accountability
  - c. Fees
  - d. Employee Incentive Program
  - e. Other
  
2. Legal Ramifications for Maintaining DNA Information

Prior to the date of the briefing, contact Greensboro Television Network at 333-6922 if you have electronic presentations.

Any individual with a disability who needs an interpreter or other auxiliary aids or services for this meeting may contact the City Clerk's Office at 373-2397 or 333-6930 (TDD).

### MEMBERS OF COUNCIL

ROBBIE PERKINS, Mayor  
YVONNE J. JOHNSON, Mayor Pro Tem  
NANCY VAUGHAN, At Large  
MARIKAY ABUZUAITER, At Large

T. DIANNE BELLAMY-SMALL, District One  
JIM KEE, District Two  
ZACK MATHENY, District Three  
NANCY HOFFMANN, District Four  
TONY G. WILKINS, District Five



Draft

**FY 2013-2014**

## **Manager's Recommended Budget**

**Council Work Session  
June 10, 2013**



## **Budget Follow-Up Items**

### **Budget Additions**

- Reinstatement of East White Oak Center
  - \$12,474
- Additional Funding for DGI
  - \$86,500
- Reinstatement of Worker's Compensation Supplement
  - \$90,100

### **Outstanding Budget Items**

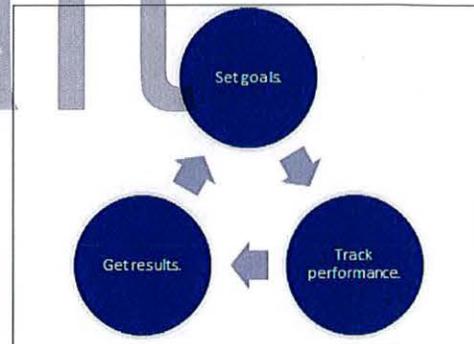
- Sponsorship of 17 Days- Arts and Cultural Festival
  - \$25,000
- Carolina Theatre Roof Replacement
  - \$100,000



## Office of Accountability

The Office of Accountability will promote better City services through data-driven management, decision-making, and accountability for delivering results to citizens.

- Serves under the City Manager's Office
- Funding (\$70,000) half a year of programming (Fall/Winter 2013)
- One position and office equipment
- Assist in the delivering of high performance government



6/7/2013

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## Office of Accountability

### ***Roles and Responsibilities***

- Evaluate services and resources
- Collaborate and solve problems based on data and analysis
- Encourage and promote efficiencies throughout the organization
- Review departmental priorities and services in alignment with Organization/Council goals
- Alignment of resources and services with MAP
- Assist and evaluate departmental/result area work plans
- Assist the organization in priority setting

### ***Example:***

- Issue- the use of overtime in call center
- Evaluation of resources, data (call volume, hours, response times, etc.)
- Review/Recommendation- the need for additional resources or continuation of overtime

6/7/2013

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## Employee Incentive Program

- Staff has researched possible programs
- Staff will evaluate the various types for possible implementation in the fall/winter
- Programs identified:
  - Managed Competition/ Bid-to-goal
  - Optimization
  - Employee Suggestion Programs
  - Responsible Decentralization

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## Employee Incentive Program

### *Types of Programs*

- Managed Competition/ Bid-to-Goal
  - Private sector bids are solicited OR a consultant is hired to provide a cost estimate to provide a specific municipal service
  - The internal department/division provides a bid to provide the same service
  - Minimum performance requirements and an initial term for the "contract" are established
  - Savings beyond the bid/budget after a set period are shared between the organization and eligible employees in the work group

6/7/2013

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# Employee Incentive Program

## *Types of Programs*

- Optimization
  - Management or staff members identify significant changes to improve a specific service
  - The ideas are vetted, a project plan is developed that includes minimum performance requirements, and a budget is set
  - Changes are implemented
  - Any savings realized after a set period are shared between the organization and eligible employees in the service area

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# Employee Incentive Program

## *Types of Programs*

- Employee Suggestion Programs
  - Employees can submit suggestions that they believe will benefit the organization, either by creating financial savings or through a non-financial service efficiency or effectiveness increase
  - Ideas are vetted and those that are accepted are implemented
  - Employee receives a portion of the savings if financial savings are realized or a pre-set bonus and often an employee recognition award

6/7/2013

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# Employee Incentive Program

## *Types of Programs*

- Responsible Decentralization
  - Departments are selected to participate in the program
  - A base budget is set using historical budget data and minimum performance requirements are set
  - If the department meets the minimum performance requirements:
    1. Receive additional autonomy over future departmental decisions, including staffing and program decisions
    2. Retain the savings for departmental use in a future year

6/7/2013

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## FY 13-14 Next Steps

- Budget Adoption- June 18<sup>th</sup>

6/7/2013

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**Employee Incentive Program Variations**

Variation	Description	Savings	Initiated By		Examples
			Employees	Management	
<b>Managed Competition / Bid-to-goal</b>	<ul style="list-style-type: none"> <li>· Private sector bids are solicited OR a consultant is hired to provide a cost estimate to provide a specific municipal service.</li> <li>· The internal department/division provides a bid to provide the same service.</li> <li>· If the internal group's bid is selected, it becomes the budget.</li> <li>· Minimum performance requirements and an initial term for the "contract" are established.</li> <li>· Savings beyond the bid/budget after a set period are shared between the organization and eligible employees in the work group.</li> </ul>	split between organization and employees		<b>X</b>	<ul style="list-style-type: none"> <li>- Charlotte - managed competition (defunct)</li> <li>- High Point - bid-to-goal (defunct)</li> </ul>
<b>Optimization</b>	<ul style="list-style-type: none"> <li>· Management or staff members identify significant changes to improve a specific service.</li> <li>· The ideas are vetted, a project plan is developed that includes minimum performance requirements, and a budget is set.</li> <li>· The changes are implemented.</li> <li>· Any savings realized after a set period are shared between the organization and eligible employees in the service area.</li> </ul>	split between organization and employees	<b>X</b>	<b>X</b>	<ul style="list-style-type: none"> <li>- Charlotte (defunct)</li> <li>- Montgomery County, MD</li> </ul>
<b>Employee Suggestion Programs</b>	<ul style="list-style-type: none"> <li>· Employees can submit suggestions that they believe will benefit the organization, either by creating financial savings or through a non-financial service efficiency or effectiveness increase.</li> <li>· Ideas are vetted and those that are accepted are implemented.</li> <li>· Employee receives a portion of the savings if financial savings are realized or a pre-set bonus and often an employee recognition award.</li> </ul>	split between organization and employees	<b>X</b>		<ul style="list-style-type: none"> <li>- Pitt County, NC</li> </ul>
<b>Responsible Decentralization</b>	<ul style="list-style-type: none"> <li>· Departments are selected to participate in the program.</li> <li>· A base budget is set using historical budget data and minimum performance requirements are set.</li> <li>· If the department meets the minimum performance requirements, they 1) receive additional autonomy over future departmental decisions, including staffing and program decisions, and 2) retain the savings for departmental use in a future year.</li> </ul>	Retained by department for future use	<b>X</b>	<b>X</b>	<ul style="list-style-type: none"> <li>- Catawba County, NC</li> </ul>

Police Department  
City of Greensboro



June 7, 2013

**TO:** Denise Turner Roth, City Manager  
Jim Westmoreland, Deputy City Manager

**FROM:** Kenneth C. Miller, Chief of Police

**SUBJECT: Update to Buracker Report**

In 2008, the City contracted with Carroll Buracker & Associates to produce the Police Management and Staffing Study. At the conclusion of the study, City staff developed a matrix identifying each item for consideration as proposed by the consultant. It was the responsibility of Greensboro Police Department (GPD) to prepare a written response to each of the 226 recommendations. For approximately one year, Police and other City staff worked to respond to each item. Police provided responses to the Manager's Office at two-month intervals and the Manager's Office in turn prepared a response to Council and the public.

At the time of publication, GPD was already in the process of working toward improvements that coincided with the spirit and intent of the consultant's recommendations, if not a specifically recommended action item. In many cases, recommendations – such as take-home vehicles, were not feasible given the budget climate. Others had no direct impact on budget or operations because it had already been implemented. For example, "install vehicle locators on cars utilized for patrol services" was already in place at the time of publication, and therefore required no additional action.

Other recommendations involved fundamental philosophies of police operations such as community oriented policing (COP). COP was considered the standard model by larger agencies in the 1990's. Our main focus today is on problem oriented policing (POP) which incorporates the elements of COP in that they both require engagement by both government and the community. However, POP advances previous theories of community policing by using facts, research and resources to solve complex issues that contribute to crime. If we had continued to adhere rigidly to the consultant's recommendations we would have missed opportunities to improve based on present knowledge.

The remaining recommendations were evaluated based on their true relevance for operational needs and were either implemented or rejected with approval by the CMO. This was, and continues to be, a reflection on our intent to be a learning organization that continually seeks to improve. Since 2010, several post-report changes have been implemented. While the consultant's report did not drive these changes, there are parallels between his recommendations and actions

taken. In the attached document, I have provided a brief response to the consultant's recommendations with information relevant to progress during the period 2010-2013.

The needs of the department have continued to evolve since the production of Mr. Buracker's analysis. We continue to monitor the document for historical reference, but recognize that a focus on continual improvement and maintenance of the internal/external departmental performance indicators will best serve the department's needs moving forward.

KCM/alh

# Police Management and Staffing Study

## 2013 Update

*The following responses follow the format used for the original responses in 2008 and 2009. Note that there were no recommendations in chapters other than those noted here.*

### **CRIME AND WORKLOAD REPORTING – CHAPTER TWO**

#### **2.1 Assure that all personnel determining whether a crime is cleared or classified by UCR (Uniform Crime Report) criteria are trained in UCR reporting.**

In 2012 we completed an audit of investigative classification, corrected identified problems and trained investigators, officers and non-sworn personnel on proper classification. In addition, the department is developing a consolidated review process, within the Records Division, to ensure consistency in applying UCR offense classification and clearance criteria.

#### **2.2 Assure that the dispatch system is providing consistent and accurate data for the Police Department.**

Patrol Analysis Action Group (PAAG) is working with a consultant to complete a data evaluation of calls for service and workload for Patrol. This project should be completed in 2013 and will ensure for years to come the most efficient utilization of field personnel through appropriate workload benchmarking measures, staffing formula development and alignment of division and response zone boundaries.

#### **2.3 Assure that future changes in software are compatible with former police records databases for the Department to access records.**

No wholesale changes in police records management system (RMS) software are imminent; however, as GM911 considers an alternative provider for CAD and the current police RMS platform is considered antiquated technology, there is a potential near-future need to replace the police RMS. In any change to RMS, the department would determine the best course of action with respect to maintenance of existing records.

In addition, the department has completed optical scanning of 12 years of police records to reduce paper management and improve employee access to needed records. The optical scanning process will ensure record maintenance and recovery indefinitely.

#### **2.4 Report officer-initiated activity separately from calls for service, which are utilized for determining patrol staffing and assessing citizen requests for service.**

See 2.2 also. Patrol Analysis Action Group (PAAG) is working with a consultant to complete a data evaluation of calls for service and workload for Patrol. This project should be completed in 2013 and will ensure for years to come the most efficient utilization of field personnel through appropriate workload benchmarking measures, staffing formula development and alignment of division and response zone boundaries.

# Police Management and Staffing Study

## 2013 Update

### PATROL SERVICES – CHAPTER THREE

#### Patrol Services

**3.1 Abolish the 5/4 work schedule and either return to the 4/4 fixed shift or a shift that more closely matches patrol staffing to workload. Any obligated time (time owed to the City based on the 4/4 shift configuration) should be directed to specific high-crime areas and times of crime occurrence.**

Patrol Officers currently are deployed in a 4/4 shift configuration. There are no immediate plans to move away from this model. Obligated time is utilized for court appearances to prevent the use of overtime funding to support this purpose.

**3.2 Assign any newly hired patrol employees to a specific time of day rather than place them on one of the 32 squads in patrol.**

All new officers are placed on one of four shifts, in one of four patrol districts, based on the needs of the department at the time of assignment. Management believes that incorporating them into a shift of other officers is the best method of helping them learn and grow.

