

Rochester Police Department

Reorganization Plan

July 2014



Name	Approval Signature	Date
Mayor Lovely Warren		

RPD Reorganization Plan

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EXECUTIVE SUMMARY

- The Rochester Police Department (RPD) will reorganize from its current two-division patrol structure to a five-section model (*see* Chart 1, below, p. 8), each commanded by a Captain, as follows:
 - *Lake Section-1*
 - *Genesee Section-3*
 - *Goodman Section-5*
 - *Clinton Section-7*
 - *Central Section-9*
- The five sections will be organized into a total of 37 individual patrol beats, an increase from the current 22 Police Service Areas (PSAs) in the current two-division structure. This constitutes an average reduction of about 40% in the size of individual patrol areas.
- RPD has constructed a staffing model that retains the same number of police officers assigned to patrol duties as exists in the current two-division structure, and a roughly equivalent number of police officers assigned to patrol in each part of the City.
- RPD solicited extensive community and internal RPD input in developing this plan. Overall, there was broad community support for both the five-section model in general, and the originally proposed section boundaries. However, the plan was modified based on community feedback at section-level meetings.
- Initially, RPD will continue to work out of its current three police facilities at 1099 Jay Street, 630 North Clinton Avenue, and 30 North Clinton Avenue (Sibley Building).
- The estimated ongoing additional cost to RPD's operational budget commencing in FY 2015-16 is \$326,280 annually. This constitutes an increase of about one-third of one percent (0.38%) of RPD's annual operating budget.
- RPD and Neighborhood and Business Development (NBD) are working to finalize a joint alignment for the Neighborhood Service Centers (NSCs) to ensure continuing coordination, and effective resolution of neighborhood and quality of life issues.
- The target date to commence operating under the new organizational structure is ***Monday, March 30, 2015.***

GOALS OF REORGANIZATION PROJECT

The goals of the RPD reorganization project are as follows:

1. *Maintain and exceed current level of service.*
2. *Increase community policing initiatives.*
3. *Connect officers to smaller, neighborhood-based patrol beats.*
4. *Decentralize police services to neighborhoods.*
5. *Build an analytical model that allows flexibility for continual evaluation and adjustment.*
6. *Long-term financial sustainability.*

These goals have remained our core guiding principles as we have analyzed various options, and made decisions.

PLAN DEVELOPMENT PROCESS

In January 2014 Mayor Warren requested a proposal for the reorganization of the RPD's patrol operations, detailing a recommendation to transition from a two-division model to a four- or five-section model.

Thereafter, a Project Charter was adopted. The City established an RPD Reorganization Steering Committee to oversee the project, and to make recommendations to the Mayor. The members of the Steering Committee are Deputy Mayor Len Redon, Office of Management and Budget (OMB) Director Chris Wagner, Department of Human Resource Management (DHRM) Director Tassie Demps, Emergency Communications Department (ECD) Director John Merklinger, Neighborhood and Business Development (NBD) Commissioner Del Smith, Director of Special Projects Allen Williams, and RPD Chief Michael Ciminelli.

RPD then convened an internal Reorganization Core Planning Team, consisting of Acting Deputy Chief Kevin Costello (Project Manager), Lieutenant Mark Simmons (Project Coordinator), Director of Business Intelligence Nick Petitti, RPD Systems Analyst Joseph Silva, and Chief Ciminelli. In addition, RPD convened a number of *ad hoc* committees and working groups consisting of RPD Appointed Staff, Command Officers, and a cross-section of supervisory and rank and file personnel.

This process included an intensive workload data analysis to guide RPD in designing sections, patrol beats, and a staffing model. *See Data Analysis Overview below, p. 6.*

As a result of this process, RPD recommended the City adopt a five-section patrol model, with one section including the Downtown area and some adjacent residential areas. The benefits to this model include:

- *Based on a detailed workload analysis RPD can meet current level of service for calls for service (CFS).*
- *The smaller section design will enhance the opportunity for community policing initiatives.*
- *The neighborhood-based patrol beats designed within these smaller sections will maintain neighborhood integrity, and connect individual officers to specific, smaller, neighborhood-based beats.*
- *Creates similar beat and staffing structures in the new sections, and balances workload.*
- *The detailed workload analysis, and the resulting section/beat design, are flexible, and will provide a means for ongoing evaluation and adjustment.*

- *While some additional costs will be incurred (e.g., additional supervisory positions, cars, etc.), this design will allow RPD to staff the new model at the current (FY 14-15) authorized strength of 725 funded sworn positions.¹*
- *Accounts for the University of Rochester expansion on both sides of the Genesee River.*
- *Using the larger central area outside of Downtown enables us to support the unique policing needs of Downtown, and adjacent residential areas, under one unified police command.*
- *Supports the growing residential population in the Center City area.*
- *Accounts for MCC's relocation, and the geographic changes associated with the Inner Loop Project.*
- *This proposal will enable but not require the City to establish additional section offices throughout the City.*

The Steering Committee reviewed and endorsed RPD's proposal, and presented it to Mayor Warren on April 4, 2014.

Thereafter, Mayor Warren approved the recommendation, and authorized RPD to continue the planning process, with the goal of implementing the plan in CY 2015.

Mayor Warren and RPD presented the plan to the City Council, and conducted a press conference to present the plan to the media and the public. On April 11, 2014, RPD issued an Interim Report to the public, summarizing the draft proposal.

Thereafter, RPD conducted a series of community meetings—one in each of the proposed sections—to present the plan to the community and to solicit community input and recommendations. At these meetings, RPD explained the workload and data analysis, and presented the five-section proposal. RPD solicited verbal input and handwritten community feedback sheets during these meetings. RPD also solicited email input through the newly created rpdreorg@cityofrochester.gov email account. The comments, input, and suggestions received during these meetings were collected for review.

The table below shows the dates and locations of each of the meetings:

¹ RPD's budget reflects 726 sworn positions, but one position (Executive Deputy Chief) is not funded. Thus there are 725 *funded* positions in RPD's budget.

Table 1. Reorganization Community Input Meetings

Proposed Section	Date	Location
Lake Section-1	May 22, 2014	Aquinas High School, 1127 Dewey Ave.
Genesee Section-3	May 13, 2014	Staybridge Suites 1000 Genesee St.
Goodman Section-5	May 6, 2014	Thomas P. Ryan Community Center 530 Webster Ave.
Clinton Section-7	May 15, 2104	RPD Patrol Division East Office 630 North Clinton Ave.
Central Section-9	May 20, 2014	Public Safety Building Auditorium 185 Exchange Blvd.

In addition to the five meetings mentioned above, the RPD Core Planning Team also had several additional meetings with groups and individuals at their request to discuss various aspects of the plan, and to receive their input and concerns. Throughout the process, RPD made regular presentations at the monthly Chief’s Police-Citizen Interaction Committee (PCIC) meetings, comprised of representatives of numerous community groups and organizations. Inquiries regarding reorganization received by RPD, the Office of the Mayor, and members of City Council were forwarded to Project Coordinator Lieutenant Mark Simmons, who responded to each one.

Overall, there was broad community support for both the five-section model in general, as well as the the originally proposed section boundaries. However, the plan was modified in response to concerns raised by residents of one portion of the Southeast Quadrant.

Realizing the importance of input and buy-in from RPD personnel, including the rank and file, the Core Team solicited participation from RPD members to serve on working committees relating to a myriad of operational and administrative details resulting from the reorganization. The members of these respective committees were selected by their fellow platoon members to represent their interests and concerns, as well as to keep the platoon informed of major decision points, and process timelines. The committees meet on a regular basis, and have provided constructive input in the creation of car beat designs, radio dispatch protocols and call numbers, comprehensive departmental training components, as well as policy and procedural changes required by the reorganization.

The active participation and communication between the Core Team and our internal and external partners/stakeholders has proven to be invaluable as we work to structure RPD in a manner that will achieve the goals of the reorganization project.

DATA ANALYSIS OVERVIEW

RPD's reorganization project began with an intensive workload data analysis. The intent of the data analysis is to create a baseline to make data-driven process decisions that allow flexibility of staffing and beat models for continual evaluation and adjustment. RPD recognizes that comprehensive data analysis is a key component to informed decision-making, but also that it must be balanced with experiential knowledge, existing constraints, and practical considerations.

Workload Model

The purpose of establishing a workload model is to create a basis for the evaluation of demand for service on the patrol division. The primary demand on patrol officers is non-discretionary calls for service, i.e., calls placed by persons that require a police response. Calls for service data are commonly assessed in raw counts; however, to effectively analyze demand other factors must be considered. To address the need for a comprehensive analysis of demand, RPD built a six-variable weighted workload model.

- **Total Hours Worked (75%)**

To calculate total hours worked, RPD analyzed 5 years of calls for service data or roughly 2.5 million data points. The pattern of non-discretionary calls for service responded to by RPD's patrol division has remained consistent over many years, and is highly predictable. Five years of data is a sufficient sample to draw conclusions from and also broad enough to account for the minimal year-to-year variance. Proactive calls for service were eliminated and metrics (e.g. average call length, average number of assisting cars, etc.) were established for each of the remaining 119 unique call types. An upper-bound of average call length was calculated for each call type, defined as 1 standard deviation above the mean. The formula used to give each call type a single numerical value for total hours worked was:

Hours Worked = Upper-bound + (Avg. Call Length * Avg. Number of Assisting Cars)

- **Calls for Service (10%)**

Two years of non-discretionary calls for service were spatially referenced as a baseline for geographic comparisons. Proactive calls were again eliminated.

