



Proposal

An Organizational Assessment of the Central Falls, Rhode Island Police Department

**Submitted by:
Police Foundation
Washington, DC
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Introduction

The Washington, DC-based Police Foundation is America's oldest non-partisan, non-membership, non-profit police research organization. Founded in 1970 by the Ford Foundation, its mission is to "advance policing through innovation and science." As such, it engages in rigorous scientific evaluations of policing and crime control strategies, provides technical assessments and support to policing organizations, translates science into useable, plain language tools for practitioners and conducts critical incident reviews of criminal justice-related events. In addition to its fulltime criminologists, social scientists, support staff and subject matter experts the Police Foundation has relationships with numerous universities, research organizations, police membership groups, individual researchers and hundreds of policing and criminal justice leaders. It uses these relationships to leverage its resources and capabilities. Its work can be found at www.policefoundation.org.

Scope of Work: Review of the Department, Its Key Policing Approaches, and Core Organizational Elements

Task 1. Interview Stakeholders and Gather Preliminary Information.

The purpose of this initial task is to gain a clear understanding of the public safety environment in Central Falls, identify key issues, and gain preliminary perspectives on the performance of current policing strategies and practices.

Stakeholders to be interviewed are expected to include:

- Mayor
- Members of the City Council
- Central Falls Police Chief and Executive Team
- Line officers and supervisors
- Community stakeholders

This task will identify the Police Department's core business processes and functions in order to help conceptualize what the department sees as its priority issues. As part of this task we will review, at a minimum, the following documents:

- Laws, regulations and ordinances establishing the department;
- Statements of mission, vision, and values for the department;
- Relevant budget documents to determine the city's intent for the provision of police services;
- Internal directives describing the purposes and functions of the police department; and
- Previously issued reports, studies, audits, and reviews, and the department's progress toward implementing any recommendations contained therein.

Our interviews at the onset of the project will identify the agency's policy preferences regarding the delivery of police services. These policy preferences may include:

- The approach that department has used to address the city's crime, violence and disorder problems;
- How patrol time should be expended (what is the desired mixture of calls for service response, self initiated activity, community engagement and problem solving, administrative tasks, free patrol time, traffic control and enforcement);
- The level of investigative effort desired to solve crimes;
- Crime prevention activities – both short and long range – including community crime prevention and education, crime prevention through environmental design, school based programs, and gang suppression;
- The nature and level of the department's initiatives in community policing and problem solving; and
- Preferences for specialized units versus the use of generalists.

Task 2. Assessment of Department Structure and Organization.

The project team will review the organizational structure and operations of the Central Falls Police Department to assess efficiency and effectiveness. This review will include the following.

- The structure of the organization and the extent to which it corresponds to standard principles of unit of command and span of control.
- Implementation and management of Union contracts.
- Policies and procedures regarding general staffing, deployment numbers, specialized units, recruitment, and education and training programs.
- Policies and procedures dealing with overtime, vacation, sick time, and other benefitted time off.
- Public relations and media strategies – The project team will examine open media resources and existing public information department policies and practices to assess the department's engagement with the media and the public.

Task 3: Assessment of the workload and staffing of the department.

This involves assessing information that includes calls for service data for patrol officers and caseloads for detectives. The collection of this data will be used to match the workload at current staffing levels to determine if improvements need to be made. Analysis of this information will allow us to establish the service levels of the department and then determine the amount of staff necessary to complete the work.

An explanation of the methodology we will use is described below.

Patrol

We will examine a year of recent patrol workload CAD data to determine the level of citizen demand for service. Based upon the nature and availability of data, staff will, if possible, determine the amount of time required to handle current workload with a focus on identifying time used to handle calls for service, self-initiated activity, community policing and administrative activity and non-committed time (that amount of time available for personnel to engage in discretionary and proactive patrol activities). We will also consider minimum staffing levels required to maintain the safety of field personnel.

Also included is an assessment of other critical elements that have an impact on calls for service response. This will include the extent to which calls, and community expectations, have been managed regarding call priorities such as: the use of telephone and electronic reporting, the use of civilian employees and volunteers and alarm response. Scheduling and how officers are deployed to best match workload peaks and low points will be evaluated. The rate at which officers show up to work in patrol will also be taken into account as determined by the actual amount of time spent on vacation, sick leave, training, court appearances and other such absences.

Criminal Investigations

We will conduct an analysis of caseload and crime rates. Based on the policy preferences expressed by the department, we will examine the division of labor between the patrol and investigative functions to determine the extent to which the department's investigative resources are being used to maximize their effectiveness. Additionally, case management issues, especially those related to major incidents will be identified and examined in view of expectations about investigative effort. This will include a broad assessment of investigative policies including case-screening approaches; types of cases "worked" by case type; and other policies that have an impact on the workload of investigative personnel and how time is allocated. By sampling a representative sample of cases, this high-level review will include:

- Determining the elapsed time between initial crime reports, assignment of a case to an investigator and actual working of that case by the investigator;
- Documenting current caseload and case status by case type;
- Assessing the extent to which cases with "leads" can be worked with a relatively high likelihood of solvability given existing investigative staffing commitments and case management approaches;
- Assessing the amount of time required to meet the needs of victims and witnesses; and
- Assessing the time needed to meet policy preferences regarding the treatment of families and juveniles as victims, witnesses, suspects, and arrestees.

Deliverable

The Police Foundation will deliver to the City of Central Falls a written report outlining the items identified in the scope of work no later than four months after the Police Foundation conducts its first site visit. The visit will be conducted at on a mutually agreed upon date.

Termination

Either party may cancel this Agreement upon 30 days prior written notice, with no obligation for work after termination. Financial obligations only attach to expenditures incurred by the consultant at the time of Agreement termination.

Upon termination of this Agreement, those provisions that by their terms are intended to survive the termination of this Agreement shall survive such termination.

Remedies

All remedies available to either party for one or more breaches by the other party are and shall be deemed cumulative and may be exercised separately or concurrently without waiver of any other remedies. The failure of either party to act in the event of a breach of this Agreement by the other shall not be deemed a waiver of such breach or a waiver of future breaches, unless such waiver shall be in writing and signed by the party against whom enforcement is sought.

Principal Consultant

The Principal Consultant on this project with be Chief Dean Esserman (Ret.).

Cost

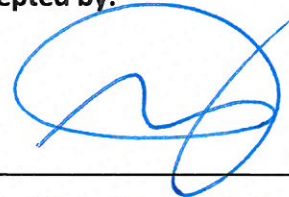
The fixed price cost of this assessment is \$25,000

Presented by:



Jim Bueermann
President
January 5, 2018

Accepted by:



-James A. Diossa,
Mayor

Central Falls Representative

Date: January 10, 2018

ok per AFO

1/10/18