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| <b>Peoria Police Department<br/>Policy and Procedure Manual</b> |   |
| <b>Policy 2.06</b>  | <b>Allocation and Distribution of Personnel</b> |



## **I. POLICY**

It is the policy of the Peoria Police Department that personnel will be assigned to various functions, based upon need and workload assessment, to ensure an effective and efficient police service delivery system.

## **II. PROCEDURE**

### **A. Allocation**

1. The position management responsibility of the Peoria Police Department will be coordinated by the Administrative Division. It will include:
  - a. Number and type of positions authorized. (16.1.1.a)
  - b. Location of each authorized position within the organizational structure. (16.1.1.b)
  - c. Position status; filled or vacant. (16.1.1.c)
2. Workload assessment criteria. The allocation of personnel to the Patrol Services Bureau shall be based on workload assessment dependent on, at least, the following criteria: (16.1.2)
  - a. The total number of incidents handled by patrol during the assessment period.
  - b. The average time required to handle the incidents at the patrol level.
  - c. A calculation of the average percentage of time available to patrol officers for handling incidents within each shift period. In calculating this average time available, allowances should be made in accordance to the following allocations:
    - (1) Shift I 40% - 45% available patrol time.
    - (2) Shift II 40% - 45% available patrol time.
    - (3) Shift III 45% - 50% available patrol time.
  - d. The amount of time lost through days off (holidays, annual leave, training, and other leave) compared to the total time required for each patrol assignment.
  - e. At least once each year, prior to the shift bid, the designated Bureau Lieutenant/Manager shall calculate the assignment availability factor for patrol personnel and provide the results in the form of a written report.
    - (1) This will assist in determining the number of personnel needed to carry out the various patrol functions.
    - (2) The assignment availability factor is the ratio representing the total potential person days available (the number of patrol personnel multiplied by 365 days) to the actual projected personnel days available (potential person days less time lost due to days off, leave, training, holidays, etc.).
3. The allocation of personnel in all other Bureaus except Patrol shall be based on workload assessments. (16.1.2)

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- a. Once each year, the assigned Bureau Lieutenant/Manager shall conduct a written assessment of staffing levels to determine if the assignment of personnel is appropriate. Factors to be considered in determining these requirements include, but are not limited to:
  - (1) Nature and number of tasks to be performed.
  - (2) Time required to complete the task.
  - (3) Estimated increase or decrease in overall workload.
- b. Based upon the assessment, the Bureau Lieutenant/Manager or appropriate supervisor shall submit the results in a memorandum form report, through the chain of command, to the Chief of Police no later than October 31st. This report shall be submitted prior to the budget process for the next fiscal year so additional staffing may be requested and budgeted when necessary.

#### B. Staffing Distribution

1. Workload demand. The Bureau Lieutenants/Managers shall continually monitor the workload requirements of their employees. When necessary, a redistribution of personnel will be made to equalize workload demands. (16.1.2)
2. Annual assessment. The Peoria Police Department shall assess the distribution of personnel on at least an annual basis and no later than October 31st. This task may be accomplished in conjunction with the annual requirement to assess allocation of personnel mentioned above.
3. Assessment criteria. Annually and at least ninety (90) days prior to the shift selection process, the designated Patrol Services Bureau Lieutenant shall review the distribution of patrol personnel to determine whether shift allocations should be revised. Among those factors to be considered are:
  - a. Temporal and geographic demands for service.
  - b. Workload according to shift periods.
  - c. Beat configurations. The boundaries of each beat shall be based upon a grouping of reporting areas.
4. District beat map. To assist in the distribution of patrol personnel, a map showing the organized reporting districts shall be maintained.
  - a. At least once each year, incidents shall be tabulated by reporting districts and by shift periods.
  - b. Patrol personnel shall be distributed in accordance with time and allocation distribution of incidents.
  - c. The number of patrol beats on each shift shall be proportionate to the workload occurring on that shift.

#### C. Specialized Assignments

1. Selection criteria. The selection of personnel for specialized assignments shall be based on the following criteria: (16.2.2)
  - a. Knowledge, skills, and ability required for the specialized assignment.
  - b. Formal applicable educational and training requirements.
  - c. Length of service and experience with the Peoria Police Department.
  - d. Job performance history.
2. Specialized assignment openings. Specialized assignment openings shall be announced by a Peoria Police Department wide directive. (16.2.2)

