



# CRIMINAL INVESTIGATIONS DIVISION

AUDIT REPORT #0110

JANUARY 2001



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Copies of this audit report #0110 (project #0016) may be obtained by telephone (850 / 891-8397), by FAX (850 / 891-0912), by mail or in person (City Auditor, 300 S. Adams Street, Mail Box A-22, Tallahassee, FL 32301-1731), or by e-mail ([dooleym@mail.ci.tlh.fl.us](mailto:dooleym@mail.ci.tlh.fl.us)).

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## MEMORANDUM

**To:** Mayor and Members of the City Commission

**From:** Sam M. McCall, City Auditor

**Date:** January 24, 2001

**Subject:** Audit Report on Criminal Investigations Division (#0110)

We have completed an audit of the Criminal Investigations Division (#0110). We submit this report that contains our audit issues and recommended actions and the response from the City Manager. We will periodically review the implementation of these recommended actions.

We thank the staff of the Tallahassee Police Department for their cooperation and assistance during this audit. If you have any questions or need a more detailed briefing on this audit, please contact me.

Respectfully submitted,

Sam M. McCall  
City Auditor

SMM/mbd  
attachment

Copy: Members of the Audit Committee  
Appointed Officials  
Executive Team  
Chief Walter McNeil, Tallahassee Police Department  
Paula G. Cook, Records Administrator

*An All-America City*



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# ***Audit Report***



## ***Criminal Investigations Division***

***Report #0110***

***January 24, 2001***

### ***Executive Summary***

The primary purpose of this audit is to determine whether there are 4,000 outstanding solvable cases in selected units of the Criminal Investigations Division (CID) of the Tallahassee Police Department (TPD) that should be assigned for investigation. We also analyzed clearance rates for comparable cities and sought to determine if the CID has established goals, objectives, and performance measures that can be used to measure the effectiveness of the Division.

**Although We Were Unable to Verify the Number of Secondary Cases Reported by CID, We Agree With the Classification of These Cases as Having Minimal Solvability**

In March of 2000, sergeants of the CID estimated that approximately 4,000 “secondary” cases were not assigned for investigation during 1999 because of minimal solvability factors and limited resources. Because these cases are active and changing daily, we were not able to verify the above number of cases. We reviewed a sample of cases that were not investigated, and we agreed with the sergeants that, given available information and limited resources it was more cost effective to not review these cases.

We reviewed summary statistics for selected units of the CID for the period January 1999 to June 2000. We noted that the average number of cases assigned to investigators had increased from 22 to 41, and the number of outstanding cases increased from 288 to 643. We also noted that the

number of cases cleared by arrest or warrant had increased from 124 to 169, and the overall clearance rate had remained approximately the same. However, the CID has not established staffing standards to assist in the determination of the need for additional investigators.

The City Commission approved three new investigators for the 2000-2001 fiscal year. CID should establish staffing standards and monitor the staffing standards to identify the need for additional investigators.

**Case Clearance Rates Have Increased and Compare Favorably With Comparable Cities**

To evaluate current practices of the division, we reviewed case clearance rates, a measure used to indicate the performance of police units. We found that the case clearance rate for TPD was very favorable when compared to six comparably sized cities.

**CID Needs to Establish Case Management Policies and Procedures**

We further identified the need to establish Division policies and procedures regarding case management practices.

**CID Needs to Establish Additional Performance Measures, Goals and Objectives**

We identified the need for the division to establish goals and objectives that would be consistent with those of the department. We also identified the need to establish additional performance measures that could be used by management to justify staffing and monitor Division performance.

Generally, we believe that the CID is focusing on and placing priority on those cases with the highest likelihood of being solved or that require further investigation. We wish to thank the staff of the CID and TPD for their assistance during our review.





## "Criminal Investigation Division"

Report #0110

January 24, 2001

### Purpose

The purpose of the audit was to:

- determine if the 4,000 cases identified as outstanding cases are solvable cases and should be assigned for investigation;
- evaluate measures collected by the Criminal Investigations Division (CID) of the Tallahassee Police Department (TPD) by reviewing definitions, consistency with other police departments and recommended measures, and consistency and reliability within the Division;
- evaluate the consistency and reasonableness of case management procedures; and
- evaluate goals established for the CID.

### Scope, Objectives, and Methodology

The period under review was from January 1999 through June 2000 and was limited to the Homicide, Robbery, Auto Theft Task Force, Pawn Shop, Financial Crimes, Juvenile Protection/Sex Crimes, and Burglary units of the CID.

*We identified case statistics and time and attendance information collected and reported by each of the units and analyzed the information for consistency, relevancy, and accuracy. We also compared the information to measures recommended by the Governmental Accounting Standards Board (GASB) and information collected from other comparable police departments.*

*We interviewed supervisors to determine case management procedures and reviewed selected cases to evaluate case management practices.*

*We evaluated goals established by the department and the CID.*

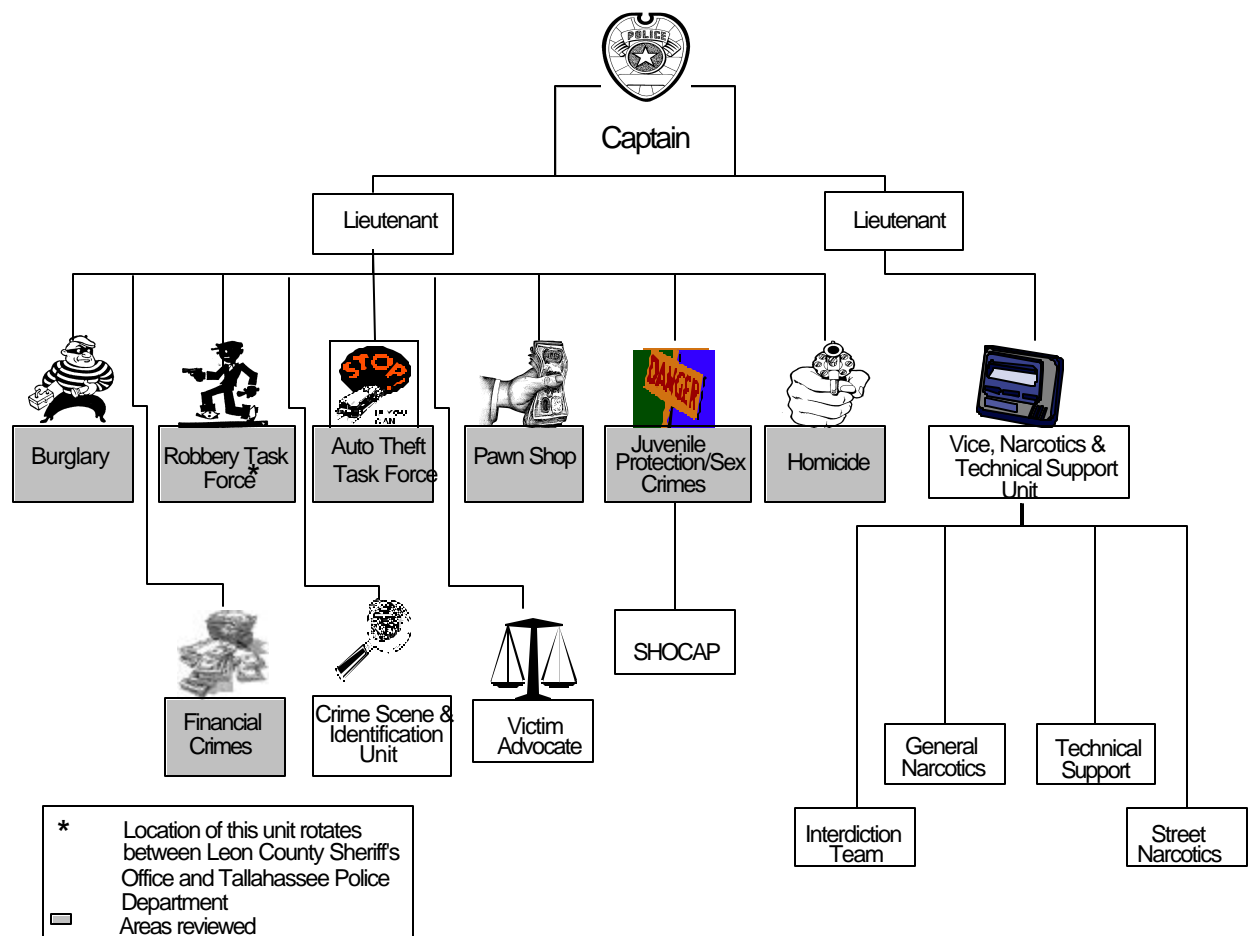
This audit was conducted in accordance with generally accepted government auditing standards, and accordingly included such tests of the records and other auditing procedures as were considered necessary.

**Background**

The CID is responsible for following up on criminal complaints reported to the TPD. The Division is managed by one captain and two lieutenants. Each of the units we reviewed is supervised by a sergeant.

Figure 1 shows the units included in the CID and those included in our review.

**Figure 1  
Criminal Investigations Division**



**Questions to be Answered**

The questions to be answered in this report are:

1. Are there 4,000 outstanding solvable cases that should be assigned for investigation?
2. How do TPD clearance rates compare to other cities?
3. Has the Division established consistent and reasonable case management procedures?
4. Has the department established goals and performance measures for CID and each of the units in the Division, and are the performance measures consistent with other police departments and those recommended by the Governmental Accounting Standards Board (GASB)?

**Are there 4,000 Outstanding Solvable Cases That Should be Assigned for Investigation?**

The sergeants review the cases assigned to their unit for solvability factors and, based on the factors, either assigns the case to an investigator or files the case by date. The different solvability factors used by CID include:

- Can a suspect be named or identified?
- Is significant evidence present?
- Can a suspect's vehicle be identified?
- Were there witnesses to the crime?

Filing the case by date keeps the file open and available so that if additional information becomes available the case can be assigned for investigation. Cases include:

- pranks or petty theft, such as stealing a plant off the front porch, or
- burglary or car theft.

