

POLICE OPERATIONS AND DATA ANALYSIS REPORT

LITTLE ROCK POLICE DEPARTMENT

FINAL



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The International City/County Management Association is a 103-year old, nonprofit professional association of local government administrators and managers, with approximately 13,000 members located in 32 countries.

Since its inception in 1914, ICMA has been dedicated to assisting local governments and their managers in providing services to its citizens in an efficient and effective manner. ICMA advances the knowledge of local government best practices with its website (www.icma.org), publications, research, professional development, and membership. The ICMA Center for Public Safety Management (ICMA/CPSM) was launched by ICMA to provide support to local governments in the areas of police, fire, and emergency medical services.

ICMA also represents local governments at the federal level and has been involved in numerous projects with the Department of Justice and the Department of Homeland Security.

In 2014, as part of a restructuring at ICMA, the Center for Public Safety Management (CPSM) was spun out as a separate company. It is now the exclusive provider of public safety technical assistance for ICMA. CPSM provides training and research for the Association's members and represents ICMA in its dealings with the federal government and other public safety professional associations such as CALEA, PERF, IACP, IFCA, IPMA-HR, DOJ, BJA, COPS, NFPA, and others.

The Center for Public Safety Management, LLC, maintains the same team of individuals performing the same level of service as when it was a component of ICMA. CPSM's local government technical assistance experience includes workload and deployment analysis using our unique methodology and subject matter experts to examine department organizational structure and culture, identify workload and staffing needs, and align department operations with industry best practices. We have conducted over 341 such studies in 42 states and provinces and 246 communities ranging in population from 8,000 (Boone, Iowa) to 800,000 (Indianapolis, Ind.).

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SECTION 1. EXECUTIVE SUMMARY

The Center for Public Safety Management, LLC (CPSM) was commissioned to review the operations of the Little Rock Police Department. While our analysis covered all aspects of the department's operations, particular areas of focus of this study included: identifying appropriate staffing of the department given the workload, community demographics, and crime levels; the effectiveness of the organizational structure; and efficiency and effectiveness of division/unit processes.

We analyzed the department workload using operations research methodology and compared that workload to staffing and deployment levels. We reviewed other performance indicators that enabled us to understand the implications of service demand on current staffing. Our study involved data collection, interviews with key operational and administrative personnel, focus groups with line level department personnel, on-site observations of the job environment, data analysis, comparative analysis, and the development of alternatives and recommendations.

Based upon CPSM's detailed assessment of the Little Rock Police Department, it is our conclusion that the department, overall, provides quality law enforcement services. The staff is professional and dedicated to the mission of the department. Through this report, we will strive to allow the reader to take a look inside the department to understand its strengths and its challenges. We sincerely hope that all parties utilize the information and recommendations contained herein in a constructive manner to make a fine law enforcement agency even better.

As part of this Executive Summary, we offer general observations that we believe identify some of the more significant issues facing the department. Additionally, we also list key recommendations for consideration; we believe these recommendations will enhance organizational effectiveness. Some of these recommendations involve the creation of new job classifications; others involve the reassignment/repurposing of job duties to other sections and units. Oftentimes these types of recommendations require a substantial financial commitment on the part of a jurisdiction. In the case of the Little Rock Police Department, some may be accomplished by a realignment of workload and/or reclassification of job descriptions. It is important to note that in this report we will examine specific sections and units of the department and will offer a discussion of our observations and recommendations for each.

The list of recommendations is extensive. Should the Little Rock Police Department choose to implement any or all recommendations, it must be recognized that this process will not take just weeks or even months to complete, but perhaps years. The recommendations are intended to form the basis of a long-term improvement plan for the city and department. It is important that we emphasize that this list of recommendations, though lengthy, is common in our operational assessments of agencies around the country and should in no way be interpreted as an indictment of what we consider to be a fine department. While all of the recommendations are important, we suggest the Little Rock Police Department in conjunction with other city departments, the city council, the city manager, and members of the community decide which recommendations should take priority for implementation.

GENERAL OBSERVATIONS

- The Little Rock Police Department is struggling with filling police officer vacancies; the vacancies are causing stress within the Operations Division as it relates to filling shifts.
- The department is in need of additional new vehicles to replace many that have high mileage or are in need of repair. Also, the department is not receiving adequate service from the city's fleet department.
- The department has many sworn personnel in positions where civilian personnel can complete the work responsibilities.
- The Communications Center was recently transferred to the Fire Department from the Police Department; this transition has caused some issues.
- Communication among the command staff appears to be strained, and at times there is little to no communication.

In virtually all police studies conducted by CPSM, a lack of communication is cited as a major organizational impediment. That sentiment was expressed in Little Rock as well. The lack of communication appears to be up and down the organization, but especially noticeable within the command staff. In any event, open, constructive communication is vital to any organization.

CPSM suggests an option that involves executive staff hosting a quarterly "State of the Department" briefing where staff can give a short status report on important issues, changes, new programs, etc. facing the department, and allow for questions or input from all employees. Such meetings should be scheduled so as to allow all shifts to participate, and topics should be solicited from employees in advance of the meeting to ensure that issues of importance to employees are addressed. No, this is not a panacea, but those who are truly interested in department activities outside of their "workspace" can get a better understanding of the department's work plan and how they may contribute to the betterment of the department. For those who have selective awareness, they have only themselves to blame should they choose not to participate.

As noted previously, key specific recommendations follow and are discussed in detail throughout the report. These recommendations are offered to enhance the operation of the Little Rock Police Department. The recommendations provided are to ensure that law enforcement resources are optimally deployed, operations are streamlined for efficiency, and services provided are cost-effective, all while maintaining a high level of service to the citizens of the City of Little Rock.

CPSM staff would like to thank Chief of Police Keith Humphrey, Major Heath Helton, and the entire staff of the Little Rock Police Department for their gracious cooperation and assistance in completing this project.

§ § §

KEY RECOMMENDATIONS

Administrative

1. Continue moving forward with the execution of the strategic plan. (See p. 18.)
2. CPSM recommends replacing sworn personnel with civilian personnel in the Accreditation Unit. (See p. 18.)
3. CPSM recommends the Communications/Community Relations Unit be transferred to the 21st Century Community Policing Division. (See p. 19.)
4. Improve internal communications, both top to bottom, and bottom to top, to ensure members of the organization are aware of the department's work plan, and that they are valued and considered. (See p. 19.)

Field Services Division

5. Staff patrol according to the recommendations in Table 5-4 with one Captain, three Lieutenants, 10 Sergeants, and 72 police officers. (See pp. 29-38.)
6. Deploy officers to power shifts to address community issues. (See pp. 29-38.)
7. Designate the Sergeants assigned to all shifts to be the point people to execute crime reduction and traffic safety plans focusing on hot-spots and hot-people. (See p. 29-38.)
8. Create a CFS working group to explore the potential of eliminating workload demands and non-emergency CFS from patrol workload. (See pp. 38-51.)
9. Explore the expansion of web-based reporting and deferred service responses. (See pp. 52-53.)
10. Deploy CSOs on patrol. (See p. 53.)

Special Assignment Section

11. Rigorously apply solvability factors to reported crimes prior to assigning cases for follow-up investigations. Cases without the ability to be solved should be closed and referred to the CSO for victim re-contact. (See pp. 54-55.)
12. Track cases assigned for follow-up, by detective unit and by detective, and apply appropriate clearance definitions to the cases. (See pp. 55-58.)
13. Implement more rigorous case management and supervisory case review protocols. (See pp. 55-58.)
14. Track individual detective caseload to ensure that only cases that are solvable get assigned, and that cases are investigated and closed expeditiously. (See pp. 55-58.)
15. Develop and implement an appropriate investigative training program for Division detectives. (See pp. 59-60.)
16. Develop a policy that fosters rotation of detectives to more specialized investigative units or to patrol as appropriate. (See pp. 60.)
17. Develop a more robust criminal intelligence capacity at the Division level. (See pp. 60-62.)
18. Add one civilian position to each detective unit to act in an investigative support function. (See pp. 62.)
19. Deploy a Community Resource Unit consisting of a minimum of one Sergeant, three officers, and a civilian CSO in each Division. (See pp. 62-63.)

Investigative Services Division

20. The LRPD should explore whether civilians (preferably a retired police officer) can assume the administrative/clerical duties of the registration, periodic re-registration, and change of address process for registered sex offenders from this sworn officer. (See p.68.)
21. It is recommended that the LRPD assess whether the sworn position of intelligence tech in the Intelligence team should be civilianized. The sworn functions currently performed by these detectives (e.g., dignitary visits, etc.) can be reassigned to other sworn members and the remaining duties combined and performed by one or more civilian analysts. (See pp. 69-70.)
22. Considering the perception of a lack of bi-directional information sharing among Gun Crimes Intelligence and the MCD, the LRPD should evaluate whether the department is better served organizationally with Gun Crimes Intelligence in the MCD. (See pp. 69-70.)
23. Given the complexity and/or volume of cases investigated by MCD units, the LRPD should consider implementing a structured Division-level case review process. (See p.70.)
24. The LRPD should consider implementing a similarly structured quality control process in SID. (See p. 71.)
25. The LRPD should use industry benchmarks in determining whether or not it has a sufficient number of criminal investigators in the department and if so, whether or not those investigators are properly allocated among the various criminal investigations units. (See p. 72.)
26. It is recommended that the LRPD consider providing investigative services on the evening shift by having unit investigators alternate between day and evening shifts. (See pp. 72-73.)
27. Given the fact that the relief Lieutenant is backfilled primarily by Sergeants when on authorized leave, the LRPD should reconsider the need to have a Lieutenant perform this function. (See p. 73.)
28. It is recommended that the LRPD reassess whether the circumstance warranting joining a particular task force is as compelling today as it was when the LRPD joined the task force (i.e., IRS Task Force position has been vacant due to federal employees working from home, etc.) and whether the number of LRPD detectives on a particular task force should be reduced (i.e., FBI-GET Rock Task Force). (See p. 74.)
29. Gang activity that does not rise to the level for GET Rock task force investigation should be investigated by the LRPD. (See p. 75.)
30. It is recommended that the LRPD re-evaluate the content areas of the Basic Detective School and expand its length to ensure the needed subjects areas are covered in a comprehensive manner and that guest speakers, scenario-based instruction, and practical exercises are included in the curriculum (e.g., interpreting crime scenes, witness interviews, suspect interrogations, use of department/county/state databases, etc.). (See pp. 75-76.)
31. Division commanders must be able to assess the level of formal training possessed by a new investigator and determine what supplemental training is needed to competently perform his/her new duties. (See p. 76.)
32. The LRPD must implement practices to ensure that criminal investigators are accessing, in a timely manner, all appropriate resources, to support their investigations. (See p. 77.)

Special Operations Division

Traffic Services Unit

33. CPSM recommends the department obtain traffic collision data from the CAD system or the state collision reporting system and utilize the data to deploy motor officers for traffic enforcement based upon the data to prevent collisions. (See p. 80.)
34. Develop benchmarks and measure the effectiveness of traffic enforcement strategies, similar to standards utilized to evaluate crime suppression and prevention. (See p. 80.)
35. Develop a plan to reorganize the fatal collision investigator function into a full-time unit. Fifty-three callouts and associated investigations in a year necessitate full-time resources. New or reorganized operations should be deployed full-time to investigate fatal accidents. (See p. 80.)
36. Accident reconstruction training should be provided to all officers investigating fatal and severe injury accidents; currently, only 2 of the five are adequately trained. (See p. 80.)
37. The Special Operations Division has many collateral and part-time duties assigned. Consequently, people report to more than one chain of command and serve two separate divisions. As part of the Special Operations Division, the Traffic Unit should be included in a comprehensive review of resources to prioritize functions and ensure the prioritization lines up with the staffing allocated. (N/A)

Canine Unit

38. Send the Sergeant and Lieutenant to a recognized canine managers course. (See pp. 81-82.)
39. Develop an annual canine equipment budget sufficient to pay for necessary specialized equipment (harnesses, leads, muzzles, etc.) essential for handlers to train and deploy their dogs correctly. (See pp. 81-82.)
40. The Special Operations Division has many collateral and part-time duties assigned. Consequently, people report to more than one chain of command and serve two separate divisions. As part of the Special Operations Division, the Canine Unit should be included in a comprehensive review of resources to prioritize functions and ensure the prioritization lines up with the staffing allocated. (N/A)

SWAT

41. It is recommended the department budget annually for routine equipment acquisition and replacement costs. The reliance on grants for day-to-day equipment needs causes a lack of consistency and is not a best practice. (See p. 83.)
42. CPSM recommends the department immediately engage in a process to identify funding to provide for commercially available explosive materials and weapons storage containers for the SWAT vehicles. (See p. 83.)
43. CPSM recommends the department produce a longer-term plan to replace the military surplus armored vehicles with commercially available armored vehicles designed for urban policing. (See p. 83.)
44. It is recommended the Unit's aging vehicle fleet be replaced as soon as practical. It is further recommended that rolling down vehicles from patrol to SWAT once they reach high mileage is a practice that should be discontinued. SWAT members perform normal patrol functions and should have similarly situated cars for patrol as other officers versus vehicles with more than 200,000 miles. Issues with the procurement and maintenance of city vehicles will be addressed elsewhere in this report. (See p. 83.)

45. CPSM recommends the Executive Staff review the use of "no-knock" search warrants with SWAT leadership and develop plans for alternate tactics that are safer for the officers and the community. (See p. 83.)
46. The Special Operations Division has many collateral and part-time duties assigned. Consequently, people report to more than one chain of command and serve two separate divisions. As part of the Special Operations Division, SWAT should be included in a comprehensive review of resources to prioritize functions and ensure the prioritization lines up with the staffing allocated. (N/A)

Street Crimes

47. The Special Operations Division has many collateral and part-time duties assigned. Consequently, people report to more than one chain of command and serve two separate divisions. As part of the Special Operations Division, the Street Crimes detail should be included in a comprehensive review of resources to prioritize functions and ensure the prioritization lines up with the staffing allocated. (N/A)

Special Response Unit

48. The Special Operations Division has many collateral and part-time duties assigned. Consequently, people report to more than one chain of command and serve two separate divisions. As part of the Special Operations Division, the Special Response Unit should be included in a comprehensive review of resources to prioritize functions and ensure the prioritization lines up with the staffing allocated. (N/A)

School Resources Unit

49. The Special Operations Division has many collateral and part-time duties assigned. Consequently, people report to more than one chain of command and serve two separate divisions. As part of the Special Operations Division, the School Resources Unit should be included in a comprehensive review of resources to prioritize functions and ensure the prioritization lines up with the staffing allocated. (N/A)
50. The city should partner with an academic or government institution to evaluate the SRO's youth programs for effectiveness. (See p. 85.)
51. Consider moving the School Resource Unit to another division in the department where the mission aligns better Than it does in the Special Operations Division, such as the new 21st Century Policing Division. (See p. 85.)

Headquarters Division

Wellness Unit

52. Add an additional sworn position in the Wellness Unit. (See p. 89.)
53. It is recommended that the additional officer be a person of color due to the demographics of the department. (See p. 89.)
54. CPSM recommends that funding for the Wellness Unit be a line item in the annual budget. (See p. 89.)
55. Members of the Wellness Unit and members of the peer support team should have mandatory annual debriefs with a licensed certified psychologist. (See p. 89.)
56. CPSM recommends that a line item in the annual budget be created to cover the annual debriefs with the psychologists. (See p. 89.)

57. CPSM recommends that as part of the selection process as a peer support officer the officer undergo an assessment with the department's psychologist to determine suitability for the team. (See p. 89.)

Front Desk

58. It is recommended the front desk of the police department be staffed from 8:00 a.m. until 10:00 p.m., Monday through Friday. (See p. 90.)
59. CPSM recommends replacing the sworn police officers with civilian front desk personnel, which would enable the department to utilize the sworn officers in other enforcement areas. (See p. 91.)

Warrant Unit

60. Transfer the responsibility of managing the surveillance cameras and keycard access system ID cards to a civilian employee. (See p. 92.)
61. Ensure the focus of the work of the warrant officers is on the serving warrants. (See p. 92.)
62. Ideally, the warrant officers should be allowed to flex their work hours to accommodate their serving of arrest warrants. (See p. 92.)

Property and Evidence

63. Ensure the P&E Unit's policies are reviewed each year to remain current in legal mandates and best practices. (See p. 93.)
64. CPSM recommends the department find a new P&E storage facility that will adequately meet the needs of the department. If that is not an option, it is imperative that improvements be made to the current facility. (See pp. 93-95.)
65. CPSM recommends the department purchase rolling storage shelving so as to increase the available storage space for property and evidence. (See p. 95.)
66. It is recommended the department purchase additional server storage space to allow P&E video camera footage to be retained for 45 days. (See p. 95.)
67. CPSM recommends the IT department work with P&E personnel to rectify the inadequacies in the current platform to meet their needs or that the city purchase a stand-alone P&E platform such as EvidenceOnQ. (See p. 95.)
68. CPSM recommends purchasing refrigeration monitoring units for each refrigerator and freezer. (See p. 95.)
69. CPSM recommends the P&E unit remain open until 6:00 p.m. to enable citizens the opportunity to pick up items after their workday ends. This could be accomplished by modifying the work schedule of one or more technicians. (See p. 96.)
70. CPSM recommends adding one full-time technician position and one part-time technician position to the P&E Unit. (See pp. 96-97.)
71. The department's detective supervisors should ensure their detectives are adhering to the current policy of notifying P&E of dispositions within 15 days. (See p. 97.)
72. All evidence technicians should become certified through IAPE. (See p. 97.)
73. All evidence technicians should attend the annual IAPE conference for ongoing professional training. (See p. 97.)
74. It is imperative the department get the cash out of the P& E vault and into a bank account. (See p. 97.)

75. Due to the nature of the items being destroyed, it is recommended that a minimum of four armed officers accompany the technician when travelling to destruction sites. (See p. 98.)

Training

76. The Training Unit must be utilized as, and considered to be, the central source of documentation for all training of all personnel, regardless of assignment. The commanding officer of the Training Unit should be copied/notified of any personnel assigned to a specialized unit who attend "outside" training (such as homicide school). Members of the department who fail to submit documentation as directed should be disciplined. (See pp. 102-103.)
77. From a liability and risk management standpoint, it is imperative that all uniformed members of the department meet the minimum 40-hour annual in-service requirement set by the department. Officers should be provided reasonable accommodations to reschedule, but this training must be completed. Officers who fail to schedule and complete their required in-service training within a reasonable time should be disciplined. The Professional Standards Section should perform an auditing and inspections function in this regard. (See p. 102.)
78. In light of recent national events, de-escalation and judgmental use of force training for police officers has become critically important for all communities. The technology regarding immersive firearms simulator training is rapidly evolving. We believe that all police departments must avail themselves of the most current firearms training technologies and methods available. We therefore recommend that the department continue to seek opportunities to provide immersive judgmental firearms simulator training to its officers by: 1) obtaining and utilizing a state-of-the-art simulated firearms training system of its own; or 2) seeking opportunities to utilize such equipment owned and operated by other law enforcement agencies in the region. During our site visit we were advised that the department has recently applied for a grant to purchase such equipment to enhance its current capabilities. The department is to be commended for these efforts. (N/A)
79. Recruit and in-service lesson plans should be paginated as follows: "page 1 of 5, page 2 of 5, etc." Some of the lesson plans we reviewed were not paginated at all. Proper pagination is required as lesson plans often end up as legal exhibits in litigation related to police training content and practices. (N/A)
80. When structuring the department's recruit and in-service lesson plans, it is recommended that any related assessments be referenced in the plan itself. For example, the de-escalation lesson plan (dated 6/30/21) contains a 27-question 'De-escalation Test.' In addition to listing learning objectives and teaching aids on page one, this test should be identified as an 'assessment tool' linked to this particular lesson. (N/A)
81. The Training Unit should utilize the resources promulgated by the International Association of Directors of Law Enforcement Standards and Training (IADLEST). IADLEST membership includes access to an information portal that provides lesson plans, webinars, innovative learning strategies and activities, assessment tools and rubrics, etc. (See p. 104.)

Recruitment

82. The Recruitment and Background Investigations Unit needs to develop an operational plan that identifies and tracks specific recruitment/hiring performance goals and activities of all members of the unit. The unit should report its relative degree of progress towards stated performance targets via regular meetings with command staff. (See p. 106.)
83. The specific duties and responsibilities for all officers assigned to the Recruitment and Background Investigations Unit must be articulated. (See p. 107.)

84. CPSM offers no opinion regarding the advisability of assigning a uniformed officer from this unit to the local vocational school. We do strongly recommend, however, that if this officer is to continue to do so, a memorandum of understanding with the school district should be entered into and a clear set of duties, responsibilities, and activities should be identified. Absent an MOU, it is impossible to set performance standards or to properly evaluate the performance of this officer. The absence of a clear MOU could also pose a liability threat to the officer, the department, and the city. (See p. 106.)
85. The department should actively track its recruitment "yield rate" as part of the overall evaluation of its recruitment efforts. A great deal of useful hiring data is currently being collected, from the number of 'clicks' on the Build a Better Blue page of the website or Facebook page, to the number of applications received, the number of persons actually taking and passing the exam, and the number of persons qualifying for each successive step in the hiring process. The department should analyze this data and attempt to calculate its current 'yield rate;' that is, the percentage of applicants who actually enter recruit training and are ultimately hired by the department. This will be a very useful metric to monitor going forward and will provide an accurate assessment of the relative effectiveness of the department's various recruitment efforts, particularly among particular demographics. (N/A)
86. Reduce the number of sworn personnel assigned to the Recruitment and Background Investigations Unit who are performing background investigations and replace them with: 1) investigators assigned to other investigative units; or 2) qualified full or part/time civilians. Reassign these officers as necessary. (See pp. 106-107.)
87. The Build a Better Blue campaign should highlight the department's current cadet program. A video profile of a senior cadet and a description of the program's benefits (salary and accumulation of city employment time towards retirement) would likely enhance recruitment opportunities for the police officer position. (N/A)
88. IADLEST should also be used as a resource for recruitment and retention strategies. (N/A)

Records and IT

89. CPSM recognizes that the position of desk officer is a useful one for a department the size of the LRPD, as light duty officers may be assigned to this duty. Nevertheless, due to its chiefly clerical and administrative duties and responsibilities, we believe that a civilian member of the department could adequately staff this position. The desk officer position in most departments is a legacy practice that has continued from the time when a Sergeant was required at all times to maintain a command log and to book prisoners. (See p. 109.)
90. The LRPD should have a dedicated city information technology (IT) technician permanently assigned to the department. (N/A)
91. The department should create a technology task force. This would be a group of sworn and non-sworn employees of various ranks who would be charged with meeting regularly to determine the department's current and future technology needs (hardware and software, training, etc.) as well as any steps needed to ensure that the department remains current with regard to technological advancements. The panel should meet on a regular schedule, and should: 1) identify the department's current technology needs; 2) identify any deficiencies of the department's current communications (i.e., radios, telephones, and CAD) and records management system (RMS); 3) make recommendations for revising and updating the department's website, as necessary; and 4) make specific recommendations for improvements, where necessary. (N/A)

92. The technology task force should be charged with developing a detailed, multiyear technology plan for the department. This plan would include a statement of current needs, as well as a detailed strategy and system for replacing old systems and equipment and acquiring and purchasing new technology and equipment (software, hardware, etc.), adequately training personnel, and implementing a variety of advanced technologies to enhance organizational performance. The technology task force should be charged with field/beta testing, evaluating, and reporting on any new technologies adopted or tested. (N/A)
93. The Assistant Chief should chair the technology task force. (N/A)
94. The task force should work to ensure that products such as PowerDMS are fully utilized by the department. Additional employee training should be suggested, as necessary. (N/A)
95. CPSM believes that the duties and responsibilities associated with the position of Technology and Equipment Officer is best performed by qualified civilian personnel. We do not believe that sworn personnel should perform this function. (See p. 110.)
96. Review the overall staffing level of the FOI Unit with an eye towards reduction (unless a thorough analysis of the of both quality and quantity of requests is performed and clearly suggests otherwise). Assign only one uniformed supervisor to this unit (Lieutenant or Sergeant) and reassign the other uniformed personnel to other positions. Add civilian personnel to this unit as necessary. (See p. 110.)

Miscellaneous

97. During the consultants' site visit the quartermaster unit was visited and physically inspected. The consultants noted that "prop" firearms that are used for recruit and in-service training were being stored in close proximity to a secured "gun room" for operational firearms. We note that this firearms storage area was fully secured at the time of our inspection. Nevertheless, we believe that live and replica firearms must be physically segregated. The current storage practice should be immediately discontinued as it represents a significant safety and liability concern for the city, the department, and its employees. Alternative storage arrangements should be made. (See p. 111.)

Professional Standards

98. All supervisors who may conduct personnel investigations should attend either an internal affairs school or receive some training in-house on conducting a personnel investigation. (See p. 114.)
99. CPSM recommends that LRPD define mandatory rotation out of the Internal Affairs at three years if a Sergeant has not promoted out at the conclusion of three years. (See p. 114.)
100. A link to the department complaint form should be prominently displayed on the department's website "home page;" it should be interactive so as to permit a citizen to submit it through the website. (See pp. 114-115.)
101. A form specific external personnel commendations from citizens should be developed and displayed prominently on the department website. (See p. 115.)
102. Based on community demographics and identified need, LRPD should evaluate producing the complaint and commendation forms in additional languages. (See p. 115.)
103. A kiosk should be placed in the lobby for the public's ease in completing complaint forms, or at least the form should be available in the lobby without having to ask for it. (See p. 115.)
104. Change the complaint form and policy terminology from "citizen" to "public" or other contemporary terminology. (N/A)

- 105. It would be recommended that the police officer position in the IA Unit be replaced with a second administrative assistant position. (See pp. 116.)
- 106. It is recommended the department strive to complete misconduct investigations in 60 days and service complaint investigations in 30 days. (See p. 116.)
- 107. Update complainants on the status of their complaint sooner and more frequently than the current process of 60 and 45 days. (See p. 116.)
- 108. CPSM recommends the department create a matrix that reflects the rules and regulations governing discipline specific to the department. (See pp. 117-118.)

Use of Force

- 109. The use of force policy should be reviewed annually for any changes in law or altering any way that force is used. (See p. 122.)
- 110. It is recommended a monthly, instead of quarterly, report be developed to provide timely force analytic information for command staff review. (See p. 124.)
- 111. CPSM recommends that each use of force be reviewed by a use of force instructor to search for trends that may indicate training needs, equipment upgrades, and/or policy modification. (See p. 124.)

Miscellaneous

Communications

- 112. New chairs designed to be adjustable to fit a wide variety of people and durable enough for 24/7 use should be purchased. (See p. 128.)
- 113. CPSM would encourage future hiring information for a communications operator to indicate that bilingual capability is preferred. (See p. 128.)
- 114. The Communications Center must be brought up to a full complement of personnel to enable maximum staffing on all shifts. (See pp. 128-129.)
- 115. Due to the unique nature of the call taker position, the City Human Resources Department should allow an LRCC manager to meaningfully participate in decisions about the hiring process. Typical citywide rules for recruitment postings, processing applicants, and the rest of the process should be evaluated for how to customize the process for call takers in order to get the positions filled as quickly as possible. (See p. 130.)
- 116. When financially feasible, hire a public information officer to develop a comprehensive social media campaign, market the Center, and focus on marketing for recruitment. (See p. 130.)
- 117. Evaluate the Critical call-taking test score standard to ensure it is set at the appropriate level given the current employment market. (See p. 130.)
- 118. LRCC should examine the possibility of hiring a cadre of retired call takers or dispatchers who could assist when needed. (See p. 130.)
- 119. Once the LRCC approaches full staffing and the CAD system is fully implemented with quality data available, the city should undertake a detailed staffing study to determine appropriate staffing levels. (N/A)
- 120. The Center should develop and implement an alternate work schedule to maximize staffing efficiency and minimize overtime. (See pp. 130-131.)
- 121. Send several communications operators to tactical dispatcher training. (See p. 131.)

- 122. The Center should identify factors affecting the dispatch delay or call processing time. (See pp. 134-135.)
- 123. Develop monthly reporting and benchmarks for 9-1-1 and non-emergency call answering. Set goals for the Center and monitor the numbers monthly. (See p. 135.)
- 124. The Center's management team needs to finish the development and implementation of a comprehensive and consistent program quality assurance Program. (See p. 136.)
- 125. CPSM recommends that all dispatchers and call takers be required once a year to meet with a mental health professional for debriefing. (See p. 136.)

Fleet

- 126. CPSM recommends the city stop investing valuable resources into aging cars with high mileage. (See pp. 138-139.)
- 127. CPSM recommends the city conduct a comprehensive review of the police department's fleet to include a cost-benefit analysis of outsourcing maintenance and leasing more vehicles, including marked cars. (See p. 139.)

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SECTION 2. METHODOLOGY

Data Analysis

CPSM used numerous sources of data to support our conclusions and recommendations for the Little Rock Police Department. Information was obtained from the FBI Uniform Crime Reporting (UCR) Program, Part I offenses, along with numerous sources of internal information. UCR Part I crimes are defined as murder, rape, robbery, aggravated assault, burglary, larceny-theft, and larceny of a motor vehicle. Internal sources included data from the computer-aided dispatch (CAD) system for information on calls for service (CFS).

Interviews

This study relied extensively on intensive interviews with personnel. On-site and in-person interviews were conducted with all division commanders regarding their operations.

Focus Groups

A focus group is an unstructured group interview in which the moderator actively encourages discussion among participants. Focus groups generally consist of eight to ten participants and are used to explore issues that are difficult to define. Group discussion permits greater exploration of topics. For the purposes of this study, focus groups were held with a representative cross-section of sworn and civilian employees within the department.

Document Review

CPSM consultants were furnished with numerous reports and summary documents by the Little Rock Police Department. Information on strategic plans, personnel staffing and deployment, monthly and annual reports, operations manuals, intelligence bulletins, evaluations, training records, and performance statistics were reviewed by project team staff. Follow-up phone calls were used to clarify information as needed.

Operational/Administrative Observations

Over the course of the evaluation period, numerous observations were conducted. These included observations of general patrol; investigations; support services such as records, communications, property and evidence; and administrative functions. CPSM representatives engaged all facets of department operations from a “participant observation” perspective.

Staffing Analysis

In virtually all CPSM studies, we are asked to identify appropriate staffing levels. That is the case in this study as well. In the following subsections, we will discuss workload, operational and safety conditions, and other factors to be considered in establishing appropriate staffing levels. Staffing recommendations are based upon our comprehensive evaluation of all relevant factors.

SECTION 3. COMMUNITY AND DEPARTMENT OVERVIEW

COMMUNITY

Little Rock is the capital of the State of Arkansas; it is the most populous city in the state with 202,591 residents according to the 2020 Census. Little Rock is a major cultural, economic, government, and transportation center. Focal points of the city are the Clinton Presidential Center, neighboring world headquarters for Heifer International, and the Central Arkansas Nature Center.

Company headquarters in the city include Dillard's, Windstream Communications, Acxiom, Stephens Inc., and the Clinton Foundation. It is home to two major campuses of the University of Arkansas system, the University of Arkansas at Little Rock and University of Arkansas for Medical Sciences. There are also a pair of smaller, historically Black colleges, Philander Smith College and Arkansas Baptist College.

The City of Little Rock operates under a Council/City Manager form of government. The Little Rock Police Department is under the administration, coordination, control, and evaluation of the City Manager as well as the Civil Service Commission.

Demographics

The City of Little Rock is a heterogeneous community; its population is 50.3 percent white, 7.4 percent Hispanic, 42.0 percent African American, 0.1 percent Native American, 3.3 percent Asian, and 2.3 percent two or more races. 91.3 percent of its citizens possess a high school diploma, while 41.8 percent possess a bachelor's degree or higher.

The owner-occupied housing rate is 55.3 percent for the city. Persons per household rate for the city is at 2.37. The median household value is \$167,600 for the city, compared to \$127,800 statewide. The median household income is \$51,485, compared to \$47,597 statewide. Persons living in poverty make up 16.6 percent of the city's population, compared to 16.2 percent statewide. This comparison indicates that the city poverty rate is slightly higher than the state rates, while household median income is higher.

LAW ENFORCEMENT SERVICES

The Little Rock Police Department provides a full range of law enforcement services to the community. As the largest police department in the state it serves as a leader in law enforcement services for other departments statewide.

Uniform Crime Report/Crime Trends

While communities differ from one another in population, demographics, geographical landscape, and social-economic makeup, comparisons to other jurisdictions can be helpful in illustrating how crime rates in the City of Little Rock measure against those of other Arkansas jurisdictions as well as the cities of similar size in other states.

The FBI's Uniform Crime Reporting (UCR) Program assembles data on crime from police departments across the United States; the reports are utilized to measure the extent, fluctuation, and distribution of crime. For reporting purposes, criminal offenses are divided into two categories: Part 1 offenses and Part 2 offenses. For Part 1 offenses, representing the most serious crimes, the UCR indexes incidents in two categories: violent crimes and property crimes. Violent crimes include murder, rape, robbery, and aggravated assault. Property crimes include burglary, larceny, and motor vehicle theft. Crime rates are expressed (indexed) as the number of incidents per 100,000 population to allow for comparison.

Data acquired by CPSM from the FBI for use in this reporting is the most currently available (2019). As indicated in the following table, in 2019, the Little Rock Police Department reported a UCR Part I violent crime rate of 1,517 (indexed) and a property crime rate of 6,122 (indexed). In comparing Little Rock data with other Arkansas cities, one can see that Little Rock reports above-average rates for both violent and property crimes. Also, compared to similar size cities in other states, Little Rock has a higher rate in both categories.

TABLE 3-1: Reported Crime Rates in 2019, by City

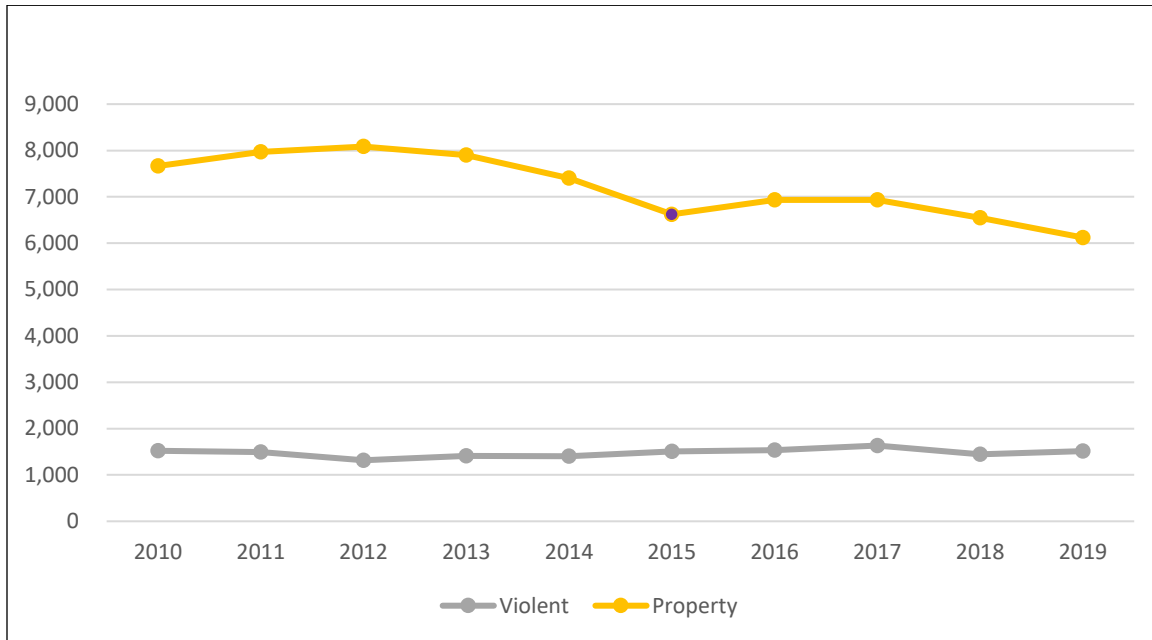
Municipality	State	Population	Crime Rates		
			Violent	Property	Total
Bentonville	Arkansas	53,434	223	1,374	1,596
Conway	Arkansas	67,336	483	2,736	3,218
Fayetteville	Arkansas	88,500	447	4,481	4,929
Fort Smith	Arkansas	88,041	980	5,823	6,804
Jonesboro	Arkansas	78,261	686	3,810	4,496
North Little Rock	Arkansas	66,604	844	3,722	4,566
Rogers	Arkansas	69,168	479	2,845	3,324
Winston-Salem	North Carolina	248,445	1,078	4,764	5,842
Durham	North Carolina	280,282	730	3,808	4,538
Richmond	Virginia	230,721	463	3,499	3,962
Rochester	New York	205,769	748	3,471	4,219
Columbus	Georgia	194,356	317	1,986	2,303
Little Rock	Arkansas	198,382	1,517	6,122	7,639
Arkansas		3,017,804	585	2,858	3,443
National		328,239,523	379	2,010	2,489

Note: Crime rates are indexed per 100,000 population.

Source: FBI Uniform Crime Report

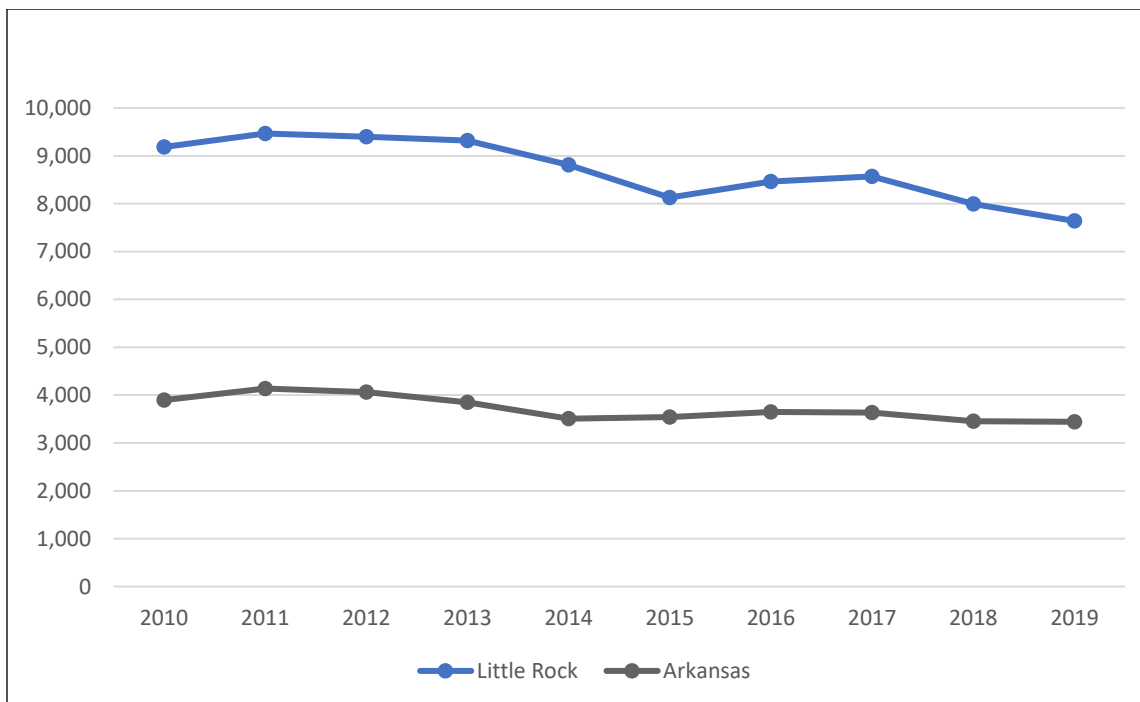
The following figure shows the trend in Part 1 crimes in Little Rock over the past ten years. It shows that the violent crime rate has remained somewhat constant from 2010 to 2019. However, since 2012, the city's property crime rate has declined by about 25 percent. The highest property crime rate occurred in 2012, with the low seen in 2019.

FIGURE 3-1: Reported Little Rock Violent and Property Crime Rates, by Year



The following figure compares combined violent and property crime rates for both Little Rock and the State of Arkansas for the period of 2010 through 2019. It shows that crime has remained consistent for the state, but trended downward for the City of Little Rock (albeit from a higher level than the state).

FIGURE 3-2: Reported City and State Crime Rates, by Year



The following table compares the City of Little Rock crime rates to both the state and national rates year by year for the period 2010 through 2019. Again, this data is indexed per 100,000 population. It is provided for illustration purpose only.

TABLE 3-2: Reported Little Rock, Arkansas, and National Crime Rates, by Year

Year	Little Rock				Arkansas				National			
	Population	Violent	Property	Total	Population	Violent	Property	Total	Population	Violent	Property	Total
2010	193,524	1,522	7,665	9,186	2,941,161	484	3,412	3,896	314,170,775	393	2,833	3,225
2011	194,988	1,495	7,971	9,466	2,963,414	472	3,665	4,137	317,186,963	376	2,800	3,176
2012	196,055	1,317	8,084	9,401	2,981,157	459	3,604	4,063	319,697,368	377	2,758	3,135
2013	197,399	1,413	7,901	9,315	2,984,729	440	3,412	3,851	321,947,240	362	2,627	2,989
2014	198,217	1,405	7,402	8,807	2,996,166	444	3,061	3,505	324,699,246	357	2,464	2,821
2015	198,647	1,505	6,620	8,125	2,997,795	497	3,047	3,544	327,455,769	368	2,376	2,744
2016	198,800	1,534	6,931	8,465	3,005,677	529	3,117	3,646	329,308,297	383	2,353	2,736
2017	199,314	1,634	6,932	8,566	3,004,279	554.9	3,079	3,634	325,719,178	383	2,362	2,745
2018	199,288	1,446	6,548	7,994	3,013,825	544	2,913	3,457	327,167,434	369	2,200	2,568
2019	198,382	1,517	6,122	7,639	3,017,804	585	2,858	3,443	328,239,523	379	2,010	2,489

The following table compares Little Rock crime clearance rates to the state and national averages. These clearance rates are based upon the department's reporting to the UCR. As can be seen, the department's clearance of rape cases and aggravated assaults are lower than the state and national averages. However, the clearance rate for murder is higher.

TABLE 3-3: Reported Little Rock, Arkansas, and National Crime Clearance Rates

Crime	Little Rock			Arkansas			National		
	Crimes	Clearances	Rate	Crimes	Clearances	Rate	Crimes	Clearances*	Rate
Murder Manslaughter	39	33	85%	242	176	73%	14,325	8,796	61%
Rape	209	40	19%	2,169	605	28%	124,817	41,065	33%
Robbery	391	94	24%	1,471	463	31%	239,643	73,091	31%
Aggravated Assault	2,371	690	29%	12,660	5,936	47%	726,778	380,105	52%
Burglary	1,760	182	10%	17,121	2,020	12%	981,264	138,358	14%
Larceny	9,316	1,292	14%	56,647	10,768	19%	4,533,178	834,105	18%
Vehicle Theft	1,069	177	17%	6,907	871	13%	655,778	90,497	14%

SECTION 4 ADMINISTRATIVE

STRATEGIC PLAN

The LRPD Strategic Plan was initially conceived by the National Public Safety Partnership (PSP) as a five-year plan. However, LRPD executive leadership determined that, because the policing landscape was changing rapidly, it was beneficial to reset the time period for this plan to three years (2020–2022). Planning activities included a two-day retreat during which participants reviewed and developed an organizational vision, mission, and values; goals and strategies; and detailed actions with assigned roles, timeframes, and measures of success. The LRPD identified Goal Champions to promote accountability and track progress. Additionally, department leadership identified Strategy Coordinators and other Stakeholders to sustain the plan as a living document.

The department should continue moving forward with execution of its strategic plan.

SUCCESSION PLANNING

Successfully managing the talent in an organization revolves around one overriding objective, that is, to assure smooth leadership transition and succession. In essence, this means finding the right people with the right skill set and experience to be future leaders. In the current shifting and complex organizational environment, it is the new challenge facing existing top line leaders. Finding and developing the best leaders only will become more demanding as experienced baby boomers retire, as younger workers with a lower inherent sense of loyalty rise in the organization, and as the imperative grows to develop the skills of talent as technology, culture, laws, and community perception evolve.

Succession planning is the process whereby an organization ensures that employees are recruited and developed to fill each key role within the organization. In this process, today's leaders must ensure that they never have a key role open for which another employee is not prepared. Succession planning involves recruiting superior employees; developing their knowledge, skills, and abilities; and preparing them for advancement or promotion into even more challenging roles in the organization.

LRPD leadership must be diligent in managing succession planning to ensure the department has competent leaders going into the future.

ACCREDITATION

LRPD is currently in the process of attempting to obtain its seventh CALEA accreditation. The department has also received accreditation on its police academy and is in the process of obtaining accreditation for its communications center. The department received its first accreditation in 1998. A sworn police Sergeant and a sworn police officer staff the Accreditation Unit. Many departments across the nation are using civilian personnel to be responsible for the handling of the accreditation program. CPSM recommends replacing the sworn personnel with civilian personnel in the Accreditation Unit.

MISSION/VALUE/VISION STATEMENT

Mission Statement

The Little Rock Police Department is committed to protecting life and property through Teamwork with the community while embracing mutual Respect and Understanding. Our mission is to provide professional Service that is unbiased, consistent and Transparent.

- T - TEAMWORK
- R - RESPECT
- U - UNDERSTANDING
- S - SERVICE
- T - TRANSPARENCY

Value Statement

Trust from the community we serve is essential for long-term success. Every interaction with the public is an opportunity to build a relationship with the community. Public safety must be a collaboration between law enforcement and the citizens we serve. The value statement for the Department utilizing the acronym CONNECT is as follows:

- C - COMMITTED TO OUR COMMUNITY
- O - OBJECTIVITY
- N - NURTURING OUR PERSONNEL
- N - NETWORKING
- E - ETHICAL TREATMENT FOR ALL PEOPLE
- C - COMMITTED TO EXCELLENCE
- T - TRUSTWORTHY

Vision Statement

"The Vision of our Little Rock Police Department family is to serve as a model for policing, by embracing and perfecting the principles of the 21st Century Policing Pillars. Through collaboration with our diverse community partners, we will strive to make the City of Little Rock one of the safest cities in both the state and nation."

This mission and vision statements can provide a common theme around which members of the agency can base their day-to-day public interactions, tactical decision-making, and long-term strategic planning. When they are properly integrated within the organization, this mission and vision statement can create a sense of unity, direction, and opportunity. A mission and vision statement also will provide the foundation for an organization's strategic planning efforts. It is incumbent upon the leadership of the agency to ensure their employees reflect the mission and vision statements of the organization and the community which it serves.

COMMUNICATIONS/COMMUNITY RELATIONS UNIT

This unit, which operates out of the Chief's office, is staffed by a civilian project manager who reports directly to the Chief of Police. The unit is responsible for the Neighborhood Watch Program, Community Groups, and putting out a monthly community newsletter. Based upon the responsibilities of the unit, it would be better placed as a unit within the 21st Century Community

Policing Division. Thus, CPSM recommends the Communications/Community Relations Unit be transferred to the 21st Century Community Policing Division.

Administrative Recommendations:

- Continue moving forward with the execution of the strategic plan. (Recommendation No. 1.)
- CPSM recommends replacing sworn personnel with civilian personnel in the Accreditation Unit. (Recommendation No. 2.)
- CPSM recommends the Communications/Community Relations Unit be transferred to the 21st Century Community Policing Division. (Recommendation No. 3.)
- Improve internal communications, both top to bottom, and bottom to top, to ensure members of the organization are aware of the department's work plan, and that they are valued and considered. (Recommendation No. 4.)

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SECTION 5. FIELD SERVICES BUREAU

When examining options for the department's direction, the city and the department face the choices of a) continue to police the community as they do now, or b) take steps to restructure how to respond to demand, still promote order and safety, and redirect time for officers to engage in proactive patrol and community engagement. That is, the department must decide whether to sustain its comprehensive level of police service or take the steps necessary to manage public demand. Essentially, this is a political decision regarding the quantity of police services offered to the Little Rock community. But quality doesn't need to suffer. The recommendations offered regarding operations, if implemented, will permit the LRPD to continue its full-service model of policing yet run the agency more efficiently.

The analysis here explores these issues in the context of workload demands and the supply of personnel resources to meet those demands. There are opportunities to structure the patrol function in different ways that could result in a more efficient allocation of resources to meet demand and also improve the overall quality of life for the community and the officers working patrol. The following sections explore these issues.

PATROL ALLOCATION, DEPLOYMENT, AND STAFFING

Uniformed patrol is considered the “backbone” of American policing. Bureau of Justice Statistics indicate that more than 95 percent of police departments in the U.S. in the same size category as the Little Rock Police Department provide uniformed patrol. Officers assigned to this important function are the most visible members of the department and command the largest share of resources committed by the department. Proper allocation of these resources is critical in order to have officers available to respond to calls for service and provide law enforcement services to the public.

Allocation

Staffing decisions, particularly for patrol, must be based on actual workload. Once the actual workload is determined the amount of discretionary time is determined and then staffing decisions can be made consistent with the department's policing philosophy and the community's ability to fund it. The LRPD has been exploring ways to reduce patrol response to calls for service (CFS); the thinking is that call volume needs to be reduced so as to preserve officer resources for emergencies and critical calls. With this in mind it is necessary to look at workload to understand the impact of this style of policing in the context of community demand.

To understand actual workload (the time required to complete certain activities) it is critical to review total reported events within the context of how the events originated, such as through directed patrol, administrative tasks, officer-initiated activities, and citizen-initiated activities. Analysis of this type allows for identification of activities that are really “calls” from those activities that are some other event.

Understanding the difference between the various types of police department events and the resulting staffing implications is critical to determining deployment needs. This portion of the study looks at the total deployed hours of the police department with a comparison to current time spent to provide services.

In general, a “Rule of 60” can be applied to evaluate patrol staffing. This rule has two parts. The first part states that 60 percent of the sworn officers in a department should be dedicated to the patrol function (patrol staffing) and the second part states that no more than 60 percent of their time should be committed to calls for service. This commitment of 60 percent of their time is referred to as the *Patrol Saturation Index*.

The Rule of 60 is not a hard-and-fast rule, but rather a starting point for discussion on patrol deployment. Resource allocation decisions must be made from a policy and/or managerial perspective through which costs and benefits of competing demands are considered. The patrol saturation index indicates the percentage of time dedicated by police officers to public demands for service and administrative duties related to their jobs. Effective patrol deployment would exist at amounts where the saturation index was less than 60.

This Rule of 60 for patrol deployment does not mean the remaining 40 percent of time is downtime or break time. It reflects the extent that patrol officer time is saturated by calls for service. The time when police personnel are not responding to calls should be committed to management-directed operations. This is a more focused use of time and can include supervised allocation of patrol officer activities toward proactive enforcement, crime prevention, community policing, and citizen safety initiatives. It will also provide ready and available resources in the event of a large-scale emergency.

From an organizational standpoint, it is important to have uniformed patrol resources available at all times of the day to deal with issues such as proactive enforcement, community policing, and emergency response. Patrol is generally the most visible and available resource in policing, and the ability to harness this resource is critical for successful operations.

From an officer’s standpoint, once a certain level of CFS activity is reached, the officer’s focus shifts to a CFS-based reactionary mode. Once a threshold is reached, the patrol officer’s mindset begins to shift from one that looks for ways to deal with crime and quality-of-life conditions in the community to one that continually prepares for the next call. After saturation, officers cease proactive policing and engage in a reactionary style of policing. The outlook becomes “Why act proactively when my actions are only going to be interrupted by a call?” Any uncommitted time is spent waiting for the next call. Sixty percent of time spent responding to calls for service is believed to be the saturation threshold.

Rule of 60 – Part 1

The patrol function in Little Rock is handled by officers assigned to one of the three Divisions (12th Street, Southwest, and Northwest) in the Field Services Bureau. According to the department personnel data at the time of the site visit on December 9, 2021, these three Divisions were staffed by 287 sworn police officers (3 Majors, 13 Lieutenants, 32 Sergeants, 15 detectives, and 222 police officers). Included in these staffing figures are personnel assigned to property crime investigations in each Division. Excluding personnel in these positions reduces the sworn complement on patrol to 261 (that is, subtracting 3 Lieutenants, 3 Sergeants, and 15 detectives assigned to detective operations). These 261 of the 531 sworn officers¹ represent 49.2 percent of all the sworn officers in the LRPD. Accordingly, there are fewer officers assigned to patrol than the Rule of 60 would call for as compared to the overall allocation of sworn officers in the department.

1. At the time of the site visit there were 11 officers in the Police Academy, and 34 on extended leave.

This part of the “rule” is not hard-and-fast. Taken on its face, however, this part of the “rule” must be considered when examining the operational elements of the department when staffing recommendations are taken into consideration.

Rule of 60 – Part 2

The second part of the “Rule of 60” examines workload and discretionary time and suggests that no more than 60 percent of time should be committed to calls for service. In other words, CPSM suggests that no more than 60 percent of available patrol officer time be spent responding to the service demands of the community. The remaining 40 percent of the time is the “discretionary time” for officers to be available to address community problems and be available for serious emergencies. This Rule of 60 for patrol deployment does not mean the remaining 40 percent of time is downtime or break time. It is simply a reflection of the point at which patrol officer time is “saturated” by CFS.

It is CPSM's contention that patrol staffing is optimally deployed when the SI is in the 60 percent range. An SI greater than 60 percent indicates that the patrol manpower is largely reactive, and overburdened with CFS and workload demands. An SI of somewhat less than 60 percent indicates that patrol manpower is optimally staffed. SI levels much lower than 60 percent, however, indicate patrol resources that are underutilized, and signals an opportunity for a reduction in patrol resources or reallocation of police personnel.

Departments must be cautious in interpreting the SI too narrowly. For example, one should not conclude that SI can never exceed 60 percent at any time during the day, or that in any given hour no more than 60 percent of any officer's time be committed to CFS. The SI at 60 percent is intended to be a benchmark to evaluate overall service demands on patrol staffing. When SI levels exceed 60 percent for substantial periods of a given shift, or at isolated and specific times during the day, then decisions should be made to reallocate or realign personnel to reduce the SI to levels below 60. This is not a hard-and-fast rule, but rather a starting point for discussion on patrol deployment. Resource allocation decisions must be made from a policy and/or managerial perspective through which costs and benefits of competing demands are considered. The patrol saturation index indicates the percentage of time dedicated by police officers to public demands for service and administrative duties related to their jobs.

The CPSM data analysis in the second part of this report provides a rich overview of CFS and staffing demands experienced by the department. The analysis here looks specifically at patrol deployment and how to maximize the personnel resources of the department to meet the demands of calls for service while also engaging in proactive policing to combat crime, disorder, and traffic issues in the community.

The following eight figures represent workload, staffing, and the “saturation” of patrol resources during the seasons on which we focused our workload analysis. By “saturation” we mean the amount of time officers spend on patrol handling service demands from the community. In other words, how much of the day is “saturated” with workload demands. This “saturation” is the comparison of workload with available manpower over the course of an average day during the months selected. The figures represent the manpower and demand during weekdays and weekends during the winter and summer of 2019. Examination of these figures permits exploration of the second part of the Rule of 60. Again, the Rule of 60 examines the relationship between total work and total patrol, and to comply with this rule, total work should be less than 60 percent of total patrol.

FIGURE 5-1: Deployment and Workload, Winter 2019, Weekdays

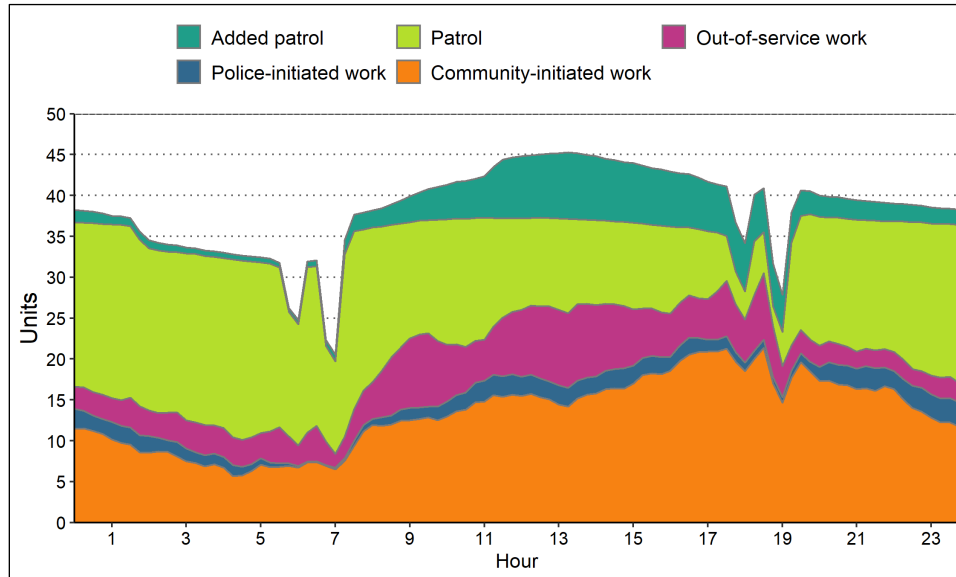
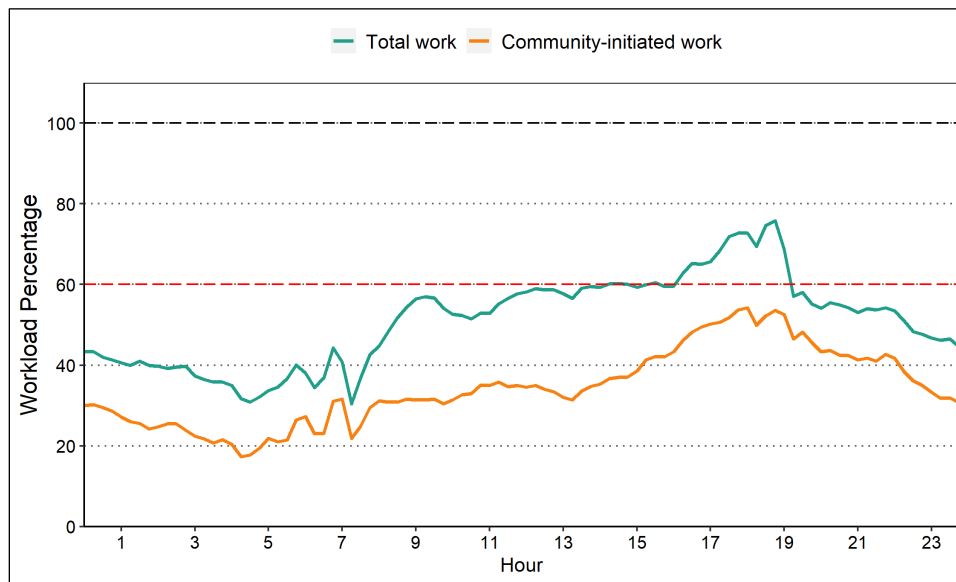


FIGURE 5-2: Workload Percentage by Hour, Winter 2019, Weekdays



Workload v. Deployment – Weekdays, Winter

Avg. Deployment:	38.4 officers per hour
Avg. Workload:	19.9 officers per hour
Avg. % Deployed (SI):	52 percent
Peak SI:	76 percent
Peak SI Time:	6:45 p.m.

FIGURE 5-3: Deployment and Workload, Winter 2019, Weekends

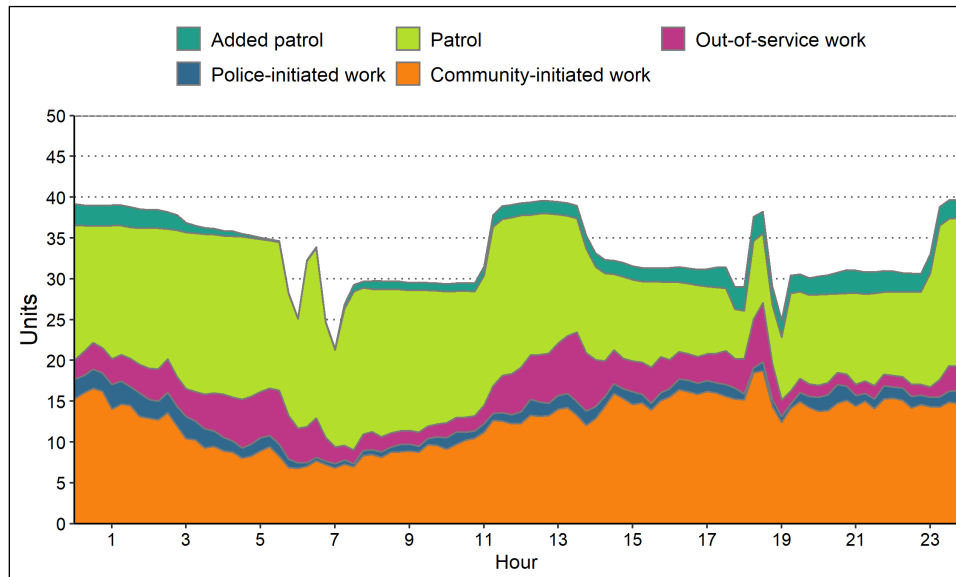
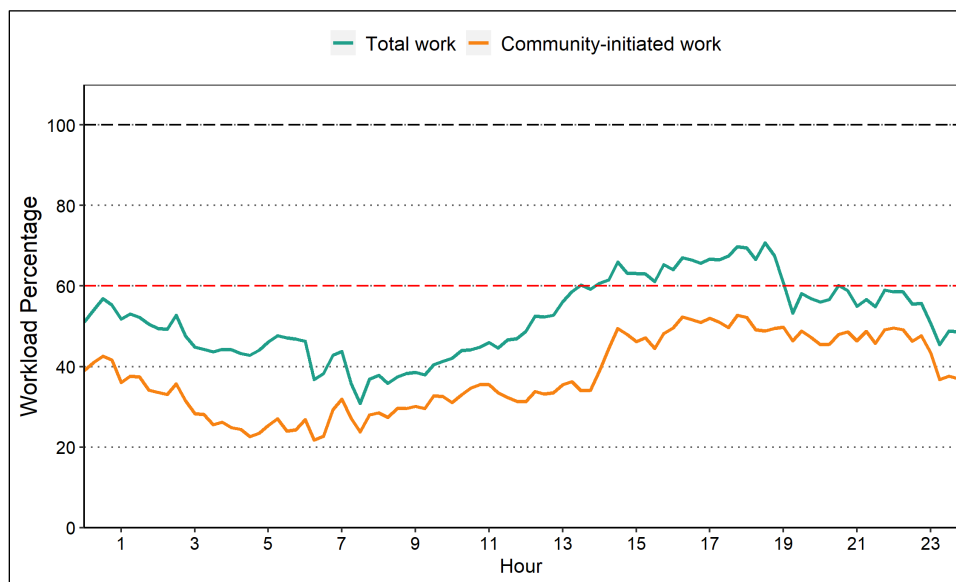


FIGURE 5-4: Workload Percentage by Hour, Winter 2019, Weekends



Workload v. Deployment – Weekends, Winter

Avg. Deployment:	33.3 officers per hour
Avg. Workload:	17.4 officers per hour
Avg. % Deployed (SI):	52 percent
Peak SI:	71 percent
Peak SI Time:	6:30 p.m.