3. Annual Review of Specialized assignments.
  - a. Each specialized assignment shall receive an annual review due no later than October 31, of each calendar year by the Bureau Lieutenant/Manager in charge of that assignment to determine whether it should be continued.
  - b. This determination shall be made by an evaluation of the initial problem or condition that prompted the implementation of the specialized assignment. (16.2.1.c)
4. Specialized assignments. Specialized assignments include, but are not limited to the following: (16.2.1.a)
  - a. Traffic Services Officer.
  - b. Criminal Investigations Bureau (CIB) Detectives
    - (1) Crimes Against Persons Unit (CAP),
    - (2) Property Crimes Unit (PCU),
    - (3) Family Crimes Unit (FCU),
    - (4) Street Crimes Unit (SCU)
  - c. Field Training Officer (FTO).
  - d. Service Dog Handler.
  - e. Crisis Negotiator (CNT).
  - f. Critical Incident Stress Management Support Team (CISM).
  - g. Neighborhood Action Team (NAT).
  - h. Special Assignments Unit (SAU).
  - i. Range Master.
  - j. Communication Training Officer (CTO).
  - k. Recruit Training Officer (RTO).
  - l. Commercial Enforcement Unit (CEU)
5. A statement of purpose for each listed assignment shall be included in the review. (16.2.1.b)

#### D. Volunteers

1. Selection. It is the policy of the Peoria Police Department to recruit citizen volunteers to assist employees of the department in duties that will foster a closer relationship between the police and the public they serve. This section is not intended to cover the functions and activities of the Law Enforcement Explorer Post.
  - a. The mission of our Volunteer Program has two components:
    - (1) The Peoria Police Department will provide a rewarding experience to citizens with a desire to give of their time and talents to better their community.
    - (2) The Volunteer Program will provide, through the use of volunteers, quality and cost-effective delivery of services which will further the mission of the department to improve the quality of life in our City.
  - b. The Peoria Police Department welcomes and encourages the involvement of volunteers at all levels and within all appropriate activities. Department staff are encouraged to assist in the development of productive and meaningful assignments in which volunteers may serve.

2. Appointment of Volunteers:
  - a. The City is committed to equal employment opportunities.
  - b. The City will not discriminate on the basis of race, ethnicity, national origin, disability, Veterans status, gender, age, or sexual orientation.
  - c. The City reserves the right, consistent with state and federal law, to take into account the essential functions of the Volunteer Program in the recruitment process.
3. Appointment criteria. The Chief of Police will authorize a limited number of volunteer positions, which may serve in a designated area within the department. The Chief of Police shall appoint volunteers to meet the needs of the Peoria Police Department. All appointments to the Program must meet the following minimum requirements:
  - a. Minimum age of 18 years.
  - b. No felony convictions or misdemeanors involving moral turpitude.
  - c. Possession of a valid Arizona Driver's License (if applicable to the assignment in which the volunteer is serving).
  - d. Possess an acceptable driving record, which is deemed to be a driving history without criminal traffic violations during the last three years (if applicable to the assignment in which the volunteer is serving).
  - e. Be available for contact by telephone.
  - f. Successfully pass a police background investigation. The extent of this investigation may vary contingent upon the volunteer's anticipated assignment.
4. Volunteer Coordinator
  - a. The Chief of Police shall designate the Community Services Section Supervisor to act as a liaison between the volunteers and the Peoria Police Department staff. Regardless of the position, volunteers will follow the chain of command within the department as outlined in Policy #2.01 Organizational Structure.
  - b. The role of the Community Services Section Supervisor is to provide a coordinating function for effective volunteer management within the department to ensure the delivery of quality services. The Community Services Section Supervisor is responsible for:
    - (1) Recruiting and screening volunteers,
    - (2) Planning for the effective use of volunteers,
    - (3) Monitoring, evaluating, and reporting the quality and quantity of services provided by volunteers to the department.
5. Authority
  - a. Volunteer personnel will not present themselves as certified peace officers in the State of Arizona, or as a commissioned police officer with the Peoria Police Department. (16.4.1.a)
  - b. The authority of volunteers shall be limited to that specifically granted or assigned by the Chief of Police. Volunteers are not authorized to arrest or detain individuals, serve arrest warrants, exercise search warrants, or other legal processes, or to execute any other power or duty that the laws of the State of Arizona authorize a certified peace officer to exercise, except as designated in Section c below. (16.4.1.b)
  - c. Volunteers may serve as Police Services Officers, as permitted by Arizona Revised Statute, and Peoria City Ordinance, for the purpose of issuing citations for parking or standing vehicle laws, regulations and/or ordinances only. (16.4.1.b)