- **Average Drive Time (7%)**

Average length in minutes from dispatch time to arrival time was calculated by weighting two years of non-discretionary calls for service data for each of the current 22 Police Service Areas (PSA). Emergency calls were given a higher weight than Non-Emergency calls.

- **Population Density (4%)**

2010 US Census Block level data was spatially referenced as a baseline for geographic comparisons.

- **Area (2%)**

Total area in square miles was calculated using 2013 city borders as a baseline for geographic comparisons.

- **Street Segments (2%)**

Total length of street segments in feet was calculated using the Monroe County Centerlines shapefile as a baseline for geographic comparisons.

The six variables were then uploaded for additional analysis into a Geographic Information System (GIS), specifically ESRI's Districting Tool. Using this tool, the City was broken into a grid of 250 feet by 250 feet cells, each containing a numerical value based on the workload model weighting. This provided a single value for each grid cell representative of its workload proportional to the entire city.

As a proof of concept, RPD ran multiple iterations of this weighted model using historic data against the current Divisional boundaries and quasi-operational Quadrant boundaries for comparison purposes. The model was closely aligned with the Department's understanding of the current workload balance. At this point RPD is confident that the model is a useful tool to gauge workload in a geographic context and flexible enough to allow modification when necessary. RPD will also continue to test the validity of the model.

Additional Analysis

A. Staffing

RPD has completed a data-driven (e.g. platoons, work wheel, vacancy rate, show rates, etc.) approach to analyzing the projections for the organizational staffing in the recommended five-section model.

B. Car Beats

RPD utilized the workload model in combination with qualitative feedback from its officers and the community to develop new, neighborhood-based patrol beats within the new section boundaries.

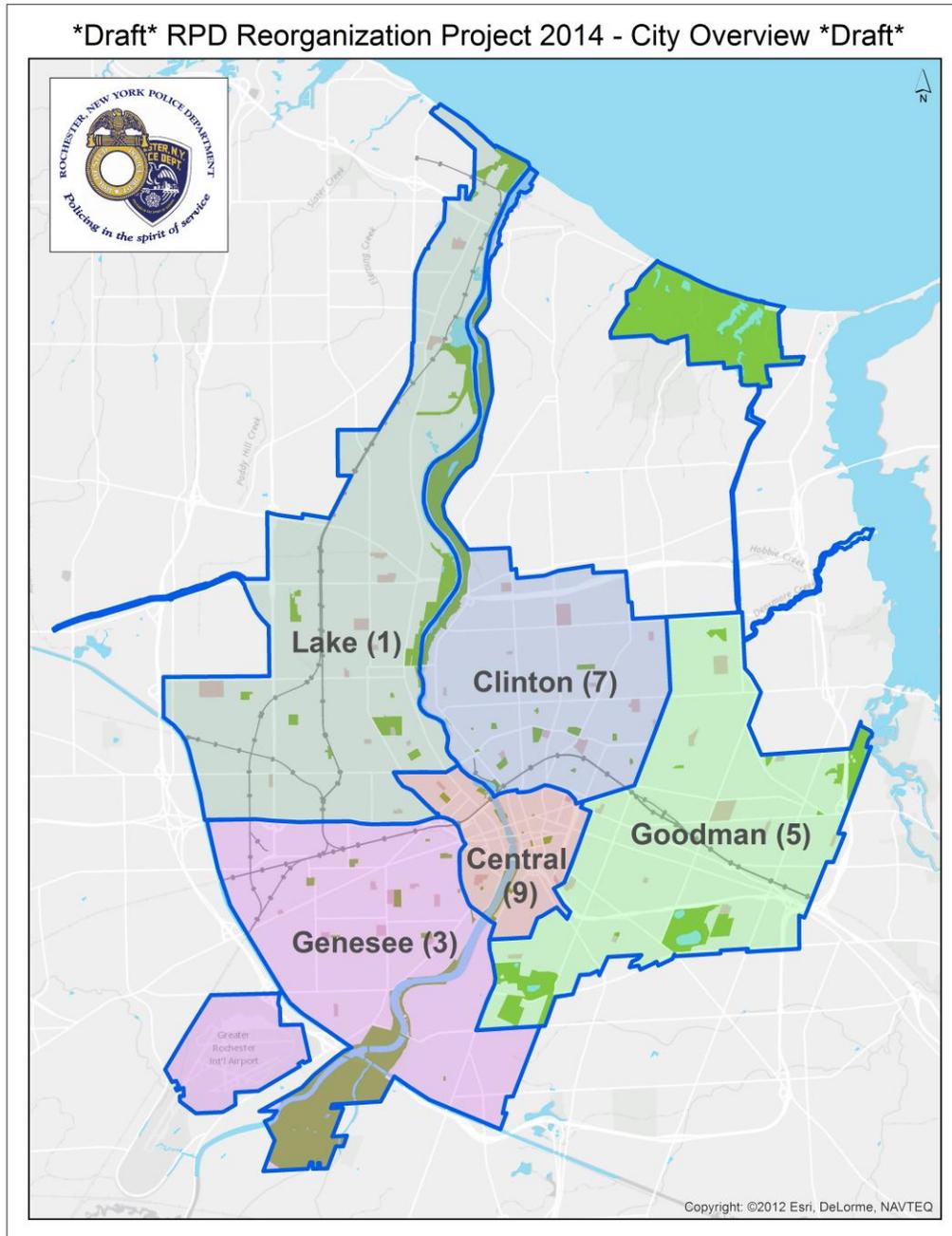
C. Evaluation

RPD will establish key quantitative and qualitative performance indicators, and timelines for ongoing evaluation of reorganization. The target date to complete the design of the evaluation process is November 3, 2014.

PROPOSED FIVE-SECTION DESIGN

As noted above, Mayor Warren has approved a five-section model for RPD's patrol operations structure. Chart 1 shows a City-wide overview of the new patrol section design:

Chart 1. Section Design



See Attachment 1 for individual maps of each section.

The proposed design was developed based on the workload analysis described above; input from the RPD Core Planning Team, RPD Command Staff, and RPD rank and file; consultation with ECD; geographic considerations; neighborhood integrity; and community input.

This section design includes a “Central Section-9” that is comprised of the Downtown area and some adjacent residential areas. Although smaller than the other four sections, it is large enough to be self-sustaining without drawing resources from other areas of the City. For the other four sections, RPD distributed the remaining police workload proportionately, within a +/- 5% variance.

The Core Team also evaluated RPD’s staffing patterns and “show rate.”² This enabled us to estimate the actual number of officers that are likely to report for work on a given shift. Thus, we allocated staffing to the various sections in a realistic manner, rather than relying simply on the total number of officers assigned on paper.

The allocation of patrol officers among the sections is within less than 1% of the relative non-discretionary CFS workload in section, with one exception. The exception is Central Section-9, which has additional officers assigned to foot and bike patrol on the Downtown Detail. This workload is not fully reflected in the CFS workload data.

The table below shows the distribution of workload and patrol officers among the sections:

Table 2. Distribution of Workload and Patrol Officers³

Section	Number of Patrol Beats	Number of Patrol Officers Assigned	Percentage of Patrol Officers Assigned	Percentage of Patrol Workload <i>*Does not equal 100% due to rounding</i>
Lake Section-1	10	85	24%	24.3%
Genesee Section-3	7	68	19%	19.9%
Goodman Section-5	7	68	19%	19.5%
Clinton Section-7	10	85	24%	24.9%
Central Section-9	3	51	14%	11.3%

Each section will be numbered, as set forth above. Police vehicles will be numbered sequentially, with the section’s numerical identifier always being the last digit. Thus, residents need only remember one number to identify a police vehicle as being assigned to their respective sections. See Attachment 2 for Patrol Beat Design and Numbering.

² “Show rate” refers to the rate at which officers assigned to work each day actually report for duty, factoring in vacancies, and absences due to a number of reasons, including injury, illness, training, and vacation or compensatory time off.

³ The staffing model is subject to adjustment as the planning and implementation process continues.

The five sections will be organized into a total of 37 individual patrol beats, an increase from the current 22 Police Service Areas (PSAs) in the current two-division structure. The average size of the current PSAs is 1.68 square miles, as compared to an average size of one square mile for the new patrol beats. This constitutes an average reduction of about 40% in the size of each individual patrol area. *See* Attachment 3 for a comparison of size and location between the current PSAs and the new patrol beats.

A Captain will command each section. The Captain will have the authority to deploy assigned resources to meet individual section needs, within the obligations of the collective bargaining agreement (CBA). The Captain will ensure a coordinated response with his or her Section Captain counterparts(s) to crime issues and patterns that move across section boundaries. The Captain may also request additional assistance from specialized units for issues that exceed the Section's capacity, e.g., Tactical Unit, Special Investigations Section, Traffic Enforcement Unit, etc. The Captain will be the primary RPD point of contact for individuals and organizations within the section. The Section Captains will report to a Patrol Division Commander, who in turn will report to the Deputy Chief of the Operations Bureau.

RPD will maintain the current primary platoon structure. Thus, within each section, there will be uniform patrol coverage on three primary platoons, identified as 1st Platoon (11pm to 7am); 2nd Platoon (7am to 3pm); and 3rd Platoon (3pm to 11pm). These times are approximate, as the start time for each platoon will be staggered to ensure there are always officers on the street during shift change. Each primary platoon will be supervised by a Platoon Lieutenant, and variously assigned Sergeants.