FIGURE 5-5: Deployment and Workload, Summer 2019, Weekdays

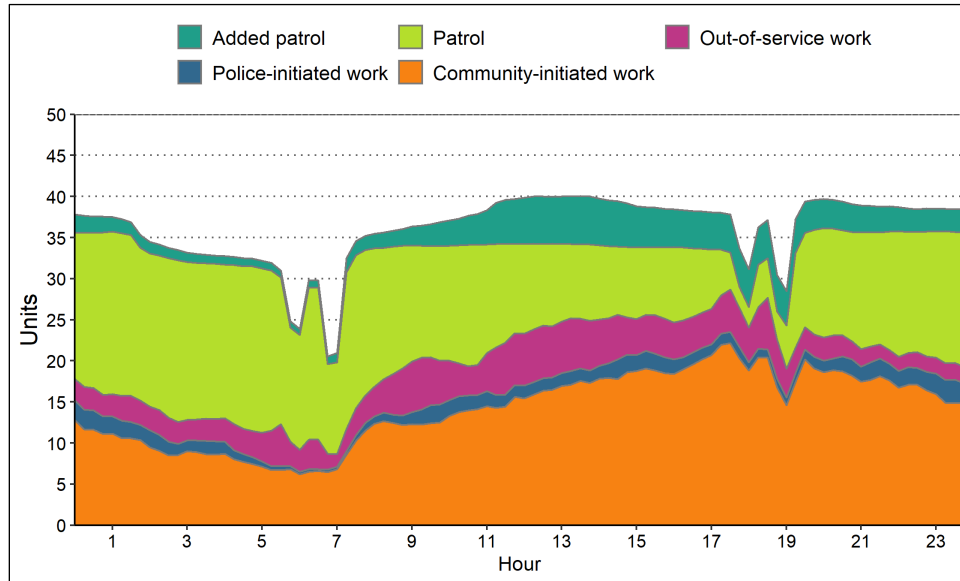
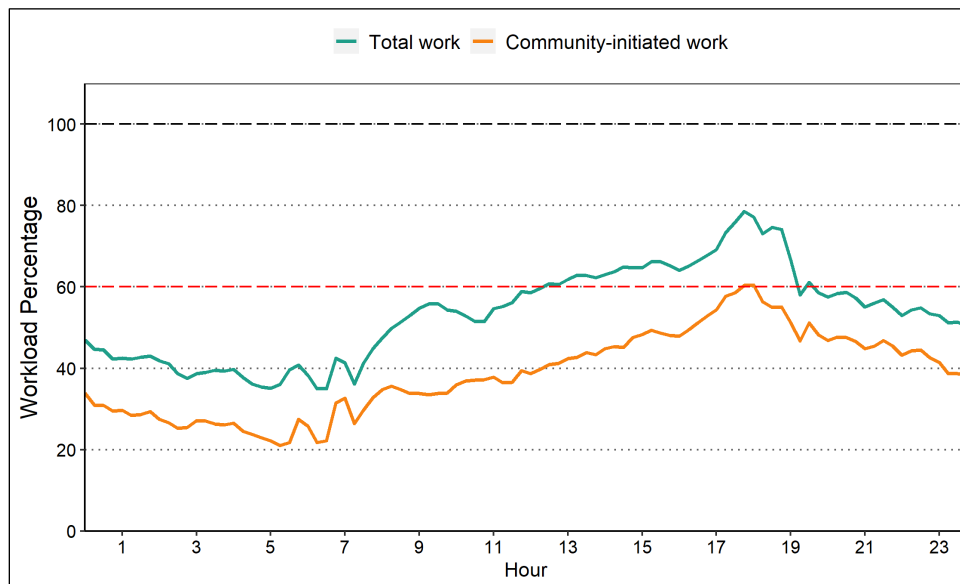


FIGURE 5-6: Workload Percentage by Hour, Summer 2019, Weekdays



Workload vs. Deployment – Weekdays, Summer

Avg. Deployment:	36.2 officers per hour
Avg. Workload:	19.5 officers per hour
Avg. % Deployed (SI):	54 percent
Peak SI:	79 percent
Peak SI Time:	5:30 p.m.

FIGURE 5-7: Deployment and Workload, Summer 2019, Weekends

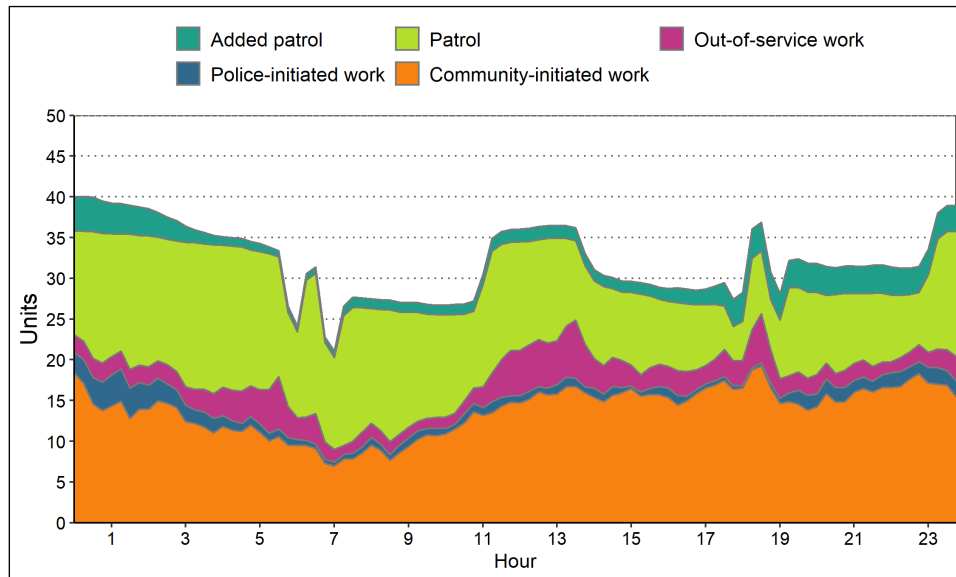
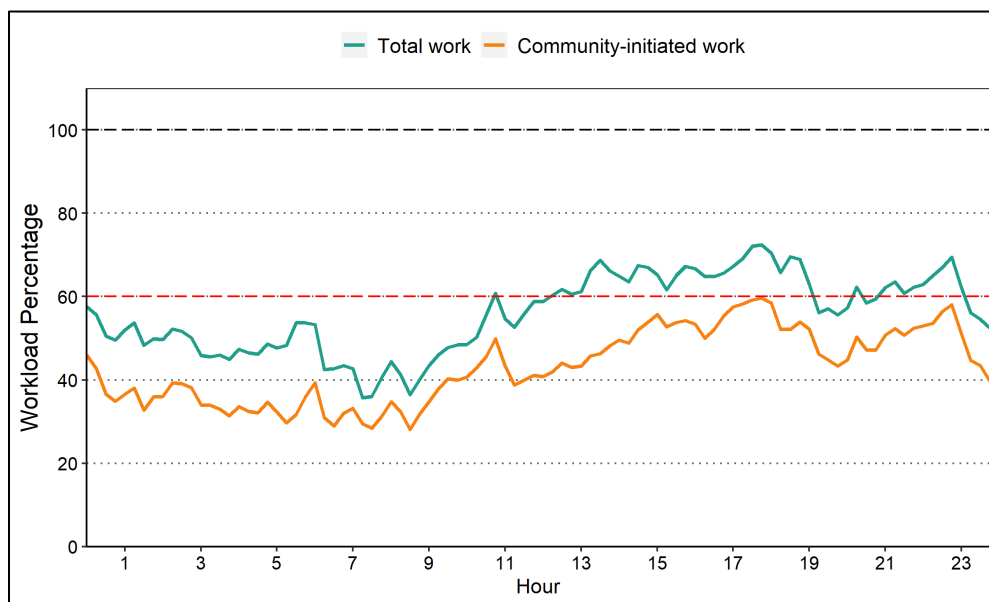


FIGURE 5-8: Workload Percentage by Hour, Summer 2019, Weekends



Workload v. Deployment – Weekends, Summer

Avg. Deployment:	32.2 officers per hour
Avg. Workload:	18.0 officers per hour
Avg. % Deployed (SI):	56 percent
Peak SI:	72 percent
Peak SI Time:	5:30 p.m.

The following table summarizes the workload and deployment in the four periods observed.

TABLE 5-1: Summary of Workload and Deployment

	Winter Weekdays	Winter Weekends	Summer Weekdays	Summer Weekends
Avg. Deployed:	38.4	33.3	36.2	32.2
Avg. Workload:	19.9	17.4	19.5	18.0
Avg. % Deployed (SI):	52%	52%	54%	56%
Peak SI:	76%	71%	79%	72%
Peak SI Time:	6:45 p.m.	6:30 p.m.	5:30 p.m.	5:30 p.m.

The information in these figures reveals several important findings about the workload demands and patrol function in the LRPD.

The workload demands from the Little Rock community present a typical distribution. Call volume is low in the early morning hours and increases throughout the day, peaking in the evening. The supply of officers also fits an expected pattern consistent with the 12-hour shifts working throughout the day.²

Average deployment drops from weekdays to weekends. According to the table above there is about a 13 percent reduction in patrol staffing during winter weekends compared to weekdays. A similar decrease can be seen in the summer when patrol staffing drops 11 percent from weekdays to weekends. Understandably, weekends involve more personal obligations and demands for leave are likely to increase during these periods. The department should be mindful of this decrease and ensure that there is an appropriate number of personnel at all times and that requests for leave are given appropriate supervisory review.

Overall, the workload demands faced by patrol officers is high. In fact, average workload demand reported in Little Rock is one of the highest levels CPSM has encountered in its projects. On average, workload demand is more than 50 percent in all of the time periods measured and breaches the 60 percent threshold repeatedly, and for extended periods, throughout the day. This indicates a situation in which patrol resources are stressed.

Meeting workload demands, however, is not a constant feature on patrol throughout the 24-hour day. The eight figures show that workload is relatively high throughout the day. Demand does wane somewhat in the early morning hours but begins to rise early in the morning and stays high most of the day.

Steady workload in the 50-plus percent range would indicate that patrol resources are under stress. The stress is not so high to foreclose on all proactive patrol, but officers would likely report an experience of going from call to call without much break in between during these times. Anecdotal accounts from the officers during the interviews and focus groups were articulated to support this assessment.

It is also very important to point out that the workload and staffing models presented here are based upon 2019 levels. Obviously, 2020 was not a representative year for Little Rock. The social disruptions caused by the COVID-19 pandemic make that year unacceptable to use for this

2. The data used to develop these workload models is from 2019. The patrol schedule in 2019 featured 12-hour shifts. At the time of the site visit, the LRPD had moved away from 12-hour shifts to 8-hour shifts. There was a short period in 2020 when the department used 10-hour shifts, but these were discontinued for the 8-hour shifts that officers on patrol work now.

discussion. Since 2019, the patrol division work schedule has been changed to 8-hour shifts, with an overlap day on Thursday. The move from 12-hour shifts to 8-hour shifts naturally reduces the number of officers present for duty. In the 12-hour model, 25 percent of the available patrol personnel can be assigned to work, and in the 8-hour model, only about 22 percent of the available personnel can be assigned to work. Therefore, as dire as the workload models appear in our figures, they would be even more dire if statistics based on 8-hour shifts used. The models above suggest that at the time of our study patrol was stressed. With a structural reduction in personnel, the demands are likely even more acute now.

Based upon our review of the workload models, CPSM recommends that immediate steps be taken to manage workload and CFS more efficiently. The patrol function is under considerable stress, which will likely lead to negative performance outcomes. As the report will discuss, response times are high, service times are too long, officers experience burn-out and fatigue, and undoubtedly the quality of police-community interactions is suffering.

In order to reduce workload to more appropriate levels, three “levers” can be applied. First, shift schedules can be modified to better meet the demand for services with the supply of officers working at the right times. Second, CFS response can be triaged to eliminate or reduce CFS that are non-emergency or frivolous. And third, once the first two levers have been pulled, personnel must be added to patrol to meet demand. The following discussion explores all three actions; it is CPSM’s recommendation for the LRPD to embrace all three.

The information presented above can be used in estimating the appropriate level of staffing for patrol. This is determined by examining shift schedules within the context of the service demands illustrated above.

SCHEDULE AND STAFFING

Taking into consideration the demand for police services and the concept of saturation index, appropriate levels of patrol staffing can be determined. The optimal level of patrol staffing will lead to the modeling of patrol schedules and act as the foundation for the staffing of the entire department.

The main patrol force is scheduled in nine, 8-hour shifts. Officers on patrol work a combination of days off, and all work on Thursdays. At each shift-change there are several officers who are assigned to work one hour early to ensure that there is seamless coverage in the community. Personnel are allocated fairly evenly by shift, and by Division. The following tables illustrate patrol staffing at the time of the site visit. There is no overlap between the start of one shift and the end of the other.

The following table presents the combination of personnel assignments for patrol.

§ § §

TABLE 5-2: Patrol Strength by Shift, 2021

Shift	Time	Major	Lt	Sgt	PO	Total
12th Street						
	-	1	-	-	-	1
Day	7a to 3p	-	1	3	22	26
Night	3p to 11p	-	1	3	23	27
Evening	11p to 7a	-	1	3	24	28
CRO	-	-	-	-	1	1
River Market						
		-	1	-	-	1
Day	7a to 3p	-	-	1	6	7
Night	3p to 11p	-	-	1	5	6
Evening	11p to 7a	-	-	1	5	6
Southwest						
		1	-	-	-	1
Day	7a to 3p	-	1	3	19	23
Night	3p to 11p	-	1	3	23	27
Evening	11p to 7a	-	1	2	21	24
	CRO	-	-	-	1	1
Northwest						
		1	--	-	-	1
Day	7a to 3p	-	1	3	24	27
Night	3p to 11p	-	1	3	23	26
Evening	11p to 7a	-	1	3	24	27
	CRO	-	-	-	1	1
		3	10	29	222	261

The overall structure of the patrol shift plan in the LRPD is balanced. Each Division, and the shifts with each Division, have approximately the same number of officers. Considering the workload is high throughout the day this balance is appropriate. Ordinarily, there would be more officers assigned to the afternoon and early evening hours, compared to the overnight hours; however, in Little Rock, all shifts are shorthanded. This would indicate that the 3:00 p.m. to 11:00 p.m. shift is even more overworked than the other shifts.

Looking at the distribution of workload among the geographic areas indicates a wide range of workload by sector. The Divisions, Sector, and District CFS volume and work hours, along with the size of each District, are illustrated in the following table.

TABLE 5-3: District Workload

Division	District	Per Day		Area (Sq. Miles)
		Calls	Work Hours	
12th	40	16.0	14.0	0.9
	41	11.8	12.1	5.3
	42	6.9	7.8	12.1
	Subtotal	34.7	33.9	18.3
12th	50	11.1	10.9	4.7
	51	9.1	8.5	1.7
	55	18.0	18.1	2.3
	Subtotal	38.1	37.5	8.7
12th	52	16.6	17.5	2.9
	53	15.2	15.3	1.3
	54	17.3	17.4	1.9
	Subtotal	49.0	50.3	6.1
12th	39/River Market	7.6	7.5	0.4
NW	61	21.9	21.1	4.0
	63	12.6	13.6	2.9
	72	20.5	20.0	5.9
	Subtotal	55.0	54.7	12.9
NW	60	15.0	15.3	4.9
	62	21.3	21.1	5.8
	71	6.4	5.7	6.6
	Subtotal	42.7	42.0	17.3
NW	70	7.8	7.8	6.7
	73	5.8	5.9	9.2
	Subtotal	13.6	13.7	15.9
SW	80	15.5	16.3	8.1
	81	13.8	13.8	2.3
	93	14.2	14.5	3.5
	Subtotal	43.4	44.5	13.9
SW	82	9.8	10.3	2.7
	83	23.0	25.4	4.8
	91	13.1	14.5	5.9
	Subtotal	45.8	50.2	13.4
SW	90	5.4	5.8	6.8
	92	14.5	15.5	10.4
	Subtotal	19.9	21.3	17.1
Other	Police stations	3.0	2.8	NA
	Unknown	8.5	8.4	NA
Total		361.3	366.7	124.0

By District, the average number of calls per day is 13.5 and the average daily workload is 13.5 hours. District 83 has the highest volume of CFS and workload, while District 71 has the lowest. While there are outliers in the CFS and workload distribution, the geographic boundaries of each Division indicates that this is appropriate.

With the current shift schedules and workload distribution by District balanced appropriately, it is possible to consider alternative shift schedules. There could be potential to increase the number of officers working when they are needed the most, while simultaneously appealing to the quality-of-work life interests of the officers. It should be noted that workload in Little Rock is very high on all shifts, therefore, the likelihood of leveraging shift schedules to eliminate the stress on workload is low. Nonetheless, it is critical that options be explored to develop an efficient and effective work schedule that meets the community and department needs.

The available literature on shift length provides no definitive conclusions on an appropriate shift length. A study published by the Police Foundation examined 8-hour, 10-hour, and 12-hour shifts and found positive and negative characteristics associated with all three options.³ The length of the shift is secondary to the application of that shift to meet service demands.

The 12-hour shift poses advantages and disadvantages. On the positive side, the 12-hour shift requires fewer work appearances for officers and supervisors. Presumably, fewer appearances translates into a higher quality of life away from work. From an operational perspective, the 12-hour shift results in a greater percentage of officers working on any given day, thus more officers to deploy toward crime, traffic, disorder, and community issues at any one time. This shift also affords a tight unity of command with supervisors and officers working together each shift. This promotes better supervision and better esprit de corps among employees.

On the negative side, a 12-hour shift configuration with four equally staffed squads results in a constant and fixed level of patrol staffing throughout the day. This is the model that the LRPD had in place in 2019 and which was used to develop our workload and staffing models. With this configuration, personnel staffing is relatively the same throughout the day, but the service demands vary, peaking in the evening hours and waning in the early morning hours. With a constant supply of personnel and a variable demand for their services there will be a continual pattern of surplus and shortage of resources throughout the day. Also, with a four-squad configuration a “silo” effect is often created. The natural rotation of this shift configuration creates four separate squads that do not interact often, thus creating personnel “silos.” Similarly, it is difficult to communicate between the “silos” and between the squads and the executive management of the department. Lastly, shifts configured with two 12-hour shifts meeting face-to-face do not have any overlap.

The LRPD abandoned this shift model and first went to a 10-hour model before settling on the current 8-hour shift configuration. Anecdotal accounts from patrol officers in Little Rock indicate that the length of the 12-hour shift was too strenuous for officers working it. There was too much time spent working each day and not enough rest time between shifts or on days off. The officers reported that the shift length was detrimental to work performance and quality of life.

The model abandoned by the LRPD is probably one of the more popular shift models CPSM has seen throughout the country. This is the first time we have heard that the length of the shift was an impediment to performance. It is likely that the very high workload in Little Rock created too much stress for officers and that twelve hours of almost non-stop CFS was just too much. Other departments, where the workload is not even close to Little Rock's, undoubtedly have enough

3. Karen L. Amendola, et al, *The Shift Length Experiment: What We Know about 8-, 10-, and 12-hour Shifts in Policing* (Arkansas, DC: Police Foundation, 2012).

rest time for officers built into the work day. The incessant demands from CFS in Little Rock seem to have made the 12-hour shift unworkable for the officers working it.

There are two adjustments that could be made with regards to workload that could make the 12-hour shift viable again. First, if workload demands were minimized and non-emergency and frivolous CFS triaged from the patrol officer's workload, those built-in rest periods mentioned above might emerge and give officers a respite during the shift. Second, instead of having four equally balanced shifts to cover patrol, the LRPD could consider adding an overlap set of 12-hour shifts to help handle the workload. With these adjustments in mind, the following are options that the LRPD could consider to manage workload and personnel staffing more efficiently.

Option 1 – 12-Hour Shifts with CRT Squads

A shift model with considerable potential is an option that features six 12-hour shifts. There would be four main patrol shifts primarily responsible for handling CFS. Layered on top of these four shifts would be community response team shifts. These teams would work the same rotation of days off and be assigned to overlap the patrol teams during the times when workload demands are highest. Personnel assigned to the CRTs would also be responsible for conducting proactive enforcement, engage in long-term problem-solving, and respond to CFS. The officers would also act as liaisons with the Community Resources officers assigned to the Division. On a day-to-day basis the CRT would work with patrol officers and community resource officers; work with the organized community in Little Rock neighborhoods to address long-term issues; and be available as a team to conduct enforcement operations directed at crime, disorder, and traffic.

The following table illustrates how each Division might be organized under this model.

TABLE 5-4: Alternative 12-hour Shift Configuration per Division

Squad	Shift	Lt.	Sgt.	PO	Total
A	0600X1800	1	2	12	15
B	1800X0600	1	2	12	15
C	0600X1800		2	12	14
D	1800X0600		2	12	14
CRT-1	Flex	1	1	12	14
CRT-2	Flex		1	12	13
		3	10	72	85

For all of the 12-hour shifts CPSM recommends a rotation that limits the number of consecutive days worked, and provides for every other weekend off for personnel. This is similar to the rotation used by the LRPD in 2019. Days off under this plan would rotate on a biweekly basis. Each squad would have an alternating rotation made up of two- and three-day combinations. The rotation shown in the following table is commonly known as the "Pitman" schedule. The four squads work opposite each other. Two share the same work hours, and the other two share the same day-off rotation. The rotation permits each squad to have every other weekend off. This schedule calls for seven 12-hour shifts over the two-week period. This will result in 84 work hours. In the past the LRPD required officers to use four hours of time each period to reduce the time actually worked to 80 hours per two-week cycle. The logistics of the 84-hour period would need to be determined by the department.

TABLE 5-5: Example of Rotation and Days Off, 12-hour Shift Schedule

	Day:	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Shift	Sqd	M	T	W	H	F	Sa	Su	M	T	W	H	F	Sa	Su
6X18	A	ON	ON	OFF	OFF	ON	ON	ON	OFF	OFF	ON	ON	OFF	OFF	OFF
18X6	B	OFF	OFF	ON	ON	OFF	OFF	OFF	ON	ON	OFF	OFF	ON	ON	ON
6X18	C	ON	ON	OFF	OFF	ON	ON	ON	OFF	OFF	ON	ON	OFF	OFF	OFF
18X6	D	OFF	OFF	ON	ON	OFF	OFF	OFF	ON	ON	OFF	OFF	ON	ON	ON
12x24	CRT	ON	ON	OFF	OFF	ON	ON	ON	OFF	OFF	ON	ON	OFF	OFF	OFF
12x24	CRT	OFF	OFF	ON	ON	OFF	OFF	OFF	ON	ON	OFF	OFF	ON	ON	ON

In each Division, 2 Sergeants and 12 officers would be assigned to work every hour of the day. In addition, the main patrol teams would be supplemented by a community response team that would overlap the main teams by six hours.

Under this model, the Lieutenants could be tasked with overall responsibility of carrying out the strategic plan of the department and use their resources to reduce crime, disorder, and improve traffic safety and the response to community problems. Considering that many problems are unique to day or night, the temporal assignment of responsibility, as opposed to geographic or spatial, might make more sense for the LRPD. The daytime shifts could be focused on traffic, daytime burglaries, park conditions, etc., and the nighttime teams focused on disorderly bars and clubs, car theft, DUI enforcement, etc. Each shift would have an operational plan and the Lieutenants would be responsible for executing that plan and using their experience and authority to marshal departmental resources to achieve the goals of that plan.

Consideration could be given to adopting this approach. Realigning existing officers and deploying them at the appropriate time, while directing their duties through a strategic plan, might result in a substantial impact on the quality of life. The response teams can be used as a resource to assist the CFS function of patrol and to target community problems simultaneously.

Option 2 – Reconfigure into Steady 8-hour Shifts

This option provides the least disruption to current operations and relies on minor adjustments to the current shift plan.

As discussed, the current shift plan relies on three squads of officers for each of the 8-hour shifts. The squads have fixed days off (F/S, Su/M, or T/W) with all personnel assigned to work on Thursday. Thursday appears to be an arbitrary day to double the number of personnel working. Undoubtedly, it would make it easier to schedule training on Thursdays because everyone is working, but there does not appear to be an operational need to assign double the number of officers on this particular day. This is essentially an inefficient deployment of personnel.

In addition, the three shifts are designed to meet face-to-face. However, this means that patrol would not be covered during the times during shift change. To deal with this, the LRPD assigns several officers on each shift to report for duty one hour earlier than the rest of the shift. These officers cover patrol for that one hour while officers from the earlier shift end their day and the incoming shift starts. This staggered start time ensures that patrol is covered, but also means shift briefing, training, etc. must be conducted twice. In addition, officers do not get to interact and discuss conditions in their Districts with each other because of the bifurcated start times. To deal with both these issues, CPSM recommends slight adjustments to the current shift plan.

To implement this recommendation, the LRPD would maintain nine patrol teams. Each patrol team would consist of one Sergeant and eight officers. Three teams would be assigned to each

of the three shifts, and the workday would be extended by 30 minutes for all personnel. These shifts would work 7:00 to 3:30 p.m., 3:00 to 11:30 p.m., and 11:00 p.m. to 7:30 a.m. The shifts would follow a rotation of five days on, two days off, five days on, three days off (5ON-2OFF-5ON-3OFF).

TABLE 5-6: Proposed Rotation and Days Off, 8-hour Shift Schedule

Day #:	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
0700x1530															
Squad 1	ON	ON	ON	ON	ON	OFF	OFF	ON	ON	ON	ON	ON	OFF	OFF	OFF
Squad 2	OFF	OFF	ON	ON	ON	ON	ON	OFF	OFF	OFF	ON	ON	ON	ON	ON
Squad 3	ON	ON	OFF	OFF	OFF	ON	ON	ON	ON	ON	OFF	OFF	ON	ON	ON

Note: Only one shift shown; all three shifts have same rotation and days off schedule.

During every shift two teams would be assigned to work and the other would be off. Two teams assigned at the same time would result in a patrol deployment of two Sergeants and 16 police officers. The nine patrol teams would have a tight span of control with only one supervisor for eight officers. They would work at the same time and have the same days off, thus enhancing the unity of command. The major disadvantage to this shift plan is that the midnight hours are staffed the same as the day and evening hours. Consideration could be given to staffing the 3:00 p.m. to 11:30 p.m. shift with additional officers to accommodate the service demands. The following table shows an example of the shift configuration under this model.

TABLE 5-7: Alternative 8-hour Shift Configuration per Division

Shift	Lt	Sgt	PO	Total
0700X1530	1	3	24	28
1500X2330	1	3	30	34
2300x0730	1	3	24	28
	3	9	78	90

Option 3 – 10-Hour Shift Plans

The main challenges presented by a 10-hour work plan involve the unity of command, span of control, and efficiencies in days-off rotations (as the LRPD experienced, when days off are staggered throughout the shifts). This occurs when officers assigned to work a steady shift during the day have different days off from one another as well as different days off from their supervisors. For example, to accommodate the 10-hour shift and a 40-hour work-week, one officer might have Monday, Tuesday, and Wednesday off, and another might have Wednesday, Thursday, and Friday off, so they may end up working together only two days a week. Then their supervisor might have Friday, Saturday, and Sunday off, therefore, only supervising one officer on one day and the other officer two days. This situation undermines the supervisor's ability to supervise, and the lack of familiarity among personnel could be considered a hindrance for patrol operations that rely on coordination and teamwork.

There are ways of mitigating these issues, but they generally result in shift schedules that do not account for enough hours of work (or conversely too many days off) for each individual officer. Similarly, shift schedules might feature "double-days" where there are two teams of officers working opposite each other and one day each week both teams work at the same time. This presents the same inefficiency as the current schedule where every officer is scheduled to work on Thursdays. The next options present different approaches to implementing the 10-hour shift

that have been used successfully. No one option is preferable to the others. It is a matter of selecting one that works best for operations and then managing it rigorously.

Implementing a Four 10-hour Shift Plan

The following table illustrates a schedule that features four 10-hour shifts. This schedule relies on the patrol allocation of 4 Lieutenants, 12 Sergeants, and 72 officers. This model doubles the number of officers assigned from 1000 hours until 0200 hours. This doubled period can be changed to suit the needs of the department and may be adjusted for winter and summer deployment as workload changes during the year. Officers assigned to this shift plan are separated into two teams (A and B, for example). When one team is working, the other team is off. This results in a 4-on and 4-off rotation.

Under this plan officers would only work 1,825 hours per year. This is 255 fewer hours than they currently work. Departments across the country implement unique programs to recoup these hours and ensure officers are compensated appropriately.

One method of recouping the hours is to create a time bank. Officers would have 225 hours in this “bank” and be required to perform 225 hours of extra duty each year. This extra duty could be used for training, special events, extra coverage, proactive enforcement details, etc. Squad supervisors and watch commanders would be responsible for managing and accounting for this time each year. In some cases, departments have added extra time to the work day to minimize the number of hours in this “bank.” Thirty extra minutes each shift, for example, would reduce the “bank” by 91 hours and then require 164 hours of extra duty. Adding one hour, thus creating 11-hour shifts, would reduce the bank even further to 72.5 hours per officer. Lastly, a shift of 11:25 would result in officers working the equivalent of 2,084 hours per year, which is consistent with their current schedule. Again, because of the natural overlap of the shifts throughout the day, the 30, or 60, or 85 minutes of extended shift time could be added in a way that maximizes operational deployment.

TABLE 5-8: 10-hour Shift Configuration

				Per Team	
	Lt.	Sgt.	P.O.	Sgt	PO
1000x2000	1	4	18	2	9
2000x0600	1	2	18	1	9
0600x1600	1	2	18	1	9
1600x0200	1	4	18	2	9
	4	12	72	6	36

Under this scenario, the 4 lieutenants, 12 Sergeants and 72 police officers could be deployed in this two-sided shift configuration. The following table displays a shift deployment that shows features the relative personnel strength throughout the day by adding a fourth shift and maintaining an A-side and a B-side.

TABLE 5-9: 10-hour Shift Deployment per Team

Hour	1000x2000	2000x0600	0600x1600	1600x0200	Total
12 AM		9		9	18
1 AM		9		9	18
2 AM		9			9
3 AM		9			9
4 AM		9			9
5 AM		9			9
6 AM			9		9
7 AM			9		9
8 AM			9		9
9 AM			9		9
10 AM	9		9		18
11 AM	9		9		18
12 PM	9		9		18
1 PM	9		9		18
2 PM	9		9		18
3 PM	9		9		18
4 PM	9			9	18
5 PM	9			9	18
6 PM	9			9	18
7 PM	9			9	18
8 PM		9		9	18
9 PM		9		9	18
10 PM		9		9	18
11 PM		9		9	18

The table above shows that teams of nine officers report for duty at multiple occasions throughout the day. From 1000 hours all the way until 0200 hours, there are two teams assigned at the same time, which results in 18 officers assigned to patrol during these times. The number of officers assigned to these shifts could also be altered as the department responds to service demands. During the weekends, for example, the start/end times could be moved later to accommodate nightlife and the CFS and issues related to bars and nightclubs. Similarly, the size of the personnel in each shift could be adjusted. The illustration above shows nine officers evenly distributed, but this can be adjusted as service demands require.

The above shift plan relies on four shifts, with a rotating 4-on and 4-off days rotation. There are also other variations of the 10-hour plan that could be implemented as well.

Flexible Days Off

The days-off rotation could be designed to create both cost and operational efficiencies. For example, a truly unique work plan might involve discretionary selection by officers of days off each week. The current schedule requires the average officer to work 2,080 hours over the course of a calendar year. Essentially, this works out to approximately 21.67 8-hour shifts, or 17.5 10-hour shifts per month per officer.

Under a flex-plan utilizing 10-hour shifts, officers would be asked to select which 17 (or 18) days they want to work during the month. The department would set a fixed minimum staffing that could not be breached. With 18 officers in each patrol team the department could determine that no more than ten officers could be allowed off each shift, therefore maintaining an acceptable minimum staffing. With this lower threshold determined the officers would then select the days off they want each week. It is impossible to predict all of the various combinations; however, the overall approach would result in a net gain of personnel strength assigned to patrol. On average, this schedule would produce a minimum of 10 officers on each shift, with many more officers assigned during the periods that the shifts overlap. The department could also modify the monthly schedule to increase coverage on certain days that require additional coverage, such as the fireworks festival or during events downtown.

Fixed Days Off

An alternative to this approach would be to identify combinations of days off throughout the week (Monday, Tuesday, and Wednesday, or Friday, Saturday, and Sunday for example) and assign officers to one of these combinations on a regular basis. This shift plan is similar to the one adopted by the LRPD as it moved away from 12-hour shifts. A 10-hour plan was also eventually abandoned for the current 8-hour schedule. Anecdotal accounts indicate that the 10-hour plan was the shift length preferred by the officers working it; however, the supervisory coverage was fragmented and difficult to implement.

Nonetheless, this schedule would provide a more predictable schedule and allow the department to identify those days when it needs to schedule additional staff. Either approach would be an improvement over the shift schedule now in place. Perhaps the operational shortcomings could be surmounted with additional supervisors assigned to each shift that are not overlapped. The department should strongly consider a different approach to the patrol schedule and include in the planning process the Sergeants and police officers who will be working the schedule.

Shift Commander Staffing and Schedule

Each of the shift models presented above have a lieutenant assigned as shift commanders. These positions would be responsible for the overall performance of the squads under their supervision. For all the shift models the chain of command is clearly delineated in the tables above. The days off for the shift commanders should be flexible and determined by the needs of the department.

Recommendations:

- Staff patrol according to the recommendations in Table 5-4 with one Captain, three Lieutenants, 10 Sergeants, and 72 police officers. (Recommendation No. 5.)
- Deploy officers to power shifts to address community issues. (Recommendation No. 6.)
- Designate the Sergeants assigned to all shifts to be the point-people to execute crime reduction and traffic safety plans focusing on hot-spots and hot-people. (Recommendation No. 7.)

DEMAND

The following table presents information on the main categories of calls for service received from the public that the department handled in 2019. The table shows the number of CFS in each category, the number of officers assigned on average to a call by category, and the average

amount of time needed to handle a call. Community-initiated CFS are those received from the public through 911 and police-initiated CFS are those initiated by the officers themselves and not mobilized by the community. Crime reports involving personal crimes, such as robbery, assault, etc. required the most use of time and officers to handle; and police-initiated traffic stops appear to involve the least amount of resources (average officers and time).

In total, department officers were dispatched to approximately 132,000 calls during the twelve-month period, or approximately 361 calls per day.

TABLE 5-10: Calls for Service, 2019

Category	Community-initiated			Police-initiated		
	Calls	Units per Call	Minutes	Calls	Units per Call	Minutes
Accident	11,408	1.5	62.8	340	1.6	58.4
Alarm	17,188	2.0	19.5	50	1.8	23.4
Animal	554	1.8	36.9	10	1.3	35.0
Assist citizen	3,421	2.0	41.7	53	1.7	39.5
Assist other agency	5,279	2.2	40.3	161	1.6	31.7
Check	7,168	2.0	32.9	133	1.5	24.5
Crime drug/alcohol	746	2.0	27.6	8	1.4	43.9
Crime-person	10,502	2.4	49.4	188	2.4	45.4
Crime-property	14,345	1.8	47.5	392	1.6	52.6
Disturbance	20,386	2.2	37.3	266	2.0	38.9
Investigation	4,398	1.9	52.2	109	1.5	55.4
Miscellaneous	4,125	1.5	37.0	947	1.5	46.8
Suspicious incident	7,042	2.1	31.7	2,241	1.7	30.5
Traffic enforcement	3,124	1.4	29.6	922	1.4	28.8
Traffic stop	53	2.4	55.8	11,060	1.7	21.9
Unknown Trouble	3,451	2.2	31.4	99	2.2	42.5
Warrant/custody	1,464	1.5	76.8	246	1.5	56.9
Weighted Average/Total Calls	114,654	2.0	39.8	17,225	1.6	27.7

In general, CFS volume in Little Rock is within expected bounds. In general, to evaluate the workload demands placed on the department, it is useful to examine the number of CFS received from the public in relation to the population size. With a population estimated to be approximately 200,000, the total of 132,000 CFS translates to about 660 CFS per 1,000 residents. While there is no accepted standard ratio between calls for service and population, CPSM studies of other communities show a CFS-to-population ratio ranging between 400 and 1,000 CFS per year. Lower ratios typically suggest a well-managed approach to CFS. The value of 660 CFS/per thousand/year would suggest a high CFS volume.

Considering the volume of CFS handled by the LRPD, and the number of calls handled in some categories, it appears that there might be opportunities to be more aggressive at triaging CFS. Certain types of calls do not necessarily require the response of a sworn police officer. Responding to repeat false alarms from a location is one such type of call. Another is motor vehicle accidents involving only property damage at which the police role is largely administrative, that is, preparing and filing reports.

The bottom line here is that a substantial number of CFS dispatched to officers could be eliminated. This would free officers' time to address other conditions present in the community as opposed to spending time at CFS at which their services are not essential. This is particularly important given the small number of officers assigned on patrol during any given shift. Sparing these officers from responding to non-emergency CFS allows them to remain available and on patrol in the community. These major categories of CFS consume large amounts of police officers' time on patrol that could be better direct to more important public safety issues. The following discussion explores taking a different approach with certain categories of calls and offers recommendations on managing them more effectively.

Repeat False Alarm Calls

False alarms are a source of inefficiency for police operations. The alarm industry is a strong advocate of developing ordinances and procedures to address police response to false alarms and will work closely with any agency exploring this issue. The 98 percent of alarm calls that are false are caused by user error, and this can be addressed by alarm management programs. During the study period the LRPD responded to more than 17,000 alarm calls, or about 15 percent of all community-initiated CFS. The response to the overwhelming majority of these calls was undoubtedly unnecessary and was an inefficient use of police resources.

In September 2016, the City of Little Rock passed an amendment to the Little Rock Ordinances to enhance the handling of false alarms in the community. The amendment replaced the old code with a new one that required more stringent registration of alarms, and created a management process to oversee false alarm activation in the community. The ordinance now calls for the Treasury Management Division of the Finance Department to administer, control, and review false alarm reduction efforts and administer the new ordinance.

When a police officer responds to an alarm in Little Rock and determines that it was a false alarm, notice is given to the Finance Department through communications. The Finance Department then sends a notice to the alarm owner and levies a fine where appropriate. Alarm users are permitted to have three false alarm activations in a calendar year, and after the fourth false alarm can be levied a \$25 fine. The fine increases to \$50 for the fifth alarm, and \$200 for a sixth police response.

In 2019, the Finance Department processed 14,490 false alarms, and in 2,431 of these instances fees were charged to the alarm user. The city also issued more than \$300,000 in fines and collected more than \$220,000 in fines related to false alarms. The Finance Department also registered more than 3,600 alarms that same year and held almost 700 hearings for alarm owners appealing their fines.

Unquestionably, the process in Little Rock, in both size and scope, is one of the most impressive approaches to managing false alarm responses that CPSM has observed. The city is to be commended for such a robust approach. However, despite a well-designed and managed process, the police are still responding to an inordinate number of false alarms. Therefore, while the processes may be sound, the desired outcome of those processes is not being achieved.

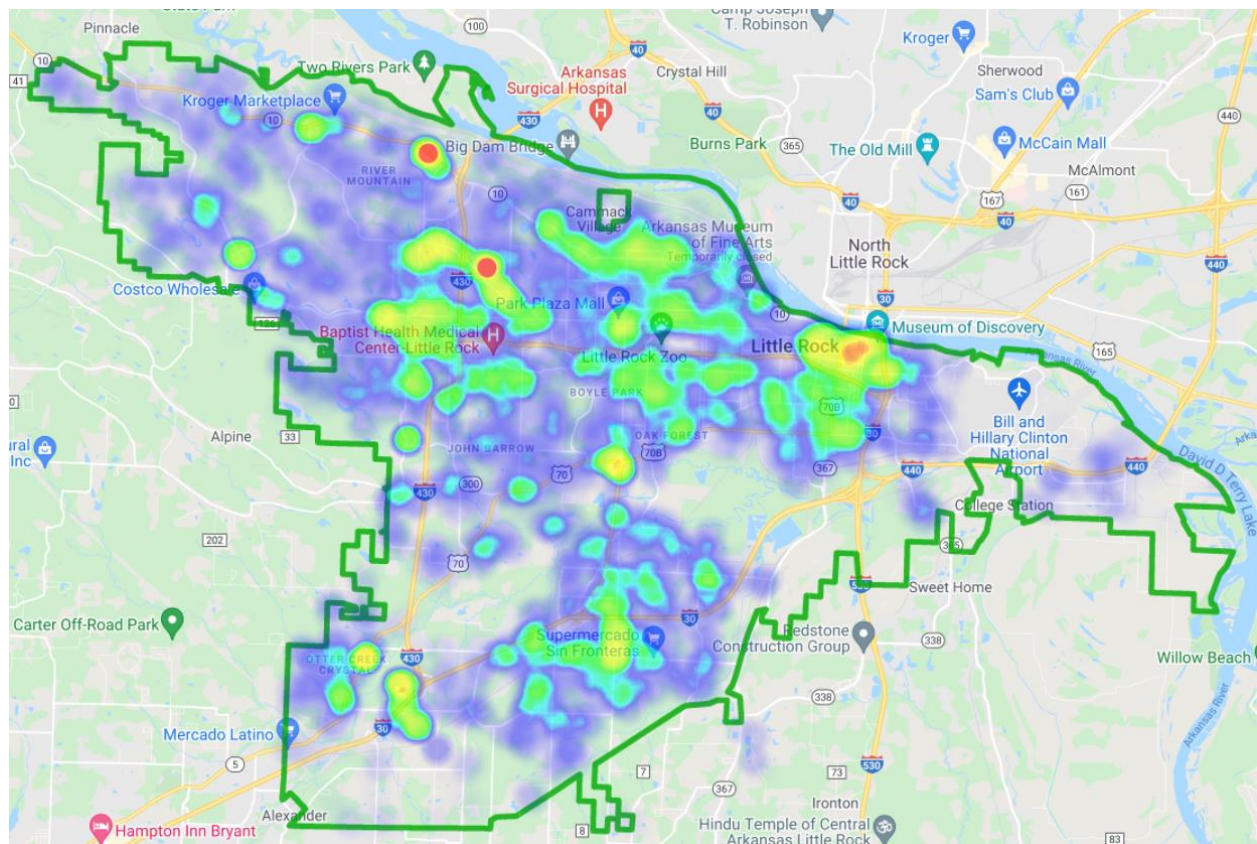
CPSM recommends an even more aggressive approach. Communities around the country that impose higher fee schedule experience greater results. For example, the Loudoun County (Va.) Sheriff imposes a \$1,000 fee on the fifteenth false alarm. The Town of Southampton (N.Y.) imposes a \$1,000 fee after the fifth false alarm, and Montgomery County (Md.) fee schedule contemplates as much as a \$4,000 fee, and \$18,150 total fees in a year for false alarms. Allowing three false alarms as a grace period in each calendar year may be too permissive. Using a relatively low fee structure may also not be serving as enough of a deterrent. Ordinances with

nominal fines, such as \$25 to \$50 per false alarm, have not been found to reduce false alarms significantly. However, when the fine after multiple false alarms ratchets up to \$500 to \$1,000 for repeated false alarms, there appears to be a dramatic effect. Some communities in the U.S. impose fees of more than \$1,000 or more for repeated false alarms. At that level there is a strong incentive to ensure that an alarm is working properly. This can save hundreds of hours of wasted police time spent on chasing false alarms.

Similarly, the LRPD should analyze the data on false alarm activations. Undoubtedly, with a closer look the LRPD could identify problematic locations and/or alarm installation companies that are generating a large number of false alarms. The department could then work with them to help reduce or eliminate future occurrences. Analysis of the data could reveal certain companies that have a poor record of installation. High-frequency alarm violators could be identified; sworn personnel could visit these locations to try to identify reasons behind the false alarms.

The following map illustrates the geographic distribution of alarm calls in 2019. Alarms are not randomly distributed throughout the city. There are clear “hot spots” that generate more alarms than other locations. Division commanders should be challenged to review this type of information and employ problem-solving skills to reduce alarm activations. The CompStat process is used in the LRPD to respond to crime; a similar process could be applied to false alarms. For example, locations such as the Sturbridge Townhouses, Dollar General, or the Outlets of Little Rock could be identified as chronic alarm locations. The Division commanders and watch commands could be held responsible for working with management at these locations to minimize unnecessary response.

FIGURE 5-9: Alarm CFS Heat-Map



Location	Runs
1400 OLD FORGE DR (STURBRIDGE TOWNHOUSES)	80
11525 CANTRELL RD, STE 10	79
9125 STAGECOACH RD (DOLLAR GENERAL)	64
11201 BASS PRO PKWY (OUTLETS OF LR)	60
5921 BASELINE RD	46
1605 GREEN MOUNTAIN DR	46
3901 S UNIVERSITY AVE (FAMILY DOLLAR UNIVERSITY)	45
721 E 9TH ST (SHELL E 9TH SUPER STOP)	45
11310 OTTER CREEK EAST BLVD	42

Lastly, some communities are enacting an emergency-call-verification (ECV) protocol. Under such a program an alarm CFS is verified by the 911 dispatcher with the alarm company before an officer is dispatched to respond. It requires the alarm company to attempt to verify a burglar alarm activation by making a minimum of two phone calls to two different numbers prior to dispatching the police. As it stands now, CPSM learned that alarm calls are routed directly into the 911 system without review. Under the ECV system, when an alarm is activated, the alarm company's first call would be to the location where the alarm is occurring, and if a responsible party is not reached, then a second call is made to an alternate number. Communities that enact EVC protocols experience up to a 50 percent reduction in false alarm calls in the short term.

Enhancing the fee structure, engaging the Compstat process to hold Division commanders accountable, and enacting an ECV protocol will undoubtedly have a significant impact on the number of false alarm calls to which officers now respond. Taking these actions will reduce the unnecessary time that officers spend on these types of calls, thereby ensuring officers are available to respond to real emergencies.

Automobile Accidents

Automobile accidents are another category of call for which the response by a sworn officer is questionable in many cases. In the period under observation the LRPD responded to approximately 11,700 motor vehicle accidents. Examination of Table 5-10 indicates that more than 10 percent of community-initiated CFS during the study period were traffic accidents. Each of these 11,700 accidents required on average 1.5 officers and took approximately 62 minutes to handle. This equates to almost 18,000 officer/hours to handle accidents that may have been mostly routine "fender-benders." Arguably, most of these calls were administrative in nature and did not necessarily warrant the response of a sworn police officer.

Consideration should be given to modifying the approach to vehicle traffic accidents in Little Rock. Similar to the alarm reduction program, LRPD should take a more aggressive stance towards responding to "property damage only" accidents. Adopting a more aggressive stance towards minor traffic accidents will minimize the number of accidents dispatched to patrol officers.

Arkansas Code Title 27, Transportation, Section 27-53-202, titled "reporting requirements" states that "the driver of a vehicle involved in an accident resulting in injury to or death of any person or total property damage to an apparent extent of one thousand dollars (\$1,000) or more shall **notify** the nearest law enforcement agency immediately. All persons involved in the accident

shall make themselves readily available to the investigating agency's officer or officers (emphasis included). Police departments often interpret this regulation as a mandate to respond to every traffic crash and prepare a report. This results in numerous hours spent by patrol officers responding to and documenting traffic crashes.

CPSM contends that this approach is not an efficient use of patrol officer time. CPSM recommends that only a limited number of vehicle crashes require a police response. When a motor vehicle is disabled or blocking the roadway, or there is a dispute between motorists, or one motorist is intoxicated, or other criminal activity is alleged, a police response is required. When the crash is routine and none of those factors are present, the motorist(s) should be advised to prepare the required Arkansas forms and submit them to the state: no response by the police is necessary.

If a motorist calls 911 to report an accident, they should be instructed to exchange information with the other motorist and report the accident to the state as required by law. In addition, the caller should be directed to avail themselves to the LRPD online reporting system through CopLogic. In mid-October, the LRPD went "live" with CopLogic for online reporting, and up until the time of the CPSM site visit, this system was used to report 67 private property accidents in the two-month period. This is an excellent start, but considering the LRPD responds to more than 30 traffic crashes each day, this system could be used more aggressively, and most traffic crashes reported to the LRPD could be routed to this service.

Unless needed for critical emergency services, traffic control, or law enforcement, officers in the LRPD should discontinue responding to routine traffic accidents. Instead, the motorist reporting a crash to the department should be referred to the online reporting system to report the crash and fulfill their notification requirement under the law. They should also be told to exchange information with the other motorist in a safe location out of the lanes of traffic, and then report the accident to their insurance agencies and the State. This process would spare the need for an officer to respond to the scene and would help keep officers free to perform other, more critical functions.

Assist Other Agency

In 2019, the LRPD responded to more than 5,000 "Assist Other Agency" CFS. These CFS are mostly routine medical calls. Rapid response to critical emergency CFS by the police could mean the difference between life and death. However, responding to minor medical CFS is an inefficient use of police officer time since officers do little more at these calls than watch as EMS does its job. CPSM learned during the site visit that EMS personnel are required to be accompanied by police officers on all CFS. This is an inefficient use of patrol resources and this policy should be discontinued immediately. Instead, the LRPD should only be dispatched to medical CFS where there is a lifesaving emergency or a critical need for security at the scene of the call. The routine and indiscriminate assignment of the police to routine medical CFS should end. This would eliminate approximately 5 percent of all the calls handled by officers on patrol.

Miscellaneous

In 2019, the LRPD handled more than 5,000 "Miscellaneous" CFS. Close inspection of this call category reveals that the overwhelming majority of these calls were categorized as "information report." This undoubtedly is a category of call that is used to describe non-emergency requests for information, or for providing non-emergency information to the police through the 911 system. According to Table 5-10, each one of these calls required an average of 1.5 officers who spent about 37 minutes on the call. Again, these calls represent about 5 percent of all community-initiated CFS assigned to officers on patrol. These calls could be diverted to an administrative unit or be followed up at a later time by another unit in the department.

On the one hand, dealing with community inquiries, no matter how trivial, is good customer service and a good way for the police to connect with the community. On the other hand, these types of calls most likely are not police-related matters and detract officers from time that could be spent on police-related matters.

The bottom line is that officers need to be unencumbered from these assignments and the city should explore other mechanisms for the public to get answers to their questions that don't involve tasking the police. Perhaps the city could explore the use of social media such as Facebook or automated customer service lines to attempt provide such information so the public doesn't need to call 911 for it. Another option is to route these CFS directly to the Telephone Response Unit for follow-up. Officers assigned to the Community Response Unit in each Division could be given this information to follow-up with the caller. Following up these CFS after the fact would provide excellent customer service and give officers added time to discuss the issues with the caller and engage in problem-solving. Instead of overburdening officers on patrol with these non-emergency CFS, which are likely handled in a rushed and superficial way, they could be accepted by the department at the time the call is made, referred to a non-emergency unit to process, and then assigned again to the Community Resource Officers for additional follow-up.

Combined, the accidents, alarms, assist, and information categories of CFS discussed above made up almost **35 percent of all CFS handled by the LRPD in 2019**. This means that about one-third of all the CFS handled by the LRPD have the potential to be handled differently or not at all. Taking patrol officers out of the responsibility for handling frivolous CFS and refocusing them on things where the police can have an impact presents an opportunity for improvement.

CPSM recommends that from a policy perspective the responses to major categories of CFS be reduced. Again, the CPSM recommendations presented here do not call for an immediate cessation of responding to these types of CFS. However, best practices in American policing indicate that by working in collaboration with stakeholders in the community a dialogue can begin, and a critical evaluation of appropriate responses to these types of calls can be started. Then, with community input and approval, decisions can be made about the necessity of a police response to these CFS. If the community maintains that a police response is necessary, then the funding need to be committed to ensure sufficient police personnel are available. Good government and efficient management, however, require that scarce resources be committed only when and where they are absolutely necessary, and this is an area that is ripe for evaluation.

In addition to the major categories of CFS mentioned above, there are additional areas of calls that could be handled with a different approach.

Traffic Stops

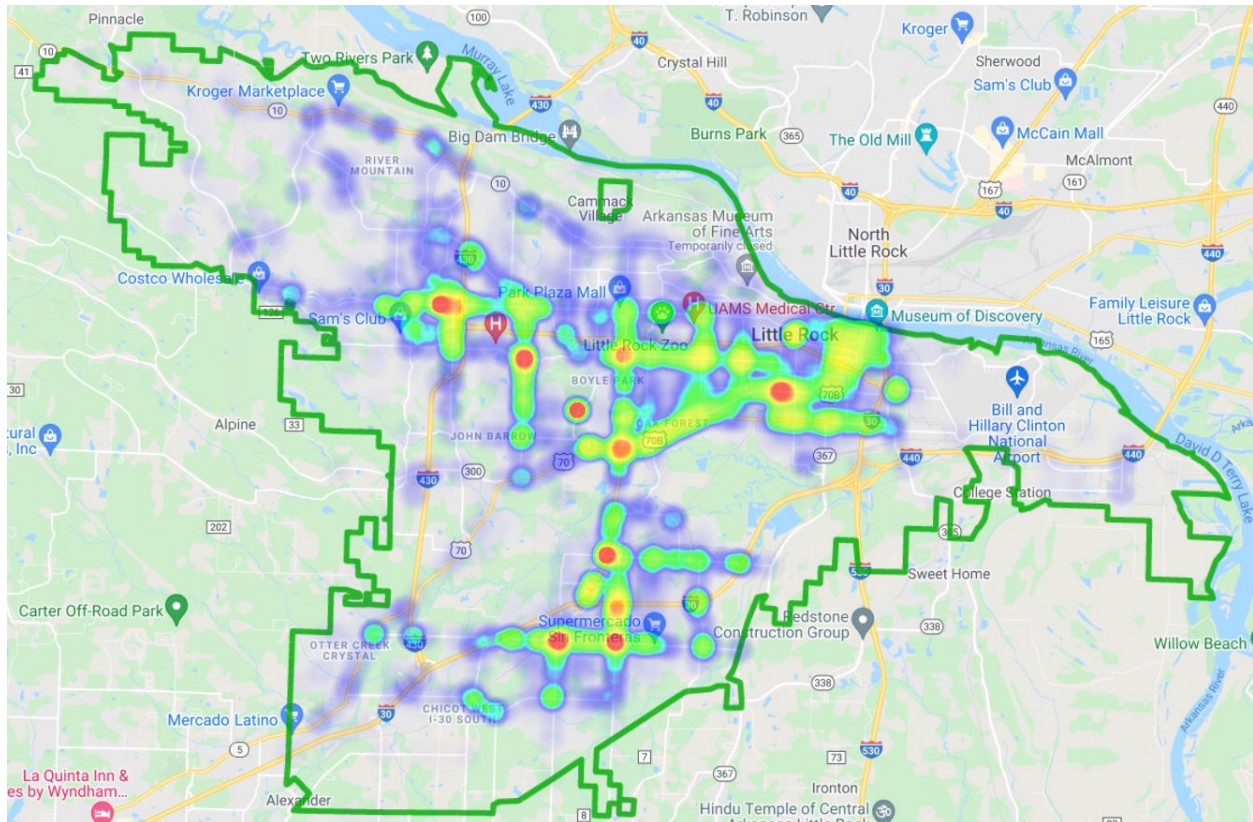
Traffic safety is a part of the core mission of any police department. Similarly, complaints about traffic are generally the most frequent kind of complaint that the police receive from the public. Handling traffic issues, reducing traffic crashes, and preventing injuries from caused by crashes are important responsibilities for the police.

During the period studied, the LRPD engaged in more than 11,000 traffic stops. These stops accounted for approximately 65 percent of police-initiated activity, and **10 percent of ALL CFS handled by the LRPD**. This is an enormous amount of activity in terms of sheer numbers and in the context of total work. The activity signifies a very robust approach to traffic enforcement. It is not clear, however, if this enforcement is contributing to any improvement in overall traffic safety in the community.

CPSM recommends that patrol officers in the LRPD minimize routine traffic stops. Instead, the LRPD should leverage traffic crash data to focus enforcement efforts on the locations deemed most prone to accidents, and towards drivers deemed to be at the highest risk of causing them. Routine, or random, motor vehicle stops should be discontinued or drastically reduced. Without any direction about where to focus, or for what types of violations, officers are left to conduct this enforcement as their shift permits. It is this type of unfocused traffic enforcement that should be discontinued.

The maps that follow show the relationship between the location of traffic stops and the reports of traffic accidents in Little Rock in 2019.

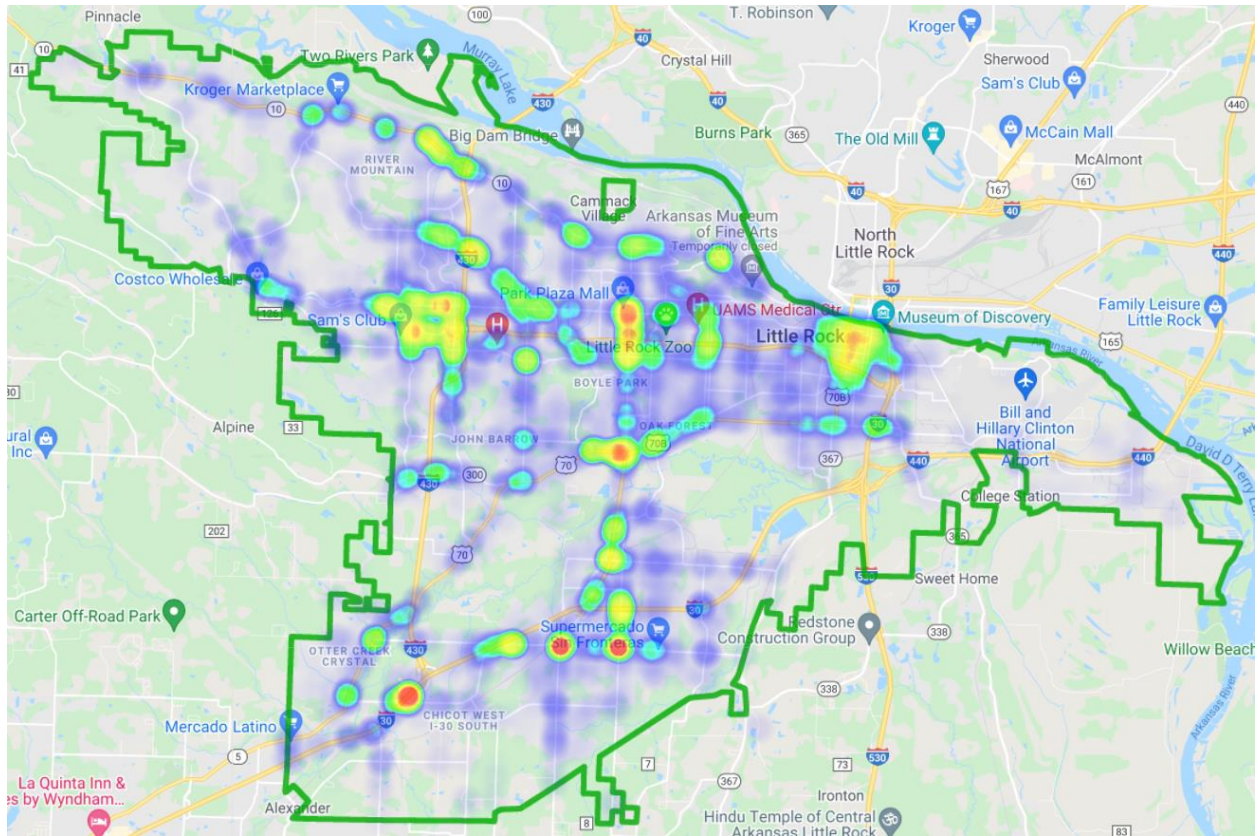
FIGURE 5-10: Traffic Stops (Red>50 stops)



Runs	Location
112	6000 BASELINE RD / 8900 GEYER SPRINGS RD
96	11200 W MARKHAM ST / 25 SHACKLEFORD DR
74	1300 JOHN BARROW RD / 8700 KANIS RD
69	BOYLE PARK @ 3101 BOYLE PARK RD
64	7600 BASELINE RD / 8700 CHICOT RD
54	1822 WRIGHT AVE / 1850 S BATTERY ST
51	W 65TH ST / S UNIVERSITY AVE

The traffic stop map can be compared to the map of traffic crashes that occurred during the same timeframe.

FIGURE 5-11: Traffic Accidents (Red>65 Incidents)



Runs	Location
75	Super 8 Otter Creek @ 11701 I-30
71	8700 Chicot Rd / 7600 BASELINE
67	6000 BASELINE RD / 8900 GEYER SPRINGS RD
57	12200 W MARKHAM ST / 25 SHAKLEFORD
56	602 S UNIVERSITY AVE / I-630
54	S UNIVERSITY AVE / W 65TH STREET
52	3700 CANTRELL RD / 3300 ALLSOPP PARK RD

In general, the maps show that the LRPD is making traffic stops at several of the most prominent traffic crash locations. The department is to be commended for its efforts in this regard. However, as the maps suggest, there are also many other crash-prone locations that do not receive much attention from a traffic stop perspective. The LRPD should orient its enforcement operations as these maps suggest, much like the department does with its crime reduction efforts. Targeted enforcement backed by a strategic focus that engages all operational elements of the department is recommended.

An effective traffic safety program is one that embraces the “Three E’s”: Enforcement, Education, and Engineering, with a specific focus on driving down the number of crashes and injuries from these crashes, and improving overall traffic safety and quality of life in Little Rock. From an enforcement perspective the LRPD appears to be doing an excellent job, with almost 11,000 traffic stops per year. It is not clear, however, whether or not all this enforcement has any impact on the frequency and prevalence of traffic crashes in those locations. A more focused approach could be taken, targeting at-risk drivers and these at-risk locations.

Under this approach traffic safety would become part of the strategic approach of the entire department. Patrol officers would need the traffic intelligence to focus their enforcement activities. The city’s traffic engineer would need to be engaged to assess roadway sections to possibly improve their design or change signage to improve safety. And perhaps most important, at-risk drivers need to be identified and engaged through both targeted enforcement and education. In addition, traffic safety could be a good opportunity for LRPD personnel to engage the organized community by attending meetings to deliver traffic safety information.

Part of the traffic safety strategy must also include careful attention paid to the demographics of motorists stopped. Not only is it important that enforcement be focused, it must be free from discrimination and bias. The LRPD should begin to record the gender, race, and age of every motorist stopped in the city. Traffic analysts would then be responsible for collating, analyzing, and reporting on the demographics of motorists stopped. This information should also be analyzed for patterns and trends to identify any racially disparate stops. The information should also be publicly reported on at least an annual basis.

Suspicious Incident

In 2019, officers in the LRPD responded to more than 9,000 CFS in the category of Suspicious Incident. Of this total, 2,000 were self-initiated by the police and 7,000 were initiated by the community. This category of CFS describes situations where the caller does not see evidence of a crime being conducted, but sees something that is not quite right. Perhaps there is someone walking up and down driveways or parked in front of their home for an extended period of time. The caller has a suspicion or a hunch that something is wrong. This category represented about 6 percent of all community-initiated CFS and 12 percent of police-initiated CFS.

Based on the approach the LRPD takes toward handling calls from the community, undoubtedly all of these CFS were answered, and undoubtedly where possible the officers encountered those suspicious people or vehicles. This is known as an investigative encounter. Data from the LRPD indicates that there were 1,455 “Subject Stops” in 2019. These encounters rise to situations where the person is not free to leave. This is known as a “Terry Stop” after the landmark case *Terry v. Ohio*, and also known as Stop-and-Frisk. At this level of encounter an officer needs “reasonable suspicion” that a person is committing or did commit a crime. It’s a fairly low threshold of information for officers to articulate reasonable suspicion. They don’t have to be correct, but they need to be reasonable. These encounters are often fraught with danger and that is why the U.S. Supreme Court gave officers a good deal of latitude to protect themselves during these encounters. These encounters can also be situations where racial profiling can occur. Officers might rely on the “profile” of a typical offender they encounter and use that past information to inform their decisions about future encounters. These types of encounters must be monitored and managed very carefully.

At a minimum, officers should be documenting these types of encounters, and recording the gender, race, and age of the people stopped and the reasons why they were stopped. In addition, the LRPD should track, analyze, and publicly report this information periodically.

Checks

The LRPD engages in a robust program of “patrol checks” to a wide assortment of locations in the community. In 2019, the department conducted more than 7,000 patrol checks. Units on patrol can be assigned a “patrol check” by the department to address crime and disorder conditions or at the request of property owners for added security in their absence. Table 5-10 shows that a patrol check lasts for an average of 32.9 minutes with two officers on average assigned to handle the call. The LRPD is to be commended for implementing such a robust program. At the same time, an opportunity exists to dramatically improve the delivery of these services on three different levels.

From a criminological standpoint, research shows that spending as little as 15 minutes in a crime “hot spot” has a deterrent effect on crime at that location. The officers are directed to these locations based upon many factors. Along these lines, the LRPD is providing a visible presence in the locations where crime is occurring. An opportunity exists here to enhance this approach.

The directions given patrol officers indicates that they are told of the time, place, and general condition that they are addressing. While this is sufficient information for patrol officers to respond to these locations and provide a visible police presence, it's not much more. This information, while valuable to orient the officers to the times and places of crime events, should be included as part of a strategic approach to crime reduction. This approach involves identifying with greater precision the human and environmental variables associated with the crime. In other words, who are the known offenders? What victims/locations/vehicles do they target? What kind of property is taken? Should the officers make crime prevention recommendations to the property management? Where should cameras be deployed and should the recordings of these cameras be viewed? What is the long-term plan to address these occurrences and how do all of the units of the LRPD factor into that plan?