The date file contains two types of cases: "Non-assignable" and "Secondary." Non-assignable cases are those without any solvability factors, whereas secondary cases contain minimal solvability factors. The sergeants estimated in March of 2000, that there were approximately 4,000 secondary cases during 1999. We were unable to verify the number of secondary cases during our review since date file cases are constantly changing. Each day, cases are evaluated by the sergeants and assigned either to the date file or for further investigation based on the solvability factors

in the case. Date file cases are also periodically purged so the number of cases changes daily.

A non-assignable case does not contain any solvability factors, and this prevents investigation leads from being developed. Secondary cases contain very minimal information on the factors. A case with minimal solvability factors has a low percentage for disposition by arrest or some other manner.

**We Agree That Many Cases Have Either No or Minimal Solvability Factors**

We reviewed a sample of date file cases and confirmed that these cases contained either no solvability factors or minimal factors, making solvability problematic. We agreed with the sergeants in their designation of these cases as non-assignable or secondary cases.

**Resources Should be Directed Towards Assignable Cases**

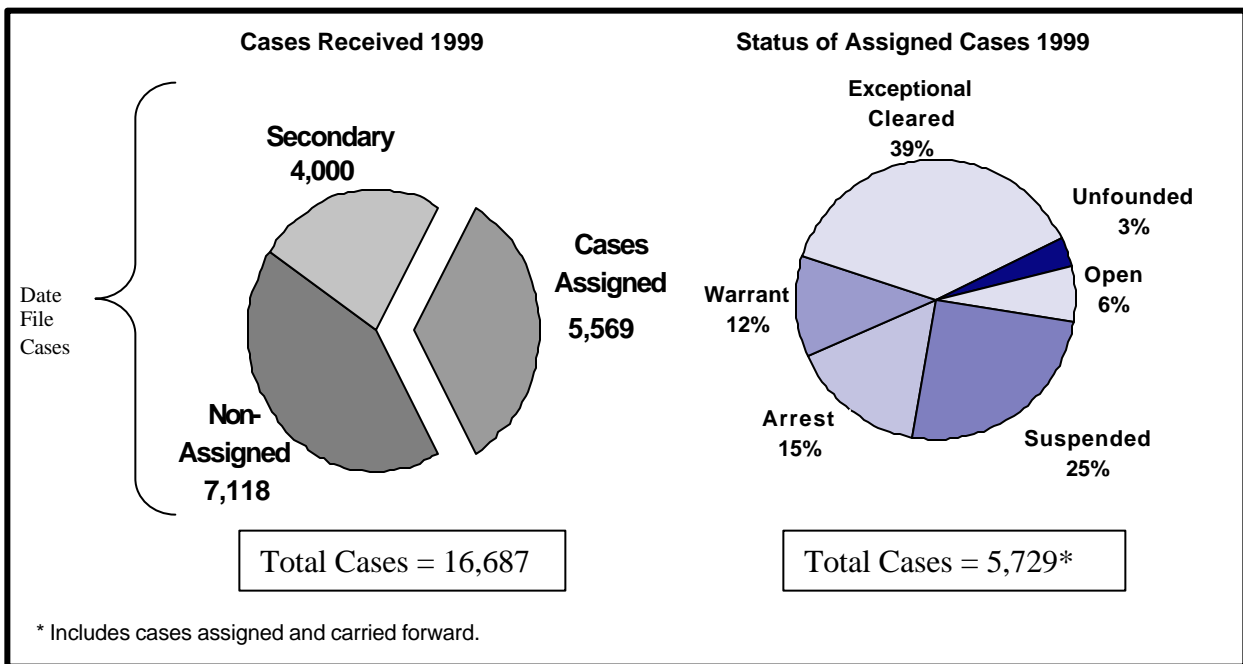
While we were unable to determine if the number reported (4,000) as secondary cases was correct, we feel that there are some cases that, if given additional investigation, could result in a disposition. We also feel that with available information and limited resources, it is more cost effective to direct those resources towards assignable cases that have the greatest likelihood of a disposition. Assigned cases can be classified or resolved as follows:

- Arrest – when at least one person is arrested and charged with the crime
- Warrant – when an arrest warrant has been issued for a suspect associated with the crime
- Exceptional Cleared – a method used to clear the case when:
  - there is reason outside of law enforcement control that doesn't allow arresting, charging, and prosecuting the offender;
  - exceptional means are the death of the offender, the victim's refusal to cooperate, and denial of extradition;
  - in all exceptional clearance cases, law enforcement must have identified the offender, must have sufficient evidence, and know the offender's location..

- Suspended – disposition is not possible due to investigative leads being exhausted
- Unfounded – when investigators clearly establish that no offense occurred or was attempted or the reported offense was false or baseless
- Open – an assigned active case

Figure 2 shows the number of cases referred for investigation during 1999 and their status.

**Figure 2**  
**Cases Received and Status 1999**



As shown in Figure 2, over 11,000 cases were placed in the date file and did not receive further investigation. These cases are classified as secondary (4,000) or non-assignable (7,118) cases. The sergeants report that the secondary cases had some minimal solvability factors but were not assigned to investigators due to limited resources.

In addition, we reviewed monthly performance information from each unit for the period January 1999 to June 2000 to examine staffing ratios. We interviewed each of the sergeants to obtain their opinions regarding staffing needs. The sergeants expressed the need for additional resources

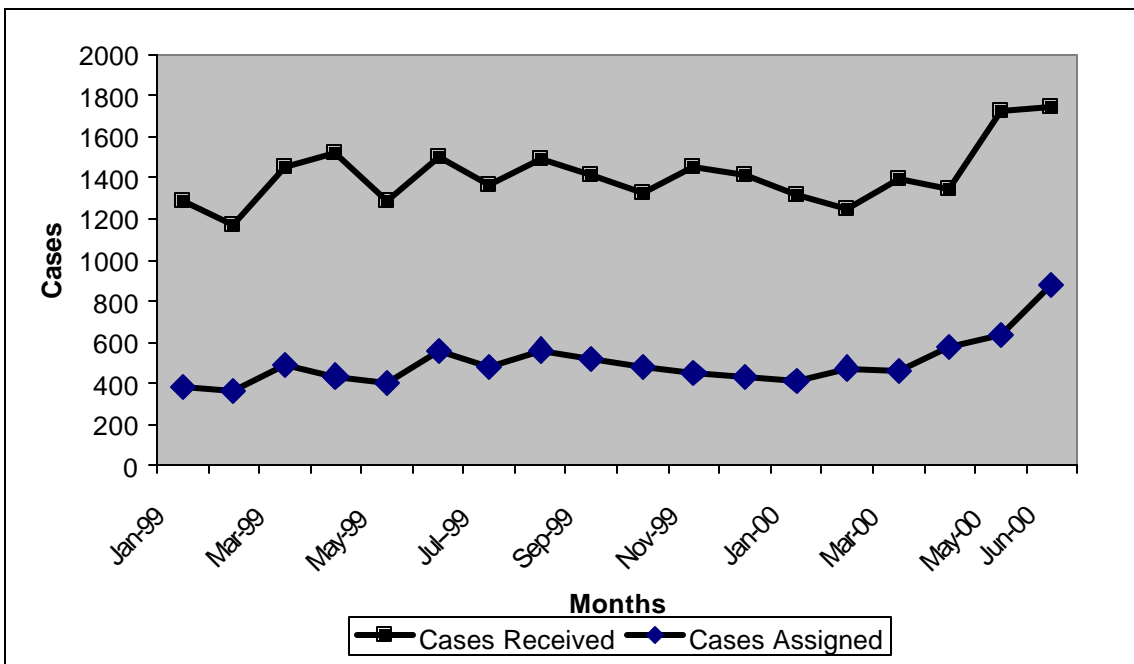
to further investigate these secondary cases but felt that with current resources the assigned cases should receive priority.

Detailed monthly performance information and staff time and attendance statistics are provided in Appendix B. We have also included some ratios that could be used to analyze trends in the data.

**TPD Management’s  
Action to Address  
Secondary Cases  
Should be Discontinued**

During our review, upper management established a policy requiring that a minimum of 25 cases (assignable, secondary and non-assignable) be assigned to each investigator per month. As shown in Figure 3, we noted increases in the number of cases assigned to investigators in May and June of 2000 as a result of the implementation of this policy.

**Figure 3  
Cases Received and Assigned**



Based on our review, we concluded that the best use of limited investigator resources would be to investigate only those cases deemed as solvable. We do not believe that the 25 case per investigator per month requirement recognizes the workload of the units and the investigators or the solvability of the cases. Therefore, we recommend that this

**Additional Investigators  
May be Needed to Meet  
Increasing Workload**

requirement be discontinued. While we understand the desire of the sergeants to investigate all cases to the fullest extent, we do not believe that sufficient resources are currently available for this purpose. Thus, the investigation of the outstanding secondary cases does not appear to be an efficient use of limited investigation resources.

As we noted above in Figure 3 there was an increase in the number of cases assigned to investigators from 22 to 41, we also noted an increase in the number of FTE investigators over this same period from 30 to 36. Staffing levels would normally be based on generally accepted staffing standards or ratios. However, the CID has not established these staffing ratios for each unit or the CID as a whole.

The City Commission approved the addition of three investigators for the 2000-2001 fiscal year.

While each of the sergeants we interviewed indicated the need for additional investigators, the elimination of the 25 case per investigator per month requirement and the additional investigator positions may reduce the need for additional investigators at this time.

The CID should establish staffing ratios for each unit that could be used to determine future staffing needs and identify those areas that need temporary assistance.