- d. If conducting vacation watches, crime prevention patrols, or special duty assignments, volunteers will report all suspicious activity to the Communications Bureau or sworn Peoria Police Department personnel, and will remain in the area only as observers until relieved by the responding police officer. At no time shall a volunteer intercede to prevent the commission of a crime in progress. (16.4.1.b)
  - e. Volunteers may function in support of community relations activities and other civilian level support activities. (16.4.1.b)
  - f. Volunteers will render any assistance requested by police officers that falls within their designated duties. At no time shall a volunteer be authorized to perform tasks until their training record indicates that they have successfully completed training in the appropriate area, and meet the assigned duties as determined by the Chief of Police. (16.4.2)
  - g. Volunteers shall follow the direction and instruction of the ranking officer at the scene. Volunteers shall not exercise any additional duties at a scene other than those assigned by the ranking officer assigned to the scene.
  - h. Volunteers shall not engage in any motor vehicle pursuit. Volunteers shall not use physical force (including deadly force) to prevent the commission of a crime, or to detain a person suspected of committing a crime. (16.4.1.b)
  - i. When working with compensated department employees, the volunteer will be of subordinate rank.
6. Restrictions of Volunteers: Volunteers of this department shall not:
- a. Carry a deadly weapon at any time while on duty as a volunteer with the Peoria Police Department.
  - b. Use their position to gain any personal favors or to further their personal business.
  - c. Interfere in the investigation of any crime, or fail to follow the direction and instruction of any ranking officer supervising the investigation of a crime scene.
  - d. Engage in conduct that is detrimental to the image of the Peoria Police Department as a law enforcement agency, including but not limited to, the arrest or conviction of any offense that is a Class 1 or Class 2 misdemeanor or any felony in the State of Arizona or under the laws of any other governmental entity.
7. Duty Requirements: All volunteers are required to log a minimum of 8 hours per month of on-duty time.
- a. Exceptions to the above requirements may be approved by the Community Services Section Supervisor and/or the Chief of Police.
  - b. Failure to perform required duty hours may result in termination from the Volunteer Program.
8. General Information
- a. A volunteer is anyone who, without expectation for actual compensation, performs a task at the direction and on the behalf of the Peoria Police Department.
    - (1) All volunteers must meet the criteria for and be officially accepted and registered as a volunteer for the department.
    - (2) All volunteers must receive general orientation and specific training appropriate to their assignment prior to the performance of the task.
    - (3) Volunteers are not considered employees of the Peoria Police Department or the City of Peoria and may be relieved of their duties at any time without cause.
  - b. Terminations. Volunteers serve at the discretion of the Chief of Police, who has the authority to dismiss the volunteer or to impose other discipline as the Chief of Police deems appropriate and necessary to serve the needs of the department. The determination of the Chief of Police shall be final.

- c. Resignations. Volunteers may resign from their service at any time. It is requested that volunteers who intend to resign provide advance notice of their departure and the reason for their resignation to their supervisor.
    - (1) All volunteers who resign are encouraged to meet with the Community Services Section Supervisor for an exit interview.
    - (2) A resignation indicates that the volunteer will not be returning.
    - (3) Volunteers returning following a resignation must contact the Community Services Section Supervisor to reapply to the program.
    - (4) Volunteers who resign shall immediately turn in all department issued equipment.
  - d. In-service training. department in-service training may be available to volunteers in the same manner as any other sworn or civilian member of the department (16.4.2).
  - e. Leaves of absence. Leaves of absence, which exceed ninety days, must be approved by the Chief of Police or his/her designee.
9. Volunteer Rights and Responsibilities: Volunteers are seen as a valuable resource to the Peoria Police Department, its staff, and the community. Volunteers shall be extended the following rights:
- a. To be treated with dignity and respect.
  - b. To be given a task that will match and/or enhance their talents.
  - c. The opportunity to learn and grow as a volunteer by accepting direction and feedback on their performance by their supervisor.
  - d. To be provided with a job description.
  - e. To take advantage of career development and enhancement.
  - f. To be able to make suggestions.
  - g. To be able to change assignments if not completely satisfied.
  - h. To receive sound guidance and direction from their supervisor.
  - i. To speak with their supervisor about any problems they may have.
  - j. To receive recognition for the good work they do.
10. Volunteer Management
- a. All volunteers shall complete a volunteer application prior to being interviewed. The application identifies:
    - (1) The person's education,
    - (2) Work experience,
    - (3) Skills or hobbies,
    - (4) Previous and current volunteer work,
    - (5) Type of volunteer work preferred,
    - (6) Emergency contacts, and
    - (7) Three personal references.

