
KANSAS CITY, KANSAS POLICE

GENERAL ORDER

ORDER NUMBER: **10.05**
ISSUED DATE: 10/17/2014
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SUBJECT: Allocation of Manpower

REFERENCE: CALEA [Ch.16](#)

CROSS REFERENCE:

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I. PURPOSE

- A. To prevent over or under staffing of any Department component by ensuring that the personnel strength of each shift and unit is consistent with the workload.

II. ALLOCATION OF PERSONNEL IN THE OPERATIONS BUREAU

- A. Personnel status information will be maintained in the Operations Bureau office that will be amended after the annual bid to reflect changes in distribution or number of assigned positions.
- B. The workload of each division and the components therein will be analyzed periodically to ensure that resources are allocated properly to meet current workload demands. The analysis will include a review of calls for service by division, district, shift, day of the week, and hour of the day.
- C. This information will be utilized by the Chief and the command staff to decide how to allocate personnel within the Operations Bureau and other affected units.
- D. There are a number of workload indicators which can be utilized to ensure that sufficient resources are assigned to each division in the Operations Bureau and other designated units. Reports are generated monthly by the Computer Aided Dispatch (CAD) system and forwarded to command staff personnel. A copy will be filed in the Research and Development Unit. A workload assessment report will be compiled by the Operations Bureau and made available to command staff personnel on an annual basis. The reports will contain the following information:
1. Number of incidents handled by patrol personnel.
 2. Average time required handling an incident.
 3. Steps taken to reallocate personnel in accordance with time availability factors, geographic distribution of incidents and other variables.
- E. Distribution of personnel within the Operations Bureau.

1. The Police Department's jurisdiction is divided into four divisions, totaling 19 districts.
2. Each division is made up of a group of reporting areas (districts). These districts will be displayed on maps and maintained at each division headquarters.
3. Monthly reports of calls for service for each reporting area will be compiled. These reports will serve as the primary data for modifying the size of patrol districts or the number of officers assigned to each division and each shift. Any modifications found to be necessary will be implemented by the Chief of Police and the command staff at the annual bid.

- E. Operations Administrative Captains will submit workload assessments annually, which are due in the month of February. (See G.O. 10.6, appendix A)

III. WORKLOAD ASSESSMENTS OF ALL PERSONNEL

- A. All other Departmental components will also be reassessed annually to assure proper allocation of manpower in accordance with workload assessments.
- B. Unit Commanders will submit workload assessments annually that are due in the month of February. (See G.O. 10.6, appendix A)
- C. Available data will be analyzed and each affected bureau will retain information. A copy of the final report will be forwarded to the Research and Development Unit where it will be maintained on file for three years.

IV. CALCULATING AND REPORTING WORKLOAD ANALYSES

- A. Workload analyses are conducted by calculating adjusted and actual personnel allocation and the resulting time factors. The following quantifiable information will be calculated:
1. An actual FTE (full time equivalent);
 2. The gross and actual total number of work hours available with the unit's current staff;
 3. The administrative time lost (per FTE and total)
 4. The time used for basic recurring activities
 5. The daily and total operational time lost for routing administrative activities (breaks, vehicle service, equipment maintenance, roll calls)
 6. Time available (uncommitted) for proactive work, and the percentage of available time available for proactive work.
- B. The summary of the report should address staffing concerns based on the quantitative analysis, and other concerns that do not lend themselves to quantifiable analysis.

**APPENDIX A
GENERAL ORDER 10.5**

BASIC WORKLOAD ANALYSIS

EXAMPLE

The example uses a unit with 12 full time authorized positions, one of which is a lieutenant or above (the commander), three sergeants, and eight additional assigned personnel. The example assumes that for this particular unit, a sergeant will spend approximately half of his or her time engaged in line-type operations (that is, operations that will be accounted for on the unit's monthly activity log).

The time used for basic recurring activities is an estimation by the unit commander based on observation, experience, interviews, and other available resources. The unit commander based on available data must also estimate daily operational time lost.

CALCULATION OF ADJUSTED FULL TIME EQUIVALENT (FTE) POSITIONS

1. **Total authorized full time positions:** **12**
- Subtract:
- Lieutenants or above, or equivalent: **1**
- ½ the number of sergeants: **(3 x 0.5) = 1.5**
- Vacant positions: **0**
2. **Total Subtractions:** **(1 + 1.5) = 2.5**
3. **Adjusted FTE positions available for work:** **(12 - 2.5) = 9.5**

CALCULATION OF GROSS AVAILABLE WORK HOURS

Multiply the Adjusted FTE positions (line 3) by 2145. 2145 is the number of weeks (52) multiplied by the number of hours per week (41.25).

$$9.5 \times 2145 = 20,377.5$$

4. **There are 20,377.5 available work hours per reporting period (gross).**

CALCULATION OF ADMINISTRATIVE TIME LOST

Vacation, holiday, other leave taken during period being analyzed (in hours):
(This information is available from the Police Auditor.)