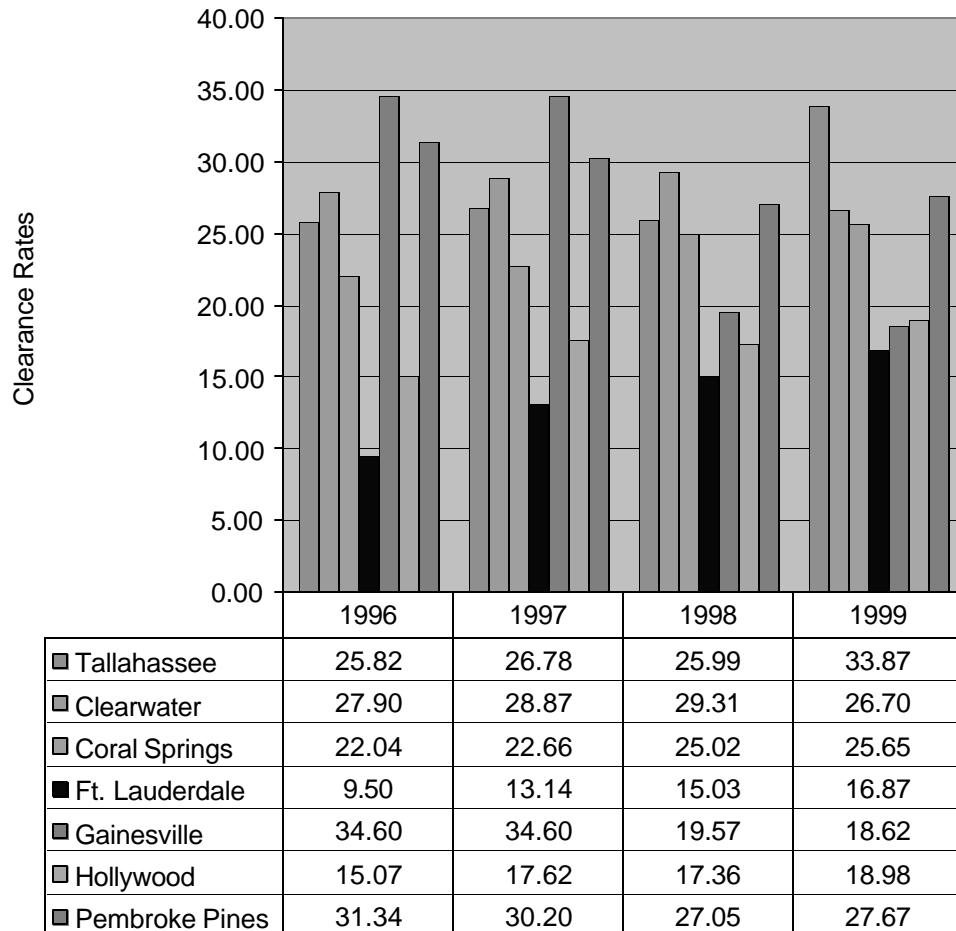
**How Do TPD Case  
Clearance Rates  
Compare to Other  
Cities?**

Comparing case clearance rates is one method used to compare performance among police departments. We looked at how TPD compared to other comparable police departments in Florida by comparing crime clearance rates with six cities of similar size. For the purpose of our comparison, we used "part 1 crimes" as defined by the Federal Bureau of Investigation and collected by the Florida Department of Law Enforcement (FDLE). Part 1 crimes are reported to FDLE annually by all police jurisdictions in the state and represent serious crimes that are most likely to be reported and most likely to occur with sufficient frequency.

**TPD Case Clearance Rates Compare Favorably with Other Cities**

As shown in Figure 4, we found that the case clearance rate for TPD has increased significantly over the past four-year period. The case clearance rate for TPD was very favorable when compared to six comparable cities.

**Figure 4  
Clearance Rates for Part 1 Crimes**



**Has the CID Established Case Management Policies and Procedures?**

Internal Control Guidelines (APP #630) identifies administrative directives such as policies and procedures as control activities necessary to communicate management philosophy and operating style and assign authority and responsibility to employees. Currently the CID does not have standard operating procedures to collect and report performance measures within the CID. Lack of effective



policies and procedures increases the risk that controls are circumvented or performed incorrectly due to employee turnover or a change in employee responsibilities.

**CID Needs to Establish Case Management Policies and Procedures to Ensure Consistency**

Our review of case statistics and time and attendance information reported by each of the units and our interviews with each of the sergeants indicated a general consistency of treatment among the units. To ensure that management's operating style and the employee's level of authority and responsibilities are appropriately communicated, we recommend management establish standard operating procedures within the CD. (See action plan in Appendix A.) These procedures will help strengthen controls within the Division in the event of employee turnover or restructuring of job responsibilities.

**Have Performance Goals Been Established for CID and each Unit in CID?**

*Internal Control Guidelines - Administrative Policy and Procedures (#630) indicate that activity level objectives should be linked to department wide and citywide objectives to enhance control activities. The department has established high level goals, but specific goals and objectives for the CID have not been established. Establishing goals and objectives would strengthen operations and increase the effectiveness of the Division's internal control system.*

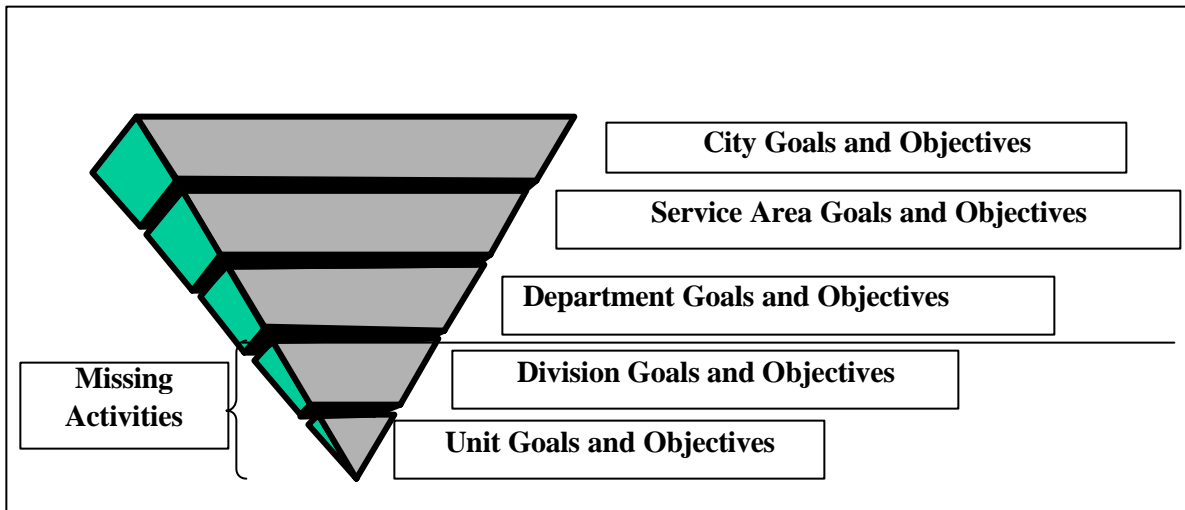
Figure 5 shows the relationship that unit goals and objectives have with division, department and City goals and objectives.

The higher up in the organization, the fewer and broader the goals and objectives. The City's goals are supported by departmental goals. This structure allows each employee to relate individual unit goals to those of the City.

Performance measures on the other hand provide managers tools for monitoring the quality, effectiveness, and efficiency of services provided by the Division. These measures help

strengthen internal controls and promote accountability and stewardship within an organization.

**Figure 5**



*The City's Internal Control Guidelines (APP #630) recognize the importance of performance measures by stating that "performance indicators that relate different sets of operations or financial data to one another be periodically analyzed." These guidelines also require managers to link activity level goals and objectives to department wide and citywide goals and objectives to ensure: consistency, relevance, specificity of objectives, adequacy of resources to meet the objectives, and involvement of all levels of management in setting the objectives.*

**Additional Performance Measures, Goals, and Objectives Need to be Established for Each of the Units in CID**

*Criminal Investigations management (Captain, Lieutenant, and Sergeants) needs to establish additional goals, objectives, and performance measures with their associated definitions to measure the quality, effectiveness, and efficiency of services provided by the CID. Management can then monitor and evaluate the effectiveness and efficiency of services provided by the Division.*

*Currently the performance data collected by the Division measures the efforts expended and quantity of services provided within the CID. For example, the number of cases*

cleared and the number of crimes investigated are reported. These performance indicators are currently being reported by CID and are recommended by the Governmental Accounting Standards Board (GASB). Measures reported by CID include:

**Input Measures:**

Number of Investigators  
Available Person hours

**Output Measures:**

Cases Investigated  
Number of Arrests  
Cases Cleared

Additional measures recommended by GASB that apply to CID can include:

**Input Measures:**

Number of Assigned Cases per Investigator  
Average Work Hours per Investigator  
Average Number of Cases Received per Investigator

**Output Measures:**

Average Hours per Cleared Case  
Average Number of Hours per Case Assigned

**Outcome Measures:**

Percentage of Cases Cleared  
Citizen Satisfaction  
Crimes Committed per 100,000

**Management Should Work With Each Unit to Develop Measures to Monitor Division Performance**

Appendix B contains various statistics used by the TPD. We have summarized these statistics and have added some ratios to provide management with some additional indicators of performance. This appendix has been discussed with TPD management.

To provide management an effective tool for managing Division performance, the measures implemented should also present the results of the efforts or outcomes and whether the services help accomplish the goals and objectives of the division and department. Such measures can assist management in identifying potential or existing problem areas, determining the degree to which objectives have been met and the quality of services being provided,

*and measuring division accomplishments in relation to resources used. We recommend that management work with each unit to develop performance measures and definitions to monitor the activities of the units. (See action plan in Appendix A.) The Division should implement these measures within the CID units to assist in their efforts to monitor division performance. Also, when implementing these measures, management should ensure the measures are appropriately linked to and aid in the accomplishment of division-wide, department-wide, and citywide goals and objectives. We have included in Appendix B some additional performance measures that could be used by the CID.*

*Appendix A contains an action plan to address the issues raised in this report.*

### **Response from City Manager**

I would like to express my appreciation to the audit staff for their efforts. I have reviewed the audit report in detail and found the report to be balanced and fair. I appreciate the recommendations regarding more consistent and reliable performance measures, and the improvement of control processes within the Criminal Investigations Division.