There is also an opportunity to explore the tension between quality, as opposed to quantity, of these activities. The LRPD conducts approximately 20 patrol checks each day, but is there an understanding of how well these patrols are being conducted? For example, is conducting a 15-minute “patrol check” adding value, in terms of either crime deterrent or community satisfaction, to the overall efforts of the department? What is being done during these patrols? Should they be longer? Is there any intelligence collected, and how should that be reported? Is the home owner or business owner being informed about the checks and the status of their locations? In other words, the quality of these patrols should be the focus, and not just the quantity, or simply the fact that a patrol was conducted.

The LRPD should also consider formalizing a feedback loop with respect to patrol checks. Presumably, on many of these activities a member of the community requested this service. The LRPD should consider assigning this responsibility to the Community Resource Units in the Divisions. The officers assigned to these units could periodically contact community members and notify them about the services that were provided and also determine if the initial problem was addressed. The feedback loop, therefore, would provide a higher quality of service by letting the community know that their problem was addressed, and lets the department know if its efforts actually made any difference.

Essentially, the LRPD has the foundation of an excellent approach to police service. Leveraging the already robust directed patrol program along the three dimensions mentioned above will take this program to the next level and provide the high level of service that the community expects from the department.

Disturbances

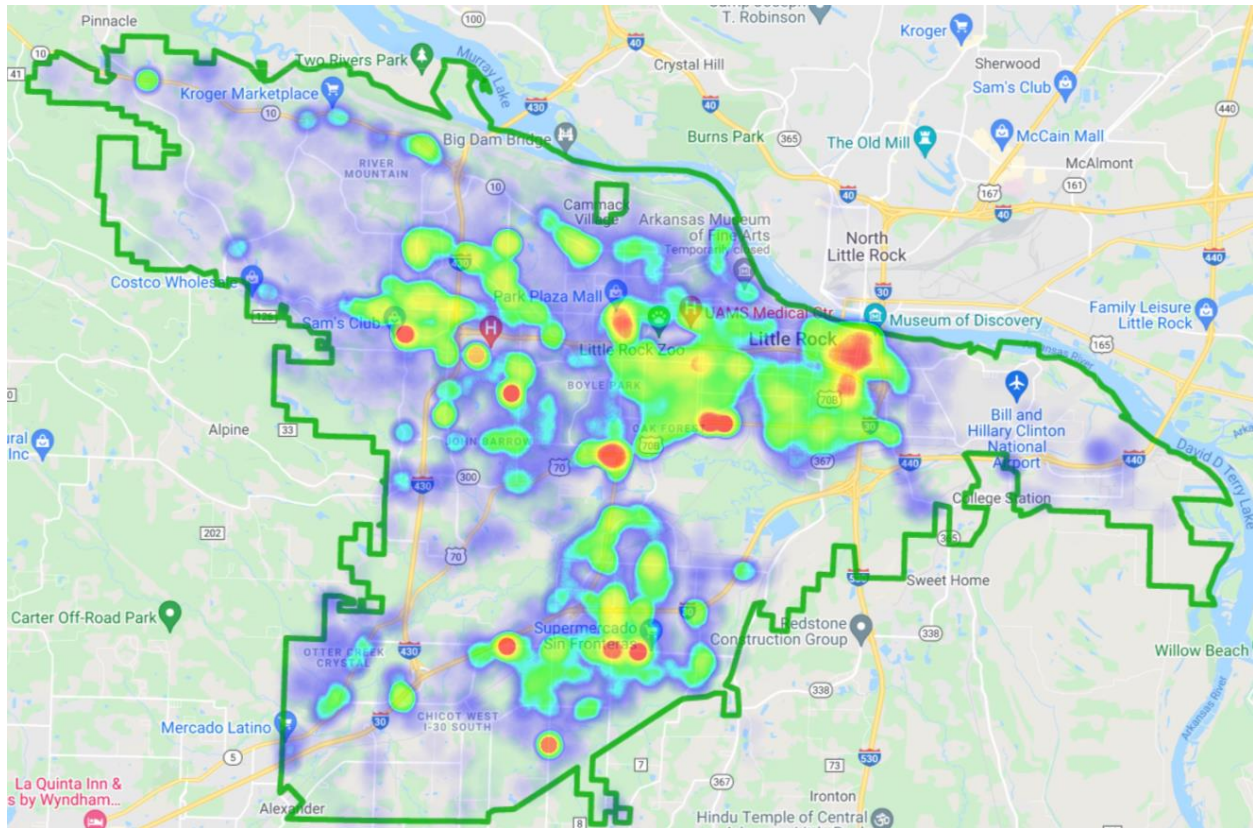
In 2019, officers in the LRPD responded to more than 20,000 “Disturbance” CFS. This category represents almost 18 percent of all CFS received from the community. Much like accidents and alarms, these disturbances are not randomly distributed. They are undoubtedly located a “hot spots” in the community. In this sense, the “hot spot” is a nuisance location that generates repeat 911 CFS for patrol officers to handle. The data in Table 5-10 indicates that on average 2.2 officers are assigned to these disturbance CFS, they spend on average of 37.3 minutes handling the call, and then move on . . . 20,000 times per year.

Instead of responding to call after call, after call, after call, the LRPD should consider taking a more aggressive approach to these locations. Currently, the department is engaged with the city in a Criminal Abatement Program. This process involves the Little Rock City Attorney, and upon the fourth guilty finding in Environmental Court, the issue is escalated to Circuit Court where seizing and shutting down a property is possible. Anecdotal reports from LRPD indicate that this process, while eventually successful in limited cases, is too slow, too lenient, and not responsive to the needs of the larger community.

CPSM recommends that the LRPD and the Little Rock City administration collaborate to develop a more robust approach to nuisance locations in the community. The following map illustrates the community-initiated CFS in 2019. The red areas on the maps are CFS “hot spots,” which signal potentially nuisance locations in need of abatement. For example, the location with the fewest CFS in the table is at 6420 Colonel Glenn Rd., #10. The Direct Auto Insurance store at that location had an LRPD response just about every day. The two Walmart locations on that same list are responsible for almost 900 CFS in 2019, or approaching three times every day of the year. Clearly these are nuisance locations and something should be done to minimize a police response to these locations over and over again. A more strategic and long-term solution is required. Sending officers from patrol continuously to these locations is only a “band-aid” approach and does not really solve the problem that is generating all of these calls.

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FIGURE 5-12: Community-Initiated CFS in 2019 (Red>350 CFS)



Runs	Location
752	PCRJ @ 3201 W ROOSEVELT RD
518	WAL MART BASELINE @ 8801 BASELINE RD
494	5300 BASELINE RD (SPANISH VALLEY APTS)
470	6310 COLONEL GLENN RD (ALEXANDER APARTMENTS)
379	2123 LABETTE MANOR DR (WESTBRIDGE APTS)
355	WAL MART S BOWMAN @ 700 S BOWMAN RD
351	ALBERT PIKE HOTEL @ 701 S SCOTT ST
349	3601 W ROOSEVELT RD (MAGNOLIA NURSING HOME)
344	11500 CHICOT RD (WHISPERING HILLS PARK)
335	NWSS @ 10001 KANIS RD
333	1511 W 2ND ST
329	5921 BASELINE RD
307	6420 COLONEL GLENN RD #10

CPSM recommends that the LRPD engage in more aggressive nuisance abatement and strategic and long-term problem solving at these high-call locations. This type of approach would not only improve the potential for solving the underlying problem generating the call in the first place, but it will also free up scarce patrol resources that can be redirected to other crime, disorder, traffic and important issues that are facing the community.

Conclusion on Reducing Demand

It is recommended, therefore, that the LRPD establish a committee that includes all the principal stakeholders in this process and which has the responsibility of evaluating the CFS workload with an eye toward recommendations for ways to reduce response to nonemergency CFS. This committee should begin with the categories of CFS response that we have discussed and formulate additional protocols for these assignments. The committee would also be responsible for diagnosing and solving problems present at community hot spots. Furthermore, the LRPD should develop a policy that records the race, gender, and age of people involved in traffic stops and reasonable suspicion stops in the community.

CFS Efficiency

Further examination of various elements of the CFS and patrol response data also warrants discussion. Data from various tables and charts in the data analysis section of this report provide a wealth of information about demand, workload, and deployment in Little Rock. Several key pieces of information need to be highlighted to demonstrate the effective use of patrol resources in the city. These statistics are found in the data analysis section under Figure 14-2, Percentage Events per Day, by Category; Table 14-6, Primary Unit's Average Occupied Time, by Category and Initiator; Table 14-7, Average Number of Responding Units, by Initiator and Category; and Table 14-16, Average Response Time Components, by Category. Taken together these statistics provide an excellent lens through which to view the efficiency of patrol operations.

According to the data in Table 14-6, Little Rock patrol units on average take 30.1 minutes to handle a call for service. This figure is higher than the benchmark time of about 28.7 minutes for a CFS, based on our experience. Also, the department, according to Table 14-7, dispatches 2.1 officers per CFS. The number of officers dispatched (like occupied time) varies by category of call, but is about 30 percent higher than other departments studied by CPSM.⁴

Similarly, according to Table 14-16, response time for a CFS in Little Rock averages 13.7 minutes per call in the winter and 15.2 minutes per call during the summer. This is an acceptable response time, which should be about fifteen minutes per call. Response time to "high-priority" averaged 10.1 minutes. This is higher than expected benchmarks.

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4. CPSM benchmarks are derived from data analyses of police agencies similar to the LRPD.

TABLE 5-11: CFS Efficiency

Variable Description	Mean	Minimum	Maximum	Little Rock	LRPD vs. CPSM Comps
Population	67,745.7	5,417.0	833,024.0	198,000	
Officers per 100,000 Population	201.2	35.3	465.1		
Patrol Percent	66.1	32.4	96.8		
CFS Rate	1,004.8	2.2	6,894.2	660	LOWER
Avg. Service Time, Police CFS	17.7	8.1	47.7	27.7	HIGHER
Avg. Service Time, Public CFS	28.7	16.0	42.9	39.8	HIGHER
Avg. # of Responding Units, Police CFS	1.2	1.0	1.6	1.6	HIGHER
Avg. # of Responding Units, Public CFS	1.6	1.2	2.2	2.0	HIGHER
Total Service Time, Police CFS (officer-min.)	22.1	9.7	75.7	44.3	HIGHER
Total Service Time, Public CFS (officer-min.)	48.0	23.6	84.0	79.6	HIGHER
Workload Percent, Weekdays Winter	26.6	5.0	65.0	52	HIGHER
Workload Percent, Weekends Winter	28.4	4.0	68.0	52	HIGHER
Workload Percent, Weekdays Summer	28.7	6.0	67.0	54	HIGHER
Workload Percent, Weekends Summer	31.8	5.0	69.0	56	HIGHER
Average Response Time Winter	11.0	3.1	32.2	13.7	HIGHER
Average Response Time Summer	11.2	2.4	33.3	15.2	HIGHER
High-Priority Response Time	5.0	3.2	13.9	10.1	HIGHER

Web-based or Deferred Response

Communities around the country have had some success with permitting members of the public to make police reports or make inquiries to the police through a portal on the department's website. Non-serious incidents and minor crimes could be reported to the LRPD without the response of an officer. Currently, the LRPD website supports this function and has a substantial number of crime categories that can be reported online. This system should be leveraged aggressively to redirect CFS involving past crimes to this system to free up time for officers on patrol. The reports generated by this process could be followed up by officers assigned to the Community Response Units deployed in each division.

However, industry experience suggests that citizens still prefer the response of a "live" officer to lodge their complaints. Web-based reporting is not a panacea for reducing non-emergency responses, but an excellent tool, nonetheless. As the public becomes more "tech-savvy" this feature could be used more rigorously.

In addition to the web-based reporting, the LRPD staffs a Telephone Response Unit (TRU). Data from 2021 indicate an impressive level of activity for this unit. According to LRPD data, the TRU, as of November 30, 2021, responded to more than 15,000 calls, handled more than 10,000 voicemail messages and walk-in complainants, and prepared 9,000 reports. The time saved for officers on patrol because of this effort is undoubtedly substantial. The LRPD is to be commended for this process; CPSM recommends that this process be pursued even more rigorously.

All incidents that can be diverted to the TRU and away from a patrol response should be diverted. As well, a system should be put in place to monitor the quality of the interactions between the TRU and the public; feedback from the public should be solicited about their experience reporting instances remotely or through the deferred process. Lastly, the reports generated by the TRU should be distributed to the various Divisions' Community Resource Units for officer follow-up. The would establish an excellent feedback loop with the complainant and enable the department to promote good customer service, community relations, and perhaps collect additional evidence that was not possible during the initial reporting.

Combined, the web-based reporting and TRU or differential response function could deal with past crimes and routine inquiries to the LRPD, thus eliminating the response of a sworn officer. Non-emergency calls, such as past crimes, minor property damage, and harassment, as well as building/area checks and city ordinance CFS, can be handled through these efforts. Instead of dispatching an officer to these calls, the information is deferred (delayed) until a staff member becomes available to respond to the call or another enforcement unit respond as appropriate. This process could divert non-emergency calls from the patrol units and thus provide officers with more time to engage in proactive and directed patrols or traffic enforcement duties.

Community Services Officer (CSO)

CPSM recommends staffing the power shifts on patrol with civilian personnel who can be deployed on patrol to handle non-emergency CFS directed to the department. Communities around the country are enjoying success with the deployment of non-sworn personnel in this fashion. As an alternative to eliminating the response to frivolous CFS altogether, a CSO could be dispatched to handle them instead of a full-duty sworn officer. The department is currently hiring personnel as Traffic Safety Officers. These individuals will be responsible for handling traffic crashes, directing traffic, parking issues, etc. This is an excellent use of civilian personnel in support of operations. Consideration should be given to expanding the role of the Traffic Safety Officers to include more than just traffic-related assignments. A broader role, as Community Services Officers, would allow the LRPD to deploy these personnel to a wide array of non-emergency incidents and support patrol and the mission and strategies of the patrol division commands. Considering the civilian model already exists in the department this model be leveraged to provide more effective support patrol operations.

There are numerous categories of CFS that could be handled by the CSOs. Preparing past crime reports, responding to minor traffic crashes, retrieving video evidence from open investigations, even processing shoplifting arrests from Walmart, could all be transferred from police officers on patrol to Community Services Officers on patrol. CPSM recommends that the LRPD staff each patrol Watch and each Community Resource Unit with one CSO on a pilot basis. The effectiveness of the program should then be evaluated after six months. The program will give the department the opportunity to explore ways to leverage these positions to address non-emergency CFS now being handled by full-duty sworn officers.

Recommendations:

- Create a CFS working group to explore the potential of eliminating workload demands and non-emergency CFS from patrol workload. (Recommendation No. 8.)
- Explore the expansion of web-based reporting and deferred service responses. (Recommendation No. 9.)
- Deploy CSOs on patrol. (Recommendation No. 10.)

SECTION 6: SPECIAL ASSIGNMENT SECTION

In addition to officers on patrol, each Division in the LRPD has a Special Assignment Section staffed with personnel to conduct property crime investigations and the Community Resource Unit. The following sections discuss these organizational entities.

PROPERTY CRIME INVESTIGATIONS

The LRPD maintains a cadre of detectives assigned to each Patrol Division to investigate property crimes that are recorded in each Division. There is one unit assigned to each Division and the detectives work under the supervision of the Special Assignment Lieutenant. A Sergeant supervises each investigative unit. The Southwest and Northwest Detective Units have five detectives assigned and the 12th Street Detective Unit has six detectives assigned. All personnel work normal business hours with Saturdays and Sundays off. In addition to their regular work schedule, detectives are required to be “on call” on a rotating schedule to respond to critical incidents and investigations when requested by patrol.

One of the “call-out” assignments for detectives is to prepare a felony case file for patrol officers when there is a summary arrest made for a felony offense. The rationale behind this process was not entirely made clear to CPSM. Apparently, there is a long-standing policy that requires a detective to prepare the case file when a felony arrest is made. This appears to be an inefficient use of investigatory resources and consideration should be given to changing this policy. Unless there is a complex or very serious arrest, police officers on patrol should be trained to prepare the necessary documents to support that arrest. With proper training and supervision of the arrest process there should be no need for the involvement of a detective. This is not to suggest that detectives should not respond to serious crime scenes to begin investigations promptly, or respond to arrest situations to interrogate prisoners in LRPD custody; however, the simple preparation by detectives of an arrest case file for felony arrests should be discontinued.

Case Intake

Law enforcement agencies vary widely in case intake policies and practices.. In some agencies, all cases are assigned to detectives for review and follow-up investigation where appropriate. In others, only felony cases are generally referred to detectives, while patrol officers are responsible for the investigation to completion of misdemeanor cases. Various hybrid systems are utilized by other agencies. Decisions as to the case intake process are often driven by staffing levels.

Little Rock utilizes a hybrid method. When a crime occurs, patrol officers generally serve as the first responder and take the initial report. If the case qualifies, it will be assigned to a detective in the one of the Division Detective Units for follow-up. Cases eligible for follow-up by a Division Detective Unit are generally crimes committed or attempted against property, including: residential and commercial burglaries, vehicle thefts, thefts, auto break-ins, and stolen firearms. Also, Division Detective Units investigate multijurisdictional offenses, including fugitive violations, any conspiracies to commit property crimes, and any other offense that may be assigned by the Chief of Police. All other follow-up criminal investigations are forwarded to one of the other investigative units that are centralized under the command of the Investigations Bureau. The functions, efficiency, and effectiveness of units in that Bureau are discussed separately in this report.

After the responding patrol officer conducts the preliminary investigation the case is evaluated to ascertain if a follow-up investigation is warranted. The Detective Unit Sergeant will log into the police records management system (RMS) and review all the crime reports. LRPD policy in this area is for the Detective Sergeant to screen each case for potential solvability. The following factors are taken into consideration when screening a case and determining if it will be assigned for follow-up:

- Can the suspect be identified?
- Can the suspect vehicle be identified?
- Is the stolen property traceable?
- Was there a witness to the crime?
- Can the suspect be described?
- Are there any other investigative leads?

CPSM would offer additional factors that we believe provide greater definition of solvability, and while providing guidance, gives detective supervisors greater discretion in determining whether a case warrants investigation. These solvability factors include but are not limited to the following:

- The suspect is named.
- The suspect can be identified.
- The address of the suspect is known.
- The suspect can be located.
- The license plate number of the vehicle used in the crime is known.
- The vehicle can be identified.
- There was traceable stolen property.
- There were identifiable latent fingerprints lifted from the scene.
- There was potentially identifiable forensic/biological evidence collected.
- A significant modus operandi has been recognized in the case.
- It is reasonably suspected that there was a limited opportunity to commit the crime.
- There is reason to believe that further investigative effort will lead to the solving of the crime.

These solvability factors, while offering greater discretion to the reviewing supervisor, are consistent with best practices

Case Management

Cases that are determined to warrant investigation through the case intake process are assigned to a detective for investigation. The RMS case management system allows for tracking of these cases. The following table illustrates the number of cases assigned for investigation and the crime clearances for 2018, 2019, and 2020 broken down by Division Detective Unit and by detective.

TABLE 6-1: Cases Assigned and Cleared by Detectives Assigned to Patrol Divisions, 2018–2019

Northwest	2018 Assigned	2018 Cleared	% Cleared	2019 Assigned	2019 Cleared	% Cleared	2020 Assigned	2020 Cleared	% Cleared
D-26	742	743	100.13%	800	800	100.00%	569	569	100.00%
D-71	219	219	100.00%	232	232	100.00%	201	201	100.00%
D-72	219	219	100.00%	205	205	100.00%	291	291	100.00%
D-73	322	322	100.00%	303	303	100.00%	351	351	100.00%
D-74	344	344	100.00%	303	303	100.00%	285	285	100.00%
D-75	222	222	100.00%	289	289	100.00%	309	309	100.00%
D-76	321	321	100.00%	265	265	100.00%	301	301	100.00%
Southwest	2018 Assigned	2018 Cleared	% Cleared	2019 Assigned	2019 Cleared	% Cleared	2020 Assigned	2020 Cleared	% Cleared
D-82	395	92	23.3%	373	91	24.40%	290	68	23.45%
D-83				251	46	18.33%	214	69	32.24%
D-84				186	61	32.80%	362	154	42.54%
D-85				523	250	47.80%	404	218	53.96%
12TH Street	2018 Assigned	2018 Cleared	% Cleared	2019 Assigned	2019 Cleared	% Cleared	2020 Assigned	2020 Cleared	% Cleared
D-50	381	29	7.61%	302	43	14.24%	299	35	11.71%
D-51	380	48	12.63%	338	32	9.47%	338	23	6.80%
D-52	389	39	10.03%	358	41	11.45%	332	30	9.04%
D-53	340	42	12.35%	299	43	14.38%	191	29	15.18%
D-54	445	6	1.35%	413	14	3.39%	442	15	3.39%
D-55	30	6	20.00%						

Source: LRPD

Inspection of the above table lead to several conclusions. First, it appears that the LRPD is not consistently tracking case clearances. Clearance rates are an important measure for police departments to evaluate their relative successes dealing with crime. In addition, clearance rates can be important indicator of an individual detective's performance and can lead to the identification of training needs, additional supervisory oversight, and in some cases reassignment from the unit.

CPSM maintains that while preventing and deterring crime is of utmost importance for any law enforcement agency, solving crime should have parity. The solving of crimes which results in the prosecution of offenders not only prevents future crime, it provides much-needed closure to crime victims. Clearance rates, as defined and measured by the FBI Uniform Crime Report (UCR), are the benchmark for a department's effectiveness in solving crimes.

The UCR establishes a strict three-prong criteria for clearing of a case. For UCR reporting purposes, a crime is considered cleared when: (1) a law enforcement agency has arrested the offender; (2) the offender has been charged with the offense; AND (3) the offender is turned over to the court for prosecution (whether following arrest, court summons, or police notice). The arrest of one person may clear several crimes or the arrest of several persons may clear only one crime. Convictions or acquittals are not factored into clearance rates.

There are clearances via exceptional means as well, but the exceptions are extremely limited and result in numbers that are not statistically sufficient to warrant consideration for our purposes here. Examples include the death of an offender or the lack of an extradition treaty with a foreign government in a nation to which the offender has fled.

According to the FBI UCR, the clearance rate reported in Little Rock in 2019 was 13.6 percent for property crimes. There were 12,145 property crimes reported in that year (1,760 burglary, 9,316 larceny theft, and 1,069 stolen cars), with 1,651 crimes cleared by arrest or exceptional means. These clearance rates lag behind the statewide and national rates in the same category. The clearance rates for these crimes reported here are for the department in general, but a similar mechanism could be used to track and evaluate individual detectives as well; the LRPD produced such data to CPSM which illustrates individual detective clearances rates.

One the one hand, the LRPD is to be commended for tracking case clearances for individual detectives. However, it appears that this policy varies by Detective Unit. The data supplied by the Northwest Division Detective Unit indicates a 100 percent clearance rate for every detective for each of the three years under review. This is implausible, and indicates that cases are not being screened and managed properly. "Clearance" has an accepted definition (either an arrest is made for the reported crime, or for some exceptional reason the person identified as committing a crime cannot be arrested). It seems that the Northwest Division is simply marking all cases that get closed, with an arrest or not, as "cleared.," This is not an appropriate use of the terminology. Similarly, the 12th Street Division appears to have an inordinately low level of clearances compared to the other two. Again, this is likely do to case management processes and not the effectiveness of the specific unit.

Setting aside the erroneous data from the Northwest Detective Unit, clearances reported by the other Divisions appears good. While Division-level Detective Units investigate property crimes, which generally have the lowest clearance rates, the clearances reported above range from a low of 3 percent to a high of 54 percent. It is unlikely that a detective is clearing more than half of the property crime cases assigned to them; therefore, this broad range of reported clearance rates provides more support for more uniform and accurate case management policies.

Another important consideration for case management is the process of supervisory review. The LRPD policy is for detectives to conduct a monthly audit of assigned cases to monitor their progress and case status. Cases that have no activity at 60 days are discussed with a supervisor and a determination is made if further investigation is required or if the case should be closed. Closed cases remain filed at the Detective Unit in the event additional evidence is uncovered that might help clear the case.

CPSM contends that this policy area requires greater supervisory oversight and a narrower window within which to conduct investigations. Although there is no hard-and-fast rule for case management in this area, an open-ended 60-day time period is too permissive. First, with cases allowed to remain open for that length of time, the overall caseload of the individual investigator becomes unmanageable. The longer cases are permitted to remain open, the more cases each individual detective will be working at any one time. The more cases managed at one time, the less time there is available to work on any one case. Second, crime victims should expect the investigation into their crime to be conducted expeditiously. Again, there is no specific time frame that would be defined as “expeditious,” but two months seems to be too long. Property crime cases with leads should be worked aggressively. Cases without leads should be closed immediately and victims notified promptly about their cases.

An easy, and rigorous, mechanism to foster efficient cases management in this area is the “3-7-21” rule used by many agencies in the U.S. This mechanism works as follows.

- For all cases referred to the Detective Unit for investigation, a detective must be assigned, a preliminary review conducted by that detective, and the complainant must be notified about the status of the investigation within three days of the incident.
- The first supervisory review of that investigation should occur within seven days and the detective should be able to articulate to the reviewing supervisor the investigative steps taken, those still outstanding, and the likelihood of apprehending the suspect.
- A second supervisory review should be conducted within 21 days of the incident. If a suspect is identified but not apprehended at this point, a warrant should be taken out for their arrest. If all leads have been exhausted, the case should be closed.

This 3-7-21 milestone system can be adjusted to meet the needs of the department, but the bottom line is there should be a more rigorous system in place to manage these investigations.

Workload Demand

To this point, we have discussed staffing, work schedules, and case intake procedures. Here, we will examine how the detective functions are positioned to manage workload demands. There are no hard-and-fast standards to determine an appropriate caseload for police investigators. One murder investigation could occupy the time of several detectives for months, and on the other hand, one detective could handle hundreds of theft cases in a similar period. Nonetheless, the International Association of Chiefs of Police (IACP) suggests that a detective caseload between 120 and 180 cases per year (10 to 15 per month) is manageable. Other sources suggest that departments should staff one detective for every 300 UCR Part I Index Crimes recorded each year.

Table 6-1 listed the number of cases assigned for investigation to Detective Unit investigators in 2018, 2019, and 2020. The numbers have a wide range. Investigator D-26 in the Northwest Division had the most cases assigned in each of the three years, with an average of more than 700 cases assigned each year. CPSM learned that this individual accepts mostly cases with very

limited solvability and conducts basic case review and victim notifications. Investigators in the Southwest Division enjoyed the lowest level of cases assigned with approximately 333 each per year. In 2020, the lowest year for case assignments out of the three (likely due to issues related to COVID-19), the average investigator had 323 case assigned to them. Therefore, if an investigator were assigned approximately 30 cases per month, and had a window of two months to keep a case open, it is feasible that detectives could be handling more than 60 cases at any one time.

Essentially, it is not possible to conduct a meaningful investigation with a caseload that is that high. Only the simplest of investigative steps, such as searching databases for stolen property, or making notifications, could be conducted with that many cases to be investigated at the same time.

This leads back to the case management system and case intake process. It is likely that the solvability factors that should be used to determine whether a case is assigned or not are being ignored or not adhered to closely. It appears that cases must be getting assigned which have no workable leads and detectives simply engage in an administrative process with these cases, saving their investigative resources for ones that can be worked.

According to the FBI UCR, the LRPD reported 12,145 Part I Index Crimes in 2019 (Burglary, Theft, Auto Theft). Understandably, the case management policy entails more cases than these that would be eligible for assignment to a Division property crime detective, but this will provide a good snapshot of the magnitude of cases potentially assigned. In 2019, according to Table 6-1, there were 5,440 cases assigned to an investigator in one of the three Detective Units. This would indicate that almost 45 percent ($5,440/12,145 = 44.8\%$) of property crimes reported in Little Rock were assigned for a follow-up investigation.

Again, there are no standards on the percentage of cases that should be assigned by category, however, it is difficult to believe that almost half of reported property crimes have solvability factors that would permit an investigation. Most property crimes go unobserved, with no witnesses or evidence. The fact that nearly half might be assigned for follow-up indicates that the case management system is too lax, and more cases are being assigned than necessary. This is contributing to high caseloads and low clearance rates.

According to the benchmarks, it would appear that the LRPD does not have adequate resources to manage property crime investigations when considering total caseload and staffing. As well, there may be a misalignment of resources among the subunits of the Detective section. Either case management processes need to be changed or additional personnel need to be assigned to this function in order to make it more efficient and effective.

Investigations Training

Currently, there is no required training regimen that a detective is expected to attend upon assignment. New detectives learn from other, more senior detectives, and can ask for advice or guidance from another detective or supervisor. As training becomes available, such as Basic Investigations Courses, investigators will attend. Advanced training is also encouraged as detectives continue in their position as an investigator.

The absence of a formal training plan is an opportunity for improvement. New employees should receive training within a designated and reasonable period of time upon their appointment. The development of a training matrix that lists required/desired training should be established for each assignment within the division. Adequate training, along with experience, is paramount in developing expertise. Here again, by developing specialties of assignments (e.g., computer crimes/forensics), training can be tailored as necessary.

Supervisors can then track their employees to ensure that this training is prioritized over other training offerings that may be available. For instance, as training requests are submitted, the course curriculum can be evaluated to determine if it is relevant to the assignment, especially if other core courses have yet to be attended.

Any Detective Section in law enforcement should also have a reference manual for detectives and supervisors. This should include common forms, search warrant samples, and operational guidelines. Examples of manuals are available from other police departments. These operational manuals could benefit new detectives and supervisors, and could facilitate the transition into investigations.

Rotation Schedule

At present, assignment as a detective in the LRPD is a permanent assignment. However, this practice can create organizational “silos.” CPSM would suggest that this model does not serve the best interests of the department and its workforce, and that a rotational schedule should be considered. There are a number of reasons for such a change:

- Opportunities for other employees to gain valuable experience in such an assignment.
- The potential for stagnation without a rotation schedule.
- New energy and ideas may be brought into the workforce.
- Officers rotating out of investigative assignments bring valuable experience into their new assignments which they can share, especially relative to patrol or other enforcement-related assignments.
- As personnel are promoted, those who have rotated through several assignments bring more diverse experience into their supervisory/leadership roles versus being largely one-dimensional. This enables them to be more informed decision makers for the betterment of the entire department and not be too focused on the section in which they may have spent the majority of their career.

Some investigative assignments require a high degree of training and expertise for an officer to be effective. These include, but are not limited to, homicide, computer crimes, financial crimes, and crimes against children. Property crime investigations, however, do not require such high levels of training or experience. Therefore, there should be a policy that limits the length of time spent as a property crime detective, or perhaps assignments in these positions act as prerequisites for other specialized investigative assignments. In any event, the positions in the Divisional Detective Units should not be permanent, but should be opportunities to gain investigative experience leveraging the knowledge of the local community where personnel are assigned.

Criminal Intelligence and Crime Analysis

The LRPD should develop a more thorough and more rigorous criminal intelligence function at the local level in order to support criminal investigations and crime reduction initiatives in general. The role of crime analyst should be greatly enhanced.

The crime analysts in the LRPD are civilian members of the department and are assigned in the Special Services area of each division and report to Special Assignment Lieutenant. The analysts work general business hours and are responsible for numerous day-to-day responsibilities.

In order to provide the LRPD with current data on crime, an analyst pulls data from department records on a daily basis. This information is used to inform the command staff about crime trends, and as well as serves as the foundation for shift briefings and community alerts about crime

In general, the crime analysis function at the local level in the LRPD is sound. Numerous examples of crime data were shown to CPSM and which indicate an advanced level of analysis and an excellent source of information about crime trends in the community. However, the LRPD should revisit the entire process of crime analysis and criminal intelligence. In one sense, there is no substantial criminal intelligence being developed at the local level, for local use; in addition, the analysts are charged with other administrative responsibilities that make developing criminal intelligence next to impossible. To the greatest extent possible the administrative duties currently performed should be shifted away from crime analysis. In addition, CPSM recommends adding a sworn officer to this function to lead the development of criminal intelligence from the various sources of information processed by the department.

Currently, the process takes more of a passive approach, with an analyst sifting through data and documents and sending information out to the operational units in the Division. CPSM recommends a more active approach to these processes, where crime analysis is not simply an account of historical records, but produces data that can be mined and processed into actionable intelligence in order to reduce crime and apprehend offenders.

Crime analysis and criminal intelligence are often conflated and thought to be the same thing. To put it in economic terms, crime analysis is analogous to counting your money, and criminal intelligence is how you invest and spend it. Combining the two disciplines can provide a more accurate picture about where and when crime is occurring, and what to do about it. A police department needs to do both and there is an opportunity in the LRPD to improve in this area. This process appears to be done effectively at the department level, but an opportunity exists to decentralize that capacity to the Division level.

To achieve this, and to leverage the information processed by the department, a sworn position (Crime Intelligence Officer – CIO) should be created. This position should have the responsibility of leading crime analysis and criminal intelligence. This position is part of a three-prong approach to crime reduction. The first is rigorous crime analysis and intelligence gathering, the next is investigative support, and the third is crime prevention. These elements are like three legs of a tripod, with each one only as effective as the other. Intelligence can improve investigations, better inform patrol officers to focus their proactive enforcement, and better engage and prepare the community to help themselves prevent crime in their neighborhoods.

The position would be responsible for preparing strategic crime analyses and trend reports, monitoring and tracking high-propensity offenders, developing and managing crime prevention programs, securing search warrants, training department personnel, making community and media presentations, exchanging crime information with surrounding agencies, and initiating proactive crime-solving strategies.

An additional area of responsibility for this position revolves around intelligence gathering from arrested individuals. Every day people are arrested, booked, and processed by the LRPD. These individuals are potentially an enormous wealth of information about the criminal activities in the community. However, there is a limited attempt at debriefing these individuals in a focused way to elicit this information. The LRPD is under-resourced to the extent that actionable intelligence would not be pursued. The CIO should have primary responsibility for not only interviewing (debriefing) prisoner processed by the LRPD, but also teaching other officers how to conduct an effective prisoner debriefing. Additionally, it would be the CIO's job to develop the questions and areas of inquiry to be broached with the arrested individuals.

Keep in mind, the debriefing is not an interrogation about the particular crime the person is arrest for, but about other information they might have. For example, who is selling drugs, where is stolen property "fenced," who is responsible for the most recent robbery or assault, do you know anyone that steals cars, etc. Asking these types of questions can produce valuable information, but if they are never asked, nothing can be learned. The CIO could also work closely with other operational elements and engage the community as an active part of the overall crime reduction/prevention/analysis approach contemplated here.

Civilian Staff

Almost all law enforcement agencies the size and complexity of the LRPD utilize civilian support staff in their Investigative divisions. Currently, each patrol Division has civilian administrative support assigned, as well as civilian crime analysts. However, there is an opportunity to create staff positions for investigative support. The following is just a sampling of duties that civilians often perform in support of investigative personnel:

- Victim follow-up contact.
- Transcription services.
- FOIA requests specific to Investigations.
- Prepare case transmittals for patrol-generated arrests.
- Assist with missing persons (non-critical).
- Assist in certain duties at crime scenes.

Each of these duties, and more, are suitable to be performed by a civilian employee at a substantially reduced cost compared to a sworn officer; this would free up sworn officers to perform more critical duties. CPSM suggest that consideration be given to the addition of one full-time civilian support staff to handle these types of duties, freeing up detectives to perform more critical investigative functions.

COMMUNITY RESOURCE UNIT

A Community Resource Unit is deployed in the Special Assignment Section in each patrol Division. Ordinarily, this unit would be supervised by a Sergeant under the command of the Special Assignment Lieutenant, with a cadre of police officers assigned. However, due to staffing limitations, there are no Sergeants assigned to these units and only one officer is assigned to this role in each of the three patrol Divisions.

The mission of the CRUs is to engage the organized community in Little Rock on behalf of the patrol Division and act as the liaison between the department and the community in order to enhance police-community relations. Inspection of the activity reports prepared by CRU officers indicates they perform a wide array of activities. CRU officers respond to complaints made by the public about community conditions. These complaints involve parking and traffic issues, code violations, and minor disorders. They handle local community relations events, such as working with School Resource Officers, and attend community meetings and local civic group meetings. The role of the CRUs appears to be both broad and flexible, and provides the Division commanders with an added resource to engage the community and address police issues in a manner outside of an emergency patrol response. However, with only one officer assigned per

Division, there is only a limited ability to develop and sustain long-term and impactful community engagement programs.

In several sections of this report regarding the Field Services Bureau, there is mention made of the additional personnel capacity that is needed to improve operations. On the patrol side, CPSM recommends a deferred CFS program, and a CSO position to handle non-emergency CFS. On the detective side, CPSM recommends additional civilian investigative support and more a robust intelligence function. All of these missing, but required, operational elements could become part of the mission of the CRU. With additional personnel, a reconstituted CRU could embrace a multifaceted strategy directed at crime, disorder, traffic, non-emergency CFS, and community engagement.

CPSM recommends staffing the CRU in each patrol Division with a minimum of one Sergeant and three police officers. One officer could be assigned to each District within a Division. These personnel should have flexible work hours and days off, but should work as a team. In other words, all sworn members of the unit work at the same time and with the same days off and coordinate on a week-by-week basis. Work hours and days off would be dictated by the operational needs of the Division. The following is a sample of the duties and responsibilities that could be assigned to CRU officers:

- Re-contact crime victim and re-canvass crime scenes to develop additional evidence or intelligence to aid criminal investigations.
- Conduct extended video canvasses to assist property detectives conduct investigations.
- Implement local crime prevention program, target hardening, and personal safety programs.
- Assist in the local traffic safety and accident reduction program.
- Respond to complaints made through the online report system, or deferred CFS system.
- Attend community meetings.
- Attend school meetings and assist LRPD SROs.
- Respond to traffic, crime, and disorder complaints made by the community.
- Engage the organized community by acting as liaisons with established civic groups and developing new ones to meet the needs of the community.
- Respond to community "hot spots" and engage in long-term problem-solving at these locations.
- Engage the community via social media.

The list of potential activities for the CRU are endless and only bounded by the creativity and ingenuity of the local Division commander and unit personnel. Officers assigned to these units would engage in an "all-purpose" type of police role, running the gamut from developing and investigating criminal intelligence to attending local community meetings.

SUMMARY

Our examination of caseload data suggests that there is an inadequate staffing of investigators to meet workload demands. However, with the implementation of more efficient case management policies and clerical support positions the workload demands could be managed

more effectively and investigative effectiveness improved. Similarly, additional personnel need to be assigned to the Community Resource Unit. With added police officers, more robust community engagement, and better coordination with detectives, this unit could significantly increase the LRPD's ability to improve services, enhance community relations, and reduce crime and disorder in the community.

The following recommendations will offer solutions to many of the issues that serve as impediments to the optimal performance of the Special Assignment Section.

Special Assignment Section Recommendations:

- Rigorously apply solvability factors to reported crimes prior to assigning cases for follow-up investigations. Cases without the ability to be solved should be closed and referred to the CSO for victim re-contact. (Recommendation No. 11.)
- Track cases assigned for follow-up, by detective unit and by detective, and apply appropriate clearance definitions to the cases. (Recommendation No. 12.)
- Implement more rigorous case management and supervisory case review protocols. (Recommendation No. 13.)
- Track individual detective caseload to ensure that only cases that are solvable get assigned, and that cases are investigated and closed expeditiously. (Recommendation No. 14.)
- Develop and implement an appropriate investigative training program for Division detectives. (Recommendation No. 15.)
- Develop a policy that fosters rotation of detectives to more specialized investigative units or to patrol as appropriate. (Recommendation No. 16.)
- Develop a more robust criminal intelligence capacity at the Division level. (Recommendation No. 17.)
- Add one civilian position to each detective unit to act in an investigative support function. (Recommendation No. 18.)
- Deploy a Community Resource Unit consisting of a minimum of one Sergeant, three officers, and a civilian CSO in each Division. (Recommendation No. 19.)

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SECTION 7. INVESTIGATIVE SERVICES DIVISION

Approach to Criminal Investigations

The LRPD utilizes a specialist model with respect to criminal investigations. When a patrol officer responds to a call for service for which investigative support is needed, the investigative unit tasked with investigating that specific offense assumes responsibility for the preliminary and/or follow-up investigation(s). The LRPD does not use a geographic or generalist/specialist hybrid criminal investigative model.

Criminal justice practitioners are aware of the concentration of crime in terms of time, place, and people. Numerous studies have shown that: 1) 5 percent of the locations in a given city account for 50 percent of its crime, 2) 5 percent of criminal offenders in a given city account for 50 percent of its violent crime, and 3) crime is concentrated and predictable by hours of the day, days of week, and season of the year (MacDonald & Hogan, 2021). A crime reduction strategy that is informed by crime concentrations and backed by investigator specialization by type of criminal offense can achieve remarkable success in reducing crime overall and improve department clearance rates. There are clear advantages to investigative specialization. At the same time, there are attendant disadvantages to specialization particularly overspecialization.

MAJOR CRIMES DIVISION

The Major Crimes Division (MCD) is governed by a Divisional Operating Procedure dated July 13, 2017. The MCD is comprised of three primary units: Homicide/Crime Scene Search Unit, Robbery/Financial/Juvenile Crimes, and Violent Crimes. These are primary LRPD entities tasked with follow-up investigations of specific felony offenses.

Homicide/CSSU

Homicide/CSSU consists of two teams: Homicide and Crime Scene Search Unit (CSSU). To accomplish these investigative responsibilities, Homicide/CSSU is staffed as shown in the following table.

TABLE 7-1: Homicide/CSSU Staffing

Team	Rank				
	Lieutenant	Sergeant	Detective	Crime Scene Specialist	Fingerprint Examiner
Homicide	1	1	7	-	-
CSSU	-	1	-	10	2
Total	1	2	7	10	2

The *Homicide* team's investigative responsibilities include: homicides, suicides, questionable deaths (with some exceptions), and officer-involved shootings. Members of the Homicide team work Monday through Friday on shifts that are 07:00x15:00, 08:00x16:00, or 09:00x17:00 hours. Generally, LRPD detectives are not permanently assigned to the 15:00x23:00 shift. Instead, LRPD Detectives, with few exceptions, are required to "sign-up" to work five weeks of 15:00x23:00 shifts

during the calendar year. For the 23:00x07:00 shift, investigators are “on-call” and respond as directed.

The Homicide team created a cold case squad in 2017. The cold case squad uses retired LRPD officers who possess substantial investigative experience to supplement existing homicide investigators with open investigations that cannot be linked to any suspect(s), have no remaining leads, no additional physical evidence to collect or process, and there is no forensic identification of a suspect(s). The use of retired LRPD investigators is a creative approach to re-energizing older homicide investigations with few solvability factors. A fresh set of eyes and a different investigative approach can be helpful in bringing cold cases closer to resolution. Moreover, cold case squads “...provide a reliable quality-assurance check on homicide investigations” (Braga, 2021, p.5).

Research shows that enhanced investigative resources, improved management structures, and oversight processes can increase homicide clearance rates and improve the chances that murderers are apprehended in even the most difficult cases to clear (Braga, 2021). A rigorous case management and review process within the Major Crimes Division and more broadly within all LRPD divisions that conduct criminal investigations is essential for improving the quality of investigations and case clearance rates.

The primary responsibility of members of the *Crime Scene Search Unit* is processing crime scenes including documentation of the crime scene (i.e., sketch, photographs, etc.), search and collection of physical evidence, and preparing associated detailed narratives and technical reports. Crime scene specialists work Sunday through Saturday, either 07:00x15:00 or 15:00x23:00 hours. Crime scene specialists are on-call for the 23:00x07:00 shift Sunday through Saturday. Other than the Sergeant, the CSSU is comprised of civilians. Crime scene specialists have an internal career path (Specialist 1 through Specialist 4). Retention of these positions is enhanced by the fact that other than the LRPD, the Pine Bluff and Fayetteville PDs are the only police departments in the state that employ civilian crime scene specialists. Moreover, the LRPD's compensation for crime scene specialist exceeds that of the other two departments.

Latent print examiners handle all latent prints collected by the department. They plot and enter latent prints into AFIS for comparative purposes, prepare reports on latent print findings and perform other related duties. The latent print examiners work Monday through Friday on the 07:00x15:00 and 08:00x16:00 shifts.

Violent Crimes

The Violent Crimes Unit consist of three teams: Violent Crimes Gun, Violent Crimes, and Victim Services. The Violent Crimes Unit's investigative responsibilities include: adult rapes, sexual assaults, felony batteries and assaults, missing persons, adult missing persons, kidnapping, felony false imprisonment, and terroristic threats and acts. To accomplish these investigative responsibilities, the Violent Crimes Unit is staffed as shown in the following table.

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TABLE 7-2: Violent Crimes Unit Staffing

Team	Rank				
	Lieutenant	Sergeant	Detective	Victim Serv. Supv.	Victim Serv. Spec.
Violent Crimes Gun	1	1	6	-	-
Violent Crimes	-	1	6	-	-
Victim Services	-	-	-	1	7
Multiagency Task Force	-	-	1	-	-
Total	1	2	13	1	7

Members of the Violent Crimes Unit work Monday through Friday on 07:00x15:00, 08:00x16:00, or 09:00x17:00 shifts. Two detectives, on rotation, work 15:00x23:00, Monday through Thursday, and four detectives, on rotation, work Friday through Sunday.

Violent Crimes Gun investigates gun-related felonies including Battery 1st, Terroristic Act, and gun-related Aggravated Assault, in which the adult victim survives. This team also tracks significant gun related arrests.

Violent Crimes investigates non-gun related felonies including Battery, Aggravated Assault, Sexual Assault, in which the adult victim survives. Their investigative responsibilities also include missing persons and endangered runaway juveniles. Two detectives investigate missing persons and runaways, two detectives investigate sexual assaults, one detective investigates domestic violence felonies, and one detective investigates non-domestic violent assaults.

Victim Services

The Victim Services Unit provides victim-centered, trauma-informed information and referral services to victims of violent crime in the City of Little Rock. Their focus is on the health, emotional well-being, and rights of crime victims. Members of the Victim Services Unit are civilian employees of the LRPD. Two of these positions are city funded and the remainder are grant funded.

Victim Services advocates work Monday through Friday from 08:00x16:00 hours. Upon request, advocates are called out, after hours, for homicide, rape, domestic abuse, and other calls at the discretion of the Major Crimes Division supervisor. Victim Services advocates provide a tremendous value-added service for the LRPD. The advocates are well-trained and well-led. The value-added services that Victim Services provide cannot be overstated. Continued grant funding for this unit is not guaranteed and the LRPD should prepare to assume the total costs to provide this service at its current level should the grant funding be discontinued.

Multiagency Task Force – discussed below.

Robbery/Financial and Juvenile Crimes

The Robbery/Financial and Juvenile Crimes Unit investigative responsibilities include: all robbery offenses, offenses committed against and by juveniles (with some exceptions), runaways and juvenile missing persons, all juvenile status offenses, registering sex offenders and the maintenance of those files, and all crimes involving banking institutions, internet transactions, identity thefts, and counterfeit and fraudulent documents. To accomplish these investigative responsibilities, the Robbery/Financial and Juvenile Crimes Unit is staffed as shown in the following table.

TABLE 7-3: Robbery/Financial and Juvenile Crimes Unit Staffing

Team	Rank		
	Lieutenant	Sergeant	Detective
Robbery/Financial	1	1	6
Juvenile	0	1	6
Total	1	2	12

Members of the Robbery/Financial Unit work Monday through Friday on shifts that are 07:00x15:00, 08:00x16:00, or 09:00x17:00 hours. Members of the Juvenile Unit work shifts of 07:00x15:00 or 08:00x16:00 hours, Monday through Friday. The 15:00x23:00 shift is covered via a rotational sign-up with Monday/Tuesday or Wednesday/Thursday as days off.

Robbery/Financial crimes are addressed by one Sergeant and six detectives; four are assigned to robbery and two are assigned to financial crimes.

Juvenile Crimes are addressed by one Sergeant and six detectives; five are assigned to juvenile cases and one detective registers and maintains the sex offender registry. This one detective is responsible for the registration, periodic re-registration (three or six months depending on level), and the processing of changes of address for approximately 650 registered sex offenders residing within the City of Little Rock. With such a large caseload, this detective conducts few investigations and is essentially engaged in administrative/clerical duties. *The LRPD should explore whether civilians (preferably a retired police officer) can assume the administrative/clerical duties of the registration, periodic re-registration, and change of address processing for registered sex offenders.* This would permit the detective to focus solely on investigations and other matters regarding sex offenders that require the attention of a sworn officer.

SPECIAL INVESTIGATIONS DIVISION

The Special Investigations Division (SID) is governed by a Divisional Operating Procedure dated September 8, 2020. SID is the primary LRPD entity responsible for the investigation and control of organized crime, vice, narcotics, gun crimes intelligence, and related offenses. SID utilizes Case Info as its primary case management system. To a lesser extent the SID uses the police RMS system and Crime Intell, but not for case management purposes. The Case Info database is only accessible by SID personnel. The SID is comprised of two primary units: Narcotics and Intelligence/Vice.

Narcotics Unit

The Narcotics Unit consists of an Interdiction team and a Street Narcotics team. The Narcotics Unit's investigative responsibilities include all criminal offenses relating to or arising from the use of or trafficking of controlled substances. A collaborative law enforcement approach is vital to address the fluid, multijurisdictional drug trade, so the Narcotics Unit works with its federal, state, county, and local law enforcement partners. Moreover, the Narcotics Unit assigns three of its detectives to multiagency narcotics task forces. To accomplish these investigative responsibilities, the Narcotics Unit is staffed as shown in the following table.

TABLE 7-4: Narcotics Unity Staffing

Team	Rank		
	Lieutenant	Sergeant	Detective
Interdiction	1	1	4
Street Narcotics	-	1	6
Multiagency Task Force	-	-	3
Total	1	2	13

The *Interdiction* and *Street Narcotics* teams share investigative responsibilities for criminal offenses relating to or arising from the use of or trafficking in controlled substances. The focus and investigative approach to accomplish their mission differs from the conventional approach to criminal investigations and as such, case clearance rates are not used to assess performance.

Multiagency Task Force – discussed below.

Intelligence/Vice Unit

The *Intelligence/Vice Unit* consists of the following teams: Intelligence, Vice, and Gun Crimes. The *Intelligence/Vice Unit*'s investigative responsibilities include: the identification and apprehension of individuals engaged in a variety of illegal activities, organized or otherwise; collaborating with federal, state, and local law enforcement agencies regarding joint investigations; protection of visiting dignitaries; and the development and production of time-sensitive actionable intelligence to reduce/prevent gun violence in the City of Little Rock. To accomplish these investigative responsibilities, the *Intelligence/Vice Unit* is staffed as shown in the following table.

TABLE 7-5: Intelligence/Vice Unit Staffing

Team	Rank			
	Lieutenant	Sergeant	Detective	Civilian
Intelligence	1	1	6	1
Vice	-	1	5	-
Gun Crimes Intelligence	-	1	5	1
Multiagency Task Force	-	-	6	-
Total	1	3	22	2

Members of the Intelligence Unit work generally 08:00x16:00 hours, Monday through Friday. Personnel assigned to Street Crime work 17:00x01:00 hours on Saturday and Sunday when performing those duties.

Intelligence is responsible for investigating, exposing, and causing the arrest of individuals engaged in illegal activities, organized or otherwise. Members of the *Intelligence* team also provide personal protection for elected officials and dignitaries visiting the city. Staffing as it related to the specific function of dignitary protection and protection of elected officials are not detailed in this report.

Gun Crimes Intelligence is responsible for identifying and targeting individuals who carry and use illegal guns to reduce/prevent gun crimes and associated violence through the production of actionable intelligence.

Although the Intelligence and Gun Crimes Intelligence teams have the capacity to investigate cases, they rarely do. These detectives do not carry a traditional investigator caseload. A review of the duties of these detectives discloses they perform a significant amount of analytical, administrative and to a lesser extent, clerical duties. While it is clear that some of their duties include functions that must be performed by a sworn officer, many do not. *It is recommended that the LRPD assess whether the sworn position of intelligence tech in the Intelligence team should be civilianized. The sworn functions currently performed by these detectives (i.e., dignitary visits, etc.) can be reassigned to other sworn members and the remaining duties combined and performed by one or more civilian analysts.*

Civilianization of some positions within the Gun Crimes Intelligence team would present more of a challenge and may not be worth the effort. Ballistic/firearm examiners in many jurisdictions perform the duties (i.e., removing/returning ballistics evidence from/to the property/evidence room for examination, test firing, make IBIS/NIBIN entries, etc.) currently performed by LRPD detectives. There may be legal, contractual, or other impediments to civilianizing one or more of these positions. However, it is not unusual for retired sworn police officers who are trained and certified in this forensic discipline to seek employment in a law enforcement agency as a civilian employee. Thus, this is an area the LRPD should explore. Lastly the placement of Gun Crimes Intelligence in SID is curious particularly considering the primary consumers of their work product is the Major Crimes Division. *Viewed in this context and considering the perception of a lack of bi-directional information sharing between Gun Crimes Intelligence and the MCD, the LRPD should evaluate whether the department is better served organizationally by placing Gun Crimes Intelligence in the MCD.*

Vice is responsible for investigating criminal offenses relating to or arising from acts of prostitution, gambling, pornography, child pornography, human trafficking, and liquor violations. One investigator is assigned to the Internet Crimes Against Children Task Force.

Multiagency Task Forces – discussed below.

Case Management

In the Major Crimes Division, cases are routed via the LRPD police report management system (RMS) to the Sergeant of the team/unit responsible for the investigation of that case. The Sergeant evaluates several solvability factors and where appropriate assigns that case to a detective for investigation. In the MCD, Lieutenants provide little oversight during the intake, review, and assignment of cases for follow-up investigations. The RMS system allows detectives to add DTX notes to the narrative of the original incident report to detail the investigative steps taken on the case. Supervisors also document their review of the case and provide comments, directions/next steps to the investigator in the casefile via the DTX function. There is no formal quality control process beyond DTX entries employed by the Sergeant or Lieutenant to ensure all investigative steps are taken and investigative leads are pursued. *Given the complexity and/or volume of cases investigated by MCD units, the LRPD should consider implementing a structured division level case review process.*

In this forum, the Sergeant/investigator will discuss the investigative steps taken on open investigations “pulled” by the Major. The Major and Lieutenant can review the thoroughness of the investigation with the Sergeant and case detective and where appropriate provide direction/next steps for the investigator in order to clear that investigation. The frequency of these forums should be determined by the Division commander but at a minimum should be conducted quarterly. Likewise, the number of cases selected/pulled for review should also be determined by the Division commander. The focus here is on the quality of the investigation, so only a *limited* number of cases should be selected for review.

Special Investigations Division case assignment differs in that incoming cases are directed to the Lieutenant who then assigns the case to the appropriate Sergeant who in turn assigns it to a detective for investigation. While this intake process adds a step to the case assignment process, it also ensures that the Lieutenant is pugged-in as to the number and types of cases that are being investigated. *The LRPD should consider implementing a similarly structured quality control process in the SID.*

A structured quality control process can help identify both deficient investigative practices (i.e., were all witnesses identified/interviewed, leads followed-up, appropriate department and non-department resources/databases queried, direction/investigative support provided by the Sergeant/Lieutenant, etc.) and superior investigative practices that can be shared/modeled within the department as a best practice. It must be stated that this is not a 'gotcha' exercise. This quality control process must be consistent with practices common in learning organizations. This type of quality control/audit process aligns with the LRPD's overall efforts at continuous improvement. The goal here is get it right the first time and improve upon it each subsequent time. The goal is not discipline. As previously stated, improved management structures and oversight processes, as they relate to homicides, can increase homicide clearance rates. It stands to reason that improved management structures and oversight process in other specialized investigative units are equally likely to improve their clearance rates or resolution of cases.

TABLE 7-6: Investigate Services Cases and Clearance Rates, 2018–2020

Year	# of Detectives	Avg. CPY	Avg. CPM	Rate Clearance
Homicide				
2018	8	5.12	.42	64
2019	8	4.75	.39	88
2020	7	8	.66	55
Robbery				
2018	5	74	6	43
2019	6	66	6	30
2020	5	73	6	53
Financial				
2018	2	532	44	41
2019	2	660	54	24
2020	2	241	20	18
Juvenile				
2018	7	208	17	81
2019	7	153	13	68
2020	7	122	10	78
Violent Crimes*				
2018	13	216	18	82
2019	17	161	13	57
2020	16	219	18	61

Note: *Includes VC and VCG.

DETECTIVE STAFFING

There is no single standard/formula to determine the appropriate caseload for criminal investigators. The skills, abilities, and knowledge of the investigator coupled with the complexity of the investigation should determine an investigator's caseload. For example, one homicide investigation could occupy the time of several detectives for months, while on the other hand, one detective could handle scores of simple theft investigations in a similar period. That being said, there is some guidance on this issue from police practitioner organizations. The International Association of Chiefs of Police (IACP) suggests that a criminal investigator's caseload of 120 to 180 cases per year (10 to 15 per month) is manageable. The table above depicts a three-year average of detectives' monthly caseloads in the MCD.

Other sources suggest that departments should staff one detective for every 300 UCR Part I Index Crimes recorded each year.

TABLE 7-7: Detective Staffing at One per 300 UCR Part 1 Index Crimes

Year	# Part 1 Crimes	# Det. Recommended
2018	15,869	53
2019	15,237	51
2020	13,361	45

Again, determining appropriate staffing levels is an art, not an exact science. Police practitioners must consider many factors in making its staffing decisions. *However, the LRPD should use these industry benchmarks in determining whether or not it has a sufficient number of criminal investigators in the department and if so, whether or not those investigators are properly allocated among the various criminal investigations divisions.*

Shifts

In general terms, the LRPD investigative units/teams work during the day starting between the hours of 07:00 and 09:00. The evening shift, 15:00x23:00 hours, is generally staffed on a rotational basis by investigators from the two investigative divisions and who work five weeks of evening shifts per year. Two detectives cover Monday through Thursday and four detectives cover Friday through Sunday. Investigative services required on the overnight shift, 23:00x07:00 hours, are provided via a call-out system.

It is clear that investigative resources must be available when needed. In short, investigative resources should be working during the days of the week and hours of the day when the majority of the offenses they investigate occur. The day shift appears to be the dominant shift. While there are advantages to detectives working during normal business hours, there are also disadvantages.

The cases that detectives are assigned to investigate are more likely to occur on the evening shift. The preliminary investigation of that incident (unless it is a major incident) is likely to be conducted by a detective doing his/her five weeks rotating on the evening shift and thus not the investigator who will ultimately be assigned the case for a follow-up investigation. Also, detectives on the 15:00x23:00 shift are supervised by a MCD "relief" Lieutenant. This MCD level Lieutenant works Monday through Friday and has no supervisory responsibility for these preliminary investigations beyond the completion of that shift. When the relief Lieutenant is not present during the week (i.e., vacation, sick, shift change, etc.) and on their regular days off (Saturday and Sunday), Sergeants primarily but also unit Lieutenants supervise detectives

working the evening shift. While this rotational investigative/supervisory system provides investigative resources during the evening shift, the investigators and their supervisor often lack the same “ownership” interest in a case as the unit/investigator who will be assigned to that case.

This investigative coverage practice lacks consistency and continuity. Recall that on-boarding training is Division-specific and as such, the skill-set, capacity, and abilities of rotating investigators will vary, sometimes greatly. While criminal investigators attend a 40-hour Basic Detective school, the curriculum for that course needs to be expanded, as discussed in the training section that follows. Unfortunately, specialization can lead to the creation of fractures in which investigators have less ownership of offenses occurring outside of their area of specialization. For example, a 15:00x23:00 investigator doing his/her rotation during a suspect debriefing may inquire about offenses occurring within their investigative specialty. However, they may not be aware of emerging patterns/trends or persons of interest connected with investigations being conducted by other investigative divisions or even other units within their division and thus not ask the “right” questions during suspect debriefings or witness interviews.

It is recommended that the LRPD consider providing investigative services on the evening shift by having unit investigators alternate between day and evening shifts. For example, if day shift investigators start their shifts between 07:00 and 9:00 hours, then the following week, those investigators should start their evening shifts between 15:00 and 17:00 hours. This would provide unit coverage until 01:00 hours. Investigative services on the overnight shift can continue to be provided on a call-out basis. If this move isn't feasible (due to collective bargaining agreements, etc.), the LRPD should consider assigning a permanent cadre of investigators to the evening shift. These investigators would “catch” or be responsible for the investigations of certain offenses that occur on the evening shift. The remaining offenses will continue to be referred to the specialty unit. The relief Lieutenant would be responsible for providing direction and supervisory oversight for these investigators and their investigations through the closure/clearance of those cases that they retain. *Lastly, given the fact that the relief Lieutenant is backfilled primarily by Sergeants when on authorized leave, the LRPD should reconsider the need to have a Lieutenant perform this function.* Experience suggests this role can be performed aptly by a Sergeant.

Tenure in Elite Assignments

There are several investigative assignments in the LRPD that are more desirable than others. These investigative assignments oftentimes are resource rich and provide advanced/specialized training, access to cutting-edge technology/equipment, overtime, a take-home vehicle, etc. to the members assigned to those units. LRPD officers selected for these elite assignments tend to stay for long periods of time. This is understandable and in some instances may be desirable as some elite assignments have a steep learning curve and require substantial experience before the investigator acquires competence and develops an expertise in that investigative specialty.

However, these factors must be balanced against the possibility of professional stagnation and the reduced professional growth opportunities for other members of the department. Over time, officers may become frustrated with their inability to leave patrol (viewed as having few rewards/perks) for an assignment that provides professional growth opportunities. *The consultant heard, through focus groups, that the chief implemented a rotation requirement for officers assigned to specialized units. This is an excellent practice and should continue for several reasons. It expands professional growth/development opportunities for patrol officers. More importantly, the knowledge, skills, and abilities acquired by members in elite assignments can be applied in their new assignments whether it be a return to patrol, another investigative assignment, or another division within the department.*

MULTIAGENCY TASK FORCES

A multiagency collaborative approach to criminal investigations is used extensively in the SID. The SID organizational chart reflects the LRPD's full-time participation in several task forces comprised of varying combinations of federal, state, county, and municipal law enforcement agencies. These task forces include: DEA Task Force, FBI-GET Rock (Gang Enforcement Task Force), IRS Task Force (LRPD position is currently vacant), U.S. Marshal's Task Force, JTTF Task Force, ATF Task Force, and ICAC (Internet Crimes Against Children) Task Force. The LRPD also assigns detectives on a part-time basis to work with the HSI (Homeland Security Investigations) and U.S. Postal Inspections Service.

The LRPD assigns members in the rank of detective to these task forces. LRPD detectives are usually federally deputized and follow the rules, procedures, and practices of the federal law enforcement agency that leads the task force. Presently, there no LRPD supervisors assigned to any of the task forces. LRPD oversight of task force detectives varies by supervisor but usually consists of the detective briefing their LRPD Sergeant, at agreed upon intervals, about the cases they are working on. Task force detectives do not usually take direction from their LRPD supervisor regarding their day-to-day activities on the task force. Instead, their day-to-day activities, as they relate to task force duties, are determined by a supervisory federal task force agent. However, on occasion, these detectives may be pulled back for an LRPD assignment by their LRPD supervisor.

Although there are several advantages to this collaborative approach in terms of leveraging the resources of multiple agencies to investigate complex, longer-term, multijurisdictional criminal investigations, the issues upon which these resources are applied are determined by the lead federal agency. As with all of the agencies participating on the task force, individual interests are oftentimes secondary to the overall interest/goals for which the task force was created.

At present, the LRPD assigns a minimum of ten full-time and two part-time detective positions to task force units. A couple of these positions are not currently filled. The LRPD has invested substantial personnel resources in these task force collaborations and as such, it must be known whether the LRPD is getting an appreciable public safety return on its investment.

The performance metric here must include more than just the sharing of federal asset forfeiture funds or the financial off-sets/reimbursement common in task force collaborations. The question is whether these task force collaborations directly result in the reduction of violent crime in the City of Little Rock or whether similar results can be obtained by the LRPD by bringing back some of these detectives and redeploying them to support the LRPD's violent crime reduction strategies. *It is recommended that the LRPD reassess whether the circumstances that warranted joining a particular task force are as compelling today as they were when the LRPD joined the task force (for example, the IRS Task Force position has been vacant due to federal employees working from home) and whether the number of LRPD detectives on a particular task force should be reduced (for example, the FBI-GET Rock Task Force).*

Prior to the on-site visit, CPSM requested documents concerning investigations and enforcement related to offenses committed by gangs. The Major Crimes Division indicated gangs were neither tracked by nor a specific focus for enforcement by that division. The Narcotics Unit of SID also reported that it did not collect or maintain information on gangs. The one unit that did maintain information on gangs was Intelligence, yet this information was related to a motorcycle gang that was monitored on social media and via open source records.