**3.3 Upgrade the position of watch commander from lieutenant to captain to coordinate the various units from different commands working in the evening and night hours. This should not occur until the promotional system has changed, as explained in Chapter Eight, Human Resources Management.**

We currently deploy three lieutenants as permanent nighttime Watch Commanders with a senior Captain overseeing the function. Staff continues to consider this recommendation within the constructs of budgetary challenges, but does see merit in adopting the recommendation.

**3.4 Assign five captains as watch commanders to the recommended deputy chief of the Operations Bureau.**

See 3.3

**3.5 Refer all event reports with missing data to Guilford Metro 911 through a designated City official.**

Issues with Guilford Metro 911 are resolved through the Law Users Group which is made up of personnel from every affected agency served by GM911. There are also less formal interactions among Police and GM911 managers to address needs or concerns on an ad-hoc basis.

**3.6 Continue with plans to realign patrol beats/zones based on workload. The changes should be supported by adequate software to track trends in geographical areas.**

Patrol Analysis Action Group (PAAG) is working with a consultant to complete a data evaluation of calls for service and workload for Patrol. This project should be completed in

# Police Management and Staffing Study

## 2013 Update

2013 and will ensure for years to come the most efficient utilization of field personnel through appropriate workload benchmarking measures, staffing formula development and alignment of division and response zone boundaries (related to 2.2/2.4) In 2012, the department added personnel and enhanced technology to Crime Analysis to analyze and project data geographically and in other ways that better promote problem-solving, predictive trending and the efficient and effective response to crime problems. Enhancements in summer 2013 include a dashboard function to allow all officers and command staff to more easily track and respond to crime in designated areas through real-time trending data.

### **3.7 Conduct a patrol beat analysis on an annual basis and consider a variable beat structure, i.e., the number of beats vary by shift.**

See 2.2 for the department's response to workload and beat analysis and reconfiguration. Variable beat structures create an unusual challenge in both the Computer Aided Dispatch (CAD) system and police RMS. Further, it adds an unnecessary level of complexity with respect to managing and analyzing crime data. While there are plans to redefine beat and division boundaries, there neither are nor should be plans to incorporate a variable beat structure.

### **3.8 Assure that patrol officers have distinct areas to patrol when two patrol cars are assigned to one zone.**

Advances in technology in the department since 2008/2009 enable us to better determine when and where to deploy officers. Field Commanders are given the authority and freedom to deploy responses to hot spots based on the unique needs of the division. These assignments are routinely monitored during weekly meetings by comparing levels of officer initiated activity compared to crime hotspots. Patrol commanders and supervisors develop plans to address crime problems and supervisors discuss these assignments during daily line-ups and ensure responsiveness to those plans.

### **3.9 Clearly define the classifications of crimes and calls within each priority, especially priority 1 and priority 2 calls.**

Call classification are defined by GM911 user agencies through the law users group. Some of these definitions were changed in 2008 and 2010, and will change again in 2013 due to PAAG recommendations.

### **3.10 \*Remove call classifications from priority 1 that are not life threatening calls.**

This was completed by 2009 and is currently being reevaluated by the law users group and PAAG.

### **3.11 Remove mental health/commit calls from priority 1 calls.**

Calls for service requiring only the service of commitment papers are Priority 2 calls for service. Calls for service can be upgraded or downgraded on priority based on information gleaned by the GM911 Telecommunicator.

# Police Management and Staffing Study

## 2013 Update

### **3.12 Assure that a staff person at the rank of captain or above is working on all shifts.**

During overnight hours our highest ranking employee who shows to be logged on for service is a Lieutenant. However, technology allows all command staff to be available by phone, text or email 24 hours daily. Our expectation for those at the rank of Captain and above, and for those in designated service positions, is to be responsive 24 hours per day. For major events after-hours, it is common for the Chief of Police, a deputy chief of police and a division captain to all respond to the scene. The same is true for scheduled major events or holiday festivities. If a Commander is absent they are required to leave a designee who can provide the same level of response.

### **3.13 Promulgate a directive requiring patrol officers to remain within a zone, unless directed by a dispatcher, or approved by a supervisor, to leave the area.**

The work of PAAG will result in greater zone integrity through the proper deployment of resources based on call demand. This work will also allow us, for the first time, to effectively measure month-to-month achievement levels in this area.

### **3.14 Assure that there is daily communication to patrol personnel on crimes and suspects within their assigned divisions and zones.**

This has been a routine function of patrol assembly time at the beginning of the shift. However, the new crime dashboard function in 2013 will allow an officer to access this information from their vehicle or the squad room, enabling them to be more engaged than ever in understanding and addressing crime problems.

### **3.15 Explore more patrol officer involvement in the investigation of specific types of crimes.**

Patrol officers engage in the initial stage of an investigation in every type of crime and complete the investigation entirely in many cases. Follow-up units are designated for investigation types that require a sustained time for investigation drawing on additional resources beyond what is available in Patrol.

### **3.16 Develop a written beat plan/profile for each patrol zone that describes the activities of patrol officers while assigned to that zone.**

Commanders and Crime Analysis are responsible for identifying hot spots and emerging trends. Commanders are responsible for communicating those plans orally, or in writing, to officers based on the changing needs of the division.

### **3.17 Abolish the rank of police corporal and assign one sergeant and one lieutenant to each patrol shift.**

# Police Management and Staffing Study

## 2013 Update

There are no planned changes at this time. The rank of Corporal is considered an important first step on the path to supervision and as such is considered a viable working position. While we have reduced the number of Corporals needed for various squads, it continues to be integral to our entire rank structure.

### **3.18 Assure that self-dispatching by patrol personnel, to the location of traffic stops, by other officers is controlled by patrol supervisors.**

In 2012 and 2013, we have made changes in dispatch and self-dispatch protocols that allow us to capture data more accurately. These procedures require an officer to use radio dispatch to self-initiate calls and ensures that a supervisor, telecommunicator and other officers are aware of the activity.

### **3.19 Install vehicle locators on cars utilized for patrol services.**

All patrol vehicles have GPS available on the mobile computer. However, GPS data is not used for dispatch purposes as that model interferes with establishing zone integrity.

### **3.20 Restore CRT staffing to its pre-Gang Unit formation level.**

In 2011, the department was reorganized using a split workforce model. This allows us to have a dedicated contingent of Community Resource Teams (CRT) to follow up on longer term problems or trends. Staffing for CRT units in every patrol division is at a greater level than prior to the establishment of the Gang Unit.

### **3.21 Change the current work schedule of all CRT members to include the routine working of evenings and weekends.**

Our expectation for every CRT is that their schedule changes as the needs of the community and division change. If crime trends occur during the day, work occurs during the day. If crime is occurring at night work will occur at night. Having the flexibility to change to address problems is a greater asset than rigid work schedules for either day or night.

### **3.22 Assure that a funded position is assigned the responsibility of coordinating the activities of CRTs and the other operational support units, such as SROs.**

All specialized positions are supervised within a chain of command consisting of a minimum of a Sergeant, Lieutenant and Captain. We believe it would be ineffective and unwise to consolidate these functions under one funded position, as they need to be responsive to the needs of a patrol division. We believe the School Resource Officer and Police Neighborhood Resource Center functions are appropriately situated under the Support Bureau/Operational Support Division.

### **3.23 Revisit the entire list of protocols for priority 1 calls, list specific calls that are life threatening, and remove all calls that are not imminently life threatening, such as mental commitment papers, from priority 1.**

# Police Management and Staffing Study

## 2013 Update

See 2.2 and 3.6, 3.9 and 3.11; this work has been done and is being revisited under the PAAG review.

### **3.24 Define and calculate response time as the time from the receipt of a call to the arrival of an officer.**

See 2.2 and 3.6, 3.9 and 3.11; this work is being completed by the PAAG. In addition, work processing benchmarks are being established to align individual, shift and division performance measures with expectations.

### **3.25 Revise Directive 8.3 relative to having a minimum of only one officer available per division. This should be corrected immediately.**

This recommendation refers to GM911's Standard Operating Procedure 8.3 which provides the number of officers required to be in-service before an officer could be released to check out-of-service for a meal, break or other out of service code. This is consistent with the GPD expectation that, prior to any unit checking out of service, there must be another unit available in CAD. Field supervisors and Command Staff are tasked to monitor activity and manage the available unit pool above one available officer based on workload needs.

### **3.26 Change police protocols that permit/require the assignment of any unit in the City to a priority 1 call. A corporal or sergeant from the affected division or specialized unit should be sent to the call if available.**

See 2.2 and 3.6, 3.9 and 3.11; This is also a function of CAD in that primary, secondary and tertiary rules of dispatch are established to manage unit selection automatically. Further, patrol units typically clear from existing calls when feasible to take assignment to emergency calls.

### **3.27 Forward copies of event reports with errors and mistakes to a designated City official for review and appropriate actions by dispatch or Police Department.**

See 2.2 and 3.6, 3.9 and 3.11; this has been addressed in other sections of this report.

# Police Management and Staffing Study

## 2013 Update

### **COMMUNITY POLICING – CHAPTER FOUR**

#### **4.1 Assure that community policing is a philosophy of policing embraced by all sworn and civilian employees.**

Community Oriented Policing (COP) is a model of policing highly valued in the 1990's and early 2000s. COP is embraced in our current operating philosophy of Problem Oriented Policing (POP). POP enables the department to connect with various stakeholders (neighborhood and business communities, government services providers, other service providers) to address problems of crime and disorder collaboratively. This was specifically addressed in the development of our strategic plan to institutionalize the philosophy into our police culture.

#### **4.2 Reexamine the current working hours of the Community Resource Teams in order to maximize contact with the public.**

See 3.21; CRT teams work variable hours depending upon the nature of the problem they are addressing.

#### **4.3 Ensure that all CRT COP projects are objectively evaluated as to their effectiveness.**

POP embraces and requires an element for assessing effectiveness of work. In addition, the department conducts a semi-annual community survey that inquires about resident knowledge and effectiveness of CRTs in our patrol divisions.

#### **4.4 Establish comprehensive performance measurements (key performance indicators) for the CRT and PNRC.**

As part of our Strategic Planning process in 2012, we identified performance measurement as a key weakness. A staff committee is actively engaged in redefining our performance measurement instruments to assure they are in line with our mission and vision.

#### **4.5 Form a COP/POP reorganization and integration committee, with the four departmental entities currently comprising COP/POP efforts, and patrol, to restructure COP/POP in the Department.**

In 2011, we invested in a group of individuals to become trained in POP. This group has trained others in the agency on the philosophy and model and continues to find ways to integrate POP into routine police operations. In addition, the department was one of few agencies across the country to obtain a technical assistance grant to guide our implementation of POP.

# Police Management and Staffing Study

## 2013 Update

**4.6 Ensure that community- and problem-oriented policing efforts are in compliance with the “Guiding Principles for the Operation and Management of a COP/POP Unit/Entity” articulated previously in this chapter.**

See 4.5; Our efforts at implementing POP are consistent with the materials published by the USDOJ Office of Community Oriented Policing Services (COPS), which represent the best practices and understandings of POP in policing today. We also borrow heavily from the work of the Center for Problem Oriented Policing, which has been closely aligned with and produced a great number of publications for the COPS office over the past 15+ years.

**4.7 Assure that residents are empowered to work with the City and Department on problem recognition and problem solving.**

Engaging the community is our priority. Our mission as revised in 2012 is: “Partnering to fight crime for a safer Greensboro.” Those partnerships are most frequently with community groups, although they can involve other City departments or outside agencies or other service providers. The department will continue to apply and expand upon this recommendation.

**4.8 Ensure that a ‘citizen concerns log’ is developed and maintained in the Department; secretarial support is required for this program.**

Through improvements in Professional Standards and the development of IACMS in 2012, we are able not only to record concerns but to evaluate them for emerging trends in terms of employee behavior or community trust. Further, the City and department utilize the Complaint Review Committee (CRC) of the Human Relations Commission to accept and resolve complaints from members of the public.