Committees consisting of officers who have experience working the various parts of the City and ECD representatives were convened to design the individual patrol beats in each section. This ensured that those who possess an in-depth knowledge of an area, its neighborhoods, crime issues, and CFS patterns were able to guide the design of the beats, in conjunction with a detailed workload analysis for each beat. The three primary platoons will have an individual officer responsible for CFS and proactive initiatives for each beat. This "*beat ownership*" is one of the benefits of the reorganization. In addition, the staffing model provides for "rover" or "post" officers to provide back-ups, and to be deployed proactively based on workload and current crime or quality of life issues. *See* Attachment 2 for Patrol Beat Design and Numbering.

Each Section will also have a team of officers assigned to 4th Platoon (approximately 7pm to 3am), which allows for additional proactive policing initiatives within each section.⁴ In addition to proactive initiatives, 4th Platoon is available to assist with CFS as needed.

Each Section will have its own Investigators, assigned to 2nd, 3rd, and 4th Platoons. Investigators assigned to the two Divisions will be apportioned among the five Sections in accordance with need.

Each Section will have its own NSC Lieutenant, and Crime Prevention Officers, to coordinate efforts between RPD and NBD personnel. *See* RPD-NBD Coordination, below, p. 15. RPD will realign existing PCICs, and establish a PCIC for each of the five Sections.

⁴ Unlike the three primary platoons, 4th Platoon work hours can be changed for operational need.

POLICE FACILITIES

RPD officers will continue to work out of the current three RPD Patrol facilities. However, additional officers will be moved to the Sibley Building to become part of the new Central Section-9. Some renovation of the Sibley Building facility will be required to accommodate the additional officers.

The following table shows the police facility to be used by each section:

Table 3. Facility Coverage

Facility	Section
1099 Jay St	<ul style="list-style-type: none">• Lake Section-1• Genesee Section-3
630 North Clinton Ave	<ul style="list-style-type: none">• Goodman Section-5• Clinton Section-7
30 North Clinton Ave (Sibley Bldg.)	<ul style="list-style-type: none">• Central Section-9

See also Attachment 4, Section Office Coverage Comparison.

This approach will have the following benefits:

- *For the most part, officers will be driving to the same patrol areas from the same buildings. Where there are changes, the driving time from the office to the assigned patrol area either improves or remains about the same.*
- *It will enable us to test the new section model and beat structure, and to make any needed modifications, prior to significant capital investment in new facilities.*
- *Locating the Central Section-9 in the Sibley Building at 30 N. Clinton Street, which is currently being used only for the Downtown Detail, will enable the City to maximize its recent financial investment in that facility.*
- *Continued use of the Patrol Division West facility at 1099 Jay Street will enable the City to maximize its recent investment into renovations of that facility, which is being amortized over the course of a five-year lease.*

- *Deferring movement into additional buildings will enable the City to carefully evaluate the reorganization, and assess whether the additional benefit of section police facilities is worth the capital investment.*
- *Deferring the decision on additional police facilities will also enable the City to evaluate potential cost savings through co-location and consolidation opportunities for City facilities and offices.*

BUDGET IMPACT

There are three basic categories of costs associated with the reorganization project. First, there are start-up costs associated with the planning and implementation of the reorganization. These include, for example, renovation costs to accommodate more officers at the Sibley Building facility, costs to reprogram the Records Management System (RMS) to reflect the new organizational structure, and an additional Lieutenant’s position to serve as Reorganization Project Coordinator for the planning and implementation phase of the project. These are one-time costs that will not reoccur. The following table shows the estimated start-up costs.

Table 4. Start-Up Costs

Item	Estimated Cost	Comments
Renovations to Sibley Building	\$85,360	Needed to accommodate additional officers to be assigned to this facility.
Reprogramming of RMS	\$35,000	This is a preliminary estimate. We believe actual cost may be lower.
Lieutenant Position for Project Coordinator	\$183,942	<ul style="list-style-type: none"> • The FY 13-14 cost was absorbed within our existing budget. • Funds were added to the budget to cover the FY 14-15 cost. • While the Project Coordinator assignment will continue until implementation, the additional Lieutenant position will end through attrition in August 2014.
Overtime (planning meetings and implementation)	\$12,500	Spread over FY 13-14 & FY 15-16
Total	\$316,802	

Second, there will be some costs that will recur on a multi-year basis, but not an annual basis. For example, some additional police vehicles are needed as a result of the reorganization. However, they will not be replaced every year, but on a multi-year replacement cycle, i.e., an average of once every seven years for marked police vehicles, and once every eight years for unmarked vehicles. The following table shows periodic recurring costs.

Table 5. Periodic Recurring Costs

Item	Estimated Cost	Comments
Four Additional Marked Vehicles	\$138,808 (\$34,702 per marked car)	Replaced on average every 7 years.
Three Additional Unmarked Vehicles	\$60,255 (\$20,085 per unmarked car)	Replaced on average every 8 years.
Total	\$199,063	

Third, of obvious most concern, are costs that will recur annually on a long-term basis. This primarily consists of additional supervisory positions needed to accommodate the additional chains-of-command resulting from the reorganization, and some additional parking and vehicle maintenance costs. Following is an estimate of annually recurring costs:

Table 6. Long-Term Annually Recurring Costs

Personnel Costs				
Title	Budget 2014-2015	Reorganization 2014-2015	Change	Long Term
Chief	1	1	0	\$0
Executive Deputy Chief (Unfunded)	1	1	0	\$0
Deputy Chief	2	2	0	\$0
Commander	3	3	0	\$0
Captain	11	12	1	\$190,789
Lieutenant ⁵	34	32	-1	-\$169,793
Sergeant	89	95	6	\$905,255
Police Investigator	80	80	0	\$0
Police Officer ⁶	505	500	-5	-\$662,788
Personnel Total	726	726	0	\$263,463
Non-Personnel Costs				
Additional Parking at Sibley Building for Central Section-9				\$5,880
Additional Vehicle Operating Cost (e.g., fuel, maintenance)				\$56,937
Non-Personnel Total				\$62,817
Grand Total				\$326,280

The total annual increase of \$326,280 constitutes an increase of about one-third of one percent (0.38%) of RPD’s annual operating budget.

The revised configuration will be phased in during FY 14-15. Implementation will be phased to meet operational need, while minimizing cost impact in FY 14-15. We expect to absorb the incremental operating expense within the approved FY 14-15 budget.

RPD does not expect the reorganization to increase overtime above current levels. As noted above, in addition to assessing patrol workload, RPD analyzed staffing patterns and show rate, to achieve a realistic estimate of how many officers will be available on a given shift. This information was used to help guide staffing allocations among the sections and platoons. However, RPD will continue to monitor overtime monthly. If overtime exceeds the expected level during the month, a more detailed analysis will be conducted to determine more specific causes and actions to more effectively manage it.

⁵ One Lieutenant position was temporarily added in the approved FY 14-15 budget for reorganization planning, so the long-term reduction is based on the FY 13-14 level of 33 Lieutenants.

⁶ The five police officer positions to be converted to Sergeant positions are four vacant Tactical Unit positions, and one unreimbursed vacant SRO position.

RPD-NBD COORDINATION

RPD is committed to maintain and exceed current level of service provided to the community. In addition to response to CFS and crime issues, it also includes quality of life issues addressed jointly by RPD and NBD through the Quadrant NSCs. Police patrol areas have been realigned in three of the current NSC Quadrants. The exception is Clinton Section-7, which is identical to the current Northeast NSC Quadrant. Thus, in the other NSC Quadrants, RPD and NBD must realign joint areas of responsibility to ensure coordination, and a continued high level of service. In addition to coordination of joint RPD-NBD services, some members of the community believe the alignment of the NSCs also, to some degree, impacts associational relationships among certain neighborhood groups and organizations.

RPD and NBD have worked closely together to develop options for RPD-NBD coordination within the NSCs. We have also received community input on this subject, primarily from one area in the current Southeast NSC Quadrant. This internal and external process is continuing. By October 1, 2014, RPD and NBD will submit a proposal to the Mayor for the coordination of NSC services.