It appears that gang-related investigations in the city of Little Rock are conducted primarily by the GET Rock Task Force. An August 9, 2018, press release from the U.S. Attorney's Office for the Eastern District of Arkansas noted that "...GET Rock was formed at the request of Arkansas Governor Asa Hutchinson in response to the escalation in gang and gun violence in Little Rock, highlighted by the July 1, 2017, mass shooting at the Power Ultra Lounge in Little Rock that injured 28 people. Nine central Arkansas law enforcement agencies—the U.S. Attorney's office, FBI, DEA, Bureau of Alcohol, Tobacco, Firearms & Explosives (ATF), U.S. Marshal's Service, Little Rock Police Department (LRPD), Pulaski County Sheriff's Office (PCSO), Arkansas State Police (ASP), and Arkansas Community Correction—comprise GET Rock, which is coordinated out of the FBI Little Rock field office and continues to serve as the clearinghouse for all gang-related law enforcement actions in Little Rock."

While there is tremendous value in having a multiagency task force focus on gang activity in the city of Little Rock, the LRPD, as it does with gun violence, must also focus on violent crimes committed by gangs or individuals loosely associated. As previously noted, crime is concentrated in a relatively small number of individuals who commit a disproportionate amount of criminal offenses. The GET Rock task force properly focuses on violent gangs that commit violent crimes in the city. *Gang activity that does not rise to level for GET Rock task force investigation should be investigated by the LRPD.* While the individual offenses committed by members of minor gangs/loose associations are investigated, it is not clear (due to a lack of documentation) if this investigative approach connects the dots between the individuals who are committing these offenses.

TRAINING

When police officers are transferred into an investigative assignment, they enter a six-week on-the-job training (OJT) program. A LRPD detective's "...primary responsibility is to follow-up on incidents involving criminal and traffic offenses..." The new officer is assigned one or more Field Training Detective(s) (FTDs) to work with and learn how to conduct criminal investigations. The consultant was informed that the department provides a FTD certification course to detectives selected to serve as an FTD. The consultant was also informed that if the FTD was previously certified as a Field Training Officer, that detective may not be required to take the certification course.

Each criminal investigation division tailors its six-week/240-hour OJT program to address the specific functions/investigations conducted by the units within the division. The FTD covers basic investigative knowledge and procedures during the OJT period. Daily and weekly observation reports, which evaluate the new detective's performance on specific tasks and provides that detective with feedback on his/her performance, are prepared by the FTD.

However, on-the-job training is only part of the instruction needed to assist new criminal investigators learn their craft and to become acclimated to working in the division. OJT teaches new investigators the "how" of investigations. The LRPD also provides the "why" or theory behind criminal investigations in its 40-hour Basic Detective School. This course is provided only when there are enough students to run the course. While this makes sense, it means newly assigned investigators can work several months as a criminal investigator before they receive the theory behind criminal investigations.

The curriculum for the 40-hour course was not reviewed by the consultants; however, given the complexities of modern investigations and how the integration of technology can be used to support criminal investigations, the length of the course does not appear to be sufficient. At a minimum, the Basic Detective School course should provide new criminal investigators with

comprehensive, high-quality instruction in investigative fundamentals, techniques, and detection methods/trends. The course should afford new investigators an opportunity to cultivate their analytical, intuitive, and investigative skills, while building a strong foundation of academic and practical information. The course must emphasize basics such as the necessity of teamwork and the proper utilization of resources, and should help prepare new investigators to meet the challenges presented by evolving criminal behavior by showing them how to apply cutting edge methods and technology to their investigations. The comprehensive fundamentals of criminal investigations course as described cannot be taught in 40 hours. *Therefore, it is recommended that the LRPD re-evaluate the content areas of the Basic Detective School and expand its length to ensure the areas discussed above are covered in a comprehensive manner and that guest speakers, scenario-based instruction, and practical exercises are included in the curriculum (i.e., interpreting crime scenes, witness interviews, suspect interrogations, use of department/county/state databases, etc.).*

When detectives are assigned to the 15:00x23:00 shift, they respond to all manner of criminal offenses that require an investigative follow-up beyond the abilities of the responding patrol officers. These investigators should be prepared fully to commence preliminary investigations on a variety of criminal offenses regardless of their investigative specialty.

Also, criminal investigators assigned to specialized units require training above and beyond the Basic Detective School and six weeks of OJT. For example, investigators assigned to dignitary protection, narcotics, vice, information gathering, and intelligence duties require training specifically related to those duties. Some of this training can be provided in-house by the Training Academy. However, much of the technical training will have to be acquired from outside entities whether it be other government/law enforcement agencies, academic institutions, or commercial training providers.

The consultant was informed that, upon reassignment/transfer, personnel files do not follow the LRPD member and the division receiving the officer generally does not have access to the officer's training records. *Division commanders must be able to assess the level of formal training possessed by a new investigator and determine what supplemental training is needed to competently perform his/her new duties.* It is imperative that criminal investigators maintain their proficiency and acquire new skills, abilities and knowledge regarding criminal investigations. This must remain a priority for the LRPD. In our discussions we found there was a recurring theme of a denial of specialized training requests due to a lack of funding. *The training budget must reflect the reality that the advanced/specialized training required for some criminal investigators cannot be conducted by the LRPD and may not be available within the state. Funding must be allocated in the budget to ensure the professional development of criminal investigators continues and is not unnecessarily impeded.*

COMMUNICATION

Compstat

Management and delivery of police services require that the agency head direct the department's resources and service effectively and efficiently to meet the demands of the communities it serves. CompStat is a goal-oriented, strategic-management process that uses information technology, operational strategy, and managerial accountability to guide police operations. CompStat focuses on connections among information, operational decision-making, and organizational objectives (Walsh & Vito, 2004).

The CompStat framework was developed in the early 1990s in the New York Police Department (NYPD) under Commissioner Bratton and was refined further under his successors. This forum, as

developed by the NYPD, has proven successful in developing detailed strategic plans that focus department resources on reducing crime in New York City. This strategic management framework has been modified and adopted by many law enforcement agencies throughout the U.S. There is no one best way to utilize this framework. The needs of the agency and the communities it serves will dictate what the CompStat process will look like in a particular agency.

The CompStat process in the LRPD was described by one individual "...as a presentation of three-week old information that everyone already knows. Each of the five divisions presents once every five weeks..." It was stated that there is no substantive, granular discussion of crime, trends or specific cases/investigations. The consultant did not attend a CompStat session while on-site and therefore has no opinion about the accuracy of this account. There is, however, a perception of poor information sharing, at a minimum, between the Major Crimes and Special Investigations Divisions. Managerial accountability reinforced via the CompStat process during discussions of violent crime could serve as a catalyst for improved interdivisional communication.

Inter-divisional

While investigative specialization has clear advantages over a generalist investigative approach, a common drawback is the creation of information silos. If information/intelligence is to be of any use, it must be shared. MCD and SID essentially use different case management systems. There was a reoccurring theme of a lack of information/intelligence sharing between these two divisions (i.e., SID wants the information you have but will not share the information they have, you cannot access SID databases unless you are in SID, MCD has its own intelligence meetings and little information is shared with SID, etc.).

The accuracy of this perception does not matter, the perception itself matters. If the Intelligence Unit is the primary collector of information and producer of intelligence, the remainder of the LRPD must be viewed as the consumers of information/intelligence. The information/intelligence produced must be produced in a form and disseminated in a manner that is useful to its consumers. For example, a LRPD NIBIN LEAD intelligence flyer was produced and circulated that contained a trove of information regarding ballistic and other evidence that was recovered at a crime scene. Some time passed before the detective investigating a case made the connection between their case and the intelligence flyer. Intelligence must be integrated into the criminal investigations process to ensure that investigators are aware of valuable intelligence in a timely manner. *The LRPD must implement practices to ensure that criminal investigators are accessing, in a timely manner, all appropriate resources, to support their investigations.* There should be an electronic solution to make those connections (i.e., investigations are required to query specific databases, etc.)

Intra-divisional

The MCD has a good model for sharing information with members within the Division. Three weekly meetings are held to disseminate information within the Major Crimes Division:

■ Monday

- **Pre-Command Staff meeting** with the Major, Lieutenants, and Sergeants from the entire division is held Monday mornings. The primary reason for this meeting is to discuss significant incidents that occurred over the weekend (Friday through Monday morning) and to prepare the Major for the Chief's command staff meeting.
- **Intelligence/Command Staff debrief meeting** is held at which the Major goes over issues of concern discussed at the Chief's command staff meeting earlier in the day.

■ Tuesday

- **Inter-divisional meeting.** Homicide, Violent Crime-Gun, Intelligence, Crime Analyst, and NIBIN units meet to share information/connections between guns and crimes. It was noted that the Special Investigations Division (SID) does not permit Major Crimes Division personnel to access its databases. It was stated that the SID Intelligence Unit wants to know what you know but doesn't share its database with Major Crimes personnel. A similar sentiment was expressed about the Major Crimes Division holding its own intelligence meetings and not sharing information/intelligence with SID

While some changes may be needed to ensure a fuller exchange of information, this framework is nevertheless a good model to follow.

References for this section:

- MacDonald, J.M., & Hogan, T. (2021, September 28). Concentrating on crime. *City Journal*.
- Walsh, W.F., & Vito, G.F. (2004). The meaning of compstat: Analysis and response. *Journal of Contemporary Criminal Justice*, 20 (1), 51-69.
- Braga, A. (July 2021). Improving police clearance rates of shootings: A review of the evidence. *The Manhattan Institute*.

Investigative Services Recommendations:

- The LRPD should explore whether civilians (preferably a retired police officer) can assume the administrative/clerical duties of the registration, periodic re-registration, and change of address process for registered sex offenders from this sworn officer. (Recommendation No. 20.)
- It is recommended that the LRPD assess whether the sworn position of intelligence tech in the Intelligence team should be civilianized. The sworn functions currently performed by these detectives (i.e., dignitary visits, etc.) can be reassigned to other sworn members and the remaining duties combined and performed by one or more civilian analysts. (Recommendation No. 21.)
- Considering the perception of a lack of bi-directional information sharing among Gun Crimes Intelligence and the MCD, the LRPD should evaluate whether the department is better served organizationally with Gun Crimes Intelligence in the MCD. (Recommendation No. 22.)
- Given the complexity and/or volume of cases investigated by MCD units, the LRPD should consider implementing a structured Division-level case review process. (Recommendation No. 23.)
- The LRPD should consider implementing a similarly structured quality control process in SID. (Recommendation No. 24.)
- The LRPD should use industry benchmarks in determining whether or not it has a sufficient number of criminal investigators in the department and if so, whether or not those investigators are properly allocated among the various criminal investigations units. (Recommendation No. 25.)
- It is recommended that the LRPD consider providing investigative services on the evening shift by having unit investigators alternate between day and evening shifts. (Recommendation No. 26.)

- Given the fact that the relief Lieutenant is backfilled primarily by Sergeants when on authorized leave, the LRPD should reconsider the need to have a Lieutenant perform this function. (Recommendation No. 27.)
- It is recommended that the LRPD reassess whether the circumstance warranting joining a particular task force is as compelling today as it was when the LRPD joined the task force (i.e., IRS Task Force position has been vacant due to federal employees working from home, etc.) and whether the number of LRPD detectives on a particular task force should be reduced (i.e., FBI-GET Rock Task Force). (Recommendation No. 28.)
- Gang activity that does not rise to the level for GET Rock task force investigation should be investigated by the LRPD. (Recommendation No. 29.)
- It is recommended that the LRPD re-evaluate the content areas of the Basic Detective School and expand its length to ensure the needed subject areas are covered in a comprehensive manner and that guest speakers, scenario-based instruction, and practical exercises are included in the curriculum (e.g., interpreting crime scenes, witness interviews, suspect interrogations, use of department/county/state databases, etc.). (Recommendation No. 30.)
- Division commanders must be able to assess the level of formal training possessed by a new investigator and determine what supplemental training is needed to competently perform his/her new duties. (Recommendation No. 31.)
- The LRPD must implement practices to ensure that criminal investigators are accessing, in a timely manner, all appropriate resources, to support their investigations. (Recommendation No. 32.)

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SECTION 8. SPECIAL OPERATIONS DIVISION

TRAFFIC SERVICES

The Traffic Services Unit consists of motor officers, special events, and traffic investigations. The unit is staffed by one full-time Lieutenant, three Sergeants, eight full-time officers (currently three vacancies) assigned as motorcycle officers, two officers assigned to hit-and-run traffic investigations, and a team of five officers with collateral duties as major traffic accident investigations.

The motor officers work as traffic enforcement officers and do not routinely handle radio calls or traffic accidents. Their primary mission is speed enforcement. They handle complaints from citizens and community leaders and conduct speed surveys in areas with complaints. In addition to the full-time motors, there is a small contingent of part-time motor officers. These officers go through motor training and are called upon for special events. The part-time motor officers are fully trained but do not get daily riding time to build proficiency. This part-time collateral duty should be evaluated further from a risk management standpoint.

The Traffic Services Unit does not have access to detailed traffic accident data to use for data-driven deployments. They had some traffic accident data in the past, but the state system for accident reports changed to an e-crash system, and they no longer have access to reliable data.

To effectively deploy traffic enforcement officers, the department needs to find a way to obtain reliable data. Many departments utilize CompStat-style data-driven meetings to deploy traffic enforcement resources. Identifying specific locations, times, and primary collision factors is essential for a proactive traffic enforcement program.

The traffic investigations section has two full-time officers investigating hit-and-run collisions; they also perform special event work. This full-time staff coordinates special events, and the events are staffed by extra-duty jobs typically filled on overtime and paid for by promoters. Their primary focus is on hit-and-run investigations.

The fatal and serious injury accidents are handled as collateral duty by a team of five officers. These officers responded to 53 callouts last year and investigated 30 fatal accidents. Many of these cases required extensive follow-up and discovery work in preparation for trial. There are times where conflicts exist between the officers' primary duties in patrol and accident investigation duty. These conflicts result in many of the cases being worked on overtime. There are several problems with this part-time deployment. Although plans for training are in place, currently only two of the five officers are certified in accident reconstruction. There are times when the callouts plus the overtime to work the cases becomes overwhelming for the Unit. Many of these cases worked result in serious felony charges and need the full attention of investigators. Some combining of duties or reorganization of responsibilities should be evaluated and implemented to provide proper training and time to work cases.

Traffic Services Unit Recommendations:

128. CPSM recommends the department obtain traffic collision data from the CAD system or the state collision reporting system and utilize the data to deploy motor officers for traffic enforcement based upon the data to prevent collisions. (Recommendation No. 33.)

129. Develop benchmarks and measure the effectiveness of traffic enforcement strategies, similar to standards utilized to evaluate crime suppression and prevention. (Recommendation No. 34.)
130. Develop a plan to reorganize the fatal collision investigator function into a full-time unit. Fifty-three callouts and associated investigations necessitate full-time resources. New or reorganized operations should be deployed full-time to investigate fatal accidents. (Recommendation No. 35.)
131. Accident reconstruction training should be provided to all officers investigating fatal and severe injury accidents; currently, only two of the five are adequately trained. (Recommendation No. 36.)
132. The Special Operations Division has many collateral and part-time duties assigned. Consequently, people report to more than one chain of command and serve two separate divisions. As part of the Special Operations Division, the Traffic Unit should be included in a comprehensive review of resources to prioritize functions and ensure the prioritization lines up with the staffing allocated. (Recommendation No. 37.)

CANINE UNIT

The Canine Unit is under the leadership of the Traffic Services Lieutenant and supervised by a Sergeant assigned full time to the Unit. There are four official canine handler positions, with one currently vacant. The Sergeant also handles a canine, so the total number of police canines available when fully staffed is five. The canine handlers are attached to a patrol squad assigned to a District. The Sergeant is the only full-time person assigned to the Canine Unit.

The canine handler teams report to Districts and deploy as patrol officers who handle calls. At times, the Canine Unit mission conflicts with the District commander's mission of answering calls. Consequently, there are times where canine teams are underutilized as a citywide resource and get tied up on routine patrol functions such as guarding a prisoner or securing the perimeter of a crime scene. Reassignment of the canine teams to the Special Operations Division should be evaluated in conjunction with other units in the Special Operations Division.

The handlers meet and train one day per week under the direction of the Unit's Sergeant. Upon purchasing a new canine, the handler and canine attend a two-week basic school put on by a vendor. Upon graduation, the team is certified to National Police Canine Association (NPCA) standards. The unit utilizes training plans each week, and they keep detailed training records on each of the handler/dog teams. Annually, the canine teams undergo testing by an outside agency evaluator. The testing meets the NPCA standards, and the teams must certify every year to remain in the field.

During CPSM's on-site visit, assessors reviewed some of the training plans and records, and all appeared to be adequate. Due to the pandemic, the supervisor has yet to attend a canine manager course. It is recommended the Sergeant and Lieutenant of the Canine Unit attend a reputable canine manager course as soon as practical. All canine apprehensions (bites) are investigated by the Canine Unit Sergeant, reviewed by the Lieutenant, and the entire chain of command through the Chief of Police.

The canines stay at the handlers' homes, and the department provides the needed infrastructure such as concrete pads and fencing for kennels. The Department also offers adequate paid time for handlers to care for their dogs at home. There are a number of specialty items that officers typically must pay for themselves, such as tracking harnesses, long leads, and

other specialty training and deployment equipment. The department should develop an annual canine equipment budget to provide the appropriate equipment.

Canine Unit Recommendations:

- Send the Sergeant and Lieutenant to a recognized canine managers course. (Recommendation No. 38.)
- Develop an annual canine equipment budget sufficient to pay for necessary specialized equipment (harnesses, leads, muzzles, etc.) essential for handlers to train and deploy their dogs correctly. (Recommendation No. 39.)
- The Special Operations Division has many collateral and part-time duties assigned. Consequently, people report to more than one chain of command and serve two separate divisions. As part of the Special Operations Division, the Canine Unit should be included in a comprehensive review of resources to prioritize functions and ensure the prioritization lines up with the staffing allocated. (Recommendation No. 40.)

SPECIAL WEAPONS AND TACTICS UNIT (SWAT)

The Special Weapons and Tactics Unit (SWAT) for LRPD, much as in other municipal police departments across the country, is a specialty unit with expertly skilled officers with specialized experience, training, and equipment and who handle complex and dangerous missions. SWAT is a high-liability unit with strict training, deployment, and operations policies.

The unit consists of a full-time Lieutenant and Sergeant who manage a larger part-time, collateral duty team consisting of a relief Lieutenant, two Sergeants, and 25 officers. The unit is organized into two groups, each led by a Sergeant with two cells assigned to each team. Each cell is led by a team leader who reports to a Sergeant. The team's primary responsibilities include responding to tactical incidents such as barricades. They also serve high-risk search and arrest warrants.

The basic training for SWAT officers is a two-week, in-house SWAT Academy that is state-certified. The department also trains other agency operators in the SWAT Academy. The in-service training for the unit is very organized and planned for a year ahead of time. The unit trains for three days each month. The training days are planned so that the unit trains together for two days, and then breaks up into small groups for specialty training on the third day. These specialty areas include explosive breaching, sniper, and armored vehicle driver. The training matrix was reviewed, and it appears the training covers all of the tactical areas necessary for a team to be proficient.

Team members are part of the National Tactical Officers Association (NTOA) and the Arkansas state association. Many team members are sent to outside training by various tactical associations every year to enhance training and development. The Arkansas Tactical Officers Association and the Texas Tactical Officers Association are routinely used for further professional development of team members. All of the Unit's training appears to meet and exceed the minimum standards set by the NTOA.

The Crisis Negotiations Team (CNT) operates as a separate function working together with the SWAT unit. The CNT team is under a different chain of command. According to SWAT Team leadership, the arrangement is effective. There is good communication between the units; they conduct joint training annually and work well together in the field during tactical incidents.

Equipment for SWAT teams can be very technical and expensive. The unit appears to be well equipped, but some of the equipment is aging and needs to be replaced. Much of the equipment used by the LRPD SWAT team has been purchased through grants rather than regular budget cycles. The use of grants causes irregular replacement schedules and does not allow for some more technical or expensive equipment to be purchased.

For example, many agencies use grant monies to purchase more expensive items such as armored vehicles. LRPD has become reliant on grants for standard equipment such as rifles or patrol vehicles and, consequently, is still using repurposed military equipment for its armored vehicles. Grant funding is also used for professional memberships and training that should be funded in regular annual budget allocations. Yearly budgeting for equipment and training is necessary to maintain a highly proficient team, ensure consistency, and to enable grants to be used for larger, more technical equipment. The department should develop a plan to fund the purchase of two armored vehicles designed for municipal policing and phase out the repurposed military equipment.

In addition to adding an equipment budget, the SWAT vehicle fleet is out of date and needs increased funding. The SWAT officers are assigned take-home vehicles due to the nature of their callouts and the equipment they carry. The cars are older, high mileage vehicles often in the shop for maintenance. The average mileage for SWAT cars is over 200,000 miles.

There also is a lack of adequate secure storage in SWAT vehicles. Possessing and transporting explosive material is part of every SWAT team's repertoire (flashbangs, explosive breaching charges, etc.). LRPD stores and transports this material in homemade ammo canisters lined with plywood and installed in the trunk of team members' vehicles. Although the department received ATF approval for these canisters, the department should purchase commercially designed containers to store explosive material in police vehicles. In addition, other than the standard vehicle locks, there is no secure storage for long rifles or handguns in vehicles. Weapons are routinely stored in trunks overnight at SWAT officers' homes. There is a high theft rate from cars in most urban environments, and the lack of separate secure storage is a risk that needs to be addressed. Commercially available locking racks and safes are standard equipment for most police departments.

Another area examined was the type of work performed by the team. The average number of callouts and search warrants has decreased in the last two years. In 2021, the unit responded to eleven callouts, seven quick reactions situations, and served fourteen search warrants. In previous years, the team has done dozens more search warrants. Part of this decrease is due to changes all departments have seen during the COVID-19 pandemic. Another potential reason is other units may be serving arrest and search warrants that SWAT should perform.

It was learned during the on-site visit that department policy requires a threat assessment for narcotic search warrants, but not other high-risk arrest and search warrants. The department should explore development of a department-wide threat assessment system. As there is such a significant investment in funding and training the SWAT Unit, there is no reason to have other units with lesser equipment and training serving high-risk search and arrest warrants.

When examining the work done by SWAT, it was discovered that the team still uses "no-knock" search warrants on occasion. Although the number of "no-knock" search warrants has gone down over the last several years, the unit utilized the tactic on approximately 30 percent of the warrants it served in 2021. Most agencies have moved away from the "no-knock" tactic for various safety, risk management, political, and perception reasons. We recommend the department Executive Staff work with SWAT and its leadership to review and evaluate using a "no-knock" technique when serving search warrants.

SWAT Recommendations:

- It is recommended the department budget annually for routine equipment acquisition and replacement costs. The reliance on grants for day-to-day equipment needs causes a lack of consistency and is not a best practice. (Recommendation No. 41.)
- CPSM recommends the department immediately engage in a process to identify funding to provide for commercially available explosive materials and weapons storage containers for the SWAT vehicles. (Recommendation No. 42.)
- CPSM recommends the department produce a longer-term plan to replace the military surplus armored vehicles with commercially available armored vehicles designed for urban policing. (Recommendation No. 43.)
- It is recommended the Unit's aging vehicle fleet be replaced as soon as practical. It is further recommended that rolling down vehicles from patrol to SWAT once they reach high mileage is a practice that should be discontinued. SWAT members perform normal patrol functions and should have similarly situated cars for patrol as other officers versus vehicles with more than 200,000 miles. Issues with the procurement and maintenance of city vehicles will be addressed elsewhere in this report. (Recommendation No. 44.)
- CPSM recommends the Executive Staff review the use of "no-knock" search warrants with SWAT leadership and develop plans for alternate tactics that are safer for the officers and the community. (Recommendation No. 45.)
- The Special Operations Division has many collateral and part-time duties assigned. Consequently, people report to more than one chain of command and serve two separate divisions. As part of the Special Operations Division, SWAT should be included in a comprehensive review of resources to prioritize functions and ensure the prioritization lines up with the staffing allocated. (Recommendation No. 46.)

STREET CRIMES

The unit consists of a full-time Lieutenant, two Sergeants, and 16 officers. The unit works in uniform and is deployed in high-crime areas based on crime data. They focus on targeted enforcement in specific areas to try to lower crime.

The Lieutenant for the unit also organizes a "Crime Suppression Detail," which consists of a contingent of rotating officers deployed from specialty units to patrol for uniformed enforcement in high-crime or short-staffed areas. Currently, the Crime Suppression Detail deploys eight officers each weekend day to supplement low staffing levels in patrol.

Street Crimes Recommendation:

- The Special Operations Division has many collateral and part-time duties assigned. Consequently, people report to more than one chain of command and serve two separate divisions. As part of the Special Operations Division, the Street Crimes detail should be included in a comprehensive review of resources to prioritize functions and ensure the prioritization lines up with the staffing allocated. (Recommendation No. 47.)

SPECIAL RESPONSE UNIT

The Special Response Unit is a collateral duty unit housed in the Special Operations Division, managed by the School Resource Lieutenant under the direction of the Special Operations Major. The unit consists of two Lieutenants, seven Sergeants, and 70 officers. The team conducts four training days per year and deploys to protests or other civil disturbances. Outside of recent police reform protests, the unit is rarely deployed.

Special Response Unit Recommendation:

- The Special Operations Division has many collateral and part-time duties assigned. Consequently, people report to more than one chain of command and serve two separate divisions. As part of the Special Operations Division, the Special response Unit should be included in a comprehensive review of resources to prioritize functions and ensure the prioritization lines up with the staffing allocated. (Recommendation No. 48.)

SCHOOL RESOURCE OFFICER (SRO) PROGRAM

The SRO program has one Lieutenant, two Sergeants, and 26 officers (seven current vacancies). The positions are partially funded through a partnership with the school district. The staffing is sufficient to cover all middle and high schools in the City of Little Rock.

Officers assigned to the schools undergo 40 hours annually of specific training designed by the department and school district officials. The training is aimed at preparing the officers for the unique environment on school campuses and follows a curriculum developed by the National Association of School Resource Officers. SROs participate in mandated Crisis Intervention Training (CIT) as well as specialized training on dealing with juvenile mental health issues.

The Unit's mission is to provide a safe environment for students and faculty on school campuses. The officers patrol campuses, speak in classes, and counsel individual students when warranted. The program's philosophy is to work with the administration of each school to handle problems at low levels and only take enforcement action when necessary.

The unit also operates two youth programs, the OKAY and the GEM programs. The OKAY program is designed for boys, and the GEM program is designed for girls. Both are geared toward disadvantaged children and organized to provide productive weekend activities and monitoring during the week. Two officers are assigned to the OKAY program and one to the GEM program. The officers utilize other SRO officers for more extensive weekend activities, and each program has kids from various schools. The programs are designed after the National OKAY program.

The programs are popular but have not been academically studied for effectiveness. Due to the resources dedicated, the programs should be evaluated to ensure that they are an appropriate strategy for at-risk youth.

While the unit is in the Special Operations Division, the SRO program may be better aligned in another Division. The unit is housed in the same off-site building, which may be the purpose for its assignment in the Special Operations Division. However, it may not be the best alignment for supervision and leadership. The SRO Unit should be evaluated as part of a broader reorganization strategy soon.

School Resources Unit Recommendations:

- The Special Operations Division has many collateral and part-time duties assigned. Consequently, people report to more than one chain of command and serve two separate divisions. As part of the Special Operations Division, the School Resources Unit should be included in a comprehensive review of resources to prioritize functions and ensure the prioritization lines up with the staffing allocated. (Recommendation No. 49.)
- The city should partner with an academic or government institution to evaluate the SRO youth programs for effectiveness. (Recommendation No. 50.)
- Consider moving the School Resource Unit to another division in the department where the mission aligns better than it does in the Special Operations Division, such as the new 21st Century Policing Division. (Recommendation No. 51.)

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SECTION 9. HEADQUARTERS DIVISION

EMERGENCY MANAGEMENT SECTION

The Emergency Management Section is part of the Headquarters Division and is managed by a Lieutenant who reports directly to the Headquarters Division Commander. The section is staffed by one Sergeant and one officer. Both the Sergeant and officer split their time between emergency management responsibilities and wellness responsibilities. However, when possible, the Lieutenant assists them in both.

General Order 312 governs the duties and responsibilities of the Emergency Management Section, while General Order 315 is the active shooter policy. The policy is concise, thorough, and well written.

Emergency Management Unit

The following are some of the responsibilities of the EMU:

- Conduct all incident command training for LRPD.
- Develop active shooter curriculum.
- Serve as a member on the Metro Healthcare Preparedness Coalition.
- Distribute all COVID supplies in the department and order/replenish these supplies.
- Serve as a liaison for outside agencies regarding emergency preparedness.
- Assist Special Operations in planning special events.
- Work with the city's Office of Emergency Management to ensure the PD is integrated into their system.
- Assist in any incident command operation.
- Maintain the mc2 command vehicle.
- Work with the Pulaski County Emergency Planning Committee.
- Work with businesses and churches to develop security plans.
- Work with all schools regarding active shooter preparedness.
- Teach Civilian Response to Active Shooter (CRASE) and Stop the Bleed classes.
- Deploy antivehicle barricades.

During the past two years of the COVID pandemic, the unit has been tasked with the logistics of ordering and providing all the COVID personal protective equipment (PPE) and cleaning supplies to the police department. The EMU also researched new technology and products to ensure the workforce remained safe and healthy. In addition, the unit was tasked as the liaison between the department and Human Resources' Risk Management regarding exposures, infections, and related quarantine issues. After speaking with staff it was apparent that this responsibility constituted a significant amount of their work over the past 18 months.

During the civil unrest in the aftermath of the death of George Floyd the unit worked with other department units to develop and plan the responses to the city's civil unrest.

One of the most significant responsibilities of the EM unit is to provide Civilian Response to Active Shooter Events (CRASE) classes to the community. CRASE teaches the average citizen how to take data-proven steps to survive an active shooter attack. The Sergeant in the unit has attended multiple CRASE trainings and is considered a subject matter expert (SME) in the field. Prior to the pandemic, the unit was teaching the course at community locations approximately 30 times per year. Due to the pandemic, in 2020 the class was taught only four 4 times. Since the Sergeant is an SME regarding active shooter training, he also assists the department's training unit in developing active shooter training.

There are many more examples provided to the assessor where some kind of training was provided to the community, or where the unit partnered with agencies to conduct training for the community. The department is to be commended for providing such worthwhile training to the community.

Wellness Unit

The Little Rock Police Department's wellness unit helps first responders cope with off- and on-duty life challenges. Part of the responsibilities of the team is to help first responders cope with the traumatic events and everyday life challenges. The unit was started in 2018 and is the only full-time wellness unit in the State of Arkansas. The unit is staffed with one full-time wellness officer and 26 peer support officers.

Peer support teams are groups of selected personnel (1) who are formally established and recognized as a peer support team in agency policy, (2) who have been specially trained in the principles of Level II peer support, (3) who function under agency approved operational guidelines, and (4) who provide peer support under the advisement or supervision of a licensed mental health professional.

Under General Order 215, supervisors in the department are required to contact the Wellness Unit in the following circumstances:

- Mass casualty incident.
- Officer involved shooting.
- Officer suicide.
- Serious line of duty death.
- Prolonged incident resulting in a death.
- Any incident involving the death of a child.
- Incidents where the victim is a friend of family member of a responding officer.
- Significant traffic fatalities.
- An LRPD employee or employee's family member is in a life-threatening emotional crisis.
- Any incident as determined by an on-scene supervisors that could qualify as a critical incident.

The department is to be commended for making it mandatory for the Wellness Unit to be notified regarding the above circumstances.

The Wellness Unit helps provide the necessary resources that first responders need such as food and gasoline, and also provides an opportunity for officers to talk with someone who will listen to the concerns they may have. The unit attempts to ensure all aspects of an officer's health are addressed so the officer can provide the best service possible to the community. The unit provides the IACP's Employee and Family Wellness Guide to officers; it provides information to department members on helping members of their family understand the job, financial literacy, estate planning, nutritional needs, sleep deprivation, and injury reduction. It is an excellent resource for department members.

This unit and program are critical to the long-term health of police officers and is helping officers move past the taboo of talking to someone about stressors associated with police work. The one officer is doing an outstanding job but is overworked and extremely busy. With the amount of work the wellness officer is doing, an additional position within the unit would benefit the department and relieve some of the work of the current officer. Because of the demographics of the LRPD, it is recommended the department fill the position with a person of color who has an interest and passion for the work. It is not a position that can be filled by just any officer.

It is difficult to quantify with numbers the amount of work that is being done by the Wellness Unit because some of it occurs during passing in the hallway, over a cup of coffee, during work hours, or during off-duty hours. A member of the unit is always on call to provide assistance when needed.

The Wellness Unit has almost complete autonomy when it comes to recommending assistance for officers when the stressors of the job become too much to handle. Although they must clear certain assistance through the Division Commander, names of the officers are not attached to the request unless certain criteria are met.

It was learned during the site visit that the Wellness Unit has no budget for psychological evaluations, food, literature, etc. They must often find monies available in other areas and, at times, members of the unit use their own credit cards/cash to make purchases and hope for a refund from petty cash. Because of the important work the Wellness Unit is doing, CPSM recommends that funding for the unit become a line item in the annual budget.

Selection to the Unit/Training

Department members who wish to become a peer support team member must be recommended for selection. After the department member is recommended, they must also pass an interview process with members of the Wellness Unit. CPSM would also recommend as part of the selection process the officer have an appointment with the department's psychologist to determine suitability.

Psychological Evaluations

Due to the nature of the work of the Wellness Unit, a concern that arises is the mental health of the team members who are doing this valuable work. All members of the unit should have a mandatory psychological debrief annually with a licensed certified psychologist. Also, those peer support team members who are doing the most work for the Unit, should also have an annual debrief with a licensed certified psychologist. CPSM recommends that a line item in the annual budget be created to cover the annual debriefs with the psychologists.

Extended Leave Program

The Lieutenant has the responsibility for the extended leave program and spends about 60 percent of her workday on these responsibilities. The unit is responsible for tracking all department employees who are injured on duty, COVID-related illness, and employees on extended leave because of health issues that are other than job-related.

Wellness Unit Recommendations:

- Add an additional sworn position in the Wellness Unit. (Recommendation No. 52.)
- It is recommended that the additional officer be a person of color due to the demographics of the department. (Recommendation No. 53.)
- CPSM recommends that funding for the Wellness Unit be a line item in the annual budget. (Recommendation No. 54.)
- Members of the Wellness Unit and members of the peer support team should have mandatory annual debriefs with a licensed certified psychologist. (Recommendation No. 55.)
- CPSM recommends that a line item in the annual budget be created to cover the annual debriefs with the psychologists. (Recommendation No. 56.)
- CPSM recommends that as part of the selection process as a peer support officer the officer undergo an assessment with the department's psychologist to determine suitability for the team. (Recommendation No. 57.)

FRONT DESK/WARRANTS

The Front Desk and Warrant Unit are part of the Headquarters Division.

Front Desk

The front desk is the first point of contact citizens will have when doing business at the police department. In the event the police department may be physically closed, the desk officers can be reached by phone or by using the intercom located outside the front doors. The front desk area has bulletproof glass to provide safety and security for the desk officers. The unit is supervised by a Sergeant who reports to a Lieutenant.

Front Desk Hours

The front desk is open to the public 24 hours a day for citizens to come in and talk to a police officer. Front desk officers are all sworn police officers. Most police agencies studied by CPSM do not have their front desks staffed 24 hours a day. The 12th Street Police Station's front desk is also staffed by a sworn officer and is open from 8:00 a.m. until 5:00 p.m.

It is recommended that the front desk of the headquarters building only be staffed from 8:00 a.m. until 10:00 p.m., Monday through Friday. Very few citizens, if any, come into the police department during the overnight hours or on the weekends.

The following table shows the staffing of the unit.

TABLE 9-1: Front Desk Staffing

Position	Current	Vacancy
Lieutenant	1	0
Sergeant	1	0
Front Desk Officer	5	0

Front desk officers work a 4-10 schedule. Their responsibilities include:

- Verifying warrant requests and placing holds with other agencies.
- Receiving, processing, and distributing police-related paperwork.
- Arranging court dockets.
- Acting as a referral point for officers and members of the public.
- Maintaining the Police Chief's docket for criminal, environmental, and "Juveniles charged as Adult" arrests.
- Through the NCIC data base, conducting warrant checks, vehicle checks, modification of warrants, and locating of general information.
- Maintaining equipment accountability in compliance with local directives and standards.
- Acting as interim supervisor in the absence of a Records supervisor.
- Accepting monies and cash bonds for court warrant fines and "Speed Letters for Commitment."

Officers assigned to the front desk are generally more seasoned officers who have years of experience. Once assigned, they will shadow and work alongside a more tenured desk officer for several weeks until they have demonstrated their proficiency with the front desk responsibilities. Since they are sworn police officers, front desk officers must also maintain all other training mandated and required by the state. Front desk officers must remain current with any changes to court dockets or any specific changes by individual judges.

In reviewing the responsibilities of the front desk officer and after speaking with the Commander of the Division, we conclude that there don't appear to be any duties or responsibilities of the front desk officers that can't be handled by a civilian. Very few police departments still have police officers staffing the front desk. If a citizen walks into the police station and requests to speak to a police officer, one can be called in from the street to speak to them.

Using sworn police officers to staff the department's front desk is not the best and highest use of sworn police officer resources. CPSM recommends replacing the sworn police officers currently working the front desk with civilian front desk personnel. By doing so the department can utilize the sworn officers in other enforcement areas.

Training

Since all officers assigned to the front desk are certified police officers, they must adhere to the requirement of 24 hours of training annually as mandated by the Commission on Law Enforcement Standards and Training (CLEST).

Warrant Unit

Two sworn police officers staff the Warrant Unit. Although the Unit's primary mission when it was established was to actively serve warrants and handle extraditions, the two positions have morphed into being responsible for other duties and responsibilities that do not require a sworn officer. Both officers assigned to the Warrant Unit are assigned to handle identification investigations from the court and other associated issues related to the court. Their work hours are 8:00 a.m. to 4:00 p.m., Monday through Friday.

In addition, one of the two warrant officers is responsible for managing the surveillance cameras located within all police facilities and the key card access system cards to all police facilities. Utilizing one of the sworn warrant officers to handle the cameras and ID Cards is not an optimum use of police resources. Those responsibilities should be assigned to a civilian employee; the warrant officers should focus on serving warrants and apprehending those violating the law.

Ideally, the warrant officers should be allowed to flex their work hours to accommodate the serving of the arrest warrants.

Front Desk Recommendations:

- It is recommended the front desk of the police department be staffed from 8:00 a.m. until 10:00 p.m., Monday through Friday. (Recommendation No. 58)
- CPSM recommends replacing the sworn police officers with civilian front desk personnel, which would enable the department to utilize the sworn officers in other enforcement areas. (Recommendation No. 59.)

Warrant Unit Recommendations:

- Transfer the responsibility of managing the surveillance cameras and keycard access system ID cards to a civilian employee. (Recommendation No. 60.)
- Ensure the focus of the work of the warrant officers is on the serving of warrants. (Recommendation No. 61.)
- Ideally, the warrant officers should be allowed to flex their work hours to accommodate their serving of arrest warrants. (Recommendation No. 62.)

PROPERTY AND EVIDENCE UNIT

The Little Rock Police Department (LRPD) Property and Evidence (P&E) Unit is considered the custodian of all items collected by department personnel or submitted to the department as items for safekeeping, found property, items collected as evidence, or items to be destroyed. P&E is also responsible for the proper storage of all these items, the preservation of items for possible future analysis, and the lawful release or disposition of property.

The property and evidence function is one of the highest risk operations in any police department. The intake, processing, storage, and disposal of evidence and property are important functions for any law enforcement agency. It is especially true for weapons, narcotics, currency, and other valuables. Police personnel across the country have often faced the consequences of mismanaged property and evidence sections, including terminations and arrests of police employees, from janitors to police chiefs, for thefts of narcotics, cash, jewelry, guns, and other items of value. In some cases, audits that revealed unaccounted for property

and evidence led to the termination of police executives even though they were not implicated in the theft/loss of the evidence. Controlling access to the property and evidence areas, inventory control, and regular audits are critical to the effective management of the property and evidence function.

The P&E Unit is part of the Headquarters Division which is commanded by a Major. A Lieutenant is responsible for the management of the unit, and that Lieutenant also manages the Warrants/Front Desk Units. A Sergeant supervises six Evidence Technicians who are tasked with the duties and responsibilities of the unit's intake, care, and disposal of property and evidence. The chain of command for the P&E Unit is separate from operational units, such as Patrol, Special Operations, and Investigations. LRPD is to be commended for positioning the P&E Unit separate from those other Divisions.

The only department members who are authorized access to the P&E room are the technicians, property Sergeant, Operations Lieutenant, and the Headquarters' Division Commander.

Policy

Policy governing the P&E Unit can be found in General Order 304 of the Little Rock Police Department General Orders and 5600-5609 of the Divisional Operating Procedures. The purpose of the policy is to establish procedures and guidelines to provide for the security and control of seized, recovered, and evidentiary property, as well as abandoned, lost, or found property, in the custody of the department. The last time the policy was reviewed and revised was 12/02/2020. Although the most current revision of the policy occurred during 2020, CPSM recommends the review of department policies be conducted each year.

The current policy is 12 pages in length, is concise, thorough, and provides sufficient guidance for the members of the unit and for the officers processing evidence. The policy contains excellent guidance in the counting and packaging of money; it requires two officers to be present at all times. Money and jewelry is stored in the safe separately from other items of evidence.

Facility

The P&E Unit is located at 600 W. Markham Ave., under the Municipal Courts Building. The city recently purchased an airport hangar in the city and which the department will use to store all evidence items from homicide investigations. Vehicles used during the commission of crimes are kept at the city's impound yard, which is completely fenced and under video surveillance.

The P&E facility is in terrible condition (see following photos) and the current space available for storing items is completely inadequate for the department's needs.

Depicted in the first photo are the pipes running along the ceiling of the P&E area, which are sewer and waste lines for the courthouse building above it, along with the city's solution to those pipes leaking into the P&E area. The hose running from the one end of the apparatus is going into a trashcan that must be emptied occasionally because of the fluids from the leaking pipes. This attempt at a fix to the problem only occurred after one of the technicians had sewer and waste leak down upon her from the pipes.

Depicted in the second photo is south wall of the P&E room which leaks water from the street above.

Depicted in the third photo is the inadequate space for storage of property and evidence and how the evidence is stored in the current shelving.

Depicted in the final photo is another area where water is leaking into the facility.

FIGURE 9-1: Conditions in the Property & Evidence Facility



Aside from the conditions in need of repair, it was learned that the facility does not have a heating system and employees are compelled to wear sweatshirts and jackets while working.

However, during the site visit additional electrical service was being installed in the technicians' work area to at least allow them to have space heaters in their work area.

CPSM recommends the department find a new facility that will adequately meet the needs of the department. If that is not an option, it is imperative that improvements and repairs be made to the current facility. In addition to the physical repairs that are necessary, CPSM recommends the department purchase rolling storage shelving, which is depicted in the following photo. That type of shelving will help to increase available storage space within the same footprint.

FIGURE 9-2: Example of Rolling Storage Shelving



Facility Security

Entry into the P&E facility is by key card access; entry information is retained and searchable. Cameras are located at all doors that allow for ingress and egress, inside the P&E unit, and at every door of the assorted vaults. However, the video footage is only retained for 14 days. Oftentimes, issues where camera footage may need to be reviewed occurs past 14 days. CPSM learned that the current retention system does not have adequate server space to allow storage past 14 days. It is recommended the department purchase additional server storage space to allow P&E camera footage to be retained for 45 days.

RMS System

The department's RMS system is used for the tracking of property and evidence items that are logged into the P&E area. The department recently purchased a new CAD/RMS system but did not purchase the P&E platform along with it. Instead, the city's IT department built the P&E platform for the department. P&E personnel shared that the system does not meet their needs and is inadequate. CPSM would recommend the IT department work with P&E personnel to rectify the inadequacies in the current platform to meet their needs or the police department should purchase a stand-alone P&E platform such as EvidenceOnQ.

Refrigeration Monitoring

The department has evidence refrigerators and a freezer in the P&E room for evidence required to be kept refrigerated; however, there are no monitoring systems on this equipment to alert staff if it is not working properly. Evidence stored in police refrigeration units is biological evidence such as DNA, etc. that is common in felony cases. Oftentimes, the biological evidence is the only evidence identifying the suspect in criminal cases and is the most important piece of evidence. It is imperative that precautions are put in place to ensure that the evidence remains within established temperature parameters. CPSM recommends purchasing refrigeration monitoring units for each refrigerator and freezer.

Staffing

The P&E Unit is staffed by six civilian evidence technicians who report directly to the P&E Sergeant. P&E staff work the schedule shown in the following table.

TABLE 9-2: Property & Evidence Staff Schedule

	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
Lieutenant	8am – 4:30pm	8am – 4:30pm	8am – 4:30pm	8am – 4:30pm	8am – 4:30pm	Off	Off
Sergeant	8am – 4:30pm	8am – 4:30pm	8am – 4:30pm	8am – 4:30pm	8am – 4:30pm	Off	Off
Technician Supervisor	8am – 4:30pm	8am – 4:30pm	8am – 4:30pm	8am – 4:30pm	8am – 4:30pm	Off	Off
Technicians	8am – 4:30pm	8am – 4:30pm	8am – 4:30pm	8am – 4:30pm	8am – 4:30pm	Off	Off

The public can come in any time during the unit's working hours to pick up belongings. Oftentimes, it is difficult for citizens to arrange a time that is convenient for them to pick up property when the facility closes at 4:00 p.m. CPSM would recommend the P&E Unit remain open until 6:00 p.m., which would enable citizens to pick up items after their workday ends. This change could be accomplished by altering one of the technician's work shift to 10:00 a.m. to 6:00 p.m.

Workload

P&E units take in many items each year and LRPD's unit is no exception. As is evident in the following table, the number of items taken in by the unit exceed the number of items purged by the unit's personnel.

TABLE 9-3: Property and Evidence Processed by the Unit, 2018, 2019, and 2020

Category	2018	2019	2020
Total Intake	24,283	23,128	21,689
Total Purged Items (total of below)	17,065	17,531	20,452
Auctioned	1,550	1,339	982
Converted to Department Use	385	164	529
Destroyed	11,747	14,090	17,110
Donated to Charity	0	0	0
Released to Insurance Company	0	0	0
Released to Owner	1,559	1,599	1,281
Released to Suspect	0	0	0

An important component of having a well-managed P&E Unit is maintaining a robust purge and destruction process. Without it, P&E facilities can become messy, unorganized, and chaotic. The department currently has an extreme amount of property that can be purged but has not been. At the current time, the technicians were unable to provide the number of items backlogged and in need of purging.

It is clearly evident by the number of property items logged in to the P&E Unit during 2018, 2019, 2020, and the number of items the unit purged during that same time, that the department is bringing in far more evidence than it is purging. If purging is not consistently completed by the technicians, space becomes a premium and the unit will at some point run out of storage space.

It is obvious the number of P&E items taken in each year exceeds the number of P&E items that are purged each year. With the current staffing, technicians are unable to keep pace with the purging of items to maintain space in the unit. CPSM recommends one full-time technician position and one part-time technician position be added to the P&E Unit.

There are several reasons for the excess of items that are available to be purged. One is a delay in receiving property adjudication notices from the detectives and officers, and another is a delay in getting adjudication notices from the court. Detectives and officers are usually the persons who receive the notices from the court advising the adjudication of cases. Both officers and detectives must be instructed to immediately provide the P&E technicians any court dispositions they receive.

One of the issues heard from the P&E technicians was that they are not receiving property disposition forms from detectives in a timely manner. Although the department policy states that a detective must forward the disposition form to the P&E Unit within 15 days of receipt, many detectives are negligent in doing so. That in and of itself can be one of the causes of the delay in purging of property and evidence. The department's detective supervisors should ensure their detectives are adhering to the current policy of notifying P&E of dispositions within 15 days.

Training

Evidence technicians receive on-the-job training after being hired and receive additional training through the International Association for Property and Evidence Association (IAPE); however, they do not attend the IAPE annual conference. The department should strive for each evidence technician to achieve the Certified Property and Evidence Specialist (CPES) designation. The designation certifies that IAPE attests to a technician's training familiarization with IAPE professional standards, and that the technician has demonstrated their knowledge of the standards and best practices by having successfully completed a written examination. Evidence technicians should also attend the annual IAPE conference to receive ongoing professional training.

Intake

Officers prepare evidence in the preparation areas at their respective precincts by properly packaging and sealing a package with their name and date inscribed across the package and then tape it closed. All items have a computer entry and bar code label affixed; there instructions available at every computer terminal that may be used where property is prepared. Officers will then place the item of evidence in the lockers at their precincts for storage until picked up by the property technicians. Property technicians pick up property at the various precincts three times a week and bring the packages to the main property room for storage.

Once the item is brought into the main property room, it is checked to ensure it is packaged and tagged properly, and then the bar code is scanned and the technician places the property in its assigned area. Firearms, cash, and narcotics held as evidence are stored in a separate vault.

It was learned during the site visit that the department's vault containing the cash holds somewhere between \$200,000 and \$400,000. The technicians said they are working on getting

the money into a bank account. It is imperative the department get the cash out of the vault and into a bank account.

Weapons and Narcotics Destruction

Destruction of weapons is conducted on an as-needed basis. Firearms and narcotics pending destruction have a strong likelihood of being pilfered from storage as there is generally no longer any interest in the item for prosecution or release to an owner. The sooner these items can be removed from storage, the less likely they will go missing. When a court disposition is received involving a firearm, the firearm is retrieved from its assigned area and verified through ACIC and NCIC that it can be destroyed. The firearms are then tagged for destruction, boxed up, and sent to a certified crushing business. Destruction of narcotics follows a similar process. It was learned that narcotics destruction takes place on average six times annually, and weapons destruction occur three to four times annually.

When narcotics and weapons are taken to their respective location for destruction, the P&E vehicle is followed by the P&E Sergeant for security. Due to the nature of the items being destroyed, it is recommended that a minimum of four armed officers accompany the technician when travelling to destruction sites.

Inspections and Audits

Quarterly inspections of the P&E Unit are conducted and documented on the Little Rock Police Department Property Room Inspection Report. The department also conducts an annual, unannounced inspection of the evidence room and items within it.

One of the most overlooked areas of handling law enforcement held property and evidence is the inventory and audit responsibilities. The purpose of a police department Property and Evidence Room audit is to review how well the department receives, inventories, and establishes chain of custody with regards to property and evidence. It also reports how well a department maintains property and evidence while in its custody, as well as how the department releases evidence for investigations and court purposes. Agencies have begun to recognize that the consequences of mismanagement of property and evidence can lead to agency embarrassment, lost court cases, loss of public confidence, and financial loss.

Audits have become an integral part of the proper operation of a department's property and evidence section, and LRPD has a robust auditing process. The last audit completed by the department occurred in November 2021, and its purpose was to identify high-risk items stored in the P&E unit. The department used a random sampling of items stored in the general property area, headquarters safe, narcotics vault, and the gun vault. The audit covered as many bin sections as possible, and they were checked for accuracy. The random sample consisted of 1,112 items.

- 369 items in the general property area (two items were located in adjoining bins).
- 209 items in the headquarters safe (all located in correct areas).
- 200 items in the narcotics vault (11 items were located in adjoining bins).
- 334 items in the gun vault (all located in correct areas).

After successfully finding and verifying 1,099 items out of the 1,112 items, the accuracy rate was determined to be 98.8 percent. This was well above the recommended rate that would trigger a complete audit.

Quarterly audits of the P&E Unit are conducted and documented on the Little Rock Police Department Property Room Inspection Report. The department also conducts an annual, unannounced inspection of the evidence room and items within it.

LRPD is to be commended for its efforts in consistently conducting audits of items in the property and evidence area.

Property and Evidence Recommendations:

- Ensure the P&E Unit's policies are reviewed each year to remain current in legal mandates and best practices. (Recommendation No. 63.)
- CPSM recommends the department find a new P&E storage facility that will adequately meet the needs of the department. If that is not an option, it is imperative that improvements be made to the current facility. (Recommendation No. 64.)
- CPSM recommends the department purchase rolling storage shelving so as to increase the available storage space for property and evidence. (Recommendation No. 65.)
- It is recommended the department purchase additional server storage space to allow P&E video camera footage to be retained for 45 days. (Recommendation No. 66.)
- CPSM recommends the IT department work with P&E personnel to rectify the inadequacies in the current platform to meet their needs or that the city purchase a stand-alone P&E platform such as EvidenceOnQ. (Recommendation No. 67.)
- CPSM recommends purchasing refrigeration monitoring units for each refrigerator and freezer. (Recommendation No. 68.)
- CPSM recommends the P&E Unit remain open until 6:00 p.m. to enable citizens the opportunity to pick up items after their workday ends. This could be accomplished by modifying the work schedule of one or more technicians. (Recommendation No. 69.)
- CPSM recommends adding one full-time technician position and one part-time technician position to the P&E Unit. (Recommendation No. 70.)
- The department's detective supervisors should ensure their detectives are adhering to the current policy of notifying P&E of dispositions within 15 days. (Recommendation No. 71.)
- All evidence technicians should become certified through IAPE. (Recommendation No. 72.)
- All evidence technicians should attend the annual IAPE conference for ongoing professional training. (Recommendation No. 73.)
- It is imperative the department get the cash out of the P&E vault and into a bank account. (Recommendation No. 74.)
- Due to the nature of the items being destroyed, it is recommended that a minimum of four armed officers accompany the technician when travelling to destruction sites. (Recommendation No. 75.)

SECTION 10. TRAINING AND RECORDS

TRAINING

The Training Division is commanded by a Major. A Lieutenant oversees the Recruit Training Unit, the In-service Training Unit, and the Recruitment and Background Investigation Unit (a Sergeant supervises each unit). An executive secretary and police records specialist are also assigned.

Recruit Training

The LRPD operates its own police academy. The majority of training occurs on-site, with the exception of emergency vehicle operation and ALERRT active shooter training. Classroom and practical training facilities were inspected and found to be adequate for their intended purposes. We note, however, that the firearms ranges are relatively old and likely need to be renovated. Lead remediation/removal is also a major concern for most police firearms ranges. CPSM also notes that additional training space is likely required for physical training (such as ground fighting techniques). The department does not have its own facilities for driver training/emergency vehicle operation. LRPD officers attend such training in Camden, Arkansas. Recruits receive non-emergency vehicle operation (NEVO). Emergency vehicle operation (EVO) is a four-day course. We note that the state (AETA) has no minimum driving standard.

The training division is accredited by the Commission on Accreditation for Law Enforcement Agencies (since 2017), as is the department itself (since the late 1990s), and the communications section (2020). The department currently assigns a Sergeant and a detective to maintain these accreditations.

There are other regional police academies in the state. The Arkansas State Police operate an academy in Little Rock. With the exception of lateral hires (from other departments), all LRPD personnel attend the LRPD Recruit Academy.

The recruit training curriculum consists of 960 hours of training (approximately 24 weeks). This exceeds the minimum training standards promulgated by the state (Commission on Law Enforcement Standards and Training requirement of 540 hrs.). CPSM reviewed the Basic Recruit curriculum for classes 98, 99, and 100 and found them to be comprehensive and appropriate. Training modules include such timely topics as social and emotional intelligence (RITE); reality-based training and decision-making (CIT); interaction with the deaf; and emotional survival for law enforcement. Recruit training modules are reviewed and revised as necessary after the completion of each training cycle. CLEST also periodically performs audits of the academy and its operations. The department has recently modified its firearms training to reduce the total amount of pistol training time performed on range (that is, proficiency or marksmanship) and has replaced it with practical de-escalation training.

Recruit lesson plans for high-liability/low-frequency activities were reviewed and found to be appropriate in terms of content and structure, such as in distinct learning objectives, teaching aids, references, etc.

Three officers are assigned to the recruit training unit. These officers are cross-trained and perform the majority of instruction. Other members of the department who are certified as general topics instructors deliver specific lessons, firearms training, driver training, etc. Attorneys assigned to the prosecutor's office or the Municipal League present certain legal lessons. Members of the community with specific expertise will also present discrete lessons.

Lateral hires (those individuals with prior law enforcement experience) are required to successfully complete an accelerated eight to twelve week training program (COATS). They are then required to attend and complete the full field training program.

Recruits are sworn in as police officers upon graduation and undergo a two-year probation period.

Field Training

Upon completion of police academy training offered at the LRPD Academy, probationary officers are assigned to field training. The LRPD has a uniform policy and procedure for the administration and assessment of training of all probationary officers (General Order 333). The Training Division commander has overall operational responsibility for the Field Training Program. Probationary police officers and lateral hires (graduates of the COATS school for individuals with prior law enforcement experience) must undergo the full field training program, which consists of 12 weeks (minimum of 480 hours) of training. This includes distinct training phases and is patterned after the San Jose model. CPSM is quite familiar with this model and strongly endorses it. All training manuals and training records and materials are available electronically. Guidelines and policies were reviewed and found to be comprehensive, clear, and in proper order.

Probationary officers both day and night shifts and are introduced to all operational areas of the department. The 12-week training period can be extended until the probationary officer has successfully completed all of the included training areas.

One Sergeant is assigned as Field Training Coordinator.

At the time of the CPSM site visit, the LRPD had 55 certified field training officers assigned to the patrol division. Criteria for this assignment are set forth in G. O. 333, sec. V. Ten probationary officers were undergoing field training at the time of our site visit.

The Field Training Coordinator coordinates the daily operations of the field training and assessment of the probationary officers' performance. A Field Training Committee meets twice a year to "review" the field training practices of the Little Rock Police Department and to make recommendations to the Chief of Police regarding changes in training of FTOs, FTDs, and FTSS in regards to policy, procedures, and documentation (G.O. 333 IV a). The committee also selects training officers.

Daily progress reports (DORs) are prepared electronically by an FTO after each shift, noting all performances and observed deficiencies. DORs are reviewed by the patrol Sergeant and the Field Training Coordinator and can be electronically linked to a specific call in the department's data systems. This enables supervisors or FTOs to quickly view the specific details of each call the probationary officer responded to, or to calculate how many and what type of calls the probationary officer has responded to over a certain period of time, as well as dispositions. Photographs, documents and voice recordings can also be linked to each call. "Call log DORs" of this type are a significant, time-saving improvement compared to paper-based systems. Weekly progress reports are also prepared. FTOs interact frequently with their Sergeant and amongst themselves, both informally and at the conclusion of specific phases of training.

During the Field Training Program, the probationary officer will rotate to another FTO on a different work shift. Every effort is made to ensure that the probationary officer is continually observed and assessed by multiple certified trainers.

During the final week of training, the role of the FTO is primarily assessment and evaluation, as the probationary officer is directed to assume full control and authority of all actions and

responses. A final review of the probationary officer's performance during the entire field training program, in terms of acquired knowledge and demonstrated skills such as vehicle operation, knowledge of law and department rules and procedures, tactics, community relations, etc., is conducted by the Field Training Program team and the FTO Sergeant. A recommendation is then made as to whether the probationary officer should be released from the Field Training Program having fully and successfully demonstrated all required tasks, have his/her field training period extended, or be dismissed from employment.

Electronic evaluation forms and progress reports were found to be explicit, well-structured and appropriate for their intended use. An evaluation guide is provided to establish standards and performance expectations.

The department's field training materials and related policies and practices concerning field training generally meet or exceed the quality of those of similarly sized American police agencies.

A forty-hour Field Training Officer (FTO) certification program is offered at the department. A half-day annual refresher course is also offered to FTOs

Several members of the department indicated that the relationship between field training officers and patrol officers and supervisors is quite positive. This is important for continuity of supervision and evaluation.

General Order 333 also provides for the field training of newly-promoted detectives and Sergeants.

In-service Training

The State of Arkansas (CLEST) requires a minimum of 24 hours of annual in-service training for all uniformed members in order to maintain police officer certification. This training must include one hour of firearms qualification, two hours of racial profiling training, and twenty-one hours of "department electives." CLEST does not perform any on-site training audits. The LRPD provides a minimum of 40 hours of annual in-service training to its officers, with the exception of those who might be on limited duty, military leave, etc. Officers who do not meet this 40-hour minimum are required to make up this training at a later date. CPSM was informed that few officers failed to meet this requirement.

One Sergeant and three police officers are assigned to the In-Service Training Unit. They possess general topics instructor certification as well as firearms, baton, TASER, OC spray, and 'ground fighting' certifications, and provide the majority of on-site in-service instruction.

In-service courses are delivered to different cohorts: 1) police officers; 2) Sergeants and Lieutenants; and 3) Majors and above. A 24-week training cycle is typically required to schedule and train all uniformed members of the department. In-service classes are typically limited to 20 to 24 persons. Critically important topics, material, or updates can be delivered immediately via e-mail, video, training bulletins, etc. Specialized training such as SWAT and SRU training is provided through the Special Operations Division (rather than the Training Division). Disorder control training is provided to members of the SRU and to other members of the department.

The department does not have a formal multiyear training plan with articulated training goals and assessment measures. Rather, it utilizes an annual training calendar or schedule. The basic schedule of in-service training courses is prepared approximately two years in advance. Certain topics/courses are covered annually (such as use of deadly physical force, TASER, handcuffing, active shooter), while others are addressed every two years (such as CPR certification and

domestic violence legal updates). Additional “department electives” are identified via a Training Committee which is comprised of approximately twelve officers, supervisors, and detectives from all divisions and which meets twice each year. Final approval for all training topics is provided by the office of the Chief.

Members of the department take additional specialized courses (such as school resource officer certification) through the Criminal Justice Institute (CJI), or proprietary/commercial organizations. The consultants reviewed the department's procedures for requesting, approving, and recording ‘off site’ or ‘outside’ training and found them to be appropriate.

The CLEST training portal compiles records of officer training. Officers are mandated to submit documentation concerning this training to the department for recordkeeping purposes. Such documentation is particularly important from a risk management standpoint. CPSM was advised that the department does not presently have a central, electronic source of training records. In other words, it is difficult for the department to identify “all officers who have attended low-light shooting training.” We were also notified that the training unit is sometimes not notified of “off-site” or “outside” training obtained by personnel assigned to specialized units. The department is aware of this limitation and is attempting to address it.

The In-service Training Sergeant reviews and evaluates all department-involved motor vehicle accidents. Quarterly and annual audits/analyses of police use of force are prepared by the department. An annual vehicle pursuit analysis is also performed. Information is forwarded to the Training Division and additional training or re-training is provided to personnel, as necessary. We note that the In-service Training Sergeant has provided the department with a useful inspection and review function with regard to the review of certain body camera footage. For example, we were informed that the Sergeant was recently informed by homicide detectives that BWC footage indicated that certain patrol officers were not following proper safety protocols regarding the tactical entry and clearing of rooms when arriving at a crime scene. The Sergeant personally reviewed the BWC footage and concurred with this assessment. As a result of her review, patrol officers were provided with a training update regarding the proper steps for safely entering and securing a crime scene. This incident suggests that the LRPD has a sense and respond capability that allows it to detect opportunities for re-training or additional training and to address training deficiencies in a timely manner.

The 2021 schedule for in-service training was reviewed and found to be appropriate. Topics were specifically geared towards supervisors, such as “motivating employees” and “civil disorder tabletop [exercise].”

The department's practices and procedures for the production and retention of lesson plans were found to be appropriate.

Training Unit Recommendations:

- The Training Unit must be utilized as, and considered to be, the central source of documentation for all training of all personnel, regardless of assignment. The commanding officer of the Training Unit should be copied/notified of any personnel assigned to a specialized unit who attend “outside” training (such as homicide school). Members of the department who fail to submit documentation as directed should be disciplined. (Recommendation No. 76.)
- From a liability and risk management standpoint, it is imperative that all uniformed members of the department meet the minimum 40-hour annual in-service requirement set by the department. Officers should be provided reasonable accommodations to reschedule, but this

training must be completed. Officers who fail to schedule and complete their required in-service training within a reasonable time should be disciplined. The Professional Standards Section should perform an auditing and inspections function in this regard. (Recommendation No. 77.)

