Pinckney Public Safety DPW Workload Study Program

Police & DPW Workload / Time Study Program

Purpose of the Program

The purpose of this program is to establish a measurable, defensible, and repeatable system for evaluating:

- Current staffing levels.
- Workload demands.
- Service response expectations.
- Operational efficiency.
- Long-term staffing needs.
- Budget impacts.
- Equipment and infrastructure demands.
- Community growth impacts on services.

This study should provide objective data to support future staffing requests, budgeting decisions, grant applications, capital planning, and operational improvements.

The program is designed to cover both:

1. Police Department
2. Department of Public Works (DPW)

DRAFT

PART 1 — PROGRAM STRUCTURE

Study Goals

The study should answer the following questions:

Police Department

- How much time is spent on calls for service?
- What percentage of time is proactive policing vs reactive response?
- Are staffing levels adequate for current call volume?
- What hours and days experience the highest demand?
- What non-enforcement duties consume officer time?
- What workload trends are increasing?
- What staffing level is required to maintain acceptable response times?
- What is the impact of events, tourism, trails, and seasonal population changes?

DPW Department

- How much labor time is spent on routine maintenance?
- How much time is spent reacting to emergencies?
- Which infrastructure systems consume the most labor?
- Is staffing adequate for streets, utilities, parks, snow removal, and facilities?
- What tasks are being delayed due to staffing limitations?
- What equipment causes downtime or inefficiencies?
- How much labor is seasonal vs year-round?
- What future staffing or equipment investments are needed?

DRAFT

PART 2 — CORE PERFORMANCE METRICS

Police Department Metrics

1. Calls for Service

Track:

- Total calls for service
- Calls by type
- Calls by priority level
- Calls by location
- Calls by hour/day/month
- Calls requiring backup
- Average response times
- Average time on scene
- Officer-generated activity
- Arrests and citations
- Traffic enforcement
- Community policing contacts
- Follow-up investigation hours

Recommended Categories

Category	Examples
Priority Emergency	Assault, domestic violence, medical assist
Traffic	Crashes, enforcement, complaints
Property	Theft, vandalism, alarms
Community Service	Welfare checks, assists
Administrative	Court, reports, evidence
Proactive Patrol	Directed patrol, business checks

Police Time Utilization Targets

A healthy patrol operation generally aims for:

Activity	Recommended Range
Reactive Calls	35–50%

DRAFT

Proactive Patrol	20–30%
Administrative	15–25%
Community Engagement	5–10%
Training	3–5%

If officers exceed 60–65% reactive workload consistently, burnout and reduced proactive policing typically occur.

Police Staffing Analysis Formula

Basic Patrol Staffing Formula

Required Officers =

(Total Annual Workload Hours ÷ Productive Officer Hours)

Example

If:

- Annual workload = 7,500 hours
- Productive hours per officer = 1,600/year

Then:

7,500 ÷ 1,600 = 4.69 officers

This creates a baseline staffing requirement.

Adjustments should then be made for:

- Vacation
- Sick time
- Training
- Court appearances
- Special events
- Seasonal demands
- Minimum shift coverage

DRAFT

DPW PERFORMANCE METRICS

Core DPW Work Categories

Streets & Roads

Track:

- Snow removal hours
- Pothole repair hours
- Sign maintenance
- Street sweeping
- Storm cleanup
- Tree trimming
- Sidewalk maintenance

Utilities

Track:

- Water main repairs
- Sewer maintenance
- Lift station checks
- Water meter work
- Utility locates
- Emergency repairs

Parks & Facilities

Track:

- Park mowing
- Trash removal
- Restroom maintenance
- Building maintenance
- Playground inspections
- Event support

Equipment Maintenance

DRAFT

Track:

- Vehicle maintenance hours
- Equipment downtime
- Repair costs
- Preventive maintenance compliance

DRAFT

PART 3 — DATA COLLECTION SYSTEM

Recommended Study Duration

Minimum:

6 months

Recommended:

12 months

A full year captures:

- Winter operations
- Summer tourism
- Seasonal trail activity
- Events
- Construction impacts
- Weather-related workload spikes

DAILY ACTIVITY TRACKING SYSTEM

Police Daily Tracking

Each officer should log:

Activity	Time Spent
Calls for service	Minutes
Report writing	Minutes
Patrol	Minutes
Traffic enforcement	Minutes
Community engagement	Minutes
Court	Minutes
Training	Minutes
Administrative duties	Minutes

DRAFT

This can be done using:

- Existing CAD/RMS system
- Excel spreadsheet
- Google Forms
- Shared tablet forms
- Time-tracking software

DPW Daily Tracking

Each employee tracks:

Task	Location	Labor Hours	Equipment Used
Snow removal	Main St	4.5	Truck 2
Water repair	Elm St	3.0	Excavator
Park mowing	DDA / Village Hall	2.0	Mower 1

DRAFT

PART 4 — TECHNOLOGY RECOMMENDATIONS

LOW-COST STARTUP OPTION

Recommended Tools

Tool	Purpose
Microsoft Excel	Data collection
Google Forms	Field reporting
Google Sheets	Shared dashboard
Power BI	Analytics dashboard
ArcGIS	Mapping hotspots
CAD/RMS export	Police call data

DASHBOARD STRUCTURE

Police Dashboard

Track:

- Calls per month
- Calls per officer
- Response times
- Arrests/citations
- Overtime usage
- Hotspot mapping
- Officer utilization
- Shift demand analysis

DRAFT

DPW Dashboard

Track:

- Labor hours by category
- Equipment downtime
- Snow event costs
- Utility repair frequency
- Work order backlog
- Park maintenance hours
- Emergency callouts
- Overtime usage