Staff of the Criminal Investigations Division have met with the audit staff and reviewed the recommended Action Plan. During fiscal year 2001 we anticipate the completion of a comprehensive manpower study. Based on the results of this study a timetable will be established for the completion of the individual recommendations within the Action Plan, and submitted to the Auditor's Office.

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Audit conducted by:  
Jim Carpenter, Audit Manager  
Angela Welch, Senior Auditor  
Sam M. McCall, CPA, CIA, CGFM, City Auditor

## Appendix A

### Action Plan

#### A. Objective: To ensure consistent and reliable reporting of performance measures.

Step#		Responsible Employee	Target Date
1.	Develop goals and objectives within the CID that are linked to department wide and city wide goals and objectives.	Captain Kirkpatrick	4/1/01
2.	Communicate goals and objectives to all employees within the CID.	Captain Kirkpatrick	4/1/01
3.	Develop and implement performance measures for the CID and ensure the measures are linked to accomplishing unit goals and objectives.	Captain Kirkpatrick	4/1/01
4.	Establish and document performance measures definitions.	Captain Kirkpatrick	4/1/01
5.	Develop staffing standards for each unit in CID.	Captain Kirkpatrick	Within 6 months of completion of staffing study
6.	Continue to develop, implement, and document uniform reporting procedures for collecting and reporting performance data.	Captain Kirkpatrick	Within 6 months of completion of staffing study
7.	Communicate reporting procedures to all sergeants within the CID.	Captain Kirkpatrick	Within 6 months of completion of staffing study

#### B. Objective: To improve control processes within the CID.

1.	Develop and implement standard operating procedures (SOP) for the case management procedures.	Captain Kirkpatrick	Within 6 months of completion of staffing study
2.	Approve standard operating procedures.	Captain Kirkpatrick	Within 6 months of completion of staffing study
3.	Develop and adopt a timekeeping system for investigators to keep track of person hours and cases.	Captain Kirkpatrick	5/1/01

## **Appendix B**

Appendix B1 shows some additional performance measures for each of the six-month periods, January 1999 to June 2000, and for the full 18-month period.

Appendix B2 shows the number and percentage change in several workload measures using three six-month periods. The changes are expressed as changes over the period January - June 1999 compared to January - June 2000.

Appendix B3 shows the number and percentage change in several workload measures over the 18-month period. The changes are expressed as changes over the monthly period January 1999 compared to June 2000.

Appendix B4 shows the summary statistics over each of the six-month periods: January 1999 to June 1999, July 1999 to December 1999, and January 2000 to June 2000.

Appendix B5 shows the summary statistics for the 12-month period January 1999 to December 1999.

Appendix B6 shows summary statistics for the 18-month period January 1999 to June 2000.

Appendix B7 shows the 18-month workload totals for all of the units reviewed (Sex, Homicide, Auto, Burglary, Pawn, Financial, and Robbery).

Appendices B8 - B14 show the 18-month workload totals for each of the units reviewed.

Appendix B1

TALLAHASSEE POLICE DEPARTMENT  
OTHER PERFORMANCE INDICATORS

For the Period January 1999 to June 1999								
	SEX CRIMES	HOMICIDE	AUTO	BURGLARY	PAWN SHOP	FINANCIAL	ROBBERY	TOTAL
Work Hrs Avail per Received Case	4.89	2.99	3.38	2.29	12.37	1.73	17.03	3.07
Work Hrs Avail per Assigned Cases	8.58	8.20	4.81	5.37	6.44	4.22	17.32	5.97
Work Hrs Avail per Cleared Cases	8.88	6.84	5.86	8.97	11.75	14.82	34.79	10.37
Number of FTE Investigators	5	4.89	1.95	4.84	1.68	7.18	4.74	30.08
Total Hrs Avail in 6 Mo. Period	5,000	5,040	2,038	4,992	1,728	7,392	4,880	31,040
Work Hrs Avail	3,915	4,102	1,745	4,146	1,423	5,810	4,070	25,210
% of Hrs Avail	78.30%	81.38%	86.00%	83.04%	82.35%	78.60%	83.40%	81.22%
Hrs. Lost *								
% of Hrs for Training	3.95%	6.96%	1.95%	2.94%	0.35%	3.96%	2.17%	3.44%
% of Hrs for Vacation	6.78%	3.73%	8.37%	2.02%	5.09%	5.74%	5.41%	5.26%
% of Hrs for Sick	0.90%	1.76%	1.20%	4.65%	0.69%	1.86%	8.44%	3.09%
% of Hrs for Court	1.18%	1.01%	0.35%	1.36%	1.63%	1.06%	0.27%	0.97%
% of Hrs for Teaching	0.06%	0.16%	0.00%	4625.87%	0.35%	0.50%	0.00%	0.10%
% of Hrs for Other	8.77%	3.08%	3.19%	5.88%	9.49%	8.17%	0.37%	5.32%
Indirect Hours	1,085	939	263	847	305	1,542	810	5,630
% of Indirect Hours	21.70%	18.62%	13.10%	16.96%	17.65%	21.40%	16.80%	19.78%

For the Period July 1999 to December 1999								
	SEX CRIMES	HOMICIDE	AUTO	BURGLARY	PAWN SHOP	FINANCIAL	ROBBERY	TOTAL
Work Hrs Avail per Received Case	3.38	3.71	2.18	1.92	8.10	1.90	12.45	2.79
Work Hrs Avail per Assigned Cases	9.51	6.60	3.70	8.63	8.10	12.58	13.01	4.59
Work Hrs Avail per Cleared Cases	9.04	6.78	3.97	8.86	8.02	12.47	13.57	8.15
Number of FTE Investigators	5	4.75	1.89	4.80	0.95	7.57	3.85	29.02
Total Hrs Avail in 6 Mo. Period	5,506	5,000	2,000	5,056	1,000	7,984	4,084	30,610
Work Hrs Avail	3,996	4,015	1,559	3,719	810	6,036	3,514	23,644
% of Hrs Avail	72.56%	80.30%	77.95%	73.55%	81.00%	75.60%	86.47%	77.25%
Hrs. Lost *								
% of Hrs for Training	6.24%	8.84%	6.47%	3.21%	2.31%	5.92%	1.70%	5.18%
% of Hrs for Vacation	7.66%	5.72%	6.90%	6.16%	3.24%	6.90%	6.52%	7.04%
% of Hrs for Sick	2.12%	0.16%	0.60%	4.01%	0.00%	3.78%	0.57%	2.06%
% of Hrs for Court	1.22%	1.77%	0.40%	1.49%	0.61%	0.97%	0.33%	1.09%
% of Hrs for Teaching	1.22%	0.08%	0.00%	0.08%	0.00%	0.15%	0.00%	0.26%
% of Hrs for Other	11.56%	2.97%	5.53%	8.42%	4.63%	8.94%	2.15%	7.11%
Indirect Hours	1,511	985	441	1,337	190	1,948	550	6,962
% of Indirect Hours	27.44%	19.70%	22.05%	26.45%	19.00%	24.40%	13.53%	22.75%

For the Period January 2000 to June 2000								
	SEX CRIMES	HOMICIDE	AUTO	BURGLARY	PAWN SHOP	FINANCIAL	ROBBERY	TOTAL
Work Hrs Avail per Received Case	3.85	2.31	2.78	2.16	10.21	1.98	4.52	2.75
Work Hrs Avail per Assigned Cases	4.12	4.77	3.15	3.62	3.52	3.73	12.12	4.31
Work Hrs Avail per Cleared Cases	5.97	5.88	5.97	7.93	13.00	7.89	14.63	7.52
Number of FTE Investigators	6.00	5.30	1.85	5.50	0.98	8.00	4.03	31.77
Total Hrs Avail in 6 Mo. Period	6,192	5,472	2,008	5,688	1,016	8,408	4,180	32,944
Work Hrs Avail	3,970	3,970	1,480	4,353	858	5,255	3,247	24,132
% of Hrs Avail	64.11%	72.55%	73.68%	76.53%	84.45%	74.39%	78.05%	73.25%
Hrs. Lost *								
% of Hrs for Training	3.64%	6.75%	4.48%	6.31%	5.02%	6.96%	11.58%	6.60%
% of Hrs for Vacation	5.32%	5.37%	8.39%	6.79%	1.18%	6.37%	5.07%	5.88%
% of Hrs for Sick	2.48%	0.73%	0.90%	1.60%	0.00%	1.77%	1.35%	1.64%
% of Hrs for Court	2.24%	1.37%	3.78%	2.14%	0.98%	0.89%	3.05%	1.84%
% of Hrs for Teaching	0.72%	0.26%	0.00%	0.30%	0.39%	0.87%	0.91%	0.52%
% of Hrs for Other	21.29%	12.97%	8.76%	8.34%	7.97%	9.12%	0.00%	10.36%
Indirect Hours	2,222	1,532	529	1,335	158	2,153	913	8,812
% of Indirect Hours	35.89%	27.45%	26.32%	23.47%	16.56%	26.61%	21.95%	26.75%

For the Period January 1999 to June 2000								
	18 Month Total	18 Month Total	18 Month Total	18 Month Total	18 Month Total	18 Month Total	18 Month Total	18 Month Total
	SEX CRIMES	HOMICIDE	AUTO	BURGLARY	PAWN SHOP	FINANCIAL	ROBBERY	TOTAL
Work Hrs Avail per Received Case	3.94	2.88	2.71	2.12	10.34	1.66	15.06	2.87
Work Hrs Avail per Assigned Cases	4.90	5.42	3.47	4.57	4.34	3.85	12.70	4.88
Work Hrs Avail per Cleared Cases	6.72	6.47	5.09	8.54	11.00	10.31	18.11	8.54
Number of FTE Investigators	5.34	4.68	1.93	5.05	1.20	7.58	4.21	30.29
Total Hrs Avail in 18 Mo. Period	16,698	15,512	6,016	15,736	3,744	23,784	13,104	84,594
Work Hrs Avail	11,890	12,068	4,784	12,217	3,061	18,101	10,831	72,960
% of Hrs Avail	71.14%	77.92%	79.51%	77.64%	82.56%	76.11%	82.65%	77.19%
Hrs. Lost *								
% of Hrs for Training	4.48%	7.48%	4.32%	4.23%	2.69%	5.17%	5.11%	5.11%
% of Hrs for Vacation	6.36%	5.62%	7.52%	5.99%	4.17%	6.18%	6.05%	6.05%
% of Hrs for Sick	1.84%	0.88%	0.50%	3.32%	0.32%	2.40%	3.79%	2.22%
% of Hrs for Court	1.57%	1.39%	1.51%	1.98%	1.42%	0.87%	1.17%	1.31%
% of Hrs for Teaching	0.65%	0.17%	0.00%	0.17%	0.27%	0.44%	0.29%	0.35%
% of Hrs for Other	13.98%	6.54%	5.63%	7.27%	8.68%	8.83%	0.94%	7.82%
Indirect Hours	4,818	3,426	1,233	3,519	683	5,683	2,273	21,604
% of Indirect Hours	29.86%	22.08%	20.49%	22.36%	17.44%	23.86%	17.35%	22.84%

\* Indirect time (Training, Vacation, Sick, Court, Teaching and Other).  
Note: Based on reported data.