- In light of recent national events, de-escalation and judgmental use of force training for police officers has become critically important for all communities. The technology regarding immersive firearms simulator training is rapidly evolving. We believe that all police departments must avail themselves of the most current firearms training technologies and methods available. We therefore recommend that the department continue to seek opportunities to provide immersive judgmental firearms simulator training to its officers by: 1) obtaining and utilizing a state-of-the-art simulated firearms training system of its own; or 2) seeking opportunities to utilize such equipment owned and operated by other law enforcement agencies in the region. During our site visit we were advised that the department has recently applied for a grant to purchase such equipment to enhance its current capabilities. The department is to be commended for these efforts. (Recommendation No. 78.)
- Recruit and in-service lesson plans should be paginated as follows: "page 1 of 5, page 2 of 5, etc." Some of the lesson plans we reviewed were not paginated at all. Proper pagination is required as lesson plans often end up as legal exhibits in litigation related to police training content and practices. (Recommendation No. 79.)
- When structuring the department's recruit and in-service lesson plans, it is recommended that any related assessments be referenced in the plan itself. For example, the de-escalation lesson plan (dated 6/30/21) contains a 27-question 'De-escalation Test.' In addition to listing learning objectives and teaching aids on page one, this test should be identified as an 'assessment tool' linked to this particular lesson. (Recommendation No. 80.)

Management Training

The department offers a new supervisors' training course for those promoted to the rank of Sergeant. In addition to a variety of administrative and operational topics, this course includes basic management training such as, "essentials of leadership" and "proper handling of problem/insubordinate employees."

Specialized Training

A considerable amount of specialized training is provided by the SWAT and SRU units. The department does not presently offer a standardized criminal investigation course for personnel who are assigned as investigators.

Specialized Training Recommendation:

- The Training Unit should utilize the resources promulgated by the International Association of Directors of Law Enforcement Standards and Training (IADLEST). IADLEST membership includes access to an information portal that provides lesson plans, webinars, innovative learning strategies and activities, assessment tools and rubrics, etc. (Recommendation No. 81.)

Recruitment and Selection

The department's application and selection process was reviewed and found to be clearly described in the recruitment bulletin currently used by the department. The specific steps in the process (from application through preliminary background investigation; written exam; physical ability testing; background investigation; command staff interview; pre-employment psychological and medical screening; to certification and hiring) are fully and clearly described. The department's policies and procedures for hiring were reviewed and found to be consistent with best practices in American policing.

In May 2018, the department developed and launched the "Build a Better Blue" recruitment campaign in order to compete in a highly competitive employment market. CPSM has observed clear evidence of a police recruitment crisis in most regions of the United States over the past five years. Currently, all American police departments are actively competing with one another to identify and engage viable candidates for the police officer position. There is now a significant body of literature and abundant data that suggests that the police profession is far less desirable to young men and women today. It is now imperative that all American police departments have a clear and effective strategy for recruitment and retention. The LRPD has taken significant steps to enhance its position in this regard, to set achievable hiring and retention goals, and to monitor its relative degree of success in these areas. Additional steps should be taken to develop and follow a clear and comprehensive recruitment and retention strategy.

The Build a Better Blue campaign is a comprehensive advertising campaign. The department is now utilizing television and radio (broadcast and internet) commercials, billboards, and social media outlets in a very strategic manner. Members of the department have attended regional policing conferences that address effective responses to the recruitment crisis. The department is currently "in communication with other agencies" and has made significant efforts to work with military recruiters and to develop or re-establish relationships with colleges and universities in the region. As one member of the department noted, "we're really trying different things [to enhance recruitment]." These aggressive efforts must be continued and should be closely monitored.

The department has made every effort to streamline and expedite the hiring and selection process while maintaining its thoroughness and integrity. Written examinations are now available for scheduling the same day as the physical ability test. Applications are available via the department's website and by means of scanning the quick response (QR) code printed on the brochure. Applicants are continually contacted (via emails, texting, and telephone calls) throughout the application and screening process. As one member of the department noted, "We have made every effort to bring them in." Another stated, "We can't push them over the decision point though. Ultimately, it is up to them [whether or not to accept the job]". Such outreach efforts will need to be continued going forward in this competitive market.

Members of the Recruitment and Background Investigations Unit have attended a recruitment and retention "summit" in Nashville. The department has had some recruitment success at regional in-person job fairs, but has had little success as a result of 'virtual' job fairs. One member of the department stated, "they talk with us, but don't come in to take the test."

We were advised that the City of Little Rock is offering a \$10,000 signing bonus for members of the upcoming police academy class. We note that such efforts are typically considered to be a stop-gap measure. Long-term solutions are required. The department and the city should closely monitor those employees ultimately receiving this bonus to determine whether their attrition rate varies from that of other officers hired without the bonus.

The LRPD is currently offering a “pre-application workout,” whereby potential applicants are invited to the police training facility to work with a uniformed member of the Recruitment and Background Investigations Unit who also happens to be a certified personal trainer. The purpose is to introduce the applicant to the department's physical ability test and to prepare them for successful completion of this stage of the hiring process. Participants are required to complete a legal waiver and consent form prior to beginning these sessions. CPSM believes that this is an innovative approach to increasing the applicant pool.

The department's website has a designated page for the Build a Better Blue campaign. This section includes detailed information concerning eligibility requirements for the police officer position, as well as information concerning salary and benefits. This section of the website also includes high-quality videotaped testimonials by current members of the department. These testimonials are well scripted, high-quality productions that serve to improve the department's chances of attracting viable candidates. A review of recruitment and hiring data suggests that the campaign and associated methods have generally been beneficial (though total number of applicants are down) and that the department has been successful at attracting female candidates (a specific goal of this campaign). A more thorough, ongoing analysis is required, however, particularly in terms of viewing hiring rate versus attrition or vacancy rate.

At the time of our site visit, we were informed that the Recruitment and Background Investigations Unit was staffed by one Sergeant and five police officers. We were advised that these officers are cross-trained and “multitask.” That is, they are frequently called upon to teach or assist with specific courses or fill in as safety officer at the firearms range. (Note: Several members of the department suggested that “There has never been a real hard number of people in each unit; it is not well-defined, even the payroll software doesn't accurately reflect the number of people actually doing the work.” This practice varies from best practices in American policing. All positions must have clearly defined duties and responsibilities associated with them to enable proper supervision and evaluation of performance.)

When reviewing the duties of the officers assigned to the Recruiting and Background Unit the consultants noted that one officer teaches at a local vocational school (that school apparently also has another officer assigned as SRO).

When considering the appropriateness of this staffing level of this unit, one needs to uncouple the recruitment and investigative functions and consider the department's recruitment needs going forward. The exact duties and responsibilities of all uniform personnel assigned to this unit must be clearly articulated.

Based upon our review of the operations of this unit, we believe that the recruitment function, which has become particularly vital to all police departments in recent years, should continue to be performed by uniformed police officers. It is important that applicants interact with sworn personnel in order to develop rapport and familiarize them with the culture of the department. The actual number of uniformed recruiters assigned to this function (either full-time or part-time) is contingent upon the department's future hiring needs, the type and number of recruitment activities being conducted, and the number individuals being processed. CPSM believes that fewer than five full-time police officers would be sufficient. This determination can and should be made only after the department clarifies its future recruitment activities and goals in a more strategic manner. Officers assigned to the recruitment unit should be highly skilled and carefully selected for this role.

CPSM believes that applicant background investigations are an ancillary function that could be performed by sworn or civilian personnel on a full-time or part-time basis. Investigations could be performed by investigators assigned to other units within the department or by qualified civilian

personnel, perhaps retirees with investigative experience from other law enforcement agencies. The department will be able to determine the appropriate number of full-time or part-time investigators required once it performs a more accurate assessment of its hiring needs over the next several years.

Recruitment Recommendations:

- The Recruitment and Background Investigations Unit needs to develop an operational plan that identifies and tracks specific recruitment/hiring performance goals and activities of all members of the unit. The unit should report its relative degree of progress towards stated performance targets via regular meetings with command staff. (Recommendation No. 82.)
- The specific duties and responsibilities for all officers assigned to the Recruitment and Background Investigations Unit must be articulated. (Recommendation No. 83.)
- CPSM offers no opinion regarding the advisability of assigning a uniformed officer from this unit to the local vocational school. We do strongly recommend, however, that if this officer is to continue to do so, a memorandum of understanding with the school district should be entered into and a clear set of duties, responsibilities, and activities should be identified. Absent an MOU, it is impossible to set performance standards or to properly evaluate the performance of this officer. The absence of a clear MOU could also pose a liability threat to the officer, the department, and the city. (Recommendation No. 84.)
- The department should actively track its recruitment “yield rate” as part of the overall evaluation of its recruitment efforts. A great deal of useful hiring data is currently being collected, from the number of ‘clicks’ on the Build a Better Blue page of the website or Facebook page, to the number of applications received, the number of persons actually taking and passing the exam, and the number of persons qualifying for each successive step in the hiring process. The department should analyze this data and attempt to calculate its current ‘yield rate,’ that is, the percentage of applicants who actually enter recruit training and are ultimately hired by the department. This will be a very useful metric to monitor going forward and will provide an accurate assessment of the relative effectiveness of the department’s various recruitment efforts, particularly among particular demographics. (Recommendation No. 85.)
- Reduce the number of sworn personnel assigned to the Recruitment and Background Investigations unit who are performing background investigations and replace them with: 1) investigators assigned to other investigative units; or 2) qualified full or part/time civilians. Reassign these officers as necessary. (Recommendation No. 86.)
- The Build a Better Blue campaign should highlight the department’s current cadet program. A video profile of a senior cadet and a description of the program’s benefits (salary and accumulation of city employment time towards retirement) would likely enhance recruitment opportunities for the police officer position. (Recommendation No. 87.)
- IADLEST should also be used as a resource for recruitment and retention strategies. (Recommendation No. 88.)

RECORDS AND SUPPORT DIVISION/IT

The Records and Support Division is commanded by a Major. The Records and Support Division is comprised of: 1) an Accreditation Unit (one Sergeant and one detective); the Technology and Equipment Section (supervised by one Lieutenant); the Records Unit (one civilian supervisor, one civilian assistant supervisor, and three full-time records clerks); and the Telephone Reporting Unit (comprised of seven police cadets). The Technology and Equipment Lieutenant supervises three uniformed technology/equipment officers; one senior vehicle coordinator and three civilian vehicle coordinators (assigned at 12th street, Southwest, and Northwest); one civilian Information Systems Coordinator; one civilian Records Compliance Specialist; and one full-time and one part-time civilian records compliance specialists). A civilian records supervisor oversees an assistant records supervisor and three civilian records clerks.

The department's records management (PoliceRMS) and computer-aided dispatch systems are not commercial/proprietary products. Rather, they are internally designed systems developed by the city's IT Department. Police officers draft reports in the field via the web-based 'front end' of the RMS, which is IRDE ("incident report direct entry"). The 'back end' of the RMS system utilized by detectives is not web-based. In other words, the system's software must be loaded on individual PCs and laptops. Members of the department are currently using both systems for report writing (front and back end). Members of the department report that the RMS performs all necessary functions for the department, that the system is user-friendly, and that it is rarely down. They also report that it is "highly customizable; it evolves as the need evolves." These are the hallmarks of an efficient system. Various modules within the system are utilized for various administrative and data management functions. Motor vehicle accident/crash reports are prepared through MOVEAR.

Police vehicles are equipped with mobile data terminals (MDTs) that enable officers to access information and generate reports in the field. Rather than returning to police headquarters for report preparation, a patrol officer may prepare a report in the field via the MDT. The officer opens a report drop down box and the CAD system (PREMIER) generates an incident number. Once the officer completes it, information migrates from the CAD to the RMS and a report is submitted for the patrol supervisor's review. The supervisor can reject the report, and send it back to the officer for revision and resubmission. Once approved by the supervisor, the report migrates from the front end to the back end of the RMS. A member of the Records Section (civilian supervisor, assistant supervisor, or records compliance specialists) will review the report to ensure that the correct NIBRS code has been entered. Records section personnel also make entries and checks of NCIC and ACIC (i.e., alarms or checks for stolen property, vehicles, or firearms). CPSM notes that the LRPD's communications division moved to the Little Rock City Fire Department in October 2021 and is scheduled to become its own department shortly. It is unclear whether personnel assigned to that department will be responsible for performing each of these tasks going forward.

In 2017, the LRPD failed an ACIC audit. Six deficiencies were identified but all were rectified. The FBI also periodically performs data system audits.

The department has a comprehensive records retention policy (General Order 113) that applies to all paper and electronic records, as well as video from the department's building surveillance cameras, vehicle recordings (MVRs), etc. This policy was reviewed and found to be both comprehensive and appropriate. The department's current operations should be considered "paperless." Offsite storage is utilized for decades' old case files and reports.

The department makes use of the resources and personnel of the city's IT Department. There are no dedicated IT personnel for the department. The department uses a ticket-based system of

requesting IT services from the IT department. This could prove burdensome at times, for example when work requests/tickets are required when detectives, for investigative purposes, need to get beyond the department's firewall to access and update a Facebook page, or when a supervisor's level of access changes when assigned to the internal affairs unit, or returning to patrol.

Citizens may file a police report in a variety of ways. An online reporting system is available via the department's website. This system went live in October 2021 and was rolled out with the department's updated website. Citizens may report such offenses as breaking and entering, criminal mischief, identity theft, etc. The Technology and Equipment Lieutenant actively tracks the number of reports filed electronically and monitors estimated time and cost savings. CPSM examined these records and found that approximately 700 online reports were submitted by citizens during the system's first two months of operation. A considerable savings was thereby realized by the department in terms of cost savings and the maintenance of proper patrol staffing, as these relatively minor offenses typically do not require a patrol response.

"Walk-in" service is available at the headquarters building and the 12th Street Station for citizens seeking to file a police report. During normal business hours, reports may be taken by desk officers, civilian records supervisors, or clerks via the desk officer reporting service (DORS). Detectives also take reports when necessary and available. Police officers are called in from patrol to take reports after normal business hours.

In 2018, the LRPD established the Telephone Records Unit to support its police cadet program. The unit is comprised of police cadets, age 18 to 21, who are employed by the department to assist at large-scale public events (crowd control, etc.) and perform a variety of administrative tasks, including the taking of certain police reports (such as past minor offenses and incidents). At the time of our visit, there were six cadets assigned to this unit. A cursory review of the functions and performance of this unit suggests that it has been beneficial in terms of preparing a large number of reports and economically providing additional administrative support to the department. CPSM believes that the unit's true value lies in its ability to provide a useful recruitment and hiring pipeline in a particularly competitive labor market. We were informed that, since 2018, four cadets have become LRPD officers (one was undergoing recruit training at the time of our site visit). Cadets work day tours Monday through Friday and are provided an overview of the department, its personnel and operations, and police supervisors are afforded an opportunity to observe and evaluate these young men and women as they perform their tasks and interact with members of the department and the public. CPSM views this as a valuable program that should be continued.

The LRPD assigns police officers as desk officers at 700 West Markham and at the 12th Street Station. The duties and responsibilities of a front desk officer are outlined in Divisional Operating procedure # 5610-08. These include a variety of administrative tasks such as data entry, performing warrant checks and verifications vehicle checks, collecting fees and cash bonds, and maintaining docket books.

PowerDMS is utilized by the accreditation unit to manage and maintain information for accreditation purposes.

The department has utilized in-car dash cameras since approximately 2005 and interior vehicle cameras since approximately 2008. The department began equipping patrol officers with body worn cameras (BWCs) on September 1, 2020. Initially, they were provided to 275 officers assigned to patrol; the River Market Unit; School Resource Officers (SROs); community policing officers; the motorcycle unit; and to the training unit (for training purposes). Prior to roll-out, the department requested bids from vendors and performed beta field testing of two products. A

Watchguard product was ultimately purchased. At the time of our site visit, there were 325 BWCs in use department-wide. Some members of the department have a unit assigned to them, while on patrol the units are “hot seated” (i.e., shared by officers in working successive shifts).

Video from in-car video systems is automatically uploaded in the field via wireless access points (a Verizon system) located at the substations. BWC video is uploaded manually via camera docking systems. The department generates a great deal of video data (now stored in the cloud) that must be properly stored and is subject to freedom of information (FOI) requests. BWC video is retained for sixty days unless a supervisor has opened a case or investigation. Videos are reviewed for a variety of purposes, such as motor vehicle accident review, use of force review, etc. There is apparently no state statute dictating how long such data must be retained.

FOI requests for police videos generated in the field require review and redaction, as necessary, prior to production. The department has an FOI unit staffed by a Lieutenant, two Sergeants, and a civilian which addresses such requests. CPSM was advised of the following:

TABLE 10-1: FOI Requests, 2019–2021

Year	Total Requests Handled
2019	1,292
2020	1,754
2021*	1,439

Note: Through Dec. 10.

While the department records the total number of requests handled, it makes no effort to categorize these requests in terms of difficulty of response. That is, some FOI requests are relatively straightforward and require little time or resources to prepare a response. Others are extremely burdensome and require many hours of review and redaction (such as reviewing the BWC footage of all officers, supervisors, and detectives responding to the scene of a domestic violence homicide). CPSM recognizes that the freedom of information laws of Arkansas are quite liberal (relative to those of other states) and that the department needs to properly staff its FOI response unit. It is likely that the staffing in this unit can be reduced. We also question whether any uniformed personnel should be permanently assigned to this unit, other than one Lieutenant or one Sergeant.

The department has a clear policy regarding the proper use of BWCs. This policy was reviewed and found to be consistent with best practices in American policing. The department's internal affairs unit does not randomly/proactively audit BWC footage from the field.

ShotSpotter technology is utilized by the SID.

The department has a clear replacement schedule for telephones, but not for all IT equipment, such as personal computers.

Technology packages for police vehicles (i.e., MDTs, radios, etc.) are maintained by department personnel (technology/equipment officers or civilian vehicle coordinators) and/or the city's IT department. As one member of the department noted, “We will fix what we can, such as simple connection errors, otherwise send it to IT.” Routine maintenance and mechanical repairs of vehicles is performed by the city's Fleet Department.

Records and IT Recommendations:

- CPSM recognizes that the position of desk officer is a useful one for a department the size of the LRPD, as light duty officers may be assigned to this duty. Nevertheless, due to its chiefly clerical and administrative duties and responsibilities, we believe that this position could be adequately staffed by a civilian member of the department. The desk officer position in most departments is a legacy practice that has continued from the time when a Sergeant was required at all times to maintain a command log and to book prisoners. (Recommendation No. 89.)
- The LRPD should have a dedicated city information technology (IT) technician permanently assigned to the department. (Recommendation No. 90.)
- The department should create a technology task force. This would be a group of sworn and non-sworn employees of various ranks who would be charged with meeting regularly to determine the department's current and future technology needs (hardware and software, training, etc.) as well as any steps needed to ensure that the department remains current with regard to technological advancements. The panel should meet on a regular schedule, and should: 1) identify the department's current technology needs; 2) identify any deficiencies of the department's current communications (i.e., radios, telephones, and CAD) and records management system (RMS); 3) make recommendations for revising and updating the department's website, as necessary; and 4) make specific recommendations for improvements, where necessary. (Recommendation No. 91.)
- The technology task force should be charged with developing a detailed, multiyear technology plan for the department. This plan would include a statement of current needs, as well as a detailed strategy and system for replacing old systems and equipment and acquiring and purchasing new technology and equipment (software, hardware, etc.), adequately training personnel, and implementing a variety of advanced technologies to enhance organizational performance. The technology task force should be charged with field/beta testing, evaluating, and reporting on any new technologies adopted or tested. (Recommendation No. 92.)
- The Assistant Chief should chair the technology task force. (Recommendation No. 93.)
- The task force should work to ensure that products such as PowerDMS are fully utilized by the department. Additional employee training should be suggested, as necessary. (Recommendation No. 94.)
- CPSM believes that the duties and responsibilities associated with the position of Technology and Equipment Officer is best performed by qualified civilian personnel. We do not believe that sworn personnel should perform this function. (Recommendation No. 95.)
- Review the overall staffing level of the FOI unit with an eye towards reduction (unless a thorough analysis of the of both quality and quantity of requests is performed and clearly suggests otherwise). Assign only one uniformed supervisor to this unit (Lieutenant or Sergeant) and reassign the other uniformed personnel to other positions. Add civilian personnel to this unit as necessary. (Recommendation No. 96.)

Misc. Recommendation:

- During the consultants' site visit the quartermaster unit was visited and physically inspected. The consultants noted that "prop" firearms that are used for recruit and in-service training were being stored in close proximity to a secured "gun room" for operational firearms. We

note that this firearms storage area was fully secured at the time of our inspection. Nevertheless, we believe that live and replica firearms must be physically segregated. The storage practice should be discontinued immediately as it represents a significant safety and liability concern for the city, the department, and its employees. Alternative storage arrangements should be made. (Recommendation No. 97.)

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SECTION 11. PROFESSIONAL STANDARDS

The Internal Affairs Unit operates out of the Office of the Chief of Police. Ensuring the department has the public's trust is vital to the law enforcement mission, and this trust rests on departmental responsiveness to community needs and expectations. The department must receive commendations and complaints with equal professional interest and courtesy and give both appropriate supervisory and management attention in order to foster public confidence and to promote constructive communication. In fact, on the department's Internal Affairs website, it states, "The Little Rock Police Department is committed to upholding the public trust by conducting unbiased and thorough internal investigations of alleged employee misconduct, while ensuring all persons involved are treated with respect."

The goal of the Little Rock Police Department (LRPD) policy, General Order 211 "Internal Investigations, Citizen Complaints, and Disciplinary Actions is to ensure the integrity of the Police Department and its employees by establishing procedures for handling complaints about employees of the department." LRPD will fully investigate all suspected allegations of employee misconduct regarding violations of law, city ordinances, civil service regulations, or departmental regulations, observed or suspected by supervisors, departmental employees, or citizens regardless, whether they occurred on-duty or off-duty. In furtherance of the purpose of this policy, irrespective of the source, that is, from within or from outside the department, and whether the complainant is known, or anonymous.

The department's policy provides a process in which the community and its employees can have confidence that complaints concerning department procedures, employees, and actions will be fairly investigated while meeting the public expectation of an objective investigation, and respecting employees' constitutional and statutory rights. The policy provides comprehensive, step-by-step guidelines and processes for the receipt, investigation, and disposition of such complaints.

The following table shows the staffing of the unit.

TABLE 11-1: Internal Affairs Unit Staffing

Position	Current	Vacancy
Lieutenant	1	0
Sergeant	5	1*
Police Officer	1	0
Administrative Assistant	1	0
Transcriptionist	1	0

Note: * There is currently one Sergeant vacancy in the unit.

The Lieutenant reports directly to the Chief of Police and keeps the Chief's office apprised of the status of all investigations. At the current time, the staffing of five Sergeants in the IA Unit is adequate to conduct the number of investigations the department is conducting; however, there may come a time when complaints increase, and it may be necessary to add back the sixth, currently vacant, position.

The longest tenured Sergeant in the IA Unit has been there two years. The experience of the other Sergeants is as low as three months. The overall level of experience in the unit is low due to several recent promotions.

All investigators assigned to Internal Affairs attend a formal 40-hour training course on how to conduct internal affairs investigations. Where they attend that course varies upon the training's availability.

All complaints are referred to a supervisor who may suggest appropriate remedies to resolve minor incidents; however, citizens are not discouraged from filing a complaint. The supervisor has the authority to handle the matter with discretion and make the appropriate resolution without a formal complaint. Many citizens only want to make their issue known to the department, be listened to, and that their incident will be handled appropriately. Although this does come with some risk that supervisors may “kiss off” complaints, if the supervisors are appropriately trained, it can lead to an effective and efficient resolution. LRPD is to be commended for the trust it has in its supervisors in allowing them to resolve minor incidents without a formal complaint being filed.

Oftentimes, when these minor incidents are handled informally, if they are not properly documented, employee misconduct can be missed. It is imperative that some type of documentation be recorded when incidents are informally handled. According to department policy, if an incident was resolved at the supervisor level, a “*Citizen Complaint*” file will be initiated in Blue Team and the completed documentation shall be attached and forwarded through the chain of command to the Office of the Chief of Police via Blue Team.

Less serious complaints or service-related complaints generated by patrol officers are handled through the employee's chain of command and assigned to the officer's supervisor. Although personnel investigations are assigned to the patrol supervisors, it was learned that almost none of them have attended any internal affairs training. All supervisors who are conducting personnel investigations should attend either an internal affairs school or receive some training in-house to conduct a personnel investigation. The Lieutenant in internal affairs has been in the IA Unit for approximately seven years and is by far the most experienced and knowledgeable of the personnel. The Lieutenant should put on an eight-hour training class for all patrol supervisors.

Rotation Policy

LRPD currently has no official rotation policy for the Sergeants in unit; however, according to staff, the chief supports rotating personnel out of specialized units after a defined amount of time. In fact, the chief has rotated personnel out of Internal Affairs during his tenure. Staff also said that most times a Sergeant will spend approximately two to three years in Internal Affairs before being promoted out. Mandatory rotation has both supporters, and those against it, but it does have benefits. Defined mandatory rotation is impartial, and therefore, seemingly fair, to all those involved in the mandatory rotation process. It is also easier for a manager to implement since, by its very nature, it eliminates discretion in the decision-making process. It also automatically factors ongoing change into personnel management. CPSM recommends that LRPD define the IA mandatory rotation at three years if the Sergeant has not promoted out of Internal Affairs.

Filing a Complaint

Supervisors are directed to make every effort to facilitate the convenient, courteous, and prompt receipt and processing of all personnel complaints. LRPD will receive complaints in any form to include, but not limited to, in person, by telephone, mail, e-mail, and any other form of delivery. The complaint form titled “Little Rock Police Department Citizen Complaint Form” shall be completed on all public complaints about employee conduct by the department supervisor who receives the complaint or by the complainant themselves.

Most agencies studied by CPSM have begun to facilitate the acceptance of citizen complaints using additional methods other than those mentioned above, such as providing a kiosk in the lobby of the department, a link on the department's website, and offering the complaint form in additional languages. The LRPD does not offer these options.

The department should strive to ensure that the process of filing a complaint against an employee is as convenient as possible. The complaint forms should be available in the lobby of all the police stations in a way that is the least intimidating for a citizen. A citizen should be able to walk in and obtain a form without having to ask for it at the front counter. Since the City of Little Rock's population is nearly 10 percent Hispanic, the department should provide the citizen complaint form in Spanish. Currently, if a citizen wishes to file a complaint against an officer, they must call or come to the Internal Affairs office during regular business hours or contact a police department employee to be referred to an on-duty police supervisor. Oftentimes, citizens fail to file complaints because the process is too difficult. The department should provide a link on its website to permit a citizen to file a complaint with a form that can be filled out and submitted online.

As well, there should also be a link on the department's website that would permit a citizen to file a commendation for an employee that could also be submitted through the website.

Investigation Responsibilities

The Office of Professional Standards is responsible for all of the following investigations, but not limited to:

- All complaints against department employees involving serious misconduct.
- Officer involved shootings and the use of deadly force.
- In-custody deaths.
- Excessive force/brutality/physical abuse.
- Discrimination against any person or group.
- Bias based profiling.
- Corruption, extortion or the violation of any criminal statute, but the criminal investigation will be conducted by the appropriate division.
- Misuse or abuse of police authority.
- Other complaints as directed by the Chief of Police.

Division Commanders are responsible for all investigations of inadequate service, improper procedure, unprofessionalism, rudeness, discourtesy, insubordination, and other complaints as directed by the Chief of Police. Those investigations are then handled by the involved employee's supervisor.

The Internal Affairs Unit Sergeants conduct the majority of the investigations. However, under special circumstances the Chief will assign the IA Commander to lead some specific investigations. When an investigation involves a department member of a higher rank than the Sergeant, the IA Commandeer will sit in during the interview.

The officer assigned to the unit has the following responsibilities:

- Administrator for Blue Team/IAPro to ensure that the software is functioning correctly, and the most current versions of the programs are up to date.
- Assigns the case numbers to files entered into Blue Team. Finalizes the completed files sent from Blue Team to IAPro by showing the findings on allegations and the disposition of the file as outlined in the final Administrative Evaluation, then releases the file for storage into IAPro.
- Supplies supervisors with disciplinary history reports for employees as needed.
- Responds to requests from local, state, and federal prosecutors regarding Brady information.
- Tracks the alerts generated via the Early Warning System and generates a report when applicable and sends it to the employee's chain of command for review via Blue Team.
- Instructs new supervisors on the use of Blue Team, and fields calls and e-mails that arise regarding Blue Team.
- Provides two different quarterly reports and six different year-end reports including; Deadly Force, Bias Complaints, Early Intervention, and File Dispositions.
- Assists in providing information and data needed for any FOIA request.
- Maintains the vehicle assignment log and updates as needed.
- Conducts a yearly inventory of equipment assigned to the Internal Affairs Unit.
- Gathers data and information needed when requested.

In reviewing the above information regarding the responsibilities of the officer in the unit, we find that there don't appear to be any job responsibilities that must be completed by a certified officer. It is recommended that the police officer position be replaced with a second administrative assistant position.

The assigned investigator will conduct a fully documented, confidential investigation. There is no statutory requirement for a time deadline to complete Internal Affairs complaint investigations; however, the department strives to complete misconduct investigations within 90 calendar days and service complaint investigations within 60 calendar days. However, when investigations take 90 days to complete, anxiety may build up in the citizen who filed the complaint and in the subject employee who is enduring the investigation as it drags on. It is recommended the department strive to complete the misconduct investigations in 60 days and the service complaint investigations in 30 days.

During the course of the investigation, complainants are notified regarding the status of the investigation by the investigator handling the investigation. The investigator will try to update the complainant at least every 60 days, while divisional investigations notify the complainant every 45 days. Oftentimes, there is some additional communication with complainants by the investigators during the course of the investigation; however, if there is not, the 60 day and 45 day touch-points can seem like an eternity to them and appear to the complainant that nothing is being done on their complaint. CPSM would recommend that complainants be updated regarding their complaint or at least contacted about their complaint sooner than the 60 and 45 days.

There is no formal process for ensuring administrative investigations are completed on time, other than supervisory oversight. Oftentimes, those conducting investigations have other ancillary duties they must also ensure are handled, and investigations may be set aside and not made a

priority. LRPD supervisors should remain vigilant in ensuring investigations are being completed within the policy time frames.

LRPD employees are required to cooperate in all administrative investigations, and such cooperation may include, among other things, a polygraph examination, a breathalyzer, diagnostic tests of body fluids, employee lineups, physical examinations, psychiatric or psychological testing, voice or handwriting analysis, or any other test or examination deemed reasonable and necessary to facilitate finding the truth.

All internal affairs investigation interviews are recorded. Prior to the interview, the employee is read the Garrity Warning, which states when, where, who, and what the interview is concerning. The department adheres to the Police Officer Bill of Rights affording the employee all rights afforded to them.

In all administrative departmental investigations conducted by the Internal Affairs Unit, at the conclusion of the investigation, the Internal Affairs Unit provides a summary of the investigation to include recommendations regarding the finding(s) of each allegation(s) and lists all policy violations. The assembled file, along with all statements, records, and evidence gathered during the investigation, is then be forwarded to the involved employee's chain of command, via Blue Team, for recommendations regarding disciplinary action, if warranted.

The investigations are adjudicated in five ways:

- Sustained – the allegation is supported by sufficient evidence.
- Not Sustained – there is insufficient evidence to prove or disprove the allegation.
- Exonerated – the employee's actions were within the scope of his authority, complied with departmental guidelines and were lawful and proper.
- Unfounded – the allegation was false or not factual or did not occur.
- No further investigation recommended.

These dispositions are commonly used in many law enforcement agencies and are appropriate.

Cases in which the allegations are sustained are addressed through a notice of discipline. The severity of discipline is determined by the nature of the allegation that has been sustained along with the disciplinary history of the involved employee. The disciplinary options to which an employee may be subjected upon a sustained allegation of misconduct include, but are not limited to, counseling, written reprimand, suspension, salary reduction, probation, demotion, and dismissal.

There is no indication that the department utilizes a standardized progressive discipline matrix. A standardized progressive discipline matrix can assist the department's leadership in objectively and consistently delivering discipline based on the severity of the violation and the discipline record of the department member. CPSM recommends that the department utilize progressive discipline with a standardized matrix to be able to apply discipline in a consistent manner and for purposes of educating personnel as to potential disciplinary action for offenses. The following table provides an illustration of a progressive discipline matrix. CPSM recommends that department create a matrix that reflects the rules and regulations governing discipline specific to the department.

TABLE 11-2: Example of a Standardized Progressive Discipline Matrix

Class	First Offense	Second Offense	Third Offense	Fourth Offense
1	Min: Verbal counseling	Min: Documented counseling	Min: Documented written reprimand	Min: 1-day suspension
	Max: Documented oral reprimand	Max: Documented written reprimand	Max: 3-day suspension	Max: 5-day suspension
2	Min: N/A	Min: Documented written reprimand	Min: 1-day suspension	Min: 5-day suspension
	Max: Documented written reprimand	Max: 5-day suspension	Max: 5-day suspension	Max: 10-day suspension
3	Min: Documented written reprimand	Min: Documented written reprimand	Min: 1-day suspension	Min: 30-day suspension
	Max: 1-day suspension	Max: 10-day suspension	Max: 15-day suspension	Max: Dismissal
4	Min: 1-day suspension	Min: 5-day suspension	Min: 10-day suspension	Min: Dismissal
	Max: 10-day suspension	Max: 15-day suspension	Max: 30-day suspension	Max: Dismissal
5	Min: 5-day suspension	Min: 10-day suspension	Min: 30-day suspension	Min: Dismissal
	Max: Dismissal	Max: Dismissal	Max: Dismissal	Max: Dismissal

The “class” category should clearly define specific department violations that fall within the categories. Potential discipline should be listed for the first offense through the fifth offense. This enables consistent and transparent issuance of discipline to department personnel. CPSM recommends the department create a matrix that reflects the rules and regulations governing discipline specific to the department.

Complaint Investigations

All complaint data in the following tables was provided by the department and reflect the total number of citizen/internal complaints for 2018, 2019, and 2020.

TABLE 11-3: Citizen Complaints Handled by Internal Affairs or by Division, 2018–2020

Year	# of Citizen Complaints Received	# of Complaints Handled by I/A Unit	# of Complaints Handled by Division
2018	85	58	27
2019	68	45	23
2020	109	50	59

Source: Little Rock Police Department (12/8/2021)

TABLE 11-4: Citizen Complaint Investigation Adjudications, 2018–2020

Year	Total	Exonerated	Not Sustained	No Further	Unfounded	Sustained	Still active
2018	85	22	12	30	9	12	0
2019	68	14	13	21	6	14	0
2020	110	15	14	40	6	20	8
Total	263	48	39	91	21	46	8

Source: Little Rock Police Department (4/6/2021)

TABLE 11-5: Internal Serious Complaint Investigations, 2018–2020

Year	Number of Investigations
2018	33
2019	37
2020	34

Source: Little Rock Police Department (12/8/2021)

Serious complaint investigations can be for officers arrested for committing crimes (DWI, D/V, theft, etc.) or for using excessive force. The Internal Affairs Unit handle all serious complaint investigations.

TABLE 11-6: Complaints Compared to Police Contacts

Year	Total Police Contacts	Citizen Complaints
2018	153,828	85
2019	175,508	68
2020	174,906	110

Source: Little Rock Police Department (4/6/2021)

The above table compares the number of citizen complaint investigations conducted by LRPD against the total police contacts by LRPD. In examining the investigations that were conducted for 2020, it can be seen there were 110 citizen complaint investigations conducted compared to 174,906 police contacts for the year. So, out of 174,906 police contacts, one complaint was filed for every 1,590 contacts. Furthermore, out of those 174,906 complaints, only 0.00011 percent resulted in evidence supporting that the officer violated department policy. Based upon those percentages, LRPD appears to be a highly-disciplined, well-supervised department that is being held accountable for its actions and is treating the citizens with respect.

It was learned that LRPD does not track or keep statistics on the number of investigations handled annually by each Sergeant in the IA Unit. Cases are assigned on a rotating basis with consideration given to current case load, conflict(s) of interest, complexity of case(s), and experience. Obviously, each investigation is different, and there would be difficulties trying to assign the Sergeants their investigations based upon the number of investigations they are handling at any given time. Some cases may have many witnesses and evidence, some may have very few. It appears that LRPD has a system in place that makes the assigning of investigations equitable for each Sergeant. The Lieutenant regularly reviews the status of and the number of cases being carried by each Sergeant.

Tracking and Managing Complaints

Investigations and complaints are logged into the IAPro investigations management system, which is the most commonly used product by most departments that CPSM has studied. The Chief of Police, Division Commanders, and the Little Rock City Attorney's Office have read-only access; only the investigators assigned to Internal Affairs can enter and/or edit information.

Data regarding administrative investigations and public complaints is valuable information as a risk management tool to identify training needs, performance deficiencies, or patterns of misconduct. Like the LRPD, many departments have turned to software systems to assist in this critical management responsibility, as employing specialized software is an efficient means of producing graphs and reports quickly and with relative ease. IAPro is a robust software package that is capable of tracking a variety of information, including personnel complaints, use of force incidents, traffic accidents, and personnel commendations.

Early Intervention Program

IAPro also includes an Early Intervention Program (EIP) module as a resource that supervisory personnel can use to identify employees who may display early symptoms of job stress or performance problems. The intent of an EIP is to proactively provide employees with the assistance and training necessary to perform their assigned duties in an effective and efficient manner. While individual incidents such as personnel complaints, traffic collisions, and uses of force are reviewed at the time of occurrence by a supervisor and the chain of command, these incidents may appear acceptable in isolation, but a pattern of less-than-optimal job performance may be developing that is more difficult to identify. By tracking the indicators detailed in this program supervisors can examine the totality of an individual's actions and make a more accurate assessment of the employee's well-being. Performance indicators are set by department management and can be modified as desired. It is important these indicators be reviewed annually to ensure they meet department and community expectations.

It is important to note that the notification triggered by reaching a threshold in and of itself does not suggest a definitive problem with an employee, but rather, informs supervision of a high rate of total incidents. Again, this number is determined by the department. For instance, officers working high-crime areas are more commonly involved in arrests and uses of force, which has the potential to trigger a notification even though their actions are entirely appropriate. This applies to more proactive officers as well. Nonetheless, the department can look at the employee's pattern of conduct and determine if there may be a problem. If so, it may address the problem through counselling, training, or as otherwise called for.

The department has a robust Early Intervention Program to cover the highest liability issues. The following table shows the designated thresholds for the areas in which the EIP is used.

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TABLE 11-7: Early Intervention Program Thresholds

Incident Type	Number of officer events	Monthly time period of events
Bias complaint	2	6
Citizen complaint	2	12
Divisional	4	12
Internal complaint	2	12
Use of force	5	6
Vehicle accident	3	12
Vehicle pursuit	4	12

Source: Little Rock Police Department

The thresholds as shown in the table are within the norms of what many agencies have as their thresholds.

Reporting

The Internal Affairs Unit is responsible for compiling a quarterly and annual statistical report, based upon the Internal Affairs records for the past year. That report is then submitted to the Office of the Chief of Police, and then is disseminated to all division commanders as well as the Public Affairs Office. Departmental employees and the public are provided this information, but only upon request.

Internal Affairs Recommendations:

- All supervisors who may conduct personnel investigations should attend either an internal affairs school or receive some training in-house on conducting a personnel investigation. (Recommendation No. 98.)
- CPSM recommends that LRPD define mandatory rotation out of the Internal Affairs at three years if a Sergeant has not promoted out at the conclusion of three years. (Recommendation No. 99.)
- A link to the department complaint form should be prominently displayed on the department's website "home page;" it should be interactive so as to permit a citizen to submit it through the website. (Recommendation No. 100.)
- A form specific external personnel commendations from citizens should be developed and displayed prominently on the department website. (Recommendation No. 101.)
- Based on community demographics and identified need, LRPD should evaluate producing the complaint and commendation forms in additional languages. (Recommendation No. 102.)
- A kiosk should be placed in the lobby for the public's ease in completing complaint forms, or at least the form should be available in the lobby without having to ask for it. (Recommendation No. 103.)
- Change the complaint form and policy terminology from "citizen" to "public" or other contemporary terminology. (Recommendation No. 104.)
- It would be recommended that the police officer position in the IA Unit be replaced with a second administrative assistant position. (Recommendation No. 105.)

- It is recommended the department strive to complete misconduct investigations in 60 days and service complaint investigations in 30 days. (Recommendation No. 106.)
- Update complainants on the status of their complaint sooner and more frequently than the current process of 60 and 45 days. (Recommendation No. 107.)
- CPSM recommends the department create a matrix that reflects the rules and regulations governing discipline specific to the department. (Recommendation No. 108.)

USE OF FORCE

The necessary and appropriate use of force in carrying out a police officer's duties up to and including the taking of a human life is among the most complex and critiqued actions of law enforcement. At no time in the past has the use of force been looked at, examined, and judged as it is today. It is essential and critical that the department have and follow a comprehensive policy on the use of force. Providing relevant training for the use of force is vital for the department. The purpose of comprehensive training in the use of force is to ensure employees are using proper and reasonable applications of force in the performance of their duties. With respect to the use of deadly force, no other responsibility of the city or department has more importance. Police departments must engage in an in-depth review of uses of force by their officers. In President Obama's 21st Century Policing report, it was stated that departments must have a review process of uses of force by their officers in place.

The use of force by LRPD personnel is governed by General Order 303, "Use of Force." The policy, which is twenty-four pages in length, provides guidelines on appropriate uses of physical force, non-lethal weapons, deadly force, the discharging of weapons, and the reporting responsibilities of those using force. Officers are authorized to use only the amount of force which is reasonably necessary to overcome the level of resistance to secure a subject, or to stop a direct threat of harm posed by a subject, which is clearly defined within the policy. Officers are required to notify a supervisor immediately after they employ any use of force, other than de minimis force. The Use of Force policy is very detailed, thorough, and well written, but was last reviewed and revised in May 2018. Most policies, more specifically and more importantly a Use of Force policy, should be reviewed annually for any changes in law or altering any way that force is used.

Reporting of Uses of Force

Officers employing force to control, arrest, or prevent the escape of any person, must complete a detailed report outlining the circumstances and the exact type and amount of force used in the following instances:

- Whenever the use of force results in, may reasonably result in, or is alleged to have resulted in a physical injury to the person. Such force includes, but is not limited to, those instances when:
 - Physical force is employed to restrain or control an individual, if the restraining or controlling act results in the person falling or being thrown to the ground.
 - An officer strikes, or attempts to strike, another person with his hands, feet, baton, or other instrumentality, device, or method of force, whether or not injury results to the person.
 - A person is injured by a police canine utilized to search for or apprehend suspects.
- Whenever a person is charged with resisting arrest or battery on an officer of the department.

- Whenever a person complains of incurring a physical injury as the result of physical force employed by an officer of the department.
- Whenever an officer or supervisor believes documentation pertaining to any force employed, or not employed, by an officer, is necessary for the protection of the officer, the department, or the city.

Prior to the end of the supervisor's tour of duty, they will enter the basic components of the use of force into the Blue Team program, which will include the involved officer(s), involved citizen(s), location of the incident, and the incident number.

The Office of Internal Affairs is the central collection point via IAPro/Blue Team for all use of force reports.

Use of Force Review

The following procedures govern the review and documentation of an LRPD officer's use of force:

- As soon as the suspect is restrained and the scene is stabilized, the involved officer must immediately contact a supervisor.
- The supervisor will immediately evaluate the circumstances, amount, and necessity of the force used.
- An Incident Report will be completed.
- An Officer's Report (Form 5600-02) will be made with a complete and detailed account of the exact force used.
- A Use of Force Report will be entered into the Blue Team program.
- The reports will be reviewed by the officer's supervisor, who will make a written evaluation and forward the reports through the chain of command to be reviewed at each level and submitted to the Office of the Chief of Police.
- If necessary, after review by the appropriate Division Commander, the Use of Force file will be forwarded to the Chief of Police for his findings and disposition.
- The following Use of Force files will be forwarded to the Chief of Police for his findings and disposition:
 - Any file wherein a potential violation of departmental policy has been identified.
 - Any file where counseling or other disciplinary action has been recommended.
 - Any file where there is some element of disagreement in the chain of command evaluations.
 - Any file where an officer has been injured.
 - Any file where there is an indication of a safety or policy issue which should be addressed.
- After final review, the Use of Force file will be forwarded to Professional Standards for computer data entry. The Professional Standards Section will retain files where any type of disciplinary action was taken. All other files will be routed to the appropriate Division Commander for retention.

The Training Division Commander compiles a quarterly report of all use of force incidents and this report is forwarded each quarter to the Office of the Chief of Police; however, it would be recommended that this report be compiled monthly instead of quarterly. The Training Division Commander also compiles an annual analysis of all use of force incidents, policies, and reporting procedures. The analysis reviews all patterns or trends that may indicate training needs, equipment upgrades, and/or policy modification. Although the use of force incidents are reviewed annually, CPSM would recommend that each individual use of force also be reviewed by a use of force instructor for those aspects also reviewed in the annual review. Instructor review may detect a developing trend that may need to be corrected more quickly than if it were to be found during the annual review.

Duty to Intercede

In recent years, law enforcement agencies nationwide have begun to include duty to intercede and report provisions in their use of force policies. Duty to intercede requires an officer to intercede if they witness a department member using force that is clearly beyond that which is necessary, as determined by an objectively reasonable officer under the circumstances. A duty to report policy requires any officer who observes a law enforcement officer or an employee use force that potentially exceeds what the officer reasonably believes to be necessary to report such observation to a supervisor.

LRPD has a specific section in its Use of Force policy (G.O. 303) that states:

A. Any officer who observes another officer using force shall intercede to prevent further harm if the officer knows that the force being used is not reasonable and the officer has a reasonable opportunity to prevent harm. Such officers must also promptly report these observations to a supervisor.

As big an issue as this is in our country right now, LRPD is to be commended for including it in the policy and training it during its use of force training.

De-escalation Provisions

De-escalation requirements are also now commonly incorporated into use of force policies. This policy requires officers to utilize de-escalation techniques, crisis intervention tactics, and other alternatives to force when feasible. "Feasible" has been defined for policy purposes in some jurisdictions as, "Reasonably capable of being done or carried out under the circumstances to successfully achieve the arrest or lawful objective without increasing risk to the officer or another person." LRPD's use of force policy contains a de-escalation requirement as described below.

LRPD de-escalation policy is defined as taking action, or communicating verbally or non-verbally during a potential force encounter, in an attempt to stabilize the situation and reduce the immediacy of the threat so that more time, options, and resources can be called upon to resolve the situation without the use of force or with a reduction in the force necessary. De-escalation may include the use of such techniques as command presence, advisements, warnings, verbal persuasion, and tactical repositioning.

Use of Lethal Force

LRPD policy authorizes the use of deadly force but places the ultimate value on human life while considering the legal, moral, and ethical implications of its application. The use of deadly force shall be the last alternative, and the officer's responsibility to protect human life must include his

own. Officers may only use deadly force to protect themselves or others from what they reasonably believe to be an immediate threat of death or serious physical injury.

The policy discusses the avoidance of using deadly force:

- Regardless of the nature of a crime or the justification for directing deadly force at a suspect, officers must remember that their basic responsibility is to protect life. Officers shall not fire their weapons under conditions that would unnecessarily subject bystanders or hostages to death or possible injury, except to preserve life or to prevent serious physical injury. Deadly force is an act of last resort and will be used only when other reasonable alternatives are impractical or have failed.
- Officers will plan ahead and consider alternatives which will reduce the possibility of needing to use deadly force.

General Order 303 contains detailed policy and procedure guidelines regarding deadly force investigations and their review. Whenever a Little Rock Police Officer is involved in an incident in which either the officer or another person is injured or killed as a result of police action and/or the use of deadly force, or whenever an officer intentionally employs deadly force, but no injury or death results, two separate investigations shall be initiated, that is, a criminal investigation and an administrative investigation.

The policy also includes direction regarding reintegration of the employee to full duty following a deadly force incident. An officer who has employed deadly force that resulted in injury or death to any person, is to be placed on administrative leave until after the officer has attended mandatory EAP sessions, a thorough administrative review has been completed, or a decision by the Chief of Police or his designee has been made regarding return to work.

Use of Force Incidents

From January 1, 2020, to December 31, 2020, LRPD recorded 174,906 calls for service. With 235 reportable use of force incidents, it can be seen that LRPD officers used force in 0.0013 percent of calls. In terms of arrests during 2020, LRPD officers used force in 2.89 percent of 8,145 arrests. Factors such as training and supervision as well as increased public scrutiny are all factors that can impact this high-risk aspect of policing.

The following tables and figure reflect reported use of force incidents for 2018 through 2020 as reported by the LRPD.

TABLE 11-8: Use of Force Incidents Compared to Arrests, 2018–2020

Year	Total Number of Arrests	Number of Use of Force Reports	% of Arrests When Force Is Used	Ratio (1 out of X Arrests Results in UOF)
2018	11,291	233	2.06	48.45
2019	8,986	234	2.60	38.40
2020	8,145	235	2.89	34.65
Total	28,422	702	2.47	40.48

Source: Little Rock Police Department

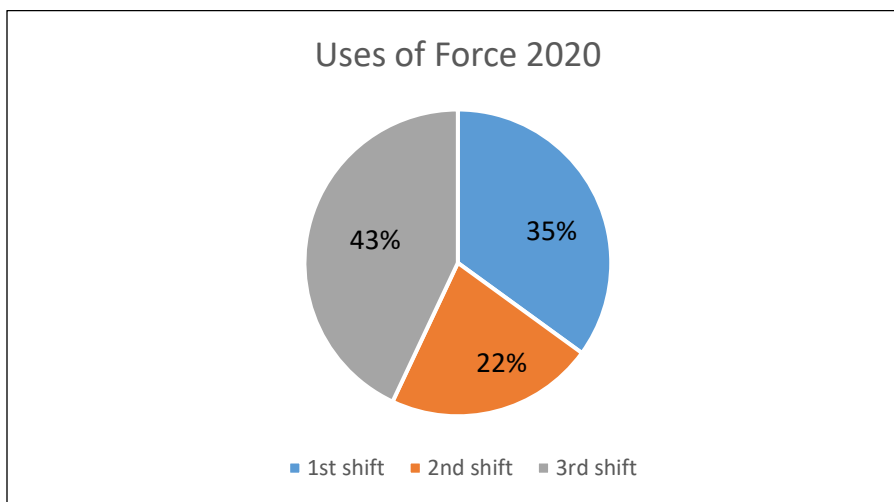
TABLE 11-9: Use of Force Incidents Compared to Dispatch Calls, 2018–2020

Year	Total Number of Dispatched/Initiated Calls*	Number of Use of Force Reports*	% of Dispatched Calls When Force Is Used
2018	153,828	233	.0015
2019	175,508	234	.0013
2020	174,906	235	.0013
Total	504,242	702	.0014

Source: Little Rock Police Department.

Note: *The total number of calls is representative of the incidents dispatched and contact initiated by the Little Rock Police Department.

FIGURE 11-1: 2020 Uses of Force by Shift



Source: Little Rock Police Department

The figure above shows the percentage of all uses of force that occurred on each of the department's three shift deployments.

Use of Force Recommendations:

- The use of force policy should be reviewed annually for any changes in law or altering any way that force is used. (Recommendation No. 109.)
- It is recommended a monthly, instead of quarterly, report be developed to provide timely force analytic information for command staff review. (Recommendation No. 110.)
- CPSM recommends that each use of force be reviewed by a use of force instructor to search for trends that may indicate training needs, equipment upgrades, and/or policy modification. (Recommendation No. 111.)

SECTION 12. MISCELLANEOUS

9-1-1 COMMUNICATIONS UNIT

The 9-1-1 Communications Division, a 24-hour operation, is a vital component of an effective law enforcement agency. Often the first point of contact for a citizen seeking assistance, communications operators play a significant role in setting the tone for the community's attitude toward the agency. The efficiency with which they collect information from callers and relay that information to responding personnel significantly impacts the safety of citizens, police officers, and fire personnel. The Communications Unit dispatches police service calls and the service calls for the fire department. Although the Communications Unit dispatches for both police and fire, the analysis that follows regarding response times, types of calls, etc., is all police-related information.

Communications is the primary Public Safety Answering Point (PSAP) for the City of Little Rock Police and Fire Departments. All 9-1-1 calls in the city come into the call center and are answered by the call takers. The call takers also answer the public non-emergency line and other internal numbers for the city.

The Little Rock 9-1-1 Communications Center (LRCC) recently moved from under the control of the police department to the fire department. The LRCC has historically been a division in the police department but moved to the fire department between the start of the data collection for this review and the site assessment. The plan in the upcoming year is to move the LRCC from the fire department to be a stand-alone city department. After conferring with the Police Chief, it was determined the review of the Center would still take place and be part of the overall assessment of the police department.

The Center is led by a Director who oversees the day-to-day operations with a budgeted strength of 67 employees. The staff of the Center includes call takers, dispatchers, supervisors, and administrative staff. The supervisors work on the floor of the Center and routinely jump in and cover consoles to answer calls and dispatch as necessary.

The Communications Center operates on a relatively new computer-aided dispatch (CAD) platform, Motorola Premier. The CAD system allows communications centers to dispatch and track patrol, fire, and medical calls. The system also utilizes AT&T for phone service and Vesta for call handling software. The CAD system went live in December of 2020, and the Vesta system was simultaneously upgraded to handle the new version of CAD.

The complete transition to the new system is still a work in progress. Although the system is in daily use for incoming calls and the dispatching of calls, many reports, templates, and other tools are under development. The data for this assessment related to calls for service, processing, and response times are all from the old system and taken from 2020 numbers.

Communications Facility and Equipment

The communications operation is located in a building next to police headquarters. The proximity of the Center to the main station allows for easy access by department members. The area is too small for the current authorized staff and is cramped. The employees have made adjustments, and they make the space work. However, when the Center reaches full staffing, conditions will become more crowded. There is no room for growth or the addition of technology initiatives such as camera monitoring stations or a Real-Time Crime Center.

The "floor" of the Call Center, where all of the call takers and dispatchers work, takes up the majority of space in the Center. There is very little room for administrative functions, training, and other essential activities. The breakroom requires updating and is very small and not very functional. The nature of police and fire call taking and dispatching functions are inherently stressful and challenging jobs. Adequate space for breaks and downtime is essential for employee health, wellness, and retention. Reconfiguring the breakroom and adding a small "quiet room" for breaks should be prioritized.

Although the consoles and many computers and monitors are new, the chairs need to be replaced. Several of the chairs observed during the site visit need repair or replacement. The current chairs were purchased through a cooperative agreement with a state prison that manufactures them. The chairs are not built for around-the-clock use seven days a week. Call takers and dispatchers spend their entire shifts in their chairs. The chairs are assigned to a workstation so three different people collectively occupy a chair for 24 hours every day. Chairs used in a Communication Center should be ergonomically designed to fit the consoles, should be fully adjustable, and should be well-built to handle heavy use. The chairs purchased from the state prison system are not adequate.

Communications Staffing and Supervision

The Communications Unit is (was) part of the Support Services Division, and its personnel operated under the direction of a civilian Director. Along with the Director, an administrator and six shift supervisors are responsible for the day-to-day operations. The unit currently has 19 vacancies.

TABLE 12-1: Communications Center Staffing (2020)

Position	Authorized	Vacant	Actual
Director	1	0	1
Administrative	3	0	3
Shift Supervisor	9	0	9
Call taker*/Dispatcher	49	19	30
Training Supervisor	1	0	1
ECT	2	0	2
Total Positions	65	19	46

Note: * Call Taker is an entry-level position, required to progress to dispatcher.

In most of the jurisdictions CPSM studies Spanish is the most-used second language when calls are made to the police department. Communications has no Spanish speakers on staff. A language line is used if an interpreter is needed for Spanish or any other language. The department currently contracts with Language Line Solutions. CPSM learned that hiring is difficult for the Center, and bilingual applicants are not targeted. CPSM would encourage future hiring information for a communications operator to indicate that bilingual capability is preferred.

Staffing levels for the day and night shifts are three call takers and four dispatchers. The afternoon shift is the busiest time, so the Center staffing increases to four call takers and four dispatchers. The following table shows deployment by shift.

TABLE 12-2: Communications Center Shift Deployment

Day Shift 6:30 a.m. - 2:30 p.m.	Afternoon Shift 2:30 p.m. – 10:30 p.m.	Night Shift 10:30 p.m. – 6:30 a.m.
3 call takers	4 call takers	3 call takers
4 dispatchers (2 police, 2 fire)	4 dispatchers (2 police, 2 fire)	4 dispatchers (2 police, 2 fire)
1 to 2 supervisors*	1 to 2 supervisors*	Supervisors*

Note: * Two supervisors are normally scheduled for each shift, but four shifts per week have only one supervisor scheduled given the number of supervisor positions.

It is a challenge to evaluate the staffing level with so many vacancies. The current staff is significantly strained. The Center recently was able to stop using mandatory overtime, but the use of overtime is still significant.

Call / Workload Demand

TABLE 12-3: Calls per Day, by Category

Category	No. of Calls	Calls per Day
Accident	11,749	32.2
Alarm	17,238	47.2
Animal	564	1.5
Assist citizen	3,474	9.5
Assist other agency	5,440	14.9
Check	7,301	20.0
Crime–drug/alcohol	754	2.1
Crime–person	10,690	29.3
Crime–property	14,739	40.4
Disturbance	20,652	56.6
Investigation	4,507	12.3
Miscellaneous	5,075	13.9
Suspicious incident	9,283	25.4
Traffic enforcement	4,046	11.1
Traffic stop	11,115	30.5
Unknown trouble	3,550	9.7
Warrant/custody	1,715	4.7
Total	131,892	361.3

Note: The focus here is on recorded calls rather than recorded events. We removed 7,395 events with zero time on scene.

Observations:

- On average, there were 361.3 calls per day or 15.1 per hour.
- The top four categories accounted for 69 percent of calls:
 - 20 percent of calls were traffic-related.
 - 20 percent of calls were crimes.

- 16 percent of calls were disturbances.
- 13 percent of calls were alarms.

Recruitment, Hiring, and Retention

The position of 911/dispatch operator is challenging and stressful. Virtually every agency studied by CPSM reports that it is a struggle to find qualified applicants who can complete the rigorous training program required to perform these duties. That issue is evident with the LRCC, as it also struggles to hire candidates for open slots. Several observations related to recruitment and retention were made during the site visit. The City Human Resources Department controls the process. It is recommended that a manager from the LRCC be more engaged as a decision-maker in evaluating and potentially revamping the recruitment and hiring process.

The use of social media for celebrating the LRCC and marketing the Center to potential candidates is missing. An active social media campaign can be used for multiple reasons, including recruitment. In addition to social media, an active community outreach program can also help educate people about the call taker and dispatcher roles. Especially as the LRCC will be branching off as a separate department, investing in a new position for a Public Information Officer (PIO) would be helpful to start a robust social media, public outreach, and marketing campaign.

The Critical practical test is used to evaluate new hire candidates. The minimum score cutoff should be reevaluated. It was established years ago when the goal was to provide an objective evaluation to whittle down the number of applicants when the department received multiple applicants for each opening. In the current environment where the LRCC is struggling to find qualified applicants, the minimum score could be eliminating candidates who may be able to perform the job if given the opportunity. An evaluation of the cutoff score for passing should be undertaken.

Many agencies that CPSM has studied have similar difficulties maintaining adequate staffing in communications and have developed a cadre of retired communications operators who come in to assist during special events, for vacation relief, and when operators call in sick. The Little Rock Center should hire and have a cadre of communication operators who could assist when needed.

Work Schedule

There are many work schedules used in law enforcement and fire dispatch centers. Each agency must weigh which schedule best serves the needs of the community. The Communications Center uses a traditional 8-hour shift five days per week. The days off rotate one day each month, so employees eventually will have weekend days off, at least for a while. The current shift system for the Little Rock 9-1-1 Communications Center is a system that many agencies have moved away from.

There are Centers that CPSM has studied that use four-day/10-hour shifts, three-day/12-hour shifts, or hybrid schedules that include a blend of shifts for 10 and 12 hours per day. At the LRCC, alternate shift schedules have been discussed and not implemented because of a lack of consensus. A three-day/12-hour shift schedule was proposed, and a survey was taken in which Center employees were split on implementing such a schedule.

There are some inherent inefficiencies and deployment challenges with the current five-day/8-hour schedule. Other centers have discovered overtime can be significantly reduced with an alternate work schedule, as most dispatchers are routinely held over for long shifts on the eight hour schedule. The management staff of the Center has collected information on schedules

from other call centers and have formulate several solutions for the Little Rock center. Due to the new CAD implementation and other organizational challenges, a schedule change has not been pursued at this time. CPSM recommends an alternate schedule be developed and implemented that most benefits the Center and its service to the Little Rock Community.

Training

All new employees start as a call taker and progress to being a dispatcher within a one-year time frame. They begin with a five-week Dispatch Academy trained by a Certified Training Officer (CTO). They are then qualified and monitored by CTOs through on-the-job training. The training is extensive and continues throughout various stages until signed off by the training staff to clear the employee as a solo qualified dispatcher. A Training Supervisor oversees the CTOs, the trainees, and their progress. The system is very structured and appears to meet the needs of the Center. Implementing the new CAD system has made the call-taking training more manageable, and trainees seem to be much more successful.

The progression from call taker to dispatcher is a lengthy process. The progression is relatively new, and the classification system was revamped with the City's Human Resources Department to improve salaries and retention. It is early in the new classification system, but it appears more effective than the older system. One drawback identified is that employees remain probationary for three years as they move from trainee to call taker to dispatcher. This lengthy probationary status should be monitored to ensure it does not adversely impact retention.

No one in the Center is currently trained to be a tactical dispatcher, even though the department employs a SWAT Unit and also is involved in numerous special events. During high-risk incidents, SWAT operations, and planned special events, a tactical dispatcher can be a tremendous asset. Tactical dispatcher is a collateral duty reserved for the more experienced dispatchers with a proven track record of exceptional proficiency in routine dispatch operations. Working in-field communications during elevated incidents requires sound judgment and tactically minded individuals.

Some duties include, but are not limited to:

- Act as the primary dispatcher for high-risk or planned events on a dedicated radio channel.
- Understand/decipher radio traffic re: tactical communications.
- Deploy with the SWAT team for high-risk or planned events.
- Scribe negotiations.
- Assist the Incident Commander with maintaining radio traffic in-field.
- Maintain personnel rosters, check-in forms, and unit location changes.

Little Rock has many special events and a few SWAT incidents throughout the year. It is recommended that it send several of the more experienced communications operators to tactical dispatcher training.

Response Times

TABLE 12-3: Average Response Time Components, by Category

Category	Winter				Summer			
	Minutes			Count	Minutes			Count
	Dispatch	Travel	Response		Dispatch	Travel	Response	
Accident	7.6	10.7	18.3	1,395	9.1	10.6	19.7	1,395
Alarm	2.1	7.2	9.4	1,968	3.0	7.6	10.5	2,127
Animal	4.8	8.2	13.0	67	7.0	8.7	15.6	81
Assist citizen	8.9	7.9	16.8	444	11.7	8.4	20.1	488
Assist other agency	3.1	6.0	9.2	769	4.0	6.1	10.1	700
Check	6.8	6.9	13.8	912	8.7	7.6	16.3	899
Crime—drug/alcohol	8.7	7.8	16.5	101	10.3	7.0	17.3	93
Crime—person	5.7	7.0	12.6	1,365	6.0	7.2	13.2	1,451
Crime—property	6.9	8.9	15.8	1,696	8.5	9.4	17.9	2,061
Disturbance	6.0	6.8	12.8	2,457	6.7	7.2	14.0	2,822
Investigation	7.1	8.5	15.6	511	7.5	8.2	15.7	585
Miscellaneous	11.2	9.4	20.5	392	15.2	9.4	24.6	411
Suspicious incident	5.2	7.3	12.5	938	5.7	7.8	13.5	934
Traffic enforcement	11.3	9.5	20.8	327	14.2	10.6	24.9	353
Unknown trouble	4.0	6.6	10.6	482	4.5	6.5	11.0	451
Warrant/custody	8.1	12.0	20.1	164	9.0	12.3	21.3	141
Total Average	5.9	7.8	13.7	13,988	7.1	8.1	15.2	14,992

Note: The total average is weighted according to the number of calls per category.