PROJECT TIMELINE

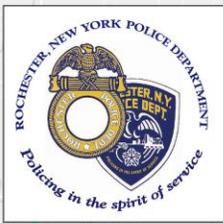
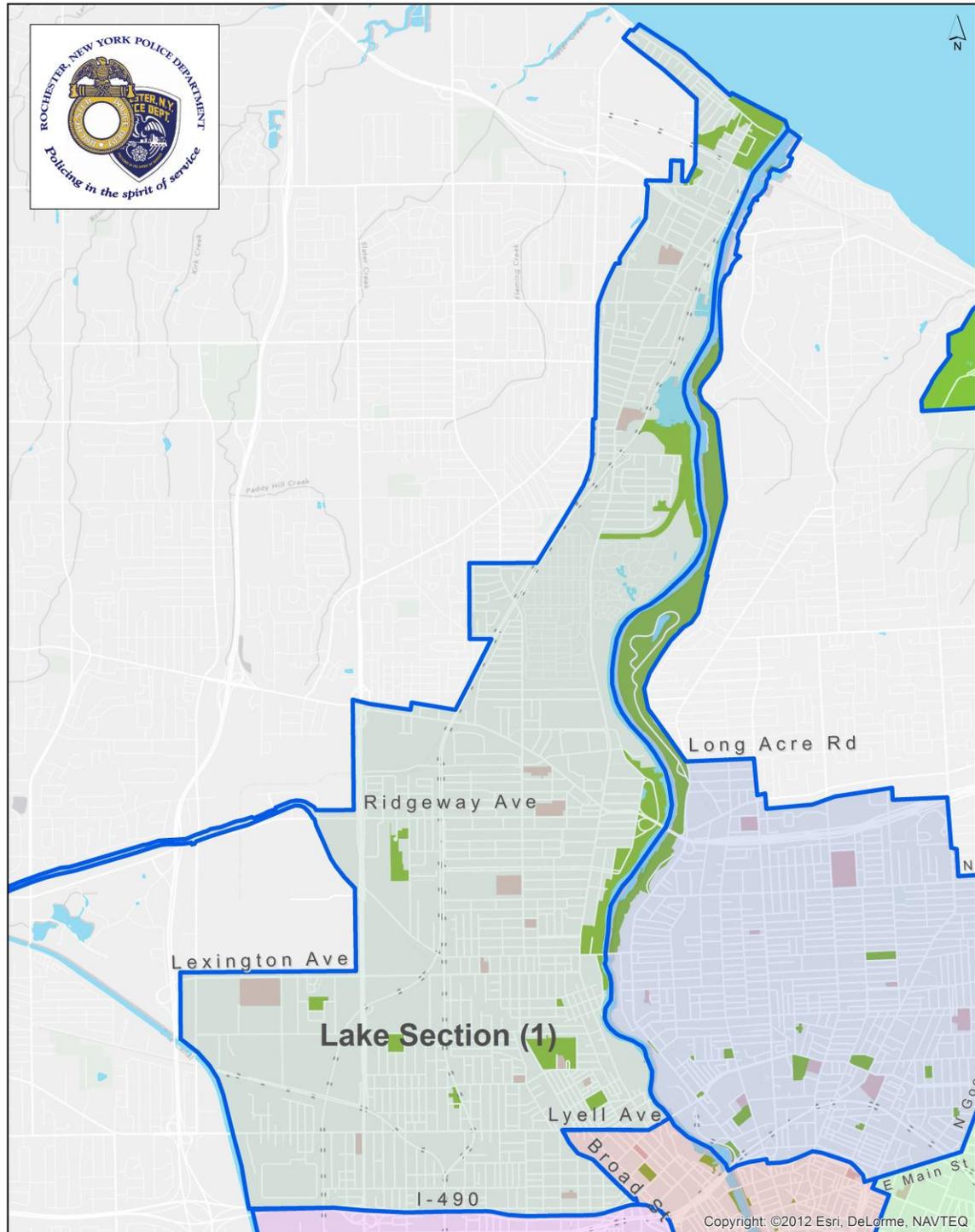
Table 7. Project Benchmark Dates

Target Date	Project Benchmark	Comments
June 30, 2014	Submit RPD Proposal to Steering Committee	Completed.
July 9, 2014	Steering Committee Submits Recommendation to Mayor	Completed.
July 16, 2014	Approval by Mayor	Need final approval to complete CAD and RMS programming changes. Upon approval RPD will require two weeks to finalize GIS-Beat data.
July 30, 2014	RPD Submits GIS-Beat Data to ECD	This is necessary for ECD to commence programming the CAD software.
August 15, 2014	RPD Designates the Captain who will command each of the new sections. Commence community meetings in new sections.	This will enable these Captains to fully participate in the transition for the section each will command, and enable them to begin establishing positive working relationships with the community and neighborhood groups in their sections.
October 1, 2014	NBD and RPD agree on coordination structure for the NSCs	Will include community input.
November 3, 2014	RPD will establish criteria and metrics to evaluate the reorganization project, and timetable for evaluation.	This will include both quantitative and qualitative criteria and metrics.
December 31, 2014	Sibley Building renovations completed.	To accommodate additional personnel being assigned to new Central Section-9.
January – February 2015	In-service training of RPD and ECD personnel.	Will require at least six weeks to complete training cycle.
February 28, 2015	CAD Programming Complete RMS Programming Complete	Allows for sufficient testing prior to commencement.
March 22 – 28, 2015	Additional RPD personnel assigned to Central Section-9 move into Sibley Building.	
March 30, 2015	New structure goes operational.	Commencing with First Platoon, RPD will commence working in the new section and beat structure.