**4.9 Integrate the activities of patrol officers, traffic officers, detectives, CRT, PNRC, SRO, and tactical (currently TSET, but structured differently) into a coordinated, problem-solving police service model.**

See 4.5; These activities are routinely coordinated and are also discussed at weekly staff meetings that focus on crime trends, problems and activity coordination among staff from multiple disciplines within the department.

**4.10 Coordinate the efforts of more than one CRT when significant quality of life and/or crime problems dictate (e.g., cross division boundaries).**

See 4.5; the GPD routinely coordinates assistance throughout the department, including Special Operations teams, CRTs, PNRC, Tactical Narcotics Teams, detectives and other resources as needed.

**4.11 Ensure that all CRT personnel receive outside and formal training in problem-oriented policing.**

CRTs received POP training in 2012.

# Police Management and Staffing Study

## 2013 Update

### **4.12 Rotate Patrol personnel through CRT for familiarization for periods of 30 days.**

Because of the close work between Patrol and CRT the level of familiarization is quite high. The groups work collectively to resolve division crime problems, rather than working in isolated silos. For the aforementioned reason, there is no need for rotating patrol personnel through the CRT units.

### **4.13 Ensure that all CRTs maintain detailed logs of their activities and accomplishments.**

The work of CRT members is captured in a variety of ways, including CAD, Records Management System (RMS or Pistol), Field Interview Reports and other written documentation. Creating and using activity codes in CAD has been the most significant upgrade in tracking field officer and CRT activity.

### **4.14 Publish an annual report on the Greensboro Police Department.**

In 2011 and 2012, we issued a variety of reports on the department. Specifically new were the Professional Standards Annual Report, which analyzes all categories of supervisory investigations into employee actions, and the city-wide semi-annual community survey.

### **4.15 Provide funding for the Police Department to purchase tailored crime prevention materials/resources.**

While the budget is small compared to other line items, we do have funds dedicated in Police Public Information and Community Outreach to provide print or other resources that connect our message to the community. We supplement needs with federal forfeiture and state drug tax revenues. In 2012, we began using billboards as a way to get our most pressing crime and safety concerns into the minds of the public. Other formats include branding City buses and regular media messaging.

### **4.16 Assure that all police employees, sworn and civilian, are trained in community policing and incorporate residents into the training as both trainers and participants. Course objectives could include:**

See 4.5

### **4.17 Consider a beat coordinator program as a central feature of community policing initiatives by utilizing members of the CRT and CCRT.**

See 4.12; CRTs are beat coordinators in patrol divisions, as they are the primary connections to our community and neighborhood watch groups.

# Police Management and Staffing Study

## 2013 Update

### CRIMINAL INVESTIGATIONS – CHAPTER FIVE

#### Criminal Investigations Division

##### **5.1 Initiate steps to provide adequate space for the criminal investigations functions.**

Criminal Investigations Division was moved to the second floor of our Maple Street Station in 2010-11, and the City training facility (The Learning Center) on Maple Street, at the direction of the CMO. When funding becomes available they will be moved to Police Headquarters, where all necessary CID functions can be consolidated.

##### **5.2 Assign detectives to work evening hours and Saturdays. A two-team schedule could rotate detectives every two weeks from a day shift to a later afternoon/evening shift and one team could work Tuesday through Saturday.**

In 2010, modifications were made to investigator schedules to provide evening coverage by investigators during the time of peak need. A PM Investigative Squad works evening hours during the week and the scheduled “on-call” team works evening hours on Friday and Saturday. CID now maintains on-duty coverage from 8-am- 4 am Monday through Sunday morning.

##### **5.3 Maintain monthly reports on the frequency that detectives are called from home to report for work. The report should include such information as names, type of case, and amount of overtime. This data should be utilized in assessing the work schedules and staffing models for the future.**

Frequency of call back can be easily generated using our time management system, Telestaff. Upon completion of the patrol workload analysis in 2013, we will turn our energy toward support units to develop legitimate models for assessing staffing and shift needs.

##### **5.4 Continue with its update of CID SOPs and assure that one comprehensive written directive on criminal investigations is included in the Department’s written directives system; SOPs should have a specific number, rather than designation as a chapter.**

Both standard operating procedures and directives are reviewed and updated regularly. In addition, a Directives Committee was formed in 2012 in order to ensure greater consistency and broader engagement of policy review and revision.

##### **5.5 Utilize, as part of case management, written guidelines on solvability factors.**

Solvability factors are included as factors in primary investigations completed by Patrol, CSI or Telephone Reporting Unit (TRU).

# Police Management and Staffing Study

## 2013 Update

**5.6 Reduce the regular daily meetings of supervisors in the Criminal Investigations Division to one day a week, until and at such time as the squads work in one facility.**

CID supervisors meet weekly to share information that can lead to case clearance. There is currently only one meeting per month for all personnel assigned to CID and one meeting per week for CID supervisors only.

**5.7 Review the benefits of maintaining all detectives under a central command. One option is to centralize the investigations of murder, rape, robbery, juvenile and motor vehicle crimes at one facility, while residential and property crimes would be decentralized to patrol stations. This option is based on the Department utilizing crime analysts in operational crime analysis with daily information communicated at roll calls. The City involvement is required because of spatial needs. The chief of police should make the final determination.**

With the exception of Crash Follow-Up (Hit and Run), all investigative functions are centralized. Branches of investigations such as Vice or Family Victims Unit may be housed in different facilities based on need.

**5.8 Fund at least one full-time position to handle Internet child predator issues in 2008, assign the officer to the special victims unit and expand the staffing to two positions in 2010.**

One investigator is assigned full-time to Internet crimes, which include Internet Crimes Against Children (ICAC) investigations. The department will continue to evaluate the needs in this area and make appropriate resource adjustments or requests.

**5.9 Consolidate the Commercial Property Crimes Squad and the Residential Property Crimes Squad into a property crimes section.**

In 2011, Investigations was reorganized to reflect a more centralized approach to investigations. CID maintains the Commercial and Residential Squad as separate squads due to span of control issues; however, the two squads have been combined as a Property Crimes Section under a Lieutenant.

**5.10 Abolish the rank of corporal and assign one lieutenant and one sergeant, per squad, to investigative functions for those units assigned to both day and evening work.**

See 3.17; there is no current plan to eliminate the rank of corporal, as the City does not have the revenue to support the additional sergeants necessary to eliminate the corporal rank.

**5.11 Fund three clerical positions for the Criminal Investigations functions to transcribe investigative reports, enter timesheet information into a computer and assist detectives in clerical activities.**

# Police Management and Staffing Study

## 2013 Update

The department saw no need in 2008 to add positions and there is currently no need to do so. There are currently two administrative positions assigned to CID.

**5.12 Prepare a formal written plan on any specialty unit prior to the transfer of patrol officers to the specialty unit; the plan should include purpose, objectives, hours of work, coordination with the Vice/Narcotics Division and current specialty units, cost and measurable outcomes.**

Each specialized division has existing SOPs that outline the work to be accomplished and the manner in which to accomplish it.

**5.13 Require that future police-related budget requests be connected to meeting specific performance measurements and accountability processes in criminal investigations, including clearance rates for Index Crimes.**

As of 2010, budget goals for the department are tied to the City's Management Accountability Performance (MAP), as directed by the City Manager.

**5.14 Transfer the Robbery Suppression Unit members back to their original assignment and establish a tactical unit to respond to all types of crime problems.**

In 2010/11 the department was restructured to focus on managing both reactive and proactive needs in each patrol division. We believe those adjustments address this item.

**5.15 Work on converting the databases for 2003 and prior years to the new system to aid in the investigation of cold cases.**

That information was available to detectives in 2008 and continues to be available today. We believe the conversion of data only adds unnecessary expense without adding benefit.

**5.16 Centralize the records of the CID into the Records Management function.**

In 2010, CID offices were moved to the Maple St. Substation. A central file storage room was created for the storage of non-electronic case records for the Criminal Investigations Division. At this time this file storage room has centralized the non-electronic case records for detectives within the agency.

**5.17 Assign one lieutenant, one sergeant and six officers to a gang unit – five fewer positions than currently assigned.**

There are currently four officers who are assigned in CID to investigate gang offenses and gang members as part of our Criminal Intelligence Section (CIS). Issues of gang activity are fluid and can well up quickly and dissipate just as quickly. Our goal is to be flexible enough to dedicate resources when needed and as needed to assure we are attentive to gang issues.

# Police Management and Staffing Study

## 2013 Update

**5.18 Assign the gang unit to the Criminal Investigations Division and place them on an eight-hour schedule, to include work on Saturday nights.**

See 5.17. In July of 2012 we established call team responsibilities for CIS. There is CIS coverage on Saturdays. The unit is assigned to CID.

**5.19 Assign the crime analyst in CID to a centralized crime analysis section working.**

This was accomplished with the department's reorganization in 2011.

**5.20 Fund one sergeant and four officers for domestic abuse and assign the personnel to the Criminal Investigations Division, Special Victims Unit.**

In 2012, we formed the Family Victims Unit to focus on issues of domestic violence and its impact on families in Greensboro. The FVU consists of a Sergeant, Corporal, eight detectives and one program technician. The corporal, four of the detectives, and the program technician have primary responsibilities in the area of domestic violence.

### Vice/Narcotics Division and Investigative Support Division

**5.21 Assign 12 of the TSET members to the newly proposed narcotics division as a distinct street crimes unit to work street-level narcotics cases and assure coordination/collaboration among personnel involved in the enforcement of narcotics offenses in the Vice/Narcotics Division.**

Two uniformed street level narcotics teams, Tactical Narcotics Enforcement Team (TNT) were formed in 2011 through reorganization and assigned to Vice/Narcotics. In 2013, we formalized our commitment to a Highway Drug Interdiction Team housed in Vice Narcotics. These two changes allow us to provide a broader enforcement strategy on the flow of drugs in Greensboro.

**5.22 Assign 12 of the TSET members to a permanent tactical section, which will focus on robberies, burglaries and other serious crimes through the use of stakeouts and high visibility patrols in specific areas, at specific times, as determined through real-time crime analysis and management direction.**

See 3.20; CRTs handle this function.

**5.23 Transfer the two traffic officers and their K-9s currently assigned to work drug interdiction to the Vice/Narcotics Division, and two additional officers should be funded for this function. (New positions would be filled only after patrol officer positions are filled.)**

The K-9s have been transferred to Patrol and to Highway Drug Interdiction Team. There is no plan to fund additional officers at this time.

# Police Management and Staffing Study

## 2013 Update

**5.24 Assign the detectives and officers in the Vice/Narcotics Division to work eight-hour shifts with a focus on late afternoon and evening shifts, to include Saturdays.**

Division staff is deployed based on need, regardless of time or day of week. The GPD will not disclose Vice employee schedules.

**5.25 Fund at least one additional full-time clerical position to transcribe reports for personnel assigned to Vice/Narcotics Division.**

The department had no need in 2008, and still has no demonstrated need.

**5.26 Transfer the Canine Unit to a newly organized operations support division.**

In 2012 the Canine unit was transferred to the Patrol Operations Support Division. This provides greater connectivity to the most significant end-user (Patrol) versus being housed in under specialized supervision.

**5.27 Fund at least one investigator/detective assigned to the crime of arson. (The position that was cut needs to be restored.) Most cities the size of Greensboro have multiple arson investigators.**

At this time CID has 3 detectives in the Property Crimes Section that are trained in arson investigation. CID and the GFD are adequately partnering to investigate arson crimes.

**5.28 Assure that the City Attorney's Office work very closely with the Police Department in the handling of nuisance abatement cases, a typical process in other city governments.**

Nuisance abatement cases are lengthy and complex. We continue to work cooperatively with Legal and other affected City departments on these issues, with the most recent example being Heritage House in 2013, and Sugarbares in 2010.

### **SUPPORT/MANAGEMENT SERVICES - CHAPTER SIX**

#### **Traffic Services Unit**

**6.1 Assure that the Traffic Services Unit personnel are focused to assist the patrol function in the Greensboro Police Department.**

Special Operations Division consistently tailors their work to complement the needs of the four Patrol divisions. SOD officers conduct enforcement and check points in areas designated by Patrol Commanders. Additionally, SOD officers are responsible for conducting crash investigations during peak times or high traffic locations in order to free resources for call response.