Observations:

- In winter, the average response time for most categories was between 9 minutes and 19 minutes.
- In winter, the average response time was as short as 9 minutes (for alarms) and as long as 20 minutes (for warrant/custody calls).
- In summer, the average response time for most categories was between 11 minutes and 21 minutes.
- In summer, the average response time was as short as 11 minutes (for alarms) and as long as 23 minutes (for general noncriminal calls).
- The average response time for crimes was 14 minutes in winter and 16 minutes in summer.

TABLE 12-4: Average and 90th Percentile Response Times, by Priority

Priority	Minutes			Calls	90th Percentile Response Time, Minutes
	Dispatch	Travel	Response		
1	2.1	6.2	8.3	4	10.3
2	3.7	6.4	10.1	9,248	17.8
3	4.4	7.6	12.0	35,408	22.2
4	5.6	7.0	12.6	17,765	22.7
5	9.4	10.3	19.8	13,375	45.1
6	10.3	8.9	19.2	11,498	44.6
7	11.6	8.4	20.0	2,783	51.4
8	14.1	9.7	23.8	4,361	68.7
9	16.5	10.8	27.4	1,755	80.5
Total	6.8	8.1	14.9	96,197	31.4
Injury accident	4.5	9.2	13.7	1,703	30.6

Note: The total average is weighted according to the number of calls within each priority level.

FIGURE 12-1: Average Response Time Components, by Sector

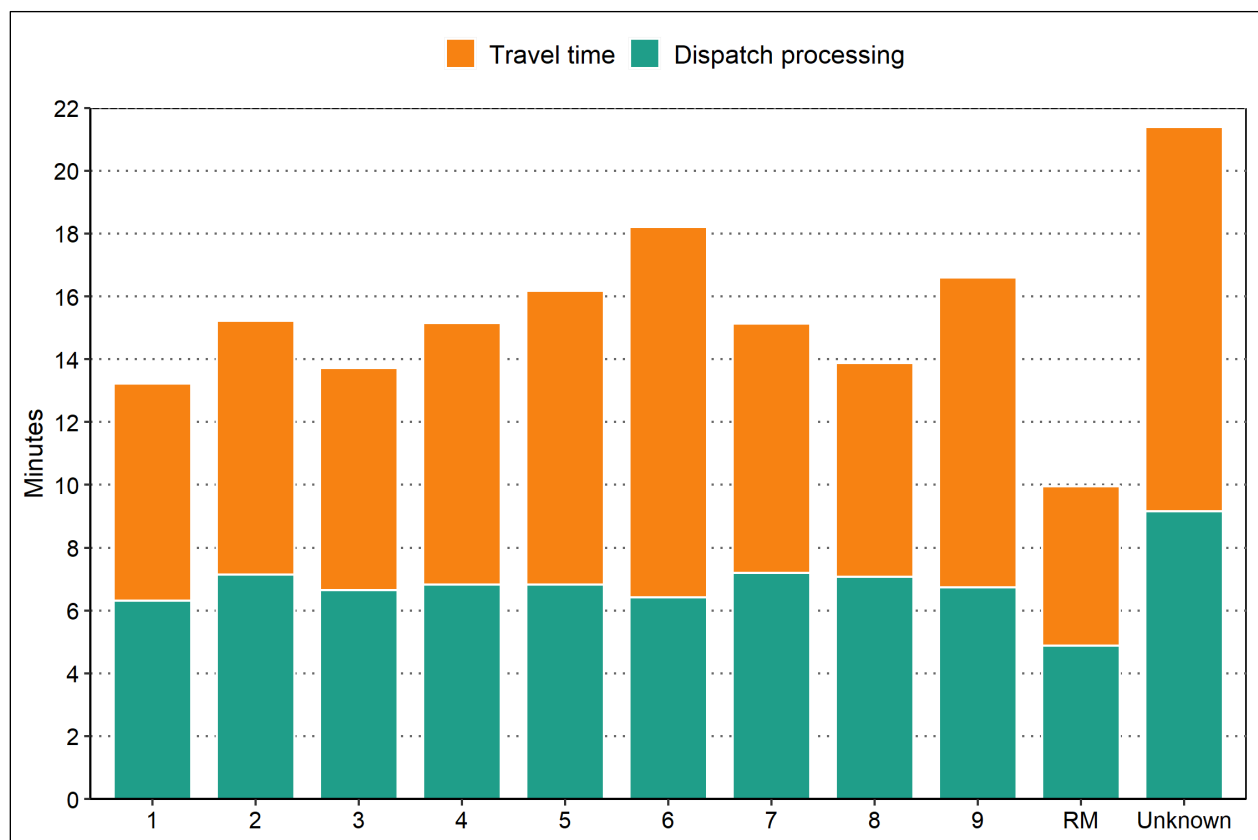
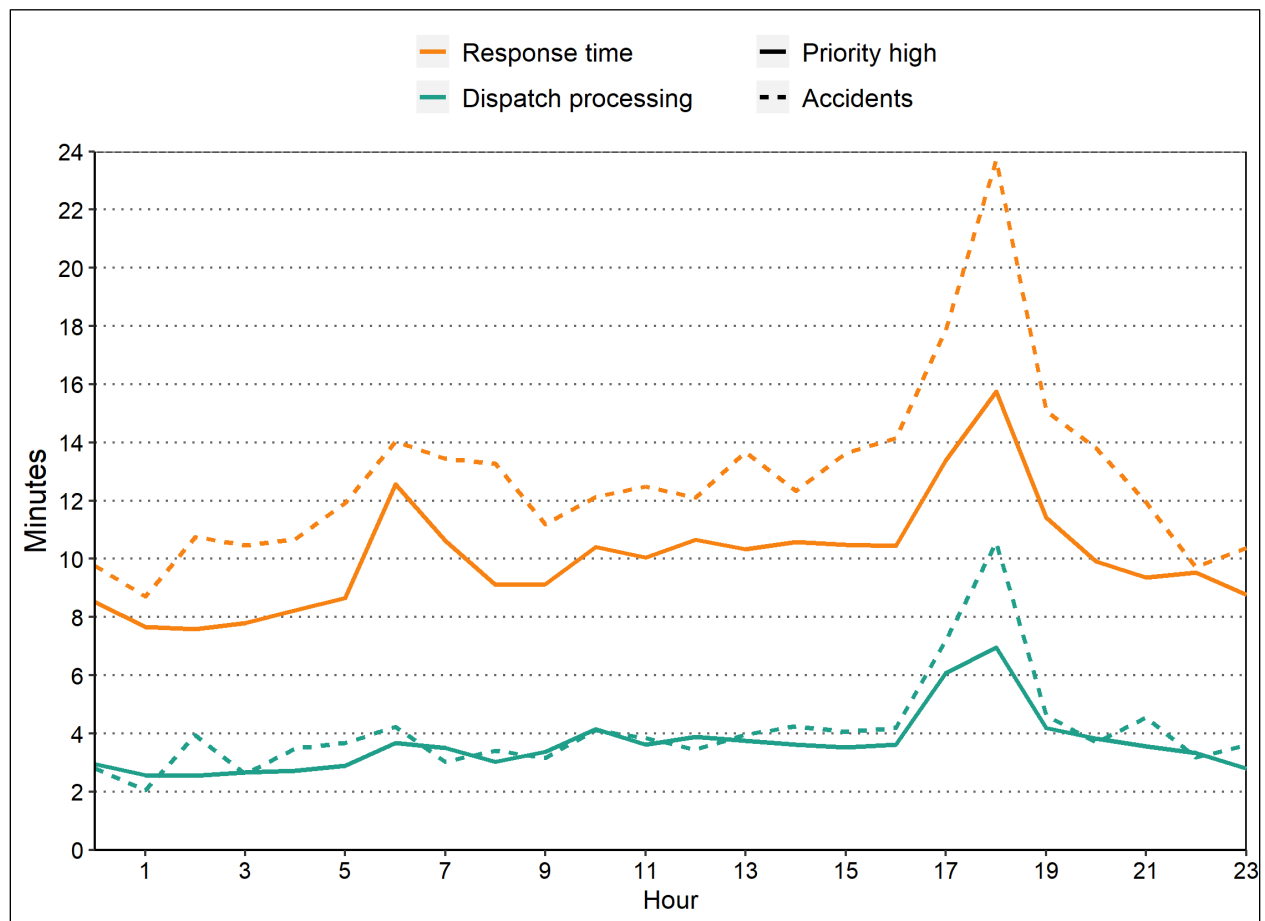


FIGURE 12-2: Average Response and Dispatch Processing Times for High-priority and Accident Calls, by Hour



Observations:

- The average response time was 10.1 minutes for high-priority calls, lower than the overall average of 14.9 minutes for all calls.
- Average dispatch processing was 3.3 minutes for high-priority calls, compared to 6.8 minutes overall.
- For high-priority calls, the most extended response times were between 6:00 p.m. and 7:00 p.m., with an average of 15.7 minutes.
- For high-priority calls, the shortest response times were between 2:00 a.m. and 3:00 a.m., with an average of 7.6 minutes.
- The average response time for injury accidents was 13.7 minutes, with a dispatch processing of 4.5 minutes.

Data calculations for response times are based on what is commonly practiced at law enforcement agencies. That is, a call taker receiving a call types the information into a call screen, electronically sends it to the communications operator, and the call is broadcast and assigned to an officer to handle. The dispatch period is measured from the first keystroke, ending when the communications operator assigns an officer to that call. The travel period begins after

the dispatch period and ends when the officer arrives at the scene of the call. The response time represents the combination of the dispatch operator and travel periods. This combination is the time it takes from the initial call to an officer arriving on the scene.

Frequently, there is little that can be done to reduce the driving time of the officers due to traffic conditions, the distance the officer is from the call, or what the officer is doing at the time the call is dispatched. However, response time can be reduced by examining and assessing the time it takes for dispatch to receive the call, obtain information, and then dispatch the call. The LRPD dispatch delay for priority calls of 3.2 minutes represents 33.6 percent of the total response time of 10.1 minutes experienced in Little Rock. The overall response time of 10.1 is considerably outside the national recommendation of 5 minutes for priority calls. Reducing the elapsed time of the dispatch delay segment is highly desirable. Hopefully, this will be remedied when the Communications Center becomes more fully staffed. However, the Center should also attempt to determine other causes for the increased dispatch delay. Every second can count in life safety and in-progress crime calls, so attempts to reduce this number are warranted.

As the Center works toward full implementation of the Motorola CAD system, detailed reports can be generated to help analyze the call processing time in detail so that goals can be established and measured. Reducing the call processing time will depend on staffing (filling vacancies) and reliable data.

Call Answer Times

In the third quarter of 2021, the Communications Center received 66,647 9-1-1 calls. This was a 2 percent decrease from the second quarter of 2021. The average answer time increased from 15 seconds to 18 seconds. The NENA standard states that 90 percent of 9-1-1 calls should be answered within 15 seconds or less. The third quarter compliance rate for this standard declined to 67 percent. NENA's secondary standard requires 95 percent of 9-1-1 calls to be answered within 20 seconds or less; the Center reported a 74 percent compliance rate for that standard.

The following table shows answer rates for July–September 2021 and compares 2021 and 2020. It is believed the high number of vacancies has contributed to this dropping rate of compliance. This report is generated quarterly based on monthly numbers. It is recommended that this metric of the time it takes to answer calls metric be tracked and published every month and used as a benchmark to measure Center performance continually.

TABLE 12-5: Time Taken to Answer Calls

Month/Quarter/YTD	Percent Meeting Standard (90% Answered in 15 seconds or less)	Percent Meeting Standard (95% Answered in 15 seconds or less)
July 2021	69%	75%
August 2021	64%	71%
September 2021	69%	75%
Fourth Quarter 2021	67%	74%
YTD 2020	80%	85%
YTD 2021	73%	79%

Quality Control Audits

Periodic reviews of recorded calls chosen at random and radio dispatched calls handled by each 911 dispatcher or call taker are essential to ensure quality control and help to identify training and or performance issues. A quality control audit involves a review of recorded conversations, timeliness of dispatch of the call, etc. A quality control program is a critical aspect of managing a 911/dispatch operation. Monitoring communication calls for service can also assist in identifying troublesome areas that specific employees may have and provides an opportunity to correct that individual employee's deficiencies.

A quality assurance program (QAP) should adhere to the following four principle objectives to be credible:

- Ensure that employees understand their duties.
- Measure and evaluate employee compliance relevant to their responsibilities.
- Thoroughly review the effects of compliance, assessing effectiveness, accuracy, and safety.
- Make the necessary changes and assure subsequent improvements in compliance through continuing education and feedback to both the employee and the supervisor.

The LRCC is in the process of developing a new quality assurance process. CPSM recommends the new program be designed to meet the criteria outlined above.

Psychological Debriefing

Public safety dispatchers play a vital role in delivering law enforcement services, functioning as a nexus between the community, law enforcement, allied agencies, and public safety field personnel. Their part is primarily one of information processing, obtaining, evaluating, and disseminating information regarding crimes, emergencies, and requests for public safety services information that is often critical to the safety of both the public and law enforcement personnel. The conditions under which this role is carried out are usually quite demanding of cognitive and non-cognitive skills and qualities.

It is essential to keep the Center's dispatchers mentally healthy because there are serious consequences of errors. Center personnel provide information, make decisions, and perform duties that may be critical to the safety of the public and field officers. They with tragic and unpleasant situations while alternating between periods of high activity and low activity. They function in a reactive mode since they cannot choose the calls/situations to be handled or know ahead of time what a situation will be.

Dispatchers take on increasingly tragic 911 calls and are just as vulnerable to PTSD as their sworn officer counterparts. According to the Association of Public Safety Communications Officers, public safety communicators suffer from mental health problems such as post-traumatic stress disorder, depression, anxiety, and a raft of other conditions brought on by the horrendous things they hear over the phone and the radio.

Sine the job may have a significant effect on their mental health, dispatchers may need professional counseling or support from clinical psychologists. CPSM recommends that all dispatchers and call takers be required once a year to meet with a mental health professional for debriefing.

Communications Recommendations:

- New chairs designed to be adjustable to fit a wide variety of people and durable enough for 24/7 use should be purchased. (Recommendation No. 112)
- CPSM would encourage future hiring information for a communications operator to indicate that bilingual capability is preferred. (Recommendation No. 113.)
- The Communications Center must be brought up to a full complement of personnel to enable maximum staffing on all shifts. (Recommendation No. 114.)
- Due to the unique nature of the call taker position, the City Human Resources Department should allow an LRCC manager to meaningfully participate in decisions about the hiring process. Typical citywide rules for recruitment postings, processing applicants, and the rest of the process should be evaluated for how to customize the process for call takers in order to get the positions filled as quickly as possible. (Recommendation No. 115.)
- When financially feasible, hire a public information officer to develop a comprehensive social media campaign, market the Center, and focus on marketing for recruitment. (Recommendation No. 116.)
- Evaluate the Critical call-taking test score standard to ensure it is set at the appropriate level given the current employment market. (Recommendation No. 117.)
- LRCC should examine the possibility of hiring a cadre of retired call takers or dispatchers who could assist when needed. (Recommendation No. 118.)
- Once the LRCC approaches full staffing and the CAD system is fully implemented with quality data available, the city should undertake a detailed staffing study to determine appropriate staffing levels. (Recommendation No. 119.)
- The Center should develop and implement an alternate work schedule to maximize staffing efficiency and minimize overtime. (Recommendation No. 120.)
- Send several communications operators to tactical dispatcher training. (Recommendation No. 121.)
- The Center should identify factors affecting the dispatch delay or call processing time. (Recommendation No. 122.)
- Develop monthly reporting and benchmarks for 9-1-1 and non-emergency call answering. Set goals for the Center and monitor the numbers monthly. (Recommendation No. 123.)
- The Center's management team needs to finish the development and implementation of a comprehensive and consistent program quality assurance Program. (Recommendation No. 124.)
- CPSM recommends that all dispatchers and call takers be required once a year to meet with a mental health professional for debriefing. (Recommendation No. 125)

FACILITY

LRPD's current headquarters building was constructed in 1959; it does not meet the current needs of the department. As such, the city is in the process of renovating a building across the street from the current location that will serve as the department's new headquarters facility. Thus, there will be no recommendations regarding the department's facility.

The department utilizes other facilities and substations that house departmental personnel. These locations are:

- **12th Street Station**: (Civilian, Uniformed personnel, and Detectives).
- **Northwest Substation**: (Civilian, Uniformed personnel, and Detectives).
- **Southwest Substation**: (Civilian, Uniformed personnel, and Detectives).
- **Special Operations Division**: (Civilian, Uniformed personnel, and Detectives).
- **Pankey Substation**: (Uniformed personnel).
- **Professional Standards**: (Civilians and Detectives).
- **Training Division**: (Civilian and Uniformed personnel).
- **Special Investigations Division**: (Civilians and Detectives).

FLEET

CPSM assessors met with various focus groups, individuals, supervisors, and managers during the onsite visit. In essentially every meeting, the poor condition of the department's fleet of vehicles was brought up as a concern.

A review of the master fleet list for the department indicates there are 376 city-owned vehicles and 42 leased vehicles. The leased vehicles are unmarked vehicles leased from Enterprise and used in various functions in the department. The lease includes maintenance; the cars can be turned in for new ones at the end of the lease term. The city's Public Works Department maintains the city vehicles.

The department has very little control it can exercise in vehicle purchases or maintenance. According to multiple people interviewed during the onsite assessment, the department has a high level of frustration with the city's fleet management. Older, high-mileage cars are often given expensive repairs. One of many examples was a marked vehicle used in SWAT. Despite being a 2009 vehicle with 293,000 miles, the car received a new transmission. The average mileage for a SWAT vehicle is over 200,000 miles. These are marked cars used in patrol and taken home by SWAT officers. In policing, older high-mileage cars are generally not assigned to patrol functions due to the strenuous demands placed on the vehicles.

It was also learned that the costs for maintenance of the police department vehicles are billed back to the police department as internal service charges. Charges include fees for restocking parts, storage, and overhead charges that increase maintenance costs beyond what would be available to the city in the private sector.

The police department also reports frequent delays in maintenance and a lack of spare cars to function normally. One detective we interviewed had to drive his personal vehicle for work purposes for several days. His department-supplied vehicle needed preventive maintenance and new tires, but the service was delayed because the tires were not in stock during the scheduled maintenance. There were no spare cars available for use while his vehicle was in the shop for service. According to other interviews, this experience is not unusual.

Typically, a police department will have the largest budget of any city department and will also have the largest fleet of vehicles. The LRPD should have more of a significant voice in the purchase and maintenance of vehicles. The high mileage and costly repairs of older vehicles

should be reviewed closely. Depending on older cars with high mileage for patrol functions is not a best practice.

The LRPD should work with the city to examine alternatives to current purchasing and maintenance practices. Many agencies reviewed by CPSM utilize public/private partnerships or contracts to maintain city vehicles. There are also many commercial leasing programs available, such as the one used for a small number of unmarked vehicles in Little Rock. Contemporary leasing programs now include marked patrol units. These alternatives are often more economical than traditional city fleet procurement and maintenance models like the one used in Little Rock.

Fleet Recommendations:

- CPSM recommends the city stop investing valuable resources into aging cars with high mileage. (Recommendation No. 126.)
- CPSM recommends the city conduct a comprehensive review of the police department's fleet to include a cost-benefit analysis of outsourcing maintenance and leasing more vehicles, including marked cars. (Recommendation No. 127.)

§ § §

SECTION 13. SUMMARY

Throughout this report, we have endeavored to provide the reader with insight into the Little Rock Police Department, its strengths, and opportunities for improvement.

CPSM recognizes that the recommendations, especially those involving personnel, come at a significant cost. Please be assured that they were not made lightly, but with significant consideration concerning operational necessity associated with each position. In one case, we recommended a reduction in staffing, but only if what we believe is unnecessary workload is modified or transferred.

We further recognize that implementing many of these recommendations, should the Little Rock Police Department choose to do so, will take weeks, months, and in some cases years. We would encourage the department leadership to work with Chief Humphrey on identifying those recommendations which, in his viewpoint, are most critical. As well, we would make ourselves available to consult as necessary and appropriate.

Additionally, a comprehensive data analysis report will follow. While the more pertinent aspects of that analysis are embedded in the Operational Assessment, readers are encouraged to review the data analysis report in its entirety.

§ § §

SECTION 14. DATA ANALYSIS

This data analysis report on police patrol operations for the Little Rock Police Department focuses on three main areas: workload, deployment, and response times. These three areas are related almost exclusively to patrol operations, which constitute a significant portion of the police department's personnel and financial commitment.

All information in this analysis was developed using data from the department's computer-aided dispatch (CAD) system.

CPSM collected data for one year from January 1, 2019, through December 31, 2019. The majority of the first section of the report, concluding with Table 14-9, uses call data for one year. For the detailed workload analysis, we use two eight-week sample periods. The first period is from January 4 through February 28, 2019, or winter, and the second period is from July 7 through August 31, 2019, or summer.

WORKLOAD ANALYSIS

When CPSM analyzes a set of dispatch records, we go through a series of steps:

- We first process the data to improve accuracy. For example, we remove test records that do not indicate an actual activity. We also remove incomplete data, as found in situations where there is not enough time information to evaluate the record.
- At this point, we have a series of records that we call "events." We identify these events in three ways:
 - We distinguish between patrol and nonpatrol units.
 - We assign a category to each event based upon its description.
 - We indicate whether the call is "zero time on scene" (i.e., patrol units spent less than 30 seconds on scene), "police-initiated," or "community-initiated."
- We then remove all records that do not involve a patrol unit to get a total number of patrol-related events.
- At important points during our analysis, we focus on a smaller group of events designed to represent actual calls for service. This excludes events with no unit time spent on scene and directed patrol activities.

In this way, we first identify a total number of records, then limit ourselves to patrol events, and finally focus on calls for service.

As with similar cases around the country, we encountered several issues when analyzing Little Rock's dispatch data. We made assumptions and decisions to address these issues.

- 7,395 events (about 5 percent) involved patrol units spending zero time on scene.
- 13 calls lacked accurate busy times. We excluded these calls when evaluating busy times and work hours.
- The computer-aided dispatch (CAD) system used approximately 147 different event descriptions, which we condensed into 17 categories for our tables and 11 categories for our

figures (shown in Chart 14-1). Table 14-20 in the appendix shows how each call description was categorized.

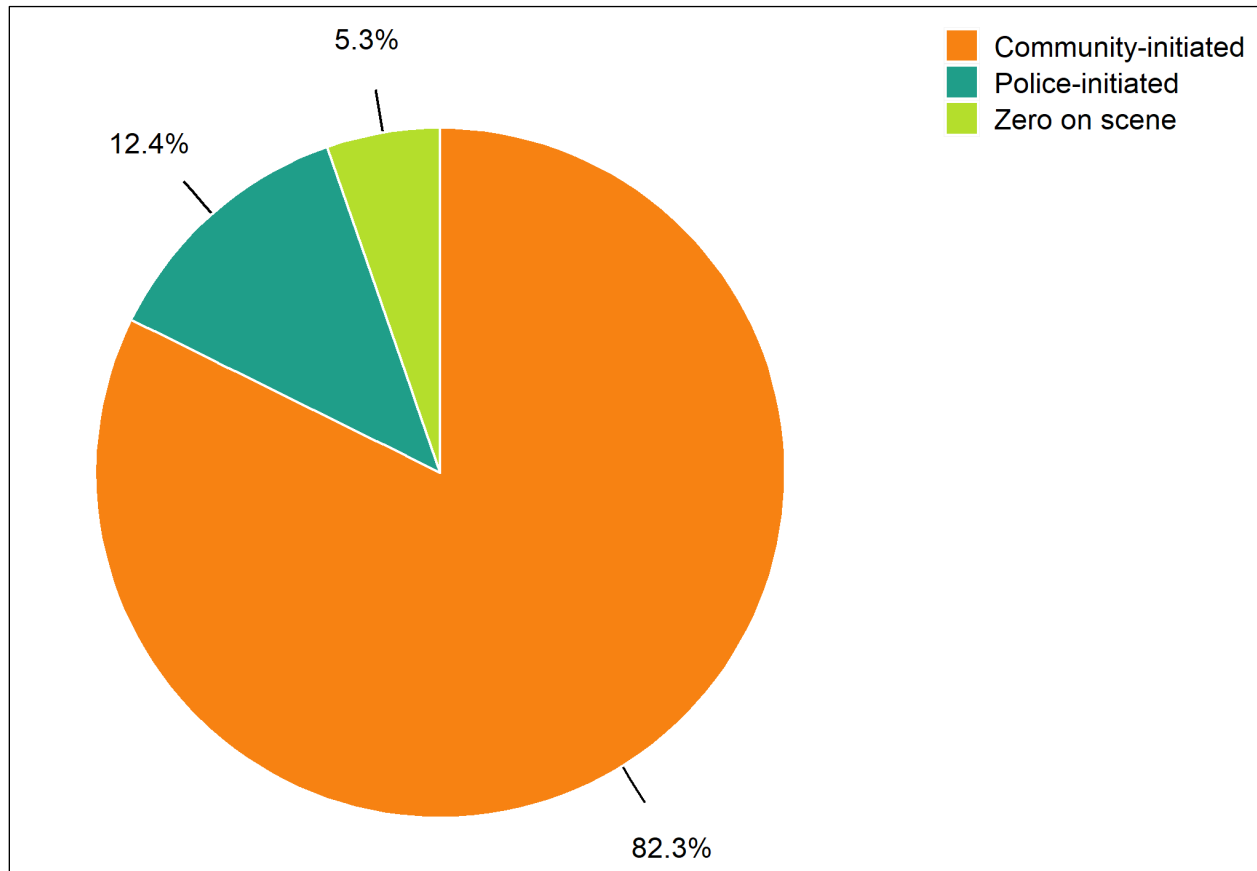
Between January 1, 2019, and December 31, 2019, the Communications Center recorded approximately 139,287 events involving a responding patrol unit. When measured daily, the department was dispatched to an average of 382 patrol-related events per day, approximately 5 percent of which (20 per day) had fewer than 30 seconds spent on the call.

In the following pages, we show two types of data: activity and workload. The activity levels are measured by the average number of calls per day, broken down by the type and origin of the calls, and categorized by the nature of the calls (crime, traffic, etc.). Workloads are measured in average work hours per day.

CHART 14-1: Event Descriptions for Tables and Figures

Table Category	Figure Category
Alarm	Alarm
Assist citizen	Assist
Assist other agency	
Check	Check
Crime—drug/alcohol	Crime
Crime—person	
Crime—property	
Disturbance	Disturbance
Animal	General noncriminal
Miscellaneous	
Investigation	Investigation
Suspicious incident	Suspicious
Accident	Traffic
Traffic enforcement	
Traffic stop	
Unknown trouble	Unknown trouble
Warrant/custody	Warrant/custody

FIGURE 14-1 Percentage Events per Day, by Initiator



Note: Percentages are based on a total of 139,287 events.

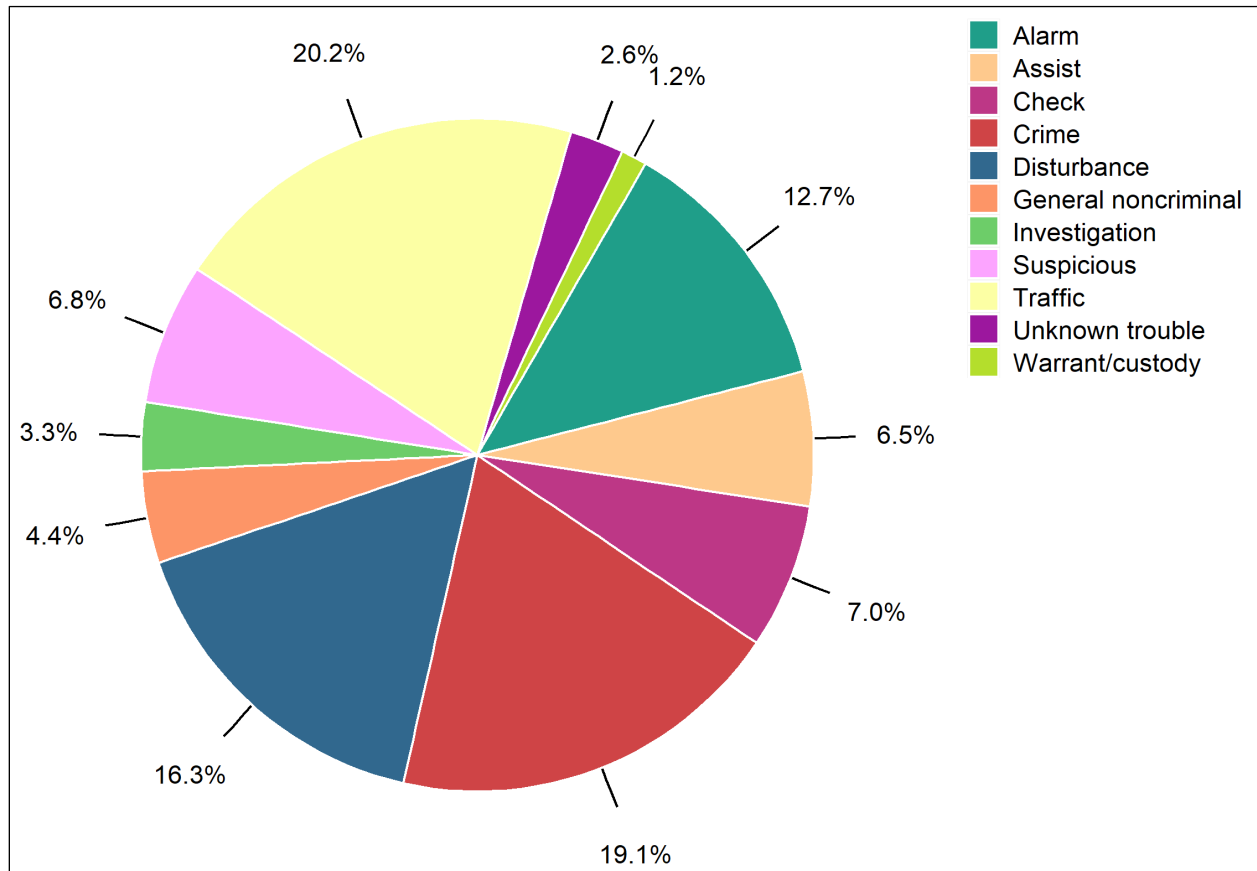
TABLE 14-1: Events per Day, by Initiator

Initiator	No. of Events	Events per Day
Community-initiated	114,660	314.1
Police-initiated	17,232	47.2
Zero on scene	7,395	20.3
Total	139,287	381.6

Observations:

- 5 percent of the events had zero time on scene.
- 12 percent of all events were police-initiated.
- 82 percent of all events were community-initiated.
- On average, there were 382 events per day, or 15.9 per hour.

FIGURE 14-2: Percentage Events per Day, by Category



Note: The figure combines categories in the following table according to the description in Chart 14-1.

TABLE 14-2: Events per Day, by Category

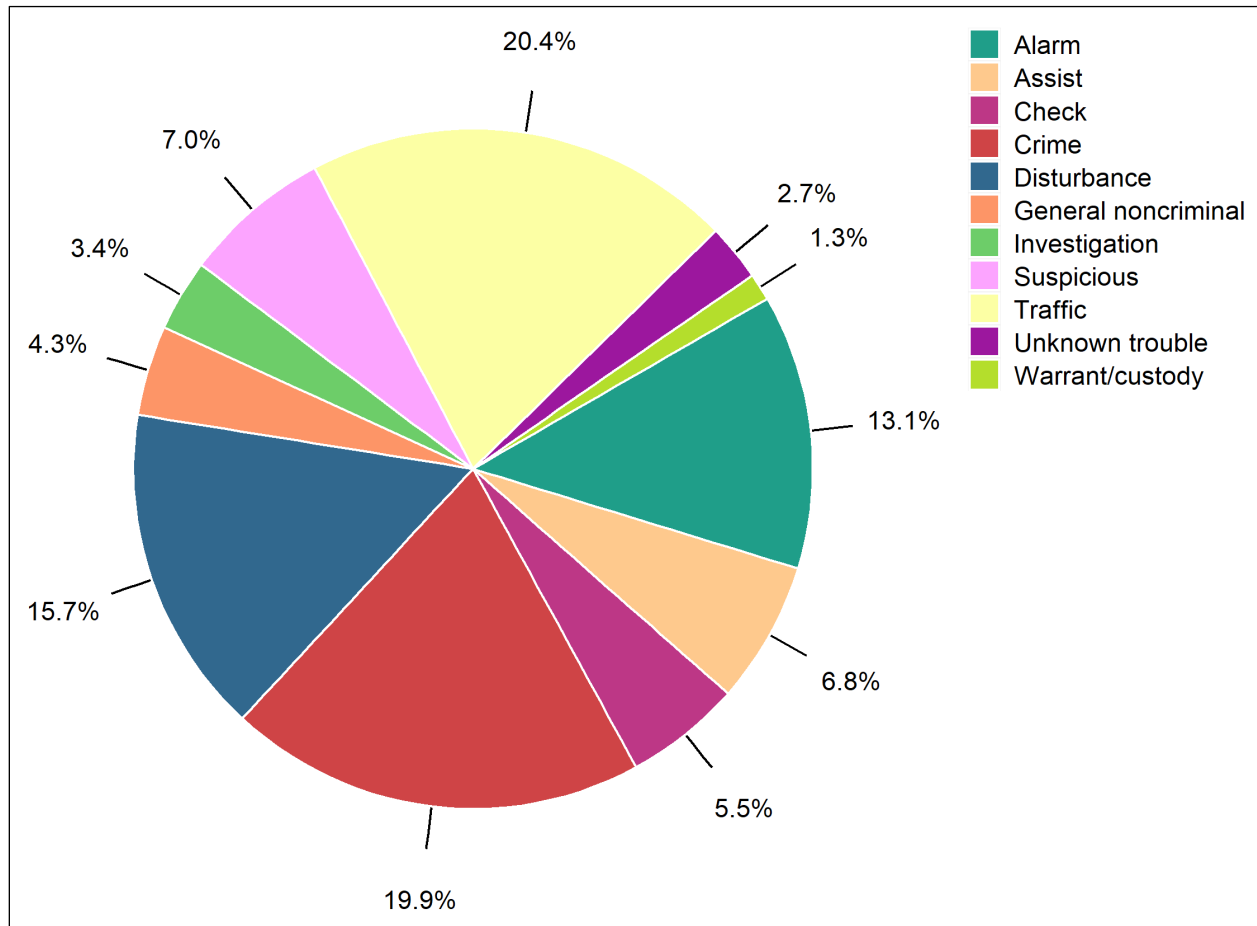
Category	No. of Events	Events per Day
Accident	11,843	32.4
Alarm	17,636	48.3
Animal	573	1.6
Assist citizen	3,496	9.6
Assist other agency	5,491	15.0
Check	9,726	26.6
Crime—drug/alcohol	826	2.3
Crime—person	10,899	29.9
Crime—property	14,891	40.8
Disturbance	22,656	62.1
Investigation	4,601	12.6
Miscellaneous	5,580	15.3
Suspicious incident	9,471	25.9
Traffic enforcement	4,983	13.7
Traffic stop	11,266	30.9
Unknown trouble	3,620	9.9
Warrant/custody	1,729	4.7
Total	139,287	381.6

Note: Observations below refer to events shown within the figure rather than the table.

Observations:

- The top four categories accounted for 68 percent of events.
 - 20 percent of events were traffic-related.
 - 19 percent of events were crimes.
 - 16 percent of events were disturbances.
 - 13 percent of events were alarms.

FIGURE 14-3: Percentage Calls per Day, by Category



Note: The figure combines categories in the following table according to the description in Chart 14-1.

TABLE 14-3: Calls per Day, by Category

Category	No. of Calls	Calls per Day
Accident	11,749	32.2
Alarm	17,238	47.2
Animal	564	1.5
Assist citizen	3,474	9.5
Assist other agency	5,440	14.9
Check	7,301	20.0
Crime—drug/alcohol	754	2.1
Crime—person	10,690	29.3
Crime—property	14,739	40.4
Disturbance	20,652	56.6
Investigation	4,507	12.3
Miscellaneous	5,075	13.9
Suspicious incident	9,283	25.4
Traffic enforcement	4,046	11.1
Traffic stop	11,115	30.5
Unknown trouble	3,550	9.7
Warrant/custody	1,715	4.7
Total	131,892	361.3

Note: The focus here is on recorded calls rather than recorded events. We removed 7,395 events with zero time on scene.

Observations:

- On average, there were 361.3 calls per day, or 15.1 per hour.
- The top four categories accounted for 69 percent of calls:
 - 20 percent of calls were traffic-related.
 - 20 percent of calls were crimes.
 - 16 percent of calls were disturbances.
 - 13 percent of calls were alarms.

FIGURE 14-4: Calls per Day, by Initiator and Month

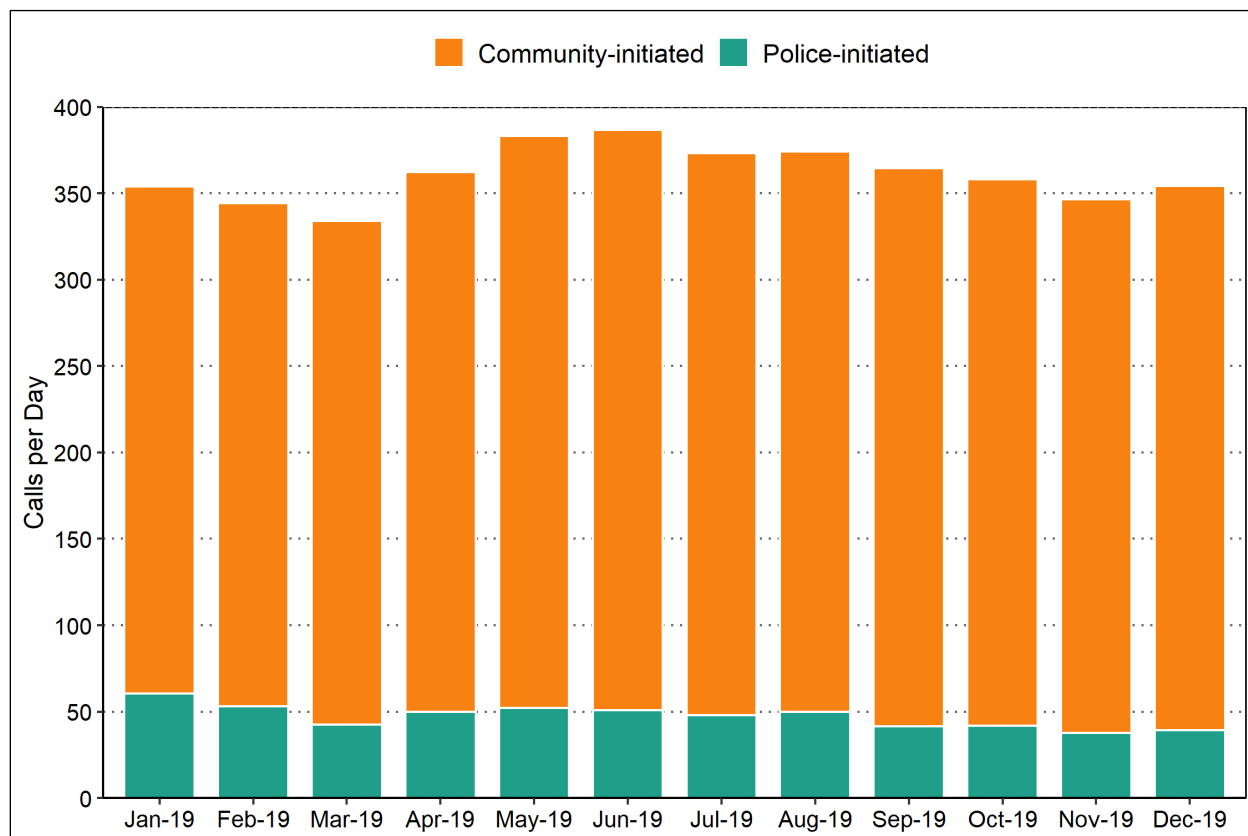


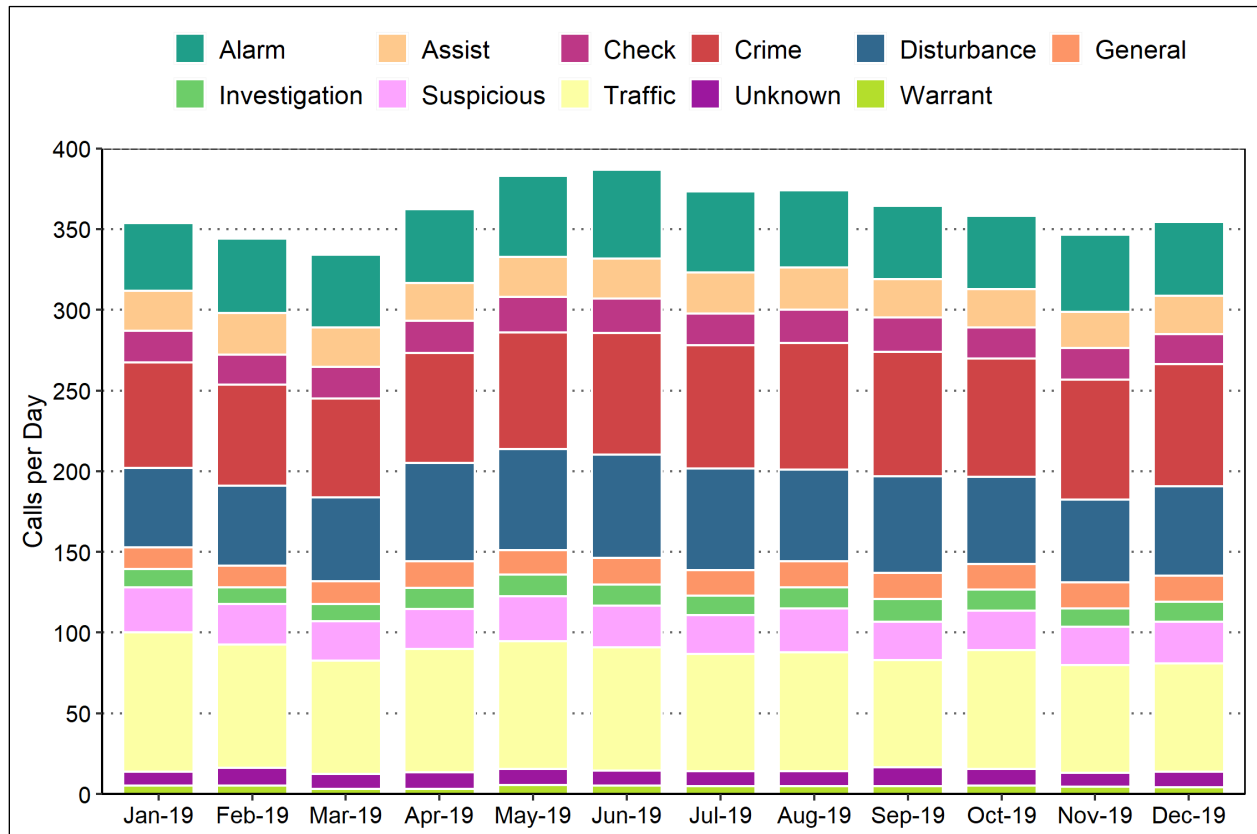
TABLE 14-4: Calls per Day, by Initiator and Months

Initiator	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Community	293.5	291.2	291.5	312.3	331.2	335.9	325.2	324.3	323.1	316.2	308.8	315.1
Police	60.4	52.9	42.6	49.9	52.0	50.8	48.1	49.9	41.4	41.9	37.8	39.2
Total	353.9	344.2	334.1	362.2	383.2	386.7	373.2	374.2	364.5	358.1	346.6	354.3

Observations:

- The number of calls per day was lowest in March.
- The number of calls per day was highest in May and June.
- The months with the most calls had 16 percent more calls than the months with the fewest calls.
- January had the most police-initiated calls, with 60 percent more than November, which had the fewest.
- June had the most community-initiated calls, with 15 percent more than January, February, and March, which had the fewest.

FIGURE 14-5: Calls per Day, by Category and Month



Note: The figure combines categories in the following table according to the description in Chart 14-1.

TABLE 14-5: Calls per Day, by Category and Month

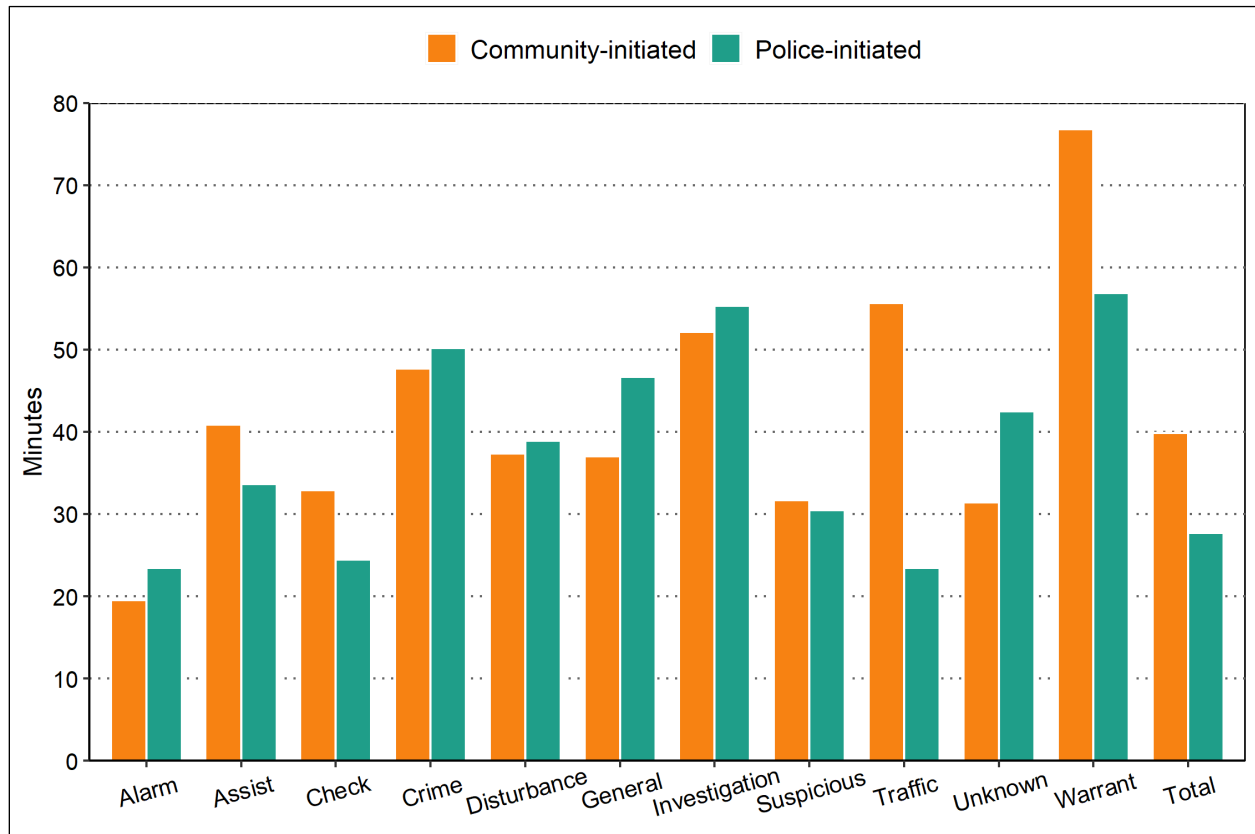
Category	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Accident	31.3	30.2	31.5	31.6	34.9	30.9	31.4	30.8	31.0	36.5	32.8	33.0
Alarm	42.2	46.1	45.0	45.7	50.4	55.1	50.0	47.8	45.5	45.4	48.0	45.6
Animal	1.4	1.6	1.3	1.7	1.5	1.8	1.3	2.0	1.6	1.4	1.4	1.6
Assist citizen	9.9	9.2	9.1	8.7	10.3	9.6	9.7	10.6	9.2	8.9	9.2	9.6
Assist other agency	14.8	16.8	15.4	14.6	14.5	15.3	15.7	15.6	14.4	14.6	13.2	14.1
Check	19.5	18.6	19.4	19.8	21.8	21.3	19.7	20.6	21.6	19.5	19.6	18.5
Crime—drug/alcohol	2.1	2.1	2.2	2.4	2.5	2.4	2.1	2.3	2.2	1.7	1.2	1.7
Crime—person	28.7	26.9	25.0	29.6	30.5	32.2	31.3	30.4	28.9	27.0	30.7	30.3
Crime—property	34.4	33.8	34.1	36.1	39.3	40.7	43.0	45.9	45.8	44.6	42.4	44.0
Disturbance	49.5	49.5	52.1	61.0	62.6	64.0	62.9	56.7	59.9	53.9	51.3	55.2
Investigation	11.4	10.2	10.6	13.0	13.3	13.0	12.1	13.2	14.2	13.3	11.4	12.4
Miscellaneous	12.0	11.9	12.7	14.9	13.8	14.7	14.7	14.1	14.4	14.4	14.5	14.8
Suspicious incident	27.7	24.9	24.7	24.9	27.9	25.9	24.3	27.0	23.6	24.5	23.9	25.8
Traffic enforcement	11.7	10.0	10.1	11.2	11.6	11.8	11.4	11.5	11.9	11.5	10.0	10.2
Traffic stop	43.2	36.3	28.6	33.8	32.7	33.5	29.6	31.5	23.6	25.3	23.8	23.8
Unknown trouble	8.9	10.8	9.0	10.1	10.1	9.3	9.3	9.3	11.7	10.3	8.5	9.7
Warrant/custody	5.0	5.3	3.3	3.3	5.5	5.2	5.0	4.9	4.8	5.4	4.6	4.1
Total	353.9	344.2	334.1	362.2	383.2	386.7	373.2	374.2	364.5	358.1	346.6	354.3

Note: Calculations were limited to calls rather than events.

Observations:

- The top four categories averaged between 68 and 70 percent of calls throughout the year:
 - Traffic calls averaged between 66.6 and 86.2 calls per day throughout the year.
 - Crime calls averaged between 61.2 and 78.6 calls per day throughout the year.
 - Disturbance calls averaged between 49.5 and 64.0 calls per day throughout the year.
 - Alarm calls averaged between 42.2 and 55.1 calls per day throughout the year.
- Crimes accounted for 18 to 21 percent of total calls.

FIGURE 14-6: Primary Unit's Average Occupied Times, by Category and Initiator



Note: The figure combines categories using weighted averages from the following table according to the description in Chart 14-1.

TABLE 14-6: Primary Unit's Average Occupied Times, by Category and Initiator

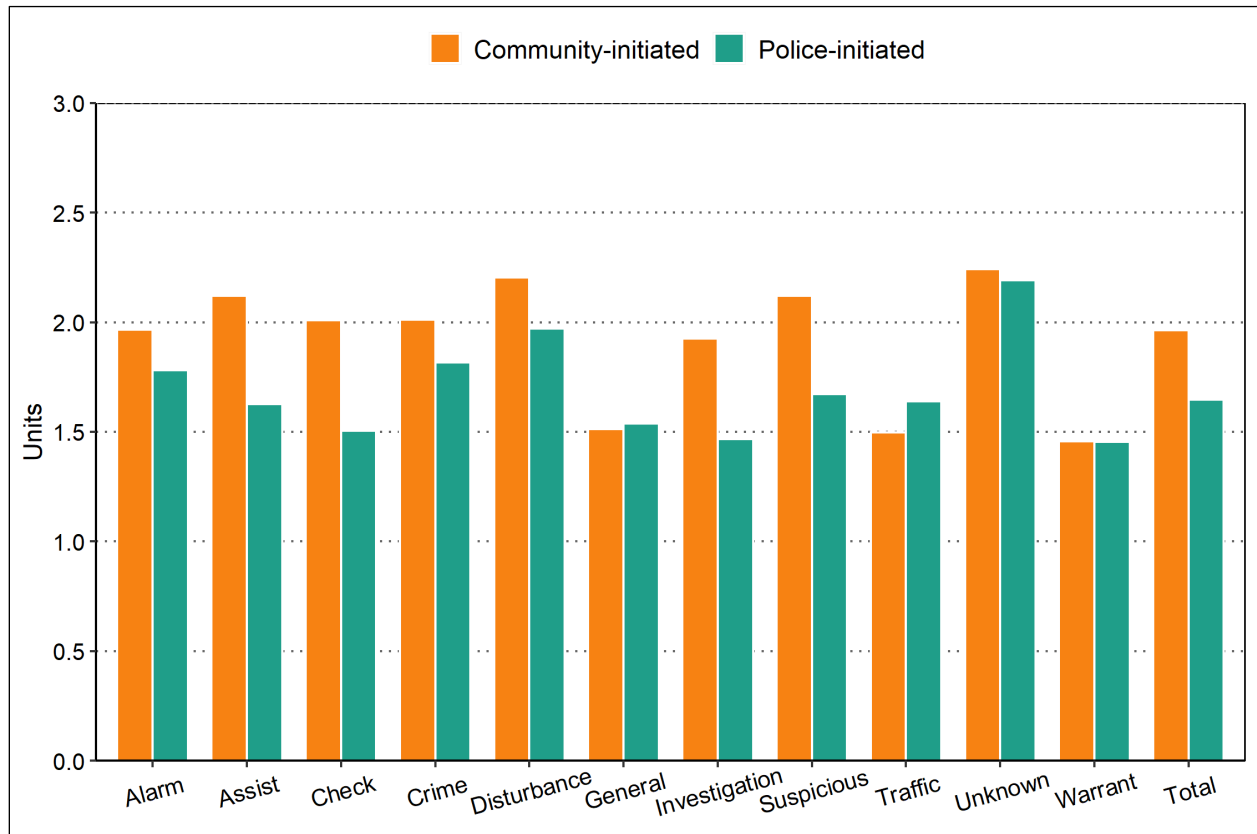
Category	Community-Initiated		Police-Initiated	
	Minutes	Calls	Minutes	Calls
Accident	62.8	11,408	58.4	340
Alarm	19.5	17,188	23.4	50
Animal	36.9	554	35.0	10
Assist citizen	41.7	3,421	39.5	53
Assist other agency	40.3	5,279	31.7	161
Check	32.9	7,168	24.5	133
Crime–drug/alcohol	27.6	746	43.9	8
Crime–person	49.4	10,502	45.4	188
Crime–property	47.5	14,345	52.6	392
Disturbance	37.3	20,386	38.9	266
Investigation	52.2	4,398	55.4	109
Miscellaneous	37.0	4,125	46.8	947
Suspicious incident	31.7	7,042	30.5	2,241
Traffic enforcement	29.6	3,124	28.8	922
Traffic stop	55.8	53	21.9	11,060
Unknown trouble	31.4	3,451	42.5	99
Warrant/custody	76.8	1,464	56.9	246
Weighted Average/Total Calls	39.8	114,654	27.7	17,225

Note: For this table, we removed 13 calls with inaccurate busy times. The information in Figure 14-6 and Table 14-6 is limited to calls and excludes all events that show zero time on scene. A unit's occupied time is measured as the time from when the unit was dispatched until the unit becomes available again. The times shown are the average occupied minutes per call for the primary unit, rather than the total occupied minutes for all units assigned to a call. Observations below refer to times shown within the figure rather than the table.

Observations:

- A unit's average time spent on a call ranged from 20 to 77 minutes overall.
- The longest average times were for community-initiated warrant/custody calls.
- The average time spent on crime calls was 48 minutes for community-initiated calls and 50 minutes for police-initiated calls.

FIGURE 14-7: Number of Responding Units, by Initiator and Category



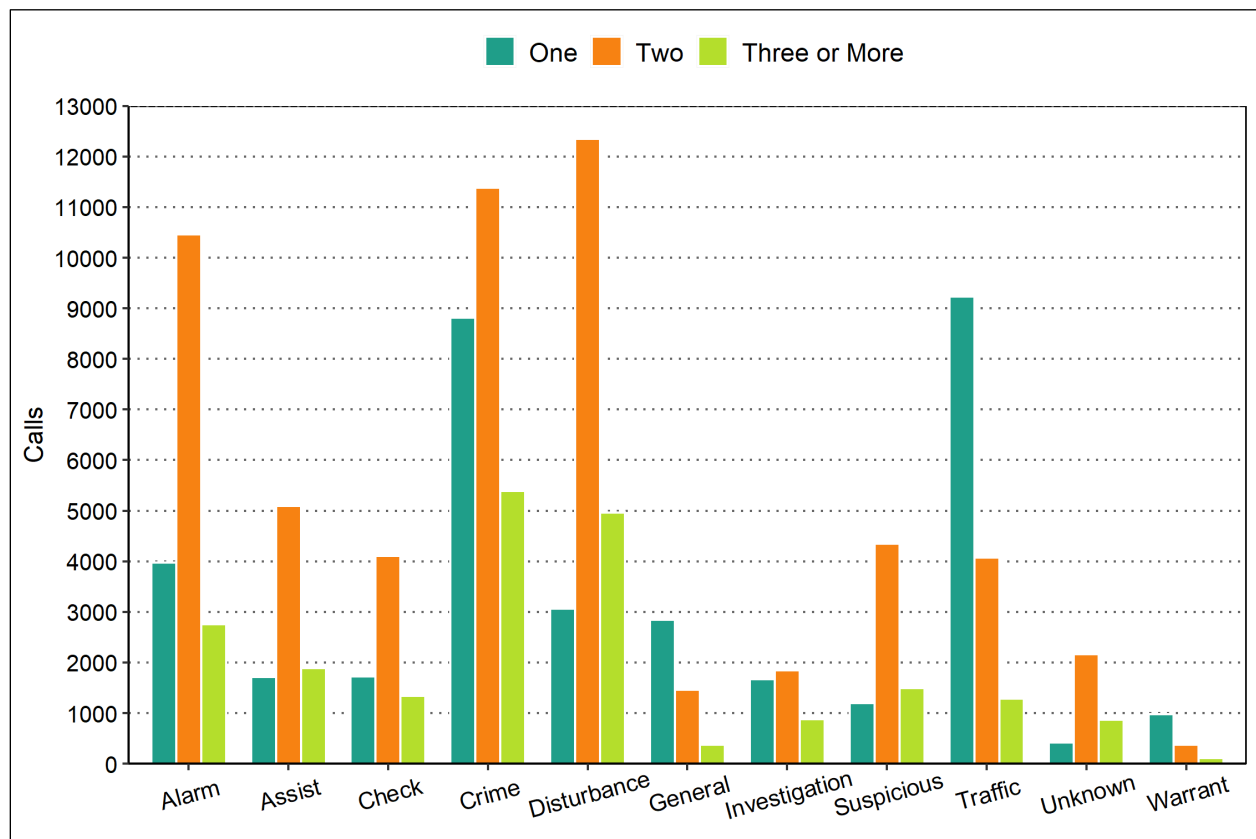
Note: The figure combines categories using weighted averages from the following table according to the description in Chart 14-1.

TABLE 14-7: Average Number of Responding Units, by Initiator and Category

Category	Community-Initiated		Police-Initiated	
	No. of Units	Calls	No. of Units	Calls
Accident	1.5	11,408	1.6	341
Alarm	2.0	17,188	1.8	50
Animal	1.8	554	1.3	10
Assist citizen	2.0	3,421	1.7	53
Assist other agency	2.2	5,279	1.6	161
Check	2.0	7,168	1.5	133
Crime–drug/alcohol	2.0	746	1.4	8
Crime–person	2.4	10,502	2.4	188
Crime–property	1.8	14,345	1.6	394
Disturbance	2.2	20,386	2.0	266
Investigation	1.9	4,398	1.5	109
Miscellaneous	1.5	4,127	1.5	948
Suspicious incident	2.1	7,042	1.7	2,241
Traffic enforcement	1.4	3,124	1.4	922
Traffic stop	2.4	53	1.7	11,062
Unknown trouble	2.2	3,451	2.2	99
Warrant/custody	1.5	1,468	1.5	247
Weighted Average/Total Calls	2.0	114,660	1.6	17,232

Note: The information in Figure 14-7 and Table 14-7 is limited to calls and excludes all events that show zero time on scene. Observations refer to the number of responding units shown within the figure rather than the table.

FIGURE 14-8: Number of Responding Units, by Category, Community-initiated Calls



Note: The figure combines categories using weighted averages from the following table according to the description in Chart 14-1.

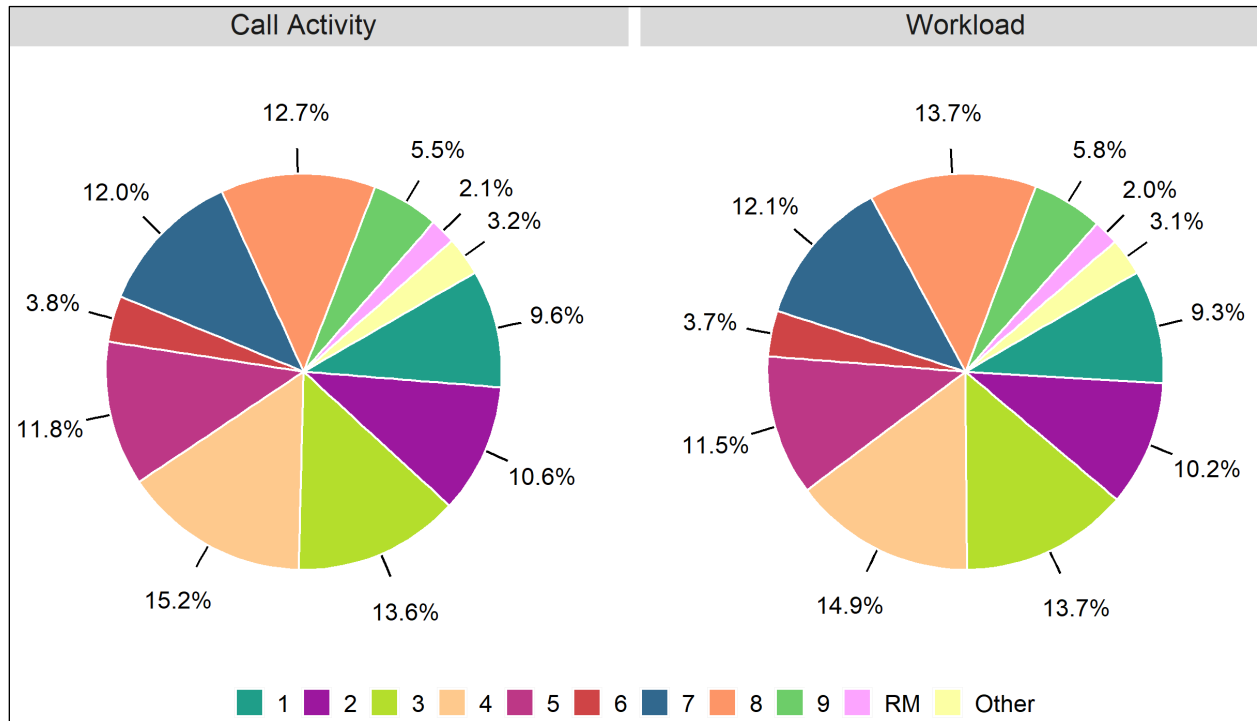
TABLE 14-8: Number of Responding Units, by Category, Community-initiated Calls

Category	Responding Units		
	One	Two	Three or More
Accident	6,953	3,368	1,087
Alarm	3,979	10,458	2,751
Animal	206	284	64
Assist citizen	704	2,160	557
Assist other agency	1,009	2,937	1,333
Check	1,729	4,104	1,335
Crime—drug/alcohol	155	454	137
Crime—person	1,967	5,463	3,072
Crime—property	6,698	5,466	2,181
Disturbance	3,068	12,353	4,965
Investigation	1,672	1,844	882
Miscellaneous	2,639	1,180	308
Suspicious incident	1,198	4,353	1,491
Traffic enforcement	2,247	695	182
Traffic stop	28	11	14
Unknown trouble	416	2,167	868
Warrant/custody	980	372	116
Total	35,648	57,669	21,343

Observations:

- The overall mean number of responding units was 1.6 for police-initiated calls and 2.0 for community-initiated calls.
- The mean number of responding units was as high as 2.2 for unknown trouble calls that were community-initiated.
- 31 percent of community-initiated calls involved one responding unit.
- 50 percent of community-initiated calls involved two responding units.
- 19 percent of community-initiated calls involved three or more responding units.
- The largest group of calls with three or more responding units involved crimes.

FIGURE 14-9: Percentage Calls and Work Hours, by Sector



Note: The other category included calls at Little Rock PD locations such as the main station and substations; or missing district information.

