

PUBLIC SAFETY AND CRIMINAL JUSTICE COMMITTEE

DATE: September 21, 2011

CALLED TO ORDER: 5:37 p.m.

ADJOURNED: 8:39 p.m.

ATTENDANCE

Attending Members

Benjamin Hunter, Chair  
Vernon Brown  
Aaron Freeman  
Mary Moriarty Adams  
William Oliver  
Marilyn Pfisterer  
Christine Scales  
Ryan Vaughn

Absent Members

AGENDA

**BUDGET HEARING**

Indianapolis Metropolitan Police Department (IMPD)  
Indianapolis Fire Department (IFD)  
Indianapolis Emergency Medical Service (IEMS)

## PUBLIC SAFETY AND CRIMINAL JUSTICE COMMITTEE

The Public Safety and Criminal Justice Committee of the City-County Council met on Wednesday, September 21, 2011. Chair Benjamin Hunter called the meeting to order at 5:37 p.m. with the following members present: Vernon Brown, Aaron Freeman, Mary Moriarty Adams, William Oliver, Marilyn Pfisterer, Christine Scales and Ryan Vaughn. Representing Council staff was James Steele, Chief Financial Officer (CFO).

Chair Hunter asked everyone to introduce themselves, including the Office of Finance and Management (OFM) staff and Council CFO.

### **BUDGET HEARING**

Chair Hunter asked for consent to hear the budget of the Indianapolis Fire Department (IFD) before the Indianapolis Metropolitan Police Department (IMPD). Consent was given.

#### **IFD**

Frank Straub, Director, Department of Public Safety (DPS), discussed IFD's operations and budget. He read through the information in his PowerPoint presentation (attached as Exhibit A), and included the following key points:

- A major accomplishment of both IFD and IMPD is a concentrated effort on community outreach and community service.
- IFD continues to fight, prevent and reduce fires.
- 2012 DPS chargebacks
  - This chart indicates how chargebacks affect the DPS budget.
- Adopted/Introduced budgets
  - IFD's increase is primarily driven by the consolidations of the township fire departments into IFD.
- 2011 achievements
  - EMS Bike program certification class is important because this year during the heat wave there were some firefighters who are trained emergency medical technicians (EMTs) and/or paramedics that rode around with police officers reaching out to homeless persons offering on-scene medical assistance and referrals to shelters.
  - Pack tracker system is on-site airpicks that firefighters wear that allows others to determine if a firefighter is in distress and pinpoint where that firefighter is.

Councillor Pfisterer asked if the pack tracker can be used on multiple floors. Director Straub answered that the pack tracker can indicate whether a firefighter is above grade or below grade if it is pointed up or down, but the global positioning system (GPS) component of it is not yet available.

Director Straub continued reading through his presentation:

- IFD budget challenges
  - Fuel and maintenance costs are anticipated to be higher in 2012 than in 2010.

- It will cost about \$1.5 million to keep Ladder 21 in service, which would be added to the \$2.1 million deficit in Character 01 for 2012.
- Working with President Vaughn and Mr. Steele, it is believed that there is a fund balance of \$2 million that could be allocated, as well as the Tax Increment Financing (TIF) reimbursement of \$900,000.
  - This would still leave a funding gap of approximately \$780,000, which could be remedied by continuing to look for savings in 2011 and in 2012 or the Council could re-appropriate \$904,000 across the city/county budget.
    - The re-appropriation is capped at \$904,000 because of the legally advertised budget and any additional appropriations could incur a Department of Local Government Finance (DLGF) penalty.

Councillor Pfisterer asked what kind of equipment came in with the consolidations and if any were fairly new. Chief Sanford, Fire Chief, said that it was pretty well disbursed. Some of the equipment was fairly new and some was at the 10-year age limit.

Councillor Scales asked if Ladder 21 is funded. Director Straub said that it is not funded, but they are going to do their best to keep this ladder in operation. He said they will work with Councillor Scales and look at ways to cut back to fund this ladder. He said that they cannot add this to the budget because the budget was not advertised with that money included, and adding it would cause the DLGF to question the City. Councillor Vaughn added that it is not impossible to fund the ladder, but it cannot be included in this budget or the DLGF will take it from the City's levy. Councillor Scales said that she has known that IFD's budget was tight, and it is not her intent that the decision comes down to apparatus versus layoffs. She said that she is hoping that the money can maybe be found in another funding mechanism. Director Straub said that taking Ladder 21 out of service would not cause the layoff of firefighters, as they expect about 16-20 firefighters to leave the department through retirements. They were going to take Ladder 21 to Franklin Township to replace a ladder there. He said they understand the concerns that have been raised with respect to the coverage area. However, through extensive analysis, they believe that the ladders that surround Ladder 21 would respond to that area in approximately four minutes, which meets the National Fire Protection Association (NFPA) standards. Director Straub said that they also believe that taking Ladder 21 out of service would not affect the City's Insurance Services Office (ISO) rating. Councillor Scales referenced the ISO rating, and stated that one of several of their criteria indicates that ladder truck stations should be no more than two and a half miles from one another in densely urban areas, and this would be a concern. She said another criterion is that if there is a fire service area that has five or more buildings that are more than three stories in height, then a ladder truck must be in that service area. Director Straub said that they have a different interpretation of the ISO standards, but they will continue working to keep Ladder 21 in service.

Councillor Pfisterer referenced Character 730, sub-object 738003, E-911 Fees Land Line Telephones, and asked if the decrease of about \$100,000 is due to people abandoning land lines and going to cell phones. Tom Michalak, DPS CFO, answered in the affirmative. Councillor Pfisterer asked if there will be an increase or an assessment for people to use mobile phones for 9-1-1 services. Director Straub said that there are fees for this, but they are captured in the Public Safety Communications budget. He said that these fees are less than the land line fees,

but there should be a switch over time. Councillor Vaughn said that the issue with the 9-1-1 fees is something that is on the agenda for the General Assembly this coming session.

Councillor Pfisterer referenced Character 730, sub-object 738004, Fire Protection Contracts, and asked if there was a contract in 2011, but not in 2012. Dawn Randle, IFD Finance Officer, answered in the affirmative, and stated that this was dissolved with the consolidation of one of the township fire departments and IFD. She said that it was pulled out of the budget, because they are no longer receiving it.

Councillor Pfisterer asked if the increase in Character 750, sub-object 751070, if for Federal Emergency Management Agency (FEMA) is a true reflection, as she understood that the disbursements from Washington D.C. are getting lower. Director Straub said that FEMA grants seem to be pretty stable, and they are not affected by the Urban Area Securities Initiative (UASI) grants.

Councillor Pfisterer said that there were a lot of energy saving initiatives put into several of the firehouses across the city, and asked if the savings are reflected in the budget. City Controller Jeff Spalding answered that the savings are reflected, but the payoff of the investment is also included. Therefore, the true savings will not be reflected until the investment amount is paid off.

Councillor Moriarty Adams asked what the number of sworn IFD officers is. Director Straub answered that there were 1,235 sworn officers and 66 civilian personnel at the end of 2010, and the estimated amount for the end of 2011 is 1,209 sworn and 66 civilian. He said they are estimating 1,183 sworn and 66 civilian at the end of 2012.