# Police Management and Staffing Study

## 2013 Update

**6.2 Assign Traffic Services units to respond to priority 1 calls that are held more than one minute.**

See 2.2

**6.3 Assign the two traffic officers with K-9s currently assigned to the TSU to a proposed street-level narcotics section within the Vice/Narcotics Division.**

See 5.21

### **Police Neighborhood Resource Centers**

**6.4 Revisit the staffing and hours of work for the PNRC section, since patrol officers are required to handle calls/crime at least 76 percent of the time in the five major GHA properties and a higher percentage in other GHA properties.**

The role of PNRC officers is not one of call response. This is considered supplemental response when available. The primary work of the unit is proactive and to engage the community in reducing crime. Staffing is at an adequate level in 2013, shift hours are flexible to meet the needs of planned activities and functions, and officers are deployed in cars, on foot and on bicycles.

**6.5 Explore the assignment of PNRC personnel to two teams with at least one team working each Friday and Saturday night. Further, consider an eight-hour shift for maximum coverage in public housing, similar to the eight-hour schedule of detectives.**

See 6.4

**6.6 Consider the benefits of one-officer cars for the PNRC.**

See 6.4

# Police Management and Staffing Study

## 2013 Update

**6.7 Reassess having PNRC officers involved in surveillance activities for prostitution or narcotics versus the use of marked patrol cars for police visibility the GHA properties.**

There are a variety of functions and activities in which PNRC officers engage. Their primary functions hold them in uniform and in cars or on bicycles or foot.

**6.8 Assure that the patrol zone cars near the five GHA properties covered by PNRC are dispatched on priority 1 calls, unless the PNRC officers are closer to the location. Revisit the need for the PNRC section, since patrol officers are required to handle calls/crime at least 76 percent of the time in the five major GHA properties and approximately 100 percent of the time in other GHA properties.**

See 6.4

### Watch Operations Center/Telephone Response Unit

**6.9 Continue to merge the Watch Operations and Telephone Response Unit functions to establish one entity. Continued conversion of positions could be done through attrition, thus minimizing costs.**

Through reorganization in 2012, Watch Operations and TRU were aligned with Information and Technology. While we have maintained the need for separate work designations, the units complement one another. The functions are currently being considered for consolidation with the Police Records Division.

### Court Liaison

**6.10 Monitor compliance with court attendance requirements to ensure continuing success of the function under sworn personnel.**

With the addition of a Police Sergeant and Telestaff capabilities, we are able to manage and detect trends and costs associated with court attendance.

### Legal Support Unit/Warrant Unit

**6.11 Ensure the full transition of responsibility for warrant data input and physical management to Records Management.**

Reorganization in 2011 brought this function directly into the Records section. One existing position within the division is primarily responsible for data input as well as generating written notifications to the public.

# Police Management and Staffing Study

## 2013 Update

**6.12 Monitor the workload of all areas within the Legal Support Unit, especially noting the level of personnel assigned to the jail intake function. Based on workload and scheduling requirements, additional staffing may be necessary.**

See 6.11. The Legal Support Unit was disbanded in reorganization in 2011. We have experienced no lapse in service as a result of this change. Positions were utilized in the creation of CRT as well as other necessary support functions.

### **Forensics**

**6.13 Monitor and evaluate the staffing levels of the Forensics Division to ensure that growth and demand for services do not overtake the existing level of staffing.**

This is an on-going process and will be more fully explored with the completion of the staffing analysis for Patrol in 2013.

**6.14 Monitor and evaluate the impact of the new SBI crime laboratory in Greensboro to assess the impact of proximity and availability of services; consideration may be given to partnering to provide enhanced or expanded services.**

The SBI laboratory continues to provide service at an adequate level for the services offered. In 2012, we developed a partnership with other agencies and a local service provider to begin analysis of DNA. This would not have been possible via the State Lab, regardless of location. We expect to conduct a preliminary assessment of the partnership in early 2015.

**6.15 Analyze the factors related to turnover in the Forensics unit and take steps, as necessary to stem this turnover. The City may need to become involved if attrition is related to salary levels.**

Forensic Services division experiences no greater rate of turnover than other non-sworn elements of the Police Department. The Total Compensation Study conducted in 2011/12 resulted in a lower salary range for the positions in Forensics compared to market data. We are currently in the process of re-evaluating those markets and methods to determine the adequacy of compensation.

**6.16 Ensure fair and equitable adherence to all departmental and division policies and procedures as well as the full understanding of these policies and procedures by all staff.**

In 2010, our disciplinary policies were completely restructured with a focus on fairness and consistency to employees while promoting the highest levels of ethical behavior.

# Police Management and Staffing Study

## 2013 Update

### Property and Evidence

**6.17 Fully implement the OSSI property and evidence module that allows seamless integration of data for property and evidence entry. This should also allow officers to enter property and evidence data and create their own property voucher.**

The voucher system was implemented in 2009. Because of the number of items in evidence, we are currently researching alternative methods of records management –either by using our current RMS or others that would complement it.

**6.18 Have routine audits of the Property and Evidence Section conducted by individuals or an agency not affiliated with the Greensboro Police Department.**

CALEA inspectors visit the section and check for compliance with each accreditation. In addition, the Planning Section conducts both staff inspections and random audits for compliance.

**6.19 Plan for sufficient property/evidence storage space for future needs, based upon growth, annexations and inability to destroy evidence.**

In 2012, staff worked on a tiered approach of evidence reduction, reduced intake, use of photos as “best evidence” as a first step. Expansion space is available at Swing Road and preliminary plans are being evaluated. This will require additional funds during the next budget cycle.

**6.20 Take necessary steps to ensure that destruction surveys are responded to, thus allowing unnecessary evidence to be destroyed.**

Destruction notices are no longer required as officers having access to checking evidence status on each case using Pistol/RMS. In addition, an officer will be used temporarily in 2013 to train officers on methods improved evidence management and disposition.

### Records

**6.21 Assure that the current records-related automation systems continue to receive a priority for ongoing maintenance and upgrades.**

Annual maintenance agreements are a budgeted annually. However, the RMS is now approaching a decade of use. Staff is reviewing system performance concerns with the vendor to determine if the system will remain viable for the future. The department has completed digitizing 12 years of hard copy records, enabling networked search/access to these records for the very first time.

**6.22 Continue to maintain a high priority on planned enhancements and new automation applications and systems supporting the Greensboro Police Department.**

# Police Management and Staffing Study

## 2013 Update

Since 2010 we have enhanced technology across the department, although many technology needs remain a priority to obtain. Some implemented examples include: electronic case management system of internal supervisor investigations, Omega Solutions suite of products including crimemapping.com and crime dashboard. Developed the Electronic Monitoring Unit and linked EMU offender global positioning to known crime coordinates to allow rapid identification of offenders. Implementing Axon on-body cameras for patrol officers in summer 2013. Served as development site for NC crash investigation reports (DMV349).

**6.23 Assure that patrol officers and supervisors are properly trained in their duties regarding the completion and submission of incident reports, including proper classification in accordance with UCR/IBR requirements.**

See 2.1

**6.24 Monitor the flow of reports to ensure that pending cases are received by the Criminal Investigations Division and other appropriate units throughout the Department.**

See 2.1. Also, the department has identified a software bug in the RMS that fails to queue some reports for review or action. The department is actively working with the vendor to identify a repair to improve system performance and customer satisfaction.

**6.25 Conduct quarterly audits of the records process to ensure that all cases are accounted for and have been properly processed, including being forwarded for further review/action.**

See 2.1 and 6.23. The department has identified a work around scanning process to locate 'lost' reports, but the vendor needs to create a software patch to prevent it from occurring at all.

**6.26 Reestablish the records administrator position to ensure proper oversight of the records management function and an adequate span of control.**

This position was added in 2011 by reorganizing and using the budget value of non-sworn underutilized positions.

**6.27 Absorb the staff of the Case Processing Unit into Records Management and current responsibilities maintained while assuming additional records oriented responsibilities.**

This was completed in 2009/10.

**6.28 Enhance mutual respect among sworn and non-sworn members of the Department.**

Sworn and non-sworn employees are awarded monthly, quarterly and annual award recognition in order to demonstrate our value of both. The department conducted an internal climate study to help it prepare for a strategic planning process, which was built upon improving relationships and performance.

# Police Management and Staffing Study

## 2013 Update

### Information Technology

**6.29** Involve OSSI, the vendor for CAD, in fixing IT problems involving the collection and transfer of accurate, reliable information between CAD (GM 91 1) and the various modules of the police system.

This has been done repetitively over the years. Some issues have not been resolved. The department continues to work with the vendor to improve system performance, as stated in 6.22.

**6.30** Assure that someone other than crime analysts are routinely made aware of the problems in the automated system.

The PAAG is currently addressing issues of data transfer with resolution expected in 2013. Also, Public Safety IT has met with the vendor in 2013 to discuss other system performance concerns.

**6.31** Provide adequate time for the Police Department to access and review necessary data and explain the data in writing before releasing that information to the public (requests from City officials and residents), until the systems are working reliably.

Both the department and the City have made significant investments in methods for reviewing data and information prior to its release. Public Affairs and the GPD PIO work collaboratively to ensure we are being as transparent as possible.

**6.32** Establish a task force, designating an individual to be responsible for holding regular meetings each month, for a period of one year, to discuss data issues and assure a team approach from all agencies involved with the IT functions related to public safety.

See 6.23 and 6.31. A task force is not necessary; although any changes to the RMS based upon an audit of functions/data collection fields, would be managed through a work group of employees who use the system.

**6.33** Civilianize the captain position in the Resource Management Division and assure that the civilian selected to fill this position has a wide ranging knowledge of information technology.

This continues to be an area under evaluation.

**6.34** Civilianize the captain position in the Information Technology Division, ensuring that the person selected to fill the position is an information technology professional.

This position was filled by a non-sworn employee in 2012.

# Police Management and Staffing Study

## 2013 Update

**6.35 Assure that the multiple automated systems at patrol divisions can communicate with one another. Application requirements must be coordinated with the Department's IT section prior to any development or programming.**

New technology is vetted by Public Safety IT as well as the City's Technology Review Committee prior to purchase or implementation. Integrations is not always achievable, but is desirable when possible and affordable. The umbrella 'crime dashboard' being implemented in summer 2013 will consolidate much useful data for at-a-glance guidance and awareness to officers and supervisors alike.

**6.36 Ensure that funding and support are made available to continue and complete the transition to laptop capability in vehicles. This is an issue of both technology growth and enhancement as well as, and more importantly, officer safety.**

While network issues have been problematic for patrol officers, we have made improvements. Between 2012 and 2013 we switched wireless service providers to improve radio network coverage area and throughput, and upgraded most modems in laptops to 4G technology. We are evaluating those changes to determine if additional upgrades are needed, but such upgrades are quite costly and are not currently part of the annual or CIP budgets. We are also working with the RMS vendor in an attempt to improve transactional efficiency over wireless of the RMS application.

### Crime Analysis

**6.37 Assign personnel in the crime analysis function to work an eight-hour day, Monday through Friday. This schedule should include some evening shifts to assure communication and coordination about crime analysis among patrol officers and investigators.**

Most crime analysts are assigned to this schedule. However, due to reporting needs to prepare the organization for weekly crime briefings, one analyst retains alternative hours each week. Although we periodically reevaluate schedules to ensure they meet our business needs, we believe this scheduling pattern currently best serves organizational needs.

**6.38 Establish a working group to review and revitalize the crime analysis function and determine how it can better meet the needs of the Department.**

In 2011, we reorganized the section with specific improvements in mind. All analysts were centralized under one command. Later an additional analyst and supervising analyst positions were added, and ultimately a non-sworn commander position was created in 2012, to consolidate command direction of all information services sections and divisions.

**6.39 Relocate the crime analysis function within the organization to the proposed field operations deputy chief and consolidate all crime analysis positions under one civilian supervisor.**

# Police Management and Staffing Study

## 2013 Update

See 6.38; completed.

