

In March, 2010 Alexander Weiss Consulting, LLC was engaged by the City of Lansing Michigan to conduct a comprehensive study of staffing and organization for the Lansing Police Department. This project consisted of six tasks:

- *Task One.* Conduct a comprehensive analysis of the patrol function, to include citizen initiated demands for service, officer initiated activities, and administrative tasks.
- *Task Two.* Develop a staffing model based on workload requirements and organizational expectations about unobligated patrol time.
- *Task Three.* Develop a work schedule that meets the requirements specified in tasks one and two; working closely with police personnel to strike a balance between organizational and officer expectations.
- *Task Four* Examine current patterns of geographic staffing and beat design.
- *Task Five.* Conduct an organizational analysis of LPD support units, including investigations, and special operations.
- *Task Six.* Provide recommendations regarding alternative organizational models of service delivery.

Below we have summarized our key recommendations:

1. The Lansing Police Department should adopt a patrol-staffing plan based on citizen generated workload and performance standards for officer discretionary time. Using reasonable assumptions we recommend that the department assign 51 officers to the day shift and 58 officers to the night shift.
2. LPD should monitor the day-off selection process to ensure that the daily staffing is consistent with the daily workload.
3. LPD should adopt alternative methods to handle citizen requests for service including a telephone reporting unit, web-based applications, and non-sworn investigators and setting up appointments for citizens to file reports.
4. The LPD Criminal Investigation Division should adopt a system that assigns cases for follow-up based on seriousness and solvability. Cases that fail to meet thresholds should be suspended, pending further information.
5. LPD should more closely monitor investigator workload, ensuring that investigators are making satisfactory progress on cases, and that cases do not remain open when leads have been exhausted.
6. The Special Operations Section should diversify its approach to narcotics enforcement to include more strategic crime-control partnerships.
7. LPD traffic officers should be assigned to a work schedule that more closely matches the distribution of traffic related calls.

8. The Department should develop systems to charge the sponsors of special events for the costs of police service.
9. LPD should review its policy on special assignments to ensure that factors other than seniority (e.g. police officer performance) weigh heavily in the decision to assign an officer to a special unit. Moreover, the department should ensure that officers in special assignments remain available for other assignments including patrol operations.
10. LPD should create a planning and research unit to serve as an analytical and communication arm for the agency. It would make the deployment of LPD resources more efficient by providing data-driven lessons about crime and traffic activities, and it would enhance accountability by illustrating the effectiveness of operations and strategies.
11. The department should create a special operations division that includes:
 - a. Special Operations Section,
 - b. Traffic Enforcement,
 - c. Community Policing Officers,
 - d. School Resource Officers,
 - e. Neighborhood Watch Officers,
 - f. Canine Officers, and
 - g. S.T.A.R.T Team.
12. The department should implement a new structure with four divisions, each directed by a captain:
 - a. Patrol
 - b. Investigations
 - c. Special Operations
 - d. Management Services