Councillor Moriarty Adams referenced Character 730, sub-object 738015, Plan Review Fee for Building Permits, and asked if these are done by IFD and if the increase is due to the expectation of more reviews. Director Straub answered in the affirmative, and stated that they have company inspections in addition to the IFD inspectors. He said they are increasing the number of buildings that they are inspecting through the course of the year. Councillor Moriarty Adams asked if this involves Tegriss. Director Straub answered in the negative, and stated that they never entered into that contract.

Councillor Oliver asked what the recommended staffing level of sworn IFD officers is. Chief Sanford answered that their recommended staffing level after the Lawrence Township merger is 1,218, and they are currently nine positions under this. Before the Lawrence Township merger, their recommended number was 1,135.

Councillor Oliver asked how IFD will be challenged in terms of staffing levels for 2012. Director Straub said that they will likely fall below the recommended staffing levels as they lose firefighters through retirements and attrition. This means they fill these positions each day with overtime. He said that IFD is currently operating with minimal levels of civilian personnel. Councillor Oliver asked if any civilian personnel came with the mergers. Director Straub answered that there were a total of about four with all of the mergers.

Councillor Oliver asked if there will be a recruit class in 2012. Director Straub answered in the negative. Councillor Oliver asked if the subs could fill these positions. Director Straub answered in the negative.

Councillor Brown commented that IFD has had a more diversified command staff than the present. He asked to what the shortfall in Character 01 is attributed. Director Straub said that it is due to the 1% contractual raise. Councillor Brown asked what the fund balance would be if the \$2 million is given to DPS. Controller Spalding answered that it would essentially be zero.

Councillor Freeman asked what the apparatus will be that will be funded in 2012. Director Straub answered that they are unsure of what those will be at this point. Councillor Freeman asked if keeping Ladder 21 operational will possibly affect what is able to be purchased. Director Straub answered in the affirmative.

Councillor Brown said that he wants to ensure that keeping Ladder 21 operational will not make a different apparatus in a minority neighborhood subject to layoffs and closings. Director Straub said that they will try to find the funding to keep everything operational.

Larry Vaughn, citizen, asked how long Director Straub has been a member of the community. Chair Hunter answered that he has been here for about two years. He asked how much money has been brought to the budget from the consolidation of the township fire departments. He said that he believes that Indiana will become a right-to-work state because of the property tax cuts that are causing the budgets and revenues to dwindle. He said he was recently in a meeting where it was stated that every IMPD officer was insufficiently trained and would have to be retrained at the amount of over \$100,000, which totals about \$32 million, and Director Straub has agreed to pay some outside consultants to re-evaluate and re-train the officers. Chair Hunter said that the tax levies of the township fire departments are now captured by the City through the consolidation. Councillor Vaughn said that there has been no version of the public right-to-work bill that has been introduced at the General Assembly that would exclude public unions and public safety.

Reverend C.L. Day, President, Indianapolis Concerned Clergy, asked to what degree the consolidation will impact the diversity of IFD, and what the plan is to keep it diverse. Director Straub said that the consolidations have had a negative effect on the diversity numbers, and the only way to solve that is with recruiting, hiring and bringing new firefighters into the fire department. He said they are hoping to hire a recruit class in 2013, as there is no money in their budget to hire a class in 2012. He said that he needs several recruit classes to diversify the fire department. Councillor Pfisterer said that she has a job fair each year and there is an African American recruiter who is detailed to this job fair. He aggressively and actively works to generate interest in the African American community of joining the fire department. However, there are currently no openings. Councillor Brown said that Rev. Day was referring to a diverse command staff. He said due to consolidation, IFD has gone from 23% African American to 14% African Americans in general population of the fire department in the last five to six years. He added that under the current administration, one recruit class of 26 firefighters has been hired, with only two African Americans. With consolidation, IFD has absorbed about 300 or 350 firefighters, and only about 10 to 12 are African American.

[Clerk's note: Chair Hunter called for a brief recess at 6:32 p.m.]

### IMPD

Director Straub discussed IMPD's operations and budget (included in Exhibit A). He read through the information in his PowerPoint presentation, and included the following key points:

- 2011 Achievements
  - The Police and Executive Research Forum (PERF) is conducting a review and revision of the most pressing general orders.
  - Leadership development
    - Thirteen command staff personnel were sent to the Senior Management Institute for Police (SMIP) between 2010 and 2011.
      - This is a PERF program done in conjunction with Harvard University's Kennedy School of Government.
  - There was no cost to the City or the taxpayers for the Department of Homeland Security's (DHS) chief to attend the Naval Postgraduate School's Program in Homeland Defense.
- Budget requests versus adopted/introduced budgets
  - Forfeiture, Cumulative and Grant Funds are limited in terms of the ability to move money around to offset shortfalls in other characters.
- IMPD budget challenges
  - Aviation unit
    - The plan was to use the proceeds from the sale of equipment to fund the aviation unit, but the 2012 budget does not assume those funds to be dedicated to this cause.

Councillor Moriarty Adams how many sworn officers are currently on the police force. Director Straub answered that it is 1,618, including Park Rangers. Councillor Moriarty Adams asked how many of them are Park Rangers. Director Straub answered that 16 are Park Rangers, and they are now distributed throughout the IMPD system. He said the Park Rangers perform true law enforcement functions: making arrests, issuing summons and providing back-up for other IMPD officers. He said he recently met with the director of the COPS program at the US Department of Justice, and he indicated that these types of positions in cities across the country should be included in COPS configurations and grant allocations going forward. Councillor Moriarty Adams asked how many sworn police officers are there expected to be at the beginning of 2012 and at the end of 2012. Director Straub answered they can expect to begin 2012 with 1,618 and they anticipate about 15 retirements by the end of 2012.

Councillor Oliver asked how many senior officers in IMPD are African American. Director Straub gave a breakdown as of March 2011:

- One Chief – Caucasian
- Six Deputy Chiefs – two African American; four Caucasian
- Six Commanders – one African American; five Caucasian
- Four Majors – one African American; three Caucasian
- Twenty Captains – three African American; 17 Caucasian

- Ninety-seven Lieutenants – six African Americans; 91 Caucasian
- Two hundred twenty-eight Sergeants – 26 African American; 200 Caucasian
- One thousand two hundred police officers – 172 African American; 991 Caucasian; 26 Latino; two Asian; 16 others
- Sixty-three probationary officers – seven African American; 54 Caucasian; two Latino

Councillor Oliver said it is important that the police department reflect the neighborhoods that they serve, especially in terms of cultural and language issues. Director Straub said that they are aggressively recruiting the best and brightest people to join IMPD, as well as IFD. He added that he recognizes that there are some issues in terms of community policing training, as the last recruit class was only scheduled for 50 minutes of community policing and 50 minutes of diversity and cultural awareness training. He said they significantly expanded this training by having people of various communities: African, Indian, Latino and Asian, meet with the recruits before they graduated. He said they realized that their in-service training also lacked attention to diversity and cultural awareness, and they used the same method to enhance it. They also explored youth and faith issues. Director Straub said that the diversity of the command staff has also been expanded during his tenure.