## Appendix B2

DEPARTMENT  
SUMMARY STATISTICS FOR UNITS IN THE CRIMINAL INVESTIGATION DIVISION

Changes over the Three Six Month Periods January 1999 to June 2000								
	SEX	HOMICIDE	AUTO	BURGLARY	PAWN	FINANCIAL	ROBBERY	TOTALS
Cases Received % Change	29%	25%	4%	12%	-27%	-5%	-17%	7%
Cases Received Number	230	347	19	208	-31	-168	-41	565
Cases Assigned % Change	45%	26%	-16%	33%	-27%	87%	-16%	31%
Cases Assigned Number	224	152	-47	157	-31	394	-37	812
Average Change in FTE Investigators	1.2	0.4	0.0	0.7	-0.7	0.8	-0.7	1.7
Tot. Assigned Cases % Change	62%	26%	29%	48%	10%	22%	14%	32%
Tot. Assigned Cases Number	369	170	106	369	23	298	33	1,368
Cleared by Arrest % Change	102%	40%	11%	34%	-01%	42%	41%	34%
Cleared by Arrest Number	59	14	3	36	-31	36	14	131
Cleared by Warrant % Change	-33%	-23%	-74%	-64%	-5%	58%	267%	-13%
Cleared by Warrant Number	-5	-24	-14	-55	-1	49	8	-42
Cleared as Unfounded % Change	43%	79%	-61%	-32%	67%	256%	150%	34%
Cleared as Unfounded Number	12	11	-11	-7	2	23	3	33
Suspended % Change	37%	-1%	-24%	68%	-94%	227%	73%	56%
Suspended Number	11	-1	-36	106	-17	227	46	336
Exceptionally Cleared % Change	47%	21%	10%	8%	-18%	50%	227%	31%
Exceptionally Cleared Number	147	77	8	7	-8	56	34	321
Tot. Cleared Cases % Change	51%	13%	-17%	19%	-45%	100%	90%	32%
Tot. Cleared Cases Number	224	77	-50	87	-55	391	105	779
Tot. Outstanding % Change	100%	522%	700%	302%	153%	35%	-50%	112%
Tot. Outstanding Number	33	47	49	124	23	67	-3	340
Total Hours	1,192	432	0	666	-712	1,016	-720	1,904
% Change	24%	9%	0%	14%	-41%	14%	-15%	6%
Training	40	24	50	212	45	361	375	1,107
% Change	20%	7%	125%	144%	750%	160%	354%	104%
Vacation	-10	5	41	285	-76	112	-53	304
% Change	-3%	2%	32%	282%	-86%	26%	-20%	19%
Sick	106	-49	-5	-141	-12	5	-356	-453
% Change	220%	-55%	-25%	-61%	-100%	3%	-86%	-47%
Court	80	24	69	54	-19	-20	117	305
% Change	136%	47%	986%	79%	-66%	-25%	1170%	101%
Teaching	42	5	0	12	-2	19	38	114
% Change	1390%	56%		240%	-33%	51%		190%
Other	880	555	112	57	-83	94	-18	1,606
% Change	201%	357%	175%	23%	-51%	14%	-100%	89%
Indirect Hours	1,137	584	266	489	-147	571	103	2,982
% Change	105%	60%	101%	58%	-48%	36%	13%	51%
Work Hours	55	-132	-266	208	-565	445	-823	-1,078
% Change	1%	-3%	-15%	5%	-40%	8%	-20%	-4%
Change in Ave. Cases Assigned per FTE Investigator per Month	28%	15%	-9%	25%	91%	8%	31%	23%
Change in Average Number of Cases Assigned per FTE Investigator	6	3	-4	7	20	3	3	5



## Appendix B3

DEPARTMENT  
SUMMARY STATISTICS FOR UNITS IN THE CRIMINAL INVESTIGATION DIVISION

Changes over the Eighteen Month Period January 1999 to June 2000								
	SEX	HOMICIDE	AUTO	BURGLARY	PAWN	FINANCIAL	ROBBERY	TOTALS
Cases Received % Change	185%	133%	0%	9%	-35%	5%	-36%	36%
Cases Received Number	152	279	0	28	-7	207	-15	460
Cases Assigned % Change	254%	110%	38%	96%	-35%	323%	-35%	130%
Cases Assigned Number	132	98	19	65	-7	207	-15	499
Change in FTE Investigators	0.8	1.7	0.1	3.2	-0.9	2.4	-1.2	5.0
Tot. Assigned Cases % Change	324%	87%	49%	163%	21%	123%	5%	120%
Tot. Assigned Cases Number	191	111	33	197	9	262	2	805
Cleared by Arrest % Change	700%	29%	-86%	207%		-24%	117%	76%
Cleared by Arrest Number	14	2	-6	31	1	-5	7	44
Cleared by Warrant % Change	0%	-32%	-50%	-38%	-20%	71%		2%
Cleared by Warrant Number	0	-10	-1	-3	-1	12	4	1
Cleared as Unfounded % Change		167%	-33%	-50%		1000%		233%
Cleared as Unfounded Number	6	5	-1	-1	1	10	1	21
Suspended % Change	40%	-20%	-31%	281%	-100%	284%		114%
Suspended Number	2	-5	-8	59	-7	71	12	124
Exceptionally Cleared % Change	311%	110%	44%	91%	33%	327%	1000%	178%
Exceptionally Cleared Number	115	65	7	10	2	49	10	258
Tot. Cleared Cases % Change	291%	46%	-17%	168%	-22%	173%	486%	116%
Tot. Cleared Cases Number	137	57	-9	96	-4	137	34	448
Tot. Outstanding % Change	450%	2700%	300%	158%	52%	93%	-91%	125%
Tot. Outstanding Number	54	54	42	101	13	125	-32	643
Total Hours	135	296	16	560	-160	416	-216	1,048
% Change in Total Hours	15%	39%	5%	83%	-48%	31%	-23%	20%
Training	5	32	10	61	2	118	40	1,048
% Change Training Hours		145%	-100%	756%			500%	20%
Vacation	-1	70	32	124	-8	91	40	268
% Change Vacation Hours	-2%	438%		1033%	-100%	284%		582%
Sick	38	-9	-8	8	-4	-17	-140	348
% Change Sick Hours		-82%	-100%		-100%	-35%	-95%	288%
Court	46	10	16	16	0	17	4	-132
% Change Court Hours	569%	143%	800%	267%	0%			-60%
Teaching	11	1	0	2	-2	13	0	109
% Change Teaching Hours					-100%	217%		434%
Other	88	214	-18	37	-25	-108	0	24
% Change Other Hours	125%	604%	-43%	64%	-56%	-48%		303%
Indirect Hours	186	318	32	248	-37	114	-56	188
% Change Indirect Hours	142%	347%	53%	295%	-61%	37%	-36%	39%
Direct Hours	-50	-22	-16	313	-123	302	-160	804
% Change Direct Hours	-6%	-3%	-6%	53%	-45%	29%	-21%	90%
Change in Ave. Cases Assigned per FTE Investigator per Month	269%	35%	8%	43%	131%	70%	37%	83%
Change in Average Number of Cases Assigned per FTE Investigator	30	10	4	14	29	20	3	19

## Appendix B4

**TALLAHASSEE POLICE DEPARTMENT**  
**SUMMARY STATISTICS FOR UNITS IN THE CRIMINAL INVESTIGATION DIVISION**

For the Six Month Period January 1999 to June 1999								
	SEX CRIMES	HOMICIDE	AUTO	BURGLARY	PAWN	FINANCIAL	ROBBERY	TOTALS
Cases Received	801	1,374	517	1,808	115	3,352	239	8,216
Cases Assigned	498	584	286	472	115	455	235	2,645
Cases Unassigned	303	790	231	1,336	0	2,907	4	5,571
% Assigned	62%	43%	55%	26%	100%	14%	98%	32%
Average Number of FTE Investigators	4.8	4.9	1.9	4.8	1.7	7.2	4.7	30.1
Cases Carried Over	7	38	18	53	23	149	0	288
Tot. Assigned Cases	595	662	363	772	221	1,378	235	4,226
Cleared by Arrest	58	35	27	107	34	86	34	381
Cleared by Warrant	15	103	19	86	21	85	3	332
Cleared as Unfounded	28	14	18	22	3	9	2	96
Suspended	30	80	151	157	18	100	63	599
Exceptionally Cleared	310	368	83	90	45	112	15	1,023
Tot. Cleared Cases	441	600	298	462	121	392	117	2,431
Tot. Outstanding	33	9	7	41	15	192	6	303
% Cases Cleared	74%	91%	82%	60%	55%	28%	50%	58%
% of Carryover Cases	1%	6%	5%	7%	10%	11%	0%	7%
Total Hours	5,000	5,040	2,008	4,992	1,728	7,392	4,880	31,040
Training	198	346	40	147	6	226	106	1,068
Vacation	339	289	128	101	88	424	264	1,633
Sick	48	89	24	232	12	144	412	961
Court	59	51	7	68	29	78	10	302
Teaching	3	9	0	5	6	37	0	60
Other	439	155	64	294	164	673	18	1,805
Indirect Hours	1,085	939	263	847	305	1,582	810	5,830
Number of Direct Hours	3,915	4,102	1,745	4,146	1,423	5,810	4,070	25,210
% Direct Hours	78%	81%	87%	83%	82%	79%	83%	81%
Ave. Cases Assign per FTE Investigator per Month	20.9	22.7	43.8	26.8	21.6	32.2	8.5	23.5
Average Direct Hrs Per Investigator	135	140	149	143	141	135	143	140
Average Direct Hours per Assigned Case	6.6	6.2	4.8	5.4	6.4	4.2	17.3	6.0
Average Direct Hrs Per Clear Case	8.9	6.8	5.9	9.0	11.8	14.8	34.8	10.4