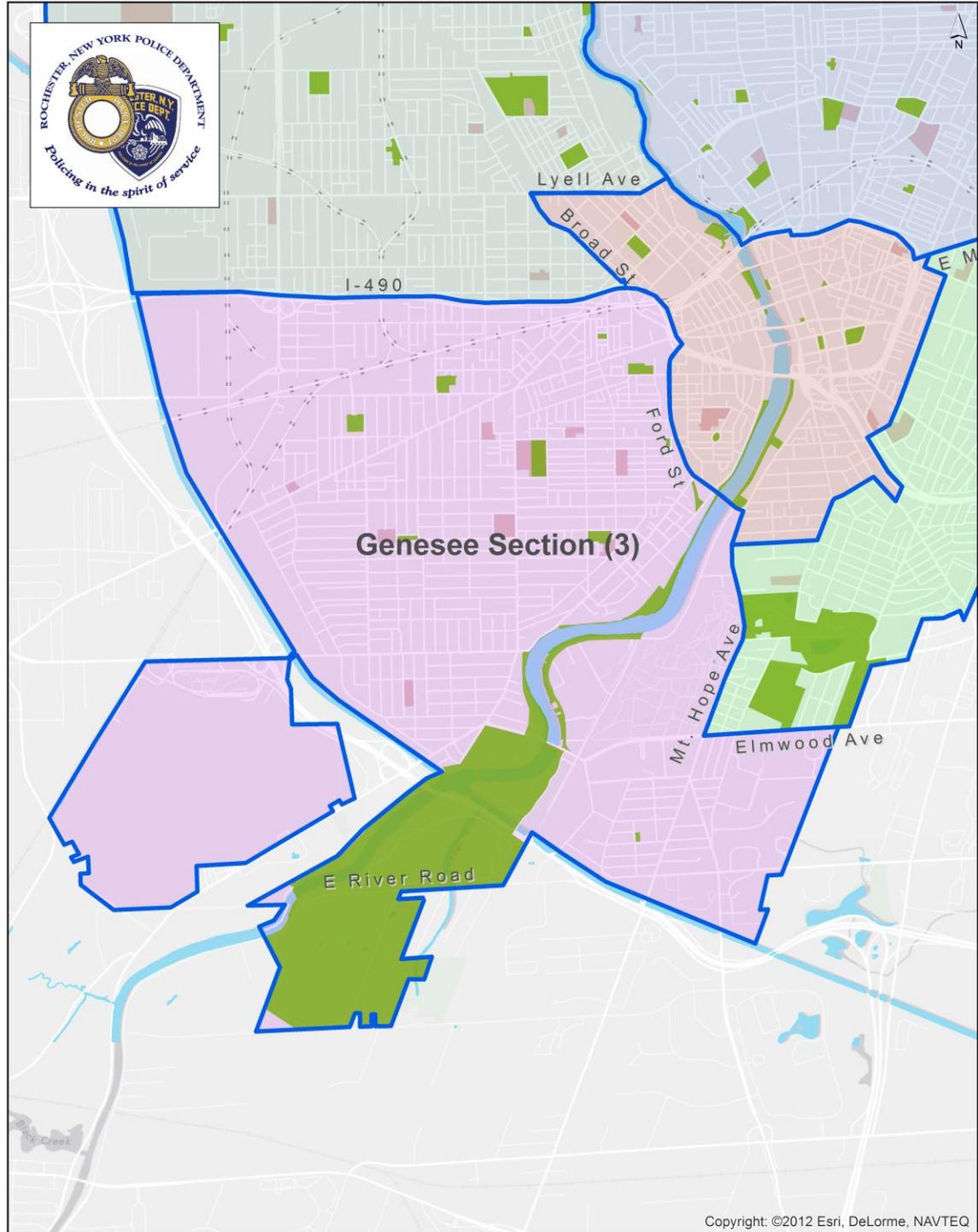
ATTACHMENT 1

Section Maps

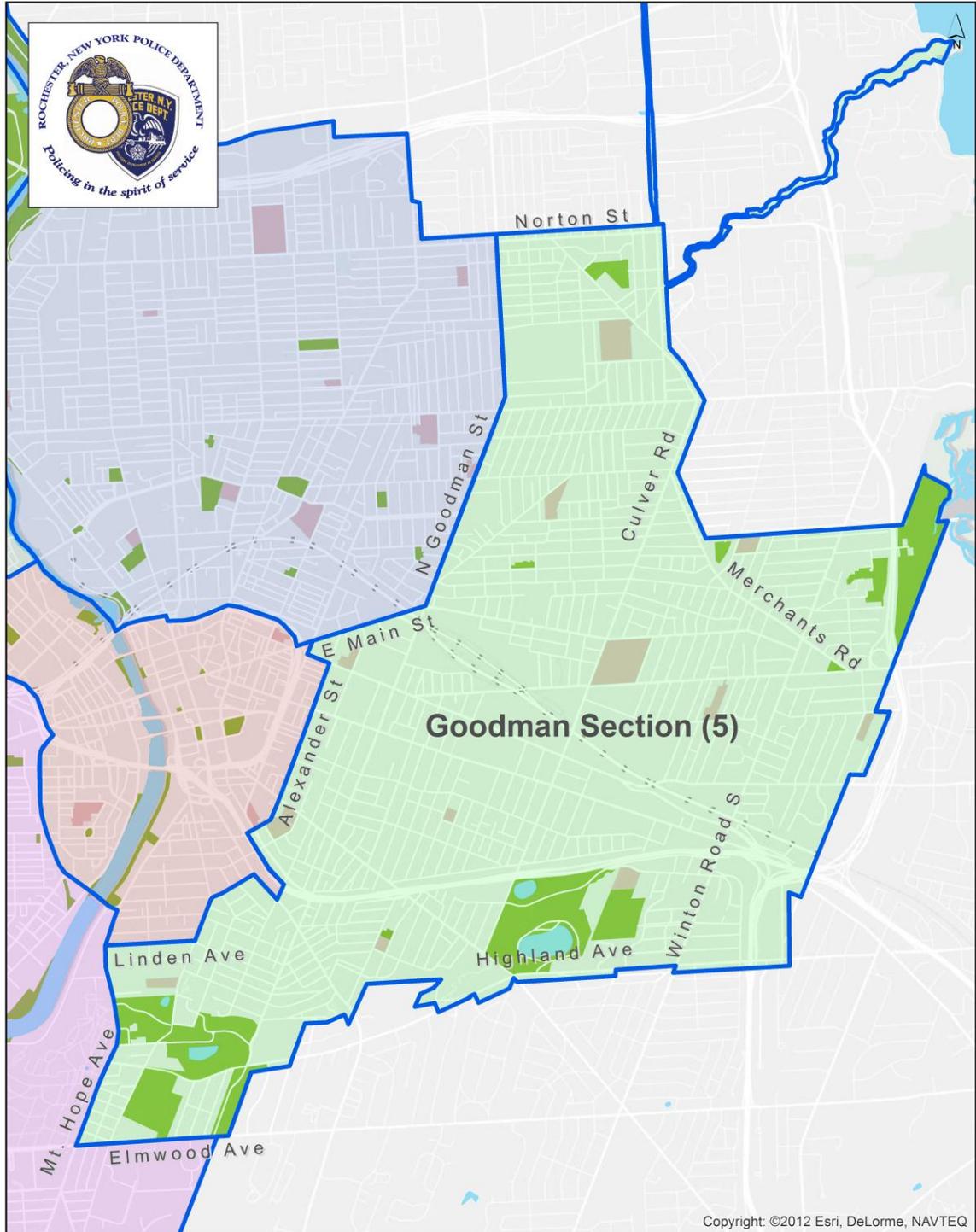
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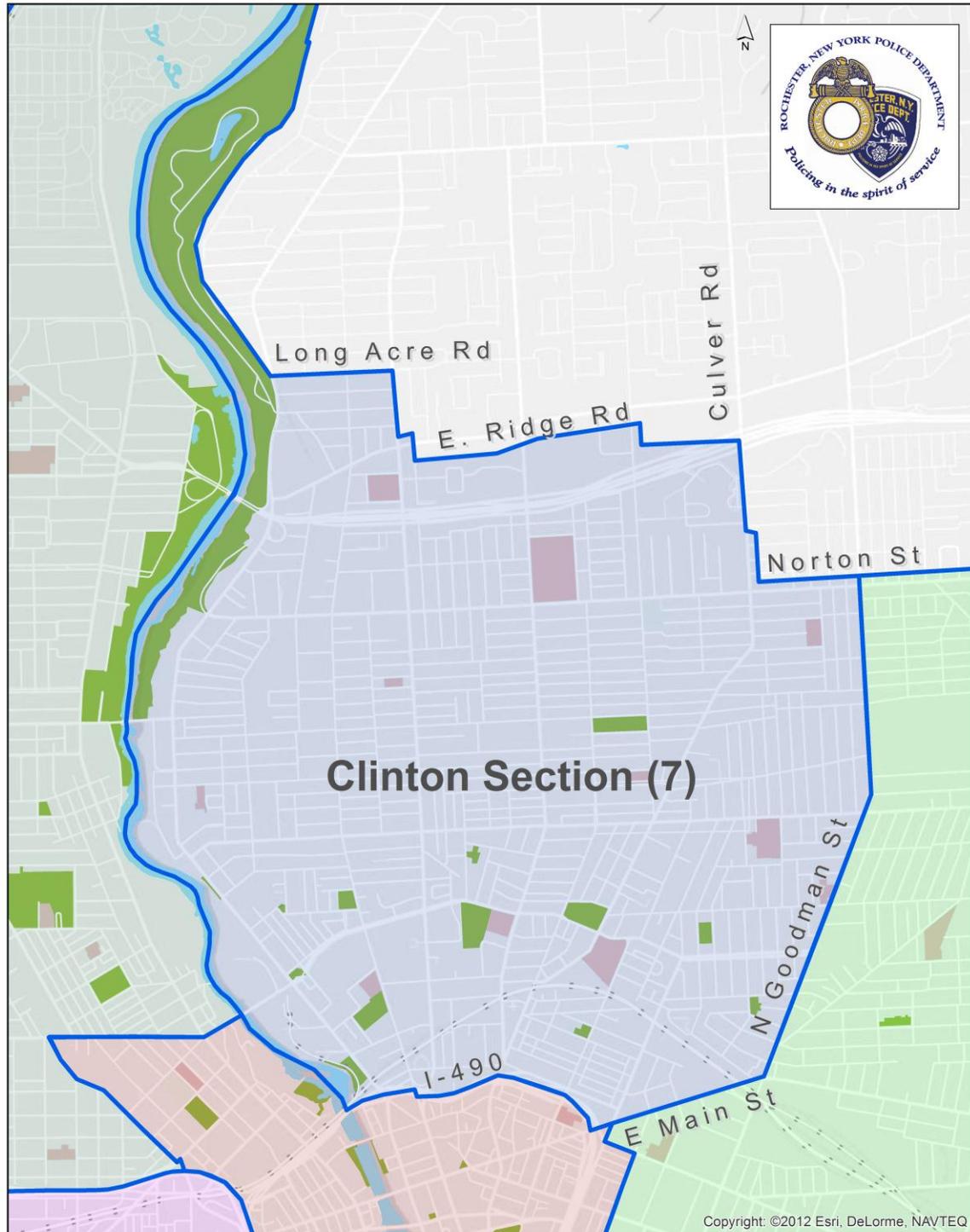
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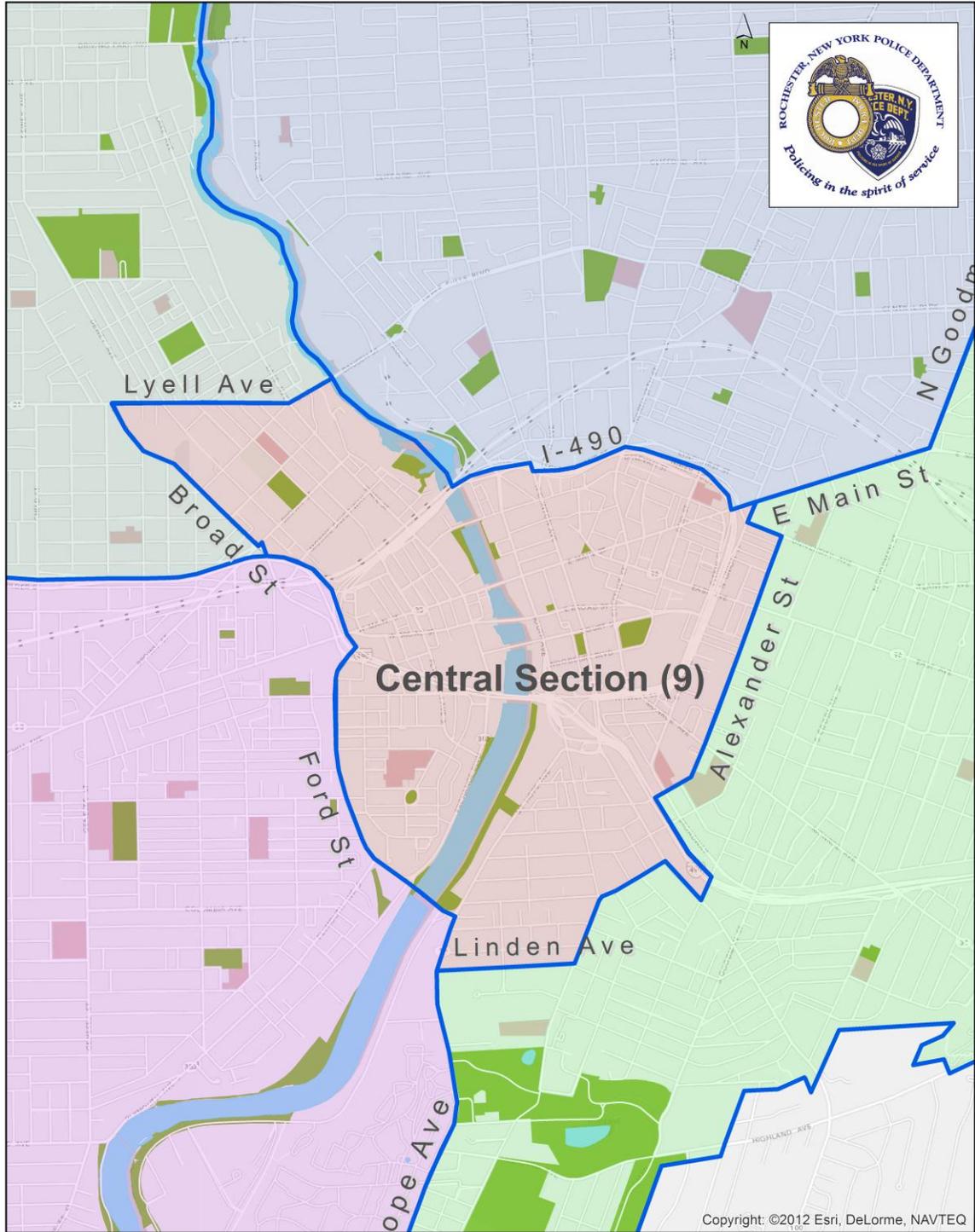
Draft* RPD Reorganization Project 2014 - Goodman Section (5) *Draft