Councillor Oliver asked if there is special training for officers on police chases and if the training is included in the budget. Director Straub answered that they are looking at the pursuit policy, but it needs to be tweaked a little. He said they are engaging the Fraternal Order of Police (FOP) in the discussions and working closely with PERF to refine the pursuit policy. He said that an emergency vehicle operations course (EVOC) is provided through the basic recruit training, and it addresses some of the issues of pursuit. They also completed a cycle of EVOC in one of the in-service trainings this year. In addition, they believe that the mechanical techniques that they currently use are sound and do represent some of the best practices in policing. Director Straub said they do not anticipate any additional cost for this training.

Councillor Freeman said that maybe DPS should reach out to the Legislature about punishing those who start a pursuit. He said though he understands that it may be a novel concept. Councillor Freeman said that he is concerned about equipment for DPS. He said if men and women are going to be hired and asked to do a noble job, then they should have the required equipment to do that job. He asked what impact the \$2.8 million shortfall for equipment will have on IMPD. Director Straub said that their biggest shortfall is in Character 03, which is about \$3.3 million. He said they are closely looking at their options to address some of the issues. Councillor Freeman asked if there is enough money in this budget, as introduced, for police officers to have the equipment that is needed to do their jobs. Director Straub answered in the negative, and stated that they would have to prioritize their purchases, and officer safety equipment would always come first. Councillor Vaughn added that one issue with the budget is that some of the Super Bowl expenses are included, but the revenue to match those expenses are not, because they come in the form of a reimbursement of expenses as opposed to an appropriation. He asked for a summary of that revenue and how much of it may be available to address these issues. Director Straub said that the bulk of the revenue would come from the Capital Improvement Board (CIB), with the idea of purchasing equipment in preparation of the Super Bowl and then draw against the CIB funds to be reimbursed for the purchases. Controller Spalding said that the mechanism of reimbursement from CIB is structured as a reimbursement for costs that have not yet been incurred. He said this is not like tax revenue, so the bill will be

given to CIB, the revenue will be receded to the City and then the Council will appropriate it. Controller Spalding said that there is a sharp reduction in the funding from the City Cumulative Capital Improvement Fund that flows into IMPD's Character 04 equipment budget. However, it does not mean that the money is not there. He said this is a competitive capital fund that can be used across all city-county government and it is his expectation that some of the money in this fund would be allocated to the equipment needs of IMPD, as well as other agencies. He said he made a professional judgment to see what all of the demands were and sort out the priorities. Of course, IMPD will receive a significant share of the funds.

Councillor Pfisterer referenced the Federal Grants Stimulus source and asked if that is based on solid expectations, as it is almost \$400,000 more than last year. Mr. Michalak answered that this is the COPS hiring grant, and it is higher because the grant has to cover the one-year anniversary pay increase for officers, as well as the City's portion of health insurance expenses.

Councillor Pfisterer asked if there is a particular reason as to why Character 01, Object 185, Worker's Compensation, is about \$700,000 higher than last year. Mr. Michalak said that this is budgeted using a blended rate assumption per head count of different classes of employees. He said the formulas take into account the experience rate of a firefighter versus a police officer versus support staff. He said, in 2011, it was assumed that there would be a significant reduction in worker's compensation. Controller Spalding said that an adjustment had been made to this particular object in the 2011 budget, but the 2012 budget does not assume this adjustment and may later be found to be over-funded.

Councillor Pfisterer asked about the increase of almost \$350,000 for the uniform and personal supplies in Character 02. Mr. Michalak said that he believes this is where the bullet proof vests have been logged and budgeted for next year.

Councillor Pfisterer referenced Character 02, Object 299, Misc. supplies, and asked why it is a negative \$418,940. Controller Spalding said that base budget reductions were allocated across the enterprise, and put into one sub-object as a negative adjustment. Each department or agency is able to adjust their budgets accordingly to determine exactly where to make the reductions.

Councillor Pfisterer asked about the significant increase in Character 03, Object 344, Printing and Copying Charges. Mr. Michalak said that IMPD has a standing lease for a number of Xerox machines. He said that the 2011 budget assumed that the number of machines could be cut in half, but that has not proven to be the case as the end of the year approaches. He said they are hoping to see some savings this year, as the City is changing vendors. Assuming that the copy structure remains fairly constant, they are ensuring that they can pay for the machines that they currently have.

Councillor Pfisterer asked if the issues with the economy have led to savings in purchases of copy machines, bullet proof vests, ammunition or other supplies. Director Straub answered that this is correct in some instances; however, the purchase of copy machines is a city-wide purchasing issue, and each agency is not able to make a decision on it. Also, bullet proof vests and ammunition costs are driven by the war in Iraq and Afghanistan.

Councillor Vaughn said that Director Straub has expressed budget challenges of less than one percent of the combined IMPD/IFD operating budget and less than half of a percent of the public safety budget. He asked if IMPD and IFD can operate at less than 100% of what was budgeted last year, and if it could lead to a positive fund balance next year. Director Straub answered that they can find ways to operate at less than 100% of funding, as they did in 2011 to achieve these goals. Councillor Vaughn said that DPS should be able to address some of the challenges with a 1% reserve in 2012.

Councillor Brown said of the approximate 350 promoted or appointed officers, about 13% percent are African American. Councillor Brown asked how many sworn IMPD officers will retire at the end of 2011. Director Straub answered that they are unsure, but it will be no more than three or four. Councillor Brown asked if DPS has money budgeted for a recruit class before the end of 2011. Director Straub said that they are working with OFM to get a class started, and they are looking at the effect that attrition will have to help fund the class. Councillor Brown asked if there are people who have already begun the process to go into this recruit class. Director Straub answered in the affirmative. Councillor Brown asked if there is a dedicated recruiting budget for IMPD or IFD. Director Straub answered in the negative, and stated that they vamped up their recruiting efforts and increased the number of officers assigned to recruiting. He said they also feel that recruiting is a department-wide effort for both IMPD and IFD. Councillor Brown agreed and said that good community policing helps with recruiting efforts.

Councillor Brown referenced Character 03, Object 341, Advertising, and stated that there was \$22,000 in this line item in 2011, and for 2012, it is 0. He asked if they will not advertise next year. Director Straub answered that there is no amount allotted in the budget, but they are working with the controller on being able to move some of the money around to help with this effort. Chair Hunter said that the amounts given in the budget are estimates, but the agencies are allowed to move money around within each character without coming back before the Council. Councillor Brown said that this is not a reflection of transparency. Chair Hunter said these numbers also do not include expenses, and the agencies may receive additional dollars later, such as grant dollars.

Councillor Brown asked if DPS is any closer to accomplishing their goal for a public safety school. Director Straub answered that this has become more complex due to some of the budget issues that have affected the Indianapolis Public School (IPS) system. They are continuing to work with IPS Superintendent, Dr. Eugene White.

Councillor Moriarty Adams asked how many people are in the process for the possible recruit class. Director Straub answered that there are 48. Councillor Moriarty Adams asked how many people Straub is looking to bring on. Director Straub answered that this is part of what they are working out with OFM. Councillor Moriarty Adams asked if there is money in the budget right now for a recruit class. Controller Spalding answered that this is difficult to answer, as they are still looking at attrition numbers, which will provide a portion of the money.