## Appendix B4

**DEPARTMENT**  
**SUMMARY STATISTICS FOR UNITS IN THE CRIMINAL INVESTIGATION DIVISION**

For the Six Month Period July 1999 to December 1999								
	SEX CRIMES	HOMICIDE	AUTO	BURGLARY	PAWN	FINANCIAL	ROBBERY	TOTALS
Cases Received	1,181	1,081	715	1,935	100	3,177	282	8,471
Cases Assigned	614	608	421	431	100	480	270	2,924
Cases Unassigned	567	473	294	1,504	0	2,697	12	5,547
% Assigned	52%	56%	59%	22%	100%	15%	96%	35%
Average Number of FTE Investigators	5.2	4.8	1.9	4.8	0.9	7.6	3.8	29.0
Cases Carried Over	33	9	7	41	15	192	6	303
Tot. Assigned Cases	865	737	545	759	248	1,644	350	5,148
Cleared by Arrest	97	50	53	120	25	103	50	498
Cleared by Warrant	23	83	33	56	13	127	1	336
Cleared as Unfounded	47	16	19	4	3	10	1	100
Suspended	73	71	181	163	19	149	186	842
Exceptionally Cleared	421	372	107	76	34	95	21	1,126
Tot. Cleared Cases	661	592	393	419	94	484	259	2,902
Tot. Outstanding	26	24	33	49	20	189	15	356
% Cases Cleared	76%	80%	72%	55%	38%	29%	74%	56%
% of Carryover Cases	4%	1%	1%	5%	6%	12%	2%	6%
Total Hours	5,506	5,000	2,000	5,056	1,000	7,984	4,064	30,610
Training	312	446	130	160	40	416	83	1,587
Vacation	393	289	180	409	56	510	318	2,154
Sick	106	8	12	200	0	278	28	632
Court	61	89	8	75	14	72	16	335
Teaching	61	4	0	4	0	11	0	80
Other	578	150	111	490	80	661	105	2,175
Indirect Hours	1,511	985	441	1,337	190	1,948	550	6,962
Number of Direct Hours	3,995	4,015	1,559	3,719	810	6,035	3,514	23,648
% Direct Hours	73%	80%	78%	74%	81%	76%	86%	77%
Ave. Cases Assign per FTE Investigator per Month	27.9	25.8	48.0	26.4	43.8	36.2	15.2	29.6
Average Direct Hrs Per Investigator	128	141	137	129	143	133	152	136
Average Direct Hours per Assigned Case	4.6	5.4	2.9	4.9	3.3	3.7	10.0	4.6
Average Direct Hrs Per Clear Case	6.0	6.8	4.0	8.9	8.6	12.5	13.6	8.1

## Appendix B4

**DEPARTMENT  
SUMMARY STATISTICS FOR UNITS IN THE CRIMINAL INVESTIGATION DIVISION**

For the Six Month Period January 2000 to June 2000								
	SEX	HOMICIDE	AUTO	BURGLARY	PAWN	FINANCIAL	ROBBERY	TOTALS
Cases Received	1,031	1,721	536	2,017	84	3,194	198	8,781
Cases Assigned	722	736	239	629	84	849	198	3,457
Cases Unassigned	309	985	297	1,388	0	2,345	0	5,324
% Assigned	70%	43%	45%	31%	100%	27%	100%	39%
Average Number of FTE Investigators	6.0	5.3	2.0	5.5	1.0	8.0	4.0	31.8
Cases Carried Over	26	24	33	49	20	189	15	356
Tot. Assigned Cases	964	832	469	1,141	244	1,676	266	5,594
Cleared by Arrest	117	49	30	143	3	122	48	512
Cleared by Warrant	10	79	5	31	20	134	11	290
Cleared as Unfounded	40	25	7	15	5	32	5	129
Suspended	41	79	115	263	1	327	109	935
Exceptionally Cleared	457	445	91	97	37	168	49	1,344
Tot. Cleared Cases	665	677	248	549	66	783	222	3,210
Tot. Outstanding	66	56	56	165	38	259	3	643
% Cases Cleared	69%	81%	53%	48%	27%	47%	83%	57%
% of Carryover Cases	3%	3%	7%	4%	8%	11%	6%	6%
Total Hours	6,192	5,472	2,008	5,888	1,016	8,408	4,180	32,944
Training	238	370	90	359	51	587	481	2,175
Vacation	330	294	169	386	12	536	211	1,937
Sick	154	40	18	91	0	149	56	508
Court	139	75	76	122	10	58	127	607
Teaching	45	14	0	17	4	56	38	174
Other	1,318	710	176	361	81	767	0	3,412
Indirect Hours	2,222	1,502	529	1,335	158	2,153	913	8,812
Number of Direct Hours	3,970	3,970	1,480	4,353	858	6,255	3,247	24,132
% Direct Hours	64%	73%	74%	77%	84%	74%	78%	73%
Ave. Cases Assign per FTE Investigator per Month	26.8	26.2	40.0	33.5	41.3	34.9	11.1	28.9
Average Direct Hrs Per Investigator	110	125	126	132	145	130	134	127
Average Direct Hours per Assigned Case	4.1	4.8	3.2	3.8	3.5	3.7	12.1	4.3
Average Direct Hrs Per Clear Case	6.0	5.9	6.0	7.9	13.0	8.0	14.6	7.5

## Appendix B5

**DEPARTMENT**  
**SUMMARY STATISTICS FOR UNITS IN THE CRIMINAL INVESTIGATION DIVISION**

For the Twelve Month Period January 1999 to December 1999								
	SEX CRIMES	HOMICIDE	AUTO	BURGLARY	PAWN	FINANCIAL	ROBBERY	TOTALS
Cases Received	1,982	2,455	1,232	3,743	215	6,539	521	16,697
Cases Assigned	1,112	1,192	707	903	215	935	505	5,569
Cases Unassigned	870	1,263	525	2,840	0	5,604	16	11,118
% Assigned	56%	49%	57%	24%	100%	14%	97%	33%
Average Number of FTE Investigators	5.02	4.82	1.92	4.82	1.31	7.36	4.29	29.55
Cases Carried Over	7	38	18	53	23	149	0	288
Tot. Assigned Cases	1,460	1,399	908	1,531	469	3,022	585	9,374
Cleared by Arrest	155	85	80	227	59	189	84	879
Cleared by Warrant	38	186	52	142	34	212	4	668
Cleared as Unfounded	75	30	37	26	6	19	3	196
Suspended	103	151	332	320	37	249	249	1,441
Exceptionally Cleared	731	740	190	166	79	207	36	2,149
Tot. Cleared Cases	1,102	1,192	691	881	215	876	376	5,333
Tot. Outstanding	26	24	33	49	20	189	15	356
% Cases Cleared	75%	85%	76%	58%	46%	29%	64%	57%
% of Carryover Cases	2%	2%	4%	3%	4%	6%	3%	4%
Total Hours	10,506	10,040	4,008	10,048	2,728	15,376	8,944	61,650
Training	510	791	170	307	46	642	189	2,655
Vacation	732	578	308	510	144	934	582	3,787
Sick	154	97	36	432	12	422	440	1,593
Court	120	140	15	143	43	150	26	637
Teaching	64	13	0	9	6	48	0	140
Other	1,017	305	175	784	244	1,334	123	3,981
Indirect Hours	2,596	1,924	704	2,184	495	3,530	1,360	12,792
Number of Direct Hours	7,910	8,117	3,304	7,864	2,233	11,846	7,584	48,858
% Direct Hours	75%	81%	82%	78%	82%	77%	85%	79%
Ave. Cases Assign per FTE Investigator per Month	24.4	24.2	26.6	26.6	32.7	34.2	11.8	26.5
Average Direct Hrs Per Investigator	131	140	143	136	142	134	147	138
Average Direct Hours per Assigned Case	5.4	5.8	3.6	5.1	4.8	3.9	13.0	5.2
Average Direct Hrs Per Clear Case	7.2	6.8	4.8	8.9	10.4	13.5	20.2	9.2