Add:	
Vacations hours:	1004.0
Holiday hours used:	135.5
Sick Leave Used (including FMLA):	417.0
Injury:	251.0
Funeral:	64.0
Military:	240.0
Comp time:	288.0
TDY:	160.0

5. **Total: 2559.5 This is the total administrative time lost for the unit.**

Total divided by adjusted FTE (line 3):

$$2559 / 9.5 = 269.42$$

6. **269.42 is the administrative time lost per FTE.**

NET AVAILABLE FTE'S AFTER ACCOUNTING FOR ADMINISTRATIVE TIME

Calculate the time per FTE that is not lost administrative time, in hours. Subtract the administrative time lost per FTE (line 5) from 2145. 2145 is the number of weeks in the reporting period (52) times the number of hours per week, per FTE (41.25).

7. **2145 - 269.42 = 1875.58**

Calculate the percentage of available time per FTE that is not lost administrative time by dividing the time that is not lost administrative time by 2145.

8. $1875.58 / 2145 = .8744 = 87.4\%$

Multiply the percentage from line 7, above, by the adjusted FTE positions from line 3.

$$.8744 \times 9.5 = 8.303$$

9. **8.3 is the net FTE.**

CALCULATING NET AVAILABLE WORK HOURS

Multiply the net available FTE (line 9) by 2145 (the number of work hours per FTE per work period).

$$8.303 \times 2145 = 17809.94$$

10. **17,809.94 is the net available work hours per year.**

AVAILABLE TIME USED FOR BASIC RECURRING ACTIVITIES

Multiply the number of instances by the average time for basic recurring activities to get the total number of hours during the reporting period per activity. This information may be captured from activity reports, from CAD data, or other sources.

Activity	Number of occurrences during reporting period	Average/estimated time required per instance (In hours)	Time required during reporting period
Calls for Service	708	60 min. = 1 hr	708 hours
Officer Assists	376	49.6 min. = 0.82666 hr	311.18 hours
Reports	1755	30 min. = 0.5 hr	877.5 hours
FIF Reports	568	15 min. = 0.25 hr	142.0 hours
Follow up Investigations	1044	282.64 min. = 4.711 hrs	4917.93 hours
Selective Enforcement	927	328.52 min. = 5.475 hrs	5075.63 hours
Warrant	109	43.08 min. = 0.718 hr	78.27 hours

TOTAL 12110.51 hours

11. The total time used for basic recurring activities is 12110.51 hours / year.

DAILY OPERATIONAL TIME LOST

Calculate the approximate daily operational time lost per FTE.

Breaks	30 min. = 0.5 hours
Vehicle Service	10 min. = 0.1666 hrs
Equipment	10 min = 0.1666hrs
Roll Call and inspections	30 min = 0.5 hours

12. **Daily operational time lost per FTE is 1.333 hours per day.**

Calculate the annual time lost for daily activities per FTE by multiplying the hours per day (line 12) by the number of workdays per year (52 x 5 = 260).

$$1.333 \times 260 = 347 \text{ hours per FTE per year}$$

13. **347 is the annual time lost to daily activities per year.**

Calculate the total time lost in the reporting period by multiplying the annual time lost (line 13) by the net FTE (line 9).

$$347 \times 8.303 = 2881.14$$

14. **The total hours lost per year to daily operational time is 2881.14.**

COMMITTED OPERATIONAL TIME

Calculate the committed operational time by adding the total time lost in line 14 with the total time used for basic recurring activities.

$$2881.14 + 12110.51 = 14991.65$$

15. 14, 991.6 hours per year are committed.

TIME AVAILABLE FOR PROACTIVE WORK

Subtract the committed operational time (line 15) from the net time available (line 10).

$$17809.94 - 14,991.65 = 2829.94$$

16. Approximately 2829.9 hours are available for proactive work within the unit.

Calculate the percentage of time available for proactive work by dividing the hours available for proactive work (line 16) from the net time available (line 10), and multiplying by 100.

$$2829.94 / 17809.94 = .159$$

17. .159 x 100 = 15.9%. 15.9% of time is available for proactive work.

OTHER CONSIDERATIONS

Other considerations which may be addressed include overtime, personnel that are TDY into the unit (persons there for 2 months would be 1/6th of a person, etc.), and special projects, which can be either incorporated into the formula above or addressed in the narrative summary for the report.