Councillor Scales asked how the lack of necessary supplies, such as hand sanitizer and notebooks, is being addressed, and how it will be avoided in the future. Director Straub answered that the problems with the lack of supplies is due to not being able to receive a fiscal

adjustment that was requested from the Committee for two months. He said they also had a significant shortfall last year in the character that would have accounted for those purchases. He said at the beginning of this budget cycle, the decision was made not to put the requested funds into that character, and they did not have enough money going into the year. He said they have now received those funds, and have purchased the necessary supplies. Director Straub said going into this year, they recognize some adjustments that should allow them to buy more materials and supplies. Councillor Scales asked if officers were reimbursed the money they had to spend out of their own pockets. Director Straub said that he believes that any requests for reimbursement were honored.

Councillor Brown said that the issue with the fiscal ordinance to appropriate more money to Character 03 was held up because it was a complex ordinance, and was not a good budgeting strategy. The issue was that the character requested half of the historical amount and ran out in half the time, and this was not good judgment. Director Straub said that the 2011 introduced amount was reduced by OFM, which is why the adopted amount was significantly less. Councillor Moriarty Adams added that it was delayed in Committee due to the lack of a spending plan from DPS.

Councillor Oliver asked what the amount of the Forfeiture Funds was each year for the past three years, and what the formula for receiving these funds is. Director Straub answered that there are different configurations that go into this fund. He said if a federal agency is involved, they receive 25% off the top. The remaining 75% is given to the local agency. The formula for the 75% is determined by the federal aspect forfeiture process and depends on how many agencies are involved. The formula for state funds is currently at a 70/30 split. At a case level, DPS gets 70% and the Prosecutor's Office gets 30%. It gets more complicated with the number of agencies that are involved. Councillor Oliver asked where the money goes at the moment of seizure. Director Straub answered that it is un-usable at the moment of seizure, because it must first go through the court process to determine if the money is able to be seized as part of a criminal act. He said this means that money can be seized in 2012, but unable to be used until 2014, depending on things such as the trial schedules and judge determination. Mr. Michalak said that the base budget for 2012 assumes a little under \$1.5 million of state forfeitures for IMPD and the Metro Drug Task Force, as they share a pool. He said that the 2011 adopted budget included about \$815,000 of state forfeitures. He said that the number increased because they are actually keeping up with the current pattern, and IMPD officers have been trained to ensure that they understand the process. In 2010, \$1,004,000 came into the State Forfeiture Fund. Mr. Michalak said on the federal side, they have budgeted \$1.1 million, which is a decrease from the \$1.6 million that was budget for 2011. Councillor Oliver asked if the money is designated by statute to be used for a specific purpose, and what that purpose is. Director Straub answered in the affirmative, and stated that it must be used for police-related activities, such as purchasing equipment and funding community policing and law enforcement training. He said these same rules generally apply on the state side as well, but the State is a little less restrictive. He said the federal asset forfeiture guidelines are very specific in terms of use and non-use of the funds.

Councillor Brown asked if there is money set aside in the budget specifically to fund the Aviation Unit. Director Straub answered in the negative, and stated that they have money from the sale of the other helicopters that they were expecting to use for the Aviation Unit, but they have been

told that there is not money specifically set aside for that purpose. Councillor Vaughn said that Director Straub cannot allocate the money until the Council appropriates it. He said the money exists in the budget, but it is the Council's responsibility to carry out the appropriation. Chair Hunter said that he is working with the Director to get the Aviation Unit funded, and it is not off the table.

Mr. Vaughn said that IMPD has loaned over \$32 million to the CIB on a contingency basis. In addition, Director Straub has gotten over 120 grants, but these grants are contracts, and some of them come with unfunded mandates of over \$2 billion. He said public safety cannot be run on a contingent basis.

Reverend Day said in budgeting, most people spend money on the things that are the most important to them. He asked if the Committee and Director Straub are considering or supporting the recommendation of Mayor Greg Ballard's Diversity Task Force Committee, headed by Joe Slash on what is needed to improve diversity in IMPD. Councillor Vaughn said that this topic has been addressed across the public safety enterprise. He said there are budget funding challenges, but Indianapolis is the 11<sup>th</sup> largest city in the country and the only major city in America that is not laying off police officers and firefighters by the hundreds. He said they are talking about using attrition and working together to add a recruit class that will address the principles that have been discussed. Reverend Day said that he appreciates the commitment and desire. Director Straub said that PERF also did a report that resulted in similar findings and they are aggressively working to implement all of the recommendations in both reports. He said they are partnering with the FOP and the Black Officer's Association. He said they believe that the volunteers are a great asset in speaking to a class of police officers, as they represent the community. It is important that the officers hear from people of the community who are affected positively and negatively. Reverend Day said that he feels that volunteers are very important, but he also feels that the money needs to be spent on addressing the diversity issues and not just relying on volunteers.

Rick Hite, Deputy Director of Diversity, DPS, said that the people of IMPD are committed to making the necessary changes. He said he understands the concern, as he is also concerned about whether or not his son or daughter can become an IMPD officer, if they will be welcomed into the agency, and if they will be able to move through the ranks. Mr. Hite said that they have a responsibility to put the best and brightest in the police cars and walking the neighborhoods, as well as to make sure the department is more diverse. He said they meet with ministers of the community every month and they have an idea of getting an ecumenical group together. It is important to keep the dialogue going.

Bill Owensby, FOP President, said that not having aviation is a huge disservice with Indianapolis being the 11<sup>th</sup> largest city in the country that has at least three major races in the Speedway area that bring a million people per year and several other major events that bring tens to hundreds of thousands of people to the City each year for conventions. He said without the proper funding, the helicopter would not be able to go up to look for Alzheimer's patients, missing children or crime suspects. He said the officers want an Aviation Unit, and the community and officers deserve it.

Mr. Owensby referenced the Employee Assistance Program (EAP), and stated that they have trailblazed a mediation program, where they are finding out the reason behind officers committing violations. By getting to the root of the problems, officers do not violate again. He said one thing that they are discovering, especially with officers returning from military deployment, is that the officers are having some Post-Traumatic Stress Disorder (PTSD) issues. He said they are also discovering that the insurance of officers is woefully inadequate to cover psychiatric medicine. He said they recently had an officer who came to the FOP for help with the large cost of medicines associated with his psychiatric diagnosis, and he ultimately committed suicide. Chair Hunter said this is an accomplishment that he wishes that Director Straub would have celebrated. Chair Hunter said that Captain Brian Nanavaty met with him about this initiative and he is impressed with him and the program. He said he would like Capt. Nanavaty to attend the next Law Enforcement Study Commission meeting to give an update on the program. He said he agrees that the City needs to do more in this regard. Director Straub said that this program will continue to be funded regardless of the budget constraints. He said they are trying to keep their personnel whole and make them successful, personally and professionally.

Councillor Vaughn said that he was a part of the decision to delay funding for the helicopter, as he did not feel that there was significant Council support for funding it, because there is an opportunity to potentially liquidate that program and use the money to fund a new recruit class. He said they intend to have the discussion of which to fund when this committee re-considers the appropriation. He said there are strong and mixed opinions of the Council on how that money is best spent, and great deference will be given to the public safety director's judgment.