## Appendix B6

**DEPARTMENT**  
**SUMMARY STATISTICS FOR UNITS IN THE CRIMINAL INVESTIGATION DIVISION**

Totals and Averages for the Eighteen Month Period January 1999 to June 2000								
	SEX	HOMICIDE	AUTO	BURGLARY	PAWN	FINANCIAL	ROBBERY	TOTALS
Cases Received	3,013	4,176	1,768	5,760	299	9,733	719	25,468
Cases Assigned	1,834	1,928	946	1,532	299	1,784	703	9,026
Cases Unassigned	1,179	2,248	822	4,228	0	7,949	16	16,442
% Assigned	61%	46%	54%	27%	100%	18%	98%	35%
Average Number of FTE Investigators	5.3	5.0	1.9	5.0	1.2	7.6	4.2	30.3
Cases Carried Over	7	38	18	53	23	149	0	288
Tot. Assigned Cases	2,424	2,231	1,377	2,672	713	4,698	853	14,968
Cleared by Arrest	272	134	110	370	62	311	132	1,391
Cleared by Warrant	48	265	57	173	54	346	15	958
Cleared as Unfounded	115	55	44	41	11	51	8	325
Suspended	144	230	447	583	38	576	358	2,376
Exceptionally Cleared	1,188	1,185	281	263	116	375	85	3,493
Tot. Cleared Cases	1,767	1,869	939	1,430	281	1,659	598	8,543
Tot. Outstanding	66	56	56	165	38	259	3	643
% Cases Cleared	73%	84%	68%	54%	39%	35%	70%	57%
% of Carryover Cases	0%	2%	1%	2%	3%	3%	0%	2%
Total Hours	16,698	15,512	6,016	15,736	3,744	23,784	13,104	94,594
Training	747	1,161	260	666	97	1,229	670	4,830
Vacation	1,062	872	477	896	156	1,470	793	5,724
Sick	308	137	54	523	12	571	496	2,100
Court	259	215	91	264	53	208	153	1,243
Teaching	109	27	0	26	10	104	38	314
Other	2,335	1,015	351	1,144	325	2,101	123	7,394
Indirect Hours	4,818	3,426	1,233	3,519	653	5,683	2,273	21,604
Number of Work Hours	11,880	12,086	4,784	12,217	3,091	18,101	10,831	72,990
% Work Hours	71%	78%	80%	78%	83%	76%	83%	77%
Ave. Cases Assign per FTE Investigator per Month	25	25	46	29	36	34	12	27
Average Work Hrs Per Investigator	123	135	138	134	143	133	143	134
Average Work Hrs Per Clear Case	7	6	5	9	11	11	18	9





Appendix B8

TALLAHASSEE POLICE DEPARTMENT  
Sex Crimes Unit

	Jan-00	Feb-00	Mar-00	Apr-00	May-00	Jun-00	Jul-00	Aug-00	Sep-00	Oct-00	Nov-00	Dec-00	Jan-01	Feb-01	Mar-01	Apr-01	May-01	Jun-01	1999 YTD	2000 YTD	18 Month Total
Cases Received	82	109	105	150	122	165	190	255	204	194	140	173	142	147	160	138	200	244	1181	1031	1862
Cases Assigned	52	80	89	84	59	121	87	130	107	99	85	81	103	119	103	95	124	194	844	674	1516
Cases Unassigned	48	46	46	44	43	44	109	178	97	95	54	61	39	27	37	43	76	50	337	357	346
Number of FTE	5.2	3.0	5.0	6.0	4.5	5.0	4.8	5.0	5.0	4.8	5.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0	4.92	5.21	6.00
Number Assigned	5	3	7	11	10	12	10	10	10	12	13	13	13	13	13	13	13	13	11.33	12.23	8.63
Number of Hours	7	9	23	27	26	35	37	30	45	43	45	52	35	31	36	47	36	64	7	33	26
Cases Carried Over	52	80	89	84	59	121	87	130	107	99	85	81	103	119	103	95	124	194	456	614	722
Cases Assigned Over	58	72	112	121	65	136	123	169	153	142	159	119	128	141	139	145	161	250	565	665	964
Total Assigned Cases	0	1	7	5	6	6	6	7	5	6	6	6	6	6	6	6	6	6	11	11	11
Unassigned Cases	37	37	62	61	51	62	58	83	95	92	68	62	98	67	54	80	51	132	310	421	457
Escaped, Cleared	3	1	4	3	3	1	4	1	4	1	4	1	4	1	4	1	4	1	4	1	4
Arrest	2	8	9	13	8	18	11	20	22	9	20	19	19	19	21	19	29	10	58	37	60
Suppressed	5	0	5	3	4	13	31	11	7	11	16	3	1	1	1	1	1	2	3	15	23
Other	17	47	57	62	12	105	117	58	43	46	37	52	41	35	37	35	48	68	44	67	117
Out of District Cases	13	21	24	27	24	27	40	11	49	44	37	28	41	40	50	37	58	114	44	66	152
Suppressed	5	0	5	3	4	13	31	11	7	11	16	3	1	1	1	1	2	3	15	23	44
Total	17	25	28	37	31	43	42	69	61	60	49	33	18	45	52	49	71	51	79	99	85
Clear Rate	80%	65%	78%	70%	76%	76%	73%	77%	72%	69%	77%	78%	65%	72%	64%	74%	60%	74%	73%	69%	79%
Call Backs	4	0	0	0	0	0	0	2	2	2	0	0	0	0	0	0	0	2	2	12	24
Cases over 90 days	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
24-hr cases	2	10	3	4	3	6	4	8	8	8	4	3	0	0	0	0	0	0	0	0	0
100-hr cases	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Other cases	17	11	17	11	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10
Charges Assigned	17	11	17	11	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10
Hours in Month	90	48	100	88	80	88	85	86	86	86	86	86	86	86	86	86	86	86	86	86	86
Hours in Year	0	27	49	96	36	46	21	21	32	109	82	26	84	10	11	71	68	51	194	312	226
Months	53	14	58	115	69	66	78	71	20	37	66	130	22	26	25	107	48	52	359	363	300
Months	0	32	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6
Sick	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Churl	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Teaching	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Other	71	48	82	58	43	137	153	117	94	92	66	62	251	262	249	148	261	159	429	578	1318
Individual Hours	132	130	167	222	168	270	269	314	211	261	204	252	383	543	430	361	409	518	1095	1511	2222
Total Cases Impact	789	399	814	664	618	610	671	664	669	679	654	746	618	668	694	609	648	738	3913	3985	3970
Example of Performance Measures Using CIO Cases and Time and Attendance Information																					
Average Direct Hrs Per Investigator	150.84	116.67	147.62	105.42	106.70	122.90	119.64	113.26	133.80	121.31	142.04	133.80	102.30	110.82	116.67	101.64	107.62	123.05	135.37	177.70	110.27
Average Direct Hrs Per Case	16.78	7.45	16.04	7.74	8.82	8.82	8.88	4.66	6.08	6.03	7.06	8.13	7.37	6.59	7.80	5.54	4.74	4.01	8.81	6.04	5.97
Average Assigned Cases Per FTE Investigator	11.29	24.09	16.95	23.10	26.90	27.20	25.77	33.86	30.00	29.75	26.46	26.76	21.33	23.00	25.17	24.17	26.83	41.67	20.91	27.86	24.78
Average Number of Cases Received Per FTE Investigator	17.60	38.33	34.13	35.16	26.64	33.00	41.37	53.06	40.80	46.65	24.79	36.11	23.97	24.50	26.67	23.06	31.33	40.97	28.34	38.42	28.64
Average Number of Direct Hours Per Case Assigned	13.36	4.86	7.60	5.44	6.68	4.40	4.54	3.35	4.27	4.08	5.37	6.35	4.90	4.72	4.99	4.20	4.62	2.95	6.55	4.62	4.12

Note: Based on reported data.







TALLAHASSEE POLICE DEPARTMENT  
Burglary Unit

	Jan-00	Feb-00	Mar-00	Apr-00	May-00	Jun-00	Jul-00	Aug-00	Sep-00	Oct-00	Nov-00	Dec-00	Jan-01	Feb-01	Mar-01	Apr-01	May-01	Jun-01	Jul-01	Aug-01	Sep-01	Oct-01	Nov-01	Dec-01	2001 Total	18 Month Average
Cases Assigned	257	250	262	214	191	211	211	245	200	200	200	202	202	218	234	252	174	220	1338	1534	1383	1034	1034	1034	1034	1034
Cases Closed	338	352	347	290	282	337	338	335	290	290	327	307	347	304	319	370	330	303	3005	3005	3005	3005	3005	3005	3005	3005
Cases Assigned	66	66	66	66	66	66	66	66	66	66	66	66	66	66	66	66	66	66	66	66	66	66	66	66	66	66
Cases Assigned	257	250	262	214	191	211	211	245	200	200	200	202	202	218	234	252	174	220	1338	1534	1383	1034	1034	1034	1034	
Number of PTE Investigators	3.0	5.0	5.2	4.6	5.0	4.8	4.8	4.8	4.8	4.8	4.8	4.8	4.8	4.8	4.8	4.8	4.8	4.8	4.8	4.8	4.8	4.8	4.8	4.8	4.8	
Number of Investig.	4	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	
Cases Carried Over	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Cases Assigned	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Total Assigned Cases	121	110	137	136	141	141	141	141	141	141	141	141	141	141	141	141	141	141	141	141	141	141	141	141	141	
Assigned	11	4	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	
Assigned	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Assigned	15	15	15	15	15	15	15	15	15	15	15	15	15	15	15	15	15	15	15	15	15	15	15	15	15	
Assigned	21	21	21	21	21	21	21	21	21	21	21	21	21	21	21	21	21	21	21	21	21	21	21	21	21	
Assigned	47	47	47	47	47	47	47	47	47	47	47	47	47	47	47	47	47	47	47	47	47	47	47	47	47	
Assigned	19	19	19	19	19	19	19	19	19	19	19	19	19	19	19	19	19	19	19	19	19	19	19	19	19	
Assigned	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	
Assigned	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Assigned	18	21	48	39	33	67	53	59	52	38	19	10	54	32	37	36	20	40	227	238	210	143	143	143	143	
Assigned	572	606	600	660	640	640	640	640	640	640	640	640	640	640	640	640	640	640	640	640	640	640	640	640	640	
Assigned	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	
Assigned	12	8	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Assigned	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	
Assigned	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Assigned	56	26	34	42	36	40	71	39	74	52	51	104	99	27	47	41	56	65	264	490	361	164	164	164	164	
Assigned	64	177	148	155	171	87	186	232	232	232	232	232	232	232	232	232	232	232	232	232	232	232	232	232	232	
Assigned	648	638	772	725	640	764	644	717	715	648	621	495	685	571	799	661	782	601	4168	3719	4353	2184	2184	2184	2184	
Assigned	135.00	147.89	138.41	135.36	156.70	134.11	133.40	148.94	126.47	128.47	132.02	137.10	116.84	151.80	132.66	127.00	128.64	142.87	129.12	131.91	131.91	131.91	131.91	131.91	131.91	
Assigned	19.32	10.83	9.53	7.97	8.05	7.84	7.07	19.71	8.83	9.69	10.79	8.24	14.80	9.40	7.55	6.57	6.89	8.97	8.80	7.93	7.93	7.93	7.93	7.93	7.93	
Assigned	31.08	22.00	28.31	26.54	25.98	28.20	27.29	24.34	20.00	29.88	27.21	22.71	20.80	26.20	26.00	27.20	43.67	45.45	28.77	28.40	33.55	26.88	26.88	26.88	26.88	
Assigned	85.12	11.00	66.35	54.32	55.34	51.20	75.00	63.21	58.33	55.42	76.05	76.46	60.40	66.80	63.80	75.60	60.43	60.43	63.09	67.41	63.09	63.09	63.09	63.09	63.09	63.09
Assigned	4.86	5.71	5.54	5.22	6.21	6.66	4.97	5.48	4.97	4.71	4.71	4.56	6.59	4.63	5.23	3.98	2.81	2.81	5.37	4.90	3.82	3.82	3.82	3.82	3.82	