Draft* RPD Reorganization Project 2014 - Clinton Section (7) *Draft



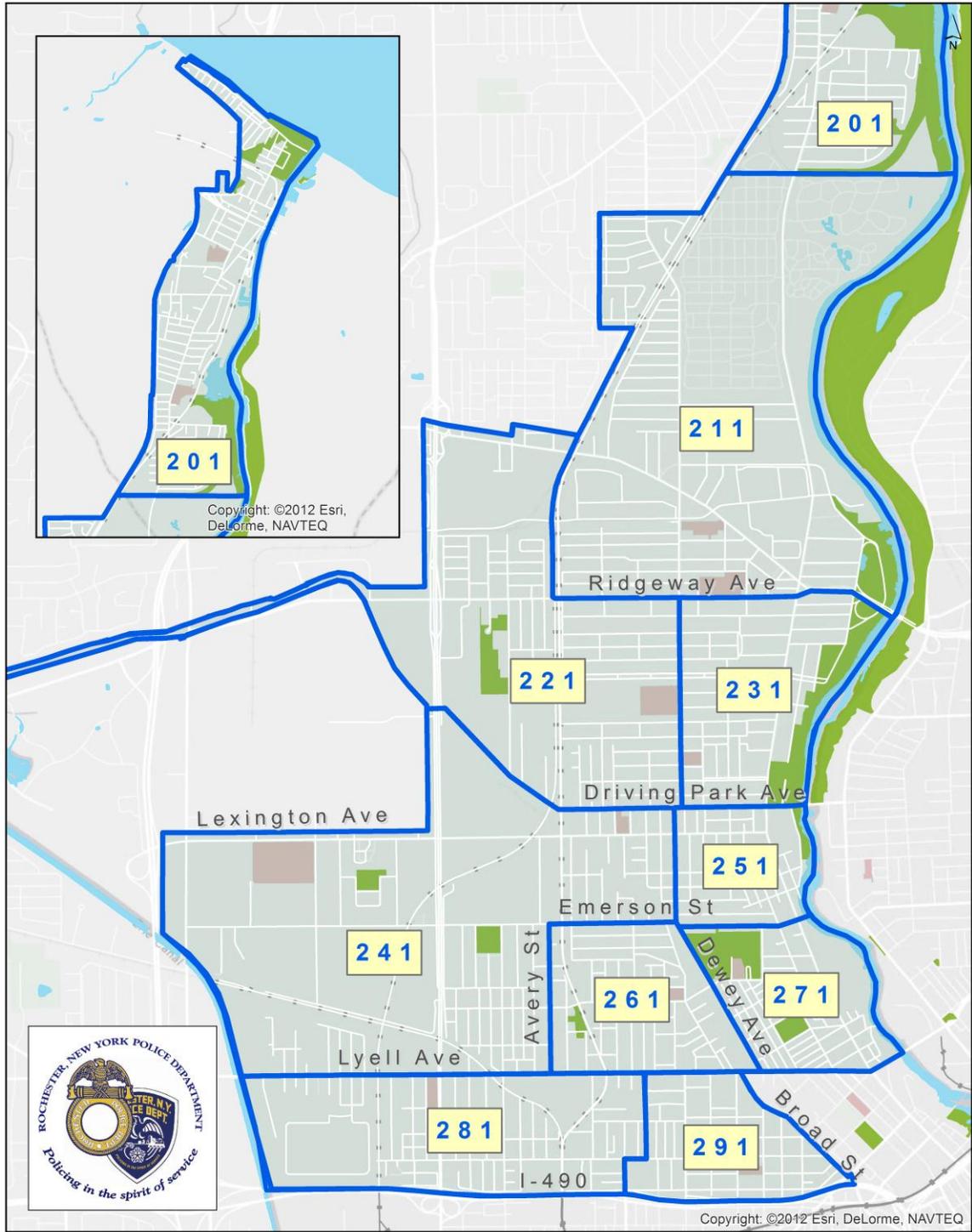
Draft* RPD Reorganization Project 2014 - Central Section (9) *Draft