Chair Hunter referenced Fleet Services, and stated that he feels that it is time that they discuss one motor pool for all city/county vehicles, working with the Department of Public Works (DPW), setting standards, leveraging vehicles and looking at the take-home policy. He said he believes in the take-home policy, but he also believes that it is bleeding money. He said he thinks that some things can be corrected by policy or ordinance. Director Straub concurred with using a centralized fleet purchasing and servicing entity. He said he has been working with Mr. Owensby, Controller Spalding, Councillors Hunter and Vaughn and Mr. Steele on trying to figure out how to develop a take-home policy that meets the needs fiscally, as well as recognizes the value of having police officers with cars in the community in which they live to provide the additional police presence. Director Straub said that since the Sheriff's presentation, there have been very positive movements in terms of coming up with a comprehensive policy. He said it is good that everyone wants to be a part of the collaborative effort.

Chair Hunter asked if the Crime Watch Coordinator position for the east side has been filled. Director Straub answered that they are in the process of filling this position, and should be able to make an announcement soon.

Chair Hunter said that he agrees with Councillor Brown that it is misleading for the Committee to look at the sub-objects and believe that they are set in stone. He asked if Mr. Michalak is putting in numbers based on historic spends. Mr. Michalak said that this is correct or it is based on purchases that they know they need to make.

Chair Hunter said that he appreciates Councillors Vaughn and Scales for their help in working on the public safety budgets, as he has been working with the Sheriff on theirs. He said it has truly been a group effort.

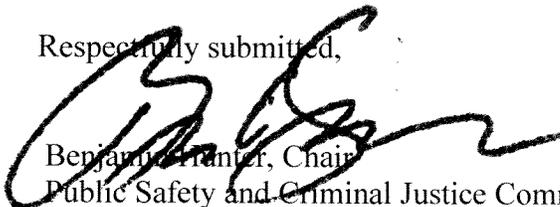
IEMS

Carolyn Requiz Smith, DPS Deputy Director, said that IEMS presented their budget in the Municipal Corporations Committee budget hearing.

Dr. Charles Miramonti said that he presented his budget under the Health and Hospital Corporation (HHC).

With no further business pending, and upon motion duly made, the Public Safety and Criminal Justice Committee of the City-County Council was adjourned at 8:39 p.m.

Respectfully submitted,

A handwritten signature in black ink, appearing to read 'B. Hunter', is written over the typed name and title.

Benjamin Hunter, Chair  
Public Safety and Criminal Justice Committee

BH/nsd

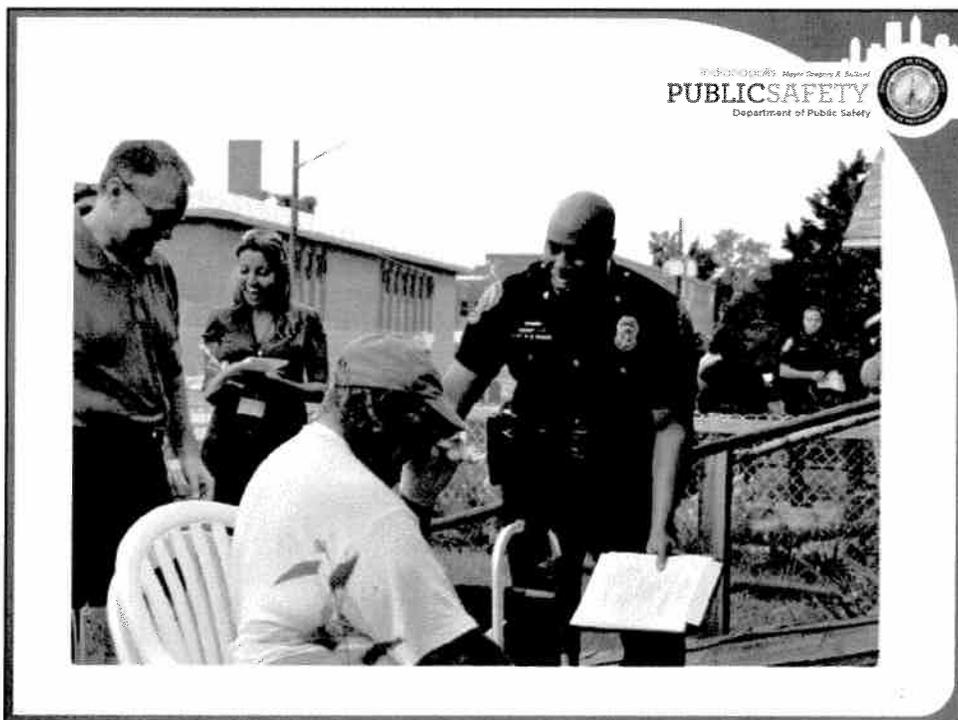
INDIANAPOLIS Mayor Gregory A. Ballard  
**PUBLICSAFETY**  
Department of Public Safety