Example of Performance Measures Using OIG Case and Time and Absence Information

Appendix B12

TALLAHASSEE POLICE DEPARTMENT  
Person Shop List

	Apr-09	May-09	Jun-09	Jul-09	Aug-09	Sep-09	Oct-09	Nov-09	Dec-09	Jan-10	Feb-10	Mar-10	Apr-10	May-10	Jun-10	1999 1st	1999 2nd	2000 1st	18 Month
																1999 1st	1999 2nd	2000 1st	Total
																Averages	Averages	Averages	Averages
Cases Received	30	34	31	11	17	14	24	17	15	27	11	7	20	8	10	118	120	84	322
Cases Assigned	20	8	8	8	8	8	8	8	8	8	8	8	8	8	118	120	84	322	
Cases Assigned/Received	66%	23%	26%	72%	47%	57%	33%	47%	53%	73%	73%	114%	114%	114%	100%	100%	100%	100%	
Number of FTE Investigators	1.9	2.1	2.1	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.21
Number of Investig.	2	2	2	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1.00
Number of Investig. Carried Over	2	2	2	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1.00
Cases Carried Over	20	20	20	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	142
Cases Assigned	20	20	20	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	220
FTE Assigned/Cases	105%	95%	95%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	182%
FTE Assigned/Cases	6	9	9	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	220
Cases, Quoted	6	15	10	6	2	2	2	2	2	2	2	2	2	2	2	2	2	2	11
Warrant	6	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	11
Arrest	6	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	11
Subpoena	7	7	7	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
FTE Assigned/Cases	8	22	27	28	15	15	15	15	15	15	15	15	15	15	15	15	15	15	177
On Duty/Assigned	32	19	24	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	231
On Duty/Assigned	7	7	7	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	33
Expanded	32	29	29	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	33
Clear Rate	86%	69%	57%	27%	68%	17%	18%	38%	47%	54%	59%	49%	23%	23%	23%	23%	23%	23%	34%
Clear Rate	14	13	15	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	42
Cases over 90 Days	4	9	6	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	15
100hr cases	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2
Cases Assigned	14	13	21	11	11	12	10	7	8	9	8	6	7	6	6	6	6	6	127
Hours in Month	336	370	360	176	176	168	176	168	152	152	168	168	168	168	168	168	168	168	2144
Training	0	4	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	20
Uplift	8	8	0	24	24	24	24	24	24	24	24	24	24	24	24	24	24	24	240
Sick	4	8	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	40
Vacation	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	20
Other	45	22	48	31	7	14	4	12	4	27	19	13	10	7	25	154	80	81	344
Indirect Hours	81	40	58	54	27	27	42	14	6	27	01	24	03	15	54	24	205	190	465
Total Case Direct Hrs	272	372	310	283	138	138	138	138	132	129	129	129	140	162	162	162	162	162	2081
*Ratio differ from report-report events cases entered as hours last																			
Example of Performance Measures Using CIO Case and Time and Attendance Information																			
Average Direct Hrs Per Investigator	148.20	136.00	137.40	138.00	128.00	132.00	136.00	131.33	139.71	144.74	138.19	144.00	102.00	148.87	142.00	142.00	142.26	142.26	142.26
Average Direct Hrs Per Case	19.39	8.09	11.48	11.69	8.27	48.33	22.20	7.24	12.33	8.10	4.91	8.23	24.00	8.56	18.75	11.16	14.75	10.86	11.76
Average Assigned Hours Per FTE Investigator	20.22	22.20	24.39	17.18	22.00	18.00	24.32	47.04	48.19	48.19	48.19	48.19	48.19	48.19	48.19	48.19	48.19	48.19	48.19
Average Number of Cases Received per FTE Investigator	19.40	15.00	14.83	9.73	12.00	14.00	13.62	24.00	17.81	13.82	22.47	7.00	20.00	8.89	10.00	17.96	11.67	11.67	14.67
Average Number of Cases Assigned per Case Assigned	6.40	5.33	5.08	8.00	6.32	7.72	4.50	2.89	3.20	3.32	2.90	3.24	4.97	3.26	2.82	4.44	3.77	3.52	4.76



TALLAHASSEE POLICE DEPARTMENT  
Robbery Task Force Unit

	Jan-99	Feb-99	Mar-99	Apr-99	May-99	Jun-99	Jul-99	Aug-99	Sep-99	Oct-99	Nov-99	Dec-99	Jan-00	Feb-00	Mar-00	Apr-00	May-00	Jun-00	1999 1st Six Months Total Average	1999 2nd Six Months Total Average	2000 1st Six Months Total Average	18 Month Total Average
Cases Received	42	32	41	32	31	31	46	31	36	49	58	46	45	40	35	34	27	27	259	279	104	571
Cases Assigned	6	3	1	1	0	1	1	1	0	2	2	2	5	0	0	0	0	0	25	27	10	167
Cases Assigned to Robbery	6	3	1	1	0	1	1	1	0	2	2	2	5	0	0	0	0	0	25	27	10	167
Number of FTE Investigators	5.2	5.0	4.7	5.2	4.8	4.0	3.8	4.0	3.7	4.0	3.7	3.8	4.0	4.0	4.0	4.0	4.2	4.0	4.74	3.85	4.03	4.29
Number of Invs.	5	5	5	5	5	6	6	6	6	6	6	6	6	6	6	6	6	6	5.33	6.00	5.06	5.44
Cases Certified Over	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Cases Assigned	42	31	41	32	31	31	46	31	36	49	58	46	45	40	35	34	27	27	259	279	104	571
(Ex. Assigned Cases)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Unassigned	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Work Assigned	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Arrest	6	2	13	5	3	7	4	5	18	11	5	6	11	4	3	2	1	4	3	1	1	4
Supervised	7	5	53	8	4	62	29	29	5	40	41	35	41	45	21	31	31	41	117	188	109	249
Total Observed Cases	35	28	8	24	35	6	9	38	4	18	23	15	14	3	5	11	7	8	117	258	222	278
Total Outstanding	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Open	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Supervised	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Clear Rate	16.6%	16%	19%	29%	12%	37%	35%	35%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%
Call Backs	na	na	na	na	na	na	na	na	na	na	na	na	na	na	na	na	na	na	na	na	na	na
Calls over 30 days	na	na	na	na	na	na	na	na	na	na	na	na	na	na	na	na	na	na	na	na	na	na
24-hr cases	na	na	na	na	na	na	na	na	na	na	na	na	na	na	na	na	na	na	na	na	na	na
110hr cases	na	na	na	na	na	na	na	na	na	na	na	na	na	na	na	na	na	na	na	na	na	na
Cases Assigned	na	na	na	na	na	na	na	na	na	na	na	na	na	na	na	na	na	na	na	na	na	na
Hours in Month	203	185	176	189	176	174	174	174	174	174	174	174	174	174	174	174	174	174	174	174	174	
Months	0	14	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	
Chart	145	142	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	
Sick	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Teaching	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Other	156	144	172	172	152	114	106	106	106	106	106	106	106	106	106	106	106	106	106	106	106	
Indirect Hours	156	144	172	172	152	114	106	106	106	106	106	106	106	106	106	106	106	106	106	106	106	
Total Case Direct Hrs	156	144	172	172	152	114	106	106	106	106	106	106	106	106	106	106	106	106	106	106	106	
Example of Performance Measures Using CCR - Case #100 - Performance Information																						
Average Direct Hrs. Per Investigator	146.16	111.20	134.87	135.16	144.15	147.50	148.24	158.20	163.17	145.50	148.19	151.50	148.25	148.25	142.75	138.00	118.00	118.00	143.21	152.18	134.17	147.23
Average Direct Hrs. Per Clear Case	109.14	117.20	16.64	88.84	172.00	14.75	16.53	25.00	16.87	13.48	13.55	13.28	13.27	21.38	13.94	14.90	14.90	14.73	34.79	13.87	14.63	16.17
Average Assigned Cases per FTE Investigator	8.03	6.20	10.70	6.11	6.17	11.50	9.95	11.75	17.44	14.50	17.17	18.23	12.00	8.75	12.50	9.85	11.00	11.00	6.48	15.19	11.00	11.81
Average Number of Cases Received per FTE Investigator	8.03	6.60	10.70	6.11	6.17	12.25	9.90	8.75	15.15	15.00	12.88	13.62	10.00	10.00	7.50	8.20	8.43	8.73	6.82	12.22	8.20	10.42
Average Number of Direct Hours Per Case Assigned	18.18	24.23	12.53	22.12	17.84	12.33	14.89	13.32	8.32	8.63	8.29	8.40	12.44	16.43	16.26	12.16	13.73	17.23	17.23	16.04	12.12	12.95