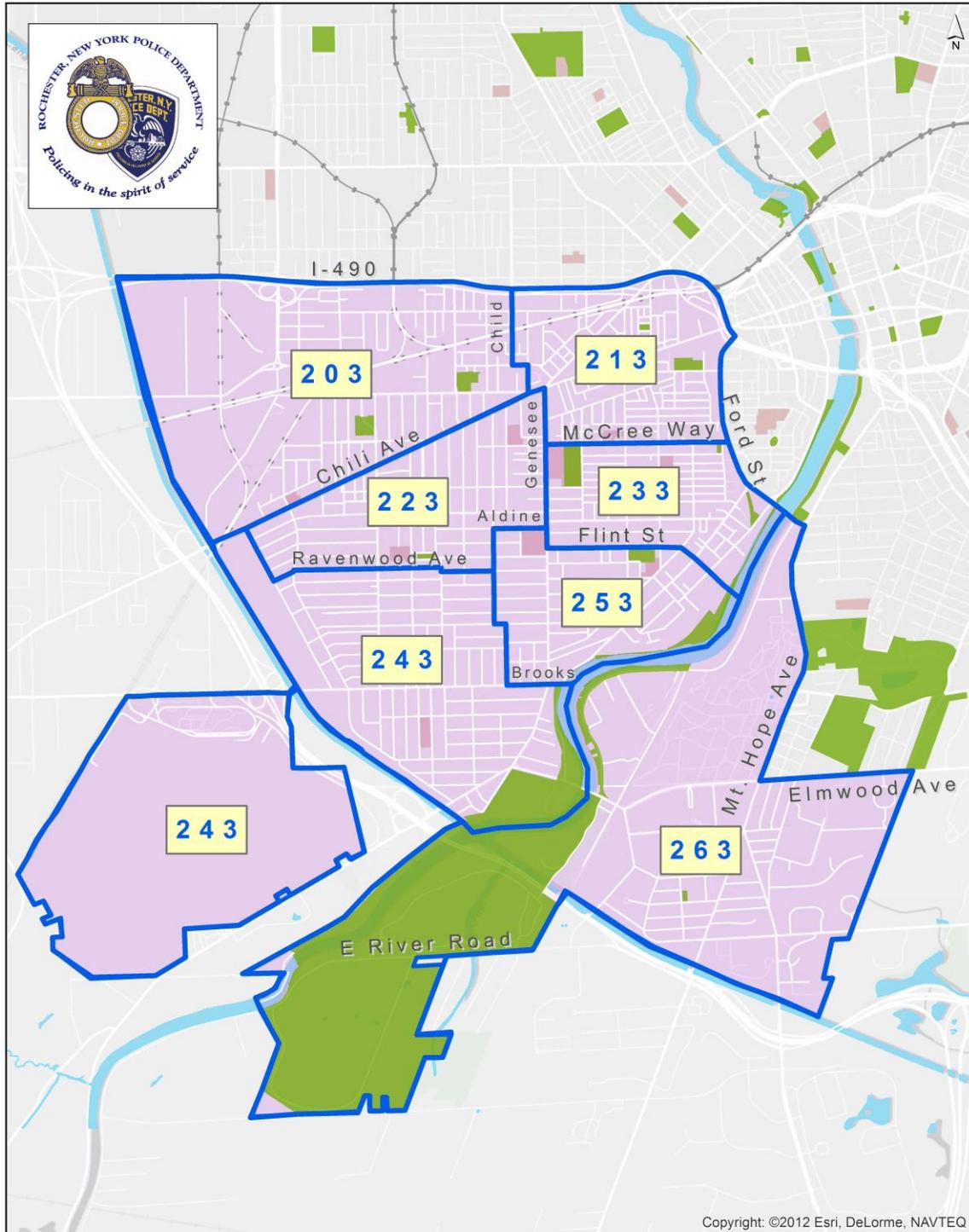
ATTACHMENT 2

***Patrol Beat Design
And Numbering***

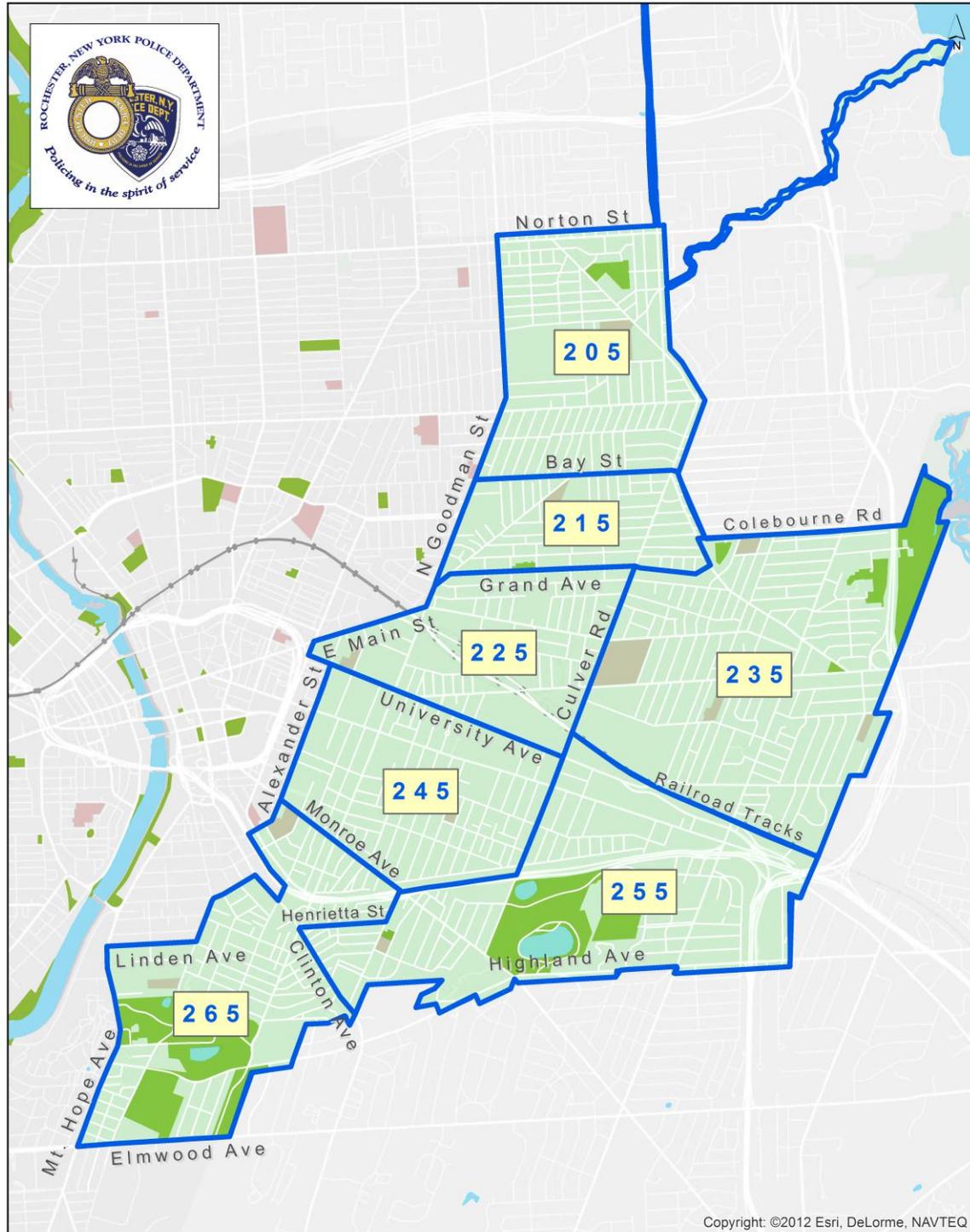
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Draft* RPD Reorganization Project 2014 - Goodman Car Beats *Draft



Draft* RPD Reorganization Project 2014 - Clinton Car Beats *Draft



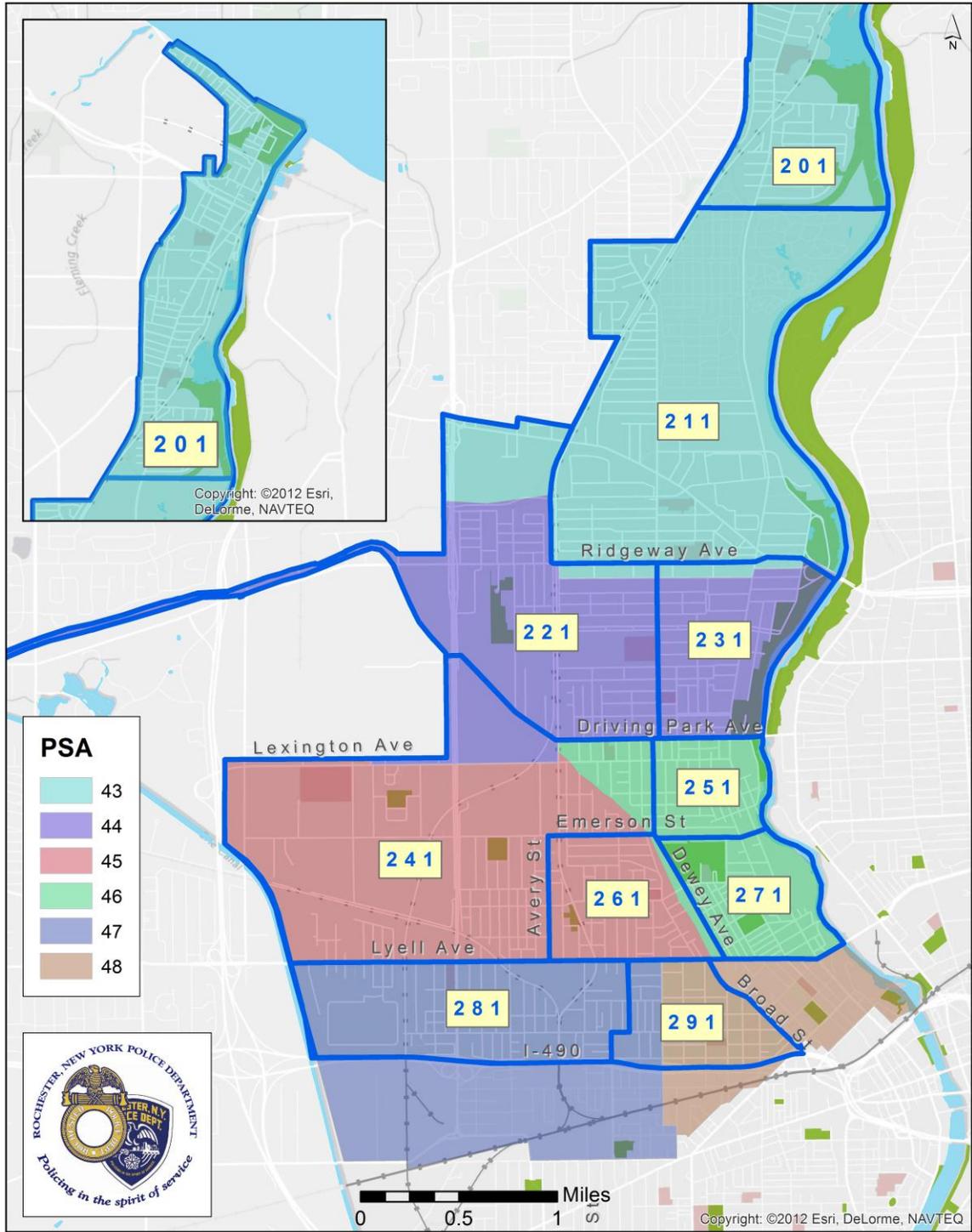
Draft* RPD Reorganization Project 2014 - Central Car Beats *Draft