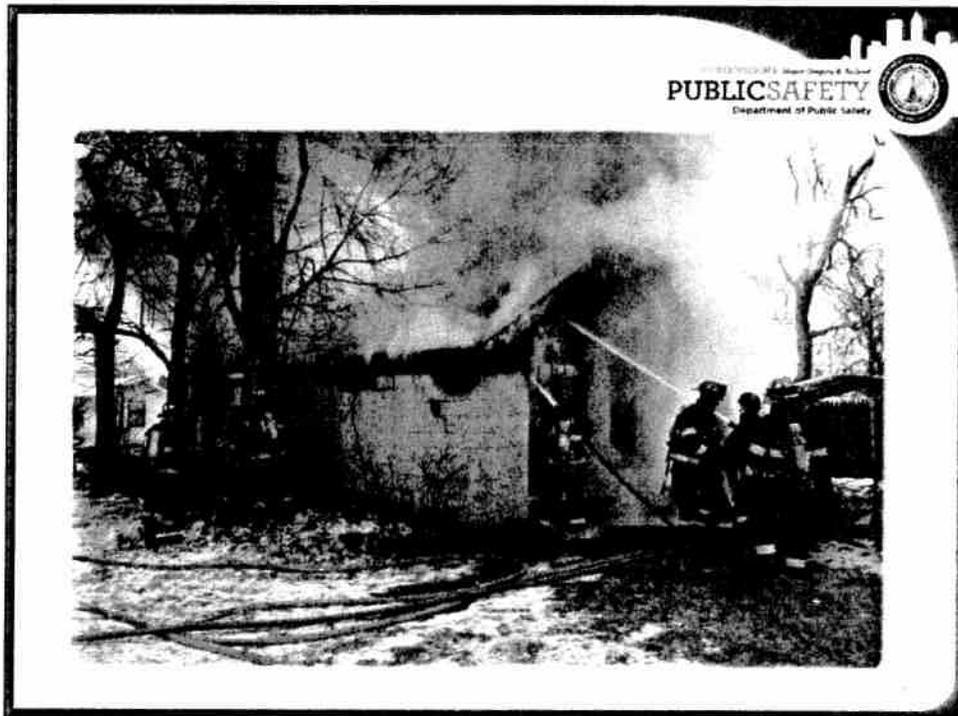
# 2012 INTRODUCED BUDGET

Part 2 of 2

Indianapolis Metropolitan Police Department  
and  
Indianapolis Fire Department

September 21, 2011





## Indianapolis/Marion County – A Growing Community

**•12<sup>th</sup> Largest City in United States**

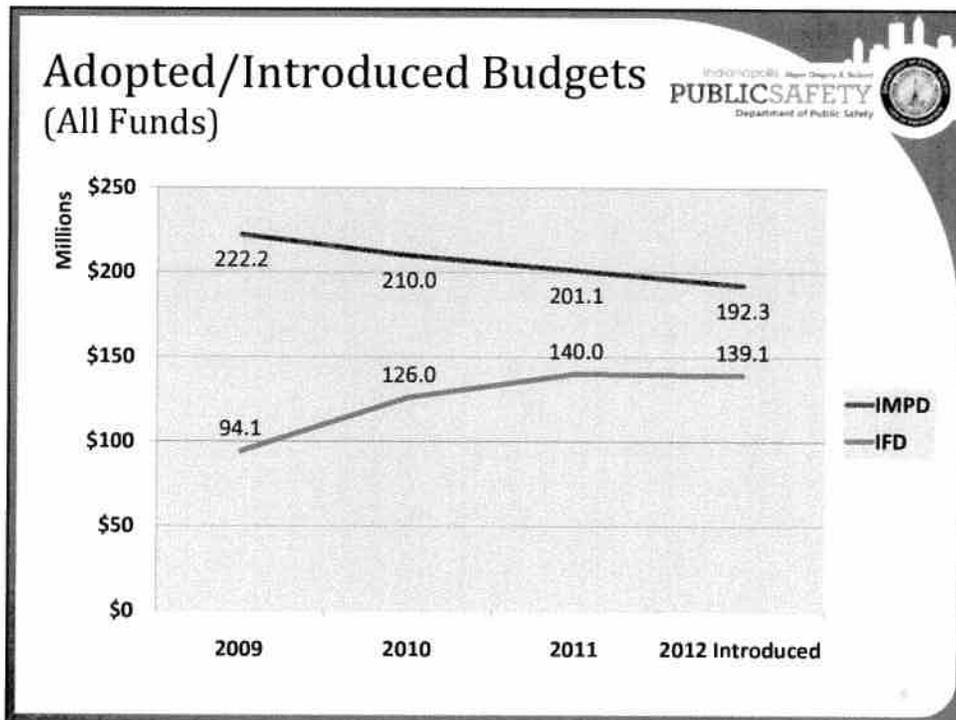
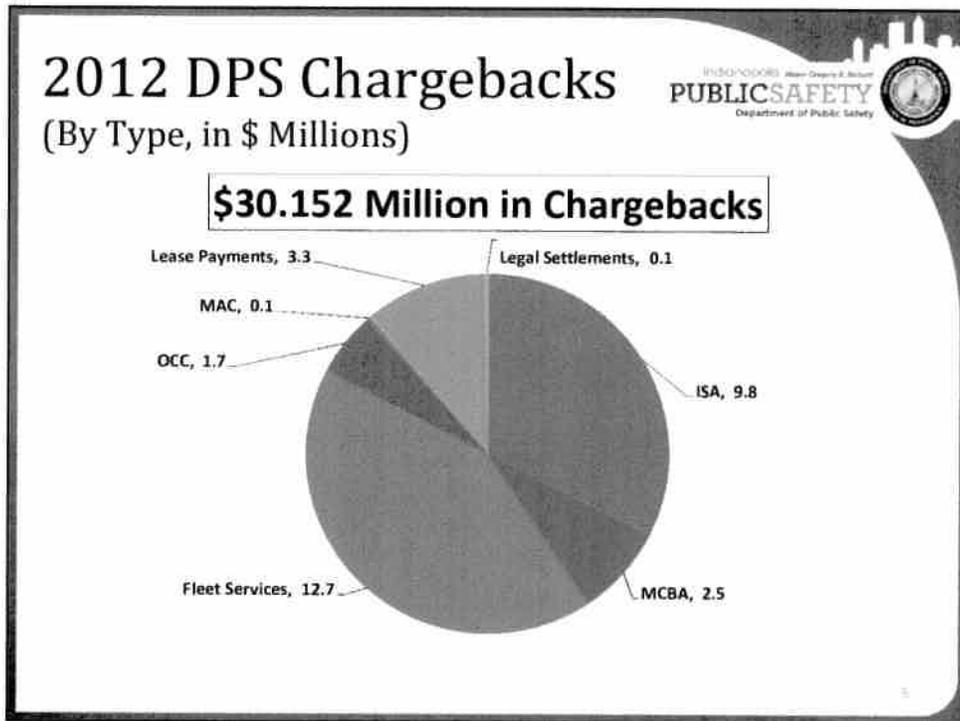
**•Population 829,718 (City)**

**•Population 903,393 (County, up 42,396 from 2000, 13.9% of Indiana)**

**•396.25 square miles (County, 1.1% of Indiana)**

(Source - 2010 US Census)

**PUBLIC SAFETY**  
Department of Public Safety



### Budget Requests Versus Adopted/Introduced Budgets (All Funds)



	2010		2011		2012		
	Requested/ Adopted	Requested	Adopted	Difference	Requested	Introduced	Difference
IMPD	\$209,977,818	\$211,187,995	\$201,096,276	(\$10,091,719)	\$197,155,634	\$192,255,983	(\$4,899,651)
IFD	125,988,181	134,602,762	139,960,073	5,357,311	140,439,384	139,088,936	(1,350,448)
<b>Totals</b>	<b>\$335,965,999</b>	<b>\$345,790,757</b>	<b>\$341,056,349</b>	<b>(\$4,734,408)</b>	<b>\$337,595,018</b>	<b>\$331,344,919</b>	<b>(\$6,250,099)</b>

### Change in Budget (IMPD and IFD, All Funds)



	2010 Adopted	2012 Introduced	Difference
Combined Budget	\$335,965,999	\$331,344,919	(\$4,621,080)



2012 Introduced Budget

## INDIANAPOLIS METROPOLITAN POLICE DEPARTMENT ("IMPD")

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## 2011 Achievements (IMPD)

- **Professional Standards Division (PSD)**
  - Established DPS-wide division
  - At Mayor's direction, PSD developed and implemented IMPD's first performance appraisal system
  - Created employee development program to assist officers in need of mentoring, training, EAP, or other services

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**2011 Achievements**  
(IMPD)

CITY OF OREGON Mayor Douglas R. Schum  
**PUBLICSAFETY**  
Department of Public Safety 

- **Supervision**
  - Increased length of new sergeant training
    - From 3 days to 2 weeks
  - Increased length of new lieutenant training
  - Increased in-service training for sergeants, lieutenants, and captains
- **General Orders**
  - Begun review and revision of 65 general orders with PERF
    - To date, 16 reviewed and re-issued
    - To date, 17 in final review process
    - 32 in IMPD/PERF committee

**2011 Achievements**  
(IMPD)

CITY OF OREGON Mayor Douglas R. Schum  
**PUBLICSAFETY**  
Department of Public Safety 