**6.40 Change the role of crime analysis from editing dispatch data and submitting monthly reports to a daily operational assessment of crime reports from the field and disseminate the information on a daily basis to all operational personnel, patrol, traffic, K-9, CRT, CCRT, PNR, SROs and investigations.**

With the changes outlined in 6.38 and the addition of new technology, Crime Analysis has completely changed direction. It now provides to employees weekly crime trending information, crime and calls for service hotspot alerts and analyses, predictive patterning analyses and periodic link analyses.

**6.41 House the crime analysis function in the future in an area that is more and equally accessible to staff and operational personnel.**

Analysts were relocated to the MMOB in 2012 to create greater accessibility. As Headquarters is renovated, analysts will be housed with Police administrative functions.

### Fiscal Management

**6.42 Initiate efforts to civilianize the sergeant's position in this unit, and staff the position with an individual knowledgeable in the areas of budget and finance.**

This position was created and filled in 2010.

**6.43 Re-institute the planning capability within the Department by creating new non-sworn positions of police planner and locating the positions and the function in the Office of the Chief.**

The Planning Unit was created during reorganization in 2011 using existing sworn positions. The department continues to evaluate its options in replacing the lieutenant with a non-sworn commander.

### Alarm Program

**6.44 Work with OSSI and Cry Wolf vendors/programs to develop an interface between the applications.**

This work was completed in 2010. Software upgrades are included in annual maintenance contracts.

# Police Management and Staffing Study

## 2013 Update

### Logistics

**6.45 Monitor staffing levels to ensure no issues arise, due to minimal levels of staffing, which impact officer safety.**

See 3.6, as this relates to minimum staffing of officers on shifts, which is work connected to the Patrol Analysis Action Group (PAAG).

**6.46 Consider a more traditional take home vehicle program, at no cost to the participating officers, including permitting the officers to utilize the vehicles for personal reasons.**

The Total Compensation Study confirms that this is one area where the department is out of step with benefits for police officers in many other jurisdictions. To begin bringing our policies in line with comparable agencies, we began allowing officers to transport their school age children to and from school if that travel is along a route that would be travelled during commute. This occurred in 2010. In 2011, we adopted the practice of allowing officers living within the city limits to take a patrol vehicle home during their four day shift. In 2012, we expanded that range to within the boundaries of Guilford County. This has been well-received by officers and increases our presence in the community and along travel routes. However, there simply are insufficient resources available to provide a one-for-one vehicle assignment plan, given the size of the agency and cost of implementation (estimated at \$11M in 2011).

**6.47 Institute a vehicle deadlining program to promote safety and professionalism.**

Vehicle safety is rigorously monitored by Equipment Services. While vehicles are evaluated on serviceability, they are currently rotated out of the fleet as close to 95,000 miles as possible. Some vehicles exceed this mileage based on manufacturer delivery schedules and backlogs, and obvious serviceability of certain vehicles.

**6.48 Prohibit self-initiated trading or exchanging of vehicles or other assigned equipment.**

Directives prohibit this practice. All vehicle assignments and changes must be approved by the Commanding Officer of Resource Management.

**6.49 Review the Department's vehicle inventory to ensure the proper allocation and ratios of vehicles.**

A comprehensive review of vehicles was conducted in 2011 with vehicles being reallocated to coincide with reorganization. The department has completed another review of inventory in late 2012.

**6.50 Re-institute the planning function within the Department, hire two civilian police planners and place this unit, in conjunction with the IT function, in the Office of the Chief of Police under a civilian manager.**

# Police Management and Staffing Study

## 2013 Update

The department has elected to create this function, but has staffed and tasked it to meet current needs of the department. The IT functions are consolidated under Public Safety IT within City IT. Information services are consolidated under Information Services Division. Facilities planning and management, CALEA accreditation, document management and policy research, and staff inspections functions are all incorporated under the Planning Section. Sworn employee participation is valuable in the unit, although the department continues to consider replacing the lieutenant commander with a non-sworn manager.

### **WRITTEN DIRECTIVES - CHAPTER SEVEN**

#### **7.1 Ensure that all employees are trained on all Police Department policies relating to their work.**

Employees are trained not only on departmental policy but City policy as well. Technology allows us to do this more quickly via email, video and voice-over-PowerPoint. In addition, the department has purchased and is implementing a document management system to ensure complete distribution and tracking capabilities for much improved awareness and accountability.

#### **7.2 Conduct a regularly scheduled review of both its directives and standard operating procedures to ensure they are current and consistent.**

In 2011, Planning created improved methods for routine division audits. This process helps identify out of date SOPs in different divisions. In 2013, the department established a Policy Management Group to conduct needed and routine reviews of directives to ensure their continued relevancy and need for updating.

#### **7.3 Consider a differentiating numbering system for directives and standard operating procedures with unique leading identifiers for the bureau and division standard operating procedures.**

Numbering systems were not changed and the department is satisfied with the schema used.

#### **7.4 Place the accreditation/policy function within the proposed planning unit.**

This was completed with reorganization in 2011.

#### **7.5 Continue the strong support for, and cooperation with, the accreditation function and its related responsibilities.**

The CALEA manager position was lost during a Reduction In Force (RIF) in FY2009/10. We currently manage this very important function with a sergeant and part-time employee, although the non-sworn manager position would create greater consistency in managing the many work processes associated with accreditation.

# Police Management and Staffing Study

## 2013 Update

### HUMAN RESOURCES MANAGEMENT - CHAPTER EIGHT

#### Recruitment and Selection

**8.1 Support a formal and structured recruiting program designed to attract greater quantities of quality applicants, including racial/ethnic and gender minorities for sworn positions. Such an effort should be staffed with at least one permanent and fulltime sworn officer.**

Our recruiting function is staffed primarily by two part-time personnel who are retired Greensboro Police Officers. They are complimented by a part-time and very diverse team of officers who conduct outreach efforts to attract minority candidates. In addition, the GPD has also continued to invest heavily in advertising as a means for recruiting qualified personnel.

**8.2 Continue the annual update of the affirmative action program.**

The Department participates in the City EEO planning process. That process is current through September 2013. The GPD will do its part to assist the City in updating the plan to maintain its currency.

**8.3 Develop a police officer announcement which has the appeal of the current announcement found only in the application packet.**

See 8.1

**8.4 Minimize the number of sworn and civilian vacancies that exist at any point in time.**

Vacancies are managed the same in Police as in other departments. Vacant non-sworn positions must be approved through HR and CMO prior to being advertised. However, no such restrictions apply to sworn positions. Instead, the timing or recruit academies are coordinated with the City Manager's Office and Budget.

**8.5 Identify sworn police positions that can be civilianized.**

See 6.33, 6.34, 6.38, 6.42 and 6.43; the department continues to evaluate these and other positions where greater stability and performance can be achieved through civilianization.

**8.6 Closely monitor the increasing attrition among sworn ranks.**

Attrition (retirements and other separations) has not changed significantly and currently hovers in the 3-4% range, which is certainly within an acceptable range.

**8.7 Ensure that there is a program to sequentially track applicant flow/attrition by selection component by gender and race/ethnicity from application to final disposition (i.e., hired or not hired).**

# Police Management and Staffing Study

## 2013 Update

This system existed in 2008 and continues to exist today.

**8.8 Continue to resist the inclination to hire borderline applicants, as defined in the psychological assessment, in order to fill trainee vacancies.**

Only qualified applicants are hired. This recommendation did not suggest a change; rather, it suggested maintaining a strong practice.

**8.9 Require an exit interview to ensure that all personnel attrition is tracked by specific reason, gender and race/ethnicity.**

Exit interviews are conducted in Resource Management Division.

**8.10 Ensure that there is a more active involvement of Human Resources staff in the recruitment and selection of sworn police personnel.**

In 2011, three positions were moved from the Police Department to City Human Resources. One position in HR is responsible for managing the hiring process for sworn personnel.

**8.11 Ensure that a more formal oral board interview process is employed to include the training of evaluators, guidelines for evaluating applicant responses, and clear procedures for the scoring of applicant performance.**

All interviews are conducted in compliance with both department and City policy, and ensure consistency among separate hiring processes.

**8.12 Ensure that adverse impact analyses are conducted for all selection components.**

This occurs at the department level at the conclusion of each selection process.

**8.13 Reduce the size of the current seven-member Chief Selection Committee.**

The Selection Committee now consists of five members rather than seven.

**8.14 Further reduce the amount of time necessary to fully process a sworn police officer application.**

This is a lengthy process, in spite of re-evaluation. We believe it is necessary to thoroughly evaluate candidates in order to ensure the selection of a qualified and diverse work force. In addition, we do not believe that speed of selection improves overall performance of recruits as trainees or police officers.

**8.15 Ensure that full-time police recruiter receives formal training in an outside, high quality and recognized police recruiting course.**

# Police Management and Staffing Study

## 2013 Update

Recruiters are trained on practice and policy but have not received this formal training. There are no plans to do so in 2013.

### **8.16 Encourage use of the recruitment incentive program, but consider paying the bonus only after the recruit has successfully completed all or a portion of the academy.**

In 2013, we changed our incentive program. We currently pay a \$500 recruitment bonus to police employees who successfully recruit an officer. However, this is paid only after a recruit successfully completes all academy training.

### **8.17 Assess the reasons for all attrition evident in the current PBIC academy.**

The PBIC is a rigorous academic and physically challenging course, with a state-mandated examination pending at the end. It is not unusual for loose one or more candidates over the course length. In addition, policing is a unique and challenging profession. As recruits learn more about the realities of the job some choose to pursue another course. Regardless, the department manages recruit performance closely and provides added, tailored support for those performing marginally. One recent class lost only one recruit throughout the rigorous 6-month training program.

## **Promotions**

### **8.18 Implement the key principles for developing and administering promotional processes for both sworn and non-sworn ranks/classifications as previously described in this section.**

Promotional processes were changed immediately following the publication of the consultant's report. However, additional changes were implemented in 2011. As a result, promotional processes for corporal, sergeant and lieutenant are managed fully by an outside consultant. The process for captain is managed by the Chief of Police and includes participation from assessors inside and outside the department, as well as from the community. Additionally, a process was created for selection of deputy chiefs and includes participation from assessors inside and outside the department, as well as from the community. Each rank selection process is an extensive and competitive process that is rigorous, yet fair, for the rank being sought.

### **8.19 More fully utilize staff of the Human Resources Department to monitor all promotional processes.**

Promotional processes remain managed by Police in the Resource Management Division. However, City Human Resources has monitored the processes and will continue to do so.

### **8.20 Continue to encourage minority (i.e., ethnic/racial and gender) participation in all promotional and specialized assignment selection processes.**

# Police Management and Staffing Study

## 2013 Update

The department has encouraged participation of minority candidates for promotion. Since 2010, the department has promoted a number of minority candidates to higher ranks, and continues to value and act on the need to promote and sustain a diverse supervisory and command work force.

**8.21 Continue to specify in writing all procedures pertaining to the administration of any promotional process, and ensure dissemination of the document to all sworn personnel. Areas to be addressed should include the following: purpose, policy, administrative responsibility, existing list, duration of list, eligibility, application, written examination (if used), source materials, written examination preparation classes (if offered), written examination scoring (if used), appeals for written examination (if used), written examination feedback (if provided), qualification for oral board (or other procedure), oral board preparation classes (if offered), oral board (or other procedure), final rankings, publication of eligibility list, supervisory input (if any), promotion appointment procedure (Rule of Three), and probationary period.**

This recommendation highlights a strong practice that occurred prior to report publication and continues to occur today within the GPD.

**8.22 Employ closed-book tests in addition to open-book tests for the ranks of POII, SPO and MPO.**

In 2012, the ranks of SPO and MPO were consolidated into a single rank of PO3/MPO. The department began using an outside vendor to prepare questions for a closed book test which was administered in 2013. The department has always used closed book testing for POII testing.

**8.23 Eliminate the corporal position (if maintained) as "position specific," and generalize it to a first-line supervisory position where such personnel can be assigned as needed. A suggested alternative to corporal is sergeant as the first level of supervision.**

See 3.17

**8.24 Abolish the rank of corporal and utilize the rank of sergeant as the first level of supervision.**

See 3.17

**8.25 Develop structured and weighted promotional processes for corporal, sergeant and lieutenant where rank orders or categories are created through the weighting of at least three components (i.e., written, oral, and track record).**

See 8.18

**8.26 Conduct promotional processes every two years rather than every year with eligibility lists in place at all times.**

# Police Management and Staffing Study

## 2013 Update

See 8.18

### **8.27 Adopt a Rule of Three, or similar, to govern the promotional appointment process.**

See 8.18. The Rule of Ten, as adopted following the consultant's recommendations, resulted in imminent disparate impact. As a result, the department eliminated banding procedures.