DRAFT

PART 5 — MANAGEMENT CONTROLS

Monthly Department Review Meetings

Both departments should review:

- Workload trends
- Staffing shortages
- Overtime spikes
- Delayed projects
- Equipment concerns
- Budget impacts
- Safety concerns

DRAFT

KEY PERFORMANCE INDICATORS (KPIs)

Police KPIs

KPI	Target
Priority response time	Under 5 min
Officer proactive time	25%+
Overtime usage	Stable or declining
Calls handled per shift	Track trend
Community engagement hours	Increasing

DPW KPIs

KPI	Target
Snow route completion	Within target time
Water main response	Under 1 hour
Work order completion	Within service standard
Equipment uptime	90%+
Preventive maintenance completion	95%+

DRAFT

PART 6 — STAFFING EVALUATION FRAMEWORK

Police Staffing Evaluation

Evaluate:

Current Coverage

- Number of officers per shift
- Coverage gaps
- Single-officer vulnerabilities
- Overtime dependency
- Supervisory availability

Future Growth Factors

- Housing growth
- Trail usage
- Tourism
- Downtown events
- School impacts
- Seasonal visitors

DPW Staffing Evaluation

Evaluate:

Infrastructure Responsibilities

- Miles of roads
- Water system size
- Sewer system size
- Park acreage
- Municipal buildings
- Seasonal maintenance demands

Operational Risk Areas

DRAFT

- Single-point knowledge dependency
- Aging workforce
- Emergency response capability
- Specialized certifications
- Equipment limitations

DRAFT

PART 7 — IMPLEMENTATION PLAN

Phase 1 — Setup (30 Days)

Tasks

- Create data collection templates.
- Define workload categories.
- Train employees on tracking.
- Establish reporting standards.
- Build spreadsheets/dashboard.

Deliverables

- Tracking forms
- KPI list
- Dashboard framework
- Reporting schedule

Phase 2 — Data Collection (6–12 Months)

Tasks

- Daily data entry
- Weekly supervisor review
- Monthly trend analysis
- Quarterly staffing evaluation

Phase 3 — Analysis & Recommendations

Final Report Should Include

- Current workload analysis
- Staffing gap analysis
- Future staffing projections
- Overtime analysis

DRAFT

- Operational efficiency findings
- Equipment recommendations
- Capital improvement impacts
- Budget projections
- Grant opportunities

DRAFT

PART 8 — COMMUNITY & COUNCIL REPORTING

Quarterly Reporting to Council

Provide:

- Workload trends
- Staffing pressures
- Service demand changes
- Emergency response metrics
- DPW infrastructure workload
- Budget impacts
- Staffing recommendations

This creates transparency and provides objective justification for future staffing or capital requests.

DRAFT

PART 9 — RECOMMENDED OUTPUTS

Final Deliverables

Police

- Patrol staffing model
- Shift coverage analysis
- Crime trend analysis
- Response time map
- Officer workload matrix
- Overtime analysis
- Future staffing recommendation

DPW

- Labor allocation study
- Seasonal staffing analysis
- Equipment utilization study
- Work order backlog analysis
- Infrastructure demand forecast
- Capital equipment recommendations

DRAFT

PART 10 — CRIME STATISTICS ANALYSIS FRAMEWORK

Recommended Police Data Review

Analyze:

Metric	Purpose
Crime trends over 5 years	Growth comparison
Calls by neighborhood	Deployment planning
Repeat incident locations	Hotspot identification
Seasonal crime patterns	Staffing adjustments
Traffic crashes	Enforcement needs
Mental health/welfare calls	Service demand analysis
Property crimes	Patrol focus
Juvenile incidents	Prevention programs

BENCHMARK COMPARISONS

Compare Pinckney against:

- Similar-sized Michigan villages
- Livingston County averages
- State averages
- Tourist/recreation communities
- Trail-based communities

Metrics should include:

- Officers per 1,000 residents
- Calls per officer
- DPW staff per infrastructure mile
- Response times
- Overtime percentage
- Cost per resident

DRAFT

PART 11 — RECOMMENDED GOVERNANCE STRUCTURE

Oversight Team

Recommended members:

- Village President
- Village Manager
- Police Chief
- DPW Director
- Finance representative
- Council representative

DRAFT

PART 12 — LONG-TERM VALUE

This program creates:

- Defensible staffing decisions
- Better budgeting accuracy
- Stronger grant applications
- Reduced liability exposure
- Better employee accountability
- Improved service planning
- Data-driven leadership decisions
- Better long-term capital planning

DRAFT

IMMEDIATE NEXT STEPS

Recommended First Actions

Week 1

- Approve study framework!
- Assign project lead!
- Define tracking categories!

Week 2

- Build tracking spreadsheets/forms.
- Establish reporting schedule.
- Train department staff

Week 3–4

- Begin baseline data collection.
- Establish monthly reporting dashboard.
- Review first operational trends

OPTIONAL NEXT PHASES

Future enhancements could include:

- GPS fleet tracking
- Digital work order system
- Automated police analytics
- GIS mapping integration
- Predictive maintenance tracking
- Community service dashboards
- Public transparency portal
- AI-assisted workload forecasting

DRAFT

RECOMMENDATION

The Village should treat this as an operational management system rather than a one-time study.

A permanent workload and performance tracking program will provide significantly more value than a consultant-generated snapshot report because it allows the Village to:

- Continuously measure staffing needs
- Track growth impacts
- Defend budget requests.
- Improve efficiency.
- Forecast future staffing requirements.
- Build long-term operational sustainability.

This approach creates a measurable, transparent, and data-driven management framework for both public safety and public works operations in the Village of Pinckney.

DRAFT