- Moving toward CALEA accreditation by 2013
- **Recruitment, Selection & Training**
  - Set a new direction based on the PERF and Diversity Task Force reports
  - Increased size of our recruiting team and enrolled them in US Marine Corp training
  - Added integrity and personality tests to pre-screen process
  - Developing new recruit training curriculum with PERF and IUPUI

## 2011 Achievements

(IMPD)

INDIANAPOLIS Mayor Dennis A. Scharf  
**PUBLICSAFETY**  
Department of Public Safety



- IUPUI will provide undergraduate credits for recruit training
- Re-engineering in-service training
- **Leadership Development**
  - 13 command staff personnel to SMIP
  - 30 members of DPS senior management team to (8) session IUPUI leadership program
  - IMPD supervisors to FBI National Academy
  - DHS Chief to Naval Postgraduate School's Program in Homeland Defense

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## 2011 Achievements

(IMPD)

INDIANAPOLIS Mayor Dennis A. Scharf  
**PUBLICSAFETY**  
Department of Public Safety



- Expanded Career Leadership Development Program to include all IMPD officers Community Policing
- **Community Policing**
  - District-based policing
  - Created Community Affairs branch
  - Expanded OK program to 4 high schools
  - Youth Policing Initiative (“YPI”)
  - Created Youth Violence Reduction Team
  - Established inter-denominational faith-based advisory board

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## 2011 Achievements (IMPD)

**PUBLIC SAFETY**  
Department of Public Safety

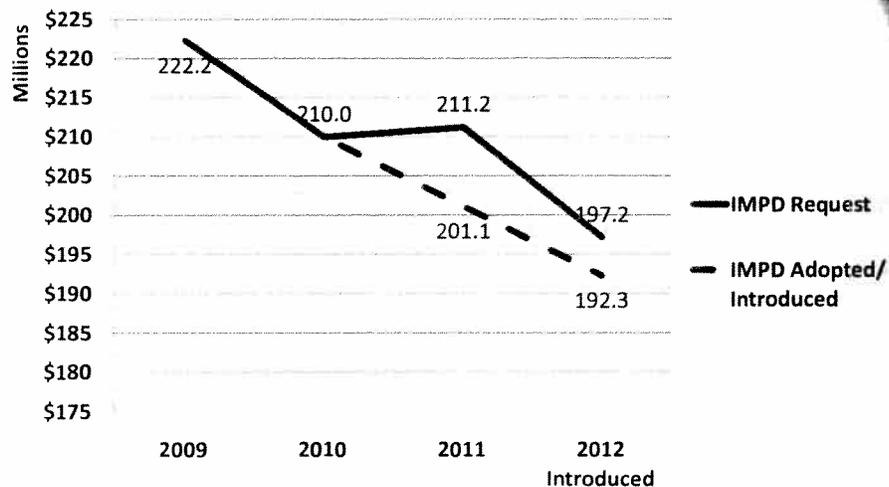


- **Evidence-based Policing**

- Strategic deployment of resources based on
  - Data
  - Information
  - Intelligence
  - Evidence-based practices
- Installed air cards in all patrol vehicles
- Public safety communications improving IT capabilities
- Regional Operations Center – real-time crime center

## Budget Summary (IMPD, All Funds)

**PUBLIC SAFETY**  
Department of Public Safety



## Budget Requests Versus Adopted/Introduced Budgets (IMPD, All Funds\*)

INDIANAPOLIS Mayor Grego A. Ballard  
**PUBLICSAFETY**  
Department of Public Safety



	2010	2011			2012		
	<u>Requested/ Adopted</u>	<u>Requested</u>	<u>Adopted</u>	<u>Difference</u>	<u>Requested</u>	<u>Introduced</u>	<u>Difference</u>
Personnel	\$163,412,324	\$167,671,355	\$164,423,167	(\$3,248,188)	\$164,984,559	\$164,472,142	(\$512,417)
Supplies	2,319,577	2,046,772	1,659,754	(387,018)	1,905,582	2,281,738	376,156
Services	22,215,792	17,954,384	16,883,080	(1,071,304)	14,206,803	11,422,048	(2,784,755)
Equipment	11,369,840	12,864,899	8,479,690	(4,385,209)	6,408,105	3,570,584	(2,837,521)
Chargebacks	10,660,285	10,650,585	9,650,585	(1,000,000)	9,650,585	10,509,471	858,886
<b>Totals</b>	<b>\$209,977,818</b>	<b>\$211,187,995</b>	<b>\$201,096,276</b>	<b>(\$10,091,719)</b>	<b>\$197,155,634</b>	<b>\$192,255,983</b>	<b>(\$4,899,651)</b>

\* Includes General Fund, Public Safety Tax Fund, Federal and State Forfeiture Funds, Cumulative Capital Fund, and all Grant Funds.

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## Budget Requests Versus Adopted/Introduced Budgets (Operating Funds Only\*)

INDIANAPOLIS Mayor Grego A. Ballard  
**PUBLICSAFETY**  
Department of Public Safety



	2010	2011			2012		
	<u>Requested/ Adopted</u>	<u>Requested</u>	<u>Adopted</u>	<u>Difference</u>	<u>Requested</u>	<u>Introduced</u>	<u>Difference</u>
Personnel**	\$157,457,793	\$161,287,788	\$158,039,600	(\$3,248,188)	\$158,398,161	\$158,063,736	(\$334,425)
Supplies	1,028,923	1,204,818	817,800	(387,018)	381,990	817,800	435,810
Services	11,435,054	11,898,136	10,846,847	(1,051,289)	9,609,270	7,437,130	(2,172,140)
Equipment	98,422	1,024,550	6,500	(1,018,050)	2,000	2,000	
Chargebacks	10,660,285	10,650,585	9,650,585	(1,000,000)	9,650,585	10,509,471	858,886
<b>Totals</b>	<b>\$180,680,477</b>	<b>\$186,065,877</b>	<b>\$179,361,332</b>	<b>(\$6,704,545)</b>	<b>\$178,042,006</b>	<b>\$176,830,137</b>	<b>(\$1,211,869)</b>

\* Includes General Fund and Public Safety Tax only.

\*\* 2011 Adopted Budget did not include funding for \$1.1 million of civilian positions.