### **8.28 \*Eliminate the 70 percent written examination cut-off score, and adopt a "top x number" to specify the number of people who will continue to the next phase of the promotional process at the ranks of corporal, sergeant and lieutenant, (if the rank of corporal is retained).**

See 8.18; the current process is that qualified pools of candidates proceed to the final testing portions of any process.

### **8.29 Ensure that each testing component (e.g., oral board) has specific and detailed benchmarks for every question/sub-question to be used for evaluating candidate performance.**

See 8.18; this is managed by the outside vendor for ranks of corporal, sergeant and lieutenant, and by the Chief of Police for the ranks of captain and deputy chief.

### **8.30 Ensure that all candidates are evaluated by the same assessors, or that all questions are evaluated by the same assessors for promotional oral board testing components.**

See 8.18; this is the norm for all promotional processes to ensure consistency in scoring.

### **8.31 Continue the systematic collection of data pertaining to the performance of candidates participating in all promotional processes (e.g., number taking each examination component, number passing each examination component, average scores on each component, sex, race/ethnicity).**

See 8.18; managed by the vendor for corporal, sergeant and lieutenant; managed by the Chief of Police for captain and deputy chief.

### **8.32 Ensure that assessors used in oral boards have ample time to evaluate the performance of candidates, and require them to come to consensus on their individual ratings.**

See 8.18; this occurs in every process.

### **8.33 Assess the presence or absence of adverse impact in all future promotional process components.**

See 8.18; this occurs in every process and follow-up process reviews are conducted to determine changes in future processes.

# **Police Management and Staffing Study**

## **2013 Update**

**8.34 Assure that there is no promotional component that results in staff officers writing names on a board for discussion of candidates for promotion.**

See 8.18; this has not occurred in any respect since at least September 2010.

**8.35 Ensure that announcements of all openings in specialized assignments take place.**

Directives were revised in 2012 to reflect our commitment to transparency in availability of all specialized positions for officers. Supervisory positions are advertised as well.

**8.36 Implement a formal promotional process for the rank of captain.**

See 8.18; also added a process for deputy chief.

**8.37 Consider reducing the amount of time in grade in order to be eligible for the ranks of SPO and MPO (e.g., seven and fifteen years, instead of ten and twenty years, respectively).**

As part of the Total Compensation Study, this entire structure was revised in 2012. We reduced the number of officer "grades" from four to three with eligibility for senior service occurring with eight years or more of service. This is a reduction for the former senior level (10 years) and master level (20 years).

**8.38 Consider use of assessment centers in future promotional processes for sergeant and lieutenant.**

See 8.18; this is now the current practice.

**8.39 Eliminate or substantially revise the Promotional Potential Evaluation (PPE).**

In 2012, the entire promotional process was redesigned in such a manner as to provide an overall assessment of promotional potential. The PPE form was eliminated at that time as it was no longer functioned for the process.

**8.40 Consider, in revising promotional processes, the "Promotional Process Proposal For The Greensboro Police Department" submitted in November of 2007 by a Greensboro Police Officers Association member.**

See 8.18 and 8.39

### **Training and Career Development**

**8.41 Incorporate community and problem-oriented policing into the recruit academy curriculum.**

# Police Management and Staffing Study

## 2013 Update

The curriculum is fundamentally state-mandated. However, in 2011/2012 we did integrate POP both into the academy and the department.

### **8.42 Incorporate diversity training into the recruit academy curriculum.**

Diversity is woven into the fabric of the curriculum at both a state and GPD level. In 2012, we integrated a diversity program in the academy using an outside vendor. The department will continue this programming, and will explore an advanced curriculum for in-service training for experienced employees.

### **8.43 Ensure that there is equity in the distribution of specialty training opportunities.**

Bureau Commanders are responsible for approval of all requested training and are held accountable for ensuring secondary staff opportunities are equitably distributed. Primary training needs, which are position specific, are met first.

### **8.44 Ensure that the subjects of community and problem-oriented policing and diversity are incorporated into both in-service and supervisory training programs.**

Juvenile Minority Sensitivity is provided each year as part of in-service training for all department members. Over the past three PBIC classes, recruits have received a full 8 hour block related to cultural awareness and sensitivity training. The department has included COP/POP training in the last two PBICs. In 2012, select units and command level personnel received in-house training related to POP. The department is now in the process of developing POP training for all levels of the department.

### **8.45 Make use of training bulletins as an effective and inexpensive forms of continuing in-service training.**

Voice-Over-Power Point (VOPP) has been used since 2011 to quickly communicate immediate issues. Our internal site, GPDNET, contains regular posts or "bulletins". Paper training bulletins are rarely used in today's environment.

### **8.46 Ensure that all training programs of whatever type are periodically evaluated as to their effectiveness.**

Training staff routinely works with Professional Standards to assess training needs related to overall employee performance and safety. In addition, the Professional Standards Annual Report adds an evaluative element to aid in the assessment of training needs and policy development. These review processes most recently have resulted in changes to driver training and the redevelopment of effective communications training for recruits and in-service programs.

### **8.47 Combine STEP and C.P. into one career development program.**

# Police Management and Staffing Study

## 2013 Update

In 2013, we are working with GTCC to develop a leadership program modeled loosely after these programs. A partnership with GTCC means reduced internal costs as well as exposure to law enforcement professionals with other agencies.

### **8.48 Reinstate the recently lost civilian position in the academy.**

The position lost was due to a fiscal budget RIF. It has not been reinstated.

### **8.49 Conduct an internal audit of training records.**

Reports and audits are easily produced by the Training Division using software acquired prior to the consultant's report. This includes individual employee reports as well as "trend" reports by demographics.

### **8.50 Determine whether additional hours of instruction can be deleted from the current recruit academy curriculum.**

Hours were reduced in 2009. Hours were increased in 2011. Note that many of the previous recommendations involved adding hours for diversity, POP, etc.... This is an issue that has no one correct answer. We strive to provide training that is necessary and relevant while still acknowledging that every employee training hour spent is an hour away from the primary service mission.

### **8.51 Increase the compensation of PTOs.**

The Total Compensation Study did not address this particular function. However, as the City continues to study the issue of stipends and supplemental compensation the Police Training Officer work should be considered in that framework.

### **8.52 Revitalize the Educational Intern Program.**

In 2010 and 2011, we initiated efforts to establish a framework to guide internships in such a way as to make them meaningful for the student and the department. We have increased the number of internships while focusing on giving students a meaningful work experience. Volunteers are used as well to support the work of the department.

## **Performance Evaluations**

### **8.53 Discontinue use of the term "performance evaluation," and substitute the term "performance management." The latter terminology is more encompassing, focusing on improvement/development rather than assessment alone.**

As part of our 2012 Strategic Plan, a working committee is developing a comprehensive performance evaluation tool. While it may or not result in a name change, it will more narrowly

# Police Management and Staffing Study

## 2013 Update

focus on the essential behaviors as developed in 2011 and 2012. Supervisors and employees will be trained on the use of the instrument following its completion.

**8.54 Develop a structured performance management system for the ranks of lieutenant, captain and assistant chief.**

See 8.5.4

**8.55 Ensure that any performance management system used by the police is consistent with professional and legal guidelines.**

See 8.5.4

**8.56 Ensure that what is in performance management policy is in performance management practice.**

See 8.5.4

**8.57 Ensure that all supervisory personnel receive training in the use of the new patrol officer performance management forms and system.**

See 8.5.4.

**8.58 Ensure that the new Patrol Bureau performance management system is in compliance with the essential elements of a useful and respected performance management system as described earlier in this section.**

See 8.5.4

**8.59 Consider eliminating the dimension weights employed in both the current and new performance management systems.**

See 8.5.4

**8.60 Ensure revision of Policy 1.3 entitled, "Organization, Rank Structure, and Duties," so as to reflect current characteristics.**

Directive 1.3 was revised in July 2012.

**8.61 Update and date all Statements of Duties and Responsibilities.**

As Directives are revised they are date stamped. Dates and versions of all revisions are managed by our part-time CAIEA manager in Planning.

**8.62 Develop Statements of Duties and Responsibilities for those positions for which there are none.**

# Police Management and Staffing Study

## 2013 Update

Duties and responsibilities are covered by Directive. See 8.60.

### Loss of Employee Services

**8.63 Continue to monitor sick leave usage, and initiate remedial actions with those suspected of abuse.**

Sick leave is monitored by both immediate supervisors and through our Staff Inspections audit process. Any issues discovered are investigated by Resource Management and/or Professional Standards, with the affected employee's chain of command.

**8.64 Ensure that employees on limited duty status do not exceed the 130 business day limit unless fully documented and justified.**

All employees must be monitored and cleared by HR/Medical Services prior to returning to duty. These are medical decisions and not police decisions. GPD works cooperatively with HR to resolve instances where employees are medically unable to return to work, with documented cases occurring in 2011/2012.

**8.65 Routinely collect information pertaining to the nature and cause of on-the-job injuries sustained by personnel.**

This information is captured by the Safety Committee for the City as well as by the IACMS developed for Professional Standards in 2012. In addition, the Professional Standards Annual Report evaluates trends to inform policy and training development.

**8.66 Utilize job injury information for the purpose of developing and implementing focused injury prevention initiatives.**

Training and Professional Standards work collectively to ensure that safety trends are identified as early as possible and result in corresponding corrective or preventive training.

### Labor/Management Relations

**8.67 Encourage communication between the two sworn labor groups on issues of mutual concern.**

Since 2010, the chief has maintained an open-door policy that is utilized by all ranks with regularity. He has also implemented periodic employee forums each year. Staff has engaged all employees in the development of a strategic plan to address organizational and community needs, and has established standing work groups with employees at all ranks to address policy concerns, implementation of programs and other needs.

# Police Management and Staffing Study

## 2013 Update

**8.68** Revise the current grievance procedure to reduce the current number of review levels, and the time it takes to arrive at formal grievance dispositions.

Grievance policy for the City was revised in 2010, including specifications for response time limits. See City Policy H-2.

**8.69** Produce more useful analyses of grievances by collectively examining them over multiple years.

Grievances have been substantially reduced in recent years. The years of anomaly (significant more grievances) occurred prior to 2010.

**8.70** Maintain an up-to-date record of grievance dispositions.

Grievance records are maintained, as required by CALEA, and are housed in Resource Management.

**8.71** Establish and maintain a non-adversarial climate surrounding the submission of employee grievances.

See 8.68; this has been the standard practice within the department since at least September 2010.

**8.72** Redefine the unfounded and not sustained citizen complaint disposition definitions so as to eliminate current ambiguity.

Our policies and procedures were revised in 2011 to reflect a clearer philosophy of employee performance and discipline. This included a completely revised system of complaint investigation and dispositions.

**8.73** Eliminate use of the reasonable disposition and replace it with the exonerated disposition.

See 8.72; completed.

**8.74** Reexamine the nature and staffing of the Internal Affairs Section with a view to elevating ranks and increasing staff (minimum of sergeant rank and one additional personnel).

In 2009, staff was upgraded from Corporals to Sergeants for investigator positions. Additional Sergeants were added in 2010 to ensure timeliness of investigations.

**8.75** Continue to reduce the amount of time necessary to complete Internal Affairs Section investigations.

# Police Management and Staffing Study

## 2013 Update

Internal investigative processes were changed in 2011 with a deadline of 60 days to complete any investigation. The current average time for investigation/disposition completion in 2013 is less than 28 days.

**8.76 Continue to review, and ensure correction as necessary, all field investigations or inquiries conducted by supervisory personnel regarding alleged employee misconduct.**

See 8.72; this is a process that continues to this day.

**8.77 Ensure final dispositions for two employee conduct cases where there is disagreement between the Department and the CRC.**

All CRC cases have been resolved and there is no longer any backlog of cases.