- b. All volunteers will be interviewed by the Community Services Section Supervisor prior to being assigned to a position.
  - (1) The interview shall determine the qualifications of the volunteer, their commitment, and will answer any questions the volunteer may have regarding the position.
  - (2) All interviews are conducted in person, and a written background investigation is prepared and distributed to Command Staff for review and comment.
- c. Upon successful completion of a background investigation, the volunteer will meet with the assigned supervisor.
  - (1) If each is satisfied with the assignment, the supervisor will arrange for any required training and a start date.
  - (2) That supervisor is responsible for submitting monthly documentation of volunteer hours to the Community Services Section Supervisor.
- d. The Community Services Section Supervisor will maintain records on each volunteer, including:
  - (1) Dates of service,
  - (2) Hours worked,
  - (3) Assignments/positions held,
  - (4) Evaluation of work,
  - (5) Awards received,
  - (6) Original application,
  - (7) References, and
  - (8) Copies of any licenses/certifications held.

## 11. Department Chaplains

- a. Selection and Retention
  - (1) All clergy wishing to apply as a volunteer Police Chaplain will be required to submit an application and resume outlining their training and experience in counseling and ministry to the Office of the Chief of Police. Once appointment is approved, the Police Chaplain will receive a Police Chaplain Identification Card.
  - (2) All applicants will be screened by the department's Command Staff.
  - (3) Those applicants who successfully complete the screening process will be eligible for appointment to the position of Police Chaplain by the Chief of Police.
  - (4) The Police Chaplain may be removed from service at any time at the discretion of the Chief of Police. Any complaint regarding misconduct by a Police Chaplain shall be forwarded to the Chief of Police for review and/or appropriate action.
- b. Duties and Responsibilities: The Police Chaplain should be available on a 24 hours a day, 7-days a week basis. The following is a partial list of the services the Police Chaplain may provide:
  - (1) A confidential listening ear.
  - (2) Spiritual guidance and support, upon request, to persons of various religious backgrounds (interdenominational ministry).

- (3) Employees needing assistance in dealing with special domestic disturbances, hostage negotiations, suicides, relatives of homicide victims, SIDS deaths, long-term illnesses, or death notifications.
  - (4) Peer counseling and critical incident stress management as needed within the department (see Policy #3.13 Critical Incident Stress Management).
  - (5) Marriage and premarital counseling.
  - (6) Substance abuse counseling.
  - (7) Assistance and support at funerals.
  - (8) Counseling to employees and their families after crisis (officer involved shooting, death of family member, etc.).
  - (9) The service of performing marriages.
  - (10) Assistance in developing family support groups.
  - (11) Any time a police officer wishes to refer a citizen to a Police Chaplain, it will be done only with the approval of a supervisor.
  - (12) In order to ensure equal access to the services of the department's Chaplain. Chaplains shall distribute their time equally between the main station and the Pinnacle Peak Public Safety Facility.
- c. Supervision: Although the Police Chaplain position is considered its own rank, Police Chaplains are encouraged to communicate with management personnel for the purpose of reporting progress, without violating confidentiality commensurate with the law pertaining to clergy. Chaplains are required to submit a recap of hours worked on the proper form to the Community Services Supervisor on a monthly basis, to include the date of service and facility (i.e. main or substation).
  - d. Training: The Training Specialist shall assist Police Chaplains in obtaining or participating in relevant departmental training as needed.
12. Police Reserves (16.3.1): It is the policy of the Peoria Police Department to appoint Police Reserve Officers to supplement the overall quality of law enforcement services within the City of Peoria.
- a. Organization. The police reserve section has an organizational component within the structure of the Peoria Police Department. It comes directly under the command and supervision of a Watch Commander, as designated by the Chief of Police.
    - (1) An Individual Performance Record (IPR, as defined in Section Policy 3.04 Individual Performance Records of this manual) will be maintained for each Reserve Officer and accomplished in the same manner as those of regular officers, at least bi-annually.
  - b. Reserve Assignments. Reserve Officers will be assigned to directly assist full-time personnel both in day to day delivery of law enforcement services and during emergencies.
    - (1) Reserve Officers will normally be assigned to work with regular patrol units as a two-person unit. They may work as a "solo officer," working back-ups in the city at the direction of a Watch Commander. Reserves should be assigned to work in districts 10, 20, 30, 40, and 50.
    - (2) In order for a reserve officer to work as a "solo unit," he or she must be a fully certified peace officer and have received written approval from the Watch Commander appointed to oversee the reserve program. Reserve officers should not work as solo units all the time. Although they possess the same skills and abilities as full-time officers, they do not do the job on a frequent basis. By having reserve officers ride with full-time officers, it maximizes the benefit to the department by having a two-person unit, and it ensures the reserve officer maintains his or her skills.