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# IMPD Budget Challenges

THE CITY OF HOUSTON Mayor Gregory A. Siskind  
PUBLIC SAFETY  
Department of Public Safety



- **Personnel**
  - Staffing levels
    - Sworn and Civilian
- **Supplies**
  - Faced with rising costs of ammunition
  - Must replace protective vests and equipment
  - Should replace weapons periodically
  - Must supply basic supplies at Districts

# IMPD Budget Challenges

THE CITY OF HOUSTON Mayor Gregory A. Siskind  
PUBLIC SAFETY  
Department of Public Safety



(Cont'd)

- **Services**
  - Approximately \$3.3 million underfunded
    - IMPD District leases
    - Utilities at Districts
    - Software licenses for current IMPD systems
    - Random drug/alcohol testing of officers
    - Psychological and fitness for duty evaluations
    - Travel and training
    - Vet services for K-9 and mounted units
    - Intel from witnesses

## IMPD Budget Challenges

INDIANAPOLIS Mayor Gregory A. Ballard  
**PUBLIC SAFETY**  
Department of Public Safety



(Cont'd)

- **Equipment**

- Unbudgeted vehicle replacement
  - Should fund 300 – 400 new police cruisers each year
- Loss of UASI funds will have a significant negative effect on equipment purchases

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## IMPD Budget Challenges

INDIANAPOLIS Mayor Gregory A. Ballard  
**PUBLIC SAFETY**  
Department of Public Safety



(Cont'd)

- **Aviation unit**

- Plan to support operations without taxpayer impact
  - IMPD sold equipment for \$843,935.59
  - Dedicate proceeds to fund aviation unit
  - Operate the remaining helicopter into 2013
  - Keeping helicopter grounded does not eliminate all costs
- 2012 Introduced Budget assumes proceeds from sale of helicopter are used to sustain baseline IMPD operations without aviation unit

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2012 Introduced Budget

## INDIANAPOLIS FIRE DEPARTMENT (“IFD”)

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## 2011 Achievements (IFD)

- **Personnel**
  - Most diversified command staff in IFD’s history
- **Logistics**
  - New Vehicles
    - Seven ladders
    - Six engines
    - Tanker
    - Service truck
    - Nine buggies and upgrades

## 2011 Achievements

(IFD)

INDIANAPOLIS Mayor Stephen A. Gold  
**PUBLICSAFETY**  
 Department of Public Safety



- **Code Enforcement**
  - Mobile Eyes system
    - Inspection data and reporting tools
- **EMS**
  - Bike program for Downtown
    - 10 IFD FF's attended Int'l Police Mountain Bike Assoc. EMS Certification Class
  - Secured \$125,000 AFG Grant to update IFD and surrounding departments' equipment
  - Advanced Life Support delivery program
    - Will allow IFD to provide 24/7 ALS first response to over 95% of the IFD service area
      - Less than 9 minute response time

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## 2011 Achievements

(IFD)

INDIANAPOLIS Mayor Stephen A. Gold  
**PUBLICSAFETY**  
 Department of Public Safety



- **Pack tracker training at Lucas Oil Stadium**
- **Fire Investigations Unit late shift established**
- **7 special operations core classes**
  - 2 ropes
  - 2 dive
  - Trench
  - Confined space
  - Structural collapse
- **Teleconference project implementation (AFG Grant)**

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**2011 Achievements**  
(IFD)

**PUBLIC SAFETY**  
Department of Public Safety



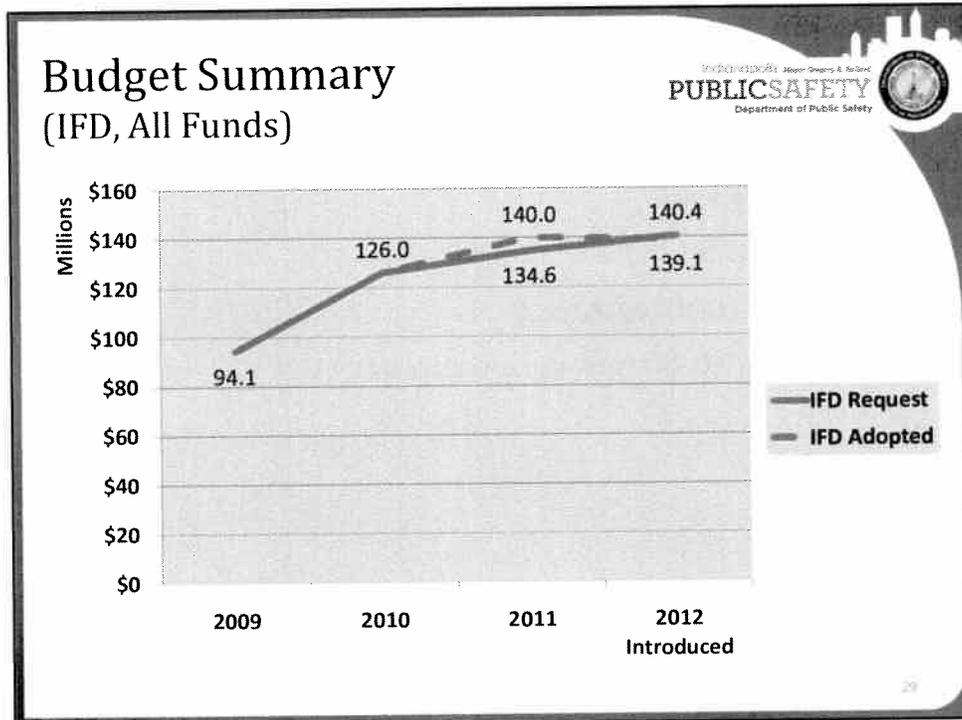
- **Planning and Transition**
  - First full year of new consolidations
    - Franklin Township
    - Lawrence Township
    - Indianapolis EMS
  - Transition to Telestaff

**2011 Achievements**  
(IFD)

**PUBLIC SAFETY**  
Department of Public Safety



- **Operations**
  - Established focus group of Battalion Chiefs
    - Research recourse needs if IFD were to encompass all of Marion County
      - Identified needs to restructure Battalion Chief configuration
  - Began dispatching an IFD ALS unit to all shootings, stabbings, and full arrests
  - Initiated a Box Response Analysis
    - Accurately measure response times to center of geozone
  - New relationship with Indianapolis Motor Speedway
    - Provided 10 apparatus and full HazMat Task Force for 2 large races
  - Provided 24-hour coverage at Indiana State Fair



### Budget Requests Versus Adopted/Introduced Budgets (IFD, All Funds\*)

	2010		2011		2012		
	Requested/ Adopted	Requested	Adopted	Difference	Requested	Introduced	Difference
Personnel	\$109,937,782	\$118,070,436	\$123,862,893	\$5,792,457	\$125,198,834	\$123,019,144	(\$2,179,690)
Supplies	2,191,067	2,124,988	2,112,731	(12,257)	1,474,512	1,474,512	
Services	6,336,942	6,594,395	7,442,390	847,995	5,859,848	7,639,254	1,779,406
Equipment	4,645,828	4,640,981	3,686,936	(954,045)	5,051,067	4,016,042	(1,035,025)
Chargebacks	2,876,562	3,171,962	2,855,123	(316,839)	2,855,123	2,939,984	84,861
<b>Totals</b>	<b>\$125,988,181</b>	<b>\$134,602,762</b>	<b>\$139,960,073</b>	<b>\$5,357,311</b>	<b>\$140,439,384</b>	<b>\$139,088,936</b>	<b>(\$1,350,448)</b>

\* Includes General Fund, Cumulative Capital Fund, and all Grant Funds.

## IFD Budget Challenges



- **Staffing levels**
  - Sworn and Civilian
- **Fuel and maintenance**
  - Introduced budget essentially flat at 2010 levels

## IFD Budget Challenges



- **Equipment**
  - Cannot maintain 10-year replacement cycle
    - 8 engines
    - 7 ladders
    - 6 specialty apparatus
      - Squads and tactical support vehicles
  - Can fund 2 apparatus in 2012