**8.78 Develop a brochure, in plain English and Spanish, that describes the citizen complaint/commendation process in a non-threatening and citizen friendly manner.**

Such brochures are available in paper form and electronically.

**8.79 Perform outreach activities to ensure widespread distribution of both the current CRC and the to-be-developed GPD brochures.**

GPD is the only City department that has a mechanism for encouraging citizens to complain. This occurs through a variety of mediums and mechanisms, including brochures and electronic instructions, information contained in disposition notifications and through the Complaint Review Committee. In contrast, citizens are also encouraged to contact 373-City to commend employees.

**8.80 Reexamine the severity of discipline, especially regarding sustained citizen complaints, with an eye to increasing the amount of discipline.**

Discipline has been revised in this department and now routinely includes suspension without pay as a disciplinary result.

**8.81 Redefine levels of discipline, and reduce the four levels of reprimand to one or two levels.**

See 8.72; discipline includes: reprimand, suspension without pay, demotion or termination. There are times when an employee may violate a conduct rule without intention or malice and appropriate corrective action may include additional training or counseling. While not forms of discipline, these mechanisms help employees improve performance and correct weaknesses, without punishment where punishment would be an inappropriate solution.

**8.82 Ensure that the definitions and data collection regarding inquiries, administrative investigations and citizen complaints are clearly differentiated from one another to**

# Police Management and Staffing Study

## 2013 Update

include specification of the investigative entity (i.e., supervisory level or Internal Affairs Section).

See 8.72; completely addressed in the disciplinary process revisions of 2011.

**8.83 Examine the relatively low percentage of sustained administrative investigations with an eye to reducing the number, but increasing the rate of sustained dispositions.**

See 8.72 and the 2011 Professional Standards Annual Report for trending data. There will be variations from year to year. The department is in the process of deploying body-worn cameras for officers in summer 2013. We believe that this will help address this concern and many others, and will help inform training and policy development.

**8.84 Seek to minimize the amount of time employees are on administrative leave for disciplinary reasons.**

In 2011, the disciplinary process was changed and a significant reduction in the amount of time needed to complete an administrative investigation was achieved. This also meant that the number of hours employees were placed on administrative leave was also reduced. Additionally, efforts were made to place employees on administrative duty rather than administrative leave wherever possible.

**8.85 Develop a written policy which addresses pay while employees are on administrative leave for disciplinary reasons.**

The department reviews such leave with the City HR director and Deputy City Manager on a case by case basis, to ensure compliance with City policy.

**8.86 Continue to support and enhance the use of the following programs: Peer Support Program and Team, Chaplaincy Program, Health and Fitness Program, Suggestion Program, Departmental Awards and Extra Departmental Awards Programs, Employee Drug Testing Program, and Psychological Assessment Program.**

These programs continue to receive support in 2013 and in cases of some, such as the Chaplaincy Program, have experienced growth.

### **Off-Duty Employment**

**8.87 Conduct an audit (City) of the off-duty employment program on an annual basis.**

Secondary Employment policies were completely revised in 2013. The Special Operations Commander reports monthly on secondary employment hours and is responsible for managing assets in a way that supports the community while maintaining standards established by the department.

# Police Management and Staffing Study

## 2013 Update

**8.88 Assign watch commanders (proposed captains) and commanders of divisions to conduct periodic checks of work sites in the City to assure that personnel are working at a designated location, including days, nights and weekends.**

This recommendation is covered by the off-duty employer who actually is responsible for paying for the work being done.

**8.89 Explore the potential for software that will match records on payroll by date with off-duty jobs.**

Off-the-shelf software is not necessary. This information is captured in Telestaff as required by the 2013 policy revisions.

**8.90 Revise the written directive to limit the number of total hours that an employee can work on duty or off duty in any 24-hour period, not just a calendar day.**

This is complete. Supervisors and coordinators are responsible for monitoring the number of hours worked. In addition Staff Inspections conducts random audits of hours in the division being inspected.

**8.91 Assure that division commanders monitor the number of off-duty hours worked by their subordinates to assure that off-duty work is not negatively impacting the on-duty work of subordinates.**

See 8.89; there is also communication with the SOD Commander.

**8.92 Institute swift discipline of personnel when there are sustained complaints of employees violating off-duty job policies and procedures, or a failure to manage/supervise personnel engaged in off-duty employment within their commands.**

This process falls under revisions to the discipline and internal investigations processes. Investigation turnaround averages under 28 days currently in 2013.

**8.93 Assure that the amount of funds for overhead is sufficient to pay for the costs of administering the program and the potential legal costs of civil suits arising from, or in connection with, off-duty employment that is sanctioned by the City.**

The City currently assesses a user fee of \$2.00 per hour for each hour of secondary employment worked by an officer. This fee was estimated in conjunction with Budget and the CMO to cover the costs of uniforms, equipment, tools, fuel and potential for workers compensation.

**8.94 Ensure compliance with the policy provision that officers may not exceed the maximum 15 and one-half hours of combined on-duty and off-duty employment.**

See 8.87 and 8.90

# Police Management and Staffing Study

## 2013 Update

**8.95** Ensure compliance with the policy governing outside employment so that such employment does not detrimentally impact officers' fitness for regular duty.

See 8.87 and 8.90; these are ongoing assessments that are employee-centric and situational.



June 7, 2013

**TO:** Jim Westmoreland, Deputy City Manager

**FROM:** Wesley Reid, Director

**SUBJECT: Animal Control Calls**

The purpose of this memorandum is to follow up on a request by Councilwoman Bellamy-Small to investigate Animal Control's response regarding a suspicious fox. We were also made aware of another incident involving a possible sick raccoon that did not receive the level of service our citizens expected. After researching the incidents in question, both calls were made directly to the Guilford County Animal Control Office (ACO). A response was refused based on the caller's initial report of the incident in conjunction with ACO response guidelines.

After speaking with Scott Greene at Guilford County Animal Control, their agency supports the dispatcher decisions based on what the callers initially reported. When a citizen is asked by the County ACO dispatcher if the animal is sick or injured, the citizen must respond affirmatively in order to receive a response from County ACO. If they state they don't know or are unsure, County ACO will not respond. In the two calls in question, one of those citizens in turn contacted Guilford Metro 911 (GM911) and a police officer was dispatched. The officer was unable to locate the animal. On the second scenario, once GM911 was notified (sometime after the fact) we made contact with the citizen and advised her to contact GM911 in the future if she ever has an issue with ACO response.

Based on the current contract and protocols, Guilford County Animal Control is the first point of contact for any animal related call. However, if they refuse to send someone on sick or injured animals, Greensboro Police can respond to the call in question within the corporate limits of the City. While ACO remains the main point of contact for animal calls, a citizen can reach GM911 on our non-emergency line and if in doubt, call 911 for more serious animal issues.

If we receive the initial call from a citizen about an animal problem during Animal Control business hours, we will transfer the call to County ACO. The only exceptions to this policy are barking dogs (noise) and if there is a vicious animal or animal attack in progress. For these more serious calls we send Greensboro Police and contact the on-call Animal Control officer to respond.

Per the Guilford County contract with the City, Animal Control agrees to operate within the corporate limits of the City, Monday – Friday, 8am to 5pm. The County has expanded these hours to Monday- Saturday from 8am to 5pm. The County also agrees to maintain adequate 24 hour emergency services by the establishment of protocol with law enforcement agencies for after hours use of animal control services.

ACO Supervisor Scott Greene is willing to discuss their protocols and responses if further information is desired or requested. I will also recommend that for educational purposes, Guilford County ACO develop information to better inform the public about their responses and processes to be featured on the Greensboro Television Network.

If I can be of any further assistance with this matter, please let me know.

WR

Planning and Community Development  
City of Greensboro



June 6, 2013

**TO:** Jim Westmoreland, PE Deputy City Manager  
**FROM:** Sue Schwartz, FAICP  
**SUBJECT:** Piedmont Together Dollars and Sense Workshop

### **Background**

Piedmont Together is a 1.6 million dollar, regional planning project funded by the US Housing and Urban Development Department to produce a regional sustainability plan by May 2014. This three-year planning process is managed by the Piedmont Authority for Regional Transportation (PART), with support and assistance from local governments across the 12 county planning area. The project's goals are to strengthen the region, identify a preferred regional growth scenario, and develop a toolbox of sustainability strategies available to local governments for future implementation.

In September 2011 the City formally signed on as a project consortium member. The consortium agreement commits the City to provide support and assistance in the form of in-kind staff time, coordination of events, and funding assistance for project activities when appropriate. The Consortium is guided by an oversight committee made up of representatives from each member of the consortium and are formally appointed by the PART Board of Trustees.

Throughout the life of the project, Staff has provided in-kind support by participating in the project's technical integration team and the nine work groups organized around specific topics, including development patterns, health, transportation and the environment. PCD has provided financial support by partnering with PART and other local governments in the region on joint contracts for demographic projections for the City and region.

### **The Workshop**

In partnership with Downtown Greensboro, Incorporated and the Piedmont Together project, the Department of Planning and Community Development is sponsoring a workshop on June 27, 2013, from 5:00 pm – 7:00 pm at The Empire Room, featuring Joe Minicozzi, AICP of Urban3 and Chuck Marohn, PE of Strong Towns. These national experts will speak about the true costs and benefits of different development choices. Attendance is free, though an RSVP is required due to limited space. To attend, contact Vickie Hall, [Vickie@downtowngreensboro.net](mailto:Vickie@downtowngreensboro.net), or 336-379-0060, extension 21.

For more information, contact Hanna Cockburn, [johanna.cockburn@greensboro-nc.gov](mailto:johanna.cockburn@greensboro-nc.gov) or 336-574-3576. Visit the project website at: [www.triadsustainability.org](http://www.triadsustainability.org).

SS

Attachment – Dollars and Sense Workshop Flyer

cc: Hanna Cockburn

One Governmental Plaza, PO Box 3136, Greensboro, NC 27402-3136 336-373-CITY (2489)

**Attachment A.  
Dollars and Sense Workshop Flyer**



**Dollars & Sense:  
The True Costs and Benefits of  
Downtown Development Choices**

Thursday, June 27  
5:00 – 7:00pm  
The Empire Room, 203 South Elm Street  
Reception, 5:00 to 5:30pm  
Program begins at 5:30pm

Why is developing downtown so smart? This free and thought provoking presentation from national experts will use simple math to show how wise investments can grow the tax base, lower operating and infrastructure costs for cities and improve quality of life. Joe Minicozzi with Urban 3 specializes in land value economics, property tax analysis and community design. Charles Marohn is an engineer and author of Thoughts on Building Strong Towns (Volume 1).

Please RSVP by June 24 to Vickie Hall: [vickie@downtowngreensboro.net](mailto:vickie@downtowngreensboro.net); 336.379.0060 x21

Sponsored by: **Piedmont Together**  
**City of Greensboro**  
**Downtown Greensboro Incorporated**



Planning and Community Development  
City of Greensboro



June 6, 2013

**TO:** Jim Westmoreland, PE Deputy City Manager  
**FROM:** Sue Schwartz, FAICP  
**SUBJECT:** Upcoming Historic Tax Credit Workshops

**Background**

Income tax credits for the rehabilitation of historic structures are important tools for historic preservation and economic development. Tax credits support revitalization of existing buildings and preserve Greensboro’s historic character. Currently, the Federal government offers a 20% federal income tax credit for qualifying properties for rehabilitation of income generating historic structures. The State of North Carolina provides an additional 20% income tax credit for taxpayers who receive this federal tax credit, for a total of 40%. The state also offers qualifying private residential rehabilitation projects a 30% tax credit.

**The Workshops**

The Department of Planning and Community Development partnered with Preservation Greensboro Incorporated developed these half-day workshops to help historic property owners, local officials, and design professionals better understand and utilize the federal and state tax credits for historic property rehabilitation. Local and state experts will cover common issues homeowners or developers encounter in the process of securing tax credits. Each session will feature presentations followed by a panel discussion. An optional walking tour will be offered following each session. The workshops are being held:

**Commercial Properties**

Holy Trinity Episcopal Church  
607 North Greene Street  
June 27, 2013  
9:00 am – 12:30 pm

**Residential Properties**

Greensboro Historical Museum  
130 Summit Avenue  
June 28, 2013  
12:30 pm – 5:00 pm

A flyer with additional workshop details is attached. Participants may register to attend the sessions online at: [https://www.surveymonkey.com/s/tax\\_credit](https://www.surveymonkey.com/s/tax_credit).