- (3) Reserve officers are required to work a minimum of two shifts a month. These shifts must be at least 8 hours each. These two shifts are in addition to any training or court time. Hours worked should be tracked and broken down by patrol time, training, court, etc, and given to the reserve officer's immediate supervisor at the end of each month.
  - (4) Reserve officers should not drive unmarked cars or run radar. In order to assist another area of the department, the reserve officer must have the approval of a Watch Commander.
  - (5) Reserve officers must notify either their supervisor or the affected shift sergeant at least 24 hours prior to working a shift. This will allow the reserve officer to be placed on the schedule, and ensure the shift sergeant can make appropriate arrangements. The reserve officer should know his or her call sign and area of responsibility when he or she reports for duty.
  - (6) Reserve officers will deploy from the main station, and should make every attempt to attend briefings, in order get important information and to start his or her shift at the same time as the officer he or she may be riding with.
- c. Selection Criteria. Selection and appointment to the Peoria Police Department's Reserve Officer Program requires the exact same standards of selection as those utilized for full-time police officers within the department. The process may be implemented in conjunction with recruitment activities for full-time officers or may be conducted separately, but shall consist of the same selection and testing components. (16.3.2)
- d. Training. Reserve Officers will be commissioned as Arizona peace officers after completion of the required academy training equal to that of a full-time police officer performing the same duties and responsibilities. (16.3.3)
- (1) Reserve Officers will receive in-service training equivalent to that of full-time officers performing the similar functions. However, hours and schedules may vary to accommodate the reserve officer's schedule. (16.3.5)
  - (2) Reserve Officers will be trained in use of force policies and tested for firearms proficiency using the same methods imposed upon full-time officers performing similar functions. (16.3.6)
- e. Uniform and Equipment
- (1) Reserve Officers will wear the same uniform as full-time officers.
  - (2) No rank insignias will be worn by reserve personnel. (Please Refer to Uniform Policy 5.04 Uniforms) (16.3.4).
  - (3) Reserve Officers will be equipped with the same equipment as that of a full-time law enforcement officer performing similar functions.
  - (4) Reserve officers will receive an annual clothing allowance as provided and approved by the City of Peoria.
  - (5) Ballistic vests will be issued at the time equipment is issued to the reserve officer after obtaining Peace Officer Certification.
- f. Restrictions to Duty
- (1) Reserve Officers will utilize the information contained in Peoria Police Department files and records only in conjunction with approved and necessary on-duty assignments and while conducting official police business.
  - (2) Reserve Officers shall receive written notification from the Staff Services Bureau Manager concerning the successful completion of the required police officer academy training and certification and the FTO Program prior to the solo operation of a fully marked patrol unit.
  - (3) Reserve Officers will not be employed by the City of Peoria in any paid capacity. The Reserve Program is open to non-city employees only.

- (4) Reserve officers must not be employed in any job which creates a conflict of interest for the City of Peoria. A few limited examples include: criminal defense attorney, tow truck driver, or liquor establishment employee. If a reserve officer becomes employed in a job other than or in addition to the one they had when hired, he or she will notify their immediate supervisor as soon as possible, regardless of the job.
- g. Reserve officers will be bonded with the same coverage as full-time officers and will be provided with public liability protection equal to that provided for full-time police personnel. (16.3.7)
- 13. Civilian Personnel (16.5.1): Authorized positions within the Peoria Police Department not requiring sworn status will be staffed, when possible, with civilian personnel.
- 14. Explorers
  - a. Explorers are under the direct supervision of a patrol services supervisor or other designee as determined by the Chief of Police.
  - b. Explorers will abide by departmental policies as well as the Constitution of the Explorer Post.
  - c. Explorers shall either reside within the City of Peoria, attend a school within the Peoria Unified School District, or have a family member employed by the City of Peoria Police Department.
  - d. Explorer staff and advisors may not make determination of acceptance or non-acceptance of their children to the post.
  - e. Explorer staff and advisors may not directly supervise nor be assigned to the same detail as their children during their assignment to the post.
  - f. Explorers may drive departmental vehicles provided each of the following conditions are met:
    - (1) Minimum age of 18 years.
    - (2) Possess a valid Arizona Driver License.
    - (3) Possess an acceptable driving record, which is deemed to be a driving history without criminal or civil moving traffic violations in the past three years.
    - (4) Have received appropriate supervisory approval.
  - g. An Explorer is an "at will" volunteer employee that is a member of the program at the pleasure of the Chief of Police.

**Peoria Police Department**  
**Policy 2.06 Allocation and Distribution of Personnel**  
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