Observations:

- Sector 4 had the most calls (55.0 per day) and workload (54.7 hours per day), and it accounted for 15 percent of total calls and workload.
- Excluding calls located at headquarters, substations, and missing district information, an even distribution would allot 38.0 calls and 38.7 work hours per sector.

TABLE 14-9: Calls and Work Hours by District, per Day

Sector	District	Per Day		Area (Sq. Miles)
		Calls	Work Hours	
1	40	16.0	14.0	0.9
	41	11.8	12.1	5.3
	42	6.9	7.8	12.1
	Subtotal	34.7	33.9	18.3
2	50	11.1	10.9	4.7
	51	9.1	8.5	1.7
	55	18.0	18.1	2.3
	Subtotal	38.1	37.5	8.7
3	52	16.6	17.5	2.9
	53	15.2	15.3	1.3
	54	17.3	17.4	1.9
	Subtotal	49.0	50.3	6.1
4	61	21.9	21.1	4.0
	63	12.6	13.6	2.9
	72	20.5	20.0	5.9
	Subtotal	55.0	54.7	12.9
5	60	15.0	15.3	4.9
	62	21.3	21.1	5.8
	71	6.4	5.7	6.6
	Subtotal	42.7	42.0	17.3
6	70	7.8	7.8	6.7
	73	5.8	5.9	9.2
	Subtotal	13.6	13.7	15.9
7	80	15.5	16.3	8.1
	81	13.8	13.8	2.3
	93	14.2	14.5	3.5
	Subtotal	43.4	44.5	13.9
8	82	9.8	10.3	2.7
	83	23.0	25.4	4.8
	91	13.1	14.5	5.9
	Subtotal	45.8	50.2	13.4
9	90	5.4	5.8	6.8
	92	14.5	15.5	10.4
	Subtotal	19.9	21.3	17.1
RM	39	7.6	7.5	0.4
Other	Police stations	3.0	2.8	NA
	Unknown	8.5	8.4	NA
Total		361.3	366.7	124.0

FIGURE 14-10: Percentage Calls and Work Hours, by Category, Winter 2019

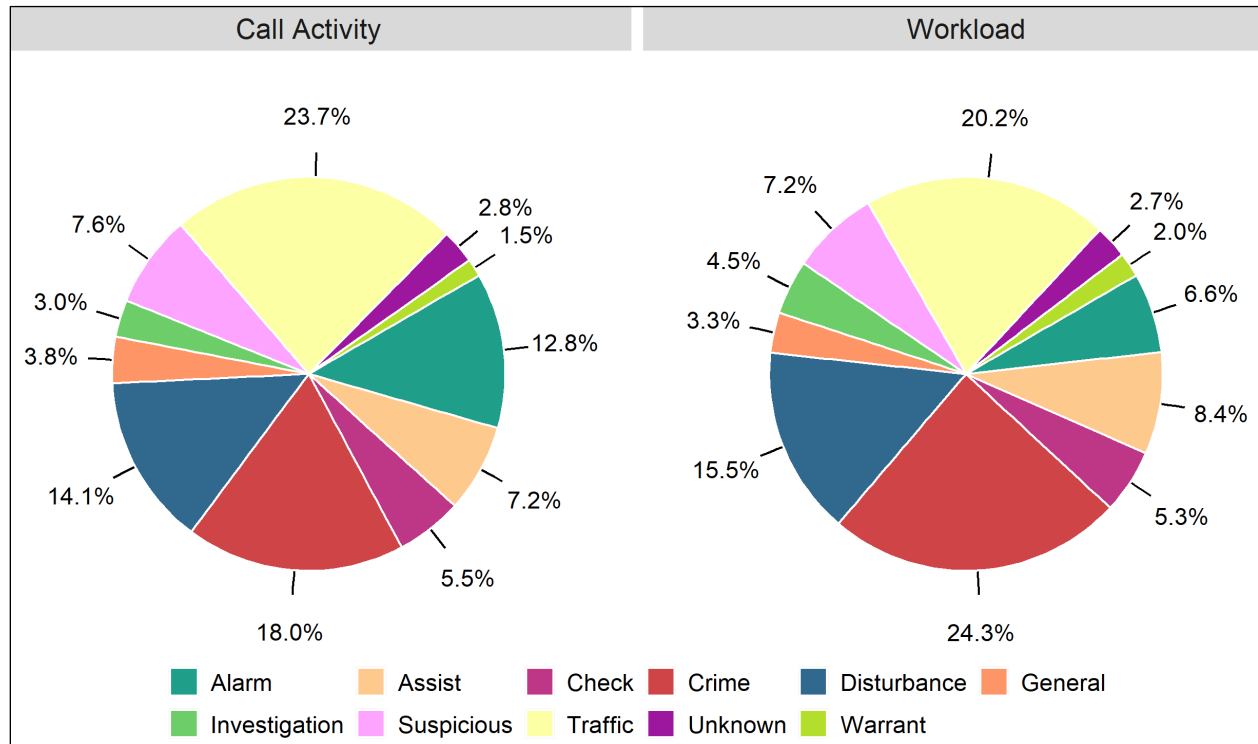


TABLE 14-10: Calls and Work Hours per Day, by Category, Winter 2019

Category	Per Day	
	Calls	Work Hours
Accident	30.7	41.7
Alarm	44.5	23.3
Animal	1.5	1.4
Assist citizen	9.3	10.5
Assist other agency	15.9	19.3
Check	19.1	18.7
Crime—drug/alcohol	2.1	1.6
Crime—person	26.6	44.1
Crime—property	34.1	40.6
Disturbance	49.0	54.9
Investigation	10.6	15.9
Miscellaneous	11.8	10.3
Suspicious incident	26.6	25.5
Traffic enforcement	10.7	6.4
Traffic stop	41.2	23.6
Unknown trouble	9.8	9.6
Warrant/custody	5.1	7.2
Total	348.6	354.6

Note: Workload calculations focused on calls rather than events.

Observations, Winter:

- Total calls averaged 349 per day or 14.5 per hour.
- Total workload averaged 355 hours per day, meaning that on average 14.8 units per hour were busy responding to calls.
- Traffic calls constituted 24 percent of calls and 20 percent of workload.
- Crime calls constituted 18 percent of calls and 24 percent of workload.
- Disturbance calls constituted 14 percent of calls and 15 percent of workload.
- Alarm calls constituted 13 percent of calls and 7 percent of workload.
- These top four categories constituted 69 percent of calls and 67 percent of workload.

FIGURE 14-11: Percentage Calls and Work Hours, by Category, Summer 2019

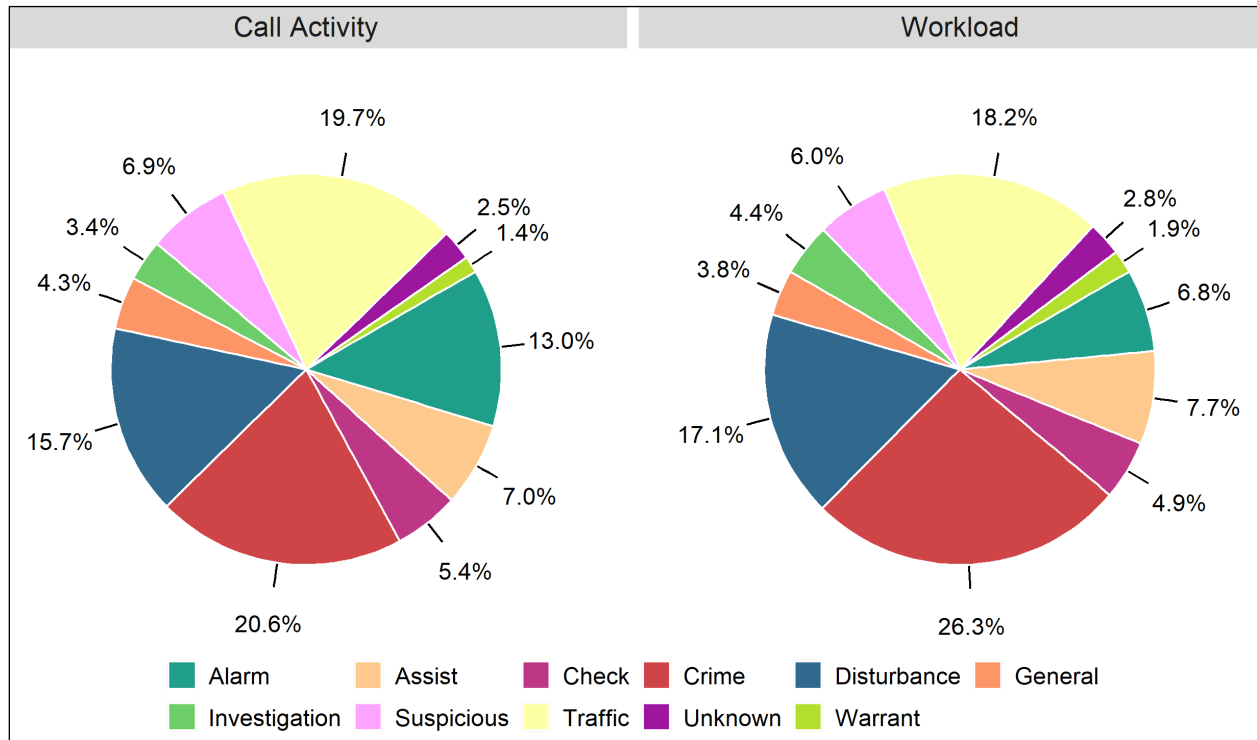


TABLE 14-11: Calls and Work Hours per Day, by Category, Summer 2019

Category	Per Day	
	Calls	Work Hours
Accident	31.0	42.8
Alarm	48.3	25.5
Animal	1.7	1.4
Assist citizen	10.2	11.5
Assist other agency	15.6	17.2
Check	20.0	18.3
Crime—drug/alcohol	2.1	1.3
Crime—person	29.7	48.3
Crime—property	44.5	48.6
Disturbance	58.2	63.7
Investigation	12.7	16.2
Miscellaneous	14.3	12.8
Suspicious incident	25.5	22.4
Traffic enforcement	11.4	6.4
Traffic stop	30.8	18.7
Unknown trouble	9.4	10.5
Warrant/custody	5.0	7.2
Total	370.5	372.9

Note: Workload calculations focused on calls rather than events.

Observations, Summer:

- The average number of calls per day was higher in summer than in winter.
- The average daily workload was higher in summer than in winter.
- Total calls averaged 371 per day or 15.4 per hour.
- Total workload averaged 373 hours per day, meaning that on average 15.5 units per hour were busy responding to calls.
- Traffic calls constituted 20 percent of calls and 18 percent of workload.
- Crime calls constituted 21 percent of calls and 26 percent of workload.
- Disturbance calls constituted 16 percent of calls and 17 percent of workload.
- Alarm calls constituted 13 percent of calls and 7 percent of workload.
- These top four categories constituted 69 percent of calls and 68 percent of workload.

NONCALL ACTIVITIES

In the period from January 1, 2019, through December 31, 2019, the dispatch center recorded activities that were not assigned a call number. We focused on those activities that involved a patrol unit. We also limited our analysis to noncall activities that occurred during shifts where the same patrol unit was also responding to calls for service. Each record only indicates one unit per activity. There were a few problems with the data provided and we made assumptions and decisions to address these issues:

- We excluded activities that lasted fewer than 30 seconds. These activities are irrelevant and contribute little to the overall workload.
- Another portion of the recorded activities lasted more than eight hours. As an activity is unlikely to last more than eight hours, we assumed that these records were inaccurate.
- After these exclusions, 47,628 activities remained. These activities had an average duration of 43.4 minutes.

In this section, we report noncall activities and workload by type of activity. In the next section, we include these activities in the overall workload when comparing the total workload against available personnel in winter and summer.

TABLE 14-12: Activities and Occupied Times by Description

Description	Occupied Time	Count
COMM	29.1	247
CT (Court)	81.9	976
DTHQ (HQ)	33.5	454
DTSS (Twelfth Street station)	44.9	5,985
NWSS (Northwest substation)	40.7	7,602
SA (Special assignment)	41.3	16,718
SWSS (Southwest substation)	44.4	6,625
OTHER	48.3	103
Administrative - Weighted Average/Total Activities	43.1	38,710
Personal - MEAL - Average/Total Activities	44.7	8,918
Weighted Average/Total Activities	43.4	47,628

Observations:

- The most prevalent noncall activity was special assignment.
- The recorded personal activities were for meal breaks.
- The average time spent was 43.1 minutes for administrative activities was 44.7 minutes for personal activities.

FIGURE 14-12: Activities per Day, by Month

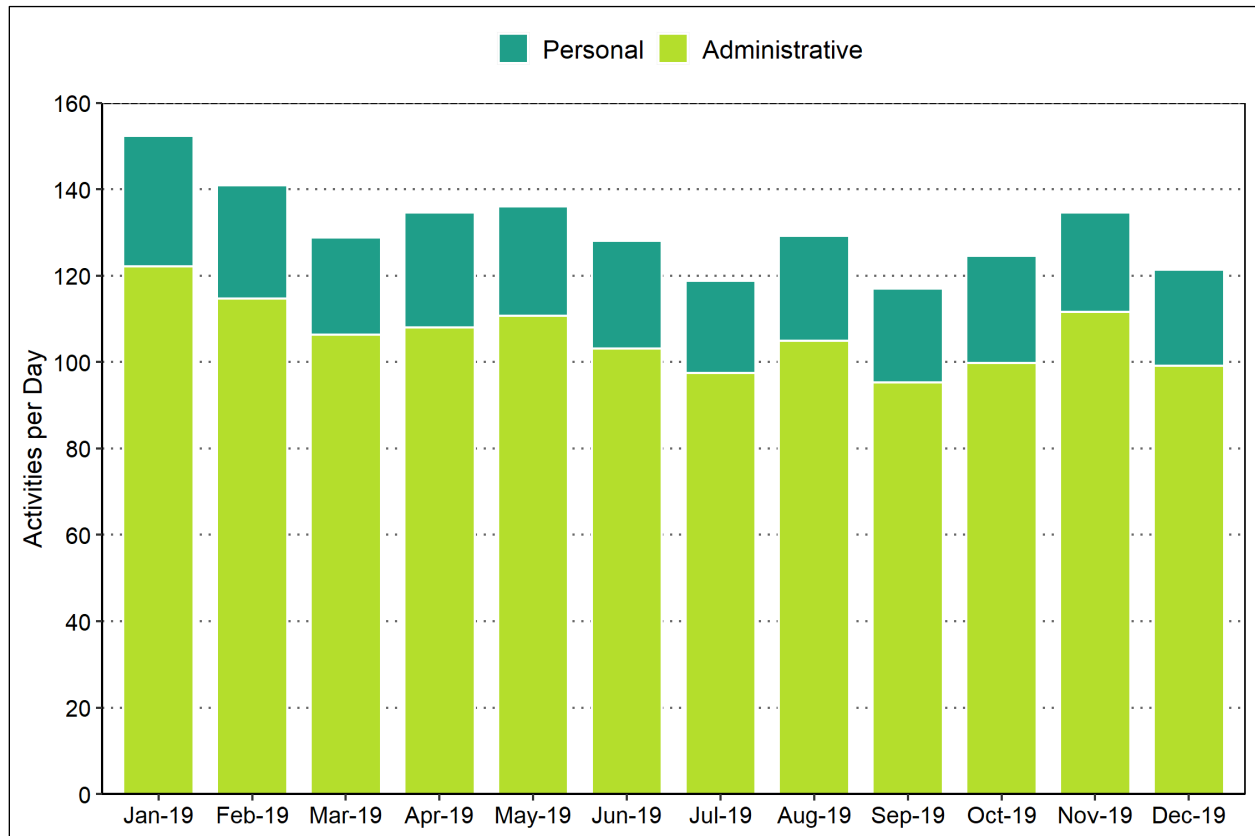


TABLE 14-13: Activities per Day, by Month

Activities	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Administrative	122.2	114.6	106.4	108.0	110.8	103.1	97.4	104.9	95.3	99.8	111.6	99.2
Personal	30.2	26.2	22.5	26.6	25.3	24.9	21.4	24.4	21.7	24.8	23.0	22.3
Total	152.4	140.9	128.9	134.7	136.1	128.1	118.8	129.3	117.0	124.5	134.6	121.4

Observations:

- The number of activities per day was lowest in September.
- The number of activities per day was highest in January.

FIGURE 14-13: Activities per Day, by Day of Week

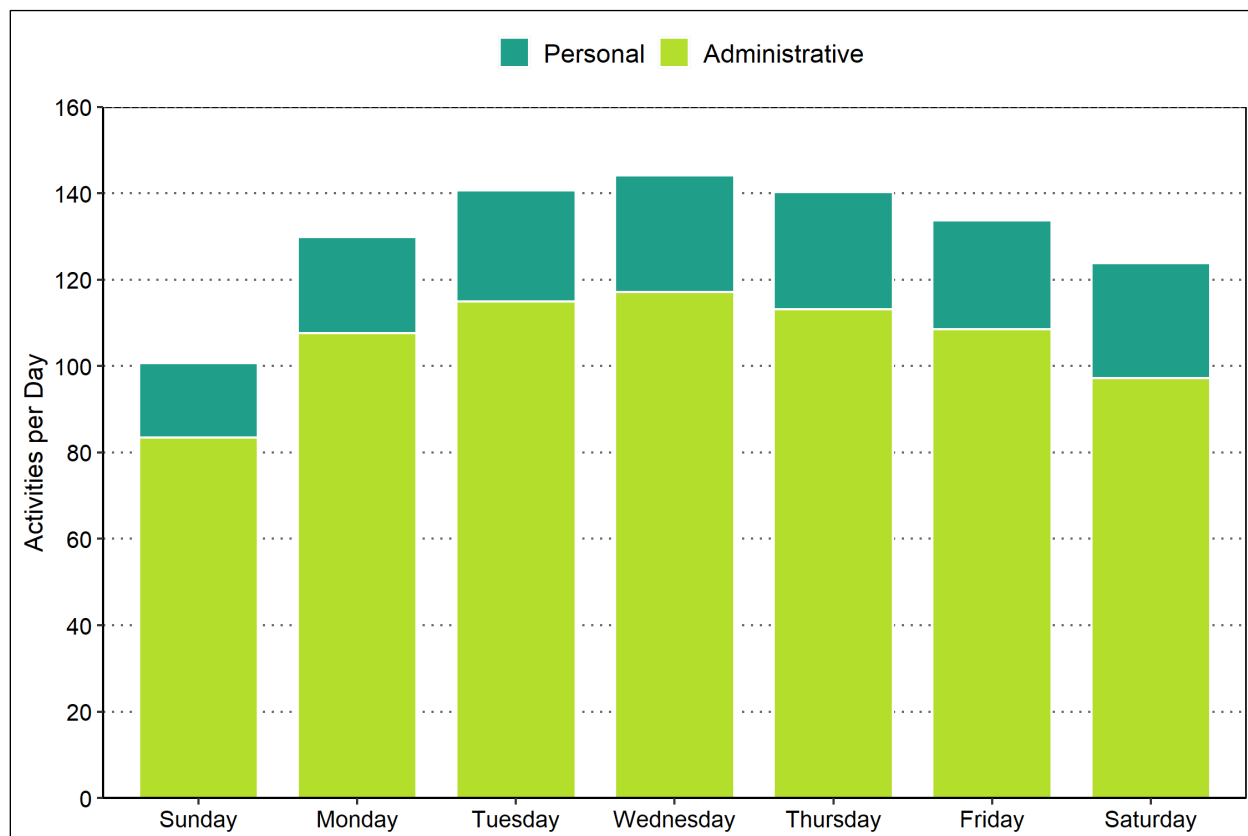


TABLE 14-14: Activities per Day, by Day of Week

Day of Week	Administrative	Personal	Activities per Day
Sunday	83.4	17.2	100.7
Monday	107.7	22.1	129.8
Tuesday	115.0	25.7	140.7
Wednesday	117.2	27.0	144.2
Thursday	113.2	27.1	140.3
Friday	108.5	25.2	133.8
Saturday	97.2	26.6	123.8
Weekly Average	106.1	24.4	130.5

Observations:

- The number of noncall activities per day was lowest on Sundays.
- The number of noncall activities per day was highest on Wednesdays.

FIGURE 14-14: Activities per Day, by Hour of Day

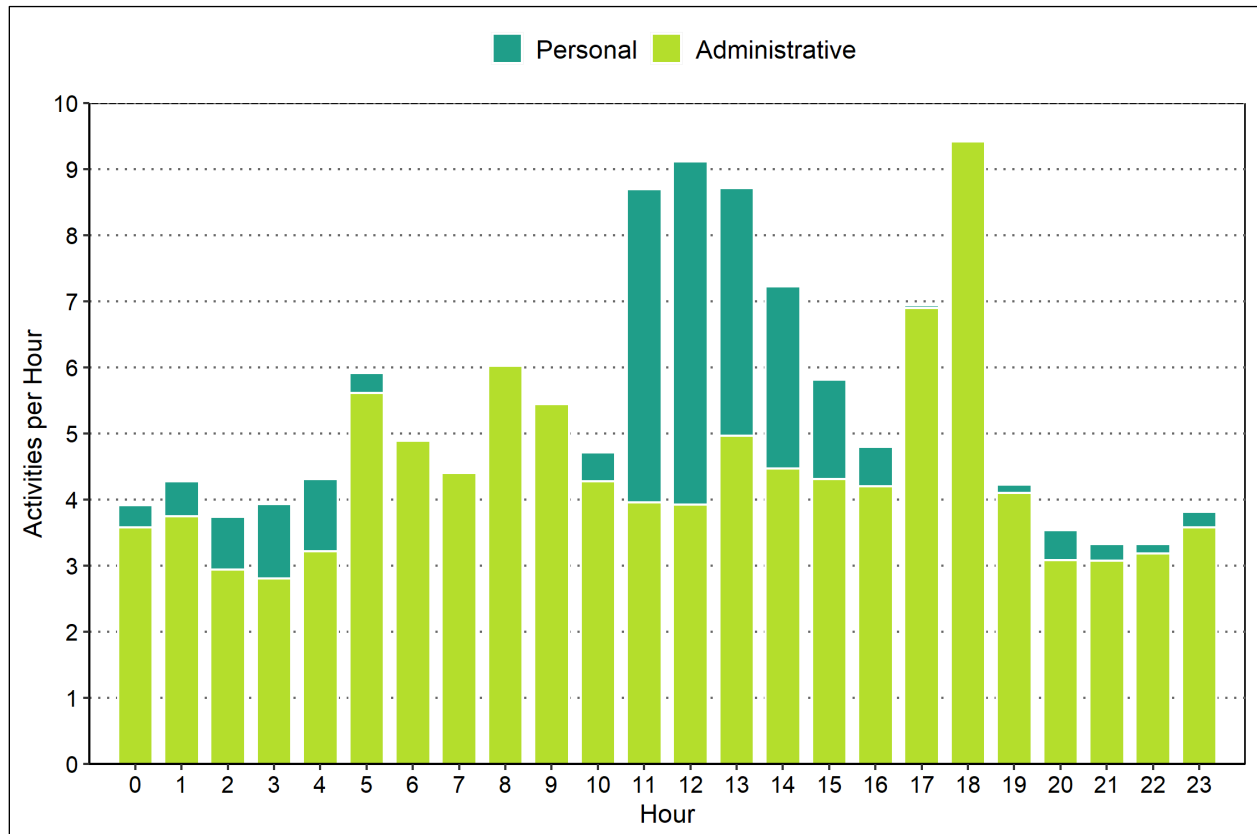


TABLE 14-15: Activities per Hour, by Hour of Day

Hour	Personal	Administrative	Total
0	0.34	3.58	3.92
1	0.53	3.75	4.28
2	0.80	2.94	3.74
3	1.13	2.80	3.93
4	1.10	3.22	4.31
5	0.30	5.61	5.91
6	0.00	4.88	4.88
7	0.00	4.40	4.40
8	0.00	6.02	6.02
9	0.00	5.44	5.45
10	0.44	4.27	4.72
11	4.74	3.96	8.69
12	5.19	3.92	9.11
13	3.75	4.96	8.72
14	2.75	4.47	7.22
15	1.50	4.31	5.81
16	0.59	4.20	4.79
17	0.05	6.89	6.94
18	0.01	9.41	9.42
19	0.13	4.10	4.22
20	0.46	3.08	3.54
21	0.25	3.07	3.32
22	0.14	3.18	3.33
23	0.23	3.58	3.81
Hourly Average	1.02	4.42	5.44

Observations:

- The number of activities per hour was highest between 6:00 p.m. and 7:00 p.m.
- The number of activities per hour was lowest between 9:00 p.m. and 11:00 p.m.

DEPLOYMENT

For this study, we examined deployment information for eight weeks in winter (January 4 through February 28, 2019) and eight weeks in summer (July 7 through August 31, 2019). The department's main patrol force consists of patrol units and Sergeants. During 2019, they operated on 12-hour shifts starting at 5:30 a.m., 6:30 a.m., 5:30 p.m., 6:30 p.m. The police department's main patrol force deployed an average of 33.9 units per hour during the 24-hour day in winter 2019 and an average of 32.2 units per hour in summer 2019. When additional units (bicycle patrol, community police, community resource, foot patrol, canine, tactical, traffic, and traffic safety) were included, the department averaged 37.0 units per hour during the 24-hour day in winter 2019 and 35.0 units in summer 2019.

In this section, we describe the deployment and workload in distinct steps, distinguishing between summer and winter and between weekdays (Monday through Friday) and weekends (Saturday and Sunday):

- First, we focus on patrol deployment alone.
- Next, we compare “all” workload, which includes community-initiated calls, police-initiated calls, and out-of-service activities.
- Finally, we compare the workload against deployment by percentage.

Comments follow each set of four figures, with separate discussions for winter and summer.

FIGURE 14-15: Deployed Units, Weekdays, Winter 2019

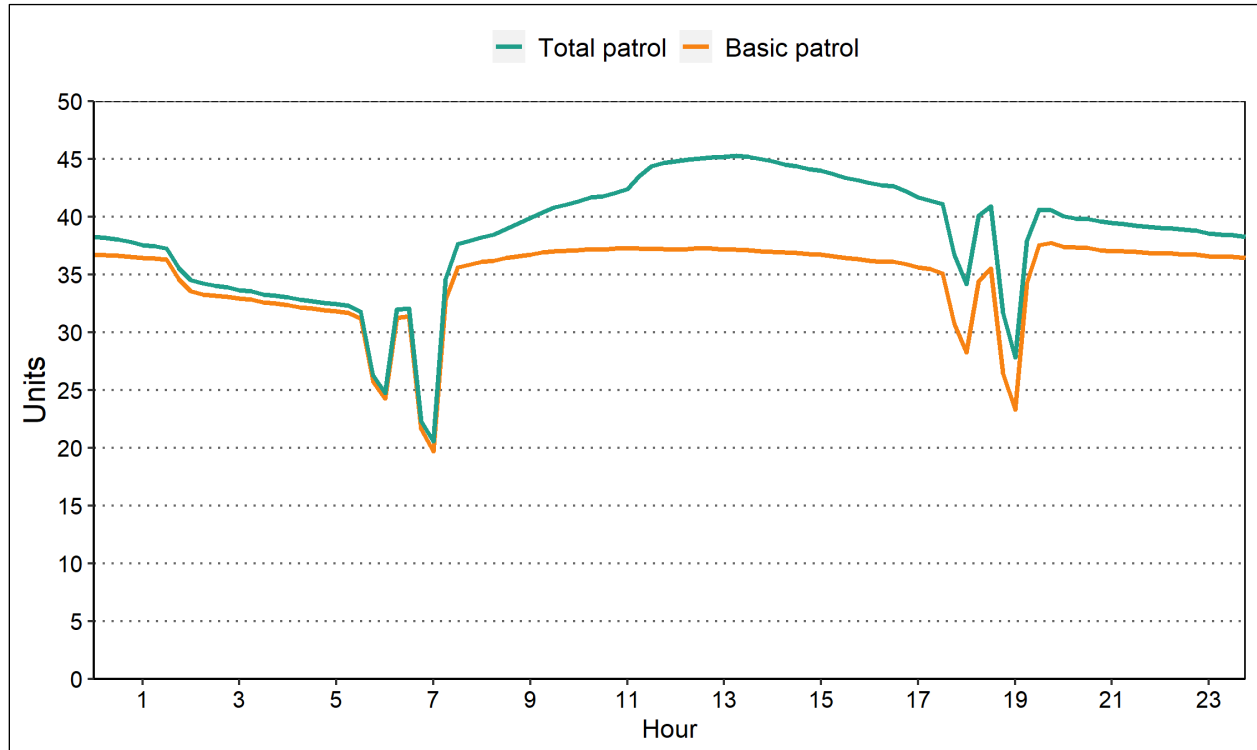


FIGURE 14-16: Deployed Units, Weekends, Winter 2019

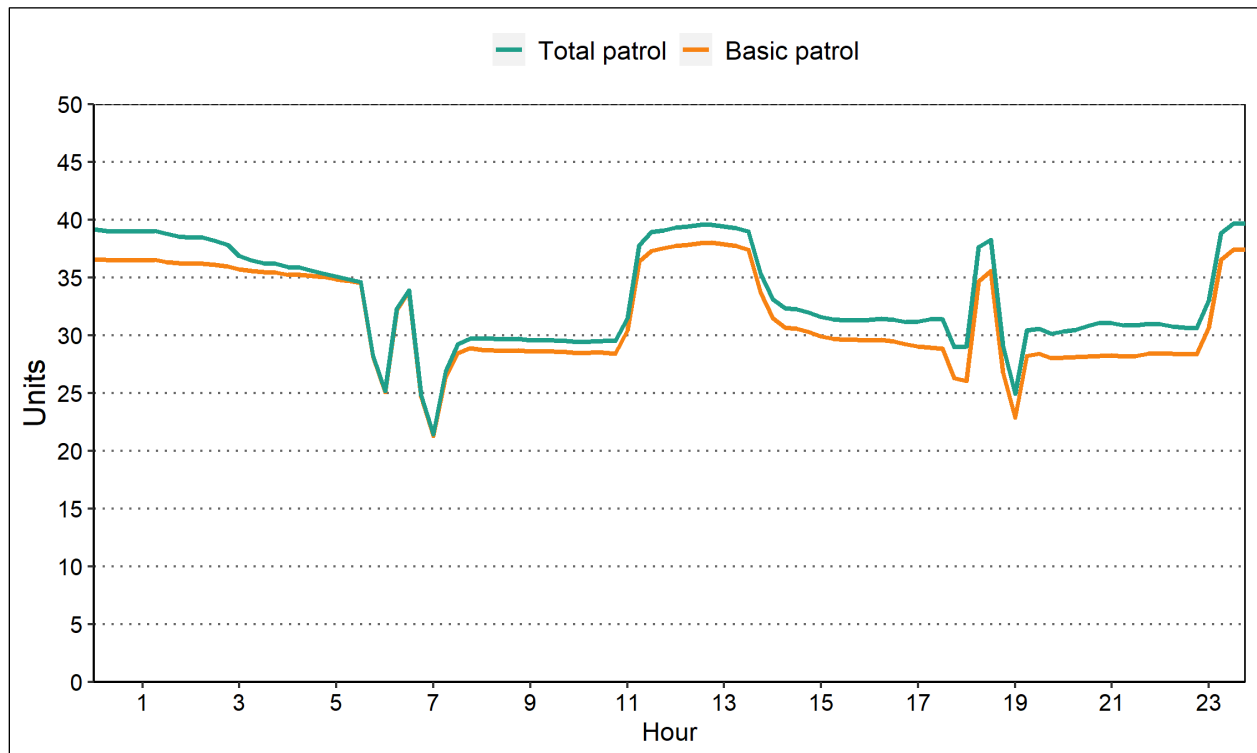


FIGURE 14-17: Deployed Units, Weekdays, Summer 2019

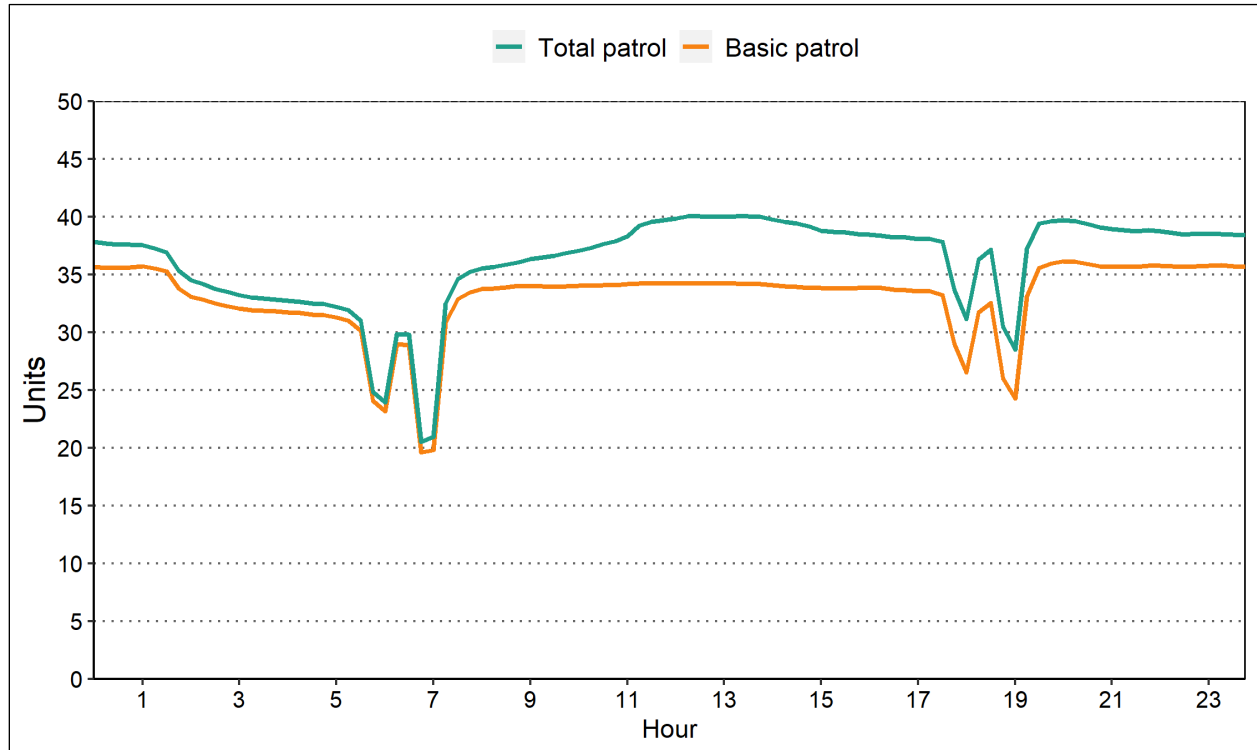
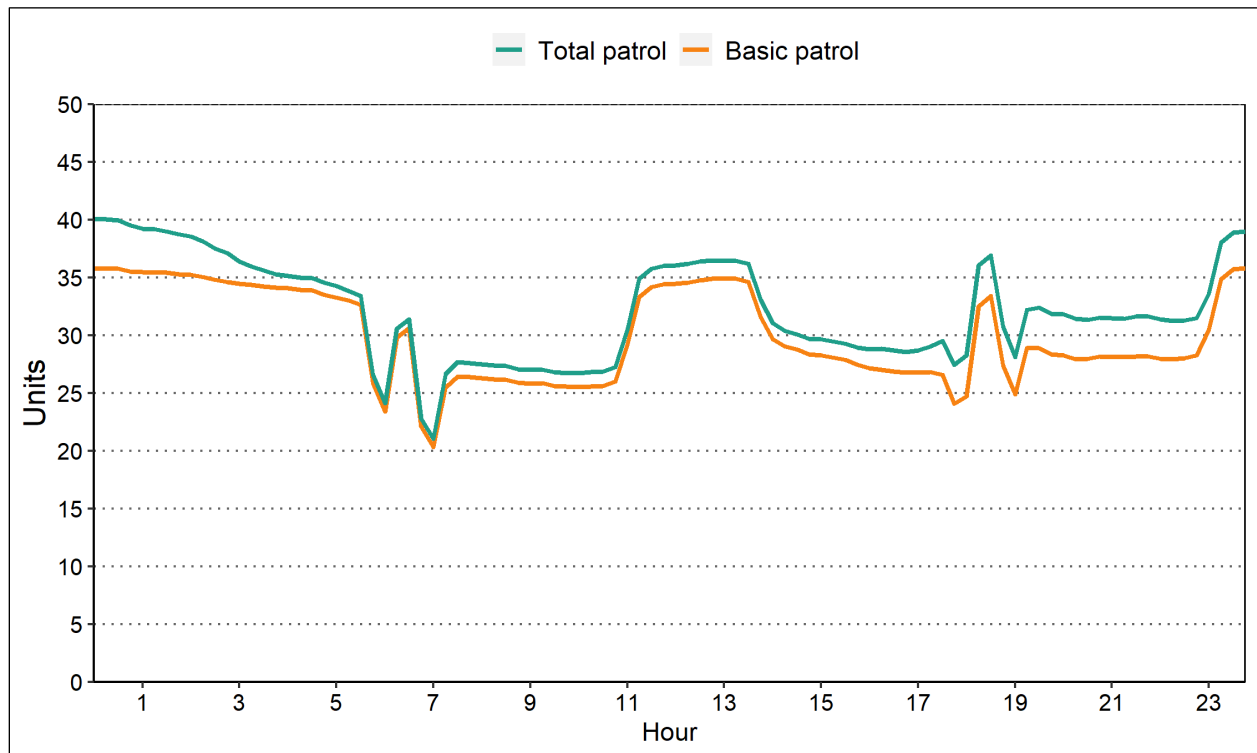


FIGURE 14-18: Deployed Units, Weekends, Summer 2019



Observations:

- For Winter (January 4 through February 28, 2019):
 - The average deployment was 38.4 units per hour during the week and 33.3 units per hour on the weekend.
 - Average deployment varied from 20.6 to 45.3 units per hour on weekdays and 21.4 to 39.7 units per hour on weekends.
- For Summer (July 7 through August 31, 2019):
 - The average deployment was 36.2 units per hour during the week and 32.2 units per hour on the weekend.
 - Average deployment varied from 20.5 to 40.0 units per hour on weekdays and 21.0 to 40.0 units per hour on weekends.

FIGURE 14-19: Deployment and All Workload, Weekdays, Winter 2019

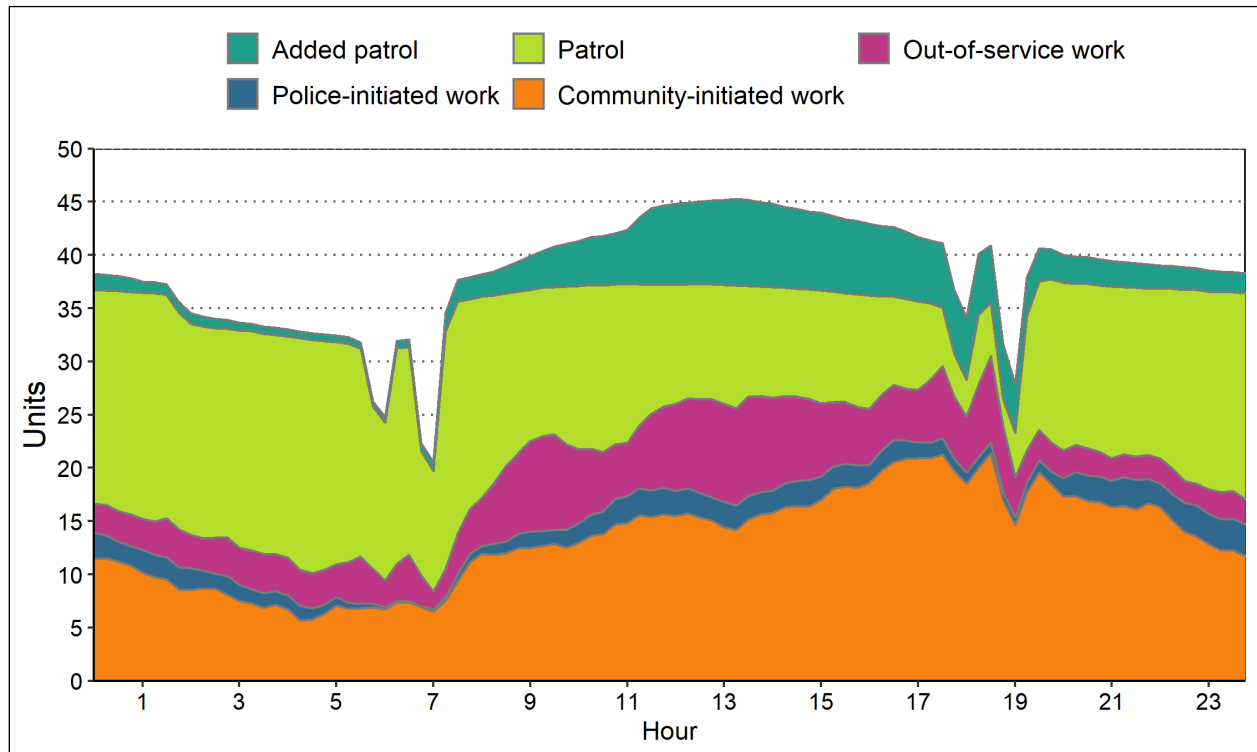


FIGURE 14-20: Deployment and All Workload, Weekends, Winter 2019

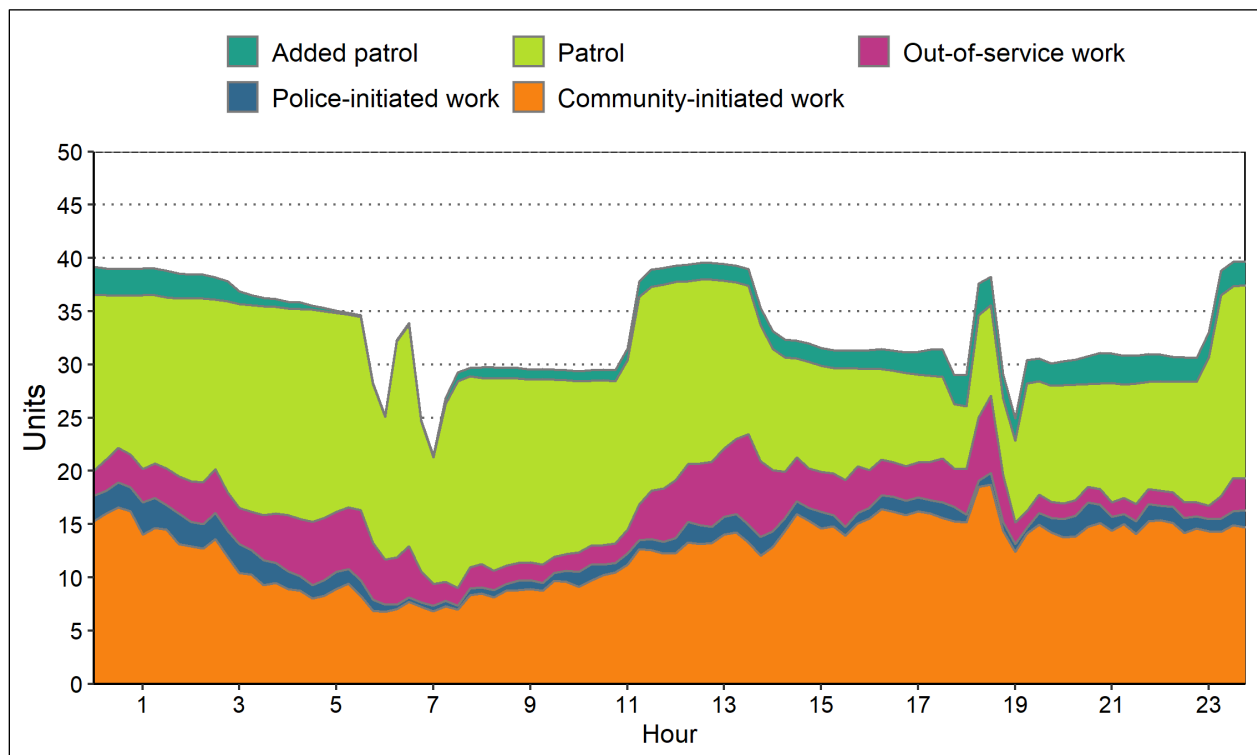


FIGURE 14-21: Deployment and All Workload, Weekdays, Summer 2019

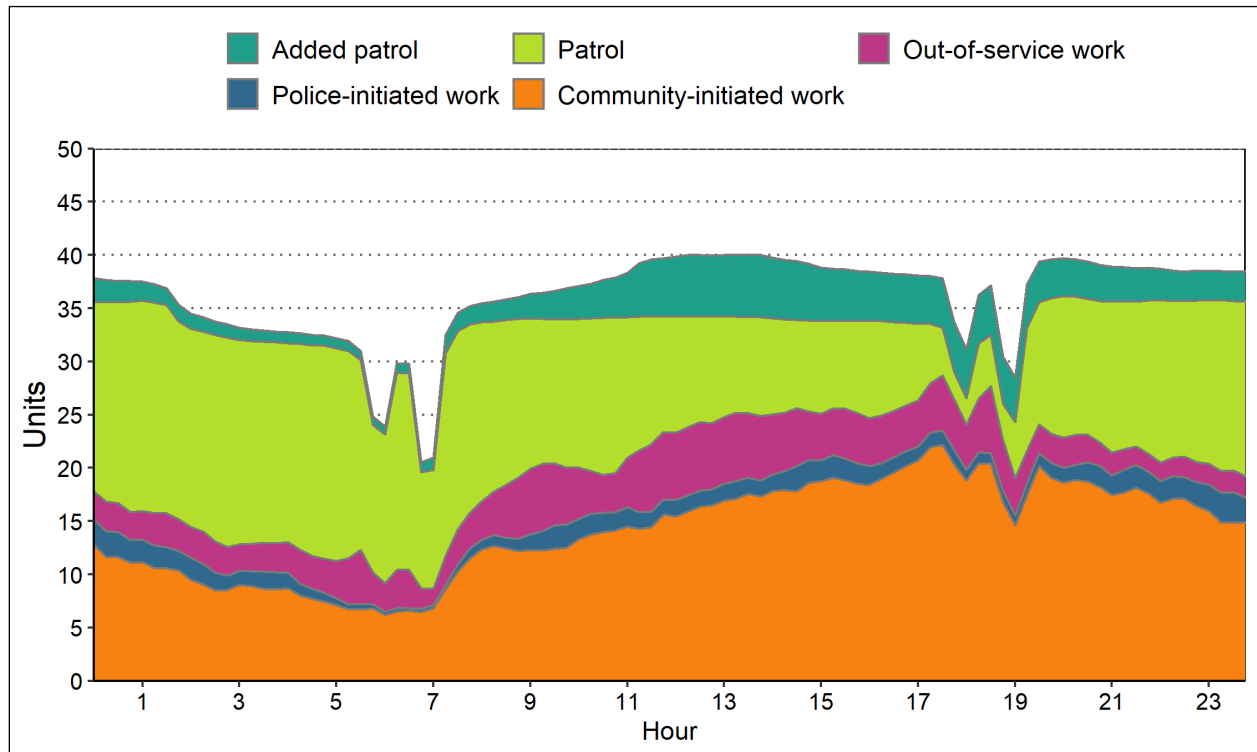
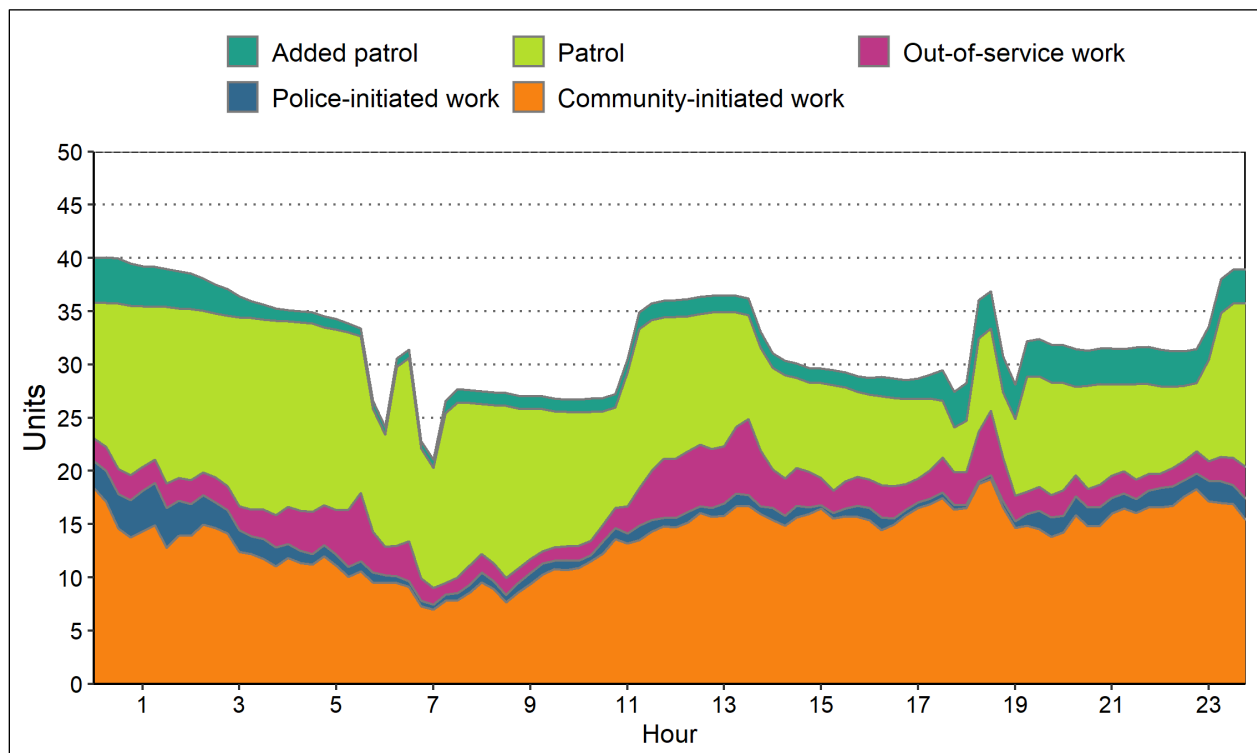


FIGURE 14-22: Deployment and All Workload, Weekends, Summer 2019



Note: Figures 14-19 to 14-22 show deployment along with all workloads from community-initiated calls and police-initiated calls, and out-of-service work.

Observations:

Winter:

- Community-initiated work:
 - Average community-initiated workload was 13.4 units per hour during the week and 12.5 units per hour on weekends.
 - This was approximately 35 percent of hourly deployment during the week and 38 percent of hourly deployment on weekends.
- All work:
 - Average workload was 19.9 units per hour during the week and 17.4 units per hour on weekends.
 - This was approximately 52 percent of hourly deployment during the week and 52 percent of hourly deployment on weekends.

Summer:

- Community-initiated work:
 - Average community-initiated workload was 14.2 units per hour during the week and 13.8 units per hour on weekends.
 - This was approximately 39 percent of hourly deployment during the week and 43 percent of hourly deployment on weekends.
- All work:
 - Average workload was 19.5 units per hour during the week and 18.0 units per hour on weekends.
 - This was approximately 54 percent of hourly deployment during the week and 56 percent of hourly deployment on weekends.

FIGURE 14-23: Percentage of Workload, Weekdays, Winter 2019

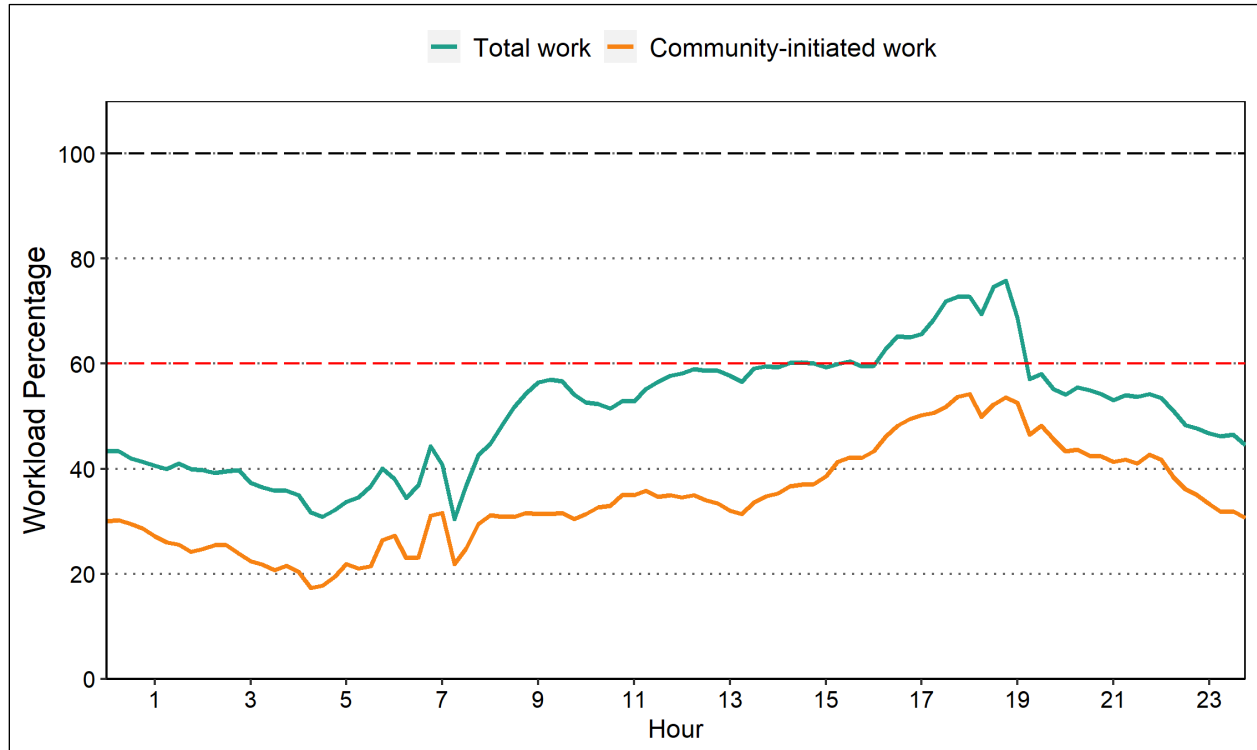


FIGURE 14-24: Percentage of Workload, Weekends, Winter 2019

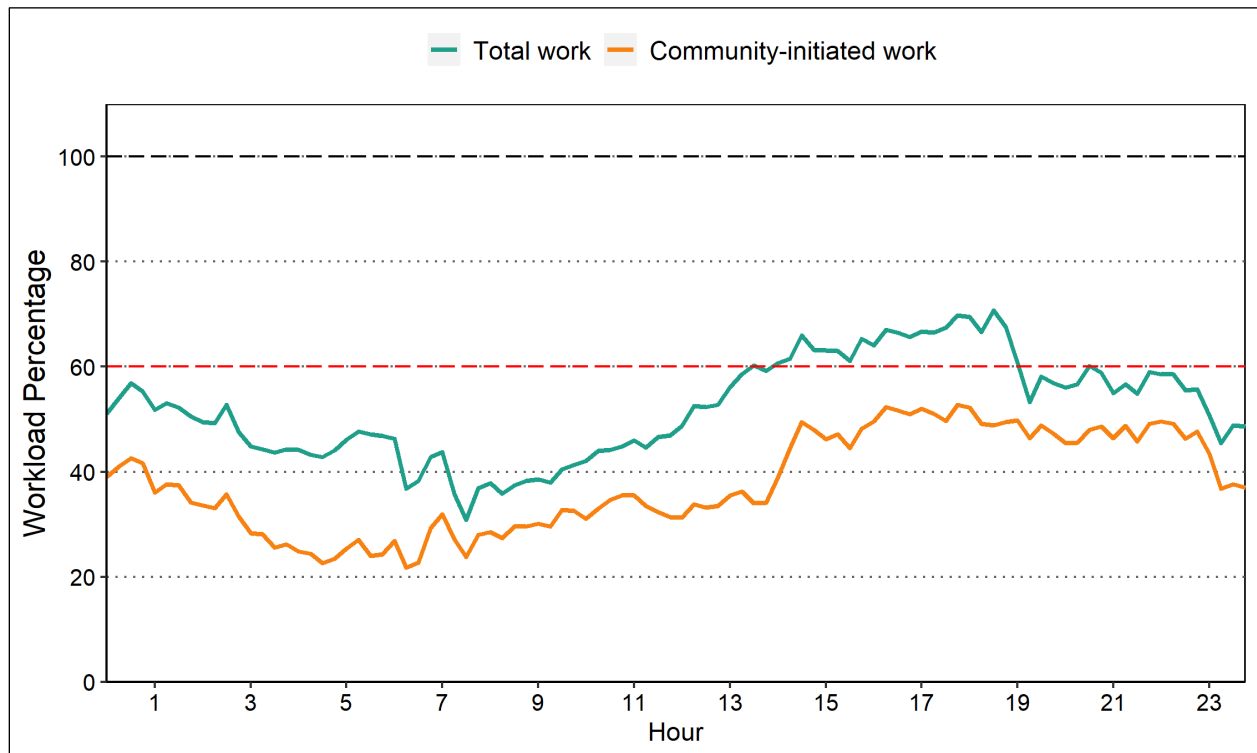


FIGURE 14-25: Percentage of Workload, Weekdays, Summer 2019

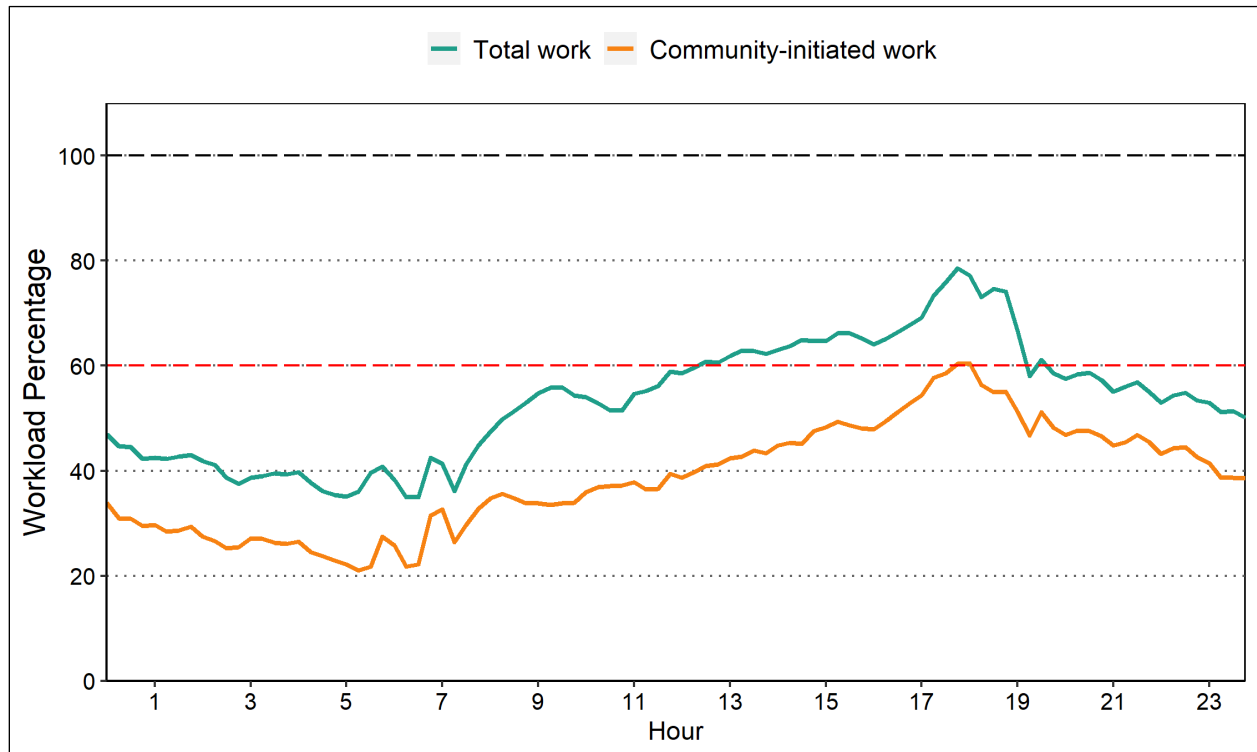
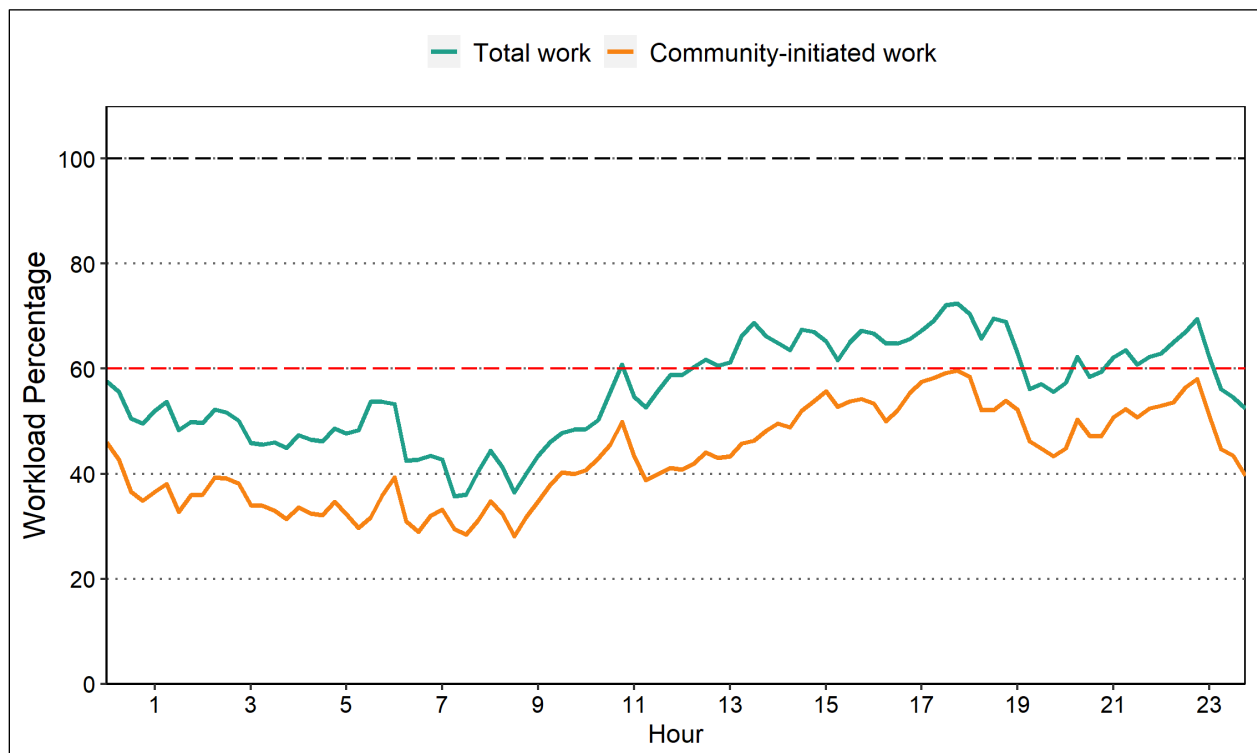


FIGURE 14-26: Percentage of Workload, Weekends, Summer 2019



Observations:

Winter:

- Community-initiated work:
 - During the week, workload reached a maximum of 54 percent of deployment between 5:45 p.m. and 6:15 p.m. and between 6:45 p.m. and 7:00 p.m.
 - On weekends, workload reached a maximum of 53 percent of deployment between 4:15 p.m. and 4:30 p.m. and between 5:45 p.m. and 6:00 p.m.
- All work:
 - During the week, workload reached a maximum of 76 percent of deployment between 6:45 p.m. and 7:00 p.m.
 - On weekends, workload reached a maximum of 71 percent of deployment between 6:30 p.m. and 6:45 p.m.

Summer:

- Community-initiated work:
 - During the week, workload reached a maximum of 61 percent of deployment between 5:45 p.m. and 6:15 p.m.
 - On weekends, workload reached a maximum of 60 percent of deployment between 5:30 p.m. and 6:00 p.m.
- All work:
 - During the week, workload reached a maximum of 79 percent of deployment between 5:45 p.m. and 6:00 p.m.
 - On weekends, workload reached a maximum of 72 percent of deployment between 5:30 p.m. and 6:00 p.m.

RESPONSE TIMES

We analyzed the response times to various types of calls, separating the duration into dispatch processing and travel time, to determine whether response times varied by call type. Response time is measured as the difference between when a call is received and when the first unit arrives on scene. This is further divided into dispatch processing and travel time. Dispatch processing is the time between when a call is received and when the first unit is dispatched. Travel time is the remaining time until the first unit arrives on scene.