For more information, contact Mike Cowhig, [mike.cowhig@greensboro-nc.gov](mailto:mike.cowhig@greensboro-nc.gov) at 336-373-2755, or visit <http://www.greensboro-nc.gov/index.aspx?page=1617>

SS/jeic

Attachment: Accessing Historic Tax Credits Workshop Flyer

cc: Hanna Cockburn  
Mike Cowhig



## ACCESSING HISTORIC TAX CREDITS JUNE 27 & 28, 2013



## HISTORIC TAX CREDIT WORKSHOP SERIES

Join state and local experts to learn more about how to use historic tax credits for your commercial and residential rehabilitation projects.

### COMMERCIAL

Greensboro Historical Museum  
130 Summit Avenue  
Greensboro, North Carolina

June 27, 2013

12:30 pm – 5:00 pm

### RESIDENTIAL

Holy Trinity Episcopal Church  
607 North Greene Street  
Greensboro, North Carolina

June 28, 2013

9:00 am – 12:30 pm

### REGISTER TODAY

[https://www.surveymonkey.com/s/tax\\_credit](https://www.surveymonkey.com/s/tax_credit)  
or by calling Mike Cowhig at 336-373-2755

### SPONSORED BY





GREENSBORO

# Current Public Records Requests Update June 7, 2013

Date Requested	Requestor	Subject	Status
1/16/2013	Eric Ginsburg	Socialist request Email Search - 141,954	Two batches were completed (4/23/2013 & 5/24/13) and made available to requestor. Batch #3 will be available 6/10/13. Staff continuing to review emails.
2/8/2013	Eric Ginsburg	Palestine, Candlelight Vigil, Gaza Email Search - 120,215	Review is for significant number of emails. Three batches have been sent to the requestor. Batch #4 will be available 6/10/13. Staff is continuing to review emails.
3/26/2013	Bill Knight	Project Homestead Emails Email Search - 5,323	Legal has begun reviewing emails. Requestor has received two batches of emails as of 5/28/13 .Batch #3 will be available 6/10/13.
4/24/2013 (re-opened on 5/13/13)	Roch Smith	PIRT File	Closed on 5/10/13. Re-opened on 5/13/13 per requestor's notice that request not fulfilled. Staff currently reviewing requested information. First batch released 6/7/13.
4/29/2013	Roch Smith	Surveillance Camera Info	Requestor notified that no records match first part of the request. Staff is working on collecting the requested footage.
4/30/2013	George Hartzman	Budget/Ethic Code/East GBO Summit/GPAC Email search: 1,442	Requestor has received part of this request. Staff is currently reviewing emails.
5/16/2013	Billy Jones	Correspondence between Council & DGI & AG	Email search was completed by IT this week and Legal has begun reviewing emails.
5/20/2013	Billy Jones	Communication for last 90 days (follow up to 2472)	Email search was completed by IT this week and Legal will begin reviewing emails. First batch of emails was sent to the requestor on 5/31/13.
5/21/2013	John Godwin	DGI Committee Appointed by Mayor & Copies of Emails	List was provided to requestor. Email search was completed by IT this week and Legal will begin reviewing emails. First batch of emails was released on 5/31/13.
5/21/2013	Eric Robert	Greenway Accounting	Requestor has received part of this request. Staff is conducted email search and sent follow-up information for the requestor this past week.
5/24/2013	Roch Smith	PIRT 2455/2351	Requestor provided additional records on 5/30/13. Legal determining if additional records exist.

Date Requested	Requestor	Subject	Status
5/28/2013	Roch Smith	PIRT 1946 Follow Up	Requestor provided additional records on 5/30/13. IT search being conducted for additional records
5/28/2013	Roch Smith	Employee Records Follow-up	HR is completing the request.
5/29/2013	Mandy Locke	HUD Projects	Staff is collecting the requested information and has contacted the requestor for clarification.
5/30/2013	Charles Cherry	Pending GPD Lawsuits	Staff received the request. Initial documents should be available next week.
6/3/2013	Tristan Munchel	GPD Court Settlements	Staff received the request and contacted requestor for clarification. Initial documents should be available next week.
6/4/2013	Nick Jacobs	Accounting/Uncashed Checks	Staff has received this request and reviewing it.
6/4/2013	Amber Pegram	Employee Phone Records	Staff has received this request and reviewing it.

<b>Weekly Totals (6/3/13-6/7/13):</b>	
Number of PIRTS Opened	13
Number of PIRTS Closed	17
Average Completion Time	7.88 days
<b>Totals Since January 1, 2013:</b>	
Number of PIRTS Opened	324
Number of PIRTS Closed	306
Average Completion Time	8.55 days



June 7, 2013

**TO: Denise Turner Roth, City Manager  
S. Mujeeb Shah-Khan, City Attorney**

**FROM: Tom Carruthers, Associate General Counsel**

**SUBJECT: General Assembly Update**

The General Assembly continues to focus the majority of its efforts on the State's budget for the next two fiscal years. Three competing plans have come forward and are under consideration: SB394, Lower Tax Rates for a Stronger NC Economy; SB 677, Corporate Income Tax Reduction & Reform; and HB 998, Tax Simplification and Reduction Act. At present, no one plan has a clear advantage, and no one proposal of any plan has universal support. The League of Municipalities has noted and applauded the efforts of the legislature to protect municipal revenue in each proposal. However only one proposal has a hold harmless provision for potential municipal revenue losses. These revenue proposals remain a moving target with significant changes yet to come. These proposals are briefly summarized below.

Predictions of an early end of the session have ended. It now appears likely the session will continue into July.

1. SB394, Lower Tax Rates for a Stronger NC Economy.  
SB 394 remains in the Senate Finance Committee. This bill is notable for its proposal to eliminate municipal privilege license taxes, beer and wine taxes and state and local franchise taxes on electricity and natural gas. It would expand sales taxes to alteration, repair, maintenance, cleaning and installation of tangible personal property, service contracts for these services and for real property and security services. It would also expand state and local sales tax to the admissions to movies, games, sports and live entertainment. This would impact the Greensboro Coliseum ticket sales particularly. It would be replaced the current 3% tax with a 6.75% tax. It would not affect Greensboro's local legislation that allows us a \$1.00 ticket surcharge. The City does not currently levy this surcharge on Coliseum events.

2. SB 677, Corporate Income Tax Reduction & Reform.  
SB 677 is also in Senate Finance. It will eliminate one of the two ½ cent local sales tax options currently adopted by Guilford County and which benefits the City of Greensboro. It caps municipal privilege taxes at a maximum of \$500.00 but eliminates other current exemptions. It also eliminates state and local franchise taxes on electricity and natural gas. It eliminates local government sales tax refunds, economic incentive sales tax refunds and caps nonprofit sales tax refunds. It contains the same expansion of the sales tax as SB 394 and adds this tax on dining and

numerous other services. This legislation is the only bill which contains specific “hold harmless” language. It provides a 100% reimbursement of sales tax losses for the next two fiscal years, and then this reimbursement decreases 10% yearly thereafter.

3. **HB 998, Tax Simplification and Reduction Act.**

HB 998 cleared the House Committee on Appropriations and was moved to the House floor for consideration. It has the unusual distinction of leaving the committee without support of the bill’s original sponsor. This could indicate additional modifications will be forthcoming on the House floor. This bill also eliminates state and local franchise taxes on electricity and natural gas but includes provisions to provide for this loss in revenue to municipalities by providing municipalities with a portion of the state revenue from electricity and natural gas. It also places the sales tax on movies and live entertainment, but not games and sports. It expands sales taxes to many services, but is not as many services as SB 677.

**Pertinent Legislation of Local Interest.**

- **SB328, Solid Waste Management Act of 2013.**

SB 328 was substantially modified in the Senate Committee on Agriculture, Environment and Natural Resources by its sponsor Senator Trudy Wade. As amended, this bill would extend the duration of permits for landfills and transfer stations up to thirty years. It would modify DENR authority over landfill applications and requirements for environmental impact studies, buffer regulations, leachate systems and heights of landfills. Sen. Wade indicates the bill is intended to encourage new landfill development in the State to avoid a potential shortage of space in the next five years if new landfills do not come on line. It is not expected to impact the operation of the White Street landfill.

TDC

**Public Affairs  
Contact Center Weekly Report  
Week of 5/27/13 – 6/2/13**

**Contact Center**

5411 calls answered this week

**Top 5 calls by area**

**Water Resources**

Balance Inquiry – 758  
IVR/Pay by Phone – 274  
Bill Extension – 191  
Cutoff Requests – 149  
New Sign up – 147

**Field Operations**

Mattress Go Round – 109  
HHW/Landfill/Transfer – 94  
Bulk Guidelines – 83  
Repair Can/Garbage – 55  
No Service/Garbage – 42

**All others**

Police/Watch Operations – 223  
Overgrown Lots – 85  
Courts/Sheriff – 59  
HR/Employment – 43  
Privilege License – 40

**Comments**

We received a total of 5 comments this week:

**Field Operations - 3 comments:**

- I notice that a lot of people don't recycle correctly due to not understanding the program such as: not removing lids from containers, putting Styrofoam into recycling, and recycling incorrect plastics. Short public service announcements on TV would be very helpful in getting people to recycle correctly.
- Feels residents should not have to pay to take things to the transfer station. We already pay with taxes. It should be free if you live in the city. Saves the city having to pick up and haul items away. This should be free.
- Two very nice people on the yard waste truck: Customer did not quite have clippings ready when they came by, and they came back to get the clippings. Really appreciated the help in getting these up.

**Parks and Recreation – 1 comment:**

- I visited Country Park on Sunday, May 26. The park was a wonderful place to take my grandchildren, with plenty of activities for the whole family. There was also a beautiful Memorial Day celebration being set up as well. The main reason for writing this is to thank the two men that took time out of their busy day to help me. I locked my keys in my van with my cellular phone. After about 30 minutes of standing in the parking lot, I stopped two Country Park employees. I asked if I may use their phone to call a locksmith. They told me if I would wait just a minute, one of the employees had a special tool he made that would get me right in the van. Before I knew it, they were back and we were in the van and on our way. I never got to thank these two employees for going out of their way for helping us in our desperate time and saving me the money. Thanks again Country Park. I can't wait to come back.

**Public Affairs – 1 comment:**

- Customer is frustrated that it took 5 minutes to get a contact center rep. Wanted to know if we have reduced staff. States things have really changed.

**Overall**

Calls about mattress collection increased while calls about overgrown lots remained steady last week. Call volume was very busy through the end of the week.



## *SMALL GROUP MEETINGS*

<b>Small Group Meeting Dates &amp; Times</b>	<b>Councilmember Attending</b>	<b>Person Contacted / Department</b>	<b>Subject</b>	<b>Council Notification Date</b>
June 3, 2013 10:30 - 11:30	Mayor Perkins, Councilmember Matheny	City Manager Roth	Manufacturing Communities Partnering Grant	June 7, 2013
June 4, 2013 1:00 - 2:00	Councilmember Matheny Councilmember Wilkins	City Manager Roth	Budget: Fund Balance and Tax Reductions	June 7, 2013
June 5, 2013 10:00 - 11:00	Councilmember Abuzaiter, Councilmember Vaughan Councilmember Hoffmann	City Manager Roth, Deputy City Manager Westmoreland	Noise Ordinance	June 7, 2013
June 5, 2013 2:00 - 3:00	Mayor Perkins, Councilmember Matheny Councilmember Wilkins	City Manager Roth, Deputy City Manager Westmoreland	Noise Ordinance	June 7, 2013
June 5, 2013 3:30 - 4:30	Councilmember Kee	City Manager Roth, Deputy City Manager Westmoreland	Noise Ordinance	June 7, 2013
June 6, 2013 8:00 - 9:30	Mayor Perkins, Councilmember Vaughan Councilmember Matheny	City Manager Roth	Greensboro Performing Arts Center	June 7, 2013