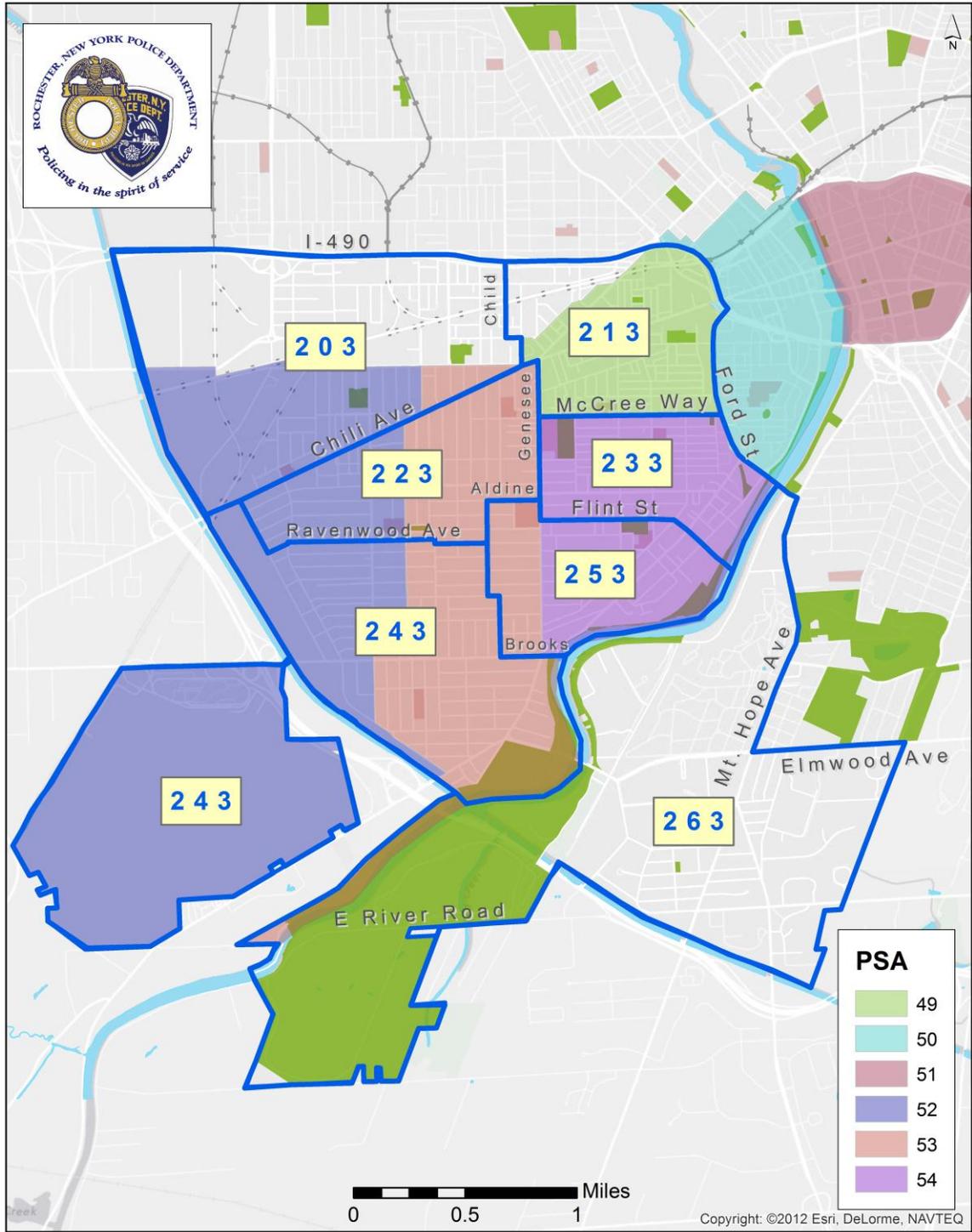
ATTACHMENT 3

Comparison of Current PSAs with New Patrol Beats

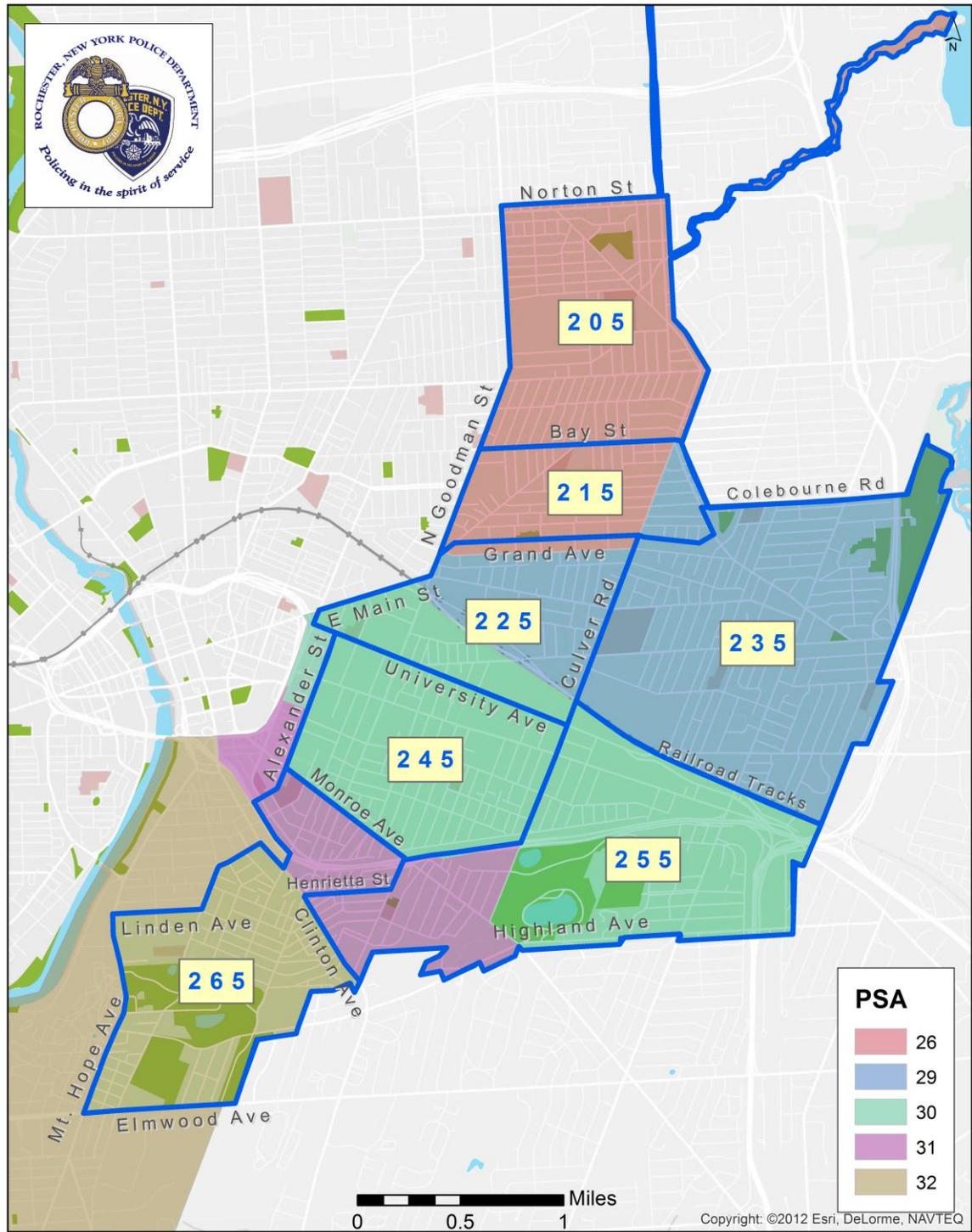
***Draft* RPD Reorganization Project 2014 - Lake PSA Comparison**



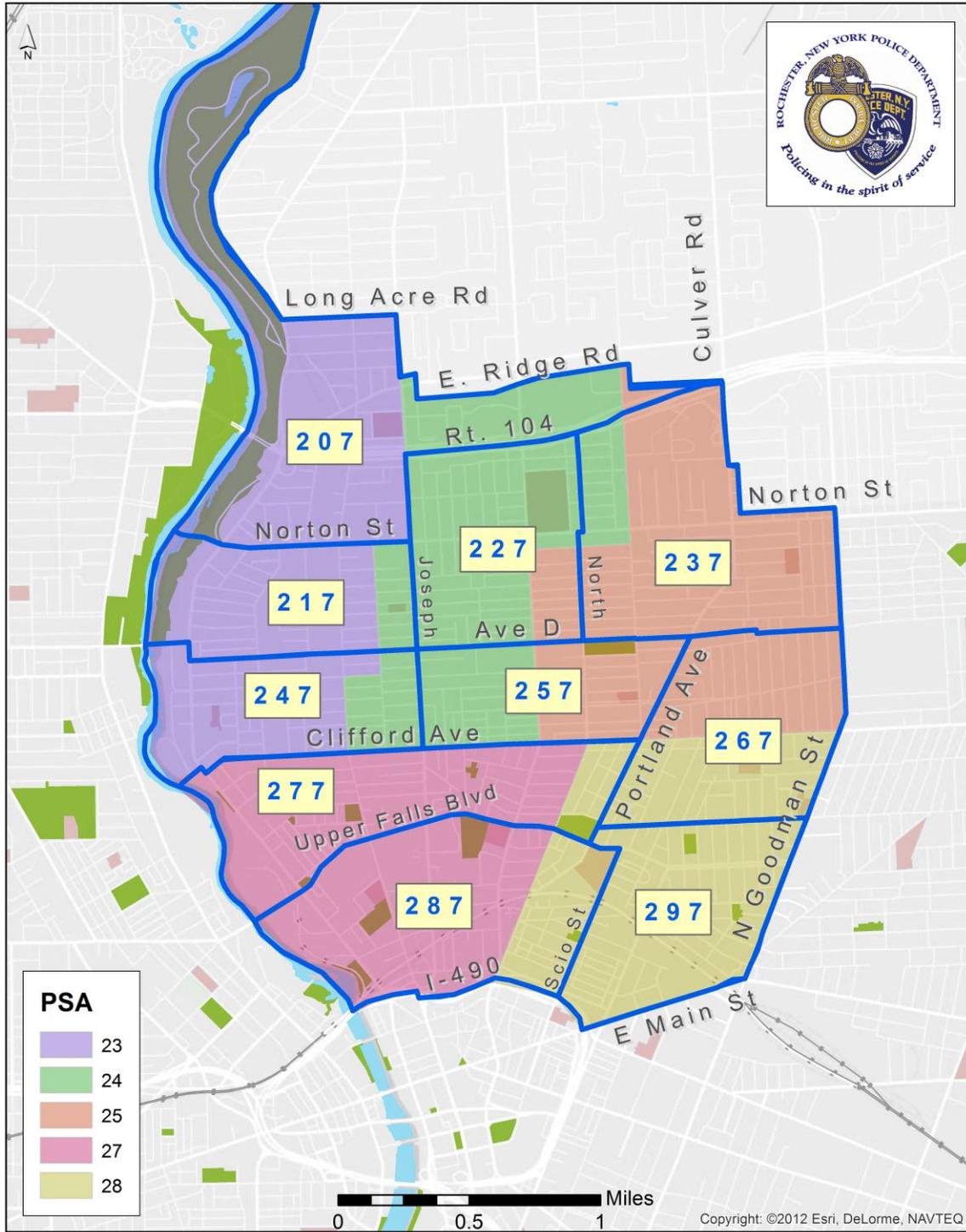
***Draft* RPD Reorganization Project 2014 - Genesee PSA Comparison**



***Draft* RPD Reorganization Project 2014 - Goodman PSA Comparison**



***Draft* RPD Reorganization Project 2014 - Clinton PSA Comparison**



ATTACHMENT 4
Section Office
Coverage Comparison

Draft* RPD Reorganization Project 2014 - City Overview *Draft