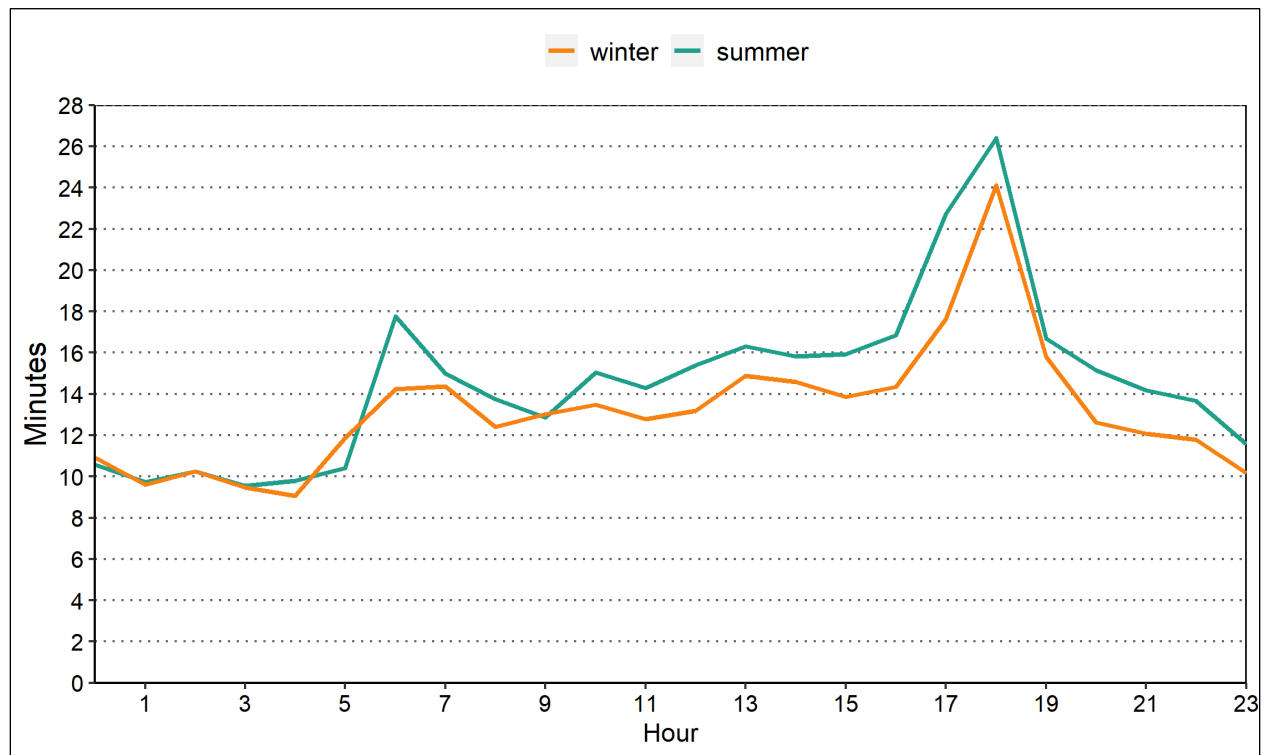
We begin the discussion with statistics that include all calls combined. We started with 19,523 calls for winter and 20,751 calls for summer. We limited our analysis to community-initiated calls, which amounted to 16,268 calls for winter and 18,018 calls for summer. Also, we removed a few calls lacking a recorded arriving unit and calls located at headquarters. We were left with 13,988 calls in winter and 14,992 calls in summer for our analysis. For the entire year, we began with 131,892 calls, limited our analysis to 114,660 community-initiated calls. With similar exclusions, we were left with 96,197 calls.

Our initial analysis does not distinguish calls based on priority; instead, it examines the difference in response to all calls by time of day and compares the winter and summer periods. We then present a brief analysis of response time for high-priority calls alone.

All Calls

This section looks at all calls without considering their priorities. In addition to examining the differences in response times by both time of day and season (winter versus summer), we show differences in response times by category.

FIGURE 14-27: Average Response Times, by Hour of Day, Winter and Summer 2019



Observations:

- Average response times varied significantly by the hour of the day.
- In winter, the longest response times were between 6:00 p.m. and 7:00 p.m., with an average of 24.1 minutes.
- In winter, the shortest response times were between 4:00 a.m. and 5:00 a.m., with an average of 9.1 minutes.
- In summer, the longest response times were between 6:00 p.m. and 7:00 p.m., with an average of 26.4 minutes.
- In summer, the shortest response times were between 3:00 a.m. and 4:00 a.m., with an average of 9.6 minutes.

FIGURE 14-28: Average Response Time by Category, Winter 2019

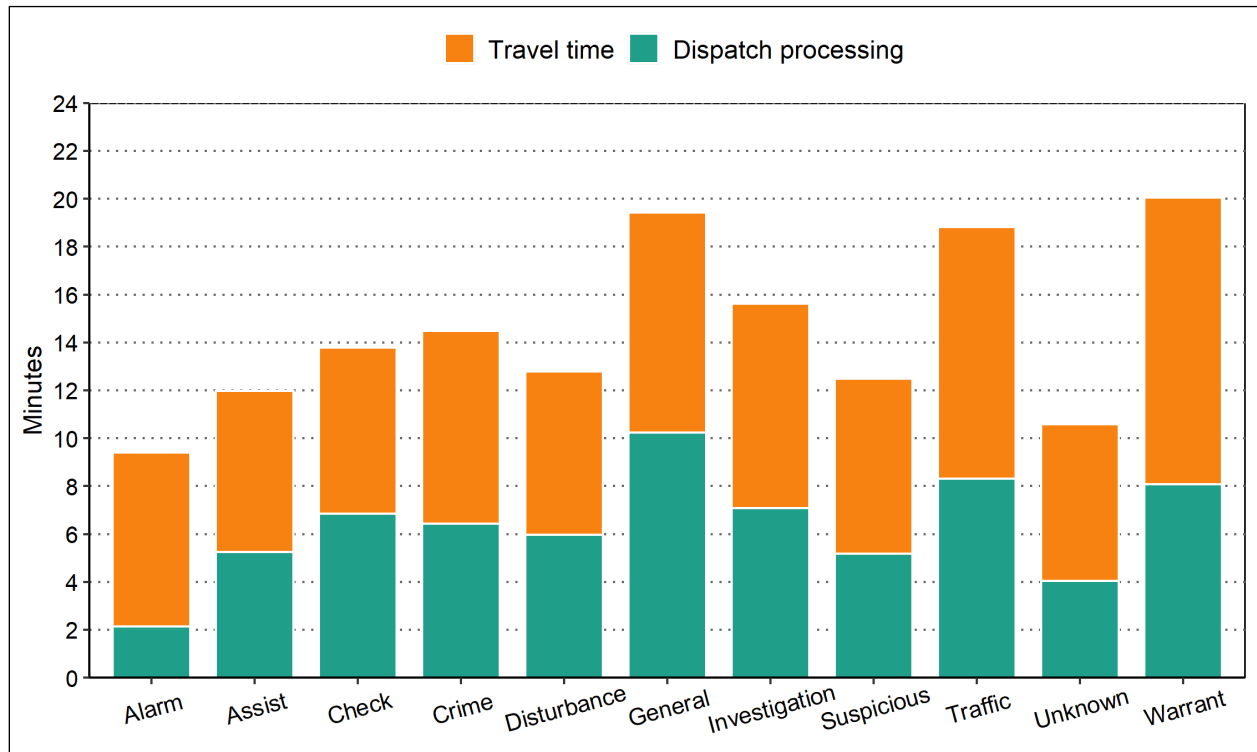


FIGURE 14-29 Average Response Time by Category, Summer 2019

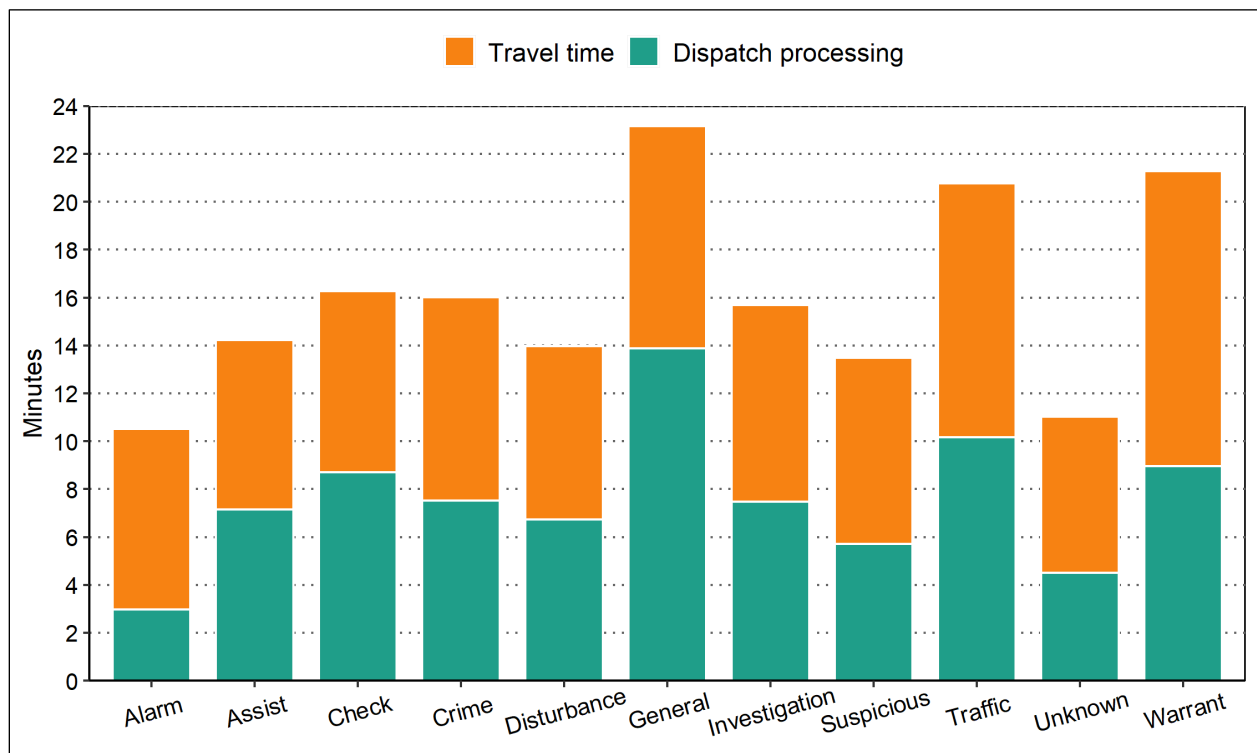


TABLE 14-16: Average Response Time Components, by Category

Category	Winter				Summer			
	Minutes			Count	Minutes			Count
	Dispatch	Travel	Response		Dispatch	Travel	Response	
Accident	7.6	10.7	18.3	1,395	9.1	10.6	19.7	1,395
Alarm	2.1	7.2	9.4	1,968	3.0	7.6	10.5	2,127
Animal	4.8	8.2	13.0	67	7.0	8.7	15.6	81
Assist citizen	8.9	7.9	16.8	444	11.7	8.4	20.1	488
Assist other agency	3.1	6.0	9.2	769	4.0	6.1	10.1	700
Check	6.8	6.9	13.8	912	8.7	7.6	16.3	899
Crime—drug/alcohol	8.7	7.8	16.5	101	10.3	7.0	17.3	93
Crime—person	5.7	7.0	12.6	1,365	6.0	7.2	13.2	1,451
Crime—property	6.9	8.9	15.8	1,696	8.5	9.4	17.9	2,061
Disturbance	6.0	6.8	12.8	2,457	6.7	7.2	14.0	2,822
Investigation	7.1	8.5	15.6	511	7.5	8.2	15.7	585
Miscellaneous	11.2	9.4	20.5	392	15.2	9.4	24.6	411
Suspicious incident	5.2	7.3	12.5	938	5.7	7.8	13.5	934
Traffic enforcement	11.3	9.5	20.8	327	14.2	10.6	24.9	353
Unknown trouble	4.0	6.6	10.6	482	4.5	6.5	11.0	451
Warrant/custody	8.1	12.0	20.1	164	9.0	12.3	21.3	141
Total Average	5.9	7.8	13.7	13,988	7.1	8.1	15.2	14,992

Note: The total average is weighted according to the number of calls per category.

Observations:

- In winter, the average response time for most categories was between 9 minutes and 19 minutes.
- In winter, the average response time was as short as 9 minutes (for alarms) and as long as 20 minutes (for warrant/custody calls).
- In summer, the average response time for most categories was between 11 minutes and 21 minutes.
- In summer, the average response time was as short as 11 minutes (for alarms) and as long as 23 minutes (for general noncriminal calls).
- The average response time for crimes was 14 minutes in winter and 16 minutes in summer.

TABLE 14-17: 90th Percentiles for Response Time Components, by Category

Category	Minutes in Winter			Minutes in Summer		
	Dispatch	Travel	Response	Dispatch	Travel	Response
Accident	21.3	20.7	38.6	26.4	21.4	46.1
Alarm	4.7	13.1	16.9	7.2	13.7	19.5
Animal	9.1	13.1	17.6	13.6	14.9	25.7
Assist citizen	25.4	14.4	36.8	34.3	15.8	45.0
Assist other agency	5.5	11.6	15.8	7.6	10.9	16.8
Check	16.3	13.1	25.3	21.6	14.0	34.0
Crime—drug/alcohol	23.0	13.8	29.8	32.8	13.7	41.1
Crime—person	11.8	12.5	23.3	13.8	13.6	26.1
Crime—property	17.8	17.2	32.9	24.0	18.8	41.1
Disturbance	12.4	12.3	22.8	14.9	13.5	27.1
Investigation	18.2	17.9	40.8	20.4	18.2	39.7
Miscellaneous	40.4	20.2	62.0	59.1	18.0	73.6
Suspicious incident	10.0	14.1	22.1	12.1	14.9	24.0
Traffic enforcement	34.5	20.1	55.9	56.5	22.0	67.8
Unknown trouble	7.6	11.9	18.1	7.6	12.3	18.9
Warrant/custody	22.8	31.9	51.6	27.3	29.4	58.7
Total	13.7	14.8	27.1	18.6	15.8	32.3

Note: A 90th percentile value of 27.1 minutes means that 90 percent of all calls are responded to in fewer than 27.1 minutes. For this reason, the columns for dispatch processing and travel time may not be equal to the total response time.

Observations:

- In winter, the 90th percentile value for response time was as short as 17 minutes (for alarm) and as long as 56 minutes (for general noncriminal).
- In summer, the 90th percentile value for response time was as short as 19 minutes (for unknown trouble) and as long as 65 minutes (for general noncriminal).

FIGURE 14-30: Average Response Time Components, by Sector

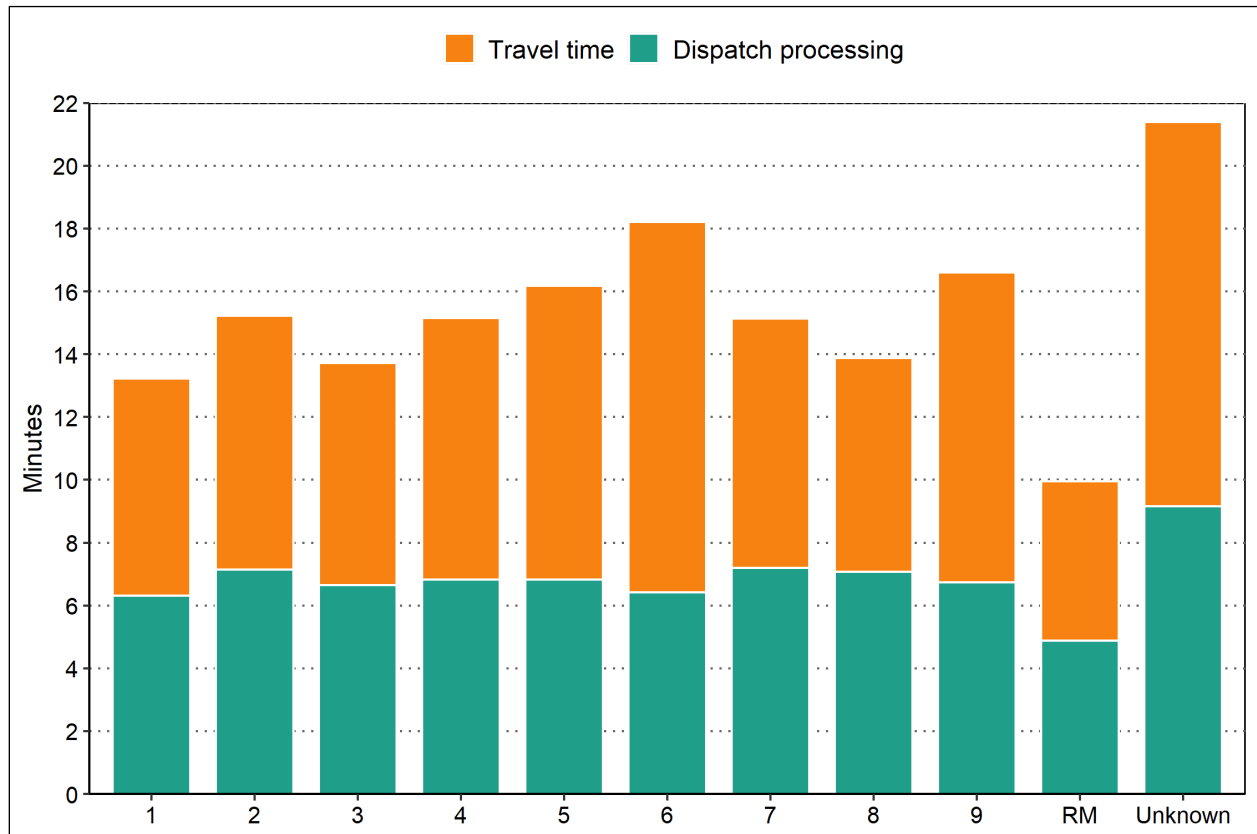


TABLE 14-18: Average Response Time Components, by District

Sector	District	Minutes			Calls	Area (Sq. Miles)
		Dispatch	Travel	Response		
1	40	6.2	6.0	12.1	4,236	0.9
	41	6.6	6.8	13.3	3,235	5.3
	42	6.2	9.2	15.4	1,964	12.1
	Subtotal	6.3	6.9	13.2	9,435	18.3
2	50	7.1	9.9	17.0	3,127	4.7
	51	6.7	7.4	14.1	2,425	1.7
	55	7.4	7.2	14.6	4,930	2.3
	Subtotal	7.1	8.1	15.2	10,482	8.7
3	52	6.6	7.2	13.8	4,419	2.9
	53	6.6	6.9	13.5	3,645	1.3
	54	6.8	7.0	13.8	4,571	1.9
	Subtotal	6.7	7.1	13.7	12,635	6.1
4	61	6.9	8.3	15.2	5,927	4.0
	63	6.9	8.1	15.0	3,665	2.9
	72	6.6	8.6	15.2	5,664	5.9
	Subtotal	6.8	8.3	15.2	15,256	12.9
5	60	7.0	9.5	16.5	4,343	4.9
	62	6.8	8.9	15.7	6,220	5.8
	71	6.5	10.6	17.1	1,708	6.6
	Subtotal	6.8	9.3	16.2	12,271	17.3
6	70	6.7	11.0	17.7	2,162	6.7
	73	6.0	12.9	18.9	1,586	9.2
	Subtotal	6.4	11.8	18.2	3,748	15.9
7	80	7.4	8.2	15.6	4,185	8.1
	81	7.0	6.9	13.9	3,815	2.3
	93	7.1	8.7	15.8	4,069	3.5
	Subtotal	7.2	7.9	15.1	12,069	13.9
8	82	7.1	6.2	13.2	2,798	2.7
	83	7.1	6.8	13.9	6,295	4.8
	91	7.1	7.3	14.3	3,487	5.9
	Subtotal	7.1	6.8	13.9	12,580	13.4
9	90	6.7	11.4	18.1	1,536	6.8
	92	6.7	9.3	16.0	4,017	10.4
	Subtotal	6.7	9.9	16.6	5,553	17.1
RM	39	4.9	5.1	10.0	1,573	0.4
Unknown		8.1	9.2	12.2	595	NA
Total		6.2	6.8	8.1	96,197	124.0

Observations:

- Excluding the calls without sectors assigned, the sector RM had the shortest average dispatch processing time and response time.
- Sectors 1 to 9 share similar average dispatch processing times, which are about 6 minutes.

High-Priority Calls

The department assigned priorities to calls with priorities 1 and 2 as the highest priorities. The following table shows average response times by priority. Also, we identified injury accidents based upon their call descriptions, "Pol-Acc w/Injury, Entrap," "Pol-Accident with Injury," "Pol-Hit & Run Injury Acc," and "Pol-Priv Prop Acc w/INJ," to see if these provided an alternate measure for emergency calls.

TABLE 14-19: Average and 90th Percentile Response Times, by Priority

Priority	Minutes			Calls	90th Percentile Response Time, Minutes
	Dispatch	Travel	Response		
1	2.1	6.2	8.3	4	10.3
2	3.7	6.4	10.1	9,248	17.8
3	4.4	7.6	12.0	35,408	22.2
4	5.6	7.0	12.6	17,765	22.7
5	9.4	10.3	19.8	13,375	45.1
6	10.3	8.9	19.2	11,498	44.6
7	11.6	8.4	20.0	2,783	51.4
8	14.1	9.7	23.8	4,361	68.7
9	16.5	10.8	27.4	1,755	80.5
Total	6.8	8.1	14.9	96,197	31.4
Injury accident	4.5	9.2	13.7	1,703	30.6

Note: The total average is weighted according to the number of calls within each priority level.

FIGURE 14-31: Average Response and Dispatch Processing Times for High-priority and Accident Calls, by Hour



Observations:

- The average response time was 10.1 minutes for high-priority calls, lower than the overall average of 14.9 minutes for all calls.
- Average dispatch processing was 3.3 minutes for high-priority calls, compared to 6.8 minutes overall.
- For high-priority calls, the longest response times were between 6:00 p.m. and 7:00 p.m., with an average of 15.7 minutes.
- For high-priority calls, the shortest response times were between 2:00 a.m. and 3:00 a.m., with an average of 7.6 minutes.
- Average response time for injury accidents was 13.7 minutes, with a dispatch processing of 4.5 minutes.

APPENDIX A: CALL TYPE CLASSIFICATION

Call descriptions for the department's calls for service from January 1, 2019, to December 31, 2019, were classified into the following categories.

TABLE 14-20: Call Type, by Category

Call Type Code	Call Type Description	Table Category	Figure Category
ALMBRG	Burglar Alarm	Alarm	Alarm
ALMRES	Residential Alarm		
ALMROB	Robbery Alarm		
ALMWX	Weather Related Alarm		
ASTPTY	Police - Assist Party	Assist citizen	Assist
STNDBY	Stand By to Prevent a Dis		
ASTOAG	Assist Other Agency	Assist other agency	
ASTPRK	Assist Parking		
FIRRUN	Fire Run		
RESJUM	PD-Tactical Resc - Jumper		
DROWN	Pol-Drowning		
HAZMAT	Pol-Hazmat		
INDACC	Pol-Industrial Accident		
OVERDO	Pol-Overdose		
CHKSUB	Check Condition of Subj	Check	Check
PRPCHK	Property Check		
NARC	Narcotics Law Violations	Crime-drug/alcohol	Crime
ASLTDD	Assault-Domestic Disturb	Crime-person	
ASLTIP	Assault In Progress		
ASLTJO	Assault Just Occurred		
ASLTRP	Assault Report		
ASLTWP	Assault With Weapon		
CHABAN	Child Abandonment/Unatten		
CHABUS	Child Abuse Report		
CUTT	Cutting Report		
FIGHT	Fight		
HARASS	Harassing Communications		
INEX	Indecent Exposure		
KIDNAP	Kidnapping		
SHOOTJ	PD-Shooting Just Occurred		
CUTTIP	Pol-Cutting In Progress		
CUTTJO	Pol-Cutting Just Occurred		
SHOOTI	Pol-Shooting In Progress		
PROST	Prostitution		
RAPEIP	Rape In Progress		
RAPEJO	Rape Just Occurred		
RAPE	Rape Report		

Call Type Code	Call Type Description	Table Category	Figure Category
ROBBIP	Robbery In Progress		
ROBBJO	Robbery Just Occurred		
ROBBIN	Robbery of Individual		
ROBB	Robbery Report		
SEXABU	Sexual Abuse Report		
SHOOTR	Shooting Report		
GUNSSST	SHOT SPOTTER ACTIVATION		
SHOTS	Shots Fired		
SP	Subject Pursuit		
TERTHR	Terroristic Threatening		
ARSON	Arson Report	Crime-property	
BEAUIP	Burglary Auto, I P		
BEAUJO	Burglary Auto/Just Occ		
BURIPO	Burglary I P/Premise occ		
BURIP	Burglary In Progress		
BURJO	Burglary Just Occurred		
BURRP	Burglary Report		
BEAUTO	Burglary Report , Auto		
CRMISC	Criminal Mischief		
CRMIP	Criminal Mischief In Prog		
CRMJO	Criminal Mischief Just Oc		
CRMTIP	Criminal Trespass In Prog		
CRMTRE	Criminal Trespassing		
FORGIP	Forgery In Progress		
FORGJO	Forgery Just Occurred		
FORG	Forgery Report		
FRD/CC	Fraudulent Use of Cred		
GAMBL	Gambling Law Violations		
STOVOA	Other Agency Stolen Veh		
STOPOS	Possession of Stolen Prop		
PURSES	Purse Snatching		
SHOPLF	Shoplifting		
STOVEH	Stolen Auto Rpt - Send PD		
STOMC	Stolen Motorcycle		
STOOTH	Stolen Other Vehicle		
STOTRK	Stolen Truck or Bus		
THFTIP	Theft In Progress		
THFTJO	Theft Just Occurred		
THEFT	Theft Report		
TILTJO	Till Tapping Just Occ		
TILTAP	Till Tapping Report		
DISDRK	Dist Involving Drunk	Disturbance	Disturbance

Call Type Code	Call Type Description	Table Category	Figure Category		
DIS	Disturbance				
DISWP	Disturbance with Weapon				
DRUNK	Drunk				
DISFAM	Family disturbance				
FIRWRK	Fireworks				
LOITER	Loitering				
MUSIC	Loud Music				
PARTY	Loud Party				
ANBITE	Animal Bite	Animal	General noncriminal		
ANLOSE	Animals Running Loose				
DOG	Barking Dog				
ANVISC	Vicious Animal				
ADMIN	Administrative Calls	Miscellaneous		General noncriminal	
AIRRIF	Air Rifle Violations				
ASTOFF	Assist Off-Duty Officer				
CURFEW	Curfew Violations				
INFO	Information Report				
KIDPLY	Kids Playing in the St				
MSG	Message to Officer				
TRUANT	Truancy Report				
VACATN	Vacation Home Report	Investigation			Investigation
TOW	Wrecker Requests				
ATLVEH	Attempt to Locate Stolen				
DEABOD	Dead Body				
NARCFN	Found Narcotics				
FNDPRP	Found Property				
MISCHI	Missing Child 6-12 Years				
MISELD	Missing Elderly Person				
MISMTL	Missing Mentally Disturb				
MISPER	Missing Person over 18 Yr				
SUIATT	Pol-Attempted Suicide	Suspicious incident	Suspicious		
BOMB	Pol-Bomb Threat				
SUBDWN	Pol-Subject Down				
SUICID	Pol-Suicide				
STOVRC	Recovered Stolen Vehicle				
RUNAWY	Runaway Juvenile				
THRSCH	Threat at School				
SUSPAK	Pol-Suspicious Package		Suspicious incident	Suspicious	
PROWL	Prowler				
SS	Subject Stop				
SUSVEH	Suspicious Car				
SUSPER	Suspicious Person				

Call Type Code	Call Type Description	Table Category	Figure Category
SUSVEH	Suspicious Vehicle		
ACC	Accident	Accident	Traffic
ACCDWI	Accident w/DWI on Street		
ACCHR	Hit & Run Accident		
ACCPPH	Hit & Run Private Prop		
ACCIEX	Pol-Acc w/Injury, Entrap		
ACCWI	Pol-Accident with Injury		
ACCHRI	Pol-Hit & Run Injury Acc		
ACCPED	Pol-Pedestrian Accident		
ACCPWI	Pol-Priv Prop Acc w/INJ		
ACCPPI	Private Prop Acc w/ DWI		
ACCPPD	Private Prop Acc. w/Dist		
ACCPP	Private Property Accident		
ABNVEH	Abandoned Vehicle	Traffic enforcement	Traffic
ALLEY	Blocked Alley		
DRIVE	Blocked Drive		
DWI	Driving While Intoxicated		
DWOC	Driving Without Owner's		
PRKVIO	Parking Violation		
STALL	Stalled Vehicle		
TP	Traffic Pursuit		
TRFVIO	Traffic Violation		
TS	Traffic Stop	Traffic stop	
UNK	Unknown Trouble	Unknown trouble	Unknown trouble
PRISTR	Off w/ Prisoner in Cust	Warrant/custody	Warrant/custody
WANTED	Wanted Person		

APPENDIX B: WORKLOAD BY SEASON, 2020

FIGURE 14-32: Deployment and All Workload, Weekdays, Winter 2020

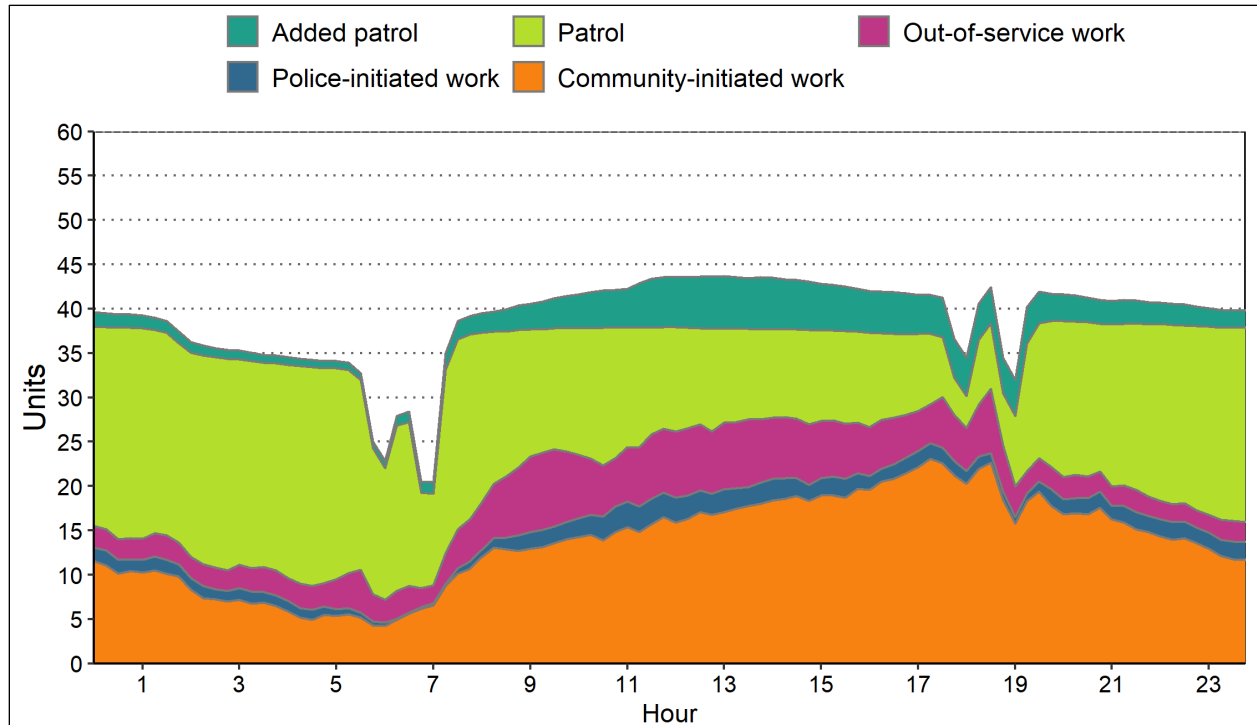


FIGURE 14-33: Deployment and All Workload, Weekends, Winter 2020

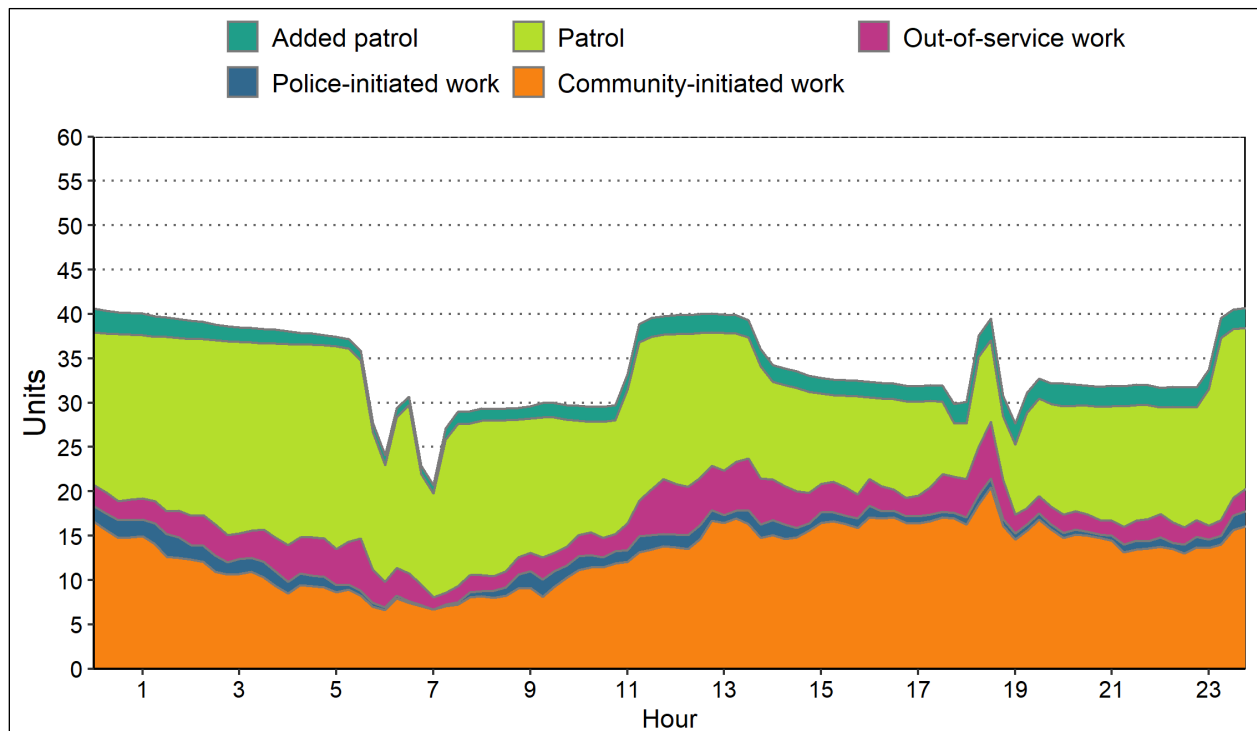


FIGURE 14-34: Deployment and All Workload, Weekdays, Summer 2020

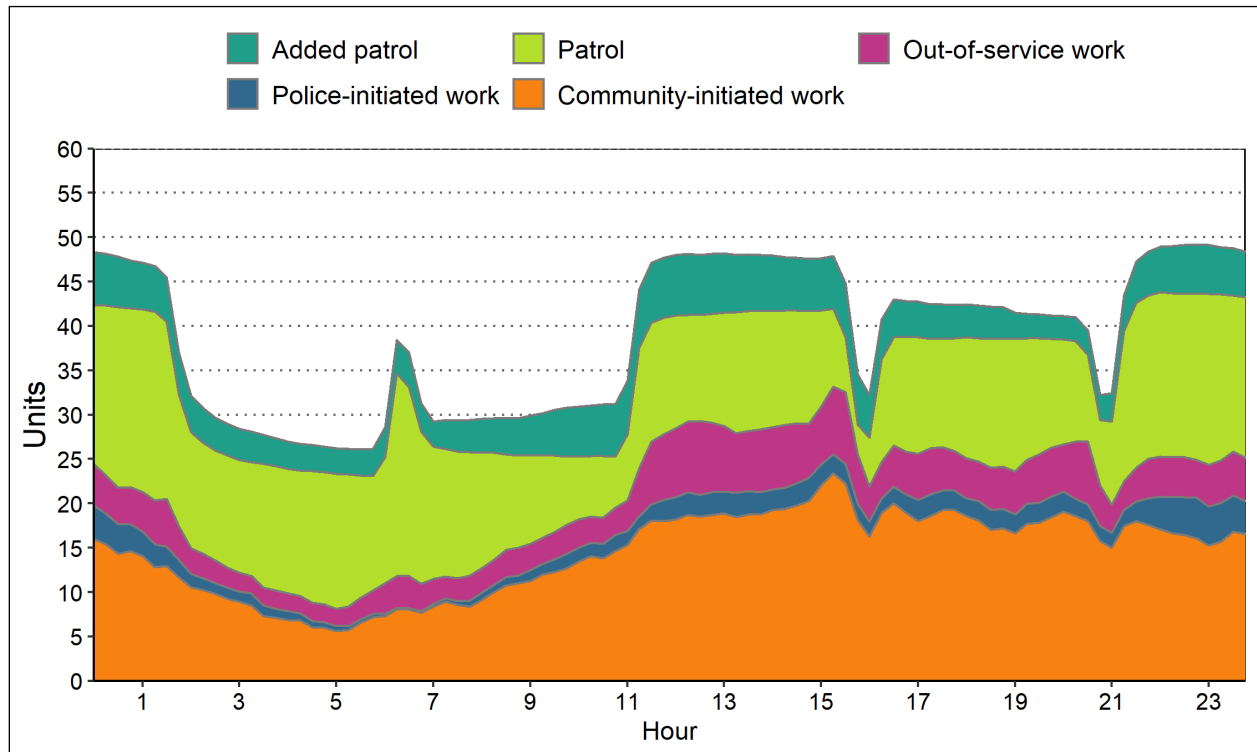
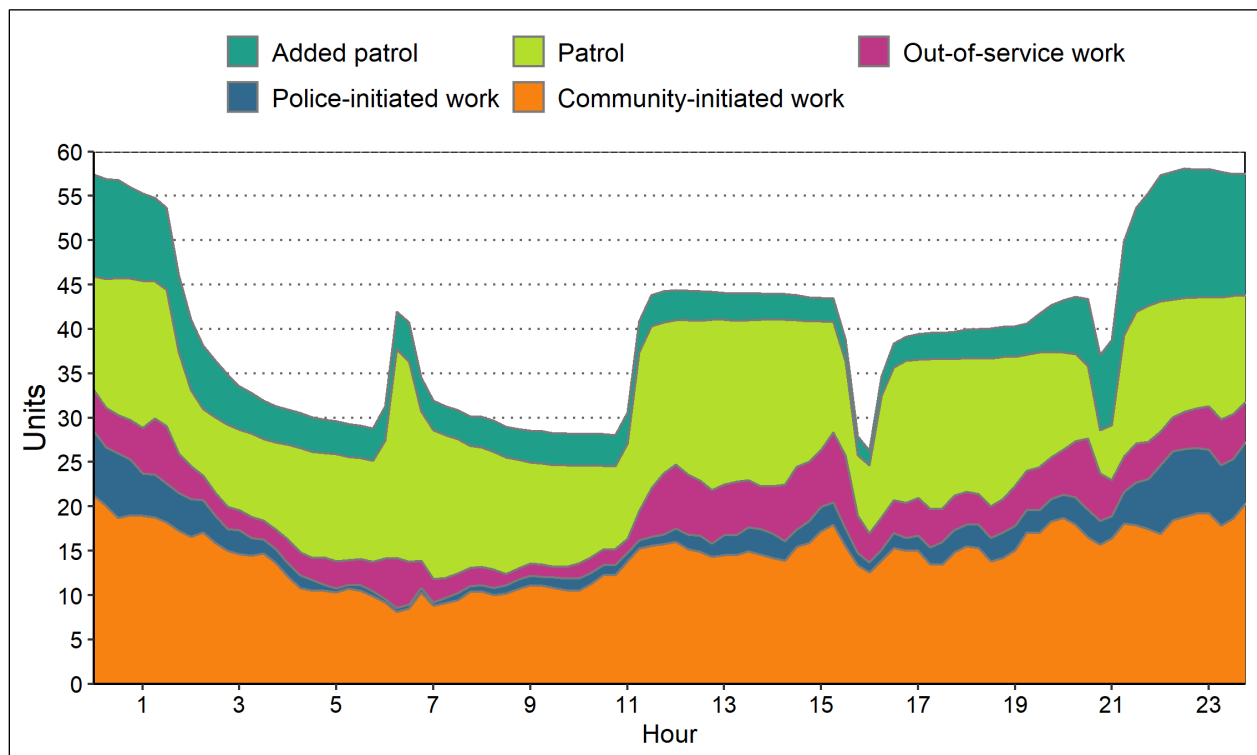


FIGURE 14-35: Deployment and All Workload, Weekends, Summer 2020



Winter (January 4 through February 28, 2020):

- Community-initiated work:
 - Average community-initiated workload was 13.7 units per hour during the week and 13.0 units per hour on weekends.
 - This was approximately 35 percent of hourly deployment during the week and 38 percent of hourly deployment on weekends.
- All work:
 - Average workload was 19.7 units per hour during the week and 17.2 units per hour on weekends.
 - This was approximately 51 percent of hourly deployment during the week and 51 percent of hourly deployment on weekends.

Summer (July 7 through August 31, 2020):

- Community-initiated work:
 - Average community-initiated workload was 14.5 units per hour during the week and 14.5 units per hour on weekends.
 - This was approximately 37 percent of hourly deployment during the week and 36 percent of hourly deployment on weekends.
- All work:
 - Average workload was 20.8 units per hour during the week and 21.2 units per hour on weekends.
 - This was approximately 53 percent of hourly deployment during the week and 53 percent of hourly deployment on weekends.

FIGURE 14-36: Percentage of Workload, Weekdays, Winter 2020

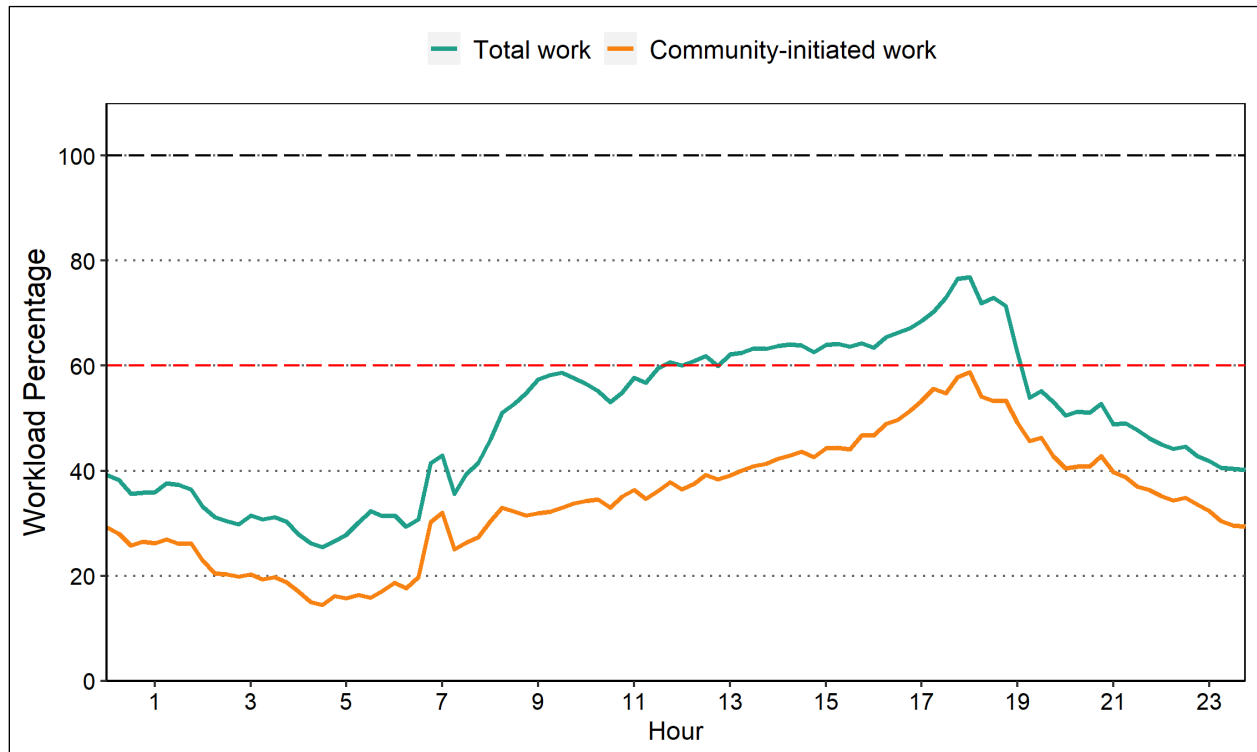


FIGURE 14-37: Percentage of Workload, Weekends, Winter 2020

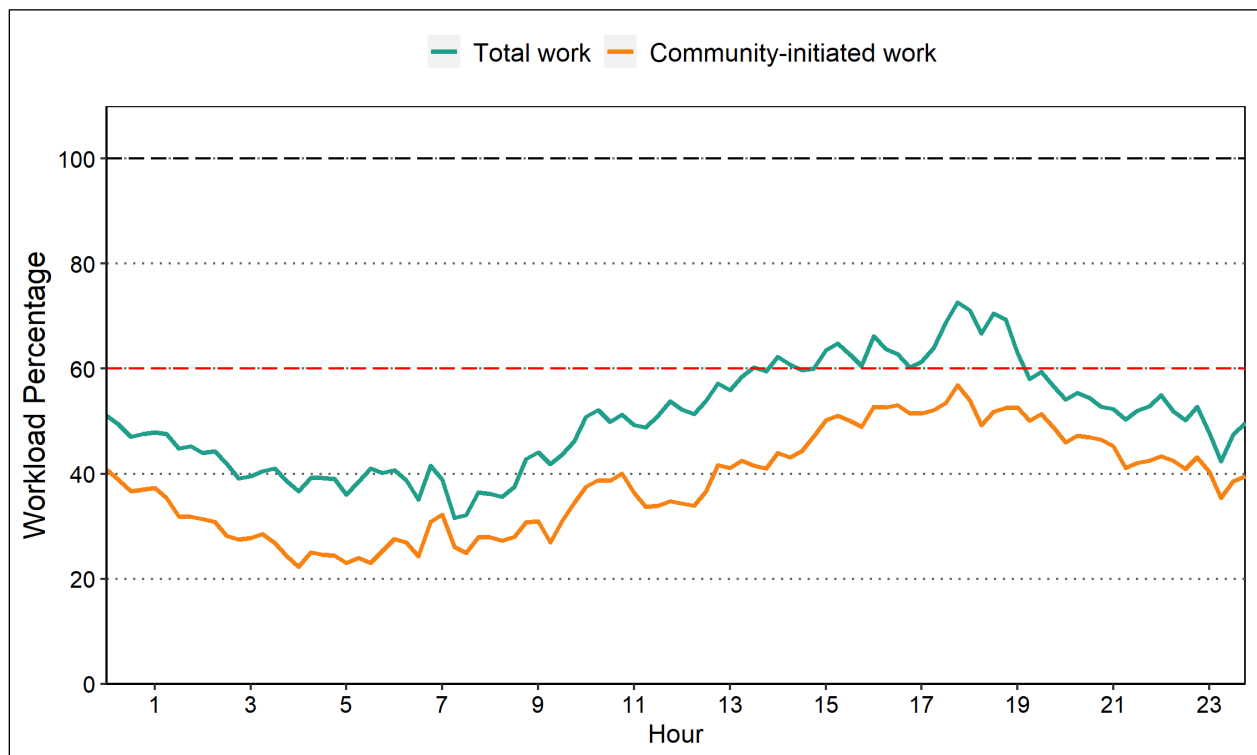


FIGURE 14-38: Percentage of Workload, Weekdays, Summer 2020

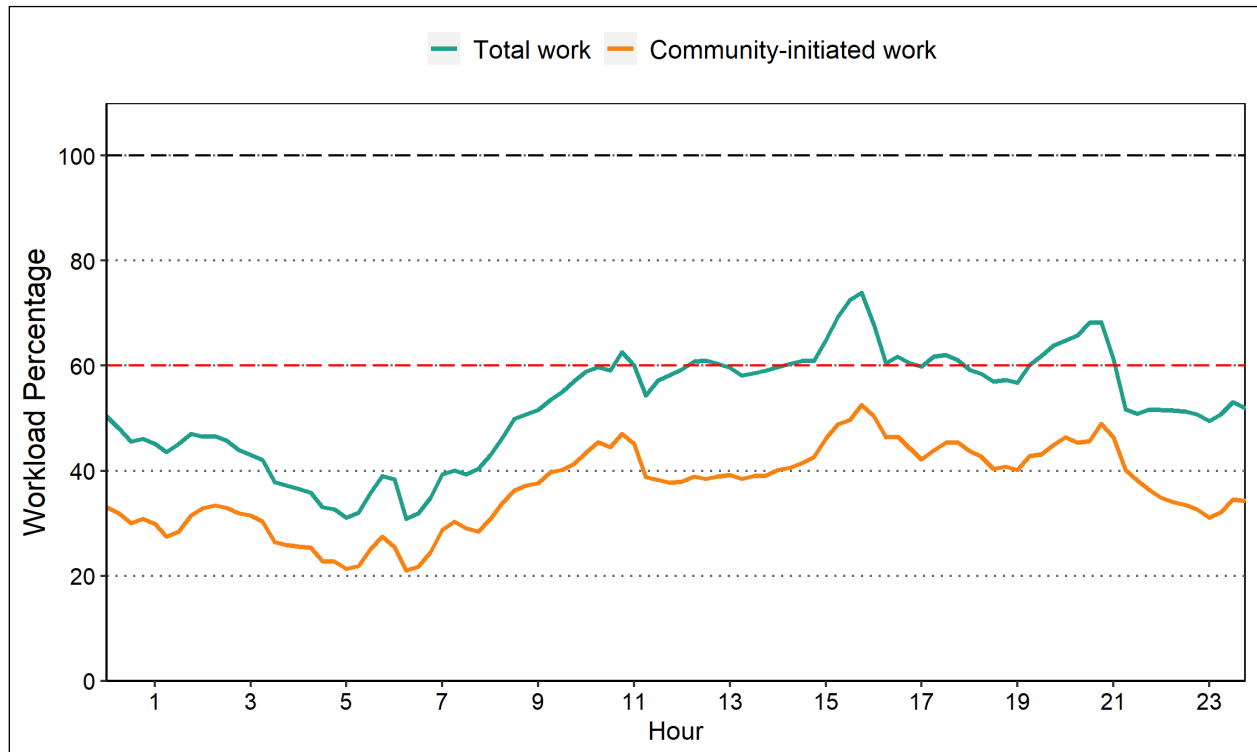
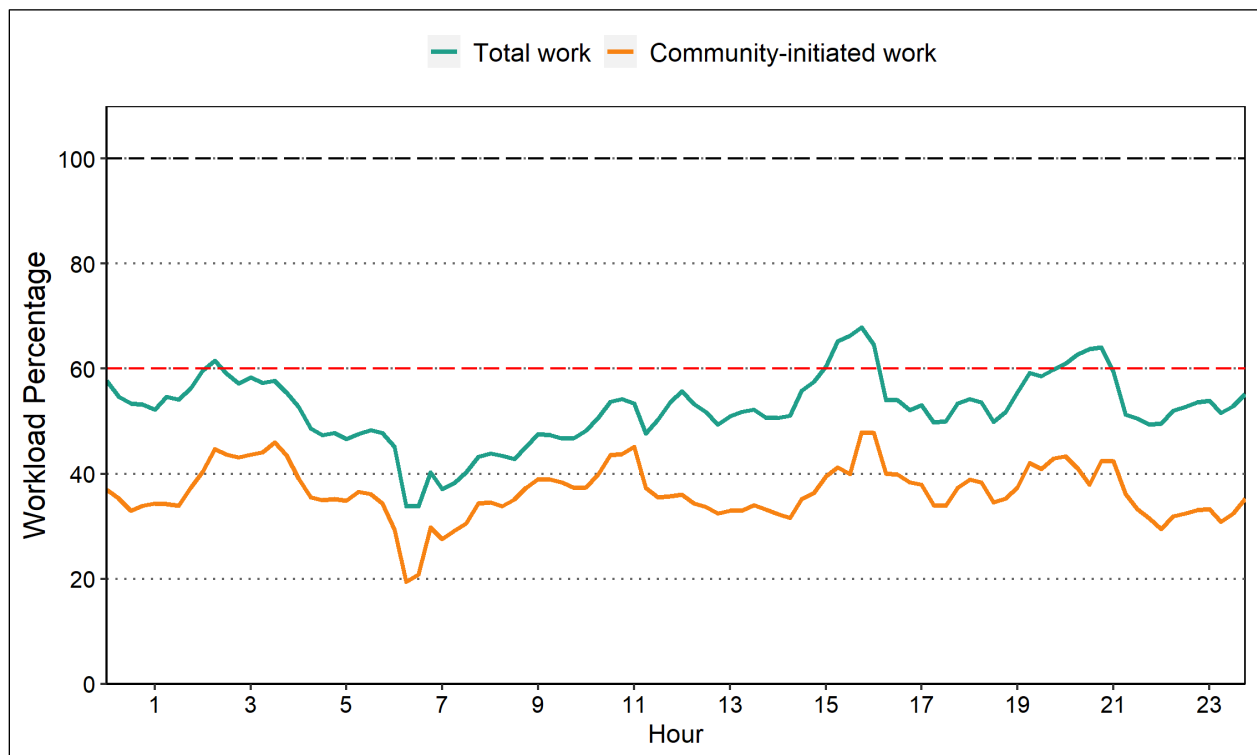


FIGURE 14-39: Percentage of Workload, Weekends, Summer 2020



Observations:

Winter:

- Community-initiated work:
 - During the week, workload reached a maximum of 59 percent of deployment between 6:00 p.m. and 6:15 p.m.
 - On weekends, workload reached a maximum of 57 percent of deployment between 5:45 p.m. and 6:00 p.m.
- All work:
 - During the week, workload reached a maximum of 77 percent of deployment between 5:45 p.m. and 6:15 p.m.
 - On weekends, workload reached a maximum of 73 percent of deployment between 5:45 p.m. and 6:00 p.m.

Summer:

- Community-initiated work:
 - During the week, workload reached a maximum of 52 percent of deployment between 3:45 p.m. and 4:00 p.m.
 - On weekends, workload reached a maximum of 48 percent of deployment between 3:45 p.m. and 4:15 p.m.
- All work:
 - During the week, workload reached a maximum of 74 percent of deployment between 3:45 p.m. and 4:00 p.m.
 - On weekends, workload reached a maximum of 68 percent of deployment between 3:45 p.m. and 4:00 p.m.

APPENDIX C: UNIFORM CRIME REPORT INFORMATION

This section presents information obtained from Uniform Crime Reports (UCR) collected by the Federal Bureau of Investigation (FBI). The tables and figures include the most recent information that is publicly available at the national level. This includes crime reports for 2010 through 2019, along with clearance rates for 2019. Crime rates are expressed as incidents per 100,000 population.

TABLE 14-21: Reported Crime Rates in 2019, by City

Municipality	State	Population	Crime Rates		
			Violent	Property	Total
Bentonville	Arkansas	53,434	223	1,374	1,596
Conway	Arkansas	67,336	483	2,736	3,218
Fayetteville	Arkansas	88,500	447	4,481	4,929
Fort Smith	Arkansas	88,041	980	5,823	6,804
Jonesboro	Arkansas	78,261	686	3,810	4,496
North Little Rock	Arkansas	66,604	844	3,722	4,566
Rogers	Arkansas	69,168	479	2,845	3,324
Winston-Salem	North Carolina	248,445	1,078	4,764	5,842
Durham	North Carolina	280,282	730	3,808	4,538
Richmond	Virginia	230,721	463	3,499	3,962
Rochester	New York	205,769	748	3,471	4,219
Columbus	Georgia	194,356	317	1,986	2,303
Little Rock	Arkansas	198,382	1,517	6,122	7,639
Arkansas		3,017,804	585	2,858	3,443
National		328,239,523	379	2,010	2,489

FIGURE 14-40: Reported Little Rock Violent and Property Crime Rates, by Year

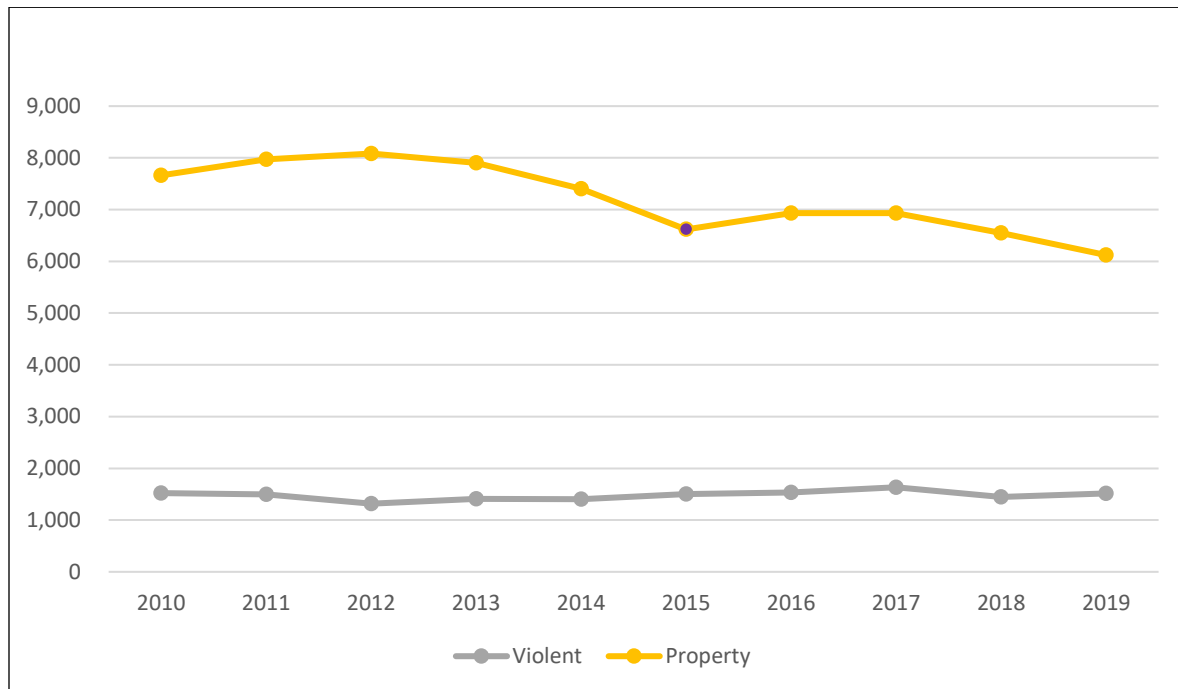


FIGURE 14-41: Reported City and State Crime Rates, by Year

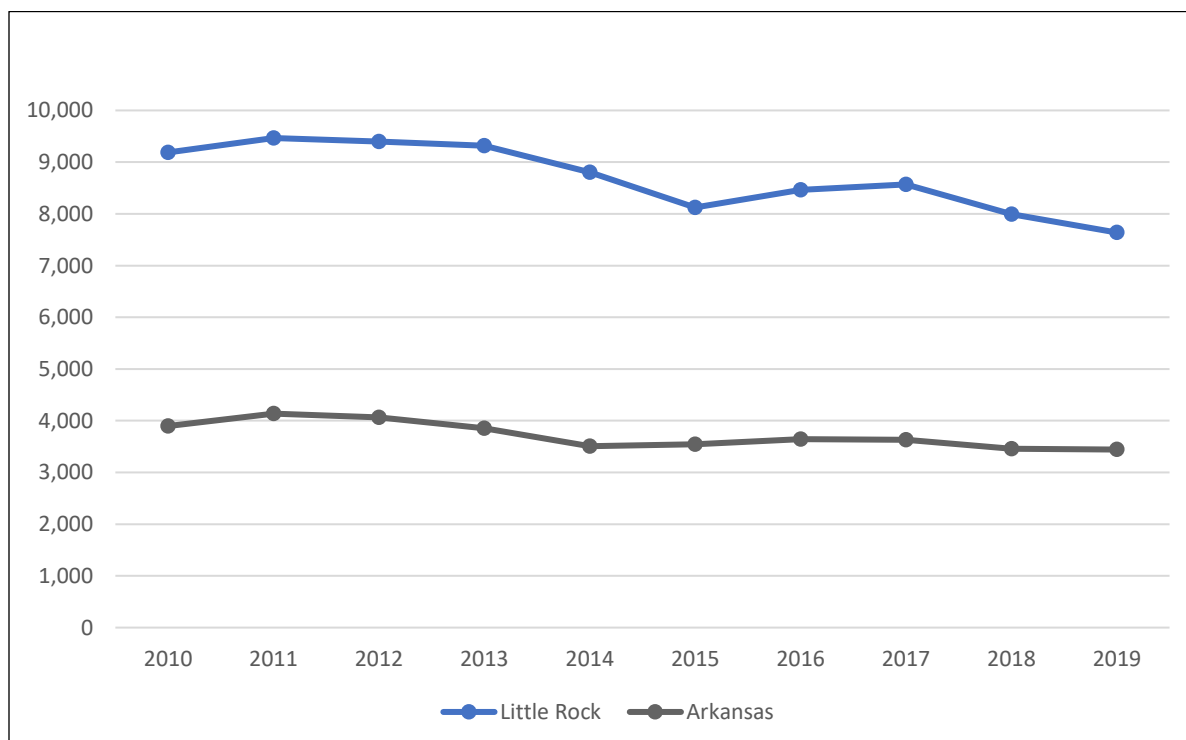


TABLE 14-22: Reported Little Rock, Arkansas, and National Crime Rates, by Year

Year	Little Rock				Arkansas				National			
	Population	Violent	Property	Total	Population	Violent	Property	Total	Population	Violent	Property	Total
2010	193,524	1,522	7,665	9,186	2,941,161	484	3,412	3,896	314,170,775	393	2,833	3,225
2011	194,988	1,495	7,971	9,466	2,963,414	472	3,665	4,137	317,186,963	376	2,800	3,176
2012	196,055	1,317	8,084	9,401	2,981,157	459	3,604	4,063	319,697,368	377	2,758	3,135
2013	197,399	1,413	7,901	9,315	2,984,729	440	3,412	3,851	321,947,240	362	2,627	2,989
2014	198,217	1,405	7,402	8,807	2,996,166	444	3,061	3,505	324,699,246	357	2,464	2,821
2015	198,647	1,505	6,620	8,125	2,997,795	497	3,047	3,544	327,455,769	368	2,376	2,744
2016	198,800	1,534	6,931	8,465	3,005,677	529	3,117	3,646	329,308,297	383	2,353	2,736
2017	199,314	1,634	6,932	8,566	3,004,279	554.9	3,079	3,634	325,719,178	383	2,362	2,745
2018	199,288	1,446	6,548	7,994	3,013,825	544	2,913	3,457	327,167,434	369	2,200	2,568
2019	198,382	1,517	6,122	7,639	3,017,804	585	2,858	3,443	328,239,523	379	2,010	2,489

TABLE 14-23: Reported Little Rock, Arkansas, and National Crime Clearance Rates

Crime	Little Rock			Arkansas			National		
	Crimes	Clearances	Rate	Crimes	Clearances	Rate	Crimes	Clearances*	Rate
Murder Manslaughter	39	33	85%	242	176	73%	14,325	8,796	61%
Rape	209	40	19%	2,169	605	28%	124,817	41,065	33%
Robbery	391	94	24%	1,471	463	31%	239,643	73,091	31%
Aggravated Assault	2,371	690	29%	12,660	5,936	47%	726,778	380,105	52%
Burglary	1,760	182	10%	17,121	2,020	12%	981,264	138,358	14%
Larceny	9,316	1,292	14%	56,647	10,768	19%	4,533,178	834,105	18%
Vehicle Theft	1,069	177	17%	6,907	871	13%	655,778	90,497	14%

Note: *Clearances were calculated from crimes and clearance rates, as these numbers are not directly available from the FBI.

END