

December 18, 2003

Deborah Faulkner, Acting Chief of Police
Metropolitan Police Department
Metropolitan Government of Nashville and
Davidson County
200 James Robertson Parkway
Nashville, TN 37201

Dear Chief Faulkner:

The Police Department Performance audit issued May 28, 2002 included a recommendation that a comprehensive staffing study be done. After issuing a request for proposals, a proposal evaluation team consisting of representatives from Finance and Police selected Matrix Consulting Group as the firm with the best qualifications and most experience with law enforcement staffing studies to do the study for Metro's Police Department. The report on the results of Matrix's staffing study of the Metro Police Department is attached.

Overall, Matrix found that the Police Department is adequately staffed and that the number of officers and sergeants assigned to patrol is appropriate to achieve the Department's community policing goals. Matrix's analysis included a detailed review of staff levels and workloads in each unit of the Police Department, and they made recommendations to improve efficiency and effectiveness in several areas. Matrix also

recommended that Metro consider not implementing a sixth precinct at this time, and proposed alternatives to maintaining a strong Police presence in the downtown area. Should Metro decide to open a sixth precinct, Matrix recommended additional command staffing but recommend that sergeants and officers be reallocated among the precincts, since the level of officer and sergeant staffing is appropriate for Metro as a whole.

Matrix's recommendations impacting staffing can be summarized as follows. Note that the variances below are based on the actual number of Police Department staff on payroll in July 2003. The implementation of Matrix's recommended staffing levels would need to be based on actual staffing at the time of implementation.

Unit	Increase/(Decrease)
Command Staff	(1)
Behavioral Health Services	6
Vehicle Operations	(2)
Intelligence	1
Office of Professional Accountability	(1)
Information Technology	(6)
Recruitment	1
Records	(1)
Patrol	(8)
Mounted Patrol	(7)
Homicide/Cold Case	(2)
Sex Crimes	(1)
Pawns	1
Fraud	(2)
Domestic Violence	(2)
Youth Services	(4)
Vice	10
Identification	2
Task Forces	(16)
Property and Evidence	3
Special Operations	1
Emergency Contingency	4
Total Impact	(24)

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In addition, Matrix recommended that the Police Department expand the use of civilian personnel through a community service officer program, which could ultimately result in further efficiencies through net reductions of 20 or more positions. The full staffing analysis and detailed findings and recommendations for each unit of the Police Department are presented in Matrix's report.

We greatly appreciate the assistance provided by the members of the Police Department who provided information and worked with the Matrix consultants during this study.

Internal Audit Section

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